



**12th SESSION OF THE SUBCOMMITTEE
ON PROGRAM, BUDGET, AND ADMINISTRATION
OF THE EXECUTIVE COMMITTEE**

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PASB HUMAN RESOURCES MANAGEMENT

Introduction

1. This report highlights human resources initiatives taken in 2017, including advances made in the implementation of the Pan American Sanitary Bureau (PASB) human resources strategy known as the “People Strategy” for 2015-2019,¹ and provides statistics on trends in the workforce of PASB.

Status of the People Strategy

2. PASB has advanced in the implementation of its People Strategy under the following overarching themes:

Strengthen Alignment and Agility

3. The human resources planning exercise for the 2018-2019 biennium involved a critical analysis of the staffing structure by organizational entity. As a result, a new organizational structure was established to ensure the ability to complete the implementation of the PAHO Strategic Plan 2014-2019, respond to Member States’ priorities, and optimize existing resources across the Organization.

4. The Operational Plan for Talent and Succession Management (succession planning) was developed; it outlines a comprehensive approach to fill unanticipated vacancies in critical technical and leadership positions and to ensure the timely replacement of staff retiring from the Organization.

5. A streamlined selection process was implemented with a view to reducing the time required to fill vacant positions and enhance the assessment of applicants.

6. A system for administrator rotation was established.

¹ See Document CE156/31 (2015).

Foster Talent at Every Level

7. The iLearn Learning Management System was implemented to support the training and development program for all PAHO personnel. iLearn offers a more focused and organized way of planning, implementing and delivering organization-wide training in PASB. The implementation of the learning system has been well received by all, mainly because it provides more learning, training and development opportunities for all PASB personnel (employees and contingent workers). Through iLearn, PASB has been able to continue offering a variety of learning activities, such as language classes and leadership, team-building, and management skills training.

Preserve Institutional Memory

8. An electronic exit or reassignment report was created to standardize knowledge transfer and preserve institutional memory throughout the Bureau. The report focuses on key responsibilities, ongoing activities, experiences and recommendations.

Provide Inspiring Leadership for Change

9. The Director has reiterated her commitment to promote opportunities for the professional advancement of women in the workplace and endorsed the Gender Parity Initiative, which will be implemented in a phased manner during the 2018-2019 biennium.

Implementation of United Nations General Assembly Decisions

10. The changes approved in United Nations General Assembly Resolution A/RES/70/244 (2015) were adopted by PAHO through Resolution CE160.R14. These included: the unified salary scale for staff in the professional and higher categories; the introduction of the dependent/single parent allowance; the implementation of the dependent child transitional allowance for eligible staff; the change in step periodicity; the discontinuation of the accelerated step increase; the revised repatriation grant; the revised settling-in-grant, regardless of the classification of duty station; the discontinuation of the non-removal allowance; the introduction of the relocation shipment; the adjusted hardship system; the introduction of the non-family service allowance, where applicable; and the changes to the home leave cycle.

11. For the school year in progress on 1 January 2018 (i.e., 1 September 2017 to 31 August 2018 for the northern hemisphere), PASB has implemented the revised education grant rules adopted by the United Nations General Assembly and subsequently endorsed by PAHO's Executive Committee.² These changes include the introduction of a global reimbursement scale; the seven-bracket sliding scale of reimbursement; the changes to the boarding element for children in primary and secondary school (provided to staff at A to E duty stations only); the revised list of admissible expenses (tuition,

² See Document CE160/25 and Resolution CE160.R14 (2017).

enrollment expenses, tuition in mother tongue and boarding); and the reimbursement of capital assessment fees.

12. Changes to the mandatory age of separation as adopted by the United Nations General Assembly were announced to PAHO staff on 28 September 2017 for implementation on 1 January 2018. Staff members were advised of their entitlement to receive full retirement benefits, in accordance with their acquired right to retire earlier than 65 where applicable, by giving at least three months' written notice of the elected date of retirement.

13. The numerous changes and the new allowances introduced under General Assembly Resolution A/RES/70/244 generated significant amendments to the Staff Rules and the provisions of the staff manual (policies).

Recruitment Activities

14. 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. In order to realize this vision, the recruitment and selection process has been strengthened specifically to address one of the overarching themes of the Strategy—Hiring the Best. To this end, PAHO joined WHO in launching a new cloud-based talent management system, Stellis, and it has become the recruiting module under the PASB Management Information System (PMIS). This system will expedite the filling of positions and automate the recruitment and selection process from beginning to end. Similarly, the selection process guidelines were streamlined and updated to include the establishment of a selection panel for each vacancy, with the participation of serving staff members, including representatives from the Staff Association and the Human Resources Management (HRM) Department, who are responsible for assisting hiring managers in conducting the selection process. The selection panel replaced the Advisory Selection Panel (ASP) which only reviewed and confirmed that a selection process followed PAHO standards.

Gender Parity

15. For the period 1 January to 31 December 2017, HRM, in collaboration with hiring managers, completed 105 competitive selection processes for fixed-term positions, including 77 professional positions, 5 national officer positions and 23 general service positions. Of the 82 professional positions filled, 45, or 55%, were filled by female candidates and 37, or 45%, by male candidates.

16. In 2017, there were a total of 82 competitive selection processes in the professional category (appointments and reassignments). Specific to the higher categories, P-4 level and above, the gender distribution of selected staff was one female at the P-6 level, 5 females and 2 males at the P-5 level, and 21 females and 26 males at the P-4 level.

PASB Workforce

17. The Annex to this report provides the annual workforce statistics as of 31 December 2017. It includes information regarding the number of personnel in the Bureau and an analysis by type of contract, gender, location and other staffing data.

Telework

18. On 1 January 2017 PAHO implemented a pilot telework policy. At the end of the year, HRM conducted a survey assessment and found that, overall, telework was well received by staff and their supervisors. A report, including a set of recommendations, will be provided to Executive Management during the first quarter of 2018.

HRM Audit Role for Contingent Worker Contracts

19. With the implementation of PMIS in 2015, the hiring of contingent workers was delegated to hiring managers. In order to improve compliance with the policies, and at the request of the auditors, HRM has begun monitoring such hiring processes.

Health and Medical Services

20. Several staff well-being activities have been implemented.

21. As part of the well-being services of the Health Unit, a pilot program on ergonomic assessment of workstations was introduced. The pilot focused on employees already suffering from a musculoskeletal dysfunction. The initiative was complemented with an educational module via *i*learn and other learning activities.

22. Following the American Heart Association recommendations, HRM acquired automated external defibrillators, and 47 employees were trained in cardiopulmonary resuscitation.

