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Human resources management

New approach to staff mobility: building an agile Organization by providing opportunities for on-the-job learning and skills development

Report of the Secretary-General

Summary

The present report presents a new approach to staff mobility, one that defines mobility as a way for staff to benefit from the diversity and richness of organizational mandates and duty stations within the United Nations Secretariat to acquire and continuously develop the skills needed to deliver on the evolving mandates of the Organization through on-the-job learning and skills development.

The need to introduce a new approach to staff mobility has gained significant momentum in recent years, propelled by external and internal drivers for organizational change. The Secretariat must nurture the development of skills that staff should have so that they can deliver results and have an impact on the 2030 Agenda for Sustainable Development in an environment of reinvigorated multilateralism. Essential among those are the skills necessary to interact with a variety of stakeholders on the ground. Building and developing such skills requires a thorough understanding of the varied mandates of the Organization, gained through experience and service in a multitude of geographical locations.

A sound career enhancement framework is at the heart of organizational agility, which is one of the three key outcomes of human resources management reforms in the Secretariat. The framework is anchored in the fundamental link between learning and skills development, on the one hand, and career fulfilment on the other. The aim is to articulate that achieving job impact and professional excellence must be the primary career driver in the Organization, thus closely linking career advancement with skills acquisition and development and, consequently, learning. The Organization will clearly communicate to all staff members its expectations on the future skills required, provide meaningful opportunities for staff to develop those skills and, at the same time, help them to achieve career fulfilment. The new approach to staff mobility is a central piece in that framework, from the perspectives of providing essential on-



the-job learning and skills development opportunities and ensuring needs-responsive staff deployments to entities with vastly differing mandates and operational needs.

The new approach to staff mobility makes use of the Secretary-General's authority to move staff laterally across the Organization pursuant to regulation 1.2 (c) of the United Nations Staff Regulations. Its essence is to supplement efforts by entities to plan for a talent pipeline that addresses their specific needs with regard to skills by implementing periodic changes in staff members' duty stations of service, where appropriate. The approach also ensures that staff members have opportunities for on-the-job essential skills acquisition and development through service across geographical locations where the Secretariat has a presence.

The new multifaceted approach, in which organizational goals are aligned with the interests of the staff, is conditioned by the multidimensionality of mobility. The broad and varied circumstances experienced by staff members, coupled with their intrinsic motivation to excel professionally, requires that such an approach not be solely reliant on expectations for upward career progression. An approach that is tailored to the needs of mandates, phased in and accompanied by support measures that will sustain a long-term skills growth culture through mobility is the approach best suited to the realities of the Organization and the future of work.

Consequently, the new approach to staff mobility is a long-term sustainability measure that will gradually change the culture and, ultimately, the fabric of the Secretariat.

The General Assembly is invited to take note of the report.

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I. Introduction

1. The present report provides a review of mobility and lays out a new approach to staff mobility in the United Nations Secretariat, one that defines mobility as a way for staff to benefit from the diversity and richness of the organizational mandates and duty stations in order to acquire and continuously develop the skills they need to deliver on the evolving mandates of the Organization through on-the-job learning and skills development.
2. It is submitted pursuant to General Assembly resolution [68/265](#) and builds on periodic reports submitted by the Secretary-General to the General Assembly since its sixty-ninth session.
3. The report is structured as follows: section II provides a summary of the lessons learned from previous mobility efforts; section III contains an outline of the value proposition of the new approach to staff mobility; section IV provides detailed information about the envisaged implementation of the new approach; section V contains information about transitional arrangements during the gradual enactment of the new approach, including implications with regard to staff and costs; section VI provides an outline of the key performance indicator framework for mobility; and section VII contains concluding observations. In section VIII, the Secretary-General invites the General Assembly to take note of the report.

II. Lessons learned from previous mobility efforts

4. The General Assembly has repeatedly recognized the importance of mobility and the goal of creating a workforce that is global, dynamic and adaptable.
5. In 2014, in its resolution [68/265](#), the General Assembly approved the Secretary-General's proposal for a career development and mobility system, which consisted of two parts, as follows:
 - (a) Managed mobility: an internal process for the lateral movement of staff members, in which currently serving staff members expressed interest in encumbered positions. Staff members participating in the process were those who had reached either their maximum position occupancy limit or, for those who chose to opt in, their minimum position occupancy limit;
 - (b) Filling of vacancies: the advertisement of existing and anticipated vacant positions, open to all candidates (external and internal) for selection.
6. As approved by the General Assembly, that framework was implemented in phases, with one job network operationalized in 2016 and one in 2017 and the planned operationalization of two job networks for each year thereafter. The first job network, the Political, Peace and Humanitarian Network, was implemented in 2016. The second job network, the Information and Telecommunication Technology Network, was implemented in 2017. Status updates on the implementation of the framework were provided to the Assembly at the sixty-ninth to seventy-second sessions (see [A/69/190/Add.1](#), [A/70/254](#), [A/71/323/Add.1](#) and [A/72/767](#)).
7. In 2017, the Secretary-General paused the implementation of the mobility system to reflect on prior mobility efforts and develop an approach that builds a workforce equipped with the skills needed for the future. In 2018, a comprehensive review of those efforts was carried out, with feedback collected from participating staff members, staff at large, managers and framework implementers (see [ST/SGB/2016/3/Rev.1](#)). The results of that review, described in the most recent report

of the Secretary-General on mobility (A/73/372/Add.2), included lessons learned, which are summarized in the paragraphs below.

8. Staff mobility remains paramount for the Organization. Staff and managers continue to view mobility as an important element in meeting the Organization's mandates and addressing the professional growth of staff members. Mobility allows staff members to benefit from the diversity and richness of mandates and duty stations and is required to meet the needs of mandates with a large operational presence.

9. A multifaceted approach to staff mobility is needed. As different entities and functions within the Secretariat have different mandates and needs in terms of staff mobility, a multifaceted approach would be the best way forward that reflects the needs of departments and offices while being supported by centralized guidance and oversight.

10. A culture of staff mobility needs to be nurtured across the Secretariat. It is essential that staff mobility become an integral part of the culture and brand of the Organization and that this expectation be clearly communicated to all staff members and candidates who apply for and are appointed to Secretariat positions. A new mobility clause will be included in job openings, offers and letters of appointment, and newly recruited staff will be required to participate, in good faith, in the mobility exercises implemented by the Secretary-General.

11. Mobility must become an integral part of the Organization's career enhancement and talent management strategy, with a focus on developing the skills of junior to mid-level staff and incentivizing career enhancement.

12. Periodic staff mobility will not be pursued for functions where highly specialized knowledge and skills are essential for the Organization to maintain its comparative advantage.

III. Value proposition for the new approach to mobility

13. Following the comprehensive review carried out in 2018, the Secretary-General mandated the development of a new approach to staff mobility that is forward-looking and sustainable, reflects organizational realities and incorporates lessons learned from previous mobility efforts. The value of the new approach to staff mobility is outlined in the present section and elaborated upon in subsequent sections of the report.

A. Rationale and objectives

14. The organizational rationale for mobility dates back to the founding of the Organization in 1945. The United Nations Secretariat and its staff embody the highest aspirations of the peoples of the world, aspirations best served by a staff with an international outlook and character. The need to introduce a new approach to staff mobility has gained significant momentum in recent years, propelled by external and internal drivers for organizational change outlined by the Secretary-General in his overview of human resources management reform for the period 2019–2020 and an outlook beyond (A/75/540). Those drivers require the Organization to take measures to support the acquisition and development of the skills its staff should have so that they can deliver results in an increasingly complex, volatile and interconnected world. Of particular importance to delivering an impact in the context of the 2030 Agenda for Sustainable Development in an environment of "reinvigorated multilateralism" (see General Assembly resolution 75/1) are the skills and competencies necessary to interacting with a variety of stakeholders on the ground. Building and developing

those skills requires a thorough understanding of, and experience in, a multitude of geographical locations.

15. The Organization will clearly communicate to all staff members its expectations on the future skills required, provide meaningful opportunities for staff members to develop those skills and, at the same time, help them to achieve career fulfilment. It is important to underscore the cost of inaction. In a fast-changing world, the skills for the future require staff members to excel in coordination, cognitive flexibility and continuous learning. Lack of skills acquisition or development will inevitably lead to the corrosion of professional standing, decreased job satisfaction, low morale, a loss in productivity and a deterioration in well-being. Without action, the Organization risks becoming increasingly rigid, ineffective in mandate delivery and unresponsive to the needs and expectations of the world at large.

