

An orientation guide for new  
or transferring IOM staff members

This Orientation Guide is designed to be a dynamic and informative document that will be updated at regular intervals. This document provides an overview of the policies and procedures applicable at the International Organization for Migration (IOM) and reflects the IOM statutory texts at the time of writing; however, the Guide is not meant to replace the existing body of IOM regulations, rules and instructions. In case of any conflict between this Guide and the regulations, rules and instructions, the latter prevail.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to assist in meeting the operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration, and uphold the human dignity and well-being of migrants.

Publisher: International Organization for Migration  
17 route des Morillons  
P.O. Box 17  
1211 Geneva 19  
Switzerland  
Tel.: +41 22 717 91 11  
Fax: +41 22 798 61 50  
Email: [hq@iom.int](mailto:hq@iom.int)  
Website: [www.iom.int](http://www.iom.int)

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WELCOME TO THE IOM

# Orientation Guide

An orientation guide for new  
or transferring IOM staff members

This document presents an overview of the work of the International Organization for Migration (IOM), for new or transferring staff members. We wish you a successful and fruitful journey in the global lead agency on migration.



# WELCOME INTRODUCTION



Dear colleague,

Welcome aboard! Congratulations on your appointment with the International Organization for Migration (IOM), the UN Migration Agency. I am delighted that you have decided to join the Organization, and I thank you in advance for the important contribution that you will make to the services we provide to migrants and to our Member States.

This Orientation Guide will give you a broad overview of your working environment and introduce you to the Organization and to some of the key staff members with whom you will interact in the course of your duties. We hope this package will be helpful as you settle into your position.

The Organization is committed fully to assisting you in every appropriate way in your work, and we wish you a fulfilling and rewarding career with IOM!

Sincerely,

A handwritten signature in blue ink, which appears to read 'António Vitorino'. The signature is fluid and cursive.

**Mr António Vitorino**  
*Director General*<sup>1</sup>

<sup>1</sup> On 29 June 2018, the member states of IOM, the United Nations Migration Agency, elected Portugal's António Vitorino as the International Organization for Migration's next Director General. For more information, please visit: [https://intranetportal/Pages/HQ\\_ODG.aspx](https://intranetportal/Pages/HQ_ODG.aspx)



# WELCOME INTRODUCTION



Dear colleague,

Hello and welcome to the International Organization for Migration! I would like to personally thank you for being part of our team and for contributing to our global efforts to manage migration for the benefit of all.

You are joining the Organization at a moment when the management of migration has become one of the most important economic, social, political, human and humanitarian matters. I am confident that the versatility, dynamism and excellent work environment that characterize the Organization will continue to motivate you during your time with IOM.

We also firmly believe that it is the rich diversity of our staff – genders, backgrounds, cultures and ethnicities – that makes us an exceptional organization. I expect you to safeguard these commitments to a professional work environment and staff diversity by carefully following the requirements as stated in the IOM Standards of Conduct, and the specific instructions and training courses that will be provided to you as part of the Induction Programme.

I have no doubt that you will encounter new experiences and challenges on a regular basis. How to rise to the occasion and work together to meet the complex needs of today's migrants is the great success story of IOM staff members.

Innovative solutions and purposeful development are the keys to the future success of IOM. So what does this mean for you? We are counting on you to bring forward your ideas, experience and knowledge to help shape the way in which IOM staff work and think.

I wish you great success in your new assignment!



**Ambassador Laura Thompson**  
*Deputy Director General<sup>2</sup>*

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<sup>2</sup> Ambassador Laura Thompson was re-elected as Deputy Director General of the International Organization for Migration (IOM) on 19 June 2014 by the Organization's Council of Member States for a second five-year term. Ambassador Thompson started her tenure as IOM Deputy Director General on 1 September 2009. For more information please visit: [https://intranetportal/Pages/HQ\\_ODG\\_DDG.aspx](https://intranetportal/Pages/HQ_ODG_DDG.aspx)



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**Welcome to the IOM Orientation Guide** was produced by the Human Resources Management (HRM) Division of the Department of Resources Management in Headquarters.

We would like to express our gratitude to the many IOM staff members; Department Directors, heads of units and focal points; Regional Directors and Chiefs of Missions; Human Resources focal points; Information and Communications Technology focal points; and the Global Staff Association Committee, whose thoughtful feedback and valuable contributions were critical to the writing of this Guide.

In addition, IOM would like to acknowledge the efforts of the following IOM staff who played a crucial role in contributing to this Guide – Ismail Albaidhani, Claudie Barrat, Erin Bowser, Dyane Epstein, Alison Holmes, Daniel Redondo and Don Scott.

Special thanks to Mr António Vitorino, IOM Director General, and Ambassador Laura Thompson, IOM Deputy Director General, for their commitment to providing a professional and supportive induction process for all IOM staff members.

Finally, HRM recognizes the importance of continuous feedback with regard to the contents to ensure that the Guide provides new and transferring staff with the most accurate and helpful information possible. Colleagues are invited to send comments and suggestions to the following email address: [talentmanagement@iom.int](mailto:talentmanagement@iom.int)

Geneva, March 2018



**Anke Strauss**  
*Head of Talent Management*

# INTRODUCTION

## **IOM at 66 Years of Service**

The International Organization for Migration (IOM), the UN Migration Agency, has a long history of providing humanitarian services to migrants, Member States, partners and communities. During your first 100 days with IOM you will learn in more detail about the Organization's mandate, structure, operations and policies.

The dynamic and ever-changing nature of global migration trends and crises requires an equally responsive and professionalized approach from IOM. We would like you – as a new or transferring staff member – to have an understanding of some of the critical challenges and realities of IOM as you begin your Induction Programme.

### ***United Nations Membership***

In September 2016, IOM joined the UN system with the status of a [Related Organization](#). This move, voted on and endorsed by IOM Member States, places the Organization in a unique position and solidifies its status as the lead UN Migration Agency.

### ***The Global Compact for Migration***

The [New York Declaration for Refugees and Migrants](#) was adopted on 19 September 2016, at the UN General Assembly. The Declaration recognizes the need for a comprehensive approach to human mobility and enhanced cooperation at the global level. The [global compact](#) is framed consistent with Target 10.7 of the 2030 Agenda for Sustainable Development with a focus on facilitating safe, orderly and regular migration.





# 1

## STARTING YOUR IOM JOURNEY





# STARTING YOUR IOM JOURNEY

## 1.1. Welcome to IOM

You have just joined the leading migration agency in the world. Congratulations!

We hope your time with IOM will be a journey full of personal and professional experiences, and we wish you a successful career within the Organization.

Your journey starts now. As an IOM staff member, you are required to serve the Organization with your knowledge, skills, integrity and pride. Becoming an IOM staff member is also a responsibility, since you will be contributing to the fulfilment of the Organization's mandate to support migrants, Member States and other stakeholders.

At IOM, we celebrate and respect the diversity of our staff members. Our aim is to foster a workplace where everyone treats one another with dignity and respect at all times.

We do not tolerate discrimination or harassment of any kind, especially regarding race, religion, skin colour, nationality, age, ancestry, sex, sexual orientation, gender identity or expression, marital status, family structure, mental or physical ability, or any other characteristic.

As an IOM staff member, you are expected to uphold the highest professional and ethical standards. The Organization requires that you familiarize yourself with institutional policies that outline these criteria, particularly the following:

- [IN/15 Rev. 1: Standards of Conduct](#)
- [Unified Staff Rules and Regulations](#)
- [IN/234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse](#)

We encourage you to familiarize yourself with [Improving Issuance of and Adherence to Instructions and Guidance \(IN/1\)](#), which explains the different types of IOM instructions and policies, mandatory for all IOM Staff.

The full **IOM Induction Programme** for new and transferring staff members consists of the following three components:

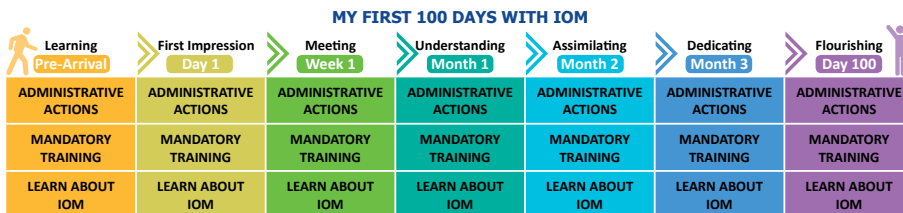
Welcome to the IOM Orientation Guide	My First 100 Days with IOM Chart	Welcome to IOM: Online Training
This is a written guide with information about IOM, including useful checklists and important resources.	This is a descriptive timeline that supports staff members joining IOM to navigate the administrative actions, mandatory training and required readings at each stage of their induction process.	This is an online learning module that provides you with a basic introduction to IOM and the induction process.

**Welcome to the IOM Orientation Guide** was created to provide new staff members with the basic information necessary to flourish at the workplace. Each chapter contains hyperlinks to documents and resource pages.<sup>3</sup> The following section details what you can expect from the Induction Programme during your first 100 days with IOM.

## 1.2. Your First 100 Days with IOM

### Preparing to Take Your Assignment

Welcome to IOM, the UN Migration Agency! The Organization is proud to have you come on board and we want to ensure that you have all the knowledge and tools necessary to make a successful start and rewarding career. IOM has revitalized its induction process to include **Welcome to the IOM Orientation Guide**, **My First 100 Days with IOM Chart** (hereinafter referred to as the First 100 Days Chart) and a complementary Welcome to IOM: Online Training module. The First 100 Days Chart is an innovative planning tool and timeline that recognizes that the transition to becoming an IOM staff member starts well before your first day in the office and runs through the critical first three months of service.



<sup>3</sup> If you have limited access to the Internet, please request a copy of required documents and resources from your local Human Resources (HR) focal point. Some documents are hosted on the IOM intranet. You will gain access to this secure online platform once all administrative formalities regarding your contract are in place.

By now you should have received an email confirming your selection and some administrative instructions, including the requirement to read this Orientation Guide. If you have not received these instructions, please contact your Human Resources (HR) focal point.

In the days and weeks prior to your first day in the office, you will have some administrative tasks and mandatory training to complete. Furthermore, you will be contacted by your direct supervisor with any reading/project documents to review, if required. It is important to review [Annex 2](#) (IOM Induction Programme – New Staff Member Checklist).

You will also be assigned an “IOM buddy” who will support you during your first 100 days. This individual will be an IOM colleague who will act as an informal resource to help you quickly learn the IOM way of doing things.

Please note that this Orientation Guide and the accompanying **First 100 Days Chart** provide a general framework for new and transferring staff members. Depending on the nature and location of your duties, you may be expected to complete additional training or requirements that will be pre-set by your specific IOM office and supervisor.



**PRIOR to ARRIVAL** at IOM, become familiar with this Orientation Guide (sections 1 and 2) and the 100 Days Path (Chart).



**UPON ARRIVAL** at IOM, please confirm with your supervisor you have the following tools to complete your Induction Programme requirements:

- A computer and an IOM email account
- Access to the Internet
- Access to IOM intranet
- Access to PRISM<sup>4</sup>
- Access to PRIMA<sup>5</sup>
- Access to I-Learn, an online learning portal to access the IOM Induction Programme online curriculum

<sup>4</sup> PRISM stands for Processes and Resources Integrated Systems Management. See [section 4.2](#) (“Stay Connected”).

<sup>5</sup> PRIMA stands for Project Information and Management Application. See [section 4.2](#) (“Stay Connected”).

## MY FIRST 100 DAYS WITH IOM<sup>6</sup>

 <b>Learning</b> <b>Pre-Arrival</b>	<b>First Impression</b> <b>Day 1</b>	<b>Meeting</b> <b>Week 1</b>	<b>Understanding</b> <b>Month 1</b>	<b>Assimilating</b> <b>Month 2</b>	<b>Dedicating</b> <b>Month 3</b>	<b>Flourishing</b> <b>Day 100</b> 
<b>ADMINISTRATIVE ACTIONS</b> <ul style="list-style-type: none"> <li>• Sign the contract and submit other documentation as required by Human Resources (HR)</li> <li>• Read and sign the following documents:               <ul style="list-style-type: none"> <li>- IN/15 Rev. 1: Standards of Conduct</li> <li>- IN/234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse</li> </ul> </li> <li>• Review Pre-arrival Checklist</li> </ul>	<b>ADMINISTRATIVE ACTIONS</b> <ul style="list-style-type: none"> <li>• Obtain an IOM ID or badge from HR</li> <li>• Ensure you receive an IOM email and can access the IOM intranet (confirm with your supervisor)</li> <li>• Obtain security equipment and participate in IOM/UNDSS security briefings (as required)</li> <li>• Obtain first day and/or first week schedule from your supervisor</li> <li>• Review <a href="#">Day 1 Checklist</a></li> </ul>	<b>ADMINISTRATIVE ACTIONS</b> <ul style="list-style-type: none"> <li>• Review TORs with your supervisor</li> <li>• Tour the IOM office</li> <li>• Attend briefings with key IOM staff (administrative processes, thematic areas, etc.)</li> <li>• Meet your IOM buddy</li> <li>• Review <a href="#">Week 1 Checklist</a></li> </ul>	<b>ADMINISTRATIVE ACTIONS</b> <ul style="list-style-type: none"> <li>• Establish Staff Evaluation System (SES) objectives with your supervisor and enter them into the SES on the intranet</li> <li>• Participate in biweekly check-ins with your IOM buddy</li> <li>• Review <a href="#">Month 1 Checklist</a></li> </ul>	<b>ADMINISTRATIVE ACTIONS</b> <ul style="list-style-type: none"> <li>• Identify courses on I-Learn relevant to your TORs or learning needs</li> <li>• Participate in weekly check-ins with your IOM buddy</li> <li>• Review <a href="#">Month 2 Checklist</a></li> </ul>	<b>ADMINISTRATIVE ACTIONS</b> <ul style="list-style-type: none"> <li>• Explore I-Learn for possible IOM related/advertised thematic webinars or training</li> <li>• Participate in weekly check-ins with your IOM buddy</li> <li>• Review <a href="#">Month 3 Checklist</a></li> </ul>	<b>ADMINISTRATIVE ACTIONS</b> <ul style="list-style-type: none"> <li>• Log in to I-Learn to print your Induction Programme Certificate</li> <li>• Complete the IOM induction evaluation</li> <li>• Review <a href="#">Day 100 Checklist</a></li> </ul>
<b>MANDATORY TRAINING<sup>7</sup></b> <ul style="list-style-type: none"> <li>• Basic Security in the Field (Online)</li> <li>• Advanced Security in the Field (Online) (Note: Advanced Security in the Field is for all international Professional (P) staff and General Service (GS) staff / National Officers (NOs) in the Field.<sup>8</sup>)</li> </ul>	<b>MANDATORY TRAINING</b> None	<b>MANDATORY TRAINING</b> <ul style="list-style-type: none"> <li>• Ethics and Conduct at IOM: The Values We Share (Online<sup>9</sup>) (Note: This must be completed by Week 1, no exceptions.)</li> <li>• Welcome to IOM: Online Training (Forthcoming)</li> </ul>	<b>MANDATORY TRAINING</b> <ul style="list-style-type: none"> <li>• I Know Gender (Online)</li> <li>• Prevention of Sexual Exploitation and Abuse (PSEA) Awareness-Raising Training (Face-to-face training according to office schedule)</li> </ul> <p>(Note: Depending on the country or function, there may be other mandatory training courses to complete.)</p>	<b>MANDATORY TRAINING</b> <ul style="list-style-type: none"> <li>• UN Cares – HIV in the Workplace (Online<sup>10</sup>)</li> </ul> <p>(Note: Depending on the country or function, there may be other mandatory training courses to complete.)</p>	<b>MANDATORY TRAINING</b> <ul style="list-style-type: none"> <li>• Personal security training – primarily offered in hardship locations or high-security environments (as required)</li> <li>• Basic first aid training (as required)</li> </ul> <p>(Note: Depending on the country or function, there may be other mandatory training courses to complete.)</p>	<b>MANDATORY TRAINING</b> None
<b>LEARN ABOUT IOM</b> <ul style="list-style-type: none"> <li>• Explore the IOM website (<a href="http://www.iom.int">www.iom.int</a>)</li> </ul>	<b>LEARN ABOUT IOM</b> <ul style="list-style-type: none"> <li>• Read <a href="#">sections 1 and 2</a> of the <a href="#">Orientation Guide</a></li> </ul>	<b>LEARN ABOUT IOM</b> <ul style="list-style-type: none"> <li>• Read <a href="#">sections 3 and 4</a> of the <a href="#">Orientation Guide</a></li> </ul>	<b>LEARN ABOUT IOM</b> <ul style="list-style-type: none"> <li>• Read <a href="#">section 5</a> of the <a href="#">Orientation Guide</a></li> </ul>	<b>LEARN ABOUT IOM</b> <ul style="list-style-type: none"> <li>• Read <a href="#">section 6</a> of the <a href="#">Orientation Guide</a>.</li> </ul>	<b>LEARN ABOUT IOM</b> <ul style="list-style-type: none"> <li>• Read <a href="#">section 7</a> of the <a href="#">Orientation Guide</a>.</li> </ul>	<b>LEARN ABOUT IOM</b> <ul style="list-style-type: none"> <li>• Read <a href="#">section 8</a> of the <a href="#">Orientation Guide</a>.</li> </ul>

<sup>6</sup> This is a suggested 100-day plan for the IOM Induction Programme. Each staff member may have additional training, reading and/or on-boarding programmes to complete in line with their respective Terms of Reference (ToRs).

<sup>7</sup> For nationally recruited staff, this may be completed upon arrival at your IOM country office.

<sup>8</sup> Field location is defined by the UN Security Policy Manual as any location not designated as Headquarters duty station under the mobility and hardship scheme established by the International Civil Service Commission (ICSC).

<sup>9</sup> During the I-Learn roll-out period, some staff members may need to access e-learning courses through IOM's Video Arts Platform.

<sup>10</sup> During the I-Learn roll-out period, some staff members may need to access e-learning courses through IOM's Video Arts Platform.



# 2

**LEARNING:**  
PRE-ARRIVAL



# LEARNING: PRE-ARRIVAL



## Administrative Actions

Please carefully review your Terms of Reference (ToRs), which lists your job responsibilities and any documentation sent to you by IOM HR.

Once you sign your contract, you are ready to get started with your induction into IOM. Here are some useful things prior to your first day of work:

**MY FIRST 100 DAYS WITH IOM**

Learning Pre-Arrival	First Impression Day 1	Meeting Week 1	Understanding Month 1	Assimilating Month 2	Dedicating Month 3	Flourishing Day 100
ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS
MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING
LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM



### My First 100 Days with IOM Chart

- Review the “Pre-arrival” section. **Welcome to the IOM Orientation Guide**
- Read section 1 and section 2.

- Confirm the following information with your supervisor or HR focal point:
  - Ask when your start date is.
  - Inquire about the official working hours.
  - Ask about the dress code in the office.
  - Discuss any special needs with your supervisor, department/unit head or HR focal point.
  - Check what documentation you need to bring on your first day in the office (national identification card, resident permit, proof of dependants, etc.).
  - Determine how you will get to the office on the first day. If required, inquire about parking arrangements.
- Revisit your ToRs.
- Ensure that the contract is signed and submitted to HR.

- Submit the relevant administration documents you received from your HR focal point (bank information, health information, etc.) *(Note: You will only receive official confirmation of your employment once these documents have been received and your medical clearance has been granted.)*
- Read and sign [IN/15 Rev. 1: Standards of Conduct](#) and [IN/234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse](#).
- Complete the **MANDATORY** United Nations Department of Safety Security (UNDSS) [Basic Security in the Field](#) and [Advanced Security in the Field](#) and provide the completed certificates to your HR focal point *(Note: Advanced Security in the Field is for P staff and GS staff/NOs in the Field.<sup>11</sup> Completing both courses will take between two and four hours, which you can do in one go or in several sessions.)*
- Explore the IOM website ([www.iom.int](http://www.iom.int)) and read relevant country reports, news and guidance to learn more about IOM.
- Review other useful documents below *(please request as applicable from your HR focal point)*:
  - [IN/90: Policy for a Respectful Working Environment](#)
  - [IN/123: ICT Policies and Guidelines](#)
  - [IN/142: Policy on Reporting Irregular Practices, Wrongdoing and Misconduct](#)
- Complete your Personal Action Plan (see [Annex 4](#)).

For international P staff, accomplish the following:

- Obtain [travel authorization](#) (TA) and [security clearance](#) if your posting is in a duty station different from where you currently reside.
- Coordinate with your HR focal point to support the following:
  - Booking flights;
  - Organizing temporary accommodation (e.g. hotel);
  - Organizing transportation from the airport on arrival;
  - Identifying how to get from your hotel or other accommodation to the office on the first day of work.
- Consider the needs of any dependants that may accompany you (including school documents, health records, medication, passport valid for more than six months).

<sup>11</sup> Field location is defined in the United Nations Security Management System (UNSMS) Security Policy Manual as any location not designated as Headquarters duty station under the mobility and hardship scheme established by the ICSC.



- ❑ Request a copy of the IOM Country Guide, if available.<sup>12</sup>
- ❑ Read about the cultural norms in your new country.
- ❑ Consider learning a few words in the local language of your new IOM Country Office (including “Hello”, “Thank you”, “Please”, “Goodbye”).

Finally, remember that your HR focal point will send you specific instructions with documentation that you may need to complete and send prior to your start date. These requirements may vary according to the IOM office. Examples of what you may expect to complete are as follows:

- Family Status Form;
- Dependency documents (e.g. marriage certificate, income letter of spouse, birth certificate of child(ren));
- Bank Instruction Form;
- Designation of Beneficiaries Form;
- Personal History Form;
- Resumé/Curriculum vitae;
- Copy of relevant university diplomas, academic certificates and certificates of previous training;
- Copy of passport or identification card and birth certificate;
- Entry-on-duty medical examination and medical requirements (e.g. immunizations, medical questionnaire);
- Health insurance enrolment forms (please see [Conditions of Service](#) for more details);
- Driver’s licence (if functions involve driving).



*You will only be given authorization to start your duty once all requested documents have been received and medical clearance has been granted.*

<sup>12</sup> The United Nations, led by the Office of the United Nations High Commissioner for Refugees (UNHCR) and the UN Secretariat, produces country guides for many of the locations where the United Nations operates worldwide. These guides include general living and working conditions in each country. However, the contents and specific information provided vary according to the needs and conditions of each country. For more information, please speak with your local HR focal point.



## Mandatory Training

- Basic Security in the Field** (mandatory for all staff, consultants, interns, etc.)
- Advanced Security in the Field** (for all P staff and GS staff as needed<sup>13</sup>)



## Advice

Following are general tips as you start your new assignment:

- ✓ Have an **open and positive attitude**. A smile is always welcome when meeting your new colleagues.
- ✓ **Introduce yourself** to your new colleagues and try to arrange a coffee/lunch break to get to know them better and their work.
- ✓ Ensure you have read and understood the conditions of your contract and your **ToRs**. Otherwise, request support and clarification from your HR focal point and/or your supervisor.
- ✓ **Review** job responsibilities, competencies and expectations with your supervisor.
- ✓ **Review your department's mission, strategy, functions, policies, procedures**, organization, critical members, calendar and confidentiality of information.
- ✓ Request information about the **office structure, office hours, dress code** and any other **office attendance policies**.
- ✓ Be open to differences. **IOM is a diverse working environment, and we are proud of it!**
- ✓ **Ask for an office tour** (washroom, water fountain, vending machine, pantry/kitchen, refrigerator, emergency exit, parking space).
- ✓ Go over phone, email, photocopies and office supplies procedures.
- ✓ A security briefing is mandatory upon arrival, particularly in Field locations. This is usually arranged for you in advance. However, if you do not have it in your schedule on your first day, ask for it.
- ✓ **Do not be afraid to ask**. We all have had a first day in the office, and more importantly, colleagues are there to support you.

<sup>13</sup> Field location is defined in the UNSMS Security Policy Manual as any location not designated as Headquarters duty station under the mobility and hardship scheme established by the ICSC.

## Tools

To complete your pre-arrival tasks and learning, you will need the following tools:

- Welcome to the IOM Orientation Guide
- IOM website ([www.iom.int](http://www.iom.int))



## Learn about IOM

Prior to your first day of work with IOM, we encourage you to read the indicated pre-arrival reading provided as part of [section 2](#) of the Orientation Guide (see “IOM in Brief” section).

You can also find many useful resources and information from the IOM website ([www.iom.int](http://www.iom.int)). The website is constantly updated and provides you with basic information about the Organization and its current activities. Be sure to click on Our Work and Countries sections on the website to find out more about your Country Office programmes and activities prior to arrival. If you do not have access to the IOM website or the Internet in general, you may want to contact your IOM office to receive a printed copy of the IOM [General Information Folder](#).

As indicated in the **First 100 Days Chart**, you will be asked to complete a series of training courses. These are vital in ensuring your understanding of the Organization and its policies and expectations, and for your safety. During the pre-arrival period of your induction process, the following training courses are mandatory:

- International P staff members taking an assignment in the Field will be required to complete the two online security training courses (Basic Security in the Field and Advanced Security in the Field) prior to receiving TA to begin duties.
- GS staff members are required to complete these online security training courses within the first week of duty (Basic Security in the Field for all staff, consultants, interns and others; Advanced Security in the Staff for all staff who are working in Field locations).

There are certain duty stations or countries where the UNDSS requires additional security training courses, such as the **UN Safe and Secure Approaches in Field Environment (SSAFE)** training, Individual First Aid Kit (IFAK), and Security Awareness and Induction Training (SAIT). These special training sessions are scheduled and require coordination in advance with various United Nations Security Management System (UNSMS) agencies and organizations. Your receiving office is responsible for arranging these training sessions for you. However, it is your personal responsibility to ensure that you complete these training courses before you arrive in your duty station by coordinating with your supervisor and security officer.



*There are very high-risk duty stations that require these training courses to be completed prior to entering the country.*

Please visit the UNDSS training website (<https://training.dss.un.org/courses/login/index.php>) to begin your mandatory online security training courses (Basic Security in the Field and Advanced Security in the Field). Please record your username and password for the UNDSS website because you will need to access it to request security clearance when planning official travels.

The following sections provide more detailed information about IOM as an organization and your conditions of service.

## 2.1. IOM in Brief

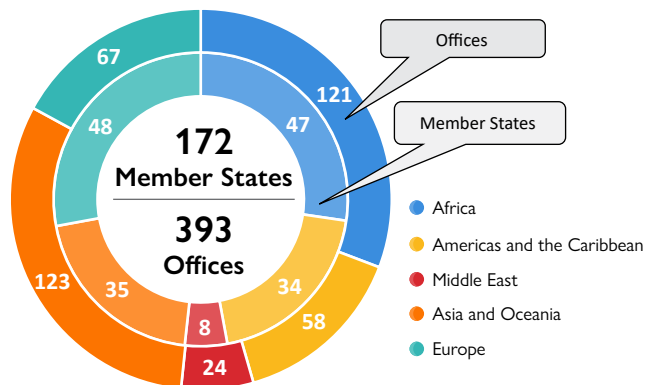
### *IOM Mission Statement*

*IOM is committed to the principle that humane and orderly migration benefits migrants and society.*

As the global lead agency on migration, IOM works with its partners in the international community to assist in meeting the growing operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration, and uphold the well-being and human rights of migrants.

The [IOM Constitution](#) gives explicit recognition to the link between migration and economic, social and cultural development, as well as to the right of freedom of movement of persons.

With currently 172 [Member States](#), additional 8 States holding observer status and over 410 Field locations, IOM continues to grow. IOM counts more than 10,000 staff, with more than 97 per cent of staff members based in the Field, with international-to-national staff ratio of 1:9.

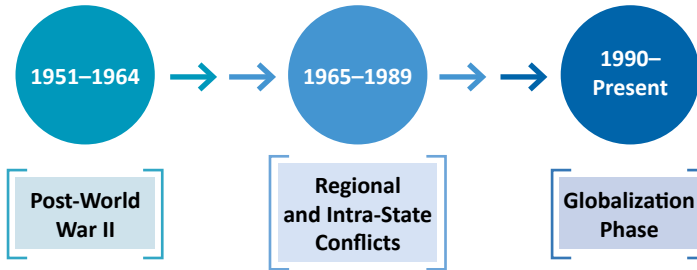


Note: As of December 2017.

Download a copy of the [IOM Snapshot](#) for more details.

## IOM History

The increase in volume and complexity of migration has led to the expansion and evolution of IOM over the past 65 years into the only organization with a global mandate exclusively devoted to migration. The Organization has passed through three distinct phases since it was established in 1951:



### *Post-World War II (1951–1964)*

In the immediate aftermath of World War II, IOM, then known as the Provisional Intergovernmental Committee for the Movement of Migrants from Europe, resettled 406,000 European refugees in overseas locations, including Latin America.

The succession of name changes to the Intergovernmental Committee for European Migration (ICEM) in 1952, to the Intergovernmental Committee for Migration (ICM) in 1980 and to the International Organization for Migration (IOM) in 1989 reflects the Organization’s transition over half a century from being a logistics agency to the migration agency it is today.

### *Regional and Intra-State Conflicts (1965–1989)*

In the 1970s and 1980s, IOM continued its refugee resettlement programmes in Africa, South-East Asia and Central America where regional and intra-State conflicts caused large-scale population displacement. It was then that IOM began playing a role – in no small measure building on its experiences in Latin America – in what would later be referred to as “migration and development”.

### *Globalization Phase (1990–Present)*

For the past 25 years, Member States have called on IOM to undertake a wide range of migration-related services in the fields of labour migration, counter-trafficking, return and reintegration, and migration health, in addition to policy work. From its roots as an operational logistics agency, IOM has broadened its scope to become the leading international agency working with governments and civil society to advance the understanding of migration issues, encourage social and economic development through migration, and uphold the human dignity and well-being of migrants. As “the global lead agency on migration”, IOM has become the point of reference in the lively global debate on the social, economic and political implications of migration in the twenty-first century.

IOM has a long-standing and extensive working relationship with the United Nations at several levels.

In September 2016, IOM signed a new Agreement with the United Nations and became a UN [Related Organization](#). As the UN Migration Agency, IOM continues to be the global lead agency on migration and operates as an independent, intergovernmental organization with its own constitution and governance system.



IOM is an essential contributor in the field of migration and human mobility, in the protection of migrants' rights, and in operational activities related to migrants, displaced people and migration-affected communities, including the areas of resettlement and returns.

The Organization follows the many UN procedures that it had previously adhered to including salary scales, the United Nations Joint Staff Pension Fund (UNJSPF), staff and office security through the UNDSS, the IASC cluster system membership and assessment scale for contributions of Member States, among others. IOM is also a member of the [Chief Executives Board for Coordination \(CEB\)](#), a UN entity that brings together the [executive heads of 31 specialized organizations](#) to deliver as one at the global, regional and country levels. IOM is not part of the International Civil Service Commission (ICSC) or the Joint Inspection Unit (JIU).

- Learn more about [IOM Director General's Guidance on IOM-UN Relationship](#).
- View a brief (six minutes) video about [IOM's sixty-fifth anniversary](#) and evolution as an organization.
- See also the free UN course "[Welcome to the UN](#)".

