

ACTION PLAN
TO IMPLEMENT THE HR AGENDA FOR DIVERSITY, EQUITY AND INCLUSION FOR THE WHO WORKFORCE

CATEGORY	WHAT HAVE WE DONE SO FAR?	WHAT STILL NEEDS TO BE DONE?
	<p>WHO Code of Ethics and Professional Conduct¹ provides:</p> <p><i>“WHO expects its staff members to behave ethically at all times and with utmost respect for each other and external stakeholders, without regard to gender, race, religion, creed, colour, citizenship, national origin, age, marital status, family responsibilities and choices, pregnancy, sexual orientation, or disability.”</i> It further states that <i>“WHO prohibits discrimination on the basis of gender, race, religion or belief, nationality, ethnic or social origin, age, sexual orientation, marital status, disability or other aspects of personal status.”</i></p> <p>WHO Values Charter https://intranet.who.int/sites/transformation/culture/values/</p> <p>Respectful workplace initiative https://intranet.who.int/sites/respectfulworkplace/</p> <p>Respectful workplace day on 7 December 2021, including the Awards of Excellence Ceremony.</p> <p>From Q4 2017 to January 2018, the WHO culture survey was issued across the organization, and examined three organizational dimensions (alignment, execution and renewal) mapped against nine outcomes (direction, accountability, coordination and control, external orientation, leadership, innovation and learning, capabilities, motivation, work environment). It defined the organizational culture as the alignment toward a shared WHO vision and strategy, the way work gets done to execute on those, and the practices that help us continuously adapt to the evolving internal and external environment.</p> <p>From December 2017 to September 2021, a number of specific all-staff surveys were conducted, primarily linked to major Transformation Initiatives (and the evaluation of the WHO Transformation), and were used to inform the recommendations of Task Forces in the areas of focus and in keeping with the main</p>	<p>The WHO Code of Ethics and Professional Conduct will be amended to align with the new policy on Preventing and Addressing Abusive Conduct (e.g., definitions of discrimination, etc.)</p> <p>Staff engagement surveys will be carried out on a regular basis and will include questions allowing staff to evaluate WHO’s inclusive and equitable culture with regard to diversity in all its dimensions, including gender, gender expression, gender identity, race, religion or belief, nationality, ethnic or social origin, age, sexual orientation, marital status, disability, language, and other aspects of personal status.</p> <p>WHO will commit to administering the UN Anti-Racism survey during 2022; as well as specific follow-up surveys based upon the outcomes of LLAT.</p> <p>Exit questionnaires will be revised and include questions allowing staff to evaluate WHO’s inclusive culture with regard to diversity in all its dimensions, including gender, gender expression, gender identity, race, religion or belief, nationality, ethnic or social origin, age, sexual orientation, marital status, disability, language, and other aspects of personal status.</p>

¹ http://intranet.who.int/public-drives/PubDept/DGO-CRE%20-%20Compliance%2C%20Risk%20Management%20and%20Ethics%20Office/Code/code_of_ethics_full_version.pdf.

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	<p>thematic areas under the Year of the WHO Workforce (including diversity, equity and inclusion, contract modalities, career pathways, mental health, innovation, teleworking and staff health and well-being).</p>	<p>Exit interviews and questionnaires² will be analyzed by HRT and Regional HR Managers to detect how leaving staff members have assessed WHO's inclusive culture with regard to diversity in all its dimensions, including gender, gender expression, gender identity, race, religion or belief, nationality, ethnic or social origin, age, sexual orientation, marital status, disability, language, and other aspects of personal status. Information provided to senior management on trends and changes needed to existing policies and practices.</p>
	<p>eManual III.4.9 - Employment of persons with a disability</p> <p>(para 40) WHO is committed to providing equality of access to employment, advancement and retention in the Organization, recognizing that it is in the Organization's interest to recruit and maintain a diverse and skilled workforce that is representative of the diverse nature of society, which includes persons with disabilities.</p> <p>(para 50) The Organization undertakes to promote a workplace culture based on fair practices which will safeguard the rights of persons with disabilities to be treated with dignity and respect and to enjoy equal terms and conditions of employment. However, treating people equally does not necessarily mean treating them the same. People with disabilities may have specific requirements which must be met in order for them to be included in the workforce. Every member of the WHO workforce is expected to contribute to creating and sustaining such a workplace.</p>	<p>Implementation of the UN Disability Strategy and of the 3 indicators of UNDIS Scorecard related to employment of persons with disabilities within UN agencies: indicators 7, 13 and 14</p> <p>Indicator 7 of the UNDIS Scorecard: Reasonable accommodation fund</p> <p>Indicator 13 of the UNDIS Scorecard: Employment</p>
	<p>Information note 08/2018: Amendments to the harmonized selection process</p> <p>The selection process for international professional positions has been</p>	<p>To revise the harmonized selection process to eliminate or reduce one-gender selection panels. Currently, paragraph 38 of the harmonized selection process for international fixed-term positions (Information note 01/2017) and paragraph 43 of the harmonized</p>

² Information Note: 30/2015: Launch of the On-boarding and Exit Questionnaires.

