

## **Human resources: annual report**

### **Report by the Secretariat**

1. This report provides an update on several human resources policies, such as the geographical mobility policy and United Nations common system issues. In addition, it analyses some trends in the WHO workforce. Workforce data for the period from 1 January to 31 December 2015 are available on the WHO website.<sup>1</sup> A report on the question of human resources management in the context of emergency response and the statement by the representative of the WHO staff associations are contained in separate documents.<sup>2</sup>

#### **UPDATE ON THE WHO GEOGRAPHICAL MOBILITY POLICY**

2. The geographical mobility policy was promulgated by the Director-General in January 2016. It applies to all WHO staff members in the professional and higher categories, except those in WHO hosted partnerships. Geographical mobility is being introduced in a phased manner, starting with a three-year voluntary phase during 2016–2018. Its implementation will be evaluated annually and the lessons learned from the voluntary phase will inform the Organization on how to implement the policy effectively on a mandatory basis, with the policy and processes being adjusted accordingly. As of 1 January 2019, without prejudice to transitional measures and possible waivers, those staff members whose current assignment has exceeded the standard duration of assignment in their duty station will be required to move.

3. All the major offices subject to the policy offered positions, which were listed in the first mobility compendium of international positions, issued in January 2016. WHO staff members on fixed-term and continuing appointments were invited to apply on a voluntary basis for up to three positions at their current grade in duty stations other than their current one. The number of positions in the compendium and the number of applicants from across the Organization were sufficient to test the process and learn from it. After a technical evaluation of the applications by the category networks, the Global Mobility Committee, composed of senior management representatives from the regions and from headquarters, as well as staff representatives from all major offices, met in March to make placement recommendations. The Director-General, after consultation with the regional directors, decided on the placements. The first mobility exercise was considered by all stakeholders to be successful for several reasons: the assessment of the applications was very extensive and involved technical units, senior management and staff representatives across the Organization; it was the first time that a certain number of international professional positions located in different major offices had

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<sup>1</sup> See the document entitled “Human resources: update, Workforce data, As at 31 December 2015”, at: <http://www.who.int/about/finances-accountability/budget/en/>, accessed 7 April 2016.

<sup>2</sup> See documents A69/30 and EB139/INF.1.

been simultaneously filled in a corporate manner; and it resulted in a higher than usual number of moves from one major office to another.

4. One objective of the managed mobility scheme is to improve cross-fertilization and moves among regions and between headquarters and regions. Current data show that while there are already a significant number of moves of international professional staff members each year (182 in 2015, which constitutes an increase compared to 2014, when the number was 146), these moves mainly take place within the same major office (56% in 2015) (see workforce data, Tables 13 and 14).<sup>1</sup> Indeed, the data for 2015 show that, while headquarters has 50% of the total number of professional and higher category posts, only 2.4% of headquarters' international professional staff moved to another duty station that year (see workforce data, Table 14).<sup>1</sup> Using the current baselines, one of the human resources-related targets in the Programme budget 2016–2017 is to double the proportion of international staff changing duty station (in 2015, 4% of the total number of international professional and higher category staff members moved between regions; the target for 2016–2017 is 8%). It is worth mentioning that, while PAHO is not part of the WHO mobility scheme,<sup>2</sup> moves of international professional staff members regularly occur between the two organizations. For example, in 2015, seven staff members moved from PAHO to WHO and one staff member moved from WHO to PAHO. Furthermore, PAHO has observer status on the Global Mobility Committee.

5. The lessons learned from the first mobility exercise have already led the category networks, the Global Mobility Committee and the staff representatives to make recommendations on improvements to the process that could be implemented for the next mobility exercise, which is scheduled for the second half of 2016 or early 2017. Furthermore, since the geographical mobility policy is a corporate policy, it will be subject to a corporate evaluation by the Secretariat. The Secretariat will continue to provide Member States with regular updates on the geographical mobility policy.

## **GENDER AND DIVERSITY**

6. Overall, 53.1% of WHO staff members holding long-term appointments in all the staff categories are male and 46.9% are female. The number of women in the professional and higher categories has increased steadily over the past 10 years, rising from 571 in 2005 to 854 as at 31 December 2015, the latter number representing 41.8% of the 2045 long-term staff members in the professional and higher categories (see workforce data, Table 2).<sup>1</sup> Despite the positive trend overall, this represents only a very modest increase from 41.7% as at 31 December 2014, showing that further efforts are required. The commitment of the Organization to improving gender balance and geographical representation is reflected in the human resources-related indicators in the Programme budget 2016–2017, where a target of 55:45 has been set as the overall male–female ratio in the professional and higher categories, to be achieved by the end of the biennium.

