

## **Human resources: annual report**

### **Report by the Secretariat**

1. This report presents information on priorities and activities during 2007 in human resources management. A preview of the Secretariat's staffing profile as at 30 September 2007 will be issued separately.<sup>1</sup>

#### **PRIORITIES AND ACTIVITIES DURING 2007 AND PLANS FOR 2008**

2. Priorities and activities during 2007 focused on the following areas: the global management system and related human resources planning; post classification; recruitment and outreach; career development; support for organizational changes required for the global management system, and for introduction of the global service centre; management and development of staff and staff performance, provision of a supportive work environment; the continuing review of pay and benefits within the United Nations common system; improved delivery of human resources; implementation of the framework of contractual arrangements; furthering dialogue between staff and management on the development of human resources policies and initiatives; and reviewing WHO's system of administration of justice.

#### **The global management system and human resources planning**

3. Considerable work has been done on developing the human resources planning module of the global management system in order to enhance the links to programme planning. Experience has shown that creating such links enhances not only programme implementation, but also regular monitoring and updating of progress and results. With this in mind the human resources element has been designed as an integral part of the workplan section of the global management system. Managers will now be in a better position to determine the number and profile of their staffing needs and to identify the ensuing gaps in the coming biennium. This new facility will allow managers to foresee and plan for future needs, undertake organizational reviews and initiate recruitment and selection of staff in a timely fashion. At a global level, it will now be possible to group recruitments for similar positions in different programmes. It is expected that the global management system will further enhance human resources planning, allowing for more precise identification of Organization-wide trends and more coherent and effective anticipation of future developments.

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<sup>1</sup> Document EB122/24 Add.1.

4. The global management system will also facilitate the online drafting, classification and storage of post descriptions and will replace the current electronic tool, ePOD. As the global management system allows differing levels of delegation of authority, it will ensure that all regions develop post descriptions online. The use of a single tool for preparation and classification of such descriptions will encourage greater consistency in the content of post descriptions and post classifications across WHO.

5. Consistency will be further enhanced through the continuation of the effort to increase the number of generic job descriptions in both the professional and the general service categories. This work will not only ensure that less time is spent creating and grading jobs, but will also remove the significant obstacle to wider staff mobility and rotation constituted by the existence of many separate post descriptions.

### **Support for organizational changes required by the global management system and the establishment of the global service centre**

6. The organizational changes for the introduction of the global management system and the establishment of the global service centre called for considerable support from staff working in human resources management. A process allowing posts to be filled by matching or selecting staff was introduced in July, following which more than 280 jobs were advertised. A joint staff/management task force was established to carry out the process over a period of three months; the outcome was successful as posts were quickly filled with qualified staff. Most staff whose jobs were affected by the organizational changes found alternative employment within the Organization.

### **Post classification**

7. In light of the success of the new United Nations Master Standard for the classification of posts in the professional category, the International Civil Service Commission has decided to look at replacing the multiplicity of classification standards in the United Nations common system for posts in the general service category with a similar single standard. An interagency working group has been established; however, progress has been slow. Despite positive feedback received from organizations in the United Nations common system on their experience with the Master Standard for posts in the professional category, efforts to design a single standard for locally recruited staff have met many challenges. WHO remains committed to the creation of a single standard and is leading the Geneva-based agencies in the interagency working group.

8. There continued to be a significant increase in the number of posts classified by the Department of human resources management in the course of the reporting period; the number rose from 544 in the calendar year 2006 to 655 in the first nine months of 2007. In large part, this reflected an increase in the number of new posts established, as well as organizational restructuring.

### **Recruitment and outreach efforts**

9. In relation to the long-standing commitment to broadening the range of recruitment sources drawn upon by WHO, increased efforts have been made to distribute vacancy notices more widely. These have included greater use of web sites such as DevNet and ReliefWeb.

10. The recruitment team participated in two career fairs this year, one in Lausanne and the other in Berlin. Both fairs, which attracted a large number of participants, were aimed at people wishing to work for international organizations.

11. Targeted outreach was conducted in Israel and Mexico at the request of those countries' respective health ministries. The visit to Israel was made in order to present the United Nations common system at a forum, raising awareness of employment opportunities and procedures. Three other United Nations organizations were present at the forum.

12. A pre-recruitment workshop, similar to those previously organized in China was held in Mexico. The goal of the workshop was to prepare participants – 20 public health professionals from across Mexico – to compete more effectively for positions in WHO. The participants received coaching on preparing a curriculum vitae online and writing motivation letters to accompany a job application. In addition, they took part in competency-based interviews, written tests and technical presentations. The workshops drew on real-life selection elements, using examples taken from the recruitment process for vacancy notices that had recently been filled.

