

UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

Additional documents for this item: none

Action required at this meeting – the Programme Coordinating Board is invited to:

Take note of the update on strategic human resources management issues.

Cost implications for decisions: none

I. INTRODUCTION

1. This update reports on the approach of the Secretariat of the Joint United Nations Programme on HIV/AIDS (UNAIDS) to human resources management issues, responding to the request of the Programme Coordinating Board (PCB) at its 30th meeting in June 2012. Since 2013, the update has demonstrated the results achieved through the implementation of initiatives across the pillars of the UNAIDS Secretariat Human Resources Strategy. Closely aligned to the UNAIDS Strategy 2016–2021, the Human Resources Strategy supports the delivery of results across the Secretariat's core functions and covers the period 1 April 2016 to 1 April 2017.

II. EXECUTIVE SUMMARY

2. The UNAIDS Secretariat Human Resources Strategy was adopted in 2011 and has guided broad-ranging organizational results in the Secretariat. From 2011 to 2015, key achievements of the Human Resources Strategy have included the establishment of a single administrative system, a comprehensive human resources policy framework, an integrated on-line staff performance and learning management system, and an ambitious Gender Action Plan. To support the UNAIDS Fast-Track strategy and the Sustainable Development Agenda, the Human Resources Strategy was updated and extended for 2016–2021, with four pillars of action that build on its previous elements: inspiring collective leadership; investing in people; strengthening our performance culture; and ensuring an enabling workplace.
3. The rapidly changing international environment in which the United Nations (UN) development system, the Joint Programme and the Secretariat operate requires an agile and dynamic workforce, and the careful deployment of staff resources according to evolving needs and priorities. Workforce and succession planning is a key management function that relies on real-time staffing data and analysis, which in turn informs strategic decisions on recruitment, mobility and staff development. Particular emphasis is placed on succession planning for Secretariat leadership roles, such as UNAIDS Country Directors, who receive a comprehensive briefing when assuming a country leadership role. Colleagues becoming head of office for the first time benefit from mentoring and an induction programme that can ensure a successful transition.
4. During the period covered by this report, to ensure optimal support to the implementation the Sustainable Development Goals (SDGs) and the Fast-Track Strategy, the Secretariat undertook a strategic repositioning exercise to align its structure and adapt its ways of working. Following an extensive consultation process, a set of reprofiled functions was established within a streamlined and focused organizational structure. A key result of the repositioning was the heightened focus on a number of reprofiled functional areas to drive country-level results, including Fast-Track Advisers, PEPFAR/Global Fund Advisers, and Community Support Advisers, with continued focus on strategic information and supporting inclusive governance and strengthened accountability. Across Headquarters and Regional Support Teams, stronger linkages were created to connect normative and political strategy to country-level action.
5. Through the repositioning, the Secretariat has reduced its staff by 13% since the beginning of 2016. In addition, some 120 staff members have been reassigned to new positions and have been taking up their new functions during the first half of 2017. The field-to-Headquarters ratio has remained at 70:30. To facilitate cross-cutting, integrated working mechanisms, cross-Secretariat support and knowledge-sharing, and to support staff as they transition to their new functions, a number of

- virtual teams are being established. The teams will support the reprofiled functions such as Fast-Track, but will also provide a forum for virtual teamwork and cross-functional working. Regular webinars for heads of offices are being used to ensure a continued flow of information between country-level, regional and global leadership.
6. In line with the Joint Programme's guiding principle on gender equality, the Secretariat launched a Gender Action Plan in 2013. While the Secretariat has reached gender parity in regards to the overall workforce, the Plan aims to close the gender gap at for categories and levels where this is not yet the case, particularly at senior levels and for Country Director positions. Since the launch of the Gender Action Plan, the Secretariat has made major progress towards gender parity, including a 13% increase in women leading UNAIDS Country Offices. The representation of women at P4 level and above has increased to 48%.
 7. To integrate gender equality and the empowerment of women across the organization, the Gender Action Plan goes beyond numeric targets, and has taken a number of strategic measures that strengthen organizational culture and actively engage men and women. In addition to meeting or exceeding the indicators of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women, the Secretariat has two innovative programmes to build a new generation of women leaders, the Mentoring Programme for Women and the Leadership Programme for Women. The UNAIDS leadership programme approach is being adopted for a UN system-wide audience by the UN System Staff College.
 8. During the repositioning of the Secretariat, staff across the organization had the opportunity to proactively engage in the change process. There was extensive consultation with and involvement of the UNAIDS Secretariat Staff Association. Interactive learning sessions were offered on adapting to change, and new learning modules were progressively added to the Secretariat's online learning platform, which is available for staff to learn from anywhere at any time. To support colleagues whose positions were affected by the repositioning exercise, a customized career counselling programme was developed to provide staff with a series of individual sessions with certified career counsellors. Development programmes were also offered to Junior Professional Officers and interns, who benefited from induction briefings, a virtual community and peer support.
 9. Staff accountability for results remains an important focus for the Secretariat, with each staff member aligning individual performance objectives with the strategic objectives of their office or division. The Secretariat maintained almost full compliance (99%), with objective-setting and performance evaluation recorded in the Secretariat's integrated on-line Performance and Learning Management system (PALM). For the next period, as part of the Secretariat's commitment to gender equality, all staff are required to incorporate aspects of gender awareness in their work objectives and learning targets. Heads of UNAIDS offices were also evaluated by the Resident Coordinator, who provided feedback and assessment on UN system effectiveness, coordination, leadership and investment optimization.
 10. To support a high-performing and engaged workforce, Secretariat management maintained its strong working relationship with the UNAIDS Secretariat Staff Association. The partnership with staff was especially important in the context of the repositioning exercise, where staff representatives were involved in the consultations and working groups that informed management decision-making. UN Plus, the UN system network of people living with HIV, continued its work to provide peer support and to address challenges faced by staff members living with HIV. UN Cares ramped

up implementation of its award-winning UN For All programme, with learning modules to address stigma and discrimination in the UN workplace.

