

# Board of Governors General Conference

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(GC(57)/1 and Add.1)

## **Personnel**

### **Staffing of the Agency's Secretariat**

*Report by the Director General*

## **Summary**

The purpose of this document is to present, pursuant to resolution GC(55)/RES/15 (a) adopted by the General Conference on 22 September 2011, information on the measures taken to implement that resolution, and to provide statistical data on the Professional staffing situation in the Secretariat. This document constitutes the report for the period 1 June 2011 to 1 June 2013.

## **Recommended Action**

It is recommended that the Board of Governors take note of this report and recommend its submission to the General Conference for its consideration.



# Personnel

## Staffing of the Agency's Secretariat

*Report by the Director General*

### A. Introduction

1. The data provided in this report relate to regular staff in the Professional and higher categories, defined as all staff who have been appointed in accordance with standard recruitment procedures through funds provided in the Regular Budget, and who hold a fixed term contract of a minimum of one year. A breakdown of staff by nationality is included in Annex I. This report also includes information on consultants holding special service agreements, who are funded through the Regular Budget (see Annex II). This report does not cover staff members in the General Service category.
2. The total number of regular posts in the Professional and higher categories as of 1 June 2013 was 1142, of which 122 were vacant (as compared to 1143 and 201 as of 1 June 2011).
3. The definition of 'developing countries' used in this report is the one used by the Statistics Division of the Department of Economic and Social Affairs of the United Nations Secretariat in its World Economic and Social Survey.
4. The guiding principles for recruitment are laid down in Article VII.D of the Agency's Statute. The paramount consideration is to secure employees of the highest standards of efficiency, technical competence and integrity. Subject to this consideration, due regard is paid to the contributions of Member States to the Agency and the importance of recruiting staff on as wide a geographical basis as possible. General Conference resolutions have also called for an increase in the representation of women in the Secretariat.

### B. Objectives set

5. In resolution GC(55)/RES/15 (a), the General Conference requested the Director General, inter alia, to "continue to secure employees of the highest standards of efficiency, technical competence, and integrity and to intensify his efforts to increase accordingly, particularly at the senior and policy-making levels, and for Professional posts requiring specific skills, the number of staff members from developing countries and from those other Member States which are unrepresented or under-represented in the Agency's Secretariat." The resolution further called on "Member States to continue encouraging well-qualified candidates to apply for vacant posts in the Agency's Secretariat".

## **C. Actions taken by the Secretariat**

### **C.1. Affirmative measures**

6. The implementation of GC(55)/RES/15 (a) has been regularly reviewed by senior management, and individual appointments have been monitored to ensure that they are in line with the current policy of giving special attention to applicants from developing Member States and other unrepresented or under-represented Member States.

7. Ten Member States have arrangements with the Agency pursuant to which they provide Junior Professional Officers (JPOs). Individual Member States funded a total of 31 JPOs during the reporting period. The Secretariat is continuing to discuss establishing similar arrangements with additional Member States.

8. Also, as part of its efforts to inform young people of the work of the Agency and future employment opportunities, the Secretariat has continued to implement its Fellowship Programme in the technical cooperation area. The Secretariat has also significantly expanded its Internship Programme; in the reporting period, 345 young people participated, and the number who came from developing Member States increased from 24% to 30%. Additionally, 47% of the interns working in the Secretariat during this period were women.

### **C.2. Outreach measures**

9. Periodic forecasts of employment opportunities and projections of expected vacancies in the Secretariat (for the next two years), also outlining the requirements of the positions, continue to be provided to Member States.

10. Throughout the reporting period a series of meetings were conducted with unrepresented and under-represented Member States to identify potential barriers to the recruitment of staff members from each individual Member State. The database on sources of recruitment has been continuously updated.

11. The Secretariat has implemented a talent acquisition programme whereby it actively seeks suitable candidates for positions, bringing to their attention relevant vacancy notices.

12. The Secretariat utilizes a web-based application system for advertised vacancies. Since the implementation of the system, the number of applications submitted has grown significantly to approximately 36 000 annually. On average, the Secretariat received 105 applications for each vacancy notice, over 99% of which were submitted via the Internet. Approximately 41% of these applications were from developing countries.

