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## **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(57)/RES/16.A, adopted by the General Conference on 19 September 2013, 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 2013 to 1 June 2015.

## **Recommended Action**

- It is recommended that the Board of Governors consider and take note of this report and submit it 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 at 1 June 2015 was 1144, of which 97 were vacant (compared with 1142 and 122 as at 1 June 2013).

3. The definition of 'developing countries' used in this report is the one used by the Statistics Division of the United Nations Department of Economic and Social Affairs 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(57)/RES/16.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 resolution GC(57)/RES/16.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 34 JPOs during the reporting period. The Secretariat is continuing to discuss establishing similar arrangements with additional Member States.

8. In addition, as part of its efforts to inform young people of the work of the Agency and future employment opportunities, the Secretariat continued its fellowship programme in the technical cooperation area. The Secretariat has also significantly expanded its Internship Programme; from 1 June 2013 to 1 June 2015, 418 young people participated, and the number who came from developing Member States increased from 30% to 34.9%, while 52.6% of interns working in the Secretariat during the reporting 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 Member State. The database on sources of recruitment has been continuously updated.

11. The Secretariat has enhanced its talent acquisition programme whereby it actively seeks suitable candidates for positions, bringing to their attention relevant vacancy notices. A proactive sourcing strategy has been developed and put into action since May 2014 to increase visibility of the Secretariat's vacancies to qualified applicants all over the world. The goal is to broaden diversity of applications, in particular from under-represented and unrepresented Member States and qualified women.

12. The Secretariat uses a web-based application system for advertised vacancies. Since implementation of the system began, the number of applications submitted has grown significantly. Since the last reporting period, the number of applications have increased by close to 20% from approximately 36 000 to over 42 000. On average, the Secretariat received 104 applications for each vacancy notice, 99.7% of which were submitted via the Internet and 41% of which were from developing countries.

### **C.3. Improvements Since 2013**

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) are being implemented as part of the introduction of the Agency-wide Information System for Programme Support (AIPS) in 2014.

14. During the reporting period, the Secretariat has augmented its talent acquisition programme to include a more focused sourcing strategy. This includes an even more active outreach to candidates, research-based candidate search and the formation of talent pools for future vacancies. The Secretariat is launching 'talent pipelines' in multiple areas to facilitate recruitment of qualified experts for short-term assignments. Such assignments are being advertised online via the Agency's official social media channels and among relevant professional organizations via the Member States. Testing of skills and competencies has remained an important factor, especially for senior positions which require high-level competencies in management.

15. As encouraged in resolution GC(57)/RES/16.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 available, these missions continue to be at the invitation and with the financial sponsorship of a Member State or as part of an Agency sponsored meeting. In order to reach a broader audience of potential applicants, the Secretariat has also conducted regular recruitment online presentations since 2014. These presentations have attracted a significant number of participants from a diverse range of Member States.

16. During the period, the Secretariat has also continued to make special presentations at Agency sponsored meetings in the Vienna International Centre or at other locally conducted conferences. By giving such regular presentations the Secretariat has increased the visibility of employment opportunities to conference and meeting participants. Furthermore, during the period 1 June 2013 to 1 June 2015 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)**

