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## PERSONNEL QUESTIONS <br> Composition of the Secretariat <br> Report of the Secretary-General

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## I. INTRODUCTION

1. The importance attached by Member States to personnel questions - geographical distribution of the staff, recruitment standards and procedures, personnel
administration, personnel policy reforms and others - is attested to by the keen interest with which these matters are discussed in various United Nations bodies. Personnel questions have thus been examined during the deliberations of a number of committees, conferences, governing boards and other bodies inside and outside the Organization and touched upon in reports prepared by departments and offices, including regional commissions, for submission to these bodies. But under the Charter of the United Nations it is in the General Assembly and more specifically, in the Assembly's Fifth (Administrative and Budgetary) Committee that personnel questions are thoroughly reviewed and discussed by the Member States, and it is from the General Assembly that, each year, resolutions and decisions emanate that set forth the Organization's personnel objectives the Secretary-General is requested to meet and the guidelines he is required to follow in meeting such objectives.
2. The basic principles of the Organization with respect to personnel questions are contained in Chapter XV of the Charter of the United Nations, entitled "The Secretariat". Article 97 states that the Secretariat "shall comprise a Secretary-General and such staff as the Organization may require" and that the Secretary-General "shall be the chief administrative officer of the Organization". Articles 100 and 101 read as follows:

## "Article 100

"1. In the performance of their duties the Secretary-General and the staff shall not seek or receive instructions from any government or from any other authority external to the Organization. They shall refrain from any action which might reflect on their position as international officials responsible only to the Organization.
"2. Each Member of the United Nations undertakes to respect the exclusively international character of the responsibilities of the Secretary-General and the staff and not to seek to influence them in the discharge of their responsibilities.

## "Article 101

"1. The staff shall be appointed by the Secretary-General under regulations established by the General Assembly.
"2. Appropriate staffs shall be permanently assigned to the Economic and Social Council, the Trusteeship Council, and, as required, to other organs of the United Nations. These staffs shall form a part of the Secretariat.
"3. The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible."
3. It is on the basis of these Articles of the Charter that the General Assembly approves the staff regulations, reviews the annual reports of the Secretary-General on personnel questions and adopts resolutions and decisions defining specific objectives and guidelines to be followed in attaining them. The present report contains an account of the measures taken or envisaged by the Secretary-General to comply with the requirements of the Charter and with the requests formulated by the General Assembly in a number of resolutions and decisions concerning personnel questions, of which the most recent is resolution $35 / 210$ of 17 December 1980.
4. The report is arranged under four headings reflecting the main sets of concerns of the General Assembly: composition of the Secretariat, recruitment of professional staff, staff administration and employment of women.
5. Under section II (Composition of the Secretariat), the report reviews the distribution of the staff at the end of the reporting year 1 July 1980-30 June 1981, as compared with previous years, according to the main objectives established by the General Assembly: equitable distribution by nationality and by sex, particularly at the senior and policy-making levels, representation of developing countries and reduction of the average age of staff at the entry levels. Particular emphasis is placed on staff in the Professional category and above in posts subject to geographical distribution. Because of its characteristics, this group of staff, which is defined in this part of the report, is that in relation with which success in complying with the directives of the General Assembly is most accurately gauged.
6. Whereas section II of the report describes the situation as of a specific date, section III (Recruitment of Professional Staff) describes the ongoing efforts to attain the objectives laid down by the General Assembly in connexion with the composition of the Secretariat, particularly with respect to the recruitment of nationals of Member States that are unrepresented, under-represented and below the mid-point of their desirable ranges, and of women. Section III of the report also covers the planning of recruitment, with emphasis on the establishment of annual work plans, and the use of recruitment methods and tools, such as competitive methods of selection and the computerized roster of external candidates.
7. Section IV (Staff administration) deals essentially with the continuing implementation of personnel policy reforms approved by the General Assembly since 1974. These reforms derive both from requests made by the Assembly and from proposals formulated by the International Civil Service Commission (ICSC), the Joint Inspection Unit (JIU) and the Secretary-General. Although no separate part of the report has been devoted to staff in General Service and related categories, a number of measures taken with respect to them are reviewed in this part of the report. Because the conditions of employment of these staff are in general subject to local conditions at more than 100 duty stations where they serve, some of these measures apply to all of them and some only to those at certain duty stations. Thus, the introduction of competitive examinations for passage to the Professional category applies to all these staff, and has already resulted in the selection of a number of them to take up professional functions in conformity with the guidelines established by the General Assembly. On the other hand, the introduction of job-classification schemes for posts in the General Service and related categories
is effected by individual duty station. In New York, in particular, such a scheme is at its first stages of development. Its purpose, which the Secretary-General considers of the utmost importance, is to review the present structure of those categories with a view to the establishment of proper levels of remuneration and just and rewarding career opportunities.
8. Section $V$ (Employment of women) deals with the efforts made to facilitate the recruitment of women through the offering of better conditions of employment and to bring about full equality of opportunity between female and male staff members.
II. COMPOSITION OF THE SECRETARIAT

## A. Total staff of the United Nations

9. Aside from the powers of appointment of the Secretary-General under Article 101 of the Charter, which are exercised mostly with respect to the staff of the United Nations Secretariat, a special status in matters of appointment has been granted by the General Assembly to some United Nations organs with respect to their staff. Table A shows, as at 30 June 1981, the total number of staff with appointments for a year or more who are assigned to the Secretariat of the United Nations and to the secretariats of United Nations organs with special status in matters of appointment. The table distinguishes between staff in the Professional category and above, technical co-operation project personnel, and staff in the General Service and related categories. To permit a correlation of the figures of total staff of the Secretariat with the regular budget of the United Nations, table A further distinguishes between staff in posts financed in whole or in part 1 from the United Nations regular budget and staff in posts financed from extrabudgetary sources.

1/ A number of posts in the International Trade Centre (ITC) are financed jointly by the United Nations from the regular budget and by the General Agreement on Tariffs and Trade (GATT).
table A
Staff of the United Nations Secretariat and of the secretariats of other United

| Organization | $\qquad$ | $\begin{aligned} & \text { budget } \\ & \text { Project } \\ & \text { personnel } \end{aligned}$ | Other | Total | $\frac{\text { Extrabudgetar }}{\text { Professional }}$ and above | $\begin{gathered} \text { ry sources } \\ \text { Project } \\ \text { personnel } \end{gathered}$ | Other | Total | Grand total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| UNITED NATIONS | 3272 | 143 | 7102 | 10517 | 511 | 1808 | 2482 | 4801 | 15318 |
| UNDP |  |  |  |  | 791 | 394 | 4656 | 5841 | 5841 |
| UNHCR | 108 | 1 | 196 | 305 | 212 | 78 | 470 | 760 | 1065 |
| UNICEF |  |  |  |  | 435 | 164 | 1779 | 2378 | 2373 |
| UNITAR |  |  |  |  | 18 |  | 22 | 40 | 40 |
| UNRWA* | 67 |  | 9 | 76 |  |  |  |  | 76 |
| ITC | 56 |  | 64 | 120 | 18 | 64 | 44 | 126 | 246 |
| ICSC | 14 |  | 23 | 37 |  |  |  |  | 37 |
| ICJ | 14 |  | 17 | 31 |  |  |  |  | 31 |
| UNU |  |  |  |  | 29 |  | 60 | 89 | 89 |
| TOTAL | 3531 | 144 | 7411 | 11086 | 2014 | 2508 | 9513 | 14035 | 25121 |

* UNRWA has also approximately 16700 area personnel paid from voluntary funds.


## B. Geographical distribution of the Secretariat

10. The principles contained in Article 10l, paragraph 3, of the Charter, apply to all the staff of the Secretariat of the United Nations and to the staff of the secretariats of United Nations organs with special status in matters of appointment (see para. 9 above). The system of desirable ranges for Member states, however, has been established by the General Assembly as a guideline for the geographical distribution of only a group of staff in the Secretariat of the United Nations who are all appointed by the Secretary-General, known as staff in "posts subject to geographical distribution". This group consists of staff of the Secretariat in the Professional category and above holding appointments for one year or more. Excluded from it are staff in posts with special language requirements; staff specifically appointed for mission service; staff specifically appointed for service with the United Nations Environment Programme; staff specifically appointed after interagency consultation to posts financed on an interagency basis; technical co-operation project personnel; staff of the secretariats of United Nations organs with special status in matters of appointment, staff who have permanent resident status in, but not the nationality of, the country of their duty station; and staff in the General Service and related categories.

## C. Representation of Member States

11. As stated in paragraph 10 above, the system of desirable ranges has been established by the General Assembly as a guideline for the geographical distribution of a group of staff in the Secretariat of the United Nations who are appointed by the Secretary-General. At its thirty-fifth session, the General Assembly requested the Secretary-General to calculate new desirable ranges for all Member States, to apply from 1 January 198l, on the basis of the following initial criteria:
(a) Base figure for the calculations will be 3,350 posts;
(b) Membership factor will be based on 7.75 as the midpoint of the minimum desirable range;
(c) Population factor, to which 240 posts shall be allocated, will be directly related to the populations of the various regions and be distributed among the regions in proportion to their populations;
(d) Contribution factor will be based on the distribution of the remaining posts in proportion to the scale of assessments;
(e) Upper and lower limits of each range will be based on a flexibility of 15 per cent up or down from the midpoint but not less than 5.75 posts up or down.
12. In compliance with that request new desirable ranges for the geographical distribution of the staff of the United Nations Secretariat were put into effect on 1 January 1981. The new ranges and their midpoints are used in the tables contained in the annex to the present report as a yardstick to assess the
representation of Member States in posts subject to geographical distribution in the Secretariat. In particular, table l shows, by region, the number of Member States and of nationalities represented in the Secretariat by staff in posts subject to geographical distribution as at 30 June 1980 and 30 June 1981. Table B shows the number of staff from each region in posts subject to geographical distribution and the number of Member States in each region which are unrepresented, under-represented, within their desirable range or above it on 30 June 1981, as compared with the situation in previous years. This comparison, however, is affected directly by the introduction of the new desirable ranges.
13. At the beginning of the reporting year, there were 18 Member States that were not represented by any of their nationals in posts subject to geographical distribution. The recruitment of nationals of Cape verde and Mozambique resulted in these Member States ceasing to be unrepresented but still being under-represented in the secretariat. The separations from service of nationals of kuwait and Mongolia left these Member States unrepresented. A newly admitted Member State, Saint Vincent and the Grenadines, is also unrepresented. At the end of the reporting year, on 30 June 1981, there were 19 unrepresented Member States. 2/
14. At the beginning of the reporting year, there were 21 Member States that were under-represented, i.e., the number of their nationals in posts subject to geographical distribution was less than the lower limit of their desirable range. At the end of this year, on 30 June 1981, there were 26 under-represented Member States. 3/ It should be noted that, as a consequence of the new desirable ranges introduced in January 1981, the representation of certain Member States, as gauged by the number of their nationals in posts subject to geographical distribution against their desirable ranges, changed half-way through the reporting year. The number of over-represented Member States became much smaller and several adequately represented Member States became under-represented as the lower limit of their ranges was raised. It is, therefore, extremely difficult to give meaningful figures on the recruitment of nationals of under-represented, within-range and over-represented States during the reporting year.
15. The recruitment of nationals of Member States that are unrepresented, under-represented or below the midpoint of their desirable ranges continues to be one of the major objectives of the Secretariat.

