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International Atomic Energy Agency

BOARD OF GOVERNORS GENERAL CONFERENCE

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(GC(45)/1)

STAFFING OF THE AGENCY'S SECRETARIAT

1. Resolution GC(43)/RES/20 ("Staffing of the Agency's Secretariat") adopted by the General Conference on 1 October 1999 requires that the Director General report biennially on the measures taken to implement that Resolution, and provide statistical data on the Professional staffing situation in the Secretariat. This document constitutes the report for the period 1 July 1999 to 1 July 2001.
2. The grouping of "developing countries" used in this report is based on the classification of countries used in statistical publications of the United Nations including the "World Economic and Social Survey".
3. As in the past, the data provided in this report relates to staff members holding "posts subject to geographical distribution" — which, in accordance with the practice followed throughout the United Nations system, essentially means staff members holding regular posts in the Professional and higher categories and who have been appointed for a period of one year or more by the Director General following standard recruitment procedures (i.e. the circulation of a vacancy notice and competitive selection). Excluded are staff members holding Professional posts which require specific linguistic skills (i.e. translators, revisers and editors), staff who have been appointed after inter-agency consultations (i.e. the physicians in the VIC Medical Service), those who have been recruited under special procedures (e.g. cost-free experts, extrabudgetary staff, temporary staff, consultants and technical co-operation experts), and staff members in the General Service category.
4. The total number of posts subject to geographical distribution on 1 July 2001 was 782, of which 101 were vacant on that date. Consequently, the number of staff members holding posts subject to geographical distribution on 1 July 2001 was 681 (as compared with 691 on 1 July 1999 and 611 on 1 July 1991). (See also Annex 1.)
5. The Agency does not apply numerical "quotas" or "desirable ranges" for recruitment purposes. The guiding principles for recruitment are laid down in Article VII.D of the Statute. The paramount consideration is to secure employees of the highest standards of efficiency, technical competence and integrity. Subject to this consideration, due regard is paid to the

contributions of Member States to the Agency and the importance of recruiting staff on as wide a geographical basis as possible.

Objectives set

6. The General Conference requested the Director General, in GC(43)/RES/20, inter alia to "...secure employees of the highest standards of efficiency, technical competence, and integrity, and to intensify his efforts to increase accordingly, particularly at the senior and policy-making levels, and for Professional posts requiring specific skills, the number of staff members from developing countries and from those other Member States which are unrepresented or under-represented in the Agency's Secretariat," as well as to "...strengthen, within available resources, the recruitment efforts in Member States".

Actions taken by Secretariat

Affirmative measures

7. Under the direction of the Director General, senior management has routinely reviewed the status of staffing levels in the Secretariat. Additionally, all officials involved in the selection process have been consistently reminded, by means of a memorandum accompanying the applications for each vacancy, of the policy that applicants from developing Member States and other unrepresented or under-represented Member States should be given special attention when appointments are being made.

8. The Division of Personnel has closely monitored the selection process and referred appointment proposals back to Departments in cases where, in its opinion, applicants from developing Member States and other unrepresented or under-represented Member States have not received appropriate attention. In addition, the Joint Advisory Panel on Professional Staff has reviewed appointment proposals with this policy in mind.

9. During the period in question, there were seven Junior Professional Officers¹ (JPOs) from developing countries on board, financed out of the regular budget; five male and two female, who might later apply for regular posts. In addition to this programme, the Agency has additional arrangements with individual Member States for the provision of JPOs.

Outreach measures

10. Periodic forecasts of vacancies, with information about employment opportunities and specifically about the positions which are likely to arise in the Secretariat over the course of the next two years, have been issued to Member States.

11. A "Recruitment Travel Kit", which includes information about employment opportunities and conditions of service, has been created and is being used by staff members on duty travel and by scientific secretaries of meetings to reach more prospective candidates; 39 kits have been distributed since March 2000. Additionally, the Division of Personnel has

¹ The JPO programme is designed for young professionals from developing countries who hold an advanced university degree and preferably have at least two years of professional work experience. The programme gives them an opportunity to gain work experience and also provides the Agency with additional expertise.

given numerous presentations on employment opportunities during meetings and other events attended by specialists at Agency Headquarters.

12. Greater use of the Internet has been made in order to broaden and facilitate the rapid distribution of Vacancy Notices. Vacancy Notices available through electronic means now include “links” to information of particular interest to the candidates, such as the Agency’s programme and organization structure, entitlements and living in Vienna.

13. The dissemination of vacancies is being further improved through the development of a database of worldwide professional associations, newspapers and journals, as well as web site addresses, by field of specialization and target group.

14. Vacancy Notices have been refined so that the profiles and qualifications of candidates being sought are more clearly described.

