WHO GLOBAL GEOGRAPHICAL MOBILITY

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OUTLINE

- Target group
- Purpose and objectives
- Main features
- Staff/management concerns - risks
TARGET GROUP – GEOGRAPHICAL MOBILITY

• All WHO staff members in the Professional and higher categories, on fixed-term and continuing appointments encumbering rotational positions.

• Voluntary versus mandatory:
  • Introduction in a phased manner, starting with a 3-year voluntary phase during 2016-2018, before it becomes mandatory for all IP staff encumbering rotational posts.

• GS roster for support staff
I AM ELIGIBLE IF….

• I encumber an international position
• I have a continuing or fixed-term appointment
• My position is designated as rotational
• I am not within three years of my mandatory age of retirement
PURPOSE AND OBJECTIVES

• **Purpose**: create a dynamic, adaptable, talented and mobile workforce that will allow WHO to be better equipped to address the increasingly complex challenges of health in the 21st century.

• **Objectives**:
  - strengthen the power of ‘One WHO’ by facilitating stronger working relationships and greater knowledge sharing and transfer between relevant functions and levels across the Organization
  - bring technical excellence across the three levels of the Organization and to strengthen the support to its Member States at country level,
    - including in emergency response, and
    - to improve cross-fertilization and movement between at 3 levels
MAIN FEATURES OF THE SCHEME

- distinction between rotational and non-rotational international positions;
- SDA depending on the hardship classification of the duty station;
- annual placement exercise which will match the positions expected to be vacated the following year with the pool of rotating staff who express interest in these positions;
- placement will involve lateral moves, with no promotions
ROTATIONAL VS NON-ROTATIONAL POSTS - CRITERIA

• a) The functions of the position are so highly unique and specialized that no similar or equivalent positions exist in other duty stations across the Organization at the same grade.

• b) The functions are so highly unique that it would be extremely costly and inefficient for the Organization to train and find a new specialized replacement.

• c) Although the position is an international position, the functions and skills of the position are linked to the specific context of the duty station.

• d) It is in the interests of the Organization to exceptionally make this position non-rotational (e.g. to strengthen organizational capacity).
ongoing process - identification of the non-rotational positions

• Distribution:
  • HQ – from zero to all staff rotational
  • Regions – 99% rotational

• Lack of clarity of instructions
• Mapping of posts unclear
• Level of transparency with staff unclear....
  • Next round!
GLOBAL MOBILITY COMMITTEE

- oversees the implementation of the mobility policy
- contributes to the placement decisions in the annual mobility exercise
- responsible for applying the mobility policy in a transparent manner
- recommends improvements of the mobility scheme over time
- Composition: high-level representatives from HQ & Regions & staff representatives appointed by the DG
  - meet once a year to review the profiles of rotating staff
  - match them to posts advertised in the annual compendium
  - provide recommendations on placements supported
  - supported by HRD, which will provide policy and legal advice, as well as administrative assistance to the Committee.
IDENTIFICATION OF POSITIONS TO BE ADVERTISED IN THE FIRST COMPENDIUM

- Identify retirements for longer-term, internationally recruited positions

- Add posts planned to be created in the 2016-2017 biennium to the first compendium
Rotational posts: SDA applies. SDA is the maximum length of time that I can stay on a same position in the same duty station and is based on the hardship classification.

E.g., HQ – 6 years; Hardship station – 2 years....
• A personal or management waiver may defer my rotation to another duty station for up to 2 years
• I can stay up to 10 years in the same duty station as long as I move to another post during that period
• If I encumber a non-rotational position I can stay in the same duty station beyond 10 years but I will not be eligible for promotion in that duty station
SUPPORT MEASURES FOR STAFF

• Career counselling, learning & development initiatives associated to the moves are being developed
• Orientation programmes offered in duty stations
• Spouse employment will be facilitated
• Placement timing will, as far as possible, be in line with school calendars, other personal requirements
• Financial entitlements are associated with each move ....and compensation review?
GENERAL STAFF CONCERNS

• Anxiety – initial lack of transparency
  • Staff action:
    • Got HR to post the Mobility Policy and related docs online
    • Developed a doc including knowns and unknowns
    • in-depth discussions with management about impact on staff;
    • Open letter to the DG to request implementation plan and transparency of process (GEO);
    • Open House dialogue with staff, extended invitation to Management
    • Process of consultation with staff on Mobility Policy and Implementation
  • Unclarity about programmatic benefits for WHO and staff
RISKS - STAFF

• Resistance to change
• Fear of specialists becoming generalists, losing expertise.
• Risk of turnover as staff members may decide to resign
• Managed mobility scheme is about lateral moves & staff may not see that it provides career development
• Staff fear that mobility is used as a means to dismiss them
• Impact of the new compensation package for int’l staff proposed by the ICSC
• Potential appeals
RISKS - SENIOR MANAGEMENT

1. Engagement of Senior Management
   - Consensus to implementation
   - Commitment & communication organization-wide now and in future
   - Readiness to no longer fill international rotational posts in an ad hoc manner but instead to advertise them in an annual compendium to which eligible WHO staff can apply
   - (Senior) managers/post holders are prepared to accept their positions being filled through centralized, yet consultative, reassignment exercises.
   - Managers are ready to let staff members go
   - Senior managers are ready to apply the Geographical Mobility Policy in a consistent manner, avoiding exceptions that may lead to perceptions of unfairness.
   - Senior managers are ready to consider internal candidates
     - (i) whom they do not know,
     - (ii) who come from other regions,
     - (iii) who may not have all the requirements for the post, as long as they are found qualified and are motivated,
     - (iv) who will need to be given adequate support to adjust to the new functions and the new working and living environment.
CONCLUSION

• Policy conditions & implementation plan to receive staff and senior management input
• Adjustments
• Finalization Nov, Dec
• Beginning 2016 – first compendium
• Evaluation
• Introduction of mandatory phase Jan 2019
WE ARE INTERESTED IN YOUR EXPERIENCES

• Have you identified good practices?
• Does mobility aid your career development?
• Are families supported in their move to another country? Preparedness….
• Has mobility increased turnover of staff?
• Has mobility benefitted your Organization?