

## 167th SESSION OF THE EXECUTIVE COMMITTEE

*Virtual Session, 30 September 2020*

---

*Provisional Agenda Item 5.1*

CE167/9  
10 August 2020  
Original: English

### **PASB HUMAN RESOURCES MANAGEMENT**

#### **Background**

1. This document describes the progress achieved by the Pan American Health Organization (PAHO) toward implementing the Pan American Health Organization People Strategy 2015-2019. It also provides Pan American Sanitary Bureau (PASB or the Bureau) workforce trends and statistics for the period January to December 2019, and a summary of cases in which disciplinary measures were imposed for the same period.

#### **Changes to PASB Staff Regulations and Rules**

2. PASB amended its Staff Rules and published all necessary policies to implement changes to the salary scale for staff in the professional and higher categories, on a no gain/no loss basis, as recommended by the International Civil Service Commission and implemented by the United Nations common system. These changes took effect on 1 January 2020.

3. The above changes, as well as other substantive and editorial changes, are contained in the Amendments to the PASB Staff Regulations and Rules (Document CE166/15).

#### **Status of the Implementation of the People Strategy**

4. A shared commitment to the transformation of PASB into a more agile organization is crucial for the effective delivery of the its mandate. With the adoption of the Pan American Health Organization People Strategy 2015-2019, PASB set out to “transform while delivering” to ensure that the Organization is fit for purpose. The transformation of organizational processes, policies, and culture is ongoing and extends beyond the PAHO Strategic Plan 2014-2019. During the 2019 calendar year, an Advisory Committee on the Implementation of the People Strategy (ACIPS) was established to advise on the ongoing work and prioritize activities and initiatives set out in the People Strategy. The ACIPS was also tasked with making recommendations to PASB Executive Management on adjustments to the People Strategy required to support the new Strategic Plan of the Pan American Health Organization 2020-2025.

---

*Planning, Staffing Reviews, and Recruitment*

5. A total of 479 international consultants (IPC) and national consultants (NPC) were under contract as of 31 December 2019, a decrease from 556 consultants as of 31 December 2018. These individuals provide technical cooperation for varying periods of time, up to two years for IPCs and four years for NPCs. To ensure optimal use of this contractual modality, PASB Executive Management, the ACIPS, and the Joint Advisory Committee reviewed the policy and procedures for the hiring of consultants.

6. PASB conducted staffing reviews, that is, reviews of the program of work and staffing structure, in the PAHO/WHO Representative (PWR) Offices in Barbados, Brazil, and Guatemala. Though these exercises may be initiated due to a change in technical cooperation priorities, they also are undertaken when the availability of funding changes. Additional staffing reviews will need to be conducted in 2020 in order to ensure that the Organization continues to maintain a reasonable balance between human resources costs and expenditure on technical cooperation activities.

7. Due to budgetary constraints that were expected to continue in the next biennium, the selection process for several vacant posts was suspended during the second half of 2019. Only critical positions were filled during this period. In total, 44 positions were filled in 2019: 33 international professional, four national professional officer, and seven general service positions. Within the framework of the People Strategy, PAHO collaborated with the World Health Organization (WHO) to promote greater use of the Junior Professional Officer program to attract and recruit young talent to the Region of the Americas. The uptake of this program in 2020 is expected to enable PAHO to complement its workforce.

*Management, Leadership, and Competencies*

8. Management, leadership, and coaching programs were merged into a comprehensive and robust program to develop the capacity of current and emerging PASB leaders. In 2019, a group of 27 senior managers participated in the Management and Leadership Program to strengthen their managerial skills and competencies. The program uses the latest online tools and learning approaches that transcend geographic and language barriers, recognizing the diversity of PAHO.

9. PAHO implemented the WHO competency model, which reflects the behaviors and standards that will ensure the success of PAHO along with the personal and professional development of staff members. Each core, managerial, and leadership competency includes a set of behavioral indicators required of a staff member in a particular job and grade level. The competency model will be an essential component of the talent management module in the PASB Management Information System (PMIS).

10. Human resources (HR) planning for the 2020-2021 biennium provided an opportunity for cost center managers to conduct a critical review of staffing (number, composition, skills mix, and competencies of personnel) and contractual modalities

required to better respond to the priorities and commitments of the Organization at national, subregional, and regional levels. The corporate planning process was successfully completed in November 2019 and culminated with approved Biennial Work Plans and corresponding HR plans. This ability to undertake a skills and competency gap analysis through a staffing review is fundamental to any succession management model and is at the foundation of PASB's efforts to optimally align resources with its Strategic Plan. To that end, managers are encouraged to reprofile current and critical vacancies, identify development opportunities, and support development plans that prepare staff for senior roles.

### *Create a World-Class Work Environment*

11. In the first quarter of 2019, PASB employed Gallup services to conduct a personnel engagement survey. Nearly three-quarters (74%) of the workforce participated in the survey, and the results were shared with personnel in April. The results were reported at the overall organizational and entity level, and cost center managers received a scorecard showing the results for their entity. Managers received training on creating an engaging workplace, and the Department of Human Resources Management (HRM) provided assistance to managers for the development and implementation of engagement action plans. By the end of 2019, 47% of PASB cost center managers (27 of 57) had developed engagement action plans for the entities under their responsibility.

12. In the second quarter of 2019, PASB revised the telework policy as one modality of the Organization's flexible working arrangements. By leveraging the cloud-based PMIS, the telework policy renders the Bureau more agile and responsive and takes a step toward a work environment that includes virtual teamwork. Empowering employees to manage where, when, and how they work best is a strong trend in the modern workplace, as recently discussed by the United Nations High-Level Committee on Management. A review of policies and practices that support flexibility will enable staff to better manage professional and personal commitments while allowing the Organization to generate efficiencies and savings through the reduction of administrative expenses.

13. A survey sent to PAHO/WHO Representatives and administrators in the first half of 2019 identified stress as a principal health risk for the mental health of personnel. The financial uncertainty faced by the Organization in the fourth quarter of 2019 led to increased levels of stress among many PAHO personnel. To help address this situation, the Organization provided an in-house psychological counselor who was available to provide support to personnel in Headquarters and PWR offices. This new and temporary service complemented the existing external Employee Assistance Program available to personnel based in Washington, DC. Most cases were related to job uncertainty, relationships between supervisors and employees, or workplace conflicts. It is understood that ongoing access to culturally relevant occupational counseling services, when available, better equips personnel and management to address workplace challenges.

*Enabling Human Resources Function*

14. All Human Resources Management records were scanned as part of a document digitization and cloud storage solution. These included management and coordination documents, post classification, recruitment, temporary staffing, career development, personnel and career files. All files were successfully digitized by December 2019, and the transfer of these files to designated SharePoint sites was 80% complete as of 31 December 2019, with 100% completion projected by the end of January 2020. The Department of Human Resources Management is the first department in PASB to be fully digitized, with web-based access to all files, including on mobile platforms.

15. In 2019, the Bureau improved its ability to measure learning hours and to report on the completion of mandatory trainings, and leveraged PMIS to enhance its reporting capacity. The Bureau also held two orientation sessions for new PAHO personnel and hosted HRM open-house sessions at Headquarters and virtually as an outreach activity and to provide PAHO personnel with information on systems, tools, and new developments. the Bureau's health and well-being web page was also enhanced.

**Staff Misconduct**

16. From 1 January to 31 December 2019, there were seven cases concerning allegations of wrongdoing involving PAHO personnel that led to the imposition of administrative or disciplinary action.

<b>Nature of Wrongdoing</b>	<b>Category of Staff</b>	<b>Administrative/Disciplinary Action</b>
Failing to provide timely, accurate information to the Organization	Professional	Administrative letter
Selling merchandise/engaging in private business activities on PAHO premises	General Service	Administrative letter
Behavior unbecoming an international civil servant	Professional	Written censure
Fraud related to language skills	National Professional Officer	Reduction in grade
Travel claim fraud	General Service	Dismissal
Staff health insurance fraud	General Service	Summary dismissal
Income tax fraud	Professional	Summary dismissal

**PASB Workforce**

17. The annex to this document provides the annual workforce statistics as of 31 December 2019 (or other year as indicated). It includes information regarding the number of personnel in the Bureau and an analysis of their distribution by type of contract, sex, location, and other staffing data, with five-year trends noted.

