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Human resources management

Composition of the Secretariat

Report of the Secretary-General**

Summary

The present annual report provides information on certain demographic characteristics of the staff of the Secretariat and on the system of desirable ranges for the geographical distribution of staff. It covers the period from 1 July 2001 to 30 June 2002.

The report also responds to the request of the General Assembly contained in section X, paragraph 4, of its resolution 55/258 of 14 June 2001 for a study on the ramifications of changing the weight of the population factor, the membership factor and the contribution factor in the calculations necessary to establish the desirable ranges.

* A/57/150.

** In December 1971, the General Assembly requested the Secretary-General to report statistics on the composition of the staff as at 30 June each year (see *Official Records of the General Assembly, Twenty-sixth Session, Annexes*, agenda item 84, document A/8604, paras. 34-37). There was therefore insufficient time available to collect and analyse the data and write the present report within the established goal of its completion 10 weeks before the start of the annual General Assembly session.

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Abbreviations

ASG	Assistant Secretary-General
DDA	Department for Disarmament Affairs
DESA	Department of Economic and Social Affairs
DGAACS	Department of General Assembly Affairs and Conference Services
DM	Department of Management
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FALD	Field Administration and Logistics Division (of the Department of Peacekeeping Operations)
ICJ	Registry of the International Court of Justice
ICSC	International Civil Service Commission
IMIS	Integrated Management Information System
ITC	International Trade Centre UNCTAD/WTO
OCHA	Office for the Coordination of Humanitarian Affairs
OCSS	Office of Central Support Services (of the Department of Management)
ODCCP	Office for Drug Control and Crime Prevention
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLDC	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OHRM	Office of Human Resources Management (of the Department of Management)
OIOS	Office of Internal Oversight Services
OIP	Office of the Iraq Programme
OLA	Office of Legal Affairs

OPPBA	Office of Programme Planning, Budget and Accounts (of the Department of Management)
OSG	Office of the Secretary-General
OSRSGCAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
UNCC	United Nations Compensation Commission
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNJSPF	Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee
UNMOVIC	United Nations Monitoring, Verification and Inspection Commission
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOV	United Nations Office at Vienna
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSECOORD	Office of the United Nations Security Coordinator
UNU	United Nations University
USG	Under-Secretary-General

I. Introduction

1. The annual report of the Secretary-General on the composition of the Secretariat is submitted in accordance with requests made by the General Assembly in its resolutions concerning human resources management. The most recent of these are Assembly resolutions 49/222 A of 23 December 1994, 51/226 of 3 April 1997, 52/219 of 22 December 1997, 53/221 of 7 April 1999 and 55/258 of 14 June 2001. The report provides information on certain demographic characteristics of the staff of the Secretariat and on the system of desirable ranges of the geographical distribution of staff.
2. Chapter II provides the traditional information on the composition of the Secretariat, adding last year's data to data series on which reporting has taken place over many years. It focuses in particular on staff in posts subject to geographical distribution, facilitating the assessment of trends over time.
3. Chapter III provides information on the system of desirable ranges for the geographical distribution of staff, in particular on the methodology used for deriving desirable ranges.
4. Chapter IV contains an analysis of the ramifications of changing the weight factors used in the calculation of desirable ranges, as requested by the General Assembly in its resolution 55/258, section X, paragraph 4.
5. Chapter V contains information on the demographics of human resources. It provides an analysis of the main characteristics of the staff of the Secretariat and trends and changes over time in that population. This chapter also contains a forecast of expected staff requirements related to anticipated retirements.
6. The data included in the report are current as at 30 June 2002 and refer to organizational entities in existence as of that date.
7. The list of staff of the United Nations Secretariat is published in document ST/ADM/R.57, which identifies staff by organizational entity, functional title, grade and nationality. Although not part the Secretariat, staff members of the secretariats of the United Nations Joint Staff Pension Fund (UNJSPF) and the International Civil Service Commission (ICSC) are included in the list of staff.

II. Composition of the Secretariat

A. Staff of the United Nations

8. The authority of the Secretary-General to appoint staff derives from Article 101, paragraph 1, of the Charter of the United Nations, which states: "The staff shall be appointed by the Secretary-General under regulations established by the General Assembly".
9. A number of subsidiary programmes, funds and organs of the United Nations enjoy special status granted by the General Assembly in the appointment of their staff. These include the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the United Nations

University (UNU), the Secretariat of ICSC, UNJSPF, the Registry of the International Court of Justice and the International Trade Centre UNCTAD/WTO (ITC). The present report is therefore not designed to contain comprehensive information about their staff.

10. The principles governing the recruitment and employment of staff are derived from Article 101, paragraph 3, of the Charter, which states:

“The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible.”

11. These principles apply to all the staff of the United Nations, including the staff of the secretariats of the above-mentioned subsidiary programmes, funds and organs that have special status in matters of appointment.

12. As at 30 June 2002, the total number of staff of the United Nations Secretariat and those units with special status holding appointments of one year or more amounted to 36,898. Of this total, 15,633 staff paid from various sources of funding are assigned to the Secretariat and 21,265 are assigned to other entities of the United Nations (see figure 1). As at 30 June 2002, 7,849 staff encumbered the 8,695 posts authorized in the regular budget for 2002, which are in the Integrated Management Information System (IMIS). A total of 224 local-level posts in established peacekeeping missions and information centres are not yet in IMIS (for further details on the composition of the staff by category and source of funds, see table 1).

B. Staff recruited under the system of desirable ranges

13. Within the overall total of 15,633 staff who hold appointments of one year or more, a limited number of staff of the Secretariat are recruited under the system of desirable ranges. The number of posts subject to geographical distribution, which is used to determine the desirable range for each Member State, is set out in chapter III. The staff concerned are referred to as “staff appointed to posts subject to geographical distribution”; they number 2,492. They are appointed by the Secretary-General for a period of at least one year to posts in the Professional and higher categories funded under the regular budget. Several categories of staff are excluded: staff appointed to the secretariats of subsidiary programmes, funds and organs with special status in matters of appointment; staff appointed to peacekeeping posts, posts specifically funded for other field mission service or posts financed under the peacekeeping support account; staff appointed to posts with special language requirements; staff in the Field Service and the General Service and related categories of staff (such as Trades and Crafts, Security and Safety Service and public information assistants) who are locally recruited; staff appointed to posts for service limited to the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) or the Office for Drug Control and Crime Prevention; staff appointed to posts financed on an inter-agency basis; staff appointed to technical cooperation project posts; national officers at United Nations information centres; staff on special leave without pay; and staff on secondment to other organizations.

Table 1
Staff of the United Nations Secretariat and other entities, by category and source of funds, as at 30 June 2002

Entity	Regular budget				Extrabudgetary resources				Total
	Professional and higher	Project personnel	General Service and related	Subtotal	Professional and higher	Project personnel	General Service and related	Subtotal	
United Nations Secretariat	2 997	12	4 460	7 469	2 736 ^a	825	4 603 ^b	8 164^c	15 633
UNDP					1 024 ^d	195	3 919 ^e	5 138	5 138
UNFPA					256 ^d	42 ^f	735 ^e	1 033	1 033
UNHCR	89		127	216	1 279	2	4 061	5 342	5 558
UNICEF					1 294 ^g	2 035 ^h	4 675	8 004	8 004
UNITAR					9	11	4	24	24
UNOPS					319	25	502	846	846
UNRWA ⁱ	76		11	87	17		2	19	106
ITC ^j					65	35	85	185	185
ICSC					15		20	35	35
UNJSPF					43		98	141	141
ICJ	28		49	77					77
UNU					20	32	66	118	118
Total	3 190	12	4 647	7 849	7 077	3 202	18 770	29 049	36 898

^a Including 1,226 Professional staff in peacekeeping operations with appointments of limited duration.

^b Including 1,040 staff in peacekeeping operations with appointments of limited duration but excluding local staff of peacekeeping operations regardless of the source of funding.

^c Including 17 Professional and 99 General Service staff against revenue-producing accounts.

^d Including staff charged to the UNDP core budget, funds managed by UNDP and UNDP supplementary funds.

^e Including national officers and field service officers.

^f Including Junior Professional Officers.

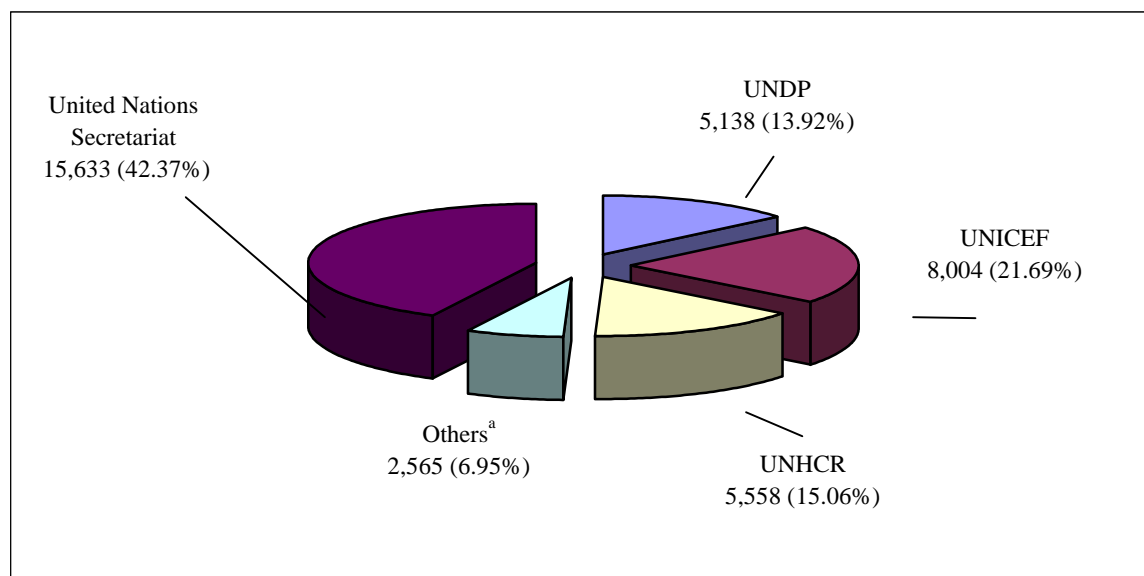
^g Including international Professional staff and national officers occupying posts funded by regular resources.

^h Including international Professional staff and national officers occupying posts funded by other resources, i.e., project funds.

ⁱ Excluding area staff.

^j A number of posts in ITC are financed jointly by the United Nations from the regular budget and by the World Trade Organization.

Figure 1
Staff of the Secretariat and other entities of the United Nations



^a Comprising ICJ, ICSC, ITC, UNFPA, UNITAR, UNJSPF, UNOPS, UNRWA and UNU.

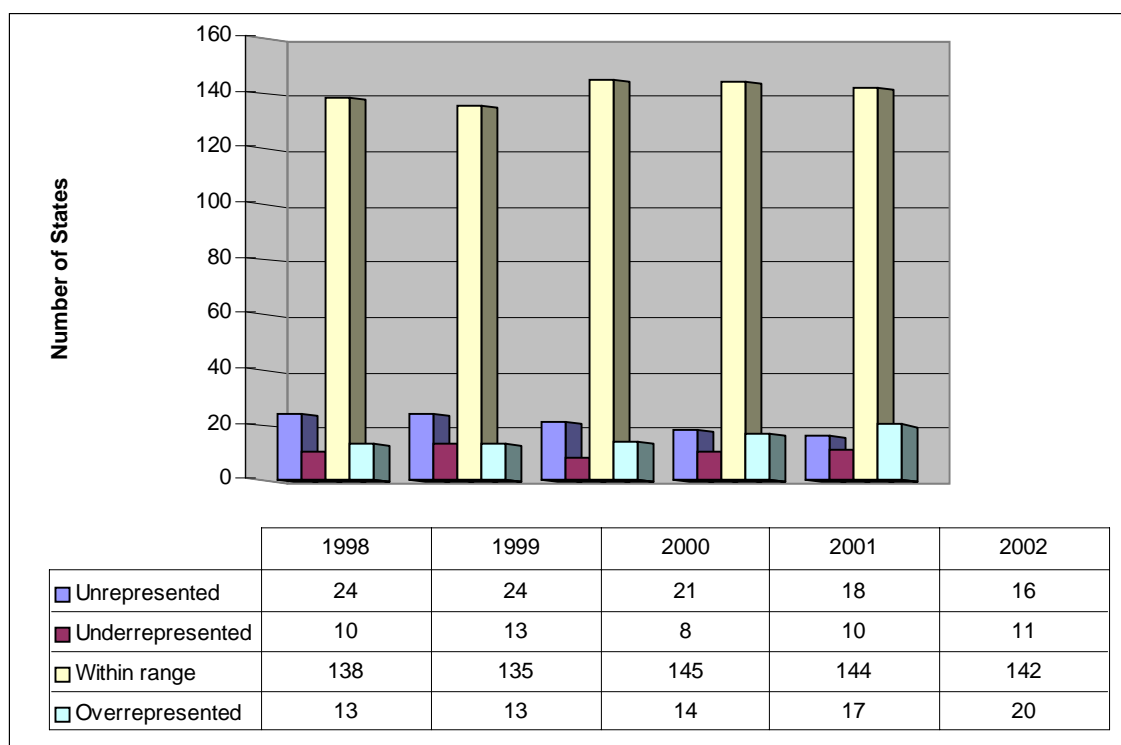
C. Representation of Member States

14. Each Member State is grouped into one of four categories: unrepresented, underrepresented, within range and overrepresented. A Member State is “unrepresented” when none of its nationals has been appointed to a post subject to geographical distribution; it is “underrepresented” when the number of its nationals appointed to such posts is below the lower limit of the desirable range; it is “within range” when the number of its nationals appointed to such posts is between the upper and lower limits of the desirable range; and it is “overrepresented” when the number of its nationals appointed to such posts exceeds the upper limit of the desirable range.

