COUNCIL

105th Session

REPORT ON HUMAN RESOURCES MANAGEMENT

REPORT ON HUMAN RESOURCES MANAGEMENT

Introduction

1.   This report provides an overview of staffing trends and of the activities of the Human Resources Management Division[1] between 1 July 2013 and 30 June 2014.

2.   During that period:

- The Organization's **staff increased by 4.08 per cent**, from 8,061 to 8,390 (this was due entirely to an increase in national staff);

- The **international to national staff ratio** held steady at 1 to 9 (of the 8,390 staff members employed by IOM on 30 June 2014, 7,529 were national staff and only 861 were international staff, or Professionals);

- **151 countries** were represented globally;

- The **number of offices** increased marginally by 2.5 per cent, from 476 to 488;

- In terms of the **male to female ratio**, 54 per cent of IOM staff were men and 46 per cent women. The percentage of women was significantly lower – 26 per cent – at senior management level (P5 and above).

3.   The Human Resources Strategy 2012–2015 is centred on three pillars established to strengthen IOM's effectiveness. The success of the Strategy depends on pursuing the pillars in tandem.

> *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.

> *Pillar 2 – Strengthening the enabling environment* – ensures that all staff in the Organization can work in a respectful environment which is not only free from harassment, discrimination and abuse of authority, but at the same time meets the changing needs of a workforce that is increasingly diverse in its demographics, expertise and work-life circumstances.

> *Pillar 3 – Better internal and external alignment* – aims to achieve a fair and consistent application of internal human resources policies and practices, and an alignment with the United Nations common system.

4.   Despite the staffing and budget constraints affecting its work during the reporting period, the Division carried out a number of activities aimed at achieving the delivery milestones of the Human Resources Strategy.

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

Pillar 1: Talent management

Staff development and learning

5.   The Training Advisory Committee, which is made up of high-level representatives from within the Organization, met six times during the reporting period. It provides guidance on the overall orientation of staff development and learning initiatives, with a view to ensuring their ongoing integration into IOM processes and priorities.

6.   During the reporting period, the Human Resources Management Division provided 890 IOM staff members worldwide with 144 training/learning opportunities. It worked in partnership with several IOM departments on the development of an e-learning course on project development and implementation and on the Migration Crisis Operational Framework that is scheduled to be rolled out in 2015. Learning events on performance management and career development were organized for the benefit of staff members in the Philippines, Sudan and Jordan and provided input for the final revision of the *IOM Career Development Guide,* which is to be published in early 2015.

Performance management

7.   The Staff Evaluation System (SES) was implemented for the second full year and achieved a compliance rate of 85 per cent. According to the findings of the first global SES survey, covering the first year of SES implementation, 64 per cent of respondents considered it essential for IOM to have a performance management system. The Human Resources Management Division has started working with the Information Technology and Communications Division to implement several recommendations emerging from the survey, including streamlining the behavioural competency framework.

Staffing

8.   **Recruitment** activities between July 2013 and June 2014 consisted of:

- 90 fixed-term vacancy notices for Professionals (52 positions were filled and the recruitment process is ongoing for 37 others);[2]
- 93 short-term (temporary) vacancy notices for Professionals (73 positions were filled and the recruitment process is ongoing for 20 others);
- 85 direct recruitment process requests, all of which were filled.

9.   During the reporting period, six new **Junior Professional Officers** (JPOs), funded by the Governments of Australia, France, Germany and Japan, joined the Organization, bringing the total number of active JPOs to 19. In addition, two JPOs were retained as staff in the Professional category at the end of their assignments. The Organization is in the process of receiving two additional JPOs, funded by the Governments of Italy and Germany.

10.   During the reporting period, IOM humanitarian and development planning received support in the form of 60 **staff secondments**[3] **and loans**.

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[2]   In all, 102 vacancy notices were published, but that figure includes 12 cancellations and one reassignment.
[3]   Secondments provide a valuable opportunity to exchange knowledge on migration concerns and provide technical support, while strengthening partnerships with governments and other organizations and supporting IOM's core structure.

11.   Thirty-six staff members were seconded by the Norwegian Refugee Council and RedR Australia for IOM emergency operations in Afghanistan, Chad, the Democratic Republic of the Congo, Haiti, Jordan, Kenya, Niger, Pakistan, the Philippines, Somalia, Sudan, South Sudan, Switzerland, the United States of America and Zimbabwe.

12.   Twenty-two staff members were provided for IOM activities at Headquarters and in the Field by the following governments/institutions: the Government of Turkey (1), Sweden (1), Syni[4] (15), and CANADEM's IFEx[5] (5) programme. Furthermore, IOM lent two staff members, one to the United Nations Development Programme (UNDP) and one to the Government of Switzerland.

13.   The **internship programme** continues to expand, with agreements being signed with other universities.[6] During the period under review, IOM hosted 286 interns globally, 105 at Headquarters and 181 in Field Offices. The internship programme provides interns with an opportunity to learn about the work of IOM through practical experience, while at the same time securing valuable support for IOM's migration activities. IOM currently has 25 agreements with academic institutions.

14.   The 2013–2014 **staff rotation** list comprised 91 staff members (P3 or higher), including staff whose rotation had been deferred from the previous year. A total of 67 staff members were or will shortly be transferred as part of the rotation process.

15.   Following the formal allocation of funds to upgrade the **e-recruitment solution**, the Human Resources Management and the Information Technology and Communications Divisions launched a second request-for-proposal process to identify a suitable service provider. The upgrade of the e-recruitment solution will strengthen IOM's outreach to prospective candidates, improve its ability to attract talent, reduce time-to-hire and leverage synergies between recruitment and other talent management processes described in the Human Resources Strategy 2012–2015.

Pillar 2: Enabling environment

16.   The **Ethics and Conduct Office** was formally established in 2014. It will play a critical role in receiving and tracking complaints of misconduct, providing advice and guidance, conducting initial assessments and referring cases to other Headquarters departments and units, where necessary. It collaborates closely with the Human Resources Management Division and the Offices of Legal Affairs, the Inspector General and the Director General, and is currently working with them to establish revised work flows for the management of cases of harassment, misconduct and fraud, and a case-tracking tool to monitor complaints.

17.   Over the year, the Human Resources Management Division has engaged in various strategies aimed at reducing the disparity in **gender** distribution at the senior management level. Although women account for 46 per cent of all staff at the Organization, they represent only 26 per cent of staff at the senior management level. As shown in the table below, women's representation at this level has remained static over the years. As a result, the Division paid

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[4]   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 and Eastern Europe.
[5]   IFEx - CANADEM's International Field Experience Programme.
[6]   New partnerships were formed with City University of Hong Kong, Aix Marseille University (France), the United Nations Association in Canada, the UCD Clinton Institute for American Studies (Dublin, Ireland) and the University La Sapienza Faculty of Medicine and Psychology (Rome, Italy).

close attention to the issue of gender in recruitment processes, making recruiting managers and panel members aware of the need to identify at least one women candidate for the interview shortlist.

Gender distribution at senior management level

Year	M	F
2014	74%	26%
2013	74%	26%
2012	75%	25%
2011	74%	26%
2010	75%	25%
2009	76%	24%

18.	In parallel, the Gender Coordination Unit, working in coordination with the Human Resources Management Division, will develop a human resources gender policy in line with the United Nations System-wide Plan on Gender Equality and the Empowerment of Women (UN SWAP), in order to improve gender equality at IOM.

Pillar 3: Better internal and external alignment

19.	Significant progress was made towards finalizing the new **unified Staff Rules**, which complement the Staff Regulations and aim to ensure that all IOM staff members are treated in a fair and consistent manner, regardless of geographical location and contract type. The content and wording of the Rules are closely aligned to those of the United Nations common system with regard to benefits and entitlements. Phased implementation of the Rules will commence in October 2014, with over 70 per cent of staff expected to be covered by the end of 2015.

20.	The **Staff Regulations** were amended, with the approval of the Council, to reflect the resolution adopted by the United Nations General Assembly to raise to 65 the mandatory age of separation of new staff joining the Organization on or after 1 January 2014.

