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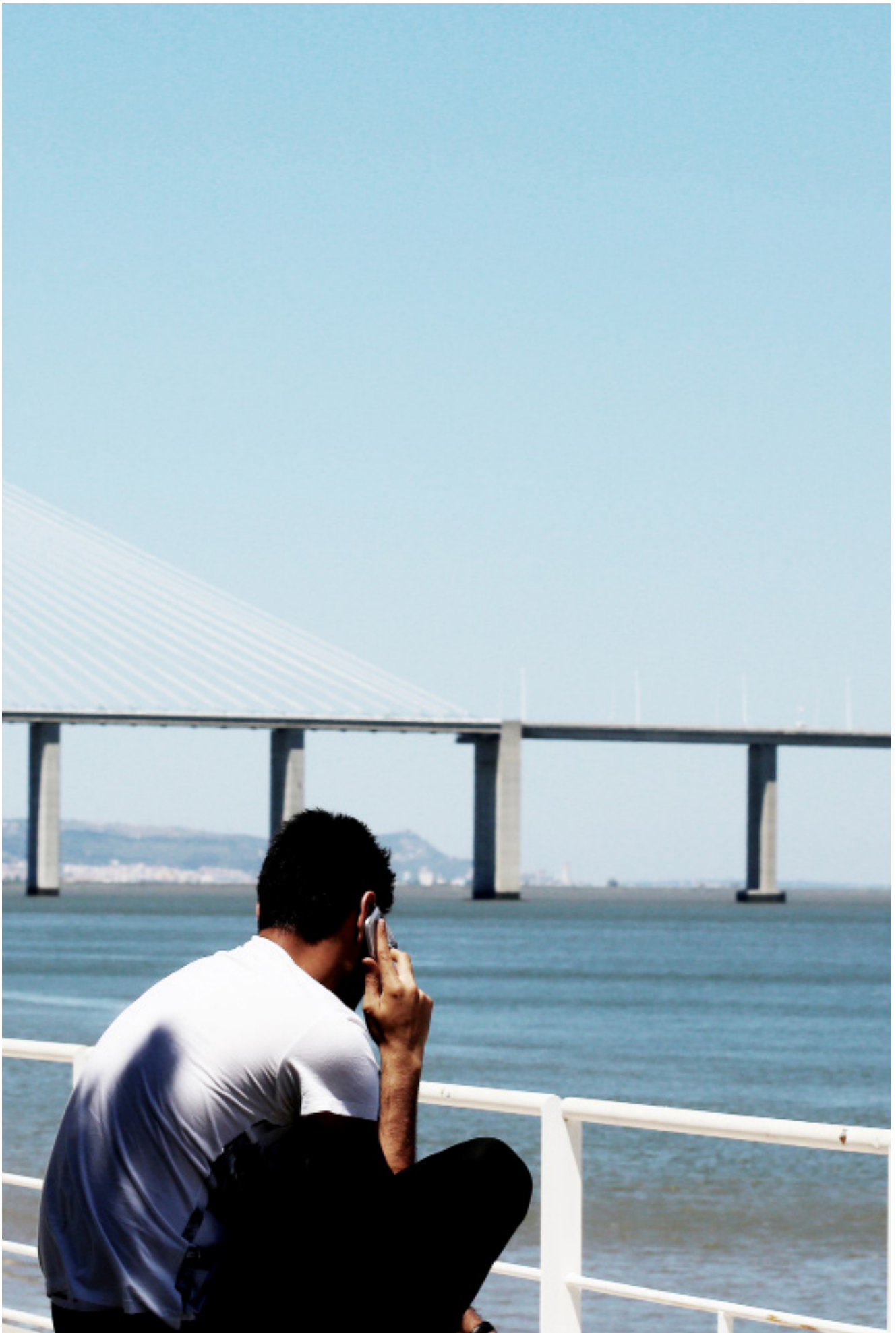


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INTRODUCTION

This Report shows statistical tables for the years 2008-2016 of the staff of the International Telecommunication Union (ITU) as at 31 December of each year. The tables contain data on the staff by category, grade, type of appointment, age group, length of service, gender, nationality and geographical distribution. In addition, the tables provide figures on retirement over the next 10 years for succession planning purposes, as well as statistics for short-term staff members; recruitment, internships and ITU training activities. The information is extracted from the ERP-SAP-HCM integrated system. The data is regularly updated and has been updated as at 31.12.2016.

DEFINITION OF TERMS

Staff members

All persons appointed by the organization as a staff member as defined by ITU's staff Regulations and Rules for a period of one year or more. The following categories of staff are included: Fund-in-Trust (FIT), Junior Professional officer (JPO), Project personnel, National Professional Officer (NPO) and staff members on leave without pay (LWOP). The term thus excludes those persons who are employed under special contractual arrangements.

Appointment

Act by which a person enters into an employment contract with an organization, according to the staff Regulations and rules of the organization. Appointments are divided into:

- (i) Those with indefinite time limit: continuing and permanent
- (ii) Those of a defined duration: fixed-term
- (iii) Those with short term contracts

N.B. A staff member transferred from one organization to another is treated as a new appointment for statistical purposes.

Category

Professional category includes all staff in grades P1 to P5, higher category includes positions at the D1 and D2 level. General Service category includes all staff grades in G1 to G7.

Short term includes all staff in the General Service and Professional categories appointed for a period of less than one year. For the purpose of this document short term interpreters and translators are excluded.

Geographical distribution

Professional and higher categories are distributed by nationality, excluding linguistic staff members, Fund-in-Trust staff (FIT), staff on leave without pay (LWOP), project staff and short-term staff.

Grade

The designation normally assigned to levels within the Professional & higher categories P1-D2; and grades in the General Service category G1 to G7.

Length of service

Number of years of continuous service with the organization throughout a year, irrespective of the type of appointment held, counted from the date of entry on duty in the organization under a fixed-term appointment.

Duty station

Any location to which an organization assigns its staff, whether an established office or a technical co-operation project. A listing by country and location is included.

CHAPTER 1-ITU WORKFORCE COMPOSITION

Employee turnover

One of the major topics in the management of the workforce, is employee turnover. Employee turnover is the rate at which employees leave an organization and are replaced by new people.

Generally, the turnover is stated as an annual % and It is widely calculated using the formula below :

$$\text{Turnover} = \frac{(\text{total number of leavers over a period}) * 100}{(\text{AVG number of staff employed over a period})}$$

However, this formula has some limitations. The formula considers all leavers without making differences between people leaving due to termination, retirement or by their own choice. The formula also excludes people leaving at the end of their fixed-term contract.

Over the last 9 years ITU's turnover increased from 5% in the year 2008 to 8% in the year 2013. Despite this increase, it is impossible to conclude when staff turnover shall be considered harmful to the organization.

Factors influencing the low turnover in ITU

According to Fawcett (2003) "the most stressful events in the organization work have to do with the organizational culture. The management style or the operational objectives of the organisation, rather than external security risks or poor environmental factors." The factors influencing the turnover can be classified into 3 different factors:

- Environmental factors
- Organizational factors
- Personal factors

Environmental factors

A work environment is made up of a range of factor, including organizational culture, management styles, hierarchies and human resources policies.

ITU's work environment provides: Decent working hours, a safe work environment, stability and security in employment. These three factors can have a great impact on job satisfaction.

Organizational factors

The International Civil Service Commission (ICSC) of the United Nations established job classification standards for all categories of Staff of work common to several of the UN common system. ITU is subjected to the same standards.

The system is a rank-in-job approach: It is tied to the principles of equal pay for work of equal value aimed at achieving fairness and equitable remuneration for staff. It is a genuine and unbiased method of defining levels of compensation.

Personal factors

Nowadays, many studies show that family commitments are on the top of the list of factors influencing people's work decisions. Family life is an important factor for employees when making a decision on whether to stay in an organization.

The chartered institute of personnel and development(CIPD) defines work /life balance as follows: "a state where an individual manages real or potential conflict between different demands on his or her time and energy in a way that satisfy his or her needs for well-being and self fulfilment."

Work/life balance in the United Nations system is understood as a set of different work arrangements aimed at achieving a more flexible work environment, with the final objectives of finding the optimum balance between professional and personal life, while contributing to enhance organizational efficiency.

Some of the most popular work/life balance options provided by all organizations of the United Nations common system are: Flex-time, maternity, paternity and family leave.

Like in most organizations, ITU has many policies oriented to facilitate and to improve work/ life balance. Some of the policies are: maternity leave, paternity leave, part time arrangements, emergency leave and teleworking arrangements.

ITU also compensates overtime, allows special leave without pay(LWOP) and gives two hours per day for breastfeeding mothers.

In addition to the policies ITU provides to all staff members facilities for example: a gym facility on site.

The ageing of the workforce

Studies undertaken by the JIU¹ have shown that the average age of staff is relatively high, and the ageing of human resources in the United Nations system indicates that large numbers of staff will soon reach retirement age.

The establishment at 65 of the retirement age as at 01.01.2014 for staff members recruited from that date, moreover, extended as at 01.01.2018 to all staff in service will significantly impact the ageing of the workforce.

Baby boom generation

The labour market in many parts of the world as well as in the United Nations system has been affected by the retirement of the “baby boom generation”. Baby boomer is a term referring to a person born between 1946 and 1964 (age between 53 and 71 in 2017). As for ITU, 41% of staff members in the Professional and higher categories, and 47% in the General Service category were over 50 years of age as of 31st December 2016. As for ITU, 41% of staff members in the Professional and higher categories, and 47% in the General Service category were over 50 years of age as of 31st December 2016.

Average age of staff is relatively high

The relatively high average age of staff in ITU is mainly due to the low proportion of staff in the younger age groups and the higher proportion of staff in the over 50 age group.

The average age of staff members in ITU is above 40 years. In the last 9 years, the overall average age of staff has moderately increased. The average age of staff in the Professional and higher categories is higher than in the General Service category. The staff in General Service category tend to start younger and serve for a longer period of time in the organization than in staff the Professional and higher categories.

The average age of Professional staff in ITU is 46 years. According to the JIU (see note below) which reports on UN agencies it shows that, organizations with a high technical orientation and/or regulatory or normative activities, have older Professional staff.

Challenges in the recruitment of young professionals

The Junior Professional Officers (JPO), the Internship and the National Professional Officers (NPO) Programs are good channels and reliable sources for attracting and recruiting young professionals. These three programs are not used enough in the organization. ITU should try to remain attractive to young professionals so that they settle for a long career in the organization.

¹ JIU /REP/2007/4: Age structure of human resources in the organizations of the United Nations system

1.1 ITU Regular staff members distribution

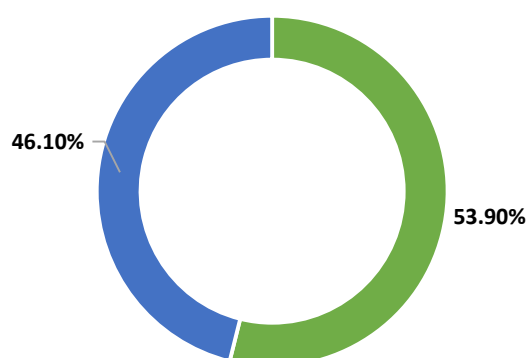
As at 31.12.2016, ITU had a total of 705 staff members of which 53.9% were in the Professional & higher categories, while in 2008 these categories represented 43.1 % of the staff members. The number of staff for the General Service category decreased by 91 while for Professional & higher categories it increased by 65 staff members, compared to 2008.

1.1.1 Distribution by category

Table 1- ITU staff members distribution 2008 - 2016

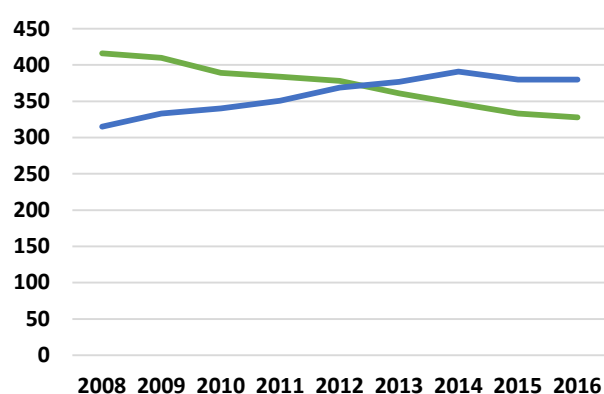
Employee Subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Service category	416	410	389	384	378	361	347	333	325
Professional & higher categories	315	333	340	351	369	377	391	380	380
Overall total	731	743	729	735	747	738	738	713	705

Staff members by category 2016



- General Service category
- Professional & higher categories

General Service category vs Professional & higher categories 2008-2016



- General Service category
- Professional & higher categories

1.1.2 Distribution by category and grade

Tables 2 and 3 below show ITU staff members distribution by category and grade.

Table 2 a - General Service category distribution by grade 2008-2016

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016
G-7	31	30	26	26	27	24	22	23	21
G-6	124	118	120	124	127	124	117	110	108
G-5	167	175	157	152	148	139	142	137	139
G-4	60	55	51	48	50	47	41	40	34
G-3	26	27	27	26	21	21	21	19	20
G-2	8	5	8	8	5	6	4	4	3
Total	416	410	389	384	378	361	347	333	325

Table 2 b - General Service category percentage by grade 2008-2016

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016
G-7	7,5%	7,3%	6,7%	6,8%	7,1%	6,6%	6,3%	6,9%	6.5%
G-6	29,8%	28,8%	30,8%	32,3%	33,6%	34,4%	33,7%	33%	33.2%
G-5	40,1%	42,7%	40,4%	39,6%	39,2%	38,5%	40,9%	41,1%	42.8%
G-4	14,4%	13,4%	13,1%	12,5%	13,2%	13%	11,8%	12%	10.5%
G-3	6,3%	6,6%	6,9%	6,8%	5,6%	5,8%	6,1%	5,7%	6.2%
G-2	1,9%	1,2%	2,1%	2.1%	1,3%	1,7%	1,2%	1,2%	0.9%

In the General Service category, the grades G6 and G5 represented 70% of staff in 2008; this percentage increased to 77% in 2016. The high number of G6 and G5 can be explained by the following factors : over the year 2016, 17 vacancies notices were published, of which 13 were for the grade G6 and G5. This number represented 76% of the vacancies published. Furthermore, since 2008, most of the vacant senior G7 positions in the General Service category have been abolished, downgraded or converted into professional positions. Furthermore, positions in the entry level G2, G3, G4 were abolished, downgraded or reclassified. Therefore, while the total number of G5 and G6 positions decreased from 291 in 2008 to 247, an increase of 7% of the G5 and G6 in the General Service category can be noted.

