



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

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INFORMATION

INFORMACIÓN

101ST SESSION

REPORT ON HUMAN RESOURCES MANAGEMENT

REPORT ON HUMAN RESOURCES MANAGEMENT

Introduction

1. The purpose of this report is to provide Member States with an update on the activities of the Human Resources Management Division¹ and staffing trends over the reporting period (1 July 2011 to 30 June 2012), highlighting periodic changes over the years. The Division has been through a challenging year that was nonetheless rewarding despite the budgetary constraints resulting from the current global economic crisis, which has affected businesses and international organizations alike. Despite the resource limitations, the Human Resources Management Division has been working on a number of projects to better serve the Organization in meeting its strategic requirements in the landscape of migration and organizational development. In the year under review, the following initiatives took place:

- (a) The Division developed a strategy for strengthening human resources through a consultative, quantitative and qualitative process soliciting feedback from staff through a global survey focusing on the assessment of human resources service delivery. This was followed by a series of facilitated focus group discussions conducted with a large cross section of IOM staff, including Staff Association Committee representatives over several months. The process employed was intended to galvanize support for the strategy so that it could be truly owned by IOM staff, working on the understanding that effective human resources management is everyone's responsibility and not confined to the staff working in the field of human resources. Despite improvements in some foundational areas of human resources, the Division recognized the need for the Organization to approach human resources reform in a more holistic manner, and that there was also a need to establish a road map which staff and other stakeholders could both own and understand, and against which progress could be monitored. To address these needs, the Division developed the Human Resources Strategy to guide staff and other stakeholders in meeting the ongoing and long-term objective to adopt best practices and strengthen the Organization's capacity in the provision of human resources management services.
- (b) The Division implemented the Staff Evaluation System (SES), an important initiative supporting IOM's strategic decisions and core values. The SES is an interactive, PRISM-integrated system which helps staff monitor and manage their performance against standardized competency indicators and against objectives defined collectively by staff members and their managers. The SES allows staff to track their professional development over a period of time, and makes their profile immediately available for use in placement-related decisions. The initial SES cycle, which was divided into three evaluation phases, was started in September 2011. The compliance rate for the initial phase and the midpoint review was very high, indicative of a strong rate of acceptance of the new system among the Organization's staff. The SES will standardize evaluation criteria throughout the Organization and help identify high performance and address underperformance in an equitable manner. The Division manages the system and leads the communication and training strategy that resulted in the high compliance rate in the first year of use of the new system.

¹ Human Resources Management Division encompasses the Units at Headquarters, Manila Human Resources Operations and the Panama Field Personnel Support Unit.

- (c) Through Information Bulletin No. 67, staff were notified of the position of the Director General in disciplinary matters and his authority under Chapter 10 of the IOM Staff Regulations. This document provided examples of real cases of misconduct, describing the offence and the disciplinary measures taken, but showing due regard for the privacy of the staff member(s) concerned. The aim of the document was to convey to staff the Director General's zero tolerance for misconduct at all levels within the Organization. This document will be issued to staff members on an annual basis.
- (d) The Division carried out extensive recruitment activities and staff transfers to ensure that human capital needs were met in an effective and well-planned manner during the emergencies in Libya, Pakistan, South Sudan and the Syrian Arab Republic. This involved increased mobility of staff during temporary closure of Field Offices and opening emergency offices.

IOM staffing

Vacancies and placements

2. In the period under review, the Organization's staff strength increased marginally by 0.9 per cent, from 8,181 in the beginning of July 2011 to 8,253 at the end of June 2012. Recruitment activities between January 2011 and June 2012 comprised:

- 122 fixed-term vacancy notices for Officials, whereby 78 Officials were recruited or placed through 88 internal and 34 external advertisements;
- 4 vacancy notices for General Service staff at Headquarters;
- 142 short-term vacancy notices issued for Officials;
- 189 direct recruitment process requests (mainly for Headquarters, Pakistan, South Sudan and Sudan).

Associate Experts

3. During the reporting period, seven new Associate Experts, funded by the Governments of Finland, Germany, Japan, Sweden and the United States of America, joined the Organization, bringing the total number to 22 (as of 30 June 2012), and seven Associate Experts were retained as Officials of the Organization at the end of their assignment. Administrative procedures are under way for a further nine Associate Experts to join the programme, which continues to provide support to the Organization in addressing key migration issues and development goals while offering a unique learning experience for young professionals. The Organization has 17 agreements with various donors including a newly signed agreement with the Government of Australia. IOM hopes to further enhance its outreach by seeking agreements with additional Member States.

Strengthening partnerships

4. During the reporting period, the Human Resources Management Division proactively engaged with existing partners and stakeholders and at the same time identified potential new partnerships, including with the United Nations Volunteers Programme. The Division continued to engage with its traditional partners, including CANADEM, the Swedish

International Development Agency, the Norwegian Refugee Council, the Danish Refugee Council and Syni.² There was continuous engagement with a number of universities, where the Division delivered keynote speeches.³ The Division also participated in the International Careers Day in Lausanne, Switzerland, and other international career fairs. These events are unique platforms for information sharing with universities, educational institutions and other organizations in both the public and private sectors.

5. The Human Resources Management Division was actively involved in the United Nations common system's human resources activities, which included events organized by the Association for Human Resources Management in International Organizations, the Human Resource Network and the Dual Career and Staff Mobility Programme. In December 2011, the Division also participated in the 8th International Organizations Career Development Roundtable, held in Berlin; this is a regular event that brings together human resources professionals from over 70 international organizations with the aim of exchanging the latest developments in the field of human resources.

Staff exchanges, secondments and loans

6. Secondments provide a valuable opportunity for exchanging knowledge related to different migration activities, while strengthening partnerships with governments and other organizations in the multilateral system and providing some support to IOM's core structure.

7. During the reporting period, secondments to IOM comprised:

- 1 Official from the Government of Sweden and another from the Migration Policy Institute;
- 33 Officials seconded from the Norwegian Refugee Council and deployed to Afghanistan, Haiti, Namibia, Pakistan, Sudan and Zimbabwe;
- 14 Officials seconded from Syni to IOM Headquarters and 4 Officials seconded from Syni to Field Offices in Eastern Europe, making a total of 18 Syni secondments;
- 2 Officials from the Center for International Peace Operations (ZIF) in Berlin to IOM Headquarters;
- 1 Official from Human Resources and Skills Development Canada (HRSDC) to IOM Headquarters.

8. IOM loaned staff members to various United Nations agencies and international organizations, including the Global Forum on Migration and Development, the World Health Organization, the World Intellectual Property Organization, the United Nations Development Programme, the Office for the Coordination of Humanitarian Affairs and the Government of Switzerland.

² Syni is a non-profit project carried out by Lausanne City Council that offers professionals the possibility of participating in formative international cooperation assignments in Switzerland and abroad. To that end, it facilitates short-term subsidized assignments to Swiss resident professionals interested in acquiring international work experience. Syni is funded and commissioned by the Swiss State Secretariat for Economic Affairs (SECO) and Lausanne City Council.

