



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

MC/INF/310

Original: English
27 September 2013

INFORMATION

INFORMACIÓN

103RD SESSION

REPORT ON HUMAN RESOURCES MANAGEMENT

REPORT ON HUMAN RESOURCES MANAGEMENT

Introduction

1. This report provides an overview of the activities of the Human Resources Management Division¹ and staffing trends during the reporting period (1 July 2012 to 30 June 2013), and highlights developments in the human resources function at IOM over the years.
2. One of the most significant achievements during the reporting period was the launch and implementation of the Human Resources Strategy 2012–2015. The newly appointed Director of Human Resources Management, Ms. Greet de Leeuw, who joined the Organization in October 2012, introduced the Strategy at the IOM Council in November 2012 and has driven its implementation since then.
3. The Strategy has three pillars aimed at strengthening IOM's effectiveness. The three pillars are closely intertwined and must be pursued in tandem if the Strategy is to be successful.
 - (a) *Pillar 1 – A holistic approach to talent management* – aims to ensure that the right people are in the right place, at the right time and at the right cost.
 - (b) *Pillar 2 – Strengthening the enabling environment* – ensures that all IOM staff work in a respectful environment that is free from harassment, discrimination and abuse of authority, and meets the changing needs of an increasingly diverse workforce in terms of demographics, expertise and work-life circumstances.
 - (c) *Pillar 3 – Better internal and external alignment* – aims to achieve a fair and consistent application of internal human resources policies and practices, and close alignment with the United Nations common system.
4. Despite the staffing and budget constraints that affected its work during the reporting period, the Division carried out a number of activities with a view to achieving the delivery milestones of the Human Resources Strategy.

Pillar 1 – Talent management

- (a) The Training Advisory Committee was formed and met during the reporting period. It reviewed the strategic priorities of the coming two years along with the new policy on training processes and procedures.
- (b) A 97 per cent compliance rate was achieved during the first full year in which the Staff Evaluation System was implemented. A global staff survey of the system was developed in consultation with the Staff Association Committee, to enhance understanding of how to improve its use.
- (c) Human resources and information technology staff worked on assessing whether or not and how to overhaul the current e-recruitment system, so as to enable the Human Resources Management Division to attract, nurture and retain people committed to IOM's work and values and wanting to put their skills to effective use.

¹ The Human Resources Management Division encompasses human resources units at Headquarters, the Manila Human Resources Operations and the Panama Field Personnel Support Unit.

Pillar 2 – Enabling environment

- (a) An Official in the Office of the Inspector General was assigned to the coordination of staff grievances related to IOM standards of conduct, with the objective of professionalizing the handling of staff complaints. The Official was also tasked with setting up an ethics and conduct office by early 2014 to foster awareness and understanding of IOM standards of conduct among IOM staff.
- (b) During the reporting period, the Human Resources Management Division, in coordination with the Office of the Director General, embarked on a project to develop a comprehensive and consistent set of policies and procedures for all issues related to appeals and grievances at all levels of the Organization. An independent expert was contracted to help analyse and report on IOM's current processes and make recommendations on the basis of international best practice. The report is currently under review.
- (c) A case-tracking tool is being developed to manage and monitor investigations and legal proceedings in cases involving staff.

Pillar 3 – Internal and external alignment

- (a) In close consultation with the Office of Legal Affairs and the Staff Association Committee, the Human Resources Management Division has finalized the new unified Staff Rules to accompany the already published Staff Regulations. Implementation of the Staff Rules will start on 1 January 2014 and will be gradually extended to all Field Offices.

IOM staffing

Vacancies and placements

5. In the period under review, the Organization's staff strength decreased by 2.33 per cent, from 8,253 at the beginning of July 2012 to 8,061 at the end of June 2013. Recruitment activities between January 2012 and June 2013 comprised:

- 105 fixed-term vacancy notices for Officials (63 Officials were recruited or placed through 77 internal and 28 external advertisements);
- 6 fixed-term vacancy notices for General Service staff at Headquarters;
- 137 short-term vacancy notices;²
- 150 direct recruitment process requests.³

² For Officials (most short-term vacancy notices were issued for positions in South Sudan and Haiti).

³ For Officials (mainly for positions at Headquarters and in South Sudan and Yemen).

Junior Professional Officers

6. During the reporting period, five new Junior Professional Officers (JPOs), funded by the Governments of Australia, Finland, Italy, Japan and the Netherlands, joined the Organization, bringing the number of active Officers to 17. Three Officers were retained as Officials of the Organization at the end of their assignment. IOM is in the process of receiving two more Junior Professional Officers funded by the Governments of France and Germany.

7. The Human Resources Management Division participated in the Career Development Workshop for Junior Professional Officers held in Geneva. The workshop is a joint initiative by the International Labour Organization, IOM, the International Trade Centre, the United Nations Development Programme (UNDP), the United Nations Office in Geneva, the Office of the United Nations High Commissioner for Refugees, UNAIDS, the World Health Organization (WHO) and the World Intellectual Property Organization (WIPO). It is designed to provide coaching and interactive learning modules for the personal career development of Junior Professional Officers.

8. The Division also participated in the ninth Interagency Meeting of National Recruitment Services and UN Organizations on the Associate Expert/JPO/APO Programmes, which was hosted by the Government of Sweden in Stockholm.

Staff exchanges, secondments⁴ and loans

9. During the reporting period, secondments to IOM comprised:

- 1 Official from the Government of Sweden, another from the Government of Turkey and a third from the Migration Policy Institute;
- 17 Officials from the Norwegian Refugee Council deployed to Afghanistan, Haiti, Namibia, Pakistan, Sudan and Zimbabwe;
- 14 Officials from Syni⁵ seconded to IOM Headquarters and 2 Officials from Syni seconded to Field Offices in Eastern Europe, for a total of 16 Syni secondments;
- 1 Official from Human Resources and Skills Development Canada (HRSDC) seconded to IOM Headquarters;
- 4 Officials seconded from the CANADEM⁶ Standby Partnership Programme and 3 from CANADEM's IFEx⁷ Programme, 2 of whom were placed at Headquarters;
- 2 General Service staff seconded to Headquarters from the Junior Professional Women Intern programme supported by the Ministry of Education and the Ministry of Gender Equality and Family of the Republic of Korea.

⁴ Secondment is a valuable means of exchanging knowledge on migration activities, strengthening partnerships with governments and other organizations in the multilateral system, and obtaining support for IOM's core structure.

⁵ Syni is a non-profit project carried out by Lausanne City Council that offers professionals the possibility to participate in international cooperation assignments in Switzerland/Eastern Europe.

⁶ CANADEM (Canada's Civilian Reserve) is a non-profit agency dedicated to advancing international peace, security and socioeconomic development by mobilizing experts committed to international service.

⁷ International Field Experience.

10. IOM, for its part, loaned staff members to various United Nations agencies and international organizations, including the Global Forum on Migration and Development, WHO, WIPO, UNDP, the Office for the Coordination of Humanitarian Affairs (OCHA) and the Government of Switzerland.