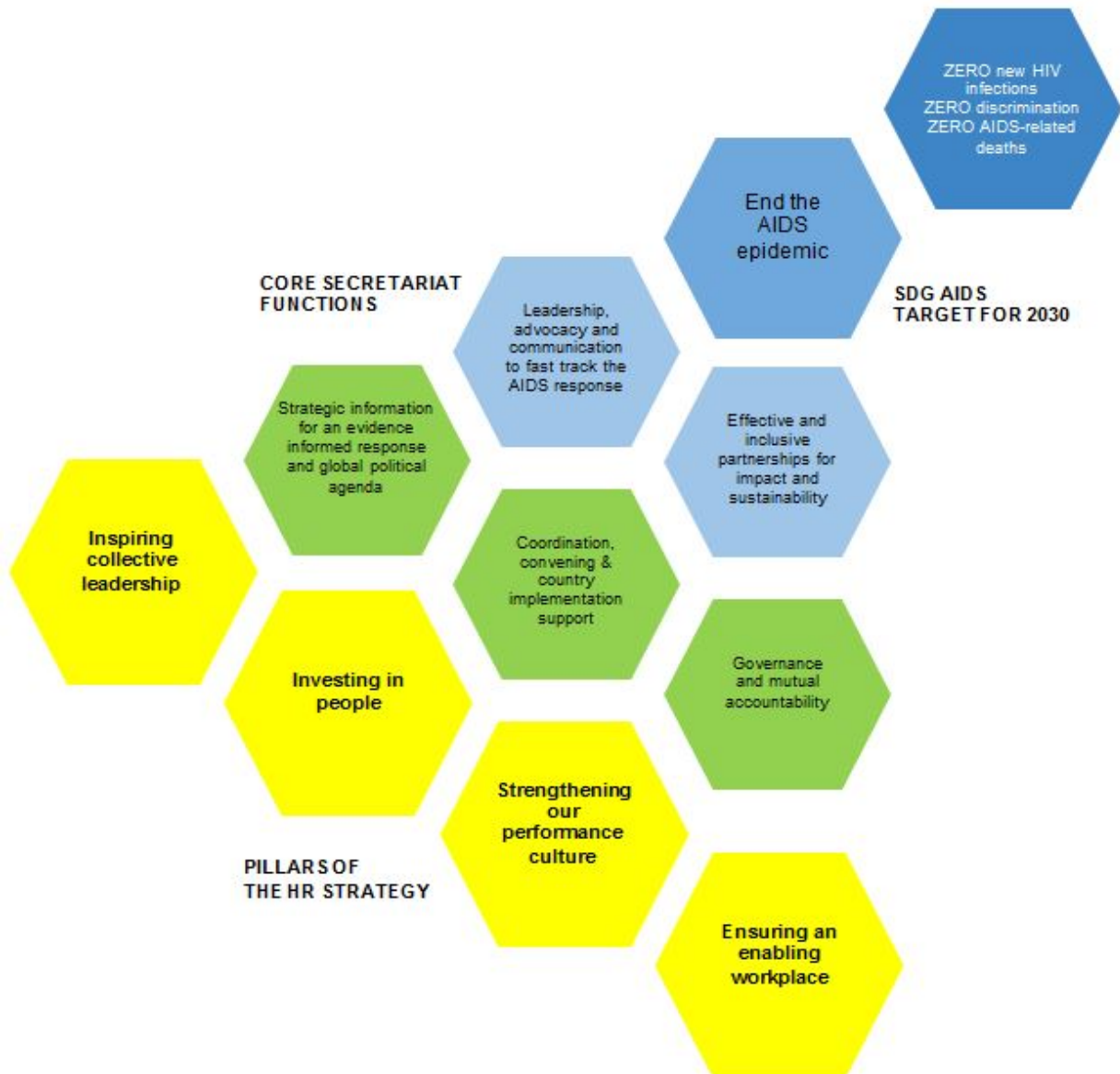
III. HUMAN RESOURCES WITHIN A STRATEGIC FRAMEWORK

11. As a member of the UN development system, the UNAIDS Secretariat workforce is aligned with the 2030 Agenda for Sustainable Development, and the UNAIDS Strategy, and is responsive to the requirements of the Quadrennial Comprehensive Policy Review (QCPR). This alignment is achieved through the Human Resources Strategy, which is based on the Secretariat core functions of leadership and advocacy, partnerships, strategic information, coordination and mutual accountability. As outlined in the report of the Global Review Panel on the refinement of the Joint Programme model, these functions remain critical in all countries supported by UNAIDS.
12. In this context, the Secretariat continues to align its structure and workforce to respond to the changing nature of the epidemic and the evolving priorities of countries. Success hinges on leveraging the wide expertise, capacity, relationships and networks available within the Secretariat at global, regional and country levels along with those of Cosponsors and other partners. The past year has seen accelerated action in this ongoing alignment, with the Secretariat undertaking a broad repositioning exercise, which has resulted in strategic changes to its functions and staff deployment that will ensure improved delivery on the UN General Assembly 2016 Political Declaration and UNAIDS Strategy, and a continued focus on efficiency and cost savings.

UNAIDS Secretariat Human Resources Strategy

13. The UNAIDS Secretariat Human Resources Strategy was adopted in 2011. In the first five years of implementation, the Human Resources Strategy resulted in a set of achievements that modernized the human resources function in the Secretariat through eight strategy areas: workforce planning, recruitment and staffing, staff development, career growth and mobility, staff administration, performance management, staff wellbeing, human resource information, and the competency framework.
14. In 2016, the Human Resources Strategy was updated and extended for 2016–2021 to align with the timeframe of the UNAIDS Strategy. It is organized around four pillars: investing in people; strengthening our performance culture; inspiring collective leadership; and ensuring an enabling workplace (Figure 1). The UNAIDS Secretariat Competency Framework provides a foundation to the Human Resources Strategy, outlining the shared values and behaviours required of all Secretariat staff.

Figure 1. Pillars of the UNAIDS Human Resources Strategy



15. Since the previous update to the PCB on strategic human resources issues, the Secretariat has pursued an ambitious agenda across the four pillars of the Human Resources Strategy. While the organizational repositioning was a cross-cutting priority for the organization, progress continued to be made in the areas of staff mobility, gender equality, leadership development, staff learning and training, performance management and support for a healthy and productive working environment.

