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**REPORT ON HUMAN RESOURCES MANAGEMENT AT IOM**

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## REPORT ON HUMAN RESOURCES MANAGEMENT AT IOM

### I. INTRODUCTION

1. In 2007, the Human Resources Management (HRM) Division made good progress in strengthening policy, planning and practices. Its goals - to put the right people in the right jobs and to ensure their general well-being and professional development - became ever more critical as the Organization grew to meet the increasingly diverse migration challenges posed by a complex global environment.
2. During the reporting period, HRM's key developments and achievements included:
  - an initiative to update the Staff Regulations and Rules in order to provide greater clarity and inclusiveness for all staff members;
  - continued delocalization of HRM administrative functions to the Manila and Panama Administrative Centres, including the implementation of concurrent management structures;
  - continued work on producing a road map and concrete policy recommendations, through the development of strategies related to rotation and mobility, contract management, talent management and succession planning;
  - implementation and monitoring of the new Performance Development System to support staff professional growth and enhance organizational management;
  - the design and implementation of pro-active strategies to attract additional qualified expertise from governments, international agencies and the private sector;
  - support for the transition to the United Nations Joint Staff Pension Fund;
  - continued negotiations on insurance coverage for general service staff in Field Offices;
  - the production of targeted staff learning tools, which are made available to greater numbers of staff in more locations around the world; and
  - the assessment of overall HRM support to staff through a client satisfaction survey to be carried out by the end of 2007.
3. The increase in the number of IOM projects to more than 1,600 was reflected in a concomitant increase in the number of IOM staff globally to 6,052 at the end of June 2007, or 13 per cent more than when the previous report was issued. The number of Field Offices also increased during the same period, from 290 to 340.
4. These numbers clearly demonstrate that managing migration continues to pose complex challenges worldwide. HRM is committed to recruiting, retaining, developing and nurturing IOM's workforce to ensure the highest levels of competence and commitment in meeting those challenges and organizational objectives.

## **II. STAFF RELATIONS**

5. Good staff relations are crucial to ensuring the highest levels of staff well-being and productivity. In 2007, HRM devoted greater attention to strengthening communication, in order to gather and share information efficiently and effectively at every IOM office location globally.

6. HRM works in partnership with the Staff Association Committee (SAC) to ensure that staff concerns are raised and addressed constructively. In addition to participating in the Joint Administration/Staff Association Committee, it initiated and responded to separate requests for discussion with the SAC on matters of mutual common interest.

7. As concerns staff grievances, the Joint Administrative Review Board received three appeals in the twelve months ending on 30 June 2007, and two other appeals were filed with the ILO Administrative Tribunal.

## **III. HUMAN RESOURCES STRATEGY AND POLICIES**

8. The delocalization of administrative functions to the Manila and Panama Administrative Centres has enhanced the ability of the HRM team in Geneva to focus on strategic planning and policy guidance. IOM's human resources strategy and policy is essentially embodied in its Staff Regulations and Rules, which underpin global operations and staff support. A major initiative has been launched to update and rewrite the relevant documents in order to provide clarity and cohesiveness.

9. It is foreseen that the Staff Regulations and Rules, formerly one document, will be divided into two separate but linked documents, the better to reflect and clarify both the overall strategy and policies laid down in the Regulations and the fundamental procedures outlined in the Rules. Many administrative details are to be transferred to annexes, making the documents easier to read and understand by managers and administrators. In addition, both documents are being drafted to cover all staff members throughout the Organization, and to simplify or eliminate any unnecessary distinction between Officials and Employees. The revised and modernized Staff Regulations and Rules will further streamline the administration of staff matters.

10. Several policies were reviewed in the reporting period. These included guidelines on special leave without pay and on disciplinary measures, both of which will be included in the new Staff Regulations and Rules. Other policy-oriented work focused on conditions of service such as health insurance/medical service plans and adoption leave, disabled staff, the recruitment of nationals from non-represented Member States, the recruitment of consultants and policies for a respectful working environment.

## **IV. STAFF RECRUITMENT AND PLACEMENT PRACTICES**

### **Recruitment**

11. HRM maintained its efforts to meet the Organization's recruitment requirements in a timely and efficient fashion, identifying and attracting potential candidates from within and

outside the Organization for current and future employment. The recruitment functions of the Staffing Unit will have been completely transferred to the new Recruitment Unit in Manila by the end of 2007. The new unit will handle global recruitment functions for the international officials and general service staff categories at Headquarters. In Geneva, the focus will shift to a strategic organizational planning approach.

12. The achievements of the Staffing and Recruitment teams during the reporting period include: (1) more efficient pre-screening and ranking of candidates; (2) shorter lag times between the issuing of vacancy notices and the filling of vacant posts; (3) a more equitable selection process; and (4) more effective and efficient staffing support in complex emergency and post-crisis operations. In addition, the utilization of the newly developed IT infrastructure (PRISM - see point *X. Tools for Human Resources Management* below) has enabled HRM to accelerate and monitor the recruitment process by tracking vacancy notices, applications, contracts, personnel actions and other important human resource functions, formats and tools.

13. Between July 2006 and June 2007, over 182 vacancies were posted and 5,059 candidates applied for positions through PRISM.

#### **Associate Experts**

14. A total of 12 Associate Experts worked at IOM in the period under review, while administrative procedures were being completed for an additional five Associate Expert positions to be filled before the end of 2007. During the reporting period, IOM retained seven former Associate Experts as Officials of the Organization once their assignments had ended.

15. IOM received funding for the Associate Experts programme from the governments of Austria, Belgium, Germany, Italy, Japan, Sweden and the United States of America. Funding for the Associate Experts and the Junior Professional Officers programmes helps the Organization and the Member States address key migration and development goals, besides offering a rich learning experience for young professionals. IOM hopes to further enhance its outreach and capacity on this front by seeking agreements with additional Member States, other international agencies and the private sector. Efforts will also be made to encourage developed countries to fund Associate Experts from developing countries.

#### **Staff exchanges, secondments and loans**

16. Four staff members were seconded or loaned to or by IOM during the reporting period with the World Bank, the International Labour Organization, the Government of Belgium, and the Government of Italy. Given the usefulness of staff exchanges to all parties, and in order to broaden its recruitment and staff development strategies, IOM is exploring more creative approaches so as to increase the opportunities for staff secondments, loans and expert exchanges.

