

**Board of Governors  
General Conference**

**GOV/2021/37-GC(65)/18**

**General Distribution**  
Original: English

**For official use only**

**PERSONNEL**  
**Staffing of the Agency's Secretariat**

*Report by the Director General*



**IAEA***Atoms for Peace and Development*

# Board of Governors General Conference

**GOV/2021/37-GC(65)/18**

Date: 29 July 2021

**General Distribution**

Original: English

**For official use only**

Item 24 (a) of the Conference's provisional agenda  
(GC(65)/1 and Add.1)

## Personnel

### Staffing of the Agency's Secretariat

*Report by the Director General***Summary**

- The purpose of this document is to present, pursuant to resolution GC(63)/RES/14.A adopted by the General Conference on 19 September 2019, information on the measures taken to implement that resolution, and to provide statistical data on the Professional staffing situation in the Secretariat. This report covers the period from 1 June 2019 to 1 June 2021.

**Recommended Action**

- It is recommended that the Board of Governors consider and take note of this report and submit it to the General Conference for its consideration.



# Personnel

## Staffing of the Agency's Secretariat

*Report by the Director General*

### A. Introduction

1. This report provides data on regular staff in the Professional and higher categories, defined as all staff<sup>1</sup> who have been appointed in accordance with standard recruitment procedures through funds provided in the Regular Budget, and who hold a fixed term contract of a minimum of one year. It includes information regarding the number of regular staff by grade and nationality. This report also includes information on consultants holding special service agreements, who are funded through the Regular Budget. This report does not cover staff members in the General Service category.
2. The definition of ‘developing countries’ used in this report is the one used by the Statistics Division of the United Nations Department of Economic and Social Affairs in its *World Economic Situation and Prospects* report.
3. The guiding principles for recruitment are laid down in Article VII.D of the Agency’s Statute: “The paramount consideration in the recruitment and employment of the staff [...] shall be to secure employees of the highest standards of efficiency, technical competence, and integrity. Subject to this consideration, due regard shall be paid to the contributions of members to the Agency and to the importance of recruiting the staff on as wide a geographical basis as possible.” General Conference resolutions have also called for an increase in the representation of women in the Secretariat.

### B. Objectives

4. In resolution GC(63)/RES/14.A, the General Conference requested the Director General to continue to secure employees of the highest standards of efficiency, technical competence and integrity, and to intensify his efforts to increase accordingly the number of staff members from developing countries and from those other Member States which are unrepresented or under-represented in the Agency’s Secretariat, particularly at the senior and policy-making levels, and for Professional posts requiring specific skills. The General Conference also called on Member States to continue encouraging well-qualified candidates to apply for vacant posts in the Agency’s Secretariat.

---

<sup>1</sup> In Personnel: Women in the Secretariat (document GOV/2021/38-GC(65)/19), and in line with the recommended approach included in the United Nations System-wide Strategy on Gender Parity that the parity target apply for all personnel in order to support the achievement of gender parity across the Professional and higher categories workforce, the statistical base population has been expanded compared to previous reporting cycles to include staff in the Professional and higher categories holding fixed term and temporary assistance appointments, funded through the Regular Budget and extrabudgetary funds.

5. Furthermore, the General Conference requested the Director General to strengthen, within available resources, the recruitment efforts in Member States, particularly in developing Member States, as well as under-represented and unrepresented Member States; to continue with its outreach measures, including webinars and recruitment missions, and to exert more efforts towards increasing the number of applications from developing countries as well as from under-represented or unrepresented Member States; and to pursue concrete measures to further improve the recruitment and selection process as part of AIPS, including towards enhancing the efficiency and transparency of these processes and addressing the challenges met in the project's implementation. In addition, the resolution further requested the Director General to continue to ensure that the use of consultants does not result in conflict of interest or commercial advantage.

## **C. Actions Taken by the Secretariat**

6. The implementation of resolution GC(63)/RES/14.A has been regularly reviewed by senior management, and individual appointments have been monitored to ensure that they are in line with the current policy of giving special attention to applicants from developing Member States and other unrepresented or under-represented Member States.

### **C.1. Efforts to Attract Young Talent**

7. Twelve Member States<sup>2</sup> have arrangements with the Agency for the provision of Junior Professional Officers (JPOs). Member States funded a total of 56 JPOs during the reporting period (compared with 66 during the previous reporting period). The Secretariat is continuing discussions with other Member States to establish similar arrangements.

