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## 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. The report covers the period from 1 July 2000 to 30 June 2001.

* In December 1971, the General Assembly requested the Secretary-General to report statistics on the composition of the staff as of 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 is 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 |  |
| :---: | :---: |
| DM | Department of Management |
| DM/OCSS | Office of Central Support Services |
| DM/OHRM | Office of Human Resources Management |
| DM/OPPBA | Office of Programme Planning, Budget and Accounts |
| DDA | Department for Disarmament Affairs |
| DESA | Department of Economic and Social Affairs |
| DGAACS | Department of General Assembly Affairs and Conference Services |
| DPA | Department of Political Affairs |
| DPI | Department of Public Information |
| DPKO | Department of Peacekeeping Operations |
| DPKO/FALD | Special Missions |
| ECA | Economic Commission for Africa |
| ECE | Economic Commission for Europe |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| EOSG | Executive Office of the Secretary-General |
| ESCAP | Economic and Social Commission for Asia and the Pacific |
| ESCWA | Economic and Social Commission for Western Asia |
| ICJ | Registry of the International Court of Justice |
| ICSC | Secretariat of the International Civil Service Commission |
| ICTR | International Criminal Tribunal for Rwanda |
| ICTY | International Criminal Tribunal for the Former Yugoslavia |
| INTERORG | Inter-organization bodies: |
|  | Joint Inspection Unit (JIU) |
|  | Consultative Committee on Administrative Questions (CCAQ) |
|  | International Computing Centre (ICC) |
|  | Information Systems Coordination Committee (ISCC) |
| ITC | International Trade Centre |
| OCHA | Office for the Coordination of Humanitarian Affairs |
| ODCCP | Office for Drug Control and Crime Prevention |
| OHCHR | Office of the United Nations High Commissioner for Human Rights |
| OIOS | Office of Internal Oversight Services |
| OLA | Office of Legal Affairs |

DM
DM/OCSS
DM/OHRM

DDA
DESA
DGAACS
DPA

DPKO
PRO/FALD

ECE
ECLAC
EOSG
ESCAP
ESCWA
CJ


| OSRSGCAC | Office of the Special Representative of the Secretary-General for Children and Armed Conflict |
| :---: | :---: |
| REGCOM | Regional Commissions Liaison Office |
| UNCC | United Nations Compensation Commission |
| UNCHS | United Nations Centre for Human Settlements (Habitat) |
| 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 |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNFPA | United Nations Population Fund |
| UNFSTD | United Nations Fund for Science and Technology for Development |
| 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 |
| UNOIP | United Nations Office of the Iraq Programme |
| 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 |
| UNU | United Nations University |
| WTO | World Trade Organization |

## 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 resolutions 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 of the report constitutes the traditional report 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. In accordance with paragraph 4 of section IX of General Assembly resolution 53/221, the practice of showing the representation of staff according to major geographical groupings has been discontinued. Countries are listed in alphabetical order.
3. The secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee (UNJSPF) constitutes an inter-organization entity, not part of the Secretariat: as a result, it is not included in the statistics; nor is the staff of ICSC. However, the names of these staff members are included in the companion report mentioned below.
4. The list of staff of the United Nations Secretariat is published in document ST/ADM/R.56, which identifies the staff by organizational entity, functional title, grade and nationality. Information concerning gender issues is elaborated in the report of the Secretary-General on the improvement of the status of women in the United Nations system (A/56/472).
5. Chapter III of the report provides information on the system of desirable ranges for the geographical distribution of staff, in particular on the methodology for deriving weighted ranges.
6. Chapter IV of the report contains information on human resource demographics. It provides an analysis of the main characteristics of the staff of the Secretariat, trends and changes over time in that population. It contains a forecast on changes in expected staff requirements related to anticipated retirements.
7. Data in the report is current as of 30 June 2001, and refers to organizational entities in existence as of that date.

## 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 for the appointment of their staff: United Nations Children's Fund (UNICEF); United Nations Development Programme (UNDP); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA); United Nations University (UNU); Secretariat of the International Civil Service Commission (ICSC); UNJSPF; Registry of the International Court of Justice (ICJ); International Trade Centre (ITC). The present report is therefore not designed to contain comprehensive information about them.
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 subsidiary programmes, funds and organs with special status in matters of appointment.
12. As of 30 June 2001, the total number of staff of the United Nations Secretariat and those units with special status who hold appointments of one year or more amounted to 35,441 . Of this total, 14,874 staff paid from various sources of funds are assigned to the Secretariat and 20,567 staff to other entities of the United Nations (see figure I). As of 30 June 2001, 7,835 staff encumber the 8,989 posts authorized in the regular budget for 2001 (for further details on the composition of the staff by category and source of funds, see table A).

## B. Staff recruited under the system of desirable ranges

13. Within the overall total of 14,874 staff who hold appointments of one year or more, a limited group of staff of the Secretariat is 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 detailed in chapter III of the present report. The staff concerned are referred to as "staff appointed to posts subject to geographical distribution"; they number 2,445. 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, Public Information Assistants) who are locally recruited; staff appointed to posts for service limited to the United Nations Environment Programme (UNEP), the United Nations Centre for Human Settlements (UNCHS) or the Office for Drug Control and Crime Prevention (ODCCP); staff appointed to posts financed on an inter-agency basis; staff appointed to posts of technical cooperation projects; national officers at United Nations information centres; staff on special leave without pay; and staff on secondment to other organizations.

Figure I comes here

Table A
Staff of the United Nations Secretariat and other entities, by category and source of funds, as of 30 June 2001

| Entity | Regular budget |  |  |  | Extrabudgetary resources |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Professional and higher | Project personnel | General Service and related | Total | Professional and higher ${ }^{1}$ | Project personnel | General Service and related | Total | Grand total |
| United Nations |  |  |  |  |  |  |  |  |  |
| Secretariat | 2978 | 25 | 4482 | 7485 | 2530 | 811 | 4048 | $7389{ }^{\text {a }}$ | 14874 |
| UNDP |  |  |  |  | $922^{\text {b }}$ | 201 | $4047^{\text {d }}$ | 5170 | 5170 |
| UNFPA |  |  |  |  | $265{ }^{\text {b }}$ | $35^{\text {c }}$ | $862^{\text {d }}$ | 1162 | 1162 |
| UNHCR | 85 |  | 127 | 212 | 1366 |  | 3427 | 4793 | 5005 |
| UNICEF |  |  |  |  | $1103^{\text {e }}$ | $1727^{\text {f }}$ | 4588 | 7418 | 7418 |
| UNITAR |  |  |  |  | 12 | 3 | 3 | 18 | 18 |
| UNOPS |  |  |  |  | 307 | 25 | 799 | 1131 | 1131 |
| UNRWA ${ }^{\text {g }}$ | 75 |  | 10 | 85 | 18 |  |  | 18 | 103 |
| ITC ${ }^{\text {h }}$ |  |  |  |  | 65 | 37 | 94 | 196 | 196 |
| ICSC |  |  |  |  | 16 |  | 20 | 36 | 36 |
| UNJSPF |  |  |  |  | 43 |  | 93 | 136 | 136 |
| ICJ | 22 |  | 31 | 53 |  |  |  |  | 53 |
| UNU |  |  |  |  | 21 | 32 | 66 |  | 119 |
| Total | 3160 | 25 | 4650 | 7835 | 6668 | 2871 | 18047 | 27586 | 35421 |

