



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

PLACEMENT CRITERIA AND TIMELINES

- 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....

CONT./ ...

- 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 moveand **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
 - Uncertainty 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?

