



UNAIDS PROGRAMME COORDINATING BOARD

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Date: 30 June-2 July 2015

Venue: Executive Board room, WHO, Geneva

Agenda item 6

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

INTRODUCTION

1. This update on strategic human resources management issues is the third such update and responds to the request of the PCB at its 30th meeting in June 2012. The update reports on the implementation of the UNAIDS Secretariat Strategy on Human Resources and covers the period from 1 April 2014 to 1 April 2015.
2. The UNAIDS Secretariat serves as a unifying force in the Joint Programme, and contributes to the global AIDS response through its central role in providing leadership and direction, advocacy and coordination to achieve UNAIDS vision of Getting to Zero. Policy, programmatic and operational coherence of the Joint Programme is ensured through an explicit Division of Labour that assures accountabilities among the Cosponsors and the Secretariat at the global, regional and national levels. As a knowledge-based and largely field-oriented organization, the Secretariat's most valuable resource is the expertise, skills, experience and motivation of its staff.
3. Over the past year, building on the organizational realignment, the Secretariat has maintained a continued focus on proactive workforce planning to ensure that human resources are strategically deployed and supported. Regular management reviews of staffing numbers and patterns have enabled an informed prudent approach, while capacity in key countries has been bolstered to ensure a staffing complement that matches the evolution of the epidemic.
4. Leadership, staff performance and gender balance remained high on the agenda, with a number of new initiatives being launched.

UNAIDS SECRETARIAT STRATEGY ON HUMAN RESOURCES: KEY RESULTS

5. The vision and principles of the *UNAIDS Secretariat Strategy on Human Resources 2011-2015* continued to guide the Secretariat's efforts in building and supporting a high-performing workforce that can deploy the skills and expertise required to meet the challenges of the evolving AIDS response.
6. The seven pillars of the Strategy cover a range of integrated elements including workforce planning; recruitment and staffing; staff administration; staff development and mobility; performance management; staff well-being; and human resources information. The Strategy is based on the UNAIDS Secretariat Competency Framework and is aligned with the Standards of Conduct for the International Civil Service. Comprehensive and accurate HR data provides the basis for all elements of the Strategy.
7. The following provides an overview of key results achieved in these strategic areas over the reporting period, with a focus on workforce planning; recruitment and mobility; gender action plan; performance management; staff development and learning; staff well-being; and UN common system activities.

Workforce Planning

8. Strategic planning of the Secretariat workforce continues to be a top priority, with an ongoing focus on aligning the Secretariat's staffing profile with the realities of the epidemic. A well-targeted workforce is essential to maintaining momentum toward the

achievement of the Millennium Development Goals (MDGs) and global AIDS targets, and to accelerate efforts to fast track the AIDS response during this crucial period. The Secretariat remains committed to the three overarching objectives of organizational realignment, including

- (i) aligning resources – human and financial – with the UNAIDS vision and the global AIDS targets;
- (ii) strengthening staff deployment and skills for an increased country focus; and
- (iii) achieving cost effectiveness and demonstrating value for money.

9. This prudent approach to staffing includes an analysis of how the workforce should evolve to meet the burden of the epidemic across regions and countries, as well as the political, technical and leadership capacity required in various offices. Close attention is paid to achieving the optimal balance between staff on fixed term appointments and staff recruited on a temporary basis to meet short term needs.
10. Decisions on staff deployment are guided by programmatic requirements and budgetary realities. Tracking and reporting is conducted centrally through an integrated staffing table. The integrated staffing table is updated in real time and is an important tool to support decision-making on human resources issues such as mobility, recruitment and selection, reassignments, and staff development.
11. As a result of these ongoing efforts, the presence of Secretariat staff in the field has increased during the reporting period, to 595 staff on 1 April 2015 from 581 staff on 1 April 2014. This strengthened field presence includes the establishment of sub-national presence in a number of countries. In Nigeria, new National Officer positions have been established in the states of Lagos, Makurdi and Lafia. In South Africa, a new International Professional position will be responsible for the province of Gauteng and National Officer positions have been established in the cities of Pietermaritzburg, East London, Nelspruit and Bloemfontein. In the Democratic Republic of Congo, three new National Officer positions have been established in the cities of Mbuji Mayi, Lubumbashi and Goma.
12. Considering the pressing needs to bolster the national AIDS response to meet fast track targets, a number of new National Officer positions have been created in country offices, either by re-profiling former International Professional positions or by establishing new positions. For example, in Brazil, two new National Officer positions have been created, one to strengthen the communications capacity of the office and the other to strengthen community mobilization. Another example is Sri Lanka, where the international UNAIDS Country Director has been converted to a national UNAIDS Country Manager. These examples of additional National Officer capacity illustrate the Secretariat's strategy to further engage national partners and strengthen UNAIDS' close collaboration with civil society.
13. As of 1 April 2015 the Secretariat had a total number of 832 staff, with 790 staff on fixed term appointments and 42 on temporary appointments. The field/headquarters ratio shows an encouraging trend towards a higher proportion of staff in the field, with 595 staff at RST, Country and Liaison Offices and 237 staff members at Headquarters, a ratio of 72:28. In early 2015, a limited voluntary separation programme was carried out. The exercise will result in a reduction of 8 positions and the downgrade of a number of others by the end of 2015. Workforce planning continues to be reinforced through a review of each position becoming vacant through retirement or reassignment, to assess the need for the position, including possible re-profiling or redeployment.