16. Furthermore, as outlined in the overview report of the Secretary-General, a sound career enhancement framework is at the heart of organizational agility, which is one of the three expected strategic outcomes of the human resources management reforms in the Secretariat. The framework is anchored in the fundamental link between learning and skills development, on the one hand, and career fulfilment on the other. Achieving job impact and professional excellence must be the primary career drivers in the Secretariat, thus closely linking career advancement with learning and skills acquisition and development. The essence of the new approach to staff mobility is to provide on-the-job learning and skills development opportunities for staff through service at headquarters and non-headquarters duty stations. It also supplements efforts by entities to plan for a talent pipeline that addresses their specific needs with regard to skills from the perspective of their mandate delivery.

17. Lastly, the multidimensionality of mobility requires a multifaceted approach in which organizational goals are aligned with the interests of the staff. The broad and varied circumstances experienced by staff members, coupled with their intrinsic motivation to excel professionally, requires an approach to staff mobility that is not solely reliant on expectations for upward career progression, but rather a holistic approach that entails the most powerful form of learning, that gained through experience, which allows for the development of competencies essential to a well-rounded workforce, provides opportunities for multidirectional careers in line with the future of work and sustains a long-term culture of skills growth through mobility. Consequently, the new approach to staff mobility presented herein is a long-term sustainability measure, not one intended to produce immediate “quick fixes”.

B. Principles and key characteristics

18. The new approach to staff mobility will make use of the Secretary-General’s authority to move staff laterally across the Organization, including geographical moves pursuant to regulation 1.2 (c) of the United Nations Staff Regulations.

19. It will cover both lateral and geographical moves for a period of one year of service or longer and will apply to encumbered posts only. Posts that are vacant due to retirement, separation and other movements will be advertised for competitive recruitment, as is the case today. Mobility exercises will also exclude posts slated for abolishment during the cycle in question.

20. In recognition of the unique qualifications and experience required for highly specialized functions, a number of posts will be designated as non-rotational, to which mobility will not apply. The remaining posts will be deemed rotational and subject to periodic geographical mobility depending on organizational needs, as determined by the skill requirements of the evolving mandates of the Organization.

21. The target population of the new approach to mobility will be all staff members encumbering rotational posts in all entities. Of the total staff population in the Professional, Director and Field Service categories with fixed-term, continuing and permanent contracts as at 31 December 2019, 9,666 staff members (75 per cent) were in the Professional and higher category and 3,213 staff members (25 per cent) were in the Field Service category (see annex III, figure A.III.I).

22. The new mobility approach will be enacted gradually, with all staff members on rotational posts eventually being covered by mobility, by means of its applicability to newly recruited staff. New staff members joining the Organization in the Professional and higher categories, up to the D-2 level, and in the Field Service category will be subject to mobility, with effect dependent upon the service period and based on the hardship classification of the duty station upon appointment. The letters of appointment of new staff will stipulate that incumbents will be subject to the Organization's mobility policy when recruited and assigned to a rotational post.

23. Currently serving staff members may opt in to participate in mobility on a voluntary, incentivized basis, with a specific focus on early-career professionals in the P-2 and P-3 levels. Currently serving staff members encumbering rotational posts will not be required to move, and their current conditions of service will not be affected unless they opt in.

24. Under the new approach to staff mobility, particular attention will be paid to staff serving in hardship duty stations. Incumbency or service in different posts at the same duty station should not exceed two years for hardship, non-family (D and E) duty stations, unless exceptionally approved upon request by staff members, with maximum and minimum durations of assignment to be established. Staff members who have spent more than two years in such duty stations will be prioritized for moves, depending on their category and functions.

25. Lastly, there will be staff members who have special constraints that limit their participation in mobility. A mechanism will be established for reviewing staff member requests for the recognition of special constraints on the basis of medical, personal/family and operational considerations.

26. The key differences between the new approach to staff mobility and previous mobility efforts are mapped in annex I.

IV. Implementation of the new approach to mobility

A. Mobility process ownership

27. The new approach to staff mobility will be built upon simple and decentralized processes supported by procedures and oversight mechanisms developed by central human resources to maximize scale and ensure the transparency and consistency of application.

28. Entities will designate non-rotational posts on the basis of mandates and the uniqueness of the qualifications and experience required for extraordinarily specialized functions, with the remaining posts being deemed rotational. In designating non-rotational posts, a balance must be struck to ensure that the number of such posts is not excessive. It is assumed that about 20 per cent of posts will be designated as non-rotational; however, the proportion may vary from one entity to another. The designation of non-rotational posts will be done prior to the implementation of the new approach to staff mobility. Subsequently, descriptions for job openings will specify whether positions are rotational or non-rotational to enable staff to make an informed choice when deciding whether to apply. The designation of

a post as rotational will not affect the conditions of service of currently serving staff unless they opt in. Policies and operational guidance will be developed to establish the principles and criteria for designating posts as non-rotational.

29. Mobility exercises will be conducted by entities at least once a year. Entities are expected to harmonize the launch of their exercises to promote an appropriate geographical mobility scale. The standard duration of assignments will be determined by central human resources, on the basis of the International Civil Service Commission hardship classifications of duty stations.

30. Mobility targets will be established to monitor entity performance within the broad parameters of the key performance indicator framework of the new mobility approach, described in section VI of the present report, and considering entity-specific circumstances. Mobility targets will be developed and included in the senior managers' compacts.

31. The new approach to staff mobility will be fully compatible with ongoing mobility efforts run by departments and offices. Nothing in the new mobility framework would preclude entities that have unique functions and offices in multiple locations, such as the Department for Safety and Security or the United Nations Office on Drugs and Crime, from conducting separate internal mobility exercises. Should they wish, entities can still be grouped with others that have similar functions and posts. The managed reassignment programme, a mobility scheme operated by the Department of Operational Support for P-2 posts that are part of the young professionals programme, will remain unchanged.

32. The new approach to staff mobility may be expanded to include inter-agency mobility as recommended by the Joint Inspection Unit. Further synergies will be explored, notably the feasibility of creating a common marketplace for advertising posts and enabling the expression of interest by and matching of staff among United Nations entities in the context of mutual recognition.¹

B. Talent pools

33. A system of talent pools will be established to facilitate the movement of a sufficient number of staff members between entities and geographical locations, at the appropriate scale, both within similar functions and across functions. Talent pools will be created depending on entities' demand for skills and in consideration of their mandates, taking into account the expected degree of complementarity of staff skills and functions.

34. Talent pools will be defined and established with support from central human resources. Talent pools will be consistent with the Organization's strategic workforce planning framework and might evolve from one mobility exercise to the next to reflect emerging workforce needs in the context of entities' evolving mandates.

35. Talent pools may comprise several job families, and entities may join as many talent pools as their needs require. When a talent pool consisting of multiple entities is formed, support teams (human resources and/or administration functions in entities) in the talent pool will collectively facilitate mobility exercises, with existing capacity backed up by automated support tools. Matching of candidates with posts, on the basis of ranked preferences of both candidates and entities, will be the prerogative of entities; heads of entities will make the final placement decisions for staff members participating in mobility exercises. Central human resources will

¹ In line with the mutual recognition statement established by the Business Innovation Group of the United Nations System Chief Executives Board for Coordination.

provide support in cases of unsuccessful matching, including by providing options outside of talent pools. A high-level process diagram for the new mobility approach is provided in annex II.

36. Staff members subject to geographical mobility will participate in mobility exercises on a periodic basis, depending on the standard duration of assignments. To maximize the scale of, and facilitate, movements between job networks, staff members will be able to join as many talent pools as their competencies and qualifications permit. Staff will be free to express interest in multiple posts from various talent pools, ranking them in order of priority. All efforts will be made to match the preferences indicated.

37. The system of talent pools will ensure that staff members would have opportunities to gain experience through service across headquarters and non-headquarters duty stations. Staff members participating in mobility exercises will be subject to geographical moves on a periodic basis, with particular attention paid to those serving in hardship duty stations.