15. Secretariat officials have visited three Member States (at their request and with their financial support) to strengthen recruitment efforts, explore means for redressing the under-representation and encourage candidates, especially women, to apply.

Internal improvements

16. A Human Resource Planning Process has been implemented whereby managers identify future resource needs in order to allow for effective staff allocation and appropriate succession planning.

17. Efforts have been made to streamline and expedite the recruitment process, which will, in the near future, include a new interactive automated system to process and track recruitment actions. The system will also be accessible to officials involved in the selection process.

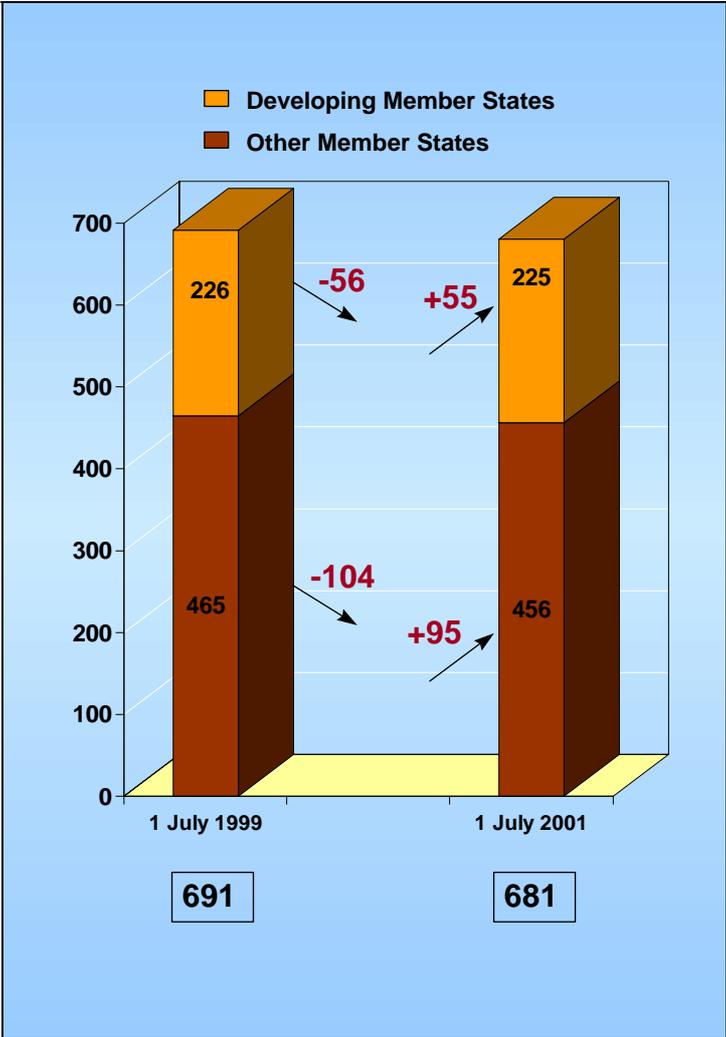
18. Renewed focus has been placed on cultivating and strengthening management skills. In the framework of its overall training programme, the Management Certificate Curriculum includes a module on human resources management. This module covers human resource planning and good recruitment practices, multi-cultural sensitivity and diversity awareness and the need for a joint effort to improve the balance of the geographical representation in the Secretariat.

Statistical data

Staffing levels (developing and other Member States)