2/ List of unrepresented Member States as at 30 June 1981: Albania, Bahrain, Bhutan, Djibouti, Equatorial Guinea, Gabon, Guinea-Bissau, Kuwait, Maldives, Mongolia, Papua New Guinea, Qatar, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Sao Tomé and Principe, Seychelles, Solomon Islands and Suriname.

3/ List of under-represented Member States as at 30 June 1981: Brazil, Byelorussian Soviet Socialist Republic, Cape Verde, Central African Republic, Czechoslovakia, Dominica, German Democratic Republic, Germany, Federal Republic of, Israel, Italy, Ivory Coast, Japan, Luxembourg, Mauritania, Mozambique, Netherlands, Norway, Oman, Saudi Arabia, South Africa, Spain, Swaziland, Ukrainian Soviet Socialist Republic, United Arab Emirates, Union of Soviet Socialist Republics and Venezuela.
TABLE B


| Region | Year | Staff | Member <br> States | Unrepresented | Under - <br> repre- <br> sented | within range | Above <br> range |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Africa | 1977 | 292 | 49 | 11 | 3 | 18 | 17 |
|  | 1978 | 327 | 50 | 11 | 6 | 14 | 19 |
|  | 1979 | 362 | 50 | 8 | 7 | 14 | 21 |
|  | 1980 | 377 | 50 | 8 | 4 | 17 | 21 |
|  | 1981 |  | 51 | 6 | 7 | 28 | 10 |
| Asia and the Pacific | 1977 | 387 | 23 | 4 | 3 | 6 | 10 |
|  | 1978 | 401 | 24 | 4 | 3 | 7 | 10 |
|  | 1979 | 418 | 25 | 5 | 3 | 5 | 12 |
|  | 1980 | 413 | 25 | 5 | 2 | 5 | 13 |
|  | 1981 | 456 | 25 | 6 | 1 | 11 | 7 |
| Europe <br> (Eastern) | 1977 | 317 | 11 | 1 | 4 | 5 | 1 |
|  | 1978 | 316 | 11 | 1 | 4 | 5 | 1 |
|  | 1979 | 303 | 11 | 1 | 3 | 5 | 2 |
|  | 1980 | 303 | 11 | 1 | 4 | 4 | 2 |
|  | 1981 | 296 | 11 | 1 | 5 | 5 | 0 |
| Europe (Western) | 1977 | 632 | 18 | 0 | 3 | 9 | 6 |
|  | 1978 | 639 | 18 | 0 | 3 | 9 | 6 |
|  | 1979 | 649 | 18 | 0 | 3 | 8 | 7 |
|  | 1980 | 657 | 18 | 0 | 4 | 8 | 6 |
|  | 1981 | 682 | 18 | 0 | 6 | 9 | 3 |
| Latin America | 1977 | 230 | 21 | 1 | 2 | 10 | 8 |
|  | 1978 | 238 | 21 | 1 | 2 | 9 | 9 |
|  | 1979 | 252 | 21 | 0 | 2 | 10 | 9 |
|  | 1980 | 239 | 21 | 1 | 2 | 9 | 9 |
|  | 1981 | 239 | 21 | 1 | 2 | 15 | 3 |

TABLE B (continued)


## D. Staff at the senior level

16. In resolution $35 / 210$ of 17 December 1980 , the General Assembly reaffirmed the need to increase the representation of developing countries in senior and policy-formulating posts, while safeguarding the principle of equitable geographical distribution in accordance with the relevant resolutions of the General Assembly. In response to this concern of the Assembly, recent reports on the composition of the Secretariat have included tables showing the distribution of staff posts subject to geographical distribution according to the groups of Member States established by the Assembly in resolution 2152 (XXI) of 17 November 1966. These groups represent developing countries in Asia and Africa (Group A), countries with developed market economies (Group B), developing countries in Latin America and the Caribbean (Group C), and socialist countries (Group D). Table C shows the situation for the years 1977 to 1981, indicating the number of Member States in each group, the sum of the midpoints of their desirable ranges, a range for each group and both the total number of their nationals in posts subject to geographical distribution and in posts at the senior level. The table includes in brackets the number and percentage of female staff members.
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## E. Proportion of men and women

17. In resolution $35 / 210$, the General Assembly requested the Secretary-General to continue to take the necessary measures to implement fully the provisions of resolution $33 / 143$ of 20 December 1978. In this resolution, the General Assembly had called for an increase in the number of women in posts subject to geographical distribution to 25 per cent of the total over a four-year period in accordance with the principle of equitable geographical distribution. The number of female and male staff members at each level in posts subject to geographical distribution on 30 June 1981 is shown by region in table 7 A of the annex to this report. The percentage of female staff in such posts increased from 15.2 per cent on 30 June 1971 to 17.8 per cent on 30 June 1978 , that is to say, an increase of 2.6 percentage points over a seven-year period. As a result of the measures taken following the adoption of resolution $33 / 143$, this proportion has been further raised to 21.6 per cent on 30 June 1981 , or an increase of 3.8 percentage points over a period of less than three years. The recruitment of women continues to be one of the major objectives of the Secretariat.
18. During the reporting year 1980-1981, of 294 appointments to posts subject to geographical distribution, 71 (or 24.4 per cent) were of women, as compared with 1979-1980, when out of 269 such appointments 58 (or 21.6 per cent) were of women. Appointments of women during 1980-1981 included 1 at the Assistant SecretaryGeneral level, lat the Principal Officer (D-l) level, 3 at the Senior Officer ( $\mathrm{P}-5$ ) level and 7 at the First Officer ( $\mathrm{P}-4$ ) level. In addition, 21 women were appointed to posts with special language requirements and 26 women were promoted to posts at the $\mathrm{P}-1$ and $\mathrm{P}-2$ levels of the Professional category subject to geographical distribution as a result of internal competitive examinations (see paras. 96-98 below). Table $D$ shows the number of female staff compared with the total number of staff in posts subject to geographical distribution and in posts with special language requirements at each level compared with the situation in 1971.

TABLE D

Number of female staff and percentage of all staff at each level in 1971 and 1981 in posts subject to geographical distribution and in posts with special language requirements

|  | Geographic posts |  |  |  | Language posts |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1971 |  | 1981 |  | 1971 |  | 1981 |  |
|  | Female <br> staff | $\begin{gathered} \text { Percent- } \\ \text { age } \end{gathered}$ | Female <br> staff | Percentage | ```Female staff``` | $\begin{gathered} \text { Percent- } \\ \text { age } \end{gathered}$ | Female <br> staff | Percentage |
| USG | 0 | 0.0 | 0 | 0.0 |  |  |  |  |
| ASG | 0 | 0.0 | 2 | 8.7 |  |  |  |  |
| D-2 | 3 | 4.8 | 4 | 4.8 |  |  |  |  |
| D-1 | 4 | 2.2 | 13 | 5.2 |  |  |  |  |
| P-5 | 27 | 7.4 | 51 | 9.1 | 6 | 14.3 | 23 | 27.4 |
| P-4 | 53 | 9.4 | 115 | 14.7 | 52 | 27.5 | 100 | 35.6 |
| P-3 | 95 | 17.8 | 216 | 30.8 | 95 | 32.1 | 129 | 33.3 |
| P-2 | 114 | 27.7 | 195 | 47.4 | 57 | 37.5 | 39 | 29.0 |
| P-1 | 47 | 44.8 | 30 | 49.. 2 | 7 | 58.3 | - | - |
| Total | 343 | 15.2 | 626 | 21.6 | 217 | 31.3 | 292 | 32.8 |

19. In resolution $33 / 143$, the Secretary-General was requestedto reduce the average age of staff at the $P-1$ and $P-2$ levels to 35 by taking necessary measures for recruitment of young professional persons and the enhancement of their career opportunities within the United Nations. During the year, 95 staff members appointed at the $p-1$ and $P-2$ levels filled 59 posts subject to geographical distribution and 36 posts with special language requirements: Table $E$ shows the number of staff appointed during the period at each level by age group. It also shows the average age of staff in geographic and language posts at the $p-1$ and $p-2$ levels over the last five years.

TABLE E

1. Staff appointed at the P-1 and P-2 levels to posts subject to geographical distribution and to posts with special language requirements between 1 July. 1980 and 30 June 1981 by level and age group

|  | Geographic posts |  |  | Language posts |  |  | Total |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\mathrm{p}-1$ | $\mathrm{P}-2$ | Total | P-1 | $\underline{p-2}$ | Total | $\mathrm{P}-1$ | $\mathrm{P}-2$ | Total |
| Under 25 | - | - | - | - | 12 | 12 | - | 12 | 12 |
| 25-29 | 2 | 8 | 10 | - | 7 | 7 | 2 | 15 | 17 |
| 30-34 | 5 | 29 | 34 | - | 5 | 5 | 5 | 34 | 39 |
| 35-39 | - | 7 | 7 | - | 7 | 7 | - | 14 | 14 |
| Over 40 | 1 | 7 | 8 | - | 5 | 5 | 1 | 12 | 13 |
|  | 8 | 51 | 59 | - | 36 | 36 | 8 | 87 | 95 |

2. Average age of staff at the $P-1$ and $P-2$ levels in posts subject to geographical distribution and in posts with special language requirements by grade and year

| 1977 | 1978 | 1979 | 1980 | 1981 |
| :--- | :--- | :--- | :--- | :--- |

Geographic

| P-2 | 40.07 | 39.97 | 40.28 | 39.63 | 40.20 |
| :--- | :--- | :--- | :--- | :--- | :--- |
| P-1 | 37.12 | 37.51 | 37.98 | 35.74 | 35.98 |

Language
P-2
33.52
33.96
33.97
34.12
34.96

P-1
28.44
32.04
33.51
30.03

## III. RECRUITMENT OF PROFESSIONAL STAFF

## A. Recruitment planning

20. The primary means to achieve a Secretariat whose staff meet the highest standards of efficiency, competence and integrity and are equitably distributed by nationality and by sex, in conformity with the requirements of the charter and the objectives set forth by the General Assembly, is the formulation and application of a systematic approach to recruitment on both a long-term and a short-term basis. The long-term approach is represented by measures designed to meet continuing objectives and to develop methods aimed at enhancing and modernizing recruitment activities. The short-term approach is addressed primarily to the immediate objectives established by the General Assembly with respect to the recruitment of nationals of Member States that are unrepresented or under-represented, and of women.
21. In the annex to resolution $35 / 210$, the Assembly requested the establishment of an annual work plan of recruitment to facilitate the search for, and the appointment of, qualified candidates, particularly those mentioned above. This section covers the progress of long-term recruitment activities during the reporting year 1 July 1980-30 June 1981. The work plan of recruitment established for 1982 is covered in paragraphs 43-52 below.
22. The fundamental aspects of recruitment activities described in the following paragraphs are: (a) vacancy projection; (b) recruitment monitoring system; (c) vacancy announcement and publicity; (d) methods to achieve balanced distribution by nationality and by sex; (e) establishment of pools of suitable candidates by occupational group.

## (a) Vacancy projection

23. The projection of vacancies is probably the most important of recruitment methods. Its purpose is to identify, in advance, the nature and approximate number of posts in the Professional category and above to be filled by recruitment each year, taking into account the nature of human resources needed for the Secretariat.
24. A system of vacancy projection has been used since 1979, pursuant to resolution $33 / 143$, to issue semi-annual vacancy bulletins containing a statement of all existing vacancies as well as all those expected to arise in the course of the following year. The system has improved substantially, and departments and offices have co-operated in its maintenance, in conformity with resolution $35 / 210$, which in section $I$ of its annex requested them to make known to the office of Personnel Services all pending departures of staff as far in advance as possible of the actual departure date. Departments have also co-operated by observing section $I$ of the annex of the resolution, which stated that no prior commitments for appointments should be made by them. The rapid identification of suitable candidates depends to a large extent on the further refinement of the system: the earlier the future occurrence of a vacancy is known, the longer the period during which suitable candidates can be sought, and, consequently, the greater the possibility of identifying them. As a first step to accomplish this, the system of vacancy projection will be computerized.

