

PROGRESS UPDATE ON THE IMPLEMENTATION OF THE MANAGEMENT ACTION PLAN FOR A HEALTHY, EQUITABLE AND ENABLING WORKPLACE FOR ALL UNAIDS STAFF

Progress update on the implementation of the Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff

The Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff was endorsed by the Programme Coordinating Board at its June 2019 meeting. Through the Management Action Plan and other measures, the Secretariat is working to build a new workplace culture that ensures the safety and dignity of all.

This paper complements the Management Response to the Report of the Joint Inspection Unit on the Management and Administration Review of UNAIDS (UNAIDS/PCB (45)/19.30) and provides an interim progress update on the implementation of the Management Action Plan, up to 30 November 2019. A comprehensive report is scheduled to be provided to the June 2020 session of the PCB.

The present report is organized according to the five action areas of the Management Action Plan and focuses on activities that are underway in 2019, with a summary of progress and next steps. In the status column, a green dot indicates that work is either completed or substantially on track. An amber dot indicates that work has started and is progressing, but with delays or impediments. A red dot means that there is little or no progress, and/or significant impediments. The progress update concludes with a list of key actions that will be initiated in 2020.

1. Staff at the centre: ensuring dignity at work, upholding the duty of care, and investing in staff well-being

Status	Action	Timeline ¹	Progress	Next steps, key milestones
●	Expand implementation of the Dignity at Work Adviser programme, building knowledge of rights at work, promoting mental health and well-being, addressing bullying and harassment, and fostering an inclusive workplace culture	<i>Induction workshop for second cohort of advisers towards the end of 2019, with revised content to incorporate lessons learnt</i>	<ul style="list-style-type: none"> 19 advisers were trained in October 2018 (13 from field offices, 6 in HQ); monthly coordination calls take place to exchange experience and build knowledge among Advisers; Advisers led interactive sessions on Dignity at Work at all six Regional Management Meetings (West and Central Africa, January; Middle East and North Africa, April; Eastern and Southern Africa, April; Asia-Pacific, April-May; Eastern Europe and Central Asia, May; Latin America and the Caribbean, July); as well as Geneva branch and department meetings; 	<ul style="list-style-type: none"> Stocktaking/skills-building workshop for Dignity at Work Advisers (deferred to first quarter 2020); Dialogue with the Executive Director; Induction workshop for an additional 20 Advisers; Develop UNAIDS values charter (civility code), through participatory/crowdsourcing methods with all staff.

¹ As presented in June 2019, *Update on progress in the implementation of the Management Action Plan* (UNAIDS/PCB (44)/19.6).

			<ul style="list-style-type: none"> • Advisers contributed to 12 virtual focus group meetings to help elaborate the Management Action Plan (February); • All-staff survey on reach and satisfaction with the Dignity at Work Adviser Programme is ongoing. 	
●	Recruit a staff well-being adviser to lead development and implementation of a UNAIDS staff mental health and well-being strategy, aligned with the United Nations system strategy	<p><i>Recruitment is under way for a staff welfare officer in the second quarter of 2019</i></p> <p><i>The process is expected to be completed, and the selected candidate to take up their functions, before the end of 2019</i></p>	<ul style="list-style-type: none"> • Selection process completed; the new Staff Wellbeing Officer is expected to start in January 2020. 	<ul style="list-style-type: none"> • Engage UNAIDS staff on taking forward the UN system staff mental health and wellbeing strategy, focusing on the specific needs/priorities of UNAIDS staff, including reports of overwork and burnout, and other issues identified in baseline survey.
●	Implement tailored pre-deployment and in-post induction briefings, support and training; provide all staff members with information about their rights at work (e.g. conditions of service; allowances and benefits; grievances and appeals) and the services available to them in the case of a major life event (e.g. living with chronic illness, including HIV; having a child; managing caregiving responsibilities for ill or ageing parents; bereavement; returning to work following parental leave or long-term sick leave)	<p><i>By the end of 2019</i></p>	<ul style="list-style-type: none"> • Five-day face-to-face induction workshop for four newly assigned UNAIDS Country Directors; • Three-day face-to-face induction briefings for two Junior Professional Officers joining UNAIDS; • HR Policy Adviser recruited and started with UNAIDS in September, reinforcing capacity to advise and develop communications to staff. 	<ul style="list-style-type: none"> • Develop better understanding of staff workload and support needs, in the context of fully implementing the organization's duty of care responsibilities, with particular attention to staff in country offices; • Reinforce internal communications and awareness raising about UNAIDS policies, procedures and support services available to staff.