13. Ten junior professional officers joined WHO during the period 1 January to 30 September 2007 (two are Danish, four German and two Italian; one is Japanese and one Spanish). Eight of the ten are women and seven are either from underrepresented countries or from countries below the midpoint of their range of representation. In January and February 2008, eight more junior professional officers will be joining WHO (two are funded by Belgium, one is from Finland, two are from France, one is from Germany, one from Italy and one from the Republic of Korea). The two junior professional officers funded by Belgium are from developing countries. At least three junior professional officers will be women and two will be from underrepresented countries (excluding those funded by Belgium). In this way, the junior professional officer programme is having a very beneficial effect on diversity, and the effort to identify other donors to support this programme is continuing.

### **The e-recruitment system**

14. During 2007, the e-recruitment system, introduced in December 2002, was updated and enhanced to respond to the growth in demand. The changes concerned have made it possible to handle a greater number of personal history forms, create a more complete testing environment and improve security features.

15. Across headquarters, online testing has become the standard practice and regional offices that administer tests as part of the selection process are all availing themselves of the e-testing facility. Online testing allows candidates to take written tests at a time and place of their choice, rather than having to travel to a test centre at WHO's expense. Although unsupervised testing may be seen as exposing the Organization to some risk, the software used to detect plagiarism appears to be effective. Furthermore, extensive training has been conducted on online testing for human resources staff in regional offices and at headquarters to ensure that they are fully aware of the value of such testing and the need for very strict application of the agreed procedures.

16. During the first quarter of 2007, in order to permit speedier recruitment while ensuring greater consistency in testing standards, a major exercise was undertaken to test and interview candidates for the main types of work performed by locally recruited staff. This process made it possible to compile a roster of over 170 candidates. The intention is to arrange such testing and interviewing at regular intervals.

17. In the report of its third meeting,<sup>1</sup> the Programme, Budget and Administration Committee asked that future human resources annual reports should provide information on the number of direct appointments made by the Director-General under Staff Rule 410.4. During the period under review, there were 27 such appointments: four involved ungraded officials, one was at grade D.2, one at grade D.1, one at grade P.6, ten at grade P.5, nine at grade P.4 and one at grade P.3. Six of these appointments involved nationals of underrepresented countries, one of whom was a woman. During the same period, 74% of all direct appointments were secondments from other agencies and 44% were women.

### **Career development**

18. In late 2006, the Global Staff/Management Council approved a career development framework for WHO. This set out a strategy for the design, and introduction in stages over a two-year period, of a number of elements that would ultimately constitute an integrated approach to career development.

19. A policy document on the first module in the career development framework, concerning career transition, has been developed and circulated to the regions. This involves a package of skills and reinforcement measures for managers and staff, including the recommended use of external consultants to provide career transition support to staff whose jobs are at risk.

20. As one of the elements of the career development framework, a career support guide for staff has been prepared and the latest version is available on the career development web site. The guide touches on, among other things, the steps involved in managing one's career, discovery and self-assessment of skills, strengths and competencies, the need for networking and how to go about it, writing a curriculum vitae, preparing for interviews, and financial planning. The draft version of the guide was previously shared with the regions for comment and feedback to ensure that regional and country perspectives were reflected. The guide will continue to be updated in the light of comments from users.

21. Model career paths that will encourage staff to think about their long-term needs and future and that will ensure that the Organization makes information available on future staff profile requirements are currently being developed.

22. In addition, a web site, available through the intranet to all WHO offices, has been launched, covering a wide range of areas for staff looking to review their careers and consider next steps.

### **Managing and developing staff**

23. Several initiatives have been organized in the past year in relation to staff development and performance management. A new electronic tool for carrying out performance management has been implemented for fixed-term staff at headquarters and is currently being piloted in two regions. As well as improving the monitoring of the process through better reporting tools, the new system includes a selection of behavioural competencies from WHO's global competency model and a mandatory development plan.

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<sup>1</sup> Document EB117/3.

24. WHO's Global Leadership Programme has moved into its third phase, action learning, which supports participants in reviewing and progressing their leadership and management performance. Working together in small groups, participants have the support of a skilled facilitator to foster the behaviours required to improve managerial and leadership performance in daily work. The second round of workshops involving participants in skills development in areas such as performance management, conflict resolution, managing and leading collaboration and change, have been completed, and participants have engaged in additional individual learning.

