Contribution by the Secretariat

HUMAN RESOURCES REPORTING AND STATISTICS
UPDATED 31 DECEMBER 2019

Human Resources Reporting and Statistics

Council Working Group 2020

Human Resources Management Department

Updated 31 December 2019
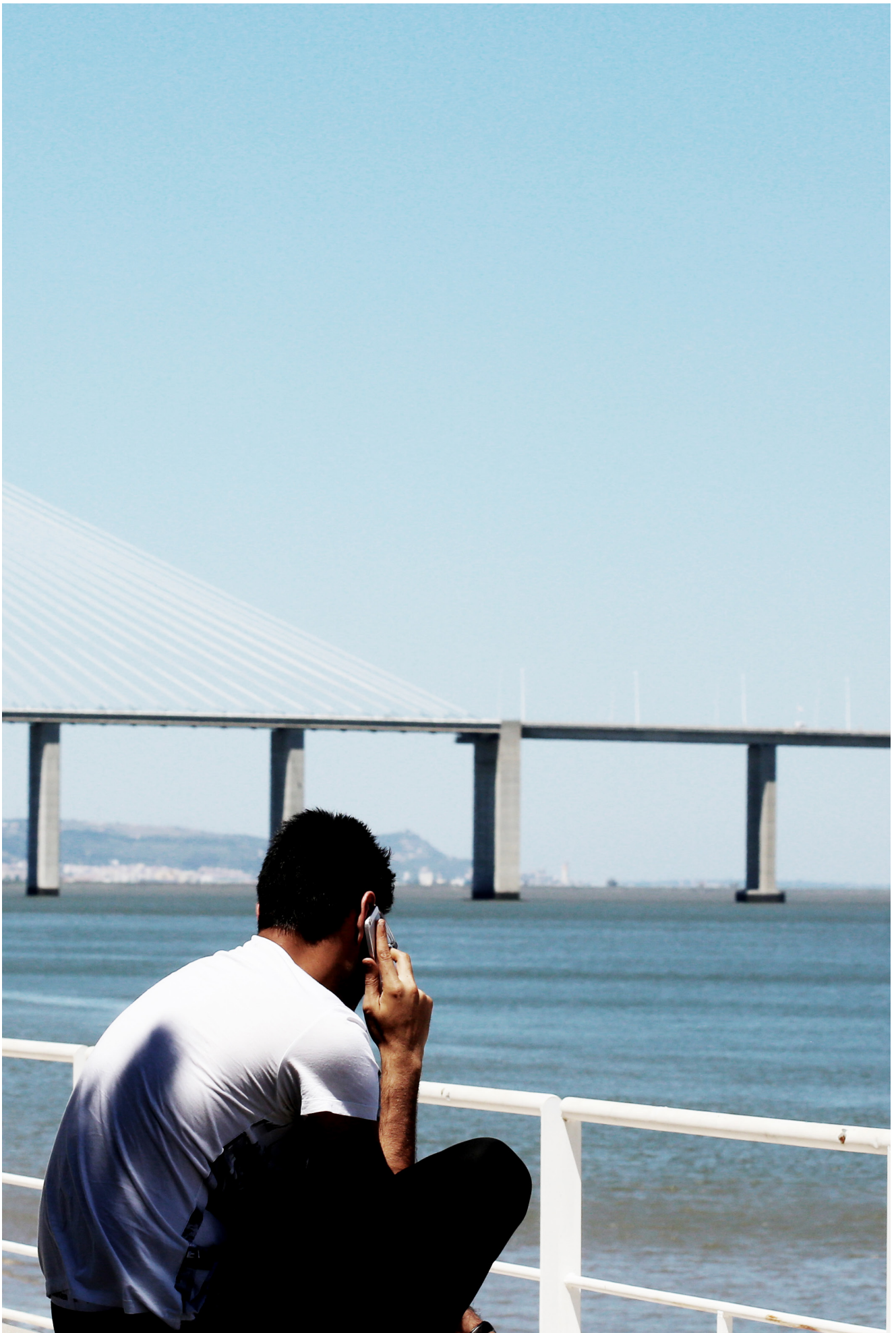
International Telecommunication Union

2008-2019

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INTRODUCTION

This report contains statistical data on the International Telecommunication Union (ITU) workforce composition covering the years 2008 through 2019. These data on 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 2019.

DEFINITION OF TERMS[1]
Regularly Appointed Staff Members

All individuals appointed by the organization as staff members as defined by the ITU Staff Regulations and Staff Rules[2] for a period of one 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 individuals appointed for a period of less than one 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[3].

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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).

3. the Inter-Organizational Agreement concerning Transfer, Secondment or Loan of staff among Organizations applying to the United Nations Common System of Salaries and Allowances.

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

Any location to which an organization assigns its staff, whether an established office or a technical cooperation project.

ITU Acronyms in the report

TSB : Telecommunication Standardization Bureau
BR   : Radiocommunication Bureau
BDT :Telecommunication Development Bureau
SG : General Secretariat
HRMD: Human Resources Management Department
GS : General Service
P&HC : Professional and Higher categories

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 staff[1].

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 ten(10) years the ITU's turnover increased from 5% in the year 2008 to 8,5% in the year 2019. 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 ten (10) 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 2018 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 arrangements[2] 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

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

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

Ageing of the worforce

Studies undertaken by the JIU[1] 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 at 1 January 2014 for staff members recruited from that date, moreover, extended as at 1 January 2018 to all staff in service, will significantly impact the ageing of the workforce.

Baby boom generation

The labour market in many parts of the world as well as in the 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 54 and 72 in 2019). As for ITU, 43% of staff members in the Professional and higher categories, and 48% in the General Service category were over 50 years of age as of 31 December 2019.

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 ten (10) 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 to invest in younger generations and remain an attractive organization to young professionals.

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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 2019, ITU had a total of 684 staff members of which 58% 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 130 while for Professional and higher categories it has increased by 83 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 - 2019

Employee Subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Service category	416	410	389	384	378	361	347	333	325	290	285	286
Professional & higher categories	315	333	340	351	369	377	391	380	380	377	384	398
Overall total	**731**	**743**	**729**	**735**	**747**	**738**	**738**	**713**	**705**	**667**	**669**	**684**

Staff members by category 2019

42%
58%

■ General Service category
■ Professional & higher categories

General Service category vs Professional & higher categories 2008-2019

─── General Service category
─── Professional and Higher categories
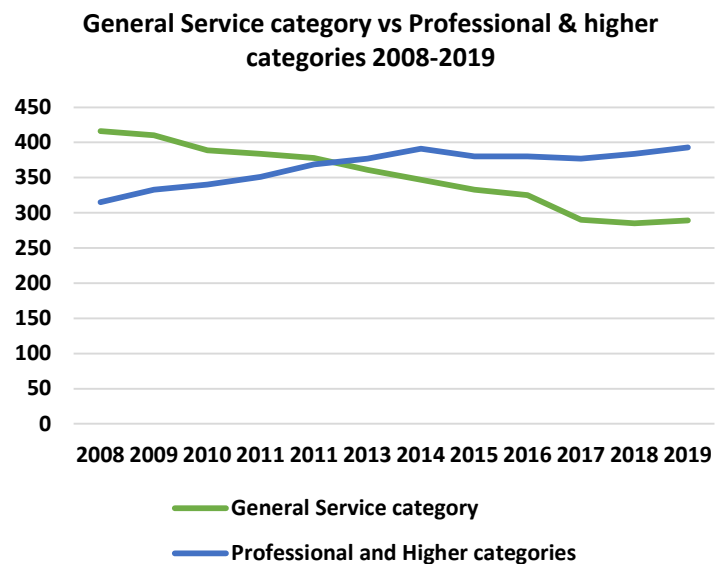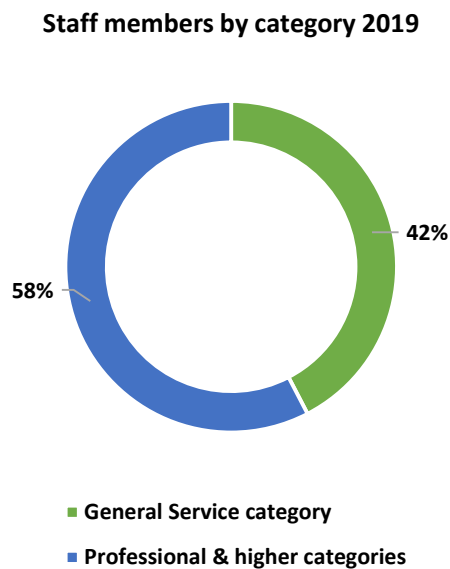
1.1.2 Distribution by category and grade

Table 2 a - General Service category distribution by grade 2008-2019

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
G-7	31	30	26	26	27	24	22	23	21	17	15	15
G-6	124	118	120	124	127	124	117	110	108	94	95	96
G-5	167	175	157	152	148	139	142	137	139	129	126	124
G-4	60	55	51	48	50	47	41	40	34	29	31	33
G-3	26	27	27	26	21	21	21	19	20	18	15	15
G-2	8	5	8	8	5	6	4	4	3	3	3	3
Total	**416**	**410**	**389**	**384**	**378**	**361**	**347**	**333**	**325**	**290**	**285**	**286**

Table 2 b - General Service category percentage by grade 2008-2019

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
G-7	7,5%	7,3%	6,7%	6,8%	7,1%	6,6%	6,3%	6,9%	6,5%	5,9%	5,3%	5,3%
G-6	29,8%	28,8%	30,8%	32,3%	33,6%	34,4%	33,7%	33%	33,2%	32,4%	33,3%	33,6%
G-5	40,1%	42,7%	40,4%	39,6%	39,2%	38,5%	40,9%	41,1%	42,7%	44,5%	44,2%	43,4%
G-4	14,4%	13,4%	13,1%	12,5%	13,2%	13%	11,8%	12%	10,5%	10%	10,9%	11,5%
G-3	6,3%	6,6%	6,9%	6,7%	5,6%	5,8%	6,1%	5,7%	6,2%	6,2%	5,3%	5,2%
G-2	1,9%	1,2%	2,1%	2.1%	1,3%	1,7%	1,2%	1,2%	0,9%	1%	1%	1%

In the General Service category, the levels G6 and G5 represented approx 70% of staff in 2008; this percentage increased to apporx 77% in 2019. 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 58% 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 high number of staff members occupying positions classified at the G6 and G5 levels shows the need for ITU to invest in the continuous engagement of these staff members, as well as to create opportunities for technical specialization and career growth. In this context, HRMD has joined 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 2019
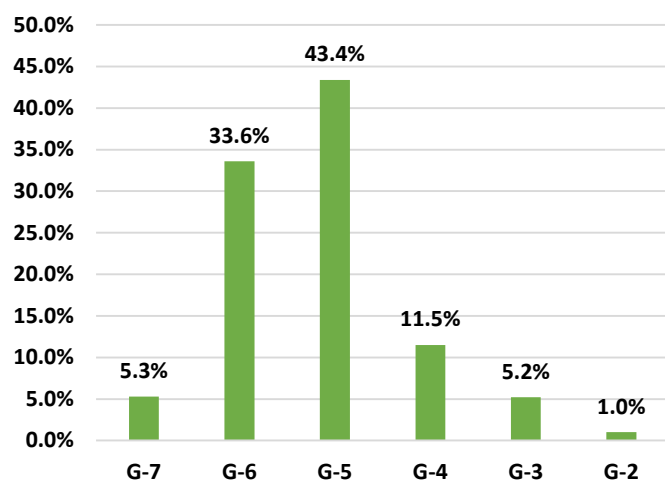
General Service category 2008-2019
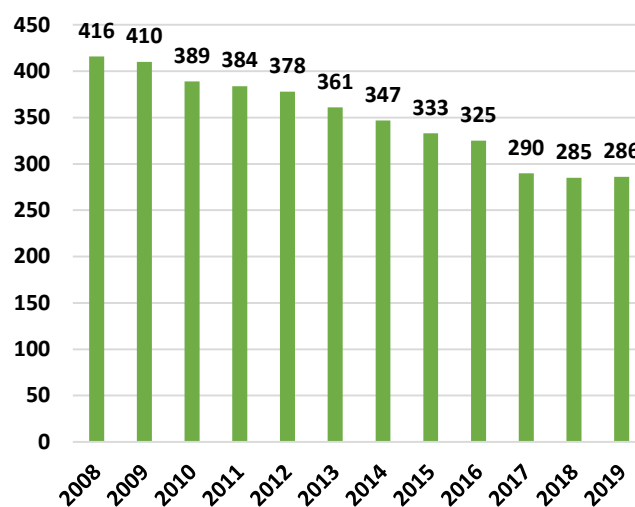
Table 3 a - Professional & higher categories distribution by grade 2008-2019

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
D-2	5	5	5	5	4	4	4	4	4	4	4	3
D-1	14	13	14	16	17	17	18	16	17	18	16	16
P-5	76	84	83	80	80	74	72	72	70	69	76	74
P-4	89	94	98	96	99	108	114	109	110	110	117	124
P-3	97	112	109	117	122	125	125	120	118	114	108	117
P-2	31	21	27	34	43	44	52	53	55	55	57	60
P-1	3	4	4	3	4	5	6	6	6	7	6	4
Total	**315**	**333**	**340**	**351**	**369**	**377**	**391**	**380**	**380**	**377**	**384**	**398**

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
D-2	1,6%	1,5%	1,5%	1,4%	1,1%	1,1%	1,%	1,1%	1,1%	1,1%	1.0%	0,7%
D-1	4,4%	3,9%	4,1%	4,6%	4,6%	4,5%	4,6%	4,2%	4,5%	4,8%	4.2%	4,1%
P-5	24,1%	25,2%	24,4%	22,8%	21,7%	19,6%	18,4%	18,9%	18,4%	18,3%	19.8%	18,6%
P-4	28,3%	28,3%	28,8%	27,4%	26,8%	28,6%	29,2%	28,7%	28,8%	29,1%	30.5%	31,1%
P-3	30,8%	33,6%	32,1%	33,3%	33,1%	33,2%	32%	31,6%	31,1%	30,2%	28.1%	29,4%
P-2	9,8%	6,3%	7,9%	9,6%	11,6%	11,7%	13,3%	13,9%	14,5%	14,6%	14.8%	15,1%
P-1	1%	1,2%	1,2%	0,9%	1.1%	1,3%	1,5%	1,6%	1,6%	1,9%	1.6%	1,0%

Percentage of Professional & higher categories 2019

Professionnal & higher categories 2008-2019
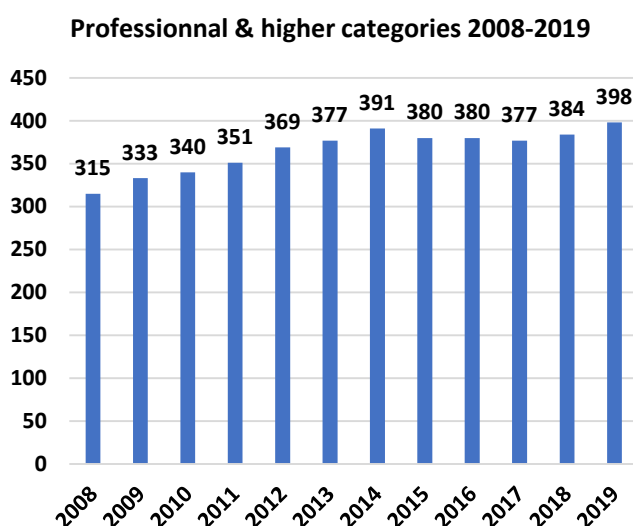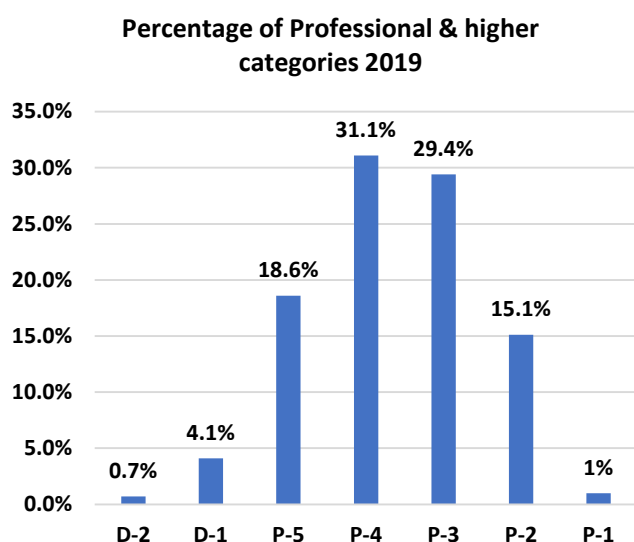
In 2008, staff members at P4 and P3 levels represented approx 60% of the total number of Professional and higher categories. Overall, staff members encumbering P4 and P3 positions represent the majority of the ITU population within the Professional category(61% in 2019). For succession planning purposes, 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 has launched 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. Following successful outcomes of the first edition, this programme has become corporate and will continue to be implemented annually.