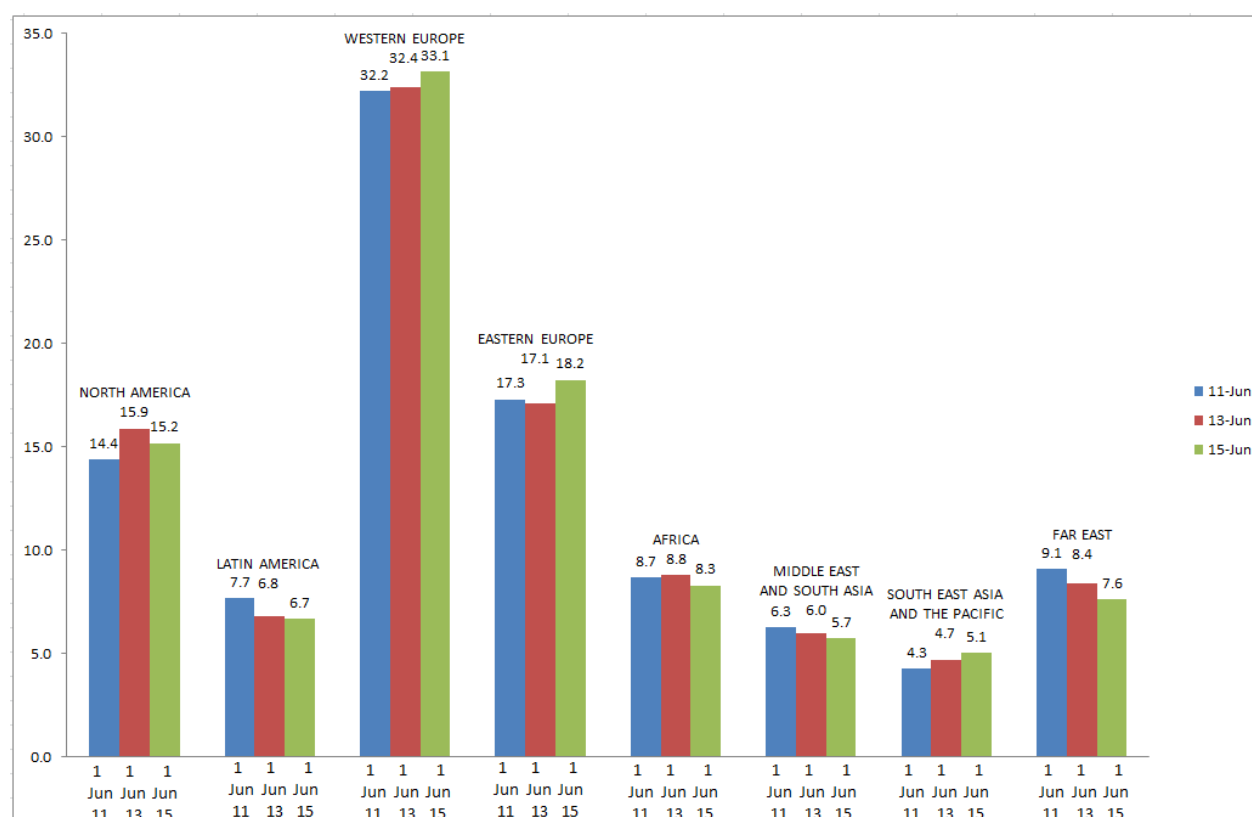
17. During the reporting period, 218 appointments were made to regular posts while 185 staff members left the Secretariat. Of the total number of appointments, 51 were from developing Member States (representing 23.4% of the total) and 167 were from other Member States.

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

18. The number of Agency Member States increased from 159 to 164 over the reporting period concerned and the number of Member States represented in regular posts totalled 107 (compared to 108 in June 2013).

19. During the reporting period, the representation of Western Europe (33.1%) slightly increased, that of South East Asia and the Pacific (5.1%) and Eastern Europe (18.2%) also increased, while that of Middle East and South Asia (5.7%), Latin America (6.7%), Africa (8.3%), North America (15.2%), and Far East (7.6%) decreased.

### Percentage of 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 the reporting period from 322 to 320. However, the resulting overall representation remained at 31%.

21. In accordance with resolution GC(57)/RES/16.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 8 staff members.

22. During the reporting period, the Agency received applications from 154 of the 164 Member States and from 103 of the 106 developing Member States. However, about 90% of all applications from developing Member States came from 48 of these Member States.

23. During the review period there were changes in senior level positions: 20 left the Secretariat, and 11 appointments of senior staff were made. As of 1 June 2015, 37.0% of senior staff (17 out of 46) were from developing Member States, compared with 40% on 1 June 2013.

### D.4. Staff Drawn from Unrepresented or Under-represented Member States

24. Nationals of unrepresented or under-represented Member States accounted for 6925 (18.6%) of all outside applications received and constituted 83 (18.6%) of the total of well-qualified outside applicants. At the same time, 46 (16.7%) of those selected were applicants from these Member States.

## **D.5. Forecast of Anticipated Separations**

25. On 1 June 2015, the Secretariat had 1047 regular Professional staff. A total of 320 will leave in the next 7 years as a result of reaching retirement age (138) or because they are holders of a final fixed term contract (182). A total of 462 staff members are currently holding non-final fixed term contracts. Assuming the Secretariat continues with its current rotation rate, it can anticipate issuing 506 vacancy notices over the next 7 years.

26. Of the current 1047 professional staff on regular posts, 94 will reach retirement age between 2015 and 2017, 36 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 a unique opportunity to identify suitable candidates for positions that will become available in the next few years.

