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PASB HUMAN RESOURCES MANAGEMENT

Background

1. This report summarizes the strategies for human resources management of the Pan American Sanitary Bureau (PASB or the Bureau) during 2020 and provides workforce trends and statistics for the period 1 January to 15 December 2020; a period characterized by a challenging financial situation and the unprecedented circumstances of the COVID-19 pandemic.

Status of the People Strategy

2. In addition to the Member States Working Group that was established by the Resolution CESS1.R2, adopted by the Executive Committee in 2020, an Internal Steering Committee for a Strategic Functional Review (ISC) was established to examine the Bureau's major functions and structural elements in response to the dire financial situation faced by PASB at that time. The ISC developed a series of recommendations to prepare the Bureau to enter the 2022-2023 biennium on a solid technical, administrative, and financial footing.

3. Upon review of the approved recommendations and the findings of External Auditor of PAHO, the National Audit Office of the United Kingdom of Great Britain and Northern Ireland, a People Strategy 2.0 was developed to incorporate high-priority activities from the Pan American Health Organization People Strategy 2015-2019 and the human resources related Organizational Development Initiatives (ODIs). The People Strategy 2.0 identifies three pillars in support of the PAHO Strategic Plan 2020-2025: functional optimization, innovation, and agility.

a) **Functional optimization: "We update."** The PAHO Strategic Plan 2020-2025 seeks to strengthen corporate functions and utilize resources efficiently. The Bureau is committed to strengthening competencies in line with today's needs and reducing costs without compromising the quality of its services to

- Member States. Optimizing business processes will be achieved by embracing a service delivery model that leverages available information technology tools, maximizes the skills of the workforce, and improves people capabilities. The Bureau will regularly examine job profiles, define roles, and establish clear expectations of skills and behaviors to achieve organizational goals and enable career progression.
- b) ***Innovation: “We transform.”*** Continuous innovation will support the Bureau’s ability to remain relevant as the world transitions from physical offices to increasingly virtual workplaces, with greater reliance on artificial intelligence to perform tasks traditionally undertaken by humans. A workforce that embraces new technology and assumes responsibility for skills renewal will allow the Bureau to respond to evolving needs of Member States in a timely and effective manner. Expanding efforts to promote and recruit diverse candidates, including young and new talent, will allow the Bureau to further diversify its skill set and enhance its response capacity.
- c) ***Agility: “We deliver.”*** The Bureau must be able to respond to public health emergencies and to Member States’ needs as they arise. To do so, the Bureau must eliminate constraints where possible and equip managers and staff to assume changing roles and make informed decisions on behalf of the Organization. An adaptable workforce requires a mix of experts and generalists who possess critical thinking skills and the ability to absorb new information, enabling them to respond to changing demands and work environments.
4. Implementation of the People Strategy is a corporate commitment that requires full engagement of management and personnel. Based on lessons learned from the 2015-2019 Strategy, the People Strategy 2.0 will identify business owners for all activities and allocate funds for the successful implementation of each activity. A roadmap was developed with an estimated budget of US\$ 4.1 million for the period 2021-2025.

Organizational Development Initiatives

5. Of the 20 ODIs, five are related to human resources management. In 2021, the Bureau will conduct a Skills and Competencies Gap Analysis for the PAHO Strategic Plan 2020-2025 (ODI 4). The purpose of this analysis is to determine and prioritize the learning and development needs of Bureau staff in order to enable successful implementation of the PAHO Strategic Plan. This analysis will provide the foundation upon which the Bureau will develop a Biennial Program for Building Staff Capacity (ODI 5), including the technical and management competencies of country teams (ODI 7).
6. The Bureau will also evaluate its staffing levels by functional area and grade, and it will explore contractual arrangements as well as new work modalities that are financially sustainable in a cost-constrained environment. Early retirement options (ODI 15) and the distribution of general service staff (ODI 19) will be analyzed and benchmarked against other United Nations (UN) system organizations of comparable size as part of the Bureau’s

strategic staffing review. These ODIs and complementary activities identified in the People Strategy 2.0 will contribute to further streamlining of PASB resources to make the Bureau fit for purpose.

Human Resources Management Activities in Response to the COVID-19 Emergency

7. After the World Health Organization (WHO) declared the outbreak of COVID-19 as a pandemic on 11 March 2020, the Bureau prioritized the development of procedures and protocols to prevent or minimize exposure of its personnel to COVID-19. These procedures were integrated into the PAHO Business Continuity Plan.

8. In March 2020, an Emergency Telework Standard Operating Procedure (SOP) was launched for all duty stations to facilitate business continuity while protecting the health, safety, and well-being of all PAHO personnel. Administrative Guidelines for Staff on the Novel Coronavirus (COVID-19) Outbreak were also published. The Guidelines provide information applicable to all staff members; they are aligned with the guidelines adopted by the UN common system organizations and are compatible with the rules, policies, and special measures approved in response to the emergency. Publication of the SOP and Guidelines at the outset of the emergency established a common approach to the most important aspects of managing staff members during the pandemic.

9. The cloud-based PASB Management Information System (PMIS) in conjunction with the suite of virtual platforms and the digitization of corporate documents allowed staff members to transition to telework without any major disruptions to business continuity. This proved to be critical to the Bureau's ability to provide technical cooperation to the Region of the Americas as Member States grappled with the impact of the pandemic on their health systems.

10. Several special measures were approved to introduce flexible arrangements for the duration of the COVID-19 emergency period. New staff were onboarded at their place of recruitment when the travel restrictions imposed by each country limited their ability to travel to their official duty station. Telework from outside the duty station was authorized for existing staff when appropriate. This additional flexibility allowed staff members to effectively manage both their work and their personal responsibilities.

11. Since the public health emergency began, numerous outreach and communication initiatives have been undertaken. A COVID-19 intranet page was created and is updated regularly with general information and frequently asked questions regarding emergency telework, travel, health and well-being, and visas. Dialogues were organized with all personnel and frequent information bulletins were published. Guidance was prepared and communicated to all duty stations on managing the occupancy of premises safely and defining the conditions for a future phased return to premises.

12. The lessons learned during this period of emergency telework have provided valuable information for the review of telework policies and practices that support flexible

work arrangements for staff, allowing them to better manage professional and personal commitments. Increased use of flexible working arrangements also allows the Bureau to generate efficiencies and savings through the reduction of administrative expenses. The Bureau will build upon the lessons learned for the development of a new post-pandemic telework policy.

Duty of Care

13. In consideration of the closures of schools and daycare centers and other disruptions to family support services, managers were encouraged to exercise maximum flexibility regarding work schedules, noting the impact of the pandemic on personnel and their families. In return, personnel were expected to continue to deliver their assigned tasks or avail themselves of leave as needed.

14. The support to all personnel continued with a series of webinars on mental health and ergonomics for teleworking offered by an in-house counselor and external providers to help manage the effects of the pandemic. Fear, grief, and loss created a new range of physical and mental issues among the Bureau's personnel. The psychological counselor was available to provide support to personnel in Headquarters and country offices. This service complemented the existing external Employee Assistance Program available to personnel based in Washington, DC.

15. The health and well-being webpage was enhanced to include information about the pandemic, provide travel guidance, update information on psychological and medical support including medical evacuation procedures, and provide a form for the reporting of positive COVID-19 cases. A centralized reporting system and dashboard of COVID-19 cases affecting personnel were created to provide transparent data to all personnel. Individualized follow-up of reported, confirmed, and probable cases of COVID-19 among the Bureau's personnel was conducted by the Health and Wellbeing Unit utilizing a contact tracing protocol. As of 31 December 2020, 72 personnel had tested positive for COVID-19 during the 2020 calendar year, with one death. None of the cases required medical evacuation.

16. Since the declaration of the pandemic, a pandemic insurance policy was made available to consultants responding directly to the COVID-19 emergency. This insurance offers full coverage of accidents, emergency illness, and non-emergency illness and has double the coverage limit of the normal contingent worker insurance. All eligible consultants are now covered. In order to comply with safety protocols and insurance requirements for service-incurred events, the telework framework was adjusted in the PMIS system to allow all personnel to register more than one telework location: their physical work location in the duty station and alternate location outside of the duty station if any.

17. Prolonged working hours in support of the Bureau's response to the public health emergency and increased stress levels were reported by some personnel in all duty stations.

