



International Civil Aviation Organization

A37-WP/39  
EX/15  
8/7/10

## WORKING PAPER

### ASSEMBLY — 37TH SESSION

#### EXECUTIVE COMMITTEE

#### Agenda Item 21: ICAO workforce

#### STATUS OF THE ICAO WORKFORCE

(Presented by the Council of ICAO)

#### EXECUTIVE SUMMARY

This paper presents the status of the ICAO workforce for 2007, 2008 and 2009 and includes the status of Equitable Geographical Representation (EGR) and Gender, an analysis of the Professional and Higher Category appointments and their impact on EGR and Gender, and Human Resources (HR) data on age, length of service and retirement projections. It also provides observations based on the statistics and outlines future actions on workforce planning, EGR and Gender.

**Action:** The Assembly is invited to endorse future actions related to:

- a) workforce planning, including the development of succession planning strategies and related guidelines;
- b) strengthening internal monitoring processes and accountability for meeting diversity goals in respect of EGR and Gender; and
- c) exploring learning and development opportunities for candidates from unrepresented and below desirable level States, as well as women candidates.

<i>Strategic Objectives:</i>	This working paper relates to Supporting Implementation Strategies 1, 4 and 7.
<i>Financial implications:</i>	Not applicable
<i>References:</i>	A37-WP/1 Doc 9902, <i>Assembly Resolutions in Force</i> (A36-27, A24-20) Doc 7350, <i>The ICAO Service Code</i>

## 1. INTRODUCTION

1.1 Pursuant to Assembly Resolutions A24-20 and A36-37, the ICAO Council monitors the status of diversity in the workforce of the Secretariat by examining annual statistics and reports on recruitment decisions and their impact on EGR, as well as on Gender.

1.2 This paper presents the information on the composition and status of the workforce for 2007, 2008 and 2009. It also provides observations based on the statistics and outlines future actions on workforce planning, EGR and Gender.

## 2. COMPOSITION AND STATUS OF THE ICAO WORKFORCE

2.1 At 31 December 2009, there were 576 established posts and 194 extra-budgetary (temporary) posts, for a grand total of 770 posts; and 514 staff in established posts and 216 staff in extra-budgetary (temporary) posts, for a grand total of 730 staff (Appendix A refers). With regard to the types of contracts held by staff, statistics show a steady increase in the non-career appointments for Professional and Higher category staff [from 46 per cent (142 out of 310) for 2007 to 54 per cent (167 out of 312) for 2009], as well as a corresponding decline in the number of permanent contracts.

*Observation 1: There was an overall decrease in the number of established budgeted posts from 2007 (698) to 2009 (576) and an increase in the number of posts funded by extra-budgetary sources from 11 per cent (83 out of 781) in 2007 to 25 per cent (194 out of 770) in 2009. The increased use of extra-budgetary posts, coupled with the increase in non-career appointments and decrease in permanent appointments, may have a consequential impact on ICAO's ability to attract and retain high calibre staff.*

2.2 As at 31 December 2009, there were 197 staff in 226 posts subject to EGR, and from the 190 Member States, 74 States were represented in ICAO, of which 72 were in posts subject to EGR. These details, as well as an overall summary of the distribution of the 197 staff in posts subject to EGR by Region, are provided in Appendix B. Comprehensive details of the staff in the Secretariat as at 31 December 2009, by post level, by State and by Region are provided in Appendix C. An overview of the regional and state representation for key posts (D-2 and D-1) is provided in Appendix D.

*Observation 2: Since 2007, the number of Member States has remained constant at 190. There has been a small decrease in the overall percentage of unrepresented States, with a corresponding increase in the number of States represented in the Secretariat in posts subject to EGR.*

2.3 As at 31 December 2009, the overall percentage of women in Professional and Higher categories reached 31.5 per cent, the highest in the history of ICAO. Gender parity has been achieved at the D-2 level (60 per cent), but continues to lag behind at the D-1 (6 per cent), P-5 (15 per cent) and P-4 (28 per cent) levels. At the lower levels, gender parity has also been achieved at the P-2 level (65 per cent) and is close to the target at the P-3 level (42 per cent) (Appendix E-1 refers). In the organizations of the United Nations Common System, the overall average percentage of women in Professional and Higher categories reached 40 per cent, with gender parity being achieved at the P-1 and P-2 levels (Appendix E-2 refers).

**Observation 3:** *The overall representation of women in the ICAO Secretariat continues to steadily increase, but is lagging behind the target at the D-1, P-5 and P-4 levels whereas, at other levels, the percentage is either close or has exceeded the target.*

2.4 In 2009, a total of 56 appointments were made to posts in the Professional and Higher Categories, of which 45 were accepted. Of these 45 accepted appointments, 29 (64 per cent) were for posts subject to EGR. Of the 29 accepted appointments in posts subject to EGR, 22 (76 per cent) were for external candidates, of which 13 (59 per cent) were from either unrepresented or below desirable level States. Women represented 9 per cent (2 out of 22) of the external candidates appointed to posts subject to EGR and 24 per cent (11 out of 45) of the total accepted appointments. For the posts to which appointments were accepted in 2009, a total number of 1818 applications were received, of which 24 per cent (439 out of 1818) were from women and 32 per cent (576 out of 1818) were from nationals of unrepresented and below desirable level States (Appendix F refers).