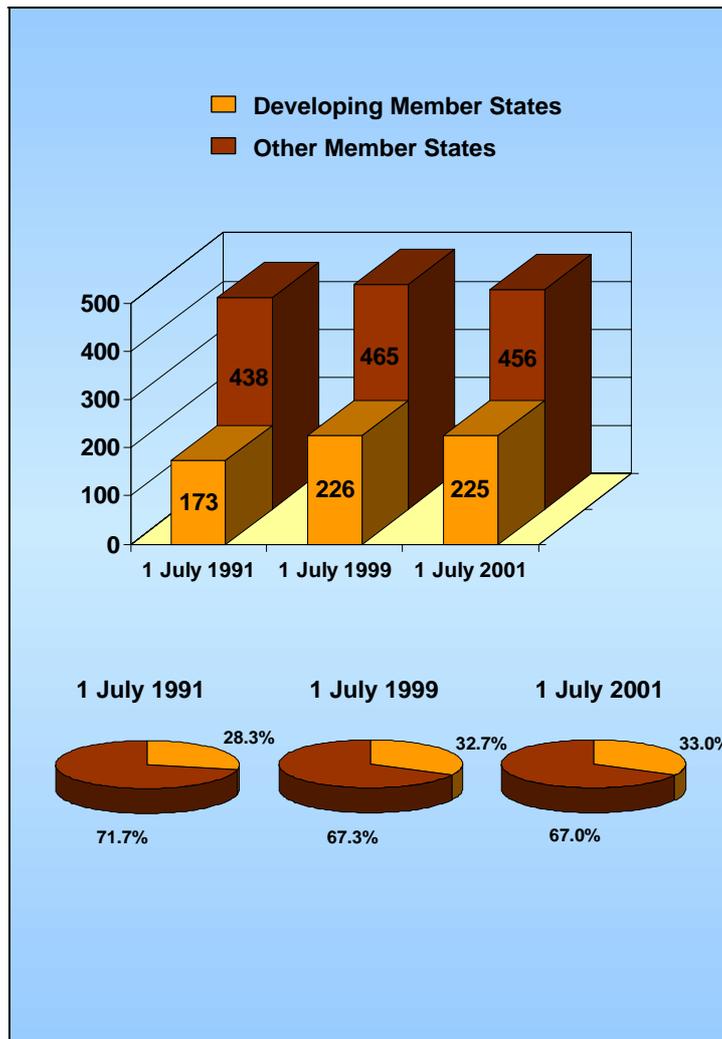
19. During the period 1 July 1999 to 1 July 2001, 150 appointments were made to posts subject to geographical distribution and 160 staff members separated (see graph below). From these total appointments, 55 were from developing Member States (representing 36.6% of the total) and 95 from other Member States.

**PROFESSIONAL AND HIGHER CATEGORY STAFF
APPOINTMENTS AND SEPARATIONS
JULY 1999 TO JULY 2001**



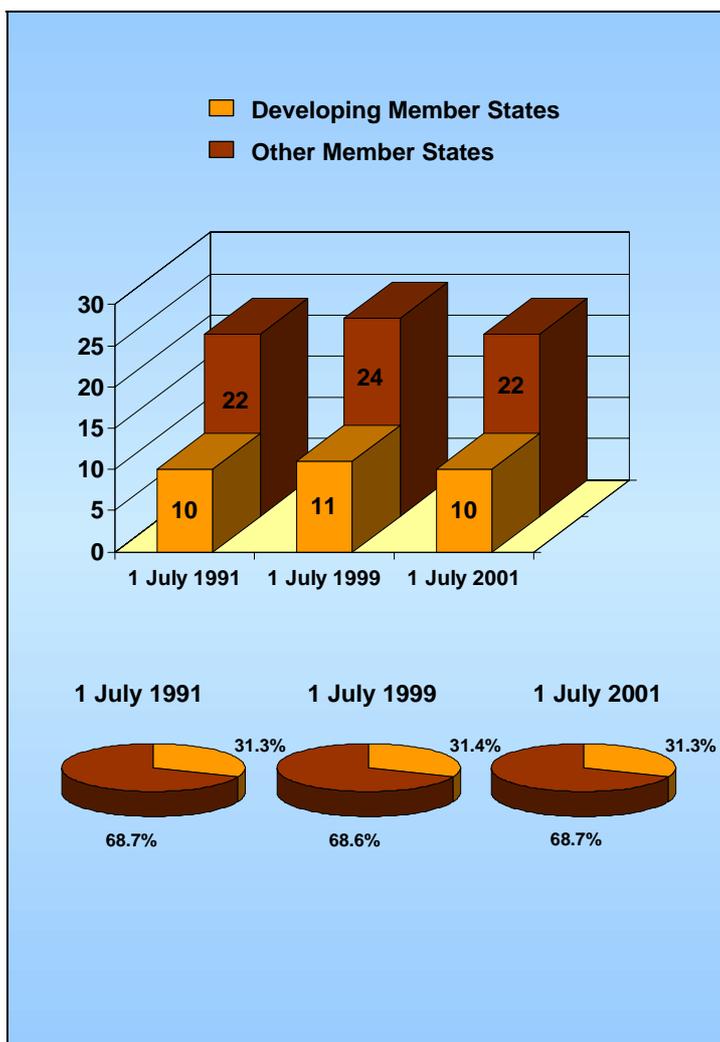
20. Given continuing staff turnover (in part due to the Agency's staff rotation policy and retirements) the Secretariat has an opportunity, and the challenge, to increase staff from the target groups established by the General Conference resolutions. The graph below shows that the overall representation of developing Member States is 33% as compared to 67% from other Member States.

PROFESSIONAL AND HIGHER CATEGORY STAFF



21. The graph below shows the number of senior staff — Directors and Deputy Directors General — from developing and other Member States; an overall representation of 31.3% and 68.7% respectively. It should be noted that there are currently seven Director positions under recruitment.