${ }^{\text {a }}$ Including 22 Professional and 102 General Service staff against revenue-producing accounts.
${ }^{\text {b }}$ Including staff charged to UNDP core budget, funds managed by UNDP and UNDP supplementary funds.
${ }^{c}$ Including Junior Professional Officers.
${ }^{\mathrm{d}}$ Including National Officers and Field Service Officers.
${ }^{e}$ Including international Professional and National Officers occupying posts funded by regular resources, i.e., support budget.
${ }^{\mathrm{f}}$ Including international Professional and National Officers occupying posts funded by other resources, i.e., project funds.
${ }^{\mathrm{g}}$ Excluding area staff.
${ }^{\text {h }}$ A number of posts in ITC are financed jointly by the United Nations from the regular budget and by WTO.
${ }^{i}$ Including 1,220 staff in peacekeeping operations with appointments of limited time duration but excluding local staff of peacekeeping operations regardless of the source of funding.

## C. Representation of Member States

14. Each Member State is grouped into one of four categories: unrepresented, under-represented, within range and over-represented. A Member State is "unrepresented" when none of its nationals have been appointed to a post subject to geographical representation; it is "under-represented" 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 within the upper and lower limits of the desirable range; and it is "over-represented" when
the number of its nationals appointed to such posts exceeds the upper limit of the desirable range.
15. As of 30 June 2001, 18 Member States were unrepresented compared with 21 in June 2000: Andorra, Bahrain, Brunei Darussalam, Guinea-Bissau, Kiribati, Marshall Islands, Monaco, Nauru, Palau, Qatar, Republic of Moldova, Samoa, Sao Tome and Principe, Tajikistan, Tonga, Turkmenistan, United Arab Emirates and Uzbekistan. Ten Member States were under-represented, compared with 8 in June 2000: Austria, Brazil, China, Greece, Japan, Kuwait, Norway, Portugal, Republic of Korea and Saudi Arabia. Seventeen Member States were over-represented: Belgium, Cameroon, Chile, Egypt, Ethiopia, India, Kenya, Lebanon, Nigeria, Pakistan, Philippines, Russian Federation, Senegal, Sweden, Thailand, Uganda and Ukraine. All other Member States are within range.
16. Figure II 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 1997 to 2001.

Figure II
Representation of Member States, June 1997-June 2001

17. Tables 1 to 4 of the annex cover posts subject to geographical distribution: data in table 1 is arranged by nationality, grade and gender, compared with the mid-point of the desirable range and the range itself; data in table 2 is arranged by nationality and type of appointment, as of 30 June 2000 and 30 June 2001; data in table 3 shows appointments, arranged by nationality, grade and gender, for the period 1 July 200030 June 2001; and data in 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 paragraphs 1 and 3 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 succeeds a national of that State in a senior post and that there is no monopoly on senior posts by nationals of any State or group of States, and 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, unrepresented and under-represented, in particular developing countries, in accordance with the relevant resolutions of the General 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. For reference and comparison with previous reports, table 9 of the annex contains data on senior officials appointed under the system of desirable ranges, including a breakdown by country of nationality.
20. Table B presents data on the representation of developing countries and other countries for all staff subject to geographical distribution appointed at the D-1 grade and above, for such staff appointed at the D-2 grade and above, and for all staff appointed 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 tables 1,3 and 9 of the annex). For all grades D-1 and above, the ratio between staff from developing and other countries evolved from $46.7 / 53.2$ in 1997 to $49.5 / 50.5$ in 2000 . At the $\mathrm{D}-2$ grade and above, the same ratio between developing and other countries changed from 46.3/53.7 in 1997 to 52.7/47.3 in 2001. At the grade of Assistant Secretary-General and above, the ratio of 56.3/43.7 in 1997 changed to 55.0/45.0 in 2001.

## E. Gender representation

21. Since the forty-fifth session of the General Assembly and in compliance with resolutions $45 / 239$ C and $55 / 258$, section XIV, the Secretary-General continues 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 1997 to 30 June 2001, the number of female staff members at the D-1 grade and above increased from 62 to 106 , an increase of 71 per cent. Table 5 of the annex shows staff in posts with special language requirements, by nationality, grade and gender. Table $C$ shows the ratio of female to total staff in posts subject to geographical distribution for the five-year period 1997-2001. As of 30 June 2001, the number of female staff members appointed to posts subject to geographical distribution was $983,40.2$ per cent of the total and an increase of 1 per cent as compared with 2000 . Over the last five years, the number of female staff in posts subject to geographical distribution has increased by more than 9 per cent. Gender information relating to the remaining staff population of the Secretariat, not subject to the system of desirable ranges, is presented in paragraphs 45 to 47 below.
Table B
Distribution of staff subject to geographical distribution among developing and other countries, 1999-2001

