

29TH SESSION OF THE STANDING COMMITTEE ON PROGRAMMES AND FINANCE

AGENDA ITEM 10

Report on Human Resources Management

Mr. Michael Emery

Director

Human Resources Management

Agenda



Key facts and figures



Key activities for 2020 - 2021



Highlights and lowlights from the 2021 global staff survey



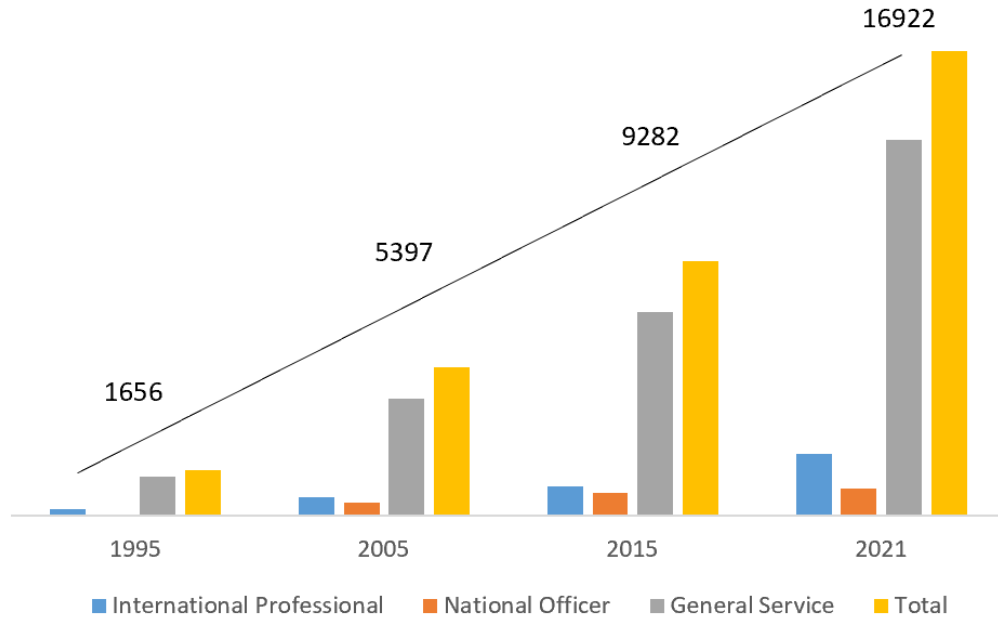
Outlook for the future



Report on Human Resources Management

Key Facts and Figures

Growth of IOM Staff



Staff category	2010	2021
International Professional	816	2,264
National Officer	330	984
General Service	6,553	13,674
Total	7,699	16,922
International Professional staff as a percentage of total	11%	13%

IOM workforce is supplemented by approximately 7,500 non-staff (consultants and interns, etc.)

