
Update on Strategic Human Resources Issues

52nd PCB Meeting

Tim Martineau, Director Management



Overview

Context

People Strategy
2023-2026

Organization

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Way forward

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In addition to the **Update on Strategic Human Resources Issues**, four Conference Room Papers provide additional information on the Secretariat's strategic directions for its people, data related to the workforce, and updates on administrative review cases, and corrective administrative actions, including disciplinary measures.

1. UNAIDS Secretariat People Strategy 2023-2026
2. People of UNAIDS 2022
3. Administrative Review Statistical Overview for 2022
4. Corrective administrative actions, including disciplinary measures imposed in 2022

As requested by the PCB at its 50th meeting in June 2022, human resources statistics are included in the update.

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Our capacity to deliver is strengthened:

- ✓ Senior leadership team completed
- ✓ New structure established and staffing ongoing
- ✓ New ways of working implemented and skills being built
- ✓ Staff learning and development offers reinforced

Challenges we are addressing:

- ✗ Trust among staff in Cabinet, change management and the alignment process needs attention
→ Action plans developed, incl. for Cabinet
- ✗ Funding shortfalls pose a threat to our ability to deliver
→ Resource Mobilization Strategy being implemented

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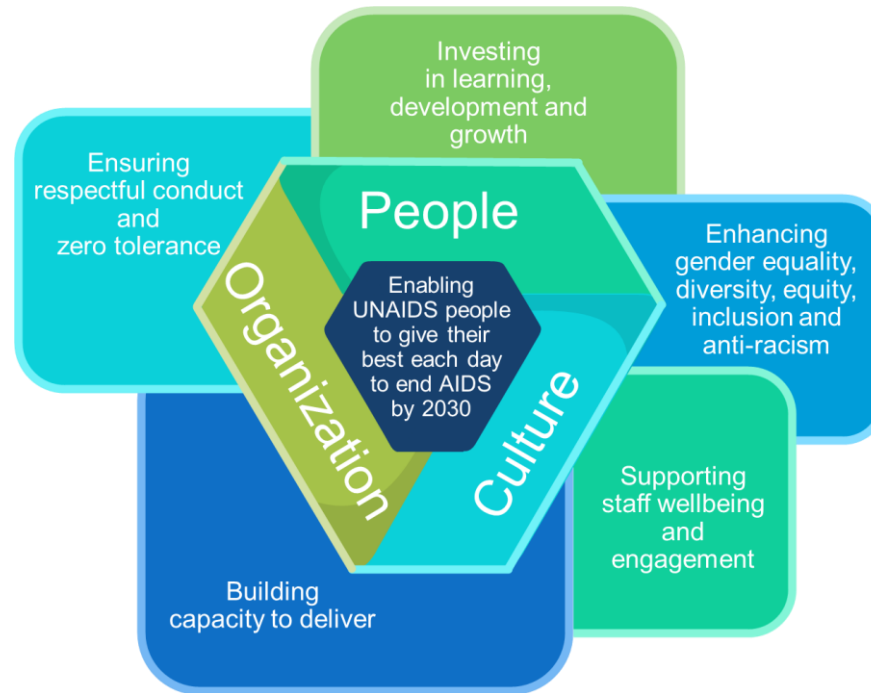
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The UNAIDS Secretariat People Strategy acknowledges the important role the Department of People Management plays in implementing this strategy yet goes beyond it and addresses practices and processes on how work is managed, collaboration facilitated, knowledge shared, and continuous development encouraged.

Our Feminist Principles have informed the development of the People Strategy.