21.	Representatives from the Human Resources Management Division participated in **inter-agency forums** such as the HR Directors Network and the International Civil Service Commission. IOM was a member of the inter-agency working group on employment of people with disabilities.

22.	Significant progress was also made in the automation of payroll through **PRISM Human Resource**. The system roll-out and accompanying training activities for all IOM offices, which started in 2007, will be completed in early 2015.

23.	The Division pursued its efforts to ensure that all staff members are provided with adequate **health insurance coverage**. During the reporting period, the Medical Service Plan was extended to nine additional Country Offices, bringing the total to 139 Field Offices. To ensure that IOM staff benefit from appropriate uninterrupted medical coverage, the Division met with the IOM insurance provider to propose improvements to insurance policies and agree revised premiums for 2015 and 2016.

24.	The Division provided support to several Field Offices involved in major **upscaling** and **downsizing initiatives** resulting from changing priorities.

Annex

STATISTICAL OVERVIEW

IOM STAFF COMPOSITION[1]

Figure 1: Field Offices, June 2010–June 2014

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

Figure 2: Staffing trends,[2] June 2010–June 2014

	June 2010	June 2011	June 2012	June 2013	June 2014
General Service	6 883	7 382	7 423	7 196	7 529
Professionals	816	799	830	865	861
Total	7 699	8 181	8 253	8 061	8 390
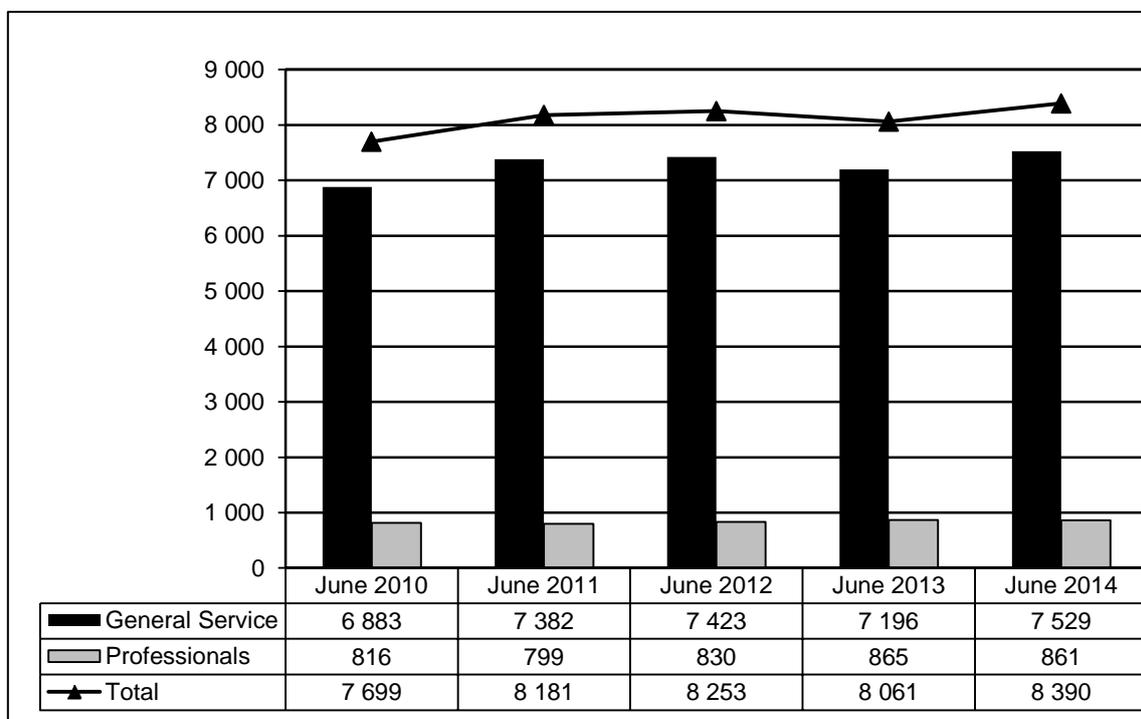
Note: As of 2010, National Officers have been included in the General Services category.

[2]   Includes staff members holding a short-term contract.

Figure 3: Staff worldwide by category, location and gender, June 2014

Category		Headquarters		Field		Total
		F	M	F	M	
Professionals	Professionals[3]	61	64	253	396	**774**
	Professionals, short-term[4]	12	7	22	27	**68**
	Junior Professional Officers (JPO)	7	3	8	1	**19**
	Subtotal	**80**	**74**	**283**	**424**	**861**
General Service	National Officers			244	271	**515**
	General Service	56	25	2 556	2 926	**5 563**
	General Service, short-term	4		660	787	**1 451**
	Subtotal	**60**	**25**	**3 460**	**3 984**	**7 529**
	TOTAL	**140**	**99**	**3 743**	**4 408**	**8 390**

[3] Consultants, interns and staff on special leave without pay are excluded. Includes staff on graded or ungraded short-term contracts who have been with the Organization for more than a year.

[4] Staff on graded or ungraded short-term contracts who have been with the Organization for less than a year.

Figure 4: Staff members in the Professional and higher category worldwide –
Gender distribution by category/grade, June 2010–June 2014[5]

Category/grade		June 2010		June 2011		June 2012		June 2013		June 2014	
		M	F	M	F	M	F	M	F	M	F
D2 and above [6]						<1%	<1%	<1%	<1%	<1%	<1%
P5-D2		75%	25%	74%	26%	75%	25%	74%	26%	74%	26%
P3-P4		60%	40%	58%	42%	60%	40%	60%	40%	59%	41%
P1-P2		54%	46%	57%	43%	53%	47%	52%	48%	54%	46%
Ungraded		50%	50%	48%	52%	49%	51%	53%	47%	57%	43%
Short-term Professionals		52%	48%	53%	47%	51%	49%	51%	49%	50%	50%
JPO		35%	65%	36%	64%	27%	73%	24%	76%	21%	79%
National Officers **											
Total	Gender	470	346	460	339	479	351	496	369	498	363
	Gender (%)	58%	42%	58%	42%	58%	42%	57%	43%	58%	42%
Total Professionals		816		799		830		865		861	

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

[5] This table has been changed to reflect the gender ratio per the total number of Professional staff in the various categories.

[6] This category has included the Director General and Deputy Director General since 2011.

**Figure 5a: Staff members in the Professional and higher category worldwide –
Distribution by gender and category/grade, June 2014**

	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	AE
■Male	1		1	26	47	104	122	80	14	65	34	4
□Female		1		8	17	61	99	66	13	49	34	15
Total	1	1	1	34	64	165	221	146	27	114	68	19
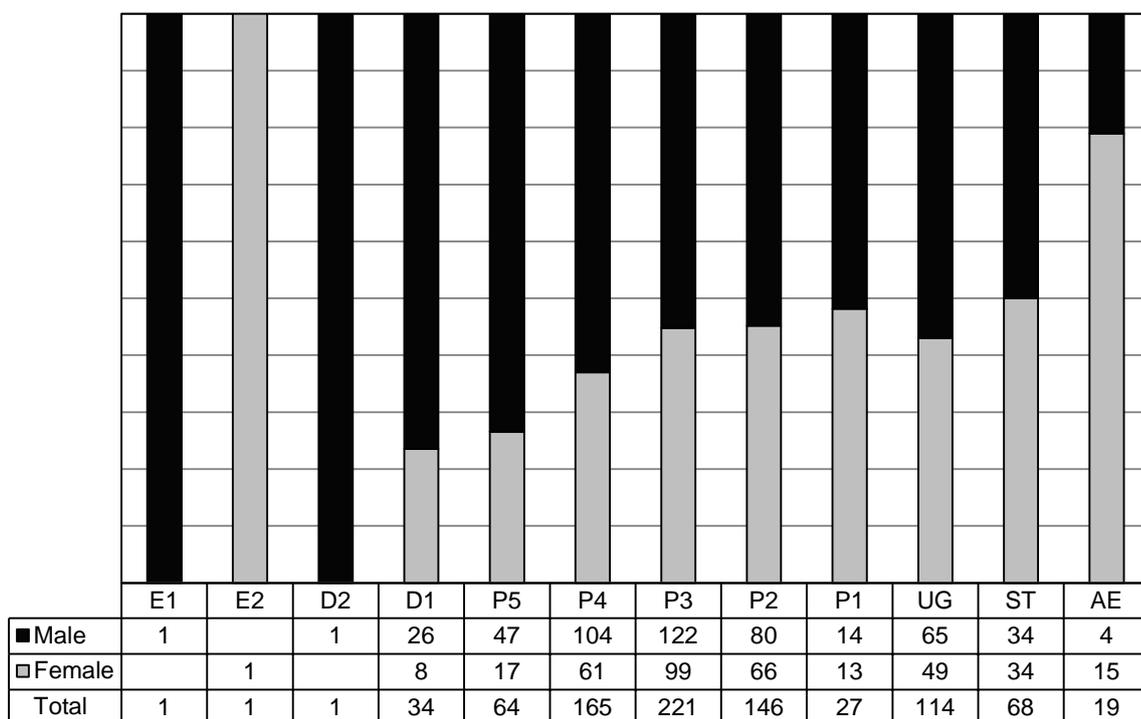
Note:
- E1, E2 refers to DG, DDG.
- UG refers to ungraded.
- ST refers to staff on graded or ungraded short-term contracts who have been with the Organization for less than one year.