Internship Programme

11. During the reporting period, IOM hosted 242 interns around the world, 86 at Headquarters and 156 in Field Offices. The Programme provides interns with an opportunity to learn about the IOM's work through practical experience, while at the same time securing valuable support for IOM's migration activities. The Programme continues to expand its agreements with universities through new partnerships.⁸

Staff rotation

12. The 2013 rotation list comprises 90 staff members, including those whose rotation had been deferred from the previous year. At the time of writing, a total of 44 staff members had been transferred in 2013 within the rotation framework.

Effective human resources service delivery

Human resources management policy and services

13. The new Staff Rules were finalized during the reporting period, with implementation commencing with a phased approach from the beginning of 2014.

14. The Policy Unit collaborated with the Information Technology and Communications Division on the development of data visualization "dashboards" providing up-to-date human resources data to stakeholders.

15. Staff from the Human Resources Management Division visited a number of Country Offices to carry out comprehensive structural reviews, classify positions and align conditions of service.

16. During the period under review, training in human resources administration was provided at regional level to enhance the role of Resource Management Officers in strengthening the enabling environment as part of the 2012 delivery milestones of the Human Resources Strategy.

Health insurance, duty of care and the administration of justice

17. The Medical Service Plan for Country Offices was extended to four additional offices; 128 Country Offices are now covered by the Plan, which has 7,479 active participants (staff members and eligible dependents).

18. During the period under review, the Human Resources Management Division issued a policy on loss of personal property insurance. The policy defines the terms, conditions and

⁸ New partnerships with Sciences Po Bordeaux, the University of Toronto and its Faculty of Law International Human Rights Programme, the Centre for European, Russian and Eurasian Studies, the Munk School of Global Affairs, the Osaka University Global Collaboration Centre; discussions are ongoing with the Mercator Foundation.

limits governing compensation for loss or damage to the personal effects of staff members in the professional category determined to be directly attributable to war events. It also sets out the procedure by which staff members submit compensation claims.

19. During the reporting period, the Joint Administrative Review Board processed 11 appeals from staff members. Five complaints were filed with the ILO Administrative Tribunal.

Gender and diversity

20. In support of IOM's efforts to promote gender awareness and sensitivity organization-wide, the Human Resources Management Division reported on gender statistics in senior management and town hall meetings, saw to it that decision-making panels and boards reflected gender parity and issued gender-sensitive recommendations, and ensured that the Gender Coordination Unit oversaw and provided support for recruitment and rotation processes, with a view to enhancing the gender parity index among senior staff. The gender ratio changed marginally over the reporting period.⁹

Staff development and learning

21. During the reporting period, the Division continued to support the implementation of the Field structure review, helping to organize global meetings to strengthen the new functional roles of the Regional Thematic Specialists and providing new tailored learning solutions to secure professional skills for the review and endorsement of IOM projects worldwide. In partnership with the Ombudsman, a new programme on negotiating skills was designed and rolled out worldwide, with the aim of enhancing the ability of IOM staff to negotiate better outcomes, maintain relationships and resolve interpersonal conflicts.

22. The Staff Evaluation System (SES) launched in September 2011 has since earned widespread acceptance among staff worldwide. The compliance rate for the first cycle (2011–2012) was 97 per cent, which is high compared to other international organizations. During the reporting period, the Division initiated an IOM-wide survey of staff satisfaction with the SES; the findings were shared with IOM staff in September 2013. The second cycle (September 2012–September 2013) was in progress at the time of writing and had a compliance rate of 93 per cent. The Division plans to further enhance the integration of SES outcomes into the various human resources administrative processes by linking staff appraisals to recruitment, selection, rotation, and learning and development. It has started to develop a career mobility framework to be launched within the next SES cycle, building on the functionality of the SES system and the incorporation of technical competencies.

⁹ The number of Officials rose from 830 in 2012 to 865 in 2013 and the gender ratio showed a marginal 1% increase in female staff (2012: 42% women, 58% men; 2013: 43% women, 57% men).

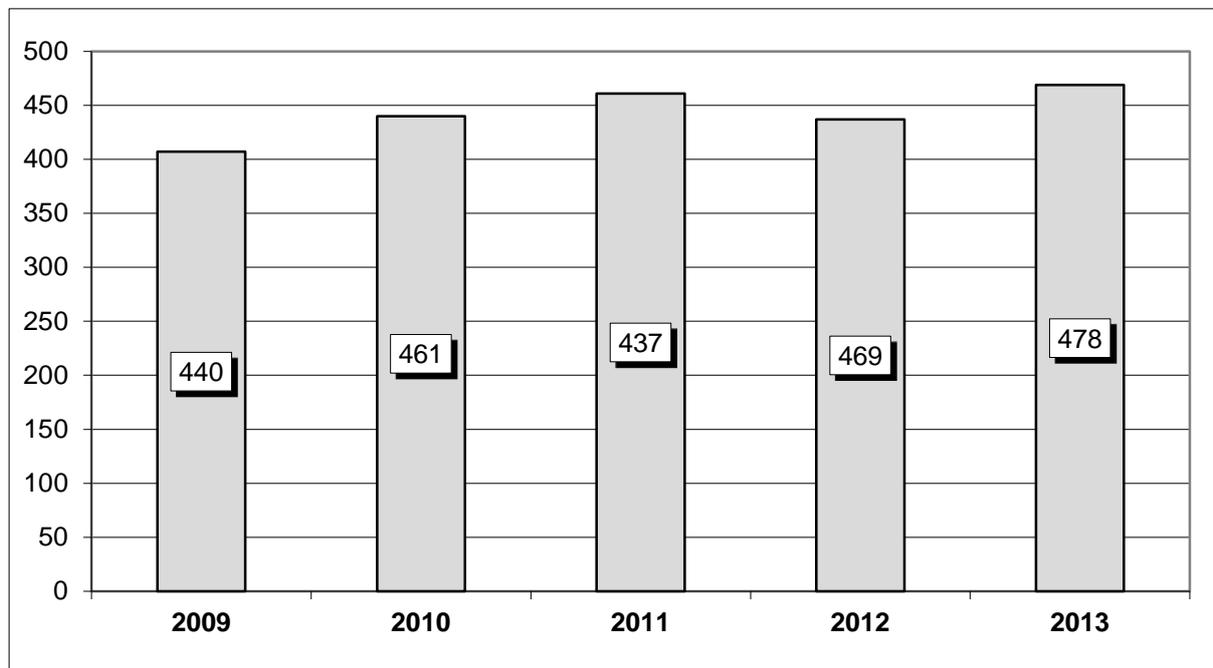
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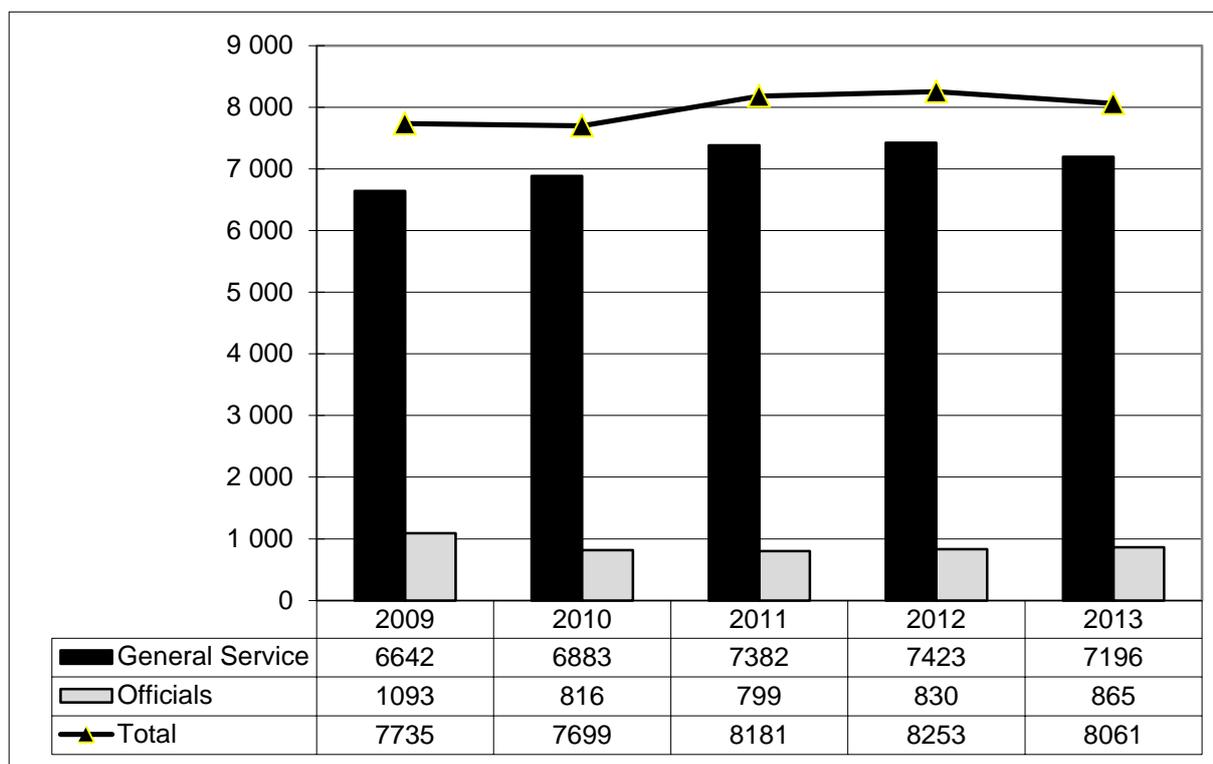
IOM STAFF COMPOSITION¹

