

Human Resources Reporting and Statistics

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Human Resources Management Department

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International Telecommunication Union

2008-2017





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INTRODUCTION

This report contains statistical data on the International Telecommunication Union (ITU) workforce composition covering the years 2008 through 2017. These data on the ITU staff are organized by category, grade, type of appointment, age group, length of service, gender, nationality and geographical distribution. In addition, the report provides figures on retirement over the next ten (10) years for succession planning purposes, as well as statistics on short-term staff members, recruitment, internships and ITU learning and development initiatives. The information is extracted from the ITU Enterprise Resource Planning (ERP) – Systems Applications and Products in data processing (SAP) – Human Capital Management (HCM) integrated system and exported to excel. This report reflects data as of 31 December 2017. Chapter 5 on Learning and Development as well as Chapter 6 on Performance Management and Development include information up to end March 2018.

DEFINITION OF TERMS¹

Regularly Appointed Staff Members

All individuals appointed by the organization as staff members as defined by the ITU Staff Regulations and Staff Rules² for a period of one (1) year or more. The following categories of staff are included: Funds in-Trust (FIT), Junior Professional Officer (JPO), Project staff and National Professional Officer (NPO). In addition, the term excludes those individuals serving on unclassified positions or those being employed under other special contractual arrangements.

Appointment

Act by which an individual enters into an employment contract with ITU in accordance with its Staff Regulations and Staff Rules. Appointments are divided into:

- (i) those with indefinite time limit: continuing and permanent;
- (ii) those of a defined duration: fixed-term;
- (iii) those with limited duration: short-term.

Short-term includes all the individuals appointed for a period of less than one (1) year. For the purpose of this report short-term interpreters and translators are excluded. A staff member transferred from one organization to another is treated as a new appointment for statistical purposes.

Category

Professional (P) and higher categories include all staff carrying out professional functions at grades P1 to P5 as well as at the D1 and D2 grade levels.

General Service (GS) category includes all staff carrying out assistance functions at grades G1 to G7.

Grade

The designation normally assigned to levels within the Professional and higher categories, i.e., P1 to P5 and D1 to D2; and grades in the General Service category, i.e., G1 to G7, based on which an individual is remunerated.

Geographical distribution

Professional and higher categories are distributed by nationality, excluding Linguistic staff members, Funds-in-Trust (FIT), Project, short-term staff and unclassified staff.

Length of service

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

ITU Regional Presence

The ITU Headquarters (HQ) is based in Geneva. ITU has 13 field offices, which include regional offices in Addis Abeba (for Africa), Bangkok (for Asia and Pacific), Brasilia (for Americas), Cairo (for Arab States), a Europe Coordination office at ITU HQ and an office in Moscow (for the CIS countries) as well as several Area Offices. These offices help maintain direct contact with national authorities regional telecommunication organizations and other key stakeholders. ITU staff working in all locations are included in this report.

Duty station and Sectors

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

Sectors of the ITU are defined as follows: General Secretariat (SG), Radiocommunication (BR), Standardization (TSB) and Development (BDT).

¹ Reference to the International Civil Service Commission (ICSC) at: <https://icsc.un.org/rootindex.asp>.

² Staff Regulations and Staff Rules, Scope and Purpose, paragraphs b) and c).

ITU Employees' turnover and retention

One of the major topics in the management of the workforce, is employees' turnover and retention. Employees' turnover is the rate at which employees leave an organization and are replaced by newly recruited staff¹.

Generally, the turnover is stated as an annual percentage (%) and it is widely calculated using the formula below:

Turnover = (total number of regularly appointed staff members leaving over a period)*100/

Average (AVG) number of regularly appointed staff members employed over a period

This formula does have limitations as it includes all regularly appointed staff members leaving without distinguishing those leaving due to termination, retirement or by their own choice. The formula also excludes those leaving at the end of their fixed-term contract.

Over the last nine (9) years the ITU's turnover increased from 5% in the year 2008 to 8,4% in the year 2017. Despite this increase, it is possible to conclude that the turnover is contained, taking into account also the ITU retention rate.

The retention is also stated as an annual % and it is widely calculated using the formula below:

Turnover = (total number of regularly appointed staff members leaving over a period)*100/

Average (AVG) number of regularly appointed staff members employed over a period

Over the last nine (9) years the ITU's staff retention has remained relatively stable and is, on average, lower than in the public sector.

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 the turnover can be classified into three (3) different factors:

- Environmental factors
- Organizational factors
- Personal factors

Environmental factors

A work environment is made up of a range of factors, 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 (3) factors can have a great impact on job satisfaction. ITU has continued nurturing an enabling work environment, also through the recruitment of new professionals in 2017 in the areas of staff counselling, mediation and ethics.

Organizational factors

The International Civil Service Commission (ICSC) of the United Nations Common (UN) System establishes job classification standards for all categories of staff common to several of the UN organizations. 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 aiming at achieving fairness and equitable remuneration for staff. It is an objective and unbiased method of defining levels of compensation.

The application of these standards is carried out in the utmost of its objectivity to reflect the ITU business requirements in the classification of the ITU job functions, as a fundamental basis to ensure organizational and staff development.

Personal factors

Nowadays, many studies show that family commitments are on the top of the list of factors influencing people's work decisions. One of the latest reports from the Joint Inspection Unit (JIU) on flexible working arrangements² indicates that family life is an important factor impacting on staff turn-over and retention.

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 satisfies his/her needs for well-being and self fulfilment".

Work-life balance in the UN System is conceived as a set of different work arrangements aiming at achieving a more flexible work environment, with the final scope of finding the optimum balance between professional and personal life, while contributing to enhance organizational efficiency.

As most organizations, ITU has human resources 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.

¹ Reference to Chartered Institute of Personnel and Development (CIPD) definitions at: <http://ncefbcs.com/Topic%203%20Employee%20turnover%20and%20retention.pdf>

² https://www.unjui.org/en/reports-notes/JIU%20Products/JIU_NOTE_2012_4_English.pdf

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 UN System indicates that large numbers of staff will soon reach retirement age. The establishment at 65 of the retirement age as of 1 January 2014 for staff members recruited from that date, moreover, extended as of 1 January 2018 to all staff in service, will significantly impact on the ageing of the workforce.

Baby boom generation

The labour market in many parts of the world as well as in the UN 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, 34% of staff members in the Professional and higher categories, and 40% in the General Service category were over 50 years of age as of 31 December 2017.

Average age of staff is relatively high

The average age of staff in ITU is relatively high, which can be attributed to several factors, such as recruiting qualified individuals at a higher age, strong retention rates as well as an educated workforce. These factors contribute to a lower proportion of staff in the younger age groups compared to a 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 nine (9) years, the overall average age of staff has moderately increased. The average age of staff in the Professional and higher categories is higher (i.e., 46 years) than in the General Service category. The staff members in the General Service category tend to start younger and serve for a longer period of time in the organization than staff in the Professional and higher categories.

According to the JIU, the organizations with a high technical orientation and/or regulatory or normative activities, have older Professional staff members due to the technical nature of the job functions as well as necessary associated technical expertise which is the result of longer years of experience.

Challenges in the recruitment of young professionals

The National Professional Officer (NPO), Junior Professional Officer (JPO) and the Internship programmes are good channels and reliable sources for attracting and recruiting young professionals. An individual who has undertaken one of these programmes serves as an informal advertisement for the organization.

The Human Resources Management Department (HRMD) has promoted these programmes through outreach activities to students in prestigious universities, i.e., Harvard University, as well participation in Career Fairs, i.e., UN Career Development Roundtable.

Due to the technical nature of the work of ITU as well as rapidly changing technology, ITU must continue investing in younger generations and remain an attractive organization to young professionals.

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

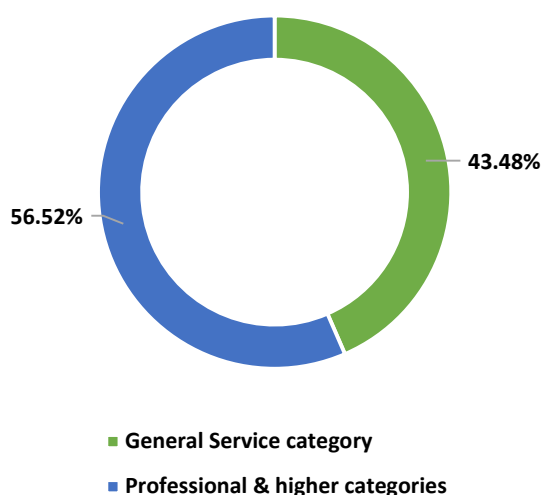
As of 31 December 2017, ITU had a total of 667 staff members of which 57% were in the Professional and higher categories, while in 2008 these categories represented 43% of the staff members. The number of staff for the General Service category has decreased by 126 while for Professional and higher categories it has increased by 62 staff members, compared to 2008. These statistics reflect the steadily increase of ITU strategic functions and decrease of operational job functions through the application of modern methods over the last ten (10) years period. This has also been reached through the reclassification of a number of GS positions. Such a shift in type of work is also reflected throughout the UN System.

1.1.1 Distribution by category

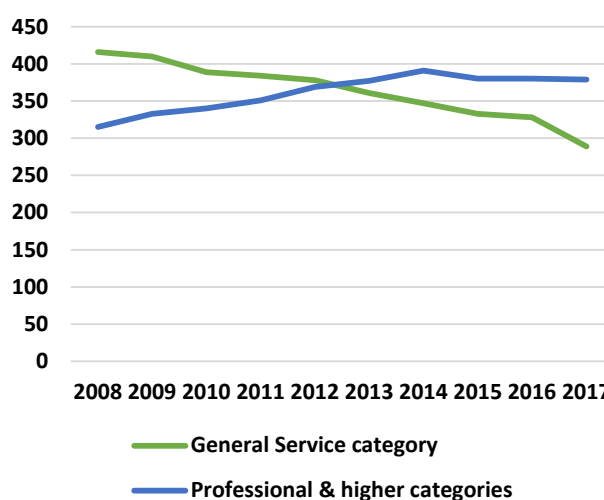
Table 1- ITU staff members distribution 2008 - 2017

Employee Subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
General Service category	416	410	389	384	378	361	347	333	325	290
Professional & higher categories	315	333	340	351	369	377	391	380	380	377
Overall total	731	743	729	735	747	738	738	713	705	667

Staff members by category 2017



General Service category vs Professional & higher categories 2008-2017



1.1.2 Distribution by category and grade

Table 2 a - General Service category distribution by grade 2008-2017

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
G-7	31	30	26	26	27	24	22	23	21	17
G-6	124	118	120	124	127	124	117	110	108	94
G-5	167	175	157	152	148	139	142	137	139	129
G-4	60	55	51	48	50	47	41	40	34	29
G-3	26	27	27	26	21	21	21	19	20	18
G-2	8	5	8	8	5	6	4	4	3	3
Total	416	410	389	384	378	361	347	333	325	290

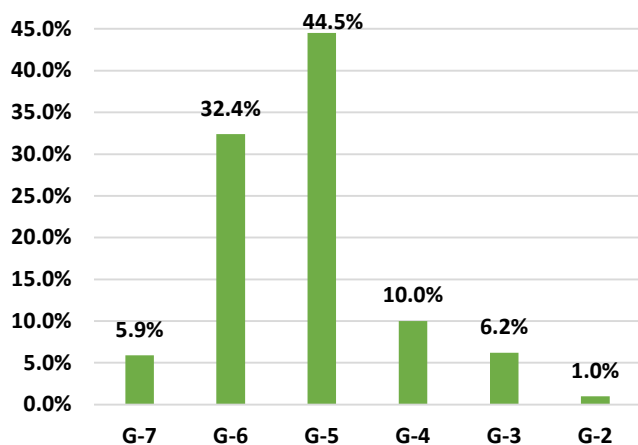
Table 2 b - General Service category percentage by grade 2008-2017

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
G-7	7,5%	7,3%	6,7%	6,8%	7,1%	6,6%	6,3%	6,9%	6,5%	5,9%
G-6	29,8%	28,8%	30,8%	32,3%	33,6%	34,4%	33,7%	33%	33,2%	32,4%
G-5	40,1%	42,7%	40,4%	39,6%	39,2%	38,5%	40,9%	41,1%	42,7%	44,5%
G-4	14,4%	13,4%	13,1%	12,5%	13,2%	13%	11,8%	12%	10,5%	10,0%
G-3	6,3%	6,6%	6,9%	6,7%	5,6%	5,8%	6,1%	5,7%	6,2%	6,2%
G-2	1,9%	1,2%	2,1%	2,1%	1,3%	1,7%	1,2%	1,3%	0,9%	1,0%

In the General Service category, the levels G6 and G5 represented 70% of staff in 2008; this percentage increased to 77% in 2017. As a result, G6 and G5 represent the majority of the grades in the General Service category. The high number of G6 and G5 suggests that ITU has a need for analytical support as well as administrative support. This number represented 91% 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. At the same time, positions in the entry level G4, G3, G2 were abolished, downgraded or reclassified.

Overall, the higher number of staff members occupying positions classified at the G6 and G5 levels informs the need for ITU to invest in the continuous engagement of these staff members, create opportunities for technical specialization as well as for career growth. In this context, HRMD has joint a UN Interagency initiative on "career management and skills investment" for G6 staff members that have progressed quite far in their career and are willing to continue pursuing professional development within the organization and beyond.

Percentage of General Service category by grade in 2017



General Service category 2008-2017

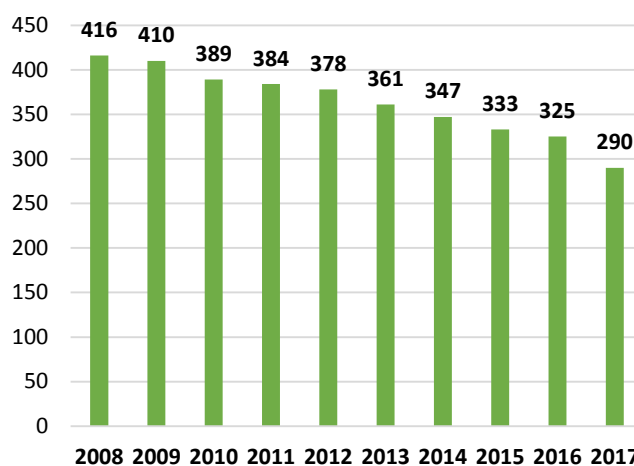


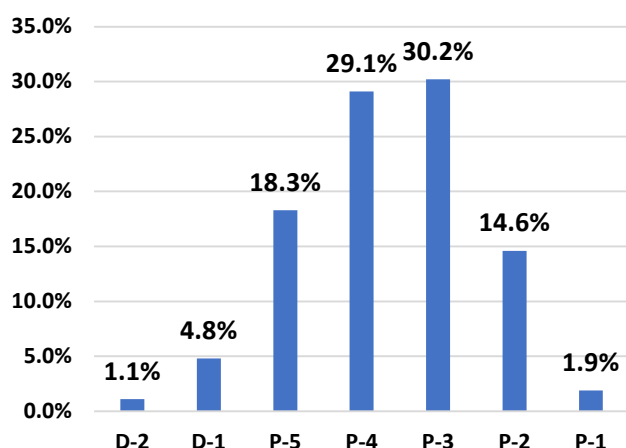
Table 3 a - Professional & higher categories distribution by grade 2008-2017

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
D-2	5	5	5	5	4	4	4	4	4	4
D-1	14	13	14	16	17	17	18	16	17	18
P-5	76	84	83	80	80	74	72	72	70	69
P-4	89	94	98	96	99	108	114	109	110	110
P-3	97	112	109	117	122	125	125	120	118	114
P-2	31	21	27	34	43	44	52	53	55	55
P-1	3	4	4	3	4	5	6	6	6	7
Total	315	333	340	351	369	377	391	380	380	377

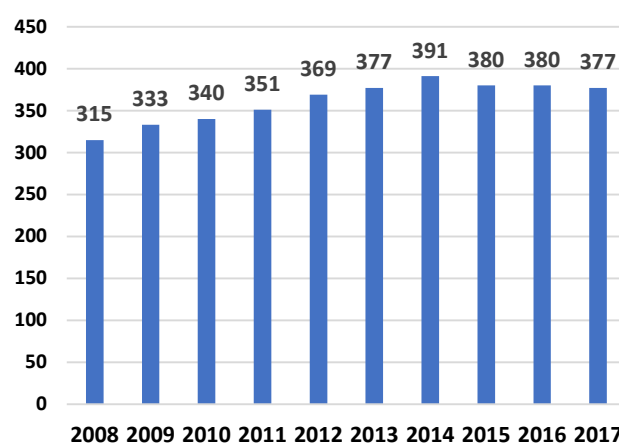
Table 3 b - Professional & higher categories percentage by grade 2008-2017

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
D-2	1,6%	1,5%	1,5%	1,4%	1,1%	1,1%	1,0%	1,1%	1,1%	1,1%
D-1	4,4%	3,9%	4,1%	4,6%	4,6%	4,5%	4,6%	4,2%	4,5%	4,8%
P-5	24,1%	25,2%	24,4%	22,7%	21,7%	19,6%	18,4%	18,9%	18,3%	18,3%
P-4	28,3%	28,2%	28,8%	27,4%	26,7%	28,6%	29,2%	28,7%	28,9%	29,1%
P-3	30,8%	33,6%	32,1%	33,3%	33,1%	33,2%	32%	31,6%	31,1%	30,2%
P-2	9,8%	6,3%	7,9%	9,7%	11,7%	11,7%	13,3%	13,9%	14,5%	14,6%
P-1	1%	1,3%	1,2%	0,9%	1,1%	1,3%	1,5%	1,6%	1,6%	1,9%

Percentage of Professional & higher categories in 2017



Professional & higher categories 2008-2017



In 2008, staff members at P4 and P3 levels represented 59% of the total number of Professional and higher categories. Overall, staff members encumbering P4 and P3 positions represent the majority of the ITU population within the Professional category. For succession planning purposes, ITU shall continue investing in the preparation of the future leaders' generation to meet the organizational business strategic and operational requirements. In this context, HRMD will launch the ITU Management and Leadership Programme in 2018, in line with the Chief Executives Board (CEB) UN Organizations standards in developing and implementing similar programmes, while keeping the specificities of the ITU mandate as a highly technically specialized agency.

