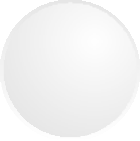
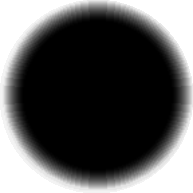
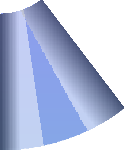
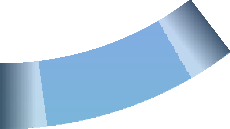
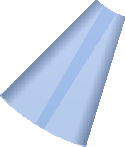
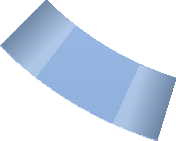
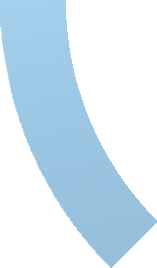
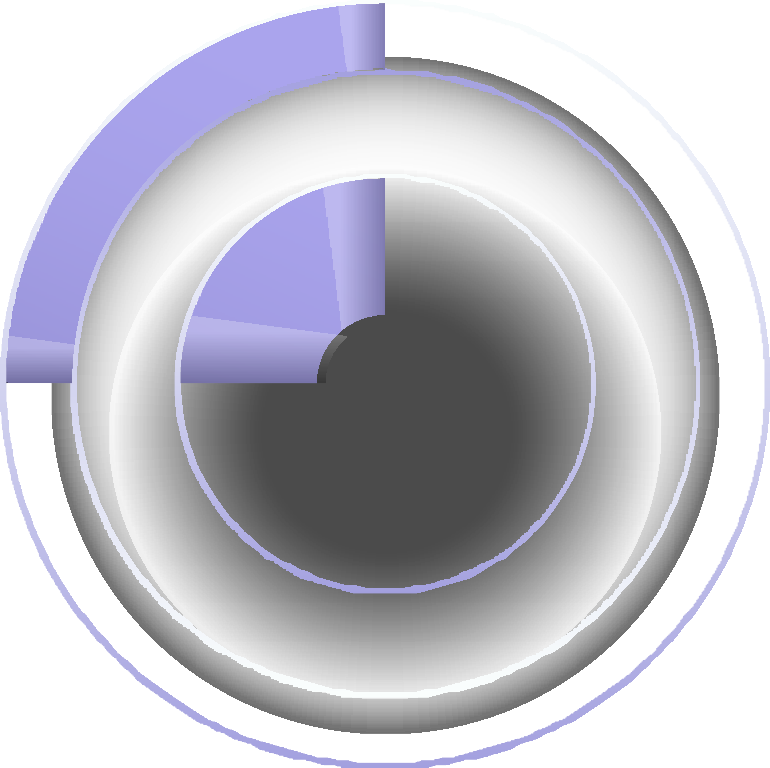
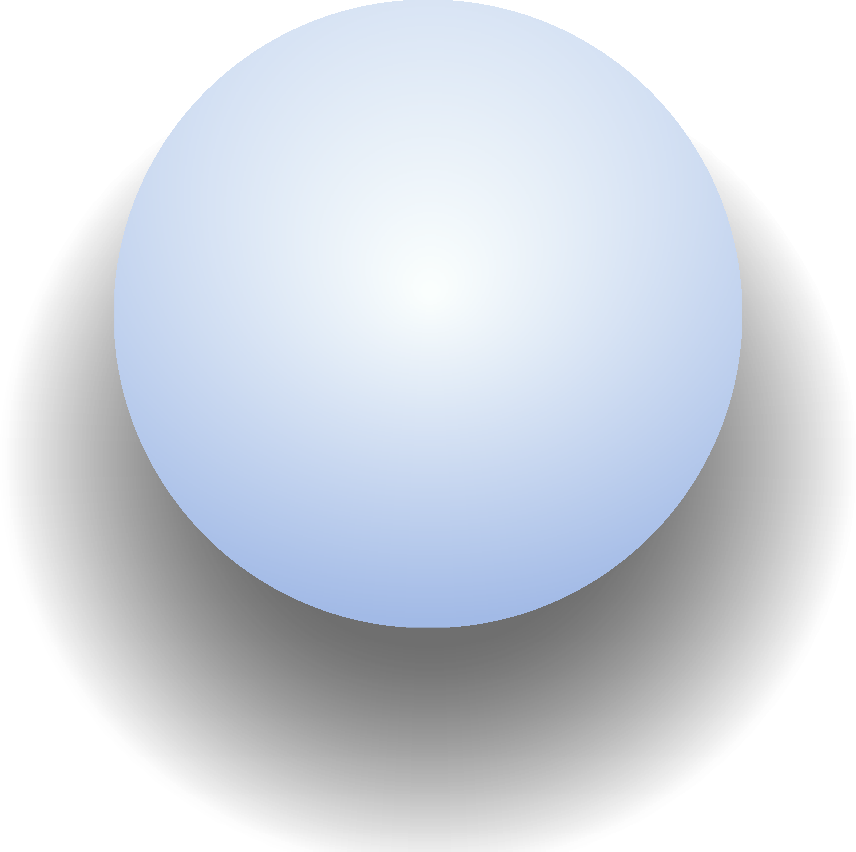
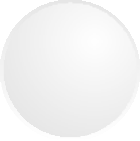
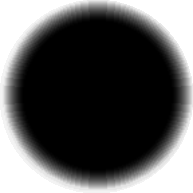
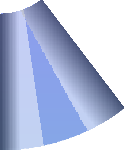
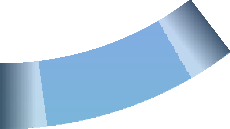
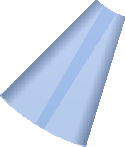
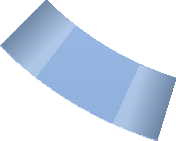
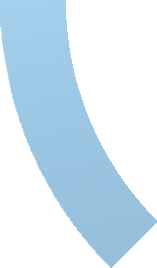
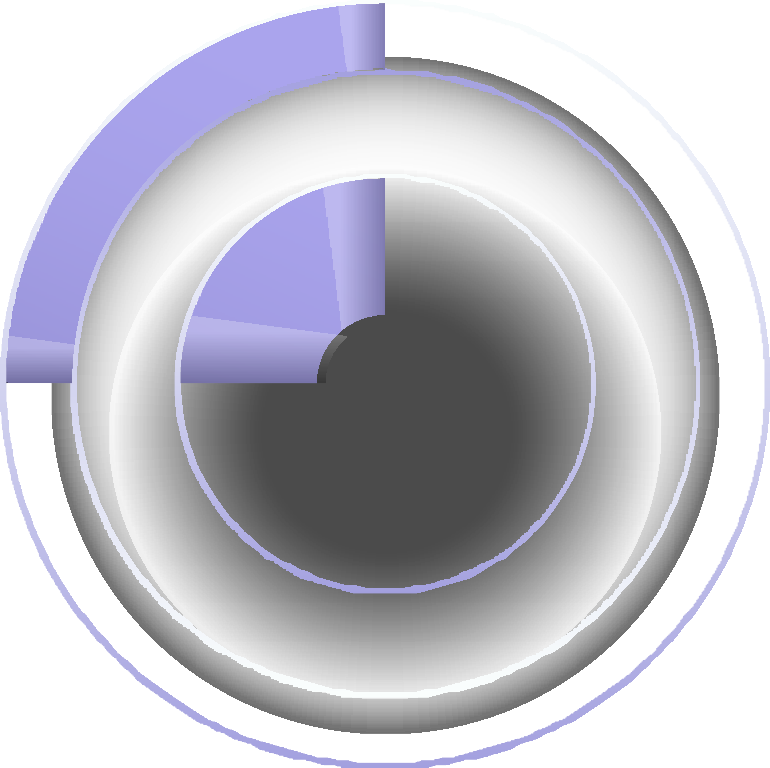
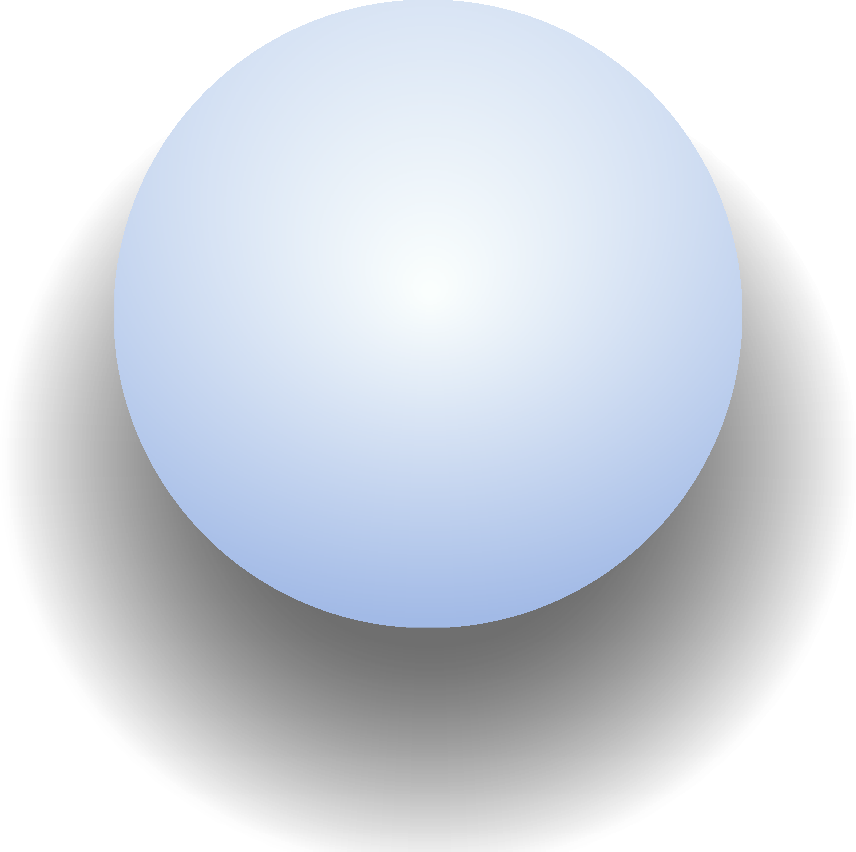
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| **Council Virtual consultation of councillors, 8-18 June 2021** |  |
|  |  |
|  |  |
|  | **Document C21/INF/5-E** |
| **22 April 2021** |
| **English only** |
| **Report by the Secretary-General** | |
| HUMAN RESOURCES REPORTING AND STATISTICS UPDATED  AS OF 31 DECEMBER 2020 | |

|  |
| --- |
| **Summary**  This report contains statistical data on the International Telecommunication Union workforce as of 31 December 2020.  **Action required**  This report is transmitted to the Council **for information**.  \_\_\_\_\_\_\_\_\_\_\_\_  **References**  *Council document* [*C20/INF/15*](https://www.itu.int/md/S20-CL-INF-0015/en) |

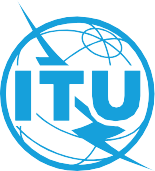
International Telecommunication Union



**ITU Workforce in 2020**

Fit for Purpose and Engaged

Updated as of 31 December 2020



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# 1. Context

The ITU Strategic Plan 2020-23 defines a workforce adapted to the changing environment and the evolving needs of the organization as a high priority.