7. Actions have already been undertaken in WHO to improve gender parity and diversity, particularly in senior positions.<sup>3</sup> While there is gender balance in the senior leadership of WHO, data show that further improvement is needed with respect to other senior positions: 34% of the incumbents of positions with grades P5–D2 and 31% of the heads of WHO country offices are women (data as at

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<sup>2</sup> See document EB136/INF./9.

<sup>3</sup> See document EB138/51, paragraph 14.

31 December 2015). A think tank on gender equity, which includes staff representatives, was established at headquarters in 2015 and presented to the Director-General a list of strategic approaches to reduce the gaps in gender parity in staffing for 2016–2017, the implementation of which is under discussion. Already, there have been some promising trends; for example, the percentage of female applications for longer term positions in the professional and higher categories is steadily increasing, with the percentage rising from 33.2% in 2013 to 37.4% in 2015 (see workforce data, Table 10).<sup>1</sup> In addition, while female candidates (internal and external) represented 37.4% of the applications received, women account for 41.8% of the external candidates that were recruited to longer term positions in the professional and higher categories in 2015.

8. A total of 33% of Member States continue to be either unrepresented or under-represented in the international professional staff category (in which positions are counted for geographical representation). The target in the Programme budget 2016–2017 is to reduce this number to 28%. As at 31 December 2015, 16% of the international professional staff came from under-represented countries (see workforce data, Tables 4a–f).<sup>1</sup> The goal is to increase the intake of candidates from unrepresented or under-represented countries (A category), which will then result in an increase in the percentage of staff from countries in categories B1 and B2 (within their range).

## **WHO WORKFORCE AND STAFF COSTS**

9. As at 31 December 2015, WHO had a total of 7632 staff members, comprising 6237 long-term appointees and 1395 staff on temporary appointment (see workforce data, Table 1).<sup>1</sup> Of the long-term staff, 2045 (32.8%) were in the professional and higher categories, 949 (15.2%) were in the national professional officer category and 3243 (52%) were in the general service category. The number of staff members holding long-term appointments has increased (+23 staff) compared with the number reported in the staffing profile as at 31 December 2014. The 1395 temporary appointees as at 31 December 2015 represent an increase of 319 staff or +29.6% compared with the number shown in the staffing profile as at 31 December 2014. Temporary staff constitute 18.3% of the total workforce. From 1 January to 31 December 2015, staff and other personnel costs amounted to US\$ 920.2 million or 34% of the Organization's total expenditure of US\$ 2746.6 million.

10. A review of the use of non-staff contracts (agreements for performance of work, consultants and special services agreements) is being conducted in order to ensure that such contracts are being used in a harmonized and proper manner across the Organization. The hiring of other non-staff is also being explored: an umbrella agreement between WHO and the United Nations Volunteers secretariat, for instance, would ensure that outreach to and the use of volunteers were harmonized across the Organization. As at 31 December 2015, the numbers of non-staff contracts, in terms of full-time equivalents, were: 998 agreements for performance of work; 383 consultants; and 3585 special services agreements. From 1 January to 31 December 2015, the cost of individual non-staff contractual services amounted to nearly US\$ 218.7 million, or 8% of the total expenditure of the Organization. Non-staff represented 39.4% of the total workforce of WHO in 2015.

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## **PREPARATION FOR THE IMPLEMENTATION OF UNITED NATIONS GENERAL ASSEMBLY RESOLUTION 70/244**

11. There were two items on the agenda of the seventieth session of the United Nations General Assembly that affect human resources management at WHO: one related to the International Civil Service Commission's review of the compensation package for staff in the professional and higher categories, and the other related to the implementation date for raising the mandatory age of separation to 65 years for staff recruited before 1 January 2014.<sup>1</sup> On 23 December 2015, the General Assembly considered the recommendations of the International Civil Service Commission and adopted resolution 70/244.<sup>2</sup>

12. Being bound by the United Nations common system, WHO is making the necessary preparations to implement resolution 70/244. With respect to the changes in the different elements that form part of the remuneration of international professional staff, extensive work is under way to reconfigure the Global Management System to reflect the new calculations of entitlements. At the same time, substantial work on amendments to the Staff Rules and on other administrative issuances is being undertaken to align WHO's regulatory framework with the International Civil Service Commission's recommendations and resolution 70/244. The necessary proposed amendments to the Staff Rules will be submitted to the Executive Board at its session in January 2017 with a view to their entry into force with effect as of 1 January 2017. Details of the policy, system and financial implications of the proposed amendments will be provided at the time of their submission to the Executive Board.

13. In resolution 70/244, the General Assembly decided that the mandatory age of separation for staff recruited before 1 January 2014 should be raised by the organizations of the United Nations common system to 65 years, at the latest by 1 January 2018, "taking into account the acquired rights of staff". The necessary proposed amendment to the Staff Rules will be submitted to the Executive Board at its session in January 2017 with a view to its entry into force with effect as of 1 January 2018.

