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**HUMAN RESOURCES REPORT**

## CONTENTS

	<u>Page</u>
<b>I. INTRODUCTION .....</b>	1
<b>II. SELECTION AND RECRUITMENT PRACTICES .....</b>	1
Recruitment .....	1
Staffing tools .....	1
Secondments .....	2
Internship Programme .....	2
Associate Experts .....	2
<b>III. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS .....</b>	2
Support for the administration of locally recruited Field personnel .....	2
Harmonization of conditions of service for General Service Field staff .....	2
Transfer of Compensation Plan and Migrants' Insurance claims processing to Manila .....	3
<b>IV. PERSONNEL MANAGEMENT SYSTEM .....</b>	3
<b>V. STAFF DEVELOPMENT AND LEARNING .....</b>	3
<b>VI. PERFORMANCE MANAGEMENT .....</b>	4
<b>VII. JOB CLASSIFICATION .....</b>	4
<b>VIII. STAFF RELATIONS .....</b>	4
 <b>ANNEX - Statistical Overview</b>	

## **I. INTRODUCTION**

1. The staff of the Organization and the number of offices around the world has continued to grow significantly in the past year. The total staff numbered 4,117 at the end of June 2004, representing an increase of 15 per cent in one year. The number of Field Offices has increased from 182 to 208 in the same period.
2. One of the main highlights of the last 12 months was the review of human resources functions and processes aimed at increasing the efficiency and responsiveness of Human Resources Management (HRM) in the face of the challenges posed by growth in size and complexity, through such measures as the increased use of technology, reduction and consolidation of workflow, and transfer of functions to Manila.

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

### **Recruitment**

3. As shown in the Statistical Annex, a total of 73 vacancy notices for Officials were issued in 2003, and 29 since the beginning of 2004. For Employees at Headquarters, 10 vacancy notices were issued in 2003, and three since January 2004. Short-term vacancy notices numbered 50 in 2003 while in the first six months of 2004 there were 43 (14 corresponded to Employee posts in the past 12 months).
4. Efforts continue to be made to improve the methods and quality of recruitment and to accelerate the processing of regular vacancy notices. In particular:
  - (a) an automated vacancy notice coordination procedure was put in place which has contributed to cutting the processing time by over 50 per cent;
  - (b) new guidelines have been issued for one-year fixed-term recruitment aimed at providing comprehensive instructions on the selection and appointment process of professional staff and Headquarters Employees. The guidelines should lead to a more consistent and comprehensive recruitment and selection process;
  - (c) a new system of collecting and submitting the application forms received in response to vacancy notices was implemented with the assistance of the Information Technology Services (ITS), enabling supervisors to access and evaluate applications directly.

### **Staffing tools**

5. As mentioned above, over the past year there has been a substantial increase in the amount of Short-term Vacancy Notices (SVNs) published. This form of recruitment has increased due to the implementation of several emergency and post-conflict operations, especially in Afghanistan, Iraq and the Sudan, but it has also proven useful for building the roster of qualified candidates ready and willing to work in emergencies.

## **Secondments**

6. The loan of staff (to and from a government, or between departments, services, missions or organizations) has continued to enhance cooperation, training and mentoring of IOM staff. Since July 2003, eight staff members have been seconded to IOM by four governments. IOM has also seconded three staff members to other organizations.

## **Internship Programme**

7. The Internship Programme provides students with the opportunity to learn about our activities and to gain initial work experience through on-the-job training. In recognition of the valuable role played by interns, some units in Headquarters and Field Missions have allocated a certain portion of their budget for their interns' Monthly Subsistence Allowance. During the last quarter of 2003, IOM signed an agreement with the *Institut d'Etudes Politiques de Paris* as an additional source of interns. This has paved the way for setting up more agreements with other universities and institutions, such as the Universities of Geneva, Georgetown and Syracuse.

## **Associate Experts**

8. Throughout the first six months of 2004, 21 Associate Experts were deployed within the Organization. Most of those posted in the Field are located in Missions with Regional Functions (MRFs). The Associate Experts assigned to the Organization through this programme come from eight Member States; negotiations are ongoing to attract new donor governments and give young professionals an opportunity to begin their international career. At the end of 2003, the *Organisation internationale de la Francophonie* (OIF) joined the group of donors, sponsoring one Associate Expert, a national of the Niger, now working at Headquarters. IOM was able to retain two Associate Experts as staff members in 2003 and two in 2004.

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

### **Support for the administration of locally recruited Field personnel**

9. The process of transferring the above function to Manila was completed during August 2004. The unit provides essential support to Field Offices and is responsible for implementing personnel policies for over 3,000 locally-recruited staff worldwide. The head of the unit was recruited during March and underwent training at Headquarters before taking up her duties in Manila.

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

10. The harmonization of conditions of service throughout Field Missions has continued during 2004. Since September 2003, Staff Regulations and Rules (SRRs) have been implemented in five new Missions and SRRs have been updated in three Missions in order to grant standard conditions of service. Since autumn 2003, the Medical Service Plan (MSP) has been

implemented in five additional Field Offices and the Provident Fund in four additional Field Offices. The number of Missions participating in the MSP has more than doubled since 2001 (55 in August 2004 compared to 26 in 2001).

