

33RD SESSION OF THE STANDING COMMITTEE
ON PROGRAMMES AND FINANCE

Update on Human Resources Management

Mr. Michael Emery

Director

Department of Human Resources

Agenda



Key facts and figures



Key activities for 2023 - 2024



Highlights and lowlights from the 2023 Global Staff Survey

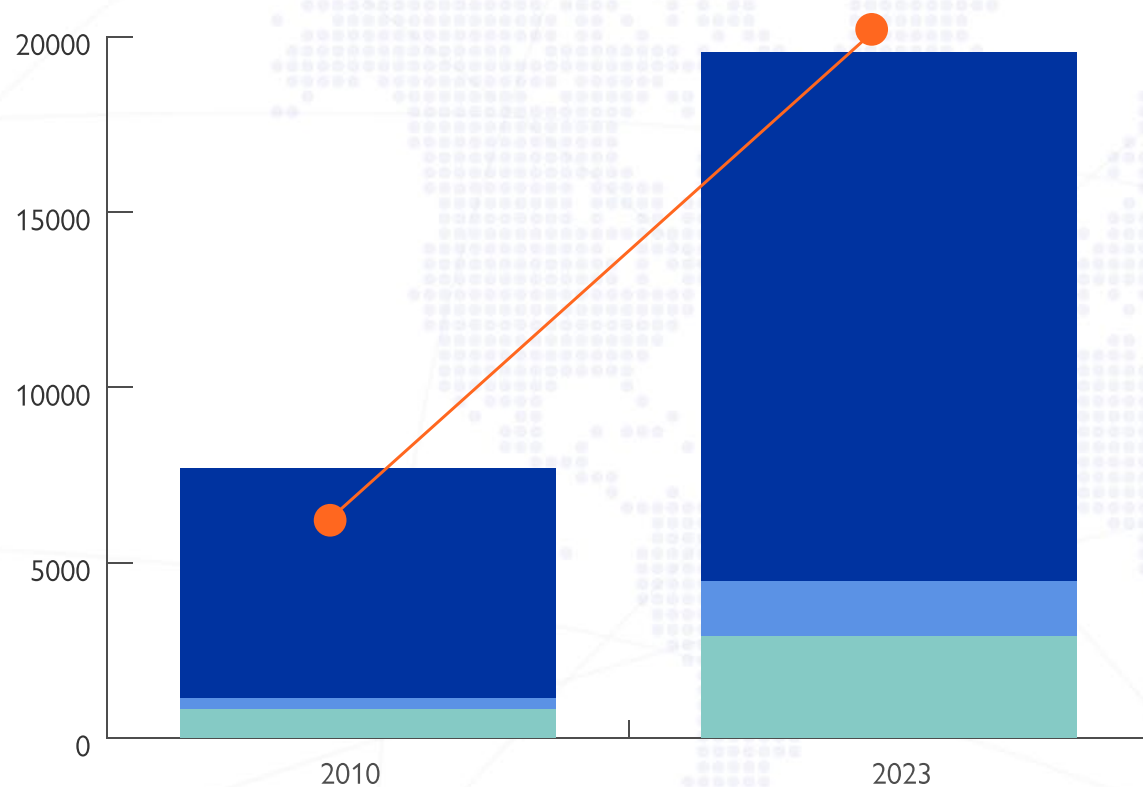


Outlook for the future

Report on Human Resources Management

Key Facts and Figures

Growth of IOM Staff



Staff category	2010	2023
International Professional	816	2,883
National Officer	330	1,586
General Service	6,553	15,084
Total	7,699	19,553
International Professional staff as a percentage of total	11%	15%

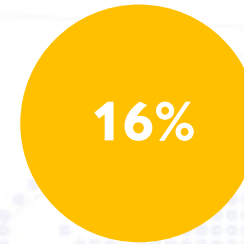
IOM workforce is supplemented by over 6,000 non-staff (consultants, interns, volunteers etc.)