16,922

Global workforce

173

Nationalities *

21%

OECD DAC **

79%

Non-OECD DAC **

2,264

International staff

142

Nationalities *

48%

OECD DAC **

52%

Non-OECD DAC **

532

P-4 to D-2 staff

94

Nationalities *

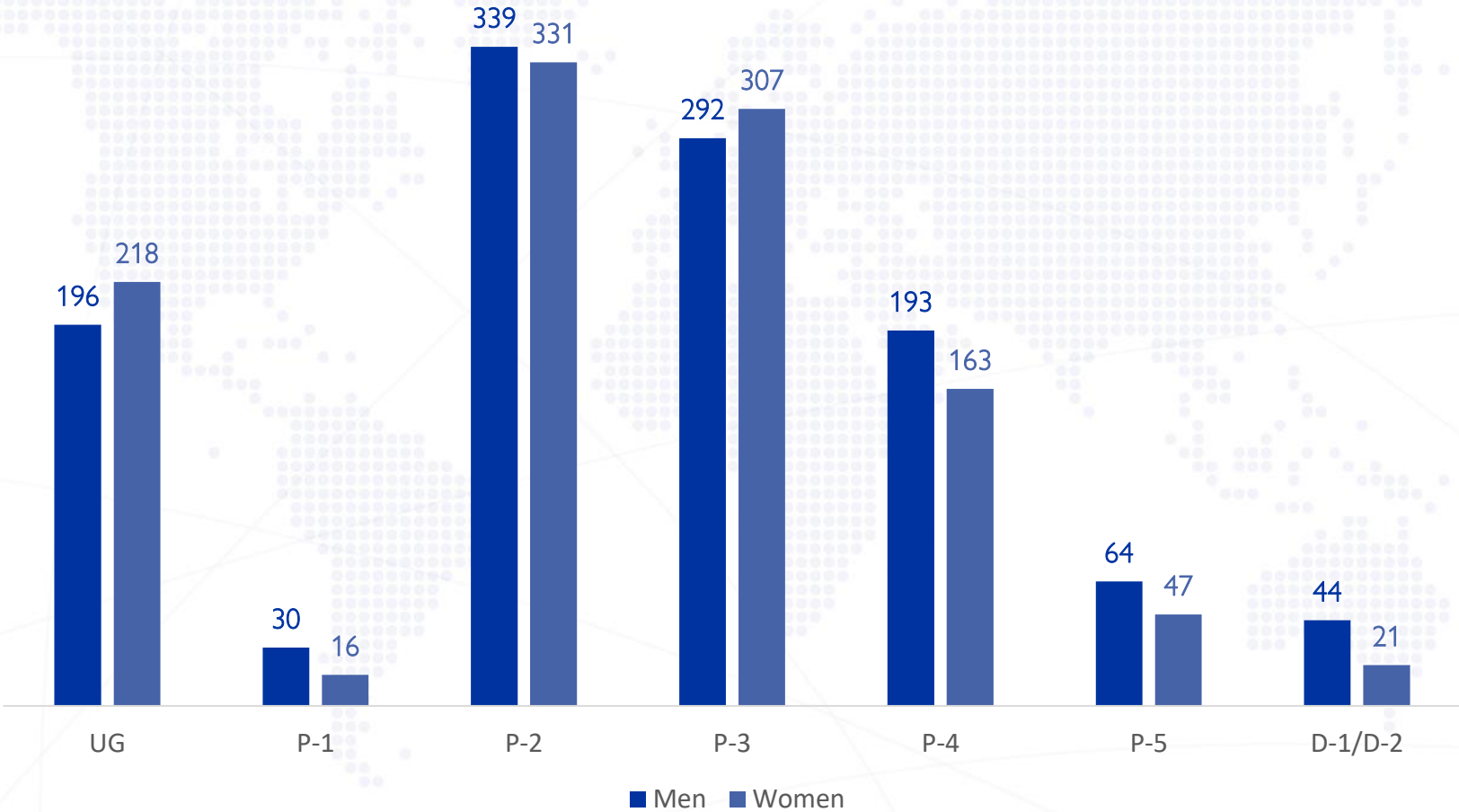
63%

OECD DAC **

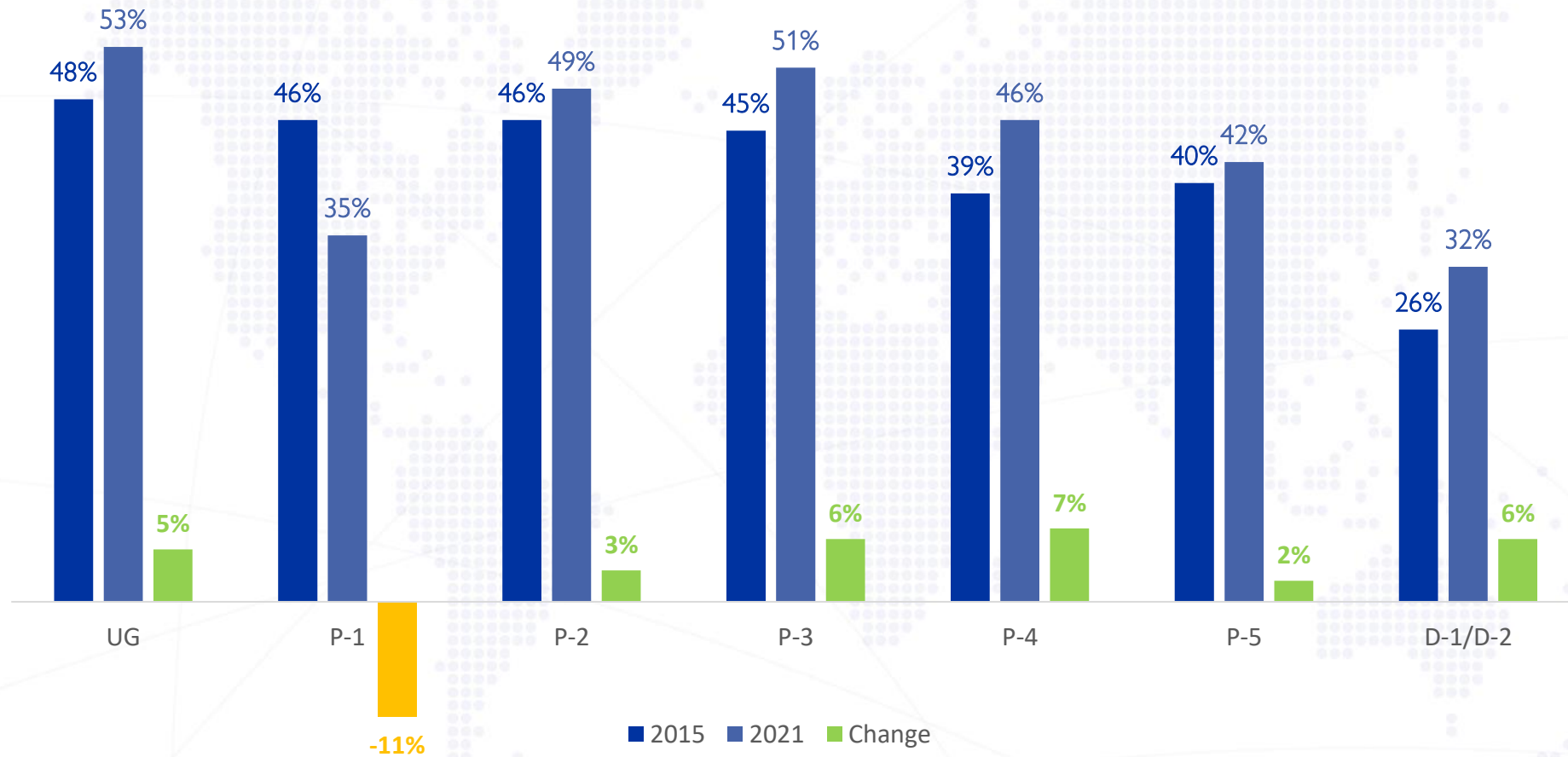
37%

Non-OECD DAC **

Gender representation, by grade (International Professional staff)

