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EIGHTY-SIXTH SESSION

HUMAN RESOURCES REPORT

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I. INTRODUCTION

1. The past year has proved to be a challenge for the Department of Human Resources Management: the staff of the Organization and the number of offices around the world have continued to grow steadily while the resources available to manage this growth have not followed the same trend. Emphasis was again put on streamlining procedures and creating policies for the benefit of the staff and the work they carry out for the Organization, while maintaining efforts to achieve gender balance and increase the representation of Member States among the staff. It is noteworthy that in 2003, for the first time, the number of women officials at Headquarters is higher than the number of their male colleagues. Whereas 57 Member States were represented among officials in June 2002, the number increased to 64 in June 2003.

II. SELECTION AND RECRUITMENT PRACTICES

Recruitment

2. Efforts continue to be made to improve the methods of recruitment, and to accelerate the processing of regular vacancy notices. For example:

- (a) The concept of e-recruitment is being studied, in order to assess the possibility of implementing such a tool.
- (b) Panel interviews and reference checking are conducted regularly at Headquarters and in Field Missions for all positions advertised through a vacancy notice.
- (c) Advertising short-term posts with specialized entities and web sites is becoming a regular practice.

Short-term recruitment

3. Short-term recruitment has continued over the past year due to emergency and post-conflict situations.

4. Short-term vacancy notices (SVN) are issued for posts of an expected duration of less than a year, which are not subject to review by the Appointments and Postings Board (APB). Guidelines have been drawn up and implemented with success to ensure fast-track recruitment of qualified staff, while preserving a transparent process. Supervisors are required to complete a simplified recommendation form.

Secondments

5. Secondments (to and from a government, or between departments, services, missions or organizations) are a good way of enhancing cooperation, training and mentoring of IOM staff to get to know other structures and *vice versa*. New agreements have been signed with the Governments of Australia and Sweden and negotiations are under way with the Governments of the Republic of Korea and South Africa. Since July 2002, six new staff members have been seconded to IOM by four governments, whereas four IOM staff members are at present seconded to other organizations.

Gratis personnel

6. In order to support pilot programmes and obtain temporary and urgent assistance for the expanding activities of the Organization, IOM will be reviewing its policy on the hiring of gratis personnel (personnel provided to IOM free of charge by a government or other entity that cannot be considered under another existing scheme). Guidelines will be drafted to establish a framework for the selection and recruitment of this category of staff; this procedure will not replace staff being recruited for regular vacancies.

Internship Programme

7. The Internship Programme provides students with the opportunity to learn about IOM's activities and to gain initial work experience. IOM provides on-the-job training to interns so that both they and the Organization can benefit. Some units at Headquarters or Field Missions have a budget allocation to pay the stipends for interns. In addition, IOM has signed agreements with several universities and sponsoring institutions worldwide to receive interns with scholarships.

Associate Experts

8. In June 2003, 16 Associate Experts from ten Member States (provided by eight donor countries) were deployed within IOM; six more will join the Organization before the end of 2003. IOM was able to retain five Associate Experts in 2002; another Associate Expert will become a staff member in 2003.

9. Five Associate Experts are being provided to IOM under the new agreement signed with the Dutch Government. Four will work in the least developed and low-income countries (as per the Development Assistance Committee (DAC) List of Aid Recipients as at 1 January 1999) and one position is at Headquarters.

10. IOM appreciates the contribution received from donor governments to this important programme and would like to encourage other Member States to begin or reactivate Associate Expert programmes with IOM.

Internal and external e-recruitment

11. Further to the development of the Emergency Roster, the Staffing Unit, together with Information Technology Services, is examining the concept of e-recruitment and is currently assessing the feasibility of developing such a tool in IOM. This would facilitate and expedite the recruitment process and further reduce costs and time. In order to implement such a system, funds would be required for initial investment in information technology.

III. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS

Harmonization of conditions of service for General Service field staff

12. The main tool of harmonization is the implementation of the Staff Regulations and Rules (SRRs). It should be noted that the number of Field Missions where SRRs are required follows the expansion of IOM. Since September 2002, seven new Field Missions have had SRRs implemented and another two have had their SRRs updated in order to grant standard conditions of service. Since autumn 2002, the Medical Service Plan has been implemented in seven additional Field Missions and the Provident Fund in another five. The number of Field Missions participating in the MSP has almost doubled since 2001 (50 in August 2003 compared to 26 in June 2001).

Transfer of claims processing to Manila

13. The administrative work of processing medical claims has increased in proportion to the increasing number of Missions participating in the Medical Service Plan. Therefore, the function of claims processing was delocalized to Manila in March 2003. After an initial training and hand-over period, the unit is functioning well and processing the same average number of claims per month as were previously processed at Headquarters. In order to facilitate the transfer, the insurance bulletins describing the benefits and administration of the schemes were reviewed and updated to accurately reflect the latest changes.