**Action by the Executive Committee**

18. The Executive Committee is invited to take note of this report and provide any comments it deems pertinent.

Annex

## Annex

## PASB STAFFING STATISTICS

## Report by the Pan American Sanitary Bureau

1. This report provides data from the PASB Management Information System (PMIS) on the profile of PASB human resources as of 31 December 2019, unless otherwise specified. It includes information regarding the number of personnel in the Bureau<sup>1</sup> by type of appointment, type of contract, sex, nationality, grade, location, and years of service. As of 31 December 2019, the Bureau employed 872 staff members and 1,223 individuals working under several non-United Nations personnel contractual mechanisms. It also contains information regarding the movement of international professional staff between duty stations; inter-agency mobility including transfers, secondments, and loans to other United Nations system organizations; and employment of retired staff. Where deemed relevant, data for the last five years are included to provide a trend analysis. Table 1 presents an overview of staff demographics in all staff member categories (professional and higher, national professional and general service) and appointment types (fixed-term and temporary) for 2019.

**Table 1. Overview of PASB Staff Demographics as of 31 December 2019**

Variable	Overview	Criteria
Population	872	Number of staff in all categories holding fixed-term and temporary appointments
Appointment type	770	Number of staff with fixed-term appointments
	102	Number of staff with temporary appointments
Category	505 • 455 fixed-term appointments • 50 temporary appointments	Number of staff in professional and higher categories including ungraded officials
	62 • 62 fixed-term appointments • 0 temporary appointments	Number of staff in national professional officer category
	305 • 253 fixed-term appointments • 52 temporary appointments	Number of staff in general service category

<sup>1</sup> The number of staff with fixed-term appointments includes staff members on special leave as of 31 December 2019.

Variable	Overview	Criteria
Sex	357 <ul style="list-style-type: none"> <li>• 227 (50%) fixed-term, professional and higher categories</li> <li>• 26 (42%) fixed-term, national professional officer category</li> <li>• 66 (26%) fixed-term, general service category</li> <li>• 22 (44%) temporary, professional and higher categories</li> <li>• 0 temporary, national professional officer category</li> <li>• 16 (31%) temporary, general service category</li> </ul>	Number of male staff in all categories holding fixed-term and temporary appointments
	515 <ul style="list-style-type: none"> <li>• 228 (50%) fixed-term, professional and higher categories</li> <li>• 36 (58%) fixed-term, national professional officer category</li> <li>• 187 (74%) fixed-term, general service category</li> <li>• 28 (56%) temporary, professional and higher categories</li> <li>• 0 temporary, national professional officer category</li> <li>• 36 (69%) temporary, general service category</li> </ul>	Number of female staff in all categories holding fixed-term and temporary appointments
Organizational location	500 <ul style="list-style-type: none"> <li>• 277 fixed-term, professional and higher categories</li> <li>• 143 fixed-term, general service category</li> <li>• 40 temporary, professional and higher categories</li> <li>• 40 temporary, general service category</li> </ul>	Number of staff at Headquarters in all categories holding fixed-term and temporary appointments
	372 <ul style="list-style-type: none"> <li>• 178 fixed-term, professional and higher categories</li> <li>• 62 fixed-term, national professional officer category</li> <li>• 110 fixed-term, general service category</li> <li>• 10 temporary, professional and higher categories</li> <li>• 0 temporary, national professional officer category</li> <li>• 12 temporary, general service category</li> </ul>	Number of staff in PWR offices/Pan American Centers in all categories holding fixed-term and temporary appointments
Geographic representation	55	Number of nationalities represented in the international professional category

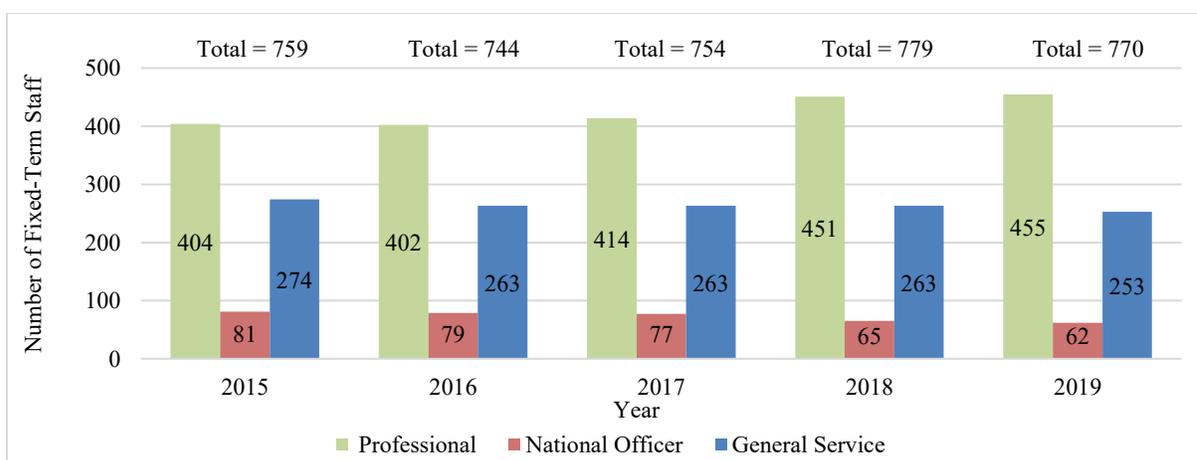
Variable	Overview	Criteria
Mobility	26	Number of international professional staff reassigned to a different duty station in 2019 (internal reassignment)
	11	Number of international professional staff on secondment, loan, or transfer in 2019 (inter-organization mobility)

## Fixed-Term Appointments

### *Fixed-Term Appointments of 1 to 5 Years*

2. As of 31 December 2019, PASB had a total of 770 staff members on either fixed-term appointments of one to five years or career-service appointments,<sup>2</sup> compared with 779 as of 31 December 2018. Of these 770 staff members, 455 (59%) were in the international professional category,<sup>3</sup> 62 (8%) were in the national professional officer category, and 253 (33%) were in the general service category (Figure 1 and Table 2). Over the past five years, the number of staff in the international professional category increased by 12.6%, from 404 in 2015 to 455 in 2019. During this same five-year period, the number of staff in the national professional officer and general service categories decreased by 23.5% and 7.7%, respectively.

**Figure 1. Fixed-Term Staff, Distribution by Category, 2015-2019**



<sup>2</sup> The career-service appointment was discontinued in 2002. Staff members who held such appointments on 1 July 2002 and who remain below grade P6/D1 retain those appointments until they separate from the Bureau.

<sup>3</sup> References to the international professional category throughout the document include staff in the professional and higher categories (P1-D2) and ungraded officials.