8. The Secretariat continued its internship programme in the reporting period. 236 individuals participated in this programme (compared with 325 during the previous reporting period). The percentage of interns from developing Member States increased from 37.8% to 43.2%; furthermore, there was an increase in the percentage of women interns from 60.0% to 62.3%. In addition, the Secretariat has established internship agreements with six Member States/academic institutions that sponsored 20 internships during the reporting period.

### **C.2. Outreach Measures**

9. Periodic forecasts of employment opportunities and projections of expected vacancies in the Secretariat for the following two years, also outlining the requirements of the positions, continue to be provided to Member States.

10. In the reporting period, a series of meetings were conducted with Member States to identify potential barriers to the recruitment of qualified candidates.

11. The Secretariat continued to enhance the talent acquisition programme launched in 2014. As part of this programme, a proactive outreach and sourcing strategy was maintained to increase the visibility and attractiveness of the Secretariat's vacancies to qualified applicants worldwide and to broaden the diversity of applicants. The tools include social media, monthly newsletters, targeted outreach to niche professionals in hard-to-recruit areas, posting on international job boards and specialized scientific job

---

<sup>2</sup> Austria, Canada, China, Finland, France, Germany, Italy, Japan, Republic of Korea, Norway, Russian Federation, the United States of America.



boards, engagement with internal and external stakeholders, as well as recruitment webinars, live panel discussions and staff testimonials to promote the Agency as an employer of choice.

12. In 2019, the Secretariat began its efforts to review sourcing platform databases and evaluate the effectiveness of these platforms. It also continues to identify new outreach platforms, professional organizations, specialized and local job boards from unrepresented and under-represented countries, universities and recruitment partnerships, as well as leveraging United Nations system-wide recruitment events to enhance its ability to reach a diverse and targeted audience.

13. In 2021, using its outreach efforts, the Secretariat strengthened its monitoring of the forecasts of vacancies with the aim of attracting qualified talent through specific talent sourcing and outreach strategies at the beginning of the recruitment process. During the reporting period, the Secretariat undertook in-person or online recruitment missions to nine Member States<sup>3</sup>, of which four are under-represented Member States, during which information and training on the recruitment process, as well as information on working conditions and other related topics, were provided. Given the limited resources available, these missions continue to be at the invitation, and with the financial sponsorship, of a Member State, or as part of an Agency-sponsored meeting.

14. All requests from Member States to carry out outreach efforts in the reporting period were accepted. The Secretariat will continue to offer targeted recruitment missions to Member States either in-person, where financial sponsorship is available, or by virtual means.

15. In order to complement the recruitment missions and to reach a broader audience of potential applicants, the Secretariat has enhanced its social media recruitment presence to support its outreach actions. The Secretariat continued conducting regular webinars on multiple topics of interest to candidates including “Preparing a Job Application for the IAEA”, “Pre-screening Process at the IAEA”, “Preparing for Competency-based Interviews”, “Overview of Benefits and Entitlements” and “Women at the IAEA”. These webinars attracted 1349 participants from 101 Member States in the reporting period. In addition, in 2021, the Agency launched a video series sharing staff testimonials on specific topics such as “Working for an International Organization” and “Joining the IAEA from Non-nuclear Fields”. The videos have attracted more than 15 000 viewers from all geographical regions.

16. In support of the Director General’s commitment to achieve gender parity in the Professional and higher categories in the Secretariat by 2025, the Secretariat continued to raise awareness of employment opportunities for qualified women candidates, proactively sourcing women in technical and specialized fields from unrepresented and under-represented Member States as indicated in *Personnel: Women in the Secretariat* (document GOV/2021/38-GC(65)/19).

17. The Secretariat continued to send out email newsletters to promote the monthly webinars and other relevant content about the Agency, and to provide a list of open vacancies. The number of subscribers has reached 5982, and this has contributed to the Agency’s effort to expand the distribution of available vacancies to a broader audience.

18. The Secretariat continued to make presentations at meetings and virtual events sponsored by the Agency in the Vienna International Centre and other locally conducted conferences and also targeted a younger audience through recruitment booths at universities, postgraduate specialized institutions and school events.