#### **Internships**

17. IOM's internship programmes at Headquarters and in the Field continue to act as a productive recruitment mechanism and to provide opportunities for young professionals. During the reporting period IOM hosted 327 interns worldwide: 73 at Headquarters and 254 in Field Offices. The interns came from the following entities *inter alia*: Georgetown University

(USA), Syracuse University (USA), the Fulbright Commission, the Carlo Schmidt Programme for the German Academic Exchange Service (DAAD), the SYNI Programme (Swiss State Secretariat for Economic Affairs, SECO and the Lausanne City Council), the Ministry of Foreign Affairs of El Salvador, the Monterey Institute of International Studies (USA), the Michigan Law School (USA), the Ford School of Public Policy (USA), the *Institut d'Etudes Politiques de Paris* (France), the University of Malta, the University of Ghent (Belgium), the University of Groningen (Netherlands), the University of National and World Economy (Bulgaria) and Osaka University (Japan).

### **Special recruitment and placement initiatives**

18. In response to a request made by Member States at the Ninety-sixth Session of the Subcommittee on Budget and Finance (31 October 2006), HRM started implementing a new pro-active policy for the recruitment of nationals from Member States not represented at IOM. Since November 2006, internal vacancies have been open to internal applicants and to external candidates from non-represented Member States, and the structure and format of vacancy notices have been modified to reach out to and encourage applications from potential candidates from such States. IOM's counterparts in the Geneva Permanent Missions of all Member States receive notification of all vacancies, whether internal or external, and IOM managers are requested to support the recruitment and selection of qualified candidates from non-represented Member States.

19. In its efforts to promote professional development and enhance internal controls, the Administration continued to ameliorate the policies and strategies for staff mobility and rotation. In a special initiative to address critical requirements in the area of resources management, staff members working in resource management positions are encouraged to move on a regular basis to other locations. Not only does this ensure more efficient and better monitored management of financial and administrative functions, staff members have more opportunities to develop and expand their capacities by gaining experience in different environments and by learning new functions and applying them in varied operational circumstances.

## **V. OCCUPATIONAL HEALTH AND STAFF WELFARE INITIATIVES**

20. The Occupational Health Unit provides advice and support on medical and health insurance issues for staff and their dependants, in coordination with administrative units in Manila. It provides detailed travel and medical preparedness advice to IOM staff globally. It assesses health issues related to staff working and living environments, and sends staff working in missions with inadequate health infrastructures medical supplies such as medical kits, malaria prophylaxis, mosquito nets and targeted medication. During the reporting period the Unit organized 20 medical evacuations/travel for medical reasons of staff and dependants.

21. In carrying out its role to enhance staff wellness and well-being, the Occupational Health Unit raises awareness about diseases through improved standard examinations and information campaigns. It has supported staff immunization campaigns during meningitis and cholera outbreaks, and has distributed HIV/AIDS prevention materials. In the framework of inter-agency cooperation, it participates in the common United Nations Avian Influenza

Preparedness working group and helps keep IOM staff informed about developments on this front.

22. The Occupational Health Unit continues to advocate a smoke-free working environment and a healthy lifestyle at all IOM Offices. It also tries to make staff aware of the need for periodical medical exams for the early detection of potentially harmful medical conditions. To help reduce the potentially debilitating effects of hardship assignments on staff members' health and productivity, the Unit continues to collaborate with the United Nations Critical Stress Management Unit on both specific cases and general issues, and supports IOM's participation in the United Nations global Peer Helper network.

23. As a matter of principle and policy, IOM makes every effort to extend the benefits of medical insurance to staff at all IOM locations. The Medical Services Plan was extended to field employees in two additional IOM Field Offices and approved for six others, pending implementation. The Occupational Health Unit continuously reviews and upgrades staff health and insurance benefits, negotiating with insurance companies and local health providers. HRM reviewed staff accident and sickness insurances following IOM's entry into the United Nations Joint Staff Pension Fund effective 1 January 2007. In addition to retirement benefits, the Fund provides for certain death and disability benefits, and IOM insurances and procedures have been revised to reflect the changes.

## **VI. STAFF DEVELOPMENT AND LEARNING**

24. The Staff Development and Learning Unit strengthened the competencies of IOM staff in two main areas: (a) leadership and managerial skills; and (b) project management. It helped organize 47 training activities for 567 staff worldwide during the period under review (with 385 of those staff trained between January to June 2007). The activities covered areas such as core migration skills, leadership and project management, language and communication, international migration law, information technology and performance management. The Unit continued nurturing IOM trainers, particularly in the area of project development, providing training to 28 staff members based for the most part in Field Offices.

25. In the area of leadership and managerial skills, this year saw the consolidation of the Chiefs of Mission Programme. This programme focuses on building and strengthening advocacy and effective communication skills, and on the financial and administrative tools chiefs of mission can use to fulfil their roles effectively.

26. A new programme on "Inspiring Confidence" was launched in December 2006 to provide IOM's leaders and managers with the tools needed to increase the confidence level of their staff and improve their performance. Three sessions were organized for 28 participants from Field Offices and Geneva.

27. The design of the Project Management Training Programme (PMTP), initiated last year, was finalized. The purpose of this three-phased training package is to strengthen the skills and knowledge of IOM staff in project management and to enhance their ability to work with partner agencies, beneficiaries, community leaders, governments, donors and non-governmental entities. About 60 IOM staff are to complete all three phases of the certification package before the end of December 2007.

## **VII. PERFORMANCE DEVELOPMENT SYSTEM**

28. The Performance Development System (PDS) was made mandatory in August 2006. HRM and the Staff Development and Learning Unit continued to act as the PDS secretariat and to provide PDS training. Some 10 additional PDS training sessions were conducted for more than 130 IOM colleagues in Field Offices and at Headquarters.

29. The Staff Development and Learning Unit also customized a new e-Learning programme on Performance Review, available to all IOM staff on the IOM e-Learning Platform. A new PDS information page was launched in early 2007 on the IOM intranet, to provide all staff members with easy access to the PDS guidelines, forms and learning materials.

30. As of June 2007, PDS forms had been submitted for 308 staff members in 28 Field Offices, and an additional 34 missions were in the process of conducting their PDS sessions. Efforts are being made to support further outreach and assure full utilization by managers of this essential tool for organizational management and professional development.