For additional information about IOM history, please visit: [www.iom.int/iom-history](http://www.iom.int/iom-history)

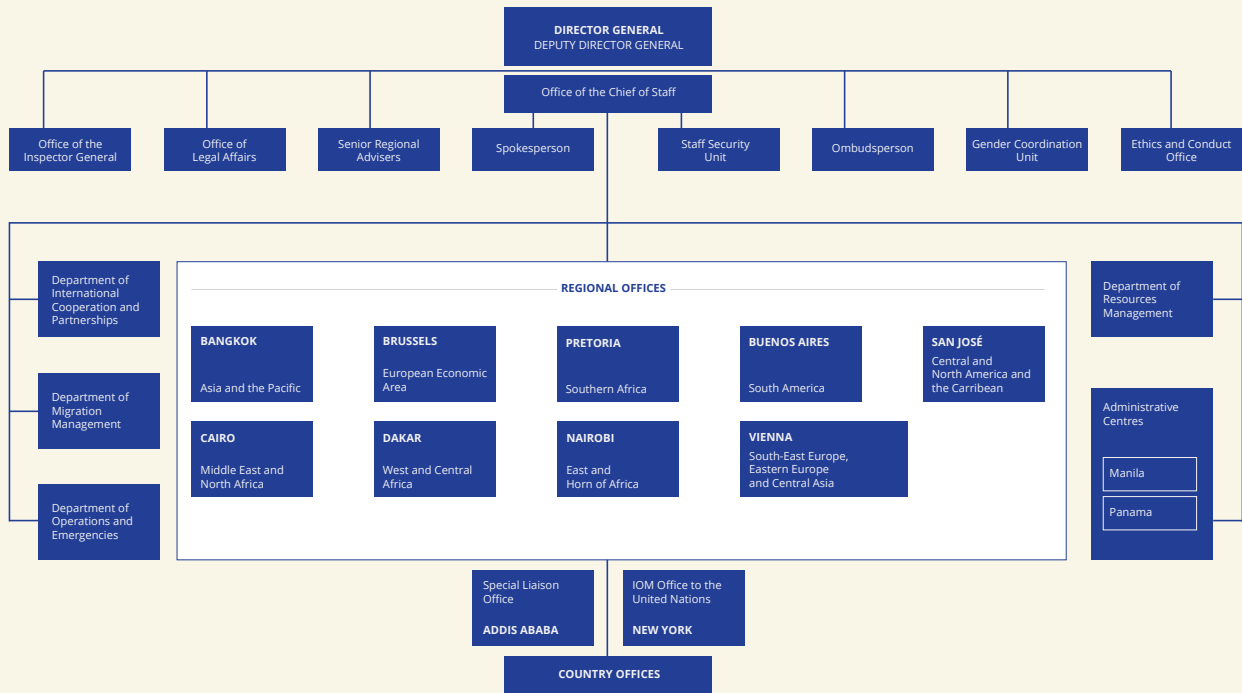
### *Organizational Structure*

IOM's structure is highly decentralized – 97 per cent of staff are based in the Field with IOM Headquarters located in Geneva, Switzerland – and this has enabled the Organization to acquire the capacity to deliver an ever-increasing number and diversity of projects and programmes. This global decentralized structure enables IOM to respond quickly and with flexibility to an ever-changing migration environment.





# INTERNATIONAL ORGANIZATION FOR MIGRATION ORGANIZATIONAL STRUCTURE



The IOM organigram shows the basic structure of the Organization. A more detailed chart is also available on page 21. Both charts, which are updated regularly, can be downloaded from the intranet. Staff members are encouraged to check the intranet for the latest versions of the charts.

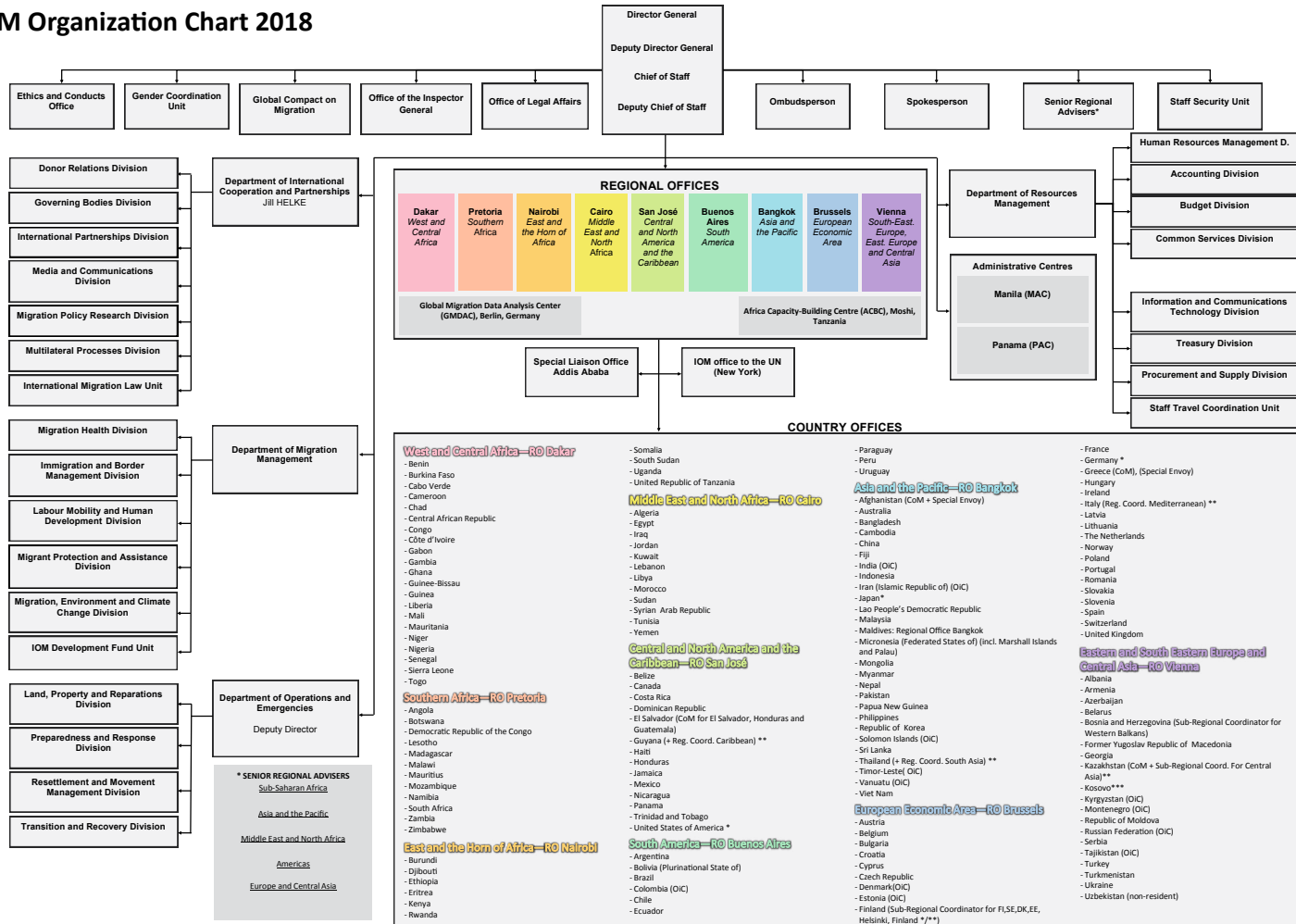
We also invite you to learn more about the IOM Chiefs of Missions worldwide. A [directory](#) is available and updated roughly every two years.

### *IOM Headquarters Structure*

**IOM Headquarters**, located in Geneva, Switzerland, is responsible for the formulation of institutional policy, guidelines and strategy; setting standards; directing quality control; and oversight. It is composed of four departments, which are under the Office of the Director General (ODG). The ODG manages the Organization and has the overall responsibility for the development of coherent policies and oversight of activities to ensure compliance with strategic priorities set by the Director General.

- The [Department of International Cooperation and Partnerships \(ICP\)](#) is responsible for (a) supporting and coordinating the Organization's relations with States, other international organizations, civil society, research institutions, the media and governments, and multilateral and private-sector donors; and (b) providing guidance to the Field on multilateral processes, in particular through the Regional Liaison and Policy Officers in Regional Offices, and on other resources.
- The [Department of Migration Management \(DMM\)](#) is responsible for providing policy guidance on migration management to the Field. This entails (a) formulating global strategies, (b) controlling the quality of capacity-building activities and (c) providing direct services through the technical supervision of Regional Thematic Specialists. The Department also includes the IOM Development Fund Unit.
- The [Department of Operations and Emergencies \(DOE\)](#) is responsible for providing policy and strategic guidance on emergency- and crisis-related issues, and for overseeing IOM activities under its four divisions: (a) Preparedness and Response Division; (b) Transition and Recovery Division; (c) Land, Property and Reparations Division; and (d) Resettlement and Movement Management Division. In addition to Headquarters-level support, Thematic Specialists based in Regional Offices provide technical support, ensure coordination, and promote thematic and geographical coherence for the Department's portfolio.

# IOM Organization Chart 2018



Please communicate any changes to Naomi Uliel (nuliel@iom.int). The changes will be included in the next update of the chart.

OIC: office in charge/\* Country Offices (CO) with Resource Mobilization Functions/\*\* CO with Coordinating Functions/\*\*\*/ Reference to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999)

- The [Department of Resources Management \(DRM\)](#) is responsible for (a) establishing and implementing policies to ensure sound financial, personnel, and IT management and planning; (b) coordinating financial, IT and human resources proposals and policies, and their dissemination to internal and external stakeholders; and (c) assisting the Director General in making overall management decisions.

Learn more about the IOM Headquarters structure and ToRs through the document [IOM Headquarters Terms of Reference](#).

### *IOM Field Structure*

The IOM Field structure is composed of a global network of Country Offices (and sub-offices), which implement a wide range of projects addressing specific migration needs. These offices keep abreast of and analyse migration issues and emerging trends in the country in order to develop appropriate responses and contribute to regional strategy and planning. On the basis of the regional strategies, these offices develop a country strategy and a national plan of action in coordination and consultation with their respective Regional Offices. Country Offices are financed predominantly by the projects implemented in the respective locations.

Can you identify the IOM Regional Office that covers your Country Office? How many countries are in your region? Click on the map to learn more, or see the full [list of IOM offices](#) by regional geographic coverage (as of February 2016).



IOM

THE UN MIGRATION AGENCY

# OVERVIEW AND IOM REGIONAL GEOGRAPHICAL COVERAGE

- REGIONAL OFFICE
- COUNTRY OFFICE WITH COORDINATING FUNCTIONS
- COUNTRY OFFICE WITH RESOURCE MOBILIZATION FUNCTIONS
- SLO - SPECIAL LIAISON OFFICE
- AFRICAN CAPACITY BUILDING CENTRE
- ADMINISTRATIVE CENTER
- GLOBAL MIGRATION DATA ANALYSIS CENTRE



	1998	2018
MEMBERSHIP	67	169
EXPENDITURE	242M USD	1.8B USD
FIELD LOCATIONS	119	400
ACTIVE PROJECTS	686	3,500
OPERATIONAL STAFF	1,100	11,000

	Location	Role
<b>9 Regional Offices</b>	<ul style="list-style-type: none"> <li>• Dakar, Senegal (West and Central Africa)</li> <li>• Nairobi, Kenya (East and Horn of Africa)</li> <li>• Cairo, Egypt (Middle East and North Africa)</li> <li>• Pretoria, South Africa (Southern Africa)</li> <li>• San José, Costa Rica (Central and North America and the Caribbean)</li> <li>• Buenos Aires, Argentina (South America)</li> <li>• Bangkok, Thailand (Asia and the Pacific)</li> <li>• Brussels, Belgium (European Economic Commission)</li> <li>• Vienna, Austria (South-Eastern Europe, Eastern Europe and Central Asia)</li> </ul>	Formulate regional strategies and plans of action to provide programmatic and administrative support to the Country Offices within their regions
<b>2 Administrative Centres</b>	<ul style="list-style-type: none"> <li>• Manila, Philippines (Manila Administrative Centre (MAC))</li> <li>• Panama City, Panama (Panama Administrative Centre (PAC))</li> </ul>	Provide administrative services worldwide to IOM Regional and Country Offices in human, financial, material, ICT and security resources
<b>1 Special Liaison Office</b>	<ul style="list-style-type: none"> <li>• Addis Ababa, Ethiopia (African Union Liaison)</li> </ul>	Strengthen relations with specific multilateral bodies, diplomatic missions, and non-governmental organizations
<b>9 Country Offices with Resource Mobilization Functions (CORMFs) and Country Offices with Coordinating Functions (COCFs)</b>	<p>Resource mobilization:</p> <ul style="list-style-type: none"> <li>• Berlin, Germany</li> <li>• Helsinki, Finland</li> <li>• Tokyo, Japan</li> <li>• Washington D.C., United States</li> </ul> <p>Coordinating functions:</p> <ul style="list-style-type: none"> <li>• Astana, Kazakhstan</li> <li>• Canberra, Australia</li> <li>• Georgetown, Guyana</li> <li>• Rome, Italy</li> <li>• Beijing, China</li> </ul>	Have resource mobilization and coordinating functions, which ensure effective fundraising and liaison with donors, and have the additional responsibility to ensure that migratory realities within a defined cluster of countries are taken into account in the programmatic activities of the region
<b>Country Offices and Sub-offices</b>	See IOM Country Offices <a href="#">website</a>	Implement a wide range of projects addressing specific migration needs

	Location	Role
<b>African Capacity-Building Centre (ACBC)</b>	Moshi, United Republic of Tanzania	Provide Africa-wide technical assistance in matters pertaining to migration and border management
<b>Global Migration Data Analysis Centre (GMDAC)</b>	Berlin, Germany	Established as IOM's response to growing calls for comprehensive high-quality data on global migration trends

A good overview of the IOM structure and activities is provided each year in the [annual report](#) by the Director General on the work of the Organization.

Detailed information about the different departments and offices can be found in the latest edition of the [Programme and Budget](#) document (also referred to as the IOM Blue Book).

A general information folder is available from the IOM [website](#) that contains a review of IOM's strategic focus, facts and figures, Members States and observer States, Country Offices, IOM Duty Stations, IOM publications, etc.

### *IOM Constitution and the Basics of the Governing Bodies*

The Organization was established in December 1951 and began its operations in early 1952 as the Intergovernmental Committee for European Migration.<sup>14</sup> The IOM [Constitution](#) was adopted on 19 October 1953 and came into force on 30 November 1954. The Organization was renamed the International Organization for Migration on 14 November 1989.

IOM possesses full juridical personality. The full list of Member States and Observers is available [online](#).

<sup>14</sup> For more information on IOM's history, please visit: [www.iom.int/iom-history](http://www.iom.int/iom-history)

The IOM governing bodies are:

- The Council
- The Standing Committee on Programmes and Finance



The **Council** determines the policies of the Organization, reviews reports, and directs and/or approves activities, the budget, expenditure and accounts. It can also pass resolutions on any substantive or procedural matter it chooses within the bounds of the Constitution. The Council decides on the admission of members and observers, and elects the Director General and the Deputy Director General. The Council meets in Geneva once a year, usually towards the end of November. It can also hold special sessions when needed.

The **Standing Committee on Programmes and Finance (SCPF)** meets twice a year in Geneva to review the policies, programmes and activities of the Organization, and the annual reports, including the financial report and the report of the Director General on the work of the Organization. It also makes, between sessions of the Council, any urgent decisions on matters falling within the competence of the Council, which are submitted for approval to the Council at its next session. The SCPF considers any matter referred to it by the Council.

Aside from the elections of the Director General and the Deputy Director General, by tradition, business in the governing bodies of IOM is conducted by consensus.



## *Strategic Orientation*

The mandate of IOM is built upon the Constitution and Council resolutions.<sup>15</sup>

Internally IOM strategizes through the Policy Coordinating Committee (PCC) and the Management Committee (MC), each of which meets every year, and through the senior management retreat held every other year. At the regional level, strategizing is done through the Regional Policy Coordinating Committee meetings convened by Regional Offices with the offices in their regions, as well as through annual retreats organized by Regional Offices for Chiefs of Missions within their regions.

Consisting of the Director General, the Deputy Director General, the Chief of Staff, the Deputy Chief of Staff, nine Regional Directors, four Department Directors, five Senior Regional Advisers and MAC and PAC Directors, the PCC reviews – from a policy and programmatic perspective – IOM activities; identifies opportunities for innovation, growth and potential obstacles; and sets the broad priorities of action for the Organization.

At the regional level, strategizing is done through the Regional Policy Coordinating Committee meetings convened by Regional Offices with the offices in their regions, as well as through annual retreats organized by Regional Offices for Chiefs of Missions within their regions.

A similar committee is established in each of the regions, composed of the Regional Director, the relevant Senior Regional Adviser and Chiefs of Missions. These Regional Policy Coordinating Committees review IOM activities in the regions, identify opportunities for growth, establish priorities, identify potential obstacles and develop regional strategies.

The MC, consisting of the Director General, the Deputy Director General, the Chief of Staff, four Department Directors, the Director of Human Resources Management Division, five Senior Regional Advisers, and MAC and PAC Directors, with alternating participation of Regional Directors, ensures coordination between departments, Regional Offices and the Administrative Centres, and provides guidance on major or complex management, resource allocation and utilization issues.

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<sup>15</sup> Please see also [IOM's strategic focus](#).

Learn more about the **regional strategy** and **periodic reports** of your IOM office:

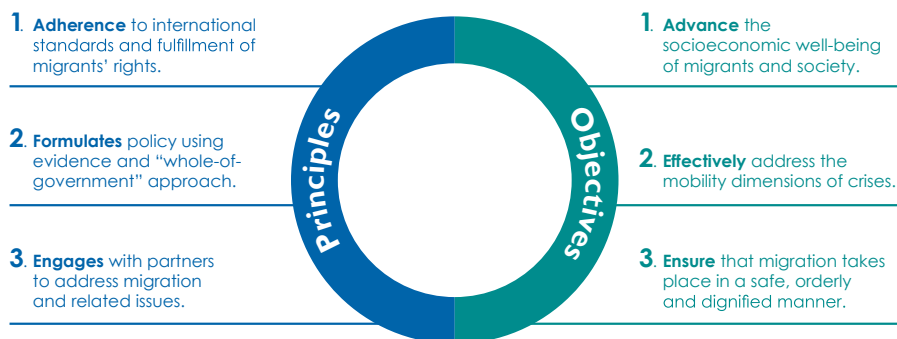
- [Regional strategies](#) (click on your region)
- [Periodic reports](#) (select your IOM office)

### *Migration Governance Framework*

The [Migration Governance Framework \(MiGOF\)](#) is the first and so far the only detailed articulation of “planned and well-managed migration policies” as formulated in the Sustainable Development Goals (SDGs) Target 10.7, which aims to “[f]acilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”. The [Council Resolution 1310](#), which was passed in December 2015, endorsed MiGOF as the multipurpose institutional tool to be used both for external liaison purposes, in presenting the work and results of the Organization, and to help guide the IOM activities, in cooperation with its partners, including in supporting capacity-building and training, project development, and planning and reporting at IOM. It also Encourages Member States to use the MiGOF to enhance their governance of migration and mobility.

- Learn more about [MiGOF](#).
- For additional information, please contact: [icp@iom.int](mailto:icp@iom.int)

### MiGOF Principles and Objectives



### MiGOF Principle 1

Good governance requires adherence to international standards and fulfilment of migrants' rights.

Supporting/Advocating States' adherence to international standards

PSEA

Promoting gender equality

Applying humanitarian principles

### MiGOF Principle 2

Migration and related policies are best formulated using evidence and whole-of-government approach.

Migration data and evidence

Whole-of-government approach to migration

### MiGOF Principle 3

Good migration governance relies on strong partnerships.

Global partnerships

Regional and interregional partnerships

Humanitarian partnerships

Partnership with national and local governments

Partnership with civil society

Partnership with the private sector

Diaspora engagement

### MiGOF Objective 1

Good migration governance and related policies should seek to advance the socioeconomic well-being of migrants and society.

Safe and beneficial labour migration

Socioeconomic and cultural inclusion of migrants

Remittances and diaspora engagement

Addressing human trafficking, migrant exploitation and abuse

Health of migrants and migration-affected communities

Migration as a choice

### MiGOF Objective 2

Good migration governance is based on effective responses to the mobility dimension of crises.

IOM's comprehensive approach to crisis

Crisis preparedness

Emergency response

Transition and recovery

Resettlement

Accountability to affected populations

### MiGOF Objective 3

Migration should take place in a safe, orderly and dignified manner.

Regular migration

Health and immigration

Assisted voluntary return (and reintegration)

Border management

## *Migration Management*

IOM provides advice and support to governments to develop and implement effective migration management structures. Migration management is the operation of the numerous functions, exercised primarily by States within national systems or through bilateral and multilateral cooperation, concerning all aspects of emigration and immigration, as well as the integration of migrants into societies and of migration considerations into public policies. The term refers to planned approaches to the implementation and operationalization of policy as well as legislative and administrative frameworks developed by the institutions in charge of migration.

- To learn more about migration management, visit: [https://intranetportal/Pages/HQ\\_DMM.aspx](https://intranetportal/Pages/HQ_DMM.aspx)
- For additional information, please contact: [dmm@iom.int](mailto:dmm@iom.int)

## *IOM and the 2030 Agenda for Sustainable Development*

On 25 September 2015, UN Member States adopted a set of goals to **end poverty, protect the planet and ensure prosperity for all** as part of a **new sustainable development agenda**. Each goal has specific targets to be achieved over the next 15 years. IOM applauds the 2030 Agenda for recognizing the positive contributions of migrants and their fundamental role in sustainable development. The Organization is actively engaged in achieving all 17 goals of the Agenda.



- To learn more about migration-related SDGs (as shown on the next page), visit: <https://unofficeny.iom.int/2030-agenda-sustainable-development>
- For additional information, please contact: [dmm@iom.int](mailto:dmm@iom.int)

## Goal 3 HEALTH

Migrants can be especially vulnerable to health risks. Migrants having reached their destination may not have access to health care. It is important for the well-being of migrants to improve access to safe, effective and affordable health care services.



## Goal 11 SUSTAINABLE CITIES

Migrants help cities to thrive and become more vibrant, successful centers of economy and life. Local governments are encouraged to include migration and migrants in their urban development planning and implementation.

## Goal 4 EDUCATION

Facilitating student mobility means providing more opportunities for youth in developing countries to study abroad.



## Goal 10 REDUCE INEQUALITIES



"Awareness brings changes. Every migrant worker is a migrant hero"

#iamamigrant

## Goal 13 CLIMATE ACTION

Migrants are often among the most harshly affected by climate-related disasters. To better protect them, we are strengthening responses to disaster and climate change.



## Goal 5 GENDER EQUALITY

Migrant women and girls are especially vulnerable to human trafficking and gender-based violence. Supporting women's participation and leadership reduces the risk of gender-based violence and inequalities.



## Goal 16 PEACEFUL SOCIETIES

Preventing trafficking in persons and offering survivors of trafficking safe and sustainable reintegration support efforts to eliminate all forms of violence against women and girls.



## Goal 8 DECENT WORK

The importance of migrants in the global economy continues to grow. Ethical recruitment, humane working conditions and safe migration helps enhance the impact of migrants on development.



## Goal 17 PARTNERSHIPS

Having specific and current data pertaining to a group's specific needs, especially in developing countries, helps increase the capacity to deliver migrant services.

## *Gender Equality*

The IOM Gender Equality Policy (available in [English](#), [French](#) and [Spanish](#)) formalizes and codifies the Organization’s commitment to identifying and addressing the needs of all IOM beneficiaries, and ensuring equality of opportunity and treatment of all IOM staff members regardless of sex or gender.

Through the Policy, IOM commits itself to: (a) being accountable for, and tracking results on, gender equality in senior manager leadership, strategic planning processes and other critical areas; (b) mainstreaming a gender perspective into all of its projects, programmes and other activities; (c) advocating gender equality and the empowerment of all migrants and their families at the national, regional and international levels; and (d) successfully implementing the [UN System-wide Action Plan on Gender Equality and the Empowerment of Women \(UN-SWAP\)](#), with which the IOM Gender Equality Policy is closely aligned. The Policy is binding on all IOM staff and applies to all IOM activities.

IOM also reinforces its policies and practices in all Field operations to prevent and address gender-based violence, including the prevention of sexual exploitation and abuse (PSEA), against women, girls, men and boys, and inclusive of those identifying as transgender or intersex.

- Learn more about the IOM [Gender Coordination Unit \(GCU\)](#).
- See also [section 4.1](#) (“A Positive and Enabling Workplace”) of this Guide.
- For additional information, please contact: [gcu@iom.int](mailto:gcu@iom.int)

### **“I Know Gender” Training**

Developed by UN Women in collaboration with other agencies, including IOM, this online course aims to develop and/or strengthen awareness and understanding of gender equality and women’s empowerment as a first step towards behavioural change and the integration of gender perspective into everyday work for all UN staff at the headquarters, regional and country levels.

- For more information and/or to take the “I Know Gender” course, please visit the [UN Women Training Centre website](#).

### *Humanitarian Principles*

IOM's humanitarian operations must abide by [IOM's Humanitarian Policy – Principles for Humanitarian Action](#). The Principles for Humanitarian Action reaffirms IOM's commitment towards the internationally agreed core humanitarian principles in the delivery of its humanitarian response, and the need for all those engaged in humanitarian action to promote and fully respect these principles. In addition, IOM's Principles for Humanitarian Action bolster the Organization's commitment to humanitarian accountability, to IOM's protection role in humanitarian contexts and its responsibilities vis-à-vis its humanitarian partners. More information on the PHA can be found on the [DOE website](#).

- Learn more about IOM's Principles for Humanitarian Action from this brief [video](#). The video is also available in [French](#), [Spanish](#) and [Arabic](#).
- Know more about Developing a Humanitarian Policy: Principles for Humanitarian Action from this brief [video](#).
- For additional information, please visit the [Humanitarian Policy Platform website](#).

### *Human Rights of Migrants*

The international community increasingly recognizes that all migrants, irrespective of migration status, are entitled to have their human rights protected and fulfilled. Migrants' rights have been the focus of the High-level Dialogue on Migration and Development, United Nations-based frameworks and other State-led processes, including the Global Forum on Migration and Development (GFMD) and the Regional Consultative Process on Migration (RCP). Additionally, through its global information campaign, IOM advocates a more favourable, inclusive and balanced attitude towards migrants.

- For additional information, please contact: [icp@iom.int](mailto:icp@iom.int)

### *Legal Affairs*

The [Office of Legal Affairs \(LEG\)](#) provides legal support and advice to all offices of IOM (Headquarters, Administrative Centres, Regional Offices and Country Offices). The Legal Counsel also provides legal support to policymaking bodies on constitutional matters, mandate and procedures. LEG consists of three divisions: the Office of the Legal Counsel, the Human Resources Legal Issues Division and the Contract Division.

- For additional information, please contact: [leg@iom.int](mailto:leg@iom.int)

## *Migration Crisis Operational Framework*

IOM Member States unanimously adopted Resolution 1243, endorsing the [Migration Crisis Operational Framework](#) (MCOF) in 2012. The MCOF is a practical, operational, and institutionwide tool to improve and systematize the way in which the Organization supports its Member States and partners to better prepare for and respond to the mobility dimension of crises.

The MCOF combines IOM humanitarian activities and migration management services. The Framework is based on international humanitarian and human rights law, and humanitarian principles. States are responsible for protecting and assisting crisis-affected persons on their territories. Through the MCOF, IOM supports States to fulfil this responsibility upon their request and with their consent.

- Learn more about [MCOF](#).
- Complete the MCOF online training course (which lasts about three hours).
- For additional information, please also see the [DOE website](#) for specific thematic areas under the MCOF. Additional important frameworks include the [IOM Framework for Addressing Internal Displacement](#) as well as the [Progressive Resolution of Displacement Situations Framework](#).

## *Migration Law*

IOM has special expertise in the area of international migration law, which contributes to the Organization's advocacy of and compliance with international and regional standards. IOM facilitates dissemination of migration law knowledge, in particular by helping governments and other migration actors strengthen their capacities in governing or contributing to migration management more effectively, notably through training and capacity-building activities, legislation review and research on migration law.

- For additional information, please contact: [iml@iom.int](mailto:iml@iom.int)



## ***Migration Policy***

IOM provides advice and support to governments and partners, with the overall aim to develop effective national, regional, and global migration policies and strategies. IOM strives to establish internal and external coherence with regard to its approach to migration governance as a whole – including, but not limited to, protection and humanitarian policy – as it relates to migration and development. One important IOM initiative contributing to achieving this goal is the Migration Governance Indicators process, which aims at assisting countries in assessing the comprehensiveness of their migration policies, as well as in identifying gaps and good practices.

- For additional information, please contact: [icp@iom.int](mailto:icp@iom.int)

## ***Protection Policy and Rights-based Approach to Programming***

IOM understands protection of migrants to include efforts to respect, protect and fulfil the rights of individuals. States have the responsibility to respect the human rights of individuals on their territories regardless of their nationality, statelessness or migration status, and without discrimination, in order to preserve in particular their safety, physical integrity and dignity. Protection is about securing rights.

IOM's [rights-based approach to programming manual](#)<sup>16</sup> is designed to assist all IOM staff to take a rights-based approach in their projects by identifying the international legal standards at play in their projects and by understanding and incorporating rights principles into the actual programming process.

### **Mainstreaming Protection**

Migrants, displaced persons and affected communities are all exposed to different risks, including abuse, neglect, exploitation and various forms of violence. Providing protection is a duty that falls on all actors involved in crisis response. In this regard, IOM mainstreams protection across all of its sectors of assistance, from camp coordination and management to health support, transport assistance and humanitarian border management.

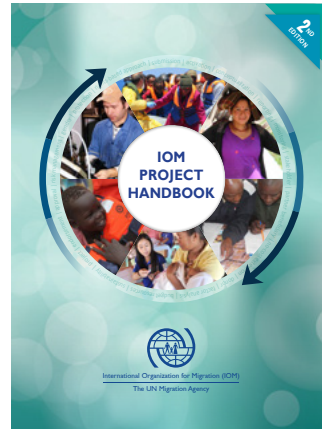
- Learn more about mainstreaming protection from this [video](#).
- For additional information about protection policy and rights-based approach to programming, please contact: [doe@iom.int](mailto:doe@iom.int)

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<sup>16</sup> For more information about this manual, please contact the International Migration Law unit: [iml@iom.int](mailto:iml@iom.int)

## *Results-based Management and the IOM Project Handbook*

Results-based management is the management strategy by which IOM ensures that all programmes contribute to a set of results (outputs and outcomes) and objectives identified through the MiGOF. By setting clear targets and results, and closely monitoring progress, the actual results can be used to optimize the implementation of programmes and activities, as well as for reporting and accountability. IOM is a project-based organization. Every Project Manager is focused on the successful and effective delivery of project results. Results-based management is therefore integral to the Organization's approach towards programming. We encourage you to review the six phases of the project cycle as outlined in the *IOM Project Handbook*:



- (1) Conceptualization
  - (2) Proposal development
  - (3) Project endorsement, submission and activation
  - (4) Project management and monitoring
  - (5) Reporting
  - (6) Evaluation
- For more information about results-based management, please contact Sarah Lotfi: [slotfi@iom.int](mailto:slotfi@iom.int)
  - Learn more about the [IOM Project Handbook](#).
  - For additional information about the *IOM Project Handbook*, please contact Carol San Miguel: [csanmiguel@iom.int](mailto:csanmiguel@iom.int)

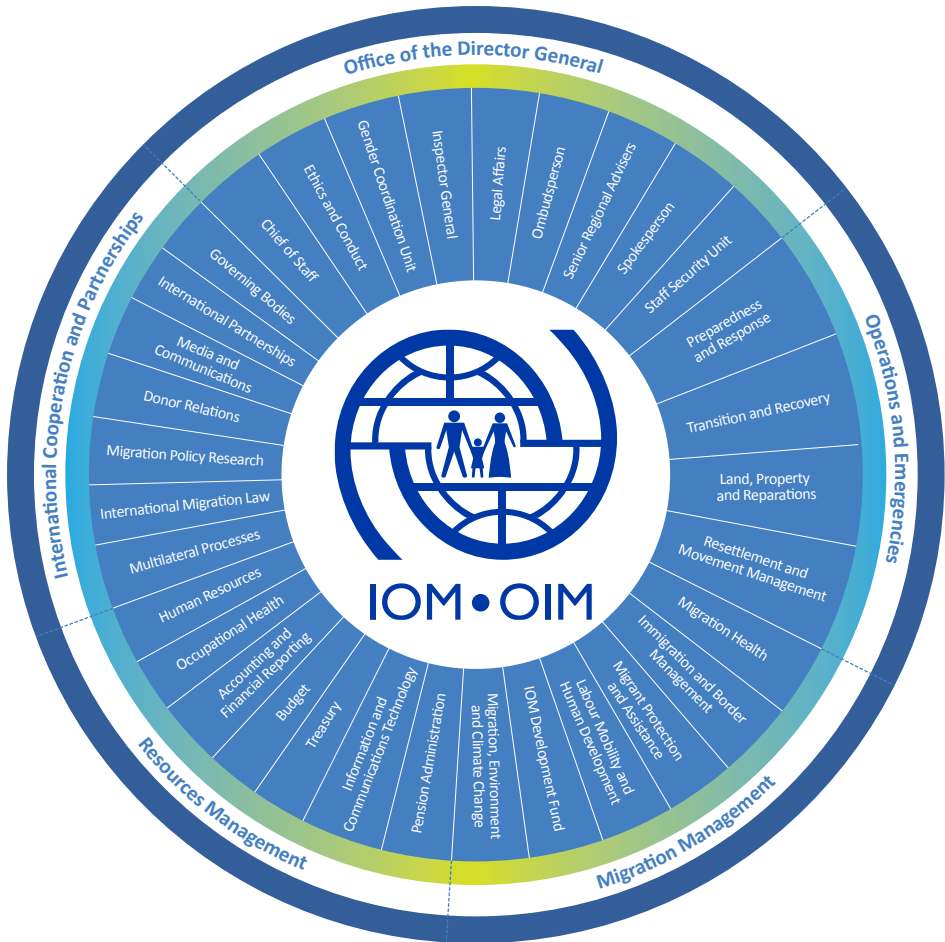
### *Frequently Used Acronyms*

As part of your work with IOM, you will hear people use different acronyms or a series of letters and/or shortened words to describe a programme, migration topics, organizational entity or stakeholders. We encourage you to read this brief list of [common acronyms](#) used by IOM personnel.