19. Furthermore, the Secretariat continued its efforts to increase its attractiveness for candidates from diverse backgrounds, including women, through the implementation of a variety of measures aimed at

---

<sup>3</sup> China, France, Germany, Japan, Republic of Korea, Pakistan, Russian Federation, Switzerland and United States of America.

providing an enabling work environment, such as the “Promoting a Respectful Workplace” initiative, health and well-being initiatives, and work–life balance policies and arrangements.

### **C.3. Further Developments during the Reporting Period**

20. The Secretariat continued to use a web-based application system for advertised vacancies. A total of 42 885 completed applications were submitted in the system within the reporting period. During the reporting period, the Secretariat received an average of 97 applications for each vacancy notice in the Professional and higher categories, 45.2% of which were from developing countries which remained consistent with 45.5% in the previous reporting period.

21. The Secretariat continued to make efforts to reduce the time needed for recruitment by maximizing the use of technology in the recruitment and selection process and by strengthening workforce planning.

22. During the reporting period, the Secretariat continued its efforts to enhance the internal mobility of staff and carried out 25 career development reassignments in the Professional category.

## **D. Statistical Data**

23. The total number of regular posts in the Professional and higher categories as of 1 June 2021 was 1368, of which 153 were vacant (compared with 1347 posts, of which 178 were vacant as of 1 June 2019).

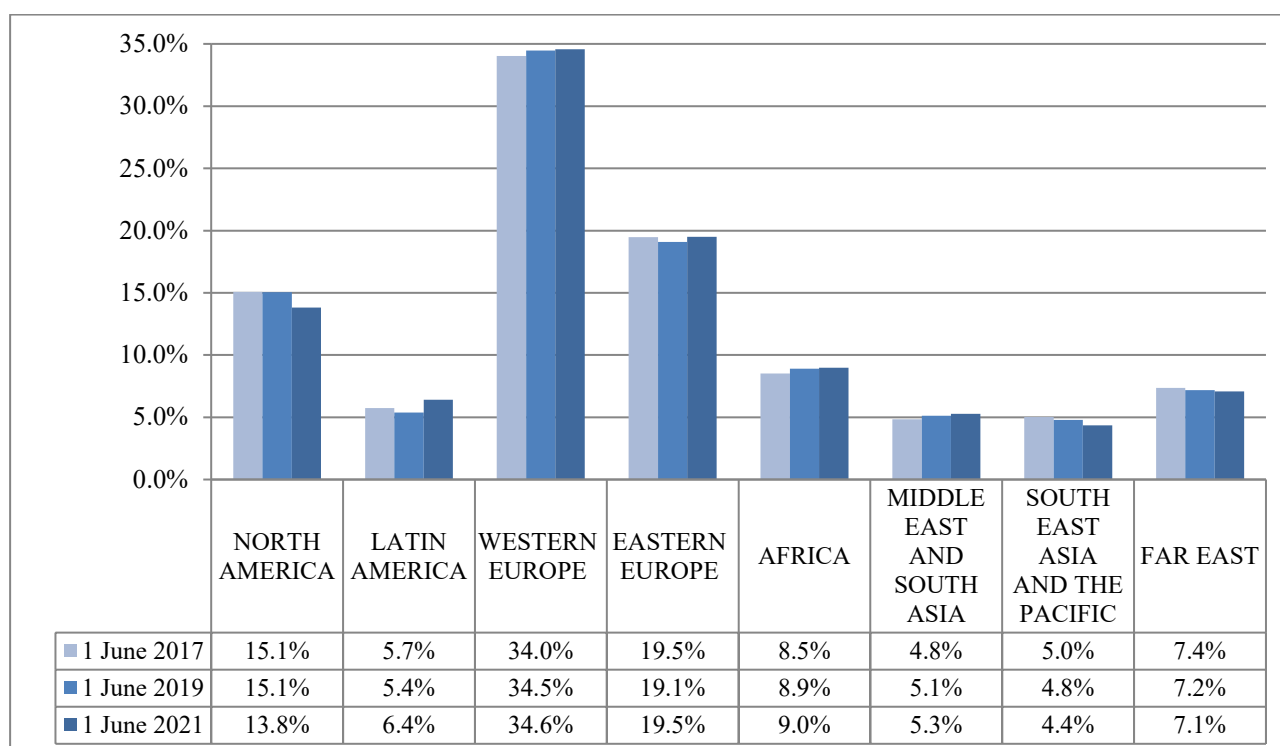
### **D.1. Representation of Member States in the Secretariat**

24. The number of Agency Member States increased from 171 to 173 over the reporting period and the number of Member States represented in regular posts remained at 105.