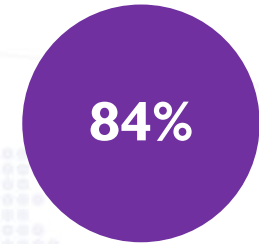
Global workforce



Nationalities



OECD DAC



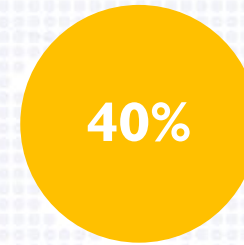
Non-OECD DAC



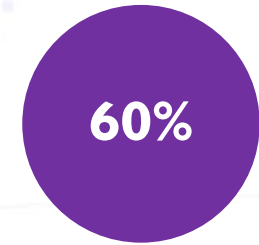
International Staff



Nationalities



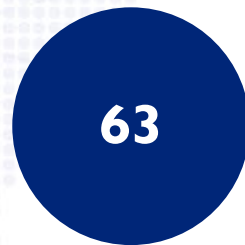
OECD DAC



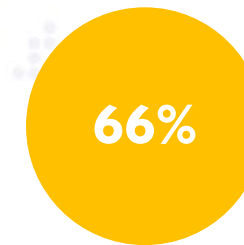
Non-OECD DAC



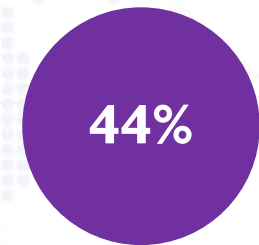
P-5 to D-2 staff



Nationalities

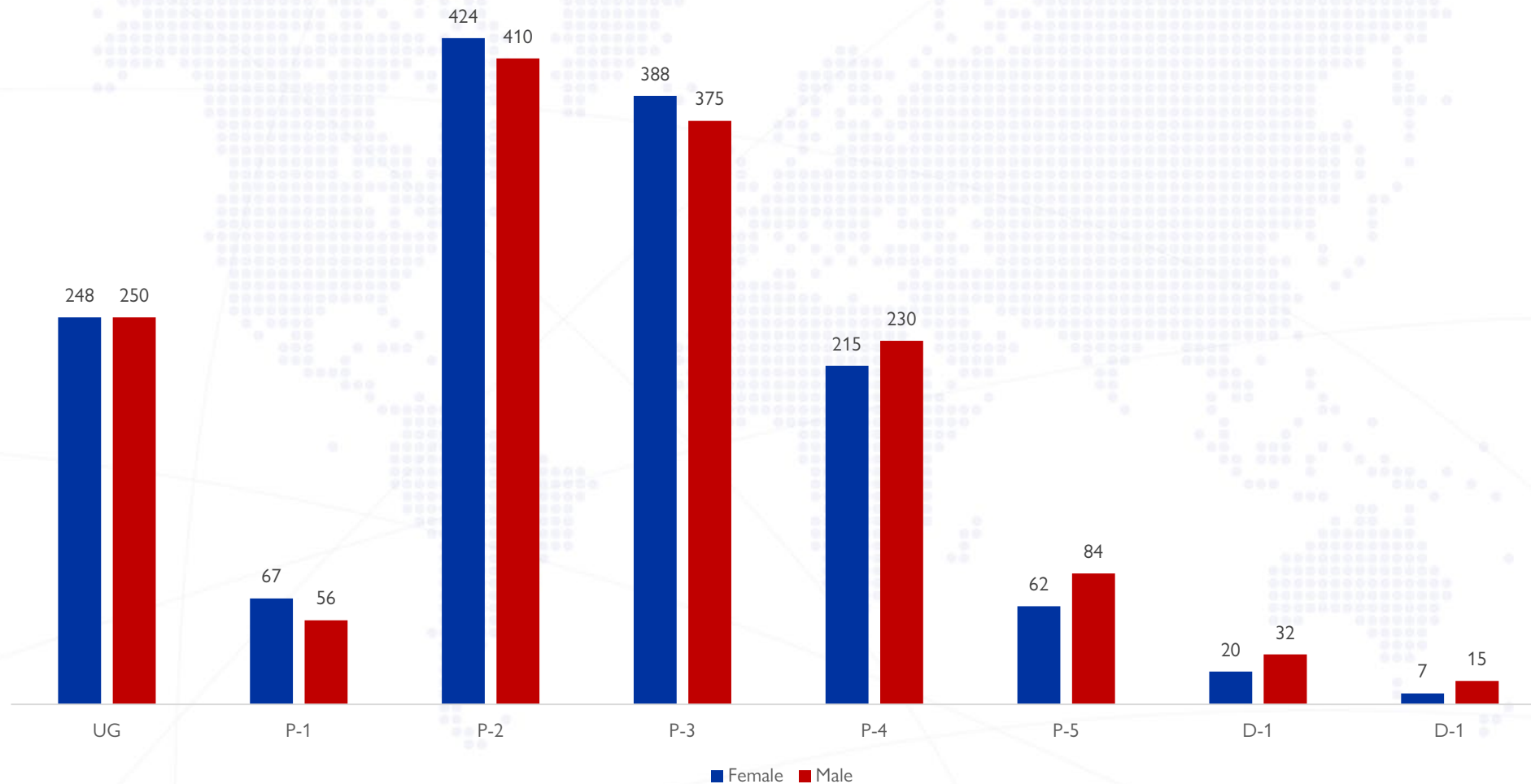


OECD DAC



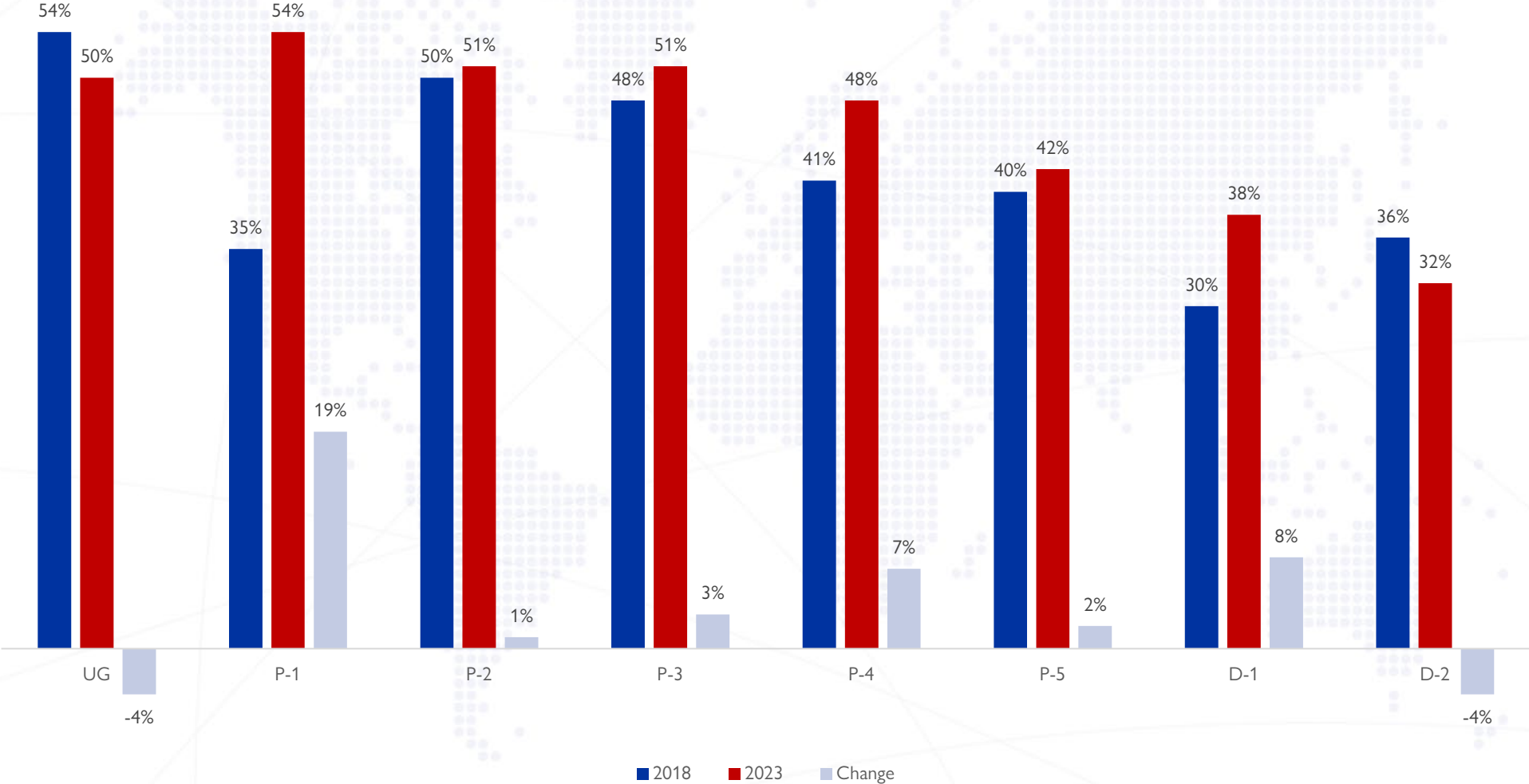
Non-OECD DAC

Gender representation by grade (International Professional)