V. Transitional arrangements

38. Transitional arrangements refer to measures that will be taken to encourage current staff to opt into mobility exercises, on a voluntary, incentivized basis.

A. Currently serving staff who would opt in

39. The new approach to staff mobility will be branded with a close link to both career enhancement and learning and skills development, given that currently serving staff who opt in will be able to broaden their experiences, acquire new knowledge and skills and learn through service in different geographical and organizational contexts. Central human resources will: (a) intensify and tailor internal communication with key organizational stakeholders, in particular managers and staff, to highlight learning and skills development through mobility; (b) invite managers to encourage participation in mobility exercises during the developmental part of ongoing performance feedback conversations; and (c) consider the development of further incentives.

40. Incentive measures such as requiring a prior geographical move to apply for posts at the P-5 level and higher will also encourage currently serving staff to opt in. Specific provisions for such measures will be developed in conjunction with the amendment to the staff selection system.

41. Reward and recognition measures may be considered to further encourage participation in mobility exercises, as the system matures and depending on the scale and momentum of such efforts.

B. Projected participation in mobility exercises

42. The target population for mobility will eventually be all staff encumbering rotational posts. The approach will be implemented on a gradual basis as currently serving staff retire and newly recruited staff join the Organization, with an undertaking for geographical mobility, in addition to the currently serving staff who opt in.

43. Detailed retirement projections for the period 2020–2030 presented in annex III show that an average of 46 staff members holding posts the Director category, 243

staff members holding posts in the Professional category and 101 staff members holding posts in the Field Service category retire each year. Further retirement analyses indicate that nearly 27 per cent of the current staff population will retire by 2030, nearly 50 per cent will retire by 2037, and 100 per cent will retire by 2060. By 2060 at the latest, all staff members in the Secretariat, except those encumbering non-rotational posts, will be part of the Organization's geographical mobility efforts.

44. Staff trends summarized in annex III, with necessary adjustments for a realistic mobility scale, enable informed predictions of current staff who would opt in. For staff members in the Professional and higher categories, the focus of the new approach to staff mobility would be on developing the skills of early-career staff members; the projections are therefore based on the total number of staff members at the P-2 and P-3 levels (3,988, or 40 per cent of the population), who are expected to opt in. For staff members in the Field Service category, the projection is based on the current participation rate of 15 per cent, annually adjusted for other factors. Further details on the projected participation of currently serving staff who would opt in are also presented in annex III.

45. As 20 per cent of posts are projected to be deemed non-rotational, it is forecast that 18,236 staff members will participate in mobility exercises by 2030. Further details, including the annual projected overall mobility participation by job category, are provided in annex III.

46. The forecast for staff participation in the new mobility system ranges from 1,259 in 2022 to 2,609 in 2030, as compared with a total of 1,374 geographical moves made in 2018. It is therefore projected that participation would double by 2030, based on the assumption that the system will gradually mature as it continues to be tested and developed. Once a mobility system is in place, the current system of ad hoc movement at the initiation of the staff member could be significantly reduced.

47. At the global level, the new approach to Secretariat staff mobility will have no net impact on geographical diversity or gender parity, given that it applies to encumbered posts. An in-depth analysis of retirements from a geographical diversity and gender parity perspective, however, shows that staff retirements present opportunities conducive to both those objectives (see [A/75/591](#)). On the basis of that conditional expectation, the new approach to staff mobility is expected to have a favourable impact on the fulfilment of diversity objectives at the entity level, given the increased movement between headquarters and D or E duty stations. Given that mobility decisions will be made by heads of entities, those entities must remain vigilant, monitor the impact of mobility on their diversity targets and take prompt action to plan accordingly.

C. Mobility cost forecast

48. A detailed mobility cost forecast for the period 2022–2030, including the calculation methodology and an overall summary table, is provided in annex IV. The forecast is based on: (a) the projected number of participants in mobility exercises from 2022–2030; (b) the percentage of staff members who moved between departments, offices away from Headquarters and regional commissions as compared with those who moved from or to field missions between 2016 and 2018; (c) the average direct cost of moves for the period 2013–2018; and (d) the composition of the direct cost of moves by source of funding.

49. Compared with the total mobility cost of \$35.0 million in 2018, the forecasted mobility cost ranges from \$36.8 million in 2022 to \$76.9 million in 2030, as a result of increased participation and other factors. Regular budget, peacekeeping operations

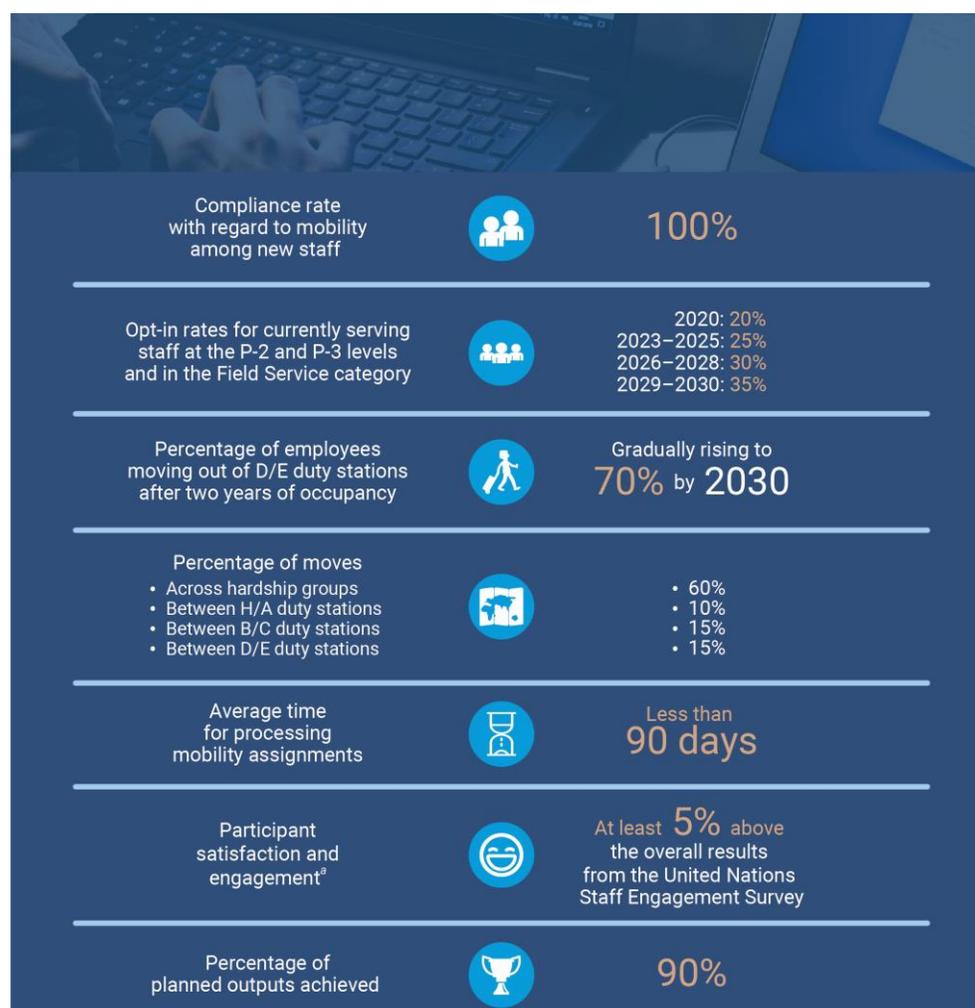
and voluntary and other funds account for 30 per cent, 50 per cent and 20 per cent of the projected costs, respectively.

VI. Key performance indicator framework

50. The key performance indicator framework for the new approach to staff mobility will be used to monitor performance with regard to implementation by developing entity-specific targets, introducing corrective measures as necessary and enabling more informed decision-making by heads of entities.

51. The mobility key performance indicator framework is illustrated in the figure below.

Key performance indicator framework for mobility



^a Engagement will be measured by surveying staff members after they have completed mobility assignments using selected questions relevant to learning and development and career enhancement only and will be compared with the overall results from the global United Nations Staff Engagement Survey. In addition, the organizational learning strategy, currently under development, will contain a key performance indicator on mobility, as well as other key performance indicators as appropriate, that would provide further linkages between learning and skills acquisition and development, on the one hand, and career enhancement on the other.

