



UNAIDS PROGRAMME COORDINATING BOARD

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THIRTY- EIGHTH MEETING

Date: 28-30 June 2016

Venue: Executive Board Room, WHO, Geneva

Agenda item 5

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

I. INTRODUCTION

1. This update on strategic human resources management issues is the fourth 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 Human Resources Strategy and covers the period from 1 April 2015 to 1 April 2016.
2. Within the Joint Programme, the Secretariat carries out the key functions of leadership, coordination, partnership, strategic information and accountability. With the co-sponsors and other partners, the staff of the Secretariat are mobilized to deliver on the targets of the Sustainable Development Goals (SDGs), particularly the target of ending AIDS by 2030.
3. The new era for sustainable development - and its interconnected, universal agenda and goals- highlights the comparative advantage of a UN system that is relevant, coherent, efficient and effective in delivering the SDGs. This demands a workforce with a broad skill-set and a focus on joint programming and policy coherence to be able to work in partnership across functional areas. Staff are increasingly called on to develop multi-stakeholder partnerships, work across sectors and locations, and to be functionally and geographically mobile.
4. The UNAIDS Strategy for 2016-2021, *On the Fast-Track to End AIDS*, was the first organizational strategy to be adopted after the adoption of the SDGs and is fully aligned with the Agenda for 2030. Launched in October 2015, the Strategy focuses on five key AIDS-related SDGs. In order to ensure that the workforce of the Secretariat is positioned to meet these targets, the UNAIDS Secretariat Human Resources Strategy has been updated and extended for the period of 2016-2021, building on the results of the previous Strategy (2011-2015).
5. The implementation of the UNAIDS Strategy poses the challenge of delivering concrete results against bold and ambitious targets, while operating in a resource-limited environment. These dual challenges require a repositioning of the Secretariat - an adjustment of staff profiles, deployment, and ways of working - to drive the fast-track strategy and reduce costs. A Secretariat-wide exercise is currently underway, with a view to ensure optimal deployment of staff and expertise at all levels, maximize cost efficiencies, and improve ways of working, with an increased focus on resource mobilization.

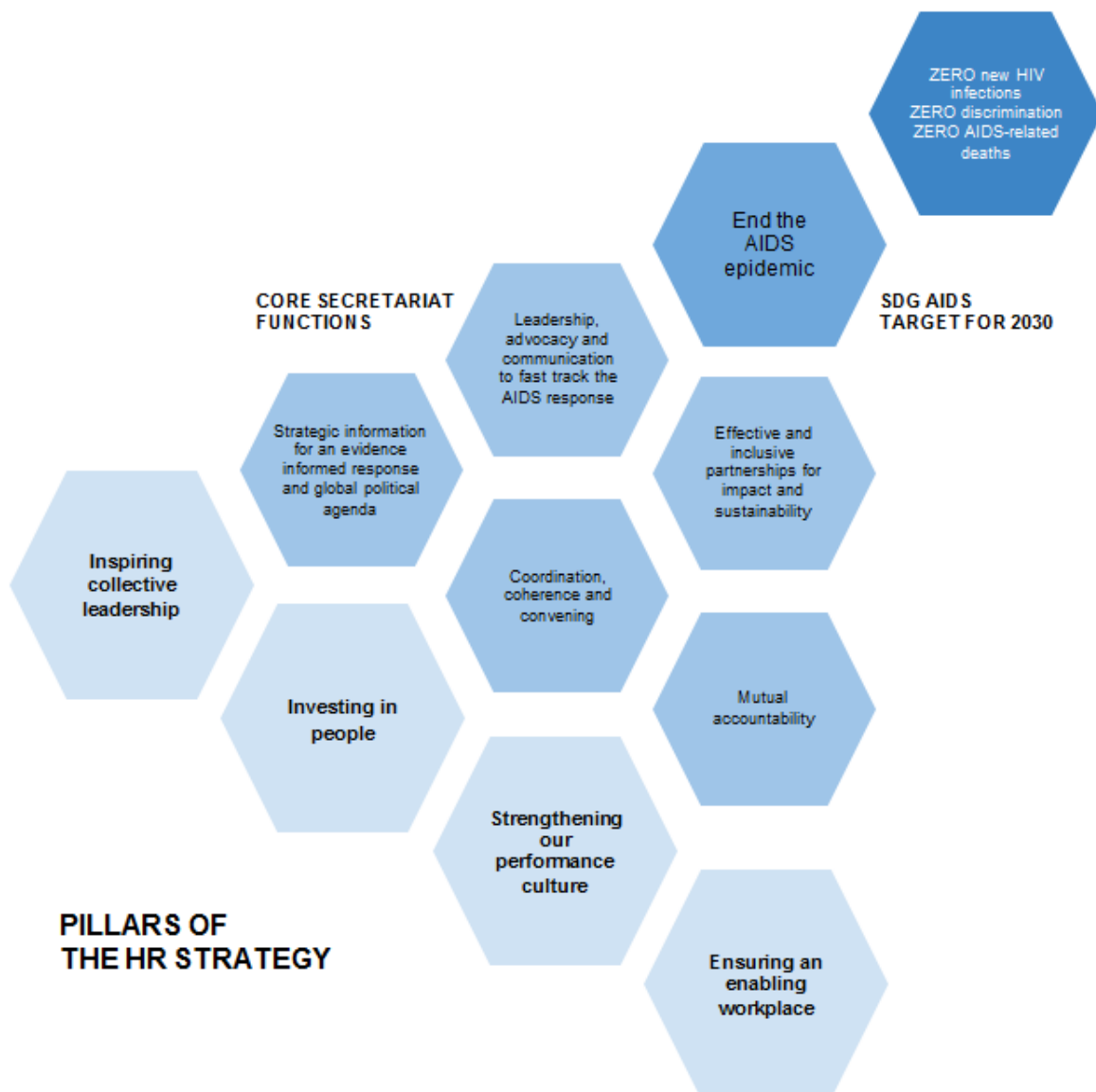
II. UNAIDS SECRETARIAT HUMAN RESOURCE STRATEGY 2016-2021

6. The 2011-2015 Human Resources (HR) Strategy guided significant progress in a number of areas, resulting in a single administrative system, a major organizational realignment, a comprehensive HR policy framework, an integrated performance and learning management system, innovative development programmes for women, and a focus on leadership development. Building on these results, the Secretariat has updated and extended the HR Strategy for the period of 2016-2021 to continue to drive the core functions of the organization, which in turn position UNAIDS to reach its targets, goals and vision.
7. The update and extension of the HR Strategy for 2016-2021 involved consultation with staff through a Secretariat-wide survey, where staff were invited to describe an organization that is fit for purpose and able to best respond in the new environment. An analysis of the all-staff survey results showed key themes emerging related to the importance of strong leadership and a culture of commitment and accountability. The importance of investing in

staff was also highlighted, with reference to staff development, gender balance and career support. Staff underlined the importance of a healthy and supportive workplace, and a culture that prioritizes strong performance and a focus on results.