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 129, an increase of 13 staff members. In the BR the number decreased by 20 staff members (from 154 to 134). In the GS the number of staff has decreased by 42 (405 to 363). 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 2008-2019

Sector	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TSB	G S	33	32	32	28	28	28	26	24	21	19	20	20
	P & H	23	22	28	32	30	31	35	36	36	38	39	38
	Total	**56**	**54**	**60**	**60**	**58**	**59**	**61**	**60**	**57**	**57**	**59**	**58**
BDT	G S	54	64	55	58	58	54	51	50	51	48	91	43
	P & H	62	70	71	79	79	87	97	93	90	88	45	86
	Total	**116**	**134**	**126**	**137**	**137**	**141**	**148**	**143**	**141**	**136**	**136**	**129**
BR	G S	71	66	64	62	55	53	52	51	51	47	48	48
	P & H	83	84	83	77	83	84	82	81	84	80	79	86
	Total	**154**	**150**	**147**	**139**	**138**	**137**	**134**	**132**	**135**	**127**	**127**	**134**
GS	G S	258	248	238	236	237	226	218	208	170	176	172	175
	P & H	147	157	158	163	177	175	177	170	202	171	175	188
	Total	**405**	**405**	**396**	**399**	**414**	**401**	**395**	**378**	**372**	**347**	**347**	**363**
ITU	**Overall Total**	**731**	**743**	**729**	**735**	**747**	**738**	**738**	**713**	**705**	**667**	**669**	**684**

Staff members by sector 2019

TSB, 58, 8%
BDT, 129, 19%
BR, 134, 20%
SG, 363, 53%

■ TSB ■ BDT ■ BR ■ SG
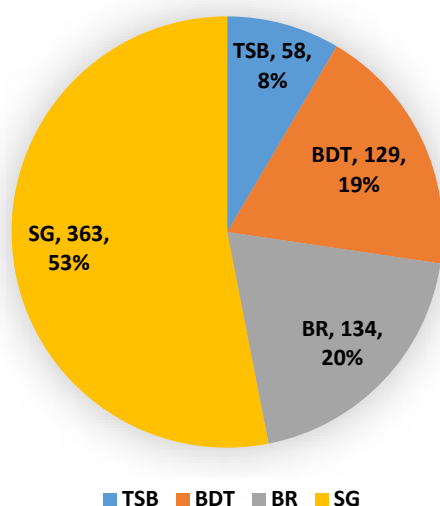
Staff members distribution by sector 2008-2019

■ TSB ■ BDT ■ BR ■ SG
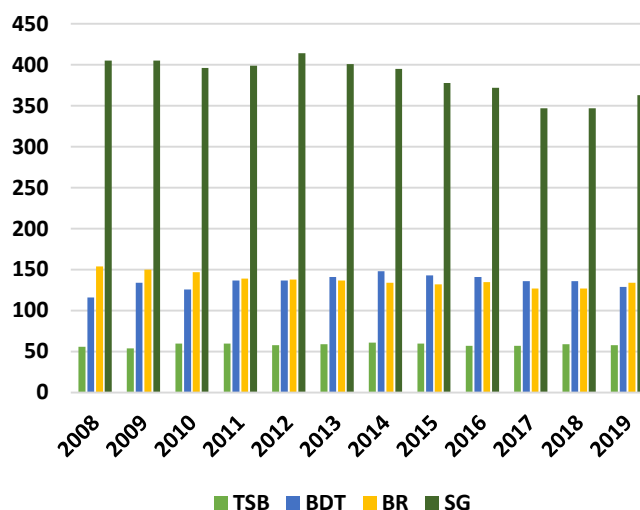
1.1.4 Distribution by duty station and category

Table 5 - Staff members distribution by duty station and by category 2008-2019

Duty Station	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Addis Ababa	GS	3	5	3	4	4	4	4	4	4	4	4	4
	P&H	4	6	6	5	2	3	4	4	4	3	3	4
	Total	**7**	**11**	**9**	**9**	**6**	**7**	**8**	**8**	**8**	**7**	**7**	**8**
Bangkok	GS	3	3	3	3	3	3	4	4	4	4	4	3
	P&H	3	4	4	4	4	4	5	5	4	4	4	2
	Total	**6**	**7**	**7**	**7**	**7**	**7**	**9**	**9**	**8**	**8**	**8**	**5**
Brasilia	GS	2	2	1	1	2	2	2	2	2	1	2	2
	P&H	2	3	3	4	2	4	4	4	4	4	4	4
	Total	**4**	**5**	**4**	**5**	**4**	**6**	**6**	**6**	**6**	**5**	**6**	**6**
Bridgetown	GS	1	1	1	1	1	1	1	1	1	1	1	1
	P&H	1	1	2	2	2	2	2	2	2	2	2	2
	Total	**2**	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
Cairo	GS	3	6	6	6	5	6	4	4	4	4	4	4
	P&H	1	3	3	3	3	5	5	5	5	5	5	5
	Total	**4**	**9**	**9**	**9**	**8**	**11**	**9**	**9**	**9**	**9**	**9**	**9**
Dakar	GS	3	2	1	1	2	2	2	2	2	2	1	1
	P&H	2	2	2	2	1	2	2	1	2	2	1	1
	Total	**5**	**4**	**3**	**3**	**3**	**4**	**4**	**3**	**4**	**4**	**2**	**2**
Geneva	GS	395	384	367	362	354	336	322	308	300	265	261	263
	P&H	293	303	308	319	344	341	352	343	343	342	349	363
	Total	**688**	**687**	**675**	**681**	**698**	**677**	**674**	**651**	**643**	**607**	**610**	**626**
Harare	GS	1	1	1	1	1	1	1	1	1	1	1	1
	P&H	2	0	0	0	1	2	2	2	2	2	2	2
	Total	**3**	**1**	**1**	**1**	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
Jakarta	GS	1	1	1	1	1	1	1	1	1	1	1	1
	P&H	1	1	1	1	1	2	2	2	2	1	2	2
	Total	**2**	**2**	**2**	**2**	**2**	**3**	**3**	**3**	**3**	**2**	**3**	**3**
Moscow	GS	1	1	1	0	1	1	1	1	1	1	1	1
	P&H	2	2	2	2	2	2	2	1	1	2	2	2
	Total	**3**	**3**	**3**	**2**	**3**	**3**	**3**	**2**	**2**	**3**	**3**	**3**
New York	GS	0	0	0	0	0	0	1	1	1	1	1	1
	P&H	0	1	*2	*2	1	1	2	2	2	3	2	3
	Total	**0**	**1**	**2**	**2**	**1**	**1**	**3**	**3**	**3**	**4**	**3**	**4**
Port of Spain	P&H	1	1	1	0	0	0	0	0	0	0	0	0
	Total	**1**	**1**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Riyadh	GS	1	1	1	1	1	1	1	1	1	1	1	1
	P&H	1	3	3	3	3	3	3	3	3	2	2	2
	Total	**2**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**3**	**3**	**3**
Santiago	GS	0	1	1	1	1	1	1	1	1	1	1	1
	P&H	0	1	1	1	1	2	2	2	2	2	2	2
	Total	**0**	**2**	**2**	**2**	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
Suva	GS	0	0	0	0	0	0	0	0	0	0	0	0
	P&H	0	1	1	1	0	0	0	0	0	0	0	0
	Total	**0**	**1**	**1**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Tegucigalpa	GS	1	1	1	1	1	1	1	1	1	1	1	1
	P&H	1	0	0	1	1	2	2	2	2	2	2	2
	Total	**2**	**1**	**1**	**2**	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
Yaoundé	GS	1	1	1	1	1	1	1	1	1	1	1	1
	P&H	1	1	1	1	1	2	2	2	2	2	2	2
	Total	**2**	**2**	**2**	**2**	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
Overall Total		**731**	**743**	**729**	**735**	**747**	**738**	**738**	**713**	**705**	**667**	**669**	**684**

*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, short-term staff and staff members Leave Without Pay 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 2019, ITU had 193 Member States and 95 are represented in these categories.

Table 6 - Geographical distribution of Professional and higher categories by nationality 2019

Nationality	Employees	Nationality	Employees	Nationality	Employees
Albanian	5	Finnish	2	Portuguese	1
Algerian	3	French	53	Romanian	2
American	7	Gabonese	1	Russian	13
Argentinian	5	Gambian	1	Rwandan	2
Australian	3	German	9	Salvadoran	2
Austrian	1	Ghanian	3	Senegalese	3
Azerbaijani	1	Greek	3	Serbian	1
Bahraini	1	Guatemalan	2	Singaporean	1
Bangladeshi	1	Hungarian	3	South African	2
Belarusian	1	Indian	10	Spanish	12
Belgian	6	Indonesian	1	Sri Lankan	2
Beninese	1	Iranian	2	Sudanese	1
Bosnian	2	Irish	1	Swedish	3
Botswanan	1	Italian	17	Swiss	7
Brazilian	9	Japanese	7	Syrian	2
British	14	Jordanian	2	Tanzanian	2
Bulgarian	5	Kenyan	2	Tunisian	8
Burkinabe	2	Korean	8	Turkish	2
Burundi	1	Laotian	1	Ugandan	4
Cameroonian	4	Latvian	1	Ukrainian	1
Canadian	12	Macedonian	1	Uzbekistani	1
Chinese	13	Madagascan	2	Venezuelan	2
Colombian	6	Malaysian	4	Vietnamese	1
Congolese	1	Malian	5	Zambian	1
Costa Rican	2	Mauritian	2	Zimbabwean	2
Danish	1	Moldovan	1	**Overall Result**	**365**
Dominican	1	Mongolian	1		
Dominican	1	Moroccan	3		
Dutch	3	Nepalese	1		
Ecuadorian	2	Nicaraguan	2		
Egyptian	3	Nigerian	1		
Eritrean	1	Nigerien	1		
Ethiopian	2	Norwegian	1		
F. Trinidad & T	1	Pakistani	2		
Filipino	8	Polish	1		

1.1.6 Distribution of Professional & higher categories top eleven nationalities

Table 7 shows the ten 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, 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 ten nationalities of Professional & higher categories 2019

Nationality	Number of Professional & higher categories	% on the total of 365
French	53	14.52%
Italian	17	4.66%
British	14	3.84%
Chinese	13	3.56%
Russian	13	3.56%
Canadian	12	3.29%
Spanish	12	3.29%
Indian	10	2.7%
Brazilian	9	2.4%
German	9	2.4%

Top ten nationalities Professional & higher categories 2019
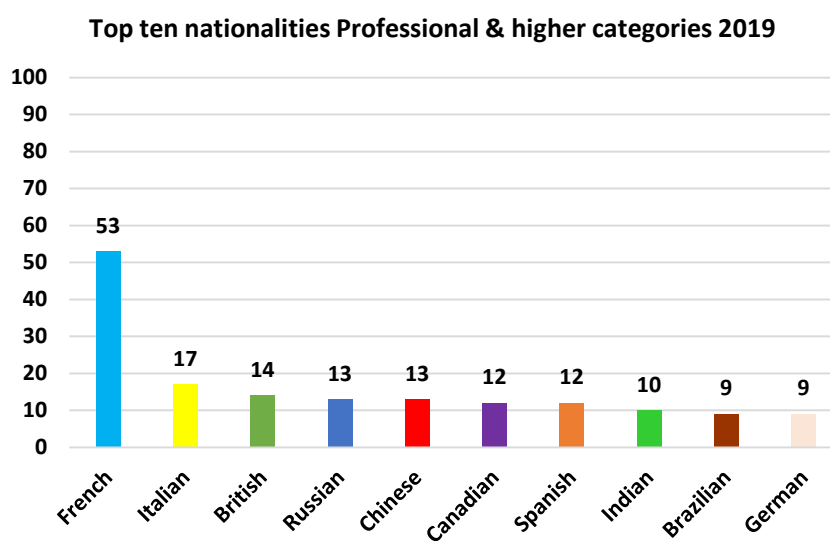
1.1.7 Member States not represented

In 2019, ITU had 193 Member States and of these 98 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 (Principality of)	Haiti(Republic of)	Peru
Angola (Republic of)	Honduras (Republic of)	Qatar (State of)
Antigua and Barbuda	Iceland	Saint Kitts and Nevis (Federation of)
Armenia (Republic of)	Iraq (Republic of)	Saint Lucia
Bahamas (Commonwealth of the)	Israel (State of)	Saint Vincent and the Grenadines
Barbados	Jamaica	Samoa (Independent State of)
Belize	Kazakhstan (Republic of)	San Marino (Republic of)
Bhutan (Kingdom of)	Kiribati (Republic of)	Sao Tome and Principe (Democratic Republic of)
Bolivia (Plurinational State of)	Kuwait (State of)	Saudi Arabia (Kingdom of)
Brunei Darussalam	Kyrgyz Republic	Seychelles (Republic of)
Cabo Verde (Republic of)	Lebanon	Sierra Leone
Cambodia (Kingdom of)	Lesotho (Kingdom of)	Slovak Republic
Central African Republic	Liberia (Republic of)	Slovenia (Republic of)
Chad (Republic of)	Libya	Solomon Islands
Chile	Liechtenstein (Principality of)	Somalia (Federal Republic of)
Comoros (Union of the)	Luxembourg	South Sudan
Congo (Republic of the)	Malawi	Suriname (Republic of)
Côte d'Ivoire (Republic of)	Maldives (Republic of)	Swaziland (Kingdom of)
Croatia (Republic of)	Malta	Syrian Arab Republic
Cuba	Marshall Islands (Republic of the)	Tajikistan (Republic of)
Cyprus (Republic of)	Mexico	The Former Yugoslav Republic of Macedonia
Czech Republic	Micronesia(Federated States of)	Timor-Leste (Democratic Republic of)
Democratic People's Republic of Korea	Monaco (Principality of)	Togolese Republic
Djibouti (Republic of)	Montenegro	Tonga (Kingdom of)
Equatorial Guinea (Republic of)	Myanmar (Union of)	Turkmenistan
Eswatini	Namibia (Republic of)	Tuvalu
Estonia (Republic of)	Nauru (Republic of)	United Arab Emirates
Fiji (Republic of)	New Zealand	Vanuatu (Republic of)
Finland	Niger (Republic of the)	Vatican City State
Georgia	Oman (Sultanate of)	Yemen (Republic of)
Grenada	Palau	
Guinea (Republic of)	Paraguay (Republic of)	
Guinea-Bissau	Panama(Republic of)	

1.1.8 Age distribution

Table 9 shows in 2019 that 43% of the General Service staff members belong to the age range 50-59. The range 40-49 represents in 2019 36% and the range 30-39 represents 11% vs 23% in 2008, thus showing a decrease of 12%.

Table 9 - General Service category age distribution 2008-2019

Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
20 − 29	3	5	7	7	7	5	3	2	3	4	3	5
30 − 39	94	81	68	59	53	51	45	39	38	36	35	32
40 − 49	140	151	147	141	145	148	151	141	131	120	111	102
50 − 59	168	160	152	161	161	146	137	140	135	116	114	122
60 − 62	11	12	15	16	12	11	11	11	18	14	22	17
> 62	0	1	0	0	0	0	0	0	0	0	0	8
Overall Total	**416**	**410**	**389**	**384**	**378**	**361**	**347**	**333**	**325**	**290**	**285**	**286**

Distribution of General Service category by age range in 2019
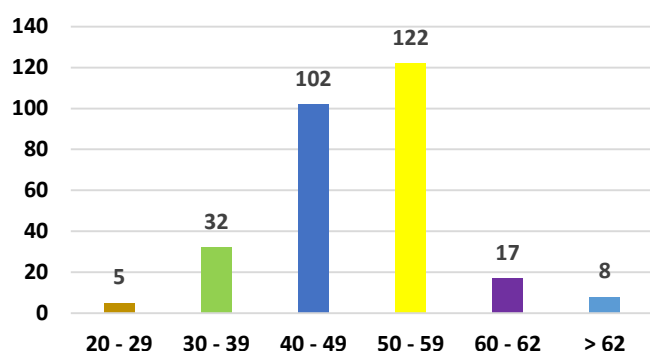
General Service category by age range 2008-2019
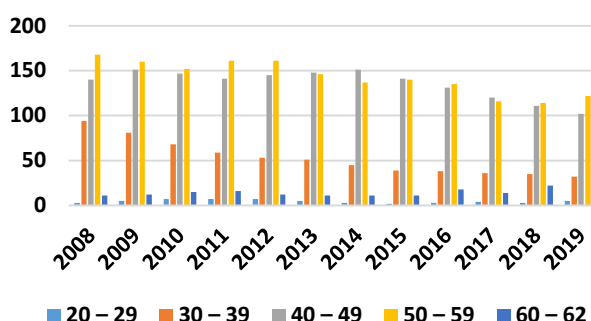
In 2019, in the Professional and higher categories, 83% of staff members were over 40 years. The table below shows that the majority of Professional and higher categories staff members were in the 40 to 49 years age range with 40%, followed by 50-59 year age range with 36%. In 2008 the range 50-59 represented 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 16% in 2019, vs. 22% in 2008. 6% is the proportion of the 60-62 range in 2019. This figures inform discussions around career progression, succession planning, preparing for retirement.

Table 10 - Professional & higher categories age distribution 2008-2019

Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
20 – 29	1	1	1	3	7	6	10	6	5	3	5	4
30 – 39	70	68	63	70	69	69	69	60	67	65	63	63
40 – 49	93	108	125	128	148	152	159	161	153	162	150	158
50 – 59	131	133	132	126	125	130	135	134	134	128	139	144
60 – 62	20	21	16	21	15	17	17	18	20	19	26	24
> 62	0	2	3	3	5	3	1	1	1	0	1	5
Overall Total	**315**	**333**	**340**	**351**	**369**	**377**	**391**	**380**	**380**	**377**	**384**	**398**

Professional & higher categories by age range in 2019
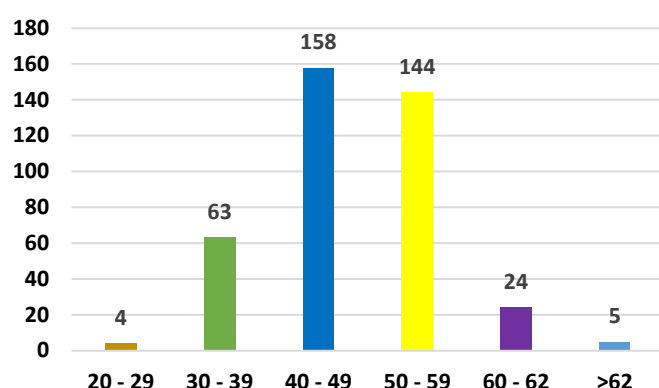
Professional & higher categories by age range 2008-2019
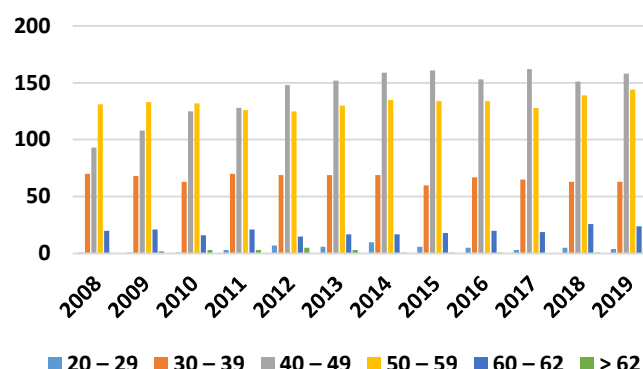
Overall, it can be observed that the most critical age ranges to take into account both in the Professional and higher categories and General Service category are: 50-59 for succession planning, 40-49 for career development and 30-39 for learning and training to meet the ITU mid and long-term strategic and operational needs.

