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ON PROGRAM, BUDGET, AND ADMINISTRATION  
OF THE EXECUTIVE COMMITTEE**

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**HUMAN RESOURCES MANAGEMENT  
IN THE PAN AMERICAN SANITARY BUREAU**

**Background**

1. This report summarizes the strategies for human resources management of the Pan American Sanitary Bureau (PASB or the Bureau) during 2022 and provides workforce trends and statistics for the period 1 January to 15 December 2022, unless otherwise specified. The report focuses on activities aligned with the three pillars of the People Strategy.

2. During 2022, the Bureau celebrated 120 years of active work in the public health arena of the Americas, leading, collaborating, and supporting Member States of the Pan American Health Organization (PAHO) to improve the health and well-being of their populations. The public health achievements of Member States, supported by the Bureau, are a testament to the Organization's visionary, committed, and talented workforce. PASB personnel have been and will continue to be the foundation of the Organization, advancing its mission and vision with the active support and leadership of its Member States.

**Status of the People Strategy 2.0<sup>1</sup>**

3. The Bureau's human resources management functions continued to focus on implementing high-priority activities aligned with the three pillars of the People Strategy 2.0. These pillars are *agility* ("we deliver"), *functional optimization* ("we update"), and *innovation* ("we transform"). The initiatives of the People Strategy aim to modernize and streamline administrative operations, develop flexible human resources policies, promote learning, and create an inclusive work environment.

*Agility: "We deliver"*

4. Activities under this pillar focus on designing and implementing human resources strategies to ensure that the required personnel are prepared and empowered to deliver technical cooperation as set out in the Strategic Plan of the Pan American Health

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\* This version includes an editorial adjustment in paragraph 12 and Table 4 of the Annex.

<sup>1</sup> The People Strategy 2.0 incorporates high-priority activities from the 2015-2019 People Strategy and is aligned with the PAHO Strategic Plan 2020-2025 as reported in document SPBA15/10 (2021).

Organization 2020-2025. The established corporate operational planning process, which includes developing work plans and corresponding human resources plans, enables the Bureau to remain nimble. This strategic process assesses the financial and programmatic sustainability of the organizational staffing structure to ensure that the Bureau remains fit for purpose in a resource-constrained environment.

5. During the second half of 2022, the Bureau began designing the corporate process for bottom-up costing of human resources projected for the 2024-2025 biennium. This high-level corporate process will provide managers with the opportunity to reassess, review, and plan priority areas of work, as well as estimate the financial and human resources required to deliver on the priorities set by the Member States for the 2024-2025 biennium.

6. In terms of talent acquisition, the Bureau continued its strategic approach of ensuring that fixed-term positions, which are limited in number, are properly defined and filled in a timely manner. However, the Bureau has been cautious about establishing new fixed-term positions and relies on the hiring of contingent workers to accelerate the programmatic implementation.

7. During 2022, the Bureau completed 100 competitive selection processes for fixed-term staff appointments: 65 positions in the international professional (PRFP) category, 12 in the national professional officer (NOP) category, and 23 in the general service (GSP) category. The gender distribution of the 77 individuals selected for professional positions was 34 females and 43 males. Of these, 44 were professional positions at grade P4 and above, with a gender distribution of 17 females and 27 males. Also, 55 temporary positions were filled, with a distribution by category of 34 temporary professionals and 21 temporary general service staff.

*Functional optimization: “We update”*

8. Activities under this pillar focused on strengthening corporate administrative functions, optimizing administrative processes, leveraging technology, and updating human resources policies with a focus on maximizing flexibility and promoting work/life balance for personnel. To remain an attractive employer, the Bureau must modernize its human resources policies. This involves upskilling and reskilling of staff and embracing an engaging hybrid work environment, which is critical to attract and retain top talent in today’s extremely competitive labor market for highly skilled personnel.

