

Board of Governors General Conference

GOV/2019/36-GC(63)/15

Date: 19 July 2019

General Distribution

Original: English

For official use only

Item 23(a) of the Conference's Provisional agenda
(GC(63)/1 and Add.1)

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(61)/RES/15.A, adopted by the General Conference on 21 September 2017, 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 2017 to 1 June 2019.

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(61)/RES/15.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.” In addition, the resolution further requested the Director General to “continue to ensure that the use of consultants does not result in conflict of interest or commercial advantage”.

C. Actions Taken by the Secretariat

5. The implementation of resolution GC(61)/RES/15.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. Twelve Member States have arrangements with the Agency for the provision of Junior Professional Officers (JPOs). Member States funded a total of 66 JPOs during the reporting period (compared with 53 during the previous reporting period). The Secretariat is continuing discussions with other Member States to establish similar arrangements.

7. The Secretariat continued its internship programme in the reporting period. 325 individuals participated in this programme (compared with 394 during the previous reporting period). The percentage of interns from developing Member States increased from 36.5% to 37.8%; furthermore, there was an increase in the percentage of women interns from 56.9% to 60.0%.

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 were 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 applicants. 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. In 2019, the Agency began its efforts to review sourcing platform databases and evaluate the effectiveness of each platform. It also continues to identify new outreach platforms, professional organizations, and recruitment partnerships to enhance its ability to reach targeted audience.

11. In 2019, the Agency began to design specific outreach strategies with hiring managers to align outreach actions in accordance with the needs of the hiring department. In addition, the Agency has enhanced its social media recruitment presence to support its outreach actions.

12. During the reporting period, the Secretariat undertook recruitment missions to eight 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', 'Video Interview' and 'Preparing for Competency Based Interviews'. These presentations attracted 1613 participants from 129 Member States in 2018.

13. The Secretariat launched monthly email newsletters in late 2017 to promote the monthly webinar registrations and provide a list of open vacancies. The number of subscribers is increasing, and this has contributed to the Agency's effort to expand distribution of open vacancies to a broader audience.

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

C.3. Developments Since 2017

15. The Secretariat uses a web-based application system for advertised vacancies. A total of 40 754 completed applications were submitted in the system within the reporting period. During the reporting period, the Secretariat received an average of 101 applications for each vacancy notice in the Professional and higher categories, 45.5% of which were from developing countries compared to 39.8% in the previous reporting period.

16. The Secretariat continues to make efforts to reduce the time needed for recruitment by maximizing its automated recruitment and selection process and by strengthening workforce planning.

17. During the reporting period, the Secretariat continued its efforts to enhance the internal mobility of staff and carried out 25 career development reassignments in the Professional category.