## **VIII. STAFF ADMINISTRATION AND SUPPORT**

31. The establishment in 2005 of Human Resources Operations in Manila coupled the Organization's expansion with a mechanism enabling HRM to respond to and support growth in a cost-effective manner. Delocalization of staff administration functions to Manila is a work in progress, and much was accomplished during the reporting period. Concrete achievements include the consolidation of functions such as streamlined hiring, the administration of Associate Experts, interns and consultants, increased capacity and accuracy for payroll functions, and the preparation of essential statistical data. Human Resources Operations continues to develop and enhance its internal processes in order to improve service delivery.

## **IX. ENHANCEMENT OF WORKING CONDITIONS**

32. During 2007, HRM planned and implemented the delocalization of field personnel administration from the Manila to the Panama Administrative Centre. The personal data of all locally recruited staff have been entered into the new PRISM system and all field employees have been assigned personnel numbers, to facilitate the administration of their entitlements and files.

33. The transition from the Provident Fund to the United Nations Joint Staff Pension Fund (UNJSPF) took place during January 2007; 1,210 employees in 51 IOM Field Offices worldwide were transferred. The Offices' salary structure was aligned with that of the United Nations by using gross pensionable salaries for UNJSPF contributions. This task will be pursued as more Field Offices qualify for inclusion in the UNJSPF.

34. In addition to reviewing the Medical Service Plan and adjusting premiums to current living conditions, the Administration is negotiating the possibility of offering a reduced insurance premium for dependent children which will greatly benefit large families and facilitate the children's inclusion in the plan. The inclusion of other family members and improved after-service coverage are also being reviewed.



## **X. TOOLS FOR HUMAN RESOURCES MANAGEMENT**

35. In order to introduce additional economies and to support resource management on a global scale, in 2005/2006 IOM introduced a new information technology tool called Processes and Resources Integrated Systems Management (PRISM). The human resources component of PRISM has begun its second phase, with the implementation of a more systematic approach to payroll for field staff. Since the beginning of 2007, PRISM-HR has been used in Manila, Indonesia and Zimbabwe to process the payroll of field staff. Based on the results of this pilot phase, the roll-out of payroll processing for local staff in all Field Offices will continue over the course of 2008.

36. Since January 2006, growing use has been made of the employee self-service module in PRISM. As an example, the number of users who submit their leave requests on-line increased from 82 to 697; within this functionality, some 5,586 leave requests were processed on-line. In another example, 7,136 on-line applications were received for 242 vacancies posted between January 2006 and June 2007.

37. Additional work has been carried out to redesign key administrative forms, including personnel actions, salary statements, candidate profiles and vacancy notices, in order to make them more user-friendly. Other achievements include: (a) enhancement of the talent relationship module (aimed at capturing more and better talent in both internal and external recruitment markets); (b) the introduction of an "RMO workplace" to facilitate the work of resource management officers (e.g., the retrieval of up-to-date reports and roster data); and (c) the generation of more targeted control and audit reports to minimize payroll errors.

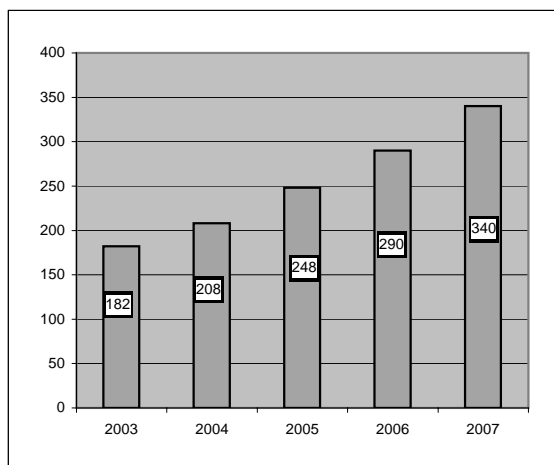
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### Statistical Overview

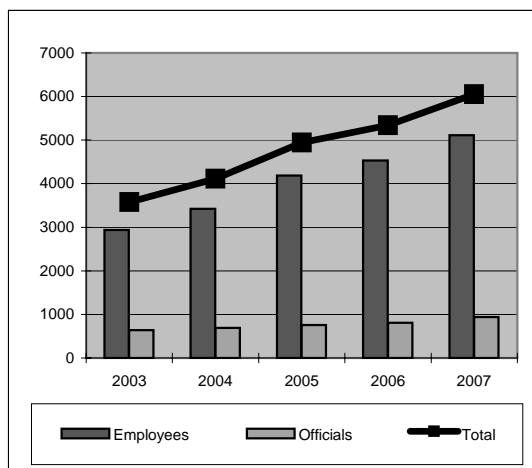
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## IOM STAFF COMPOSITION<sup>1</sup>

### 1. IOM field locations, 2003-2007



### 2. IOM staffing<sup>2</sup> trends, 2003-2007



### 3. Staff by category, location and gender, June 2007

Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials <sup>3</sup>	63	59	175	291	<b>588</b>
Officials, short-term	8	5	45	49	<b>107</b>
Employees <sup>3</sup>	64	26	1 492	1 779	<b>3 361</b>
Employees, short-term	3	1	539	1 209	<b>1 752</b>
National Officers	-	-	106	126	<b>232</b>
Associate Experts	1	-	9	2	<b>12</b>
<b>TOTAL</b>	<b>139</b>	<b>91</b>	<b>2 366</b>	<b>3 456</b>	<b>6 052</b>

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

<sup>2</sup> Staff members holding a short-term contract included.

