

## 154th SESSION OF THE EXECUTIVE COMMITTEE

Washington, D.C., USA, 16-20 June 2014

Provisional Agenda Item 6.2

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### PASB STAFFING STATISTICS

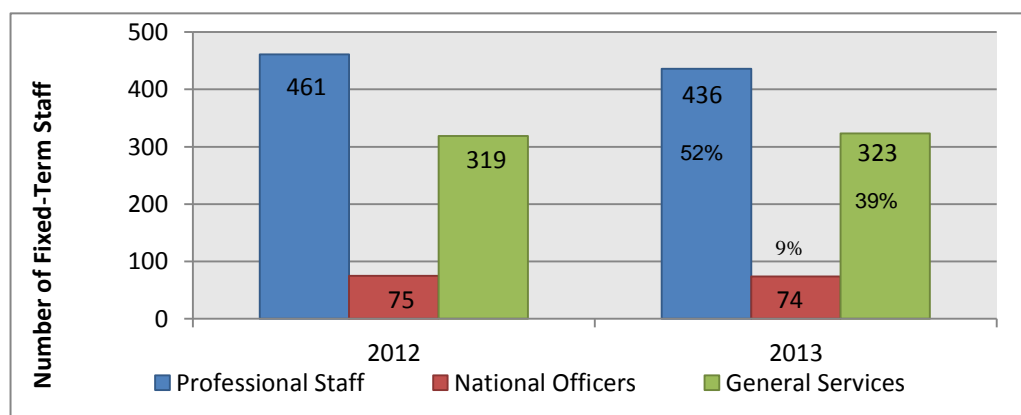
#### Report by the Bureau

1. This report provides data on the profile of the Pan American Sanitary Bureau (PASB) human resources as of 31 December 2013, unless otherwise specified. It includes information regarding the number of personnel in the Bureau by type of appointment, type of contract, gender, nationality, grade, location, and years of service. It also contains information regarding the movement of professional staff between duty stations, and regarding retirement trends.

#### Fixed-Term Appointments of 1 to 5 Years or Career Service Appointments

2. As of 31 December 2013, PASB had a total of 833 staff members on either fixed-term appointments of one to five years or career service appointments.<sup>1</sup> Of these 833, 436 (52%) were in the professional category, 74 (9%) were in the national professional officer category, and 323 (39%) were in the general service category (Figure 1 and Table 1).

Figure 1. Number of Fixed-Term Staff



<sup>1</sup> The Career Service Appointment was discontinued in 2002. However, staff members holding such appointments on 1 July 2002 and who remain below grade P6/D1 retain such appointments until they separate from the Bureau.

**Table 1. Fixed-Term Staff by Duty Station and Category**

Duty Station		Professional	National Officer	General Service	Total
Anguilla	The Valley		1		1
Antigua and Barbuda	St John's		1		1
Argentina	Buenos Aires	5	5	4	14
Bahamas	Nassau	2	1		3
Barbados	Bridgetown	9	1	6	16
Belgium*	Brussels	1			1
Belize	Belize City	2	1	1	4
Bolivia	La Paz	7	5	6	18
	Santa Cruz	1			1
Brazil	Brasília	12	5	11	28
	Pedro Leopoldo	1			1
	Rio de Janeiro	9	7	7	23
	São Paulo	1	1		2
Chile	Santiago	2	2	2	6
Colombia	Bogotá	5	6	5	16
Costa Rica	San José	5	1	3	9
Cuba	Havana	1			1
Dominica	Roseau		1		1
Dominican Republic	Santo Domingo	6	1	3	10
Ecuador	Quito	4	4	6	14
El Salvador	San Salvador	6	1	3	10
Grenada	St George's		1		1
Guatemala	Guatemala City	5	3	7	15
Guyana	Georgetown	3	1	2	6
Haiti	Port-au-Prince	12	1	6	19
Honduras	Tegucigalpa	4	3	5	12
Jamaica	Kingston	3		3	6
Mexico	Mexico City	9	1	8	18
Nicaragua	Managua	5	7	3	15
Panama	Panama City	11	2	1	14
Paraguay	Asunción	4		3	7
Peru	Lima	16	1	14	31
Saint Lucia	Castries		1		1
Saint Kitts and Nevis	Basseterre		1		1
Saint Vincent and the Grenadines	Kingstown		1		1
Suriname	Paramaribo	3	2	1	6
Switzerland**	Geneva	1			1
Trinidad and Tobago	Port of Spain	8	1	6	15
United States of America	El Paso, TX	4		2	6
	New York, NY	1			1
	Washington, DC	259		197	456
Uruguay	Montevideo	5	2	5	12
Venezuela	Caracas	4	2	3	9
<b>TOTAL</b>		<b>436</b>	<b>74</b>	<b>323</b>	<b>833</b>

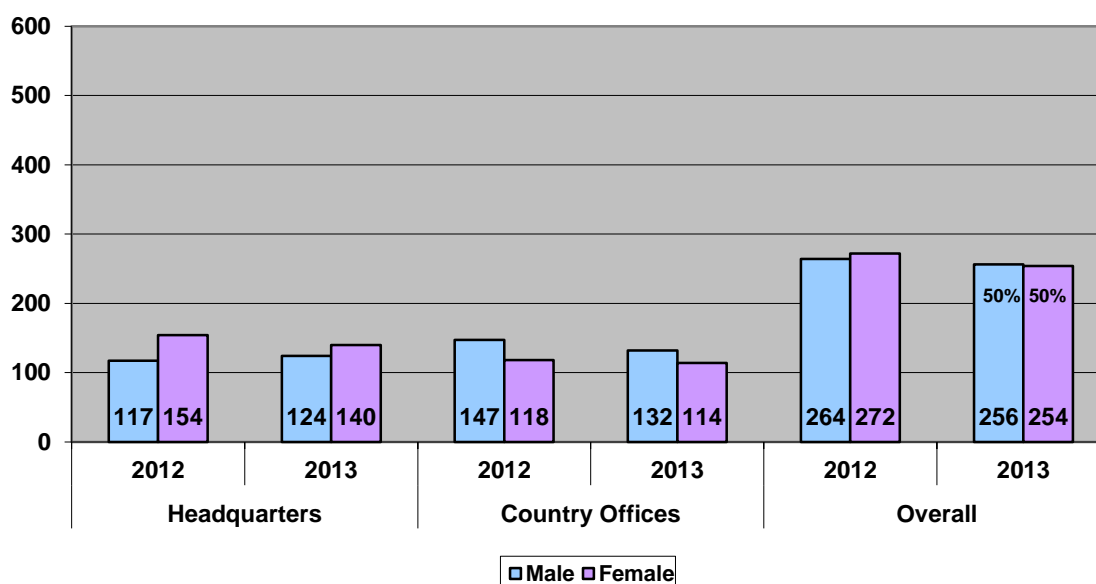
\* Office in Brussels was closed and post moved to Washington, DC.