Paternity leave

14. Paternity leave was introduced in September 2000 through a pilot exercise and has now been established on a regular basis.

Policy for Home-Based Work (HBW)

15. The possibility to work from home was formally introduced in 2000 with the policy in support of work/family responsibilities, where it was outlined in general terms. With the increased use of HBW, IOM found that both staff and supervisors would benefit from a policy document with more detailed guidance on how to prepare and handle such requests. The new policy has been coordinated with staff and managers, and will be issued in autumn 2003.

IV. PERSONNEL MANAGEMENT SYSTEM

16. The External Auditors have recommended that the personnel management and payroll software be replaced, as it is becoming obsolete (ref. SCBF/258). The resources are currently not available but this, together with the need for e-recruitment mentioned in paragraph 11 above, is becoming ever more essential with the rapid expansion of the Organization and its staff.

V. STAFF DEVELOPMENT AND TRAINING

17. The Staff Development and Training Unit (SDT) continued planning and implementing learning activities in close coordination with the Staff Development and Training Steering Committee, composed of representatives of both the Administration and the Staff Association. Many activities were co-funded between SDT, the work unit or Field Mission in question.

18. Increasing emphasis is being placed on timely reporting and evaluation of learning activities. The focus also remains on field staff and has included the provision of comprehensive project development training on a regional basis, often including thematic sessions on specific IOM service areas. In addition, SDT supported the organization of several workshops at Headquarters (for field staff) on particular services (e.g. labour migration).

19. Training workshops to enhance the management of IOM's human and financial resources took place in several regions in the Field. In addition, as part of its ongoing support to the development and implementation of the forthcoming introduction of the revised Performance Review System (see below), SDT organized two learning programmes on the management and supervision of staff (Managing People) for supervisors, primarily at Headquarters. This programme will be extended to the Field in 2004 if resources permit.

20. IOM's "e-learning" programme, now in the test phase, will give field staff wider access to short, targeted, cost-effective learning programmes via the Internet. Other activities include: support to the development of an IOM training programme on the human rights of migrants; the development, with the Migration Policy and Research Programme (MPRP) and Migration Management Services (MMS), of a comprehensive training manual on international migration; and programmes on team-building, negotiation, stress management and conflict management for various teams at Headquarters and in the Field.

VI. PERFORMANCE MANAGEMENT

21. A pilot test of the revised IOM Performance Review System (PRS), involving both Headquarters' units and some Field Missions, took place in 2003. The feedback has been positive. The focus is now on the development of additional training tools to support the successful and comprehensive introduction of the system on a wider scale in 2004, as well as the establishment of the Information Technology (IT) components required for the efficient management of the system when introduced throughout the Organization. The PRS includes both the assessment of professional competencies and the identification and assessment of work objectives for a given period.

22. A Career Threshold Review process took place at the end of 2002, in order to make recommendations for granting regular contracts to some 85 staff members who had been with the Organization for the requisite number of years, occupied a position of an ongoing nature and had received three positive recommendations from their present and past supervisors, as well as an expert in the area of their activity, in accordance with the previously announced procedures. Out of the 85 cases, some 60 were recommended by the APB for regular contracts, within the approved quota of the maximum of one-third of the staff having regular contracts.

VII. JOB CLASSIFICATION

23. IOM continues to classify positions according to the ICSC Classification Standards, whether they are new positions or those where the duties and responsibilities have significantly increased. Between 1 July 2002 and 30 June 2003, 27 positions (20 officials and 7 employees) were rated and 10 desk audits (all for officials) were carried out. Five classification appeals (three officials and two employees) were processed by the Classification Appeals and Review Committee (CARC).

24. 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 has been finalized and three others are in various stages of drafting: for administrative/finance officers in the Field, for programme/project staff, as well as for staff in the medical professions. The profiles 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.

25. In order to harmonize conditions of service of general service staff worldwide and increase the Organization's capacity to review individual grades and grading patterns in Field Missions, a team of four field staff members has been trained to undertake reclassification exercises upon mission request. IOM Brussels was the first to carry out such an exercise, which was successfully completed in September 2003.

VIII. STAFF MOBILITY

26. In 2002, the Director General invited 14 senior staff who had been in their post for five years to enter into a dialogue with the Administration regarding options for a new posting during 2003. As a result, two staff members applied to and were selected for vacancy notices and are being transferred. In addition, seven other senior officials were or are being transferred. The Staff Association Committee (SAC) has been informed about the plans for their reassignment within the Appointments and Postings Board. In 2003, the Director General will be writing to those senior officials who will have been at the same post exercising leadership responsibility for five years by the summer of 2004.