<sup>3</sup> 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, 2003-2007

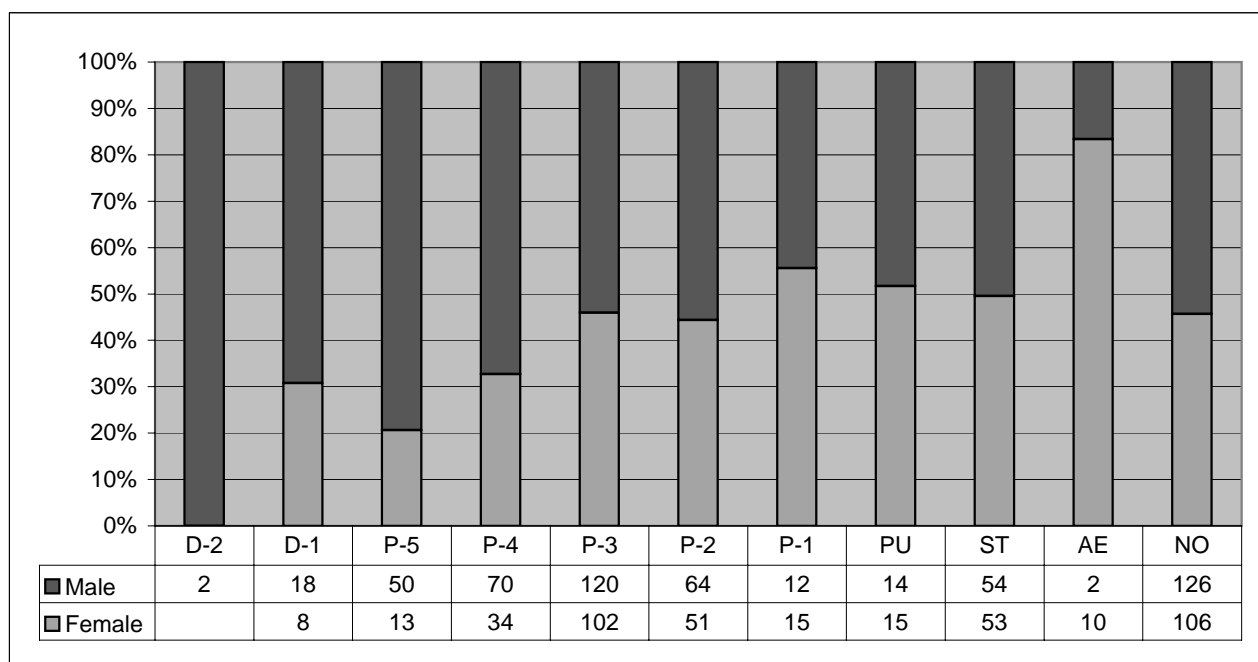
Category/grade	June 2003	June 2004	June 2005	June 2006	June 2007
% of women	40.2%	42.7%	43.7%	43.3%	43.3%
<b>Out of the above percentages women were distributed within categories/grades as follows:</b>					
P5 and above	5.8%	5.7%	6.0%	5.7%	5.2%
P3-P4	33.7%	30.4%	27.8%	32.3%	33.4%
P1-P2	25.6%	24.3%	23.0%	20.9%	16.2%
PU	2.7%	1.7%	2.7%	4.0%	3.7%
Short-term officials	14.3%	17.6%	19.7%	12.8%	13.0%
Associate Experts	3.9%	4.7%	3.9%	4.0%	2.5%
National Officers	14.0%	15.6%	16.9%	20.3%	26.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Total number of women</b>	<b>258</b>	<b>296</b>	<b>331</b>	<b>350</b>	<b>407</b>
% of men	59.8%	57.3%	56.3%	56.7%	56.7%
<b>Out of the above percentages men were distributed within categories/grades as follows:</b>					
P5 and above	14.4%	15.6%	13.9%	13.5%	13.2%
P3-P4	40.2%	40.9%	36.6%	37.6%	35.7%
P1-P2	14.4%	11.8%	14.3%	14.2%	14.3%
PU	1.2%	3.0%	2.1%	2.6%	2.6%
Short-term officials	17.2%	15.1%	17.4%	16.6%	10.2%
Associate Experts	1.6%	1.3%	0.7%	1.1%	0.4%
National Officers	11.0%	12.3%	15.0%	14.4%	23.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Total number of men</b>	<b>383</b>	<b>398</b>	<b>426</b>	<b>458</b>	<b>532</b>

### 5. Evolution of the representation of women among officials, 2003-2007

(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	June 2007
D2	0.0%	0.0%	0.0%	0.0%	0.0%
D1	29.4%	26.7%	31.8%	33.3%	30.8%
P5	19.6%	21.3%	24.1%	21.4%	20.6%
P4	38.5%	33.3%	30.9%	33.0%	32.7%
P3	34.7%	36.8%	41.1%	43.2%	45.9%
P2	51.3%	57.1%	54.1%	49.6%	44.3%
P1	61.0%	71.4%	60.7%	69.6%	55.6%
PU	58.3%	29.4%	50.0%	53.8%	51.7%
Short-term Officials (ST)	35.9%	46.4%	46.8%	37.2%	49.5%
Associate Experts (AE)	62.5%	73.7%	81.3%	73.7%	83.3%
National Officers (NO)	46.2%	48.4%	46.7%	51.8%	45.7%
<b>Total % of women</b>	<b>40.2%</b>	<b>42.7%</b>	<b>43.7%</b>	<b>43.3%</b>	<b>43.3%</b>
Total Officials	641	694	757	808	939

### 6. Officials - category/grade distribution and gender, June 2007



### 7. Officials by country of nationality and category/grade, June 2007

Country of Nationality	Category/grade											Total	
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term officials	Associate Experts	National Officers		
Afghanistan					1	1				1		4	7
Albania					1	1						7	9
Algeria				1						1			2
Argentina				1	2								3
Armenia					1							3	4
Australia		1		8	7		1	2		6		1	26
Austria		1		2	3			1		2	1	1	11
Azerbaijan				1									1
Bangladesh			1			1						15	17
Belarus					1							2	3
Belgium	1		1	3	4					2	1	3	15
Bolivia				1									1
Bosnia and Herzegovina				1	2	1							4
Brazil				1	2		1						4
Bulgaria				1									1
Burkina Faso					1	1				1			3
Cambodia												3	3
Canada		1	4	5	14	3	2	4		6			39
Chile			1									1	2
Colombia						1				1		46	48
Costa Rica		1	1		5							2	9
Côte d'Ivoire					2								2
Croatia				2	3		1	1				1	8
Czech Republic					1							1	2
Democratic Republic of the Congo					1					1			2
Denmark				1	1	1				2			5
Ecuador					1					1			2
Egypt			1		1							4	6
Estonia												1	1
Finland				1	2	1						1	5
France		1	6	2	9	7	1	1		8			35
Georgia					1	2	1					3	7
Germany		6	3	7	5	4		1		3	1	1	31
Ghana			1	2						1		5	9
Greece				1	2	1	1			1		1	7
Guatemala										1		2	3
Guinea												1	1
Haiti												5	5
Honduras						1							1