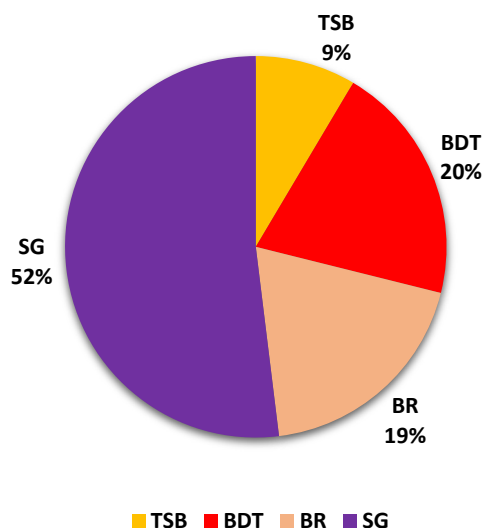
1.1.3 Distribution by sector and category

Since 2008, the number of staff in the TSB has remained overall stable. BDT has increased from 116 to 136, an increase of 20 staff members. In the BR the number decreased by 27 staff (from 154 to 127). In the SG the number of staff has decreased by 58 (405 to 347). These statistics show a general stability of the ITU job functions distribution in relation to the organizational business requirements.

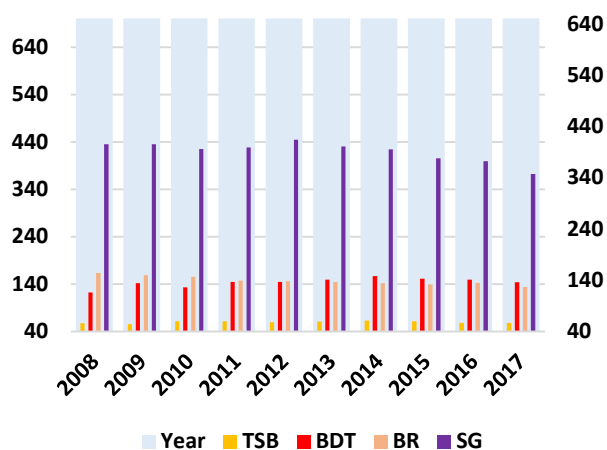
Table 4 - Number of staff members by sector and category 2008-2017

Sector	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
TSB	G S	33	32	32	28	28	28	26	24	21	19
	P & H	23	22	28	32	30	31	35	36	36	38
	Total	56	54	60	60	58	59	61	60	57	57
BDT	G S	54	64	55	58	58	54	51	50	51	48
	P & H	62	70	71	79	79	87	97	93	90	88
	Total	116	134	126	137	137	141	148	143	141	136
BR	G S	71	66	64	62	55	53	52	51	51	47
	P & H	83	84	83	77	83	84	82	81	84	80
	Total	154	150	147	139	138	137	134	132	135	127
SG	G S	258	248	238	236	237	226	218	208	170	176
	P & H	147	157	158	163	177	175	177	170	202	171
	Total	405	405	396	399	414	401	395	378	372	347
ITU	Overall Total	731	743	729	735	747	738	738	713	705	667

Staff members by sector 2017



Staff members distribution by sector 2008-2017



1.1.4 Distribution by duty station and category

Table 5 - Staff members distribution by duty station and by category 2008-2017

Duty Station	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Addis Ababa	GS	3	5	3	4	4	4	4	4	4	4
	P&H	4	6	6	5	2	3	4	4	4	3
	Total	7	11	9	9	6	7	8	8	8	7
Bangkok	GS	3	3	3	3	3	3	4	4	4	4
	P&H	3	4	4	4	4	4	5	5	4	4
	Total	6	7	7	7	7	7	9	9	8	8
Brasilia	GS	2	2	1	1	2	2	2	2	2	1
	P&H	2	3	3	4	2	4	4	4	4	4
	Total	4	5	4	5	4	6	6	6	6	5
Bridgetown	GS	1	1	1	1	1	1	1	1	1	1
	P&H	1	1	2	2	2	2	2	2	2	2
	Total	2	2	3	3	3	3	3	3	3	3
Cairo	GS	3	6	6	6	5	6	4	4	4	4
	P&H	1	3	3	3	3	5	5	5	5	5
	Total	4	9	9	9	8	11	9	9	9	9
Dakar	GS	3	2	1	1	2	2	2	2	2	2
	P&H	2	2	2	2	1	2	2	1	2	2
	Total	5	4	3	3	3	4	4	3	4	4
Geneva	GS	395	384	367	362	354	336	322	308	300	265
	P&H	293	303	308	319	344	341	352	343	343	342
	Total	688	687	675	681	698	677	674	651	643	607
Harare	GS	1	1	1	1	1	1	1	1	1	1
	P&H	2	0	0	0	1	2	2	2	2	2
	Total	3	1	1	1	2	3	3	3	3	3
Jakarta	GS	1	1	1	1	1	1	1	1	1	1
	P&H	1	1	1	1	1	2	2	2	2	1
	Total	2	2	2	2	2	3	3	3	3	2
Moscow	GS	1	1	1	0	1	1	1	1	1	1
	P&H	2	2	2	2	2	2	2	1	1	2
	Total	3	3	3	2	3	3	3	2	2	3
New York	GS	0	0	0	0	0	0	1	1	1	1
	P&H	0	1	*2	*2	1	1	2	2	2	3
	Total	0	1	2	2	1	1	3	3	3	4
Port of Spain	P&H	1	1	1	0	0	0	0	0	0	0
	Total	1	1	1	0	0	0	0	0	0	0
Riyadh	GS	1	1	1	1	1	1	1	1	1	1
	P&H	1	3	3	3	3	3	3	3	3	2
	Total	2	4	4	4	4	4	4	4	4	3
Santiago	GS	0	1	1	1	1	1	1	1	1	1
	P&H	0	1	1	1	1	2	2	2	2	2
	Total	0	2	2	2	2	3	3	3	3	3
Suva	GS	0	0	0	0	0	0	0	0	0	0
	P&H	0	1	1	1	0	0	0	0	0	0
	Total	0	1	1	1	0	0	0	0	0	0
Tegucigalpa	GS	1	1	1	1	1	1	1	1	1	1
	P&H	1	0	0	1	1	2	2	2	2	2
	Total	2	1	1	2	2	3	3	3	3	3
Yaoundé	GS	1	1	1	1	1	1	1	1	1	1
	P&H	1	1	1	1	1	2	2	2	2	2
	Total	2	2	2	2	2	3	3	3	3	3
Overall Total		731	743	729	735	747	738	738	713	705	667

*Loan

1.1.5 Geographical distribution

Geographical distribution of the Professional and higher categories comprises all the staff members of the ITU at HQ and in the field, except Linguistic staff members, Funds-in-Trust, Project and short-term staff as well as those serving on unclassified positions.

PP Resolution 48 establishes the need to achieve equitable geographical distribution of appointed staff of the Union. It resolves that, when filling vacant posts through 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 UN System. The UN System Wide Strategy on Gender Parity mentions that achieving gender parity and furthering geographic diversity should be reinforcing activities. The Strategy continues "geographic representation cannot be used as an excuse not to achieve gender parity." This principle is also embedded in the ITU 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, in line with ITU Staff Regulation 4.4 indicating that the local recruitment for Geneva based posts typically occurs within a radius of 25 kilometers of Geneva. In an effort to encourage applications from developing countries, Council Resolution 626 permits the relaxation of the language requirements should the applicant be otherwise qualified and already possess thorough knowledge of one of the working language of the Union. Such a resolution is in support of efforts to improve geographical distribution. In 2017, ITU had 193 Member States and 99 are represented in these categories.

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

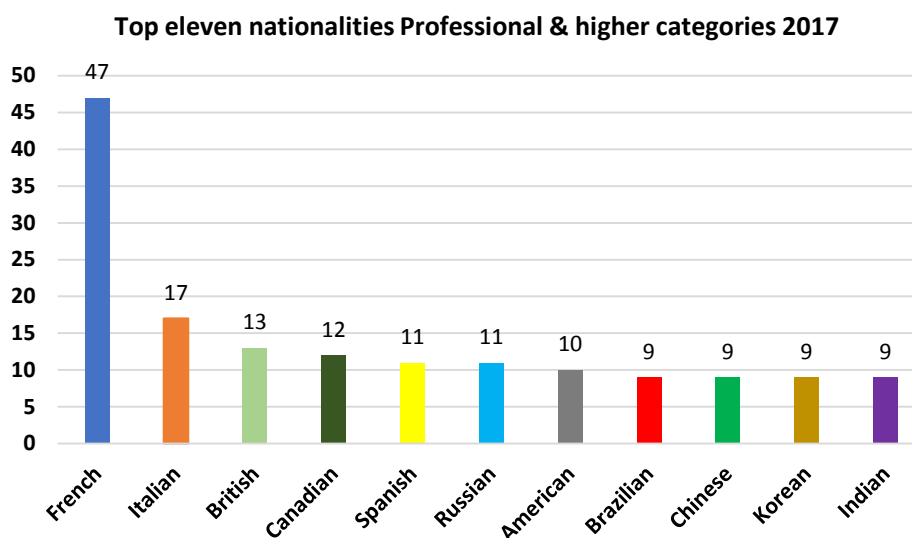
Nationality	Employees	Nationality	Employees	Nationality	Employees
Albanian	4	Finnish	1	Portuguese	1
Algerian	2	French	47	Republic of Trinidad and Tobago	1
American	10	Gabonese	1	Romanian	2
Argentinean	3	Gambian	1	Russian	11
Australian	4	German	7	Rwandan	2
Austrian	1	Georgian	1	Salvadoran	2
Azerbaijani	1	Ghanaian	3	Senegalese	3
Bahraini	1	Greek	3	Serbian	1
Bangladeshi	1	Guatemalan	2	Singaporean	1
Belarusian	1	Hungarian	3	Slovakian	1
Belgian	5	Indian	9	Slovenian	1
Beninese	1	Indonesian	1	South African	2
Bosnian	2	Iranian	2	Spanish	11
Botswanan	1	Irish	2	Sri Lankan	2
Brazilian	9	Italian	17	Sudanese	1
British	13	Japanese	7	Swedish	3
Bulgarian	4	Jordanian	2	Swiss	7
Burkinabe	2	Kenyan	3	Syrian	2
Burundian	1	Korean	9	Tanzanian	2
Cameroonian	4	Laotian	1	Thai	1
Canadian	12	Latvian	1	Tunisian	7
Chinese	9	Madagascan	2	Turkish	2
Colombian	6	Malaysian	4	Ugandan	3
Congolese	1	Malian	6	Uruguayan	1
Costa Rican	2	Mauritian	2	Uzbekistani	1
Croatian	1	Moldovan	1	Venezuelan	2
Danish	1	Mongolian	1	Vietnamese	1
Dominican	1	Moroccan	3	Zambian	1
Dutch	1	Mozambican	1	Zimbabwean	2
Ecuadorian	2	Nepalese	1	Overall Total	348
Egyptian	4	Nicaraguan	1		
Eritrean	1	Nigerian	1		
Ethiopian	2	Norwegian	1		
Filipino	8	Pakistani	1		
Fijian	1	Polish	1		

1.1.6 Distribution of Professional & higher categories top eleven nationalities

Table 7 shows the 11 Member States with the highest representation within the Professional and higher categories. Figures comprise all ITU Professional and higher categories staff members excluding Linguistic staff, Funds-in-Trust (FIT), Project, short-term and unclassified staff. HRMD continues to reach out to potentially qualified applicants through the distribution of vacancy notices to Member States, in order to improve geographical representation from the initial step of the recruitment process.

Table 7 - Top eleven nationalities of Professional & higher categories 2017

Nationality	Number of Professional & higher categories	% on the total of 346
French	47	13,58%
Italian	17	4,91%
British	13	3,76%
Canadian	12	3,47%
Spanish	11	3,18%
Russian	11	3,18%
American	10	2,89%
Brazilian	9	2,60%
Chinese	9	2,60%
Korean	9	2,60%
Indian	9	2,60%



1.1.7 Member States not represented

In 2017, ITU had 193 Member States and of these 94 are not represented in the Professional and higher categories.

Table 8 – List of Member States not represented

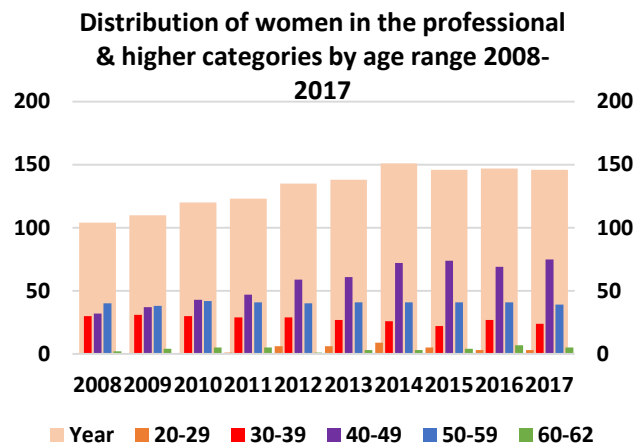
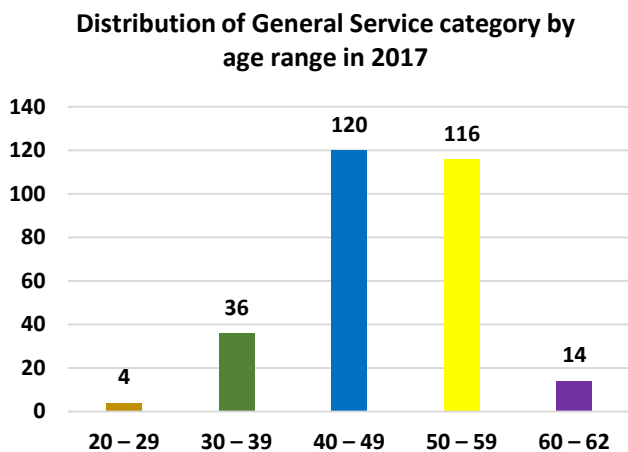
Country	Country	Country
Afghanistan	Guyana	Papua New Guinea
Andorra	Haiti	Paraguay
Angola	Honduras	Peru
Antigua and Barbuda	Iceland	Qatar
Armenia	Iraq	Saint Kitts and Nevis
Bahamas	Israel	Saint Lucia
Barbados	Kazakhstan	Saint Vincent and the Grenadines
Belize	Kiribati	San Marino
Bhutan	Kuwait	Samoa
Bolivia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

1.1.8 Age distribution

Table 9 shows that, in 2017, 41% of the General Service staff members belong to the age range 40-49. The range 30-39 represents in 2017 12% vs 23% in 2008, thus showing a decrease of 11%.

Table 9 - General Service category age distribution 2008-2017

Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
20 – 29	3	5	7	7	7	5	3	2	3	4
30 – 39	94	81	68	59	53	51	45	39	38	36
40 – 49	140	151	147	141	145	148	151	141	131	120
50 – 59	168	160	152	161	161	146	137	140	135	116
60 – 62	11	12	15	16	12	11	11	11	18	14
> 62	0	1	0	0	0	0	0	0	0	0
Overall Total	416	410	389	384	378	361	347	333	325	290

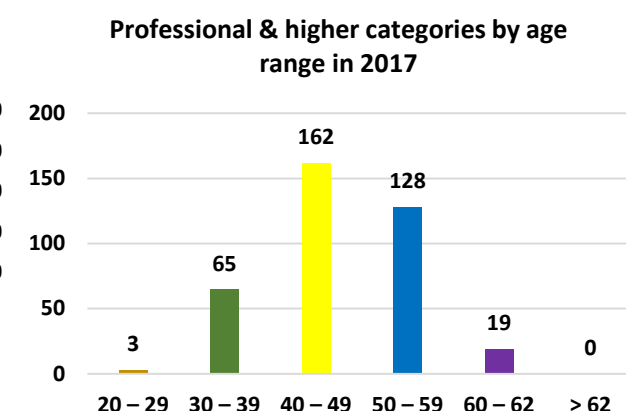
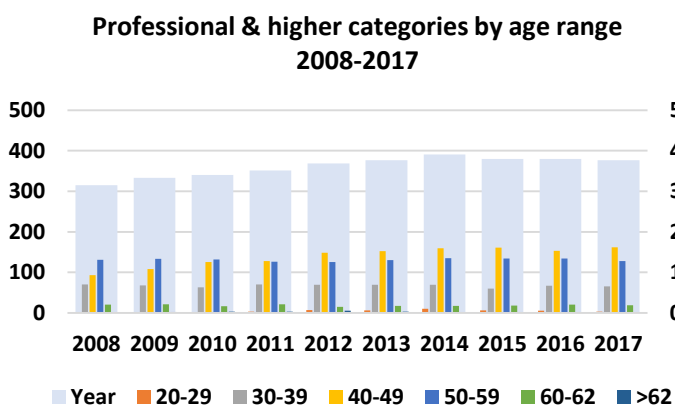


In 2017, in the Professional and higher categories, 82% of staff members were over 40 years. The table below shows that the majority of Professional and higher categories staff members were in the 40 to 49 years age range with 43%, followed by 50-59 year age range with 34%. In 2008 the range 50-59 represented 42% and the 40-49 range was 30%. This represents a significant increase in the number of staff in the age range 40-49 years. The range of 30-39 represents 17% in 2017, vs. 22% in 2008. 5% is the proportion of the 60-62 range in 2017. These figures inform discussions around career progression, succession planning, preparing for retirement.

Overall, it can be observed that the most critical age ranges to take into account both in the Professional and higher categories and General Service category are: 50-59 for succession planning, 40-49 for career development and 30-39 for learning and training to meet the ITU mid and long-term strategic and operational needs.

Table 10 - Professional & higher categories age distribution 2008-2017

Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
20 – 29	1	1	1	3	7	6	10	6	5	3
30 – 39	70	68	63	70	69	69	69	60	67	65
40 – 49	93	108	125	128	148	152	159	161	153	162
50 – 59	131	133	132	126	125	130	135	134	134	128
60 – 62	20	21	16	21	15	17	17	18	20	19
> 62	0	2	3	3	5	3	1	1	1	0
Overall Total	315	333	340	351	369	377	391	380	380	377



1.1.9 Type of appointments

The analysis of the year 2017 data (table 11) shows a prevalence of permanent/continuing appointments in the General Service category as it is more than four (4) times greater than that of fixed-term appointments (81% vs 19%). Nevertheless, the number of General Service staff holding a continuing/permanent appointment has significantly decreased since 2008 by 88. As for the Professional and higher categories, 68% have a permanent/continuing appointment vs. 32% holding a fixed-term appointment.