## 2.2. IOM Areas of Work

### Areas of Work by Department

IOM Activity Wheel



The activity wheel shown above provides a breakdown of IOM thematic areas by department (see [Annex 1](#) for the full view and a detailed explanation of each area). All IOM activities now work to support the MiGOF principles and objectives.

## Projects

We encourage you to read the annual [Migration Initiatives](#) report to view concrete and visual examples of IOM projects implemented globally.

You may find specific information and reports about the projects implemented by your Country Office from the [IOM in the Field](#) page on the intranet.



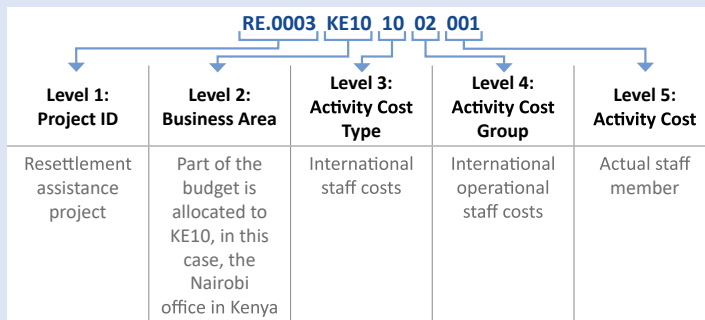
## Donors and Projectization

It is important to understand that IOM activities are almost entirely projectized. In 2015, more than 97 per cent of IOM's funding (approximately USD 1.6 billion) was in the form of voluntary contributions for projects.

### What is a Work Breakdown Structure (WBS)?

The Work Breakdown Structure (WBS), also known as the Project Budget Line, is a code that consists of five levels. Each level is used to describe the different elements of the costs.

Below is an example of a five-level WBS coded as RE.0003.KE10.10.02.001. This code is read as follows:



Learn more about WBS and other financial tools in the [IOM Project Handbook](#).

IOM works closely with the [donor community](#) as well as migrants, governments and other partners in the international community to address today's many and complex migration challenges. To carry out these activities, IOM's main financial resources come directly from governments. In addition to member donor governments, IOM also works with UN agencies, the private sector and foundations. Over the years, IOM has extended its donor base and developed a variety of approaches with partners to secure funding to implement activities.

The Donor Relations Division (DRD), through its resource mobilization and related activities, is the focal point within IOM for donor liaison, appeals submission, contribution trends and tracking, and reporting. The Division aims to strengthen and diversify IOM's collaboration with donors and partners on IOM programmes and new strategic initiatives, matching donor priorities with ongoing and prospective IOM programmes. DRD is also the focal point for relations with the private sector.

- To learn more about DRD, visit its [website](#) or contact: [drd@iom.int](mailto:drd@iom.int)

### *Resources and Financial Management*

To ensure a high level of support and oversight for IOM's global operations in financial management, [DRM](#), [MAC](#), [PAC](#) and the Regional Offices work closely together.

The [Accounting Division \(ACO\)](#) is responsible for monitoring, analysing, and reporting on the financial position and financial performance of the Organization. ACO is also responsible for issuing IOM's key institutional financial statements and reports, including the Annual Financial Report (AFR), for developing and implementing IOM's accounting and financial reporting policies, procedures, related internal control frameworks and oversight mechanisms. ACO ensures integrity of accounting data and processes on PRISM Financials (PRISM FI) and is the IOM focal point for the external auditors.

All project activities should be implemented in adherence to IOM's procurement policy ([IN/168: IOM Procurement Manual](#)). If the donor agreement implies donor-specific procurement procedures, those should be followed while also adhering to IOM's procurement procedures. In case of any doubts, please contact the Global Procurement and Supply Unit ([gpsu@iom.int](mailto:gpsu@iom.int)) for clarification and guidance. More information can be found at: [www.iom.int/procurement](http://www.iom.int/procurement)

## 2.3. IOM Partners

Partnerships provide an important platform for advancing cooperation on migration. IOM plays a key role in supporting partnerships and the means to collaborate at the national, regional, and global levels for better and more effective migration management.

The Department of International Cooperation and Partnerships (ICP) is responsible for supporting and coordinating the Organization's relations with IOM Member States, observer States and others, intergovernmental organizations, civil society and the media. It also provides guidance and support for relations with government, multilateral and private sector donors. IOM's standards of partnership within the humanitarian context are articulated in [IOM's Humanitarian Policy](#) (Part V).

To learn more about the ICP functions and structures, visit the [ICP website](#) (or contact: [icp@iom.int](mailto:icp@iom.int)).

As an IOM staff member, you play a critical role in supporting IOM partnerships. The Organization is counting on you to interact with partners with professionalism, responsibility and respect.

### *Academia*

IOM frequently collaborates with other organizations and institutions to produce comprehensive and cutting-edge [research](#) and to promote knowledge-sharing among those working in the field of migration. IOM's research is coordinated and managed by the Migration Policy Research Division, within ICP. The Global Migration Data Analysis Centre (GMDAC) in Berlin also forms part of ICP.

- Learn more about IOM partnerships with the [research community](#) and/or contact IOM's Research Unit at: [res@iom.int](mailto:res@iom.int)

### *Beneficiaries*

IOM uses the term “beneficiaries” to describe those individuals or entities that benefit or receive support that can be attributed to the activities and/or results of the project. These are typically individuals who find themselves on the migration spectrum. IOM defines a migrant as any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of: (1) the person's legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is. Although

many migrants are in need of assistance from IOM, most are able, willing and interested in taking an active role in this process. Beneficiaries should be viewed as partners in their assistance and/or development.

### *Civil Society Organizations*

IOM and [civil society organizations](#) (CSOs) cooperate on a broad range of migration issues at the global, regional, national and local levels. CSOs often have strong ties to the communities in which they work, an aspect that complements and enhances the impact of IOM efforts in the field of migration.



IOM partners with a non-governmental organization (NGO) to provide clothing for refugees. Every week, Somali, Ethiopian, Sudanese and Congolese refugees from Kakuma and Dadaab refugee camps are brought to the IOM's Transit Centre in Nairobi to complete preparations for their journey to the United States. The flight tool kit provided for them is produced by Heshima Kenya, a local NGO that provides protection to unaccompanied refugee minors and young refugee women without familial support. © IOM 2013 (Photo: Jennifer Pro)

### *Member States and Government Organizations*

IOM works closely with [governments](#) in promoting migration management that ensures humane and orderly migration that is beneficial to migrants and societies. This includes cooperation on several migration forums:

- [International Dialogue on Migration \(IDM\)](#)
- [Regional consultative processes on migration \(RCPs\)](#)
- [Global Forum on Migration and Development \(GFMD\)](#)

## *Private Sector*

While the management of cross-border population flows is an intrinsic feature of State sovereignty, many aspects of migration are also of interest to other stakeholders. The multidimensional nature of migration makes the involvement of the private sector an essential component of a coherent and comprehensive approach. In this sense, the private sector has a significant and valuable role to play in realizing the positive benefits of migration and in minimizing its costs.

IOM's [Private Sector Partnership Strategy](#) seeks to establish long-term partnerships with companies, foundations, associations, and individuals that leverage each partner's knowledge, expertise, skills and/or resources in areas of common interest for the benefit of migrants and society.

## *United Nations Agencies*

As an organization with a global leading role in the field of migration, IOM works in partnership with the United Nations on a broad range of migration-related issues.

## *Global Migration Group*

One mechanism for IOM's collaboration with the UN system is the [Global Migration Group \(GMG\)](#), an inter-agency group, meeting at both the working level and the level of heads of agencies. The GMG aims to promote the wider application of all relevant international and regional instruments and norms relating to migration, and the provision of more coherent and stronger leadership to improve the overall effectiveness of the international community's and UN policy and operational response to the opportunities and challenges presented by international migration.

## *USA for IOM*

USA for IOM is the non-profit partner of IOM. USA for IOM raises awareness and funds in support of IOM's life-saving humanitarian work to help people forced from their homes by conflict or natural disasters, or suffering at the hands of human traffickers. USA for IOM provides a channel for Americans to give hope to the millions of people worldwide who have lost the peace and security of a permanent home. Visit [USA for IOM website](#) to learn more about the non-profit organization.



## 2.4. Conditions of Service

### *Employment Conditions and Staff Requirements*

The IOM [Human Resources Strategy](#)<sup>17</sup> recognizes that human capital is the Organization's greatest asset, placing IOM staff and their individual responsibilities, values, capabilities and aspirations at the centre of what we do and how we do it. The Strategy is centred on one main outcome and two sub-outcomes:

**OVERALL OUTCOME:**

IOM has the right staff, in the right place, at the right time, engaged and performing at the highest levels of effectiveness.

**Sub-outcome 1:**

HR functions are effectively and efficiently delivered.

**Sub-outcome 2:**

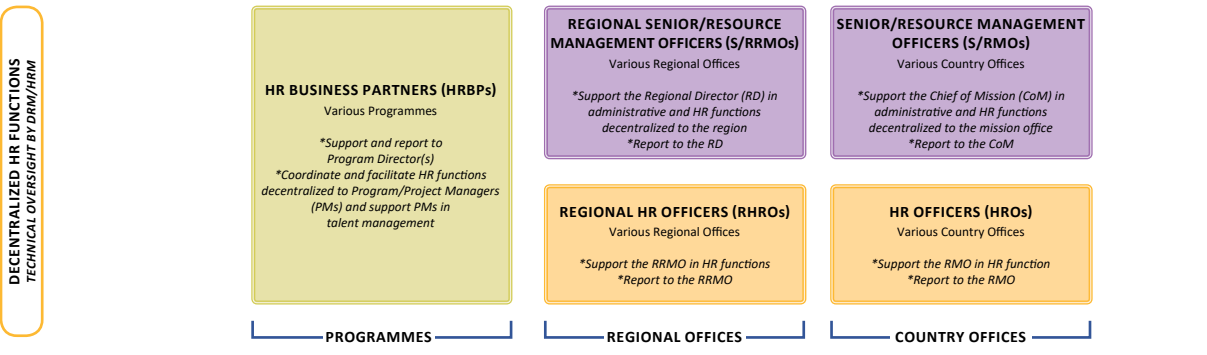
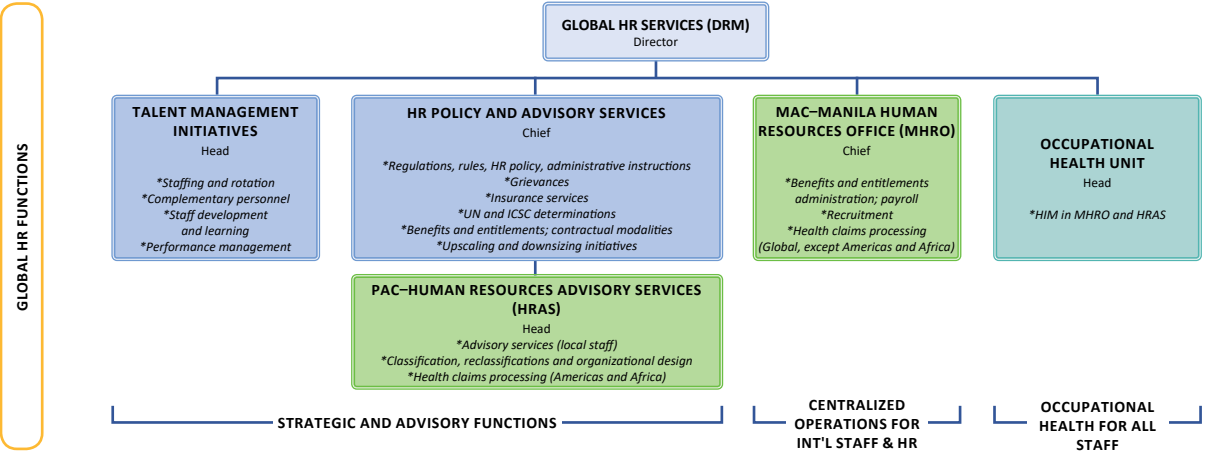
IOM has the HR staffing capacity, systems, and tools strengthened and in place.

The [Human Resources Management](#) Division is responsible for recruiting, managing and developing IOM staff, and provides the following services to all staff members:

- [Setting HR policies and guidelines](#)
- [Providing HR advice and consulting](#)
- [Recruitment](#)
- [Staff development and learning](#)
- [Staff administration](#) (benefits, entitlements, contracts, support services)
- [Occupational health and medical insurance](#)
- [Job classification](#)
- [Performance management](#)
- [Diversity and inclusion](#)

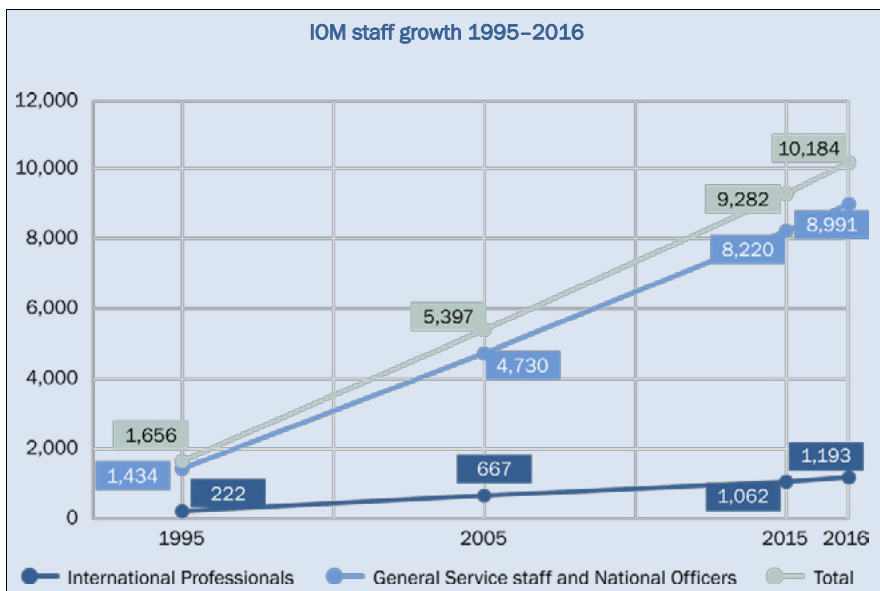
<sup>17</sup> Although the Strategy ended in 2015, it has been renewed.

# IOM HUMAN RESOURCES FUNCTIONS



### Contract Types and Categories

The number of staff members in IOM has grown 500 per cent since 1995; however, the ratio between international and national staff has remained constant over the years (1:9). The Organization aims to maintain an equitable geographical and gender balance among its staff. As such, its recruitment efforts target nationals of IOM Member States, and IOM encourages applications from female candidates, who are less represented at more senior levels. At the global level, IOM has 53 per cent male staff and 47 per cent female staff; and 84 per cent staff from countries that are not members of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) and 16 per cent staff from OECD DAC member countries.<sup>18</sup> The vast majority (88%) of IOM staff members are locally recruited national staff, while a smaller percentage (12%) are internationally recruited staff. IOM is an equal-opportunity employer and seeks committed professionals with a wide variety of skills in the field of migration. IOM staff work in multicultural environments, in which diversity and cultural sensitivity are essential and required.



Source: IOM Standing Committee on Programmes and Finance, Organizational Effectiveness Report for 2016.

<sup>18</sup> IOM's report on [diversity and inclusion](#) found that on the whole the Organization is diverse; however, gender and geographic diversity are lower at the P4 and higher levels. Learn more in "A Diverse and Inclusive Work Environment" section.

## Recruitment

Selection for graded positions is on a competitive basis with due regard to gender balance when candidates are equally suitable. Without prejudice to the recruitment of the best available talent at all levels, the fullest regard is given, in filling vacancies, to the qualifications and experience of persons already in the service of the Organization.

Below are types of recruitment for IOM staff:<sup>19</sup>

	Vacancy Notice (VN)	Special Vacancy Notice (SVN)	Direct Recruitment (DR)
<b>Advertisement</b>	Advertisement – VN	Advertisement – SVN	Call for CVs or non-advertised
<b>Duration of funding</b>	Minimum of one year	Maximum of nine months	Usually three to nine months
<b>Graded Terms of Reference (ToRs)</b>	Yes	Yes	No
<b>Contract type</b>	One-year fixed-term (OYFT) contract	Special short-term (SST) contract – graded	SST – ungraded
<b>Salary</b>	IOM salary scale	IOM salary scale	All-inclusive fee
<b>Form to be completed</b>	Candidate Assessment Form (CAF) (in addition to references)	CAF (in addition to references)	Direct Recruitment form (in addition to references)
<b>Approval from Appointments and Postings Board (APB) and the Director General</b>	Yes (for P staff and GS staff in Geneva)	No	No

## Staff Members

There are three main categories of IOM staff members – International Professional (P), National Officer (NO) and General Service (GS).

IOM recruits staff members under two types of contracts: (a) OYFT and (b) SST contracts, with a maximum length of nine months (renewable). More detailed information about IOM staff contracts can be found in [IN/164: IOM's Policy on Contracts – Rev 2](#). Staff members in the GS and P categories can be

<sup>19</sup> For more information, read [IN/233 Rev. 1: Recruitment for Graded Positions \(VN and SVN\)](#). Instructions, forms and other information related to recruitment can be found on the [Staffing and Recruitment](#) page.

recruited through SVNs and VNs.<sup>20</sup> Please visit the [IOM recruitment website](#) for more information.

Staff members in the P category are IOM staff members who are recruited for international positions. These staff members are considered international civil servants.<sup>21</sup>

GS staff members in the GS category (including NOs) are IOM staff who are recruited locally by the IOM Country Office and are typically nationals of that country.

The following table shows IOM staff contracts according to [IN/164 Rev. 2](#):

Contract type	Duration	Eligibility
<b>Regular contract (REG)</b>	No fixed period of employment	<p>The REG contract is issued to staff members meeting the following conditions:</p> <ul style="list-style-type: none"> <li>a. The staff has minimum 10 years of uninterrupted service under the fixed-term (FT) or special fixed-term (SFT) contract with at least three years on two-year fixed-term (TYFT) or OYFT contract.</li> <li>b. The SES report confirms the staff member reaches a high level of performance. The SES report must be endorsed by HRM to certify its conformity with administrative requirements.</li> <li>c. Funding is available for at least 24 months with a clear possibility of continuation.</li> </ul> <p>HRM will examine each request to ensure that all the necessary conditions are met and will submit the results to the APB to make a recommendation to the Director General. This process will apply to staff members in all categories.</p>
<b>TYFT</b>	Two years	<p>This contract is for staff members who have completed three continuous years of service under OYFT contracts and meet the following criteria:</p> <ul style="list-style-type: none"> <li>a. Have tasks of an ongoing nature with funding likely and sustainable for a period of 24 months;</li> <li>b. Have SES results confirming satisfactory performance.</li> </ul>

<sup>20</sup> For Country Offices that have not rolled out the Unified Staff Regulations and Rules (USRR), only ungraded contracts can be offered (no graded contracts) for national staff.

<sup>21</sup> “International civil servants” is defined by OECD as “persons working for international organisations located in a country other than their own. They usually reside in that country under special visas or permits.”

Contract type	Duration	Eligibility
<b>OYFT</b>	One year	<p>This contract is for staff members who were recruited through a VN or staff members who meet the following criteria:</p> <ol style="list-style-type: none"> <li>Have at least three years of uninterrupted service under multiple graded SST and/or SFT contracts/extensions;</li> <li>Have tasks of an ongoing nature with funding guaranteed to cover entitlements contained in the Unified Staff Regulations and Rules (USRR)/Staff Regulations and Rules (SRR) for at least 12 months;</li> <li>Have SES results confirming satisfactory performance;</li> <li>Have detailed recommendation from the direct supervisor for granting the OYFT contract.</li> </ol>
<b>SFT</b>	Minimum of six months and maximum of nine months	<p>An SFT contract cannot be issued upon first appointment but result from the conversion of a graded SST when the following conditions are met:</p> <ol style="list-style-type: none"> <li>12 continuous months of service under graded SST contracts and supervisor's request for a further extension of minimum six months;</li> <li>Funding availability to cover entitlements contained in the USRR/SRR for the length of the SFT contract;</li> <li>SES results confirming satisfactory performance.</li> </ol> <p>Ungraded SST contracts cannot be converted into SFT contracts. All staff having contracts subject to the USRR/SRR must have been selected through an SVN or a VN.</p>
<b>SST – graded</b>	Covers a maximum of nine months	<p>This is the contract issued when the candidate is selected through an SVN. The salary under this contract corresponds to a grade in the IOM salary scale for the category and duty station of the staff member and to the ToRs of the position.</p>
<b>SST – ungraded</b>	Covers a maximum of nine months	<p>This is the contract issued when the candidate is selected through direct recruitment. The contract does not contain a salary corresponding to the IOM salary scale but an all-inclusive remuneration.</p>

## Complementary Personnel

The following table shows other types of complementary personnel to support IOM activities:<sup>22</sup>

Contract	Duration	Instructions	Notes and responsibility
Secondments and Loaned Officials	From three months to an estimated four years		<p>A secondment is the movement of an individual from a government or other agency to IOM for a fixed period, during which the staff member will normally be paid by and be subject to the SRR of IOM but will retain his/her rights of employment in the releasing organization. A loaned staff remains on his/her UN, government, NGO contract but he/she is loaned to IOM for a specified period of time. Loaned Officials are not given IOM contracts.</p> <p>Coordination needs to be done with HR in Headquarters, and LEG agreement is involved. Standby rosters for emergencies are managed by DOE.</p>
Junior Professional Officers (JPOs)	From one year to three years (depends on donor)		<p>JPO salaries are supported by their respective governments (e.g. Italy, France, United States, Norway, Germany, Sweden, Japan, Republic of Korea, Australia, Finland). JPOs are given an IOM contract and are considered IOM staff.</p> <p>Coordination needs to be done with HR in Headquarters. IOM has existing agreements with donor countries on JPOs.</p>
Consultants	Short-term; no more than six months in a 12-month period	<a href="#">IN/84: Guidelines for Selection and Employment of Consultants</a>	<p>A consultant, by definition, is an authority or specialist engaged by IOM in an advisory or consultative capacity. A consultant must have skills or knowledge not normally possessed by the staff members of the Organization.</p> <p>Coordination needs to be done by the relevant office and with Manila Human Resources Operations (MHRO) for consultants hired at Headquarters.</p>

<sup>22</sup> More information on IOM staff contracts can be found in [IN/164 Rev. 2](#). Other types of contracts are mentioned in the instructions specified in the table.

Contract	Duration	Instructions	Notes and responsibility
Internship (recent graduates between 19 and 36 years of age)	Short-term (two to six months); no more than nine months	<a href="#">IN/19 Rev. 1: Internship Instruction</a>	IOM interns tend to be students approaching the end of their programmes or are recent graduates, between 19 and 36 years of age, and with a working knowledge (both oral and written) of at least one of IOM's official languages (English, French and Spanish).  Coordination needs to be done by the relevant Office.
Daily/Monthly contracts	Specified number of days or hours on a temporary basis	<a href="#">IN/73: Guidelines to the Differences between Individual and Service Provider Contracts</a>	The examples of the types of work expected in daily/monthly contracts are office cleaners or grounds keepers.  Coordination is done by the Country Office.
Hourly contracts	No minimum or maximum	<a href="#">IN/73: Guidelines to the Differences between Individual and Service Provider Contracts</a>	The examples of the types of work expected in hourly contracts are office cleaners.
Service providers	No minimum or maximum	<a href="#">IN/73: Guidelines to the Differences between Individual and Service Provider Contracts</a>	These providers are organizations and not individuals. They are engaged when services are required from external sources as they cannot be met from internal staff resources.
Escorts (medical and operational)	Ad hoc; provide care to migrants needing assistance during the journey	<a href="#">IB/56: IOM Escort Travel Policy</a>	Operational and medical escorts provide support and care during the migration journey.  Coordination is done by the Country Office.
Short-term Assignments (STAs)	Up to three months	<a href="#">IN/179: Short Term Assignments</a>	STA is typically used to fill gaps in staffing needs using existing IOM staff; however, it is not intended to replace recruitment processes.  Coordination is done by the Country Office. This is for internal IOM staff only.



## Useful Human Resources Policies and Guidelines

- IN 15 Rev 1: Standards of Conduct (Spanish | French | Arabic)
- IN 19 Rev 1: Internship Instructions
- IN 73: Guidelines to the Difference between Individual and Service Provider Contracts
- IN 84: Guidelines for Selection and Employment of Consultants
- IN 90: Policy on Respectful Working Environment (Spanish | French)
- IN 142: Policy on Reporting Irregular Practices, Wrongdoing and Misconduct (Spanish | French)
- IN 161: Close Relatives in the Workplace
- IN 164 Rev. 2: IOM's Policy on Contracts
- IN 179: Short Term Assignments
- IN 233 Rev. 1: Recruitment for Graded Positions (VN and SVN)
- IN 234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse
- Unified Staff Regulations and Rules (USRR)
- Guidelines for the Use of Social Media in IOM
- IB/56: IOM Staff Escort Travel Policy
- IB/67: Position of the Director General in IOM's Disciplinary Matters and Cases of Misconduct
- IB/82: Measures Taken by the Director General in Cases of Misconduct (2012–2015)

### **Conditions of Service: Staff Members in the General Service Category, including National Officers**

For staff members in the GS category, including NOs, there are specific conditions of service available and applicable to you. We encourage you to explore the links below and familiarize yourself with the specific requirements and benefits available to you.

The USRR apply to all staff members in the GS category, including NOs. For you, the effective date of the USRR and Annexes depends on your location. Implementation of the USRR and Annexes takes place on a country-by-country basis following the development of country-specific appendices. The list of IOM Country Offices where the USRR have been rolled out is available from the [HR intranet page](#). Please check this list to locate your country-specific annex, including the applicable salary scale.

These HR instructions apply to all staff members in the G category:<sup>23</sup>

- [USRR](#) (applicable to all staff members in the GS category);
- [USRR Annexes](#) (applicable only for countries with specific appendices);

<sup>23</sup> Please note that the USRR are being rolled out to all IOM offices; however, local staff rules may exist in IOM offices where the USRR have not yet been rolled out.

- United Nations Joint Staff Pension Fund (UNJSPF), if applicable to you;
- IOM policy on contracts;
- HR instructions (scroll down the USRR and HR Policies page and click on the Instructions tab);
- IN/225: Recognition of a “Spouse” for the Purpose of Benefits and Entitlements.

### *Conditions of Service: Staff Members in the International Professional Category*

As a staff member in the P category, there are specific conditions of service available and applicable to you. We encourage you to explore the links below and familiarize yourself with the specific requirements and benefits available to you. These conditions of service are detailed in the USRR and relevant HR instructions. It is important to highlight that some of the Annexes are applicable to certain contractual types.

- [USRR](#) (available in [English](#), while French and Spanish versions are planned)
- [USRR Annexes](#)

#### **USRR ANNEXES FOR INTERNATIONAL PROFESSIONAL STAFF MEMBERS**

- [Annex 1 – Salary Scale](#)
- [Annex 2 – Rental Subsidy](#)
- [Annex 3 – Advancement within Grade](#)
- [Annex 4 – Mobility and Hardship](#)
- [Annex 5 – Danger Pay](#)
- [Annex 6 – Education Grant](#)
- [Annex 7 – Recruitment](#)
- [Annex 8 – Rotation](#)
- [Annex 9 – Overtime and Compensatory Leave](#)
- [Annex 10 – Rest and Recuperation](#)
- [Annex 11 – Compensation for Death or disability](#)
- [Annex 12 – Medical Insurance](#)
- [Annex 13 – Settling-In Grant](#)
- [Annex 14 – Removal of Personal Effects and Household Goods](#)
- [Annex 15 – Termination Indemnity](#)
- [Annex 16 – Repatriation Grant](#)
- [Annex 17 – Transitional Measures](#)
- [Annex 18 – List of Amendments to the Unified Staff Regulations, Unified Staff Rules and Annexes Thereto \(USRR\)](#)

- United Nations Joint Staff Pension Fund (UNJSPF), if applicable to you
- IOM policy on contracts

- [HR instructions](#) (scroll down the USRR and HR Policies page and click on the [Instructions](#) tab)
- [IN/225: Recognition of a “Spouse” for the Purpose of Benefits and Entitlements](#)

**Rotation:** Rotation is a constructive element of organizational and career development. It aims to foster fair distribution of unequal work conditions, encourage professional growth and meet organizational requirements within the constraints of the projectized nature of the Organization. The IOM policy on rotation for staff members in the international P and higher categories is governed by [Staff Rules 4.2.4 and 4.2.6](#) and [Annex 8 \(Rotation\)](#) of the USRR. Specific rotation guidelines are also issued for each rotation cycle. For more information on the rotation process and who is eligible, visit the staffing and recruitment section on the [HR intranet page](#) or contact the Rotation Appointments and Postings Board (RAPB) Secretariat at: [rapb@iom.int](mailto:rapb@iom.int)

**Spouses/Partners and dependants:** International P staff members who take a position in a family duty station may have questions and concerns about support to their spouses/partners and/or dependants. Please read [IN/225](#) for the definition of “spouse” and the USRR for the information on dependant-related entitlements, which vary by contract type. It should be noted that family members are not allowed in non-family duty stations.

Additionally, we encourage you to contact your HR focal point in your assigned duty station (for GS/NO staff) or your personnel administrator in Manila (for P staff), with any specific questions you may have pertaining to your spouse/partner or dependent needs. If a country guide is available, it may provide many answers to your questions.

In many duty stations, UN (and diplomat) spouses join a network called the Local Expat Staff Association (LESA). LESA serves as a networking and resource group.

### ***Social Security***

IOM has a range of social security benefits that include a pension plan (UNJSPF), incapacity and partial disability insurance plan, compensation plan, malicious acts insurance and a medical insurance plan. The type of insurance plan and entitlements applicable depend on the country and contract type. In certain country offices, staff members in the GS category are not covered by the IOM social security plans, if the Director General has approved their participation in the national social security system.

### ***United Nations Joint Staff Pension Fund***

For information on entitlements to the UNJSPF, please see [IN/233 Rev. 1](#), check the UNJSPF website ([www.unjspf.org/](http://www.unjspf.org/)) or contact the UNJSPF team at IOM ([iompensionadmin@iom.int](mailto:iompensionadmin@iom.int)).

### ***Incapacity and Partial Disability Insurance***

For information on entitlements to IOM's incapacity and partial disability insurance plan, please see [IN/215: Incapacity and Partial Disability Insurance](#).