In December 2020, a virtual recognition ceremony took place to celebrate the resilience and outstanding work of all personnel during a challenging year.

Talent Management

Planning, Recruitment, and Selection

18. The human resources planning process enables managers to identify the number, composition, skills mix, and competencies of personnel needed to fulfill the Bureau's commitments in the coming biennium in line with the PAHO Strategic Plan 2020-2025. Due to unprecedented budgetary constraints experienced during the first six months of 2020, the Bureau implemented cost-containment measures that included a hiring freeze on all external hires for fixed-term and short-term positions funded with flexible funds, except for critical positions at the P5 grade level and above. This impacted the implementation of approved human resources (HR) plans and the time needed to fill positions, which averaged 180 days in 2020.

19. In August 2020, after the solvency situation improved, the cost-containment measures were eased to allow for temporary and fixed-term contract extensions of existing staff for the duration of the biennium. In addition, actions to fill certain vacant critical positions were initiated. In total, 40 positions were filled with fixed-term appointments: 24 international professional, three national professional officer, and 13 general service positions.

20. The human resources planning process provides the Bureau each biennium with the opportunity to review staffing and the contractual modalities available to implement the Program Budget at national, subregional, and regional levels. The degree of predictability of funding has a direct impact on the type of contractual mechanisms available to the Bureau. When the timing of funding availability is uncertain, as was the case during most of 2020, the Bureau is unable to make contractual commitments to new fixed-term staff and is forced to rely on contingent workers to deliver technical cooperation. While contingent workers, especially consultants, should be engaged for specific products or services, such as supporting emergency response or time-limited projects, a significant proportion of contingent workers were hired to undertake core functions that should be performed by staff.

21. A strategic balance between staff with fixed-term appointments and contingent workers hired for shorter durations will be difficult to achieve without predictable funding of the Program Budget. While managing the unprecedented delays in payments of assessed contributions during 2020, Executive Management continuously engaged with staff and the Bureau's staff association to foster transparency and address the uncertainty, confusion, and other emotions associated with the potential loss of employment. Managing the expectations of staff and the contingent workforce, through the duration of their contractual arrangements, will continue to be necessary.

22. The Bureau also intends to complement its workforce through partnerships with Member States and other UN system agencies to meet its staffing needs. Greater utilization of the Junior Professional Officer program, through WHO and with the support of Member States, will rejuvenate the workforce and support the development of young professionals in the public health field. A partnership with United Nations Volunteers would also enable the Bureau to integrate qualified and experienced professionals who are interested in PAHO's work. UN Volunteers can be recruited quickly and flexibly for assignments ranging in length from three months to four years; they are thus a cost-effective solution that would allow the size of workforce to fluctuate when and where needed.

23. Obtaining the services of professionals through networks, alliances, and partnerships will be necessary to supplement the Bureau's capabilities in functional and behavioral competencies of interest. Collaborating centers present an opportunity to obtain the expertise of professionals who could be seconded or loaned on sabbatical leave to the Bureau for a limited period of time.

Succession Planning

24. During the biennial HR planning process, managers review all positions held by staff members expected to retire during the coming biennium and recommend whether to retain the positions and recruit replacements or reprofile or abolish the positions. Due to the importance of gender balance among senior management, PASB conducted a special review during 2020. Since five female heads of PAHO/WHO Representative (PWR) Offices will retire from the Bureau in the next three years, PASB created a special program for succession planning. In order to maintain the achievements in gender parity and offer the same development opportunities to male and female internal candidates seeking PWR positions, a mentoring program was established. This program is available to all PAHO staff members in the head of country office roster and those whose inclusion in the roster is pending the completion of additional development activities based on their assessment results.

25. Additionally, the Bureau is using rosters for administrative officer positions that become vacant due to separation or reassignment of the incumbent. This mechanism has proven to be a very effective way to fill these positions in a timely manner. An enhancement of the PMIS talent module will allow the Bureau to make greater use of rosters in more job families and grade levels in the future.

Management, Leadership, and Training

26. Several virtual outreach activities were conducted to provide all personnel with information on the learning platforms and wide range of courses offered through the iLearn Learning Management System and LinkedIn Learning, the creation of learning plans in PMIS, and the tracking of learning hours. A series of informative sessions on benefits and entitlements, use of the HR corporate recruitment platform, and CV writing were also offered to staff.

27. Management, leadership, and coaching programs were merged in 2019 into a comprehensive program to develop the capacity of current PASB managers. In 2020, leadership training was extended to include mid-level managers and some senior general service staff. A group of 30 supervisors and mid-level managers participated in the E-Management Certificate Program to strengthen their managerial skills and competencies. This program is offered through the United Nations System Staff College.

28. The Bureau also offered the Language Program, which facilitates the learning of PAHO's four official languages. During 2020, two cohorts participated in the program through instructor-led virtual classes. This learning program continues to be in great demand and highly appreciated by personnel.

Streamlining of Administrative Functions

Digitization of Human Resources Records

29. At the beginning of 2020, the Bureau completed the digitization of all human resources records to an electronic platform. All human resources management records were scanned as part of a document digitization and cloud storage solution. These included management and coordination documents, as well as post classification, recruitment, temporary staffing, career development, personnel, and career files. This digitization enabled remote access to all personnel and staff records, allowing business continuity during the emergency telework period.

2019 Annual Verification Process

30. Using the capabilities of PMIS, the annual verification of dependents was carried out between August and October 2020. While the annual verification process is normally launched on 1 May every year, the start of the process was delayed in consideration of the extended deadline provided to US citizens and residents to submit tax returns. The annual verification exercise was completed on 31 October 2020 with a response rate of 100%.

Insurance for Interns, Volunteers, and Temporary Advisors

31. A potential gap in insurance coverage for interns, volunteers, and temporary advisors was eliminated by registering their insurance directly in the provider's online portal at the time of hiring rather than sending a monthly list to WHO for processing.

Administration of Justice

32. From January to December 2020, there was one case concerning allegations of wrongdoing involving PAHO personnel that led to the imposition of administrative or disciplinary action. As of 31 December 2020, other cases of alleged wrongdoing in 2020 were under review and may be subject to administrative or disciplinary action in 2021.

Nature of Wrongdoing	Category of Staff	Administrative/Disciplinary Action
Inappropriate behavior	International PAHO consultant	Termination of contract

PASB Workforce

33. The annex to this document provides the annual workforce statistics as of 15 December 2020 (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 Subcommittee on Program, Budget, and Administration

34. The Subcommittee is invited to take note of this report and provide any comments it deems pertinent.

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 15 December 2020, unless otherwise specified. It includes information regarding the number of personnel in the Bureau by type of appointment, type of contract, sex, nationality, grade, location, and years of service.¹ As of 15 December 2020, the Bureau employed 799 staff members and 1,237 individuals working under several non-United Nations personnel contractual mechanisms. The report 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 were included to provide a trend analysis.

Fixed-Term Appointments

Fixed-Term Appointments of One to Five Years

2. As of 15 December 2020, PASB had a total of 728 staff members on either a fixed-term appointment of one to five years or a career-service appointment,² compared with 770 as of 31 December 2019. The number of staff with fixed-term appointments decreased by 4% and 6% in the international professional and general service categories, respectively. There was a 15% decrease in number of staff in the national professional officer category, from 62 staff members in 2019 to 53 in 2020.

Fixed-Term Appointments: Distribution by Sex

3. With respect to staff in the international professional and national professional officer categories, PASB maintained a distribution of 51% female and 49% male staff in 2017, 2018, 2019, and 2020 (Table 1). When considering only international professional staff, gender parity was attained, with a total of 219 male and 219 female staff members. In the national professional officer category, there were more female than male staff, with women representing 57% of employees in that category (30 of 53). In the general service category, women represent 73% of all fixed-term appointments (173 of 237).

¹ The number of staff with fixed-term appointments includes staff members on special leave as of 15 December 2020.

² 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.