**7. Officials by country of nationality and category/grade, June 2007 (cont.)**

Country of Nationality	Category/grade											Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term officials	Associate Experts	National Officers	
Sweden				2	7	1			2	1		13
Switzerland	1		2	5	1	4						13
Tajikistan						2		1			1	4
Thailand				1	1	3	1	1			7	14
Togo				1								1
Tunisia						1					2	3
Turkey					1			1				2
Uganda					1	3						4
Ukraine					1	2		1			5	9
United Kingdom		1	3	4	16	2			8		2	36
United Republic of Tanzania						1					3	4
United States of America		6	12	15	20	11	6	6	20	2	1	99
Uruguay		1	4			2			1			8
Venezuela (Bolivarian Rep. of)			1								1	2
Zambia							1		2			3
Zimbabwe					1	1					3	5
Non-Member States		1	2	5	17	16	5	2	12		27	87
<b>Total</b>	<b>2</b>	<b>26</b>	<b>63</b>	<b>104</b>	<b>222</b>	<b>115</b>	<b>27</b>	<b>29</b>	<b>107</b>	<b>12</b>	<b>232</b>	<b>939</b>



### 8. Headquarters employees<sup>4</sup> by country of nationality and gender, June 2007

Country of Nationality	Gender		Total	Country of Nationality	Gender		Total
	F	M			F	M	
Albania		1	1	Philippines	1		1
Argentina	2		2	Poland	1	1	2
Azerbaijan	1		1	Portugal	1		1
Belgium	1		1	Romania		2	2
Bosnia and Herzegovina	1	1	2	Serbia	2	1	3
Bulgaria	1		1	Slovakia	1		1
Canada	1		1	Spain		1	1
Colombia	1		1	Sri Lanka		2	2
France	16	8	24	Sudan	1		1
Germany	2	1	3	Switzerland	15	3	18
Greece	1		1	The former Yugoslav Republic of Macedonia	2	2	4
Ireland		1	1	United Kingdom	6	1	7
Italy	4	1	5	United Republic of Tanzania	2		2
Japan	1		1	Uruguay	2		2
Netherlands	1		1				
Peru		1	1				
<b>Grand Total</b>					<b>67</b>	<b>27</b>	<b>94</b>

<sup>4</sup> Including short-term employees.

### 9. Field employees<sup>4</sup> by country of nationality and gender, June 2007

Country of Nationality	Gender		Total	Country of Nationality	Gender		Total
	F	M			F	M	
Afghanistan	11	143	154	Egypt	16	20	36
Albania	11	5	16	El Salvador	3	3	6
Angola	8	28	36	Eritrea	1		1
Argentina	17	5	22	Estonia	2		2
Armenia	4	12	16	Ethiopia	15	25	40
Australia	9	1	10	Finland	5	1	6
Austria	8	7	15	France	7	3	10
Azerbaijan	22	46	68	Gambia	1	1	2
Bangladesh	18	34	52	Georgia	9	9	18
Belarus	12	7	19	Germany	20	11	31
Belgium	14	10	24	Ghana	21	25	46
Benin		2	2	Greece	10	6	16
Bolivia	1	2	3	Grenada		2	2
Bosnia and Herzegovina	27	24	51	Guatemala	14	29	43
Botswana	1		1	Guinea	9	15	24
Brazil	2		2	Haiti	17	48	65
Bulgaria	8	6	14	Honduras	7	3	10
Burundi		1	1	Hungary	2	6	8
Cambodia	18	29	47	India	3	3	6
Cameroon	1	1	2	Indonesia	159	399	558
Canada	6	1	7	Iran (Islamic Republic of)	10	6	16
Chile	7	3	10	Iraq	4	15	19
China	2	1	3	Ireland	4	3	7
Colombia	110	81	191	Italy	44	17	61
Costa Rica	11	9	20	Jamaica	1	1	2
Côte d'Ivoire	3	17	20	Japan	5		5
Croatia	7	5	12	Jordan	39	60	99
Cuba	2		2	Kazakhstan	10	5	15
Czech Republic	7	3	10	Kenya	69	109	178
Democratic Republic of the Congo	26	168	194	Korea (Democratic People's Republic of)		1	1
Denmark	3	2	5	Kyrgyzstan	7	7	14
Dominican Republic	2	3	5	Latvia	4		4
Ecuador	40	43	83				

<sup>4</sup> Including short-term employees.

**9. Field employees<sup>4</sup> by country of nationality and gender, June 2007 (cont.)**

Country of Nationality	Gender		Total	Country of Nationality	Gender		Total
	F	M			F	M	
Lebanon	9	8	17	Somalia	2	10	12
Liberia	1	4	5	South Africa	13	9	22
Libyan Arab Jamahiriya	5	8	13	Spain	5	5	10
Lithuania	5	1	6	Sri Lanka	48	174	222
Mali		2	2	Sudan	92	382	474
Mexico	9	4	13	Sweden	4	2	6
Moldova	26	15	41	Switzerland	4	2	6
Mongolia	1	1	2	Syrian Arab Republic	15	9	24
Montenegro	2	1	3	Tajikistan	11	25	36
Mozambique	1	1	2	Thailand	122	61	183
Myanmar	9	19	28	The former Yugoslav Republic of Macedonia	17	5	22
Nauru	21	19	40	Timor-Leste	13	94	107
Nepal	1	1	2	Togo		1	1
Netherlands	45	30	75	Trinidad & Tobago	1		1
New Zealand	1		1	Tunisia	2	1	3
Nicaragua	5	1	6	Turkey	8	8	16
Nigeria	6	4	10	Turkmenistan		4	4
Norway	8	4	12	Uganda	9	16	25
Pakistan	27	84	111	Ukraine	37	18	55
Panama	2	1	3	United Kingdom	27	29	56
Peru	9	14	23	United Republic of Tanzania	24	46	70
Philippines	104	55	159	United States of America	24	20	44
Poland	21	4	25	Uruguay	3	1	4
Portugal	6	3	9	Uzbekistan	3	3	6
Republic of Korea	1		1	Venezuela (Bolivarian Republic of)	2	2	4
Romania	8	8	16	Viet Nam	70	19	89
Russian Federation	92	44	136	Yemen	1	1	2
Rwanda		1	1	Zambia	8	17	25
Senegal	4	8	12	Zimbabwe	43	54	97
Serbia	41	72	113				
Sierra Leone	6	17	23				
Slovakia	11	2	13				
Slovenia		2	2				
<b>Grand Total</b>				<b>2 031</b>	<b>2 988</b>	<b>5 019</b>	

<sup>4</sup> Including short-term employees.