9. In 2022, the Bureau successfully launched the Workday Recruiting module. This is an applicant tracking system that is fully integrated with Human Capital Management within the PASB Management Information System (PMIS). The module is primarily used for managing the entire talent acquisition life cycle, from advertisement of positions to onboarding of consultants and interns.

10. To support managers with the critical responsibilities of human resources management, a corporate human resources dashboard has been developed in PMIS, which provides information about the staffing composition within each department. The

dashboard includes reports that cover the status of the human resources plan implementation, compliance with mandatory training, staff performance, projected retirements, and contract management, all of which facilitates strategic decision-making regarding personnel.

11. During 2022, the Bureau conducted a skills and competencies gap analysis. Its purpose was to inventory the skills and competencies of personnel and to identify gaps in critical skills, knowledge, and technical competencies needed to perform at a high level and meet the strategic goals of the Bureau at the regional, subregional, and national levels. As major findings, the study pointed to the need to enhance the current learning programs, pursue innovative forms of learning, and explore creative approaches to developing learning paths for specific job families, utilizing the existing electronic learning platforms and flagship programs. The study also highlighted some of the barriers to learning reported by personnel, such as lack of time, lack of funding to support continuous learning and development, perceived lack of connection to career development, and lack of opportunities to apply learning in their current positions.

12. To address some of these barriers, managers have actively promoted use of the allocated yearly learning hours. Toward this end, they have identified learning opportunities and encouraged personnel to avail themselves of the Organization's virtual learning platforms and other capacity-building activities.

13. In 2022, access to virtual learning through online platforms was available to all personnel through PMIS. These platforms are the Workday Learning Module, the World Health Organization (WHO) Learning Management System (iLearn), LinkedIn Learning, and the United Nations System Staff College learning platform known as Blue Line.

14. A revised intern policy was launched in 2022. A major change to the internship program was the introduction of a stipend. This was introduced to encourage all individuals, irrespective of their financial situation, to apply and avail themselves of the opportunity to gain experience and share their skills and knowledge. The policy offers opportunities for in-person and virtual internships. Internships are published on the PAHO career site twice a year and remain active for five months from the time of publication.

15. The 2021 telework policy was updated in 2022. The vision underlying the updated policy is that the future of work will feature a hybrid work environment, promoting flexibility and accountability. The policy update considered lessons learned from the mass emergency telework during the COVID-19 pandemic, which showed the commitment and ability of personnel to deliver on the Organization's mandates in a virtual working modality. In addition, the policy, which stipulates a maximum number of days per month that personnel can telework, is expected to generate efficiencies and savings for the Bureau while promoting productivity and allowing personnel to achieve a better balance between their personal and professional lives. Telework is an optional flexible work arrangement, and personnel have been able to transition seamlessly between working at home, in the office, or in hybrid arrangements, in accordance with the respective offices' core working hours.

16. The Bureau retained Gallup, an external firm specializing in analytics and advisory services, to conduct its second Personnel Engagement Survey in June-July 2022. Gallup's 12-question (Q<sup>12</sup>) methodology was used to develop the survey with questions focused on four major areas: basic needs, individual needs, teamwork needs, and growth. According to Gallup, engaged employees are those who are "highly involved in and enthusiastic about their work and workplace. They drive performance, innovation and move the organization forward."<sup>2</sup>

17. The survey's response rate was 71%, with 1,669 personnel participating out of a total of 2,336. This represented a 14% increase in the number of respondents compared with the 2019 survey, when 1,469 responded. Gender distribution of respondents was 1,021 (61%) female and 648 (39%) male. The Bureau obtained a score of 3.9 on a 1 to 5 scale, placing PASB in the 36th percentile of the Gallup database. In other words, PASB scores better on engagement than 36% of the organizations researched by Gallup. Based on these results, Gallup estimated that 42% of PASB personnel are engaged, 46% are unengaged, and 12% are actively unengaged. The results of the survey have been shared widely with managers and personnel of PASB. The Bureau's objective in conducting the survey was to take the pulse of personnel at one moment in time and to use these findings as the baseline for identifying areas for improvement, working jointly with managers and personnel to develop concrete action plans with measurable results and progress reports as part of the corporate performance monitoring and assessment exercises, which are conducted every six months.