25. A global survey of staff was commissioned as part of the evaluation strategy for the Global Leadership Programme. Initially, in 2005, staff throughout the Organization were asked to respond to an online survey in English, French or Spanish. The questions were designed to give insights into the following areas: staff perceptions of management and leadership in a complex and changing environment; perceptions of leadership in relation to WHO's mission, strategy and planning; views on the working climate in WHO; staff perceptions on communication, collaboration and coordination across and between various parts of the Organization; perceptions of opportunities for learning and development; and issues related to work performance. The survey was repeated in 2007 and over 22% of staff responded, which was similar to the response rate in 2005. Data from the 2005 and the 2007 surveys tend to provide evidence that the Global Leadership Programme has succeeded in making progress on the programme objectives, namely: improving the management and leadership effectiveness of managers in WHO; and improving communication, collaboration and coordination within and across the Organization.

26. The results of the surveys indicate that there is a high level of pride and satisfaction linked to working at WHO, that the relationship between staff and their immediate supervisors is good and that staff are clear about their role in the Organization and about the competencies they need to fulfil their role effectively. The findings of the survey reinforce what has already been found in the aggregate results of the 360-degree feedback tool that records the views of the participants themselves on their own development needs. The suitability of the decision to invest in enhancing the behaviours in WHO's global competency model through the Global Leadership Programme has thus been confirmed. Attention needs to be focused on the day-to-day management of staff, giving performance feedback, dealing with conflicts, developing staff and leading change. Immediate supervisors are given credit for the efforts that they are already making to improve their management skills; however, there are some areas of leadership competency that have been found to be consistently weak across WHO. There is a need for senior managers to exhibit stronger skills in the "people" aspects of management, and, more importantly, to close the gap between what they say as managers and what they actually do. This gap is perceived by staff, according to the survey, as being a major issue.

27. The Global Leadership Programme is the flagship of the work programme of the Global Learning Committee. Management and leadership development is one of six priority areas for learning for the biennium as agreed by the Global Learning Committee. The Committee has advised on the distribution of funds available for staff development and learning since January 2004. In responding to the outcomes of the first global review for staff development and learning (2004–2005), the Global Learning Committee has identified a number of issues, which include focusing more clearly on developing staff at the country level, optimizing the use of new technologies to bring development to staff where they work, improving dialogue between staff and supervisors to identify and plan development opportunities that will improve work performance, and substantially enhancing the way in which learning activities are evaluated. The Global Learning Committee will review further progress in staff development and learning, based on outcomes during the current biennium.

28. Key groups of staff, or target audiences, have been identified in each of these areas as part of the revised and enhanced strategic framework for learning. This will ensure that the approach to learning

is more systematic, and that resources can be used to fill gaps in current learning programmes. This work is conducted against a series of agreed indicators to ensure that results can be measured at the individual, programme and organizational levels.

### **Managing staff performance**

29. Managing staff performance is important to WHO as this ensures that the Organization can deliver on its promises to the governing bodies.

30. WHO is being challenged by the increasing complexity of the global health environment and demands for the Organization to be ever more effective. Good performance matters: the better WHO delivers to people, the public and governments, the greater its impact on global health and the stronger its voice in shaping the global health agenda. The world offers more and more opportunities for talented people. Attracting the best candidates to WHO, and retaining them as staff members, depends on being able to offer an environment that both challenges and develops those with outstanding potential.

31. In short, improving the performance of the Organization means improving the performance of its staff. Aligning the objectives for staff with those of the Organization is critical to achieving this improvement.

32. Today, the responsibility for achieving results passes down successively from the Director-General to WHO managers at all levels of the Organization; and, in turn, managers assign responsibilities to teams and individual staff. This is captured in the operational plans or workplans for teams and departments. The following are some of the key principles for improving performance management.

- The WHO Staff Rules require that staff at D2 level or below, have a workplan and that key objectives be recorded in the performance management and development system. Aligning at least one of the individual objectives with the results in the workplan of the team to which the staff members belong will be required from 2008 onwards. The Director-General has also extended the performance management and development system to ungraded posts.
- Performance management will be continuously monitored and enhanced. With the introduction of the global management system in the next biennium, each office will have the means to monitor the comprehensiveness and timeliness of performance reviews, and to take corrective action as required.
- Managing the performance of staff is one of the most important responsibilities of any manager, and it is recognized that, in holding managers accountable for this, it is incumbent on the Organization to equip them to play this role. The development and training curriculum for managers is being expanded to place greater emphasis on providing managers with the skills necessary in order to set objectives, hold meaningful discussions on performance with staff, and establish development programmes that enable each staff member to optimize his or her contribution to the Organization.
- In future, authority, responsibility, and accountability will be aligned. The delegation of authority to manage staff carries with it the obligation to manage the performance of staff members and ensure their development in line with the Organization's future needs.

