

MC/INF/282

**Original: English
17 October 2006**

NINETY SECOND SESSION

HUMAN RESOURCES REPORT

CONTENTS

	<u>Page</u>
I. INTRODUCTION	1
II. HUMAN RESOURCES POLICIES	2
III. SELECTION AND RECRUITMENT PRACTICES.....	2
Recruitment	2
Secondments	2
Associate Experts	3
Internship Programme	3
IV. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS	3
V. OCCUPATIONAL HEALTH.....	4
VI. HUMAN RESOURCES MANAGEMENT SYSTEM (PRISM)	5
VII. STAFF DEVELOPMENT AND LEARNING.....	5
VIII. PERFORMANCE DEVELOPMENT SYSTEM	6
IX. JOB CLASSIFICATION	6
X. STAFF RELATIONS	6

ANNEX - Statistical Overview

HUMAN RESOURCES REPORT

I. INTRODUCTION

1. In 2006, the Human Resources Management (HRM) division continued to shift administrative and recruitment functions to the Manila Human Resources Operations (MHRO) at the Manila Administrative Centre in a process that is to be completed in the course of 2007.
2. Key HRM developments during the reporting period included:
 - the assumption by the new Director of HRM of her duties;
 - the roll-out of the computerized human resources management system, Processes and Resources, Integrated Systems Management (PRISM);
 - targeted efforts to address key policy issues relating to mobility, contract duration and occupational groups;
 - the development of proposals for improving the recruitment of nationals of unrepresented Member States; and,
 - training preceding the roll-out of the new Performance Development System (PDS) between July 2005 and February 2006.
3. The number of staff employed by the Organization and the number of IOM offices and locations around the world continued to grow during the year. Total staff numbered 5,341 at the end of June 2006, representing an increase of 8 per cent since the previous report. The number of field locations increased from 248 to 290 during the same period.
4. The significant growth of the Organization, particularly in the number of projects and staff, poses major HRM challenges. In order to manage this growth within the constraints of Zero Nominal Growth, the Administration has delocalized several back-office human resources functions and streamlined a number of processes. PRISM was successfully rolled out, but the essential core structure required to formulate policy and set strategy and direction is at a bare minimum; it is not sufficient to deal with the constantly growing, complex array of human resources challenges such as staff mobility, career development, review of rules and regulations, staff training, staff retention and succession planning. The development and timely roll-out of other new human resources tools are essential at this stage. Without adequate resources, HRM will continue to have difficulty achieving its objectives in the key areas of staff management and development, and it will not be able effectively to address some of the valid concerns repeatedly expressed by the Staff Association Committee (SAC). Continued pressure on the core structure over a long period of time owing to limited resources could seriously jeopardize the Organization's capacity to provide the high-calibre services that enable its membership to deal with the multi-faceted challenges of migration management.

II. HUMAN RESOURCES POLICIES

5. As highlighted by the SAC in its last statement to the Executive Committee, IOM's continued growth, evolving priorities and staffing needs call for a more systematic approach to key human resources policy issues such as career management, mobility and succession planning.

6. The Administration has therefore decided to accelerate consideration and consolidation of these key policy issues with the aim of producing a roadmap and concrete policy recommendations for implementation by the end of this year.

III. SELECTION AND RECRUITMENT PRACTICES

Recruitment

7. The Staffing Unit (STU) has delocalized many of its administrative functions to the Manila Administrative Centre. Since January 2006, it has been the job of human resources staff in Manila to pre-screen and rate applications received in response to published vacancy notices, to submit the relevant recruitment documents to IOM Missions, and to recruit consultants. The delocalization effort has shortened the period between the issuing of a vacancy notice and the filling of a vacant post. It has also enabled STU to provide fast, high-quality pre-screening of candidates and timely contingency planning for complex emergency and post-conflict operations. With the help of PRISM, STU has accelerated and is able to monitor the recruitment process by tracking the progress of vacancy notices, contracts, personnel actions and other important human resources information and processes.

8. In response to a request by Member States that the composition of IOM's staff more closely reflect the membership, a task group has been developing proposals on how to improve the recruitment of nationals from unrepresented Member States. The corresponding plan of action, currently under discussion, will be implemented in the last quarter of 2006 and in 2007.

9. During the reporting period, the number of short-term appointments remained high because of several emergency and post-conflict operations, particularly in Afghanistan, the Middle East and South-East Asia. STU undertook two steps to further improve its recruitment services. First, while it continued to use its internal roster for emergency recruitment, it launched the process of transferring and maintaining the roster in the integrated electronic system (PRISM). Second, STU has expanded its emergency recruitment network by utilizing the services of specialized recruitment agencies and their online databases.

Secondments

10. STU continued to cooperate with government agencies on staff secondments. Since July 2005, 14 staff members have been seconded to and by IOM. IOM staff have been seconded to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the World Bank, the United Nations Development Programme (UNDP) and the United Nations Joint Logistics Centre. In turn, staff have been seconded to IOM from the Danish Refugee Council, the Norwegian Refugee Council, the Swedish International Development Cooperation Agency (SIDA), the Government of Italy, the UK Department for International Development (DFID) and

Ecuador. The seconded staff made an important contribution to the successful implementation of IOM's programmes in several regions.

Associate Experts

11. Eight new Associate Experts were employed in IOM, and a total of 24 worked during the period under review. Administrative procedures are being finalized for two newly appointed Associate Experts. IOM was able to retain seven Associate Experts during the reporting period on IOM contracts. Contributions to this programme currently come from eight Member States: Austria, Belgium, Germany, Italy, Japan, the Netherlands, Sweden and the United States of America.