Data at 30 September 2023

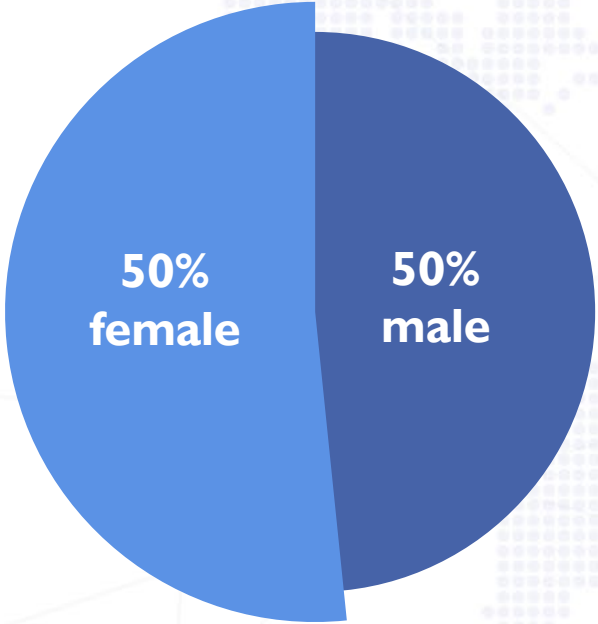
Change in representation of women (2018-2023)



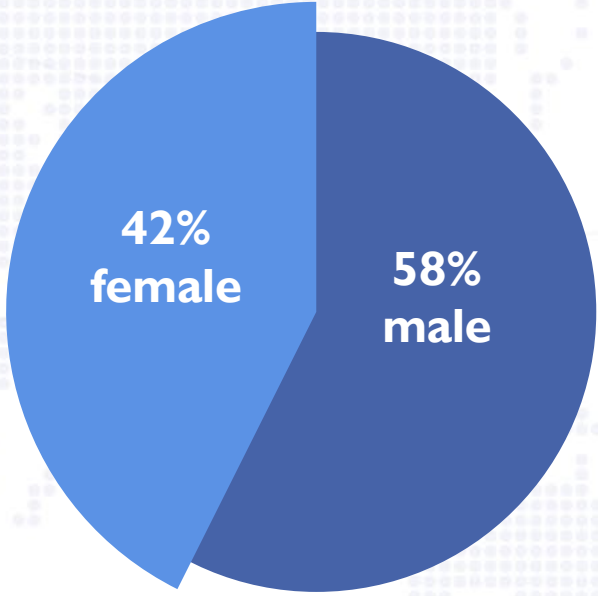
Data at 30 September 2023

Gender representation among International Professionals

International Staff



P5 and above



Update on Human Resources Management

Key Activities for 2023 - 2024

Key activities in 2023 / 2024

- People Strategy for 2024 – 2028
- Implementation of Oracle ERP System
- Socialization of the third Global Staff Survey (GSS)
- Rotation process review
- Implementation of the new contractual landscape
- Development of comprehensive leadership program
- Focus on diversity initiatives (interns, disability, NRMS)
- Expanding Pathways Pool to focus on non and under represented states

The 3 goals of the People Strategy

TALENT



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

LEADERSHIP



Build capable leadership to meet a changing migration landscape

CARE



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

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

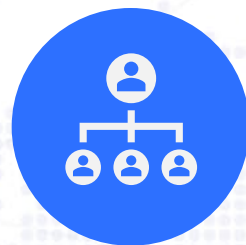
HR challenges ahead – 2023 and beyond



Embracing IGF and BT to support the business of migration



IGF, BT and Oracle Implementation



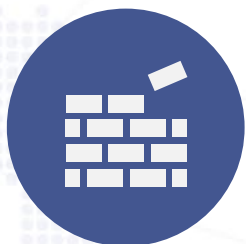
Assisting with the implementation of structural reform



