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**REPORT ON HUMAN RESOURCES MANAGEMENT**

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## **REPORT ON HUMAN RESOURCES MANAGEMENT**

### **I. INTRODUCTION**

1. During the reporting period, the Organization experienced a further increase in the number of projects, and this resulted in staff strength worldwide increasing by another 11 per cent, from 6,873 in June 2008 to 7,735 at the end of June 2009.
2. During the same period, key developments at Human Resources Management (HRM) included:
  - the arrival of a new Director of HRM;
  - a review of the Staff Regulations;
  - the production of the “Welcome to IOM” package to facilitate staff induction;
  - the extension of health insurance coverage to local staff worldwide;
  - the implementation of staff rotation and the incorporation of lessons learned.

### **II. IOM STAFF**

#### **New Director of HRM**

3. The new Director of Human Resources Management joined IOM in December 2008. He is expected to have the requisite objective and fresh outlook on human resources management, and the potential to make human resource policy and strategic changes and to formulate recommendations for the Director General in order to further strengthen one of the most important areas of the Organization.

#### **Vacancies and placements**

4. The Recruitment Unit continued to focus on streamlining IOM’s selection processes and enhancing its talent management tool to respond to the need for speedy and effective recruitment, while upholding IOM’s principles of equal opportunity, transparency and fairness. Between July 2008 and June 2009, IOM issued 36 vacancy notices and recruited or placed 24 staff members through internal (18) and external (6) advertisements. Furthermore, three vacancy notices were placed for General Service staff at Headquarters and 19 short-term vacancy notices for Officials. The figures show that internal candidates have the qualifications and experience needed to fill vacancies (see Annex, Figures 13<sup>1</sup> and 16).

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<sup>1</sup> Figure 13 compares the number of vacancies for Officials worldwide and Employees at Headquarters filled by internal and external candidates.

### **Associate Experts**

5. IOM's Associate Expert programme continues to expand. The Organization presently has 16 agreements with various donors, including a newly signed agreement with the Government of Norway. Five new Associate Experts joined IOM in the first semester of 2009, funded by Austria, Denmark and Sweden. The number of Associate Experts remains consistently high, with a total of 27 working at IOM during the reporting period. Ongoing efforts to encourage donor countries to fund Associate Experts from developing countries will result in an Associate Expert who is a national of Zimbabwe and funded by the Italian Government joining the Migration Policy and Research Department. During the reporting period IOM retained six Associate Experts as Officials of the Organization once their assignment had ended.

### **Staff exchanges, secondments and loans**

6. During the reporting period 19 staff members were seconded to or from IOM. The secondments to IOM comprised one person from the Danish Refugee Council to work in emergency programmes in Myanmar, and 11 people from SYNI<sup>2</sup> to Headquarters and five from SYNI to the Field (four to Chisinau and one to Belgrade) to work in migration research, gender, media and external relations. IOM loaned one staff member to the Global Forum on Migration and Development, another to the International Labour Organization (ILO) and a third to the North Atlantic Treaty Organization. It is discussing the secondment of a senior IOM migration health official to the WHO Health Action in Crises Cluster, to enhance joint programme efficiency and supplement the operational and conceptual capacities of both parties. The secondment is expected to start in August 2010.

### **Internships**

7. The IOM internship programme continues to expand both at Headquarters and in the Field, providing mutually rewarding learning experiences and opportunities for both the talented young professionals involved and the Organization. During the reporting period IOM hosted 200 interns (84 at Headquarters and 116 in the Field) from a wide range of educational and national backgrounds. In addition, a new agreement has recently been signed with the McGill University Faculty of Medicine/School of Nursing to host a graduate student in migration and health activities. During the reporting period 9 interns were retained on special contracts.

### **Rotation**

8. In 2009 steps were taken to clear the fairly large back-log of staff members due for rotation, with the Administration assigning 69 of the 123 staff members up for rotation to another location. Further rotations are expected to take place during the second half of 2009 and in 2010. A few pending cases will be reviewed during the last quarter of 2009

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<sup>2</sup> SYNI is a non-profit professional project carried out by Lausanne City Council that offers motivated 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 working experience. SYNI is funded and commissioned by the Swiss State Secretariat for Economic Affairs (SECO) and Lausanne City Council.

and the next cycle of rotations, which will begin in July 2010. Several meetings have been held, and others are planned, between the Administration, the Staff Association Committee and senior managers concerning rotation and to draw on the lessons learned. The aim is to improve rotation's potential to enhance staff career development and to match operational needs with potential candidates, subject to rotation, through a consultative process. A new software, the Rotation Management System, is being developed for the same purpose. It is expected to be completed for the next cycle of rotations.

### **III. EFFECTIVE HUMAN RESOURCES SERVICE DELIVERY**

9. In order to provide appropriate and relevant services to IOM staff and operations, HRM strives constantly to improve; applying lessons learned and best human resource practices. Some of these are illustrated below.

- (a) The Policy, Standards and Quality Control Unit at Headquarters is working on a system of checks and balances to ensure the integrity and validity of human resources data and information, which are key to making informed decisions (i.e. checking on data structure and content so they reflect the policy being implemented).
- (b) Key Performance Indicators (KPIs), such as quick and effective responses to personnel queries, were implemented in HRM Manila and Headquarters, giving HRM a “dashboard” for monitoring and adjusting its operational activities. A minimum timeframe has been established for responding to queries.
- (c) In 2009 the financial information system (PRISM FI) and the human resources information system (PRISM HR) were fully integrated to ensure that the flow of financial and human resource information is accurate and reliable. The Personnel Administration and Payroll Units in HRM Manila tested and adjusted the system to ensure minimal disruption to human resource activities during the integration. Furthermore, HRM units in Manila and Panama working in close consultation with Headquarters and the information technology team, identified the system functionality upgrades required for the PRISM payroll roll-out.

#### **HRM policy and services**

- (a) HRM developed the “Welcome to IOM” package for new staff. The package comprises three booklets: one containing general information on IOM, a second on staff entitlements and a third on the specific conditions that apply to each IOM Field Office.
- (b) During the reporting period, the Human Resources Policy Unit, working in coordination with the Legal Affairs Department and the Staff Association Committee, reviewed the Staff Regulations that apply to Officials and those that apply to Headquarters Employees and prepared a new, unified version that applies to all IOM staff at Headquarters and in the Field.

- (c) The Occupational Health Unit developed policies on staff well-being in the workplace in respect of physical or mental risks, specifically in relation to measures to prevent tuberculosis infection among IOM health care workers and reduce staff exposure to the virus.

10. HRM staff members traveled to a number of IOM Field Offices – in Egypt, the Syrian Arab Republic, Jordan, Nepal, Sri Lanka, Colombia, Myanmar, Thailand, Sudan, Panama and the Mindanao region in the Philippines - to provide support for human resource activities such as recruitment, training, personnel administration, capacity-building and staff management.

### **Staff well-being, health insurance and improved working conditions**

- (a) Agreements were concluded with major hospitals in the Philippines, Nepal, Pakistan, the United Republic of Tanzania and Italy to facilitate admission procedures and improve the cost effectiveness of health services. Other agreements are being negotiated in other IOM Field locations.
- (b) In order to be medically prepared for epidemics, IOM staff travelling on duty were given vaccinations and medical kits and support was provided to Field Offices exposed to epidemics. The Administration has been working in close coordination with WHO to prepare for the possibility of an H1N1 outbreak among IOM staff and dependants.
- (c) The extension of health insurance coverage (MSP) and of regular periodic medical exams for local staff worldwide is in its final phase. The Health Claims and Processing Unit recently established at the Panama Administrative Centre is functioning well, helping IOM Field Offices in Africa and the Americas file health claims. The MSP has now been rolled out to all Field Offices worldwide, with 29 new Field Offices (1,753 participants) joining in 2009. A total of 105 Field Offices are now enrolled, with 5,325 participants (staff member and eligible dependents).