\*\* Post of limited duration which ended on 31 December 2013.

### Gender Distribution

3. Overall, PASB has reached gender equity in the professional and higher categories (50%/50%). In Headquarters, the percentage of professional women is at 53%, down from 57% in 2012. In PAHO/WHO Representative (PWR) Offices and Centers, the percentage of women in these categories continues to increase. In 2013, women made up 46% of this group, compared to 45% in 2012 and 42% during the 2011 reporting period (Figure 2).

**Figure 2. Gender Distribution of Fixed-Term Professionals by Organization Location**



4. Women occupy approximately 50% of the 510 professional and national professional officer posts within the Organization. This is slightly down from 51% in 2012 and up from 49% in 2011. Women hold the majority of posts at the P.1/NOA grade level (71% of 21 posts), P.2/NOB level (61% of 69 posts), and P.3/NOC level (59% of 99 posts).<sup>2</sup> Men continue to occupy the majority of posts at the P.4/NOD level (56% of 233 posts), P.5 level (61% of 49 posts), and D.1 level (65% of 20 posts). However, women have now surpassed men at the P.6 level (56% of 16 posts); this is up from 42% in 2012. Two of the three ungraded (UG) posts in PASB are now occupied by men. Of the 21 PAHO/WHO Representatives in the countries, 57% (12) are male and 43% (9) are female (Table 2).

<sup>2</sup> Acronyms used in this document are as follows: P: Professional staff; NO: National Professional Officer; D: Director level (e.g. Director of Administration, Department Director); UG: Director, Deputy Director, and Assistant Director.

**Table 2. Professional Staff Distribution by Grade and Gender**

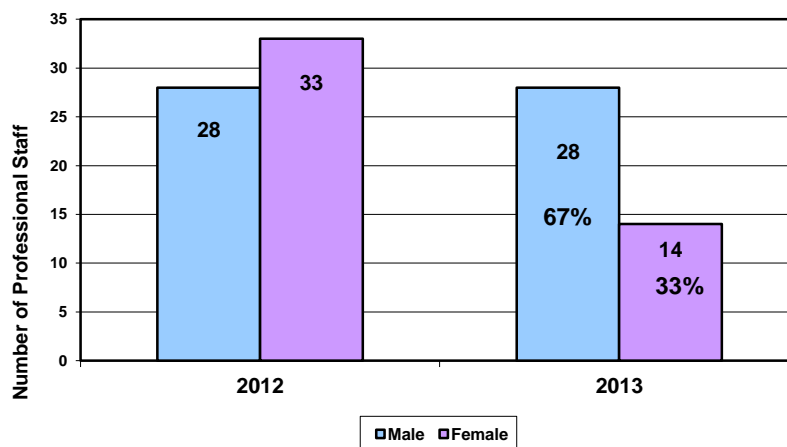
Grade	Headquarters				PWRs/Centers				ALL			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
UG01			1	100%							1	100%
UG02	1	100%							1	100%		
UG03	1	100%							1	100%		
D02												
D01	10	62%	6	38%	3	75%	1	25%	13	65%	7	35%
P06	1	33%	2	67%	6	46%	7	54%	7	44%	9	56%
P05	16	52%	15	48%	14	78%	4	22%	30	61%	19	39%
P04/NOD	55	53%	49	47%	75	58%	54	42%	130	56%	103	44%
P03/NOC	26	39%	41	61%	15	47%	17	53%	41	41%	58	59%
P02/NOB	14	36%	25	64%	13	43%	17	57%	27	39%	42	61%
P01/NOA			1	100%	6	30%	14	70%	6	29%	15	71%
<b>Total</b>	<b>124</b>	<b>47%</b>	<b>140</b>	<b>53%</b>	<b>132</b>	<b>54%</b>	<b>114</b>	<b>46%</b>	<b>256</b>	<b>50%</b>	<b>254</b>	<b>50%</b>

PAHO/WHO REPRESENTATIVES (P05-P06/D01)			
Male	%	Female	%
12	57%	9	43%

5. As of 31 December 2013, 42 professionals and national professional officers were appointed to fixed-term positions in PASB: 28 (67%) were men and 14 (33%) were women (Figure 3). This number includes conversions from temporary to fixed-term appointments.

**Figure 3. Gender Distribution of Fixed-Term Professional Staff Appointments**



6. The data in Figure 3 show a decrease in the number of appointments overall and in the percentage of women hired during 2013. This was due mainly to the hiring freeze on many posts during the year. The Organization will continue to ensure that its current policies on gender equity are observed, particularly with regard to the recruitment of staff and the equitable distribution of women at all professional grades.

*Distribution of Professional Staff by Nationality*

7. Table 3 provides consolidated information, as of 31 December 2013, regarding the distribution of professional and national professional officer fixed-term staff in PASB by nationality.

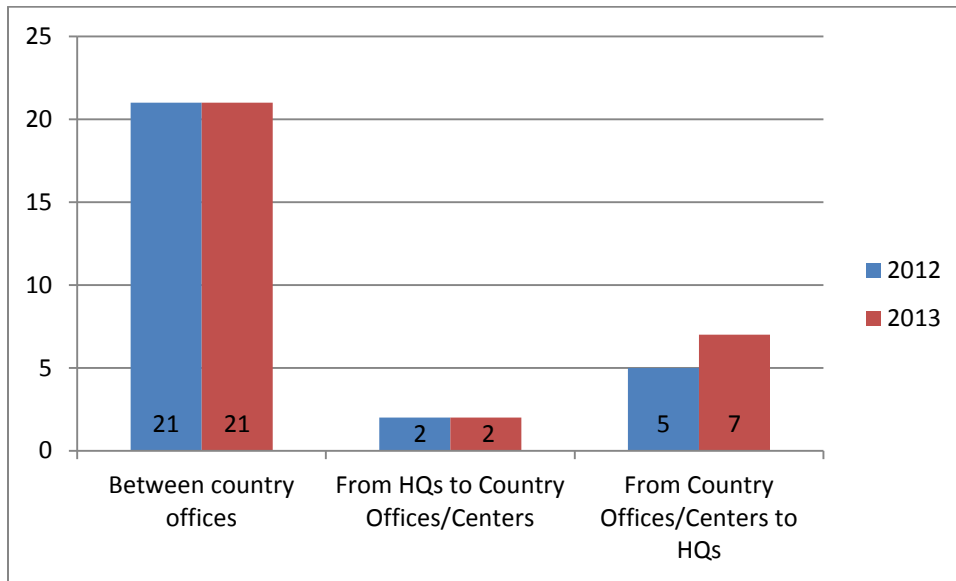
**Table 3. Distribution of Fixed-Term Professional Staff by Nationality**