*Pillar I* and *II* of the ITU Human Resources (HR) Strategic Plan 2020-23 refer to a *fit-for-purpose* and *engaged* workforce integrating diversity and agility and aligning the strategic priorities of the Union to the staff functions and posts. They also refer to required actions until 2023 to address United Nations (UN) and ITU specific critical human capital needs, including digital and talent in line with the ITU financial plans.

2020 global human capital reports and the High-Level Committee of Management (HLCM) *“The Future of Work”* highlight the significant and fast-paced changes affecting the workforce in evolving sectors[[1]](#footnote-1) like information communications technology, particularly during COVID-19. As a result, workforce planning and development, particularly for data skills and talent is becoming an area of the ITU accountability (Document [C20/43](https://www.itu.int/md/S20-CL-C-0043/en))and risk management (Document [C20/61](https://www.itu.int/md/S20-CL-C-0061/en)) frameworks (see report on the implementation of the risk management action plan (Document [CWG-FHR-12/7](https://www.itu.int/md/S21-CWGFHR12-C-0007/en)).

ITU’s Human Resources Management Department (HRMD) reports annually to the Council on the organizations’ workforce composition and recommendations to reduce gender, diversity and other talent gaps for a more integrated, holistic, and strategic workforce planning and development. Additionally, a staff working conditions and implementation strategy is planned for Council 2021 (see Document [C21/29](https://www.itu.int/md/S21-CL-C-0029/en) on Staff Working Conditions Strategy and Implementation Plan) and considers the need of upskilling the ITU workforce to the required digital fluency and agility in preparation of the move to new ITU building and new ways of working. ITU workforce planning and development also considers recommendations from the Price Waterhouse Cooper (PWC) ITU Regional Review. These recommendations include a) consolidating strategic planning and leveraging additional resources; b) improving the efficiency of key processes including upskilling the workforce to the use of new systems.

ITU continues participating in HLCM Chief Executive Board (CEB) HR Network including contributing to the relevant task forces and working groups for workforce management; and welcomes the opportunity to engage with the HLCM HR Network, and potentially the International Labour Organization on developments at the system level. In this context, HRMD has noted memo EOSG-2021-00598 on “Digital Strategy Implementation: Action for Building Data Skills and Talent” with the SG’s data strategy adopted in 2020 by the Executive Committee (Reference to Decision 2020/25) outlining actions taken and guidelines to implement the strategy and next steps required to build data skills and talent through workforce planning.

In addition, ITU has undertaken a Skills Gap analysis (2020-21) which will result into the identification of gaps including in data analytics and management requirements as well as opportunities to address the gaps via an action plan, the latter to be aligned with ITU standards, procedures, and systems in place as well as with ITU Strategic, Operational and Financial Plans.

# 2. HR Analytics and Reporting

To achieve a fit for purpose and engaged workforce, relevant HR analytics providing initial information for discussion making have been identified for reporting in line with the ITU HR People Strategy and HR Strategic Plan 2020-23. The data is extracted from the ITU Enterprise Resource Planning (ERP) and other HR systems as of 31 December 2020. Analytics speak to the *four Pillars* of the HR Strategic Plan.

## 2.1 Pillar I. Fit-for-purpose workforce integrating diversity and agility

*Pillar I* outlines the importance of a balanced and diversified workforce, gender parity at all levels, geographical distribution, age and contractual arrangements. It also refers to talent acquisition and ITU employer branding to balance internal and external talent through appropriate outreach strategies and young talent schemes.

### 2.1.1 Regular[[2]](#footnote-2) Workforce

The workforce composition consists of 59% of ITU staff members in the Professional and Higher (P&H) categories *versus* 41% in the General Service (GS) category. Below tables and graphs illustrate the distribution by category and sector.

Table 1 – Staff Distribution by Category

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Category** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| General Service | 333 | 325 | 290 | 285 | 286 | 283 |
| Professional & Higher | 380 | 380 | 377 | 384 | 398 | 408 |
| **Total** | **713** | **705** | **667** | **669** | **684** | **691** |

A fit for purpose workforce starts with an organizational design aligned with the organization’s mission and strategies, resulting in a structure that support ITU’s objectives with clear reporting relationships, an appropriate work distribution and posts classified in accordance with the applicable classification standards established by the International Civil Service Commission. From 1 January to 31 December 2020, a total of 162 job descriptions were reviewed and analyzed, while ensuring to minimize overlap and / or duplication of duties and responsibilities; and classified in accordance with classification standard.

Table 2 – 2020 ITU Job Classification Actions\*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Creation | Downgrades | Upgrades | Transfers | Reviews | SPAs |
| 18 | 3 | 22 | 22 | 86 | 11 |

\*Excluding validation of grade for short-term contracts.

The overall workforce distribution by staff category has remained stable over years across the sectors. In line with the overall UN trends, the number of GS staff has progressively decreased while the number of P&H staff has increased. This is due to the: a) steadily increase of ITU analytical, conceptual, and strategic work and decrease of administrative and support work through the application of modern methods, b) subsequent upgrading of several GS positions.

Table 3 – Staff Distribution by Category and Sector

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Sector** | **Category** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **Telecommunication Development Bureau (BDT)** | Professional & Higher | 93 | 90 | 88 | 45 | 86 | 91 |
| General Service | 50 | 51 | 48 | 91 | 43 | 45 |
|  | **Total** | **143** | **141** | **136** | **136** | **129** | **136** |
| **Radiocommunication Bureau (BR)** | Professional & Higher | 81 | 84 | 80 | 79 | 86 | 93 |
| General Service | 51 | 51 | 47 | 48 | 48 | 44 |
|  | **Total** | **132** | **135** | **127** | **127** | **134** | **137** |
| **Telecommunication Standardization Bureau (TSB)** | Professional & Higher | 36 | 36 | 38 | 39 | 38 | 41 |
| General Service | 24 | 21 | 19 | 20 | 20 | 19 |
|  | **Total** | **60** | **57** | **57** | **59** | **58** | **60** |
| **General Secretariat (SG)** | Professional & Higher | 170 | 202 | 171 | 175 | 188 | 183 |
| General Service | 208 | 170 | 176 | 172 | 175 | 175 |
|  | **Total** | **378** | **372** | **347** | **347** | **363** | **358** |
| **ITU** | **Overall Total** | **713** | **705** | **667** | **669** | **684** | **691** |

The table below shows the distribution of staff across ITU’s duty stations around the world and the evolution for the past 5 years.

Table 4 – Staff Distribution by Duty Station and Category

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Duty Station** | **Category** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **Addis Ababa** | General Service | 4 | 4 | 4 | 4 | 4 | 5 |
|  | Professional & Higher | 4 | 4 | 3 | 3 | 4 | 4 |
|  | Total | 8 | 8 | 7 | 7 | 8 | 9 |
| **Bangkok** | General Service | 4 | 4 | 4 | 4 | 3 | 2 |
|  | Professional & Higher | 5 | 4 | 4 | 4 | 2 | 4 |
|  | Total | 9 | 8 | 8 | 8 | 5 | 6 |
| **Brasilia** | General Service | 2 | 2 | 1 | 2 | 2 | 2 |
|  | Professional & Higher | 4 | 4 | 4 | 4 | 4 | 4 |
|  | Total | 6 | 6 | 5 | 6 | 6 | 6 |
| **Bridgetown** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 2 | 2 | 2 | 2 | 2 | 2 |
|  | Total | 3 | 3 | 3 | 3 | 3 | 3 |
| **Cairo** | General Service | 4 | 4 | 4 | 4 | 4 | 4 |
|  | Professional & Higher | 5 | 5 | 5 | 5 | 5 | 5 |
|  | Total | 9 | 9 | 9 | 9 | 9 | 9 |
| **Dakar** | General Service | 2 | 2 | 2 | 1 | 1 | 1 |
|  | Professional & Higher | 1 | 2 | 2 | 1 | 1 | 2 |
|  | Total | 3 | 4 | 4 | 2 | 2 | 3 |
| **Geneva** | General Service | 308 | 300 | 265 | 261 | 263 | 261 |
|  | Professional & Higher | 343 | 343 | 342 | 349 | 363 | 373 |
|  | Total | 651 | 643 | 607 | 610 | 626 | 634 |
| **Harare** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 2 | 2 | 2 | 2 | 2 | 2 |
|  | Total | 3 | 3 | 3 | 3 | 3 | 3 |
| **Jakarta** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 2 | 2 | 1 | 2 | 2 | 2 |
|  | Total | 3 | 3 | 2 | 3 | 3 | 3 |
| **Duty Station** | **Category** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **Moscow** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 1 | 1 | 2 | 2 | 2 | 2 |
|  | Total | 2 | 2 | 3 | 3 | 3 | 3 |
| **New York** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 2 | 2 | 3 | 2 | 3 | 2 |
|  | Total | 3 | 3 | 4 | 3 | 4 | 3 |
| **Port of Spain** | Professional & Higher | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Total | 0 | 0 | 0 | 0 | 0 | 0 |
| **Riyadh** | General Service | 1 | 1 | 1 | 1 | 1 | 0 |
|  | Professional & Higher | 3 | 3 | 2 | 2 | 2 | 1 |
|  | Total | 4 | 4 | 3 | 3 | 3 | 1 |
| **Santiago** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 2 | 2 | 2 | 2 | 2 | 2 |
|  | Total | 3 | 3 | 3 | 3 | 3 | 3 |
| **Suva** | General Service | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Professional & Higher | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Total | 0 | 0 | 0 | 0 | 0 | 0 |
| **Tegucigalpa** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 2 | 2 | 2 | 2 | 2 | 1 |
|  | Total | 3 | 3 | 3 | 3 | 3 | 2 |
| **Yaoundé** | General Service | 1 | 1 | 1 | 1 | 1 | 1 |
|  | Professional & Higher | 2 | 2 | 2 | 2 | 2 | 2 |
|  | Total | 3 | 3 | 3 | 3 | 3 | 3 |

In line with UN trends, staff members in P4 and P3 positions represent most of the population in the P&H categories. HRMD has continued leading talent initiatives to build ITU leadership capacity as well as for succession planning purposes (see section 2.2.3).

