



60 Years

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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(59)/RES/16.A, adopted by the General Conference on 17 September 2015, information on the measures taken to implement that resolution, and to provide statistical data on the Professional staffing situation in the Secretariat. This report covers the period from 1 June 2015 to 1 June 2017.

## **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. This report provides data on 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. It includes information regarding the number of regular staff by grade and nationality. This report also includes information on consultants holding special service agreements, who are funded through the Regular Budget. This report does not cover staff members in the General Service category.

2. 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 Situation and Prospects* report.

3. The guiding principles for recruitment are laid down in Article VII.D of the Agency's Statute: "The paramount consideration in the recruitment and employment of the staff [...] shall be to secure employees of the highest standards of efficiency, technical competence, and integrity. Subject to this consideration, due regard shall be paid to the contributions of members to the Agency and to the importance of recruiting the 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

4. In resolution GC(59)/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, 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, particularly at the senior and policy-making levels, and for Professional posts requiring specific skills." The resolution further called on "Member States to continue encouraging well-qualified candidates to apply for vacant posts in the Agency's Secretariat" and requested the Director General to "strengthen, within available resources, the recruitment efforts in Member States, particularly in developing countries."

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

5. The implementation of resolution GC(59)/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.

### **C.1. Efforts to Attract Young Talent**

6. Eleven Member States have arrangements with the Agency for the provision of Junior Professional Officers (JPOs). Member States funded a total of 53 JPOs during the reporting period (compared with 34 during the previous reporting period). The Secretariat is continuing discussions with additional Member States to establish similar arrangements.

7. The Secretariat continued its internship programme in the reporting period, 394 individuals participated in this programme (compared with 418 during the previous reporting period). The percentage of interns from developing Member States increased from 34.9% to 36.5%; furthermore, there was an increase in the percentage of women interns from 52.6% to 56.9%.

### **C.2. Outreach Measures**

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

9. In the reporting period, a series of meetings was conducted with Member States to identify potential barriers to the recruitment of qualified candidates from each Member State. The database on sources of recruitment has been continuously updated.

10. The Secretariat continued to enhance the talent acquisition programme launched in 2014. As part of this programme, a proactive outreach and sourcing strategy was maintained to increase the visibility and attractiveness of the Secretariat's vacancies to qualified applicants all over the world and to broaden the diversity of applications. The range of tools in place include the use of social media, targeted outreach to niche professionals in hard-to-recruit areas, engagement with internal and external stakeholders, and the use of recruitment webinars to promote the Agency as an employer of choice. These efforts were recognized when the Secretariat received the Innovation in Recruitment Award of the International Organizations Career Development Roundtable in 2016 for its webinar outreach programme.

11. In the context of the talent acquisition programme, the Secretariat launched 'talent pipelines' in scientific and technical fields to facilitate the recruitment of qualified candidates for short-term assignments including consultancies. They are advertised online via the Agency's career page, official social media channels and fora of relevant professional organizations. These talent pipelines are intended to support managers in broadening the pool of available candidates with specific expertise.

12. During the reporting period, the Secretariat undertook recruitment missions to nine Member States during which education and training on the recruitment process, as well as information on working conditions and other related topics, were provided. 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 complement the recruitment missions and to reach a broader audience of potential applicants, the Secretariat continued conducting regular webinars on multiple topics of interest to candidates including 'Preparing a Job Application for the IAEA', and

'Preparing for Interviews and Opportunities at the IAEA'. These presentations attracted more than 2100 participants from 125 Member States in 2016.

13. The Secretariat continued to make presentations at Agency sponsored meetings in the Vienna International Centre or at other locally conducted conferences and also targeted a younger audience through recruitment booths at universities and school events.

### **C.3. Developments Since 2015**

14. The Secretariat uses a web-based application system for advertised vacancies. A total of 43 553 completed applications were submitted in the system within the reporting period. During the reporting period, the Secretariat received an average of 110 applications for each vacancy notice in the Professional and higher categories, 39.8% of which were from developing countries.

