UNAIDS Programme Coordinating Board
Fortieth Meeting
Geneva, 27-29 June 2016

Update on strategic human resources management issues
Overview of Update

- Aligning the Secretariat workforce to better deliver on the targets of the UNAIDS Strategy and the Sustainable Development Goals
- Outcomes of the 2016 organizational repositioning exercise
- Secretariat workforce profile as of 1 April 2017
- Challenges and next steps for human resources management in the Secretariat
2016: Repositioning the UNAIDS Secretariat

- Secretariat-wide exercise throughout 2016: consultations, working groups, staff communication
- Functions re-profiled at country, regional and HQ level
- Workforce streamlined: overall staffing reduction of 13%.
- Approximately 120 staff reassigned
- Change with a human face
2017: Reinforcing Secretariat Capacity

- Engaging and motivating staff as they take on new functions across the globe
- Supporting heads of office to provide guidance and leadership
- Virtual communities of practice for Fast Track Advisers, Community Support Advisers, and other functions
- Strengthening teamwork through new ways of working
## Gender Action Plan

<table>
<thead>
<tr>
<th>TARGET 1</th>
<th>TARGET 2</th>
<th>TARGET 3</th>
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<tbody>
<tr>
<td><strong>50/50</strong></td>
<td><strong>50%</strong></td>
<td><strong>50%</strong></td>
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<tr>
<td>Gender balance in the Secretariat</td>
<td>of UCDs are women</td>
<td>Of P5-level positions and above are held by women</td>
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<td><strong>52%</strong> 2013</td>
<td><strong>27%</strong> 2013</td>
<td><strong>36%</strong> 2013</td>
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<tr>
<td>Women</td>
<td>Women</td>
<td>Women</td>
</tr>
<tr>
<td><strong>53%</strong> 2017</td>
<td><strong>40%</strong> 2017</td>
<td><strong>42%</strong> 2017</td>
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<table>
<thead>
<tr>
<th>TARGET 4</th>
<th>TARGET 5</th>
<th>TARGET 6</th>
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<tr>
<td><strong>50%</strong></td>
<td><strong>50%</strong></td>
<td><strong>50%</strong></td>
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<tr>
<td>Of P4-level positions and above are held by women</td>
<td>Of NOC/NOD positions are held by women</td>
<td>Of General Service (GS) positions are held by women</td>
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<tr>
<td><strong>44%</strong> 2013</td>
<td><strong>59%</strong> 2013</td>
<td><strong>57%</strong> 2013</td>
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<tr>
<td>Women</td>
<td>Women</td>
<td>Women</td>
</tr>
<tr>
<td><strong>48%</strong> 2017</td>
<td><strong>58%</strong> 2017</td>
<td><strong>54%</strong> 2017</td>
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*Source: UNAIDS*
Learning and career development

- Customized career counselling programme for staff
- Leadership and mentoring programmes for women
- Global webinars for Heads of Office on political and programmatic priorities
- Onboarding, development and virtual community to support Junior Professional Officers
Staff performance: Delivering results

• All staff accountable for results - 99% compliance rate for performance evaluations

• Staff performance objectives aligned with strategic results areas of the Secretariat

• Every staff member including gender considerations in both their work objectives and their learning plan.
Ensuring an enabling workplace

- Strong staff-management partnership
- Continued progress with Staff Health Insurance
- Mandatory training on Ethics and Integrity
- GIPA principle as guidepost: UN Plus and UN Cares workplace programmes
- Environment: Reducing emissions and promoting sustainability
Workforce profile - 1 April 2017

- Overall: 708 staff: reduced from 799 in 2016
- International/local balance: 51% locally-recruited, 49% international
- International Professional staff come from 104 countries / all regions
Workforce Profile - Field presence

- Strong field capacity: Field-to-HQ ratio 70% to 30%
- Largest International Professional presence is in Sub-Saharan Africa
- 62% of country office staff serving in Fast Track priority countries
Human resources: Moving forward

- Focus on innovation, collaboration, cross-Secretariat teams, communities of practices
- Empower staff as they deploy to new functions and new duty stations
- Develop a next generation Gender Action Plan
- Support the implementation of the Action Plan: Innovation for impact