

Human resources

Human resources: update

Report by the Director-General

INTRODUCTION

1. In addition to the WHO workforce data as at 31 July 2022, made available on the WHO website on 8 November 2022,¹ this report provides an update as at July 2022 of the trends in the workforce and of related activities with respect to the three pillars of the WHO human resources strategy: attracting talent, retaining talent and fostering an enabling working environment. Major initiatives in human resources are an integral part of the WHO transformation agenda. Further, the theme of the Year of the WHO Workforce was continued in 2022, focusing on activities and initiatives linked to the organizational culture change objectives of the WHO transformation. A report on human resources covering the full calendar year 2022 will be provided to the Seventy-sixth World Health Assembly.

2. This report also includes two annexes regarding the proposed housing allowance for the Director-General: Annex 1 provides background information together with details of the support for accommodation provided by other United Nations organizations for their executive heads; Annex 2 sets forth the corresponding proposed modifications within the version of the contract of the Director-General approved by the Health Assembly in resolution WHA75.4 (2022).

TRENDS IN THE WORKFORCE

3. As at 31 July 2022, the total number of WHO staff members² was 8733 (see Fig. 1 and workforce data, Table 1), a 0.5% increase compared with the total as at 31 December 2021 (8688). Over the same period, the percentage of staff employed increased from 32.7% to 33.5% at headquarters, decreased from 24.1% to 24% in regional offices and decreased from 43.2% to 42.5% in country offices (see Fig. 2). The proportion of staff members holding long-term appointments in professional and higher categories during the same period increased from 49.6% to 49.9% at headquarters, decreased from 30.4% to 30% in regional offices and increased from 20% to 20.1% in country offices. Overall, staff on longer-term positions account for 77% of staff positions.

4. For the period from 1 January to 30 June 2022, staff costs amounted to US\$ 597 million and decreased as a percentage of the Organization's total expenditure, at 37% of US\$ 1596 million (compared with 38% for the period January–June 2021).

¹ Available at <https://www.who.int/publications/m/item/workforce-data> (accessed 08 November 2022)

² All figures include staff in special programmes and collaborative arrangements hosted by WHO. They do not include staff working with the Pan American Health Organization, the International Agency for Research on Cancer or other UN agencies administered by WHO.

5. Regarding other contractual arrangements, when comparing the period of January to July 2021 to the same period in 2022, the number of individuals employed as consultants or under agreements for performance of work (APW) increased in terms of full-time equivalents: from 1839 to 2730 for consultants and from 774 to 1052 for APW holders (see workforce data, Table 20). In addition, the number of individuals hired on special services agreements increased from 4187 in January–July 2021 to 4601 in January–July 2022.

Fig. 1. Distribution of WHO staff by major office as at 31 July 2022

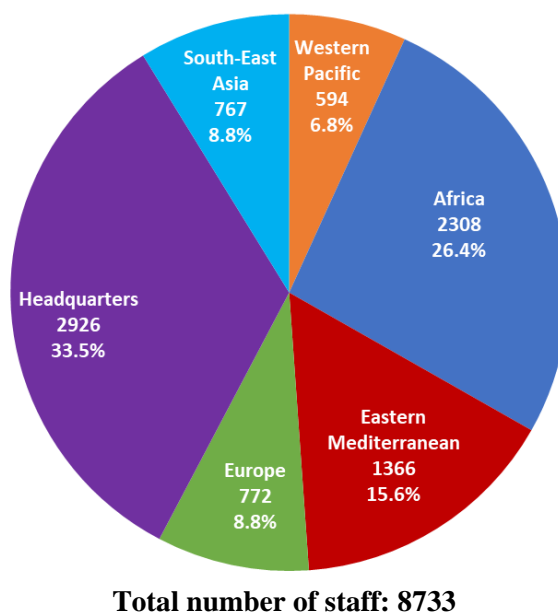
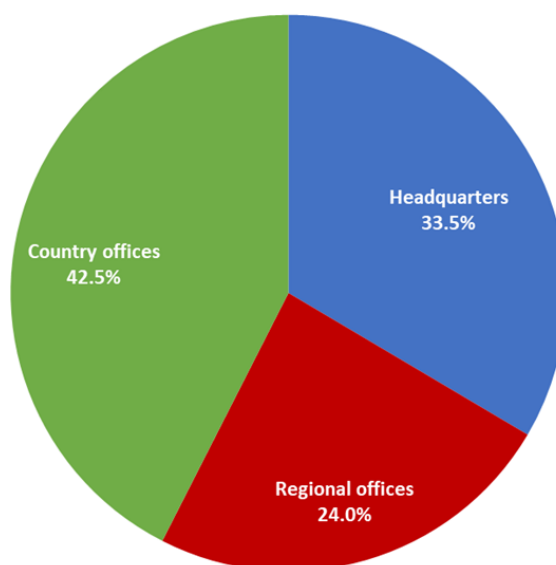


Fig. 2. Distribution of WHO staff by headquarters, regional and country level as at 31 July 2022



6. The workforce data tables have been updated to include additional information on gender balance. As at 31 July 2022, the Organization is close to overall gender balance in its staffing, at 49.9% female and 50.1% male staff for all types of contracts; the proportion of female staff in the general service category is above 50%, while in the national professional officer and international professional categories it is below 50% (see workforce data, Table 3a; for further details by grade across all staff categories and major offices, see workforce data, Table 3b).

7. As at 31 July 2022, women accounted for 47% of staff members in the professional and higher categories holding long-term appointments (see workforce data, Table 3c), an increase compared with December 2021 (46.8%).