Internship Programme

12. IOM's internship programme continued to expand both at Headquarters and in the Field. 344 interns were hosted by IOM worldwide during the reporting period: 67 at Headquarters and 277 in Field Missions. As previously reported, IOM regularly receives interns from Georgetown University, Syracuse University, the Fulbright Commission and the Carlo Schmidt Programme of the German Academic Exchange Service (DAAD.) New agreements for participation in IOM's internship programme were signed with the Syni Programme¹ and the Ministry of Foreign Affairs of El Salvador.

IV. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS

13. During the period under review, HRM continued to work with IOM Missions to harmonize conditions of service, improve staff access to medical services, and prepare the transition from the IOM Provident Fund to the United Nations Joint Staff Pension Fund (UNJSPF). To ensure the smooth running of IOM's programmes, HRM streamlined the procedure for contracting service providers and consultants.

14. Acting on its commitment to simplify social security and other human resources practices and to promote equal treatment/non-discriminatory policy, HRM helped implement Staff Rules and Regulations (SRRs) in IOM Missions in Panama and Ireland and reviewed and updated SRRs in Armenia, Georgia and Hungary. The Medical Services Plan (MSP) was introduced in Georgia, Hungary, Kosovo, Panama, Sudan and Uganda, increasing the total number of participants by 301 since the last report. This harmonization effort has helped lower the number of grievances and reduce the costs associated with the administration and maintenance of different systems across the Organization.

15. In the beginning of 2006, Missions participating in the Provident Fund began preparations for joining the UNJSPF. To facilitate this process, HRM issued instructions to Missions on how to modify current contributions to the Provident Fund to align them with the requirements of the UNJSPF, which IOM will join at the beginning of next year. HRM revised the IOM salary scales and introduced, where relevant, a gross pensionable salary scale on the basis of which UNJSPF contributions will be calculated.

¹ SYNI is funded and commissioned by the Swiss State Secretariat for Economic Affairs (SECO) and Lausanne City Council.

16. In addition, in order to streamline the outsourcing of services, HRM reviewed and classified different types of IOM contracts with individuals and with third parties and prepared guidelines on their use for all IOM Missions. As part of the same effort, HRM undertook a study to identify the best contractual arrangements in high-risk locations.

V. OCCUPATIONAL HEALTH

17. To improve occupational health in the Organization and help reduce the effects of hardship assignments on staff health, the Occupational Health Unit (OHU) developed a variety of stress management tools, raised awareness about diseases through improved standard examinations and information campaigns, prepared recommendations to prevent work-related accidents, and made it possible for more IOM field staff to have health insurance. In the framework of interagency cooperation, OHU participated in the common UN Avian Influenza Preparedness working group and offered occupational health services to external organizations.

18. OHU regularly provided detailed travel and medical preparedness advice, and assessed health issues relating to the environment in which staff work and live. The travel and medical preparedness advice provided to a number of EU Election Observers has helped reduce occupational illnesses and accidents among that group. OHU also provided advice on medical insurance for staff and dependents and on procedures for the medical examinations performed when staff assumed their duties in Colombia and Haiti. All staff in these Missions received advice on stress reduction, ergonomics and office set-up, and non-occupational illnesses.

19. OHU has raised staff awareness of the importance of managing personal health, in particular of being periodically screened for potentially hazardous diseases such as prostate and breast cancer. It has been promoting a smoke-free working environment in Missions by distributing anti-smoking information materials. Moreover, medical supplies including items such as medical kits, malaria prophylaxis, mosquito nets and individual medication, were sent to staff working in countries with inadequate health infrastructures. As a result, the number of cases of falciparum malaria among staff fell. In October 2005, OHU started to use the new 3-drug regimen included in the HIV post-exposure prophylactic kits, applying the decision taken in coordination with UN agencies. To protect staff from HIV/AIDS infection, OHU also distributed HIV/AIDS prevention materials.

20. As part of the internal Pandemic Influenza Preparedness Group, OHU has helped prepare and distribute IOM Medical Guidelines for Staff and Families. It is also actively helping staff prepare for a pandemic on an international basis through its work with various UN agencies, such as the Critical Incident Stress Management Unit. The result was the production of two annexes to the UN Medical Services Staff Contingency Plan Guidelines for an Influenza Pandemic, one on the mechanisms for coordinating and implementing psychosocial support/activities for staff during all phases of pandemics, the other on guidelines for managers.

VI. HUMAN RESOURCES MANAGEMENT SYSTEM (PRISM)

21. The HR component of PRISM has begun its first phase of implementation, allowing for a more systematic approach to personnel management, particularly in e-Recruitment, Payroll and Personnel Administration.

22. Since January 2006 PRISM has introduced new concepts, such as Employee Self Service (ESS), Manager Self Service (MSS), and e-Recruitment, all accessible via the Internet or the Intranet. ESS allows staff members with salaries currently processed by PRISM to check their pay slips online and to update their personal data. e-Recruitment allows staff worldwide to update their application forms and apply for existing vacancies online. MSS delivers data from various sources to managers' fingertips and supports them in their HR-related administrative and planning tasks.

23. Currently the PRISM payroll population consists of IOM's professional staff worldwide and general service staff in Geneva and Bern. The project team is working on developing the PRISM payroll function for general service staff in Manila and will gradually introduce this function to other Missions, making PRISM the IOM Enterprise Resource Planning (ERP) system. It is expected that this function will be rolled out for Manila in January 2007. In the second half of 2006, HRM promoted a more strategic use of the PRISM system by training staff on the system's advanced functions. PRISM has the capability to automate talent management, workforce process management and workforce deployment, thus increasing HRM efficiency and freeing up time and resources for the accelerated HRM policy review and development process planned for the second half of 2006 and for 2007.

VII. STAFF DEVELOPMENT AND LEARNING

24. During the reporting period, SDL produced a training and certification package for project managers, supported decentralization of training expertise in key areas, and provided advice on designing migration management learning tools.

25. The specialized training and certification package for project managers is currently in its pilot phase. The first group of IOM project managers will complete the programme before the end 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 abilities to manage IOM's programmes more effectively from design and development to implementation.