Table 11 – Number of staff members by contract type and category 2008-2017

Employee Group	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Permanent/Cont.	General Service	322	313	303	288	274	267	244	261	258	234
	Professional & higher	230	222	229	213	225	234	220	249	248	255
	Total	552	535	532	501	499	501	464	510	506	489
Fixed Term	General Service	94	97	86	96	104	94	103	72	67	56
	Professional & higher	85	111	111	138	144	143	171	131	132	122
	Total	179	208	197	234	248	237	274	203	199	178
Overall Total		731	743	729	735	747	738	738	713	705	667

Overall, the analysis shows a steady increase of fixed-term appointments and decrease of continuing/permanent appointments in both staff categories, which is reflective of natural attrition in the workforce through retirement. Such a contractual composition allows for a higher degree of flexibility needed in terms of how and when ITU recruits and responds to the evolving needs of the organization, the fluctuation of funds and the external labour market.

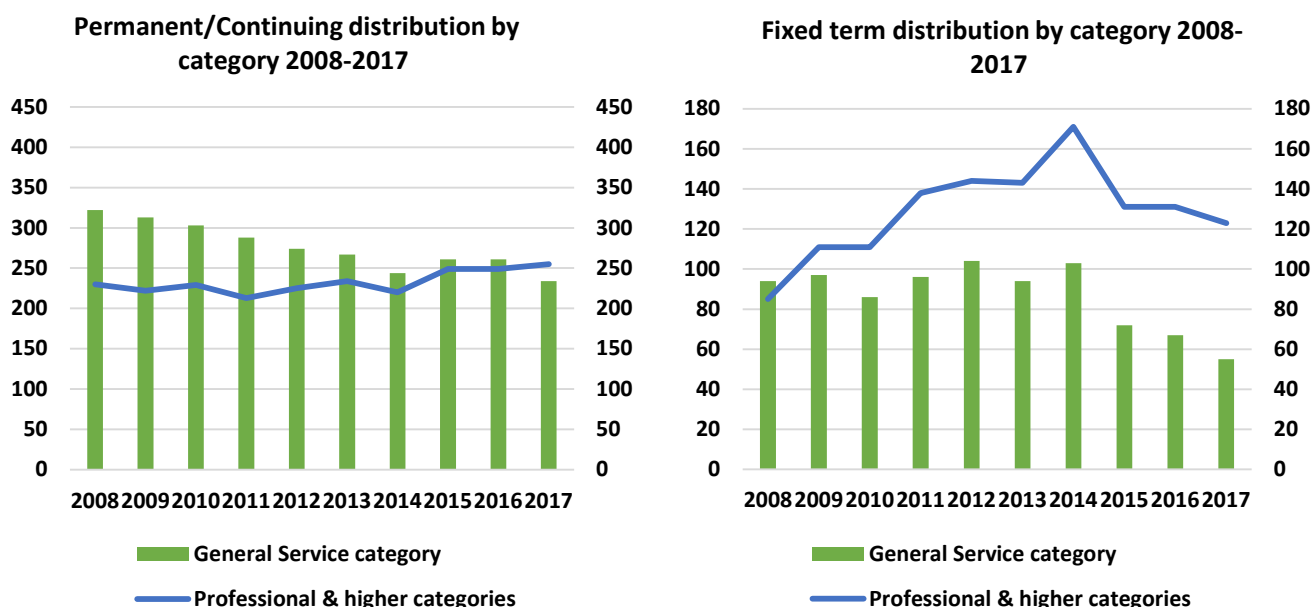


Table 12 - Professional & higher categories by occupational group in 2017

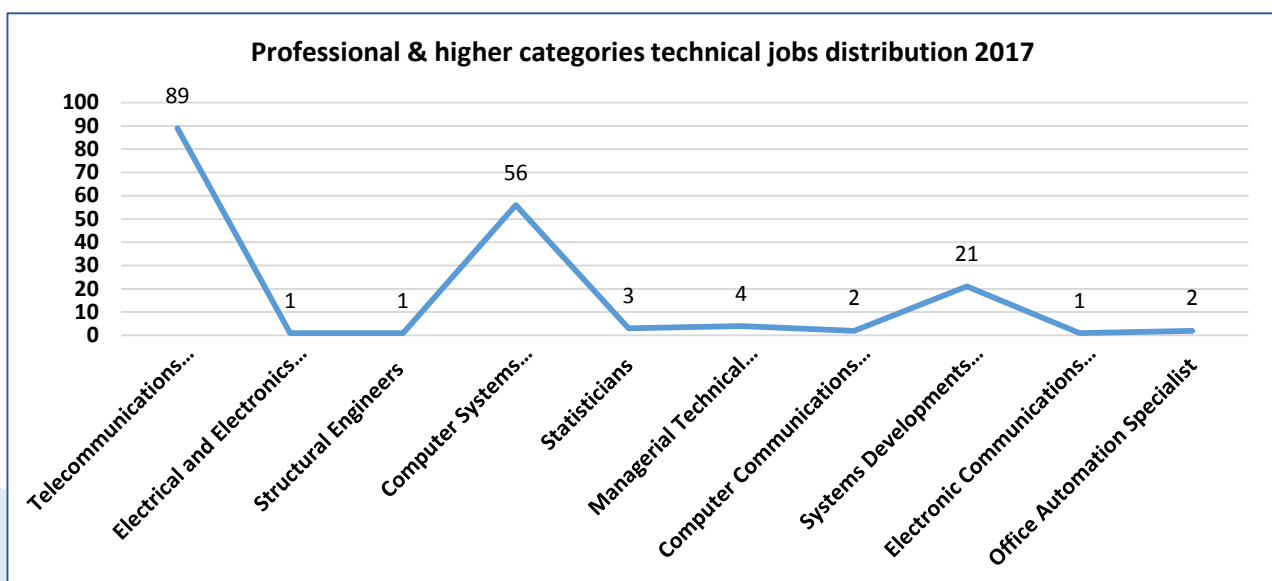
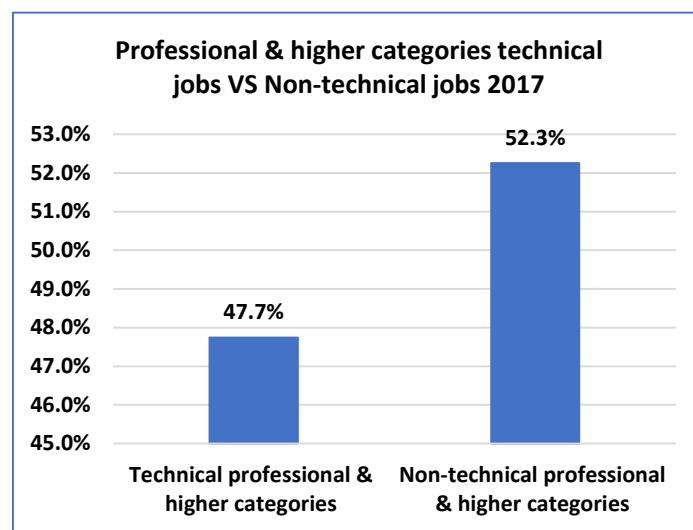
Technical jobs versus non-technical jobs

P&H	Technical Professional & higher categories	%	Non-technical Professional & higher categories	%	Total Professional & higher categories
Total	180	47.7%	197	52.3%	377

T 1.1.10 Occupational group distribution

Table 13 - Professional & higher categories in technical positions 2017

Job Title	Overall Total	%
Telecommunications Engineers	89	49,4%
Electrical and Electronics Engineers	1	0,6%
Structural Engineers	1	0,6%
Computer Systems Specialists	56	31,1%
Statisticians	3	1,7%
Managerial Technical Specialist	4	2,2%
Computer Communications & Networks Specialists	2	1,1%
Systems Developments Specialists	21	11,6%
Electronic Communications Specialists	1	0,6%
Office Automation Specialist	2	1,1%



1.1.11 Length of service distribution

In 2017, the average length of service was 19 years for the General Service category and 13 years for the Professional and higher categories. There is a slight decrease in the average of the length of service in the Professional and higher categories. This is also due to the increased complexity of the labor market among competitors, flexibility and evolution of the professional job functions within ITU and among UN as well as the result of the voluntary separation programme launched between June and December 2016 which has determined the earlier departure of five (5) Professional staff since it was launched in 2016.

Table 14 - Average length of years of service by category 2008-2017

Employee subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
General Service	17	17	17	18	17	18	17	17	18	19
Professional & higher	15	15	15	15	15	13	13	13	13	13

1.2 Non Regular Workforce

1.2.1 Short-term staff members

ITU's prominent role in organizing global events, makes planning the number of short-term staff needed from year to year unpredictable as the programmes and activities change on a yearly basis, which influence the number and duration of conferences and meetings ITU needs to organize. In order to address such uncertainty, funds should be, to the possible extent, pre-allocated for short-term needs on a systematic basis. This practice is key to ensuring ITU can dispose of the required additional resources to successfully meet the organizational requirements.

Table 15 - Short-term staff members by category 2008-2017

Employee subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
General Service	107	94	106	129	143	52	86	113	92	71
Professional & higher	47	59	60	54	47	35	37	28	37	37
Total	154	153	166	183	190	87	123	141	129	108

Table 16 - Short-term staff members by category & by sector 2008-2017

Sector	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
TSB	General Service	5	5	2	2	5	2	1	6	8	5
	Professional & higher	2	3	4	1	5	4	5	1	2	8
	Total	7	8	6	3	10	6	6	7	10	13
BDT	General Service	4	5	9	7	3	2	3	2	3	3
	Professional & higher	12	17	12	6	8	3	5	4	10	7
	Total	16	22	21	13	11	5	8	6	13	10
BR	General Service	2	1	5	7	5	3	3	5	1	11
	Professional & higher	0	0	2	1	1	1	0	2	1	0
	Total	2	1	7	8	6	4	3	7	2	11
SG	General Service	96	83	90	113	130	45	79	100	82	52
	Professional & higher	33	39	42	46	33	27	27	21	22	22
	Total	129	122	132	159	163	72	106	121	104	74
ITU	Overall Total	154	153	166	183	190	87	123	141	129	108

Table 17 - Short-term staff members by age distribution 2008-2017

Age range	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
< 20	0	0	0	0	1	0	0	0	0	0
20 - 29	43	35	44	58	50	35	55	30	24	22
30 - 39	55	68	65	70	80	30	40	100	65	43
40 - 49	31	30	31	37	39	13	18	13	30	24
50 - 59	20	15	20	17	15	8	8	4	8	18
60 - 62	5	5	6	1	5	1	1	2	2	1
> 62	0	0	0	0	0	0	1	0	0	0
Overall	154	153	166	183	190	87	123	141	129	108
Total										

1.2.2 Internships

Internships provide a formal opportunity to recent graduates of current university students to gain practical exposure to professional work activities in particular domains. At the same time, internships also provide ITU with a young and dynamic resource that brings in new ideas and ways of doing business, while enhancing its reputation with the external world. Internships can take place either at ITU HQ in Geneva or in one of the regional or area offices. Internships respond to a specific need for contributions to a particular event or field or work that supports ITU's mandate. They are not intended to replace the work of a staff member and are of a limited duration.

ITU has noted when internships opportunities are published, greater interest in the work of the Organization occurs. The mandate and technical nature of the ITU business, makes an internship opportunity more exclusive than in other UN organizations and attracts many individuals with educational backgrounds in Science, Technology, Engineering and Math (STEM). Publishing an internship programme also allows ITU to contact students or recent graduates that expressed interest for other opportunities. Therefore, a new template for publishing internship opportunities has been designed to help Bureaus and Departments communicate needs. In 2017, 29 vacancy announcements were published and 667 applications were received and 101 internships occurred in 2017. Considering the size of ITU, the number of interns throughout the year is relatively significant.

Table 18 - Number of interns by sector 2008-2017

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	16	10	6	47	15	94
2012	31	6	1	56	15	109
2013	18	7	1	62	3	91
2014	11	14	1	54	12	92
2015	16	10	5	60	5	96
2016	17	12	3	62	10	104
2017	14	20	2	58	7	101

1.2.3 Funds-in-Trust (FIT)

Table 19 a- FIT from 1 January to 31 December 2017

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	W	Switzerland/Geneva	P-4	Fixed Term	Japanese
BDT	M	Switzerland/Geneva	P-3	Fixed Term	Japanese

Table 19 b- FIT 2016-2017

Year	P	G	Total number FIT
2016	4	0	4
2017	4	0	4

1.2.4 Project staff

Table 20a – Project staff from 1 January to 31 December 2017

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	Lithuanian
BDT	M	Switzerland/Geneva	P-2	Fixed Term	Tunisian
BDT	M	Saudi Arabia/Riyadh	G-7	Fixed Term	Indian

Table 20 b– Project 2016-2017

Year	P	G	Total number staff members on LWOP
2016	4	1	5
2017	3	1	4

1.2.5 Loan

Table 21 - Loan from 1 January to 31 December 2017

Sector	Gender	Duty Station	Nationality
BDT	W	Geneva	Emirati
BR	W	Geneva	Chinese
TSB	M	Geneva	Italian
SPM	M	Geneva	Tunisian
BR	M	Geneva	Chinese

1.2.6 SSA Consultancy service contracts 2017

Table 22 - ITU consulting service contract 2017

SSA	# Individuals with at least one consulting service contract	Remuneration total amount in CHF
SG	110	1,462,942.90
BR	14	4,524.85
TSB	41	354,149.45
BDT	16	162,558.55
Subtotal Budget Regular	133	1,984,175.75
SG	14	76,170.20
TSB	6	78,258.40
BDT	0	0
TLC	1	41,915.45
Subtotal Extra Budget(funded program)	21	196,344.05
Overall Total UIT	147	2,180,519.80

Table 23 - ITU Off-site translation service contract 2017

2017	
# Individuals with at least one consulting service contract	Remuneration total amount in CHF
34	317,907.95

Table 24 - ITU consultancy service contracts Grand Total 2017

2017
2,180,519.80

Table 25 - SG consulting service contracts 2017

SG* SSA dispatch	# individuals with at least one consulting service contract	2017 Remuneration total amount in CHF
C & P	16	309,907.74
HRMD	8	118,214.65
IS	57	932,545.05
FRMD	0	0.00
SPM	37	248,194.75
SGO	3	17,371.90
Total regular budget	110	1,462,942.90
Extra Budget(Funded program)		
SG	14	76,170.20
TLC	1	41,915.45

Table 26 - SG Off-site translation service contract 2017

2017	
# Individuals with at least one consulting service contract	Remuneration total amount in CHF
34	317,907.95

Remarks:

The reporting is based on the number of individuals with at least respectively one service contract in 2017.

The funding is by SG/Department or Sector. The Individuals may have provided services to more than one Sector or SG department counted in more than one Sector.

SG initiatives paid by extra budgetary funds, i.e. WSIS, Broadband Commission, Terminology Project, GEMTech awards, 150th Anniversary of ITU.

CHAPTER 2 - RECRUITMENT

Recruitment is critical to ITU due to the long-term impact it will have on organizational performance and reputation through the selection of staff members. The recruitment process consists of several phases: evaluating the need for a post, adequately reflecting the need in a vacancy notice, attracting and seeking qualified and interested applicants, shortlisting applicants, interviews and recommendation. Once a candidate has been recommended and accepted the offer, the staffing process begins and the recruitment ends. HRMD works closely with Bureaus and Departments throughout the process once an organizational unit has identified a need.

Timeliness in the recruitment process

The analysis of ITU recruitment for the Professional and higher categories positions from date of vacancy closure to the selection of a candidate is just under 14 weeks, whereas for vacancies in the General Service category, the average is slightly above 12 weeks.

Due to the fact that Professional and higher positions are recruited at the international level and therefore require a longer publication period, the selection process for recruitment is longer than for positions in the General Service category which are typically recruited from a nearby radius.

The advertising period

Vacancy notices for the Professional and higher categories are advertised two (2) months externally. Temporary vacancies are advertised for three (3) weeks also externally. General Service positions are advertised for three (3) weeks externally and two (2) weeks internally.

ITU is currently using an e-Recruitment system that is external to its ERP system. Despite the system is ease to manage, as the information is external to SAP, ITU will begin exploring other service providers, with potential integration into SAP so as to reduce the numerous tracking tables external to the system.

While the JIU report could not substantiate that longer recruitment periods attract more candidates from under-represented countries, once ITU has a more efficient system, this will free up resources that can be allocated to increased outreach and networking, where specific demographics or skills are targeted.

The shortlisting and assessment steps

The shortlisting and assessment steps involve many different stakeholders and at least two (2) meetings, not including any interviews that need to be scheduled. Delays are encountered in these areas for a variety of reasons from logistics, the need to adhere to our legal procedures as well as the availability of candidates and panel members.

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

- Partner with Bureaus and Departments from the outset to better understand needs, requirements and to provide assistance in drafting vacancy notices.
- Encourage the updating and use of generic job descriptions and vacancy notices.
- Conduct outreach, which, through targeted initiatives will reduce the need to extend a publication time or to re-advertise a position.
- Develop a robust internal tracking system.
- Explore the development of roster to use for periodic needs.

ITU steps to effectively improve the recruitment and selection process

ITU envisions the development of a Recruitment Guidebook that managers and HR/Administrative Focal Points can reference throughout the process. Once completed, a brief training can be arranged so as to ensure a consistent, fair, and transparent application process across the organization. A special recruitment guide is being developed with the purpose of providing information on rules, procedures and working methods covering the whole recruitment process. It will be made available to all those involved in the recruitment process following the advertisement of a vacancy notice. In this context HRMD will continue to support managers of advertised positions by providing guidance on their role in the process. Members of various reviews bodies will continue to be trained on a systematic basis on their roles and responsibilities throughout the process.

2.1 Vacancies notices 2008-2017

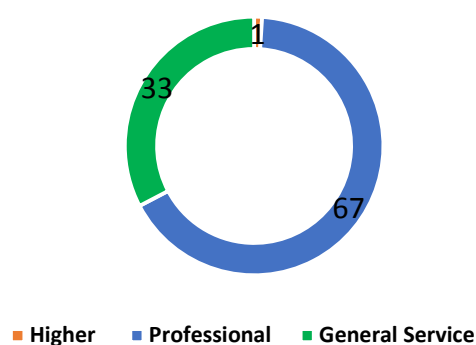
2.1.1 Number of vacancies by category 2008-2017

The analysis of the number of vacancy notices (VN), including temporary vacancy notices (TVN), for the year 2017 shows that 67.3% of the vacancy notices advertised were Professional and higher categories positions, 32.7% belonged to the General Service category. This is in line with observations made on the steadily increase of ITU professional functions.