IV. HUMAN RESOURCES IN THE UNAIDS SECRETARIAT: KEY RESULTS

Investing in people

Workforce and succession planning

16. Given the need to ensure an agile and responsive workforce across all levels of the Secretariat, workforce and succession planning is a dynamic, continuous process that is integrated into policies and processes of recruitment, mobility and staff development. Workforce and succession planning is grounded in the ongoing maintenance and monitoring of real-time staffing data. Regular staffing reports and analysis are shared with senior managers in order to best anticipate upcoming vacancies.
17. As a largely field-based organization, staff rotation is the main tool for succession planning in UNAIDS. This process ensures that vacant positions are regularly reviewed, included in the mobility exercise, and carefully considered by the Mobility and Reassignment Committee (MRC). As staff progress through positions on their career path, they develop additional experience, skills and exposure, all of which are taken into account for each move. This ongoing process, and the involvement of senior management and the MRC in each placement decision, ensures that the organization can proactively ensure a continuous talent pipeline to fill vacancies as they become available.
18. Succession planning is particularly important for leadership positions, including the head of office positions of UNAIDS Country Director and UNAIDS Country Manager. UNAIDS follows a structured process to ensure an effective selection, preparation, and onboarding of Heads of Office. As Head of Office positions are vacated through mobility, retirement or departure of staff, the most qualified and suitable candidate is proactively identified through the mobility exercise or through a recruitment process, depending on the needs of the position and the specific country-context. This proactive approach ensures sufficient time to carefully address each vacancy before the departure of the incumbent.
19. For staff members appointed to a Head of Office role for the first time, a mentoring process has been established to complement formal handover and induction. New or returning Heads of Office are paired with a colleague with considerable experience in the role. This ensures effective preparation and an ongoing transfer of knowledge that starts before new appointees assume their position, as well as providing dedicated support as the Head of Office transitions into the role. A structured handover is done between the new and outgoing Heads of Office, including briefings on key projects, partners and office management. Finally, first-time Heads of Office undergo an induction programme that covers the role, expectations and key skills required to lead a UNAIDS Country Office.

Gender Action Plan

20. Gender equality and empowerment of women and girls is a priority area within the UNAIDS 2016–2021 Strategy, and this principle is integrated into all aspects of the Secretariat's work through its Gender Action Plan. Launched on International Women's Day in 2013, the Plan has been recognized by UN Women for the results it has achieved in terms of gender parity targets, as well as for progress made in organizational change through the engagement of both women and men. The Secretariat is respected as a pioneer in ensuring that gender equality within the

organization matches its programmatic commitments to gender and the empowerment of women.

21. The Secretariat has reached gender parity overall and it will continue to undertake strategic actions to ensure parity is reached at each level and that achievements are sustained over time. While the number of Secretariat staff has decreased over the past year, the percentage of female staff remains over 50%. Since 2013, the percentage of UNAIDS Country Directors has risen from 27% to 40% and the number of women in P4 posts and above has increased to 48% (Figure 2).

Figure 2. Progress on the UNAIDS Gender Action Plan targets



22. Beyond numerical targets, the Plan is designed to foster deeper organizational change. Emphasis is placed on programmes and systems to enhance leadership and accountability on gender, including through:
- senior management participation in key international gender initiatives;
 - staff development, for example, through the UNAIDS Mentoring Programme for Women and the UNAIDS Leadership Programme for Women;
 - work-life balance, including through amendments to maternity leave policy which give new mothers additional weeks of special leave with full pay; and
 - communications, for example through the UNAIDS “Spotlight on Women” publications.
23. Sustainable organizational change is being achieved as these initiatives reach critical mass. There are alumnae of the mentoring or leadership programmes in over 65% of UNAIDS offices, and approximately 70% of women in the Secretariat at NOD, P4 and P5 levels have participated in the leadership programme.
24. Monitoring and reporting have been enhanced particularly, including through regular updates to management and staff. Gender equality and women’s empowerment have also been mainstreamed through the performance management process, with

staff now required to set gender-sensitive work and learning objectives. Following the piloting of a “gender equality marker” in early 2015, the Secretariat introduced a financial benchmark calling for 15% of UNAIDS Secretariat expenditures being in support of actions that address gender equality and women's empowerment.

25. At UN system level, the Secretariat reports annually on the UN System-Wide Action Plan (UN-SWAP), and it is consistently meeting or exceeding the performance indicators. Forward-looking planning and strategic interventions have enabled the Secretariat to meet or exceed the 15 UN-SWAP Performance Indicators by December 2016—one year ahead of the deadline set by the Chief Executives Board (CEB). A cross-Secretariat working group contributed to the piloting of the UN-SWAP 2.0 Performance Indicator Framework, as well as making recommendations for the further development of the UN-SWAP as a strategic tool to accelerate progress for gender equality.
26. The Secretariat is also contributing to the development of the Secretary General's System-wide Strategy for Gender Parity and is active within the International Gender Champions Geneva initiative, including co-chairing the Impact Group on Change Management with the Ambassador of the United Kingdom.

Learning and career development

27. As part of the process of engaging staff around repositioning and change more broadly, a series of interactive learning sessions on “Adapting to Change” were organized. The sessions, which were attended by almost 100 staff members from across the Secretariat, familiarized colleagues with the typical phases of a change process and how to apply a variety of strategies to adapt to change.
28. Staff affected by the abolition of positions during the repositioning exercise benefitted from a five-session career counselling programme. The programme was offered in face-to-face sessions at Headquarters, and through online interaction for staff serving in the field. The counselling sessions were based on assessment tools and exercises, and allowed participants to reflect on their career objectives, identify strengths and define a strategy for the future. Sessions were offered on a confidential basis in English, French and Spanish.
29. Staff participating in the career counselling sessions expressed appreciation for the personalized nature of the programme and the fact that it provided space for introspection. Feedback from staff indicates that the sessions assisted them in managing stress and in focusing on strengths and talents, which allowed them to identify clear career goals and concrete steps for achieving them. Building on the positive feedback received, an analysis is underway on ways to institutionalize this service for staff at large.
30. The online learning platform in the Secretariat's Performance Management and Learning (PALM) system was continuously expanded, and staff were encouraged to explore learning resources on career development. The Secretariat continued its partnership with Rosetta Stone online language learning and maintained an enrolment level of 100% throughout the past year. Following a successful launch in 2015, almost 5,000 hours of learning activity have been invested by staff members in the programme. Of the 85 active learners, 75% are serving in the field and 25% at Headquarters. These staff members are actively learning UN languages through the programme, with 70% studying French and English, and the remainder studying Spanish, Portuguese and Arabic. This approach to language learning offers staff the

flexibility to learn according to their schedules, and ensures equal access to learning for all staff, regardless of their location.

31. Support was provided for the onboarding and development of young talent in the Secretariat, including Junior Professional Officers (JPOs), fellows and interns. Following the selection as JPO for a position at the Secretariat, a tailored two-day induction briefing is organized to familiarize the JPO with the work of UNAIDS and to facilitate introduction to key colleagues and partners. A virtual community, with regular online meetings, strengthens the network and peer support among JPOs. A focal point for young talent provides guidance on professional and career development to JPOs, interns and fellows.