23. In mid-July, after a rigorous inspection, the Health Unit was accredited by the District of Columbia's Department of Health to provide vaccines, including the yellow fever vaccine. The influenza vaccination campaign during 2017 resulted in the highest staff member response level in the past three years. Over three hundred vaccines have been given to date.

Action by the Subcommittee on Program, Budget and Administration

24. The Subcommittee on Program, Budget and Administration is invited to take note of this report and provide any comments it might consider pertinent.

Annex

Annex

PASB STAFFING STATISTICS

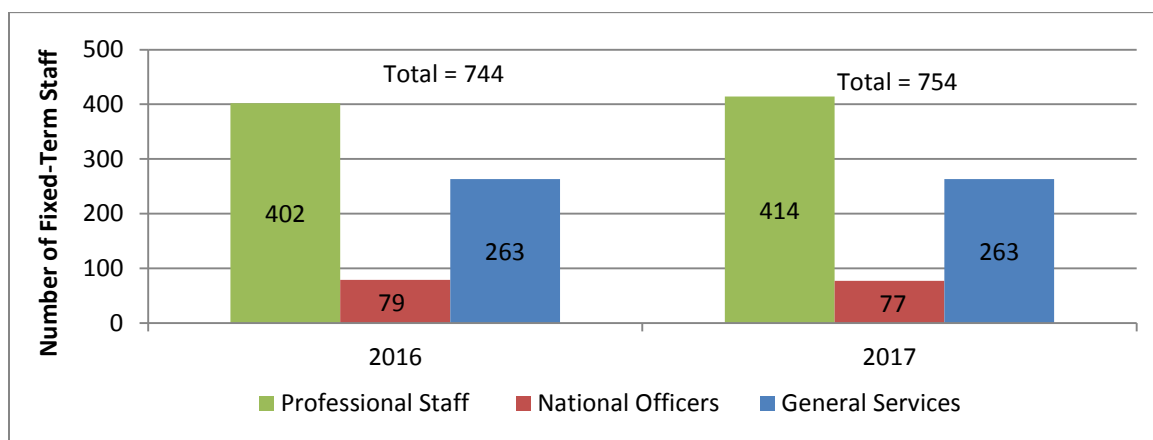
Report by the Bureau

1. This report provides data from the PASB Management Information System (PMIS) on the profile of PASB human resources as of 31 December 2017, unless otherwise specified. It includes information regarding the number of personnel in the Bureau by type of appointment, type of contract, gender, 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 2017, PASB had a total of 754 staff members on either fixed-term appointments of one to five years or career-service appointments,¹ compared with 744 as of 31 December 2016. Of these 754, 414 (55%) were in the professional category, 77 (10%) were in the national professional officer category, and 263 (35%) were in the general service category (Figure 1 and Table 1).

Figure 1. Number of Fixed-Term Staff



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. Fixed-Term Staff by Duty Station and Category

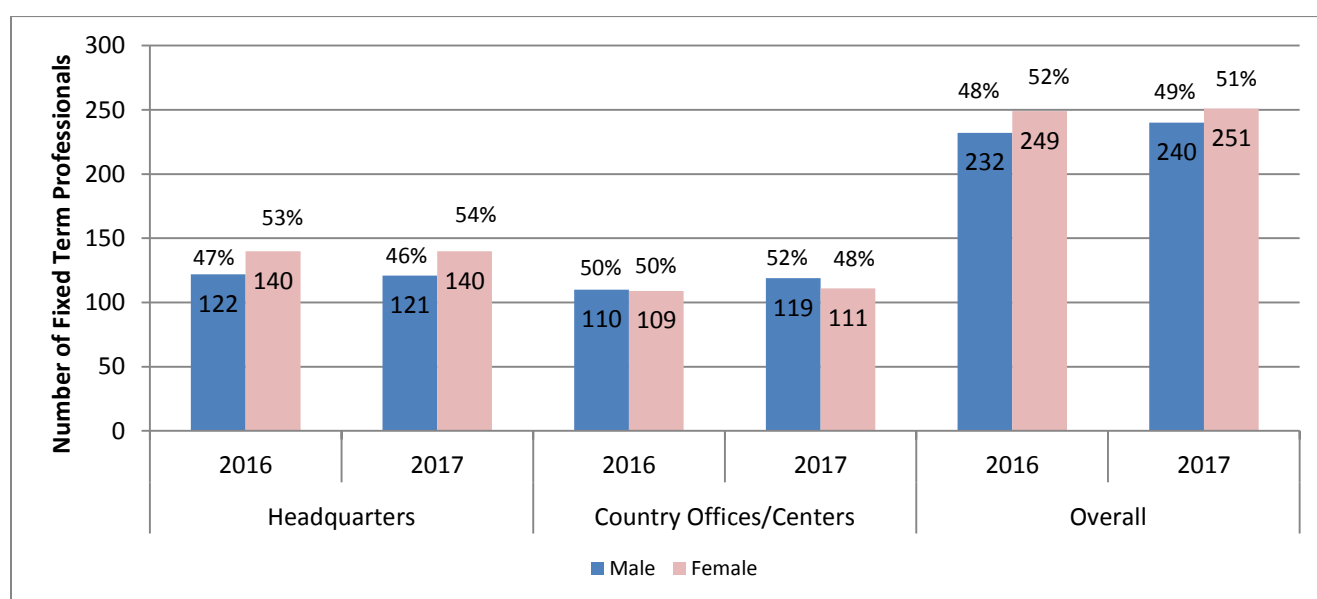
Duty Station		Professional	National Officer	General Services	Total
Anguilla	The Valley	0	1	0	1
Antigua and Barbuda	St John's	0	1	0	1
Argentina	Buenos Aires	4	3	5	12
Bahamas	Nassau	2	1	0	3
Barbados	Bridgetown	15	1	6	22
Belize	Belize City	1	1	1	3
Bolivia	La Paz	6	2	5	13
Brazil	Brasilia	12	14	9	35
	Rio De Janeiro	9	7	6	22
	Sao Paulo	1	1	0	2
Chile	Santiago	3	2	4	9
Colombia	Bogota	5	5	5	15
Congo ²	Brazzaville	1	0	0	1
Costa Rica	San Jose	3	1	2	6
Cuba	Havana	1	0	0	1
Dominica	Roseau	0	1	0	1
Dominican Republic	Santo Domingo	7	1	3	11
Ecuador	Quito	4	4	5	13
El Salvador	San Salvador	6	0	3	9
Grenada	St George's	0	1	0	1
Guatemala	Guatemala City	3	3	7	13
Guyana	Georgetown	3	4	3	10
Haiti	Port-au-Prince (POD)	8	0	6	14
Honduras	Tegucigalpa	4	3	5	12
Jamaica	Kingston	5	2	2	9
Mexico	Mexico City	5	2	5	12
Nicaragua	Managua	2	3	3	8
Panama	Panama City	5	1	2	8
Paraguay	Asuncion	8	1	3	12
Peru	Lima	13	2	7	22
Saint Kitts and Nevis	Basseterre	0	1	0	1
Saint Lucia	Castries	0	1	0	1
Saint Vincent and the Grenadines	Kingstown	0	1	0	1
Suriname	Paramaribo	2	1	1	4
Trinidad and Tobago	Port of Spain	5	0	3	8
United States of America	Washington, DC	261	0	154	415
Uruguay	CLAP ³	4	1	1	6
	Montevideo	2	2	2	6
Venezuela	Caracas	4	2	5	11
Total		414	77	263	754