2. Senior management: accountability and capacity-building

Status	Action	Timeline	Progress	Next steps, key milestones
●	Make the Action Plan a standing agenda item on senior management team and regional management meetings to assess progress and challenges, and provide strategic leadership and focus to implementation efforts, with staff informed of key outcomes and decisions from each meeting	<i>Ongoing</i>	<ul style="list-style-type: none"> Management Action Plan and Dignity at Work programme included in each 2019 Regional Management Meeting; face-to-face Senior Management Team retreat (September). Management Action Plan activities and deliverables have been included in 2020-2021 biennium workplans and budgets. 	<ul style="list-style-type: none"> Monitor implementation of the Management Action Plan, in close dialogue with the Staff Association, and continually improve based on feedback from staff, survey data and other sources. Senior Management Team leadership development activities to reinforce positive role modelling and tone from the top; Strengthen internal communications and staff engagement.
●	Offer management and leadership coaching to strengthen understanding and demonstration of desired behaviours to midlevel and senior staff members in the organization, and to more junior staff (across categories) who are seeking opportunities to lead teams	<i>To launch in the third quarter of 2019</i>	<ul style="list-style-type: none"> Coaching programme launched (September), 86 senior staff members invited to participate (staff at the D1 level or above, or who have applied to UNAIDS Country Director positions); online portal created to enable invited staff to select their preferred coach; 36 hours of coaching completed since 31 October; Coaching offered to the 33 participants in the 2018 UNAIDS Leadership Programme for Women; 36 hours of coaching sessions completed and sessions on-going for 18 participants. Registration will be opened to the 34 participants from the recent fifth cohort (November 2019). In partnership with the UN System Staff College, new UNAIDS Country Directors are registered and will participate in distance learning on managing people and performance. 	<ul style="list-style-type: none"> Take stock of staff experience and results of the coaching programme, and revise based on lessons learned; Link coaching activities and objectives to key desirable behaviours articulated in the eventual UNAIDS values charter (civility code).

<p>●</p>	<p>Put in place a consolidated delegation of authority framework (human resources and financial authorities); provide enhanced training for staff members on internal governance and responsibilities within delegated authorities; and provide staff members with a list setting out the authority and responsibilities delegated to them</p>	<p><i>Launch of revised framework in the third quarter of 2019</i></p> <p><i>Briefings for staff members in the fourth quarter of 2019</i></p> <p><i>Expanded electronic approvals and reduction in paper-based procedures by the third quarter of 2020</i></p>	<ul style="list-style-type: none"> • Dedicated short-term expertise recruited in September to develop approach and coordinate initiative. • Reviewed Delegation of Authority efforts by UN and comparable entities, including engagement with a number of organizations; • Established Senior Management Team reference group (12 members) to guide and support activities, as well as 37 focal points to coordinate Geneva, regional and country office inputs; • Draft Policy on Delegation of Authority currently under review by Senior Management Team ahead of Executive Director approval; • Initial mapping of current delegations of authority and business processes in key functional areas underway across the organization; • Consultations convened with focal points on various cross-cutting decision-making processes, identifying options to streamline and optimize engagement; • Options identified for further automation of clearance and approval workflows; preparing pilot for electronic approval of (i) quarterly travel plans; and (ii) reimbursement of residential security measures (MORSS) for colleagues in regional and country offices. 	<ul style="list-style-type: none"> • Introduce Policy on Delegation of Authority. • Develop revised approval procedures to accompany new Policy on Delegation of Authority. • Finalize mapping of current delegations of authority and business processes in key functional areas. • Develop internal communications plan to facilitate introduction of new policy and consolidated table of existing delegations of authority. • Based on consultation with staff and Senior Management Team, propose optimization of delegations of authority and business processes. • Take stock of pilot initiatives to expand electronic workflows and approval.
<p>●</p>	<p>Strengthen UNAIDS organizational culture to enhance the promotion of human rights, gender equality and the greater involvement of people living with HIV, benefiting programmatic action and engagement of</p>	<p><i>Opportunities to be identified as part of implementation of the Action Plan</i></p>	<ul style="list-style-type: none"> • 96.8% of UNAIDS staff have completed the UN system-wide online learning modules on human rights; • 88% of staff set a gender-related learning objective and 15% of work objectives are gender-sensitive; 	<ul style="list-style-type: none"> • Strengthen internal communications and increase the visibility of and recognition of staff work to advance human rights, gender equality and the greater involvement of people living with HIV;