8. During the same period, the number of women at the P4 grade and above across the Organization increased from 44.2% to 44.5%. The WHO Gender Equity in Staffing policy published in January 2017 established the following target: from 2017, a 1.5% increase in the percentage of female staff at P4 level and above over the next 5 years. The target value for 2022 is 45.5% and as at July has almost been achieved. The final performance against this indicator will be reported in December 2022 and the policy will be updated to set new targets.

9. Women accounted for 36.1% of staff at the P6, D1 and D2 grades as at 31 July 2022, a slight decrease compared with December 2021 (36.4%) but an increase of 4.7 percentage points compared with July 2017 (31.4%) (see Fig. 3). There has also been a notable increase since 2017 in the percentage of women at the P5 grade, from 40.3% to 46.6% as at July 2022.

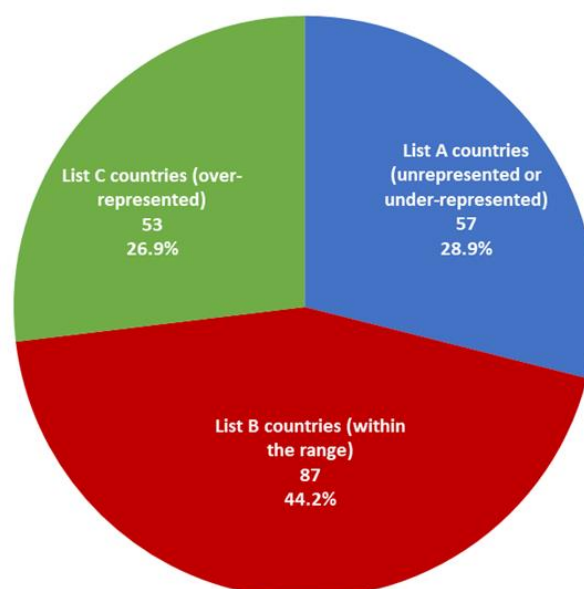
10. As a result of the Director-General's commitment to the goal of gender parity, the Secretariat continues to take steps to increase the number of qualified women on the roster for heads of country offices. As at 31 July 2022, women accounted for 36.3% of heads of country offices, a decrease compared with 38.2% for December 2021 while noting that the overall trend for the past 5 years is positive, with an increase compared to 2017 (35%).

11. The additional efforts to increase the number of female candidates on the roster for heads of country offices were demonstrated during the selection process in 2021 and continue in 2022. In 2021, women made up 30% of the applicants and 50% of the candidates who successfully completed the assessment centre and were placed on the roster. In 2022, women made up 25% of the applicants at the pre-screening stage and 35% of candidates who advanced to the assessment centre, which were held from September through November with final results to be confirmed in early 2023.

Fig. 3. Gender parity – trends over time from July 2017 to July 2022

Indicator	As at July 2017	As at Dec. 2017	As at July 2018	As at Dec. 2018	As at July 2019	As at Dec. 2019	As at July 2020	As at Dec. 2020	As at July 2021	As at Dec. 2021	As at July 2022	Changes between July 2017 and July 2022
Percentage of women in the professional and higher categories holding long-term appointments	43.7%	44.4%	44.7%	45.4%	45.6%	45.8%	46.2%	45.9%	46.4%	46.8%	47.0%	Increase of 3.3 percentage points since July 2017
Percentage of women at the P4 grade and above	41.1%	41.9%	42.5%	43.4%	43.5%	43.5%	43.8%	43.5%	43.7%	44.2%	44.5%	Increase of 3.4 percentage points since July 2017
Percentage of women as heads of country offices	35.0%	33.3%	33.1%	35.8%	39.3%	37.4%	37.9%	37.1%	38.7%	38.2%	36.3%	Increase of 1.3 percentage points since July 2017
Percentage of women at the P6, D1 and D2 grades	31.4%	35.1%	37%	35.4%	37.5%	35.7%	36.1%	35.5%	35.8%	36.4%	36.1%	Increase of 4.7 percentage points since July 2017

12. As at 31 July 2022, 28.9% of Member States (57 of 197 Member States)¹ were either unrepresented or underrepresented (see Fig. 4 and workforce data, Table 4), a decrease compared with December 2021 (29.9% or 59 of 197 Member States). Six Member States moved into or out of the desirable range of representation.

Fig. 4. Distribution of WHO Member States by geographical representation as at 31 July 2022

¹ Including the three Associate Members

Fig. 5. Geographical representation – trends of WHO Member States, July 2017 to July 2022

Indicator	As at July 2017	As at Dec. 2017	As at July 2018	As at Dec. 2018	As at July 2019	As at Dec. 2019	As at July 2020	As at Dec. 2020	As at July 2021	As at Dec. 2021	As at July 2022	Changes between July 2017 and July 2022
Percentage of Member States either unrepresented or underrepresented	32.1%	32.1%	31.6%	32.1%	31.6%	31.6%	30.6%	30.1%	29.6%	29.9%	28.9%	Decrease of 3.2 percentage points since July 2017
Percentage of staff in the professional and higher categories (including staff on temporary contracts) from developing countries	43.0%	43.0%	42.8%	42.5%	43.4%	44.5%	44.1%	44.2%	44.1%	44.1%	44.4%	Increase of 1.4 percentage points since July 2017
Percentage of staff in the professional and higher categories holding long-term appointments from developing countries	40.8%	40.7%	41.1%	41.1%	41.7%	42.6%	43.3%	43.8%	44.3%	44.9%	45.5%	Increase of 4.7 percentage points since July 2017
Organization-wide, percentage of staff members at the D1 and D2 levels from developing countries	32.2%	31.7%	30.8%	33.5%	33.8%	34.6%	35.9%	37.3%	38%	39.1%	38.8%	Increase of 6.6 percentage points since July 2017
Headquarters, percentage of staff members at the D1 and D2 levels from developing countries	12.5%	10.9%	13.8%	16.4%	15.9%	15.6%	19.1%	21.1%	18.7%	18.7%	18.1%	Increase of 5.6 percentage points since July 2017

13. The proportion of staff in the professional and higher categories from developing countries, in particular at the D1 and D2 levels, has increased since July 2017. Between December 2021 and July 2022, the proportion of staff in the professional and higher categories from developing countries on long-term appointments increased from 44.9% to 45.5% (see Fig. 5). Organization-wide and at the headquarters level, the percentage of staff members at the D1 and D2 levels from developing countries decreased slightly from December 2021 to July 2022, although it has increased significantly overall since July 2017.