### **C.3. Improvements since 2011**

13. The Secretariat continues to make efforts to reduce the time needed for recruitment by maximizing its automated recruitment and selection process and working with hiring managers well in advance of vacancies occurring. Further streamlining procedures (an enhanced rostering system, as well as a talent referral programme) will be implemented as part of the introduction of the Agency-wide Information System for Programme Support (AIPS) in 2014.

14. During this reporting period, the Secretariat has expanded formal talent acquisition and technical and competency skills testing programmes. Talent acquisition includes more active outreach to candidates, research based candidate search and the formation of talent pools for future vacancies.

Skills and competency testing has been implemented, especially for senior level positions which require high level competencies in management.

15. As encouraged in GC(55)/RES/15 (a), the Secretariat has undertaken eight recruitment missions (i.e. making presentations at conventions, meetings and other gatherings focusing on scientific and technological subjects) during this period. Given the limited resources, these missions continue to be at the invitation and financial sponsorship of a Member State or as part of an Agency sponsored meeting.

16. During the period, the Secretariat has also continued to make special presentations at Agency sponsored meetings in the Vienna International Centre or other locally conducted conferences. By giving presentations, the Secretariat has increased the visibility of employment opportunities to conference and meeting participants. Furthermore during this period, the Secretariat also targeted younger potential staff members and women through recruitment booths at university and school events.

## **D. Statistical Data**

### **D.1. Staffing levels (developing and other Member States)**

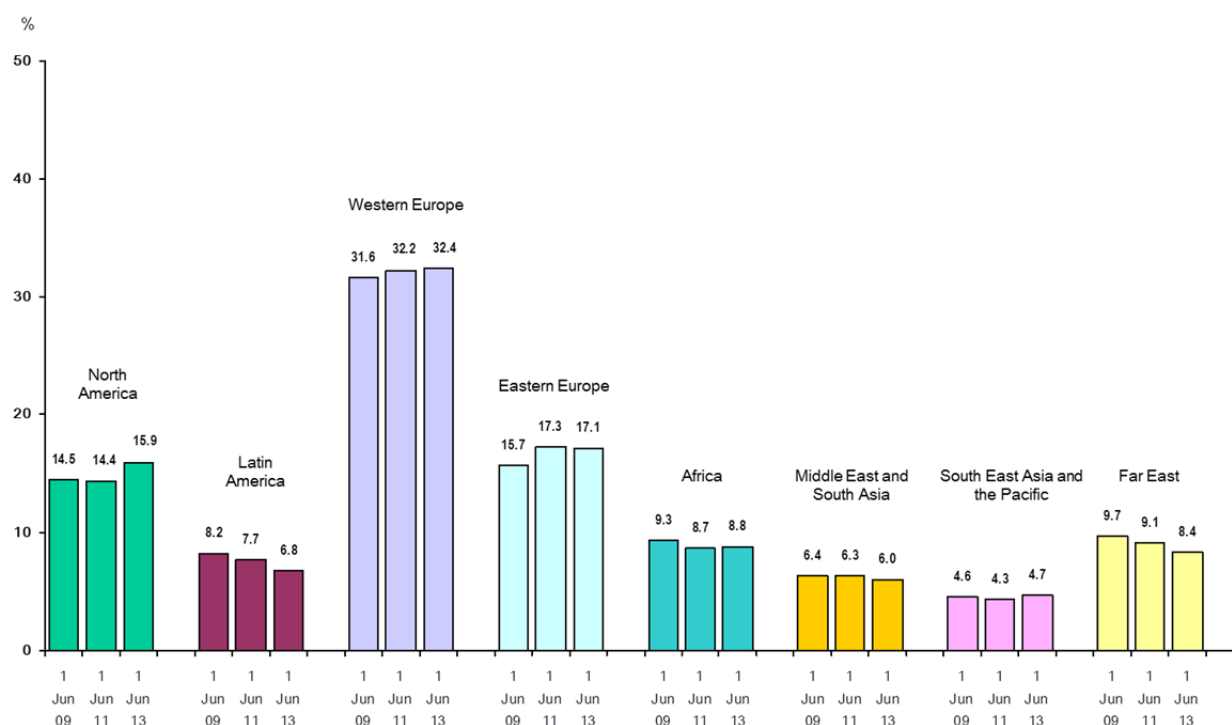
17. During the reporting period, 233 appointments were made to regular posts while 157 staff members left the Secretariat. Of the total number of appointments, 55 were from developing Member States (representing 23.6% of the total) and 178 were from other Member States.

