HUMAN RESOURCES STRATEGY
2012–2015

STRENGTHENING HUMAN RESOURCES IN IOM

International Organization for Migration (IOM)
IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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2012–2015

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IN IOM

International Organization for Migration (IOM)
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>5</td>
</tr>
<tr>
<td>The context – where we are now</td>
<td>8</td>
</tr>
<tr>
<td>The vision</td>
<td>12</td>
</tr>
<tr>
<td><strong>Pillar 1: A Holistic Approach to Talent Management</strong></td>
<td>13</td>
</tr>
<tr>
<td>Definition</td>
<td>15</td>
</tr>
<tr>
<td>Where we are now</td>
<td>15</td>
</tr>
<tr>
<td>Where we should be</td>
<td>16</td>
</tr>
<tr>
<td>How we will get there</td>
<td>17</td>
</tr>
<tr>
<td><strong>Pillar 2: Strengthening the Enabling Environment</strong></td>
<td>19</td>
</tr>
<tr>
<td>Definition</td>
<td>21</td>
</tr>
<tr>
<td>Where we are now</td>
<td>21</td>
</tr>
<tr>
<td>Where we should be</td>
<td>21</td>
</tr>
<tr>
<td>How we will get there</td>
<td>22</td>
</tr>
<tr>
<td><strong>Pillar 3: Better Internal and External Alignment</strong></td>
<td>25</td>
</tr>
<tr>
<td>Definition</td>
<td>27</td>
</tr>
<tr>
<td>Where we are now</td>
<td>27</td>
</tr>
<tr>
<td>Where we should be</td>
<td>28</td>
</tr>
<tr>
<td>How we will get there</td>
<td>29</td>
</tr>
<tr>
<td><strong>From Strategy to Action</strong></td>
<td>31</td>
</tr>
<tr>
<td>Required partnerships</td>
<td>33</td>
</tr>
<tr>
<td>Communicating the Strategy</td>
<td>34</td>
</tr>
<tr>
<td>Delivery milestones of the Human Resources Strategy</td>
<td>34</td>
</tr>
<tr>
<td>Reviewing implementation of the Human Resources Strategy</td>
<td>35</td>
</tr>
<tr>
<td><strong>Glossary</strong></td>
<td>37</td>
</tr>
<tr>
<td><strong>Annex I – IOM Competency Framework</strong></td>
<td>41</td>
</tr>
<tr>
<td><strong>Annex II – IOM Job Architecture</strong></td>
<td>45</td>
</tr>
<tr>
<td><strong>Annex III – Ideal Human Resources Management Division Structure</strong></td>
<td>47</td>
</tr>
</tbody>
</table>
INTRODUCTION
The premise of the Human Resources Strategy 2012–2015 is that human capital is the greatest asset of any organization. While this premise has been repeatedly cited by many organizations, when considering the global profile of IOM – and against the backdrop of a “lean” financial climate – it, arguably more than any other international organization, relies on its staff to deliver effective migration services. This places IOM staff, and their individual responsibilities, values, capabilities and aspirations, at the centre of what we do and how we do it.

The Human Resources Strategy 2012–2015 has been shaped by a number of internal and external drivers of change, some of which are within IOM’s control and some of which are not. Uncertainty over the global economy, climate change, political insecurity, natural disasters and many other variables make for an unpredictable landscape against which to operate and plan. This unpredictability, while potentially threatening IOM’s core activities, also offers new opportunities to diversify geographic and thematic areas of responsibility. It also requires IOM to clearly define its tasks, the methods it must adopt to fulfil them, and what capabilities its staff need in order to meet these challenges.

The IOM 12-point Strategy calls on the Organization to deliver world-class services to migrants and Member States. With a view to further improving IOM – and taking into account the 12-point Strategy – the Director General outlined his “three-Ps” approach, namely a focus on proprietorship, partnership and professionalism, which, in turn, resulted in three priority areas: human resources, budget and structural reforms. During the period 2009–2011, IOM made great progress in these three areas, which resulted in a more logical and responsive structure both at Headquarters and in the Field and culminated with the establishment of eight Regional Offices in 2011 and some significant advancements in the budget deliberations. Similarly, the “three Ps” have more concretely translated into the IOM strategic objectives, which are to:

a. Maintain IOM as the leading migration agency;
b. Strengthen IOM’s capacity to serve migrants and Member States;
c. Increase government and public recognition of the contribution of migrants and migration.

Under the two broad umbrellas of “professionalism” and “partnership” and as the first priority area for reform, the field of human resources has also experienced some significant structural improvements, not least of which was the global introduction during the course of 2011 of a new performance management system: the Staff Evaluation System. Despite improvements in some foundational areas of human resources in IOM, there is recognition that the Organization needs to approach human resources reform in a more holistic manner, and needs to set a road map that staff and other stakeholders can both own and understand, and against which the Human Resources Management Division can monitor its own change progress.
The Human Resources Strategy 2012–2015 has been drawn up through a consultative, quantitative and qualitative process soliciting feedback from staff through a global survey which focused on the assessment of human resources service delivery. This was followed up by a series of facilitated focus group discussions conducted with a large cross section of IOM staff, including Staff Association Committee representatives, over the course of several months. The process employed was intended to galvanize support for the Strategy so that it can be truly owned by IOM staff, working on the understanding that, in IOM, effective human resources management is everyone’s responsibility and not confined to the staff working in the Human Resources Management Division.

IOM staff delivered a very strong message through the process, namely that the Organization needs to focus on the transformational aspects of human resources, while at the same time continuing to build on a solid foundation of transactional service delivery. The staff members involved in the various aspects of the process have challenged the Organization to be ambitious but realistic in its focus and to be humble, transparent and fair in approach. Concurrently, IOM needs to follow through on the Human Resources Strategy by, among others, monitoring and reporting on progress made and continually making adjustments.

The context – where we are now

As stated above, the global activities of IOM are guided by the 12-point Strategy, which, in the broadest sense, translates into the promotion of orderly migration for the benefit of all. As the leading organization for migration, IOM plays a pivotal role in the global migration debate and migration management activities. With the migration mandate resonating with all countries, it is anticipated that IOM will continue to be a “relevant” partner in migration issues and, as such, needs to build the human capital to cement its position as the “go to” entity on migration issues.