### ***Compensation Plan***

For information on entitlements to IOM's compensation plan, please see [IN/95 Rev. 3: Compensation Plan \(CP\)](#). All questions related to the compensation plan can be addressed to: [CPAminMNL@iom.int](mailto:CPAminMNL@iom.int)

### ***Malicious Acts Insurance***

Through affiliation with the UN Malicious Acts Insurance, IOM provides insurance coverage in the event of death or permanent disability caused by a malicious act. This insurance covers all staff members holding SST, SFT, FT and REG contracts; consultants; and interns. Individuals holding hourly contracts are not covered.

For information on entitlements and specific requirements of the Malicious Acts Insurance, please see [IB/17 Rev. 1: Malicious Acts Insurance \(MAI\) General Information](#).

### ***Health Claims and Insurance***

There are two health insurance schemes: the [Medical Service Plan \(MSP\)](#) and the [Health Insurance](#).

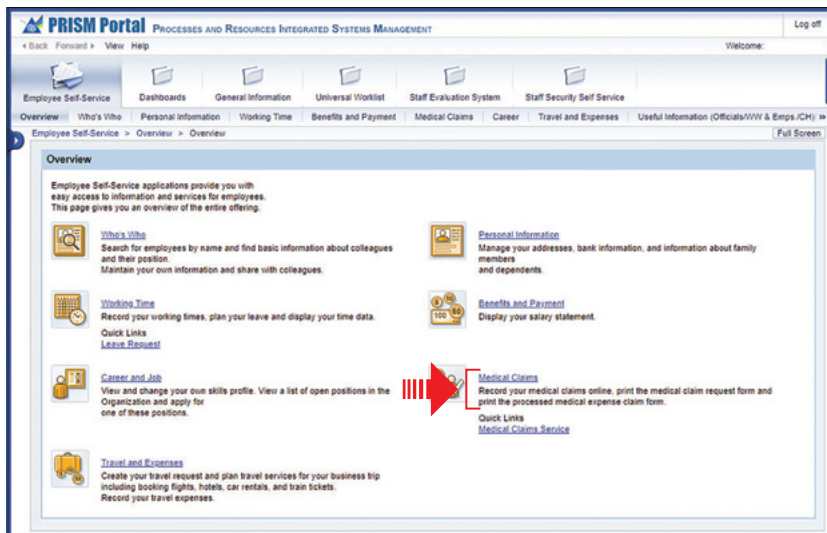
Staff members are granted either the MSP or the Health Insurance, depending on the contract type and duty station.

<b>Eligibility criteria</b>	
<b>Medical Service Plan (IN/94 Rev. 2)</b>	<b>Health Insurance (IN/214)</b>
<ul style="list-style-type: none"><li>• GS and NO staff or P staff in an IOM office worldwide</li><li>• GS staff in Switzerland who are ineligible for the Health Insurance</li></ul>	<ul style="list-style-type: none"><li>• International P staff and GS staff in Switzerland</li><li>• Staff holding FT and REG contracts</li></ul>

The participation of eligible family members (i.e. spouse/partner and children) is subject to the criteria set out in the respective insurance instructions.

As per the MSP instruction (IN/94 Rev. 2), MSP participation is compulsory for staff members in the GS category where participation in the national security system is not mandatory, and for international P staff who are not eligible for the Health Insurance. Specific rules apply based upon contract length (please refer to IN/94 Rev. 2 for more details). As a first step, staff members need to complete their entry medical examinations and then they will be enrolled in the MSP. Once enrolled, staff members can also enrol their spouse/partner and/or dependants under certain conditions.

The [Insurance and Health Claims Processing Unit](#) deals directly with the processing of medical claims, provide advice and support on medical insurance benefits and guidance on medical insurance rules, and serves as liaison with the Organization's insurance provider. Staff enrolled in the MSP or Health Insurance need to process health claims on [PRISM](#). Log in to the portal and click on the Medical Claims option (circled in red below). You may also watch an [instructional video about how to file a medical claim](#).



To process **medical claims** or for **information** on the MSP and Health Insurance, please send or contact the following units:

Manila Health Claims Processing Unit ([HCPUManila@iom.int](mailto:HCPUManila@iom.int))

- P or higher category
- GS staff in Switzerland
- GS staff in the Field (except Africa and the Americas)

Panama Health Claims Processing Unit ([HCPUPanama@iom.int](mailto:HCPUPanama@iom.int))

- GS staff in Africa and the Americas

You can find more information, agreements, forms and manuals on the [IOM Health and Insurance Claims intranet page](#).

## *Separation and Termination*

### *Separation*

Staff members may be separated from the Organization as a result of a number of administrative situations, such as retirement, resignation, abandonment of post, expiration of appointment (non-renewal of contract) or death. It should be noted that these administrative situations are not regarded as “termination” within the meaning of the SRR. No termination indemnity applies, except for some staff members in the GS category in certain IOM offices if specifically provided.

### *Termination*

Termination is the interruption of a contract before it reaches its expiry date. The Organization may terminate the appointment of a staff member for a number of reasons, such as (but not limited to): abolition of the post; health reasons; as a disciplinary measure; and when the staff member’s services are assessed to be unsatisfactory. Staff members whose contracts are terminated for grounds other than as a disciplinary measure will be entitled to the payment of a termination indemnity in accordance with the SRR.

## *Working in a Hardship Duty Station*

In support of IOM’s strategic focus areas, many of the Organization’s activities relate to resettlement, movement, logistics, preparedness, and response in migration crises and humanitarian emergencies through recovery and transitional settings. As such, a large number of IOM staff members work in hardship duty stations. IOM follows the ICSC [hardship classifications](#). These classifications impact entitlements such as rest and recuperation, danger pay and the designation of non-family duty stations.

For additional information, please see the [IOM Emergency Manual](#).

## Work–Life Balance

IOM encourages all staff members to embrace a healthy work–life balance. Instructions related to work–life balance can be found below (these are just a selection of HR [instructions](#) available for you to review). It is important to note that these instructions are periodically updated and staff members should check the intranet for the most updated versions.

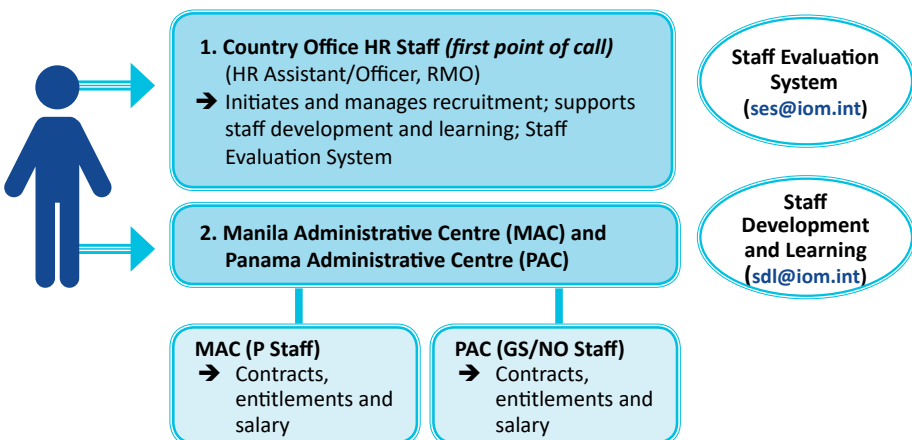
- [IN/257: Flexible Working Arrangements](#)
- [IN/100 Rev. 1: Special Leave Without Pay \(SLWOP\)](#)
- [IN/254: Maternity Leave](#)
- [IN/148 Rev. 1: Paternity Leave](#)
- [IN/145: Adoption Leave](#)

## Confidentiality

All HR staff members are bound by a confidentiality statement; as such, they cannot disclose any personal information to other staff members who do not need to be informed of specific issues, including the staff members' supervisors. It is essential to understand that HR staff do not have access to the medical records of staff. The Occupational Health Unit (OHU) medical staff reviews all necessary medical information to issue a clearance and only communicates to HR if the person is cleared or not for the specific position. No diagnosis or other details are shared.

### WHERE TO GO FOR HUMAN RESOURCES SUPPORT?

IOM staff have two levels of support for HR needs:



## 2.5. A Healthy Workplace

### Staff Health

The promotion of decent, safe, and healthy working conditions and environment is a priority for IOM.

**Internal instruments** and guidance have been developed by the OHU to assist mission offices and staff in strengthening their capacity in preventing and managing workplace hazards and risks and enhancing staff well-being.

### Accident or Illness

Staff members are advised to seek medical attention locally:

- If you need to be hospitalized, you should contact the OHU/HIM doctors (primarily Dr Martine Grigis, [mgrigis@iom.int](mailto:mgrigis@iom.int))<sup>24</sup> and inform them of the situation. The IOM doctors will help assess if the problem can be dealt with locally or requires movement/evacuation to another suitable medical facility inside the country or abroad in case of life-threatening conditions.
- If the problem is deemed to be too severe to be dealt with locally, the examining doctor or the staff should seek further assistance from OHU/HIM doctors or from International SOS, which is available 24 hours, 7 days a week at:



- International SOS Geneva: + 41 22 785 64 64
- International SOS Philadelphia: + 1 215 942 8226
- International SOS Singapore: + 65 6338 788800

International SOS is a service provider offering medical advice and referrals to international staff members and eligible dependants free of charge on a 24-hour basis ([www.internationalsos.com](http://www.internationalsos.com)). Please note that the International SOS access programme is not a medical insurance and does not cover the costs of medical evacuation or medical treatments.

IOM Field staff covered by the MSP should be taken to the closest suitable medical facility in the country of posting, as the MSP only covers costs for medical treatment given at their duty station.

<sup>24</sup> In case of medical emergency during Dr Grigis' absence, you may contact HIM Manila doctors: Dr Esther Palmer ([epalmer@iom.int](mailto:epalmer@iom.int)) at +63 917 578 90 11 (English/Spanish); Dr Alicia Wycoco ([awycoco@iom.int](mailto:awycoco@iom.int)) at +63 917 859 63 75 (English). For medical emergencies and referrals in Geneva, please dial 144.



For additional information on medical evacuation, please see [IN/80: Medical Evacuation of IOM Staff with or without SOS](#).

### *Medical Exams*

The Entry on Duty (EOD) medical exam is mandatory for all IOM staff members. Specific requirements are listed in respective medical examination forms. Those in the GS category (including NOs) in all Country Offices should consult [IN/109 Rev.1](#), while international P staff members and GS staff members at IOM Headquarters should use the [EOD Medical Examination Form](#). It is important to note that all P staff must complete the EOD medical exam regardless of contract length as a condition of employment. OHU will not provide a medical clearance without this exam.

Below are relevant instructions:

- [IN/109/Rev. 1: Entry on Duty](#) – for those in the GS and NO categories;
- [Entry on Duty Medical Examination Form](#) – for international P staff members, and GS staff at Headquarters;
- [IN/110 Rev. 1: Annual Medical Examinations](#) – for drivers and security guards;
- [IN/107 Rev. 1: Periodic Medical Examination \(PME\)](#) – for all active staff members covered by the Health Insurance (HI) or by the Medical Service Plan (MSP).

### *Staff Wellness and Mental Health*

IOM staff members are very dedicated and often work in difficult situations, such as in conflict zones and when there are natural disasters. It may be necessary and helpful for staff members to seek psychosocial support. The IOM Staff Welfare Officer located at Headquarters supports OHU in this work. Currently, OHU helps IOM offices by:

- Facilitating staff access to UN Critical Incident Stress Management Unit (CISMU) counsellors in the Field for individual debriefing and group training on stress management, and making recommendations to the Chief of Mission to have some of their staff trained as peer support volunteers by the counsellors of the UNDSS, whenever possible;
- Providing information to and raising awareness among staff members about stress management.

For additional information about coping strategies, please see [Annex 5](#) of this Guide.

## *Personal Action Plan*

Living and working in a city like Geneva (family duty station) or alternatively in a conflict zone (hardship duty station), we can all face different stressful situations. It is important, at the beginning of your employment, to review how well you cope with stress, and then make changes to manage better in stressful situations. We encourage you to take the time to complete your own Personal Action Plan. Please see [Annex 4](#) of this Orientation Guide for a more detailed explanation and the template.

## *Additional Information*

Please visit the [Occupational Health](#) pages on the HR intranet for the latest information and policies on the safety, health and welfare of staff members. The following resources are also helpful:

- [IB/34: HIV AIDS Policy for IOM Staff and Dependents](#)
- [IB/52: Preventive Measures of Tuberculosis Infection among IOM Health-care Workers](#)
- [IN/11: Policy and Procedures on Alcohol-Related Problems](#)
- [IN/115 Rev. 1: Cessation of Tobacco Smoking in IOM](#)
- [IN/143: Reserve to Cover for Absences Due to Maternity Leave and Extended Illness](#)
- [IN/151 Rev 2: Sick Leave Administration](#)
- [www.headington-institute.org/](http://www.headington-institute.org/)
- Alessandra Pigni, *The Idealist's Survival Kit: 75 Ways to Avoid Simple Burnout* (2016) – a personal account of coping, by an ex-humanitarian colleague



## 2.6. A Secure Workplace

### *IOM Staff Safety*

IOM takes the [safety](#) and security of personnel members seriously.

The Organization is required to comply with and implement the UN Security Policy Manual, established UN safety and security protocols and standard operating procedure (SOP), relevant General Assembly resolutions, and other UN security policies. Please read [IN/52: Staff Safety Security Policy](#) for more information.

The [Staff Security Unit \(SSU\)](#) and the Regional and Field Security Officers provide security risk management and compliance assessments to IOM offices worldwide. These services include, among others, security risk management (SRM) process, office [Minimum Operating Security Standards \(MOSS\)](#) assessment, facility safety and security surveys, programme security assessment, threat and risk assessment, and rapid threat and risk assessment during emergencies.

Everyone must complete two [security training courses](#) upon their appointment to IOM: (a) Basic Security in the Field and (b) Advanced Security in the Field. Depending on the hardship category of your duty station, programmatic activities and prevailing security environment in your country of service, there are various security measures in place for your protection. We ask you to carefully review and follow safety instructions from the IOM security team ([SSU](#)) and guidance issued by the [UNDSS](#).

If you are interested in taking specialized security training courses, first speak with your supervisor and then visit the [UNDSS training website](#) or contact IOM SSU.

For more information on safety and security, you may contact: [ssu@iom.int](mailto:ssu@iom.int)

## 2.7. Global Staff Association Committee

The [Global Staff Association \(GSAC\)](#) aims to safeguard the collective and individual rights and interests of IOM staff members globally, promote their welfare, work to resolve issues arising between IOM staff members and the Administration, and advocate – with the Administration – changes that will benefit IOM staff members and the Organization as a whole. The GSAC replaces the Staff Association Committee in Geneva.

IOM staff members are automatically enrolled as members of the GSAC when they begin their employment with the Organization. The first two months of membership are free, and thereafter a nominal amount is charged through payroll each month for continued membership.

The role of the GSAC is to act as a channel of communication with the Administration on matters concerning staff and therefore shapes the IOM staff members' working environment as best as possible. This work is done through consultations and advocacy regarding staff working conditions, including discussions and negotiations with the Director General and/or his/her representatives on matters affecting staff interests, in the formulation and implementation of the SRR and other pertinent instructions and guidelines affecting conditions of employment or other interests of the staff members, by assisting IOM staff members in disputes with the Administration regarding their conditions of employment, work and welfare; by maintaining cooperation and advising IOM's local staff associations, including promoting the creation of local staff associations; and by maintaining relations and cooperation with staff associations of UN agencies, programmes and funds, of other international organizations, and with the Federation of International Civil Servant Associations (FICSA).

The [Statutes of the Global Staff Association Committee](#) were approved by a referendum in June 2017.

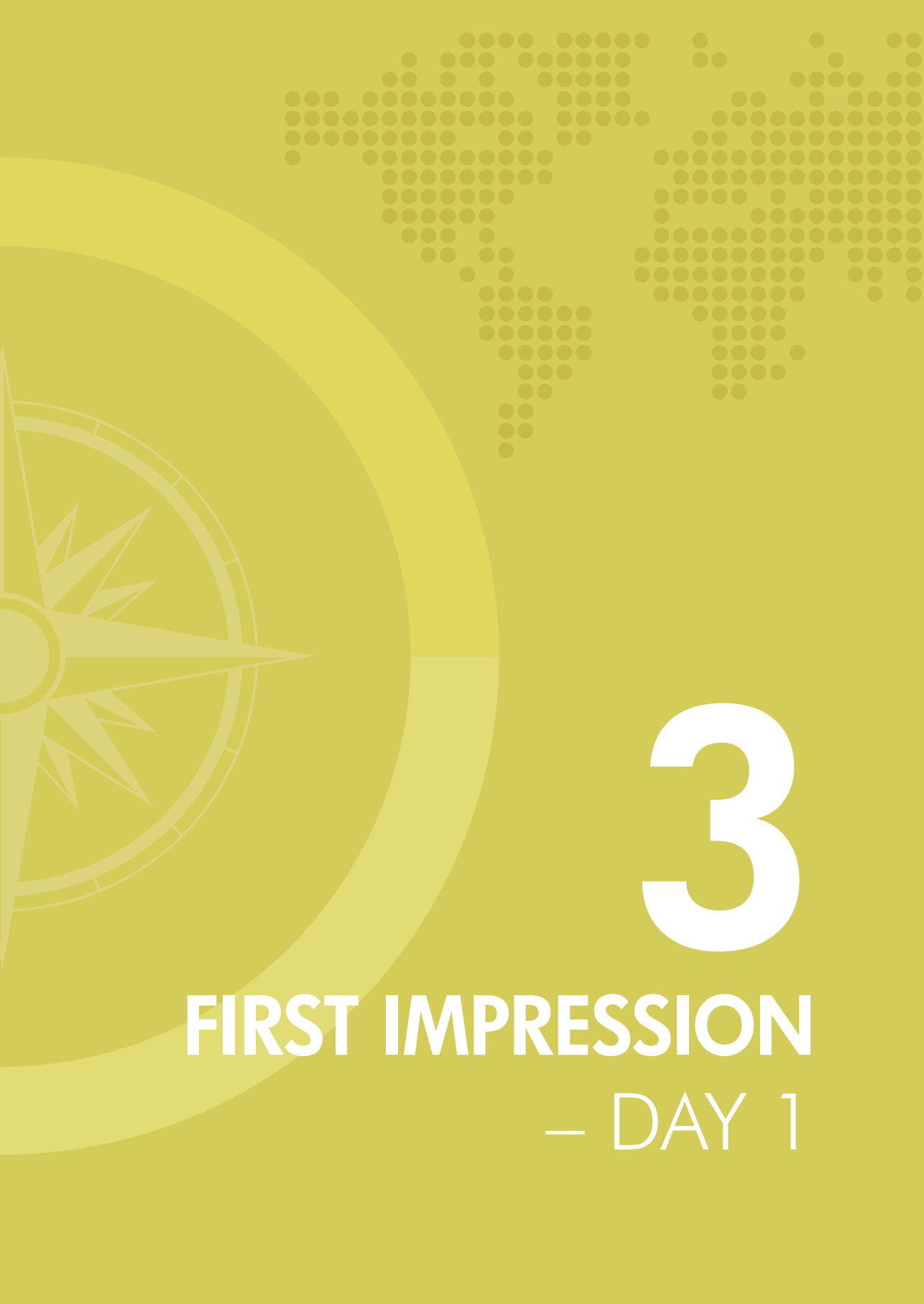
For more information, please visit the [GSAC intranet page](#) or contact:

**GSAC Secretariat**

+41 22 717 9 Ext. 229

Email: [SACMBX@iom.int](mailto:SACMBX@iom.int)

Skype: sac-geneva



3

**FIRST IMPRESSION**

– DAY 1



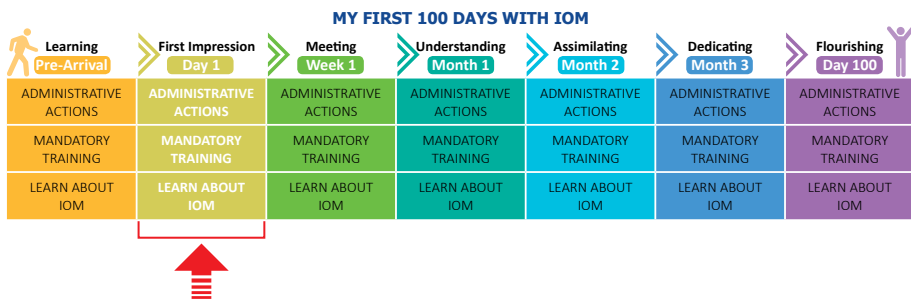
## FIRST IMPRESSION – DAY 1



## Administrative Actions

Welcome to your first day in your new assignment with IOM! The first day on any job is busy with many colleagues to meet and orienting yourself to your new office and duties.

Here are a few actions that you need to complete today (please see also [Annex 2: IOM Induction Programme – New Staff Member Checklist](#) for the full list):



#### My First 100 Days with IOM Chart

- Review “Day 1”.
- Welcome to the IOM Orientation Guide**
- Read sections [1](#) and [2](#).

- Report to HR to complete and submit any outstanding documentation.
- Read and sign [IN/15 Rev. 1: Standards of Conduct](#) and [IN/234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse](#) (if not completed in the pre-arrival phase).
- Obtain your first day’s and/or week’s schedule (the majority of Country Offices will provide a schedule during your first week).

- Your workspace should be set up prior to your arrival. Please confirm with your supervisor. Ensure you have access to the following:<sup>25</sup>
  - IOM email address
  - Computer
  - Connection to a printer
  - Telephone (or a shared phone)
  - Internet
  - Intranet
  - PRISM
  - PRIMA
- Obtain an IOM identification card(s) (*have your photo taken, etc.*) and/or UN card (*in some countries you may require both*). Check with your HR focal point for any questions.
- Register on IOM [I-Learn](#) to access the Induction Programme curriculum.
- Arrange a meeting with your direct supervisor to:
  - review your ToRs;
  - receive an overview of your department/unit and the thematic area(s) of work (*ask how your job fits within the work of the department/unit and the greater mission of IOM*);
  - arrange briefings with IOM staff to learn about important administrative processes (e.g. taking leave, important deadlines, common services and support such as photocopying, reception, supplies);
  - learn more about the thematic areas within the IOM mission (*this could be part of Week 1 schedule*); and
  - find out who your “buddy”<sup>26</sup> is at IOM (*if you have not yet received the name of your buddy*).
- Take a tour of the IOM office.
- Obtain relevant security equipment, as required.
- Be prepared to meet with other IOM staff members, and introduce yourself (see [general tips in section 2](#)).
- Ask questions.

<sup>25</sup> Some IOM staff members will need additional access rights set up for them (e.g., access to restricted rooms such as a server room for ICT staff).

<sup>26</sup> This individual will be a peer that has been identified and volunteered to act as an informal resource and to help you quickly learn the IOM way of doing things.





## Mandatory Training

On your first day of work, there are no mandatory training courses. However, depending on the country or function, there may be other training courses to complete.



## Tools

To complete your first-day tasks and learning, you will need the following tools:

- Welcome to the IOM Orientation Guide
- [IOM intranet](#)
- IOM Learning Management System ([I-Learn](#))
- [PRISM](#)



## Learn about IOM

On your first day of work we encourage you to read **Welcome to the IOM Orientation Guide** and any IOM country guides or documents that are provided to you. To ease your transition and provide you with additional support, you will be matched with an IOM buddy. Your buddy is an IOM peer who will be available for you to ask questions as you orient yourself to your new office environment. More information about the IOM buddy programme is provided in [Annex 3](#).





# 4

**MEETING**  
– WEEK 1



# 4

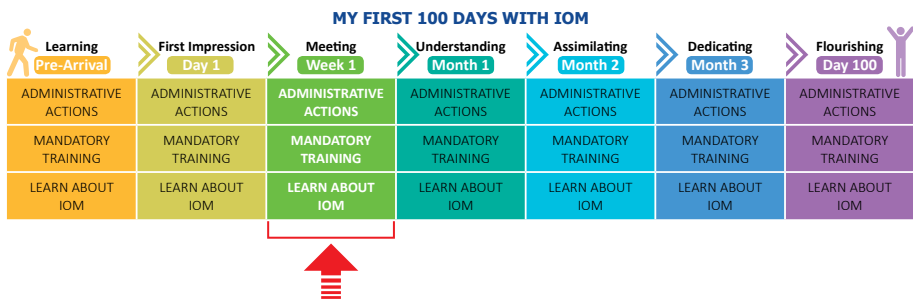
## MEETING – WEEK 1



### Administrative Actions

It is your first week of work in your new assignment with IOM. Congratulations! You will meet new colleagues, learn about your duties and the IOM Office, and have many questions to ask.

Here are a few actions that you need to complete this week (please see also [Annex 2: IOM Induction Programme – New Staff Member Checklist](#) for the full list):



#### My First 100 Days with IOM Chart

- Review “Week 1”.
- Welcome to the IOM Orientation Guide**
- Read sections 3 and 4.

- Complete the **MANDATORY** Welcome to IOM: Online Training.
- Complete the **MANDATORY** [Ethics and Conduct at IOM: The Values We Share](#) online training (must be completed during the first week; no exceptions).
- Complete the **MANDATORY** [UNDSS Basic Security in the Field](#) and [Advanced Security in the Field](#) and provide the completed certificates to your HR focal point (if not already completed and submitted).
- Obtain your first week’s schedule (if you have not received already; the majority of Country Offices will provide a schedule during your first week, please check with your supervisor), your local IOM office phone directory and organigram.

- Ensure that you have a briefing session with the IOM Security focal point and local UNDSS representative, depending on the country (international P staff, depending on the country and, in some countries, national staff, receive the briefing).
  - IOM and UNDSS should brief you about security guidelines, personal security, evacuation plan and the warden system. They also provide information security needs for international staff accommodation (e.g. what to look for, requirements).
- Log in to [I-Learn](#)<sup>27</sup> and follow Week 1 learning and tasks.
- Learn more about IOM by exploring the IOM [website](#), [intranet](#) and [PRISM](#).
- Receive an appropriate handover, if you are taking over your position from another colleague.
- If assuming a managerial role, meet with your direct reports:
  - Request their ToRs and workplans. Understand their work better.
  - Set a time for more in-depth meetings, as required, during the first week.
- Ensure all IT, communication and transportation needs are requested/resolved.
- Explore the IOM IT environment and get informed about email etiquette, shared drives, use of Outlook calendar for scheduling meetings and other things. For more information, see [IN/123 Rev. 1: ICT Policies and Guidelines](#). See also [section 4.2](#) of this Guide.
- Meet daily or consult with your [IOM buddy](#) as required. Your buddy will help you to learn about IOM, the internal processes and the life in your new country:
  - Learn about the IOM global structure.
  - Learn about your IOM Country Office practices and procedures.
  - For international P staff, obtain useful information about living in a new country.
- Begin work on your first assignment.
- Arrange to meet with local stakeholders, donors and beneficiaries (as required).
- Get to know others in the office. Go to lunch or have a coffee with a co-worker.

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<sup>27</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

### *For international P staff only*

- Search for accommodation; and for dependants, look for schools and medical facilities as needed.



## Mandatory Training

During your first week of work, you are required to complete the following mandatory training courses:

- [Welcome to IOM: Online Training](#)
- [Ethics and Conduct at IOM: The Values We Share](#) (log in to I-Learn and complete this online training no later than the first week)
- [Basic Security in the Field](#) and [Advanced Security in the Field](#) (if you have not done so already, please visit the UNDSS training website to complete your mandatory security training courses; for international P staff and Field staff)
- Other training courses to complete, depending on the country or function



## Tools

To complete your first-week tasks and learning, you will need the following tools:

- Welcome to the IOM Orientation Guide
- [IOM intranet](#)
- IOM Learning Management System ([I-Learn](#))
- [PRISM](#)



## Learn about IOM

During your first week of work with IOM, we encourage you to review your ToRs carefully with your supervisor and learn more about the Organization and your Country Office. Please log in to the online IOM Induction Programme to see your progress during your first 100 days and to complete the various modules and activities provided to you during your first week of work.

The Welcome to IOM e-learning course will provide you with a welcome to the Organization; a brief overview of the IOM mandate, structure, activities and approach; and a preview of your 100-day Induction Programme.

As you start your journey with IOM this week, you will learn more about the IOM workplace policies including ethics and conduct within IOM (including [IN/15 Rev. 1: Standards of Conduct](#)). These training courses are mandatory, and you are expected to understand and uphold the principles set out for you as an IOM staff member. This section also covers how you can “stay connected” within IOM by utilizing the many communication platforms, tools, documents and guides available to assist you in your duties.

## 4.1. A Positive and Enabling Workplace

### *A Diverse and Inclusive Work Environment*



IOM is committed to promoting a diverse and inclusive workplace. At IOM, we firmly believe that it is the rich diversity of our staff that set us apart as an exceptional organization. Every day IOM staff use their varied knowledge and understanding to serve beneficiaries and Member States effectively and with sensitivity. **Diversity** is often defined as the combination of the visible and invisible differences that shape our views and perspectives that make us who we are and make each of us unique. An **inclusive** work environment can be understood as the extent to which individual staff feel valued and

included by an organization – by IOM. Staff members are expected to uphold IOM’s commitment to a diverse and inclusive work environment, including non-discrimination at the workplace.

- Learn more about [diversity and inclusion](#) in IOM.
- Read the IOM [report on diversity and inclusion](#).

**UN Globe:** UN Globe is a staff group representing lesbian, gay, bisexual, transgender and intersex (LGBTI) staff members of the UN system and its peacekeeping operations. If staff members wish to become part of UN Globe, they should contact the group via the website. All information is treated with confidentiality.



**UN Plus:** UN Plus is the UN system HIV-positive staff group. Staff members who are living with HIV (or have family members living with HIV) can join and exchange information about medical facilities in the Field, availability of treatment and more. Group members can also interact in a secure online forum to get support and advice if needed. Members belong to all UN entities and are located all around the globe. Visit the [UN Plus website](#) and write to the group if you wish to join. Confidentiality is assured.

**Gender equality in HR:** In addition to the IOM policies in support of work–life balance, IOM promotes gender equality in the recruitment, promotion and rotation processes. The Head of the GCU sits on the RAPB, and special measures are in place to promote women at the P4 level and above, where women’s representation is particularly low. In terms of organizational culture, IOM conducts periodic global staff surveys and offers exit surveys to all departing P-level staff, in order to assess what gender-specific and other barriers, if any, staff may have encountered during their employment with the Organization.

### *Ethics and Conduct*

The IOM Constitution refers to the necessity of “integrity” for the Organization’s staff members. IOM has consistently maintained a reputation for efficiency and excellence. This characteristic is based on staff members’ high ethical and professional standards; enhancing staff professionalism has been one of the Director General’s enduring and fundamental objectives. To achieve this, the Director General has established the [Ethics and Conduct Office \(ECO\)](#). The goal of the ECO is to professionalize and systematize the coordination processes related to ethics and conduct in IOM.

The ECO provides advice on staff members’ requests for involvement in any outside activity and manages allegations of misconduct and unethical behaviour in compliance with the IOM Standards of Conduct ([IN/15 Rev. 1](#)) and related policies, including fraud, harassment, abuse of authority, discrimination and conflicts of interest. Staff members’ engagement in any outside employment or activity needs to have prior approval through the ECO. Accountability is one of the key features of professionalism at IOM, and all IOM staff members and offices have an obligation to report any breach of the Organization’s rules and regulations to the ECO.

Staff should carefully review [IN/90: Policy for a Respectful Working Environment](#) to fully understand your rights and responsibilities in fostering a professional workplace.

IOM staff members are also called upon to exercise particular care to avoid any conflict of interest, including perception of favouritism or nepotism as set forth in [IN/161: Close Relatives in the Workplace](#).

### *Fraud Awareness*

Fraud control refers to the integrated set of activities to prevent, detect, investigate, and respond to fraud and to the supporting processes such as staff training and offender penalization. More information can be found in [IN/70: Fraud Awareness and Prevention Guidelines](#).