IX. STAFF RELATIONS

27. The Administration has met with representatives of the SAC within the JASAC (Joint Administration/Staff Association Committee) once in 2003 to discuss matters of common interest. Cooperation between the Administration and the SAC continued through other working groups or initiatives, such as the group designing the new Performance Review System and the Staff Development and Training Steering Committee.

28. Between 1 July 2002 and 30 June 2003, the Appointments and Postings Board held 14 meetings and discussed and made recommendations on 202 items. The Director General approved and followed the recommendations in 200 cases.

29. Concerning staff grievances, between 1 July 2002 and 30 June 2003, two staff appeals were received by the Joint Administrative Review Board (JARB) and two appeals were lodged with the ILO Administrative Tribunal.

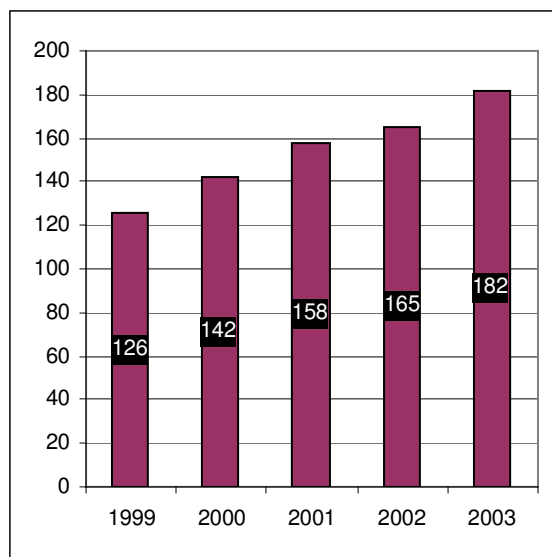
30. After initial difficulties in finding a replacement for the Ombudsperson, the Administration and the SAC are now in the final stages of this joint recruitment.

Annex
Statistical Overview

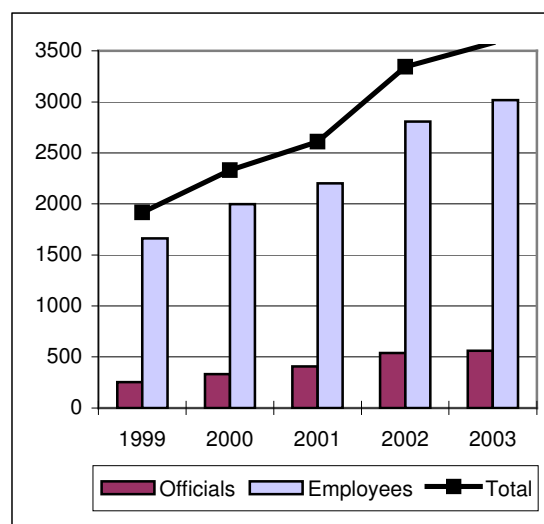
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IOM STAFF COMPOSITION

1. IOM Field Offices (including suboffices), 1999-2003



2. IOM staffing¹ trends, 1999-2003



3. Staff by category, location and gender, June 2003

Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials ²	68	62	107	207	444
Officials, short-term	7	7	30	59	103
Employees ²	114	45	683	916	1 758
Employees, short-term	28	8	450	695	1 181
National Officers	0	0	36	42	78
Associate Experts	2	1	8	5	16
TOTAL	219	123	1 314	1 924	3 580

¹ Staff members holding a short-term contract included.

² 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, Associate Experts, interns and staff on special leave without pay are excluded.

4. Officials - distribution by gender and grade, 1999-2003

Grade	Dec. 1999	Dec. 2000	Dec. 2001	Dec. 2002	June 2003
% of women	30.6 %	28.1%	35.3%	38.1%	39.4%
Out of the above percentages women were distributed within grades as follows:					
P5 and above	16.1%	14.1%	10.5%	9.9%	8.6%
P3-P4	62.5%	67.6%	56.4%	48.7%	49.7%
P1-P2	16.1%	15.5%	27.4%	36.2%	37.7%
PU	5.3%	2.8%	5.7%	5.2%	4.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Total number of women	56	71	124	152	175
% of men	69.4%	71.9%	64.7%	61.9%	60.6%
Out of the above percentages men were distributed within grades as follows:					
P5 and above	35.4%	25.8%	20.3%	22.3%	20.4%
P3-P4	53.5%	54.4%	59.5%	55.9%	57.3%
P1-P2	7.9%	17.1%	15.8%	18.2%	20.4%
PU	3.2%	2.7%	4.4%	3.6%	1.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Total number of men	127	182	227	247	269