14. Succession planning is also an important element of the overall approach to workforce planning. Upcoming vacancies are monitored carefully to ensure that positions are filled promptly and that any prolonged gaps are avoided. This is especially important for UNAIDS Country Director positions, where the maintenance of a strong leadership presence is essential. UCDs moving through the mobility exercise are required to ensure a full handover to the incoming Country Director, including management, technical and political briefings.

Recruitment and Mobility

15. Staff recruitment and selection in the Secretariat is based on UN common system principles and procedures to ensure a fair, transparent and effective selection process, based on the classification of positions in accordance with International Civil Service Commission (ICSC) Standards and applicable staff regulations, rules and policies. Selection is based on pre-approved minimum qualifications and requirements and defined evaluation criteria, including UNAIDS core and managerial competencies as outlined in each job profile.
16. Assessment during the recruitment process includes screening questions, written tests, interviews, and reference checks. Recommendations for selection are reviewed by the Mobility and Reassignment Committee (MRC), a representative body including senior management and the UNAIDS Secretariat Staff Association. The MRC verifies that recommendations for appointments and reassignments are transparent and free of bias or discrimination and that all applicable rules and procedures have been followed. All recruitment processes are documented, with applications processed by an online e-recruitment system that manages vacancy announcements, applications, pre-screening based on approved evaluation criteria and reporting.
17. The Secretariat has completed an intensive review of its recruitment and selection processes, resulting in the recent launch of a new Recruitment Policy and Guidelines. The policy outlines a robust and transparent process for the advertisement, assessment and appointment of candidates to fixed term and temporary appointments. It also introduces a staff representative acting as a neutral party on selection panels. All panel members will be trained in competency-based interviewing.
18. The Secretariat is also participating in the UN common system pilot project on the harmonization of recruitment for locally-recruited positions in Delivering as One countries. The initiative aims to break down organizational barriers in recruitment and it is hoped that the project will soon feature in a number of countries with a UN presence. The pilot took place in three countries and is now extended to all Delivering as One countries. The Secretariat joined a number of other UN organizations that will move to a One UN approach in opening up selections to include all participating agencies.
19. The Secretariat's mobility policy continues to be a key workforce planning tool, fostering functional and geographic moves for international professional staff. Mobility allows fresh talent to move through the workforce, ensuring that experienced staff share their expertise across the organization and that more junior staff have the opportunity to develop their capacity in key functions while getting exposure to different levels of UNAIDS offices and regions.

20. As a result of the 2015 mobility exercise, 30 staff are now preparing to move into new positions in 23 duty stations. The majority of positions filled are in countries where the needs of the AIDS response are most pressing, including eight positions in West and Central Africa, and five in both East and Southern Africa and Asia Pacific. In line with the Secretariat's leadership and coordination role, almost one third of positions filled (nine) were for the role of UNAIDS Country Director. Eight positions were filled for the Strategic Information Adviser function (two in regional and six in country offices), supporting the Secretariat's role in ensuring accurate and meaningful data to support effective advocacy and investment.

Gender Action Plan

21. The Secretariat Gender Action Plan, launched on International Women's Day in 2013, continues to guide efforts towards gender balance and the empowerment of women staff. A number of initiatives underway contributed to the focus areas of the Plan: leadership and accountability; organizational culture; recruitment and selection; staff development; work-life balance; communication and advocacy; and monitoring and reporting.

22. To date, steady progress continues to be made across all targets of the Plan, including the following results achieved from the baseline of February 2013 to April 2015:

- Percentage of women staff across all Secretariat staff (target of 50%): Slightly increased from 52% to 53%
- Equal representation of women staff in the UCD role (target of 50%): Percentage of women UCDs increased from 27% to 35%
- Percentage of women at the P5 level (target of 50%): Increase from 36% to 42%
- Proportion of women at the P4 level and above (target of 50%): Increase from 44% to 45%
- Equal representation of women staff at NO-C and NO-D levels: Reduction from 59% to 54%
- Percentage of women staff in the General Service category (target of 50%): Increased from 58% to 59%

23. In October 2014, a key initiative of the Gender Action Plan was launched - the Leadership Programme for Women, developed and delivered in partnership with the UN System Staff College. The programme brought together 30 women staff members for a week-long workshop focusing on the gender dimensions of leadership. The programme included a number of internationally-recognized resource persons who led the group through a leadership journey covering the evolution of women's leadership and topics related to diversity, political acumen and self-awareness. At the end of the programme, each participant elaborated a personal action plan to ensure application in the workplace of the newly-developed awareness and skills. A second cohort of the programme is planned for November 2015. The programme has inspired the creation of such women leadership programmes by the United System Staff College and other organizations such as UNITAR.

