

# Global Geographical Mobility Policy

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## *Preamble*

*The World Health Organization (WHO), as the directing and coordinating authority on international health within the United Nations System, adheres to the UN values of integrity, professionalism and respect for diversity. The values of the WHO workforce furthermore reflect the principles of universality and equity established in WHO's Constitution.*

*These values are inspired by the WHO vision of a world in which all peoples attain the highest possible level of health, and our mission to promote health, keep the world safe and serve the vulnerable, with measurable impact for people at country level.*

*Staff mobility enables the organization to uphold the highest standards of professionalism across all roles and specializations of staff in WHO, guided by the needs of countries to strengthen health systems and services for peoples to attain the highest standard of health. Staff mobility applied in the right context is a valuable tool for learning across different levels of the organization and delivering on the mandates at country level as stipulated in the WHO Constitution.*

*Global Geographical Mobility contributes to the achievement of the strategic goals of the Organization and demonstrates individual and collective commitment to put these values into practice through readiness to serve in all the locations where the services of WHO staff are required.*

## I. Purpose

1. Global Geographical Mobility (hereinafter referred to as Mobility) aims to contribute to the fulfillment of WHO's mandate and strategic goals<sup>1</sup>. It is a mechanism to enhance and facilitate culture change<sup>2</sup>, which strengthens the Organization's ability to respond effectively and efficiently to delivering on its mandate in a changing environment. Mobility also serves to enrich professional development through enhancing staff member's knowledge, skills and competencies at different levels of the Organization.

## II. Guiding principles

2. Mobility is a global adaptive response to the Organization's need for growth, recognizing that a diversified and empowered workforce is the Organization's most important resource. The value of Mobility is to assign a staff member in the function where the staff member best serves the programmatic capacity of the Organization. WHO's cultural identity embraces Mobility and the staff member's proactive attitude towards work opportunities in different hardship categories of duty stations across headquarters, regional and country offices. A fair and transparent process and continued dialogue are fundamental to the success of Mobility as well as support mechanisms for the wellbeing of staff and their families.
3. The authority of the Director-General to appoint, transfer, reassign and promote staff members upholds the principle of non-discrimination with regards to race, sex or religion<sup>3</sup>, while bearing in mind the need to secure the highest standards of efficiency and competence. Further, WHO embraces the Universal Declaration of Human Rights, which states that "Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status."
4. In implementing Mobility, WHO will ensure that its staff members enjoy such privileges and immunities necessary for the exercise of their functions in connection with the corporate objectives of the Organization<sup>4</sup>.

## III. Fundamental concepts

### Geographical Mobility

5. Mobility, in the context of this policy, is the geographic reassignment of a staff member for a period of one year or more from one duty station to another. An assignment corresponds to a period of at least one year for the purpose of the Mobility count and other relevant entitlements<sup>5</sup>. The duration of assignment in the said duty station has a limit in principle, which is the Standard Duration of Assignment (SDA), following which the staff member will be reassigned under the terms of this policy to another duty station, in alignment with the programmatic needs of the Organization.
6. Mobility is mandatory, meaning that staff members are expected to embrace the mission of the Organization by accepting assignments to any duty station where their services are required and for which they are qualified.

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<sup>1</sup> WHO Thirteenth General Programme of Work 2019–2023 (GPW13); UN Sustainable Development Goals; UN Resolution on Universal Health Coverage.

<sup>2</sup> WHO Values Charter.

<sup>3</sup> Staff Regulation 4.1, ARTICLE IV: Appointment, Transfer, Reassignment and Promotion.

<sup>4</sup> Charter of the UN; Convention on the Privileges and Immunities of the Specialized Agencies.

<sup>5</sup> Mobility and Hardship scheme, WHO e-Manual.

7. Career management, workforce and succession planning, performance management, etc. are separate and distinct human resources processes, and are not covered by this policy.

### Eligibility for Mobility

8. Staff members in the Professional and Director categories<sup>6</sup> who hold a fixed-term or continuing appointment, at grades P1 to D2, are eligible for Geographical Mobility (“eligible staff”) and are subject to Staff Regulation 1.2<sup>7</sup>. The authority of the Director-General to assign such staff under Staff Regulation 1.2 is in no way affected by the Mobility policy.
9. Subject to the exceptions listed in Annex 1, the positions encumbered by eligible staff members, including at director level, are designated as rotational for the purpose of this policy.