Table 1. Fixed-Term International Professional and National Professional Officer Staff, Distribution by Grade, Sex, and Organizational Location, 2020

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%			1	100%			3	100%		
D1	11	79%	3	21%			3	100%	11	65%	6	35%
P6	6	86%	1	14%	6	55%	5	45%	12	67%	6	33%
P5	17	57%	13	43%	9	56%	7	44%	26	57%	20	43%
P4/NOD	54	48%	59	52%	63	57%	47	43%	117	52%	106	48%
P3/NOC	26	39%	40	61%	9	35%	17	65%	35	38%	57	62%
P2/NOB	12	35%	22	65%	17	49%	18	51%	29	42%	40	58%
P1/NOA	1	33%	2	67%	7	41%	10	59%	8	40%	12	60%
Total	130	48%	142	52%	112	51%	107	49%	242	49%	249	51%

*P: Professional staff; NO: National Professional Officer; D: Director level (e.g., Director of Administration, Department Director); UG: Ungraded (Director, Deputy Director, and Assistant Director).

PAHO/WHO REPRESENTATIVES (P5-D1)			
Male	%	Female	%
12	50%	12	50%

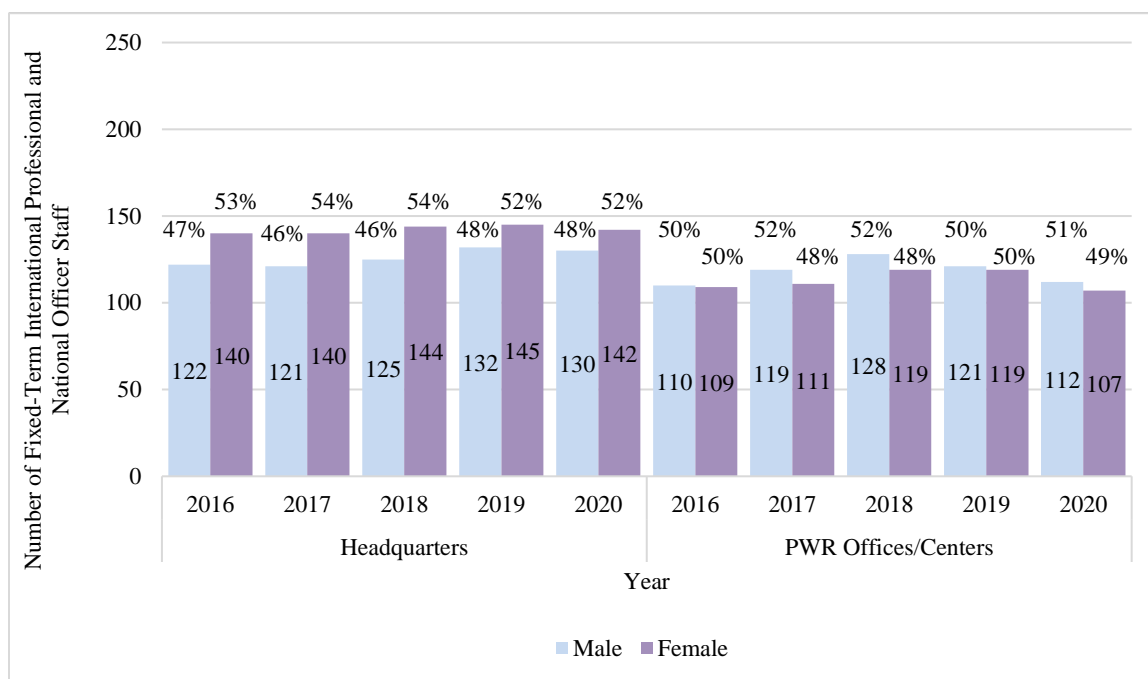
4. Although the Bureau attained gender parity in the international professional category, an examination of staff distribution by grade and sex shows that women were overrepresented at the lower grade levels and underrepresented at the higher grade levels (P4/NOD to D2). At the P1/NOA grade level there was no change in the number of male staff and a decrease from 15 female staff in 2019 to 12 in 2020, representing 60% of that grade grouping. The percentage of P2/NOB posts held by women increased from 52% (37) in 2018 and 57% (39) in 2019 to 58% (40) in 2020. With decreases in the total number of male and female staff at the P3/NOC level, women accounted for 62% of that grade grouping compared to 58% representation in 2019. Female representation at the P4/NOD level remained at 48%, although there was a decrease in total number from 117 in 2019 to 106 in 2020.

5. There was an increase in the number of male staff at senior levels of the Bureau, with men representing 57% of the P5 posts (26 posts in 2019 and 2020), 67% of P6 posts (increasing from 10 in 2019 to 12 in 2020), 65% of D1 posts (increasing from 9 in 2019 to 11 in 2020), and 100% of D2 posts (increasing from two in 2019 to three in 2020). Of the three ungraded (UG) posts, two are occupied by women and one by a man. Additional efforts will be required to bridge the gender gap, as the majority of senior positions are still held by men. While outreach activities can expand the pool of qualified female candidates, the Skills and Competencies Gap Analysis (ODI 4) will help male and female staff address

their learning and development needs to render themselves more relevant in a competitive labor market. Staff members will have an opportunity to build their capacities to become more competitive at senior levels. There was gender parity among PAHO/WHO Representatives in the countries, with an increase in male representation from 48% (11) men in 2019 to 50% (12) in 2020 (Table 1).

6. There have been more male than female international and national professional officer staff in PAHO/WHO Representative (PWR) Offices and Pan American Centers in each of the past five years (Figure 1). During that same period, there were more women than men assigned to international professional positions in Headquarters. In percentage terms, women accounted for 52% of Headquarters staff (142 of 272) and 49% of staff in PWR Offices and Pan American Centers (107 of 219).

Figure 1. Fixed-Term International Professional and National Professional Officer Staff, Distribution by Sex and Organizational Location, 2016-2020



Fixed-Term Staff: Distribution by Category

7. Of the 728 staff members, 438 (60%) were in the international professional category,³ 53 (7%) were in the national professional officer category, and 237 (33%) were in the general service category (Figure 2 and Table 2). This represents the lowest number of national officer and general service staff with fixed-term appointments over the past four

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

years. In the national professional officer category, there was a decrease from 62 staff members in 25 duty stations in 2019 to 53 staff members in 24 duty stations in 2020. In the general service category, the number of staff decreased from 253 in 2019 to 237 in 2020. An examination of this 6% decrease shows a greater reduction in general service staff in PWR Offices than in Headquarters. In 2020 there were 96 general service staff in 25 duty stations compared to 110 general service staff in 26 duty stations in 2019. This represents a 13% decrease in general service staff outside Headquarters. In Headquarters there were 141 general service staff in 2020 compared to 143 in 2019, representing a decrease of 1%. Although there were fewer international professional staff with fixed-term appointments in 2020 than in 2019 and 2018, the number of staff in this category (438) represents a 9% increase from the 2016 total.

8. The decrease in number of staff in 2020 was a consequence of the Bureau’s solvency situation in the first half of the year. As indicated in paragraph 18 of the report, the Bureau exercised prudence in relation to human resource expenditures for fixed-term positions. Due to the funding constraints, and to avoid long-term obligations, the Bureau relied on consultants to respond to technical cooperation requests in 2020. Figure 10 shows that the number of consultants increased by 18%, from 478 in 2019 to 564 in 2020. This was the highest total number of consultants in the past five years, with more consultants employed than there were international and national professional staff with fixed-term appointments (564 consultants compared to 491 international and national professional staff).