24. Another developmental initiative of the Gender Action Plan is the Mentoring Programme for Women. The first cohort of the programme, which was successfully concluded in May 2015, included 15 women mentees and 15 men and women mentors. The evaluation of the programme revealed that both mentees and mentors found the experience useful in working towards their professional and personal goals. Participants were supported through the programme by a series of training and coaching interventions to empower

mentees to drive the process, and to equip mentors with the skills and knowledge needed to support their mentees.

25. In 2014, UNAIDS continued to make progress towards meeting the targets of the System-Wide Action Plan on gender mainstreaming (SWAP). The SWAP contains shared targets for UN system organizations, with monitoring of results coordinated by UN Women. In addition to exceeding performance standards in a number of areas, including results (strategic planning; and monitoring and reporting), financial resource tracking; and coherence, knowledge and information management, UNAIDS moved forward in its scoring on gender responsive auditing (progressing from approaching the requirements, to meeting them); capacity development (progressing from approaching the requirements, to meeting them); and organizational culture (progressing from meeting the required standards, to exceeded them).

Performance Management

26. Over the past year, a new performance management policy has been launched, linking individual staff members' work objectives to the high-level expected results of the Secretariat. In addition to evaluation of work objectives, staff are evaluated on key UNAIDS core and managerial competencies. All staff are assessed on their performance in the core competencies of *Delivering results*, *Applying expertise* and *Working in teams*. All supervisors are assessed in managerial competencies, including *Developing and empowering others*. This approach ensures that staff focus not only on the achievement of substantive objectives, but also on how they develop and demonstrate the skills, attributes and behaviours required for a high-performing workplace.
27. The role of managers has been strengthened in the policy, by defining the crucial role of supervisors in the coaching and developing staff under their supervision. It also clarifies the system for rating achievement so that staff are duly recognized for fully effective performance; that exceptional performance is noted; and that unsatisfactory performance is identified early so that proactive support can be put in place. A performance improvement plan tool has been made available to supervisors to assist them where staff need to raise performance, and a rebuttal process has been put in place to ensure a transparent and fair way for performance evaluations to be reviewed where necessary.
28. The new approach recognizes that staff performance and learning are integrated, as achieving challenging work objectives requires an ongoing focus on learning and development. As a knowledge-based organization, the Secretariat needs all staff to be empowered to continuously learn – on the job, from each other, as well as through formal learning activities. To foster this continuous learning mindset, each staff member is required to formulate at least one on-the-job learning objective when planning their objectives with supervisors. Progress towards the learning objectives is assessed by the staff member and supervisor at the end of the performance period.
29. To support this innovative approach to performance and learning management, the Secretariat has put in place an integrated online system for supervisors and staff to manage all aspects of their performance and learning. Based on cloud technology, the Performance and Learning Management system (PALM) enables each staff member to connect their objectives to the strategic-level objectives of the Secretariat, demonstrating how each colleague's efforts contribute to the higher level results of the organization. This has been made possible by integrating the work plans of each office into the system, so that every objective entered is linked to one of the objectives of staff member's office or department.

30. After one year of implementation of the new policy and PALM system (1 April 2014 to 31 March 2015), the Secretariat has reached near full compliance of all aspects of the performance cycle (planning, mid-term review and final evaluation). As of 1 April 2015, compliance with the final evaluation for fixed-term staff was already 91%. This result was facilitated by central compliance monitoring based on regular management reports generated by the system. PALM allows timely management oversight of evaluation patterns and trends, which are reviewed by regional, liaison office and HQ department directors to ensure fairness and consistency across the Secretariat.
31. In order to further encourage and recognize these major improvements in the way performance is handled in the Secretariat, a range of staff development offerings are regularly provided to staff and supervisors on how to effectively manage each stage of the performance cycle. Targeted development programmes have been provided for UNAIDS Country Directors (UCDs), as they are required to collect performance evaluation input from the Resident Coordinator in the country where they are serving. This input is collected electronically through the PALM system and considered by the RST Director when finalizing the UCD's performance evaluation. Based on the first successful year of the PALM system, a number of refinements are being made to ensure that the system responds to the needs of staff and remains a relevant tool for fostering the highest possible levels of performance.

Staff Development and Learning

32. Building on the achievements in staff performance management, the Secretariat's learning management platform was launched in January 2015 to complement the performance management platform. Integrated into the PALM system, the learning management platform centralizes all of the Secretariat's online learning in one place, where it can be searched through a catalogue or events calendar. The platform contains a training record for each staff member, where completed learning activities are recorded. Staff members are now using the system to find relevant training, register for online courses or events, and to join webinar training sessions. The platform facilitates the development of customized learning paths for targeted groups of staff, including a set of courses for new staff members. New resources will continue to be added to the platform to expand the catalogue of offerings.
33. Leadership development for UNAIDS Country Directors remains high on the Secretariat's staff development agenda. The first Induction programme for new UCDs was followed up by a number of webinars, including a session for all heads of country office on their evolving leadership role. As a result of these developmental interventions for UCDs, a mutually supportive leadership community has emerged where heads of office can continue to draw upon the experiences and support of their peers.
34. The Secretariat partnered with the UN System Staff College to offer leadership development programmes to Directors and Deputy Directors at HQ, RST and liaison and country office level. UNAIDS staff participated in the UN Leaders programme, which fosters inter-agency exchange on strategic leadership issues. A number of UCDs participated in the College's UNCT Leadership Skills Programme, covering a range of management and leadership issues in the context of country team leadership. Both programmes were positively evaluated by participating staff members and will continue to be part of the Secretariat's staff development offering. These leadership development initiatives were complemented by the successful implementation of the first cohort of the Leadership Programme for Women and the Mentoring Programme for Women, part of

the deliverables of the Gender Action Plan (described above). Both initiatives will be replicated in 2015 based on positive evaluation results.