	communities most affected by HIV, including to address gender-based violence		<ul style="list-style-type: none"> • Concept note developed for new fellowship programme that will increase the engagement of transgender people in the work of UNAIDS; • A Diversity Task Force, comprising staff from across the organization, was launched and will develop recommendations to senior management on strengthening diversity and inclusion in the Secretariat. 	<ul style="list-style-type: none"> • Utilize the leadership of the new Executive Director to energize the organization's learning on power imbalances and apply feminist methodologies for change; • Launch the fellowship programme for transgender people; • Review and take forward eventual recommendations of the Diversity Task Force.
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3. Systems: strength and transparency

Status	Action	Timeline	Progress	Next steps, key milestones
●	Adopt and enforce a strengthened policy prohibiting all forms of harassment, abuse and discrimination; and strengthen whistleblowing and protection against retaliation policy	<p><i>Consultation process and adoption of UNAIDS policy in the third quarter of 2019</i></p> <p><i>Awareness-raising campaign on the new policy and its provisions by the end of 2019</i></p>	<ul style="list-style-type: none"> • Two staff recruited to strengthen policy and legal capacity in the Department of Human Resources Management (staff members started with UNAIDS in September and October); • Reviewed UN Chief Executives Board model policy, and the October 2019 revised draft WHO policy on prevention of and addressing sexual harassment; • Further elaborated draft UNAIDS policy on the prevention of harassment, sexual harassment, discrimination and abuse of authority; consultations with the staff association are ongoing. 	<ul style="list-style-type: none"> • Finalization and launch of UNAIDS policy in January 2020, following internal consultative process and liaison with relevant WHO offices; • Information materials developed and shared with staff; conduct training and dialogue sessions to ensure all staff members are aware of content and the implications for their work (standards and procedures).
●	Establish a service-level agreement and other improved standards to ensure good quality and timely investigative services from the WHO Internal Oversight Services, upholding due process	<i>Discussions with WHO Internal Oversight Services under way</i>	<ul style="list-style-type: none"> • Close day-to-day work with WHO offices providing support to UNAIDS and its activities and operations; • Review underway of UNAIDS' agreements with WHO regarding administrative and other services. 	<ul style="list-style-type: none"> • Negotiate revised service arrangements, including service-levels; • With regard to target service levels for investigation: Intake and preliminary review completed within 30 days; Investigations normally completed within 6 months; Fast-track mechanism to

