

MC/INF/278

**Original: English
20 October 2005**

NINETIETH SESSION

HUMAN RESOURCES REPORT

CONTENTS

	<u>Page</u>
I. INTRODUCTION	1
II. SELECTION AND RECRUITMENT PRACTICES.....	1
Recruitment	1
Staffing tools	1
Secondments	1
Internship Programme	2
Associate Experts	2
III. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS	2
Harmonization of conditions of service for General Service Field Staff.....	2
Transfer of Compensation Plan and Migrants' Insurance claims processing to Manila.....	3
IV. OCCUPATIONAL HEALTH.....	3
V. HUMAN RESOURCES MANAGEMENT SYSTEM (PRISM)	4
VI. STAFF DEVELOPMENT AND LEARNING.....	5
VII. PERFORMANCE DEVELOPMENT SYSTEM	5
VIII. JOB CLASSIFICATION	6
IX. STAFF RELATIONS	6
 ANNEX - Statistical Overview	

HUMAN RESOURCES REPORT

I. INTRODUCTION

1. The number of staff employed by the Organization and the number of offices and locations around the world continued to grow significantly in the past year. Total staff numbered 4,945 at the end of June 2005, representing an increase of 20 per cent in the last year (compared with 15 per cent the previous year). The number of Field locations increased from 208 to 248 during the same period.
2. Highlights of Human Resources Management (HRM) activities this year were the continuation and consolidation of human resources functions delocalized to Manila and the work carried out in relation to the new human resources management system, Processes and Resources, Integrated Systems Management (PRISM), which will not only replace the old payroll system (SIGAGIP) but will enhance the entire HRM reporting and management process as of 1 January 2006. The new system is being introduced pursuant to the recommendations of the External Auditors.

II. SELECTION AND RECRUITMENT PRACTICES

Recruitment

3. The Staffing Unit (STU) conducted a thorough review of the recruitment process for General Service Staff in Geneva and Professional Staff worldwide, with the aim of shortening the time between a vacancy notice being issued and the post being occupied. The implementation of the resulting action points started in July 2005. By way of follow-up and ongoing improvement, STU will conduct annual or topic-specific surveys of the processes and services provided so as to ensure a quality client-oriented approach.

Staffing tools

4. During the year, there was a substantial increase in the number of short-term vacancy notices and recruitments on short-term contracts. This was due to the implementation of several emergency and post-conflict operations, especially the out-of-country voting projects and in tsunami-affected countries, Sudan and Afghanistan. In response to the growing demand for highly specialized staff, the IOM emergency roster of qualified candidates was redesigned and updated as a more comprehensive database that allows for more efficient, rapid and focused searches. The roster is expected to be further enhanced and developed when PRISM is introduced next year. STU has also reinforced and is expanding its emergency recruitment network with various specialized registers such as CANADEM, RedR and Mango.

Secondments

5. The loan of staff has continued to enhance cooperation with other organizations and provide opportunities for training and mentoring of IOM staff. Since July 2004, 12 staff members have been seconded to IOM by the Swiss Agency for Development and Cooperation, the Danish Refugee Council, the Norwegian Refugee Council, the Swedish International Development Cooperation Agency, the United States Departments of State and of Homeland

Security and the German Ministry of the Interior/Federal Agency for Migration and Refugees. The seconded staff made an important contribution to the successful implementation of IOM's post-conflict operations in several regions. IOM, for its part, has seconded four staff members to OCHA, UNDP, the United Nations Joint Logistics Centre and the World Bank respectively.

Internship Programme

6. In order to increase the number of qualified interns, IOM is concluding more agreements with universities and institutions, such as the University of Pisa, Duke University and Fletcher University. Universities which already have agreements with IOM are also proposing to expand existing programmes, one example being the Spring Internship Programme of Georgetown University Law Center. The Internship Programme is proving to be a steady and valuable source of support for the Organization and its pool of expertise.

Associate Experts

7. In early 2005, 16 Associate Experts were deployed within IOM. By the end of the year, nine of the 16 positions involved will be situated in Missions and MRFs in Africa, which attracts interest from donor countries. Administrative procedures are being finalized for seven newly appointed Associate Experts, who will be travelling to their duty stations between mid-October and mid-November 2005, bringing the total number to 23. IOM was able to retain four Associate Experts during the reporting period. Contributions for this programme currently come from seven Member States (Belgium, Germany, Italy, Japan, the Netherlands, Sweden and the United States of America) and from the *Organisation Internationale de la Francophonie*, but negotiations have been conducted to attract new Member States and thus to afford other young professionals the opportunity to start their international careers. In line with ECOSOC resolution 849 (XXXII), the Associate Experts are given an opportunity to gain experience in the field of international cooperation under the leadership of senior IOM professionals and by means of a structured learning experience. They are usually assigned to IOM Missions in developing countries and work on projects in all IOM service areas, thus contributing to the economic and social advancement of least developed countries.

8. In April 2004 the IOM Statistical Report on the Associate Expert Programme, covering the period from 2001 to 2003, was presented at the meeting of National Recruitment Services and United Nations Organizations on Associate Expert/Junior Professional Officer/Associate Professional Officer programmes held in Copenhagen. The Report revealed that IOM retained over 70 per cent of its Associate Experts, one of the highest rates among receiving agencies. It was the first in a series that will be issued regularly in response to a request from donor countries.

III. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS

Harmonization of conditions of service for General Service Field Staff

9. The Manila Human Resources Operations Unit (MHRO) was established in March 2005 and has incorporated the Field Personnel Unit (FPU), which had already been delocalized from Headquarters.

10. Conditions of service continued to be harmonized in all Field Missions during the reporting period. Staff Regulations and Rules (SRRs) were implemented in three new Missions, and updated in another four in order to bring them closer to “standard conditions”. The Medical Service Plan (MSP) was introduced in six and the Provident Fund in four additional Missions. The total number of participants in the MSP increased by 318 in one year: 285 are new participants in the six Missions that joined during the period and the remainder represent increased participation in the Missions where the MSP was already available.

11. By harmonizing conditions of service, the Organization is meeting its commitment to streamline social security coverage and other human resources practices, and to promote equal treatment/non-discriminatory policy. The aim is to lower the number of grievances and reduce the costs associated with the administration and maintenance of different systems across the Organization.

Transfer of Compensation Plan and Migrants’ Insurance claims processing to Manila

12. Following the delocalization of Health Insurance and MSP claims processing, claims processing for the Compensation Plan (related to occupational accidents and illnesses) and Migrants’ Insurance was also transferred to Manila. The Compensation Plan has been administered in Manila since January 2005, with essential support being provided to all Missions. The insurance bulletin describing the Plan’s benefits and administration was updated and re-issued in December 2004 to reflect the latest changes. This allowed for streamlined service delivery to the staff members benefiting from the Plan.

IV. OCCUPATIONAL HEALTH

13. The Occupational Health Unit (OHU), which now reports to HRM, is responsible for promoting the health of IOM staff worldwide. The Organization’s increasing involvement in humanitarian crises has exposed staff to additional health risks and high levels of stress. Some examples in this reporting period are the Darfur and the tsunami emergencies.

14. In view of the growing number of IOM staff worldwide, OHU decided to delocalize some of its activities to Manila. Thanks to the Medical Officer employed in Manila since 2002 and to his recently appointed administrative assistant (2004), OHU was able to respond more quickly worldwide.

15. During this period, OHU continued its endeavours to ensure best practices (fitness to work, travel briefing, medical clearance for insurance transfer, emergency evacuations) for IOM staff worldwide. The long-term aim being to optimize staff health, additional efforts were made to ensure respect for policies and actions relating to non-communicable diseases (smoke-free offices, alcohol-related issues, road safety and ergonomics). Standard medical examinations were improved so as to detect potential health problems early.

16. OHU and the Migration Health Department conducted a joint enquiry concerning HIV/AIDS awareness. As a result, OHU provided HIV/AIDS prevention supplies to those Missions encountering difficulties in obtaining them locally. It also provided PEP (Post Exposure Preventive) kits where they were needed for immediate use and where staff is at particular risk given the nature of the work (mass immunization campaigns and medical testing).

17. The OHU Medical Officer travelled to five Missions in south-east Asia, reviewing the services available and local health facilities. As a result of this visit, and in order to promote equality between all staff, OHU set up a pilot project in south-east Asia whereby local employees benefit from regular Periodic Medical Exams and immunization checks. This practice will be introduced gradually in other regions, the long-term objective being to apply it worldwide on the basis of the pilot project results.

18. The OHU Medical Officer also visited the IOM Mission in Sudan (Khartoum and Darfur), where she answered staff questions on physical and mental health, reviewed the working environment/conditions and the local medical facilities, and discussed insurance issues. As a direct result of this visit, the MSP was introduced for a group of core staff, the Mission received recommendations on mental health care issues in respect of staff, medical and evacuation facilities were checked, a panel physician was identified to monitor standard occupational health procedures, and staff members received clear instructions on how to prevent malaria and food-borne diseases.

19. As one of its stress management initiatives, OHU has continued to train local employees as Peer Support Volunteers (PSV). This system was put into operation in several programmes, such as out-of-country voting in Iraq, counter-trafficking projects and tsunami emergency activities, thus giving staff immediate access to the support and assistance they need to cope with stressful situations.

V. HUMAN RESOURCES MANAGEMENT SYSTEM (PRISM)

20. HRM and Information Technology Services (ITS) are currently working on the implementation of the new human resources management system, PRISM, which is based on the mySAP Enterprise Resource Planning (ERP) solution. PRISM will replace SIGAGIP, IOM's current payroll system, and provide additional functionalities to streamline the Organization's human capital management. The project started in December 2004 and is to be completed in January 2006.

21. The PRISM technical landscape offered by mySAP will ensure that staff and managers have on-line access to the system in different geographical locations. It therefore boosts the decentralization effort being made with a view to sharply reducing the volume of calls to HRM on purely administrative issues and allowing HRM to focus on more strategic issues.

22. One of the most important functionalities of the new system will be its self-service capability, whereby employees and managers will have access to relevant data and to all common HR services and information, such as leave requests and absence management, education grant requests, summary of emoluments and staff costs or earnings estimates.

23. PRISM will also accelerate the recruitment process by facilitating the generation and tracking of vacancy notices, contracts, Personnel Actions and other important human resources-related information and processes; it offers innovative solutions for applications screening and automates large standard recruitment-related correspondence flows with the relevant internal and external stakeholders.