³ The Human Resources Management Division engaged in activities with the London School of Economics, the Australian National University, the Graduate Institute in Geneva and Geneva University's International Organizations MBA Programme.

Internship Programme

9. In the year under review, IOM hosted 286 interns globally, 72 at Headquarters and 214 in Field Offices. The Programme provides interns with an opportunity to learn about the work of IOM through practical experience, while at the same time providing valuable support for IOM's migration activities. The Programme continues to expand its agreements with universities through new partnerships.⁴

Staff rotation

10. The 2012 rotation list comprised 60 staff members, including those whose rotation had been deferred from the previous year. A total of 28 staff members were selected to be transferred this year, out of which 24 were eligible for rotation. Staff members whose 2011/2012 rotation was deferred will be put on the 2012/2013 rotation cycle list.

Effective human resources service delivery

Human resources management policy and services

11. The Human Resources Management Division worked on the finalization of the new Staff Rules through a series of consultative meetings with the Office of Legal Affairs to ensure that the final document is set within the legal framework of the Organization. The document is currently with the Staff Association Committee.

12. To align its staff entitlements with those of the United Nations system, the Organization implemented the new Mobility and Hardship Scheme adopting a transitional measure regarding the implementation of the new additional hardship allowance payable to eligible staff members serving in non-family duty stations and also implemented the new danger pay which replaces hazard pay determined by the International Civil Service Commission.

13. In the year under review, the Human Resources Management Division re/issued the following documents to further boost the effectiveness of human resources service delivery to staff:

- The policy on the administration of sick leave entitlements, which was reviewed and updated (IN/151/Rev.2).
- An information bulletin outlining IOM's administrative framework on disciplinary measures and the position of the Director General on such matters was issued (IB/67).
- The "Welcome package", which provides induction material for newly hired staff, was updated and made available on the Intranet for easy access to all staff.

14. Division staff visited a number of Field Offices to carry out comprehensive structural reviews, to classify positions and align conditions of service. During these visits, the team addressed general human resources and staffing matters to facilitate a conducive and respectful working environment for the staff.

⁴ New partnerships with Duke University, United States; Lund University, Sweden; and Lee Kuan Yew School of Public Policy, Singapore. Discussions are ongoing with the Mercator Foundation; Denver University, United States; and Boston University School of Law, United States.

Health insurance, duty of care and the administration of justice

15. During the reporting period, the medical insurance coverage (Medical Service Plan) for IOM Field Offices was extended to four additional offices resulting in a total of 124 Field Offices being covered with a total of 7,743 active participants (staff members and eligible dependants).

16. In the year under review, the Human Resources Management Division negotiated with IOM's insurance providers to extend the malicious act insurance coverage to all duty stations; to this effect, the policies on this type of insurance were revised to reflect all modifications resulting from the negotiations.

17. A brochure outlining the provisions of the IOM Compensation Plan⁵ was published in IOM's three official languages to provide practical guidance to staff members. An information bulletin describing the services provided by International SOS was also issued to staff to act as a quick reference guide (IB/7/Rev.1).

18. In the year under review, the Joint Administrative Review Board received two appeals and is processing two appeals submitted in early 2011. Two complaints were filed with the Administrative Tribunal of the International Labour Organization.

Gender and diversity

19. In support of the Organization's efforts to promote gender awareness and sensitivity throughout the Organization, the Division consistently involved the Gender Coordination Unit in its recruitment processes and ensured that a gender focal point was present on the Appointment and Postings Board. Over the reporting period the gender ratio remained static.⁶

Staff development and learning

20. During the reporting period, the Human Resources Management Division actively supported the implementation of the Field structural review, working closely with the Project Endorsement Working Group to cascade the new procedures and knowledge on project development to the IOM Field Offices. A total of 48 IOM trainers have been trained and supported to roll-out the new project development and implementation package, with more than 500 IOM staff trained worldwide between November 2011 and June 2012.

21. The Human Resources Management Division has put forward a proposal for a new leadership development programme to support the succession planning for IOM Chiefs of Mission and other key positions. The intention is to implement this initiative in 2013, as the first step towards an integrated talent management system. The system will capitalize on the features and data captured through the SES.

⁵ This relates to accident and illness insurance applicable to local staff outside Switzerland, consultants and other short-term staff.

⁶ Although staff strength increased from 8,181 in 2011 to 8,253 in 2012, the gender ratio remained static. In 2011, 42 per cent of Officials were female and 58 per cent were male; in 2012, these percentages are the same. In 2011, and 46 per cent of General Service staff were female and 54 per cent were male; in 2012, these figures are 45 per cent (female) and 55 per cent (male).

