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NINETY-SIXTH SESSION

REPORT ON HUMAN RESOURCES MANAGEMENT

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REPORT ON HUMAN RESOURCES MANAGEMENT

I. INTRODUCTION

1. The increase in the number of IOM projects to more than 1,700 was reflected in a 14 per cent rise in the number of IOM staff globally, to 6,873 at the end of June 2008 (as compared to 6,052 at the end of June 2007). The number of Field Offices also increased during the same period, from 340 to 407.

2. The Human Resources Management Division is committed to supporting IOM staff deliver the Organization's mandate effectively and to providing proactive support to Field Offices through policies, standard-setting and quality assurance. In doing this, it seeks to forge practical links between operations and staff wellness, health awareness, placement, mobility, retention, succession and professional development.

II. IOM STAFF

II.1 Changes in Number of Staff

3. The number of IOM staff continued to grow as the number of Field Offices increased to 407 (from 340 at the end of 2007) in the first six months of 2008. The growth in staff occurred entirely in the Field Offices, reinforcing IOM's capacity to launch and complete projects for the benefit of various stakeholders.

II.2 Staff Recruitment and Placement Practices

4. The Human Resources Management Division (HRM) works to meet IOM's recruitment requirements, identifying and attracting potential candidates from within and outside the Organization for current and future employment. It has consolidated this function with the establishment of the fully operational Recruitment Unit at the Manila Administrative Centre.

5. During the reporting period, the Recruitment Unit **provided targeted support to Field Offices and Headquarters** by providing and developing selection tools and by activating a rapid-deployment roster in collaboration with other IOM services, in particular the Emergency and Post-crisis Unit. The roster has been used to meet immediate staffing needs in places such as Myanmar (following Cyclone Nargis) and continuing requirements in post-crisis situations such as Afghanistan, Iraq, Sri Lanka and Sudan.

6. During the reporting period, **the Division of HRM diversified its support to Field Offices** by conducting and providing assistance for recruitment campaigns in the Field. Staffing and recruitment staff from both Headquarters and the Recruitment Unit travelled to Field Offices to shortlist and interview candidates as members of the recruitment panel, handle the hiring formalities and support the recruitment process overall. One concrete example is the recruitment of United States Refugee Programme/Overseas Processing Entity (USRPOPE) international case workers in Egypt.

7. Between January 2007 and June 2008, IOM issued **145 vacancy notices** and **recruited or placed 102 staff members** through internal (58) and external (44) advertisements. The figures show that internal candidates have the qualifications and experience needed to fill vacancies (Figures 13 and 16 compare the number of vacancies for officials worldwide and employees at Headquarters filled by internal and external candidates).

8. In addition, **PRISM Human Resources** enables the **staffing and recruitment function** to accelerate and monitor the recruitment process by tracking vacancy notices, applications, contracts, personnel actions and other important human resource functions, formats and tools, thereby contributing:

- to efficient pre-screening and ranking of candidates by gradually introducing job questionnaires through the online application process;
- to shortening the time between the issuing of vacancy notices and the filling of vacant posts (currently an average of 5 to 6 weeks).

9. **Online recruitment** is now used to advertise and facilitate the application and selection process. The system provides significant benefits in terms of greater efficiency in the recruitment process. The e-Recruitment facility has attracted talented applicants and enabled IOM to form a pool of potential external candidates, while making professional positions more accessible to IOM local staff. During the reporting period, 15,152 applications were processed using PRISM, a threefold increase since the previous report.

II.3 Alternative Staffing

Associate Experts

10. IOM's Associate Experts programme helps the Organization and the Member States address key migration and development goals, and offers a rich learning experience for young professionals. At present, IOM has 15 agreements with various donors; it hopes to further enhance its outreach and capacity by seeking agreements with additional Member States.

11. As of June 2008, IOM has 16 Associate Experts posted at Headquarters and in Costa Rica, Georgia, Indonesia, Italy, Morocco, Senegal, Thailand, Uganda and Ukraine – an improvement on 2007, when there were twelve Associate Experts. An additional six Associate Experts from Belgium, Finland, Germany, Italy and Japan will be assuming their duties in Morocco, Moldova, Belgium, Kenya, Turkey and Zimbabwe respectively in September and October 2008. The process has been started to recruit a Danish Associate Expert to be assigned to IOM Addis Ababa, and the administrative formalities are being finalized for the assignment of a second Italian Associate Expert to IOM Tripoli.

12. IOM has one of the highest retention rates among international organizations. In all, 30 former Associate Experts have been retained as IOM staff in the Field and at Headquarters.

Staff Exchanges, Secondments and Loans

13. Secondment continues to provide valuable opportunities for exchanging knowledge and good practices on migration activities while strengthening partnerships with governments and other organizations.

14. During the reporting period, three staff members were seconded to IOM: two by the Government of the Republic of Korea and one by the Danish Refugee Council. In addition, the Organization lent one staff member to the Global Forum on Migration and Development, one to the International Labour Organization and one to NATO.

Internships

15. Once again, the figures demonstrate that the IOM internship programme provides a lasting and enriching experience for both the Organization and the talented young professionals it hosts. During the reporting period, IOM worked with 180 interns worldwide: 70 at Headquarters and 110 in Field Offices.

16. Interns hosted at IOM have diverse nationalities and educational backgrounds (Figure 11). The Organization recently signed an agreement with the Republic of Korea Ministry of Gender Equality under which it will host graduate students from that country.

17. IOM also has a healthy retention rate for interns. During the reporting period, thirteen Headquarters interns were retained on special contracts.

III. EFFECTIVE SERVICE DELIVERY

18. In May 2008, General Bulletin No. 2038 outlined the **division of human resources responsibilities** between Headquarters, the Field Offices and the Manila and Panama Administrative Centres. Both Administrative Centres ensure that human resources operations are managed cost effectively and efficiently, and provide timely, targeted support to the Field Offices in the management of their human resources while avoiding duplication of services.

19. At the **Manila Administrative Centre, Human Resources Operations** provide:

- global human resources administrative support for international personnel (officials) and general service personnel at Headquarters;
- recruitment, personnel administration and payroll services for officials and Headquarters general service staff;
- administrative services relating to health and other staff insurances and support for IOM's administration of the United Nations Joint Staff Pension Fund (UNJSPF) in the form of data on eligible IOM staff.

20. At the **Panama Administrative Centre, the Field Personnel Support Unit (PAC-FPSU)** provides global and regional human resources management support for

locally hired Field personnel, including general service staff and national officers. This includes:

- general support for Field personnel administration, guidance on personnel entitlements and overview of the application of human resources guidelines in Field Offices;
- support for the recruitment process and for the review and monitoring of personnel actions;
- the administration of personnel data in PRISM to facilitate the generation of statistical data;
- proposals to improve policies based on feedback from the Field Offices.