				complete investigation of high-priority cases within 90 days.
●	Publish anonymized summaries to all staff members describing disciplinary action taken by management and other accountability measures; and analyse requests for administrative review and other internal justice processes	<i>First summary published in April 2019, and then updated annually</i>	<ul style="list-style-type: none"> • A summary of UNAIDS administrative review statistics and internal justice disciplinary actions was developed and shared with all staff members, and annexed to UNAIDS' June 2019 update to the PCB on strategic human resources management issues; • A recent all-staff update from the Executive Director <i>a.i.</i> informed staff of the conclusion of two investigation and disciplinary procedures resulting in the separation of the concerned staff members. 	<ul style="list-style-type: none"> • Prepare and disseminate 2020 summary; • Continue periodic updates to staff, between annual communications.
●	Use United Nations common services for job classification and reference checking (OneHR service centre), and ClearCheck screening database to avoid hiring or rehiring people who have left United Nations posts due to misconduct	<i>Use of OneHR service centre initiated in the second quarter of 2019</i>	<ul style="list-style-type: none"> • OneHR services being used by UNAIDS since April 2019 on a fee-for-service basis. • ClearCheck database routinely consulted in the process of hiring external applicants. 	<ul style="list-style-type: none"> • Negotiate Memorandum of Understanding with OneHR.
●	Strengthen the ethics function in line with the Independent Expert Panel recommendations and the United Nations Joint Inspection Unit recommended best practices	<i>Assess options and develop recommendations in the third quarter of 2019</i>	<ul style="list-style-type: none"> • Analysis and recommendations have been developed, taking into account IEP and JIU recommended best practices. 	<ul style="list-style-type: none"> • Review recommendations with the new Executive Director; • Revise job description of Senior Ethics Officer and initiate recruitment process; target start date: third quarter 2020.
●	Improve access of staff members to ombudsman and mediation services	<i>Explore ways of improving access of staff members to ombudsman and mediation services in the second half of 2019</i>	<ul style="list-style-type: none"> • Discussions initiated with Ombudsman Office on increasing the visibility of the office and its services, towards strengthening conflict prevention and resolution; 	<ul style="list-style-type: none"> • Convene and develop clear working methods and collaboration across key offices advising and supporting staff (e.g. Ethics, Staff Welfare Officer, HRM, Ombudsman, Staff Association).

			<ul style="list-style-type: none"> Report of the Ombudsman's office disseminated to all UNAIDS staff and made available on the UNAIDS Intranet. 	<ul style="list-style-type: none"> Continue engagement with Dignity at Work Advisers on signposting colleagues to Ombudsman services, among other offices and sources of support.
●	Examine options for establishment of an external and independent investigation, disciplinary and redressal system, and work with key stakeholders, including survivors, and other interested United Nations entities to pursue that goal. Raise these issues and build support in United Nations systemwide management platforms (Human Resources Network, High-level Committee on Management, Chief Executive Board)	<i>Ongoing discussions within the Chief Executive Board Task Force on addressing sexual harassment, the Human Resources Network, and the High-level Committee on Management</i>	<ul style="list-style-type: none"> UNAIDS senior management contributes views and experience to discussions within the Chief Executive Board Task Force on addressing sexual harassment, the Human Resources Network, and the High-level Committee on Management. 	<ul style="list-style-type: none"> In the broader context of UN management reform, advocate and build support for a new mechanism that is accessible, is appropriately resourced, consistently upholds agreed standards, and has the confidence of staff members and other personnel.

4. Performance management and career development

Status	Action	Timeline	Progress	Next steps, key milestones
●	Review and redesign the staff mobility policy, and workforce planning and career development modalities	<p><i>Commence consultations on proposed revisions to mobility policy in the third quarter of 2019</i></p> <p><i>Commence review of workforce planning and career development modalities at the end of 2019</i></p>	<ul style="list-style-type: none"> Consultant has produced an independent review of UNAIDS mobility programme, covering policy and implementation; staff experience and perceptions gathered through a survey and focus groups. Mobility forms (waiver application, instructions) updated and used for 2019-2020 process (underway) to enhance clarity, transparency and standardization; One career management workshop held in Geneva for General Service staff (first 	<ul style="list-style-type: none"> Establish internal working group, including representation from the Staff Association, to review the report and recommendations of the consultant, and elaborate proposals for a modernized UNAIDS mobility programme; Convene regional career management workshops; Assess experience with the short-term developmental assignments policy.