| Group | Year | Combined desirable ranges | $\begin{gathered} \text { Group } \\ \text { mid- } \\ \text { point } \end{gathered}$ | Percentage | Number of staff | Percentage | Number of staff at $D-1$ and above | Percentage | Number of staff at D-2 and above | Percentage |  | Percentage |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Developing countries | 1999 | 851-1 151 | 1000.6 | 38.5 | 1024 (369) | 42.8 (40.3) | 151 (43) | 47.9 | 53 (9) | 49.1 | 23 (2) | 57.5 |
|  | 2000 | 855-1 157 | 1006.4 | 38.7 | 1022 (382) | 43.0 (41.0) | 150 (43) | 48.5 | 52 (11) | 49.1 | 21 (2) | 56.8 |
|  | 2001 | 896-1 213 | 1054.6 | 40.6 | 1038 (400) | 42.7 (40.9) | 161 (50) | 49.5 | 59 (14) | 52.7 | 22 (4) | 55.0 |
| Developed countries | 1999 | 1193-1 614 | 1403.3 | 54.0 | 1120 (506) | 46.8 (55.3) | 150 (48) | 47.6 | 49 (11) | 45.4 | 16 (3) | 40.0 |
|  | 2000 | 1198-1 621 | 1410.0 | 54.2 | 1102 (508) | 46.4 (54.5) | 144 (50) | 46.6 | 47 (11) | 44.3 | 14 (3) | 37.8 |
|  | 2001 | 1156-1564 | 1360.3 | 52.3 | 1130 (526) | 46.5 (53.8) | 147 (53) | 45.2 | 46 (10) | 41.1 | 15 (3) | 37.5 |
| Countries in transition | 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 |
| Total | 1999 | 2 210-2 990 | 2600.0 | 100.00 | 2384 (881) | 100.00 (100.0) | 315 (92) | 100.00 | 108 (21) | 100.00 | 40 (5) | 100.00 |
|  | 2000 | 2 210-2 990 | 2600.0 | 100.00 | 2376 (936) | 100.00 (100.0) | 309 (95) | 100.00 | 106 (23) | 100.00 | 37 (5) | 100.00 |
|  | 2001 | 2 210-2 990 | 2600.0 | 100.00 | 2432 (978) | 100.00 (100.0) | 325 (106) | 100.00 | 112 (25) | 100.00 | 40 (8) | 100.00 |

[^0]Table C
Ratio of female to total staff in posts subject to geographical distribution, 30 June 1997-30 June 2001

| Year | 1997 | 1998 | 1999 | 2000 | 2001 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Total staff | 2461 | 2400 | 2410 | 2389 | 2445 |
| Total female staff | 901 | 885 | 919 | 936 | 983 |
| Percentage female staff | 36.61 | 38.87 | 38.13 | 39.17 | 40.2 |

22. The ratio of female to total staff in posts subject to geographical distribution and in posts with special language requirements, by grade, is shown in table D . The table compares data for 1991 and 2001. The percentage of female staff in posts subject to geographical distribution has risen from 29.2 per cent to 40.2 per cent of the total staff in such posts over the decade. The comparable percentage for female staff in posts with special language requirements has increased from 33.8 per cent to 38.4 per cent.

Table D
Ratio of female to total staff by grade, in posts subject to geographical distribution and posts with special language requirements, 1991 and 2001

| Level | Geographical posts |  |  |  | Language posts ${ }^{\text {a }}$ |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1991 |  | 2001 |  | 1991 |  | 2001 |  |
|  | No. of female staff | Percentage | No. of female staff | Percentage | No. of female staff | Percentage | No. of female staff | Percentage |
| USG | 2 | 7.4 | 4 | 17.4 |  |  |  |  |
| ASG | 0 | 0.0 | 4 | 23.5 |  |  |  |  |
| D-2 | 10 | 11.8 | 17 | 23.3 |  |  |  |  |
| D-1 | 20 | 8.2 | 82 | 38.3 |  |  |  |  |
| P-5 | 75 | 16.2 | 149 | 32.3 | 35 | 27.8 | 62 | 43.4 |
| P-4 | 214 | 30.7 | 266 | 38.7 | 120 | 35.8 | 126 | 35.8 |
| P-3 | 248 | 37.8 | 286 | 45.2 | 114 | 34.3 | 126 | 37.8 |
| P-2 | 182 | 46.0 | 175 | 52.1 | 30 | 33.0 | 16 | 50.0 |
| P-1 | 8 | 47.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Total | 759 | 29.2 | 983 | 40.2 | 299 | 33.8 | 330 | 38.4 |

${ }^{\text {a }}$ Language posts are from P-2 to P-5 only.
23. Table 3 of the annex provides details on the 159 appointments to posts subject to geographical distribution, by nationality, grade and gender, for the period from 1 July 2000 to 30 June 2001. Table E provides a condensed version of the same data.

Table E
Staff appointments to posts subject to geographical distribution, by gender, grade and number of nationalities, 1 July 2000-30 June 2001

|  | Female |  |  | Male |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Number of female staff appointed | $\begin{array}{r} \text { Percentage } \\ \text { of total } \\ \text { appointments } \end{array}$ | $\begin{gathered} \text { Number of } \\ \text { nationalities } \\ \text { represented } \end{gathered}$ | Number of male staff appointed | $\begin{array}{r} \text { Percentage } \\ \text { of total } \\ \text { appointments } \end{array}$ | $\begin{gathered} \text { Number of } \\ \text { nationalities } \\ \text { represented } \end{gathered}$ |
| USG | 1 | 25.0 | 1 | 3 | 75.0 | 3 |
| ASG | 0 | 0.0 | 0 | 1 | 100.0 | 1 |
| D-2 | 0 | 0.0 | 0 | 1 | 100.0 | 1 |
| D-1 | 3 | 30.0 | 3 | 7 | 70.0 | 7 |
| P-5 | 4 | 23.5 | 4 | 13 | 76.5 | 12 |
| P-4 | 7 | 46.7 | 7 | 8 | 53.3 | 8 |
| P-3 | 18 | 51.4 | 14 | 17 | 48.6 | 15 |
| P-2 | 46 | 60.5 | 20 | 30 | 39.5 | 18 |
| P-1 | 0 | 0.0 | 0 | 0 | 0.0 | 0 |
| Total | 79 | 49.7 | $37^{\text {a }}$ | 80 | 50.3 | $43^{\text {a }}$ |

${ }^{\text {a }}$ Multiple appointments of staff have been made for some nationalities.
24. Tables 8.A-E of the annex report the gender distribution of staff in the Secretariat, by department or office and grade, as of 30 June 2001. Table 8.A reports on staff in posts subject to geographical distribution, by grade. Table $8 . \mathrm{B}$ provides comparable data for staff in posts with special language requirements. Table 8.C combines the data on staff in both those post categories. Table 8.D covers staff in the General Service and related categories, by gender. Table 8.E covers all 5,508 staff in the Professional and higher categories, by department or office and grade.

