

31st SESSION OF THE STANDING COMMITTEE ON PROGRAMMES AND FINANCE

AGENDA ITEM 13

Update on Human Resources Management

Mr. Michael Emery

Director

Department of Human Resources (DHR)

Agenda



Key facts and figures



Key activities for 2021 - 2022



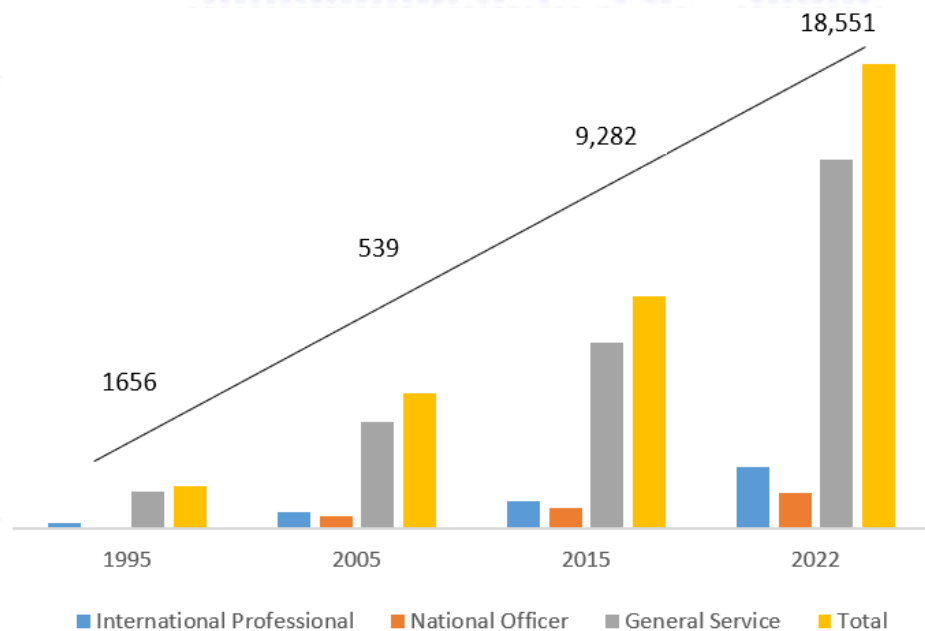
Outlook for the future



Update on Human Resources Management

Key Facts and Figures

Growth of IOM Staff



Staff category	2010	2022
International Professional	816	2,432
National Officer	330	1,386
General Service	6,553	14,733
Total	7,699	18,551
International Professional staff as a percentage of total	11%	13%

IOM workforce is supplemented by approximately 7,000 non-staff (consultants, interns, etc.)

