

24TH SESSION OF THE STANDING COMMITTEE ON PROGRAMMES AND FINANCE

AGENDA ITEM 9

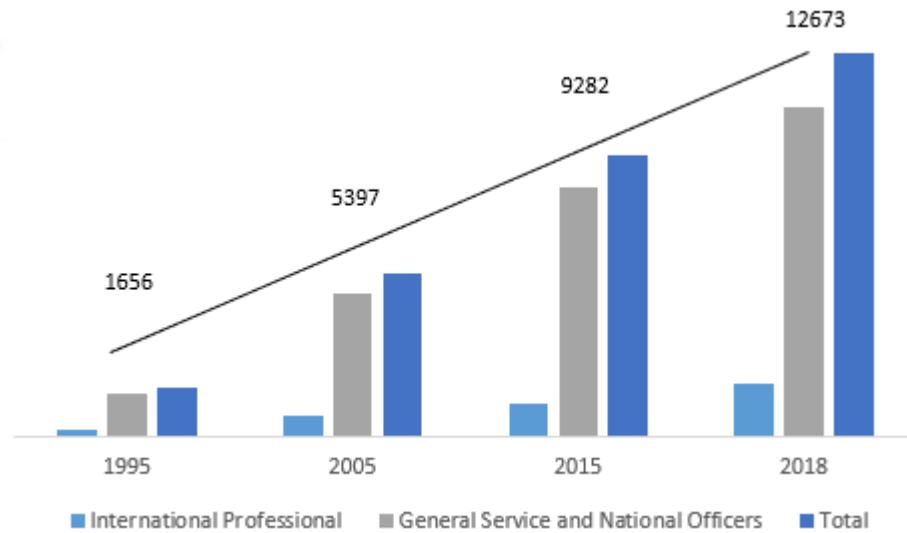
Report on Human Resources Management

Mr. Michael Emery

Director

Human Resources Management Division

Growth of IOM Staff



STAFF	1995	2005	2018
International Professional	222	667	1769
General Service and National Officers	1434	4730	10904
Total	1656	5397	12673
Percentage of staff members in International Professional Category	13%	14%	14%

+ approximately 5,700 non-staff (consultants and interns, etc.)

Unified Staff Rules and Regulations Roll-out

As of December 2018 the USR were rolled out to cover approximately 70% of local staff members.

This represents an increase of 14% over 2017.



Workforce Diversity

12,673 IOM Global Workforce	168 Nationalities*	22% OECD DAC**	78% Non OECD DAC**
of which			
1,769 International Staff	134 Nationalities*	50% OECD DAC**	50% Non OECD DAC**
of whom			
432 P4 to D2 Staff	87 Nationalities*	62% OECD DAC**	38% Non OECD DAC**

Staff Recruitments and Movements

Modality	Female	Male	Total
VN	110	89	199
SVN	66	76	142
DR (ungraded)*	162	142	304
JPO	22	9	31
Rotation	14	26	40
DG transfer**	53	63	116
Grand Total	427	405	831

**Direct recruitments*

***The majority are staff members transferring in response to emergencies but may also include transfers between duty stations within country, relocations with post, or retention of JPO*

National staff selected for international positions

National to International	Female	Male	Total
Non OECD	25	46	71
OECD	6	4	10
Total	31	50	81

Gender Representation

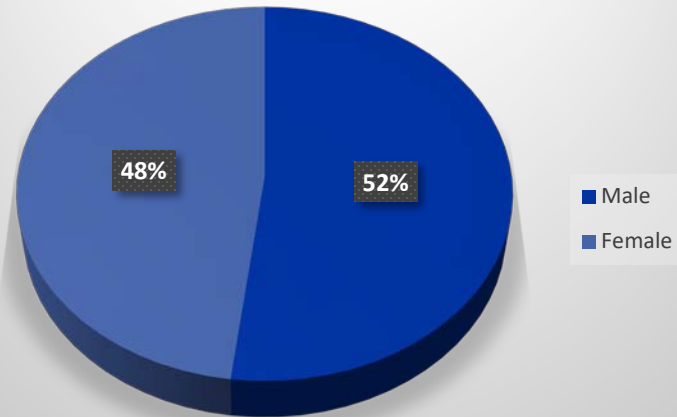
Increase/decrease in women at the International Professional level, 2016—2018