## F. Recruitment activities

25. During the period from 1 July 2000 to 30 June 2001, 159 appointments were made under the system of desirable ranges. Of this total, as detailed in table 3 of the annex, 5 appointments ( 3.1 per cent) were of nationals of unrepresented Member States; 38 appointments ( 33.9 per cent) were of nationals of under-represented Member States; 109 appointments ( 68.6 per cent) were of nationals of Member States that were within range; and 6 appointments ( 3.8 per cent) were of nationals of previously over-represented Member States which are within range as of 30 June 2001. One appointment or 0.6 per cent was a national of the non-Member State of Switzerland.
26. Of the total of 159 appointments, 84 ( 52.8 per cent) were candidates who were successful in national competitive examinations for posts at the P-2 and P-3 levels. An additional successful candidate from the Comoros was placed in the UNJSPF secretariat. A total of 48 ( 57.1 per cent) of the 84 successful candidates in the examinations were women.
27. In 2001, 38 Member States were scheduled to participate in the National Competitive Examinations (Andorra, Antigua and Barbuda, Argentina, Austria, Bahrain, Bosnia and Herzegovina, Brunei Darussalam, Cambodia, China, Germany, Grenada, Honduras, Iceland, Italy, Japan, Kiribati, Kazakhstan, Kyrgyzstan, Liechtenstein, Malta, Marshall Islands, Micronesia, Moldova, Monaco, Norway, Oman, Palau, Samoa, Sao Tome and Principe, Saudi Arabia, Solomon Islands, Sweden, Tajikistan, Tonga, United Arab Emirates, United States of America, Uzbekistan and Vanuatu). Because of a lack of eligible candidates, examinations did not take place in Andorra, Kuwait, the Lao People's Democratic Republic and Palau. A total of 79 candidates from the 2000 examinations were successful: 30 have already been placed, 14 candidates were not available and 8 of the 25 candidates remaining on the roster are in the process of being recruited. One candidate from Italy requested to be removed from the roster. One candidate from Kyrgyzstan became ineligible.
28. Of the total of 159 appointments, 79 ( 49.7 per cent) were women, 24 of whom were from developing countries and 8 from countries with economies in transition.
29. In accordance with paragraph 17 of section V of General Assembly resolution $53 / 221$, as confirmed in paragraph 13 of section IV of Assembly resolution 55/258, all 15 appointments at the $\mathrm{P}-2$ level to posts requiring special language competence for conference services were made as a result of a successful competitive examination.
30. Table 6 of the annex presents data on staff in the Professional and higher categories who have been appointed specifically for mission service, by nationality, grade and gender, as of 30 June 2001, compared with the situation a year earlier. The current increase in the number of staff is due to the fact that 1,220 staff members with appointments of limited duration have been serving with peacekeeping operations for more than a year.

## Special efforts for recruitment of candidates from national competitive examinations

31. The filling of vacant posts by candidates from national competitive examinations and the close monitoring of this process have become an established priority within the context of the human resource planning meetings organized with each department and/or office in 2000-2001. The existing roster of successful candidates has been updated with the assistance of the permanent missions of Member States to the United Nations. An electronic roster of candidates accessible by all programme managers in the global Secretariat has been developed.
32. Thirty-three ( 43.4 per cent) of the $\mathrm{P}-2$ candidates were recruited by offices away from Headquarters, while 43 ( 56.6 per cent) were recruited for posts in New York. The United Nations Office at Geneva, the Department of Economic and Social Affairs, the Department of Management, the Office of Legal Affairs and the Economic Commission for Western Asia (ESCWA) recruited 52 candidates ( 61.9 per cent of all placed candidates). At the P-3 level, six candidates ( 75 per cent) were recruited by offices away from Headquarters and two candidates ( 25 per cent) were recruited by United Nations Headquarters. Table F presents placement data, by department or office, for the period July 2000-June 2001.

Table F
National competitive examination placement data, by department or office, July 2000-June 2001

| Department | $P-2$ | $P-3$ |
| :--- | :---: | :---: |
| DESA | 9 |  |
| DGAACS | 1 | 1 |
| DM | 14 |  |
| DPA | 3 | 1 |
| DPI | 3 | 1 |
| DPKO | 3 | 1 |
| ECA | 3 | 1 |
| ECE | 2 | 1 |
| ECLAC | 1 | 1 |
| ESCAP | 6 | 2 |
| ESCWA | 1 |  |
| OIOS | 4 |  |
| OLA | 7 |  |
| UNOG (OHCHR, UNCTAD) | 14 |  |
| UNON (UNCHS, UNEP) | 2 | 7 |
| UNOV (ODCCP) | 4 |  |
| Total | 77 |  |

## 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.1-3).
35. The base figure was adjusted in 1998 from 2,700 to 2,600 as a result of a decrease by more than 100 posts subject to the system of the desirable ranges compared to the base figure. The current post count for the desirable ranges is 2,642 as compared with 2,605 as of 30 June 2000 . As the increase is less than 100 and has not reached a level above 2,700 , no adjustment to the current 2,600 base figure is warranted.
36. Table 7 of the annex 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 data and methodology for deriving the weighted range, mid-point and staff position data for each Member State are presented in table 7 of the annex. As indicated in table G, the percentage of total staff by grade (column 2) is applied to the base figure of 2,600 (column 3). The resultant figure is weighted by the gross salary per annum in thousands of dollars (column 4) to produce a weighted base figure (column 5). As of 30 June 2001, the weighted average value of each post is 80.87 points $(210,262 / 2,600)$. Accordingly, the weighted membership factor is 84,105 points ( 40 per cent of 210,262 ), the weighted population factor is 10,513 points ( 5 per cent) and the weighted contribution factor is 115,644 points ( 55 per cent). The above figures represent the global situation: for each Member State a separate calculation on the same basis results in an individual weighted base figure. The weighted mid-point in table 7 of the annex represents the sum of the weighted membership, population and contribution factors: the weighted range is calculated as 15 per cent upwards and downwards (but not less than 388 points up and down [4.8 x 80.87], with the upper limit being not less than 1,132 points [ 14 x 80.87 ]). The weighted staff position for each Member State comprises the total number of staff of that country by grade, multiplied by the gross salary per annum by grade.

Table G
Methodology for deriving weighted ranges

| Grade | Number of staff members (1) | Percentage of total staff | Percentage applied to base figure (3) | Gross salary per annum (thousands of $U S \$)^{\text {a }}$ | Weighted base figure (5) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| USG | 23 | 0.941 | 24.46 | 167 | 4084 |
| ASG | 17 | 0.695 | 18.08 | 152 | 2748 |
| D-2 | 73 | 2.986 | 77.63 | 124 | 9626 |
| D-1 | 214 | 8.753 | 227.57 | 110 | 25032 |
| P-5 | 461 | 18.855 | 490.22 | 97 | 47552 |
| P-4 | 688 | 28.139 | 731.62 | 80 | 58529 |
| P-3 | 633 | 25.890 | 673.13 | 65 | 43753 |
| P-2 | 336 | 13.742 | 357.30 | 53 | 18937 |
| P-1 | 0 |  |  | 41 |  |
| Total | 2445 | 100.000 | 2600.00 |  | 210262 |

[^1]
## IV. Human resource demographics

38. To meet the requirements of global human resources action plans and to track trends in the workforce, it is necessary to view Secretariat staff in a broader perspective. The presentation and analysis below covers Secretariat staff holding an appointment of one year or more, irrespective of their category, type of appointment and source of funding. ${ }^{1}$ In conformity with these criteria, the base figure used for demographic analysis as at 30 June 2001 is 11,244 . Secretariat-wide data and projections for the period 2001 to 2005 have been drawn from the database of the Integrated Management Information System (IMIS).