As a trusted player and partner in the multilateral sector, IOM is faced with multiple challenges, including being responsive to Member States’ needs; working collaboratively with the United Nations and its funds, programmes and agencies; and, through collective action, building stronger partnerships with stakeholders and institutions that share its values. IOM has a strong track record of being able to effectively respond to these challenges, as evidenced by the extraordinary exponential growth of the Organization over the past decade. This growth, coupled with the changing landscape of migration, requires IOM to examine the values, skills and competency mix required to achieve organizational effectiveness. At IOM careers are usually not linear. Owing to its current financing model, IOM is not in a position to offer the whole range of career choices to every staff member. Indeed, the Human Resources Strategy is not to be seen as a panacea to resolve all human resources issues; the underlying principle still applies that each staff member is responsible for his or her career.
Moreover, within existing financial constraints, IOM supports staff efforts through career development activities, responsive talent management and mobility initiatives, and addresses core business priorities through targeted staff development and learning programmes. Within the projectized nature of the Organization’s work, IOM aims to offer a work environment that responds to a variety of staff member needs, depending on their functional capacities, family situation, age group, cultural background, gender and other diversity factors. IOM aims to outline the various career options available to staff by recognizing the need to recruit, nurture, build and retain the right talent, while at the same time addressing corporate diversity targets. This begins with acknowledgement of good performance, a balance between autonomy and professional guidance, staff well-being initiatives, dual-career promotion and embedding measures for the improvement of “work–life fit”.

Recent data on IOM workforce demographics reveal a number of pressing challenges, many of which are consistently raised by Member States during bilateral meetings and governing body meetings. A number of senior staff members are expected to retire in the next four years, many of whom hold the increasingly complex roles of Regional Director, Chief of Mission or Head of Office. The future loss of these staff, coupled with the fact that IOM will increasingly be competing in the broader labour market for the best talent (especially with United Nations and European Union actors), raises concern over our ability to identify, prepare and retain the next generation of IOM leadership. In preparing the next generation of leaders, IOM must be aware of the need to diversify its talent pool and not only address the gender gap in the Professional categories and above, but also focus external recruitment efforts on attracting candidates from unrepresented and underrepresented countries. Additionally, the global dispersal of the IOM workforce presents one of the biggest challenges to strengthening human resources generally in the Organization.

As of 31 December 2011, IOM had a total staff strength of 8,503,\(^1\) the vast majority of which were national staff (7,680) spread across a network of 440 Field locations. The richness of our national staff talent offers IOM a unique competitive advantage in terms of local knowledge, migration expertise and skills. A further source of talent that can be tapped into is the almost 4,000 non-staff personnel serving with IOM, including consultants and interns.

The promotion of gender equality and the empowerment of women has been at the heart of much of the work of IOM; however, implementing the same principles to IOM staffing, especially at senior levels, has been an uphill task.

\(^1\) This total includes elected and ungraded positions, which are not reflected in Figures 1 to 3.
Disaggregated data by category and grade indicate that women represent 43 per cent of National Officers and 45 per cent of General Service staff (see Figures 1 and 2).

The same data show that, in terms of management positions, women account for 47 per cent of junior managers (P-1 to P-2), 43 per cent of middle managers (P-3 to P-4), and just 25 per cent of senior managers (P-5 to D-2) (see Figure 3). Currently, in all management categories, only 42 per cent of Professional staff are women.
INTRODUCTION

Achieving gender parity, particularly in a projectized context and where many IOM posts are in non-family duty stations, remains a challenge. Compounding this challenge is IOM’s relatively low level of external recruitment and the commitment to internal staff, the majority of whom are male. Nonetheless, anticipated senior retirements (25% of staff in the D-1 category during the implementation of the Human Resources Strategy 2012–2015) offer an opportunity to rapidly redress the situation concerning the representation of women in the senior “traction” positions, which requires specific attention to effective succession planning and a more holistic approach to talent management.

A complementary component of this holistic approach to talent management is to address some of the issues that lead to the concentration of women at the middle management level, including the important aspect of “work–life fit”, given the often-raised issue of mounting work pressure, with all staff required to do more with less. Clearly there is a need to approach this challenge from all angles, with focused external recruitment, initiatives for identifying, training and promoting internal female staff, special measures to retain female staff, and more flexible mechanisms to re-hire former female staff.

The aspects of “work–life fit” must be addressed in the overall context of conditions of service offered to IOM staff. The existence of different Staff Regulations and Rules for different staff categories and geographical locations has contributed to generating inequalities in terms of treatment, a lack of transparency and inconsistency in providing appropriate benefits and entitlements to staff. IOM has started to address this issue by implementing, in 2011, the same Staff Regulations for all IOM staff. Much more needs to be done in relation to the Staff Rules, policies, duty of care and alignment with organizations within the United Nations common system which operate in the same areas as IOM. This not only includes rethinking and rewriting policy documents, but also requires a sufficient, skilful and professional human resources workforce that will be able to implement the policies in a correct and transparent manner.

One of the very clear messages conveyed by staff during the consultation process was that IOM needed to create a more respectful work culture. All too often the work culture in an office is based on the management style of that particular office, which may or may not be adequate. The challenge for IOM in a projectized, almost franchised, world is to build a consistent benchmark of what is expected of staff and managers alike. Using this benchmark, staff and managers can then be sensitized and held accountable.

Strengthening human resources in IOM will not be an easy process for various reasons, not least of which because of chronic under-resourcing of the human resources function. A vivid illustration of this is given by comparing IOM’s core resourcing with its growth over the period 2009–2011. During this period, IOM’s core resourcing “flat-lined” at CHF 39.4 million, while, at the same time, the Organization grew by 19 per cent. The Human Resources Management Division has not been immune from this trend, and, while economies of scale are
apparent in some transactional service areas, the transformational side of human resources delivery remains woefully underfunded and understaffed, with entire human resources disciplines missing from the Division.

The vision

Considering the context outlined above, and taking into account the inputs of over 1,000 staff worldwide, in order to strengthen the human resources landscape in the Organization, the challenges for IOM lie in three main areas:

1. Getting the right people, into the right place, at the right time, at the right cost – requiring a holistic approach to talent management.
2. Ensuring that all staff in the Organization can work in a respectful environment that 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 – requiring IOM to create a more enabling working environment.
3. Recognizing that IOM is not working in isolation, but rather in partnership with migration stakeholders, and that there is a pressing need to be fairer and more consistent in the way in which the Organization employs its global workforce – requiring better alignment both of internal human resources policies and practices and stronger alignment with the United Nations common system.

