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REPORT ON HUMAN RESOURCES MANAGEMENT

TABLE OF CONTENTS

Page

I. INTRODUCTION ……..……... 1

II. IOM STAFFING ……..…….. 1

Vacancies and placements …….……. 1

Associate Experts ……..…….. 2

Staff exchanges, secondments and loans ……..…….. 2

The IOM Internship Programme ……..…….. 2

Rotation ……..……..…….. 3

III. EFFECTIVE HUMAN RESOURCES SERVICE DELIVERY……..…….. 3

HRM policy and services ……. 3

Staff well-being, health insurance and improved working conditions ..……. 4

Staff relations ……..……. 4

Staff development and learning ……..…… 5

IV. CONCLUSION ……...…..…… 5

ANNEX – Statistical overview

REPORT ON HUMAN RESOURCES MANAGEMENT

I. INTRODUCTION

1. Effective human resources management continues to underpin the efficiency of the Organization and the effective delivery of programme and operational activities in support of the IOM Strategy. The importance of human resources management has been amplified over the reporting period as a number of critical organization-wide reforms took place, including the structure reform and the development of the unified Staff Regulations applicable to all IOM staff members.

2. The implementation of the staff rotation policy continued in 2010. One of the objectives of rotation has been the placement of senior managers from Headquarters in the Field and a corresponding transfer of Field colleagues to key positions at Headquarters. This movement of senior officials bodes well for improved coherence between Headquarters and the Field. At the same time, it is recognized that rotation has placed additional pressure on the Organization in terms of its structural and financial capacity to absorb change. The Administration will therefore take into consideration lessons learned in next year's rotation exercise, in particular to manage the impact of restructuring.

3. The Human Resources Management Division (HRM) teams in Manila and Panama have continued to provide operational human resources support to the IOM Field Offices, while the HRM team at Headquarters has focused on a number of policy reforms and other activities that seek to enhance human resources management in IOM. Specific activities include the following:

(a) Finalization of a unified version of the Staff Regulations for all IOM staff.

(b) Review of the existing Performance Development System together with the first steps taken towards the development of a new and integrated system that will embed staff evaluation within the broader managerial architecture of the Organization.

(c) Completion of the second year of the annual rotation exercise supported through the development and use of the Rotation Management System software, which operates as an electronic database for storing relevant information and producing related reports and statistical data.

(d) Active HRM engagement in the structural review at Headquarters and in the Field Implementation Team.

(e) Ongoing support for rapid deployment of staff in response to emergencies in Haiti and Pakistan.

II. IOM STAFFING

Vacancies and placements

4. During the period under review, there was no significant change in the staff strength of the Organization: 7,735 in June 2009 and 7,699 at the end of June 2010, representing a 0.5 per cent decrease in the number of staff over the year. Between January 2009 and June 2010, IOM issued 94 vacancy notices for officials and recruited or placed 73 officials through

internal (51) and external (22) advertisements. Furthermore, 8 vacancy notices were placed for General Service staff at Headquarters and 56 short-term vacancy notices were issued for officials. Recruitment activities were weighted towards the recruitment and deployment of staff to support IOM's response to natural disasters and post-crisis activities, in situations such as the aftermath of the earthquake that struck Haiti in January 2010, and to meet staffing needs in Afghanistan, Pakistan, Sri Lanka and Sudan.

Associate Experts

5. During the period under review, five new Associate Experts funded by the Governments of Italy, Japan, Sweden and the United States of America joined IOM, bringing the total number of Associate Experts deployed within the Organization to 23. IOM's Associate Experts Programme comprises 16 agreements with donor countries and fosters the link for matching donor priorities with ongoing and potential IOM programmes, providing a valuable opportunity to achieve mutually beneficial developmental goals. As a result of the ongoing initiatives by the Organization to encourage donors to fund Associate Experts from developing countries, the Italian Government funded a national of Zimbabwe under the Programme. Administrative procedures are under way for a further three Associate Expert positions to be filled. The Organization retained two Associate Experts during the reporting period.

Staff exchanges, secondments and loans

6. A total of 29 people were seconded to or from IOM during the reporting period. The secondments to IOM included one senior official from the Ministry of Justice of the Netherlands who was deployed to Haiti. In addition, 20 staff were seconded from SYNI[1] to IOM. Of these, 14 have been deployed at Headquarters and 6 have been deployed in Field Offices in Eastern Europe. Discussions leading to the secondment of a researcher from the Migration Policy Institute to work for IOM were initiated during the reporting period. IOM seconded officials to the Global Forum on Migration and Development, the International Labour Organization (ILO), the World Health Organization and the World Intellectual Property Organization and is also discussing the loan of a Legal Officer to the United Nations Office for Project Services with cost coverage provided by the Office.

The IOM Internship Programme

7. The IOM Internship Programme continues to be a valuable source of support to IOM's core expertise, providing students or recent graduates with the opportunity to learn about the Organization's activities and to gain initial work experience. During the reporting period, 70 interns were hosted at Headquarters and 123 in the Field from a wide range of educational backgrounds and nationalities. In addition, new agreements for hosting interns have been signed with the Nagoya University and the Tokyo University of Foreign Studies in Japan.

[1] SYNI is a non-profit-making professional project carried out by Lausanne City Council which offers motivated professionals the possibility of participating in formative international cooperation assignments in Switzerland and abroad. To that end, it facilitates short-term subsidized assignments for professionals residing in Switzerland and interested in acquiring international work experience. SYNI is funded and commissioned by the Swiss State Secretariat for Economic Affairs (SECO) and Lausanne City Council.

Rotation

8. The 2009 rotation list was made up of 61 officials and included rotations that had been deferred from the 2008 exercise. A total of 33 officials were rotated as part of this cycle and out of these 26 officials were eligible for rotation. The remaining seven rotations were a result of necessary changes in the structure or emergency rotations brought about by the specific needs of some projects. Officials whose rotation was deferred from the 2009 rotation process will be included in the next rotational cycle. The Administration and the Staff Association Committee held several consultative meetings including a one-day retreat with senior managers to address issues related to staff mobility and rotation and to examine lessons learned from the first rotation exercise. Participants were aware that the rotation process had required a significant cultural change for the Organization and also recognized that the management of the next rotation cycle, together with the implementation of the structural review recommendations, will require a great deal of consultation and coordination in 2011.

III. EFFECTIVE HUMAN RESOURCES SERVICE DELIVERY

HRM policy and services

9. During the reporting period, the Human Resources Policy and Systems Unit, working in coordination with the Office of Legal Affairs and the Staff Association Committee, finalized the revised unified version of the Staff Regulations that will apply to all IOM staff at Headquarters and in the Field. A summary document explaining the new Regulations and comparing them to the previous Regulations for officials and employees will be submitted to the Standing Committee on Programmes and Finance for review and submission to the Council.

10. In the past year, the following additional policies and guidelines were developed and implemented:

(a) The IOM policy and guidelines on employment contracts were reviewed and standardized. The revised guidelines define the different types of contracts and associated entitlements and regulate the conditions required to obtain each type of employment contract. A new fixed-term contract for two years was introduced and the conditions for granting regular contracts with no fixed period of employment were modified to require, among other things, a minimum of 10 years of continuous service instead of the 5 years required under the previous instructions.

(b) New guidelines defining the administration of sick leave and submission of sick leave requests under the human resources information system (PRISM HR) were developed.

(c) New instructions to establish uniform and transparent rules related to the appointment and employment of close relatives of IOM staff members, while respecting the principle of non-discrimination, were established.

(d) A policy to update and clarify the mandatory nature of IOM's internal controls for payroll management and other financial procedures was instituted.

Staff well-being, health insurance and improved working conditions

11. During the year under review, IOM joined the Dual Career and Staff Mobility Programme as part of an initiative to support officials moving to various duty stations as part of the rotation process. The Programme is supported by the United Nations system and partnering organizations to assist globally mobile families to adapt to new duty stations and to help expatriate spouses/partners find jobs and maintain their professional careers.

12. Agreements were concluded with additional hospitals in Switzerland, the Philippines and Kenya, to facilitate admission procedures and improve the cost-effectiveness of health services. Other agreements are being negotiated in other IOM Field locations.