26. SDL actively supports the decentralization of training expertise in project development, resource management and specialized migration topics. Training-of-trainers events were organized in 2005 and the first half of 2006 on these topics for staff members both in IOM Field Missions and at Headquarters. SDL provided continuous support to the newly created trainers' networks on the Essentials of Migration Management (EMM), Resource Management and Project Development.

27. SDL also continues to provide the specialized curriculum development and training expertise needed to design specialized migration management learning tools, such as the delivery of EMM-based courses worldwide.

VIII. PERFORMANCE DEVELOPMENT SYSTEM

28. The new Performance Development System (PDS) was officially launched in August 2006. The system is expected to facilitate delivery of IOM's goals by serving as an aid for the development of staff competencies and by preparing staff to take on new functions in line with 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.

29. Between July 2005 and February 2006, SDL organized training sessions for all MRFs, Missions with more than 50 staff members, and most HQ staff. The PDS training sessions were aimed at introducing the new system and ensuring proper understanding of the process and the skills required for a constructive outcome. MRFs and Missions are encouraged to cascade the training at mission level to ensure in-depth understanding of the principles that will guarantee a meaningful process.

IX. JOB CLASSIFICATION

30. Between 1 July 2005 and 30 June 2006, 21 positions (16 officials and 5 employees) were rated and three desk audits were carried out.

X. STAFF RELATIONS

31. Between April and June 2006, the Administration took a proactive approach to dealing with issues of concern raised by the SAC. As a result, concrete measures will be taken during the second half of 2006 to address critical policy issues such as mobility, contract duration and job profiles.

32. The Administration met with representatives of the SAC within the JASAC (Joint Administration/Staff Association Committee) on two occasions to discuss matters of common interest. Cooperation between the Administration and the SAC continued through Personnel Meetings, the Appointment and Postings Board (APB), the Working Group on Social Security (WGSS) and various other consultative processes. Frequent contacts were also maintained with members of SAC to discuss matters of common interest for the staff members and the Organization.

33. Between 1 July 2005 and 30 June 2006, the APB, in which the Staff Association participates, held 13 meetings and made recommendations on 88 cases. The Director General approved the recommendations in 83 cases.

34. Concerning staff grievances, between 1 July 2005 and 30 June 2006 three appeals were received by the Joint Administrative Review Board (JARB), and two appeals were lodged with the ILO Administrative Tribunal.

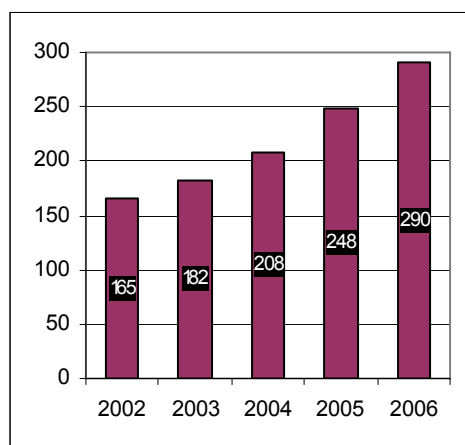
Annex

Statistical Overview

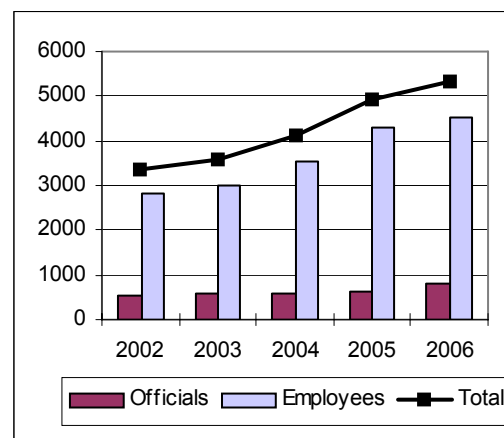
IOM STAFF COMPOSITION	2
1. IOM field locations, 2002-2006	2
2. IOM staffing trends, 2002-2006	2
3. Staff by category, location and gender, June 2006	2
4. Officials - distribution by gender and category/grade, 2003-2006	3
5. Evolution of the representation of women among officials, 2003-2006	4
6. Officials - category/grade distribution and gender, June 2006	4
7. Officials by country of nationality and category/grade, June 2006.....	5
8. Headquarters employees by country of nationality and gender, June 2006	7
9. Field employees by country of nationality and gender, June 2006	8
RECRUITMENT AND SELECTION	9
10. Vacancy notices issued for officials, 2002-June 2006	9
11. Officials appointed through vacancy notices, 2002-June 2006	10
12. Officials appointed through vacancy notices by gender, 2002-June 2006	10
13. Mobility of internal staff, 2002-June 2006.....	10
14. Officials appointed through vacancy notices by country of nationality, 2002-June 2006.....	11
15. Vacancy notices issued for employees at Headquarters, 2002-June 2006	12
16. Summary of temporary recruitment and selection, 2002-June 2006.....	13
ALTERNATIVE STAFFING RESOURCES	13
17. Associate Experts by nationality, 2002-June 2006.....	13
OTHER CATEGORIES	14
18. Interns by gender and duty station, July 2005-June 2006.....	14
STAFF DEVELOPMENT AND LEARNING	16
19. Staff development and learning activities, 2002-June 2006.....	16
20. Staff trained by gender, 2002-June 2006	16
21. Staff trained by location, 2002-June 2006	16
22. Staff trained by category, 2002-June 2006	17
23. Staff trained by areas of training and development activity	17

IOM STAFF COMPOSITION¹

1. IOM field locations, 2002-2006



2. IOM staffing² trends, 2002-2006



3. Staff by category, location and gender, June 2006

Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials ³	68	63	152	248	531
Officials, short-term	6	2	39	74	121
Employees ³	95	42	1 289	1 555	2 981
Employees, short-term	14	6	606	926	1 552
National Officers	0	0	71	66	137
Associate Experts	2	1	12	4	19
TOTAL	185	114	2 169	2 873	5 341

¹ IOM staff statistics have been revised in order to group together categories of staff with similar responsibilities.