1.1.9 Type of appointments

The analysis of the year 2019 data (table 11) shows a prevalence of permanent/continuing appointments in the General Service category as it is almost four (4) times greater than that of General Service category fixed-term appointments (79% vs 21%). Nevertheless, the number of General Service staff holding a continuing/permanent appointment has significantly decreased since 2008 by 95. As for the Professional and higher categories, 69% have a permanent/continuing appointment vs. 31% holding a fixed-term appointment.

Table 11 – Number of staff members by contract type and category 2008-2019

Employee Group	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Permanent/ Cont.	G S	322	313	303	288	274	267	244	261	258	234	235	227
	P & H	230	222	229	213	225	234	220	249	248	255	277	276
	Total	**552**	**535**	**532**	**501**	**499**	**501**	**464**	**510**	**506**	**489**	**512**	**503**
Fixed Term	G S	94	97	86	96	104	94	103	72	67	55	50	59
	P & H	85	111	111	138	144	143	171	131	132	123	107	122
	Total	**179**	**208**	**197**	**234**	**248**	**237**	**274**	**203**	**199**	**178**	**157**	**181**
Overall Total		**731**	**743**	**729**	**735**	**747**	**738**	**738**	**713**	**705**	**667**	**669**	**684**

Overall, the analysis shows a steady decrease of fixed-term appointments and of continuing/permanent appointments in the General Service category. It also shows a steady increase of continuing/permanent appointments from 2008 to 2019, with an increase of fixed-term appointments from 2008-2014 and a decrease from 2014 to 2019 in the professional and higher categories.

Permanent/Continuing distribution by category 2008-2019

- General Service category
- Professional & higher categories

Fixed term distribution by category 2008-2019

- General Service category
- Professional & higher categories
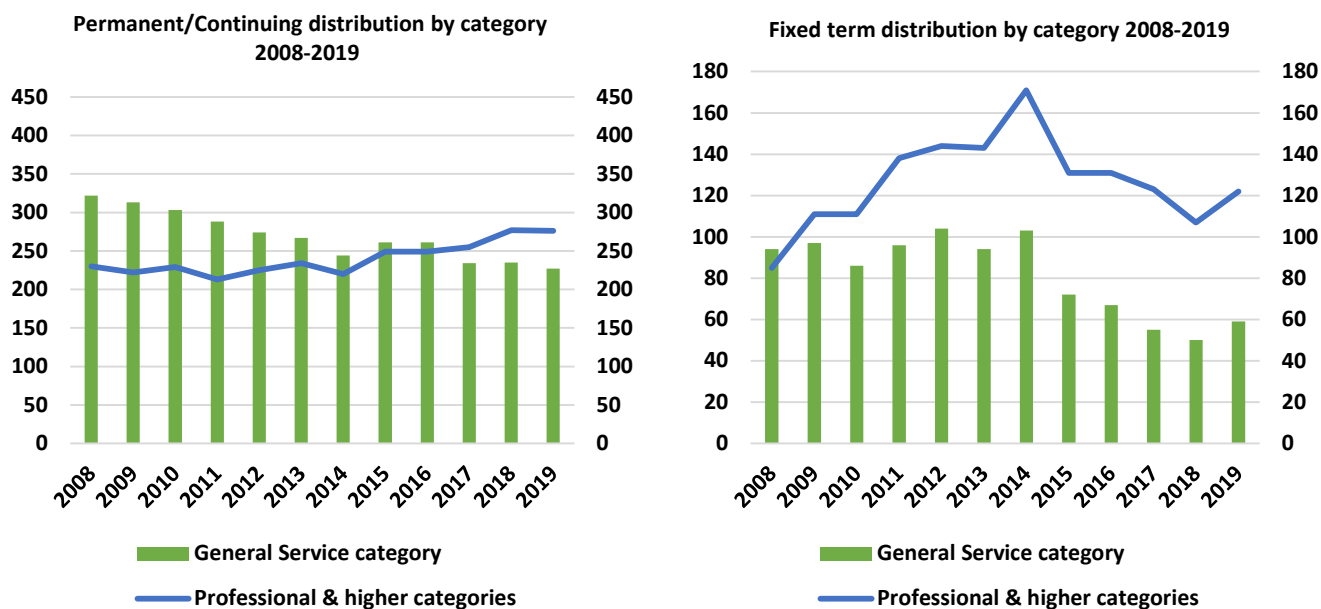
1.1.10 Occupational group distribution

Table 12 - Professional & higher categories by occupational group in 2019

P&H	Technical Professional & higher categories	%	Non-technical Professional & higher categories	%	Total Professional & higher categories
Total	184	46%	214	54%	398

Table 13 - Professional & higher categories in technical positions 2019

Job Title	Overall Total	%
Telecommunication Engineers	77	41,85%
Electrical and Electronic Engineers	1	0,54%
Structural Engineers	1	0,54%
Computer System Specialists	42	22,83%
Statisticians & Statisticians-Applied Statistics	2	1,09%
Managerial Technical Specialists	22	11,96%
Computer Communication & Network Specialists	7	3,80%
System Development Specialists	29	15,76%
Multi Media Specialists	3	1,63%
Total	**184**	**100%**

Professional & higher categories technical jobs VS Non-technical jobs 2019

- Technical professional & higher categories: 46%
- Non-technical professional & higher categories: 54%

Professional & higher categories technical jobs distribution 2019

- Telecommunication Engineers: 77
- Electrical and Electronic Engineers: 1
- Structural Engineers: 1
- Computer System Specialists: 42
- Statistician & Statistician-Applied...: 2
- Managerial Technical specialists: 22
- Computer Communication &...: 7
- Systems Development Specialists: 29
- Multi Media Specialists: 3

1.1.11 Length of service distribution

In 2019, the average length of service was 19 years for the General Service category and 14 years for the Professional and higher categories.

Table 14 - Average length of years of service by category 2008-2019

Employee subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Service	17	17	17	18	17	18	17	17	18	19	19	19
Professional & higher	15	15	15	15	15	13	13	13	13	13	14	14

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 2008-2019

Employee subgroup	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Service	107	94	106	129	143	52	86	113	92	71	61	130
Professional & higher	47	59	60	54	47	35	37	28	37	37	27	40
Total	**154**	**153**	**166**	**184**	**190**	**87**	**123**	**141**	**129**	**108**	**88**	**170**

Table 16 - Short-term staff members by category & by sector 2008-2019

Sector	Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TSB	General Service	5	5	5	2	5	2	1	6	6	5	8	15
	Professional & higher	2	3	4	1	6	4	5	1	1	8	8	16
	Total	**7**	**8**	**9**	**3**	**11**	**6**	**6**	**7**	**7**	**13**	**16**	**31**
BDT	General Service	8	5	12	14	10	2	3	8	2	3	7	7
	Professional & higher	14	17	18	8	8	3	5	4	4	7	2	6
	Total	**22**	**22**	**30**	**22**	**18**	**5**	**8**	**12**	**6**	**10**	**9**	**13**
BR	General Service	9	1	13	7	12	3	3	5	5	11	7	10
	Professional & higher	0	0	6	1	6	1	0	2	2	0	0	4
	Total	**9**	**1**	**19**	**8**	**18**	**4**	**3**	**7**	**7**	**11**	**7**	**14**
SG	General Service	85	83	82	106	116	12	79	94	100	52	39	98
	Professional & higher	31	39	32	45	27	15	27	21	21	22	17	14
	Total	**116**	**122**	**114**	**151**	**143**	**27**	**106**	**115**	**121**	**74**	**56**	**112**
ITU	**Overall Total**	**154**	**153**	**166**	**184**	**190**	**87**	**123**	**141**	**129**	**108**	**88**	**170**

Table 17 - Short-term staff members by age distribution 2017-2019

Age range	2017	2018	2019
< 20	0	0	0
20 - 29	41	28	30
30 - 39	51	30	71
40 - 49	24	21	35
50 - 59	18	8	21
60 - 62	1	1	4
> 62	0	0	9
Overall Total	**108**	**88**	**170**

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 2019, 7 vacancy announcements were published and 204 applications were received and 111 internships occurred in 2019. Considering the size of ITU, the number of interns throughout the year is relatively significant.

Table 18 - Number of interns by sector 2008-2019

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**
2018	12	5	1	57	9	**84**
2019	25	11	3	67	5	**111**

1.2.3 Funds-in-Trust (FIT)

Table 19 a- FIT from 1 January to 31 December 2019

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
BR	M	Switzerland/Geneva	P-4	Fixed Term	Japenese

Table 19 b- FIT 2017-2019

Year	P	Total number FIT
2017	4	4
2018	4	4
2019	4	4

1.2.4 Project staff

Table 20a – Project staff from 1 January to 31 December 2019

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	Lithunian
BDT	M	Ethiopia/Addis Ababa	P-4	Fixed Term	Spain
BDT	W	Geneva	P-3	Fixed Term	Polish
BDT	W	Geneva	P-3	Fixed Term	Canadian
BDT	M	Geneva	P-2	Fixed Term	Tunisia
BDT	M	Geneva	P-2	Fixed Term	Serbia
BDT	M	Saudi Arabia/Riyadh	G-7	Fixed Term	Indian
BDT	M	Ethiopia /Addis Ababa	G-4	Fixed Term	Ethiopian

Table 20 b– Project staff 2017-2019

Year	P	G	Total number project staff
2017	3	1	4
2018	2	0	2
2019	1	0	1

1.2.5 Loan

Table 21 - Loan from 1 January to 31 December 2018

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 2019

Table 22 - ITU consulting service contracts 2019

Sector	Number of SSA - Consulting	Remuneration total amount in CHF
Regular Budget		
SG	83	918,649.55
BR	26	24,397.25
TSB	38	288,955.40
BDT	10	142,774.25
Total Regular Budget	**157**	**1,374,776.45**
Extra Budget (Funded Program)		
SG	45	56,876.60
TSB	0	0
BDT	0	0
TLC	0	0
Total Extra Budget (Funded Program)	**45**	**56,876.60**
Total External services - Translation	**33**	**145,022.70**
Overall Total SSA- Consulting ITU	**235**	**1,576,675.75**

Table 23 - ITU off-site translation service contracts 2019

Sector/Department	Number of SSA - Consulting	Remuneration total amount in CHF
SG/C&P	39	185,620.40

Table 24 - ITU consultancy service contracts grand Total 2019

Category	Number of SSA - Consulting	Remuneration total amount in CHF
Total Regular Budget	157	918,649.55
Extra Budget (Funded Program)	45	56,876.60
ITU External services - Translation	33	145,022.70
Total SSA- Consulting ITU	**235**	**1,576,675.75**

Table 25 - SG SSA-consulting service contracts 2019

SG* SSA dispatch	Number of SSA - Consulting	Remuneration total amount in CHF
Regular Budget		
SGO	3	10,755.20
SPM	17	80,688.75
C&P	9	40,597.70
HRMD	12	107,422.60
IS	42	679,185.30
SG Total -SSA - Consulting - Regular Budget	**83**	**918,649.55**
Extra Budget (Funded Program)		
SG	33	145,022.70
TLC	0	0
SG Total - SSA Consulting - Extra Budget (Funded Program)	**33**	**145,022.70**
SG - Overall Total - SSA Consulting Regular Bugdet & Extra Budget (Funded Program)	**116**	**1,063,672.25**

Table 26 - ITU SSA-Consulting 2019

2019	
ITU Overall Total SSA-Consulting Regular Budget & Extra Budget (Funded Program)	Remuneration total amount in CHF
235	1,576,675.75

Remarks:

The reporting is based on the number of individuals with at least respectively one service contract in 2019.

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.

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 process 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 review bodies will continue to be trained on a systematic basis on their roles and responsibilities throughout the process.

2.1 Vacancies notices 2008-2019
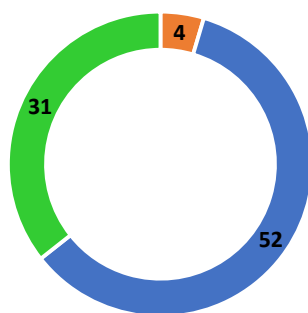
2.1.1 Number of vacancies by category 2008-2019

The analysis of the number of vacancy notices (VN), including temporary vacancy notices (TVN), for the year 2019 shows that 64% of the 87 vacancy notices advertised were Professional and higher categories positions, 36% belonged to the General Service category. This is in line with observations made on the steadily increase of ITU professional functions.
28 vacancy notices out of the 87 vacancies notices were TVN.

Table 27 a – Number of advertised Vacancy Notices 2008-2019

Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Higher	4	3	3	8	4	3	3	0	3	1	3	4
Professional	40	42	47	62	72	44	55	35	44	58	58	52
General Service	36	25	24	48	47	22	21	25	17	30	29	31
Total	**80**	**70**	**74**	**118**	**123**	**69**	**79**	**60**	**64**	**89**	**90**	**87**

Number of advertised vacancy notices by category 2019

■ Higher ■ Professional ■ General Service
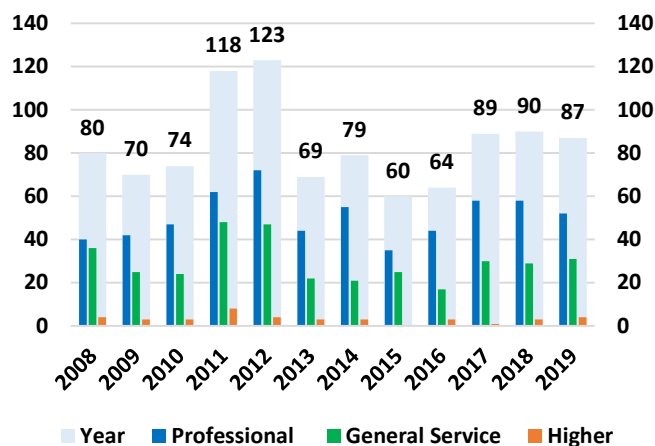

Number of vacancy notices by catagory 2008 -2019

■ Year ■ Professional ■ General Service ■ Higher

Table 27 b - Number of advertised Vacancy Notices (excluding TVN) 2019

| Type	D post	%	P Post	%	G Post	%	All	%
INTERNAL	0	0%	27	52%	20	65%	47	54%
EXTERNAL	4	100%	25	48%	11	35%	40	46%
TOTAL	**4**		**52**		**31**		**87**	

2.1.2 Distribution of vacancy notices filled internally and externally 2019

Out of the 87 vacancy notices as of 31 December 2019 48 vacancy notices were filled with 24 TVN. In the Professional and higher categories 77% were filled internally and 23% externally. In the General services category, 94% were filled internally and 6% 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 2019

Type	D post	%	P post	%	G post	%	All	%
INTERNAL	0	0%	23	79%	17	94%	40	83%
EXTERNAL	1	100%	6	21%	1	6%	8	17%
TOTAL	**1**		**29**		**18**		**48**	

Distribution of vacancy notices filled internally and externally 2019
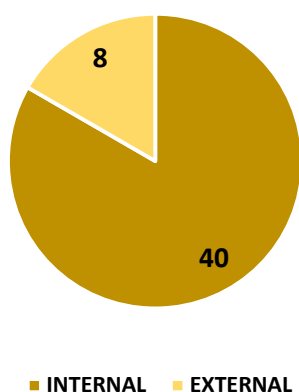
- INTERNAL - EXTERNAL

Distribution of vacancy notices filled internally and externally by category 2019


□ Internally □ Externally
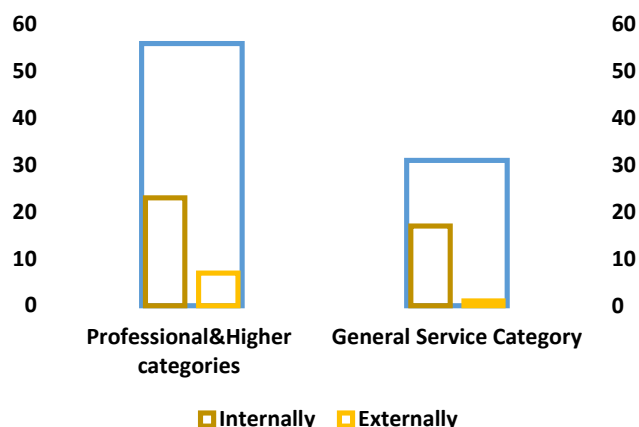
The figures below show that 31% of applicants to General Service category positions are master's degree or advanced degree holders and only 1.4% obligatory schooling level.