13. The extension of the Medical Service Plan health insurance coverage to IOM Field Offices is still in progress. Twelve additional offices have been enrolled in the Plan during the reporting period. A total of 115 Field Offices are now enrolled, with 6,148 participants (staff members and eligible dependants).

14. In response to the increasing risks of violence against humanitarian workers and exposure to traumatic events, the Occupational Health Unit (OHU) and the Health and Insurance Medical Unit (HIM) in Manila delivered and participated in different training activities for staff (first aid training for drivers; tactical emergency first aid training; security training for frequent female travellers) to reduce risk exposure and allow better initial reactions that can save lives. To minimize post-traumatic stress among staff, OHU/HIM also offered stress management and medical support to offices in Afghanistan, Haiti, Myanmar, South Africa and Sri Lanka in coordination with Stress Counsellors from the United Nations Department of Safety and Security's Critical Incident Stress Management Unit. A stress management booklet focusing on staff working in conflict zones was produced to help staff cope with stress under traumatic conditions.

Staff relations

15. HRM has continued to work closely with the Staff Association Committee. Regular meetings are convened between the Administration and the Staff Association Committee and HRM has sought to be proactive in addressing issues and concerns raised by the Committee in relation to staff matters.

16. At the beginning of the year HRM initiated the Staff Welfare Group,[2] which meets once a month to address and initiate strategic mechanisms to help staff members and management cope with difficulties and problems which, if left unresolved, could adversely affect the work and effectiveness of Offices and the Organization as a whole.

17. In relation to staff grievances, the Joint Administrative Review Board received 10 appeals in the 12 months ending on 30 June 2010. No complaints were filed with the ILO Administrative Tribunal.

[2] The Staff Welfare Group is composed of the Ombudsperson, the Gender Officer, the Head of the Staff Development and Learning Unit, the Head of the Occupational Health Unit, the Policy Specialist, the Legal Officer and the Insurance and Provider Specialist and is chaired by the Director of HRM.

Staff development and learning

18. The Training Advisory Committee was established in October 2009 with the aim of providing guidance on the overall orientation of Staff Development and Learning Unit (SDL) initiatives. The Committee has been consulted several times during the reporting period, and its recommendations have been embedded in the overall application of staff development and learning tools.

19. Continuing the trend established in 2009, Phase 2 of the IOM Project Management Training Package is now delivered in Field Offices in order to facilitate staff access by reducing travel costs. Five sessions were organized in 2009,[3] as opposed to four in 2008.[4] Six sessions are planned for 2010, one in Geneva and five in the Field.

20. Recognizing the complex role that IOM Chiefs of Mission have to play, SDL has advocated for a modular approach for targeted and meaningful training for Chiefs of Mission. As such, the first module "Managing IOM Resources" will be piloted in October 2010, with new modules on managing the security of IOM Staff, operations, media and mediation skills planned for delivery in 2011.

21. The Performance Development System was reviewed at the end of 2009 by a group of Resources Management Officers and HRM Specialists in Manila and Panama. Taking on board the recommendations of this review, HRM and SDL have now taken the first steps in developing a more robust system that will embed staff evaluation within the broader managerial architecture of the Organization. The intention of the IOM Administration is to launch the new system in the first half of 2011.

IV. CONCLUSION

22. The coming year will present heightened challenges for the Administration as it implements the Field re-structuring procedures. It is anticipated that recent and ongoing reforms such as the new Staff Regulations and the implementation of a new staff evaluation system will facilitate HRM's support to this implementation process. HRM continues to take important steps towards improving the quality of human resources management in IOM.

[3] Sessions were organized in Brussels, Geneva, Manila, Nairobi and Panama.
[4] All these sessions were organized in Geneva.

Annex

STATISTICAL OVERVIEW

IOM STAFF COMPOSITION …… 2

Figure 1 IOM Field locations, 2006–June 2010 …… 2
Figure 2 IOM staffing trends, 2006–June 2010 …… 2
Figure 3 IOM staff by category, location and gender, June 2010 …… 3
Figure 4 Officials – Distribution by gender and category/grade, 2006–June 2010 …... 3
Figure 5 All officials and Headquarters General Service staff – Distribution by gender and category/grade, June 2010 …… 4
Figure 6 Officials – Distribution by country of nationality, category/grade and gender, June 2010 …… 5
Figure 7 General Service staff in the Field – Distribution by category/grade and gender, June 2010 …… 8
Figure 8 Headquarters General Service staff – Distribution by country of nationality and gender, June 2010 …… 8
Figure 9 General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2010 …… 9

ALTERNATIVE STAFFING RESOURCES …… 12

Figure 10 Associate Experts – Distribution by country of nationality, 2006–June 2010.. 12
Figure 11 Interns – Distribution by duty station and gender, July 2009–June 2010 …. 13
Figure 12 Secondees – Distribution by duty station and gender, July 2009–June 2010 .. 14

RECRUITMENT AND SELECTION …… 15

Figure 13 Vacancy notices issued for officials, 2006–June 2010 …… 15
Figure 14 Officials appointed through vacancy notices, 2006–June 2010 …… 15
Figure 15 Officials appointed through vacancy notices – Distribution by country of nationality, 2006–June 2010 …… 16
Figure 16 Vacancy notices issued for employees at Headquarters, 2006–June 2010 …. 18
Figure 17 Mobility of internal staff, 2006–June 2010 …… 18
Figure 18 Temporary recruitment and selection, 2006–June 2010 …… 18

STAFF DEVELOPMENT AND LEARNING …… 19

Figure 19 Staff development and learning activities, 2006–June 2010 …… 19
Figure 20 Staff trained – Distribution by gender, 2006–June 2010 …… 19
Figure 21 Staff trained – Distribution by location, 2006–June 2010 …… 20
Figure 22 Staff trained – Distribution by category, 2006–June 2010 …… 20
Figure 23 Regional distribution of staff trained by location, January–June 2010 …… 21
Figure 24 Staff trained – Distribution of staff trained by main areas of learning and development and gender: Regional distribution, January–June 2010 …… 21

IOM STAFF COMPOSITION[1]

Figure 1: IOM Field locations, 2006–June 2010

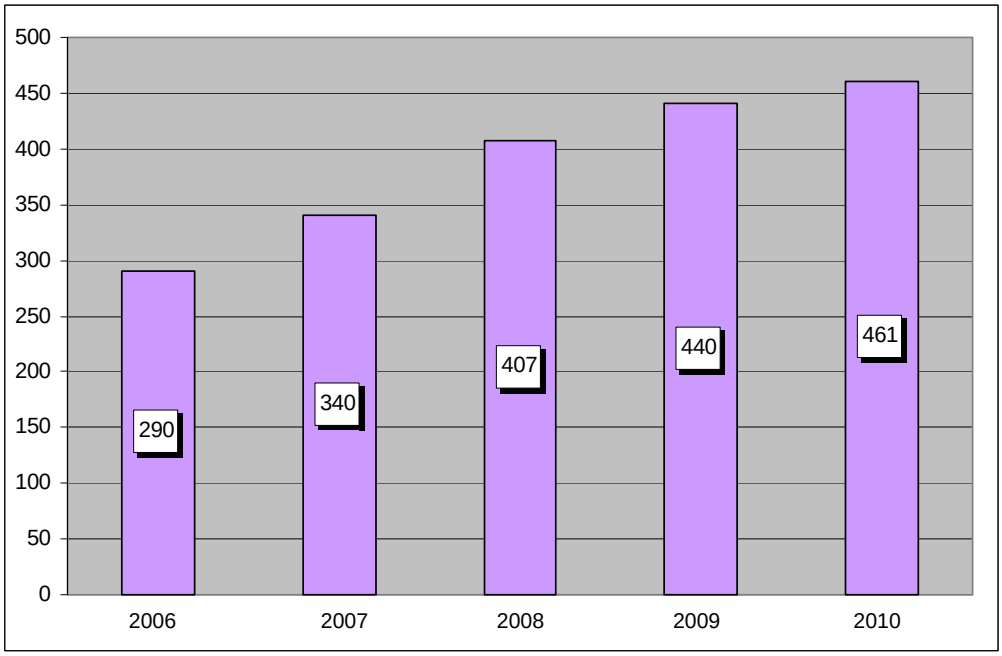
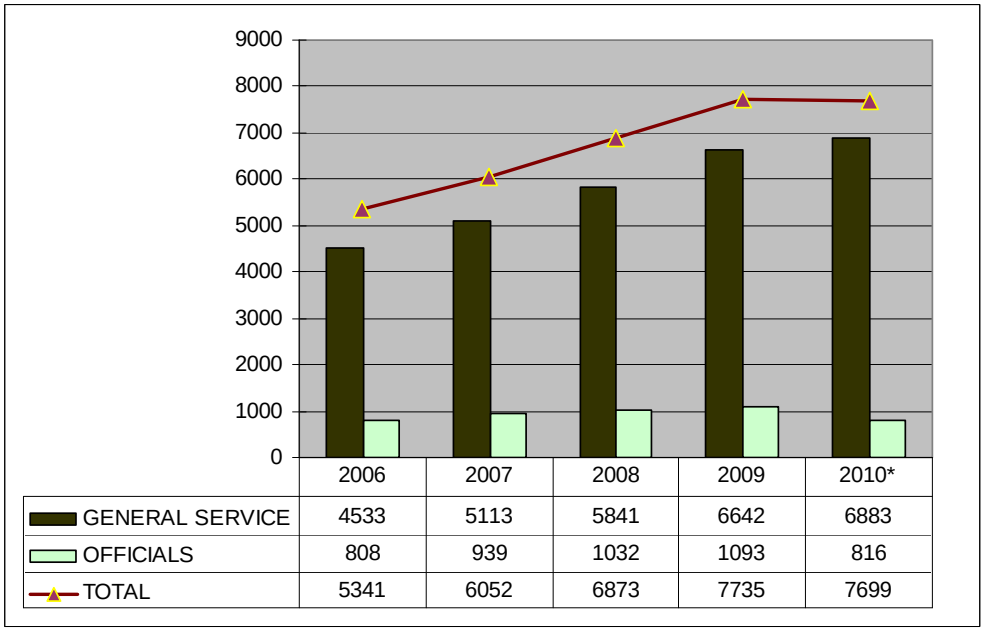


