

**UNAIDS Programme Coordinating Board
Thirty-Sixth Meeting
Geneva, 30 June – 2 July 2015**

Update on strategic human resources management issues

Overview of Update

- Implementation of the UNAIDS Secretariat Human Resources Strategy
- Progress achieved in major initiatives related to leadership, staff performance and gender
- Secretariat workforce profile as of 1 April 2015
- Challenges and next steps for human resources management in the Secretariat

Strategic workforce planning

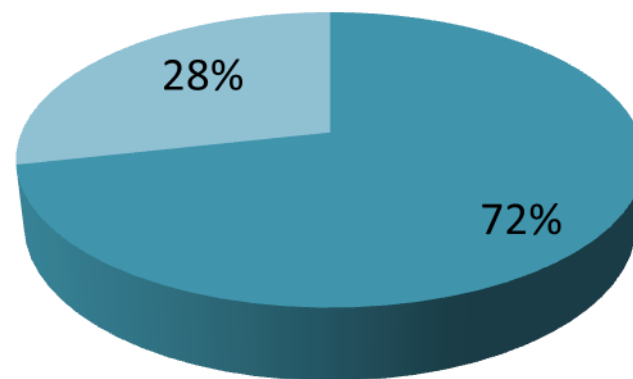
- Sustained focus on the objectives of the organizational realignment:
 - Aligning resources with vision and priorities
 - Increased country focus
 - Cost effectiveness
- Deployment of human resources according to the realities of the epidemic
- Ensuring prudent management of staff numbers and costs
- Succession planning – high priority for Country Director positions

Field focus

- Proportion of staff in the field continued to increase
- New sub-national presence established
 - Nigeria
 - Democratic Republic of Congo
 - South Africa
- Increasing National Officer capacity, including new UNAIDS Country Managers

Staff by Location

■ Field ■ Headquarters

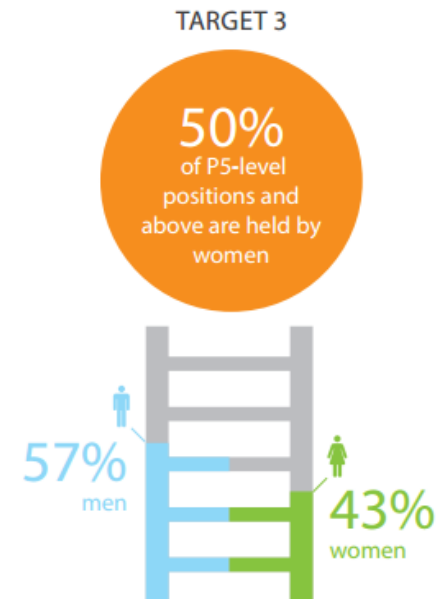
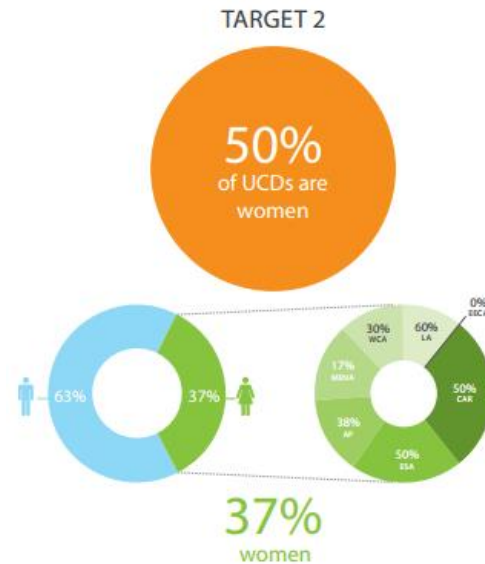


Recruitment and mobility

- Issuance of new recruitment policies for Fixed-term and Temporary appointments
- Participation in the UN common system project on harmonization of local recruitment in Delivering as One countries
- 2015 mobility exercise completed, with 30 International Professional staff moving
 - 9 Country Director positions
 - 8 Strategic Information positions

Gender Action Plan

- Continued progress towards gender balance targets
- Leadership Programme for Women – second cohort in preparation
- Mentoring programme for women expanded
- Progress made towards standards of the System Wide Action Plan on gender mainstreaming



Performance and learning

- After first year of new approach to performance and learning management: Results: 98% compliance, positive staff feedback
- New policy and online system links links staff objectives to strategic objectives, evaluates staff competencies, strengthens role of supervisor, fosters on-the-job learning
- Leadership development opportunities: Country Directors, HQ and RST Directors, women leaders
- Skills courses offered in partnership with the UN System Staff College and Secretariat-wide training on organizational move to google cloud technology

