



WORKING PAPER

ASSEMBLY — 38TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 23: ICAO Workforce

STATUS OF THE ICAO WORKFORCE

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper presents the status of the ICAO workforce for 2010, 2011 and 2012 and includes the status of Equitable Geographical Representation (EGR) and Gender, together with an analysis of the Professional and Higher category appointments and their impact on EGR and Gender, as well as Human Resources (HR) data on age, length of service and retirement projections. It also provides observations based on the statistics and outlines future actions on workforce planning, EGR and Gender.

Action: The Assembly is invited to endorse future actions related to:

- a) workforce planning, including the development of succession planning strategies and procedures, that are integrated with staff mobility and staff development policies;
- b) talent management strategies aimed at identifying, obtaining and retaining the right competencies at the right time, while ensuring that these strategies are inter-linked with other organizational strategies and measures aimed at capturing, sharing and transferring institutional memory and knowledge;
- c) enhancing recruitment policy and procedures, as well as internal monitoring and accountability for meeting diversity goals; and
- d) strengthening outreach and development opportunities for Professional and Higher category candidates from unrepresented and below desirable level States, as well as women candidates.

<i>Strategic Objectives:</i>	This paper relates to Supporting Implementation Strategy – Management and Administration: Human Resources
<i>Financial implications:</i>	Not applicable
<i>References:</i>	A38-WP/1 Doc 9958, <i>Assembly Resolutions in Force (as of 8 October 2010)</i> Doc 7350, <i>The ICAO Service Code</i>

1. INTRODUCTION

1.1 Pursuant to Assembly Resolutions A24-20 and A36-37, the Council monitors the status of diversity in the workforce of the Secretariat by examining annual statistics and reports on recruitment decisions and their impact on Equitable Geographical Representation (EGR), as well as on Gender.

1.2 This paper reports on the composition and status of the ICAO workforce for 2010, 2011 and 2012. It also provides observations based on the statistics and outlines future actions on workforce planning, EGR and Gender.

2. COMPOSITION AND STATUS OF THE ICAO WORKFORCE

2.1 At 31 December 2012, there were 604 established posts and 145 extra-budgetary (temporary) posts, for a grand total of 749 posts; and 553 staff in established posts and 145 staff in extra-budgetary (temporary) posts, for a grand total of 698 staff (Appendix A-1 refers). With regard to the types of contracts held by staff since 1 January 2011, as detailed in Regulation 4.27 and Annex V in *The ICAO Service Code*, statistics show a steady increase in the fixed-term appointments for Professional and Higher category staff [from 73 per cent (230 out of 313) for 2011 to 78 per cent (254 out of 326) for 2012], as well as a corresponding decline in the number of permanent contracts [from 19 per cent (61 out of 313) for 2011 to 17 per cent (55 out of 326) for 2012 (Appendix A-2 refers)]. Similarly, there was an increase in the fixed-term appointments for General Service staff [from 14 per cent (56 out of 387) for 2011 and 20 per cent (73 out of 372) for 2012], as well as a corresponding decline in the number of permanent contracts [from 56 per cent (216 out of 387) for 2011 and 52 per cent (195 out of 372) for 2012]. As at 31 December, the total number of non-staff (i.e., consultants/contractors and gratis personnel) has decreased from 163 in 2010 to 131 in 2012.

Observation 1: *There was a decrease in the overall number of posts and staff from 2010 (779 posts; 723 staff) to 2012 (749 posts; 698 staff). In accordance with the trends previously identified with regard to types of contracts held by Professional and Higher category staff as well as for General Service staff, the number of fixed-term appointments continues to increase and the number of permanent appointment continues to decrease. A review of contractual arrangements is being undertaken to ensure that they meet the Organization's requirements and are adequate to attract, obtain and retain a qualified workforce.*

2.2 As at 31 December 2012, there were 225 staff in 246 posts subject to EGR, and from the 191 Member States, 80 States were represented in ICAO, of which 79 were in posts subject to EGR. These details, as well as an overall summary of the distribution of the 225 staff in posts subject to EGR by Region, are provided in Appendix B. Comprehensive details of the staff in the Secretariat as at 31 December 2012, by post level, by State and by Region are provided in Appendix C. An overview of the regional and state representation for key posts (D-2 and D-1) is provided in Appendix D.

Observation 2: *There has been a decrease in the overall percentage of unrepresented States (from 63 per cent in 2010 to 59 per cent in 2012), with a corresponding increase in the number of States represented in the Secretariat in posts subject to EGR (from 37 per cent in 2010 to 41 per cent in 2012).*

2.3 As at 31 December 2012, the overall percentage of women in Professional and Higher categories was 30.4 per cent. Gender parity was achieved at the D-2 level (50 per cent), but continues to lag behind at the D-1 (11 per cent), P-5 (19 per cent) and P-4 (25 per cent) levels. At the lower levels, gender

parity has been achieved at the P-2 level (63 per cent) and is close to the target at the P-3 level (42 per cent) (Appendix E-1 refers). Based on the latest statistics available as at 31 December 2011, in the organizations of the United Nations Common System, the overall average percentage of women in Professional and Higher categories reached 41 per cent, representing an increase of one per cent since 2009 (Appendix E-2 refers).

2.4 As at 31 December 2012, in the General Service category the overall percentage of women was 79 per cent, as compared to 21 per cent for men, and women exceeded the target of 50 per cent in almost all grade levels. Based on the latest statistics available as at 31 December 2011, in the organizations of the United Nations Common System, the overall percentage of women in the General Service category was 44 per cent (Appendix E-3 refers).