Table 29a - Distribution of applicants in the GS category by level of education & by grade for 2019 VN

Grade	G7	G6	G5	G4	G3	Overall Total	By grade & Educational level
Education level of the applicants							
Obligatory schooling	0	2	3	6	2	**13**	**1.44%**
Post-secondary	4	27	11	6	3	**51**	**5.65%**
Admin/Technical/Secretarial/Commerce dp.	3	41	23	17	1	**85**	**9.41%**
Baccalaureat-maturité/IB/A levels/HSC	2	36	31	26	3	**98**	**10.85%**
First university degree	3	139	125	99	5	**371**	**41.08%**
Master's degree or advanced degree (or equivalent)	3	131	75	68	0	**277**	**30.68%**
Doctorate degree or post doctorate	0	5	1	1	1	**8**	**0.89%**
Overall Total	**15**	**381**	**269**	**223**	**15**	**903**	

Distribution of applicants by educational level for General Service 2019
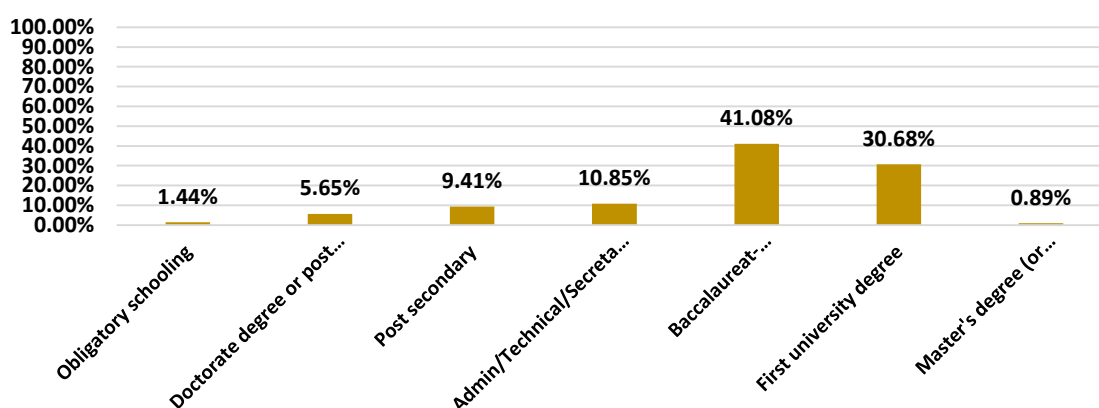
The figures below show that the level of education of applicants to Professional and higher categories positions is alligned with the educational requirements for such positions at ITU - either a first level university degree or an advanced university degree. 24% of applicants are first level university degrees holders and 58% of appliants hold an advanced university degree.

Grade	D2	D1	P5	P4	P3	P2	P1	Overall Total	% By grade & level of education
Education level of the applicants									
Obligatory schooling	1	2	1	6	8	1	0	**19**	**0.26%**
Post-secondary	3	5	11	26	56	16	0	**117**	**1.59%**
Admin/Tecnical/Secretarial/Commerce dp.	6	6	14	27	23	18	0	**94**	**1.28%**
Baccalaureat/Maturité/IB/A levels/HSC	9	19	31	62	121	18	0	**260**	**3.54%**
First university degree	77	80	223	380	729	267	10	**1766**	**24.03%**
Master's degree or advanced degree (or equivalent)	252	257	527	1066	1782	390	11	**4285**	**58.31%**
Doctorate degree or post doctorate	67	62	159	189	310	21	0	**808**	**10.99%**
Overall Total	**415**	**431**	**966**	**1756**	**3029**	**731**	**21**	**7349**	

Distribution of applicants by educational level for Professional & higher categories 2019

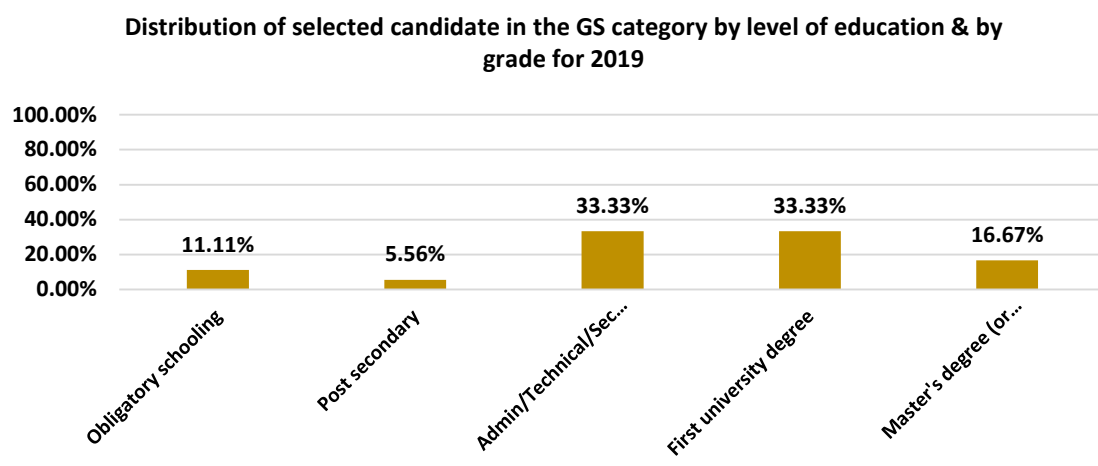| Grade	G7	G6	G5	G4	G3	Overall Total	By grade & Educational level
Education level of the selected candidate							
Obligatory Shooling	0	0	1	1	0	2	**11.11%**
Post-secondary	0	0	0	1	0	1	**5.56%**
Admin/Technical/Secretarial/Commerce dp.	0	1	3	2	0	6	**33.33%**
First university degree	1	0	3	2	0	6	**33.33%**
Master's degree or advanced degree (or equivalent)	0	2	0	1	0	3	**16.67%**
Overall Total	**1**	**3**	**7**	**7**	**0**	**18**	

Distribution of selected candidate in the GS category by level of education & by grade for 2019

Grade	D1	P5	P4	P3	P2	P1	Overall Total	By grade & Educational level
	Education level of the selected candidate							
First university degree	0	0	0	2	3	1	6	20%
Master's degree or advanced degree (or equivalent)	1	3	4	7	4	4	23	76.67%
Doctorate degree or postr doctorate	0	0	0	1	0	0	1	3.33%
Overall Total	**1**	**3**	**4**	**10**	**7**	**5**	**30**	

Distribution of selected candidate in the P&H categories by level of education by grade for 2019
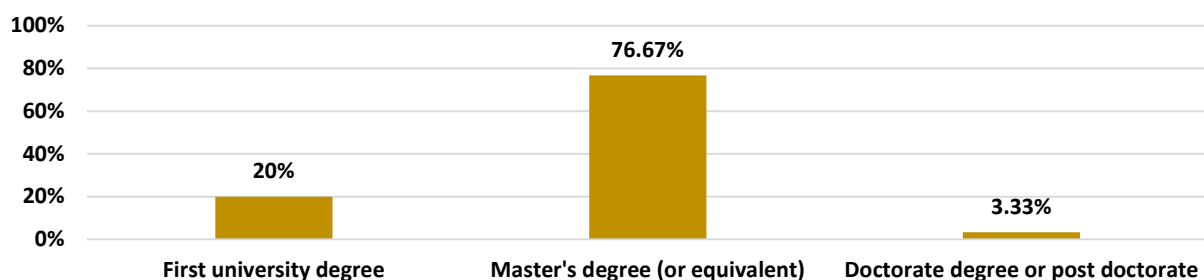

2.1.4 Number of vacancy notices with interviews 2013-2019

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 37.5% number of vacancies advertised and have reached the interview stage in 2019.

Table 31 - Number of vacancy notices in all staff categories (P & higher, GS) with interviews 2013-2019

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%
2018	54	24	44.44%
2019	48	18	37.5%

% of VN with interviews Versus without interviews
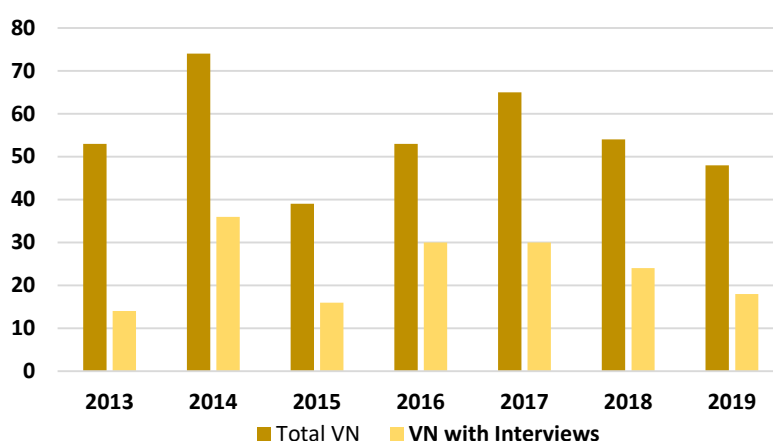
CHAPTER 3-GENDER

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. At the United Nations Millennium Summit in September 2002, the UN, as part of its 8 Millennium Development Goals, has set itself as a third objective promoting gender diversity and empowering women. 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 United Nations, including the General Assembly, the Security Council and the Economic and Social Council (ECOSOC) regularly adopt resolutions dedicated to gender equality issues.

Gender equality in ITU

ITU Resolutions on gender

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

Resolution 70 (Rev Dubai, 2018) 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, 2018): mainstreaming a gender perspective in ITU-BDT activities.

Resolution 48 (Rev. Dubai, 2018) 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 gradated 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 the professional and higher categories 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 retirement (MAR) 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 2019. However, the overall number of women has steadily decreased during the last eleven(11) years.
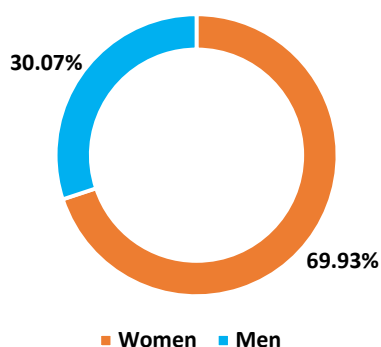
Table 32b - General Service category by gender distribution 2008-2019

General Service category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Women	299	291	276	270	259	248	243	229	223	203	198	200
	Men	117	119	113	114	119	113	104	104	102	87	87	86
	Overall Total	**416**	**410**	**389**	**384**	**378**	**361**	**347**	**333**	**325**	**290**	**285**	**286**

Table 32b - General Service category percentage by gender 2008-2019

General Service category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Women	71,9%	71%	71%	70,3%	68,5%	68,7%	70%	68,8%	68,6%	70%	69,47%	69,93%
	Men	28,1%	29%	29%	29,7%	31,5%	31,3%	30%	31,2%	31,4%	30%	30,53%	30,07%

Gender distribution of General Service category 2019

30.07%
69.93%

■ Women ■ Men

Gender distribution of General Service category 2008-2019

—— Women —— Men

P&HC	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Women	104	110	120	123	135	138	151	145	146	146	152	162
	Men	211	223	220	228	234	239	240	235	234	231	232	236
	Overall Total	**315**	**333**	**340**	**351**	**369**	**377**	**391**	**380**	**380**	**377**	**384**	**398**

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 2019, a slight decrease from 2015 to 2016. One notes an increase of the percentage of women from 38.7% in 2017 to 40.70% in 2019 and a decrease of the percentage of men from 61.3% in 2017 to 59.30% in 2019.

Table 33b – Professional & higher categories percentage by gender 2008-2019

P&HC	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Women	33%	33%	35,3%	35%	36,6%	36,6%	38,6%	38,2%	38,4%	38,7%	39,58%	40,70%
	Men	67%	67%	64,7%	65%	63,4%	63,4%	61,4%	61,8%	61,6%	61,3%	60,42%	59,30%

Gender distribution of Professional & higher categories 2019

40.70%
59.30%

■ Women ■ Men

Gender distribution of Professional & higher categories 2008-2019

■ Women ■ Men
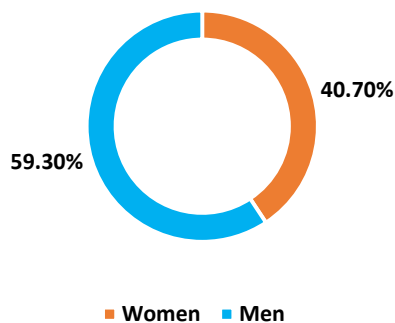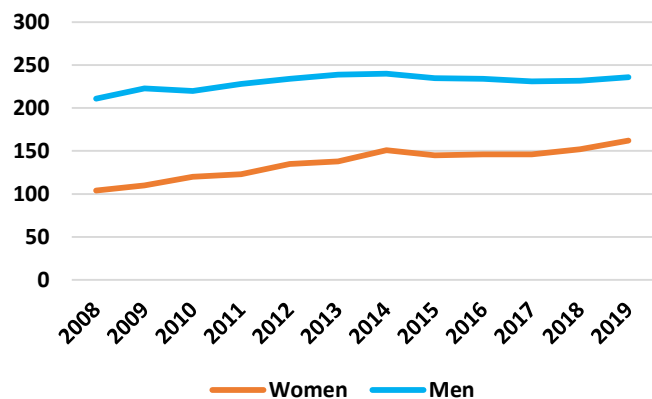
3.1.2 Gender distribution by sector and category

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 2019 in the Professional and higher categories is almost three (3) times greater (from 5 in 2008 to 14 in 2019). The TSB had 22% of women in the Professional and higher categories in 2008 compared to the total of staff in the professional and higher categories in the sector. In 2019 the proportion is 37%; this represents an increase of 15%. In the BDT, the percentage of Professional and higher categories women remained stable between 2008 (38,7%) and 2019 (41%). The BR increased by 4% between 2008 and 2019 its representation of women at the Professional and higher categories. In 2008 the percentage was 25% and in 2017 was 29% women.

The most remarkable progress can be observed within the SG. The representation of women within the SG in the Professional and higher categories in 2008 was 37% and in 2019 the percentage increased to 47%, which represents an increase of 10% in eleven years. In 2019, the highest representation of men was at D1 level with 94% and the highest representation for women was at P1 level with 83% and P2 with 53%. The increase in the percentage of women at the P2 level can be observed throughout the years, from 39% in 2008 to 51% in 2019.

Table 34a - Gender distribution by sector and by category 2008-2019

Sector	Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TSB	GS	W	26	23	23	20	20	21	20	18	15	14	14	14
		M	7	9	9	8	8	7	6	6	6	5	6	6
		Total	33	32	32	28	28	28	26	24	21	19	20	20
	P & H	W	5	4	7	10	10	11	14	14	13	13	14	14
		M	18	18	21	22	20	20	21	22	23	25	25	24
		Total	23	22	28	32	30	31	35	36	36	38	39	38
BDT	GS	W	49	55	47	50	49	44	44	43	44	41	38	36
		M	5	9	8	8	9	10	7	7	7	7	7	7
		Total	54	64	55	58	58	54	51	50	51	48	45	43
	P & H	W	24	28	30	31	28	28	36	34	34	32	35	35
		M	38	42	41	48	51	59	61	59	56	56	56	51
		Total	62	70	71	79	79	87	97	93	90	88	91	86
BR	GS	W	51	49	48	45	41	40	39	39	38	35	37	37
		M	20	17	16	17	14	13	13	12	13	12	11	11
		Total	71	66	64	62	55	53	52	51	51	47	48	48
	P & H	W	21	22	22	21	22	22	22	22	23	22	22	25
		M	62	62	61	56	61	62	60	59	61	58	57	61
		Total	83	84	83	77	83	84	82	81	84	80	79	86
SG	GS	W	173	164	158	155	149	143	140	129	126	113	109	113
		M	85	84	80	81	88	83	78	79	76	63	63	62
		Total	258	248	238	236	237	226	218	208	202	176	172	175
	P & H	W	54	56	61	61	76	77	79	75	76	79	81	88
		M	93	101	97	102	101	98	98	95	94	92	94	100
		Total	147	157	158	163	177	175	177	170	170	171	175	188
Overall Total			731	743	729	735	746	738	738	713	705	667	669	684

Table 34b - Gender distribution by sector and category 2008-2019

Sector	Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TSB	GS	W	78,8%	71,9%	71,9%	71,4%	71,4%	75%	76,9%	75%	71,4%	73,7%	70%	70%
		M	21,2%	28,1%	28,1%	28,6%	28,6%	25%	23,1%	25%	28,6%	26,3%	30%	30%
	P	W	21,7%	18,2%	25%	31,3%	33,3%	35,5%	40%	38,9%	36,1%	34,2%	35,9%	36,84%
		M	78,3%	81,8%	75%	68,8%	66,7%	64,5%	60%	61,1%	63,9%	65,8%	64,1%	63,16%
BDT	GS	W	90,7%	85,9%	85,5%	86,2%	84,5%	81,5%	86,3%	86%	86,3%	85,4%	84,44%	83,72%
		M	9,3%	14,1%	14,5%	13,8%	15,5%	18,5%	13,7%	14%	13,7%	14,6%	15,56%	16,28%
	P	W	38,7%	40%	42,3%	39,2%	35,4%	32,2%	37,1%	36,6%	37,8%	36,4%	38,46%	40,70%
		M	61,3%	60%	57,7%	60,8%	64,6%	67,8%	62,9%	63,4%	62,2%	63,6%	61,54%	59,30%
BR	GS	W	71,8%	74,2%	75%	72,6%	74,5%	75,5%	75%	76,5%	74,5%	74,5%	77,08%	77,08%
		M	28,2%	25,8%	25%	27,4%	25,5%	24,5%	25%	23,5%	25,5%	25,5%	22,92%	22,92%
	P	W	25,3%	26,2%	26,5%	27,3%	26,5%	26,2%	26,8%	27,2%	27,4%	27,5%	27,85%	29,07%
		M	74,7%	73,8%	73,5%	72,7%	73,5%	73,8%	73,2%	72,8%	72,6%	72,5%	72,15%	70,93%
SG	GS	W	67,1%	66,1%	66,4%	65,7%	62,9%	63,3%	64,2%	62%	62,4%	64,2%	63,37%	64,57%
		M	32,9%	33,9%	33,6%	34,3%	37,1%	36,7%	35,8%	38%	37,6%	35,8%	36,63%	35,43%
	P	W	36,7%	35,7%	38,6%	37,4%	42,9%	44%	44,6%	44,1%	44,7%	46,2%	46,29%	46,81%
		M	63,3%	64,3%	61,4%	62,6%	57,1%	56%	55,4%	55,9%	55,3%	53,8%	53,71%	53,19%