Strengthening our performance culture

32. Staff performance management continues to be an essential accountability and developmental tool for UNAIDS. The Performance Management and Learning (PALM) system provides an integrated platform for Secretariat staff to link objective-setting, performance evaluation and learning to the strategic objectives of the organization. The platform supports ongoing dialogue and feedback on work and learning objectives between supervisors and staff members, who all complete a formal evaluation of performance annually.
33. All staff are held accountable for setting results-based work objectives and it is mandatory for each staff member to establish at least one learning objective that will be met through informal, on-the-job learning and development. Supervisors are required to engage in a continuous process of feedback and coaching, and to provide a fair and constructive assessment of staff progress towards work objectives and the demonstration of core and managerial competencies.
34. Managers and staff are supported throughout the performance cycle with one-on-one advice and support at each stage of the process. To help staff make the most of the performance management process, online training sessions have been organized to support staff in setting relevant and challenging work objectives, and to support supervisors in guiding the process and ensuring ongoing feedback and timely evaluations. This monitoring and support has resulted in a compliance rate of 99% for the 2016–2017 performance management cycle. To enable regional and departmental Directors to make appropriate decisions on providing career support and development opportunities to staff members, performance-rating reports and analyses across regions/departments, functions, gender and grade are provided at the end of each review period.
35. In accordance with the UNDG Management and Accountability System, all UNAIDS Heads of Office solicit formal performance feedback from the Resident Coordinator in the country in which they serve. The Resident Coordinator provides individual feedback on four aspects of their work: UN system effectiveness; coordination of the joint UN system response to HIV; leadership and advocacy; and investment optimization and resource mobilization. In the 2016–2017 performance cycle, 80% of UNAIDS Country Directors and Country Managers received feedback from their Resident Coordinator, and the feedback was integrated into their UNAIDS Performance Evaluation Reports.
36. Starting in early 2017, gender equality and women's empowerment were mainstreamed in the performance management process in the Secretariat to underline the responsibility of all staff share to promote these goals. All staff were asked to incorporate aspects of gender awareness and gender sensitivity in their

individual work objectives. This process has challenged staff to examine how they can contribute to the Secretariat's Gender Action Plan, as well as programmatic work on gender, in all aspects of their work.

37. To support the integration of gender considerations into staff objective-setting in the upcoming performance cycle, all staff are also required to set at least one learning objective to enhance their knowledge on gender issues. Briefing sessions have been held to guide staff to reflect on how they can contribute to gender equality and the empowerment of women, and how they can continuously improve their knowledge and awareness of gender issues.

Inspiring collective leadership

Leadership development and induction

38. Particular attention is being paid to leadership development and support for new leaders. As a result of the repositioning exercise, some 15 Heads of Office will either assume this role for the first time or return to it after serving in another function. To support preparation for and transition into this role, the Secretariat has initiated an informal mentoring programme, which has experienced Heads of Office guiding peers who face the dual challenge of acting as UNAIDS Country Director and leading a Country Office. This draws on the capacities developed through the training for mentors and mentees within the Mentoring Programme for Women. Mentoring complements the formal political introduction and handover which the outgoing Head of Office provides. Building on past experience, an induction workshop and supervisory skills training will complement this learning path.
39. To ensure timely sharing of information and alignment across the Secretariat, virtual global meetings continue to be organized for Heads of Office to engage them in translating global priorities to country-level results, sharing successful practices and elaborating strategies to address common challenges. Topics included the 2016 Political Declaration, as well as recent developments around Fast-Track implementation and recommendations of the Global Review Panel.

Leadership for women

40. Developing a strong cadre of women leaders continues to be a key part of the Secretariat's human resources strategy. The UNAIDS Leadership Programme for Women, now in its third year of implementation, continues to reach out to women at NOD, P4 and P5 levels with an ambitious and challenging learning programme for women in middle management, which is delivered in partnership with the UN System Staff College. The programme includes an interactive workshop with a range of respected thought leaders from academia and the private sector, as well as resource persons and speakers from across the UN system. Overall, 70% of eligible women at the Secretariat have participated. With this critical mass of programme graduates, efforts are now underway to amplify the impact of the programme by bringing alumnae together as a virtual community.
41. The Secretariat Mentoring Programme for Women is another important vehicle to empower women staff while engaging both women and men as mentors. The programme is currently in its third edition, with 21 mentoring pairs working towards achieving the mentees' goals. Mentors and mentees participate in a range of training sessions to prepare and support them to address challenges in their professional work, while improving job satisfaction and contributing to career growth and development. During the 12-month mentoring cycle, a total of seven online training

sessions are offered for mentors and mentees to guide them to build trusted relationships and develop objectives, and to familiarize them with the typical barriers (or “sticky floors”) which women professionals face.

UN system leadership

42. The Secretariat continues to play an active role in interagency initiatives on repositioning the UN development system to ensure that it is fit for purpose for implementation of the 2030 Agenda. The Secretariat has proactively contributed on several fronts, particularly in the context of the 2016 QCPR. The QCPR recommendations are an opportunity for the Secretariat to continue to align its staff capacities to support implementation of the 2030 Agenda, by building leadership, reprofiling staff functions, promoting inter-agency mobility, and facilitating a dynamic, adaptable and global workforce.
43. The Secretariat contributed extensively to the discussions and provision of information leading up to the adoption of the QCPR resolution, including through the CEB (where the Executive Director led discussions on the lessons learned from MDG 6), the High-Level Committee on Management (where UNAIDS is the Vice Chair), and the undg ASG Advisory Group (chaired by UNAIDS), which has developed a significant number of specific thought leadership products, inputs and contributions to the discussions on repositioning of the UN development system and the development of the QCPR. The Secretariat also participates actively in several subgroups of the High-Level Committee on Management and the UN Development Group.
44. The Secretariat also actively participates in the Inter-Agency Advisory Panel for Resident Coordinator selection, advocating for strong UN collaboration and attention to priorities of the AIDS response. In early 2017, a UNAIDS Country Director, who has served in a number of countries, was selected by the Secretary-General to serve as Resident Coordinator for Lesotho.

Ensuring an enabling workplace

45. Staff and management in the Secretariat continue to prioritize a strong and collaborative relationship. During the repositioning exercise, the active involvement of the UNAIDS Secretariat Staff Association (USSA) ensured that the voices of staff members were heard throughout the consultations, and the USSA co-chaired the working group on improving ways of working. The USSA Chair serves on the Mobility and Reassignment Committee (MRC), which played a key role in the complex work of the committee in recommending the most suitable placement for staff being reassigned. In view of the importance of the repositioning exercise, a second USSA representative was exceptionally included in the MRC.
46. Close collaboration with WHO Staff Health Insurance (SHI) continued to provide staff with health insurance according to five minimum standards: recognition of SHI in health facilities; 24/7 multilingual support; claims processing not exceeding 15 days; online submission of claims; and regular communication. Recent achievements include the launch of an online platform for claims submission, which a number of UNAIDS Country Offices helped to test. The new system is further reducing processing time, especially for field staff. The Secretariat has continued to play an active role in SHI governance through the Global Oversight Committee and the Global Standing Committee, which review amendments to the SHI rules and specific individual claims on a monthly basis.