Observation 3: *In ICAO, the overall percentage of women in the Professional and Higher categories has slightly decreased (from 31 per cent in 2010 to 30 per cent in 2012). The percentage at D-2, P-3 and P-2 is either close or has exceeded the target of 50 per cent, while at other levels (D-1, P-5 and P-4), the percentage is lagging behind the target. With regard to the General Service category, as at 31 December 2012, women exceeded the target of 50 per cent in the majority of grade levels.*

Observation 4: *The overall representation of women in Professional and Higher categories continues to be a challenge for ICAO as well as the United Nations Common System organizations. Based on the latest statistics available as at 31 December 2011, in the organizations of the United Nations Common System, the overall average percentage of women in Professional and Higher categories was 41 per cent. At the same date, 31 per cent of ICAO's Professional and Higher category posts were filled by women. This percentage was within the range of the percentages of other technical specialized United Nations agencies, including the International Atomic Energy Agency (IAEA), International Telecommunication Union (ITU) and World Meteorological Organization (WMO), which were 24, 35 and 32 respectively. Also as at 31 December 2011, in the General Service category, the percentage of women in ICAO (79 per cent) exceeded the percentages of other technical specialized United Nations agencies, including IAEA, ITU and WMO, which were 63, 71 and 74, respectively.*

2.5 In 2012, a total of 36 appointments were made to posts in the Professional and Higher categories, of which 33 were accepted. Of these 33 accepted appointments, 19 (58 per cent) were for posts subject to EGR. Of the 19 accepted appointments in posts subject to EGR, 16 (84 per cent) were for external candidates, of which 7 (44 per cent) were from either unrepresented or below desirable level States. Women represented 25 per cent (4 out of 16) of the external candidates appointed to posts subject to EGR and 24 per cent (8 out of 33) of the total accepted appointments. For the posts subject to EGR to which appointments were accepted in 2012, a total number of 1332 applications were received, of which 24 per cent (319 out of 1332) were from women and 39 per cent (520 out of 1332) were from nationals of unrepresented and below desirable level States (Appendix F refers).

Observation 5: *The Professional and Higher category appointments made over the last three years have had a more favourable impact on EGR than on gender. This can be partly attributed to the overall percentage of applications received for posts subject to EGR, which, on average, is higher for nationals of unrepresented and below desirable level States in comparison to the percentage of applications received from women. As an average over the last three years, 49 per cent of the external candidates who accepted the appointments to posts subject to EGR were from unrepresented and below desirable level States, which is close to the target of 50 per cent set by the Council.*

Observation 6: *The lower percentage of applications received from women candidates for Professional and Higher category posts subject to EGR, which on average over the last three years has been 23 per cent (as compared to 77 per cent for men), as well as the lower percentage of total women appointments, which on average over the last three years has been 28 per cent (as compared to 72 per cent for men), calls for pro-active outreach and recruitment measures to assist in attracting, selecting and retaining qualified women in Professional and Higher category posts.*

2.6 The demographic data of the ICAO workforce as at 31 December 2012 for Professional and Higher categories (Appendix G-1 and G-2 refers) show that:

- a) while there continues to be a considerable percentage of staff who are between the ages of 50 and 59, this percentage is steadily decreasing (from 54 per cent in 2010 to 48 per cent in 2012);
- b) in the younger age groups, there has been an increase in the percentage of staff between the ages of 30 and 39 (from 12 per cent in 2010 to 15 per cent in 2012);
- c) in terms of years of service, the largest group of staff are those with five years of service or less, and this group is steadily increasing (from 43 per cent in 2010 to 52 per cent in 2012); and
- d) excluding the Secretary General and D-2 staff, 23 per cent (75 out of 321) of the Professional staff are due to retire by 31 December 2016.

2.7 For the General Service category, the demographic data of ICAO workforce as at 31 December 2012 (Appendix G-1 and G-2 refers) show that:

- a) the distribution by age remains relatively unchanged from 2010 to 2012, with the majority of staff (54 per cent) between the ages of 40 and 54;
- b) in terms of years of experience, there has been a steady increase in the percentage of staff with ten to nineteen years of service (from 28 per cent in 2010 to 36 per cent in 2012); while the percentage of staff who have been with the organization for five years or less has remained relatively stable over the past three years (25 per cent); and
- c) 15 per cent (54 out of 372) of the General Service category staff are due to retire by 31 December 2016.

Observation 7: *Progress has been achieved in rejuvenating the workforce for Professional and Higher categories, as evidenced by the decreasing number of staff between ages 50 and 59 and by the increasing number of staff between ages 30 and 39. Opportunities to further improve the age demographics will continue to occur through the expected retirements in coming years. To mitigate against the loss of technical expertise and institutional knowledge, advance planning for succession and clear strategies for talent management, inter-linked with other organizational strategies and measures related to knowledge management, will be essential.*

3. FUTURE ACTIONS

3.1 The achievement and maintenance of a diverse, flexible and motivated workforce requires the collaboration of Member States, senior management, line management and Human Resources. It is essential to work together to meet agreed objectives. With the view to achieving the desired results,

emphasis will be placed on the following future actions related to workforce planning and the corporate objectives of having as broad geographical representation as possible while working towards gender parity.

3.2 **Workforce Planning**

- a) to continue to develop organization-wide succession planning strategies and procedures, integrated with staff mobility and learning and development policies, where feasible, in order to identify and obtain the required skills and competencies at the right time; and
- b) to establish talent management strategies that will assist the organization in identifying, obtaining and retaining the right competencies at the right time, while ensuring that these strategies are inter-linked with other organizational strategies and measures aimed at capturing, sharing and transferring institutional memory and knowledge across the organization.