**Observation 4:** *The appointments made in 2009 had a more favourable impact on EGR than on gender. This can be partly attributed to the overall percentage of applications received, which, on average, is higher for nationals of unrepresented and below desirable level States in comparison to the percentage of applications received from women. In 2008 and 2009, of the external candidates who accepted the appointments to posts subject to EGR, 100 per cent and 59 per cent, respectively, were from unrepresented and below desirable level States. The target set by Council that at least 50 per cent of external candidates appointed to posts subject to EGR would be from unrepresented and below desirable level States was, therefore, exceeded in 2008 and 2009.*

2.5 The demographic data of the ICAO workforce as at 31 December 2009 (Appendix G refers) show that:

- a) The largest numbers of staff, in all categories and locations, were those between the ages of 50 and 59. Of the total Professional and Higher Category staff, 52 per cent (161 out of 312) were 50 years of age and above;
- b) In terms of years of service in ICAO, the largest group was of those who have less than five years of service in ICAO, i.e. 40 per cent (126 out of 312); and
- c) A large percentage of the ICAO workforce will be retiring in the coming years, i.e. 23 per cent (71 out of 306) of Professional staff (excluding the Secretary General and D-2 staff) are due to retire by 31 December 2013.

**Observation 5:** *Similar to other UN Organizations and public sector organizations, the demographic statistics for the ICAO workforce reveal that a wave of retirements is imminent. Clear strategies and advance planning for succession are therefore essential.*

### 3. FUTURE ACTIONS

3.1 The achievement and maintenance of a diverse, flexible and motivated workforce requires the collaboration of Member States, senior management, line management and Human Resources. It is essential to work together to meet agreed objectives. With the view to achieving the desired results, emphasis will be placed on the following future actions related to workforce planning, EGR and Gender:

**3.1.1 Workforce planning:**

- a) to analyse the impact of the increased use of extra-budgetary posts and secondments, as well as resulting contractual arrangements, on the Organization's ability to attract and retain competent staff; and
- b) to develop organization-wide succession planning strategies and procedures, including related guidelines for managers, in order to identify and obtain the required skills and competencies at the right time.

**3.1.2 EGR and Gender:**

- a) to seek the assistance of Member States in identifying and encouraging qualified candidates from unrepresented and below desirable level States, as well as qualified women candidates, to apply for ICAO posts;
- b) to strengthen the internal monitoring processes for EGR and Gender for the Secretariat overall, as well as for individual Bureaus/Offices, with the view to increasing the accountability of managers in meeting the diversity goals of the Organization; and
- c) to explore development opportunities for candidates from unrepresented and below desirable level States, as well as women candidates, through various means, such as a Young Professional Programme, internships, fellowships, coaching and mentoring, etc.

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- Appendix C Professional and Higher Category Staff in Posts as at 31 December 2009
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- Appendix E-1 Statistics on Gender in ICAO
- Appendix E-2 Statistics on Gender in United Nations Organizations
- Appendix F Appointment Decisions for Professional and Higher Category Posts
- Appendix G Demographic Data for Professional and Higher Category Staff

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APPENDIX A

DISTRIBUTION OF TOTAL POSTS AND STAFF

Distribution of Total Posts	2007		2008		2009	
	No.	%	No.	%	No.	%
Professional and Higher — Established RP and AOSC	294	87	264	81	270	75
Professional and Higher — Extra-budgetary ( <i>all funds</i> )	43	13	63	19	90	25
<b>Sub-total for P and Higher:</b>	<b>337</b>		<b>327</b>		<b>360</b>	
GS — Established RP and AOSC	404	91	312	74	306	75
GS — Extra-budgetary ( <i>all funds</i> )	40	9	111	26	104	25
<b>Sub-total for GS:</b>	<b>444</b>		<b>423</b>		<b>410</b>	
<b>Total:</b>	<b>781</b>		<b>750</b>		<b>770</b>	

Distribution of Total Staff	2007		2008		2009	
	No.	%	No.	%	No.	%
Professional and Higher — Established RP and AOSC	248	80	228	77	231	74
Professional and Higher — Extra-budgetary ( <i>all funds</i> )	62	20	67	23	81	26
<b>Sub-total for P and Higher:</b>	<b>310</b>		<b>295</b>		<b>312</b>	
GS — Established RP and AOSC	345	79	288	68	283	68
GS — Extra-budgetary ( <i>all funds</i> )	91	21	137	32	135	32
<b>Sub-total for GS:</b>	<b>436</b>		<b>425</b>		<b>418</b>	
<b>Total:</b>	<b>746</b>		<b>720</b>		<b>730</b>	