5. Evolution of the representation of women among officials, 1999-2003

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

Grade	Dec. 1999	Dec. 2000	Dec. 2001	Dec. 2002	June 2003
D2	0.0%	0.0%	0.0%	0.0%	0.0%
D1	17.6%	17.6%	22.2%	27.8%	29.4%
P5	16.7%	17.9%	22.5%	20.0%	19.6%
P4	32.0%	33.3%	36.0%	39.5%	38.5%
P3	35.8%	32.4%	32.8%	32.1%	34.7%
P2	50.0%	24.2%	48.2%	52.1%	51.3%
P1	50.0%	30.0%	50.0%	62.1%	61.0%
PU	37.5%	28.6%	41.2%	47.1%	58.3%
Total % of women	30.6 %	28.1 %	35.3 %	38.1 %	39.4 %
Total officials	183	253	351	399	444

6. Officials by country of nationality and grade, June 2003

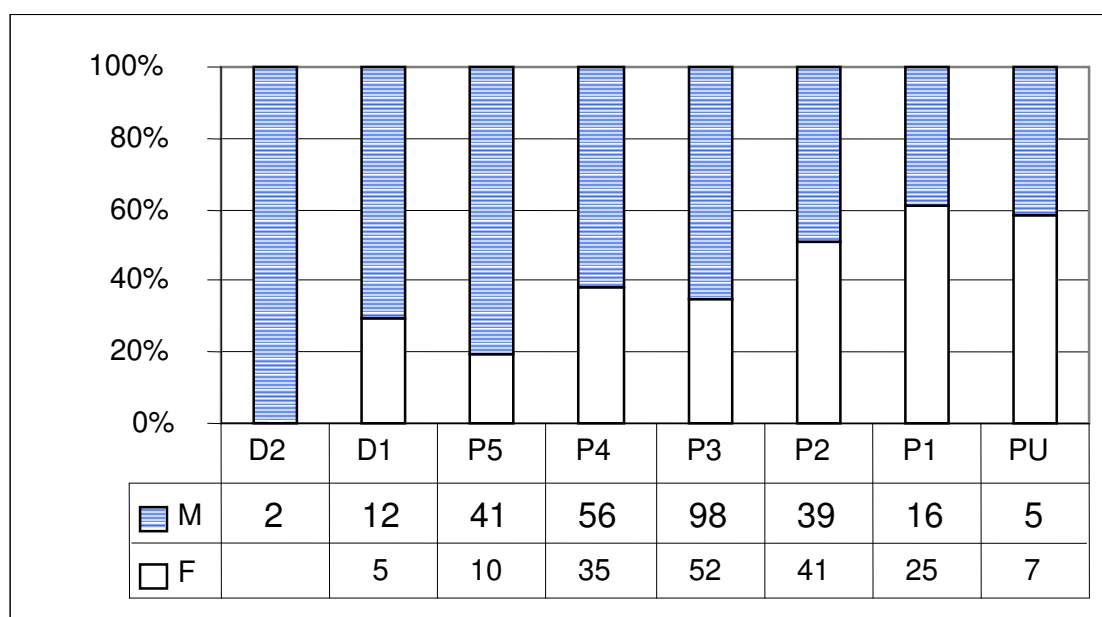
Country of nationality	Grades							TOTAL	
	D2	D1	P5	P4	P3	P2	P1		PU
Albania						1			1
Algeria					1				1
Argentina		1		1	1				3
Australia	1	1	1	1	8	5	12	2	31
Austria		1		2	2				5
Azerbaijan						1			1
Bangladesh			1						1
Belgium		1	1	2	6	1			11
Bolivia				2					2
Burkina Faso					1				1
Canada		1	3	2	5	3	1	2	17
Cape Verde					1				1
Chile			1		1				2
Costa Rica		1			4	1			6
Croatia				2	2	2	1		7
Czech Republic					1	1			2
Denmark				2	1				3
Egypt			1				1		2
El Salvador						1			1
Finland					1	2	1		4
France			4	5	6	2	1		18
Georgia					2				2
Germany		4	5	5	3	5		1	23
Greece					1				1
Guatemala					1				1
Honduras				1		1			2
Hungary				2					2
Iran (Islamic Republic of)				1					1
Ireland				1					1
Israel			1			1			2
Italy		1	7	7	9	3			27
Japan		1		1		1			3
Jordan				1	2	1			4
Kazakhstan					1				1
Kenya				1	4	1	1		7
Liberia					1				1
Lithuania				1	1				2
Netherlands		1	2	2	1	1	1	1	9
New Zealand			2	1	1				4
Nicaragua						2			2
Norway			1						1
Pakistan			1		1		1		3
Panama				1	1				2
Peru				2	1			1	4
Philippines				5	7	5	5		22
Poland						2			2
Portugal			1	1		2			4
Republic of Korea					1				1