² PAHO staff member seconded to WHO³ Latin American Center for Perinatology, Women and Reproductive Health

Gender Distribution of Fixed-Term Professionals

3. Overall, PASB has reached gender equity in the professional and higher categories (51% female and 49% male). At Headquarters, the percentage of professional women increased slightly (54%) compared with 2016 (53%). In PAHO/WHO Representative (PWR) offices and Pan American centers, the percentage of women in these categories decreased slightly, dropping from 50% in 2016 to 48% in 2017 (Figure 2).

Figure 2. Gender Distribution of Fixed-Term Professionals by Organization Location



4. Women occupy 51% of the 491 professional and national professional officer posts within the Organization. Women hold the majority of posts at the P-1/NOA grade level (75% of 20 posts). At the P-2/NOB level women decreased to 47%, but they increased considerably at the P-3/NOC level (62%, up from 49% in 2016).⁴ Gender distribution remained unchanged at the P-4/NOD level, with men occupying slightly more posts than women (51% of 221 posts). Men hold the majority of posts at the P-5 level (55% of 49 posts), P-6 level (64% of 14 posts), D-1 level (67% of 15 posts) and D-2 level (100% of 2 posts). Nevertheless, it is noteworthy that women at the D-1 level increased substantially (up 8% in comparison with 2016). Two of the three ungraded (UG) posts in PASB are occupied by women. Of the 26 PAHO/WHO representatives in the countries, 59% (46) are male and 41% (32) are female (Table 2).

⁴ Abbreviations used in this document are as follows: 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).

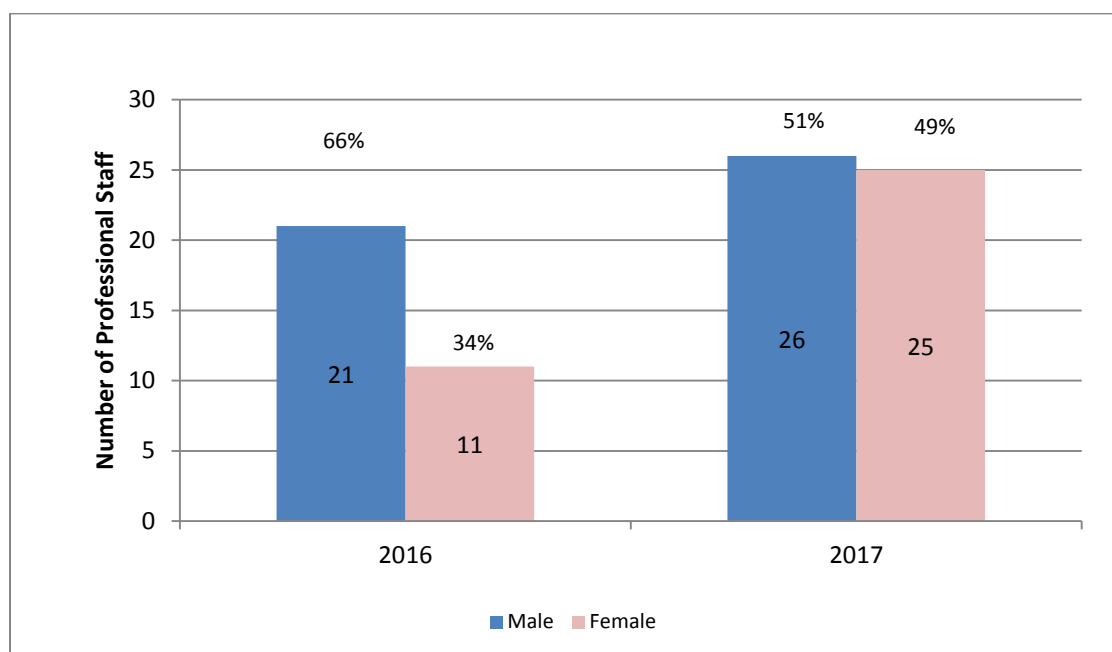
Table 2. Professional Staff Distribution by Grade and Gender

Grade	Headquarters				Country 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%	1	33%	2	67%	10	67%	5	33%
P06	2	67%	1	33%	7	64%	4	36%	9	64%	5	36%
P05	15	56%	12	44%	12	55%	10	45%	27	55%	22	45%
P04/NOD	50	44%	64	56%	63	59%	44	41%	113	51%	108	49%
P03/NOC	27	39%	42	61%	14	37%	24	63%	41	38%	66	62%
P02/NOB	15	50%	15	50%	17	57%	13	43%	32	53%	28	47%
P01/NOA			1	100%	5	26%	14	74%	5	25%	15	75%
TOTAL	121	46%	140	54%	119	52%	111	48%	240	49%	251	51%

PAHO/WHO REPRESENTATIVES (P05-D01)			
Male	%	Female	%
16	57%	12	43%

5. During 2017, 51 professionals and national professional officers were appointed to fixed-term positions in PASB: 26 (51%) were men and 25 (49%) were women (Figure 3). This number includes conversions from temporary to fixed-term appointments and reflects a 15% increase over 2016 in the number of females appointed to professional positions.

Figure 3. Gender Distribution of Fixed-Term Professional Staff Appointments



Distribution of Professional Staff by Nationality

6. Table 3 provides consolidated information, as of 31 December 2017, regarding the distribution of professional and national professional officer fixed-term staff in PASB by nationality.