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**APPENDIX B**

**EQUITABLE GEOGRAPHICAL REPRESENTATION (EGR)**

<b>Posts subject to EGR</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
	224		222		226	
<b>Staff in posts subject to EGR</b>	<b>204</b>		<b>195</b>		<b>197</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Staff with non-career contracts in EGR posts	108	53	121	62	130	66
<b>No. of Contracting States</b>	<b>190</b>		<b>190</b>		<b>190</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Unrepresented	119	63	120	63	118	62
Represented	71	37	70	37	72	38
<b>Distribution of Represented States</b>	<b>71</b>		<b>70</b>		<b>72</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
States below desirable level (B)	10	14	9	13	14	19
States at desirable level (C)	31	44	33	47	32	45
States above desirable level (D)	30	42	28	40	26	36

<b>Staff in posts subject to EGR by Region</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
	<b>204</b>		<b>195</b>		<b>197</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
AFI	33	16	31	16	29	15
ASIA/PAC	21	10	21	11	21	10
EUR(E)	12	6	9	4	8	4
EUR(W)	40	20	40	21	41	21
LAM/CAR	29	14	27	14	29	15
MID	8	4	9	4	10	5
NAM	61	30	58	30	59	30
<b>Regional Status</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
AFI	B		B		B	
ASIA/PAC	B		B		B	
EUR (E)	B		B		B	
EUR (W)	B		B		B	
MID	B		B		B	
LAM/CAR	D		D		D	
NAM	D		D		D	

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APPENDIX C

PROFESSIONAL AND HIGHER CATEGORY STAFF IN POSTS AS AT 31 DECEMBER 2009

REGION: AFI	STATE	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total staff	Desirable level	Status code*
		LEVELS									
		D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ALGERIA	-	-	-	-	-	-	-	-	1	A	
ANGOLA	-	-	-	-	-	-	-	-	1	A	
BENIN	-	-	-	-	-	-	-	-	1	A	
BOTSWANA	-	-	-	1	-	-	-	1	1	C	
BURKINA FASO	-	1	-	1	-	-	-	2	1	D	
BURUNDI	-	-	-	-	-	-	-	-	1	A	
CAMEROON	-	-	-	1	-	-	-	1	1	C	
CAPE VERDE	-	-	-	-	-	-	-	-	1	A	
CENTRAL AFRICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A	
CHAD	-	-	-	-	-	-	-	-	1	A	
COMOROS	-	-	-	-	-	-	-	-	1	A	
CONGO	-	-	-	-	-	-	-	-	1	A	
COTE D'IVOIRE	-	-	-	1	1	-	-	2	1	D	
DEM. REP. OF THE CONGO	-	-	-	-	-	-	-	-	1	A	
DJIBOUTI	-	-	-	-	-	-	-	-	1	A	
EGYPT	-	-	-	1	-	-	-	1	1	C	
EQUATORIAL GUINEA	-	-	1	-	-	-	-	1	1	C	
ERITREA	-	-	-	-	-	-	-	-	1	A	
ETHIOPIA	-	-	-	-	-	-	-	-	1	A	
GABON	-	-	-	-	-	-	-	-	1	A	
GAMBIA	-	-	1	-	-	1	-	2	1	D	
GHANA	-	-	-	1	-	-	-	1	1	C	
GUINEA	-	-	-	-	-	-	-	-	1	A	
GUINEA-BISSAU	-	-	-	-	-	-	-	-	1	A	
KENYA	-	-	-	-	-	-	-	-	1	A	
LESOTHO	-	1	-	1	-	-	-	2	1	D	
LIBERIA	-	-	-	-	-	-	-	-	1	A	
LIBYAN ARAB JAMAHIRIYA	-	-	-	-	-	-	-	-	1	A	
MADAGASCAR	-	-	-	-	-	-	-	-	1	A	
MALAWI	-	-	-	-	-	-	-	-	1	A	
MALI	-	1	-	-	-	-	-	1	1	C	
MAURITANIA	-	-	-	-	-	-	-	-	1	A	
MAURITIUS	-	-	-	1	-	-	-	1	1	C	
MOROCCO	-	1	1	-	-	-	-	2	1	D	
MOZAMBIQUE	-	-	-	-	-	-	-	-	1	A	
NAMIBIA	-	-	-	-	-	-	-	-	1	A	
NIGER	-	-	-	1	-	-	-	1	1	C	
NIGERIA	1	-	1	1	-	-	-	3	1	D	
RWANDA	-	-	-	-	-	-	-	-	1	A	
SAO TOME AND PRINCIPE	-	-	-	-	-	-	-	-	1	A	
SENEGAL	-	-	1	-	-	-	-	1	1	C	
SEYCHELLES	-	-	-	-	-	-	-	-	1	A	
SIERRA LEONE	-	-	-	-	-	-	-	-	1	A	
SOMALIA	-	-	-	-	-	-	-	-	1	A	
SOUTH AFRICA	-	-	-	3	-	-	-	3	1	D	
SUDAN	-	-	-	-	-	-	-	-	1	A	
SWAZILAND	-	-	-	-	-	-	-	-	1	A	
TANZANIA	-	-	-	1	-	-	-	1	1	C	
TOGO	-	-	-	1	-	-	-	1	1	C	
TUNISIA	-	-	-	2	-	-	-	2	1	D	
UGANDA	-	-	-	-	-	-	-	-	1	A	
ZAMBIA	-	-	-	-	-	-	-	-	1	A	
ZIMBABWE	-	-	-	-	-	-	-	-	1	A	
Total for AFI region:	1	4	5	17	1	1	0	29	39	B	
Sum of desirable levels of all states within AFI region:	53										
Number of countries per status within AFI region:	A:	34	B:	0	C:	11	D:	8			