SENIOR STAFF (Directors and Deputy Directors General)



Applications

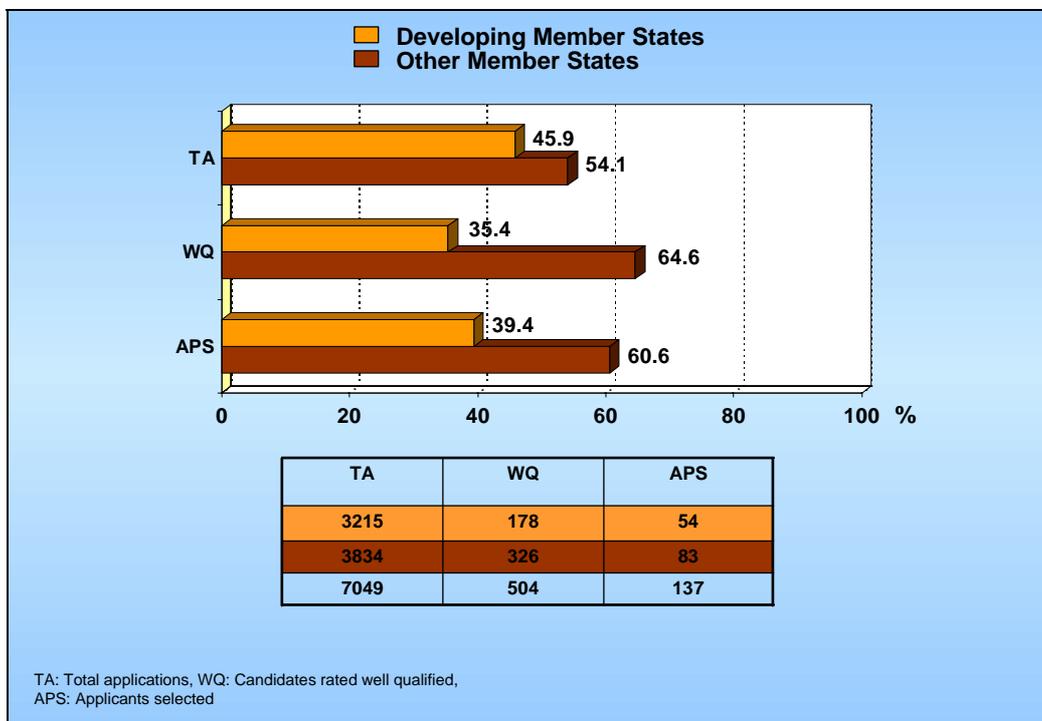
22. In the past there has been a significant difference between the number of applications received from developing Member States and those of other Member States, particularly in the scientific and technical fields. During the period in question, 3215 applications were received from developing Member States as compared with 3834 from other Member States.

23. Applications received from nationals of developing Member States represented 45.9% of total outside applications received; among those considered well qualified 35.4% (or 178) were from developing Member States and 39.4% (or 54) of the selected candidates for vacant

posts came from developing Member States. Progress has been made in this area since the last reporting period in that the number of applications has increased by 5.5 percentage points, the number of well qualified candidates by 8.5 percentage points and number of candidates selected for vacant posts by 6.8 percentage points.

24. It should be noted that nearly half of all applications from developing countries come from a small group of Member States. Indeed, eight developing countries account for over 48% of applications from this group. The Secretariat will work with these Member States to establish whether their methods for encouraging suitable candidates can be adopted by other developing countries.