#### **Transfer of Compensation Plan and Migrants' Insurance claims processing to Manila**

11. Following the delocalization of the processing of Health Insurance and Medical Service Plan claims, and taking into account the recommendations of the above-mentioned human resources review, additional functions will be delocalized to Manila in the near future, *inter alia*, the processing of Compensation Plan claims (which gives coverage for occupational accidents and illness) and Migrants' Insurance. In order to facilitate the transfer, initial training of a staff member recruited in Manila is foreseen and the insurance bulletins describing the benefits and administration of the schemes will be reviewed and updated.

#### **IV. PERSONNEL MANAGEMENT SYSTEM**

12. The introduction of a new Human Resources Management System (HRMS), to be implemented by January 2006, will enable the further delocalization of staff administration and payroll functions to Manila (decided in line with the human resources review), allowing access to relevant data both at Headquarters and Field Mission levels. HRM, ITS and units concerned in the Department of Resource Management are in the final stages of a selection process to ascertain the best vendor for the Organization's needs.

#### **V. STAFF DEVELOPMENT AND LEARNING**

13. The Staff Development and Learning Unit (SDL) continues to promote learning tools to enhance the professional development of IOM staff. One of the main areas of focus has been to support the transfer of functions from Headquarters to Manila through targeted training activities to enhance the skills of staff at the receiving end.

14. An e-learning platform was launched as a pilot, aimed at e-learning becoming an integrated feature of our training programmes. In 2004, senior managers were coached in order to develop skills in conflict management, communications and management development. Within the context of the Compensation Programmes, SDL facilitated the delivery of professional career transition services.

15. In 2004, with the support of the SDL Steering Committee and senior management, the Unit proposed a new system for a mandatory, module-oriented approach to learning and development based on the core competencies required in the Organization. Its implementation is currently under consideration.

16. Classic IOM courses addressing professional and core competencies continue to be implemented in Field Missions and Headquarters. New approaches are being implemented to build on existing resources in MRFs, with a view to decentralize and empower in order to

transmit knowledge to Field colleagues within a structured framework (in the areas of resource management and project development/implementation). Induction of new staff is carried out, with constant adaptation of the programme according to the evolution of the Organization.

17. As in past years, the Learning Centre and the services it provides (such as the production of the Learning Theme of the Month) continue to give staff valuable learning materials.

## **VI. PERFORMANCE MANAGEMENT**

18. The feedback received on the pilot testing of the performance review system which took place in 2003 has been analysed. The Working Group is now further refining the content and guidelines of the system, planning its implementation and the training of MRFs to transmit the information to the mission level. Long-term needs and resources for the sustainability of the system are being examined.

## **VII. JOB CLASSIFICATION**

19. Between 1 July 2003 and 30 June 2004, 57 positions (48 Officials and 9 Employees) were rated and 12 desk audits were carried out.

20. New instructions were issued on classification procedures, clarifying various issues and establishing timelines for each phase of the process, as well as periods of time-in-grade required before a reclassification can be considered.

## **VIII. STAFF RELATIONS**

21. The Administration has met with representatives of the Staff Association Committee (SAC) within the JASAC (Joint Administration/Staff Association Committee) three times since July 2003 to discuss matters of common interest. Cooperation between the Administration and the SAC continued through the Working Group on the Performance Review System and the SDL Steering Committee.

22. Between 1 July 2003 and 30 June 2004, the Appointments and Postings Board held 11 meetings and discussed and made recommendations on 82 items. The Director General approved and followed the recommendations in 79 cases.

23. Concerning staff grievances, between 1 July 2003 and 30 June 2004, eight appeals were received by the Joint Administrative Review Board (JARB); no new appeals were lodged with the ILO Administrative Tribunal.

24. The new Ombudsperson, recruited jointly by the Administration and the SAC, took up her duties (on a part-time basis) on 1 December 2003.