15. The Secretariat continues to make efforts to reduce the time needed for recruitment by maximizing its automated recruitment and selection process, ensuring efficiency and effectiveness in the integration of the new recruitment system and strengthening workforce planning.

16. During the reporting period, the Secretariat continued its efforts to enhance the internal mobility of staff and carried out 33 career development reassignments in the Professional category.

## **D. Statistical Data**

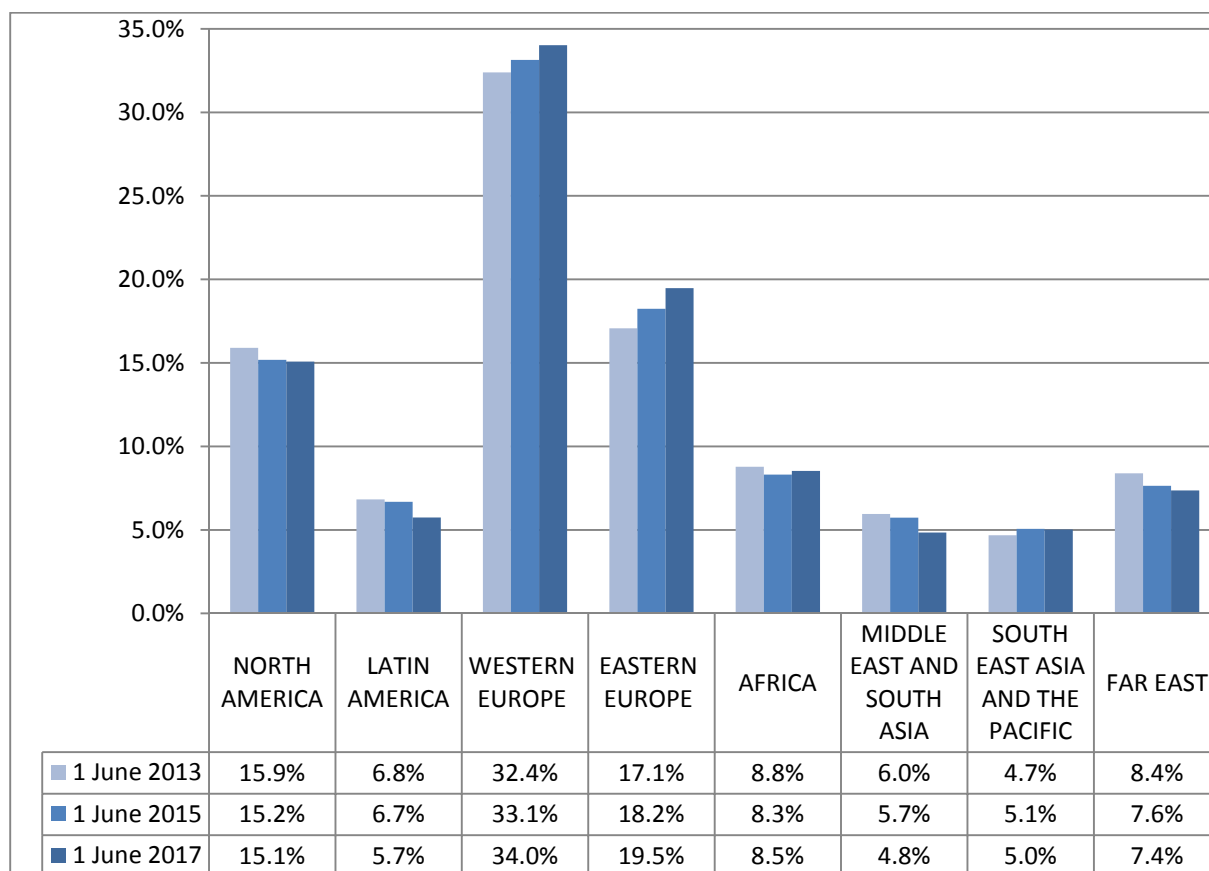
17. The total number of regular posts in the Professional and higher categories as of 1 June 2017 was 1331 of which 217 were vacant (compared with 1144 posts of which 97 were vacant as of 1 June 2015).