24. The system will also simplify the payroll process by offering uniformity in data maintenance and allowing for easy and correct handling of transfers between categories, for

example promotion from the General Service to Professional category, or from a Field to a Headquarters position or Professional post.

25. During 2006 and 2007 the system will gradually be extended to cover local staff in the Field.

VI. STAFF DEVELOPMENT AND LEARNING

26. The Staff Development and Learning Unit (SDL) continues to provide targeted learning opportunities for the effective professional development of IOM staff.

27. SDL actively supports the decentralization of training expertise in the areas of project development, resource management and specialized migration topics. A series of training-of-trainers events was organized in the first half of 2005 on these topics for colleagues both in IOM Field Missions and at Headquarters. As a direct consequence, specialized training events were organized at local level by the new IOM trainers.

28. SDL initiated the production of a specialized training and certification package for project managers due to appear in the first half of 2006. The new package will be mandatory for all staff with the title of Project/Programme Developer/Manager, and is intended to enhance their management of IOM programmes (design, development and implementation of projects).

29. A revised and interactive version is being produced of IOM's Induction CD-Rom. Newcomers and IOM colleagues changing functions or locations will be requested to go through the specific module and provide HRM with a copy of the certificate that is automatically generated upon completion of the process. The improvements in the induction system will shorten the adaptation period for new staff members.

30. SDL continues to provide the specialized curriculum development and training expertise needed to design specialized learning tools in the field of migration management, such as the Training Programme on Countering Irregular Migration and Smuggling.

VII. PERFORMANCE DEVELOPMENT SYSTEM

31. With the support of SDL, the Administration has embarked on a series of regional training-of-trainers workshops aimed at introducing the new Performance Development System (PDS) and ensuring proper understanding of the process and system in all Missions and Headquarters departments.

32. The Administration plans to launch the PDS as of January 2006. The system is expected to deliver on important HRM strategic goals by serving as a tool for the assessment and development of staff members' competencies and preparing them to take on new functions aligned to the needs of the Organization and its stakeholders. PDS will ensure synergy between various HRM processes and validate career development, succession planning and other investments in staff development.

VIII. JOB CLASSIFICATION

33. Between 1 July 2004 and 30 June 2005, 13 positions (12 officials and 1 employee) were rated and two desk audits were carried out.

IX. STAFF RELATIONS

34. The Administration met with representatives of the Staff Association Committee (SAC) within the JASAC (Joint Administration/Staff Association Committee) to discuss matters of common interest. Cooperation between the Administration and the SAC continued through the SDL Steering Committee and various other consultative processes.

35. Between 1 July 2004 and 30 June 2005, the Appointments and Postings Board, in which the Staff Association participates, held 10 meetings and discussed and made recommendations on 82 items. The Director General approved the recommendations in all cases.

36. Concerning staff grievances, between 1 July 2004 and 30 June 2005 four appeals were received by the Joint Administrative Review Board (JARB); no appeals were lodged with the ILO Administrative Tribunal.

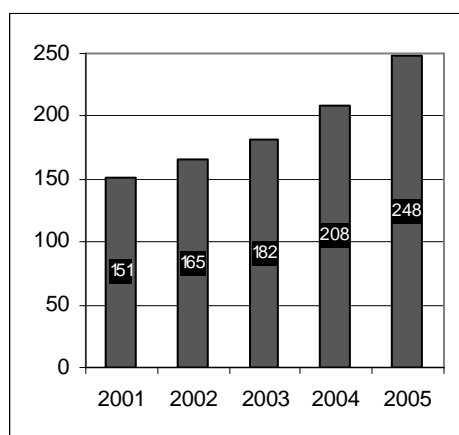
Annex

Statistical Overview

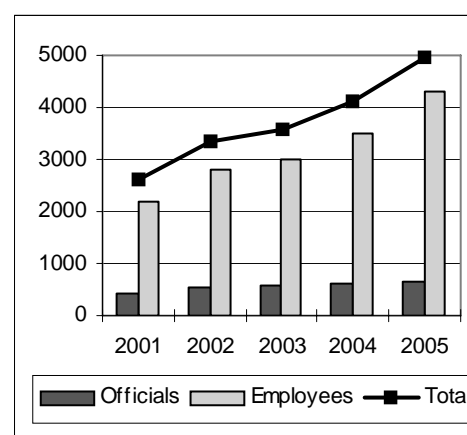
IOM STAFF COMPOSITION	2
1. IOM field locations, 2001-2005	2
2. IOM staffing trends, 2001-2005	2
3. Staff by category, location and gender, June 2005	2
4. Officials - distribution by gender and grade, 2001-2005	3
5. Evolution of the representation of women among officials, 2001-2005	3
6. Officials by country of nationality and grade, June 2005	4
7. Officials - grade distribution and gender, June 2005	5
8. Headquarters employees by country of nationality and gender, June 2005	6
9. Field employees by country of nationality and gender, June 2005	6
RECRUITMENT AND SELECTION	8
10. Vacancy notices issued for officials, 2001-June 2005	8
11. Officials appointed through vacancy notices, 2001-June 2005	8
12. Officials appointed through vacancy notices by gender, 2001-June 2005	9
13. Mobility of internal staff, 2001-June 2005.....	9
14. Officials appointed through vacancy notices by country of nationality, 2001-June 2005.....	9
15. Vacancy notices issued for employees at Headquarters, 2001-June 2005	11
16. Summary of temporary recruitment and selection, 2001-June 2005.....	11
ALTERNATIVE STAFFING RESOURCES	12
17. Associate Experts by nationality, 2001-June 2005.....	12
OTHER CATEGORIES	12
18. Interns by gender and duty station, July 2004-June 2005.....	12
STAFF DEVELOPMENT AND LEARNING	14
19. Staff development and learning activities, 2001-June 2005.....	14
20. Staff trained by gender, 2001-June 2005	14
21. Staff trained by location, 2001-June 2005	14
22. Staff trained by category, 2001-June 2005	15
23. Staff trained by areas of training and development activity	15