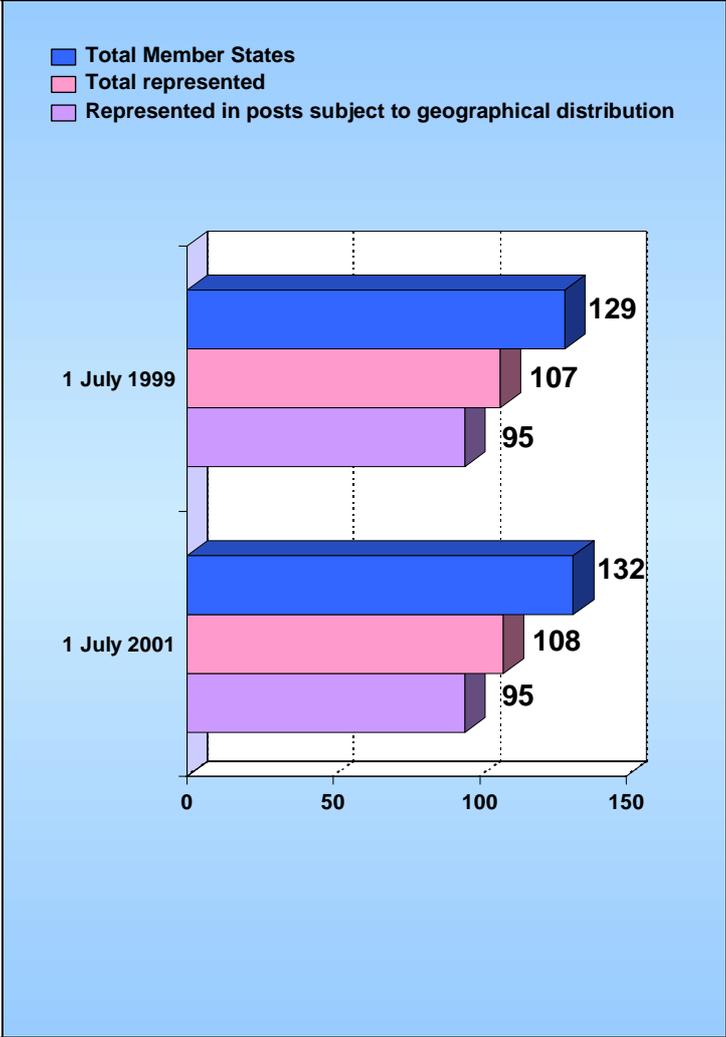
**OUTSIDE APPLICATIONS
SELECTIONS COMPLETED BETWEEN
1 JULY 1999 AND 1 JULY 2001**



Staff drawn from unrepresented or under-represented Member States

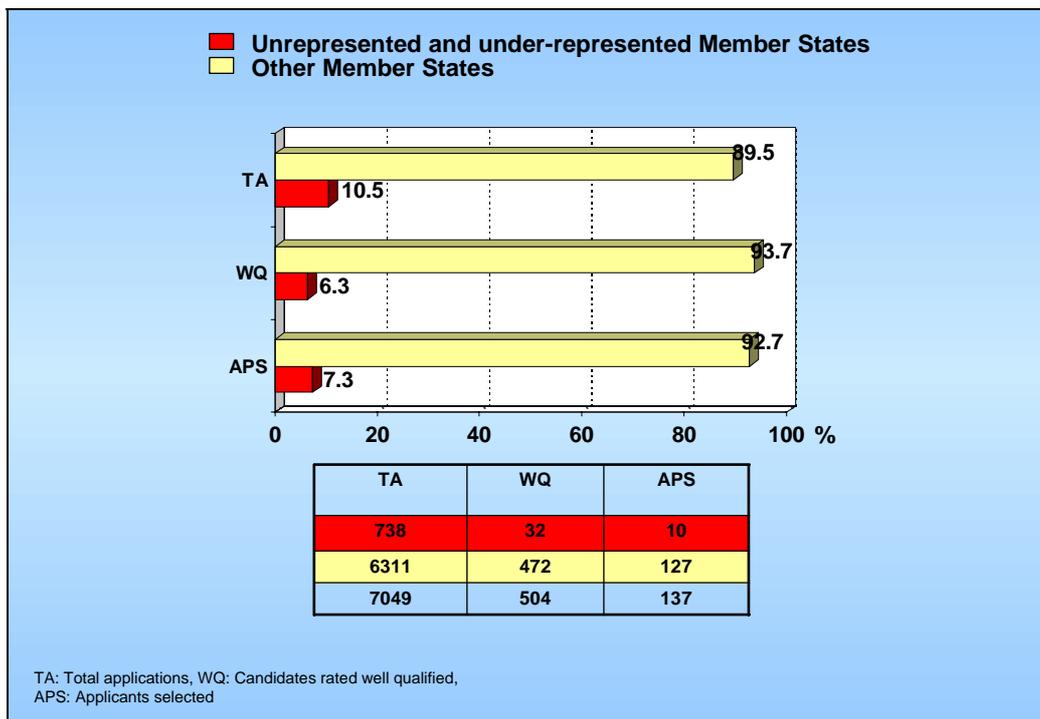
25. As can be seen below, while the number of Agency Member States has increased over the period concerned, the number of Member States represented in posts subject to geographical distribution has remained the same. As of 1 July 2001, 37 Member States were not represented in posts subject to geographical distribution including 26 developing countries.

**REPRESENTATION OF MEMBER STATES
IN THE SECRETARIAT**



26. The total number of applications received during the period in question was 7049. Of these, the applications received from nationals of unrepresented or under-represented Member States accounted for 10.5% (or 738) and constituted 6.3% (or 32) of the total of well qualified applications. At the same time, 7.3% (or 10) of those selected for vacant posts were applicants from those Member States, demonstrating that the policy of giving preference in cases of comparable qualifications to applicants from unrepresented or under-represented Member States has generally been applied.