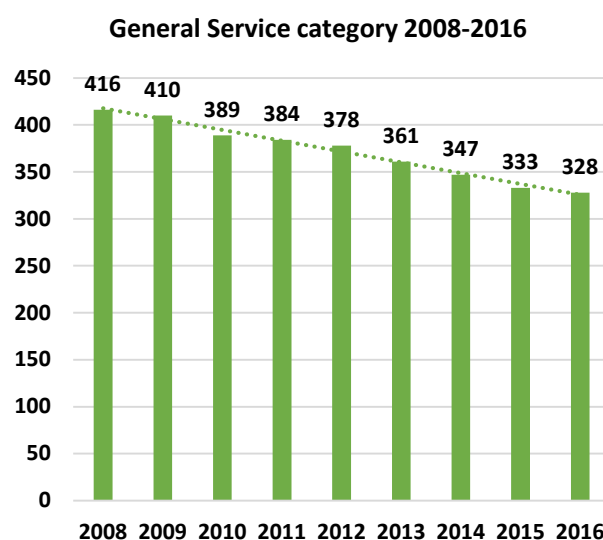
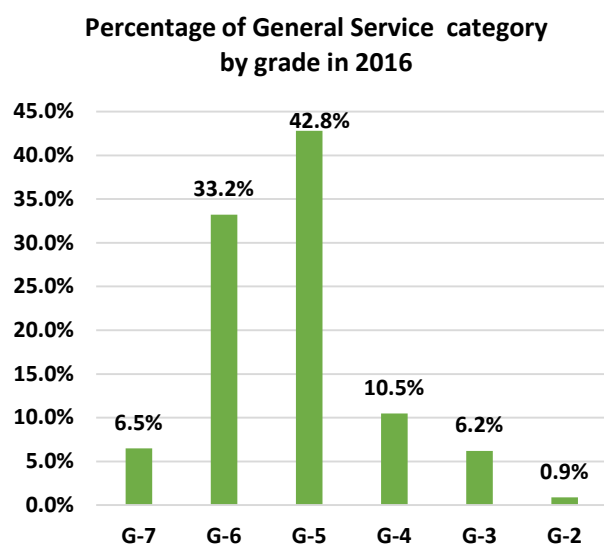
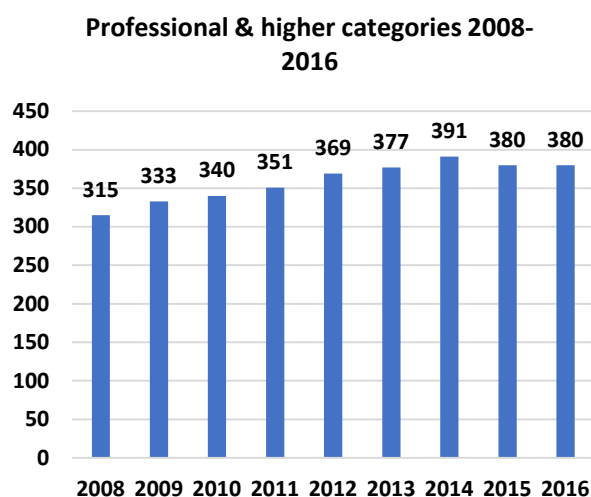
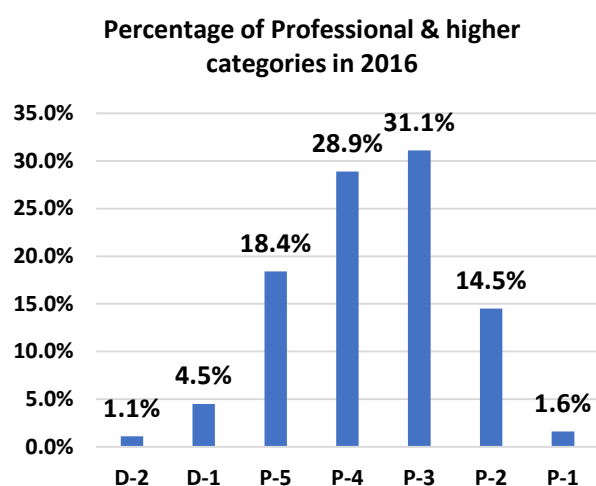


Table 3 a - Professional & higher categories distribution by grade 2008-2016

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016
D-2	5	5	5	5	4	4	4	4	4
D-1	14	13	14	16	17	17	18	16	17
P-5	76	84	83	80	80	74	72	72	70
P-4	89	94	98	96	99	108	114	109	110
P-3	97	112	109	117	122	125	125	120	118
P-2	31	21	27	34	43	44	52	53	55
P-1	3	4	4	3	4	5	6	6	6
Total	315	333	340	351	369	377	391	380	380

Table 3 b - Professional & higher categories percentage by grade 2008-2016

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016
D-2	1,6%	1,5%	1,5%	1,4%	1,1%	1,1%	1,0%	1,1%	1,1%
D-1	4,4%	3,9%	4,1%	4,6%	4,6%	4,5%	4,6%	4,2%	4,5%
P-5	24,1%	25,2%	24,4%	22,8%	21,7%	19,6%	18,4%	18,9%	18,4%
P-4	28,3%	28,2%	28,8%	27,4%	26,8%	28,6%	29,2%	28,7%	28,9%
P-3	30,8%	33,6%	32,1%	33,3%	33,1%	33,2%	32%	31,6%	31,1%
P-2	9,8%	6,3%	7,9%	9,7%	11,7%	11,7%	13,3%	13,9%	14,5%
P-1	1%	1,2%	1,2%	0,9%	1,1%	1,3%	1,5%	1,6%	1,6%



In 2008 staff members at P3 and P4 grades represented 59% of the total number of Professional & higher categories and in 2016 they represented 60%. The analysis of the recruitment data of the year 2016 shows that the grades P3 and P4 represented 20 out of 39 vacancies notices published, which represent 51.2% of the total number of vacancies notices of the professional category.

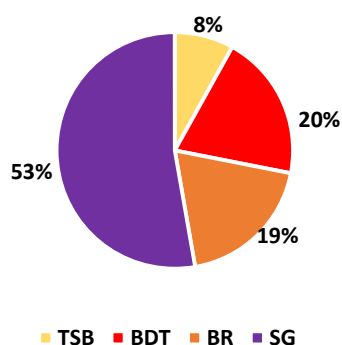
1.1.3 Distribution by sector and category

Since 2008, the number of staff in the TSB had not significantly changed. BDT rose from 116 to 141, an increase of 25 staff members. In the BR the number decreased by 19 staff (from 154 to 135). In the SG the number of staff decreased by 33 (405 to 372). The percentage of BDT staff increased by 21.6% in the BR the number of staff decreased by 12.3% and the SG number of staff decreased by 8.1% and over the last 9 years.

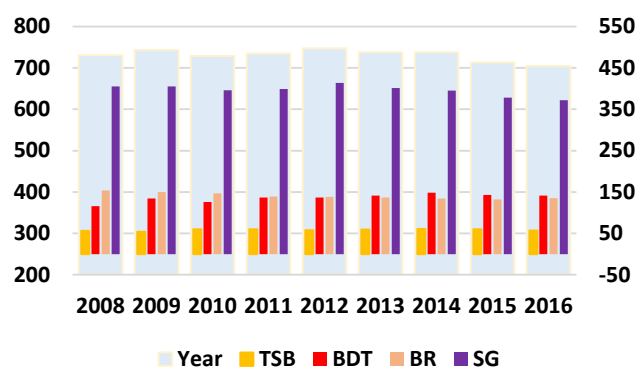
Table 4 - Number of staff members by sector and category 2008-2016

Sector	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016
TSB	G S	33	32	32	28	28	28	26	24	21
	P & H	23	22	28	32	30	31	35	36	36
	Total	56	54	60	60	58	59	61	60	57
BDT	G S	54	64	55	58	58	54	51	50	51
	P & H	62	70	71	79	79	87	97	93	90
	Total	116	134	126	137	137	141	148	143	141
BR	G S	71	66	64	62	55	53	52	51	51
	P & H	83	84	83	77	83	84	82	81	84
	Total	154	150	147	139	138	137	134	132	135
SG	G S	258	248	238	236	237	226	218	208	170
	P & H	147	157	158	163	177	175	177	170	202
	Total	405	405	396	399	414	401	395	378	372
ITU	Overall Total	731	743	729	735	747	738	738	713	705

Staff members percentage by sector 2016



Staff members distribution by sector 2008-2016



1.1.4 Distribution by duty station and category

Table 5 - Staff members distribution by duty station and by category 2008-2016

Duty Station	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016
Addis Ababa	GS	3	5	3	4	4	4	4	4	4
	P&H	4	6	6	5	2	3	4	4	4
	Total	7	11	9	9	6	7	8	8	8
Bangkok	GS	3	3	3	3	3	3	4	4	4
	P&H	3	4	4	4	4	4	5	5	4
	Total	6	7	7	7	7	7	9	9	8
Brasilia	GS	2	2	1	1	2	2	2	2	2
	P&H	2	3	3	4	2	4	4	4	4
	Total	4	5	4	5	4	6	6	6	6
Bridgetown	GS	1	1	1	1	1	1	1	1	1
	P&H	1	1	2	2	2	2	2	2	2
	Total	2	2	3	3	3	3	3	3	3
Cairo	GS	3	6	6	6	5	6	4	4	4
	P&H	1	3	3	3	3	5	5	5	5
	Total	4	9	9	9	8	11	9	9	9
Dakar	GS	3	2	1	1	2	2	2	2	2
	P&H	2	2	2	2	1	2	2	1	2
	Total	5	4	3	3	3	4	4	3	4
Genève	GS	395	384	367	362	354	336	322	308	300
	P&H	293	303	308	319	344	341	352	343	343
	Total	688	687	675	681	698	677	674	651	643
Harare	GS	1	1	1	1	1	1	1	1	1
	P&H	2	0	0	0	1	2	2	2	2
	Total	3	1	1	1	2	3	3	3	3
Jakarta	GS	1	1	1	1	1	1	1	1	1
	P&H	1	1	1	1	1	2	2	2	2
	Total	2	2	2	2	2	3	3	3	3
Moscow	GS	1	1	1	0	1	1	1	1	1
	P&H	2	2	2	2	2	2	2	1	1
	Total	3	3	3	2	3	3	3	2	2
New York	GS	0	0	0	0	0	0	1	1	1
	P&H	0	1	*2	*2	1	1	2	2	2
	Total	0	1	2	2	1	1	3	3	3
Port of Spain	P&H	1	1	1	0	0	0	0	0	0
	Total	1	1	1	0	0	0	0	0	0
Riyadh	GS	1	1	1	1	1	1	1	1	1
	P&H	1	3	3	3	3	3	3	3	3
	Total	2	4	4	4	4	4	4	4	4
Santiago	GS	0	1	1	1	1	1	1	1	1
	P&H	0	1	1	1	1	2	2	2	2
	Total	0	2	2	2	2	3	3	3	3
Suva	GS	0	0	0	0	0	0	0	0	0
	P&H	0	1	1	1	0	0	0	0	0
	Total	0	1	1	1	0	0	0	0	0
Tegucigalpa	GS	1	1	1	1	1	1	1	1	1
	P&H	1	0	0	1	1	2	2	2	2
	Total	2	1	1	2	2	3	3	3	3
Yaoundé	GS	1	1	1	1	1	1	1	1	1
	P&H	1	1	1	1	1	2	2	2	2
	Total	2	2	2	2	2	3	3	3	3
Overall Total		731	743	729	735	747	738	738	713	705

*Loan

1.1.5 Geographical distribution

Geographical distribution of the Professional & higher categories distribution comprises all the staff members of the ITU at HQ and in the Field, **excluding** linguistic staff members, Fund-in-Trust staff (FIT), staff on leave without pay (LWOP), project staff and short-term staff.

PP Resolution 48 establishes the need to achieve equitable geographical distribution of appointed staff of the Union. It resolves that, when filling vacant posts by international recruitment, in choosing between candidates who meet the qualification requirements for a post, preference shall be given to candidates from regions of the world which are under-represented in the staffing of the Union, taking into account the balance between female and male staff mandated by the United Nations common system. This principle is also embedded in Staff Regulations and Rules, in Staff Regulation 4.2, which establishes that due regard shall be paid to the importance of recruiting staff on as wide a geographical basis as possible and preference shall be given, other qualifications being equal, to candidates from regions of the world which are not represented or are insufficiently represented, taking into account the desirable balance between female and male staff. Geographical distribution does not apply to posts in the General Service category. Qualifications being equivalent, the desirable balance between male and female staff is taken into account when selecting candidates. Council Resolution 626 also provides that considering the difficulties which candidates from developing countries may experience in connection with the language requirements, although they may be otherwise adequately qualified, it authorizes a relaxation of those requirements so that, when candidates from such countries possess a thorough knowledge of one of the working languages of the Union, their applications may be taken into consideration.

In 2016, ITU had 193 Member States and 97 are represented in these categories.

Table 6 - Geographical distribution of Professional and higher categories by nationality

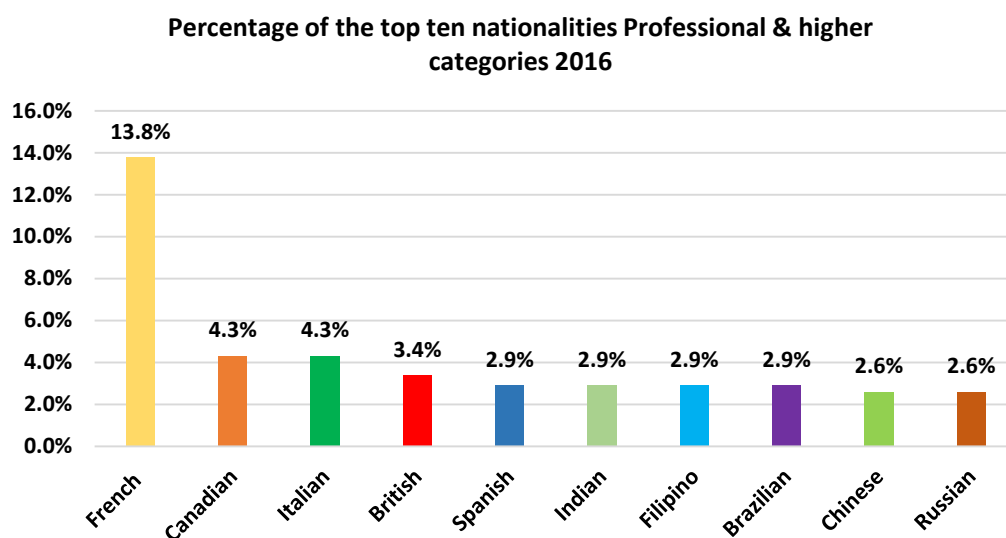
Nationality	Employees	Nationality	Employees	Nationality	Employees
Albanian	3	Finnish	1	Romanian	1
Algerian	2	French	48	Russian	9
American	9	Gabonese	1	Rwandan	2
Argentinean	3	Gambian	1	Salvadoran	2
Australian	4	German	7	Senegalese	4
Austria	1	Ghanaian	3	Serbian	1
Azerbaijani	1	Greek	3	Singaporean	1
Bahraini	1	Guatemalan	2	Slovakian	1
Bangladeshi	1	Hungarian	3	Slovenian	1
Belarusian	1	Indian	10	South African	2
Belgian	7	Indonesian	1	Spanish	10
Beninese	1	Iranian	2	Sri Lankan	2
Bosnian	2	Irish	3	Sudanese	1
Botswanan	1	Italian	15	Swedish	3
Brazilian	10	Japanese	7	Swiss	5
British	12	Jordanian	2	Syrian	2
Bulgarian	4	Kenyan	3	Tanzanian	2
Burkinabe	2	Korean	8	Thai	1
Burundi	1	Laotian	1	Tunisian	6
Cameroonian	4	Latvian	1	Turkish	2
Canadian	15	Madagascan	2	Ugandan	3
Chinese	9	Malaysian	4	Uruguayan	1
Colombian	7	Malian	6	Uzbekistani	1
Congolese	1	Mauritian	2	Venezuelan	2
Costa Rican	2	Moldova	1	Vietnamese	1
Croatian	1	Moroccan	3	Zambian	1
Danish	1	Mozambican	1	Zimbabwean	2
Dominican	1	Nepalese	1	Overall Total	348
Dutch	1	Nicaraguan	1		
Ecuadorian	3	Nigerian	1		
Egyptian	4	Norwegian	1		
Eritrean	1	Pakistani	2		
Ethiopian	2	Polish	1		
Filipino	10	Portuguese	1		
Fijian	1	Republic of Trinidad and Tobago	1		

1.1.6 Distribution of Professional & higher categories top ten nationalities

Table 7 shows the ten Member States with the highest representation within the Professional & higher categories. Figures comprise all ITU Professional & higher category staff members **excluding** linguistic staff members, and excluding Fund-in-Trust staff (FIT), staff in leave without pay (LWP), project staff and short-term staff.

Table 7 - Top ten nationalities of Professional & higher categories 2016

Nationality	Number of Professional & higher categories	% on the total of 348
French	48	13.8%
Canadian	15	4.3%
Italian	15	4.3%
British	12	3.4%
Spanish	10	2.9%
Indian	10	2.9%
Filipino	10	2.9%
Brazilian	10	2.9%
Chinese	9	2.6%
Russian	9	2.6%



1.1.7 Member States not represented

In 2016, ITU had 193 Member States and of these 96 are not represented in the Professional and higher categories.

Table 8 – List of Member States not represented

Country	Country	Country
Afghanistan	Honduras	Papua New Guinea
Andorra	Iceland	Paraguay
Angola	Iraq	Peru
Antigua and Barbuda	Israel	Qatar
Armenia	Kazakhstan	Saint Kitts and Nevis
Bahamas	Kiribati	Saint Lucia
Barbados	Kuwait	Saint Vincent and the Grenadines
Belize	Lebanon	San Marino
Bhutan	Lesotho	Sao Tome and Principe
Bolivia(Plurinational State of)	Liberia	Saudi Arabia
Brunei Darussalam	Libya	Seychelles
Cabo Verde	Liechtenstein	Sierra Leone
Cambodia	Lithuania	Solomon Islands
Central African Rep.	Luxembourg	Somalia
Chad	Malawi	South Sudan
Chile	Maldives	Suriname
Comoros	Malta	Swaziland
Côte d'Ivoire	Marshall Islands	Tajikistan
Cuba	Mauritania	The Former Yugoslav Rep. of Macedonia
Cyprus	Mexico	Timor-Leste
Czech Rep.	Micronesia	Togo
Dem. People's Rep. of Korea	Monaco	Tonga
Dem. Rep. of the Congo	Mongolia	Turkmenistan
Djibouti	Montenegro	Tuvalu
Dominica	Myanmar	Ukraine
Equatorial Guinea	Namibia	Vanuatu
Estonia	Nauru	United Arab Emirates
Georgia	New Zealand	Uzbekistan
Grenada	Niger	Vanuatu
Guinea-Bissau	Oman	Vatican
Guyana	Palau	Yemen
Haiti	Panama	

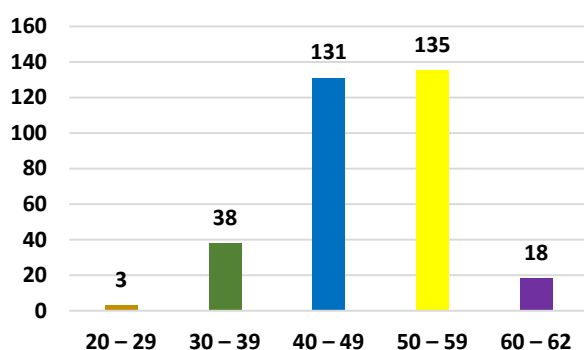
1.1.8 Age distribution

Table 9 shows in 2016 that 41.5% of the General Service staff members belong to the age range 50-59. The range 30-39 represents in 2016 11.7% vs. 22.6% in 2008; we can observe a decrease of 10.9%.

