

VI. Recommendations on Human Resources Revised 3/4/05

Document prepared by the United States of America

6.1 Training of PAHO Staff:

- 6.11 The PAHO Secretariat should provide a detailed breakdown in the Biennial Program and Budget regarding specific staff training for particular priority areas.
- 6.12 PAHO should explore compiling a small team of experts on capacity building for particular priority areas that could be dispatched on an as-needed basis to countries or subregions to help in capacity building efforts at the national level.
- 6.13 PAHO should develop a mechanism by which country office staff can receive short coursework or training in specialized areas to enhance their skills to better serve the country they are assigned to.
- 6.14 PAHO should develop a strategy to better utilize or increase, if needed, the numbers of the organization's social communication experts, information management experts, and program managers. This may include providing training for existing PAHO technical experts in these areas.
- 6.15 PAHO should examine and begin to develop training paths for qualified individuals to continue their career development within the Organization

6.2 Hiring of PAHO Staff:

- 6.21 PAHO should develop a more stringent policy for the hiring and evaluation of short-to-mid-term consultants. Such a policy should be widely disseminated among Member Countries.
- 6.22 PAHO should encourage women to apply for positions within the Organization. It should undertake additional activity to actively recruit and retain women in professional and other senior positions.
- 6.23 PAHO should examine the situation of the "graying" of its workforce and strategically plan for workforce shortages that will occur during the coming years as professional staff retires.
- 6.24 PAHO should begin a discussion on ways to incorporate a tenure system that provides the benefits of stability while protecting against possible abuse.
- 6.25 PAHO should develop a hiring policy that would help it achieve greater geographical and cultural diversity in its workforce. Professionals from underrepresented countries or regions should be encouraged to apply for positions within WHO/PAHO.

6.3 PAHO Workforce Assignments:

- 6.31 The profile of the individuals assigned to the country offices, as well as their training and experience, should be strictly consistent with the health needs, problems, and challenges identified and prioritized by the countries themselves, and take into account existing local capacity.
- 6.32 When working in country, field staff, headquarters staff, and consultants should recognize that they will be working and coordinating with local human resources. Such visitors need to be sensitive to local ideas, concerns, and problems and be careful not to impose their point of view or underestimate the capacity of the host country personnel.
- 6.33 In the selection/assignment for country level staff, PAHO should solicit country input early to achieve a more democratic or inclusive process.
- 6.34 Where the basic core competencies written for staff in a country office do not adequately meet the needs of the country, PAHO should work with the Member State to modify the core competencies for a given position to specifically match the needs of that country.
- 6.35 PAHO should make available to Members States the core competencies that have been developed by WHO/PAHO.
- 6.36 PAHO should also develop and circulate, if not already developed and widely circulated, core competencies for contract personnel (e.g., short- and medium-term consultants), against which the consultants will regularly be monitored and evaluated.

6.4 Evaluation of PAHO Staff:

- 6.41 The PAHO Secretariat should make available to Member States the policy on how PAHO personnel are reviewed and evaluated.
- 6.42 PAHO staff should be made aware of the core competencies that they are expected to maintain. Regular performance evaluations should be conducted and should examine the individual's ability to meet these competencies.
- 6.43 PAHO should develop a system (if not already developed) for the monitoring and evaluation of contract personnel, which includes an evaluation of the contractor's ability to meet the required core competencies. Information on this evaluation system should be shared with Member States.

6.5 Decentralization of Resources and Staff from Headquarters to Country Offices:

6.51 Country offices should be empowered with adequate financial and programmatic delegation of authority, in addition to increased accountability.

6.52 PAHO should undertake a review of the delegation of responsibility given to PWRs and PAHO Center Directors to make operations at the country level consistent with the Plan of Work developed based on the needs and priorities identified by Member States and the Country Offices.