*Innovation: "We transform"*

18. This pillar focuses on promoting and establishing mechanisms to develop a workforce that embraces technology and takes responsibility for renewal of skills. Based on the findings of the skills and competencies gap analysis, it is critical for the Bureau to scale up investments to support a learning strategy that enables PASB personnel to address and respond to evolving public health needs and challenges. The Bureau developed and launched the People Strategy Learning Path with content related to emotional intelligence, ethical leadership, managing up, mental health and well-being in the workplace, leveraging diversity in the workplace, overcoming unconscious bias, and resolving conflict. Additional learning paths are being developed by curating content from a blend of existing online platforms, thus maximizing the limited learning resources available and reducing reliance on external facilitators. Future learning paths will be tailored to address specific technical areas such as negotiation and diplomacy, public health emergencies, external communications, advocacy and strategic partnership, and data analytics tools and techniques.

19. In 2022, the Bureau offered a virtual Leadership and Management Program to strengthen the skills and competencies of mid- and senior-level managers. The program aims to update and strengthen the competencies and capabilities of managers and supervisors, providing them with tools to lead in complex, demanding environments and to

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<sup>2</sup> Shawna Hunt, Gallup presentation on PAHO Engagement Survey 2022, "Creating an Engaging Workplace: Leadership Results Briefing Session."

lead change faster and more effectively. The program also included individual coaching sessions to identify individual strengths and development opportunities. A group of 22 managers (12 female and 10 male) from PAHO/WHO Representative Offices (PWR Offices), Pan American Centers (Centers), and Headquarters completed the program offered by the United Nations System Staff College. The program has been offered for four years, and some of the participants have been selected for senior level positions after undergoing a competitive selection process.

20. In 2022, the Language Program offered virtual group classes to all personnel in PWR Offices, Centers, and Headquarters. The classes were offered in all four official languages of the Bureau (English, Spanish, Portuguese, and French). This year, 53 individuals participated and completed the 10-week program.

### **General Human Resources Activities**

#### *Duty of Care*

21. In the context of the COVID-19 pandemic, measures to protect the health and safety of personnel were gradually lifted as the situation improved, and emergency telework status was lifted effective 1 July 2022. A transition phase from 1 July to 30 September 2022 was established to prepare for the resumption of normal work activities on 1 October 2022. Out of an abundance of caution, the return to the office at Headquarters was postponed to 1 November to allow for the safe removal of asbestos-containing material identified in the PAHO main building under renovation.

22. Advocacy to promote primary and booster COVID-19 vaccinations, along with influenza vaccination, continued throughout 2022. As of November 2022, 87% of the individuals who had reported their COVID-19 vaccination status were fully vaccinated. There have been 250 reported COVID-19 infections, with mild to moderate symptoms for most of them.

#### *Contract Administration*

23. The 2021 annual dependency verification process was launched in May 2022. This annual review verifies the eligibility for allowances and benefits of staff members holding fixed-term appointments. This is an exercise to ensure compliance with the Staff Rules. Of the staff in receipt of an entitlement, 99.5% completed their verification and 18 payroll adjustments were made for overpayments or underpayments, which include adjustments for non-compliant staff.

#### *Place-to-Place Survey*

24. The place-to-place survey was conducted in November 2021. The purpose of the survey is to establish purchasing power parity of salaries for United Nations staff members in the professional and higher categories relative to New York. The local survey committee (LCS) was officially formed in the second trimester of 2021 with participants designated by PASB management, the PAHO/WHO Staff Association, and two other organizations

with offices in Washington, D.C., the Food and Agriculture Organization and UN Refugee Agency . The LCS provided support to the International Civil Service Commission pricing team by listing all eligible personnel, compiling a list of outlets for the price collection exercise, and coordinating the household expenditure survey. Despite the challenges posed by COVID-19 restrictions, 67% of eligible staff responded to the survey. The 2021 cost-of-living survey resulted in an increase in net remuneration of about 6.4% for Washington, DC. As a result, the post adjustment multiplier increased from 54.1 to 63.9, effective 1 August 2022.