## RECRUITMENT AND SELECTION

### 10. Vacancy notices issued for officials, 2003 - June 2007

Vacancy notices issued	2003	2004	2005	2006	June 2007
<b>Total number of vacancy notices issued</b>	<b>73</b>	<b>56</b>	<b>61</b>	<b>72</b>	<b>55</b>
Headquarters positions	14	8	14	8	10
Field positions	59	48	47	64	45
<b>Advertised internally only<sup>5</sup></b>	<b>57</b>	<b>42</b>	<b>40</b>	<b>37</b>	<b>28</b>
Headquarters positions	6	6	6	5	8
Field positions	51	36	34	32	20
<b>Advertised internally and externally</b>	<b>16</b>	<b>14</b>	<b>21</b>	<b>35</b>	<b>27</b>
Headquarters positions	8	2	8	3	2
Field positions	8	12	13	32	25

### 11. Officials appointed through vacancy notices, 2003 - June 2007

Vacancy notices issued	2003	2004	2005	2006	June 2007
<b>Vacancies filled internally</b>	<b>45</b>	<b>38</b>	<b>42</b>	<b>45</b>	<b>29</b>
Headquarters positions	7	4	13	5	8
Field positions	38	34	29	40	21
<b>Vacancies filled externally</b>	<b>7</b>	<b>5</b>	<b>7</b>	<b>14</b>	<b>5</b>
Headquarters positions	5	1	1	2	1
Field positions	2	4	6	12	4
<b>Cancelled/reissued</b>	<b>23</b>	<b>13</b>	<b>11</b>	<b>10</b>	<b>5</b>
Pending			1	3	16
<b>Total</b>	<b>75</b>	<b>56</b>	<b>61</b>	<b>72</b>	<b>55</b>

<sup>5</sup> As of January 2007, vacancy notices for "internal only" are also published for external candidates from non-represented Member States.

## 12. Officials appointed through vacancy notices by gender, 2003 - June 2007

	2003	2004	2005	2006	June 2007
<b>Officials appointed at Headquarters</b>	<b>12</b>	<b>5</b>	<b>13</b>	<b>7</b>	<b>9</b>
Of which women	8	4	8	5	5
<b>Officials appointed in the Field</b>	<b>40</b>	<b>38</b>	<b>32</b>	<b>52</b>	<b>25</b>
Of which women	10	16	9	26	7
<b>Total number of officials appointed</b>	<b>52</b>	<b>43</b>	<b>45</b>	<b>59</b>	<b>34</b>
Of which women recruited externally	4	2	1	7	1
Of which former General Service staff	3	2	8	8	4
Of which women	2	2	6	6	2
Percentage of women appointed	34.60%	46.50%	37.80%	52.50%	35.30%

## 13. Mobility of internal staff, 2003 - June 2007

	2003	2004	2005	2006	June 2007
From Headquarters to the Field	2	2	2	6	1
From the Field to Headquarters	2	1	2	1	2
From the Field to the Field	18	24	19	25	15
Reassignment within same duty station	23	11	16	13	11
<b>Total</b>	<b>45</b>	<b>38</b>	<b>39</b>	<b>45</b>	<b>29</b>

**14. Officials appointed through vacancy notices by country of nationality,  
2003 - June 2007**

Country of Nationality	2003	2004	2005	2006	June 2007
Albania		1		1	
Argentina	2			1	
Australia	3	2	3	2	4
Austria	1		1	2	
Azerbaijan					1
Bangladesh					2
Belarus					
Belgium	2		3		
Bosnia and Herzegovina	1		1		
Brazil			1	1	
Burkina Faso	1	1			
Canada	1	2	2	7	
Cape Verde					
Chile				1	
Colombia	1				
Costa Rica				2	1
Côte d'Ivoire					1
Croatia		2	1		
Czech Republic					
Denmark			1		
Egypt			1	1	1
Ethiopia				1	
Eritrea <sup>6</sup>			1		
Finland			1		
France	2	1	3	5	1
Georgia		1			1
Germany	3	3	3	2	1
Ghana	1				1
Greece		1			

<sup>6</sup> Non-Member States

**14. Officials appointed through vacancy notices by country of nationality,  
2003 - June 2007 (cont.)**

Country of Nationality	2003	2004	2005	2006	June 2007
Hungary		1			
India <sup>7</sup>	3		1		
Indonesia <sup>7</sup>					1
Iraq				1	
Ireland		1			
Israel	1			1	
Italy	4	3	3	4	5
Japan		2		1	
Jordan					1
Kazakhstan	2	1			
Kenya		1		1	
Republic of Korea				1	
Latvia				1	
Liberia					
Lithuania					
Morocco	1				
Mozambique <sup>7</sup>					
Netherlands	1	1		1	
Nicaragua			1		
Pakistan		1	1		
Panama			1		
Peru	1				
Philippines	1	1	2	1	1
Poland					
Portugal	1	1			
Romania	1	1	1	1	
Russian Federation <sup>7</sup>			3	2	1

<sup>7</sup> Observer States

**14. Officials appointed through vacancy notices by country of nationality,  
2003 - June 2007 (cont.)**

Country of Nationality	2003	2004	2005	2006	June 2007
Senegal		1	1	1	
Serbia	1	1	1		1
Sierra Leone					1
South Africa	2		1		
Slovakia				1	
Spain		1			1
Sweden				2	
Switzerland	1	4	2		
Thailand					
The former Yugoslav Republic of Macedonia <sup>7</sup>	1	1	1	2	
Togo			1	1	
Turkey		1			
Ukraine			1		
United Kingdom	3	2	3	3	
United States of America	8	4	2	8	8
Uruguay	2				
<b>Total</b>	<b>52</b>	<b>43</b>	<b>48</b>	<b>59</b>	<b>34</b>
Number of nationalities	28	28	29	30	19

<sup>7</sup> Observer States



### 15. Vacancy notices issued for employees at Headquarters, 2003 - June 2007

Vacancy notices issued	2003	2004	2005	2006	June 2007
<b>Total number of vacancy notices issued</b>	<b>10</b>	<b>7</b>	<b>2</b>	<b>3</b>	<b>3</b>
Advertised internally only	5	7	2	3	3
Advertised internally and externally	5	0	0	0	0
<b>Total number of corresponding positions</b>	<b>13</b>	<b>9</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>Vacancies filled internally</b>	<b>6</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>1</b>
Employees from Headquarters	5	9	2	2	1
Employees from the Field	1	0	0	0	0
<b>Vacancies filled externally</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1*</b>
<b>Cancelled/ reissued</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 16. Summary of temporary recruitment and selection, 2003 - June 2007

	2003	2004	2005	2006	June 2007
<b>For officials</b>					
Number of temporary vacancy notices issued	44	56	97	101	41
Number of temporary positions filled	142	162	210	56	27
<b>Of which for emergency operations</b>	<b>83</b>	<b>88</b>	<b>138</b>	<b>26</b>	<b>13</b>
<b>For employees at Headquarters</b>					
Number of temporary vacancy notices issued	6	22	4	0	0
Number of temporary positions filled	67	29	12	0	0

\* External candidate from non-represented Member State.