21. PAC-FPSU helps Field Offices with the **classification of local Field positions and promotion of staff**, and ensures grade levels are consistent with the level of job responsibility within IOM. In June 2008 it also started administering the process by which officials and Headquarters employees are classified and promoted.

22. The Human Resources Management Division in Geneva and PAC-FPSU worked closely during the reporting period to provide **generic job profiles** for USRP/OPE during a review of positions and the organizational structure of OPE operations in the Middle East. A similar initiative in Nepal will consolidate the experience gained through the OPE process, establish quality standards on structure, grades and position management and ensure consistency and transparency throughout the Organization.

23. The delocalization process aimed at enhancing outreach to colleagues in the region was pursued with the establishment of a second position for a **staff development and learning assistant** at the Panama Administrative Centre. This facilitated direct communication and the translation of relevant reference documents into Spanish, ensuring greater assimilation of learning in the Field Offices concerned.

24. The **Health and Medical Insurance** and the **Health Claims Processing Units** are responsible for providing Field Offices in Africa and the Americas with support on medical and health insurance issues related to local personnel. These units were established at the Panama Administrative Centre to ensure a balanced distribution of the increased workload generated when the Medical Service Plan was extended to locally hired personnel who have been with IOM for at least three consecutive months and to new Field Offices.

25. In keeping with General Bulletin No. 2038, the **Human Resources Management Division** focuses on core policy and management. As such, it promotes human resources strategies and policies, sets standards, provides quality assurance in respect of and liaises with insurance providers, works on matters relating to occupational health, staff mobility and strategic staffing, and draws up succession and retention plans.

III.1 Human Resources Management Policy and Services

26. During the reporting period, the Division **reviewed or issued new policies and instructions** to provide clear guidance to staff and improve conditions of service in respect of:

- (a) rotation (General Bulletin No. 2028 of 21 December 2007);
- (b) special leave without pay (General Bulletin No. 2033 of 14 March 2008);
- (c) contract policy (standard definition of contracts applicable to all IOM staff members and activation of regular contracts for all IOM staff meeting the requirements - General Bulletin No. 2034 of 15 April 2008);
- (d) adoption leave (General Bulletin No. 2036 of 15 April 2008).

27. The Division **further simplified key administrative forms**, including personnel actions, salary statements, candidate profiles and vacancy notices, in order to make them more user-friendly.

28. **Other activities** include:

- the development of PRISM talent management functions in support of the Organization's ongoing efforts to attract more and better skills both internally and externally, the aim being to establish longer term relationships with internal and external candidates and proactively build up the talent pool by contacting potential/qualified candidates, rather than responding to and processing applications;
- the generation of more targeted control and audit reports to minimize payroll errors.

29. The Division also helped develop the compendium of General Bulletins and General Instructions and provided input for new issuance and formatting procedures to improve the retrieval of documents.

III.2 Staff Well-being and Improved Working Conditions

30. In December 2007 the Administration approved the **extension of the Medical Service Plan to all locally hired staff**. The plan was subsequently rolled out by a working group made up of human resources staff from Headquarters, the Panama Administrative Centre and other units. The working group's recommendations were approved by the Director General's Office in March 2008. Since then the working group has been implementing the plan worldwide. The resulting workload increase led to the establishment of PAC-FPSU.

31. In 2008, the Administration negotiated **lower insurance premiums** for all existing IOM health insurance policies, especially for dependent children. This has made it easier to include a greater number of dependent children, especially at Field Offices where staff tend

to have large families and lower incomes. Other **improvements** such as enhanced after-service health insurance coverage were also negotiated.

32. The Occupational Health Unit concluded **special agreements with major hospitals in Geneva** to facilitate admission procedures and improve cost effectiveness. Systematic efforts are being made to reach similar agreements in IOM Field locations.

33. A steady effort was made to **reduce the effects of hardship assignments** or critical incidents on the mental health of staff members. In this respect, the Division works in close collaboration with the UN Critical Stress Management Unit, which offers counselling services to staff in groups or individually at high-stress locations such as Sudan, Kenya and Myanmar. The Occupational Health Unit also provided advice to colleagues in emergency situations and expanding missions, or in response to individual requests.

34. The Division **diversified the channels of communication with IOM staff worldwide**, launching the “Did you know that ...” series to provide quick, ad hoc information on existing or new human resource services, processes and contact persons. It constantly reviewed and improved its Intranet websites with a view to providing ready-made, up-to-date and easily accessible information on human resources management. It promoted a number of information campaigns to raise awareness of and prevent risks such as road accidents and breast cancer.

Staff Relations

35. The **Human Resources Management Division worked closely with the Staff Association throughout the reporting period**, particularly on the human resources policies outlined above, for the benefit of all staff

36. **Collaboration with the Ombudsman** focused on conflict prevention. Joint efforts were made to strengthen the above policies, the occupational health of IOM staff worldwide and conflict prevention by means of various training and learning initiatives. The Ombudsman’s Office and the Staff Development and Learning Unit gave three workshops on cultural differences and conflict at Headquarters and in the Field and started exploring options for further developing this tool. Other workshops are being considered on mediation skills and nurturing positive work environments. The Ombudsman’s Office considers the Staff Development and Learning Unit to be a significant partner in its efforts to prevent conflicts within the Organization.

37. As concerns **staff grievances**, the Joint Administrative Review Board received two appeals in the twelve months ending on 30 June 2008, and one complaint was filed with the ILO Administrative Tribunal.

III. 3 Staff Development and Learning

38. The first ever **training calendar** was published in 2008 and distributed throughout the Organization, allowing IOM staff to plan their attendance.

39. The **Core Learning Programmes** on leadership and managerial skills - the Chiefs of Mission Programme, the Project Management Training Package, the Inspiring Confidence Programme and the new Executive Presentation Skills Programme (piloted in December 2007 and introduced as a regular programme in 2008) – were consolidated.

40. At the same time, the Staff Development and Learning Unit worked to **promote new standard learning tools** and address the needs of diverse professional categories. A programme was introduced on writing meeting reports and briefing notes, as were e-Learning tools for learning all three IOM official languages.

41. During the reporting period, the Unit played an active part in **facilitating various development processes**, organizing planning and team-building sessions for more than six teams at the Manila Administrative Centre, at Headquarters and in Field Offices. It also organized and co-facilitated the global meeting of resource management officers (Manila, November 2007, and Panama, May 2008), which issued a number of concrete recommendations for strengthening the resource management function within the Organization.