² Staff members holding a short-term contract included.

³ The Director General, Deputy Director General, consultants, interns and staff on special leave without pay are excluded.

4. Officials - distribution by gender and category/grade, 2003-2006

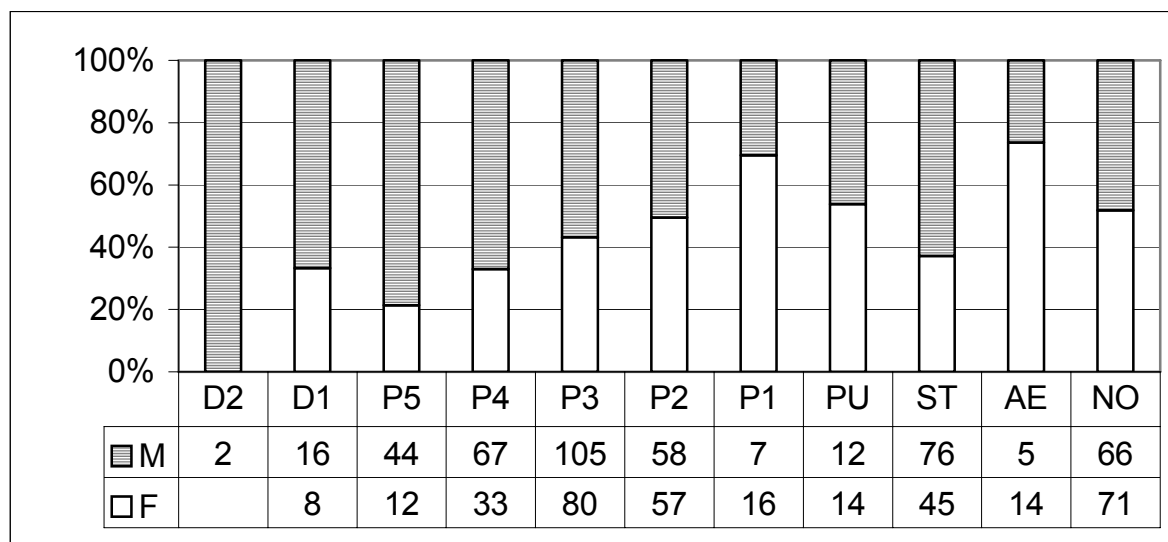
Category/grade	June 2003	June 2004	June 2005	June 2006
% of women	40.2%	42.7%	43.7%	43.3%
Out of the above percentages women were distributed within categories/grades as follows:				
P5 and above	5.8%	5.7%	6.0%	5.7%
P3-P4	33.7%	30.4%	27.8%	32.3%
P1-P2	25.6%	24.3%	23.0%	20.9%
PU	2.7%	1.7%	2.7%	4.0%
Short-term officials	14.3%	17.6%	19.7%	12.8%
Associate Experts	3.9%	4.7%	3.9%	4.0%
National Officers	14.0%	15.6%	16.9%	20.3%
Total	100.0%	100.0%	100.0%	100.0%
Total number of women	258	296	331	350
% of men	59.8%	57.3%	56.3%	56.7%
Out of the above percentages men were distributed within categories/grades as follows:				
P5 and above	14.4%	15.6%	13.9%	13.5%
P3-P4	40.2%	40.9%	36.6%	37.6%
P1-P2	14.4%	11.8%	14.3%	14.2%
PU	1.2%	3.0%	2.1%	2.6%
Short-term officials	17.2%	15.1%	17.4%	16.6%
Associate Experts	1.6%	1.3%	0.7%	1.1%
National Officers	11.0%	12.3%	15.0%	14.4%
Total	100.0%	100.0%	100.0%	100.0%
Total number of men	383	398	426	458

5. Evolution of the representation of women among officials, 2003-2006

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

Category/Grade	June 2003	June 2004	June 2005	June 2006
D2	0.0%	0.0%	0.0%	0.0%
D1	29.4%	26.7%	31.8%	33.3%
P5	19.6%	21.3%	24.1%	21.4%
P4	38.5%	33.3%	30.9%	33.0%
P3	34.7%	36.8%	41.1%	43.2%
P2	51.3%	57.1%	54.1%	49.6%
P1	61.0%	71.4%	60.7%	69.6%
PU	58.3%	29.4%	50.0%	53.8%
Short-term off. (ST)	35.9%	46.4%	46.8%	37.2%
Associate Experts (AE)	62.5%	73.7%	81.3%	73.7%
National Officers (NO)	46.2%	48.4%	46.7%	51.8%
Total % of women	40.2%	42.7%	43.7%	43.3%
Total officials	641	694	757	808