18,551

Global workforce

174

Nationalities

17% ↓

OECD DAC

83% ↑

Non-OECD DAC

2,432

International staff

142

Nationalities

45%

OECD DAC

55%

Non-OECD DAC

579

P-4 to D-2 staff

101

Nationalities

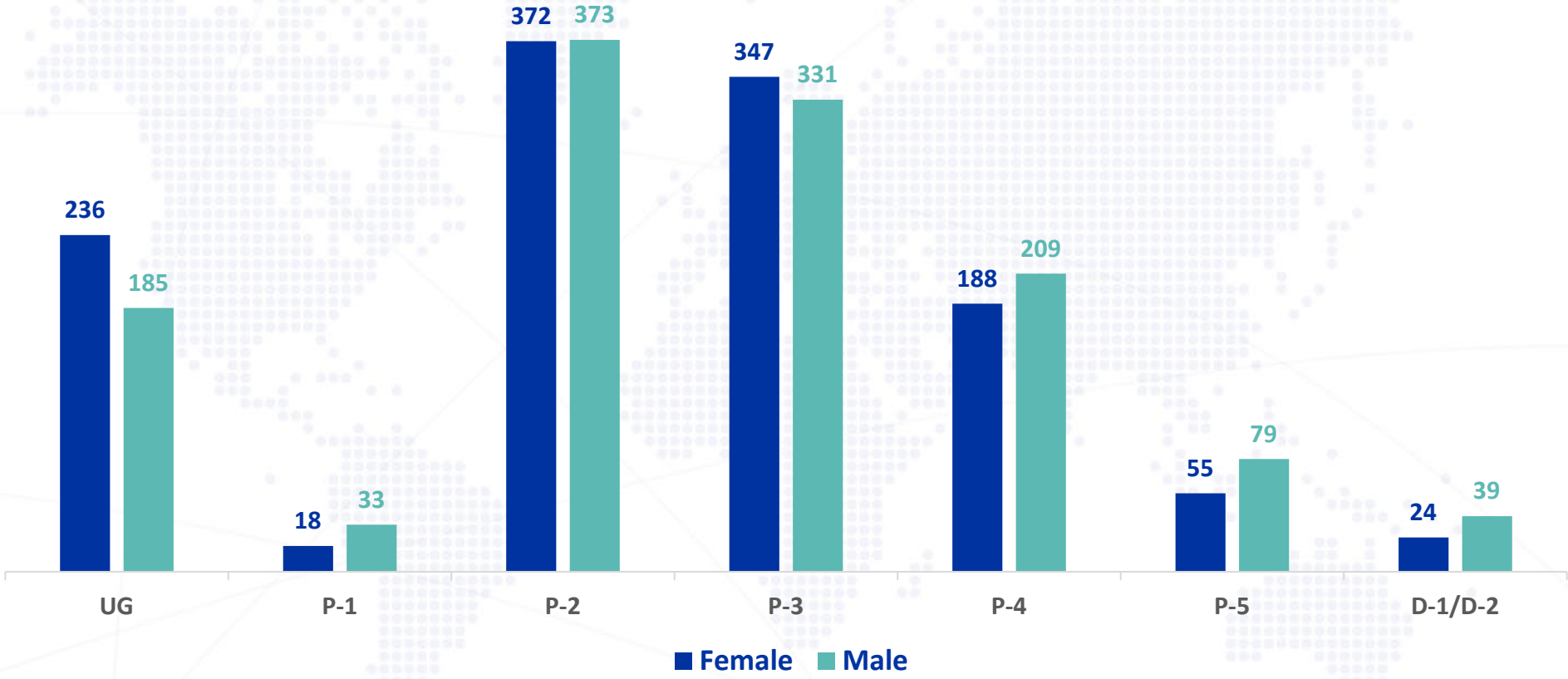
61%

OECD DAC

39%

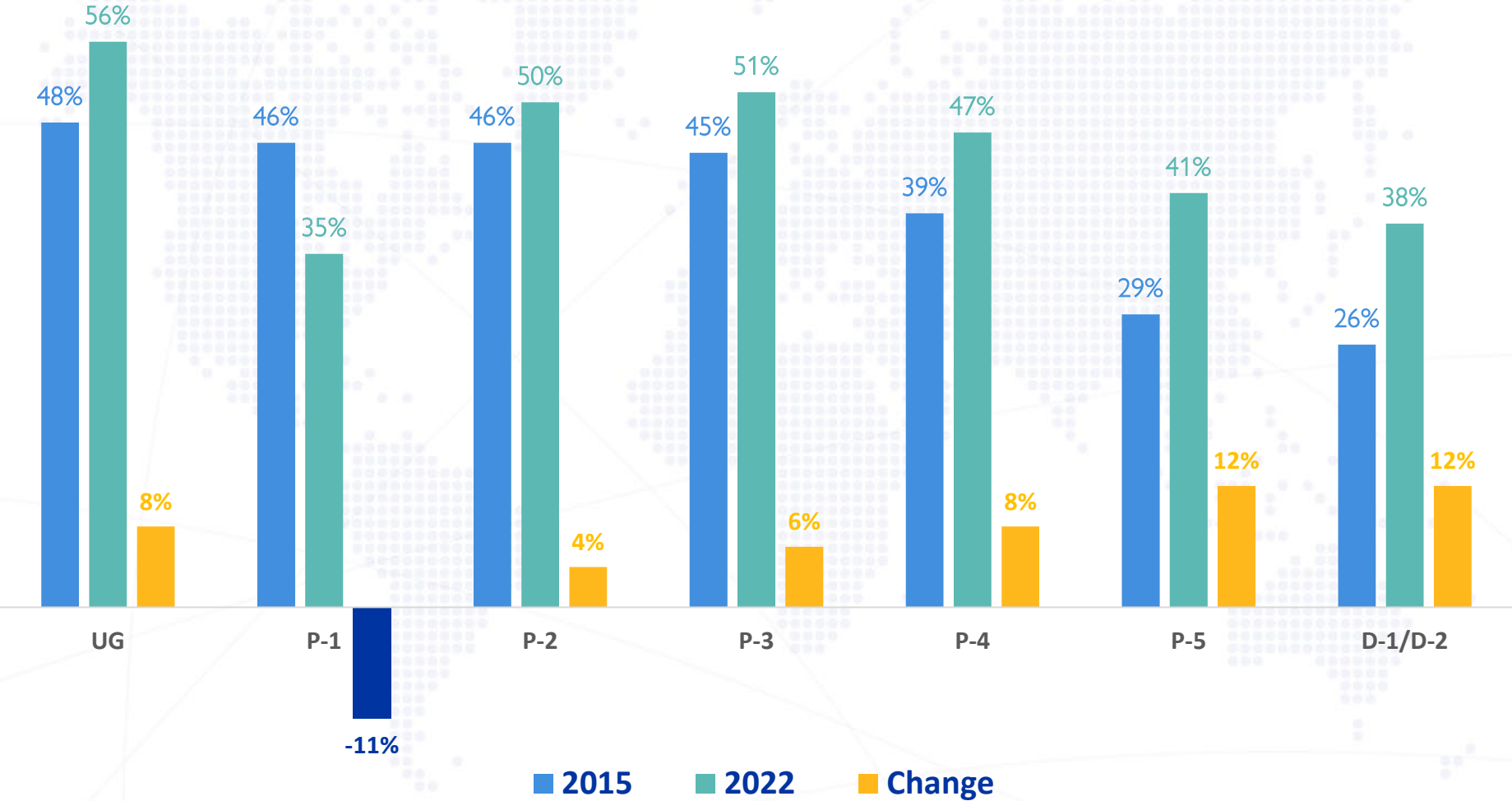
Non-OECD DAC

Gender representation, by grade (International Professional staff)



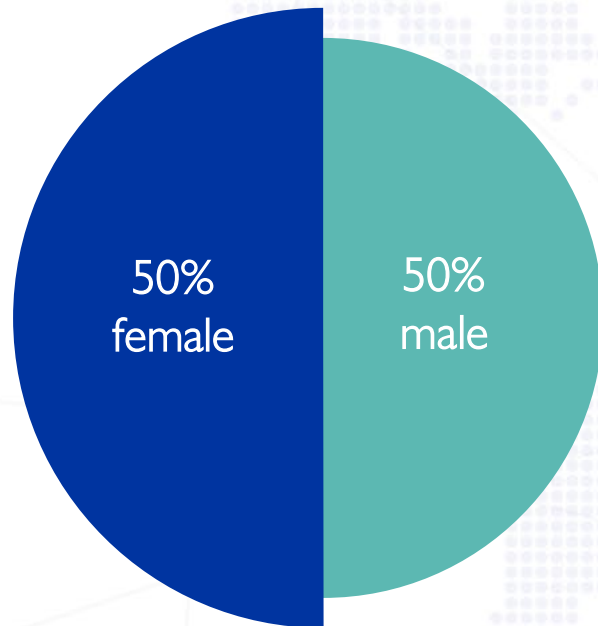
Data at 30 Sept. 2022

Change in representation of women, 2015-2022

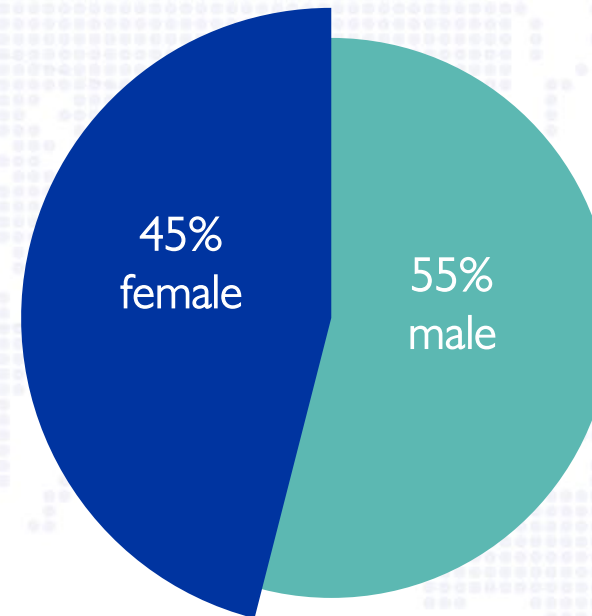


Gender representation among International Professionals

All international staff



P4 and above



HR SUMMARY REPORT 2021

INTRODUCTION

The Department of Human Resources (DHR) is pleased to present the HR Summary Report. It is designed to help answer some of the most frequently-asked questions about our workforce and operations including staffing and recruitment, diversity, roll-out of staff rules, policy, staff development and learning, staff welfare, health claims and insurance, and various other topics. All data presented are as of December 2021.