These areas constitute the three pillars of the Human Resources Strategy 2012–2015 which have been established to strengthen the effectiveness of IOM. These three pillars are not independent, isolated challenges that need to be addressed; rather, the success of the Strategy depends on engaging the pillars as a whole, given that they are inextricably linked. Operationalizing the deliverables of the Human Resources Strategy over the next four years is the collective responsibility of IOM as a whole.

The Human Resources Strategy concerns and affects IOM staff members globally, with many elements applying to non-staff personnel serving with the Organization (such as consultants, United Nations Volunteers, daily paid workers, etc.), especially the aspects relevant to fostering a positive working environment. Furthermore, the Strategy is inherently based on synergies between the Administration and staff members. While the Administration will provide the institutional elements (new policies, tools and resources), managers and staff members need to embrace the core elements of the Human Resources Strategy and understand and assume their roles and responsibilities so that the Strategy becomes a reality within IOM.
PILLAR I:
A HOLISTIC APPROACH TO TALENT MANAGEMENT
HUMAN RESOURCES STRATEGY
2012–2015

PILLAR I: A HOLISTIC APPROACH TO TALENT MANAGEMENT

Definition

A holistic approach to talent management aims at ensuring that the right people are in the right place, at the right time, and at the right cost. This means attracting, nurturing and retaining people committed to IOM’s work and values and effectively using their skills.

Talent management is not a single product, solution or initiative – it is a complex integrated process that connects everything achieved by human resources, linking organizational requirements with individual aspirations. It is about aligning recruitment, performance management, staff learning and development and succession planning with individual careers within a well-outlined career framework. Naturally, individual career choices change over time and depend on many variables in a staff member’s life. At IOM, it is not possible to have one institutional approach to fit all staff members. The challenge therefore is to create the parameters that will allow individuals to maintain the delicate balance between their own, individual career aspirations while respecting the organizational imperatives of IOM.

Where we are now

An observation made by many staff during the consultative process was that the concept of talent management has not been well integrated into the human resources functions in IOM. There was a feeling that staff needs were addressed in isolation, largely in a reactive – rather than proactive – manner, without an analysis of the required skills sets or forecasting of staffing needs. Training was perceived as ad hoc, with an unhealthy reliance on networking to facilitate career development. It is perceived that there is not a systematic approach to integrating staff development and training into organizational imperatives. Similarly, the perception was that performance assessments were conducted sporadically, and on largely subjective grounds, making it virtually impossible to assess performance against organizational competencies in a systematic, standardized manner.

Addressing one of the foundational requirements for a holistic approach to talent management, the Staff Evaluation System (SES) was launched in 2011.

The SES was designed to align an IOM-tailored competency framework with a robust job architecture. The SES contains 12 behavioural competencies common to all job families, which have both behavioural indicators (common to all job families depending on the complexity of the role of the staff member) and technical indicators (specific to the respective job family) (see Textbox 1 and the competency framework illustrated in Annex I).

The framework also includes technical competencies to describe requirements specific to a particular field of work, and which therefore form a critical unifying component of all jobs in a given job family. Technical competencies are often more skills-oriented

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Textbox 1

The 12 behavioural competencies

- Accountability
- Client orientation
- Continuous learning
- Communication
- Creativity and initiative
- Leadership and negotiation
- Performance management
- Planning and organizing
- Professionalism
- Teamwork
- Technological awareness
- Resource mobilization

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2 For the definition and features of the competency framework and the job architecture, please refer to the glossary at the end of the publication.
and emphasize the specific activities and actions expected of staff who deliver specialized functions. For instance, the “emergency and crisis” competency focuses on the ability to make decisions in rapidly changing circumstances and under conditions of great uncertainty, and the ability to engage and coordinate with other implementing agencies in the Field in a productive and results-oriented manner.

The competency framework and the job architecture secure the building blocks of an integrated human resources and talent management system and constitute the “red thread” linking recruitment, selection, performance management, succession planning and staff development. Figure 4 provides an illustration of the architecture of the human resources job family (for the full list of IOM job families, see Textbox 2).

Where we should be

The ultimate goal for a holistic approach to talent management should be to support managers in bringing out the best in each staff member, while at the same time aligning the Organization’s resources to mobilize staff potential when and where needed to meet organizational imperatives.

This requires the ability to:

- Have access to information on the skills assets of IOM staff at any given moment;
- Know what skills and expertise are needed for IOM’s core business, and identify any gaps;
- Ensure effective succession planning – that is be aware of the key positions and have a pipeline of staff ready to assume responsibilities;
- Have robust and accurate workforce metrics to complement succession planning activities and generate demand forecasts in core business occupational groups;
• Supply the new skills and expertise either through development of internal resources or targeted external recruitment;
• Redefine the mobility landscape in IOM.

How we will get there

As of the last quarter of 2012, when the first yearly evaluation cycle will conclude, the SES will start to provide information on IOM’s skills assets and performance trends. The SES will continue to be an essential component for building Pillar 1 by ensuring significant linkages for identifying talent throughout IOM. It will also define the leadership and management attributes that are required to strengthen the core business of IOM, and assist staff and managers in outlining career development goals. It is imperative that the SES and associated work on the job architecture and competency framework continue to be resourced throughout the implementation of the Human Resources Strategy 2012–2015.

In order to augment succession planning capacity, IOM will need to invest in and leverage new IT tools (housed in PRISM) to provide better quantitative and qualitative workforce data. Career pathways must be clarified and outlined to provide an understanding of the requirements and opportunities for career progression so that staff can make informed choices. Although the principal responsibility for career development will still rest with the staff member, IOM will improve its ability to provide advice and opportunities within defined parameters.

The following steps will be taken to tackle the identified areas for action:

1. Recruitment and selection

• The new IOM competency framework will be used as the primary tool for defining the professional profiles required in the Organization. At the end of 2012, the SES will be in a position to provide valuable information on the competency profiles of IOM staff.
• The existing staff orientation packages will be updated, standardized, automated and delivered across IOM Country Offices through a new stand-alone modular programme.