IOM STAFF COMPOSITION

1. IOM field locations, 2001-2005



2. IOM staffing¹ trends, 2001-2005



3. Staff by category, location and gender, June 2005

Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials ²	66	59	131	226	482
Officials, short-term	10	3	55	71	139
Employees ²	112	49	1044	1299	2 504
Employees, short-term	13	9	531	1131	1 684
National Officers	0	0	56	64	120
Associate Experts	4	0	9	3	16
TOTAL	205	120	1 826	2 794	4 945

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, 2001-2005

Grade	Dec. 2001	Dec. 2002	Dec. 2003	Dec. 2004	June 2005
% of women	35.3%	38.1%	39.3%	40.0%	40.9%
Out of the above percentages women were distributed within grades as follows:					
P5 and above	10.5%	9.9%	9.4%	8.9%	10.1%
P3-P4	56.4%	48.7%	47.0%	48.6%	46.7%
P1-P2	27.4%	36.2%	40.3%	38.6%	38.6%
PU	5.7%	5.2%	3.3%	3.9%	4.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Total number of women	124	152	181	179	197
% of men	64.7%	61.9%	60.7%	60.0%	59.1%
Out of the above percentages men were distributed within grades as follows:					
P5 and above	20.3%	22.3%	21.9%	22.3%	20.7%
P3-P4	59.5%	55.9%	56.3%	53.9%	54.7%
P1-P2	15.8%	18.2%	17.2%	20.1%	21.4%
PU	4.4%	3.6%	4.6%	3.7%	3.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Total number of men	227	247	279	269	285

5. Evolution of the representation of women among officials, 2001-2005

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

Grade	Dec. 2001	Dec. 2002	Dec. 2003	Dec. 2004	June 2005
D2	0.0%	0.0%	0.0%	0.0%	0.0%
D1	22.2%	27.8%	31.3%	25.0%	31.8%
P5	22.5%	20.0%	20.3%	21.1%	24.1%
P4	36.0%	39.5%	36.6%	33.0%	30.9%
P3	32.8%	32.1%	34.2%	40.6%	41.1%
P2	48.2%	52.1%	58.6%	51.6%	54.1%
P1	50.0%	62.1%	64.7%	71.4%	60.7%
PU	41.2%	47.1%	31.6%	41.2%	50.0%
Total % of women	35.3%	38.1%	39.3%	40.0%	40.9%
Total officials	351	399	460	448	482

6. Officials by country of nationality and grade, June 2005

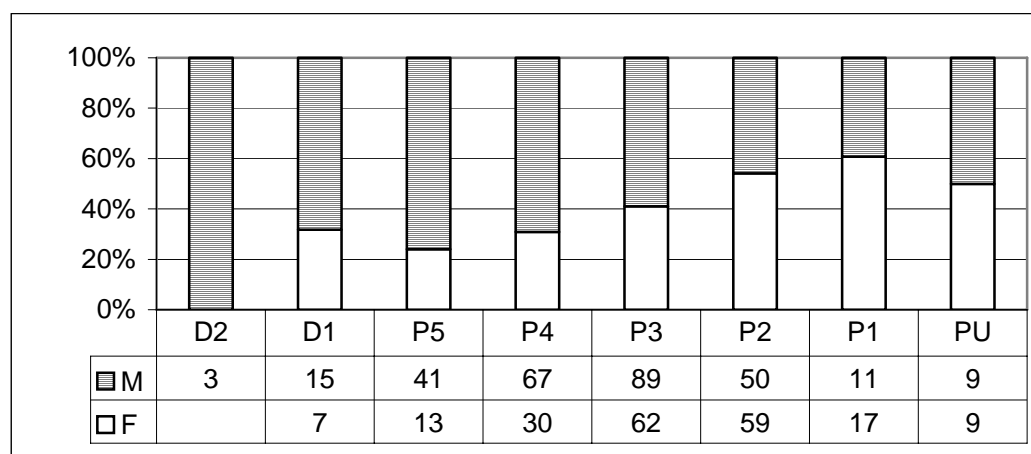
Country of nationality	Grades							TOTAL	
	D2	D1	P5	P4	P3	P2	P1		PU
Afghanistan					1	1	2		4
Albania					1	1			2
Algeria				1					1
Argentina				1	1				2
Australia	1			1	9	4	4	3	22
Austria		1		2	1				4
Azerbaijan					1				1
Bangladesh			1						1
Belgium	1		1	2	4	2			10
Bolivia				1	1				2
Bosnia and Herzegovina				1		3			4
Brazil					1	1			2
Burkina Faso					1				1
Canada		1	5	2	11	3			22
Cape Verde					1				1
Chile				1					1
Colombia						2			2
Costa Rica		1		1	3			1	6
Côte d'Ivoire					1		1		2
Croatia				3	3		1		7
Czech Republic					1				1
Denmark				2					2
Egypt			1						1
Finland				1	1	1			3
France			4	4	7	3	1	1	20
Georgia					1	2	1		4
Germany		6	2	7	3	5	1		24
Greece					1			1	2
Guatemala					1				1
Honduras						1			1
Hungary			2	1					3
Iran (Islamic Republic of)			1			1	1		3
Ireland			1	1					2
Israel			1			1			2
Italy		3	5	8	7	4	1	1	29
Japan		1		1	1	3	1	1	8
Jordan				1	2	2			5
Kazakhstan					2	1			3
Kenya				3	2	2			7
Latvia								1	1
Liberia					1				1
Lithuania				1					1
Morocco					1				1
Netherlands		1	1	2	2	1	1	1	9
New Zealand			2		1	1			4
Nicaragua					1	1			2
Norway			1						1
Pakistan					1	1			2