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Vision:

Enabling UNAIDS people to give their best each day to end AIDS by 2030

Building blocks:

- People practices
- Organizational culture
- Organizational design and structure

Key priorities:

- Investing in learning, development and growth
- Enhancing gender equality, diversity, equity, inclusion and anti-racism
- Supporting staff wellbeing and engagement
- Building capacity to deliver
- Ensuring respectful conduct and zero tolerance

Key Performance indicators:

- Draw a baseline and allow for monitoring of progress

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- 1. Organizational alignment process**
- 2. Ways of working**
- 3. Strengthened policy framework**

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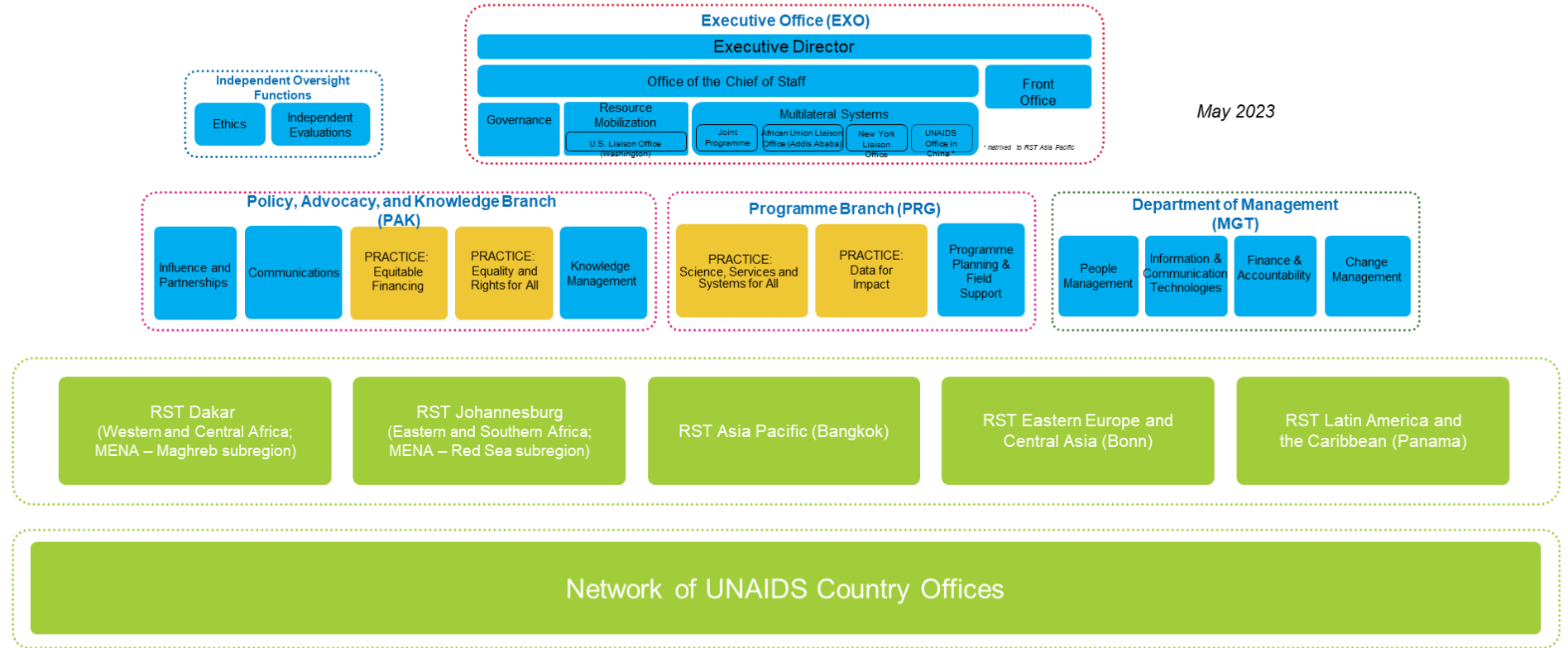
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UNAIDS Organigramme



May 2023



Practices are thematic areas of expertise that UNAIDS wants to be known for. They connect us at all levels, across geographies (global, regional, country).



Regional Support Teams and UNAIDS Country Offices



Functional Teams that perform management, accountability or enabling functions for the practices

**WORKING FOR IMPACT
DELIVERING FOR PEOPLE**

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4 ways of working to deliver on core tenets of the Global AIDS Strategy

All staff and the organization need to excel in:

1. knowledge sharing;
2. influencing for change;
3. building and maintaining effective partnerships; and
4. mainstreaming equality and inclusion in line with its feminist principles.