47. In the area of ethics, a mandatory training, *Ethics and Integrity at the United Nations*, was launched in English and French for all staff in July 2016. The training is designed to enhance awareness and promote the ethical standards required of all staff members. It addresses a variety of ethical issues staff members face and helps equip staff to make sound ethical decisions. The course is complemented by other staff resources on ethics, including the *Whistleblowing and Protection Against Retaliation* policy, and *The Compass: Information and Services for UNAIDS Staff*. In addition, staff were required to complete the updated version of the UN Course on Prevention of Harassment, Sexual Harassment and Abuse of Authority. The course is mandatory for all UNAIDS Secretariat staff, and a compliance rate of 95% has been achieved.
48. UN Plus, the UN system staff network of people living with HIV, provided global peer support to UN staff members living with HIV. It also conducted advocacy activities on issues of concern to staff, such as improved access to treatment and care. During 2016, UN Plus published a qualitative study on the experiences of UN staff living with HIV, *Negotiating positive living within the United Nations system*. It outlined various challenges faced by staff living with HIV and made recommendations to make the UN work environment more conducive for them. The group also published a case study, in which a response to improve the access to treatment among its staff by the UN in Kenya was examined as a good practice.
49. UN Cares, the UN system-wide workplace programme on HIV, continued its mission to deliver training, services and support to UN staff worldwide, while exploring ways that the programme can align with broader well-being initiatives across the system. The biennial round of post-exposure prophylaxis kits distribution was completed, with more than 3,000 kits sent to 157 duty stations. The implementation of UN for All, the learning modules to address stigma and discrimination in the UN workplace, continued and more than 3,000 UN staff members have attended learning events in more than 40 countries. To date, 326 UN staff members have been trained as UN for All facilitators worldwide. Feedback from participants is consistently very positive, with many staff expressing appreciation for the relevance of the modules and their applicability to managers and staff across the system.
50. In 2016, the UNAIDS Secretariat achieved climate neutrality for the fourth consecutive year. The Secretariat has an Emissions Reduction Strategy (ERS) in place for 2016-2017, with a focus on sustaining emission reductions. Secretariat staff are engaged in these efforts through awareness-raising activities on the environmental consequences of their behaviour within and beyond the work environment. Overall, the Strategy aims to build sustainability into the way the Secretariat does business.
51. The Emissions Reduction Strategy contains provisions to reach out to staff, including with the UN Sustainability Tutorial online learning resource. Staff at Headquarters are involved through the Secretariat's Sustainability Task Force, recommending actions to achieve the goals of the Emissions Reduction Strategy. All Secretariat offices continue to submit annual UN greenhouse gas inventories and receive an annual report on their operations emissions to increase awareness and to assist them with reducing the environmental impact of their operations. The Sustainability Task Force also supports greening activities in the broader UN system, in an effort to contribute to UN-level sustainability goals.
52. Safety and security of Secretariat staff and offices remains a top priority. Throughout the reporting period, security assistance was provided to staff in several offices through in-country visits as well as remote support. Additional emphasis is being

placed on developing Business Continuity Plans for Regional Support Teams and Country Offices. The Secretariat continues to be fully engaged in the Inter-Agency Security Management Network and is involved in three working groups: Security Training, Gender Considerations in Security Management, and Locally Cost-Shared Security Budgets.

53. At the end of 2015, the Secretariat re-assessed compliance with the UN Minimum Operating Security Standards and took stock of the occupational health and safety situation in UNAIDS offices worldwide. In 2016, the Secretariat continued to follow up on a country-by-country basis to ensure that offices have the required levels of compliance. As part of Occupational Health and Safety, the Secretariat has established a Fitness Committee, which fosters a culture of workplace wellbeing. A wellbeing project is under implementation at Headquarters with an aim to expand the service to field locations in 2017.

V. REPOSITIONING THE UNAIDS SECRETARIAT

54. In the context of the SDGs, the Fast-Track strategy and the changing political and financial environment, the Secretariat continued to align its structure and deployment of its workforce through a strategic organizational repositioning. In addition to objectives aimed at aligning the Secretariat with the 2030 Agenda and Fast-Track, the repositioning adapted the Secretariat's structure, functions and working methods at all levels of the organization, the Secretariat undertook a comprehensive and inclusive process of review, consultations, recommendations and decisions, which resulted in a major staff redeployment exercise, accompanied at each step by communication and support to staff.
55. The repositioning exercise included a series of cross-organizational working groups that reviewed the structure, focus and working methods of the Secretariat's field and Headquarters presence. The working groups made recommendations for change that were reviewed by senior management during Cabinet discussions, which included the Chair of the UNAIDS Secretariat Staff Association. Following the consultations, the Executive Director made decisions on changes to the Secretariat structure, including changes to functions and positions at Headquarters, regional and country levels.
56. Changes in staff distribution and reprofiling of positions, based on epidemic priorities, now better reflect the type of UNAIDS presence needed: the right people in the right place. This has resulted in the creation of new functions at country level, such as Fast-Track, Community Support and Global Fund /PEPFAR Advisors, all of which reflect the Secretariat's role in supporting and maximizing the role of all stakeholders in the national response to HIV. Similarly, roles related to key Secretariat functions, such as Strategic Information Advisors, were prioritized.
57. The Regional Support Teams were streamlined and refocused to provide political and complementary support to countries, bridging global policy development and country implementation. This updated role of the Regional Support Teams operationalizes the shift from technical to more programmatic support and expertise, and removes potential duplication with Country Office functions. The Regional Support Teams continue to play a key role in advocacy and regional liaison within and beyond the UN system.
58. In terms of staffing numbers, the repositioning resulted in a headcount reduction of 13%. Staff members affected by position abolition, along with staff due for mobility in 2017, were invited to apply to a compendium of more than 100 positions, many of

them reprofiled to accelerate the Fast-Track agenda. The applications were reviewed by the Mobility and Reassignment Committee, which made recommendations to the Executive Director. His decisions were subsequently communicated to affected staff in December 2016. Staff have been taking up their new assignments, with all moves scheduled for completion by mid-2017. Many staff have been supported to take on new functions or move to new duty stations, thereby preserving the “human face” approach to downsizing, while creating opportunities for staff to develop their careers.