## (b) Recruitment monitoring system

25. To plan recruitment effectively, complete information is needed regarding the number and nature of vacancies, their recruitment status, and the nationality and sex of prospective candidates. This information is currently available only through a manually-maintained report on the status of recruitment that does not suffice to monitor over-all recruitment activities. To facilitate monitoring, a new computerized system is being designed to produce the report on the status of recruitment. This system will permit the detection, even on a weekly basis, of any elements detrimental to the achievement of recruitment objectives such as unexplained delays or absence of enough suitable candidates under consideration, and the prompt adoption of remedial actions.

## (c) Vacancy announcement and publicity

26. In the annex of resolution $35 / 210$, the General Assembly requested that vacancy announcements for all posts should be issued without delay as soon as vacancies were known. The Assembly also requested that vacancy announcements for all posts should incorporate the existing job description.
27. A vacancy announcement incorporating a summary of the corresponding job description is issued by the Office of Personnel Services as soon as a post becomes open for recruitment. Exceptions to this rule are made in cases in which a suitable candidate from the roster is identified or when the post is earmarked for specific objectives (such as the recruitment of nationals of unrepresented and under-represented Member States and women) or for competitive examinations for posts at the $\mathrm{P}-1$ and $\mathrm{P}-2$ levels, in accordance with other requests of the General Assembly.
28. The announcement and publicity of vacancies is an extremely important means for the Secretariat to receive applications from suitable candidates, particularly those meeting the specific requirements of the General Assembly. Efforts have been made further to improve the system of vacancy announcement with a view to speeding up as much as possible the recruitment process. The first change envisaged is an earlier announcement of vacancies based on the computerized projection of vacancies described above. This change will allow potential candidates to review vacancies well in advance of the recruitment deadines. It should be noted that these announcements are also addressed to internal candidates, in accordance with staff regulation 4.4 and staff rule $104.14(a)(i i)$.
29. The success of these efforts depends to a large extent on continued centralization of the issuance of vacancy announcements and uniformity in the methods used in preparing them.
30. In the annex of resolution $35 / 210$, the General Assembly requested that, in order to increase the number of candidates from unrepresented and under-represented countries and of women candidates, timely and frequent publicity should be made regarding vacancies and recruitment of personnel, in co-operation with Member States, through information media, United Nations offices, universities and professional organizations, including women's organizations whenever appropriate, so as to enable the office of Personnel Services to implement the personnel and recruitment policies adopted by States Members of the Organization.
31. Measures to publicize vacancies along the lines suggested by the General Assembly are taken by the Secretariat on a regular basis, subject to the availability of resources. At the national level, the assistance of Governments has been relied on, particularly through Permanent Missions, to make opportunities of employment at the United Nations known to the nationals of Member States, especially those that are unrepresented and under-represented.
32. Lists have been established of research institutions and universities that could serve as possible sources of candidates and vacancy announcements are sent to them. These lists are constantly examined and revised. Publicity at universities is geared to students without work experience who are predominantly suitable for posts at the $\mathrm{p}-1$ and $\mathrm{p}-2$ levels. Since these posts should now be filled, as a rule, through competitive examinations organized on a national basis, the nature of contacts to be sought with these institutions is being reviewed.
(d) Methods to achieve balanced distribution by nationality and by sex
33. In resolution $35 / 210$, the General Assembly requested the Secretary-General to continue to establish a target of 40 per cent of all vacancies arising in professional posts subject to geographical distribution during the period $1981-1982$ for the appointment of nationals of unrepresented and under-represented countries, in order to ensure that all such countries achieve their desirable ranges during that biennium, while ensuring that the representation of countries which are within desirable ranges does not decrease. The Assembly also requested the Secretary-General to establish and pursue an active recruitment policy in order to raise the levels of personnel recruited from unrepresented and under-represented countries and countries below the midpoint of their desirable ranges to the extent possible towards this midneint. In addition, rosolution 35/210 reaffirmed resolution $33 / 143$, in which the General Assembly had requested the Secretary-General to take the necessary measures to increase the number of women in posts subject to geographical distribution to 25 per cent of the total over a four-year period in accordance with the principle of equitable geographical distribution.
34. In compliance with these requests, measures were taken to ensure that 40 per cent of all vacancies subject to geographical distribution were filled by nationals of unrepresented and under-represented Member States. Discussions were held between representatives of the Office of Personnel Services and representatives of Departments and offices at all duty stations to establish a list of vacancies earmarked for the recruitment of nationals of these Member States. Other measures included earmarking vacancies for women candidates, with due regard to the principle of equitable geographical distribution, and paying special attention to the recruitment of nationals of Member States below the midpoint of their desirable ranges.
35. The projection and earmarking of vacancies must be supplemented by systematic efforts to identify suitable candidates. To this end, contacts have been established with the Governments of Member States, particularly those that are unrepresented, under-represented or below the midpoint of their ranges. In addition, surveys of the availability of qualified candidates from unrepresented
and under-represented Member States have been conducted since 1979. The objective of these surveys is to identify the most appropriate types of posts that could be earmarked for individual States.
36. One of the difficulties encountered is that many Member States can, at present, offer better employment conditions than the United Nations. There is also a number of States whose needs for their own qualified personnel to assist in their development are so great that recruitment of their nationals must be conducted with extreme care, lest the Organization should set itself in competition with its Members to secure the services of their best cadres. The Secretariat is trying to reach some mutually beneficial arrangement with the Governments of these States.
(e) Establishment of pools of suitable candidates by occupational group
37. Resolution $35 / 210$ contained a number of provisions relating to the use of the concept of occupations and occupational groups. In the context of recruitment, this concept will be used to identify and establish pools of candidates with comparable qualifications, experience and skills, suitable for posts within a given occupational group. The Secretary-General considers, however, that actual recruitment should continue to be done on a post-by-post basis, bearing in mind the special requirements of each post for particular qualifications, experience or skills. The candidates identified through the use of occupational descriptions will be subject to the recruitment procedures established by the General Assembly. Their applications will be entered in the roster of external candidates. Candidates for posts at the entry level will also be invited, if appropriate, to participate in competitive examinations. Special emphasis will be placed, in co-operation with the Governments concerned, on the establishment of pools of candidates who are nationals of Member States that are unrepresented, under-represented or below the midpoint of their desirable ranges, nationals of developing countries, or women. Information on the categorization of posts by occupational group is given in paragraphs 83-91 below.
38. In resolution 35/210, the General Assembly requested that, for each post open to recruitment, a dossier, to be made available to the Appointment and Promotion Committee and the Appointment and Promotion Board, should be established comprising:
(a) A list drawn from the roster of all potential qualified candidates, indicating their name, nationality, sex, age and qualifications;
(b) Their ranking by order of preference, established by the substantive department concerned in consultation with the office of Personnel Services;
(c) A summary of the interviews of the candidates considered most suitable.
39. Pursuant to this request, a procedure has been instituted initially at Headquarters for eventual adoption at all duty stations. Under this procedure, a dossier for each post open to recruitment is made available to the appointment and promotion bodies.
40. The Assembly also established that, if the substantive department and the Office of Personnel Services agreed on the selection of one candidate, this recommended candidate would be proposed for appointment, in accordance with the Staff Regulations and Rules of the United Nations. If there was no agreement, the matter should be submitted for advice to the Appointment and Promotion Committee and the Appointment and Promotion Board. If no solution was found, the Secretary-General or his designated representative would make the final decision.
41. This procedure has been instituted. So far, there has been no need to have recourse to the higher stages of the procedure, i.e., direct intervention by the appointment and promotion bodies or the Secretary-General.
42. The Assembly also requested that the qualifications, nationality and sex of selected candidates should be indicated on a list to be published twice a year and communicated to the delegations of Member states. The first such list, comprising all staff recruited for posts subject to geographical distribution during the period from January to June 1981, will be published as a conference room paper. Subsequent lists will be published in April and October of each year.

## B. Annual Work Plan of Recruitment

43. In the annex of resolution $35 / 210$, the General Assembly requested that, in order to facilitate the search for and the appointment of qualified candidates, particularly from unrepresented and under-represented countries and from among women, an annual work plan of recruitment should be established. The plan should indicate:
(a) General data on the estimated number of recruitments by grade and broad occupational groups;
(b) The targets to be reached during the year as to the number of candidates to be recruited from unrepresented and under-represented countries and among women, in accordance with the targets established by the relevant resolutions of the General Assembly;
(c) The various means by which recruitment will be undertaken, such as competitive examinations, publicity or recruitment missions.
44. In accordance with this request, the first annual plan will cover the period from 1 January to 31 December 1982.
(a) General data on the estimated number of recruitments by grade and broad occupational group
45. These data are given in table $F$. They are based on the review of appointments over the four-year period from July 1976 to June 1980 , vacancy projections for the period from April 1981 to April 1982, and retirement forecasts. Approximately 270 posts will be open for recruitment during 1982. The estimates presented in table $F$
must be considered only as a representation of trends, not as information on individual posts. This information differs from that in vacancy bulletins, which report individual posts.
46. Vacancies arise in various ways, which must all be treated differently in projecting vacancies: (a) new posts; (b) promotions and transfers; (c) resignations; (d) retirements; and (e) expirations of fixed-term contracts and other separations. The financial situation, General Assembly directives and administrative policies and practices all affect projections in a different manner.
47. As a consequence of the zero-growth-budget policy for 1982-1983, the number of new posts will be limited.
48. To facilitate the projection of vacancies resulting from the expiration of fixed-term contracts, substantive Departments and Offices have been requested to co-operate with the office of Personnel Services by notifying it well in advance of whether they intend to renew such contracts. Of all vacancies, those arising from retirements have become the most reliable information in estimating the number of posts to be open for recruitment, largely as a result of the strict application of the regulations on the age of retirement (see paras. 92-95 below).
(b) Targets to be achieved in 1982
49. At least 40 per cent of all vacancies arising in professional posts subject to geographical distribution during the period 1981-1982 should be filled by nationals of unrepresented and under-represented Member States. In addition, the number of women in these posts should be increased to 25 per cent by the end of 1982 .
50. Efforts to identify and earmark the posts at all levels necessary to meet the target of 40 per cent of recruitments of nationals of unrepresneted and under-represented Member States have already begun in consultation with departments and offices. In particular, 35 posts at the $P-1$ and $P-2$ levels have already been earmarked for competitive examinations (see paras. 63-65 below).
51. The over-all proportion of women in posts subject to geographical distribution in the Secretariat as at 30 June 1981 is 21.6 per cent. A comprehensive review of the current situation reveals that while in many departments and offices the target of 25 per cent has already been surpassed in several others, including regional commissions, the number of women is well below this target. Special efforts are being made to increase the number of women in these departments and offices.
(c) Various means by which recruitment will be undertaken
52. Information on continuing recruitment activities, such as vacancy announcements and publicity, is given in paragraphs 22-37 above. Information on the first stages of the programme of competitive examinations for junior professionals is given in paragraphs 63-65 below.