			<p>quarter 2019). Regional career management workshops are being organized and will be implemented in 2020;</p> <ul style="list-style-type: none"> • Short-term developmental assignment policy launched in April to offer staff the opportunity to enhance skills and gain experience across locations or functional areas. 	
●	Implement upward feedback from staff members in management appraisals of staff at director level or higher to better assess their competency in managing people and promote mutual accountability	<i>Initial phase implemented; to be expanded through phased approach</i>	<ul style="list-style-type: none"> • A pilot 180-degree (upward) feedback exercise was implemented for an initial cohort of 12 managers in 2019. 	<ul style="list-style-type: none"> • Roll out upward feedback to greater number of staff members; • Provide further training on giving and receiving feedback within the performance management context.
●	Use assessment centres for the recruitment of staff members with supervisory responsibilities, incorporating expanded methods and tools to assess candidates on UNAIDS values and technical and managerial competencies, and taking into account lessons learnt in the pilot	<p><i>Negotiations under way on a joint basis with United Nations partners</i></p> <p><i>Assessment centres to be initiated at the end of 2019</i></p>	<ul style="list-style-type: none"> • The assessment centre pilot exercise for UNAIDS Country Director positions was concluded, and focus groups were run to collect lessons learnt. • Planning is underway for a fully-fledged assessment centre (to be run in December 2019), in partnership with other United Nations entities, and will include a focus on competencies related to managing people and promoting an inclusive working environment. 	<ul style="list-style-type: none"> • Implement Assessment Centre and fill UCD positions ahead of 2020 mobility exercise. • Review experience and consider extending to recruitment processes for other UNAIDS leadership positions.
●	Expand investment in staff development and increase collaboration within and across functional and geographical groupings, across all categories of staff (nationally and internationally recruited); diversify sources of mentoring and coaching (i.e. beyond the direct supervisor)	<i>Discuss in the third quarter of 2019 within the senior management team, in the context of planning and taking forward the 2020–2021 workplan</i>	<ul style="list-style-type: none"> • Senior Management Team retreat (September 2019) included discussion on strategic management of the UNAIDS workforce; • Staff learning and development activities have been planned and budgeted in 2020-2021 workplanning to reflect Management Action Plan commitments. 	<ul style="list-style-type: none"> • Within the 2020-2021 workplanning exercise, finalize allocation of resources and plan strategic convenings of staff to build skills and cohesion.

●	Enable interested staff members to devote up to 10% of their work time to build knowledge and strengthen collaboration and innovation to maximize UNAIDS collective results	<i>The initiative was announced in a message to all staff, encouraging dialogue with supervisors and recognizing the diverse ways in which colleagues are contributing to the organization beyond their core work objectives</i>	<ul style="list-style-type: none"> • Staff have been encouraged to discuss with their supervisors opportunities to contribute to the organization beyond their core work objectives, including key initiatives and internal constituency bodies (e.g. UN Plus, Young UN, UNGLOBE); • The 10% initiative has been discussed within the Senior Management Team; however, it has not been accorded high priority, and in some cases is resisted. 	<ul style="list-style-type: none"> • Further discuss concerns raised by the Staff Association about high workloads and staff burnout, and the need to address this if staff are to participate effectively in this initiative; • Development guidance and promote opportunities for staff to contribute to change initiatives and reinforcing a positive, inclusive organizational culture; • Document staff uptake of the initiative and the specific innovations and improvements in the UNAIDS workplace.
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5. Progress monitoring: the impact of change

Status	Action	Timeline	Progress	Next steps, key milestones
●	Deepen the strong partnership with the Staff Association, enhancing data-driven staff engagement approaches and responding to staff needs and priorities	<i>Third quarter of 2019</i>	<ul style="list-style-type: none"> • Senior management and the Staff Association continue to have regular and constructive dialogue on key issues affecting staff and the organization; the Executive Director met with the Staff Association Executive Committee on her first day at UNAIDS; • The USSA Chair is a part of Senior Management Team meetings, as well as key consultative and advisory bodies within UNAIDS; • There is ongoing close collaboration on priority initiatives such as the Dignity at Work Adviser programme; • Steps have been taken to provide backfilling for the 50% release time of the USSA Chair. 	<ul style="list-style-type: none"> • Continue regular engagement and dialogue, including to review the results of the 2020 annual staff association survey, and develop and take forward the UNAIDS staff mental health and wellbeing strategy.