25. As of 1 June 2021, the representation of Western Europe was 34.6%, Eastern Europe 19.5%, North America 13.8%, Africa 9.0%, Far East 7.1%, Latin America and the Caribbean 6.4%, South East Asia and the Pacific 4.4%, and Middle East and South Asia 5.3%.



### Percentage of Staff in the Professional and Higher Categories by Geographical Area



## D.2. Staff from Developing Member States

26. The number of staff members from developing Member States increased over the reporting period from 336 to 376, resulting in an overall representation at 30.9% (compared to 28.7% as of 1 June 2019).

27. During the reporting period, the Agency received applications from 166 of the 173 Member States and from 118 of the 123 developing Member States. However, about 90% of all applications from developing Member States came from 50 of these developing Member States.

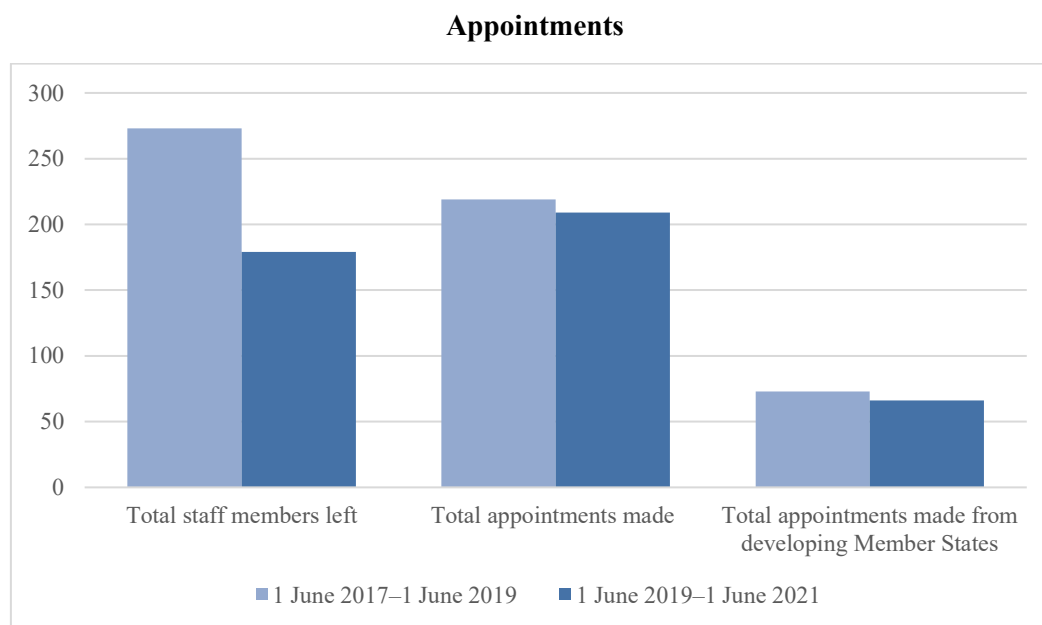
## D.3. Staff from Unrepresented or Under-represented Member States

28. In accordance with resolution GC(63)/RES/14.A, the Secretariat has analysed those geographical regions that are under-represented and the number of positions by which each region is short compared with the regional share of contributions to the Regular Budget. Currently, the Far East and the North America regions are under-represented, the Far East region being under-represented by 47 staff members and the North America region by 2 staff members.

29. As a result of the Secretariat's efforts, the number of unrepresented Member States has been reduced during the reporting period. The number of well-qualified external applicants from these regions increased from 156 to 169 compared to the previous reporting period, and a higher number of them were offered positions, 34 applicants (16.3%) compared with 28 applicants (12.8%) in the previous reporting period. The total number of external applicants from under-represented Member States declined slightly, with 6319 (14.8%) external applications received, compared to 6947 (17.1%) in the previous reporting period.

