

# **UPDATE ON THE IMPLEMENTATION OF THE MANAGEMENT ACTION PLAN FOR A HEALTHY, EQUITABLE AND ENABLING WORKPLACE FOR ALL UNAIDS STAFF**

## Update on the implementation of the Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff

May 2020

The Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff was endorsed by the Programme Coordinating Board at its June 2019 meeting. Through the Management Action Plan and other measures, the Secretariat is working to build a new workplace culture that ensures the safety and dignity of all. Senior management is committed to its full implementation.

An interim progress update on the implementation of the Management Action Plan, covering the period up to 30 November 2019, was provided to the 45<sup>th</sup> meeting of the PCB in December 2019 in connection with the Management Response to the Report of the Joint Inspection Unit on the Management and Administration Review of UNAIDS (UNAIDS/PCB (45)/19.30).

The present paper focuses on developments since December 2019, highlighting efforts to deepen the Management Action Plan’s cultural transformation agenda and feminist leadership principles, and noting implications of the COVID-19 pandemic and response. It is organized in three sections: (A) Flagship 2020 initiatives; (B) Status of other Management Action Plan activities and deliverables (by action area); and (C) Management Action Plan elements that have been fully implemented and are now mainstreamed vis-à-vis the Secretariat’s internal capacity, policies and processes. For activities that are underway, a green dot in the “status” column indicates that work is either completed or substantially on track. An amber dot indicates that work has started and is progressing, but with delays or impediments. A red dot means that there is little or no progress, and/or significant impediments.

### A. Flagship 2020 initiatives to deepen a transformative change agenda

Status	Action	Timeline <sup>1</sup>	Progress to date	Next steps, key milestones
●	Implement a participatory Gender Action Learning process, combining feminist thinking and practice with insights from organizational development, to build internal cultures of equality and transform cultural norms that support achieving gender equality and social justice. <sup>2</sup>	<i>Programme will run until December 2021, beginning in the second quarter of 2020</i>	<ul style="list-style-type: none"> <li>The Executive Director has set out her vision on transforming UNAIDS’ culture through the use of feminist methodologies and tools to challenge power imbalances;</li> <li>The Secretariat researched experience in other entities and good practice driving</li> </ul>	<ul style="list-style-type: none"> <li>Set up internal UNAIDS steering group, with support of a dedicated project manager;</li> <li>Create opportunities for all staff and internal membership / constituency groups, and advisory committees, to engage, provide input and shape the programme of work (e.g. Staff Association, Dignity at Work Advisers, Diversity</li> </ul>

<sup>1</sup> The Management Action Plan has continued to evolve as implementation proceeds, incorporating lessons learnt from within and beyond UNAIDS. Timelines in this section (flagship 2020 initiatives) are new or updated based on the expanded scope of work.

<sup>2</sup> This action builds upon and replaces the text which appeared in June 2019, *Update on progress in the implementation of the Management Action Plan* (UNAIDS/PCB (44)/19.6): “Enlist external expertise in organizational behaviour change and assessment, enabling the organization to benefit from emerging state-of-the-art approaches and to develop a robust monitoring framework comprising different sources of qualitative and quantitative data.”

			organizational culture change, and established a contract with a leading international feminist knowledge network with extensive experience assisting mandate-driven organizations similar to UNAIDS.	Task Force, UN Plus, UN-Globe, Young UN); <ul style="list-style-type: none"> <li>Detailed workplan to be developed with the participation of the steering group and consultants; diagnostic and regional workshops will develop a learning community, catalyze change projects in the organization, and create structured opportunities to reflect on and adjust the work in progress.</li> </ul>
●	Strengthen internal communications to reinforce collaboration and cohesion across UNAIDS' offices and activities, enhance staff engagement in flagship initiatives (e.g. strategy development, culture transformation), make policies and procedures more accessible and easier to understand, and reinforce an inclusive workplace culture. <sup>3</sup>	<i>Dedicated internal capacity established in first quarter of 2020.</i>	<ul style="list-style-type: none"> <li>Three professional staff members were assigned to focus on strengthening internal communications;</li> <li>The internal @Workplace by Facebook platform was launched by the Executive Director in February, making information sharing, dialogue and engagement easier across the Secretariat;</li> <li>New bi-weekly newsletter launched for staff (What'sTheBuzz); other special features (including on unaids.org) and routine information sharing between colleagues have increased the visibility of and recognition of staff work to advance human rights, gender equality and the greater involvement of people living with HIV, also in the context of the COVID-19 pandemic and response;</li> <li>The Executive Director has carried out a series of virtual meetings, by</li> </ul>	<ul style="list-style-type: none"> <li>Launch the communications branding #MyUNAIDS to provide a vibrant and consistent look and feel to all policies and resources relating to the transformation of UNAIDS and action to strengthen the working environment for staff;</li> <li>Provide guidance and training on internal communications to managers, including on how to best use various internal channels for engaging staff and disseminating new policies or procedures;</li> <li>Support colleagues leading priority initiatives under the Management Action Plan to plan and implement their internal communications strategy and engage colleagues;</li> <li>Continue publication of the new internal newsletter and moderation of the @Workplace platform; convene internal staff townhall meetings.</li> </ul>