Table 27 a – Number of advertised Vacancy Notices 2008-2017

Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Higher	4	3	3	8	4	3	3	0	3	1
Professional	40	42	47	62	72	44	55	35	44	67
General Service	36	25	24	48	47	22	21	25	17	33
Total	80	70	74	118	123	69	79	60	64	101

Number of advertised vacancy notices by category 2017



Number of vacancies notices by 2008-2017

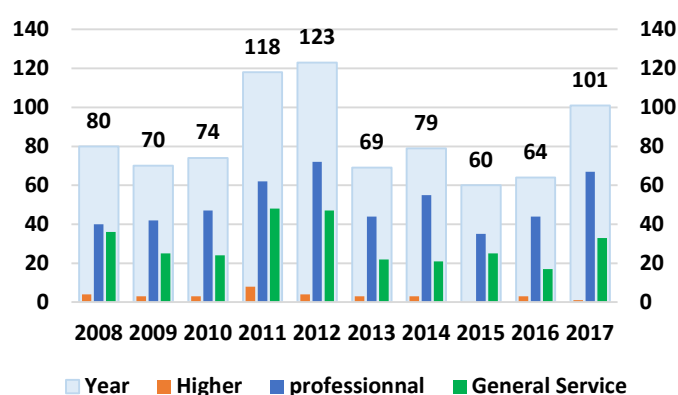


Table 27 b - Number of advertised Internally vs externally Vacancies Notices(excluding TVN) 2017

Type	D post	%	P Post	%	G Post	%	All	%
INTERNAL	0	0%	24	44.4%	18	69.2%	42	51.9%
EXTERNAL	1	100%	30	55.6%	8	30.8%	39	48.1%
TOTAL	1		54		26		81	

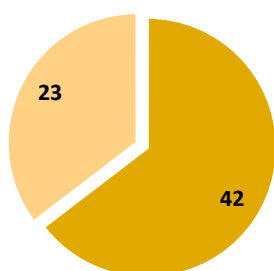
2.1.2 Distribution of vacancy notices filled internally and externally

Among the 81 vacancy notices advertised in 2017, 65 vacancy notices (excluding TVN) were filled. In the Professional and higher categories 43.64% were filled internally and 56.36% externally. In the General services category, 69.20% were filled internally and 30.8% externally. Overall, the statistics show ITU continues to undertake efforts to create opportunities for internal talent while ensuring it continues to attract and give full consideration to external candidates meeting the requirements of the advertised positions, particularly at the pre-screening (eligibility) level. Such an approach allows for a healthy balance of institutional knowledge and new thoughts and ways of doing work.

Table 28 – Distribution of vacancy notices filled internally and externally (excluding TVN)2017

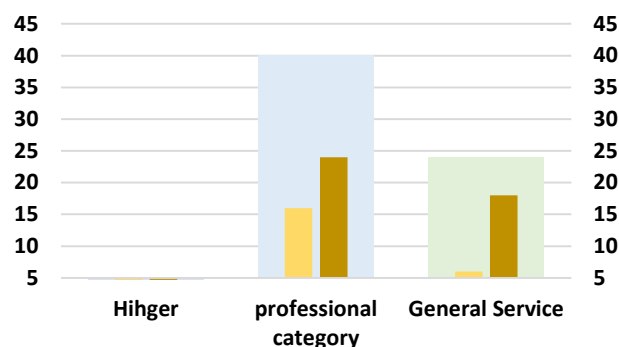
Type	D post	%	P post	%	G post	%	All	%
INTERNAL	0	0.0%	24	60.0%	18	75.0%	42	64.6%
EXTERNAL	1	100.0%	16	40.0%	6	25.0%	23	35.4%
TOTAL	1	100%	40	100%	24	100%	65	100%

Distribution of vacancies notices filled internally and externally 2017



■ INTERNAL ■ EXTERNAL

Distribution of vacancies notices filled internally and externally 2017



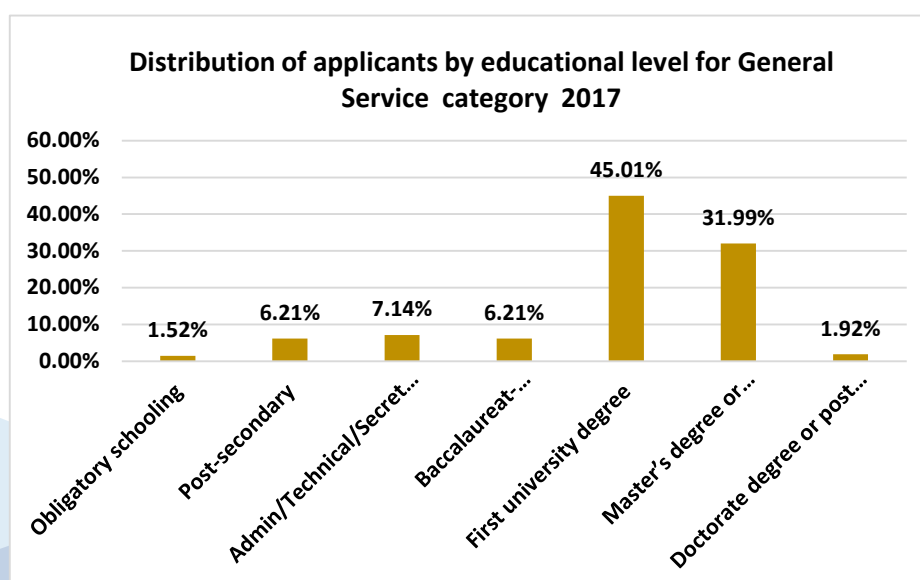
■ External ■ Internal

2.1.3 Distribution of applicants by level of education and by grade vacancy notices

The distribution of applicants to positions in the General Service category by level of education shows that 78.92% 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 29a - Distribution of applicants in the GS category by level of education and by grade for 2017 vacancy notices

Education level	G6	G5	G4	Overall Total	% by grade & Education level
Number of Applicants by education level					
Obligatory schooling	9	10	4	23	1.52%
Post-secondary	50	36	8	94	6.21%
Admin/Technical/Secretarial/Commerce dp.	56	43	9	108	7.14%
Baccalaureat-maturité/IB/A levels/HSC	28	62	4	94	6.21%
First university degree	363	293	25	681	45.01%
Master's degree or advanced degree (or equivalent)	196	270	18	484	31.99%
Doctorate degree or post doctorate	6	20	3	29	1.92%
Overall Total	708	734	71	1513	100.00%



The figures below show that the level of education of applicants to Professional and higher categories positions is aligned with the educational requirements for such positions at ITU - either a first level university degree or an advanced university degree. 30,4% of applicants are first level university degrees holders and 63% of applicants hold an advanced university degree.

Table 29b - Distribution of applicants in the P&H categories by level of education and by grade for 2017 vacancy notices

Grade	D1	P5	P4	P3	P2	P1	Overall Total	% By grade & level of education
Education level of the applicants								
Obligatory schooling	0	7	2	1	9	0	20	0.2%
Post-secondary	3	43	39	38	53	0	176	1.9%
Admin/Tecnical/Secretarial/Commerce dp.	0	34	15	26	47	0	122	1.3%
Baccalaureat/Maturité/IB/A levels/HSC	2	73	35	113	72	0	295	3.2%
First university degree	11	601	533	614	1029	4	2792	30.4%
Master's degree or advanced degree (or equivalent)	48	1264	1260	1015	1380	5	4972	54.1%
Doctorate degree or post doctorate	17	234	250	153	166	0	820	8.9%
Overall Total	81	2257	2134	1960	2756	9	9197	100.0%

Distribution of applicants by educational level for professional & higher categories 2017

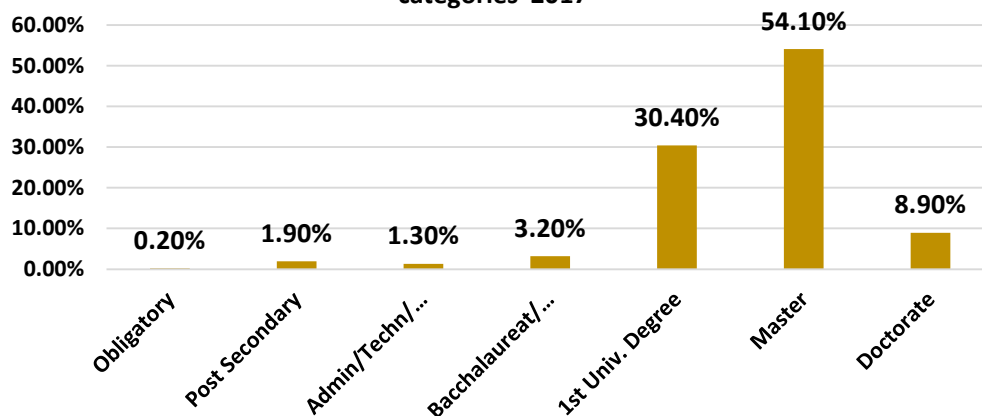


Table 30a - Distribution of selected candidate in the GS category by level of education and by grade for 2017 vacancy notices

Grade	G6	G5	G4	Overall Total
Education level of the selected candidate				
Obligatory schooling	1	0	1	2
Post-secondary	2	0	0	2
Admin/Technical/Secretarial/Commerce dp.	1	0	0	1
Baccalaureat-maturité/IB/A levels/HSC	1	1	1	3
First university degree	3	4	1	8
Master's degree or advanced degree (or equivalent)	2	4	1	7
Doctorate degree or post doctorate	1	0	0	1
Overall Total	11	9	4	24

Table 30b - Distribution of selected candidate in the P&H categories by level of education and by grade for 2017 vacancy notices

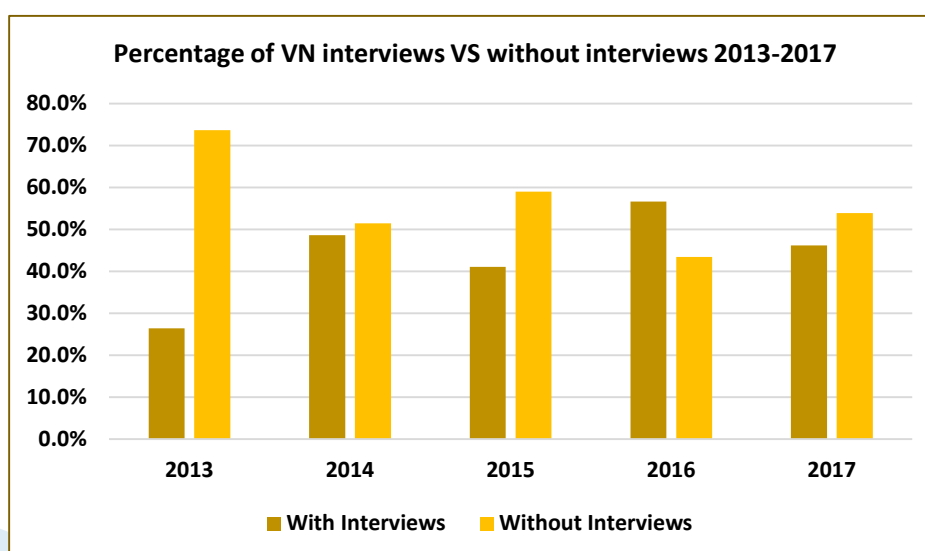
Grade	D1	P5	P4	P3	P2	P1	Overall Total
Education level of the selected candidate							
Obligatory schooling	0	0	0	0	0	0	0
Post-secondary	0	0	0	0	0	0	0
Admin/Technical/Secretarial/Commerce dp.	0	0	0	0	0	0	0
Baccalaureat-maturité/IB/A levels/HSC	0	0	0	0	0	0	0
First university degree	0	0	0	1	3	0	4
Master's degree or advanced degree (or equivalent)	1	7	9	8	7	1	33
Doctorate degree or postr doctorate	0	2	2	0	0	0	4
Overall Total	1	9	11	9	10	1	41

2.1.4 Number of vacancy notices with interviews 2013-2017

Over the years, interviews have taken on more prominence at ITU as interviews are recognized as a key contributing factor to a selection decision. In addition, with the rapidly changing technology and labour market, interviews provide a method to learn more about what an external candidate would bring to ITU. This increase in interviews also responds to a JIU observation. ITU is becoming more systematic in its approach to interviews and held interviews for 46.2% number of vacancies filled in 2017.

Table 31 - Number of vacancy notices in all staff categories (P & higher, GS) with interviews 2013-2017

Year	VN	Interviews	%
2013	53	14	26.4%
2014	74	36	48.6%
2015	39	16	41.0%
2016	53	30	56.6%
2017	65	30	46.2%



CHAPTER 3-GENDER

The principle of equality is one of the pillars on which the UN System is based. The present UN Secretary-General has issued a UN System-Wide Strategy for Gender Parity. The Strategy is applicable to the UN workforce and will initially target the gender distribution in the Professional and higher categories. It also aligns with the 17 Sustainable Development Goals (SDGs), which in addition to gender considerations being weaved throughout, has a standalone goal of Gender Equality. Gender diversity as well as 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 diversity, the balance between the number of women and men within UN organizations is still subject to improvements.

Major resolutions on gender equality

There are a number of key agreements guiding governments and advocates 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 UN, 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 specific performance indicators.

ITU participates regularly in UN WOMEN'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, particularly for field based positions.

The ITU shall increase more strategic outreach in order to reach more qualified women around the world.

3.1. ITU regular staff members gender distribution

The statistics contained in this section show an overall improvement in terms of percentage of women at all levels. Yet, when each grade level is considered on its own, the improvement has not been consistent. The recommendation of the UN-SWAP and the Strategy is that improvement occurs at each grade level, not just overall. Such a recommendation will also assist in ensuring there is not an over concentration of female staff in one service with little to no representation in another. The data showing a decrease of representation of women particularly in the Professional and higher categories coincides with an overall decrease of the ITU population. In addition, the ITU Council's endorsement of the Mandatory Age of Separation (MAS) to 65 as from 1 January 2018, will considerably reduce the room for maneuver in this area, thus requiring a high level investment on the gender and diversity culture of the organization. HRMD will continue participating in the Gender Equality and Mainstreaming Policy (GEM) both in striving for gender balance as well fostering an inclusive culture.

3.1.1 Gender distribution by category

The gender distribution by staff category shows the higher number of women than men in the General Service category. This has represented an ITU trend from 2008 to 2017. The overall number of women has steadily decreased during the last ten (10) years.

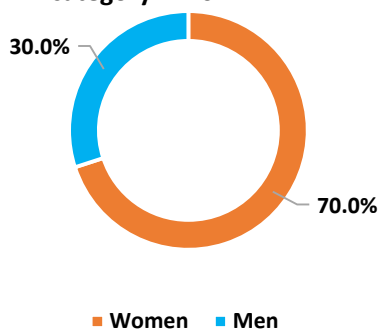
Table 32a - General Service category by gender distribution 2008-2017

General Service category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Women	299	291	276	270	259	248	243	229	223	203
	Men	117	119	113	114	119	113	104	104	102	87
	Overall Total	416	410	389	384	378	361	347	333	325	290

Table 32b - General Service category percentage by gender 2008-2017

General Service category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Women	71,9%	71%	71%	70,3%	68,5%	68,7%	70%	68,8%	68,6%	70%
	Men	28,1%	29%	29%	29,7%	31,5%	31,3%	30%	31,2%	31,4%	30%

Gender distribution of General Service category in 2017



Gender distribution of General Service category 2008-2017

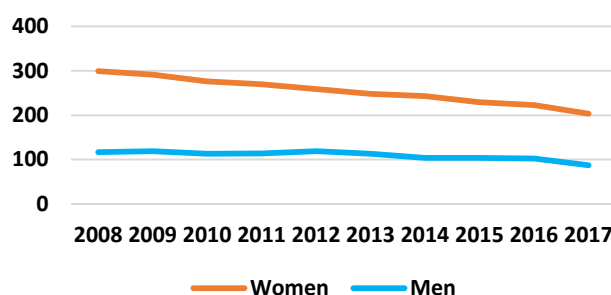


Table 33a – Professional & higher categories gender distribution 2008-2017

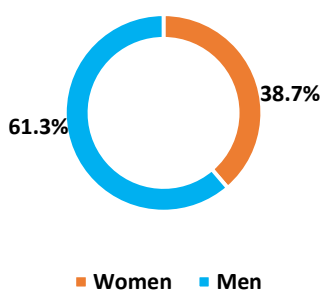
P&HC	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Women	104	110	120	123	135	138	151	145	146	146
	Men	211	223	220	228	234	239	240	235	234	231
	Overall Total	315	333	340	351	369	377	391	380	380	377

The gender distribution in the professional and higher categories shows the lower number of women than men. However, the overall number of women in this category has steadily increased from 2008 to 2014, with a slight decrease in the last three (3) years, with a stable overall number in the last two (2) years (2016-2017). It is to be noted that this decrease from 2015 to 2017 has also affected the number of men as it reflects the overall decrease of the ITU population.

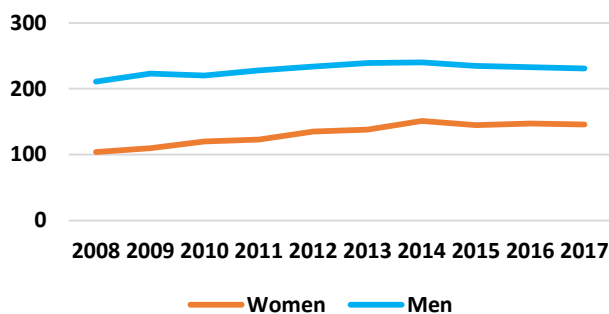
Table 33b – Professional & higher categories percentage by gender 2008-2017

P&HC	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Women	33,0%	33,0%	35,3%	35,0%	36,6%	36,6%	38,6%	38,2%	38,4%	38,7%
	Men	67,0%	67,0%	64,7%	65,0%	63,4%	63,4%	61,4%	61,8%	61,6%	61,3%

Gender distribution Professional & higher categories in 2017



Gender distribution of Professional & higher categories 2008-2017



3.1.2 Gender distribution by sector and category

Progress has been and continues to be made in terms of a fairer gender distribution by sector and category. Compared to 2008, the number of women in the TSB in 2017 in the Professional and higher categories is almost three (3) times greater (from 5 in 2008 to 13 in 2017). The TSB had 22% Professional and higher category women in 2008 compared to the total of professional and higher categories in the sector. In 2017 the proportion is 34%; this represents an increase of 12%. In the BDT, the percentage of Professional and higher categories women was 39% in 2008 and 36% in 2017; this represents a decrease of 3%. The BR increased by 3% between 2008 and 2017 its representation of women at the Professional and higher categories. In 2008 the percentage was 25% and in 2017 was 28% women.