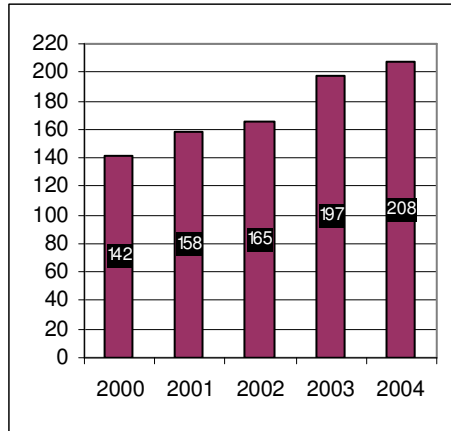
**Annex**

**Statistical Overview**

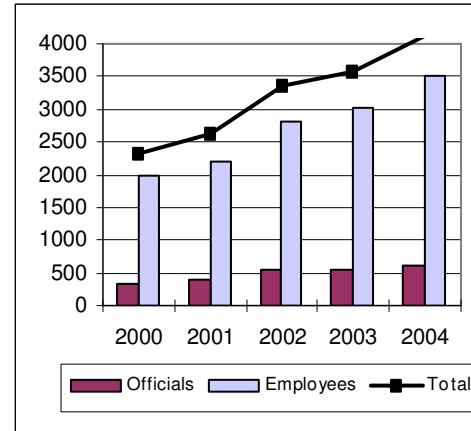
<b>IOM STAFF COMPOSITION .....</b>	<b>2</b>
1. IOM Field Offices (including suboffices), 2000-2004 .....	2
2. IOM staffing trends, 2000-2004 .....	2
3. Staff by category, location and gender, June 2004 .....	2
4. Officials - distribution by gender and grade, 2000-2004 .....	3
5. Evolution of the representation of women among Officials, 2000-2004 .....	3
6. Officials by country of nationality and grade, June 2004 .....	4
7. Officials - grade distribution and gender, June 2004 .....	5
8. Headquarters Employees by country of nationality and gender, June 2004 .....	6
9. Field Employees by country of nationality and gender, June 2004 .....	6
<b>RECRUITMENT AND SELECTION .....</b>	<b>8</b>
10. Vacancy notices issued for Officials, 2000-June 2004 .....	8
11. Officials appointed through vacancy notices, 2000-June 2004 .....	8
12. Officials appointed through vacancy notices by gender, 2000-June 2004 .....	9
13. Mobility of internal staff (Officials), 2000-June 2004.....	9
14. Officials appointed through vacancy notices by country of nationality, 2000-June 2004.....	9
15. Vacancy notices issued for Employees at Headquarters, 2000-June 2004 .....	11
<b>ALTERNATIVE STAFFING RESOURCES .....</b>	<b>11</b>
16. Associate Experts by nationality, 2000-June 2004.....	11
<b>OTHER CATEGORIES .....</b>	<b>12</b>
17. Interns by gender and duty station, July 2003-June 2004.....	12
<b>STAFF DEVELOPMENT AND LEARNING .....</b>	<b>13</b>
18. Staff development and learning activities, 2000-June 2004.....	13
19. Staff trained by gender, 2000-June 2004 .....	13
20. Staff trained by location, 2000-June 2004 .....	13
21. Staff trained by category, 2000-June 2004 .....	14
22. Staff trained by areas of training and development activity .....	14

## IOM STAFF COMPOSITION

### 1. IOM Field Offices (including suboffices), 2000-2004



### 2. IOM staffing<sup>1</sup> trends, 2000-2004



### 3. Staff by category, location and gender, June 2004

Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials <sup>2</sup>	78	63	106	221	468
Officials, short-term	9	2	43	58	112
Employees <sup>2</sup>	122	45	873	1220	2 260
Employees, short-term	30	20	515	596	1 161
National Officers	0	0	46	49	95
Associate Experts	5	1	9	4	19
<b>TOTAL</b>	<b>244</b>	<b>131</b>	<b>1 592</b>	<b>2 148</b>	<b>4 115</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, Associate Experts, interns and staff on special leave without pay are excluded.



#### 4. Officials - distribution by gender and grade, 2000-2004

Grade	Dec. 2000	Dec. 2001	Dec. 2002	Dec. 2003	June 2004
% of women	28.1%	35.3%	38.1%	39.3%	39.3%
<b>Out of the above percentages women were distributed within grades as follows:</b>					
P5 and above	14.1%	10.5%	9.9%	9.4%	9.3%
P3-P4	67.6%	56.4%	48.7%	47.0%	48.9%
P1-P2	15.5%	27.4%	36.2%	40.3%	39.1%
PU	2.8%	5.7%	5.2%	3.3%	2.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Total number of women</b>	<b>71</b>	<b>124</b>	<b>152</b>	<b>181</b>	<b>184</b>
% of men	71.9%	64.7%	61.9%	60.7%	60.7%
<b>Out of the above percentages men were distributed within grades as follows:</b>					
P5 and above	25.8%	20.3%	22.3%	21.9%	21.8%
P3-P4	54.4%	59.5%	55.9%	56.3%	57.4%
P1-P2	17.1%	15.8%	18.2%	17.2%	16.6%
PU	2.7%	4.4%	3.6%	4.6%	4.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Total number of men</b>	<b>182</b>	<b>227</b>	<b>247</b>	<b>279</b>	<b>284</b>

#### 5. Evolution of the representation of women among Officials, 2000-2004

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

Grade	Dec. 2000	Dec. 2001	Dec. 2002	Dec. 2003	June 2004
D2	0.0%	0.0%	0.0%	0.0%	0.0%
D1	17.6%	22.2%	27.8%	31.3%	26.7%
P5	17.9%	22.5%	20.0%	20.3%	21.3%
P4	33.3%	36.0%	39.5%	36.6%	33.3%
P3	32.4%	32.8%	32.1%	34.2%	36.8%
P2	24.2%	48.2%	52.1%	58.6%	57.1%
P1	30.0%	50.0%	62.1%	64.7%	71.4%
PU	28.6%	41.2%	47.1%	31.6%	29.4%
<b>Total % of women</b>	<b>28.1%</b>	<b>35.3%</b>	<b>38.1%</b>	<b>39.3%</b>	<b>39.3%</b>
Total officials	253	351	399	460	468