42. **New initiatives** are being prepared for the overall purpose of using the learning and development function strategically to strengthen IOM's ability to perform at the highest levels of professionalism. These include:

- (a) the development of a standard policy to address study time and individual formal education;
- (b) consolidating procedures for on-the-job training and learning assignments;
- (c) a new strategy for succession planning, to ensure IOM retains and prepares committed professional staff to take on key roles;
- (d) coaching of a wider IOM target group, in order to address the needs of all categories of staff for continued personal and professional development.

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IOM STAFF COMPOSITION¹

Figure 1. IOM Field Locations, 2004-2008

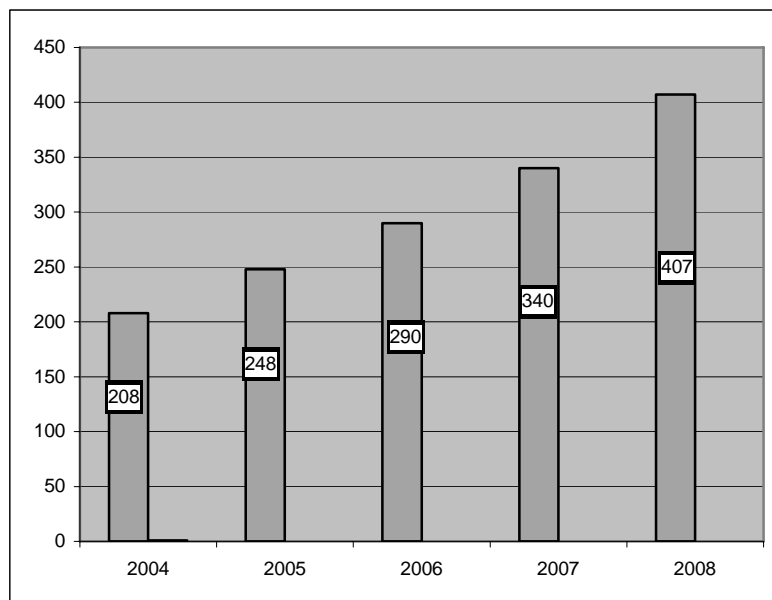
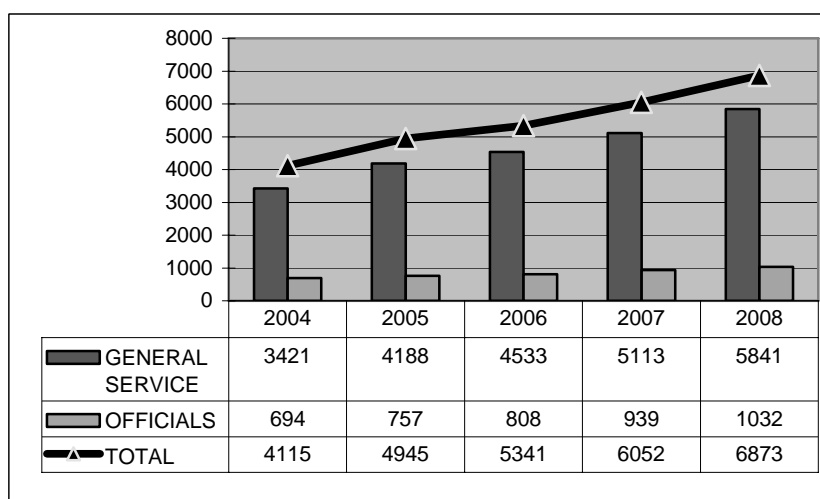


Figure 2. IOM Staffing Trends², 2004-2008



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

² Including staff members on short-term contracts.

Figure 3. IOM Staff by Category, Location and Gender, June 2008

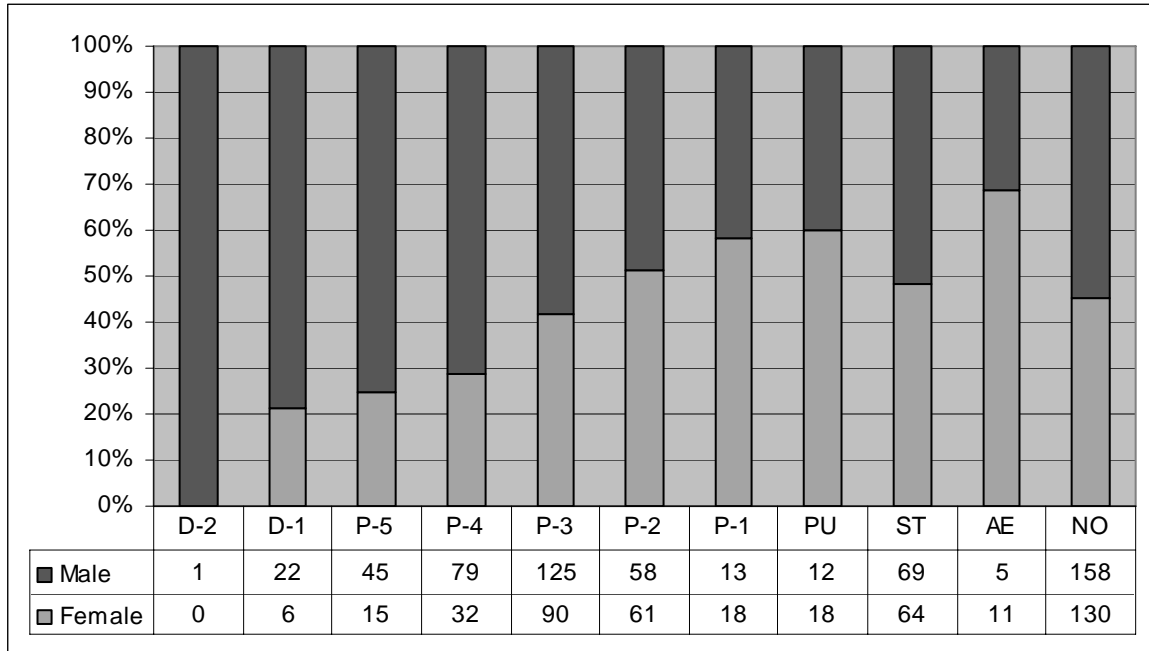
Category		Headquarters		Field		Total
		F	M	F	M	
Officials (1,032)	Officials ³	54	58	186	297	595
	Officials, short-term	6	3	58	66	133
	National Officers	-	-	130	158	288
	Associate Experts	2	3	9	2	16
General Service (5,841)	General Service ³	54	19	1900	2223	4196
	General Service, short-term	-	2	680	963	1645
TOTAL		116	85	2963	3709	6873