Figure 1: Field Offices, 2009–June 2013



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

Figure 2: Staffing trends,² 2009–June 2013



Note: As of 2010, National Officers have been included in the General Services category.

² Including staff members holding a short-term contract.

Figure 3: Staff worldwide by category, location and gender, June 2013

Category		Headquarters		Field		Total
		F	M	F	M	
Officials	Officials ³	51	59	259	385	754
	Officials, short-term	8	2	38	46	94
	Associate Experts	5	2	8	2	17
Subtotal		64	63	305	433	865
General Service	National Officers	*	*	210	247	457
	General Service	54	26	2 638	2 988	5 706
	General Service, short-term	3	1	460	569	1 033
Subtotal		57	27	3 308	3 804	7 196
TOTAL		121	90	3 613	4 237	8 061

³ Consultants, interns and staff on special leave without pay are excluded.

Figure 4: Officials Worldwide – Gender distribution by category/grade, 2009–June 2013⁴

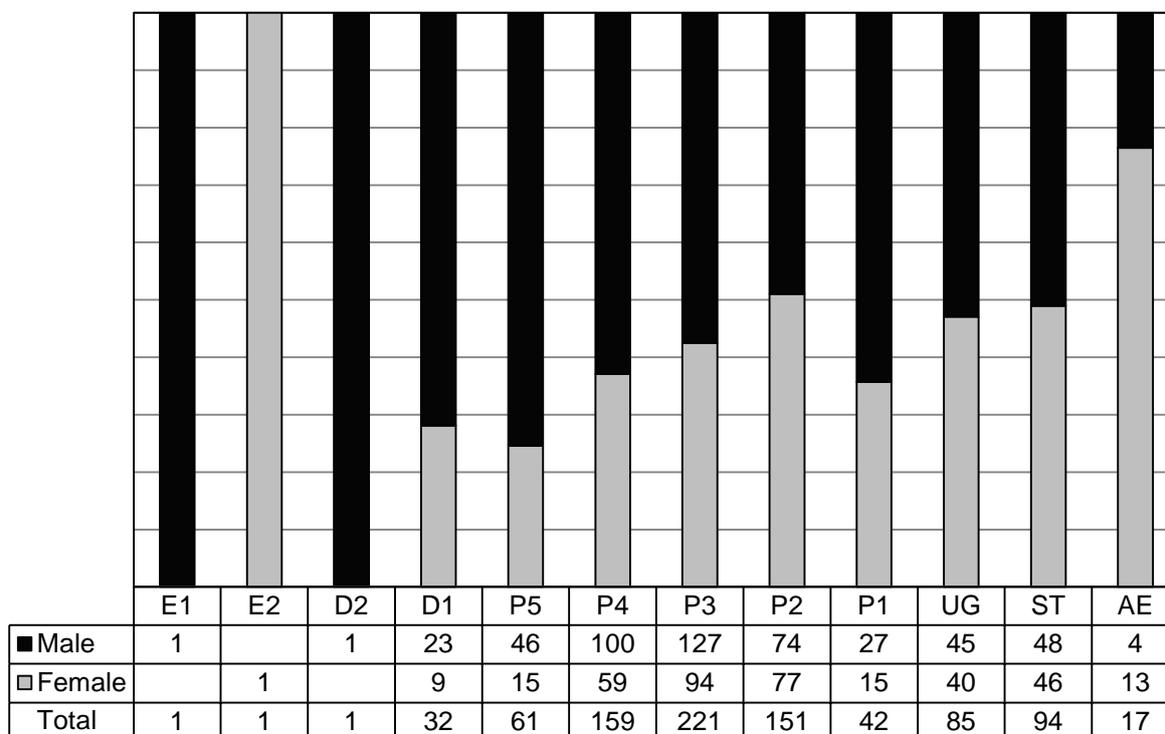
Category/grade	June 2009		June 2010		June 2011		June 2012		June 2013		
	M	F	M	F	M	F	M	F	M	F	
D2 and above *							<1%	<1%	<1%	<1%	
P5 – D2	76%	24%	75%	25%	74%	26%	75%	25%	74%	26%	
P3 – P4	62%	38%	60%	40%	58%	42%	60%	40%	60%	40%	
P1 – P2	50%	50%	54%	46%	57%	43%	53%	47%	52%	48%	
UG	46%	54%	50%	50%	48%	52%	49%	51%	53%	47%	
Short-term Officials	54%	46%	52%	48%	53%	47%	51%	49%	51%	49%	
Associate Experts	40%	60%	35%	65%	36%	64%	27%	73%	24%	76%	
National Officers **	54%	46%	*	*	*	*	*	*	*	*	
Total	Gender	624	469	470	346	460	339	479	351	496	369
	Gender (%)	57%	43%	58%	42%	58%	42%	58%	42%	57%	43%
Total Officials		1 093		816		799		830		865	

* This category has included the Director General and the Deputy Director General since 2011.