### 6. Officials by country of nationality and grade, June 2004

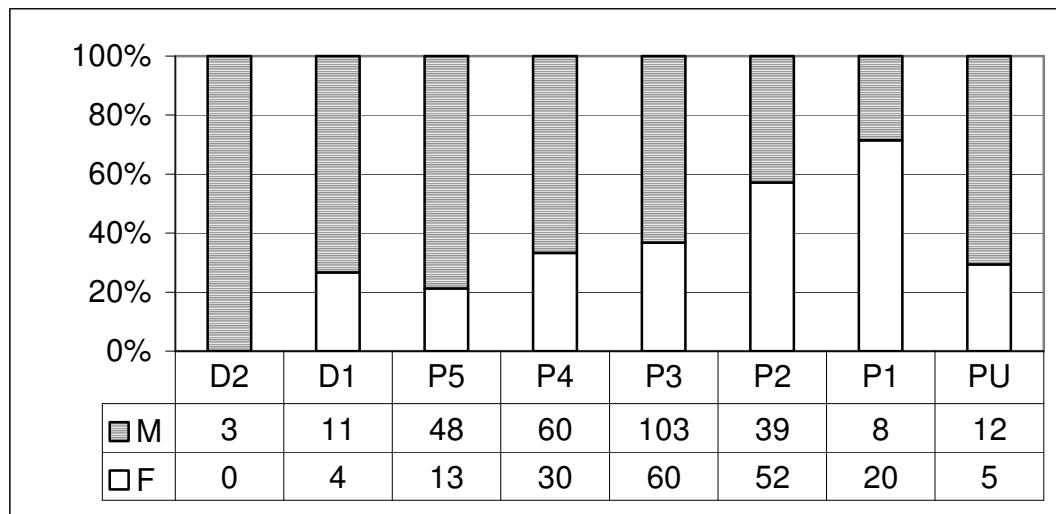
Country of nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Afghanistan					1	1	1		3
Albania						1			1
Algeria					1				1
Argentina		1		1	1				3
Australia	1		1	1	9	2	7	4	25
Austria		1		3	1				5
Bangladesh			1						1
Belgium		1	1	2	8	1			13
Bolivia				1					1
Burkina Faso					1				1
Canada		1	4	2	10	3		1	21
Cape Verde					1				1
Chile			1	1					2
Colombia						1			1
Costa Rica		1		1	3				5
Côte d'Ivoire							1		1
Croatia				2	2	2	1		7
Czech Republic					1	1			2
Denmark				2					2
Ecuador								1	1
Egypt			1				1		2
El Salvador						1			1
Finland					2	1			3
France			4	4	3	3	1	1	16
Georgia					1	1			2
Germany	1	3	5	6	6	6		1	28
Greece					1				1
Guatemala					1				1
Honduras				1		1			2
Hungary				3					3
Iran (Islamic Republic of)			1						1
Ireland				1		1			2
Israel			1			1			2
Italy		1	8	7	9	2	1	1	29
Japan		1		1	1	2			5
Jordan				1	2	1			4
Kazakhstan					2				2
Kenya				1	4	3			8
Liberia					1				1
Lithuania				1					1
Morocco					1				1
Netherlands		1	2	2	1		1	1	8
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

### 6. Officials by country of nationality and grade, June 2004 (cont.)

Country of nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Philippines				3	6	6	2		17
Poland						3			3
Portugal			1	1		2			4
Republic of Korea					1				1
Romania				1	1	3	1		6
Serbia and Montenegro				3	4	5			12
Slovakia						1			1
South Africa					5	1			6
Sri Lanka				1	1				2
Sudan					1				1
Sweden				1	9	1			11
Switzerland	1		3	4	5	2			15
Thailand						3	3		6
Uganda					1				1
Ukraine					1				1
United Kingdom of Great Britain and Northern Ireland			2	5	6	4	1	1	19
United Republic of Tanzania						1			1
United States of America		4	14	16	29	5	2	4	74
Uruguay			3	2		1			6
Venezuela			1						1
Zimbabwe					1				1
Non-Member States			3	7	14	14	4	1	43
<b>TOTAL</b>	<b>3</b>	<b>15</b>	<b>61</b>	<b>90</b>	<b>163</b>	<b>91</b>	<b>28</b>	<b>17</b>	<b>468</b>
Number of Member States represented									69

Member State nationals currently employed on short-term contracts: Latvia (1), Mali (1), Senegal (1) and Sierra Leone (1).