52. The Department of Management Strategy, Policy and Compliance will also monitor and report on the cost impact of mobility as a percentage of overall organizational staffing costs. For reference, the average mobility cost corresponds to 1.2 per cent of the total salary and common staff costs for all international staff between 2016–2018. Further details on those costs are provided in annex IV.

53. The key performance indicators might be adjusted as the system matures and additional evidence becomes available as a result of evaluations and lessons learned on the implementation of the new approach.

VII. Concluding observations

54. In view of lessons learned from past mobility efforts, the new approach to staff mobility is a long-term sustainability measure that will foster a culture of continuous learning through organizational mobility. Its gradual enforcement, accompanied by incentives and coupled with its focus on currently serving P-2 and P-3 staff members, will ensure that Secretariat staff members have the right skills to deliver on the mandates of the Organization. This will, in turn, ensure that the Secretariat is able to meet the demands and expectations of its stakeholders in an agile and effective way, in an increasingly complex, volatile and interconnected world.

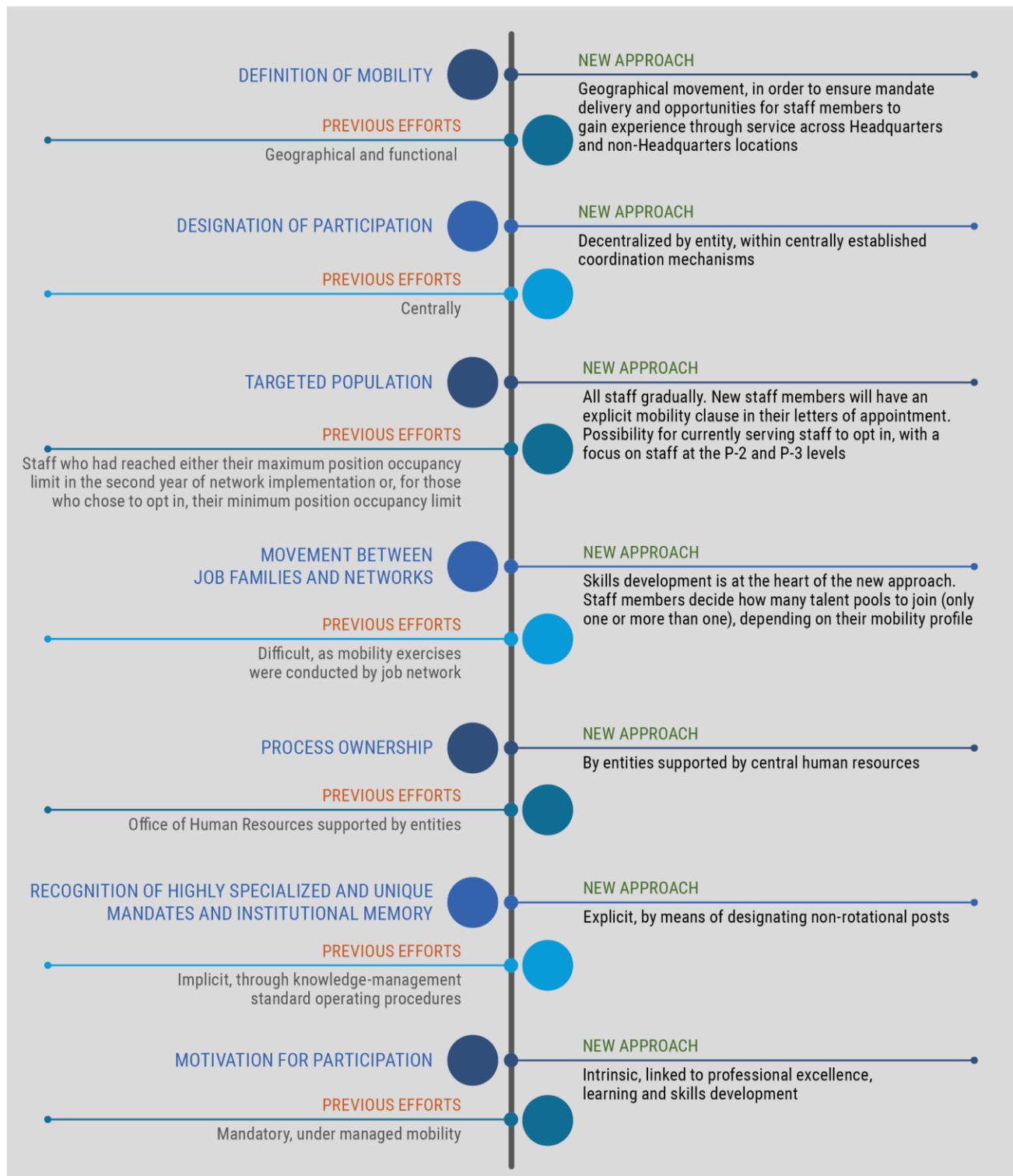
55. With the introduction of new ways of working due to the current disruptions caused by the global pandemic and advancements in technologies, there is a distinct need for the new approach to staff mobility to be flexible and adaptive to the changing circumstances and modes of work of the Organization in the future. In particular, it needs to be flexible and adaptable to virtual working and to functions that could be deemed location-independent in the future. Certain functions, especially those relating to field operations, will continue on the ground, in particular those requiring engagement with national authorities and local partners. Consequently, staff members would be required to balance their careers between virtual, location-independent functions and those requiring a presence at a specific duty station. That flexibility will contribute to ensuring equity among staff in assignment opportunities.