**Figure 5b: Headquarters General Service staff –
Distribution by gender and category/grade, June 2014**

	G7	G6	G5	G4	G3	G2	G1	UG	ST
■Male	2	8	5	4	2	3	0	1	0
□Female	10	14	17	11	0	0	0	4	4
Total	12	22	22	15	2	3	0	5	4
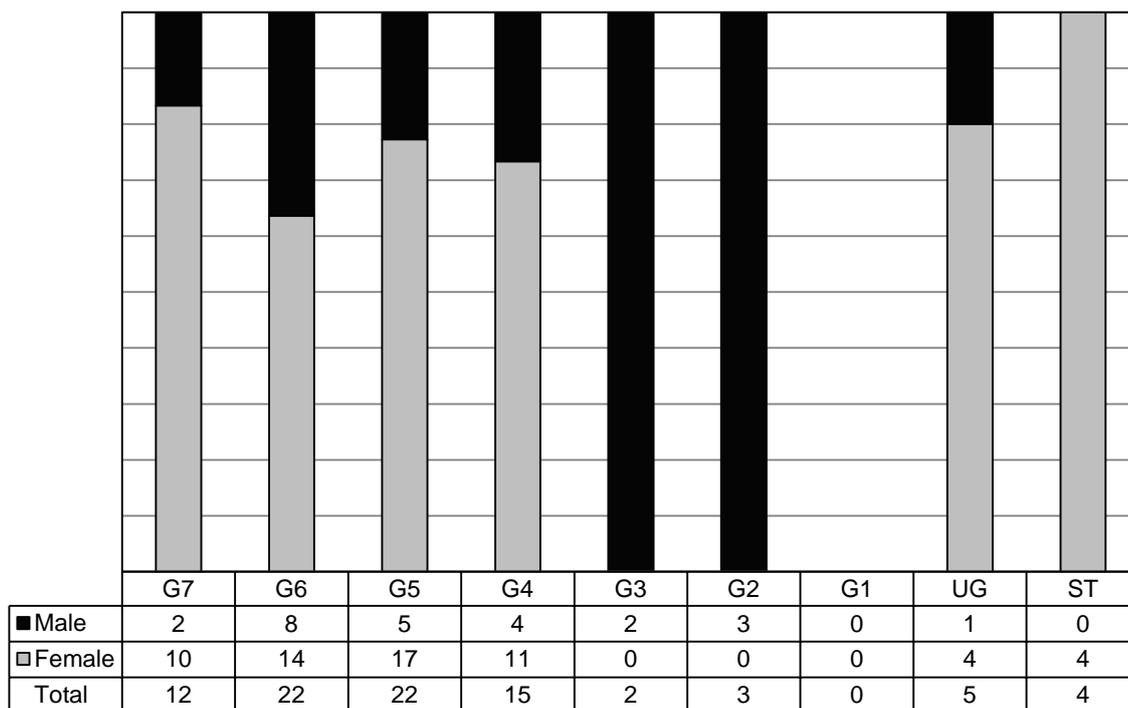
Figure 6: Headquarters General Service staff[7] –
Distribution by country of nationality and gender, June 2014

Country of Nationality	Gender		Total
	F	M	
Albania		1	1
Australia	1		1
Barbados		1	1
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Canada	1		1
Colombia	1		1
Congo		1	1
Ethiopia		1	1
France	17	6	23
Ghana	1		1
Indonesia	1		1
Italy	4	2	6
Kyrgyzstan	1		1
Mexico	2		2
Netherlands	1		1
Peru		1	1
Philippines	1		1
Romania	1	1	2
Spain	3		3
Sri Lanka		1	1
Switzerland	13	7	20
The former Yugoslav Republic of Macedonia	1	2	3
United Kingdom	4	1	5
United Republic of Tanzania	2		2
United States of America	1		1
Uruguay	2		2
Total	**60**	**25**	**85**

[7] Including short-term staff.

Figure 7: General Service staff in the Field –
Distribution by category/grade and gender, June 2014
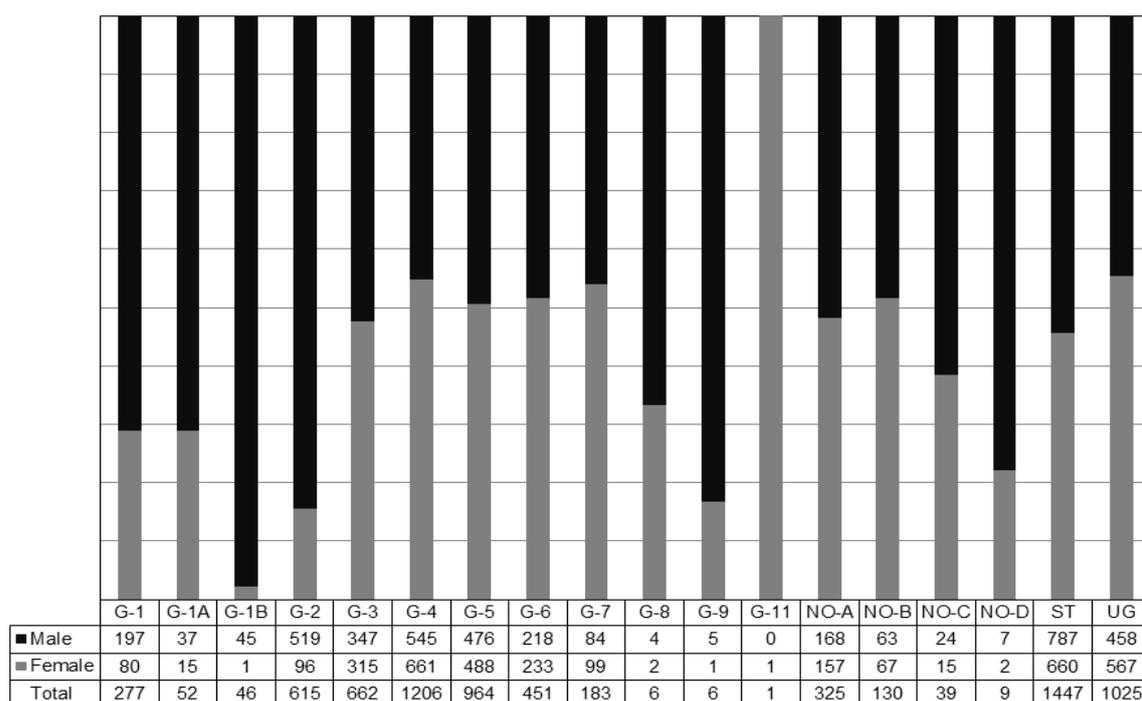
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-11	NO-A	NO-B	NO-C	NO-D	ST	UG
■ Male	197	37	45	519	347	545	476	218	84	4	5	0	168	63	24	7	787	458
▪ Female	80	15	1	96	315	661	488	233	99	2	1	1	157	67	15	2	660	567
Total	277	52	46	615	662	1206	964	451	183	6	6	1	325	130	39	9	1447	1025