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IOM STAFF COMPOSITION¹

Figure 1: IOM Field Offices, 2008–June 2012

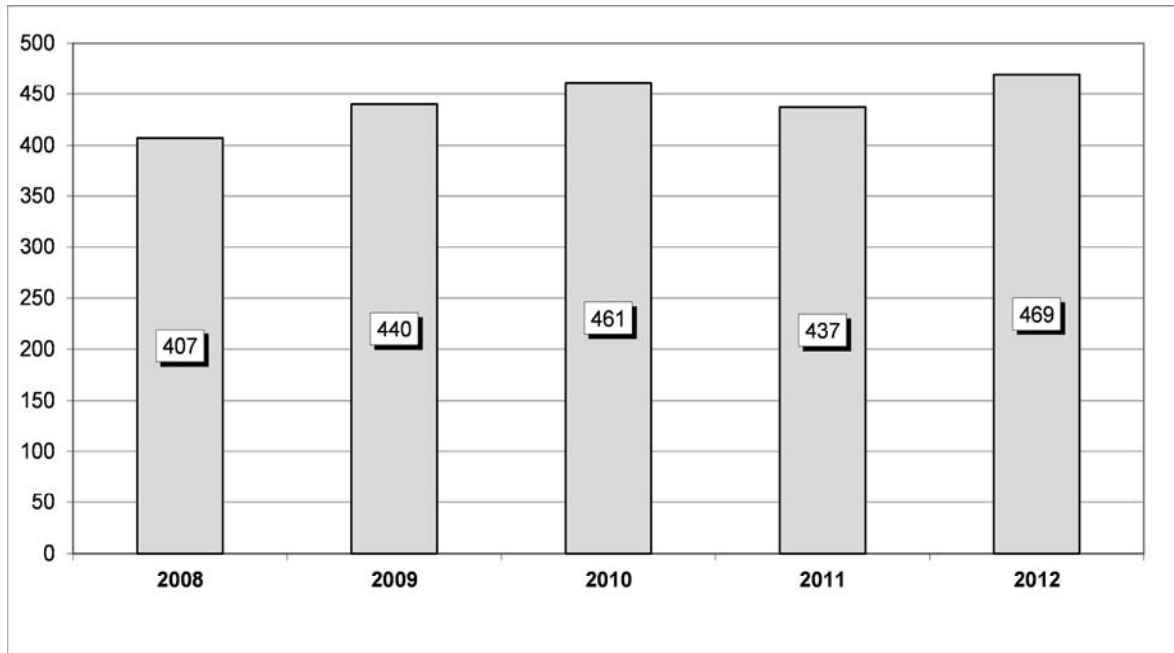
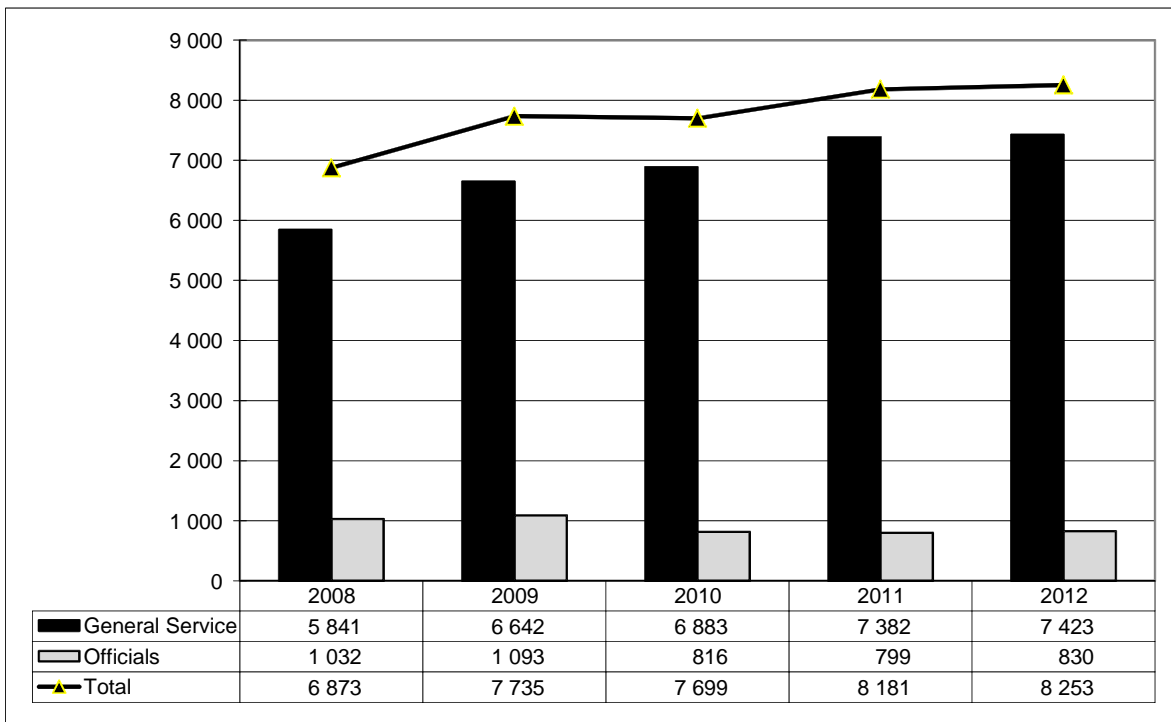


Figure 2: IOM staffing trends,² 2008–June 2012



Note: 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 2012

Category		Headquarters		Field		Total
		F	M	F	M	
Officials (830)	Officials ³	52	59	249	378	738
	Officials, short-term	6	4	28	32	70
	Associate Experts	5	2	11	4	22
Subtotal		63	65	288	414	830
General Service (7 423)	National Officers	0	0	176	232	408
	General Service	52	25	2 612	3 021	5 710
	General Service, short-term	7	1	488	809	1 305
Subtotal		59	26	3 276	4 062	7 423
TOTAL		122	91	3 564	4 476	8 253

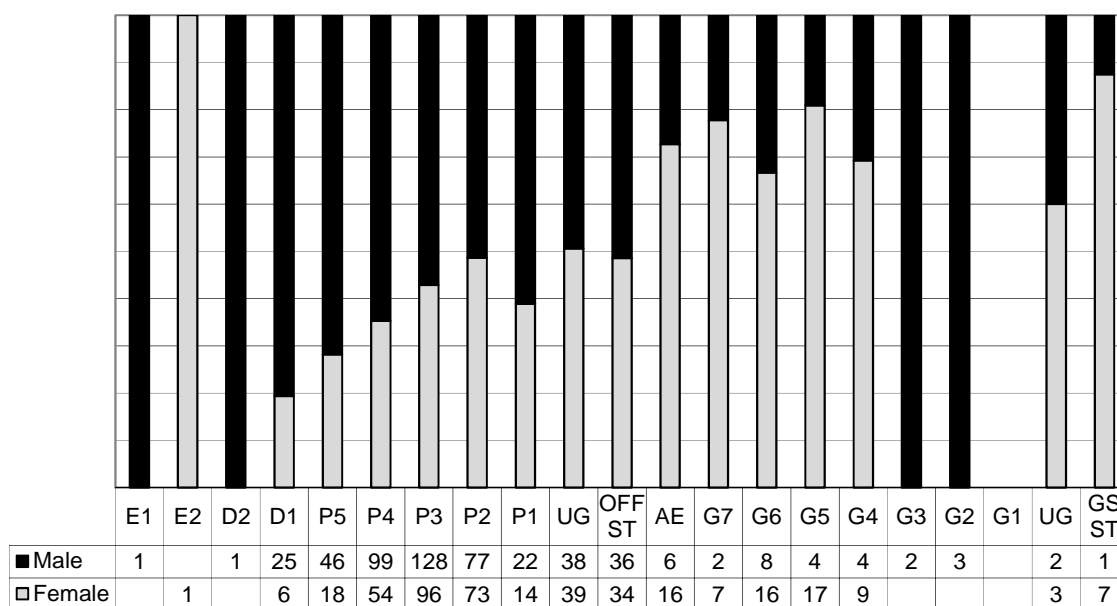
Figure 4: Officials – Gender distribution by category/grade, 2008–June 2012⁴

Category/grade	June 2008		June 2009		June 2010		June 2011		June 2012	
	M	F	M	F	M	F	M	F	M	F
P5–D2	76%	24%	76%	24%	75%	25%	74%	26%	75%	25%
P3–P4	63%	37%	62%	38%	60%	40%	58%	42%	60%	40%
P1–P2	47%	53%	50%	50%	54%	46%	57%	43%	53%	47%
PU	40%	60%	46%	54%	50%	50%	48%	52%	49%	51%
Short-term Officials	52%	48%	54%	46%	52%	48%	53%	47%	51%	49%
Associate Experts	31%	69%	40%	60%	35%	65%	36%	64%	27%	73%
National Officers	55%	45%	54%	46%	52%	48%	56%	44%	57%	43%
Subtotal Officials by gender	587	445	624	469	470	346	460	339	479	351
	57%	43%	57%	43%	58%	42%	58%	42%	58%	42%
Total Officials	1 032		1 093		816		799		830	

³ Consultants, interns and staff on special leave without pay are excluded.

⁴ This table has been changed to reflect the gender ratio as per the total number of Officials in the various categories.

**Figure 5: All Officials and Headquarters General Service staff –
Distribution by gender and category/grade, June 2012**



OFF ST: Officials, short-term.

GS ST: General Service, short-term.