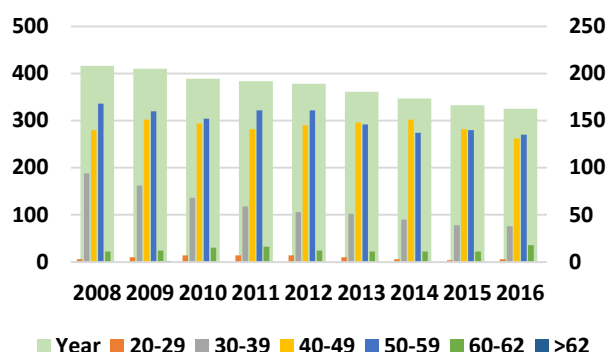
Table 9 - General Service category age distribution 2008-2016

Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016
20 – 29	3	5	7	7	7	5	3	2	3
30 – 39	94	81	68	59	53	51	45	39	38
40 – 49	140	151	147	141	145	148	151	141	131
50 – 59	168	160	152	161	161	146	137	140	135
60 – 62	11	12	15	16	12	11	11	11	18
> 62	0	1	0	0	0	0	0	0	0
Overall Total	416	410	389	384	378	361	347	333	325

Distribution of General Service category by age range in 2016



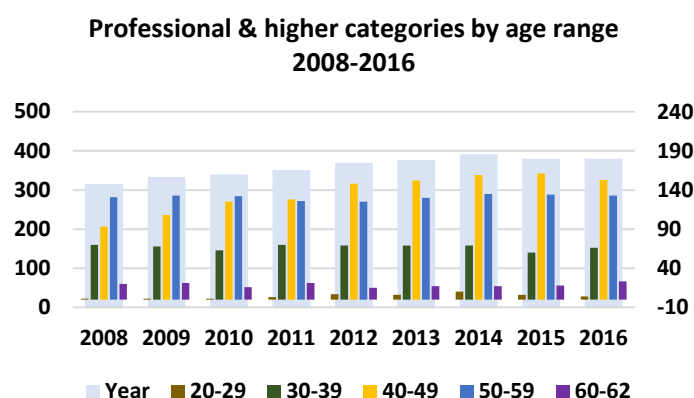
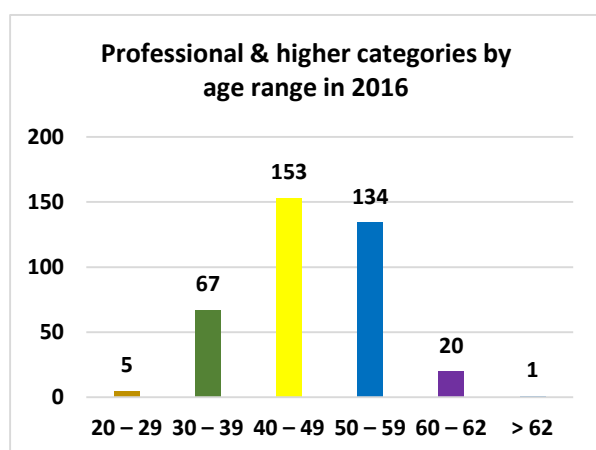
General Service category by age range 2008-2016



In 2016, in the Professional & higher categories, 81.1% of staff members were over 40 years. The table below shows that the majority of Professional & higher category staff members were in the 40 to 49 years age range with 40.3%, followed by 50-59 year age range with 35.3%. In 2008 the range 50-59 represented 41.6% and the 40-49 range was 29.5%. This represents a significant increase in the number of staff in the age range 40-49 years. The range of 30-39 represents 17.6% in 2016, vs. 22.2 % in 2008. 5.3% is the proportion of the 60-62 range in 2016.

Table 10 - Professional & higher categories age distribution 2008-2016

Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016
20 – 29	1	1	1	3	7	6	10	6	5
30 – 39	70	68	63	70	69	69	69	60	67
40 – 49	93	108	125	128	148	152	159	161	153
50 – 59	131	133	132	126	125	130	135	134	134
60 – 62	20	21	16	21	15	17	17	18	20
> 62	0	2	3	3	5	3	1	1	1
Overall Total	315	333	340	351	369	377	391	380	380



1.1.9 Type of appointments

The analysis of the year 2016 data (table 11) shows at the General Service level a prevalence of permanent/continuing contracts, which is more than three times greater than that of fixed-term contracts (79.4% vs 20.6%). As for the Professional & higher categories, 65.3% have a permanent/continuing contract vs. 34.7% have a fixed-term contract. However, the number of General Service staff holding a continuing/permanent contract has significantly decreased since 2008 by 64. With regards to the Professional & higher categories permanent/continuing contracts have increased by 18 and fixed-term contracts have increased by 47.

Table 11 – Number of staff members by contract type and category 2008-2016

Employee Group	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016
Permanent/Cont.	General Service	322	313	303	288	274	267	244	261	258
	Professional & higher	230	222	229	213	225	234	220	249	248
	Total	552	535	532	501	499	501	464	510	506
Fixed Term	General Service	94	97	86	96	104	94	103	72	67
	Professional & higher	85	111	111	138	144	143	171	131	132
	Total	179	208	197	234	248	237	274	203	199
Overall Total		731	743	729	735	747	738	738	713	705

The figures show that in 2016 51.0% of the total number of staff holding permanent/continuing contracts belonged to the General Service category and 49.0% to the Professional & higher categories.

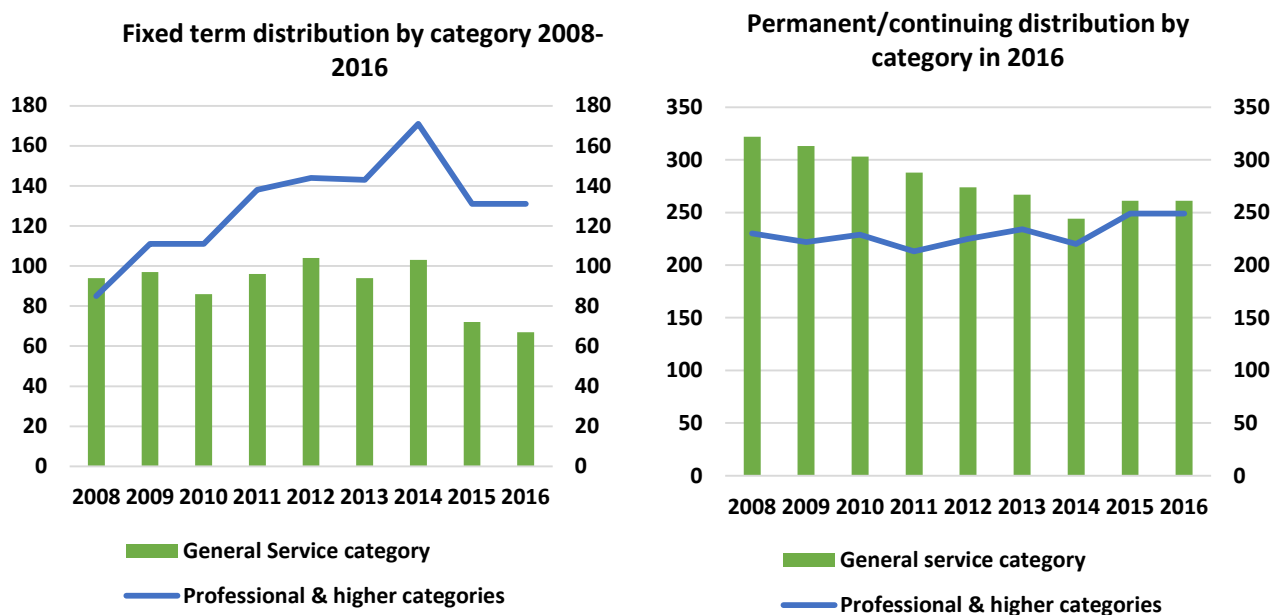


Table 12 - Professional & higher categories by occupational group in 2016

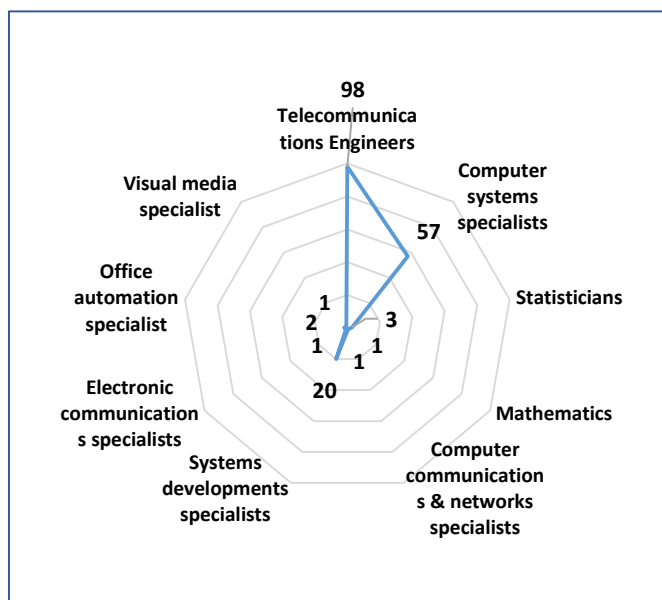
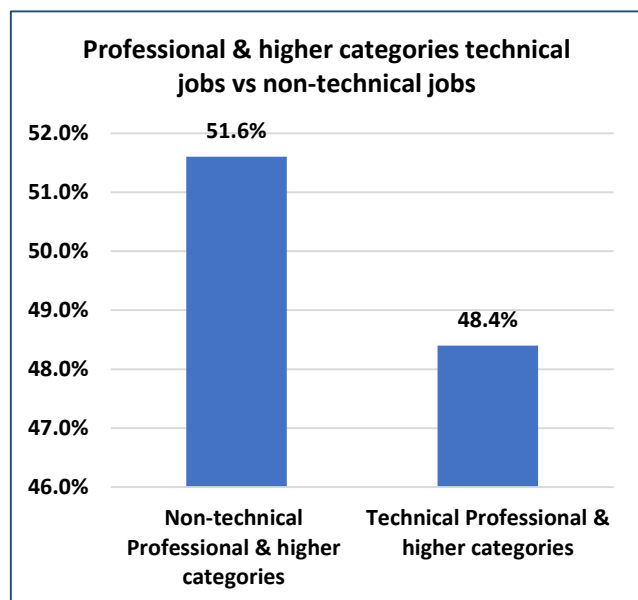
Technical jobs versus non-technical jobs

P&H	Technical professional & higher categories	%	Non-technical Professional & higher categories	%	Total professional & higher categories
Total	184	48.4%	196	51.6%	380

1.1.10 Occupational group distribution

Table 13 - Professional & higher categories in technical positions

Job Title	Overall Total	%
Telecommunications Engineers	98	53,3%
Computer systems specialists	57	31,1%
Statisticians	3	1,6%
Mathematics	1	0,5%
Computer communications & networks specialists	1	0,5%
Systems developments specialists	20	10,9%
Electronic communications specialists	1	0,5%
Office automation specialist	2	1,1%
Visual media specialist	1	0,5%
Total	184	



1.1.11 Length of service distribution

In 2016 the average length of service was 17 years for the General Service category and 13 years for the Professional & higher categories. There is a slight decrease in the average of the length of service in the professional and higher categories.

Table 14 - Average length of years of service by category 2008-2016

Employee subgroup	2008	2009	2010	2011	2012	2013	2014	2015
General Service	17	17	17	18	17	18	17	17
Professional & higher	15	15	15	15	15	13	13	13

1.2 Non Regular Workforce

1.2.1 Short term staff members

Short-term staff represented 11.9% of the total ITU workforce as at 31.12.2016. Over the past 9 years the number of short term staff members represented less than 12 % of the total of the staff members.

It is to be noted that the number of short term staff member is highly dependant on the programs and activities in a given year, particular the number and duration of conferences and meetings organized by ITU.

Table 15 - Short term staff members by category 2008-2016

Employee subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Service	50	51	55	72	55	19	16	27	30
Professional & higher	32	42	43	30	31	23	24	18	54
Total	82	93	98	102	86	42	40	45	84

Table 16 - Short term staff members by category & by sector 2008-2016

Sector	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016
TSB	General Service	5	5	2	2	5	2	1	5	6
	Professional & higher	2	3	4	1	5	4	1	1	4
	Total	7	8	6	3	10	6	2	6	10
BDT	General Service	4	5	9	7	3	2	1	2	1
	Professional & higher	12	17	12	6	8	3	3	1	6
	Total	16	22	21	13	11	5	4	3	7
BR	General Service	2	1	5	7	5	3	1	1	0
	Professional & higher	0	0	2	1	1	1	0	1	1
	Total	2	1	7	8	6	4	1	2	1
SG	General Service	39	40	39	56	42	12	15	19	47
	Professional & higher	18	22	25	22	17	15	20	15	19
	Total	57	62	64	78	59	27	35	34	66
ITU	Overall Total	82	93	98	102	86	42	42	45	84

Table 17 - Short term staff members by age distribution 2008-2016

Age range	2008	2009	2010	2011	2012	2013	2014	2015	2016
< 20	0	0	0	0	1	0	0	0	0
20 - 29	20	16	18	29	25	18	15	11	24
30 - 39	32	48	45	31	29	14	18	22	35
40 - 49	17	20	21	27	21	4	3	6	15
50 - 59	12	8	13	14	9	5	4	4	8
60 - 62	1	1	1	1	1	1	1	2	2
> 62	0	0	0	0	0	0	1	0	0
Overall Total	82	93	98	102	86	42	42	45	84

1.2.2 Internship

The aim of the Internship Program is to offer young students an opportunity to improve their skills and gain valuable experience in an international environment. The internship can take place either at ITU Headquarters in Geneva or in one of our regional or area offices. The number of interns increased with the highest number recorded in 2012(106). Since then there has been a significant reduction in the number of internship applications ITU is receiving. There is a definite trend that the more internship vacancy announcements published, the greater the number of applications received. In 2016, 27 vacancy announcements were published and 838 applications were received.

Table 18 - Number of interns by sector 2008-2016

Year	BDT	TSB	BR	SG	TELECOM	TOTAL
2008	12	4	1	17	2	36
2009	17	3	1	20	1	42
2010	20	9	3	35	2	69
2011	15	8	1	43	16	83
2012	31	6	1	53	15	106
2013	18	7	1	62	3	91
2014	4	10	1	22	8	45
2015	16	10	5	60	5	96
2016	5	4	0	14	2	25

1.2.3 Fund-in-Trust

Table 19 - FIT from 1st January to 31st December 2016

Sector	Gender	Duty Station	Grade	Contract Type	Nationality
BDT	M	Switzerland/Geneva	P-5	Fixed Term	Korean
TSB	M	Switzerland/Geneva	P-4	Fixed Term	Korean
BR	F	Switzerland/Geneva	P-4	Fixed Term	Japanese
BDT	M	Switzerland/Geneva	P-3	Fixed Term	Japanese

1.2.4 Project staff

Table 20 – Project staff from 1st January to 31st December 2016

Sector	Gender	Duty Station	Grade	Contract Type	Nationality
BDT	M	Saudi Arabia/Riyadh	P-5	Fixed Term	Irish
BDT	M	Saudi Arabia/Riyadh	P-5	Fixed Term	Egyptian
BDT	M	Saudi Arabia/Riyadh	P-5	Fixed Term	Lithuanian
BDT	M	Switzerland/Geneva	P-2	Fixed Term	Tunisian
BDT	M	Saudi Arabia/Riyadh	G-7	Fixed Term	Indian

1.2.5 Loan

Table 21 - Loan from 1st January to 31st December 2016

Sector	Gender	Duty Station	Nationality
BDT	W	Geneva	Emirati
BR	W	Geneva	China
BR	M	Geneva	China

CHAPTER 2 - RECRUITMENT

Recruitment is defined as the process of finding the right candidate for the right position. The recruitment process can be broken down into 2 phases:

The first phase consists of vacancy, job description the vacancy notice, the second phase consists of the pre-screening, short-listing, assessment and selection. The process is initiated from the holding office or the hiring manager.