# TABLE F <br> Estimated number of recruitments by level and occupational group <br> 1982 

Occupational group 4/
Level 5/

|  |  | Entry | Middle | Senior | Total |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 1. | Administration | 18 | 14 | 2 | 34 |
| 2. | Economics | 24 | 64 | 32 | 120 |
| 3. | Electronic data processing | - | 2 | 3 | 5 |
| 4. | Information | 6 | 11 | 2 | 19 |
| 5. | Legal and related work | 6 | 4 | 1 | 11 |
| 6. | Library and related work | 5 | 1 | - | 6 |
| 7. | Political affairs and related work | 3 | 7 | 4 | 14 |
| 8. | Science and technology | 2 | 10 | 7 | 19 |
| 9. | Social development | 8 | 11 | 5 | 24 |
| 10. | Statistics | 3 | 14 | 1 | 18 |
|  | Grand Total | 75 | 138 | 57 | 270 |

4/ Occupational groups are arranged according to the listing developed for internal use throughout the Secretariat (see para. 90 below).

5/ The estimated number of vacancies is shown by level rather than by grade to allow for changes in the grades of posts resulting from internal transfers, promotions and other staff changes.

## C. Inheritance of posts

53. In resolution $35 / 210$, the General Assembly reaffirmed that no post should be considered the exclusive preserve of any Member state, or group of States, and requested the Secretary-General to ensure that this principle is applied faithfully in accordance with the principle of equitable geographical distribution. The General Assembly also requested the Secretary-General to continue to permit replacement by candidates of the same nationality within a reasonalble time-frame in respect of posts held by staff members on fixed-term contracts, whenever this is necessary to ensure that the representation of Member States whose nationals serve primarily on fixed-term contracts is not adversely affected.
54. To comply with these requests of the Assembly, the Secretary-General continued to ensure that, whenever a post subject to geographical distribution became vacant as a result of its incumbent leaving the Secretariat, candidates recruited from outside were, whenever possible, of another nationality. This policy is followed in particular with respect to nationals of Member states above the midpoint of their ranges. Replacement by a candidate of the same nationality is permitted in respect of nationals of Member States whose nationals serve primarily on fixed-term contracts. On the basis of forecasts of expirations of fixed-term contracts held by nationals of these Member States, at least the same number of posts - but not necessarily the same posts - are reserved for candidates of the same nationality so that the representation of these Member States should not be adversely affected. This practice will be followed until the Member state concerned reaches the midpoint of its desirable range.

## D. Roster of external candidates

55. In the annex of resolution $35 / 210$, the General Assembly requested that all applications received from candidates meeting the minimum standards established by the Office of Personnel Services for posts and occupations should be put into the roster of external candidates, and that this roster should be modernized rapidly and rendered operational and efficient.
56. The roster of external candidates, which serves the needs of both the Secretariat and technical co-operation projects, continues to be improved and modernized. Substantial progress has been achieved in the four phases of improvement described in the 1980 report of the Secretary-General on the implementation of personnel policy reforms (A/C.5/35/10, para. 38), namely: (a) establishment of new occupational codes and descriptors; (b) establishment of a new coding scheme and recoding of already rostered candidates; (c) new computerized roster system - implementation, installation, documentation of new system and user training; and (d) establishment of a new "review" system, procedure and implementation.
57. As at 30 June 1981, the total number of candidates for posts in the Secretariat kept on the roster was approximately 6,000. To increase the efficacy of the roster, it has been decided to limit the number of years candidates remain on the roster, as a rule, to a maximum of three. After that period, candidates
never considered for appointment will be reviewed with a view to determining whether they should remain on the roster. In addition, a comprehensive review of all rostered candidates is being conducted to update information on them, particularly as regards their continued availability.
58. A new roster is being introduced that will allow for more computerized background information on the education, skills and experience of each candidate, up to as much as 10 times the amount of data currently coded. Priority is being given to candidates from unrepresented and under-represented States and women candidates, who will be placed on the new roster beginning in November 1981, while other candidates will be kept on the old roster. Until the review of all rostered candidates is completed, the two rosters will be used simultaneously in searching for candidates.
59. Since the recruitment activities of the Secretariat cover geographically dispersed duty stations, accessibility to the roster is of the first importance. Arrangements are being made to link computer operations at Headquarters with those at Geneva in 1982. The resulting direct access will serve better the recruitment needs of departments and offices in Geneva and later in Vienna.

## E. Use of competitive methods of selection at the P-1 and P-2 levels

60. In the annex of resolution $35 / 210$, the General Assembly recommended that at the $P-1$ and $P-2$ levels recruitment should be made as a rule through competitive examinations. This principle was to apply both to the movement of staff in the General Service and related categories to the professional category (see paras. 96-100 below) and to the recruitment of external candidates. Of the total number of posts available at these levels, 30 per cent should be earmarked for internal examinations for General Service staff. For the remaining 70 per cent, a transitional plan ending 31 December 1982 should be established for applying progressively the method of competitive examination, with due regard paid to the principle of equitable geographical distribution. The General Assembly also recommended that competitive examinations under the plan should be devised on a national basis, in consultation with the Governments concerned. They should contain measures to protect the confidentiality and objectivity of the methods of selection and to ensure that the methods of testing take into account the cultural and linguistic diversity of the membership of the United Nations. They should be geared to candidates with at least a first-level university degree. The examinations should be based on written tests in one of the official languages of the United Nations, including a general test, specialized examination by occupational groups and personal interview. They may be organized simultaneously by groups of countries, but a given number of vacancies should be defined and offered to each country in advance, taking into account the geographical representation of each Member State. A reserve list should be established from which all P-1 and P-2 posts would be filled.
61. Following the adoption of resolution $35 / 210$, the programme of competetive examinations for posts at the $\mathrm{P}-1$ and $\mathrm{p}-2$ levels entered a transitional period during which the Secretariat would, on the one hand, complete the examinations arranged for prior to the resolution and, on the other hand, devise a plan for examinations in conformity with the General Assembly's request.
62. In accordance with previous arrangements, competitive examinations for the recruitment of staff members of French and Japanese nationalities at the p-l and p-2 levels were held in April 1981. Nine posts were earmarked for Japanese nationals in two occupational groups: seven in economics and two in electronic data processing; the two posts earmarked for French nationals were in economics. Of 82 Japanese candidates who applied for the examination, 51 were convoked by the Central Recruitment Examination Board, and 33 actually sat for the core and specialized papers. Of 53 French applicants, 47 were convoked, and 31 sat for the papers. Candidates were interviewed in July. The recuritment of successful candidates is expected to begin in September 1981.
63. A transitional plan has been established for examinations in which a number of unrepresented and under-represented Member states will participate. As a first step, recruitment for newly-vacated posts subject to geographical distribution at the $P-1$ and $P-2$ levels was suspended effective 3 April 1981. Vacancy announcements for such posts were not issued or, if already issued, were withdrawn, unless a suitable candidate from an unrepresented or under-represented Member State or a woman had already been identified.
64. These posts were then reviewed to ascertain which of them could be arranged according to occupational groups for the purpose of organizing examinations. One of the criteria followed in this selection was the number of available and foreseen vacancies in each occupational group. Of a total of 69 posts reviewed, 35 were selected for the examinations, arranged according to the following broad occuaptional groups: administration ( 3 posts); economics ( 23 posts); electronic data processing ( 5 posts); and social development ( 4 posts). The posts are located at Headquarters and at other duty stations, including Addis Ababa, Bangkok, Baghdad/Beirut, Geneva, Santiago and Vienna. Posts which because of their characteristics did not justify their inclusion in the programme of examinations were reopened for recruitment under normal procedures, but on the understanding that only nationals of unrepresented and under-represented Member states and women who were not nationals of over-represented Member States would be considered.
65. Examinations are being organized for the nationals of 6 Member States in Africa, Latin America and Western Europe: Brazil, Germany, Federal Republic of, Italy, Ivory Coast, Mauritania and Suriname. Of these States, Suriname was unrepresented on 30 June 1981 and the others were under-represented. The written part of the examinations will be given in each of these Member states in January 1982.

## IV. STAFF ADMINISTRATION

A. Job classification
66. In the annex of resolution 35/210, the General Assembly requested that all changes in existing job descriptions and the content of job descriptions of new posts should be submitted for approval to the office of Personnel Services, justified by references to changes in programmes approved by intergovernmental bodies.
67. This procedure is followed by the Office of Personnel Services, which reviews all job descriptions - new or revised - to classify posts at their proper levels. The following paragraphs contain additional information on the classification procedures followed with respect to the professional category, as well as with respect to the General Service and related categories at Headquarters and at other duty stations.

## 1. Professional category

68. Since 1 January 1981, posts in the Professional category and above, including the Director ( $\mathrm{D}-2$ ) level, are classified according to the Master Standard (Tier I) developed by the International Civil Service Commission (ICSC). The policies and procedures established for the introduction of the ICSC classification system were outlined in administrative instruction ST/AI/227 of 10 November 1980, and information circular ST/IC/81/13 of 4 March 1981.
69. The job-description form previously used for posts in the Professional category was revised to conform to the ICSC system. Procedures were also revised, or new procedures were developed, with a view to integrating the classification system with other administrative and financial processes. posts which become vacant are classified prior to being filled through recruitment, transfer, or promotion. Posts are also reviwed to determine their appropriate level when their reclassification or establishment is proposed in the biennium budget. Approximately 75 posts in the Professional category and above are classified each month using the Master Standard.
70. Other measures taken in connexion with the introduction of the system include the establishment of a Classification Review and Appeals Committee and the organization of training seminars on the preparation of job descriptions for officers who are responsible for approving or authorizing job descriptions, or for training staff in preparing them.
71. The system as at present applied relies exclusively on the classification of individual posts. Available resources do not suffice to conduct comprehensive reviews of all posts within an occupational group or organizational unit for the purpose of classifying these posts in relation to one another. As a result of this post-by-post approach, discrepancies in the grades of posts may continue to exist between organizational units or duty stations and even within them. This has been recognized by ICS: which, at its twelfth session, agreed that additional resources were required by organizations to apply fully and maintain the job-classification system.

## 2. General Service and related categories at Headquarters

72. At its twelfth session, held in August 1980 , ICSC requested the SecretaryGeneral to co-ordinate his efforts to develop job classification standards for posts in the General Service and related categories in New York with UNDP and UNICEF. Pursuant to this request, a Co-ordination Committee composed of representatives of the administration and staff of the united Nations, UNDP and UNICEF was established in February 1981. At its thirteenth session, held the same month. ICSC acceded to a request of the Committee that members of the ICSC secretariat should provide technical advice to the committee.
73. The Committee adopted a work plan for developing job-classification standards for the General Service and related catergories, under which job-information forms for all jobs in these categories would be prepared and reviewed on the basis of existing standards (including those used at Vienna and Geneva and by UNICEF in New York). Draft standards for New York would then be developed and tested, with a view to their submission to ICSC in mid-1982. Bench-marks will be available by the time the next New York General Service salary survey, scheduled for 1983, is carried out. If the job-classification standards and related salary scales are approved during 1983, the standards will be applied from 1984.

## 3. General Service and related categories at other duty stations

74. In Geneva, all General Service posts at the United Nations office at Geneva, ECE and UNCTAD were tentatively classified by July 1981. The next stage involves the final review and classification of these posts by the Joint classification Committee and the submission of its results to the Director-General of the United Nations office at Geneva for approval. It is expected that this process will be completed by the end of 1981 and the relevant requests of the General Assembly formulated in resolutions $31 / 193 \mathrm{~B}$ and $33 / 143$ will then be fully met.
75. In Vienna, 238 posts in the General Service and Manual Worker categories at UNIDO have been classified since the approval of the classification scheme in September 1980. The results of this classification are being considered by the classification review body, which is required to review 50 per cent of the first 50 posts classified, 20 per cent of the second 50 posts classified and 10 per cent of each 100 posts classified thereafter. The working group on classification established by the UNIDO Joint Advisory Committee (JAC) is establishing standards for posts in the Manual Worker category. The UNIDO-JAC is considering standards for Security posts. It is estimated that the classification of UNIDO posts will be completed in October 1982 and work will then start on posts in other United Nations units at Vienna.