### *Investigations*

[IN/74 Rev. 1: Charter of the Office of the Inspector General \(OIG\)](#) defines investigation as “a formal fact-finding inquiry to examine allegations of misconduct and other wrongdoing in order to determine whether they have occurred and if so, the person or persons responsible.”

The [Office of the Inspector General \(OIG\)](#) has the mandate to investigate allegations of misconduct by IOM staff members and allegations of sanctionable actions by IOM vendors.

### *Prevention of Sexual Exploitation and Abuse*

In June 2011, at the direct request of the Director General, IOM launched an ambitious worldwide [PSEA](#) awareness-raising campaign. In 2016, IOM updated its mandatory PSEA awareness-raising training package to reflect the establishment of the [ECO](#) in 2014 and the adoption of the Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse ([IN/234](#), available in [English](#), [French](#) and [Spanish](#); hereinafter referred to as the PSEA Policy). This mandatory instruction spells out the rules and regulations that govern the conduct of all IOM workers in the context of sexual exploitation and abuse (SEA), including the responsibilities they have to prevent, report and respond to SEA incidents and SEA-related retaliation.

Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.<sup>28</sup>

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<sup>28</sup> The definitions of “sexual exploitation” and “sexual abuse” are set forth in [IN/15 Rev. 1: Standards of Conduct](#) and are aligned with the United Nations Secretary-General’s Bulletin: Special Measures for Protection from sexual exploitation and sexual abuse (ST/SGB/2003/13).

To access the mandatory IOM Awareness-Raising Session on Sexual Exploitation and Abuse training package, please visit the IOM [PSEA intranet page](#) and click on the Awareness-raising tab for the full list of resources and training materials. Please check with your Chief of Mission or Head of Department in HQ to find out when the next PSEA awareness-raising session will be held in your office. For additional information about PSEA at IOM, please contact: [Ethics&ConductOffice@iom.int](mailto:Ethics&ConductOffice@iom.int)

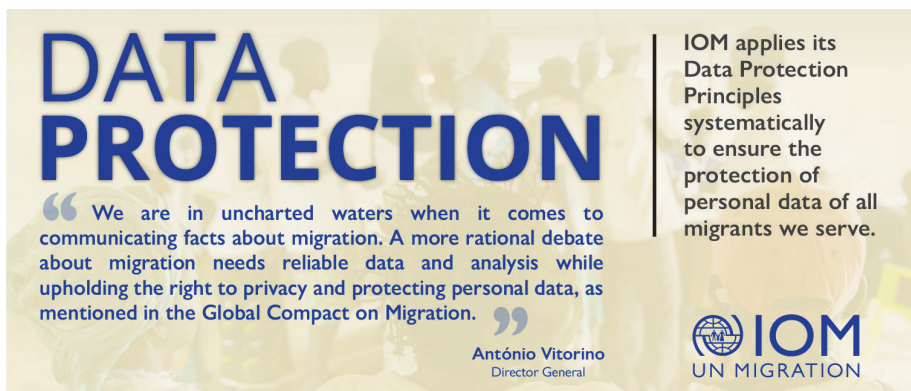
- Learn more about PSEA by reviewing the [Best Practice Guide: Inter-Agency Community-Based Complaint Mechanisms](#).

### *Data Protection*

What can you do to protect data? Remember the five Cs:

- **Care:** Handle personal data with due care throughout the data processing cycle, from project development and implementation to evaluation and reporting.
- **Caution:** Always apply caution when collecting and disclosing personal data, particularly sensitive data.
- **Confidentiality:** Treat personal data as confidential at all times.
- **Consent:** To the extent possible, obtain the (written) consent of the individual concerned to collect and process any personal data.
- **Contract:** Ensure adequate safeguards in a written contract.

IOM's Legal Department ([leg@iom.int](mailto:leg@iom.int)) is the focal point for data protection issues and provides advice to ensure that personal data is collected, used, transferred and stored in accordance with [IN/138: IOM Data Protection Principles](#).




**DATA PROTECTION**

“ We are in uncharted waters when it comes to communicating facts about migration. A more rational debate about migration needs reliable data and analysis while upholding the right to privacy and protecting personal data, as mentioned in the Global Compact on Migration. ”

António Vitorino  
Director General

IOM applies its Data Protection Principles systematically to ensure the protection of personal data of all migrants we serve.

 **IOM**  
UN MIGRATION

### *Preventative Measures*

A grievance can often be the result of a misinterpretation of a decision or action or even a simple misunderstanding. In many cases, grievances can be resolved by seeking clarification on applicable procedures, instructions, regulations and rules.

Grievances can also be the result of tension or conflict in the workplace. Complaints should be resolved at the level closest to where the conflict occurs. Staff members should first take issues to the person with whom they are having a dispute and supervisors should be given an opportunity to resolve the complaint before taking it elsewhere. IOM will make every attempt to find a solution to workplace issues by addressing them at the earliest stage to informally resolve disputes before they move into a formal appeal. In most cases, some open discussions between staff and supervisors and the introduction of certain minor changes in the workplace or work procedures can resolve the conflict before it escalates.

### *Role of the Ethics and Conduct Office*

The [ECO](#) promotes ethical awareness, behaviour, and standards of conduct through training, communication, policy development and liaison. The ECO also receives, reviews and provides advice on staff members' requests for involvement in any outside activity and any issue of conflicts of interest.

The ECO also receives allegations of misconduct and unethical behaviour, including those related to fraud, harassment, abuse of authority, discrimination and conflicts of interest. Allegations of fraud and serious misconduct are referred by ECO to the OIG for assessment and potential investigation.

All IOM staff members and offices have an obligation to report all cases of fraud and misconduct and all breaches of IOM instructions or regulations to the [ECO \(Ethics&ConductOffice@iom.int\)](mailto:Ethics&ConductOffice@iom.int).

### *Role of the Ombudsperson*

The [Office of the Ombudsperson \(OOM\)](#) established the Respectful Workplace Focal Point (RWFP) network, similar to those found in other international organizations, to support a safe place to talk about work-related issues and to create a local, timely response to office concerns. Conflicts are a natural part of everyday life, but we can positively resolve conflicts and prevent them from escalating by how we manage them. Doing so will boost morale, productivity and success at work. Although RWFPs cannot provide all the appropriate, alternative dispute resolutions services available at OOM, your local RWFP

is a good place to start when you need someone to talk to or you need to know what options are available to help you with a workplace concern or navigate the system. To find out more about the function or to find your local RWFP, please click on the following link: [https://intranetportal/Pages/HQ\\_ODG\\_OMB.aspx](https://intranetportal/Pages/HQ_ODG_OMB.aspx)

### ***Information Security***

IOM shall take reasonable steps to respect the right to information privacy. However, IOM reserves the right to make exceptions if competing interests of the Organization override a user's right to information privacy. A third-party access request to access a specific user account, email account, personal data, and/or other electronic documents or communications stored in IOM ICT resources, without the consent of the user, must be duly authorized by the Director General or the Chief of Staff as the delegated authority. Third-party access requests shall only be granted for a limited period of time with proper justification, one of them being alleged misconduct or other alleged violation of IOM policies, regulations and rules.

### ***Additional Information***

For information on misconduct, grievances and appeals, please consult the [HRM intranet page](#) and these documents:

- [IN/15 Rev. 1: IOM Standards of Conduct](#)
- [IN/90: Policy for a Respectful Working Environment](#)
- [IN/70: Fraud Awareness and Prevention Guidelines](#)
- [IN/71: Internal Control Definitions and Applications](#)
- [IN/142: Policy on Reporting Irregular Practices, Wrongdoing and Misconduct](#)
- [IN/168: IOM Procurement Manual](#)
- [IN/13: Financial and Other Obligations of Staff Members](#)
- [IN/138: IOM Data Protection Principles](#)
- [IN/234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse](#)

## 4.2. Stay Connected

Want to know more about what IOM is doing in the world? Eager to share information about your work or promote the Organization publicly? Follow these external platforms and links of IOM.

### *External Platforms and Links*

- [IOM website](#) – our public face;
- [The Migration Newsdesk](#) – an online source of daily news about IOM;
- [IOM Press Room](#) – where all IOM media stories, press releases and videos can be accessed;
- [Media Library](#) – a catalogue of IOM photos, videos and audio files from all IOM offices around the world for IOM and external use;
- [Migration Blog](#) – hosts contributions from IOM staff and partners on a range of topics.

IOM also has global social media channels. However, some IOM country offices or thematic experts may have their own accounts too.

- [Facebook](#)
- [Twitter](#)
- [Instagram](#)
- [Videos](#) – although IOM videos can be made through partnerships with private companies, the Media and Communications Division (MCD) has an in-house production team ([noren@iom.int](mailto:noren@iom.int))
- [Community Response Map](#) – an in-house feedback platform used by and available to IOM and partner projects around the world

### *Media and Communications Policies and Guidance*<sup>29</sup>

#### *Social Media*

IOM recognizes that staff members’ personal social media networks can be a powerful tool for spotlighting the Organization’s work, but it encourages staff using social media to do so responsibly and in accordance with IOM policies and standards of conduct.

<sup>29</sup> When using the Internet or any social media platforms, IOM staff members should be guided by: [IN/123: ICT Policies and Guidelines](#) (in particular, Section 7: Internet Usage Policy, and Section 8: Social Media Policy) and [IN/88: ICT Standards and Guidelines](#) (in particular, Section 7: Intranet, Internet and Social Media), providing guidance on the use of these platforms for institutional communication and outreach purposes; and the [Social Media Guidelines](#) from the Media and Communications Division (MCD), under “Manuals and Guidelines”.

Be mindful that personal social media exchanges are effectively public, can be visible to everyone and have an enduring footprint. The same core values that guide your daily conduct as IOM staff members apply equally to your personal social media. Discretion, good judgment and adherence to policies should especially be practiced when posting blogs as well as comments on online articles, discussion forums and social networking sites.

### *Digital Professionalism*

Be aware that your online actions, statements, and opinions can impact IOM, compromise its interests, affect its reputation and offend the community in which you live or work.

The IOM [Standards of Conduct \(IN/15 Rev. 1\)](#) very much apply to how staff use social media websites and tools. Staff members are expected to adhere at all times to our core values of integrity, loyalty, independence, impartiality and an international outlook.

For social media tips and policies, whether setting up or using personal or institutional accounts, we recommend that you read the IOM [Social Media Guidelines](#) as well as the [ICT Policies and Guidelines](#), which include the Organization's social media policy, Internet usage policy, and other useful and related policies and information.

To learn more about digital professionalism, take a look at this short [presentation](#).

### *Engaging with the Media*

As an IOM staff member, you may, at some point, be asked to give interviews to the media on your areas of expertise, facilitate a Field visit for a journalist or arrange for the media to interview beneficiaries. This can happen without notice when you find yourself unexpectedly being asked questions to a camera. If put on the spot by a journalist in this way, remember to be respectful and good natured and provide a positive take on a given situation.

Ideally, and as a matter of policy, these activities should only be conducted in close coordination with your supervisor, your head of office or Chief of Mission, and the MCD focal point in your office or region, or with the MCD Media Team at Headquarters or in your region.

When speaking to journalists on subjects within your areas of responsibility, remember that you speak for IOM and not as a private individual, academic, or independent expert in your field. The media should not be used to further your own interests or views.

The IOM [Media and Communications Handbook](#) provides guidance on engaging with journalists, preparing for interviews, doing interviews, and drafting press releases and Web stories. It also offers guidance on shooting photos and videos for IOM and related sensitivities.

You can consult the Media and Communications Handbook for key media contacts at IOM, or find them [here](#).

### *IOM Institutional Applications*

#### **PRISM**

The IOM Processes and Resources Integrated Systems Management (PRISM) is an enterprise resource planning (ERP) tool developed using SAP. It captures and reports on the Organization’s HR and financial information and data. This includes recruitment, payroll, and personnel management for PRISM HR and financial management, procurement, asset management, cash management, budget, project monitoring, travel and financial planning for PRISM Financials.



The capability to quickly produce analytical reports with up-to-date data is one of the key reasons organizations make large investments of time and money in enterprise resource management systems, such as PRISM.

All staff have access to PRISM as this is where you go to view your payslips, request for leaves, change your personal data, access your staff evaluation, apply for vacancies and other purposes. If you are a Project Manager, you may request access rights to generate and view PRISM financial and HR reports from the PRISM Portal.<sup>30</sup>

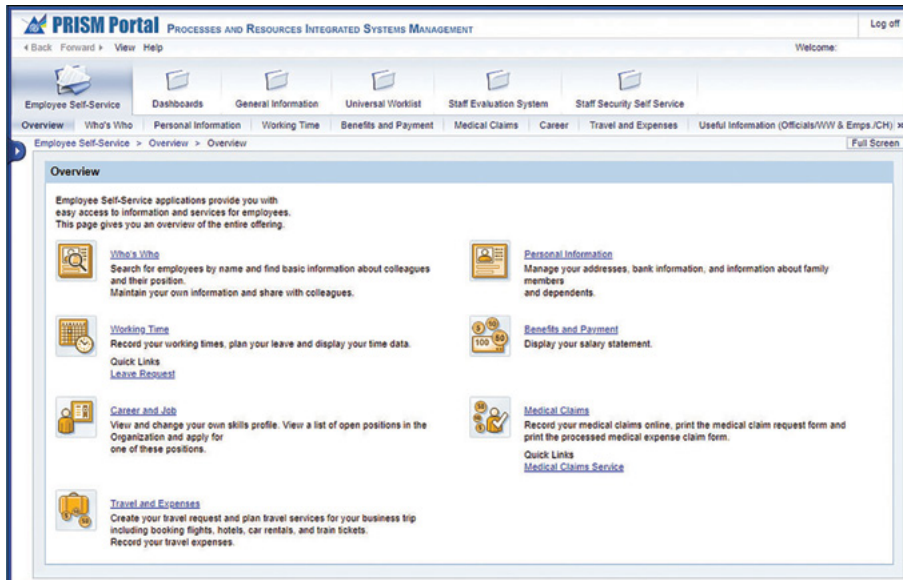
<sup>30</sup> Resource Management staff may have different access rights to PRISM, such as additional privileges and features.



PRISM dashboards provide an increasing collection of operational reports relating to finance, HR, procurement, and migrant services at the organizational, regional, local and thematic area levels. The dashboards, along with a user guide, can be accessed via the [intranet](#) and the [PRISM Portal](#).

- Take time to orient yourself to the PRISM welcome page. From here you can access the tools you need to complete important tasks such as requesting sick/annual leave, sending a health claim and so on.
- If you have any questions related to PRISM, please visit the [PRISM Bulletin Board](#) to access the About PRISM and Learning Centre tabs.

The screenshot shows the IOM PRISM Portal interface. At the top, there is a navigation bar with links for Home, Quicklinks, IOM Careers, and IOM W. Below this is a search bar and a main navigation menu with categories: PROJECTS, MEDIA & COMMUNICATIONS, IOM FUNDING MECHANISMS, IOM IN THE FIELD, and HQ/MAC/PAC. A left sidebar contains various tool categories such as KEY DOCS, POLICIES & PROCEDURES, FORMS & TEMPLATES, CORPORATE SYSTEMS, RIMM PORTAL, TRAVEL INFORMATION, I-LEARN, PUBLICATIONS & LIBRARIES, STATISTICS, SAG STAFF ASSOCIATION, and INTRANET INDEX. The main content area displays a video player with a green arrow pointing to the 'PRISM PORTAL' link in the sidebar. Below the video is a 'Spaces' section with tiles for 'Chiefs of Mission Handbook', 'MigApp', 'Humanitarian Policy Platform', and 'Migrant Assistance Division'.



## PRIMA

The IOM Project Information and Management Application (PRIMA) contributes to strengthening IOM's ability to consistently demonstrate transparency and to operationalize a results-based management approach to programming. PRIMA facilitates:

- Management of all IOM projects across their full life cycles;
- Capture and reporting of project information and results, laying the foundation for aggregated reporting that demonstrate the impact and value for money of IOM projects;
- Adherence to processes outlined in the *IOM Project Handbook*, enforcing compliance with processes and contributing to the transparency of procedures;
- Systematic capture, monitoring, and reporting of project linkages to strategic institutional frameworks and objectives;
- Building of interfaces with systems of donors to allow them to access project reporting;
- Delivery of an institutional repository of projects as well as a much-needed knowledge base.

For more information on PRIMA, please access these links:

- [PRIMA](#)
- [PRIMA User Guide](#)

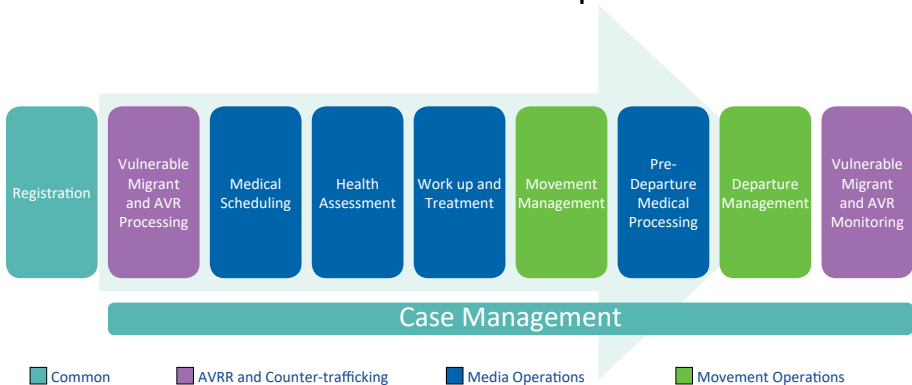
## MiMOSA

MiMOSA is the institutional global case management tool for processing various migrant programmes. It ensures compliance with donor technical instructions as well as the Organization’s data requirements (in particular, data segregation and security). It ensures streamlined processes to capture and manage standard migrant movement, migrant assistance and migrant/refugee medical data. It facilitates case management and generates statistical, financial, and operational reports required by IOM centrally and in conformity with the expectations of the donor community.

MiMOSA is IOM’s institutional system for the management of migrant data in order to provide services to migrants and other beneficiaries. It encompasses many of the activities that mission offices perform in support of operations including:

- Case management (common view of case and individual information and statuses);
- Medical processing (e.g. in-depth medical information including health assessments, X-ray, treatment history and pre-departure medical);
- Assisted voluntary return and reintegration (AVRR) (including assistance planning and monitoring of assistance delivered);
- Extensive customization for AVRR programmes in order to be able to adapt the system to meet donors’ data requirements without the need for IT to be involved;
- Counter-trafficking and vulnerable migrant processes (including screening, risk assessment and best interest determination);
- Compliance with donors’ needs (e.g. medical protocols and donor data requirements) and provision of secure access to data based on the user’s role (you can only access what you need to perform your function).

### MiMOSA Functional Scope







5

UNDERSTANDING

– MONTH 1



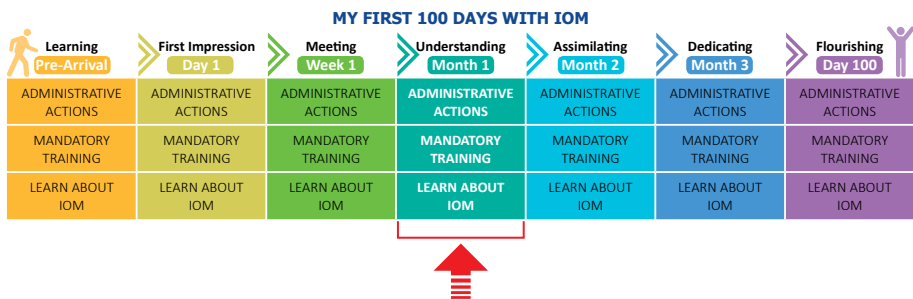
## UNDERSTANDING – MONTH



## Administrative Actions

During your first month of work with IOM, you have many important tasks to complete, which have all been designed to support you in the successful completion of your duties.

Here are a few actions that you need to complete during your first month (please see also [Annex 2: IOM Induction Programme – New Staff Member Checklist](#) for the full list):



### My First 100 Days with IOM Chart

- Review “Month 1”.
- Welcome to the IOM Orientation Guide**
- Read section 5.

- Complete the **MANDATORY I Know Gender** online training.
- Complete the **MANDATORY PSEA training** (timing according to the schedule of the responsible colleagues, as this is a face-to-face training).
- Log in to **I-Learn**<sup>31</sup> and follow Month 1 learning and tasks.
- Set up a meeting with your supervisor to discuss your performance objectives and enter three objectives in the **SES** (for contracts of six months or longer).
- If you have not done so already, review your Personal Action Plan (see [Annex 4](#)).
- Meet at least weekly with your supervisor; request meaningful tangible feedback.

<sup>31</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

- If assuming a managerial role, meet with your direct reports:
  - Request their ToRs and workplans. Understand their work better.
  - Set a time for more in-depth meetings, as required, during the first month.
- Arrange a welcome meeting with IOM colleagues in your office to understand what they do in their work and exchange expectations.
- Meet with the Procurement focal point for a briefing on procurement procedure.
- Meet with the Finance focal point for a briefing on finance procedures. If you are a Project Manager (or new Chief of Mission), ask for guidance on how to access PRISM reports, what to look for when signing financial documents and so on.
- If not provided to you, request IOM T-shirt, vest, hat, and other identification or communication materials (if applicable to your ToR and available in your mission office).
- Arrange to meet with local stakeholders, donors and beneficiaries (as required).
- Review your first assignment and take on one or more additional assignments.
- Meet or liaise at least biweekly with your [IOM buddy](#) on the following topics:
  - Issues related to the use of common services, office equipment and stationery;
  - Informal culture (norms, expectations, navigation, etc.) at the IOM office;
  - Relocation needs for you and any family, such as accommodation, car, medical care, access to food and school, among others (if you are an international P staff);
  - Current living conditions in your duty station (review any country guides (either IOM or UN) available).
- Attend informal “brown-bag” discussions and formal work-related events, if available or required.
- Introduce yourself to staff outside of your department/unit. Go for lunch or coffee/tea with a new colleague.





## Mandatory Training

During your first month of work, you are required to complete the following mandatory training courses:

- I Know Gender** online training
- PSEA training** (timing according to mission office schedule)
- Other training courses to complete, depending on the country or function (please consult with your supervisor)



## Tools

To complete your first-month tasks and learning, you will need the following tools:

- Welcome to the IOM Orientation Guide
- [IOM intranet](#)
- IOM Learning Management System ([I-Learn](#))
- [PRISM](#) (SES, HR, FI, Dashboards)
- PRIMA (as required)
- MiMOSA (as required)



## Learn about IOM

The first month of work is a time to better understand IOM, your Country Office and your duties. We encourage you to read [Welcome to the IOM Orientation Guide](#) and any IOM country guides or documents that are provided to you, and to ask questions to your buddy, supervisor or HR focal point.

So far you have received a general introduction to IOM, security, the work environment and communication.

Now it is time familiarize and deepen your knowledge of migration. The following section provides you with some basic terminology, the world migration context and links to additional resources. The field of migration is ever changing and this learning will continue well beyond your induction period.

Additionally, this section includes information about the IOM SES. We encourage you to find out more.

## 5.1. What Is Migration?

### *Key Migration Terminology*

As an IOM staff member, you may already have some familiarity with migration issues and terminology; however, no matter your level of knowledge it is important for you to ensure you have a correct understanding of the basic concepts. This will serve to help you in your daily duties and as a representative of the Organization in meetings with donors and beneficiaries and other events. Proper use of migration terminology and language is critical as it can have positive or negative connotations and results. For instance, IOM uses the term *irregular migration (irregular migrant)* to describe “movement that takes place outside the regulatory norms of the sending, transit and receiving countries. There is, however, a tendency to restrict the use of the term “illegal migration” to cases of smuggling of migrants and trafficking in persons.”<sup>32</sup>

#### **MIGRANT**<sup>33</sup>

IOM defines a migrant as any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person’s legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is.

#### **MIGRATION**<sup>34</sup>

Migration refers to the movement of a person or a group of persons, either across an international border or within a State. It is a population movement, encompassing any kind of movement of people, whatever its length, composition and causes; it includes migration of refugees, displaced persons, economic migrants and persons moving for other purposes, including family reunification.

#### **MIGRATION CRISIS**<sup>35</sup>

“Migration crisis” is short for “crisis with migration dimensions”. A migration crisis may be sudden or slow in onset, can have natural or human-made causes, and can take place internally or across borders.

An extensive list of [migration terms](#) can be found in the IOM *Glossary on Migration*.

<sup>32</sup> IOM, *Glossary on Migration*, second edition, International Migration Law Series No. 25, (Geneva, 2011). Available from <http://publications.iom.int/books/international-migration-law-ndeg25-glossary-migration>

<sup>33</sup> Ibid.

<sup>34</sup> Ibid.

<sup>35</sup> See: [www.iom.int/mcof](http://www.iom.int/mcof)

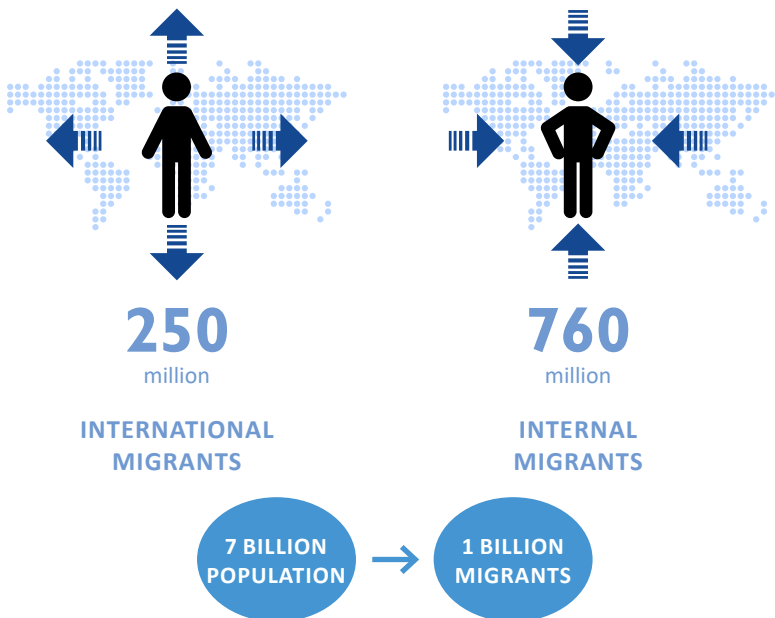
There are also a number of available resources you can use to increase your understanding of migration topics and IOM's impact, including the following:

- [E-Library on migration](#) provides you with resources and tools to better understand global migration topics;
- Publications manages the [IOM Online Bookstore](#) as well as a [repository](#) of IOM publications for internal use;
- [Policies and procedures](#) are available for you to better understand the organizational approach to global migration phenomenon;
- [I-Learn](#) provides training and development opportunities;
- Briefings, which can be arranged for you in your Country Office or by your Regional Office.

Additional resources are available from other UN agencies, such as [resolutions and reports](#) related to migration.

### *World Migration Context*

Migration is the megatrend of the twenty-first century. Consider that 1 billion people are on the move. More than at any other time in recorded history. This includes 250 million international migrants and 760 million internal migrants. An estimated 1 in every 7 people in the world is a migrant, with men and women migrating in significant numbers worldwide.



Additionally, there are 65.3 million forcibly displaced persons worldwide, according to the Office of the United Nations High Commissioner for Refugees (UNHCR) 2015 [Global Trends](#). The population includes 21.3 million refugees,<sup>36</sup> 40.8 million internally displaced persons<sup>37</sup> and 3.2 million asylum seekers.<sup>38</sup> Studies demonstrate that, although this varies by crisis and region, male migrants and female migrants each comprise about half of any refugee, internally displaced or stateless population.<sup>39</sup>

So what is driving global migration?

- Demography: ageing industrialized population and an exponentially expanding youth population without jobs in the developing world;
- Demand: labour shortages versus labour surplus;
- Disparity increasing: economic and social disparities;
- Distance-shrinking: cheap and rapid means of transportation;
- Digital revolution: instant information and communication;
- Disasters: natural and human-made; climate change;
- Desperation: “survival” migration.

IOM has partnered with the United Nations Department for Social and Economic Affairs (UN DESA) to produce an interactive [Global Migration Flows map](#). We encourage you to utilize the map to learn more about world migration.

In response to global migration trends, IOM works to **reduce** forced and irregular migration, **facilitate** regular migration and **protect** the rights of all migrants.

For a more comprehensive overview of IOM’s programmatic response to the current migration context, please see the [Programme and Budget for 2017](#).

<sup>36</sup> A person who, “owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country (Article 1(A)(2), Convention relating to the Status of Refugees, 1951 as modified by the 1967 Protocol) (see [Key Migration Terms](#)).

<sup>37</sup> Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border (Guiding Principles on Internal Displacement, UN Doc E/CN.4/1998/53/Add.2.) (see [Key Migration Terms](#)).

<sup>38</sup> A person who seeks safety from persecution or serious harm in a country other than his or her own and awaits a decision on the application for refugee status under relevant international and national instruments. In case of a negative decision, the person must leave the country and may be expelled, as may any non-national in an irregular or unlawful situation, unless permission to stay is provided on humanitarian or other related grounds (see [Key Migration Terms](#)).

<sup>39</sup> UNHCR, *UNHCR Global Trends 2013* (Geneva, 2014). Available from [www.unhcr.org/5399a14f9.html](http://www.unhcr.org/5399a14f9.html)

## 5.2. Staff Evaluation System

As an IOM staff member, you are required to have, develop or enhance a number of technical and behavioural competencies, which are described in your ToRs. Get familiar with the specific competencies of your job.

SES is an interactive, PRISM-integrated tool that helps you to monitor and manage your performance against standardized competency indicators and objectives defined together with your supervisor. It allows you to track your professional development over a period of time and is available to HRM for placement-related decisions. Those staff members who are eligible to complete an SES include colleagues who have spent at least six months in their current positions in the current evaluation cycle (even during the probation period). Staff members starting between 1 January and 30 June will receive an evaluation form for that cycle, with the end of cycle done in November/December. Staff members who start after 1 July will receive an evaluation form only from the next cycle (1 January) onwards.

If your job has supervisory responsibilities, you are responsible for managing the performance of others and you may have some additional tasks in the SES.

The SES has three distinct phases:

- Phase I: Development of three objectives;
- Phase II: Midyear review;
- Phase III: End-of-year evaluation.

To conduct a staff evaluation, please click [here](#).

Please note that the SES is **MANDATORY** for eligible IOM staff members. If you have any questions about the SES, please contact the [Global User Support](#) or see the [SES intranet page](#).

- Learn more from [IN/181: Staff Evaluation System Policy](#).





6

**ASSIMILATING**  
– MONTH 2





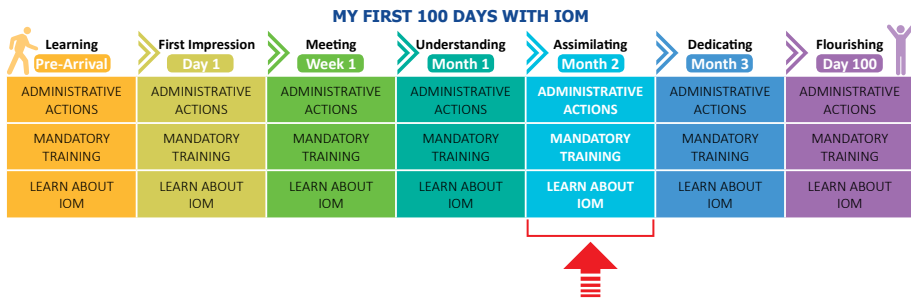
## ASSIMILATING – MONTH 2



## Administrative Actions

Welcome to your second month of work with IOM. Now is the time to establish your role and routine while continuing to learn about IOM. This month is also a good time for you to consider any additional professional skills training or learning you may need to carry out your duties.

Here are a few actions that you need to complete during your second month (please see also [Annex 2: IOM Induction Programme – New Staff Member Checklist](#) for the full list):



#### My First 100 Days with IOM Chart

- Review “Month 2”.
- **Welcome to the IOM Orientation Guide**
- Read section 6.