Table 5 – Professional & Higher Categories Distribution by Grade

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **D-2** | 4 | 4 | 4 | 4 | 3 | 4 |
| **D-1** | 16 | 17 | 18 | 16 | 16 | 16 |
| **P-5** | 72 | 70 | 69 | 76 | 74 | 73 |
| **P-4** | 109 | 110 | 110 | 117 | 124 | 133 |
| **P-3** | 120 | 118 | 114 | 108 | 117 | 123 |
| **P-2** | 53 | 55 | 55 | 57 | 60 | 55 |
| **P-1** | 6 | 6 | 7 | 6 | 4 | 4 |
| **Total** | **380** | **380** | **377** | **384** | **398** | **408** |

Graph 1 – 2020 Professional & Higher Categories / Percentages by Grade

G6 and G5 grades associated to administrative and support work represent most of the population in the GS category. In the last years, most of the vacant senior G7 positions have been abolished, downgraded, or converted into professional positions. At the same time, positions in the entry level G4, G3, G2 were abolished or upgraded to align the GS duties and responsibilities to the required level.

**Table 6 – General Service Category Distribution by Grade**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **G-7** | 23 | 21 | 17 | 15 | 15 | 12 |
| **G-6** | 110 | 108 | 94 | 95 | 96 | 103 |
| **G-5** | 137 | 139 | 129 | 126 | 124 | 119 |
| **G-4** | 40 | 34 | 29 | 31 | 33 | 33 |
| **G-3** | 19 | 20 | 18 | 15 | 15 | 15 |
| **G-2** | 4 | 3 | 3 | 3 | 3 | 1 |
| **Total** | **333** | **325** | **290** | **285** | **286** | **283** |

Graph 2 – 2020 General Service Category Percentages by Grade

The principle of equality is one of the pillars on which the UN System is based. A UN System-Wide Strategy for Gender Parity is being rolled out by UN. The Strategy is applicable to the UN workforce and targets particularly the gender distribution in the P&H categories. It also aligns with the 17 Sustainable Development Goals (SDGs), which in addition to gender consideration being weaved throughout, has a standalone goal of Gender Equality.

**Table 7 – General Service Category Gender Distribution**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Gender** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **Women** | 229 | 223 | 203 | 198 | 200 | 196 |
| **Men** | 104 | 102 | 87 | 87 | 86 | 87 |
| **Total** | **333** | **325** | **290** | **285** | **286** | **283** |

Graphs 3 – 2020 General Service Category Gender Distribution

Resolution 70 (Rev Dubai, 2018) is the main one for gender equality in ITU which 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. This document is complemented for action by Resolution 55 (Rev. Dubai, 2018): mainstreaming a gender perspective in ITU-BDT activities and reaffirming the need to facilitate the recruitment of more women in the P and Higher categories, especially at the senior levels.

Table 8 – Professional & Higher Categories Distribution by Gender

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Gender** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **Women** | 146 | 146 | 146 | 152 | 162 | 166 |
| **Men** | 235 | 234 | 231 | 232 | 236 | 242 |
| **Total** | **381** | **380** | **377** | **384** | **398** | **408** |

Graphs 4 – 2020 Professional & Higher Categories by Gender

The table below shows the staff distribution evolution over the last five years by sector, category (General Service – G, or Professional and Higher – P), and gender.

Table 9 – Staff Distribution by Sector, Category and Gender

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Gender** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **TSB** | **GS** | **W** | 18 | 15 | 14 | 14 | 14 | 13 |
| **M** | 6 | 6 | 5 | 6 | 6 | 6 |
|  | **Total** | 24 | 21 | 19 | 20 | 20 | 19 |
| **P & H** | **W** | 14 | 13 | 13 | 14 | 14 | 16 |
| **M** | 22 | 23 | 25 | 25 | 24 | 25 |
|  | **Total** | 36 | 36 | 38 | 39 | 38 | 41 |
| **BDT** | **GS** | **W** | 43 | 44 | 41 | 38 | 36 | 37 |
| **M** | 7 | 7 | 7 | 7 | 7 | 8 |
|  | **Total** | 50 | 51 | 48 | 45 | 43 | 45 |
| **P & H** | **W** | 34 | 34 | 32 | 35 | 35 | 38 |
| **M** | 59 | 56 | 56 | 56 | 51 | 53 |
|  | **Total** | 93 | 90 | 88 | 91 | 86 | 91 |
| **BR** | **GS** | **W** | 39 | 38 | 35 | 37 | 37 | 34 |
| **M** | 12 | 13 | 12 | 11 | 11 | 10 |
|  | **Total** | 51 | 51 | 47 | 48 | 48 | 44 |
| **P & H** | **W** | 22 | 23 | 22 | 22 | 25 | 26 |
| **M** | 59 | 61 | 58 | 57 | 61 | 67 |
|  | **Total** | 81 | 84 | 80 | 79 | 86 | 93 |
| **SG** | **GS** | **W** | 129 | 126 | 113 | 109 | 113 | 112 |
| **M** | 79 | 76 | 63 | 63 | 62 | 63 |
|  | **Total** | 208 | 202 | 176 | 172 | 175 | 175 |
| **P & H** | **W** | 75 | 76 | 79 | 81 | 88 | 86 |
| **M** | 95 | 94 | 92 | 94 | 100 | 97 |
|  | **Total** | 170 | 170 | 171 | 175 | 188 | 183 |
| **Total** | |  | **713** | **705** | **667** | **669** | **684** | **691** |

Table 10 – Professional and Higher Categories Distribution by Grade and Gender

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **Gender** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| **D-2** | **W** | 1 | 1 | 1 | 1 | 1 | 1 |
|  | **M** | 3 | 3 | 3 | 3 | 2 | 3 |
|  | **Total** | 4 | 4 | 4 | 4 | 3 | 4 |
| **D-1** | **W** | 1 | 1 | 1 | 1 | 1 | 2 |
|  | **M** | 15 | 16 | 17 | 15 | 15 | 14 |
|  | **Total** | 16 | 17 | 18 | 16 | 16 | 16 |
| **P-5** | **W** | 16 | 19 | 20 | 23 | 25 | 24 |
|  | **M** | 56 | 51 | 49 | 53 | 49 | 49 |
|  | **Total** | 72 | 70 | 69 | 76 | 74 | 73 |
| **P-4** | **W** | 43 | 42 | 41 | 46 | 47 | 52 |
|  | **M** | 66 | 68 | 69 | 71 | 77 | 81 |
|  | **Total** | 109 | 110 | 110 | 117 | 124 | 133 |
| **P-3** | **W** | 48 | 50 | 51 | 47 | 54 | 54 |
|  | **M** | 72 | 68 | 63 | 61 | 63 | 69 |
|  | **Total** | 120 | 118 | 114 | 108 | 117 | 123 |
| **P-2** | **W** | 31 | 29 | 27 | 29 | 30 | 30 |
|  | **M** | 22 | 26 | 28 | 28 | 30 | 25 |
|  | **Total** | 53 | 55 | 55 | 57 | 60 | 55 |
| **P-1** | **W** | 5 | 4 | 5 | 5 | 4 | 3 |
|  | **M** | 1 | 2 | 2 | 1 | 0 | 1 |
|  | **Total** | 6 | 6 | 7 | 6 | 4 | 4 |

The gender distribution by category shows a steadily decrease of women in the GS category and an increase in the P&H categories. The ratio between men and women in the P&H categories indicates quite equal distribution to close the gender gap for the General Secretariat and BDT while additional efforts are still required by BR and TSB due to the technical nature of the job functions and the need to increase outreach of women in technical positions.

The presence of women at the highest grades of the P&H categories remains a challenge. However, the percentage of women at the P5 level has increased which is significant in terms of succession planning. HRMD has continued participating in the Gender Equality and Mainstreaming Policy (GEM) and UN-SWAP Action Plan both in striving for gender balance as well fostering an inclusive culture. This has included several actions from strengthening a gender culture to committing ITU senior management in increasing the number of women in leadership positions.

Table 11 – Professional and Higher Categories Distribution by Nationality and Grade 2020\*