## A. Demographic profile of Secretariat staff

## Staff by category and grade

39. The base staff number of the present demographic analysis is 11,244 . This represents an increase of 4.7 per cent as compared with the base number at 30 June $2000(10,738)$. The increase in the Professional category corresponds to 3.7 per cent (136 staff). P-1 and P-2 grades have increased by 3 per cent (14) as compared with their situation at 1 July 2000. This modest increase means that the previous 13 per cent reduction in their numbers between 1 July 1999 and 30 June 2000 has been reversed. The increment for P-3 staff ( 5.4 per cent, 66 staff) has been the most significant increase in this category and was mainly obtained through promotions. Staff in the General Service and related categories has increased by 5.2 per cent (324 staff). The Director category has also seen an important increase since last year (5.7 per cent), albeit smaller in number, almost totally due to increasing numbers at the D-1 grade ( 7.3 per cent). Figure III shows the Secretariat staff by category, figure IV shows the number of staff by grade in the Professional and Director categories and figure V presents the number of staff by grade in the General Service and related categories.
40. Eight departments/offices ${ }^{2}$ have seen staffing levels grow by 5 per cent or more since 1 July 2000. The most significant increases were in the Department of Peacekeeping Operations/Field Administration and Logistics Division (an increase by 101 staff or 20 per cent), the Department of Peacekeeping Operations other than the Field Administration and Logistics Division ( 80 staff, 25.8 per cent), UNEP (76 staff, 13.5 per cent), the United Nations Office at Nairobi ( 58 staff, 15.1 per cent), UNMOVIC ( 38 staff, 146 per cent), ECA ( 34 staff, 7.4 per cent), ECLAC ( 25 staff, 5.3 per cent) and UNOIP ( 22 staff, 44 per cent). Staff increases in the Field Administration and Logistics Division and in the rest of the Department of Peacekeeping Operations come in support of special field missions. UNEP has seen its second increase in substantive staff in two years and this has been matched by an increase in the support staff at the United Nations Office at Nairobi. Staff increases in UNMOVIC and in UNOIP are the result of adjusted substantive mandates. The United Nations Compensation Commission has decreased its staff by more than 5 per cent since 2000 ( 18 staff, 7.6 per cent).
41. As in the previous year, the numbers of staff in the Professional category (figure IV) show a concentration by more than two thirds at the P-3 and P-4 grades against a small P-1/P-2 base ( 3.8 per cent). In the Director category, D-1 numbers represent 75 per cent. In the General Service category, the numbers confirm that a
three-quarters majority of staff are concentrated in three grades (G-4, G-5 and G-6) (figure V).

## Staff by department/office

42. Figure VI shows the breakdown of staff by department and/or office. Nearly 60 per cent of all Secretariat staff serve in eight departments and offices. ${ }^{3}$ In New York, the Department of Management employs the most staff (11.2 per cent), closely followed by the Department of General Assembly Affairs and Conference Services ( 10.5 per cent). The United Nations Office at Geneva has the most staff of all offices away from Headquarters ( 9.8 per cent). Staff at United Nations Headquarters in New York represent 41 per cent of all Secretariat staff; the other 45 per cent is shared by seven overseas duty stations (Geneva, Nairobi, Vienna, Bangkok, Addis Ababa, Santiago and Beirut); staff in field missions make up 14 per cent.

## Staff by nationality

43. More than 70 per cent of all staff come from 22 Member States. In the Secretariat, there are more than 400 nationals from each of the following seven Member States: United States of America, France, Kenya, the Philippines, United Kingdom, Russian Federation and Ethiopia. The inclusion of staff in the General Service and related categories increases staff from Member States and countries hosting headquarters and/or other major offices and regional commissions (Austria, Chile, Ethiopia, Lebanon, Kenya, Switzerland, Thailand and the United States). Changes in staff numbers between 1 July 2000 and 30 June 2001 have affected the representation of several Member States: 14 have seen the numbers of their nationals serving in the Secretariat increase by more than 10 persons since 1 July $2000 .{ }^{4}$ One Member State ${ }^{5}$ has decreased its representation by more than ten staff. Eighteen Member States remain unrepresented: ${ }^{6}$ in all staff categories this number has remained the same since the previous year. Nationals from four previously unrepresented Member States ${ }^{7}$ were recruited over the reference period.

## Staff by gender

44. The global gender distribution of Secretariat staff shows an almost evenly balanced female/male staff distribution (51.2/48.8). The current situation represents an increase in the number of female staff by 0.5 per cent as compared with 30 June 2000. 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 (USG and ASG) continue to have a low female staff representation ( 14.5 per cent, up 4 per cent since 2000). Female staff numbers remain also low in the Director category ( 29.2 per cent, up 1.3 per cent since 2000). However, female staff presence at the D-1 level has continued to improve considerably and stands now at 31.8 per cent, an increase of 2 per cent as compared with 2000. In the Professional category, the proportion of female staff is 38.5 per cent (up 0.1 per cent since 2000). It is higher at entry levels, where numbers are close to or above the General Assembly mandate of gender equality ( 52.8 per cent for P-2, 41 per cent for P-3). Female staff are a majority ( 63 per cent) in the General Service category. Two specific groups continue to have very low female staffing: the Security and Safety Service ( 9.2 per cent, up a second consecutive year by 1.7 per cent) and the Trades and Crafts category ( 3.1 per cent, a reduction by 0.5 per cent since 2000 ).

Figures III, IV, V, VI come here
45. Figure VII indicates that four departments/offices ${ }^{8}$ (one less than in 2000) have achieved gender equality in the Professional and higher categories. Nine departments and offices ${ }^{9}$ (five more than in 2000) come close to the mark, with between 40 and 49 per cent female staff. Thirteen departments and offices ${ }^{10}$ have between 30 per cent and 39 per cent women professionals and six departments and offices ${ }^{11}$ have less than 30 per cent female staff professionals. Sixteen departments and offices have improved the representation of their female staff in the Professional and higher categories since 2000.
46. 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 around 1 per cent per year for several years. At this rate, gender equality in the Professional and higher categories may not occur before the year 2012. Through human resources action planning sessions, the Office of Human Resources Management is engaging Heads of Departments/Offices in focusing on various human resources issues, among them improving gender balance. The more than doubling of the number of departments/offices in the group with female staff between 40 and 49 per cent is a clear illustration of the effectiveness of continuous efforts to reach gender parity, as this goal has become a continuing feature of the human resources action plans agreed upon by the departments and the Office of Human Resources Management.