### Standard Duration of Assignment (SDA)

10. The SDA is the expected length of service in a particular duty station before a staff member becomes due for reassignment to another duty station.
11. Based on the International Civil Service Commission (ICSC) hardship classification of duty stations, WHO has established the following three (3) groups of SDAs:
  - a) Duty stations classified H, A and B have SDA of five (5) years;
  - b) Duty stations classified C and D have SDA of three (3) years;
  - c) Duty stations classified E and non-family duty stations have SDA of two (2) years.
12. WHO service time as an international professional<sup>8</sup> staff member on fixed-term and/or continuing appointments in a given duty station counts towards the SDA. Service time during temporary appointments does not count towards the SDA. For staff members in positions subject to local recruitment (Staff Rule 1310), the SDA will count from the date of change into the professional or higher category.
13. The count towards the SDA is suspended during any period of special leave without pay and sick leave under insurance coverage<sup>9</sup>.
14. The duration of Inter-Agency loans in the same duty station from WHO will be included in the SDA, as the service of the staff member in the Organization continues.

### Time-in-position

15. Time-in-position is a minimum period of time that a staff member serves on a position before being eligible for a reassignment to another position for the purpose of the Mobility exercise, and takes into consideration requirements of business continuity, cost efficiency and interest of the Organization.
16. Time-in-position corresponds to a minimum period of two (2) years for any designated SDA group. When time in position is equivalent to SDA, the staff member can apply to positions 6 months before

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<sup>6</sup> See Annex 1 for exclusions.

<sup>7</sup> Staff Regulation 1.2 All staff members are subject to the authority of the Director-General and to assignment by him to any of the activities or offices of the World Health Organization. They are responsible to him in the exercise of their functions. In principle, the whole time of staff members shall be at the disposal of the Director-General.

<sup>8</sup> Staff members in the professional and higher categories, also referred to as “International Professional” or “IP” staff members, are recruited internationally.

<sup>9</sup> For the duration of periods of special leave with full pay or sick leave under insurance cover, the count towards service time is suspended

the end of their SDA.

17. Unless expressly stated otherwise in an assignment letter, the staff member's SDA is extended for two (2) years when a staff member is selected to another position in the same duty station outside of the Mobility exercise, or if a staff member's position is reclassified and the staff member is subsequently promoted.
18. Time in position is not intended to limit or exclude consideration for promotional opportunities for staff members, either as an outcome of selection under the harmonized selection process in line with Staff Rule 560.4, or through Mobility.

#### **Mobility Assignments and Entitlements**

19. WHO values Mobility as an essential modality for developing increased and diversified staff competencies and capacities, thereby enabling professional development.
20. Data related to the mobility of staff members is captured in WHO's ERP system, tracked and monitored by Human Resources, to be taken into consideration during a Mobility exercise, and may serve to support a preferential criterium in a competitive selection process or for other HR management modalities.
21. Allowances, benefits and entitlements designed to encourage geographic mobility and applicable to field assignments are established by the ICSC<sup>10</sup>, may be subject to governing body approval, and are reviewed on a periodic basis. This may include one or more of the following: mobility incentive, hardship allowance, non-family service allowance, accelerated home leave and/or relocation related elements. The details of these allowances are defined separately and are not included in this Policy.

#### **IV. Mobility exercise**

22. The Mobility exercise consists in making placement decisions based upon assessment of the applications from the pool of staff members due for Mobility to specific positions within a compendium.
23. The frequency of the Mobility exercise is normally once a year, subject to any need of adjustment based on experience.
24. Specific targets or conditions may be set for each Mobility exercise, depending upon the requirements and priorities of the organization. These will be announced at the commencement of the exercise.