**Table 2. Fixed-Term Staff, Distribution by Duty Station and Category, 2019**

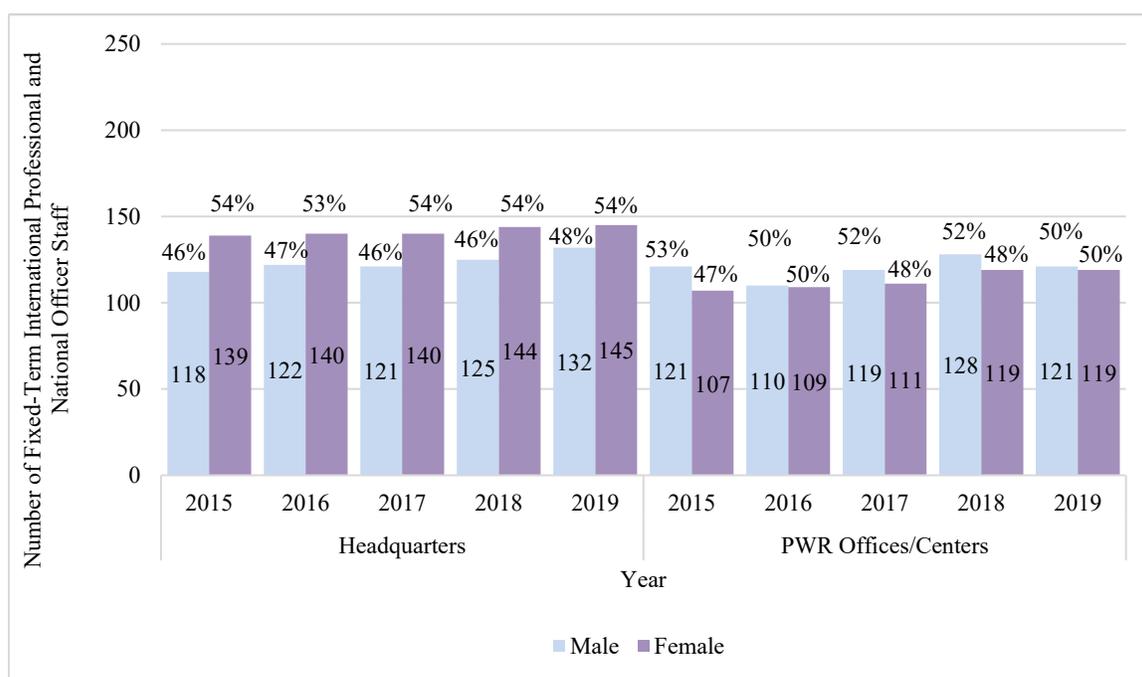
Country	Duty Station	Professional	National Officer	General Service	Total
Anguilla	The Valley	1	0	0	1
Argentina	Buenos Aires	3	2	5	10
Bahamas	Nassau	2	1	0	3
Barbados	Bridgetown	14	1	6	21
Belize	Belize City	3	1	1	5
Bolivia	La Paz	6	1	4	11
Brazil	Brasilia	8	12	9	29
	Rio de Janeiro	11	8	6	25
	São Paulo	1	1	0	2
Chile	Santiago	3	2	4	9
Colombia	Bogotá	5	3	6	14
Costa Rica	San José	3	1	2	6
Cuba	Havana	1	0	0	1
Dominica	Roseau	1	0	0	1
Dominican Republic	Santo Domingo	6	1	3	10
Ecuador	Quito	5	4	3	12
El Salvador	San Salvador	6	0	3	9
Grenada	St George's	1	0	0	1
Guatemala	Guatemala City	9	1	7	17
Guyana	Georgetown	3	3	3	9
Haiti	Port-au-Prince	10	0	7	17
Honduras	Tegucigalpa	8	4	5	17
Jamaica	Kingston	6	1	3	10
Mexico	Mexico City	8	2	5	15
Nicaragua	Managua	5	4	5	14
Panama	Panama City	7	1	2	10
Paraguay	Asunción	7	2	3	12
Peru	Lima	14	1	5	20
Saint Kitts and Nevis	Basseterre	1	0	0	1
Saint Lucia	Castries	1	0	0	1
Saint Vincent and the Grenadines	Kingstown	1	0	0	1
Suriname	Paramaribo	4	1	1	6
Trinidad and Tobago	Port of Spain	4	0	3	7
United States of America	Washington, DC	277	0	143	420
Uruguay	Montevideo	6	3	3	12
Venezuela	Caracas	4	1	6	11
<b>Total</b>		<b>455</b>	<b>62</b>	<b>253</b>	<b>770</b>

*Fixed-Term International Professional and National Officer Staff: Distribution by Sex*

3. With respect to staff in the international professional and national professional officer categories, PASB has maintained a distribution of 51% female and 49% male staff in 2017, 2018, and 2019. In PAHO/WHO Representative (PWR) offices and Pan American Centers, the percentage of women increased from 48% in 2017 and 2018 to 50% (119 of 240) in 2019 (Figure 2).

4. When considering only international professional staff, gender parity has been attained, with a total of 227 male and 228 female staff members. At Headquarters (HQ), the total number of female international professional staff has steadily increased from 139 in 2015 to 145 in 2019, with more women than men in each of the past five years. In percentage terms, women accounted for 52% of Headquarters staff (145 of 287) and 47% of staff in PWR offices and Pan American Centers (83 of 178). In the national professional officer category, there are more female than male staff, with women representing 58% (36 of 62) of employees in that category.

**Figure 2. Fixed-Term International Professional and National Professional Officer Staff, Distribution by Sex and Organizational Location, 2015-2019**



**Table 3. Fixed-Term International Professional and National Professional Officer Staff, Distribution by Grade, Sex, and Organizational Location, 2019**

Grade	Headquarters				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
UG1			1	100%							1	100%
UG2			1	100%							1	100%
UG3	1	100%							1	100%		
D2	2	100%							2	100%		
D1	9	75%	3	25%			3	100%	9	60%	6	40%
P6	5	83%	1	17%	5	56%	4	44%	10	67%	5	33%
P5	15	52%	14	48%	11	61%	7	39%	26	55%	21	45%
P4/NOD	57	48%	62	52%	68	55%	55	45%	125	52%	117	48%
P3/NOC	29	41%	41	59%	13	42%	18	58%	42	42%	59	58%
P2/NOB	13	38%	21	62%	17	49%	18	51%	30	43%	39	57%
P1/NOA	1	50%	1	50%	7	33%	14	67%	8	35%	15	65%
<b>TOTAL</b>	<b>132</b>	<b>48%</b>	<b>145</b>	<b>52%</b>	<b>121</b>	<b>50%</b>	<b>119</b>	<b>50%</b>	<b>253</b>	<b>49%</b>	<b>264</b>	<b>51%</b>

PAHO/WHO REPRESENTATIVES (P5-D1)			
Male	%	Female	%
11	48%	12	52%

5. Women hold 15 posts at the P1/NOA grade level, representing 65% of that grade grouping. The percentage of P2/NOB posts held by women increased to 57% (39 posts) from 52% (37 posts) in 2018 and 47% (28 posts) in 2017. The percentage of P3/NOC posts held by women was 58% (59 posts) in 2019, representing a slight increase from 57% (56 posts) in 2018. However, the percentage of women who held P3/NOC posts in 2019 and 2018 decreased from 62% (66 posts) in 2017. Female representation at the P4/NOD level decreased slightly to 48% (117 posts) from 49% (118 posts) in 2018.

6. At senior levels of the Organization, men hold 26 of the 47 posts at the P5 level (55%), 10 of 15 posts at the P6 level (67%), nine of 15 posts at the D1 level (60%), and both posts at the D2 level (100%). Of the three ungraded (UG) posts, two are occupied by women and one by a man. Of the 23 PAHO/WHO Representatives in the countries, 48% (11) are men and 52% (12) are women, the latter increasing from 46% (11) in 2018 (Table 3).

*Fixed-Term International Professional and National Officer Staff: Distribution by Nationality*

7. Table 4 provides consolidated information regarding the distribution by nationality of staff in the international professional category with fixed-term appointments. This table excludes staff in the national professional officer category to avoid a misinterpretation of geographic representation. Staff in the national professional officer category are nationals of the country of assignment, so including them in the total count positively skews the representation of countries in the Region of the Americas.