3.3 **EGR and Gender**

- a) to continue to seek the assistance of Member States in identifying and encouraging qualified candidates from unrepresented and below desirable level States, as well as qualified women candidates, to apply for ICAO Professional and Higher category posts;
 - b) to enhance recruitment policy and procedures by including pro-active measures to improve EGR and Gender;
 - c) to continue to strengthen internal monitoring and accountability in meeting the diversity goals of the Organization for EGR and Gender at corporate and Bureau/Office levels; and
 - d) to expand outreach activities and development opportunities for candidates from unrepresented and below desirable level States, such as the Young Aviation Professional Programme, aviation-related Internship programme, as well as promotional events at large-scale ICAO conferences.
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APPENDIX A-1

DISTRIBUTION OF TOTAL POSTS AND STAFF

Distribution of Total Posts	2010		2011		2012	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	271	79%	286	84%	293	83%
Professional and Higher - Extra-budgetary (all funds)	74	21%	56	16%	60	17%
Sub-total for P and Higher:		345		342		353
GS - Established RP and AOSC	300	69%	312	76%	311	79%
GS - Extra-budgetary (all funds)	134	31%	97	24%	85	21%
Sub-total for GS:		434		409		396
Total:		779		751		749

Distribution of Total Staff	2010		2011		2012	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	237	76%	257	82%	266	82%
Professional and Higher - Extra-budgetary (all funds)	74	24%	56	18%	60	18%
Sub-total for P and Higher:		311		313		326
GS - Established RP and AOSC	278	67%	290	75%	287	77%
GS - Extra-budgetary (all funds)	134	33%	97	25%	85	23%
Sub-total for GS:		412		387		372
Total:		723		700		698

APPENDIX A-2
WORKFORCE BY CONTRACT TYPES

Staff	2010		2011		2012	
	IP	GS	IP	GS	IP	GS
Permanent	77	230	61	216	55	195
Term*	13	122	13	100	12	93
Fixed Term**	203	-	230	56	254	73
Temporary	14	60	6	15	4	11
JPO/Associate Expert	4	-	3	-	1	-
Sub-Total for IP and GS	311	412	313	387	326	372
Total:		723		700		698

* Term includes the former Career appointments and Regular appointment

** Data reported under Fixed Term includes the former non-career appointments and fixed mandates.

Non-Staff	2010	2011	2012
Consultants / Contractors	144	161	103
Gratis	19	28	28
Total:	163	189	131

APPENDIX B

EQUITABLE GEOGRAPHICAL REPRESENTATION (EGR)

Posts subject to EGR	2010		2011		2012	
	#	%	#	%	#	%
Posts subject to EGR	229		239		246	
Staff in posts subject to EGR	203		216		225	
Staff with non-career contracts in EGR Posts	145	71%	169	78%	172	76%
No. of contracting states	190		191		191	
Unrepresented (A)	119	63%	116	61%	112	59%
Represented	71	37%	75	39%	79	41%
(B) States below desirable level	12	17%	14	19%	14	18%
(C) States at desirable level	37	52%	40	53%	39	49%
(D) States above desirable level	22	31%	21	28%	26	33%
Staff in posts subject to EGR by Region	203		216		225	
AFI	27	13%	31	14%	39	17%
ASIA-PAC	25	12%	25	12%	29	13%
EUR-E	7	3%	8	4%	7	3%
EUR-W	41	20%	43	20%	42	19%
MID	8	4%	6	3%	8	4%
LAM-CAR	31	15%	34	16%	36	16%
NAM	64	32%	69	32%	64	28%
Regional Status						
AFI	B		B		B	
ASIA-PAC	B		B		B	
EUR-E	B		B		B	
EUR-W	B		B		B	
MID	B		B		B	
LAM-CAR	D		D		D	
NAM	D		D		D	

APPENDIX C

PROFESSIONAL AND HIGHER CATEGORY STAFF IN POSTS AS AT 31 DECEMBER 2012

REGION: AFI										
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total Staff	Desirable Level	Status Code*
	L E V E L S									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ALGERIA	-	-	-	-	-	-	-	-	1	A
ANGOLA	-	-	-	-	-	-	-	-	1	A
BENIN	-	-	-	-	-	-	-	-	1	A
BOTSWANA	-	-	1	-	-	-	-	1	1	C
BURKINA FASO	-	-	1	2	-	-	-	3	1	D
BURUNDI	-	-	-	1	-	-	-	1	1	C
CAMEROON	-	-	-	1	-	-	-	1	1	C
CAPE VERDE	-	-	-	-	-	-	-	-	1	A
CENTRAL AFRICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A
CHAD	-	-	-	-	-	-	-	-	1	A
COMOROS	-	-	-	-	-	-	-	-	1	A
CONGO	-	-	-	-	-	-	-	-	1	A
CÔTE D'IVOIRE	-	-	-	1	-	-	-	1	1	C
DEMOCRATIC REPUBLIC OF THE CONGO	-	-	-	-	-	1	-	1	1	C
DJIBOUTI	-	-	-	-	-	-	-	-	1	A
EGYPT	-	-	-	1	-	1	-	2	1	D
EQUATORIAL GUINEA	-	-	1	-	-	-	-	1	1	C
ERITREA	-	-	-	-	-	-	-	-	1	A
ETHIOPIA	-	1	-	-	-	-	-	1	1	C
GABON	-	-	-	1	-	-	-	1	1	C
GAMBIA	-	1	-	1	1	-	-	3	1	D
GHANA	-	-	-	-	-	-	-	-	1	A
GUINEA	-	-	-	-	-	-	-	-	1	A
GUINEA-BISSAU	-	-	-	-	-	-	-	-	1	A
KENYA	-	-	-	3	-	-	-	3	1	D
LESOTHO	-	-	-	1	-	-	-	1	1	C
LIBERIA	-	-	-	-	-	-	-	-	1	A
LIBYAN ARAB JAMAHIRIYA	-	-	-	-	-	-	-	-	1	A
MADAGASCAR	-	-	-	-	-	-	-	-	1	A
MALAWI	-	-	-	-	-	-	-	-	1	A
MALI	-	-	-	1	-	-	-	1	1	C
MAURITANIA	-	-	-	-	-	-	-	-	1	A
MAURITIUS	-	-	-	1	-	-	-	1	1	C
MOROCCO	-	1	1	-	-	-	-	2	1	D
MOZAMBIQUE	-	-	-	1	-	-	-	1	1	C
NAMIBIA	-	-	-	-	-	-	-	-	1	A
NIGER	1	-	-	1	-	-	-	2	1	D
NIGERIA	-	-	1	1	-	-	-	2	1	D
RWANDA	-	-	-	-	-	-	-	-	1	A
SAO TOME AND PRINCIPE	-	-	-	-	-	-	-	-	1	A
SENEGAL	-	-	-	1	-	-	-	1	1	C
SEYCHELLES	-	-	-	-	1	-	-	1	1	C
SIERRA LEONE	-	-	-	-	-	-	-	-	1	A
SOMALIA	-	-	-	-	-	-	-	-	1	A
SOUTH AFRICA	-	-	-	3	-	-	-	3	1	D
SOUTH SUDAN	-	-	-	-	-	-	-	-	1	A
SUDAN	-	-	-	-	-	-	-	-	1	A
SWAZILAND	-	-	-	-	-	-	-	-	1	A
TOGO	-	-	-	-	-	-	-	-	1	A
TUNISIA	-	-	-	1	1	-	-	2	1	D
UGANDA	-	-	-	2	-	-	-	2	1	D
UNITED REPUBLIC OF TANZANIA	-	-	-	1	-	-	-	1	1	C
ZAMBIA	-	-	-	-	-	-	-	-	1	A
ZIMBABWE	-	-	-	-	-	-	-	-	1	A
Total for AFI region:	1	3	5	25	3	2	-	39	41	B