### **D.1. Representation of Member States in the Secretariat**

18. The number of Agency Member States increased from 164 to 168 over the reporting period and the number of Member States represented in regular posts totalled 104 (compared to 107 in June 2015).

19. As of 1 June 2017, the representation of Western Europe was 34%, Eastern Europe 19.5%, North America 15.1%, Africa 8.5%, Far East 7.4%, Latin America and the Caribbean 5.7%, South East Asia and the Pacific 5%, and Middle East and South Asia 4.8%.

### Percentage of Staff in the Professional and Higher Categories by Geographical Area



#### D.2. Staff from Developing Member States

20. The number of staff members from developing Member States decreased over the reporting period from 320 to 317, resulting in an overall representation at 28.5% (compared to 31% as of 1 June 2015).

21. During the reporting period, the Agency received applications from 163 of the 168 Member States and from 107 of the 111 developing Member States. However, about 90% of all applications from developing Member States came from 46 of these developing Member States.

#### D.3. Staff from Unrepresented or Under-represented Member States

22. Nationals of unrepresented or under-represented Member States accounted for 6302 (15.7%) of external applications received (compared with 6925 (18.6%) in the previous reporting period), 88 (17%) well-qualified external applicants (compared with 83 (18.6%) in the previous reporting period), and 36 (17.9%) of those selected.

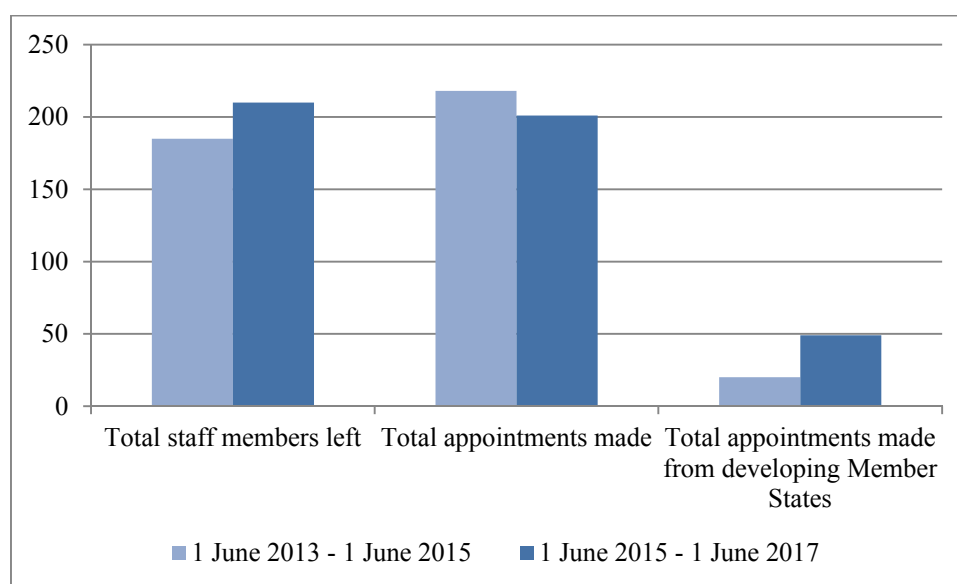
23. In accordance with resolution GC(59)/RES/16.A, the Secretariat has analysed those geographical regions that are under-represented and the number of positions by which each region is short compared with the regional share of contributions to the Regular Budget. The Far East region is the only under-represented region, being under-represented by 22 staff members.

## D.4. New Appointments

24. During the reporting period, 201 appointments were made to regular posts while 210 staff members left the Secretariat. Of the total number of appointments, 49 were from developing Member States (representing 24.4% of the total) and 74 were women.

25. During the review period 10 senior staff left the Secretariat, and 12 appointments of senior staff were made. As of 1 June 2017, 20 senior staff were from developing Member States, which accounts for 38.5% of all senior staff (compared with 17 senior staff, which accounted for 37% on 1 June 2015).