**Table 4. Fixed-Term International Professional Staff, Distribution by Nationality, 2019**

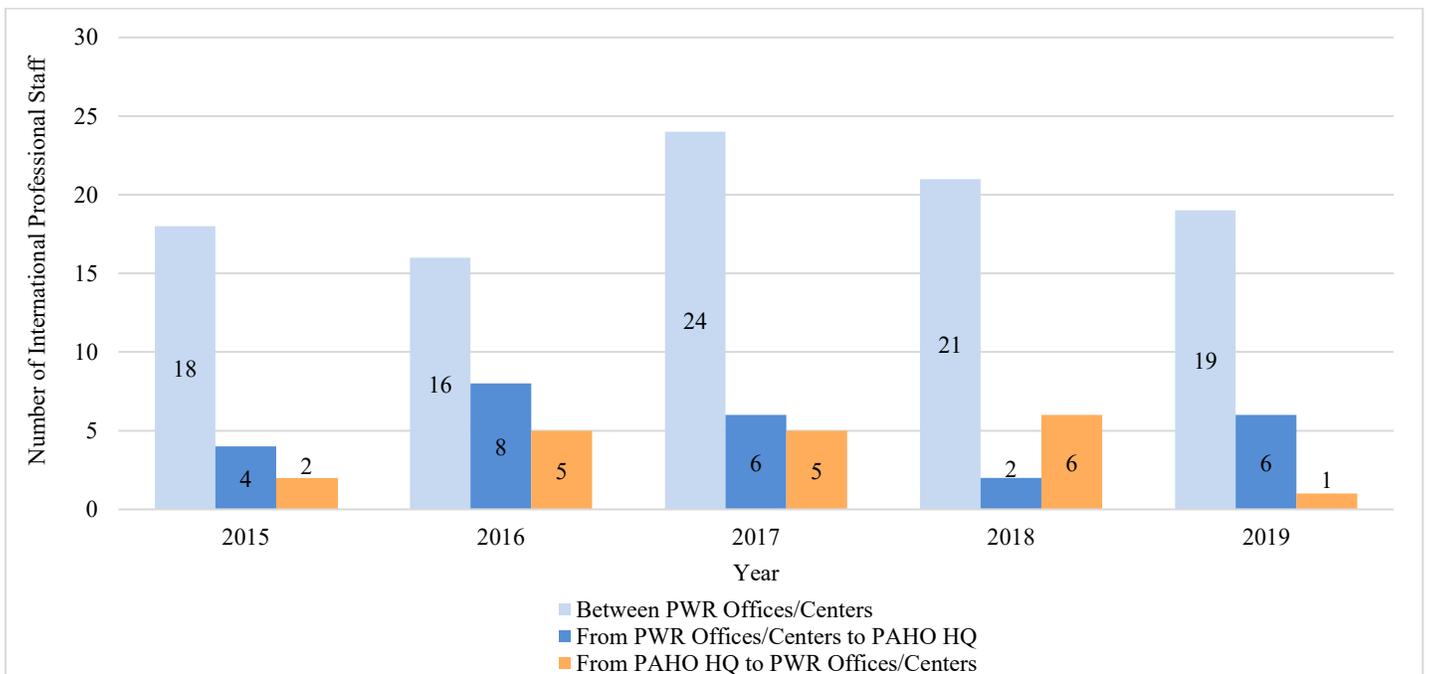
Country of Nationality	Total	Country of Nationality	Total	Country of Nationality	Total
Argentina	21	El Salvador	9	Paraguay	5
Australia	1	Equatorial Guinea	1	Peru	21
Austria	1	France	10	Philippines	3
Barbados	2	Germany	1	Portugal	1
Belgium	2	Ghana	1	Rwanda	1
Belize	5	Guatemala	11	Saint Vincent and the Grenadines	4
Bhutan	1	Guyana	1	Singapore	2
Bolivia	3	Haiti	3	Spain	33
Brazil	46	Honduras	6	Suriname	3
Burkina Faso	1	India	1	Switzerland	1
Canada	11	Ireland	1	Trinidad and Tobago	6
Chile	11	Italy	9	Turkey	1
Colombia	42	Jamaica	8	United Kingdom	12
Congo, Democratic Republic of the	1	Japan	1	United States of America	65
Costa Rica	8	Malta	1	Uruguay	6
Cuba	9	Mexico	13	Uzbekistan	1
Dominica	1	Netherlands	7	Venezuela	8
Dominican Republic	4	Nicaragua	11	<b>Total</b>	<b>455</b>
Ecuador	13	Panama	4		

*Note:* The total number reflects international professional staff with fixed-term appointments only. It does not include staff in the national professional officer or general service categories.

*Fixed-Term International Professional Staff: Mobility*

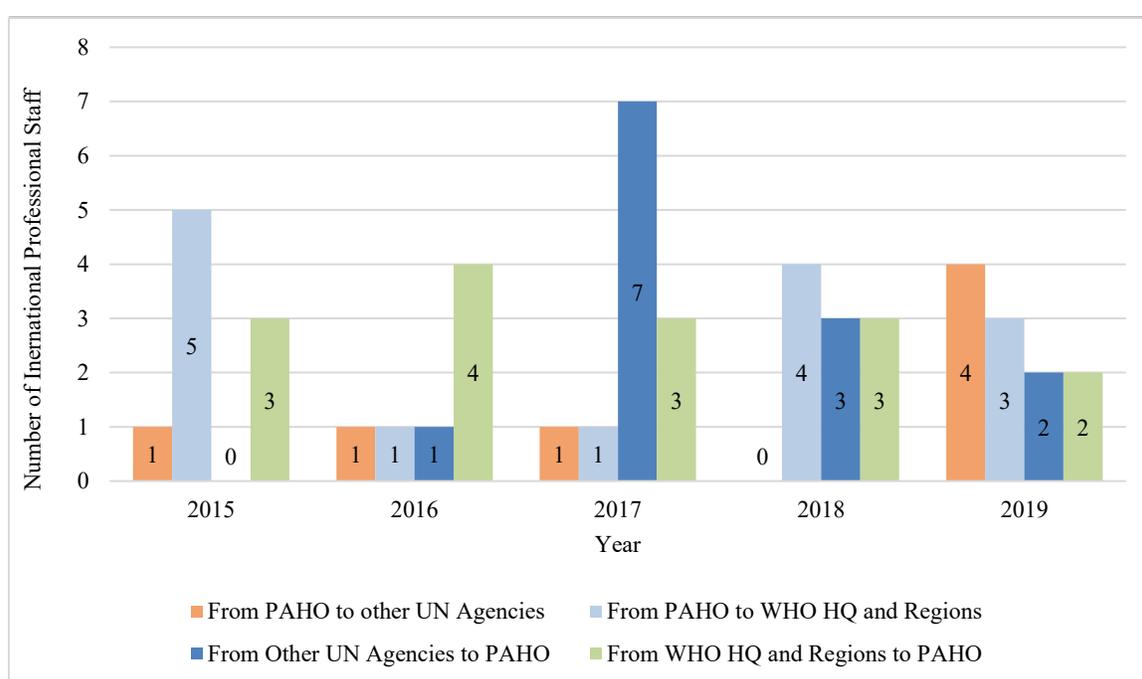
8. PASB monitors the duration of assignment of staff in the international professional category serving outside of Headquarters, to facilitate rotation after five years at the same duty station. In 2019, there were 26 international professional staff reassignments. Of these, 19 reassignments (73%) involved the movement of staff between PWR offices and Pan American Centers; six (23%) involved the movement of staff from PWR offices or centers to Headquarters; and one (4%) involved the movement of a staff member from Headquarters to a PWR office (Figure 3).

**Figure 3. Fixed-Term International Professional Staff, Internal Reassignments, 2015-2019**



9. Additionally, there were eight transfers, two secondments, and one loan, for a total of 11 inter-organization movements in 2019.<sup>4</sup> Four staff members went from PAHO to another United Nations entity, two as transfers and two as secondments. Three staff members transferred from PAHO to WHO Headquarters or another WHO region. PAHO received two staff members on transfer from other United Nations entities, one staff member on transfer from another WHO region, and one staff member on loan from WHO Headquarters. A review of the inter-organization movements over the past five years shows an increase in the movement of PAHO staff to other United Nations entities (Figure 4).

**Figure 4. Fixed-Term International Professional Staff, Transfers, Secondments, and Loans, 2015-2019**



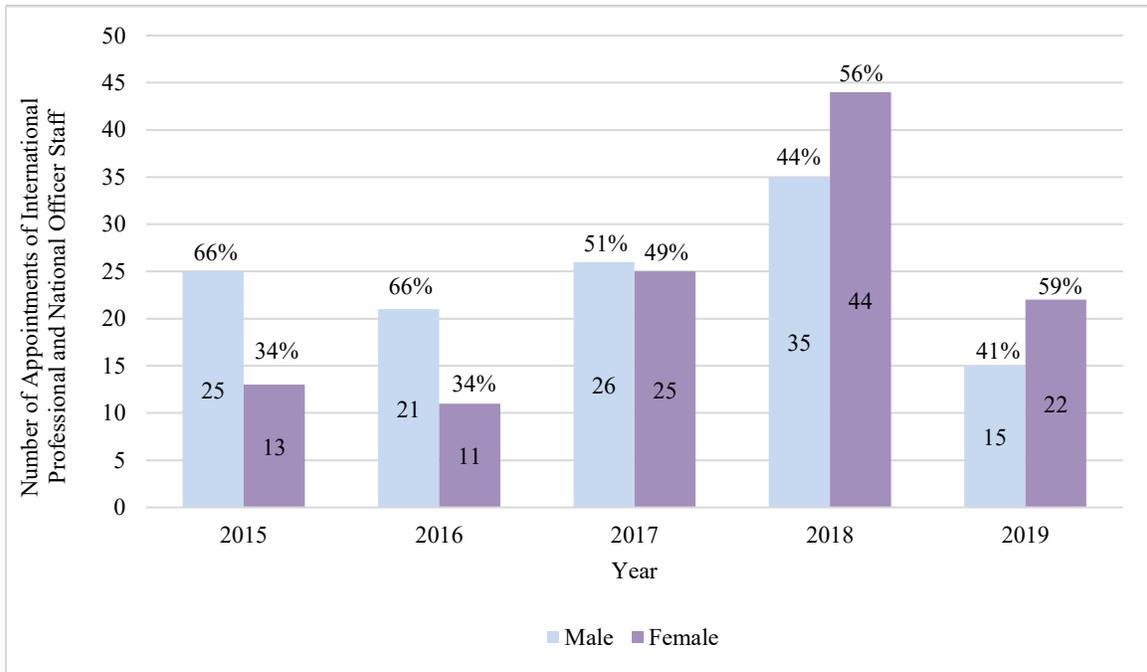
*Fixed-Term International Professional and National Professional Officer Staff: Appointments*

10. During 2019, 37 people were granted fixed-term appointments in PASB: 33 were appointed to positions in the international professional and higher categories, and four to national professional officer positions. Of the 37 appointments, 15 (41%) were men and 22 (59%) were women. This number includes conversions from temporary to fixed-term appointments. There was a decrease in total appointments from 2018; this is a result of the suspension of selection processes for several vacant posts during the second half of 2019, as explained in the report. The appointment of men decreased by 57%, from 35 in 2018

<sup>4</sup> “Inter-organization movements” refers to transfers, secondments, or loans under the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances.