Sum of desirable levels of all states within AFI region:

54

Number of countries per status within AFI region:

A:

29

B:

0

C:

15

D:

10

* EGR Status Code: A = Unrepresented

B = Below Desirable Level

C = At Desirable Level

D = Above Desirable Level

- C2 -

REGION: ASIA-PAC										
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total Staff	Desirable Level	Status Code*
	LEVELS									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
AUSTRALIA	-	-	1	5	1	-	-	7	3	D
BANGLADESH	-	-	-	-	-	-	-	-	1	A
BHUTAN	-	-	-	-	-	-	-	-	1	A
BRUNEI DARUSSALAM	-	-	-	-	-	-	-	-	1	A
CAMBODIA	-	-	-	-	-	-	-	-	1	A
CHINA	1	-	2	2	-	-	-	5	6	B
COOK ISLANDS	-	-	-	-	-	-	-	-	1	A
DEM. PEOPLE'S REP. KOREA	-	-	-	-	-	-	-	-	1	A
FIJI	-	-	-	-	-	-	-	-	1	A
INDIA	-	-	-	1	1	-	-	2	2	C
INDONESIA	-	-	-	1	-	-	-	1	1	C
JAPAN	-	-	1	4	-	1	-	6	12	B
KIRIBATI	-	-	-	-	-	-	-	-	1	A
LAO PEOPLE'S DEM. REP.	-	-	-	-	-	-	-	-	1	A
MALAYSIA	-	-	-	1	-	-	-	1	2	B
MALDIVES	-	-	-	-	-	-	-	-	1	A
MARSHALL ISLANDS	-	-	-	-	-	-	-	-	1	A
MICRONESIA	-	-	-	-	-	-	-	-	1	A
MONGOLIA	-	-	-	-	-	-	-	-	1	A
MYANMAR	-	-	-	-	-	-	-	-	1	A
NAURU	-	-	-	-	-	-	-	-	1	A
NEPAL	-	-	-	-	-	-	-	-	1	A
NEW ZEALAND	-	-	1	-	-	-	-	1	1	C
PALAU	-	-	-	-	-	-	-	-	1	A
PAPUA NEW GUINEA	-	-	-	-	-	-	-	-	1	A
PHILIPPINES	-	-	-	-	-	-	-	-	1	A
REPUBLIC OF KOREA	-	-	-	1	1	-	-	2	4	B
SAMOA	-	-	-	-	-	-	-	-	1	A
SINGAPORE	-	-	-	-	1	-	-	1	2	B
SOLOMON ISLANDS	-	-	-	-	-	-	-	-	1	A
SRI LANKA	-	-	1	1	-	-	-	2	1	D
THAILAND	-	-	-	-	-	1	-	1	2	B
TIMOR-LESTE	-	-	-	-	-	-	-	-	1	A
TONGA	-	-	-	-	-	-	-	-	1	A
VANUATU	-	-	-	-	-	-	-	-	1	A
VIET NAM	-	-	-	-	-	-	-	-	1	A
Total for ASIA-PAC region:	1	-	6	16	4	2	-	29	51	B
Sum of desirable levels of all states within ASIA-PAC region:	61									
Number of countries per status within ASIA-PAC region:	A:	25	B:	6	C:	3	D:	2		

* EGR Status Code: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

- C3 -

REGION: EUR-E											
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION								Total Staff	Desirable Level	Status Code*
	LEVELS										
	D-2	D-1	P-5	P-4	P-3	P-2	P-1				
ALBANIA	-	-	-	-	-	-	-	-	-	1	A
ARMENIA	-	-	-	1	-	-	-	-	1	1	C
AZERBAIJAN	-	-	-	1	-	-	-	-	1	1	C
BELARUS	-	-	-	-	-	-	-	-	-	1	A
BOSNIA AND HERZEGOVINA	-	-	-	-	-	-	-	-	-	1	A
BULGARIA	-	-	-	-	-	-	-	-	-	1	A
CROATIA	-	-	-	-	-	-	-	-	-	1	A
CZECH REPUBLIC	-	-	-	-	-	-	-	-	-	1	A
ESTONIA	-	-	-	-	-	-	-	-	-	1	A
FYROM	-	-	-	-	-	-	-	-	-	1	A
GEORGIA	-	-	-	-	-	-	-	-	-	1	A
HUNGARY	-	-	-	-	-	-	-	-	-	1	A
KAZAKHSTAN	-	-	-	-	-	-	-	-	-	1	A
KYRGYZSTAN	-	-	-	-	-	-	-	-	-	1	A
LATVIA	-	-	-	-	-	-	-	-	-	1	A
LITHUANIA	-	-	-	-	-	-	-	-	-	1	A
MOLDOVA	-	-	-	-	-	-	-	-	-	1	A
MONTENEGRO	-	-	-	-	-	-	-	-	-	1	A
POLAND	-	-	-	1	-	-	-	-	1	2	B
ROMANIA	-	-	1	-	-	-	-	-	1	1	C
RUSSIAN FEDERATION	-	-	-	1	1	-	-	-	2	3	B
SERBIA	-	-	-	-	-	-	-	-	-	1	A
SLOVAKIA	-	-	-	1	-	-	-	-	1	1	C
SLOVENIA	-	-	-	-	-	-	-	-	-	1	A
TAJIKISTAN	-	-	-	-	-	-	-	-	-	1	A
TURKMENISTAN	-	-	-	-	-	-	-	-	-	1	A
UKRAINE	-	-	-	-	-	-	-	-	-	1	A
UZBEKISTAN	-	-	-	-	-	-	-	-	-	1	A
Total for EUR-E region:	-	-	1	5	1	-	-	-	7	24	B
Sum of desirable levels of all states within EUR-E region:	31										
Number of countries per status within EUR-E region:	A:	22	B:	2	C:	4	D:	0			