\*EGR Status Codes: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

REGION: ASIA/PAC										
STATE	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total staff	Desirable level	Status code*
	L E V E L S									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
AUSTRALIA	-	-	-	1	-	-	-	1	3	B
BANGLADESH	-	-	-	-	-	-	-	-	1	A
BHUTAN	-	-	-	-	-	-	-	-	1	A
BRUNEI DARUSSALAM	-	-	-	-	-	-	-	-	1	A
CAMBODIA	-	-	-	-	-	-	-	-	1	A
CHINA	1	-	1	3	-	-	-	5	5	C
COOK ISLANDS	-	-	-	-	-	-	-	-	1	A
DEM. PEOPLE'S REP. KOREA	-	-	-	-	-	-	-	-	1	A
FIJI	-	-	-	-	-	-	-	-	1	A
INDIA	-	-	-	2	1	-	-	3	2	D
INDONESIA	-	-	-	-	1	-	-	1	1	C
JAPAN	-	-	-	3	1	-	-	4	13	B
KIRIBATI	-	-	-	-	-	-	-	-	1	A
LAO PEOPLE'S DEM. REP.	-	-	-	-	-	-	-	-	1	A
MALAYSIA	-	-	-	1	-	-	-	1	2	B
MALDIVES	-	-	-	-	-	-	-	-	1	A
MARSHALL ISLANDS	-	-	-	-	-	-	-	-	1	A
MICRONESIA	-	-	-	-	-	-	-	-	1	A
MONGOLIA	-	-	-	-	-	-	-	-	1	A
MYANMAR	-	-	-	-	-	-	-	-	1	A
NAURU	-	-	-	-	-	-	-	-	1	A
NEPAL	-	-	-	-	-	-	-	-	1	A
NEW ZEALAND	-	-	1	-	-	-	-	1	1	C
PALAU	-	-	-	-	-	-	-	-	1	A
PAPUA NEW GUINEA	-	-	-	-	-	-	-	-	1	A
PHILIPPINES	-	-	-	-	-	-	-	-	1	A
REPUBLIC OF KOREA	-	-	-	-	-	1	-	1	3	B
SAMOA	-	-	-	-	-	-	-	-	1	A
SINGAPORE	-	-	-	-	1	-	-	1	2	B
SOLOMON ISLANDS	-	-	-	-	-	-	-	-	1	A
SRI LANKA	-	-	1	1	-	-	-	2	1	D
THAILAND	-	-	-	-	-	1	-	1	2	B
TIMOR-LESTE	-	-	-	-	-	-	-	-	1	A
TONGA	-	-	-	-	-	-	-	-	1	A
VANUATU	-	-	-	-	-	-	-	-	1	A
VIET NAM	-	-	-	-	-	-	-	-	1	A
Total for ASIA/PAC region:	1	0	3	11	4	2	0	21	48	B
Sum of desirable levels of all states within ASIA/PAC region:	60									
Number of countries per status within ASIA/PAC region:	A:	25	B:	6	C:	3	D:	2		