**Figure 6: Headquarters General Service staff⁵ –
Distribution by country of nationality and gender, June 2012**

Country of nationality	Gender		Total
	F	M	
Albania		1	1
Barbados		1	1
Belarus		1	1
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Canada	1		1
Colombia	1		1
Congo		1	1
Czech Republic	1		1
Ethiopia		1	1
France	17	6	23
Ghana	1		1
Indonesia	1		1
Iran	1		1
Italy	3	2	5
Mexico	1		1
Netherlands	1		1
Peru		1	1
Philippines	2		2
Portugal		1	1
Romania		1	1
Spain	1		1
Sri Lanka		2	2
Switzerland	13	5	18
The former Yugoslav Republic of Macedonia	1	2	3
United Kingdom	7	1	8
United Republic of Tanzania	2		2
United States of America	1		1
Grand total	59	26	85

⁵ Including short-term Employees.

**Figure 7: General Service staff in the Field –
 Distribution by category/grade and gender, June 2012**

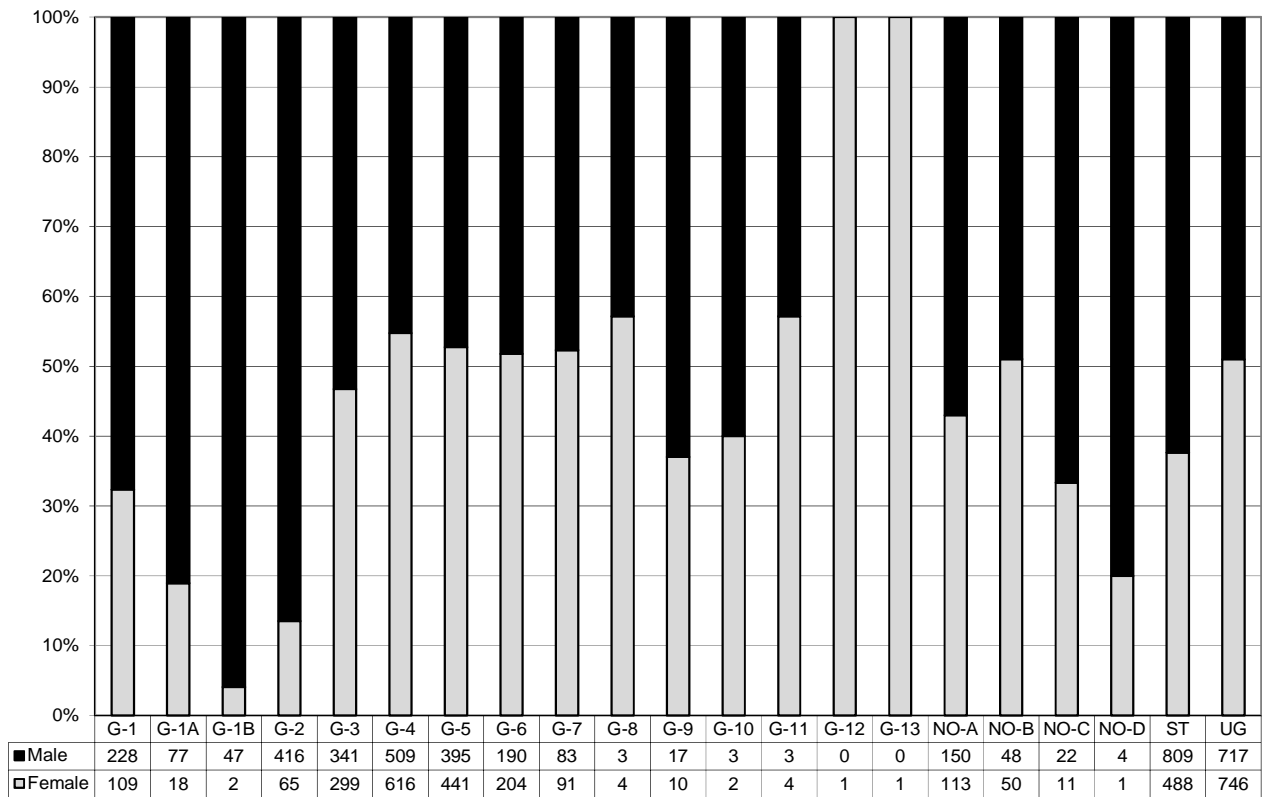


Figure 8: Officials – Distribution by country of nationality, category/grade and gender, June 2012

Country of nationality	Category/Grade													Total	Gender breakdown				
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	AE	F		M				
Member States																			
Afghanistan						1	1	1									3		3
Albania						1											1	1	
Algeria						1											1		1
Angola																	0		
Antigua and Barbuda																	0		
Argentina						1	1						1				3	2	1
Armenia													1				1	1	
Australia					3	4	8	1	1	3	1						21	7	14
Austria			1			3	4			1	1						10	4	6
Azerbaijan						1											1		1
Bahamas																	0		
Bangladesh				1	1	1	2	1									6	1	5
Belarus						1											1		1
Belgium					3	3	2	3	1	1	1	1	1				15	8	7
Belize																	0		
Benin																	0		
Bolivia (Plurinational State of)					1		1										2		2
Bosnia and Herzegovina						3	1										4	2	2
Botswana											1						1		1
Brazil								2		1	1						4	1	3
Bulgaria						1											1	1	
Burkina Faso								1									1		1
Burundi											1						1	1	
Cambodia																	0		
Cameroon													1				1		1
Canada					5	4	6	3	1	4	5						28	11	17
Cape Verde																	0		
Central African Republic																	0		
Chad								1									1	1	
Chile				1													1		1
Colombia								6		1	1						8	4	4
Comoros																	0		
Congo																	0		
Costa Rica			1		2	2	5	1									11	3	8
Côte d'Ivoire						2	1										3	1	2
Croatia					2	1	1		1		1						6	4	2
Cyprus																	0		
Czech Republic																	0		
Democratic Republic of the Congo							1										1		1
Denmark						1	1						1	1			4	1	3
Djibouti																	0		
Dominican Republic																	0		
Ecuador						1		1									2	1	1
Egypt				1		1	1	8	4	1							16	6	10
El Salvador																	0		
Estonia							1										1	1	
Ethiopia							3	2		1							6	2	4
Finland								2								2	4	3	1
France					4	13	10	5	1	7	3						43	19	24
Gabon																	0		
Gambia																	0		
Georgia						1	2					1					4		4
Germany				4	2	7	7	6	1	2	2	6					37	22	15
Ghana					2	1		4									7	1	6
Greece						1											1	1	
Guatemala						1											1		1
Guinea													1				1		1

Figure 8: Officials – Distribution by country of nationality, category/grade and gender, June 2012 (continued)