The year 2021 witnessed notable progress, including:

- Continued optimization of the recruitment process;
- Introduction of several new policies including among others, staff mobility, parental leave and COVID-19;
- Transition to CIGNA for health claims processing;
- Increased focus on mental health and staff welfare;
- Ongoing support to staff learning and development;
- Holding of the third Pathways Pool assessment center.

We trust you will find this report useful.

Michael Emery
Director, DHR

STAFF GROWTH

Chart 1: IOM staff growth by year and category

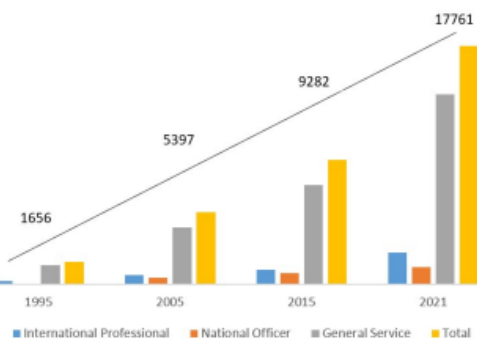


Table 1: Increase in staff members in International Professional, General Service and National Officer categories

STAFF	1995	2021
International Professional staff	222	2,356
National Officer staff	-	1,260
General Service staff	1,434	14,145
Total	1,656	17,761
Percentage of staff in International Professional category	13%	13%

DIVERSITY AND INCLUSION

IOM seeks to be an inclusive workplace for all its diverse employees located in 523 duty stations worldwide. In 2021 our staff originated from 173 nationalities.

Achieving gender parity is one of the main concerns of the organization. Over the years, an increased presence of women in the International Professional category can be observed. The largest gender gap is at the senior-level positions (P-4 and above) and special measures are in place to foster opportunities for women to access these positions.

In 2021 IOM carried out a global staff survey in which 71% of staff reported satisfaction with diversity and inclusion.

The 2016 report and workplan on Diversity & Inclusion are available on the DHR intranet.

Besides gender parity and national diversity, IOM is also working on disability inclusion, LGBTQI+ issues, multilingualism, non-discrimination, and more.

Table 8: IOM workforce diversity

17,761 IOM Global Workforce	173 Nationalities*	18% OECD DAC**	82% Non OECD DAC**
of which			
2,356 International Staff	143 Nationalities*	46% OECD DAC**	54% Non OECD DAC**
of whom			
559 P4 to D2 Staff	98 Nationalities*	62% OECD DAC**	38% Non OECD DAC**

* Reported as first nationality by respondents

** OECD DAC member countries: www.oecd.org/dac/dacmembers.htm

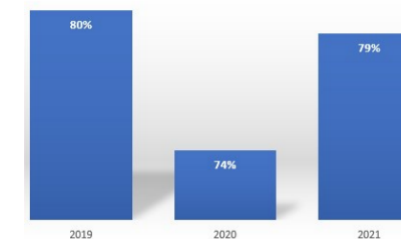
PATHWAYS POOL

DHR held its third Pathways Pool assessment center for the positions of COM at D-1, P-5 and P-4 levels, SRMO P-4 and RMO P-3. The assessment center exercise produced a roster of 36 candidates that were fully cleared for immediate deployment to suitable positions. As of June 2022, 11 of the 36 candidates from the 2021 cohort have already been matched to Chief of Mission and S/RMO positions with the remaining candidates continuing to be placed as positions become available.

PERFORMANCE MANAGEMENT

Following the introduction of the SES performance management system, compliance has varied year over year and stands at 79% for the 2021 cycle as of June 2022.

Chart 9: SES compliance per cycle, 2019—2021





Update on Human Resources Management

Key Activities for 2020 - 2022

Key activities in 2021 / 2022

- Continuing to respond to the HR challenges of COVID-19
- Development of the People Strategy for 2022 – 2027
- Focus on country office typology and reclassification exercises (Slovakia, Poland, Czechia, Hungary, Romania, Moldova, Ukraine, Greece, Uzbekistán, Austria Country Office and, Tajikistán)
- Organizational design support to the new HQ structure, creation of a library of generic job profiles
- USRR Rollout (Qatar, Uzbekistan, Cameroon)
- Re-contracting Insurance outsourcing of health claims processing
- Phase I of the Global Payroll initiative
- Re-calibration of the performance management system (and culture) – go live in January 2023 (Oracle Wave 1)
- Rethinking the delivery of training and going ‘virtual’
- Focus on diversity initiatives (interns, disability, NRMS)
- Launch of the HR Handbook (13,000 page views per week, soon available in Spanish and French)
- Preparations for the launch of the third Global Staff Survey (GSS) in the spring of 2023
- Promulgating several critical policies (Respectful Workplace, Flexible Work, Performance Management)

IOM Global Insurance RFP - Outcomes

Background:

- Up to 31 Dec 2022, IOM's global insurance program is provided by two separate international companies: Allianz Suisse for insurance coverage for over 30 years and Cigna for claims services for the last 2 years (2020-2022).
- A new RFP for both Coverage and Claims Processing was essential to establish value for money and was undertaken in 2021.
- 14 global insurers were invited to participate in the competitive process, 5 expressed interest in bidding and only 2 companies submitted bids: Allianz Suisse and Cigna.