Nationality	Total	Nationality	Total	Nationality	Total
Argentina	33	El Salvador	12	Paraguay	4
Australia	2	France	11	Peru	27
Austria	1	Grenada	1	Philippines	2
Bahamas	1	Guatemala	15	Rwanda	1
Barbados	3	Guinea	1	Saint Lucia	1
Belgium	4	Guyana	2	Senegal	1
Belize	9	Haiti	1	Spain	24
Bolivia	9	Honduras	8	St. Vincent and The Grenadines	3
Brazil	47	Ireland	1	Suriname	2
Canada	14	Italy	10	Sweden	1
Chile	14	Jamaica	6	Trinidad And Tobago	7
Colombia	39	Japan	1	United Kingdom	7
Costa Rica	10	Mexico	14	United States Of America	67
Cuba	10	Morocco	1	Uruguay	9
Denmark	3	Myanmar	1	Uzbekistan	1
Dominica	2	Netherlands	6	Venezuela	10
Dominican Republic	7	Netherlands Antilles	1	Yugoslavia	2
Ecuador	17	Nicaragua	13	<b>Grand Total</b>	<b>510</b>
Egypt	1	Panama	10		

*Professional Staff Mobility*

8. PASB closely monitors its professional staff, especially in PWR Offices, to ensure rotation after five years at the same duty station. In 2013, 30 professional staff reassignments occurred. Twenty-one (70%) of these reassignments involved the movement of staff between PWR Offices and Centers; two (7%) involved the movement of staff from Headquarters to PWR Offices or Centers, and seven (23%) involved the movement of staff from PWR Offices or Centers to Headquarters (Figure 4).

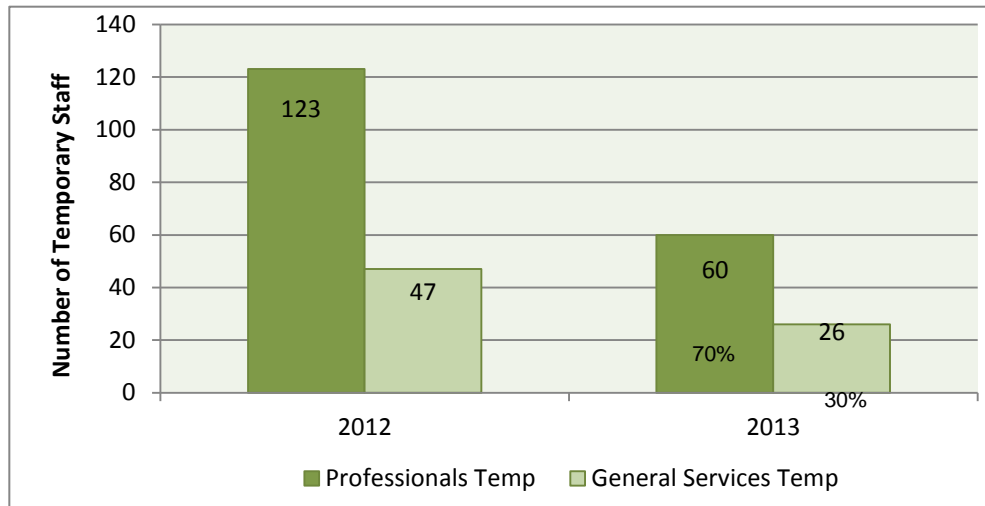
**Figure 4. Professional Staff Reassignments and Transfers, 2012-2013**



**Temporary Staff**

9. As of 31 December 2013, PASB had a total of 86 staff members on temporary appointments. This is down from 170 in 2012, mainly because of financial constraints in the last year of the biennium and because a number of temporary staff reaching their 24-month maximum period of service were on a break in service during December. Of those 86, 60 (70%) were in the professional category and 26 (30%) in the general service category (Figure 5).

**Figure 5. Number of Temporary Staff**



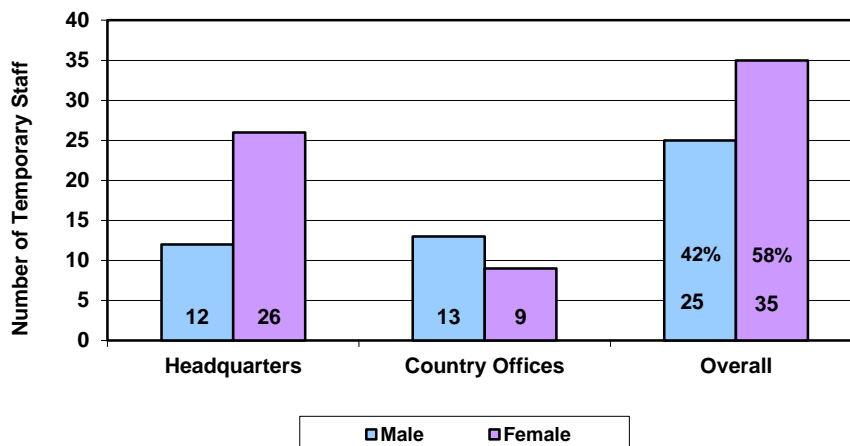
**Table 4. Temporary Staff by Duty Station and Category**

Duty Station		Professional	General Service	Total
Barbados	Bridgetown	2		2
Bolivia	La Paz	1		1
Brazil	Brasília	1		1
Colombia	Bogotá	1		1
Costa Rica	San José	1		1
Dominican Republic	Santo Domingo	2		2
Ecuador	Quito	1		1
Haiti	Port-au-Prince	3		3
Jamaica	Kingston	1		1
Panama	Panama City	3		3
Paraguay	Asunción	2		2
United States of America	El Paso, TX	1		1
	Washington, DC	38	20	58
Uruguay	Montevideo	1		1
Venezuela	Caracas	2	6	8
<b>Grand Total</b>		<b>60</b>	<b>26</b>	<b>86</b>

**Gender Distribution**

10. In PASB overall, women represent 58% of professionals in the temporary staff category. They are in the majority at all levels except for the P.4 and P.5 levels (Figure 6 and Table 5).