- The staff development fund will be used to support the learning activities needed to equip staff to meet the strategic objectives.
- Improving performance requires the Organization to assess the effectiveness of its management approach regularly. Lessons learnt and recommendations arising out of such reviews will be taken into account in adjusting the tools and processes. The recent review conducted by a management consultancy firm has produced a series of recommendations that will be taken forward during the period 2008–2009 in consultation with staff and management across the Organization.

### **Providing a supportive work environment**

33. WHO continued to focus on several aspects of the supportive work environment agenda in 2007.

34. Strategic activities were undertaken with a focus on continuing to forge a work environment that further supports staff well-being. Selected areas ranged from HIV/AIDS in the workplace and spouse employment, to reform of human resources management in support of improved conditions of service, emphasizing staff well-being, work/life balance and family-friendly policies.

35. Under the umbrella of the United Nations Learning Strategy on HIV/AIDS, staff attended interactive learning sessions in order to increase their awareness, knowledge and competence with regard to HIV/AIDS in the workplace. In line with best human resources management practices, it is now WHO's policy that all staff should attend a learning session in the interests of their well-being and that of their families. In order to provide staff with more choice in learning, based on their learning-style preference, WHO introduced a second way to meet the Organization's policy requirement – a simulation exercise called "Wild Fire". Based on an experiential approach, with the guidance of WHO's expert facilitators, staff go through a group simulation of what it is like (i) to think they may be infected, (ii) to know or not to know their status, (iii) to share or not to share information about their status with those concerned, and (iv) to be affected by the epidemic even if they are not infected.

36. Regular contacts were maintained with regional and country offices to exchange strategies, lessons learnt and up-to-date learning materials for the sessions. In addition, WHO organized the first Geneva-based workshop for facilitator training in order to expand the organizational capacity of United Nations agencies in Geneva to deliver the learning sessions.

37. Efforts were also focused on implementing the expanded WHO policy on HIV/AIDS in the workplace, known as "WHO LIVES".<sup>1</sup> As a first step in the development of this programme, the WHO task force on HIV/AIDS in the workplace developed core principles, minimum standards, indicators and implementation requirements. These are the basic framework that will guide the further development of WHO LIVES and its corresponding policies and procedures. This framework is the result of a global consultation process. It builds on lessons learnt to focus on prevention, treatment and care, together with support measures, in order to benefit all WHO staff and their families in a meaningful and demonstrable way.

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<sup>1</sup> Pronounced "LAIVZ", the plural of "life".

38. WHO actively participated in interagency bodies in the area of HIV/AIDS in the workplace and spouse employment, for example, the interagency human resources task force on HIV/AIDS, dual career and spouse mobility across United Nations common system organizations. Relevant contributions were made to preparing technical and budget proposals for each subject, including strategic positioning of “UN Cares”, which is the United Nations common system harmonized programme on HIV/AIDS in the workplace.

39. Particular efforts were made to improve existing policies for staff, with a particular focus on conditions of service, work/life balance and the well-being of families. At its 120th session in January 2007 the Executive Board in resolution EB120.R10 confirmed amendments to a selected number of Staff Rules involving a wide range of leave and travel entitlements. Following this, the corresponding policies and procedures have been revised for application on an Organization-wide basis. The changes bring the Organization’s policies and practices into greater alignment with those of other United Nations common system organizations and are expected to have a significant positive impact on staff productivity, and the well-being of staff and their families.

### **Review of the pay and benefits system within the United Nations common system**

40. In the context of the continuing review, WHO has remained actively involved in the work being carried out jointly by the International Civil Service Commission, organizations of the United Nations common system and staff representatives.

41. Efforts to modernize and simplify entitlements have continued throughout 2007. The Organization is a member of, and has contributed its expertise to, several working groups of the CEB/Human Resources Network on, inter alia, review of the education grant system, the mobility and hardship scheme, and job evaluation and classification for the general service category. Work is continuing and it is expected that concrete proposals will be submitted to the United Nations General Assembly for consideration at its sixty-third session.

