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ON PROGRAM, BUDGET, AND ADMINISTRATION
OF THE EXECUTIVE COMMITTEE**

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PASB HUMAN RESOURCES MANAGEMENT

Introduction

1. The Department of Human Resources Management (HRM) reports in this document on implementation of the Pan American Health Organization People Strategy 2015-2019, with supporting data on HRM activities and Pan American Sanitary Bureau (PASB) workforce statistics for the period January to December 2018.

Status of the People Strategy

2. PASB has implemented several building blocks of the People Strategy, including launching the PASB Management Information System (PMIS) Learning module and concluding a multi-year agreement with the United Nations System Staff College (UNSSC) to improve learning opportunities in the Organization. PASB has also amended all PAHO/WHO E-Manual policies related to the new staff compensation package. This report describes HRM's progress toward meeting requirements of the People Strategy, including actions to strengthen alignment and agility, foster talent at every level, improve institutional memory, and provide inspiring leadership for change.

Strengthen Alignment and Agility

Planning

3. The human resources planning process involves a critical analysis of the staffing structure by organizational entity. For the upcoming 2020-2021 human resources planning exercise, the Organization will use available contractual mechanisms to ensure optimal composition of PAHO's workforce.

4. In 2018, the Organization developed and launched the basic guidelines for reprofiling of PASB entities (departments, offices, and centers). The reprofiling process reviews workforce composition to determine the most efficient distribution of positions and skills required to deliver the Organization's technical cooperation. Reprofiling aims to

meet evolving programmatic needs and to ensure that the Organization is fit for purpose. An additional objective of reprofiling is to review the requirements of flexible staffing in order to maintain adequate funding for program implementation. In 2018 the Organization conducted reprofiling exercises in the PAHO/WHO Representative (PWR) offices in Haiti and Ecuador. In 2019-2020, additional PWRs and technical departments will do the same.

Recruitment

5. The vision of the People Strategy is for PASB to become the preferred organization for top talent dedicated to achieving the regional and national health outcomes to which the people of the Region aspire. PASB's recruitment and selection process has been strengthened to address an overarching theme of the Strategy: Hiring the Best.

6. PAHO successfully incorporated the World Health Organization's (WHO) cloud-based talent management system, Stellis, as the recruiting module under PMIS. This system has expedited the filling of positions and automated the recruitment and selection process. To complement a modernized system, the selection process guidelines were streamlined and updated. Selection processes for each vacancy now include establishment of a selection panel on which staff members, Staff Association representatives, and HRM Department representatives serve. The selection panel assists hiring managers in conducting staff selection processes. The average time to fill vacant positions was reduced from an average of eight months to less than five months.¹

Gender Parity

7. From 1 January to 31 December 2018, HRM, in collaboration with hiring managers, completed 104 competitive selection processes for fixed-term positions, including 74 international professional positions, 5 national officer positions, and 25 general service positions. Of the 79 professional positions filled, 44 were filled by female candidates and 35 by male candidates. For positions in the higher categories, P-4 level and above, the distribution of selected staff was as follows: 22 women at the P-4 level, 5 women at the P-5 level, and 1 woman at the P-6 level; 15 men at the P-4 level, 2 men at the P-5 level, and 1 man in an ungraded position. Additional information regarding gender parity is below at paragraph 17.

Dependency Verification

8. In May 2018, PASB launched a revised annual verification of the dependency allowances process. This exercise, which lasted through September 2018, took into consideration the recommendations made in the audit of allowances carried out in 2017. It required a change in PAHO/WHO E-Manual policy and resulted in much tighter control of the allowances granted to staff members.

¹ Source: HRM Ad-Hoc report on average time to fill vacant positions.

United Nations General Assembly (UNGA) Decisions

9. In 2018, PASB amended its Staff Rules and Regulations and published all necessary policies to implement the UNGA-approved revised staff compensation package, which took effect in 2017.

Medical Director

10. PASB also supported the health of its personnel by hiring a new medical director for the Organization in 2018.

Foster Talent at Every Level

Learning Programs

11. PASB renovated its existing learning programs and created new staff learning opportunities to foster organizational talent and support career development. These are described in the following three paragraphs.

12. PASB renovated its Orientation program for new hires and personnel rotating across duty stations to emphasize PAHO's mission, vision, and values. The renewed Orientation program consists of three new online courses and a quarterly Region-wide PLUS@PAHO meeting.

13. PASB retooled its language-learning program for English, French, Portuguese, and Spanish to rely on modern Virtual Instructor-Led Training (VILT). VILT has allowed PASB to reduce unit costs while expanding its language-training offerings Region-wide. Group language classes are offered quarterly at three levels for each language in accordance with Headquarters and PWR office needs.

14. PASB implemented a new PMIS Learning module. The module offers peer-to-peer knowledge sharing through video lessons and programming of digital and blended courses for PAHO's corporate learning activities. PMIS Learning has facilitated Region-wide access to required training on the use of social media, prevention of harassment, and security awareness. PMIS Learning integrates seamlessly with WHO's iLearn Learning Management System.

Management and Leadership Training

15. PASB signed a multi-year interagency agreement with the United Nations System Staff College for managerial and health-technical personnel to access state-of-the-art management and leadership training. The first cohort of 29 senior and mid-level managers are completing the PAHO-UNSSC Management and Leadership Certificate program, which includes a 360-degree assessment and coaching based on the United Nations (UN) System Leadership Framework.

Improve Institutional Memory

Offboarding Report

16. To preserve the Organization's institutional memory, effective 1 January 2018, staff who are reassigned or leave the Organization are required to complete a standardized, online, offboarding report. Staff and managers are notified of this requirement via PMIS as well as in the official letters where separation or reassignment details are provided. The PAHO/WHO E-Manual policy on obligations regarding separation and reassignment has also been amended to state this requirement.

Provide Inspiring Leadership for Change

Gender Parity

17. PASB workforce statistics for 2018 demonstrate progress on gender parity, especially at the P-4 and higher post levels. These achievements demonstrate PAHO's commitment to extend leadership and managerial opportunities to women and men and to encourage a diverse pool of candidates for these positions.

Management and Leadership Training

18. PAHO's management and leadership certification program, launched in 2018, has enabled PAHO leaders to improve their managerial abilities and aptitude for change. This program includes change management and leadership modules that the United Nations has validated as conducive to results.