### **D.2. Representation of Member States in the Secretariat**

18. The number of Agency Member States increased from 151 to 159 over the reporting period and the number of Member States represented in regular posts increased from 105 to 108.

19. In the reporting period, the representation of North America (15.9%), Western Europe (32.4%), Africa (8.8%), and South East Asia and the Pacific (4.7%) increased, whereas the percentage of staff drawn from Latin America (6.8%), Eastern Europe (17.1%), Middle East and South Asia (6.0%) and Far East (8.4%) decreased.

### Staff in the Professional and Higher Categories By Geographical Area



### D.3. Staff drawn from developing Member States

20. The number of staff members drawn from developing Member States marginally decreased over this reporting period, resulting in an overall representation of 31%, compared to 32% in the previous reporting period.

21. In accordance with GC(55)/RES/15 (a), the Secretariat has analysed those geographical regions that are under-represented and the number of positions by which each region is short compared with the regional share of contributions to the Regular Budget. The Far East region is under-represented by 12 staff members.

22. The Agency received applications from 154 of the 159 Member States. During this period, the Agency received applications from 100 of the 104 developing Member States. However, about 90% of all applications from developing Member States came from 46 of these Member States.

23. During the review period there were changes in senior level positions: 8 senior staff left the Secretariat, and 9 appointments were made.

### D.4. Staff drawn from unrepresented or under-represented Member States

24. Nationals of unrepresented or under-represented Member States accounted for 5593 (21%) of all outside applications received and constituted 91 (23%) of the total of well qualified applicants. At the same time, 45 (26%) of applicants selected were from these Member States.

### D.5. Forecast of anticipated separations

25. The Secretariat will continue to face a challenge in filling its positions. On 1 June 2013, the Secretariat had 1025 regular Professional staff. 327 will leave in the next 7 years due to retirement age

or rotation. 470 staff are currently holding non-final fixed-term contracts. Assuming the Secretariat continues with its current rotation rate, it can anticipate issuing 660 vacancy notices over the next 7 years.

26. Of the current 1025 staff on regular posts, 95 will reach retirement age between 2013 and 2015, 37 in the safeguards area. Over the next two years, seven Member States will see 50% or more of their nationals who are currently staff members leave the Secretariat due to retirement, while eight other Member States will see 25% to 40% of their nationals on the Agency's staff retire.

27. This high turnover provides Member States with an opportunity to identify suitable candidates for positions which will become available in the next few years.

## **E. Consultants**

28. Consultants are not staff members and are engaged to supplement the staff of the Secretariat for a limited period of time, normally providing expertise, skills or knowledge for the performance of a specific task or piece of work of a professional nature that has a defined end date. Consultants are engaged in their individual capacity and are not institutions or corporate bodies. Consultants perform specific, well-defined tasks resulting in a pre-defined output or well-defined tasks of an advisory nature. The Secretariat has a database in place to record the activity, output and performance of consultants.

29. The selective use of consultants has been of considerable benefit to the Agency to support the delivery of the Agency's programme. They provide cost effective essential expertise, and are often available at short notice so that projects are able to deliver the required results. For example, over the past three years, consultants have provided valuable support for the Department of Nuclear Safety and Security in the context of the development and implementation of the IAEA Action Plan on Nuclear Safety.

30. During this reporting period, the Secretariat has been actively addressing the policy and procedures that govern the use of consultants. A revised policy related to consultants has been instituted, limiting consultancies to a two year period. Geographic distribution is also taken into account in the selection of consultants and on 1 June 2013, 27.9% of consultants were from developing countries. Consolidated reporting will be further enhanced through the introduction of the AIPS module for human resources which will provide additional data on the use of consultants throughout the Secretariat. Furthermore, the Secretariat is setting up a roster of candidates for consultancies. Candidates will be selected through a competitive process.