Figure 2. Fixed-Term Staff, Distribution by Category, 2016-2020

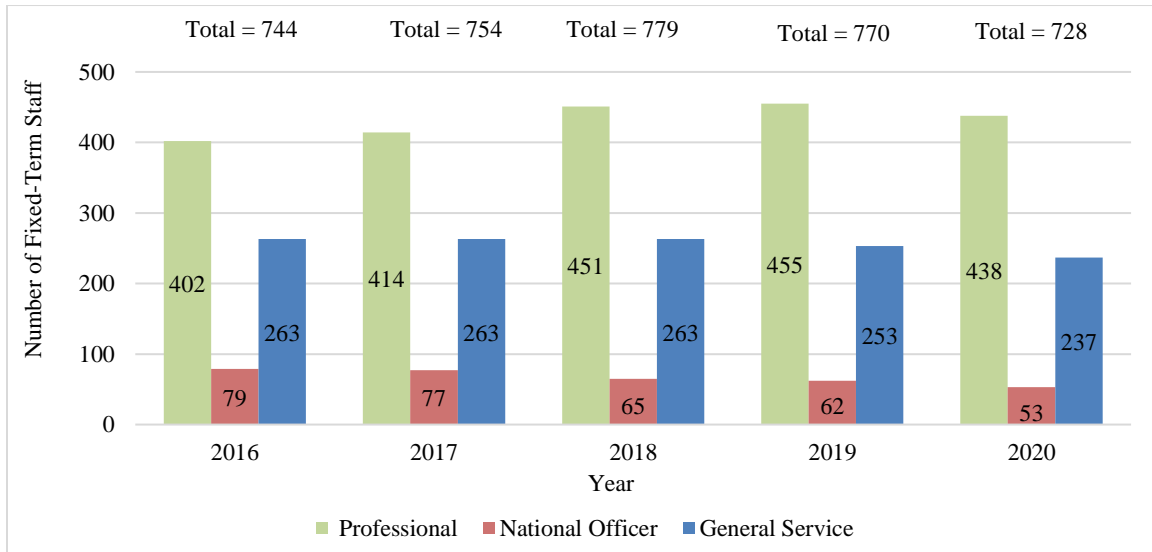


Table 2. Fixed-Term Staff, Distribution by Duty Station and Category, 2020

Country	Duty Station	Professional	National Officer	General Service	Total
Anguilla	The Valley	1	0	0	1
Argentina	Buenos Aires	2	1	4	7
Bahamas	Nassau	2	1	0	3
Barbados	Bridgetown	12	1	6	19
Belize	Belize City	3	1	1	5
Bolivia	La Paz	6	1	4	11
Brazil	Brasilia	5	14	8	27
	Rio de Janeiro	9	5	5	19
	São Paulo	1	1	0	2
Chile	Santiago	3	1	3	7
Colombia	Bogotá	6	2	4	12
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	4	2	2	8
El Salvador	San Salvador	4	0	2	6
Grenada	St George's	1	0	0	1
Guatemala	Guatemala City	10	0	7	17
Guyana	Georgetown	3	3	3	9
Haiti	Port-au-Prince	9	0	6	15
Honduras	Tegucigalpa	7	4	5	16
Jamaica	Kingston	5	1	2	8
Mexico	Mexico City	7	1	4	12
Nicaragua	Managua	6	4	5	15
Panama	Panama City	7	2	2	11
Paraguay	Asunción	6	2	3	11
Peru	Lima	13	1	5	19
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	3	1	0	4
Trinidad and Tobago	Port of Spain	6	0	2	8
United States of America	Washington, DC	272	0	141	413
Uruguay	Montevideo	6	1	2	9
Venezuela	Caracas	5	1	6	12
Total		438	53	237	728

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

9. Table 3 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 nationalities in the Region of the Americas.

Table 3. Fixed-Term International Professional Staff, Distribution by Nationality, 2020

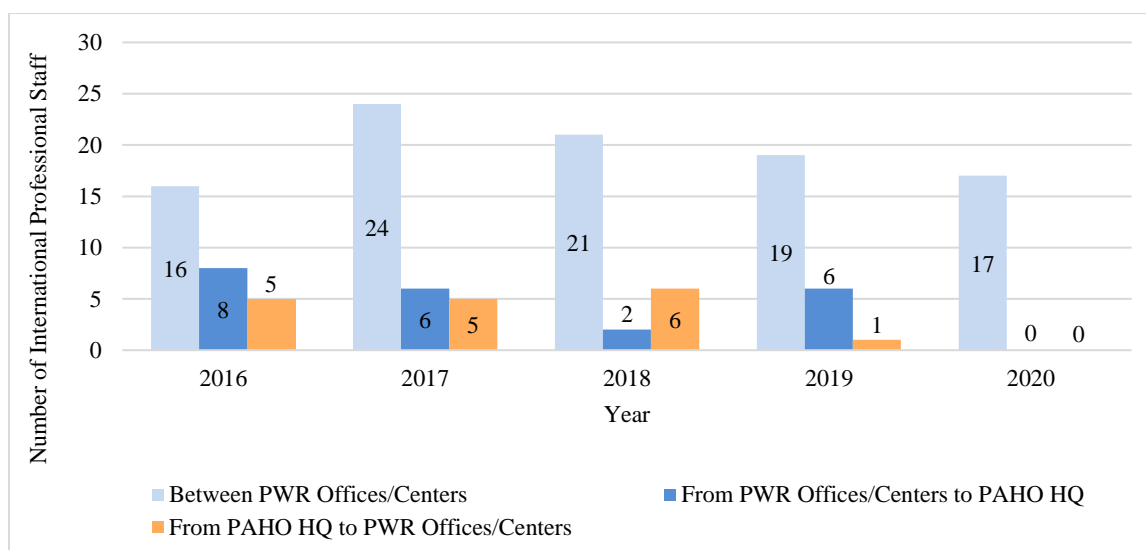
Country of Nationality	Total	Country of Nationality	Total	Country of Nationality	Total
Argentina	22	France	10	Portugal	1
Austria	1	Germany	1	Rwanda	2
Barbados	2	Guatemala	10	Saint Vincent and the Grenadines	4
Belgium	3	Guyana	1	Singapore	2
Belize	6	Haiti	3	Spain	33
Bhutan	1	Honduras	6	Suriname	2
Bolivia	3	India	1	Switzerland	1
Brazil	45	Ireland	1	Trinidad and Tobago	6
Burkina Faso	1	Italy	8	Turkey	1
Canada	8	Jamaica	9	United Kingdom	12
Chile	12	Japan	1	United States of America	61
Colombia	43	Malta	1	Uruguay	4
Congo, Democratic Republic of the	1	Mexico	12	Uzbekistan	1
Costa Rica	9	Netherlands	4	Venezuela	7
Cuba	9	Nicaragua	8	Total	438
Dominica	1	Panama	3		
Dominican Republic	5	Paraguay	4		
Ecuador	13	Peru	21		
El Salvador	9	Philippines	3		

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

10. PASB monitors the duration of assignment of staff in the international professional category serving outside Headquarters, to facilitate rotation after five years at the same duty station. In 2020, there were 17 reassignments of international professional staff between PWR Offices and Pan American Centers (Figure 3). There were no reassignments to or from Headquarters.

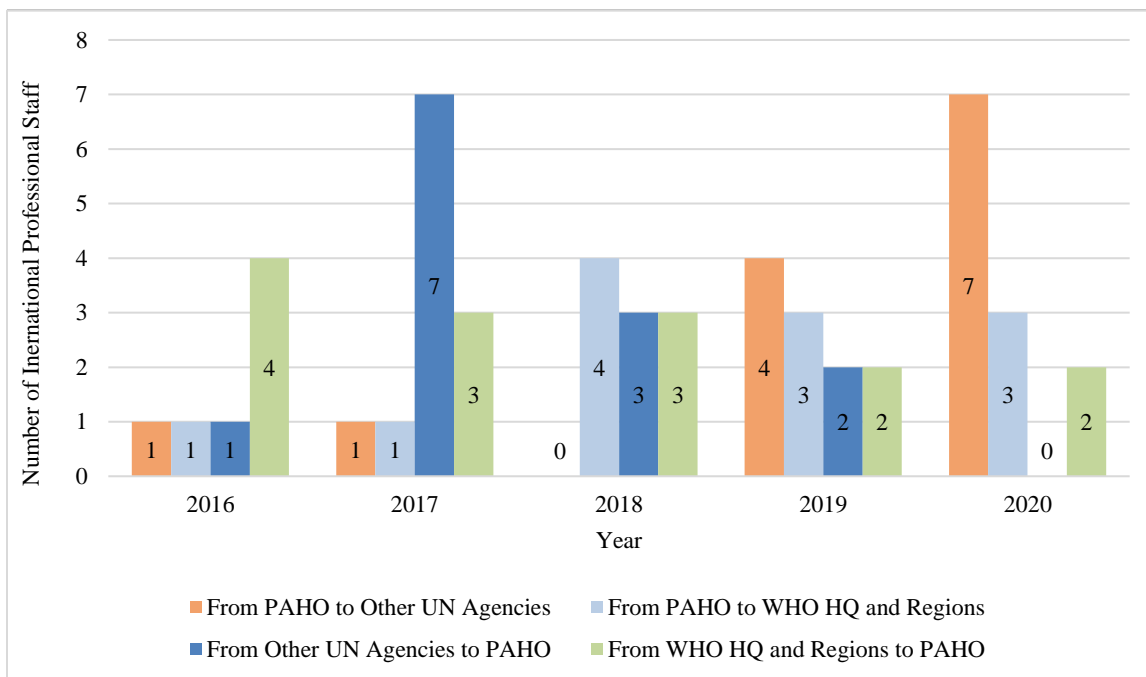
Figure 3. Fixed-Term International Professional Staff, Internal Reassignments, 2016-2020