* EGR Status Code: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

- C4 -

REGION: EUR-W											
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION								Total Staff	Desirable Level	Status Code*
	L E V E L S										
	D-2	D-1	P-5	P-4	P-3	P-2	P-1				
ANDORRA	-	-	-	-	-	-	-	-	-	1	A
AUSTRIA	-	-	-	1	1	-	-	-	2	2	C
BELGIUM	-	-	1	2	-	-	-	-	3	2	D
DENMARK	-	-	-	-	-	-	-	-	-	2	A
FINLAND	-	-	-	-	-	-	-	-	-	2	A
FRANCE	-	1	1	2	1	3	-	-	8	7	D
GERMANY	-	-	-	5	1	-	-	-	6	9	B
GREECE	-	-	-	1	-	-	-	-	1	2	B
ICELAND	-	-	-	2	-	-	-	-	2	1	D
IRELAND	-	-	-	-	-	-	-	-	-	2	A
ITALY	-	-	1	1	-	2	-	-	4	5	B
LUXEMBOURG	-	-	-	1	-	-	-	-	1	1	C
MALTA	-	-	-	-	-	-	-	-	-	1	A
MONACO	-	-	-	-	-	-	-	-	-	1	A
NETHERLANDS	-	-	1	2	-	-	-	-	3	3	C
NORWAY	-	-	-	-	-	-	-	-	-	2	A
PORTUGAL	-	1	-	1	1	-	-	-	3	2	D
SAN MARINO	-	-	-	-	-	-	-	-	-	1	A
SPAIN	-	-	-	-	1	-	-	-	1	4	B
SWEDEN	-	-	-	-	-	-	-	-	-	2	A
SWITZERLAND	-	-	-	-	-	-	-	-	-	2	A
UNITED KINGDOM	-	1	4	3	-	-	-	-	8	8	C
Total for EUR-W region:	-	3	8	21	5	5	-	-	42	53	B
Sum of desirable levels of all states within EUR-W region:	62										
Number of countries per status within EUR-W region:	A:	10	B:	4	C:	4	D:	4			

* EGR Status Code: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

- C5 -

REGION: LAM-CAR											
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION										
	L E V E L S							Total Staff	Desirable Level	Status Code*	
	D-2	D-1	P-5	P-4	P-3	P-2	P-1				
ANTIGUA AND BARBUDA	-	-	-	-	-	-	-	-	-	1	A
ARGENTINA	-	-	-	-	-	-	-	-	-	1	A
BAHAMAS	-	-	-	-	-	-	-	-	-	1	A
BARBADOS	-	-	-	-	-	-	-	-	-	1	A
BELIZE	-	-	-	-	-	-	-	-	-	1	A
BOLIVIA	-	-	-	2	-	-	-	-	2	1	D
BRAZIL	-	2	1	5	1	-	-	-	9	3	D
CHILE	1	-	-	-	-	-	-	-	1	1	C
COLOMBIA	-	-	-	2	-	-	-	-	2	1	D
COSTA RICA	-	-	1	3	-	-	-	-	4	1	D
CUBA	-	-	-	-	-	-	-	-	-	1	A
DOMINICAN REPUBLIC	-	-	-	-	-	-	-	-	-	1	A
ECUADOR	-	-	-	1	-	-	-	-	1	1	C
EL SALVADOR	-	-	-	-	-	-	-	-	-	1	A
GRENADA	-	-	-	-	-	-	-	-	-	1	A
GUATEMALA	-	-	-	-	-	-	-	-	-	1	A
GUYANA	-	-	1	-	-	-	-	-	1	1	C
HAITI	-	-	-	-	-	-	-	-	-	1	A
HONDURAS	-	-	-	1	-	-	-	-	1	1	C
JAMAICA	-	-	-	-	1	-	-	-	1	1	C
MEXICO	-	-	-	2	1	2	-	-	5	3	D
NICARAGUA	-	-	-	-	-	1	-	-	1	1	C
PANAMA	-	-	-	1	-	-	-	-	1	1	C
PARAGUAY	-	-	-	-	-	-	-	-	-	1	A
PERU	-	-	-	1	-	1	-	-	2	1	D
SAINT KITTS AND NEVIS	-	-	-	-	-	-	-	-	-	1	A
SAINT LUCIA	-	1	-	-	-	-	-	-	1	1	C
SAINT VINCENT/GRENADINES	-	-	-	-	-	-	-	-	-	1	A
SURINAME	-	-	-	-	-	-	-	-	-	1	A
TRINIDAD AND TOBAGO	-	-	-	-	-	-	-	-	-	1	A
URUGUAY	-	-	-	1	1	-	-	-	2	1	D
VENEZUELA	-	-	-	2	-	-	-	-	2	1	D
Total for LAM-CAR region:	1	3	3	21	4	4	-	36	28	D	
Sum of desirable levels of all states within LAM-CAR region:	36										
Number of countries per status within LAM-CAR region:	A:	16	B:	0	C:	8	D:	8			