REGION: EUR (E)	STATE	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION									
		LEVELS							Total staff	Desirable level	Status code*
		D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ALBANIA	-	-	-	-	-	-	-	-	-	1	A
ARMENIA	-	-	-	1	-	-	-	-	1	1	C
AZERBAIJAN	-	-	-	1	-	-	-	-	1	1	C
BELARUS	-	-	-	-	-	-	-	-	-	1	A
BOSNIA AND HERZEGOVINA	-	-	-	-	-	-	-	-	-	1	A
BULGARIA	-	-	-	-	-	-	-	-	-	1	A
CROATIA	-	-	-	-	-	-	-	-	-	1	A
CZECH REPUBLIC	-	-	-	-	-	-	-	-	-	1	A
ESTONIA	-	-	-	-	-	-	-	-	-	1	A
FYROM	-	-	-	-	-	-	-	-	-	1	A
GEORGIA	-	-	-	-	-	-	-	-	-	1	A
HUNGARY	-	-	-	-	-	-	-	-	-	1	A
KAZAKHSTAN	-	-	-	-	-	-	-	-	-	1	A
KYRGYZSTAN	-	-	-	-	-	-	-	-	-	1	A
LATVIA	-	-	-	-	-	-	-	-	-	1	A
LITHUANIA	-	-	-	-	-	-	-	-	-	1	A
MOLDOVA	-	-	-	-	-	-	-	-	-	1	A
MONTENEGRO	-	-	-	-	-	-	-	-	-	1	A
POLAND	-	-	-	1	-	-	-	-	1	1	C
ROMANIA	-	-	1	-	-	-	-	-	1	1	C
RUSSIAN FEDERATION	-	-	-	2	1	-	-	-	3	2	D
SERBIA	-	-	-	-	-	-	-	-	-	1	A
SLOVAKIA	-	-	-	1	-	-	-	-	1	1	C
SLOVENIA	-	-	-	-	-	-	-	-	-	1	A
TAJKISTAN	-	-	-	-	-	-	-	-	-	1	A
TURKMENISTAN	-	-	-	-	-	-	-	-	-	1	A
UKRAINE	-	-	-	-	-	-	-	-	-	1	A
UZBEKISTAN	-	-	-	-	-	-	-	-	-	1	A
Total for EUR (E) region:	0	0	1	6	1	0	0	8	22	B	
Sum of desirable levels of all states within EUR (E) region:	29										
Number of countries per status within EUR (E) region:	A:	22	B:	0	C:	5	D:	1			

REGION: EUR (W)										
STATE	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION									
	L E V E L S							Total staff	Desirable level	Status code*
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ANDORRA	-	-	-	-	-	-	-	-	1	A
AUSTRIA	-	-	-	1	-	-	-	1	2	B
BELGIUM	-	-	-	2	-	-	-	2	2	C
DENMARK	-	1	-	-	-	-	-	1	2	B
FINLAND	-	-	1	1	-	-	-	2	1	D
FRANCE	1	-	1	1	-	2	-	5	6	B
GERMANY	-	1	2	2	2	-	-	7	8	B
GREECE	-	-	-	-	-	-	-	-	1	A
ICELAND	-	-	-	2	-	-	-	2	1	D
IRELAND	-	-	-	1	-	-	-	1	1	C
ITALY	-	-	-	2	-	-	-	2	5	B
LUXEMBOURG	-	-	-	1	-	-	-	1	1	C
MALTA	-	-	-	-	-	-	-	-	1	A
MONACO	-	-	-	-	-	-	-	-	1	A
NETHERLANDS	-	-	1	1	-	-	-	2	3	B
NORWAY	-	-	-	-	-	-	-	-	2	A
PORTUGAL	-	1	-	-	-	2	-	3	1	D
SAN MARINO	-	-	-	-	-	-	-	-	1	A
SPAIN	-	-	1	3	-	-	-	4	3	D
SWEDEN	-	-	-	-	-	-	-	-	2	A
SWITZERLAND	-	-	-	2	-	-	-	2	2	C
UNITED KINGDOM	-	-	2	4	-	-	-	6	7	B
Total for EUR (W) region:	1	3	8	23	2	4	0	41	47	B
Sum of desirable levels of all States within EUR (W) region:	54									
Number of countries per status within EUR (W) region:	A:	7	B:	7	C:	4	D:	4		

REGION:LAM/CAR										
STATE	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total staff	Desirable level	Status code*
	LEVELS									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ANTIGUA AND BARBUDA	-	-	-	-	-	-	-	-	1	A
ARGENTINA	-	-	-	-	1	-	-	1	1	C
BAHAMAS	-	-	-	-	-	-	-	-	1	A
BARBADOS	-	-	-	-	-	-	-	-	1	A
BELIZE	-	-	-	-	-	-	-	-	1	A
BOLIVIA	-	-	1	1	-	-	-	2	1	D
BRAZIL	-	1	1	4	-	-	-	6	2	D
CHILE	-	-	-	-	-	-	-	-	1	A
COLOMBIA	-	-	-	2	-	-	-	2	1	D
COSTA RICA	-	-	-	2	-	-	-	2	1	D
CUBA	-	-	-	-	-	-	-	-	1	A
DOMINICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A
ECUADOR	-	-	-	-	-	-	-	-	1	A
EL SALVADOR	-	-	-	-	-	-	-	-	1	A
GRENADA	-	-	-	-	-	-	-	-	1	A
GUATEMALA	-	-	-	-	-	-	-	-	1	A
GUYANA	-	-	-	-	-	-	-	-	1	A
HAITI	-	-	-	-	-	-	-	-	1	A
HONDURAS	-	-	-	1	-	-	-	1	1	C
JAMAICA	-	-	-	-	-	-	-	-	1	A
MEXICO	-	-	-	2	1	1	-	4	3	D
NICARAGUA	-	-	-	-	-	1	-	1	1	C
PANAMA	-	-	-	1	-	-	-	1	1	C
PARAGUAY	-	-	-	-	-	-	-	-	1	A
PERU	-	-	-	2	-	1	-	3	1	D
SAINT KITTS AND NEVIS	-	-	-	-	-	-	-	-	1	A
SAINT LUCIA	-	-	1	-	-	-	-	1	1	C
SAINT VINCENT/GRENADINES	-	-	-	-	-	-	-	-	1	A
SURINAME	-	-	-	-	-	-	-	-	1	A
TRINIDAD AND TOBAGO	-	-	-	-	-	-	-	-	1	A
URUGUAY	-	-	-	2	-	-	-	2	1	D
VENEZUELA	-	-	-	2	1	-	-	3	1	D
Total for LAM/CAR region:	0	1	3	19	3	3	0	29	26	D
Sum of desirable levels of all states within LAM/CAR region:	35									
Number of countries per status within LAM/CAR region:	A: 19 B: 0 C: 5 D: 8									

