

Action Plan to Achieve Gender Parity by 2030



SG gender parity theme								Ongoing and future actions
<i>Setting targets</i>								<p>The diversity and inclusion study at IOM (2016) produced a workplan and targets for gender parity, and for staff perceptions of: respectful work environment, harassment free environment, fair and equal treatment, LGBT safe environment and disability inclusive environment.</p> <p>For gender parity the target is: 45% female representation at the P-4 and higher levels by 2022. It should be noted, however, that P and D staff represent only approximately 13 % of staff in 2021.</p> <p>As the data indicates, progress towards parity (47% - 53%) is taking place year by year as the organization makes a conscious effort for reaching parity.</p>
As of December 2021, IOM had 17,761 staff members (47 % women, 53 % men).								
Distribution for the international professional category, disaggregated by gender and grade was as follows:								
2021	Ungraded	P-1	17	P-3	P-4	P-5	D-1- D-2	
Men	180	33	341	327	197	73	43	
Women	233	15	350	318	172	51	23	
Total in 2021	413	48	691	645	369	124	66	
Percentage of women in 2019	52%	31%	50%	47%	41%	41%	34%	
Percentage of women in 2020	55%	37%	49%	50%	45%	44%	30%	
Percentage of women in 2021	56%	31%	51%	49%	47%	41%	35%	
Change in percentage of women between 2019 and 2021	+4%	- %	+1%	+2%	+6%	- %	+1%	
<i>Data collection</i>								

<p>IOM's ERP System is called PRISM, and contains dashboards that allow the visualization of gender distribution of staff by country, regional and global level. IOM is currently in the process of procuring a new ERP System that would be more effective in terms of generating dashboards and staff data.</p> <p>Starting in December 2021 HRM produces quarterly reports disaggregating staffing data by gender and nationality for the whole organization, and by region, and this is shared with senior management to evidence progress/regression in terms of gender parity.</p> <p>UN Secretary-General António Guterres launched the System-wide Strategy on Gender Parity in mid-September 2017. It includes a series of actions to reach gender parity by creating an enabling environment across the UN system and achieving ambitious targets. It addresses monitoring and data collection by recommending that entities use platforms such as an HR Dashboard to make data immediately available in real-time to managers and staff and facilitate analysis.</p>	<p>Dashboards currently show gender disaggregation, but some grades are combined. ERP (PRISM) needs to be updated to resolve this and show data by each grade.</p> <p>Continue to produce reports every 3 months and share to senior management for gender parity related strategic decisions.</p> <p>Starting in March 2022, DHR is sharing organization-wide gender data to UN Women. This is shared every quarter, disaggregated by country, age and grade to be inserted into the UN System-wide Gender Parity Dashboard.</p>
<p><i>Monitoring progress</i></p> <p>Reporting on improvement in gender distribution is done annually for the Organizational Effectiveness Report which is presented to Member States, and this data is replicated in several reports such as the HR fact sheet (for donor countries and internal & external audiences, and for the new Diversity Reports shared with every regional office and HQ department). Additionally, as noted above, quarterly staffing reports are created and shared with senior management.</p> <p>For each selection process for international professionals the panel needs to indicate how the proposed candidates align with the office/unit's needs to achieve gender and geographic parity. Additionally, a representative of the Gender and Diversity Coordination Unit</p>	<p>Continue monitoring progress towards parity, which is done as part of regular reporting by IOM to member states, for SWAP, and on a quarterly basis.</p> <p>Continue including geographic diversity using the OECD-DAC list as a reference.</p> <p>Improvements to ERP system (PRISM) need to be done (see point above).</p>