| **Nationality** | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** | **Nationality** | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** | **Nationality** | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Albanian |  |  |  | 1 | 2 | 2 |  | Trinidadian and Tobagonian |  |  | 1 |  |  |  |  | Nigerian |  |  | 1 | 1 |  |  |  |
| Algerian |  |  | 1 |  |  | 2 |  | Filipino |  |  |  | 2 | 3 | 3 |  | Norwegian |  |  | 1 |  |  |  |  |
| American | 1 |  | 1 | 4 | 2 |  |  | Finnish |  |  | 1 | 1 |  |  |  | Pakistani |  |  | 1 |  | 1 |  |  |
| Argentinian |  |  | 1 | 3 |  | 1 |  | French |  | 2 | 4 | 20 | 18 | 7 | 2 | Polish |  |  | 1 |  |  |  |  |
| Armenian |  |  |  |  |  | 1 |  | Gabonese |  |  | 1 |  |  |  |  | Portuguese |  |  |  | 1 |  |  |  |
| Australian |  |  | 1 | 1 |  | 1 |  | Gambian |  |  |  | 1 |  |  |  | Romanian |  |  | 1 | 1 |  |  |  |
| Austrian |  |  | 1 |  |  | 1 |  | German | 1 |  | 2 | 3 | 1 |  |  | Russian |  | 2 | 2 | 4 | 4 | 3 |  |
| Azerbaijani |  |  |  |  |  | 1 |  | Ghanaian |  |  |  | 1 | 1 | 1 |  | Rwandan |  |  |  | 1 | 2 |  |  |
| Bahaman | 1 |  |  |  |  |  |  | Greek |  |  |  | 3 |  |  |  | Salvadoran |  |  | 1 | 1 |  |  |  |
| Bahraini |  | 1 |  |  |  |  |  | Guatemalan |  |  |  | 1 | 1 |  |  | Senegalese |  | 1 | 1 | 1 |  |  |  |
| Belarusian |  |  |  | 1 |  |  |  | Hungarian |  |  | 1 |  | 2 | 1 |  | Serbian |  |  |  |  | 2 |  |  |
| Belgian |  |  | 5 | 1 |  |  |  | Indian |  |  | 3 | 2 | 4 | 3 |  | Singaporean |  |  | 1 |  |  |  |  |
| Beninese |  |  |  | 1 |  |  |  | Indonesian |  |  |  | 1 |  |  |  | South African |  |  | 1 |  | 1 |  |  |
| Bosnian |  | 1 | 1 |  |  |  |  | Iranian |  |  | 1 | 1 |  |  |  | Spanish |  |  | 1 | 2 | 8 | 1 |  |
| Botswanan |  |  |  |  | 1 |  |  | Iraqi |  |  |  |  | 1 |  |  | Sri Lankan |  |  |  | 1 | 1 |  |  |
| Brazilian |  | 1 | 2 | 5 |  |  |  | Irish |  |  |  | 1 |  |  |  | Sudanese |  |  |  |  | 1 |  |  |
| British |  |  |  | 1 | 11 | 1 |  | Italian |  | 1 | 2 | 6 | 6 | 2 |  | Swedish |  |  | 2 |  | 1 |  |  |
| Bulgarian |  |  |  | 1 | 4 | 1 |  | Japanese | 1 | 1 | 1 | 2 | 1 |  |  | Swiss |  |  | 2 | 2 | 3 | 2 |  |
| **Nationality** | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** | **Nationality** | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** | **Nationality** | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** |
| Burkinabe |  |  | 1 |  | 1 |  |  | Jordanian |  |  |  | 1 | 1 |  |  | Syrian |  |  | 1 |  | 1 |  |  |
| Burundi |  |  |  | 1 |  |  |  | Kenyan |  |  | 1 |  | 1 | 1 |  | Tanzanian |  |  | 1 |  | 1 |  |  |
| Cameroonian |  | 1 |  |  | 2 | 1 |  | Korean |  |  |  | 3 | 1 | 1 |  | Tunisian |  | 1 |  | 2 | 2 | 2 |  |
| Canadian |  | 1 | 4 | 2 | 4 | 2 |  | Kyrgyzstani |  |  |  |  |  | 1 |  | Turkish |  |  |  | 2 |  |  |  |
| Chinese |  | 1 | 5 | 5 | 1 | 2 | 1 | Laotian |  |  |  | 1 |  |  |  | Ugandan |  |  |  | 1 | 2 | 1 |  |
| Colombian |  |  | 1 | 1 | 2 |  | 1 | Latvian |  |  | 1 |  |  |  |  | Ukrainian |  |  |  | 1 |  |  |  |
| Congolese |  |  |  |  | 1 |  |  | Macedonian |  |  |  |  |  | 1 |  | Uzbekistani |  |  |  | 1 |  |  |  |
| Costa Rican |  |  | 2 |  |  |  |  | Madagascan |  |  |  |  | 2 |  |  | Venezuelan |  |  |  |  | 1 | 1 |  |
| Danish |  | 1 |  |  |  |  |  | Malaysian |  |  |  | 3 | 2 |  |  | Vietnamese |  |  |  | 1 |  |  |  |
| Dominican |  |  |  |  | 1 | 1 |  | Malian |  |  |  |  | 1 | 2 |  | Zambian |  |  | 1 |  |  |  |  |
| Dutch |  |  |  | 3 |  |  |  | Mauritian |  |  |  | 2 |  |  |  | Zimbabwean |  | 1 |  | 1 |  |  |  |
| Ecuadorian |  |  |  |  | 1 | 1 |  | Moldovan |  |  |  | 1 |  |  |  |  |  |  |  |  |  |  |  |
| Egyptian |  |  |  | 2 | 1 |  |  | Moroccan |  |  | 1 | 2 |  |  |  |  | **Total** | | | | | | |
| Eritrean |  |  |  |  | 1 |  |  | Nepalese |  |  |  | 1 |  |  |  |  | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** |
| Ethiopian |  |  |  |  | 2 |  |  | Nicaraguan |  |  |  |  | 1 | 1 |  |  | 4 | 16 | 65 | 116 | 115 | 52 | 4 |

\*Except Linguistic staff members, Funds-in-Trust, Project, Short-Term staff, and staff members Leave With-out Pay as well as those serving on unclassified positions.

**Table 12 – List of Member States not represented in the Professional and Higher Categories 2020**

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

Table 13 – 2020 Top Ten Nationalities of Professional and Higher Categories

|  |  |  |
| --- | --- | --- |
| **Nationality** | **Number of Professional & higher categories** | **% on the total of 365** |
| **French** | 57 | 15.6% |
| **Chinese** | 19 | 5.2% |
| **Russian** | 18 | 4.9% |
| **Italian** | 17 | 4.7% |
| **Spanish** | 17 | 4.7% |
| **British** | 16 | 4.4% |
| **Canadian** | 15 | 4.1% |
| **Indian** | 12 | 3.3% |
| **Japanese** | 9 | 2.5% |

PP Resolution 48 (Rev. Dubai, 2018) establishes the need to achieve equitable geographical[[3]](#footnote-3)distribution when filling vacant positions 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 not represented in the staffing of the Union, considering the balance between female and male staff mandated by the UN System. Council Resolution 626 permits the relaxation of the language requirements should the applicant[[4]](#footnote-4) be otherwise qualified and already possess thorough knowledge of one of the working languages of the Union. Such a resolution is in support of efforts to improve geographical distribution.

The average age is 50-59 for both GS and P and Higher staff. Overall, the most critical age ranges are: 50-59 for succession planning, 40-49 for career development and 30-39 for learning and talent programmes to meet the ITU mid and long-term strategic and operational needs. The length of service distribution has been stable over years with 14 years and 18 years in average for P and Higher and GS category, respectively. This data is significantly complemented by a low turn-over[[5]](#footnote-5) of approx. 8% in the last five years.

Table 14 – Professional and Higher Categories Age Distribution

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Age Range | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| >62 | 1 | 1 | 0 | 1 | 5 | 10 |
| 20-29 | 6 | 5 | 3 | 5 | 4 | 3 |
| 30-39 | 60 | 67 | 65 | 63 | 63 | 68 |
| 40-49 | 161 | 153 | 162 | 150 | 158 | 143 |
| 50-59 | 134 | 134 | 128 | 139 | 144 | 160 |
| 60-62 | 18 | 20 | 19 | 26 | 24 | 24 |
| Total | 380 | 380 | 377 | 384 | 398 | 408 |
|  |  |  |  |  |  |  |

