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
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 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