#### **Pool of staff members due for Mobility**

25. The Pool of staff members due for Mobility is composed of eligible staff:
  - a. who have completed or exceeded their SDA, or will reach their SDA by the date the Mobility exercise starts;
  - b. for whom a suitable position could not be found in the previous Mobility exercise;
  - c. returning from Special leave without pay, Sick leave under insurance cover, loans or secondments, and who have completed or exceeded their SDA, as mentioned in a. above;
  - d. whose deferral period<sup>11</sup> has come to an end.

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<sup>10</sup> <https://worldhealthorg.sharepoint.com/sites/ws-careermanagement/Benefits/SitePages/Welcome.aspx>

<sup>11</sup> Cross-reference: Deferral is defined in the section Procedures and Governance mechanisms, sub-section Deferrals

26. Any decisions concerning the exclusion of individual staff members from the pool of staff members due for Mobility will be made by the Director-General.

### **Compendium**

27. The Compendium is a pool of fixed-term positions for which funding is secured for a minimum period of two (2) years, composed of:

- a. all new and existing positions that are vacant;
- b. all positions expected to become vacant by the date the Mobility exercise starts;
- c. positions incumbered by staff who completed or exceeded their SDA or will reach their SDA by the date the Mobility exercise starts;
- d. all positions which have been established after the previous Compendium and have not been filled through competitive recruitment.

28. Positions to fill the Compendium will be automatically collected based on the above paragraph within a freeze period defined by Human Resources, during which time competitive recruitment will be suspended for internationally recruited fixed-term positions, starting before the publication of the compendium, and ending upon conclusion of the Mobility exercise.

29. No vacancies for internationally recruited fixed-term positions will be issued during the freeze period. Any positions that have been advertised, but for which the selection process has not been concluded may be included in the compendium, according to criteria defined by Human Resources.

30. Prior to inclusion in the Compendium, all vacant positions will be considered for the possible placement of staff members whose positions have been abolished under Staff Rule 1050.2 and Staff Rule 1050.3, if applicable.

31. The Compendium is published for a time period of two to six weeks.

32. In the event a Compendium position is abolished, the hiring manager shall inform and provide justification to the GPG.

## **V. Procedures and Governance mechanisms**

### **Senior Staff Mobility**

33. Applications to the Compendium for Senior Staff Mobility (i.e. positions from P5 to D2 level) and any requests for deferrals from applicants from P5 to D2 level, are reviewed by the GPG and approved by the Director-General.

### **The Mobility Advisory Board**

34. The Mobility Advisory Board (MAB) evaluates applications to the Compendium for positions up to the P4 level, makes recommendations based upon the process and criteria defined in this Policy; and prepares an official report for Director-General's consideration and approval; including recommendations on the allocation of the Mobility fund if required.

35. The MAB reviews deferrals for applicants up to the P4 level on a case-by-case basis and makes recommendations to the Director-General for consideration and decision.

36. The Terms of Reference of the MAB are included in Annex 3.

## **The Continuous Improvement Group**

37. The Continuous Improvement Group (CIG) is established across the three levels of the Organization for the purpose of monitoring the implementation of the Mobility policy and procedures and to propose improvements on an annual basis following the implementation of Mobility exercise(s).
38. The Terms of Reference of the CIG are included in Annex 4.

## **Human Resources**

39. Human Resources (HR) staff at Headquarters and in the Regional Offices, and HR and Administrative officers in Country Offices work together with relevant sections of the Organization to establish the list of positions to be included in the Compendium and the list of eligible staff members, as defined in paragraph 25 above, taking into consideration new and existing positions, as addressed in paragraph 27 above.
40. During operational planning, HR reviews the relevant position descriptions to ensure that they are up to date or require any revision. Standard position descriptions by job families will be used, in order to facilitate staff movements within the same or related functional areas.
41. HR informs all eligible staff members of their inclusion in the Pool of staff members due for Mobility. HR also informs the staff of the final decision of geographical reassignment. Dialogue between HR and the staff member will be maintained during the process.
42. HR advertises the Compendium and informs GPG.
43. HR prepares the documentation on Compendium applications for positions up to P4 level for submission to the MAB; serves as Secretariat to the MAB; convenes the meetings of the MAB and assists in preparing the report of the MAB for the Director-General's consideration and approval.
44. HR prepares the documentation on Compendium applications for positions at P5 level and above for submission to the GPG; participates in the related meetings of the GPG and assists in preparing the report of the GPG and the submission to the Director-General for consideration and approval.