Graph 6 - Professional & Higher Categories by Age Range

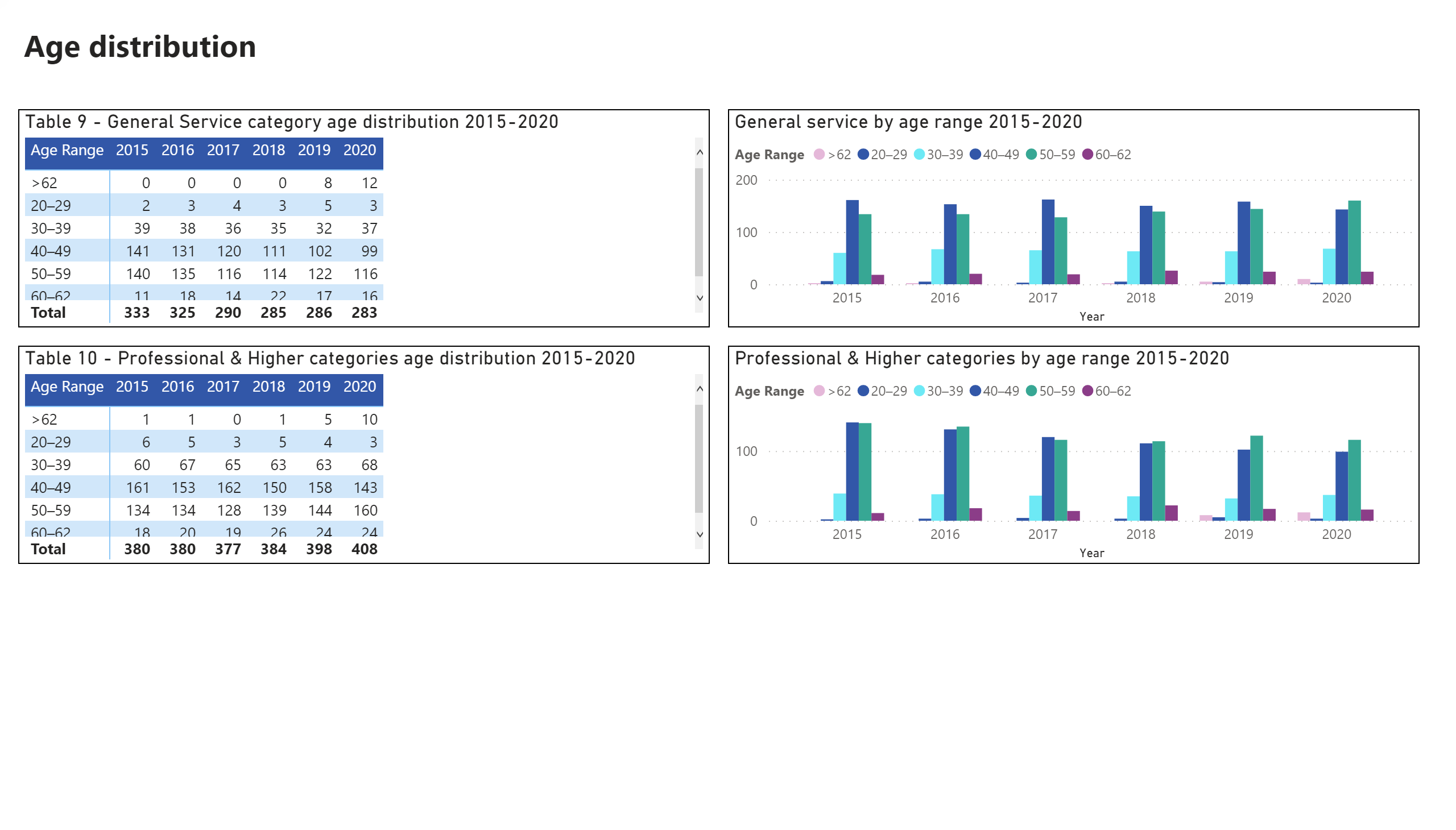
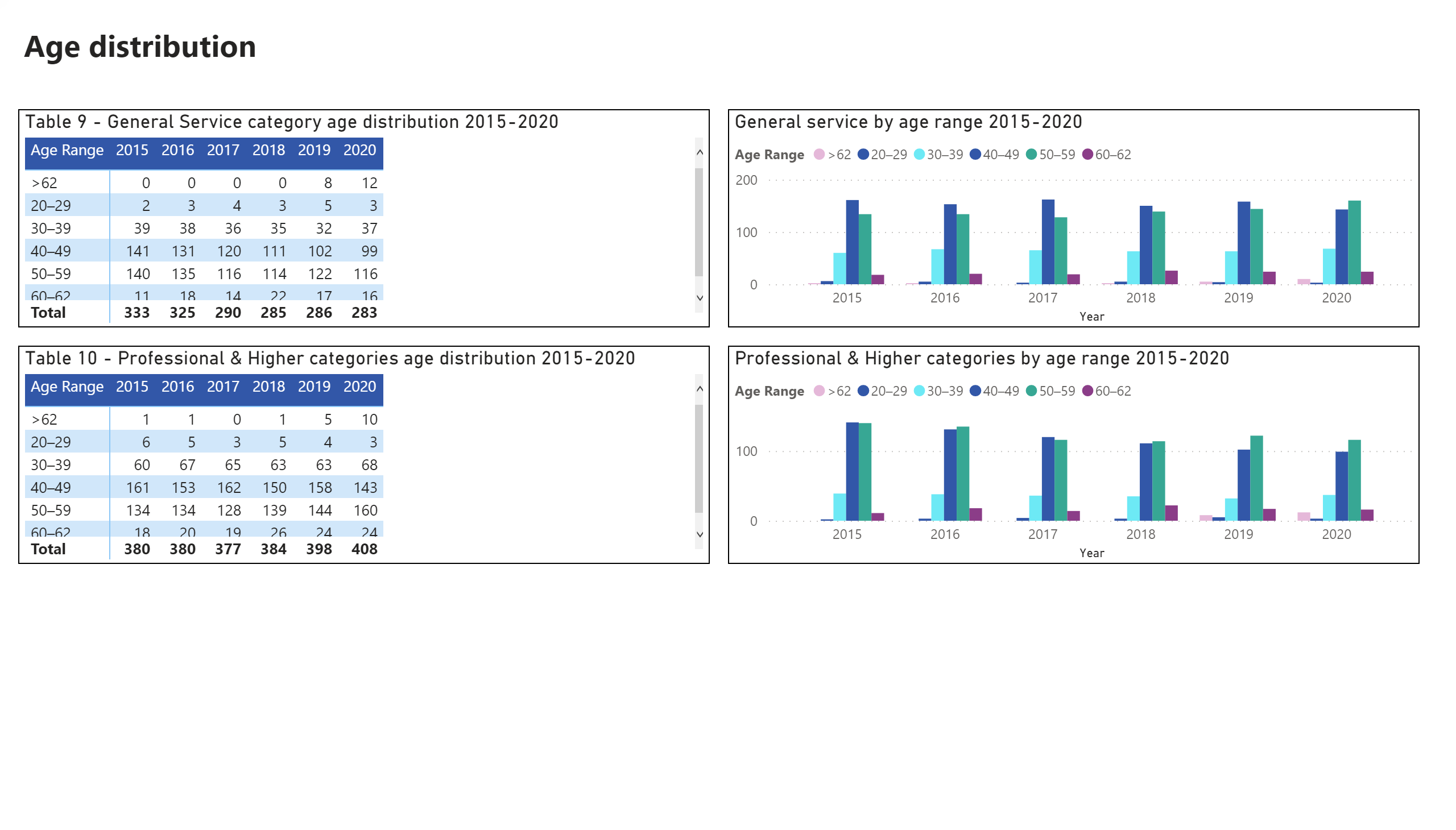
[](https://app.powerbi.com/groups/me/reports/9a214b68-a451-408e-9369-357fcd4c08b0/ReportSectioncdbe3e0d0a5e53a8a42a?pbi_source=PowerPoint)

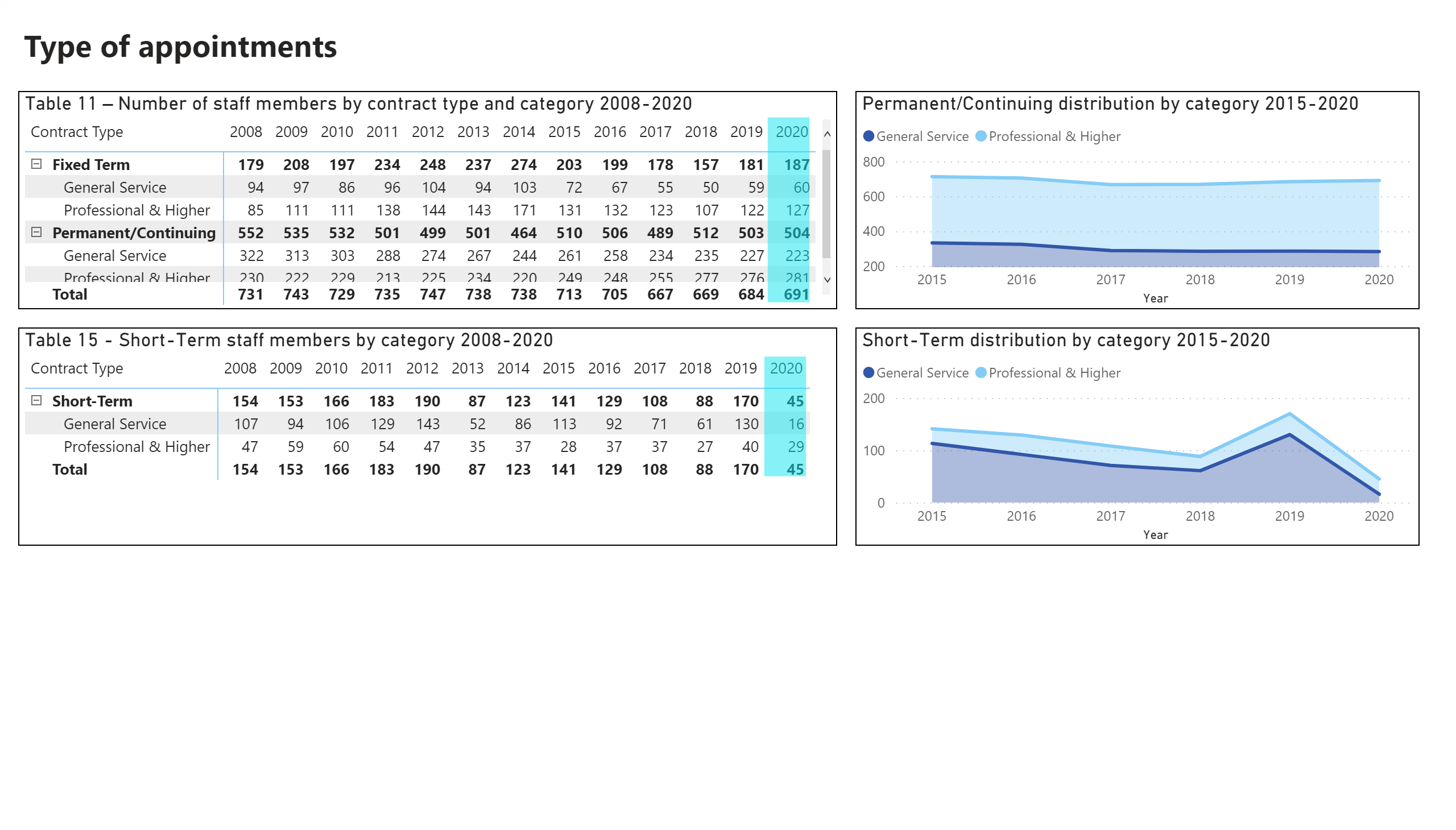
Table 15 – General Service Category Age Distribution

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Age Range | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| >62 | 0 | 0 | 0 | 0 | 8 | 12 |
| 20-29 | 2 | 3 | 4 | 3 | 5 | 3 |
| 30-39 | 39 | 38 | 36 | 35 | 32 | 37 |
| 40-49 | 141 | 131 | 120 | 111 | 102 | 99 |
| 50-59 | 140 | 135 | 116 | 114 | 122 | 116 |
| 60-62 | 11 | 18 | 14 | 22 | 17 | 16 |
| Total | 333 | 325 | 290 | 285 | 286 | 283 |