15. As at 30 June 2002, 16 Member States were unrepresented, compared with 18 in June 2001: Andorra, Antigua and Barbuda, Bahrain, Brunei Darussalam, Guinea-Bissau, Kiribati, Marshall Islands, Monaco, Nauru, Palau, Republic of Moldova, Samoa, Sao Tome and Principe, Turkmenistan, United Arab Emirates and Uzbekistan. A total of 11 Member States were underrepresented, compared with 10 in June 2001: Brazil, China, Democratic People’s Republic of Korea, Germany, Greece, Japan, Kuwait, Norway, Portugal, Republic of Korea and Saudi Arabia. Twenty Member States were overrepresented: Argentina, Belgium, Cameroon, Canada, Chile, Egypt, Ethiopia, India, Ireland, Kenya, Lebanon, Nigeria, Pakistan, Philippines, Russian Federation, Senegal, Sweden, Thailand, Uganda and Ukraine. All other Member States are within range.

16. Figure 2 illustrates the evolution of the representation of Member States in terms of staff appointed under the system of desirable ranges for the five-year period from 1998 to 2002.

Figure 2
Representation of Member States (from 30 June 1998 to 30 June 2002)



17. Tables A.1 to A.4 in the annex cover posts subject to geographical distribution. The data in table A.1 are arranged by nationality, grade and gender. The table includes the midpoint of the desirable range and the range itself. The data in table A.2 are arranged by nationality and type of appointment as at 30 June 2001 and 30 June 2002. Table A.3 shows appointments arranged by nationality, grade and gender, for the period from 1 July 2001 to 30 June 2002. Table 4 shows appointments and separations, arranged by nationality, type of appointment and gender, for the same period.

D. Representation of Member States at the senior and policy-making levels

18. By paragraph 1 of section X of its resolution 55/258, the General Assembly requested the Secretary-General to ensure that, as a general rule, no national of a Member State succeeded a national of that State in a senior post and that there was no monopoly on senior posts by nationals of any State or group of States. In paragraph 2, the Assembly requested the Secretary-General to take all necessary measures to ensure, at the senior and policy-making levels of the Secretariat, equitable representation of Member States, especially those with inadequate representation at those levels and unrepresented and underrepresented States, in particular developing countries, in accordance with the relevant resolutions of the

Assembly, and to continue to include relevant information thereon in all future reports on the composition of the Secretariat.

19. The senior and policy-making levels are defined as staff at the Principal Officer (D-1) grade and above. Table A.9 contains data on senior officials appointed under the system of desirable ranges, including a breakdown by country of nationality.

20. Table 2 presents data on the representation of developing countries and other countries for staff subject to geographical distribution at the D-1 grade and above, at the D-2 grade and above and at the grade of Assistant Secretary-General and above (for more detailed information on the representation of individual Member States at the senior and policy-making levels, see annex tables A.1, A.3 and A.9). For staff at the D-1 grade and above, the ratio of staff from developing countries changed from 47.9 per cent in 1999 to 46.6 per cent in 2002; for staff from developed countries the ratio moved from 47.6 per cent in 1999 to 46.9 per cent in 2002; and for staff from countries with economies in transition the ratio evolved from 4.4 per cent in 1999 to 6.5 per cent in 2002. At the D-2 grade and above, the ratio of staff from developing countries evolved from 49.1 per cent in 1999 to 50.5 per cent in 2002; for staff from developed countries the ratio went from 45.4 per cent in 1999 to 43.1 per cent in 2002; and for staff from countries with economies in transition the ratio evolved from 5.6 per cent in 1999 to 6.4 per cent in 2002. At the grade of Assistant Secretary-General and above, the ratio of staff from developing countries changed from 57.5 per cent in 1999 to 56.1 per cent in 2002; for staff from developed countries the ratio moved from 40.0 per cent in 1999 to 36.6 per cent in 2002; and for staff with economies in transition the ratio evolved from 2.5 per cent in 1999 to 7.3 per cent in 2002.

E. Gender representation

21. Since the forty-fifth session of the General Assembly and in compliance with resolutions 45/239 C of 21 December 1990 and 55/258, section XIV, the Secretary-General has continued to report on efforts to increase the number of women in posts subject to geographical distribution in the Secretariat, particularly in senior and policy-making posts. During the period from 1 July 1998 to 30 June 2002, the number of female staff members at the D-1 grade and above increased from 79 to 110, an increase of 39 per cent. Table A.5 shows staff in posts with special language requirements by nationality, grade and gender. Table 3 shows the proportion of female staff in posts subject to geographical distribution for the five-year period from 1998 to 2002. As at 30 June 2002, the number of female staff members appointed to posts subject to geographical distribution had for the first time surpassed 1,000 — totalling 1,022, or 41.0 per cent of the total. Over the past five years, the number of female staff in posts subject to geographical distribution has increased by 4.1 per cent. Gender information relating to the remaining staff population of the Secretariat, those not subject to the system of desirable ranges, is presented in paragraphs 67 to 69 below.

Table 2

Distribution of staff subject to geographical distribution among developing and developed countries and countries with economies in transition, 1999-2002

Group	Year	Combined desirable ranges	Group midpoint	Percentage	Total staff		D-1 and above		D-2 and above		ASG and above	
					Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Developing countries	1999	851-1 151	1 000.6	38.5	1 024 (369)	42.8 (40.3)	151 (43)	47.9	53 (09)	49.1	23 (2)	57.5
	2000	855-1 157	1 006.4	38.7	1 022 (382)	43.0 (41.0)	150 (43)	48.5	52 (11)	49.1	21 (2)	56.8
	2001	896-1 213	1 054.6	40.6	1 038 (400)	42.7 (40.9)	161 (50)	49.5	59 (14)	52.7	22 (4)	55.0
	2002	930-1 259	1 094.5	40.5	1 053 (409)	42.5 (40.2)	151 (46)	46.6	55 (14)	50.5	23 (4)	56.1
Developed countries	1999	1 193-1 614	1 403.0	54.0	1 120 (508)	46.8 (55.3)	150 (48)	47.6	49 (11)	45.4	16 (3)	40.0
	2000	1 198-1 621	1 410.0	54.2	1 102 (508)	46.4 (54.5)	144 (50)	46.6	47 (11)	44.3	14 (3)	37.8
	2001	1 156-1 564	1 360.3	52.3	1 130 (526)	46.5 (53.8)	147 (53)	45.2	46 (10)	41.1	15 (3)	37.5
	2002	1 202-1 626	1 414.3	52.4	1 160 (555)	46.8 (54.6)	152 (59)	46.9	47 (13)	43.1	15 (3)	36.6
Economy in transition countries	1999	167-225	196.1	7.5	251 (40)	10.5 (4.4)	14 (1)	4.4	6 (1)	5.6	1 (0)	2.5
	2000	156-211	183.5	7.1	252 (42)	10.6 (4.5)	15 (2)	4.9	7 (1)	6.6	2 (0)	5.4
	2001	157-213	185.1	7.1	264 (52)	10.9 (5.3)	17 (3)	5.2	7 (1)	6.3	3 (1)	7.5
	2002	162-220	191.0	7.1	267 (53)	10.8 (5.2)	21 (3)	6.5	7 (1)	6.4	3 (1)	7.3
Total	1999	2 210-2 990	2 600.0	100.00	2 384 (881)	100.00 (100.0)	315 (92)	100.00	108 (21)	100.00	40 (5)	100.00
	2000	2 210-2 990	2 600.0	100.00	2 376 (936)	100.00 (100.0)	309 (95)	100.00	106 (23)	100.00	37 (5)	100.00
	2001	2 210-2 990	2 600.0	100.00	2 432 (978)	100.00 (100.0)	325 (106)	100.00	112 (25)	100.00	40 (8)	100.00
	2002	2 295-3 105	2 699.8	100.00	2 480 (1 017)	100.00 (100.0)	324 (108)	100.00	109 (28)	100.00	41 (8)	100.00

Source: *World Economic and Social Survey 2001* (United Nations publication, Sales No. E.2001.II.C.1).

Numbers in parentheses represent female staff members.

Table 3
**Proportion of female staff in posts subject to geographical distribution
 (30 June 1998 to 30 June 2002)**

<i>Year</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>
Total staff	2 400	2 410	2 389	2 445	2 492
Total female staff	885	919	936	983	1 022
Percentage of female staff	38.87	38.13	39.17	40.2	41.0

22. The number and percentage of female staff in posts subject to geographical distribution and in posts with special language requirements, by grade, are shown in table 4. The table compares data for 1992 and 2002. The percentage of female staff in posts subject to geographical distribution has risen from 30.6 per cent to 41.0 per cent over the decade. The comparable percentage for female staff in posts with special language requirements has increased from 34.8 per cent to 39.2 per cent.

Table 4
**Number and percentage of female staff, by grade, in posts subject to
 geographical distribution and posts with special language requirements
 (1992 and 2002)**

<i>Level</i>	<i>Geographical posts</i>				<i>Language posts^a</i>			
	<i>1992</i>		<i>2002</i>		<i>1992</i>		<i>2002</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
USG	0	0.0	4	16.7				
ASG	1	6.7	4	23.5				
D-2	10	12.5	20	29.4				
D-1	26	10.7	82	37.8				
P-5	94	19.5	154	32.5	36	27.1	63	44.7
P-4	212	30.9	271	38.3	130	37.4	132	36.1
P-3	252	38.9	298	46.9	117	34.3	130	39.9
P-2	194	46.1	189	54.2	23	39.7	11	45.8
P-1	8	53.3	0	0.0	0	0.0	0	0.0
Total	797	30.6	1 022	41.0	306	34.8	336	39.2

^a Language posts are from P-2 to P-5 only.

23. Table A.3 provides details on the 165 appointments to posts subject to geographical distribution, by nationality, grade and gender, for the period from 1 July 2001 to 30 June 2002. Table 5 provides a condensed version of the same data.

Table 5

Staff appointments to posts subject to geographical distribution, by gender, grade and number of nationalities represented (1 July 2001 to 30 June 2002)

<i>Level</i>	<i>Female</i>			<i>Male</i>		
	<i>Number appointed</i>	<i>Percentage of total</i>	<i>Number of nationalities represented</i>	<i>Number appointed</i>	<i>Percentage of total</i>	<i>Number of nationalities represented</i>
USG	1	16.7	1	5	83.3	5
ASG	0	0.0	0	1	100.0	1
D-2	1	50.0	1	1	50.0	1
D-1	4	26.7	4	11	73.3	10
P-5	5	29.4	4	12	70.6	8
P-4	6	23.1	5	20	76.9	16
P-3	20	51.3	17	19	48.7	17
P-2	35	59.3	19	24	40.7	15
P-1	0	0.0	0	0	0.0	0
Total	72	43.6	35^a	93	56.4	46^a

^a Multiple appointments of staff have been made for some nationalities.