<p>participates in the Appointments and Promotions Board (APB) to highlight gender parity issues in the hiring unit, and ensure that selected candidates are in line with the needs.</p> <p>A diversity and inclusion study was carried out in 2015 and published in 2016. A workplan resulted from that exercise which is currently being implemented in order to reach set targets.</p> <p>An organization-wide Global Staff Survey was conducted in 2021 that included questions on diversity and inclusion, respectful workplace and dignity.</p>	<p>Continue implement activities in the 2016 workplan and update activities where needed.</p> <p>Data will be analyzed by gender to measure progress that IOM has made compared to the last survey in 2019 and what key areas IOM must focus on to improve diversity and inclusion.</p>
<p><i>Special measures, recruitment, retention, progression and talent management</i></p> <p>Special measures are in place, which consist of considering external women applicants for positions at grades P-4 and above as Tier 1 applicants.</p> <p>Outreach strategy such as Career Fairs and LinkedIn Sourcing developed and implemented to encourage eligible women to apply for positions/grade that lack women and other gender identities.</p> <p>A Diversity and Inclusion Internship Program is in place since 2018 and is aimed at junior professionals from non-OECD/DAC countries. Close to 60 interns have joined in the last 4 years through this initiative, which, besides a stipend, also covers travel and visa costs for selected interns. In 2020-2022, due to travel restrictions, these positions were home-based, and an extra stipend was paid to these interns to cover for high-speed internet and office supplies. The gender breakdown of interns from 2018-2021 is: 16 men (27%) and 43 women (73%).</p> <p>In alignment with UN-GLOBE's recommendations and to be ready to welcome candidates and staff members with non-binary sex markers in their official documents and/or different</p>	<p>To maintain special measures until they are required</p> <p>Monitor which grades at IOM need action to achieve gender parity and develop customized outreach activity.</p> <p>To maintain the Diversity and Inclusion Internship Program</p>

<p>gender identities, since 2018 IOM has expanded gender options in most forms, surveys and questionnaires and is constantly improving and updating data collection systems accordingly.</p> <p>In 2021, eight new learning courses focusing on Diversity and Inclusion were uploaded into a playlist in the IOM Learning Management System. These courses cover topics on promoting a culture on LGBTIQ; age diversity, cross-cultural teams, racism, micro-aggression, accommodating colleagues with disabilities, eliminating bias, gender equality and inclusion in the workplace. In addition, the Staff Development and Learning Unit purchases slots to the UN System Staff College’s course on Leaders, Women and the UN. A Call for Participants is issued within IOM for these slots. In 2022, nine slots are being made available for women IOM staff in the P4, P5 and NO-D category.</p>	<p>To continue revising and updating forms and systems.</p> <p>Update content regularly and promote the learning streams through internal networks and communication channels.</p>
<p><i>Address unconscious biases in recruitment</i></p> <p>Since late 2021 a learning collection was put in place in i-Learn, IOMs internal online learning system, called: “Eliminating Bias in your Decisions”. Up to 344 IOM staff ____ have completed this learning collection, which is promoted to all staff members, and particularly those who are part of interview panels. Additionally, the Unbiased video, co-produced by IOM in 2017, is still being promoted and used internally.</p>	<p>To consider making it mandatory for all interview panel participants to complete the Addressing our Biases learning collection.</p>
<p><i>Flexible work arrangements</i></p> <p>Due to the COVID-19 Pandemic, in 2020 certain measures have been put in place in relation to alternate work arrangements, in line with UN Common System guidelines.</p>	<ul style="list-style-type: none"> - Develop a tracking mechanism to measure the implementation and uptake of these measures.