6. Officials by country of nationality and grade, June 2005 (cont.)

Country of nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Panama			1						1
Peru				2		1			3
Philippines				3	8	7		1	19
Poland						1		1	2
Portugal			1	1		2			4
Republic of Korea					1				1
Romania				1	2	3			6
Senegal						2			2
Serbia and Montenegro				3	8	5			16
South Africa				1	2	1			4
Sri Lanka				1	1				2
Sudan					1				1
Sweden				3	6	1			10
Switzerland	1	1	2	5	4	1	1		15
Thailand				1		4	2		7
Turkey					1				1
Uganda					1				1
Ukraine					1	2			3
United Kingdom of Great Britain and Northern Ireland		1	1	5	7	5	1		20
United Republic of Tanzania						1			1
United States of America		4	14	16	21	14	4	5	78
Uruguay		1	3	1		1			6
Venezuela (Bolivarian Republic of)			1						1
Zimbabwe					1				1
Non-Member States		1	3	6	10	11	5	1	37
TOTAL	3	22	54	97	151	109	28	18	482
Number of represented Member States									72

Member State nationals currently employed on short-term contracts: Democratic Republic of the Congo (1), Haiti (1), Mali (1) and Slovakia (1).

7. Officials - grade distribution and gender, June 2005



8. Headquarters employees by country of nationality and gender, June 2005

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Albania		1	1	Mongolia	1		1
Argentina	2		2	Netherlands	3		3
Armenia	1		1	Peru	1	1	2
Australia		1	1	Philippines	2		2
Austria	1		1	Poland	2	2	4
Azerbaijan	1		1	Portugal	2	1	3
Belgium	1		1	Romania	1	2	3
Bosnia and Herzegovina	2	2	4	Russian Federation	1	1	2
Bulgaria	4		4	Serbia and Montenegro	3	1	4
Canada	1		1	Slovakia	1		1
Colombia	2	1	3	Slovenia	2	1	3
Costa Rica	1		1	Spain	2	1	3
Croatia	2	1	3	Sri Lanka		1	1
Czech Republic		2	2	Sudan	1		1
France	24	11	35	Sweden		1	1
Germany	5	2	7	Switzerland	18	5	23
Greece	1	1	2	The former Yugoslav Republic of Macedonia	3	3	6
Hungary	1		1	Ukraine	1		1
Indonesia	1		1	United Kingdom of Great Britain and Northern Ireland	10	1	11
Ireland	1		1	United States of America		1	1
Italy	4	3	7	Uruguay	2	1	3
Kenya	1		1	Venezuela (Bolivarian Republic of)		1	1
Grand total					112	49	161

9. Field employees³ by country of nationality and gender, June 2005

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Afghanistan	41	467	508	Benin		2	2
Albania	22	11	33	Bolivia	1	3	4
Algeria	1	2	3	Bosnia and Herzegovina	20	19	39
Angola	13	76	89	Botswana	1		1
Argentina	13	3	16	Brazil		1	1
Armenia	7	9	16	Bulgaria	4	2	6
Australia	8		8	Burkina Faso	1	1	2
Austria	6	6	12	Cambodia	18	36	54
Azerbaijan	10	19	29	Cameroon		2	2
Bangladesh	7	12	19	Canada	4	1	5
Belarus	9	2	11	Chile	2	3	5
Belgium	9	10	19				

³ Including short-term employees.