11. There were 12 inter-organization movements⁴ in 2020, including 10 transfers and two secondments. Seven staff members went from PAHO to another United Nations entity, (six inter-agency transfers and one secondment). Two staff members transferred from PAHO to WHO Headquarters or another WHO region, and one PAHO staff member went on secondment. The Bureau received two staff members on transfer from WHO Headquarters or another WHO region. A review of inter-organization movements over the past five years shows an increase in the movement of PAHO staff to other United Nations entities, from one staff member each year in 2016 and 2017 to four in 2019 and seven in 2020 (Figure 4). Of the six staff members that transferred from PAHO to another United Nations entity, one was at the P2 level, two were at the P3 level, and three were at the P4 level. All six staff members had less than five years of service with the Bureau. While there may be little loss of institutional memory when staff leave before reaching five years of service, such departures may be an indicator of the Bureau's difficulty in retaining qualified staff in the absence of stable funding and the perceived lack of job security.

⁴ "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.

Figure 4. Fixed-Term International Professional Staff, Transfers, Secondments, and Loans, 2016-2020

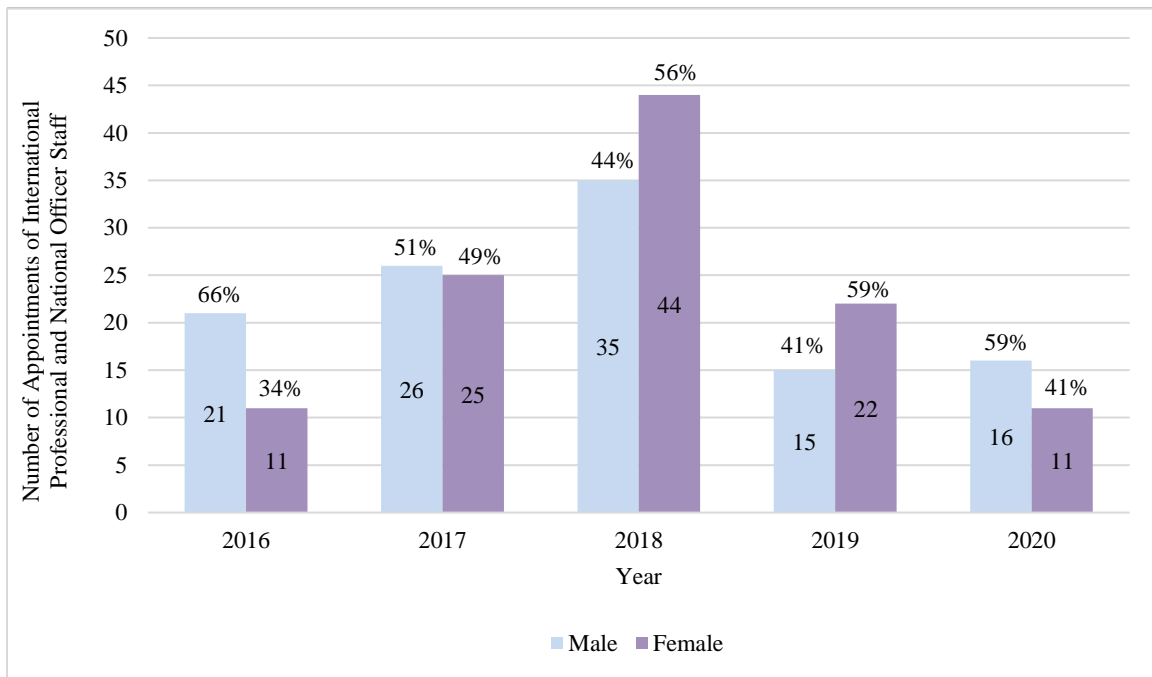


Fixed-Term International Professional and National Professional Officer Staff: Appointments

12. During 2020, 27 vacant positions in the international professional and national professional categories were filled. Of the 27 positions, 24 were positions in the international professional and higher categories, and three were in the national professional officer category. Of the 24 international professional and higher positions, seven were filled through the promotion of internal candidates through competitive selection processes; six were filled by internal candidates who held temporary appointments and were converted to fixed-term appointments upon their selection; nine were filled by external candidates granted fixed-term appointments; and two were filled by persons who joined the Bureau through an inter-agency transfer from WHO. The three national professional officer positions were filled by external candidates. Of the 27 positions, 16 (59%) were filled by men and 11 (41%) were filled by women.

13. A review of appointments over the past five years does not demonstrate a trend (Figure 5). The number of male and female appointments increased from 32 in 2016 to 79 in 2018. The selection and recruitment processes were suspended for several months in both 2019 and 2020 due to budget constraints, resulting in 37 appointments in 2019 and 27 appointments in 2020.

Figure 5. Fixed-Term International Professional and National Professional Officer Staff Appointments, Distribution by Sex, 2016-2020



Temporary Staff

14. 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 15 December 2020, PASB had a total of 71 staff members on temporary appointments, a 30% decrease from the 2019 total of 102. Of the 71 staff members, 41 (58%) were in the international professional category and 30 (42%) were in the general service category (Figure 6). Table 4 provides data disaggregated by duty station and category.

Figure 6. Temporary Staff, Distribution by Category, 2016-2020

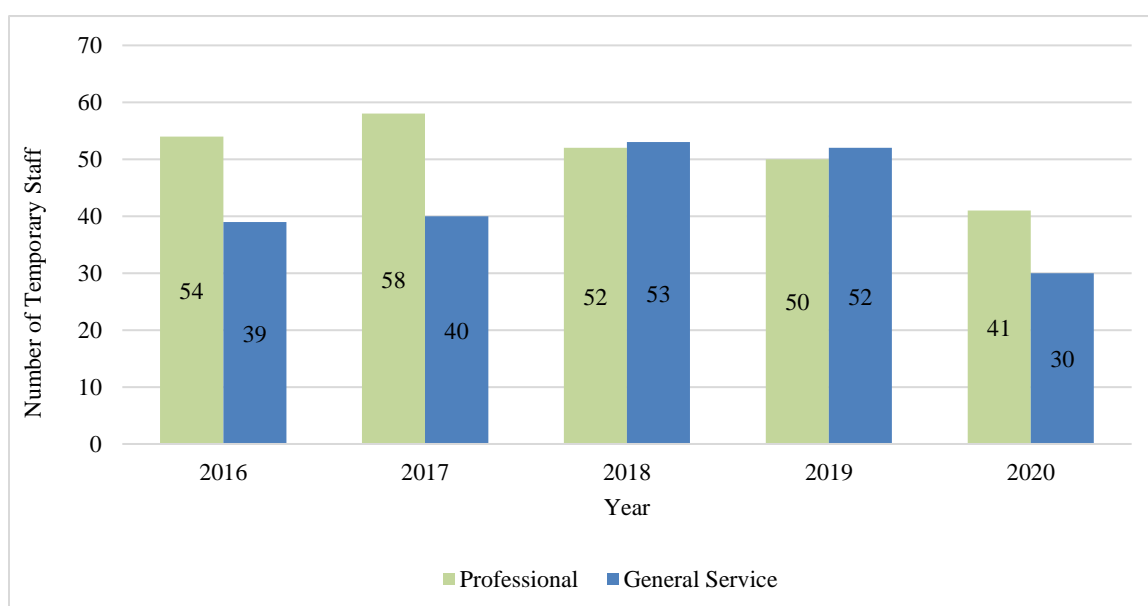


Table 4. Temporary Staff, Distribution by Duty Station and Category, 2020

Country	Duty Station	Professional	General Service	Total
Barbados	Bridgetown	1	1	2
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	1	0	1
Haiti	Port-au-Prince	1	0	1
Paraguay	Asunción	1	0	1
Suriname	Paramaribo	1	0	1
United States of America	Washington, DC	33	22	55
Venezuela	Caracas	0	4	4
Total		41	30	71

Temporary International Professional Staff: Distribution by Sex

15. Of the 41 international professional staff with temporary appointments in 2020, 33 were in PAHO Headquarters: 15 men (45%) and 18 women (55%). Of the eight international professional staff with temporary appointments in PWR Offices and Pan American Centers, five were men (62%) and three were women (38%). Overall, women represented 51% and men 49% of all international staff with temporary appointments (Table 5).