*Administration of Justice*

25. From January to December 2022, there were two cases of alleged wrongdoing involving PASB staff that were confirmed by the Bureau and led to the imposition of administrative and/or disciplinary actions, as outlined in the table below. As of 31 December 2022, other cases of alleged wrongdoing remained under review and may be subject to administrative and/or disciplinary action in 2023.

Nature of wrongdoing	Category of staff	Administrative/ disciplinary action
Fraud	Professional	Summary dismissal
Fraud and failure to cooperate with an investigation / Obstruction	General service	Summary dismissal

**Pan American Sanitary Bureau Workforce**

26. The annex to this document provides the annual workforce statistics as of 15 December 2022 (or other years 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. The staffing trends show that while the number of fixed-term staff has decreased since 2018, the number of consultants has increased significantly, particularly in the last two years.

27. Although the sex distribution of staff in the professional and higher categories is 51% female and 49% male, and the percentage of women as heads of PWR Offices increased from 52% to 54% in 2022, work remains to be done to reach gender parity in senior-level positions such as P6, D1, and D2.

**Action by the Subcommittee on Program, Budget, and Administration**

28. The Subcommittee 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**

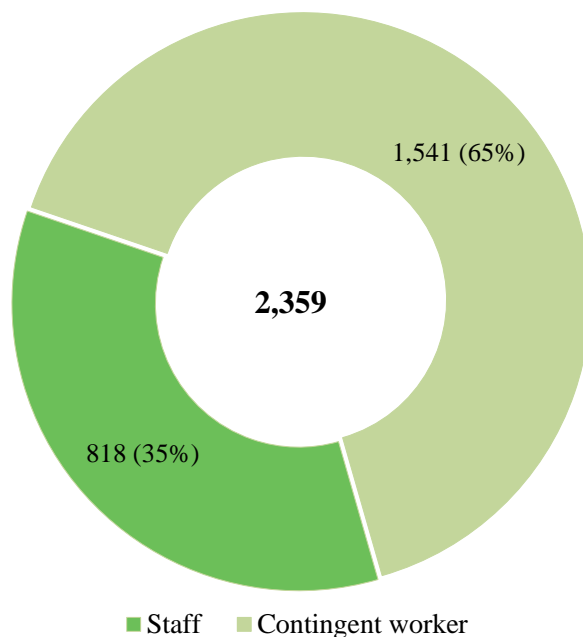
1. This report provides data from the PASB Management Information System (PMIS) on the profile of Pan American Sanitary Bureau (PASB or the Bureau) human resources as of 15 December 2022, unless otherwise specified. It includes information regarding the number of personnel in the Bureau by type of appointment, type of contract, sex, nationality, grade, and location.