VIII. Actions to be taken by the General Assembly

56. The General Assembly is requested to take note of the present report.

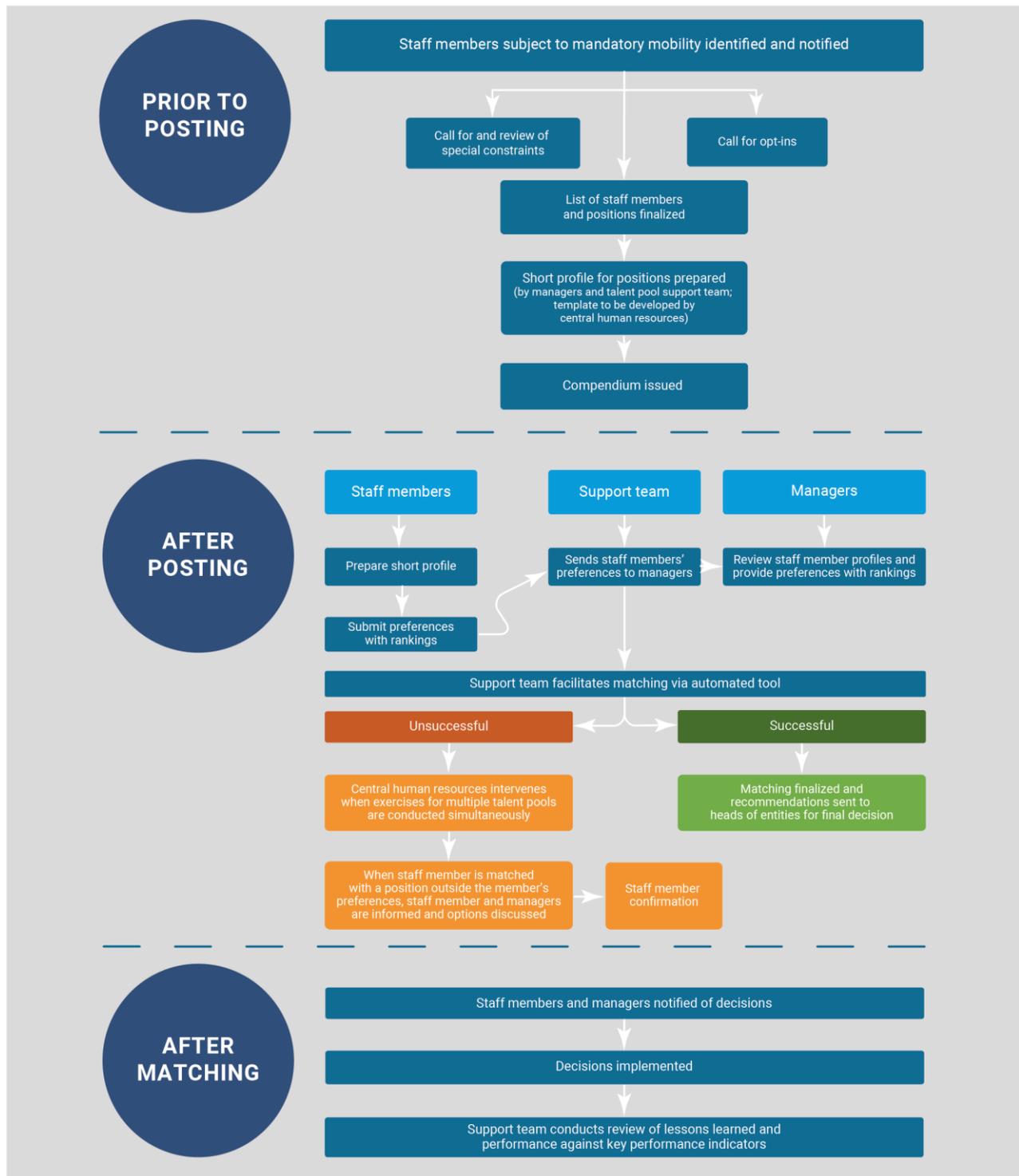
Annex I

Mapping of new approach compared with past mobility efforts



Annex II

High-level process diagram for new mobility approach



Annex III

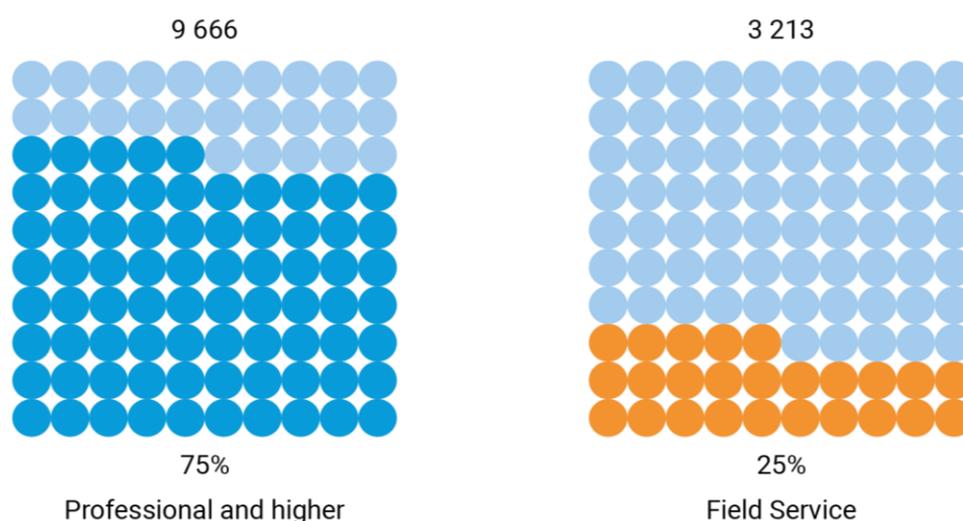
Detailed calculation of projected mobility participation

1. The target population of the new approach to staff mobility will be all staff encumbering rotational posts in all entities. To illustrate scale, figure A.III.I shows the distribution of the target staff population,¹ by category, as at 31 December 2019. Of the total number of eligible staff members as at that date, 9,666 (75 per cent) were in the Professional and higher category and 3,213 (25 per cent) were in the Field Service category.

Figure A.III.I

Distribution of target staff population, by category, as at 31 December 2019

(Number and percentage of staff members)



A. Newly recruited staff in replacement of retiring staff

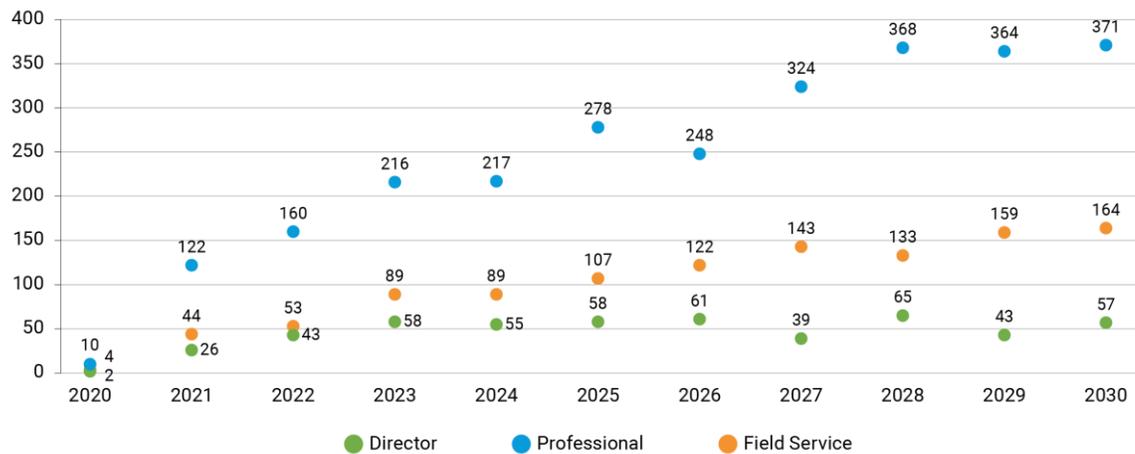
2. The forecasted average number of retirements can be used to estimate the new staff population that will be subject to mobility, as new hires take place in order to fill vacancies due to retirement and other separations.

3. An average of 46 staff members in the Director category, 243 staff members in the Professional category and 101 staff members in the Field Service category retire each year from posts in the United Nations Secretariat. The detailed retirement forecast per year and by job category from 2020 to 2030 is provided in figure A.III.II.

¹ Target population consists of staff members in the Professional, Director and Field Service categories with fixed-term, continuing and permanent contracts (12,879 eligible staff members in all, as at 31 December 2019).

Figure A.III.II
Retirement forecast by year and by job category, 2020–2030

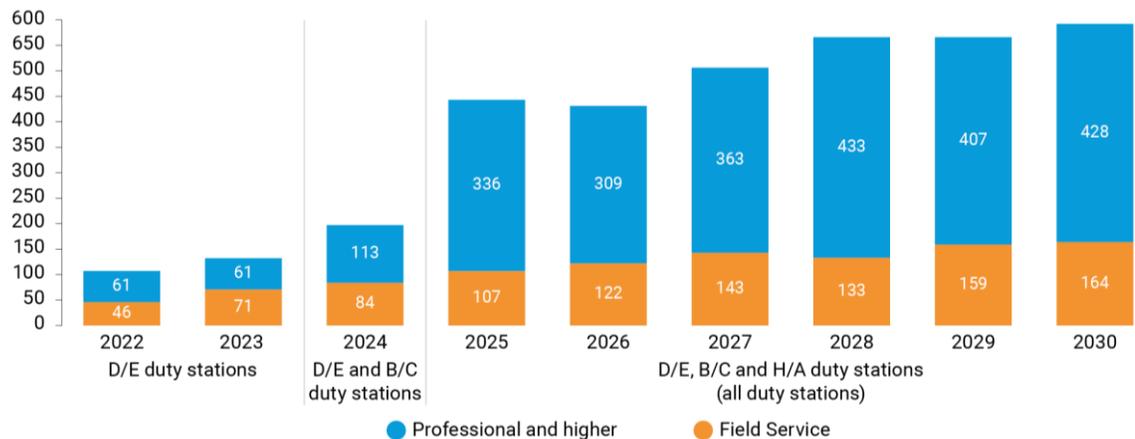
(Number of staff members)



4. New staff will be subject to mobility exercises as early as 2022, depending on the standard duration of their first assignment, which is based on the hardship classification of the duty station. Given that the standard duration of assignments is two years for D and E duty stations, four years for B and C duty stations and five years for H and A duty stations, staff members who join a D or E duty station in October 2020 will need to move in 2022; those who join a B or C duty station will need to move in 2024; and those who join an H or A duty station will need to move in 2025. The projected number of new staff members who will be subject to mobility by staff category, duty station and year for the period 2022–2030, based on retirement projections and the number of currently serving staff, by category and duty station, is shown in figure A.III.III.