## D.4. New Appointments

30. During the reporting period, 209 appointments were made to regular posts while 179 staff members left the Secretariat. Of the total number of appointments, 66 were from developing Member States (representing 31.6% of the total, compared to 33.3% in the previous reporting period) and 118 were women (56.4% of the total, compared to 36% in the previous reporting period).



31. During the reporting period, 16 senior staff left the Secretariat, and 11 appointments of senior staff were made. As of 1 June 2021, 15 senior staff were from developing Member States, which accounts for 29.4% of all senior staff (compared with 18 senior staff, which accounted for 38.3% on 1 June 2019).

## D.5. Forecast of Separations

32. On 1 June 2021, the Secretariat had 1215 regular Professional staff. A total of 317 are expected to leave in the next seven years as a result of reaching retirement age (283) or as they are already holding a final fixed term contract (34).

33. Of the current 1215 regular Professional staff, 92 will reach retirement age between 2021 and 2023, of which 31 are in the Department of Safeguards. Over the next two years, five Member States will see 50% or more of their nationals who are currently staff members leave the Secretariat due to retirement, while seven other Member States will see 25% to 50% of their nationals retire.

## E. Consultants

34. Consultants are not staff members and are engaged to supplement the staff of the Secretariat for a limited time, usually providing expertise, skills or knowledge for the performance of a specific task or piece of work of a professional nature that has a defined end date. Consultants are engaged in their individual capacity and are not institutions or corporate bodies, nor are they representatives of such. Consultants perform specific, well-defined tasks resulting in a predefined output or well-defined tasks of an advisory nature. The Secretariat has a database in place to record the activity, output and performance of consultants.

35. The selective use of consultants has been of considerable support to the Agency in the delivery of its programme. They provide cost effective, essential expertise, and are often available at short notice so that projects are able to deliver the required results. Compared to the first year of the 2018–2019 biennium, Regular Budget consultant expenditure decreased by 5.4%.

36. The Secretariat strives to ensure diversity in the selection of consultants. On 1 June 2019, there were 67 consultants from developing countries out of a total of 250, representing 26.8%. On 1 June 2021, there were 94 consultants from developing countries out of a total of 255, representing 36.9%.

37. During the reporting period, the Agency revised the consultant contractual modality to strengthen provisions on potential conflicts of interest, including but not limited to possible commercial advantage. Furthermore, the Agency continued to raise awareness among hiring managers on the importance of being vigilant for conflicts of interest and on the identification of potential conflicts of interest during selection of consultants.

## **F. Way Forward**

38. The Secretariat will intensify its efforts to increase the number of staff members from developing countries and from those Member States which are unrepresented or under-represented. In this context, the Secretariat also relies on Member States to help identify suitably qualified candidates from as broad a range of Member States as possible and needs the active support of Member States in its outreach measures. It is only through the joint efforts of the Secretariat and Member States that the Secretariat can be adequately and appropriately staffed with individuals of the highest competence, managerial capability and integrity.

39. The Secretariat will also strengthen its network of recruitment channels and internal capacity to identify, attract and build talent pools, particularly from unrepresented and under-represented Member States. The Secretariat will strengthen the process of partnering with Member States and professional networks to reinforce potential candidates' knowledge about the Agency's recruitment process and open vacancies, and will continue to offer targeted outreach campaigns, including recruitment missions in-person, where financial sponsorship is available, or using virtual platforms.





Germany			5	12	13	7			37
Ghana					2	1			3
Greece					7	3		1	11
Guatemala					1				1
Guyana					1				1
Hungary				4	11	8	1	1	25
Iceland							1		1
India					9	12	7		28
Indonesia					6	4	1		11
Iraq							1		1
Ireland			1	5	5	1	1		13
Islamic Republic of Iran					2	3			5
Israel				1					1
Italy	1			12	13	12	3		41
Jamaica						1			1
Japan			1	4	6	3	1		15
Jordan				2	2	2			6
Kazakhstan				1	3	1			5
Kenya			1		1	4		1	7
Korea, Republic of			1	3	12	6			22
Latvia					1		1		2
Lebanon				1	2	1			4
Lesotho						1			1
Libya				1		1			2
Lithuania				2	3				5
Malawi						1			1
Malaysia				2	2	2			6
Malta					1				1
Mauritius				1	1				2
Mexico		1		1	4	3	1		10
Monaco			1						1
Mongolia					1	2	1		4
Montenegro							1		1
Morocco	1			1	3				5
Myanmar						2			2
Namibia					1				1
Nepal						1			1
Netherlands				4	2	2	1		9
Nicaragua				1					1
Nigeria			1	1	3	4			9
North Macedonia				1	3	3	2	1	10

