



**30<sup>th</sup> IRENA Council and related meetings**

# **Administration and Finance Committee Meeting**

**Report of the Director-General  
on Human Resources Management and Trends  
C/30/7**

**29 October 2025 | Abu Dhabi**

## Performance Management and Appraisal System (PMAS)

IRENA conducted comprehensive and mandatory training for staff from April to May 2025.

- **Staff:** development of technical and functional competencies
- **Managers:** training in coaching, leadership, and performance evaluation
- **Purpose:** Aims to reinforce a culture focused on performance excellence
- **Outcome:** Contributes to organizational effectiveness and ongoing staff development

## Advancements in HR Automation

- Digital Onboarding and Offboarding Program Development
- Streamlining HR Processes through developing digital tools:
  - Salary certificates
  - Pre-onboarding workflows
- **Objective:** Enhance HR Efficiency and User Experience

## Policy on Individual Consultants

- Discussed and amended Draft Policy on Individual Consultants (28th & 29th Councils)
- Revised policy submitted for 30th Council review.



**Objective:** Equip managers, focal points, and key staff with the knowledge and tools to effectively manage workplace conflict and resolve issues through mediation and dialogue.



**Current Status:** Researching affordable training options with potential partners, including:

- United Nations System Staff College
- Office of the Ombudsman for United Nations Funds and Programmes



**Key Considerations:**

- Quality of training programs
- Cost-effectiveness



**Goal:** This initiative aims to enhance conflict resolution skills and promote a harmonious work environment.

## Completed



- › Director, IRENA IITC
- › Head, Energy Planning and Modelling in IITC
- › Chief, PPS in Bonn
- › Chief of Staff and Legal Advisor in Abu Dhabi

## Final Stage



- › Director, KPFC
- › Chief of the IRENA Office and Permanent Observer to the United Nations
- › Head, Partnerships

## Ongoing



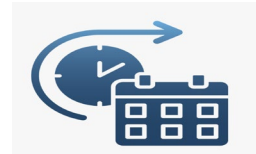
- › Internal Auditor
- › Chief, Operations, Management, and Liaison in IITC Bonn

## Challenges



- › Budgetary constraints impacting recruitment
- › 25 staff members expected to reach maximum tenure limit by 2027

## Future Plans



- › Refining succession planning approach
- › Exploring interim solutions (onboarding, internal staff development)
- › Prioritizing vacant positions based on specific criteria



## Staffing Status

- **193** out of **207** core and project positions filled are encumbered or under recruitment



## Agency Growth

- Agency expanded by **123%** with a total of **207** post
- Annual Growth Rate: **7.2%** during the period of **2013-2025**



## Turnover Rate

- Average annual turnover rate: **15%**
- 2025 turnover rate **dropped to 6%**
- **9 staff** reached maximum tenure and separated as of 31 August 2025
- Total of **11 staff members** separated in 2025



## Vacancy Rate

- **2018–2022**: Steady increase in vacancy rates
- **2022**: Peak at **24%**
- **2024**: Decline to **18%**
- **Q3 2025**: Further drop to **15%**



## Length of Service

- Current Staff:** 175 employees
- **Average length of service: 5.2 years**
  - Slight increase from **5.0 years** (last report)
- Separated Staff:** 287 employees
- **Average length of service: 3.2 years**
  - Slight increase from **3.1 years** (last report)

**Thank you**





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