59. Since early 2017, the Secretariat has focused on implementing the new structure and functions, as staff progressively take up their new positions or move to their new duty stations. To maximize the impact of the new structure and to support staff in their new functions, a set of activities are underway to ease the transition and familiarize colleagues with their new roles. The activities include the establishment of virtual teams. The ongoing series of virtual global meetings with Heads of Office are being used to enlist the support of Country Directors and Managers in supporting staff as they assume new roles.
60. One key aim of the repositioning was to encourage cross-Secretariat collaboration and to connect staff at country, regional and Headquarters levels. Virtual communities of practice will be established for the newly created job families, with a particular emphasis on supporting country-level staff working on Fast-Track, Global Fund/PEPFAR and Community Support. They will be led by staff who will participate in hands-on training on convening and sustaining virtual communities, and the use of technology to reach and engage staff across the organization.

VI. SECRETARIAT WORKFORCE PROFILE

61. This update describes an ongoing approach to workforce planning, functional profiling, staff deployment and succession planning. These key human resources management activities rely on continuous tracking of staffing data, including overall headcount, field-to-Headquarters ratio, balance of staff categories, proportion of longer-term and temporary appointments, as well as considerations of gender balance, geographical representation and diversity. The GIPA principle—the Greater Involvement of People Living with HIV—is integrated in all of considerations relating to staffing, committees and bodies within the Secretariat.
62. Staff numbers have been reduced from 904 staff at the start of the 2011, as reported in the first update to the PCB, to 708 as of 1 April 2017 (Figure 3). Of the 708 staff members, 208 were located at Headquarters, with 500 in Regional Support Teams, Liaison Offices and Country Offices. A continued focus on maintaining capacity in the field is ensured by a field-to-Headquarters ratio of 70:30 (Figure 4).

Figure 3. UNAIDS Secretariat staffing numbers, 2011–2017

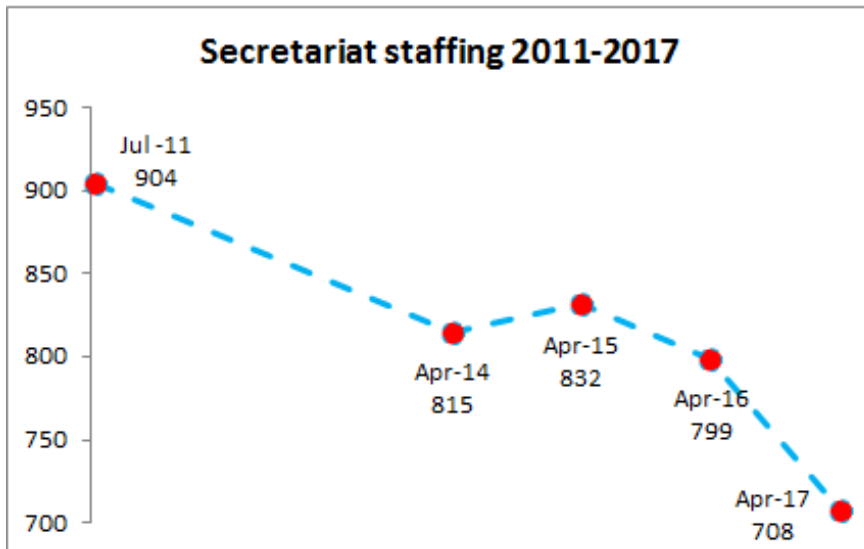
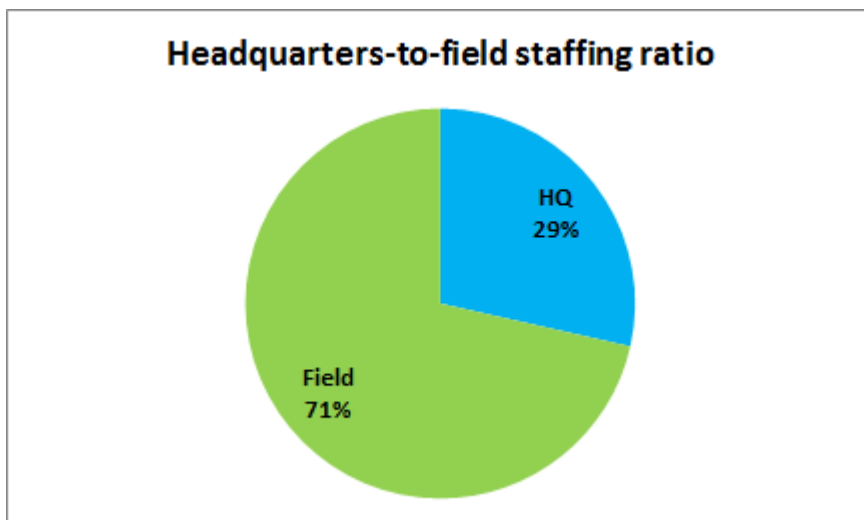
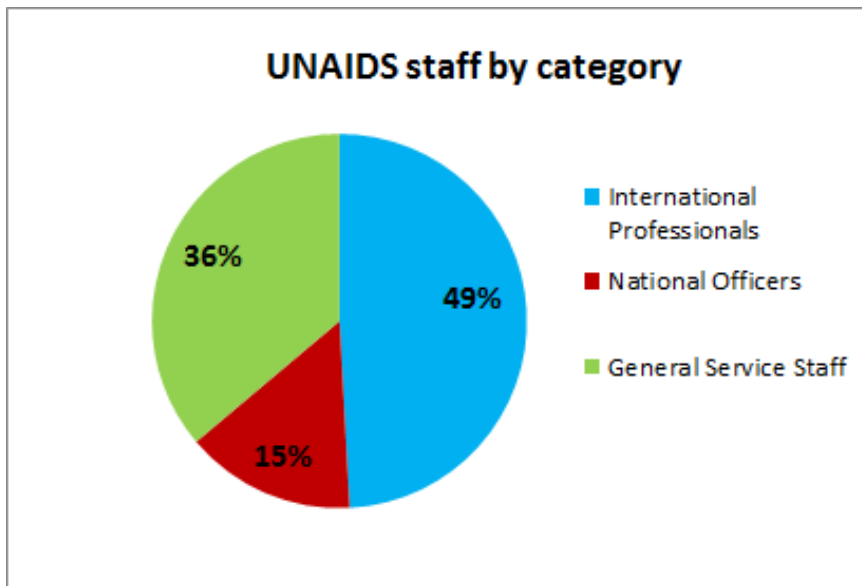


Figure 4. UNAIDS field-to-Headquarters staffing ratio, 2017



63. As of 1 April 2017, 49% of staff were in the International Professional category, 15% were National Professional Officers and 36% were General Service (Figure 5). With regard to contract type, 681 staff held fixed-term appointments, with 27 holding temporary appointments. Temporary appointments in the UNAIDS Secretariat are reserved for staff carrying out time-limited functions, including projects of limited duration. Consistent with its operational needs to adapt to a rapidly changing operational and programmatic environment, the Secretariat does not offer indefinite or continuous appointments.