2. Succession management

• A new leadership development programme will be designed in 2012 and implemented in 2013 with the intention of identifying and preparing a cadre of new IOM leaders to ensure effective succession planning for IOM traction positions.
• The Human Resources Management Division will propose a young professionals programme to be initiated in 2014, with the aim of developing the next generation of qualified professionals (including migration specialists), while at the same time affording IOM the possibility of addressing diversity targets through targeted recruitment into the programme.
3. Career development

- Clear career paths will be defined and communicated to IOM staff. They will outline the requirements for career progression within and between job families and define the possibilities and limitations in each path. Career development activities will be better integrated into staff learning and development activities.
- A revised mobility framework will be designed and implemented to complement the existing rotation system. Each post will be reassessed to determine if it can be subject to rotation, based on whether it is geographically replicable. Within the mobility framework, IOM staff will be able to acquire credits for several types of mobility (geographical, functional or organizational). A new rotation policy housed within a broader mobility framework will outline eligibility criteria, mobility credits methodology and all other factors necessary to implement the rotation policy in a manner that marries, to the extent possible, organizational and individual needs. The different types of mobility are outlined in Textbox 3.
- A new mentoring programme will be designed and implemented to leverage the experience and knowledge of IOM top performers in nurturing the newly appointed middle managers (P-3 to P-4).

4. Staff development and learning

- Core learning programmes for staff, based on job families, will be further developed to augment IOM staff competencies at all levels.
- A new robust learning management system will be launched in 2012, which will be accessible worldwide and will facilitate registration, assessment, knowledge sharing and evaluation of both classroom and distance-learning events.
- IOM will also seek ways to facilitate access to alternative learning solutions (e.g. special assignments, external courses).

Textbox 3

**Mobility**

Geographical mobility – Transfer between duty stations.

Functional mobility – Transfer between different job families, professional functions and levels of responsibility. This includes deployments for emergency operations and extended travel on duty.

Inter-agency mobility – Transfer between organizations, through loans and secondments, within existing cooperation frameworks.

Mobility credits – A system of accumulating credits that can be used for building career profiles.

Responsibility – Recognizing that increased responsibility can be an important vehicle for career growth, IOM staff who assume more responsibility will receive mobility credits.
PILLAR 2: STRENGTHENING THE ENABLING ENVIRONMENT
Definition

Strengthening the *enabling environment* requires that all staff in the Organization 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.

A healthy working environment at all levels enables staff to focus on work objectives and to perform to the best of their ability. The focus of strengthening the enabling environment is to create a work atmosphere that is safe, respectful, caring and free from harassment and abuse of authority, where staff members feel empowered and where, to the extent possible, a balance between work pressures and personal life can be created.

Where we are now

A key message conveyed by staff during the consultation process was that IOM needs to do a better job of creating a positive working environment. Indeed, the survey revealed that the top four motivating factors for staff to come to work were: the fair and equal treatment of staff (78%); an environment free of harassment (76%); a respectful working environment (71%); and possibilities to grow professionally (71%).

While in most IOM offices there is a positive working atmosphere, collegiality and team orientation, the individual cases of abuse of authority, harassment and conflicts at work attract much (often disproportionate) attention and show that more needs to be done to increase awareness of, and promote, a respectful working environment. Furthermore, the areas where IOM operates, the exposure to hazardous and hardship situations, work pressures and similar stressful events require that more attention be given to issues of staff well-being.

Where we should be

It is widely acknowledged that a positive working environment empowers staff and rewards them for their efforts; at the same time, it contributes to staff retention, reduces turnover, increases job satisfaction, lowers stress and contributes to the good health of individual staff members.

While IOM has a responsibility and commitment to create this positive working environment, managers are also responsible for making IOM a better place to work for their staff. This individual responsibility is not exclusively a “top-down” effort, but rather a 360-degree effort. In keeping with the notion that human resources management is everyone’s responsibility, so too is that of strengthening the enabling environment.
Achieving this aspect of the Human Resources Strategy will require individuals to behave in a manner based on mutual respect, integrity, an ethical approach to work and a personal commitment to be accountable for their actions.

In addition to the individual contributions of staff, the Organization will need to provide opportunities for IOM staff, individually and in teams, to grow in an environment of trust, accountability and respect. Conditions for dialogue between staff at all levels will be developed, with the Staff Association Committee playing a catalyst role in building this environment. The Human Resources Management Division will continue to support the Ombudsperson’s work to encourage informal dispute resolution, and, through targeted training, managers will be better equipped to strengthen this enabling environment in their teams.

The Organization also needs to take concrete measures to nurture an environment in which individual and team contributions are recognized in a way that motivates staff and promotes a culture of knowledge management. As a foundational human resources element, the Staff Evaluation System will become an inherent component of planning work and recognizing performance.

**How we will get there**

1. **We must all contribute towards ensuring that the working environment at IOM is safe, secure and free from harassment, abuse of authority (including sexual exploitation and abuse) and deliberate insubordination, and conducive to a healthy balance between work and personal life, depending on individual circumstances. In this area, the following actions are envisaged:**

   - **As an organization, IOM needs to ensure the health, safety and welfare of staff, understanding that there is a direct link between staff well-being and successful performance. Each Country Office will be required to strengthen location-specific staff well-being initiatives designed to make IOM a better place to work and to reduce stress.**

   - **The Human Resources Management Division will issue a revision of Instruction No. 90 (IN/90: Policy for a Respectful Working Environment), designed to strengthen the understanding and accountabilities of staff and managers. The Instruction will be complemented by awareness-raising training and the issuance of a grievances guide, which will be available to all staff to provide clarity on the chain of command and determine the people to whom specific grievances should be addressed.**

   - **The Human Resources Management Division will issue a user-friendly, Intranet-housed electronic human resources handbook designed to promote transparency in the policy landscape and assist staff in understanding the Staff Regulations and Rules and cascading instructions, policies and guidelines.**
HUMAN RESOURCES STRATEGY
2012–2015

PILLAR 2: STRENGTHENING THE ENABLING ENVIRONMENT

• IOM will strengthen its ability to conduct investigations of staff against whom allegations of harassment and abuses of authority have been made.

• The Human Resources Management Division will seek the creation of a Counsellor Office to be established in 2014, with the specific mandate of strengthening the services provided to staff in difficulty and to prevent their workplaces from becoming unbearable.

• The Human Resources Management Division will seek the creation of an Ethics Office to be established in 2013, with a broad mandate to address conflicts of interest, monitor financial disclosure, help raise awareness of ethical grey areas and provide training and guidance to staff members and the management on the IOM Standards of Conduct, which will contribute to further strengthening the enabling environment culture within IOM.

• Recognizing that there is a strong business case for more flexible working arrangements, the Human Resources Management Division will introduce a new policy on “work–life fit” designed to create a more flexible working environment. Such arrangements would include telecommuting options, part-time work, special provisions for dual-career couples and more flexible options for special leave without pay.