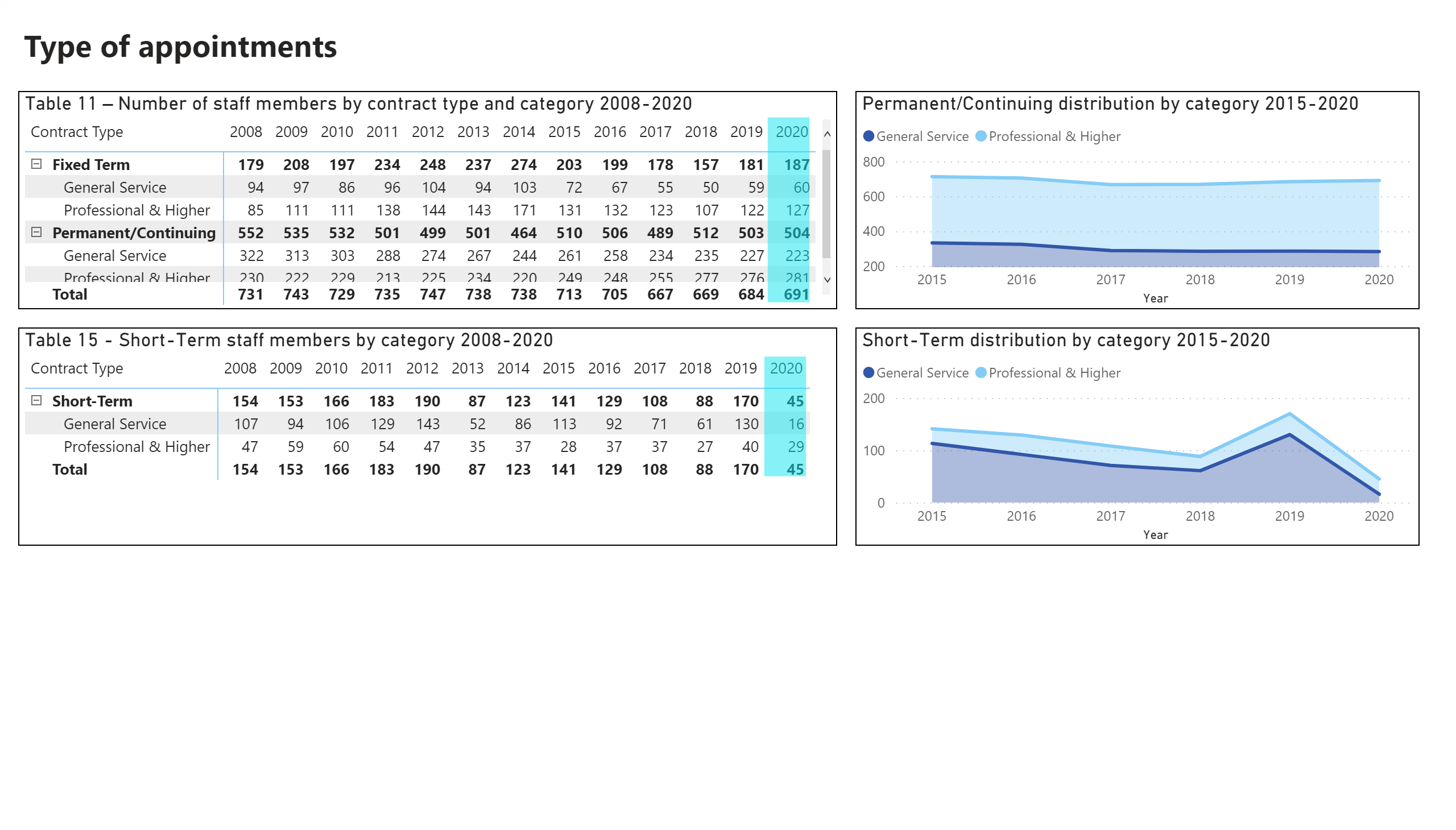
Graph 7 - General Service Category by Age Range

[](https://app.powerbi.com/groups/me/reports/9a214b68-a451-408e-9369-357fcd4c08b0/ReportSectioncdbe3e0d0a5e53a8a42a?pbi_source=PowerPoint)

Graph 8 – Permanent/Continuing Contract Distribution by Category

[](https://app.powerbi.com/groups/me/reports/9a214b68-a451-408e-9369-357fcd4c08b0/ReportSection3fb329dc0462c002de57?pbi_source=PowerPoint)

Graph 9 – Short-Term Contract Distribution by Category

[](https://app.powerbi.com/groups/me/reports/9a214b68-a451-408e-9369-357fcd4c08b0/ReportSection3fb329dc0462c002de57?pbi_source=PowerPoint)

Data shows an overall stability in the ITU contractual arrangements of both fixed-term and permanent/continuing appointments and a substantive decrease of short-term appointments both for GS and P and Higher categories. This, according to international analytics standards, is considered a positive indication of workforce planning and development combined with an overall organizational financial stability.

### 2.1.2 Non-Regular Workforce

Table 16 – Interns by Sector

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Year** | **BDT** | **TSB** | **BR** | **SG** | **TELECOM** | **TOTAL** |
| **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** |
| **2020** | 39 | 18 | 2 | 43 | 3 | **105** |

During COVID-19 from end of April 2020 the programme shifted to remote working. In 2020, 35 vacancy announcements were published, and 105 interns joined ITU.

Table 17 – 2020 Total Number of Interns by Sector and Gender

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Gender** | **SG** | **BR** | **BDT** | **TSB** |
| **Women** | 28 | 0 | 25 | 9 |
| **Men** | 17 | 2 | 14 | 9 |
| **Total** | **46** | **2** | **39** | **18** |

The overall number of FIT has increased in the last years after members ‘availability of funds and ITU outreach.

Table 18 – Number of Funds-in-Trust (FIT) 2017-2020

|  |  |
| --- | --- |
| **Year** | **SG** |
| **2017** | 4 |
| **2018** | 4 |
| **2019** | 8 |
| **2020** | 9 |

Table 19 – Number of Funds-in-Trust (FIT) by Sector, Gender, Duty Station,   
Grade, Contract Type and Nationality (January-December 2020)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sector** | **Gender** | **Duty Station** | **Grade** | **Contract Type** | **Nationality** |
| BDT | M | Switzerland/Geneva | P-5 | Fixed-Term | Korean |
| BDT | M | Switzerland/Geneva | P-4 | Fixed-Term | Japanese |
| TSB | M | Switzerland/Geneva | P-4 | Fixed-Term | Korean |
| TSB | M | Switzerland/Geneva | P-4 | Fixed-Term | Korean |
| BR | M | Switzerland/Geneva | P-4 | Fixed-Term | Japanese |
| BR | M | Switzerland/Geneva | P-4 | Fixed-Term | Japanese |
| TSB | M | Switzerland/Geneva | P-2 | Short-Term | Emirati |
| TSB | M | Switzerland/Geneva | P-2 | Short-Term | Emirati |
| TSB | M | Switzerland/Geneva | P-2 | Short-Term | Emirati |

The overall number of Project Staff has also increased. This is due to the nature of the job functions associated to projects and initiatives, particularly in BDT.

Table 20 – Project Staff 2017-2020

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **P & H** | **G** | **Total** |
| **2017** | 3 | 1 | **4** |
| **2018** | 2 | 0 | **2** |
| **2019** | 1 | 0 | **1** |
| **2020** | 6 | 1 | **7** |
|  |  |  |  |

Table 21 - 2020 Project Staff

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sector** | **Gender** | **Duty Station** | **Grade** | **Contract Type** | **Nationality** |
| BDT | M | Switzerland/Geneva | P-5 | Fixed-Term | Ethiopian |
| BDT | M | Ethiopia/Addis Ababa | P-4 | Fixed-Term | Spanish |
| BDT | M | Saudi Arabia/Riyadh | P-3 | Fixed-Term | Tunisian |
| BDT | M | Saudi Arabia/Riyadh | P-3 | Fixed-Term | Jordanian |
| BDT | W | Switzerland/Geneva | P-3 | Fixed-Term | Polish |
| BDT | W | Switzerland/Geneva | P-3 | Fixed-Term | Canadian |
| BDT | M | Ethiopia /Addis Ababa | G-4 | Fixed-Term | Ethiopian |

Table 22 – 2020 Loan

|  |  |  |  |
| --- | --- | --- | --- |
| **Sector** | **Gender** | **Duty Station** | **Nationality** |
| SGO | M | Geneva | Chinese |
| BDT | M | Geneva | American |

Two staff members were on loan from 1st January to 31 December 2020.

Table 23 – 2020 Junior Professional Officer

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sector** | **Gender** | **Duty Station** | **Grade** | **Contract Type** | **Nationality** |
| SG-HRMD | W | Geneva/Switzerland | P-2 | Fixed-Term | Germany |

The Junior Professional Officer Programme has been revamped in 2020.

### 2.1.3 Talent Acquisition

Talent acquisition and employer brand represent critical functions to ensure that the workforce remains relevant to face new ways of working and embedding the required new skills to address ITU Strategic and Operational Plans priorities. This includes designing the outreach strategy for attracting highly qualified candidates, while contributing to achieving diversity and increase partnerships activities with national governments and institutions.

Table 24 – Number of Advertised Vacancy Notices (including TVN)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Category** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** |
| Higher | 0 | 3 | 1 | 3 | 4 | 3 |
| Professional | 35 | 44 | 58 | 58 | 68 | 74 |
| General Service | 25 | 17 | 30 | 29 | 31 | 33 |
| Total | 60 | 64 | 89 | 90 | 103 | 110 |

Table 25 – 2020 Total Number of advertised Vacancy Notices (excluding TVN) by Level \*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type** | **D level** | **%** | **P level** | **%** | **G level** | **%** | **All** | **%** |
| **Internal** | 1 | 33% | 25 | 45% | 14 | 56% | **40** | **48%** |
| **External** | 2 | 67% | 30 | 55% | 11 | 44% | **43** | **52%** |
| **Total** | **3** |  | **55** |  | **25** |  | **83** |  |

\*3 vacancy notices were cancelled after publication.

The majority of advertised vacancy notices has been in the P and Higher categories over the last 5 years.

Table 26 – 2020 Distribution of Positions Filled Internally and Externally by Fixed-Term or Short- Term appointments

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type** | **D level** | **%** | **P level** | **%** | **G level** | **%** | **All** | **%** |
| **Internal** | 0 | 0% | 44 | 67% | 24 | 75% | 68 | 67% |
| **External** | 3 | 100% | 22 | 33% | 8 | 25% | 33 | 33% |
| **Total** | **3** |  | **66** |  | **32** |  | **101** |  |

Table 27 – 2020 Distribution of Positions Filled Internally and Externally by Fixed-Term Appointments

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type** | **D level** | **%** | **P level** | **%** | **G level** | **%** | **All** | **%** |
| **Internal** | 0 | 0% | 30 | 59% | 16 | 67% | 47 | 60% |
| **External** | 3 | 100% | 21 | 41% | 8 | 33% | 31 | 40% |
| **Total** | **3** |  | **51** |  | **24** |  | **78** |  |

The statistics shows an overall balance between internal and external talent which result in a balance of institutional knowledge with new skills and working methods.

