

UNAIDS Programme Coordinating Board
Forty-Second Meeting
Geneva, 26-28 June 2018

Update on strategic human resources management issues

Overview of Update

- Workforce fit-for-purpose
- Gender Action Plan
- Investing in staff
- Zero tolerance for harassment and abuse of authority
- Secretariat workforce profile as of 1 April 2018
- Challenges and next steps for human resources management in the Secretariat



Workforce fit-for-purpose

Strategic repositioning
of the UNAIDS Secretariat

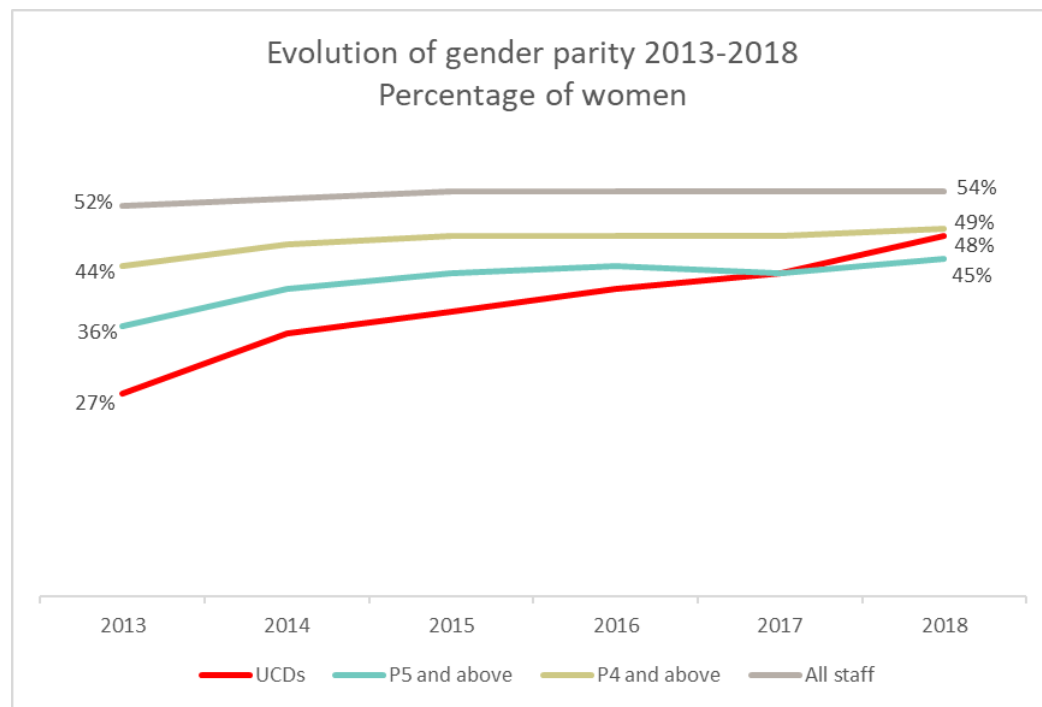
Delivering on the Fast-Track strategy and
the Sustainable Development Goals



- Secretariat-wide exercise throughout 2016/17
- 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
- New transparency in sharing management data
- Mobility as a tool for succession planning

Gender Action Plan 2013-2018: Results!

- Percentage of female UCDs rose from 27% to 48%
- Gender parity achieved in the field: RSTs (51%), Country Offices (50%)
- Women Leadership Programme – 75% coverage for women P4/P5
- 70 women mentored