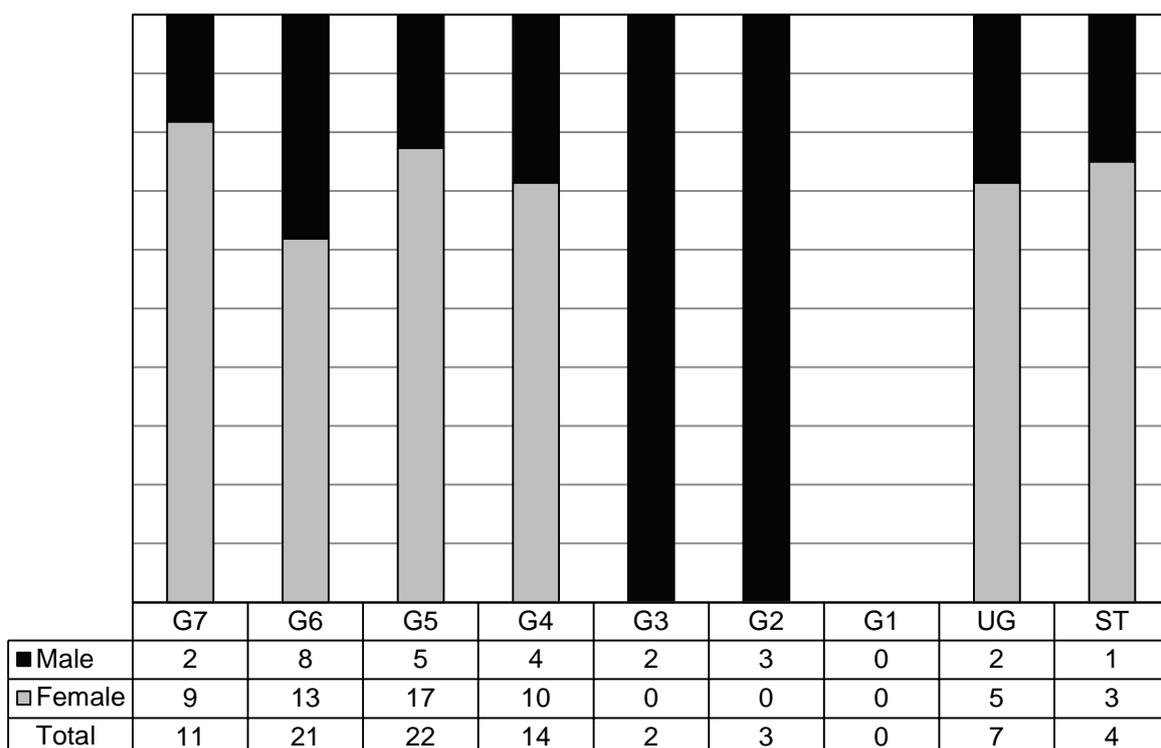
** Since 2010, National Officers have been included in the General Service category.

⁴ This table has been changed to reflect the gender ratio per the total number of Officials in the various categories.

**Figure 5a: Officials worldwide –
Distribution by gender and category/grade, June 2013**



**Figure 5b: Headquarters General Service staff –
Distribution by gender and category/grade, June 2013**



**Figure 6: Headquarters General Service staff⁵ –
Distribution by country of nationality and gender, June 2013**

Country of Nationality	Gender		Total
	F	M	
Albania		1	1
Barbados		1	1
Belarus		1	1
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Canada	1		1
Colombia	1		1
Congo		1	1
Ethiopia		1	1
France	16	7	23
Ghana	1		1
Indonesia	1		1
Iran (Islamic Republic of)	1		1
Italy	2	2	4
Mexico	1		1
Netherlands	1		1
Peru		1	1
Philippines	1		1
Romania		1	1
Spain	1		1
Sri Lanka		1	1
Switzerland	14	7	21
The former Yugoslav Republic of Macedonia	1	2	3
United Kingdom of Great Britain and Northern Ireland	7	1	8
United Republic of Tanzania	2		2
United States of America	2		2
Uruguay	2		2
Total	57	27	84

⁵ Including short-term employees.

**Figure 7: General Service staff in the Field –
Distribution by category/grade and gender, June 2013**

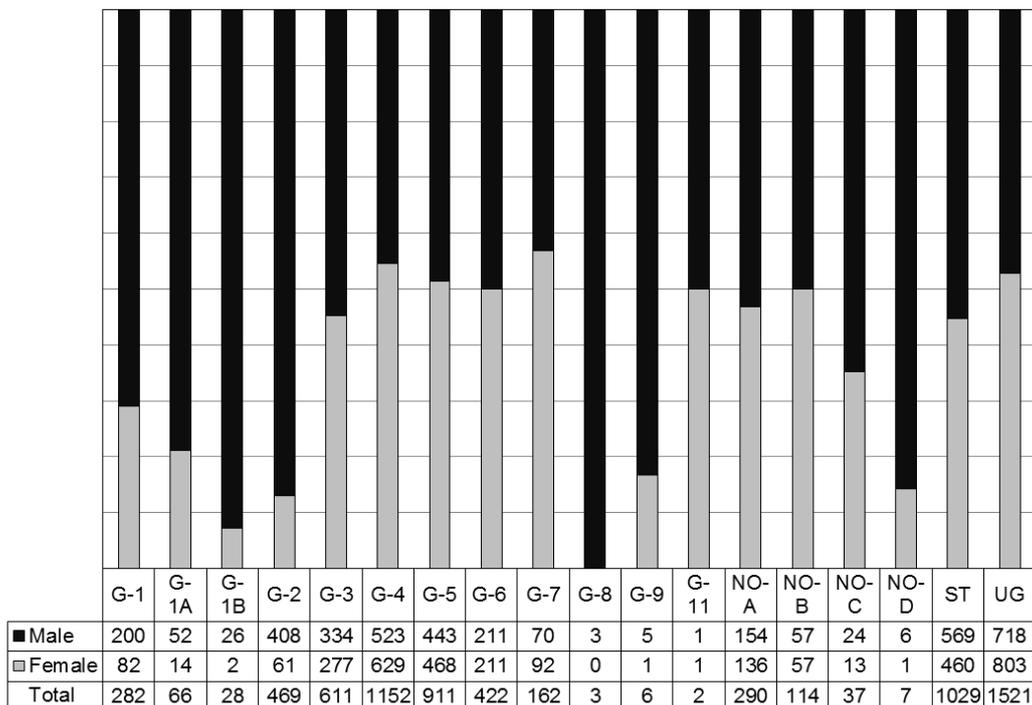


Figure 8: Officials worldwide – Distribution by country of nationality, category/grade and gender, June 2013