Figure 2: IOM staffing trends,[2] 2006–June 2010



	2006	2007	2008	2009	2010*
GENERAL SERVICE	4533	5113	5841	6642	6883
OFFICIALS	808	939	1032	1093	816
TOTAL	5341	6052	6873	7735	7699

* As of 2010, National Officers have been included in the General Service category.

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

2 Including staff members holding a short-term contract.

Figure 3: IOM staff by category, location and gender, June 2010

Category		Headquarters		Field		Total
		F	M	F	M	
Officials (816)	Officials[3]	57	51	223	355	**686**
	Officials, short-term	8	4	43	52	**107**
	Associate Experts	1	1	14	7	**23**
General Service (6 883)	National Officers	0	0	157	173	**330**
	General Service[3]	53	21	2 489	2 806	**5 369**
	General Service, short-term	2	1	461	720	**1 184**
TOTAL		**121**	**78**	**3 387**	**4 113**	**7 699**

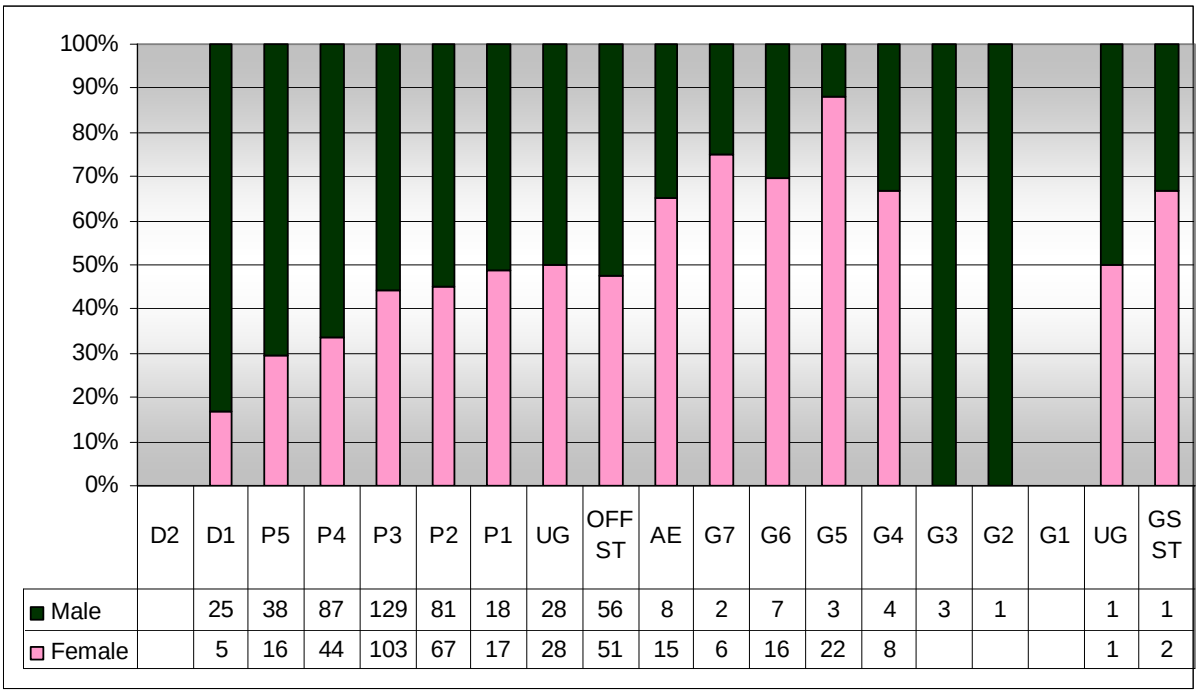
Figure 4: Officials – Distribution by gender and category/grade, 2006–June 2010

Category/grade		June 2006		June 2007		June 2008		June 2009		June 2010	
		M	F	M	F	M	F	M	F	M	F
P5 and above		14%	6%	13%	5%	12%	5%	11%	4%	13%	6%
P3–P4		38%	32%	36%	33%	35%	27%	34%	28%	46%	42%
P1–P2		14%	21%	14%	16%	12%	18%	15%	20%	21%	24%
PU		3%	4%	3%	4%	2%	4%	3%	5%	6%	8%
Short-term officials		17%	13%	10%	13%	12%	14%	9%	10%	12%	15%
Associate Experts		1%	4%	0%	3%	1%	2%	1%	3%	2%	4%
National Officers		14%	20%	24%	26%	27%	29%	27%	31%	*	*
Total	**Gender**	**458**	**350**	**532**	**407**	**587**	**445**	**624**	**469**	**470**	**346**
	Gender (%)	57%	43%	57%	43%	57%	43%	57%	43%	58%	42%
Total officials		**808**		**939**		**1 032**		**1 093**		**816**	

* For the current year, National Officers are reported under the General Service category.

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

Figure 5: All officials and Headquarters General Service staff – Distribution by gender and category/grade, June 2010



	D2	D1	P5	P4	P3	P2	P1	UG	OFF ST	AE	G7	G6	G5	G4	G3	G2	G1	UG	GS ST
Male		25	38	87	129	81	18	28	56	8	2	7	3	4	3	1		1	1
Female		5	16	44	103	67	17	28	51	15	6	16	22	8				1	2

OFF ST: Officials, short-term.
GS ST: General Service, short-term.