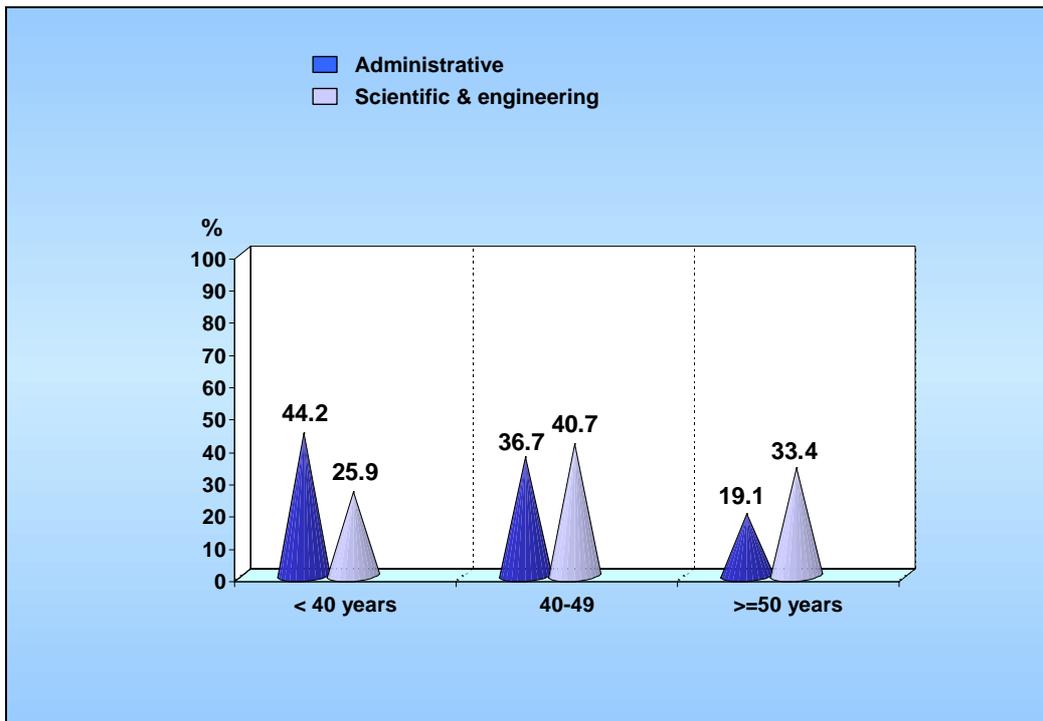
**OUTSIDE APPLICATIONS FROM UNREPRESENTED AND UNDER-REPRESENTED COUNTRIES
SELECTIONS COMPLETED BETWEEN
1 JULY 1999 AND 1 JULY 2001**



Looking ahead: Concerns about tomorrow’s nuclear workforce

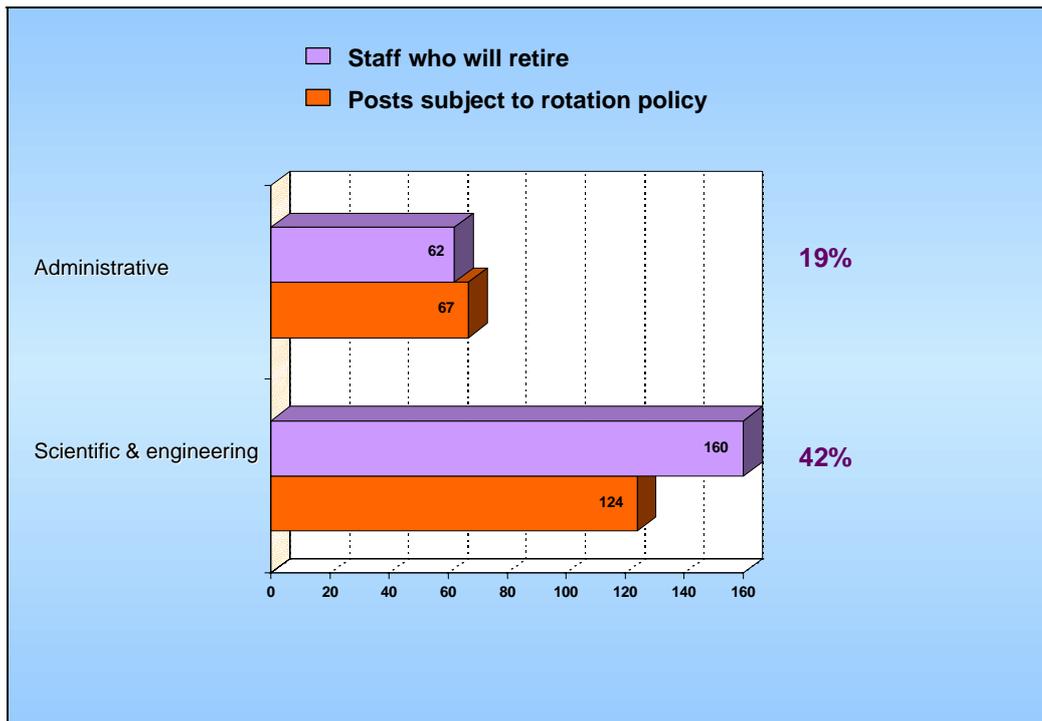
27. The nuclear workforce is ageing. This phenomenon is reflected in the applications for Agency positions. Recruitment statistics indicate that between July 1999 and July 2001, there were 305 well qualified candidates for 70 selections in the scientific and engineering fields (average of 4.4 well qualified candidates per selection). However, as the graph below indicates, the distribution of these candidates shows higher ages in the scientific and engineering fields, in which the supply of suitably qualified candidates is insufficient.