**New appointments**



## D.5. Forecast of Anticipated Separations

26. Further to United Nations General Assembly resolution A/RES/70/244, the Board of Governors, following a recommendation of the Director General, amended Staff Regulation 4.05 on retirement, increasing the mandatory age of separation for staff members appointed before 1 January 2014 to 65 years, with effect from 1 January 2018.

27. On 1 June 2017, the Secretariat had 1114 regular Professional staff. A total of 548 will leave in the next seven years. This number refers to individuals leaving as a result of reaching retirement age (310) or individuals holding a final fixed term contract (238). A total of 590 staff members hold non-final fixed term contracts.

28. Of the current 1114 regular Professional staff, 78 will reach retirement age between 2017 and 2019, of which 32 are in the Department of Safeguards. Over the next two years, three Member States will see 50% or more of their nationals who are currently staff members leave the Secretariat due to retirement, while five other Member States will see 25% to 50% of their nationals retire.

## **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 predefined 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 the 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. The Secretariat strives to ensure diversity in the selection of consultants. On 1 June 2015, there were 55 consultants from developing countries out of a total of 167. On 1 June 2017, there were 41 consultants from developing countries out of a total of 128. Compared to the first year of the 2014-2015 biennium, Regular Budget consultant expenditure decreased by 6.1%. Consolidated reporting has been enhanced through the introduction of the Agency-wide Information System for Programme Support (AIPS) module for human resources which provides additional data on the use of consultants in the Secretariat.

## **F. Way Forward**

32. The Secretariat continues to face various challenges in the recruitment of staff members, particularly in the scientific and technical areas. The Secretariat must rely on Member States to help identify suitably qualified candidates from as broad a range of Member States as possible and needs their active participation and financial support in its outreach measures. 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 by Nationality in the Professional and Higher Categories  
as of 1 June 2017**

<b>Nationality</b>	<b>DDG</b>	<b>D-2</b>	<b>D-1</b>	<b>P-5</b>	<b>P-4</b>	<b>P-3</b>	<b>P-2</b>	<b>P-1</b>	<b>Total Staff</b>
Albania			1		1		1		3
Algeria				4		1	1		6
Argentina			1	1	2	2			6
Armenia					3	1	1		5
Australia			2	6	14	6	1		29
Austria				1	12	13	7	1	34
Azerbaijan				1					1
Bangladesh					2	1			3
Belarus			1	1	4	1	1	1	9
Belgium				5	5	2	1		13
Benin					1				1
Bosnia and Herzegovina					4	5	5		14
Brazil	1		2	4	3	5			15
Bulgaria				3	5	6	1		15
Burkina Faso						2			2
Cambodia						1			1
Cameroon				1	1				2
Canada			2	7	14	17			40
Chile						2			2
China	1		1	8	6	7	2		25
Colombia				1	2	1			4
Costa Rica				2					2
Côte d'Ivoire					1				1
Croatia					4	3	1		8
Cuba				3	5	3	1		12
Czech Republic				2	4	4			10
Democratic Republic of the Congo				1					1
Dominican Republic			1		1				2
Ecuador				1	1	1	1		4
Egypt			1	2	4	3	1		11
Ethiopia				2	3	3			8
Finland	1			5	3		1		10
France		1	3	21	24	18	1		68
Germany			4	16	16	6			42
Ghana					2				2
Greece					4	2	2		8
Guatemala					1				1
Hungary				3	8	8			19
India			2	1	7	4	5	1	20
Indonesia					6	5			11
Iran, Islamic Republic of					1				1