9. Field employees by country of nationality and gender, June 2005 (cont.)

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
China		1	1	Lithuania	3	1	4
China, Hong Kong Special Administrative Region	3		3	Mali		4	4
Colombia	123	94	217	Mauritania		1	1
Congo		1	1	Mexico	3	4	7
Costa Rica	17	9	26	Mongolia	1	1	2
Côte d'Ivoire	10	18	28	Morocco	1		1
Croatia	10	7	17	Mozambique		1	1
Cuba	3		3	Myanmar	1		1
Czech Republic	7	1	8	Nauru	10	30	40
Democratic Republic of the Congo	1	12	13	Netherlands	33	27	60
Denmark	1	1	2	New Zealand	1	1	2
Dominican Republic	2	3	5	Nicaragua	3		3
Ecuador	26	29	55	Nigeria	2	2	4
Egypt	21	17	38	Norway	6	3	9
El Salvador	2	4	6	Pakistan	5	20	25
Eritrea	1		1	Peru	5	11	16
Ethiopia	15	22	37	Philippines	56	37	93
Fiji		1	1	Poland	18	5	23
Finland	6	6	12	Portugal	4	3	7
France	4	2	6	Republic of Korea		1	1
Gambia	1	1	2	Republic of Moldova	13	13	26
Georgia	11	7	18	Romania	16	8	24
Germany	31	14	45	Russian Federation	138	61	199
Ghana	19	18	37	Sao Tome and Principe		1	1
Greece	9	7	16	Senegal	8	12	20
Guatemala	10	22	32	Serbia and Montenegro	34	34	68
Guinea	8	17	25	Kosovo	23	44	67
Guinea-Bissau	7	14	21	Sierra Leone	4	10	14
Haiti	9	19	28	Slovakia	11	1	12
Honduras	4	1	5	Slovenia	3	2	5
Hungary	8	4	12	Somalia	3	2	5
India	5	3	8	South Africa	12	11	23
Indonesia	96	350	446	Spain	5	3	8
Iran (Islamic Republic of)	6	9	15	Sri Lanka	23	150	173
Iraq	8	17	25	Sudan	26	86	112
Ireland	8		8	Swaziland	1		1
Italy	28	12	40	Sweden	3	1	4
Jamaica	1		1	Switzerland	2	1	3
Japan	2		2	Syrian Arab Republic	3	5	8
Jordan	14	25	39	Tajikistan	12	22	34
Kazakhstan	16	3	19	Thailand	57	31	88
Kenya	92	127	219	The former Yugoslav Republic of Macedonia	25	9	34
Kyrgyzstan	6	7	13	Timor-Leste	3	23	26
Latvia	2	1	3	Togo		1	1
Lebanon		2	2	Tunisia	2	4	6
Liberia	15	27	42	Turkey	5	6	11

9. Field employees by country of nationality and gender, June 2005 (cont.)

Turkmenistan	2	3	5	Uruguay	2	1	3
Tuvalu		1	1	Uzbekistan	2		2
Uganda				Venezuela (Bolivarian Republic of)	2		2
Ukraine	7	11	18	Viet Nam	49	21	70
United Kingdom of Great Britain and Northern Ireland	30	15	45	Yemen	1	1	2
United Republic of Tanzania	17	18	35	Zambia	20	51	71
United States of America	2	4	6	Zimbabwe	10	15	25
	38	38	76				
Grand total					1 631	2 494	4 125

RECRUITMENT AND SELECTION

10. Vacancy notices issued for officials, 2001-June 2005

Vacancy notices issued	2001	2002	2003	2004	June 2005
Total number of vacancy notices issued	87	68	73	56	29
Headquarters positions	33	17	14	8	10
Field positions	54	51	59	48	19
Advertised internally only	58	48	57	42	18
Headquarters positions	13	7	6	6	3
Field positions	45	41	51	36	15
Advertised internally and externally	29	20	16	14	11
Headquarters positions	20	10	8	2	7
Field positions	9	10	8	12	4

11. Officials appointed through vacancy notices⁴, 2001-June 2005

	2001	2002	2003	2004	June 2005
Vacancies filled internally	61	42	45	36	16
Headquarters	17	14	7	4	5
Field	44	28	38	32	11
Vacancies filled externally	18	9	7	5	1
Headquarters	11	6	5	1	1
Field	7	3	2	4	0
Cancelled / reissued	9	21	23	10	5
Pending				5	7
Total	88	72	75	56	29

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.

12. Officials appointed through vacancy notices by gender, 2001-June 2005

	2001	2002	2003	2004	June 2005
Officials appointed at Headquarters	28	20	12	5	6
Of which women	16	13	8	4	4
Officials appointed in the Field	51	31	40	36	11
Of which women	20	8	10	16	6
Total number of officials appointed	79	51	52	41	17
Of which women recruited externally	9	3	4	2	0
Of which former General Service staff	10	9	3	2	4
Of which women	4	7	2	2	4
Percentage of women appointed	45.6%	41.2%	34.6%	48.8%	58.8%

13. Mobility of internal staff, 2001-June 2005

	2001	2002	2003	2004	June 2005
From Headquarters to the Field	3	4	2	2	1
From the Field to Headquarters	8	5	2	1	0
From the Field to the Field	19	17	18	23	7
Reassignment within same duty station	31	16	23	10	8
Total	61	42	45	36	16

14. Officials appointed through vacancy notices by country of nationality, 2001-June 2005

Nationality	2001	2002	2003	2004	June 2005
Albania			1	1	
Argentina	2		2		
Australia	2	4	3	2	1
Austria			1		
Bangladesh	1				
Belarus ⁵		1			
Belgium	2		2		1
Bosnia and Herzegovina	1		1		
Brazil					1
Burkina Faso	1		1		
Canada	3	4	1	2	1
Cape Verde		1			
Chile	2				
Colombia			1		
Costa Rica	2	1			
Croatia	1			2	1
Czech Republic		1			
Denmark	1				

⁵ Observer State.