8. Following the all-staff consultation, the updated and extended HR Strategy was reviewed with the Human Resources Advisory Committee, which is composed of representatives from across the Secretariat, including representatives of the Staff Association. The final version of the HR Strategy includes four pillars that build on its previous elements: 1) Inspiring collective leadership; 2) Investing in people; 3) Strengthening our performance culture; and 4) Ensuring an enabling workplace (Figure 1).

Figure 1



9. The updated four pillars build on the previous eight elements of the HR Strategy. The *Investing in people* pillar incorporates the previous elements of *Workforce planning*, *Recruitment and staffing*, *Staff development*, *career growth*, *mobility*, and *Staff administration*. The *Strengthening our performance culture* pillar carries forward the previous *Performance management* element, and the *Ensuring an enabling workplace* pillar carries forward the previous *Staff wellbeing* element. The pillar of *Inspiring collective leadership* has been added to recognize the role of leadership both within the Secretariat and in the UN system. The two final elements of the previous HR Strategy, *Competency Framework* and *HR information*, are maintained as cross-cutting aspects of the updated and extended version.
10. The UNAIDS Secretariat Competency Framework continues to be a foundation for the HR Strategy. Staff responses to the all-staff survey validated that the framework of values, core competencies and managerial competencies remain relevant for the Secretariat for the 2016-2021 period. Staff emphasized that sustained effort is required to ensure that the values and competencies guide the organizational culture of the Secretariat, including recruitment, development and staff performance evaluation.

III. HUMAN RESOURCES IN THE UNAIDS SECRETARIAT: KEY RESULTS

Investing in people

Workforce planning

11. As the Secretariat's most important resource is its people, ongoing workforce planning ensures that the location, level and profile of staff are aligned with the realities of the epidemic. Staffing decisions take into account the rapid evolution of the response within countries and regions, and the need for global coordination and leadership on cross-cutting issues such as human rights and strategic information. Staff delivering core functions in the Secretariat serve on fixed-term appointments, and comprise 95% of the workforce. The rest of the workforce (5%) is comprised of a small proportion of staff serving on temporary appointments. The balance between longer and shorter-term contracts is continuously monitored to ensure an appropriate mix and the fair treatment of staff.
12. The 2030 Agenda and fast-track strategy require a workforce that is increasingly agile and flexible, with the ability to forge partnerships with a range of actors and reach out across organizational boundaries. The requirements of this changing profile are considered as part of the Secretariat's succession planning, particularly for the key position of UNAIDS Country Director. For all positions where staff are reassigned or retiring, careful planning is undertaken to avoid undue gaps in coverage, and handover briefings are provided to incoming staff on technical, operation, and political issues.
13. In order to ensure the best support to country level engagement, the Secretariat continues to monitor the composition and structure of its Regional Support Teams. RSTs provide a valuable link between Headquarters and the country level, and ensure representation of the organization at regional UN system bodies. The new development agenda requires the organizations of the UN system to align their presence to strategically support regional priorities. For the Secretariat, this has meant ongoing adjustments to its capacity to work closely with regional and sub-regional partners and networks.

Recruitment and mobility

14. The Secretariat follows UN common system principles and procedures to ensure a fair, transparent and effective process for recruitment and selection. The standards promulgated by the International Civil Service Commission (ICSC) guide the design and classification of positions and follow applicable staff regulations, rules and policies. The Secretariat uses competency based assessment of candidates during the recruitment process, which includes screening questions, written tests, interviews, and reference checks. Recommendations for selection are reviewed by the Mobility and Reassignment Committee, a representative body including senior management and the UNAIDS Secretariat Staff Association.
15. In August 2015, an updated recruitment policy came into effect for the Secretariat. The policy laid out a transparent and rigorous process for the recruitment of all staff categories across all levels of the organization. The policy clarified the minimum educational, work, experience and language requirements, and outlined the steps of the recruitment process from advertisement of the vacancy notice to approval of the selected candidate. The policy includes provisions for a staff representative acting as a neutral party on interview panels. Following issuance of the policy, training in competency-based interviewing was offered to panel members. As part of the Secretariat's ongoing efforts to deploy staff strategically while managing financial resources carefully, serving staff are prioritized for vacancies wherever possible. This has allowed the organization to benefit from internal capacity, while providing career growth opportunities to staff.
16. Staff mobility in the Secretariat is an essential tool for the deployment of skills and expertise where they are needed to support the fast-track strategy, whether it be at country, regional, or Headquarters level. During the 2015 mobility exercise, 30 staff moved to new positions in 23 duty stations. The majority of the moves were to positions in Sub-Saharan Africa and Asia-Pacific, in line with the realities of the epidemic and the fast-track strategy. The organizational repositioning will result in additional movements of staff across functions and duty stations, ensuring that the Secretariat workforce remains aligned with the fast-moving needs of the AIDS response.

Gender Action Plan

17. The UNAIDS Secretariat Gender Action Plan continues to be a top organizational priority. Significant progress has been made against the six targets of the Plan in the three years of implementation since its launch in 2013. Although the overall number of staff in UNAIDS has decreased since the launch of the Plan, the percentage of female staff remains above 50%. Since the March 2015 update on the Gender Action Plan, the percentage of women staff in key areas has risen, with more women in positions at P4 and above, as well as an increase in the proportion of female UNAIDS Country Directors (Figure 2). Further efforts are needed to sustain the progress, to reach all of the targets, and to ensure that a gender perspective and women's empowerment are fully integrated across the Secretariat.