Embracing and engaging with the UN Reform



Strengthening strategic aspects of HR



Strengthening foundational aspects of HR

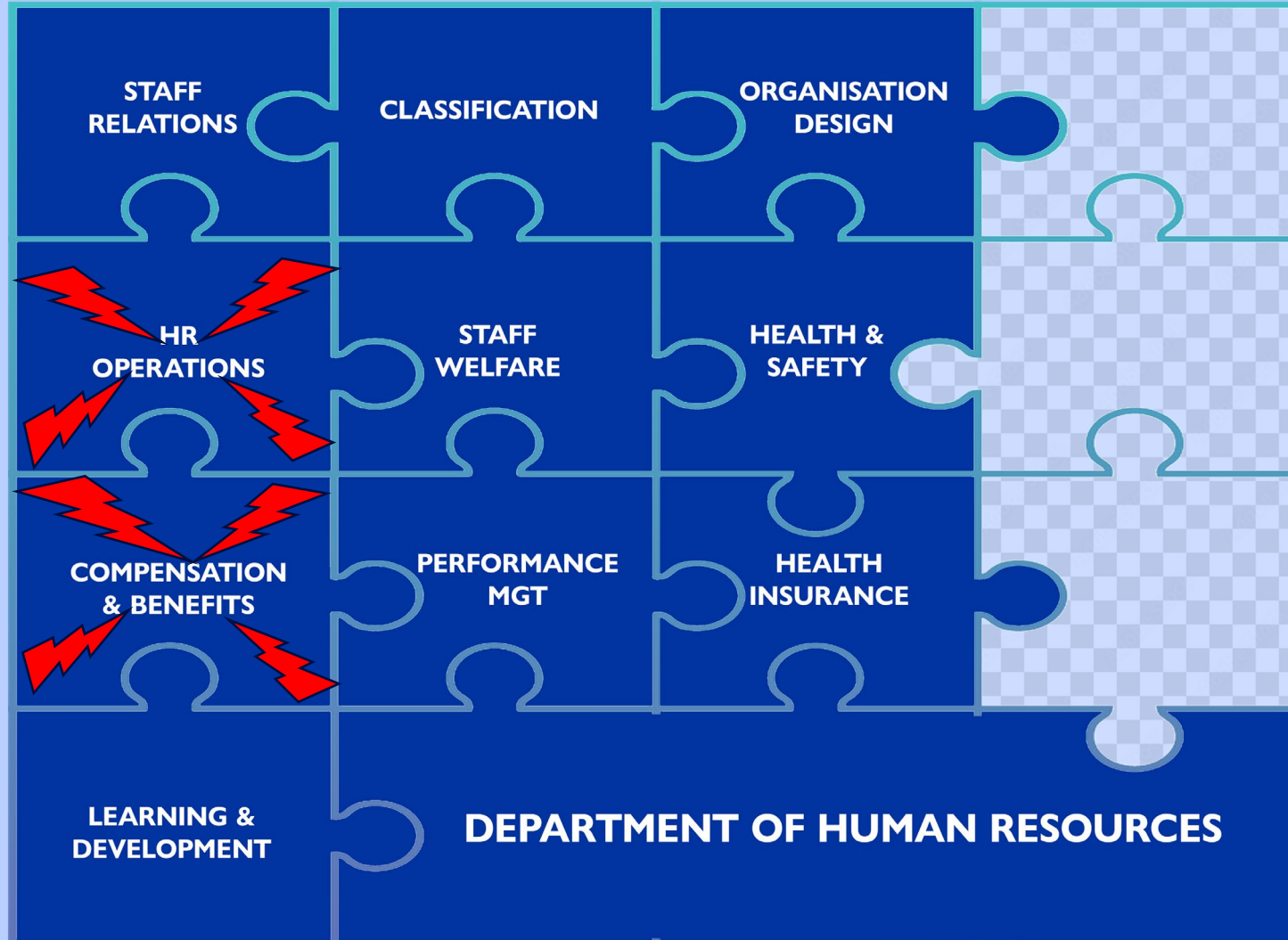


Modernizing HR Policy



Ensuring adequate medical and well-being support for IOM staff

HR Funding Gaps



HR Funding Gaps

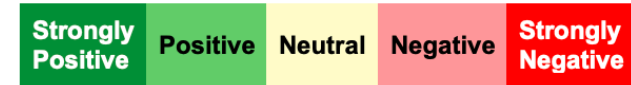
- Operations Management in Manila: 1 P4, 1 G6, 2 G5s (MAC), G4 (PAC), P3 (HQ)
- Surge capacity: Deployment Roster P4, NO; G6 (MAC)
- Talent Management: career development/career transition/retirement: 1 P4, 1 P3, 1 G6
- Strategic Workforce planning (as recommended in the MOPAN/MAR); 1 P4
- Rotation (following rotation process review) 1 P3, 1 G6
- Staff Welfare: 1 P3 in HQ
- Human Resources Administration Unit in MAC: 12 new G/NO positions
- Human Resources Business Partner for HQ: 1 x P4 + 4 Regional P4s