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

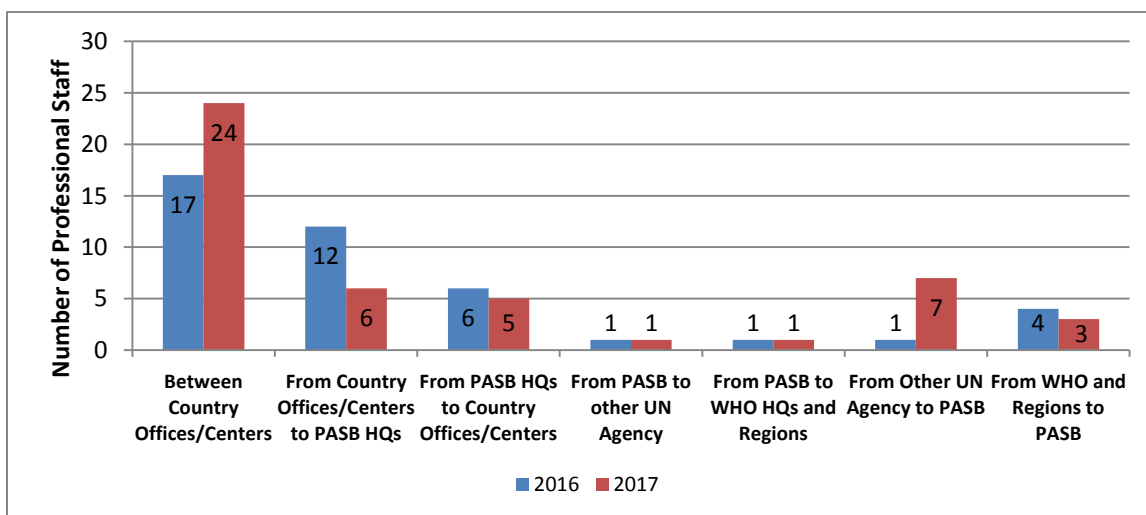
Nationality	Total	Nationality	Total	Nationality	Total
Argentina	25	Equatorial Guinea	1	Philippines	3
Australia	1	France	8	Portugal	1
Austria	1	Germany	1	Rwanda	1
Bahamas	1	Ghana	1	Saint Vincent and the Grenadines	4
Barbados	3	Grenada	1	Spain	34
Belgium	2	Guatemala	15	Suriname	3
Belize	8	Guyana	5	Switzerland	1
Bolivia	5	Haiti	2	Trinidad and Tobago	6
Brazil	62	Honduras	9	United Kingdom	7
Canada	13	Ireland	1	United States of America	56
Chile	12	Italy	10	Uruguay	7
Colombia	43	Jamaica	8	Uzbekistan	1
Congo, Democratic Republic of the	1	Japan	1	Venezuela	8
Costa Rica	8	Malta	1	Total	491
Cuba	9	Mexico	15		
Denmark	2	Netherlands	7		
Dominica	2	Nicaragua	12		
Dominican Republic	6	Panama	5		
Ecuador	15	Paraguay	5		
El Salvador	11	Peru	21		

Professional Staff Mobility

7. PASB closely monitors its professional staff, especially in PWR offices, to ensure rotation after five years at the same duty station. In 2017, 35 professional staff reassignments occurred within PAHO. Twenty-four (69%) of these reassignments involved the movement of staff between PWR offices and centers; six (17%) involved the movement of staff from PWR offices or centers to Headquarters; five (14%) involved the movement of staff from Headquarters to PWR offices or centers.

8. Additionally, there were twelve interagency transfers in 2017. Three were transfers from WHO to PASB, one from PASB to WHO, one from PASB to another United Nations agency and seven to PASB from another United Nations agency (Figure 4).

Figure 4. Professional Staff Reassignments and Transfers, 2016-2017



Temporary Staff

9. As of 31 December 2017, PASB had a total of 98 staff members in temporary appointments. Of those, 58 (59%) were in the professional category and 40 (41%) 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

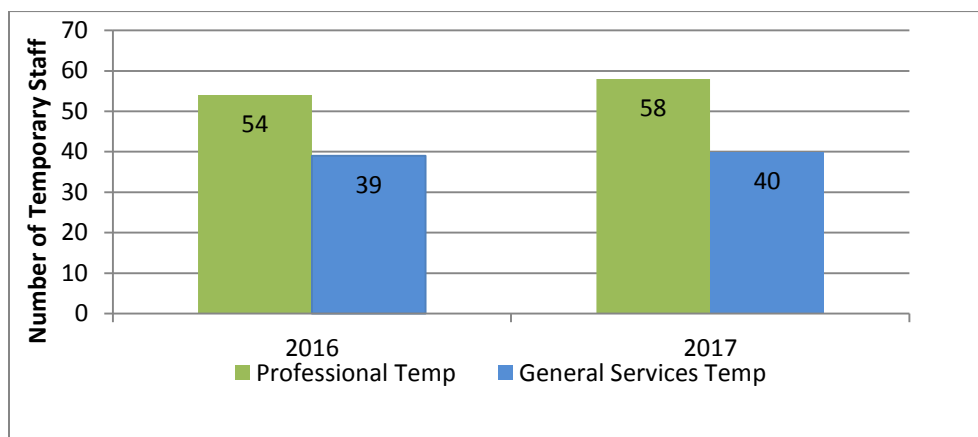


Table 4. Temporary Staff by Duty Station and Category

Duty Station		Professional	General Services	Total
Barbados	Bridgetown	0	2	2
Belize	Belize City	1	1	2
Chile	Santiago	0	1	1
Colombia	Bogota	1	0	1
Ecuador	Quito	1	0	1
Haiti	Port-au-Prince	1	0	1
Panama	Panama City	1	0	1
Suriname	Paramaribo	1	0	1
United States of America	Washington, DC	52	28	80
Venezuela	Caracas	0	8	8
Grand Total		58	40	98

Gender Distribution of Temporary Professional Staff

10. In PASB overall, women represent 55% of professionals in the temporary staff category (Figure 6). Women hold at least 50% of positions at all grade levels with the exception of the P-5 grade (Table 5).

11. At Headquarters, women hold 56% of temporary appointments. In PWR offices and Pan American centers, there was gender parity (50/50) in the number of temporary appointments (Table 5).

Figure 6. Gender Distribution of Temporary Professional Staff by Organizational Location as of 31 December 2017