- Complete the **MANDATORY** UN Cares online training [HIV in the Workplace](#).
- Log in to [I-Learn](#)<sup>40</sup> and follow Month 2 learning and tasks.
- Continue to meet regularly with your direct supervisor.
- If your ToRs include supervisory functions and/or project management, project implementation or project development roles, you may need to:
  - read the [IOM Project Handbook](#) and take the project development and implementation online training;
  - read about [MiGOF](#);

<sup>40</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

- take the MCOF online training; and
  - familiarize yourself with the [Emergency Manual](#) for use in relevant contexts.
- Meet with the ICT focal point for a briefing on ICT systems.
    - Discuss any ICT needs that you have related to your ToRs/project requirements and the ICT policy. Resolve any remaining ICT issues.
  - In line with your learning plan, select online training courses through IOM [I-Learn](#) related to your ToRs (if required).
  - Continue meeting with local stakeholders, donors and beneficiaries (as required).
  - Meet weekly (or as required) with your [IOM buddy](#) to ask questions, seek advice and update on progress.
  - Plan to have lunch or coffee break with co-workers or those in other departments/units.
  - Attend an event or a workshop, hosted by an IOM stakeholder and/or local university related to your duties.

## **Mandatory Training**

During your second month of work, you are required to complete the following mandatory training courses:

- UN Cares [HIV in the Workplace](#)<sup>41</sup> online training and PSEA training (in-person training, timing according to mission office schedule)
- Other training courses to complete, depending on the country or function

## **Tools**

To complete your second-month tasks and learning, you will need the following tools:

- Welcome to the IOM Orientation Guide
- [IOM intranet](#) – IOM global activities
- IOM Learning Management System ([I-Learn](#))

Supervisors will complete a draft networking plan, if applicable to your ToRs.

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<sup>41</sup> Most, if not all, IOM offices may also contact the respective UN coordinating offices to receive this as part of a classroom training.



## Learn about IOM

Now that you have learned the basic information about IOM, your second month is a good time to review this information, ask any new questions you may have, and discover more about IOM global activities and development and learning opportunities available to you. This month you will also learn more about HIV in the workplace from UN Cares.

Taking the time to learn about IOM global activities will help you to better understand how your work fits in with IOM's mandate and organizational priorities. It is equally important for you to identify any professional development needs through I-Learn and plan your learning in advance (your learning path) to achieve these goals.

### 6.1. Staff Development and Learning

Migration is a very dynamic and complex topic. As an IOM staff member, you should try to understand the complexity, challenges and opportunities derived from managing migration. This means throughout your career you should seek to enhance your knowledge on a wide variety of topics in which the Organization works. Learning and development is a shared responsibility between the Organization, its managers and each staff member. It constitutes a critical investment in the future of IOM.

As an IOM staff member, you will be able to learn through many different ways. As adults, we are learning on a daily basis – we are learning “by doing”, on the job and by receiving feedback. Learning is not limited to face-to-face/classroom training; it includes many different modalities.

**Staff Development and Learning (SDL)** is the section, within the Talent Management Unit, responsible for the management of programmes and initiatives established in line with the learning and development needs of the Organization. SDL provides guidance, quality control and support for the delivery of learning activities at the regional/country/departmental levels, and tracks the delivery of training initiatives globally. The global SDL budget is limited to support global needs, and organizational training priorities are defined by the Training Advisory Committee.

SDL supports the management of the learning function overall, with a particular focus on monitoring and supporting the organization of learning events worldwide. SDL manages the statistics and training records of all IOM staff members worldwide, acts as the focal point between IOM and the United

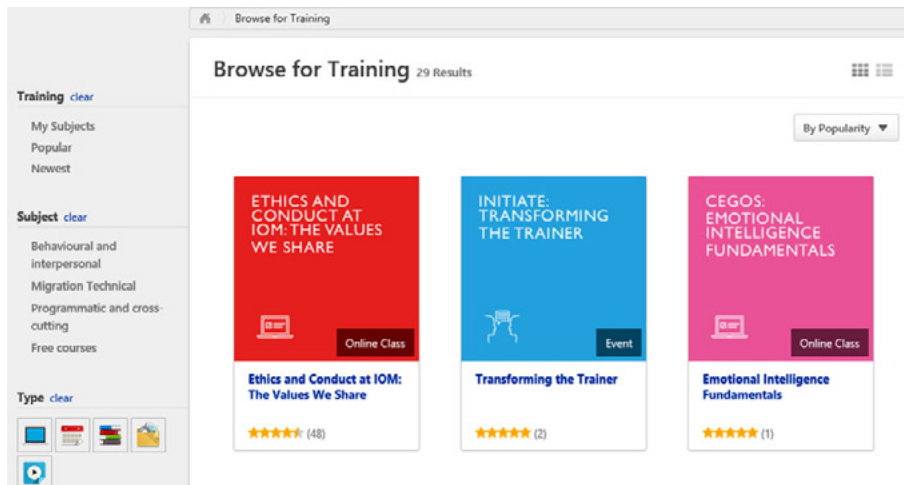
Nations Development Programme for the Language Proficiency Examination (LPE), assists with the coordination of the Staff Exchange Programme and contributes with the updates of the SDL guidelines and policies.

IOM has an online learning hub, a learning management system, where staff members can find all the relevant learning opportunities available to them. The system is called “I-Learn”, which provides a number of opportunities in a wide variety of topics.

Please visit [I-Learn](#) to find IOM, external and online training courses available to support your career development and chart your personal learning path.<sup>42</sup>

To log in to I-Learn, follow these instructions:

- Enter the URL below in your browser address field: <https://id.iom.int/adfs/ls/idpinitiatedsignon.aspx>
- Select the option “Sign in to one of the following sites: IOM-LMS”. Click on “Sign in”.
- In the username field, enter your full email address (xxxx@iom.int) and your password (the same one with which you log in to your computer). Tick the option “Keep me signed in” and click on “Sign in”.
- You should now be logged into I-Learn.



<sup>42</sup> Rollout of I-Learn will be done in 2017 and 2018, so your office should have access to I-Learn in due course if not already. You can check the pilot locations on <https://intranetportal/Pages/I-LEARN.aspx>



7

DEDICATING  
– MONTH 3



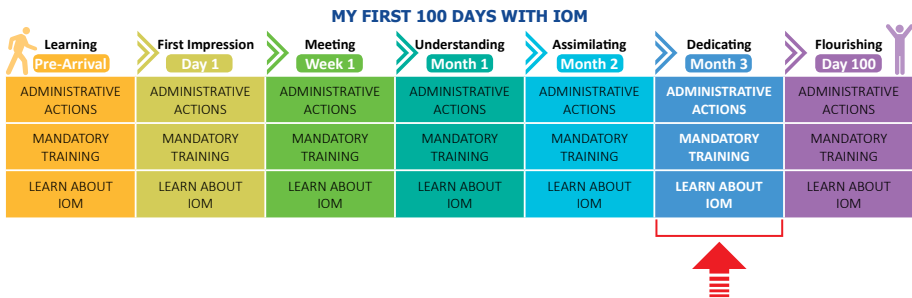
# 7 DEDICATING – MONTH 3



## Administrative Actions

By your third month of work with IOM, you should be fully engaged in your role and duties within your IOM office. The third month is a period of gaining confidence and completing any last on the jobs skills training needed to carry out your tasks both independently and as part of your team/department.

Here are a few actions that you need to complete during your third month (please see also [Annex 2: IOM Induction Programme – New Staff Member Checklist](#) for the full list):



### My First 100 Days with IOM Chart

- Review “Month 3”.
- **Welcome to the IOM Orientation Guide**
- Read section 7.

- Confirm that you completed all **MANDATORY** IOM training courses and seek out new ones (e.g. personal security training – depending on your location as it is sometimes offered in hardship locations or high-security environments – or basic first aid).
- Log in to **I-Learn**<sup>43</sup> and follow Month 3 learning and tasks.
- Continue to meet regularly with your direct supervisor. Ensure that you fully understand your role and duties and can complete tasks in an independent manner; if not, request additional guidance. Discuss how you feel things have gone during your first 90 days.

<sup>43</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

- If your ToRs include supervisory functions and/or project management, project implementation or project development roles, you may need to:
  - read the *IOM Project Handbook* and take the project development and implementation online training;
  - read about [MiGOF](#);
  - take the MCOF online training; and
  - familiarize yourself with the [Emergency Manual](#) for use in relevant contexts.
- Review your Personal Action Plan and update as necessary (see [Annex 4](#)).
- Continue to meet weekly (or as required) with your [IOM buddy](#).
- Learn more about IOM by attending an IOM-hosted thematic webinar or training
- Review the IOM [Career Development Guide](#), which provides practical tips for your professional and personal development (see [section 7.1](#)). The Career Development Guide is available in [English](#), [French](#), [Spanish](#) and [Arabic](#).
- Continue arranging meetings with local stakeholders, donors and beneficiaries (as required).
- Plan to have lunch or coffee break with co-workers or those in other departments/units.
- Attend an event or a workshop, hosted by an IOM stakeholder and/or local university related to your duties.



## Mandatory Training

Ensure you have completed all mandatory training courses.

- RECOMMENDED** training courses – **personal security** (as required) and **basic first aid** (as required)
- Other training courses to complete, depending on the country or function



 **Tools**

To complete your second-month tasks and learning, you will need the following tools:

- Welcome to the IOM Orientation Guide
- [IOM intranet](#)
- IOM Learning Management System ([I-Learn](#))
- [PRISM](#) (Staff Travel)

 **Learn about IOM**

During your third month of work with IOM, your learning is focused on understanding organizational support services (e.g. Staff Travel), career development and other resources available to you. Now is the time for you to get a more detailed view of the Organization. Continue to ask yourself if you clearly understand IOM's mandate, strategies, structure; your conditions of service; a healthy, safe and positive workplace; and support services. Even during your third month you will have questions; do not forget to meet weekly with your [IOM buddy](#).

We also encourage you to take a basic first aid training for your own health and safety, and for that of your colleagues and the beneficiaries we assist.

Finally, this month you can learn more about IOM, by attending an Organization-hosted thematic webinar or training. Check also for learning opportunities on I-Learn.

## 7.1. Staff Development and Learning

HRM has developed an informal guide for IOM staff members looking for information to support their career path. The Career Development Guide is an excellent starting point to help you break down the steps of a successful career planning process. It provides tips and tools that may assist you to clarify your personal goals, skills and constraints. We encourage you to seek out learning opportunities offered by IOM and external partners to strengthen your skill set and help you stay competitive.

You can access a copy of the Guide below:

- [Career Development Guide: The Informal Guide to Managing Your Career](#)
- [Career Development Guide \(French\)](#)
- [Career Development Guide \(Spanish\)](#)
- [Career Development Guide \(Arabic\)](#)

## 7.2. Guidelines for Staff Travel

The [Staff Travel Coordination \(STC\) Unit](#) in Headquarters is responsible for ensuring the proper application of appropriate rules and directives pertaining to official travel. The STC strives for the appropriate balance to provide seamless travel for staff while ensuring that IOM policies are adhered. The Unit also coordinates travel arrangements and the issuance of tickets for staff members in Headquarters and Field missions so that these are done in the most economical and efficient manner under the terms of agreements drawn up between IOM and airline companies worldwide.

For policies on official travel, please refer to [IN/6: Travel Instructions and Its Related Documents](#).

Please visit the STC intranet page regarding:

- [Staff travel general information](#); and
- Forms and templates, such as:
  - [Travel request \(TR\)](#) – on [PRISM](#) ESS for the staff at the Headquarters;
  - [Travel authorization \(TA\)](#) – issued by Administrative Centres, Regional Offices and mission offices (*TA is for staff members, IOM consultants, interns and secondees, where an IOM contract exists*);

- Travel expense claims for IOM staff;
- Travel expense claims for non-IOM staff;
- Letter of invitation (LoI) (*LoI is for non-IOM staff who are invited to attend any official function for IOM where the Organization is financially liable for the invitee*).

### ***Official Travel – Medical Clearance for Staff (Travel on Duty, Deployment, Rotation and Transfer)***

Staff need to contact the OHU, the Health Insurance Medical (HIM) Unit or the Medical Officer and inform them about the destination, the date of departure, and the duration of the trip. Fitness to travel to the destination will be reviewed by the Medical Officer and the staff will receive:

- information on health risks and preventive measures/medication they should take along with them; and
- information on local major health risks including recent outbreaks.

Related medical costs (e.g. vaccinations and medical kits) are to be covered by the budget allotted for the travel project.

To learn more about obtaining medical clearance for official travels, please see [IN/229: Medical Guidance for IOM Staff on Official Travel](#). For support and any questions or queries, please contact the STC Unit ([stc@iom.int](mailto:stc@iom.int)).

## **7.3. Other Resources**

### ***IOM Regional Office and Country Office Orientation Programmes***

Many IOM offices prepare a tailored orientation programme and a welcome guide for new IOM staff members. HRM is currently working to standardize these programmes so that all staff members receive the same basic set of key information about each office or location to support them in effectively completing their duties.

We encourage you to inquire with your local HR focal point for additional information, if you have not already received a country guide, your first-week schedule and/or pre-arrival information.





8

**FLOURISHING**

– DAY 100



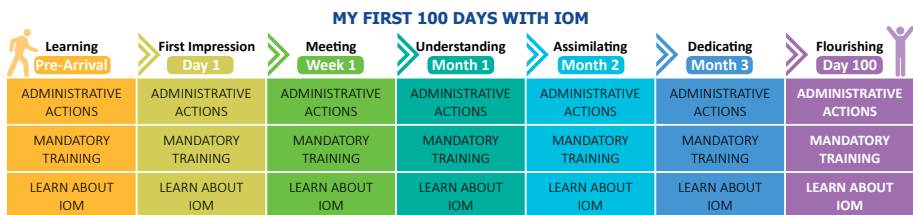
## FLOURISHING – DAY 100



## Administrative Actions

Congratulations! You have achieved 100 days of work with IOM. By this time, you should be flourishing at the workplace with a deeper knowledge of IOM policies and practices that will support you throughout your career.

Here are a few actions that you need to complete on your 100th day of work (please see also [Annex 2: IOM Induction Programme – New Staff Member Checklist](#) for the full list):

**My First 100 Days with IOM Chart**

- Review “Day 100”.
- Welcome to the IOM Orientation Guide**
- Read section 8.

- Complete any final tasks in the IOM Induction Programme on [I-Learn](#) and print your completion certificate.
- Meet with your direct supervisor to review your experience during your first 100 days in IOM.
- Complete the IOM induction evaluation. Your feedback is critical for us to improve the Induction Programme to make it more meaningful and user-friendly for you.
- In the coming months, we suggest you check the IOM [intranet](#) and [website](#) for news, policy developments and communities of interest that may support you in completing your duties.
- Ensure that the completion of your 100-day programme is reflected on [I-Learn](#) portal, under your transcripts.



## Tools

To complete your 100-day tasks and learning, you will need the following tools:

- IOM Learning Management System ([I-Learn](#))



## Learn about IOM

Congratulations on achieving your first 100 days of work with IOM. Once you have accomplished all of your final learning tasks on I-Learn and have printed your certificate of completion, you are officially done with the Induction Programme. We hope that this 100-day programme has provided you with the information and tools needed for a successful start of your assignment with IOM.

If you have comments or suggestions, please let your HR colleagues know so that we can enhance the Induction Programme and offer the best learning experience for you.

In the coming months, we suggest you check the IOM [intranet](#) and [website](#) for news, policy developments and communities of interest that may support you in completing your duties.

In the New Staff Member Checklist ([Annex 2](#)), you will also find recommendations for you to consider as you approach your six months and one year work milestones with IOM.





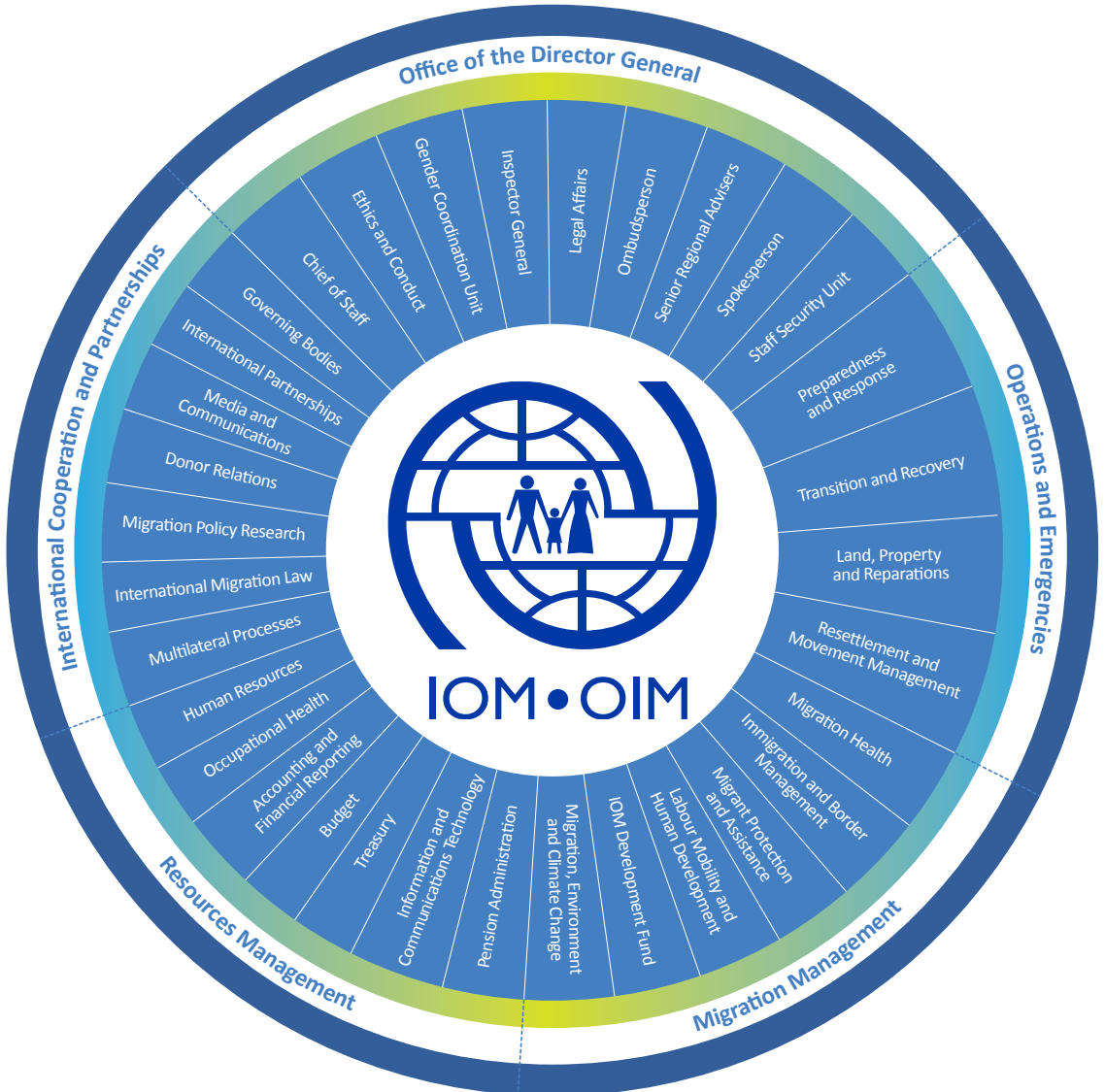
# 9

## ANNEXES



# ANNEX I

## IOM Activity Wheel



## Office of the Director General

<b>Chief of Staff</b>	<ul style="list-style-type: none"> <li>▪ The Office of the Chief of Staff is the operational entity within the Office of the Director General and acts as a catalyst for relevant information and overall support for the daily functions of the Director General and the Deputy Director General in the fulfilment of the Organization’s mandate.</li> </ul>
<b>Ethics and Conduct</b>	<ul style="list-style-type: none"> <li>▪ The Director General established the Ethics and Conduct Office (ECO) in 2014 with the goal to professionalize and systematize the preventive, investigative, and coordination processes related to ethics and conduct in IOM (see also section 4.1 of this Guide).</li> </ul>
<b>Gender Coordination</b>	<ul style="list-style-type: none"> <li>▪ IOM’s Gender Coordination Unit (GCU) is responsible for the development and implementation of the IOM Gender Equality Policy, which ensures that a gender perspective is mainstreamed throughout all IOM policies, activities and programming (see also section 2.1 of this Guide).</li> </ul>
<b>Inspector General</b>	<ul style="list-style-type: none"> <li>▪ Evaluation in IOM is one of the functions of the Office of the Inspector General (OIG). Evaluation also covers audit, inspection and monitoring.</li> </ul>
<b>Legal Affairs</b>	<ul style="list-style-type: none"> <li>▪ The Office of Legal Affairs (LEG) provides legal support and advice to all offices of IOM (Headquarters, Administrative Centres, Regional Offices and Country Offices) (see also section 2.1 of this Guide).</li> </ul>
<b>Ombudsperson</b>	<ul style="list-style-type: none"> <li>▪ The role of the Ombudsperson is to mediate in conflicts of any nature related to employment in IOM, inter alia, matters pertaining to conditions of employment, administration of benefits, managerial practices, as well as professional and staff relations (see also section 4.1 of this Guide).</li> </ul>
<b>Senior Regional Advisers</b>	<ul style="list-style-type: none"> <li>▪ Regional Advisers provide a crucial regional perspective, helping to ensure, inter alia, that IOM’s objectives are pursued in an efficient, effective and appropriately sensitive manner.</li> </ul>
<b>Spokesperson</b>	<ul style="list-style-type: none"> <li>▪ The Spokesperson oversees all aspects of public communication in the Organization, including management and supervision of the Media and Communications Division (MCD), serving as the Chief of the Division.</li> </ul>
<b>Staff Security</b>	<ul style="list-style-type: none"> <li>▪ The Staff Security Unit (SSU) is responsible for providing leadership on safety and security policy management and operational support to enable the safest and most effective implementation of IOM programmes and activities (see also section 2.6 of this Guide).</li> </ul>

## International Cooperation and Partnerships

<b>Donor Relations</b>	<ul style="list-style-type: none"> <li>▪ The Donor Relations Division (DRD) has the institutional responsibility for donor liaison, appeals submission and reporting.</li> </ul>
<b>Governing Bodies</b>	<ul style="list-style-type: none"> <li>▪ The Governing Bodies Division is responsible for preparing and coordinating IOM’s annual governing body meetings, including sessions of the IOM Council, the Standing Committee on Programmes and Finance, informal consultations, working groups and the International Dialogue on Migration (IDM).</li> </ul>
<b>International Migration Law</b>	<ul style="list-style-type: none"> <li>▪ International Migration Law (IML) is an umbrella term covering a variety of principles and rules that surround international migration. A key objective is to encourage dissemination and understanding of IML both within IOM and with IOM counterparts, thereby promoting IML as a vital component of a comprehensive migration governance framework that leads to safe, orderly and humane migration.</li> </ul>
<b>International Partnerships</b>	<ul style="list-style-type: none"> <li>▪ Partnerships provide an important platform for advancing cooperation on migration (see also section 2.3 of this Guide).</li> </ul>
<b>Media and Communications</b>	<ul style="list-style-type: none"> <li>▪ The primary functions of the Media and Communications Division (MCD) are to enhance public knowledge of IOM’s work and mission, raise the Organization’s profile as the world’s leading intergovernmental migration organization, and mobilize support for its programmes and positions through a variety of communication tools and platforms (see also section 4.2 of this Guide).</li> </ul>
<b>Migration Policy Research</b>	<ul style="list-style-type: none"> <li>▪ IOM research can be broadly divided into two main categories: applied research to help IOM offices to design and implement various programmes; and policy-oriented research designed to provide policy guidance to IOM Member States. The Migration Policy Research Division (MPRD) is the focal point within IOM for developing and coordinating the Organization’s overall approach to research and publishing.</li> </ul>
<b>Multilateral Processes</b>	<ul style="list-style-type: none"> <li>▪ The Multilateral Processes Division is the focal point for developing and articulating IOM’s positions and policies for key multilateral processes related to international migration policy, and in particular migration and development as well as work related to the 2030 Agenda for Sustainable Development.</li> </ul>

## Migration Management

<p><b>IOM Development Fund</b></p>	<ul style="list-style-type: none"> <li>▪ The IOM Development Fund is a funding mechanism aimed at supporting developing Member States in their efforts to strengthen particular capacity-building needs in the area of migration governance.</li> </ul>
<p><b>Labour Mobility and Human Development</b></p>	<ul style="list-style-type: none"> <li>▪ The Labour Mobility and Human Development Division (LHD) is responsible for providing policy and operational guidance in matters related to labour mobility; diaspora communities and their links to development; mainstreaming of migration into national development frameworks, strategies, policies and plans; and integration of migrants.</li> </ul>
<p><b>Immigration and Border Management</b></p>	<ul style="list-style-type: none"> <li>▪ The Immigration and Border Management (IBM) Division supports governments with the necessary policy, legislation, administrative/technical structures, operational systems and the human resource base required to tackle diverse migration challenges in an era of enhanced global mobility. There are two distinct portfolios within IBM: Facilitated Migration Services (FMS) and Border and Identity Solutions (BIS). Migration Information and Data Analysis System (MIDAS), ID solutions and Humanitarian Border Management (HBM) should also be mentioned.</li> </ul>
<p><b>Migrant Protection and Assistance</b></p>	<ul style="list-style-type: none"> <li>▪ The Migrant Protection and Assistance Division (MPA) provides protection and assistance to migrants in need, including trafficked persons, smuggled migrants with protection needs, (rejected) asylum seekers, migrants in irregular situations, stranded migrants, unaccompanied and separated migrant children, and migrants subjected to violence, exploitation or abuse. As such, MPA has the institutional responsibility to oversee policy and technical guidance and provide programmatic support to IOM Missions focusing on the following practice areas: analytics and data for evidence-based policy development and programming; safe and dignified assisted voluntary return and sustainable reintegration (AVRR); countering human trafficking and protection to victims (CT); assistance to migrants who experienced or are vulnerable to abuse or exploitation (AVM); protecting migrant children; addressing exploitation in supply chains; and providing direct assistance through the Global Assistance Fund (GAF).</li> </ul>
<p><b>Migration Environment and Climate Change</b></p>	<ul style="list-style-type: none"> <li>▪ IOM applies its comprehensive migration management approach to the linkages between migration, climate change and the environment. In this way, IOM helps to reduce vulnerability of populations exposed to environmental risk factors, assists populations on the move as a result of disasters and environmental changes, and builds the capacities of governments and other actors to face the challenge of environmental migration.</li> </ul>
<p><b>Migration Health</b></p>	<ul style="list-style-type: none"> <li>▪ IOM delivers and promotes comprehensive, preventive and curative health programmes that are beneficial, accessible, and equitable for migrants and mobile populations. The Migration Health Division (MHD) contributes towards the physical, mental and social well-being of migrants, enabling them and the host communities to achieve social and economic development.</li> <li>▪ The MHD programme areas include health promotion and assistance for migrants, mental health and psychosocial response, migration health assessments and travel health assistance, and migration health assistance for crisis-affected populations.</li> </ul>

## Operations and Emergencies

The following sectors are elaborated in the [Migration Crisis Operational Framework \(MCOF\)](#) and may serve to support the three phases of a crisis (i.e. before, during and after). Additional information for each section may be found on the links provided in the text, the [Department of Operations and Emergencies \(DOE\) intranet page](#) and the [Emergency Manual](#).

### Land, Property and Reparations

- As part of its global mandate on migration, IOM works to assist governments and societies address land and property issues and victim reparations in the aftermath of natural disasters or conflict.
- Land and property rights as well as victim reparations often need to be addressed as part of broader peacebuilding and reconstruction efforts, including the development of durable solutions for displacement and sustainable livelihoods for vulnerable populations in transitional societies.

#### Land and Property Issues

IOM's expertise in land and property issues in post-crisis scenarios include, inter alia, the resolution of land and property disputes, increasing and protecting access to land and land tenure security for vulnerable populations in rural and urban settings, and reinforcing land management community or State-driven land titling and land rights identification processes. Further, the Land, Property and Reparations Division is highly committed to sensitizing international and national actors to the centrality of land issues in post-conflict and post-natural disaster environments.

#### Reparations

With respect to reparations for victims of conflict or serious human rights violations, IOM provides technical support to governments and local and international stakeholders in order to promote locally sensitive programme design and the transparent delivery of individual or collective reparations measures (e.g. compensation payments; the provision of in-kind benefits such as vocational training, access to health care and education; as well as the development and implementation of symbolic reparations efforts, among others.)

**Preparedness and Response**

- The Preparedness and Response Division (PRD) serves as the institutional focal point for migration crisis preparedness and mitigation. PRD undertakes the collection and analysis of information, conducts contingency planning and acts as IOM’s early warning service for emerging humanitarian crises.

**Camp Management and Displacement Tracking**

<p><b>Camp Management</b> IOM leads the global Camp Coordination and Camp Management (CCCM) Cluster for natural disasters and implements related activities. The CCCM Cluster has developed guidance and built capacity through training efforts at the global, regional and national levels. Innovative approaches are applied in the management of the displaced persons through strategic partnerships with UN agencies, national authorities and the private sector.</p> <ul style="list-style-type: none"> <li>• Learn more about <a href="#">internal displacement and related CCCM documents</a>.</li> <li>• Access the <a href="#">Emergency Manual – CCCM</a>.</li> </ul>	<p><b>Displacement Tracking</b> IOM’s institutional displacement monitoring system is referred to as the Displacement Tracking Matrix (DTM). DTM is increasingly being recognized by the humanitarian community as an operational tool of critical importance to the coordination and delivery of humanitarian assistance.</p> <ul style="list-style-type: none"> <li>• Learn more about DTM (videos available in <a href="#">English</a>, <a href="#">French</a> and <a href="#">Spanish</a>).</li> <li>• Access the <a href="#">Emergency Operation Manual – DTM</a>.</li> </ul>	<p><b>Shelter and Non-food Items</b> For many affected populations, the provision of appropriate shelters and the distribution of non-food items (NFI) are essential assistance, serving to safeguard their health, security, privacy and dignity. In order to deliver assistance in the best way, humanitarian actors must consider a wide range of factors.</p> <ul style="list-style-type: none"> <li>• Learn more about <a href="#">shelter and NFI operations</a> (see also videos available in <a href="#">English</a>, <a href="#">French</a> and <a href="#">Spanish</a>).</li> <li>• Access the <a href="#">Emergency Manual – Shelter and Non-food Items (NFIs)</a>.</li> </ul>	<p><b>Shelter</b> The Global Shelter Cluster (GSC) is an Inter-Agency Standing Committee (IASC) coordination mechanism that supports people affected by natural disasters and internally displaced persons (IDPs) affected by conflict with the means to live in safe, dignified and appropriate shelter. The GSC enables better coordination among all shelter actors, including local and national governments, so that people who need shelter assistance get help faster and receive the right kind of support. Find out more at: <a href="http://www.sheltercluster.org">www.sheltercluster.org</a> or watch the Shelter Cluster <a href="#">video</a>.</p>
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**Health and Psychosocial Support**

<p><b>Health Support</b> IOM has 60 years of experience in providing health support to migrants and mobile populations in crisis situations. Its activities include primary health care for migrants, displaced persons, returnees and communities; health referrals and medical evacuations; public and environmental health (linked to the CCCM and health clusters, including for the prevention of disease outbreaks and early detection); and transitional/temporary health facilities and health rehabilitation.</p> <ul style="list-style-type: none"> <li>• Access the <a href="#">Emergency Manual – Health Support</a>.</li> </ul>	<p><b>Psychosocial Support</b> IOM is an active member of the IASC Reference Group on Mental Health and Psychosocial Support in Emergency Settings. It has started up, chaired and/or co-chaired the Group in several emergencies. Activities aim to promote, protect and support the well-being of crisis-affected populations, with activities aimed at reducing psychosocial vulnerabilities, promoting community resilience and ownership, and supporting aid that takes into account psychosocial and cultural diversity issues.</p> <ul style="list-style-type: none"> <li>• Access the <a href="#">Emergency Manual – Psychosocial Support</a>.</li> </ul>
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**Resettlement  
and Movement  
Management**

- IOM provides transport assistance to individuals or groups on a temporary or permanent basis either from or to their places of origin under a variety of programmes such as resettlement and return operations. Usually transport assistance is accompanied by the provision of other assistance such as pre-departure medical screening and cultural orientation.