### 7. Officials - grade distribution and gender, June 2004



### 8. Headquarters Employees by country of nationality and gender, June 2004

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Albania	1	1	2	Netherlands	3		3
Argentina	2	1	3	Peru	1	1	2
Armenia	1		1	Philippines	1	1	2
Australia	2		2	Poland	4	1	5
Austria	2		2	Portugal	2	1	3
Azerbaijan	1		1	Romania	1	1	2
Belgium	1		1	Russian Federation	2		2
Bosnia and Herzegovina	2	2	4	Senegal	1		1
Bulgaria	2		2	Serbia and Montenegro	3	1	4
Canada	1		1	Slovenia	1	1	2
Colombia	2	1	3	Spain	1	1	2
Costa Rica	1		1	Sri Lanka		1	1
Croatia	3	1	4	Sudan	1		1
Czech Republic	1	1	2	Sweden		1	1
France	24	12	36	Switzerland	18	5	23
Germany	7	2	9	The former Yugoslav Republic of Macedonia	2	2	4
Greece	1	1	2	Turkmenistan	2		2
Hungary	1		1	Ukraine	1		1
Indonesia	1		1	United Kingdom of Great Britain and Northern Ireland	11	1	12
Ireland	1		1	United States of America		1	1
Italy	6	3	9	Uruguay	2	1	3
Kenya	1		1				
Mongolia	1		1				
<b>Grand total</b>					<b>122</b>	<b>45</b>	<b>167</b>

### 9. Field Employees<sup>3</sup> by country of nationality and gender, June 2004

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Afghanistan	32	361	393	Belgium	15	10	25
Albania	23	14	37	Benin		2	2
Algeria	1	2	3	Bolivia	1	2	3
Angola	7	69	76	Bosnia and Herzegovina	26	43	69
Argentina	11	3	14	Botswana	1		1
Armenia	9	8	17	Brazil		1	1
Australia	11	1	12	Bulgaria	3	2	5
Austria	6	6	12	Burkina Faso	1	1	2
Azerbaijan	9	14	23	Cambodia	13	27	40
Bangladesh	5	11	16	Cameroon		2	2
Barbados	1		1	Canada	4	2	6
Belarus	9	1	10	Chile	2	4	6

<sup>3</sup> Including short-term employees.

**9. Field Employees by country of nationality and gender, June 2004 (cont.)**

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
China		1	1	Mexico	1	1	2
China, Hong Kong Special Administrative Region	4		4	Mozambique		1	1
Colombia	104	72	176	Nauru	11	42	53
Costa Rica	18	11	29	Netherlands	31	22	53
Côte d'Ivoire	24	41	65	New Zealand	1		1
Croatia	7	6	13	Nicaragua	1		1
Czech Republic	8	3	11	Nigeria	12	5	17
Democratic Republic of the Congo	1	5	6	Norway	7	3	10
Denmark	1	2	3	Pakistan	4	18	22
Dominican Republic	2	3	5	Peru	8	8	16
Ecuador	19	30	49	Philippines	32	28	60
Egypt	23	16	39	Poland	16	5	21
El Salvador	2	2	4	Portugal	9	6	15
Ethiopia	14	22	36	Republic of Korea		1	1
Fiji		1	1	Republic of Moldova	32	25	57
Finland	8	4	12	Romania	15	8	23
France		3	3	Russian Federation	112	55	167
Gambia	1	1	2	Sao Tome and Principe		1	1
Georgia	8	7	15	Senegal	9	12	21
Germany	22	14	36	Serbia and Montenegro	46	42	88
Ghana	16	21	37	Kosovo	69	103	172
Greece	9	7	16	Sierra Leone		1	1
Guatemala	8	17	25	Slovakia	6	1	7
Guinea	6	8	14	Slovenia	4	1	5
Guinea-Bissau	3	6	9	Somalia	3	1	4
Honduras	4	2	6	South Africa	9	11	20
Hungary	10	6	16	Spain	4	1	5
India	5	8	13	Sri Lanka	7	31	38
Indonesia	54	53	107	Sudan	3	8	11
Iran (Islamic Republic of)	5	9	14	Swaziland	1		1
Iraq	11	38	49	Sweden	3	1	4
Ireland	4		4	Switzerland	3		3
Italy	27	9	36	Syrian Arab Republic	4	6	10
Japan	2		2	Tajikistan	13	23	36
Jordan	13	18	31	Thailand	43	11	54
Kazakhstan	14	3	17	The former Yugoslav Republic of Macedonia	20	14	34
Kenya	86	112	198	Timor-Leste	5	70	75
Kyrgyzstan	5	7	12	Togo		1	1
Latvia	2	1	3	Tunisia	1	2	3
Lebanon	2		2	Turkey	3	6	9
Lesotho	1		1	Turkmenistan	8	4	12
Liberia	1	1	2	Tuvalu		2	2
Lithuania	4		4	Uganda	5	9	14
Malawi	1		1	Ukraine	26	17	43
Mali		4	4	United Kingdom of Great Britain and Northern Ireland	9	6	15
Mauritania		1	1	United States of America	32	39	71

### 9. Field Employees by country of nationality and gender, June 2004 (cont.)

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Uruguay	2	1	3	Yemen		1	1
Uzbekistan	2		2	Zambia	11	23	34
Venezuela	1	1	2	Zimbabwe	6	6	12
Viet Nam	35	20	55				
<b>Grand total</b>					<b>1 434</b>	<b>1 865</b>	<b>3 299</b>