The representation of women within the GS in the Professional and higher categories in 2008 was 37% and in 2017 the percentage increased to 46%, which represents an increase of 9%. In 2017, the highest representation of men was at D1 level with 94% and the highest representation for women was at P1 level with 71% and P2 with 49%. The increase in the percentage of women at the P2 level can be observed throughout the years, from 39% in 2008 to 49% in 2017.

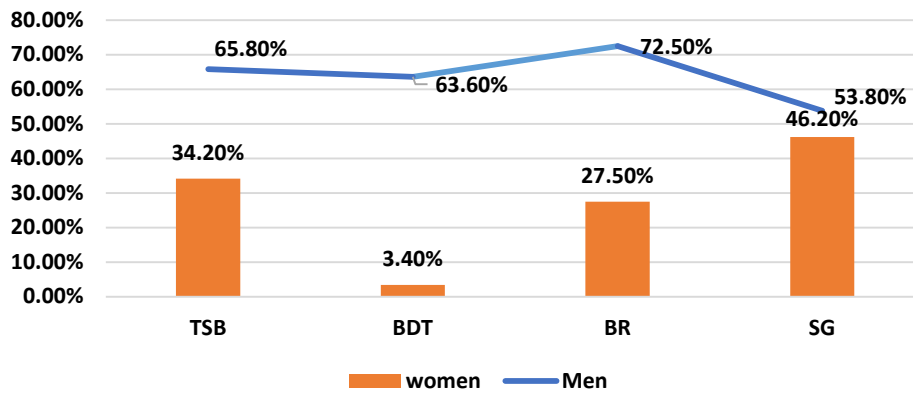
Table 34a - Gender distribution by sector and by category 2008-2017

Sector	Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
TSB	GS	W	26	23	23	20	20	21	20	18	15	14
		M	7	9	9	8	8	7	6	6	6	5
		Total	33	32	32	28	28	28	26	24	21	19
P & H	W	W	5	4	7	10	10	11	14	14	13	13
		M	18	18	21	22	20	21	22	22	23	25
		Total	23	22	28	32	30	31	35	36	36	38
BDT	GS	W	49	55	47	50	49	44	44	43	44	41
		M	5	9	8	8	9	10	7	7	7	7
		Total	54	64	55	58	58	54	51	50	51	48
P & H	W	W	24	28	30	31	28	28	36	34	34	32
		M	38	42	41	48	51	59	61	59	56	56
		Total	62	70	71	79	79	87	97	93	90	88
BR	GS	W	51	49	48	45	41	40	39	39	38	35
		M	20	17	16	17	14	13	13	12	13	12
		Total	71	66	64	62	55	53	52	51	51	47
P & H	W	W	21	22	22	21	22	22	22	22	23	22
		M	62	62	61	56	61	62	60	59	61	58
		Total	83	84	83	77	83	84	82	81	84	80
GS	GS	W	173	164	158	155	149	143	140	129	126	113
		M	85	84	80	81	88	83	78	79	76	63
		Total	258	248	238	236	237	226	218	208	202	176
P & H	W	W	54	56	61	61	76	77	79	75	76	79
		M	93	101	97	102	101	98	98	95	94	92
		Total	147	157	158	163	177	175	177	170	170	171
Overall Total			731	743	729	735	746	738	738	713	705	667

Table 34b - Gender distribution by sector and category 2008-2017

Sector	Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
TSB	GS	W	78.8%	71.9%	71.9%	71.4%	71.4%	75.0%	76.9%	75.0%	71.4%	73.7%
		M	21.2%	28.1%	28.1%	28.6%	28.6%	25.0%	23.1%	25.0%	28.6%	26.3%
	P	W	21.7%	18.2%	25.0%	31.2%	33.3%	35.5%	40.0%	38.9%	36.1%	34.2%
		M	78.3%	81.8%	75.0%	68.8%	66.7%	64.5%	60.0%	61.1%	63.9%	65.8%
BDT	GS	W	90.7%	85.9%	85.5%	86.2%	84.5%	81.5%	86.3%	86.0%	86.3%	85.4%
		M	9.3%	14.1%	14.5%	13.8%	15.5%	18.5%	13.7%	14.0%	13.7%	14.6%
	P	W	38.7%	40.0%	42.3%	39.2%	35.4%	32.2%	37.1%	36.6%	37.8%	36.4%
		M	61.3%	60.0%	57.7%	60.8%	64.6%	67.8%	62.9%	63.4%	62.2%	63.6%
BR	GS	W	71.8%	74.2%	75.0%	72.6%	74.5%	75.5%	75.0%	76.5%	74.5%	74.5%
		M	28.2%	25.8%	25.0%	27.4%	25.5%	24.5%	25.0%	23.5%	25.5%	25.5%
	P	W	25.3%	26.2%	26.5%	27.3%	26.5%	26.2%	26.8%	27.2%	27.4%	27.5%
		M	74.7%	73.8%	73.5%	72.7%	73.5%	73.8%	73.2%	72.8%	72.6%	72.5%
SG	GS	W	67.1%	66.1%	66.4%	65.7%	62.9%	63.3%	64.2%	62.0%	62.4%	64.2%
		M	32.9%	33.9%	33.6%	34.3%	37.1%	36.7%	35.8%	38.0%	37.6%	35.8%
	P	W	36.7%	35.7%	38.6%	37.4%	42.9%	44.0%	44.6%	44.1%	44.7%	46.2%
		M	63.3%	64.3%	61.4%	62.6%	57.1%	56.0%	55.4%	55.9%	55.3%	53.8%

Gender percentage Professional & higher categories by sector 2017



3.1.3 Gender distribution by category and grade

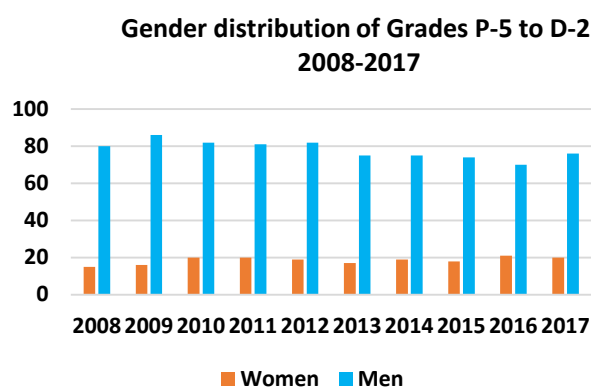
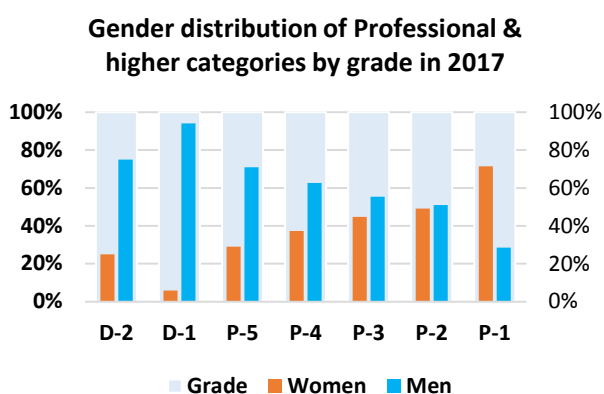
Table 35a – Professional and higher categories distribution by grade and by gender 2008-2017

Grade	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
D-2	W	1	1	1	1	1	1	1	1	1	1
	M	4	4	4	4	3	3	3	3	3	3
	Total	5	5	5	5	4	4	4	4	4	4
D-1	W	1	1	2	2	2	2	2	1	1	1
	M	13	12	12	14	15	15	16	15	16	17
	Total	14	13	14	16	17	17	18	16	17	18
P-5	W	13	14	17	17	16	14	16	16	19	20
	M	63	70	66	63	64	60	56	56	51	49
	Total	76	84	83	80	80	74	72	72	70	69
P-4	W	25	28	34	37	41	44	44	43	42	41
	M	64	66	64	59	58	64	70	66	68	69
	Total	89	94	98	96	99	108	114	109	110	110
P-3	W	50	55	51	48	46	47	51	48	50	51
	M	47	57	58	69	76	78	74	72	68	63
	Total	97	112	109	117	122	125	125	120	118	114
P-2	W	12	9	13	15	25	26	32	31	29	27
	M	19	12	14	19	18	18	20	22	26	28
	Total	31	21	27	34	43	44	52	53	55	55
P-1	W	2	2	2	2	4	4	5	5	4	5
	M	1	2	2	1	0	1	1	1	2	2
	Total	3	4	4	3	4	5	6	6	6	7

Taking into account the overall number of available D1 and D2 ITU positions, the overall number of women has remained stable in the last ten (10) years, with a decrease of one (1) women for the D1 positions. The presence of women at the highest grades of the Professional and higher categories remains a challenge. However, it is to be noted that the total number of women at the P5 level has increased in the last two (2) years of 2%, whilst the total number of women at the P4 has decreased of 1% in the same period.

Table 35b – Professional and higher categories percentage by grade and by gender 2008-2017

Grade	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
D-2	W	20,0%	20,0%	20,0%	20,0%	25,0%	25,0%	25,0%	25,0%	25%	25%
	M	80,0%	80,0%	80,0%	80,0%	75,0%	75,0%	75,0%	75,0%	75%	75%
D-1	W	7,1%	7,7%	14,3%	12,5%	11,8%	11,8%	11,1%	6,2%	5,9%	5,6%
	M	92,9%	92,3%	85,7%	87,5%	88,2%	88,2%	88,9%	93,8%	94,1%	94,4%
P-5	W	17,1%	16,7%	20,5%	21,3%	20,0%	18,9%	22,2%	22,2%	27,1%	29,0%
	M	82,9%	83,3%	79,5%	78,7%	80,0%	81,1%	77,8%	77,8%	72,9%	71,0%
P-4	W	28,1%	29,8%	34,7%	38,5%	41,4%	40,7%	38,6%	39,4%	38,2%	37,3%
	M	71,9%	70,2%	65,3%	61,5%	58,6%	59,3%	61,4%	60,6%	61,8%	62,7%
P-3	W	51,5%	49,1%	46,8%	41,0%	37,7%	37,6%	40,8%	40%	42,4%	44,7%
	M	48,5%	50,9%	53,2%	59,0%	62,3%	62,4%	59,2%	60%	57,6%	55,3%
P-2	W	38,7%	42,9%	48,1%	44,1%	58,1%	59,1%	61,5%	58,49%	52,7%	49,1%
	M	61,3%	57,1%	51,9%	55,9%	41,9%	40,9%	38,5%	41,51%	47,3%	50,9%
P-1	W	66,7%	50,0%	50,0%	66,70%	100,0%	80,0%	83,3%	83,3%	66,7%	71,4%
	M	33,3%	50,0%	50,0%	33,30%	0,0%	20,0%	16,7%	16,7%	33,3%	28,6%



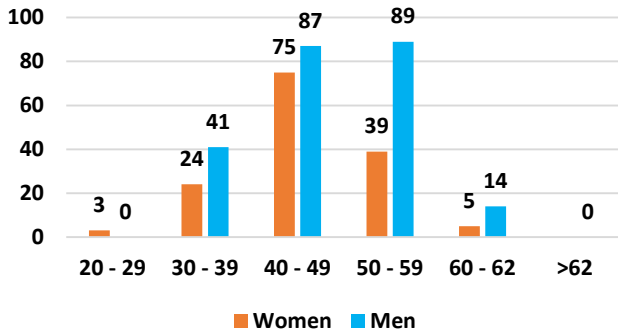
3.1.4 Gender distribution by age

The table below shows that the range of age 40-49 for women in the Professional and higher categories in 2017 had the highest representation with 51% and for men the age range 50-59 with 40% followed by the range 40-49 with a representation at 36%. This data shows the possibility to invest at the succession planning level in the preparation of women to management and leadership positions in the organization and to continue investing in talent while nurturing a gender and diversity culture in the organization.

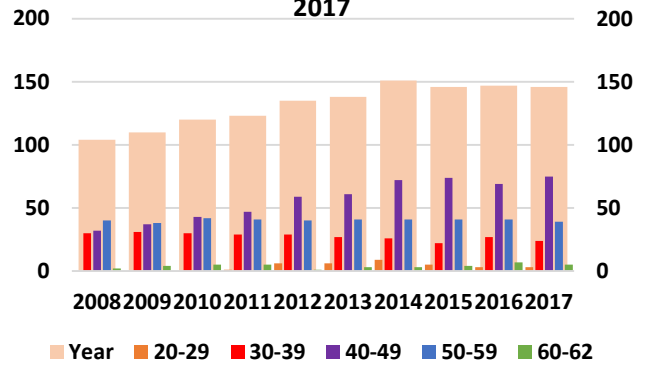
Table 36 - Professional & higher categories by age and by gender 2008-2017

Gender	Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	20 - 29	0	0	0	1	6	6	9	5	3	3
	30 - 39	30	31	30	29	29	27	26	22	27	24
	40 - 49	32	37	43	47	59	61	72	74	69	75
	50 - 59	40	38	42	41	40	41	41	41	41	39
	60 - 62	2	4	5	5	1	3	3	4	7	5
	Total		104	110	120	123	135	138	151	146	147
Men	20 - 29	1	1	1	2	1	0	1	1	2	0
	30 - 39	40	37	33	41	40	42	43	38	40	41
	40 - 49	61	71	82	81	89	91	87	86	83	87
	50 - 59	91	95	90	85	85	89	94	94	93	89
	60 - 62	18	17	11	16	14	14	14	14	14	14
	> 62	0	2	3	3	5	3	1	1	1	0
Total		211	223	220	228	234	239	240	234	233	231

Gender distribution Professional & higher categories by age range 2017



Distribution of women in the professional & higher categories by age range 2008-2017



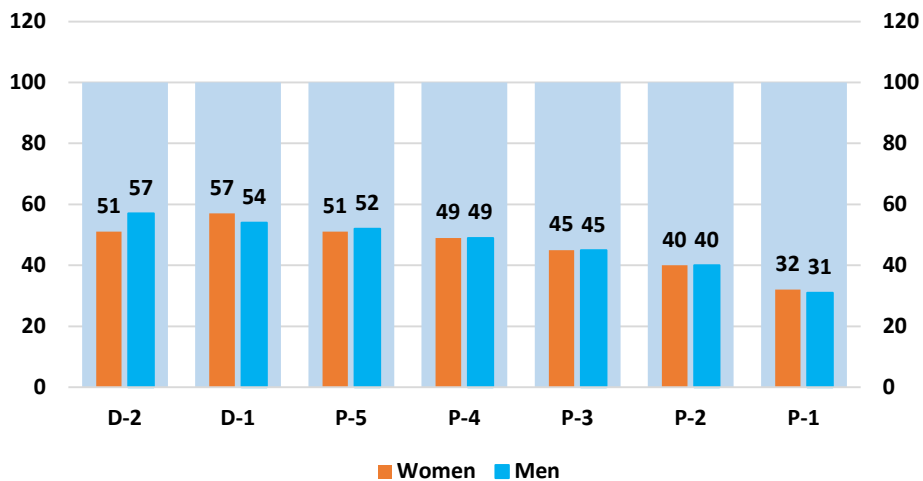
3.1.5 Gender distribution by average age of Professional & higher categories

Table 37 shows that the entry age for junior positions at the professional level is high; 32 years at P1 level for women and 31 years for men, it remains within the age range 30-39. P3 to P4 grades remain in the range 40-49.

Table 37 - Professional & higher categories average age by grade 2017

2017		
Grade	Women	Men
D2	51	57
D1	57	54
P5	51	52
P4	49	49
P3	45	45
P2	40	40
P1	32	31

Average age Professional & higher categories by grade 2017



3.1.6 Gender distribution by occupational group

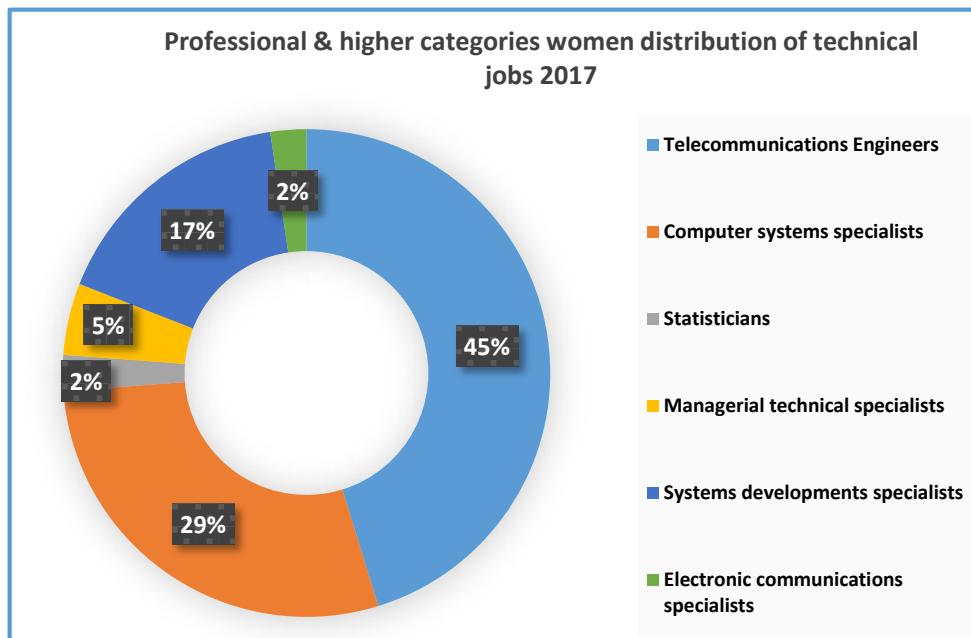
Table 38 - Professional & higher categories by gender in technical vs non technical jobs 2017

Gender	Technical Professional & higher categories	%	Non-technical Professional & higher categories	%	Total Professional & higher categories
Women	42	23%	104	53%	146
Men	138	77%	93	47%	231
Total	180		197		377

Table 39 - Professional & higher categories by gender in technical jobs 2017

Job Title	Women	%	Men	%	Overall Total
Telecommunications Engineers	19	21%	70	79%	89
Computer systems specialists	12	21%	44	79%	56
Statisticians	1	33%	2	67%	3
Managerial technical specialists	2	50%	2	50%	4
Computer communications & networks specialists	0	0%	2	100%	2
Systems developments specialists	7	33%	14	67%	21
Electronic communications specialists	1	100%	0	0%	1
Office automation specialist	0	0%	2	100%	2
Structural Engineers	0	0%	1	100%	1
Electrical and Electronics Engineers	0	0%	1	100%	1
Total	42		138		180

The distribution of women in technical jobs shows that 45% are telecommunication engineers and 29% computer systems specialists.