### **Staff relations**

- (a) HRM worked closely with the Staff Association Committee throughout the reporting period, particularly in a series of Joint Administration and Staff Association Committee meetings that sought to address staff matters in a constructive fashion. During the reporting period HRM and the Staff Association Committee met six times.
- (b) The Director of HRM and the Ombudsperson now meet weekly to discuss individual staff complaints with HRM implications. Together they have looked into conflict management within the Organization and are developing policies with respect thereto. HRM is encouraging Chiefs of Mission to manage conflicts more effectively. To this effect, a number of case studies have been developed in collaboration with the Ombudsperson and will be included in the next training workshop for Chiefs of Mission.

- (c) As concerns staff grievances, the Joint Administrative Review Board received three appeals in the twelve months ending on 30 June 2009, and one complaint was filed with the ILO Administrative Tribunal.

### **Staff Development and Learning**

- (a) In 2009, Phase 2 of IOM's Project Management Training Package was transferred to Field locations in order to facilitate staff access to it and to reduce travel costs. While four sessions had been organized in Geneva in 2008, five sessions are planned for 2009, one in Geneva and four in the Field (specifically Manila and Brussels in February and March, and Panama and Nairobi in the second half of 2009).
- (b) A new programme, Public Speaking and Presentation Skills, was designed and launched in the first half of 2009 to enhance the ability of all IOM staff at all levels to present the Organization in a professional manner to all target groups. Similarly, a new training-of-trainers programme focusing on project development augmented the pool of IOM project development trainers to 20, ensuring that IOM's efforts to develop good quality projects could draw on a sustainable source of trainers.
- (c) During the reporting period, the Staff Development and Learning Unit played an instrumental role in the organization of the Director General's regional meetings with IOM Chiefs of Mission in the second half of 2008 and first quarter of 2009 and facilitated the selection of the specialized provider for the first organization-wide satisfaction survey in early 2009.
- (d) The Performance Development System is under review and plans are being made to develop a career development system.
- (e) The Unit has also had reference training material translated into Spanish to facilitate communication with IOM staff in the Organization's Spanish-speaking Field Offices.

11. IOM's staff are its most valuable asset, and HRM therefore plans further to enhance working conditions and hone the Organization's ethics and values by communicating more transparently and frequently with staff on human resource matters, furthering career development and ensuring that the staff development system is applied in a systematic, fair and equitable manner throughout the Organization to all categories of staff.

**Annex**

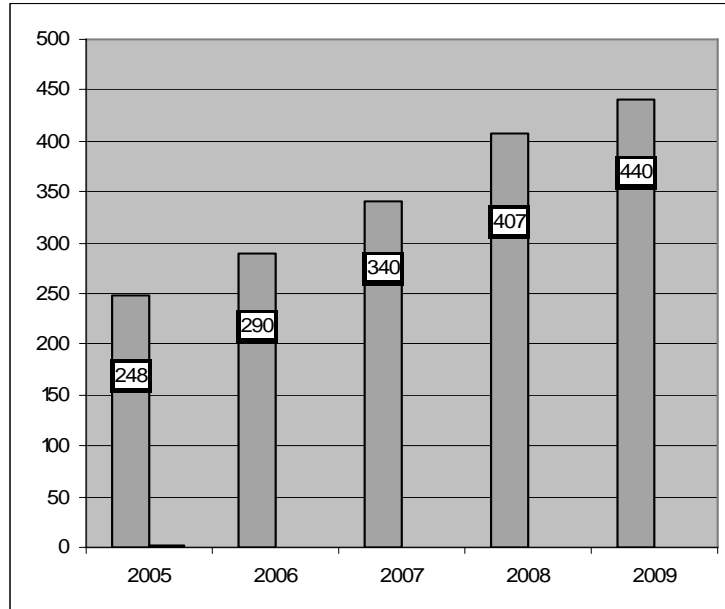
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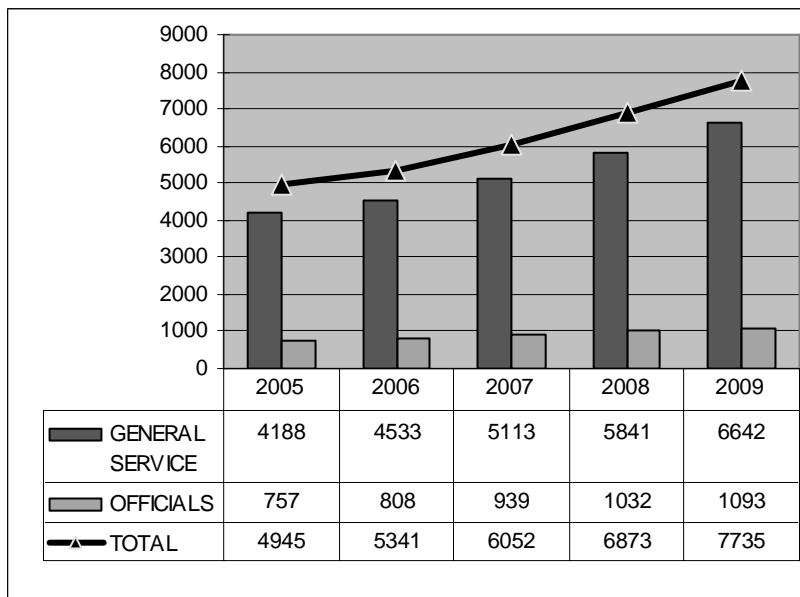


## IOM STAFF COMPOSITION<sup>1</sup>

**Figure 1. IOM Field locations, 2005-2009**



**Figure 2. IOM staffing trends<sup>2</sup>, 2005-2009**



<sup>1</sup> IOM staff statistics have been revised in order to group categories of staff with similar responsibilities.

<sup>2</sup> Staff members holding a short-term contract included.

**Figure 3. IOM staff - Distribution by category, location and gender, June 2009**

Category		Headquarters		Field		Total
		F	M	F	M	
Officials (1,093)	Officials <sup>3</sup>	56	55	211	336	<b>658</b>
	Officials, short-term	6	6	40	49	<b>101</b>
	National Officers			144	170	<b>314</b>
	Associate Experts	1	2	11	6	<b>20</b>
General Service (6,041)	General Service <sup>3</sup>	52	20	2549	786	<b>3407</b>
	General Service, short-term	5	1	427	2802	<b>3235</b>
<b>TOTAL</b>		<b>120</b>	<b>84</b>	<b>3382</b>	<b>4149</b>	<b>7735</b>

**Figure 4. Officials - Distribution by gender and category/grade, 2005-2009**

Category/grade		June 2005		June 2006		June 2007		June 2008		June 2009	
		M	F	M	F	M	F	M	F	M	F
P5 and above		14%	6%	14%	6%	13%	5%	12%	5%	11%	4%
P3-P4		37%	28%	38%	32%	36%	33%	35%	27%	34%	28%
P1-P2		14%	23%	14%	21%	14%	16%	12%	18%	15%	20%
PU		2%	3%	3%	4%	3%	4%	2%	4%	3%	5%
Short-term officials		17%	20%	17%	13%	10%	13%	12%	14%	9%	10%
Associate Experts		1%	4%	1%	4%	0%	3%	1%	2%	1%	3%
National Officers		15%	17%	14%	20%	24%	26%	27%	29%	27%	31%
<b>Total</b>	<b>Gender</b>	<b>426</b>	<b>331</b>	<b>458</b>	<b>350</b>	<b>532</b>	<b>407</b>	<b>587</b>	<b>445</b>	<b>624</b>	<b>469</b>
	<b>Gender %</b>	56%	44%	57%	43%	57%	43%	57%	43%	57%	43%
<b>Total Officials</b>		<b>757</b>		<b>808</b>		<b>939</b>		<b>1032</b>		<b>1093</b>	

<sup>3</sup> The Director General, Deputy Director General, consultants, interns and staff on special leave without pay are excluded.