35. Skills development courses were provided to other groups of staff as well, including General Service staff at HQ and in the field, and National Officers serving in field offices. Two courses were offered in English and French through the UN System Staff College. The first, *Skills for Administrative Assistants*, equipped support staff to effectively plan work, deliver results, manage time and communicate effectively around deliverables. The second course, *Effective Writing*, assisted staff in all categories to improve the structure, clarity and concision of written work. In total, 68 Secretariat staff members participated in the courses. In addition to corporate learning programmes coordinated by the Department of Human Resources Management, a number of staff members benefitted from individual external training activities on topics such as operations management, human rights, and UN reform.
36. To support the move of the Secretariat to the Google cloud in May 2015, a range of learning supports were put in place to support this organizational change, including the identification of early adopters and google guides for peer learning and support, face-to-face workshops in regions and HQ, webinars, and online video resources.

Staff Well-Being

37. Across all areas of the *Human Resources Strategy*, a close partnership between UNAIDS management and the UNAIDS Secretariat Staff Association (USSA) has remained essential. Collaboration with representatives of the USSA has ensured that human resources policies and management initiatives are informed by, and take into account, the interests of both the organization and staff. The USSA is a formal part of UNAIDS advisory bodies, including the Human Resources Advisory Committee and the Mobility and Reassignment Committee. Senior management regularly consults with the USSA, including through regular monthly meetings between the Deputy Executive Director, Management and Governance, and the USSA Executive Committee. Joint staff-management initiatives are also undertaken as needed, such as the joint Staff Health Insurance Task Force.
38. In the area of ethics a number of initiatives are underway. An updated Secretariat Guide to Ethics was developed and shared with all staff. The guide is a practical resource on the ethical expectations that UNAIDS has set for its staff members. It recalls the core values of UNAIDS, as well as the regulations and rules within the context of the workplace. Ethics work within the Secretariat also focused on promoting an open, transparent and fair working environment for staff. A revised Whistleblower Protection Policy was launched, containing information such as measures to address conflict of interest situations. The revised policy applies not only to staff members, but also to non-staff personnel including consultants, interns, and third parties such as vendors, contractors or technical partners.
39. The Secretariat continues to support UN staff members and families through the system-wide UN Plus and UN Cares initiatives. UN Plus, the UN System HIV Positive Staff Group, advocates for issues that are of concern to UN staff members living with HIV, such as stigma and discrimination and access to care and support. During 2014 UN Plus conducted an evaluation exercise to review its successes and achievements and also to assess current challenges. The group has also been conducting a qualitative study on the experiences of UN staff living with HIV. The outcomes of the study will inform ongoing advocacy efforts and will be used as a tool to improve support to UN

staff living with HIV and to raise further awareness on the complex issues that they face in the UN workplace.

40. UN Cares, the system-wide workplace programme on HIV, provides information and learning sessions, as well as wellness events at country level, with special offerings for children and adolescents of staff. They also support common system organizations through workshops on the confidential management of personal information for human resources, medical staff and others. In early 2015, UN Cares launched a new learning programme on *Stigma beyond HIV*. The programme features five training modules to address stigma and discrimination in the UN workplace linked to mental health, disabilities, substance use, sexual orientation and gender identity and HIV. The modules will continue to be rolled out to UN system audiences throughout 2015.
41. Staff safety and security remain a top priority for the Secretariat, with a focus on reinforcing the capacity of field offices to assess, plan, manage and implement security requirements. UNAIDS is fully engaged in the Inter-Agency Security Management Network (IASMN) and involved in two IASMN working groups: the 'Security Training' Working Group and the 'Gender Considerations in Security Management' Working Group. Throughout the reporting period, special assistance was provided to UNAIDS staff in several offices, including Kenya, South Sudan, Nepal, Nigeria, Somalia, South Africa and Senegal. At the end of 2013, the Secretariat assessed compliance with the UN Minimum Operating Security Standards (MOSS) and took stock of the occupational health and safety (OHS) situation in UNAIDS offices worldwide. This review is being followed up on a country by country basis and a new review of MOSS and OHS is scheduled for the third quarter of 2015. Guidelines to address occupational health and safety issues have been developed and made available to all UNAIDS offices.