Figure A.III.III
Projected population of new staff to be subject to mobility, by job category and duty station, 2022–2030

(Number of staff members)

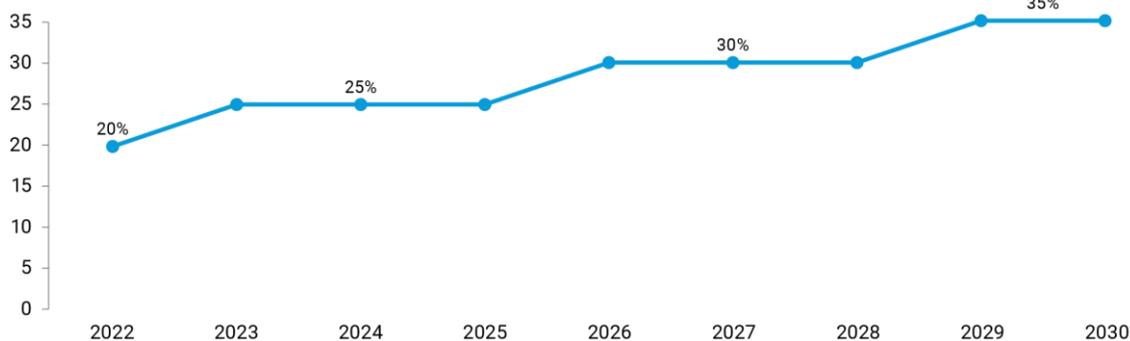


B. Currently serving staff members projected to opt in

5. In order to project the number of currently serving staff members who will opt into mobility, it was assumed that 20 per cent of posts would be designated as non-rotational. For staff members in the Professional and higher category, in line with the focus of developing junior to mid-level staff members, the projection was based on the number of staff members in the P-2 and P-3 levels, who comprise 40 per cent of the staff population. For staff members in the Field Service category, the projection was based on the current annual participation rate of 15 per cent, adjusting for other factors. It was assumed that the system will gradually mature as it continues to be tested and developed. The projected participation rates of currently serving staff who would opt in per year between 2022 and 2030 are illustrated in figure A.III.IV.

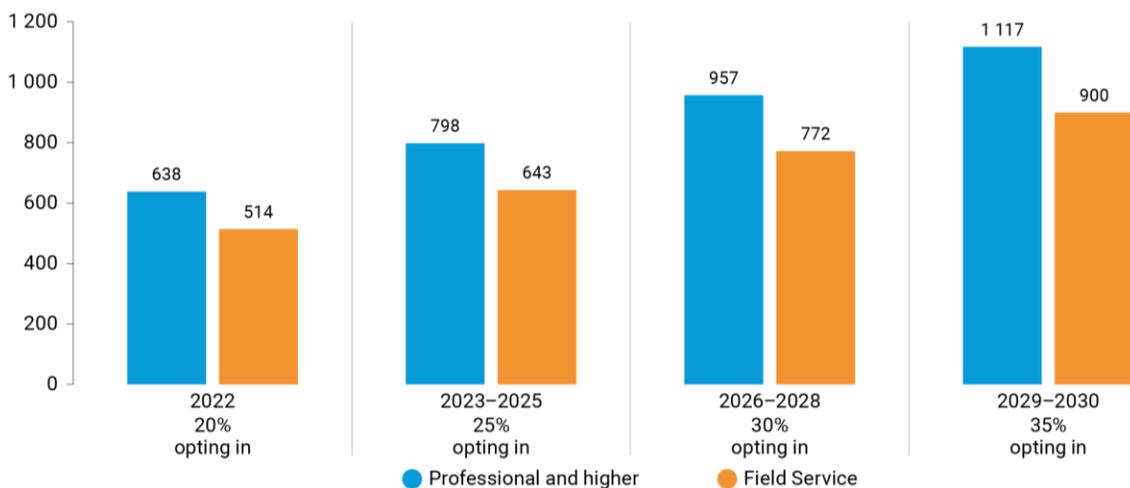
Figure A.III.IV
Projected participation of currently serving staff members who would opt into mobility, 2022–2030

(Percentage)



6. The annual number of currently serving staff members who are projected to opt in, by job category, on the basis of the above assumptions, is shown in figure A.III.V.

Figure A.III.V
Number of currently serving staff members expected to participate in mobility exercises per year, by job category and percentage of staff members opting in, 2022–2030



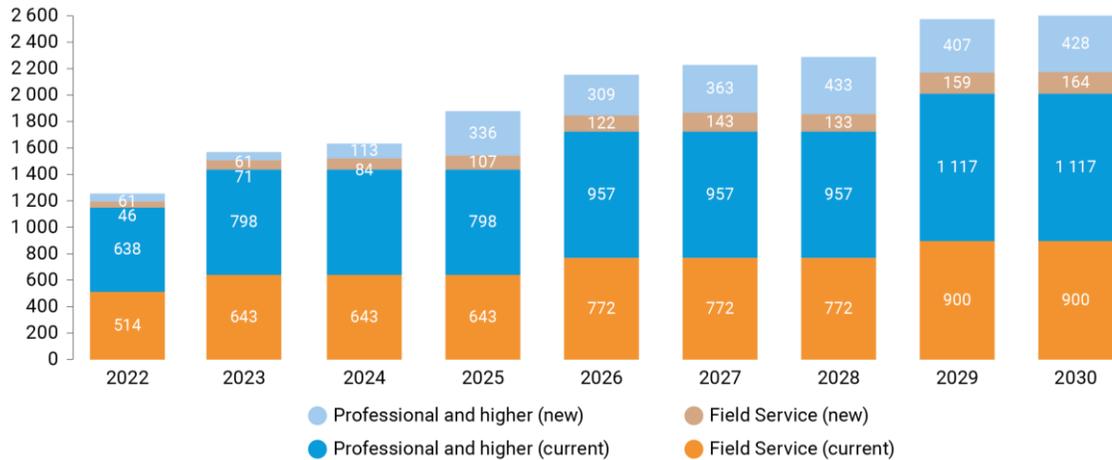
C. Total mobility participation forecast

7. The resultant projected total staff participation in mobility efforts, composed of newly recruited staff members and currently serving staff members who opt into mobility, by job category, for the period 2022–2030 is provided in figure A.III.VI below:

Figure A.III.VI

Projected participation of all staff members in mobility, by job category, 2022-2030

(Number of staff members)



D. Duration of assignments under the new approach as compared with historical data

8. Table A.III.1 provides a summary of the average number of years spent in non-field and field duty stations as at the end of 2018 by eligible staff members, compared with the standard duration of assignments.

Table A.III.1

Average number of years of service by eligible staff members in non-field and field duty stations, by job category

	<i>H and A</i>	<i>B and C</i>	<i>D and E</i>
Professional and higher	8.8	5.3	4.5
Field Service	5.1	6.0	6.6
Standard duration of assignments	5.0	4.0	2.0

9. On average, staff members in the Professional and higher category spend 3.8 more years in H and A duty stations and 2.5 more years in D and E duty stations compared with the standard duration of assignments for those duty stations. Staff members in the Field Service category spend 4.6 more years in D and E duty stations compared with the standard duration of assignments; the number of years they spend in H and A duty stations is broadly aligned with the standard.

10. Given that, under the new approach to staff mobility, the average number of years spent in non-field and field duty stations will be aligned with the standard duration of assignments for each, namely, five years for H and A duty stations, four years for B and C duty stations and two years for D and E (non-family) duty stations,

a significantly higher frequency of moves between field and non-field duty stations is expected to occur.

11. Table A.III.2 provides a summary of the projected increase in the frequency of moves by comparing the current average years spent in non-field and field duty stations by staff members in the Professional and higher and Field Service categories and the standard duration of assignment approach.

Table A.III.2

Projected increase in the frequency of moves among non-field and field duty stations, by job category

	<i>From H or A</i>	<i>From B or C</i>	<i>From D or E</i>
Professional and higher	1.8	1.3	2.3
Field Service	1.0	1.5	3.3

Note: The projected increase in the frequency of moves is derived by dividing the average number of years spent in non-field and field duty stations by the standard duration of assignments. For instance, for staff members in the Professional and higher category in H and A duty stations, the average duration of service in those duty stations is 8.8 years, while the standard duration of assignment is 5.0 years (see table A.III.1). Therefore, once the number of years of service is aligned with the standard duration of assignment, the projected increase in the frequency of moves will be 1.8 times (8.8 years/5.0 years). The projection is based on the minimum increase in expected frequency that corresponds to movements within the same hardship group; the actual number may vary with moves across hardship groups.