**Figure 5. Distribution by gender and category/grade, June 2009  
 (Officials and Headquarters General Service staff)**

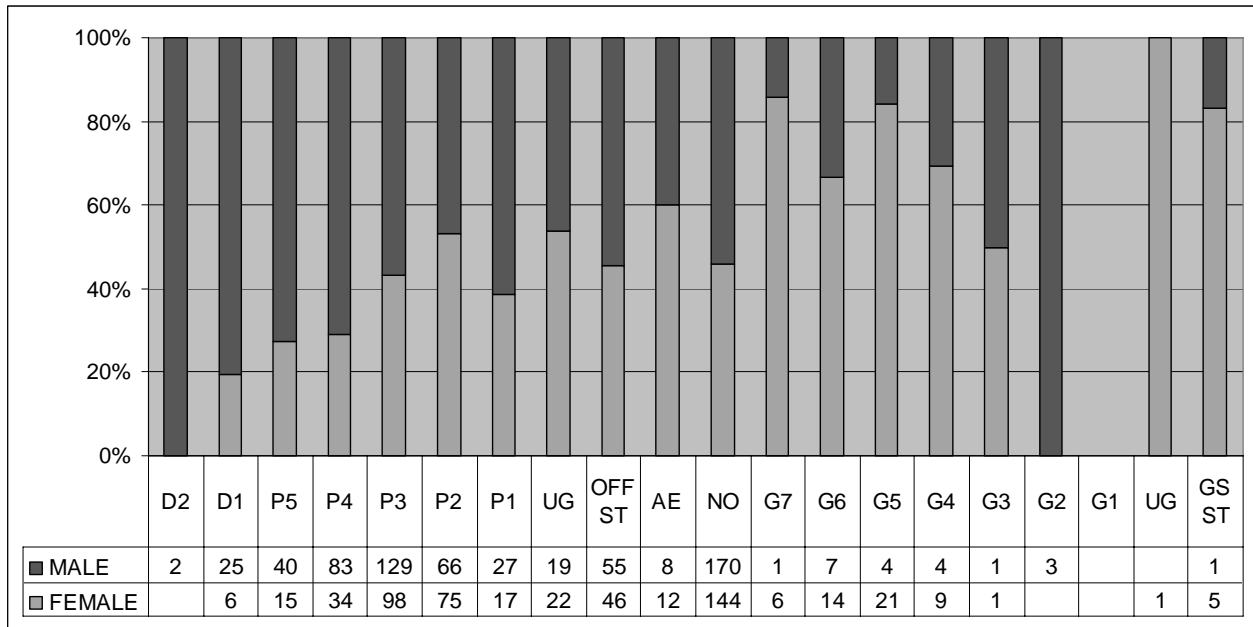


Figure 6. Officials - Distribution by country of nationality, category/grade and gender, June 2009

Country of nationality	Category/Grade											Total	Gender breakdown		
	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts	National Officers		F	M	
<b>Member States</b>															
Afghanistan					1	1						5	7		7
Albania					1				1			3	5	5	
Algeria				1	1								2		2
Angola													0		
Argentina			1	1	1								3	2	1
Armenia									1			3	4	3	1
Australia		1	3	6	6	1	2	4	14			1	38	11	27
Austria		1		2	5				1	1		1	11	3	8
Azerbaijan				1		2						1	4	1	3
Bahamas													0		
Bangladesh		1	1		1							14	17	5	12
Belarus					1							2	3	1	2
Belgium			1	4	3	1			1	2		2	14	5	9
Belize													0		
Benin					1								1		1
Bolivia (Plurinational State of)			1						1				2	1	1
Bosnia and Herzegovina				1	3	1							5	3	2
Brazil				1	1	1		1	1				5	2	3
Bulgaria				1									1	1	
Burkina Faso					1	1							2		2
Burundi									1				1	1	
Cambodia												3	3	1	2
Cameroon							1						1		1
Canada			3	7	7	7	4	1	1			1	31	13	18
Cape Verde													0		
Chile			1		1							1	3	1	2
Colombia						2	1		2			47	52	28	24
Congo													0		
Costa Rica		1	1	2	5	2			1				12	3	9
Côte d'Ivoire					2							3	5	2	3
Croatia				2	1		1	1				1	6	4	2
Cyprus													0		
Czech Republic												1	1	1	
Democratic Republic of the Congo					1	1						1	3		3
Denmark				1	1				2	1			5	2	3
Dominican Republic													0		
Ecuador				1		1	1					4	7	3	4
Egypt			1		1	2	6		2			4	16	4	12
El Salvador								1					1		1
Estonia													0		
Finland					1	1			1	1		1	5	3	2
France		1	6	5	8	7	3	3	3	1			37	17	20
Gabon													0		
Gambia													0		
Georgia				1		2						3	6	3	3
Germany		7	1	5	10	3	1	1	2	2		2	34	18	16
Ghana			2	1		2			2			6	13	5	8
Greece				1			1					1	3	1	2
Guatemala												3	3	1	2
Guinea									1			1	2	1	1
Guinea-Bissau													0		
Haiti					2							4	6	1	5

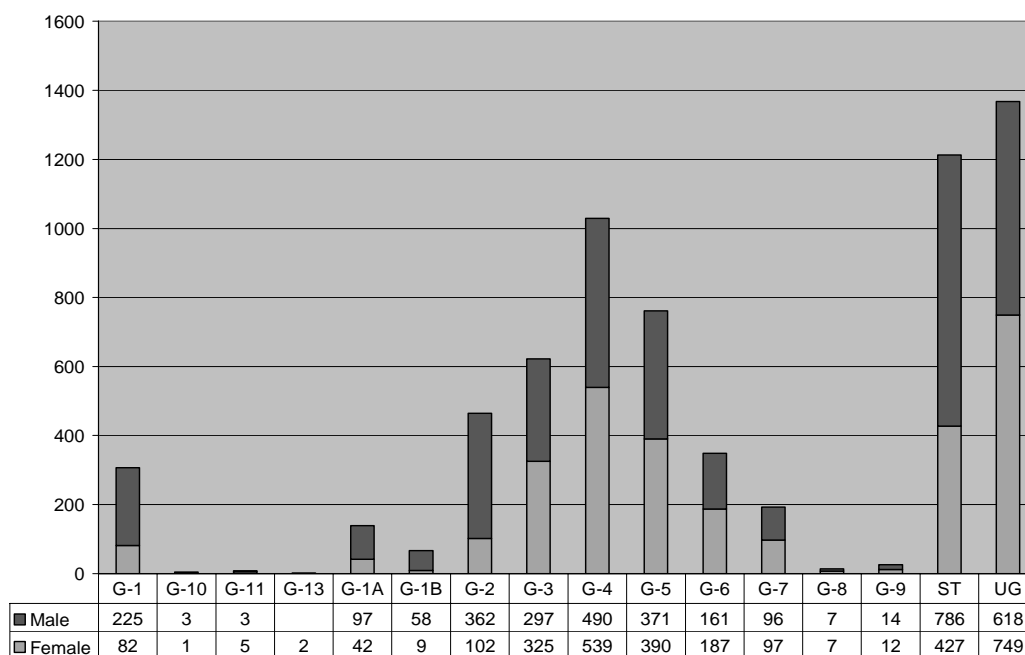
Figure 6. Officials - Distribution by country of nationality, category/grade and gender, June 2009 (continued)