- ✓ Knowledge management strategy launched
- ✓ Inaugural e-discussions of the Equality and Rights for All and Science, and Systems and Services for All global practices involving over 500 staff members have been held
- ✓ 400+ staff training on matrix and knowledge management
- ✓ 2024 will focus on influencing for change, and building and maintaining effective partnerships
- ✓ A clear vision, targets, and deliverables for managers are being set out on mainstreaming equality and inclusion. Leadership support and a strong accountability mechanism are put in place in parallel with continuous staff engagement

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Strengthened policy framework

- ✓ Policy on Prevention, Detection and Response to Fraud and Corruption updated (July 2022)
- ✓ Policy on Preventing and Addressing Sexual Misconduct launched (March 2023)
- ✓ #RESPECT campaign continues and aligns to new policy on Preventing and Addressing Sexual Misconduct



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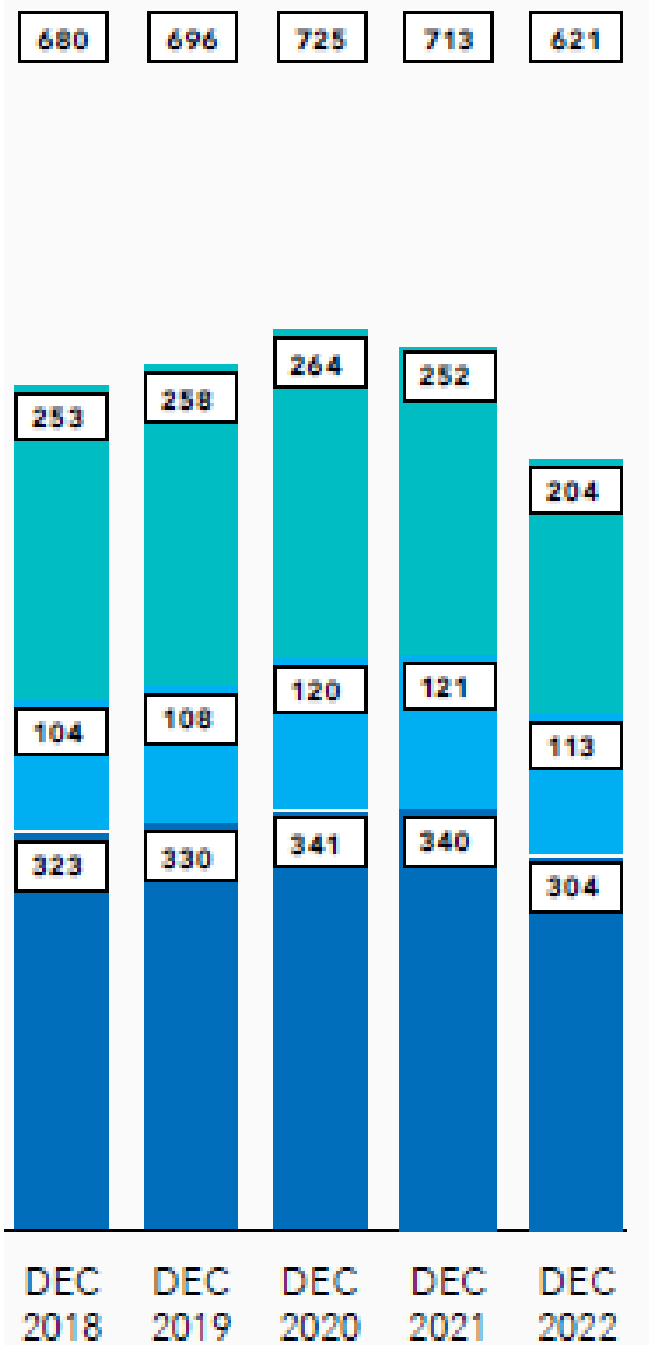
Way forward

- 1. Workforce composition**
- 2. Talent attraction and selection**
- 3. Talent development**

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Workforce composition (31 Dec 2022)

- **621** staff members
- **118** nationalities
- **45%** African,
21% Western European and other,
18% Asia-Pacific,
10% Latin American and Caribbean,
6% Eastern European states
- **54%** women, **46%** men
- **131** staff members left