6. Officials – category/grade distribution and gender, June 2006



7. Officials by country of nationality and category/grade, June 2006

Country of nationality	Category/grade												Total
	D2	D1	P5	P4	P3	P2	P1	PU	Short-term officials	Associate Experts	National Officers		
Afghanistan					1	1						6	8
Albania						1				1		7	9
Algeria				1									1
Argentina					2			1					3
Armenia										1	2		3
Australia				4	12	4	1	1		4			26
Austria		1		2	2						1	1	7
Azerbaijan					1							1	2
Bangladesh			1									12	13
Belarus					1							2	3
Belgium	1			4	4	1					2	2	14
Benin										1			1
Bolivia				1	1								2
Bosnia and Herzegovina				1	2	3				1			7
Brazil					2					2			4
Bulgaria												1	1
Burkina Faso					1	1						1	3
Cambodia												5	5
Cameroon										1			1
Canada		1	4	3	12	3		1		7			31
Cape Verde					1								1
Chile				1									1
Colombia						2							2
Costa Rica		1		1	3			1				2	8
Côte d'Ivoire					1		1						2
Croatia				3	3		1	1				1	9
Czech Republic					1							1	2
Democratic Republic of the Congo						1							1
Denmark				3		1	1	1		1			7
Egypt			1		1							3	5
El Salvador										1			1
Finland					2	1						1	4
France			6	4	9	4	1	1		8			33
Georgia					1	2		1				2	6
Germany		6	3	8	3	4	1	2		3	2		32
Ghana			1	1		1						3	6
Greece				1	1			1		2		1	6
Guatemala					1							4	5
Guinea										1			1
Haiti					1							4	5
Honduras						1							1
Hungary			2	1								4	7
Iran (Islamic Republic of)			1			1						2	4
Ireland			1	1						2			4
Israel					1	1							2
Italy		3	5	7	11	5	2			7	4		44

7. Officials by country of nationality and category/grade, June 2006 (cont.)

Country of nationality	Category/grade												Total
	D2	D1	P5	P4	P3	P2	P1	PU	Short-term officials	Associate Experts	National Officers		
Japan		1	1		2	5				1			10
Jordan				1	3	2						1	7
Kazakhstan					2							1	3
Kenya				3	3	3		1	4			5	19
Kyrgyzstan												1	1
Latvia												1	1
Liberia									1				1
Libyan Arab Jamahiriya												1	1
Lithuania												1	1
Mali					1								1
Morocco					1								1
Netherlands		1	1	2	4	2		1	2	4			17
New Zealand			2		2				2				6
Nicaragua					2								2
Nigeria									1				1
Niger								1					1
Norway			1						1				2
Pakistan					1	1							2
Panama			1		1								2
Peru				2		1						3	6
Philippines				3	7	12	1		2			6	31
Poland							1	1				3	5
Portugal			1	2		2		1	3				9
Republic of Korea					1								1
Republic of Moldova												1	1
Romania			1	1	4	2						1	9
Senegal						2						2	4
Serbia				4	8	4			2			5	23
Sierra Leone									1			1	2
Slovakia								1				1	2
Slovenia												1	1
South Africa					2	1			2				5
Spain					4	1			1				6
Sri Lanka				1	1							2	4
Sudan			1									1	2
Sweden				3	7	2			3	2			17
Switzerland	1	1	2	5	1	1	1		5				17
Tajikistan									2				2
Thailand				1	1	3	2		1			5	13
Togo				1									1
Tunisia												2	2
Turkey					1								1
Uganda					1	1			1				3
Ukraine					1	2		1				4	8

7. Officials by country of nationality and category/grade, June 2006 (cont.)

Country of nationality	Category/grade												Total
	D2	D1	P5	P4	P3	P2	P1	PU	Short-term officials	Associate Experts	National Officers		
United Kingdom		1	3	2	13	3			6		2	30	
United Republic of Tanzania						1					1	2	
United States of America		6	11	16	14	12	4	5	33	2		103	
Uruguay		1	3	1		2						7	
Venezuela (Bolivarian Rep. of)			1						1		1	3	
Zambia									1			1	
Zimbabwe					1	1					2	4	
Non-Member States		1	2	5	15	11	6	3	4		14	61	
TOTAL	2	24	56	100	185	115	23	26	121	19	137	808	

8. Headquarters employees⁴ by country of nationality and gender, June 2006

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Albania		1	1	Poland	1	2	3
Argentina	3		3	Portugal	2		2
Armenia	1	1	2	Romania		4	4
Australia		1	1	Russian Federation	3	1	4
Azerbaijan	1		1	Serbia	4	1	5
Belgium	2		2	Slovakia	3		3
Bosnia and Herzegovina	1	2	3	Slovenia	3	1	4
Bulgaria	4	1	5	Spain	2	1	3
Canada	1		1	Sri Lanka		1	1
Colombia	2	1	3	Sudan	1		1
Croatia	1		1	Sweden		1	1
France	22	8	30	Switzerland	17	6	23
Germany	4	2	6	The former Yugoslav Republic of Macedonia	2	3	5
Greece	1	1	2	Tunisia		1	1
Italy	4	2	6	Ukraine	1		1
Japan	1		1	United Kingdom	10	1	11
Kenya	1	1	2	United Republic of Tanzania	2	1	3
Mexico	1		1	United States of America		1	1
Mongolia	2		2	Uruguay	2	1	3
Netherlands	2		2				
Peru	1	1	2				
Philippines	1		1				
Grand total					109	48	157

⁴ Including short-term employees.