Country of nationality	Category/Grade											Total	Gender breakdown	
	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts	National Officers		F	M
<b>Member States (continued)</b>														
Honduras						1						1	1	
Hungary		1		1							3	5	5	
India		1	2	1	3	1			2			10	6	4
Iran (Islamic Republic of)			1		1						2	4	1	3
Ireland				1	2	1		1			2	7	3	4
Israel					1							1	1	
Italy		5	2	11	15	5	2	3	12	5	3	63	24	39
Jamaica												0		
Japan		1	1		6	5			1	3	2	19	14	5
Jordan				2	3	2	4		1		8	20	6	14
Kazakhstan				1							1	2	1	1
Kenya			2	2	10	5			1		11	31	14	17
Kyrgyzstan											2	2	2	
Latvia											1	1		1
Liberia					1	1						2		2
Libyan Arab Jamahiriya											1	1		1
Lithuania				1							2	3	3	
Luxembourg												0		
Madagascar												0		
Mali					1						1	2		2
Malta												0		
Mauritania												0		
Mauritius					1				1			2	2	
Mexico								1				1		1
Mongolia												0		
Montenegro												0		
Morocco							1					1		1
Namibia												0		
Nepal											6	6	3	3
Netherlands		1	1		4	1		3	1			11	4	7
New Zealand			2									2		2
Nicaragua				1	1				1			3		3
Niger					1							1	1	
Nigeria					1							1	1	
Norway			1	1	2				1			5	2	3
Pakistan					4				1		8	13	1	12
Panama			1		1						3	5	2	3
Paraguay												0		
Peru				1	1						3	5	1	4
Philippines			2	2	8	10		1	1		19	43	22	21
Poland					1	1	1	2			3	8	5	3
Portugal			1		3	4	2		1			11	2	9
Republic of Korea				1					1			2	2	
Republic of Moldova						1					5	6	3	3
Romania			1	3	2	2			1		1	10	8	2
Rwanda												0		
Senegal					1	1		1			2	5	3	2
Serbia				5	8	2	1	1	1		3	21	8	13
Sierra Leone				1		1			1		3	6	2	4
Slovakia						1			1		1	3	3	
Slovenia												0		
Somalia											1	1		1

Figure 6. Officials - Distribution by country of nationality, category/grade and gender, June 2009 (continued)

Country of nationality	Category/Grade											Total	Gender breakdown				
	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts	National Officers		F	M			
<b>Member States (continued)</b>																	
South Africa						3						5	8	7	1		
Spain		1		1	2	2			1			1	8	5	3		
Sri Lanka				1	1	1	1					3	7	1	6		
Sudan		1				1	1					15	18	3	15		
Sweden				1	5				2	4			12	8	4		
Switzerland	2		2	3	2	4		1	1				15	9	6		
Tajikistan					1	2	1						4	1	3		
Thailand				1	3	3	1	3				10	21	11	10		
Togo				1									1		1		
Trinidad and Tobago													0				
Tunisia												2	2		2		
Turkey					1			1					2		2		
Uganda				1					2			4	7	3	4		
Ukraine					2	1			1			5	9	7	2		
United Kingdom		1	3	8	15	3		3	6			3	42	17	25		
United Republic of Tanzania												1	1		1		
United States of America		3	8	16	25	18	7	3	14			1	95	36	59		
Uruguay		2	3		1	1		1					8	2	6		
Venezuela (Bolivarian Republic of)		1										1	2	1	1		
Viet Nam					1							5	6	4	2		
Yemen													0				
Zambia													0				
Zimbabwe					2							9	11	2	9		
<b>Observers/non-Member States</b>																	
Bahrain													0				
Bhutan													0				
Chad						1							1	1			
China				1								1	2		2		
Cuba													0				
Djibouti												1	1	1			
Eritrea					1	1							2	1	1		
Ethiopia					1				3			7	11	3	8		
Guyana													0				
Holy See													0				
Indonesia					2	6		1	1			9	19	10	9		
Iraq					2							4	6	4	2		
Lebanon				1			1						2	1	1		
Malaysia					1	1							2		2		
Mozambique		1			3			1				1	6	2	4		
Myanmar								3	1			3	7	4	3		
Papua New Guinea												1	1		1		
Qatar													0				
Russian Federation				2	3	7						2	14	8	6		
San Marino													0				
Sao Tome and Principe													0				
Saudi Arabia													0				
Syrian Arab Republic												4	4	2	2		
The former Yugoslav Republic of Macedonia				1	4	3							8	1	7		
Turkmenistan					2								2	2			
Uzbekistan													0				
<b>Total</b>	<b>2</b>	<b>31</b>	<b>55</b>	<b>117</b>	<b>227</b>	<b>141</b>	<b>44</b>	<b>41</b>	<b>101</b>	<b>20</b>	<b>314</b>	<b>1093</b>	<b>469</b>	<b>624</b>			

**Figure 7. General Service staff - Distribution by category/grade and gender  
June 2009**



**Figure 8. Headquarters General Service staff<sup>4</sup> - Distribution by country  
of nationality and gender, June 2009**

Country of nationality	Gender		Total
	F	M	
Albania		1	1
Argentina	1		1
Austria	1		1
Azerbaijan			0
Barbados		1	1
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Canada	1		1
Colombia	1		1
Democratic Republic of the Congo		1	1
Estonia	1		1
France	15	7	22
Germany	3	1	4
Ghana	1		1
Italy	4	1	5
Mexico	1		1
Netherlands	1		1
Portugal			0
Romania		1	1
Slovakia			0
Spain	1		1
Sri Lanka		2	2
Switzerland	12	3	15
The former Yugoslav Republic of Macedonia	1	2	3
United Kingdom	7	1	8
United Republic of Tanzania	2		2
Uruguay	2		2
<b>Grand Total</b>	<b>57</b>	<b>21</b>	<b>78</b>

<sup>4</sup> Including short-term employees.