24. Table A.8, sections (a) to (e), shows the gender distribution of staff in the Secretariat by department or office and by grade, as at 30 June 2002. Section (a) reports on staff in posts subject to geographical distribution, by grade; section (b) provides comparable data for staff in posts with special language requirements; section (c) combines the data on staff in both those post categories; section (d) covers staff in the General Service and related categories; and section (e) covers the 5,630 staff in the Professional and higher categories, by department or office and by grade.

F. Recruitment activities

25. During the period from 1 July 2001 to 30 June 2002, 165 appointments were made under the system of desirable ranges. Of this total, two appointments (1.2 per cent) were of nationals of unrepresented Member States; 22 appointments (13.3 per cent) were of nationals of underrepresented Member States; 119 appointments (72.1 per cent) were of nationals of Member States that were within range; and 22 appointments (13.3 per cent) were of nationals of Member States that were overrepresented as at 30 June 2002 (see table A.3).

26. Of the 165 appointments, 61 (37.0 per cent) were of candidates who were successful in national competitive examinations for posts at the P-2 and P-3 levels. A total of 36 (59.0 per cent) of the 61 successful candidates in the examinations were women.

27. In 2002, 32 Member States were scheduled to participate in the national competitive examinations (Andorra, Australia, Bahrain, Botswana, Brazil, Brunei

Darussalam, China, France, Germany, Greece, Guinea-Bissau, Japan, Kiribati, Maldives, Marshall Islands, Moldova, Monaco, Norway, Mozambique, Palau, Portugal, Qatar, Republic of Korea, Samoa, Sao Tome and Principe, Saudi Arabia, Tajikistan, Tonga, Tuvalu, United States of America, Uzbekistan and Vanuatu), but because of a lack of eligible candidates, examinations did not take place in Qatar. A total of 141 candidates from the 2001 examinations were successful: 33 have already been placed, 2 were not available and 30 of the 106 candidates remaining on the roster are in the process of being recruited.

28. Of the 165 staff appointed, 72 (43.6 per cent) were women, 29 of whom were from developing countries and 4 were from countries with economies in transition.

29. In accordance with paragraph 17 of section V of General Assembly resolution 53/221 and confirmed in paragraph 13 of section IV of Assembly resolution 55/258, all 11 appointments at the P-2 level to posts requiring special language competence for conference services were made as a result of a successful competitive examination.

30. Table A.6 presents data on staff in the Professional and higher categories who have been appointed specifically for mission service, by nationality, grade and gender, as at 30 June 2002, compared with the situation a year earlier. Of the 1,408 staff, 1,223 were holding appointments of limited duration and had been serving with peacekeeping operations for more than a year.

Special efforts for recruitment of candidates from national competitive examinations

31. An electronic tool, called "Galaxy", is being used to place successful candidates on a roster. This roster is accessible by all programme managers in the global Secretariat.

32. Offices away from Headquarters recruited 21 (39.6 per cent) of the P-2 candidates, while 32 (60.4 per cent) were recruited for posts in New York. The eight candidates recruited at the P-3 level were divided equally between Headquarters and offices away from Headquarters. Table 6 presents placement data, by department or office, for the period from July 2001 to June 2002.

Table 6
**National competitive examination placement data, by department or office
(July 2001 to June 2002)**

<i>Department/office</i>	<i>P-2</i>	<i>P-3</i>
Department for Disarmament Affairs	1	
Department of Economic and Social Affairs	8	
Department of Management	6	
Department of Political Affairs	3	
Department of Public Information	4	1
Department of Peacekeeping Operations	5	1
Economic Commission for Africa	1	
Economic Commission for Europe	1	
Economic Commission for Latin America and the Caribbean	2	

<i>Department/office</i>	<i>P-2</i>	<i>P-3</i>
Economic and Social Commission for Asia and the Pacific	1	
Economic and Social Commission for Western Asia	2	2
Office for the Coordination of Humanitarian Affairs	3	2
Office of Legal Affairs	4	
United Nations Office at Geneva (Office of the United Nations High Commissioner for Human Rights, United Nations Conference on Trade and Development)	8	2
United Nations Office at Nairobi (UN-Habitat, UNEP)	1	
United Nations Office at Vienna (Office for Drug Control and Crime Prevention)	3	
Total	53	8

III. System of desirable ranges for the geographical distribution of staff

33. Changes in the representation status of a Member State may result from several factors: the appointment or separation of staff; adjustments of the desirable range because of an increase or decrease in the number of posts subject to geographical distribution; changes in the number of Member States; changes in the scale of assessments; changes in the population of Member States; and changes in the status of individual staff members (such as departure on secondment or special leave without pay, return from secondment or special leave, or change in nationality).

34. The criteria governing the system of desirable ranges are set out in chapter III of the report of the Secretary-General on the composition of the Secretariat dated 11 September 1998 (A/53/375 and Corr.1 and 3).

35. The base figure of posts subject to the system of desirable ranges, set at 2,600 in 1998, has been readjusted and set at 2,700 in accordance with section III of General Assembly resolution 42/220 A of 21 December 1987. This adjustment was made after taking into consideration the increase in the number of Professional posts subject to the system of desirable ranges over the past two bienniums, which currently stands at 2,730.

36. Table A.7 provides data pertinent to the application of the system of desirable ranges for the geographical distribution of staff. It also shows the weighted distribution of staff and the weighted staff position for each Member State, in points.

37. The weighted range, midpoint and staff position data for each Member State are presented in table A.7 of the annex. As indicated in table 7 below, the percentage of total staff in each grade (column 2) is applied to the base figure of 2,700 (column 3). The resulting figure is weighted by the gross salary per annum in dollars divided by one thousand (column 4) to produce a weighted base figure (column 5). As at 30 June 2002, the weighted average value of each post was 84.14 points (227,171/2,700). Accordingly, the weighted membership factor is 90,868 points (40 per cent of 227,171), the weighted population factor is 11,359 points (5 per cent) and the weighted contribution factor is 124,944 points (55 per cent). The above figures represent the global numbers; for each Member State a separate calculation

based on the same factors results in a weighted base figure. The weighted midpoint in table A.7 represents the sum of the weighted membership, population and contribution factors and the weighted range is calculated as 15 per cent upwards and downwards (but not less than 404 points up and down $[4.8 \times 84.14]$, with the upper limit being not less than 1,178 points $[14 \times 84.14]$). The weighted staff position for each Member State comprises the total number of staff of that country by grade, multiplied by the gross annual salary by grade.

Table 7
Methodology for deriving weighted ranges

<i>Grade</i>	<i>(1) Number of staff</i>	<i>(2) Percentage of total</i>	<i>(3)=(2) x base Weighted number of staff</i>	<i>(4) Salary^a</i>	<i>(5)=(3) x (4) Weighted base figure</i>
USG	24	0.963	26.00	174	4 525
ASG	17	0.682	18.42	158	2 910
D-2	68	2.729	73.68	130	9 578
D-1	217	8.708	235.11	115	27 038
P-5	474	19.021	513.56	101	51 870
P-4	708	28.411	767.09	83	63 669
P-3	635	25.482	688.00	68	46 784
P-2	349	14.005	378.13	55	20 797
Total	2 492	100.000	2 700.00		227 171

^a Gross annual salary, in United States dollars, divided by 1,000. Salary scale effective 1 March 2002.

IV. Ramifications of changing the relative weights of the population, membership and contribution factors

Introduction: basis and history of the system of desirable ranges

38. Article 101, paragraph 3, of the Charter, which governs the selection of staff, specifies that due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible. This concept has become known as the principle of equitable geographical distribution. The application of this principle is designed to improve the geographical distribution of the staff of the Secretariat through the formulation of recruitment policies. It has no effect on their assignment or promotion or on other administrative actions. In 1948, an effort was made to put this principle into effect through the introduction of the system of “desirable ranges” of representation for Member States. Under this system specific posts would not be distributed to Member States, but rather a range of posts was established within which each Member State would be adequately represented as a guideline for recruitment priorities. The concept of “desirable ranges” and “staff in posts subject to geographical distribution” was approved by the General Assembly in its resolution 1559 (XV) of 18 December 1960.

39. Until 1962, only one factor was used to determine the desirable ranges: the contribution of each Member State to the Organization’s regular budget. The General Assembly, in its resolution 1852 (XVII) of 19 December 1962, added two other factors: membership in the United Nations and the population of the Member State. From 1962 until 1988, the importance, or “weight”, of each factor has varied according to Assembly resolutions, but preference was always given to the contribution factor, the weight of which varied between 56 and 86.4 per cent. The membership factor varied from 7.7 to 36.8 per cent, while the population factor varied from 6.7 to 8.9 per cent. In its resolution 42/220 A, the Assembly requested the Secretary-General to base the desirable ranges, with effect from 1 January 1988, on the following criteria:

- (a) The base figure for the calculations would initially be 2,700;
- (b) The weight of the membership factor would be 40 per cent of the base figure;
- (c) The population factor, which would be allotted a weight of 5 per cent, would be directly related to the population of Member States, and posts subject to that factor would be distributed among Member States in proportion to their population;
- (d) The contribution factor would be based on the distribution of the remaining posts among Member States in proportion to the scale of assessments;
- (e) The upper and lower limits of each range would be based on a flexibility of 15 per cent upward and downward from the midpoint of the desirable range, but not less than 4.8 posts up and down, the upper limit of the range being not less than 14 posts;
- (f) The base figure would be adjusted whenever the actual number of posts subject to geographical distribution increased or decreased by 100, the weights of the three factors being maintained.

40. Table 8 shows the evolution chronologically of the three determining factors and the baseline in the system of desirable ranges.

Table 8

Chronological evolution of the determining factors and the baseline in the system of desirable ranges

<i>Year</i>	<i>Base figure</i>	<i>Membership (percentage)</i>	<i>Population (percentage)</i>	<i>Contribution (percentage)</i>	<i>General Assembly resolution</i>
1962	1 500	6.9-34.7	6.7	From 58.6 to 86.4	1852 (XVII)
1967	2 000	6.9-34.7	6.7	From 58.6 to 86.4	Ibid.
1976	2 600	24.5	8.5	67	Ibid.
1980	2 700	25.2	8.9	65.9	34/219
1981	3 350	7.75	7.25	85	35/210
1985	3 350	36.8	7.2	56	Ibid.
1988	2 700	40.0	5	55	42/220
1998	2 600	40.0	5	55	Ibid.
2002	2 700	40.0	5	55	Ibid.

41. Since 1988, the system of basic criteria for the definition of desirable ranges has remained unchanged. This system includes a base figure used for the calculation of all ranges. It also redefined the weight of each factor (currently: contribution, 55 per cent, membership, 40 per cent and population, 5 per cent).

Base figure

42. The current base figure used for the calculation of all ranges is 2,700 posts. This figure depends on the number of posts subject to geographical distribution but is not equal to it. The base figure is adjusted whenever the actual number of posts subject to geographical distribution increases or decreases by 100.

Factors

43. The *membership factor* is defined by the number of States Members of the United Nations and is the same for each Member State. It is equal to 5.71 posts for each Member State, which is the total number of posts for this factor (40 per cent of 2,700 = 1,080 posts), divided by the number of Member States (189).

44. The *population factor* is based on the proportion of each Member State's population as compared with the global population of all Member States. The figures are based on United Nations statistics (*Population and Vital Statistics Report*). For each country this factor is equal to the total number of posts for the population factor (5 per cent of 2,700 = 135 posts) divided by the total population of all Member States and multiplied by the population of the relevant Member State.

45. The *contribution factor* is based on the latest scale of assessments agreed upon by the General Assembly; the number of posts allotted to each Member State varies proportionally. The contribution factor is different for each Member State, as it

represents the total number of posts for the factor (55 per cent of 2,700 = 1,485 posts) divided by 100 and multiplied by the Member State's latest assessment percentage. Each Member State's share of the contribution factor is 14.85 (1,485 divided by 100) and multiplied by the Member State's contribution to the regular budget under the scale of assessments.

46. The posts allotted to each Member State, as its share of the contribution, membership and population factors, are added together to establish the midpoint of each Member State's desirable range. As explained above, a flexibility factor of plus and minus 15 per cent is then calculated to determine the upper and lower limits of the particular desirable range. If the figure resulting from the application of 15 per cent is less than 4.8 posts, the latter figure is applied. The minimum upper limit is 14 posts.