Figure 4. Officials - Distribution by Gender and Category/Grade, 2004-2008

Category/grade		June 2004		June 2005		June 2006		June 2007		June 2008	
		M	F	M	F	M	F	M	F	M	F
P5 and above		16%	6%	14%	6%	14%	6%	13%	5%	12%	5%
P3-P4		41%	30%	37%	28%	38%	32%	36%	33%	35%	27%
P1-P2		12%	24%	14%	23%	14%	21%	14%	16%	12%	18%
PU		3%	2%	2%	3%	3%	4%	3%	4%	2%	4%
Short-term officials		15%	18%	17%	20%	17%	13%	10%	13%	12%	14%
Associate Experts		1%	5%	1%	4%	1%	4%	0%	3%	1%	2%
National Officers		12%	16%	15%	17%	14%	20%	24%	26%	27%	29%
Total	Gender	398	296	426	331	458	350	532	407	587	445
	Gender %	57%	43%	56%	44%	57%	43%	57%	43%	57%	43%
Total Officials		694		757		808		939		1032	

³ Not including the Director General, Deputy Director General, consultants, interns and staff on special leave without pay.

Figure 5. Officials - Distribution by Gender and Category/Grade, June 2008



6. Officials - Distribution by Country of Nationality, Category/Grade and Gender, June 2008

Country of nationality	Category/Grade											Total	Gender breakdown	
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	National Officers		F	M
Member States														
Afghanistan					1	1			1		6	9		9
Albania					1				1		5	7	6	1
Algeria				1	1							2		2
Argentina				2	1							3	2	1
Armenia											3	3	2	1
Australia		2	2	7	7		3	2	7		1	31	12	19
Austria		1		2	4		1			1	1	10	3	7
Azerbaijan				1							1	2		2
Bangladesh			2		1				1		16	20	7	13
Belarus					1						2	3	1	2
Belgium			2	4	2	1		1	2	1	2	15	5	10
Benin									1			1		1
Bolivia			1									1	1	
Bosnia and Herzegovina				1	3							4	3	1
Brazil				2	1							3	1	2
Bulgaria				1								1	1	
Burkina Faso					1	1						2		2
Cambodia											3	3	1	2
Cameroon							1					1		1
Canada			3	4	13	4	1	1	9			35	16	19
Chile			1								1	2		2
Colombia						2					51	53	29	24
Costa Rica		1	1	2	3	1			1		2	11	4	7
Côte d'Ivoire					2							2	1	1
Croatia				2	1		1	1			1	6	4	2
Czech Republic											1	1	1	
Democratic Republic of the Congo					1	1					2	4	1	3
Denmark				1					1			2	1	1
Ecuador					1	1	1				7	10	4	6
Egypt			1		1	1	3		3		3	12	5	7
El Salvador									1			1		1
Finland					2	1					1	4	1	3
France		1	5	4	10	7	1	4	4	1		37	17	20
Georgia				1		3					2	6	3	3
Germany		7	2	7	9	4			4	1	2	36	16	20
Ghana			1	2		3					6	12	5	7
Greece				1		1	1	1			1	5	3	2
Guatemala											2	2	1	1
Guinea											1	1		1
Haiti											3	3		3
Honduras						1						1	1	

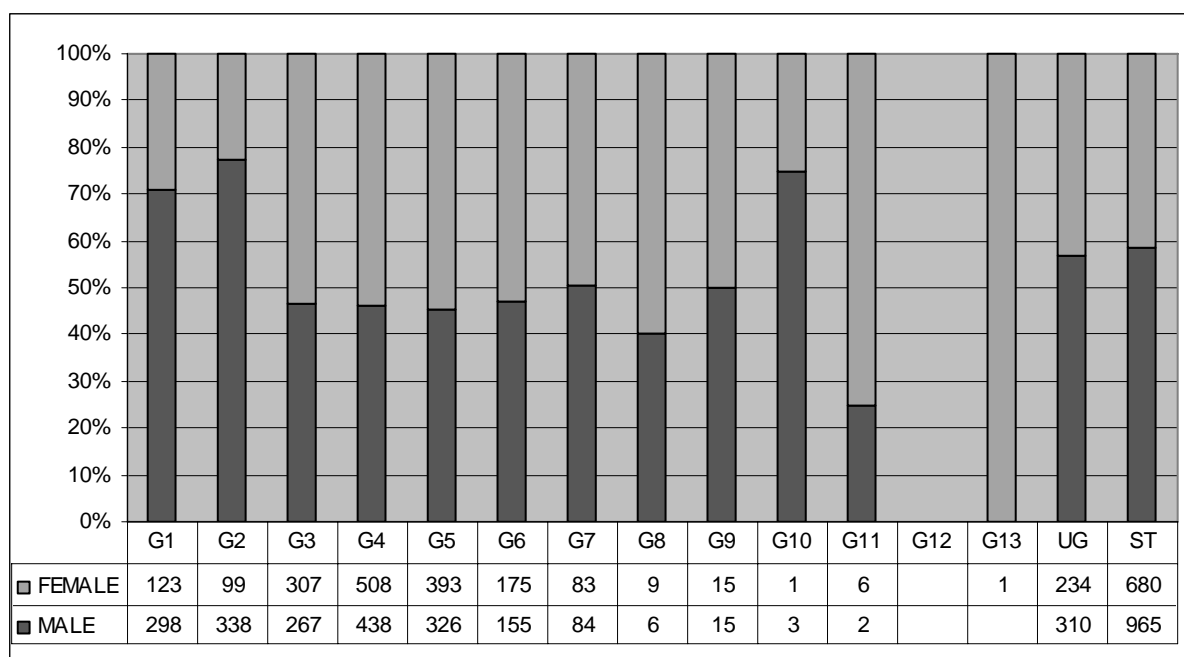
6. Officials - Distribution by Country of Nationality, Category/Grade and Gender, June 2008 (continued)