* EGR Status Code: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

REGION: MID												
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION									Total Staff	Desirable Level	Status Code*
	LEVELS											
	D-2	D-1	P-5	P-4	P-3	P-2	P-1					
AFGHANISTAN	-	-	-	-	-	-	-	-	-	-	1	A
BAHRAIN	-	1	-	-	-	-	-	-	-	1	1	C
CYPRUS	-	-	-	1	-	-	-	-	-	1	1	C
IRAN (ISLAMIC REP. OF)	-	-	-	-	-	-	-	-	-	-	1	A
IRAQ	-	-	-	-	-	-	-	-	-	-	1	A
ISRAEL	-	-	-	-	-	-	-	-	-	-	1	A
JORDAN	-	-	1	-	-	1	-	-	-	2	1	D
KUWAIT	-	-	-	-	-	-	-	-	-	-	1	A
LEBANON	-	-	-	1	-	-	-	-	-	1	1	C
OMAN	-	-	-	-	-	-	-	-	-	-	1	A
PAKISTAN	-	1	-	-	-	-	-	-	-	1	1	C
QATAR	-	-	-	-	-	-	-	-	-	-	1	A
SAUDI ARABIA	-	-	-	1	-	-	-	-	-	1	2	B
SYRIAN ARAB REPUBLIC	-	-	-	-	-	-	-	-	-	-	1	A
TURKEY	-	-	-	-	-	-	-	-	-	-	2	A
UNITED ARAB EMIRATES	-	-	-	-	-	-	-	-	-	-	2	A
YEMEN	-	-	-	1	-	-	-	-	-	1	1	C

Total for MID region:	-	2	1	4	-	1	-	-	8	17	B
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Sum of desirable levels of all states within MID region: **20**

Number of countries per status within MID region: **A:** 10 **B:** 1 **C:** 5 **D:** 1

* EGR Status Code: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

- C7 -

REGION: NAM										
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total Staff	Desirable Level	Status Code*
	L E V E L S									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
CANADA	-	1	5	16	14	8	-	44	4	D
UNITED STATES OF AMERICA	1	5	3	11	-	-	-	20	31	B
Total for NAM region:	1	6	8	27	14	8	-	64	34	D
Sum of desirable levels of all states within NAM region:	35									
Number of countries per status within NAM region:	A:	0	B:	1	C:	0	D:	1		

* EGR Status Code: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

APPENDIX D

OVERVIEW OF REGIONAL AND STATE REPRESENTATION FOR D-2 AND D-1 STAFF

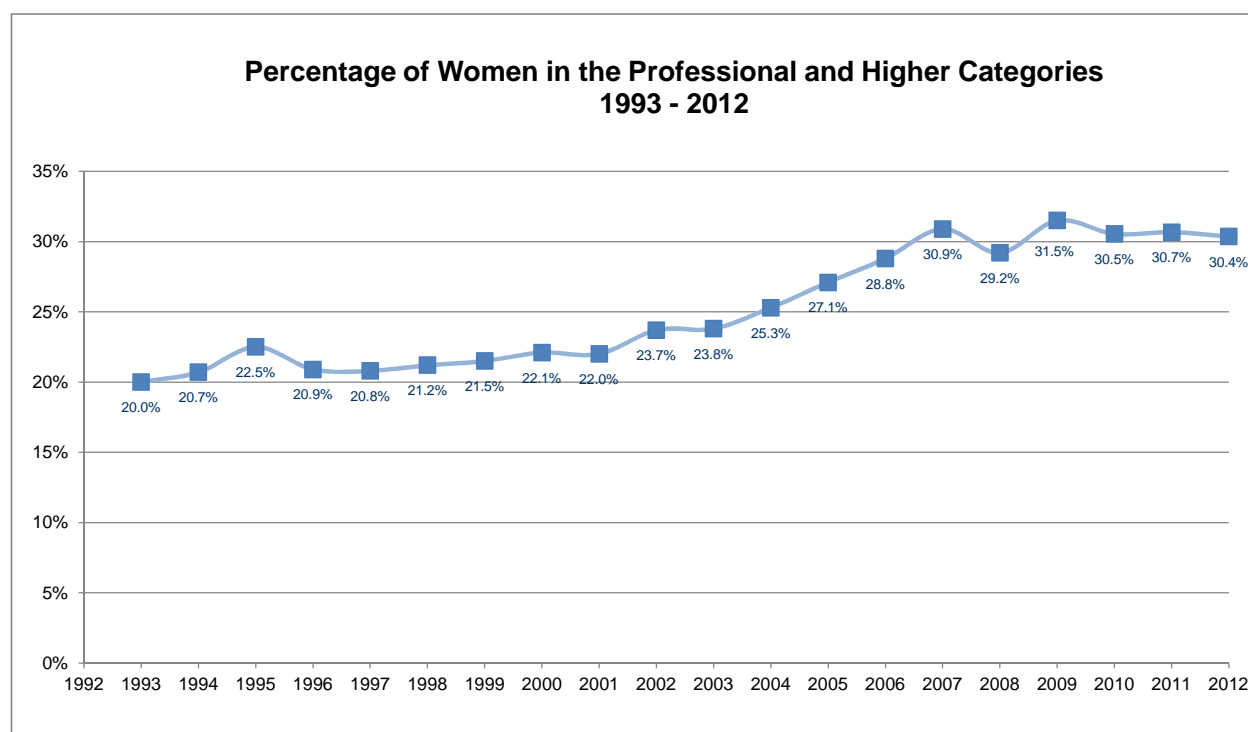
Region / State	EGR Status			Number of D-2 Staff			Number of D-1 Staff		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
Africa	B	B	B	1	1	1	3	3	3
Ethiopia	A	C	C	-	-	-	-	1	1
Gambia	D	D	D	-	-	-	-	1	1
Lesotho	D	C	C	-	-	-	1	-	-
Mali	D	C	C	-	-	-	1	-	-
Morocco	D	D	D	-	-	-	1	1	1
Niger	C	D	D	-	1	1	-	-	-
Nigeria	D	D	D	1	-	-	-	-	-
Asia / Pacific	B	B	B	1	1	1	0	0	0
China	C	B	B	1	1	1	-	-	-
Europe (E)	B	B	B	0	0	0	0	0	0
-	-	-	-	-	-	-	-	-	-
Europe (W)	B	B	B	1	1	0	3	2	3
Denmark	B	A	A	-	-	-	1	-	-
France	C	C	D	1	1	-	-	-	1
Germany	B	B	B	-	-	-	1	-	-
Portugal	D	C	D	-	-	-	-	1	1
United Kingdom	D	D	C	-	-	-	1	1	1
Latin America / Caribbean	D	D	D	0	1	1	3	3	3
Brazil	D	D	D	-	-	-	2	2	2
Chile	A	C	C	-	1	1	-	-	-
Saint Lucia	C	C	C	-	-	-	1	1	1
MID	B	B	B	0	0	0	2	2	2
Bahrain	C	C	C	-	-	-	1	1	1
Pakistan	C	C	C	-	-	-	1	1	1
North America	D	D	D	1	1	1	6	6	6
Canada	D	D	D	-	-	-	2	2	1
United States of America	B	B	B	1	1	1	4	4	5