PASB Workforce

19. The Annex to this report provides the annual workforce statistics as of 31 December 2018. It includes information regarding the number of personnel in the Bureau and an analysis by type of contract, sex, location, and other staffing data.

Action by the Subcommittee on Program, Budget and Administration

20. The Subcommittee is invited to take note of this report and provide any comments it might consider pertinent.

Annex

Annex

PASB STAFFING STATISTICS

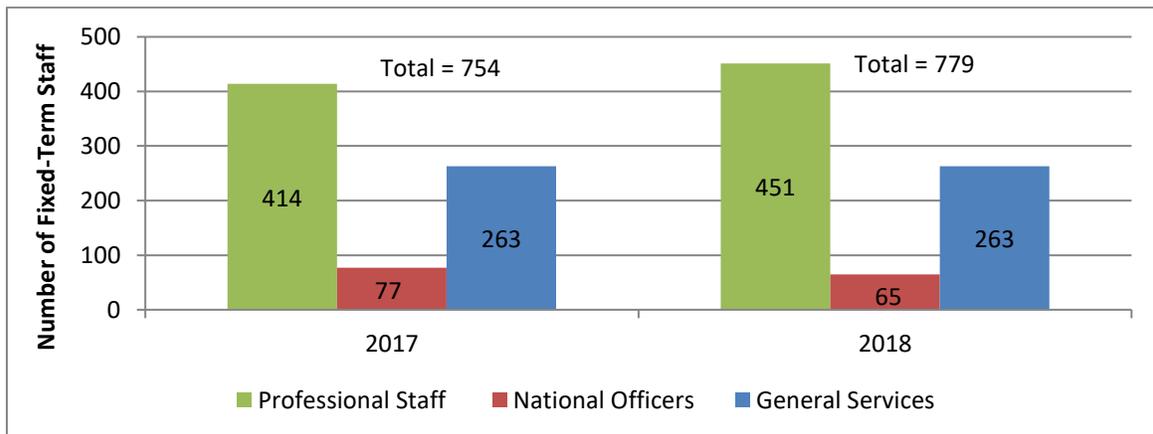
Report by the Bureau

1. This report provides data from the PASB Management Information System (PMIS) on the profile of PASB human resources as of 31 December 2018, unless otherwise specified. It includes information regarding the number of personnel in the Bureau by type of appointment, type of contract, sex, nationality, grade, location, and years of service. It also contains information regarding the movement of professional staff between duty stations, and regarding retirement trends.

Fixed-Term Appointments of 1 to 5 Years or Career Service Appointments

2. As of 31 December 2018, PASB had a total of 779 staff members on either fixed-term appointments of 1 to 5 years or career-service appointments,¹ compared with 754 as of 31 December 2017. Of these 779, 451 (58%) were in the professional category, 65 (8%) were in the national professional officer category, and 263 (34%) were in the general service category (Figure 1 and Table 1).

Figure 1. Distribution of Fixed-Term Staff by Category



¹ The Career Service Appointment was discontinued in 2002. However, staff members holding such appointments on 1 July 2002 and who remain below grade P-6/D-1 retain such appointments until they separate from the Bureau.

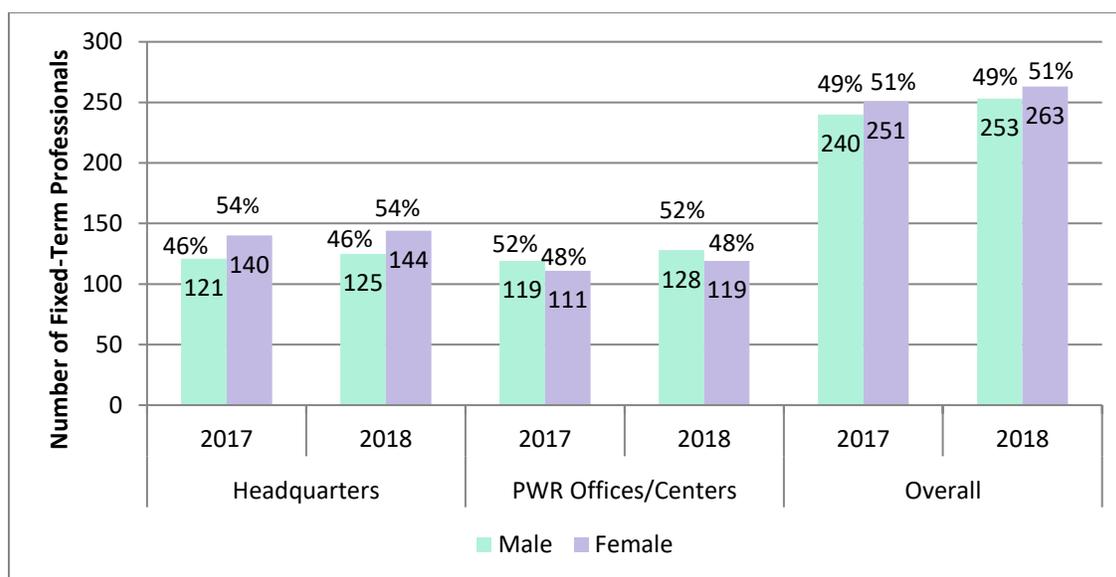
Table 1. Distribution of Fixed-Term Staff by Duty Station and Category

Duty Station		Professional	National Officer	General Services	Total
Anguilla	The Valley	1	0	0	1
Antigua and Barbuda	St. John's	1	0	0	1
Argentina	Buenos Aires	4	2	5	11
Bahamas	Nassau	2	1	0	3
Barbados	Bridgetown	13	1	6	20
Belize	Belize City	1	1	1	3
Bolivia	La Paz	7	1	6	14
Brazil	Brasília	11	16	9	36
	Rio de Janeiro	12	7	6	25
	São Paulo	1	1	0	2
Chile	Santiago	1	2	4	7
Colombia	Bogotá	6	3	6	15
Costa Rica	San José	3	1	2	6
Dominican Republic	Santo Domingo	7	1	3	11
Ecuador	Quito	5	4	5	14
El Salvador	San Salvador	8	0	4	12
Guatemala	Guatemala City	7	1	7	15
Guyana	Georgetown	3	4	3	10
Haiti	Port-au-Prince	10	0	7	17
Honduras	Tegucigalpa	8	3	5	16
Jamaica	Kingston	6	1	3	10
Mexico	Mexico City	9	2	4	15
Nicaragua	Managua	3	3	5	11
Panama	Panama City	8	1	2	11
Paraguay	Asunción	8	1	3	12
Peru	Lima	14	2	6	22
Saint Kitts and Nevis	Basseterre	1	0	0	1
Saint Lucia	Castries	1	0	0	1
Suriname	Paramaribo	3	1	1	5
Trinidad and Tobago	Port of Spain	7	0	3	10
United States of America	Washington, DC	269	0	148	417
Uruguay	Montevideo	6	3	3	12
Venezuela	Caracas	5	2	6	13
Total		451	65	263	779