2018	UG	P-1	P-2	P-3	P-4	P-5	D-1-D-2*
Men	187	22	223	234	170	56	35
Women	219	12	226	212	117	38	16
Total in 2018	406	34	449	446	287	94	51
Percentage of women in 2016	52%	38%	49%	44%	40%	34%	26%
Percentage of women in 2018	54%	35%	50%	48%	41%	40%	31%
Increase/decrease in percentage of women between 2016 and 2018	+2%	-3%	+1%	+4%	+1%	+6%	+5%

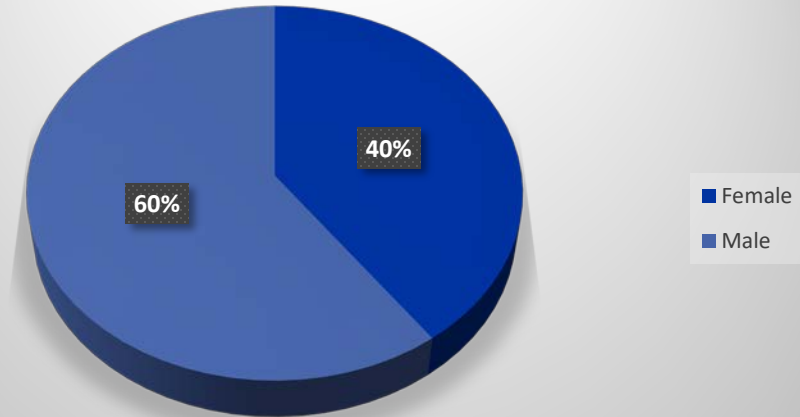
* Not including the Director General and the Deputy Director General.

Gender Representation

International Professional Category



P4 and above



HR Challenges Ahead – 2019 and Beyond

- Strengthening of the foundational elements of HR (ERP systems, data integrity, roll out of USRR, performance management, e-recruitment, revisiting various business processes)
- Identifying and addressing macro structural issues
- ‘Leanifying’ the policy landscape
- Ensuring that HR has the right checks and balances, while at the same time maintaining flexibility, agility and value for money
- Understanding the HR (and other) components of UN reform, and embracing collaborative partnerships with other UN agencies (the bus is coming).
- Ensuring adequate duty of care for all IOM personnel.

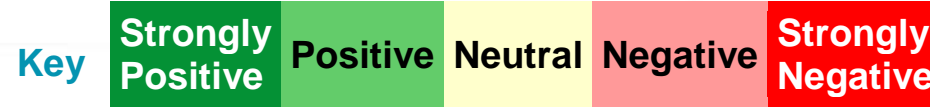
Key Activities in 2019

- Launching of the first Global Staff Survey (GSS)
- Development of a new People Strategy (2019 – 2025)
- Launching of a new Succession Planning and Mobility initiative – the Pathways Pool
- Re-calibration of the performance management system (and culture)
- Development of new partnerships (in particular with UNV and new JPO donors)
- Development and launching of a new Leadership Programme
- Continuing the roll out of the Unified Staff Rules and Regulations

Results of the Global Staff Survey

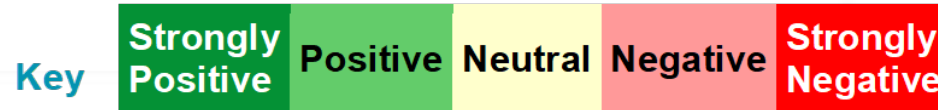


• Highlights



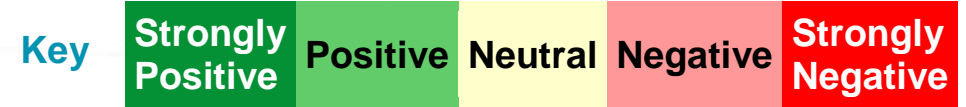
			2019 Overall Positive %	Traffic Light			
5. I would willingly put in extra effort to help achieve IOM's mandate.	59	35	4	1	0	94	Green
8. I have a clear understanding of the mission and goals of IOM.	45	48	5	2	0	93	Green
2. If given the opportunity, I want to continue working for IOM for the next 12 months or longer.	66	26	6	1	1	92	Green
1. I am proud to tell people that I work for IOM.	57	33	8	1	0	90	Green
22. It is clear to me how my work contributes to achieving organizational goals.	42	48	8	2	1	89	Green