Table 28 – 2020 Distribution of TVNs internally and externally

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type** | **D level** | **%** | **P level** | **%** | **G level** | **%** | **All** | **%** |
| **Internal** | 0 | 0.0% | 13 | 86.7% | 7 | 87.5% | 20 | 87.0% |
| **External** | 0 | 0.0% | 2 | 13.3% | 1 | 12.5% | 3 | 13.0% |
| **Total** | **0** |  | **15** |  | **8** |  | **23** |  |

ITU recruitment for P&H fixed term positions from vacancy closure to candidate’s selection is under 14 weeks, comparing with GS category which is slightly above 12 weeks. This is due to the fact P and Higher positions are recruited at the international level and therefore have required a longer publication period (two months externally). Temporary vacancies are advertised for three weeks externally. GS positions are advertised for three weeks externally and two weeks internally. The shortlisting and assessment steps involve many different stakeholders and at least two meetings, which do not include tests and interviews that need to be scheduled.

In order to streamline the recruitment process the following solutions have been identified: a) recommendation to Council is submitted to reduce the period of advertisement for positions identified for external recruitment on an international competitive basis from two months to one month, b) Implementation of a new Recruitment Management System (RMS) foreseen in the last trimester of 2021 early 2022.

Table 29 – 2020 Distribution of Applicants in the General Service Category   
by Level of Education and Grade

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **G7** | **G6** | **G5** | **G4** | **G3** | **Total** | **% By grade & Educational level** |
| **Obligatory schooling** | 0 | 15 | 4 | 7 | 1 | **27** | **2%** |
| **Post-secondary** | 0 | 63 | 5 | 4 | 4 | **76** | **5%** |
| **Admin/Technical/Secretarial/Commerce dp.** | 0 | 89 | 21 | 10 | 12 | **132** | **9%** |
| **Baccalaureat-maturité/IB/A levels/HSC** | 0 | 77 | 9 | 3 | 9 | **98** | **6%** |
| **First university degree** | 0 | 429 | 49 | 31 | 27 | **536** | **35%** |
| **Master’s degree or advanced degree (or equivalent)** | 0 | 506 | 69 | 17 | 29 | **621** | **40%** |
| **Doctorate degree or post doctorate** | 0 | 33 | 15 | 1 | 0 | **49** | **3%** |
| **Total** | **0** | **1212** | **172** | **73** | **73** | **1539** |  |

40% of applicants to GS category positions hold a master’s degree or an advanced degree and are therefore overqualified according to the eligibility criteria. While this is promising for internal talent retention, it also creates a challenge to ensure that appropriate career development support is in place for GS staff.

Table 30 – 2020 Distribution of Applicants in the Professional and Higher Categories   
by level of Education and Grade

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **D2** | **D1** | **P5** | **P4** | **P3** | **P2** | **P1** | **Total** | **% By grade & Education level** |
| **Obligatory schooling** | 0 | 0 | 1 | 2 | 3 | 7 | 0 | **13** | 0,17% |
| **Post-secondary** | 0 | 7 | 6 | 10 | 32 | 45 | 0 | **100** | 1,34% |
| **Admin/Tecnical/Secretarial/Commerce dp.** | 0 | 3 | 3 | 7 | 27 | 39 | 0 | **79** | 1,06% |
| **Baccalaureat/Maturité/IB/A levels / HSC** | 0 | 6 | 18 | 17 | 49 | 75 | 0 | **165** | 2,21% |
| **First university degree** | 0 | 39 | 131 | 225 | 703 | 848 | 1 | **1947** | 26,10% |
| **Master’s degree or advanced degree (or equivalent)** | 0 | 242 | 472 | 802 | 1430 | 1439 | 3 | **4388** | 58,80% |
| **Doctorate degree or post doctorate** | 0 | 35 | 128 | 177 | 293 | 137 | 0 | **770** | 10,32% |
| **Total** | **0** | **332** | **759** | **1240** | **2537** | **2590** | **4** | **7462** |  |

The level of education of applicants to P and Higher categories positions is aligned with the educational eligibility requirements (first level university degree or an advanced university degree). 26% holds a first level university degrees, 59% of selected candidates hold an advanced university degree and 10% a Doctorate.

Table 31 – Distribution by Category and Gender of Positions Advertised and Filled in 2020 by a Fixed-Term Appointments\*\*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Level** | **Gender** | **Applicants** | **%** | **Pre-Selected** | **%** | **Short**  **listed** | **%** | **Interviewed** | **%** | **Selected** | **%** |
| **Higher** | **Women** | 123 | 32% | 13 | 57% | 5 | 42% | 5 | 42% | 0 | 0% |
| **Men** | 258 | 68% | 10 | 43% | 7 | 58% | 7 | 58% | 1 | 100% |
|  | **Total** | **381** | **100%** | **23** | **100%** | **12** | **100%** | **12** | **100%** | **1** | **100%** |
| **Professional** | **Women** | 2140 | 28% | 142 | 32% | 70 | 41% | 39 | 49% | 13 | 41% |
| **Men** | 5410 | 72% | 298 | 68% | 101 | 59% | 40 | 51% | 19 | 59% |
|  | **Total** | **7550** | **100%** | **440** | **100%** | **171** | **100%** | **79** | **100%** | **32** | **100%** |
| **General Service** | **Women** | 504 | 60% | 91 | 84% | 58 | 81% | 36 | 88% | 17 | 85% |
| **Men** | 342 | 40% | 18 | 16% | 14 | 19% | 5 | 12% | 3 | 15% |
|  | **Total** | **846** | **100%** | **109** | **100%** | **72** | **100%** | **41** | **100%** | **20** | **100%** |
| **Total** | **Women** | 2767 | 32% | 246 | 43% | 133 | 52% | 80 | 61% | 30 | 57% |
| **Men** | 6010 | 68% | 326 | 57% | 122 | 49% | 52 | 39% | 23 | 43% |
|  | **Total** | **8777** | **100%** | **572** | **100%** | **255** | **100%** | **132** | **100%** | **53** | **100%** |

\*\*Excluding Short-Term Appointments

Table 32 – General Service Category: Distribution of Positions Advertised and filled in 2020 by Gender and Grade (excluding Short-Term appointments)

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **Gender** | **Applications** | **%** | **Preselected** | **%** | **Short listed** | **%** | **Interview** | **%** | **Selected** | **%** |
| **G-6** | **Women** | 736 | 61% | 74 | 76% | 45 | 82% | 29 | 81% | 7 | 78% |
|  | **Men** | 476 | 39% | 23 | 24% | 10 | 18% | 7 | 19% | 2 | 22% |
|  | **Total** | **1212** | **100%** | **97** | **100%** | **55** | **100%** | **36** | **100%** | **9** | **100%** |
| **G-5** | **Women** | 78 | 45% | 24 | 65% | 19 | 70% | 5 | 63% | 8 | 89% |
|  | **Men** | 94 | 55% | 13 | 35% | 8 | 30% | 3 | 37% | 1 | 11% |
|  | **Total** | **172** | **100%** | **37** | **100%** | **27** | **100%** | **8** | **100%** | **9** | **100%** |
| **G-4** | **Women** | 28 | 38% | 8 | 53% | 4 | 57% | 0 | % | 2 | 50% |
|  | **Men** | 45 | 62% | 7 | 47% | 3 | 43% | 0 | % | 2 | 50% |
|  | **Total** | **73** | **100%** | **15** | **100%** | **7** | **100%** | **0** | **%** | **4** | **100%** |
| **Total** |  | **1457** |  | **149** |  | **89** |  | **44** |  | **22** |  |

Table 33 – Professional and Higher Categories: Distribution of Positions Advertised and filled in 2020 by Gender and Grade (excluding Short-Term appointments)

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **Gender** | **Applicants** | **%** | **Pre-Selected** | **%** | **Short Listed** | **%** | **Interviewed** | **%** | **Selected** | **%** |
| **D1** | **Women** | 123 | 32% | 13 | 57% | 5 | 42% | 5 | 42% | 0 | 0% |
|  | **Men** | 258 | 68% | 10 | 43% | 7 | 58% | 7 | 58% | 1 | 100% |
|  | **Total** | **381** | **100%** | **23** | **100%** | **12** | **100%** | **12** | **100%** | **1** | **100%** |
| **P5** | **Women** | 152 | 19% | 11 | 32% | 6 | 30% | 5 | 45% | 1 | 33% |
|  | **Men** | 648 | 81% | 23 | 68% | 14 | 70% | 6 | 55% | 2 | 67% |
|  | **Total** | **800** | **100%** | **34** | **100%** | **20** | **100%** | **11** | **100%** | **3** | **100%** |
| **P4** | **Women** | 411 | 28% | 33 | 38% | 18 | 33% | 3 | 20% | 5 | 50% |
|  | **Men** | 1038 | 72% | 53 | 62% | 37 | 67% | 12 | 80% | 5 | 50% |
|  | **Total** | **1449** | **100%** | **86** | **100%** | **55** | **100%** | **15** | **100%** | **10** | **100%** |
| **P3** | **Women** | 670 | 26% | 51 | 34% | 25 | 48% | 19 | 58% | 4 | 40% |
|  | **Men** | 1935 | 74% | 98 | 66% | 27 | 52% | 14 | 42% | 6 | 60% |
|  | **Total** | **2605** | **100%** | **149** | **100%** | **52** | **100%** | **33** | **100%** | **10** | **100%** |
| **P2** | **Women** | 905 | 34% | 45 | 27% | 19 | 45% | 10 | 56% | 2 | 25% |
|  | **Men** | 1787 | 66% | 123 | 73% | 23 | 55% | 8 | 44% | 6 | 75% |
|  | **Total** | **2692** | **100%** | **168** | **100%** | **42** | **100%** | **18** | **100%** | **8** | **100%** |
| **P1** | **Women** | 2 | 50% | 2 | 67% | 2 | 100% | 2 | 100% | 1 | 100% |
|  | **Men** | 2 | 50% | 1 | 33% | 0 | 0% | 0 | 0% | 0 | 0% |
|  | **Total** | **4** | **100%** | **3** | **100%** | **2** | **100%** | **2** | **100%** | **1** | **100%** |
| **Total** |  | **7931** |  | **463** |  | **183** |  | **91** |  | **33** |  |

Annex 2 to 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."

In 2020, 53 positions were advertised and filled (excluding Short-Term appointments). 8777 applications were registered for these 53 positions. 7931 applications in the P&H categories out of which 5668 applicants were men, a percentage of 71%, and women with 2263 applicants represented 29%. Statistics on gender and geographical distribution are regularly updated and systematically provided as part of recruitment processes.