Fixed-Term Professional Staff: Percentage of Women and Men

3. Overall, PASB has reached gender parity in the professional and higher categories (51% women and 49% men). At Headquarters, in 2018, women accounted for 54% of professional staff, the same as in 2017. In PAHO/WHO Representative (PWR) offices and Pan American centers, the percentage of women in these categories also remained the same as in 2017, 48% (Figure 2).

Figure 2. Distribution of Fixed-Term Professional Staff by Sex and Organizational Location



4. Women occupy 51% of the 516 professional and national professional officer posts within the Organization. Women hold 70% of posts at the P-1/NOA grade level (16 posts). The percentage of P-2/NOB posts held by women increased to 52% (37 posts) in 2018, from 47% in 2017. The percentage of P-3/NOC posts held by women decreased to 57% (56 posts) in 2018, compared to 62% in 2017 (Table 2).²

5. Sex distribution remained almost at parity at the P-4/NOD level, with men occupying 51% of posts and women 49%. Men hold 26 of the 49 posts at the P-5 level (53%), 10 of 15 posts at the P-6 level (67%), 9 of 15 posts at the D-1 level (60%), and both posts at the D-2 level (100%). Of the three ungraded (UG) posts, two are occupied by women and one by a man. Of the 24 PAHO/WHO Representatives in the countries, 54% (13) are men and 46% (11) are women (Table 2).

³ P: Professional staff; NO: National Professional Officer; D: Director level (e.g., Director of Administration, Department Director); UG: Ungraded (Director, Deputy Director, and Assistant Director).

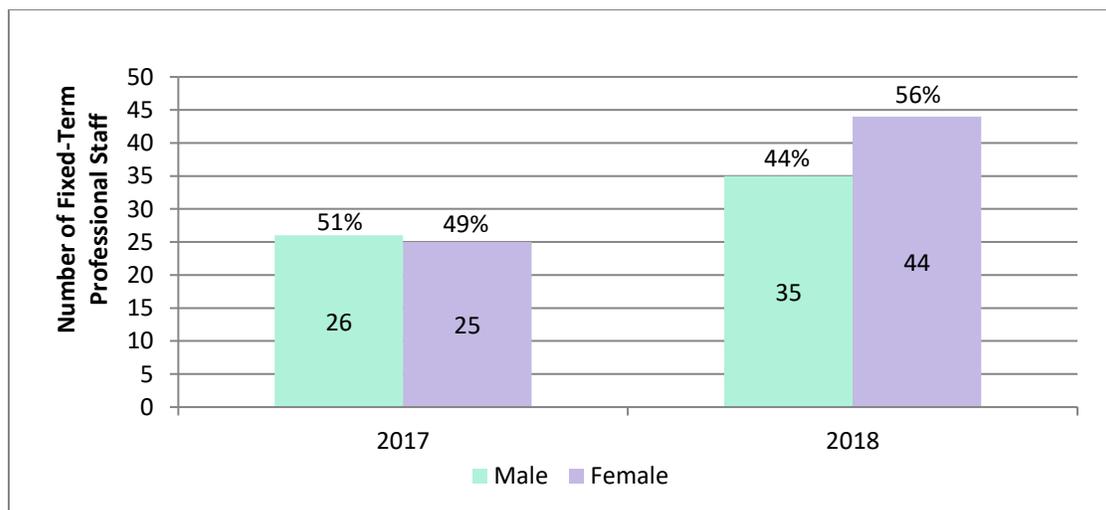
Table 2. Distribution of Fixed-Term Professional Staff by Grade and Sex

Grade	Headquarters				PWR Offices/Centers				ALL			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
UG01			1	100%							1	100%
UG02			1	100%							1	100%
UG03	1	100%							1	100%		
D02	2	100%							2	100%		
D01	9	75%	3	25%		0%	3	100%	9	60%	6	40%
P06	4	67%	2	33%	6	67%	3	33%	10	67%	5	33%
P05	14	48%	15	52%	12	60%	8	40%	26	53%	23	47%
P04/NOD	51	45%	62	55%	70	56%	56	44%	121	51%	118	49%
P03/NOC	29	43%	38	57%	14	44%	18	56%	43	43%	56	57%
P02/NOB	14	41%	20	59%	20	54%	17	46%	34	48%	37	52%
P01/NOA	1	33%	2	67%	6	30%	14	70%	7	30%	16	70%
TOTAL	125	46%	144	54%	128	52%	119	48%	253	49%	263	51%

PAHO/WHO REPRESENTATIVES (P05-D01)			
Male	%	Female	%
13	54%	11	46%

6. During 2018, 79 professionals and national professional officers were appointed to fixed-term positions in PASB: 35 (44%) were men and 44 (56%) were women. This number includes conversions from temporary to fixed-term appointments. The appointment of women in 2018 increased substantially from 2017, as 25 women (49%) were appointed to professional positions (Figure 3).

Figure 3. Distribution of Fixed-Term Professional Staff Appointments by Sex



Fixed-Term Professional Staff: Distribution by Nationality

7. Table 3 provides consolidated information, as of 31 December 2018, regarding the distribution by nationality of professional and national professional officer fixed-term staff in PASB.