Figure 5. UNAIDS staff by category, 2017



64. The Secretariat continues to strengthen its field presence with capacity across six regions. More than half of all field staff work in the most affected regions of the epidemic, with 30% in eastern and southern Africa and 25% in West and Central Africa, followed by 19% in Asia and the Pacific (Figure 6). Country Office presence is focused on delivering the Fast-Track agenda identified in the UNAIDS Strategy: 62% of Country Office staff are serving in Fast-Track countries (Figure 7).

Figure 6. Distribution of UNAIDS staff by region, 2017

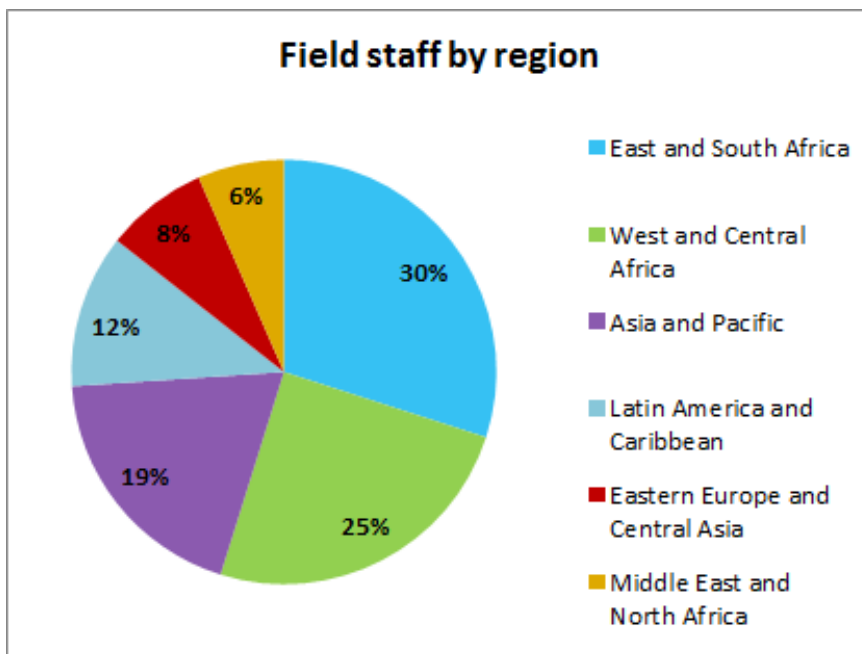
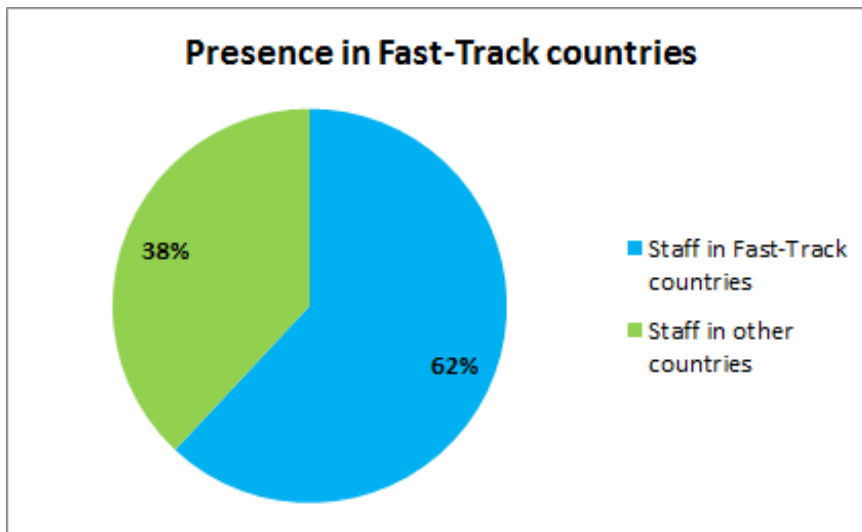
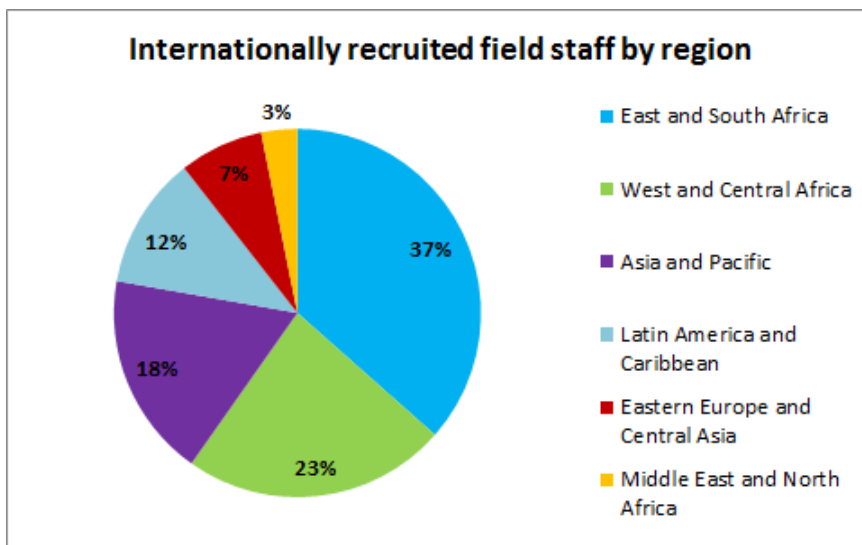