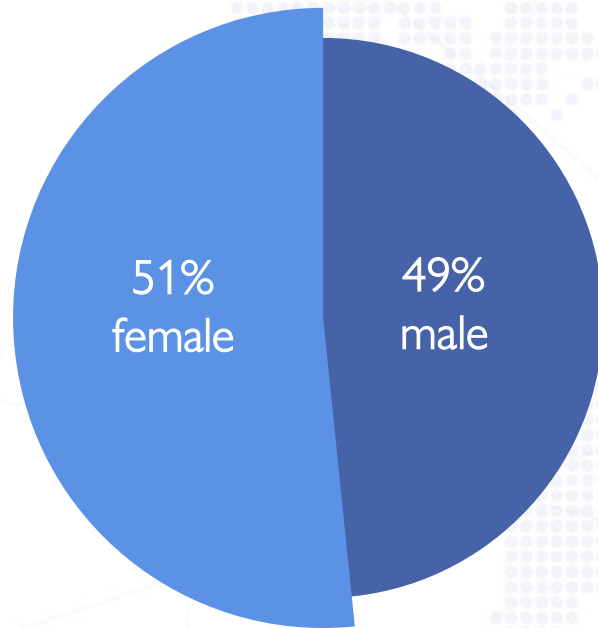


Change in representation of women, 2015- 2021

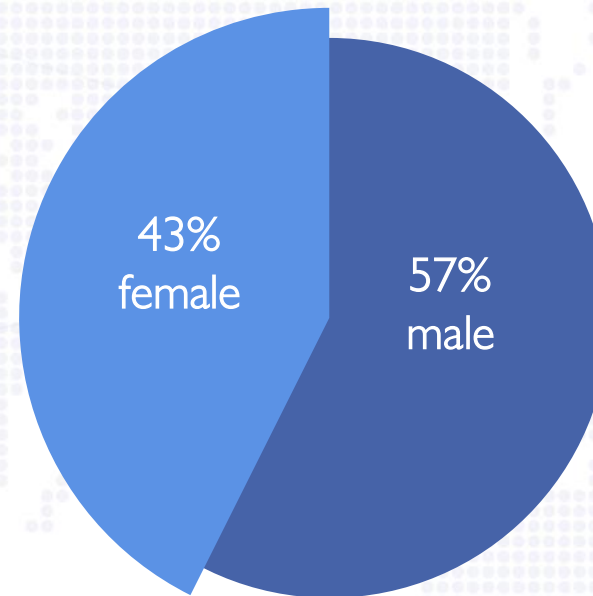


Gender representation among International Professionals

All international staff



P4 and above





Report on Human Resources Management

Key Activities for 2020 - 2021

Key activities in 2020 / 2021

- Responding to the HR challenges of COVID-19
- Development of the People Strategy for 2022 – 2027
- Focus on succession planning and a rethink of mobility (Pathways Pool and the new Mobility Policy)
- Organizational design support to the new HQ structure, creation of a library of generic job profiles
- Outsourcing of health claims processing
- Initial work on the Global Payroll initiative
- Re-calibration of the performance management system (and culture)
- Development of new partnerships (UNV, new JPO donors, academia)
- Rethinking the delivery of training and going ‘virtual’
- Focus on diversity initiatives (interns, disability, NRMS)
- Launch of the HR Handbook (10,000 page views per week)
- Launch of the second Global Staff Survey (GSS)
- Promulgating several critical policies (Mobility, Parental Leave, Vaccinations, Sick Leave, Structural Adjustments)

COVID-19 Retention Policy



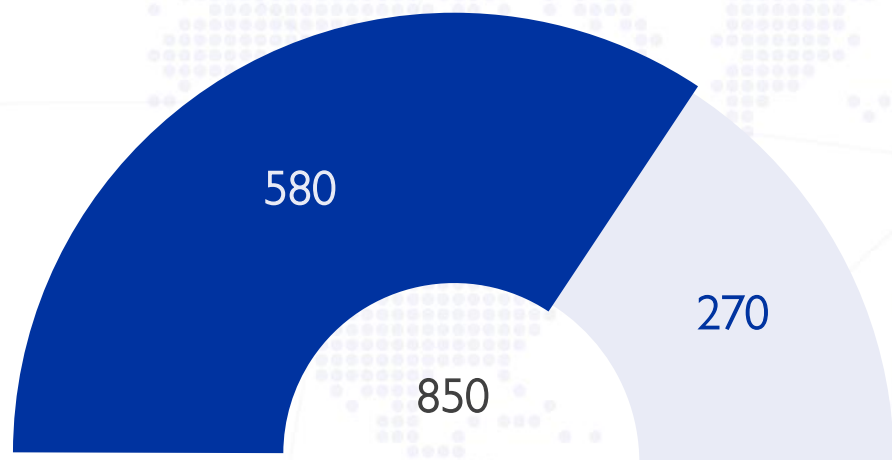
Alternative to non-renewal or termination of contracts



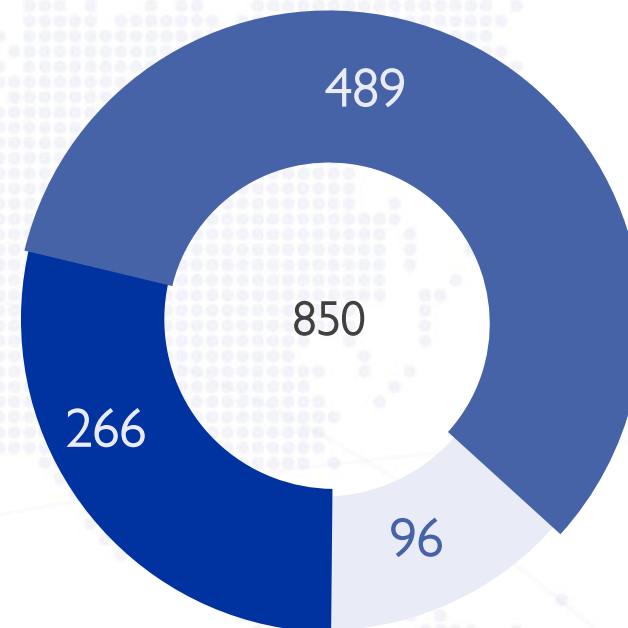
Retention of institutional capacity and knowledge