Table 3. Distribution of Fixed-Term Professional Staff and National Professional Officers by Nationality

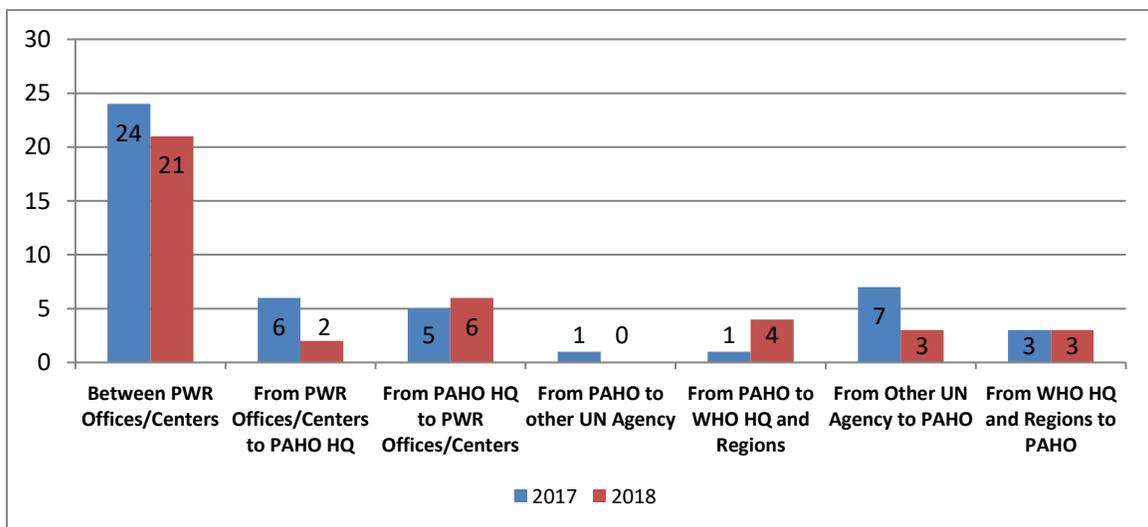
Nationality	Total	Nationality	Total	Nationality	Total
Argentina	26	Equatorial Guinea	1	Peru	23
Australia	1	France	10	Philippines	3
Austria	1	Germany	1	Portugal	1
Bahamas	1	Ghana	1	Rwanda	1
Barbados	3	Grenada	1	Saint Vincent and the Grenadines	4
Belgium	2	Guatemala	13	Spain	35
Belize	6	Guyana	5	Suriname	3
Bolivia	4	Haiti	3	Switzerland	1
Brazil	66	Honduras	9	Trinidad and Tobago	5
Canada	13	India	1	United Kingdom	9
Chile	13	Ireland	1	United States of America	66
Colombia	44	Italy	9	Uruguay	9
Congo, Democratic Republic of the	1	Jamaica	8	Uzbekistan	1
Costa Rica	9	Japan	1	Venezuela	9
Cuba	9	Malta	1	Total	516
Denmark	1	Mexico	15		
Dominica	1	Netherlands	8		
Dominican Republic	5	Nicaragua	16		
Ecuador	16	Panama	5		
El Salvador	9	Paraguay	6		

Fixed-Term Professional Staff: Mobility

8. PASB closely monitors its professional staff, especially in PWR offices, to ensure rotation after five years at the same duty station. In 2018, 29 professional staff reassignments occurred within PAHO. Of these, 21 reassignments (72%) involved the movement of staff between PWR offices and centers; 2 (7%) involved the movement of staff from PWR offices or centers to Headquarters; and 6 (21%) involved the movement of staff from Headquarters to PWR offices or centers.

9. Additionally, there were 10 interagency transfers in 2018. Three were transfers from WHO to PAHO, and four from PAHO to WHO. No staff transferred from PAHO to other United Nations agencies, but three staff came to PAHO from another UN agency (Figure 4).

Figure 4. Fixed-Term Professional Staff Reassignments and Transfers, 2017 and 2018



Temporary Staff

10. As of 31 December 2018, PASB had a total of 105 staff members in temporary appointments. Of those, 52 (50%) were in the professional category and 53 (50%) were in the general service category (Figure 5). Table 4 shows the breakdown of temporary staff by duty station and category.

Figure 5. Number of Temporary Staff, 2017 and 2018

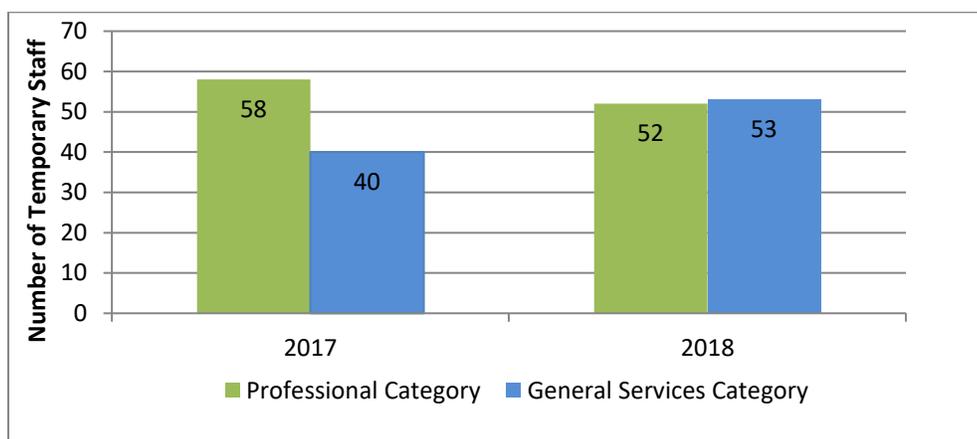


Table 4. Distribution of Temporary Staff by Duty Station and Category

Duty Station		Professional	General Services	Total
Barbados	Bridgetown	3	1	4
Belize	Belize City	1	1	2
Chile	Santiago	1	0	1
Cuba	Havana	1	0	1
Ecuador	Quito	1	0	1
El Salvador	San Salvador	1	0	1
Guyana	Georgetown	1	0	1
Paraguay	Asunción	1	0	1
Suriname	Paramaribo	1	0	1
Trinidad and Tobago	Port of Spain	1	0	1
United States of America	Washington, DC	40	42	82
Venezuela	Caracas	0	9	9
Total		52	53	105

Temporary Professional Staff: Percentage of Women and Men

11. At Headquarters, women hold 65% of temporary appointments. In PWR offices, more men (58%) than women (42%) hold temporary appointments (Figure 6).

12. In PASB overall, women represent 60% of professionals in the temporary staff category (Figure 6). Women hold 80% of temporary positions at the P-1 level (Table 5).