Figure 6: Officials – Distribution by country of nationality, category/ grade and gender, June 2010

Country of nationality	Category/Grade										Total	Gender breakdown	
	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts		F	M
Member States													
Afghanistan					1	2					**3**		3
Albania					1			1			**2**	2	
Algeria				1	1						**2**		2
Angola									1		**1**	1	
Argentina				1	1				1		**3**	1	2
Armenia											**0**		
Australia			4	6	10	4	2	5	4		**35**	9	26
Austria		1		2	5	1			1	1	**11**	5	6
Azerbaijan				1							**1**		1
Bahamas											**0**		
Bangladesh		1	1		1	1					**4**	1	3
Belarus					1	1					**2**		2
Belgium			2	3	3	2	1		1	2	**14**	7	7
Belize											**0**		
Benin											**0**		
Bolivia (Plurinational State of)			1	1	1						**3**	1	2
Bosnia and Herzegovina				1	4						**5**	3	2
Brazil						1	1	2	1		**5**	1	4
Bulgaria				1							**1**	1	
Burkina Faso						1			1		**2**	1	1
Burundi								1			**1**	1	
Cambodia											**0**		
Cameroon											**0**		
Canada			3	7	7	5	1	3	6		**32**	11	21
Cape Verde											**0**		
Chile			1								**1**		1
Colombia						2	1	1	7		**11**	5	6
Congo						1					**1**		1
Costa Rica			2	2	4	1		1			**10**	2	8
Côte d'Ivoire				2		1	1				**4**	1	3
Croatia				2	1		1	1			**5**	3	2
Cyprus											**0**		
Czech Republic											**0**		
Democratic Republic of the Congo					1				2		**3**		3
Denmark				2	2					1	**5**	2	3
Dominican Republic											**0**		
Ecuador				1							**1**		1
Egypt			1		2	3	5				**11**	4	7
El Salvador								1			**1**		1
Estonia								1			**1**	1	
Finland					1					1	**2**	1	1
France		1	6	7	9	6	3	4	7	1	**44**	23	21
Gabon											**0**		
Gambia											**0**		
Georgia				1	1	2					**4**		4
Germany		5	2	5	9	2		1	7	3	**34**	15	19
Ghana			2	1		3					**6**	1	5
Greece				1		1					**2**	1	1
Guatemala											**0**		
Guinea								1			**1**	1	
Guinea-Bissau											**0**		
Haiti					2						**2**	1	1

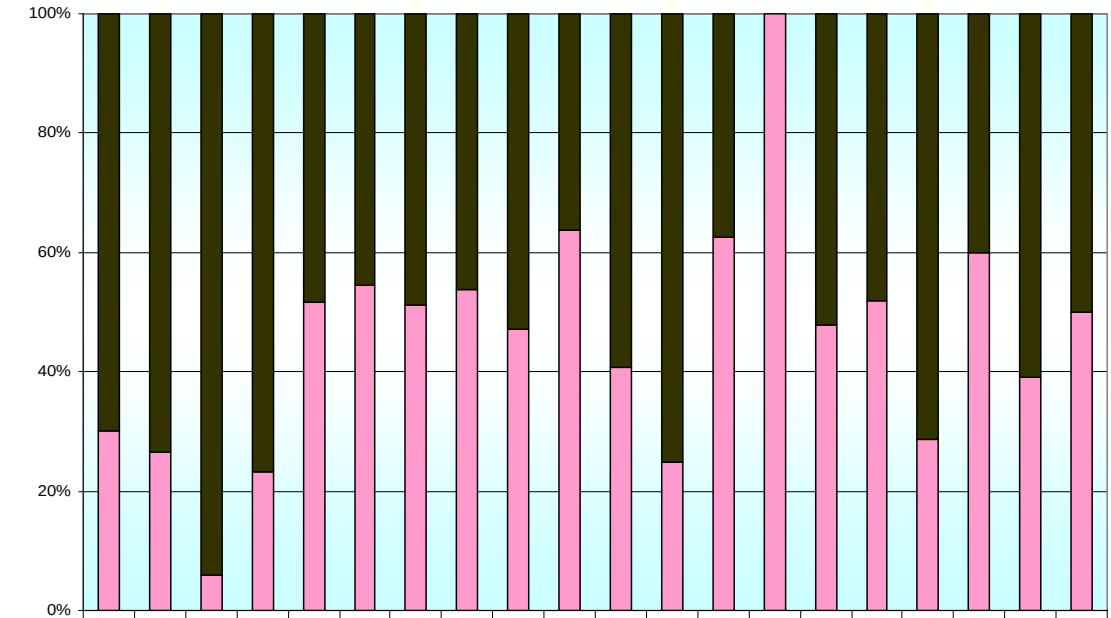
Figure 6: Officials – Distribution by country of nationality, category/ grade and gender, June 2010 (continued)

Country of nationality	Category/Grade										Total	Gender breakdown	
	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts		F	M
Member States (continued)													
Honduras						1					**1**	1	
Hungary		1		1							**2**	2	
India		1	2	2	4	1	1	1			**12**	6	6
Iran (Islamic Republic of)			1		1						**2**	1	1
Ireland				1	1	2			2		**6**	2	4
Israel				1							**1**	1	
Italy		4	3	14	13	6	2	3	5	5	**55**	20	35
Jamaica											**0**		
Japan			1		8	4			2	4	**19**	15	4
Jordan				2	4	3	6	1			**16**	2	14
Kazakhstan				1							**1**		1
Kenya			3	1	9	5			1		**19**	8	11
Kyrgyzstan									1		**1**		1
Latvia					1						**1**	1	
Liberia					1	1					**2**		2
Libyan Arab Jamahiriya											**0**		
Lithuania				1					1		**2**	2	
Luxembourg											**0**		
Madagascar											**0**		
Mali					1						**1**		1
Malta											**0**		
Mauritania											**0**		
Mauritius					1			2			**3**	3	
Mexico						1					**1**	1	
Mongolia											**0**		
Montenegro									1		**1**		1
Morocco									1		**1**	1	
Namibia											**0**		
Nepal									1		**1**	1	
Netherlands			1	2	4	1		2	1		**11**	4	7
New Zealand		2			2						**4**		4
Nicaragua				1	1		1				**3**		3
Niger											**0**		
Nigeria											**0**		
Norway		1		1	2				1		**5**	2	3
Pakistan					2	1			3		**6**	3	3
Panama			1		1	1					**3**	1	2
Paraguay											**0**		
Peru			1		1				3		**5**	1	4
Philippines			3	1	10	13	1	1	3		**32**	16	16
Poland						1	1	2	1		**5**	3	2
Portugal			1	1	2	6					**10**	2	8
Republic of Korea				1							**1**	1	
Republic of Moldova						1					**1**	1	
Romania			1	3	1	2			1		**8**	5	3
Rwanda									1		**1**		1
Senegal					1	2					**3**	1	2
Serbia				5	7	1	1		1		**15**	4	11
Sierra Leone				1		2					**3**	2	1
Slovakia						2					**2**	2	
Slovenia											**0**		
Somalia											**0**		

Figure 6: Officials – Distribution by country of nationality, category/ grade and gender, June 2010 (continued)

Country of nationality	Category/Grade										Total	Gender breakdown	
	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts		F	M
Member States (continued)													
South Africa						3		1			**4**	3	1
Spain		1		1	3	1			6		**12**	8	4
Sri Lanka					1	1			1		**3**		3
Sudan		1			1						**2**	1	1
Sweden				1	6				5	4	**16**	10	6
Switzerland			2	3	4	1			5		**15**	8	7
Tajikistan					2	1	1				**4**	1	3
Thailand					4	2		2			**8**	7	1
Togo											**0**		
Trinidad and Tobago											**0**		
Tunisia											**0**		
Turkey					1			1			**2**		2
Uganda				1				1	1		**3**	1	2
Ukraine					2	1					**3**	2	1
United Kingdom		1	2	11	11	3	1	2	7		**38**	20	18
United Republic of Tanzania											**0**		
United States of America		5	5	20	26	19	4	7	12		**98**	38	60
Uruguay		3	2		1	1		1			**8**	2	6
Venezuela (Bolivarian Republic of)		1									**1**		1
Viet Nam					1						**1**	1	
Yemen											**0**		
Zambia											**0**		
Zimbabwe					2			1		1	**4**	1	3
Non-Member States													
Chad						1					**1**	1	
China				1							**1**		1
Eritrea					1	1					**2**	1	1
Ethiopia					3	2					**5**	3	2
Indonesia					2	6		1			**9**	5	4
Iraq					2						**2**	1	1
Lebanon				1		1		2			**4**	2	2
Malaysia					1	1					**2**		2
Mozambique		1		1	2						**4**		4
Myanmar								2	1		**3**	2	1
Russian Federation				2	3	4					**9**	4	5
The former Yugoslav Republic of Macedonia				1	5	2					**8**	1	7
Turkmenistan					2						**2**	2	
Total	0	30	54	131	232	148	35	56	107	23	**816**	**346**	**470**

Figure 7: General Service staff in the Field – Distribution by category/grade and gender, June 2010



	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	ST	UG
Male	212	83	63	329	305	478	370	162	102	4	16	3	3		113	36	20	2	720	678
Female	91	30	4	99	326	572	388	189	91	7	11	1	5	2	104	39	8	3	461	676

Figure 8: Headquarters General Service staff[4] – Distribution by country of nationality and gender, June 2010

Country of nationality	Gender		Total
	F	M	
Albania		1	1
Argentina	1		1
Austria			0
Azerbaijan			0
Barbados		1	1
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Canada	1		1
Colombia	1		1
Congo		1	1
Estonia			0
France	15	7	22
Germany	1	1	2
Ghana	1		1
Indonesia	1		1
Italy	3	1	4
Mexico	1		1
Netherlands	1		1
Peru		1	1
Philippines	1		1
Portugal			0
Romania		1	1
Slovakia			0
Spain	1		1
Sri Lanka		2	2
Switzerland	13	3	16
The former Yugoslav Republic of Macedonia	1	2	3
United Kingdom	7	1	8
United Republic of Tanzania	2		2
Uruguay	2		2
Grand total	**55**	**22**	**77**

[4] Including short-term employees.