**14. Officials appointed through vacancy notices by country of nationality, 2001-June 2005
(cont.)**

Nationality	2001	2002	2003	2004	June 2005
Finland					1
France	5	1	2	1	2
Georgia		1			
Germany	2	5	3	3	
Ghana ⁵		1	1		
Greece				1	
Hungary				1	
India ⁵		1	3		1
Ireland		1		1	
Israel		1	1		
Italy	6	3	4	3	2
Japan	2			2	
Kazakhstan			2	1	
Kenya	1	3		1	
Liberia	1				
Lithuania		1			
Morocco			1		
Mozambique ⁵	1	1			
Netherlands	1		1	1	
New Zealand	2				
Norway	1				
Pakistan				1	
Panama		1			
Peru	1		1		
Philippines	5	2	1	1	1
Poland	1	1			
Portugal	1		1	1	
Romania	1		1	1	1
Russian Federation ⁵		1			
Senegal				1	
Serbia and Montenegro		1	1	1	
South Africa		1	2		1
Spain ⁵	1	1		1	
Sweden	1	3			
Switzerland	3	1	1	4	
Thailand		1			
The former Yugoslav Republic of Macedonia ⁵	1		1	1	
Turkey				1	
Ukraine	1				1
United Kingdom of Great Britain and Northern Ireland	4		3	2	2
United States of America	18	6	8	4	
Uruguay	1		2		
Total	79	51	52	41	17
Number of nationalities	34	29	28	26	14

⁵ Observer State.

15. Vacancy notices issued for employees at Headquarters, 2001-June 2005

Vacancy notices issued	2001	2002	2003	2004	June 2005
Total number of vacancy notices issued	33	20	10	7	2
Advertised internally only	18	10	5	7	2
Advertised internally and externally	15	10	5	0	0
Total number of corresponding positions	36	31	13	9	2
Vacancies filled internally	18	19	6	9	2
Employees from Headquarters	14	13	5	9	2
Employees from the Field	4	6	1	0	0
Vacancies filled externally	8	11	6	0	0
Cancelled/reissued	10	1	1	0	0

16. Summary of temporary recruitment and selection, 2001-June 2005

	2001	2002	2003	2004	June 2005
For officials					
Number of temporary vacancy notices issued	6	18	44	56	41
Number of temporary positions filled	148	219	142	162	122
Of which for emergency and post-conflict operations	87	114	83	88	75
For employees at Headquarters					
Number of temporary vacancy notices issued	4	16	6	22	2
Number of temporary positions filled	41	76	67	29	1

ALTERNATIVE STAFFING RESOURCES

17. Associate Experts by nationality, 2001-June 2005⁶

	2001	2002	2003	2004	June 2005
Armenia			1	1	1 ⁷
Belgium	1	1	1	1	
Denmark	2				
Germany		1	1	3	2
Italy	3	3	1	3	2
Japan	2	3	3	3	1
Morocco	1	1	1 ⁸		
Netherlands	3	2	5	4	4
Niger				1	1 ⁹
Republic of Korea	1				
Sweden	6	6	4	4	4
Switzerland		1	1	1	
United States of America	1	2	2	3	1
Total	20	20	20	24	16

OTHER CATEGORIES

18. Interns by gender and duty station, July 2004 - June 2005

Duty station	Women	Men	Total
Headquarters	40	18	58
Office of the Director General	2	2	4
Accounting	-	1	1
Claims Programmes	2	7	9
Donor Relations	1	-	1
Emergency and Post-Conflict	3	1	4
External Relations	3	-	3
Facilitated Migration	2	-	2
Human Resources Management	1	-	1
Information Technology	2	-	2
International Migration Law and Legal Affairs	3	1	4
Media and Public Information	2	-	2
Migration Health	3	-	3
Migration Management	4	2	6
Migration Policy, Research and Communications	9	3	12
Occupational Health	1	-	1
Staff Development and Learning	2	-	2
Treasury	-	1	1

⁶ Includes Associate Experts present for only part of the year.

⁷ Funded by the Government of the Netherlands.

⁸ Funded by the Government of Belgium.

⁹ Funded by *Organisation Internationale de la Francophonie*.

18. Interns by gender and duty station, July 2004 - June 2005 (cont.)

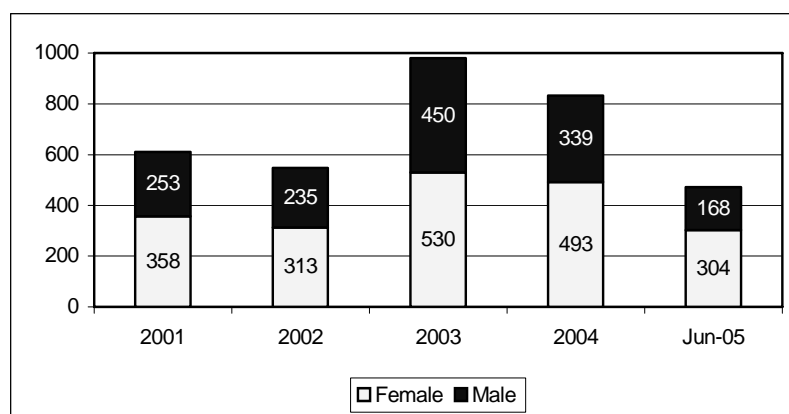
Duty station	Women	Men	Total
Field	79	44	123
Addis Ababa	4	-	4
Ankara	7	-	7
Bangkok	-	2	2
Bern	3	2	5
Bogota	1	4	5
Brussels	6	3	9
Budapest	3	-	3
Cape Town	1	-	1
Chisinau	12	6	18
Colombo	1	-	1
Cucuta	-	2	2
Dhaka	1	1	2
Dushanbe	1	-	1
Hanoi	1	-	1
Helsinki	3	2	5
Jakarta	1	-	1
Kiev	-	1	1
Lisbon	1	1	2
London	1	1	2
Lusaka	-	1	1
Madrid	1	-	1
Manila	1	-	1
Nairobi	1	1	2
Nakhichevan	-	2	2
Phnom Penh	1	1	2
Popayan	2	-	2
Pretoria	2	-	2
Rome	5	2	7
San José	1	-	1
Santiago	2	4	6
Sarajevo	2	-	2
Tirana	2	-	2
Vienna	7	6	13
Washington	5	2	7
TOTAL	119	62	181