<p>Multiple guidelines and FAQs were issued to ensure personnel receive the latest information at regular intervals, promoting consistency across the Organization while catering flexibly to different needs at different duty stations.</p> <p>IOM is now planning to update its policies on flexible working to incorporate the new ways of working post-pandemic, such as “hybrid work”. The upcoming instructions are set to provide more flexibility to staff and guidance on post-pandemic flexible working arrangements, and detail the responsibilities of both supervisor and staff member in making the arrangements work.</p>	<ul style="list-style-type: none"> - Define the roles and responsibilities of supervisors and staff members in relations to flexible working arrangements - Encouraging managers to adopt the new way of work and champion these work arrangements - Provide global guidance on hybrid work arrangements, including training managers and sharing recognized best practices
<p><i>Creating an enabling environment</i></p> <p>Respectful Workplace Initiative - an initiative led by the Office of the Ombudsperson (OOM). IOM has Respectful Workplace Focal Points (RWFP) in its regional offices and some large and complex country offices. Some RWFPs in regional offices also cover country offices within their respective region. The RWFPs are nominated by their colleagues to act as neutral, first-line responders of OOM and are trained in conflict prevention and conflict management. The RWFPs maintain gender parity. Their role is to offer consultations at the local and regional level, facilitating dialogue between those involved in a workplace problem. However, RWFPs are not independent ombudspersons; they do not conduct mediation, informal fact-finding on cases, or any other follow-up. If the situation requires additional intervention, the consultation will be referred to the Ombudsperson. The RWFPs are bound by the same Code of Ethics of the International Ombudsman Association as OOM. This means that, when they carry out their role as an RWFP, they remain informal, impartial, neutral, and confidential resources. In partnership with the staff development unit (SDL) we provide in-person and webinar trainings, in addition to online courses and other didactic materials, on fomenting a respectful working environment and conflict prevention and management. These trainings and educational materials address, among others, several aspects of diversity, gender mainstreaming, and demographic and cultural awareness. One such example is the IOM cultural awareness tool (Aperian – Globe Smart), which is currently in its pilot phase.</p>	<p>Continue to hold trainings on creating a respectful workplace environment and discuss with RWFP on guidelines and policies to improve working environment at IOM.</p>

Finally, OOM promotes an enabling environment to address gender and other workplace issues through systemic issue analysis and reporting. OOM's 2017 annual report provides a quantitative and qualitative analysis of systemic workplace issues at IOM and provided recommendations to the Director General to address workplace needs.

IOM has an Ethics and code of conduct policy that all staff members must read and sign upon recruitment. There is an Ethics and Conduct e-course that is mandatory, and refresher face to face sessions on Ethics and Conduct are delivered to staff every year.

IOM's Director General publishes every year a compendium of disciplinary measures taken by the administration towards staff members.

Balance personal, family and professional commitments

In 2021, IOM issued revised instructions on Parental Leave. The new instruction regrouped various parental modalities (birth, adoption, etc.) into a single unified parental leave instruction creating a "**gender-neutral**" policy. As a result, the new policy simply distinguishes between staff members who give birth and those who don't. Some of the leave entitlements have been increased.

With this new instruction:

- **Parental Leave** allows eligible staff members who become parents a period of paid leave after the birth or adoption of a child to bond, nurture and take care of the child.
- **Birth Leave** allows eligible staff members a period of paid leave before and after giving birth, to prepare for and recover from delivery. Birth leave is only for birthing parents, i.e. those who give birth. The overall leave entitlement for birthing parents (birth plus parental leave) has been increased from 16 to 24 weeks for a single child.
- **Extended Birth Leave** up to an additional six (6) calendar weeks is granted in D and E Hardship duty stations.

<ul style="list-style-type: none"> - Birthing parents are also entitled to paid time-off for feeding for up to two hours per working day. The period during which staff can avail of this entitlement has been increased to the child's second birthday. <p>DHR also produced a brochure on "family-friendly policies", which brings together information on all IOM's benefits, entitlement and initiatives that are in support of staff members and their families.</p>	
<p><i>Working, living and security conditions</i></p> <p>IOM is an active participant of the HLCM Task Force on Duty of Care, and co-led the development of pre-deployment package for those going to high risk duty stations. IOM is also currently drafting the Standard Operating Procedures for ensuring the security of local non-staff personnel on hourly contracts, who are not covered by the UNDSS.</p> <p>IOM offers rest and recuperation travel for staff members in the GS/NO category who are on a short time assignment in an eligible country, and special time off for local staff in certain countries. Staff members at P3 level and above in C/D/E duty stations can request to be rotated to another location after 2 years of assignment.</p> <p>Staff members who serve in non-family duty stations where danger pay applies for 36 months or more, shall be granted 30 calendar days of special Leave with full pay immediately after their assignment, provided they will be assigned to a new duty station with IOM thereafter (through the rotation process or other means, such as transfers or selection following a recruitment process).</p>	

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