9. Field employees⁴ by country of nationality and gender, June 2006

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Afghanistan	15	253	268	Guatemala	13	26	39
Albania	17	9	26	Guinea	10	15	25
Angola	14	48	62	Guinea-Bissau	2		2
Argentina	44	15	59	Haiti	13	38	51
Armenia	7	8	15	Honduras	6	2	8
Australia	8		8	Hungary	2	5	7
Austria	6	7	13	India	2	1	3
Azerbaijan	10	16	26	Indonesia	153	367	520
Bangladesh	17	33	50	Iran (Islamic Republic of)	7	6	13
Belarus	11	4	15	Iraq	6	20	26
Belgium	11	10	21	Ireland	4	1	5
Benin		2	2	Italy	30	15	45
Bolivia		2	2	Jamaica		1	1
Bosnia and Herzegovina	22	17	39	Japan	5		5
Botswana	1		1	Jordan	16	35	51
Brazil	1	1	2	Kazakhstan	13	3	16
Bulgaria	6	1	7	Kenya	77	109	186
Burundi		1	1	Kyrgyzstan	7	6	13
Cambodia	21	36	57	Latvia	3		3
Cameroon	2	1	3	Lebanon		1	1
Canada	8	1	9	Liberia	3	7	10
Chile	3	1	4	Libyan Arab Jamahiriya	2	4	6
China	1	2	3	Lithuania	2	2	4
Colombia	198	152	350	Mexico	6	4	10
Congo		1	1	Mongolia	1	1	2
Costa Rica	20	10	30	Montenegro	1	1	2
Côte d'Ivoire	5	7	12	Mozambique	1	1	2
Croatia	6	7	13	Myanmar	2	3	5
Cuba	2		2	Nauru	2	5	7
Czech Republic	7	3	10	Netherlands	41	24	65
Democratic Republic of the Congo	17	24	41	New Zealand	1	1	2
Denmark	1	1	2	Nicaragua	1	1	2
Dominican Republic	1	3	4	Nigeria	5	3	8
Ecuador	32	37	69	Norway	7	6	13
Egypt	23	23	46	Pakistan	17	69	86
El Salvador	3	3	6	Panama	1		1
Eritrea	2		2	Peru	10	15	25
Ethiopia	12	14	26	Philippines	64	46	110
Finland	4	3	7	Poland	20	5	25
France	6	2	8	Portugal	6	2	8
Gambia	1	1	2	Republic of Korea	1	1	2
Georgia	11	10	21	Republic of Moldova	15	15	30
Germany	20	10	30	Romania	10	7	17
Ghana	18	20	38	Russian Federation	124	53	177
Greece	7	5	12	Senegal	4	8	12
Grenada	2	5	7	Serbia	53	76	129
				Sierra Leone	6	15	21

⁴ Including short-term employees.

9. Field employees⁴ by country of nationality and gender, June 2006 (cont.)

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Slovakia	13	3	16	Tunisia	2	1	3
Slovenia	1	2	3	Turkey	6	7	13
Somalia	1	2	3	Turkmenistan	1	3	4
South Africa	12	9	21	Uganda	9	12	21
Spain	7	4	11	Ukraine	33	17	50
Sri Lanka	68	199	267	United Kingdom	26	22	48
Sudan	49	146	195	United Republic of Tanzania	2	2	4
Swaziland	1		1	United States of America	29	20	49
Sweden	4	2	6	Uruguay	3	1	4
Switzerland	2	1	3	Uzbekistan	2		2
Syrian Arab Republic	4	5	9	Venezuela (Bolivarian Republic of)	2	2	4
Tajikistan	10	20	30	Viet Nam	61	19	80
Thailand	91	34	125	Zambia	4	8	12
The former Yugoslav Republic of Macedonia	24	5	29	Zimbabwe	26	30	56
Timor-Leste	4	69	73				
Togo		1	1				
Grand total					1 895	2 481	4 376

RECRUITMENT AND SELECTION

10. Vacancy notices issued for officials, 2002-June 2006

Vacancy notices issued	2002	2003	2004	2005	June 2006
Total number of vacancy notices issued	68	73	56	61	33
Headquarters positions	17	14	8	14	4
Field positions	51	59	48	47	29
Advertised internally only	48	57	42	40	13
Headquarters positions	7	6	6	6	2
Field positions	41	51	36	34	11
Advertised internally and externally	20	16	14	21	20
Headquarters positions	10	8	2	8	2
Field positions	10	8	12	13	18

⁴ Including short-term employees.

11. Officials appointed through vacancy notices,⁵ 2002-June 2006

	2002	2003	2004	2005	June 2006
Vacancies filled internally	42	45	38	39	16
Headquarters	14	7	4	12	2
Field	28	38	34	27	14
Vacancies filled externally	9	7	5	6	6
Headquarters	6	5	1	1	1
Field	3	2	4	5	5
Cancelled / reissued	21	23	13	11	2
Pending				5	9
Total	72	75	56	61	33

12. Officials appointed through vacancy notices by gender, 2002-June 2006

	2002	2003	2004	2005	June 2006
Officials appointed at Headquarters	20	12	5	13	3
Of which women	13	8	4	8	2
Officials appointed in the Field	31	40	38	32	19
Of which women	8	10	16	9	8
Total number of officials appointed	51	52	43	45	22
Of which women recruited externally	3	4	2	1	3
Of which former General Service staff	9	3	2	8	3
Of which women	7	2	2	6	2
Percentage of women appointed	41.2%	34.6%	46.5%	37.8%	45.5%

13. Mobility of internal staff, 2002-June 2006

	2002	2003	2004	2005	June 2006
From Headquarters to the Field	4	2	2	2	3
From the Field to Headquarters	5	2	1	2	0
From the Field to the Field	17	18	24	19	9
Reassignment within same duty station	16	23	11	16	4
Total	42	45	38	39	16

⁵ 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.

**14. Officials appointed through vacancy notices by country of nationality,
2002-June 2006**

Nationality	2002	2003	2004	2005	June 2006
Albania	1		1		
Argentina		2			
Australia	4	3	2	3	1
Austria		1		1	1
Belarus	1				
Belgium		2		3	
Bosnia and Herzegovina		1		1	
Brazil				1	1
Burkina Faso		1	1		
Canada	4	1	2	2	1
Cape Verde	1				
Chile					1
Colombia		1			
Costa Rica	1				1
Croatia			2	1	
Czech Republic	1				
Denmark				1	
Egypt				1	1
Eritrea ⁶				1	
Finland				1	
France	1	2	1	3	4
Georgia	1		1		
Germany	5	3	3	3	1
Ghana	1	1			
Greece			1		
Hungary			1		1
India ⁷	1	3		1	
Ireland	1		1		
Israel	1	1			
Italy	3	4	3	3	1
Japan			2		1
Kazakhstan		2	1		
Kenya	3		1		
Latvia					1
Lithuania	1				
Morocco		1			
Mozambique ⁷	1				
Netherlands		1	1		1
Nicaragua				1	
Pakistan			1	1	
Panama	1			1	
Peru		1			
Philippines	2	1	1	2	1
Poland	1				
Portugal		1	1		

⁶ Non-Member State.