31. Comparing the 2012 financial year with 2011, the Secretariat's expenditure for consultants from the Regular Budget decreased by 14.6%. In 2012, the total Regular Budget expenditure on consultants was equivalent to 3.7% of the total expenditure on staff<sup>1</sup>.

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<sup>1</sup> GOV/2013/14 The Agency's Financial Statements for 2012, Page 20, Statement II: Statement of Financial Performance

## **F. Summary**

32. The Secretariat needs the active participation and financial support of the Member States in its outreach measures. As previously indicated, the recruitment of staff members, particularly in the scientific and technical areas, is becoming increasingly difficult. As described in this document, the Secretariat must rely on Member States to help identify suitably well qualified candidates from as broad a range of countries as possible. It is only through joint efforts between the Secretariat and the Member States that it can be assured that the Secretariat is adequately and appropriately staffed with individuals of the highest competence, managerial capability and integrity.



**Regular Staff in the Professional and Higher Categories**  
**1 June 2013**

NATIONALITY	DDG	ADG	D2	D1	P5	P4	P3	P2	TOTAL STAFF
ALBANIA					1		1		2
ALGERIA			1		4	1	1		7
ARGENTINA		1		1	1	7		1	11
ARMENIA						3	1		4
AUSTRALIA				2	9	10	2		23
AUSTRIA					2	13	13	5	33
AZERBAIJAN					1				1
BANGLADESH						1	3		4
BELARUS					2	3	1	1	7
BELGIUM	1				5	5	1	1	13
BENIN						3			3
BOLIVIA							1		1
BOSNIA AND HERZEGOVINA						2	4	1	7
BRAZIL				2	6	3	3		14
BULGARIA					1	4	5	1	11
BURKINA FASO							2		2
CAMEROON				1		3	1		5
CANADA			1		9	12	11	2	35
CHILE					1	1			2
CHINA				1	5	6	7	2	21
COLOMBIA					1	3	1	1	6
COSTA RICA					1	1			2
COTE D'IVOIRE						1			1
CROATIA						3	2	2	7
CUBA					3	5	1	1	10
CZECH REPUBLIC					1	8	3		12
DEMOC. REPUBLIC OF THE CONGO					1				1
DOMINICAN REPUBLIC							1		1
ECUADOR					1		1		2
EGYPT					3	4	3		10
ETHIOPIA					2	2	1	1	6
FINLAND						4	1		5
FRANCE	1		1	1	15	28	11	1	58
GEORGIA						1	1		2
GERMANY			1	3	13	16	7		40
GHANA	1					3			4
GREECE					1	5	4		10
GUATEMALA						1			1

NATIONALITY	DDG	ADG	D2	D1	P5	P4	P3	P2	TOTAL STAFF
HUNGARY		1			4	7	3		15
INDIA				1	3	11	2	5	22
INDONESIA						3	5		8
IRAN, ISLAMIC REPUBLIC OF					1	1	1		3
IRAQ						1			1
IRELAND				2	5	5	1		13
ISRAEL					1		1		2
ITALY				1	5	12	11	1	30
JAMAICA								1	1
JAPAN				2	6	6	9	1	24
JORDAN					2	3		1	6
KAZAKHSTAN						2	1		3
KENYA							3		3
KOREA, REPUBLIC OF				2	3	14	10	1	30
KYRGYZSTAN							1		1
LATVIA					1	1			2
LEBANON						2	3		5
LIBYA					1				1
LITHUANIA					2	4			6
MALAYSIA	1				2	3	2		8
MALI					1				1
MALTA								1	1
MAURITIUS						1			1
MEXICO				1	1	2	4		8
MONGOLIA							2		2
MOROCCO				1	3	1	1		6
MYANMAR						1			1
NAMIBIA							1		1
NETHERLANDS					4	1	4	1	10
NEW ZEALAND			1		1	2			4
NICARAGUA						1			1
NIGERIA					1	2	3		6
NORWAY						1			1
PAKISTAN					2	6		1	9
PANAMA						1			1
PERU					3	1			4
PHILIPPINES					1	3	2	1	7
POLAND					3	2	2		7
PORTUGAL						2			2
REPUBLIC OF MOLDOVA						1			1
ROMANIA					4	4	4		12
RUSSIAN FEDERATION	1			1	6	20	9	1	38
SENEGAL						1			1