2. As an employer, IOM celebrates diversity (in all its forms) by being inclusive and providing equal opportunities to women, nationals from unrepresented and underrepresented Member States, people with disabilities, and people from a wide range of cultural, ethnic and religious backgrounds (see Textbox 4). In order to address diversity, the following actions are envisaged:

• Special emphasis will be given to staff promotion from the General Service category to that of National Officer, and from the National Officer category to the Professional category and above. To address the issue of unrepresented and underrepresented Member States, the Human Resources Management Division will outline generic diversity targets and then target specific countries for external recruitment, adopting a more holistic approach to talent management and taking into account the requirements for specific skills sets and language assets.

• Meeting the challenge of promoting a diverse workforce and achieving gender parity (throughout the Organization and in all staff categories) is paramount to IOM’s success. The Organization has already set the target of increasing the number of women in traction positions (P-5 and above and Chiefs of Mission/Heads of Office) by 20 per cent during the course of 2012. To achieve this and make further gains beyond 2012, the Organization will implement special measures to identify IOM female staff to be prepared for and retained in traction positions, while systematically undertaking targeted outreach to address the current underrepresentation.

Textbox 4

Diversity

Recognizing that there is strength in diversity in international organizations, during the implementation of the Human Resources Strategy IOM will strive to achieve a 50/50 balance between men and women in the Professional category and above, as well as having 50 per cent of Professionals and higher category staff from the developed North (defined as member countries of the OECD Development Assistance Committee) and 50 per cent from the remaining countries, largely the developing South.
- To further strengthen the diversity landscape, the Human Resources Management Division will issue a policy on people with disabilities, sensitize managers to the importance of fostering a diverse workforce and better equip them to achieve this.
- Understanding the importance of dual careers in attracting and keeping staff, the Human Resources Management Division will move to strengthen ties with various local expatriate spouse associations and become an active member, and trusted partner, of the Dual Career and Staff Mobility Programme, which is led by the United Nations and the World Bank Group.
PILLAR 3: BETTER INTERNAL AND EXTERNAL ALIGNMENT
Definition

Given that IOM does not work in isolation, but in partnership with migration stakeholders, and the requirement for transparency and consistency in the way in which it employs its global workforce, there is a need for better alignment of internal human resources policies and practices, and to foster stronger alignment with the United Nations common system.

The results of the human resources survey and the subsequent discussions within the focus groups confirmed that the issue of alignment was at the heart of staff interests. In addition, within the survey itself “fair and equal treatment of all staff” emerged as the top motivating factor for staff.

Within the context of human resources management, alignment can be considered as internal alignment, namely fostering consistent human resources management within the Organization. It can also relate to alignment with outside partners, those with whom IOM interacts regularly as part of its operations; in this sense, alignment means ensuring the attractiveness of IOM as an employer.

Where we are now

A major step towards internal alignment was made with the establishment of the unified Staff Regulations, which came into effect on 1 March 2011 and are now applicable to all IOM staff globally. Before this initiative, there were separate sets of Staff Regulations and Rules for Professional and higher category staff, for the General Service staff at Headquarters and for the General Service and National Officer category staff in the Field. While on the one hand, the previous sets of Rules are still in place, there are a number of locations where, for various reasons, local staff operate in a legal vacuum, with no rules to guide their conditions of service in a consistent, fair and transparent manner.

In order to continue internal alignment, a revised set of Staff Rules applicable to all IOM staff members is required to replace all currently existing sets of rules. The issuance of such rules will contribute to the fair and equal treatment of all staff and will also ensure the understanding that all IOM staff work for the same employer. While there will still be challenges related to inadequate privileges and immunities agreements with some host countries, the majority of local staff, irrespective of their location, will work under the same conditions of employment.

Being an international organization that works closely with the United Nations and its specialized agencies, IOM must ensure that its conditions of employment are, to the extent possible, in line with those applied by the organizations of the United Nations common system. Aligned conditions of employment not only facilitate the recruitment of experienced staff from other international organizations, they also facilitate staff mobility within the Organization and contribute to equality of treatment, retention and satisfaction of staff. This is
particularly important in difficult conflict and post-conflict locations or in countries suffering from natural disasters, where staff from different agencies often work and live in the same compound.

While IOM already applies the United Nations salary scales, participates in the United Nations Joint Staff Pension Fund and offers the same (or very similar) entitlements as the United Nations, the Organization also needs to pay greater attention to the principle of equal pay for equal work. In order to strengthen this principle, the grading of positions within IOM must be more consistent and better aligned with a logical organizational typology, while at the same time taking into account the grading structure of like positions in the United Nations agencies.

Where we should be

The ideal alignment model (as illustrated in Figure 5) would integrate aligned conditions of service in all IOM locations, with consistency in typology templates, position grading and implementation of the Staff Regulations and Rules, while ensuring coherence in the implementation of all three pillars of the Human Resources Strategy.

If the ideal human resources alignment under this Strategy were achieved by 2015, the following results would be visible:

1. IOM would have a privileges and immunities agreement in every country of operation, affording IOM staff the same privileges and immunities as those enjoyed under the Convention on the Privileges and Immunities of the United Nations (1946) and the Convention on the Privileges and Immunities of the Specialized Agencies (1947).
2. One set of Staff Regulations and Rules would be applicable to all IOM staff without location-specific provisions being in place.
3. IOM conditions of service would be fully aligned with those of the United Nations common system and any changes in the United Nations system would be implemented simultaneously in IOM.
4. All positions would be classified. Generic, classified job profiles would be available to managers. Model templates, based on the size and complexity of an operation in a given country, would exist.

5. Policies and procedures complementing the implementation of the Staff Regulations and Rules would be in place.

6. At the Country Office level, IOM would build closer links and partnerships with the United Nations family, especially in countries where IOM does not have full legal status.

7. Each Country Office with more than 50 staff members would have a dedicated National Human Resources Officer position, and offices with more than 200 staff would have an International Human Resources Officer position. Staff members working in human resources would meet regularly at the regional level to ensure consistency in the application of conditions of service.

8. The Human Resources Management Division would facilitate a human resource practices network designed to foster the exchange of best practices, peer support and professionalization of the human resources function.

How we will get there

In this area, the following actions are envisaged:

1. Revised Staff Rules will be issued and communicated to staff. The accompanying policies and procedures will also be issued.