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 December 2017. The table above 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. ITU will continue investing in outreach promoting the ITU brand while ensuring that full consideration is given to female applicants in the recruitment process.

3.2. ITU non regular workforce gender distribution

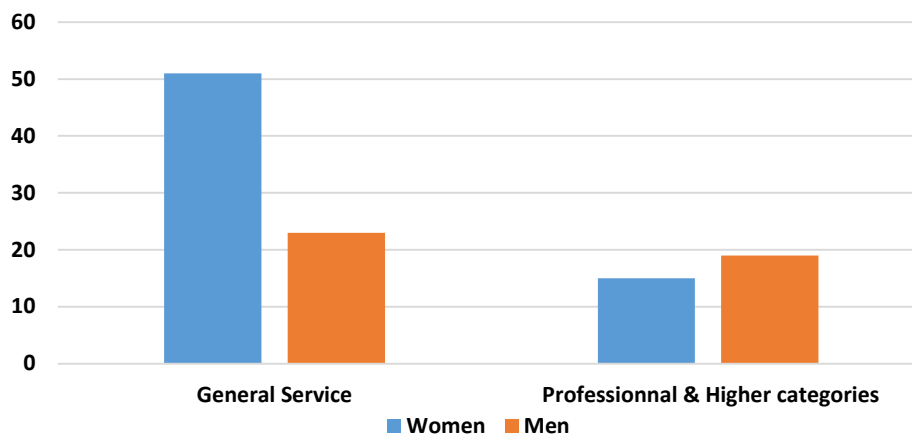
3.2.1 Short-term staff members

As a proportion of all short-term staff members 61% are women in 2017.

Table 40 – Short-term staff members by gender 2008-2017

Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
GS	Women	56	47	68	84	89	32	56	80	53	51
	Men	51	47	38	45	54	20	30	33	39	23
	Total	107	94	106	129	143	52	86	113	92	74
P& HC	Women	28	31	36	32	25	20	20	15	18	15
	Men	19	28	24	22	22	15	17	13	19	19
	Total	47	59	60	54	47	35	37	28	37	34
Overall Total		154	153	166	183	190	87	123	141	129	108

Gender distribution of short term 2017



3.2.2 Internship

Table 41 - Number of interns by sector and by gender from January 1 to 31 December 2017

Gender	SG	BR	BDT	TSB
Women	45	1	7	9
Men	20	1	7	11
Total	65	2	14	20

3.3. Recruitment by gender

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

3.3.1 Filled vacancy notices selection process by category and gender 2017

In 2017, 81 vacancy notices were published. Out of 81 vacancies 65 have reached the stage of selection as of 31 December 2017. 5024 applications were registered for the 41 vacancy notices where 3816 were men (75.96%) and 1208 were women (24.04%).

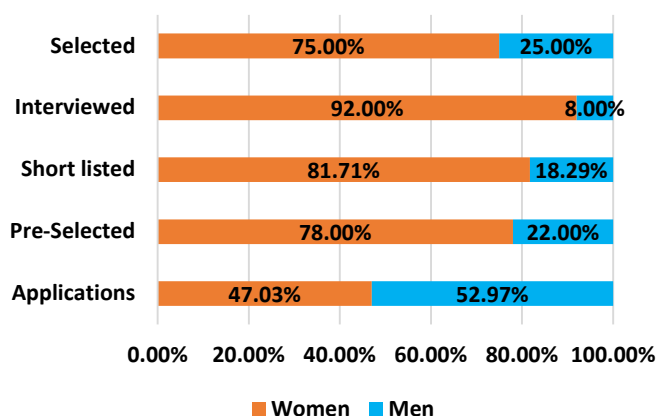
Table 42 - Filled vacancy notices selection process by category and by gender 2017

	Gender	Applications	%	Pre-Selected	%	Short listed	%	Interviewed	%	Selected	%
Higher	Women	12	15	0	0	0	0%	0	0%	0	0%
	Men	69	85	0	0	6	100.0%	5	100%	1	100%
	Total	81	100%	0	0%	6	100%	5	100%	1	100%
Professional	Women	1196	24.20%	111	34.91%	56	34.57%	45	35.71%	19	47.50%
	Men	3747	75.80%	207	65.09%	106	65.43%	81	64.29%	21	52.50%
	Total	4,943	100%	318	100%	162	100%	126	100%	40	100%
General Service	Women	665	47.03%	117	78.00%	67	81.71%	23	92.00%	18	75.00%
	Men	749	52.97%	33	22.00%	15	18.29%	2	8.00%	6	25.00%
	Total	1,414		150		82		25		24	100%
Overall Total	Women	1873	29.09%	228	48.72%	123	49.20%	68	43.59%	37	56.92%
	Men	4565	70.91%	240	51.28%	127	50.80%	88	56.41%	28	43.08%
	Total	6438	100.00%	468	100.00%	250	100.00%	156	100.00%	65	100.00%

Table 43 – General Service category -Filled vacancy notices selection process by gender & by grade 2017

Grade	Gender	Applications	%	Pre-selected	%	Short listed	%	Interview	%	Selected	%
G-6	Women	329	46.47%	55	79.71%	31	77.50%	11	100.00%	9	81.82%
	Men	379	53.53%	14	20.29%	9	22.50%	0	0.00%	2	18.18%
	Total	708	100.00%	69	100.00%	40	100.00%	11	100.00%	11	100.00%
G-5	Women	239	48.88%	46	76.67%	34	89.47%	12	85.71%	7	77.78%
	Men	250	51.12%	14	23.33%	4	10.53%	2	14.29%	2	22.22%
	Total	489	100.00%	60	100.00%	38	100.00%	14	100.00%	9	100.00%
G-4	Women	28	39.44%	8	66.67%	5	62.50%	0	0.00%	2	50.00%
	Men	43	60.56%	4	33.33%	3	37.50%	0	0.00%	2	50.00%
	Total	71	100.00%	12	100.00%	8	100.00%	0	0.00%	4	100.00%
Overall total		1,414		150		82		25		24	

Gender distribution of the selection General General category 2017



Gender distribution General Service category selected candidate in 2017

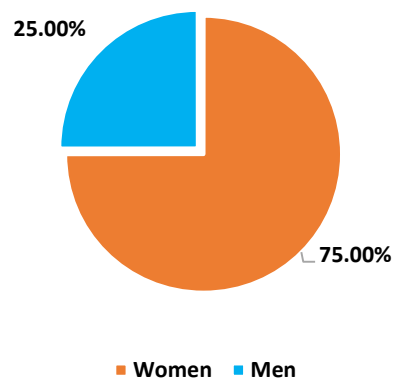
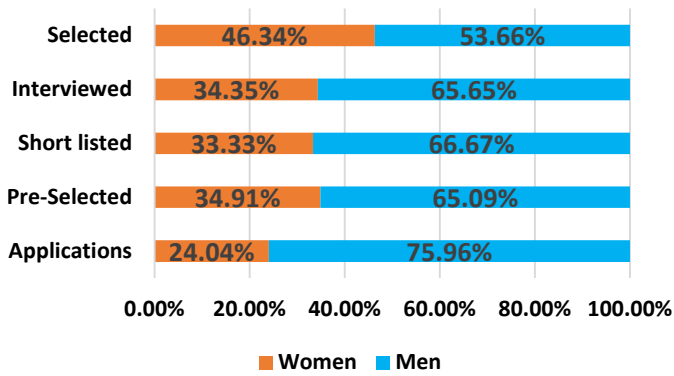


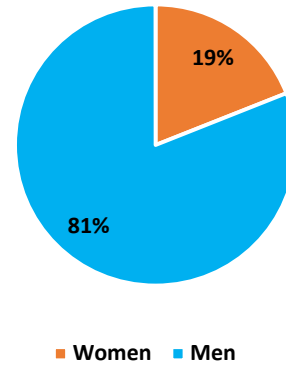
Table 44 – Professional & higher categories - Filled vacancy notices selection process by gender & by grade 2017

Grade	Gender	Applications	%	Pre-Selected	%	Short listed	%	Inter-viewed	%	Selected	%
D-1	Women	2	100.00%	1	100.00%	1	100.00%	0	0.00%	1	100.00%
	Men	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	2	100.00%	1	100.00%	1	100.00%	0	0.00%	1	100.00%
P-5	Women	389	23.36%	55	33.54%	23	32.86%	20	34.48%	3	33.33%
	Men	1276	76.64%	109	66.46%	47	67.14%	38	65.52%	6	66.67%
	Total	1665	100.00%	164	100.00%	70	100.00%	58	100.00%	9	100.00%
P-4	Women	228	20.65%	22	27.16%	10	23.81%	9	25.71%	5	45.45%
	Men	876	79.35%	59	72.84%	32	76.19%	26	74.29%	6	54.55%
	Total	1104	100.00%	81	100.00%	42	100.00%	35	100.00%	11	100.00%
P-3	Women	106	20.58%	9	36.00%	7	31.82%	4	44.44%	4	44.44%
	Men	409	79.42%	16	64.00%	15	68.18%	5	55.56%	5	55.56%
	Total	515	100.00%	25	100.00%	22	100.00%	9	100.00%	9	100.00%
P-2	Women	471	28.42%	24	51.06%	15	55.56%	12	50.00%	6	60.00%
	Men	1186	71.58%	23	48.94%	12	44.44%	12	50.00%	4	40.00%
	Total	1657	100.00%	47	100.00%	27	100.00%	24	100.00%	10	100.00%
P-1	Women	2	100.00%	1	100.00%	1	100.00%	0	0.00%	1	100.00%
	Men	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	2	100.00%	1	100.00%	1	100.00%	0	0.00%	1	100.00%
Total		5,024		318		168		131		41	

Gender distribution of the selection process of professional & higher categories 2017



Gender distribution of Professional & higher categories promotion for 2017

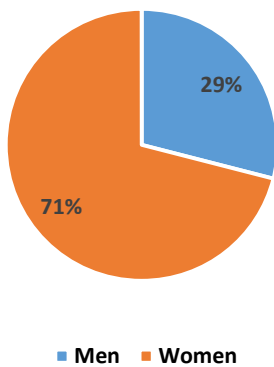


3.3.2 Types of promotion by category and by gender 2017

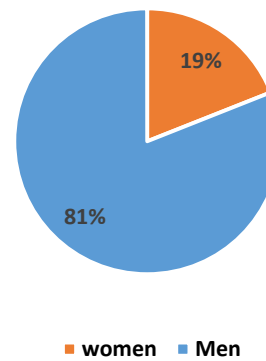
Table 45 - Types of promotion by category and by gender 2017

Category	Women	%	Men	%	Overall Total
General Service	5	71%	2	29%	7
Total	5		2		7
Professional	3	19%	13	81%	16
Total	3		13		16
Overall Total	8	35%	15	65%	23

Gender distribution of General Service category promotion 2017



Gender distribution of Professional & higher categories promotion 2017



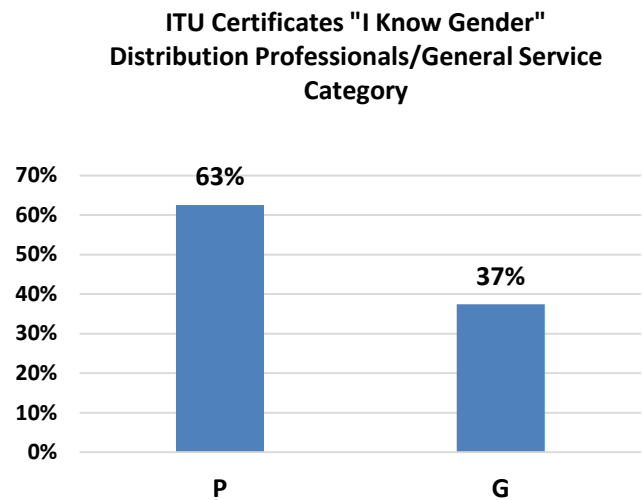
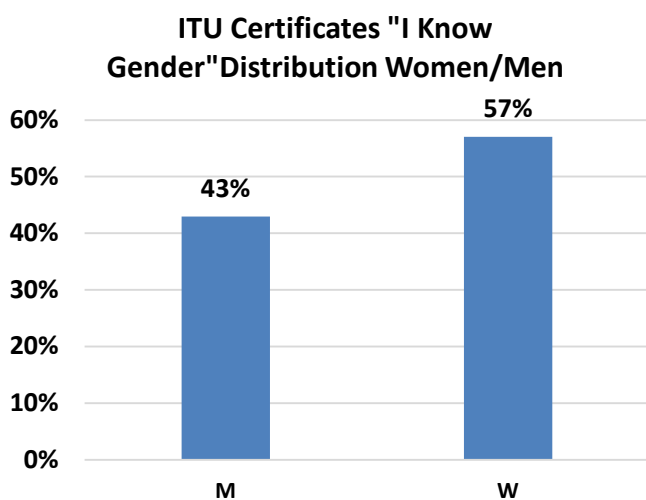
3.3.3 Gender equality and diversity HRMD measures

The HRM Department continues analyzing and monitoring gender distribution within the ITU while integrating the diversity component into the various existing ITU HR policies. Also, the HRM Department continues striving to ensure that the objectives in Annex 2 to PP Resolution 48 be achieved. It renews its commitment in investing in gender representation in the recruitment interview panels. A pool of female panel members has been identified that can be called upon to participate in panels across ITU and has been provided with Competency Based Interviewing Training. Gender is being also embedded in additional HR policies, including Recruitment as well as in job descriptions where Gender represents a critical component in long term.

As regards to staff development, the gender and diversity perspective has been integrated in the new ITU Competency Framework. The new ITU Performance Management and Development System (PMDS), consisting of a new policy and a new electronic tool being launched to ITU to manage staff performance and development, integrates gender and diversity perspective and will support and assess managers and leaders in their capacity to identify female talent in the organization. Further progress has been made in the area of learning and development, dedicating resources for training on GEM both focusing on behavioral skills and technical skills.

In 2017, two (2) women and one (1) man attended the UN Gender Leadership Training at UN System Staff College (UNSSC) in Turin. The "I Know Gender" online training has been launched as part of the ITU Mandatory Training Policy, aiming at aligning ITU learning requirements to those of the Chief Executives Board (CEB) organizations within the UN System. As of 31 December 2017, 163 ITU staff have already completed the training.

The graphics below show the breakdown of ITU staff who have completed the training by gender, staff category and grade. HRMD will continue promoting these and other initiatives in the area of gender diversity and inclusion.



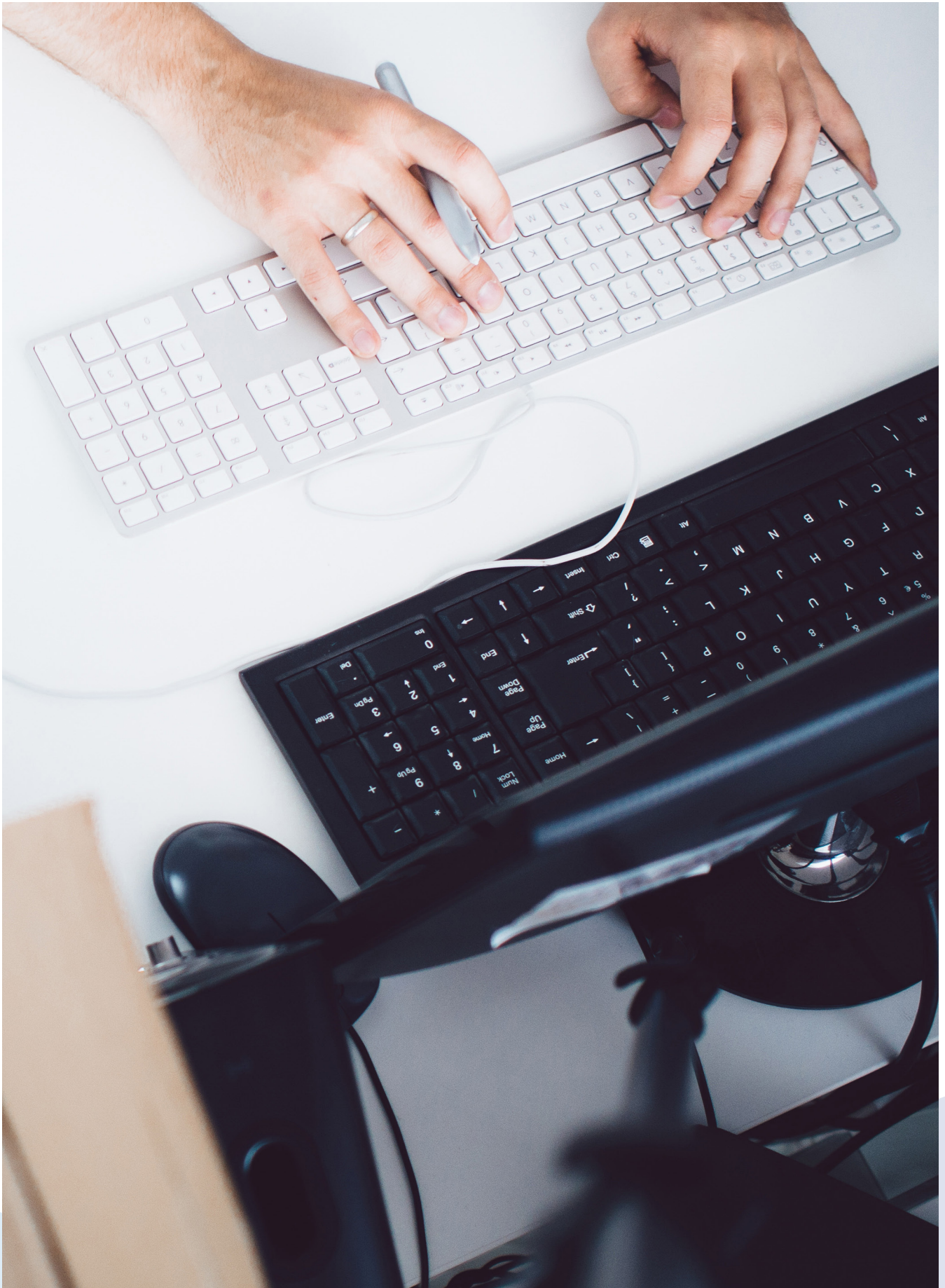
3.3.4 Gender distribution by grade and by nationality