Country of nationality	Category/grade												Total	Gender breakdown				
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts		F	M			
Member States																		
Afghanistan						1	1	1								3		3
Albania						1										1	1	
Algeria																0		
Angola																0		
Antigua and Barbuda																0		
Argentina						2	1	1								4	2	2
Armenia										1						1	1	
Australia					3	3	7	1		2	5	1				22	8	14
Austria						3	4			2	1					10	4	6
Azerbaijan						1										1		1
Bahamas																0		
Bangladesh					1	1	2									4	1	3
Belarus						1										1		1
Belgium				1	3	3	2	3		3	1					16	8	8
Belize																0		
Benin																0		
Bolivia (Plurinational State of)					1		1									2		2
Bosnia and Herzegovina						3	1									4	2	2
Botswana										1						1		1
Brazil								2		1	1					4	1	3
Bulgaria						1										1	1	
Burkina Faso								1								1		1
Burundi																0		
Cambodia																0		
Cameroon																0		
Canada					4	3	8	4	1	7	3					30	10	20
Cape Verde																0		
Central African Republic																0		
Chad								1								1	1	
Chile				1						1						2		2
Colombia								2		2	1					5	2	3
Comoros																0		
Congo																0		
Costa Rica		1		1	1	2	5									10	3	7
Côte d'Ivoire						2	1			1	1					5	1	4
Croatia					1	1	1		1	1	1					6	3	3
Cyprus																0		
Czech Republic										1						1	1	
Democratic Republic of the Congo							1									1		1
Denmark						1					1					2	1	1
Djibouti																0		
Dominican Republic											1					1		1
Ecuador						1		1								2	1	1
Egypt				1		1	2	8	3		1					16	5	11
El Salvador																0		
Estonia							1									1	1	
Ethiopia						1	2	2			1					6	1	5
Finland							1							2		3	2	1
France				1	2	10	10	6	1	5	4					39	20	19
Gabon																0		
Gambia																0		
Georgia						1	2	1	1							5		5
Germany				4	2	7	6	6		2			4			31	16	15
Ghana					2	1		5								8	2	6
Greece						1					1					2	2	
Guatemala						1										1		1
Guinea										1	1					2		2
Guinea-Bissau																0		
Guyana																0		

Figure 8: Officials worldwide – Distribution by country of nationality, category/grade and gender, June 2013 (continued)

Country of nationality	Category/grade												Total	Gender breakdown				
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts		F	M			
Member States																		
Haiti							2									2	1	1
Holy See																0		
Honduras						1										1		1
Hungary				1		1										2	2	
India			1	1	1	3	3	2								11	6	5
Iran (Islamic Republic of)						1										1		1
Ireland						2	1									3		3
Israel																0		
Italy				6	5	13	14	6		8		8	2		62	30	32	
Jamaica																0		
Japan					1	3	8	3		1		5	4		25	19	6	
Jordan						2	4	3	25	1		1			36	8	28	
Kazakhstan						1										1		1
Kenya				1	2	1	11	7		1		3			26	10	16	
Kyrgyzstan																0		
Latvia							1									1	1	
Lesotho																0		
Liberia							2									2		2
Libya																0		
Lithuania																0		
Luxembourg																0		
Madagascar																0		
Malawi												1				1		1
Maldives																0		
Mali																0		
Malta																0		
Mauritania												1				1		1
Mauritius							2			1						3	3	
Mexico							2	1		1		2				6	4	2
Micronesia (Federated States of)																0		
Mongolia																0		
Montenegro																0		
Morocco					1											1		1
Mozambique				1	1	1				1		2				6	3	3
Myanmar										4						4	3	1
Namibia																0		
Nauru																0		
Nepal							2	1								3	1	2
Netherlands					1	3	2	1		1		1	1			10	4	6
New Zealand				2			2									4	1	3
Nicaragua						1	1	1								3		3
Niger																0		
Nigeria																0		
Norway				1		1	2									4	1	3
Pakistan						1	3	2		1		2				9	1	8
Panama					1			2								3	2	1
Papua New Guinea																0		
Paraguay																0		
Peru							1	1		1						3	1	2
Philippines					3	2	16	9	1	3		4				38	19	19
Poland							1	1		1						3	1	2
Portugal						4	2					1				7	3	4
Republic of Korea						1						1				2	2	
Republic of Moldova																0		
Romania						3	2	1				1				7	5	2
Rwanda																0		
Saint Vincent and the Grenadines																0		
Senegal							2	2								4	2	2
Serbia					2	4	6	1				2				15	6	9

Figure 8: Officials worldwide – Distribution by country of nationality, category/grade and gender, June 2013 (continued)

Country of nationality	Category/grade												Total	Gender breakdown				
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	Short-term officials	Associate Experts		F	M			
Member States																		
Seychelles																0		
Sierra Leone						1		2		1					4	1	3	
Slovakia						1				1					2	1	1	
Slovenia															0			
Somalia															0			
South Africa				1		1	5	3							10	5	5	
South Sudan															0			
Spain						2	1	1		2					6	4	2	
Sri Lanka							1	1				1			3		3	
Sudan				1			1	1	1	1					5	2	3	
Suriname															0			
Swaziland															0			
Sweden					1	1	2	1		1			1		7	5	2	
Switzerland				1	7	3	1		2	1		2			17	10	7	
Tajikistan							2	1							3	1	2	
Thailand						1	3	6							10	5	5	
Timor-Leste															0			
Togo															0			
Trinidad and Tobago															0			
Tunisia												1			1		1	
Turkey							1			1					2		2	
Uganda						1	1	3	1	1		1			7	4	3	
Ukraine						1	1	1	1						3	2	1	
United Kingdom of Great Britain and Northern Ireland				1	4	7	10	5	1	5		9			42	17	25	
United Republic of Tanzania							1								1		1	
United States of America	1			4	7	27	21	18	2	9		17	1		107	44	63	
Uruguay				2	2		2								6	1	5	
Vanuatu															0			
Venezuela (Bolivarian Republic of)										1					1	1		
Viet Nam							1								1	1		
Yemen															0			
Zambia								1							1	1		
Zimbabwe							1	3	1	2					8	5	3	
Non-Member States and others																		
Bahrain															0			
Bhutan															0			
China						1									1		1	
Cuba															0			
Eritrea							1								1		1	
Fiji						1									1		1	
Indonesia							3	5	1	1		1			11	6	5	
Iraq						1	2	1		1					5	2	3	
Lebanon						1	1	2		1		1			6	2	4	
Malaysia						1	1	1							3		3	
Qatar															0			
Russian Federation				1	2	4	3								10	5	5	
San Marino															0			
Sao Tome and Principe															0			
Saudi Arabia															0			
Syrian Arab Republic									1						1		1	
The former Yugoslav Republic of Macedonia					1	3	3	2				1			10	2	8	
Turkmenistan						1	1								2	2		
Others												1			1		1	
Total	1	1	1	32	61	159	221	151	42	85	94	17	865	369	496			

ALTERNATIVE STAFFING RESOURCES

**Figure 10: Junior Professional Officers worldwide –
Distribution by country of nationality, 2009–June 2013**

	2009	2010	2011	2012	January– June 2013
Australia					1
Austria	1	1	1		
Belgium	2	2	2	1	
Denmark	1	1	1	1	
Finland	1	1	1	2	2
France	1	1	1		
Germany	2	3	4	6	4
Italy	5	5	3	2	2
Japan	3	4	4	4	4
Netherlands					1
Norway			1	1	
Sweden	4	4	3	3	1
United States of America				1	1
Zimbabwe		1 ⁶	1 ⁶	1 ⁶	1 ⁶
Total	20	23	22	22	17

⁶ Funded by the Government of Italy.