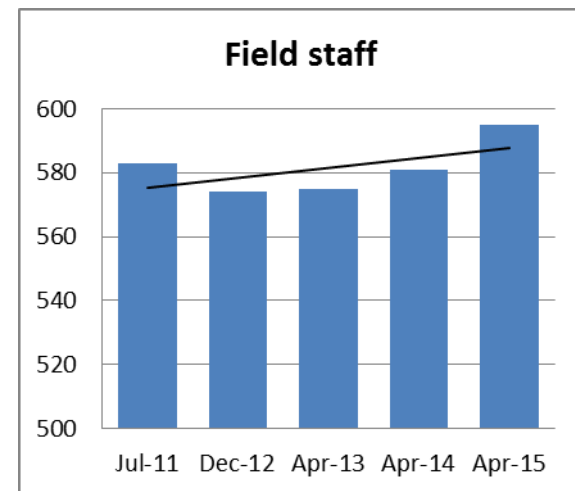
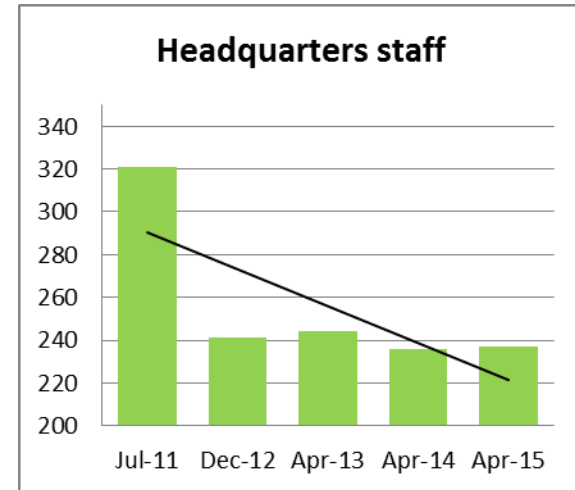
Staff wellbeing

- Continued close collaboration with the UNAIDS Secretariat Staff Association
- Staff Health Insurance: collaboration with WHO
- UN Plus
- UN Cares
- Staff safety and security
- A climate-neutral Secretariat

Workforce profile

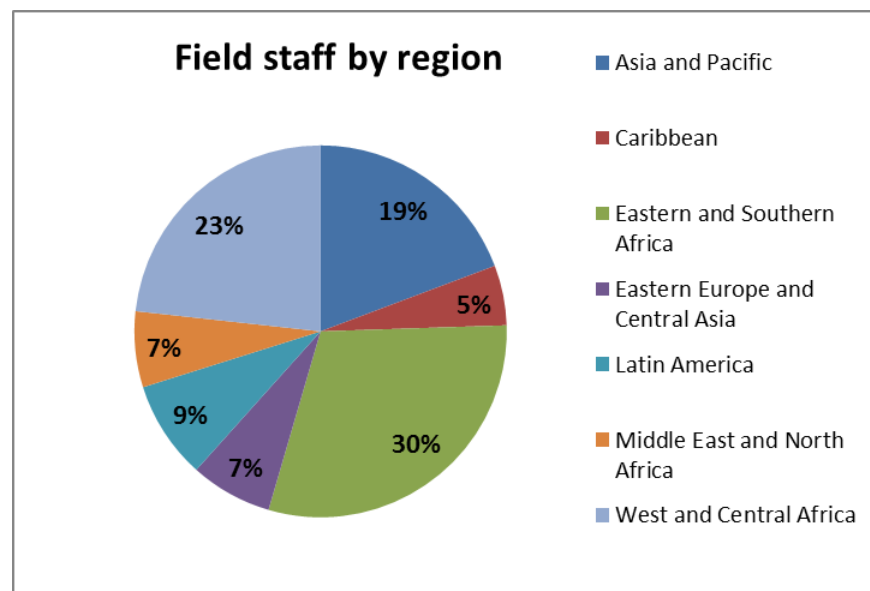
Staff Deployment 1 April 2015

- 72% deployed to field (Regional, Liaison and Country Offices)
- 28% deployed to HQ
- Monitoring of required functions and profiles
- Balance of fixed-term and temporary appointments



Workforce Profile - cont

- Over 50% of field staff deployed in sub-Saharan Africa
- 50% of staff are International Professional Officers, including 12 Junior Professional Officers
- 50% of staff are locally recruited – 14% National Officers and 36% General Service
- International Professional staff come from 107 countries across all geographic regions



Human resources: Moving forward

- Reviewing achievements of the *2011-2015 UNAIDS Secretariat Strategy on Human Resources*:
 - Single Administrative System, workforce streamlined and re-profiled for key country-focused positions
 - Achievements in gender balance, staff performance management and leadership development
- Ongoing priorities:
 - Maintaining capacity to deliver while containing costs
 - Developing staff profile and skills for the post-2015 agenda and Sustainable Development Goals
- Updating and extending the HR Strategy to align with the UNAIDS Strategy