Figure 6. Distribution of Temporary Professional Staff by Sex and Organizational Location

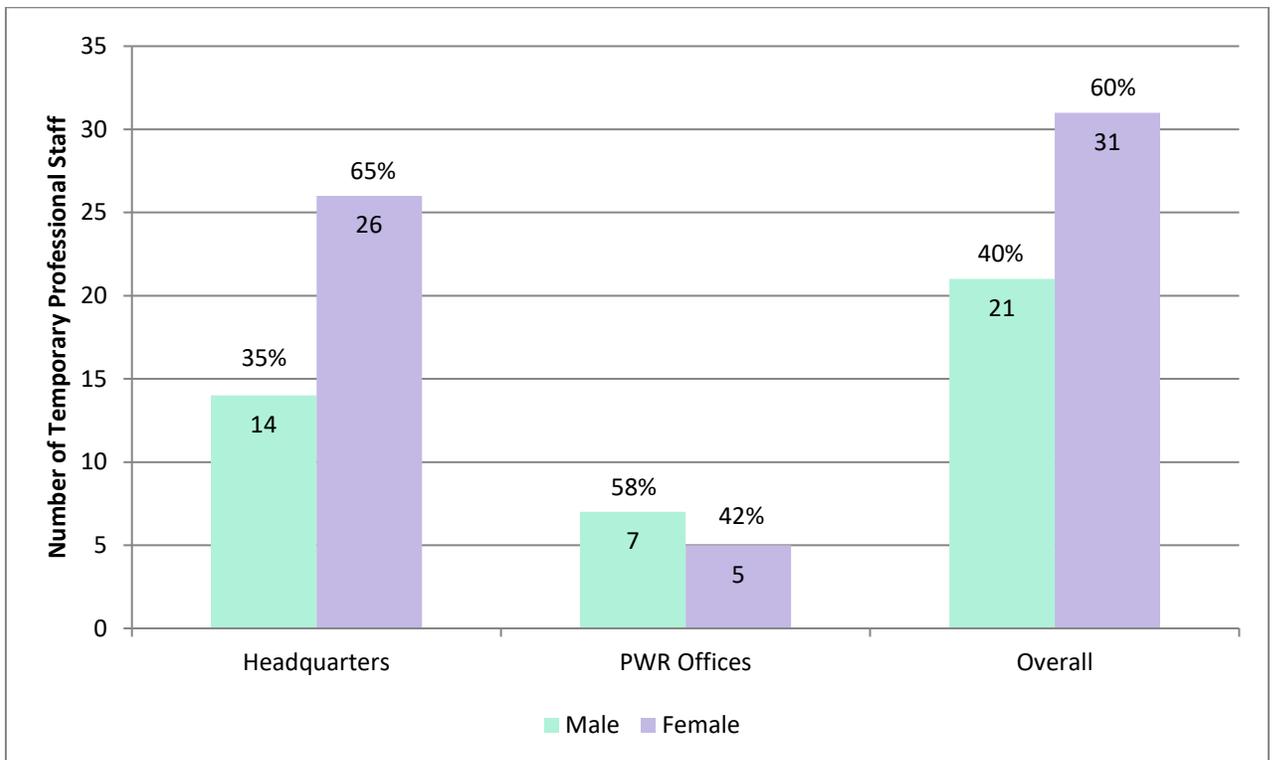
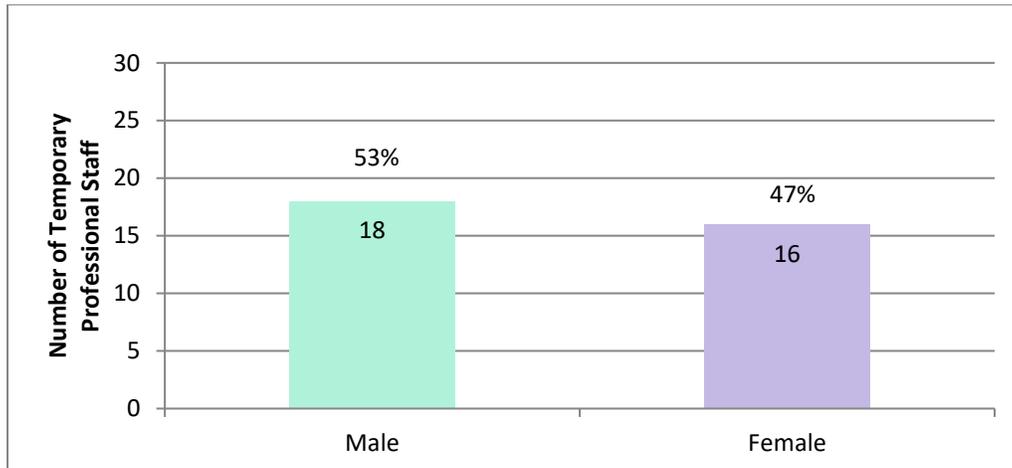


Table 5. Distribution of Temporary Professional Staff by Grade, Sex, and Organizational Location

Grade	Headquarters				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
P-1	2	20%	8	80%					2	20%	8	80%
P-2	6	40%	9	60%	1	33%	2	67%	7	39%	11	61%
P-3	4	33%	8	67%	1	33%	2	67%	5	33%	10	67%
P-4	2	67%	1	33%	3	75%	1	25%	5	71%	2	29%
P-5					2	100%			2	100%		0%
TOTAL	14	35%	26	65%	7	58%	5	42%	21	40%	31	60%

13. During 2018, 34 professionals were appointed to temporary positions in PASB; 18 (53%) were men and 16 (47%) were women (Figure 7).

Figure 7. Distribution of Temporary Professional Staff Appointments by Sex



Temporary Professional Staff: Distribution by Nationality

14. Table 6 provides consolidated information, as of 31 December 2018, regarding the distribution of temporary professional staff in PASB by nationality.