Options for desirable ranges

47. To illustrate the ramifications of changing the relative weights of the population, membership and contribution factors, a series of alternative desirable ranges has been considered. These alternative ranges include five options, B to F, which show various shifts in the relative weight of all three factors: membership, population and contribution. The number of staff in posts subject to geographical distribution as at 30 June 2002 is indicated in these options to facilitate the comparison of the ranges and corresponding midpoints. The percentage weights of the three factors in option A reflect the current situation: membership, 40 per cent, contribution, 55 per cent, and population, 5 per cent.

48. In options B and C, the weight of the population factor is raised from 5 to 6 per cent. In option B the weight of the increase of the population factor (1 percentage point) is carried by the contribution factor, which has been reduced accordingly, from 55 to 54. In option C it is the membership factor that has been reduced by the increase of the population factor, from 40 per cent to 39 per cent. In options D, E and F the population factor has been increased by two percentage points, to 7 per cent. Option D shows the contribution factor carrying the weight of the two percentage point increase of the population factor. In option E the two-point increase of the population factor is equally carried by the membership factor (reduced from 40 per cent to 39 per cent) and the contribution factor (reduced from 55 per cent to 54 per cent). In option F the two-point increase of the population factor is carried by the membership factor (reduced from 40 per cent to 38 per cent). Options A to F are summarized in table 9.

Table 9
Options (percentage)

<i>Option</i>	<i>Population</i>	<i>Membership</i>	<i>Contribution</i>
A	5	40	55
B	6	40	54
C	6	39	55
D	7	40	53
E	7	39	54
F	7	38	55

49. Only variations exceeding plus or minus one post as compared with the current situation have been listed. The tables in the annex list, in addition to the current midpoint and range for each Member State, the population, the assessment and the number of their staff in the Secretariat. Each of the five alternative range options lists both the midpoint and the range.

Analysis

50. Under option B (population 6 per cent; contribution 54 per cent; membership 40 per cent; base figure: 2,700), 27 posts from the contribution factor are added into the population factor. This raises the pool of posts for population from 135 (baseline in option A) to 162. Post counts for the other factors are membership, 1,080 posts (unchanged), and contribution, 1,458 posts (27 less). Under this option a majority of Member States show fractional changes of midpoints, which does not, however, involve a gain or loss of at least one post. Gains or losses of one post or more occur only with a minority of Member States. Gains of one post or more as compared with the midpoint under the current situation (option A) are noted with two Member States: China (5.3 posts) and India (4.4 posts). Losses of one post or more are noted in six Member States: the United States of America and Japan (4.7 posts each), Germany (2.3 posts), France (1.5 posts), the United Kingdom of Great Britain and Northern Ireland (1.2 posts) and Italy (1.1 posts). The only change this option causes in Member State representation status applies to the United Kingdom, which becomes overrepresented.

51. Under option C (population 6 per cent; contribution 55 per cent; membership 39 per cent; base figure 2,700), 27 posts from the membership factor are added into the population factor. This raises the pool of posts for population from 135 (baseline in option A) to 162. Post counts for the other factors are contribution, 1,485 posts (unchanged), and membership, 1,053 posts (27 less). A majority of Member States show fractional changes of midpoints that do not involve a gain or loss of one post or more. Gains of one post or more occur only with three Member States: China (5.6 posts), India (4.4 posts) and the United States (1.1 posts). The changes do not alter the existing Member State representation status. Under this option there are no significant losses (i.e., of one post or more).

52. Under option D (population 7 per cent; contribution 53 per cent; membership 40 per cent; base figure: 2,700), 54 posts from the contribution factor are added into the population factor. This raises the pool of posts for population from 135 (baseline in option A) to 189. The post counts for the other factors are membership, 1,080 posts (unchanged), and contribution, 1,431 posts (54 less). Although a majority of Member States show fractional changes of midpoints, they do not involve a gain or loss of one post or more. Gains of one post or more are noted with six Member States: China (10.6 posts), India (8.8 posts), Indonesia (1.8 posts), Pakistan and Bangladesh (1.2 posts each) and Nigeria (1 post). Losses of one post or more occur with eight Member States: Japan (9.5 posts), the United States (9.3 posts), Germany (4.6 posts), France (3 posts), the United Kingdom (2.5 posts), Italy (2.2 posts), Canada (1.1 posts) and Spain (1 post). This option causes changes in Member State representation status for Bangladesh (to within range, below midpoint), India (to within range, above midpoint), Indonesia (to underrepresented), Germany (to within range, below midpoint), Italy (to within range, above midpoint) and the United Kingdom (to overrepresented). This option does not alter the existing representation status of other Member States.

53. Under option E (population 7 per cent; contribution 54 per cent; membership 39 per cent; base figure 2,700), 54 posts from both the contribution and membership factors are added into the population factor. This raises the pool of posts for population from 135 (baseline in option A) to 189. Post counts for the other factors are membership, 1,053 posts (27 less), and contribution, 1,458 posts (27 less). Although a majority of Member States show fractional changes of midpoints, they do not involve gains or losses of one post or more. Gains of one post or more are noted in five Member States: China (10.9 posts), India (8.8 posts), Indonesia (1.7 posts), Pakistan and Bangladesh (1.1 posts each). Losses of one post or more are noted in six Member States: Japan (4.3 posts), the United States (3.5 posts), Germany (2.1 posts), France (1.4 posts), the United Kingdom (1.1 posts) and Italy (1 post). These result in changes in Member State representation for Bangladesh (to within range, below midpoint), India (to within range, above midpoint), Germany (to within range, below midpoint) and the United Kingdom (to overrepresented). The option does not alter the existing representation status of other Member States.

54. Under option F (population 7 per cent; contribution 55 per cent; membership 38 per cent; base figure 2,700), 54 posts from the membership factor are added into the population factor. This raises the pool of posts for population from 135 (baseline in option A) to 189. Post counts for the other factors are membership, 1,026 posts (54 less), and contribution, 1,485 posts (unchanged). Although a majority of Member States show fractional changes of midpoints, they do not involve gains or losses of one post or more. Gains of one post or more are noted in six Member States: China (11.2 posts), India (8.7 posts), the United States (2.3 posts), Indonesia (1.6 posts), Brazil (1.2 posts) and the Russian Federation (1 post). The option does not alter the existing representation status of other Member States.

Conclusions

55. In all options considered (B to F), the midpoints of the majority of Member States are influenced only marginally by the factor changes (as evidenced by fractional changes of the current midpoints).

56. Significant changes of the current midpoint due to factor changes concern a relatively small number of Member States: 8 in option B, 3 in option C, 14 in option D, 11 in option E and 6 in option F. The rate varies between 1.6 and 7.4 per cent of the total number of Member States.

57. Significant midpoint changes (either as gains or losses of one post or more) do occur when the increase in the share of the population factor is carried by an equivalent decrease in the share of the contribution factor.

58. Eight Member States with populations in excess of 200 million (Bangladesh, China, India, Indonesia, Nigeria, Pakistan, the United States and the Russian Federation) or 4.2 per cent of all Member States, stand to benefit from an increase by one or two percentage points of the population factor. In the case of only three Member States (China, India and the United States), this involves a gain of more than two posts under one or more of the options; the other Member States have gains below two posts. The post gains are largest under options D, E and F (as they relate to an increase of the population factor by 2 percentage points).

59. Eight Member States that are large contributors to the regular budget of the United Nations (Canada, France, Germany, Italy, Japan, Spain, the United Kingdom

and the United States), or 4.2 per cent of all Member States, stand to lose from an increase in the population factor, especially if the increase is carried by the contribution factor. The losses with two or more posts concern six Member States (France, Germany, Italy, Japan, the United Kingdom and the United States).

V. Human resources demographics

60. The requirements of global human resources planning and the need to track trends in the workforce of the Secretariat call for a broader perspective in the review of Secretariat staff. The presentation and analysis below cover Secretariat staff holding an appointment of one year or more, irrespective of their category, their type of appointment and their source of funding.¹ In conformity with these criteria, the base figure used for demographic analysis as at 30 June 2002 is 11,798. Secretariat-wide data and projections for the period from 2002 to 2006 have been drawn from the IMIS database.

A. Demographic profile of Secretariat staff

Staff by category and grade

61. The base number of staff used in the present demographic analysis is 11,798. This represents an increase of 4.9 per cent as compared with the base number at 30 June 2001 (11,244). The reasons for the increase lie mainly in the increasing number of appointments, especially for staff in the Professional and the General Service and related categories. The increase in the Professional category corresponds to 5 per cent (215 staff). P-1 and P-2 grades have decreased by 1.6 per cent (8 staff) as compared to their situation at 1 July 2001. The increments for P-3 (6.8 per cent, 88 staff) and P-4 staff (8.3 per cent, 111 staff) were significant increases in this category and were the result of promotion. Staff in the General Service and related categories have increased by 4.8 per cent (339 staff). The Director category has seen a decrease since last year (1.5 per cent). Figure 3 shows the Secretariat staff by category, figure 4 shows the number of staff by grade in the Professional and Director categories and figure 5 presents the number of staff by grade in the General Service and related categories.

62. Fourteen departments and offices² have seen staffing levels grow by 5 per cent or more since 1 July 2001. The most significant increases were in the Economic Commission for Africa (ECA) (177 staff, or 35.9 per cent), the Office of the Secretary-General (29 staff, or 32.9 per cent), the Department of Peacekeeping Operations (97 staff, or 24.9 per cent) and its Office of Mission Support (96 staff, or 15.9 per cent), UNEP (32 staff, or 5 per cent) and the United Nations Office at Vienna (25 staff, or 5.5 per cent). The large staff increase in ECA is the result of both the targeted recruitment exercise aimed at bringing down the high vacancy rate and the turnover resulting from the departure of an ageing ECA staff population. Staff increases in the Department of Peacekeeping Operations relate to the strengthening of Headquarters staff while increases in the Department's Office of Mission Support relate to the staffing of special missions. UNEP has seen its third increase in substantive staff in three years.

Figure 3
Secretariat staff, by category, as at 30 June 2002
(Population: 11,798)

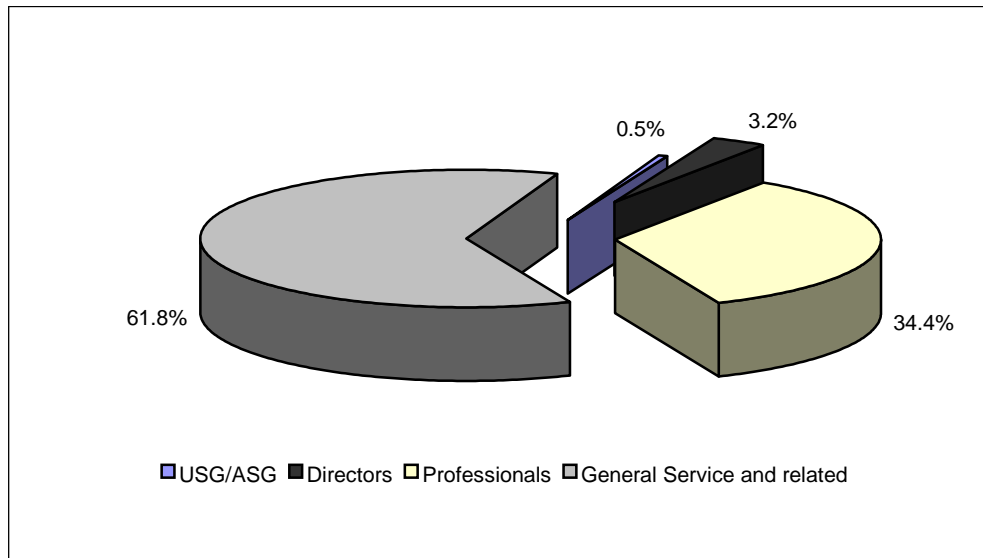


Figure 4
Grade distribution, Professional and Director categories, as at 30 June 2002
(Population: 4,507)

