

**UNAIDS Programme Coordinating Board
34th Meeting
(Geneva, 1-3 July 2014)**

Update on strategic human resources management issues

Overview of Update

The Update provides strategic information on:

- Consolidation of the organizational realignment of the Secretariat
- Implementation of the UNAIDS Secretariat Human Resources Strategy
- Secretariat workforce profile
- Priorities for 2014 and beyond

Organizational Realignment - Consolidation

Objectives:

- Aligning resources – human and financial – with the UNAIDS vision and corporate priorities
- Strengthening staff deployment and skills for an increased country focus
- Demonstrating value for money and achieving cost effectiveness

Foundation:

- Strategy on Human Resources 2011-2015 and Competency Framework
- Single Administrative System

Realignment – Staffing numbers and distribution

Staff numbers

July 2011

904 staff

Target

820 staff

April 2014

817 staff

Staff distribution

July 2011

Field 65%

HQ 35%

Target

Field 70%

HQ 30%

April 2014

Field 71%

HQ 29%

Strategic workforce planning

- HQ refocused around the global AIDS targets and the Secretariat's core functions
- Strengthened field presence and structure, in particular in high-impact countries, through additional personnel and reprofiling of functions
- Extensive staff mobility exercises
- Retirement and succession planning

Performance management and staff development

Performance management:

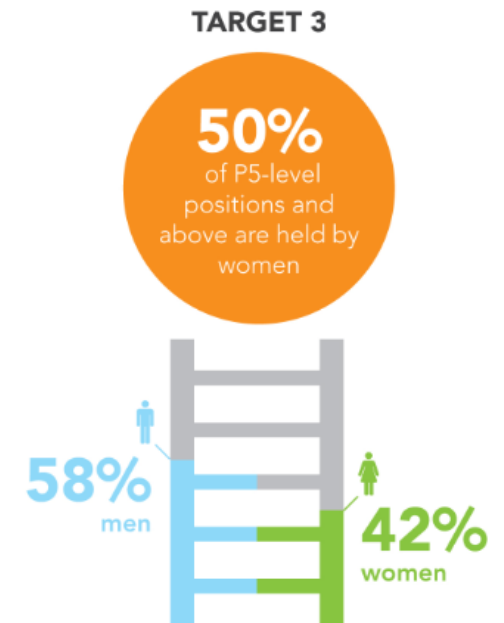
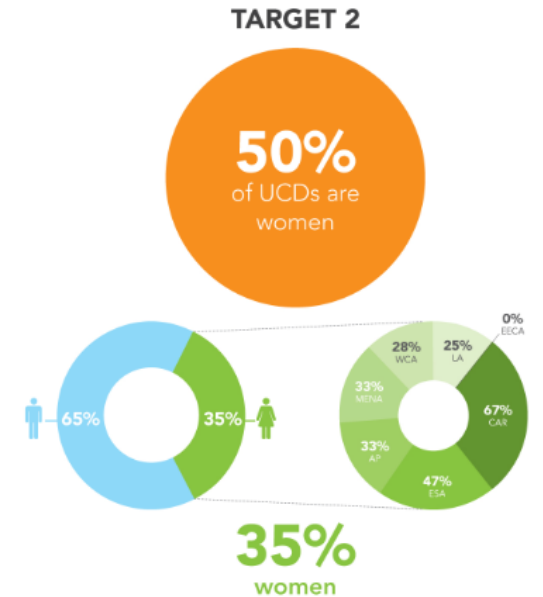
- New Policy based on best practices
- Emphasis on dialogue between supervisor and staff
- Online integrated system for managing staff performance and learning

Staff development and learning:

- Investing strategically in staff at all levels
- Induction Programme for new UNAIDS Country Directors
- UN Leaders Programme and UNCT Leadership Skills Workshop
- Distance courses

Gender Action Plan

- Aims at achieving gender balance; promoting empowerment of women staff; and nurturing a supporting culture for all staff
- Specific targets in seven strategic focus areas
- Pilot mentoring programme for women
- Leadership Programme for Women
- Positive feedback in UNSWAP reporting