## B. Career development

76. In his bulletin ST/SGB/l66 of 18 May 1978 , the Secretary-General defined career development as a series of assignments spanning a staff member's career,
with two objectives: the systematic development of the potential of staff members to perform the current and future functions assigned to the Organization, and the satisfaction of the needs and aspirations of staff members for challenging and rewarding careers.
77. This definition contains all the basic elements of a career development system in the Secretariat. It takes into account, in the first place, the need for career management, i.e., career development viewed from the perspective of the Organization and its requirements; secondly, it emphasizes the concurrent need for career planning, i.e., career development viewed from the perspective of the staff and their requirements. The third element is mobility, since the increased usefulness of staff members to the Organization and their advancement in their career entail their ability to undertake successfully a series of progressingly more complex and demanding assignments. In the case of Professional staff, the request of the General Assembly in resolutions $33 / 143$ and $35 / 210$ concerning staff mobility - that these staff should be encouraged to work at more than one duty station - must also be borne in mine, and for this purpose, posts in all secretariat offices at all duty stations have to be taken into consideration when managing and planning the careers of staff members in a fashion that is beneficial both to the Organization and to them.
78. At present, career-development objectives are met through the placement and reassignment of staff. Approximately 200 staff members in the Professional category are reassigned every year between departments and offices at all duty stations. Further steps have to be taken to bring placement and career development into full operation in conformity with the requests of the General Assembly and the policies established by the Secretary-General.
79. Measures to enhance career-development opportunities for staff in posts with special language requirements have been taken during the reporting year in accordance with the provisions of General Assembly resolution $35 / 225$ of 17 December 1980.

## C. Roster of internal candidates

80. As a first step to facilitate and enhance placement and career-development. activities, a computerized roster of internal candidates is being developed. The data on staff members being entered into computer files relate to their educational background, work experience prior to joining the Organization and united Nations career. This information is organized according to the listings of occupational groups developed for use throughout the Secretariat (see para. 90 below).
81. The computerized roster is expected to be an extremely useful tool in the placement and career development of the staff. It will facilitate the optimum deployment of human resources in the Secretariat through the rapid identification of staff members suitable for reassignment. In accordance with resolution 35/210, the roster of internal candidates is being developed in harmony with the roster of external candidates. The objective is to allow for the information on a candidate's
qualifications recorded on the roster of external candidates to be entered on the roster of internal candidates after the candidate's appointment. Efforts have also been made to link these rosters so as to establish a unified and comparable data-base for consideration of both external and internal candidates in filling vacancies.
82. The roster is expected to be operational in 1982 through the modification of the existing personnel data system by the introduction of direct retrieval of information from the roster by means of computer terminals.

## D. Occupations and occupational groups

83. General Assembly resolution $35 / 210$ contained a number of provisions relating to the use of the concept of occupations and occupational groups. In section I of the annex of the resolution, the General Assembly requested that all posts should be classified at each level of grades by occupation, this concept meaning "posts having largely comparable functions and the same entrace level qualifications", and that this classification should be published. The Assembly further requested that distinction should be made between:
(a) Occupations for which it is reasonable to expect several vacancies each year;
(b) Those for which recruitment will be open only at widely spaced intervals.
84. The Assembly also requested that, for posts falling under (a) above, job descriptions should be complemented by an "occupational description", which would outline the main functions, the minimum level of qualifications and the desirable supplementary qualifications.
85. In section IV of the annex, the General Assembly requested that the list of occupations for which it is reasonable to expect several vacancies each year should be communicated to Member States, together with the corresponding "occupational description" not later than 1 October of the preceding year, and applications for candidatures should be requested on this basis.
86. The General Assembly also requested, in section II of the annex, that the annual work plan of recruitment to be drawn up by the Secretariat should indicate general data on the estimated number of recruitments by grade and broad occupational groups.
87. In addition, under section III of the annex of the resolution, competitive examinations for posts at the $\mathrm{p}-1$ and $\mathrm{P}-2$ levels should include specialized examinations by occupational group (see paras. 63-65 above and 96-100 below).
88. The question of occupations and occupational groups was the subject of a comprehensive review designed, first, to meet the requests of the General Assembly and, secondly, to develop clear and uniform concepts of occupations and
occupational groups to be used in recruitment, recruitment planning, rostering of external and internal candidates, career development and staff mobility, organization of examinations for external recruitment and internal promotion from the General Service and related categories, training and job classification.
89. To meet the first request of the Assembly, posts in the Professional category subject to geographical distribution were analysed on the basis of the job descriptions used for job classification purposes. This analysis was aimed at identifying those posts which, regardless of their functional titles or the departments or offices where they were located, had largely comparable functions and the same entrance level qualifications. In accordance with the resolution, special attention was paid to those types of posts for which it would be reasonable, founded on past recruitment experience, to expect several vacancies a year.
90. As groups of posts were identified that met the requirements of the definition, occupational descriptions were prepared for these groups. The listing of occupational descriptions is as follows: administration; economics; electronic data processing; engineering and architecture; finance, information, language; legal; library; political affairs; publishing and printing; science and technology; social development; and statistics.
91. As requested, all occupational descriptions will be published for use by Member States for recruitment purposes, as well as throughout the Secretariat. This publication will be supplemented by yearly lists of occupational groups for which it would be reasonable to expect several vacancies. These occupational descriptions will also be used, in the annual work plan of recruitment to be drawn up by the Secretariat in conformity with resolution $35 / 210$ (see paras. 43-52 above), to indicate general data on the estimated number of recruitments by occupational group.

## E. Application of the regulations concerning the age of retirement

92. In section $I$ of resolution $35 / 210$, the General Assembly reaffirmed the need, first expressed in resolution $33 / 143$ to apply the regulations regarding retirement and not to grant exceptions beyond six months after the established age of retirement. Under staff regulation 9.5 , the age of retirement for united Nations staff is 60 years. The regulation authorizes the Secretary-General to retain staff beyond that age in exceptional cases when it is in the interests of the Organization to do so. During its thirty-fourth session, in 1979, the General Assembly agreed to a proposal of the Secretary-General that it might be in the best interests of the Organization if - whenever it was strictly necessary - a certain amount of flexibility could be used in applying the policy on retirmeent age to staff in posts with special language requirements and to a group of staff in the General Service and related categories.
93. In section VI of resolution $35 / 210$, the General Assembly further decided that the application of the provisions of General Assembly resolutions dealing with
mandatory retirement at the age of 60 should not be rigorously applied to locally recruited General Service staff who were already employed by the Organization prior to December 1978 and would have less than 20 years' contributory service to the United Nations Joint Staff Pension Fund at the age of 60 .
94. In conformity with these requests, extensions beyond the age of 60 years have been granted since 1979 up to six months only and soley for the purpose of finding replacements for retiring staff. This policy applies to all staff in the Secretariat, with the exception of staff in posts with special language requirements and General Service staff with special technical skills, with regard to whom a greater degree of flexibility is applied. No difficulties have been experienced in the application of this policy.
95. The number of staff in different categories up to the $D-2$ level who were retained in active service beyond the age of 60 years from 1977 to 1981, as at 30 June each year, is shown in table $G$. It can be seen from the table that the policy being applied pursuant to the request of the General Assembly in 1978 has already resulted in a drastic reduction in the number of extensions beyond the retirement age.

Staff retained in service beyond the age of 60 on 30 June from 1977 to 1981 by grade, appointment status and year

|  | $\underline{1977}$ | $\underline{1978}$ | $\underline{1979}$ | $\underline{1980}$ | $\underline{1981}$ |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Geographic staff |  |  |  |  |  |  |
| D-2 | 9 | 13 | 12 | 6 | 4 |  |
| D-1 | 19 | 12 | 14 | 7 | 10 |  |
| P-5 | 25 | 15 | 13 | 3 | 7 |  |
| P-4 | 7 | 9 | 7 | 5 | 2 |  |
| P-3 | 15 | 9 | 6 | - | 2 |  |
| P-2 | 3 | 4 | 2 | 1 | 1 |  |
| P-1 | - | 1 | - | - | - |  |
| Total | 78 | 63 | 54 | 22 | 26 |  |

Language staff

| P-5 | 5 | 8 | 6 | 1 | 2 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| P-4 | 15 | 11 | 8 | 6 | 7 |
| P-3 | 9 | 10 | 11 | 5 | 2 |
| P-2 | 1 | - | - | - | - |
| P-1 | - | - | - | - | - |
| Total | 30 | 29 | 25 | 12 | 11 |
| Other staff |  | 74 | 40 | 8 | 15 |
| Total | 182 | 132 | 87 | 49 | 61 |

## F. Competitive examinations for the passage from the General Service and related categories to the Professional category

96. In his report on the implementation of personnel policy reforms, submitted to the General Assembly at its thirty-fifth session ( $A / C .5 / 35 / 10$, paras. $53-60$ ), the Secretary-General gave an account of the first competitive examination for the passage of staff in the General Service and other categories to the Professional category, which was held in 1979/1980. At the time the report was submitted, in October 1980, the competitive examination was at the final stage of completion.
97. During this stage, the Central Examination Board convoked 157 staff members serving at 19 different duty stations to be interviewed by the specialized Boards of Examiners for the seven occupational groups tested for in the examination. These interviews were held in New York, Genva, Vienna and Addis Ababa over the period June to September 1980.
98. Following completion of the interviews, the highest ranking candidates were placed and promoted. A total of 48 staff members in the General Service and related categories were promoted to the Professional category as a result of the competitive examination. A report on the examination, containing detailed information on its organization and results, was issued on 8 July 1981 as information circular ST/IC/81/51.
99. The second competitive examination for the passage of staff in the General Service and related categories to the Professional category was held in April 1981. It consisted of a written part and an interview. Thirty posts were made available for the examination, distributed among occupations as follows: administration, 13; archives and library sciences, 2; information, 6; social and political sciences, 5; and mathematics and statistics, 4. 6/
100. Of approximately 700 staff members who applied, 650 , serving at 30 different duty stations, were convoked to take the written part of the examination. Of these, 460 sat for the examination at nine centres. The recommendations of the Boards concerning the list of candidates to be convoked for interviews are expected to be available by October 1981.