AGE DISTRIBUTION OF CANDIDATES RATED WELL QUALIFIED



28. Furthermore, a projection of posts to become available in the next seven years, broken down into those to become available due to staff retirement and those subject to rotation policy, indicates that the Secretariat will face a major challenge since 42% of the posts subject to geographical distribution in the scientific and engineering fields will become vacant.

**PROFESSIONAL AND HIGHER-CATEGORY POSTS
PROJECTION OF POSTS (SUBJECT TO GEOGRAPHICAL DISTRIBUTION) TO
BECOME VACANT FOR THE PERIOD
1 JULY 2001 – 1 JULY 2008**



29. Given the need of the organization for highly specialized technical personnel and the limited resource pool, recruitment and retention is especially problematic for scientific staff. This situation will only continue to intensify in view of the declining number of students who are entering the field of nuclear science and technology.

30. A recent study² by the OECD Nuclear Energy Agency (NEA) addresses this issue. The ability of universities in NEA countries to attract top-quality students and meet future staffing requirements in the nuclear field is becoming seriously compromised. Facilities and faculties for nuclear education are ageing or indeed closing, and the number of nuclear programmes is declining. The number of graduate students remains low because of the perception of poor job prospects, negative public perception and privatization of nuclear plants and weakened government support to nuclear programmes. The NEA calls for urgent action from Member States and recruiting organizations.

31. To prevail in a competitive environment, the Agency must face the challenge of this change. The Secretariat is taking the measures described in paragraphs 7–18 above. Also, the current JPO programme, which consists of individual sponsorship agreements with Member

² Nuclear Education Training. Cause for Concern? A Summary Report, OECD, Paris (2000).

States and is supported to a small extent by Regular Budget funds (see para. 9 above), is being reviewed to explore its breadth and effectiveness. The Secretariat will work with Member States to expand the number of individual sponsorship agreements. It will also explore the feasibility of an expanded fellowship programme which would provide opportunities for graduate students in nuclear science and technologies.

32. At the same time, the Secretariat urges Member States to include the Agency in their action plans to ensure the availability of a qualified work force in the nuclear sector.

Conclusion

33. Measures similar to those already taken in response to resolution GC(43)/RES/20 and outlined above with a view to further increasing, particularly at the senior and policy-making levels, the number of staff members drawn from developing Member States and from other Member States which are unrepresented or under-represented on the staff of the Agency's Secretariat, will continue to be taken. However, the Secretariat urges all Member States to intensify their efforts to assist it by encouraging more suitably qualified candidates to apply for vacant posts.