## **The Global Policy Group**

45. The GPG provides strategic leadership and guidance for the Organization to ensure effective and efficient implementation of the Mobility policy, and to ensure alignment with the implementation of the GPW and the strategic objectives of WHO.

## **The Director-General**

46. The Director-General is the approving authority for the geographical reassignment recommendations in the context of a Mobility exercise.

## **Staff members**

47. Staff members shall participate actively in Mobility exercises, including acceptance of assignment outside of their current duty station; engage proactively with HR to discuss career options and reassignment opportunities; and apply to suitable positions outside their current duty station.

## **Managers**

48. Managers shall embrace inclusiveness as a key element of Organizational culture and work closely

with HR on operational planning and identification of positions for inclusion in the Compendium. Managers commit to accept the intake in their teams of staff members that are recommended for reassignment by the MAB and/or appointed by the Director-General, and to ensure their professional integration. They hold discussions in the framework of the performance management and development process with their staff about career aspirations and functional opportunities through Mobility.

### Confidentiality

49. All stakeholders involved in the administration of the Mobility process may have access to information classified as personal and/or confidential and are required to adhere to confidentiality requirements in line with WHO's regulatory and policy framework.
50. A Confidentiality Undertaking will be signed by members of MAB, CIG, and other stakeholders as required.

### Exclusions

51. Certain categories of officials, listed in Annex 1, are excluded from the WHO Mobility scheme.

### Deferrals and Limitations

52. Staff members who are within 3 years of retirement are not eligible for Mobility but may participate on a voluntary basis.
53. Deferrals of, or limitations concerning reassignment may be granted for Organizational purposes, medical reasons or compelling personal reasons, for a period not exceeding one year. All such requests must be made in advance of the Mobility exercise and will be reviewed on a case-by-case basis by the MAB for applicants up to P4 level, and by HR for Senior Staff Mobility, based on pre-established criteria to be considered and approved by the Director-General prior to the commencement of a Mobility exercise.
54. In line with the guiding principles mentioned above, special circumstances will be reviewed by the MAB or HR on a case-by-case basis based on pre-established criteria to be considered and approved by the Director-General prior to the commencement of a Mobility exercise.
55. In this regard, the situation of staff members with specific requirements or limitations, including persons with a disability, will also be reviewed on a case-by-case basis by the MAB or HR. In particular, the Organization will take good note of the provisions under the policy for the employment of persons with disabilities<sup>12</sup> and under the HR Agenda for Diversity, Equity and Inclusion for the WHO Workforce.<sup>13</sup>
56. Due to the sensitivity and confidentiality of certain requests for deferral or limitation, the review for applicants up to P4 level will be carried out by a sub-committee of three (3) persons of the MAB on a rotational basis, in order to make a recommendation to the MAB.
57. For medical constraints, requests will be submitted to the sub-committee or to HR as applicable; however, confidential medical information will be sent directly to the WHO Staff Health and Wellbeing (SHW) services who will review requests for medical reasons and provide their recommendation to the sub-committee or to HR.

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<sup>12</sup> WHO e-Manual III.4.9

<sup>13</sup> WHO e-Manual III.1.6

a. Organizational deferrals

58. Directors of departments, and WHO representatives (WRs), with the approval of the respective Assistant Director-General or Regional Director as applicable, may request the temporary deferment of Mobility of up to 3 staff members per Department or Office working in a particularly critical function. The request for deferral must include confirmation that the matter has been discussed with the staff member before submission.

b. Medical deferrals and limitations

59. Staff members may request to delay Mobility or to limit their move to particular duty stations for medical reasons, related to the staff member or a member of their immediate family. Such requests must be sent by the staff member to SHW providing supporting documentation as early as possible, and in any case prior to the inclusion of staff member's position in a Compendium. SHW, in consultation with the Staff Physician of any potential duty station of reassignment if applicable, makes recommendations to the MAB or to HR. If approved, such deferral or limitation will be granted for a period not exceeding one year.

c. Personal deferrals and limitations

60. Staff members may request special considerations in writing with supporting documentation to the MAB or to HR, including compelling personal reasons.