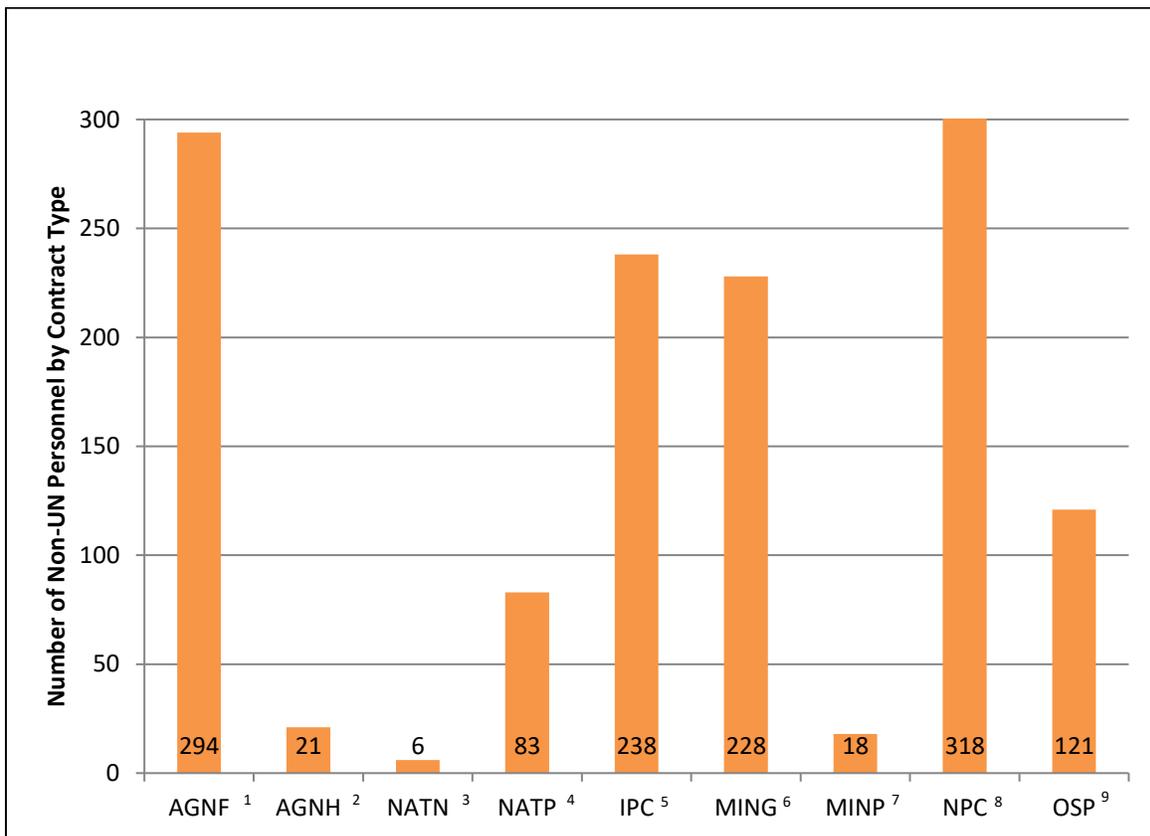
Table 6. Distribution of Temporary Professional Staff by Nationality

Nationality	Total	Nationality	Total
Argentina	4	Mexico	2
Bolivia	1	Nicaragua	2
Brazil	5	Peru	4
Canada	1	Spain	2
Colombia	2	Turks and Caicos	1
Cuba	2	United States of America	14
Ecuador	3	Venezuela	1
El Salvador	1	Total	52
Guatemala	2		
Haiti	1		
Honduras	1		
Jamaica	3		

Other Contractual Mechanisms

15. In 2018, PASB had 1,327 individuals working under several non-United Nations personnel contractual mechanisms, compared with 1,332 in 2017 and 1,202 in 2016. The PWR offices contracted with 294 agency personnel, 246 ministry staff seconded to PAHO, 89 PASB local employees (national staff/national staff non-post), 317 national consultants, 69 international consultants, and 44 outsourced providers. Headquarters contracted with 21 agency personnel, 169 international consultants, 1 national consultant, and 77 outsourced providers (Figure 8 and Table 7).

Figure 8. Distribution of Non-United Nations Personnel by Contract Type



- 1 AGNF: Agency personnel in PWR offices
- 2 AGNH: Agency personnel at Headquarters
- 3 NATN: National staff non-post
- 4 NATP: National staff post
- 5 IPC: International PAHO consultant
- 6 MING: Ministry of health general service
- 7 MINP: Ministry of health professional
- 8 NPC: National PAHO consultant
- 9 OSP: Outsourced service provider

Table 7. Distribution of Non-United Nations Personnel by Duty Station and Contract Type

Duty Station		AGNF	AGNH	NATN	NATP	IPC	MING	MINP	NPC	OSP	Total
Antigua and Barbuda	St. John's	0	0	0	0	0	1	0	0	0	1
Argentina	Buenos Aires	10	0	0	0	3	0	1	11	0	25
Bahamas	Nassau	0	0	0	0	0	6	1	2	2	11
Barbados	Bridgetown	0	0	1	4	14	10	0	2	0	31
Belize	Belize City	0	0	0	0	2	7	0	4	1	14
Bolivia	La Paz	0	0	0	0	3	9	0	20	0	32
Brazil	Brasilia	87	0	1	7	4	0	0	55	0	154
	Rio de Janeiro	0	0	2	64	0	0	0	19	0	85
	São Paulo	0	0	0	0	0	0	0	1	38	39
British Virgin Islands	Road Town, Tortola	0	0	0	0	1	0	0	0	0	1
Chile	Santiago	0	0	0	0	1	4	0	2	1	8
Colombia	Bogotá	21	0	0	0	4	0	0	22	0	47
Costa Rica	San José	4	0	0	0	2	7	0	3	0	16
Cuba	Havana	0	0	0	0	0	25	7	0	0	32
Dominica	Roseau	0	0	0	0	1	1	0	0	0	2
Dominican Republic	Santo Domingo	0	0	0	0	0	22	0	8	0	30
Ecuador	Guayaquil	1	0	0	0	0	0	0	1	0	2
	Quito	9	0	0	0	1	4	1	5	0	20
El Salvador	San Salvador	9	0	0	0	0	7	0	4	0	20
Grenada	St. George's	0	0	0	0	1	1	0	0	0	2
Guatemala	Guatemala City	25	0	0	0	1	11	0	16	0	53
Guyana	Georgetown	0	0	0	0	5	17	0	7	0	29
Haiti	Port-au-Prince	64	0	0	0	10	2	0	29	0	105
Honduras	Tegucigalpa	11	0	0	0	0	19	0	12	0	42
Jamaica	Kingston	3	0	0	0	0	9	0	3	0	15
Mexico	Mexico City	10	0	0	0	0	0	1	5	0	16
Nicaragua	Managua	1	0	0	0	0	17	1	2	0	21
Panama	Panama City	11	0	0	0	5	8	4	9	0	37
Paraguay	Asunción	4	0	0	0	0	17	1	12	1	35
Peru	Lima	18	0	0	0	4	0	0	14	0	36
Saint Lucia	Castries	0	0	0	0	1	1	0	0	0	2
Saint Vincent and the Grenadines	Kingstown	0	0	0	0	1	1	0	0	0	2
Suriname	Paramaribo	4	0	0	0	0	6	0	4	1	15
Trinidad and Tobago	Port of Spain	2	0	0	0	1	8	1	2	0	14
United States of America	Washington, DC	0	21	0	0	103	0	0	1	77	202
Uruguay	Montevideo	0	0	2	8	3	8	0	7	0	28
Venezuela	Caracas	0	0	0	0	1	0	0	36	0	37
Off-site	(Blank)	0	0	0	0	66	0	0	0	0	66
Total		294	21	6	83	238	228	18	318	121	1,327