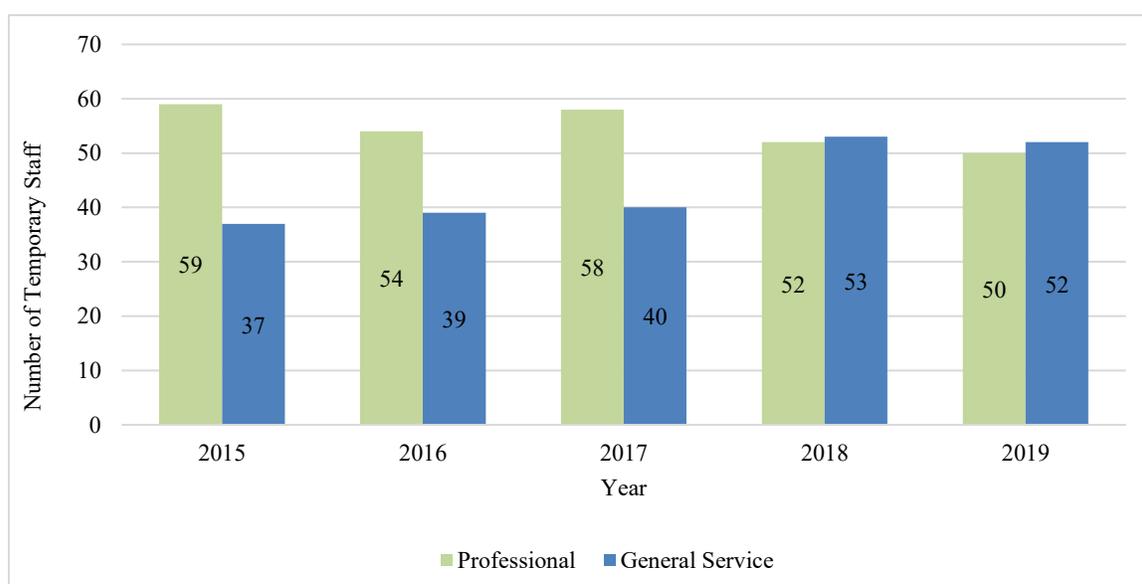
to 15 in 2019. The appointment of women decreased by 50%, from 44 in 2018 to 22 in 2019. A review of appointments over the past five years shows a shift in the distribution by sex: in 2015 and 2016 the Organization appointed more men than women, in 2017 men and women were appointed in almost equal numbers, and in 2018 and 2019 more women than men were appointed (Figure 5).

**Figure 5. Fixed-Term International Professional and National Professional Officer Staff Appointments, Distribution by Sex, 2015-2019**



### Temporary Staff

11. A temporary appointment is a time-limited appointment for less than one year. It may be extended, provided the total duration of uninterrupted service under consecutive temporary appointments does not exceed two years. As of 31 December 2019, PASB had a total of 102 staff members on temporary appointments. Of those, 50 (49%) were in the international professional category and 52 (51%) were in the general service category (Figure 6). Table 5 provides data disaggregated by duty station and category.

**Figure 6. Temporary Staff, Distribution by Category, 2015-2019****Table 5. Temporary Staff, Distribution by Duty Station and Category, 2019**

Country	Duty Station	Professional	General Service	Total
Barbados	Bridgetown	0	1	1
Belize	Belize City	1	2	3
Brazil	Rio de Janeiro	1	0	1
Colombia	Bogotá	0	1	1
Costa Rica	San José	1	0	1
El Salvador	San Salvador	2	0	2
Guyana	Georgetown	1	0	1
Paraguay	Asunción	1	0	1
Suriname	Paramaribo	1	0	1
Trinidad and Tobago	Port of Spain	1	0	1
United States of America	Washington, DC	40	40	80
Venezuela	Caracas	1	8	9
<b>Grand Total</b>		<b>50</b>	<b>52</b>	<b>102</b>

*Temporary International Professional Staff: Distribution by Sex*

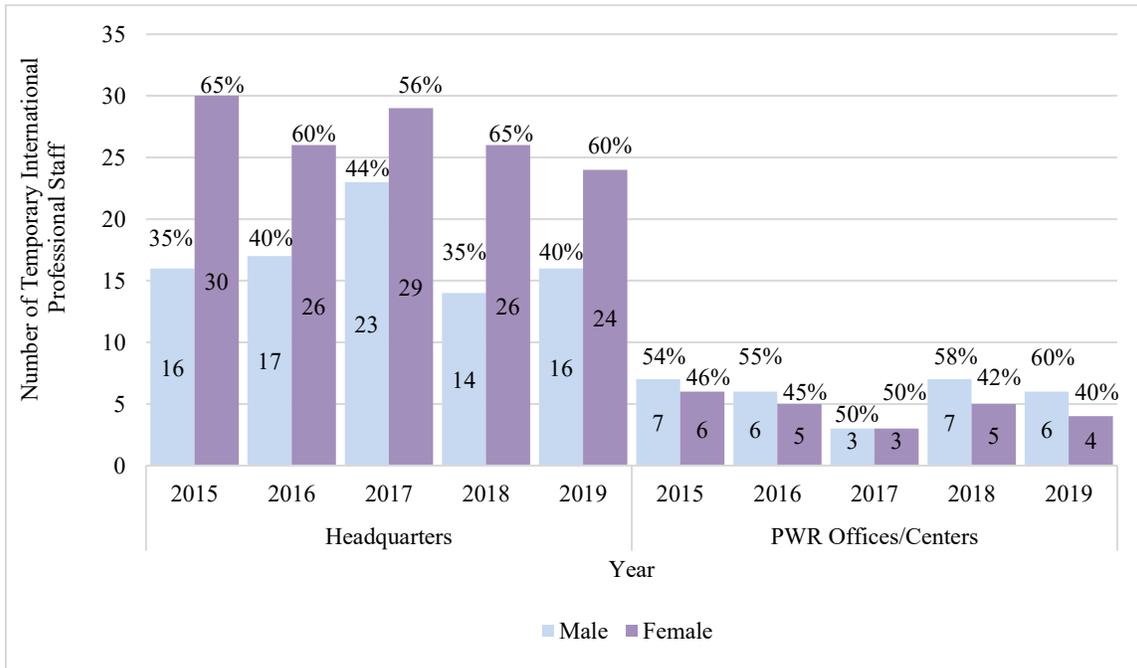
12. Of the 50 international professional staff with temporary appointments in 2019, 40 were in PAHO Headquarters: 16 men (40%) and 24 women (60%). The reverse was found in PWR offices and Pan American Centers, where of the 10 temporary appointments, men represented 60% and women 40%. Overall, women represented 56% of all international professional staff with temporary appointments (Table 6).

**Table 6. Temporary International Professional Staff, Distribution by Grade, Sex, and Organizational Location, 2019**

Grade	Headquarters				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
P4	1	100%			3	100%			4	100%		
P3	8	50%	8	50%	2	40%	3	60%	10	48%	11	52%
P2	6	33%	12	67%	1	100%			7	37%	12	63%
P1	1	20%	4	80%			1	100%	1	17%	5	83%
<b>TOTAL</b>	<b>16</b>	<b>40%</b>	<b>24</b>	<b>60%</b>	<b>6</b>	<b>60%</b>	<b>4</b>	<b>40%</b>	<b>22</b>	<b>44%</b>	<b>28</b>	<b>56%</b>

13. A review of the past five years by location shows that this contract modality is used more often in Headquarters than in PWR offices and Pan American Centers every year. In each of the past five years, more women than men are hired in Headquarters, and more men than women are hired in PWR offices and centers as temporary international professional staff (Figure 7).