STATE	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION									
	LEVELS							Total staff	Desirable level	Status code*
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
AFGHANISTAN	-	-	-	-	-	-	-	-	1	A
BAHRAIN	-	1	-	-	-	-	-	1	1	C
CYPRUS	-	-	-	-	-	-	-	-	1	A
IRAN (ISLAMIC REP. OF)	-	-	-	1	-	-	-	1	1	C
IRAQ	-	-	-	-	-	-	-	-	1	A
ISRAEL	-	-	-	-	-	-	-	-	1	A
JORDAN	-	-	1	-	1	1	-	3	1	D
KUWAIT	-	-	-	-	-	-	-	-	1	A
LEBANON	-	-	-	-	-	-	-	-	1	A
OMAN	-	-	-	1	-	-	-	1	1	C
PAKISTAN	-	1	1	1	-	-	-	3	1	D
QATAR	-	-	-	-	-	-	-	-	1	A
SAUDI ARABIA	-	-	-	-	-	-	-	-	2	A
SYRIAN ARAB REPUBLIC	-	-	-	-	-	-	-	-	1	A
TURKEY	-	-	-	-	-	-	-	-	1	A
UNITED ARAB EMIRATES	-	-	-	-	-	-	-	-	2	A
YEMEN	-	-	-	1	-	-	-	1	1	C
Total for MID region:	0	2	2	4	1	1	0	10	15	B
Sum of desirable levels of all states within MID region:	19									
Number of countries per status within MID region:	A: 11 B: 0 C: 4 D: 2									

\*EGR Status Codes: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

<b>REGION: NAM</b>		<b>IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION</b>								
<b>STATE</b>	<b>L E V E L S</b>							<b>Total staff</b>	<b>Desirable level</b>	<b>Status code*</b>
	<b>D-2</b>	<b>D-1</b>	<b>P-5</b>	<b>P-4</b>	<b>P-3</b>	<b>P-2</b>	<b>P-1</b>			
CANADA	1	-	3	14	12	10	-	40	3	D
UNITED STATES	1	4	4	10	-	-	-	19	26	B
Total for NAM region:	2	4	7	24	12	10	0	59	28	D
Sum of desirable levels of all states within NAM region:	29									
Number of countries per status within NAM region:	A: 0    B: 1    C: 0    D: 1									

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\*EGR Status Codes: A = Unrepresented    B = Below Desirable Level    C = At Desirable Level    D = Above Desirable Level



APPENDIX D

OVERVIEW OF REGIONAL AND STATE REPRESENTATION FOR D-2 AND D-1 POSTS

Region/State	Status of						Number of D-2 staff						Number of D-1 staff					
	Region			State			Region			State			Region			State		
	07	08	09	07	08	09	07	08	09	07	08	09	07	08	09	07	08	09
<b>Africa</b>	B	B	B				1	1	1				4	4	4			
Burkina Faso				C	C	D										1	1	1
Lesotho				D	D	D										1	1	1
Mali				C	C	C										1	1	1
Morocco				D	D	D										1	1	1
Nigeria				D	D	D				1	1	1						
<b>ASIA/PAC</b>	B	B	B				1	1	1				1	0	0			
China				D	D	C				1	1	1						
Nepal				C												1		
<b>Europe (E)</b>	B	B	B				0	0	0				1	0	0			
Russian Federation				D												1		
<b>Europe (W)</b>	B	B	B				1	1	1				3	3	3			
Denmark				B	B	B										1	1	1
France				D	D	B				1	1	1					1	
Germany						B												1
Netherlands				B												1		
Portugal				B	D	D										1	1	1
<b>Latin America/Caribbean</b>	D	D	D				0	0	0				1	1	1			
Brazil						D												1
Chile				D	C											1	1	
<b>MID</b>	B	B	B				0	0	0				1	2	2			
Bahrain				C	C	C										1	1	1
Pakistan					D	D											1	1
<b>North America</b>	D	D	D				2	2	2				5	4	4			
Canada				D	D	D				1	1	1				2		
United States				B	B	B				1	1	1				3	4	4
<b>TOTALS</b>							<b>5</b>	<b>5</b>	<b>5</b>				<b>16</b>	<b>14</b>	<b>14</b>			