Figure 2



18. In all seven strategic focus areas, the Secretariat has made significant progress, which has been summarized in the Gender Action Plan progress updates that are shared annually with staff. Within three years of its launch, the Plan has steadily improved the Secretariat's gender architecture and has been recognized as an example of best practice within the UN system.

- a. *Leadership and accountability:* In the report of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) published in 2015, the Secretariat was evaluated as meeting or exceeding requirements in 80% of the performance indicators (up from 73% in 2013).
- b. *Organizational culture:* Regular progress updates are provided to senior management and shared during all staff and field directors' meetings. An informal women's network, initiated at Headquarters, continues to provide a platform for women in the Secretariat to exchange views and ideas, as well as contribute to initiatives related to the objectives of the Gender Action Plan.
- c. *Recruitment and selection:* The UNAIDS Secretariat Recruitment Policy provides for gender representation in selection advisory panels and shortlists. It also specifies that for candidates assessed to be equally qualified, due preference should be provided to internal female candidates for senior Professional vacancies (grades P5 through D2).

- d. *Staff development*: The 60 alumnae of the Secretariat's Leadership Programme for Women join 40 mentees who have benefitted from the Mentoring Programme for Women. Overall, one in four women in the Secretariat has participated in a development initiative under the Gender Action Plan.
 - e. *Work-life balance*: The UNAIDS Flexible Working Arrangements Policy, issued in November 2013, continues to be in effect and further contributes to the goals of the Gender Action Plan.
 - f. *Communication and advocacy*: The *Spotlight on UNAIDS Women* series continued, sharing the profiles of 21 female colleagues throughout the Secretariat. This communications initiative highlights the role and contributions of women staff across the organization.
 - g. *Monitoring and reporting*: The Gender Action Plan has institutionalized monitoring of gender balance within the Secretariat, based on its six targets. Information on progress towards the Gender Action Plan is regularly shared with staff.
19. The significant progress made since the launch of the Gender Action Plan in 2013 highlights the potential and commitment for continued action towards achieving gender equality and empowerment of women staff in the Secretariat. In 2015, a follow-up all-staff survey to collect views on progress of the Plan confirmed the continued relevance of the strategic focus areas and targets. Leadership and Accountability, Organizational Culture and Work-Life Balance emerged as the most important areas, and overall, all seven areas received high approval ratings by staff. This underscores the need for sustained efforts across all areas and targets in the next phase of the implementation of the Plan. The Gender Action Plan and its targets have therefore been extended to March 8, 2018, International Women's Day. This will allow the Secretariat a realistic overall timeframe of five years to reach the six targets and consolidate the innovative measures developed under the seven strategic focus areas.

Learning and career development

20. The learning platform in the Secretariat's Performance and Learning Management System (PALM) continues to expand its catalogue of learning offering for staff. There are now more than 300 learning resources that staff can access on a self-serve basis to pursue their on-going learning objectives. The platform consists of various types of learning resources such as the mandatory UN courses, UNAIDS-specific online courses, links to external learning sites, live learning events, virtual learning events such as webinars, recorded videos and other learning documents. The learning resources available in PALM are organized in a set of searchable categories, including Competency Development, Career Support, Environment & Sustainability, Finance, Information Technology, Language, Leadership, and Security and Safety. New courses recently added include "Ethics and Integrity at the UN", the updated "United Nations Course on Prevention of Harassment, Sexual Harassment and Abuse of Authority" and "UN Human Rights Responsibilities".
21. In October 2015, the new Rosetta Stone Online Language Learning Programme was launched. Since then, 85 staff members have collectively put in more than 2,500 learning hours in the six official UN official languages - Arabic, Chinese, English, French, Russian and Spanish. The Rosetta Stone programme is closely monitored, with participating staff required to fulfil a monthly minimum usage requirements to ensure consistent progress with their language learning. The programme continues to run successfully with the average

learning time per staff member well within the minimum usage requirement of 6 hours per month. English and French account for 80% of total online learning activity.

22. Thirty-five Secretariat staff participated in online courses offered by the UN System Staff College. Over 80% of the places were offered to General Service staff, mostly based in the field. To accommodate linguistic diversity, two courses were offered in both English and French. The first, *Skills for Administrative Assistants*, equipped 19 support staff to effectively plan work, deliver results, manage time and communicate effectively around deliverables. The second course, *Effective Writing Skills*, assisted 13 staff in all categories to improve the structure, clarity and concision of written work. As a pilot, three colleagues with supervisory responsibilities attended the online course *Creating High-Performing Teams*.
23. In the context of change within the UN system and outside, increased support is being offered to staff in the area of career development and transition. A new learning path is available to staff in the PALM system, with e-learning modules and guides including resources from the UN Secretariat, UNFPA and UNICEF. A new webinar will also be made available for Secretariat staff to familiarize colleagues with the process of change, with specific strategies that staff can use to adapt to change, build resilience and explore opportunities.
24. Junior Professional Officers (JPOs) assigned to the Secretariat participate in an individual induction briefing at Headquarters, designed in consultation with the supervisor and tailored to the JPO's specific tasks. JPOs are supported throughout their assignment through an online community, regular online meetings (three in 2015) and individual advice on learning and development. In early 2016, a recruitment simulation for JPOs was launched towards the end of their donor-funded assignment. Through hands-on learning, JPOs are given the opportunity to experience all stages of a recruitment process: application, written test and competency-based interview. The recruitment simulation adds an important element to the JPO cycle and supports the JPOs' career transition - either within the UN or externally. The recruitment simulation is run entirely at distance to accommodate all JPOs working in different duty stations.

Strengthening our performance culture

25. The performance management process continues to be an essential management tool for the UNAIDS Secretariat, allowing staff to maximize their contribution to organizational priorities. As part of the planning process, each staff member aligns their work objectives to strategic result areas of the Secretariat. Staff and supervisors are required to regularly engage in performance management discussions, both as part of the formal performance management process but also on an informal day-to-day basis.
26. Taking into account lessons learned from the initial year of implementation, the Secretariat's Performance Management Policy was updated in August 2015. The revised policy streamlines the process by making mid-term reviews optional for staff with confirmed appointments, provided that their performance is meeting expectations. It also simplifies the performance management process for staff members being reassigned within the Secretariat. To support a culture of accountability around performance evaluations, efforts continued to enhance informal and formal resolution mechanisms. Clarifications were made to the rebuttal process for staff members who receive an unsatisfactory performance evaluation.