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	<p>revised with a view to improving gender balance and geographical representation. The assessment conducted during the selection process no longer leads to a numerical evaluation of the candidates but indicates for each candidate whether he/she is in the range: “not suitable”, “only suitable with improvements”, “suitable” or “strong”. All candidates in the same range are considered of equal merit. The final choice among candidates of equal merit can therefore take into account the possible gender and geographical underrepresentation of the Regional Office or headquarters division and address it. The Director-General pays special attention to gender parity for high-level positions.</p>	<p>selection process for locally-recruited positions (Information note 06/2018) provide: “Diversity among the members of the Selection Panel in terms of geographical origin is desirable. Insofar as possible, selection panels should include representation of both genders.” These provisions will be amended to state that selection panels should be diverse in terms of gender and to require that, in cases where a selection panel consists of members of only one gender, a justification be provided in the selection report.</p> <p>The harmonized selection process will be amended to require that the selection panel for each vacant position create a diverse short list of qualified candidates, following an assessment of whether to establish targets for short-listing, combined with conducting blind reviews of candidates.</p>
	<p>Family-friendly policies:</p> <ul style="list-style-type: none"> – Maternity leave extension to 6 months, including breastfeeding time off – IN 24/2016, Effective August 2016, WHO eManual III.10.16 Maternity Leave – Central fund for maternity leave backfill – IN 01/2018, Effective date January 2018, extended to include Adoption & Surrogacy, WHO eManual III.10.16 Maternity Leave – related document – Adoption leave: duration increased from 8 to 16 weeks – IN 23/2018, Effective date 1 February 2018, WHO eManual III.10.18 Adoption Leave – Surrogacy leave: Introduced with duration of 16 weeks – IN 23/2018, Effective date 1 February 2018, WHO eManual III.10.19 Surrogacy Leave – Paternity leave for multiple births – duration increased by 4 weeks for multiple births only – IN 23/2018, Effective date 1 February 2018, III.10.17 Paternity Leave – Duty travel with an infant – within the maternity leave policy. – Special leave with full pay on reassignment – introduction of 5 days SLWFP, 1 December 2016, WHO eManual III.6.26 Special leave on reassignment 	<p>WHO will aim at being EDGE Gender certified in 2022, like UNICEF and the World Bank Group already are. EDGE is the leading global assessment methodology and business certification standard for gender equality. Launched at the World Economic Forum in 2011, EDGE has been designed to help companies not only create an optimal workplace for women and men, but also benefit from it. EDGE stands for Economic Dividends for Gender Equality and is distinguished by its rigor and focus on business impact. EDGE Gender measures (i) Gender balance at all levels; (ii) Equal pay; (iii) The effectiveness of policies and practices to ensure equitable career flows for women and men; and (iv) An inclusive culture.</p>

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	<p>Flexible work arrangements</p> <ul style="list-style-type: none"> - Information notes 15/2014 and 24/2019 on Occasional Teleworking policy - The Global Task Force on Flexible Working Arrangements at WHO has developed a draft Framework for Flexible Working Arrangements in WHO 	<p>To finalize and promulgate the Framework for Flexible Working Arrangements.</p>
LEARNING AND BEHAVIOR CHANGE	<p>GPW13 provides:</p> <p><i>“Efforts to improve gender equality targets in staffing will also include concrete efforts to support leadership and career development for women, including paths to promotion for female staff. Institutional policies that address work-life balance, harassment in the workplace and other issues can support efforts to increase the number of women in senior positions within the Organization.”</i></p>	<p>To consider mandatory training, in particular for managers and supervisors, on Gender Equality (possibly, “I know Gender” developed by UNWOMEN available on iLearn, 2 hours 50 or “Building Gender IQ” developed by UNWOMEN and the HeForShe solidary movement for gender equality, 35 minutes).</p>
	<p>Mandatory training: United Nations Course on Prevention of Harassment, Sexual Harassment and Abuse of Authority (available on iLearn; link to Information Note 16/2018)</p> <p>Mandatory training 'To Serve with Pride - Zero Tolerance' on the prevention of sexual exploitation and abuse.</p>	<p>The new UN training (“<i>United to Respect: Preventing sexual harassment and other prohibited conduct</i>”) is being adapted to the WHO context and will be made available on iLearn in all six official languages.</p> <p>A new mandatory training course - The Prevention of Sexual Exploitation and Abuse (PSEA) - was rolled out in 2021 via ilearn.</p> <p>Other training materials will be provided on the PAAC intranet page for managers/supervisors to present to their teams and for staff to review independently.</p>
	<p>Preventing and Addressing Abusive Conduct</p>	<p>Trainings provided, and communications issued to raise awareness further to the policy.</p>
	<p>WHO Code of Ethics and Professional Conduct</p>	<p>The training on WHO Code of Ethics and Professional Conduct is being finalized and will be made mandatory for all WHO staff</p>