   - The revised Staff Rules will include changes that further align IOM with the organizations of the United Nations common system. The Staff Rules will be issued as soon as the in-house consultation process has been finalized. Owing to financial considerations and the lack of privileges and immunities in some countries of operation, certain provisions will need to be implemented on a step-by-step basis, and for some locations country-specific annexes will still be necessary.
   - During the course of 2013, a number of new and amended policies will be issued in order to accompany the revised Staff Rules.
   - An administrative manual will be made available to human resources practitioners during the course of 2013. The manual will provide procedural details, templates and examples in order to facilitate consistent implementation of benefits and entitlements. In parallel, an online guide providing staff members with simplified answers to various questions related to human resources and quick links to applicable policies will also be made available.

2. Following the road map outlined in this Strategy, Member States will be approached through the budget process to finance an appropriate staffing structure for human resources positions from the core budget, starting in 2014, having the following needs in mind:

   - Based on the current IOM global structure, and to complement the decentralization of core functions, there is a need for a pool of additional Human Resources Officers, one for each Regional
Office, the need to strengthen the human resources function in the Manila and Panama Administrative Centres, and in Geneva focus needs to be given to the functions of Staff Counsellor, talent management and performance management. All human resources positions will be filled and regular regional meetings will be conducted.

3. Grading across IOM will be consistent and grades will be comparable with those in the organizations of the United Nations common system.

- All positions will continue to be classified before being advertised in a vacancy notice, except ungraded positions, which, during the implementation of the Human Resources Strategy 2012–2015 will be phased out. In addition, the classification reviews of local positions in the Field will be intensified so that all staff will have terms of reference and all posts classified. The new competency framework and job architecture provide the premises for implementing an analytical tool that would enable managers and the Human Resources Management Division to generate pre-classified generic terms of reference. This tool (MOTOR) will facilitate and speed up the recruitment process, while considerably simplifying the candidate rating process and the recruitment workflow.

- The Human Resources Management Division will work closely with its partners from the Department of Operations and Emergencies to develop a series of standardized templates for staffing Field emergency operations which will determine the structure, types of positions and grades, depending on the size and complexity of the operation.

- Furthermore, in order to address the need for consistency in grading and the principle of equal pay for equal work, the Human Resources Management Division will introduce an alternative to ungraded positions, so as to facilitate fast-track recruitment in emergency contexts.

4. IOM will strive, through host government agreement negotiations, to provide its international and local staff with consistent privileges and immunities, such as tax exemption on IOM salaries, exemption from participating in national social security systems and exemption from being subject to local labour laws.

- Currently, a number of host government agreements do not grant IOM staff members appropriate privileges and immunities. The Human Resources Management Division will provide its input to the IOM Office of Legal Affairs on the priority countries for implementing or improving IOM’s legal status where inadequate agreements are in place.
FROM STRATEGY TO ACTION
Required partnerships

In order to achieve an ideal human resources landscape, the Human Resources Management Division will work closely with a variety of stakeholders, including senior management, representatives of the Staff Association Committee, the Ombudsperson, staff from the Office of Legal Affairs, the Occupational Health Unit, the Office of the Inspector General and all staff whose contributions will help achieve the deliverables contained in the Human Resources Strategy. The support of the IOM Director General, the Deputy Director General, Regional Directors and Chiefs of Mission/Heads of Offices will be critical to ensure ownership of the Strategy and its effective implementation. Figure 6 illustrates the factors and stakeholder input required to ensure the successful implementation of the Human Resources Strategy.

Figure 6: Inputs required for successful implementation of the Human Resources Strategy

Strengthening human resources in IOM will require a strong partnership between the Human Resources Management Division and the Staff Association Committee. The aim of the Staff Association Committee is to ensure that all staff in IOM work in a respectful environment, free from discrimination, harassment and abuse of authority. It has a key role to play in promoting the health, safety and welfare of IOM staff and in safeguarding the fair and equal treatment
of all staff in IOM. Owing to its extensive outreach to staff and its presence in many Field Offices around the world, the Staff Association Committee will be a critical actor in communicating and advocating for the implementation of the Human Resources Strategy, and in monitoring its effectiveness in the future.

IOM Member States will also play a critical role in the successful implementation of this Strategy, along with other host countries and donors. Their commitment, expressed in human and financial resources, will have a direct impact on IOM’s ability to operationalize the change agenda behind the Strategy. Their support at the national level, with timely amendments to various privileges and immunities agreements, will also be critical.

**Communicating the Strategy**

Communicating and advocating for the implementation of the Human Resources Strategy will also be key to its success. Each IOM Country Office will be expected to appoint a focal point to explain the key elements of the Strategy to staff and to initiate the necessary actions.

While the Human Resources Management Division will provide staff with regular updates through staff advisories, town hall meetings and the Human Resources Newsletter, Regional Directors and Chiefs of Mission need to play an important role in ensuring that communication on the overall implementation of the Strategy cascades to all staff in the Country Offices.

The Human Resources Management Division staff will provide information sessions on the progress made in the Strategy implementation during their duty travels and will report their findings on the impact the new developments have had on IOM staff. The Staff Association Committee will also play a critical role in monitoring progress made and gauging staff sentiment on the Strategy’s effectiveness.

The Administration will inform IOM Member States, donors and host countries on the implementation of the Strategy through the regular sessions of the Standing Committee on Programmes and Finance and the Council.

**Delivery milestones of the Human Resources Strategy**

In addition to the results of the global staff surveys and qualitative feedback from a range of IOM staff benefitting from human resources services, the success of the Human Resources Strategy will be monitored through the delivery milestones. These milestones represent the concrete steps to be taken each year to achieve the overall objectives of the Human Resources Strategy 2012–2015 (see Figure 7).
Reviewing implementation of the Human Resources Strategy

The Director General and the Management Coordinating Committee will review the progress made in the implementation of the Human Resources Strategy once a year.

The Management Coordinating Committee is expected to make recommendations to the Director General for improving the effectiveness of the Strategy.