## G. Training

101. The Staff Development Programme at Headquarters, which is also open to staff from other duty stations on assignment or mission, offers approximately 200 occupational training courses and seminars each year, in addition to the Language Training Programme, which is the subject of a separate report ( $A / C .5 / 36 / 2$ ). The broad subjects covered include induction and orientation; management development;

6/ This listing will be replaced in the future organization of examinations by the new listing developed for use throughout the Secretariat (see para. 90 above).
supervision and communication; and United Nations administration and secretarial skills. Other training is offered under the External Studies Programme. Table $H$ shows the number of staff participating in both programmes.
102. During 1981, special emphasis was placed on the development of courses to meet specific departmental and organizational needs, on the training of staff in the General Service and related categories and on the development of managerial skills for staff in the professional category. These courses included special seminars on the use of Electronic Data Processing Techniques for the Office of Financial Services and a second seminar on the Servicing of Meetings of Principal Organs of the United Nations, and supervisory workshops for staff in the Security and Safety Service and in the Buildings Management Service. Participation in the Programme for New Entrants to the Professional category is now mandatory for all entrants, whether recruited from the outside or promoted as a result of competitive examinations. Several new courses for middle-level professional staff have been introduced. This constitutes a first step towards a comprehensive managementtraining programme in line with recent recommendations of the ICSC.
103. Basic components of selected training courses given at Headquarters have been adapted to the special needs of other duty stations to facilitate the organization of training courses with limited staff resources as well as to offer a framework susceptible of being modified according to the availability of speakers and the current areas of emphasis on substantive programmes at different duty stations.
104. Staff members may also participate in the external studies programme, which was described in detail in the report of the Secretary-General on the implementation of personnel policy reforms (A/C.5/35/10) submitted to the General Assembly at its thirty-fifth session. The procedure governing the administration of this programme now emphasizes the need for specific studies in terms of benefit to departments and offices as well as to individual candidates.
105. The introduction of a computerized system in late 1979 has made it possible to record attendance at both in-house and external training courses and the results of tests related to the acquisition of language, secretarial, typing and other skills. The data generated by the recording procedure also facilitate analysis of patterns of attendance at training courses as well as the organization of training activities for specific groups of staff.

## TABIE H

NUMBER OF STAFF PATICIPATING IN THE OCCUPATIONAL TRAINING PROGRAMME AND THE EXTERNAL STUDIES PROGRAMME

1979/1980 1980/1981
Occupational training programme

| Staff of the Secretariat | 978 | 1,190 |
| :---: | :---: | :---: |
| Staff of subsidiary organs | 391 | 461 |
| Total students | 1,369 | 1,651 |

External studies programme
Staff of the Secretariat 56

91
Grand Total
1,425
1,742

## H. Staff-management relations

106. Under staff regulation 8.2, Joint Advisory Committees in which the staff and the administration are represented have been established over the years at major duty stations. These committees advise on personnel policies and general questions of staff welfare and may make proposals for amendment of the Staff Regulations and Rules. For the main purpose of achieving a better co-ordination and participation in the discussion of matters affecting the interests of the staff throughout the Organization, the Secretary-General established in June 1980 a Secretariat-wide Staff-Management Co-ordination Committee (SMCC). The Committee is composed of a Chairman; nine members designated by the Staff Councils or Staff Committees or, where such bodies do not exist, by other officially recognized staff bodies at all major locations; and nine members representing the Secretary-General, with due regard to the need for represencation from aifferent duty stations. SMCC identifies, examines and monitors Secretariat-wide issues concerning staffmanagement relations, administration and welfare of staff, and matters affecting conditions of service and staff morale. It is also to undertake an over-all and continuing review of article VIII of the staff Regulations and chapter VIII of the Staff Rules, with a view to proposing such changes as may be required in the nature of the relationship between the staff and the Secretary-General, with particular reference to the type of joint bodies necessary for staff-management relations and their mandate.
107. Although SMCC was established only recently, it has already proved to be a useful and important forum for staff-management relations. Its first two sessions were held in September 1980 and June 1981. One of the most important issues considered by the committee under its terms of reference is the introduction of the amendments to the Staff Rules and Regulations which may be required to reflect the existing structure of staff representation and staff-management relations, including the establishment of SMCC and the relationship between SMCC and the local Joint Advisory Committees. Other items on the current agenda of SMCC relate to the rights and obligations of staff representatives and the facilitities to be provided to them in the performance of their functions, to part-time employment, to competitive examinations for passage to the professional category of staff in the General Service and related categories and to the performance evaluation system. SMCC met again in New York in September 1981.

## V. EMPLOYMENT OF WOMEN

108. In resolution $35 / 210$, the General Assembly requested the Secretary-General to continue to take the necessary measures to implement fully the provisions of section III of General Assembly resolution $33 / 143$. The Assembly also called upon the Secretary-General and the executive heads of the other organizations of the United Nations system to end all forms of discrimination based on sex, in conditions of employment, recruitment, assignment, training and promotion. In pursuit of these objectives, the Secretary-General and the executive heads were requested:
(a) To increase the proportion of women, particularly at the senior levels, in accordance with the principle of equitable geographical distribution, and on personnel advisory and administrative boards, so as to meet the target set in General Assembly resolution $33 / 143$ and in resolution 24 of the world Conference of the United Nations Decade for women;
(b) To amend staff rules which inhibit the employment of spouses in the same organization or duty station and to extend the practice of part-time employment and flexible working hours as soon as possible;
(c) To ensure that staff members employed in organizations of the United Nations system are not subject to sexual harassment in or in connexion with their place of work;
(d) The ensure further that women employed in the organizations of the United Nations system are not discriminated against because of their sex;
(e) To intensify efforts to eliminate prejudices and other factors which work against the recognition of women's capabilities and the improvement of their status within organizations of the United Nations system;
109. The General Assembly also requested the Secretary-General and the executive heads of the other organizations of the united Nations system to examine additional measures that would advance the attainment of the policy directives concerning the appointment, promotion and assignment of women in the secretariats, including the possibility of designating a senior official to co-ordinate these functions.
110. For a number of years the Secretary-General has been taking measures to end any possible form of discrimination based on sex, in conformity with several General Assembly resolutions. Detailed information on these measures, which cover recruitment, conditions of employment, assignment, training and promotion, and even attitudes, behaviour and language that female staff members generally feel to be incompatible with their equal status, is contained in previous annual reports of the Secretary-General on the commposition of the Secretariat.
lll. The policy of the Secretary-General on the equality of men and women in the Secretariat was laid down in his bulletin ST/SGB/154 of 8 March 1977. This bulletin was supplemented on 8 March 1979 by information circular ST/IC/79/17, which contains guidelines for promoting equal treatment for men and women in the Secretariat. In addition, all allegations of discriminatory treatment are investigated by the Panel established by the Secretary-General in 1977 by administrative instruction ST/AI/246. Other measures have included drawing the attention of Heads of Departments and offices to the need to increase the proportion of women in the Secretariat and to offer women equal opportunity in assignments, earmarking posts for the recruitment of women and instructing the appointment and promotion bodies to pay special attention to women in the annual
promotion reviews. The staff rules governing maternity leave and the employment of spouses have been amended to facilitate the employment of women in the Secretariat. 7/
111. Efforts have also been directed towards increasing the proportion of women in personnel, advisory and administrative boards. Table 1 shows, as at 30 June 1981, the membership of each of these bodies at Headquarters and the proportion of women in them. Taking as a guidelire for equitable representation of women the objective set forth by the General Assembly in resolution $33 / 143-25$ per cent of posts subject to geographical distribution - it can be seen that the proportion of women in these bodies not only conforms to the objective sought, but goes well beyond it. Women constitute more than 25 per cent of the membership of each body individually considered and also account for 33.5 per cent of their total membership (58 out of 173).
112. The question of introducing part-time employment and flexible working-hour schemes is under study. A part-time employment scheme has been in existence for some time at UNIDO, where General Service staff may work on a half-day basis. The introduction of similar schemes has also been considered for the united Nations Office in Geneva, the Office of ECLA in Mexico City and some areas of the Department of Conference Services at Headquarters. A comprehensive scheme for application throughout the Secretariat has been developed for consideration by the Staff-Management Co-ordination Committee (see paras. 106-107 above) at its meeting in September 1981. The possibility is also being considered of establishing a flexible working-hour scheme to be applied at all duty stations under similar conditions.

7/ See administrative instructions $S T / A I / 219 / \mathrm{Rev} .1$ of 17 December 1979, on maternity leave, and ST/AI/273 of 4 March 1980 , on the employment of spouses, as well as the latest edition of the Staff Rules (Rev.5/Am.l) containing the amended text of the relevant rules.

## TABLE I

Proportion of women in personnel, advisory and administrative bodies


 (as at 30 Jume 1980 any 30 Juat 1981)



TABLE 2
TOTAL PROFESSIOMAG AND GIGEER LETEL STIFF OF THE SBCBETARIAT

BI APPOINTHEAT STATUS AUD BEGIOE
(AS AT 30 Juas 1961)


[^1]
## 

(AS AT 30 Jume 1980 and 30 Jome 1981)



TABLE

IU POSTS SOBJBCT TU GEOGRAPHICAL DISTEIBOTIOM
By arcioy


 othet canse.


1. between ponts subject to geographical distributian and posts vith gpecial languaye reguirements:
2. Placed on special leate vithout pay or returned from such leave;
3. detalied or andigned to technical aseistanee project or returued from such project:

4. promoted from the Gemeras Service category to the frofessional category;
5. pronoted fron the Generas Service cate

TABLE 5
STAPF I: POSTS SGBJECT TO GEOGRAPHICAL DISTAIBDTIOY

BI OFFICE AND KZGIOM
(AS AT 30 JUAE 194y)


a/ Including iofornation centres.
b/ Including liainon offices at of her duty stations.
C/ Including the office of the Doited Hations Disaster Eeliaf Co-ordinatot; the Division of funap fights and the conference of the conmittee on Disarmanent in Geneva.
d/ Including the Division of Narcotic Drugs and the Secretariat of the International marcotics contral board.

TaBlet 6
STAYP IF SENION POSTS SUEJECT TO GEOGRAPHICAL DLSTRLBOTIOM

> BY REGIOI AND LEVEL
(AS AT 30 JUNE 1980 AVD 30 JOHE 1981)




## TABLE 7 (COMTIUUED)

B. STAFF IM POSTS VITH SPECIAL LAYGOAGE EEQUREGEBTS


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138
0
890

C. TOTAL STAPF IV POSTS SUBJBCT TO GEOGRAPAICAL DISTRIBDTION ADD ROSTS WYTH SPKCIAL LAYGUAGE EEUUIEEAEMTS

a/ Percentages are given beneath each rov and colurn total.


> B. HY OPFICE ABD REGIUA

| OPFICE | AFRICA | ASIA 8 THE PACIPIC | ED HCPE (BISTEAE) | EUKUPE (HESTEKM) | $\begin{aligned} & \text { hatin } \\ & \text { ABEICA } \end{aligned}$ | $\begin{gathered} \text { MIDDLE } \\ \text { KAST } \end{gathered}$ | 10мтн AHEHICA * CAKIBBEAM | UTHEKS | TGTAL |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |
| HEADQUARTERS a/ | 5 | $18$ (t) | 5 | 29 | 4 | 6 | 16 | 1 | 84 <br> (1) |
| EcE |  |  |  | 1 |  | (1) |  |  | $\stackrel{4}{(1)}$ |
| ESCBP |  | $\begin{gathered} 6 \\ \text { (1) } \end{gathered}$ |  | 1 |  |  |  |  | $\begin{gathered} 7 \\ \{1\} \end{gathered}$ |
| ECLA |  |  |  | 1 | 4 |  | 1 |  | 0 |
| ECA | $48$ <br> (6) | 4 | 1 | $\begin{gathered} 5 \\ (3) \end{gathered}$ |  |  | 1 |  | Sy <br> (1) |
| ECWA | 3 | 2 |  |  |  | 4 |  |  | $y$ |
| ONCTAD y |  |  |  | 4 | 3 |  | 1 | (1) | (i) |
| UNIDO b | 2 | 7 | 1 | 2 | 1 |  |  | . | 13 |
| UNEP b/ | 1 | 1 |  |  | 1 | 1 |  |  | 4 |
| futal | 59 <br> (6) | $\begin{aligned} & 38 \\ & (2) \end{aligned}$ | 7 | 43 <br> (3) | 13 | $\begin{aligned} & 12 \\ & \text { (1) } \end{aligned}$ | 19 | $\stackrel{2}{1}$ | 193 (13) |

a/ Including information centres.
g/ Including liaison offices at other duty stations.
B. HATIOMALYY TABLES