\*EGR Status Codes: A = Unrepresented B = Below Desirable Level C = At Desirable Level D = Above Desirable Level

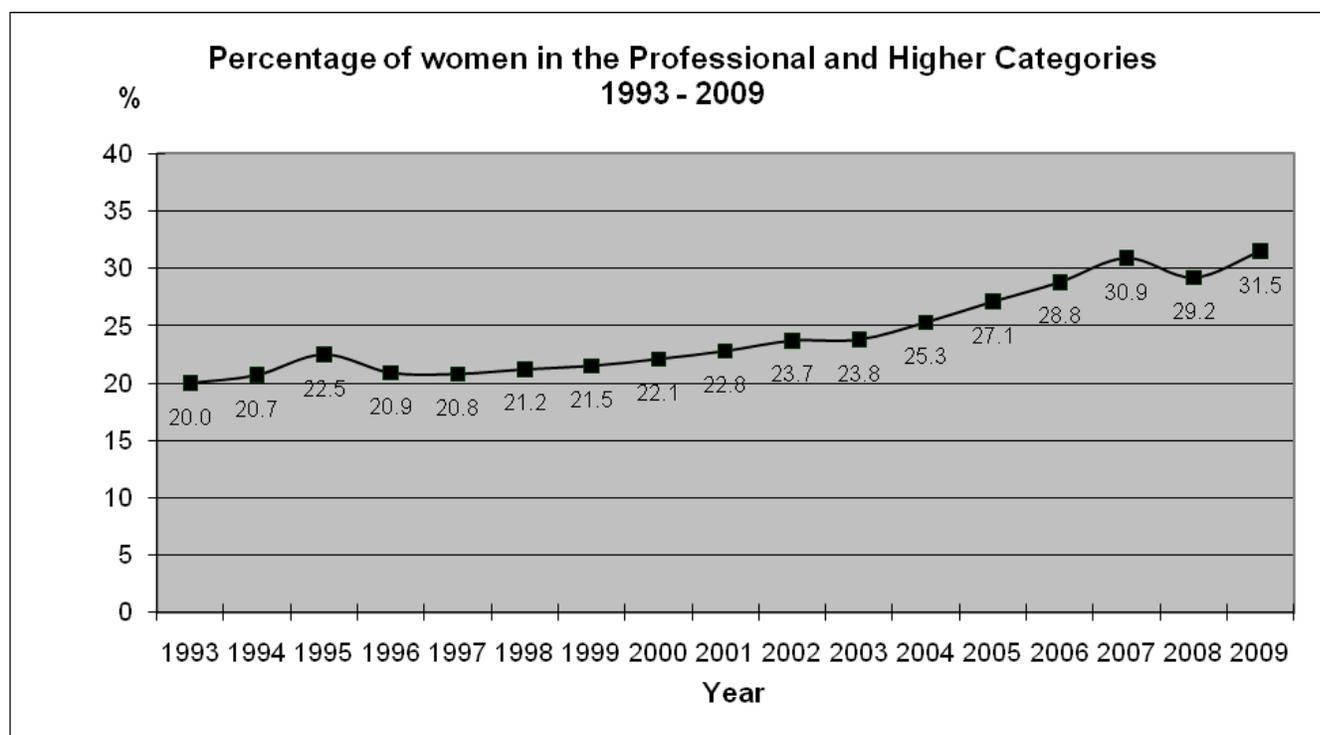


APPENDIX E-1

STATISTICS ON GENDER IN ICAO

Gender Statistics	2007			2008			2009		
Professional and Higher Category staff	285*			250*			267*		
Total Women	No.	%		No.	%		No.	%	
	88	30.9		73	29.2		84	31.5	
No. and percentage of Women by level	No.	T	%	No.	T	%	No.	T	%
SG	0	1	0	0	1	0	0	1	0
D-2	3	5	60	3	5	60	3	5	60
D-1	2	18	11	1	15	7	1	16	6
P-5	7	45	16	6	42	14	6	39	15
P-4	35	139	25	31	129	24	38	137	28
P-3	18	43	42	16	36	44	16	38	42
P-2	23	34	68	15	21	71	20	31	65
P-1	0	0	0	1	1	100	0	0	0

\* Excluding staff on leave without pay, on loan/secondment, or funded by Trust Funds or Other Funds.