UN System Activities

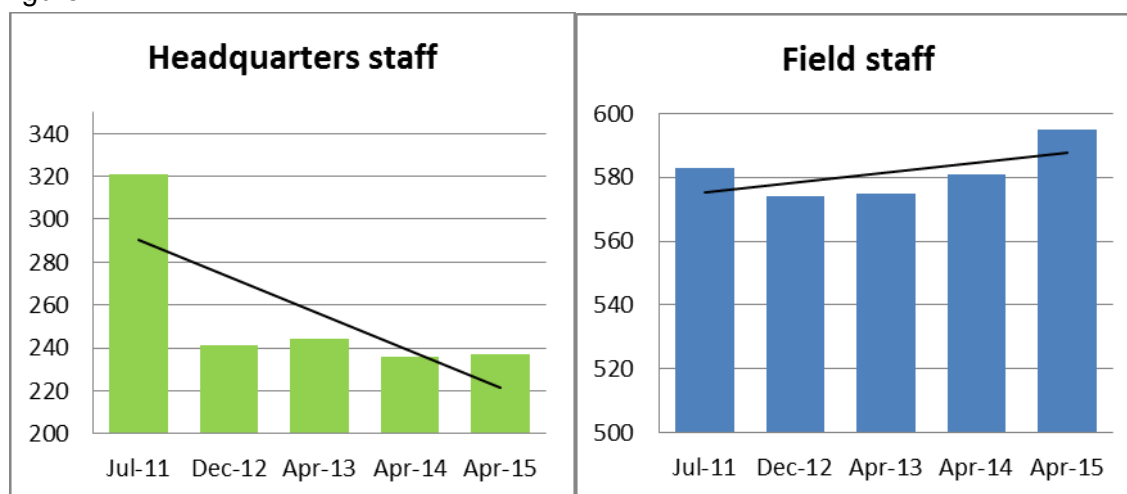
42. UNAIDS continues to play an active role in UN system reform initiatives in the area of management. As vice-chair of the CEB High-Level Committee on Management (HLCM), and convener of the HLCM Working Group on Harmonization of Business Practices and the UNDG Leadership Working Group, the Secretariat contributes to common system policy development and implementation. The Secretariat also participates in the HLCM Human Resources Network and its working groups, the Inter-agency Advisory Panel on Resident Coordinator selection, and the working group on performance management in the UN system.
43. Through close collaboration between management and staff, in April 2015 the Secretariat became climate neutral for calendar years 2012- 2013, as part of the UN Climate Neutral Strategy. The strategy requires UN organizations to measure their Greenhouse Gas emissions (GHG) annually. The Secretariat has successfully collected and submitted this data for all country offices, RSTs and HQ since 2009. The second element of the strategy is to reduce GHG emissions. Through the development and implementation of the UNAIDS Secretariat Emissions Reduction Strategy the Secretariat successfully reduced its emissions by 14% from 2010 to 2013, almost tripling its commitment of a 5% reduction. The Secretariat then implemented the final tier of the strategy by purchasing Adaptation Fund Certified Emission Reductions from the Clean Development Mechanism to offset the remaining GHG emissions for 2012 and 2013. In becoming climate neutral, the Secretariat has met the Secretary General's call for the UN to be climate neutral by 2020 if not earlier, and joins a small number of UN organizations that are either wholly or partially climate neutral. The Secretariat is

committed to continue to reduce its GHG emissions by “making emissions reductions part of business as usual”.

SECRETARIAT WORKFORCE PROFILE

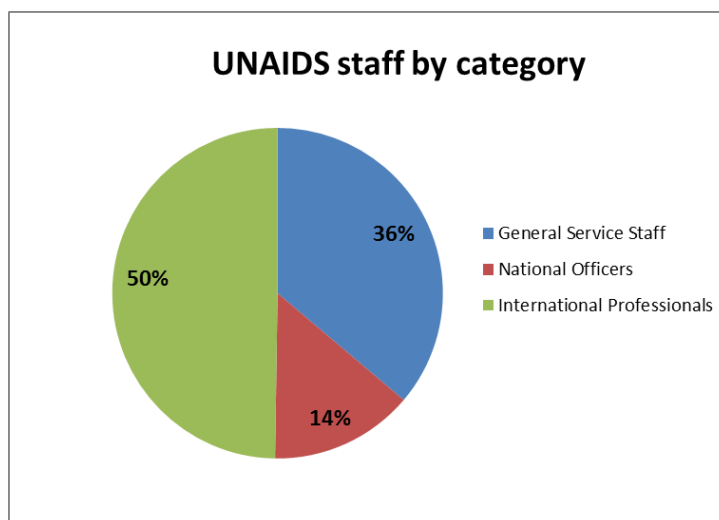
44. From a baseline of 904 staff at the start of the organizational realignment in 2011, staffing numbers have been reduced to 832 as of 1 April 2015. Of these 832 staff members holding fixed-term or temporary appointments, 237 were located at Headquarters, and 595 staff in RSTs, Liaison Offices and Country Offices (Figure 1). A continued focus on maintaining capacity in the field – particularly high-impact countries - has resulted in a Headquarters-to-field staffing ratio of 28% to 72% respectively.