Country of nationality	Category/Grade											Total	Gender breakdown	
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	National Officers		F	M
Member States (continued)														
Hungary			1	1							3	5	5	
India		1	2	1	3	2	1		1			11	5	6
Iran (Islamic Republic of)			1		1						2	4	1	3
Ireland				1	1	1			2		1	6	3	3
Israel					1							1	1	
Italy		5	2	9	11	7	3	2	9	5	2	55	20	35
Japan		1	1		6	3			1	4	1	17	13	4
Jordan				3	3	1			2		6	15	3	12
Kazakhstan					1						1	2	1	1
Kenya			1	2	9	3			6		9	30	13	17
Kyrgyzstan									1		2	3	3	
Liberia					1	1						2		2
Libyan Arab Jamahiriya											1	1		1
Lithuania									1		1	2	2	
Mali					1						1	2		2
Mauritius					1						1	2	2	
Mexico									1			1		1
Moldova						1					2	3	1	2
Morocco									1			1		1
Nepal											5	5	1	4
Netherlands		1	2		4	1		2	3			13	6	7
New Zealand			2									2		2
Nicaragua				1	1							2		2
Niger					1							1	1	
Norway			1	1	1				1			4	1	3
Pakistan					2				2		9	13	1	12
Panama			1		1						3	5	1	4
Peru				1	1						3	5	1	4
Philippines			1	3	10	10	1		6		11	42	19	23
Poland							1	1	1		3	6	4	2
Portugal			1	1	3	1	1	1	5			13	1	12
Republic of Korea				1		1						2	1	1
Romania			1	3	1	2			1		1	9	7	2
Senegal					1				1		3	5	3	2
Serbia				4	9				2		5	20	7	13
Sierra Leone				1					2			3	1	2
Slovakia									1		1	2	2	
South Africa						1			2		3	6	5	1
Spain		1		1	3	1			1			7	5	2
Sri Lanka				1	1						4	6	2	4
Sudan			1			1			1		11	14	2	12

6. Officials - Distribution by Country of Nationality, Category/Grade and Gender, June 2008 (continued)

Country of nationality	Category/Grade											Total	Gender breakdown	
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	National Officers		F	M
Member States (continued)														
Sweden				1	5	1			1	1		9	8	1
Switzerland	1		3	4	1	4			1			14	8	6
Tajikistan						1			2		1	4	1	3
Thailand				1	2	3	2	1	1		8	18	11	7
Togo				1								1		1
Tunisia						1					2	3		3
Turkey					1				1			2		2
Uganda				1		1			1		3	6	2	4
Ukraine					2	2					7	11	8	3
United Kingdom		1	3	5	14	2		3	12		3	43	19	24
United Republic of Tanzania											2	2	1	1
United States of America		3	11	13	23	17	6	5	19	2	2	101	40	61
Uruguay		1	4		1	1			1			8	2	6
Venezuela (Bolivarian Republic of)		1									1	2	1	1
Viet Nam					1						5	6	4	2
Zambia							1		1			2	1	1
Zimbabwe					2						8	10	3	7
Observers/non-Member States														
Chad						1						1	1	
China				1							1	2		2
Eritrea					1							1		1
Ethiopia					2		1				6	9	3	6
Indonesia					2	4		1			8	15	9	6
Iraq					1	1					3	5	4	1
Lebanon				1								1	1	
Malaysia					1	1						2		2
Mozambique		1			3			1				5	1	4
Myanmar								2	1		2	5	2	3
Russian Federation				2	3	5	1		2		2	15	8	7
Syrian Arab Republic											3	3	1	2
The former Yugoslav Republic of Macedonia				1	3	4						8	1	7
Turkmenistan					2							2	2	
Uzbekistan								1				1	1	
Total	1	28	60	111	215	119	31	30	133	16	288	1032	445	587

**Figure 7. General Service Staff - Distribution by Category/Grade and Gender
June 2008**



**Figure 8. Headquarters General Service Staff⁴ - Distribution by Country
of Nationality and Gender, June 2008**

Country of nationality	Gender		Total
	F	M	
Albania		1	1
Argentina	1		1
Azerbaijan	1		1
Barbados		1	1
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Canada	1		1
Colombia	1		1
France	15	7	22
Germany	2	1	3
Italy	4	1	5
Mexico		1	1
Netherlands	1		1
Portugal	1		1
Romania		1	1
Slovakia	1		1
Sri Lanka		2	2
Switzerland	13	3	16
The former Yugoslav Republic of Macedonia	1	2	3
United Kingdom	6	1	7
United Republic of Tanzania	2		2
Uruguay	2		2
Grand Total	54	21	75

⁴ Including short-term employees.

9. General Service Staff - Distribution by Country of Nationality, Category/Grade and Gender, June 2008

Country of nationality	Category/Grade															Total	Gender breakdown			
	G-13	G-12	G-11	G-10	G-9	G-8	G-7	G-6	G-5	G-4	G-3	G-2	G-1	UG	ST		F	M		
Member States																				
Afghanistan							9	7	15	18	5	33	35	5	18			145	11	134
Albania								2	2	7	1		3	1				16	11	5
Angola														25	13			38	8	30
Argentina								2	4	5	6	2	1	4	6			30	24	6
Armenia								2	3	3		2			1			11	3	8
Australia								3	2	5								10	9	1
Austria								4	3	3	6			1				17	11	6
Azerbaijan								1	1	2	1	2		53	10			70	21	49
Bangladesh							3	4	7	11	23	3	3	2	2			58	22	36
Belarus								2	1	13	1	2	1		3			23	16	7
Belgium						2		1	6	12	4							25	15	10
Benin											1							1		1
Bolivia														2	9			11	4	7
Bosnia and Herzegovina							1	5	7	7	6	3		15	12			56	29	27
Brazil									1						2			3	3	
Bulgaria									1	2	1			1				5	4	1
Burundi															1			1	1	
Cambodia							1	6	7		4	4	13	4	27			66	23	43
Cameroon														2				2	1	1
Canada							2	3		3					2			10	6	4
Chile										2	4		2		2			10	7	3
Colombia							6	23	69	15	44	24	21	27	2			231	134	97
Costa Rica							1	2	3	1	2	1		14	12			36	23	13
Côte d'Ivoire									3		6	3	2	4	5			23	5	18
Croatia								3		3		1		1				8	5	3
Czech Republic									2	4	5							11	8	3
Democratic Republic of the Congo										2				8	14			24	6	18
Denmark								2						1	1			4	1	3
Dominican Republic							2						2		2			6	3	3
Ecuador							9	4	7	7	11	17	31	5				91	44	47
Egypt							2	2	6	9	2	4	2	5	24			56	31	25
El Salvador									2	1			2	1	2			8	6	2
Estonia									1									1	1	
Finland							1	2	2	1	1				1			8	4	4
France							2	5	10	11	5	2	3		2			40	27	13
Gambia										1		1						2	1	1
Georgia							1	2	3		2		2	4	4			18	9	9
Germany	1							3	8	9	10							31	18	13
Ghana								5	11	10	10	6	4		4			50	23	27
Greece							1	1	3	1		1	4	3				14	8	6
Guatemala							4	2	8	3	1	9	16	1	2			46	16	30
Guinea							1	1	3	6	3	3	3	2	2			24	9	15
Haiti								2	4	19	6	11	8	1	10			61	17	44
Honduras									2	1		2	1	2	2			10	7	3
Hungary								1	4		2		1		1			9	3	6