Country of nationality	Category/Grade													Total	Gender breakdown			
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	AE	F		M			
Member States																		
Guinea-Bissau								1							1	1		
Guyana															0			
Haiti								2							2	1	1	
Holy See															0			
Honduras															0			
Hungary				1		1									2	2		
India				2	1	2	3	3					1		12	6	6	
Iran (Islamic Republic of)						1									1		1	
Ireland						1	3						1		5		5	
Israel															0			
Italy				5	5	12	14	7			5	5	2		55	24	31	
Jamaica															0			
Japan					1	2	6	6		2			4		21	15	6	
Jordan						2	6	2	17				1		28	2	26	
Kazakhstan						1									1		1	
Kenya				1	2	1	9	7			1	1			22	10	12	
Kyrgyzstan											1				1		1	
Latvia							1								1	1		
Lesotho															0			
Liberia							1	1							2		2	
Libya															0			
Lithuania															0			
Luxembourg															0			
Madagascar															0			
Maldives															0			
Mali													1		1		1	
Malta															0			
Mauritania															0			
Mauritius							1				2				3	3		
Mexico							1	1					1		3	1	2	
Micronesia (Federated States of)															0			
Mongolia															0			
Montenegro															0			
Morocco															0			
Mozambique				1		2					1				4	1	3	
Namibia															0			
Nauru															0			
Nepal							1	1							2	1	1	
Netherlands					1	3	1	2			2	1			10	4	6	
New Zealand				2			1						1		4	1	3	
Nicaragua						1	1	1							3		3	
Niger															0			
Nigeria															0			
Norway				1		1	2						1		5	2	3	
Pakistan						1	1	2					1		5	1	4	
Panama					1		1	1					1		4	2	2	
Paraguay															0			
Peru							1	1			1				3	1	2	
Philippines					3	1	14	9	1	2	3				33	18	15	
Poland							1	1					1		3	1	2	
Portugal						4	1	1							6	1	5	
Republic of Korea						1									1	1		
Republic of Moldova							1								1	1		
Romania					1	3	1	1			2				8	6	2	
Rwanda															0			
Senegal							1	2							3	1	2	
Serbia						5	8	1					1		15	6	9	
Seychelles															0			

Figure 8: Officials – Distribution by country of nationality, category/grade and gender, June 2012 (continued)

Country of nationality	Category/Grade												Total	Gender breakdown				
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	AE		F	M			
Member States																		
Sierra Leone						1		2		1						4	1	3
Slovakia								1		1						2	1	1
Slovenia																0		
Somalia																0		
South Africa				1			5	3								9	4	5
South Sudan																0		
Spain					1	1		1			4					7	6	1
Sri Lanka							1	1								2		2
Sudan				1			1	1	1							4	1	3
Swaziland																0		
Sweden					1	1	3	1		1	2	3				12	9	3
Switzerland				1	8	3	1		1	1	2					17	9	8
Tajikistan							2	1								3	1	2
Thailand						1	3	5								9	4	5
Timor-Leste																0		
Togo																0		
Trinidad and Tobago																0		
Tunisia											1					1		1
Turkey							1			1						2		2
Uganda						1		2	1		2					6	3	3
Ukraine						1	1	1								3	2	1
United Kingdom				1	4	10	12	2	2	4	5					40	13	27
United Republic of Tanzania							1									1		1
United States of America	1			5	7	24	26	20	2	9	11	1				106	44	62
Uruguay				2	2		1			2	1					8	2	6
Vanuatu																0		
Venezuela (Bolivarian Republic of)										1	1					2	2	
Viet Nam							1									1	1	
Yemen																0		
Zambia								1			1					2	2	
Zimbabwe							1	1					1			3	2	1
Non-Member States																		
China						1										1		1
Eritrea							1									1		1
Fiji						1										1		1
Indonesia							4	4	1	1	1					11	6	5
Iraq								2		2	1					5	2	3
Lebanon						1		1		2						4	1	3
Malaysia						1	1	1								3		3
Myanmar										4						4	3	1
Russian Federation						3	5	2								10	5	5
Syrian Arab Republic								1								1		1
The former Yugoslav Republic of Macedonia					1	1	5	1								8	1	7
Turkmenistan							2									2	2	
Total	1	1	1	31	64	153	224	150	36	77	70	22			830	351	479	

Figure 9: General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2012 (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-12	G-13	NO-A	NO-B	NO-C	NO-D	UG		ST	Female	Male	
Member States																									
Ireland					1	1	1	1									1				1	2	8	5	3
Israel																							0	0	0
Italy	1			2	4	8	3	6	2	1						2				2	16	47	32	15	
Jamaica																				4		4	4	0	
Japan				1	2	3	1										1			2		10	9	1	
Jordan	27			9	21	82	31	24	8							9		1		25	18	255	146	109	
Kazakhstan	3					1	3									5	1		1	5	1	20	13	7	
Kenya	38			35	23	64	59	19	5							5	8	3			83	342	147	195	
Kyrgyzstan	3			2	1	5	1	1	1							1	1			1	1	18	8	10	
Latvia								1	1									1				3	2	1	
Lesotho							1															1	1	0	
Liberia							1													7		8	3	5	
Libya				2	1	3			1								1			7	21	36	11	25	
Lithuania						1	3	2	1							1		1		2	3	14	11	3	
Luxembourg																						0	0	0	
Madagascar																						0	0	0	
Maldives																						0	0	0	
Mali				1			3														2	6	2	4	
Malta																				5	2	7	4	3	
Mauritania								2								1				1		4	0	4	
Mauritius				1																1	1	3	3	0	
Mexico							1													15	4	20	11	9	
Micronesia (Federated States of)																				4	2	6	3	3	
Mongolia							1									1					1	3	3	0	
Montenegro					2	1																3	3	0	
Morocco																				8	15	23	12	11	
Mozambique				1			1	1								1				1	3	8	3	5	
Namibia																						0	0	0	
Nauru																						0	0	0	
Nepal	22			37	43	91	44	10	4							12	1			76	43	383	149	234	
Netherlands				1	1	4	2	9	5	27	5	7	1	1							2	65	36	29	
New Zealand																						0	0	0	
Nicaragua																				6	2	8	7	1	
Niger				1		4	2														4	11	2	9	
Nigeria	1			3	1	3	3										3			3	9	26	12	14	
Norway					19	6	3	1												15	6	50	27	23	
Pakistan		16		12	54	22	8	2	3							10	5	3	1	48	20	204	58	146	
Panama				1		12	3	1								2		2		9	3	33	19	14	
Paraguay																				1	1	2	1	1	
Peru	1																1	1		34	6	43	19	24	
Philippines	1			4	19	68	49	19	10							22	5	1		10	53	261	154	107	
Poland					9	10	2	1									2	1		3	1	29	22	7	
Portugal				1	2		2	1								1					1	8	5	3	
Republic of Korea																				2		2	2	0	
Republic of Moldova					4	4	14	5	2							6	1			61	2	99	64	35	
Romania	1				4	1	4	1									2			1	1	15	9	6	
Rwanda						2											1				10	13	5	8	
Senegal	1			3	3	3	5	4	1								2			3	1	26	15	11	
Serbia	2			4	9	19	7	10	2							5				5	8	71	27	44	
Seychelles																						0	0	0	
Sierra Leone	1				2	1	1	3												3		11	1	10	
Slovakia				1	8	14	5									1					6	35	25	10	
Slovenia																					1	1	1	0	
Somalia																				21	11	32	8	24	
South Africa	1			3	2	5	3	7	2							4	5	1		2	5	40	29	11	
South Sudan	20			48	18	18	9	6	4							3				7	118	251	30	221	
Spain					1	1	1	1									1	1		2		7	7	0	
Sri Lanka		3	16	9	9	24	22	6	3							2				8	29	132	34	98	
Sudan	21			19	11	12	25	8	5							13	2	2		27	22	167	30	137	
Swaziland																						0	0	0	
Sweden																						0	0	0	
Switzerland					3	10														2		15	12	3	
Tajikistan				2	1	3	4	4	1							1				21		37	16	21	