27. Close monitoring and support of the performance management policy and system continues to contribute to effective performance by improving planning, monitoring, review and evaluation of individual staff performance. Considerable progress has been made in fine-tuning the policy, process and system to ensure that staff are clear about their roles and responsibilities. Improvements in the system have been made to simplify how objectives are entered and assessed. This has resulted in the maintenance of high compliance rates at each phase of the performance management cycle. The compliance rate for the 2015-16 performance management cycle was 98%.
28. The Performance and Learning Management system continues to evolve with the integration of technical enhancements, particularly the user interface of the system. The interface has been simplified to become more intuitive and therefore easier for staff to enter objectives and complete evaluations. In particular, a number of new elements have been added to the help and support feature of the system. The system now includes online videos, Frequently Asked Questions, and a forum where staff can post questions, participate in discussions, and get support from an HR specialist.
29. In order to continually improve the quality of feedback, objectives, and ratings, comprehensive reports on 2014-15 performance results were provided to all Regional Support Teams and Headquarters Directors. These reports provided Directors a tool to understand the rating trends in their region/department as compared to the Secretariat average. This has provided two clear benefits: it has raised awareness on the part of Directors to any rating pattern concerns; and, it has helped Directors to understand any particular strengths or performance concerns that may need to be addressed through management interventions.
30. In addition to the Secretariat's internal performance management activities, UNAIDS Country Directors and Managers include evaluation feedback from the Resident Coordinator in their Performance Evaluation Reports. At policy level, HRM staff participate in the inter-agency working group on staff performance management, which is currently preparing recommendations for the system-wide adoption of good practices.

Inspiring collective leadership

31. The forward-looking fast-track strategy requires an innovative approach to leadership, where colleagues at all levels are empowered and inspired to drive change and results in their area of work. Successful leaders across the Secretariat rally peers and team members around a clear vision, while focusing on strong communication, sound judgement, well-developed relationships and a focus on performance and development. The managerial competencies of the Secretariat lay out the behaviours required for leaders across the organization and provide a vehicle for management to continuously develop and support strong leadership in all parts of the organization.
32. Leaders from across the Secretariat were convened by the Executive Director in May 2015 for a global meeting on the fast-track approach. The meeting brought together the full leadership cadre of the Secretariat - including heads of country offices and Regional Support Teams (RST) - to align around the priorities of fast-track and to share experiences and innovative ideas. The meeting agenda featured inputs from Secretariat executive leadership, external partners, and discussions in regional and functional groups.

Leadership induction and development

33. Newly-appointed heads of UNAIDS Country Offices benefited from a second edition of the Induction for Heads of Country Offices, which took place in November 2015. Fourteen newly-appointed UNAIDS Country Directors and Managers, 9 of whom were women, came together for a week-long workshop in Geneva. Through the induction programme, participants were briefed on the expectations and requirements of their role in leading the UNAIDS response at country-level. Heads of Country Offices discussed strategies for successful political engagement and received specific guidance in relation to implementing the UNAIDS Strategy 2016-2021 and preparing for the 2016 General Assembly High-Level Meeting on Ending AIDS.
34. Ongoing support for Heads of Country Offices is provided through webinars. Three webinars on strategic issues were held to facilitate coherence in the work of the Secretariat at all levels, and to ensure response to country-level needs. Webinars bring together on average 60 colleagues from Headquarters, liaison offices, RSTs and country offices.

Leadership for women

35. A second cohort of the Secretariat's Leadership Programme for Women took place in November 2015 at the UN Campus in Turin. The programme, which is tailored to the needs of the Secretariat, contributes to the further development and strengthening of leadership skills and capacities of female staff. Guided by senior leaders from academia and the UN system, 30 UNAIDS colleagues explored strategies to tackle common challenges for women in leadership positions and reflected on how to leverage their individual strengths.
36. The pilot cohort of the UNAIDS Mentoring Programme for Women was concluded in May 2015 with an evaluation which showed a high level of satisfaction with the programme. Building on the lessons learned from the first round, 50 colleagues are participating in the second cohort of the Mentoring Programme for Women. The programme supports mentor and mentee pairs through distance training and guidance during their year-long mentoring relationship. The programme aims to increase job satisfaction and contribute to professional growth and development for mentees from all categories of staff.
37. The ongoing partnership with the UN System Staff College was maintained, to offer leadership development initiatives to Directors and Deputy Directors at Headquarters, Regional Support Teams and country office level. Three Secretariat staff participated in the UN Leaders programme, which fosters inter-agency exchange on strategic leadership issues. Eight UNAIDS Country Directors 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. Almost 50% of Secretariat participants in these programmes were women staff at the P5, D1 and D2 levels, representing an important vehicle for nurturing a new generation of women leaders in the organization.

Leadership at all levels

38. The Secretariat encourages all staff to demonstrate leadership and to align with the mission and values of the organization. In 2015, a new initiative was launched in connection with the Secretary General's *Human Rights up Front* initiative. The UNAIDS Secretariat *Human Rights Defenders Awards* recognized outstanding contributions by Secretariat staff members in promoting human rights. Nominations were made in five categories: Innovation in human rights; Participation and inclusion of people living with HIV and marginalized groups; Prevention of and responding to HIV related human rights crises; and Supporting civil society organizations. All Secretariat staff were eligible for nomination, and staff were encouraged to nominate colleagues not according to title or functions, but rather for the character of the work undertaken. The winners of the 2015 awards were country office teams and individual staff from Latin America, Africa and Asia Pacific.