• Lowlights



						2019 Overall Positive %	Traffic Light
55. The amount of stress I experience in my job is normally acceptable.	6	15	18	49	12	20	Red
57. IOM provides sufficient support to assist staff to cope with stress.	9	30	31	21	8	39	Orange
26. IOM takes appropriate action when staff members do not perform.	12	31	32	16	10	43	Orange
58. IOM helps employees to achieve a good work life balance.	12	37	28	16	7	49	Orange
34. IOM has fair, transparent and inclusive selection processes for learning opportunities available to staff.	14	35	31	14	7	49	Orange

• Broad Topics (summary)



	2019 Overall Positive %					Traffic Light	Benchmark Median	Benchmark Upper Quartile
Communication and Change	31	45	14	8	2	76	+3	-1
Diversity	27	49	17	5	2	76	0	-3
Leadership	30	40	19	8	3	70	+4	-5
Learning and Development	19	42	24	10	4	61	-4	-8
Overall Wellbeing	19	37	20	17	7	56	-1	-7

• Broad Topics (summary)



	2019 Overall Positive %					Traffic Light	Benchmark Median	Benchmark Upper Quartile
People and Performance Management	27	42	18	9	4	69	-5	-10
Respect at Work	26	46	17	8	3	72	0	-6
Service	19	46	29	5	2	65	-	-
Staff Engagement	46	37	11	4	1	84	+1	-1
Teamwork and Collaboration	28	47	14	8	3	76	-1	-5

People Strategy – 2019 - 2025

Informed by:

- 12 Point Strategy
- MiGOF
- IOM Strategic Vision, Strategic Landscape papers
- Perceptions in the Global Staff Survey
- Survey on Respectful Workplace
- Various multi-lateral aid assessments (most recent MOPAN)
- Benchmarking of 'like' UN organizations
- Feedback from the Global Chiefs of Mission Meeting.

10 Principles Driving the People Strategy

- IOM is a unique organization, uniquely entrusted to serve some of the most marginalized and vulnerable individuals and communities.
- Our mandate requires empathy, humility, innovation, and collective excellence.
- IOM must have at its disposal the right talent, in the right place, in a timely manner, at the right cost.
- IOM must strive to continually develop its existing talent, while at the same time source external talent to meet evolving organizational needs.
- Leadership capability is critical to maximize individual and collective contributions.
- IOM must foster a knowledge sharing and learning culture
- The achievement of a genuinely diverse workforce, in all forms, will make IOM a stronger organization through genuine diversity
- Integrity, individual accountability, collective responsibility, the drive for results, and courage need to be absorbed into the DNA of every IOM staff member.
- The duty of care afforded to all IOM personnel is paramount.
- A culture of performance and recognition are key drivers for success.

Three Goals of the People Strategy

1. Attracting and developing a world class workforce to deliver on global migration needs
2. Building Capable Leadership to Meet a Changing Migration Landscape
3. Creating an Organizational Culture that promotes the Duty of Care of all IOM Personnel

Driven by:

- A high performance culture
- A drive for results and value for money
- A focus on knowledge management

Pathways Pool – New Succession Planning Initiative

What are we trying to address with the Pathways Pool?

- Articulating the profile of the future needed to keep IOM relevant
- Addressing the demand forecast.
- Addressing diversity needs
- Speed and rigor of recruitment, increase cross pollination
- Bring in new talent, develop existing talent
- A mechanism to ‘brand’ the Organization
- A mechanism to transition out ‘legacy’ talent.

From Rotation to Mobility

Rotation has served IOM well for the last 10 years, but now it is time for a rethink

- Time to shift the narrative from Rotation to Mobility, with rotation being one element under the broader mobility umbrella.
- Requires a re-definition of what posts really are rotational (non-replicable, deeply technical or deeply normative)
- Rotation element complimented by Pathways Pool
- Introduction of a mobility credit scheme for staff on not rotational posts.
- Mobility encouraged for all staff.

THANK YOU

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