ALTERNATIVE STAFFING RESOURCES

Figure 10: Associate Experts – Distribution by country of nationality, 2008–June 2012⁶

	2008	2009	2010	2011	June 2012
Austria	1	1	1	1	
Belgium	1	2	2	2	1
Denmark		1	1	1	1
Finland		1	1	1	2
France	1	1	1	1	
Germany	1	2	3	4	6
Italy	5	5	5	3	2
Japan	4	3	4	4	4
Norway				1	1
Sweden	1	4	4	3	3
United States of America	2				1
Zimbabwe			1 ⁷	1 ⁷	1 ⁷
Total	16	20	23	22	22

Figure 11: Secondees – Distribution by duty station and gender, July 2011–June 2012

Duty station	Female	Male	Total
Syni programme			
Department of International Cooperation and Partnerships	1		1
Department of Operations and Emergencies	2		2
Department of Migration Management		3	3
Department of Resources Management	3	2	5
Office of the Director General	1	1	2
Global Forum on Migration and Development	1		1
Syni to Headquarters total	8	6	14
HRSDC programme			
Department of Migration Management	1		1
HRSDC programme to Headquarters total	1	0	1
ZIF programme			
Office of the Director General	1		1
Department of Operations and Emergencies		1	1
ZIF programme to Headquarters total	1	1	2
Headquarters total	10	7	17
Eastern Europe (Syni programme)	1	3	4
Total Syni programme (Headquarters and Eastern Europe)	9	9	18

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

⁷ Funded by the Government of Italy.

Figure 12: Interns – Distribution by duty station and gender, July 2011–June 2012

Duty station	F	M	Total
Headquarters			
Department of International Cooperation and Partnerships	21	7	28
Department of Migration Management	7	5	12
Department of Operations and Emergencies	6	2	8
Department of Resources Management	1		1
Office of the Director General	14	4	18
Global Forum on Migration and Development	4		4
Staff Association Committee	1		1
Headquarters total	54	18	72
Field			
Austria	5	1	6
Azerbaijan	1	1	2
Bangladesh	1	0	1
Belgium	7	0	7
Bosnia and Herzegovina	0	1	1
China	1	0	1
Colombia	1	0	1
Democratic Republic of the Congo	1	1	2
Egypt	4	5	9
Ethiopia	2	0	2
Finland	1	1	2
France	1	1	2
Germany	2	1	3
Guatemala	1	1	2
Haiti	1	0	1
Hungary	1	0	1
Ireland	2	0	2
Italy	2	0	2
Japan	1	0	1
Jordan	4	1	5
Kenya	7	3	10
Lao People's Democratic Republic	0	1	1
Liberia	1	0	1
Marshall Islands	0	1	1
Mauritius	1	0	1
Mexico	10	0	10
Micronesia (Federated States of)	5	0	5
Morocco	0	4	4
Nepal	1	0	1
Netherlands	3	0	3
Pakistan	0	3	3
Philippines	9	3	12
Portugal	1	1	2
Republic of Moldova	2	0	2
Russian Federation	1	0	1
Rwanda	1	0	1
Serbia	2	0	2
South Africa	2	0	2
Sri Lanka	1	0	1
Sudan	1	0	1
Tajikistan	1	0	1
Thailand	8	0	8
Turkey	1	0	1
Uganda	2	1	3
Ukraine	2	0	2
United Republic of Tanzania	1	0	1
United States of America	3	1	4
Viet Nam	3	0	3
Yemen	2	0	2
Field total	110	32	142
GRAND TOTAL	164	50	214

RECRUITMENT AND SELECTION

Figure 13: Vacancy notices issued for Officials, 2008–June 2012

Vacancy notices issued	2008	2009	2010	2011	June 2012
Headquarters positions	9	18	11	12	9
Field positions	62	57	35	64	37
Total number of vacancy notices issued⁸	71	75	46	76	46
Advertised internally only⁹	53	55	33	53	35
Headquarters positions	7	14	6	7	3
Field positions	46	41	27	46	32
Advertised internally and externally	18	20	13	23	11
Headquarters positions	2	4	5	5	6
Field positions	16	16	8	18	5

Figure 14: Officials appointed through vacancy notices, 2008–June 2012

Vacancy notices issued	2008	2009	2010	2011	June 2012
Vacancies filled internally	40	45	34	45	7
Headquarters positions	5	12	6	6	0
Field positions	35	33	28	39	7
Vacancies filled externally	10	18	6	20	6
Headquarters positions	1	4	4	5	2
Field positions	9	14	2	15	4
Total¹⁰	50	63	40	65	13

⁸ From January 2011 to June 2012, IOM issued 122 vacancy notices (76 + 46).

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

¹⁰ From January 2011 to June 2012, IOM processed a total of 78 (65 + 13) staff members appointed through vacancy notices.

**Figure 15: Officials appointed through vacancy notices –
Distribution by country of nationality, 2008–June 2012**

Country of nationality	2008	2009	2010	2011	June 2012
Afghanistan		1			
Albania			1		
Algeria				1	
Argentina					
Australia	3	3	2	2	
Austria	2		1	1	
Azerbaijan		1			
Bangladesh			1	1	
Belarus	1			1	
Belgium		1			1
Bolivia (Plurinational State of)				1	
Bosnia and Herzegovina			1	1	
Brazil					
Burkina Faso					
Canada	3	2	2	2	2
Cape Verde					
Chad				1	
Chile					
Colombia			1		
Costa Rica	2		1	1	1
Côte d'Ivoire		1		1	
Croatia			1	1	
Czech Republic					
Denmark			1	1	
Ecuador	1				
Egypt	1			1	1
Eritrea ¹¹					
Ethiopia		1			
Finland			1		
France	2	2		6	
Georgia					
Germany	4	3	2	1	1
Ghana			1		
Greece	1				
Hungary			1		
India	1	2			
Indonesia ¹²			1		
Iraq ¹¹					
Ireland	1			1	
Israel					
Italy	2	5	6	2	2
Japan	1	1		1	
Jordan	2	1			
Kazakhstan	1			1	
Kenya			1	2	
Latvia		1		1	
Lebanon ¹¹				1	
Liberia					
Lithuania					
Malaysia ¹¹					
Mexico				1	
Morocco					
Mozambique					
Netherlands		2	1		
New Zealand		1			

**Figure 15: Officials appointed through vacancy notices –
Distribution by country of nationality, 2008–June 2012 (continued)**

Country of nationality	2008	2009	2010	2011	June 2012
Nicaragua					
Niger					
Nigeria					
Norway	1				
Pakistan	1				
Panama		1			
Peru					
Philippines	2	2			
Poland				1	
Portugal	1	1		3	
Republic of Korea					
Republic of Moldova		1	1		
Romania	1	1	1	2	
Russian Federation ¹²		3		3	
Senegal		2			
Serbia	1		1		1
Sierra Leone					
Slovakia					1
South Africa			3	2	
Spain					
Sri Lanka					
Sudan		1			
Sweden		1			
Switzerland		3		1	
Syrian Arab Republic ¹¹			1		
Thailand	1	1		1	2
The former Yugoslav Republic of Macedonia ¹²					
Togo					
Trinidad and Tobago		1			
Tunisia					
Turkey					
Uganda					
Ukraine			1	1	
United Kingdom	2	5	1	3	
United Republic of Tanzania			1		
United States of America	11	11	4	14	1
Uruguay	1			1	
Venezuela (Bolivarian Republic of)		1			
Total	50	63	40	65	13
Number of nationalities	26	31	27	36	10

¹¹ Non-Member States.