## Staff by appointment type

47. The proportion of permanent appointments compared with other types of contracts in the Secretariat is illustrated in figure VIII. The proportion of permanent appointments differs by category: 52.4 per cent of Directors, 53.1 per cent of Professionals and 42.9 per cent of the General Service and related staff have permanent appointments. The reduction in the numbers of permanent appointments since 2000 is due to an increase in the number of fixed-term appointments, especially for new mission staff. Staff with permanent appointments account for 63 per cent of staff under regular budget funds and for 22.3 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 (1.4 per cent) and UNEP ( 6.1 per cent) have the fewest numbers of permanent appointees among their staff as opposed to Department of General Assembly Affairs and Conference Services ( 80.8 per cent) and UNCTAD ( 67.2 per cent) with the highest numbers. The share of fixed-term appointments has increased from 47.3 per cent in 2000 to 51.3 per cent in 2001. The current percentage of permanent appointments for posts subject to geographical distribution ( 66.7 per cent) has remained for the third year in a row slightly below the ceiling set by the General Assembly.

Figures VII-X come here.

## Staff by age

48. As of 30 June 2001, the average age of the staff is 45.6 years. Compared with 2000 , this represents a decrease of four months. For the first time in four years the average staff age has receded. Fifty-eight per cent of all Secretariat staff are older than 45 years and 26 per cent are younger than 40 ; only 4.4 per cent are younger than 30 . This pattern is illustrated in figures IX and X, which show, respectively, the male and female staff age distribution and the distribution of age groups in the Secretariat. Apart from the Under-Secretary-Generals and Assistant SecretaryGenerals, the highest average age is with the Directors ( 54 years). The average age of Professionals as a whole is 45.9 years. At the entry level, the average age is relatively high ( 36.6 years at the P-2 level). In the General Service and related categories, the average age is 44.9 years.
49. The average age of male Directors exceeds that of female staff by nearly two years, while Professional male staff are an average of nearly one year older than their female colleagues. Male security officers on the average are nearly six years older than their female colleagues. For General Service staff, the average age of male staff is 0.4 years higher than that of female staff. The average ages of Directors in UNFIP (50 years) and in the Department of Management/Office of Central Support Services (51.4 years) are among the lowest in the Secretariat, while those of UNMOVIC (58.4 years) and the Office of the United Nations High Commissioner for Human Rights ( 56.8 years) are the highest. The United Nations Compensation Commission ( 36.4 years) and the Office of the Iraq Programme ( 42.4 years) have the youngest Professionals, while ESCWA (50 years) and ECE ( 48.2 years) have the oldest. The departments/offices with the lowest overall average ages are the United Nations Compensation Commission ( 38.5 years) and the Office of the Iraq Programme ( 36.8 years), while ECA ( 48.1 years) and the Department for Disarmament Affairs (47.7 years) have the highest.

## Staff by length of service

50. Length of service is an indicator of acquired experience in the Organization. Overall average length of service for all staff and for all types of appointments is 12.3 years. The average for staff with permanent appointments is 19.5 years (23.2 years for Directors, 16.1 years for Professionals and 21.6 years for staff in the General Service category). The average length of service of staff with permanent appointments has remained unchanged since 2000. Average length of service by department/office for all appointments varies from lows with the United Nations Compensation Commission (3.5 years), the Office of the Iraq Programme (4.1 years) and UNMOVIC ( 4.5 years) to highs with ESCAP (15.4 years), ECA (15.1 years), ECLAC (14.8 years) and the Department of General Assembly Affairs and Conference Services ( 14.7 years). A lower than average service duration may reflect a younger staff population, more recent recruits, a higher staff turnover rate, or a combination of those factors. Higher than average length of service reflects an older population with a lower turnover rate. Average length of service of staff holding a fixed-term appointment of one year or more is 6.4 years. Longer service time for Directors correlates with their higher average age. A lower service time for Professionals as a whole is associated with higher turnover rates for fixed-term appointees, with shorter service expectations.

## B. Movement of staff (1 July 2000 to 30 June 2001)

## Recruitment of staff

51. Figure XI illustrates that, between 1 July 2000 and 30 June 2001, 4,925 staff members were recruited into the Secretariat ( 44.6 per cent on initial appointment and 55.2 per cent on re-appointment). The total number of staff recruited for the period 1 July 2000 to 30 June 2001 is 38.5 per cent higher than for the similar period in 1999-2000. Recruitments have been highest into the General Service category ( 2,613 staff, 53 per cent of all recruitments) especially in the United Nations Office at Geneva, ECA, the Department of Public Information, UNCTAD, ECLAC and the Department of Peacekeeping Operations/Field Administration and Logistics Division. Recruitments in the Professional category ( 2,182 staff, 44.3 per cent) have especially benefited the peacekeeping missions and their operational support at Headquarters ( 1,038 staff, 21.1 per cent of all recruitments). Recruitment into the Director and higher categories was slightly below the level of the period 1999-2000 (88 staff or 1.8 per cent of recruitments against 2.8 per cent in 19992000). A total of 743 recruitments at the $\mathrm{P}-1 / \mathrm{P}-2$ levels accounted for 15 per cent of all recruitments and just over a third of recruitments in the Professional category. The majority ( 51.4 per cent) of those $\mathrm{P}-1 / \mathrm{P}-2$ recruitments was for vacancies in peacekeeping missions and in the Department of Public Information. Women accounted for 46.6 per cent of all recruited staff (a 4.6 per cent increase as compared with the period between 1 July 1999 and 30 June 2000).
52. In the General Service category, the departments and offices recruiting more than 50 staff were the United Nations Office at Geneva, the United Nations Office at Vienna, ECA, the Department of Public Information, UNCTAD, ECLAC and the Department of Peacekeeping Operations/Field Administration and Logistics Division followed by the Department of General Assembly Affairs and Conference Services and the Department of Management/Office of Central Support Services. In the Professional category, the Department of Peacekeeping Operations/Field Administration and Logistics Division recruited 42.4 per cent (925) of all new Professional staff, followed by the Department of Public Information, the Department of Peacekeeping Operations, UNCTAD, UNEP, the Office of the United Nations High Commissioner for Human Rights, the Department of Economic and Social Affairs, the United Nations Office at Geneva and the Department of General Assembly Affairs and Conference Services, each with more than 50 new staff. Nine departments ${ }^{12}$ each recruited 20 or more P-2 staff (the Field Administration and Logistics Division recruited 235 P-2 staff). Among 88 newly recruited Directors 34 were for the Field Administration and Logistics Division. That division accounted for 21.6 per cent of all recruitments between 1 July 2000 and 30 June 2001, followed by the United Nations Office at Geneva (17.5 per cent of all recruitments), the United Nations Office at Vienna (8 per cent), the Department of Public Information ( 6.5 per cent) and ECA ( 6.2 per cent). Recruitments comprised shortterm appointments and appointments of limited duration (51.3 per cent, mostly for missions), fixed-term appointments (23.8 per cent) and new probationary appointments ( 2.6 per cent).