Figure 8: Staff members in the Professional and higher category worldwide – Distribution by country of nationality, category/grade and gender, June 2014

Country of nationality	Category/Grade												Total	Gender breakdown	
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	JPO		F	M
Member States															
Afghanistan						1	1	1					3		3
Albania						1					1		2	2	
Algeria													0		
Angola													0		
Antigua and Barbuda													0		
Argentina						3		1					4	2	2
Armenia										1			1	1	
Australia				4	5	5				4	1	2	21	6	15
Austria					4	3	1						8	2	6
Azerbaijan					1								1		1
Bahamas													0		
Bangladesh					1	1	2						4	1	3
Belarus						1		1					2		2
Belgium				1	3	3	1	5		2			15	8	7
Belize													0		
Benin													0		
Bolivia (Plurinational State of)						1		1					2		2
Bosnia and Herzegovina						3		2					5	3	2
Botswana										1			1		1
Brazil										2	1		3	2	1
Bulgaria						1					2		3	3	
Burkina Faso							1						1		1
Burundi							1						1		1
Cabo Verde													0		
Cambodia													0		
Cameroon													0		
Canada					4	3	8	4	1	5	7		32	14	18
Central African Republic													0		
Chad							1						1	1	
Chile				1						1			2		2
Colombia							1	1		1	1		4	1	3
Comoros													0		
Congo													0		
Costa Rica		1		1	1	2	6						11	3	8
Côte d'Ivoire						2	1	1		1			5	1	4
Croatia					1	2	1		1	2	1		8	5	3
Cyprus										1			1		1
Czech Republic													0		
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	4	5	3				14	6	8
El Salvador													0		

Figure 8: Staff members in the Professional and higher category worldwide – Distribution by country of nationality, category/grade and gender, June 2014 (continued)

Country of nationality	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	JPO	Total	F	M
Member States															
Estonia							1						**1**	1	
Ethiopia						2	2	1		1			**6**	2	4
Fiji						1							**1**		1
Finland							1					2	**3**	2	1
France				2	3	9	10	5		6	5	1	**41**	20	21
Gabon													**0**		
Gambia													**0**		
Georgia						2	1	2					**5**		5
Germany				3	2	6	6	3		1	3	4	**28**	13	15
Ghana				1	1	1	1	3					**7**	2	5
Greece						1				1	1		**3**	3	
Guatemala						1							**1**		1
Guinea										1	1		**2**		2
Guinea-Bissau								1					**1**	1	
Guyana													**0**		
Haiti							2						**2**	1	1
Holy See													**0**		
Honduras						1							**1**		1
Hungary				1		1							**2**	2	
Iceland													**0**		
India			1	1	1	3	3	1		1			**11**	5	6
Iran (Islamic Republic of)						1							**1**		1
Ireland					1	1	1				1		**4**		4
Israel													**0**		
Italy				6	5	13	14	6		9	3	1	**57**	26	31
Jamaica											1		**1**	1	
Japan				1		3	8	5		3	2	6	**28**	22	6
Jordan						3	4	6	11	1			**25**	5	20
Kazakhstan						1							**1**		1
Kenya				1	2		13	7		6			**29**	11	18
Kyrgyzstan											1		**1**		1
Latvia							1						**1**	1	
Lesotho													**0**		
Liberia							2						**2**		2
Libya													**0**		
Lithuania										1			**1**		1
Luxembourg													**0**		
Madagascar													**0**		
Malawi										1			**1**		1
Maldives													**0**		
Mali											1		**1**		1
Malta													**0**		
Marshall Islands													**0**		
Mauritania										1			**1**		1
Mauritius							1			1			**2**	2	
Mexico							2	1		3			**6**	4	2
Micronesia (Federated States of)													**0**		
Mongolia													**0**		

Figure 8: Staff members in the Professional and higher category worldwide – Distribution by country of nationality, category/grade and gender, June 2014 (continued)

Country of nationality	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	JPO	Total	F	M
Member States															
Montenegro													0		
Morocco				1									1		1
Mozambique				1	1	1				3			6	3	3
Myanmar										2	2		4	3	1
Namibia													0		
Nauru													0		
Nepal						2					1		3		3
Netherlands					1	3	1	1		2		1	9	3	6
New Zealand				2	1		2				1		6	1	5
Nicaragua						1	1						2		2
Niger								1					1		1
Nigeria													0		
Norway						1							1		1
Pakistan						1	3	3	1	1			9		9
Panama					1								1		1
Papua New Guinea													0		
Paraguay													0		
Peru						1				1			2	1	1
Philippines					3	3	16	10	1	5			38	20	18
Poland							1	1					2	1	1
Portugal						4	2			1	1		8	3	5
Republic of Korea						1			1				2	2	
Republic of Moldova							1						1	1	
Romania						3	3			1	1		8	6	2
Rwanda													0		
Saint Vincent and the Grenadines													0		
Senegal							2	2					4	2	2
Serbia					2	4	7	1		1			15	6	9
Seychelles													0		
Sierra Leone						1		2					3	1	2
Slovakia						1				1			2	1	1
Slovenia													0		
Somalia													0		
South Africa				1		1	5	2					9	4	5
South Sudan													0		
Spain						1	1			1	2		5	3	2
Sri Lanka							1	1		1	1		4		4
Sudan				1			1	2			1		5	2	3
Suriname													0		
Swaziland													0		
Sweden					2		2			1	1	1	7	4	3
Switzerland				1	7	3	1	1	1	1	4		19	13	6
Tajikistan							1	1			1		3		3
Thailand							4	5					9	4	5
The former Yugoslav Republic of Macedonia					1	4	3	2					10	2	8
Timor-Leste													0		
Togo													0		

Figure 8: Staff members in the Professional and higher category worldwide – Distribution by country of nationality, category/grade and gender, June 2014 (continued)

Country of nationality	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	JPO	Total	F	M
Member States															
Trinidad and Tobago													**0**		
Tunisia										1			**1**		1
Turkey						1				2			**3**	1	2
Turkmenistan					1	1							**2**	2	
Uganda						1		4		1			**6**	2	4
Ukraine						1	1	1					**3**	2	1
United Kingdom				2	3	8	10	4	1	10	2		**40**	14	26
United Republic of Tanzania													**0**		
United States of America	1			4	8	27	21	18	4	14	13	1	**111**	46	65
Uruguay				2	2		2				1		**7**	1	6
Vanuatu													**0**		
Venezuela (Bolivarian Republic of)													**0**		
Viet Nam													**0**		
Yemen													**0**		
Zambia								2					**2**	1	1
Zimbabwe							1	3	1	3			**8**	4	4
Observer States, non-Member States and others															
Bahrain													**0**		
Bhutan													**0**		
China						1							**1**		1
Cuba													**0**		
Eritrea							1				2		**3**		3
Indonesia							5	6		1	1		**13**	8	5
Iraq						1	2	1					**4**	2	2
Lebanon						1	1	2	1	1			**6**	2	4
Malaysia						1		1					**2**		2
Qatar													**0**		
Russian Federation				1	2	5	2						**10**	5	5
San Marino													**0**		
Sao Tome and Principe													**0**		
Saudi Arabia													**0**		
Syrian Arab Republic							1						**1**		1
Other						1							**1**		1
Total	1	1	1	34	64	165	221	146	27	114	68	19	**861**	**363**	**498**

Figure 9: General Service Field staff worldwide – Distribution by country of nationality, category/grade and gender, June 2014