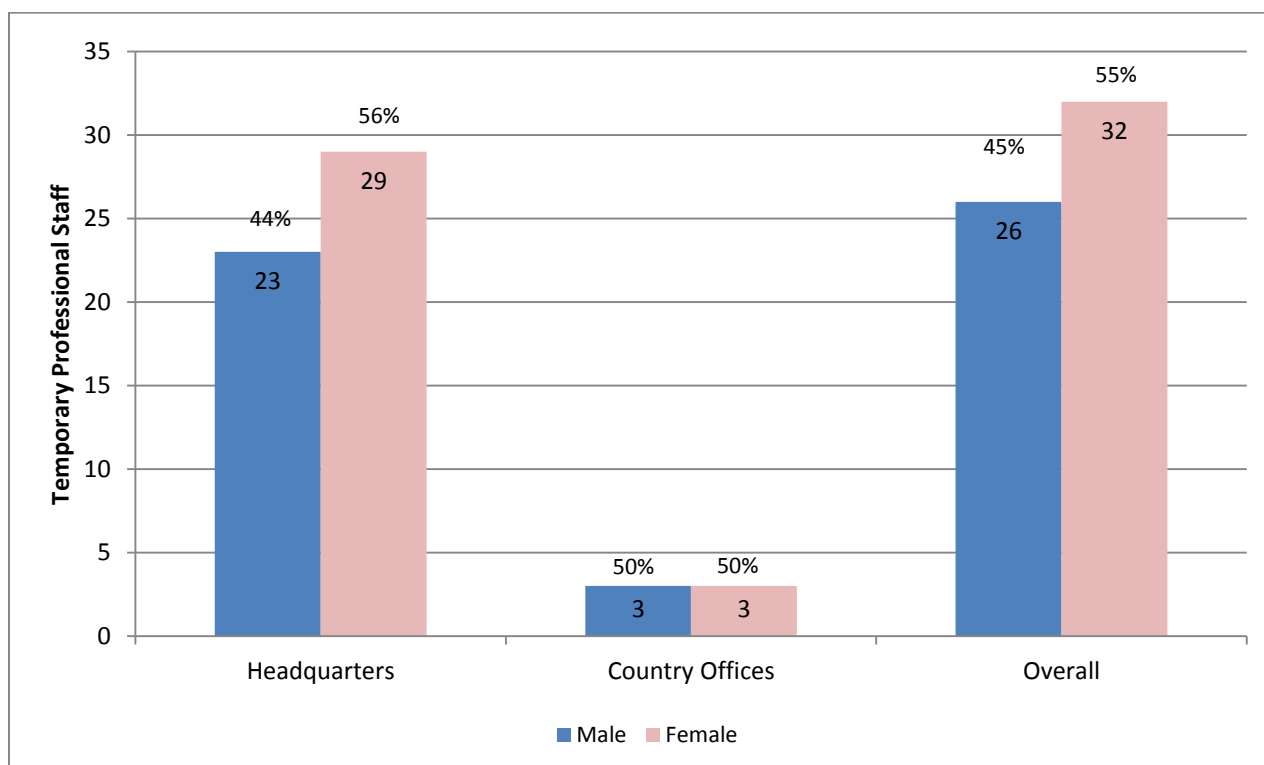
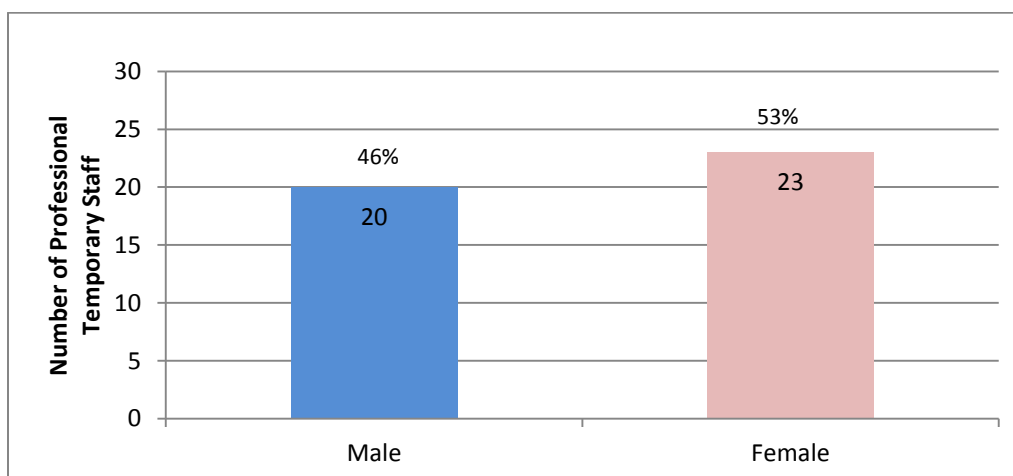


Table 5. Temporary Professional Staff by Grade, Gender, and Location

Grade	Headquarters				Country Offices/Centers				ALL			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
P-1	6	40%	9	60%					6	40%	9	60%
P-2	5	36%	9	64%	1	50%	1	50%	6	38%	10	63%
P-3	9	47%	10	53%	1	100%		0%	10	50%	10	50%
P-4	2	67%	1	33%	1	33%	2	67%	3	50%	3	50%
P-5	1	100%	0	0%					1	100%		0%
TOTAL	23	44%	29	56%	3	50%	3	50%	26	45%	32	55%

12. During 2017, 43 professionals were appointed to temporary positions in PASB; 20 (46%) were men and 23 (53%) were women (Figure 7).

Figure 7. Gender Distribution of Temporary Professional Staff Appointments in 2017



Distribution of Temporary Professional Staff by Nationality

13. Table 6 provides consolidated information, as of 31 December 2017, regarding the distribution of temporary professional staff in PASB by nationality.

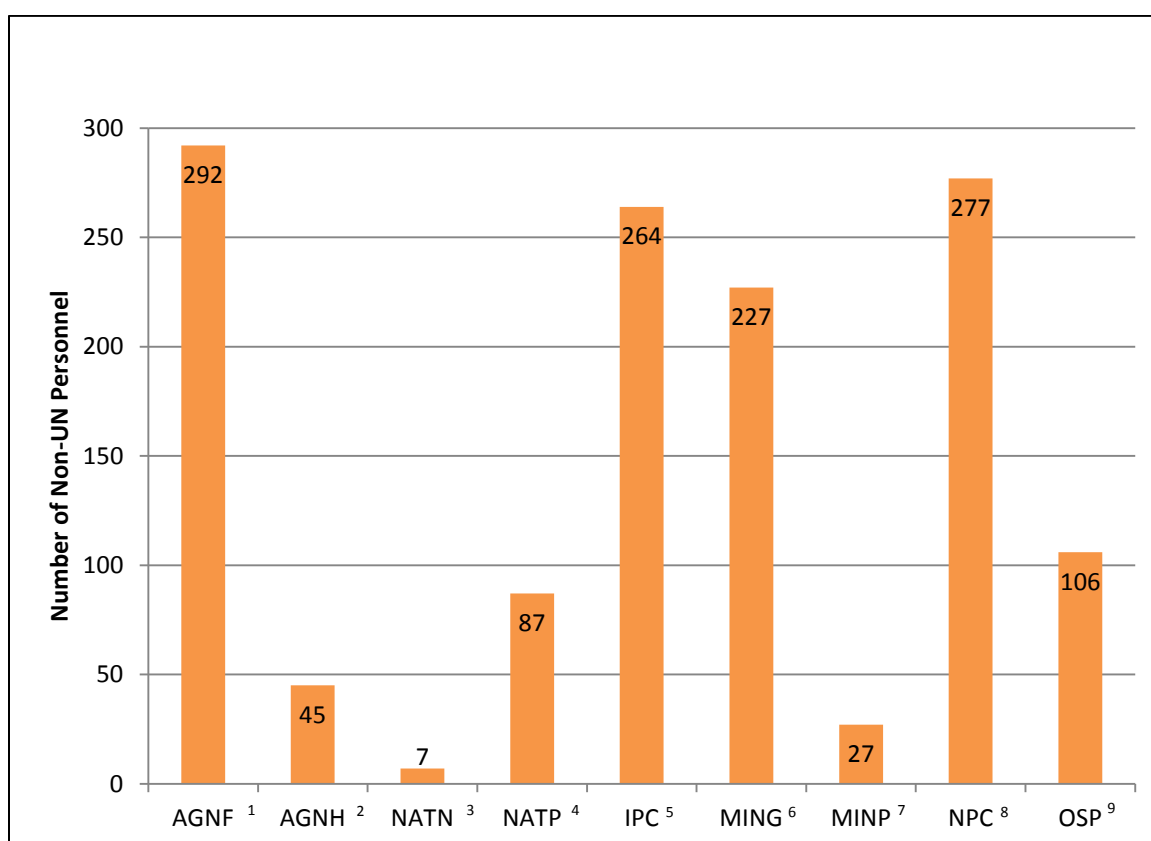
Table 6. Distribution of Temporary Professional Staff by Nationality