**Figure 11: Secondees – Distribution by duty station and gender,
July 2012–June 2013**

Duty station	Female	Male	Total
Syni			
Department of International Cooperation and Partnerships	1	2	3
Department of Migration Management	1	3	4
Department of Resources Management	1	1	2
Office of the Director General		3	3
Global Forum on Migration and Development	1	1	2
Syni to Headquarters total	4	10	14
HRSDC Programme			
Department of Migration Management	1		1
HRSDC Programme to Headquarters total	1	0	1
CANADEM Programme			
Office of the Director General		1	1
Department of Migration Management		1	1
CANADEM Programme to Headquarters total	0	2	2
Government of the Republic of Korea			
Office of the Director General	1		1
Government of the Republic of Korea to Headquarters total	1	0	1
Turkish Government			
Department of Migration Management		1	1
Turkish Government to Headquarters total	0	1	1
Headquarters total	6	13	19

**Figure 12: Interns worldwide – Distribution by duty station and gender,
July 2012–June 2013**

Duty station	F	M	Total
Headquarters			
Department of International Cooperation and Partnerships	15	7	22
Department of Migration Management	19	9	28
Department of Operations and Emergencies	11	4	15
Department of Resources Management	1		1
Office of the Director General	10	6	16
Global Forum on Migration and Development	4		4
Headquarters total	60	26	86
Field			
Albania		1	1
Austria	6	1	7
Azerbaijan	1		1
Bangladesh		2	2
Belgium	10	1	11
Cambodia	2		2
China	1		1
Colombia	1	1	2
Egypt	1		1
Ethiopia	4	1	5
Finland	1		1
France	2	1	3
Germany	1		1
Haiti		1	1
Hungary	1		1
India	1		1
Indonesia		1	1
Iraq		1	1
Italy	2		2
Japan	1		1
Jordan	5	2	7
Kazakhstan	1	2	3
Kenya	12	9	21
Lithuania	1		1
Marshall Islands	1		1
Mexico	5	1	6
Micronesia (Federated States of)	2		2
Mongolia	1		1
Morocco	1		1
Nepal		1	1
Netherlands	2	1	3
Nicaragua	2		2
Pakistan	2	3	5
Panama		1	1
Paraguay	2		2
Peru		1	1
Philippines	6	5	11
Russian Federation		1	1
Slovakia	4		4
Thailand	6	8	14
The former Yugoslav Republic of Macedonia		1	1
Tunisia	1	2	3
Turkey			0
Uganda	1	1	2
United Kingdom of Great Britain and Northern Ireland	1		1
United Republic of Tanzania	1	2	3
United States of America	2	1	3
Viet Nam	4	1	5
Yemen	1		1
Zambia	2		2
Zimbabwe		1	1
Field total	101	55	156
TOTAL	161	81	242

RECRUITMENT AND SELECTION

Figure 13: Vacancy notices issued for Officials, 2009–June 2013

Vacancy notices issued	2009	2010	2011	2012	June 2013
Headquarters positions	18	11	12	15	10
Field positions	57	35	64	62	18
Total number of vacancy notices issued⁷	75	46	76	77	28
Advertised internally only⁸	55	33	53	57	20
Headquarters positions	14	6	7	6	7
Field positions	41	27	46	51	13
Advertised internally and externally	20	13	23	20	8
Headquarters positions	4	5	5	9	3
Field positions	16	8	18	11	5

⁷ From January 2012 to June 2013 IOM issued 105 vacancy notices - (77 + 28).

⁸ Since January 2008, vacancy notices advertised internally have also been open to external candidates from non-represented Member States.

Figure 14: Officials appointed worldwide through vacancy notices, 2009–June 2013

Vacancy notices issued	2009	2010	2011	2012	June 2013
Vacancies filled internally	45	34	45	49	3
Headquarters positions	12	6	6	6	0
Field positions	33	28	39	43	3
Vacancies filled externally	18	6	20	9	2
Headquarters positions	4	4	5	4	1
Field positions	14	2	15	5	1
Total⁹	63	40	65	58	5

⁹ From January 2012 to June 2013, IOM processed a total of 63 (58 + 5) staff members appointed through vacancy notices.

**Figure 15: Officials appointed worldwide through vacancy notices
Distribution by country of nationality, 2009–June 2013**

Country of nationality	2009	2010	2011	2012	June 2013
Afghanistan	1				
Albania		1			
Algeria			1		
Argentina				1	
Australia	3	2	2	1	1
Austria		1	1	1	
Azerbaijan	1				
Bangladesh		1	1		
Belarus			1		
Belgium	1			2	
Bolivia (Plurinational State of)			1		
Bosnia and Herzegovina		1	1		
Burundi					1
Canada	2	2	2	3	
Chad			1		
Colombia		1			
Costa Rica		1	1	1	
Côte d'Ivoire	1		1		
Croatia		1	1		
Denmark		1	1		
Ecuador					
Egypt			1	2	
Ethiopia	1			1	
Finland		1			
France	2		6	2	
Germany	3	2	1	3	
Ghana		1			
Greece				1	
Honduras				1	
Hungary		1			
India	2				
Indonesia ¹⁰		1			
Iraq ¹¹				2	
Ireland			1		
Italy	5	6	2	6	
Japan	1		1		
Jordan	1			1	
Kazakhstan			1		
Kenya		1	2	1	
Latvia	1		1		
Lebanon ¹⁰			1		
Liberia				1	
Mexico			1		
Morocco				1	
Netherlands	2	1			
New Zealand	1				
Pakistan				1	
Panama	1				
Philippines	2			2	
Poland			1		

**Figure 15: Officials appointed worldwide through vacancy notices –
Distribution by country of nationality, 2009–June 2013 (continued)**

Country of nationality	2009	2010	2011	2012	June 2013
Portugal	1		3	1	
Republic of Moldova	1	1			
Romania	1	1	2		
Russian Federation ¹¹	3		3	2	1
Senegal	2				
Serbia		1		2	
South Africa		3	2	1	
Slovakia				1	
Spain				1	
Sudan	1				
Sweden	1				1
Switzerland	3		1	1	
Syrian Arab Republic ¹¹		1			
Thailand	1		1	2	
The former Yugoslav Republic of Macedonia ¹¹				1	
Togo					
Trinidad and Tobago	1				
Turkmenistan				1	
Uganda					1
Ukraine		1	1		
United Kingdom of Great Britain and Northern Ireland	5	1	3		
United Republic of Tanzania		1			
United States of America	11	4	14	10	
Uruguay			1	1	
Venezuela (Bolivarian Republic of)	1				
Total	63	40	65	58	5
Number of nationalities	31	27	36	32	5

¹⁰ Non-Member States.

¹¹ Observer States.

