

United States' Identification of Recommendations on Human Resources

Training of PAHO Staff:

- The PAHO Secretariat should provide a detailed breakdown in the Biennial Program and Budget for activities related to Member Countries regarding specific staff training on particular priority areas.
- PAHO should explore compiling a small team of experts on capacity building that could be dispatched on an as-needed basis to countries or subregions to help in capacity building efforts.
- 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.
- PAHO should develop a strategy to fill the organization's lack of social communication experts, information management experts, and program managers. This may include providing training for existing PAHO technical experts in these areas.

PAHO Workforce Assignments:

- The profile of the people 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.
- 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.
- The selection/assignment process for country level staff could be revised to be more democratic or inclusive. One possible option would be for PAHO to develop a short list of technical groups or institutions and allow country representatives to review candidates and actively participate in the selection process.

Evaluation of PAHO Staff:

- The PAHO Secretariat should make available to Member States the policy on how PAHO personnel are reviewed and evaluated.
- As part of the evaluation process, the identification of human resource "competencies"- understood as skills, attributes, and behavior closely related to success performance of the work of the national and international personnel assigned – as well as ongoing evaluation of such competencies should be developed to support the process of contracting, assigning, hiring, and adapting the workforce in all PAHO facilities.
- PAHO should identify a basic list of core competencies that are necessary for all of the PAHO country offices. Additional analysis should also be carried out to determine the other core-competencies and skill sets that would be required for the particular country.

Hiring of PAHO Staff:

- PAHO should develop a more stringent policy for the hiring and evaluation of short-to-mid-term consultants.

- Women should be encouraged to apply for careers within the organization. The Secretariat should undertake additional activity to actively recruit and retain women in senior positions.
- 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.
- PAHO should examine and begin to develop training paths for qualified individuals to continue their career development within the Organization.
- PAHO should begin a discussion on ways to incorporate a tenure system that provides the benefits of stability while protecting against possible abuse.

Decentralization of Resources and Staff from Headquarters to Country Offices:

- Country offices should be empowered with adequate financial and programmatic delegation of authority, in addition to increased accountability.
- PAHO should undertake a review of the delegation of authority 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.

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