Figure 1



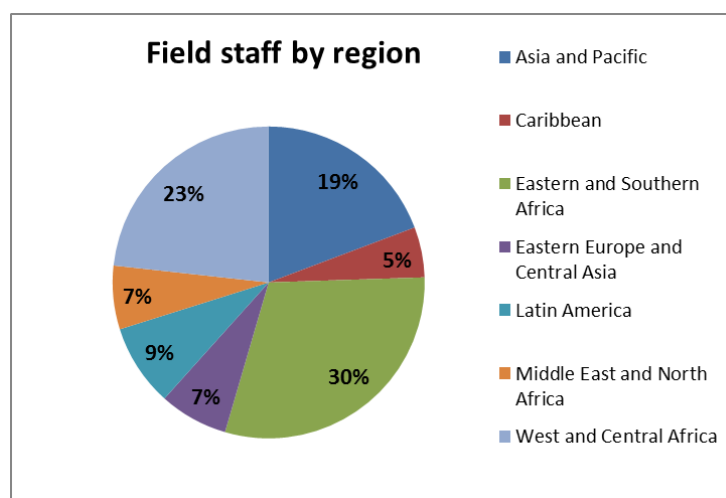
45. With regard to contract type, as of 1 April 2015, 790 staff were on fixed-term appointments, while 42 were on temporary appointments. An important objective of the organizational realignment is the employment of staff on temporary appointments for genuinely time-limited functions, such as to carry out projects of limited duration. Consistent with its operational needs to adapt to a changing epidemic and dynamic environment, the Secretariat does not offer indefinite or “continuous” appointments.
46. The ratio of internationally- and locally-recruited staff remains at 50% and 50% respectively. As of 1 April 2015, 50% of staff were in the International Professional category, 14% were National Officers and 36% were General Service (Figure 2).

Figure 2



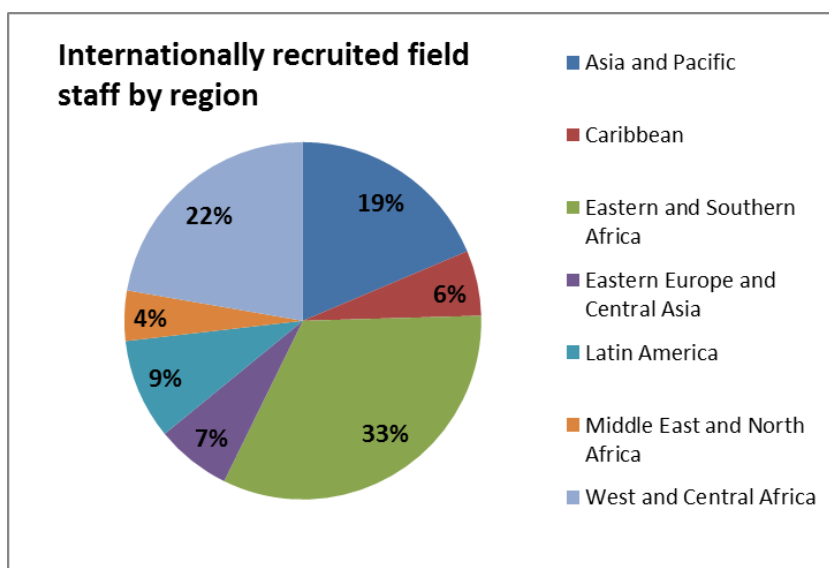
47. While the Secretariat workforce has a presence across seven regions, slightly over 50% of field staff - both international and national - work at the epicentre of the epidemic in Eastern and Southern Africa (ESA) (30%) and West and Central Africa (WCA) (23%), followed by 19% in Asia-Pacific (Figure 3).

Figure 3



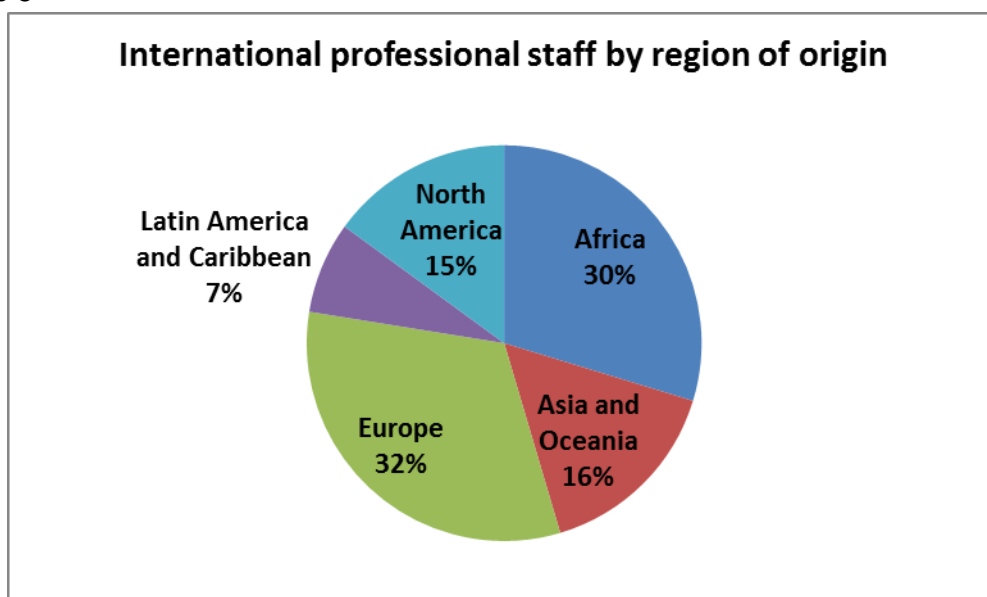
48. The ESA and WCA regions have the largest proportion of staff in the International Professional category: 33% of International Professionals in the field are located in ESA and 22% in WCA (Figure 4).