12. With the alignment of years of service with the standard duration of assignments, the number of moves by staff members in the Professional and higher category in H and A duty stations is expected to nearly double, and the number of moves by staff members in the Professional and higher and Field Service categories in D and E duty stations is expected to more than double and triple, respectively. This approach will provide opportunities for staff members to move into or out of D and E duty stations, thereby ensuring opportunities for staff members to gain experience in both headquarters and non-headquarters duty stations according to their qualifications and the nature of the specific functions of each post.

Annex IV

Detailed calculation of projected mobility costs

1. The mobility cost forecast for the period 2022–2030 is based on the following: (a) the projected number of participants in mobility exercises from 2022–2030, provided in annex III, section C; (b) the percentage of staff members who made geographical moves between departments, offices away from Headquarters and regional commissions and from or to field missions; (c) the average direct cost of moves for the period 2013–2018; and (d) the composition of the direct cost of moves by source of funding. Full details of how mobility costs were forecast for the period 2022–2030 are provided below.

A. Geographical moves

2. Figure A.IV.I and table A.IV.1 provide information about the number and percentage of geographical moves made by staff members in the Professional and higher and Field Service categories between 2014 and 2018.

Figure A.IV.I

Number of geographical moves between non-field entities and to or from field entities made by staff members in the Professional and higher and Field Service categories, 2014–2018

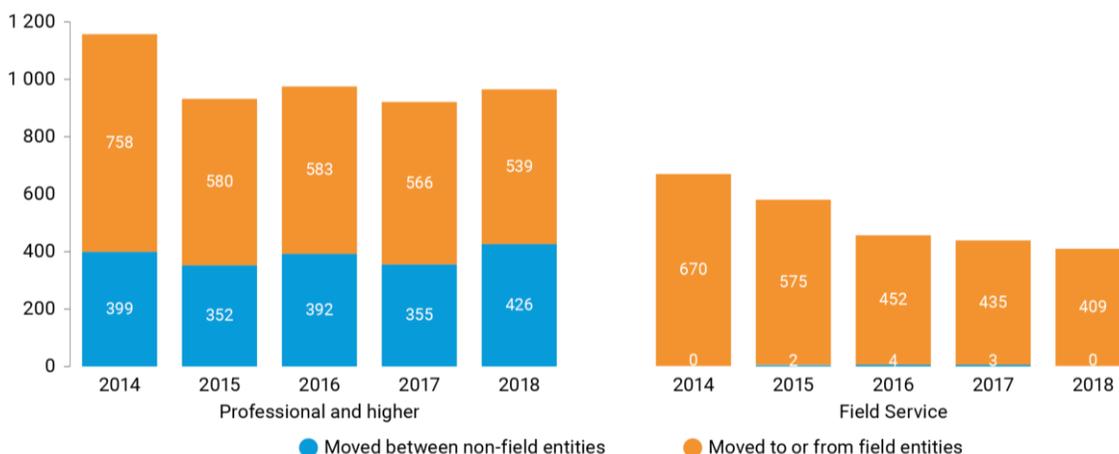


Table A.IV.1

Geographical moves between non-field entities and to or from field entities by staff members in the Professional and higher and Field Service categories, 2014–2018

(Percentage)

	<i>Between non-field entities</i>	<i>To or from field entities</i>
Professional and higher	39.2	60.8
Field Service	0.4	99.6

3. Staff in the Professional and higher category made an average of 990 geographical moves per year. An average of 39.2 per cent of staff members in this category moved between non-field entities, and 60.8 per cent moved to or from field entities. Staff members in the Field Services category made an average of 510

geographical moves per year, with an average of 0.4 per cent moving between non-field entities and 99.6 per cent moving to or from field entities.

4. Figure A.IV.II and table A.IV.2 provide information about the number and percentage of geographical moves between duty stations made by staff members in the Professional and higher and Field Service categories, by hardship group, between 2014 and 2018.

Figure A.IV.II

Number of geographical moves between duty station by staff in the Professional and higher and Field Service categories, by hardship group, 2014–2018

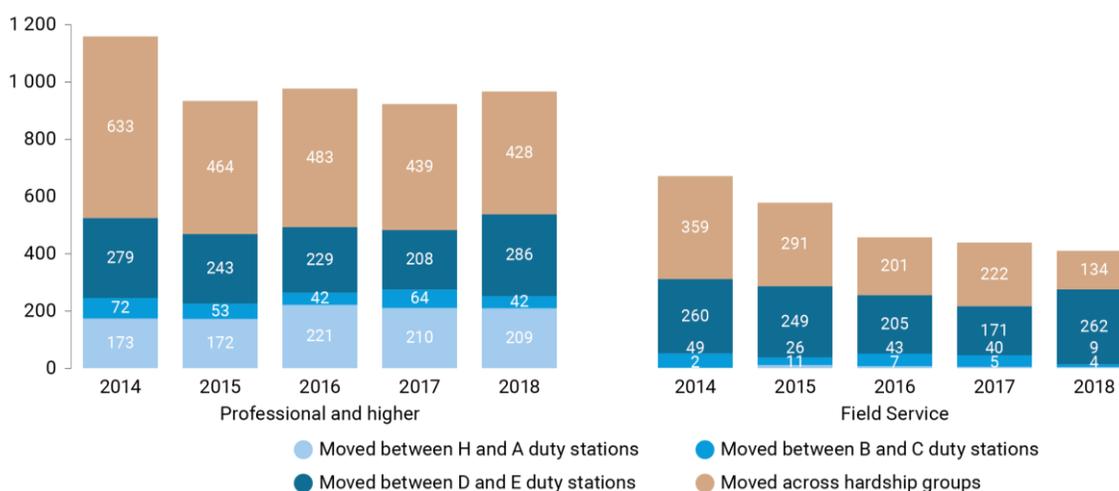


Table A.IV.2

Geographical moves between duty stations by staff in the Professional and higher and Field Service categories, by hardship group, 2014–2018

(Percentage)

	<i>Between H and A duty stations</i>	<i>Between B and C duty stations</i>	<i>Between D and E duty stations</i>	<i>Across hardship groups^a</i>
Professional and higher	20	6	25	49
Field Service	1	7	45	47

^a Among moves across hardship groups, an average of 86 per cent of staff moved in or out of D and E duty stations.

5. Of the average 990 geographical moves per year for the period 2014–2018 made by staff members in the Professional and higher category, an average of 20 per cent moved between H and A duty stations, 6 per cent moved between B and C duty stations, 25 per cent moved between D and E duty stations and 49 per cent moved across hardship groups. Staff members in the Field Service category made an average of 510 geographical moves per year in the same period. An average of 1 per cent moved between H and A duty stations, 7 per cent moved between B and C duty stations, 45 per cent moved between D and E duty stations and 47 per cent moved across hardship groups.

B. Direct costs

6. Direct costs of mobility, whether recurrent or one-time costs, arise only when staff members change duty stations. Recurrent costs include the non-removal element and the mobility incentive (for a staff member making a second move). One-time costs include the relocation grant, the assignment grant and travel costs.

7. The actual level of payment varies depending on factors such as job category and level, the number of dependent family members, the category and designation of the duty station to which the staff member moves, the duration of the assignment and the number of previous assignments that the staff member has undertaken. It is, therefore, to be expected that costs will fluctuate from year to year.

8. In order to provide information on the direct costs of duty station moves, the Secretariat analysed moves made in the calendar years 2013 to 2018 and the payments associated with those moves to derive the average direct costs per person per move. The present report provides detailed data for the 1,827 duty station moves made by internationally recruited staff in 2018 and a summary of the average direct costs for the period 2013–2018 (see table A.IV.3).

Recurrent costs for 2018 moves

9. The Secretariat analysed payroll data to identify recurrent cost payments made to staff members who moved in 2018. In that year, payments were made to 930 staff members. It should be noted that, owing to the eligibility rules for the mobility incentive, which require that staff have at least five years of prior consecutive service, some staff members would not begin to receive the incentive resulting from a 2018 move until a future year.