⁷ Observer State.

14. Officials appointed through vacancy notices by country of nationality, 2002-June 2006 (cont.)

Nationality	2002	2003	2004	2005	June 2006
Romania		1	1	1	
Russian Federation ⁷	1			1	
Senegal			1		
Serbia	1	1	1	1	
South Africa	1	2		1	
Spain	1		1		
Sweden	3				
Switzerland	1	1	4	2	
Thailand	1				
The former Yugoslav Republic of Macedonia ⁷		1	1	1	
Togo				1	
Turkey			1		
Ukraine				1	
United Kingdom		3	2	3	2
United States of America	6	8	4	2	2
Uruguay		2			
Total	51	52	43	45	22
Number of nationalities	29	28	28	29	17

15. Vacancy notices issued for employees at Headquarters, 2002-June 2006

Vacancy notices issued	2002	2003	2004	2005	June 2006
Total number of vacancy notices issued	20	10	7	2	0
Advertised internally only	10	5	7	2	0
Advertised internally and externally	10	5	0	0	0
Total number of corresponding positions	31	13	9	2	0
Vacancies filled internally	19	6	9	2	0
Employees from Headquarters	13	5	9	2	0
Employees from the Field	6	1	0	0	0
Vacancies filled externally	11	6	0	0	0
Cancelled/reissued	1	1	0	0	0

⁷ Observer State

16. Summary of temporary recruitment and selection, 2002-June 2006

	2002	2003	2004	2005	June 2006
For officials					
Number of temporary vacancy notices issued	18	44	56	97	54
Number of temporary positions filled	219	142	162	210	72
Of which for emergency and post-conflict operations	114	83	88	138	44
For employees at Headquarters					
Number of temporary vacancy notices issued	16	6	22	4	0
Number of temporary positions filled	76	67	29	12	10

ALTERNATIVE STAFFING RESOURCES

17. Associate Experts by nationality, 2002-June 2006⁸

	2002	2003	2004	2005	June 2006
Armenia		1	1	1	1 ⁹
Austria					1
Belgium	1	1	1	2	2
Germany	1	1	3	3	3
Italy	3	1	3	4	4
Japan	3	3	3	1	1
Morocco	1	1 ¹⁰			
Netherlands	2	5	4	4	4
Niger			1	1	1 ¹¹
Sweden	6	4	4	4	4
Switzerland	1	1	1		
United States of America	2	2	3	2	2
Total	20	20	24	22	23

⁸ Includes Associate Experts present for only part of the year.

⁹ Funded by the Government of the Netherlands.

¹⁰ Funded by the Government of Belgium.

¹¹ Funded by *Organisation Internationale de la Francophonie*.

OTHER CATEGORIES

18. Interns by gender and duty station, July 2005 - June 2006

Duty station	Women	Men	Total
Headquarters	46	21	67
Office of the Director General	4	2	6
Accounting	-	1	1
Assisted Voluntary Return	3	-	3
Budget	1	-	1
Claims Programmes	1	2	3
Counter-Trafficking	6	1	7
Donor Relations	-	1	1
Emergency and Post-Conflict	1	2	3
External Relations	1	-	1
Facilitated Migration	1	-	1
Human Resources Management	1	-	1
Humanitarian and Social Programmes	1	1	2
Information Technology	-	2	2
International Migration Law and Legal Affairs	1	4	5
Labour Migration	2	-	2
Media and Public Information	4	1	5
Migration Health	7	-	7
Migration Management	1	-	1
Migration Policy, Research and Communications	9	3	12
Staff Development and Learning	2	1	3
Duty station	Women	Men	Total
Field	190	87	277
Accra	1	-	1
Addis Ababa	5	-	5
Amman	-	1	1
Ankara	17	2	19
Ashgabat	1	1	2
Banda Aceh	1	2	3
Bangkok	8	2	10
Battambang	-	1	1
Berlin	1	1	2
Bern	2	1	3
Bogota	6	2	8
Brussels	14	7	21
Buenos Aires	-	1	1
Cairo	6	1	7
Cape Town	1	-	1
Chisinau	2	1	3
Colombo	2	3	5
Cucuta	-	4	4
Dar-es-Salam	1	-	1
Dhaka	5	1	6
Dili	1	1	2
Dushanbe	1	-	1
Hanoi	6	2	8
Helsinki	1	2	3
Ho Chi Minh	-	1	1
Istanbul	1	-	1
Khartoum	1	-	1