¹² Observer States.

Figure 16: Vacancy notices issued for General Service staff at Headquarters, 2008–June 2012

Vacancy notices issued	2008	2009	2010	2011	June 2012
Total number of vacancy notices issued	4	5	3	3	1
Advertised internally only	3	4	2	3	1
Advertised internally and externally	1	1	1	0	0
Total number of corresponding positions	4	5	3	3	1
Vacancies filled internally	3	4	2	2	0
General Service staff from Headquarters	3	1	0	2	0
General Service staff from the Field	0	3	2	0	0
Vacancies filled externally	1	0	1	0	0
Cancelled/Reissued	0	1¹³	0	0	0

Figure 17: Mobility of internal staff,¹⁴ 2008–June 2012

	2008	2009	2010	2011	June 2012
From Headquarters to the Field	4	0	16	11	4
From the Field to Headquarters	2	5	18	15	4
From one Field Office to another	28	28	157	140	78
Reassignment within same duty station	11	14	60	68	48
Total	45	47	251	234	134

Figure 18: Temporary recruitment and selection, 2008–June 2012

	2008	2009	2010	2011	June 2012
For Officials					
Number of temporary vacancy notices issued ¹⁵	182	32	73	85	57
Number of temporary positions filled	182	21	69	60	37
Of which for emergency and post-conflict operations	66	1	10	21	24
For General Service staff at Headquarters					
Number of temporary vacancy notices issued	5	1	0	2	2
Number of temporary positions filled	5	1	0	2	2
Direct recruitment¹⁶					
For Officials		153	182	117	55
For Employees		5	4	14	3

¹³ VN 2009/01 (E) Administrative and Financial Assistant (G5) – Geneva, Switzerland, was cancelled and reissued as SVN 2009/01 (E) Administrative and Financial Assistant (G5) – Geneva, Switzerland.

¹⁴ Starting in 2010, Figure 17 has been revised to include all staff movements for Officials.

¹⁵ From January 2011 to June 2012, there were 142 (85 + 57) temporary vacancies published for Officials.

¹⁶ From January 2011 to June 2012, IOM processed a total of 189 (131 + 58) direct recruitment requests.

STAFF DEVELOPMENT AND LEARNING

Figure 19: Staff development and learning activities, 2008–June 2012

	2008	2009	2010	2011	2012
Learning activities organized by the Staff Development and Learning Unit	89	60	43	81	72
Total staff members	6 873	7 735	7 699	8 503	8 253
Staff members trained	1 146	1 266	1 470	1 842	1 025
Percentage of staff trained	16.70%	16.37%	19.09%	21.66%	12.42%