10. The payments made to those 930 staff members totalled \$6,925,600,¹ of which \$1,408,700 was paid to staff members who made a duty station move between departments, offices away from Headquarters and regional commissions (i.e. non-field entities) and \$5,516,900 was paid to staff members who moved to or from field missions. The average recurrent costs paid out to each staff member amounted to \$7,400.

One-time costs for 2018 moves

11. Data was also consolidated from Umoja, the Secretariat's enterprise resource planning system, for one-time costs associated with duty station moves between departments, offices away from Headquarters and regional commissions (i.e. non-field entities) made in 2018. Of the 426 staff members who made a duty station move between non-field entities in 2018, one-time costs were recorded in connection with 401. A total of \$12,984,700 was spent in connection with one-time costs for moves in 2018. The average one-time cost for each of those 401 staff members amounted to \$32,400.

12. One-time costs for duty station moves to or from field missions are also captured in Umoja. The total one-time costs incurred in 2018 for the 718 staff members who moved to or from field missions was \$15,124,800. The average one-time cost incurred for each of those staff members amounted to \$21,100.

¹ Payments and costs have been rounded to the nearest hundred for ease of comprehension.

Summary of direct costs

13. Table A.IV.3 provides a summary of the total direct costs for geographical moves made in 2018, by movement type.

Table A.IV.3

Summary of direct costs for duty station moves in 2018

(Millions of United States dollars)

	<i>Recurrent cost</i>	<i>One-time cost</i>	<i>Total</i>
Staff member moves between departments and offices away from Headquarters, including the regional commissions	1.4	13.0	14.4
Staff members moves from or to field missions	5.5	15.1	20.6
Total	6.9	28.1	35.0

14. The direct costs associated with duty station moves in 2018 between departments, offices away from Headquarters and regional commissions amounted to \$14.4 million, while those between field missions amounted to \$20.6 million, for a total of \$35.0 million. Table A.IV.4 illustrates the direct costs by source of funding.

Table A.IV.4

Composition of direct costs by source of funding

(Millions of United States dollars)

	<i>Recurrent cost</i>		<i>One-time cost</i>	
	<i>(amount)</i>	<i>(percentage)</i>	<i>(amount)</i>	<i>(percentage)</i>
Regular budget	2.0	28.7	9.6	34.0
Peacekeeping operations	3.8	55.1	10.6	37.9
Voluntary funds and other funds ^a	1.1	16.2	7.9	28.1
Total	6.9	100.0	28.1	100.0

^a Other funds are funds that cannot be grouped into regular budget, peacekeeping operations or voluntary funds. These include mainly self-insurance plans, Tribunal-assessed funds, cost recovery and jointly financed funds.

15. Table A.IV.5 provides a summary of trends in the population of staff members in the Professional, Director and Field Service categories with fixed-term, continuing and permanent contracts by source of funding between 2015 and 2019, where regular budget, peacekeeping operations and voluntary and other funds account for, on average, approximately 38 per cent, 42 per cent and 20 per cent of the costs, respectively.

Table A.IV.5
Trends in eligible staff population by source of funding, 2015–2019

	Regular budget		Peacekeeping budget		Voluntary funds and other funds ^a	
	(number of staff members)	(percentage)	(number of staff members)	(percentage)	(number of staff members)	(percentage)
2015	4 678	36.0	5 746	44.2	2 572	19.8
2016	4 678	37.5	5 489	44.0	2 302	18.5
2017	4 808	39.0	5 285	42.9	2 236	18.1
2018	4 936	38.6	5 153	40.3	2 708	21.1
2019	5 065	39.3	4 851	37.7	2 963	23.0

^a Other funds are funds that cannot be grouped into regular budget, peacekeeping operations or voluntary funds. These include mainly self-insurance plans, Tribunal-assessed funds, cost recovery and jointly financed funds.

16. A comparison of the average direct costs for 2013–2018 is provided in table A.IV.6.

Table A.IV.6
Average direct costs per person per move, 2013–2018

(United States dollars)

	2013	2014	2015	2016	2017	2018	Average (2016–2018)
Average one-time cost for staff member moves between departments, offices away from Headquarters and regional commissions	43 800	39 800	34 600	31 800	37 500	32 400	33 900
Average one-time cost for staff member moves from or to field missions	17 500	15 200	19 800	17 300	17 400	21 100	18 600
Average total recurrent cost for each staff member move	9 000	6 300	7 200	7 100	7 400	7 400	7 300

17. Table A.IV.7 provides the total cost of mobility as compared with the total cost of salary and common staff costs for all international staff members between 2016 and 2018.

Table A.IV.7
Total cost of mobility compared with the total cost of salary and common staff costs for all international staff, 2016–2018

(Millions of United States dollars)

	2016	2017	2018
Total cost of mobility ^a	40.6	40.8	35.0
Total cost of salary and common staff costs ^b	3 316.5	3 338.5	3 279.8
Equivalent percentages	1.2	1.2	1.1

^a Corresponds to payments made over 12 months to staff members who moved during the year.

^b Corresponds to payments made to international staff within the calendar year.

18. The total cost of mobility therefore corresponds to an average of 1.2 per cent of the total cost of salary and common staff costs for all international staff between 2016 and 2018.

19. Table A.IV.8 shows the total mobility cost forecast for the period 2022–2030, based on the above analysis and broken down by element and year, with the regular budget, peacekeeping operations and voluntary and other funds accounting for approximately 30 per cent, 50 per cent and 20 per cent of the costs, respectively.

Table A.IV.8
Mobility cost forecast, 2022–2030

(United States dollars, rounded to the nearest hundred; number of staff moves)

	2022	2023	2024	2025	2026	2027	2028	2029	2030
Average one-time cost per staff member move between departments, offices away from Headquarters and regional commissions (based on 2016–2018 average)	33 900	33 900	33 900	33 900	33 900	33 900	33 900	33 900	33 900
Projected number of staff member moves between departments, offices away from Headquarters and regional commissions									
Professional and higher (39.2%)	274	337	357	444	496	517	545	597	605
Field Service (0.4%)	2	3	3	3	4	4	4	4	4
Subtotal (1)^a	9 356 400	11 526 000	12 204 000	15 153 300	16 950 000	17 661 900	18 611 100	20 373 900	20 645 100
Average one-time cost per staff member move from or to field missions (based on 2016–2018 average)	18 600	18 600	18 600	18 600	18 600	18 600	18 600	18 600	18 600
Projected number of staff member moves from or to field missions									
Professional and higher (60.8%)	425	522	554	689	770	803	845	926	939
Field Service (99.6%)	558	711	724	747	890	911	901	1 055	1 060
Subtotal (2)^a	18 283 800	22 933 800	23 770 800	26 709 600	30 876 000	31 880 400	32 475 600	36 846 600	37 181 400
Average total recurrent cost per staff member move (based on 2016–2018 average)	7 300	7 300	7 300	7 300	7 300	7 300	7 300	7 300	7 300
Projected total number of staff member moves	1 259	1 573	1 638	1 884	2 160	2 235	2 295	2 583	2 609
Subtotal (3)^a	9 190 700	11 482 900	11 957 400	13 753 200	15 768 000	16 315 500	16 753 500	18 855 900	19 045 700
Total (1+2+3)	36 830 900	45 942 700	47 932 200	55 616 100	63 594 000	65 857 800	67 840 200	76 076 400	76 872 200
Cost of mobility by source of funding									
Regular budget	11 057 600	13 794 100	14 390 300	16 690 800	19 087 200	19 765 900	20 358 100	22 833 300	23 071 800
Peacekeeping operations	18 713 000	23 339 400	24 354 000	28 278 900	32 328 200	33 481 400	34 498 300	38 674 900	39 080 700
Voluntary funds and other funds ^b	7 060 300	8 809 200	9 187 900	10 646 400	12 178 600	12 610 500	12 983 800	14 568 200	14 719 700

^a Subtotal reflects the average cost per move multiplied by the projected number of moves for a given year.

^b Other funds are funds that cannot be grouped into regular budget, peacekeeping operations or voluntary funds. These include mainly self-insurance plans, Tribunal-assessed funds, cost recovery and jointly financed funds.