6. Officials by country of nationality and grade, June 2003 (cont.)

Country of nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Romania				1		2			3
Serbia and Montenegro				3	3		1		7
Slovakia						1			1
South Africa					2	1			3
Sri Lanka				1					1
Sudan				1					1
Sweden				1	7	1			9
Switzerland	1		2	5	2	3			13
Thailand					1	3	2		6
Ukraine					1				1
United Kingdom of Great Britain and Northern Ireland			2	5	4	4	1	1	17
United Republic of Tanzania						1			1
United States of America		4	11	13	35	5	5	3	76
Uruguay			1	3	1	1			6
Venezuela			1						1
Zimbabwe					1				1
Non-Member States			2	6	14	13	7	1	43
TOTAL	2	17	51	91	150	80	41	12	444
Number of represented Member States									64

Nationals of non-represented Member States currently employed on short-term contracts: Côte d'Ivoire (1), Ecuador (1), Tunisia (1) and Uganda (1).

7. Officials - grade distribution and gender, June 2003



8. Headquarters employees by country of nationality and gender, June 2003

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Albania	1	1	2	Peru	1	1	2
Argentina	2		2	Philippines	1	1	2
Australia	4	1	5	Poland	4		4
Azerbaijan	1		1	Portugal	1		1
Belgium	1		1	Romania	1	1	2
Bosnia and Herzegovina	3	2	5	Russian Federation	2		2
Canada	1		1	Senegal	1		1
Colombia	1	1	2	Serbia and Montenegro	4	2	6
Costa Rica	1		1	Slovenia	1		1
Croatia	1	1	2	Spain		1	1
Czech Republic	1	1	2	Sri Lanka		1	1
France	24	13	37	Sudan	1		1
Germany	8	1	9	Switzerland	21	6	27
Greece		1	1	The former Yugoslav Republic of Macedonia	2	2	4
Indonesia	1		1	Turkmenistan	2		2
Italy	4	3	7	Ukraine	1		1
Kenya	1		1	United Kingdom of Great Britain and Northern Ireland	10	1	11
Latvia		1	1	Uruguay	3	1	4
Lebanon		1	1				
Madagascar		1	1				
Netherlands	3		3				
				Grand total	114	45	159

9. Field employees³ by country of nationality and gender, June 2003

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Afghanistan	26	365	391	Bulgaria	5	4	9
Albania	24	14	38	Burkina Faso	1	1	2
Algeria	1	2	3	Cambodia	14	28	42
Angola	2	10	12	Canada	3	2	5
Argentina	14	3	17	Chile	2	5	7
Armenia	10	7	17	China, Hong Kong Special Administrative Region	4		4
Australia	10	1	11	Colombia	79	49	128
Austria	4	7	11	Congo	1	9	10
Azerbaijan	10	17	27	Costa Rica	17	7	24
Bangladesh	4	10	14	Croatia	9	8	17
Belarus	7	1	8	Czech Republic	7	3	10
Belgium	8	12	20	Democratic Republic of the Congo		6	6
Bolivia		2	2	Denmark		1	1
Bosnia and Herzegovina	40	47	87	Dominican Republic	2	3	5
Botswana	1		1				
Brazil		1	1				

³ Including short-term employees.

9. Field employees by country of nationality and gender, June 2003 (cont.)

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Ecuador	14	29	43	Peru	6	6	12
Egypt	19	19	38	Philippines	18	19	37
El Salvador	2	3	5	Poland	10	3	13
Estonia	1		1	Portugal	9	6	15
Ethiopia	13	20	33	Republic of Korea		1	1
Fiji		1	1	Republic of Moldova	7	5	12
Finland	9	3	12	Romania	17	9	26
France		6	6	Russian Federation	105	50	155
Gambia	2	1	3	Senegal	10	11	21
Georgia	7	7	14	Serbia and Montenegro	56	47	103
Germany	13	13	26	Kosovo	80	149	229
Ghana	14	15	29	Sierra Leone	1	13	14
Greece	9	6	15	Slovakia	6	3	9
Guatemala	7	21	28	Slovenia	5	1	6
Guinea	2	7	9	Somalia	3		3
Guinea-Bissau	3	4	7	South Africa	8	10	18
Honduras	3	3	6	Spain	3	1	4
Hungary	4	5	9	Sri Lanka	4	10	14
India	3	9	12	Sudan	4	7	11
Indonesia	26	26	52	Sweden	3	1	4
Iran (Islamic Republic of)	5	10	15	Switzerland	1		1
Iraq	7	40	47	Syrian Arab Republic	7	6	13
Ireland	2		2	Tajikistan	8	17	25
Italy	23	6	29	Thailand	14	7	21
Japan	3		3	The former Yugoslav	32	32	64
Jordan	5	17	22	Republic of Macedonia			
Kazakhstan	10	2	12	Timor-Leste	6	80	86
Kenya	59	94	153	Tunisia	1	2	3
Kyrgyzstan	8	8	16	Turkey	3	7	10
Latvia	1	1	2	Turkmenistan	3	4	7
Lebanon	2		2	Tuvalu		2	2
Lesotho	1		1	Uganda	3	2	5
Liberia		2	2	Ukraine	26	19	45
Lithuania	4	1	5	United Kingdom of	5	5	10
Mali		4	4	Great Britain and			
Mexico	1	1	2	Northern Ireland			
Mozambique		1	1	United States of America	23	28	51
Nauru	5	8	13	Uruguay	2	1	3
Netherlands	32	19	51	Venezuela		2	2
Nicaragua	2		2	Viet Nam	33	21	54
Nigeria	12	3	15	Yemen		1	1
Norway	3	3	6	Zambia	2	1	3
Pakistan	3	20	23	Zimbabwe	1	1	2
Grand total					1 169	1 653	2 822