●	Engage with the PCB on its strengthened monitoring and guidance on strategic human resources management issues, including preventing and addressing bullying, harassment, sexual harassment, discrimination and abuse of authority	<i>Under way</i>	<ul style="list-style-type: none"> UNAIDS supported the convening and contributed to the meetings of the PCB Working Group². 	<ul style="list-style-type: none"> Continue to engage the PCB through reporting on implementation of the Management Action Plan, and overall follow up to the report and recommendations of the Joint Inspection Unit review of the management and administration of UNAIDS.
●	Continue monitoring and publicly reporting on progress and challenges against the targets of the UNAIDS Gender Action Plan	<i>Ongoing</i>	<ul style="list-style-type: none"> Progress report on the UNAIDS Gender Action Plan published in June 2019; Quarterly updates provided to staff; UNAIDS Leadership Programme for Women convened in partnership with the UN System Staff College (November 2019); Gender Action Plan Challenge Group convened monthly to promote accountability and staff engagement. 	<ul style="list-style-type: none"> Continue to report on progress and challenges; Convene a face-to-face workshop of the Gender Action Plan Challenge Group in first quarter 2020 to develop recommendations and engage with senior management.

Actions to be initiated in 2020

Action	Timeline	Preparations to date	Next steps, key milestones
Design and implement a new model of operational support and routine inspection visits for all offices (field and headquarters), assessing compliance with policies and procedures, staffing levels and profiles, and staff well-being at work, with a view to strengthening results	<p><i>Model designed in the first quarter of 2020</i></p> <p><i>Inspection visits initiated in the second quarter of 2020</i></p>	<ul style="list-style-type: none"> Directors of Human Resources Management and Planning, Finance and Accountability provide routine support and backstopping to Directors of Regional Support Teams. Operations officers in Regional Support Teams undertake support missions to country offices in response to requests and identified needs. 	<ul style="list-style-type: none"> Convene regional operations advisers, human resources management, and information technology and security adviser to review and elaborate new support model, in consultation with UNAIDS Country Offices, Regional Support Team Directors, UNAIDS Secretariat Staff Association, and support entities, e.g. Staff Health and Wellbeing Services,

² Working Group of the Programme Coordinating Board (PCB) to strengthen the PCB's monitoring and evaluation role on zero tolerance against harassment, including sexual harassment, bullying and abuse of power at the UNAIDS Secretariat.

			Ombudsman, Internal Oversight Services.
Conduct a professional annual survey of staff members on their perceptions and experiences of the working environment and their trust in senior management, with follow-up briefings and tailored coaching for offices and teams	<i>First survey in the first quarter of 2020, and then to be conducted on an annual basis</i>	<ul style="list-style-type: none"> • Mapping conducted to learn from experience with staff engagement and workplace climate surveys in other UN entities. 	<ul style="list-style-type: none"> • Finalize and publish procurement documents (tender); • Select entity with relevant experience, offering good value for money; • Design and conduct survey through an inclusive process involving senior management and the Staff Association. • Follow up results, including through coaching and support at team level.
Enlist external expertise in organizational behaviour change and assessment, enabling the organization to benefit from emerging state-of-the-art approaches and to develop a robust monitoring framework comprising different sources of qualitative and quantitative data	<i>Refine results and monitoring framework at the end of 2019</i> <i>Regular monitoring and review of activities and progress in 2020–2021</i>	<ul style="list-style-type: none"> • Draft Terms of Reference developed. 	<ul style="list-style-type: none"> • Finalize procurement documents (tender/invitation to bid); • Engage external entity to support behavioural and culture change, with a focus on feminist leadership methodologies and tools.
Ensure accessibility of confidential, professional counselling services to all staff members; provide routine offer of counselling to all colleagues being assigned to or currently serving in hardship duty stations, experiencing workplace stress	<i>Needs assessment initiated by the second quarter of 2020, led by the staff welfare officer</i>	<ul style="list-style-type: none"> • Staff informed of services available from WHO Staff Health and Wellbeing Services; • Information resources from the UN workplace mental health and wellbeing strategy shared with all staff. 	<ul style="list-style-type: none"> • Engage UNAIDS staff on taking forward the UN system staff mental health and wellbeing strategy; • Develop specific proposals to better address the needs and priorities of UNAIDS staff, including issues identified in baseline survey.

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