**Figure 7. Temporary International Professional Staff, Distribution by Sex and Organizational Location, 2015-2019**



*Temporary International Professional Staff: Distribution by Nationality*

14. Table 7 provides consolidated information regarding the distribution by nationality of international professional staff on temporary appointments in PASB.

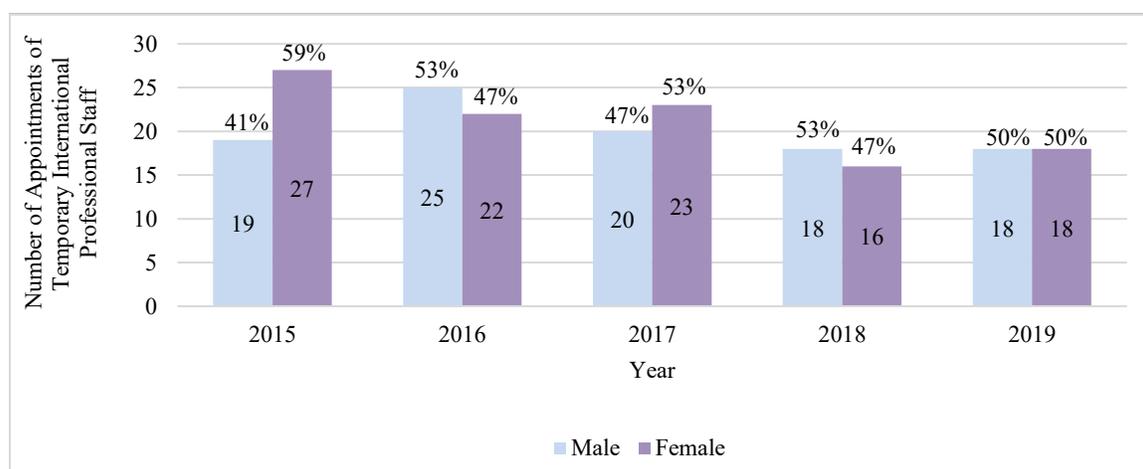
**Table 7. Temporary International Professional Staff, Distribution by Nationality, 2019**

Country of Nationality	Total	Country of Nationality	Total
Argentina	3	Guatemala	1
Belize	1	Haiti	1
Bolivia	3	Jamaica	2
Brazil	6	Nicaragua	2
Chile	1	Peru	4
Colombia	5	Spain	3
Cuba	2	United States of America	12
Ecuador	2	Venezuela	1
El Salvador	1	<b>Total</b>	<b>50</b>

*Temporary International Professional Staff: Appointments*

15. During 2019, 36 international professionals were appointed to temporary positions in PASB (Figure 8). This represents a small increase from 34 appointments in 2018. For the first time in the past five years, men and women were appointed in equal numbers (18 each).

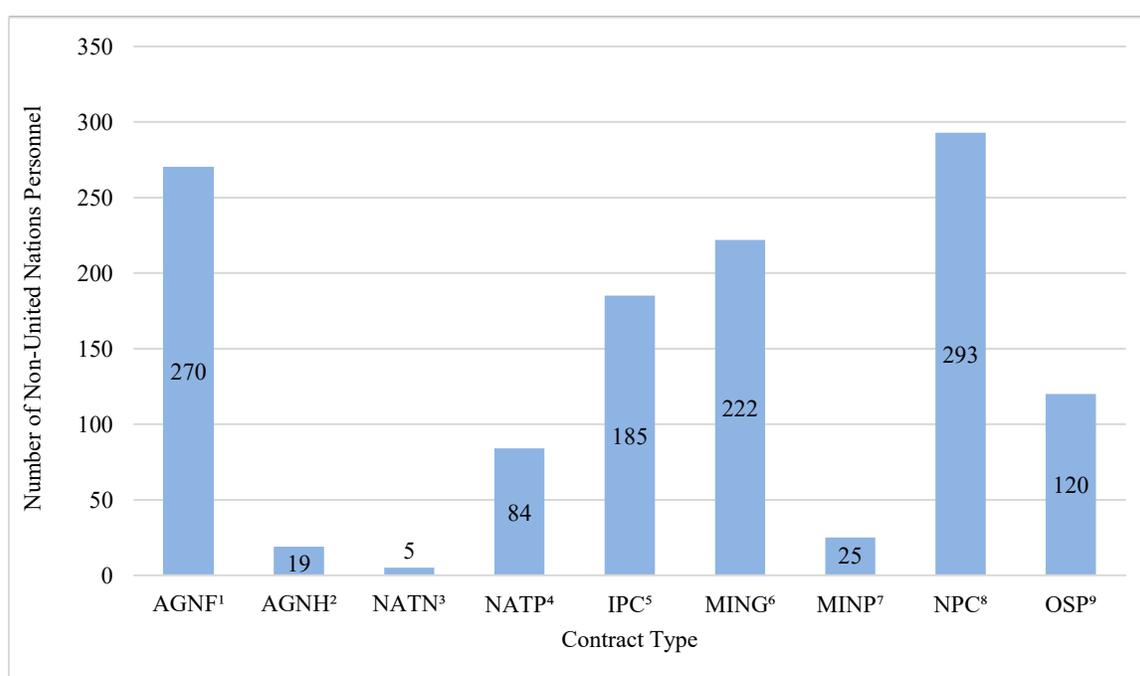
**Figure 8. Temporary International Professional Staff Appointments, Distribution by Sex, 2015-2019**



## Other Contractual Mechanisms

16. As of 31 December 2019, PASB had 1,223 individuals working under several non-United Nations personnel contractual mechanisms, compared with 1,327 in 2018, 1,332 in 2017, and 1,202 in 2016. Personnel located in PWR offices included 270 agency personnel, 247 ministry staff seconded to PAHO, 89 PASB local employees (national staff/national staff non-post), 293 national consultants, 57 international consultants, and 48 outsourced providers. Personnel located in Headquarters included 19 agency personnel, 74 international consultants, and 65 outsourced providers. PAHO also contracted 54 international consultants and seven outsourced providers working off-site (Figure 9 and Table 8).

**Figure 9. Non-United Nations Personnel, Distribution by Contract Type, 2019**



<sup>1</sup> AGNF: Agency personnel in PWR offices

<sup>2</sup> AGNH: Agency personnel at Headquarters

<sup>3</sup> NATN: National staff non-post

<sup>4</sup> NATP: National staff post

<sup>5</sup> IPC: International PAHO consultant

<sup>6</sup> MING: Ministry of health general service

<sup>7</sup> MINP: Ministry of health professional

<sup>8</sup> NPC: National PAHO consultant

<sup>9</sup> OSP: Outsourced service provider

**Table 8. Non-United Nations Personnel, Distribution by Duty Station and Contract Type, 2019**

Country	Duty Station	AGNF	AGNH	NATN	NATP	IPC	MING	MINP	NPC	OSP	Total
Antigua and Barbuda	St. John's	0	0	0	0	0	1	0	0	0	1
Argentina	Buenos Aires	9	0	0	0	1	0	3	10	0	23
Bahamas	Nassau	0	0	0	0	2	6	1	2	3	14
Barbados	Bridgetown	0	0	1	4	16	10	0	3	0	34
Belize	Belize City	0	0	0	0	2	8	0	4	1	15
Bolivia	La Paz	0	0	0	0	0	9	0	14	0	23
Brazil	Brasilia	83	0	1	6	0	0	0	49	0	139
	Rio de Janeiro	0	0	1	66	0	0	1	13	0	81
	São Paulo	0	0	0	0	0	0	0	0	40	40
Chile	Santiago	0	0	0	0	0	4	0	2	3	9
Colombia	Bogotá	16	0	0	0	2	0	0	18	0	36
Costa Rica	San José	4	0	0	0	2	7	0	2	0	15
Cuba	Havana	0	0	0	0	0	23	8	0	0	31
Dominica	Roseau	0	0	0	0	0	1	0	0	0	1
Dominican Republic	Santo Domingo	0	0	0	0	0	22	0	6	0	28
Ecuador	Quito	8	0	0	0	2	4	0	5	0	19
El Salvador	San Salvador	7	0	0	0	0	7	0	4	0	18
Grenada	St. George's	0	0	0	0	1	1	0	0	0	2
Guatemala	Guatemala City	23	0	0	0	0	12	0	14	0	49
Guyana	Georgetown	0	0	0	0	2	14	0	8	0	24
Haiti	Port-au-Prince	61	0	0	0	13	1	0	30	0	105
Honduras	Tegucigalpa	8	0	0	0	0	16	0	7	0	31
Jamaica	Kingston	3	0	0	0	0	9	0	1	0	13
Mexico	Mexico City	11	0	0	0	0	0	2	4	0	17
Nicaragua	Managua	3	0	0	0	0	16	2	2	0	23
Panama	Panama City	11	0	0	0	4	9	6	8	0	38
Paraguay	Asunción	2	0	0	0	0	15	1	6	0	24
Peru	Lima	20	0	0	0	2	0	0	12	0	34
Saint Lucia	Castries	0	0	0	0	0	1	0	0	0	1
Saint Vincent and the Grenadines	Kingstown	0	0	0	0	0	1	0	0	0	1
Suriname	Paramaribo	0	0	0	0	0	9	0	6	1	16
Trinidad and Tobago	Port of Spain	1	0	0	0	0	8	1	3	0	13
United States of America	Washington, DC	0	19	0	0	74	0	0	0	65	158
Uruguay	Montevideo	0	0	2	8	3	8	0	6	0	27
Venezuela	Caracas	0	0	0	0	5	0	0	54	0	59
Off-site		0	0	0	0	54	0	0	0	7	61
<b>Total</b>		<b>270</b>	<b>19</b>	<b>5</b>	<b>84</b>	<b>185</b>	<b>222</b>	<b>25</b>	<b>293</b>	<b>120</b>	<b>1,223</b>