## Separation of staff

53. Between 1 July 2000 and 30 June 2001, 3,669 staff members separated (figure XII). Separations mirrored more or less the distribution of staff by category and
level (2.2 per cent Directors and above, 38.3 per cent Professionals and 59.4 per cent staff in the General Service and related categories). A total of $442 \mathrm{P}-1 / \mathrm{P}-2$ staff separated, representing 12 per cent of all separations and 31.4 per cent of separations at the Professional level (106 staff with the Department of Public Information, 83 with the Field Administration and Logistics Division, 34 with UNCTAD, 31 with the Office of the United Nations High Commissioner for Human Rights, 21 with each of the United Nations Office at Geneva and the United Nations Office at Vienna). Separations of female staff accounted for 47.6 per cent of all staff departures. A majority of staff separated from the UNOG, the Field Administration and Logistics Division, the United Nations Office at Vienna, the Department of Public Information, UNCTAD, ECLAC, ECA and the Department of General Assembly Affairs and Conference Services (each department/office had more than 100 separations). The reason for more than three quarters of all separations was the non-extension of short-term mission appointments and fixed-term appointments. A total of 445 staff resigned between 1 July 1999 and 30 June 2000, almost double the number of retiring staff (243). Eight Directors resigned, compared with 237 staff in the Professional category and 183 staff in the General Service and related categories who resigned. About 27.8 per cent of the resignations in the Professional category were by staff at the P-2 level, most of whom were on fixed-term contracts or appointments of limited duration.

## Promotion of staff

54. Promotions are defined as movements of staff from one grade to that immediately above and/or from one category of staff to the category immediately above. Between 1 July 2000 and 30 June 2001, 918 staff members were promoted in the Secretariat. The ratio between the number of promoted staff during a year and the total number of active staff at the beginning of the year is known as the promotion index. For Secretariat staff in 2000-2001, it was 8.2 per cent ( 0.4 per cent lower as compared with 1999-2000). Gender distribution of the promotions showed a $56 / 44$ proportion in favour of female staff ( 32.6 per cent of the promotions in the Director category, 49.1 per cent for the Professional staff and 61.2 per cent for the General Service and related staff). The Department of Management (170), the Department of General Assembly Affairs and Conference Services (71), the United Nations Office at Geneva (90), the Department of Public Information (60) and the Department of Economic and Social Affairs (53) all had more than 50 promotions in 2000-2001. The Department of Peacekeeping Operations/Field Administration and Logistics Division, ECE, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Human Rights, UNCHS and the United Nations Office at Nairobi had the lowest number of promotions.

## Transfer of staff

55. Transfers are defined as lateral staff movements, with a change of assignment involving two departments/offices at one or more duty stations. During the reference period there were 181 transfers Secretariat-wide. That number, compared with the total Secretariat staff for the same period, represents the transfer index. It was 1.6 per cent for the period 1 July 2000 to 30 June 2001. Noteworthy is the higher number of transfers by female staff ( 69 per cent of the total number of transfers). Most transfers occurred in or out of the Department of Peacekeeping Operations (26), the Department of Management (24), the United Nations Office at Geneva
(22), the Department of General Assembly Affairs and Conference Services (10) and the Department of Economic and Social Affairs (10).

## Turnover of staff

56. The turnover rate, which is based on the calculation of a standard labour turnover index, is obtained by comparing the number of actual staff departures over the period 1 July 2000 to 30 June 2001 with the number of active staff members at 1 July 2000. Turnover rates for 2000-2001 are presented by category of staff and take into account all causes of separation, except expiration of contract. The turnover for Directors is 30 per cent higher than that of the staff as a whole:

Directors:
Professional category:
General Service and related categories:

## Total staff:

10.4 per cent
10.3 per cent
5.6 per cent
7.6 per cent

As compared with the previous period (1999-2000), the current turnover rate for Directors has decreased by 4.5 per cent, but for staff in the Professional category it has increased by nearly 3 per cent. Higher percentages of turnover for Professionals and Directors open up promotion and recruitment prospects and are taken into consideration in staff replacement plans.

Figures XI-XII come here

## C. Forecasts of anticipated retirements (2001-2005)

## All Secretariat staff

57. A total of 1,490 Secretariat staff members will reach the mandatory retirement age during the next five years ( 13.2 per cent of the overall workforce). An average of 298 staff members will retire each year, ranging from a low of 148 in 2001 to a high of 383 in 2005. Figure XIII illustrates the retirement of 162 Directors over the five-year period, accounting for 10.8 per cent of all retirements; 530 staff members ( 35.6 per cent) will retire from the Professional category and 782 ( 52.5 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 out of every three retirees will be male. This demographic situation holds important potential for improving gender representation in the Professional and Director categories.
58. Retirement rates at senior levels (P-5, D-1 and D-2) will be significant in a number of departments. The following detail compares the number of expected retirements at those levels by department/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 current staff in professional and higher categories): Department for Disarmament Affairs, Department of General Assembly Affairs and Conference Services, Department of Management Office of the Under-SecretaryGeneral, Department of Management/Office of Central Support Services, Department of Management/Office of Human Resources Management, Department of Management/Office of Programme Planning, Budget and Accounts, Department of Public Information, Department of Peacekeeping Operations, Department of Peacekeeping Operations/Field Administration and Logistics Division, ECA, ECLAC, ESCAP, Office for the Coordination of Humanitarian Affairs, Office for Drug Control and Crime Prevention, Office of Internal Oversight Services, United Nations Compensation Commission, UNCHS, UNEP, United Nations Office at Geneva, United Nations Office at Nairobi and United Nations Office at Vienna;
(b) Departments and offices with medium strategic replacements needs (between 5 and 15 per cent of their current staff in): Department of Economic and Social Affairs, ECA, ECE, ESCWA, Office of the United Nations High Commissioner for Human Rights, Office for Drug Control and Crime Prevention, Office of Legal Affairs, Office of the Secretary-General, UNCTAD and UNMOVIC;
(c) Departments and offices with high strategic replacements needs (over 15 per cent of their present staff): none.
59. Monitoring of expected staff retirements at the $\mathrm{P}-5, \mathrm{D}-1$ and $\mathrm{D}-2$ grades helps to forecast staff replacement requirements. In particular:
(a) By the end of 2001, the Organization will have to replace 22 retiring directors ( 20 on posts subject to geographical distribution) and 31 retiring senior officers ( 17 on posts subject to geographical distribution);
(b) By the end of 2002, the Organization will have to replace an additional 33 retiring directors ( 28 on posts subject to geographical distribution) and 45 retiring senior officers ( 29 on posts subject to geographical distribution);
(c) By the end of 2003, the Organization will have to replace another 39 retiring directors ( 31 on posts subject to geographical distribution) and 41 retiring senior officers ( 32 on posts subject to geographical distribution);
(d) By the end of 2004, the Organization will have to replace 37 more retiring directors ( 28 on posts subject to geographical distribution) and 46 retiring senior officers ( 28 on posts subject to geographical distribution);
(e) By the end of 2005, the Organization will have to replace an additional 31 retiring directors ( 27 on posts subject to geographical distribution) and 58 retiring senior officers ( 37 on posts subject to geographical distribution).