Country of nationality	Category/Grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	NO-A	NO-B	NO-C	NO-D	UG	ST		F	M
Member States																						
Afghanistan		6	29	32	4	13	20	9	4					12	5			9	29	**172**	24	148
Albania	1				1	3	1	2						1		1		1		**11**	8	3
Algeria																		1		**1**		1
Angola				2		1								2				1		**6**	2	4
Antigua and Barbuda																				**0**		
Argentina				1	2	7	4		5					1		1		6	6	**33**	23	10
Armenia						3	4	1						2	2			13		**25**	14	11
Australia						7	20	3						1						**31**	20	11
Austria					5	11	5	4	1						3			3	3	**35**	25	10
Azerbaijan				1		2	3											1	6	**13**	8	5
Bahamas																				**0**		
Bangladesh	1			2	4	5	8	1	2					7	2			6	16	**54**	18	36
Belarus				1	1	5	3	3						1				4	5	**23**	13	10
Belgium					4	15	19	6	2					4	2			6	1	**59**	36	23
Belize																				**0**		
Benin																			1	**1**		1
Bolivia (Plurinational State of)																		5	8	**13**	4	9
Bosnia and Herzegovina						5	3	2										6	2	**18**	11	7
Botswana																		1		**1**	1	
Brazil																				**0**		
Bulgaria						1	1	1						2					1	**6**	3	3
Burkina Faso					1		1												3	**5**	4	1
Burundi				1			1											2	9	**13**	3	10
Cabo Verde							1	1										1		**3**	3	
Cambodia	4			3	3		2	1	2					1				9	3	**28**	14	14
Cameroon						3	1											1	5	**10**	3	7
Canada						7	1		1					2	1					**12**	10	2
Central African Republic																		1	39	**40**	8	32
Chad	3			11	4	6	4	9	1						1			1	22	**62**	8	54
Chile					2	3												2	2	**9**	5	4
Colombia	24			47	28	60	30	36	16					35	15	6	2	140	8	**447**	268	179
Comoros																				**0**		
Congo																		2		**2**	1	1
Costa Rica				2		5	3	1						2	1		1	8	7	**30**	15	15
Cote d'Ivoire				6	11	6	1	2							1			2	2	**31**	9	22
Croatia														1					1	**2**	1	1
Cyprus																				**0**		
Czech Republic					1	3									1				5	**10**	6	4
Democratic Republic of the Congo		6	1	6	9	18	11	7	3					1				3	36	**101**	23	78
Denmark						1	1												2	**4**	3	1
Djibouti				2	1		3							1	1					**8**	2	6
Dominican Republic				3		1	2		3										2	**11**	6	5
Ecuador	1				4	13	1	4	1									5		**29**	20	9
Egypt				1	6	9	2	6	1					4				13	12	**54**	22	32
El Salvador				1	1	3		3						1				8	3	**20**	13	7
Estonia							2		1					1					1	**5**	4	1
Ethiopia	4			16	18	42	54	8						15	2	1		19	37	**216**	79	137
Fiji																				**0**		
Finland					1	4	7	5	2						1			1	3	**24**	15	9
France																		9	1	**10**	8	2
Gabon						1														**1**	1	
Gambia						1														**1**		1
Georgia	3				3	2	2		3					1	2			12	4	**32**	24	8
Germany					11	3	4	2	2									8	2	**32**	26	6
Ghana	3			5	4	12	11	8	1					2	2			1	3	**52**	22	30
Greece	4				1	1	2	2	2					1			1	38	18	**70**	50	20
Guatemala							1											2	1	**4**	1	3
Guinea	2			2	2	4	6	3	1						1				3	**24**	8	16
Guinea-Bissau																				**0**		
Guyana				1				1						1					1	**4**	2	2

Figure 9: General Service Field staff worldwide – Distribution by country of nationality, category/grade and gender, June 2014 (continued)

Country of nationality	Category/Grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	NO-A	NO-B	NO-C	NO-D	UG	ST		F	M
Member States																						
Haiti	42			130	72	74	37	17	3					11	2			8	62	**458**	127	331
Holy See																				**0**		
Honduras	1			1		2	1	2											7	**14**	9	5
Hungary					8	3	1	3	1									1		**17**	10	7
Iceland																				**0**		
India				1	1	2		4						1					1	**10**	3	7
Iran (Islamic Republic of)					2	5	2		2					1		1		2		**15**	5	10
Ireland					1	1	1	2							1			2	1	**9**	7	2
Israel																				**0**		
Italy				2	7	8	6	4	1	2				2				5	14	**51**	36	15
Jamaica														1				1	10	**12**	12	
Japan						2	4	1							1			3		**11**	9	2
Jordan	26			11	19	72	30	15	9					9	2	2		32	81	**308**	165	143
Kazakhstan	2					1	2							4	1		1	5	3	**19**	15	4
Kenya	27			35	22	52	73	27	7					9	8	3		9	42	**314**	150	164
Kyrgyzstan	3			2	1	4		1	2					1	1			1		**16**	7	9
Latvia								1	1							1				**3**	2	1
Lesotho																				**0**		
Liberia							2											6	1	**9**	3	6
Libya					4	2	4	2		1					1			3	8	**25**	11	14
Lithuania						3	1	3						2		1		1	1	**12**	11	1
Luxembourg																				**0**		
Madagascar																				**0**		
Malawi																			2	**2**	2	
Maldives																			1	**1**		1
Mali					1	3	3	1	2					1				1	5	**17**	5	12
Malta																		3	3	**6**	4	2
Marshall Islands									1									1	1	**3**	1	2
Mauritania					1			1	1					2						**5**		5
Mauritius							1	1										2	1	**5**	3	2
Mexico																		17	11	**28**	15	13
Micronesia (Federated States of)																		8	3	**11**	8	3
Mongolia							1							1						**2**	2	
Montenegro						1	1													**2**	2	
Morocco					1		1	2								1		19	10	**34**	19	15
Mozambique	1				2		2	2	1										4	**12**	4	8
Myanmar		2		32	27	29	13	14	11	3				6	2	1		14	68	**222**	118	104
Namibia																		5		**5**	3	2
Nauru																				**0**		
Nepal	17			41	40	91	47	16	6					14	3			80	8	**363**	141	222
Netherlands					4	2	32	6		1	6		1	8	4	1			3	**68**	37	31
New Zealand																				**0**		
Nicaragua														1		1		4	6	**12**	10	2
Niger					3	1	6	2						1					9	**22**	3	19
Nigeria	1				5	1	5	6	1					4	5			3	29	**60**	34	26
Norway						18	7	3		1								8		**37**	23	14
Pakistan	18			12	44	23	21	5	2					16	3	1	2	16	21	**184**	57	127
Panama					1		11	8	1					2		2		3	6	**34**	25	9
Papua New Guinea					1	1	1	1		3								1	16	**24**	11	13
Paraguay							2							1					2	**5**	4	1
Peru	1			2	7	9	6	3	1						3	1		1	4	**38**	15	23
Philippines					13	67	64	23	12					31	12	2		50	173	**447**	264	183
Poland					12	13	4	1							2			2	3	**37**	28	9
Portugal				2	2		1	1						1					1	**8**	6	2
Republic of Korea							1							1				1	3	**6**	4	2
Republic of Moldova					4	2	9	6	2					6	1			52	6	**88**	56	32
Romania					2	6	6	1	1					1	1	1			1	**20**	10	10
Rwanda					2	1	3		2					1	1				10	**20**	7	13
Saint Vincent and the Grenadines																				**0**		

Figure 9: General Service Field staff worldwide – Distribution by country of nationality, category/grade and gender, June 2014 (continued)