Figure 7: Delivery milestones of the Human Resources Strategy
<p>| <strong>Accountability</strong> | The obligation of an individual or an organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. The term also includes the responsibility for money, organizational resources or other entrusted property. |
| <strong>Behavioural indicator</strong> | A specific, observable, external behaviour that has an impact on performance on the job (e.g. “accepts and gives constructive criticism”). An indicator describes a specific observable behaviour that affects a staff member’s performance in the position. |
| <strong>Career development</strong> | A voluntary process of professional growth that expands a person’s abilities and potential to contribute to the Organization and requires a broader level of skills and competencies. |
| <strong>Coaching</strong> | Services, sometimes on a one-on-one basis, that address and develop the behaviour and competencies required by emerging and established leaders to be successful. |
| <strong>Competency</strong> | A logical grouping of relevant behavioural indicators (e.g. leadership and negotiation, accountability, communication). Competencies group together the indicators used to describe a staff member’s performance in a position. |
| <strong>Competency framework</strong> | An inventory of expected standard behaviour, skills and knowledge that affect performance in a position depending on its complexity and field of work. The IOM competency framework includes 12 behavioural competencies common to all job families. These competencies contain both behavioural indicators, which are common to all job families – depending on seniority – and technical indicators, which are specific to the respective job family. |
| <strong>Developmental assignment</strong> | An assignment intended to develop a staff member’s skills and competencies, even though the person may not have sufficient experience at the outset to fully discharge the responsibilities of the position. |
| <strong>Job</strong> | An abstract grouping of competencies and behaviour necessary to fulfil a specific function (e.g. IOM’s job architecture groups concrete positions into generic jobs). Based on the position a staff member occupies, the relevant job family the position belongs to and its level of responsibility are identified. The related competencies and indicators are also automatically assigned to the position. |
| <strong>Job architecture</strong> | The grouping of concrete positions into abstract jobs (over 8,000 positions grouped around 186 jobs). The IOM job architecture organizes positions into job families and jobs. It follows the International Civil Service Commission standards applied throughout the organizations of the United Nations common system, while maintaining IOM requirements. The job architecture ensures clarity and consistency for determining the competencies of each position by assigning it to a job family, a seniority band and a generic job. |</p>
<table>
<thead>
<tr>
<th><strong>Job family</strong></th>
<th>A grouping of similar jobs based on their common line of work (e.g. finance, human resources, operations). A job family groups together jobs with similar qualifications and transferrable skills.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Manager</strong></td>
<td>In IOM SES terminology, the manager is the direct functional supervisor of a staff member. The <strong>second manager</strong> is a manager who has supervised the staff member at some point/in some capacity during the evaluation cycle. Common examples of a second manager include administrative managers of staff working in delocalized units, temporary managers of staff members on a short-term assignment, or staff members with dual or matrix reporting lines. Inclusion of a second manager in an evaluation form is approved by the functional manager in coordination with the staff member.</td>
</tr>
<tr>
<td><strong>Mentor</strong></td>
<td>An identified staff member who offers informal advice to a more junior staff member <strong>outside</strong> the formal SES reporting lines within defined goals and a defined time period.</td>
</tr>
<tr>
<td><strong>Mentoring</strong></td>
<td>The process of providing informal advice to a junior colleague.</td>
</tr>
<tr>
<td><strong>Mobility</strong></td>
<td>The umbrella term covering aspects of career development that challenge a staff member. The term may refer to geographical, functional, responsibility and inter-agency mobility. IOM plans to introduce the concept of mobility credits.</td>
</tr>
<tr>
<td><strong>MOTOR</strong></td>
<td>IOM PRISM-based analytical tool for automatically generating graded terms of reference.</td>
</tr>
<tr>
<td><strong>PSEA Policy</strong></td>
<td>This refers to the Prevention of Sexual Exploitation and Abuse Policy. As part of this Policy, IOM strives to ensure that every staff member is aware of the rules and regulations that govern their conduct in the context of the prevention of sexual exploitation and abuse.</td>
</tr>
<tr>
<td><strong>Responsibility</strong></td>
<td>The obligation to perform a task to a successful conclusion. If the role is institutionally assigned, responsibility is accompanied by the authority to take or direct the necessary actions to ensure success.</td>
</tr>
<tr>
<td><strong>Rotation</strong></td>
<td>A constructive element to meet organizational needs and individual career development. It aims to foster fair distribution of working conditions, encourage professional growth and meet organizational requirements within the constraints of a projectized organization.</td>
</tr>
<tr>
<td><strong>Seniority band</strong></td>
<td>A seniority band groups together positions of similar complexity for the purposes of standardizing their behavioural and technical competency evaluation criteria.</td>
</tr>
<tr>
<td><strong>SES</strong></td>
<td>This refers to the Staff Evaluation System, IOM’s PRISM-integrated tool to evaluate staff performance against coordinated objectives and standardized competencies. The SES provides a means of setting performance objectives, planning work in advance and promoting two-way communication between the staff member and his or her supervisor.</td>
</tr>
</tbody>
</table>
**Supervisor**
- A staff member who has managerial responsibility over another staff member.

**Traction positions**
- Positions with leadership and representative responsibilities with a local, regional and global impact, usually graded at the P-5 and above levels (i.e. Regional Directors, Chiefs of Mission/Heads of Office and Departmental Directors).

**Transparency**
- Clarity about rules, procedures and decisions, accompanied by the availability of information on the outcome of individual human resources decisions and the agreed outcome of human resources actions.

**Workforce metrics**
- Measurements used to determine the value and effectiveness of human resources strategies.
ANNEX I

IOM COMPETENCY FRAMEWORK

At the heart of the Staff Evaluation System lies the IOM competency framework. Competencies group together the indicators that are used to describe a staff member’s performance in a position. The competency framework includes 12 behavioural competencies common to all job families. These competencies contain both behavioural indicators, which are common to all job families – depending on seniority – and technical indicators, which are specific to the respective job family.

Below is an illustration of the competencies and accompanying indicators associated with a Human Resources Officer position graded at the P-3 level.

12 BEHAVIOURAL COMPETENCIES

Accountability

- Creates a respectful office environment free of harassment and retaliation, and promotes the prevention of sexual exploitation and abuse
- Accepts and gives constructive criticism
- Follows all relevant procedures, processes and policies
- Meets deadlines and cost and quality requirements for outputs
- Monitors own work to correct errors
- Takes responsibility for meeting commitments and for any shortcomings

Client orientation

- Identifies the immediate and peripheral clients of own work
- Establishes and maintains effective working relationships with clients
- Identifies and monitors changes in the needs of clients, including donors, governments and project beneficiaries
- Keeps clients informed of developments and setbacks

Continuous learning

- Contributes to colleagues’ learning
- Demonstrates interest in improving relevant skills
- Demonstrates interest in acquiring skills relevant to other functional areas
- Keeps abreast of developments in own professional area
Communication

• Actively shares relevant information
• Clearly communicates, and listens to, feedback on changing priorities and procedures
• Writes clearly and effectively, adapting wording and style to the intended audience
• Listens effectively and communicates clearly, adapting delivery to the audience