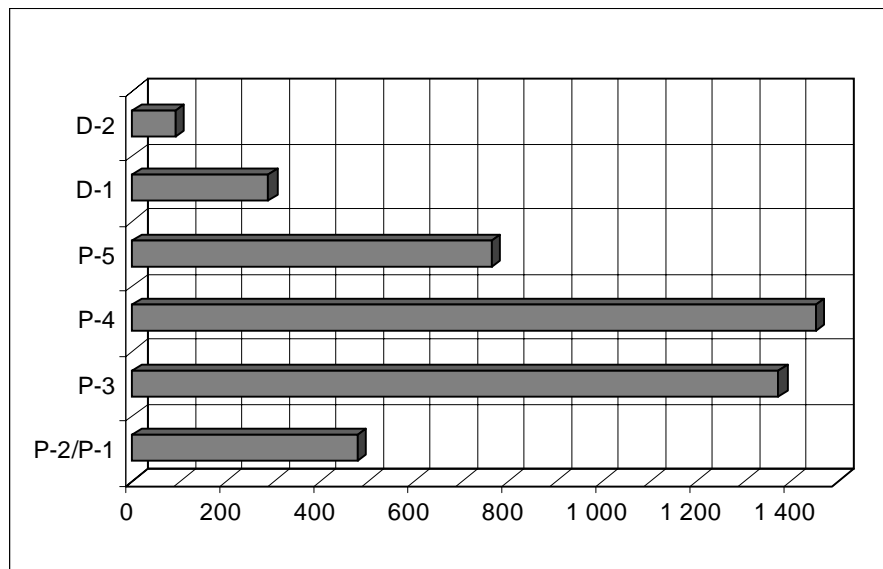
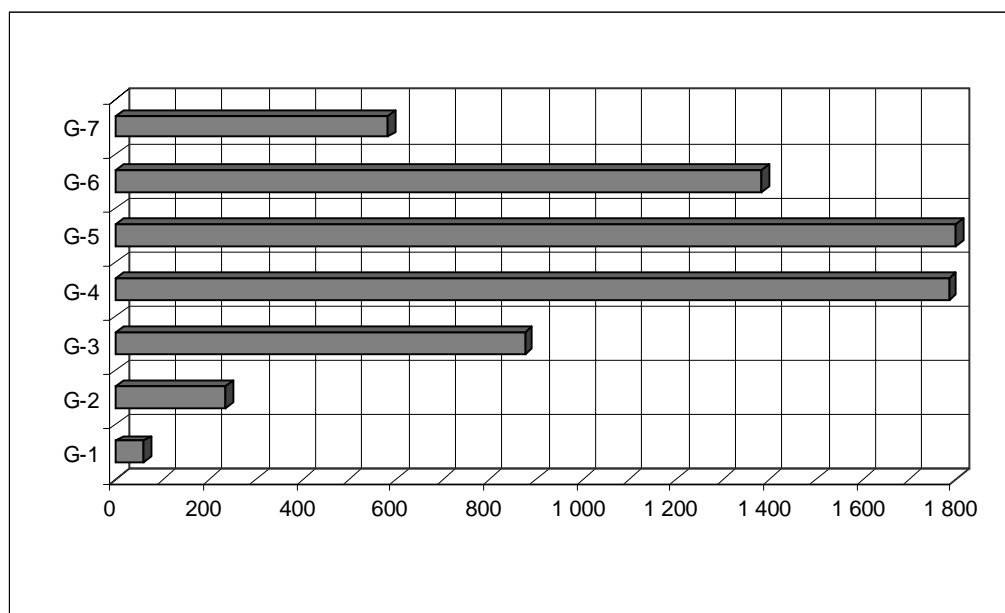


Figure 5
Grade distribution, General Service and related categories, as at 30 June 2002
(Population: 7,291)



63. As in the previous year, the number of staff in the Professional category (figure 4) is more than two thirds greater at the P-3 and P-4 grades compared with the small P-1/P-2 base (11.7 per cent). In the General Service category, the numbers confirm that three quarters of staff are concentrated in three grades (G-4, G-5 and G-6) (figure 5). In the Director category, D-1 staff represent 75 per cent of the total.

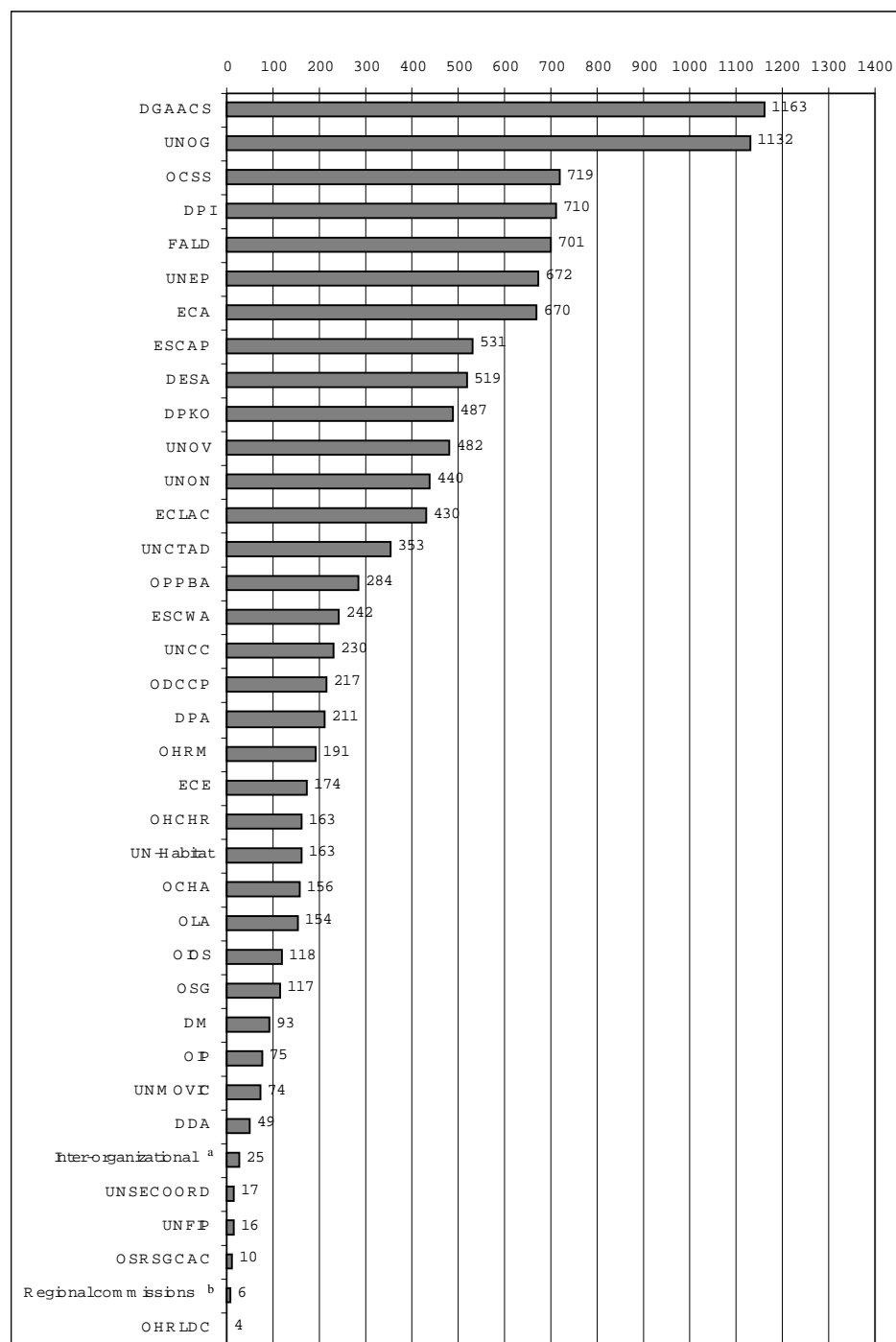
Staff by department/office

64. Figure 6 shows the breakdown of staff by department or office. Nearly 63 per cent of all Secretariat staff serve in nine departments and offices.³ In New York, the Department of Management employs the most staff (10.9 per cent), closely followed by the Department of General Assembly Affairs and Conference Services (9.8 per cent). Staff at United Nations Headquarters in New York represent 40.3 per cent of all Secretariat staff. Offices away from Headquarters (Geneva, Nairobi, Vienna, Bangkok, Addis Ababa, Santiago and Beirut) make up 45 per cent of the staff, with the largest number at the United Nations Office at Geneva (9.6 per cent). Secretariat staff serving in field missions comprise the remaining 14.7 per cent of the staff.

Staff by nationality

65. More than 72 per cent of all staff come from 25 Member States. In the Secretariat, there are more than 400 nationals from each of the following seven Member States: Ethiopia, France, Kenya, the Philippines, the Russian Federation, the United Kingdom and the United States. The inclusion of staff in the General Service and related categories increases the number of staff from Member States that host United Nations headquarters or other major offices and regional

Figure 6
Number of staff, by department, as at 30 June 2002
(Population: 11,798)



^a Inter-organizational bodies: Joint Inspection Unit; High-level Committee on Management; International Computing Centre; and Information Systems Coordination Committee.

^b Regional Commissions New York Office.

commissions (Austria, Chile, Ethiopia, Kenya, Lebanon, Switzerland, Thailand and the United States).

66. Changes in staff numbers between 1 July 2001 and 30 June 2002 have affected the representation of several Member States: 14 have seen the number of their nationals serving in the Secretariat increase by more than 10 since 1 July 2001;⁴ the representation of one Member State has decreased by more than 10;⁵ 11 Member States have remained unrepresented in all staff categories.⁶ The number of unrepresented countries has decreased by seven in the past year.