PROFESSIONAL AND HIGHER CATEGORY STAFF SUBJECT TO GEOGRAPHICAL DISTRIBUTION

NATIONALITY	DDG	D	P-5	P-4	P-3	P-2	P-1	TOTAL STAFF
AFGHANISTAN					1			1
ALBANIA					2			2
ALGERIA			2*	1				3
ANGOLA								0
ARGENTINA		1	2	2	2			7
ARMENIA					1			1
AUSTRALIA		1	7*	4	3			15
AUSTRIA			1	6	6	2		15
AZERBAIJAN								0
BANGLADESH			1	1	2			4
BELARUS				1	4	1		6
BELGIUM	1	1	2	1	1			6
BENIN								0
BOLIVIA			2	2				4
BOSNIA - HERZEGOVINA				1				1
BRAZIL		1	2	4	3	1		11
BULGARIA			2	3	4			9
BURKINA FASO								0
CAMBODIA								0
CAMEROON					2		1	3
CANADA	1	1	5	12	5	1		25
CENTRAL AFRICAN REP.								0
CHILE			1	3	2			6
CHINA	1		1	4	4			10
COLOMBIA								0
COSTA RICA				1				1
COTE D'IVOIRE						1		1
CROATIA					1			1
CUBA			2	1	5			8
CYPRUS								0
CZECH REPUBLIC			1	3		1		5
DEM. PEOP. RP. OF KOREA				1				1
DEM. REP. OF THE CONGO				1	1			2
DENMARK		1						1
DOMINICAN REPUBLIC								0
ECUADOR				1				1
EGYPT			4	4	1	0	1	10
EL SALVADOR								0
ESTONIA								0
ETHIOPIA					2			2
FINLAND		1	1	6	1			9
FRANCE		1	10	7	7	4		29
GABON								0
GEORGIA								0
GERMANY	1	2	16*	13	6	2		40
GHANA		1		1	1	3		6
GREECE			1	1				2
GUATEMALA				1				1

*) indicates a staff member in a P-5 post who holds the personal grade of D-1

PROFESSIONAL AND HIGHER CATEGORY STAFF SUBJECT TO GEOGRAPHICAL DISTRIBUTION

NATIONALITY	DDG	D	P-5	P-4	P-3	P-2	P-1	TOTAL STAFF
HAITI					1			1
HOLY SEE								0
HUNGARY			1	3	3			7
ICELAND			1					1
INDIA		1	3	1	1	1		7
INDONESIA				3	3			6
IRAN, ISLAMIC REP.			3	2	1	1		7
IRAQ				2				2
IRELAND			1		3			4
ISRAEL			1		1			2
ITALY		1	6	7	2			16
JAMAICA			1					1
JAPAN		1	6*	5	9			21
JORDAN				1	3	1		5
KAZAKHSTAN					1			1
KENYA				1		1		2
KOREA, REP. OF		1	1	3	10	1		16
KUWAIT		1						1
LATVIA								0
LEBANON			1*	1	1		1	4
LIBERIA								0
LIBYAN ARAB JAM.			1					1
LIECHTENSTEIN								0
LITHUANIA				1				1
LUXEMBOURG								0
MADAGASCAR								0
MALAYSIA			1	3	2			6
MALI								0
MALTA								0
MARSHALL ISLANDS								0
MAURITIUS					1			1
MEXICO			3	4	2	1		10
MOLDOVA								0
MONACO								0
MONGOLIA				1		1		2
MOROCCO			1	1	1			3
MYANMAR								0
NAMIBIA								0
NETHERLANDS		1	2	1				4
NEW ZEALAND			1		1			2
NICARAGUA								0
NIGER								0
NIGERIA			1	2	2	1		6
NORWAY								0
PAKISTAN			2	1				3
PANAMA		1						1
PARAGUAY								0
PERU			1	3	1	1		6

*) indicates a staff member in a P-5 post who holds the personal grade of D-1

PROFESSIONAL AND HIGHER CATEGORY STAFF SUBJECT TO GEOGRAPHICAL DISTRIBUTION

NATIONALITY	DDG	D	P-5	P-4	P-3	P-2	P-1	TOTAL STAFF
PHILIPPINES			1	4	3			8
POLAND			1	3	4			8
PORTUGAL						1		1
QATAR								0
ROMANIA				1	5			6
RUSSIAN FEDERATION	1	1	7	18	7			34
SAUDI ARABIA								0
SENEGAL					1			1
SIERRA LEONE								0
SINGAPORE								0
SLOVAKIA			3	1	1			5
SLOVENIA			1	2				3
SOUTH AFRICA			3	1	2			6
SPAIN			6	3	2			11
SRI LANKA				1	3			4
SUDAN				1				1
SWEDEN		1	4*	4	1	1		11
SWITZERLAND						1		1
SYRIAN ARAB REPUBLIC				1	1			2
THAILAND		1	2		2			5
THE F.Y.RP.MACEDONIA								0
TUNISIA			1					1
TURKEY			1	2	2	1		6
UGANDA			0	1	1	1		3
UK		1	15	14	10	3		43
UKRAINE				1	2	1		4
UNIT.REP.OF TANZANIA			1		1			2
UNITED ARAB EMIRATES								0
URUGUAY			1		1			2
USA	1	3	32	31	31	3		101
UZBEKISTAN					1			1
VENEZUELA				1	2			3
VIET NAM				1	1			2
YEMEN								0
YUGOSLAVIA				1	2			3
ZAMBIA		1				1		2
ZIMBABWE						2		2
TOTAL	6	26	180	224	202	40	3	681

*) indicates a staff member in a P-5 post who holds the personal grade of D-1