14. Human resources workforce data Table 11 shows the trends in applications from female candidates, while Table 11b shows the trends in the geographical representation category of candidates. These tables show that there has been a general increase in the percentage of female applicants over the past four years, but little progress has been made in increasing the number of applications from nationals of countries that are unrepresented or underrepresented (bearing in mind that the categorization of countries themselves also changes over time). While significant efforts have been made across the Organization to bridge the gender gap, further expansion of sourcing and outreach efforts must continue, including through more investment in improving geographical representation.

15. The number of senior management staff (P6 and above) on longer-term and temporary appointments increased from 275 in July 2017 to 298 in July 2022 (+8%) (see Fig. 6), in line with the strategic direction of WHO's transformation.

Fig. 6. Senior management staff by major office, July 2017–July 2022

Major office	P6/D1			D2			Ungraded			Total		
	Jul-17	Jul-22	2022 vs 2017	Jul-17	Jul-22	2022 vs 2017	Jul-17	Jul-22	2022 vs 2017	Jul-17	Jul-22	2022 vs 2017
Africa	41	33	-20%	1	5	400%	1	1	0%	43	39	-9%
South-East Asia	23	20	-13%	2	3	50%	1	1	0%	26	24	-8%
Europe	25	29	16%	1	2	100%	1	1	0%	27	32	19%
Eastern Mediterranean	28	30	7%	4	12	200%	1	1	0%	33	43	30%
Western Pacific	16	19	19%	2	2	0%	1	1	0%	19	22	16%
Headquarters	86	78	-9%	29	41	41%	12	19	58%	127	138	9%
Total	219	209	-5%	39	65	67%	17	24	41%	275	298	8%

ATTRACTING TALENT

Sourcing and outreach

16. Outreach initiatives continue to be implemented in collaboration with Member States to improve geographical representation and gender parity. Agreements with external service providers are used to conduct targeted outreach and recruitment campaigns in order to improve performance against diversity targets, in particular with respect to gender parity and improving geographical representation. Targeted efforts continue through career counselling, mentorship and leadership pathway programmes in order to build the capacities of female staff members at junior levels and prepare them for higher-level managerial positions.

17. WHO vacancies continue to be shared widely by human resources and WHO technical staff, including on social media channels and platforms and through regular information updates to United Nations missions in Geneva and technical networks. These activities and career events are evaluated afterwards in order to focus on measures that produce the best results.

18. As reported to the Seventy-fifth World Health Assembly in 2022,¹ WHO launched the Young Professionals Programme in the second half of 2021, targeting candidates from least developed countries. The Programme's outreach event, organized by an external service provider, specifically targeted eligible candidates and included workshops on how to write CVs, how to navigate WHO selection processes and how to prepare for competency-based interviews. The return on investment of this event can now be reported: 30% of the recommended candidates and 36% of those finally selected had participated in the event. There are two elements in particular that contributed to the high return on investment of this event: holding an event exclusively targeted to those meeting the Programme's eligibility criteria and facilitating practical workshops on how to apply and prepare for selection processes at WHO. In preparing the outreach for the Programme, potential barriers to a successful application were recognized and addressed. It is suggested that similar efforts be made for future cohorts of the Programme and lessons learned will be used to inform broader outreach in general. At the time of preparation of this report, 13 selected candidates from 13 least developed countries have joined the

¹ See document A75/31.

Organization and begun their respective assignments. The complete first cohort is expected to have joined by mid-November 2022 following a rigorous, competitive and merit-based selection process.

Recruitment and selection

19. As part of the WHO transformation agenda, the target was established for completion of the recruitment process within 112 calendar days (or 80 working days), primarily through the improvement of candidate screening services.

20. The average time to recruit globally was 187 calendar days in both 2019 and 2020, with a range of 17 to 963 days in 2019 and a range of 25 to 627 days in 2020. The global average time to recruit decreased in 2021 to 141 days, with a range of 29 to 376 days. Based on recruitment data from 1 January to 31 July 2022 (250 requisitions published in the first seven months of 2022), the average time to recruit globally decreased to 121 calendar days, with a range of 9 to 251 days. This is significantly better than in the previous two years. A new dashboard is currently under development to improve the analysis and reporting on recruitment data.

21. The Stellis tool used to support recruitment and selection presents a number of challenges, in particular due to the variations in use across major offices to advance the recruitment process in the system. Issues encountered and lessons learned are being used to inform the development of the new enterprise resource planning (ERP) system, which will replace Stellis when launched, in order to ensure that WHO applies a consistent and harmonized Organization-wide approach to recruitment for all contract types, with improved capabilities for reporting and assessment of performance in recruitment.

22. The selection processes to fill positions on the newly established Global Sourcing and Recruitment team continued in 2022, with a new call for international UN Volunteers expected to join in the second half of the year. The new team is operational although still building its capacity as at mid-2022.

