Staff development and support

Renewal process

Report by the Secretariat

BACKGROUND

1. Since 21 July 1998 the Director-General has made significant changes in the structure and management of WHO. These changes, which have far-reaching implications for staff and human resources policies, are described in the first progress report on the change process. Their objective is to strengthen the technical capacity of WHO. In addition, they:

- respond to requests from the governing bodies for transparency and more cost-effective administration, with greater emphasis on performance and results;
- implement the Director-General’s election commitments;
- promote a unified WHO with increased capacity to respond to Member States’ changing needs;
- encourage partnership and reaching out to external partners active in health.

2. The main changes, some of which are already reflected in the proposed budget, are described below.

3. **Organizational restructuring.** The Organization’s 50 programmes have been grouped into nine clusters at headquarters, which better reflect WHO’s business. The programmes were then reconfigured into 35 departments (see chart at Annex 1). A process of senior staff rotation or reassignment has been put in place to appoint heads of these departments and to fill other senior positions at headquarters and in the regions. The implications of restructuring on the organization of the regional offices will now be given priority. Consultations on restructuring have been held in three regions; others are scheduled for early 1999.

4. **The decision-making process.** The nine cluster heads and the Director-General make up the Cabinet. In all major issues the Director-General takes her decisions based on prior discussion in Cabinet and, where appropriate, in consultation with the Regional Directors and the Staff Association. The Director-General
meets the Regional Directors five to six times a year. Development of videoconferencing capacity is gradually intensifying contact and cooperation between regional offices and headquarters.

5. **Budget Process.** The proposed budget for 2000-2001 draws a clear link between management responsibility and budget holding. This provides the basis for sound performance monitoring.

6. **Methods of work.** New ways of working in teams across departments and clusters are evolving. Cross-cutting Cabinet projects which draw on several clusters and external partners are leading the way.

7. **Management Support Units.** To bring administrative services closer to their users, Management Support Units have been set up in the clusters by redeploying staff from central and other divisions. These units combine programme support, budget and finance management, evaluation, and human resources management. They are already working with central management to frame new management policies that will apply to all WHO staff.

8. **Staff/management relations.** A Global Staff/Management Council was established following a meeting in October 1998 which brought together representatives of management and staff from headquarters and all major offices. The Council will provide a forum in which to discuss major issues of relevance to staff of the Organization as a whole.

9. **Human resources.** The above changes have major implications for staff and WHO’s human resources policies. Policy for human resources management is being developed and modified in a number of ways, as indicated in Annex 2, including a major change in mobility and rotation of staff at all levels. These modifications will be integrated in an overall human resources strategy which reflects the Organization’s strategic vision. In order to allow sufficient time for full and meaningful consultations throughout the Organization, it is proposed that policy changes should be implemented progressively during 1999; a full progress report will be submitted to the Executive Board at its 105th session in January 2000. When fully implemented, they will modify the way staff are recruited, deployed and managed. This is expected to have a significant effect on the way the Organization operates, and thus on its responsiveness to Member States and to changing health needs.
ANNEX 1

WHO Structure at Headquarters

Director-General
- Senior Policy Advisers
- Office of Press and Public Relations
- Audit, Oversight, and Legal
- Partnerships for Health Sector Development
- Information Technology Project
  Mr. J.G. Stene EXD

Cabinet

Communicable Diseases
- CD Surveillance and Response
- CD Prevention and Control
- CD Eradication and Elimination
- CD Research and Development (including TDR)
  - Roll Back Malaria
  Dr. D. Heymann EXD

Noncommunicable Diseases
- NCD Surveillance
- NCD Prevention
- NCD Management
  - Tobacco Free Initiative
  Dr. J. Chen EXD

Health Systems and Community Health
- Health Systems
- Child and Adolescent Health and Development
- Reproductive Health and Research
  - Women’s Health
  Dr. O. Shisana EXD

Sustainable Development and Healthy Environments
- Health in Sustainable Development
- Nutrition for Health and Development
- Protection of the Human Environment
- Emergency and Humanitarian Action
  Mrs. P. Singh EXD

Social Change and Mental Health
- Health Promotion
- Disability, Injury Prevention and Rehabilitation
- Mental Health
- Substance Abuse
  Dr. Y. Suzuki EXD

Health Technology and Pharmaceuticals
- Essential Drugs and Other Medicines
- Vaccines and Other Biologicals
- Blood Safety and Clinical Technology
  Dr. M. Scholtz EXD

Evidence and Information for Policy
- Evidence for Health Policy
- Health Information Management and Dissemination
- Research Policy and Cooperation
  Dr. J. Frenk EXD

External Relations and Governing Bodies
- Governing Bodies
- Resource Mobilization
- External Cooperation and Partnerships
  Dr. S. Lyagoubi-Ouahchi EXD

General Management
- Budget and Management Reform
- Human Resources Services
- Financial Services
- Informatics and Infrastructure Services
  Mrs. A. Kern EXD

Link to Regional Directors
ANNEX 2

OVERVIEW OF REFORM OF HUMAN RESOURCES MANAGEMENT AT WHO

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Purpose/outcome</th>
<th>Timeframe/output</th>
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<tbody>
<tr>
<td>Review of contractual arrangements</td>
<td>Better alignment with the Organization’s emerging needs&lt;br&gt;greater equity in treatment of staff&lt;br&gt;more flexible recruitment/employment</td>
<td>To be reported to the Executive Board not later than its 105th session (January 2000)</td>
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<td>Pilot senior executive service</td>
<td>Strengthened managerial capabilities/accountability&lt;br&gt;building of corporate culture&lt;br&gt;easier rotation and mobility&lt;br&gt;greater flexibility in hiring rates</td>
<td>To be reported to the Executive Board not later than its 105th session (January 2000)</td>
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<tr>
<td>Rotation and mobility policy</td>
<td>Improved responsiveness to Member States’ requirements&lt;br&gt;increased versatility of staff&lt;br&gt;improved skill base&lt;br&gt;better sharing of skills and experience&lt;br&gt;improved career prospects</td>
<td>Being implemented; to be reported to the Executive Board at its 104th session (May 1999)</td>
</tr>
<tr>
<td>New selection procedures</td>
<td>Improved skill base&lt;br&gt;equity&lt;br&gt;improved involvement of clusters, management and staff in selection process</td>
<td>Being implemented</td>
</tr>
<tr>
<td>New performance management package</td>
<td>Integrated package which handles performance within overall strategy for human resources management through development of agreed work, and measurement of performance against agreed outputs</td>
<td>Implementation by April 1999</td>
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<tr>
<td>Staff development and training strategy</td>
<td>More equitable approach aimed at refining staff knowledge and experience</td>
<td>Strategy in place early 1999; delivery under way</td>
</tr>
<tr>
<td>Work/family agenda</td>
<td>Better balance of professional and family responsibilities&lt;br&gt;gender-sensitive institutional culture</td>
<td>To be reported to the Executive Board not later than its 105th session (January 2000)</td>
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<td>Improvement of women’s participation in the work of WHO</td>
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<td>(See document EB103/10)</td>
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