Figure 9: General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2010

Country of nationality	Category/Grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	ST	UG		F	M
Member States																							
Afghanistan		7	17	27	5	26	25	9	12						3	1			47	27	**206**	19	187
Albania	2				2	4	1	1							1		1		1	1	**14**	10	4
Algeria																					**0**		
Angola																			5	21	**26**	7	19
Argentina	1			3	3	8	2	2											3	3	**25**	21	4
Armenia						3	4	1							1	2			1	9	**21**	11	10
Australia					3	9	6	3							1						**22**	18	4
Austria					7	8	6	2	1							1			2	2	**29**	21	8
Azerbaijan				1	2	1	3	1							1				1	16	**26**	16	10
Bahamas																			1	1	**2**	2	
Bangladesh	3			3	25	12	7	4	3						11	2	1		8	4	**83**	31	52
Belarus				2	3	8	1	2							1					1	**18**	12	6
Belgium				1	7	25	12	8							1		1		7		**62**	35	27
Belize																					**0**		
Benin																					**0**		
Bolivia (Plurinational State of)																			12	4	**16**	7	9
Bosnia and Herzegovina						2	4	3											1	10	**20**	13	7
Brazil																					**0**		
Bulgaria					1		1													2	**4**	2	2
Burkina Faso																					**0**		
Burundi						1									1				1		**3**	2	1
Cambodia		7	2	4	4		2	4	1						2	1			3	10	**40**	15	25
Cameroon					1		1													2	**4**	2	2
Canada																				3	**3**	2	1
Cape Verde																					**0**		
Chile				1	3	3													3		**10**	7	3
Colombia	19			25	33	23	49	19	5						31	7	4		26	271	**512**	319	193
Congo																				6	**6**	3	3
Costa Rica				1		2	1	2	1						2				10	18	**37**	22	15
Côte d'Ivoire			1	1	1	2	1	2											10	1	**19**	7	12
Croatia						1	1	2							1					1	**6**	5	1
Cyprus																					**0**		
Czech Republic					4	4	1									1				2	**12**	7	5
Democratic Republic of the Congo	1			11	3		4										1		50	23	**93**	16	77
Denmark																					**0**		
Dominican Republic	2				1				1										12	1	**17**	9	8
Ecuador	12			11	2	10	2	4	5							3				9	**58**	27	31
Egypt				3	2	12	3	3	2						2				11	15	**53**	25	28
El Salvador		3	1	1		2	2													7	**16**	11	5
Estonia									1										3	1	**5**	5	
Finland						3	5	2	4							1			6	3	**24**	14	10
France																				11	**11**	10	1
Gabon																					**0**		
Gambia							1												1		**2**	1	1
Georgia	5				4	2	2	2	2						1	2			38	2	**60**	36	24
Germany					11	5	8		1								1		1	3	**30**	18	12
Ghana	4			5	4	11	10	8	1						3	2			1	2	**51**	26	25
Greece	4			1		1	3	1	1									1		3	**15**	9	6
Guatemala		8	1	8		1	5	1	2							2			3		**31**	14	17
Guinea	4			2	2	8	3		1						1						**21**	6	15
Guinea-Bissau																					**0**		
Haiti	10			10	6	21	5	3	2						3	1	2	1	114	6	**184**	37	147
Honduras	2			3		6	2												1		**14**	9	5
Hungary	1				2	1	3	2							2				3		**14**	7	7
India					4		3	3												1	**11**	4	7
Iran (Islamic Republic of)				1	1	2	1		3						1		1		1	2	**13**	5	8

Figure 9: General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2010 (continued)

Country of nationality	Category/Grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	ST	UG		F	M
Member States (cont'd)																							
Ireland				1	1	1	1	1								1					**6**	5	1
Israel																					**0**		
Italy	2			2	7	6	3	6	2	1					2				13	1	**45**	31	14
Jamaica																				3	**3**	2	1
Japan	1			5	2	1									1						**10**	10	
Jordan	39			15	22	72	34	17	10						9	3	1	1	34	14	**271**	143	128
Kazakhstan	3					3	1	2	2						2	1		1	1	3	**19**	10	9
Kenya	33			30	25	42	49	11	7						11	2	2		50	73	**335**	168	167
Kyrgyzstan	3			3	1	1	1		2							1			1		**13**	4	9
Latvia								1	1								1				**3**	2	1
Liberia							1								1				10	5	**17**	3	14
Libyan Arab Jamahiriya				3	4			1								1			4	5	**18**	8	10
Lithuania						1	3	4	1						1		1				**11**	10	1
Luxembourg																					**0**		
Madagascar																					**0**		
Mali	1				1	1															**3**		3
Malta																			4	2	**6**	4	2
Mauritania							1	1											2		**4**		4
Mauritius					1															1	**2**	2	
Mexico							4												8	10	**22**	10	12
Mongolia																					**0**		
Montenegro					1	4	1												2		**8**	6	2
Morocco		8				3		1											5		**17**	9	8
Namibia																					**0**		
Nepal	14			34	49	109	48	9	2						7	1			30	69	**372**	153	219
Netherlands					1		4	4	9	9	27	4	8	2					2		**70**	42	28
New Zealand																					**0**		
Nicaragua						1													3	2	**6**	5	1
Niger							1												3		**4**		4
Nigeria	4				1	3	3									3			2	2	**18**	7	11
Norway					13	4	1	1											15	1	**35**	22	13
Pakistan		14		9	46	11	4	4	3						5	2	2		25	5	**130**	46	84
Panama	1				1	12	2		1						1		2		1	1	**22**	13	9
Paraguay																			3	2	**5**	3	2
Peru	1				2			1									1		18	23	**46**	17	29
Philippines	9			13	25	60	44	24	12						16	6		1	29	3	**242**	148	94
Poland					8	4	2	1								2			2	3	**22**	17	5
Portugal					3		1	2											1	1	**8**	5	3
Republic of Korea																			1	1	**2**	2	
Republic of Moldova					3	4	10	3	2						5	1			11	17	**56**	31	25
Romania	2				4	1	3	1							1						**12**	8	4
Rwanda						1									1				1		**3**	1	2
Senegal	1			3	4	3	9	3	1							1			1	3	**29**	13	16
Serbia	3			8	7	18	5	6	1						4				1	14	**67**	31	36
Sierra Leone	2			1	2	3	1	3							1					3	**16**	3	13
Slovakia				1	5	9	4								1						**20**	14	6
Slovenia						1															**1**		1
Somalia																			21	7	**28**	4	24
South Africa	1			5	1	7	5	7	5						4	4	1		3	1	**44**	31	13
Spain								1								1			1	4	**7**	5	2
Sri Lanka		5	26	32	29	28	41	12	4						4	1			63	10	**255**	43	212
Sudan	31			44	34	33	30	12	6						11	2	1		81	52	**337**	57	280
Sweden																					**0**		
Switzerland																					**0**		
Tajikistan	1			1	1	7	3	3	1						1				2	9	**29**	12	17

Figure 9: General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2010 (continued)