RECRUITMENT AND SELECTION

10. Vacancy notices issued for officials, 1999-June 2003

Vacancy notices issued	1999	2000	2001	2002	June 2003
Total number of vacancy notices issued	41	79	87	68	31
Headquarters positions	20	31	33	17	9
Field positions	21	48	54	51	22
Advertised internally only	37	42	58	48	23
Headquarters positions	18	11	13	7	3
Field positions	19	31	45	41	20
Advertised internally and externally	4	37	29	20	8
Headquarters positions	2	20	20	10	6
Field positions	2	17	9	10	2

11. Officials appointed through vacancy notices⁴, 1999-June 2003

	1999	2000	2001	2002	June 2003
Vacancies filled internally	31	40	61	42	22
Headquarters	17	10	17	14	3
Field	14	30	44	28	19
Vacancies filled externally	5	25	18	9	2
Headquarters	4	15	11	6	2
Field	1	10	7	3	0
Cancelled / reissued	7	16	9	19	3
Pending				2	5
Total	43	81	88	72	32

12. Officials appointed through vacancy notices by gender, 1999-June 2003

	1999	2000	2001	2002	June 2003
Officials appointed in Headquarters	21	25	28	20	5
Of which women	7	14	16	13	3
Officials appointed in the Field	15	40	51	31	19
Of which women	1	12	20	8	5
Total number of officials appointed	36	65	79	51	24
Of which women recruited externally	3	14	9	3	2
Of which former General Service staff	4	7	10	9	2
Of which women	1	3	4	7	1
Percentage of women appointed	22.2%	40.0%	45.6%	41.2%	33.3%

⁴ The total number of officials is different from the total number of vacancy notices issued because some vacancy notices were issued for more than one position or may have been filled by more than one official on a part-time basis.

13. Mobility of internal staff, 1999-June 2003

	1999	2000	2001	2002	June 2003
From Headquarters to the Field	2	1	3	4	1
From the Field to Headquarters	3	5	8	5	1
From the Field to the Field	9	24	19	17	5
Reassignment within same duty station	17	10	31	16	15
Total	31	40	61	42	22

14. Officials appointed through vacancy notices by country of nationality, 1999-June 2003

Nationality	1999	2000	2001	2002	June 2003
Afghanistan ⁵		1			
Albania				1	
Algeria		1			
Argentina		1	2		1
Australia		2	2	4	1
Austria		1			
Bangladesh			1		
Belarus ⁵				1	
Belgium	1		2		1
Bosnia and Herzegovina ⁵			1		1
Burkina Faso			1		1
Canada	2	4	3	4	
Cape Verde				1	
Chile	1		2		
Costa Rica	1	2	2	1	
Croatia	1	1	1		
Czech Republic				1	
Denmark			1		
Egypt		1			
Eritrea ⁶	1				
Finland		1			
France		6	5	1	1
Georgia				1	
Germany	4	4	2	5	2
Ghana ⁵				1	
Greece	1				
Haiti	1				
India ⁵	1			1	2
Iran (Islamic Republic of)		1			
Ireland				1	
Israel		1		1	
Italy	2	5	6	3	1
Japan			2		
Jordan		1			
Kazakhstan					1

⁵ Observer State

⁶ Non-Member State

14. Officials appointed through vacancy notices by country of nationality, 1999-2003 (cont.)

Nationality	1999	2000	2001	2002	June 2003
Kenya		1	1	3	
Liberia			1		
Lithuania				1	
Mozambique ⁵			1	1	
Netherlands	1		1		
New Zealand	1		2		
Nicaragua					
Norway	1		1		
Pakistan		2			
Panama				1	
Peru			1		1
Philippines	1	1	5	2	1
Poland			1	1	
Portugal	1		1		1
Romania	1		1		
Russian Federation ⁵	1			1	
Serbia and Montenegro		2		1	
South Africa				1	
Spain ⁵		1	1	1	
Sri Lanka		1			
Sweden	1	2	1	3	
Switzerland	3	4	3	1	1
Thailand				1	
The former Yugoslav Republic of Macedonia ⁵			1		1
Ukraine		1	1		
United Kingdom of Great Britain and Northern Ireland	2	2	4		1
United Republic of Tanzania		1			
United States of America	5	13	18	6	5
Uruguay	2	1	1		1
Total	36	65	79	51	24
Number of country nationalities	23	29	34	29	18