Timeliness in the recruitment process

The recruitment process is complex and requires a long time to complete. The time taken to fill a vacancy is a major concern and can be an obstacle for the good functioning of a service.

According to the JIU¹ the benchmark for the recruitment time from posting a vacancy to the selection decision should not exceed 120 days in UN agencies.

The analysis of ITU recruitment figures confirm that the lengthy time is the main problem of the recruitment process. It also appears that recruitment in the professional and higher categories takes longer than that of General Service category .

The biggest delays are experienced at the short-listing and assessment stages. The posting period may also be a source of delay.

The posting period varies among the organizations, one half advertise vacancies for one month or less. As for ITU and other organizations, they advertise vacancies for two months for professional posts.

During the year 2012 the average time of the recruitment process was 220 days (31 weeks). ITU's recruitment time is very high compare to the benchmark of 120 days set by the JIU. ITU is among the UN agencies with the longest recruitment time, the highest number of days for the recruitment time is 256 days for UN OHCHR (High Commissioner for Human Rights)Professional and higher categories, and lowest average recruitment time number of days is UNICEF (United Nations Children's Fund) with 110 days.

The posting period

The professional and higher categories vacancies are advertised for two months externally for fixed term contracts. Temporary vacancies are advertised for three weeks externally. General services positions are advertised for three weeks externally and two weeks internally.

Technology gaps seem to be the reasons why the posting period are longer for some agencies. According to JIU many UN agencies rejected the requests to reduce the posting period on the ground that candidates from some countries have limited access to the United Nations agencies websites. However there is little evidence suggesting that longer posting periods have significant impact on recruitment from the-under-represented countries.

The shortlisting and assessment stages

The short-listing and assessment stages involve many tasks that are the responsibility of the hiring manager supported by the Department of Human Resources. These stages are the longest stages of the recruitment process in ITU. On average these stages take 146 days.

How can ITU effectively improve the recruitment process as far as recruitment time is concerned

Below are some of the best practices summarized in the JIU report:

- Reduce the posting period to 30 days.
- Each stage of the recruitment should be assigned a maximum of length of time period.
- Delegation of authority in accordance of the needs of the organization
- Make the difference between tasks and accountability of the various actors of the recruitment process.
- Use a comprehensive assessment through various methods based on pre-determined strong assessment and or selection criteria.
- The time from the closure of the vacancy to the selection should not exceed 90 days

In conclusion, the need of improving the recruitment process's length concerns the entire UN system and not only ITU. Several JIU surveys show that recruitment time is one of the most frequently issues mentioned in response to surveys.

1

Source: JIU /Note/2012/2 Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework-
The recruitment process.

2.1 Vacancies notices 2008-2016

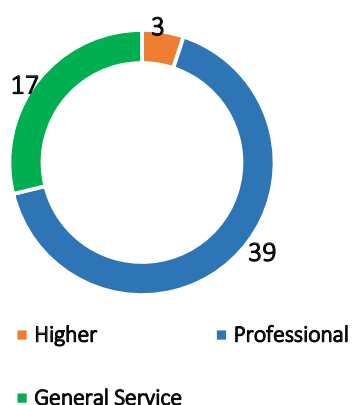
2.1.1 Number of vacancies by category 2008-2016

The analysis of the number of vacancy notices for the year 2016 shows that 71.2% of the vacancy notices advertised were Professional and higher categories positions, 28.8% belonged to the General Service category.

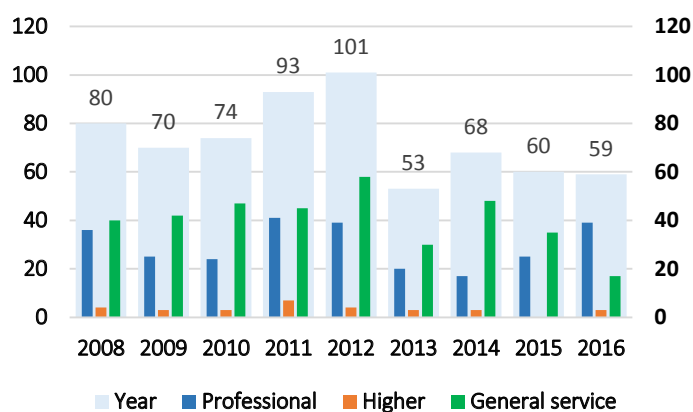
Table 22 – Number of advertised Vacancy Notices 2008-2016

Category	2008	2009	2010	2011	2012	2013	2014	2015	2016
Higher	4	3	3	7	4	3	3	0	3
Professional	40	42	47	45	58	30	48	35	39
General Service	36	25	24	41	39	20	17	25	17
Total	80	70	74	93	101	53	68	60	59

Number of vacancies by category 2016



Number of vacancies by category 2008-2016



2.1.2 Vacancy notices selection process

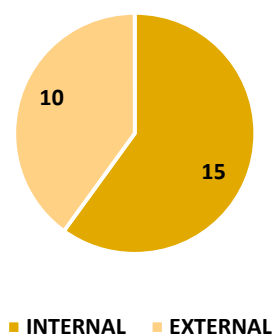
2.1.3 Distribution of vacancy notices filled internally and externally 2016

Over the year 2016 25 vacancy notices were filled; 60.0% of vacancies were filled internally and 40.0% externally. In professional and higher categories 64.3% were filled internally and 35.7% externally. In the General services category, 6 posts were filled internally and 3 posts externally.

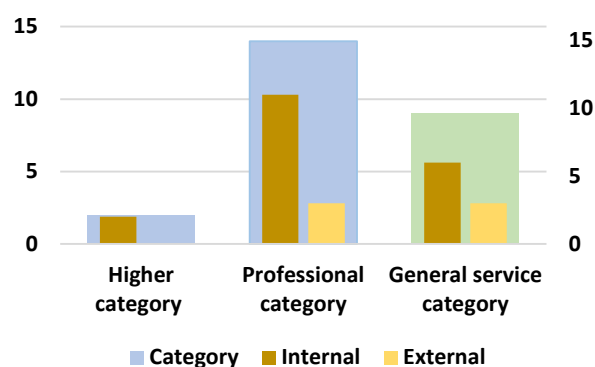
Table 23 – Distribution of vacancy notices filled internally and externally 2016

Type	D post	%	P post	%	G post	%	All	%
INTERNAL	0	0%	9	64.3%	6	66.7%	15	60.0%
EXTERNAL	2	100%	5	35.7%	3	33.3%	10	40.0%
TOTAL	2		14		9		25	

Distribution of vacancies notices filled internally and externally 2016



Distribution of vacancies notices filled internally and externally by category



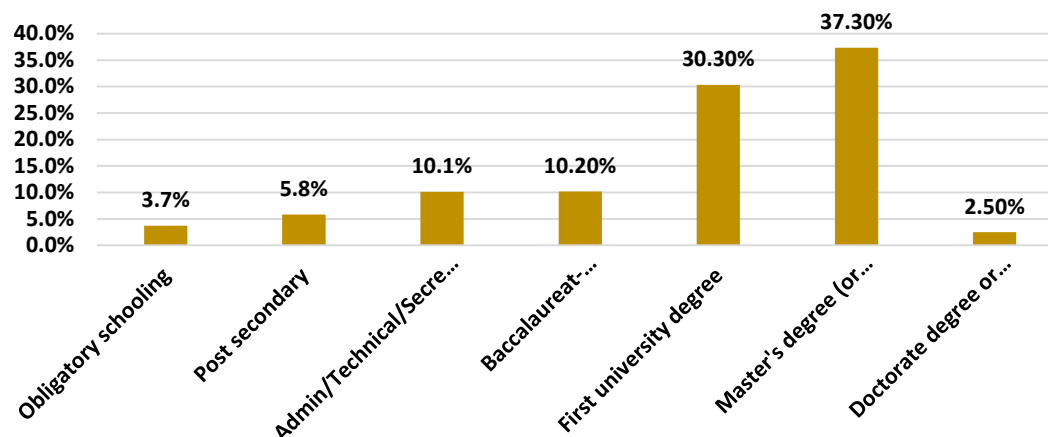
2.1.4 Distribution of applicants by level of education and by grade for 2016 vacancy notices

The distribution of applicants to positions in the General Service category by level of education shows that 70.1% of applicants are university degrees holders, although the educational level required for that category is graduation from secondary school. This reflects the structure of the employment/unemployment market.

Table 24 a - Distribution of applicants in the GS by level of education and by grade for 2016 vacancy notices

Education level	G6	G5	G4	G3	Overall Total	% by grade& Education level
Number of Applicants by education level						
Obligatory schooling	7	18	7	6	38	3.7%
Post-secondary	18	35	6	1	60	5.8%
Admin/Technical/Secretarial/Commerce dp.	25	64	14	2	105	10.1%
Baccalaureat-maturité/ib/A levels/HSC	29	56	20	1	106	10.2%
First university degree	88	180	46	0	314	30.3%
Master's degree (or equivalent)	125	187	73	1	386	37.3%
Doctorate degree or post doctorate	11	11	4	0	26	2.5%
Overall Total	303	551	170	11	1035	

Distribution of applicants by educational level for General Service category vacancies 2016



The figures below show that the level of education of candidates is in adequation with the level of educational requirements at ITU. 94.9% of applicants are university degrees holders.

Table 24 b - Distribution of applicants in P&H categories by level of education and by grade for 2016 vacancy notices

Grade	D1	P5	P4	P3	P2	P1	Overall Total	% by grade & level of education
Education level of the selected candidate								
Obligatory schooling	2	1	8	2	6	0	19	0.3%
Post-secondary	9	15	17	24	27	5	97	1.5%
Baccalaureat-maturité/ib/A levels/HSC	2	27	28	29	22	9	117	1.8%
Admin/Technical/Secretarial/Commerce dp	6	16	17	19	32	0	90	1.4%
First university degree	61	219	302	370	358	77	1378	20.7%
Master's degree (or equivalent)	271	1092	1028	1097	491	202	4181	62.9%
Doctorate degree or post doctorat	69	274	179	179	45	7	753	11.3%
Overall Total	420	1644	1573	1726	981	300	6644	

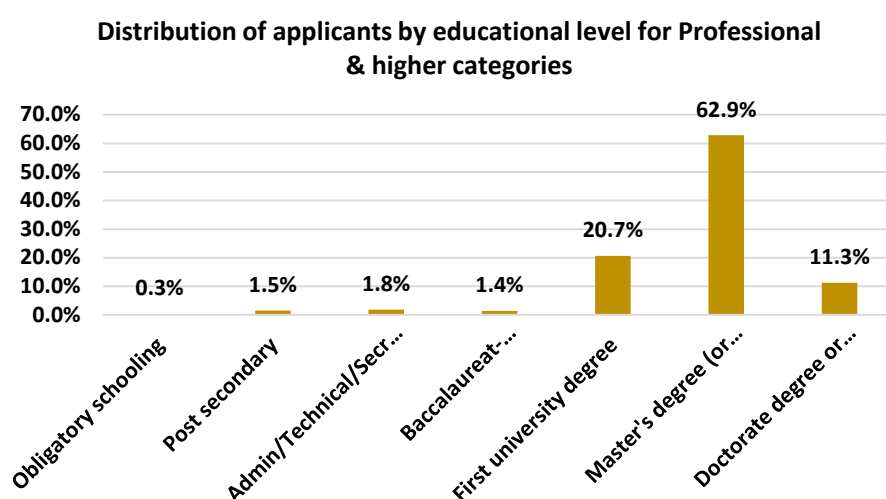


Table 25 a - Distribution of selected candidate in GS by level of education and by grade for 2016

Grade	G6	G5	G4	Overall Total
Education level of the selected candidate				
Obligatory schooling	0	1	0	1
Post-secondary	0	0	0	0
Admin/Technical/Secretarial/Commerce dp.	0	1	1	2
Baccalaureat-maturité/ib/A levels/HSC	0	2	0	2
First university degree	1	0	0	1
Master's degree (or equivalent)	1	2	0	3
Doctorate degree or post doctorate	0	0	0	0
Overall Total	2	6	1	9

Table 25 b - Distribution of selected candidate in the P & H categories by level of education and by grade for 2016 vacancy notices

Grade	D1	P5	P4	P3	P2	P1	Overall Total
Education level of the selected candidate							
Post-secondary	0	0	0	0	0	0	0
Admin/Technical/Secretarial/ Commerce dp.	0	0	0	0	0	0	0
Baccalaureat-maturité/ib/A levels/HSC	0	0	0	0	0	0	0
First university degree	0	0	0	1	1	1	3
Master's degree (or equivalent)	2	4	2	2	0	1	11
Doctorate degree or postr doctorate	0	2	0	0	0	0	2
Overall Total	2	6	2	3	1	2	16

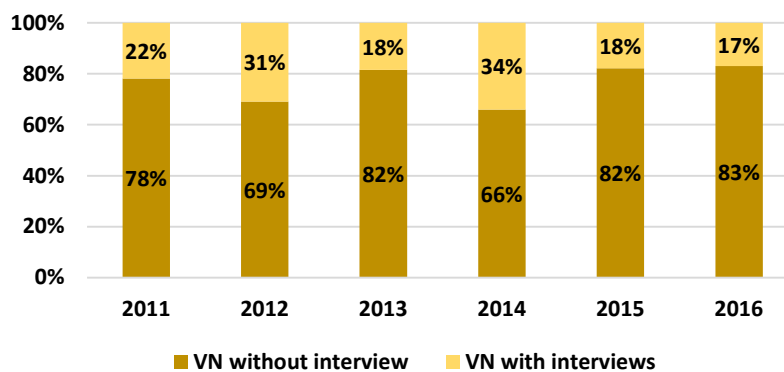
2.1.5 Number of vacancy notices with interview 2011-2016

In 2016 out of the 59 vacancy notices published 12 (20.3%) went through the stage of interview.

Table 26 - Number of vacancy notices with interview 2011-2016

Year	vacancies	VN with interviews	%
2011	93	26	27.9%
2012	101	45	44.5%
2013	53	12	22.6%
2014	68	35	51.5%
2015	60	13	21.7%
2016	59	12	20.4%

Percentage of VN with interview vs VN without interview 2011-2016



CHAPTER 3-GENDER

The principle of non-discrimination is one of the pillars on which the United Nations and its specialized agencies are based. At the United Nations Millennium Summit in September 2002, the United Nations, as part of its 8 Millennium Development Goals, has set itself as a third objective promoting gender equality and empowering women. Gender equality and the empowerment of women are essential to eradicating poverty and promoting sustainable development and growth. In ITU, as in all UN agencies, despite the fact that the financial aspect is not a barrier to gender equality, the fact remains that there are inequalities between men and women within UN organizations.

Major resolutions on gender equality

There are a number of key agreements guiding governments and advocates in promoting gender equality and the empowerment of women in the UN system :

- The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979 by the UN General Assembly -
- The Beijing Declaration and Platform for Action was the outcome of the 1995 Fourth World Conference on Women in Beijing. World leaders committed to measures in twelve critical areas of concern, to be implemented in cooperation with the UN system, regional and international financial institutions, other relevant regional and international institutions, non-governmental organizations, and women and men at large.
- Intergovernmental bodies of the United Nations, including the General Assembly, the Security Council and the Economic and Social Council (ECOSOC) regularly adopt resolutions dedicated to gender equality issues.

Gender equality in ITU

ITU Resolutions on gender

Gender equality is supported in ITU by the Member States and ITU management. There are many resolutions on gender equality. For example:

Resolution 70(Rev Busan, 2014) is the main resolution for gender equality in ITU. Resolution 70 foresees further efforts to accelerate the process of gender mainstreaming in ITU. It calls for the integration of a gender perspective in the implementation of the ITU strategic and the financial plan.

Resolution 55 (Rev. Dubai, 2014) : Mainstreaming a gender perspective in ITU-BDT activities.

Resolution 48(Rev. Busan, 2014) reaffirms the need to facilitate the recruitment of more women in the Professional & higher categories, especially at the senior levels.

ITU Gender policy

In 2013, urged by the UN Women and Resolution 70 ITU developed a policy on gender equality. This policy aims at a common vision for the integration of a gender dimension in the organisation. It provides a tool to ensure that gender equality remains a central element in strategic activities and programs of ITU. This policy also calls for gender accountability in ITU.