- Recruitment in Manila: Strengthen UNV partnership; reference and background checking (as recommended in MOPAN/MAR) 1 G6, 2 G5
- AI And HR Solutions: 1 P4

Report on Human Resources Management

Highlights and lowlights from the 2023 global staff survey

Highlights

Key



Highlights

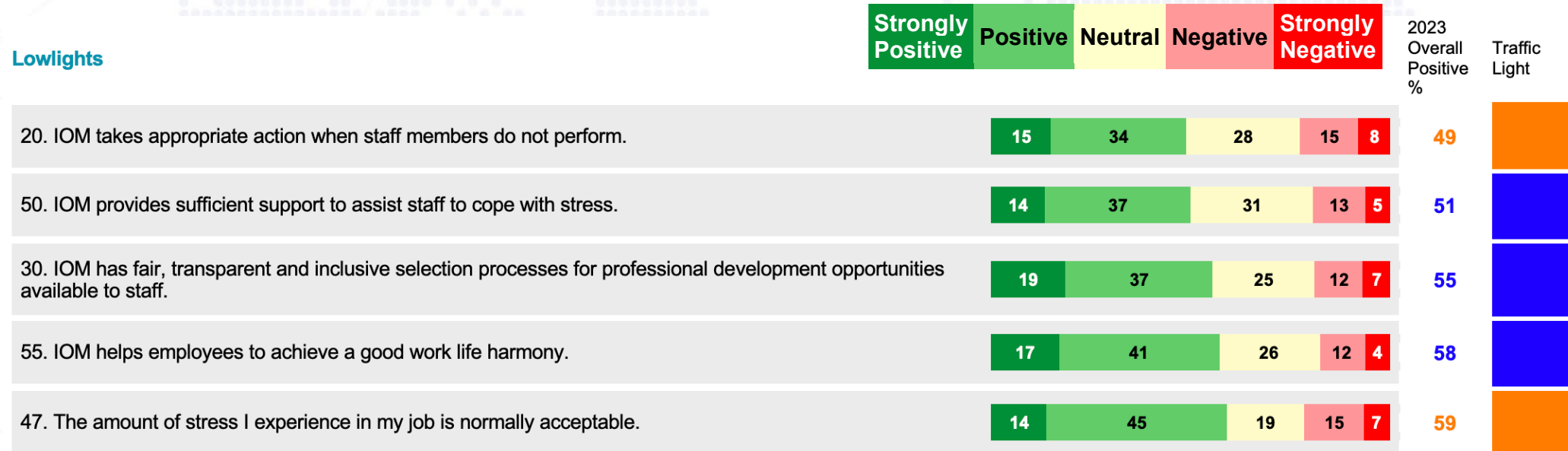
	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light
6. I have a clear understanding of the mission and goals of IOM.	48	45	5	1	0	94	
40. I know how to report unethical behaviour or misconduct, including sexual misconduct, harassment and/or abuse of authority, at IOM.	43	50	5	2	1	92	
18. It is clear to me how my work contributes to achieving organizational goals.	43	47	7	2	1	91	
1. I am proud to tell people that I work for IOM	57	33	8	1	1	90	
32. People in my team cooperate to get the job done.	42	47	8	3	1	89	