15. Vacancy notices issued for employees at Headquarters, 1999-June 2003

Vacancy notices issued	1999	2000	2001	2002	June 2003
Total number of vacancy notices issued	7	16	33	20	10
Advertised internally only	7	8	18	10	5
Advertised internally and externally		8	15	10	5
Total number of corresponding positions	7	20	36	31	13
Vacancies filled internally	6	11	18	18	5
Employees from Headquarters	2	7	14	12	4
Employees from the Field	4	4	4	6	1
Vacancies filled externally		5	8	11	6
Cancelled/reissued	1	4	10	1	0
Pending				1	2

16. Summary of temporary recruitment and selection, 1999-June 2003

	1999	2000	2001	2002	June 2003
For officials					
Number of temporary vacancy notices issued	n.a.	22	6	18	10
Number of temporary positions filled	95	140	148	219	91
Of which for emergency and post-conflict operations	49	73	87	114	61
For employees at Headquarters					
Number of temporary vacancy notices issued	n.a.	1	4	16	3
Number of temporary positions filled	16	16	41	76	47

ALTERNATIVE STAFFING RESOURCES

17. Associate Experts by nationality, 1999-June 2003

	1999	2000	2001	2002	June 2003
Armenia					1 ⁷
Belgium			1	1	1
Denmark	2	2	2		
Finland	1				
Germany	1			1	1
Italy	2	3	3	3	1
Japan	3	3	2	3	3
Morocco			1	1	1 ⁸
Netherlands	4	3	3	2	2
Republic of Korea	1	1	1		
Sweden	6	6	6	6	3
Switzerland				1	1
United States of America	2	1	1	2	2
Total	22	19	20	20	16

⁷ Funded by the Government of the Netherlands

⁸ Funded by the Government of Belgium

OTHER CATEGORIES

18. Interns by gender and duty station, July 2002-June 2003

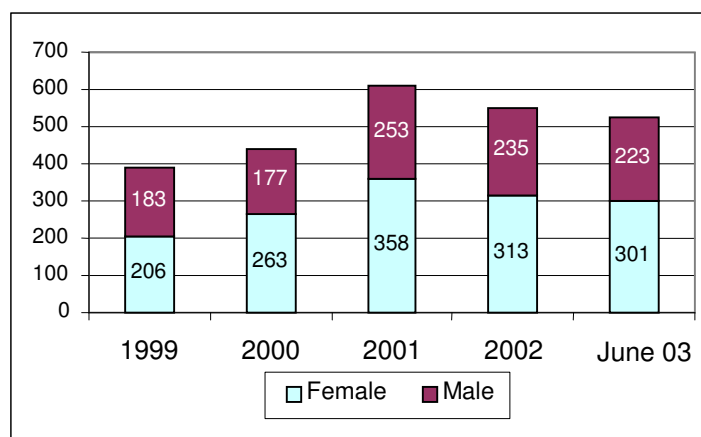
Duty station	Women	Men	Total
Headquarters	38	22	60
Office of the Director General	5	2	7
Accounting		1	1
Budget		1	1
Counter-Trafficking	2		2
Donor Relations	1	1	2
Emergency and Post-Conflict	1	1	2
External Relations	3	3	6
German Forced Labour Compensation Programme	5	5	10
Human Resources	1	1	2
Information Technology		2	2
Legal Services	1		1
Media and Public Information	7	1	8
Migration Health Services	2		2
Migration Policy and Research Programme	2	2	4
Research and Publications	4	1	5
Staff Development and Training	4	1	5
Field	73	33	106
Accra		1	1
Almaty	2	2	4
Baku	2	1	3
Banja Luka	1		1
Berlin	1		1
Bogotá	4	2	6
Bonn		1	1
Brussels	9	2	11
Budapest	1	1	2
Cairo	5	5	10
Damascus		1	1
Dhaka	1		1
Dublin	2	1	3
Helsinki	2	1	3
Lisbon		1	1
Madrid	2		2
Oslo	2		2
Phnom Penh	3		3
Popayan	3	1	4
Prague	2		2
Pristina		3	3
Rome	15		15
San José	1		1
Santiago	3	3	6
Sarajevo	3	1	4
Skopje	1	1	2
Tunis	1	1	2
Vienna	6	2	8
Warsaw	1		1
Washington, D.C.		2	2
TOTAL	111	55	166