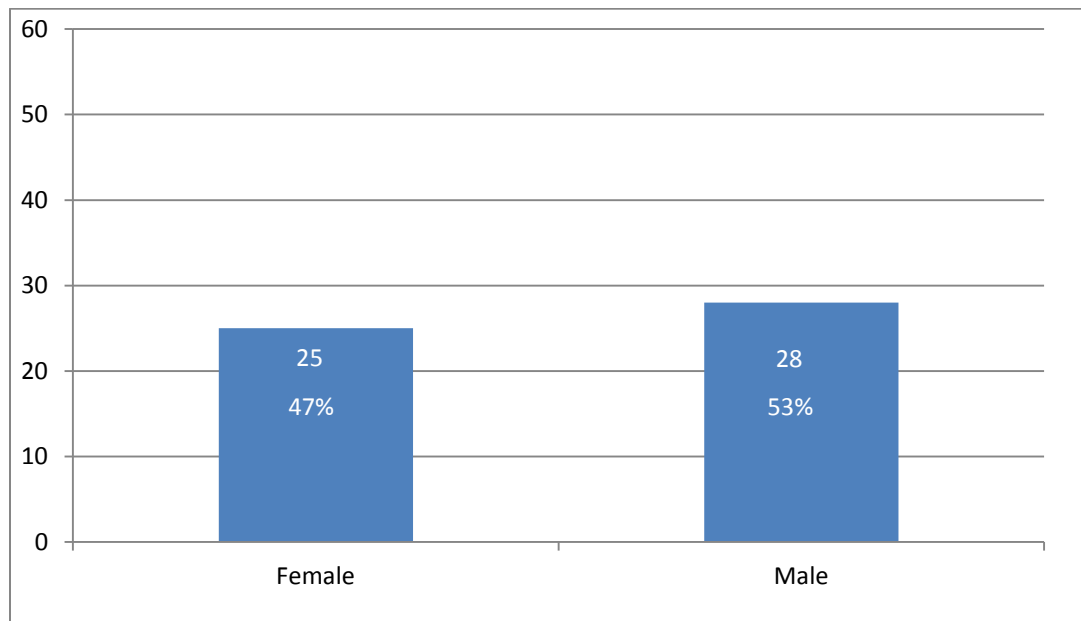
11. In Headquarters, women hold 68% of temporary appointments, while in PWR Offices and Centers, men hold 59% (Table 5).

**Figure 6. Gender Distribution of Professional Temporary Staff by Organizational Location as of 31 December 2013**

**Table 5. Temporary Staff by Grade, Gender, and Percentage**

Grade	Headquarters				PWR Offices/Centers				ALL			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
P05					1	100%			1	100%		
P04	2	40%	3	60%	10	80%	2	20%	12	71%	5	29%
P03	2	33%	4	67%	2	67%	1	33%	4	44%	5	56%
P02	3	33%	6	67%			2	100%	3	27%	8	73%
P01	3	23%	10	77%			1	100%	3	21%	11	79%
On detail / no grade	2	40%	3	60%			3	100%	2	25%	6	75%
<b>Total</b>	<b>12</b>	<b>32%</b>	<b>26</b>	<b>68%</b>	<b>13</b>	<b>59%</b>	<b>9</b>	<b>41%</b>	<b>25</b>	<b>42%</b>	<b>35</b>	<b>58%</b>

12. During 2013, 53 professionals were appointed to temporary positions in PASB; 28 (53%) were men and 25 (47%) were women (Figure 7).

**Figure 7. Gender Distribution of Professional Temporary Staff Appointments in 2013**

#### *Distribution of Temporary Staff by Nationality*

13. Table 6 provides consolidated information, as of 31 December 2013, regarding the distribution of professional temporary staff in PASB by nationality.



**Table 6. Distribution of Temporary Professional Staff by Nationality**

	Total	Nationality	Total
Argentina	3	Guatemala	2
Barbados	1	Honduras	1
Belgium	2	Italy	1
Bolivia	3	Jamaica	1
Brazil	1	Mexico	1
Burkina Faso	1	Peru	4
Chile	1	Spain	7
Colombia	7	Sweden	1
Cuba	3	Switzerland	1
Dominican Republic	1	United States of America	11
Ecuador	1	Venezuela	2
El Salvador	1	<b>Grand Total</b>	<b>60</b>
France	3		

### Non-UN Staff Contractual Mechanisms

14. In 2013, PASB had 1,072 individuals working under a number of non-UN staff contractual mechanisms in PAHO/WHO Representative (PWR) Offices and Centers. The PWR Offices employed 292 agency personnel (AGNF), 262 ministry staff seconded to PAHO (MIN), 104 PASB local employees National Staff/National Staff Non Post (NATP/NATN), 202 national consultants (NPC), 90 international consultants (IPC), and 111 employed by others (EO) (Figure 8 and Table 7). The majority of non-UN staff contracts are used in the countries; however, Headquarters also has individuals in the “employed by others” and “agency” (AGNH) categories.