Staff wellbeing

- Partnership with the UNAIDS Staff Association
- Staff safety and security
- UN Plus
- UN Cares
- Flexible Working Arrangements Policy

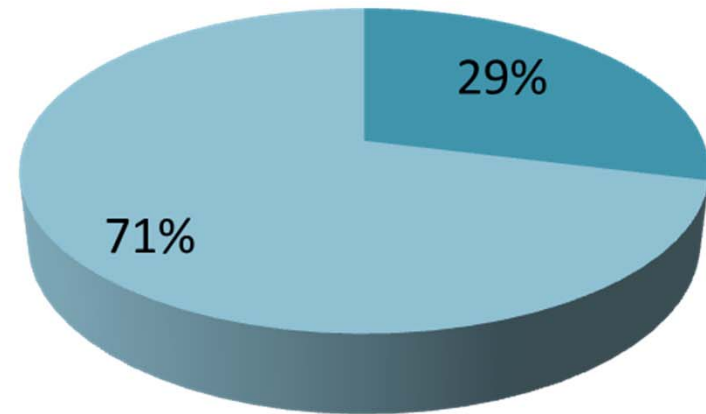
Workforce profile

Staff Deployment - as of 1 April 2014:

- 817 total
- 581 in the Field (Regional, Liaison and Country Offices)
- 236 in HQ

Staff by Location

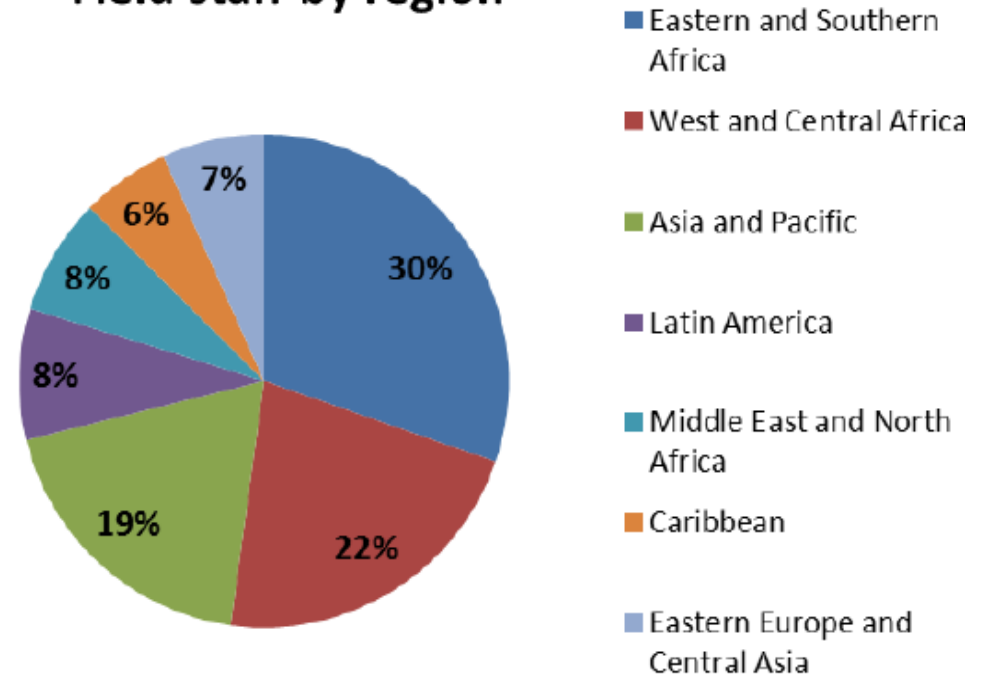
■ Headquarters ■ Field



Workforce Profile - cont

- Nearly half of staff deployed in Africa, followed by Asia Pacific
- International Professional staff come from 99 countries across all geographic regions.
- Two thirds of UNAIDS staff are either International Professional or National Officers.
- Average age of staff is 46. 27% of staff are below 40

Field staff by region



Priorities for 2014 and beyond

- Consolidation of the realignment
- Strengthened performance management
- Focus on management development and innovative learning
- Implementation of the Gender Action Plan
- Close attention to staff security and safety
- Continued strong staff-management relations
- Update of the Human Resources Strategy beyond 2015