9. General Service Staff - Distribution by Country of Nationality, Category/Grade and Gender, June 2008 (continued)

Country of nationality	Category/Grade															Total	Gender breakdown	
	G-13	G-12	G-11	G-10	G-9	G-8	G-7	G-6	G-5	G-4	G-3	G-2	G-1	UG	ST		F	M
Member States (cont'd)																		
India							1		5		2		1	1		10	3	7
Iran (Islamic Republic of)						1	2		6	4	1			1		15	9	6
Ireland							1		1	2			1	1		6	4	2
Italy						1	5	7	12	12	8	6	8	12	4	75	55	20
Jamaica													2			2	1	1
Japan								2		2	2					6	6	
Jordan						3	7	24	26	13	9	6	26	38		152	68	84
Kazakhstan						2	2	2	1			2	3	4		16	12	4
Kenya						8	10	40	36	7	22	30	14	24		191	87	104
Kyrgyzstan						2		2	1	1	1	2	3	3		15	7	8
Latvia														2		2	2	
Liberia									2	2	2			9		15	3	12
Libyan Arab Jamahiriya						1	3			2	1		1	12		20	8	12
Lithuania						1	3	1	1							6	4	2
Mali								1				1		3		5		5
Malta														1		1	1	
Mauritius										1						1	1	
Mexico								4	2				6	3		15	8	7
Moldova						6	6	13	3	4	4	1	1	4		42	28	14
Mongolia								1								1	1	
Montenegro							1	1	1	1						4	3	1
Morocco											2	1		4		7	2	5
Nepal							5	28	69	30	7	8	14	117		278	118	160
Netherlands			7	4	29	9	7	2	5		1					64	36	28
Nicaragua								1					4			5	3	2
Nigeria						3			1	1		1	3	6		15	8	7
Norway								1	5	9						15	10	5
Pakistan						1	1	10	14	42	3	12	2	24		109	31	78
Panama								1	7			1		2		11	7	4
Paraguay													1			1		1
Peru							1	1		2		1	13	11		29	10	19
Philippines						12	24	37	57	19	17	5	1	42		214	128	86
Poland						1	2	4	4	5	1		1	2		20	17	3
Portugal							1	1	1				2	1		6	5	1
Republic of Korea														3		3	1	2
Romania							2	3	1	4		2	2	1		15	6	9
Rwanda														3		3	1	2
Senegal						1	3	6	3	4	2	1	3			23	10	13
Serbia						6	12	11	35	12	11	8	2	11		108	42	66
Sierra Leone							4	2	2	3	4	3	3	1		22	5	17
Slovakia								6	6	5	1			1		19	16	3
Slovenia									1					1		2		2
Somalia								2			1		9	7		19	5	14
South Africa						1	6	6	2		3	1		2		21	12	9
Spain						1	1	4	2	1	1		1	1		12	8	4

9. General Service Staff - Distribution by Country of Nationality, Category/Grade and Gender, June 2008 (continued)

Country of nationality	Category/Grade															Total	Gender breakdown	
	G-13	G-12	G-11	G-10	G-9	G-8	G-7	G-6	G-5	G-4	G-3	G-2	G-1	UG	ST		F	M
Member States (cont'd)																		
Sri Lanka							2	17	29	27	13	26	23	7	41	185	31	154
Sudan							1	7	20	40	36	36	25	37	117	319	69	250
Sweden			1		1					2				1	1	6	5	1
Switzerland							1	2	13	5	1	1			1	24	18	6
Tajikistan								2	3	7	10	3	6	4	2	37	11	26
Thailand							2	4	31	50	46	11	9	19	50	222	141	81
Togo														1	1	2		2
Tunisia							1				1					2	1	1
Turkey							3	1	1		8	1		1	7	22	12	10
Uganda							1	3	1	4		4	3	3	18	37	15	22
Ukraine							3	2	7	12	4		1	11	14	54	38	16
United Kingdom							5	7	4	35	4	2		3	4	64	29	35
United Republic of Tanzania							1		6	9	5	6	3	26	24	80	31	49
United States of America						3	4	4	8	13		9			1	42	24	18
Uruguay							1	2		1				2	1	7	6	1
Venezuela (Bolivarian Republic of)								1		1		1				3	2	1
Viet Nam							3	8	11	28	19	16	4	2	3	94	76	18
Yemen														1		1		1
Zambia							2			4	2	1	4	1	18	32	10	22
Zimbabwe							1	3	23	15	17	8	23	1	46	137	62	75
Observers and non-Member States																		
Barbados															1	1		1
Bahrain															1	1	1	
Botswana											1					1	1	
China									1			1		1	3	6	5	1
Cuba										1				1		2	2	
Eritrea									1						3	4	2	2
Ethiopia								5	15	8	4	4	1	5	3	45	17	28
Hong Kong							1					2				3	3	
Indonesia							11	28	47	104	22	45	45	13	209	524	164	360
Iraq							1	3	3	8		2			7	24	4	20
Korea (Democratic People's Republic of)															1	1	1	
Lao People's Democratic Republic															4	4	2	2
Lebanon														9	2	11	5	6
Mozambique							1		1						10	12	2	10
Myanmar								1			2	1	3	44	397	448	222	226
Papua New Guinea							2			1		1			2	6	2	4
Russian Federation							9	15	28	42	10		11	9	3	127	95	32
Syrian Arab Republic									10	4	1		2		66	83	48	35
The former Yugoslav Republic of Macedonia							2	2	7	5	3	1	3		2	25	18	7
Timor-Leste							1	1	6	16	4	17	1	10	30	86	20	66
Trinidad and Tobago								1							4	5	5	
Turkmenistan								1				1		1		3		3
Uzbekistan								1			1			6		8	4	4
Total	1	0	8	4	30	15	167	330	719	946	574	437	421	544	1645	5841	2634	3207

ALTERNATIVE STAFFING RESOURCES

Figure 10. Associate Experts - Distribution by Country of Nationality, 2004 - June 2008⁵

	2004	2005	2006	2007	June 2008
Armenia	1	1	1 ⁶		
Austria			1	1	1
Belgium	1	2	2	1	1
France					1
Germany	3	3	3	1	1
Italy	3	4	4	4	5
Japan	3	1	1	2	4
Morocco					
Netherlands	4	4	4		
Niger	1	1	1 ⁷		
Sweden	4	4	4	1	1
Switzerland	1				
United States of America	3	2	2	2	2
Total	24	22	21	12	16

⁵ Includes Associate Experts present for only part of the year.

⁶ Funded by the Government of the Netherlands.

⁷ Funded by *Organisation Internationale de la Francophonie*.