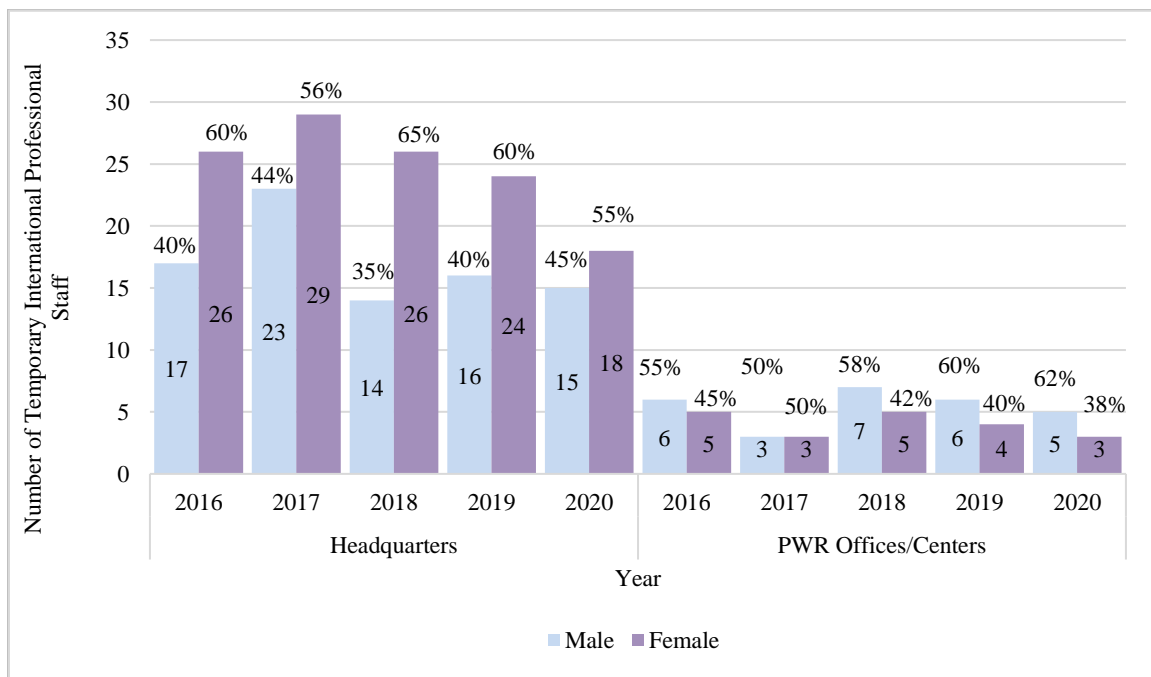
Table 5. Temporary International Professional Staff, Distribution by Grade, Sex, and Organizational Location, 2020

Grade	Headquarters				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
P4	1	100%			3	75%	1	25%	4	80%	1	20%
P3	8	62%	5	38%	1	50%	1	50%	9	60%	6	40%
P2	5	33%	10	67%	1	100%			6	38%	10	63%
P1	1	25%	3	75%			1	100%	1	20%	4	80%
Total	15	45%	18	55%	5	62%	3	38%	20	49%	21	51%

16. The total number of international professional staff with temporary appointments increased from 54 in 2016 to 58 in 2017 and decreased thereafter; there were 52 staff members with temporary appointments in 2018, 50 in 2019, and 41 in 2020. The decrease of 18% in 2020 from the preceding year may be attributed to the hiring freeze in 2020.

17. In each of the past five years, the majority of the temporary international professional staff were located in Headquarters. There were more women than men hired in Headquarters and more men than women hired in PWR Offices and Pan American Centers (Figure 7).

Figure 7. Temporary International Professional Staff, Distribution by Sex and Organizational Location, 2016-2020



Temporary International Professional Staff: Distribution by Nationality

18. Table 6 provides consolidated information regarding the distribution by nationality of international professional staff on temporary appointments in PASB.

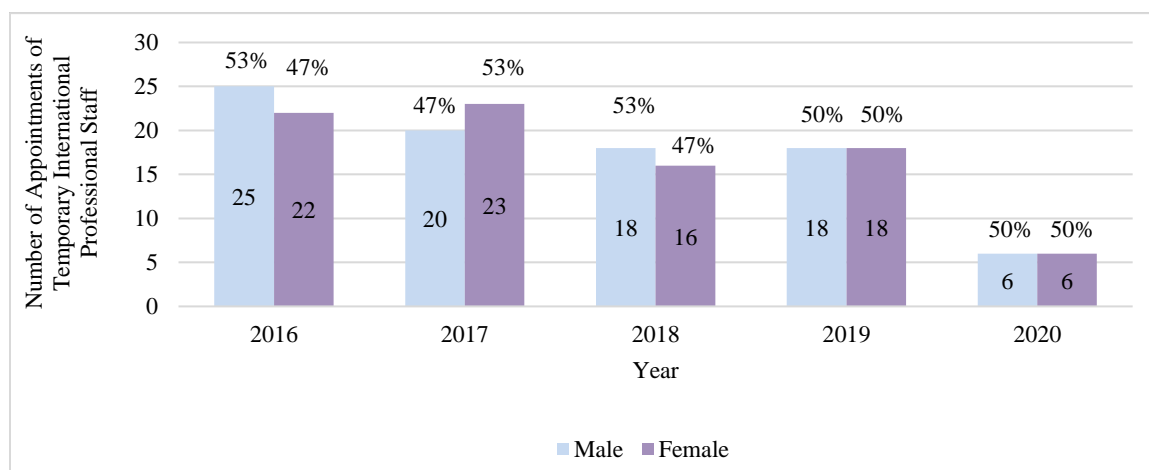
Table 6. Temporary International Professional Staff, Distribution by Nationality, 2020

Country of Nationality	Total	Country of Nationality	Total
Argentina	3	Jamaica	1
Barbados	1	Nicaragua	1
Bolivia	3	Peru	3
Brazil	3	Portugal	1
Chile	1	Spain	3
Colombia	5	United States of America	7
Cuba	2	Venezuela	1
Ecuador	2	Total	41
El Salvador	1		
Guatemala	2		
Haiti	1		

Temporary International Professional Staff: Appointments

19. In 2020, 12 positions in the international professional category were filled by candidates who were granted temporary appointments (Figure 8). In terms of gender balance, it is the second consecutive year in which men and women were appointed in equal numbers (six each in 2020).

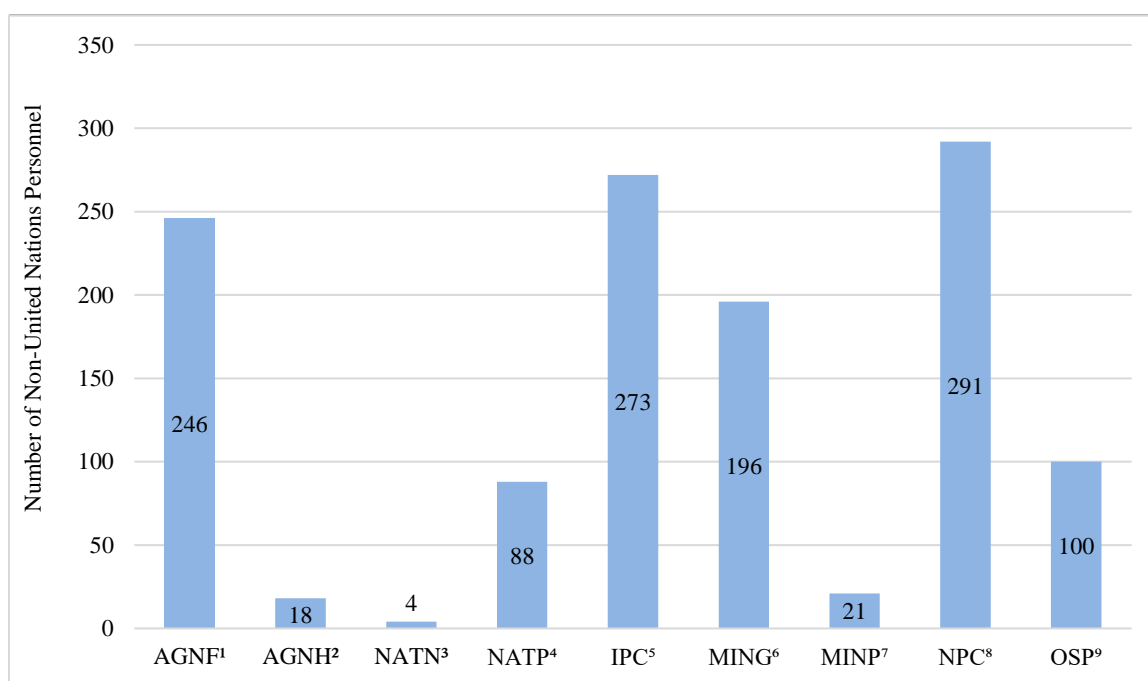
Figure 8. Temporary International Professional Staff Appointments, Distribution by Sex, 2016-2020