Gender percentage of Professional & higher categories by sector 2019
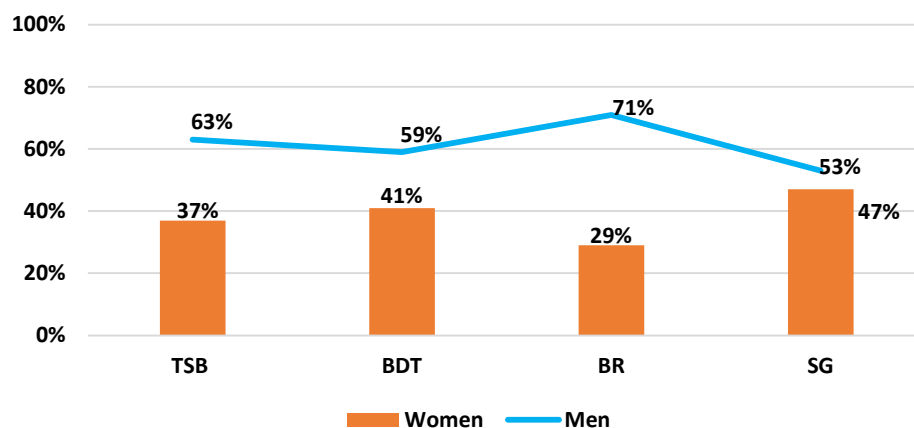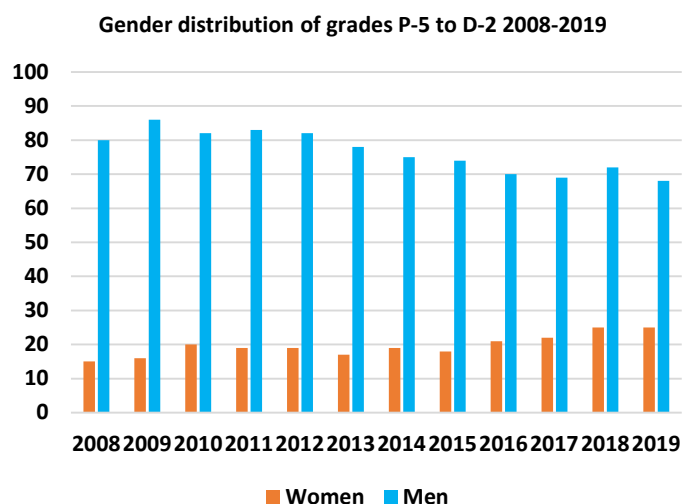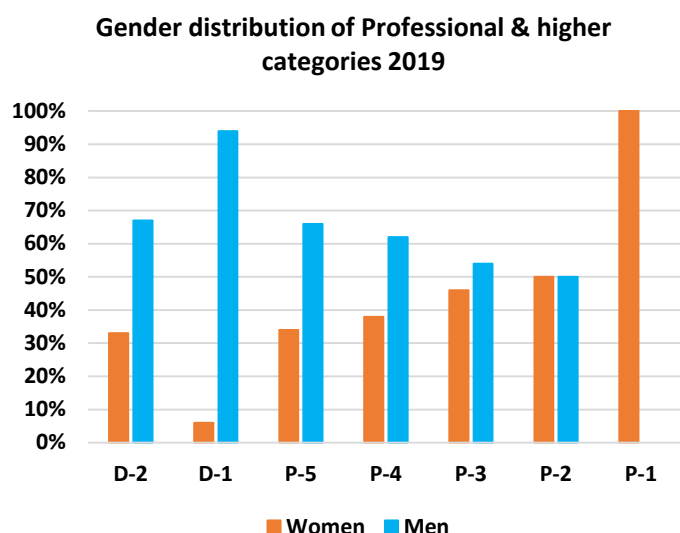
3.1.3 Gender distribution by category and grade

Table 35a – Professional and higher categories distribution by grade and by gender 2008-2019

Grade	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
D-2	W	1	1	1	1	1	1	1	1	1	1	1	1
	M	4	4	4	4	3	3	3	3	3	3	3	2
	Total	**5**	**5**	**5**	**5**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**3**
D-1	W	1	1	2	2	2	2	2	1	1	1	1	1
	M	13	12	12	14	15	15	16	15	16	17	15	15
	Total	**14**	**13**	**14**	**16**	**17**	**17**	**18**	**16**	**17**	**18**	**16**	**16**
P-5	W	13	14	17	17	16	14	16	16	19	20	23	25
	M	63	70	66	63	64	60	56	56	51	49	53	49
	Total	**76**	**84**	**83**	**80**	**80**	**74**	**72**	**72**	**70**	**69**	**76**	**74**
P-4	W	25	28	34	37	41	44	44	43	42	41	46	47
	M	64	66	64	59	58	64	70	66	68	69	71	77
	Total	**89**	**94**	**98**	**96**	**99**	**108**	**114**	**109**	**110**	**110**	**117**	**124**
P-3	W	50	55	51	48	46	47	51	48	50	51	47	54
	M	47	57	58	69	76	78	74	72	68	63	61	63
	Total	**97**	**112**	**109**	**117**	**122**	**125**	**125**	**120**	**118**	**114**	**108**	**117**
P-2	W	12	9	13	15	25	26	32	31	29	27	29	30
	M	19	12	14	19	18	18	20	22	26	28	28	30
	Total	**31**	**21**	**27**	**34**	**43**	**44**	**52**	**53**	**55**	**55**	**57**	**60**
P-1	W	2	2	2	2	4	4	5	5	4	5	5	4
	M	1	2	2	1	0	1	1	1	2	2	1	0
	Total	**3**	**4**	**4**	**3**	**4**	**5**	**6**	**6**	**6**	**7**	**6**	**4**

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) woman 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 percentage of women at the P5 level has increased since 2008 by 16%. The number of women in the P5 level has increased from 13 to 25 between 2008 by 2019. The same analysis can be made at P4 level the total number of women at the P4 has increased by 10% in the same period. The number of women in the P4 level has increased from 25 to 47 between 2008 to 2019.

Table 35b – Professional and higher categories percentage by grade and by gender 2008-2019

Grade	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
D-2	W	20%	20%	20%	20%	25%	25%	25%	25%	25%	25%	25%	33%
	M	80%	80%	80%	80%	75%	75%	75%	75%	75%	75%	75%	67%
D-1	W	7,1%	7,7%	14,3%	12,5%	11,8%	11,8%	11,1%	6,3%	5,9%	5,6%	6,25%	6,25%
	M	92,9%	92,3%	85,7%	87,5%	88,2%	88,2%	88,9%	93,8%	94,1%	94,4%	93,75%	93,75%
P-5	W	17,1%	16,7%	20,5%	21,3%	20%	18,9%	22,2%	22,2%	27,1%	29%	30,26%	33,78%
	M	82,9%	83,3%	79,5%	78,8%	80%	81,1%	77,8%	77,8%	72,9%	71%	69,74%	66,22%
P-4	W	28,1%	29,8%	34,7%	38,5%	41,4%	40,7%	38,6%	39,4%	38,2%	37,3%	39,32%	37,90%
	M	71,9%	70,2%	65,3%	61,5%	58,6%	59,3%	61,4%	60,6%	61,8%	62,7%	60,68%	62,10%
P-3	W	51,5%	49,1%	46,8%	41%	37,7%	37,6%	40,8%	40%	42,4%	44,7%	43,52%	46,15%
	M	48,5%	50,9%	53,2%	59%	62,3%	62,4%	59,2%	60%	57,6%	55,3%	56,48%	53,85%
P-2	W	38,7%	42,9%	48,1%	44,1%	58,1%	59,1%	61,5%	58,49%	52,7%	49,1%	50,88%	50%
	M	61,3%	57,1%	51,9%	55,9%	41,9%	40,9%	38,5%	41,51%	47,3%	50,9%	49,12%	50%
P-1	W	66,7%	50%	50%	66,7%	100%	80%	83,3%	83,3%	66,7%	71,4%	83,33%	100%
	M	33,3%	50%	50%	33,3%	0%	20%	16,7%	16,7%	33,3%	28,6%	16,67%	0%

Gender distribution of Professional & higher categories 2019

Gender distribution of grades P-5 to D-2 2008-2019

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 2019 had the highest representation with 48% and for men the age range 50-59 with 42% followed by the range 40-49 with a representation at 34%. 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.
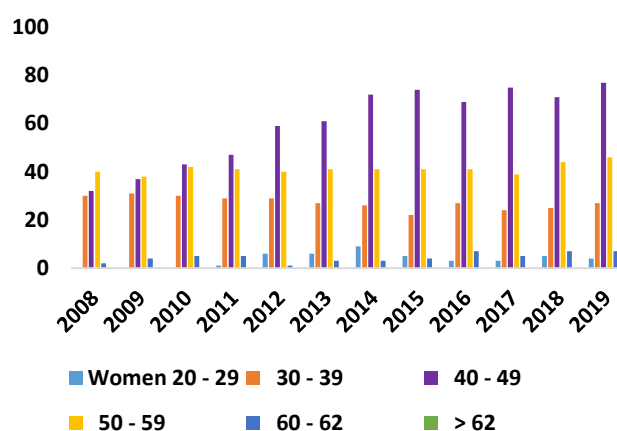
Table 36 - Professional & higher categories by age and by gender 2008-2019

Gender	Age Range	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Women	20 - 29	0	0	0	1	6	6	9	5	3	3	5	4
	30 - 39	30	31	30	29	29	27	26	22	27	24	25	27
	40 - 49	32	37	43	47	59	61	72	74	69	75	71	77
	50 - 59	40	38	42	41	40	41	41	41	41	39	44	46
	60 - 62	2	4	5	5	1	3	3	4	7	5	7	7
	>62	0	0	0	0	0	0	0	0	0	0	0	1
	Total	**104**	**110**	**120**	**123**	**135**	**138**	**151**	**146**	**147**	**146**	**152**	**162**
Men	20 - 29	1	1	1	2	1	0	1	1	2	0	0	0
	30 - 39	40	37	33	41	40	42	43	38	40	41	38	36
	40 - 49	61	71	82	81	89	91	87	86	83	87	80	81
	50 - 59	91	95	90	85	85	89	94	94	93	89	95	98
	60 - 62	18	17	11	16	14	14	14	14	14	14	19	17
	> 62	0	2	3	3	5	3	1	1	1	0	0	4
	Total	**211**	**223**	**220**	**228**	**234**	**239**	**240**	**234**	**233**	**231**	**232**	**236**

Gender distribution Professional & higher categories by age range 2019
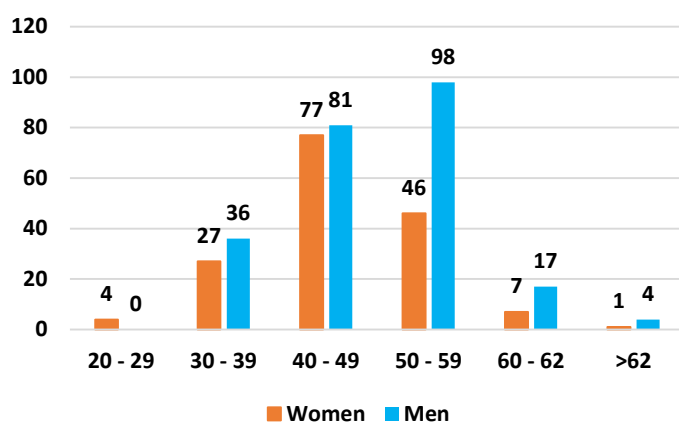
Distribution of women in the professional & higher categories 2008-2019

3.1.5 Gender distribution by average age of Professionnal & higher categories 2019

Table 37 shows that the entry age for junior positions at the professional level is high; 31 years at P1 level for women and 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 2019

Grade	2019 Women	2019 Men
D2	59	57
D1	58	55
P5	51	53
P4	49	50
P3	46	46
P2	39	41
P1	31	31

3.1.6 Gender distribution by occupational group

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 25% of technical positions in the professional and higher categories in 2019. The table below shows that 46,23% of Professional and higher categories staff members held technical positions. 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.

Table 38 - Professional & higher categories by gender in technical versus non technical jobs 2019
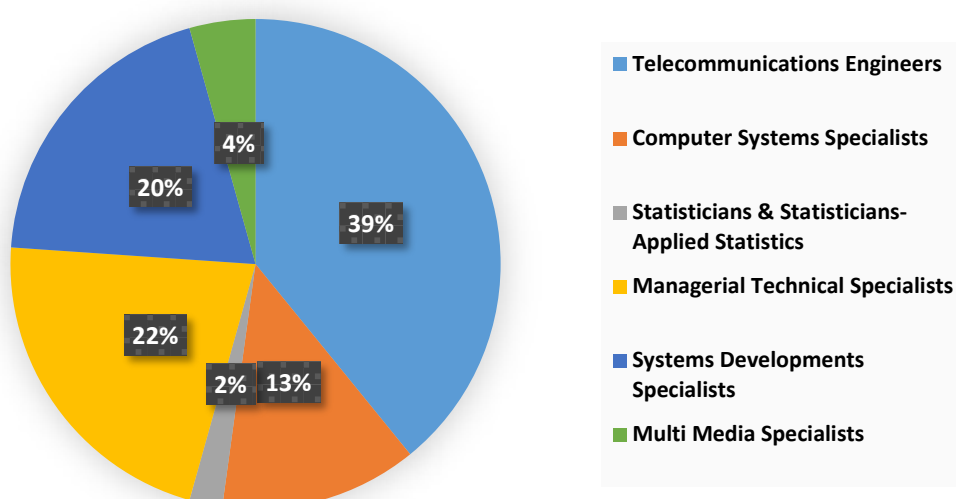
Gender	Technical Profession-al & higher categories	%	Non-technical Professional & higher categories	%	Total Professional & higher categories
Women	46	25%	116	54,20%	162
Men	138	75%	98	45,80%	236
Total	**184**		**214**		**398**

Table 39 - Professional & higher categories by gender in technical jobs 2019

Job Title	Women	%	Men	%	Overall Total
Telecommunications Engineers	18	23.38%	59	76,62%	77
Electrical and Electronics Engineers	0	0%	1	100%	1
Structural Engineers	0	0%	1	100%	1
Computer Systems Specialists	6	14,29%	36	85,71%	42
Statisticians & Statisticians-Applied Statistics	1	50%	1	50%	2
Managerial Technical Specialists	10	45,45%	12	54,55%	22
Computer Communications & Networks Specialists	0	0%	7	100%	7
Systems Developments Specialists	9	31,03%	20	68,97%	29
Multi Media Specialists	2	66.67%	1	33,33%	3
Total	**46**	**25%**	**138**	**75%**	**184**

The distribution of women in technical jobs shows that 39% are telecommunication engineers follow by managerial technical specialist with 22%.

Distribution of women in Professional & higher categories of technical jobs 2019

- Telecommunications Engineers
- Computer Systems Specialists
- Statisticians & Statisticians-Applied Statistics
- Managerial Technical Specialists
- Systems Developments Specialists
- Multi Media Specialists

## 3.2. ITU non regular workforce gender distribution

3.2.1 Short-term staff members

As a proportion of all short-term staff members 58% are women in 2019.

Table 40 – Short-term staff members by gender 2008-2019

Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
GS	Women	56	47	68	84	89	42	60	87	66	51	40	78
	Men	51	47	38	45	54	20	31	36	39	23	21	52
	Total	**107**	**94**	**106**	**129**	**143**	**62**	**91**	**123**	**105**	**74**	**61**	**130**
P& HC	Women	28	31	36	32	25	23	23	15	18	15	11	21
	Men	19	28	24	22	22	16	19	19	19	19	16	19
	Total	**47**	**59**	**60**	**54**	**47**	**39**	**42**	**34**	**37**	**34**	**27**	**40**
Overall Total		**154**	**153**	**166**	**183**	**190**	**101**	**133**	**157**	**142**	**108**	**88**	**170**

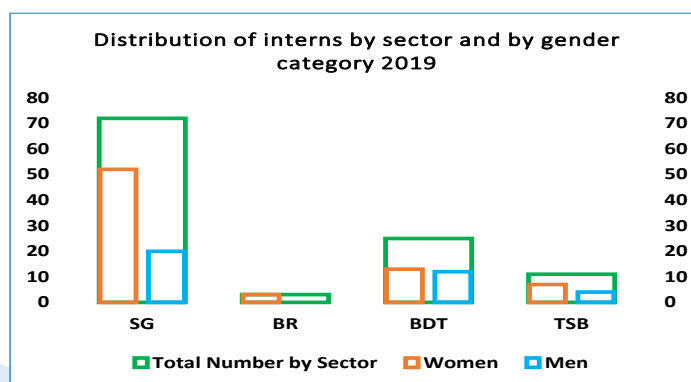Gender distribution short-term staff by category 2019
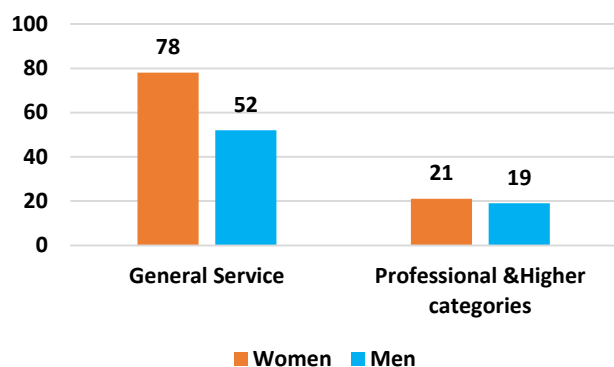
Distribution of women by categories 2008-2019
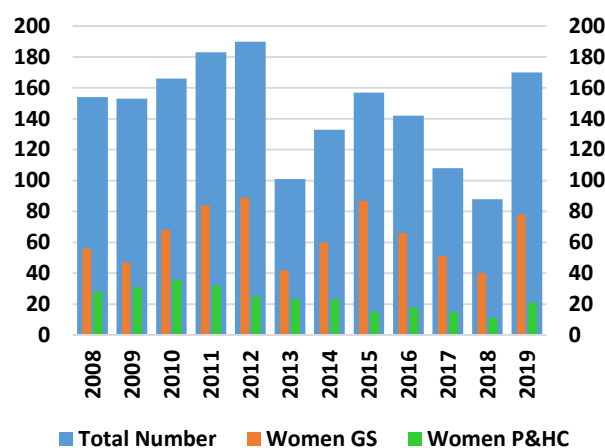
3.2.2 Internship

Table 41 - Number of interns by sector and by gender 2019

Gender	SG	BR	BDT	TSB
Women	52	0	13	7
Men	20	3	12	4
Total	**72**	**3**	**25**	**11**

Distribution of interns by sector and by gender category 2019

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. The revision of Resolution 48 (Rev. Dubai, 2018) recommends that "if the number of applications so allows, at every screening level, 50% of all candidates moving forward to the next level are women.