## VI. Mobility exercise: Compendium process and placement

### Applications to Compendium

61. The intention of the Mobility exercise is to identify the right profile in the right location with focus on programme delivery. Staff will have to apply to at least three (3) positions corresponding to their profile and personal grade in up to three (3) duty stations in countries different from their current duty station, which will be used as an indication of country preferences, and will be considered for jobs for which they best fit in one of these or another duty station/country, taking into account their area of expertise, qualifications and programmatic needs. The list of countries corresponds to duty stations where the Compendium positions are located.

62. Staff members who have served their full SDA will not be considered for positions in their current duty station. Those who have served their full SDA in H, A and B duty stations will be required to apply to at least one duty station in the C, D, E or non-family category. For positions in D, E or non-family duty stations, this may include one position at one grade above the current personal grade. Staff preference will be considered as much as possible.

63. Normally, staff will not serve successive assignments (more than one SDA) in duty stations classified as D, E or designated as non-family duty stations.

### Placement process

64. The placement process is conducted by a panel organized by HR (see Annex 2), consisting of an HR representative, a staff association representative, an independent panel member, and the hiring manager(s) of the position(s) concerned. The panel compares the requirements of the position description with the profile of the eligible staff members, taking into consideration their academic background, professional experience, language skills, performance record and other pre-determined skills sets that are valuable assets for the position. The process serves to identify the eligible staff member that best suits the requirements of the position and to facilitate the reassignment of a maximum number of qualified staff members to Compendium positions. Diversity criteria or special requirements included in the application from the staff member will also be reviewed and taken into consideration at this stage. In identifying candidates, flexibility will be exercised to consider staff members within the same or related job family as the positions in the compendium.

### **Staff not placed**

65. HR provides guidance to eligible staff members to apply to Compendium positions for which they are qualified. In cases where staff members applied to positions outside their current duty station and no suitable position could be identified at their personal grade, or no suitable placement opportunity is identified, the staff member will stay on their position, or be considered for a special assignment, and efforts will continue to be made by the Organization and the staff member to identify suitable positions in the subsequent Mobility exercise or through applications to other ad hoc vacancies.
66. In the event that the current position of the staff member will be occupied by someone else via Mobility, the staff member will be maintained in her or his current position, or placed on a special assignment, and efforts will continue to be made by the Organization and the staff member to identify suitable positions in the subsequent Mobility exercise or through applications to other ad hoc vacancies.
67. Staff members who are not placed through a Mobility exercise will be given priority for reassignment at grade in any duty station outside of their current duty station, to positions for which they are qualified, subject to the Organization's needs and best interest.

### **Staff who decline**

68. A staff member who declines a reasonable offer in the context of a Mobility exercise will be maintained in her or his current position or placed on a special assignment if the current position will be occupied by another staff member. The special assignment will be up to a maximum period of one year during which time every effort will be made by the Organization, and by the staff member themselves, to identify positions for which the staff member has the qualifications and experience.
69. If the staff member receives three (3) reasonable offers (through the Mobility exercise or otherwise) and declines them all, or reaches the end of the one-year period mentioned in the paragraph above, whichever comes first, the staff member will be served with three months' notice for termination under Staff Rule 1072. The staff member is allowed to apply to any other position outside their duty station during the notice period.
70. Failure to be selected at the end of the notice period will result in the separation of the staff member with applicable termination indemnities in accordance with Staff Rule 1072. The notice period is served within the one-year period from the refusal of the first offer.
71. A reasonable offer is an offer of a position at the personal grade of the staff member for which the staff member meets the minimum academic or equivalent requirements, professional experience and competencies and has a comparable level of responsibilities, as defined in the position description.

### **Communication of Mobility exercise results**

72. Individual staff members will be informed by HR of the position in the Compendium offered for reassignment. Staff members have fifteen (15) working days to accept the offer of reassignment, following which the results of the overall Mobility exercise will be published. Staff members who fail to expressly accept an offer within the time frame will be considered to have declined the reassignment, in accordance with paragraphs 68-71, above.
73. Staff members for whom a position has not been identified will be informed separately in writing. Upon request, they will be provided feedback and advice by their HR focal point.