**Figure 9. General Service staff - Distribution by country of nationality, category/grade and gender, June 2009**

Country of nationality	Category/Grade																Total	Gender breakdown		
	G-13	G-11	G-10	G-9	G-8	G-7	G-6	G-5	G-4	G-3	G-2	G-1B	G-1A	G-1	UG	ST		F	M	
<b>Member States</b>																				
Afghanistan						10	10	13	17	3	34	29	8		4	74	<b>202</b>	14	188	
Albania							1	1	5	1				3	2		<b>13</b>	9	4	
Angola															23	5	<b>28</b>	6	22	
Argentina							1	2	3	6	2			1	3	20	<b>38</b>	21	17	
Armenia							1	3	3							1	<b>8</b>	3	5	
Australia							3	5	4							4	<b>16</b>	14	2	
Austria						1	4	5	7	6					2	4	<b>29</b>	20	9	
Azerbaijan							1	4		1	2				14	12	<b>34</b>	16	18	
Bahamas															1	1	<b>1</b>	1	0	
Bangladesh						4	3	9	9	24	3			3	3		<b>58</b>	22	36	
Belarus							2	1	8	3	2				1	1	<b>18</b>	12	6	
Belgium						1	5	16	22	6	2					1	<b>53</b>	32	21	
Bolivia (Plurinational State of)														3	3		<b>6</b>	3	3	
Bosnia and Herzegovina							3	5	6	9	5				17	4	<b>49</b>	23	26	
Bulgaria								1		1						3	<b>5</b>	2	3	
Burundi														1	1		<b>2</b>	1	1	
Cambodia						1	6	4		4	4	4	7		7		<b>37</b>	15	22	
Cameroon															1	5	<b>6</b>	3	3	
Canada															2	1	<b>3</b>	2	1	
Chile									2	4	2				1	1	2	<b>12</b>	7	5
Colombia						4	19	55	16	35	25				20	396	<b>570</b>	383	187	
Congo															6		<b>6</b>	3	3	
Costa Rica							2	3		3	1				28	3	<b>40</b>	23	17	
Côte d'Ivoire							3	2	1	2	2	1			2	3	<b>16</b>	6	10	
Croatia							2	1	2								<b>5</b>	4	1	
Czech Republic								1	4	5						3	<b>13</b>	8	5	
Democratic Republic of the Congo								1	6	1	1				10	44	<b>63</b>	9	54	
Dominican Republic						1				1				2	1	2	<b>7</b>	5	2	
Ecuador						8	5	7	6	10	18	11	26		4	1	<b>96</b>	49	47	
Egypt						2	2	5	7	1	1				2	18	8	<b>46</b>	27	19
El Salvador								2	2		1	1	1		1	2	<b>10</b>	7	3	
Estonia							1									1	<b>2</b>	2	0	
Finland						3	1	3	4	2						4	<b>17</b>	9	8	
France						1			1	1	1				2	5	<b>11</b>	9	2	
Gambia									1								<b>1</b>	1	0	
Georgia						1	3	2	2	4					5	2	3	<b>22</b>	9	13
Germany						1		8	6	11					2		<b>28</b>	17	11	
Ghana						1	8	10	11	5	5				4	2	2	<b>48</b>	23	25
Greece						1	1	3	1		1				4	2		<b>13</b>	8	5
Guatemala						4	1	9	3	1	8	2	14		2	3	<b>47</b>	18	29	
Guinea						1	1	4	7	3	3					2	<b>25</b>	7	18	
Guinea-Bissau															13		<b>13</b>	5	8	
Haiti							4	5	19	8	11				10	4	6	<b>67</b>	18	49
Honduras						3		3	3	2	5				2			<b>18</b>	13	5
Hungary						1	1	4	1	2					1	3	<b>13</b>	4	9	
India							2	3	1	2	1				1	1	<b>11</b>	4	7	
Iran (Islamic Republic of)						1	2		6	2	1					2	<b>14</b>	7	7	



**Figure 9. General Service staff - Distribution by country of nationality, category/grade and gender, June 2009 (continued)**

Country of nationality	Category/Grade																Total	Gender breakdown	
	G-13	G-11	G-10	G-9	G-8	G-7	G-6	G-5	G-4	G-3	G-2	G-1B	G-1A	G-1	UG	ST		F	M
<b>Member States (cont'd)</b>																			
Ireland							1	1	1	1						1	5	4	1
Italy					1	3	5	3	7	9	4			3	4		39	24	15
Jamaica															2	1	3	2	1
Japan									1	1	2				1	1	6	5	1
Jordan						6	11	45	45	19	15			35	3	23	202	99	103
Kazakhstan						3	2	2		1				2	1	2	13	8	5
Kenya						8	11	45	36	9	22			30	27	50	238	117	121
Kyrgyzstan						2	1	1	1	1	2			3		1	12	3	9
Latvia							1									1	2	2	0
Liberia									1						3	1	5	2	3
Libyan Arab Jamahiriya							2			5	2				3	2	14	6	8
Lithuania						2	3	1	1								7	5	2
Madagascar															1		1	1	0
Mali									3					1			4	0	4
Malta															1	2	3	3	0
Mauritania						1		2									3	0	3
Mauritius										1						1	2	2	0
Mexico								4							8	6	18	7	11
Montenegro								1	3	1							5	4	1
Morocco							1		4				2			17	24	13	11
Nepal						1	9	49	102	45	37			13	52	37	345	138	207
Netherlands	2	8	4	26	10	10	3	6		1							70	41	29
Nicaragua							1		1						3		5	4	1
Niger								2									2	1	1
Nigeria						3			3	1				3	4	5	19	8	11
Norway								1	5	12					4		22	15	7
Pakistan						3	6	5	8	47	6		12		2	10	99	32	67
Panama						1		2	10	1				1		1	16	11	5
Paraguay															1	1	2	1	1
Peru							1			2				1	21	7	32	12	20
Philippines						10	30	40	51	22	13			3	7	26	202	129	73
Poland							1	2	3	5					1	5	17	13	4
Portugal							1								3	4	8	5	3
Republic of Korea															3	3	6	4	2
Republic of Moldova						5	5	9	2	3					22	7	53	30	23
Romania							1	3	1	3				2	2	1	13	8	5
Rwanda															1	2	3	2	1
Senegal						1	4	7	3	4	3			1	3		26	10	16
Serbia						3	8	7	18	7	9			5	11	5	73	36	37
Sierra Leone							2	2	2	3	4			2	3	2	20	5	15
Slovakia								5	11	7	1				1		25	16	9
Slovenia									1								1	0	1
Somalia															5	2	7	2	5
South Africa						5	6	8	4	3	5			1	1	2	35	22	13
Spain							1								3		4	3	1
Sri Lanka						7	9	35	29	15	28	3	26		11	38	201	31	170
Sudan						9	7	30	29	36	45			27	54	207	444	72	372
Tajikistan						1	6	4	11	2	3			6	5		38	15	23

**Figure 9. General Service staff - Distribution by country of nationality, category/grade and gender, June 2009 (continued)**

Country of nationality	Category/Grade																Total	Gender breakdown	
	G-13	G-11	G-10	G-9	G-8	G-7	G-6	G-5	G-4	G-3	G-2	G-1B	G-1A	G-1	UG	ST		F	M
<b>Member States (cont'd)</b>																			
Thailand						2	3	26	54	62	15	14	4		21	43	<b>244</b>	147	97
Trinidad and Tobago							1										<b>1</b>	1	0
Tunisia						1		1	1							1	<b>4</b>	3	1
Turkey						2	1	3	4	8	1				10	2	<b>31</b>	19	12
Uganda						2	2	3	7	1	1			3	5	2	<b>26</b>	14	12
Ukraine						6	3	9	25	3				1	60	3	<b>110</b>	73	37
United Kingdom						4	9	13	57	3	1				5		<b>92</b>	46	46
United Republic of Tanzania								5	7	3	6	1			2	7	<b>31</b>	11	20
United States of America					3	5	7	12	15	1	11				10	2	<b>66</b>	40	26
Uruguay						1				2					7		<b>10</b>	6	4
Venezuela (Bolivarian Republic of)															3	2	<b>5</b>	2	3
Viet Nam						4	8	11	27	19	10			4	1		<b>84</b>	64	20
Yemen															1	10	<b>11</b>	3	8
Zambia						1	2		2		1				5	3	<b>30</b>	13	17
Zimbabwe						1	6	25	20	27	13				26	2	<b>162</b>	72	90
<b>Observer and non-Member States</b>																			
China															3	2	<b>5</b>	4	1
Cuba															1		<b>1</b>	1	0
Djibouti																2	<b>2</b>	1	1
Ethiopia							6	12	8	2	5				1	23	<b>57</b>	21	36
Hong Kong						1			2								<b>3</b>	3	0
Indonesia						15	33	57	101	18	48			55	53	121	<b>501</b>	162	339
Iraq							1	4	7	3	3				57	40	<b>115</b>	11	104
Kuwait						1	2								2		<b>5</b>	2	3
Lao People's Dem. Republic								1	1						1	3	<b>6</b>	3	3
Lebanon															9	3	<b>12</b>	8	4
Mozambique								2								1	<b>3</b>	0	3
Myanmar						1			1	3	1		4		182	128	<b>320</b>	179	141
Papua New Guinea						1		1			1				1		<b>4</b>	2	2
Russian Federation						7	17	30	42	9					8	9	<b>125</b>	88	37
Saudi Arabia															1		<b>1</b>	0	1
Syrian Arab Republic						1	7	20	50	17	2	1	35			11	<b>144</b>	68	76
The former Yugoslav Republic of Macedonia						1		2	2	1					1	1	<b>8</b>	6	2
Timor-Leste						2	1	2	1	3	2				1	66	<b>101</b>	22	79
Turkmenistan							1		2		1						<b>4</b>	1	3
Uzbekistan							1			1					4		<b>6</b>	3	3
<b>TOTAL</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>26</b>	<b>14</b>	<b>193</b>	<b>348</b>	<b>761</b>	<b>1029</b>	<b>622</b>	<b>464</b>	<b>67</b>	<b>139</b>	<b>307</b>	<b>1367</b>	<b>1213</b>	<b>6564</b>	<b>2976</b>	<b>3588</b>