Nationality	Total	Nationality	Total
Argentina	4	Haiti	1
Bolivia	1	Honduras	1
Brazil	4	India	1
Canada	2	Jamaica	1
Chile	2	Mexico	5
Colombia	5	Netherlands	1
Costa Rica	1	Nicaragua	1
Cuba	1	Peru	4
Dominican Republic	1	Spain	4
Ecuador	2	Sweden	1
El Salvador	1	United States of America	11
France	1	Uruguay	1
Guatemala	1	Total	58

Other Contractual Mechanisms

14. In 2017, PASB had 1,332 individuals working under a number of non-United Nations personnel contractual mechanisms, compared with 1,202 in 2016. The PWR offices employed 292 agency personnel, 254 ministry staff seconded to PAHO, 94 PASB local employees (national staff/national staff non-post), 277 national consultants, 111 international consultants, and 37 outsourced providers. Headquarters employed 45 agency personnel, 153 international consultants and 69 outsourced providers (Figure 8 and Table 7).

Figure 8. Number of Non-United Nations Personnel, 2017



- 1 AGNF: Agency personnel in country offices
- 2 AGNH: Agency personnel at Headquarters
- 3 NATN: National staff
- 4 NATP: National staff non-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. Non-United Nations Personnel by Duty Station and Category

Duty Station		AGNF	AGNH	CLTN	CLTP	IPC	MING	MINP	NPC	OSP	Count
Antigua and Barbuda	St John's	0	0	0	0	0	1	0	0	0	1
Argentina	Buenos Aires	9	0	0	0	5	0	1	10	0	25
Bahamas	Nassau	0	0	0	0	0	6	1	4	1	12
Barbados	Bridgetown	0	0	1	4	7	10	0	0	0	22
Belize	Belize City	0	0	0	0	1	7	0	3	1	12
Bolivia	La Paz	0	0	0	0	1	9	0	30	0	40
Brazil	Brasilia	86	0	1	8	35	0	0	36	0	166
	Rio De Janeiro	0	0	3	67	0	0	0	16	0	86
	Sao Paulo	0	0	0	0	2	0	0	1	35	38
Chile	Santiago	0	0	0	0	1	4	0	5	0	10
Colombia	Bogota	22	0	0	0	2	0	0	13	0	37
Costa Rica	San Jose	3	0	0	0	2	8	0	2	0	15
Cuba	Havana	0	0	0	0	0	25	8	0	0	33
Dominica	Roseau	0	0	0	0	2	1	0	2	0	5
Dominican Republic	Santo Domingo	0	0	0	0	0	23	0	7	0	30
Ecuador	Guayaquil	1	0	0	0	0	0	0	1	0	2
	Quito	9	0	0	0	1	5	1	4	0	20
El Salvador	San Salvador	10	0	0	0	2	7	0	3	0	22
Grenada	St George's	0	0	0	0	1	1	0	0	0	2
Guatemala	Guatemala City	26	0	0	0	1	12	0	22	0	61
Guyana	Georgetown	0	0	0	0	2	17	0	7	0	26
Haiti	Port-au-Prince	65	0	0	0	19	2	0	31	0	117
Honduras	Tegucigalpa	9	0	0	0	1	18	2	12	0	42
Jamaica	Kingston	2	0	0	0	2	9	0	8	0	21
Mexico	Mexico City	10	0	0	0	2	1	3	9	0	25
Nicaragua	Managua	2	0	0	0	6	18	1	3	0	30
Panama	Panama City	10	0	0	0	4	8	5	5	0	32
Paraguay	Asuncion	5	0	0	0	0	14	1	10	0	30
Peru	Lima	17	0	0	0	3	0	0	15	0	35
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	6	0	0	0	0	5	0	3	0	14
Tortola, British Virgin Islands	Road Town, Tortola	0	0	0	0	1	0	0	0	0	1
Trinidad and Tobago	Port of Spain	0	0	0	0	1	6	4	1	0	12
United States of America	Washington, DC	0	45	0	0	153	0	0	3	69	270
Uruguay	CLAP	0	0	2	5	4	0	0	1	0	12
	Montevideo	0	0	0	3	0	8	0	4	0	15
Venezuela	Caracas	0	0	0	0	0	0	0	6	0	6
Off-site	(Blank)	0	0	0	0	1	0	0	0	0	1
Total		292	45	7	87	264	227	27	277	106	1,332

Non-United Nations Professional Personnel Distribution by Gender

15. Women make up 56% of all personnel employed under non-United Nations professional staff contracts (Figure 9). They represent 61% at Headquarters and 54% in PWR offices and Pan American centers (Table 8).