- Introduced in April 2020 with the aim of retaining as many staff as possible
- Options include moving to part-time employment and special leave for retainment purposes
- All adjustment proposals reviewed by an ad hoc Structural Adjustment Review Team
- Career support programme put in place for staff affected by structural adjustments

Adjustments by the numbers

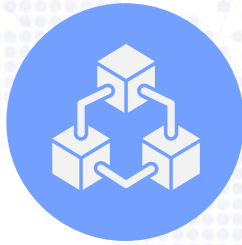


- 580 staff were placed on part-time employment
- 270 staff were placed on special leave



- 489 staff returned from retainment
- 266 encumbered positions abolished
- 96 positions re-projectized or restructured

HR challenges ahead – 2022 and beyond



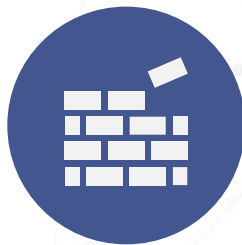
Embracing IGF and BT
to support the business
of migration



Assisting with the
implementation of
structural reform



Embracing and engaging
with the UN Reform



Strengthening
foundational aspects of
HR



“Leanifying” the policy
landscape



Ensuring adequate
medical and well-being
support for IOM staff



Report on Human Resources Management

Highlights and lowlights from the 2021 global staff survey

Highlights

Key



Highlights

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2021 Overall Positive %	Traffic Light
6. I have a clear understanding of the mission and goals of IOM.	47	46	5	2	0	93	Green
40. People in my team cooperate to get the job done.	44	45	7	3	1	90	Green
1. I am proud to tell people that I work for IOM.	56	33	9	2	1	89	Green
21. It is clear to me how my work contributes to achieving organizational goals.	44	46	8	2	1	89	Green
27. During the pandemic all my team members pulled their weight to keep our operations going.	50	38	9	2	1	88	Green

Lowlights

Strongly Positive Positive Neutral Negative Strongly Negative

Lowlights

66. My mental and physical health has worsened as a result of the impact of COVID-19 on my living and working environment.



2021 Overall Positive %

Traffic Light

36



23. IOM takes appropriate action when staff members do not perform.



48



55. IOM provides sufficient support to assist staff to cope with stress.



53



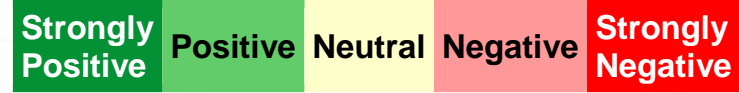
38. IOM has fair, transparent and inclusive selection processes for professional development opportunities available to staff.



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Broad Topics (summary)