Country of nationality	Category/Grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	ST	UG		F	M
Member States (cont'd)																							
Thailand		16	16	19	68	41	28	3	2							6	1		29	32	**261**	151	110
Togo																					**0**		
Trinidad and Tobago								1											1		**2**	1	1
Tunisia						1	1		1							1					**4**	2	2
Turkey				1	9	5	2	1	2										7	4	**31**	21	10
Uganda	6			1		4	4	2	2						1	1	1		32	1	**55**	22	33
Ukraine	1				3	26	10	4	6						5				2	43	**100**	67	33
United Kingdom					4	56	12	12	4						3	1			7	11	**110**	53	57
United Republic of Tanzania			2	6	3	9	8								1				2	2	**33**	13	20
United States of America				10	1	9	16	6	8	1									4	8	**63**	36	27
Uruguay					2				1											12	**15**	13	2
Venezuela (Bolivarian Republic of)																1				5	**6**	3	3
Viet Nam	3			5	19	18	8	7	4						3	2			2	2	**73**	53	20
Yemen	1			1		1	1	1	2						1				11	2	**21**	8	13
Zambia	8			1	1	3		1							1				12	3	**30**	11	19
Zimbabwe	27			13	22	18	23	9	3						9	2			21	11	**158**	67	91
Non-Member States																							
Chad								2	1						1				11		**15**	4	11
China, including Hong Kong Special Administrative Region						2			1								1			4	**8**	6	2
Cuba																				1	**1**	1	
Djibouti				1			1								1						**3**	2	1
Ethiopia	1			3	2	11	26	6							5	1			21		**76**	22	54
Guyana															1				3		**4**	2	2
Indonesia	26			12	8	61	45	23	11						6				64	18	**274**	117	157
Iraq	1			9	12	16	7	10	4						9				32	76	**176**	28	148
Kuwait				1				1	1											1	**4**	1	3
Lao People´s Dem. Republic						1	1												2	1	**5**	1	4
Lebanon																			8	8	**16**	11	5
Malaysia																				2	**2**	1	1
Mozambique							1								1				3		**5**	1	4
Myanmar		5	1	1	4	1			1						4				37	184	**238**	143	95
Papua New Guinea				1				1	1							1				1	**5**	2	3
Russian Federation	6				6	35	28	15	10						2					6	**108**	81	27
Saudi Arabia																				1	**1**		1
Syrian Arab Republic		40		5	14	46	20	7	4						4		1		6	4	**151**	68	83
The former Yugoslav Republic of Macedonia						2	2		1											3	**8**	5	3
Timor-Leste	1			2	3	1	3	1	2										23	52	**88**	21	67
Turkmenistan				1		1	1	1													**4**	2	2
Uzbekistan						1		1												2	**4**	2	2
TOTAL	303	113	67	428	631	1050	758	351	193	11	27	4	8	2	217	75	28	5	1181	1354	**6806**	3107	3699

ALTERNATIVE STAFFING RESOURCES

Figure 10: Associate Experts – Distribution by country of nationality, 2006–June 2010[5]

	2006	2007	2008	2009	June 2010
Armenia	1[6]				
Austria	1	1	1	1	1
Belgium	2	1	1	2	2
Denmark				1	1
Finland				1	1
France			1	1	1
Germany	3	1	1	2	3
Italy	4	4	5	5	5
Japan	1	2	4	3	4
Morocco					
Netherlands	4				
Niger	1[7]				
Sweden	4	1	1	4	4
Switzerland					
United States of America	2	2	2		
Zimbabwe					1[8]
Total	**23**	**12**	**16**	**20**	**23**

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

6 Funded by the Government of the Netherlands.

7 Funded by the Organisation Internationale de la Francophonie.

8 Funded by the Government of Italy.

Figure 11: Interns – Distribution by duty station and gender, July 2009–June 2010

Duty station	F	M	Total
Headquarters			
Accounting		1	1
Budget	1	1	2
Director General´s Office	7		7
Donor Relations	2	1	3
Emergency and Post-crisis	8	1	9
External Relations	1		1
GFMD Support Unit	1	1	2
International Dialogue on Migration	7	2	9
International Migration Law and Legal Affairs	6	1	7
Labour and Facilitated Migration	3		3
Media and Communication	2		2
Migration Health	7		7
PRISM Technical		1	1
Regional Advisers		1	1
Research and Publications	3	2	5
Return Management and Counter-trafficking	4	2	6
Staff Development, Learning and Communication	2	1	3
Technical Cooperation on Migration	1		1
Headquarters total	**55**	**15**	**70**
Field			
Angola	1		1
Armenia	1		1
Australia	1		1
Austria	4	4	8
Azerbaijan	2	1	3
Bangladesh	1		1
Belgium	5		5
Bosnia and Herzegovina	3		3
Cambodia	3	2	5
Colombia	6	2	8
Costa Rica	1		1
Egypt	2	2	4
Finland	1	1	2
France	3		3
Germany	2		2
Guatemala	1		1
Hungary	1		1
Indonesia	1	2	3
Italy	2	1	3
Jordan	1		1
Kenya	2	2	4
Montenegro		1	1
Morocco	1		1
Pakistan	4	2	6
Paraguay		1	1
Philippines	5	2	7
Poland		1	1
Republic of Korea	2		2
Russian Federation	5	2	7
Slovakia	1		1
South Africa	2		2
Sudan		1	1
Syrian Arab Republic		1	1
Tajikistan	1		1
Thailand	11	5	16
Timor-Leste	1		1
Turkey		2	2
Ukraine	2	2	4
United States of America		1	1
Viet Nam	2		2
Zambia	1		1
Zimbabwe	3		3
Field total	**85**	**38**	**123**
GRAND TOTAL	**140**	**53**	**193**

Figure 12: Secondees – Distribution by duty station and gender, July 2009–June 2010

Duty station	Female	Male	Total
Headquarters (SYNI Programme*)			
Director General's Office	2		2
Emergency and Post-crisis	3	1	4
International Migration Law and Legal Affairs	1		1
Labour and Facilitated Migration	1	1	2
Media and Communication	1		1
Research and Publications	3		3
Staff Development, Learning and Communication	1		1
Headquarters total	**12**	**2**	**14**
Eastern Europe (SYNI Programme)	3	3	**6**
Total (SYNI Programme)	**15**	**5**	**20**
Field			
Afghanistan		1	1
Indonesia	3	2	5
Morocco		1	1
Netherlands		1	1
Sudan		1	1
Field total	**3**	**6**	**9**

* SYNI is a non-profit-making professional project carried out by Lausanne City Council which offers motivated professionals the possibility of participating in formative international cooperation assignments in Switzerland and abroad.

RECRUITMENT AND SELECTION

Figure 13: Vacancy notices issued for officials, 2006–June 2010

Vacancy notices issued	2006	2007	2008	2009	June 2010
Total number of vacancy notices issued[9]	**72**	**106**	**71**	**75**	**19**
Headquarters positions	8	16	9	18	4
Field positions	64	90	62	57	15
Advertised internally only[10]	**37**	**56**	**53**	**55**	**10**
Headquarters positions	5	12	7	14	1
Field positions	32	44	46	41	9
Advertised internally and externally	**35**	**50**	**18**	**20**	**9**
Headquarters positions	3	4	2	4	3
Field positions	32	46	16	16	6

Figure 14: Officials appointed through vacancy notices, 2006–June 2010

Vacancy notices issued	2006	2007	2008	2009	June 2010
Vacancies filled internally	**45**	**46**	**40**	**45**	**6**
Headquarters positions	5	11	5	12	1
Field positions	40	35	35	33	5
Vacancies filled externally	**14**	**40**	**10**	**18**	**4**
Headquarters positions	2	3	1	4	1
Field positions	12	37	9	14	3
Total[11]	**59**	**86**	**50**	**63**	**10**

[9] Since January 2008, vacancy notices advertised internally have also been open to external candidates from non-represented Member States.

[10] From January 2009 to June 2010, IOM issued 94 vacancy notices (75 + 19).

[11] From January 2009 to June 2010, IOM recruited and placed a total of 73 staff members appointed through vacancy notices.