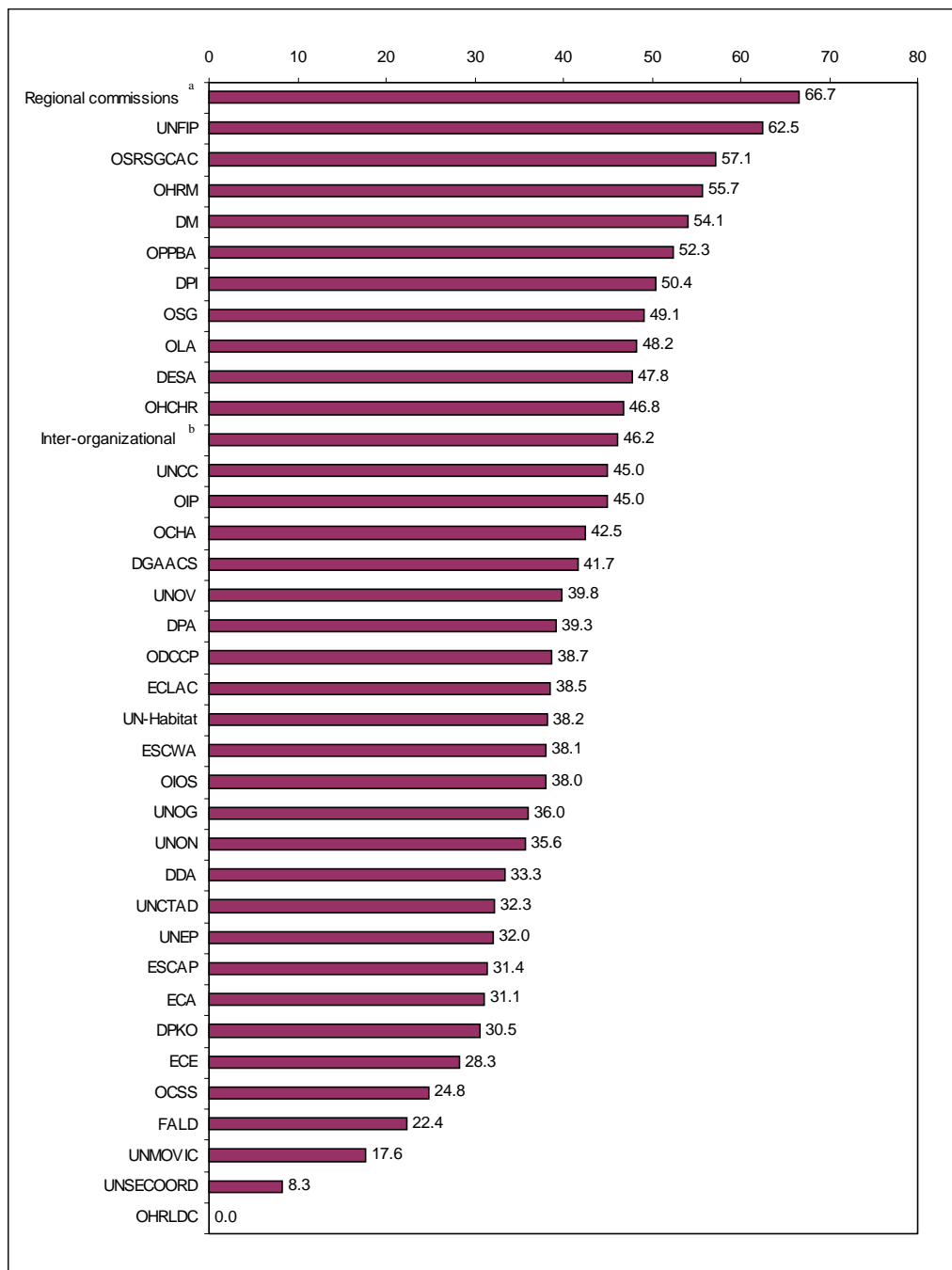
Staff by gender

67. The global gender distribution of Secretariat staff shows an almost evenly balanced female/male staff distribution (50.9/49.1). The present situation represents a decrease of female staff by 0.3 per cent as compared to 30 June 2001. This nearly evenly balanced overall gender situation disguises differences in gender representation by category and by department or office. The two most senior grades of the Secretariat (Under-Secretary-General and Assistant Secretary-General) continue to have a low female staff representation (12.9 per cent, down 1.6 per cent since 2001). Female staff numbers also remain low in the Director category (30.5 per cent, up 1.3 per cent since 2001), where the number has decreased as a result of a decrease in the category overall. The proportional female staff presence at the D-2 level has improved considerably and stands now at 26.1 per cent, an increase of 5 per cent as compared with 2001; female staff at the D-1 level have remained unchanged, at 31.8 per cent since 2001. In the Professional category the proportion of female staff is 39 per cent (up 0.5 per cent since 2001). It is higher at entry levels, where numbers are close to or above the General Assembly mandate of gender equality (54.8 per cent for P-2, 42.6 per cent for P-3). Female staff are a majority (61.9 per cent) in the General Service category. Two specific groups continue to have very low female staffing: the Security and Safety Service (9.3 per cent) and the Trades and Crafts category (3.2 per cent), both of which are relatively unchanged since 2001.

68. Figure 7 indicates that in seven departments and offices there is either gender equality or the number of women exceeds that of men in the Professional and higher categories. Nine come close to the mark, with between 40 and 49 per cent female staff. Fifteen departments and offices have between 30 and 39 per cent women Professionals, and six have less than 30 per cent female staff Professionals.

69. The ratio of female to male staff in the Professional and higher categories in nearly all departments and offices continues to fall short of the mandated goal of the General Assembly. The overall rate of progress has remained steady at about 1 per cent per year for several years. At this rate, gender equality in the Professional and higher categories may not occur before 2012. The Office of Human Resources Management is working closely with the heads of departments and offices through human resources management planning sessions, focusing on various human resources issues, among them gender balance. The constant improvement of female staff presence in the majority of departments and offices is a clear illustration of the continuous efforts to reach gender parity, as this goal has been a constant

Figure 7
**Female staff representation in the Professional and higher categories, as at
 30 June 2002 (percentage)**
(Population: 11,798)



^a Regional Commissions New York Office.

^b Inter-organizational bodies: Joint Inspection Unit; High-level Committee on Management; International Criminal Court; and Information Systems Coordination Committee.

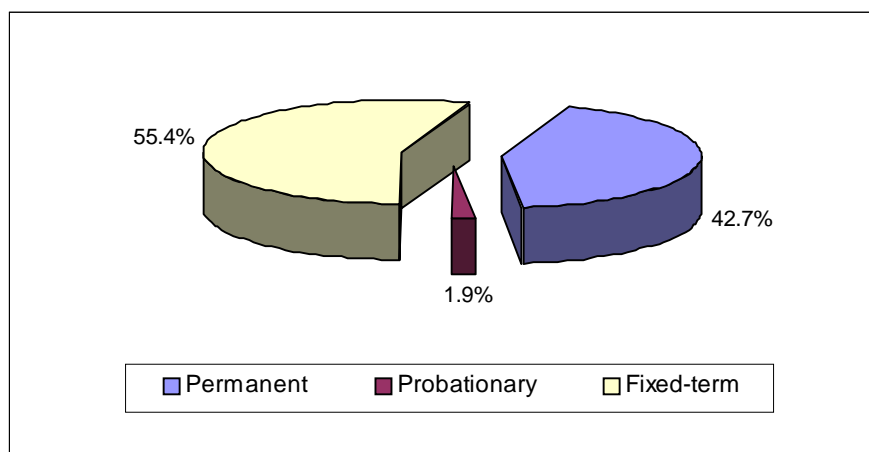
feature of the human resources action plans agreed upon by departments and offices with the Office of Human Resources Management.

Staff by appointment type

70. The proportion of permanent appointments compared with other types of contracts in the Secretariat is illustrated in figure 8. The proportion of permanent appointments differs by category: 48.3 per cent of Directors, 56.1 per cent of Professionals and 38.3 per cent of the General Service and related staff have permanent appointments. The reduction in the number of permanent appointments in two categories of staff since 2001 is due to an increase in fixed-term appointments, especially for new mission staff. Staff with permanent appointments account for 59.4 per cent of staff under regular budget funds and 40.6 per cent of staff under extrabudgetary funding. The ratio of permanent and fixed-term appointments varies across departments and offices: the United Nations Compensation Commission (0.9 per cent) and UNEP (5.3 per cent) have the fewest number of permanent appointees among their staff, as compared with the Department of General Assembly Affairs and Conference Services (74.7 per cent) and the Department of Economic and Social Affairs (65.3 per cent), which have the highest. The share of fixed-term appointments increased from 51.3 per cent in 2001 to 56.4 per cent. The current percentage of permanent appointments for posts subject to geographical distribution (64.6 per cent) continued to decrease for a third year and remained below the ceiling set by the General Assembly (70 per cent).

Figure 8

Staff distribution, by type of appointment, as at 30 June 2002
(Population: 11,798)



Staff by age

71. As at 30 June 2002, the average age of the staff was 46.1 years. Compared with 2001, this represents an increase of six months. Following the recession of the average staff age in 2001, the age has increased in 2002. More than 58 per cent of all Secretariat staff are older than 45 years. Twenty-two per cent are younger than 40 and only 4 per cent are younger than 30. This pattern is illustrated in figures 9 and 10, which show, respectively, the female and male staff age distribution and the

distribution of age groups in the Secretariat. Apart from the Under-Secretaries-General and the Assistant Secretaries-General, the highest average age is for Directors (55 years). The average age of staff in the Professional category is 46.5 years. At the entry level, the average age is relatively high (37.3 years at the P-2 level). In the General Service and related categories, the average age is 45.3 years.

72. The average age of male Directors exceeds that of female staff by more than one year, while Professional male staff are on average two years older than their female colleagues. Male security officers on average are five and a half years older than their female colleagues. For General Service staff, the average age of male staff is nearly one year lower than that of female staff. The average age of directors in the Office of the United Nations Security Coordinator (49.1 years), the United Nations Fund for International Partnerships (UNFIP) and UN-Habitat (51.9 years) are among the lowest in the Secretariat, while in the Economic and Social Commission for Western Asia (ESCWA) (58.3 years), the United Nations Monitoring, Verification and Inspection Commission (UNMOVIC) (57.7 years) and the Office for the Coordination of Humanitarian Affairs (57.1 years) they are among the highest. The United Nations Compensation Commission (37.7 years) and the Office of the Secretary-General (42 years) have the youngest Professionals, while ESCWA (50.3 years) and ECA (49.8 years) have the oldest. The departments and offices with the lowest overall average ages are the Office of the Iraq Programme (38.2 years) and the United Nations Compensation Commission (39.5 years), while the Department of Economic and Social Affairs (48.5 years), the Department for Disarmament Affairs (48.4 years) and the Department of General Assembly Affairs and Conference Services (48.3 years) have the highest.

Staff by length of service

73. Length of service is an indicator of experience acquired in the Organization. The overall average length of service for all staff and all types of appointments is 17.5 years. The average for staff with permanent appointments is 20.6 years (24.7 years for Directors, 16.9 years for Professionals and 23 years for staff in the General Service category). The average length of service of staff with permanent appointments has remained unchanged since 2001. Average length of service by department and office for all appointments varies from the United Nations Compensation Commission (4.7 years), the Office of the Iraq Programme (5.1 years) and UNMOVIC (5.4 years) at the low end to the Department of Economic and Social Affairs and the Economic and Social Commission for Asia and the Pacific (16.3 years each), the Department of General Assembly Affairs and Conference Services (15.5 years), the Economic Commission for Latin America and the Caribbean (ECLAC) (15.7 years), the Office of Central Support Services (15.4 years) and the United Nations Office at Geneva (15.1 years) at the high end. A lower than average service duration may reflect a younger staff population, more recent recruits, a higher staff turnover rate or a combination. Higher than average length of service reflects an older population with a lower turnover rate. The average length of service of staff holding a fixed-term appointment of one year or more is 7.4 years. Longer service time for Directors correlates with their higher average age. A shorter service time for Professionals as a whole is associated with higher turnover rates for fixed-term appointees, with shorter career expectations.

Figure 9
Age distribution of staff, by gender, as at 30 June 2002

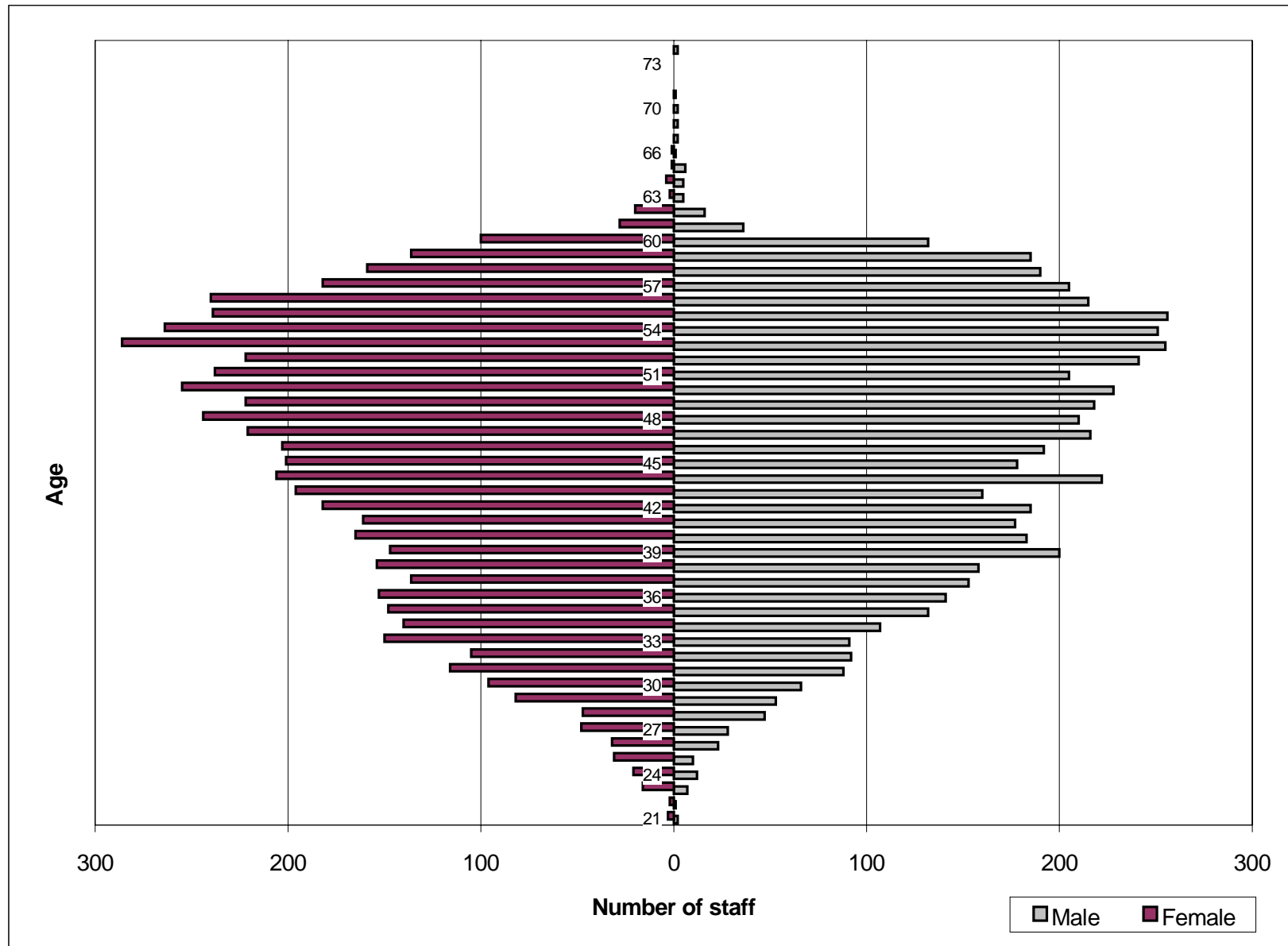
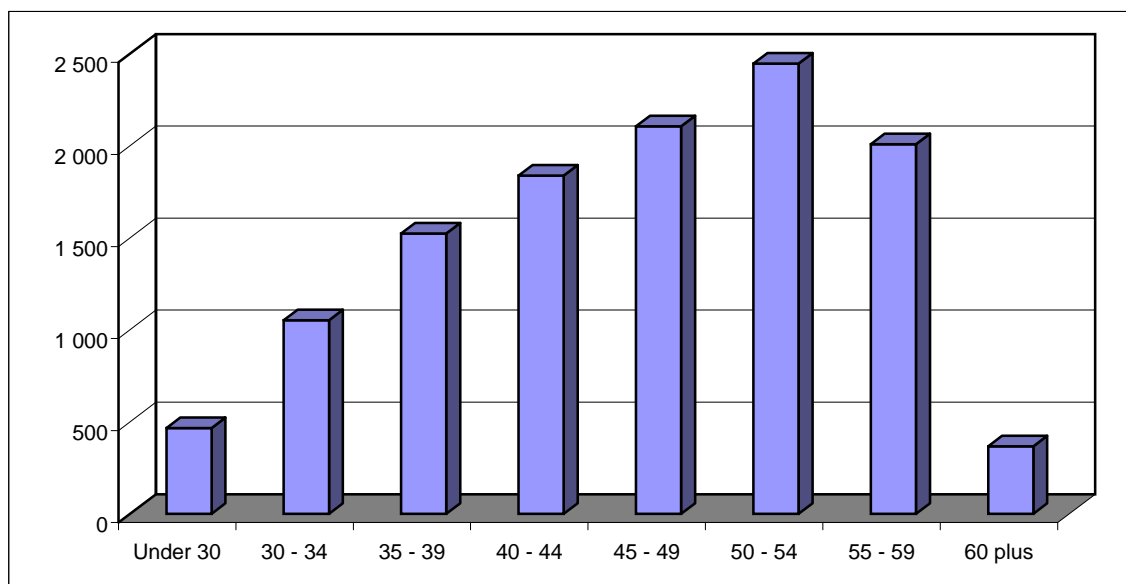