GLOBAL INTERNSHIP PROGRAMME

23. The Global Internship Programme was relaunched in October 2022 following its suspension since July 2020 due to the COVID-19 pandemic. A separate, stand-alone report on the Programme¹ has been prepared for the consideration of the Executive Board.

RETAINING TALENT

Performance management

24. An assessment of WHO performance management began in May 2022 and its final report is under preparation. Recommendations will be made for the improvement of related policies, system and processes based on best practices in the industry and the specificities of WHO. The assessment takes into account the opportunities presented by the introduction of the new Business Management System (BMS) based on Workday, the related business process optimization to build on the performance management functionality of the new system and the specific challenges to performance management that large-scale teleworking has presented. An external service provider, selected through a “request for

¹ Document EB152/50.

proposal” process, conducted the review and led the consultative assessment process, with input from key stakeholders across the three levels of the Organization.

25. The scope of the assessment includes the current organization and management of the performance management function at all the three levels of the Organization; the existing policies, including the performance management development framework, managing underperformance and recognizing excellence; the processes for the entire WHO workforce (staff and non-staff), including emergencies; and both the existing tool (eWork) and the new tool (BMS/Workday) and their functionalities.

26. A global survey was conducted to seek input from the workforce across the three levels of the Organization on their performance management challenges and suggestions for improvements. Focus groups and interviews were held with key stakeholders to discuss the weaknesses of the current performance management system and approach and potential solutions.

27. The BMS project includes a module on performance management and working sessions in this area with the new ERP service provider are ongoing. This module will replace the existing tool (eWork) and its design will be informed by the above-mentioned assessment.

Staff learning and development

28. The Pathways to Leadership Programme, led by the Regional Office for Africa, continues to be implemented across major offices, with 20 participants from the Regional Office for Europe and 27 women from francophone countries benefiting from the Programme in 2022. A joint Regional Office for Africa/Regional Office for Europe cohort for 25 participants was launched in September 2022. The Regional Office for Africa conducted the second round of 360-degree feedback for 40 participants in the Programme, enhancing their awareness of their personal development. The 360-degree feedback process used in this programme informed the headquarters 360-degree feedback exercise launched in 2022, as described below.

29. During the biennium 2020–2021, WHO funded specialized leadership and management courses delivered by the United Nations System Staff College, for over 200 staff members at various levels worldwide; 44 senior managers at grade P5 and above, 71 female staff members at grades P4/P5, 44 National Professional Officers and staff at grade P2/P3 as well as 55 administrative support staff from all regions. In addition, several courses on other administrative topics, including effective writing skills, virtual events facilitation, trainer essentials and knowledge management were offered to a total of 88 members of staff in support functions.

30. WHO’s successful collaboration with the United Nations System Staff College continues and currently 245 WHO staff members are already enrolled at Staff College courses, including:

- 39 senior managers at grade P5 and above in the UN Executive Management Programme
- 34 female staff members at the P4/P5 level in the Leadership, Women and the United Nations course
- 27 staff members at the P2 and P3 levels in the UN Emerging Leaders e-curriculum
- 24 staff members at grade G5 and above in the Leadership Skills for Support and Administrative Functions course

- 31 administrative assistants in the Skills for Administrative Assistants course.

31. At the end of 2021, the Global Learning and Development Committee approved 23 global and 35 regional learning initiatives for the biennium 2022–2023, which included courses for human resources professionals by the Chartered Institute of Personnel and Development; project management courses; access to more than 5000 short courses on LinkedIn Learning platform; global procurement courses; performance management courses; coaching for managers; and disability awareness and inclusion courses. Regional initiatives covered such areas as capacity-building for WHO Representatives; resource mobilization and donor engagement; country strategic planning; and conflict management.

32. For current WHO mandatory training, the compliance rates per course are indicated below. WHO follows up with regular reminders to complete mandatory training and increase compliance. New revisions to the mandatory training policy have been proposed to link compliance with the overall performance assessment rating.

- **Prevention of sexual exploitation and abuse training:** assigned on and effective as at 3 November 2021 to all members of the WHO workforce (more than 15 000 individuals). Mandatory completion by 3 February 2022; current compliance rate: 93% compliance.
- **United to respect: preventing sexual harassment and other prohibited conduct:** assigned on and effective as of 16 March 2022 to all members of the WHO workforce (more than 15 800 individuals; general version for staff with no supervisory role: 13 320 staff; managers version for staff with a supervisory role: 2 610 staff). Mandatory completion by 16 June 2022; current compliance rate: 91% for general version, 89% for managers version.
- **United Nations BSAFE security awareness training course (completed by more than 10 239 current members of the workforce):** assigned to all staff in October/November 2022 to allow for full compliance monitoring across departments at all three levels.
- **Cybersecurity essentials and preventing phishing training course:** 91% compliance.
- **Cybersecurity refresher training course:** 93.5% compliance.

33. Future mandatory training initiatives include the WHO Ethics Empowerment mandatory training to be issued at end-2022/beginning-2023.

34. As at July 2022, 1785 staff members had participated in Arabic, Chinese, English, French, German, Portuguese, Russian and Spanish language courses: 30% of participants were based in the African Region, 10% in the South-East Asia Region, 7% in the European Region, 13% in the Eastern Mediterranean Region, 5% in the Western Pacific Region and 35% at headquarters. The language course catalogue has been expanded to include new topics and delivery formats. About 430 staff members have been selected to take part in special training courses that focus on writing and communication-related soft skills. The global language programme will financially endorse 136 candidates for the 2022 United Nations Language Proficiency Examination.

35. Following the trend in 2020–2021, the interest in the Arabic, Chinese and Russian languages continues to grow: in 2022, the number of enrollments in these languages increased by 25% compared with the previous biennium (169 participants in 2020, 178 in 2021 and 220 in 2022).