Figure 20: Staff trained – Distribution by gender, 2008–June 2012

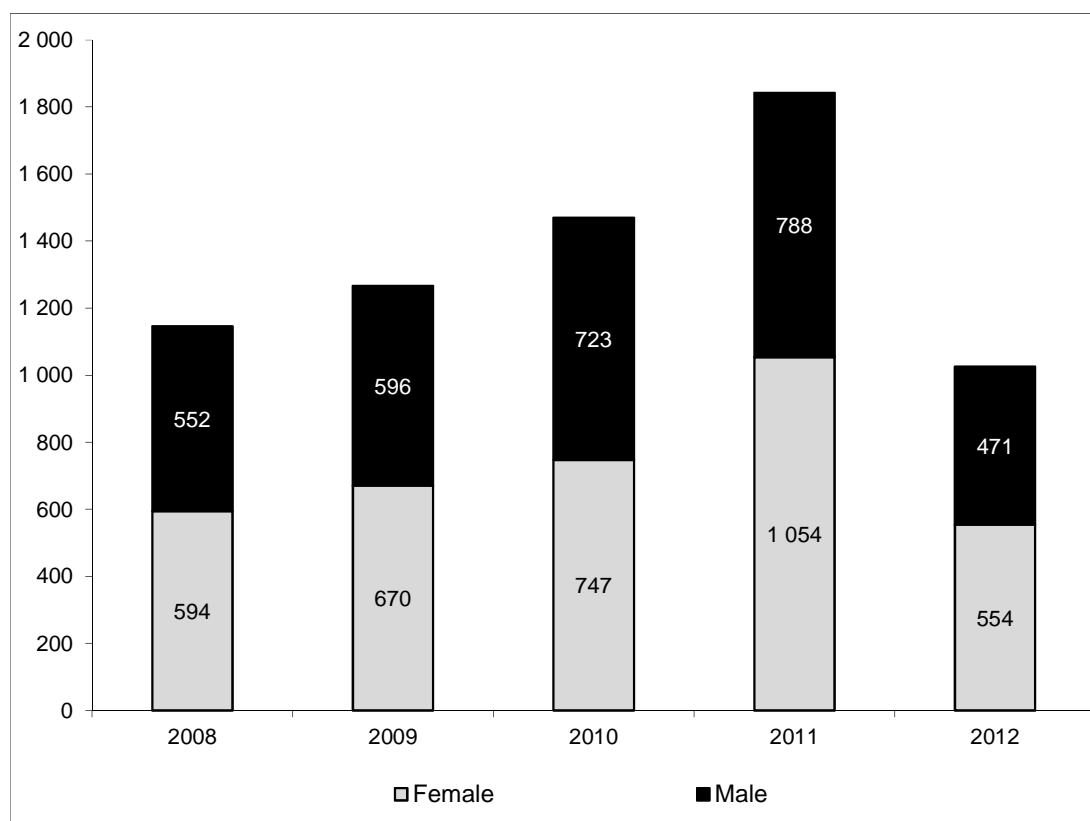


Figure 21: Staff trained – Distribution by location, 2008–June 2012

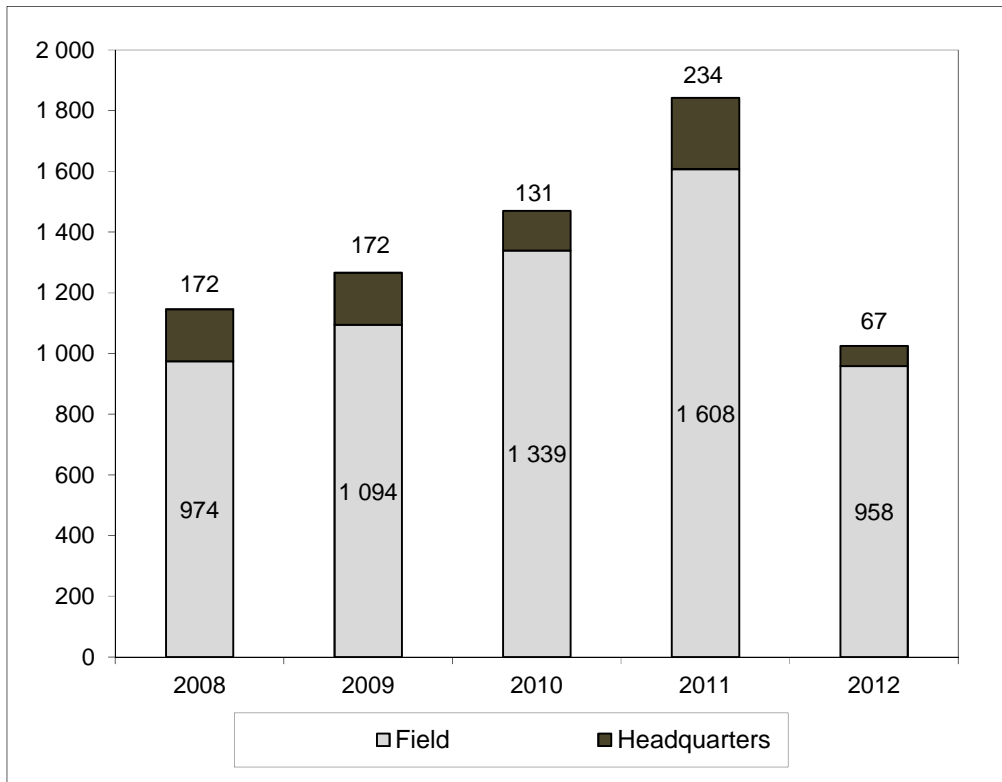


Figure 22: Staff trained – Distribution by category, 2008–June 2012

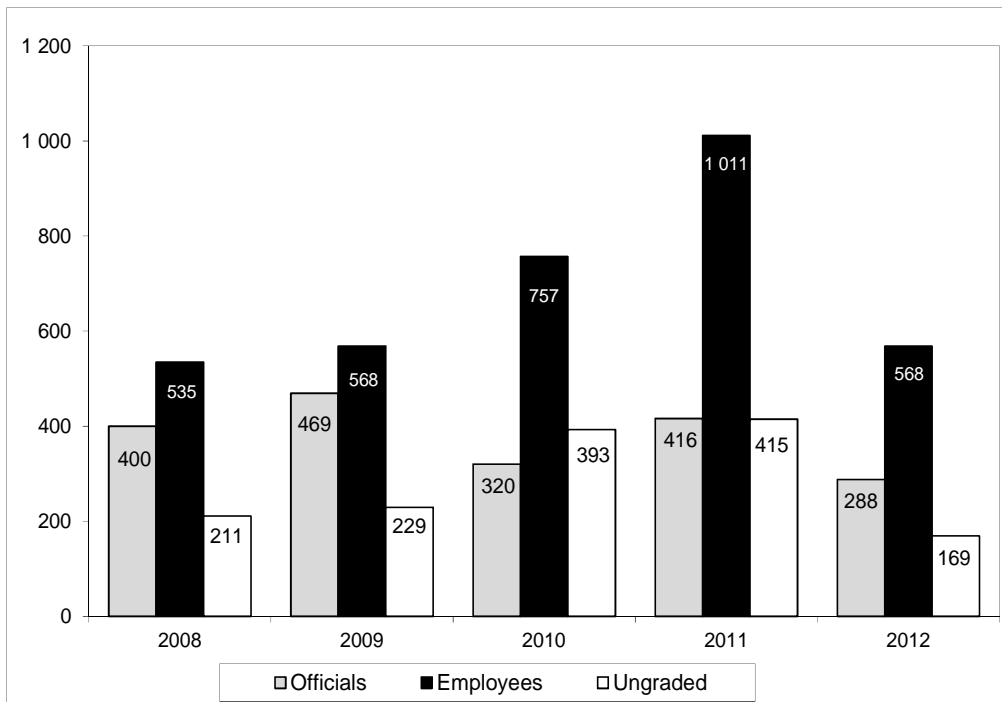


Figure 23: Regional distribution of staff trained by location, January–June 2012

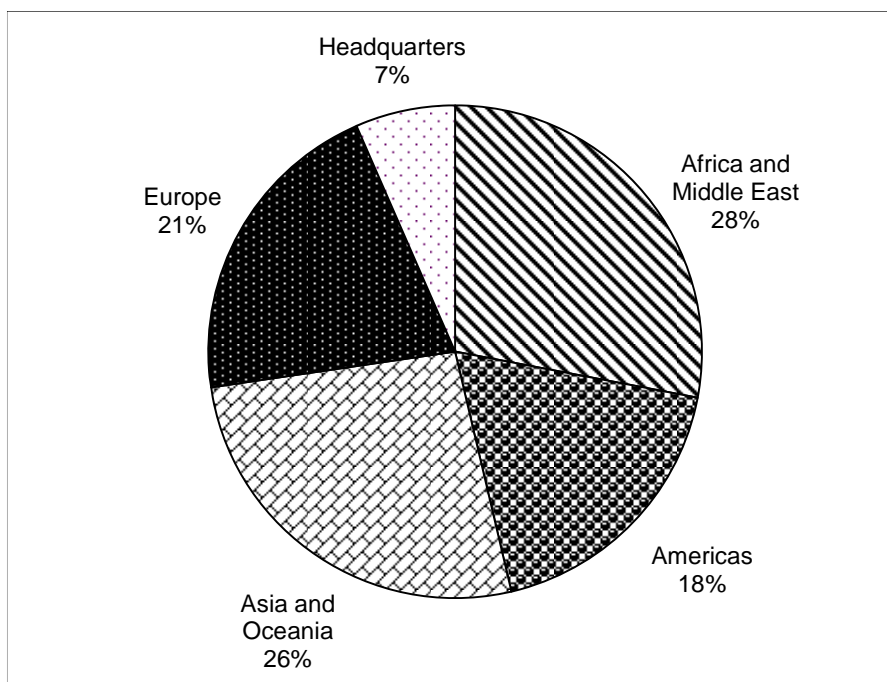


Figure 24: Distribution of staff trained by main areas of learning and development, and by gender: January–June 2012

Main areas	Total No. of staff trained	% of participants in all courses	Gender breakdown			
			Female		Male	
			No.	%	No.	%
Executive training	22	2%	13	59%	9	41%
Project development and management	596	58%	351	59%	245	41%
Coaching and team-building	24	2%	12	50%	12	50%
Communication	69	7%	29	42%	40	58%
Resource management	69	7%	38	55%	31	45%
Personal development	19	2%	9	47%	10	53%
Specialized migration training	186	18%	83	45%	103	55%
Security and emergency response training	40	4%	19	48%	21	53%
TOTAL	1 025	100%	554	54%	471	46%