UN system leadership

39. The challenges and opportunities of Agenda 2030 demand leadership from across the UN system, to ensure that all parts move towards the goals coherently. As the only co-sponsored joint programme in the UN system, UNAIDS is uniquely placed to share its experience in delivering as one and has been engaging in discussions of UN reform and implementation of the 2030 Agenda at many levels. With its focus on multi-stakeholder, multi-sectoral action, grounded in evidence and human rights principles, UNAIDS serves as an example for coherence, coordination, results focus, inclusive governance and country-level impact. This was reflected in the 2015 ECOSOC resolution on the Joint Programme, where ECOSOC reiterated the relevance of the UNAIDS approach for the post-2015 period.
40. The Secretariat is actively engaged in UN system level discussions on Agenda 2030, including through the fit-for-purpose visioning that is taking place in the UN Chief Executives Board, and discussions on the longer-term positioning of the UN development system. These discussions respond directly to recommendations of the Quadrennial Comprehensive Policy Review (QCPR) and inform the development of the next QCPR, which will be critical in positioning the UN system to meet the challenges of the SDGs. As Vice-Chair of the High-Level Committee on Management and Chair of the UNDG ASG Advisory Group, the Secretariat is contributing to efforts to establish a coherent UN approach for the delivery of the SDGs, including the ongoing strengthening of the UN workforce that will be required.
41. The UNAIDS Secretariat has in particular been recognized for leadership on gender issues and equality within the UN system. The Secretariat reports annually against the 15 performance indicators of the UN-SWAP, and also contributes to the Secretary-General's Report on the Improvement of the Status of Women. Through both of these processes, the Secretariat has been commended for providing leadership on gender equality in the UN workplace. In the UN-SWAP report published in 2015, the Secretariat was evaluated as meeting or exceeding requirements in 80% of the 15 UN-SWAP performance indicators (up from 73% in 2013). This overall performance compares favourably with that of Funds and Programmes as a whole, who reached compliance rates of 62% and 51%, respectively.

Ensuring an enabling workplace

42. To meet the demands of a results-based, high performing workplace, Secretariat staff need tools to help them work smarter, faster and better. Over the last year, significant investment has been made in innovative approaches to working collaboratively across the Secretariat and with partners. The move to cloud-based technology has been a key enabler of collaboration, teamwork and information-sharing across the organization and beyond. Regardless of location, staff can interact through online meetings and work together in real-time in documents, spreadsheets and presentations. The technology has been accompanied by training and awareness raising so that staff can adapt to the new tools as quickly as possible. Support is provided by super-users across the Secretariat, as well as an IT hub located in Nairobi, including support for all time zones.
43. To connect staff serving in the field with colleagues at regional and Headquarters level, webinar technology is increasingly used for meetings of any size, including global meetings bringing together heads of office with HQ resource persons. Support is also in place to help staff who may benefit from flexible working arrangements, including flexible working hours, compressed working schedule and teleworking. These flexible working arrangements allow staff increased control over when and how they work, while at the same time requiring a heightened commitment to accountability for results. Such arrangements are made possible by a results-based approach to management and a culture of proactive communication.
44. The Secretariat works closely with the UNAIDS Secretariat Staff Association (USSA) to collectively foster an engaging and motivating environment for all staff. Senior management meets regularly with the USSA Executive Committee, and staff representatives are included in management advisory bodies including the Human Resources Advisory Committee and the Mobility and Reassignment Committee. In the context of the repositioning of the Secretariat, the USSA has been actively involved in staff consultations, and the formulation of recommendations to the Executive Director.
45. Staff health insurance remains a priority, with ongoing collaboration with WHO Staff Health Insurance (SHI) on five minimum standards: recognition of SHI in health facilities, 24/7 multilingual support, claims processing not exceeding 15 days, online submission of claims; and regular communication with participants. Achievements include the establishment of a multilingual emergency hotline and the reduction in processing of claims to less than 15 calendar days for some, but not yet all locations. A pilot online platform for claims submission was launched, with positive feedback received from the country offices involved. An electronic system, planned for coming year, will hopefully further reduce processing time. Together with other emergency measures, this can reduce the financial burden - especially on local staff - and prevent any delays in access to services or treatment. The Secretariat has secured an active role in SHI governance through its participation in the SHI Global Oversight Committee. Both UNAIDS administration and the USSA also have one member and one alternate in the SHI Global Standing Committee, which reviews individual cases and amendments to the SHI rules.
46. In the area of ethics, an online resource guide, *The Compass: Information and Services for UNAIDS Staff*, was developed in partnership with the Staff Association, and shared with all staff. The Compass guides staff towards a range of resources to answer their questions on practical issues such as conditions of employment, health, or any decisions that may affect their role or status in the organization. It provides information on the resources and links to relevant reference documents to help staff members find the information they need.

47. 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 treatment, care and support. During 2015, UN Plus conducted a qualitative study on the experiences of UN staff living with HIV. The study has highlighted various challenges currently faced by UN staff living with HIV. Based on the recommendations of the qualitative study, UN Plus has initiated two activities: a compilation of good practices is being compiled on access to treatment, care and support; and, a mapping of support resources is underway for use in cases of HIV-related harassment and discrimination. The outcomes of these initiatives will further assist UN Plus advocacy and support work in creating an enabling work environment for UN staff living with HIV.
48. The UNAIDS Secretariat continues to be a strong supporter of UN Cares, the UN System-wide workplace programme on HIV. The programme has been lauded as a successful example of One UN as it brings together the UN system in every country to provide services, training and advocacy around HIV. In 2015, UN Cares launched *UN for All*, a new series of training modules designed to address stigma and discrimination in the UN workplace. In 2015, the Secretariat supported six regional workshops, training over 200 staff in the delivery of the core module on human rights as well as a number of optional modules. As the programme is implemented around the world, feedback continues to be overwhelmingly positive. In 2015, the UN Human Resources Network endorsed a proposal to convert UN Cares into a well-being programme that encompasses health promotion with a scope that extends beyond HIV. Currently UN Cares project staff are convening stakeholders throughout the UN system to review similar workplace programmes to define how such a global well-being programme can be implemented in the UN.
49. Work has been completed on the Secretariat's Emissions Reduction Strategy for 2016-2017. The strategy raises staff awareness of the impact of emissions and builds sustainability into the way UNAIDS does business. After successful completion of the UN's 2014 Greenhouse Gas Inventory, the Secretariat was certified climate neutral. Most UNAIDS country offices are part of a larger UN premises and therefore it is challenging to reduce facilities emissions. However, there have been successes, such as the UNAIDS Country Office in Rwanda, which was awarded the 2014/2015 UN Rwanda Greening the Blue Cup for reducing electricity consumption. The Secretariat HQ Environment Working Group lobbied for participation in a regional carpooling programme, and will be working with WHO to promote sustainable transport.
50. Safety and security of Secretariat staff and offices remains a top priority. Throughout the reporting period, special assistance was provided to staff in several offices through in-country visits as well as remote support. Additional emphasis is being placed on developing Business Continuity Plans for RSTs and country offices. At the end of 2015, the Secretariat re-assessed compliance with the UN Minimum Operating Security Standards and took stock of the occupational health and safety situation in UNAIDS offices worldwide. This review is being followed up on a country-by-country basis. As part of Occupational Health and Safety, the Secretariat is currently looking at how to foster an increased culture of workplace wellness. The Secretariat is fully engaged in the Inter-Agency Security Management Network (IASMN) and involved in three IASMN working groups: Security Training, Gender Considerations in Security Management, and Locally Cost Shared Security Budgets.