14. The Secretariat will highlight the implications of such a change with respect to gender and diversity, succession planning, and budget. Information on WHO workforce by age and the retirement projections under the current mandatory age of separation is already available (see workforce data, Tables 7 and 8).<sup>3</sup> In the light of these projections, WHO has pointed out to the International Civil Service Commission that, in a context where the Organization has embarked on a programme of reform that is reshaping its highly specialized workforce, the natural attrition of staff has been seen as an opportunity to improve the alignment of WHO's staffing structure with the new priorities of the Organization, in particular with regard to emergency response and at the country level, and to improve gender balance and geographical representation. For example, looking ahead to the programme budget for 2018–2019, 193 staff members would have been due to retire in 2018 and 189 in 2019, accounting for 6.1% of the total number of staff members. Of these, 52% in 2018 and 41% in 2019 belong to the professional and higher categories. Of the staff members in these categories who would have been due to retire, 64% in 2018 and 69% in 2019 are male.

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<sup>1</sup> See document A69/53.

<sup>2</sup> Available at [http://www.un.org/en/ga/search/view\\_doc.asp?symbol=A/RES/70/244](http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/70/244), accessed 7 April 2016.

<sup>3</sup> See the document entitled "Human resources: update, Workforce data, As at 31 December 2015", at: <http://www.who.int/about/finances-accountability/budget/en/>, accessed 7 April 2016.

15. The implementation of resolution 70/244 will have an impact on succession planning. Indeed, the acquired rights that need to be taken into account when the mandatory age of separation is raised to 65 are the staff members' right to retire at the age of 60 or 62 with the same pension entitlements under the current United Nations Joint Staff Pension Fund rules, which have not been amended. Specifically, individual staff members will decide when to retire. As a result, unless the staff members notify the Organization one year in advance of their decision to retire, the Organization will no longer be in a position to anticipate the retirement of its workforce and adjust its staffing structure accordingly. In addition, the change will have budgetary implications: of the staff members who would have retired had the mandatory age of separation not been amended, 34% in 2018 and 41% in 2019 will have reached their maximum step in their grade. Being allowed to stay for up to three additional years, their salaries will remain higher than the salaries that would have been paid to their replacements, who normally join at a lower step. More detailed information on the implications of this change encompassing the whole United Nations common system will be provided when the proposed amendment to the Staff Rules is submitted to the Executive Board.

## **INTERNAL JUSTICE SYSTEM**

16. In 2016, as part of the WHO managerial reform, a new internal justice system will be implemented, as reported to the Executive Board in January 2016.<sup>1</sup> To ensure that the new system is more effective and more expeditious, and therefore fairer, than the existing mechanisms for resolving employment-related disputes, a significant increase of staff resources will be needed. Increasing the number of staff positions in Geneva would have major cost implications for WHO, which could not be accommodated in the Programme budget 2016–2017. In January 2016, the Programme, Budget and Administration Committee of the Executive Board and the Executive Board discussed the amendments to the Staff Rules necessary to implement the new internal justice system and, with regard to the financial implications, noted that the Secretariat was exploring ways to establish and manage the new internal justice functions across the Organization in a more cost-efficient way in order to reduce the actual cost of the system and to avoid negative financial implications for the approved Programme budget 2016–2017.

## **INTERNSHIP PROGRAMME**

17. WHO offers internship opportunities to students and former students in the six months following their graduation. The internships are unpaid; they are meant to complement the students' studies with concrete professional experience in an international environment. In 2015, WHO offered internship opportunities to 855 students: 15 at the Regional Office for Africa; 15 at the Regional Office for South-East Asia; 125 at the Regional Office for Europe; 44 at the Regional Office for the Eastern Mediterranean; 91 at the Regional Office for the Western Pacific; and 565 at headquarters. Across all offices, 82 Member States were represented in the intern population (see workforce data, Tables 15 and 16).<sup>2</sup> Women accounted for 75% of the overall intern population and interns from developing countries accounted for 20%. Of the total number of interns, 10.8% were based at country offices, 23.1% were based in regional offices and 66.1% were based at headquarters.

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<sup>1</sup> See documents EB138/54 and EB138/54 Add.1.

<sup>2</sup> See the document entitled "Human resources: update, Workforce data, As at 31 December 2015", at: <http://www.who.int/about/finances-accountability/budget/en/>, accessed 7 April 2016.

18. In order to improve diversity in the WHO internship programme and in line with the discussions that took place at the meetings of the Programme, Budget and Administration Committee and of the Executive Board in January 2016,<sup>1</sup> WHO is making active efforts to promote internship opportunities at all levels of the Organization and to refer prospective interns to lists of scholarships that are available for international internships.

#### **ACTION BY THE HEALTH ASSEMBLY**

19. The Health Assembly is invited to note the report.

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<sup>1</sup> See document EBPBAC23/2.