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		members.
		<p>Define the learning and behavior change agenda, with a related programme of events, materials and trainings, for the areas of diversity covered by the HR Approach. This will include consideration of the policy and accountability context, a concrete skills and behavior focus (rather than only awareness raising), and target the right cohorts of staff. Race and racism will be one of the priority areas of focus.</p> <p>HR practitioners shall receive additional training on human resources policies and staff entitlements that are relevant to the HR Agenda for diversity, equity and inclusion.</p> <p>360 degree feedback will be introduced systematically in WHO from 2022, in a development context initially, and gradually rolled-out across the organization.</p>
<p>TARGETS AND OBJECTIVES</p> <p>MEASUREMENT OF IMPACT</p>	<p>Staff regulation 4.2 provides:</p> <p><i>“The paramount consideration in the appointment, transfer, reassignment or promotion of staff members shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting staff members on as wide a geographical basis as possible.”</i></p> <p>WHA56.35 resolution (May 2003) requested the Director-General:</p> <p><i>“to give preference to candidates from unrepresented and underrepresented countries in particular developing countries on the basis of the formula in paragraph 3 in all categories of posts particularly the posts in grades P-5 and above, taking into account geographical representation and gender balance.”</i>³</p> <p>Based on the formula approved by the WHA in that same resolution, WHO Member States are distributed among 4 recruitment lists: List</p>	<p>Improving diversity data collection</p> <p>WHO – like all the other UN organizations – only records one nationality for the purpose of granting entitlements. It is this nationality that is used to calculate the geographical range of WHO member States. However, the recording of one nationality only does not account for the diversity of the backgrounds of the candidates and staff members who have more than one nationality or have changed their nationality at birth with a new nationality (legal requirement to abandon their nationality at birth to get the new nationality).</p> <p>On the other hand, geographical representation under the WHA resolution does not coincide with the distinction between developed and developing countries. A developing country with one or two nationals in the professional and higher staff categories may be listed among countries within the desirable range (List B) and a developed country even with a high number of nationals in the professional and higher staff categories may be listed among the under-represented</p>

³ See Resolution WHA56.35 https://apps.who.int/gb/archive/pdf_files/WHA56/ea56r35.pdf.

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	<p>A: un- or underrepresented; List B1: within the desirable range but below midpoint; List B2: at or above midpoint of range; List C: overrepresented⁴.</p> <p>For each recruitment of fixed-term positions of the professional or higher staff categories, the attention of the hiring managers and selection panels is drawn to the geographical ranges of candidates' nationality, and they are encouraged to give due consideration to candidates from un- or underrepresented countries (List A).</p>	<p>countries (List A).</p> <p>Consideration will be given on how to reflect situations where a candidate or a staff member has his/her recorded nationality from a developed country (whether over-represented or not) that he/she acquired later in his/her life, while his/her nationality at birth is from a developing country (whether or not under-represented).</p>
	<p>Information note 03/2017: WHO's Gender equality in staffing policy</p> <p>WHO's Policy on Gender Equality in Staffing (January 2017) commits to achieve at least 1.5% increase in the percentage of staff at P4 and above, every year for the next five years. It further details the actions to achieve this goal over the next five years.</p>	<p>To review the policy in early 2022 (<1 year left to meet the targets)</p>
	<p>Current targets:</p> <p>At least 1.5% increase in the percentage of staff at P4 and above, every year for the next five years.</p> <p>WHO's current Global Programme of Work 13 (GPW13 2019-2023) aims for a workforce that is fit for purpose by increasing "<i>diversity achieved by fostering gender parity ...across all levels of the Organization</i>". More specifically, GPW13 provides that "<i>By 2023, WHO aims to achieve gender parity in its Directors.</i>"</p>	<p>Consider:</p> <ul style="list-style-type: none"> - Setting specific targets for each MOs - Reflecting the targets in the Accountability Compact of each ExD/ADG based on the demographics of their divisions