Non-United Nations Professional Personnel: Percentage of Women and Men

16. Women make up 60% of all personnel employed under non-United Nations professional staff contracts (Figure 9). At Headquarters, women represent 62% of non-UN professional personnel, and women are 59% of non-UN professional personnel in PWR offices and Pan American centers (Table 8).

Figure 9. Distribution of Non-United Nations Professional Personnel by Sex and Organizational Location

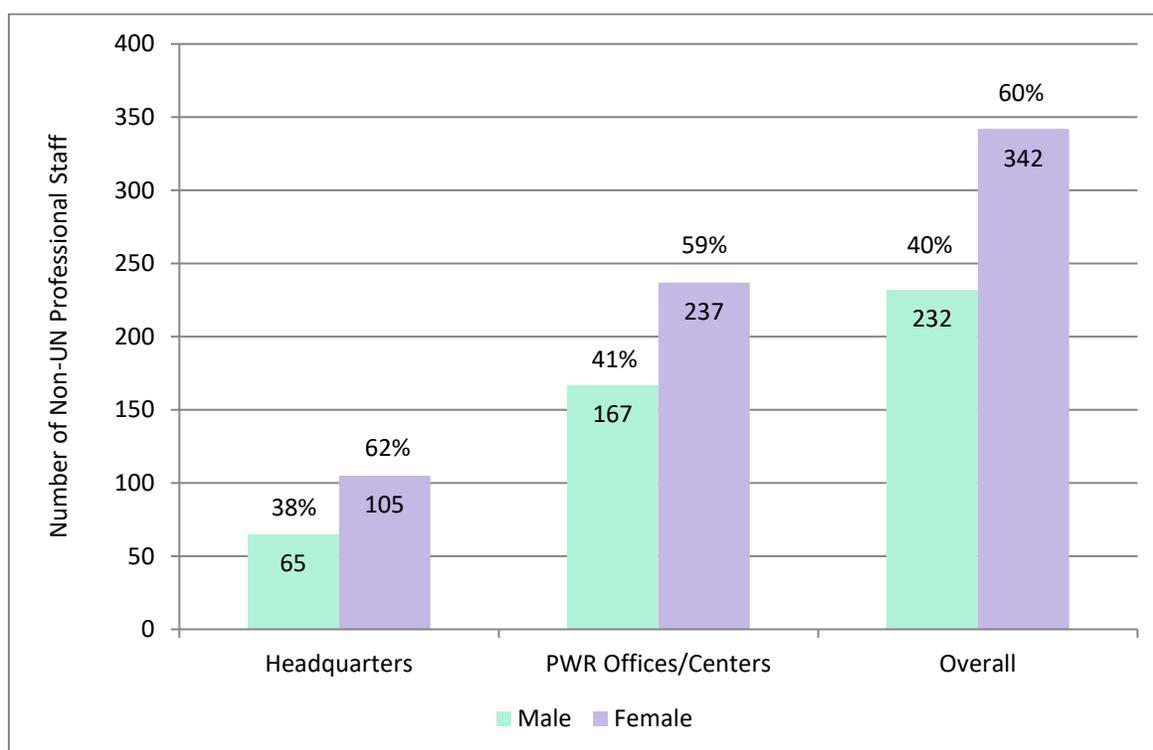


Table 8. Distribution of Non-United Nations Professional Personnel by Sex and Contract Type

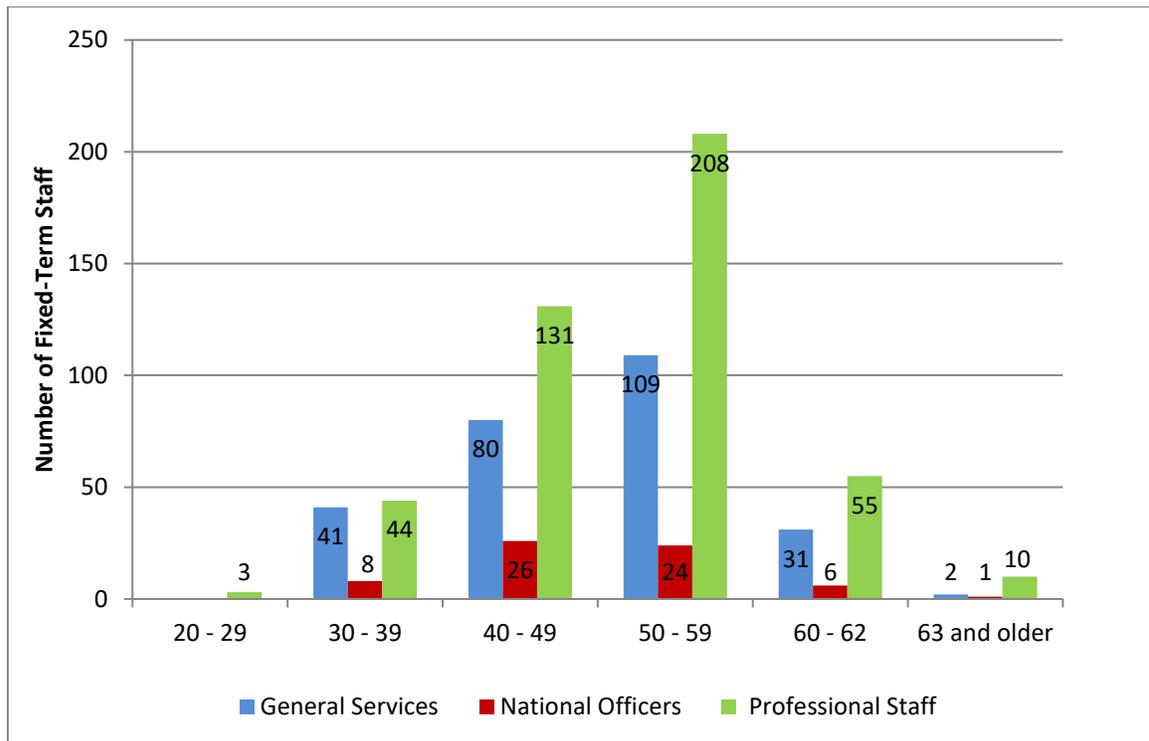
Contract Type	Headquarters				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
International PAHO Consultant	65	38%	104	62%	45	65%	24	35%	110	46%	128	54%
Ministry of Health Personnel					6	33%	12	67%	6	33%	12	67%
National PAHO Consultant			1	100%	116	37%	201	63%	116	36%	202	64%
TOTAL	65	38%	105	62%	167	41%	237	59%	232	40%	342	60%