UN Women and UN SWAP

The UN System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP) is a unified accountability framework for gender equality and the empowerment of women which articulates graduated performance standards against which progress will be measured.

The SWAP uses a framework of 15 performance indicators.

ITU participates regularly in UNWOMEN's meetings dedicated to the implementation of the UN-SWAP on gender equality and women's empowerment.

The Union also reports on the implementation of the UN-SWAP every year.

Challenges to achieve gender equality in ITU

The accelerating change in technology requires a highly skilled and performing workforce. This leads to difficulties in recruiting qualified women. Giving the fact that there are less women in the field.

The ITU should be more aggressive in terms of outreach in order to reach more qualified women around the world.

3.1. ITU regular staff members gender distribution

3.1.1 Gender distribution by category

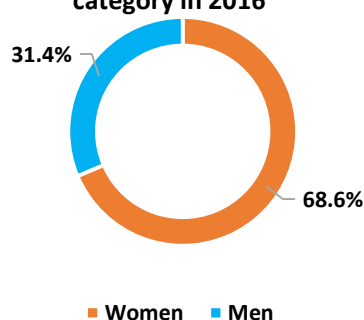
Table 27 a - General Service category gender distribution 2008-2016

General Service category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
	Women	299	291	276	270	259	248	243	229	223
	Men	117	119	113	114	119	113	104	104	102
	Overall Total	416	410	389	384	378	361	347	333	325

Table 27 b - General Service category percentage by gender 2008-2016

General Service category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
	Women	71,9%	71,0%	71,0%	70,3%	68,5%	68,7%	70,0%	68,8%	68,6%
	Men	28,1%	29,0%	29,0%	29,7%	31,5%	31,3%	30%	31,2%	31,4%

Gender distribution of General Service category in 2016



Gender distribution of General Service category 2008-2016

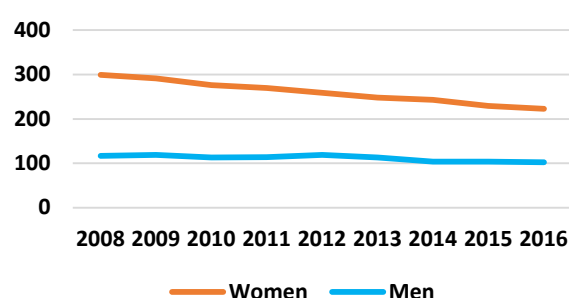


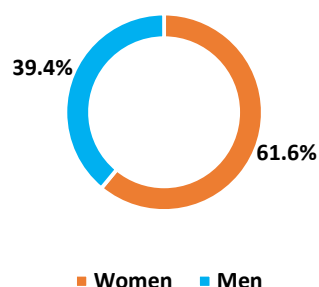
Table 28 a - Professional & higher categories gender distribution 2008-2016

P&HC	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
	Women	104	110	120	123	135	138	151	145	146
	Men	211	223	220	228	234	239	240	235	234
	Overall Total	315	333	340	351	369	377	391	380	380

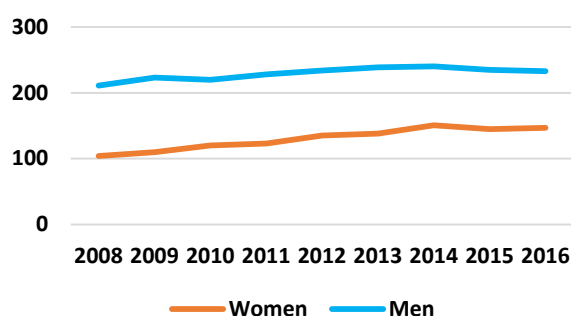
Table 28 b - Professional & higher categories gender percentage 2008-2016

P&HC	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
	Women	33,0%	33,0%	35,3%	35,0%	36,6%	36,6%	38,6%	38,2%	38,4%
	Men	67,0%	67,0%	64,7%	65,0%	63,4%	63,4%	61,4%	61,6%	61,6%

Gender distribution Professional & higher categories in 2016



Gender distribution of Professional & higher categories 2008-2016



3.1.2 Gender distribution by sector and category

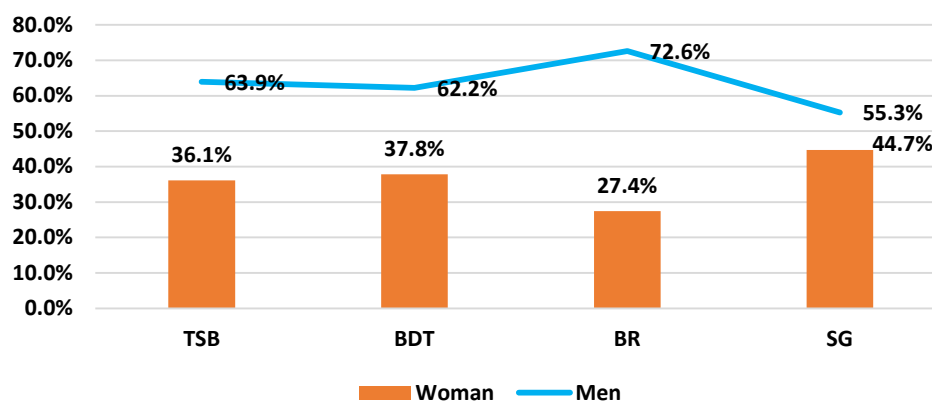
Compared to 2008, the number of women in the TSB in 2016 in the Professional & higher categories is almost three times greater (from 5 in 2008 to 13 in 2016). The TSB had 21.7% Professional and higher category women in 2008 compared to the total of professional and higher categories in the sector. In 2016 the proportion is 36.1%; this represents an increase of 14.4%. In the BDT, the percentage of Professional and higher category women was 39% in 2008 and 37.8% in 2016; this represents a decrease of 2.8%. The BR increased by 2.1% between 2008 and 2016 its representation of women at the Professional & higher categories level. In 2008 the percentage was 25.3% and in 2016 it was 27.4% women. The representation of women within the SG in the Professional & higher categories in 2008 was 36.7% and in 2016 the percentage increased to 44.7% which represents an increase of 7.3 %. In 2016, the highest representation of men was at D1 level with 94.1% and the highest representation for women was at P1 level with 66.7% and P2 with 52.7%. The increase in the percentage of women at the P2 level can be observed throughout the years, from 38.7% in 2008 to 52.7% in 2016 .

Table 29 a - Gender distribution by sector and by category 2008-2016

Sector	Cate- gory	Gender	2008	2009	2010	2011	2012	2013	2014	2015		
TSB	GS	W	26	23	23	20	20	21	20	18	15	
		M	7	9	9	8	8	7	6	6	6	
		Total	33	32	32	28	28	28	26	24	21	
		P & H	W	5	4	7	10	10	11	14	14	13
			M	18	18	21	22	20	20	21	22	23
BDT	GS	Total	23	22	28	32	30	31	35	36	36	
		W	49	55	47	50	49	44	44	43	44	
		M	5	9	8	8	9	10	7	7	7	
		Total	54	64	55	58	58	54	51	50	51	
		P & H	W	24	28	30	31	28	28	36	34	34
M	38		42	41	48	51	59	61	59	56		
BR	GS	Total	62	70	71	79	79	87	97	93	90	
		W	51	49	48	45	41	40	39	39	38	
		M	20	17	16	17	14	13	13	12	13	
		Total	71	66	64	62	55	53	52	51	51	
		P & H	W	21	22	22	21	22	22	22	22	23
M	62		62	61	56	61	62	60	59	61		
SG	GS	Total	83	84	83	77	83	84	82	81	84	
		W	173	164	158	155	149	143	140	129	126	
		M	85	84	80	81	88	83	78	79	76	
		Total	258	248	238	236	237	226	218	208	202	
		P & H	W	54	56	61	61	76	77	79	75	76
M	93		101	97	102	101	98	98	95	94		
Overall Total		Total	147	157	158	163	177	175	177	170	170	
			731	743	729	735	746	738	738	713	705	

Table 29 b - Gender distribution by sector and category 2008-2016

Sector	Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
TSB	GS	W	78.8%	71.9%	71.9%	71.4%	71.4%	75.0%	76.9%	75.0%	71.4%
		M	21.2%	28.1%	28.1%	28.6%	28.6%	25.0%	23.1%	25.0%	28.6%
	P	W	21.7%	18.2%	25.0%	31.3%	33.3%	35.5%	40.0%	38.9%	36.1%
		M	78.3%	81.8%	75.0%	68.8%	66.7%	64.5%	60.0%	61.1%	63.9%
BDT	GS	W	90.7%	85.9%	85.5%	86.2%	84.5%	81.5%	86.3%	86.0%	86.3%
		M	9.3%	14.1%	14.5%	13.8%	15.5%	18.5%	13.7%	14.0%	13.7%
	P	W	38.7%	40.0%	42.3%	39.2%	35.4%	32.2%	37.1%	36.6%	37.8%
		M	61.3%	60.0%	57.7%	60.8%	64.6%	67.8%	62.9%	63.4%	62.2%
BR	GS	W	71.8%	74.2%	75.0%	72.6%	74.5%	75.5%	75.0%	76.5%	74.5%
		M	28.2%	25.8%	25.0%	27.4%	25.5%	24.5%	25.0%	23.5%	25.5%
	P	W	25.3%	26.2%	26.5%	27.3%	26.5%	26.2%	26.8%	27.2%	27.4%
		M	74.7%	73.8%	73.5%	72.7%	73.5%	73.8%	73.2%	72.8%	72.6%
SG	GS	W	67.1%	66.1%	66.4%	65.7%	62.9%	63.3%	64.2%	62.0%	62.4%
		M	32.9%	33.9%	33.6%	34.3%	37.1%	36.7%	35.8%	38.0%	37.6%
	P	W	36.7%	35.7%	38.6%	37.4%	42.9%	44.0%	44.6%	44.1%	44.7%
		M	63.3%	64.3%	61.4%	62.6%	57.1%	56.0%	55.4%	55.9%	55.3%

Gender percentage Professional & higher categories by sector
2016

3.1.3 Gender distribution by category and grade

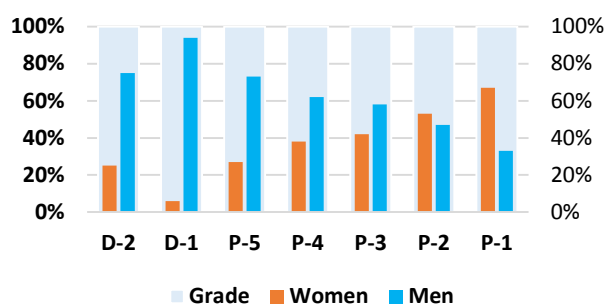
Table 30 a – Professional and higher categories distribution by grade and by gender 2008-2016

Grade	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
D-2	W	1	1	1	1	1	1	1	1	1
	M	4	4	4	4	3	3	3	3	3
	Total	5	5	5	5	4	4	4	4	4
D-1	W	1	1	2	2	2	2	2	1	1
	M	13	12	12	14	15	15	16	15	16
	Total	14	13	14	16	17	17	18	16	17
P-5	W	13	14	17	17	16	14	16	16	19
	M	63	70	66	63	64	60	56	56	51
	Total	76	84	83	80	80	74	72	72	70
P-4	W	25	28	34	37	41	44	44	43	42
	M	64	66	64	59	58	64	70	66	68
	Total	89	94	98	96	99	108	114	109	110
P-3	W	50	55	51	48	46	47	51	48	50
	M	47	57	58	69	76	78	74	72	68
	Total	97	112	109	117	122	125	125	120	118
P-2	W	12	9	13	15	25	26	32	31	29
	M	19	12	14	19	18	18	20	22	26
	Total	31	21	27	34	43	44	52	53	55
P-1	W	2	2	2	2	4	4	5	5	4
	M	1	2	2	1	0	1	1	1	2
	Total	3	4	4	3	4	5	6	6	6

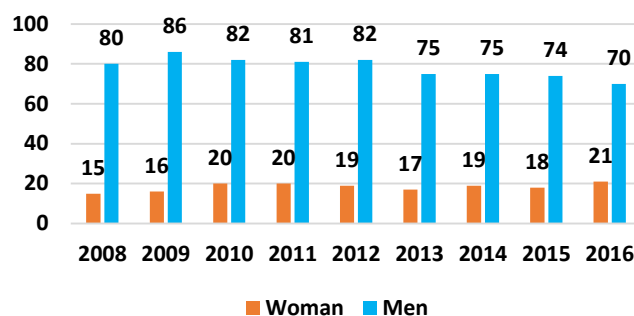
Table 30 b – Professional and higher categories percentage by grade and by gender 2008-2016

Grade	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
D-2	W	20,0%	20,0%	20,0%	20,0%	25,0%	25,0%	25,0%	25,0%	25%
	M	80,0%	80,0%	80,0%	80,0%	75,0%	75,0%	75,0%	75,0%	75%
D-1	W	7,1%	7,7%	14,3%	12,5%	11,8%	11,8%	11,1%	6,3%	5,9%
	M	92,9%	92,3%	85,7%	87,5%	88,2%	88,2%	88,9%	93,8%	94,1%
P-5	W	17,1%	16,7%	20,5%	21,3%	20,0%	18,9%	22,2%	22,2%	27,1%
	M	82,9%	83,3%	79,5%	78,8%	80,0%	81,1%	77,8%	77,8%	72,9%
P-4	W	28,1%	29,8%	34,7%	38,5%	41,4%	40,7%	38,6%	39,4%	38,2%
	M	71,9%	70,2%	65,3%	61,5%	58,6%	59,3%	61,4%	60,6%	61,8%
P-3	W	51,5%	49,1%	46,8%	41,0%	37,7%	37,6%	40,8%	40%	42,4%
	M	48,5%	50,9%	53,2%	59,0%	62,3%	62,4%	59,2%	60%	57,6%
P-2	W	38,7%	42,9%	48,1%	44,1%	58,1%	59,1%	61,5%	58,49%	52,7%
	M	61,3%	57,1%	51,9%	55,9%	41,9%	40,9%	38,5%	41,51%	47,3%
P-1	W	66,7%	50,0%	50,0%	66,70%	100,0%	80,0%	83,3%	83,3%	66,7%
	M	33,3%	50,0%	50,0%	33,30%	0,0%	20,0%	16,7%	16,7%	33,3%

Gender distribution of Professional & higher categories by grade in 2016



Gender distribution of Grades P-5 to D-2 2008-2016



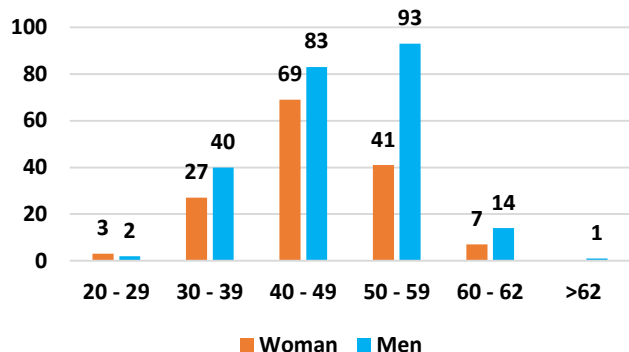
3.1.4 Gender distribution by age

The table below shows that the range of age 40-49 for women in the Professional & higher categories in 2016 had the highest representation with 46.9% and for men the age range 50-59 with 39.9% followed by the range 40-49 with a representation at 35.6%.