**Workforce Composition**

2. Figures 1-3 present an overview of the Bureau’s workforce composition in 2022.

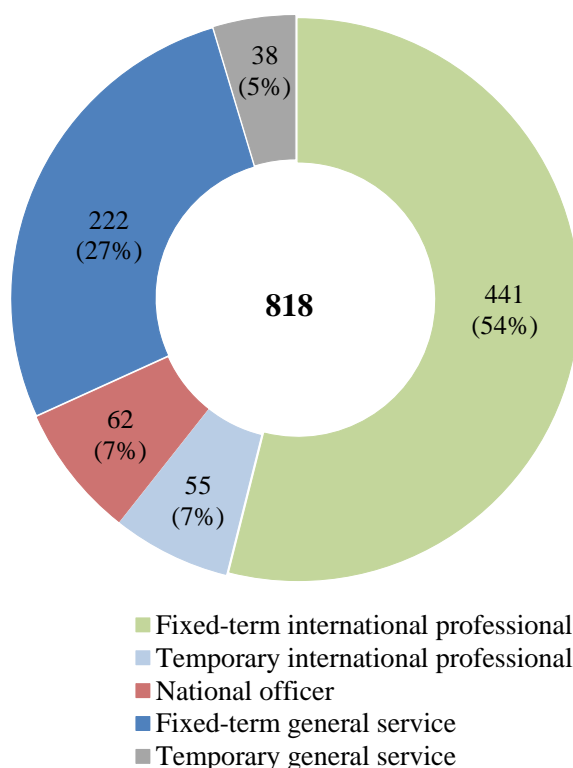
3. As of 15 December 2022, the total number of personnel was 2,359. Figure 1 shows a breakdown of the workforce into two types of positions: staff, who are individuals holding fixed-term and temporary positions, and contingent workers, referring to all personnel hired under non-staff contractual mechanisms. The 818 staff members made up 35% of the workforce, while the 1,541 contingent workers made up 65%. This workforce composition reflects the funding constraints faced by the Bureau in recent years, which have led to an increase in the use of contingent workers.

**Figure 1. Personnel by Position Type, 2022**



4. Figure 2 shows the staffing composition by category and appointment type. The total number of staff was 818, with a breakdown of 725 fixed-term staff (including fixed-term international professionals, national officers, and fixed-term general services) and 93 temporary staff. The duration of a fixed-term appointment is one year or more. Temporary appointments have a duration of 11 months or less, with the possibility of extension up to a maximum of two years.

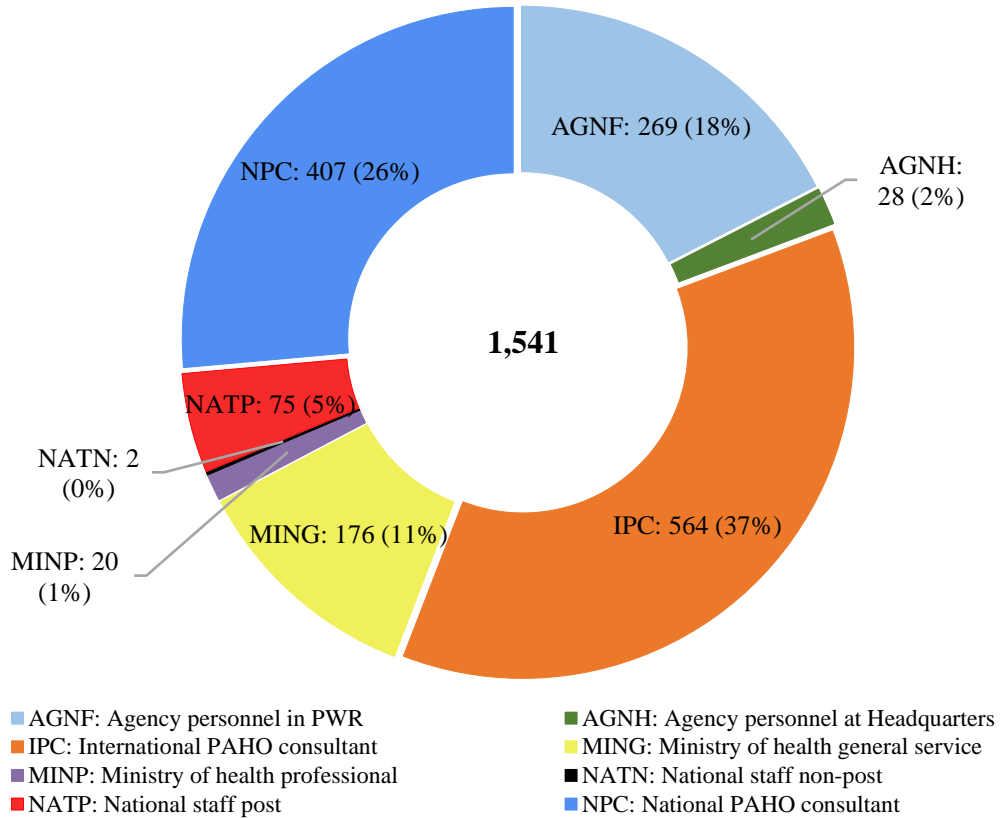
**Figure 2. Staff by Category and Appointment Type, 2022**