### **Timeframe for reporting to new duty station**

74. For operational efficiency, staff members will relocate following an agreement between the releasing and receiving offices no later than six months from the acceptance of the reassignment by the staff member.
75. The timeframe for reporting to the new duty station takes into account professional requirements (for example, time to finish a work project and handover) and personal circumstances (for example, a school year cycle).

### **Fixed-term contract extensions**

76. Fixed-term appointments will continue to be extended in accordance with existing rules. Separation modalities continue to be governed by the applicable staff rules.

### **Positions not filled in a Mobility exercise**

77. Positions that remain unfilled in the Mobility exercise will be re-opened (if previously frozen) or advertised internally and externally, with due consideration for the internal status of candidates. Positions that remain unfilled may be included in the next compendium.
78. Internal vacancies that are advertised outside the Compendium are open to all eligible WHO staff members. Vacancies advertised internally and externally are open to competitive selection or may be filled through other available mechanisms for filling positions. Full consideration and due preference for selection will be given to equally qualified internal candidates over external candidates.

## **VII. Support mechanisms**

### **Professional adaptation**

79. As a standard practice, a welcome email will be addressed to staff members with key information on living conditions in the duty station. The staff member may meet with a Staff Counsellor. A buddy, functional or peer coach may be assigned to help the staff member integrate in the new work and living environment. For staff assigned to E and non-family duty stations, a session will be offered through a one-to-one conversation with a Staff Counsellor or Psychologist. An End of Assignment Debriefing with HR, Staff Counsellor or Psychologist will be proposed to staff at the end of their assignment in those duty stations.

### **Information on local living conditions**

80. HR and Administrative officers will develop and maintain up-to-date e-brochures on living conditions in the duty stations providing detailed information on housing conditions, international schooling facilities and costs, spouse employment conditions, medical facilities, frequency of international flights, legal recognition of families and/or dependents and other relevant information. Duty stations should, as far as possible, provide accessibility information in the e-brochure concerning their duty stations.

### **Information on benefits and entitlements**

81. Detailed information on remuneration elements, benefits and entitlements applicable to the duty station of destination will be provided in the letter of reassignment and can be found in the ICSC website<sup>14</sup>.

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<sup>14</sup> <https://icsc.un.org/>

### Pre-departure and installation leave days

82. Five (5) days of preparatory leave will be granted for removal of household and pre-departure formalities in the current duty station. An additional five (5) days of installation leave will be granted for housing and schooling arrangements in the receiving duty station. These leave periods may be taken in one time or in separate periods over a period of three months around the reassignment date.
83. Where possible, special assistance should be provided by the receiving office to facilitate the settling in of the newly assigned staff member.
84. Where possible, the Organization will negotiate special arrangements (i.e., inclusion of diplomatic clause in lease agreements) with local real estate agents to facilitate the cancellation of lease agreements to avoid penalizing staff for early vacation of the accommodation.
85. HR will facilitate the granting of advances (e.g. rental) based on eligibility, upon staff member's request.
86. HR will also exercise flexibility in the application of the reimbursement schedule for education grant when the child attendance at school must be curtailed due to the staff member's obligation to be mobile resulting in additional financial charges.

### Spouse employment

87. WHO will participate in the UN System Dual Career and Staff Mobility Programme. This programme coordinates the work of the United Nations Local Expatriate Spouse Associations (UNLESA) which offer information, job search advice and practical on-site support in the field and at Headquarters in order to facilitate newly arrived UN staff and their families in settling in the duty station.
88. HR will assist staff members with the request for work permits for accompanying spouses, within the limits set by local laws (if any). HR will provide information on UN local vacancies and other available sources of information for spouse employment. If both spouses are WHO staff members, the Organization will endeavor to assist them in securing assignments in the same duty station, subject to the availability of positions commensurate with the staff members' qualifications and grade level.
89. While the Organization will make its best efforts to respond to staff members' personal circumstances, the organizational and programmatic objectives prevail and, therefore, the Organization has no obligation and may not always be in the position to assign spouses systematically in the same duty station.