11. Interns - Distribution by Duty Station and Gender, July 2007 - June 2008

Duty station	F	M	Total
Headquarters			
Budget	2		2
Director General's Office	5	2	7
Donor Relations	5		5
Election Support		1	1
Emergency and Post-crisis	3		3
Human Resources Management		1	1
Intergovernmental Consultations		1	1
International Dialogue on Migration	2		2
International Migration Law and Legal Affairs	9	1	10
Labour and Facilitated Migration	4		4
Media and Public Information	4	1	5
Migration Health	5		5
Migration Management Services	3		3
Migration Policy Research	8		8
Ombudsperson	2		2
Regional Advisers			
Regulating Migration	1		1
Research and Publications	2	1	3
Return Management and Counter-trafficking	4		4
Staff Development and Learning		1	1
Strategic Policy Planning		1	1
Translations	1		1
Headquarters total	60	10	70
Field			
Argentina	1		1
Austria	3		3
Bangladesh	2	2	4
Belgium	5	1	6
Chile	1	1	2
Colombia	2	2	4
Costa Rica	2	1	3
Egypt	7	3	10
France	1	1	2
Haiti	1		1
Indonesia	4	3	7
Japan	1	1	2
Kenya	8	2	10
Kuwait	1		1
Malta	1		1
Moldova	1		1
Morocco	1		1
Pakistan	3	2	5
Philippines	5	4	9
Russian Federation	2		2
Sierra Leone	1		1
South Africa	1	2	3
Switzerland (Berne only, excluding Geneva)	2		2
Syrian Arab Republic		1	1
Tajikistan	2		2
Thailand	6	4	10
Timor-Leste	1	2	3
Turkey	1		1
Ukraine	3	1	4
United States of America	1	1	2
Viet Nam	4		4
Zimbabwe	2		2
Field Total	76	34	110
GRAND TOTAL	136	44	180

RECRUITMENT AND SELECTION

Figure 12. Vacancy Notices issued for Officials, 2004 - June 2008

Vacancy notices issued	2004	2005	2006	2007	June 2008
Total number of vacancy notices issued	56	61	72	106	39
Headquarters positions	8	14	8	16	4
Field positions	48	47	64	90	35
Advertised internally only⁸	42	40	37	56	32
Headquarters positions	6	6	5	12	4
Field positions	36	34	32	44	28
Advertised internally and externally	14	21	35	50	7
Headquarters positions	2	8	3	4	0
Field positions	12	13	32	46	7

Figure 13. Officials appointed through Vacancy Notices, 2004 - June 2008

Vacancy notices issued	2004	2005	2006	2007	June 2008
Vacancies filled internally	38	39	45	46	12
Headquarters positions	4	13	5	11	3
Field positions	34	29	40	35	9
Vacancies filled externally	5	6	14	40	4
Headquarters positions	1	1	2	3	0
Field positions	4	6	12	37	4
Total	43	45	59	86	16

⁸ As of January 2008, internal vacancy notices are also published for external candidates from non-represented Member States

**14. Officials appointed through Vacancy Notices by Country of Nationality
2004 - June 2008**

Country of nationality	2004	2005	2006	2007	June 2008
Albania	1		1		
Argentina			1		
Australia	2	3	2	7	
Austria		1	2		1
Azerbaijan				1	
Bangladesh				2	
Belgium		3			
Bosnia and Herzegovina		1			
Brazil		1	1	2	
Burkina Faso	1				
Canada	2	2	7	1	
Chile			1		
Colombia		1			
Costa Rica			2	2	
Côte d'Ivoire				1	
Croatia	2	1			
Denmark		1			
Ecuador					1
Egypt		1	1	3	
Ethiopia ¹⁰			1		
Eritrea ⁹		1			
Finland		1			
France	1	3	5	5	
Georgia	1			1	
Germany	3	3	2	3	2
Ghana				1	
Greece	1				
Hungary	1				
India		2		2	1
Indonesia ¹⁰				2	
Iraq ⁹			1		
Ireland	1			1	
Israel			1		
Italy	3	3	4	8	
Japan	2		1		1
Jordan				2	
Kazakhstan	1				1
Kenya	1		1	2	
Latvia			1		
Liberia				1	
Malaysia ⁹				1	
Netherlands	1		1	2	
Niger				1	
Nigeria				1	
Norway					1
Pakistan	1	1			
Panama		1			
Philippines	1	2	1	2	

**14. Officials appointed through Vacancy Notices by Country of Nationality,
2004 - June 2008 (continued)**

Country of nationality	2004	2005	2006	2007	June 2008
Portugal	1				1
Republic of Korea			1		
Romania	1	1	1		1
Russian Federation ¹⁰		1	2	6	
Senegal	1		1		
Serbia	1	1		1	1
Sierra Leone				1	
South Africa		1			
Slovakia			1		
Spain	1			1	
Sri Lanka				1	
Sudan				1	
Sweden			2		
Switzerland	4	1			
Thailand				2	
The former Yugoslav Republic of Macedonia ¹⁰	1	1	2	1	
Togo			1		
Tunisia		1			
Turkey	1				
Uganda				1	
Ukraine		1		2	
United Kingdom	2	3	3	1	1
United States of America	4	2	8	14	4
Total	43	45	59	86	16
Number of nationalities	28	29	30	36	12

⁹ Non-Member States

¹⁰ Observer States

Figure 15. Vacancy Notices issued for Employees at Headquarters, 2004 - June 2008

Vacancy notices issued	2004	2005	2006	2007	June 2008
Total number of vacancy notices issued	7	2	3	3	3
Advertised internally only	7	2	3	2	2
Advertised internally and externally	-	-	-	1	1
Total number of corresponding positions	9	2	3	3	3
Vacancies filled internally	9	2	2	1	2
Employees from Headquarters	9	2	2	1	2
Employees from the Field	-	-	-	-	-
Vacancies filled externally	-	-	-	1¹¹	1
Cancelled / reissued	-	-	-	-	-

Figure 16. Mobility of Internal Staff, 2004 - June 2008

	2004	2005	2006	2007	June 2008
From Headquarters to the Field	2	2	6	5	1
From the Field to Headquarters	1	2	1	8	2
From the Field to the Field	24	19	25	41	5
Reassignment within same duty station	11	16	13	19	8
Total	38	39	45	73	16

Figure 17. Temporary Recruitment and Selection, 2004 - June 2008

	2004	2005	2006	2007	June 2008
For officials					
Number of temporary vacancy notices issued	56	97	101	41	135
Number of temporary positions filled	162	210	56	17	135
For emergency and post-conflict operations	88	138	26	21	44
For employees at Headquarters					
Number of temporary vacancy notices issued	22	4	-	-	3
Number of temporary positions filled	29	12	-	-	3

¹¹ External candidate from a non-represented Member State.