Figure 10
Distribution of age groups in the Secretariat, as at 30 June 2002
 (Population: 11,798)

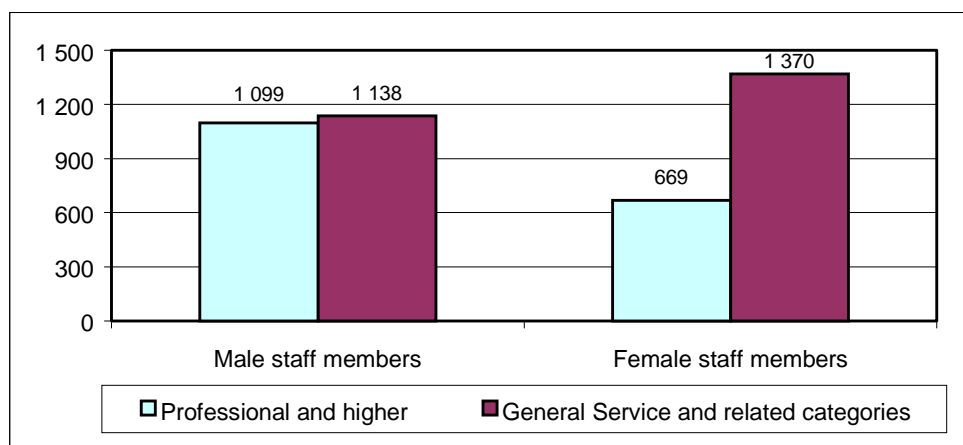


B. Movement of staff from 1 July 2001 to 30 June 2002

Recruitment of staff

74. Figure 11 illustrates that, between 1 July 2001 and 30 June 2002, 4,276 staff were recruited for the Secretariat (39.3 per cent on initial appointment and 60.7 per cent on re-appointment). The total number of staff recruited for the period is 13.2 per cent lower than for the similar period in 2000/01. Recruitments have been highest into the General Service and related categories (2,508 staff, 58.6 per cent of all recruitments) especially in the United Nations Offices at Geneva, Vienna and Nairobi, ECLAC and the United Nations Conference on Trade and Development (UNCTAD). Recruitments in the Professional category (1,672 staff, or 39.1 per cent) have especially benefited the peacekeeping missions and their operational support at Headquarters (617 staff, or 14.4 per cent of all recruitments). Recruitment into the Director and higher categories has increased slightly compared with the 2000/01 period (76 staff, or 1.8 per cent of recruitments). A total of 547 recruitments at the P-1/P-2 levels accounted for 12.8 per cent of all recruitments and nearly a third of all recruitments in the Professional category. A large part (42.2 per cent) of P-1/P-2 recruitments was for vacancies in peacekeeping missions and in the Department of Public Information. Women accounted for 47.4 per cent of all staff recruited (a 0.8 per cent increase compared with the period from 1 July 2000 and 30 June 2001).

Figure 11
Recruitments by gender, from 1 July 2001 to 30 June 2002

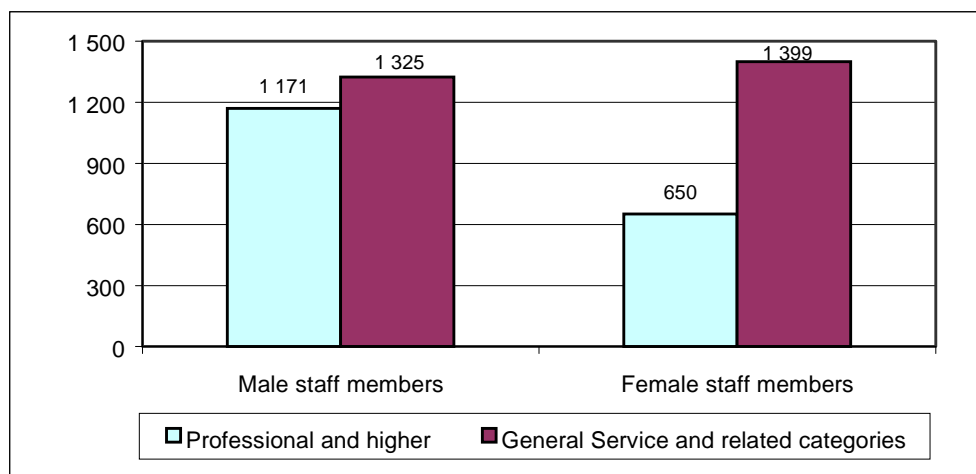


75. In the General Service and related categories, the departments and offices that recruited more than 50 staff in the General Service category between 1 July 2001 and 30 June 2002 were the United Nations Offices at Geneva, Vienna and Nairobi, ECLAC, UNCTAD, UNEP, ECA, the Department of Public Information and the Department of General Assembly Affairs and Conference Services, followed by the Office of Central Support Services, the Field Administration and Logistics Division of the Department of Peacekeeping Operations and the United Nations Compensation Commission. In the Professional category, the Office of Mission Support of the Department of Peacekeeping Operations recruited 28.1 per cent of all new Professional staff (470), followed by the Department of Public Information, the Department of Peacekeeping Operations, UNCTAD, ECLAC, Office of the United Nations High Commissioner for Human Rights (OHCHR), UNEP and the Department of Economic and Social Affairs, each with more than 50 new staff. Seven departments and offices⁷ each recruited 20 or more P-2 staff. Among 76 newly recruited Directors, 34 were for the Office of Mission Support. The United Nations Office at Geneva accounted for 20.7 per cent of all recruitments between 1 July 2001 and 30 June 2002, followed by the Office of Mission Support (13.3 per cent), the Department of Public Information (7.1 per cent), the United Nations Office at Vienna (6.8 per cent) and ECLAC (5.1 per cent). Recruitments comprised short-term appointments and appointments of limited duration (69.8 per cent, mostly for missions), fixed-term appointments (24.7 per cent) and new probationary appointments (1.9 per cent).

Separation of staff

76. Between 1 July 2001 and 30 June 2002, 4,208 staff separated, as indicated in figure 12. Separations mirrored more or less the distribution of staff by category and level (2.3 per cent Directors and above, 40.6 per cent Professionals and 56.7 per cent staff in the General Service and related categories). A total of 499 P-1/P-2 staff separated, accounting for 11.8 per cent of all separations and 29.3 per cent of separations at the Professional level (122 were with the Office of Mission Support, 102 with the Department of Public Information, 30 with UNCTAD, 28 with

Figure 12
Separations by gender, from 1 July 2001 to 30 June 2002



OHCHR, 22 with the Department of Economic and Social Affairs and 20 with the Economic Commission for Europe (ECE)). Separations of female staff accounted for 46.5 per cent of all staff departures. A majority of staff separated from the United Nations Offices at Geneva, Vienna and Nairobi, the Office of Mission Support, the Department of Public Information, ECLAC, UNCTAD, the Department of General Assembly Affairs and Conference Services, the Department of Peacekeeping Operations, UNEP and ECA (each department or office had more than 100 separations). The reason for nearly four fifths of all separations was the non-extension of short-term mission and fixed-term appointments.

77. Between 1 July 2001 and 30 June 2002 a total of 446 staff resigned, an amount equivalent to 160 per cent of the number of retiring staff (283). Seven Directors resigned, as compared with 240 staff in the Professional category and 195 in the General Service and related categories. Nearly a third (32.1 per cent) of the resignations in the Professional category were by staff at the P-2 level, a majority of whom were on fixed-term contracts or appointments of limited duration.

Promotion of staff

78. Promotion is defined as the movement of staff to a higher grade, except for movement to the Professional category of staff from the General Service and related categories, which is considered "recruitment" pursuant to General Assembly resolution 55/258 of 14 June 2001. Between 1 July 2001 and 30 June 2002, 918 staff were promoted in the Secretariat. The comparison of the number of staff promoted during a year and the total number of active staff at the beginning of the year is known as the promotion index. The promotion index for Secretariat staff in 2001/02 was 8.2 per cent (identical to its value in 2000/01). The gender distribution of the promotions showed the percentage breakdown to be 53/47 in favour of women staff (40.6 per cent of the promotions in the Director category, 44.2 per cent for the Professional staff and 58.7 per cent for the General Service and related staff). The Department of Management (150), the Department of General Assembly Affairs and Conference Services (119), the United Nations Office at Geneva (105), the

Department of Public Information (60), the Department of Peacekeeping Operations (54) and the Department of Economic and Social Affairs (52) all had more than 50 promotions in 2001/02. the Department for Disarmament Affairs, the Office of Mission Support, ECA, the Office of Internal Oversight Services, UN-Habitat, UNFIP and UNMOVIC had the fewest promotions.

Transfer of staff

79. Transfers are defined as lateral staff movements, with a change of assignment involving two departments or offices at one or more duty stations. During the reference period there were 206 transfers Secretariat-wide. This number of staff compared with the total number of Secretariat staff at the beginning of the reference period is known as the transfer index. It was 1.8 per cent for the period from 1 July 2001 to 30 June 2002. Noteworthy is the greater number of transfers by female staff (61.6 per cent of the total number of transfers). Most transfers occurred into or out of the Department of Peacekeeping Operations (29) and the United Nations Office at Geneva (23), followed by the Department of Management (19), the Office of the Secretary-General (18), the Department of Economic and Social Affairs (14), the Department of Public Information (14) and the Department of General Assembly Affairs and Conference Services (13).