Figure 16: Vacancy notices issued for General Service staff at Headquarters, 2009–June 2013

Vacancy notices issued	2009	2010	2011	2012	June 2013
Total number of vacancy notices issued	5	3	3	3	3
Advertised internally only	4	2	3	2	2
Advertised internally and externally	1	1	0	1	1
Total number of corresponding positions	5	3	3	3	3
Vacancies filled internally	4	2	2	1	1
Employees from Headquarters	1	0	2	1	1
Employees from the Field	3	2	0	0	0
Vacancies filled externally	0	1	0	1	0

Figure 17: Mobility of IOM staff,¹² 2009–June 2013

	2009	2010	2011	2012	June 2013
From Headquarters to the Field	0	16	11	12	1
From the Field to Headquarters	5	18	15	9	1
From one Field Office to another	28	157	140	155	76
Reassignment within same duty station	14	60	68	73	31
Total	47	251	234	249	109

¹² Starting in 2010, Figure 17 has been revised to include all staff movements for Officials.

Figure 18: Temporary recruitment and selection, 2009–June 2013

	2009	2010	2011	2012	June 2013
For Officials					
Number of temporary vacancy notices issued ¹³	32	73	85	101	36
Number of temporary positions filled	21	69	60	100	25
Of which for emergency and post-conflict operations	1	10	21	62	16
For Employees at Headquarters¹⁴					
Number of temporary vacancy notices issued	1	0	2	0	0
Number of temporary positions filled	1	0	2	0	0
			6		
Direct recruitment¹⁵					
For Officials	153	182	117	101	49
For Employees	5	4	14	7	4

¹³ From January 2012 to June 2013, 137 (101 + 36) temporary vacancy notices were published.

¹⁴ No temporary vacancy notices were issued for Employees from January 2012 to June 2013.

¹⁵ From January 2012 to June 2013, IOM processed a total of 161 (108 + 53) direct recruitment requests.

STAFF DEVELOPMENT AND LEARNING

Figure 19: Staff development and learning activities, 2009–June 2013

	2009	2010	2011	2012	2013
Learning activities organized	60	43	81	72	56
Total staff members	7 735	7 699	8 503	8 253	8 061
Staff members trained	1 266	1 470	1 842	1 670	663
Percentage of staff trained	16.37%	19.09%	21.66%	20.24%	8.22%