3.3.1 Filled vacancy notices selection process by category and gender 2019

In 2019 as of November 2019, 87 vacancy notices were published. Out of 87 vacancies 48 have reached the stage of selection as of December 2019. 7349 applications were registered for the 56 vacancy notices in the Professional and higher categories. 5131 applicants were men, a percentage of 70%, and women with 2218 applicants represented 30%.

Table 42 - Filled vacancy notices selection process by category and by gender 2019

	Gender	Applications	%	Pre-Selected	%	Short listed	%	Interviewed	%	Selected	%
Higher	Women	146	17%	10	38%	7	41%	5	42%	0	0
	Men	700	83%	16	62%	10	59%	7	58%	1	100%
	Total	**846**		**26**		**17**		**12**		**0**	
Professional	Women	2,072	32%	119	40%	35	38%	15	29%	18	62%
	Men	4,431	68%	181	60%	58	62%	36	71%	11	38%
	Total	**6,503**		**300**		**93**		**51**		**29**	
General Service	Women	545	60%	92	83%	49	91%	31	89%	14	78%
	Men	358	40%	19	17%	5	9%	4	11%	4	22%
	Total	**903**		**111**		**54**		**35**		**18**	
Overall Total	Women	2763	34%	221	50%	91	55%	51	52%	32	67%
	Men	**5489**	66%	**216**	49%	**73**	45%	**47**	48%	**16**	33%
	Total	**8252**		**437**		**164**		**98**		**48**	

Table 43 – General Service category - Filled vacancy notices selection process by gender & by grade 2019

Grade	Gender	Applications	%	Preselected	%	Short listed	%	Interview	%	Selected	%
G-7	Women	13	87%	10	100%	9	100%	8	100%	1	100%
	Men	2	13%		0	0	0	0	0	0	0
	Total	**15**		**10**		**9**		**8**		**1**	
G-6	Women	259	68%	49	91%	22	88%	16	84%	3	100%
	Men	122	32%	5	9%	3	12%	3	16%	0	
	Total	**381**		**54**		**25**		**19**		**3**	
G-5	Women	162	60%	20	87%	11	92%	2	100%	7	100%
	Men	107	40%	3	13%	1	8%	0	0	0	
	Total	**269**		**23**		**12**		**2**		**7**	
G-4	Women	110	49%	13	65%	7	87%	5	83%	3	43%
	Men	113	51%	7	35%	1	13%	1	17%	4	57%
	Total	**223**		**20**		**8**		**6**		**7**	
G-3	Women	**1**	7%	**0**	0	0	0	0	0	0	
	Men	14	93%	4	100%	0	0	0	0	0	0
	Total	**15**		**4**		**0**	0	**0**	0	**0**	
Overall total		**903**		**111**		**54**		**35**		**18**	

Gender distribution of the selection process of General Service category 2019
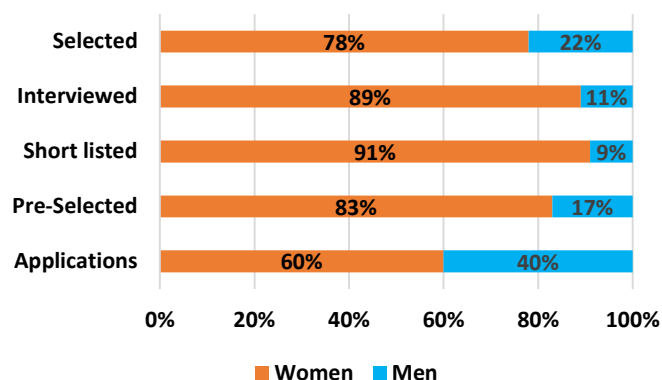
Gender distribution of the selected candidates of General Service category 2019
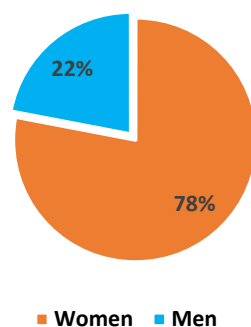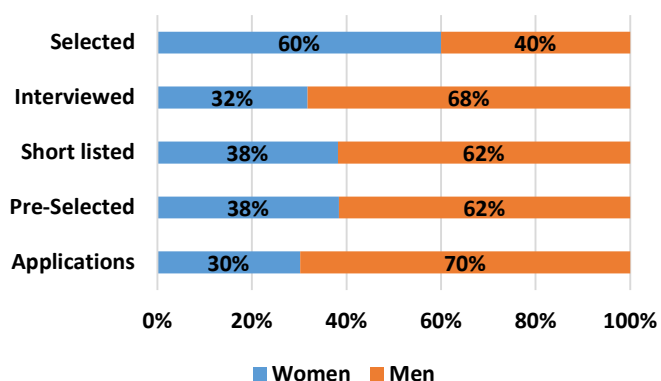

Table 44 – *Professional & higher categories - Filled vacancy notices selection process by gender & by grade 2019*

Grade	Gender	Appli-cations	%	Pre-Se-lected	%	Short listed	%	Inter-viewed	%	Selected	%
D-2	Women	88	21%	6	37%	4	44%	2	50%	0	0
	Men	327	79%	10	63%	5	56%	2	50%	1	100%
	Total	**415**		**16**		**9**		**4**		**1**	
D-1	Women	58	14%	4	40%	4	40%	3	38%	0	0
	Men	373	86%	6	60%	6	60%	5	63%	0	0
	Total	**431**		**10**		**10**		**8**		**0**	
P-5	Women	190	20%	17	23%	10	33%	9	41%	3	100%
	Men	776	80%	58	77%	20	67%	13	59%	0	
	Total	**966**		**75**		**30**		**22**		**2**	
P-4	Women	557	32%	26	38%	9	39%	5	33%	2	50%
	Men	1,199	68%	43	62%	14	61%	10	67%	2	50%
	Total	**1,756**		**69**		**23**		**15**		**4**	
P-3	Women	950	32%	23	29%	14	37%	1	7%	4	40%
	Men	2,019	68%	55	71%	24	63%	13	93%	6	60%
	Total	**2,969**		**78**		**38**		**14**		**10**	
P-2	Women	338	46%	28	65%	2	100%	0	0	5	71%
	Men	393	54%	15	35%	0	0	0	0	2	29%
	Total	**731**		**43**		**2**	0	**0**	0	**7**	
P-1	Women	16	76%	5	83%	0	0	0	0	4	80%
	Men	5	24%	1	17%	0	0	0	0	1	20%
	Total	**21**		**6**		**0**	**0**	**0**	**0**	**5**	

Gender distribution of the selection process of Professional & Higher categories 2019

## Gender distribution of the selected candidates of Professional & Higher categories 2019
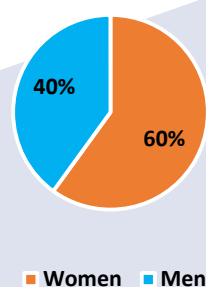
## 3.3.2 Types of promotion by category and by gender 2019

Table 45 - Types of promotion by category and by gender 2019

Category	Women	%	Men	%	Overall Total
General Service	7		2		9
Professional	11		5		16
Overall Total	18		7		25

Gender distribution of General Service category promotion 2019

22%
78%

■ Women ■ Men
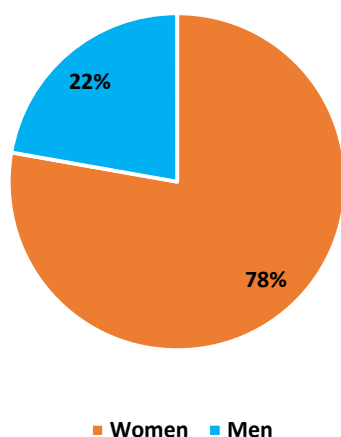
Gender distribution of professional & higher categories promotion 2019

31%
69%

■ Women ■ Men
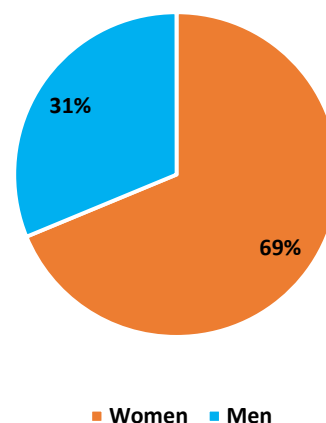
3.3.3 Gender equality and diversity HRMD measures

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.

3.3.4 Gender distribution by grade and by nationality

*Table 46 - Gender distribution by grade and by nationality 2019*

	Gender	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Albanian	Women	0	0	0	0	0	1	0	1
	Men	0	0	0	1	1	2	0	4
	Total	0	0	0	1	1	3	0	5
Algerian	Women	0	0	0	0	0	1	1	2
	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	1	1	3
American	Women	0	1	1	0	1	0	0	3
	Men	0	0	0	3	1	0	0	4
	Total	0	1	1	3	2	0	0	7
Argentinian	Women	0	0	0	1	0	0	0	1
	Men	0	0	1	1	1	1	0	4
	Total	0	0	1	2	1	1	0	5
Australian	Women	0	0	1	0	0	1	0	2
	Men	0	0	0	1	0	0	0	1
	Total	0	0	1	1	0	1	0	3
Austrian	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Azerbaijani	Women	0	0	0	0	0	1	0	1
	Total	0	0	0	0	0	1	0	1
Bahraini	Men	1	0	0	0	0	0	0	1
	Total	1	0	0	0	0	0	0	1
Bangladeshi	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Belarusian	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	0	1	0	0	1
Belgian	Women	0	0	2	0	0	0	0	2
	Men	0	0	3	1	0	0	0	4
	Total	0	0	5	1	0	0	0	6
Beninese	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Bosnian	Men	1	0	1	0	0	0	0	2
	Total	1	0	1	0	0	0	0	2
Botswanan	Women	0	0	0	0	1	0	0	1
	Total	0	0	0	0	1	0	0	1
Brazilian	Women	0	0	0	3	1	0	0	4
	Men	1	0	2	1	1	0	0	5
	Total	1	0	2	4	2	0	0	9
British	Women	0	0	1	1	5	0	0	7
	Men	0	0	1	0	5	1	0	7
	Total	0	0	2	1	10	1	0	14
Bulgarian	Women	0	0	0	1	1	2	0	4
	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	1	2	2	0	5
Burkinabe	Men	0	0	1	0	1	0	0	2
	Total	0	0	1	0	1	0	0	2
Burundi	Women	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Cameroonian	Women	0	0	0	0	1	1	0	2
	Men	1	0	0	0	1	0	0	2
	Total	1	0	0	0	2	1	0	4

	Gender	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Canadian	Women	0	0	1	3	1	2	0	7
	Men	1	0	3	0	1	0	0	5
	Total	1	0	4	3	2	2	0	12
Chinese	Women	0	0	1	2	1	1	0	5
	Men	1	0	4	1	1	1	0	8
	Total	1	0	5	3	2	2	0	13
Colombian	Women	0	0	0	0	1	1	1	3
	Men	0	0	1	0	2	0	0	3
	Total	0	0	1	0	3	1	1	6
Congolese	Women	0	0	0	0	1	0	0	1
	Total	0	0	0	0	1	0	0	1
Costa Rican	Women	0	0	1	0	0	0	0	1
	Men	0	0	1	0	0	0	0	1
	Total	0	0	2	0	0	0	0	2
Danish	Men	1	0	0	0	0	0	0	1
	Total	1	0	0	0	0	0	0	1
Dominican	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	0	1	0	0	1
	Men	0	0	0	0	0	1	0	1
	Total	0	0	0	0	0	1	0	1
Dutch	Women	0	0	1	0	0	0	0	1
	Men	0	0	0	2	0	0	0	2
	Total	0	0	1	2	0	0	0	3
Ecuadorian	Women	0	0	0	0	0	1	0	1
	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	0	1	1	0	2
Egyptian	Men	0	0	0	2	0	1	0	3
	Total	0	0	0	2	0	1	0	3
Eritrean	Men	0	0	0	0	0	1	0	1
	Total	0	0	0	0	0	1	0	1
Ethiopian	Women	0	0	0	0	1	0	0	1
	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	0	2	0	0	2
F. Trinidad & T	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Filipino	Women	0	0	0	2	1	0	0	3
	Men	0	0	0	0	2	3	0	5
	Total	0	0	0	2	3	3	0	8
Finnish	Women	0	0	0	1	0	0	0	1
	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	2	0	0	0	2
French	Women	0	0	2	4	7	7	1	21
	Men	3	0	2	13	12	2	0	32
	Total	3	0	4	17	19	9	1	53
Gabonese	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Gambian	Women	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
German	Women	0	0	2	0	0	1	0	3
	Men	0	1	0	3	2	0	0	6
	Total	0	1	2	3	2	1	0	9

	Gender	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Ghanian	Women	0	0	0	0	1	0	0	1
	Men	0	0	0	1	0	1	0	2
	Total	0	0	0	1	1	1	0	3
Greek	Men	0	0	0	2	1	0	0	3
	Total	0	0	0	2	1	0	0	3
Guatemalan	Women	0	0	0	1	0	0	0	1
	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	1	1	0	0	2
Hungarian	Men	0	0	1	0	1	1	0	3
	Total	0	0	1	0	1	1	0	3
Indian	Women	0	0	0	1	1	0	0	2
	Men	0	0	3	1	2	2	0	8
	Total	0	0	3	2	3	2	0	10
Indonesian	Women	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Iranian	Women	0	0	0	1	0	0	0	1
	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	2	0	0	0	2
Irish	Women	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Italian	Women	0	0	1	3	5	2	0	11
	Men	1	0	1	2	1	1	0	6
	Total	1	0	2	5	6	3	0	17
Japanese	Women	0	0	0	0	1	0	0	1
	Men	0	1	1	4	0	0	0	6
	Total	0	1	1	4	1	0	0	7
Jordanian	Men	0	0	0	1	1	0	0	2
	Total	0	0	0	1	1	0	0	2
Kenyan	Women	0	0	1	0	0	0	0	1
	Men	0	0	0	0	0	1	0	1
	Total	0	0	1	0	0	1	0	2
Korean	Women	1	0	0	0	1	0	0	2
	Men	0	0	0	5	0	1	0	6
	Total	1	0	0	5	1	1	0	8
Laotian	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Latvian	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Macedonian	Women	0	0	0	0	0	1	0	1
	Total	0	0	0	0	0	1	0	1
Madagascan	Women	0	0	0	0	1	0	0	1
	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	0	2	0	0	2
Malaysian	Women	0	0	0	1	0	0	0	1
	Men	0	0	0	2	1	0	0	3
	Total	0	0	0	3	1	0	0	4
Malian	Women	0	0	0	1	0	2	0	3
	Men	0	0	0	0	1	1	0	2
	Total	0	0	0	1	1	3	0	5
Mauritian	Women	0	0	0	0	1	0	0	1
	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	1	0	0	2
Moldovan	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1

	Gender	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Mongolian	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Moroccan	Women	0	0	1	1	0	0	0	2
	Men	0	0	0	1	0	0	0	1
	Total	0	0	1	2	0	0	0	3
Nepalese	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Nicaraguan	Women	0	0	0	0	0	1	0	1
	Men	0	0	0	0	1	0	0	1
	Total	0	0	0	0	1	1	0	2
Nigerian	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Nigerien	Women	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Norwegian	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Pakistani	Men	0	0	1	0	1	0	0	2
	Total	0	0	1	0	1	0	0	2
Polish	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Portuguese	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Romanian	Women	0	0	0	1	0	0	0	1
	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	1	0	0	0	2
Russian	Women	0	0	1	2	1	1	0	5
	Men	1	0	2	1	3	1	0	8
	Total	1	0	3	3	4	2	0	13
Rwandan	Men	0	0	0	1	1	0	0	2
	Total	0	0	0	1	1	0	0	2
Salvadoran	Men	0	0	1	1	0	0	0	2
	Total	0	0	1	1	0	0	0	2
Senegalese	Men	1	0	1	1	0	0	0	3
	Total	1	0	1	1	0	0	0	3
Serbian	Women	0	0	0	0	1	0	0	1
	Total	0	0	0	0	1	0	0	1
Singaporean	Men	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
South African	Men	0	0	1	0	1	0	0	2
	Total	0	0	1	0	1	0	0	2
Spanish	Women	0	0	0	2	3	2	0	7
	Men	0	0	0	2	2	1	0	5
	Total	0	0	0	4	5	3	0	12
Sri Lankan	Women	0	0	0	1	1	0	0	2
	Total	0	0	0	1	1	0	0	2
Sudanese	Men	0	0	0	0	0	1	0	1
	Total	0	0	0	0	0	1	0	1
Swedish	Women	0	0	2	0	1	0	0	3
	Total	0	0	2	0	1	0	0	3
Swiss	Women	0	0	0	1	0	0	1	2
	Men	0	0	0	1	3	1	0	5
	Total	0	0	0	2	3	1	1	7