* EGR Status Code: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

APPENDIX E-1

STATISTICS ON GENDER IN ICAO

Gender Statistics	2010			2011			2012		
Professional and Higher Category Staff	311			313			326		
Total Women in Professional and Higher Category	No.		%	No.		%	No.		%
	95		31%	96		31%	99		30%
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
SG	0	1	0	0	1	0	0	1	0
D-2	3	4	75	2	5	40	2	4	50
D-1	3	20	15	3	18	17	2	19	11
P-5	5	45	11	8	46	17	8	43	19
P-4	40	152	26	41	160	26	42	169	25
P-3	18	46	39	20	46	43	23	55	42
P-2	26	43	60	22	37	59	22	35	63
P-1	0	0	0	0	0	0	0	0	0



APPENDIX E-2

STATISTICS ON GENDER IN PROFESSIONAL AND HIGHER CATEGORY IN THE UNITED NATIONS ORGANIZATIONS

Female Staff by grade as a percentage of total Professional staff as at 31 December 2011 *

Organization	P-1	P-2	P-3	P-4	P-5	D-1	D-2	UG **	TOTAL
UN	67	52	42	38	30	28	24	27	39
UNDP	67	62	52	37	35	36	28	50	42
UNFPA	0	72	55	47	48	43	40	50	51
UNOPS	100	51	32	24	23	17	27	0	29
UNHCR	0	49	43	42	40	41	47	50	43
UNICEF	43	62	50	50	44	42	35	33	50
UN Women	0	89	87	81	88	85	83	67	85
UNITAR	0	62	75	0	45	75	0	0	54
UNRWA	0	100	62	45	23	35	0	50	45
ITC	25	41	45	29	23	67	0	100	36
ICSC	0	50	0	44	100	33	100	0	48
ICJ	0	63	72	60	25	0	100	0	61
UNJSPF	0	50	35	39	56	0	50	0	39
UNU	0	33	40	0	0	0	0	0	15
ILO	100	71	60	42	32	49	28	44	45
ITCILO	100	67	40	39	41	0	0	0	41
FAO	48	62	43	30	23	11	22	27	35
WFP	100	59	39	40	41	28	22	50	41
UNESCO	75	67	57	47	41	23	38	50	51
WHO	69	61	54	41	33	22	23	35	39
PAHO	75	76	63	42	35	43	0	67	48
UNAIDS	0	100	47	55	35	45	30	33	45
ICAO***	0	59	43	26	17	17	40	0	31
UPU	50	43	30	16	11	38	0	0	26
ITU	100	44	43	37	22	13	10	0	35
WMO	0	58	44	35	20	31	22	33	32
IMO	0	81	57	32	35	20	29	0	44
WIPO	0	78	59	44	32	15	25	13	44
IFAD	33	52	75	36	30	36	11	17	45
UNIDO	56	46	41	24	19	26	17	0	30
IAEA	78	32	32	25	13	18	30	0	24
UNWTO	50	60	50	63	11	0	0	0	42
UNFCCC	25	46	46	31	18	25	0	100	40
UNICC	0	27	30	13	0	25	0	0	22
UNSSC	0	100	43	20	40	0	0	0	35
Totals	61	57	46	39	33	30	27	30	41

* Table 11C of CEB/2012/HLCM/HR/16, refers

** UG = Ungraded positions (Under Secretary General and Assistant Secretary General)

*** Excluding staff on leave without pay, on loan/secondment, or funded by Trust Funds or Other Funds

APPENDIX E-3

STATISTICS ON GENDER IN GENERAL SERVICE CATEGORY IN THE UNITED NATIONS ORGANIZATIONS

Female Staff as a percentage of total General Service staff as at 31 December 2009 and 31 December 2011 *