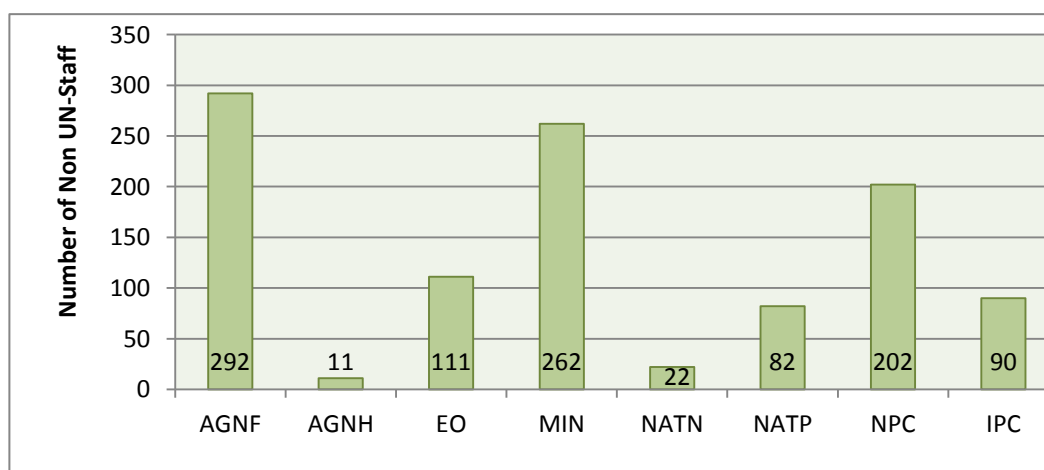
**Figure 8. Number of Non-UN Staff, 2013**

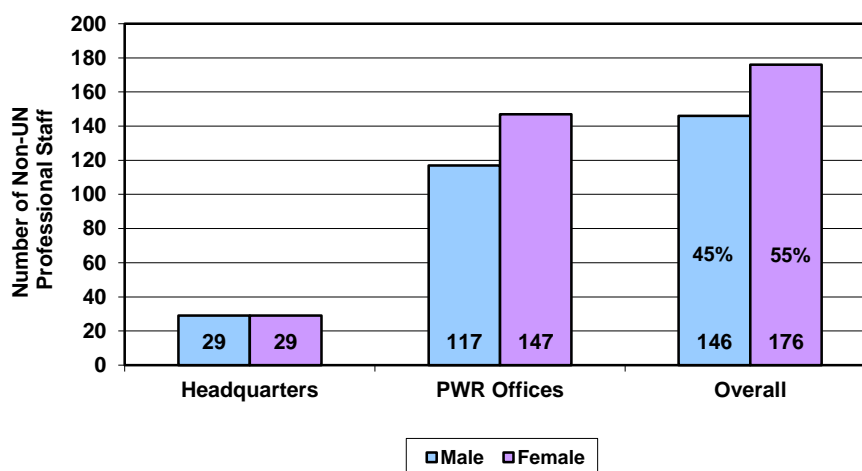
Table 7. Non-UN Staff by Duty Station and Category

		AGNF	AGNH	EO	IPC	MIN	NATN	NATP	NPC	Total
Antigua and Barbuda	St John's					1				1
Argentina	Buenos Aires	12				2			8	22
Bahamas	Nassau					6			1	7
Barbados	Bridgetown				1	13	1	9	1	25
Belize	Belize City					5				5
Bolivia	La Paz					15			4	19
Brazil	Belém				1					1
	Belo Horizonte				1					1
	Brasília	57			8		1	8	43	117
	Campo Grande				1					1
	Curitiba				1					1
	Fortaleza				1					1
	Goiânia				1					1
	João Pessoa				1					1
	Macapa				1					1
	Maceió				1					1
	Manaus				1					1
	Palmas				1					1
	Pedro Leopoldo								4	4
	Porto Alegre				1					1
	Recife				1					1
	Rio Branco				1					1
	Rio de Janeiro				1			17	52	3
Salvador				1						1
São Luis				1						1
São Paulo				60	1	17			2	80
Teresina				1						1
Chile	Santiago	4			1	5			1	11
Colombia	Bogotá	30			1				21	52
	Cali								1	1
	Cúcuta								2	2
	Guapi								1	1
	Medellín								1	1
	Quibdó								1	1
Costa Rica	San José	7				6		5	18	
Cuba	Havana					31				31
Dominica	Roseau					1				1
Dominican Republic	Santo Domingo				1	27		4		32
Ecuador	Guayaquil	2				2		1		5
	Quito	10				4		4		18
El Salvador	San Salvador	10			1	11		8		30
Grenada	St George's					1				1
Guatemala	Guatemala City	21				13			20	54
Guyana	Georgetown					15			5	20
Haiti	Port-au-Prince	73		1	4	2			2	82
Honduras	Tegucigalpa	15		1	1	8			7	32
Jamaica	Kingston				1	10			1	12
Mexico	Mexico City	10							4	14
Nicaragua	Managua	6				18			2	26
No Duty Station	Travel Status				17					17
Panama	Panama City	10				13			10	33
Paraguay	Asunción				1	17			7	25
Peru	Lima	15			1				14	30
Philippines	Manila				1					1
Suriname	Paramaribo	5				4			6	15
Trinidad and Tobago	Port of Spain					7			1	8
United States of America	El Paso, TX	5							2	7
	Washington, DC		11	49	31				1	92
Uruguay	Montevideo				1	8	3	9	4	25
Venezuela	Caracas								4	4
<b>Grand Total</b>		<b>292</b>	<b>11</b>	<b>111</b>	<b>90</b>	<b>262</b>	<b>22</b>	<b>82</b>	<b>202</b>	<b>1,072</b>

### *Non-UN Professional Staff Distribution by Gender*

15. Women make up 55% of all non-UN professional staff contracts (Table 8). They represent 50% at headquarters and 56% in PWR Offices and Centers (Figure 9).

**Figure 9. Gender Distribution of Non-UN Professional Staff by Organizational Location 2013**



**Table 8. Non-UN Professional Staff Distribution by Gender**

Contract Type	Headquarters				PWR Offices/Centers				ALL			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
IPC	20	42%	28	58%	24	57%	18	43%	44	49%	46	51%
NPC					81	40%	121	60%	81	40%	121	60%
MIN					2	50%	2	50%	2	50%	2	50%
EO	9	90%	1	10%	10	62%	6	38%	19	73%	7	27%
<b>Total</b>	<b>29</b>	<b>50%</b>	<b>29</b>	<b>50%</b>	<b>117</b>	<b>44%</b>	<b>147</b>	<b>56%</b>	<b>146</b>	<b>45%</b>	<b>176</b>	<b>55%</b>

16. Table 9 provides consolidated information, as of 31 December 2013, regarding the distribution of all non-UN staff contract holders in PASB by nationality.