STAFF DEVELOPMENT AND LEARNING

Figure 18. Staff Development and Learning Activities, 2004 - June 2008

	2004	2005	2006	2007	June 2008
Learning activities organized and/or financed by SDL or implemented in coordination with SDL	114	111	66	89	34
Total staff members	4037	5015	6470	6052	6873
Staff members trained	832	786	631	894	589
Percentage of staff trained	20.6%	15.7%	9.8%	14.8%	8.57%

Figure 19. Staff Trained by Location, 2004 - June 2008

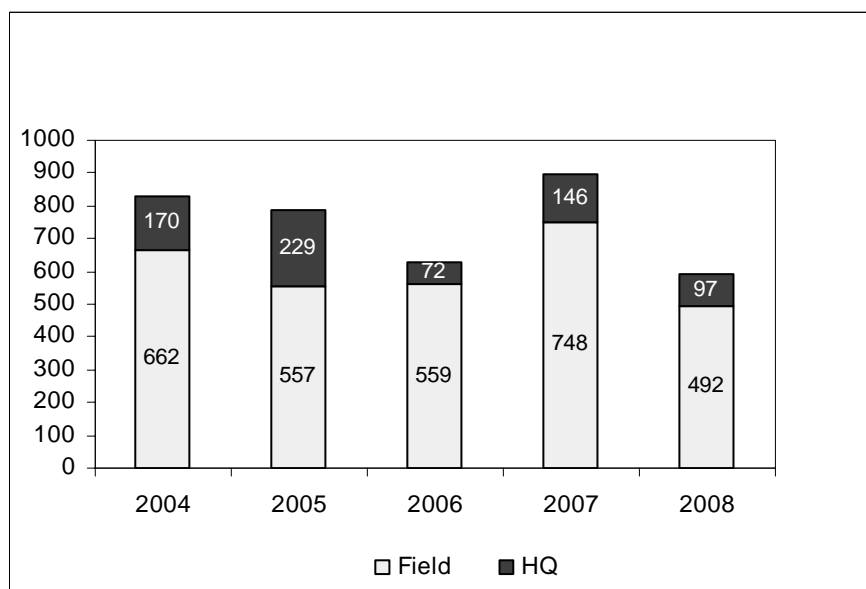


Figure 20. Staff Trained by Gender, 2004 - June 2008

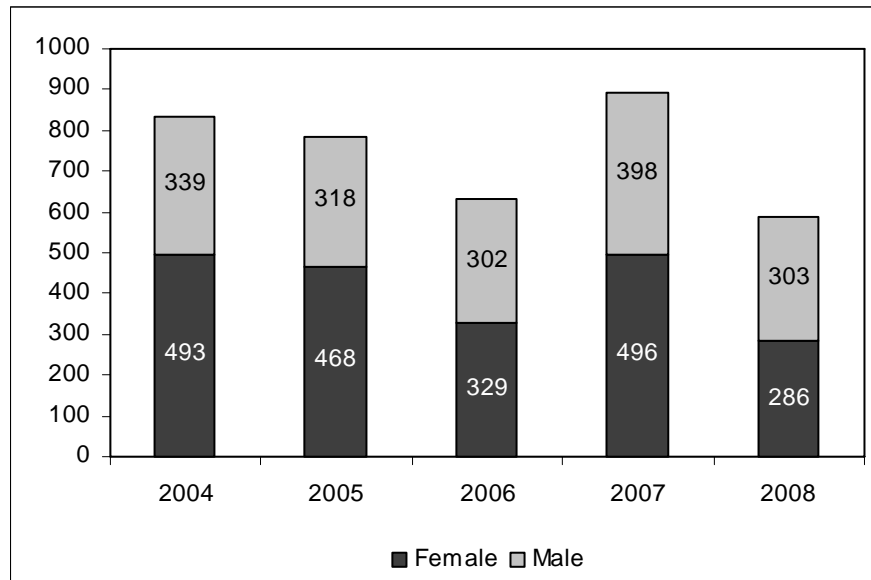
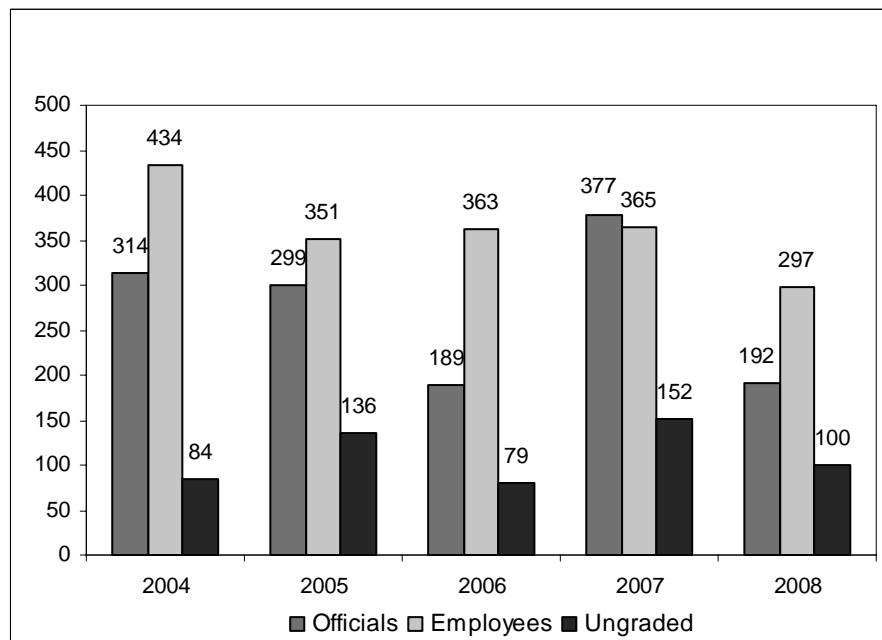


Figure 21. Staff Trained by Category, 2004 - June 2008



**Figure 22. Staff Trained by Main Areas of Learning and Development
 January - June 2008**

Main areas	No. of staff attending	% of participants in all courses	Gender breakdown			
			Female participants	% female participants	Male participants	% male participants
Coaching and teambuilding	180	30.6%	107	59%	73	41%
IT Programme (MiMOSA, SAP, CISCO, etc.)	77	13.1%	43	56%	34	44%
Communication skills and language classes	126	21.4%	23	18%	103	82%
Management development and leadership	38	6.5%	19	50%	19	50%
Migration-specialized	66	11.2%	38	58%	28	42%
Project development and management	25	4.2%	16	64%	9	36%
Resources management	47	8.0%	20	43%	27	57%
Specialized external courses	30	5.1%	20	67%	10	33%
TOTAL	589	100.0%	286	49%	303	51%