⁴ Current formula for calculating the geographical ranges by country established by WHA resolution WHA56.35:

- a) 45% of the total number of posts is assigned to the membership factor and therefore distributed equally among all Members States;
- b) 45% of the total number of posts is assigned to the contribution factor and is therefore distributed in proportion to the scale of assessments;
- c) 10% of the total number of posts is assigned to the population factor and is distributed among Member States in direct proportion to their population;
- d) the upper limit of the desirable range is subject to a minimum figure based on population.

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	<p>Current targets</p> <p>1/ Hiring managers are required to pay due consideration to qualified candidates from un- or under-represented countries (List A).</p> <p>2/ GPW13 noting that “<i>at the beginning of the new Director-General’s mandate, 33.1% of the D1/D2 Directors across WHO1 were nationals from developing countries (11.7% at headquarters, 94.7% in the Regional Office for Africa)</i>” commits that “<i>By 2023, WHO aims at a minimum to triple this figure so at least one third of headquarters Directors will be nationals of developing countries.</i>”</p>	<p>Consider:</p> <ul style="list-style-type: none"> – Setting specific targets for each MOs – Reflecting the targets in the Accountability Compact of each ExD/ADG based on the demographics of their division
	<p>Target:</p> <p>Resolution WHA71.13 adopted in May 2018 requests that by 2022 at least 50% of accepted interns originate from least developed countries and middle-income countries (LMIC).</p>	<p>To monitor the implementation of this target and report to Member States, noting that the Internship Programme is currently on hold due to COVID.</p>
		<p>While much has already been achieved in improving WHO internship programme and attracting interns with more geographical and education diversity, efforts should be undertaken to increase young people’s employment within WHO. The Young Professionals Programme was launched in late 2021, and seeks to attract candidates from least developed countries and 35 years of age or younger; the status and impact of the YPP will be reported on, including lessons learned for improving diversity.</p>
<p>OPERATIONAL PLANNING</p>		<p>As departments and units plan their organigrams and positions, due consideration will be given to the creation of more positions at junior levels, for both the P and G staff categories. Due consideration will also be given to flexible working arrangements, which may serve to attract and/or retain diverse candidates.</p>
<p>OUTREACH AND RECRUITMENT</p>		<p>When promoting WHO as an employer generally or recruiting for specific vacant positions, WHO will undertake measures to reach a more diverse candidate base, such as individuals in unrepresented or underrepresented countries, women, young professionals, individuals</p>

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		with disabilities, people of from a diversity of races, etc. Such measures may include targeted advertising and publication of vacancies in certain regions/countries, attending career fairs for recent graduates, ensuring vacancy notices are accessible to individuals with disabilities, etc.
	<p>Information note 08/2018: Amendments to the harmonized selection process</p> <p>The selection process for international professional positions has been revised with a view to improving gender balance and geographical representation. The assessment conducted during the selection process no longer leads to a numerical evaluation of the candidates but indicates for each candidate whether he/she is in the range: “not suitable”, “only suitable with improvements”, “suitable” or “strong”. All candidates in the same range are considered of equal merit. The final choice among candidates of equal merit can therefore take into account the possible gender and geographical underrepresentation of the Regional Office or headquarters cluster and address it. introduction of range of merits and prevention of unconscious bias.</p>	<p>Outreach missions could be organized in un- and underrepresented countries with the support of the Regional Offices, the Country Offices and the Liaison Offices where information on the selection process and training on CV writing and competency-based interviews could be offered.</p> <p>The IOAC recommended the Director-General to “<i>engage with Member States on resolution WHA56.35 (2003) on representation of developing countries in the Secretariat to improve diversity, balanced against the requirements of the United Nations system-wide formula for geographical representation</i>”.</p>
	<p>Mandatory training for selection panel members:</p> <p>A five-minute video on unconscious biases in selection is shown at the first meeting of selection panels (link to Information Note 08/2018: Amendments to the harmonized selection process)</p>	<p>Diversity statement to be updated on WHO job site and in vacancy notices.</p> <p>Expansion of unconscious bias training to the broader WHO workforce.</p>
	<p>“Tip-sheet on Gender-Responsive Communications”</p>	<p>HR-related communications will be gender-sensitive in accordance with the Tip-sheet.</p> <p>The initial PHP or job application filled out by applicants shall contain the following gender categories: Male; Female; Transgender; Gender non-conforming; or Other.</p> <p>To assess other areas and systems where WHO records gender and</p>