Other Contractual Mechanisms

20. As of 15 December 2020, PASB had 1,237 individuals working under several non-United Nations personnel contractual mechanisms, compared with 1,223 in 2019, 1,327 in 2018, 1,332 in 2017, and 1,202 in 2016. Personnel located in PWR Offices included 246 agency personnel, 217 ministry staff seconded to PAHO, 92 PASB local employees (national staff/national staff non-post), 291 national consultants, 59 international consultants, and 56 outsourced providers. Personnel located in Headquarters included 18 agency personnel, 58 international consultants, and 38 outsourced providers. PAHO also contracted 156 international consultants and six outsourced providers working off-site (Figure 9 and Table 7).

Figure 9. Non-United Nations Personnel, Distribution by Contract Type, 2020



¹ AGNF: Agency personnel in PWR Offices
² AGNH: Agency personnel at Headquarters
³ NATN: National staff non-post
⁴ NATP: National staff post
⁵ IPC: International PAHO consultant

⁶ MING: Ministry of health general service
⁷ MINP: Ministry of health professional
⁸ NPC: National PAHO consultant
⁹ OSP: Outsourced service provider

International and National PAHO Consultants: Distribution by Sex and Contract Type

21. As of 15 December 2020, PASB had 564 PAHO consultants. PAHO consultants hold non-United Nations professional staff contracts. The nature of the work determines whether the contract type is an international PAHO consultancy or a national PAHO consultancy. In 2020, women made up 60% of all consultants (Table 7).

22. In 2020, there were 156 international PAHO consultants (IPCs) working in Headquarters and 58 working off-site. Women held 60% of the IPC contracts in Headquarters. In PWR Offices and Pan American Centers there were 59 IPCs and 291 national PAHO consultants (NPCs). Out of the 59 IPCs, 32 (54%) were men and 27 (46%) were women. Of the 291 NPCs, 181 (62%) were women and 110 (38%) were men. In both 2019 and 2020, in PWR Offices and Pan American Centers, there were more men than women holding IPC contracts and more women than men holding NPC contracts.

Table 7. PAHO Consultants, Distribution by Sex, Organizational Location, and Contract Type, 2020

Contract Type	Headquarters ^a				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
International PAHO Consultant	85	40%	129	60%	32	54%	27	46%	117	43%	156	57%
National PAHO Consultant					110	38%	181	62%	110	38%	181	62%
Total	85	40%	129	60%	142	41%	208	59%	227	40%	337	60%

^a The totals reported in Headquarters include personnel working off-site (remotely).

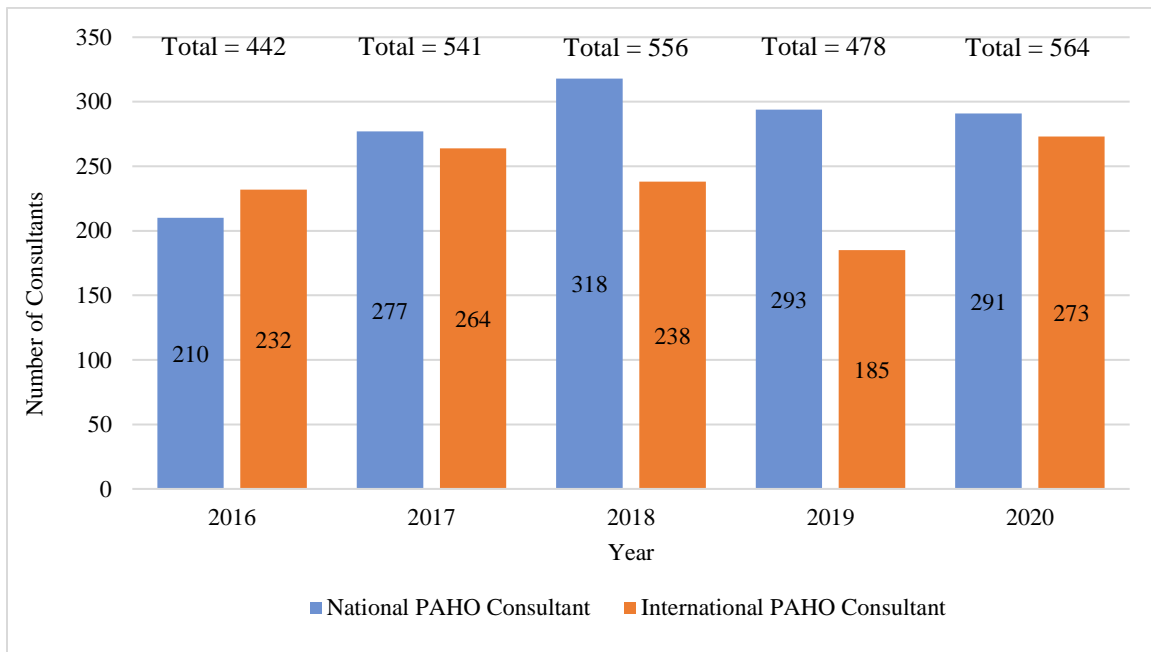
23. When one compares the total number of international and national professional staff with fixed-term appointments and temporary appointments (Figure 6) with the total number of consultants over the past five years, it is clear that there were similar levels of consultants and staff members in 2017, 2018, and 2020 (Table 8). Though the number of consultants may fluctuate throughout the year, the heavy reliance on the hiring of consultants is often the result of financial constraints that prevent the Bureau from hiring sufficient professional staff to meet the demand for technical cooperation and respond to emergencies.

Table 8. Professional Staff Members and PAHO Consultants (IPC/NPC), 2016-2020

Year	National Professional Fixed-term Appointment	International Professional Fixed-term Appointment	International Professional Temporary Appointment	Professional Staff Total	Consultant Total
2016	79	402	54	535	442
2017	77	414	58	549	541
2018	65	451	52	568	556
2019	62	455	50	567	478
2020	53	438	41	532	564

24. The total number of consultants increased from 442 in 2016 to 564 in 2020 (Figure 10). There was a 32% increase in IPCs between 2019 and 2020, from 185 to 273, largely due to the pandemic response.