## ALTERNATIVE STAFFING RESOURCES

**Figure 10. Associate Experts - Distribution by country of nationality  
 2005 - June 2009<sup>5</sup>**

	2005	2006	2007	2008	June 2009
Armenia	1	1 <sup>6</sup>			
Austria		1	1	1	1
Belgium	2	2	1	1	2
Denmark					1
Finland					1
France				1	1
Germany	3	3	1	1	2
Italy	4	4	4	5	5
Japan	1	1	2	4	3
Morocco					
Netherlands	4	4			
Niger	1	1 <sup>7</sup>			
Sweden	4	4	1	1	4
Switzerland					
United States of America	2	2	2	2	
<b>Total</b>	<b>22</b>	<b>23</b>	<b>12</b>	<b>16</b>	<b>20</b>

<sup>5</sup> Includes Associate Experts present for only part of the year.

<sup>6</sup> Funded by the Government of the Netherlands.

<sup>7</sup> Funded by Organisation Internationale de la Francophonie.

Figure 11a. Interns - Distribution by gender and duty station, July 2008 - June 2009

Duty station	F	M	Total
<b>Headquarters</b>			
Accounting		2	2
Budget	2	1	3
Director General's Office	7	1	8
Donor Relations	2		2
Election Support		1	1
Emergency and Post-crisis	7	1	8
External Relations	1		1
GFMD Support Unit	1		1
Human Resources Management	1	1	2
Information Technology and Communication	1		1
International Dialogue on Migration	7		7
International Migration Law and Legal Affairs	5	3	8
IT Procurement	1		1
Labour and Facilitated Migration	3		3
Media and Communication Unit	1		1
Media and Public Information	3	1	4
Migration Health	3		3
Migration Policy and Research	3		3
Movement Management	2	1	3
Ombudsperson	3		3
Regional Advisers	1		1
Research and Publications	2	1	3
Return Management and Counter-trafficking	7	1	8
Spanish Translations		1	1
Staff Development, Learning and Communication	3		3
Strategic Policy and Planning		1	1
Technical Cooperation on Migration	1	1	2
<b>Headquarters Total</b>	<b>67</b>	<b>17</b>	<b>84</b>
<b>Field</b>			
Angola	3	1	4
Argentina	1		1
Austria	7	1	8
Bangladesh	1		1
Belgium	5	2	7
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Cambodia	1		1
Colombia	2	1	3
Costa Rica	3		3
Egypt	2		2
Finland	1		1
France	2		2
Germany	2		2
Ghana	1		1
Indonesia		1	1
Ireland	1	1	2
Italy	2	1	3
Jordan		2	2
Kenya		5	5
Lao People's Democratic Republic	2		2
Malta	1		1
Nicaragua	3		3
Peru	1		1
Philippines	3	2	5
Republic of Korea	3		3
Russian Federation	2		2
South Africa	1	2	3
Spain	2		2
Switzerland (Bern)	1	1	2
Tajikistan	2		2
Thailand	8	4	12
Timor-Leste	2	3	5
Turkey		2	2
Ukraine	9	2	11
United States of America	4		4
Viet Nam	3		3
Zambia		1	1
Zimbabwe	1		1
<b>Field Total</b>	<b>84</b>	<b>32</b>	<b>116</b>
<b>GRAND TOTAL</b>	<b>151</b>	<b>49</b>	<b>200</b>

**Figure 11b. Secondees – Distribution by gender and duty station  
 July 2008 - June 2009**

<b>Duty station</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
<b>Headquarters</b>			
Director General's Office	2	1	2
Labour and Facilitated Migration	2		2
Media and Public Information	2		
Regional Advisers	2		1
Research and Publications	2		2
<b>Headquarters Total</b>	<b>10</b>	<b>1</b>	<b>11</b>
<b>Field</b>			
Argentina	3	2	5
Hungary	1		1
Morocco		1	1
Zambia	1		1
<b>Field Total</b>	<b>5</b>	<b>3</b>	<b>8</b>

## RECRUITMENT AND SELECTION

**Figure 12. Vacancy notices issued for Officials, 2005 - June 2009**

Vacancy notices issued	2005	2006	2007	2008	June 2009
<b>Total number of vacancy notices issued</b>	<b>61</b>	<b>72</b>	<b>106</b>	<b>71</b>	<b>36</b>
Headquarters positions	14	8	16	9	8
Field positions	47	64	90	62	28
<b>Advertised internally only<sup>8</sup></b>	<b>40</b>	<b>37</b>	<b>56</b>	<b>53</b>	<b>24</b>
Headquarters positions	6	5	12	7	7
Field positions	34	32	44	46	17
<b>Advertised internally and externally</b>	<b>21</b>	<b>35</b>	<b>50</b>	<b>18</b>	<b>12</b>
Headquarters positions	8	3	4	2	1
Field positions	13	32	46	16	11

**Figure 13. Officials appointed through vacancy notices, 2005 – June 2009**

Vacancy notices issued	2005	2006	2007	2008	June 2009
<b>Vacancies filled internally</b>	<b>39</b>	<b>45</b>	<b>46</b>	<b>40</b>	<b>18</b>
Headquarters positions	12	5	11	5	6
Field positions	27	40	35	35	12
<b>Vacancies filled externally</b>	<b>6</b>	<b>14</b>	<b>40</b>	<b>10</b>	<b>6</b>
Headquarters positions	1	2	3	1	1
Field positions	5	12	37	9	5
<b>Total</b>	<b>45</b>	<b>59</b>	<b>86</b>	<b>50</b>	<b>24</b>

<sup>8</sup> As of January 2008, vacancy notices advertised internally only are also open to external candidates from non-represented Member States.