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		amend to allow greater options, to the extent possible.
		<p>To improve the intake of young professionals with a large diversity of education backgrounds and nationalities, the following actions will be taken:</p> <ul style="list-style-type: none"> - Increase of number of P1 and P2 positions as entry point for young people after graduation. - Revision of WHO fellowship programme - Implementation of the Young Professionals Programme - Advocacy with donor countries for more diversity in the Junior Professional Officers (JPO) programme <p>Targeted outreach efforts and participation in career fairs with the view to attract students from universities in developing countries and, more generally, in countries which do not belong to the top countries where students choose to get their highest degrees.</p>
	<p>Information note 04/2018: Policy on return to work following absence on extended sick leave (WHO eManual III.6.9 Certified sick leave – related document)</p> <p>In line with UN common system, provisions for special education grant for disabled children and for dependents' allowance.</p> <p>In line with UN Joint Staff Pension Fund rules, provisions for disability entitlements.</p>	<p>Indicator 13 of the UNDIS Scorecard: Employment</p> <p>General expectation from UNDIS: To develop an employment policy/strategy and other human resources-related policies/strategies which include provisions to attract, recruit, retain and promote the career development of employees with disabilities. This policy would integrate consideration of disability into other policies related to career progression such as the mobility policy and would include as a part of separation from organization, assessment to identify any disability-related issues that cause someone to leave the organization, and update HR policy to address identified issues.</p> <p>Concretely:</p> <ol style="list-style-type: none"> 1. Diversity statement in WHO jobsite and vacancy notices will encourage qualified candidates with disabilities to apply; 2. WHO will participate in an ILO-led project to assess the accessibility of WHO's e-recruitment system;

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		<ol style="list-style-type: none"> 3. Emails to candidates regarding further evaluation will contain a statement that if they require any accommodations, to let the sender know. HR will review requests in accordance with WHO's policy on reasonable accommodation; 4. Career development policies and processes will ensure that staff members with disabilities are given equal career opportunities; 5. In the context of the managed mobility scheme, the staff member's disability or his/her dependent's disability will be taken into account, in consultation with the staff member, in making placement decisions in appropriate duty stations; and, 6. Exit questionnaires will include questions specifically addressed to staff members with disabilities leaving the Organization to assess WHO inclusive culture, in particular whether they felt welcome, valued and respected and whether they could perform at their best regardless of their disability.
		<p>Indicator 14 of the UNDIS Scorecard: Capacity development for staff</p> <p>General expectation from UNDIS: To provide entity-wide learning and or training opportunities to increase the capacity of staff at all levels in disability inclusion. This would include the development of disability inclusion training relevant for all staff and the development specific training modules for particular audiences (e.g., managers, event coordinators, security personnel).</p> <p>Concretely:</p> <ul style="list-style-type: none"> - Training material should be developed taking into account the needs of staff members with disabilities, - Disability inclusion should be included in the learning and behavior change agenda, and - Specific training should be provided to managers on how to manage staff members with disabilities and foster a culture of inclusion within the teams.

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CAREER DEVELOPMENT AND MANAGEMENT	<p>Efforts are being made through career counselling, mentorship and leadership pathway programmes to build the capacities of female staff members at junior levels so that they can aspire to higher managerial positions.</p> <p>Participation of WHO to the inter-agency programme, EMERGE, which aims at promoting career development for women at P3 level.</p> <p>WHO Mentoring Programme⁵ to assist female staff members who want to advance in their careers through mentoring.</p>	<p>WHO will improve career development opportunities, such as coaching and mentoring for junior level staff and women, particularly from developing or underrepresented countries, in both the P and G staff categories.</p>
GEOGRAPHICAL MOBILITY	<p>Recommendations of the Mobility Task Force were used to update the Geographic Mobility Policy. The Mobility Simulation Exercise was concluded in Q4 2021, and the recommendations will inform the implementation plan.</p>	<p>Geographic mobility, which will be implemented through the WHO Global Mobility Policy with respect to eligible staff members, will serve to increase the diversity of WHO's workforce in offices across all levels of the Organization. At the same time, diversity components have to be taken into consideration when reassignment decisions are made (e.g. countries with anti-LGBTIQ+ legislation; or duty stations not adequate for persons with disabilities)</p>

⁵ <https://workspace.who.int/sites/WHO-MP/SitePages/Welcome.aspx>.