Creativity and initiative

• Actively seeks new ways of improving programmes or services
• Expands responsibilities while maintaining existing ones
• Persuades others to consider new ideas
• Proactively develops new ways to resolve problems

Leadership and negotiation

• Convinces others to share resources
• Actively identifies opportunities for and promotes organizational change
• Presents goals as shared interests
• Defines vision to motivate colleagues and follows through with commitments

Performance management

• Provides constructive feedback to colleagues
• Identifies ways for their staff to develop their abilities and careers
• Provides fair, accurate, timely and constructive staff evaluations
• Uses staff evaluations appropriately in recruitment and other relevant human resources procedures
• Holds directly reporting managers accountable for providing fair, accurate, timely and constructive staff evaluations

Planning and organizing

• Sets clear and achievable goals consistent with agreed priorities for self and others
• Identifies priority activities and assignments for self and others
• Develops strategic vision for IOM within area of responsibility
• Organizes and documents work to allow for planned and unplanned handovers
• Identifies risks and makes contingency plans
• Adjusts priorities and plans to achieve goals
• Allocates appropriate time and resources for own work and that of team members

Professionalism

• Masters subject matter related to responsibilities
• Identifies issues, opportunities and risks central to responsibilities
• Incorporates gender-related needs, perspectives and concerns
HUMAN RESOURCES STRATEGY
2012–2015

43

• Promotes equal gender participation
• Persistent, calm and polite in the face of challenges and stress
• Treats all colleagues with respect and dignity
• Works effectively with people from different cultures by adapting to relevant cultural contexts
• Knowledgeable about and promotes IOM core mandate and migration solutions

Teamwork

• Actively contributes to an effective, collegial and agreeable team environment
• Contributes to and follows team objectives
• Gives credit where it is due
• Seeks input and feedback from others
• Delegates tasks and responsibilities as appropriate
• Actively supports and implements final group decisions
• Takes joint responsibility for team’s work

Technological awareness

• Learns about developments in available technology
• Proactively identifies and advocates for cost-efficient technology solutions
• Understands the applicability and limitation of technology and seeks to apply it to appropriate work

Resource mobilization

• Establishes realistic resource requirements to meet IOM needs
• Builds stable strategic alliances with relevant parties
• Identifies sources of and secures funding from external stakeholders to meet the needs of IOM

TECHNICAL COMPETENCIES

Competency related to specific professional area

• Effectively applies knowledge of relevant human resources theories and practices, and recognizes their implementation within existing IOM processes
• Delivers human resources solutions customized to the needs of IOM
• Anticipates and understands internal and external issues and opportunities that may have an impact on the human resources landscape of IOM
• Adapts best human resources practices to the requirements of IOM to facilitate the achievement of strategic objectives
**ANNEX II**

**IOM JOB ARCHITECTURE**

<table>
<thead>
<tr>
<th>Policy and representation</th>
<th>Logistics, procurement and facilities</th>
<th>Migration</th>
<th>Migration health</th>
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</thead>
<tbody>
<tr>
<td>Director General</td>
<td>Driver</td>
<td>Migration Director</td>
<td>Migration Health Director</td>
</tr>
<tr>
<td>Deputy Director General</td>
<td>Cleaner</td>
<td>Migration Thematic Specialist</td>
<td>Migration Health Thematic Specialist</td>
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<tr>
<td>Chief of Staff</td>
<td>Gardener</td>
<td>Migration Officer</td>
<td>Migration Health Officer</td>
</tr>
<tr>
<td>Deputy Chief of Staff</td>
<td>Groundskeeper</td>
<td>Migration Assistant</td>
<td>Migration Health Assistant</td>
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<tr>
<td>Conference Officer</td>
<td>Waiter</td>
<td>Monitoring and Evaluation Officer</td>
<td>Physician</td>
</tr>
<tr>
<td>Policy Director</td>
<td>Cook</td>
<td>Monitoring and Evaluation Assistant</td>
<td>Nurse</td>
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<tr>
<td>Executive Officer</td>
<td>Electrician</td>
<td>Project Development Officer</td>
<td>Psychologist</td>
</tr>
<tr>
<td>Executive Support Officer</td>
<td>Engineer</td>
<td>Project Development Assistant</td>
<td>Radiologist</td>
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<td>Liaison and Policy Officer</td>
<td>Plumber</td>
<td>Liaison and Policy Officer</td>
<td>Laboratory Technician</td>
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<tr>
<td>Inspector General</td>
<td>Architect</td>
<td>Inspector General</td>
<td>Microbiologist</td>
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<tr>
<td>Regional Adviser</td>
<td>Translator</td>
<td>Regional Adviser</td>
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<td>Receptionist</td>
<td>Regional Director</td>
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<td>Administrative Assistant</td>
<td>Staff Association</td>
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<td>Administrative Officer</td>
<td>Committee Secretary</td>
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<th>Media and communications</th>
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<td>Operations Director</td>
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<td>Operations Officer</td>
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<td>Medical Officer</td>
<td>Operations Thematic Specialist</td>
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<td>Medical Assistant</td>
<td>Operations Coordinator</td>
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<td>Staff Association Committee Secretary</td>
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<tr>
<td>Audit Officer</td>
<td>Ombudsperson</td>
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<th>Information technology</th>
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<td>Legal Counsel</td>
<td>Security Officer</td>
<td>IT Officer</td>
</tr>
<tr>
<td>Legal Officer</td>
<td>Security Assistant</td>
<td>IT Assistant</td>
</tr>
<tr>
<td>Legal Assistant</td>
<td>Security Guard</td>
<td>Surveyor</td>
</tr>
</tbody>
</table>

1 This overview provides a summary of the job architecture; it is not a comprehensive list and does not repeat the band-specific variations of each job. Please contact the Human Resources Management Division for additional information.
ANNEX III

IDEAL HUMAN RESOURCES MANAGEMENT DIVISION STRUCTURE

Director

Director, Human Resources Management Division

Regional structure

Staff Counsellor

Regional Resource Management Officers

Regional Human Resources Officers

Advisers

Policy Adviser

Talent Management Adviser

Units

Administration of justice

Policy

Insurance

Recruitment and staff planning

Performance management

Career development

Staff development and learning

Delocalized Units

Manila Human Resources Operations at Manila Administrative Centre

Field Personnel Support Unit at Panama Administrative Centre

Legend

Functional reporting line

Coordination line