Highest to 2021

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	2021 Overall Positive %
57. IOM informs me of all potential health risks, preventive measures and what to do in case of health incident when travelling on official duty.	30	50	14	5	2	79		+5
39. I know where to turn if there is a conflict in my office.	31	50	11	6	2	81		+5
60. IOM leadership has a strong commitment to diversity, equity and inclusion at senior level and leads by example.	28	46	18	6	2	74		+5
24. IOM's online learning portals (I-Learn, <u>GlobeSmart</u> , LinkedIn Learning) offer a wide range of learning resources that suit my professional needs.	27	48	19	5	1	75		+4
40. I know how to report unethical behaviour or misconduct, including sexual misconduct, harassment and/or abuse of authority, at IOM.	43	50	5	2	1	92		+4

Lowlights

Lowlights



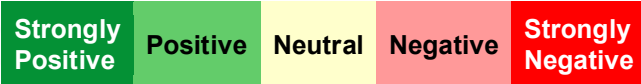
Lowest to 2021

	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	2021 Overall Positive %
31. Teamwork is <u>valued</u> and staff are recognized in IOM.	27	45	17	8	3	72	■	-10
25. In addition to formal training (i.e., "virtual or face-to-face trainer-led training as well as self-paced courses"), IOM provides its staff with a variety of learning and development opportunities.	22	46	20	10	3	68	■	-3
21. My supervisor trusts that I can perform my work effectively remotely and/or working flexible hours.	46	40	9	3	2	86	■	-2
13. I have confidence in the top leadership in IOM (Director General, Deputy Director General, Regional Directors, Departmental Directors).	33	41	21	4	1	74	■	-2
11. I have confidence and trust in senior management of my office/department/division as they have the skills needed to lead the successful implementation of our objectives.	29	42	16	8	4	71	■	-2

Broad Topics (summary)

Topic Summary	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	2021 Overall Positive %	2019 Overall Positive %	Benchmark Median
Communication and Change	38	40	12	7	3	78	Green	0	+3	+8
Diversity	27	46	18	6	3	74	Green	+3	-2	0
Leadership	32	42	17	6	3	74	Green	-2	+1	+12
Learning and Development	25	43	19	10	4	68	Blue	+1	+8	+15
Overall Wellbeing	25	45	18	8	3	70	Green	+1	+3	+8
People, Performance Management & Flexible Work	34	42	14	7	3	76	Green	0	+3	-1
Respect at Work	33	45	14	6	2	78	Green	+1	+7	+10
Staff Engagement	41	41	12	5	1	82	Green	+1	+1	+2
Teamwork and Collaboration	30	46	14	7	3	76	Green	-2	0	+4

• Highest to Benchmark Median



Statement	Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2023 Overall Positive %	Traffic Light	Benchmark Median
25. In addition to formal training (i.e., "virtual or face-to-face trainer-led training as well as self-paced courses"), IOM provides its staff with a variety of learning and development opportunities.	22	46	20	10	3	68	Blue	+28
6. I have a clear understanding of the mission and goals of IOM.	48	45	5	1	0	94	Green	+22
41. I am confident that if I report unethical behaviour or misconduct, including sexual misconduct, harassment and/or abuse of authority, through appropriate channels within IOM, I would be protected from retaliation.	30	39	19	8	4	69	Blue	+22
37. I am treated fairly and with respect at work.	35	47	11	5	2	83	Green	+14
55. IOM helps employees to achieve a good work life harmony.	17	41	26	12	4	58	Blue	+14

Report on Human Resources Management

Outlook for the future

Strategic Plan 2024-2028

- ❑ IOM's diverse and capable people are our **most valued asset**.
- ❑ By investing in better workforce planning and people management, we facilitate their professional development and improve their daily workplace experience.
- ❑ IOM is fostering leadership with the ability to connect, motivate, and inspire a sense of the Organization's shared vision.
- ❑ At all levels of the Organization and across all our endeavors, we believe equality, diversity and inclusion is not only just but is **essential** to reach our vision.
- ❑ IOM ensures meaningful representation throughout our work, including operations and programming.

IOM Strategic Plan: HR as an **Enabler** of

- Saving Lives
- Driving Solutions to Displacement
- Facilitating Pathways

What or who is the Enabler? = **Workforce**

November 2023

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