Turnover of staff

80. Turnover rates are based on the calculation of a standard labour turnover index, which is obtained by comparing the number of actual staff departures over the period from 1 July 2001 to 30 June 2002 with the number of active staff as at 1 July 2001. Turnover rates for 2001/02 are presented by category of staff and take into account all causes of separation except expiration of contract. The turnover for Directors and Professionals is 150 per cent higher than that of the staff as a whole:

Directors	11.6 per cent
Professional category	10.8 per cent
General Service and related categories	5.6 per cent
Total staff	7.7 per cent

As compared with the previous period (2000/01), the current year's turnover rates have not changed much. For Directors there was a slight increase, by 0.5 per cent, as was the case for staff in the Professional category. Turnover has remained unchanged for staff in the General Service and related categories. The current percentages of turnover for Professionals and Directors help to open up promotion and recruitment prospects and are central to staff-replacement plans.

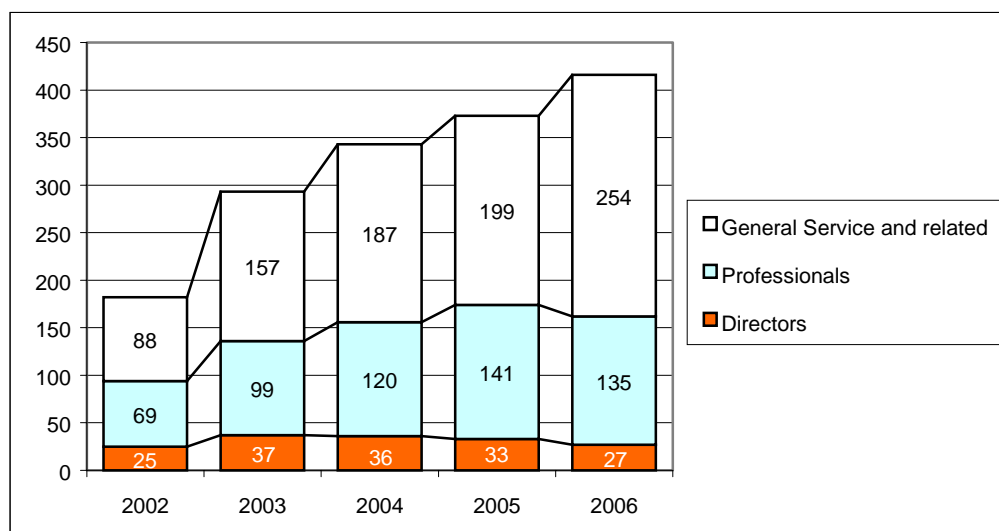
C. Forecasts of anticipated retirements, 2002-2006

All Secretariat staff

81. A total of 1,629 Secretariat staff will reach the mandatory retirement age during the next five years (13.8 per cent of the current overall workforce). An average of 326 staff will retire each year, ranging from a low of 184 in 2002 to a

high of 420 in 2006. Figure 13 illustrates that 158 Directors will retire over the five-year period, accounting for 9.7 per cent of all retirements; 564 staff (34.6 per cent) will retire from the Professional category and 885 (54.3 per cent) from the General Service and related categories. More men than women will retire. In the Professional and higher categories (P-2 to D-2), more than two of every three retirees will be male. This demographic situation holds important potential for raising the level of gender representation in the Professional and Director categories. Filling the vacancies expected due to retirement on the basis of gender parity would raise female staff representation in both the Director and Professional categories. In the Director category, this replacement would result in an increase over the next five years of 37 female Directors, 88 per cent more than at present (increasing their representation from 30.4 per cent in 2002 to 40.1 per cent in 2006, at a progress rate twice as fast as the current one). Replacing all retiring Professional staff on the basis of total gender parity would increase female Professional staff by more than 108, or 62 per cent (an increase in representation from 39 per cent in 2002 to 41.6 per cent in 2006).

Figure 13
Anticipated retirements, by category, from 2002 to 2006
(Population: 1,629)



82. Retirement rates at senior levels (P-5, D-1 and D-2) will be important in a number of departments. The following detail compares the number of expected retirements at these levels by department and office with their present staff strength in the Professional and higher categories. Departments and offices have been divided into three groups corresponding to the percentage of their strategic replacement needs:

(a) Departments and offices with low strategic replacement needs (less than 5 per cent replacement of their present staff in Professional and higher categories): the Department of Peacekeeping Operations, the Office of Internal Oversight Services, the United Nations Compensation Commission, UNMOVIC, the Office of the Iraq Programme and the United Nations Office at Nairobi;

(b) Departments and offices with medium strategic replacement needs (between 5 and 15 per cent of their present staff in Professional and higher categories): the Department for Disarmament Affairs, the Department of Economic and Social Affairs, the Department of General Assembly Affairs and Conference Services, the Department of Management, the Department of Public Information, the Office of Mission Support, ECA, ECE, ECLAC, ESCAP, the Office for the Coordination of Humanitarian Affairs, the Office for Drug Control and Crime Prevention, OHCHR, the Office of Legal Affairs, UN-Habitat, UNCTAD, UNEP, UNFIP and the United Nations Offices at Geneva and Vienna;

(c) Departments and offices with high strategic replacements needs (over 15 per cent of their present staff in Professional and higher categories): the Department of Political Affairs, ESCWA and the Office of the Secretary-General.

83. Monitoring of expected staff retirements in the P-5, D-1 and D-2 grades helps to forecast staff replacement requirements. Replacement needs for the P-5 grade for the coming five years are 30.1 per cent of their present number. At the D-2 and D-1 grades they are higher — 41.5 per cent. Replacing strategic staff in high numbers is a challenge to the Organization. This is illustrated in table 10.

Table 10

Replacement needs, due to retirement at, the D-1/D-2 and P-5 grades from 2002 to 2006

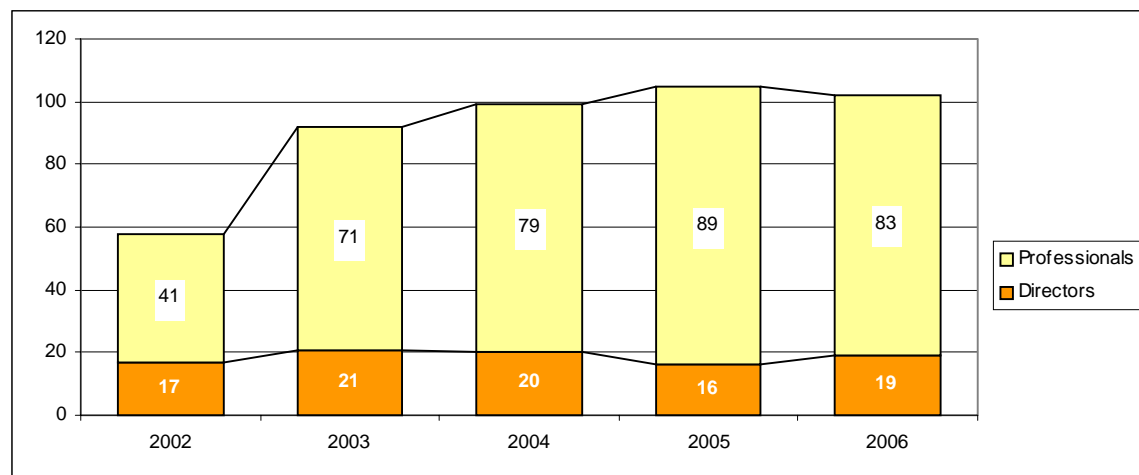
Year	All posts			Posts subject to geographical distribution		
	D-1/D-2	P-5	Total	D-1/D-2	P-5	Total
2002	25	34	59	22	19	41
2003	37	34	71	30	19	49
2004	36	43	79	28	30	58
2005	33	59	92	27	37	64
2006	27	59	86	24	37	61
Total	158	229	387	131	142	273

Staff occupying posts subject to geographical distribution

84. Of the current 2,492 staff on posts subject to geographical distribution, 494 will retire between 2002 and 2006 (19.8 per cent). Retirements will average 99 staff members a year, ranging from a low of 63 in 2002 to a high of 116 in 2005. Figure 14 indicates the breakdown between the Director and Professional categories.

85. All staff on posts subject to geographical distribution from three countries⁸ will retire in the next five years, while six countries⁹ will see their current staff reduced by more than 50 per cent due to retirement. Sixty-two countries¹⁰ will have their staff reduced by between 20 and 50 per cent, 24 countries¹¹ by 10 to 20 per cent and 6 countries¹² by 1 to 10 per cent. There will be no retirements for staff from the remaining 88 represented countries in the coming five years.

Figure 14
Anticipated retirements, by category, from 2002 to 2006, for staff in posts subject to geographical distribution
(Population: 494)



Notes

¹ Section V of the present report has a number of limitations, due mainly to uneven data quality and the lack of a geographically integrated worldwide IMIS database. The following two populations have been defined for analytical purposes:

Population 1: All Secretariat personnel, irrespective of source of funding, holding an appointment of one year or more under the 100 series of the Staff Rules, with the exception of mission appointees, Field Service staff, technical assistance personnel (200 series staff), staff on short-term appointments (300 series staff) and language teachers. As at 30 June 2002, the size of this population was 11,798, which includes the following categories:

- Under-Secretaries-General and Assistant Secretaries-General, Directors (D-2) and Principal Officers (D-1), hereafter referred to as the Director category
- Senior, First, Second, Associate and Assistant Officers (P-5, P-4, P-3, P-2 and P-1)
- General Service (G-7 to G-1) and related categories (Security Service and Trades and Crafts), hereafter referred to as the General Service and related category

Population 2: All Secretariat staff, irrespective of source of funding, with the same restrictions as population 1, in the Professional and higher categories (4,507).

² Department of Political Affairs, Department of Peacekeeping Operations, Office of Mission Support, ECA, ECE, Office for the Coordination of Humanitarian Affairs, Office for Drug Control and Crime Prevention, Office of the Secretary-General, United Nations Compensation Commission, UN-Habitat, UNEP, UNFIP, UNMOVIC and the United Nations Office at Vienna.

³ Nine departments and offices have 500 or more staff: Department of Economic and Social Affairs, Department of General Assembly Affairs and Conference Services, Department of Management, Department of Public Information, Office of Mission Support, Economic Commission for Africa, Economic and Social Commission for Asia and the Pacific, United Nations Environment Programme and United Nations Office at Geneva.

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- ⁴ Fourteen Member States increased their representation by 10 staff members or more: Canada, Chile, Ethiopia, Ghana, India, Italy, Japan, Kenya, Lebanon, Mexico, Netherlands, Peru, Philippines and United States.
- ⁵ Egypt decreased its representation by more than 10 staff members.
- ⁶ Unrepresented Member States: Brunei Darussalam, Guinea-Bissau, Kiribati, Marshall Islands, Monaco, Nauru, Palau, Samoa, Turkmenistan, United Arab Emirates and Uzbekistan.
- ⁷ The Department of Public Information, the Office of Mission Support of the Department of Peacekeeping Operations, UNCTAD, OHCHR, the Department of Economic and Social Affairs, the United Nations Compensation Commission and the United Nations Office at Geneva.
- ⁸ Angola, Comoros and Malta.
- ⁹ Afghanistan, Democratic Republic of the Congo, the Gambia, Iraq, Malawi and Turkey.
- ¹⁰ Algeria, Argentina, Australia, Belarus, Benin, Cambodia, Cameroon, Canada, Chile, Colombia, Congo, Cyprus, Czech Republic, Dominica, Ecuador, Egypt, El Salvador, Ethiopia, Finland, Guatemala, Guinea, Guyana, Haiti, Iran (Islamic Republic of), Ireland, Israel, Jordan, Kenya, Lebanon, Lesotho, Libyan Arab Jamahiriya, Madagascar, Malaysia, Mauritania, Mauritius, Morocco, Myanmar, Nepal, New Zealand, Nigeria, Oman, Pakistan, Peru, Poland, Russian Federation, Saint Lucia, Senegal, Sierra Leone, Somalia, Sri Lanka, Sudan, Swaziland, Syrian Arab Republic, Thailand, Togo, Trinidad and Tobago, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania, United States of America, Uruguay, Yemen and Yugoslavia.
- ¹¹ Austria, Belgium, Brazil, Bulgaria, Burkina Faso, China, Cuba, Denmark, Dominican Republic, France, Germany, Ghana, Greece, India, Liberia, Mexico, Netherlands, Saint Kitts and Nevis, Saudi Arabia, Singapore, South Africa, Sweden, Zambia and Zimbabwe.
- ¹² Côte d'Ivoire, Italy, Japan, Spain, Tunisia and Ukraine.

Annex**Comprehensive statistical tables**