Table 46 - Gender distribution by grade and by nationality 2017

Nationality		D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Albanian	Women						1		1
	Men					2	1		3
Algerian	Women						1		1
	Men			1					1
American	Women	1		1	2	1			5
	Men			1	2	2			5
Argentinian	Men			1	1	1			3
Australian	Women			1					1
	Men		1		2				3
Austrian	Women			1					1
Azerbaijani	Men						1		1
Bahraini	Men		1						1
Bangladeshi	Men				1				1
Belarusian	Men					1			1
Belgian	Women			1					1
	Men			2	2				4
Beninese	Men				1				1
Bosnian	Men		1	1					2
Botswanan	Women					1			1
Brazilian	Women				2	1	1		4
	Men		1	2	1	1			5
British	Women			1	2	5			8
	Men			1		3	1		5
Bulgarian	Women				1	1		1	3
	Men					1			1
Burkinabe	Men			1		1			2
Burundi	Women				1				1
Cameroonian	Women						2		2
	Men		1			1			2
Canadian	Women			2	2	1	2		7
	Men		1	3			1		5
Chinese	Women			1	1	2			4
	Men		1	3	1				5
Colombian	Women					1	1	1	3
	Men			1		2			3
Costa Rican	Women			1					1
	Men			1					1
Danish	Men		1						1
Dominican	Men					1			1
Dutch	Men				2				2
Ecuadorian	Women						1		1
	Men					1			1
Egyptian	Men		1		2		1		4
Eritrean	Men						1		1
Ethiopian	Women					1			1
	Men					1			1
F. Trinidad & T	Men			1					1
Fijian	Men		1						1
Filipino	Women				2	1			3
	Men					2	3		5
Finnish	Women				1				1
French	Women			2	4	5	6		17
	Men		3	2	11	11	3		30
Gabonese	Men			1					1
Gambian	Women					1			1
Georgian	Men			1					1
German	Women			1					1
	Men	1			3	1	1		6

Nationality		D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Ghanian	Women					1			1
	Men				1		1		2
Greek	Men				1	2			3
Guatemalan	Women				1				1
	Men					1			1
Hungarian	Men			1		1		1	3
Indian	Women					1			1
	Men			2	2	2	1	1	8
Indonesian	Women				1				1
Iranian	Women				1				1
	Men				1				1
Irish	Women				1				1
	Men					1			1
Italian	Women			1	2	4	3	1	11
	Men			1	3	1	1		6
Japanese	Women					1			1
	Men	1		1	3	1			6
Jordanian	Men				1	1			2
Kenyan	Women			1					1
	Men						2		2
Korean	Women		1			1			2
	Men			1	5		1		7
Laotian	Men				1				1
Latvian	Men			1					1
Madagascan	Women						1		1
	Men					1			1
Malaysian	Women				1				1
	Men				2	1			3
Malian	Women				1	1	2		4
	Men					1	1		2
Mauritian	Women					1			1
	Men					1			1
Moldovan	Men				1				1
Mongolian	Men			1					1
Moroccan	Women			1	1				2
	Men				1				1

Nationality		D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Mozambican	Men			1					1
Nepalese	Men				1				1
Nicaraguan	Men						1		1
Nigerian	Men			1					1
Norwegian	Men			1					1
Pakistani	Men					1			1
Polish	Men			1					1
Portuguese	Men				1				1
Romanian	Women				1				1
	Men			1					1
Russian	Women			1	2	1			4
	Men	1	2	1	2	1			7
Rwandan	Men				1	1			2
Salvadoran	Men			1	1				2
Senegalese	Men		1	1	1				3
Serbian	Women					1			1
Singaporean	Men				1				1
South African	Men			1			1		2
Spanish	Women				2	2	2		6
	Men				2	3			5
Sri Lankan	Women				1	1			2
Sudanese	Men						1		1
Swedish	Women			1		1			2
Swedish	Men					1			1
Swiss	Women				1	1		1	3
	Men					2	2		4
Syrian	Women					1			1
	Men			1					1
Tanzanian	Women						1		1
	Men				1				1
Thai	Men					1			1
Tunisian	Men		1	1	1	3	1		7
Turkish	Women				1				1
	Men				1				1
Ugandan	Women				1	1			2
	Men						1		1
Uruguayan	Men	1							1
Uzbekistani	Men					1			1
Venezuelan	Women					1	1		2
Vietnamese	Men				1				1
Zambian	Women			1					1
Zimbabwean	Men		1		1				2
Overall Total		4	18	61	102	104	54	6	348



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 enable 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 2017, on average, 51 staff members were on part-time arrangements, a decrease of 10 staff members from 2016.

Flexible working arrangements

Flexible working arrangements (FWAs) are part of the larger context of work-life balance. Two (2) 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 UN System we have four (4) 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: allows staff members to work longer hours over the course of a two-week period by distributing among the nine (9) 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 (2) 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 three (3) types of flexible working arrangements: teleworking, time-off for study, special leave.

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 would 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. In 2017 specifically a total of 27 staff members.

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 ten (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. These surveys should be undertaken periodically and be comparable over time.

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

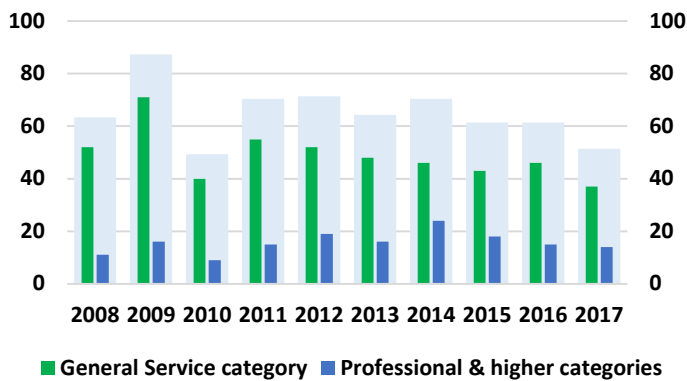
4.1 Part-time arrangements

The number of staff members taking advantage of part-time arrangements is relatively stable over the last ten (10) years. The data show that 73% of staff members on part-time arrangements are in the General Service category and 27% in the Professional and higher categories. Overall the percentage of women is 90%, General Service women represent 76% and 24% are from the Professional and higher categories.

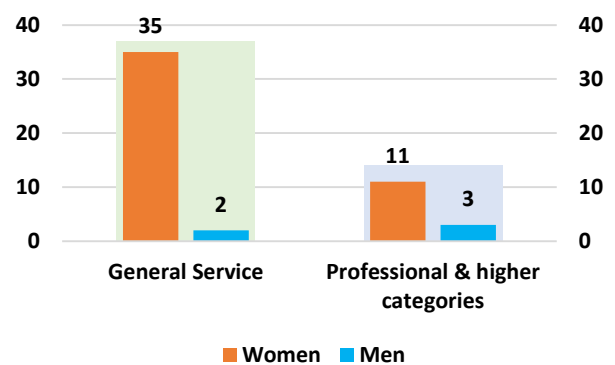
Table 47 -Staff members on part time working arrangements 2008-2017

Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
General Service	Women	49	70	40	54	50	48	42	41	43	35
	Men	3	1	0	1	2	0	4	2	3	2
	Total	52	71	40	55	52	48	46	43	46	37
Professional	Women	9	13	7	11	13	12	19	14	12	11
	Men	2	3	2	4	6	4	5	4	3	3
	Total	11	16	9	15	19	16	24	18	15	14
Overall Total		63	87	49	70	71	64	70	61	61	51

Distribution of staff members on part time arrangements 2008-2017



Gender distribution of staff member on part time arrangements by category 2017



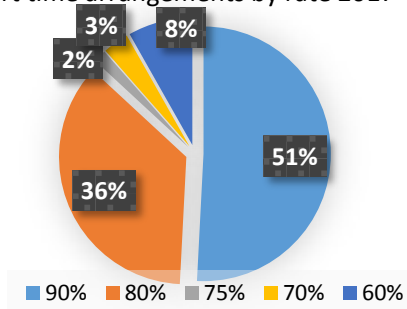
4.2 Part-time arrangements by rate

The table below shows the data on staff members working on part-time arrangements.

Table 48- Staff members on part-time working arrangements by rate 2017

% of work	P	G	Total
90%	6	13	19
80%	5	19	24
75%	1	1	2
70%	1	1	2
60%	1	3	4
Total	14	37	51

Part time arrangements by rate 2017



4.3 Teleworking arrangements

The table below shows that 27 staff members have made use of teleworking arrangements during the year 2017. Teleworking arrangements have been equally used between men and women in the Professional and higher categories during the year. For General Service category 85% of teleworking arrangements were for women.

Table 49- Staff members on teleworking arrangements by category and by gender in 2017

Category	Women	Men
P	8	6
G	11	2
Total	19	8

4.4 Special leave without pay

Table 50a - Staff members on LWOP From 1 January 2017 to 31 December 2017

Sector	Gender	Duty station	Category	Contract type
BDT	W	HQ	P	Permanent/Continuing
BDT	W	HQ	P	Fixed Term
BDT	W	HQ	P	Fixed Term
BDT	M	HQ	G	Permanent/Continuing
BR	M	HQ	P	Permanent/Continuing
SG/C&P	W	HQ	P	Permanent/Continuing
SG/HRMD	W	HQ	P	Permanent/Continuing
SG/FRMD	W	HQ	P	Permanent/Continuing
SG/JUR	W	HQ	P	Fixed Term
SG/IS	M	HQ	G	Permanent/Continuing
SG/HRMD	W	HQ	G	Permanent/Continuing
SG/AUDIT	W	HQ	G	Permanent/Continuing
SG/HRMD	W	HQ	G	Permanent/Continuing
SG/HRMD	M	HQ	G	Permanent/Continuing
SG/SPM	W	HQ	G	Permanent/Continuing
SG/IS	M	HQ	G	Permanent/Continuing

Table 50b - Staff members on LWP 2016-2017

Year	P	G	Sector Total number staff members on LWOP
2016	3	4	7
2017	8	8	16

4.5 Absenteeism

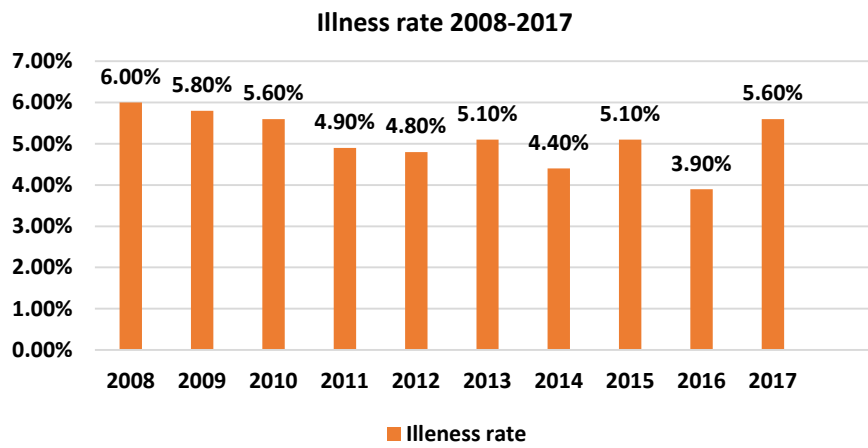
Absenteeism is a habitual pattern of absence from duties, for a series of different reasons including accidents and sickness; it does not include annual leave.

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 51 - Staff members' illness rate 2008-2017

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	5.60%
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%
2017	667	146740	7190.5	5.6%



CHAPTER 5-EXPENDITURE OF ITU LEARNING FUNDS 2017

Learning and Development represents a critical human resources function within the UN System both in terms of staff engagement and organizational business requirements.

In line with the ITU Human Resources Strategic Plan¹, recommendations made by internal and external auditors; and best practices of CEB organizations within the UN System, ITU has introduced a number of initiatives to promote strategic learning and development.

This section provides an overview of the ongoing and upcoming initiatives as well as of the allocation of learning funds used in 2017. It complements and updates the projected year-end forecast presented in the fall of 2017.

A new ITU Competency Framework² for ITU staff

A new ITU Competency Framework has been designed and introduced in the organization. This new framework is the result of an internal consultation and is in line with the Competency Frameworks of other CEB organizations within the UN System. It has been developed in parallel with the launch of the new ITU Electronic Performance Management and Development System (e-PMDS) and integrates all the ITU Competencies. In this respect, Service Order 18/03 has been issued on 15 February 2018, defining the applications principles of the new competencies across recruitment, performance management and learning.

Mandatory Training Policy

ITU has introduced the concept of “Mandatory Training” as a means of building a common foundation of knowledge, raising awareness and promoting a shared organizational culture. This concept is a first step towards addressing the recommendations of the CEB, the ITU Strategic Plan, as well as ITU internal and external audits on developing and implementing a comprehensive ITU learning and development policy. The three (3) main learning programmes are:

- Ethics
- I Know Gender
- Information Security Awareness

A Service Order will be published with indications of the mandatory training requirements that ITU staff shall comply with.

1 Reference to Res. 48 and 71 (Rev. Busan, 2014).

2 C17/INF/16-E. and Service Order 18/03.

A consultative approach to identify ITU learning needs

A series of meetings have been taking place with all ITU Sectors in order to compile and identify their technical and specific needs for 2018. The results of this approach are now reflected in the new ITU 2018 Learning Plan for implementation. The training programmes will allow the staff members to access high quality and effective learning opportunities, as well as to improve their skills and knowledge.

The ITU Learning Plan

The ITU Plan for 2018 learning and development initiatives is designed to serve as a comprehensive, single-window information repository for training programmes, learning opportunities and activities relevant to ITU. It builds on existing and new learning initiatives within ITU, UN System, private and public sectors as well demands from ITU Sectors. Staff members will be able to take full advantage of the training opportunities made available through this plan, in conformity with the new Performance Cycle for 2018.

Allocations of learning funds

The ITU overall learning budget for 2017 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 learning should represent to the extent possible, a target of 3% of the budget allocated to staff costs.

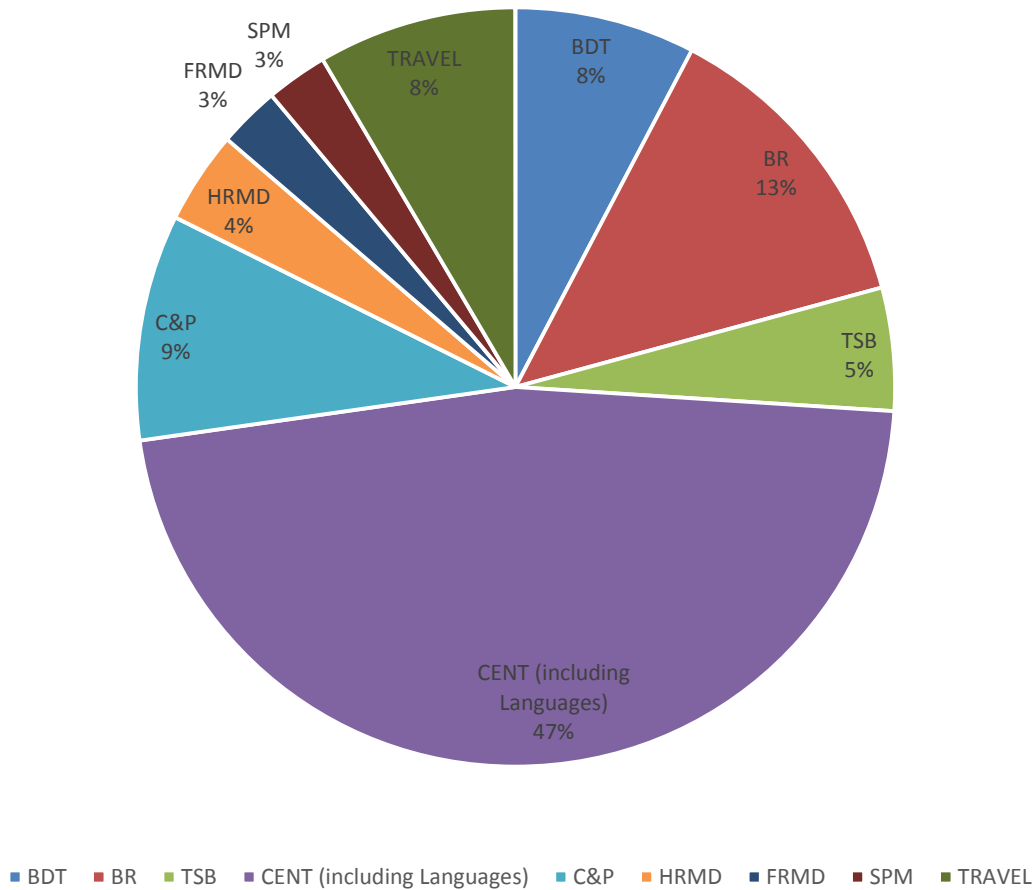
For monitoring and reporting purposes, the missions' travel allocation and the income from penalty fees (i.e. for non-completion of language classes), are now included within the overall budget. As a result, the total adjusted training budget for 2017 was CHF 429,980.

Altogether, about three (3) quarters of the allocated training funds (totaling CHF 429,980 per year) are held and managed centrally by HRMD to support language training and centralized initiatives for the whole ITU, as well as to fund individual technical training requests for the General Secretariat. The remaining funds (totaling CHF149,000) were de-centralized to the Bureaus. All de-centralized Bureaus' learning activities are subject to revision by HRMD for equity, effectiveness and potential cost savings through economies of scale.