<p><b>Transportation Assistance for Affected Populations</b> IOM provides protection through the provision of humane and orderly transport assistance to individuals or groups who are going, either temporarily or permanently, to a place of origin, transit or destination within one country or across an international border (programmes involving transport assistance include, inter alia, evacuations, resettlement, repatriation, return of IDPs, AVR, and relocation or emergency transportation).</p>	<p><b>Resettlement and Movement Management</b> Safe, orderly, and dignified movement of migrants and refugees is the essence of migration, and represents the central purpose of IOM since its founding in 1951. The IOM Resettlement and Movement Management Division (RMM), under the Department of Operations and Emergencies, is responsible for implementing a range of operations – inclusive of maritime, air and land movements – to ensure effective migration. RMM upholds the principles of IOM while supporting a variety of activities, from rescuing highly vulnerable individuals to large-scale evacuations of migrants, as well as traditional refugee resettlement. Additionally, RMM is now diversifying its portfolio with various complementary pathways and other humanitarian admission programmes.</p> <ul style="list-style-type: none"> <li>• Learn more about the <a href="#">RMM website</a>.</li> <li>• Access the <a href="#">Emergency Manual – Transportation Assistance to Affected Populations</a>.</li> </ul>
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**Transition and  
Recovery**

- The Transition and Recovery Division (TRD) is responsible for overseeing IOM programming to assist in reducing and preventing the impacts of and in recovering from the long-term consequences of crises, in particular its effect on human mobility and displacement. It also assists in ensuring conditions are conducive to meeting the complex needs of sustainable return and reintegration.

**Reintegration Assistance**

<p><b>(Re)integration Assistance</b> Integration and reintegration assistance is the core of IOM's post-crisis programming, which often prolongs IOM's involvement in providing humanitarian assistance and protection to people displaced by human-made and natural disasters. Currently, IOM has almost 50 such projects around the world.</p> <p>For more information, see the <a href="#">Emergency Manual – Reintegration Assistance</a>.</p>	<p><b>Disarmament, Demobilization and Reintegration</b> IOM supports disarmament, demobilization and reintegration (DDR) efforts by focusing principally on successful reintegration, supporting former combatants to transition to civilian life, and supporting communities to absorb and support returning former fighters and other conflict-affected populations through socioeconomic recovery, social cohesion programming and a broad array of peacebuilding support interventions. IOM's efforts support reconciliation at the national and community levels and contribute to restoring trust through confidence-building measures to help prevent or mitigate future violent conflict.</p>
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### Activities to Support Community Stabilization and Transition

<p><b>Early Recovery</b> Early recovery initiatives are developed in the framework of the Early Recovery Cluster of the IASC and are designed to address transitional and recovery needs arising during the humanitarian phase of crisis. Specifically, early recovery enables migrants, other displaced people, and affected communities to seize early development opportunities and build resilience, and establishes a sustainable pathway from crisis to recovery.</p> <ul style="list-style-type: none"> <li>• Learn more about early recovery at: <a href="http://earlyrecovery.global/">http://earlyrecovery.global/</a></li> </ul>	<p><b>Stabilization</b> The IOM <a href="#">community stabilization</a> programmes comprise locally driven, development-principled programming in crisis or fragile contexts, which aim to prevent, mitigate, and reduce the drivers and negative effects of displacement, irregular and return migration related to natural and/or human-made crises.</p> <ul style="list-style-type: none"> <li>• Learn more about stabilization at: <a href="http://doe.eu.iom.net/doe_portal/areas-work/transition-and-recovery">http://doe.eu.iom.net/doe_portal/areas-work/transition-and-recovery</a></li> </ul>	<p><b>Resilience</b> IOM understands resilience-strengthening as a strategy to promote agency, coping and self-reliance abilities, and to create opportunities for vulnerable people to make informed choices while building their capacity in mitigating the underlying drivers of displacement and vulnerability. <a href="#">Resilience-building approaches</a> empower affected people to better influence their crisis conditions while reducing vulnerability to future, protracted or reoccurring shocks and stresses.</p> <ul style="list-style-type: none"> <li>• Learn more about resilience at: <a href="http://doe.eu.iom.net/doe_portal/areas-work/transition-and-recovery">http://doe.eu.iom.net/doe_portal/areas-work/transition-and-recovery</a></li> </ul>
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### Transition and Peacebuilding

<p><b>Countering Violent Extremism</b> <a href="#">Countering violent extremism (CVE)</a> is a growing area of practice for IOM but is integrally related to a wide array of existing IOM activities including support for at-risk youth, promoting resilience and stability, supporting psychosocial prevention and recovery, reintegration assistance, managing conflict and generally mitigating drivers of forced migration. Increasingly, these drivers are recognized as interrelated with vulnerability to radicalization. CVE is fundamentally a prevention effort and is carefully distinguished from counter-terrorism initiatives.</p> <ul style="list-style-type: none"> <li>• Learn more about CVE at: <a href="http://doe.eu.iom.net/doe_portal/areas-work/pcve#_blank">http://doe.eu.iom.net/doe_portal/areas-work/pcve#_blank</a></li> </ul>	<p><b>Elections Support</b> IOM provides support to governments as part of its efforts to expand the access of migrant communities to democratic electoral process in their countries or territories of origin. The strengthening of democratic institutions through the promotion of national and local elections is a fundamental component of democracy, human rights, conflict prevention in third countries and community stabilization. Within this framework, IOM focuses its activities, providing the diaspora with access to voting, supporting the EU Election Observation Missions in third countries and assisting governments in the enfranchisement of internally displaced groups.</p>
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### Disaster Risk Reduction and Resilience Building

<p>IOM’s work on disaster risk reduction (DRR) and environmental degradation contributes to the efforts of Member States to implement the Sendai Framework for Disaster Risk Reduction (DRR) 2015–2030 by advancing mobility-based strategies in efforts to reduce risk and build resilience. Specific activities include hazard mapping, multi-hazard risk assessments, community-based disaster risk management, planned relocation, resilient livelihoods development, early warning systems, DRR policy and strategy, disaster preparedness and hazard-informed emergency response.</p> <ul style="list-style-type: none"> <li>• Learn more about DRR at: <a href="http://www.iom.int/compendium-iom-activities-disaster-risk-reduction-and-resilience">www.iom.int/compendium-iom-activities-disaster-risk-reduction-and-resilience</a></li> <li>• Access the <a href="#">Emergency Manual – Disaster Risk Reduction and Resilience</a>.</li> </ul>
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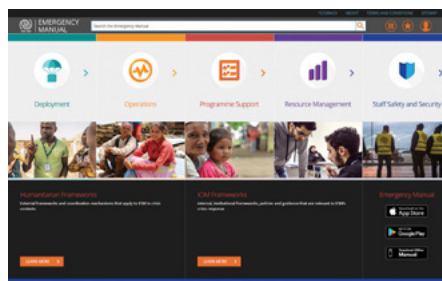
### Durable Solutions and Recovery

The Progressive Resolution of Displacement Situations (PRDS) Framework outlines IOM's new approach to the resolution of displacement. While IOM advocates traditional durable solutions for those reflected in related protection frameworks, the wider impacts of crisis and displacement on other populations and the challenges to achieving solutions are also recognized. IOM adopts a resilience-based approach to respond to the needs of all those affected by crises and displacement, whether displaced (IDPs or refugees), other migrants or mobile populations, or affected communities, embracing the potential mobility may offer.

- Learn more about PRDS through this [video](#) and the [PRDS website](#).

### Others

The IOM Emergency Manual is designed to provide practical, operational guidance to IOM staff working in emergency contexts. In addition to providing guidance on IOM procedures and practices, the Manual also makes available information on the IASC frameworks and processes. Except for guidance describing IOM's internal management and administrative processes, the content of the Manual is publicly available, allowing it to be used as a resource by all humanitarian stakeholders. To access guidance that is restricted to IOM staff only, create an account [online](#) using your IOM email address.



- The IOM Emergency Manual may be accessed online: <https://emergencymanual.iom.int/>
- You may also watch this Emergency Manual video.

### Standby Partners

The ability to rapidly respond to a humanitarian crisis is an essential aspect of the IOM's emergency response operation. For this purpose, the Organization has designed a surge staffing support structure that includes a rapid response deployment mechanism, a roster of experts for emergency deployment and training programmes to build internal capacity.

- Learn more about the Standby Partnership Programme through this [information sheet](#).

## Resources Management

<p><b>Accounting and Financial Reporting</b></p>	<ul style="list-style-type: none"> <li>▪ The Accounting Division (ACO) is responsible for monitoring, analysing, and reporting on the financial position and financial performance of the Organization.</li> </ul>
<p><b>Budget</b></p>	<ul style="list-style-type: none"> <li>▪ The Budget Division is responsible for establishing guidelines, providing instructions and overseeing budget preparation process. It prepares the official programme and budget documents, establishes and monitors budget allotments, and maintains the terminal emoluments account.</li> </ul>
<p><b>Human Resources</b></p>	<ul style="list-style-type: none"> <li>▪ The Human Resources Strategy at IOM recognizes that human capital is our greatest asset, placing IOM staff and their individual responsibilities, values, capabilities and aspirations at the centre of what we do and how we do it (see also section 2.4 of this Guide).</li> </ul>
<p><b>Information and Communications Technology</b></p>	<ul style="list-style-type: none"> <li>▪ The Information and Communications Technology (ICT) is responsible for directing, planning and implementing a global information technology and communications infrastructure strategy, information systems, architecture and infrastructure in line with the Organization’s strategic and business objectives (see also section 4.2 of this Guide).</li> </ul>
<p><b>Occupational Health</b></p>	<ul style="list-style-type: none"> <li>▪ All medical aspects related to staff health issues in the workplace are handled by the Occupational Health Unit (OHU). OHU designs, coordinates and implements the strategic plan for IOM staff medical services. It also provides policy guidance, standard setting, quality assurance and medical services to staff worldwide (see also section 2.5 of this Guide).</li> </ul>
<p><b>Treasury</b></p>	<ul style="list-style-type: none"> <li>▪ The Treasury Division (TSY) is responsible for providing effective cash management for the Organization’s funds to ensure optimum yield and operational liquidity in line with the principle of low-risk investment strategy.</li> </ul>

## ANNEX 2

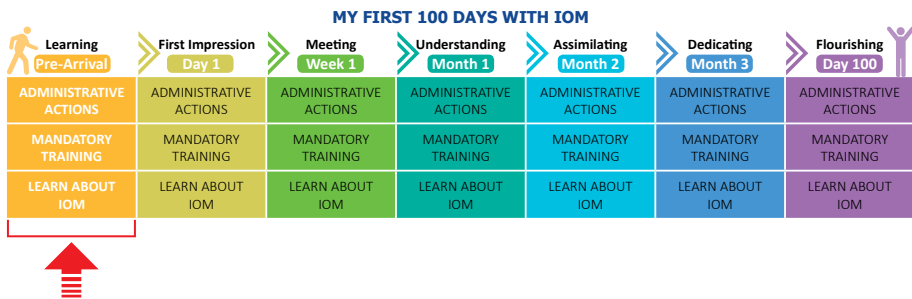
### IOM Induction Programme – New Staff Member Checklist<sup>44</sup>

Welcome to IOM! Your journey with IOM starts now!

In anticipation of your new duties, we have prepared some general tips to guide you through the coming months. Remember that communication is vital to your success and it is important to continuously communicate with your direct supervisor regarding your terms of reference (ToRs), immediate and long-term goals, and the overall aims of the IOM office you are working. Also, many divisions and thematic areas have their own tailored training programmes that you will complete depending on your ToRs and/or location, which may not be reflected in the checklist below.

#### Learning – Before You Arrive

There are many ways you can start preparing for your new job and feel ready to work from Day 1:



**My First 100 Days with IOM Chart**

- Review the “Pre-arrival” section.

**Welcome to the IOM Orientation Guide**

- Read section 1 and section 2.

- Confirm the following information with your supervisor or Human Resources (HR) focal point:
  - Ask when your start date is.

<sup>44</sup> This checklist is intended to be a general guidance; each IOM office has different needs and may provide a separate more tailored checklist for new and transferring staff members.

- Inquire about the official working hours.
  - Ask about the dress code in the office.
  - Discuss any special needs with your supervisor, department/unit head or HR focal point.
  - Check what documentation you need to bring on your first day in the office (national identification card, resident permit, proof of dependents, etc.).
  - Determine how you will get to the office on the first day. If required, inquire about parking arrangements.
- Revisit your ToRs.
  - Ensure that the contract is signed and submitted to HR.
  - Submit the relevant administration documents you received from your HR focal point (bank information, health information, etc.). *(Note: You will only receive official confirmation of your employment once these documents have been received and your medical clearance has been granted.)*
  - Read and sign [IN/15 Rev. 1: Standards of Conduct](#) and [IN/234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse](#).
  - Complete the **MANDATORY** United Nations Department of Safety Security (UNDSS) [Basic Security in the Field](#) and [Advanced Security in the Field](#) and provide the completed certificates to your HR focal point. *(Note: Advanced Security in the Field is for Professional (P) staff and General Service (GS) staff/National Officers (NOs) in the Field.<sup>45</sup> Completing both courses will take between two and four hours, which you can do in one go or in several sessions.)*
  - Explore the IOM website ([www.iom.int](http://www.iom.int)) and read relevant country reports, news and guidance to learn more about IOM.
  - Review other useful documents below *(please request as applicable from your HR focal point)*:
    - [IN/90: Policy for a Respectful Working Environment](#)
    - [IN/123: ICT Policies and Guidelines](#)
    - [IN/142: Policy on Reporting Irregular Practices, Wrongdoing and Misconduct](#)
  - Complete your Personal Action Plan (see [Annex 4](#)).

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<sup>45</sup> Field location is defined in the United Nations Security Management System (UNSMS) Security Policy Manual as any location not designated as Headquarters duty station under the mobility and hardship scheme established by the International Civil Service Commission (ICSC).

For international P staff, accomplish the following:

- Obtain [travel authorization](#) (TA) and [security clearance](#) if your posting is in a duty station different from where you currently reside.
- Coordinate with your HR focal point to support the following:
  - Booking flights;
  - Organizing temporary accommodation (e.g. hotel);
  - Organizing transportation from the airport on arrival;
  - Identifying how to get from your hotel or other accommodation to the office on the first day of work.
- Consider the needs of any dependants that may accompany you (including school documents, health records, medication, passport valid for more than six months).
- Request a copy of the IOM Country Guide, if available.<sup>46</sup>
- Read about cultural norms within your new country.
- Consider learning a few words in the local language of your new IOM Country Office (including “Hello”, “Thank you”, “Please”, “Goodbye”).

Finally, remember that your HR focal point will send you specific instructions with documentation that you may need to complete and send prior to your start date. These requirements may vary according to the IOM office. Examples of what you may expect to complete are as follows:

- Family Status Form;
- Dependency documents (e.g. marriage certificate, income letter of spouse, birth certificate of child(ren));
- Bank Instruction Form;
- Designation of Beneficiaries Form;
- Personal History Form;
- Résumé/Curriculum vitae;
- Copy of relevant university diplomas, academic certificates and previous training;
- Copy of passport or identification card and birth certificate;
- Entry-on-duty medical examination and medical requirements (e.g. immunizations, medical questionnaire);

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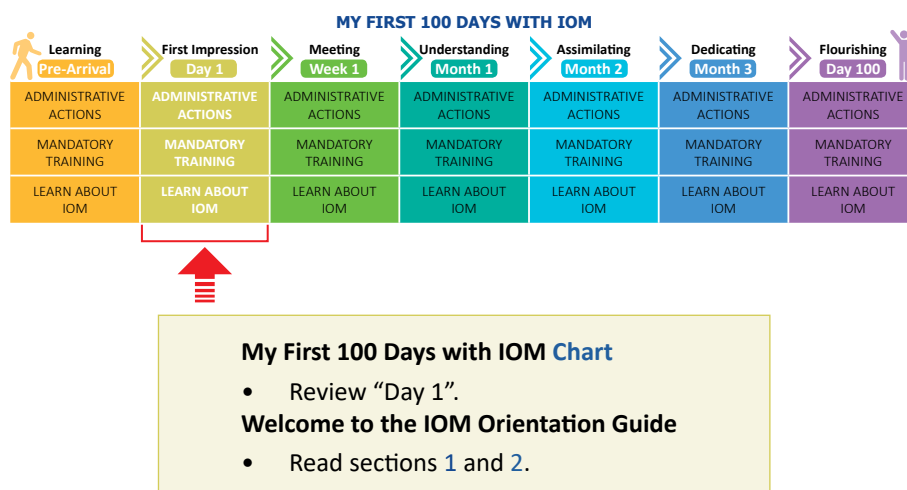
<sup>46</sup> The United Nations, led by the Office of the United Nations High Commissioner for Refugees (UNHCR) and the UN Secretariat, produces country guides for many of the locations where the United Nations operates worldwide. These guides include general living and working conditions in each country. However, the contents and specific information provided vary according to the needs and conditions of each country. For more information, please speak with your local HR focal point.

- Health insurance enrolment forms (please see [Conditions of Service](#) for more details);
- Driver’s licence (if functions involve driving).

*Remember: You will only be given authorization to start your duty once all requested documents have been received and medical clearance has been granted.*

## First Impression – Day 1

Here are some suggestions to help you through your first day:



- Report to HR to complete and submit any outstanding documentation.
- Read and sign [IN/15 Rev. 1: Standards of Conduct](#) and [IN/234: Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse](#) (if not completed in the pre-arrival phase).
- Obtain your first day’s and/or week’s schedule (the majority of Country Offices will provide a schedule during your first week).
- Your workspace should be set up prior to your arrival. Please confirm with your supervisor. Ensure you have access to the following:<sup>47</sup>
  - IOM email address
  - Computer
  - Connection to a printer
  - Telephone (or a shared phone)

<sup>47</sup> Some IOM staff members will need additional access rights set up for them (e.g., access to restricted rooms such as a server room for ICT staff).



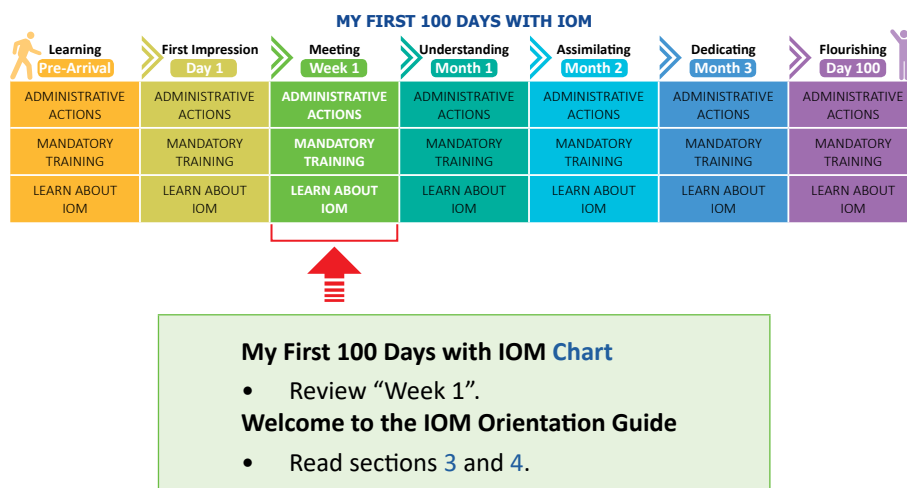
- Internet
  - Intranet
  - PRISM
  - PRIMA
- Obtain an IOM identification card(s) (*have your photo taken, etc.*) and/or UN card (*in some countries you may require both*). Check with your HR focal point for any questions.
- Register on IOM [I-Learn](#) to access the Induction Programme curriculum.
- Arrange a meeting with your direct supervisor to:
- review your ToRs;
  - receive an overview of your department/unit and the thematic area(s) of work (*ask how your job fits within the work of the department/unit and the greater mission of IOM*);
  - arrange briefings with IOM staff to learn about important administrative processes (e.g. taking leave, important deadlines, common services and support such as photocopying, reception, supplies);
  - learn more about the thematic areas within the IOM mission (*this could be part of Week 1 schedule*);
  - find out who your “buddy”<sup>48</sup> is at IOM (*if you have not yet received the name of your buddy*);
- Take a tour of the IOM office.
- Obtain relevant security equipment, as required.
- Be prepared to meet with other IOM staff members, and introduce yourself (see [general tips in section 2](#)).
- Ask questions.

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<sup>48</sup> This individual will be a peer that has been identified and volunteered to act as an informal resource and to help you quickly learn the IOM way of doing things.

## Meeting – Week 1

Get to know your IOM office, colleagues and working environment:



- Complete the **MANDATORY** Welcome to IOM: Online Training.
- Complete the **MANDATORY** Ethics and Conduct at IOM: The Values We Share online training (must be completed during the first week; no exceptions).
- Complete the **MANDATORY** UNDSS Basic Security in the Field and Advanced Security in the Field and provide the completed certificates to your HR focal point (if not already completed and submitted).
- Obtain your first week’s schedule (if you have not received already; the majority of Country Offices will provide a schedule during your first week, please check with your supervisor), your local IOM office phone directory and organigram.
- Ensure that you have a briefing session with the IOM Security focal point and local UNDSS representative, depending on the country (international P staff, depending on the country and, in some countries, national staff, receive the briefing).
  - IOM and UNDSS should brief you about security guidelines, personal security, evacuation plan and the warden system. They also provide information security needs for international staff accommodation (e.g. what to look for, requirements).
- Log in to I-Learn<sup>49</sup> and follow Week 1 learning and tasks.

<sup>49</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

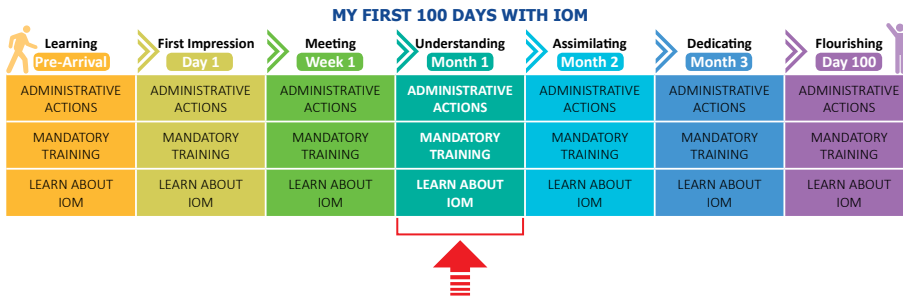
- Learn more about IOM by exploring the IOM [website](#), [intranet](#) and [PRISM](#).
- Receive an appropriate handover, if you are taking over your position from another colleague.
- If assuming a managerial role, meet with your direct reports:
  - Request their ToRs and workplans. Understand their work better.
  - Set a time for more in-depth meetings, as required, during the first week.
- Ensure all IT, communication and transportation needs are requested/resolved.
- Explore the IOM IT environment and get informed about email etiquette, shared drives, use of Outlook calendar for scheduling meetings and other things. For more information, see [IN/123 Rev. 1: ICT Policies and Guidelines](#). See also [section 4.2](#) of this Guide.
- Meet daily or consult with your [IOM buddy](#) as required. Your buddy will help you to learn about IOM, the internal processes and the life in your new country:
  - Learn about the IOM global structure.
  - Learn about your IOM Country Office practices and procedures.
  - For international P staff, obtain useful information about living in a new country.
- Begin work on your first assignment.
- Arrange to meet with local stakeholders, donors and beneficiaries (as required).
- Get to know others in the office. Go to lunch or have a coffee with a co-worker.

***For international P staff only:***

- Search for accommodation; and for dependants, look for schools and medical facilities as needed.

***Understanding – Month 1***

Establish your role and routine, continue to learn about IOM, build relationships and identify any needed professional skills training.



### My First 100 Days with IOM Chart

- Review “Month 1”.
- Welcome to the IOM Orientation Guide**
- Read section 5.

- Complete the **MANDATORY I Know Gender** online training.
- Complete the **MANDATORY PSEA training** (timing according to the schedule of the responsible colleagues, as this is a face-to-face training).
- Log in to **I-Learn**<sup>50</sup> and follow Month 1 learning and tasks.
- Set up a meeting with your supervisor to discuss your performance objectives and enter three objectives in the **SES** (for contracts of six months or longer).
- If you have not done so already, review your Personal Action Plan (see [Annex 4](#)).
- Meet at least weekly with your supervisor; request meaningful tangible feedback.
- If assuming a managerial role, meet with your direct reports:
  - Request their ToRs and workplans. Understand their work better.
  - Set a time for more in-depth meetings, as required, during the first month.
- Arrange a welcome meeting with IOM colleagues in your office to understand what they do in their work and exchange expectations.
- Meet with the Procurement focal point for a briefing on procurement procedure.
- Meet with the Finance focal point for a briefing on finance procedures. If you are a Project Manager (or new Chief of Mission), ask for guidance on how to access PRISM reports, what to look for when signing financial documents and so on.

<sup>50</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

- If not provided to you, request IOM T-shirt, vest, hat, and other identification or communication materials (if applicable to your ToR and available in your mission office).
- Arrange to meet with local stakeholders, donors and beneficiaries (as required).
- Review your first assignment and take on one or more additional assignments.
- Meet or liaise at least biweekly with your **IOM buddy** on the following topics:
  - Issues related to the use of common services, office equipment and stationery;
  - Informal culture (norms, expectations, navigation, etc.) at the IOM office;
  - Relocation needs for you and any family, such as accommodation, car, medical care, access to food and school, among others (if you are an international P staff);
  - Current living conditions in your duty station (review any country guides (either IOM or UN) available).
- Attend informal “brown-bag” discussions and formal work-related events, if available or required.
- Introduce yourself to staff outside of your department/unit. Go for lunch or coffee/tea with a new colleague.

### Assimilating – Month 2

Establish your role and routine, continue to learn about IOM, build relationships and identify any needed professional skills training.

**MY FIRST 100 DAYS WITH IOM**

Learning Pre-Arrival	First Impression Day 1	Meeting Week 1	Understanding Month 1	Assimilating Month 2	Dedicating Month 3	Flourishing Day 100
ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS	ADMINISTRATIVE ACTIONS
MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING	MANDATORY TRAINING
LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM	LEARN ABOUT IOM



**My First 100 Days with IOM Chart**

- Review “Month 2”.

**Welcome to the IOM Orientation Guide**

- Read section 6.

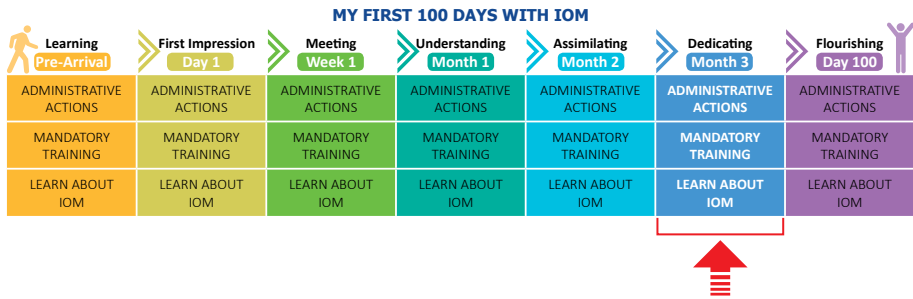
- Complete the **MANDATORY** UN Cares online training [HIV in the Workplace](#).
- Log in to [I-Learn](#)<sup>51</sup> and follow Month 2 learning and tasks.
- Continue to meet regularly with your direct supervisor.
- If your ToRs include supervisory functions and/or project management, project implementation or project development roles, you may need to:
  - read the [IOM Project Handbook](#) and take the project development and implementation online training;
  - read about [MiGOF](#);
  - take the MCOF online training; and
  - familiarize yourself with the [Emergency Manual](#) for use in relevant contexts.
- Meet with the ICT focal point for a briefing on ICT systems.
  - Discuss any ICT needs that you have related to your ToRs/project requirements and the ICT policy. Resolve any remaining ICT issues.
- In line with your learning plan, select online training courses through IOM I-Learn related to your ToRs (if required).
- Continue meeting with local stakeholders, donors and beneficiaries (as required).
- Meet weekly (or as required) with your [IOM buddy](#) to ask questions, seek advice and update on progress.
- Plan to have lunch or coffee break with co-workers or those in other departments/units.
- Attend an event or a workshop, hosted by an IOM stakeholder and/or local university related to your duties.

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<sup>51</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

## Dedicating – Month 3

By the end of your third month in IOM, you should be fully aware of your role and duties within your IOM Country Office or department. You should have gained the confidence and on-the-job skills to begin to complete your tasks both independently and as part of your team/department.



### My First 100 Days with IOM Chart

- Review “Month 3”.
- **Welcome to the IOM Orientation Guide**
- Read section 7.

- Confirm that you completed all **MANDATORY** IOM training courses and seek out new ones (e.g. personal security training – depending on your location as it is sometimes offered in hardship locations or high-security environments – or basic first aid).
- Log in to [I-Learn](#)<sup>52</sup> and follow Month 3 learning and tasks.
- Continue to meet regularly with your direct supervisor. Ensure that you fully understand your role and duties and can complete tasks in an independent manner; if not, request additional guidance. Discuss how you feel things have gone during your first 90 days.
- If your ToRs include supervisory functions and/or project management, project implementation or project development roles, you may need to:
  - read the *IOM Project Handbook* and take the project development and implementation online training;
  - read about [MiGOF](#);
  - take the MCOF online training; and
  - familiarize yourself with the [Emergency Manual](#) for use in relevant contexts.
- Review your Personal Action Plan and update as necessary (see [Annex 4](#)).

<sup>52</sup> I-Learn is currently being rolled out across IOM and may not be available yet in your IOM office.

- Continue to meet weekly (or as required) with your **IOM buddy**.
- Learn more about IOM by attending an IOM-hosted thematic webinar or training.
- Review the IOM **Career Development Guide**, which provides practical tips for your professional and personal development (see [section 7.1](#)). The Career Development Guide is available in [English](#), [French](#), [Spanish](#) and [Arabic](#).
- Continue arranging meetings with local stakeholders, donors and beneficiaries (as required).
- Plan to have lunch or coffee break with co-workers or those in other departments/units.
- Attend an event or a workshop, hosted by an IOM stakeholder and/or local university related to your duties.

### Flourishing – Day 100

Congratulations on achieving your first 100 days with IOM!

This is an important milestone. At this point in time, you should be fully flourishing in the workplace with a deeper knowledge of IOM policies and practices that will support you in your career development.



#### My First 100 Days with IOM Chart

- Review “Day 100”.
- Welcome to the IOM Orientation Guide**
- Read section 8.

- Complete any final tasks in the IOM Induction Programme on **I-Learn** and print your completion certificate.
- Meet with your direct supervisor to review your experience during your first 100 days in IOM.



- ❑ Complete the IOM induction evaluation. Your feedback is critical for us to improve the Induction Programme to make it more meaningful and user-friendly for you.
- ❑ In the coming months, we suggest you check the IOM [intranet](#) and [website](#) for news, policy developments and communities of interest that may support you in completing your duties.
- ❑ Ensure that the completion of your 100-day programme is reflected on [I-Learn](#) portal, under your transcripts.

### **Reviewing – Six-month Tips**

Six months is an important time to reflect on your job performance and those areas where you excel or need further improvement. Continue to refine both your work and learning plans together with your supervisor. As done in your first 100 days, continue to do the following:

- ❑ Meet regularly with your direct supervisor for informal feedback.
- ❑ Schedule a six-month performance review with your direct supervisor (this could be an informal meeting or a formal meeting, if you are registered on the SES).
- ❑ If your ToRs include supervisory functions and/or project management, project implementation or project development roles, you may need to:
  - read the *IOM Project Handbook* and take the project development and implementation online training;
  - read about [MiGOF](#);
  - take the MCOF online training; and
  - familiarize yourself with the [Emergency Manual](#) for use in relevant contexts.
- ❑ Review your Personal Action Plan (see [Annex 4](#)) and update as necessary.
- ❑ If your ToRs include project development, implementation or management roles, continue reading the *IOM Project Handbook*, [MiGOF](#), [Emergency Manual](#) and/or take the online Project Development and Implementation or MCOF training.
- ❑ Learn more about IOM. Continue to check the IOM [intranet](#) and [website](#) for the latest news and policy, including in countries or regions outside of your area; look for best practices.
- ❑ Engage with colleagues in other departments to learn how IOM works in other programmes and/or thematic areas.
- ❑ Meet with your [IOM buddy](#).
- ❑ Attend an event or a workshop hosted by an IOM stakeholder and/or local university related to your duties.