Nationality	DDG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total Staff
Iraq					1		1		2
Ireland			1	5	7	1			14
Israel					1				1
Italy			1	8	12	6	2		29
Japan			2	5	7	5			19
Jordan					4	1			5
Kazakhstan					2	1			3
Kenya			1			3	2		6
Korea, Republic of			1	3	15	6			25
Latvia				1	1				2
Lebanon				2		2			4
Libya				1					1
Lithuania				3	4				7
Malaysia			1	3	2	2			8
Malta						1			1
Mauritius				1	1				2
Mexico		1	1	1	5	1			9
Mongolia					1	2	1		4
Morocco			1	2	2	1			6
Myanmar						2			2
Namibia					1				1
Nepal						1			1
Netherlands				5	1	4			10
New Zealand				1					1
Nicaragua					1				1
Nigeria				1	3	2	1		7
Norway					1	1			2
Pakistan				4	2		2		8
Peru				2				1	3
Philippines				1	3	1	1		6
Poland				3	3	4	2		12
Portugal			1	1	3	2	1		8
Republic of Moldova					2				2
Romania		1		6	4	3			14
Russian Federation	1		1	6	16	17	4		45
Senegal					1				1
Serbia				1	3	2			6
Singapore					1				1
Slovakia				3	3	4			10
Slovenia					5	1			6
South Africa			2	3	5	6			16
Spain	1			6	12	13	3		35
Sri Lanka			1		1				2
Sudan			1	1	1	4			7

<b>Nationality</b>	<b>DDG</b>	<b>D-2</b>	<b>D-1</b>	<b>P-5</b>	<b>P-4</b>	<b>P-3</b>	<b>P-2</b>	<b>P-1</b>	<b>Total Staff</b>
Sweden				5	4	1			10
Switzerland			1	1	1	1			4
Syrian Arab Republic				2	2		2		6
Tajikistan							1		1
Thailand						3		1	4
The former Yugoslav Republic of Macedonia					5	4	1		10
Tunisia				1	1	4			6
Turkey				2	7	6		1	16
Uganda					3	2			5
Ukraine					10	4			14
United Kingdom		1		27	25	18	4		75
United States of America	1	1	4	39	48	31	4		128
Uruguay					1				1
Uzbekistan					1				1
Venezuela				1					1
Viet Nam					2				2
Yemen				1					1
Zambia					1				1
Zimbabwe					2				2
<b>Total</b>	<b>6</b>	<b>5</b>	<b>41</b>	<b>260</b>	<b>424</b>	<b>306</b>	<b>66</b>	<b>6</b>	<b>1114</b>



Annex 2

**Consultants Holding Special Service Agreements by Nationality  
as of 1 June 2017**

<b>Nationality</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
Argentina	2	1	3
Australia		1	1
Austria	4	6	10
Bangladesh		1	1
Belarus	1		1
Belgium	1		1
Bosnia and Herzegovina		1	1
Brazil	1	1	2
Bulgaria	1	1	2
Burkina Faso		1	1
Canada	3	3	6
China	2		2
Colombia	1		1
Côte d'Ivoire		1	1
Croatia	1		1
Cuba		2	2
Czech Republic	1	1	2
Denmark		2	2
Dominican Republic	1		1
Egypt	1	2	3
France	2	5	7
Greece	2		2
Hungary		4	4
India	1	4	5
Iran, Islamic Republic of		1	1
Ireland		1	1
Italy	3	3	6
Japan		3	3
Kenya	1	2	3
Korea, Republic of		3	3
Mexico		2	2
Morocco		1	1
New Zealand		1	1
Nicaragua	1		1
Pakistan	1	3	4
Philippines	1		1
Poland	1		1
Portugal		1	1
Republic of Moldova	1		1
Russian Federation	5	5	10

<b>Nationality</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
Slovakia	1		<b>1</b>
Slovenia		2	<b>2</b>
Spain		2	<b>2</b>
The former Yugoslav Republic of Macedonia		1	<b>1</b>
Tunisia		1	<b>1</b>
Turkey	1		<b>1</b>
Turkmenistan	1		<b>1</b>
Ukraine	2		<b>2</b>
United Kingdom	3	2	<b>5</b>
United States of America	3	7	<b>10</b>
<b>Total</b>	<b>50</b>	<b>78</b>	<b>128</b>