Figure 9. Gender Distribution of Non-United Nations Professional Personnel by Organizational Location, 2017

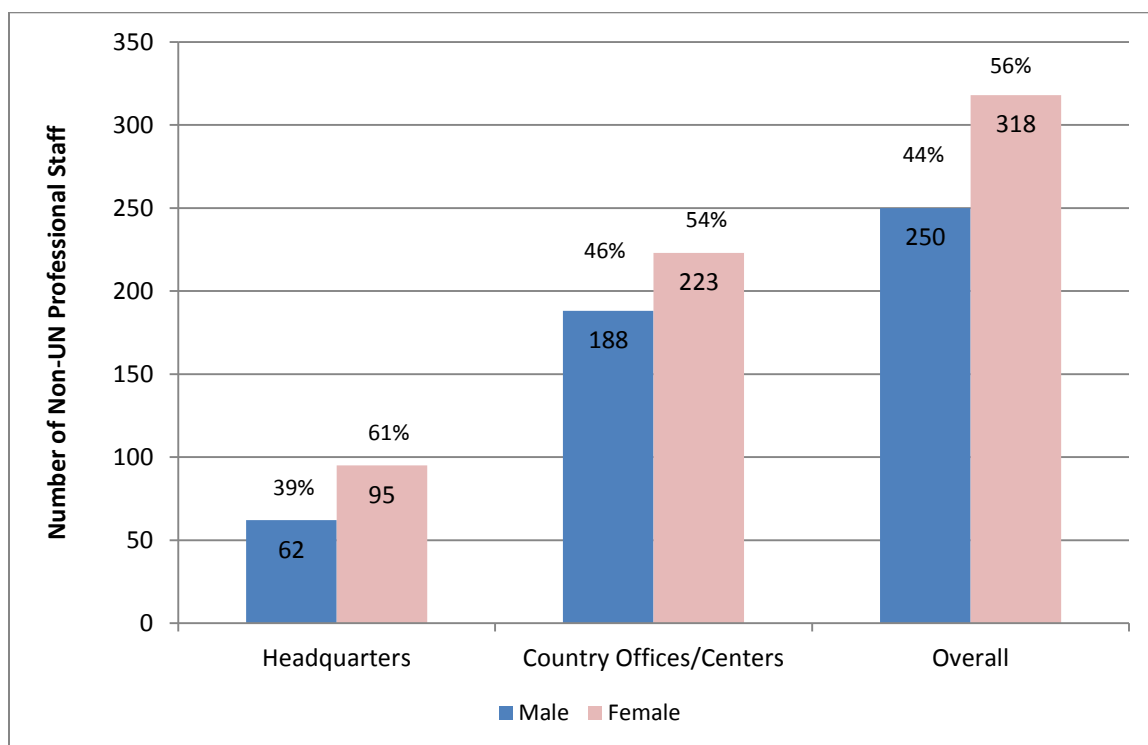


Table 8. Non-United Nations Professional Personnel Distribution by Gender

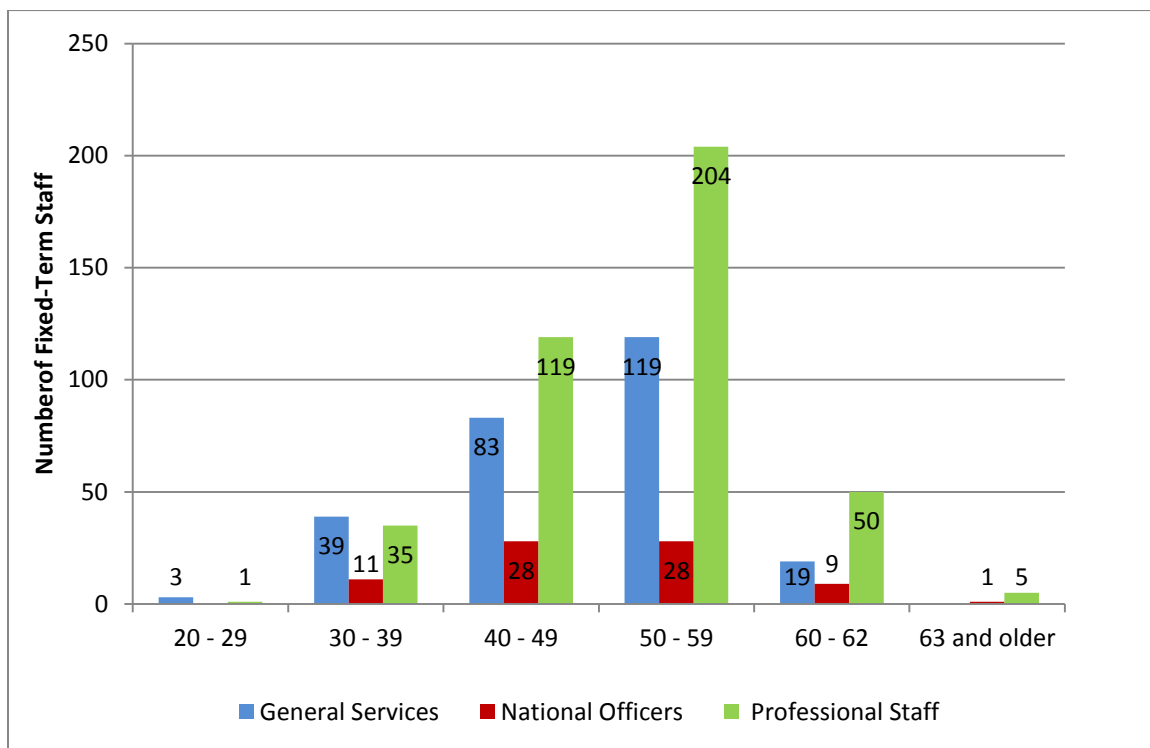
Contract Type	Headquarters				Country Offices/Centers				ALL			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
International PAHO Consultant	62	39%	95	61%	58	53%	52	47%	120	45%	147	55%
Ministry of Health Personnel					8	30%	19	70%	8	30%	19	70%
National PAHO Consultant					122	45%	152	55%	122	45%	152	55%
TOTAL	62	39%	95	61%	188	46%	223	54%	250	44%	318	56%

Age, Length of Service, and Retirement Trends

Fixed-Term Staff by Age

16. The majority of professional and general service staff are between 50 and 59 years of age. Staff in the national officer category are equally split between the 40-49 and 50-59 age groups. With the new mandatory age of retirement of 65 for all staff, there are very few staff reaching the age of retirement within the next five years (Figure 10).