## RECRUITMENT AND SELECTION

### 10. Vacancy notices issued for Officials, 2000-June 2004

Vacancy notices issued	2000	2001	2002	2003	June 2004
<b>Total number of vacancy notices issued</b>	<b>79</b>	<b>87</b>	<b>68</b>	<b>73</b>	<b>29</b>
Headquarters positions	31	33	17	14	2
Field positions	48	54	51	59	27
<b>Advertised internally only</b>	<b>42</b>	<b>58</b>	<b>48</b>	<b>57</b>	<b>20</b>
Headquarters positions	11	13	7	6	2
Field positions	31	45	41	51	18
<b>Advertised internally and externally</b>	<b>37</b>	<b>29</b>	<b>20</b>	<b>16</b>	<b>9</b>
Headquarters positions	20	20	10	8	0
Field positions	17	9	10	8	9

### 11. Officials appointed through vacancy notices,<sup>4</sup> 2000-June 2004

	2000	2001	2002	2003	June 2004
<b>Vacancies filled internally</b>	<b>40</b>	<b>61</b>	<b>42</b>	<b>44</b>	<b>14</b>
Headquarters	10	17	14	7	2
Field	30	44	28	37	12
<b>Vacancies filled externally</b>	<b>25</b>	<b>18</b>	<b>9</b>	<b>7</b>	<b>3</b>
Headquarters	15	11	6	5	0
Field	10	7	3	2	3
<b>Cancelled / reissued</b>	<b>16</b>	<b>9</b>	<b>21</b>	<b>20</b>	<b>4</b>
Pending				<b>4</b>	<b>8</b>
<b>Total</b>	<b>81</b>	<b>88</b>	<b>72</b>	<b>75</b>	<b>29</b>

<sup>4</sup> 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.

## 12. Officials appointed through vacancy notices by gender, 2000-June 2004

	2000	2001	2002	2003	June 2004
<b>Officials appointed in Headquarters</b>	<b>25</b>	<b>28</b>	<b>20</b>	<b>12</b>	<b>2</b>
Of which women	14	16	13	8	2
<b>Officials appointed in the Field</b>	<b>40</b>	<b>51</b>	<b>31</b>	<b>39</b>	<b>15</b>
Of which women	12	20	8	10	6
<b>Total number of Officials appointed</b>	<b>65</b>	<b>79</b>	<b>51</b>	<b>51</b>	<b>17</b>
Of which women recruited externally	14	9	3	4	1
Of which former General Service staff	7	10	9	3	1
Of which women	3	4	7	2	1
Percentage of women appointed	40.0%	45.6%	41.2%	35.3%	47.1%

## 13. Mobility of internal staff (Officials), 2000-June 2004

	2000	2001	2002	2003	June 2004
From Headquarters to the Field	1	3	4	2	1
From the Field to Headquarters	5	8	5	2	0
From the Field to the Field	24	19	17	17	9
Reassignment within same duty station	10	31	16	23	4
<b>Total</b>	<b>40</b>	<b>61</b>	<b>42</b>	<b>44</b>	<b>14</b>

## 14. Officials appointed through vacancy notices by country of nationality, 2000-June 2004

Nationality	2000	2001	2002	2003	June 2004
Afghanistan	1				
Albania			1		
Algeria	1				
Argentina	1	2		2	
Australia	2	2	4	3	
Austria	1			1	
Bangladesh		1			
Belarus <sup>5</sup>			1		
Belgium		2		2	
Bosnia and Herzegovina <sup>5</sup>		1		1	
Burkina Faso		1		1	
Canada	4	3	4	1	1
Cape Verde			1		
Chile		2			
Colombia				1	
Costa Rica	2	2	1		
Croatia	1	1			1
Czech Republic			1		
Denmark		1			

<sup>5</sup> Observer State

**14. Officials appointed through vacancy notices by country of nationality, 2000-June 2004  
(cont.)**

Nationality	2000	2001	2002	2003	June 2004
Egypt	1				
Finland	1				
France	6	5	1	2	1
Georgia			1		
Germany	4	2	5	3	2
Ghana <sup>5</sup>			1	1	
Hungary					1
India <sup>5</sup>			1	3	
Iran (Islamic Republic of)	1				
Ireland			1		1
Israel	1		1	1	
Italy	5	6	3	4	
Japan		2			2
Jordan	1				
Kazakhstan				2	
Kenya	1	1	3		
Liberia		1			
Lithuania			1		
Morocco				1	
Mozambique <sup>5</sup>		1	1		
Netherlands		1			1
New Zealand		2			
Norway		1			
Pakistan	2				
Panama			1		
Peru		1		1	
Philippines	1	5	2	1	
Poland		1	1		
Portugal		1		1	
Romania		1		1	
Russian Federation <sup>5</sup>			1		
Serbia and Montenegro	2		1	1	1
South Africa			1	2	
Spain <sup>5</sup>	1	1	1		
Sri Lanka	1				
Sweden	2	1	3		
Switzerland	4	3	1	1	1
Thailand			1		
The former Yugoslav Republic of Macedonia <sup>5</sup>		1		1	1
Ukraine	1	1			
United Kingdom of Great Britain and Northern Ireland	2	4		3	
United Republic of Tanzania	1				
United States of America	13	18	6	8	4
Uruguay	1	1		2	
<b>Total</b>	<b>65</b>	<b>79</b>	<b>51</b>	<b>51</b>	<b>17</b>
Number of country nationalities	29	34	29	27	12



