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

- 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

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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

- 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

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
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