5.1 Learning expenditures

The repartition of the initially budgeted learning funds by sector and department is illustrated in the graphic below³. At 30 March 2018, the expenditure level for the overall learning budget of CHF 459,165 including the Bureaus and Departments' allocations, was approximately 80%, representing to date around 770 instances of staff participation⁴. This learning programme will be further promoted in 2018 through a communication campaign with the aim to increase the number of staff completing the course.

ITU Org-wide 2017 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 modality. Typically learning initiatives for General Service functions have a lower per person cost than for Professional and higher categories which often have specialized learning needs including traveling 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 66% of learning instances were for Professional and higher staff, while 34% were for General Service staff.

³ The income from penalty fees is not reflected within the initial allocation, however it is recorded within the total expenditures..

⁴ Some ITU Staff Members have participated in more than one learning initiative.

Table 52 Percentage of learning activities by category 2017¹

Learning activity	Professional	General Services
Languages	58%	42%
On-line learning library (Lynda.com)	73%	27%
All other training requests (Group trainings, Management & Leadership, Technical, etc.)	65%	35%
Overall (based on 770 instances)	66%	34%

With respect to gender, the overall percentages of men/women participants were 48% men and 52% women.

5.3 Type of learning activity

The expenditure, including the Bureaus' allocations for the following types of learning activities were:

- 51% for upgrading technical and functional skills
- 21% for language training
- 10% for management & leadership
- 12% for communication, collaboration and personal effectiveness
- 5% for supporting degree/certification related educational programs

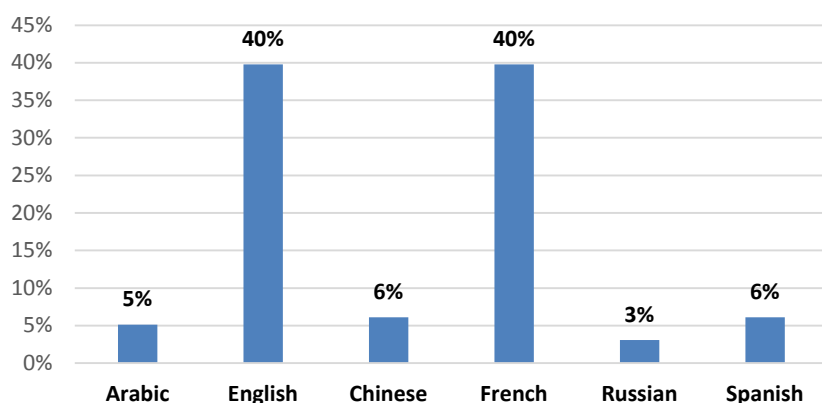
5.4 Mandatory training “I Know Gender”

Approximately 24% of ITU staff have undertaken the online mandatory training “I know Gender” between 2014 and 2017. Overall, the participation rate by gender was 57% women and 43% men, with 63% being staff in the Professional and higher categories and 37% staff being in the General Service category.

5.5 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 Professional and higher-categories. 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

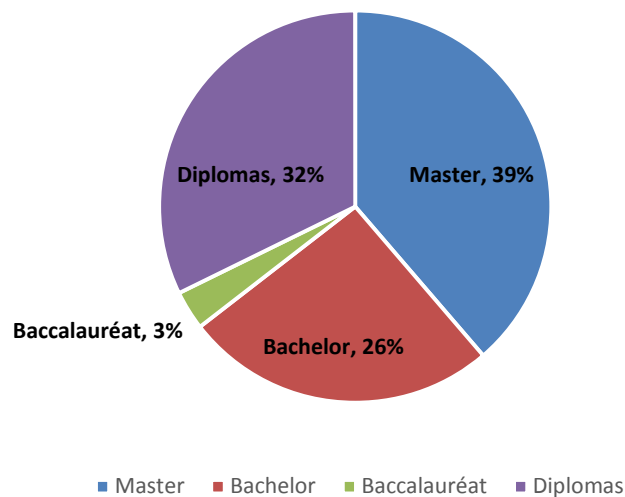


¹ Percentages expressed in relation to the total number of participants, and not in proportion to the actual staff composition.

5.6 Degree and certificate support

Approximately 9% of staff received financial support between 2010 and 2017 for pursuing a degree or certification programs. Overall 39% of the programs pertain to Masters Degrees, 26% Bachelor Degrees, and 35% specific diploma or certification programs. The profile of participants is 52% General Service staff and 48% Professional and higher 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, 42 staff members obtained their degree or certificate. The drop-out rate is below 15%.

Educational support by degree 2010 – 2018



CHAPTER 6 - ITU Performance Management and Development

6.1 ITU Periodic Performance Appraisals

Until 31 December 2017, the system to assess staff members' performance was defined Periodic Performance Appraisal (PPA). The HRM Department follows up, in collaboration with the HR/Administrative Focal Points in each Sector, on completion rate and collects the paper documents, following the approval signature process up to the Secretary General level (for P5 and above staff members) and Deputy Secretary General (for staff members up to P4 level). The HRM Department has received 89% of the PPAs completed for 2016 and will continue monitoring 2016 completion and collection until finalization. In addition HRMD has already initiated the collection of the 2017 PPAs. This process requires close follow up with the Sectors as well as continuous communication with managers and staff members on the importance of a quality performance management process and compliance.

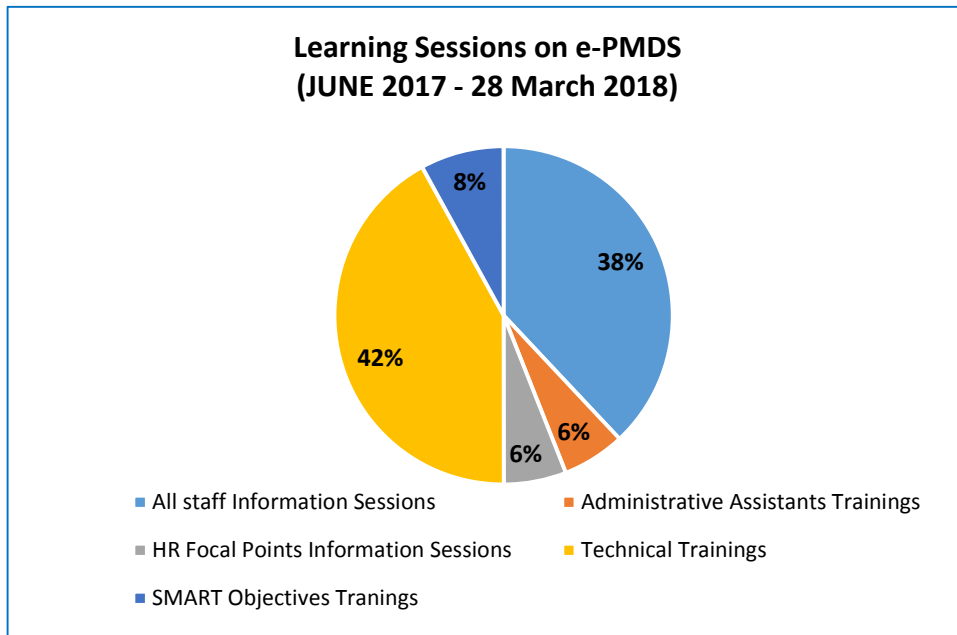
The HRM Department has developed a 2017-2018 Communication and Training Plan to ensure smooth transition to the new system. As part of this plan, each HR/Administrative Focal Point in each Sector has already been trained both on the conceptual and technical aspects of the system. A presentation and training on effective use of the system has been delivered to each sector, including targeted sessions to the Administrative Assistants to the Chiefs and Directors as well as to the Secretary General and Deputy Secretary General. Several presentations have been delivered to all ITU staff, including a "launch" event on 15 December 2017. The Training Plan will continue to be implemented in the course of 2018.

6.2 The new ITU Performance Management and Development System (PMDS)

The HR Strategic Plan makes reference to performance management as a means to support organizational and staff development. HRMD has designed and launched a new ITU PMDS in line with the best practices of the Chief Executives Board (CEB) Organizations of the UN System. The new ITU PMDS is the result of a consultative approach between HR, staff representatives as well as representatives across all ITU business units. The new PMDS consists of a new policy highlighting the principles and responsibilities in conducting a successful performance management process, as well as an electronic PMDS (e-PMDS) to accompany the implementation of the new ITU performance management approach, with a particular focus on the continuous dialogue between the staff member and the supervisor throughout the annual performance cycle. The new electronic tool has been launched on 11 January 2018 and the new PMDS Policy is being finalised through the regular approval process prior to the publication to all ITU staff in the course of 2018. .

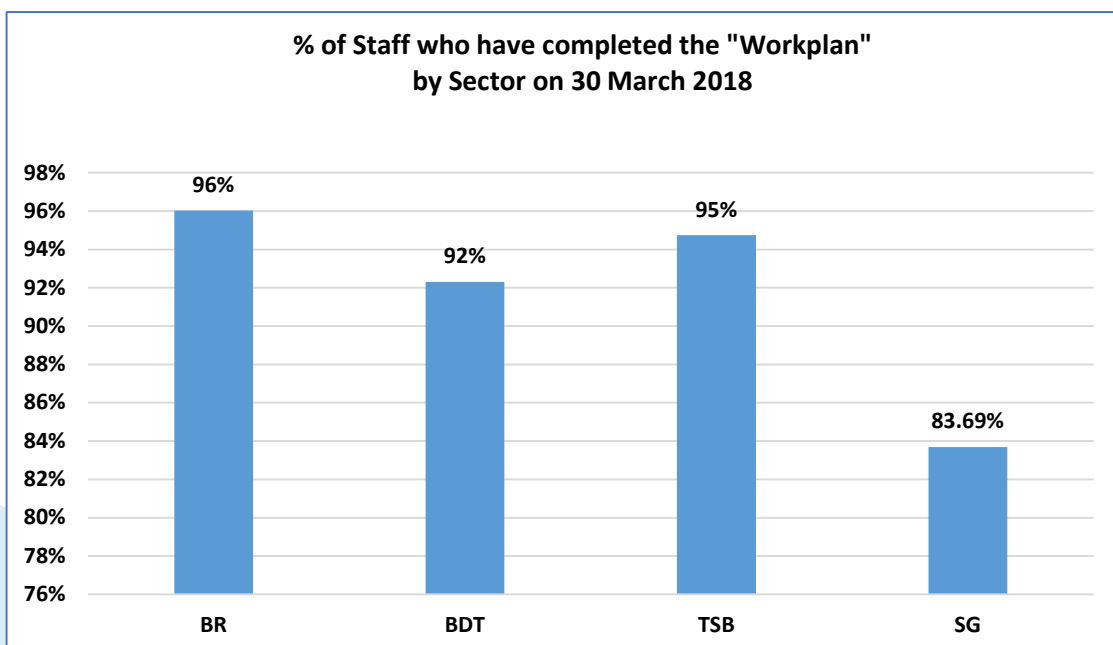
Learning sessions on e-PMDS

HRMD have organized and implemented more than 55 learning activities related to the e-PMDS from June 2017 to 30 March 2018, delivered to all sectors. See the graphic below showing the break down by event type.



In addition, information sessions on both the principles, roles and responsibilities on performance management as well as on the technical fundamentals of the system have been delivered to all managers across sectors. Other means to reach out ITU Staff have been webinars, recorded sessions, guidelines and other supporting documentation as needed. As of end of March 2018, 85% of ITU staff members have entered their annual workplan in the e-PMDS.

Please see below the graphic which represents the breakdown of percentage of staff who have completed the workplan by sector as of 30 March 2018.



7.1 Introduction

According to the JIU latest report⁵, succession planning is the process of pinpointing key needs for intellectual talent and leadership throughout the organization over time, and preparing people for present and future responsibilities. Basic steps of succession planning are as follows:

- The organization prepares a projection in which it anticipates management needs based on planned contraction or expansion factors, as well as workforce trends;
- Existing management talent is identified along with management replacement tables 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.

7.2 ITU Succession planning

Human resources planning is a process that identifies current and future human resources needs for an organization to achieve its goals. It means forecasting the organization's labour supply and demand, based on its business needs; and subsequently developing and employing the strategies required to meet those needs. Strategies are then developed to address the gap, which may comprise recruitment, internal staffing, development, training, contracting and partnering, and activities relating to downsizing. Human resources planning can be conducted at the organization level or at any component level, but clear understanding of and linkage with business direction is always a key success factor. It includes planning for retirements (succession planning). HRMD has made efforts in ensuring that succession elements are embedded in the HR Strategic Plan, including projecting the number of positions which will be vacated by staff members retiring in the next ten (10) years. The new e-PMDS will allow analysis of the competencies to be strengthened and/or acquired through a learning and development plan. The e-PMDS will also allow the identification of organizational talent to meet the ITU business requirements as well as strategic and operational priorities.

7.3 Competency framework and skills inventory

The ITU Human Resources Strategic Plan strategy states that the competency framework and skills inventory represent an indispensable tool for workforce planning.

Competencies are designed and tested across the Union, and then applied to support Human Resources functions. The competency framework thus provides a common language used by multiple human resources functions including: vacancy management and workforce planning, career development and succession planning.

The ITU succession planning strategy takes into account retirements. In this context, the human resources planning in ITU follows a budgetary cycle, projecting expected vacancies within the next budgetary cycle (four years).

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

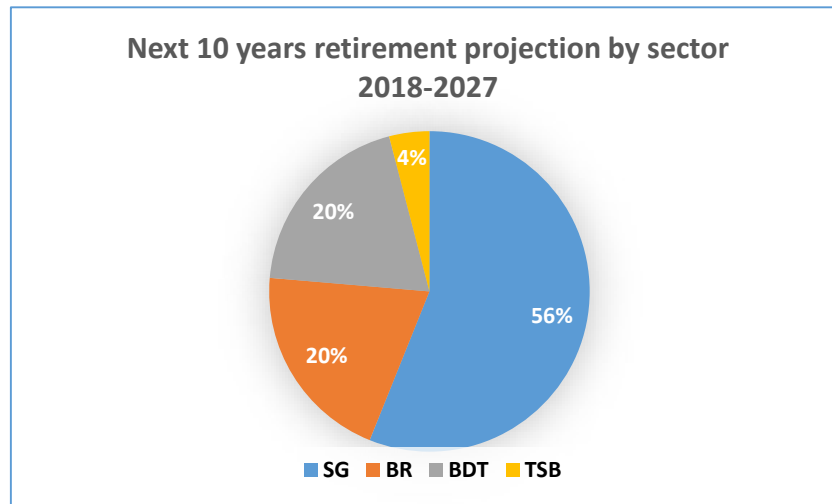
During its 2016 session, Council approved Decision 594 increasing of the Mandatory Age of Retirement to 65 years of age for all staff members recruited before 1 January 2014 and in service on 1 January 2018.

⁵ JIU/REP/2016/2 Succession Planning in the United Nations system organizations

7.4 ITU ten year's retirement projection

Table 53 - Professional & higher and General Service categories ten year's retirement projection

Sector	SG	BR	BDT	TSB	Overall Total
Year	NB of Projected retirees				
2018	5	0	0	0	5
2019	0	0	0	0	0
2020	0	0	0	0	0
2021	5	4	6	1	16
2022	8	2	5	1	16
2023	11	4	1	2	18
2024	11	4	2	0	17
2025	14	2	6	0	22
2026	17	7	5	1	30
2027	12	5	4	1	22
Overall Total	83	28	29	6	146



7.5 Retirement projections for the next ten years by category, sector and grade

Table 54 - Percentage of total number of retirees compared to total number of staff members by sector as at 31 December 2017

Sector	Total number retirees in next 10 years	% Total retirees	Sector staff members 31 December 2017
SG	83	23.92%	347
BR	28	22.05%	127
BDT	29	21.32%	136
TSB	6	10.53%	57

Table 55 - General Service category ten year's retirement projection by grade

Sector	SG	BR	BDT	TSB	Overall Total
Number of projected retirees					
2018					
G-7	1				1
G-6	3				3
G-5					
G-4					
Total	4				4
2019					
G-7					
G-6					
G-5					
G-4					
Total					
2020					
G-7					
G-6					
G-5					
G-4					
Total					
2021					
G-7		2			2
G-6	1	1		1	3
G-5	1		1		2
G-4	2				2
Total	4	3	1	1	9
2022					
G-7	1				1
G-6		1			1
G-5	2	1			3
Total	3	2			5
2023					
G-7	1	1			2
G-6	1			1	2
G-5	1	1			2
G-4	1	1			2
G-3					
Total	4	3		1	8
2024					
G-7	1				1
G-6	2		1		3
G-5	3	2			5
G-4					
Total	6	2	1		9
2025					
G-7					
G-6	4				4
G-5	3		2		5
Total	7		2		9
2026					
G-6	4	1			5
G-5	4	1	2		7
G-4	2				2
G-3	1				1
Total	11	2	2		15
2027					
G-7			1		1
G-6	3	3			6
G-5	2	2			4
G-4	1				1
G-3					
Total	6	5	1		12
Overall Total	45	17	7	2	71

Table 56 - Professional & higher categories ten year's retirement projection by grade

Sector	SG	BR	BDT	TSB	Overall Total
Number of projected retirees					
2018					
D-1	1				1
D-2					
P-4					
P-5					
Total	1				1
2019					
D-1					
P-3					
P-4					
P-5					
Total					
2020					
D-2					
P-4					
P-5					
Total					
2021					
D-1			1		1
P-3					
P-4	1		2		3
P-5		1	2		3
Total	1	1	5		7
2022					
D-1			1		1
P-2					
P-3	1				1
P-4	1		2	1	4
P-5	3		2		5
Total	5		5	1	11
2023					
D-2		1		1	2
D-1					
P-2					
P-3					
P-4	5				5
P-5	2		1		3
Total	7	1	1	1	10
2024					
D-1	1		1		2
P-2					
P-3		1			1
P-4	3				3
P-5	1	1			2
Total	5	2	1		8
2025					
D-1			2		2
P-2	1				1
P-3					
P-4	2	2	1		5
P-5	4		1		5
Total	7	2	4		13
2026					
D-1	1		1		2
P-2					
P-3	3	1		1	5
P-4		2			2
P-5	2	2	2		6
Total	6	5	3	1	15
2027					
D-1					
P-2			1		1
P-3	3				3
P-4	3			1	4
P-5			2		2
Total	6		3	1	10
Overall Total	38	11	22	4	75

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