36. To date in 2022, approximately 400 staff members have been invited to participate in the online headquarters induction programme. With the programme adjusted to a virtual environment, there is no limit to the number of invitees and participants can easily access the recordings of the sessions if they are unable to participate live. To ensure that all newly recruited staff members who will take up an appointment at any WHO location receive the same information about working for the Organization, a global induction programme will be designed and developed in a modular e-learning pathway to be implemented globally as a complement for the existing induction programmes in each major office.

37. A 360-degree feedback process as a staff development exercise was launched in 2022 in order to provide the workforce with an opportunity to build on their strengths and realize their full potential. As part of the WHO transformation effort, the exercise aims to improve organizational effectiveness, transparency and performance. It is expected that the process will serve to build a culture of trust and feedback across the Organization, strengthen performance and accountability at all levels and provide staff with valuable information for learning and development purposes. The process was rolled out at the end of the first quarter of 2022 in a phased approach, with the first cohort of staff at the headquarters level represented by a selected group of 466 participants from all divisions and made up of directors, managers and individual contributors. The exercise included communication tools and information sessions in the form of webinars, videos and written messages addressed and made available to all staff. After the receipt of feedback, an individual report was sent to each participant and individual debriefing sessions with an external consultant were organized for all participants. Lessons learned are being gathered to inform and further improve the process and its scale-up across the Organization is under consideration. Aggregated reports on the feedback gathered will be produced and the information will be used to inform the strategy in order to support staff in their career development as well as specific learning and development initiatives.

Mentoring

38. The WHO global mentoring programme is part of an organizational development approach to supporting staff in their career development, on-the-job learning, knowledge sharing and capacity building. The number of mentors currently available is 180; these are staff of all grades and from all WHO regions, as well as some WHO retirees. Training and briefing sessions for mentors in support of “confident career conversations” with mentees have continued to facilitate career development discussions.

39. Since January 2022, staff at the global level have continued to benefit from mentoring relationships while also receiving training and guidance through online workshops or individual sessions offered by the Career Management and Development Team. In 2022, collaborative mentoring initiatives continued to be held through the International Training Centre mentoring process, thanks to which 10 WHO staff members joined the Training Centre’s mentoring programme for women as mentors or mentees. This programme aims to increase gender parity and empower women at all stages of their careers through one-to-one mentoring, mentoring circles and various learning events and workshops offered to mentees. A global speed mentoring event was organized in May 2022, during which 16 staff members were offered the opportunity to experience mentoring and be exposed to its benefits.

40. The Regional Office for Africa’s mentorship initiative is a six-month programme conducted using a virtual platform; it consists of pairing junior and senior staff based on individual values and launched the fourth cohort of its mentorship programme for staff in October 2022. To date, 300 mentees from WHO African Region and 140 mentors from across all WHO major offices including WHO headquarters have been successfully matched and achieved key outcomes of the mentorship programme. This programme has been recognized globally as one of the best initiatives to accompany staff in

building their capacity, based on their professional needs and career development. Assessment of cohorts 1 and 2 revealed that 90% and 80% of mentees felt motivated and a sense of belonging, respectively, while 85% and 83% of mentors felt they have a better understanding of the Organization.

41. The AFRO Team Performance Programme is anchored in the WHO competencies framework and WHO Values Charter. It seeks to equip staff at all levels with the tools and skills to improve their professional competencies; build the capacity for teamwork across the Organization through provision of comprehensive support and personalized coaching; and increase staff alignment with WHO values to foster a collaborative culture. It consists of 32 training modules and individual coaching sessions, with a broad array of tools, and staff development concepts are delivered through practice-based co-development workshops and virtual training sessions that emphasize self and group awareness, interpersonal communication and insightful use of resources such as time. To date, 45 general service staff and 20 international professional staff have participated in 11 customized development workshops, 102 individual coaching sessions and four group coaching sessions.

Career pathways and career development

42. A high-level career management framework has been established and updated, focusing on two main career streams in WHO: public health and operations. Interviews with directors in the operational career stream have been finalized thanks to the participation of all major offices and further inputs are currently being sought through additional in-depth interviews. Interviews with directors in the public health area started at the headquarters level and will be followed shortly by interviews at the regional and country levels supported by colleagues in all major offices. In order to keep all WHO staff updated on the progress made in this area, an online career pathway and development newsletter was developed and shared with the entire workforce in July 2022.

43. In 2022, career management activities, coaching, mentoring, emotional intelligence training and team-building sessions, as well as career counselling, continued to be offered both remotely and face to face. The new career development programme, entitled “Advance”, was delivered in 2022 to promote women’s leadership while addressing the specific career development needs and challenges of female national professional officers and general service staff. A second cohort of the programme is scheduled to start in early January 2023. The programme is complemented by coaching support provided by a group of WHO internally qualified coaches. A new edition of the EMERGE programme, which was co-developed with other 11 international organizations, was held remotely from October 2021 to June 2022 and saw the enrolment of WHO national professional officers at P3 level who took part in a leadership development path aimed at supporting their career development.

44. An online and interactive master class with an internationally renowned speaker was offered in June 2022, allowing staff globally to actively take part and be exposed to the topic of career development in a hybrid work environment.

45. The business process optimization phase of the new talent management platform, integrated into the new enterprise resource planning system, started with the definition of the key requirements, technical features and process steps.

Mobility

46. The number of staff members in the professional and higher categories holding long-term appointments who moved from one duty station to another for the period January–July 2022 stands at 142, compared with 168 at the same time in 2021 and 225 for the period January–December 2021

(see workforce data, Tables 14 and 15). At the same time, there has been an increase in the percentage of moves from one major office to another to date in 2022: 42% of total moves as at July 2022, compared with 38% of total moves in 2021.