Country of nationality	Category/Grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	NO-A	NO-B	NO-C	NO-D	UG	ST		F	M
Member States																						
Senegal	1			3	2	2	5	3	1						2			4	2	**25**	12	13
Serbia	1				3	3	3	1						3				8	3	**25**	17	8
Seychelles																				**0**		
Sierra Leone	1				2	1	1	2						1				3		**11**	1	10
Slovakia				3	6	16	3	4						1				7	4	**44**	30	14
Slovenia																		1		**1**	1	
Somalia				3	1	1	13	1	1					1	1				8	**30**	5	25
South Africa	3			4	6	6	7	8	2					5	4	1		1		**47**	33	14
South Sudan	16			62	26	29	22	7	1									32	99	**294**	30	264
Spain					2	2		1							1	1		1	2	**10**	9	1
Sudan	40			19	12	15	19	12	3					5		1		6	17	**149**	38	111
Suriname																				**0**		
Swaziland																				**0**		
Sweden																				**0**		
Switzerland						6	7	2												**15**	9	6
Tajikistan				1	1	1	2	4	1					3				13	3	**29**	9	20
Thailand		13	16	18	67	39	30	8	2					1	4		1	26	16	**241**	144	97
The former Yugoslav Republic of Macedonia						2	2											3		**7**	6	1
Timor-Leste	1			2	1	1	2	1						3				2	5	**18**	5	13
Togo						1													2	**3**	1	2
Trinidad and Tobago								1												**1**	1	
Tunisia				3	2	11	6	1	1									6	14	**44**	23	21
Turkey				1	2	4	10	1						2	1			10	7	**38**	23	15
Turkmenistan						1	1							1				3		**6**	4	2
Uganda	7			8	6	19	3	4	3					2	1			3	11	**67**	37	30
Ukraine	1			1	3	16	11	8	4					12	3			38	14	**111**	72	39
United Kingdom						4	3	3	2					1				3	2	**18**	11	7
United Republic of Tanzania					4	2	11	4						2	2			4	5	**34**	16	18
United States of America					11	21	23	3	13					1					1	**73**	44	29
Uruguay						2		1												**3**	3	
Vanuatu																				**0**		
Venezuela (Bolivarian Republic of)																		4	3	**7**	5	2
Viet Nam	2			5	12	15	10	6	2					7	1	1		3	6	**70**	48	22
Yemen				2	9	16	10	5	2					5				9	9	**67**	26	41
Zambia	2			3	1	10												1	1	**18**	7	11
Zimbabwe	8			3	5	11	9	8						3	2			4		**53**	18	35
Observer States, non-Member States and others																				**0**		
Bahrain																				**0**		
Bhutan																				**0**		
China					1	3		4	1							1		1		**11**	8	3
Cuba																				**0**		
Indonesia	3			5	3	40	46	24	10					5	2	2		17	74	**231**	116	115
Iraq				3	6	14	9	4	4					4	3	4		51	23	**125**	25	100
Kuwait				1			2	1										1	1	**6**	3	3
Lao People's Democratic Republic							1							1				2	2	**6**	4	2
Lebanon						2	3											16	48	**69**	40	29
Malaysia																				**0**		
Qatar																				**0**		
Russian Federation	1			2	3	27	15	15	3					5	1			2	1	**75**	57	18
San Marino																				**0**		
Sao Tome and Principe																				**0**		
Saudi Arabia																		1		**1**		1
Syrian Arab Republic		21		6	11	18	7	5	2					6	1	1		14	97	**189**	82	107
Uzbekistan																		1		**1**		1
UNSC resolution 1244-administered Kosovo	1			1	3	14	8	5	1					2						**35**	6	29
Total	277	52	46	615	662	1206	964	451	183	6	6	0	1	325	130	39	9	1025	1447	**7444**	3460	3984

ALTERNATIVE STAFFING RESOURCES

**Figure 10: Junior Professional Officers worldwide –
Distribution by country of nationality, 2010–June 2014**

	2010	**2011**	**2012**	**2013**	**June 2014**
Australia				1	2
Austria	1	1			
Belgium	2	2	1		
Denmark	1	1	1		
Finland	1	1	2	2	2
France	1	1			1
Germany	3	4	6	4	4
Italy	5	3	2	2	1
Japan	4	4	4	4	6
Netherlands				1	1
Norway		1	1		
Sweden	4	3	3	1	1
United States of America			1	1	1
Zimbabwe	1[8]	1[8]	1[8]	1[8]	
Total	**23**	**22**	**22**	**17**	**19**

[8] Funded by the Government of Italy.

**Figure 11: Secondees – Distribution by duty station and gender,
July 2013–June 2014**

Seconded by	**HQ**	**Field**	**Total**
Syni (Switzerland)	15		15
CANADEM IFEx Programme (Canada)	3	2	5
Swedish Government	1		1
Turkish Government	1		1
Norwegian Refugee Council/RedR Australia		36	36
IOM to government/donor			2
Total	**20**	**38**	**60**

Figure 12: Interns worldwide – Distribution by duty station and gender
July 2013–June 2014

Duty station	F	M	Total
Headquarters			
Department of International Cooperation and Partnerships	30	4	34
Department of Migration Management	22	10	32
Department of Operations and Emergencies	12	3	15
Department of Resources Management	3	2	5
Office of the Director General	12	4	16
Global Forum on Migration and Development	3		3
Headquarters total	**82**	**23**	**105**
Field			
Austria	4	3	7
Bangladesh		2	2
Belgium	9	1	10
Bolivia (Plurinational State of)	1		1
Bosnia and Herzegovina		1	1
Cambodia	2		2
Cameroon	2		2
China	1		1
Colombia	2	1	3
Costa Rica	2		2
Egypt	4	3	7
Estonia	1		1
Ethiopia	2	1	3
Finland		1	1
France	1		1
Germany	2		2
Haiti	2	2	4
Iraq	1		1
Italy	1		1
Japan		1	1
Jordan	8	2	10
Kazakhstan	2		2
Kenya	11	7	18
Kyrgyzstan	1		1
Lao People´s Dem Republic	1		1
Lithuania	1		1
Mexico	4		4
Montenegro	1		1
Morocco	2	1	3
Mozambique	1		1
Myanmar	3	1	4
Nepal	1	2	3
Netherlands	2		2
Panama	1	1	2
Papua New Guinea		1	1
Paraguay	1	1	2
Peru	1	1	2
Philippines	6	3	9
Republic of Korea	2		2
Republic of Moldova	1		1
Rwanda	1		1
Serbia	2	1	3
Slovakia	3		3
Somalia	1		1
Spain	1		1
Sri Lanka	3	2	5
Switzerland	4	2	6
Tajikistan	4	2	6
Thailand	12	2	14
Timor-Leste		1	1
Tunisia	1		1
Uganda	1		1
Ukraine	5		5
United Republic of Tanzania	1		1
United States of America	2	2	4
Viet Nam	3	1	4
Zambia		1	1
Field Total	**131**	**50**	**181**
TOTAL	**213**	**73**	**286**

RECRUITMENT AND SELECTION

Figure 13: Vacancy notices issued for staff members in the Professional and higher category, 2010–June 2014

Vacancy notices issued	2010	2011	2012	2013	Jan.-June 2014
Headquarters positions	11	12	15	14	12
Field positions	35	64	62	45	47
Total number of vacancy notices issued	**46**	**76**	**77**	**59**	**59**
Advertised internally only	**33**	**53**	**57**	**39**	**40**
Headquarters positions	6	7	6	11	8
Field positions	27	46	51	28	32
Advertised internally and externally	**13**	**23**	**20**	**20**	**19**
Headquarters positions	5	5	9	3	4
Field positions	8	18	11	17	15

Figure 14: Staff members in the Professional and higher category appointed worldwide through vacancy notices, 2010–June 2014

Vacancy notices filled	2010	2011	2012	2013	Jan.-June 2014
Vacancies filled internally	**34**	**45**	**49**	**37**	**14**
Headquarters positions	6	6	6	11	0
Field positions	28	39	43	26	14
Vacancies filled externally	**6**	**20**	**11**	**8**	**4**
Headquarters positions	4	5	4	1	1
Field positions	2	15	7	7	3
Total	**40**	**65**	**60**	**45**	**18**

Figure 15: Summary of vacany notices issued and filled for staff members in the Professional and higher category, July 2013–June 2014

Summary table	July 2013 – June 2014
Total number of vacancy notices posted	102
Total number of vacancy notices filled	52
Total number of vacancy notices with multiple hirees	1
Total number of vacancy notices cancelled	13
Total number of vacancy notice pending	37

Figure 16: Staff members in the Professional and higher category appointed worldwide through vacancy notices – Distribution by country of nationality, 2010–June 2014

Country of nationality	2010	2011	2012	2013	Jan.-June 2014
Afghanistan					
Albania	1				
Algeria		1			
Argentina			1		
Australia	2	2	1	1	
Austria	1	1	1	1	
Azerbaijan					
Bangladesh	1	1		1	
Belarus		1		1	
Belgium			2	3	
Bolivia (Plurinational State of)		1			
Bosnia and Herzegovina	1	1		2	
Burundi					
Canada	2	2	3	2	3
Chad		1			
Colombia	1				
Costa Rica	1	1	1	1	
Côte d'Ivoire		1			
Croatia	1	1		1	2
Denmark	1	1		1	
Ecuador					
Egypt		1	2	1	1
Ethiopia			1	1	
Finland	1				
France		6	2	3	
Germany	2	1	3	2	
Ghana	1				
Greece			1		
Honduras			1		
Hungary	1				
India					
Indonesia[10]	1				
Iraq[9]			2		
Ireland		1		1	
Italy	6	2	6	2	1
Japan		1			
Jordan			1	1	
Kazakhstan		1			
Kenya	1	2	1	1	2
Latvia		1			
Lebanon[9]		1			
Liberia			1		
Mexico		1			
Morocco			1		
Nepal				1	
Netherlands	1				
New Zealand			1		
Pakistan			1		
Panama				1	