## *Engaging – One-year Tips*

At the end of your first 100 days, you should be fully integrated within IOM and have the ability to make informed decisions that take into consideration the impact on the Organization. Continue to develop your working relationships with colleagues and stakeholders and keep track of your professional and personal development goals.

**Congratulations on your one year as an IOM staff member!** We are proud to have you on our team! Take time to reflect on all the achievements of your first year.

- Continue to meet regularly with your direct supervisor for informal feedback.
- Prepare for your end-of-year staff performance review (SES) with your direct supervisor, if applicable.
- Review your Personal Action Plan (see [Annex 4](#)) and update as necessary.
- Consider becoming a buddy for a new staff member.
- Discuss with your direct supervisor your experience so far with IOM and review:
  - your expectations of the position and if these have changed over time;
  - your achievements and the skills you are able to utilize on the job;
  - the challenges to completing your tasks and performance goals;
  - the additional programme resources or training that may be required to fully achieve your goals;
- Work on a draft workplan for the next year.
- Explore I-Learn for potential courses to support your development and learning path.
- Learn more about IOM, continue to check the IOM intranet and website for the latest news and policy, including in countries or regions outside of your area; look for ways to get involved with IOM including communities of interest, committees or as a focal point (in coordination with your supervisor).
- Engage with colleagues in other departments to learn how IOM works in other programmes and/or thematic areas.
- Provide feedback on the IOM Induction Programme and your local orientation processes to help us improve the experience for new hires or those relocating to a new IOM Country Office. Give suggestions.

## ANNEX 3

### IOM Buddy Programme

#### *What Is a Buddy?*

At IOM an office buddy, or fellow staff member (who is not your direct supervisor), is assigned to support the induction process for a new or transferring staff member.<sup>53</sup> A buddy provides advice and guidance on the informal culture (norms, expectations, what's what and who's who, etc.) of the office. The buddy may also serve as a source of encouragement as a new or transferring employee adjusts to his/her duties and work environment.

#### *Buddy Responsibilities*

IOM buddies play a critical role in assisting new or transferring staff members to adjust to their new work environment. They are an informal and valuable resource based upon a relationship of mutual trust and confidentiality.

Buddy responsibilities include:

- Providing information on where to find local policies and procedures (knowledge management);
- Identifying resources in the workplace (common services, supplies, who's who, etc.);
- Familiarizing the new staff member with the informal IOM office culture (norms, expectations, unwritten guidelines);
- Informal introduction of the new staff member to others in the workplace;
- Reviewing settling-in issues for the newcomer and their family (housing, car, medical, groceries/shopping, schools, etc.);
- Answering questions and referring the new staff member to the appropriate resources.

Buddies can also help to facilitate social integration by making introductions to peers and colleagues on an informal level. Social acceptance is a fundamental part of supporting a new staff member's well-being and performance. Failure to integrate socially at work is not an uncommon reason for early resignation.

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<sup>53</sup> It is recommended that each buddy is selected for the new/incoming staff member based upon the latter's duties and location; however, if it is necessary to designate a buddy focal point, this function should rotate on at least an annual basis.

### *What a Buddy Should Not Be*

A buddy is not a substitute for guidance from the staff member's supervisor. A buddy answers simple questions related to administrative or operational issues.

In contrast, a supervisor deals with issues related to a staff member's job performance and individual development, and may seek a coach or mentor for the staff member, as necessary. A coach seeks to increase a staff member's job-specific performance, while a mentor focuses on personal and professional development.

An IOM buddy should **NOT**:

- Deal with job performance or personal development issues (staff members should instead speak with their supervisors);
- Engage in gossip or speculation;
- Review work completed by the new or transferring staff member or complete any of the tasks in the new or transferring staff member's Terms of Reference.

Assign a substitute buddy if the official IOM buddy of the new/transferring staff is away for a long period (the buddy should only be selected if he/she will be available to the staff member during the staff's 100-day induction period).

### *Suggested Structure*

Ideally, there is a formal, 100-day relationship between the buddy and the new or transferring staff member. Toward the end of the third month, you can discuss if your relationship outside of the structured buddy role will be continued and how. Ideally, you will meet your buddy on your first or second day of work. Your supervisor or HR focal point may have a brief discussion with you and your buddy to discuss the basic buddy role and responsibilities, and answer any questions.

It is up to the buddy and the staff member to decide on the frequency, length, topics and method of interaction between the two of them. The structure will vary. What is important is that the arrangement is clearly defined and works for both the staff member and the buddy.

Here is one of many possible examples of a buddy structure:

**Week 1:**

- Meet with your buddy for an hour (consider an informal/quiet location, if possible).
- Learn about each other's background, experience, interests and other things.
- Decide with your buddy on the most important and relevant things to cover.
- Ask your buddy any immediate questions that you may have.
- Together with buddy, agree on the frequency, length and method of communication.

**Month 1:**

- Meet with your buddy weekly for a half hour (in person).
- Communicate with your buddy based upon an agreed method.
- Engage with your buddy and meet new colleagues to learn about your new work environment and location.

**Month 2:**

- Meet with your buddy biweekly for a half hour (mix of in person and by phone).
- Communicate with your buddy based upon an agreed method.
- Meet with your buddy and the local HR focal point and supervisor, as necessary.
- Participate in relevant IOM work or social events, as suggested/invited by your buddy.

**Month 3 – Day 100:**

- Meet with your buddy one time for an hour (in person)
- Continue to attend relevant work or social events with your buddy.
- Together with your buddy, decide if you will continue the buddy relationship and how. Have a wrap-up meeting.



*The HR focal point and/or the supervisor is responsible for having a midpoint check-in and a wrap-up conversation with the staff and the buddy.*

## ANNEX 4

### Personal Action Plan

Living and working in a city like Geneva (family duty station) or alternatively in a conflict zone (hardship duty station), we can all face different stressful situations. It is important, at the beginning of your employment, to review how well you cope with stress, and then make changes to manage better in stressful situations. We also have some questions for you to review and answer to make sure that you (and your family) are fully prepared.

The guidance and recommendations that follow can be helpful. If you need more help, please contact the IOM Staff Welfare Officer: [aeliatamby@iom.int](mailto:aeliatamby@iom.int)

Before you start your first day of work, please make sure of the following (this is a series of personal preparation exercises; you are not expected to share your responses):

#### *Family*

##### **If you are posted to a family duty station:**

Find out as much as you can about what is possible and available in the city of the duty station for your family/partner, such as accommodation, transportation, food, medical facilities, social activities and schools (see your Country Office Guide for new staff).

Think about what will help your family/partner to move, such as taking favourite possessions and belongings, having goodbye parties or making arrangements for them to stay in touch with family and friends.

Ask your local Human Resources Officer what requirements are necessary and what resources may be available for your spouse/partner if they would like to find employment.

##### **If you are posted to a hardship duty station:**

Before you start work, guarantee that your partner/immediate family have all the support needed while you are away. Who will support them in your absence? How will they resolve problems and difficulties (e.g. emotional and financial)?

Have you made sure that all financial and legal matters have been addressed properly and that they can be resolved remotely if necessary?

Have you completed a will and/or arranged for a power of attorney in case of an emergency? Remember to complete all necessary beneficiary forms as appropriate (e.g. IOM and UNJSPF) if needed.

How will you ensure that you can communicate with your family and friends? Who, at home, needs help with setting up any technology, for example, joining WhatsApp or learning how to use Skype?

### ***Psychological Preparation***

It is important to be psychologically prepared when you are going to work at your duty station. Think back to the relevant training that you have done: Basic Security in the Field, Advanced Security in the Field and, for some countries, Safe and Secure Approaches in Field Environments (SSAFE).

What are the important points that you need to remember?

Think about similar experiences you have had. What did you learn about yourself? How can you prepare for this mission based on your past responses?

Read as much as possible about your new duty station. Talk to people who are there or have recently worked there.

What types of stressors (internal and external factors that trigger stress) might you encounter in your new work environment? How could you react to each one?

Internal Stressors	External Stressors

Notes:

- Examples of internal stressors are history of depression, worries linked to experiences of critical incidents, fear because of little experience of living in a foreign country and concerns about safety.
- Examples of external stressors are poor living accommodation, travel delays and limited connectivity.

What are your own coping skills for stress? Please write them down in the following table. This is a private exercise and there is no expectation that you will be asked to share. Include strategies for supporting your family/partner if appropriate.

Coping Strategies	Positive	Negative
<b>Day-to-day coping</b>		
Social/Emotional: Who supports you? How do you solve problems?		
<b>Healthy living: eating, drinking habits and physical exercise</b>		
Work: What is your work pattern? How many hours do you work?		
<b>Emergencies/Critical incidents</b>		
What are your coping mechanisms as a leader of critical incidents?		
What are your coping mechanisms as an individual in a critical incident?		

Which of these will be very helpful to you in your new work environment? What needs to change? Who will support you during the change?

### ***Mental and Physical Health Preparation***

Your mental and physical health are critical to ensuring that you are able to deal with stressful situations and use coping strategies. Please complete the following table to review your own mental and physical health needs and the actions you should take.

Prior to completing the table, review IN/229 Rev.2: Medical Requirements for Official Travel and Procedures for Accidents/Illnesses during Official Travel. It contains information about IOM medical procedures to follow in case of accidents or illnesses that occur while on official duty.

Mental and Physical Health	Actions to Take
Given your history, what special precautions will you need to take to be able to work?	
What medication and/or specialist equipment will you need to take?	



Mental and Physical Health	Actions to Take
What extra support will you need if your mental and/or physical health deteriorates suddenly?	
What extra support will you need if you have to be relocated/evacuated?	

### Personal Action Plan

Review your responses to the questions above first and then write a personal action plan as outlined below. Take a look at Annex 5 (Coping Strategies) to determine if there are any new strategies you would like to adopt.

The aim is to help you cope more effectively in your new work environment. This is a PERSONAL plan and you are not required to share confidential information. You may share the main points with OHU or the IOM Staff Welfare Officer if you want additional support for your duties.

Personal Action Plan
1. Name: Contact details:
2. Names of support persons: Contact details:
3. Date completed: Review date:
4. Please write down your positive coping skills for each of these areas:  a) Family  i) How will you maintain contact with your family?  ii) Who will support them if there is a critical incident at your hardship duty station?  iii) How will you help them integrate into the new country (family duty station)?
b) Day-to-day coping  i) Take regular breaks from work as much as possible.  ii) Eat and drink healthily, not doing anything in excess.  iii) Sleep six to eight hours per night.  iv) Maintain personal hygiene.

Personal Action Plan
<p>c) Emergencies/Critical incidents <i>Family duty station</i></p> <p>i) How will you support yourself in case of an emergency?</p> <p>ii) What are the critical incident support mechanisms that are available in the duty station?</p> <p>iii) What actions might you need to take to support your family if there is an emergency or a critical incident at your family duty station?</p>
<p><i>Hardship duty station</i></p> <p>i) What actions will you take in the short term to manage yourself in the emergency?</p> <p>ii) What support can you access if there is a critical incident (e.g. explosion of a vehicle-borne improvised explosive device (VBIED))?</p> <p>iii) What actions will you take to ensure that you are looking after yourself in the long term (e.g. planning regular holidays, seeing a counsellor, making sure that you have quality time with your partner and family)?</p>
<p>d) Practical matters</p> <p>i) What physical items do you need to take with you to your duty station so you can maintain your coping strategies (e.g. special food, music, yoga mat)? Remember to first check to see what is available/provided at your duty station.</p> <p>ii) If you are working at a hardship duty station, after you have arrived, make sure that you prepare a “run bag” that contains only essential documents and items (maximum weight 15kg). This will be all that you will be allowed to take by UNDSS if you have to be relocated (within the country) or evacuated (to another country).</p>
<p>e) Mental and physical health Are there any mental and/or physical health issues that are important to share confidentially with relevant personnel?</p>

**For any questions regarding this Personal Action Plan, please contact the Occupational Health Unit or the Staff Welfare Officer.**



## ANNEX 5

### Coping Strategies

Have you ever found yourself in a stressful situation and wished you knew how to cope with the challenges you faced? Here are some suggestions (from the Staff Welfare Officer). If you have health conditions, remember to check with your doctor before trying any of these suggestions.

#### *Physical Actions*

Doing 10 minutes of physical activity three times a day can improve mood, relieve depression and increase feelings of well-being.

- Good posture (i.e. sitting up straight) helps you to take in more oxygen and perform better during stressful activities such as deadlines.
- Acupressure is also a good stress reliever. Take the thumb and index finger of one hand to squeeze the soft spot on the palm between the thumb and index finger of the other hand. Hold for three counts. Switch sides. With the thumb and index finger, squeeze each of your fingers all over. Use your thumb to rub each joint in a circular motion. Then hold each finger at its base and pull gently to stretch it, sliding your grip up the finger and off the tip. For extra benefits, use a dab of lavender oil, which can aid relaxation.
- Hold a small hard ball between both hands and roll it around. Place the ball on the floor and put one foot on top of it and move the ball around the sole and toes of that foot. Repeat with the other foot.
- Rub your earlobes with your fingers slowly. This will help you relax.
- Sewing, knitting, crocheting and similar activities can help. Repetitive actions can soothe (according to Boston–Henry Institute for Mind Body Medicine).
- You should be taking 12–18 deep breaths per minute. You can check by placing one hand on your upper chest and the other hand on your abdomen. If you are breathing properly, there should be regular movement of your upper and lower chest. If you are not, then it is likely you are breathing in a shallow way. It is important to practice regular deep breathing. This will help you think and act more constructively. Here are some exercises:
  - *Intentional breathing*: Sit in a comfortable chair with a straight back. Place your hands on your sides just above your hip bones. Inhale

deeply into your abdomen (your hands should move as your body expands and contracts). Exhale. Repeat these three to four times.

Move your hands to the middle of your ribs. Continue breathing and feel your body expand. Repeat these three to four times. Move your hands to your collar bones and, again, feel your body moving. Repeat three to four times. You have relearned how to carry out a full breath.

- *Foundation breathing:* Sit comfortably with your back straight, feet flat on the ground, eyes closed and hands on your lap. Start breathing in and out very slowly. This can be helped by listening to slow music with a beat and regulating your breath with the beat of the music (12–18 breaths per minute).

## **Healthy Living**

Even if you do not feel like eating and drinking healthily, it is important to continue to do so.

Try to eat a healthy well-balanced diet including alkaline foods that can reduce stress reactions, such as lentils, sweet potatoes, eggplants, garlic, carrots, ginger, beetroots, broccoli, Brussel sprouts and avocados.

Keep some dried fruits and nuts handy. Snack on these instead of sugar and avoid blood sugar highs. Eat three meals a day. Your last meal should be eaten at least three hours before you go to bed.

Choose ginseng tea instead of coffee – it gives your metabolism a kick-start like coffee and soothes anxiety as well.

If you find it difficult to go to sleep, then get out of bed and do some activity – such as listening to music or reading – until you feel ready to go to sleep. Another strategy is to lie in bed and rub your stomach gently and focus on slowing your breathing down until you fall asleep.

Alternatively, keep a diary by your bedside and write down any concerns and worries that are recurring. Tell yourself you will deal with them in the morning.

If you do not feel well, make sure that you seek medical advice before assuming that you can manage by yourself.

## Work

If you find that you are forgetful and/or find it difficult to concentrate, make sure that you are breathing properly first. Then perhaps take a short break where you carry out a small physical activity to relax. It may be helpful to pair up with a colleague and think about how you can support each other and double-check your work. Remember to be patient with yourself especially if you are in a very stressful situation.

If the situation is very stressful, then think about the stressors that are present and make a list. Separate them into ones that you can do something about and those that you have to accept.

Make sure that you pay attention to IOM and UNDSS security advice and follow it, both at work and at home.

Be careful about what information you pay attention to. Only listen to news from reliable sources.

Take regular breaks at work – ten minutes every hour.

Plan your week. Look at and analyse what you did last week. How much of your week was productive? How did you spend your time? What changes do you need to make?

What or who is irritating or annoying you? Whose problem is it? How will you talk to them to solve the problem or is it one that you need to address within yourself?

Work culture is the character and personality of your organization. Do you feel positive about going to work? Is the culture supportive? If it is negative, what can you do to address it? What should you talk to leaders about?

Is anyone harassing or bullying you? What impact does it have on your life? What have you done about it? It could be helpful to speak to the Ethics and Conduct Office (to lodge formal complaints) or the Ombudsperson (to discuss issues in a safe space).

## *Social Support and Emotions*

Talk to partners, friends and family. Social support has been proven to lower stress. Remember to be supportive of each other and plan for how you will cope as an individual and as a family rather than thinking about the difficulties themselves.

It is also important to only confide in one or two people about your emotions, concerns and problems. If you share such information with a lot of people, then there is a risk of repetition rather than resolution of the issues.

Plan for worst-case scenarios, rehearse and then you will know what to do. Make sure you seek advice from IOM Security or UNDSS as needed.

Be careful in how you explain any difficult situation to children. It is best to be truthful, but only tell them a few things at a time. Double-check that they have understood you correctly. Using stories about how fictitious children have coped can help.

Remember that young children (and some teenagers/young adults) will not be able to speak about their emotions, but they are likely to act them out. Be patient with them.

Try to follow a normal routine as much as possible. Think about how you can do this, including talking about everyday things, dreams you or your family or friends have, and maintaining leisure and social activities.

There may be times when you cannot show your emotions, but it is important to acknowledge them when you can. It is important to share your emotions and concerns with, at least, one person.

Keeping feelings and worries to yourself does not really help.

You can feel frightened, and this can affect your ability to pay attention and focus. Think about what you are fearful of and then work out what you can do to address the issues. If there is little that can be done, what could you do to accept and address your fear?

Practising your religion can be helpful.

Listening to music has been proven to reduce stress responses such as high blood pressure and elevated heart rate.

People working near plants reacted 12 per cent faster and were less stressed based on blood pressure readings taken before and after a typing assignment.

Visualization reduces stress. Sit comfortably and focus on your breathing with your eyes closed. Keep concentrating on your breathing for five minutes and then focus on a picture or music that reminds you of peace.

### ***Excess Behaviour***

Overuse of cigarettes and other substances and excess behaviours (e.g. eating too much) does not help you to cope effectively. It is best to speak to a counsellor who will help you develop alternative strategies to manage worry and stress.

### ***Past Events Returning***

Experiencing a critical incident or severe stress can bring back memories of similar past events. If this happens, you can try one or more of the following:

- Write down what happened in the one(s) that you remember, what you did well and what could have been done differently. Praise yourself for what you did. Forgive yourself if needed.
- Think of a positive memory of another event or time. When the memory of the incident comes back, think of the positive memory instead.
- Wear a bracelet or an item that reminds you of good times and then touch the bracelet or item whenever the negative memory returns.

**For any questions regarding this Personal Action Plan, please contact the Occupational Health Unit or the Staff Welfare Officer.**



## ANNEX 6

### Frequently Asked Questions of Newly Arrived IOMers

**Q: Is IOM a United Nations agency?**

A: Yes, IOM is the UN Migration Agency as of September 2016. Learn more [here](#).

**Q: What is IOM’s mandate? What does IOM do (global/region/country)?**

A: As stated in its [mission statement](#), “IOM is committed to the principle that humane and orderly migration benefits migrants and society.”

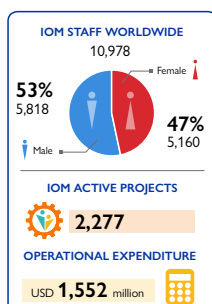
- The mandate of IOM is built upon the IOM Constitution, the IOM Council resolutions and the Migration Governance Framework (MiGOF).
- Learn more about the [IOM areas of work](#) presented in this Guide, the [IOM website](#) and/or the [IOM intranet](#).

**Q: Is IOM a non-governmental organization (NGO)? What is the difference between an intergovernmental organization and an NGO?**

A: No, IOM is not an NGO.

- IOM is an [intergovernmental organization](#) with Member States and observer States.
- As the name implies, an NGO is not composed of Member States and observer States, and would be a non-profit organization that operates separately from any government structure or agency.

**Q: What is IOM’s structure and size?**



A: IOM’s [structure](#) is highly decentralized. Updated facts and figures can be found in the [IOM Snapshot](#) information sheet (the graphic on the left is as of December 2017).



**Q: Where is the IOM Headquarters? Who is the head of the Organization?**

A: The [IOM Headquarters](#) is located in Geneva, Switzerland. The Director General of IOM is [Mr António Vitorino](#) of Portugal. The Deputy Director General of IOM is [Ambassador Laura Thompson](#) of Costa Rica.

**Q: What are the IOM official working languages?**

A: The official languages are English, French and Spanish.

**Q: How do you define a beneficiary?**

A: A beneficiary is any individual or entity that benefit or receive support that can be attributed to the activities and/or results of the projects implemented by IOM.

IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants. Learn more about [migration terminology](#).

**Q: How do you manage migration?**

A: IOM has developed the [Migration Governance Framework \(MiGOF\)](#) to guide policy and operations. Learn more about [MiGOF](#).

**Q: What is the difference between a refugee and a migrant?**

A: IOM defines a [migrant](#) as any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person's legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is. IOM concerns itself with migrants and migration-related issues and, in agreement with relevant States, with migrants who are in need of international migration services.

A [refugee](#) is a person who, "owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country. (Art. 1(A)(2), Convention relating to the Status of Refugees, Art. 1A(2), 1951 as modified by the 1967 Protocol).

Learn more about [migration terminology](#).

**Q: What are the current migration trends (global/region/country)?**

A: Learn more about the [world migration context](#).

**Q: Where does IOM get its funding?**

A: Ninety-seven per cent of IOM funding is in the form of voluntary contributions (see also [Donors and Projectization in section 2.2](#)).

**Q: What is projectization?**

A: [Projectization](#) is used by IOM (similar to activity-based costing), whereby staff and office costs associated with implementing a project are charged to projects through a time allocation concept referred to as projectization. Every activity in IOM is assigned a distinct project code. Every project is managed by a Project Manager to ensure that projects are monitored in a responsible, transparent and efficient manner.

**Q: A beneficiary asked me: For assistance beyond IOM's programme/help to migrate abroad, what do I do?**

A: (1) Ensure that the beneficiary understands the full extent of the IOM programme you are implementing (i.e. those services/assistance available from IOM); (2) you are not able to commit to any services or assistance beyond what is part of the IOM programme; (3) report the interaction to your direct supervisor for further guidance; and (4) all IOM staff members work to support safe and dignified migration (using legal means). If available locally, suggest a visit to a Migrant Resource Centre.

**Q: A community member asked me: Why is IOM coming to this community? How can IOM help me?**

A: Prior to entering a new community, discuss potential questions from the community with your supervisor/unit to assist you in answering common questions.

- Explain the main objectives of the project and how it relates to migration and how it will benefit the community.
- Provide the criteria for individuals eligible to participate in the project questioned.

**Q: When and why do we have to wear IOM shirts and vests/hats?**

A: Some IOM operations require staff members to wear IOM shirts and vests/hats, as it is important to clearly identify yourself to beneficiaries, partners, community members and others as an IOM staff member. Please seek guidance from your IOM office as to where and when this is required/appropriate.

**Q: I was just contacted by a journalist asking for information. What should I do?**

A: IOM staff members are periodically contacted by members of the media. Please follow the [recommendations](#) as outlined by the Media and Communications Division.

**Q: How do I access my entitlements, such as annual leave or sick leave?**

A: All entitlements should be accessed through PRISM. Learn more [here](#).

**Q: Are there any job training programmes available?**

A: The IOM Staff Development and Learning (SDL) Unit supports a new learning platform called [I-Learn](#) (whose full rollout in IOM offices is expected in 2018). Learn more about opportunities available to you [here](#).

**Q: I suspect a case of misconduct, such as fraud, what do I do?**

A: As an IOM staff member, you have a duty to report any cases of suspected misconduct, such as fraud. Learn more about the reporting mechanisms from [IN/15 Rev.1: Standards of Conduct](#).

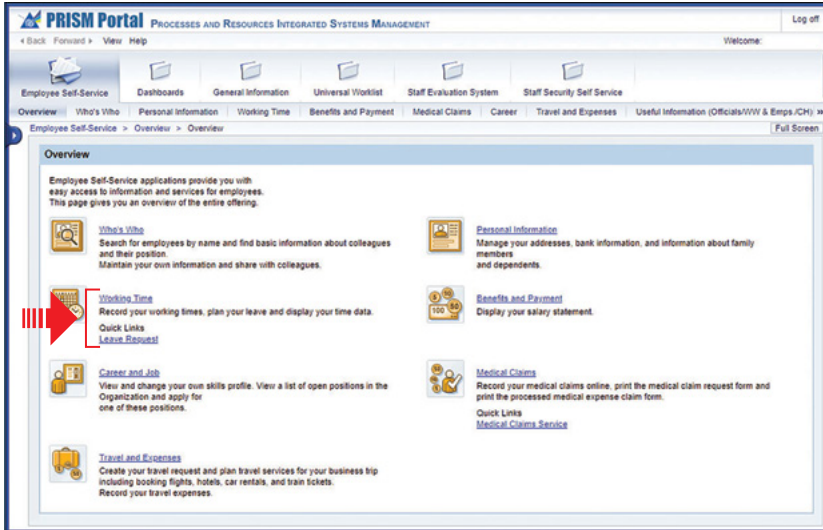
**Q: I am having a problem/conflict with a colleague, what steps can I take?**

A: Grievances at the workplace can take place for many different reasons. Learn more about preventing and addressing workplace grievances in [“Preventative Measures”](#) and [“Additional Information”](#) in section 4.1.

**Q: How do I submit a request for leave?**

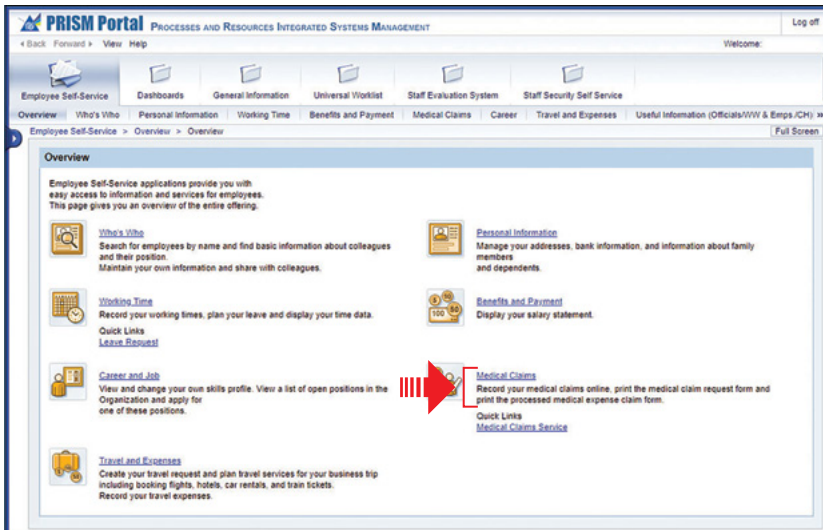
A: Visit the IOM intranet. On the left panel of the screen, you will find options. Hover on [“Corporate Systems”](#) and choose [“PRISM Portal”](#). It will direct you to the PRISM home page (refer also to the [“IOM Institutional](#)

Applications” section of the Orientation Guide). On the home page, click on the option “Leave Request” (see screen grab below) to begin filing a sick or annual leave application. You may also watch a brief instructional video on how to file a leave request.



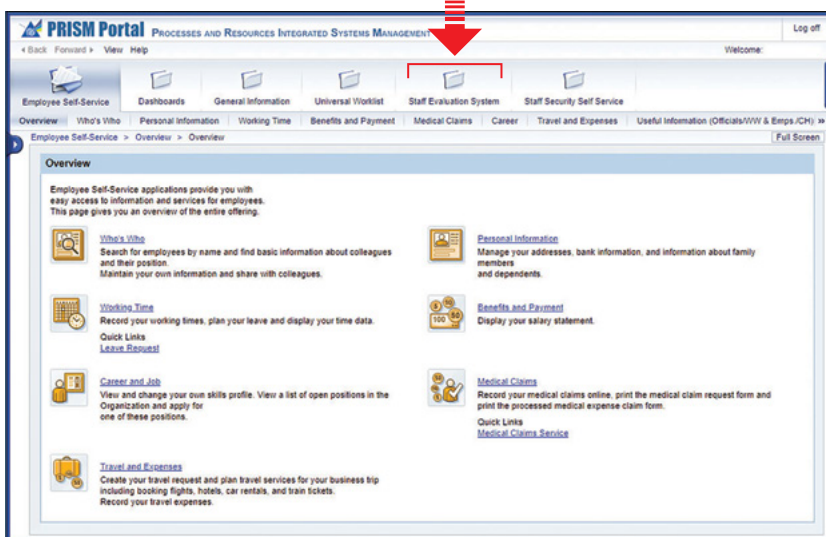
**Q: How do I file a health claim?**

A: On the PRISM Portal home page, click on the option “Medical Claims” (see screen grab below) to submit any necessary health forms. You may also watch a brief instructional video about how to file a health claim.



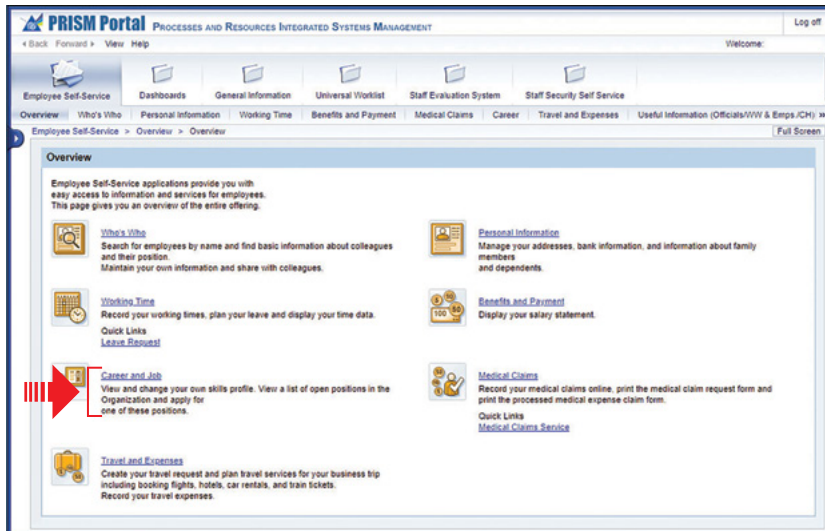
## Q: How do I complete my SES?

A: On the PRISM Portal home page, click on the folder “Staff Evaluation System” (see screen grab below) to access the IOM Staff Evaluation System (SES). For staff members holding contracts longer than six months, please set your objectives in coordination with your supervisor. Read more about SES in section 5.2.



**Q: How do I apply for vacancies?**

A: Also on the PRISM Portal home page, click on the option “Career and Job” to learn more about vacancies in IOM.



Additional information may also be found on the following:

- PRISM Portal – Employee Self-Service
- PRISM Dashboards
- PRISM Bulletin Board – Learning Centre

We hope this package has provided you with an insight of IOM.

Now it is over to you to continue this exciting journey.

**For any questions you might have on the content of this package please contact your local HR focal point or your Personnel Administrator in MAC.**





**International Organization for Migration**

17 route des Morillons, P.O. Box 17, 1211 Geneva 19, Switzerland

Tel.: +41 22 717 9111 • Fax: +41 22 798 6150 • E-mail: [hq@iom.int](mailto:hq@iom.int) • Website: [www.iom.int](http://www.iom.int)