**Figure 14. Officials appointed through vacancy notices  
Distribution by country of nationality, 2005 - June 2009**

Country of nationality	2005	2006	2007	2008	June 2009
Albania		1			
Argentina		1			
Australia	3	2	7	3	2
Austria	1	2		2	
Azerbaijan			1		1
Bangladesh			2		
Belarus				1	
Belgium	3				1
Bosnia and Herzegovina	1				
Brazil	1	1	2		
Burkina Faso					
Canada	2	7	1	3	2
Cape Verde					
Chile		1			
Colombia	1				
Costa Rica		2	2	2	
Côte d'Ivoire			1		
Croatia	1				
Czech Republic					
Denmark	1				
Ecuador				1	
Egypt	1	1	3	1	
Ethiopia <sup>10</sup>		1			
Eritrea <sup>9</sup>	1				
Finland	1				
France	3	5	5	2	1
Georgia			1		
Germany	3	2	3	4	1
Ghana			1		
Greece				1	
Hungary					
India	2		2	1	
Indonesia <sup>10</sup>			2		
Iraq <sup>9</sup>		1			
Ireland			1	1	
Israel		1			
Italy	3	4	8	2	1
Japan		1		1	
Jordan			2	2	
Kazakhstan				1	
Kenya		1	2		
Latvia		1			1
Liberia			1		
Lithuania					
Malaysia <sup>9</sup>			1		
Morocco					
Mozambique <sup>10</sup>					
Netherlands		1	2		1
Nicaragua					

**Figure 14. Officials appointed through vacancy notices  
Distribution by country of nationality, 2005 - June 2009 (continued)**

Country of nationality	2005	2006	2007	2008	June 2009
Niger			1		
Nigeria			1		
Norway				1	
Pakistan	1			1	
Panama	1				
Peru					
Philippines	2	1	2	2	
Poland					
Portugal				1	1
Republic of Korea		1			
Republic of Moldova					1
Romania	1	1		1	
Russian Federation <sup>10</sup>	1	2	6		2
Senegal		1			
Serbia	1		1	1	
Sierra Leone			1		
South Africa	1				
Slovakia		1			
Spain			1		
Sri Lanka			1		
Sudan			1		
Sweden		2			1
Switzerland	1				
Thailand			2	1	1
The former Yugoslav Republic of Macedonia <sup>10</sup>	1	2	1		
Togo		1			
Tunisia	1				
Turkey					
Uganda			1		
Ukraine	1		2		
United Kingdom	3	3	1	2	4
United States of America	2	8	14	11	4
Uruguay				1	
<b>Total</b>	<b>45</b>	<b>59</b>	<b>86</b>	<b>50</b>	<b>25</b>
<b>Number of nationalities</b>	<b>29</b>	<b>30</b>	<b>36</b>	<b>26</b>	<b>16</b>

<sup>9</sup> Non-Member States

<sup>10</sup> Observer States



**Figure 15. Vacancy notices issued for Employees at Headquarters, 2005 - June 2009**

Vacancy notices issued	2005	2006	2007	2008	June 2009
<b>Total number of vacancy notices issued</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>
Advertised internally only	2	3	2	3	2
Advertised internally and externally	0	0	1	1	1
<b>Total number of corresponding positions</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>
<b>Vacancies filled internally</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>
Employees from Headquarters	2	2	1	3	0
Employees from the Field	0	0	0	1	2
<b>Vacancies filled externally</b>	<b>0</b>	<b>0</b>	<b>1</b> <sup>11</sup>	<b>1</b>	<b>0</b>
<b>Cancelled/ reissued</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**Figure 16. Mobility of internal staff, 2005 - June 2009**

	2005	2006	2007	2008	June 2009
From Headquarters to the Field	2	6	5	4	0
From the Field to Headquarters	2	1	8	2	3
From one Field Office to another	19	25	41	28	9
Reassignment within same duty station	16	13	19	11	8
<b>Total</b>	<b>39</b>	<b>45</b>	<b>73</b>	<b>45</b>	<b>20</b>

**Figure 17. Temporary recruitment and selection, 2005 - June 2009**

	2005	2006	2007	2008	June 2009
<b>For Officials</b>					
Number of temporary vacancy notices issued	97	101	41	182	77
Number of temporary positions filled	210	56	17	182	77
<b>Of which for emergency and post-conflict operations</b>	<b>138</b>	<b>26</b>	<b>21</b>	<b>66</b>	<b>30</b>
<b>For Employees at Headquarters</b>					
Number of temporary vacancy notices issued	4	0	0	5	3
Number of temporary positions filled	12	0	0	5	3

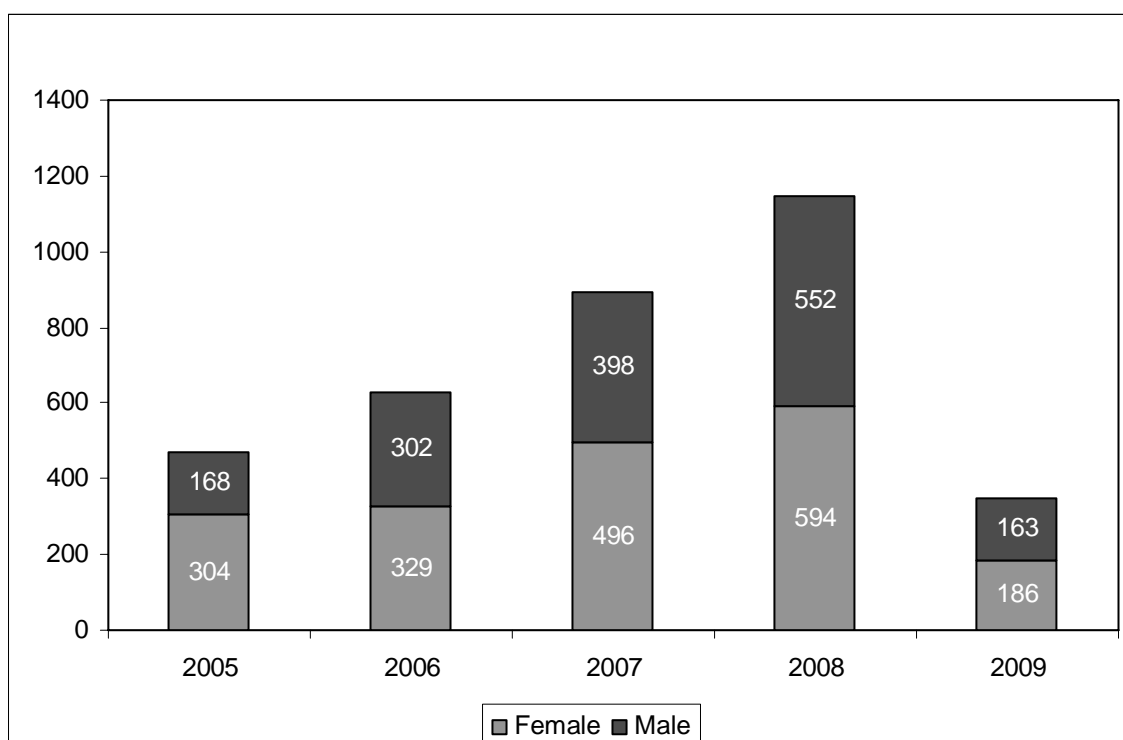
<sup>11</sup> External candidate from a non-represented Member State.