28. In its resolution A/RES/67/257, the United Nations General Assembly (GA) approved, with effect from 1 January 2014, an increase in the mandatory age of separation to 65 for staff members entering into service on or after 1 January 2014. Subsequently, the Board of Governors approved an amendment to Staff Regulation 4.05 to incorporate this change. Further, the GA decided, in its resolution A/RES/69/251, to raise the mandatory age of separation to 65 years for staff recruited before 1 January 2014, taking into account the acquired rights of staff, and requested the International Civil Service Commission to revert to the GA with an implementation date at its earliest opportunity, but no later than its 71st session, after consultations with all the organizations of the common system. For the Agency, implementation of this change would also require further amendment to Staff Regulation 4.05.

## **E. Consultants**

29. Consultants are not staff members and are engaged to supplement the staff of the Secretariat for a limited 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.

30. The selective use of consultants has been of considerable support to the Agency in delivery of its programme. They provide cost effective, essential expertise, and are often available at short notice so that projects are able to deliver the required results.

31. During the reporting period, the Secretariat has been actively addressing the policy and procedures that govern the use of consultants. A revised policy has been instituted, limiting consultancies to a two year period. The Secretariat strives to ensure diversity in the selection of consultants. 1 January 2013 there were 55 consultants from developing countries out of a total of 200. On 1 January 2015 there were 66 consultants from developing countries out of a total of 224. 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 in the Secretariat. Furthermore, the Secretariat is setting up a roster of candidates for consultancies by means of a more competitive process.

32. Compared to the first year of the 2012/2013 biennium, regular budget consultant expenditure increased by 3.7%. However, compared to overall staff costs, the increase amounts to 0.1%.

## **F. Summary**

33. 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. The Secretariat must rely on Member States to help identify suitably qualified candidates from as broad a range of Member States as possible. It is only through the joint efforts of the Secretariat and the Member States that the Secretariat can be adequately and appropriately staffed with individuals of the highest competence, managerial capability and integrity.



**Regular staff in the Professional and higher categories**

<b>NATIONALITY</b>	<b>DDG</b>	<b>D2</b>	<b>D1</b>	<b>P5</b>	<b>P4</b>	<b>P3</b>	<b>P2</b>	<b>P1</b>	<b>TOTAL STAFF</b>
Albania			1			1			2
Algeria				3	1	2			6
Argentina			1	1	6				8
Armenia					2	1	1		4
Australia			2	9	12	3	1		27
Austria				3	9	13	5		30
Azerbaijan				1					1
Bangladesh					1	1			2
Belarus				2	3	1	1		7
Belgium				4	4	1	1		10
Benin					2				2
Bolivia, Plurinational State of						1			1
Bosnia and Herzegovina					3	5	4		12
Brazil	1		2	6	3	3			15
Bulgaria				3	4	6	1		14
Burkina Faso						2			2
Cameroon				1	1	1			3
Canada			2	7	15	10	4		38
Chile					1	2			3
China			2	6	5	5	2		20
Colombia				1	2	2	1		6
Costa Rica				1	1				2
Côte d'Ivoire					1				1
Croatia					4	2	1		7
Cuba				2	5	4			11
Czech Republic				1	6	4			11
Democratic Republic of the Congo				1					1
Dominican Republic						1			1
Ecuador				1		2			3
Egypt			1	3	3	3			10
Ethiopia				2	2	3			7
Finland	1			2	3		1		7
France	1	1	1	19	24	17	1		64
Georgia						1			1
Germany			3	15	17	5	1		41
Ghana	1				2				3
Greece				1	4	4	2		11
Guatemala					1				1

Hungary				3	10	5			18
India			1	4	9	3	6		23
Indonesia					4	6			10
Iran, Islamic Republic of					1	1			2
Iraq					1		1		2
Ireland			2	5	7	1			15
Israel				1		1			2
Italy			1	5	17	7	2		32
Jamaica					1		1		2
Japan			2	5	4	7	1		19
Jordan				1	3		1		5
Kazakhstan					2	1			3
Kenya					1	3	1		5
Korea, Republic of			1	3	14	9			27
Latvia				1	1				2
Lebanon				1	1	2			4
Libya				1					1
Lithuania				2	5				7
Malaysia			1	3	1	3			8
Malta						1			1
Mauritius					1				1
Mexico			2	1	4	2			9
Moldova, Republic of					1				1
Mongolia					1	2	1		4
Morocco			2	2	2				6
Myanmar						2			2
Namibia					1				1
Netherlands				3	1	4			8
New Zealand				1	1				2
Nicaragua					1				1
Nigeria					3	3			6
Norway					1				1
Pakistan				2	7	1			10
Panama					1				1
Peru				2					2
Philippines				1	3	2	2		8
Poland				3	3		2		8
Portugal			1		2	1	1		5
Romania		1		6	2	5			14
Russian Federation	1		1	4	16	13	2		37
Senegal					1				1
Serbia				1	3		1		5
Singapore						1			1
Slovakia				3	3	1	1		8
Slovenia					4	1			5