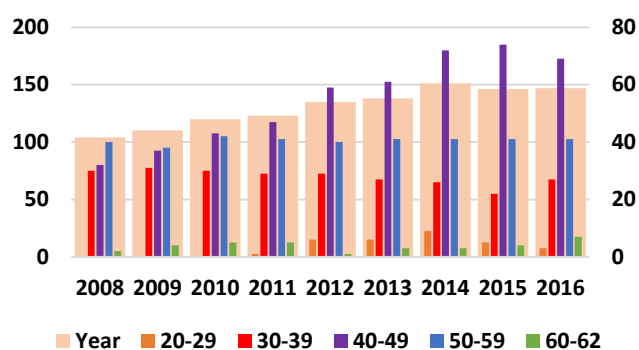
Table 31 - Professional & higher categories by age and gender 2008-2016

Gender	Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016
Women	20 - 29	0	0	0	1	6	6	9	5	3
	30 - 39	30	31	30	29	29	27	26	22	27
	40 - 49	32	37	43	47	59	61	72	74	69
	50 - 59	40	38	42	41	40	41	41	41	41
	60 - 62	2	4	5	5	1	3	3	4	7
	Total	104	110	120	123	135	138	151	146	147
Men	20 - 29	1	1	1	2	1	0	1	1	2
	30 - 39	40	37	33	41	40	42	43	38	40
	40 - 49	61	71	82	81	89	91	87	86	83
	50 - 59	91	95	90	85	85	89	94	94	93
	60 - 62	18	17	11	16	14	14	14	14	14
	> 62	0	2	3	3	5	3	1	1	1
	Total	211	223	220	228	234	239	240	234	233

Gender distribution Professional & higher categories by age range 2016



Distribution of woman in the Professional & higher categories by age range 2008-2016



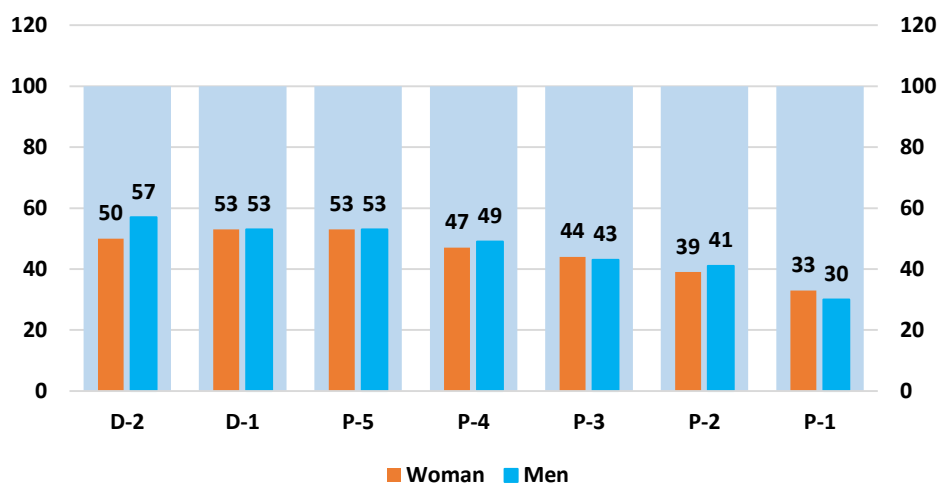
3.1.5 Gender distribution of average age of Professional & higher categories 2016

Table 32 shows that the entry age for junior positions at the professional level is high; 33 years at P1 level for women and 30 years for men, it remains within the age range 30-39. P3 to P4 grades remain in the range 40-49.

Table 32 - Professional & higher categories average age by grade 2016

2016		
Grade	Women	Men
D2	50	57
D1	53	53
P5	53	53
P4	47	49
P3	44	43
P2	39	41
P1	33	30

Average age Professional & higher categories by grade 2016



3.1.6 Gender distribution by occupational group

Table 33 - Professional & higher categories by gender in technical versus non technical jobs

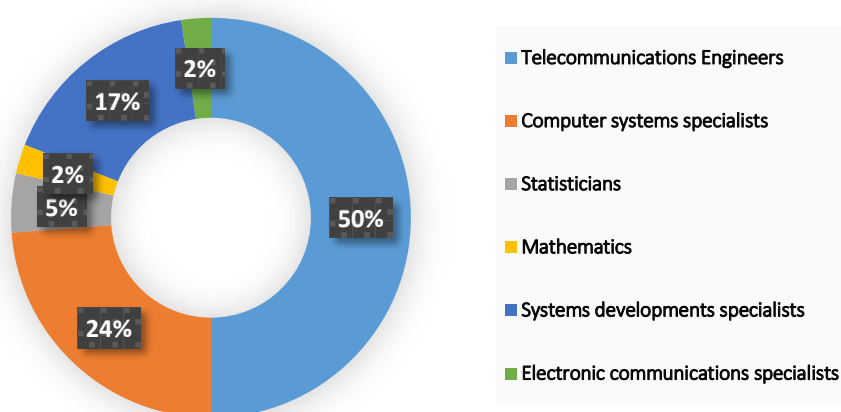
Gender	Technical Professional & higher categories	%	Non-technical Professional & higher categories	%	Total Professional & higher categories
Women	42	23%	104	53%	146
Men	142	77%	92	47%	234
Total	184		196		380

Table 34 - Professional & higher categories by gender in technical jobs

Job Title	Women	%	Men	%	Overall Total
Telecommunications Engineers	21	21%	77	79%	98
Computer systems specialists	10	18%	47	82%	57
Statisticians	2	67%	1	33%	3
Mathematics	1	100%	0	0%	1
Computer communications & networks specialists	0	0%	1	100%	1
Systems developments specialists	7	35%	13	65%	20
Electronic communications specialists	1	100%	0	0%	1
Office automation specialist	0	0%	2	100%	2
Visual media specialist	0	0%	1	100%	1
Total	42		142		184

The distribution of women in technical jobs shows that 50.0% are telecommunication engineers and 23.8% computer systems specialists.

Professional & higher categories women distribution of technical jobs 2016



One of the main reasons given for the low percentage of women at the professional level is the technical nature of the organization. This prompted the analysis of occupational groups at the professional level. The data indicates that women held less than 25% of technical positions as at 31.12.2016. The table below shows that 48 % of Professional and higher categories staff members held technical positions among which 23% were women. On the other hand, women held 53% of non-technical positions compared to men with 47%. The findings of this analysis provide evidence of a need to encourage and support women to apply for technical positions.

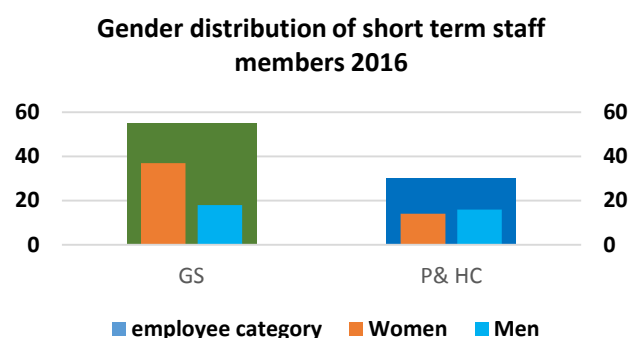
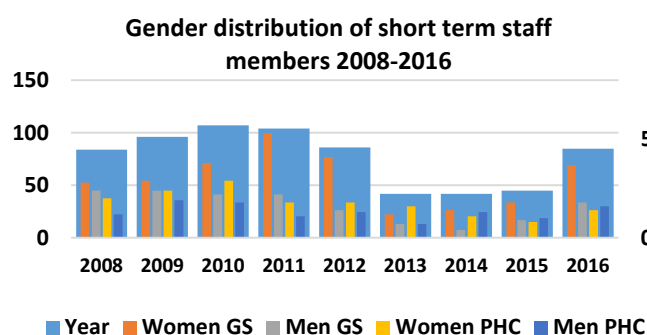
3.2. ITU non regular workforce gender distribution

3.2.1 Short term staff members

As a proportion of all short term staff members 60% are women in 2016.

Table 35 – Short term staff members by gender 2008-2016

Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
GS	Women	28	29	38	53	41	12	14	18	37
	Men	24	24	22	22	14	7	4	9	18
	Total	52	53	60	75	55	19	18	27	55
P& HC	Women	20	24	29	18	18	16	11	8	14
	Men	12	19	18	11	13	7	13	10	16
	Total	32	43	47	29	31	23	24	18	30
Overall Total		84	96	107	104	86	42	42	45	85



3.2.2 Internship

Table 36 - Number of interns by sector and by gender 2016

Gender	SG	BR	BDT	TSB
Women	14	0	5	2
Men	12	0	5	4
Total	26	0	10	6

3.3. Recruitment by gender

Annex 2 to Resolution 48(Rev, Busan, 2014) established that if the number of applications allows, at every screening level a minimum target of 33 per cent of all candidates moving forward to the next level should be women.

3.3.1 Filled vacancy notices selection process by category and gender 2016

In 2016, 59 vacancy notices were published. Out of 59 vacancies 25 have reached the stage of selection. 6644 applications were registered for the 39 vacancy notices in the Professional and higher categories. 4854 applicants were men, a percentage of 73.1%, and women with 1790 applicants represented 26.9%. Despite the high number of men applicants, 31.3% of the selected candidates are men and 68.7% are women. In conclusion, women candidates have fared better in the selection process than men candidates.

Table 37 - Vacancy notices selection process by category and by gender 2016

	Gender	Applications	%	Pre-Selected	%	Short listed	%	Interviewed	%	Selected	%
Higher		97	23.0%	6	13.9%	3	20.0%	3	20%	0	
	Men	323	81.0%	37	86.0%	12	80.0%	12	80%	2	100%
	Total	420		43		15		15		2	
Professional		1,693	27.2%	147	39.3%	55	36.6%	29	32.2%	11	78.5%
	Men	4,531	72.8%	227	60.7%	95	63.4%	61	67.3%	3	21.5%
	Total	6224		374		150		90		14	
General Service		636	61.4%	63	69.2%	34	87.1%	21	91.3%	6	66.6%
	Men	399	38.6%	28	30.8%	5	12.8%	2	8.7%	3	33.3%
	Total	1035		91		39		23		9	
Overall Total		7679	100%	508	100%	204	100%	128	100%	25	

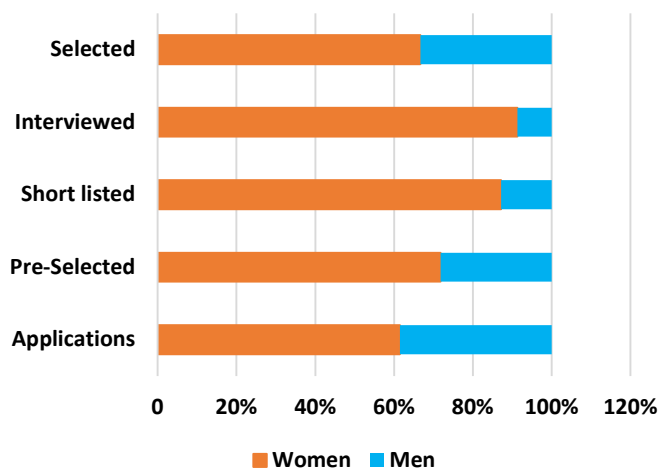
*Selection processes are ongoing

**No short list for temporary vacancies notices (TVN)

Table 38 – General Service category -Vacancy notices selection process by gender & by grade 2016

Grade	Gender	Applications	%	Pre-selected	%	Short listed	%	Interview	%	Selected	%
G-6	Women	189	62.3%	17	77.2%	8	100%	5	100%	2	100%
	Men	114	37.6%	5	22.8%	0	0%	0	0%	0%	0%
	Total	303		22		8		5		2	
G-5	Women	337	61.1%	38	76.0%	21	84.0%	13	92.8%	4	66.7%
	Men	214	38.8%	12	24.0%	4	16.0%	1	7.1%	2	33.3%
	Total	551		50		25		14		6	
G-4	Women	109	64.1%	7	77.8%	5	83.3%	3	75.0%	0*	0*
	Men	61	35.9%	2	22.2%	1	16.6%	1	25.0%	1	100%
	Total	170		9		6		4		1	
G-3	Women	1	9.1%	1	10.0%	*0	*0	*0	*0	*0	*0
	Men	10	90.9%	9	90.0%	*0	*0	*0	*0	*0	*0
	Total	11		10		*0		*0		*0	
Overall total		1035		91		39		23		9	

Gender distribution of the selection process of General Service 2016



Gender distribution General Service category selected candidate in 2016

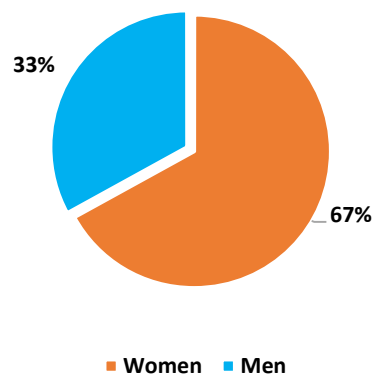
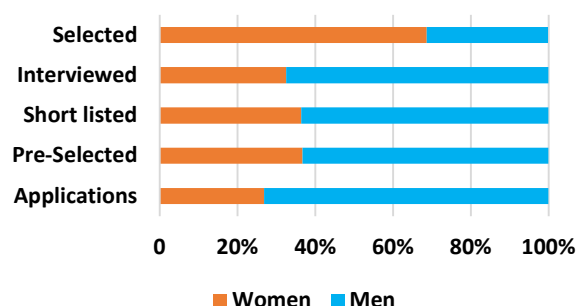


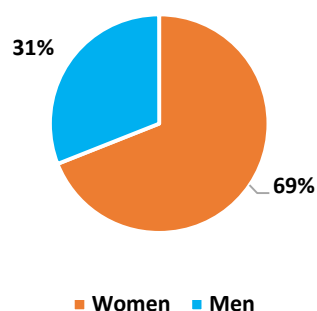
Table 39 – Professional & higher categories -Vacancy notices selection process by gender & by grade 2016

	Gender	Applications	%	%	Short listed	%	Inter-viewed	%	Se-lected	%
D-1	Women	99	23.2%	6	13.9%	3	20.0%	3	20%	0
	Men	326	76.7%	37	86.1%	12	80.0%	12	80%	2
	Total	425		43		15		15		2
P-5	Women	310	18.8%	52	27.9%	21	29.2%	16	33.3%	5
	Men	1,335	81.2%	134	72.1%	51	70.8%	32	66.7%	1
	Total	1,645		186		72		48		6
P-4	Women	506	32.1%	62	59.0%	18	54.5%	5	41.7%	1
	Men	1073	67.9%	43	41.0%	15	45.5%	7	58.3%	1
	Total	1579		105		33		12		2
P-3	Women	561	32.5%	32	44.4%	16	44.4%	8	33.3%	3
	Men	1,165	67.5%	40	55.6%	20	55.6%	16	66.7%	0
	Total	1,726		72		36		24		3
P-2	Female	145	14.8%	1	9.1%	0	0	0	0	0
	Male	836	85.2%	10	90.9%	9	100%	6	100%	1
	Total	981		11		9		6		1
P-1	Female	172	57.3%	**0	**0	**0	**0	**0	**0	2
	Male	128	42.7%	**0	**0	**0	**0	**0	**0	**0
	Total	300		**0		**0		**0		2
Total		6644	100%	369	100%	131	100%	73	100%	16

Gender distribution of the selection process of Professional & higher categories 2016



Gender distribution Professional & higher categories selected candidate in 2016

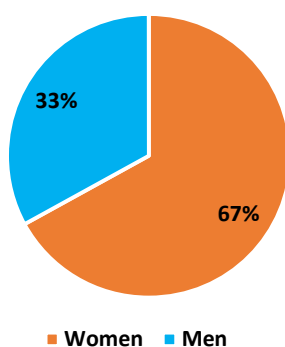


3.3.2 Types of promotion by category and by gender 2008-2016

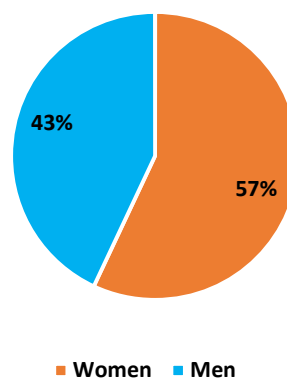
Table 40 - Types of promotion by category and by gender 2016

Category	Women	%	Men	%	Overall Total
General Service	4	67%	2	33%	6
Total	4		2		6
Professional	8	57%	6	43%	14
Total	8		6		14
Overall Total	12	60%	8	40%	20