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Talent development

- ✓ **SkillAdvance:** orientation and development programme launched for new staff and staff taking on new roles
- ✓ **Leading for Transformational Change:** programme for UCDs to deepen their functional competencies and reposition UNAIDS within UN Country Teams
- ✓ **Coaching:** executive coaching programme supported 87 senior leaders and 115 national and general service staff participated in a coaching programme to address individual learning needs and career support

2888

Total learning
experiences
completed

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- 1. Culture transformation**
- 2. Global staff survey**
- 3. Respectful workplace**
- 4. Wellbeing, safety and security**

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Culture transformation

- ✓ **Value charters** developed across the organization, including by Cabinet
- ✓ **Feminist principles** developed, socialized and inform how policies and processes are shaped



- **Team learning journey** preparations ongoing
- Comprehensive next steps to **address racism** outlined and being implemented
- Intersectional **Gender Equality, Diversity, Inclusion, Accessibility and Anti-racism Framework** will succeed
UNAIDS Gender Action Plan 2018–2023.

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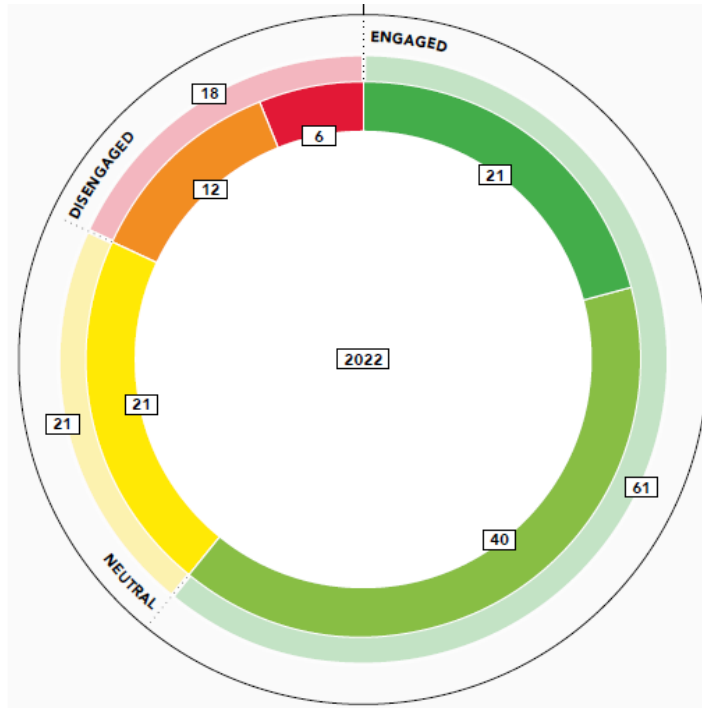
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2nd management-led Global staff survey conducted

67%

Response rate (501 respondents)

- ✓ Compared to 2020, there is **overall improvement**:
25 questions have improved by 5% or more,
39 are similar and
6 have fallen by 5% or more
- ✓ More staff have **trust and respect for the leadership of their teams** (87%)
and feel they are **treated with fairness and respect at UNAIDS** (73%).