Figure 15: Officials appointed through vacancy notices – Distribution by country of nationality, 2006–June 2010

Country of nationality	2006	2007	2008	2009	June 2010
Afghanistan				1	
Albania	1				
Argentina	1				
Australia	2	7	3	3	2
Austria	2		2		1
Azerbaijan		1		1	
Bangladesh		2			
Belarus			1		
Belgium				1	
Bosnia and Herzegovina					
Brazil	1	2			
Burkina Faso					
Canada	7	1	3	2	1
Cape Verde					
Chile	1				
Colombia					
Costa Rica	2	2	2		
Côte d'Ivoire		1		1	
Croatia					
Czech Republic					
Denmark					
Ecuador			1		
Egypt	1	3	1		
Eritrea[12]					
Ethiopia[13]	1			1	
Finland					1
France	5	5	2	2	
Georgia		1			
Germany	2	3	4	3	1
Ghana		1			1
Greece			1		
Hungary					
India		2	1	2	
Indonesia[13]		2			
Iraq[12]	1				
Ireland		1	1		
Israel	1				
Italy	4	8	2	5	
Japan	1		1	1	
Jordan		2	2	1	
Kazakhstan			1		
Kenya	1	2			1
Latvia	1			1	
Liberia		1			
Lithuania					
Malaysia[12]		1			
Morocco					
Mozambique[13]					
Netherlands	1	2		2	1
New Zealand				1	

Figure 15: Officials appointed through vacancy notices – Distribution by country of nationality, 2006–June 2010 (continued)

Country of nationality	2006	2007	2008	2009	June 2010
Nicaragua					
Niger		1			
Nigeria		1			
Norway			1		
Pakistan			1		
Panama				1	
Peru					
Philippines	1	2	2	2	
Poland					
Portugal			1	1	
Republic of Korea	1				
Republic of Moldova				1	
Romania	1		1	1	
Russian Federation[13]	2	6		3	
Senegal	1			2	
Serbia		1	1		
Sierra Leone		1			
South Africa					1
Slovakia	1				
Spain		1			
Sri Lanka		1			
Sudan		1		1	
Sweden	2			1	
Switzerland				3	
Thailand		2	1	1	
The former Yugoslav Republic of Macedonia[13]	2	1			
Togo	1				
Trinidad and Tobago				1	
Tunisia					
Turkey					
Uganda		1			
Ukraine		2			
United Kingdom	3	1	2	5	
United States of America	8	14	11	11	
Uruguay			1		
Venezuela (Bolivarian Republic of)				1	
Total	**59**	**86**	**50**	**63**	**10**
Number of nationalities	30	36	26	31	9

[12] Non-Member States.

[13] Observer States.

Figure 16: Vacancy notices issued for employees at Headquarters, 2006–June 2010

Vacancy notices issued	2006	2007	2008	2009	June 2010
Total number of vacancy notices issued	**3**	**3**	**4**	**5**	**3**
Advertised internally only	3	2	3	4	2
Advertised internally and externally	0	1	1	1	1
Total number of corresponding positions	**3**	**3**	**4**	**5**	**3**
Vacancies filled internally	**2**	**1**	**3**	**4**	**2**
Employees from Headquarters	2	1	3	1	0
Employees from the Field	0	0	1	3	2
Vacancies filled externally	**0**	**1**[14]	**1**	**0**	**1**
Cancelled/reissued	**0**	**0**	**0**	**1**[15]	**0**

Figure 17: Mobility of internal staff, 2006–June 2010

	2006	2007	2008	2009	June 2010
From Headquarters to the Field	6	5	4	0	1
From the Field to Headquarters	1	8	2	5	1
From one Field Office to another	25	41	28	28	5
Reassignment within same duty station	13	19	11	14	1
Total	**45**	**73**	**45**	**47**	**8**

Figure 18: Temporary recruitment and selection, 2006–June 2010

	2006	2007	2008	2009	June 2010
For officials					
Number of temporary vacancy notices issued[16]	101	41	182	32	24
Number of temporary positions filled	56	17	182	21	17
Of which for emergency and post-conflict operations	**26**	**21**	**66**	**1**	**1**
For employees at Headquarters					
Number of temporary vacancy notices issued	0	0	5	1	0
Number of temporary positions filled	0	0	5	1	0
Direct recruitment					
For officials	0	0	0	153	130
For employees	0	0	0	5	4

[14] External candidate from a non-represented Member State.

[15] VN 2009/01 (E) Administrative & Financial Assistant (G5) - Geneva, Switzerland has been cancelled and reissued as SVN 2009/01 (E) Administrative & Financial Assistant (G5) - Geneva, Switzerland.

[16] From January 2009 to June 2010, 56 temporary vacancies were published.

STAFF DEVELOPMENT AND LEARNING

Figure 19: Staff development and learning activities, 2006–June 2010

	2006	2007	2008	2009	June 2010
Learning activities organized by SDL	66	89	89	60	43
Total staff members	6 470	6 052	6 873	7 735	7 699
Staff members trained	631	894	1 146	1 266	757
Percentage of staff trained	9.80%	14.80%	16.70%	16.37%	9.83%