## ALTERNATIVE STAFFING RESOURCES

### 17. Associate Experts by nationality, 2003 - June 2007<sup>8</sup>

	2003	2004	2005	2006	June 2007
Armenia	1	1	1	1 <sup>9</sup>	
Austria				1	1
Belgium	1	1	2	2	1
Germany	1	3	3	3	1
Italy	1	3	4	4	4
Japan	3	3	1	1	2
Morocco	1 <sup>10</sup>				
Netherlands	5	4	4	4	
Niger		1	1	1 <sup>11</sup>	
Sweden	4	4	4	4	1
Switzerland	1	1			
United States of America	2	3	2	2	2
<b>Total</b>	<b>20</b>	<b>24</b>	<b>22</b>	<b>23</b>	<b>12</b>

<sup>8</sup> Includes Associate Experts present for only part of the year.

<sup>9</sup> Funded by the Government of the Netherlands.

<sup>10</sup> Funded by the Government of Belgium.

<sup>11</sup> Funded by *Organisation Internationale de la Francophonie*.

## OTHER CATEGORIES

### 18. Interns by gender and duty station, July 2006 - June 2007

Duty Station	Women	Men	Total
<b>Headquarters</b>			
Accounting	1	2	3
Budget	1	2	3
Director General's Office	4	2	6
Donor Relations	2	1	3
Emergency and Post-crisis	3	1	4
GFLCP/HVAP Claims Programmes	2	2	4
Human Resources Management	1	-	1
Information Technology and Communication	1	-	1
Information Technology/Legal Coordination	-	1	1
Intergovernmental Consultations	-	1	1
International Dialogue on Migration	-	1	1
International Migration Law and Legal Affairs	6	3	9
Media and Public Information	2	2	4
Migration Health	4	1	5
Migration Management Services	6	1	7
Migration Policy Research	5	3	8
Regional Advisers	2	-	2
Research and Publications	5	1	6
Resources Management	-	1	1
Staff Development and Learning	1	2	3
<b>Headquarters Total</b>	<b>46</b>	<b>27</b>	<b>73</b>
<b>Field</b>			
Accra	2	-	2
Addis Ababa	3	-	3
Ankara	8	1	9
Baku	-	1	1
Bangkok	7	2	9
Beitbridge	1	-	1
Bern	4	2	6
Bogota	6	7	13
Brussels	10	3	13
Budapest	5	-	5
Cairo	5	1	6
Chisinau	6	-	6
Colombo	3	-	3
Dhaka	4	5	9
Dili	2	4	6
Hanoi	2	1	3
Harare	5	-	5
Helsinki	1	2	3
Ho Chi Minh City	3	2	5

**18. Interns by gender and duty station, July 2006 - June 2007 (cont.)**

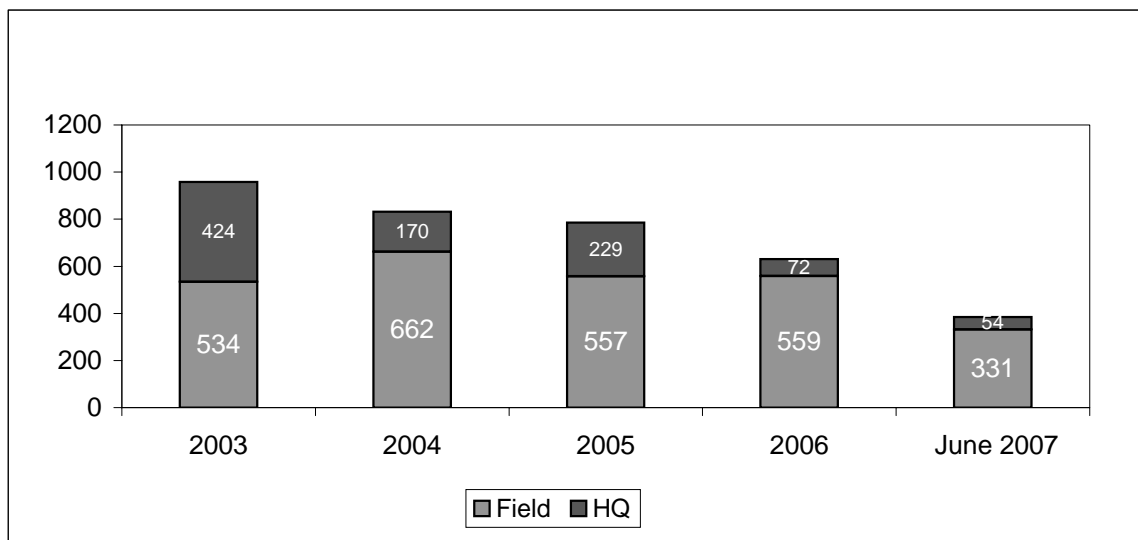
<b>Duty Station</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
<b>Field (cont'd)</b>			
Islamabad	1	-	1
Jakarta	5	3	8
Karachi	1	1	2
Kathmandu	1	-	1
Kiev	7	3	10
Kingston	1	-	1
La Paz	5	6	11
Lahore	3	-	3
Lima	1	1	2
Lisbon	1	1	2
London	1	1	2
Lusaka	3	-	3
Manila	2	1	3
Meulaboh	5	1	6
Mirpur	1	-	1
Montevideo	1	-	1
Moscow	3	-	3
Nairobi	1	-	1
Paris	6	1	7
Phnom Penh	2	-	2
Pontianak	1	-	1
Port-au-Prince	1	-	1
Pretoria	4	1	5
Pristina	1	-	1
Quito	-	1	1
Rome	11	5	16
San José	12	4	16
Santiago	3	-	3
Sarajevo	2	1	3
Seoul	6	-	6
Tallinn	1	-	1
Tapachula	1	-	1
Teheran	1	1	2
Tokyo	-	1	1
Vienna	6	1	7
Vilnius	2	-	2
Washington, D.C.	8	1	9
<b>Field Total</b>	<b>188</b>	<b>66</b>	<b>254</b>
<b>GRAND TOTAL</b>	<b>234</b>	<b>93</b>	<b>327</b>