Figure 16: Staff members in the Professional and higher category appointed worldwide through vacancy notices – Distribution by country of nationality, 2010–June 2014 (continued)

Country of nationality	2010	2011	2012	2013	Jan.-June 2014
Philippines			2	1	1
Poland		1			
Portugal		3	1		
Republic of Korea				1	
Republic of Moldova	1			1	
Romania	1	2			
Russian Federation[10]		3	2	1	1
Senegal				1	
Serbia	1		2		
South Africa	3	2	1		
Slovakia			1		
Spain			1		
Sri Lanka				1	
Sudan					
Sweden				1	
Switzerland		1	2		
Syrian Arab Republic[9]	1				
Thailand		1	2		
The former Yugoslav Republic of Macedonia			1	1	2
Togo					
Trinidad and Tobago					
Turkmenistan			1		
Uganda				1	
Ukraine	1	1		2	
United Kingdom	1	3			2
United Republic of Tanzania	1				
United States of America	4	14	9	6	2
Uruguay		1	1		
Venezuela (Bolivarian Republic of)					
Zimbabwe					1
UNSC resolution 1244-administered Kosovo			1		
Total	**40**	**65**	**60**	**45**	**18**
Number of nationalities	27	36	33	31	11

[9] Non-Member States

[10] Observer States

**Figure 17: Vacancy notices issued for General Service staff at Headquarters,
2010–June 2014**

Vacancy notices issued	2010	2011	2012	2013	Jan.-June 2014
Total number of vacancy notices issued	**3**	**3**	**3**	**3**	**5**
Advertised internally only	2	3	2	1	3
Advertised internally and externally	1	0	1	2	2
Total number of corresponding positions	**3**	**3**	**3**	**3**	**5**
Vacancies filled internally	**2**	**2**	**1**	**1**	**0**
Employees from Headquarters	0	2	1	1	0
Employees from the Field	2	0	0	0	0
Vacancies filled externally	**1**	**0**	**1**	**2**	**0**

Figure 18: Mobility of IOM staff, 2010–June 2014

	2010	2011	2012	2013	Jan.-June 2014
From Headquarters to the Field	16	11	12	7	5
From the Field to Headquarters	18	15	9	8	9
From one Field Office to another	157	140	155	136	53
Reassignment within same duty station	60	68	73	69	13
Total	**251**	**234**	**249**	**220**	**80**

Figure 19: Temporary recruitment and selection, 2010–June 2014

	2010	2011	2012	2013	Jan.-June 2014
For Professionals					
Number of temporary vacancy notices issued	73	85	101	66	60
Number of temporary positions filled	69	60	100	69	31
Of which for emergency and post-emergency operations	**10**	**21**	**62**	**33**	**10**
For General Service staff at Headquarters					
Number of temporary vacancy notices issued	0	2	0	2	0
Number of temporary positions filled	0	2	0	2	0
Direct recruitment					
Of Professional category staff	182	117	101	92	48
Of General Service staff	4	14	7	5	1

STAFF DEVELOPMENT AND LEARNING

Figure 20: Staff development and learning activities, 2010–June 2014

	2010	**2011**	**2012**	**2013**	**Jan.-June 2014**
Learning activities organized by the Staff Development and Learning Unit	43	81	72	137	55
Total staff members	7 699	8 503	8 253	8 464	8 390
Staff members trained	1 470	1 842	1 670	1 619	890
Percentage of staff trained	19%	22%	20%	19%	11%