18. Interns by gender and duty station, July 2005 - June 2006 (cont.)

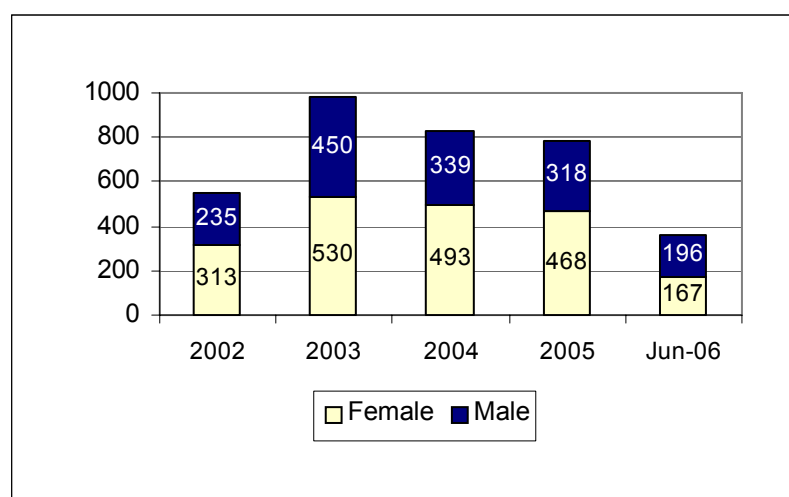
Duty station	Women	Men	Total
Kiev	6	2	8
Kingston	1	-	1
La Paz	7	6	13
Lima	-	1	1
Lisbon	2	-	2
Ljubljana	1	-	1
London	-	2	2
Madrid	1	-	1
Manila	3	4	7
Meulaboh	2	-	2
Mexico City	1	1	2
Monteria	3	1	4
Nairobi	1	-	1
Nakhichevan	6	4	10
Paris	4	-	4
Pasto	2	3	5
Phnom Penh	5	1	6
Prague	-	2	2
Pretoria	6	1	7
Pristina	1	-	1
Rome	14	4	18
San José	7	3	10
Santiago	4	3	7
Sarajevo	2	-	2
Seoul	4	-	4
Tegucigalpa	1	-	1
Teheran	1	1	2
Tirana	1	1	2
Tokyo	-	1	1
Tunis	1	-	1
Vienna	9	5	14
Vilnius	2	-	2
Washington	8	4	12
TOTAL	236	108	344

STAFF DEVELOPMENT AND LEARNING

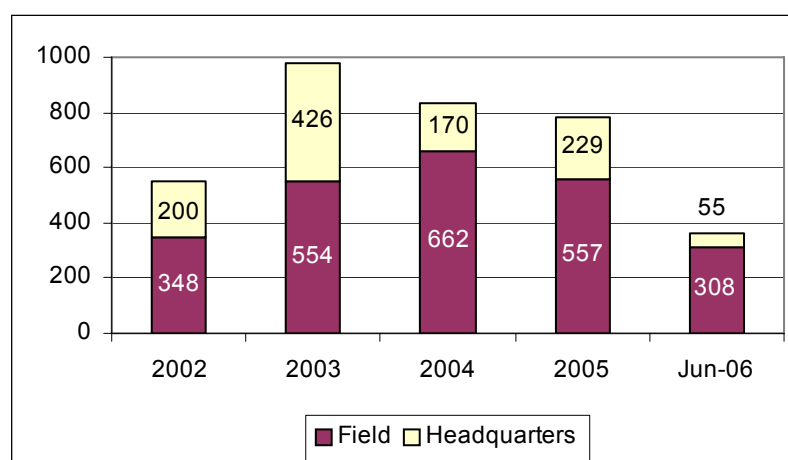
19. Staff development and learning activities, 2002-June 2006

	2002	2003	2004	2005	June 2006
Learning activities organized and/or financed by SDL or implemented in coordination with SDL	80	86	114	111	44
Total staff members	3 411	3 689	4 038	5 406	5 341
Staff members trained	548	980	832	786 ¹²	363 ¹³
Percentage of staff trained	16.1%	26.6%	20.6%	14.5%	6.8%

20. Staff trained by gender, 2002-June 2006



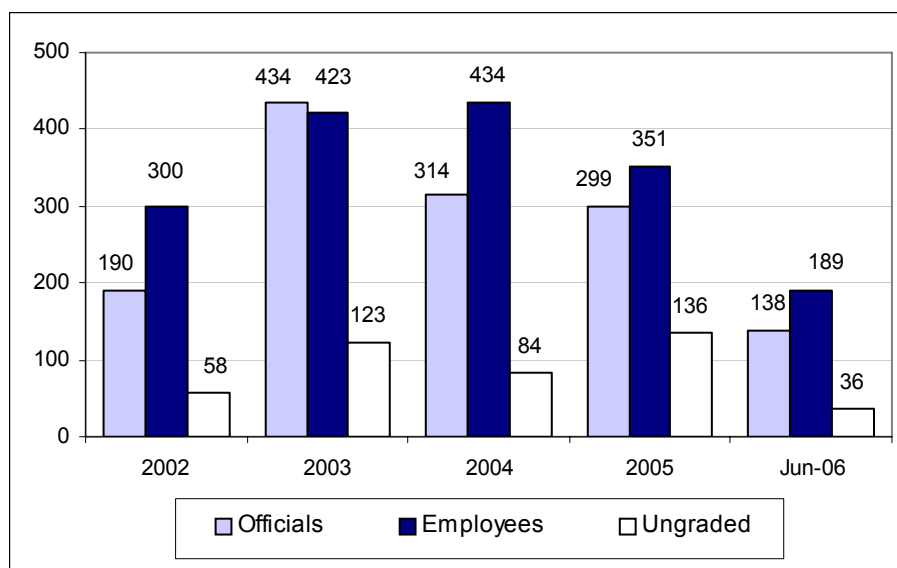
21. Staff trained by location, 2002-June 2006



¹² In addition to this, 170 IOM staff members benefited from e-Learning opportunities in 2005. Course themes include Information Technology, Business, Finance and Management.

¹³ In addition to this, 108 IOM staff members benefited from e-Learning opportunities in January-June 2006. Course themes include Information Technology, Business, Finance and Management.

22. Staff trained by category, 2002-June 2006



23. Staff trained by areas of training and development activity

Main Areas	2005	% of total trained	June 2006	% of total trained
Administration and Management	269	34.2%	130	35.8%
Communication Skills	70	8.9%	42	11.6%
Chiefs of Mission	9	1.1%	-	-
Information Technology	54	6.9%	43	11.8%
International Migration Law	-	-	36	9.9%
Language Courses	78	9.9%	15	4.1%
Migration Health	43	5.5%	-	-
Migration and Emergency Management	43	5.5%	46	12.7%
Movement Management	16	2%	14	3.9%
Others (Induction, Report Writing)	142	18.1%	26	7.2%
Project Development	40	5.1%	10	2.7%
Security	22	2.8%	1	0.3%
TOTAL	786	100%	363	100%