5. Figure 3 shows contingent workers, employed under non-staff or non-United Nations personnel contractual mechanisms, who total 1,541. The contingent worker modalities include administrative agency personnel in PAHO/WHO Representative (PWR) Offices and Headquarters (AGNF and AGNH); administrative personnel hired under local conditions of employment (NATP and NATN); administrative and professional personnel seconded by the Ministry of Health in PWR Offices (MING and MINP); and international and national PAHO consultants (IPC and NPC).



**Figure 3. Contingent Workers, 2022**



**Workforce: Distribution by Sex**

6. 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 2022. The sex distribution of staff at Headquarters was 53% female and 47% male, while in the PWR Offices and Pan American Centers it was 47% female and 53% male. A breakdown by grade, sex, and location is provided in Table 1.

**Table 1. Fixed-Term International Professional and National Professional Officer Staff, Distribution by Grade, Sex, and Organizational Location, 2022**

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	3	75%	1	25%					3	75%	1	25%
D1	9	75%	3	25%	3	38%	5	63%	12	60%	8	40%
P6	5	100%			6	67%	3	33%	11	79%	3	21%
P5	16	48%	17	52%	8	50%	8	50%	24	49%	25	51%
P4/NOD	50	47%	56	53%	65	61%	42	39%	115	54%	98	46%
P3/NOC	33	45%	41	55%	12	48%	13	52%	45	45%	54	55%
P2/NOB	11	31%	24	69%	20	43%	27	57%	31	38%	51	62%
P1/NOA			3	100%	6	38%	10	63%	6	32%	13	68%
<b>Total</b>	<b>128</b>	<b>47%</b>	<b>147</b>	<b>53%</b>	<b>120</b>	<b>53%</b>	<b>108</b>	<b>47%</b>	<b>248</b>	<b>49%</b>	<b>255</b>	<b>51%</b>

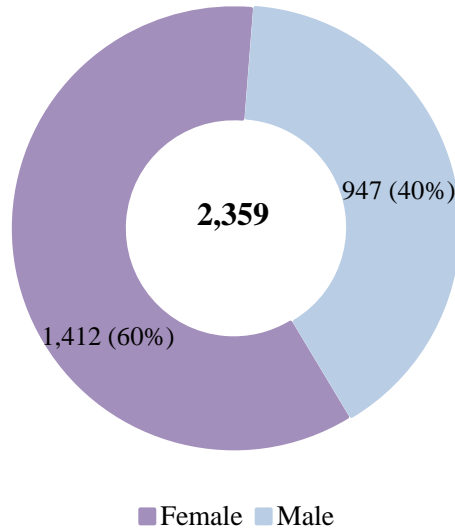
7. The sex distribution of international PAHO consultants was 56% female and 44% male, and for national PAHO consultants, it was 69% female and 31% male, as reflected in Table 2.

**Table 2. PAHO Consultants, Distribution by Sex, Organizational Location, and Contract Type, 2022**

Contract type	Headquarters				PWR Offices/Centers				All			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
International PAHO consultant	203	41%	290	59%	44	62%	27	38%	247	44%	317	56%
National PAHO consultant	4	31%	9	69%	124	31%	270	69%	128	31%	279	69%
<b>Total</b>	<b>207</b>	<b>41%</b>	<b>299</b>	<b>59%</b>	<b>168</b>	<b>36%</b>	<b>297</b>	<b>64%</b>	<b>375</b>	<b>39%</b>	<b>596</b>	<b>61%</b>

8. The overall sex distribution within the entire workforce remained at 60% female and 40% male, as reflected in Figure 4.