Figure 21: Staff trained - Distribution by gender, 2010–June 2014
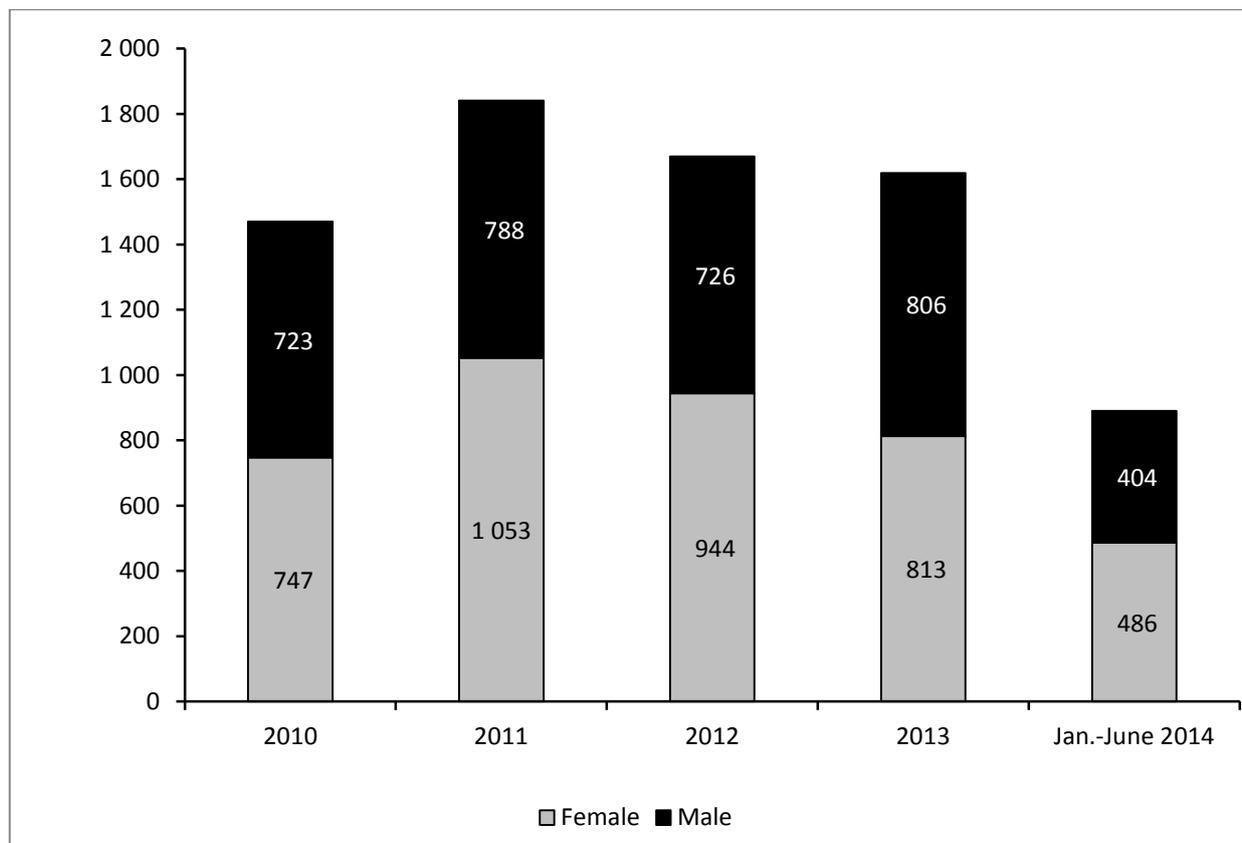
Figure 22: Staff trained – Distribution by location, 2010–June 2014
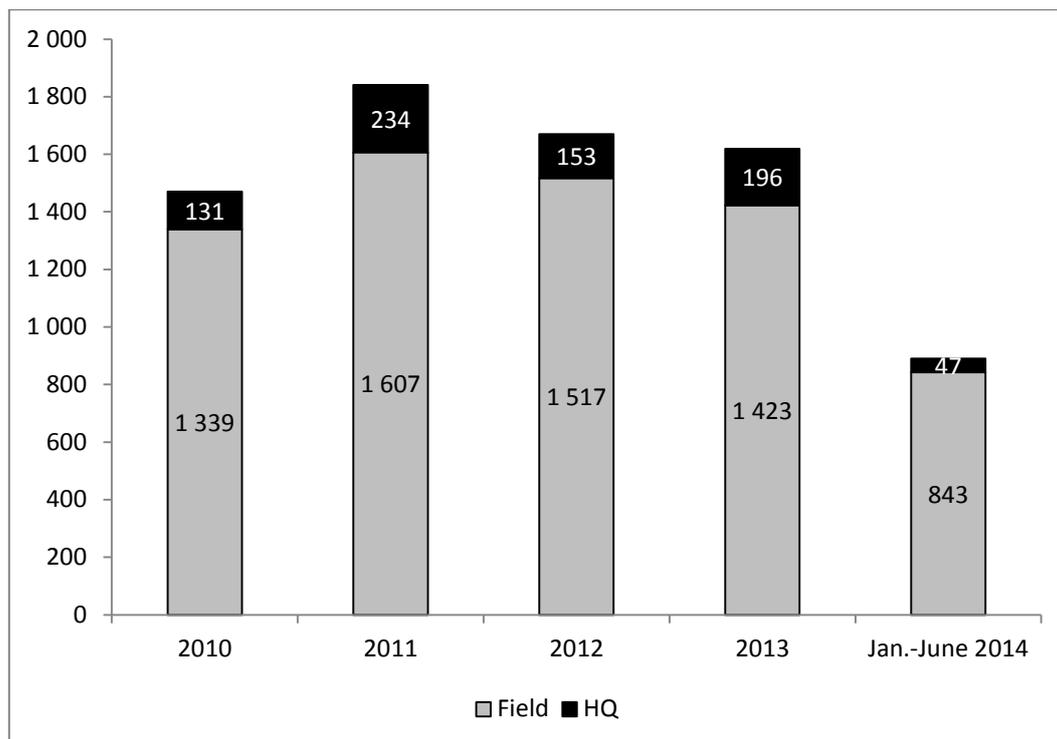
Figure 23: Staff trained – Distribution by category, 2010–June 2014
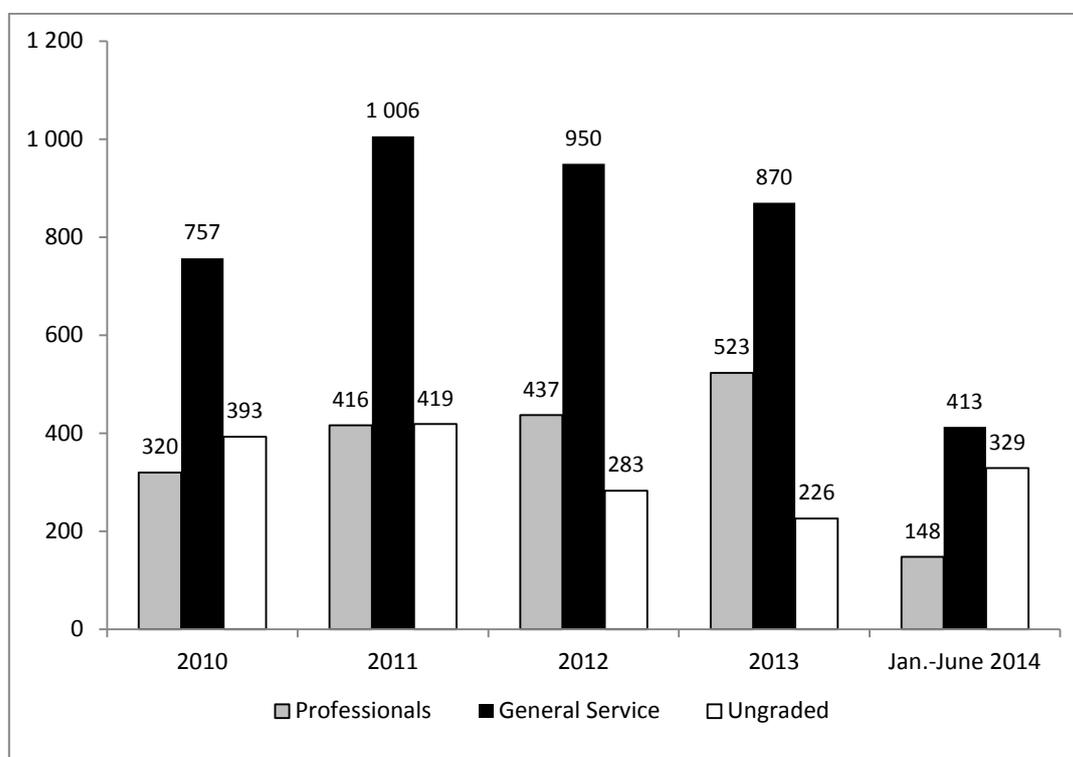
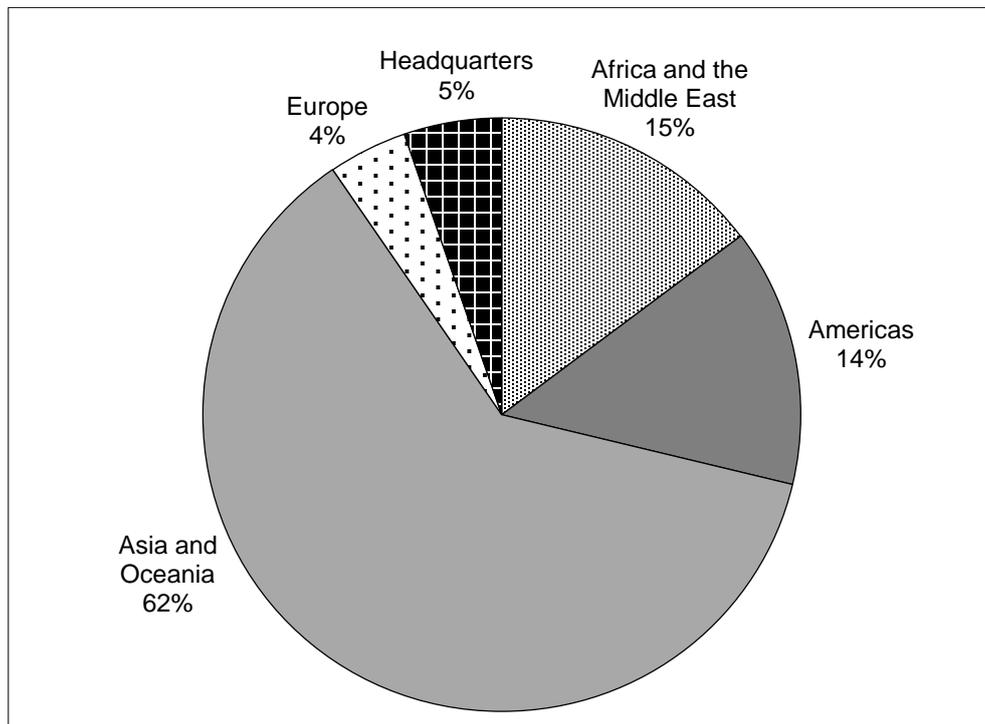**Figure 24: Staff trained – Regional distribution, January–June 2014**

Figure 25: Staff trained – Distribution by main areas of learning and development, and by gender, July 2013–June 2014

	Total staff trained	% of participants in all courses	Female		Male	
			No.	%	No.	%
Communication and negotiation skills	13	1%	8	62%	5	38%
Coaching and team-building	92	10%	66	72%	26	28%
E-learning courses	31	3%	13	42%	18	58%
Executives training	41	5%	23	56%	18	44%
IT training	36	4%	20	56%	16	44%
Language courses	28	3%	20	71%	8	29%
Project development and management	111	12%	63	57%	48	43%
General resources management and administration support	102	11%	56	55%	46	45%
Security training and emergency response	43	5%	16	37%	27	63%
Specialized migration training	133	15%	69	52%	64	48%
Prevention of sexual exploitation and abuse	231	26%	121	52%	110	48%
Procurement and logistics	27	3%	10	37%	17	63%
Movement and operations	1	<1%	1	100%	0	0%
Miscellaneous	1	<1%	0	0%	1	100%
Grand total	**890**	**100%**	**486**	**55%**	**404**	**45%**