### 15. Vacancy notices issued for Employees at Headquarters, 2000-June 2004

Vacancy notices issued	2000	2001	2002	2003	June 2004
<b>Total number of vacancy notices issued</b>	<b>16</b>	<b>33</b>	<b>20</b>	<b>10</b>	<b>3</b>
Advertised internally only	8	18	10	5	3
Advertised internally and externally	8	15	10	5	0
<b>Total number of corresponding positions</b>	<b>20</b>	<b>36</b>	<b>31</b>	<b>13</b>	<b>3</b>
<b>Vacancies filled internally</b>	<b>11</b>	<b>18</b>	<b>19</b>	<b>6</b>	<b>2</b>
Employees from Headquarters	7	14	13	5	2
Employees from the Field	4	4	6	1	0
<b>Vacancies filled externally</b>	<b>5</b>	<b>8</b>	<b>11</b>	<b>6</b>	<b>0</b>
<b>Cancelled/reissued</b>	<b>4</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>0</b>
Pending				1	1

## ALTERNATIVE STAFFING RESOURCES

### 16. Associate Experts by nationality, 2000-June 2004

	2000	2001	2002	2003	June 2004
Armenia				1	1 <sup>6</sup>
Belgium		1	1	1	1
Denmark	2	2			
Germany			1	1	2
Italy	3	3	3	1	2
Japan	3	2	3	3	3
Morocco		1	1	1 <sup>7</sup>	
Netherlands	3	3	2	5	4
Niger					1 <sup>8</sup>
Republic of Korea	1	1			
Sweden	6	6	6	4	4
Switzerland			1	1	1
United States of America	1	1	2	2	2
<b>Total<sup>9</sup></b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>21</b>

<sup>6</sup> Funded by the Government of the Netherlands

<sup>7</sup> Funded by the Government of Belgium

<sup>8</sup> Funded by the *Organisation Internationale de la Francophonie*

<sup>9</sup> Includes Associate Experts present for only part of the year

## OTHER CATEGORIES

### 17. Interns by gender and duty station, July 2003 - June 2004

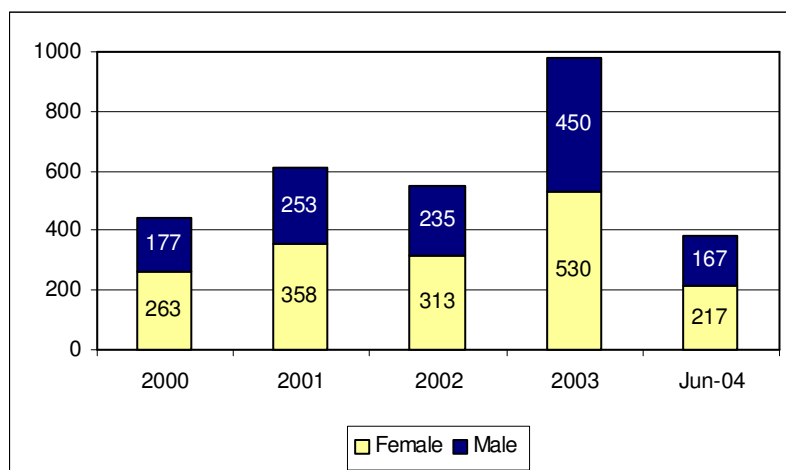
Duty station	Women	Men	Total
<b>Headquarters</b>	<b>34</b>	<b>14</b>	<b>48</b>
Office of the Director General	7	1	8
Budget		1	1
Emergency and Post-Conflict		1	1
External Relations	4		4
Compensation Programmes	2	3	5
Human Resources	1		1
Information Technology		1	1
Legal Services	1		1
Media and Public Information	3	3	6
Migration Health Services		1	1
Migration Policy and Research	5	2	7
Research and Publications	5	1	6
Staff Development and Learning	6		6
<b>Field</b>	<b>113</b>	<b>51</b>	<b>164</b>
Addis Ababa	3	1	4
Almaty	3	3	6
Ankara	2	-	2
Baku	2	1	3
Bogota	9	5	14
Bratislava	1	1	2
Brussels	9	4	13
Bucharest	2	-	2
Budapest	1	-	1
Cairo	9	3	12
Damascus	1	-	1
Dhaka	-	1	1
Dili	-	1	1
Dublin	-	1	1
Helsinki	5	4	9
Jakarta	-	2	2
Kabul	1	-	1
Kampala	1	-	1
Khartoum	-	1	1
Kiev	2	-	2
Lima	-	1	1
Lisbon	-	1	1
Ljubljana	-	1	1
London	2	-	2
Madrid	1	-	1
Manila	2	1	3
Moscow	1	-	1
Paris	3	1	4
Phnom Penh	1	5	6
Popayan	11	3	14
Pristina	1	2	3
Rome	9	1	10
San José	1	-	1
Santiago	6	3	9
Sarajevo	4	-	4
Skopje	3	-	3
Tunis	3	-	3
Vienna	11	3	14
Vilnius	1	-	1
Washington, D.C.	2	1	3
<b>TOTAL</b>	<b>147</b>	<b>65</b>	<b>212</b>