Figure 20: Staff trained - Distribution by gender, 2009–June 2012

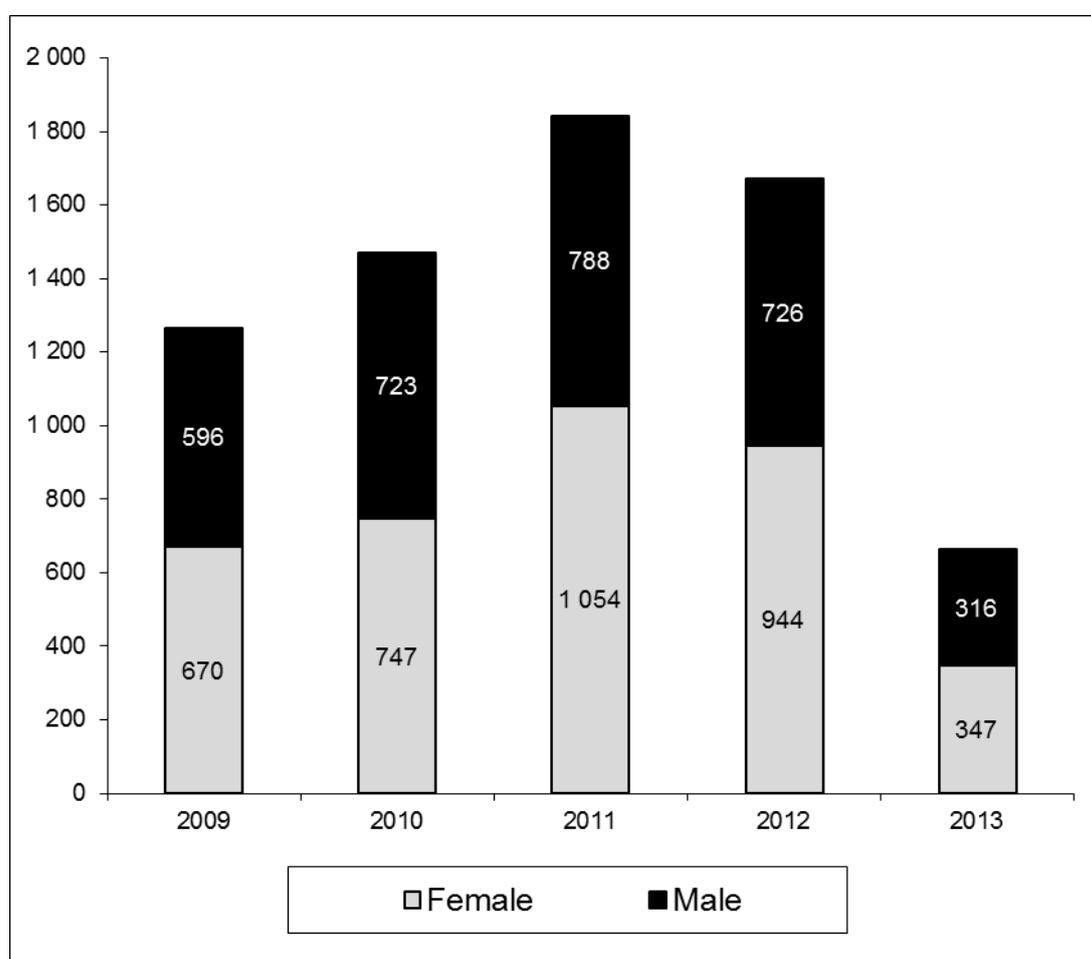


Figure 21: Staff trained – Distribution by location, 2009–2013

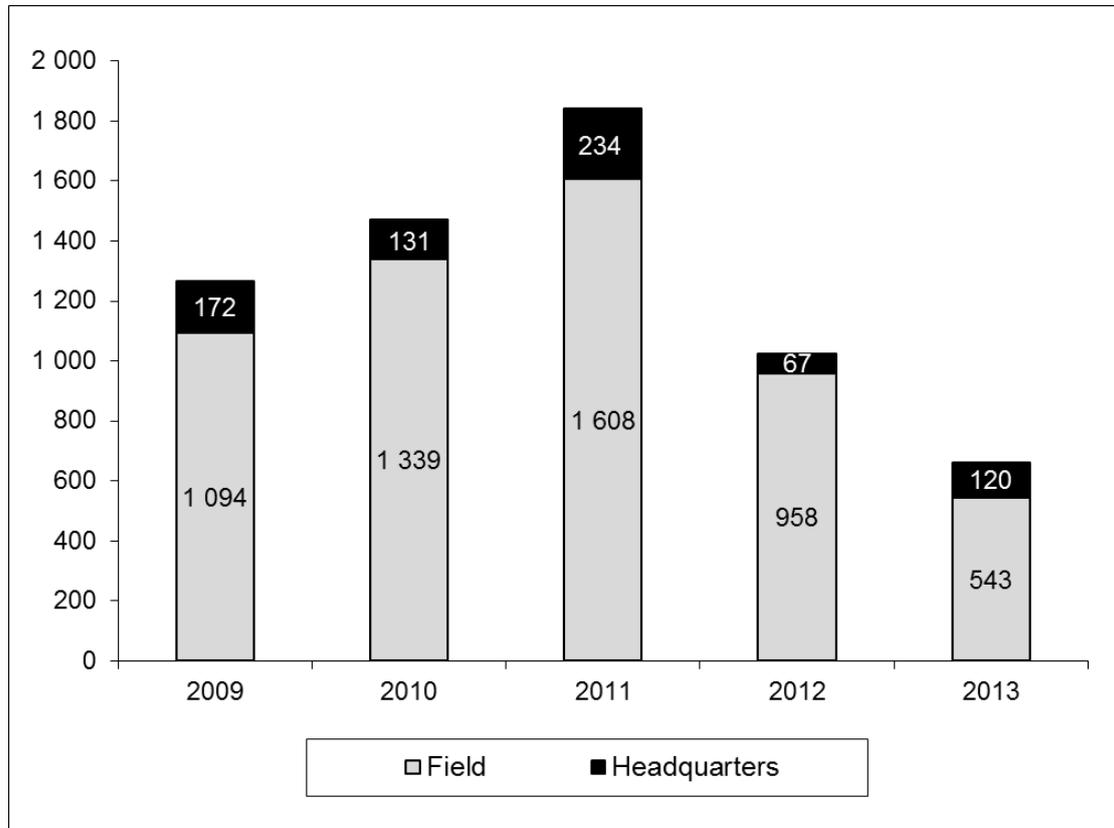


Figure 22: Staff trained – Distribution by category, 2009–2013

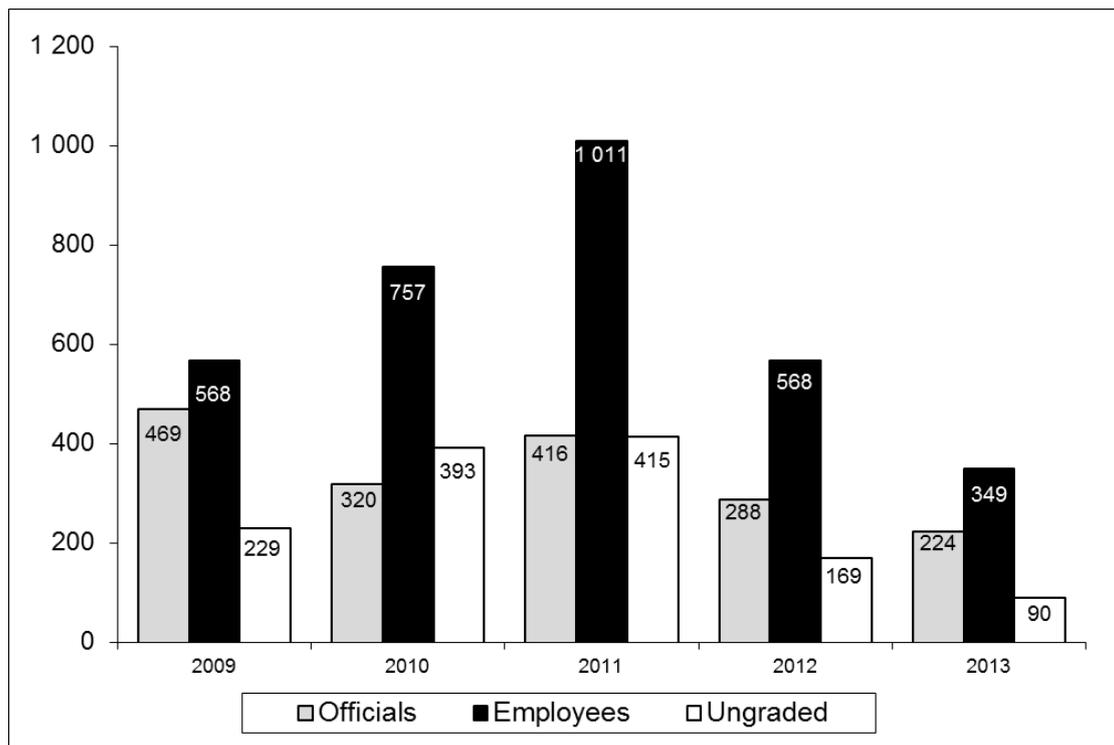


Figure 23: Staff trained – Regional distribution, January–June 2013

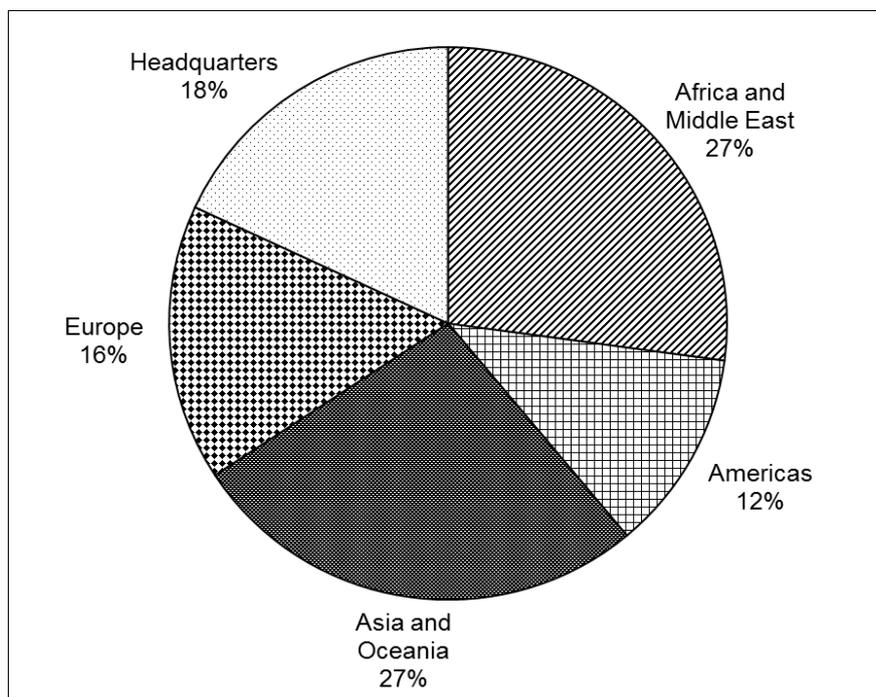


Figure 24: Staff trained – Distribution by main areas of learning and development, and by gender, July 2012–June 2013

Main areas	Total No. of staff trained	% of participants in all courses	Gender breakdown			
			Female		Male	
			No.	%	No.	%
Communication	1	0%	0	0%	1	100%
Coaching and team-building	38	6%	11	29%	27	71%
E-learning courses	59	9%	39	66%	20	34%
Executive training	70	11%	33	47%	37	53%
IT training	57	9%	44	77%	13	23%
Language courses	21	3%	14	67%	7	33%
Personal development	177	27%	102	58%	75	42%
Project development and management	68	10%	40	59%	28	41%
Resource management	4	1%	2	50%	2	50%
Security training and emergency response	39	6%	9	23%	30	77%
Specialized migration training	129	19%	53	41%	76	59%
Grand total	663	100%	347	52%	316	48%