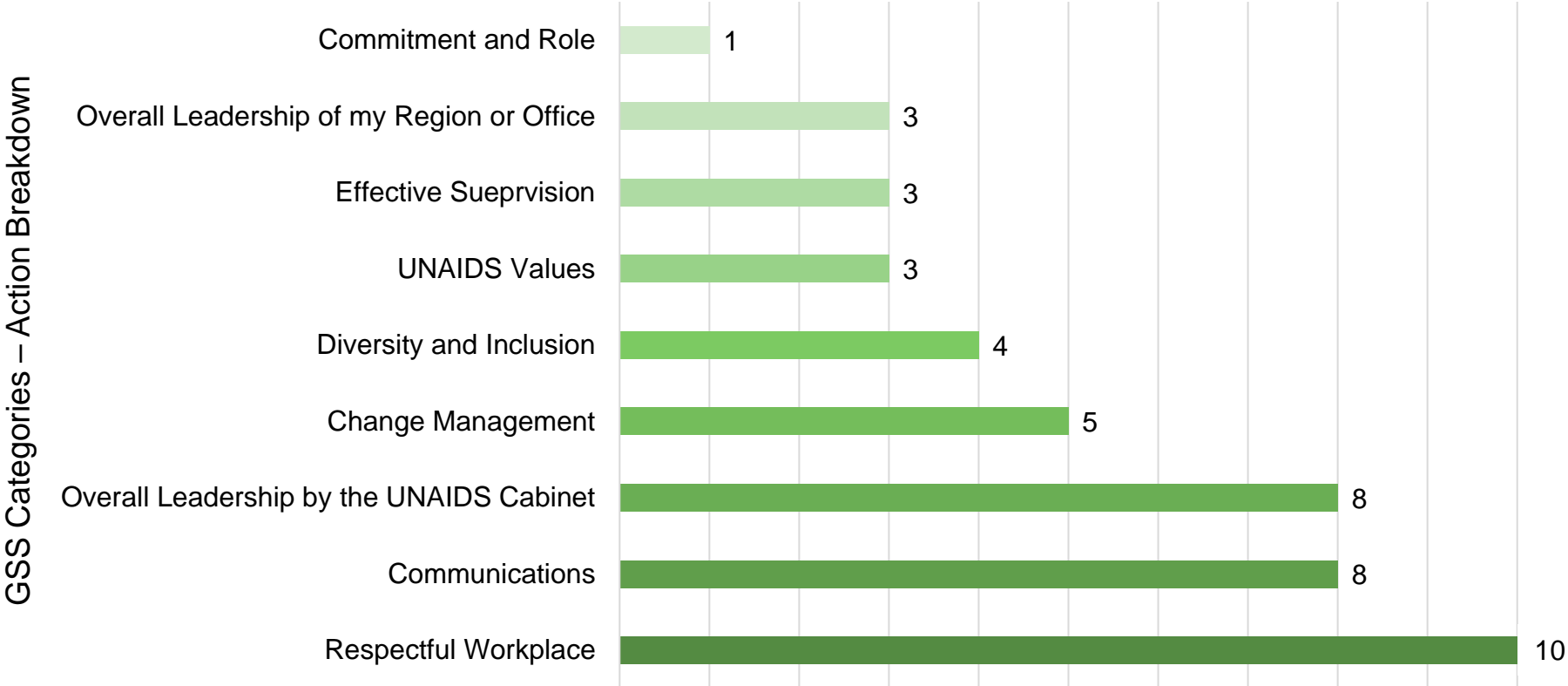


- However, compared to 2020, less staff would recommend UNAIDS as a good place to work (**engagement index**)
61% positive or strongly positive
21% neutral
18% negative or strongly negative

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Global staff survey action plans agreed

- ✓ Cabinet adopted **three priorities**
 - Strengthening trust and open communication
 - Scaling up efforts for a more diverse and inclusive working environment
 - Continuing to strive for a safer, more transparent UNAIDS
- ✓ 45 agreements at regional, branch or departmental level, 77% in progress



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Respectful workplace

- ✓ 12 requests for administrative review received from staff members globally in 2022 (up from 7 in 2021)
- ✓ 4 administrative and disciplinary proceedings, which led to the imposition of disciplinary or other corrective measures, concluded in 2022
- ✓ Focus on conflict prevention, early intervention and informal resolution in working closely with the Ombudsperson and Ethics Office continued
- ✓ All consultants to complete prevention of sexual exploitation and abuse by UN personnel online course and will be screened through UN ClearCheck database

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Wellbeing, safety and security

- ✓ **Duty-of-Care Committee** comprising a diverse mix of staff members across grades and regions inclusive of management and USSA representatives has been established
- ✓ Access to **psychosocial services** within 24 hours for critical emergencies and 48 hours for general counselling regardless of duty station for all personnel provided
- ✓ A joint **mental health strategy** with WHO is being finalized and the Secretariat will implement key elements specifically adapted for its workforce
- ✓ Efforts continue to **reduce up-front out-of-pocket payment for health services** by staff

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- 1. Conclude alignment process**
- 2. Reach a stable, fully-staffed “steady state”**
- 3. Implement People Strategy**