47. The mobility simulation exercise, which was launched in October 2020 to validate the accuracy of the data currently available on staff and positions and test implementation of the major components of the proposed policy and governance mechanisms, has been completed. The extensive feedback received from the staff members participating in the simulation exercise was included in the final report and used to inform the proposed implementation plan. The simulation was concluded in December 2021 and the lessons learned and recommendations arising from the simulation exercise were included in the report prepared in June 2022, which was submitted to senior management.

ENABLING WORKING ENVIRONMENT

Diversity, equity and inclusion

48. The HR agenda for diversity, equity and inclusion for the WHO workforce and an associated action plan were published in the e-manual in May 2022. The purpose of the HR agenda is to lay the foundations for measures to attract and retain a diverse workforce and create a work environment that is welcoming to all, in which everyone feels valued and can perform at their best. The outcomes of the Listen, Learn and Act Together Initiative, through which experts were engaged by the Organization to advise WHO in this area, will be incorporated into further updates of the HR agenda and action plan for the workforce.

49. WHO completed the update of its policy on the employment of persons with disabilities, which was published in early 2022. It provides for the full and equal enjoyment of all human rights and freedom for all persons with disabilities, without discrimination of any kind, and is linked to the WHO Diversity, Equity and Inclusion agenda for the WHO workforce. The policy aims to facilitate equality of access to employment, advancement and retention in WHO for persons with disabilities, including the provision of reasonable accommodation, recognizing that it is in the interest of WHO to recruit and maintain a diverse and skilled workforce that is representative of the diverse nature of society, which includes persons with disabilities. Standard operating procedures and guidance on the provision of reasonable accommodation will be developed and published in 2022.

Prevention of abusive conduct, including sexual harassment

50. Since the adoption of the WHO policy on preventing and addressing abusive conduct in March 2021, the implementation plan has been rolled out and includes a robust communication campaign and the dissemination of new communication materials and resources that regularly remind the members of the workforce of their duties in preventing and addressing abusive conduct. New training sessions, both optional and mandatory and tailored to the needs of different audiences, have been delivered across the three levels of the Organization. Particular emphasis is being placed on background verification through, in addition to other tools, the use of Clear Check, a United Nations system-wide electronic database that permits the screening of candidates and the sharing of, among other things, information on former personnel against whom allegations of sexual harassment or sexual exploitation and abuse were substantiated. A system was also established to ensure the implementation of the policy's prevention measures in all offices. New standard operating procedures for background verifications are under development and new services to expand verification and screening have been contracted through OneHR, a common United Nations shared service centre.

51. Action is being taken to include sexual harassment in a new and comprehensive WHO policy on sexual misconduct and the WHO policy on preventing and addressing abusive conduct will be updated accordingly.

Internal justice system

52. The Secretariat continues to monitor the reform of the internal justice system launched in 2016; the resulting improvements include a greater emphasis on the informal resolution of disputes, which has significantly reduced the number of appeals. An external consultant was selected to conduct a review of the relevance, efficiency, effectiveness and independence of the internal justice system. The review process started on 17 January 2022 and was concluded on 17 April 2022 with the issuance of a report. The report found that the reform of 2016 was “a successful one” and that “WHO/UNAIDS have put in place the essential internal justice mechanisms to deal with work-related disputes both at a formal and an informal level”. The report provides a list of recommendations for improving the system in the areas of informal resolution, investigation and disciplinary processes, access to justice, legal assistance and whistleblower protection. A workplan is currently under discussion to implement those recommendations.

53. In addition, the Joint Inspection Unit has commenced a review of the internal justice systems of organizations within the United Nations system for the period September 2021–December 2022, with a view to mapping approaches to internal justice mechanisms and assessing the adequacy and capacity of such mechanisms to deliver on the objectives set out in the applicable regulatory frameworks.

Flexible working arrangements

54. Guided by the framework prepared by the WHO task force established by the Director-General to review flexible working arrangements and endorsed by the Global Policy Group in May 2021, the Department of Human Resources and Talent Management published a policy to introduce a holistic approach to implementing flexible working arrangements across all levels of the Organization in July 2022; it entered into effect on 1 September 2022, enabled by necessary system enhancements in some areas and accounting for major office specificities.

Contractual modalities

55. In November 2020, a three-level global task force was established to review the use of WHO’s existing contractual arrangements in order to determine how these arrangements can be designed, adapted or used more effectively; establish how the related processes can be further improved to support the business needs of the Organization; support hiring managers in choosing the approach that best meets their needs; and ensure that WHO’s working environment is supportive and enabling, while remaining productive and responsive to the needs of the workforce and key stakeholders. The task force completed its work and prepared its final report in the fourth quarter of 2022.

Human Resources Global Operations

56. Human Resources Global Operations (HR Global Operations) is an integral part of the Secretariat’s work on human resources and talent management and consists of a dedicated human resources service centre operating from the Global Service Centre in Kuala Lumpur. HR Global Operations plays a significant role in the Secretariat’s efforts to modernize and standardize WHO’s human resources services.

57. The HR Global Operations team provides centralized services to the workforce, processing more than 130 types of human resources transactions, including staff contract management, statutory travel, self-service human resources, incident management, master data management and annual compliance exercises. In 2021, HR Global Operations started offering new services, including staff onboarding, staff salary step determination, a revised separation exit survey, Organization-assisted shipment upon appointment, reassignment and separation, and reimbursement of COVID-19-related testing and quarantine expenses. In 2022, the HR Global Operations team stabilized these new services, benefiting from lessons learned and data collected that will continue to contribute to further improvements in these areas.