	Gender	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Overall Total
Syrian	Women	0	0	0	0	1	0	0	**1**
	Men	0	0	1	0	0	0	0	**1**
	Total	0	0	1	0	1	0	0	**2**
Tanzanian	Women	0	0	0	0	1	0	0	**1**
	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	1	0	0	2
Tunisian	Men	1	0	1	1	3	2	0	8
	Total	1	0	1	1	3	2	0	8
Turkish	Women	0	0	0	1	0	0	0	1
	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	2	0	0	0	2
Ugandan	Women	0	0	0	1	2	0	0	3
	Men	0	0	0	0	0	1	0	1
	Total	0	0	0	1	2	1	0	4
Ukrainian	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Uzbekistani	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
	Women	0	0	0	0	1	1	0	2
Venezuelan	Total	0	0	0	0	1	1	0	2
Vietnamese	Men	0	0	0	1	0	0	0	1
	Total	0	0	0	1	0	0	0	1
Zambian	Women	0	0	1	0	0	0	0	1
	Total	0	0	1	0	0	0	0	1
Zimbabwean	Men	1	0	0	1	0	0	0	2
	Total	**1**	**0**	**0**	**1**	**0**	**0**	**0**	**2**
Overall Total		**16**	**3**	**65**	**112**	**107**	**58**	**4**	**365**
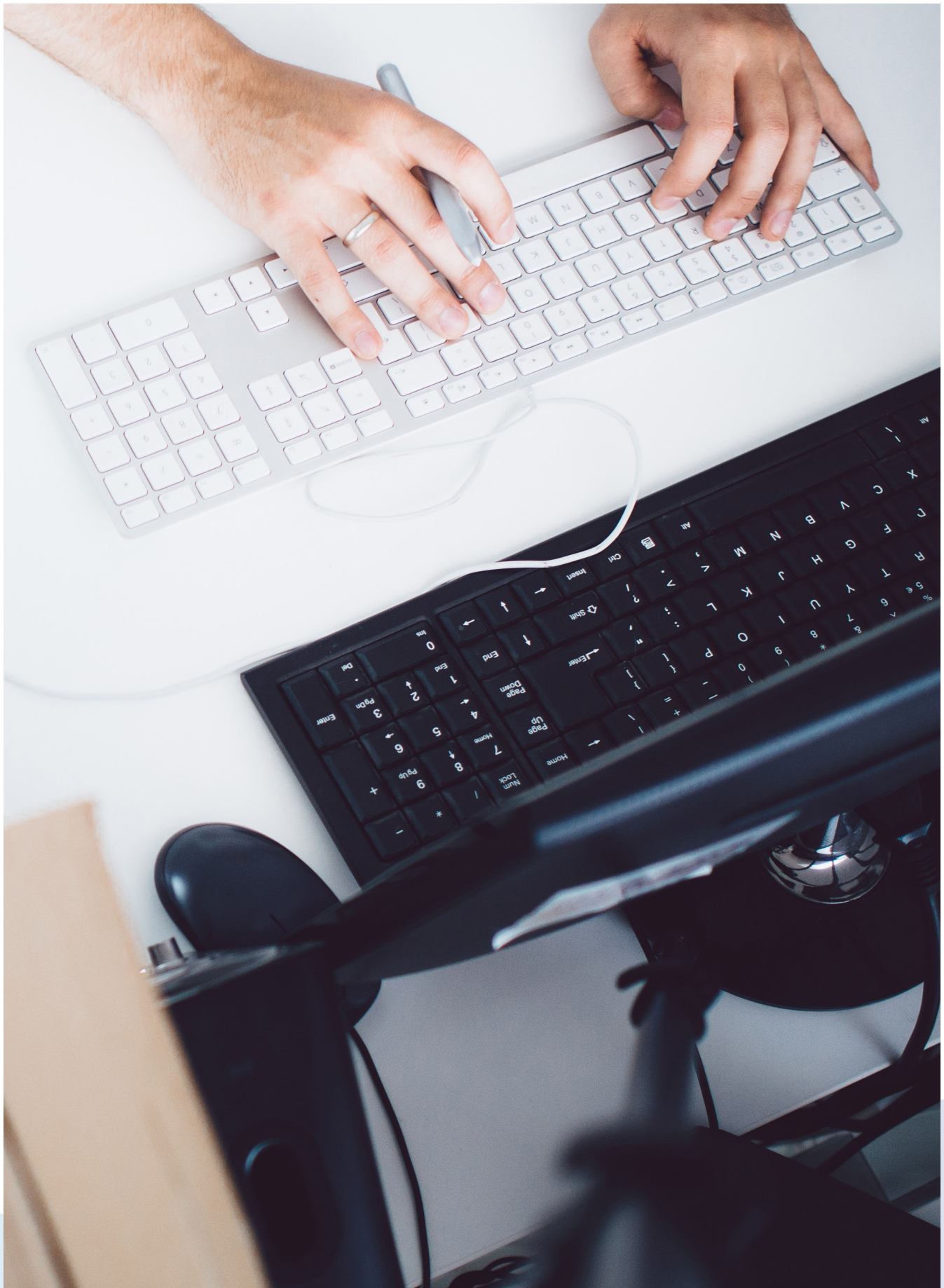
CHAPTER 4-WORKING CONDITIONS

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.

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 workingfrom 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.

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, 62 staff members have taken advantage of the policy.

All staff members are eligible for study leave. The maximun 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 totheir work environment. These surveys should be undertaken periodically and to 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 66% of staff members on part time arrangements are in the General Service category and 34% in the Professional and higher categories. Overall the percentage of women is 89%, General Service women represent 71% and 29% are from the Professional and higher categories.

Table 47 -Staff members on part time working arrangements 2008-2019

Category	Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Service	Women	49	70	40	54	50	48	42	41	43	35	25	24
	Men	3	1	0	1	2	0	4	2	3	2	1	1
	Total	**52**	**71**	**40**	**55**	**52**	**48**	**46**	**43**	**46**	**37**	**26**	**25**
Professional	Women	9	13	7	11	13	12	19	14	12	11	9	10
	Men	2	3	2	4	6	4	5	4	3	3	3	3
	Total	11	16	9	15	19	16	24	18	15	**14**	**12**	**13**
Overall Total		**63**	**87**	**49**	**70**	**71**	**64**	**70**	**61**	**61**	**51**	**38**	**38**

Gender distribution of staff member on part time arrangements by category 2019

Distribution of staff members on part time arrangements by category 2008-2019
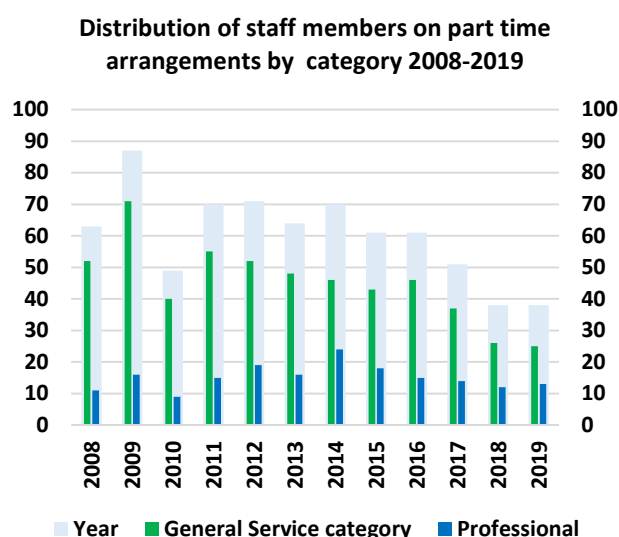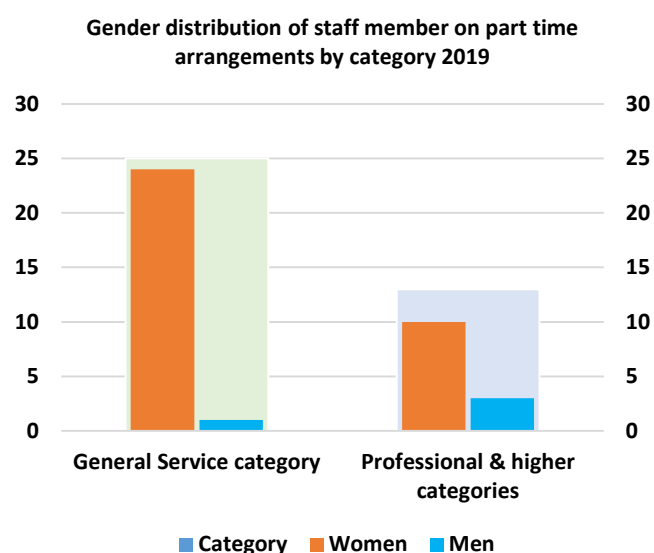
4.2 Part-time arrangements by rate 2019

The table below shows that 45% of staff members on part-time arrangements are working at 90% rate followed by 80% rate with 37% and only 5% of the staff members on part-time arrangements are working at 50%, 60%,70% and 2,6% at 75% rates.

Table 48- Staff members on part-time working arrangements by rate 2019

% of work	P	G	Total
90%	6	11	17
80%	3	11	14
75%	0	1	1
70%	1	1	2
60%	1	1	2
50%	2	0	2
Total	**13**	**25**	**38**

Part time arrangements by rate 2019

Legend:
- 90 percent
- 80 percent
- 75 percent
- 70 percent
- 60 percent
- 50 percent
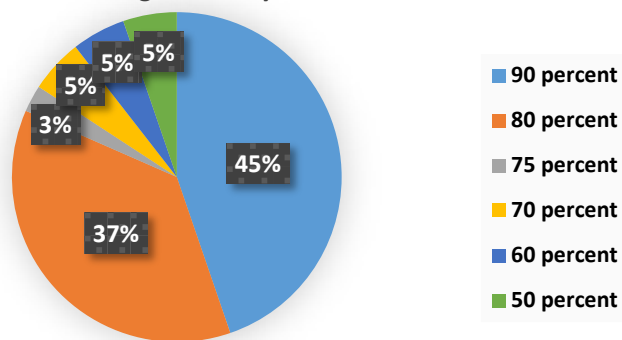
4.3 Teleworking arrangements

The table below shows that 72 staff members have made use of teleworking arrangements during the year 2019. 62% of staff members who have made use of the teleworking arrangements during the year in the Professional and higher categories were women and 38% were men. For the General Service category 93% of teleworking arrangements were for women. Overall 11% of the staff members teleworked at least once in 2019.

Table 49a- Staff members on teleworking arrangements by category and by gender in 2019

Category	Women	Men	Total
P	26	16	42
G	28	2	30
Total	54	18	72

Table 49b- Staff members on teleworking arrangements by category and by gender 2017- 2019

Year	P	G	ITU Total number staff members by year
2017	14	13	27
2018	47	46	93
2019	42	30	72

4.4 Special leave without pay

Table 50a - Staff members on LWOP From 1January 2019 to December 2019

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

Table 50b - Staff members on LWOP 2017-2019

Year	P	G	ITU Total number staff members on LWOP
2017	8	8	16
2018	8	10	18
2019	8	7	15

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 member illness rate 2008-2019

Year	NB Employees	NB working days	NB absent days	Illness rate
2008	731	171785	10267	9,9%
2009	743	174605	10175	9,8%
2010	729	171315	8860	9,7%
2011	735	172725	8703	9,6%
2012	747	175545	8502.5	9,5%
2013	738	173430	8807.5	9,7%
2014	738	173430	7663	8,8%
2015	712	167320	8470.5	7,8%
2016	708	166380	6559	7,4%
2017	667	146740	7190.5	8,6%
2018	669	147400	5270.5	6.%
2019	682	150040	5549.50	6.5%

Illness rate 2008-2019
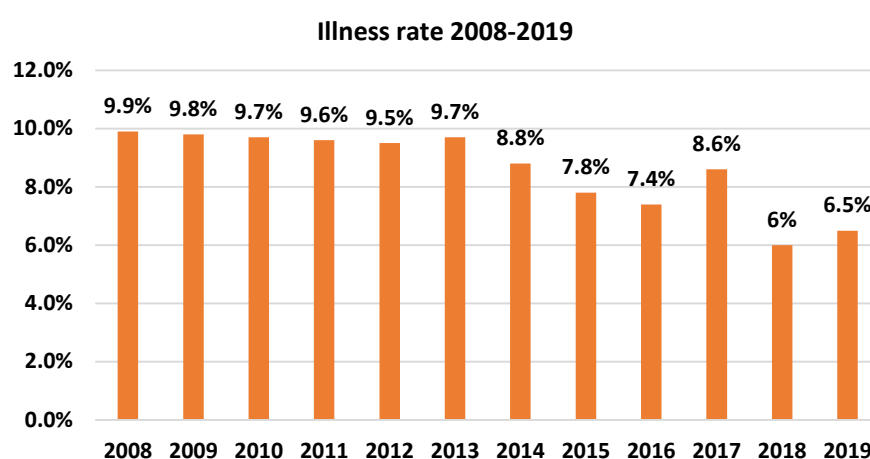
CHAPTER 5 - Learning and Development

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 Plan[1], recommendations made by internal and external auditors and best practices of Chief Executives Board (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 2019. It complements and updates the projected year-end forecast presented in the fall of 2019.

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 Chief executives Board (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 four (4) main learning programmes are:

• Ethics

• I Know Gender

• Information Security Awareness

• UN Working Harmoniously and UN Standards of Conducts

A Service Order 18/10 has been published on 6th June 2018 with indications of the mandatory training requirements that ITU staff shall comply with.

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 2019. The results of this approach were reflected in the ITU 2019 Learning Plan for implementation. The training programmes have allowed 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 Learning Plan and Development initiatives for 2019 was designed to serve as a comprehensive, single-window information repository for training programmes, learning opportunities and activities relevant to ITU. It built on existing and new learning initiatives within ITU, UN System, private and public sectors as well demands from ITU Sectors. Staff members were able to take full advantage of the training opportunities made available through this plan, in conformity with the new Performance Cycle for 2019. ITU staff members learning needs were expressed in the performance management learning objectives.

Allocations of learning funds

The ITU overall learning budget for 2019 represented approximately 1% of staff costs, with HRMD staffing support costs included, although Resolution 48 (Rev. Dubai, 2018) 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 corporate training budget for 2019 was CHF 425,688.

Altogether, about three (3) quarters of the allocated training funds (totaling CHF 425,688 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 CHF 165,000) 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.

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1 Reference to Res. 48 and 71 (Rev. Dubai, 2018).

5.1 Learning allocations

The repartition of the initially budgeted learning funds by bureau and department is illustrated in the graphic below.

At 31 December 2019, the expenditure level for the centralized learning budget of CHF 542,074, was approximately 100%, representing to date around 940 instances of staff participations . This learning and Development programme will be further promoted in 2020 through a communication plan with the aim to increase staff engagement and participation.

ITU ORG-WIDE 2019 LEARNING ALLOCATIONS BY SECTOR
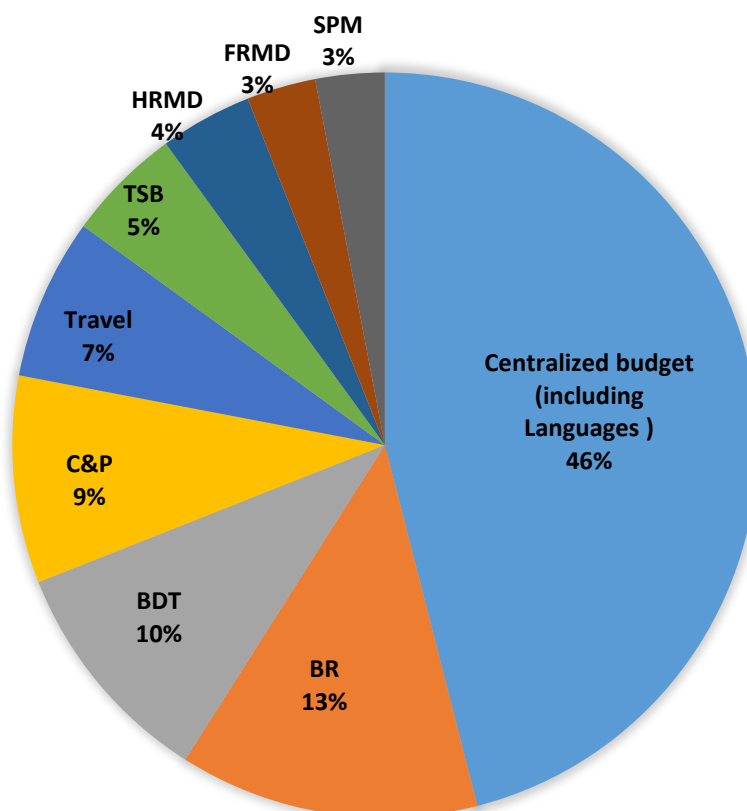
5.2   Type of learning activity

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

- 58% for upgrading technical and functional skills
- 20% for language training
- 16% for management & leadership
- 4% for communication, collaboration and personal effectiveness
- 2% for supporting degree/certification related educational programs

Learning activity	Professional	General Service
Languages	67%	33%
On-line learning library(Linkedin)	68%	32%
All other training requests (Group trainings, Management & Leadership, Technical, etc.)	78%	22%
Overall (based on 940 instances)	73%	27%

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

5.3 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 73% of learning instances were for Professional and higher staff, while 27% were for General Service staff.