D. Statistical Data

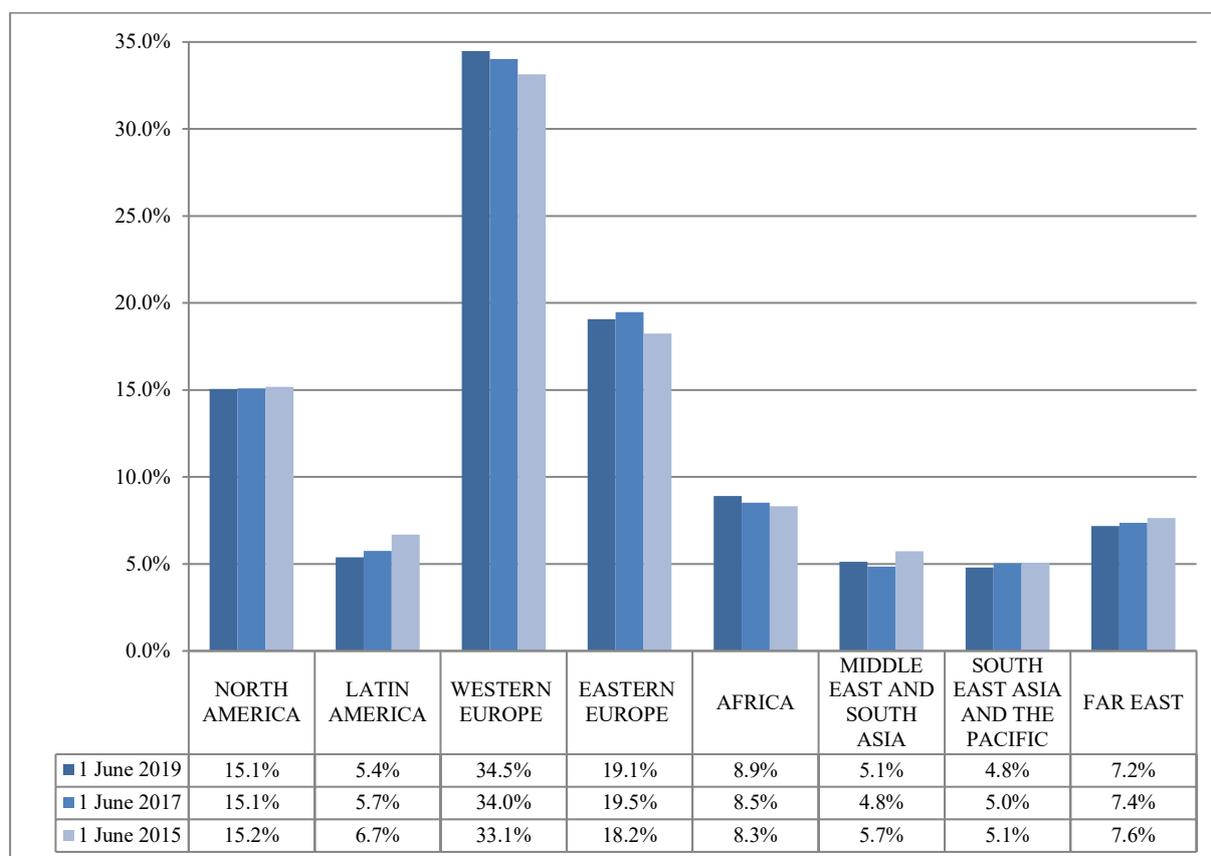
18. The total number of regular posts in the Professional and higher categories as of 1 June 2019 was 1347 of which 178 were vacant (compared with 1331 posts of which 217 were vacant as of 1 June 2017).

D.1. Representation of Member States in the Secretariat

19. The number of Agency Member States increased from 168 to 171 over the reporting period and the number of Member States represented in regular posts totalled 105 (compared to 104 in June 2017).

20. As of 1 June 2019, the representation of Western Europe was 34.5%, Eastern Europe 19.1%, North America 15.1%, Africa 8.9%, Far East 7.2%, Latin America and the Caribbean 5.4%, South East Asia and the Pacific 4.8%, and Middle East and South Asia 5.1%.

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



D.2. Staff from Developing Member States

21. The number of staff members from developing Member States increased over the reporting period from 317 to 336, resulting in an overall representation at 28.7% (compared to 28.5% as of 1 June 2017).

22. During the reporting period, the Agency received applications from 164 of the 171 Member States and from 109 out of 112 developing Member States. However, about 90% of all applications from developing Member States came from 51 of these developing Member States.

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

23. In accordance with resolution GC(61)/RES/15.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 26 staff members.

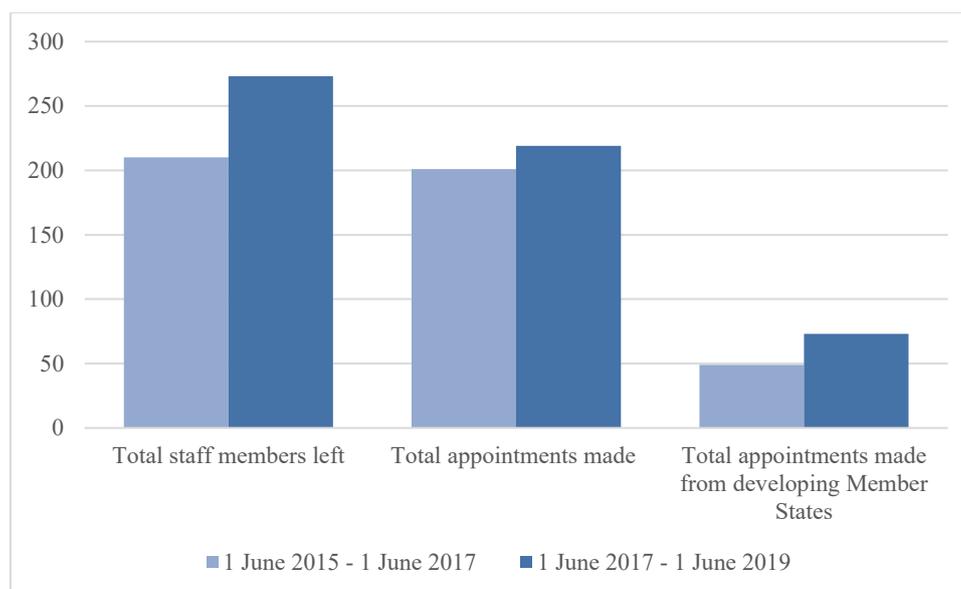
24. Nationals of unrepresented or under-represented Member States accounted for 6947 (17.1%) of external applications received (compared with 6302 (15.6%) in the previous reporting period), 156 (22.3%) well-qualified external applicants (compared with 88 (17%) in the previous reporting period), and 28 (12.8%) of those selected.