IV. SECRETARIAT WORKFORCE PROFILE

51. In order to build a workforce that is evolving to deliver on the priorities of UNAIDS, a number of key indicators are monitored on an ongoing basis by Secretariat management, including overall staffing headcount, headquarters-field proportion, balance of staff categories, mix of longer-term and shorter-term appointments, and staff proportion by region, gender and diversity.
52. From a baseline of 904 staff at the start of the 2011 organizational realignment as reported in the first update to the Programme Coordinating Board, staffing numbers have been reduced to 799 as of 1 April 2016 (Figure 3). This represents 33 fewer staff since the last update to the Board as of 1 April 2015 - a reduction in staffing of 4%. Of the 799 staff members, 228 were located at Headquarters, with 571 in RSTs, liaison offices and country offices. A continued focus on maintaining capacity in the field is ensured by a Headquarters-to-field staffing ratio of 29% to 71% respectively (Figure 4).

Figure 3

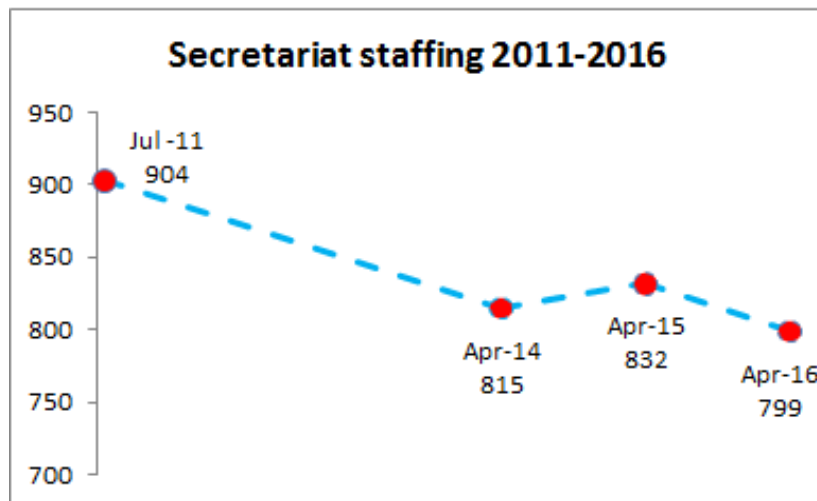
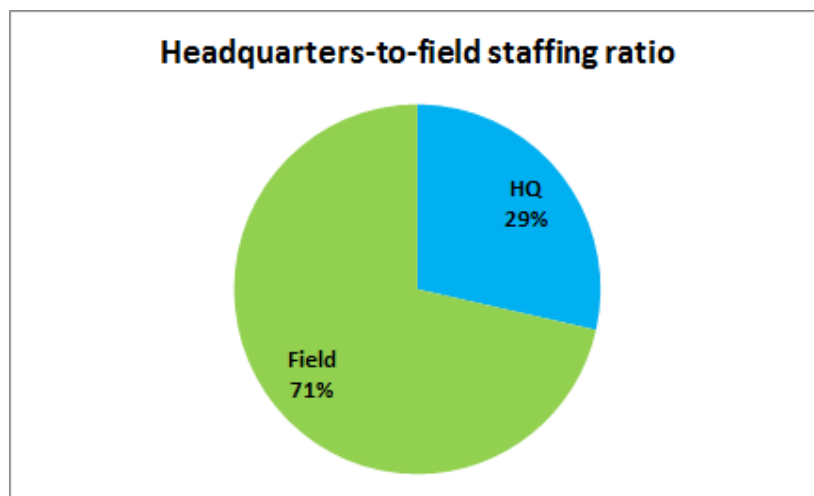
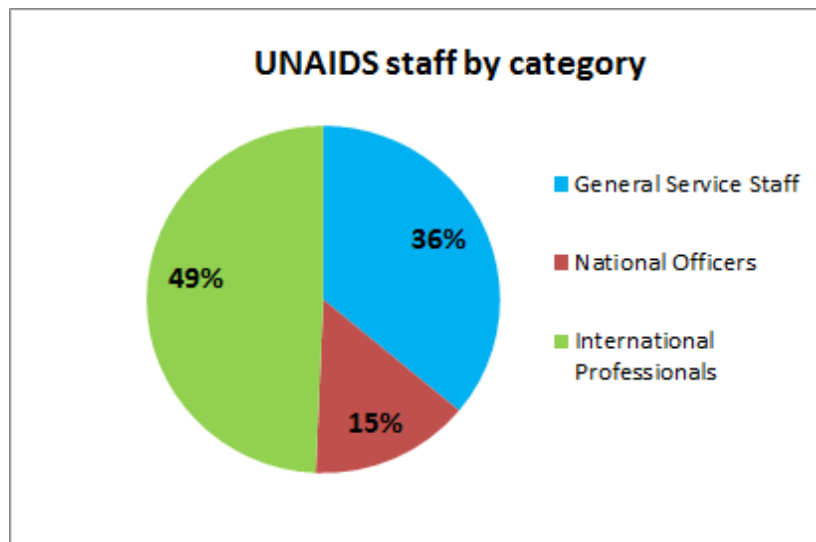


Figure 4



53. As of 1 April 2016, 49% of staff were in the International Professional category, 15% were National Professional Officers and 36% were General Service (Figure 5). With regard to contract type, 766 staff held fixed-term appointments, with 33 holding temporary appointments. Temporary appointments in the UNAIDS Secretariat are reserved for staff carrying out time-limited functions, including projects of limited duration. Consistent with its operational needs to adapt to a rapidly changing operational and programmatic environment, the Secretariat does not offer *indefinite* or *continuous* appointments.
Figure 5



54. The Secretariat maintains a strong field presence with capacity across six regions. Over half of all field staff work at the epicentre of the epidemic, with 30% in Eastern and Southern Africa (ESA) and 24% in West and Central Africa (WCA), followed by 19% in Asia-Pacific (Figure 6). Country office presence is focused on the fast-track countries identified in the UNAIDS Strategy. 62% of country office staff are serving in fast-track countries (Figure 7).