**Table 9. Non-UN Staff Distribution by Nationality**

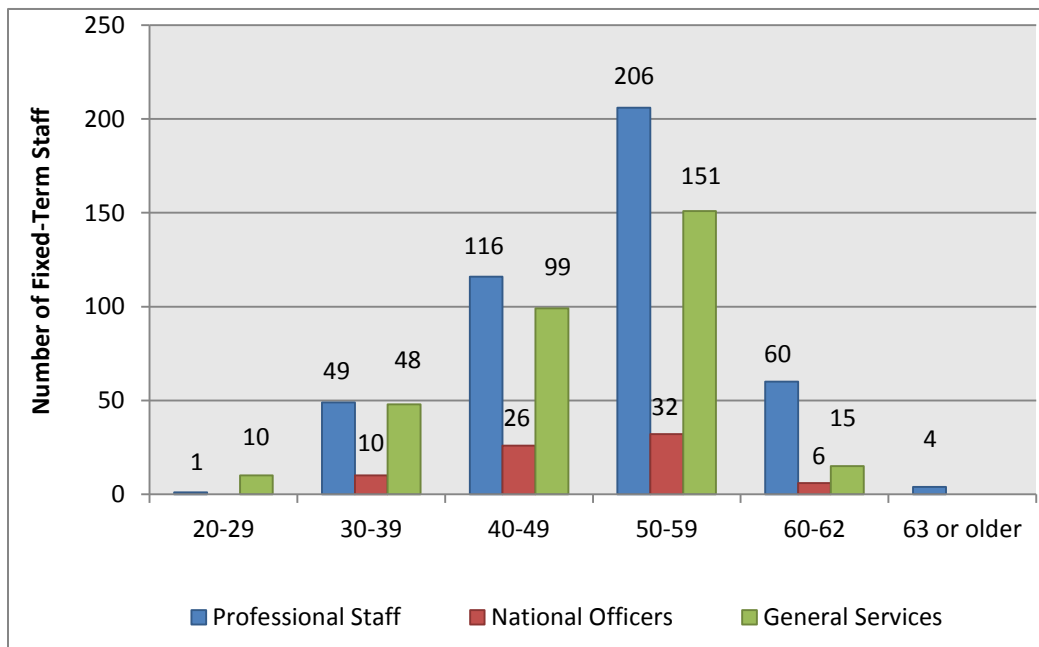
Nationality	AGNF	AGNH	EO	IPC	MIN	NATN	NATP	NPC	Total
Antigua and Barbuda				1	1				2
Argentina	12	1	1	3	2			9	28
Bahamas					6				6
Barbados					13		8		21
Belgium				1					1
Belize					5				5
Bolivia			2		15			4	21
Brazil	57		60	3	17	18	64	48	267
Canada				5				2	7
Chile	4			1	5			1	11
China			1						1
Colombia	30	2		2				29	63
Congo, Dem. Rep.			1						1
Costa Rica	7			2	6			3	18
Cuba				27	31			1	59
Dominica					1				1
Dominican Republic					27			4	31
Ecuador	12		1		6			5	24
El Salvador	10		10	2	11			8	41
France				1					1
Grenada					1				1
Guatemala	21		1		13			18	53
Guyana					15		1	4	20
Haiti	73				2			2	77
Honduras	15	1		1	8			9	34
India			1						1
Italy								1	1
Jamaica				2	10			1	13
Kenya			1						1
Mexico	10		2	3				4	19
Netherlands								1	1
Nicaragua	6			1	18			2	27
Nigeria				1					1
Pakistan			1						1
Panama	10			1	13			10	34
Paraguay				1	17			7	25
Peru	15		7	4				11	37
Puerto Rico				3					3
Russia			1						1
Spain								2	2
Suriname	5				4			4	13
Trinidad and Tobago				2	7	1		1	11
United Kingdom				1					1
United States of America	5	6	19	19				2	51
Uruguay				1	8	3	9	5	26
Venezuela		1	1	2				4	8
Unavailable			1						1
<b>Grand Total</b>	<b>292</b>	<b>11</b>	<b>111</b>	<b>90</b>	<b>262</b>	<b>22</b>	<b>82</b>	<b>202</b>	<b>1,072</b>

## Age, Length of Service, and Retirement Trends

### *Fixed-Term Staff by Age*

17. Sixty-one percent of the professional staff, including national officers, and 51% of the general service staff in the Bureau are 50 years of age or older. They represent 57% of all PASB staff and will reach the mandatory retirement age of 62 (or age 60 for staff who were participating in the UN Joint Staff Pension Fund prior to 1 January 1990) within the next 10 to 12 years. This age group has increased slightly from 56% in 2012 (Figure 10).

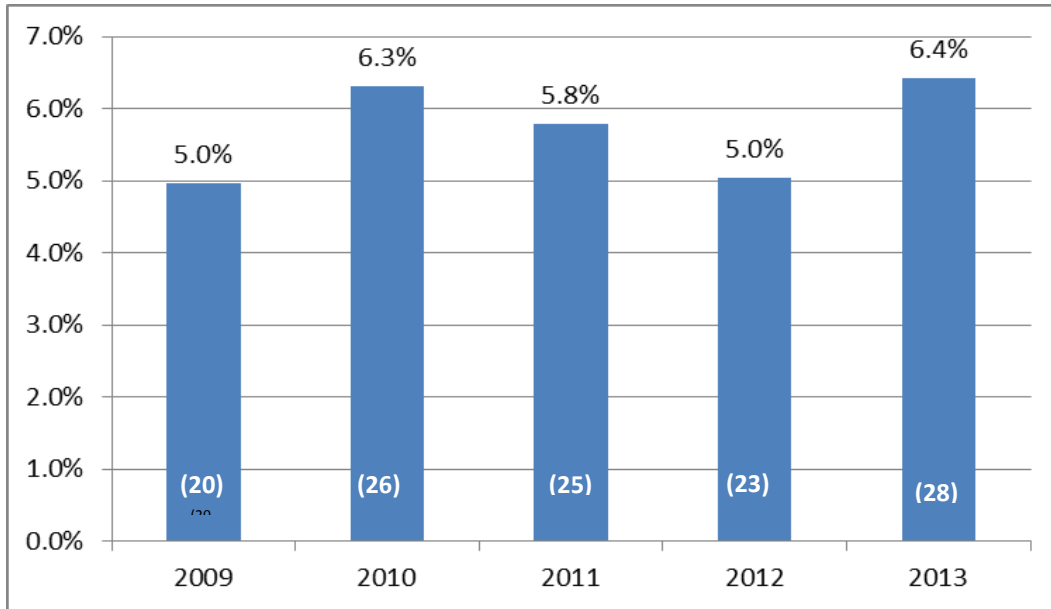
**Figure 10. Professional and General Service Staff by Age**