### VIII. Evaluation

90. The CIG consults with various stakeholders to ensure proper change management and communication and to keep staff and management informed of progress and required changes in relation to the relevant Key Performance Indicators developed for monitoring and evaluation. The CIG also monitors the compliance of the Mobility implementation process, with the Organization's policies and procedures.
91. WHO Evaluation Office may evaluate, at regular intervals, the implementation of Mobility in relation to HR capacity resources, communication and impact on organizational learning.
92. External evaluation may also be commissioned by CIG as part of continuous improvement principle or conducted in the framework of The Joint Inspection Unit (JIU) and other external institutions.

## **IX. Effective date**

93. This WHO Global Geographic Mobility Policy is effective 15 June 2023. It replaces and supersedes all previous policies, including the WHO Geographical Mobility Policy dated 23 January 2017.

## Annex 1: Exclusions

Elected and/or Ungraded officials

Staff seconded to WHO from other Organizations;

Staff members of Pan American Health Organization (PAHO) / WHO Regional Office for the Americas (AMRO);

Staff members of WHO Framework Convention on Tobacco Control WHO (FCTC);

Staff members of WHO International Agency for Research on Cancer (WHO IARC);

Staff members of WHO Hosted Partnerships: Alliance for Health Policy and System Research (AHPSR), European Observatory on Health Systems and Policies, Partnership for Maternal, Newborn and Child Health (PMNCH), UNITAID International drug purchase facility.

Staff members of the UNDP UNFPA-UNICEF-WHO-World Bank Special Programme of Research, Development and Research Training in Human Reproduction (HRP)

Staff members of Special Programme for Research and Training in Tropical Diseases (TDR)

Staff members of United Nations International Computing Centre (UNICC)

**Non rotational positions, as approved by the Director-General, will be annexed to the current policy as and when approved.**

## Annex 2: Organization and Methods of Work of Placement Panels

1. The placement process is conducted by a panel organized by Human Resources, consisting of a Human Resources representative, a staff association representative, an independent panel member, and the hiring manager(s) of the position(s) concerned.
2. Multiple panels may be organized to concurrently review applications to compendium positions. Each panel will be assigned a group of compendium positions and corresponding applications for review. Accordingly, a panel composed of the first three members mentioned above may work with multiple hiring managers.
3. Human Resources establishes and organizes the panels, preparing all materials required for their work.
4. The background and experience of the members of the panels will be aligned, to the extent possible, with the functional area networks represented by the Compendium positions.
5. The panel members will collectively review all applications against the positions in the Compendium together with analysis presented by HR.
6. The panels will endorse proposed positions and/or recommend other or additional positions for staff members as per the assessment methods described in the section “Placement Process” of this Policy.
7. The process covered by a Mobility exercise, from publishing the Compendium and establishing the list of eligible staff members, through to final placement recommendations with the rationale, will be documented in writing.

## Annex 3: Terms of Reference of Mobility Advisory Board

The Terms of Reference and Methods of Work are as follows:

### 1. The Role of the Mobility Advisory Board

- 1.1. Evaluates all applications to the Compendium for international professional positions up to P4 level and makes recommendations; prepares an official report for the Director-General's approval, including for allocations of the Mobility fund as required;
- 1.2. Reviews deferrals requested by international professional staff up to P4 level on a case-by-case basis and makes recommendations to the Director-General for decision.

### 2. Composition of the Mobility Advisory Board

- 2.1. The Mobility Advisory Board (MAB) represents the three levels of the Organization. It is composed of an equal number of members and alternate members as follows:

(i) seven (7) representatives from the Administration, designated by the Director-General following consultation with the Regional Directors, of which two (2) from Headquarters and five (5) from the Regions. Of the 5 representatives from the Region, at least three members should be from a Country Office, representing different Regions. The remaining two members are representatives from the Regional Offices.

(ii) seven (7) representatives from the Staff Association, of which two (2) from Headquarters and one each from the five Regions served by WHO staff. Of the 5 representatives from the Region, at least three members should be from a Country Office, representing different Regions. The remaining two members are representatives from the Regional Offices.