### STAFF DEVELOPMENT AND LEARNING

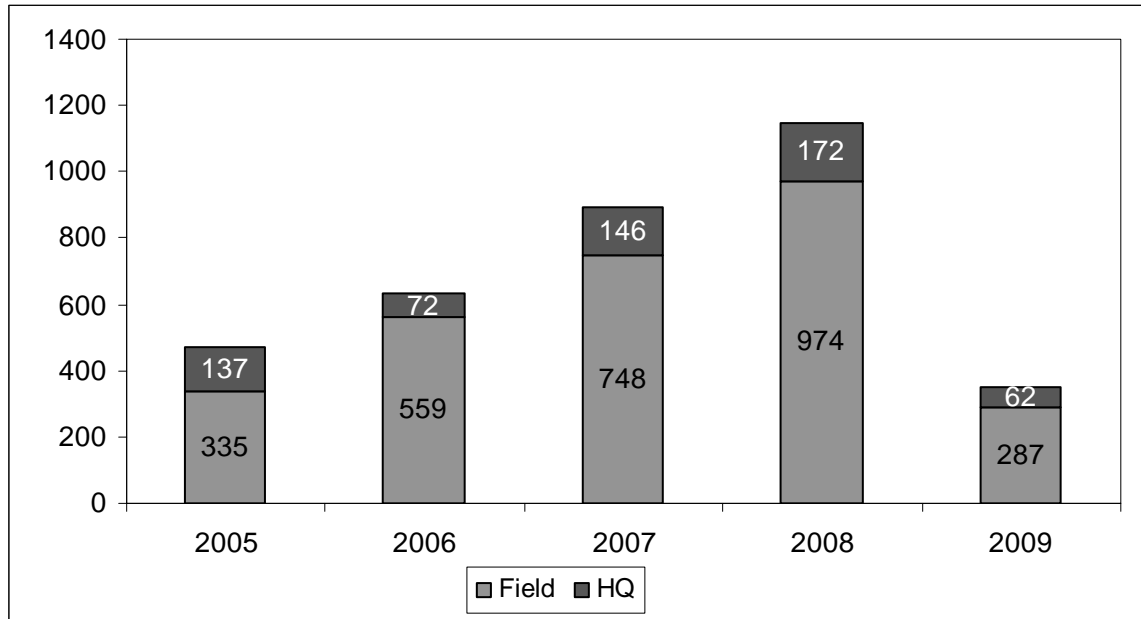
**Figure 18. Staff development and learning activities, 2005 - June 2009**

	2005	2006	2007	2008	June 2009
Learning Activities organized by SDL	111	66	89	89	39
Total staff members	5015	6470	6052	6873	7735
Staff members trained	786	631	894	1146	349
Percentage of staff trained	15.70%	9.80%	14.80%	16.70%	4.50%

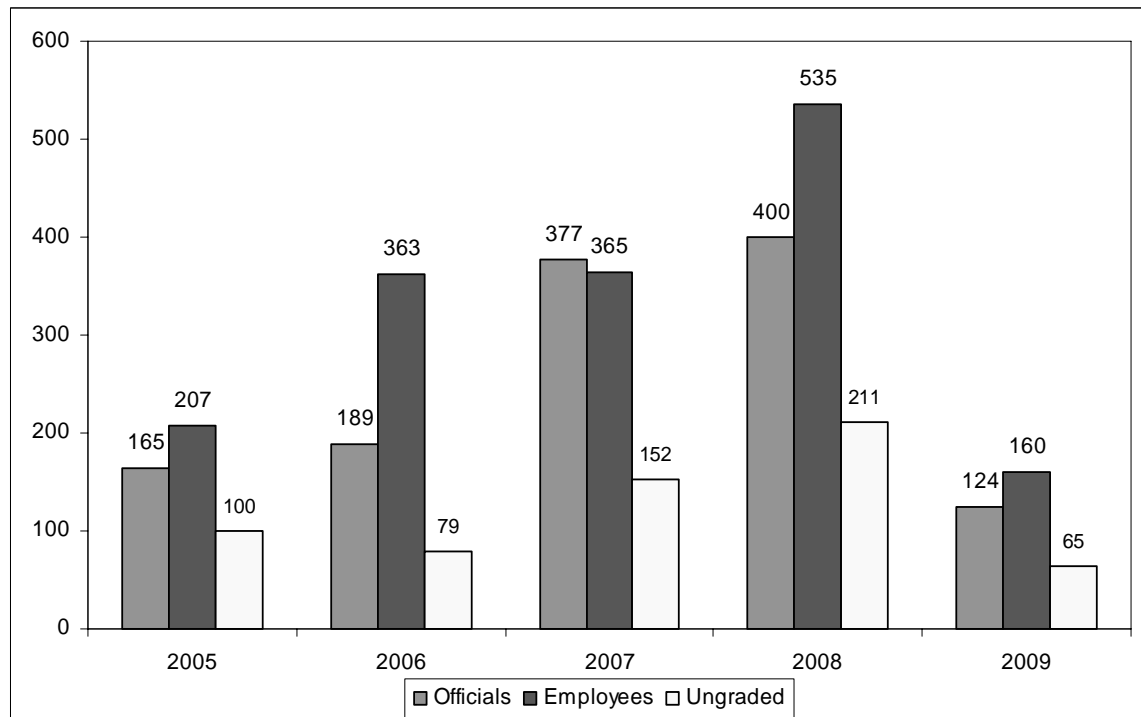
**Figure 19. Staff trained – Distribution by gender, 2005 - June 2009**



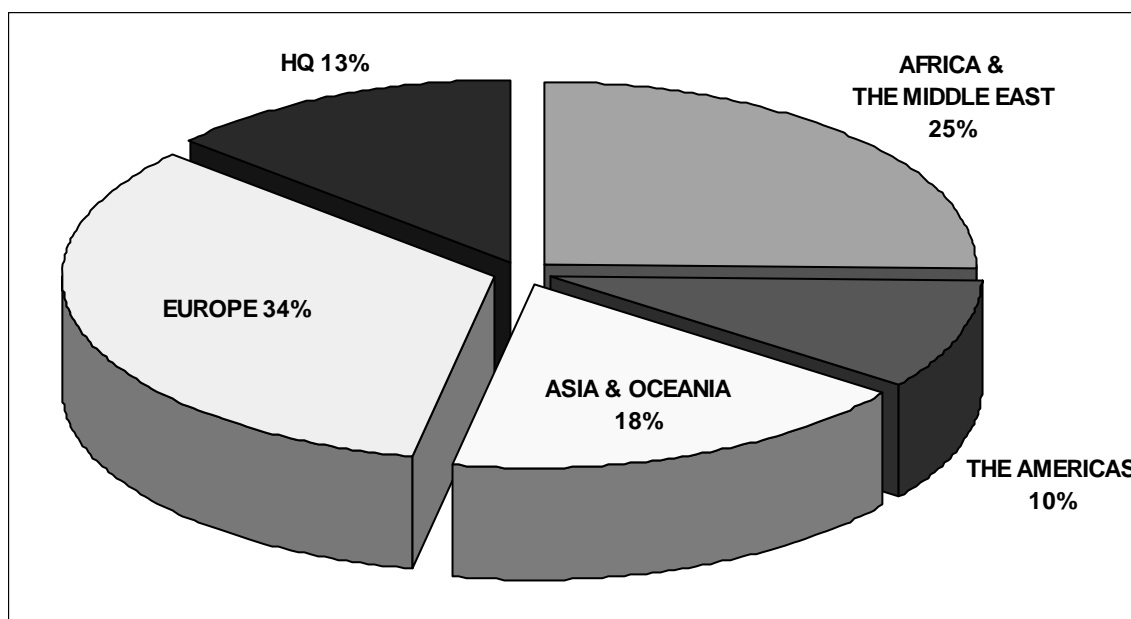
**Figure 20. Staff trained – Distribution by location, 2005 - June 2009**



**Figure 21. Staff trained – Distribution by category, 2005 - June 2009**



**Figure 22. Regional distribution, January – June 2009**



**Figure 23. Staff trained – Distribution by main areas of learning and development and gender, January - June 2009**

Main areas	No. of staff attending	% of participants in all courses	Gender breakdown			
			Female participants	% Female participants	Male participants	% of Male participants
Coaching and team-building	46	13%	18	5%	28	8%
Communication	45	13%	30	9%	15	4%
Emergency response	29	8%	10	3%	19	5%
Language courses	34	10%	20	6%	14	4%
Project development and management	82	23%	46	13%	36	10%
Resource management	50	14%	24	7%	22	6%
Executives training	34	10%	15	4%	19	5%
Specialized migration training	29	8%	18	5%	11	3%
<b>TOTAL</b>	<b>349</b>	<b>100%</b>	<b>181</b>	<b>52%</b>	<b>164</b>	<b>47%</b>