## 2.2 Pillar II. Engaged employees

Pillar II refers to designing skills and competency profiles, so as to ensure the right people in the right positions. It calls the importance of learning and development, performance management and succession planning as critical function for organizational capacity building. HR Analytics in this section addresses the utilization of learning funds, the overall performance appraisal compliance and succession planning projections for action.

### 2.2.1 Learning and Development

The overall ITU 2020 learning budget represented 1% of staff cost, 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. The ITU learning budget has been centralized since 1January 2020 for a total amount of 650K CHF.

The repartition of the initially budgeted learning funds by Bureau and General Secretariat Department is illustrated in the graphic below.

Graph 10 - ITU Org-wide 2020 Learning Funds Allocations by Sector

As of 31 December 2020, the expenditure level for the centralized learning budget of CHF 650K CHF represented around 508 instances of staff participations.

Table 34 – Percentage of Learning Activities by Category 2020

|  |  |  |
| --- | --- | --- |
| **Learning activity** | **Professional** | **General Services** |
| Languages | 64% | 36% |
| All other training requests (Group and individual trainings, Management & Leadership, Technical, etc.) | 79% | 21% |
| **Total (based on 680 instances)** | **75%** | **25%** |

The majority of ITU staff established at least one learning and development objective. Implemented programmes were aligned to learning objectives and 100% compliant with ITU learning policy.

79% of learning activities for professionals and 21% of learning activities for GS Category were submitted in 2020 and processed against the current learning policies in line with the 2020 learning needs assessment. With respect to gender, the overall percentages of participants were 56% women and 44% men.

The 2020 ratio between number of Technical and Corporate learnings is 5:22. This figure does not include other learning means including “on-the-job” learnings, self-study etc.

Approximately, 25 Staff of Staff from the Field Offices have followed in 2020 a corporate learning activity.

Core learning programmes across sectors included: Anti-Fraud Essential Training, Diversity and Inclusion Training, Emerge Programme, Empowering UN Gender Focal Points, Innovation Movement Proposal, Introduction to Change Management, Leadership Culture Assignments, Pre-Retirement Seminar, Project Management Certification**,** Performance Management and Development.

Additional new programmes included: a) ITU Mastering a new Normal Webinar Series: consisting of nine expert webinars offering support to all ITU personnel in this new context of working from home (4.5/5 satisfaction average rating); b) (Mentoring Programmes, c) Mystery Coffee with more than 80 ITU personnel getting regularly matched with a random colleague to have an informal virtual coffee together.

Approximately 72% of ITU staff have completed the online mandatory training “I Know Gender” between 2014 and 2020. 91% of ITU staff members have completed Information Security Awareness training. 41% followed ethics training with UN System. 1 training was delivered on Antifraud Essential (35 participants) and one on Diversity and Inclusion (24 participants). Extensive training programmes on ethics issues, including harassment and abuse of authority have been programmed for the upcoming months.

23% Staff Members followed the Language Training Programme, including the newly launched online Speexx. The participation rate by gender was 57% women and 43% men, with 64% of the staff members being in P&H categories. Of the six languages offered, French has the greatest number of students as shown in the graphic below.

Graph 11 – Percentage of Students by Language  
(BELL, UNOG and SPEEXX) / January-December 2020

Mentoring Strategy: (1) An ITU internal mentoring programme has been launched in Q3 2020. 92 ITU staff from all grades and levels have enrolled for the six months cycle. The programme entails an online platform with guidelines and e-courses, orientation webinars plus customized learning sessions for mentees and mentors, as well as other guided networking possibilities. The programme has been very well received among staff (4.5/5 satisfactory rating).

### 2.2.2 Performance Management and Development

Since the launch of an electronic Performance Management and Development System (e-PMDS), HRMD has encouraged staff and managers to establish their work objectives in line with the ITU strategic and operational goals.

**Graph 12 – Staff Percentage with an Established e-PMDS Workplan by Sector (January 2021)**

The number underperformance cases reviewed by HRMD has increased of 50%, including extensions of the probationary period and terminations. Records and processes referred to performance records and improvement plans.

This is also due to the current challenges in performance management and development during remote working. Over 13 support sessions to staff and managers have been delivered in 2020. ITU continues participating in the CEB HR Network Performance Management Working Group to benefit of new practices and solutions to address underperformance particularly during exceptional circumstances.

The new ITU Awards and Recognition Programme consisting of three awards types (Innovation, Teamwork and Leadership) was launched and highly participatory. 27 nominations were submitted, 12 for the Innovation Award, four for Teamwork Award and 11 for Leadership Award, representing in total 69 staff members nominated (Individuals and Teams). The 20 members of the Staff Awards Panel reviewed and evaluated the 20 eligible nominations. One of the eligibility criteria was a satisfactory e-PMDS, to strengthen the performance culture in making a link between performance and consequences.

### 2.2.3 Succession Planning

According to JIU/REP/2016/2 Succession Planning is a critical Human Resources Management function for attention and action. 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. Succession elements are embedded in the HR Strategic Plan 2020-23. The ITU succession planning strategy takes into account retirements including projection of the number of positions which will be vacated by staff members retiring in the next 10 years.

Table 35 – Projected Retirements by Sector (2021-2030)

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Sector** | **2021** | **2022** | **2023** | **2024** | **2025** | **2026** | **2027** | **2028** | **2029** | **2030** | **Total** |
| **BDT** | 4 | 4 | 6 | 2 | 4 | 2 | 3 | 3 | 3 | 6 | **37** |
| **BR** | 6 | 4 | 10 | 2 | 5 | 5 | 2 | 10 | 9 | 4 | **57** |
| **SG** | 12 | 13 | 16 | 16 | 15 | 13 | 18 | 13 | 9 | 16 | **141** |
| **TSB** |  | 1 | 2 | 1 | 1 | 3 | 1 | 1 | 4 | 2 | **16** |
| **Total** | **22** | **22** | **34** | **21** | **25** | **23** | **24** | **27** | **25** | **28** | **251** |

Graph 13 – Projected Retirement Percentage by Sector and Category (2021-2025)  
  
[](https://app.powerbi.com/groups/me/reports/9a214b68-a451-408e-9369-357fcd4c08b0/ReportSectionb455d45d01dbb6b71be6?pbi_source=PowerPoint)

A skills gap analysis has been undertaken in ITU starting in the last trimester of 2021, building on a taxonomy of over 700 skills gathered from job descriptions, vacancy notices analysis and current e-PMDS technical competencies catalogue reporting over 100 competencies across different jobs and external benchmark. This exercise will support the identification of gaps in terms of the required technical requirements to accomplish the ITU Strategic and Operational Workplans and help plan for future needs as well as internal and external talent identification.

## 2.3 Pillar 3. Excellence-driven HR Services

Pillar III. Excellence-driven HR Services positions HRMD as a trusted and accountable partner that adds value, is pro-active and service minded; and continuously delivers high quality HR services, while ensuring organizational equity. A total number of 481 Consultancy Service Contracts have been established in 2020 across sectors. This represents an increase comparing to 2019 (total of 235 Consultancy Service Contracts). This could be linked to the additional challenge of the pandemic which made the planning around resources and initiatives more challenging, along with remote working.

Audit reports encourage to limit the use of consultancy contracts and to more define the mid- and long-term needs of the workforce to embed the required organizational skills and contain costs. HRMD has continued to take this into account when analyzing the sectors ‘needs and demand for consulting contracts.

## 2.4 Pillar IV. Enabling work environment

Pillar IV defines a healthy workplace through the necessary duty of care as it relates to medical services, psychological support, and occupational health. It promotes a work environment that enables a healthy work-life balance. This section outlines HR Analytics related to staff working arrangements, staff relations and wellbeing support through internal services.

A UN-System Covid-19 Wellbeing survey was launched (May-June 2020) in English and French with 286 participants (57% female) providing information on how they were experiencing and coping during the COVID-19 pandemic. The survey questionnaire covered a number of questions related to well-being (including WHO-5 questionnaire). 5,539 people responded to the survey from 13 UN agencies. Follow up activities to address organizational wellbeing challenges were established in collaboration between HRMD, Staff Council and other internal services.

The definition of new staffing conditions linked to the ITU new building project combined with disruptive “new context” during COVID have accelerated the ITU culture of remote working and flexible working arrangements.

Table 37 – Staff members on part time working arrangements 2020

|  |  |  |
| --- | --- | --- |
| **Category** | **Gender** | **2020** |
| **GS** | Women | 14 |
| Men | 1 |
|  | **Total** | **15** |
| **P&H** | Women | 7 |
| Men | 1 |
|  | **Total** | **8** |
| **Total** | | **23** |

Staff wellbeing has been overall affected by the pandemic and the isolation and challenges of home offices.

Table 38 – Staff members on sick leave 2020

|  |  |  |
| --- | --- | --- |
| **Year** | **Number of Employees** | **Number Illness days** |
| 2020 | 56 | 3,113 |

COVID-19 has increased the number of individual follow ups. As a result, ITU Medical Services have provided overall and targeted support to over 500 staff members, including 39 confirmed COVID cases.

Medical clearance of Official Travel (Home Leave, Official Missions), for COVID-19 related reasons generated 45 individual consultations. Psychological support has consisted of 3 new follow-ups every week in average.

# 3. Final Remarks

The HR Strategic Plan 2020-23 and the ITU Skills Gap Action Plan under preparation aim at further addressing the workforce gaps. The implementation of the two and the progress on the workforce gaps will be captured via an automated HR Analytics Dashboard being prepared by ITU HRMD and to be availed as of 2021. This will continue to be combined with a progressively more modern ITU’s human capacity, processes, procedures, and tools, as well as further integration and harmonization with the United Nations Common System policies and practices.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Sectors are referred in this document as Bureaux and General Secretariat. [↑](#footnote-ref-1)
2. ITU Staff Members holding a Permanent, Continuing or Fixed-Term appointment. [↑](#footnote-ref-2)
3. This section includes the regular ITU workforce, except Linguistic staff, Funds-in-Trust, Project, Short-Terms staff on Leave Without Pay as well as those serving on unclassified positions. [↑](#footnote-ref-3)
4. This is applicable to candidates from developing countries. [↑](#footnote-ref-4)
5. Generally, the turnover is stated as an annual percentage (%) and it is widely calculated using the following formula:

   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 [↑](#footnote-ref-5)