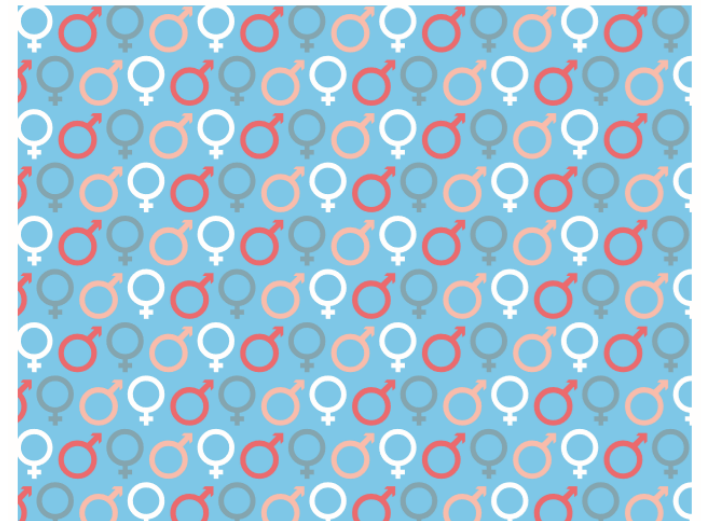
Gender Action Plan 2018-2023

- Launched with staff in Geneva on 5 June
- 4 ambitious new targets
- A commitment to strengthening policies – Inclusion and Diversity, Recruitment, Parental Leave
- Regular updates to staff on progress and challenges
- Establishment of an accountability body made up of staff – Challenge Group

mygenderactionplan@unaids.org

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UNAIDS
Gender Action Plan 2018–2023
A framework for accountability



Investing in Staff



- Staff career support and development strengthened
- Mandatory all-staff training in ethics, prevention of harassment and human rights
- Performance assessment of managers by first level supervisees introduced
- UCDs assessed by RCs
- Engagement in SHI oversight bodies
- Country-by country security assessments

Zero tolerance for harassment

DIGNITY, INTEGRITY AND
INCLUSION AT UNAIDS

CONCERNED ABOUT UNETHICAL BEHAVIOUR IN UNAIDS?

CALL THE CONFIDENTIAL
INTEGRITY HOTLINE

WHY CALL?

UNAIDS is committed to promoting a strong culture of ethics and integrity in accordance with its values:

- Commitment to the AIDS response.
- Integrity.
- Respect for diversity

If you believe you have experienced or observed possible misconduct or a breach of UNAIDS' values, call the Integrity Hotline.

The Integrity Hotline is an independent and confidential service available to everyone inside or outside of UNAIDS.

Call the Integrity Hotline free, 24/7, on
+44 1249661808
Call operator & request reverse charge

Or do it online at
<https://wrs.expolink.co.uk/integrity>

Or email:
integrity@expolink.co.uk

- Strong regulatory framework
- Sexual harassment policy under review
- Integrity Hotline launched as complement to existing tools – Ethics Officer, PALM, Ombudsman, Staff Counsellor...
- Staff engagement – prevention of sexual harassment and what does it mean to work ethically in UNAIDS?
- We are taking action to rebuild trust



5-Point Plan

1

Focal Points on harassment:

- important first step towards sensitising staff
- learning from experiences of sister UN agencies
- working on a model that adapts to UNAIDS needs

2

Open platform for staff reporting:

- early warning and simple incident reporting
- web and phone-based tool
- supports surveys and push notifications

5-Point Plan

3

Training:

- information sessions, awareness and sensitivity building
- for managers - how to build a healthy work environment
- campaigns – *Active Bystander*

4

Staff survey:

- flash surveys on issues of interest and importance
- complement to USSA

5-Point Plan

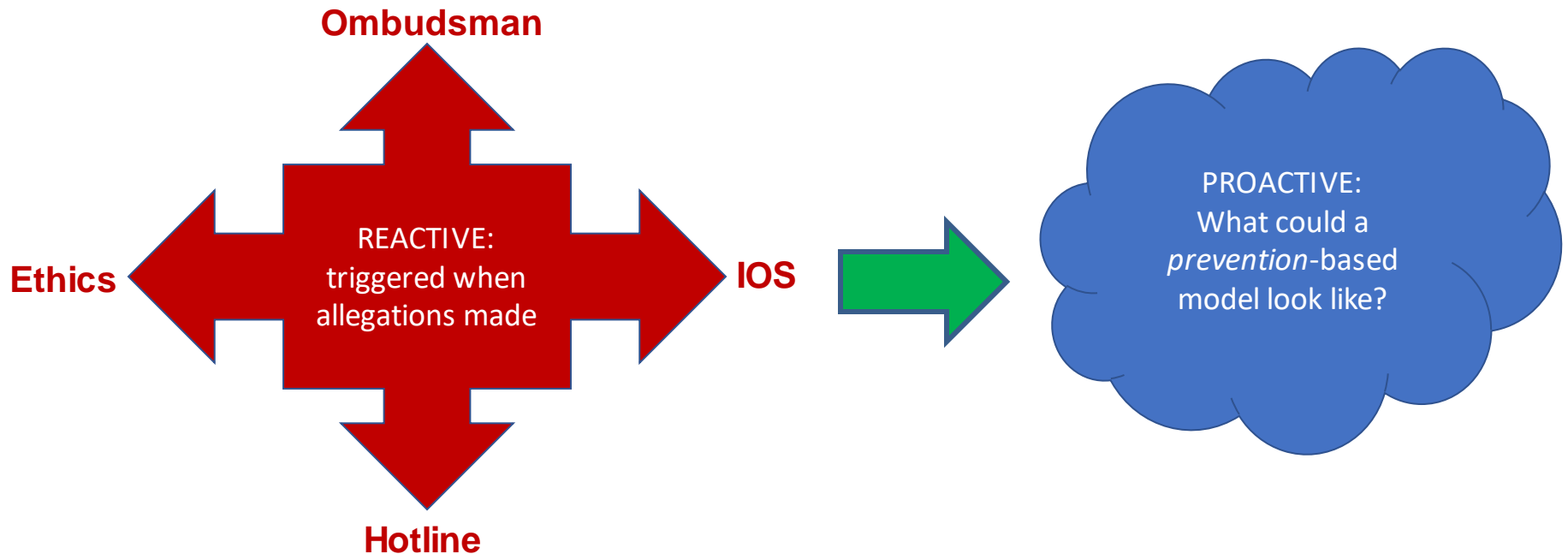
5

Performance management:

- 2018-19 performance cycle revised to assess core competency of “*Managing Performance and Resources*” by first level supervisees
- 360° degree evaluation starting with senior management

