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

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<thead>
<tr>
<th></th>
<th>Staff numbers</th>
<th>Staff distribution</th>
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<tbody>
<tr>
<td></td>
<td><strong>July 2011</strong></td>
<td><strong>July 2011</strong></td>
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<tr>
<td></td>
<td>904 staff</td>
<td>Field 65%</td>
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<td><strong>Target</strong></td>
<td>820 staff</td>
<td>HQ 35%</td>
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<td><strong>Target</strong></td>
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<td></td>
<td></td>
<td>Field 70%</td>
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<td>HQ 30%</td>
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<td><strong>April 2014</strong></td>
<td><strong>April 2014</strong></td>
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<tr>
<td></td>
<td>817 staff</td>
<td>Field 71%</td>
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<td>HQ 29%</td>
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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 repurposing 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

- 29% Headquarters
- 71% 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.
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