## STAFF DEVELOPMENT AND LEARNING

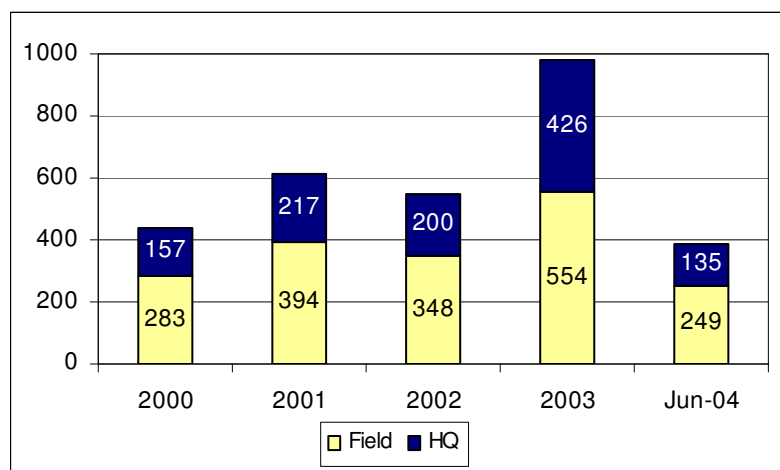
### 18. Staff development and learning activities, 2000-June 2004

	2000	2001	2002	2003	June 2004
Learning activities organized and/or financed by SDL or implemented in coordination with SDL	80	88	80	86	64
Total staff members	2 466	2 742	3 411	3 689	4 115
Staff members trained	440	611	548	980	384
Percentage of staff trained	17.8%	22.3%	16.1%	26.6%	9.3%

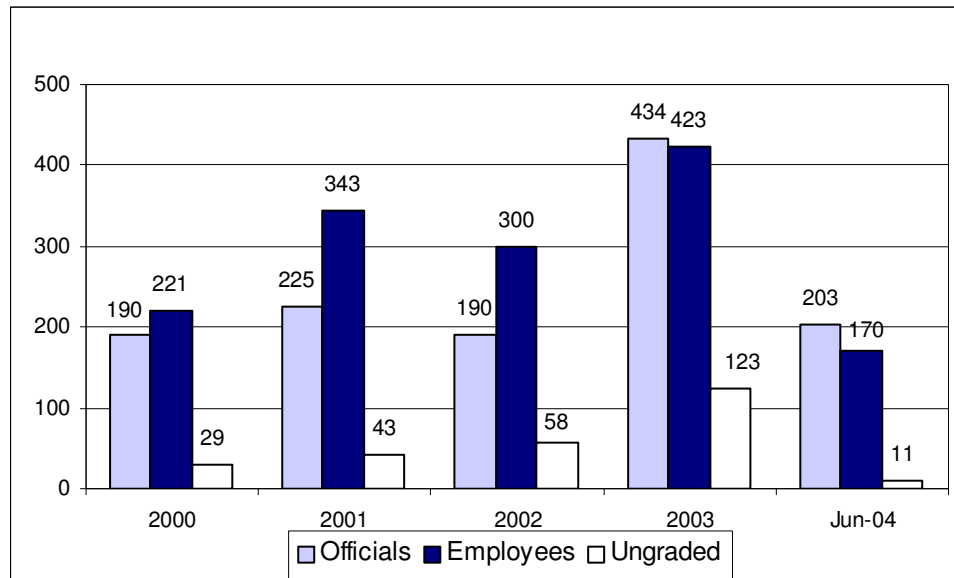
### 19. Staff trained by gender, 2000-June 2004



### 20. Staff trained by location, 2000-June 2004



## 21. Staff trained by category, 2000-June 2004



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

Main Areas	2003	% of total trained	June 2004	% of total trained
Administration and Management	377	38.47%	124	32.29%
Communication Skills	65	6.63%	58	15.10%
Chiefs of Mission	13	1.33%	1 <sup>10</sup>	0.26%
e-learning (IT, negotiation, soft skills, finance, management etc.)	28	2.86%	18	4.69%
Information Technology	16	1.63%	24	6.25%
Language Courses	112	11.43%	80	20.83%
Migration Health	18	1.84%	11	2.87%
Migration and Emergency Management	89	9.08%	14	3.65%
Movement Management	6	0.61%	2	0.52%
Others (Induction, Report Writing)	27	2.76%	21	5.47%
Project Development	74	7.55%	- <sup>11</sup>	-
Security <sup>12</sup>	125	12.75%	31	8.07%
Stress Management	30	3.06%	-	-
<b>TOTAL</b>	<b>980</b>	<b>100%</b>	<b>384</b>	<b>100%</b>

<sup>10</sup> The approach to the Chiefs of Mission training in 2004 is focused on providing tailored one-to-one coaching to better address the individual developmental needs of this professional category.

<sup>11</sup> The approach to Project Development training is currently being evaluated in view of combining project development and project implementation.

<sup>12</sup> These figures do not include the mandatory UNSECOORD CD-Rom training "Basic Security in the Field", which has been completed by 829 IOM staff members to date.