42. After implementation of the policy and procedures on the special operations approach, and following approval by the United Nations General Assembly at its sixty-first session of the proposed arrangements presented by the International Civil Service Commission, as well as the decision adopted by the Executive Board at its 120th session, concerning, inter alia, amendments to the relevant Staff Rules,<sup>1</sup> the new mobility and hardship scheme was adopted by WHO, in line with the framework recommended by the International Civil Service Commission to provide an incentive to staff serving in hardship duty stations. The new mobility and hardship scheme was introduced with effect from 1 January 2007.

43. As a member of the CEB/Human Resources Network Standing Committee on Field Duty Stations, the Organization supports the objective of improving, wherever possible, the conditions of service of staff serving in hardship locations, and of simplifying, streamlining and harmonizing administration of benefits and entitlements. The Standing Committee is continuing its efforts to arrive at a suitable global amount for lump-sum payments in respect of the allowances for rest and recuperation travel, security evacuation and extended monthly security evacuation. Such a mechanism would allow organizations to achieve greater cost-effectiveness, to bring about greater equity among staff, and to gain administrative efficiencies by reducing burdensome calculations. Work on this

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<sup>1</sup> Decision EB120(1).



complex issue is continuing at the interagency level and it is expected that proposals will be more developed in greater detail in 2008.

44. Throughout 2007, WHO has been an active member of the Local Salary Survey Committee for the Geneva comprehensive survey that was conducted during the year. The difficulties faced by the Local Salary Survey Committee in identifying the number and intersectoral mix of comparator employers required by the survey revealed the need for the International Civil Service Commission to review and possibly modify the approach for the very specific situation of Geneva. The results of the survey will be released in 2008. WHO is a designated agency responsible for several locations worldwide and, working closely with partners in the United Nations Secretariat and in UNDP, comprehensive salary surveys have been carried out in several key locations; these surveys will serve as the basis for revised local salary scales.

45. The International Civil Service Commission is reviewing the approach for the cost-of-living surveys and working on the possibility of using Internet purchases in the out-of-area expenditure survey for staff in the professional and higher categories. WHO took part in the survey in November 2007, and the survey results, and the analysis thereof, will give an idea of the viability of using the Internet as an outlet in future price collection exercises.

### **Improving delivery of human resources**

46. Further improvements were made to the human resources e-Guide in 2007 to make it more useful to staff in general, and to human resources professionals in particular. These included the introduction of a “log of updates”, providing brief summary texts to explain changes, amendments and updates made to policies, staff rules, forms, documentation and workflows, for easy access by staff and human resources professionals.

47. The new policies relating to contract reform on types of appointment, conversion to continuing appointment, temporary appointments under Staff Rule 420.4, and temporary appointments of 60 days or less have been incorporated into the human resources e-Guide in English and French, along with relevant updates to forms and examples of standard correspondence.

48. Good progress is being made in the complex task of integrating the entire human resources section of the current WHO Manual with the human resources e-Guide. Collaboration has been sought from the business owners of the human resources sections of the Manual that are not directly under the responsibility of the Department of human resources management. All sections concerned have been fully revised and amended as appropriate. The resulting texts have been shared for further review with members of the Global Staff/Management Council, human resources specialists and other business owners prior to finalization. Physical transfer of the texts is expected to be completed during the first quarter of 2008.

49. An interdepartmental study is under way in order to assess the compatibility of the current version of the human resources e-Guide under SharePoint 2003 with an upgrade to SharePoint 2007. This may involve considerable aesthetic, technical and functional changes to the human resources e-Guide during 2008; however, every effort will be made to minimize the effect of these changes on users.

50. Work is continuing with regard to the future synergy of the human resources e-Guide and the global management system, and testing should be under way in the first half of 2008.

51. The measures outlined above will ensure that activities in the area of human resources management can play a full part in the Organization's initiative to have all its policies transferred to one common, global information system. It is planned to improve the search facility, to research the possibility of including a functionality for showing French and English documents, and to introduce a glossary of standard terms. A major objective for 2008 will be to carry out further updating and improvement in respect of the global management system, benefiting from experience gained as the system is implemented during the year.

### **Implementation of the framework of contractual arrangements**

52. Following the decision by the Executive Board at its 120th session,<sup>1</sup> confirming with effect from 1 July 2007 the amendments to the Staff Rules on contract reform, the consultative process among all actors concerned at headquarters and in the regions continued from early January to June 2007 to ensure that the policies, procedures and implementation measures were in place in time for the entry into force of the new contractual arrangements.