58. In 2021, the HR Global Operations team launched a new service desk for the Joint United Nations Programme on HIV/AIDS, providing services related to appointments, separation and statutory travel. In 2022, the HR Global Operations team completed one year of its operations and a performance review exercise was also undertaken.

59. In 2022, HR Global Operations recommenced the exercise of quarterly meetings with its counterparts at all the WHO regional offices, which enables its team to gather valuable feedback on service provision and deliberate on possible joint improvements. The team also continues to provide a mixture of dedicated and on-call services to the WHO emergency operations, including during a second shift on weekdays, a shift on Sundays, and on-call shifts on Saturdays and official holidays.

60. From February 2022, HR Global Operations launched a new centralized service that provides an entitlements induction for newly joined employees at a number of headquarters duty stations. It provides a complete orientation to all staff entitlements for newly recruited staff members.

Staff health and well-being

61. The health and well-being of the workforce underpins the Organization's ability to achieve its strategic goals and are essential components of organizational success. Recognizing that healthy organizations achieve more, WHO is aligning its health and well-being strategy with its new operating model at all levels of the Organization in order to ensure a healthy work environment for all.

62. To achieve a healthy working environment, the Secretariat has contributed to various programmes and initiatives – including the United Nations Medical Directors Network; the United Nations System-wide Forum on Occupational Health and Safety, chaired by WHO; the revitalization and rebranding of the Organization's Health, Safety and Well-Being Committee; and the WHO Mental Health Task Force – in implementing the United Nations Mental Health and Well-Being Strategy.

63. In 2022, the Mental Health Task Force proposed and facilitated activities for supporting and promoting mental health at the workplace. Individual support, interactive webinars and support for teams on a range of topics were facilitated. The task force commissioned the development of an application to provide well-being resources to the WHO workforce – the WHO Platform on Mental Health – that was launched in May 2022.

64. The Department of Staff Health and Well-being plays an essential role in outbreak and emergency response activities by protecting and promoting the health and well-being of WHO's global workforce. During the current COVID-19 pandemic, the Department has contributed to business continuity planning at WHO headquarters; worked with technical experts, human resources, building management and communications partners to develop occupational safety and health measures and guidance; and offered ongoing medical, psychological and social support to personnel, including contact-tracing and

additional measures for protecting and promoting employee health during the COVID-19 pandemic. During the pandemic, the Department continued to provide support to other grade 3 emergencies, including in Afghanistan, the Democratic Republic of the Congo, Ethiopia (Tigray and northern Ethiopia), Guinea and Ukraine.

65. In addition, as part of the global COVID-19 response, the Secretariat has taken the lead within the United Nations System Task Force on Medical Evacuations (MEDEVACs) to establish a MEDEVAC Medical Coordination Unit. The 24/7 MEDEVAC system aims to support United Nations and humanitarian aid workers who are staying and delivering their mandates during the pandemic. Since May 2020, the Unit has conducted 441 MEDEVACs from 69 countries in all six WHO regions. The Task Force recently extended the COVID-19 MEDEVAC mechanism until 31 December 2022, subject to quarterly review.

66. In the area of staff health and well-being, the Secretariat continues to provide support to staff prior to, during and after deployment. Despite the progress made, additional human and financial resources are required to ensure equal support for the WHO workforce across the three levels of the Organization. A psychologist, supported by a consultant psychologist, continues to provide specialized mental-health-at-work support for headquarters staff. The global workforce also has access to awareness-raising training on the protection of mental health at work.

67. In September 2022, the Secretariat launched a new employee assistance programme to provide the global workforce with a 24/7 counselling service available in 48 languages with coverage in 70 countries. The service is available over the phone, by email or through an application.

68. In 2022, the position of Staff Counsellor at headquarters was transferred to the Department of Human Resources and Talent Management. Since January 2022, WHO has increased its resources in this area to provide support to the workforce. The first fixed-term Regional Staff Counsellor was recruited in the Regional Office of the Eastern Mediterranean Region.

69. During the first six months of 2022, staff counsellors provided emergency support to Ukraine, including missions to the Ukraine country office and provision of counselling to staff in the field, with recommendations and follow-up actions proposed to senior management.

70. Ongoing individual and team support was provided by the Staff Counsellor, supported by a consultant, through self-help groups and interactive webinars on psychosocial issues.

ACTION BY THE EXECUTIVE BOARD

71. The Executive Board is invited to note the report, including its annexes, and to consider the following draft resolution on a housing allowance for the Director-General:

The Executive Board,

Having considered the human resources update,¹

RECOMMENDS to the Seventy-sixth World Health Assembly the adoption of the following resolution:

The Seventy-sixth World Health Assembly,

Noting the recommendations of the Executive Board with reference to a housing allowance for the Director-General,

1. ESTABLISHES a housing allowance for the Director-General of US\$ 7000 per month adjusted annually with reference to the consumer price index for Geneva;
2. DECIDES that this housing allowance will be in lieu of any other schemes to support the cost of accommodation that may be applicable to WHO staff;
3. DECIDES that the Director-General's contract shall be amended accordingly;
4. DECIDES that the housing allowance will be effective 1 June 2023 in place of the interim allowance approved in decision WHA75(13) (2022).

¹ Document EB152/47.

ANNEX 1

HOUSING ALLOWANCE FOR THE DIRECTOR-GENERAL**BACKGROUND**

1. The Seventy-fifth World Health Assembly, having considered the report by the Director-General,¹ and having considered the report of the Programme, Budget and Administration Committee of the Executive Board to the Seventy-fifth World Health Assembly² on the proposed application of a housing allowance for the Director-General presented in the Annex to document A75/31, and the corresponding amendment proposed to the draft contract of the Director-General, contained in document A75/5, decided in its decision WHA75(13) (2022) to:

(1) to defer a decision on the proposed application of a housing allowance for the Director-General to the Seventy-sixth World Health Assembly in 2023, through the 152nd session of the Executive Board and the thirty-seventh meeting of the Programme, Budget and Administration Committee of the Executive Board;

(2) grant an interim allowance of US\$ 5000 per month for the Director-General given the exceptional circumstances.