(iii) The composition of the MAB shall take into account geographical and gender diversity, mobility experience and other qualifying criteria.

- 2.2. A rotation of the membership of the MAB will be defined by the Director-General on a 2- and 3-year cycle at the time of appointment, in order to ensure continuity.

### 3. Secretariat to the Mobility Advisory Board

- 3.1. Human Resources will serve as the Secretariat to the MAB, with no voting rights.
- 3.2. Human Resources prepares the documentation on Compendium applications for submission to the panels; consolidates the panel reports for review by the MAB; convenes the meetings of the MAB and assists in preparing the report of the MAB, including the consolidation of the sub-committee and panel reports into a single report for the Mobility exercise.

### 4. General Principles

The MAB members and the Secretariat shall observe the following general principles:

- 4.1. To adhere strictly to the provisions of the WHO Global Geographical Mobility Policy and the relevant WHO Staff Regulations, Staff Rules and e-Manual provisions.

4.2. To respect the confidentiality of the process, while ensuring transparency and fairness in the decision making process.

## 5. Methods of Work

5.1. If applicable, in advance of the publication of the Compendium, a specific sub-committee will be established to review requests for deferrals, as per the process defined in this Policy.

5.2. Upon completion of the work of the panels, the MAB reviews the consolidated reports prepared by Human Resources, and makes final recommendations to the decision-maker.

5.3. The MAB may consult the eligible staff members, releasing and receiving managers as required to ensure continuous dialogue and mutually beneficial solutions.

5.4. The process covered by a Mobility exercise, from publishing the Compendium and establishing the list of eligible staff members, through to final placement recommendations with the rationale, will be documented in writing.

## Annex 4: Terms of Reference of Continuous Improvement Group

### 1. The role of the Continuous Improvement Group

- 1.1. The Continuous Improvement Group (CIG) is established across the three levels of the Organization for the purpose of monitoring the implementation of the Mobility policy and procedures, and reports to the Director-General on an annual basis following the completion of the Mobility exercise(s).

### 2. Composition of the Continuous Improvement Group

- 2.1. The Continuous Improvement Group (CIG) represents the three levels of the Organization. It is composed of five staff members, of which:

(i) two (2) representatives from the Administration, and one representative from a technical division or department, appointed by the Director-General, in consultation with the GPG

(ii) two (2) representatives from the Staff Association

(iii) The composition of the CIG shall take into account geographical and gender diversity, will include members from the three levels of the Organization and will include members with the highest Mobility count from the three levels of the Organization.

### 3. General Principles

The CIG members shall observe the following general principles:

- 3.1. To adhere strictly to the provisions of the WHO Global Geographical Mobility Policy and the relevant WHO Staff Regulations, Staff Rules and e-Manual provisions.

- 3.2. To respect the principle of confidentiality, while ensuring transparency and fairness.

- 3.3. To monitor mobility for both senior staff and international professionals.

### 4. Methods of Work

- 4.1. A rotation of the membership of the CIG will be defined by the Director-General on a 2- and 3-year cycle at the time of appointment, in order to ensure continuity in the membership.

- 4.2. The CIG will be chaired by the most senior member of the group in terms of service time and mobility moves.

- 4.3. The CIG will produce an annual report after the conduct of Mobility exercise(s).

- 4.4. The CIG will provide their reports to the Director-General, including success factors, lessons learned, and areas for improvement.

- 4.5. The assessment of the CIG will be based upon feedback from mobility participants, Key

Performance Indicators and staff satisfaction surveys.

- 4.6. The CIG consults with various stakeholders to ensure proper change management and communication and to keep staff and management informed of progress and required changes in relation to the relevant Key Performance Indicators developed for monitoring and evaluation.
- 4.7. The CIG monitors the compliance of the Mobility implementation process with the Organization's policies and procedures.
- 4.8. External evaluation may also be recommended by the CIG as part of the continuous improvement principle or conducted in the framework of the Joint Inspection Unit (JIU) and other external institutions.
- 4.9. The work of the CIG will feed into the process of continuously improving WHO's Mobility Policy and implementation practices.