53. Several working groups were organized at headquarters and at the regional level, and regular consultations were held on a weekly basis over several months during meetings with human resources officers at headquarters and by videoconference with the Directors of Administration and Finance and personnel officers in the regions. The input received was fundamental in ensuring that policies reflected the norms and standards of contract reform and that there was efficient and effective implementation and administration of conditions of service.

54. Transitional and implementation measures were developed in close collaboration with all actors concerned to ensure smooth implementation of contract reform, including any necessary adjustments to existing information technology systems.

55. Several meetings were held with staff to provide specific details of the new contract reform policies, conditions of service of staff under the new types of appointment, and benefits and entitlements. In addition, specific briefing sessions were held for temporary staff.

56. These efforts were completed by regular communication campaigns that included detailed information notes on the new policies, PowerPoint presentations posted on the contract-reform pages of the human resources web site, and staff communications outlining the key features of contract reform, and their impact on the conditions of service of staff generally.

57. It has been a long, arduous and work-intensive process, involving the inevitable difficulties associated with a large and complex project; nevertheless, implementation has been successful.

### **Review of the WHO system of administration of justice**

58. Building on the work carried out by all stakeholders over previous years, which was aimed at promoting ethical conduct and strengthening the administration of justice in the Organization, concrete proposals in this area have been put forward and approved by the Director-General. Such proposals aim to strengthen informal and formal resolution of complaints and disputes, as well as investigation and resolution of cases of misconduct, with a particular focus on harassment.

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<sup>1</sup> Decision EB120(1).

59. The main goals of these proposals include the establishment of streamlined, simplified processes that ensure that the resolution of staff complaints is legally sound, fair and efficient, and fast. The proposals include the introduction of a process that allows management to review administrative decisions questioned by staff and take appropriate action prior to the staff members concerned initiating a formal appeals process; that envisions the Office of Internal Oversight Services having responsibility for investigating harassment claims, thereby capitalizing on and strengthening existing expertise in the area of investigations; and that broadens the scope of current internal appeals mechanisms to include the consideration of appeals by staff members against decisions made further to findings of misconduct, including those related to harassment.

60. Such proposals will be presented to all staff for further discussion. The intention is to introduce these proposals on a pilot basis, initially at headquarters, and subsequently in the regions. As pilot proposals, they do not currently require fundamental changes to the Staff Regulations and Staff Rules; rather, they are considered to constitute evolutionary processes with mechanisms for evaluating and monitoring their impact in relation to their main goals and objectives. In this way they can be adapted and revised as the Organization moves forward with, and learns from, their implementation.

61. The pilot status of these proposals will allow WHO, to the extent possible, to harmonize its system of administration of justice with the systems existing in other agencies currently under the Administrative Tribunal of ILO. WHO will also have the opportunity to follow closely the continuing United Nations reform efforts in this area, including their implementation in the United Nations Secretariat and in the funds and programmes that are governed by that Secretariat's staff rules and regulations. Member States will be kept abreast of further developments in the Organization's system of administration of justice in light of the implementation of the pilot proposals.

### **Furthering dialogue between staff and management on the development of human resources policies and initiatives**

62. There has been fruitful and positive cooperation between staff representatives and the administration. This has had a significant impact on the mutual goal of ensuring that human resources policies and management initiatives take into account the interests of both the staff and the Organization. Despite a considerable workload in respect of their day-to-day responsibilities, staff representatives have made themselves available to support in a significant way important management reforms. In addition, throughout 2007 there have been productive discussions in many areas of policy development, formulation and implementation. The contributions of staff representatives to the finalization of the policies on contract reform and to their efficient and effective implementation have been much appreciated.

### **CONCLUSION**

63. Considerable progress has been achieved in consolidating and implementing several human resources management reforms in the Organization. These reforms will continue into 2008 and beyond, including the emphasis on using human resources as a strategic tool for driving organizational change and creating the desired institutional results-based culture. Specifically, during 2008 particular emphasis will be placed on the following: implementing the human resources modules of the global management system and training and developing human resources staff and other users; promoting performance management and global learning; consolidating full integration of the WHO Manual and human resources e-Guide, ensuring that business processes of the global management system are

reflected in final policies; implementing the proposals relating to the administration of justice; and preparing mobility and rotation for 2009.

**ACTION BY THE EXECUTIVE BOARD**

64. The Executive Board is invited to take note of progress achieved as set out in this report.

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