APPENDIX E-2

STATISTICS ON GENDER IN UNITED NATIONS ORGANIZATIONS

Female staff by grade as a percentage of total Professional staff as at 31 December 2009\*

ORGANIZATION	P-1	P-2	P-3	P-4	P-5	D-1	D-2	UG**	TOTAL
UN	63	55	41	36	30	27	24	25	39
UNDP	75	62	55	40	39	38	29	36	45
UNFPA	100	76	57	45	49	43	33	100	51
UNOPS	0	45	31	30	22	18	0	0	30
UNHCR	0	47	42	42	35	36	31	67	41
UNICEF	44	67	54	48	42	41	45	50	50
UNITAR	0	58	64	22	40	50	0	0	48
UNRWA	0	78	53	37	17	29	0	50	38
ITC	40	53	38	29	19	67	0	100	36
ICSC	100	100	25	33	100	0	0	0	38
ICJ	0	45	76	45	20	0	100	0	55
UNJSPF	0	0	37	42	47	0	50	0	37
UNU	0	33	36	7	0	0	0	0	14
ILO	0	63	61	41	31	48	30	42	44
ITCILO	0	70	38	37	38	0	0	0	41
FAO	12	61	43	25	22	12	26	13	32
WFP	100	55	39	40	38	31	25	60	41
UNESCO	59	67	54	44	38	23	28	18	49
WHO	64	53	52	43	31	21	24	27	38
PAHO	50	62	56	38	39	38	0	0	43
UNAIDS	0	100	57	56	37	40	30	33	47
ICAO***	0	65	42	28	15	6	60	0	31
UPU	60	50	21	17	25	25	0	0	24
ITU	50	33	51	29	16	8	10	0	32
WMO	0	45	45	34	20	29	20	0	30
IMO	0	71	63	35	31	11	50	0	42
WIPO	0	74	57	41	29	7	17	13	41
IFAD	33	59	72	40	26	36	36	33	45
UNIDO	58	37	39	24	14	26	14	0	28
IAEA	63	36	30	22	15	13	22	13	23
UNWTO	50	40	54	38	0	0	0	0	38
<b>TOTALS</b>	<b>54</b>	<b>57</b>	<b>45</b>	<b>38</b>	<b>32</b>	<b>29</b>	<b>27</b>	<b>27</b>	<b>40</b>

\* Table 11C of CEB/2010/HLCM/HR/24, refers

\*\* UG=Ungraded positions (Under Secretary General and Assistant Secretary General)

\*\*\* Excluding staff on leave without pay, on loan/secondment, or funded by Trust Funds or Other Funds.



**APPENDIX F**

**APPOINTMENT DECISIONS FOR PROFESSIONAL AND HIGHER CATEGORY POSTS**

<b>Appointments made</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
Overall No. of appointments made	<b>38</b>		<b>32</b>		<b>56</b>	
<b>Appointments Accepted</b>						
Total No. of accepted appointments	<b>37</b>		<b>30</b>		<b>45</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
No. of appointments to posts subject to EGR	26	70	16	53	29	64
No. of external appointments to posts subject to EGR	15	58	11	69	22	76
No. of external appointments to posts subject to EGR from A & B States	5	33	11	100	13	59
No. of external appointments to posts subject to EGR which were women	7	47	1	9	2	9
Total No. of women appointments	12	32	4	13	11	24

<b>Applications received to posts for which appointments were accepted</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
Total No. of applications	<b>1678</b>		<b>1100</b>		<b>1818</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
No. and percentage of applications from women	366	22	207	19	439	24
No. and percentage of applications from A and B States	466	28	360	33	576	32

<b>Applications Received By Groups of States to posts for which appointments were accepted</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
Total No. of applications	<b>1678</b>		<b>1100</b>		<b>1818</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
A = Unrepresented	261	16	157	14	351	19
B = Below Desirable Level	205	12	203	19	225	12
C = At Desirable Level	255	15	118	11	283	16
D = Above Desirable Level	698	42	485	44	669	37
More than one Nationality or Unstated Nationality	259	15	137	12	290	16

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**APPENDIX G**

**DEMOGRAPHIC DATA FOR PROFESSIONAL AND HIGHER CATEGORY STAFF**

<b>Distribution by age</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
Total staff:	<b>310</b>		<b>295</b>		<b>312</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
20 – 29 years	3	1	3	1	1	0
30 – 39 years	27	9	27	9	37	12
40 – 49 years	77	25	76	26	80	26
50 – 59 years	177	57	157	53	161	52
= > 60 years	26	8	32	11	33	10

<b>Distribution by years of service</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
Total staff	<b>310</b>		<b>295</b>		<b>312</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
0 – 5 years	100	32	107	36	126	40
5 – 9 years	67	22	54	18	57	18
10 – 14 years	34	11	39	13	35	11
15 – 19 years	42	14	38	13	31	10
20 – 24 years	26	8	19	7	25	8
25 – 29 years	28	9	27	9	18	6
= > 30 years	13	4	11	4	20	7

<b>Retirement Projections</b>	<b>2007</b>		<b>2008</b>		<b>2009</b>	
Staff as at 31 December (excluding SG and D-2s)	<b>304</b>		<b>289</b>		<b>306</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Staff due to retire by 31 December 2013	103	34	86	30	71	23

— END —