Gender distribution of General Service category promotion for 2016



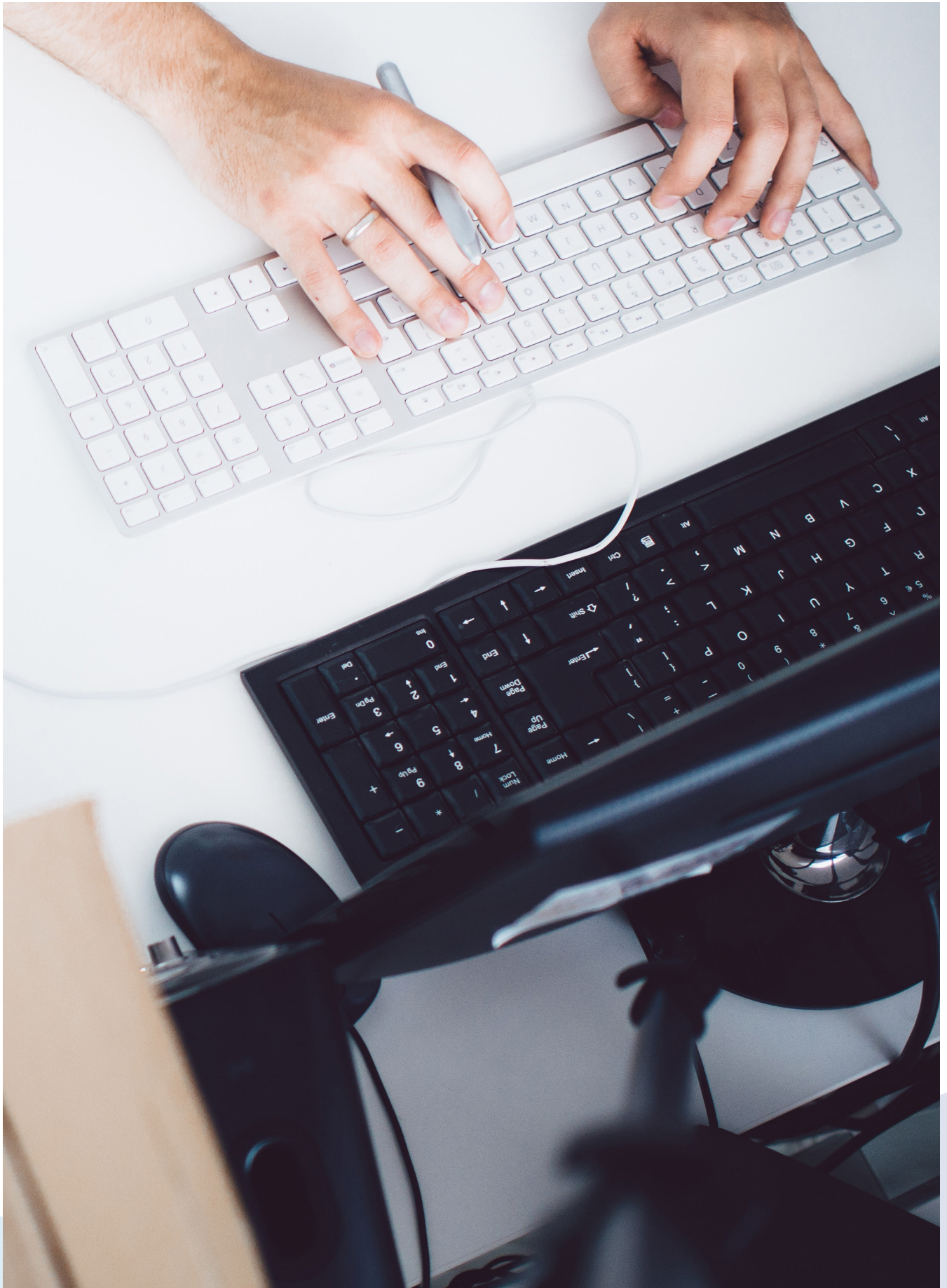
Gender distribution of Professional & higher categories promotion for 2016



3.3.3 Gender Equality and Diversity Training

ITU staff participated to UN SWAP workshop in 2016 co-hosted by UNIDO and UNODC with UN Women which took place from Tuesday 11th October to Thursday 13th October 2016 in Vienna, Austria. The aim of the workshop was to provide a dedicated and collective space for exchange on gender mainstreaming across the UN System. The exchange included discussion of good practice and continuing challenges, to strengthen the network bringing a common one UN identity and method whilst respecting the diversity of institutions and their mandates.

A women's leadership workshop was organised by ITU for the grades P4 and P5. The workshop was held in 2016 in Turin. The objective was to help the participants to critically assess what characterises a strong leader and appraise what is meant by charismatic and visionary leadership. The objective also was also to strengthen personal confidence and direction as leaders and to use tools to build high-priority skills, such as networking, influencing others, negotiation, collaborative leadership, and public speaking.



CHAPTER 4-WORKING CONDITIONS

Working arrangements

Working arrangements refer to work arrangements that are variations from the standard workday, work week and or work location.

Part time arrangements

Part time arrangements enables staff members to work less than a standard full time schedule per week, by working fewer hours per day or fewer days per week.

In 2016, on average, 66 staff members were on part time arrangements.

Flexible working arrangements

Flexible working arrangements (FWAs) are part of the larger context of work-life balance. Two types of flexibility are offered, either relating to hours of work or place of work.

Flexible working arrangements are not intended to reduce or increase the number of hours worked. They simply allow for the work schedule or location to be restructured or changed so that work can be performed at the time or location that is mutually convenient to the staff member and the organization. In the United Nations common system we have four types of flexible working arrangements:

Staggered Working hours: staff members are expected to be present during a core period of the working day. The core period is set by each organization.

Compressed Work Schedule: Allow staff members to work longer hours over the course of a two-week period by distributing among the nine days the hours that would have otherwise been worked on the tenth.

Time-off for study purposes:

A staff member may be allowed time off during the work week to attend a professional or personal development course. The time used for this purpose is made up during the week.

Teleworking-Work Away from the Office-

Allows a staff member to work up to two days per week working from an alternate work site provided that they have access to the necessary equipment to be reached by telephone and/or e-mail.

ITU has two types of flexible working arrangements : teleworking and Scheduled Break for External Learning Activities.

Teleworking Arrangements

The policy on Teleworking arrangements was introduced in ITU in 2009 by the Service Order NO.09/12. The aim was to create a supportive environment which will enable staff members to better balance their personal life while providing the organization with options to meet the requirements of service and enhance its productivity.

Since 2010 an average of 37 staff members per year took advantage of teleworking arrangements.

Time-off for study purposes

The possibility of taking time-off for study purpose or study leaves in ITU was introduced in 2010. Since then, 57 staff members have taken advantage of the policy. All staff members are eligible for study leaves. Part-time staff members study leave are eligible for pro rata leave. The maximum number of days is 10 days per academic year.

Special leave without pay

Special leave without pay may be granted upon request to staff members for advanced studies or research in the interest of the Union, in cases of extended illness, for the accomplishment of the national military obligations or for any other important reason.

Staff Surveys

Staff surveys serve as a direct instrument for assessing the perceptions of staff on various aspects related to their work environment. Surveys should be undertaken periodically be comparable over time.

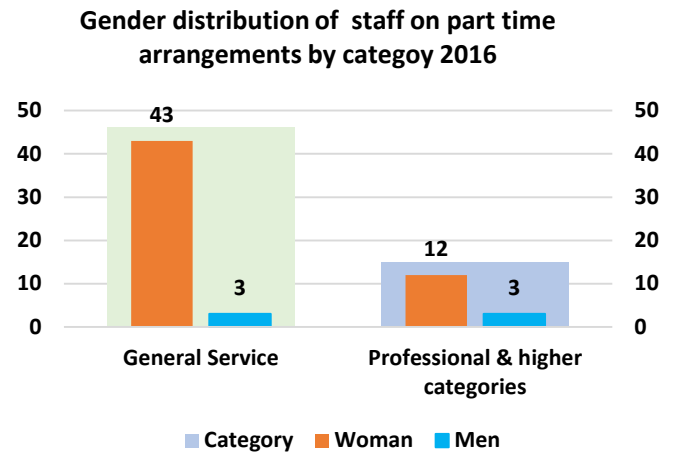
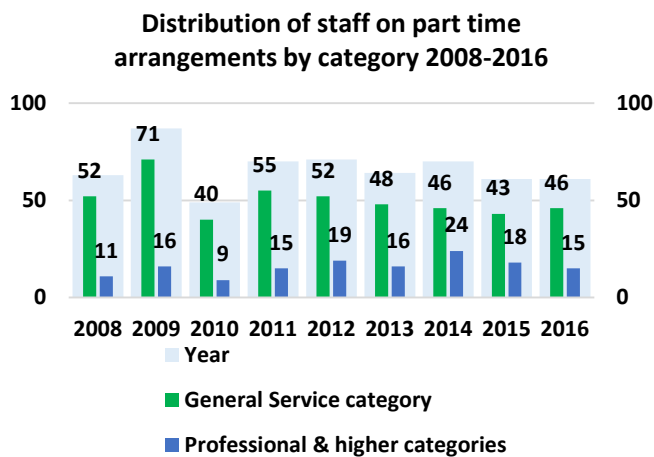
Furthermore, the Council members and UN Women have recommended ITU to undertake a survey on staff satisfaction survey to assessment of staff members satisfaction in ITU.

4.1 Part time arrangements

The number of staff members taking advantage of part time arrangements is relatively stable over the last 9 years. The data shows that 75% of staff members on part time arrangements are from the General Service category and 25% from the Professional & higher categories . Overall the percentage of women is 90%, General Service women represent 78% and 22% are from the Professional & higher categories.

Table 41-Staff members on part time working arrangements 2008-2016

Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Service	Women	49	70	40	54	50	48	42	41	43
	Men	3	1	0	1	2	0	4	2	3
	Total	52	71	40	55	52	48	46	43	46
Professional	Women	9	13	7	11	13	12	19	14	12
	Men	2	3	2	4	6	4	5	4	3
	Total	11	16	9	15	19	16	24	18	15
Overall Total		63	87	49	70	71	64	70	61	61



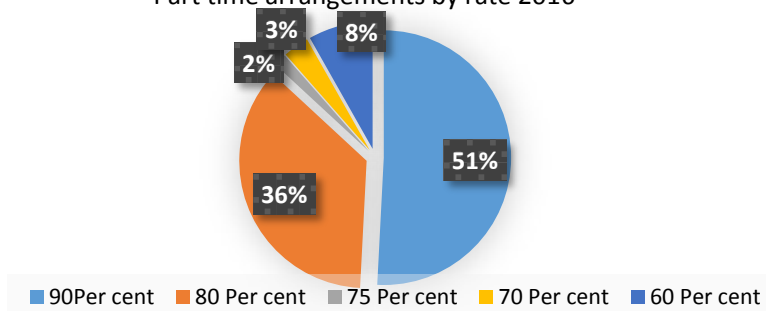
4.2 Part time arrangements by rate 2016

The table below shows that 51% of staff members on part time arrangements are working at 90% rate follow by 80% rate with 31% and only 18% of the staff members on parttime arrangements are working at 75%, 70% and 60% rates.

Table 42- Staff members on part time working arrangements by rate 2016

% of work	P	G	Total
90%	11	20	31
80%	3	19	22
75%	0	1	1
70%	0	2	2
60%	1	4	5
Total	15	46	61

Part time arrangements by rate 2016



4.3 Teleworking arrangements

The table below shows that 28 staff members have made use of teleworking arrangements during the year 2016. Teleworking arrangements have been equally used between men and women in the Professional & higher categories during the year. For General Service category 100% of teleworking arrangements were for women.

Table 43- Staff members on teleworking arrangements by category and gender in 2016

Category	Women	Men
P	7	7
G	14	0
Total	21	7

4.4 Special leave without pay

Table 44 - Staff members on LWP From 1st January 2016 to 31st December 2016

Sector	Gender	Duty station	Grade	Contract type
BDT	W	HQ	P-4	Permanent/Continuing
SG	M	HQ	P-3	Fixed Term
SG	w	HQ	P-2	Fixed Term
SG	W	HQ	G-7	Permanent/Continuing
SG	W	HQ	G-5	Permanent/Continuing
SG	W	HQ	G-5	Permanent/Continuing
SG	W	HQ	G-4	Permanent/Continuing

4.5 Absenteeism

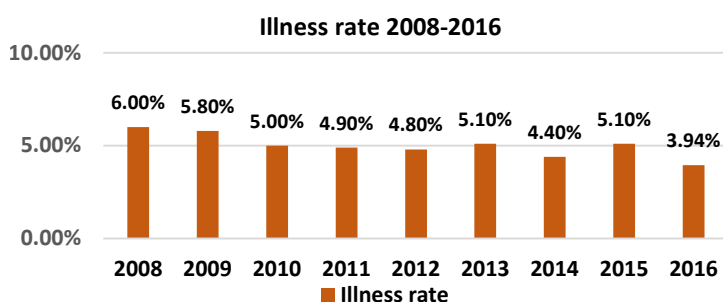
Absenteeism is a habitual pattern of absence from duties, for a series of different reasons including accidents and sickness; it does not include annual leave.

4.6 Illness rate

Illness rate is the ratio between the number of days of absence compared to the theoretical days of work that is, the number of days that would have been worked without absence.

Table 45 - Staff member illness rate 2008-2016

Year	NB Employees	NB working days	NB absent days	Illness rate
2008	731	171785	10267	6.0%
2009	743	174605	10175	5.8%
2010	729	171315	8860	5.0%
2011	735	172725	8703	4.9%
2012	747	175545	8502.5	4.8%
2013	738	173430	8807.5	5.1%
2014	738	173430	7663	4.4%
2015	712	167320	8470.5	5.1%
2016	708	166380	6559	3.9%



CHAPTER 5-EXPENDITURE OF ITU TRAINING FUNDS 2015

Many studies show that training is very important for organizational development and success. It is fruitful for the employers as well as the employees in an organization. If employee is trained well, he/she will become more efficient and productive.

A training and development program allow the organization to strengthen skills that each employee needs to improve. It also bring the employees to a higher level in terms of skills and knowledge.

This section provides an overview of how training funds were used in 2016. It complements and updates the projected year-end forecast presented in the fall of 2016.

Allocations of training funds

The ITU Training budget for 2016 represents approximately 1% of staff costs, with HRMD staffing support costs included, although Resolution 48(Rev. Busan, 2014) establishes that the appropriate resources to be allocated for in-service training should represent to the extent practicable, a target of 3% of the budget allocated to staff costs. However, for monitoring and reporting purposes, the missions travel allocation and the income from penalty fees (i.e. for non-completion of language classes), are now included within the overall budget. In addition, due to increased interest in sponsoring learning initiatives as a means of building capacity, both TSB and BR supplemented their initial allocations, in order to better meet the needs.

As a result of improved monitoring, and the Bureau's supplementary funding, the total adjusted training budget for 2016 was CHF 582,060.

Altogether, about three quarters of the allocated training funds (totaling CHF 431'060 per year) are held and managed centrally by HRMD to support language training and centralized initiatives for the whole of the ITU, as well as to fund individual technical training requests for the General Secretariat. The remaining funds (totaling CHF 151'000) were decentralized to the Bureaus.

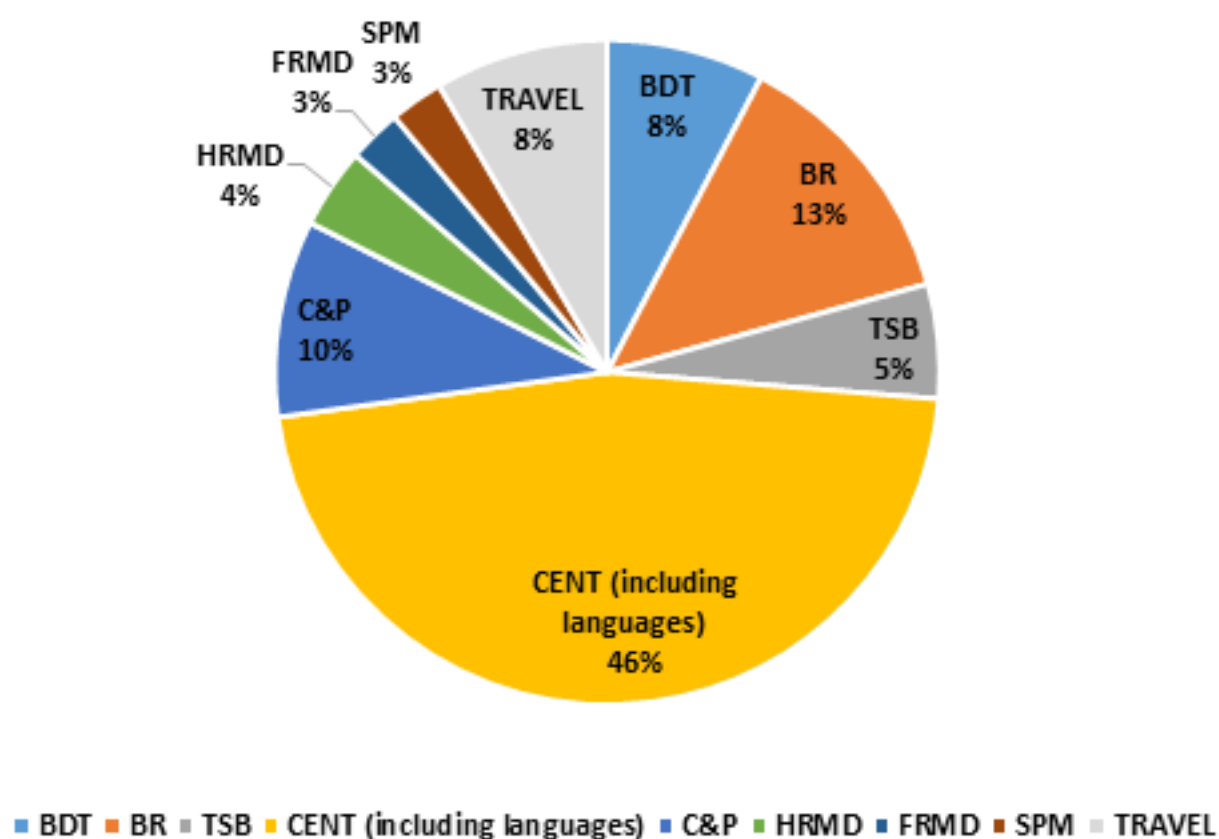
Nevertheless, all decentralized Bureau training activities are subject to revision by HRMD for equity, effectiveness and potential cost savings through economies of scale.