STAFF DEVELOPMENT AND LEARNING

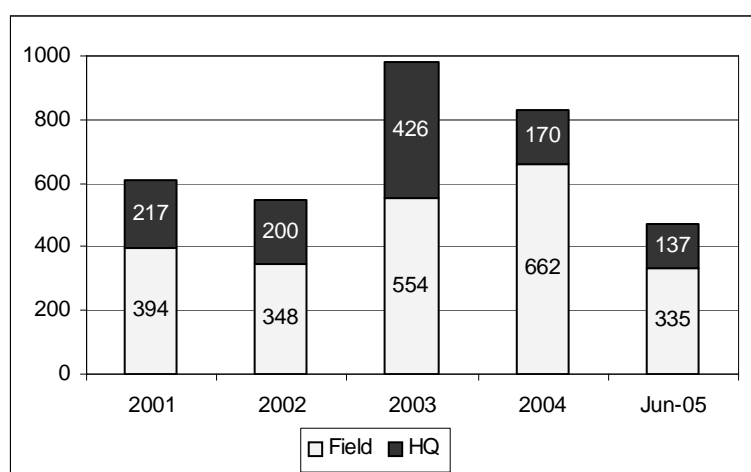
19. Staff development and learning activities, 2001-June 2005

	2001	2002	2003	2004	June 2005
Learning activities organized and/or financed by SDL or implemented in coordination with SDL	88	80	86	114	53
Total staff members	2 742	3 411	3 689	4 038	4 945
Staff members trained	611	548	980	832 ¹⁰	472 ¹¹
Percentage of staff trained	22.3%	16.1%	26.0%	20.6%	9.5%

20. Staff trained by gender, 2001-June 2005



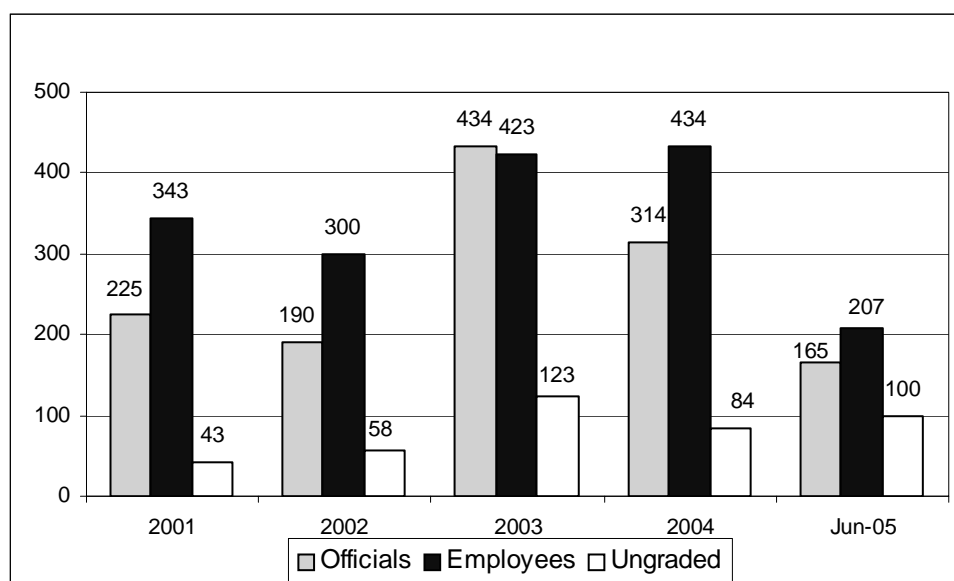
21. Staff trained by location, 2001-June 2005



¹⁰ In addition to this, **537** IOM staff members benefited from e-Learning opportunities in 2004. Course themes include Information Technology, Business, Finance and Management.

¹¹ In addition to this, **277** IOM staff members benefited from e-Learning opportunities in January-June 2005. Course themes include Information Technology, Business, Finance and Management.

22. Staff trained by category, 2001-June 2005



23. Staff trained by areas of training and development activity

Main Areas	2004	% of total trained	June 2005	% of total trained
Administration and Management	304	36.5%	227	48.1%
Communication Skills	66	7.9%	64	13.6%
Chiefs of Mission	5	0.6%	7	1.5%
Information Technology	37	4.4%	23	4.9%
Language Courses	108	13.0%	45	9.5%
Migration Health	11	1.3%	12	2.5%
Migration and Emergency Management	118	14.2%	53	11.2%
Movement Management	44	5.3%	8	1.7%
Others (Induction, Report Writing)	13	1.6%	-	-
Project Development	83	10.0%	24	5.1%
Security	30	3.6%	9	1.9%
Stress Management	13	1.6%	-	-
TOTAL	832	100%	472	100%