Norway						1	1		2
Pakistan				3	3	1	2		9
Panama						1			1
Peru				2		1	1		4
Philippines			2			6	2		10
Poland		1		1	2	3	1		8
Portugal				1	4	1	1		7
Republic of Moldova					3				3
Romania				7	7	3	2		19
Russian Federation	1		1	7	13	25	2		49
Saint Lucia						1			1
Senegal					1	1			2
Serbia				1	7	2	1		11
Singapore					2				2
Slovakia				4	3	6	1	1	15
Slovenia				1	2	1			4
South Africa			2	4	8	9			23
Spain				10	12	13	1		36
Sri Lanka					1				1
Sudan					3	2			5
Sweden				6	3	2			11
Switzerland				1	1				2
Syrian Arab Republic				2			2		4
Tajikistan						1			1
Thailand					3	1	2		6
Trinidad and Tobago					1				1
Tunisia					2	2	1		5
Turkey				1	7	4			12
Uganda					3	3			6
Ukraine				3	7	5	1		16
United Kingdom			2	25	30	16	2		75
United Republic of Tanzania						1			1
United States of America		1	7	33	48	32		1	122
Uruguay					1				1
Uzbekistan					1	1			2
Viet Nam					2	2			4
Yemen				1					1
Zambia					1				1
Zimbabwe					3	3			6
<b>Total Staff</b>	<b>5</b>	<b>5</b>	<b>39</b>	<b>267</b>	<b>452</b>	<b>359</b>	<b>81</b>	<b>7</b>	<b>1215</b>





**Consultants Holding Special Service Agreements by Nationality  
as of 1 June 2021**

<b>Nationality</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
Argentina	3	3	6
Armenia	1		1
Austria	4	5	9
Belgium	2	5	7
Bosnia and Herzegovina		2	2
Brazil	1	4	5
Bulgaria	1		1
Burkina Faso		4	4
Canada		7	7
China	3	6	9
Colombia	1	2	3
Croatia		1	1
Cuba		2	2
Cyprus	1		1
Czech Republic	2	1	3
Democratic Republic of the Congo	1	1	2
Ecuador	1	1	2
Egypt		7	7
Estonia	1		1
France		5	5
Germany	5	5	10
Greece	1		1
Hungary		3	3
India	3	11	14
Indonesia		2	2
Iraq	1		1
Ireland		4	4
Islamic Republic of Iran	1		1
Italy	3	7	10
Japan	4	7	11
Kenya	1		1
Korea, Republic of		1	1
Kyrgyzstan	1		1
Lebanon		1	1
Lithuania		2	2
Morocco		1	1

Netherlands	1	1	2
Nicaragua	1		1
Nigeria		1	1
North Macedonia		1	1
Pakistan	1	5	6
Panama		1	1
Peru		1	1
Philippines	3		3
Poland	1	2	3
Portugal		1	1
Russian Federation	6	14	20
Senegal		3	3
Serbia		3	3
Slovakia	1	1	2
Slovenia		2	2
South Africa	1		1
Spain	5	5	10
Sudan		1	1
Sweden	2	1	3
Syrian Arab Republic		1	1
Thailand	1		1
Tunisia	1	1	2
Turkey		1	1
Turkmenistan	1		1
Ukraine	2	2	4
United Kingdom	1	10	11
United Republic of Tanzania		1	1
United States of America	8	13	21
Uruguay	2	2	4
Zimbabwe		1	1
<b>Total</b>	<b>80</b>	<b>175</b>	<b>255</b>





# IAEA

International Atomic Energy Agency

*Atoms for Peace and Development*

[www.iaea.org](http://www.iaea.org)

International Atomic Energy Agency  
PO Box 100, Vienna International Centre  
1400 Vienna, Austria  
Tel.: (+43-1) 2600-0  
Fax: (+43-1) 2600-7  
Email: [Official.Mail@iaea.org](mailto:Official.Mail@iaea.org)