Figure 6

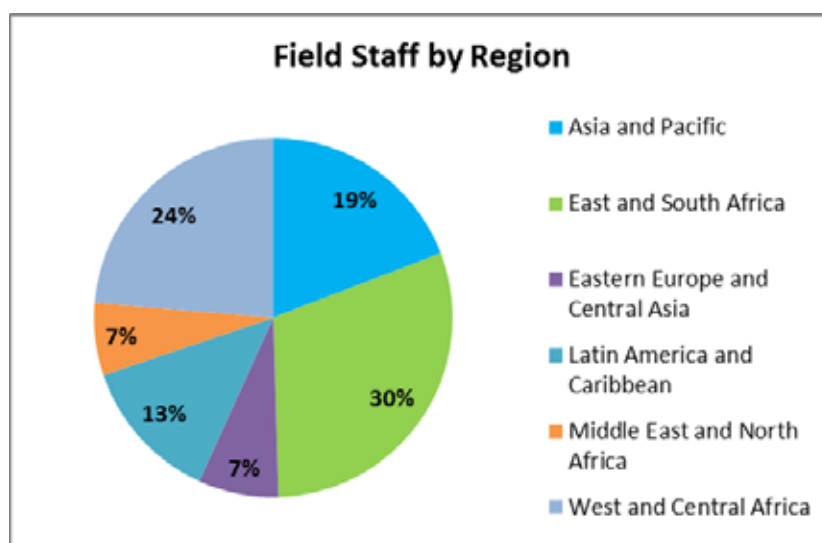
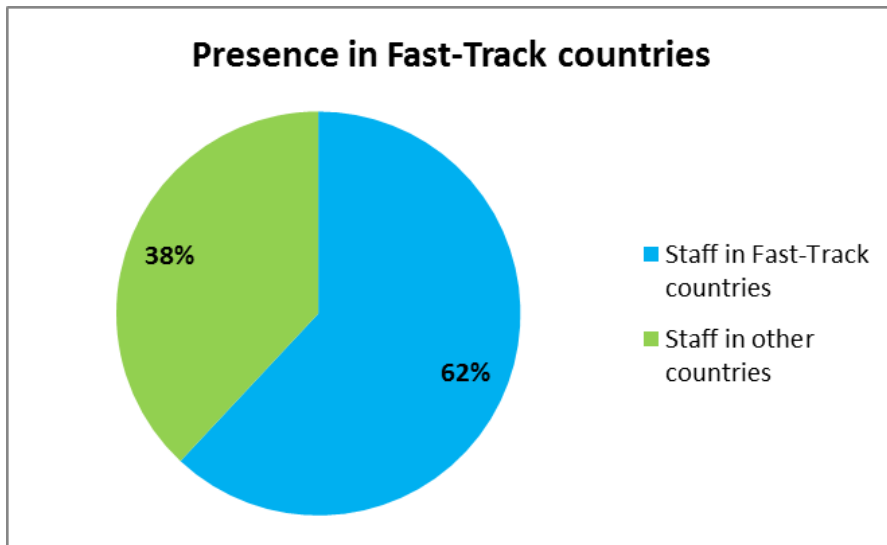
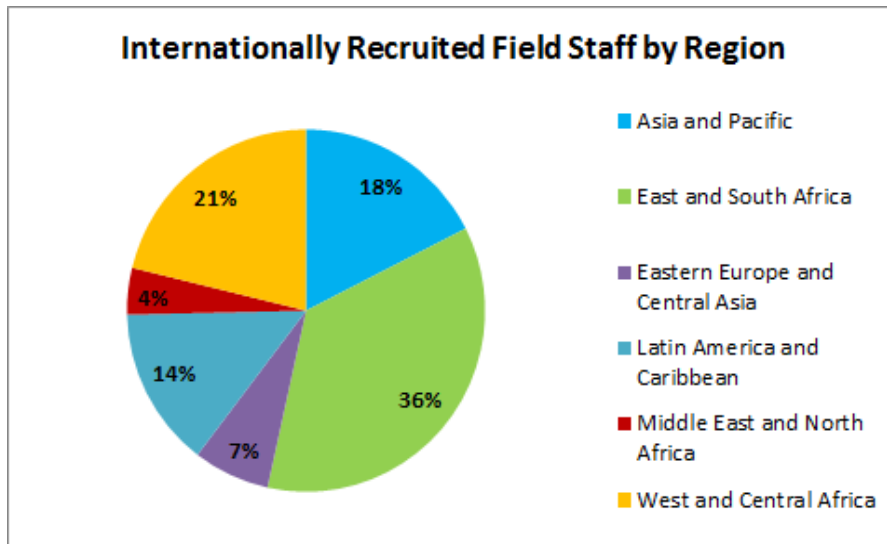


Figure 7



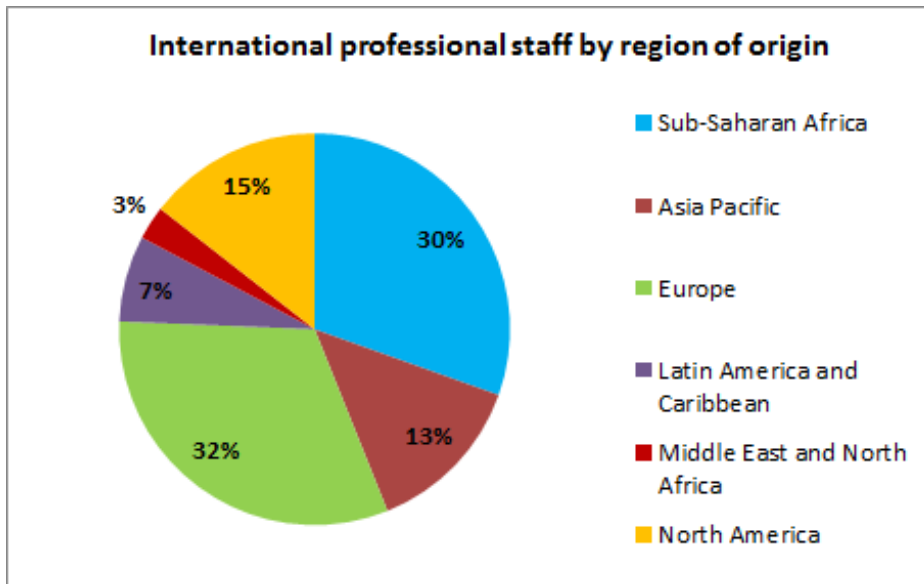
55. Secretariat offices in Sub-Saharan Africa have the largest proportion of staff in the International Professional category, with 36% of field International Professionals located in ESA and 21% in WCA (Figure 8).