Figure 4



49. In terms of national origin, UNAIDS International Professional staff come from a total of 107 countries across all geographic regions (Figure 5).

Figure 5



50. Across the Secretariat, the number of women staff has increased. As of 1 April 2015, 62% of Headquarters staff were women (61% as of 1 April 2014), 62% of RST staff were women (61% as of 1 April 2014), and 46% of Country Offices were women (45% as of 1 April 2014) (Figure 6). The number of women in the International Professional category increased by 2% compared to 2014, with 50% of professional positions being held by women. The number of women at P5 level positions and above also increased by 3% in comparison to 2014, with 89 women and 115 men at P5 level and above (Figure 7).

Figure 6

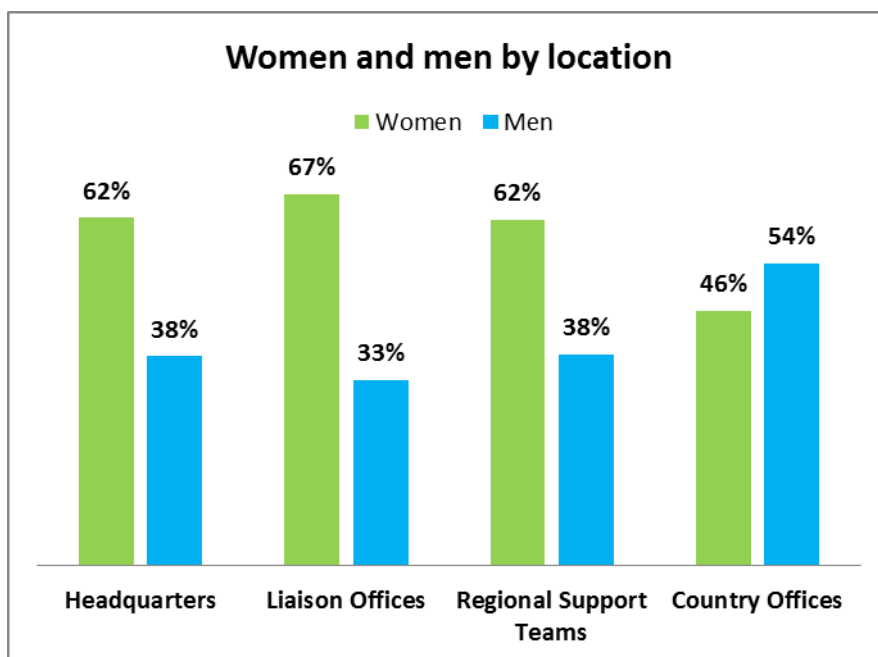
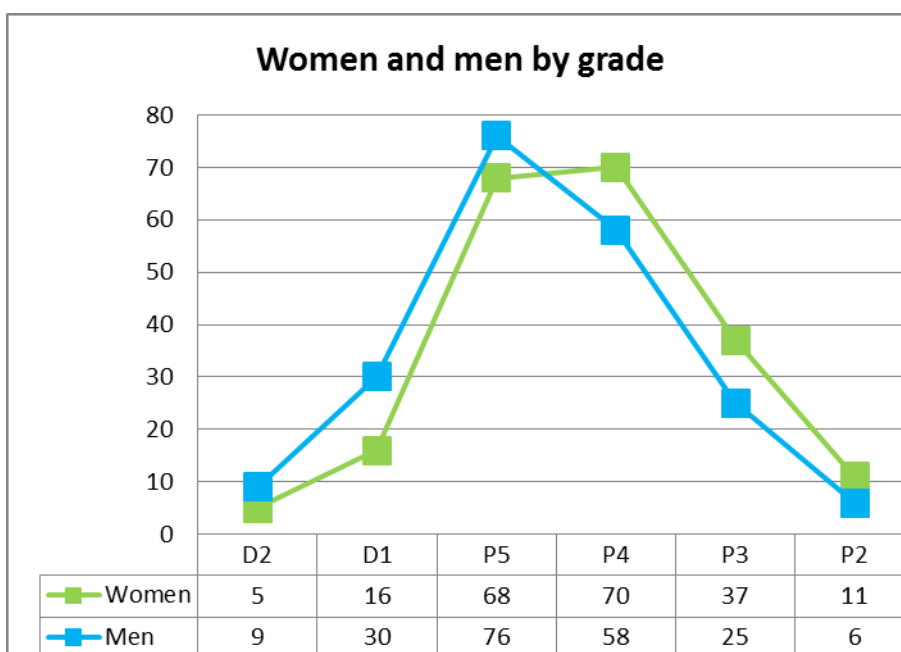


Figure 7



51. With regard to the age distribution of the UNAIDS workforce, the average age is 46. As a knowledge-based organization, the Secretariat requires experienced, high-level professionals who can independently deliver technical and management results and draw upon well-developed professional networks. At the same time, the Secretariat is aiming to increase the representation of younger people in the workforce. Currently, staff aged between 20 and 39 constitute 25% of the overall workforce.