D.4. New Appointments

25. During the reporting period, 219 appointments were made to regular posts while 273 staff members left the Secretariat. Of the total number of appointments, 73 were from developing Member States (representing 33.3% of the total, compared to 24.4% in 2017) and 79 were women.

26. During the reporting period, 8 senior staff left the Secretariat, and 10 appointments of senior staff were made. As of 1 June 2019, 18 senior staff were from developing Member States, which accounts for 38.3% of all senior staff (compared with 20 senior staff, which accounted for 38.5% on 1 June 2017).

New appointments



D.5. Forecast of Anticipated Separations

27. On 1 June 2019, the Secretariat had 1169 regular Professional staff. A total of 320 will leave in the next seven years. This number refers to individuals leaving as a result of reaching retirement age (279) or individuals holding a final fixed term contract (41).

28. Of the current 1169 regular Professional staff, 48 will reach retirement age between 2019 and 2021, of which 12 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 four 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 2017, there were 41 consultants from developing countries out of a total of 128. On 1 June 2019, there were 67 consultants from developing countries out of a total of 250. Compared to the first year of the 2016–2017 biennium, Regular Budget consultant expenditure increased by 5.1%.

32. Since its establishment in 2018, the Ethics function has engaged in a series of awareness-raising initiatives, including on the topic of conflicts of interest. In addition, the Ethics function has worked with other functions to develop enhanced procedures for the disclosure and resolution of potential conflicts of interest in connection with recruitment of staff members. With regard to consultants, where a potential conflict of interest is identified in connection with the selection process, managers are encouraged to seek – and have in several instances sought – the independent advice of the Ethics function. With the support of the Ethics function, the Secretariat will be reviewing the consultant contractual modality and selection process to consider on possible enhancements to further address potential conflict of interest or commercial advantage.

F. Way Forward

33. 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.

Annex 1

**Regular Staff by Nationality in the Professional and Higher Categories
as of 1 June 2019**

Nationality	DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total Staff
Albania						1				1
Algeria					3		2	1		6
Argentina				1	1	4	1			7
Armenia						4		1		5
Australia				2	6	12	9	1		30
Austria					2	11	18	10		41
Azerbaijan					1					1
Bangladesh						2	1			3
Belarus				1	1	3	1	1	1	8
Belgium					6	4	4			14
Bosnia and Herzegovina						4	3	3		10
Brazil				2	4	5	3			14
Bulgaria					1	6	5	1		13
Burkina Faso						1				1
Cambodia							1			1
Cameroon					2	1				3
Canada				2	12	15	15	1		45
Chile							2			2
China	1			1	8	6	10	1		27
Colombia					1	2	2			5
Costa Rica					1					1
Côte d'Ivoire						1	1			2
Croatia						5	3	2		10
Cuba					2	7	3			12
Czech Republic					2	3	5	1		11
Denmark						1				1
Dominican Republic				1		1	1			3
Ecuador					1		1			2
Egypt				1	2	3	4	1		11
Estonia						1				1
Ethiopia					1	5	1			7
Finland					5	3	1			9
France			1	2	22	26	26	1		78
Georgia								1		1
Germany				3	16	15	5			39
Ghana						2	1			3
Greece						5	3	1		9
Guatemala						1				1