Figure 8



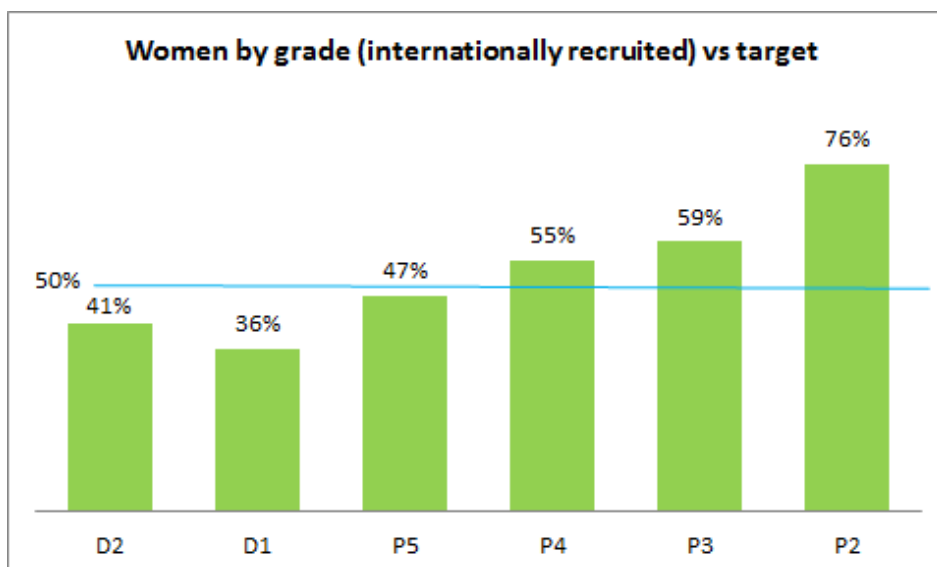
56. In terms of national origin, Secretariat International Professional staff come from a total of 106 countries across all geographic regions (Figure 9).

Figure 9



57. As of 1 April 2016, women represented 61% of Headquarters staff, 62% of RST staff, and 46% of country office staff. The number of women in the International Professional category increased by 1% compared to 2015, with 51% of International Professional positions being held by women. The number of women at P5 level and above also increased by 1% in comparison to 2015, with 91 women and 115 men at P5 level and above. This progress in the International Professional category contributed to the 50-50 target of the Secretariat Gender Action Plan (Figure 10).

Figure 10



58. With regard to the age distribution of the Secretariat workforce, the average age is 47.5. As a knowledge-based organization, the Secretariat continues to rely on experienced, high-level professionals who can independently deliver technical and management results and draw upon well-developed professional networks. However, in order to ensure the inflow of new skills and approaches, the Secretariat continues to focus on empowering younger people in its workforce. Currently, staff aged between 20 and 39 constitute 19% of the overall workforce.
59. In 2015, the 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, sponsored by 7 countries. Over the past year, 130 students from 26 countries participated in the internship programme, representing an increase of 21% from the previous reporting period. Interns benefit from exposure to the international working environment of the UN and make a valuable contribution to the organization. 59% of interns were hosted in country offices or RSTs, with 41% hosted at Headquarters. In terms of the national origin of interns, 37% came from Europe, 19% from South America, 17% from North America, 13% from Africa, 13% from Asia Pacific and 1% from other regions. In terms of gender representation, 77% of interns were women and 23% were men.

V. MOVING FORWARD - CHALLENGES AND OPPORTUNITIES

Organizational repositioning

60. In the new SDG environment the UNAIDS Secretariat must position itself strategically within the Joint Programme and the wider UN system. It must continue to show leadership with a people-centered approach, innovative ways of working and a tangible contribution to new development challenges within a context of greater financial constraint. To achieve this, the Secretariat must adapt and adjust to changing circumstances as it has continued to do since its inception.
61. Repositioning requires the Secretariat to review its organizational structures, staff profiles, staff mix and deployment to facilitate work across functional and institutional boundaries, based on multisectoral action and broad partnership engagement. Staff profiles must become increasingly flexible and cross-disciplinary, in order to deliver on the interconnected, universal development agenda. This approach has been a traditional strength of the Secretariat, but the challenging SDG targets demand synergies across the developmental, humanitarian, human rights, rule of law and peace and security pillars to achieve impact in all aspects of the work of UNAIDS and the UN system.
62. In this context, work is ongoing to reposition the Secretariat with a view to ensuring the optimal deployment of staff and expertise at all levels. This involves a fact-based, comprehensive prioritization of what the Secretariat needs to deliver in each country, region and globally to drive the new Strategy. This will include refocusing and rationalising country, RST, Liaison Office and headquarters structures with a view to achieving maximum cost effectiveness. In parallel, a review of ways of working aims to improve effectiveness, teamwork, communication and information sharing across all parts of the Secretariat and with partners.

63. In repositioning the Secretariat, changes will be made through transparent and open processes, including the involvement of staff, to ensure that transformation is done with a human face.

Looking ahead

64. The Sustainable Development Goals, the UNAIDS fast-track Strategy, the 2016-2021 Unified Budget, Results and Accountability Framework, and the outcome of the High Level Meeting of the UN General Assembly on Ending AIDS provide a clear path for the work of the UNAIDS Secretariat in the coming years. The updated and extended UNAIDS Secretariat Human Resources Strategy supports the ambitious targets, goals and vision through four pillars: *Inspiring collective leadership; Investing in people; Strengthening our performance culture; and Ensuring an enabling workplace*. The Secretariat will continue to strengthen its competent, high-performing and results-oriented workforce, and to deploy staff strategically in accordance with evolving organisational priorities.

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