Figure 7. UNAIDS staff presence in Fast-Track countries, 2017



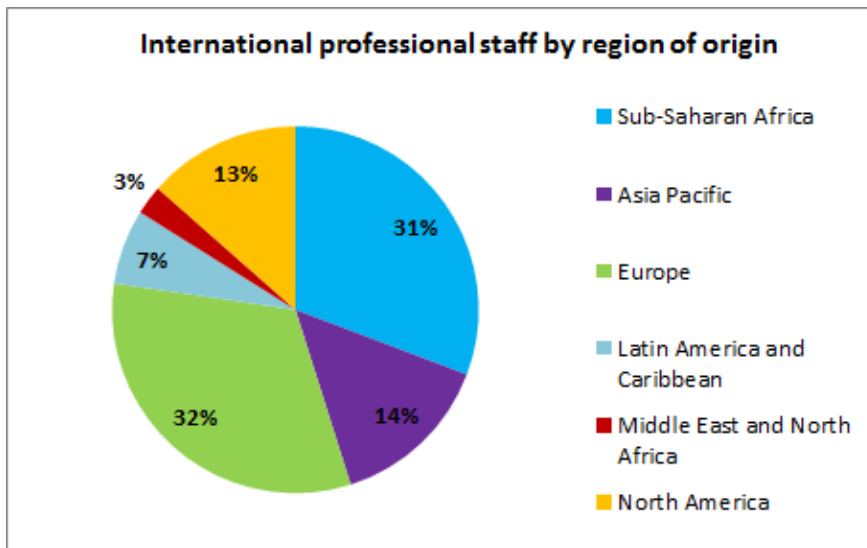
65. Fully 60% of International Professionals serving in the field are working in sub-Saharan Africa, with 37% of field International Professionals in eastern and southern Africa, and 23% in West and Central Africa (Figure 8).

Figure 8. UNAIDS internationally recruited field staff by region, 2017



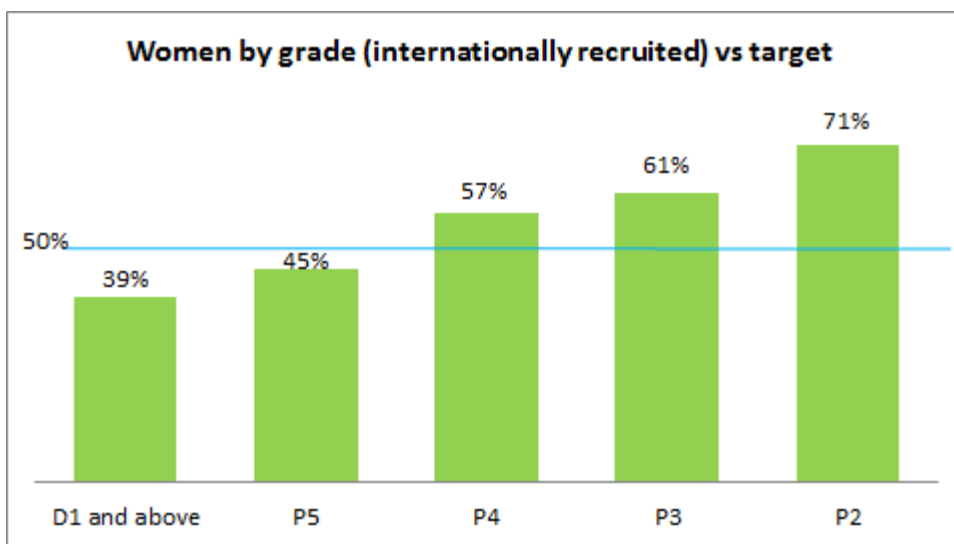
66. In terms of national origin, Secretariat International Professional staff come from a total of 104 countries, across all geographic regions (Figure 9).

Figure 9. UNAIDS international professional staff by regions of origin, 2017



67. As of 1 April 2017, women represented 61% of Headquarters staff and 56% of Regional Support Team staff. At 48%, the proportion of women serving in Country Offices has almost reached parity, following steady increases from the baseline of 44% in 2013. The number of women in the International Professional category has remained constant, at 51% of the International Professional workforce.

Figure 10. Percent of internationally recruited UNAIDS staff who are women, by grade 2017



68. The average age of the Secretariat workforce is 48.2 years. As a knowledge-based organization, the Secretariat continues to rely on experienced, high-level professionals who can independently deliver programmatic and management results, and can draw upon well-developed professional networks. However, in order to ensure the inflow of new skills and approaches, the Secretariat continues to focus on empowering young people in its workforce. Currently, staff aged between 20 and 39 constitute 15% of the overall workforce.

69. Since the previous update to the PCB, the JPO Programme provided 17 young professionals with hands-on experience in international health and development. The JPOs included 10 women and 7 men, sponsored by 9 countries. In terms of interns, 61 students from 24 countries participated in the internship programme. Interns benefit from exposure to the international working environment of the UN and make a valuable contribution to the organization. Country Offices or RSTs hosted 39% of interns, while Headquarters hosted 61%. In terms of the national origin of interns, 36% came from Europe, 19% from Africa, 16% from South America, 16% from North America, 8% from Asia and 5% from Latin America. In terms of gender representation, three quarters of interns were women and one quarter were men.

VII. MOVING FORWARD - CHALLENGES AND OPPORTUNITIES

Building on organizational repositioning

70. To remain aligned with the 2030 Agenda and the ambitious targets of the UNAIDS Strategy, the Secretariat has refined its structure, job profiles and deployment of staff. The reprofiling of functions across the Secretariat has resulted in a workforce that is positioned to Fast-Track HIV prevention, treatment, care and support in close collaboration with partners. Cross-Secretariat teams and virtual communities of practice will progressively change the ways of working across the organization to produce results in a cohesive, agile and collaborative fashion.
71. As the Secretariat completes implementation of the organizational repositioning, it will maintain a sharp focus on supporting staff as they deploy to the reprofiled functions. Continued monitoring of workforce data will ensure that the Secretariat makes appropriate adjustments to achieve the right staffing profile in the right place, so that it can fully deliver on its mandates despite the challenging financial environment. A successful transition to the reprofiled structure and functions will depend on continued commitment to innovative ways of working that go beyond office and organizational borders, leveraging technology and innovation. Collaborative working styles across the three levels of the organization and beyond will be essential to ensure synergies, strong partnerships and mutual accountability.
72. The Gender Action Plan, one of the first in the UN system, will be updated, taking stock of five years of progress and building on its achievements, lessons learned, and new system-wide developments. A participatory process will be initiated in the second half of 2017 to inform the next generation Gender Action Plan for launch on International Women's Day 2018.

Looking ahead

73. With a continued focus on the Fast-Track Strategy and the Agenda for Sustainable Development, and in the context of the recommendations of the Global Review Panel, the UNAIDS Secretariat is strongly positioned to effectively play its role in the Joint Programme. The Human Resources Strategy will continue to guide efforts to support and develop staff, foster an environment of leadership and inclusion, and increase accountability for results at all levels.

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