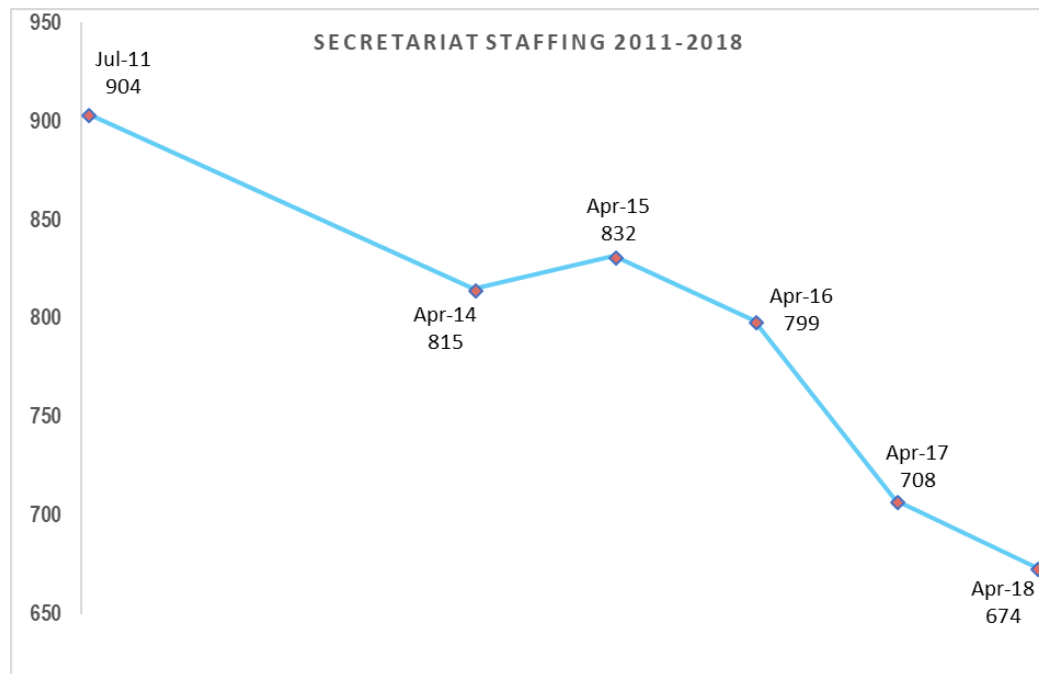
5+Point Plan

Opportunity for wider, systemic change – Questions of how to rebuild trust and how to move from a reactive to a proactive/prevention model....



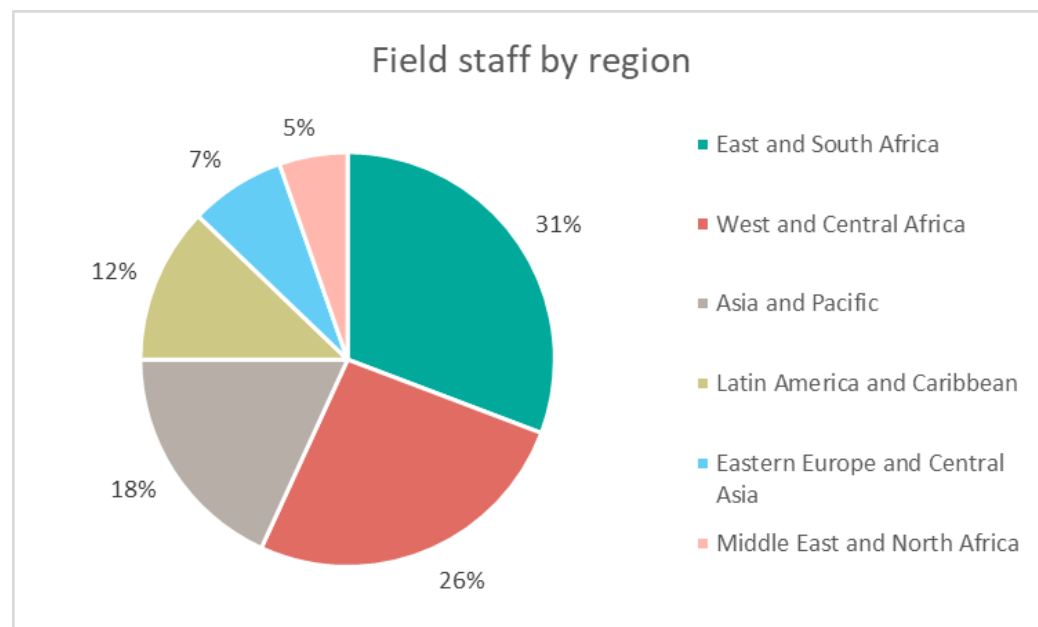
Workforce profile - 1 April 2018

- Overall: 674 staff - reduced from 799 in 2016
- Field/HQ balance: 71%:29%
- International Professional staff come from 101 countries / all regions
- Investment needed in strengthening staffing in key/priority areas



Workforce Profile - Field presence

- Strong field capacity:
64% of staff in Fast Track countries
- Largest International Professional presence is in Sub-Saharan Africa – 64% of total field staff



Human resources: Moving forward

- ICSC revised compensation package remains an issue for staff
- Need to strengthen and invest in priority areas – gender, human rights, and strategic information
- UNAIDS remains an employer of choice with motivated staff