Figure 10. Professional and General Service Staff by Age

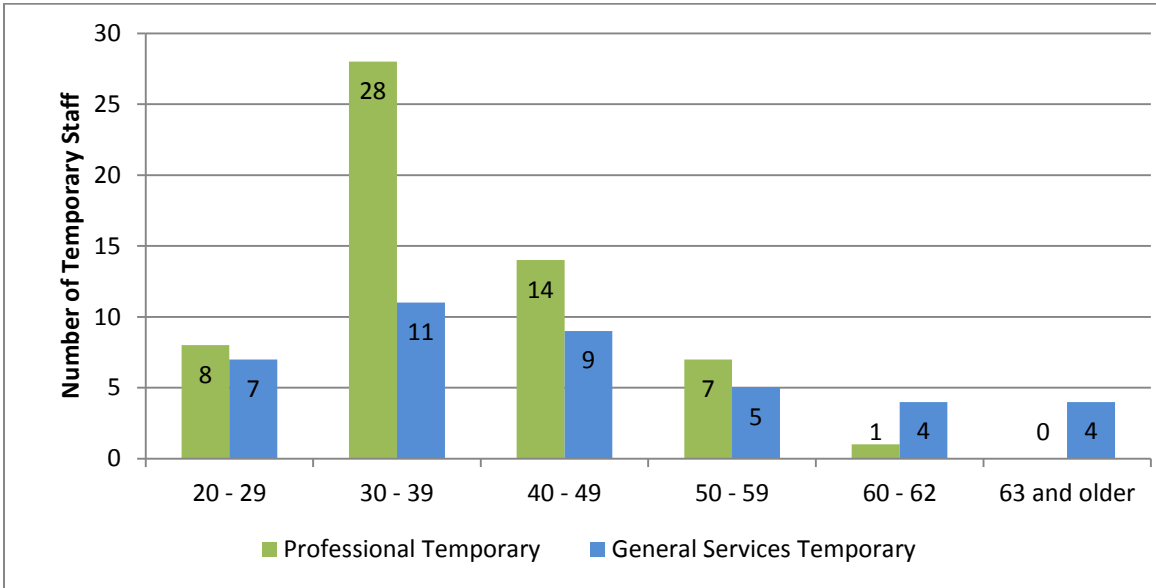


Temporary Staff by Age

17. Of the 98 staff holding temporary appointments, 58 (59%) were in the professional category and 40 (41%) were in the general services category.

18. The majority of temporaries fall in the 30-39 year age range (Figure 11).

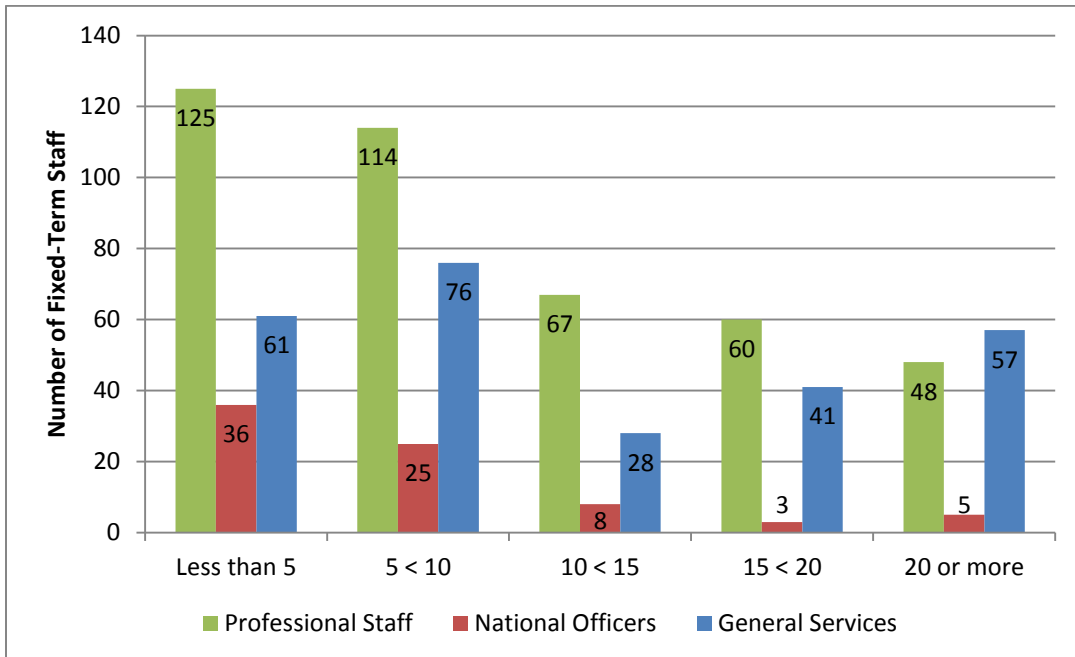
Figure 11. Temporary Staff by Age



Staff Distribution by Length of Service

19. The majority of fixed-term staff in the professional and national professional officer categories have less than five years of service while the majority of staff in the general service category have five to ten years of service (Figure 12).

Figure 12. Staff Distribution by Length of Service

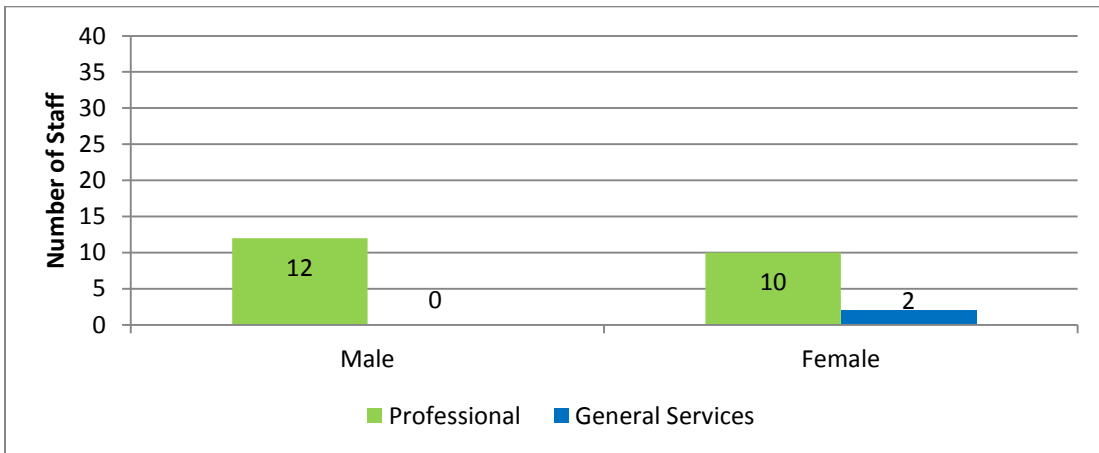


Employment of Retirees

Fixed-Term Staff Extended beyond Retirement Age

20. Twenty-four fixed-term staff members were extended beyond the mandatory retirement age in 2017. Twelve (50%) were male and twelve (50%) were female. Twenty-two (92%) were in the professional category, and two (8%) in the general service category (Figure 13).

Figure 13. Extensions beyond Retirement Age by Gender and Category



Retirees Holding Temporary Appointments

21. During 2017, 50 retirees were hired under temporary appointments or consultant contracts. Ten were appointed as temporary staff while forty were on consultant contracts. Of these retirees, 22 (44%) were female and 28 (56%) were male (Figure 14).

Figure 14. Number of Retirees Hired in 2017