South Africa			1	3	5	3			12
Spain			1	5	10	8	1		25
Sri Lanka			1			1			2
Sudan				1	2	4			7
Sweden				4	5	2			11
Switzerland			1		1	1			3
Syrian Arab Republic				2	2	2	1		7
Thailand						2		1	3
The former Yugoslav Republic of Macedonia					5	4			9
Tunisia				1		3			4
Turkey				2	5	6			13
Uganda					3	2			5
Ukraine					8	6			14
United Kingdom		1	1	25	25	14	4		70
United States of America	1	1	2	39	45	28	5		121
Uruguay					1				1
Uzbekistan					1				1
Venezuela				1	2				3
Viet Nam					1	1			2
Yemen					1				1
Zambia					1				1
Zimbabwe					2				2
<b>Grand total</b>	<b>6</b>	<b>4</b>	<b>36</b>	<b>242</b>	<b>416</b>	<b>281</b>	<b>61</b>	<b>1</b>	<b>1047</b>



**Consultants holding special service agreements  
1 January 2015**

<b>NATIONALITY</b>	<b>WOMEN</b>	<b>MEN</b>	<b>TOTAL</b>
ALGERIA	1		<b>1</b>
ARGENTINA		2	<b>2</b>
ARMENIA		1	<b>1</b>
AUSTRALIA		2	<b>2</b>
AUSTRIA	3	7	<b>10</b>
BELARUS		1	<b>1</b>
BELGIUM		1	<b>1</b>
BOSNIA AND HERZEGOVINA	1	1	<b>2</b>
BRAZIL	1		<b>1</b>
BULGARIA	1	1	<b>2</b>
BURKINA FASO		1	<b>1</b>
CAMEROON		1	<b>1</b>
CANADA		10	<b>10</b>
CHILE		1	<b>1</b>
CHINA	4	2	<b>6</b>
COLOMBIA		1	<b>1</b>
COSTA RICA	1		<b>1</b>
CÔTE D'IVOIRE	1		<b>1</b>
CROATIA	2		<b>2</b>
CUBA	2	3	<b>5</b>
DENMARK		2	<b>2</b>
EGYPT	1		<b>1</b>
ESTONIA	2		<b>2</b>
ETHIOPIA		2	<b>2</b>
FRANCE	2	3	<b>5</b>
GERMANY		7	<b>7</b>
GREECE	2	3	<b>5</b>
GUATEMALA	1		<b>1</b>
HUNGARY	1	2	<b>3</b>
INDIA	3	14	<b>17</b>
INDONESIA		1	<b>1</b>
IRAN, ISLAMIC REPUBLIC OF	1		<b>1</b>
IRELAND		1	<b>1</b>
ITALY		6	<b>6</b>
JAPAN	2	5	<b>7</b>
KAZAKHSTAN	1		<b>1</b>
KENYA		1	<b>1</b>
KOREA, REPUBLIC OF	1	3	<b>4</b>
MEXICO		2	<b>2</b>
MOLDOVA, REPUBLIC OF	1		<b>1</b>

NETHERLANDS		1	<b>1</b>
NIGERIA	1		<b>1</b>
NORWAY		1	<b>1</b>
PAKISTAN	1	3	<b>4</b>
PANAMA		1	<b>1</b>
PERU		1	<b>1</b>
POLAND		1	<b>1</b>
PORTUGAL		1	<b>1</b>
ROMANIA	2	2	<b>4</b>
RUSSIAN FEDERATION	1	9	<b>10</b>
SERBIA	1	1	<b>2</b>
SLOVAKIA	1	3	<b>4</b>
SLOVENIA		1	<b>1</b>
SOUTH AFRICA	1	1	<b>2</b>
SPAIN	2	6	<b>8</b>
SWEDEN	1	1	<b>2</b>
SWITZERLAND	1	2	<b>3</b>
SYRIAN ARAB REPUBLIC		1	<b>1</b>
THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA	2	2	<b>4</b>
TURKEY	2		<b>2</b>
UKRAINE	1	2	<b>3</b>
UNITED KINGDOM	8	13	<b>21</b>
UNITED STATES OF AMERICA	7	15	<b>22</b>
UZBEKISTAN		1	<b>1</b>
VIET NAM		1	<b>1</b>
<b>GRAND TOTAL</b>	<b>67</b>	<b>157</b>	<b>224</b>