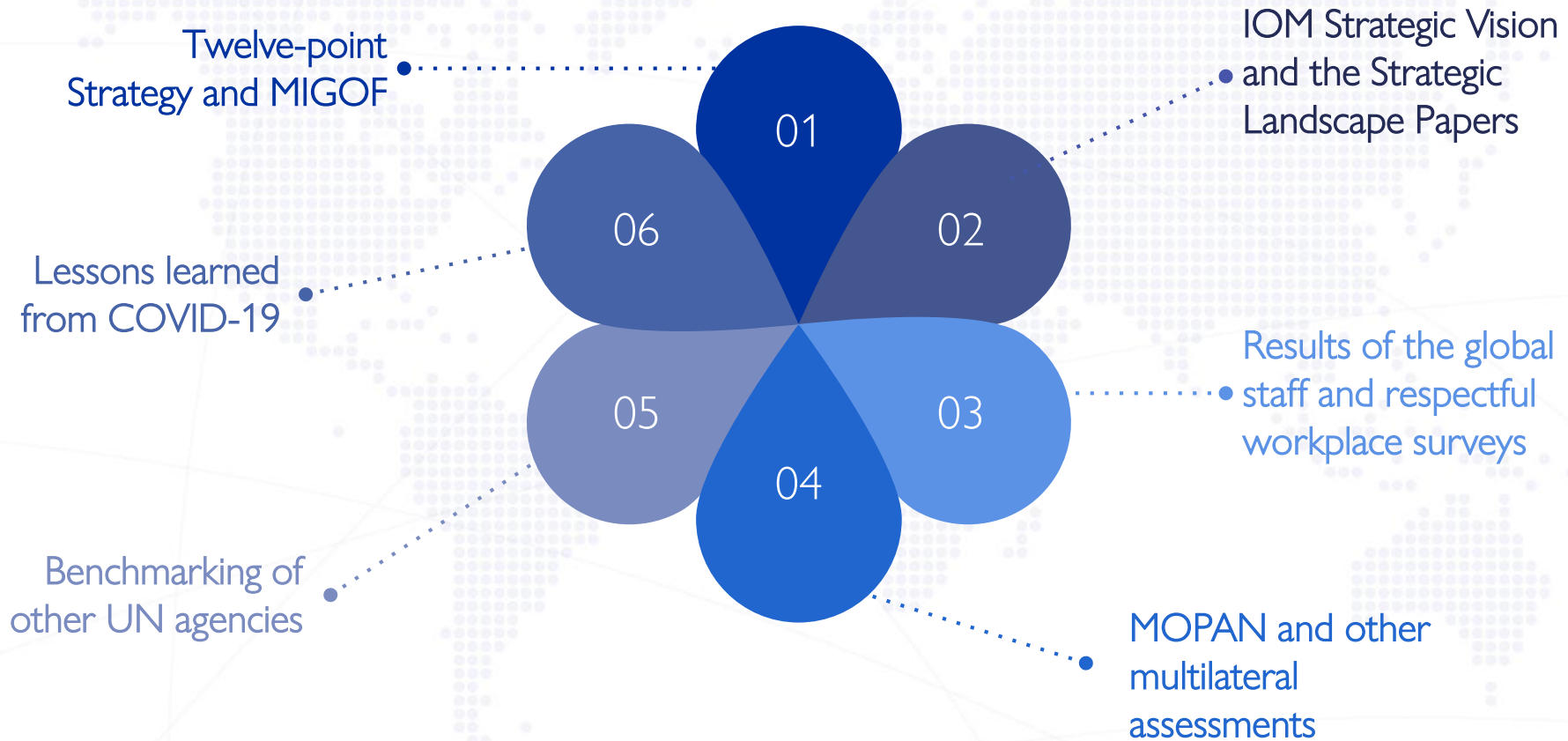
Topic Summary

Topic	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2021 Overall Positive %	Traffic Light	2019 Overall Positive %	Benchmark Median
Communication and Change	30	41	18	8	3	71	Green	+2	+9
Diversity	27	43	19	7	3	71	Green	-4	-3
Impact of COVID-19	29	42	15	10	4	71	Green	-	-
Leadership	35	40	16	6	3	75	Green	+3	+16
Learning and Development	26	41	20	9	4	66	Blue	+6	+6
Overall Wellbeing	27	42	18	9	4	69	Blue	+4	+4
People, Performance Management & Flexible Work	36	40	14	6	3	76	Green	+3	-1
Respect at Work	34	42	15	6	3	76	Green	+6	-4
Staff Engagement	41	40	12	5	2	81	Green	0	-2
Teamwork and Collaboration	34	44	13	6	3	78	Green	+3	+1



Report on Human Resources Management Outlook for the future

People Strategy 2022 - 2027



The three goals of the People Strategy



Attract and develop a world-class workforce to deliver on global migration needs



Build capable leadership to meet a changing migration landscape



Look after our people and provide enhanced care and support

- The strategy will be driven by a high-performance culture, a drive for results and value for money, and a focus on knowledge management

From rotation to mobility



Rotation served IOM well but needs a re-think



Formal distinction between rotational, tenured, and time-bound positions



Rotation elements will be complemented by the Pathways Pool



Shift the narrative from rotation to mobility



Mobility remains strongly encouraged in IOM

Towards a new contractual framework



Analyze the entirety of IOM's existing contractual framework



A new and improved employment contract framework accounting for IOM's particularities and the need for agility and flexibility



Incorporate findings and recommendations from HLCM



Benchmark best practices in other UN agencies



Revise existing HR policies to address current needs

Flexible work



Increased work flexibility will remain after the pandemic



HRM and GSAC are conducting staff consultations to inform the development of the new policy



Benchmark best practices in other UN agencies



Guiding principles from the HLCM-developed UN model policy on the future of work

Investments needed for a stronger HR



Centrally funded HR
personnel



Regional HR Business
Partners



“Learning guarantee”
based on headcount



Performance
management landscape



Overhaul of the
contractual landscape



Diversity initiatives,
especially NRMS



Support to staff

THANK YOU

Michael Emery

Director, Human Resources Management