Age, Length of Service, and Retirement Trends

Fixed-Term Staff: Distribution by Age

17. The bulk of professional and general service staff are between 40 and 59 years of age. Most staff in the national officer category also are in the 40-to-59 age range. With the new mandatory retirement age of 65 for all staff, 105 professional, national officer, and general staff will reach the age of retirement within the next five years (Figure 10).

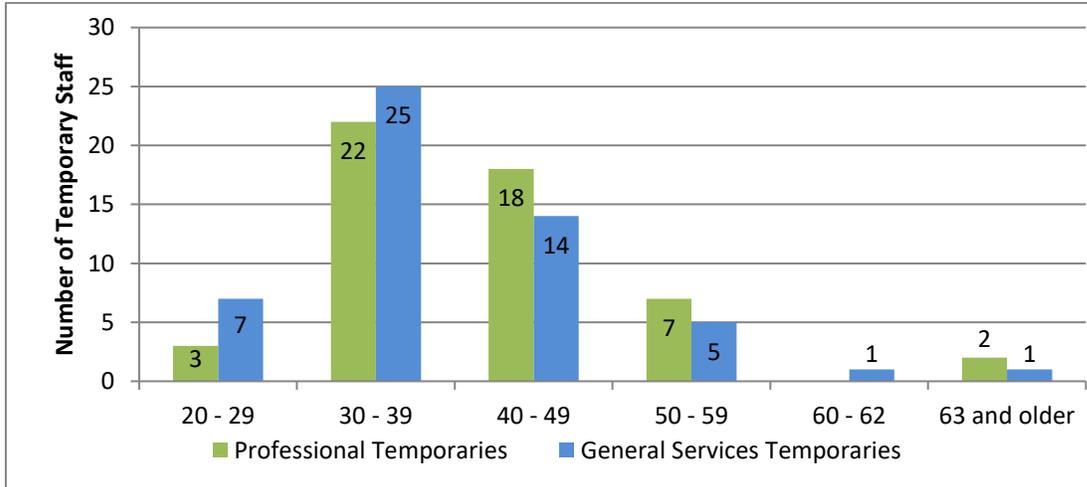
Figure 10. Distribution of Fixed-Term Staff by Age



Temporary Staff: Distribution by Age

18. Of the 105 staff holding temporary appointments, most are between 30 and 49 years of age, with general service temporaries being, on average, somewhat younger than professional temporaries (Figure 11).

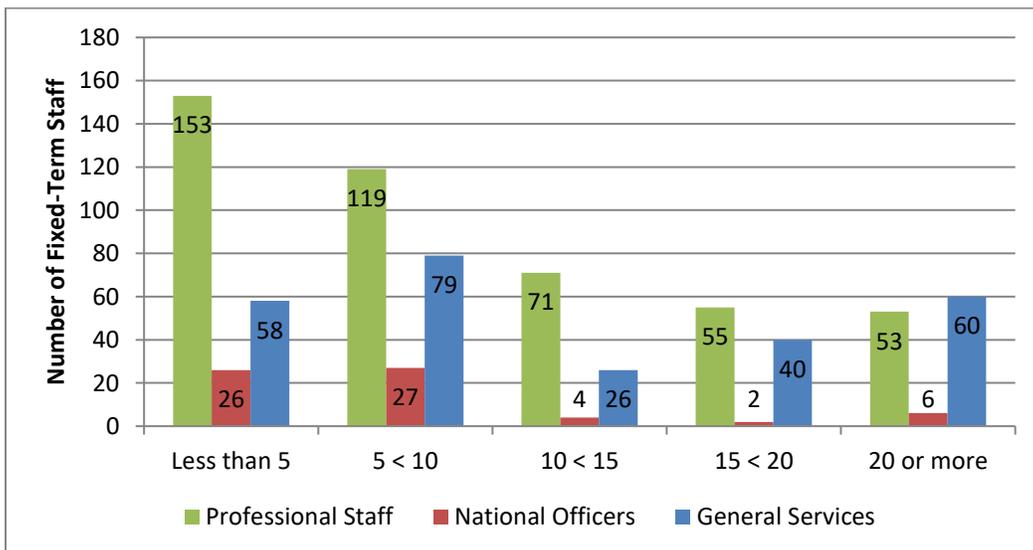
Figure 11. Distribution of Temporary Staff by Age



Fixed-Term Staff: Distribution by Length of Service

19. Most fixed-term staff in the professional, national professional officer, and general services categories have fewer than 10 years of service (Figure 12).

Figure 12. Distribution of Fixed-Term Staff by Years of Service



Employment of Retirees

Fixed-Term Staff Extended beyond Retirement Age

20. No fixed-term staff members were extended beyond the mandatory retirement age in 2018.

Retirees Holding Temporary Appointments and Consultant Contracts

21. In 2018, 49 retirees were hired under temporary appointments or consultant contracts. Seven retirees were appointed as temporary staff, and 42 retirees were given consultant contracts. Of these retirees, 22 (41.5%) were women and 27 (58.5%) were men (Figure 13).

Figure 13. Distribution of Retirees Hired in 2018 by Sex and Contract Type