STAFF DEVELOPMENT AND TRAINING

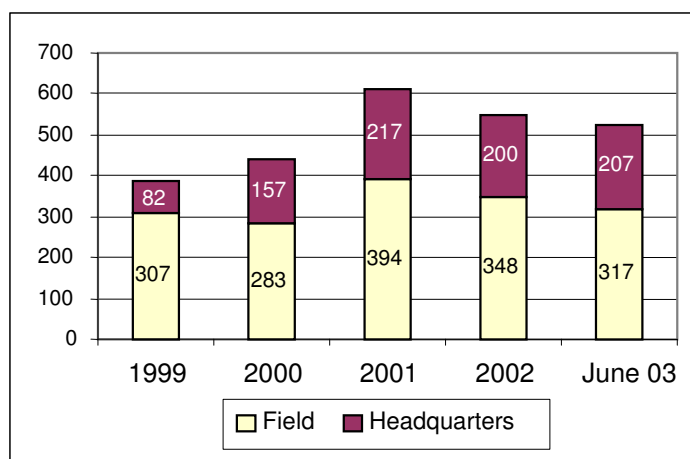
19. Staff development and training activities, 1999-June 2003

	1999	2000	2001	2002	June 2003
Learning activities organized and/or financed by SDT or implemented in coordination with SDT	62	80	88	80	58
Total staff members	1 836	2 466	2 742	3 411	3 580
Staff members trained	389	440	611	548	524
Percentage of staff trained	21.2%	17.8%	22.3%	16.1%	14.6%

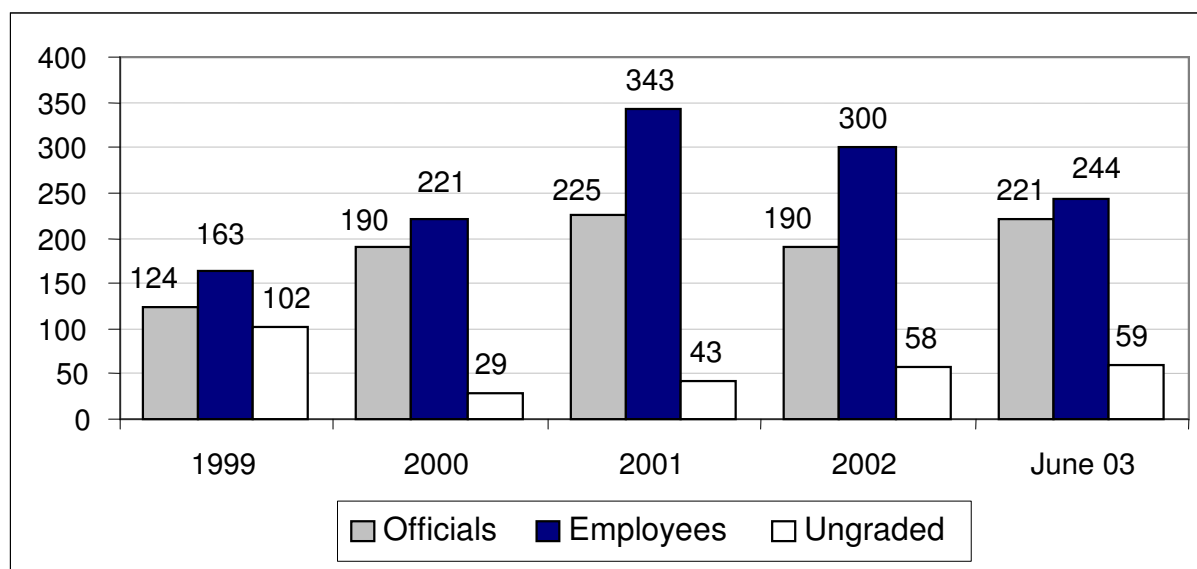
20. Staff trained by gender, 1999-June 2003



21. Staff trained by location, 1999-June 2003



22. Staff trained by category, 1999-June 2003



23. Staff trained by areas of training and development activity

Main Areas	2002	% of total trained	June 2003	% of total trained
Administration and Management	112	20.44%	143	27.29%
Capacity-Building/Communications	63	11.50%	64	12.21%
Chiefs of Mission	13	2.37%	-	-
E-Learning	-	-	6	1.15%
Information Technology	78	14.23%	15	2.86%
Language Courses	103	18.80%	86	16.41%
Migration Health	8	1.46%	18	3.43%
Migration and Emergency Management	77	14.05%	22	4.20%
Movement Management	24	4.38%	6	1.15%
Others (Induction, Strategic Planning, Project Development)	66	12.04%	47	8.97%
Security	4	0.73%	87	16.60%
Stress Management	-	-	30	5.73%
TOTAL	548	100%	524	100%