4/36/443
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PAGE 6
STAPR IE RUSTS SUBJECT TO GKOGLAFかLCAl. DLSTKIBUTIUR
bI HzGIOH, Mationality an LEvEL
(SHONIMG MDABEL OE ELAALE STAYP)
(AS AT 30 Ju®E 1y甘1)




a) At Director-General level.
b/ Includes tro staff menters from Belize and four from Hong Koby.

fas ar 30 Juyz 1980 and 30 JBIL 19811




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| GYELOROSSII SSK | 8 | 3 | 3 | 4 | - |  |  | 7 |  |
| Czechosloyikia | 11 | 5 | 5 | 2 | 2 |  |  | 34 | 1 |
| germat der prp | 13 | 1 | 1 |  |  |  | -1 | 14 |  |
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e/ These columns inciude all resignations, retirements, expiry of tired-ters appointonts and separations tron serfice tor any other cause.
b/ These columis shov gains and losses resulting froa such changes as movements of staff

1. betveen posts subject to geographical distribution and posts vith special language ceguireatents:
. placed on special leave without pay or returned iron such leave:
2. detailed or assigned to a technical assistance project or retirned from such project;
. Eeconded to the United Mations Depelopeent prographe or other fnited macions bodies or returbed from such secondaent:
. pronoted from the General Service category to the professional catogory:
after a change of nationality status.
C/ Staff members with permaneat resident status in the United States of america

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| australia | 1.838 | 36-49 | $42-62$ | 49 | 1439-1947 | $16 \% 3$ | 1791 |
| BAYGLADESH | .04\% | 3-14 | 4.38 | 16 | 107-546 | 347 | 642 |
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| CHINA | 1.62\% | 33-45 | 36.86 | 56 | 1303-1763 | 1513 | 2344 |
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| IHDIA | . $60 \%$ | 13-25 | 19.23 | 54 | 534-474 | 754 | 2536 |
| IMDONESIA | . 16\% | 5-17 | 10.02 | 13 | 199-638 | 418 | 593 |
| JAPAN | 9.58\% | 163-220 | 191.35 | 86 | 6468-8751 | 7609 | 3023 |
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| Malaysia | .09\% | 4-15 | 9.47 | 14 | 145-584 | 363 | 552 |
| maldipes | -01\% | 2-14 | 7.94 | 0 | 84-5<3 | 364 | 0 |
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| NEPAL | .01\% | 2-14 | 7.94 | 10 | 84-523 | 304 | 435 |
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| bxelohussm Ssf | -397 | b-21 | 13.22 | 7 | 374-813 | 394 | <u) |
| czechusluyakia | -83\% | 18-29 | 23.66 | 14 | 716-1149 | y36 | 5 |
| Germam den kep | 1.398 | 29-40 | 14.39 | 11 | 138-137\% | 1357 | 441 |
| bumgat | .33\% | 8-20 | 14.07 | 11 | 126-760 | 940 | 471 |
| polami | 1. $24 \times$ | 26-37 | 33.31 | 28 | 162s-746\% | 1243 | 3315 |
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| POPOLIt ${ }^{\text {Y }}$ | .42x | 10-22 | 15.80 | \% | 597-836 |  | $70 \%$ |
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| Heniomic yotil | 17.54\% | 378-511 | 444.39 | 296 | 14894-20156 | 17547 | 116\% |
| EUROPE (WESTFEN) |  |  |  |  |  |  |  |
| anstinia | .71* | 16-27 | 21.36 | 38 | $618-1038$ | 038 | ${ }^{3} 54$ |
| belgium | 1.22x | 25-37 | 37.13 | 2 | 1008-1447 | 12.7 | y*y |
| DETHARE | . 748 | 16-26 | 21.93 | 21 | 641-1091 | $\square 61$ | S00 |
| PIMLAmD | -48x | 11-23 | 16.95 | 39 | $445-882$ | 6L2 | 75 |
| framce | 6.268 | 149-14.7 | 1<7.72 | 1 Lu | $4334-5836$ | bu73 | - tay |
| gEanzer, PR OP | B.317 | 142-192 | 167.03 | 92 | 5044-7030 | tous | 3456 |
| grzece | -35\% | 9-20 | 14.46 | 13 | 344-763 | 56.1 | Lub |
| TCRLAyo | -038 | 3-14 | 8.32 | 3 | 99-339 | 319 | 111 |
| terlayd | .16* | 5-17 | 10.32 | 13 | 149-638 | 418 | 344 |
| TTALY | 3.458 | 63-65 | 73.67 | 59 | <490-3369 | 2ysu | citu |
| cuxrubourg | .058 | 3-14 | 8.71 | 2 | 115-354 | 334 | 6 |
| nmita | .018 | 2-14 | 7.94 | 6 | 34-3 43 | 164 | -50 |
| metrerlabds | 1.635 | 33-45 | 36.94 | 30 | 1364-1771 | 1546 | 1194 |
| mormay | .50x | 12-23 | 17.35 | 11 | 4S¢-B47 | 076 | bsi |
| PORTUGAL | . 198 | 6-17 | 11.59 | 11 | <21-601 | 441 | 360 |
| SPAIM | $1.70 \%$ | 34-46 | 44.35 | $\pm 5$ | 13S5-1s33 | 354 | 26.4 |
| STEDEH | 1.312 | 27-39 | 32.86 | 36 | 1076-1516 | $1<4$ | 13sid |
| vilited kiygdan | 4.46\% | 74-107 | 43.43 | 126 | 3140-4<50 | s761 | 498 C |
| pordiation reserye |  |  | 14.00 |  |  | 726 |  |
| meriomil motal | 31.50\% | (4)-47 | 763.13 | 682 | 25625-34669 | 30147 | 2760 |
| latin amefica |  |  |  |  |  |  |  |
| argemtina | .76x | 17-28 | $2 ¢ .70$ | 4 | 67<-1131 | 642 | ITis |
| bolivia | .012 | 2-14 | 7.94 | 11 | 84-b-3 | 304 | 401 |
| 昭azil | 1.275 | 2b-30 | 3<-05 | 24 | 1046-1485 | 1206 | W0. |
| CHILE | .07\% | 3-15 | 9 - ¢ | 37 | $130-369$ | -49 | 3381 |
| coloneta | -11\% | 4-16 | 9.06 | 11 | 160-660 | 380 | 501 |
| costa mica | -02* | 2-14 | 8.13 | 4 | 4<-531 | 311 | 148 |
| cuba | -11x | 4-16 | 9.85 | 7 | 100-600 | 380 | $<1$ |
| dohigicak mep | .038 | 3-14 | 4.32 | 4 | 49-b39 | 314 | 1<2 |
| ECuAdob | -02\% | 2-14 | 0.13 | 6 | y 4 -5 51 | 311 | <8E |
| EL Salivador | . 015 | 2-14 | 7.94 | 6 | 44-523 | 304 | 4.13 |
| guatenala | .02\% | 2-14 | 0.13 | 5 | 92-531 | 311 | 41 |
| Hayti | -018 | 2-34 | 7.94 | 10 | 84-523 | 304 | 4 ut |
| honduras | -018 | 2-14 | 7.94 | \$ | $84-523$ | 304 | 125 |
| HEXICO | . 768 | $17-28$ | 22.32 | 21 | -57-1096 | \$76 | 431 |
| picaragoa | -018 | 2-14 | 7.94 | 4 | $84-523$ | 304 | 142 |
| panara | .02\% | $2-14$ $2-14$ | 8.13 7.94 | 10 | $92-531$ $4 y-5<3$ | 311 |  |
| plemgoky | .018 | 2-14 | 7.94 | 2 | 44-5<3 | 344 | B6 |



| HIDDLE EAST |  |
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| APGHAMISTAN <br> BAHRAIN <br> CIPRUS <br> dquochat yfuen |  |
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| $2-14$ | 7.94 | 9 |
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| $7-18$ | 12.54 | 4 |
| $2-14$ | 7.94 | 10 |
| $6-17$ | 17.58 | 0 |
| $3-14$ | 8.32 | 25 |
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| $3-14$ | 0.32 | 0 |
| $13-25$ | 16.87 | 3 |
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| $8-19$ | 13.50 | 15 |
| $4-15$ | 4.67 | 1 |
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| $84-5<3$ | 304 | 354 |
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| 44-523 | 3104 | 0 |
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| $44-523$ | 304 | 730 |
| 373-1012 | 792 | 636 |
| 168-607 | 388 | 834 |
| 267-747 | 487 | 173 |
| 04-523 | 304 | 681 |
| 229-668 | 449 | 0 |
| 99-339 | 319 | 924 |
| 64-523 | 304 | 3) |
| 99-5.39 | 134 | 0 |
| 519-958 | 734 | 43 |
| 99-539 | 315 | 760 |
| 30S-74S | 525 | 766 |
| 135-592 | 372 | 24 |
| 8.4-523 | 309 | 281 |
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| 6072-8214 | 7143 | 6023 |

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| BAFAMAS | .01\% | 2-14 | 7.94 | 3 | 84-523 | 304 | 73 |
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| EAREADOS | .01\% | 2-14 | 7.94 | 8 | 04-523 | 364 | 469 |
| CARADA | 3.29\% | 60-81 | 70.61 | 70 | $2380-3<20$ | 2800 | 476 |
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| GEENADA | .017 | 2-14 | 7.94 | 5 | 84-523 | 304 | 20.1 |
| gurana | .017 | 2-14 | 7.94 | 18 | 64-523 | 344 | 548 |
| Jamalch | -02\% | 2-14 | 8.13 | 20 | 92-531 | 111 | 75 |
| SAIMT Lucia | .01\% | 2-14 | 7.94 | 0 | 84-523 | 104 | $\checkmark$ |
| Shint vincent | .01\% | 2-14 | 7.94 | 4 | 64-5<3 | 304 | 0 |
| THIHIDAD TOB | . 018 | 2-14 | 7.94 | 15 | 84-5<3 | 304 | 541 |
| USA | 25.00\% | $414-560$ | 486.88 | 304 | 16474-2228日 | 19361 | 18654 |
| POPULATION KESERTE |  |  | 14.00 |  |  | 535 |  |
| REGIONAL TOTAL | 28.388 | 547-740 | 643.14 | 642 | 21640-29276 | 2545y | 24054 |

a/ Weighted by starting salary as follovs:

|  | no. of Staft | * | $\begin{aligned} & \text { base } \\ & 3,350 \end{aligned}$ | I | sy-p.a. | $=$ | Points |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ESG | 23 | 0.79 | 26.3 |  | 96.6 |  | 2,563.2 |
| ASG | 23 | 0.79 | 20.5 |  | 85.9 |  | 2.276 .9 |
| 1r-2 | 83 | 2.87 | 96.1 |  | 67.0 |  | 6,438.7 |
| L-1 | 248 | 6.57 | 287.1 |  | 55.9 |  | 16,044.9 |
| P-S | 359 | 19.32 | 647.2 |  | 48.7 |  | 37,518.6 |
| P-4 | 784 | 27.09 | 907.5 |  | 38.2 |  | 34,666.3 |
| P-3 | 702 | 24.26 | 812.7 |  | 30.5 |  | $24,767.4$ |
| P-2 | 411 | 14.20 | 475.7 |  | 24.2 |  | 11.571.9 |
| P-1 | 61 | 2.17 | 20.7 |  | 18.2 |  | 1.2日b.7 |
|  | 2,894 | 100.00 | $3,350.0$ |  |  |  | 131,100.3 |