Figure 20: Staff trained – Distribution by gender, 2006–June 2010

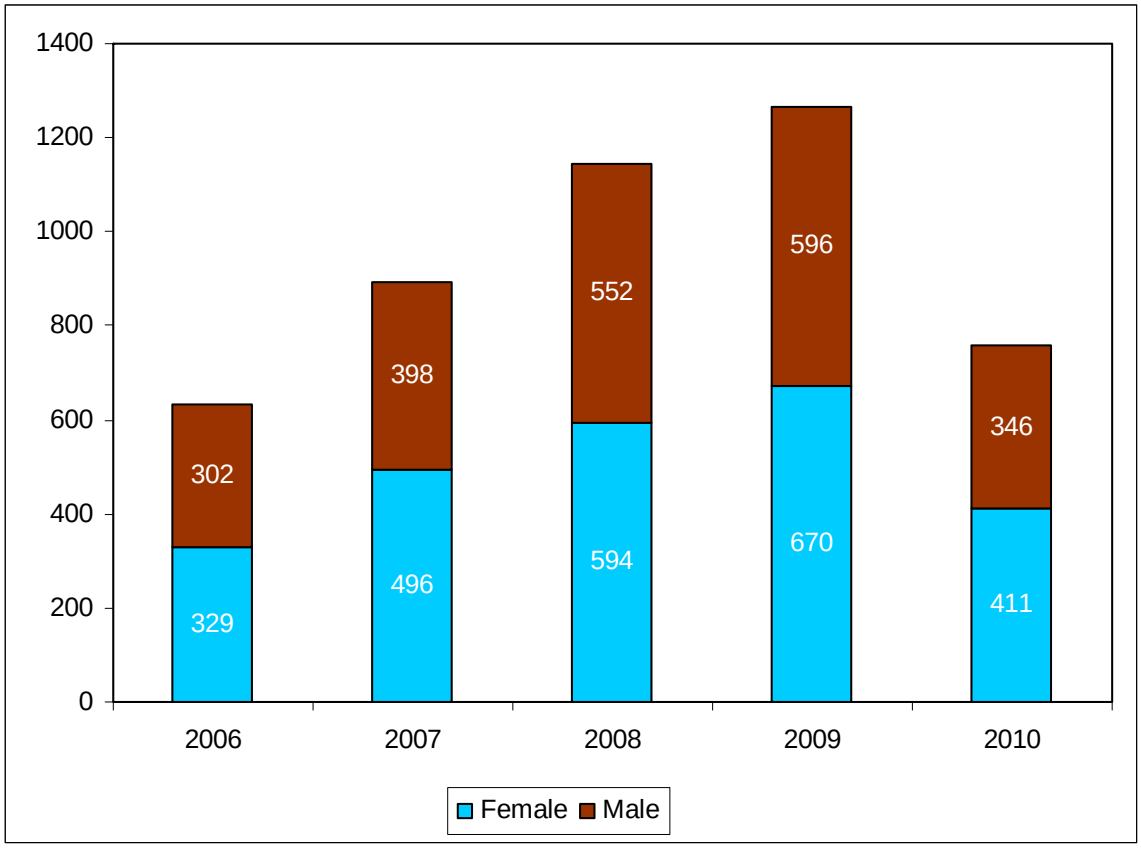


Figure 21: Staff trained – Distribution by location, 2006–June 2010

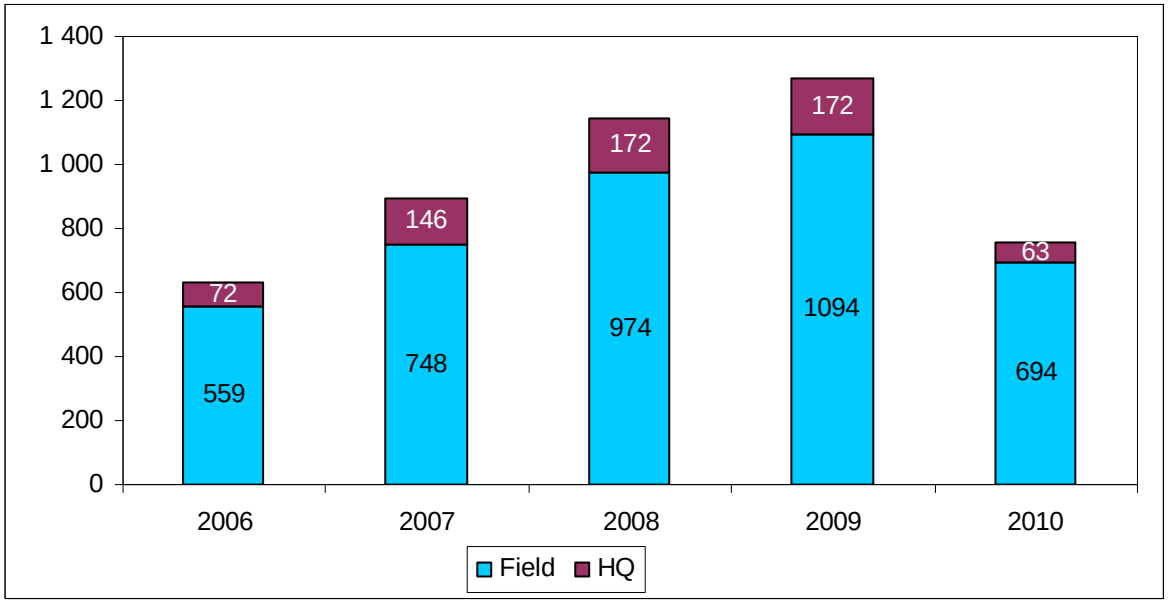


Figure 22: Staff trained – Distribution by category, 2006–June 2010

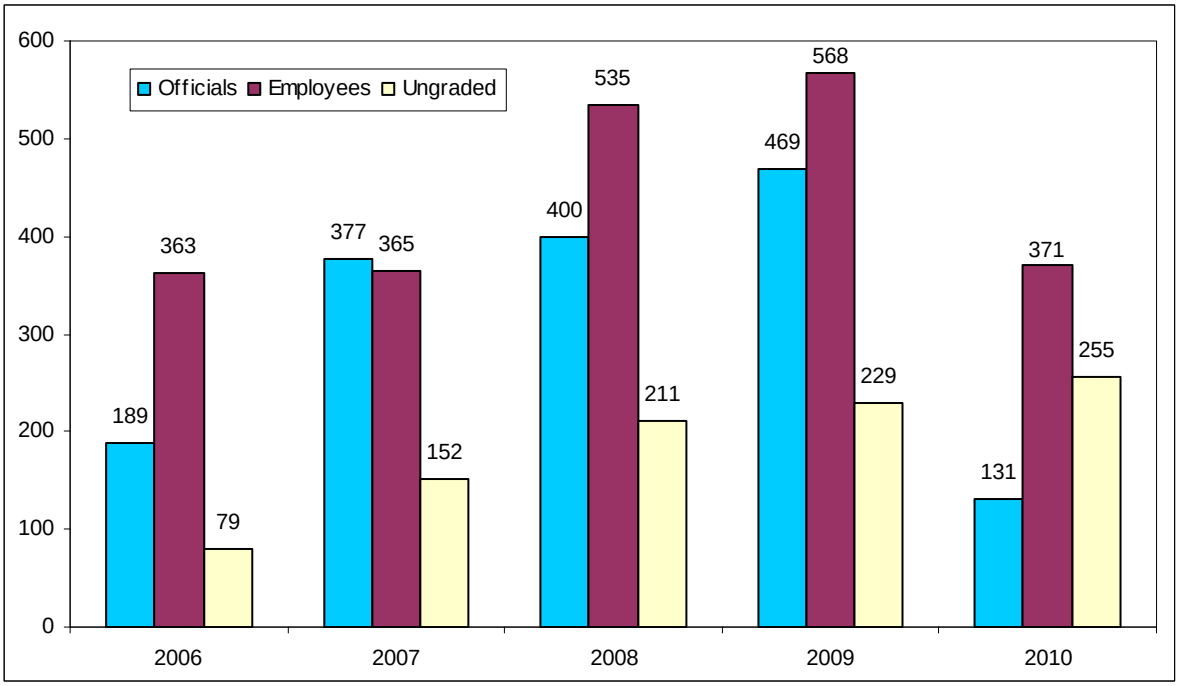


Figure 23: Regional distribution of staff trained by location, January–June 2010

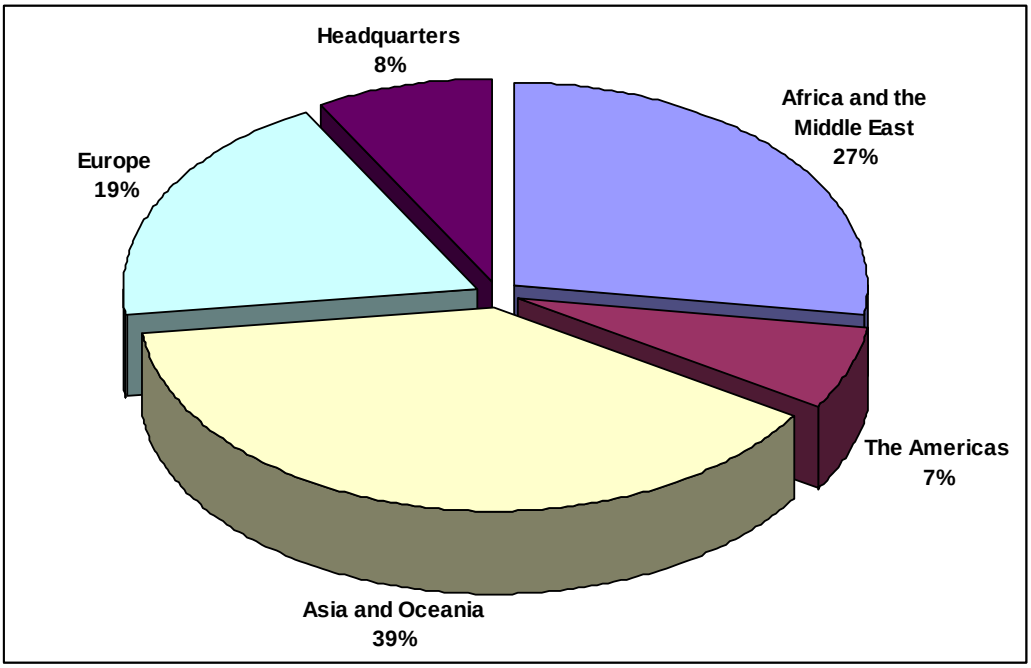


Figure 24: Staff trained – Distribution of staff trained by main areas of learning and development and gender: Regional distribution, January–June 2010

Main areas	Total No. of staff trained	% of participants in all courses	Gender breakdown			
			Female		Male	
			No.	%	No.	%
Coaching and team-building	32	4%	21	66%	11	34%
Communication	367	48%	187	51%	180	49%
E-learning courses	35	5%	23	66%	12	34%
IT training	21	3%	14	67%	7	33%
Security training and emergency response	47	6%	19	40%	28	60%
Language courses	107	14%	62	58%	45	42%
Project development and management	10	1%	6	60%	4	40%
Resources management	65	9%	34	52%	31	48%
Executive training	48	6%	27	56%	21	44%
Specialized migration training	25	3%	18	72%	7	28%
TOTAL	**757**	100%	**411**	**54%**	**346**	**46%**

Total IOM staff at June 2010: 7,699.
Total IOM Staff trained January–June 2010: 757.