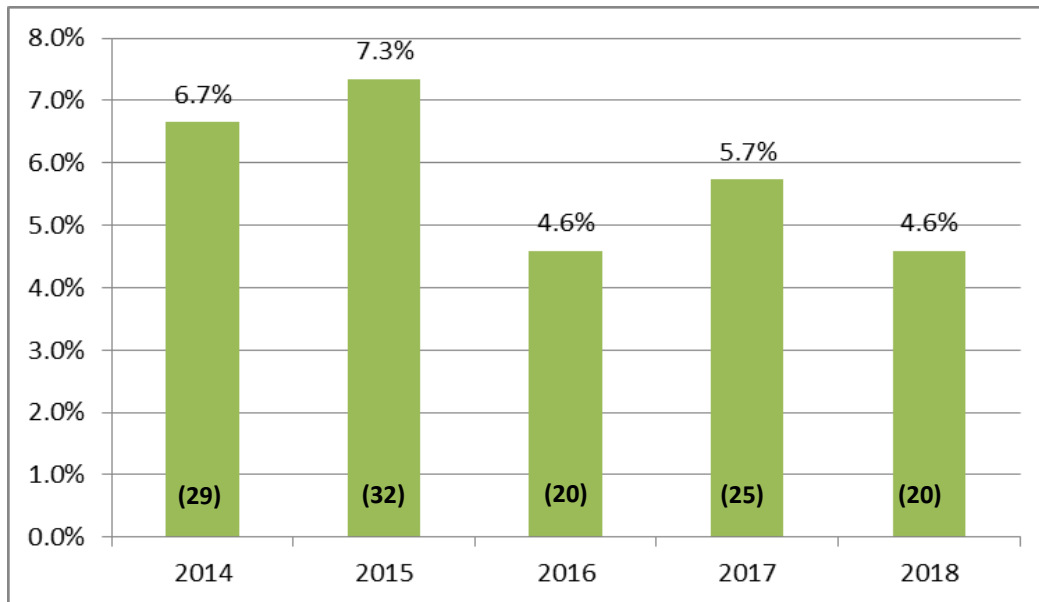
18. The projected rates of professional retirements are slightly higher for the years 2014 and 2015 compared to the actual percentages over the past five years (2009-2013). The projected rates drop for the years 2016-2018 as compared to the same actual rates (Figure 11).

**Figure 11. Retirement Trends**

**Actual Percentages of Fixed-term Professional Retirements  
2009-2013**



**Projected Percentages of Fixed-term Professional Retirements  
2014-2018\***



\* Projected based on the total number of fixed-term professionals as of 31 December 2013 (436)

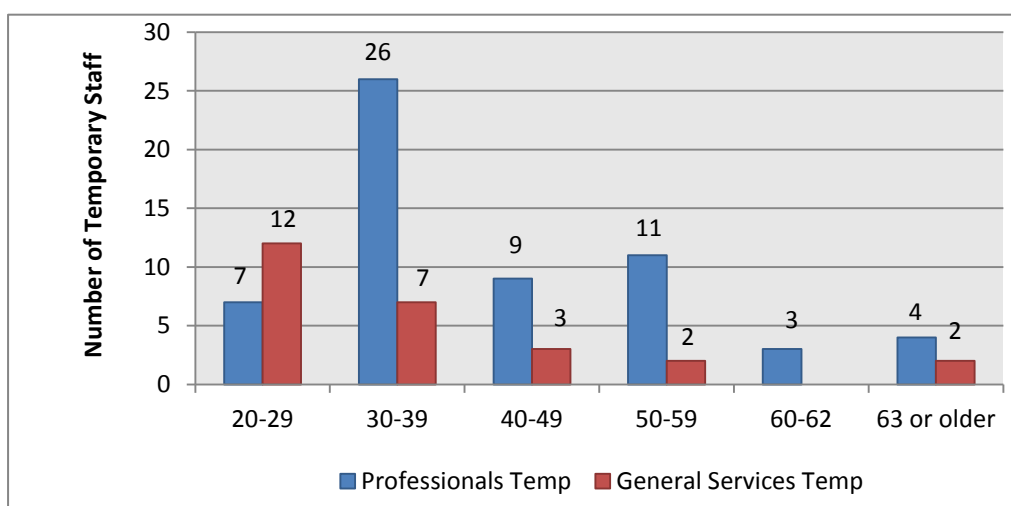
19. In order to address expected retirements in the near future, the Bureau is conducting an organization-wide Learning Development and Needs Assessment to identify current skills and competency gaps between existing staff and the 2014-2019 PAHO Strategic Plan. This is being done to define learning and development interventions and resource needs to close this gap. This study will also be used in developing PAHO's strategy for human resources which will be coordinated with WHO as much as possible.

### *Temporary Staff by Age*

20. Of the 86 staff holding temporary appointments, 60 (70%) were in the professional category and 26 (30%) were in the general services category.

21. The majority of professional temporaries fall in the 30-39 year age range, while the majority of general services temporaries are in the 20-29 year age range (Figure 11).