NATIONALITY	DDG	ADG	D2	D1	P5	P4	P3	P2	TOTAL STAFF
SERBIA					1	3		1	5
SINGAPORE							1		1
SLOVAKIA					3	5			8
SLOVENIA					1	4	1		6
SOUTH AFRICA				1	3	4	4		12
SPAIN				1	6	11	3	2	23
SRI LANKA							1		1
SUDAN						2	4		6
SWEDEN					5	5	1		11
SWITZERLAND						2			2
SYRIAN ARAB REPUBLIC					1	3	2	1	7
THAILAND						1	2		3
THE FORMER YUG.RP.OF MACEDONIA						1	4		5
TUNISIA							3		3
TURKEY					1	4	5		10
UGANDA						3	1		4
UKRAINE						6	6		12
UNITED KINGDOM			1		27	21	18	3	70
UNITED REPUBLIC OF TANZANIA			1						1
UNITED STATES OF AMERICA	1		3	3	44	44	31	2	128
URUGUAY			1			1			2
UZBEKISTAN						1			1
VENEZUELA					1	2			3
VIETNAM						1	1		2
YEMEN						1			1
ZAMBIA						1			1
ZIMBABWE				1		1	1	1	4
<b>GRAND TOTAL</b>	<b>6</b>	<b>2</b>	<b>11</b>	<b>28</b>	<b>248</b>	<b>417</b>	<b>268</b>	<b>45</b>	<b>1025</b>

**Consultants Holding Special Service Agreements  
1 June 2013**

<b>NATIONALITY</b>	<b>WOMEN</b>	<b>MEN</b>	<b>TOTAL</b>
ALBANIA		1	1
ARGENTINA		2	2
AUSTRALIA		4	4
AUSTRIA	11	14	25
BELARUS	1		1
BOSNIA AND HERZEGOVINA	1	1	2
BOTSWANA		1	1
BRAZIL	1	1	2
BULGARIA	1	2	3
CAMBODIA		1	1
CAMEROON		1	1
CANADA	2	5	7
CHINA		1	1
COSTA RICA	1		1
CROATIA	1	1	2
CUBA		2	2
CZECH REPUBLIC	1	1	2
DENMARK		1	1
ECUADOR		1	1
EGYPT	2	1	3
ETHIOPIA		2	2
FINLAND	1		1
FRANCE	2	6	8
GERMANY		5	5
GREECE	1	4	5
GUATEMALA	1		1
HUNGARY	1	3	4
INDIA	1	9	10
INDONESIA	1		1
IRELAND		1	1
ISRAEL		1	1
ITALY		3	3
JAPAN	3	3	6
KENYA		1	1
KOREA, REPUBLIC OF	3	3	6
LITHUANIA	1		1
MALAYSIA	1	1	2
NETHERLANDS	1	1	2
PAKISTAN		6	6
PANAMA		1	1
PERU		1	1
PHILIPPINES	2	1	3
POLAND	1	2	3
PORTUGAL		1	1
REPUBLIC OF MOLDOVA	1		1
ROMANIA	1	4	5
RUSSIAN FEDERATION	1	6	7
SERBIA		1	1
SLOVAKIA		1	1
SLOVENIA	1	2	3
SOUTH AFRICA		1	1
SPAIN		2	2
THE FORMER YUG.RP.OF MACEDONIA	1	2	3
TUNISIA		2	2
TURKEY	1	1	2
UKRAINE	1	2	3
UNITED KINGDOM	2	7	9
UNITED STATES OF AMERICA	7	17	24
URUGUAY		1	1
VENEZUELA		1	1
<b>GRAND TOTAL</b>	<b>58</b>	<b>146</b>	<b>204</b>