5.1 Training expenditures

The repartition of the initially budgeted training funds by sector and departments is depicted in the graphic below.

At 16 December 2016, the expenditure level for the overall training budget of CHF 582,060.- including the Bureaus' allocations, was approximately 95%, representing to date over 707 instances of staff participation .

ITU Org-wide 2016 training allocations by sector



5.2 Participants

The expenditure per person for learning varies greatly according to technical specializations, size of group, venue location and learning delivery mode. Typically training for General Service functions have a lower per person cost than for Professional Staff who often have specialized training needs requiring travel to a center of expertise. Wherever possible, efforts are made to consolidate common learning needs, and to utilize local providers, or blended and on-line learning solutions. To date, approximately 63% of training instances were for Professional Staff, while 37% were for General Service Staff.

Table 46 Percentage of learning activity by category 2016

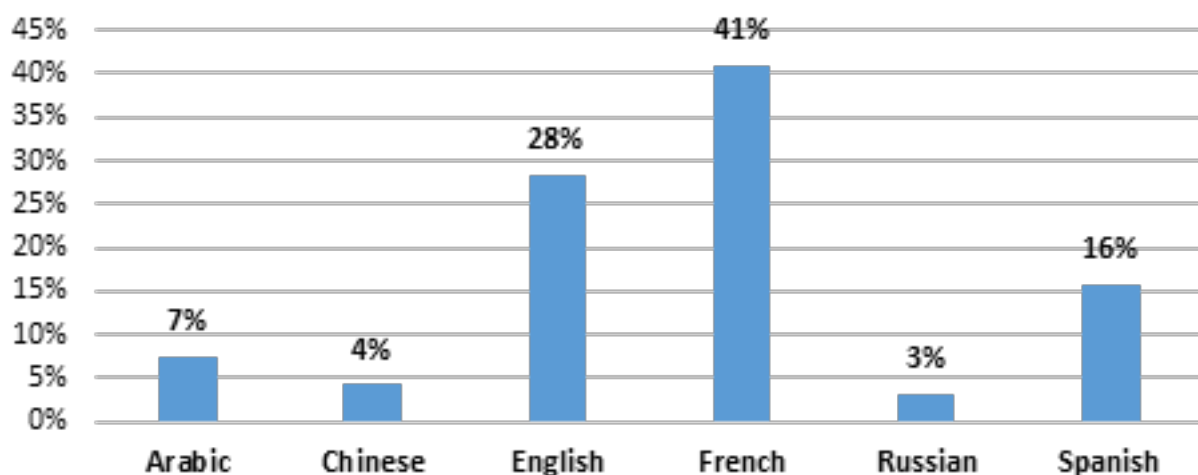
Learning activity	Professional	General Services
Languages	55%	45%
On-line learning library(Lynda.com)	69%	31%
All other training requests (Group trainings, Management & Leadership, Technical, etc.)	61%	39%
Overall (based on 707 instances)	63%	37%

With respect to gender balance, the overall percentages of men/women participants were 47% men and 53% women

5.3 Language Training

There were 95 Staff Members following the Language Training Program, which represents approximately 13% of ITU staff. The participation rate by gender was 53% women and 47% men, with 55% being P-Staff. Of the six languages offered, French has the greatest number of students as shown in the graphic below

Percentage of students by language (BELL & UNOG) January-December 2016

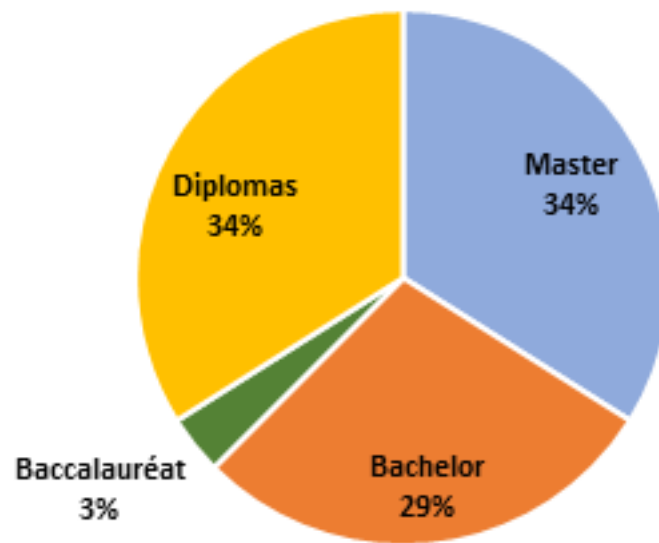


5.4 Degree and certificate support

Approximately 8% of staff received financial support between 2010 and 2016 for pursuing a degree or certification program. Overall 34% of the programs pertain to Masters Degrees, 29% Bachelor Degrees, and 37% specific diploma or certification programs. The profile of participants is 54% General Service staff and 46% P-staff, and approximately two thirds are women. On average, ITU's support helps subsidize half of the tuition/fee costs. Study Leave days are also offered as a work life balance initiative to support successful completion rates, particularly to prepare for exams, finalize research papers, or meet on-site participation requirements.

Since the pilot began in 2010, twenty-five staff members obtained their degree or certificate. The drop-out rate is below 10%.

Educational support by degree (2010 – 2018)



CHAPTER 6-SUCCESSION PLANNING

A Succession planning strategy can be defined as the strategy to manage continuity in posts/functions, by the Identification and development of potential successors for positions in an organization, through a systematic evaluation process and training.

Basic steps of succession planning

- The agency prepares an organizational projection in which it anticipates management needs based on planned contraction or expansion factors, as well as workforce trends;
- Existing management talent is identified and management replacement tables are drawn up to summarize potential candidates for each of the available slots, as well as each person's training and development needs;
- Candidates are given the necessary training required for them to perform the job that needs to be filled. This required . The organization to identify, the critical roles and positions. The organisation should try to assess the potential risks related to each critical role and position identified.

Skills inventory

The skills inventory refers to the listing of abilities, capacities, qualifications, and career goals of the employees to identify suitable candidates for internal recruitment or promotions.

Candidates pools of competencies

The candidates pool of competencies is a pre-designed screening of candidate profiles, that is available when an opening occurs in the organization and an immediate contact is made to engage in a discussion regarding an opportunity for the employee with the right profile.

Retirements

Developing a succession planning strategy is taking into consideration retirements. The human resources planning in ITU follows a budgetary cycle, projecting expected vacancies within the next budgetary cycle (four years).

Challenges

- Some key positions require specialized professionals with very specific knowledge in technical domains.
- Many organizations consider succession planning to be a luxury, and administration takes priority over it .
- Succession planning is sometimes perceived as being of no benefit in the short term.

6.1 Retirement projection for the next ten years by category and sector

During its 2013 Session, the ITU Council approved Decision 579 "Mandatory Age of Retirement", establishing at 65 the retirement age of staff members recruited on or after 1 January 2014 by ITU.

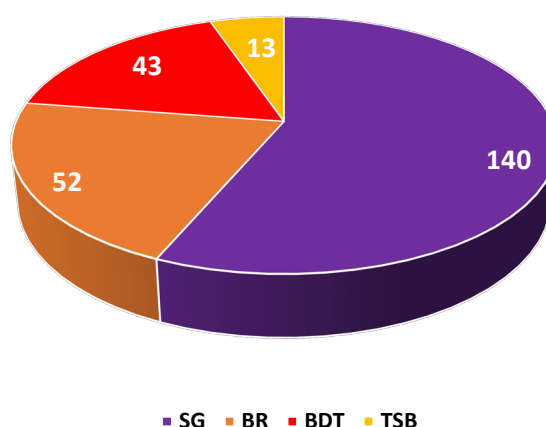
The projection of retirement in the next 10 years forecast 248 staff members will retire: 140 in the SG; 52 in the BR; 43 in the BDT and 13 in the TSB. The biggest number leaving will be in the year of 2018 and 2023 with 29 and 32 staff.

During its 2016 session, Council approved Decision 594 increasing of the mandatory age of retirement to 65 years of age for all staff members recruited before 1 January 2014 and in service on 1 January 2018. Figures in tables 48 and 50 do not take into account those decisions. They do not include either the result of the voluntary separation programme implemented in 2016 and allowing for early departure in 2016 and 2017.

Table 47 - Professional & higher and General Service categories ten year's retirement projection

Sector	SG	BR	BDT	TSB	Overall Total
Year	NB of Projected retirees				
2017	16	6	2	1	25
2018	17	5	6	1	29
2019	13	4	7	1	25
2020	15	4	1	3	23
2021	13	8	2	0	23
2022	10	3	5	0	18
2023	15	9	7	1	32
2024	14	4	4	2	24
2025	12	4	6	1	23
2026	15	5	3	3	26
Overall Total	140	52	43	13	248

Next 10 years Retirement projection by sector 2017-2026



6.2 Retirement projection for the next ten years by category, sector and grade

During the next 10 years 248 positions will become vacant, 56.4% belonging to the General Secretariat this represents 37.6% of SG staff, 20.9% for the BR and 38.5% of BR total staff, 17.3% for BDT, 30.5% of the staff of the sector and 5.2 % for the TSB, 22.8% of TSB total staff. The percentage of staff members in the Professional & higher categories retiring represents 50.4% of the retirees and 32.8% of the total number of the Professional & higher categories positions as at 31.12.2016. The grade with highest number of retirees in the Professional & higher categories is P4 with 42 staff members follow closely by the grade P5 with 41 staff members and in the General Service category the grades with number of projected leavers are G6 and G5 with 46 staff members for each of the grade.

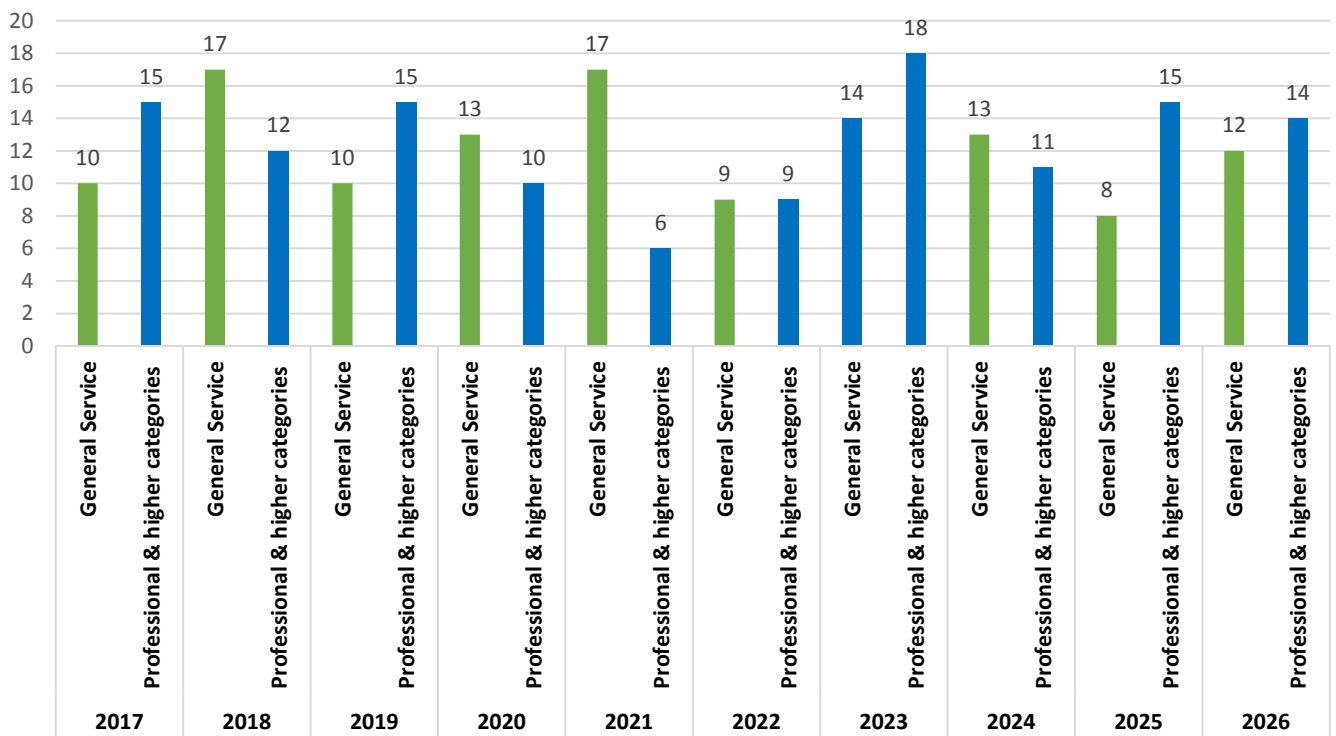
Table 48 - General Service category ten year's retirement projection by grade

Sector	SG	BR	BDT	TSB	Overall Total
Number of projected retirees					
2017					
G-6	2	1	0	1	4
G-5	3	0	0	0	3
G-4	3	0	0	0	3
Total	8	1	0	1	10
2018					
G-7	3	1	0	0	4
G-6	3	1	0	1	5
G-5	3	1	2	0	6
G-4	2	0	0	0	2
Total	11	3	2	1	17
2019					
G-7	2	0	0	0	2
G-6	0	2	1	0	0
G-5	3	1	0	0	4
G-4	1	0	0	0	1
Total	6	3	1	0	10
2020					
G-7	1	1	0	0	2
G-6	3	1	0	2	6
G-5	3	0	0	0	3
G-4	1	1	0	0	2
Total	8	3	0	2	13
2021					
G-6	4	3	2	0	9
G-5	5	3	0	0	8
Total	9	6	2	0	17
2022					
G-6	3	2	0	0	5
G-5	2	0	2	0	4
Total	5	2	2	0	9
2023					
G-7	1	0	0	0	1
G-6	2	0	1	0	3
G-5	5	0	2	0	7
G-4	2	0	0	0	2
G-3	0	1	0	0	1
Total	10	1	3	0	14
2024					
G-7	0	0	0	1	1
G-6	4	1	1		6
G-5	3	2	0	0	5
G-4	1	0	0	0	1
Total	8	3	1	1	13
2025					
G-7	1	0	0	0	1
G-6	0	1	1	0	2
G-5	3	0	2	0	5
Total	4	1	3	0	8
2026					
G-6	3	0	1	0	4
G-5	6	0	0	1	7
G-3	1	0	0	0	1
Total	10	0	1	1	12
Overall Total	82	23	15	6	123

Table 49 - Professional & higher categories ten year's retirement projection by grade

Sector	SG	BR	BDT	TSB	Overall Total
Number of projected retirees					
2017					
D-1	1	1	0	0	2
P-3	1	0	0	0	1
P-4	3	2	1	0	6
P-5	2	2	1	0	5
Total	7	5	2	0	14
2018					
D-1	0	0	1	0	1
D-2	0	1	0	0	1
P-4	4	0	1	0	5
P-5	2	1	2	0	5
Total	6	2	4	0	12
2019					
D-1	1	1	1	0	3
P-3	1	0	0	0	1
P-4	2	0	2	1	5
P-5	3	0	3	0	6
Total	7	1	6	1	15
2020					
D-2	0	0	0	1	1
P-4	3	1	0	0	4
P-5	4	0	1	0	5
Total	7	1	1	1	10
2021					
D-1	1	0	0	0	1
P-3	1	1	0	0	2
P-4	2	0	0	0	2
P-5	0	1	0	0	1
Total	4	2	0	0	6
2022					
D-1	0	0	1	0	1
P-2	1	0	0	0	1
P-4	2	1	1	0	4
P-5	2	0	1	0	3
Total	5	1	3	0	9
2023					
D-1	0	0	1	0	1
P-2	0	1	0	0	1
P-3	4	2	0	1	7
P-4	0	2	0	0	2
P-5	1	3	3	0	7
Total	5	8	4	1	18
2024					
D-1	0	0	1	0	1
P-2	0	0	1	0	1
P-3	3	1	0	0	4
P-4	3	0	1	1	5
P-5	0	0	1	0	1
Total	6	1	4	1	12
2025					
D-1	0	1	1	1	3
P-3	4	1	1	0	6
P-4	3	1	1	0	5
P-5	1	0	0	0	1
Total	8	3	3	1	15
2026					
P-2	1	0	0	0	1
P-3	1	1	0	0	2
P-4	2	2	0	1	5
P-5	1	2	2	1	6
Total	5	5	2	2	14
Overall Total	60	29	29	7	125

Next 10 years retirement by category 2017-2026



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