Nationality	DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total Staff
Hungary					4	8	10		1	23
India				1	1	8	7	6	1	24
Indonesia						5	4	1		10
Iran, Islamic Republic of						2	1			3
Iraq								1		1
Ireland				2	4	7	1			14
Israel						1				1
Italy	1				8	14	11	3		37
Jamaica							1			1
Japan			1	1	3	6	3	1		15
Jordan					1	4	1			6
Kazakhstan						2	1			3
Kenya				1		1	3		1	6
Korea, Republic of				1	3	13	6		1	24
Latvia						1		1		2
Lebanon					1		3			4
Lesotho							1			1
Libya					1					1
Lithuania					3	3				6
Malawi							1			1
Malaysia				1	2	2	2			7
Malta						1				1
Mauritius					1	1				2
Mexico			1	1	1	5	2			10
Mongolia						1	2			3
Morocco	1				2	2				5
Myanmar							2			2
Namibia						1				1
Nepal							1			1
Netherlands					3	1	3			7
Nigeria					1	3	3			7
North Macedonia					1	2	2	1		6
Norway							1	1		2
Pakistan					3	3	1	2		9
Peru					2		1			3
Philippines				1		1	6	2		10
Poland					1	3	5	1		10
Portugal					1	4	2	1		8
Republic of Moldova						2				2
Romania		1			5	6	4	1		17
Russian Federation	1			1	7	16	20	3		48
Saint Lucia							1			1
Senegal						1				1

Nationality	DDG	ADG	D2	D1	P5	P4	P3	P2	P1	Total Staff
Serbia					1	3	2	2		8
Singapore						2				2
Slovakia					4	4	5	1	1	15
Slovenia						5	1			6
South Africa				1	5	5	8			19
Spain	1				8	13	11	2		35
Sri Lanka				1		1				2
Sudan				1	1	2	3			7
Sweden					6	3	2			11
Switzerland				1	1	2				4
Syrian Arab Republic					2	1		2		5
Thailand						2	1	1	1	5
Tunisia					1	2	3	1		7
Turkey					2	7	4	1		14
Uganda						3	3			6
Ukraine					2	7	5			14
United Kingdom			1	1	27	29	17	3	1	79
United Republic of Tanzania							1			1
United States of America	1		1	5	39	51	32	2		131
Uruguay						1				1
Uzbekistan						1	1			2
Viet Nam						2	2			4
Yemen					1					1
Zambia						1				1
Zimbabwe						3	2			5
Total Staff	6	1	5	36	259	440	347	67	8	1169

**Consultants Holding Special Service Agreements by Nationality
as of 1 June 2019**

Nationality	Women	Men	Total
Albania	1	3	4
Algeria		1	1
Antigua and Barbuda	1		1
Argentina		2	2
Australia	1	4	5
Austria	10	11	21
Azerbaijan	1		1
Belgium	1	4	5
Bosnia and Herzegovina		2	2
Brazil	2		2
Bulgaria	1	1	2
Burkina Faso		2	2
Canada	2	7	9
Chile	1		1
China	1	1	2
Colombia	3	3	6
Costa Rica	1		1
Croatia	1		1
Cuba	1	4	5
Czech Republic	1	2	3
Ethiopia		1	1
France	1	11	12
Georgia		1	1
Germany	1	8	9
Greece	4	1	5
Hungary		3	3
India	2	5	7
Indonesia		1	1
Iran, Islamic Republic of		2	2
Iraq	1		1
Ireland		1	1
Italy	1	5	6
Japan		5	5
Kenya	1		1
Korea, Republic of		2	2
Lithuania		1	1
Malaysia	1		1
Mexico	2	3	5
Mongolia		1	1
Morocco		1	1

Nationality	Women	Men	Total
Netherlands	2	1	3
North Macedonia	1		1
Pakistan		7	7
Panama		1	1
Peru		1	1
Philippines	1	1	2
Poland	2	1	3
Republic of Moldova	1		1
Romania	2		2
Russian Federation	3	11	14
Senegal		1	1
Serbia	1	2	3
Sierra Leone	1		1
Slovakia	1		1
South Africa		1	1
Spain	2	4	6
Sweden	3	4	7
Switzerland		2	2
Thailand	1		1
Tunisia	1		1
Turkey	1	1	2
Ukraine	1	3	4
United Kingdom	2	15	17
United States of America	6	16	22
Uruguay		1	1
Uzbekistan		1	1
Venezuela, Bolivarian Republic of	2		2
Total	77	173	250