52. In 2014, the UNAIDS Junior Professional Officer (JPO) Programme provided 12 young professionals with hands-on experience in international health and development. The JPOs included 9 women and 3 men from 8 different nationalities, sponsored by 6 countries.
53. Over the past year, 103 students from 37 countries joined the Secretariat for an internship. Interns join one of the Secretariat's offices for a learning experience where they can develop an understanding of one of the Secretariat's areas of work while making valuable contributions to the teams they join. 51% of all interns were hosted in Country Offices or RSTs.

UNAIDS SECRETARIAT STRATEGY ON HUMAN RESOURCES: REVIEWING ACHIEVEMENTS AND MOVING FORWARD

54. Consistent progress has been achieved in implementing the *2011-2015 Human Resources Strategy*, which has had a significant impact on the effective functioning of the Secretariat.

Achievements and impact

55. One set of deliverables relates to the way that Secretariat staff are administered and deployed within the organization. The move to the Single Administrative System in 2011 brought all UNAIDS staff under a single set of UNAIDS contracts, a single framework of human resources regulations and rules, and one enterprise resource planning (ERP) platform. This was followed by the establishment of an integrated staffing table to provide real-time data required to make informed management decisions related to the Secretariat workforce. This management information was an essential element of the organizational realignment, which resulted in the streamlining of the Secretariat, a reduction in its size, redeployment of staff to high-impact countries, re-profiling of key functions, and a shift in the headquarters/field ratio.
56. The second set of deliverables relates to enhancing the performance and continuous development of staff members. An important foundation was established with the launch of the UNAIDS Secretariat Competency Framework, which outlined the organizational values and the behaviours that are expected of all staff members. Starting in 2012, the competencies were integrated into the full cycle of human resources management, starting with the assessment of competencies during recruitment, the provision of competency-based learning resources, and finally evaluation through the PALM system, which encompasses performance management and learning.
57. The achievements in the area of staff administration, deployment, performance and learning depend on a strong and effective leadership function. A focus on management and leadership development for staff across the Secretariat has positively impacted not only results achieved but also the culture of the organization. Starting with the UCD Induction programme, new heads of country office were equipped to take on their new role effectively. Existing heads of country office were exposed to new leadership styles and techniques through the Staff College's *UNCT Leadership Workshop*. A number of Directors honed their leadership skills in the College's well-regarded *UN Leaders* programme.
58. Achieving Gender Balance in the Secretariat is an ongoing goal, but progress has been noted in several areas. In addition to incremental progress on the representation of women at various levels and in management positions, a number of women staff have

participated in the Leadership Programme for women, and women and men staff have benefited from the mentoring programme for women. The profile of women in UNAIDS has been raised through the regular issuance of the innovative *Spotlight on Women* communications tool.

59. The sustained impact of these actions has been realized through a strong policy platform that was put in place as part of the strategy. A number of essential policies have been developed or updated through a consultative process with the Human Resources Advisory Committee, which was established to guide HR policy development in the Secretariat. In addition to developing or updating a number of foundational policies such as mobility, recruitment and performance management, the Secretariat was a UN system frontrunner in ensuring all staff have their personal status recognized for the purposes of entitlements and benefits. Staff well-being and work-life balance was also supported by the launch of the Secretariat's Flexible Working Arrangements policy.

Challenges

60. In addition to a number of notable successes, several challenges have emerged that need to be considered as the Secretariat moves forward with its strategic approach to human resource management. The current resource environment demands continued vigilance to contain costs and ensure the prudent use of limited resources, while at the same time ensuring that every effort is made to deploy human resources according to the evolution of the epidemic. This requires an increasing need to ensure a presence in difficult security environments, where staff are required to serve in hardship conditions with changing and unpredictable security environments, where the UN flag may no longer guarantee safety.
61. With the ambitious targets for fast-tracking the response, the Secretariat also faces a challenge in ensuring that staff remain skilled, agile and well-equipped for the demands of today's and tomorrow's working context. There is a need for staff with specialized skills and knowledge, but also an increasing need for personnel who can work across disciplines and functions to address complex multi-sectoral challenges, particularly in the context of the post-2015 agenda and the Sustainable Development Goals. Innovation and continuous development needs to be part of the day-to-day work of all colleagues. This requires not only a clear vision of the tasks required to move ahead, but also a strong commitment to teamwork, respect for diversity, and a skilled management cadre. Sustained efforts to develop, support and guide staff in these areas will be indispensable to maintain a committed and high performing workforce.

Moving forward

62. With the achievements, impact and challenges in mind, during the second half of 2015, the Secretariat Human Resources Strategy will be updated and extended, with a view to aligning human resources management with emerging priorities and with the update and extension of the 2011-2015 UNAIDS Strategy. Through the updated and extended Human Resources Strategy, the Secretariat will continue to ensure that its workforce is fit for the purpose of ending the AIDS epidemic by 2030.

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