## STAFF DEVELOPMENT AND LEARNING

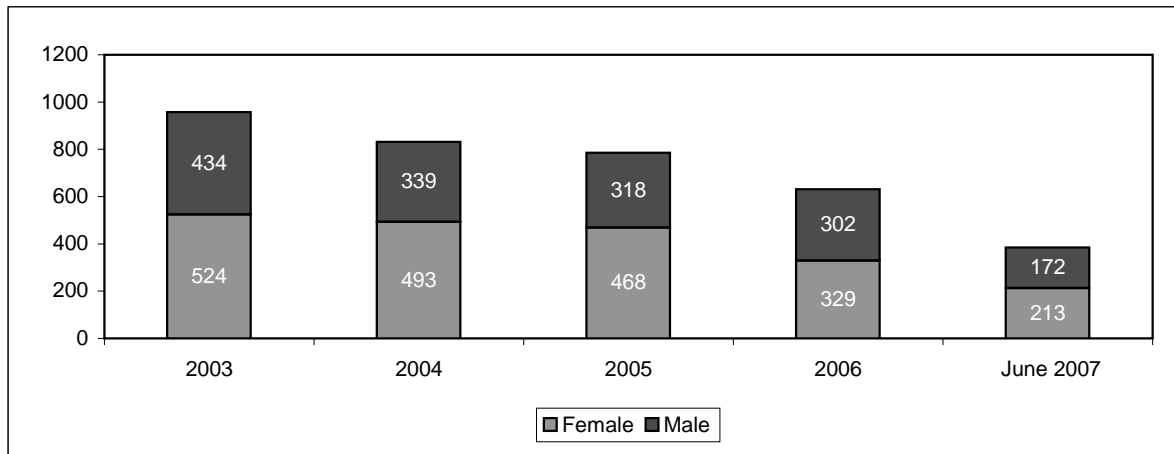
### 19. Staff development and learning activities, 2003 – June 2007

	2003	2004	2005	2006	June 2007
Learning activities organized and/or financed by SDL or implemented in coordination with SDL	86	114	111	66	47
Total staff members	3 689	4 037	5 015	6 470	6 052
Staff members trained	980	832	786	631	385
Percentage of staff trained	26.6%	20.6%	15.7%	9.8%	6.4%

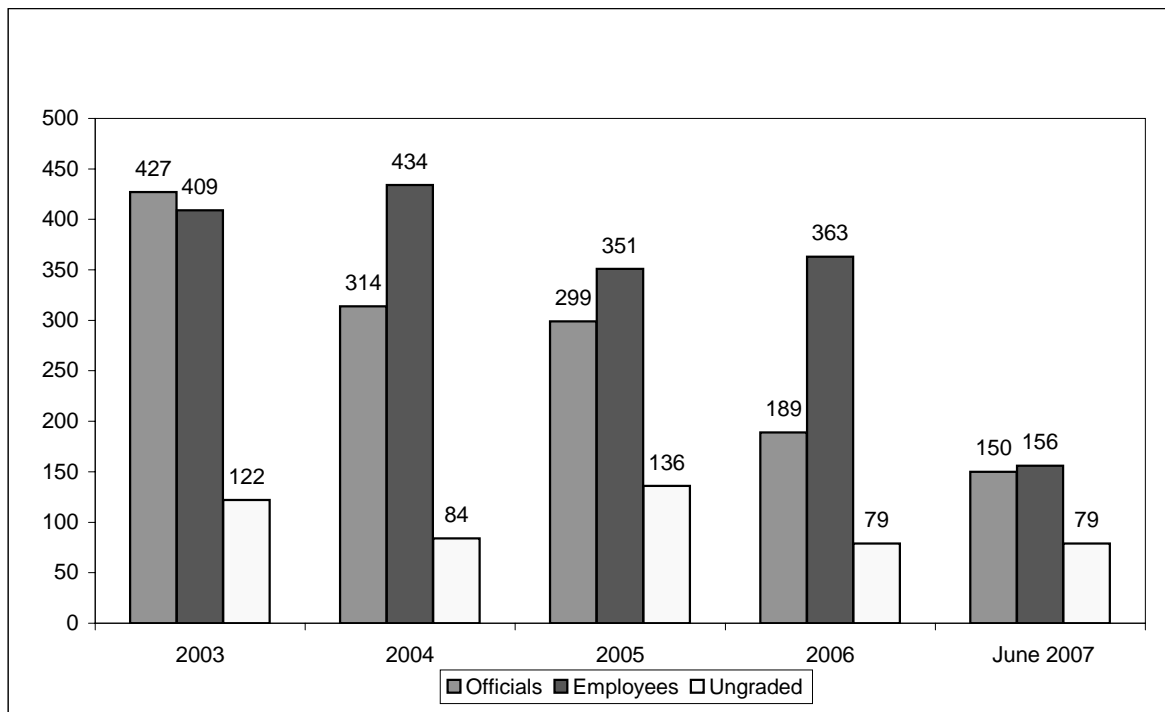
### 20. Staff trained by location, 2003 – June 2007



**21. Staff trained by gender, 2003 - June 2007**



**22. Staff trained by staff category, 2003 - June 2007**



**23. Staff trained by main areas of learning and development,  
 July 2006 - June 2007**

MAIN AREAS	Gender breakdown				
	No. of IOM staff attending	No. of female	% of female	No. of male	% of male
Communication and Language Skills	18	12	67%	6	33%
Core Migration Skills	162	81	50%	81	50%
IT Technical Skills	7	4	57%	3	43%
Management Development	196	122	62%	74	38%
Resources Management	72	33	46%	39	54%
Project Management and Development	63	34	54%	29	46%
Performance Development System	49	32	65%	17	35%
<b>Grand Total</b>	<b>567</b>	<b>318</b>	<b>56%</b>	<b>249</b>	<b>44%</b>