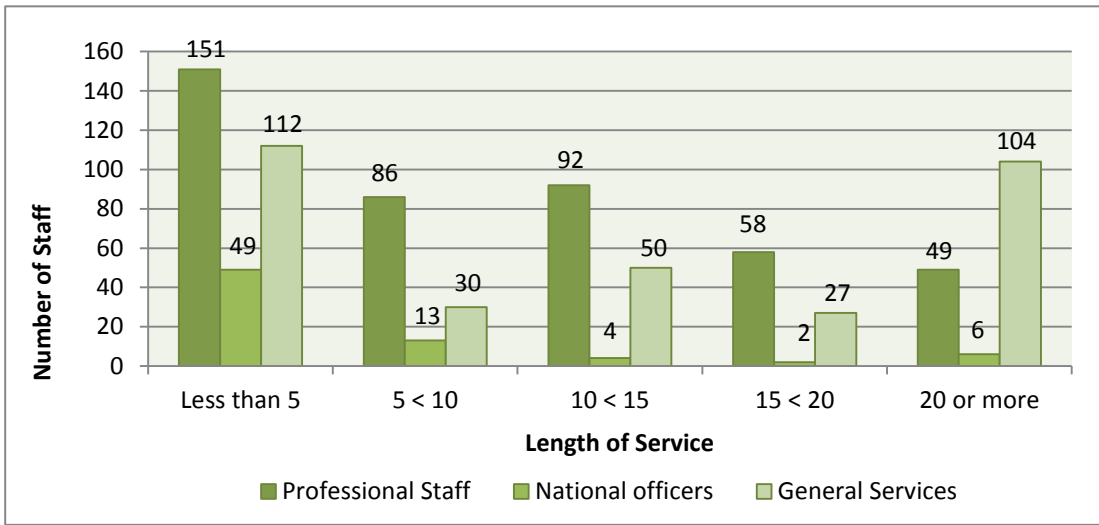
**Figure 11. Temporary Staff by Age**



### *Staff Distribution by Length of Service*

22. The majority of fixed-term staff (38%) in all three categories (professional, national professional officer, and general service) have less than five years of service. Additionally, 2013 was the first time in many years that the number of staff in the general service category with less than five years of service exceeded those with 20 or more years of service (Figure 12).

**Figure 12. Staff Distribution by Length of Service**

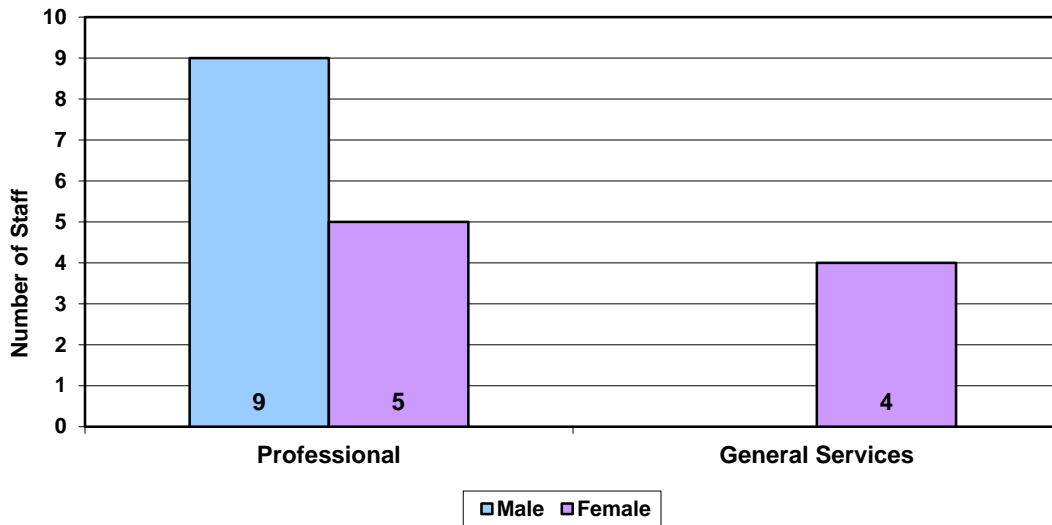


***Employment of Retirees***

***Fixed-Term Staff Extended beyond Retirement Age***

23. Eighteen fixed-term staff members were extended beyond the mandatory retirement age in 2013. Nine (50%) were female and nine (50%) male. Fourteen (78%) were in the professional category, and 4 (22%) in the general service category (Figure 13).

**Figure 13. Extensions beyond Retirement Age**

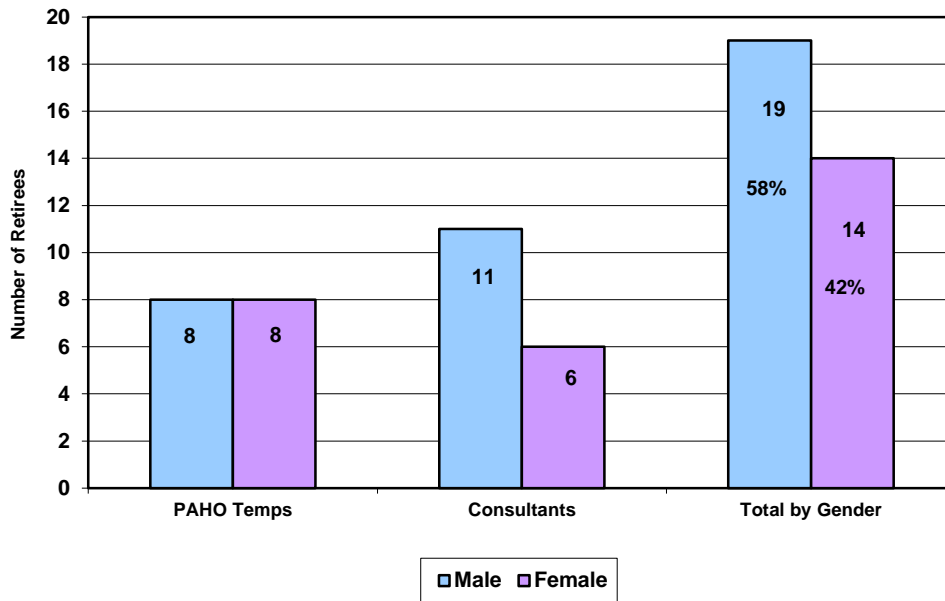




*Retirees Holding Temporary Appointments*

24. During 2013, 33 retirees were hired under temporary appointments or consultant contracts. Sixteen were appointed as temporary staff while 17 were on consultant contracts. Of these retirees, 19 (58%) were male and 14 (42%) were female (Figure 14).

**Figure 14. Number of Retirees Hired in 2013**



**Action by the Executive Committee**

25. The Executive Committee is invited to take note of this report and offer any comments it may have.



**ANALYTICAL FORM TO LINK AGENDA ITEM WITH ORGANIZATIONAL MANDATES**

1. **Agenda item:** 6.2 - PASB Human Resources: Staffing Profile
2. **Responsible unit:** Human Resources Management/Policy and Recruitment (HRM/PR)
3. **Preparing officer:** Ms. Cynthia Rowe
4. **List of collaborating centers and national institutions linked to this Agenda item:**  
Not applicable
5. **Link between Agenda item and Health Agenda for the Americas 2008-2017:**  
Not applicable
6. **Link between Agenda item and the PAHO Strategic Plan 2014-2019:**  
6.4 Management and Administration
7. **Best practices in this area and examples from countries within the Region of the Americas:**  
Not applicable
8. **Financial implications of this Agenda item:**  
None