nodal welyh

| Population factor | 9.168 .0 points $(240 \times 38.2)$ | 7.43 |
| :--- | ---: | ---: | ---: |
| Henbership factor | 45.591 .7 points $(7.75 \times 96.2 \times 154)$ | $34.8 \%$ |

points to be distributed accoraing to coniribution seale

$$
70.340 .6 \text { poants }(131,106.3-4 t, 391.7-9,168) \quad 38.2 \mathrm{c}
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| austankia | (3) | [3) | - |  |  |
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| Bamgladesf | 5 | 6 | +1 |  |  |
|  | (2) | (2) |  |  |  |
| B0REA | 4 | 3 | -1 |  |  |
|  | (1) | (1) |  |  |  |
| CHIMA | 3 | 3 | - |  |  |
| g*in Kanpuchza | 1 | 1 | - |  |  |
| IMDIA | 27 | 31 | * |  |  |
| IHDOMESLA | 0 | 1 | +1 |  |  |
| JAPA! | 22 | 22 | - |  |  |
|  | (7) | (5) | (-2) |  |  |
| LAO P DLA TEP | 3 | 1 | - |  |  |
| HaLaysta | 2 | 2 | - |  |  |
|  | (2) | (2) |  |  |  |
| MEP2 | 3 | 3 | - |  |  |
| MEE temLayd | 6 | 6 | - |  |  |
|  | 11 | 13 | 42 |  |  |
|  | (1) | (2) | (+1) |  |  |
| PHILIPPIMES | 13 | 13 | - |  |  |
|  | (5) | (b) | (*1) |  |  |
| SITGM PORE | 1 | 1 | - |  |  |
| SEI LAMKA | 7 | 5 | -2 |  |  |
| THEILAMD | 3 | 3 | - |  |  |
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| VIPT MAM | 1 | 1 | - |  |  |
| Subrotal | $\begin{aligned} & 115 \\ & \{23) \end{aligned}$ | $\begin{aligned} & 120 \\ & (23) \end{aligned}$ | -5 | 17 | 18 |



| 2/36/495 EMGLISH EHEI page 30 |  | 17 (cos |  |  | 1/36/495 <br> EmGLISt <br> AHMEL <br> page 30 |
| :---: | :---: | :---: | :---: | :---: | :---: |
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| gecion amd country Of nationnilty | MUBEEK UP STIPP |  | $\underset{\text { GR }}{\text { Incyse }}$ <br> decarasb | HEV㐫5 EHTED |  |
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| SOBFOTAL | $\mathrm{r}_{(18)}$ | $\begin{gathered} 65 \\ (19) \end{gathered}$ | $\begin{aligned} & -7 \\ & (+1) \end{aligned}$ | 16 | 16 |
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|  | (1) | (2) | (+1) |  |  |
| OSA | $\begin{aligned} & 117 \\ & \{33\} \end{aligned}$ | $\begin{aligned} & 125 \\ & (36) \end{aligned}$ | $\begin{aligned} & +8 \\ & (+5) \end{aligned}$ |  |  |
| sobrotal | $\begin{aligned} & 152 \\ & \text { (44) } \end{aligned}$ | $\begin{aligned} & 165 \\ & \text { (52) } \end{aligned}$ | $\begin{aligned} & +13 \\ & (+6) \end{aligned}$ | 6 | 6 |
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|  | (1) | (1) |  |  |  |
| SWITzekLawd | 7 | ${ }^{8}$ | +1 |  |  |
| stateless | ${ }_{2}$ | ${ }_{3}$ | $+1$ |  |  |
| Subrotal | $\begin{aligned} & 12 \\ & \text { (3) } \end{aligned}$ | $\begin{aligned} & 14 \\ & \text { (3) } \end{aligned}$ | +2 | 3 | 3 |
| rotal | $\begin{aligned} & 716 \\ & (142) \end{aligned}$ | $\begin{gathered} 747 \\ (261) \end{gathered}$ | $\begin{aligned} & +51 \\ & (19) \end{aligned}$ | 102 | 103 |







Y OnIy the total figure of fesale statf ace given for IBKD/IFC and InF as theic yrades differ frou those of staff of the orgasiations appiping the Dided yationg congon systen of balaries and allownces.

 HT DEPARTAEDT OA OPPLEE had BY GRADE
(15 AT 30 10ME 1983)

(Including liaison offices at other duty stations.
D/ Including inforeation centres.
C/ Inclading the Secretariats of CCag, ICC, IOB and JIV.
4/ Incloding the Division of Marcotic Dragz and the Secretariat of the International Marcotics Control Board.

*)Includes Field serfice, Security Seryice, Manual torkers and Dispatchers and guides in the fisitors Services.
(1/ Including liaison offices at other duty stations.
$\mathrm{L} /$ Inciuding information centres.
C/ Including the Secretariatis of ccAQa ICC, IOB and JiD.
d/ Inaluding the bivision of घarcotic Drugs aad the Secretariat of the International garcotics Control board.

TABLE 21
$1 / 36 / 495$
1/36/495
EMGLISH
-
SEZ DLSTRIGUTION OF STAPP IM THE UNITED BAT1ONS SECRESAMIAT

 By division gh office hyd by grade
(15 At 30 Jume 2981)





## Abbreviations of Departments and Divisions

| EOSG | Executive Office of the Secretary-General |
| :---: | :---: |
| ODGDIC | Office of the Director-General for Development and International Economic Co-operation |
| USGSPA | Office of the Under-Secretaries-General for Special Political Affairs |
| OSPQ | Office for Special Political Questions |
| USPGAA | Office of the Under-Secretary-General for Political and General Assembly Affairs |
| OSSECS | Office of Secretariat Services for Economic and Social Matters |
| OLA | Office of Legal Affairs |
| GEN | General Legal Division |
| ITL | International Trade Law Branch |
| COD | Codification Division |
| PSCA | Department of Political and Security Council Affairs |
| Sc | Security Council and Political Committees Division |
| DA | Centre for Disarmament |
| AP | Centre against Apartheid |
| OS | Outer Space Affairs Division |
| PA | Political Affairs Division |
| PATD | Department of Political Affairs, Trusteeship and Decolonization |
| SS | Secretariat Services Division |
| AF | Africa Division |
| CAP | Caribbean/Asia-Pacific Division |
| IESUSG | Department of International Economic and Social Affairs Office of the Under-Secretary-General |
| EO | Executive Office |
| DRP | Office for Development Research and Policy Analysis and General Analysis and Policy Division |
| POP | Population Division |
| SDA | Centre for Social Development and Humanitarian Affairs |
| STO | Statistical Office |
| PPC | Office for Programme Planning and Co-ordination |
| REGCOM | Regional Commissions Liaison Unit |

/...

E0
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ECE
ESCAP
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ECA
ECWA
UNCTAD
MFD
COM
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SHP
ECD
DES
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## PL

CS
ST
OP
AD
UNDRO

Department of Technical Co-operation for Development
Executive Office
Policies and Resources Planning Division
Natural Resources and Energy Division
Development Administration Division
Programme Implementation Division
Development Advisory Services
Financial Administration and Budgetary Control Service Africa Branch
Americas Branch
Asia and the Pacific Branch
Middle East, Mediterrenean, Europe and Inter-Regional Branch Programme Support Division

Economic Commission for Europe
Economic and Social Commission for Asia and the Pacific
Economic Commission for Latin America
Mexico Office
Economic Commission for Africa
Economic Commission for Western Asia
United Nations Conference on Trade and Development
Money, Finance and Development Division
Commodities Division
Manufactures Division
Shipping Division
Division for Economic Co-operation among Developing Countries
Division for Trade among countries having different economic and social systems
Transfer of Technology Division
Programme Support Services Division
United Nations Industrial Development Organization
Division of Policy Co-ordination
Division of Conference Services, Public Information and External Relations
Division for Industrial Studies
Division for Industrial Operations
Division of Administration
Office of the Onited Nations Disaster Relief Co-ordinator

| UNEP | United Nations Environment Programme |
| :---: | :---: |
| HABITAT | United Nations Centre for Ruman Settlements |
| AFM/USG | Department of Administration, Finance and Management |
| AFM/OFS | Office of Financial Services |
| POL | Division for Policy Co-ordination |
| BUD | Budget Division |
| ACC | Accounts Division |
| TRE | Treasury Division |
| AFM/OPS | Office of Personnel Services |
| POL | Division for Policy Co-ordination |
| REC | Division of Recruitment |
| ADM | Division of Personnel Administration |
| MED | Medical Service |
| AFM/OGS | Office of General Services |
| EO | Executive Office |
| SEC | Security and Safety Service |
| P+T | Purchase, Transportation and Buildings Services Division |
| BMS | Buildings Management Service |
| CS | Communications, Records and Commercial Services Division |
| CMS | Commercial Management Service |
| FOD | Field Operations Division |
| AFM/AMS | Administrative Management Service |
| AFM/IAD | Internal Audit Division |
| AFM/EDP | Electronic Data Processing and Information Systems Division |
| CS | Department of Conference Services |
| EOR | Editorial and Official Records Division |
| IMD | Interpretation and Meetings Division |
| TRA | Translation Division |
| PUB | Publishing Division |
| LIB | Dag Hammarskjold Library |
| DPI | Department of Public Information |
| PPD | Press and Publications Division |
| RVS | Radio and Visual Services Division |
| ERD | External Relations Division |
| ESI | Division for Economic and Social Information |
| UNIC | Information Centres |


| UNOG | United Nations Office at Geneva |
| :---: | :---: |
| UNPA | United Nations Postal Administration (Geneva Section) |
| LIB | Library |
| AFS | Division of Administration |
| CON | Conference and General Services Division |
| GEN | General Services |
| HR | Division of Human Rights |
| CTC | United Nations Centre on Transnational Corporations |
| namibia | Office of the United Nations Commissioner for Namibia |
| WFC | Secretariat of the World Food Council |
| UNCLS | Secretariat of the Third United Nations Conference on the Law of the Sea |
| UNERG | Conference on New and Renewable Sources of Energy |
| UNCSTD | Centre for Science and Technology for Development |
| WCDW | World Conference of the United Nations Decade for Women |
| UNJSPF | Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee |
| UNTSO | United Nations Truce Supervision Organisation in Palestine |
| UNMGIP | United Nations Military Observer Group in India and Pakistan |
| UNFCYP | United Nations Force in Cyprus |
| UNSDIP | United Nations Supply Depot in Pisa |
| UNIFIL | United Nations Interim Force in Lebanon |
| UNTAC | Office of the Special Representative for Namibia |
| UNARDL | United Nations Assistance for Reconstruction and Development of Lebanon |
| KAMPCHA | Co-ordinator of the Proqrame of Humanitarian Assistance. for the Kampuchean People |
| UNDOF | United Nations Disengagement Observer Force |
| INTORG | ```Joint Inspection Unit Consultative Committee on Administrative Questions International Computing Centre Inter-Organisation Board for Information Systems``` |

United Rations Office in Vienna
DRUG
Secretariat of the International Narcotics Control Board, Secretariat of the United Nations Fund for Drug Abuse Control and Division of Narcotic Druga.


[^0]:    Thirty-sixth session
    Agenda item 107

[^1]:    8/ Staff in posta subject to geographical distribution.
    Staff in posts vith special langage reguirenents.
    Staft specifically appointed for bisaion service.
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    Staff having permáent resident states in the onited states of pmerica.
    Staff detailed or assigned to a technical assistance project.
    Staff of special leave vithout pay.
    Staff on secondment to the United Mations Development programae or other umited mations bodies.