2. This Annex provides additional information on a proposed housing allowance for the Director-General for consideration by the 152nd session of the Executive Board and the thirty-seventh meeting of the Programme, Budget and Administration Committee of the Executive Board.

3. A housing allowance is one element of the compensation package that may be provided to executive heads of the organizations of the United Nations system. It is payable in addition to the net salary plus post adjustment and representation. The form and amount are approved by the relevant governing bodies.

4. Pursuant to resolution WHA15.4 (1962), the Executive Board at its thirty-first session considered a report on housing allowance or housing for the Director-General³ and adopted resolution EB31.R23 (1963), in which the Board decided to keep the matter under review for the time being and requested the Director-General to prepare a further report on the subject as such time as more specific recommendations could be made.

¹ Document A75/31.

² Document A75/57.

³ Document EB31/32.

SITUATION IN OTHER UNITED NATIONS ORGANIZATIONS

5. Across duty stations, United Nations organizations use a variety of means to support the accommodation of executive heads, including the following: provision of accommodation directly; rental subsidies in accordance with United Nations common system entitlements; separate housing allowances; and the full payment of rent. There are, however, some United Nations organizations that provide no support. As at January 2022, the following list provides an overview in respect of allowances provided to the executive heads of other specialized agencies:

- FAO: directly rents appropriate housing accommodation and pays related expenses
- ILO: provides 100% of monthly rent and fixed charges
- UNESCO and IFAD: provide a flat and cover related expenses
- IAEA, ITU, WIPO, UNIDO, UNWTO, WFP: provide a housing allowance
- ICAO, UPU, UNOPS, UN-WOMEN: provide a rental subsidy, if applicable
- IMF, IMO, World Bank Group, WMO: no housing allowance is indicated

6. Specialized agencies in Geneva provide housing allowances or cover housing costs directly for their executive heads as follows:

Agency	Annual amount Original Currency	Annual amount US dollars	Monthly amount US dollars
ILO	CHF 144 000 (max)	US\$ 156 769 (max)	US\$ 13 064 (max)
WIPO	CHF 77 145*	US\$ 83 986	US\$ 6999
ITU	CHF 71 400	US\$ 77 731	US\$ 6478

*Updated annually based on the consumer price index for Geneva.

7. Accordingly, a housing allowance in the amount of US\$ 7000 per month, updated annually on the basis of the consumer price index for Geneva,¹ is being proposed for the Director-General of the WHO, in line with the practice in other comparable specialized agencies.

¹ The consumer price index for Geneva is issued by the Office cantonal de la statistique.

ANNEX 2

**PROPOSED AMENDMENT TO THE CONTRACT OF THE
DIRECTOR-GENERAL^{1,2}**

In relation to the housing allowance and in the light of information provided in Annex 1, should the Executive Board recommend to the Health Assembly that it agrees to include the proposed housing allowance to the amount of US\$ 7000 per month in the contract of the Director-General, then section II, paragraph 2, and section III of the contract of the Director-General would be amended as follows.

Current text	Proposed amended text
<p>...</p> <p>II.</p> <p>...</p> <p>(2) In addition to the normal adjustments and allowances authorized to staff members under the Staff Rules, the Director-General shall receive an annual representation allowance of twenty-one thousand United States dollars or its equivalent in such other currency as may be mutually agreed between the parties to this Contract, to be paid monthly commencing on the sixteenth day of August of the year two thousand and twenty-two. The representation allowance shall be used at his discretion entirely in respect of representation in connection with his official duties. He shall be entitled to such reimbursable allowances as travel allowances and removal costs on appointment, on subsequent change of official station, on termination of appointment, or on official travel and home leave travel.</p>	<p>...</p> <p>II.</p> <p>...</p> <p>(2) In addition to the normal adjustments and allowances authorized to staff members under the Staff Rules, the Director-General shall receive an annual representation allowance of twenty-one thousand United States dollars or its equivalent in such other currency as may be mutually agreed between the parties to this Contract, to be paid monthly commencing on the sixteenth day of August of the year two thousand and twenty-two. The representation allowance shall be used at his discretion entirely in respect of representation in connection with his official duties. The Director-General shall receive a housing allowance of seven thousand United States dollars to be paid monthly commencing on the first day of June of the year two thousand and twenty-three. He shall also be entitled to such reimbursable allowances as travel allowances and removal costs on appointment, on subsequent change of official station, on termination of appointment, or on official travel and home leave travel.</p>

¹ The contract of the Director-General is contained in document WHA75/2022/REC/1, Annex 1.

² Proposed deletions are indicated in strikethrough and proposed additions in bold text.

<p>...</p> <p>III. The terms of the present Contract relating to rates of salary and representation allowance are subject to review and adjustment by the Health Assembly, on the proposal of the Board and after consultation with the Director-General, in order to bring them into conformity with any provision regarding the conditions of employment of staff members which the Health Assembly may decide to apply to staff members already in the service.”</p> <p>...</p>	<p>...</p> <p>III The terms of the present Contract relating to rates of salary, and representation allowance and housing allowance are subject to review and adjustment by the Health Assembly, on the proposal of the Board and after consultation with the Director-General, in order to bring them into conformity with any provision regarding the conditions of employment of staff members which the Health Assembly may decide to apply to staff members already in the service.”</p> <p>...</p>
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