**Figure 4. Personnel by Sex, 2022**



9. Table 3 provides consolidated information about the distribution by nationality of staff in the international professional category with fixed-term appointments. This table excludes staff in the national professional 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 would skew the representation of nationalities in the Region of the Americas.

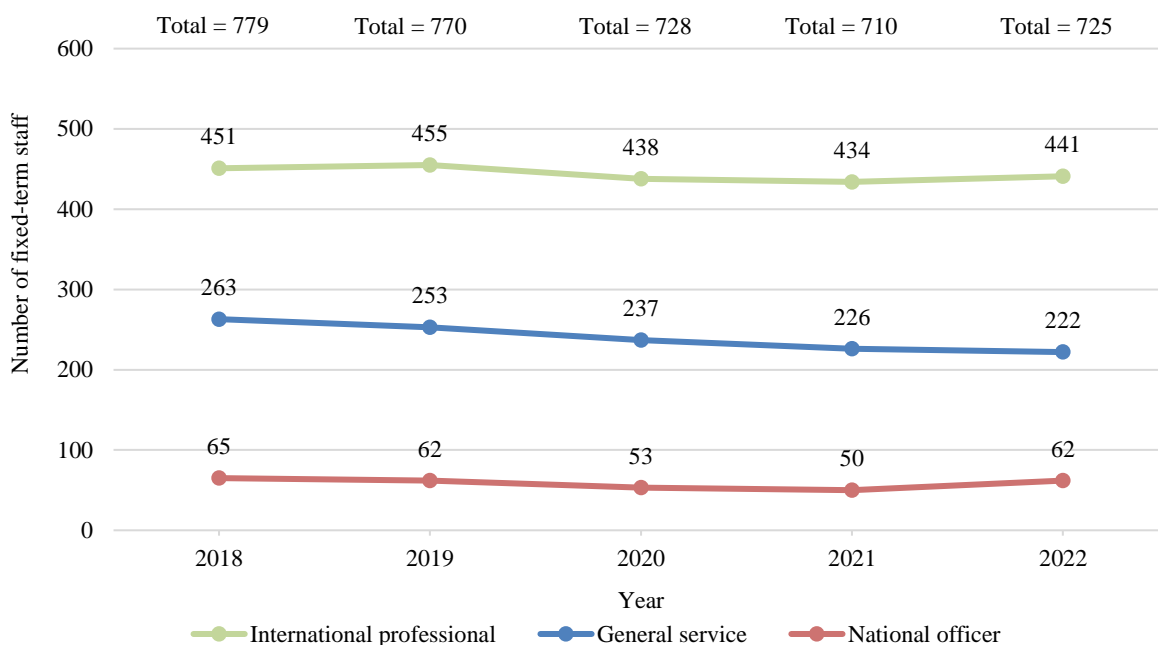
**Table 3. Fixed-Term International Professional Staff, Distribution by Nationality, 2022**

Country of nationality	Total	Country of nationality	Total	Country of nationality	Total
Argentina	23	Finland	1	Portugal	1
Australia	1	France	11	Rwanda	1
Austria	1	Germany	1	Saint Lucia	1
Barbados	3	Guatemala	13	Saint Vincent and the Grenadines	4
Belgium	4	Guyana	1	Singapore	2
Belize	5	Haiti	3	Spain	31
Bolivia	5	Honduras	5	Suriname	2
Brazil	50	India	1	Switzerland	1
Canada	10	Ireland	1	Trinidad and Tobago	4
Chile	15	Italy	5	Turkey	1
Colombia	42	Jamaica	9	Uganda	1
Congo, Democratic Republic of the	1	Malta	1	United Kingdom	9
Costa Rica	10	Mexico	10	United States of America	60
Côte d'Ivoire	1	Netherlands	3	Uruguay	6
Cuba	8	Nicaragua	9	Uzbekistan	1
Dominica	1	Panama	3	Venezuela	6
Dominican Republic	3	Paraguay	3	<b>Total</b>	<b>441</b>
Ecuador	13	Peru	21		
El Salvador	10	Philippines	3		