Figure 10. National and International PAHO Consultants, 2016-2020

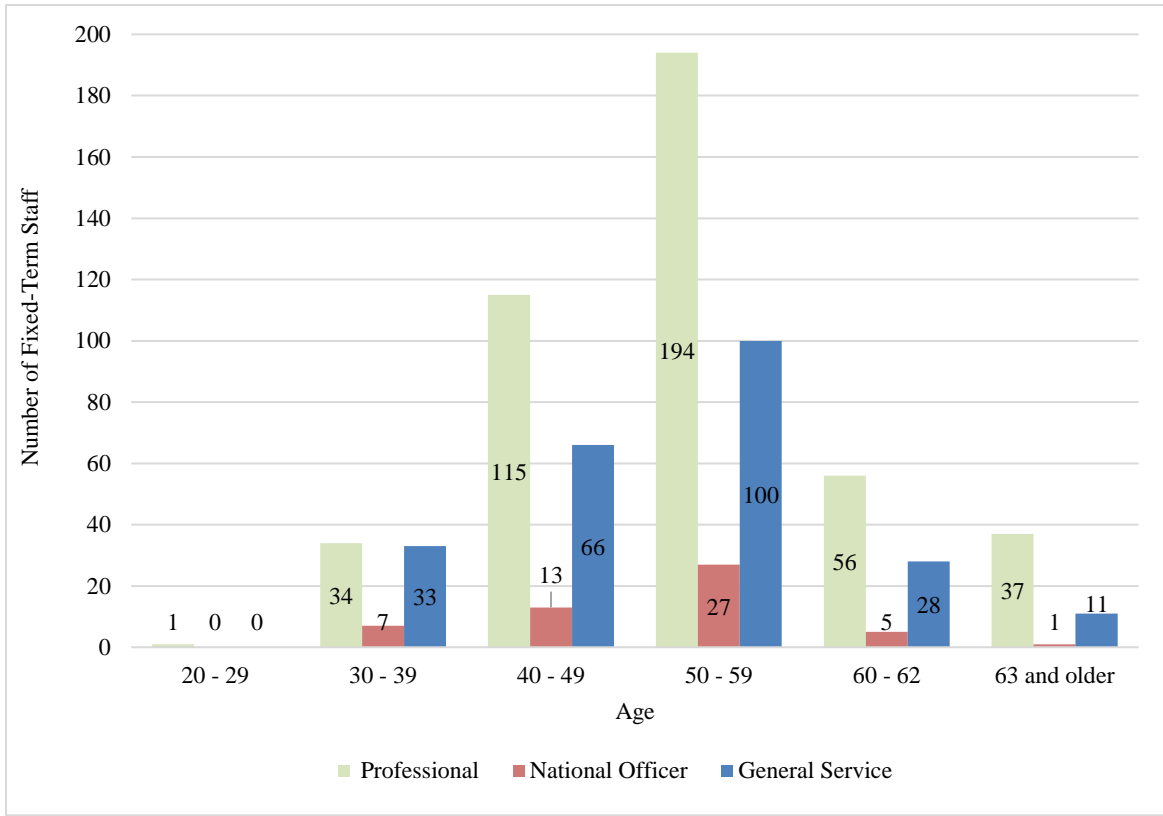


Age and Length of Service

Fixed-Term Staff: Distribution by Age

25. The majority of international professional, national professional officer, and general service staff were between 40 and 59 years of age. A total of 138 individuals (93 international professional, six national professional officer, and 39 general service staff) were 60 years of age or older. Given that the mandatory age of separation is 65 for all staff, these 138 individuals were due to retire within the next five years (Figure 11).

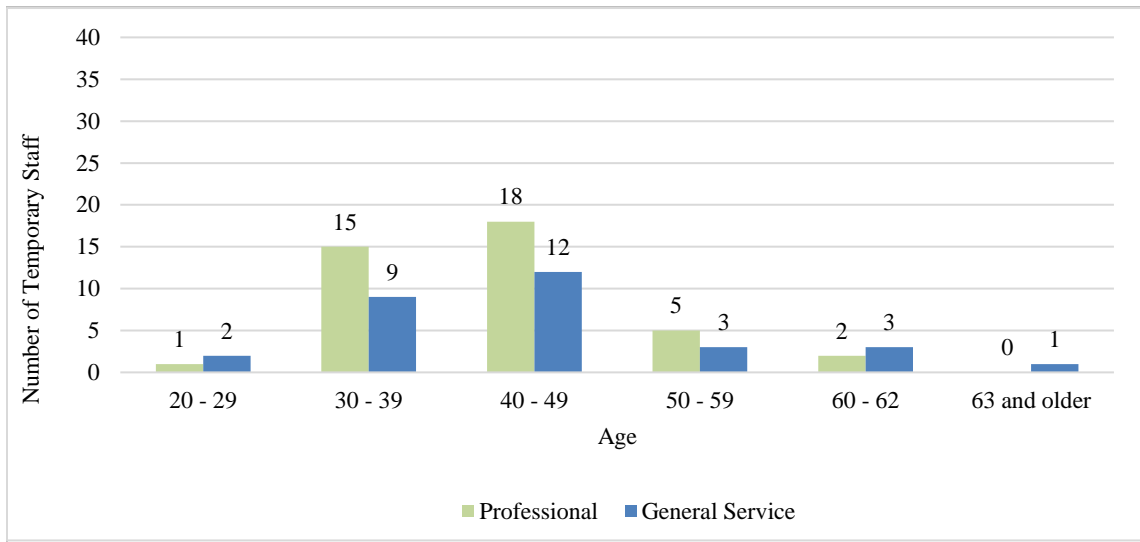
Figure 11. Fixed-Term Staff, Distribution by Age, 2020



Temporary Staff: Distribution by Age

26. Of the 71 staff members holding temporary appointments, the majority were between 30 and 49 years of age. Among the international professional staff with temporary appointments, one was 29 years of age or younger, 33 were between the ages of 30 and 49, five were between 50 and 59, and two were between 60 and 62. Among staff in the general service category with temporary appointments, two were 29 years of age or younger, 24 were between the ages of 30 and 59, and four were 60 years of age or older (Figure 12).

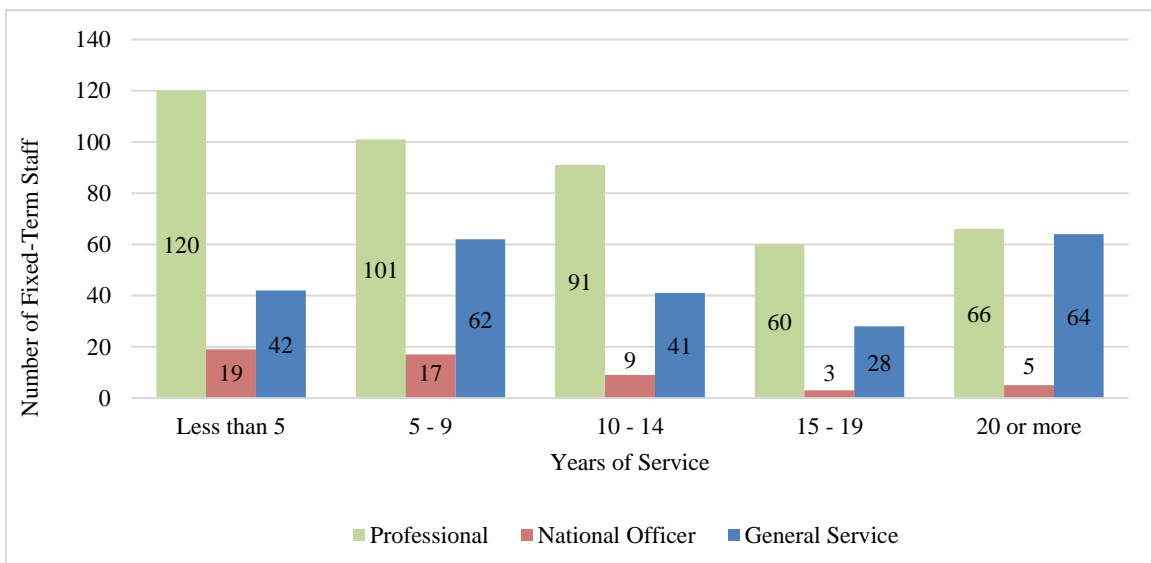
Figure 12. Temporary Staff, Distribution by Age, 2020



Fixed-Term Staff: Distribution by Length of Service

27. Most staff members with fixed-term appointments in the international professional and national professional officer categories had less than 10 years of service. Of the 438 staff in the international professional category, 120 (27%) had less than five years of service. Of the 237 staff members in the general service category, 64 (27%) had 20 years of service or more. There were also 66 staff members in the international professional category with 20 years of service or more, representing 15% of that category (Figure 13).

Figure 13. Fixed-Term Staff, Distribution by Length of Service, 2020



Employment of Retirees

Retirees Holding Temporary Appointments and Consultant Contracts

28. As of 15 December 2020, 18 retirees were serving under temporary appointments or consultant contracts. Three retirees were appointed as temporary staff, and 15 retirees were hired as consultants. Of these retirees, eight (44%) were women and 10 (56%) were men (Figure 14). The number of retirees working under temporary appointments and consultant contracts peaked in 2017 with a total of 50. This total number has progressively decreased every year.

Figure 14. Retirees, Distribution by Sex and Contract Type, 2016-2020