Organization	2009			2011		
	Total GS	# Women	% Women	Total GS	# Women	% Women
UN	26156	7932	30%	23416	7349	31%
UNDP	3684	2145	58%	3932	2258	57%
UNFPA	963	515	53%	1068	567	53%
UNOPS	270	161	60%	240	144	60%
UNHCR	3866	1400	36%	3889	1438	37%
UNICEF	4144	2135	52%	5220	2506	48%
UN Women	-	-	-	129	92	71%
UNITAR	7	6	86%	5	3	60%
UNRWA	15	4	27%	17	4	24%
ITC	92	75	82%	109	87	80%
ICSC	21	14	67%	18	12	67%
ICJ	54	37	69%	57	38	67%
UNJSPF	129	80	62%	127	82	65%
UNU	45	34	76%	42	34	81%
ILO	1374	860	63%	1354	830	61%
ITCILO	108	95	88%	119	101	85%
FAO	1923	1229	64%	1828	1194	65%
WFP	2683	1049	39%	2813	1114	40%
UNESCO	1131	716	63%	996	625	63%
WHO	3322	1841	55%	3680	1887	51%
PAHO	343	280	82%	347	281	81%
UNAIDS	85	69	81%	344	203	59%
ICAO**	418	333	80%	387	306	79%
UPU	88	52	59%	91	56	62%
ITU	418	297	71%	391	276	71%
WMO	134	96	72%	129	95	74%
IMO	134	79	59%	128	80	63%
WIPO	508	325	64%	475	299	63%
IFAD	233	193	83%	234	195	83%
UNIDO	407	231	57%	398	217	55%
IAEA	1113	684	61%	1078	681	63%
UNWTO	55	38	69%	53	36	68%
UNFCCC	-	-	-	179	134	75%
UNICC	-	-	-	75	28	37%
UNSSC	-	-	-	12	10	83%
Total	53923	23005	43%	53380	23262	44%

* Based on Table 1A and Table 1C of CEB/2010/HLCM/HR/24 and CEB/2012/HLCM/HR/16

** Excluding staff on leave without pay, on loan/secondment, or funded by Trust Funds or Other Funds

APPENDIX F

APPOINTMENT DECISIONS FOR PROFESSIONAL AND HIGHER CATEGORY POSTS

Appointments Made	2010	2011	2012	Total
Overall No. of Appointment Made	46	57	36	139

Appointments Accepted	2010		2011		2012		Total	
Total No. of accepted appointment	44		57		33		134	
	No.	%	No.	%	No.	%	No.	%
No. of appointments to post subject to EGR	35	80%	36	63%	19	58%	90	67%
No. of external appointment to post subject to EGR	22	63%	30	83%	16	84%	68	76%
No. of external appointments to posts subject to EGR from A & B States	14	64%	12	40%	7	44%	33	49%
No. of external appointments to posts subject to EGR which were women	2	9%	9	30%	4	25%	15	22%
Total No. of women appointments	9	20%	20	35%	8	24%	37	28%

Application received to posts subject to EGR for which appointment were accepted	2010		2011		2012		Total	
Total No. of Applications	1771		2016		1332		5119	
No. and % of applications from women	343	19%	531	26%	319	24%	1193	23%
No. and % of applications from A & B States	704	40%	721	36%	520	39%	1945	38%

Application received by Groups of States to posts subject to EGR for which appointment were accepted	2010		2011		2012		Total	
Total No. of applications	1771		2016		1332		5119	
A = Unrepresented	409	23%	382	19%	289	22%	1080	21%
B = Below Desirable Level	295	17%	339	17%	231	17%	865	17%
C = At Desirable Level	278	16%	260	13%	184	14%	722	14%
D = Above Desirable Level	599	34%	748	37%	481	36%	1828	36%
More than one Nationality or Unstated Nationality	190	11%	287	14%	147	11%	624	12%

**APPENDIX G-1
DEMOGRAPHIC DATA**

Distribution by Age	2010		2011		2012		Average *	
Total Staff in Professional and Higher Category	311		313		326		317	
	No.	%	No.	%	No.	%	No.	%
20-29 years	0	0%	0	0%	0	0%	0	0%
30-39 years	37	12%	38	12%	48	15%	41	13%
40-49 years	82	26%	87	28%	89	27%	86	27%
50-54 years	72	23%	72	23%	68	21%	71	22%
55-59 years	96	31%	90	29%	88	27%	91	29%
60+ years	24	8%	26	8%	33	10%	28	9%
Total Staff in General Service Category	412		387		372		390	
	No.	%	No.	%	No.	%	No.	%
20-29 years	17	4%	12	3%	14	4%	14	4%
30-39 years	69	17%	62	16%	60	16%	64	16%
40-49 years	130	32%	119	31%	114	31%	121	31%
50-54 years	100	24%	96	25%	87	23%	94	24%
55-59 years	78	19%	81	21%	85	23%	81	21%
60+ years	18	4%	17	4%	12	3%	16	4%

Distribution by Years of Service	2010		2011		2012		Average *	
Total Staff in Professional and Higher Category	311		313		326		317	
	No.	%	No.	%	No.	%	No.	%
00-05 years	134	43%	159	51%	169	52%	154	49%
06-09 years	45	14%	31	10%	35	11%	37	12%
10-14 years	45	14%	44	14%	46	14%	45	14%
15-19 years	21	7%	17	5%	18	6%	19	6%
20-24 years	29	9%	28	9%	29	9%	29	9%
25-29 years	17	5%	12	4%	11	3%	13	4%
30+ years	20	6%	22	7%	18	6%	20	6%
Total Staff in General Service Category	412		387		372		390	
	No.	%	No.	%	No.	%	No.	%
00-05 years	104	25%	94	24%	97	26%	98	25%
06-09 years	61	15%	43	11%	32	9%	45	12%
10-14 years	80	19%	80	21%	85	23%	82	21%
15-19 years	38	9%	48	12%	47	13%	44	11%
20-24 years	39	9%	30	8%	30	8%	33	8%
25-29 years	36	9%	40	10%	29	8%	35	9%
30+ years	54	13%	52	13%	52	14%	53	13%

* Average number of total staff for the last three years (2010, 2011, 2012)

APPENDIX G-2
RETIREMENT PROJECTIONS

Retirement Projection	2010		2011		2012		Average *	
Professional and Higher Category Staff as at 31 December (excluding SG and D-2s)	306		307		321		311	
	No.	%	No.	%	No.	%	No.	%
Staff due to retire by 31 December 2016	96	31%	85	28%	75	23%	85	27%
General Service Category Staff as at 31 December	412		387		372		390	
	No.	%	No.	%	No.	%	No.	%
Staff due to retire by 31 December 2016	75	18%	75	19%	54	15%	68	17%

* Average number of total staff for the last three years (2010, 2011, 2012)

— END —