5.4   Mandatory trainings

Approximately 64% of ITU staff have undertaken the online mandatory training "I Know Gender" between 2014 and 2019. Overall, the participation rate by gender was 56% women and 44% men, with 59% being staff in the Professional and higher categories and 41% staff being in the General Service category. 56% of ITU staff members have completed Information Security Awareness training. UN Working Harmoniously and UN standards of conducts training have been published on SharePoint and promoted to sectors. Further communication and mentoring will be undertaken in 2020 to continue promoting compliance to mandatory training policy recently issued. The online Ethics training is under preparation through a targeted ITU version and in collaboration with the ethics office.

5.5   Language Training

There were 100 Staff Members following the Language Training Programme, which represents approximately 13% of ITU staff. The participation rate by gender was 58% women and 42% men, with 69% being Professional and higher categories staff members. Of the six languages offered, French has the greatest number of students as shown in the graphic below.

% of students by language(BELL & UNOG)
January - December 2019

Language	%
French	52%
Spanish	17%
English	14%
Arabic	8%
Chinese	7%
Russian	2%

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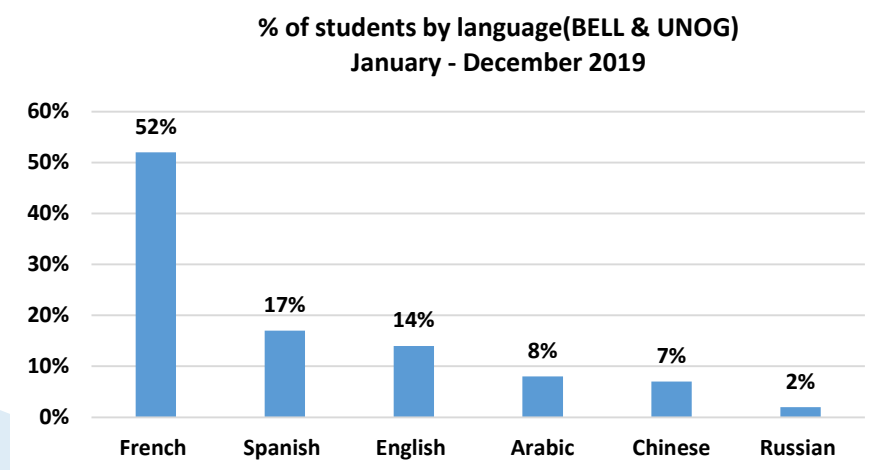
1   Percentages expressed in relation to total number of participants, and not in proportion to actual staff composition.

5.6 Degree and certificate support

Approximately 10% of staff received financial support between 2010 and 2019 for pursuing a degree or certification programs. Overall 3% of the programs pertain to PHD and 40% of the programs pertain to Masters Degrees, 25% Bachelor Degrees, and 32% specific diploma or certification programs. The profile of participants is 48% General Service staff and 52% 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, 45 staff members obtained their degree or certificate. The drop-out rate is below 15%.

EDUCATIONAL SUPPORT BY DEGREE
2010 - 2019

■ Masters   ■ Diplomas   ■ Bachelors   ■ PHDs

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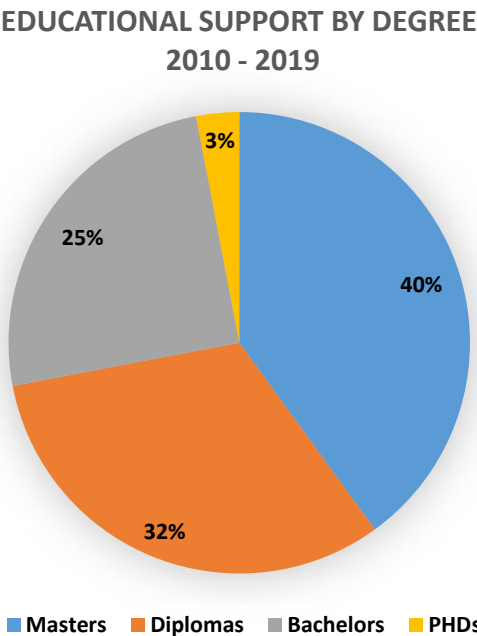
CHAPTER 6 - ITU Performance Management and Development

ITU Periodic Performance Appraisals

Until 31 December 2017 the system to assess staff members' performance was defined Periodic Performance Appraisal (PPA). The HRM Department has followed up, in collaboration with the HR/Administrative Focal Points in each Sector, on completion rate and collected 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 collection project of all outstanding PPAs has been completed. This process has required 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 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 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 launched in January 2018 was 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. A new PMDS Policy was published on 14 April 2018.

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. The Training Plan will continue to be implemented in 2019.

ITU Competency Framework 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. A pilot project is being carried out within the scope of performance management to build the ITU Technical Competency Pillar to complement the existing Framework.

The ITU new Managing Underpeformance policy

Performance Management and Development is an essential component of a constructive workplace environment. It is aimed at serving a number of purposes including improving individual and organisational performance. In line with the pillar II(Engaged employees) of the ITU People strategy. HRMD has drafted a new ITU framework on managing underperformance to set out the policy and procedures for managing underperformance as part of the ITU's Performance Management and Development System.

The Service Order on managing underperformance will be issued next year in 2020.

6.1 Analysis of e-PMDS completion rate

Overall 70% of ITU staff members have completed their workplan in 2019 as of November 2019.

Please see below the graphic which represents the breakdown of percentage of staff who have completed the workplan by sector as of November 2019.

Table 53 Percentage of e-PMDS planning completion rate by sector 2019

Sector	Percentage of completion rate
TSB	**61%**
BR	**82%**
BDT	**53%**
SG	**82%**

Percentage of staff members who completed the 2019 planning phase by bureau
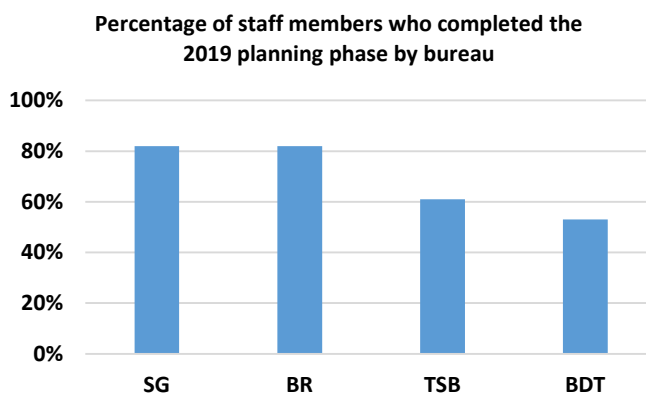
6.2 Learning sessions on e-PMDS

HRMD have organized and implemented more than 79 learning activities related to the PMDS as from June 2017 to 31 December 2018, delivered to all Sectors.

In addition, information sessions on 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 the Sectors. Other means to reach out ITU Staff have been webinars, recorded sessions, guidelines and other supporting documentation as needed.

Table 54 Percentage of learning activities on e-PMDS 2018-2019

Learning activities	Total number of learning activities	Percentage by learning activities
HR Focal Points Information Sessions	1	**4%**
ePMDS Workshops for HQ and Field Offices	12	**50%**
SMART Objective Workshops	4	**17%**
Managing Difficult Conversations	3	**13%**
Competency Framework Sessions	2	**8%**
Giving and Receiving feedback Sessions	2	**8%**

LEARNING SESSIONS ON E-PMDS JANUARY - DECEMBER 2019

■ HR Focal Points Information Sessions   ■ ePMDS Workshops for HQ and Field Offices
■ SMART Objective Workshops   ■ Managing Difficult Conversations
■ Competency Framework Sessions   ■ Giving and Receiving feedback Sessions
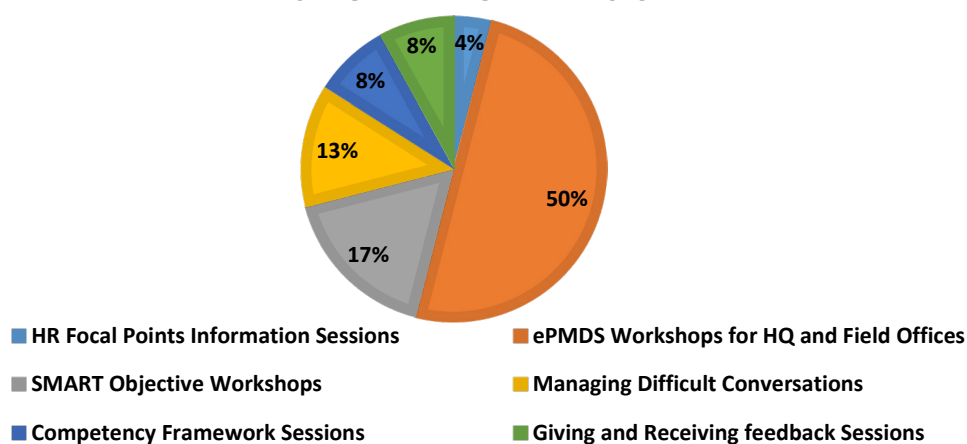
6.3 Strategies for improvement

Increase system's user-friendliness

For the 2020 planning HRMD will further streamline the configuration of the functional competencies in the e-PMDS in other to simplify the workflow of the process and introduce and overall assessement of the staff member by the supervisor.

Technical competencies project

The aim of this project is to develop and implement the ITU Technical Competencies – i.e., the knowledge, skills, and / or abilities required by ITU staff members to successfully perform while job tasks, duties, and responsibilities. The Technical Competency Model will be used in several human resource areas such as, recruitment and selection, performance management learning and development, and succession planning.

A pilot project was implemented during the 2019 Planning phase to test the methodology designed for the project on a small-scale. As result of successful pilot project HRMD has developed the full scale competencies catalogue. The implementation of the catalogue is planned for all ITU staff for 2020 planning phase.

This analysis of the technical competencies by category of job will serve as a basis for organizational competency-gap project.

Pillar III integration in HR Business process
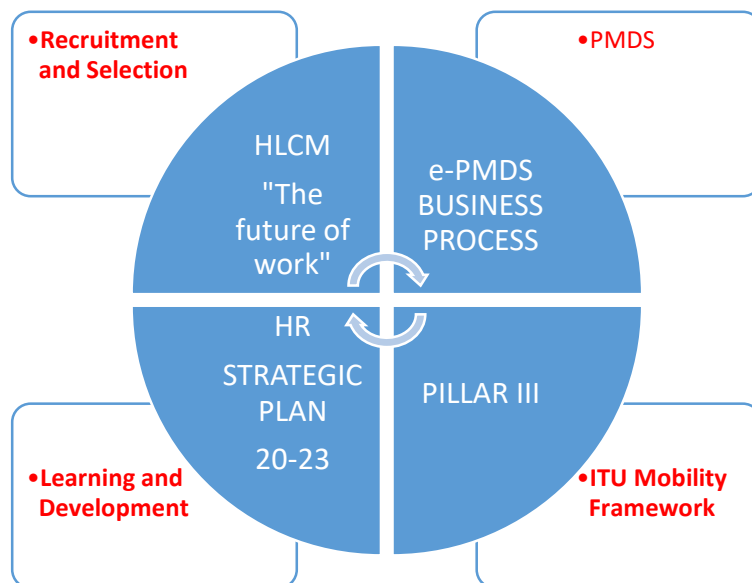
Technical competencies project findings
Recurrent Skills

- Knowledge of ICT technologies and Trends
- Project Management
- knowledge of SharePoint
- Computer skills
- SAP Modules
- Software development

Recurrent Skills

- AI
- 5G
- Fiori(New Users Interface)
- S4 HANA & C4 HANA

Introduction

According to the JIU latest report[1], 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.

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 allows analysis of the competencies to be strengthened and/or acquired through a learning and development plan. The e-PMDS also allows the identification of organizational talent to meet the ITU business requirements as well as strategic and operational priorities.

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.

Note : The retirement projection is established on the basis of staffing at 31.12.2019.

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

7.1 ITU ten year's retirement projection

Table 55 - Professional & higher and General Service categories ten year's retirement projection 31.12.2019

Sector	SG	BR	BDT	TSB	Overall Total
Year			NB of Projected retirees		
2020	0	0	0	0	**0**
2021	0	0	1	0	**1**
2022	5	2	5	1	**13**
2023	8	1	1	2	**12**
2024	11	3	1	0	**15**
2025	12	3	6	0	**21**
2026	12	8	5	1	**26**
2027	12	5	3	1	**21**
2028	12	5	3	1	**21**
2029	12	5	2	4	**23**
Overall Total	**84**	**32**	**27**	**10**	**153**

Next ten years retirement projection by sector 2020-2029

- SG ■ BR ■ BDT ■ TSB
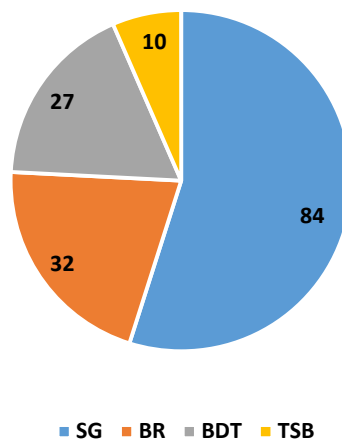
7.2 Retirement projections for the next ten years by category, sector and grade

Table 56 - Percentage of total number of retirees compare to total number of staff members by sector as of 31.12.2019

Sector	Total number retirees in next 10 years	% Total retirees	% Sector staff members as at 31.12.2019
SG	84	23%	363
BR	32	24%	134
BDT	27	21%	129
TSB	10	17%	58

Table 57 - General Service category ten year's retirement projection by grade 31.12.2019

Sector	SG	BR	BDT	TSB	Overall Total
2022					
G-7	0	0	1	0	1
G-6	0	1	0	0	1
G-5	2	1	0	0	3
Total	**2**	**2**	**1**	**0**	**5**
2023					
G-7	0	0	0	0	0
G-6	1	0	0	1	2
G-5	1	0	0	0	1
G-4	1	1	0	0	2
G-3	0	0	0	0	0
Total	**3**	**1**	**0**	**1**	**5**
2024					
G-7	1	0	0	0	1
G-6	1	0	1	0	2
G-5	3	0	0	0	3
G-4	0	1	0	0	1
Total	**5**	**1**	**1**	**0**	**7**
2025					
G-7	0	0	0	0	0
G-6	4	0	0	0	4
G-5	2	0	2	0	4
Total	**6**	**0**	**2**	**0**	**8**
2026					
G-6	3	2	1	0	6
G-5	2	0	1	0	3
G-4	2	0	0	0	2
G-3	0	0	0	0	0
Total	**7**	**2**	**2**	**0**	**11**
2027					
G-7	0	0	1	0	1
G-6	3	3	0	0	6
G-5	2	2	0	0	4
G-4	1	0	0	0	1
G-3	0	0	0	0	0
Total	**6**	**5**	**1**	**0**	**12**
2028					
G-7	1	0	0	0	1
G-6	0	0	0	0	0
G-5	3	0	1	0	4
G-4	0	0	0	0	0
G-3	0	0	0	0	0
Total	**4**	**0**	**1**	**0**	**5**
2029					
G-7	0	0	0	1	1
G-6	4	0	0	0	4
G-5	3	0	0	1	4
G-4	0	0	0	0	0
G-3	0	0	0	0	0
Total	**7**	**0**	**0**	**2**	**9**
Overall Total	**40**	**11**	**8**	**3**	**62**

Table 58 - Professional & higher categories ten year's retirement projection by grade 31.12.2019

Sector	SG	BR	BDT	TSB	Overall Total
Number of projected retirees					
2021					
D-1	0	0	1	0	1
Total	**0**	**0**	**1**	**0**	**1**
2022					
D-1	0	0	1	0	1
P-5	2	0	1	0	3
P-4	1	0	2	1	4
P-3	0	0	0	0	0
P-2	0	0	0	0	0
Total	**3**	**0**	**4**	**1**	**8**
2023					
D-2	0	0	0	1	1
D-1	0	0	0	0	0
P-5	2	0	1	0	3
P-4	3	0	0	0	3
P-3	0	0	0	0	0
P-2	0	0	0	0	0
Total	**5**	**0**	**1**	**1**	**7**
2024					
D-1	1	0	0	0	1
P-5	2	1	0	0	3
P-4	3	0	0	0	**3**
P-3	0	1	0	0	1
P-2	0	0	0	0	0
Total	**6**	**2**	**0**	**0**	**8**
2025					
D-2	0	1	0	0	1
D-1	0	0	2	0	2
P-5	3	0	1	0	4
P-4	2	2	1	0	5
P-3	0	0	0	0	0
P-2	1	0	0	0	1
Total	**6**	**3**	**4**	**0**	**13**
2026					
D-1	1	0	1	0	2
P-5	1	3	2	0	6
P-4	0	2	0	0	**2**
P-3	3	1	0	1	5
P-2	0	0	0	0	0
Total	**5**	**6**	**3**	**1**	**15**
2027					
D-1					
P-5	0	0	1	0	1
P-4	3	0	0	1	4
P-3	3	0	0	0	3
P-2	0	0	1	0	1
Total	6	0	2	1	9
2028					
D-1	0	1	0	1	2
P-5	3	0	0	0	3
P-4	3	2	1	0	6
P-3	2	1	1	0	4
P-2	0	1	0	0	1
Total	**8**	**5**	**2**	**1**	**16**
2029					
D-1	0	1	0	0	1
P-5	1	1	1	1	4
P-4	3	1	0	1	5
P-3	0	2	1	0	3
P-2	1	0	0	0	1
Total	**5**	**5**	**2**	**2**	**14**
Overall Total	**44**	**21**	**19**	**7**	**91**

Tables