Replacement needs at the P-5 grade for the coming five years are 30 per cent of their current number. At the D-1 and D-2 grades, they are higher: 41.9 per cent. Replacing senior-level staff in high numbers is a challenge but there is no reason to believe it cannot be met.

## Staff occupying posts subject to geographical distribution

60. Of the current 2,445 staff members on posts subject to geographical distribution, 493 will retire between 2001 and 2005 ( 20.2 per cent). Retirements will average 99 staff members a year, ranging between a low of 57 in 2001 and a high of 121 in 2005. Figure XIV indicates the breakdown between the Director and Professional categories.
61. All staff on posts subject to geographical distribution from four countries ${ }^{13}$ will retire in the next five years. Fifteen countries ${ }^{14}$ will see their current staff reduced by 50 per cent owing to retirements. Fifty-four countries ${ }^{15}$ will have their staff reduced by between 20 and 50 per cent and 29 countries ${ }^{16}$ by 10 to 20 per cent, while 7 countries ${ }^{17}$ will see their staff reduced between 1 and 10 per cent. There will be no retirements for staff from the remaining 63 represented countries in the coming five years. These forecasts are being taken into account when decisions are made on the countries to be selected for holding the national competitive recruitment examinations.

Figures XIII and XIV come here.

## Notes

${ }^{1}$ Part IV of the report has a number of limitations, mainly due 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 No. 1: All Secretariat personnel, irrespective of sources 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 of 30 June 2000, the size of this population is 11,244 , which includes the following categories:

- Under-Secretaries-General (USG) and Assistant Secretaries-General (ASG);
- 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-G-1) and related categories (Security Service and Trades and Crafts).

Population No. 2: All Secretariat staff, irrespective of sources of funding and with the same restrictions as population No. 1, in the Professional and higher categories staff $(4,292)$.
${ }^{2}$ DPKO/FALD, DPKO, UNEP, UNON, UNMOVIC, ECA, ECLAC and UNOIP.
${ }^{3}$ Eight Departments/Offices have 500 or more staff: DM, DGAACS, UNOG, DPI, UNEP, DPKO/FALD, DESA and ESCAP.
${ }^{4}$ The following 14 Member States increased their representation by 10 staff members or more: Canada, Egypt, Ethiopia, France, Germany, India, Kenya, Lebanon, Philippines, Russian Federation, Spain, Thailand, Trinidad and Tobago and the United States of America.
${ }^{5}$ Chile decreased its representation by more than 10 staff members.
${ }^{6}$ Andorra, Bahrain, Brunei Darussalam, Guinea-Bissau, Kiribati, Marshall Islands, Monaco, Nauru, Palau, Moldova, Qatar, Samoa, Sao Tome and Principe, Tajikistan, Tonga, Turkmenistan, United Arab Emirates and Uzbekistan.
${ }^{7}$ Kyrgyzstan, Liechtenstein, San Marino and Sao Tome and Principe.
${ }^{8}$ UNFIP, DM/OUSG, DPI and DM/OPPBA.
${ }^{9}$ DM/OHRM, DGAACS, DESA, ODCCP, UNCC, OHCHR, OLA, OSG and UNOIP.
${ }^{10}$ UNOG, UNEP, DPKO, ECLAC, ESCAP, DPA, UNOV, ESCWA, UNON, OIOS, OCHA, UNCHS and DDA.
${ }^{11}$ UNCTAD, DPKO/FALD, ECA, ECE, DM/OCSS and UNMOVIC.
${ }^{12}$ DPKO/FALD, DPI, UNCTAD, OHCHR, DESA, DPKO, ECE, UNCC and UNOG.
${ }^{13}$ Angola, Antigua and Barbuda, Comoros and Malta.
${ }^{14}$ Afghanistan, Algeria, Cyprus, Democratic Republic of the Congo, Gambia, Iraq, Libyan Arab Jamahiriya, Madagascar, Malawi, Mauritius, Myanmar, Oman, Somalia, Togo and Yemen.
${ }^{15}$ Argentina, Australia, Austria, Belgium, Benin, Bulgaria, Cameroon, Canada, Chile, Congo, Czech Republic, Dominica, Egypt, Ethiopia, Finland, France, Guatemala, Guinea, Guyana, Haiti, Iceland, Iran (Islamic Republic of), Ireland, Israel, Jordan, Kenya, Lebanon, Lesotho, Malaysia, Morocco, Nepal, Netherlands, Nigeria, Pakistan, Peru, Poland, Saint Lucia, Senegal, Sierra Leone, Sudan, Swaziland, Sweden, Switzerland, Syrian Arab Republic, Thailand, Trinidad and Tobago, Tunisia, Turkey, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania, United States of America, Uruguay, Yugoslavia and Zambia.
${ }^{16}$ Bangladesh, Brazil, Burundi, China, Colombia, Côte d'Ivoire, Cuba, Denmark, Dominican Republic, Ecuador, El Salvador, Germany, Ghana, Greece, India, Indonesia, Jamaica, Liberia, Mali, Mexico, New Zealand, Philippines, Portugal, Russian Federation, Saudi Arabia, South Africa, Sri Lanka, Venezuela and Zimbabwe.
${ }^{17}$ Belarus, Italy, Japan, Singapore, Spain, Uganda and Ukraine.

## Annex

## Comprehensive statistical tables

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[^0]:    Source: World Economic and Social Survey 2001 (United Nations publication, Sales No. E.2001.II.C.1) Numbers in parentheses represent female staff members.

[^1]:    ${ }^{\text {a }}$ Salary scale effective 1 March 2001.