### Workforce Trends

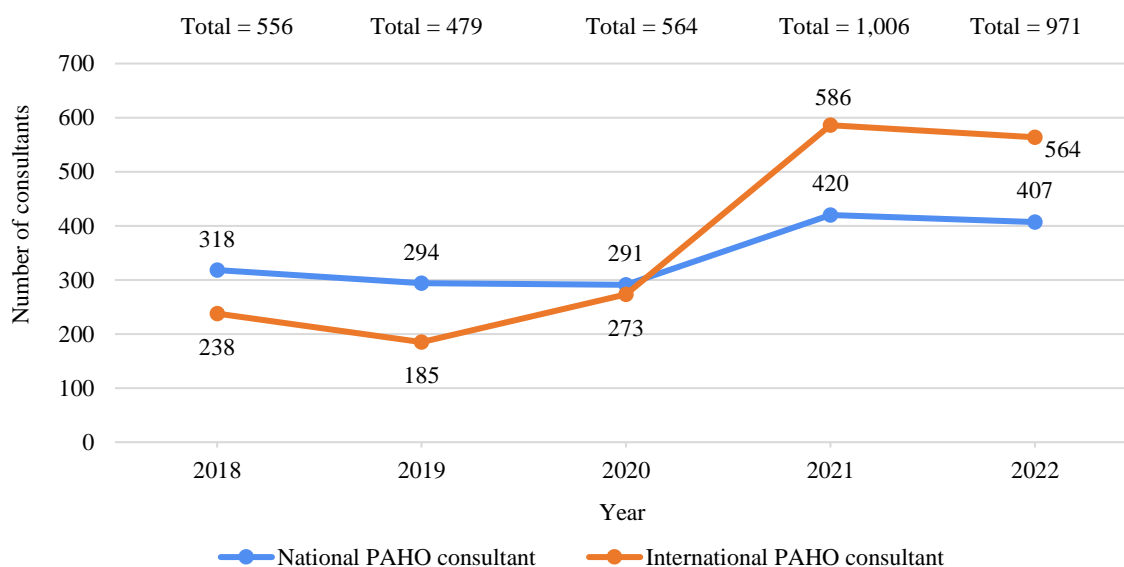
10. Figure 5 highlights the trends for fixed-term staff in different categories for the period 2018 to 2022. The number of staff in fixed-term positions decreased by 7%, from 779 in 2018 to 725 in 2022. However, it is important to note that based on the corporate strategic human resources planning for 2022-2023, the Bureau will carry out recruitment activities to fill critical vacant fixed-term positions. In implementing the approved human resources plans, the Bureau will continue to make efforts to ensure its financial sustainability, including containment of personnel costs.

**Figure 5. Fixed-Term Staff, Distribution by Category, 2018-2022**



11. Figure 6 shows that the number of consultants increased by 75%, from 556 in 2018 to 971 in 2022. Although this was not the highest total number of consultants in the past five years, there are more consultants (971) than international and national professional staff with fixed-term appointments (503).

**Figure 6. National and International PAHO Consultants, 2018-2022**



12. Table 4 shows female representation in the P4 and higher-graded professional positions in the Bureau, which reflects trends in achieving gender parity among staff in the international professional category. The percentage of women in grades P4 and P5 slightly decreased from 49% to 47% between 2018 and 2022. The percentage of women as heads of PWR Offices increased by 8 percentage points (p.p.) during the same period.

**Table 4. Gender Parity Trends, 2018-2022**

Category	2018	2019	2020	2021	2022	Change between 2018 and 2022
Women in grades P6, D1, and D2	34%	34%	32%	31%	32%	-2 p.p.
Women in grades P4 and P5	49%	48%	47%	48%	47%	-2 p.p.
Women as heads of PWR Offices	46%	52%	50%	52%	54%	8 p.p.

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