Outcomes and Savings:

- Allianz Suisse was assessed to be the preferred single choice in the bidding process based on a combined technical and financial score.
- With Allianz, there is no impact on the level of services or the workload of the IOM internal Health Support Unit that manages the contract and related operations.
- Overall, Most Premiums will be reduced by up to 13% with a full transition to Allianz while expecting the same level of coverage (benefits) for IOM to be maintained.
- For claims services Allianz' proposal represents a saving of about 9% or projected savings of approximately USD 220,750.00 per year



Update on Staff Welfare Office Key Activities for 2021 - 2022

Key activities in 2021 / 2022

- Expansion of Staff Welfare to include 20 staff counsellors deployed globally covering 20+ languages
- Creation of 2 x P3 Staff Counsellor positions for Ukraine and Greece, national SC in Philippines, UNVs in Iraq & Afghanistan
- Approx. 300-400 individual counselling sessions per month including confidential managerial consultations
- Increase in # of staff seen in group sessions, it rose from 606 in 2020 to 2498 in 2021. In 2020, 67 group sessions were held compared to 276 in 2021. These numbers have risen further still in 2022.
- In 2021, SW responded to 25 critical incidents, including mental health crises, explosions, fires, hurricanes and floods, armed attacks, hostage incidents, suicides, attempted suicide and deaths of colleagues or dependents. The largest events were in Afghanistan, Ethiopia, Myanmar, Bangladesh, Sudan and now Ukraine.
- In 2021, 313 webinars were offered in English, French, Spanish, Russian & Portuguese on a variety of mental health and wellbeing topics. 234 staff welfare bulletins were sent out to staff, and 22 new webinars developed.
- In 2022 Compassionate Leadership training was made mandatory for all incoming CoMs.
- Increase in staff welfare TDYs from 20 in 2021 to 32 in 2022. They are crucial to offer in-person support, reduce stigma and carry out psychosocial risk assessments and provide recommendations to the mission.
- Coming next – IOM Staff Wellbeing Platform/ App to include tailored digital onboarding packages per duty station, self-assessments, separate access for family members and online forums in 4 languages.



Report on Human Resources Management Outlook for the future

HR challenges ahead – 2022 and beyond



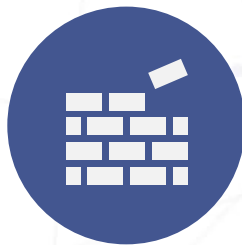
Embracing IGF and BT
to support the business
of migration



Adequate HR staffing
and resourcing given
exponential growth



Embracing and engaging
with the UN Reform



Strengthening
foundational aspects of
HR



Reforming IOM's
contractual landscape



Ensuring adequate
medical and well-being
support for IOM staff

Implementing a new contractual framework 2023 – 2025 (IGF Funded)



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

Investments needed for a stronger HR



Centrally funded HR
personnel



Regional HR Business
Partners



“Learning guarantee”
based on headcount



Performance
management landscape
(IGF/BT Funded)



Overhaul of the
contractual landscape
(IGF Funded)



Diversity initiatives,
especially NRMS



Support to staff

Investments needed for a stronger HR

On pg 15 and 16 of the Blue Book, officially the Department of Human Resources has 12 professional posts in total allocated to it for managing a global workforce of more than 18,500 staff and 7,000 no-staff.

MAC & PAC (which come under a different budget allocation) have a further six professional positions bringing the total to 18 – or a ratio of approximately **1:1400**.

Most other parts of the UN system and the public sector work on a ratio of approximately **1: 120**.

Since 2018, the IOM staff component has **increased by 69% and the non-staff component by 65%**.

During this period DHR has been given an additional 2 professional post including a P-3 (classification) and a P-4 (Performance Management and Culture – part of the 2023 budget allocation)

Critical investments are needed in Workforce Analytics, HR Policy, Strategic Workforce Planning, Diversity and Inclusion (from the HR perspective), Gratis Personnel, Leadership/Management Development and support to the Directorate.

THANK YOU

Michael Emery

Director, Department of Human Resources