*Non-United Nations Professional Personnel: Distribution by Sex*

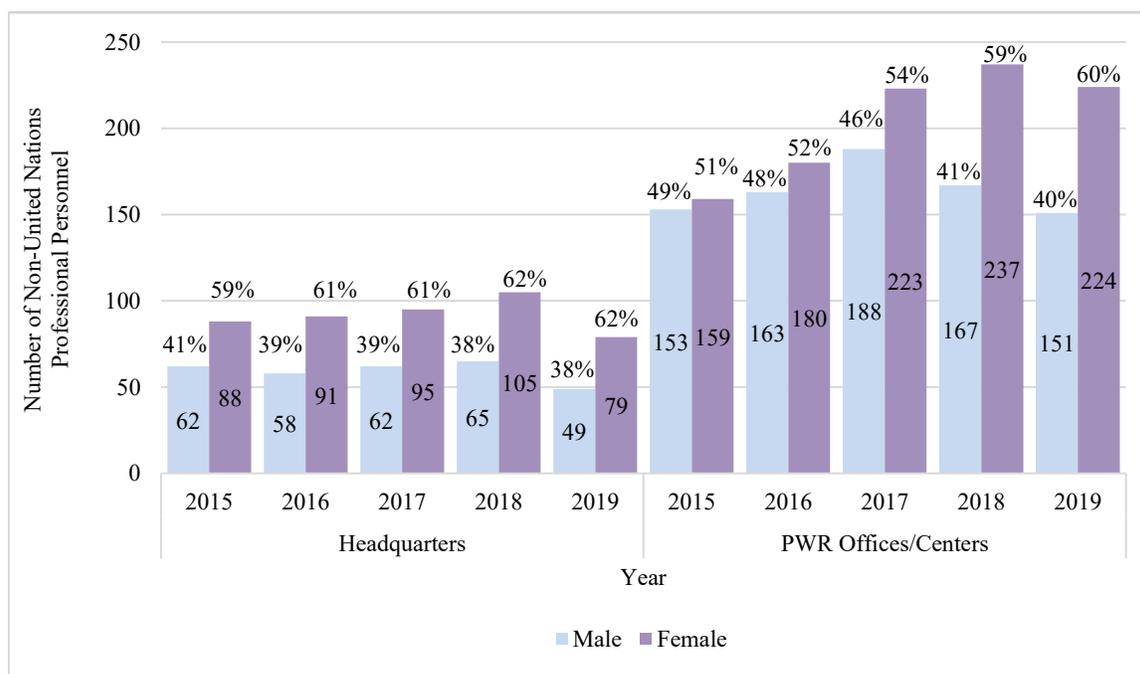
17. Women make up 60% of all those employed under non-United Nations professional staff contracts (Table 9). When the data are disaggregated by location, women are 62% of non-United Nations professional personnel in Headquarters and 60% of non-United Nations professional personnel in PWR offices and Pan American Centers. Data for the past five years show a steady increase in the total number of non-United Nations professional personnel from 2015 to 2018, followed by a reduction in 2019 (Figure 10).

**Table 9. Non-United Nations Professional Personnel, Distribution by Sex, Organizational Location, and Contract Type, 2019**

Contract Type	Headquarters <sup>a</sup>				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
International PAHO consultant	49	38%	79	62%	39	68%	18	32%	88	48%	97	52%
Ministry of health personnel					7	28%	18	72%	7	28%	18	72%
National PAHO consultant					105	36%	188	64%	105	36%	188	64%
<b>Total</b>	<b>49</b>	<b>38%</b>	<b>79</b>	<b>62%</b>	<b>151</b>	<b>40%</b>	<b>224</b>	<b>60%</b>	<b>200</b>	<b>40%</b>	<b>303</b>	<b>60%</b>

<sup>a</sup> The totals reported in Headquarters include personnel working off-site (remotely).

**Figure 10. Non-United Nations Professional Personnel, Distribution by Sex and Organizational Location, 2015-2019**

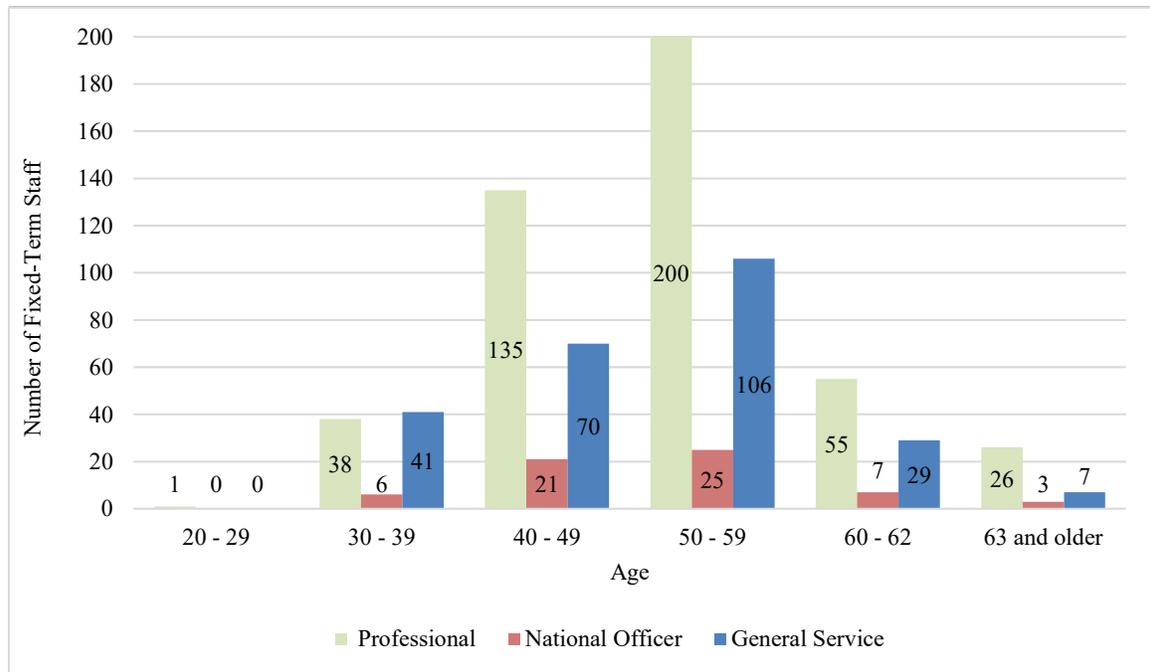


## Age and Length of Service

### *Fixed-Term Staff: Distribution by Age*

18. The majority of international professional, national professional officer, and general service staff are between 40 and 59 years of age. A total of 127 individuals (81 international professional, 10 national professional officer, and 36 general service staff) are 60 years of age or older. With the mandatory age of separation set at 65 for all staff, these 127 staff members are due to retire within the next five years (Figure 11).

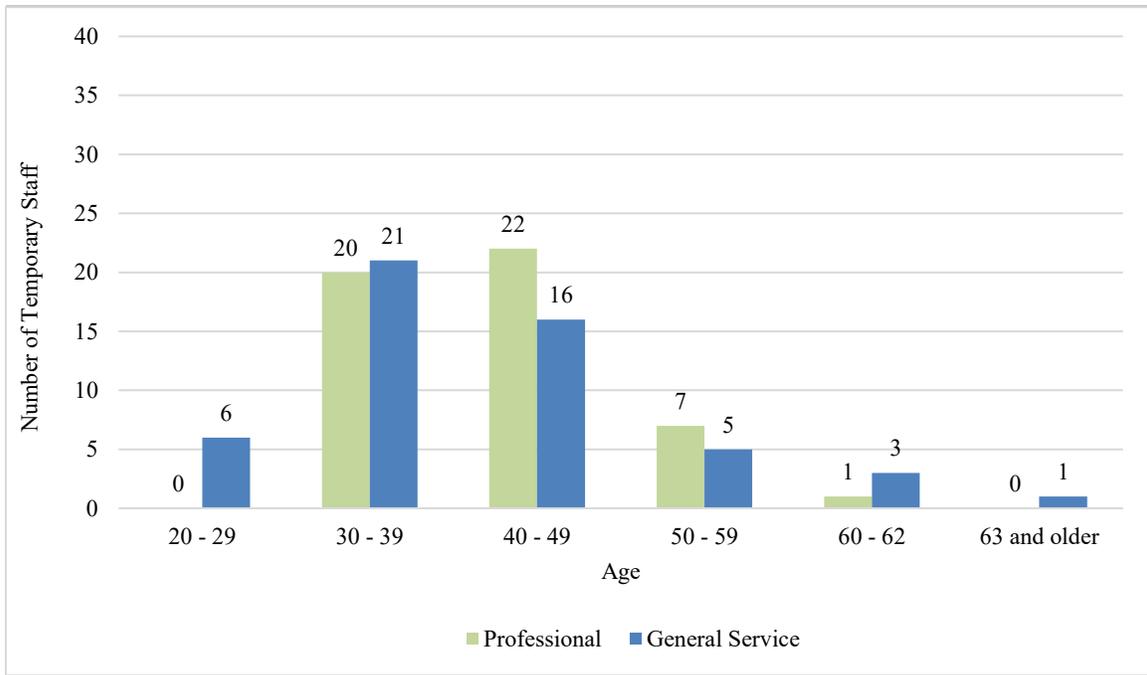
**Figure 11. Fixed-Term Staff, Distribution by Age, 2019**



### *Temporary Staff: Distribution by Age*

19. Of the 102 staff members holding temporary appointments, the majority are between 30 and 49 years of age. All 50 international professional staff with temporary appointments are between the ages of 30 and 62. Among staff in the general service category with temporary appointments, six staff members are 29 years of age or younger, 42 are between the ages of 30 and 59, and four are 60 years of age or older (Figure 12).

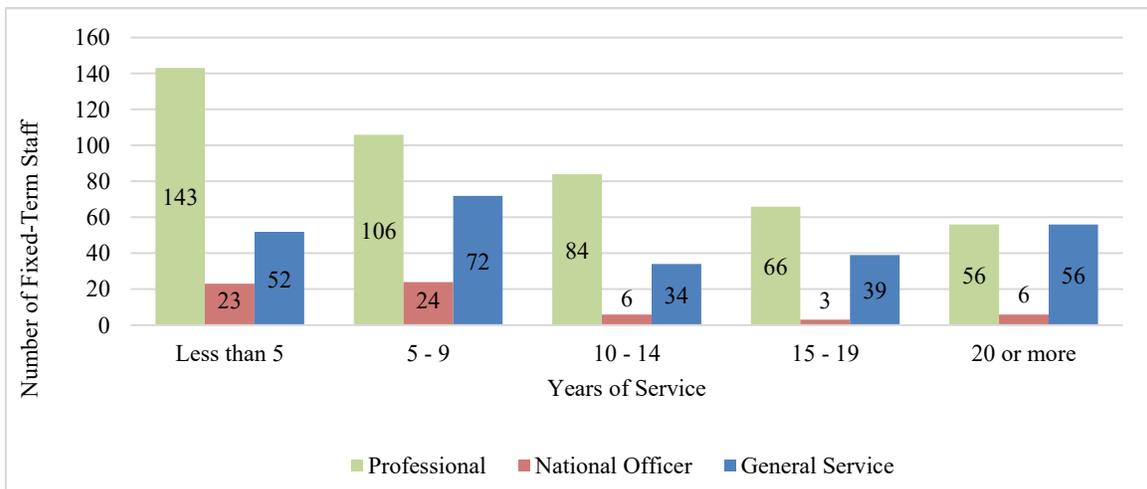
**Figure 12. Temporary Staff, Distribution by Age, 2019**



*Fixed-Term Staff: Distribution by Length of Service*

20. Most staff members with fixed-term appointments in the international professional, national professional officer, and general service categories have 10 years of service or less. Of the 253 staff members in the general service category, 56 (22%) have 20 years of service or more. There are also 56 staff members in the international professional category with 20 years or service or more, representing 12% of that category (Figure 13).

**Figure 13. Fixed-Term Staff, Distribution by Length of Service, 2019**

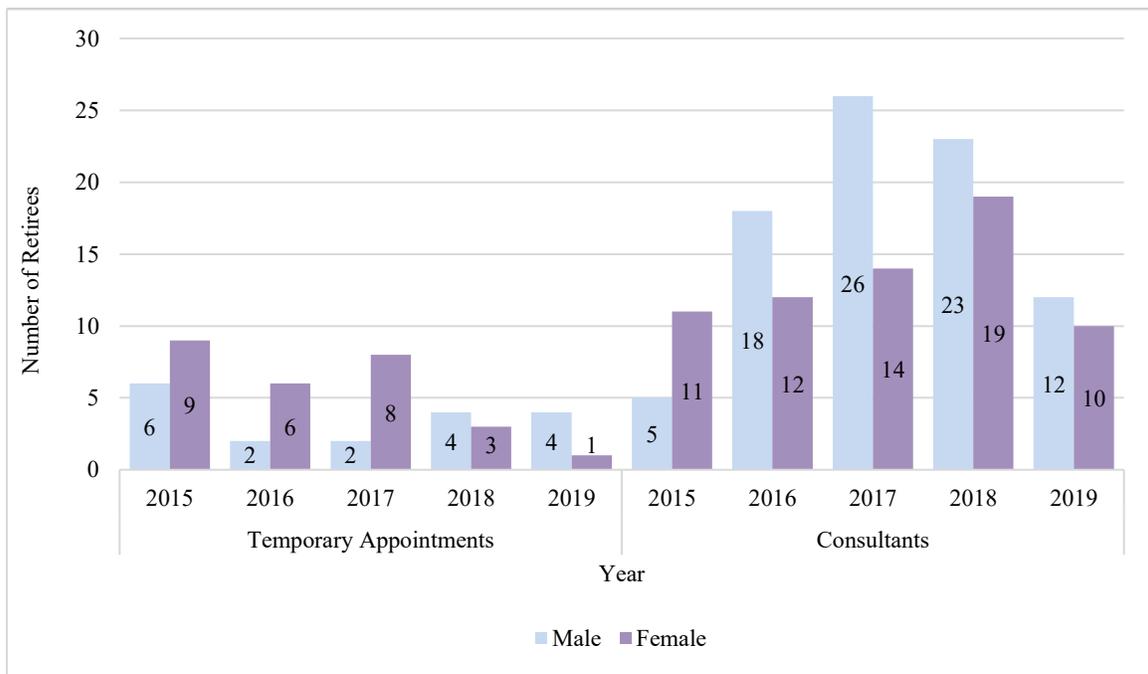


**Employment of Retirees**

*Retirees Holding Temporary Appointments and Consultant Contracts*

21. As of 31 December 2019, 27 retirees were serving under temporary appointments or consultant contracts. Five retirees were appointed as temporary staff, and 22 retirees were hired as consultants. Of these retirees, 11 (41%) are women and 16 (59%) are men (Figure 14). The number of retirees serving as consultants nearly doubled from 2015 to 2016 and increased by 33% from 2016 to 2017. The number of retirees with consultant contracts peaked in 2018 with a total of 42. This number then decreased by 48% to a total of 22 in 2019.

**Figure 14. Number of Retirees, Distribution by Sex and Contract Type, 2015-2019**



---