<sup>3</sup> The reinforced workstream on organizational culture change, together with enhanced internal communications, incorporates the following Management Action Plan deliverable: "Strengthen UNAIDS organizational culture to enhance the promotion of human rights, gender equality and the greater involvement of people living with HIV, benefiting programmatic action and engagement of communities most affected by HIV, including to address gender-based violence".

			region and department, to learn about the work of colleagues and engage in dialogue on priorities and expectations for both results and how we work together.	
●	Strengthen UNAIDS' culture of care and support to staff wellbeing, and ensure accessibility of confidential, professional counselling services to all staff members; provide routine offer of counselling to all colleagues being assigned to or currently serving in hardship duty stations, experiencing workplace stress; develop and implement a UNAIDS staff mental health and well-being strategy, aligned with the United Nations system strategy <sup>4</sup>	<i>Needs assessment initiated by the second quarter of 2020, led by the staff welfare officer</i>	<ul style="list-style-type: none"> <li>• A Staff Counsellor for Wellbeing and Mental Health joined the Secretariat in February 2020 and has established a confidential counselling service;</li> <li>• Various outreach activities have taken place to introduce the Staff Counsellor and her services (e.g. at all-staff townhall meeting, webinar on support services for staff); psychosocial wellbeing webinars were provided via UNAIDS Regional Support Teams in the context to the COVID-19 crisis;</li> <li>• One-on-one and group counselling sessions are provided for staff and their family members; psychological first aid is being provided following major life stressors such as the death of loved ones, confirmed COVID-19 cases, and domestic violence;</li> <li>• Secretariat staff were surveyed on their experience of teleworking in the context of the COVID-19 and invited to identify support needs; responses informed management actions and subsequent all-staff communications;</li> </ul>	<ul style="list-style-type: none"> <li>• Continue periodic staff wellbeing surveys in the context of the COVID-19 pandemic;</li> <li>• Establish a task force to advise the Staff Counsellor and senior management, and support the elaboration of a staff mental health and wellbeing strategy aligned with the UN system strategy (timelines to be determined in light of the evolving COVID-19 pandemic and response);</li> <li>• Administer comprehensive staff survey by the first quarter of 2021 to assess wellbeing at work; analyze the data and develop specific proposals to address the findings.</li> </ul>

<sup>4</sup> This reformulated action consolidates elements of the Management Action Plan that are focused on protecting and promoting staff mental health and wellbeing. Reference to recruiting a staff well-being adviser has been removed from the description as this has been fully implemented.

			<ul style="list-style-type: none"> <li>• Planning is underway for a broader joint UN survey to assess the impacts of the COVID-19 pandemic on staff health and wellbeing, administered by a professional firm that will perform the work on a <i>pro bono</i> basis.</li> </ul>	
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**B. Status of other Management Action Plan activities and deliverables (by action area)**

**1. Staff at the centre: ensuring dignity at work, upholding the duty of care, and investing in staff well-being**

Status	Action	Timeline <sup>5</sup>	Progress	Next steps, key milestones
●	Expand implementation of the Dignity at Work Adviser programme, building knowledge of rights at work, promoting mental health and well-being, addressing bullying and harassment, and fostering an inclusive workplace culture	<i>Induction workshop for second cohort of advisers towards the end of 2019, with revised content to incorporate lessons learnt</i>	<ul style="list-style-type: none"> <li>• Advisers met virtually with the Executive Director and Deputy Executive Director, Management and Governance <i>a.i.</i> to share the group's experience and discuss how they can contribute to transforming UNAIDS' organizational culture;</li> <li>• Ongoing monthly coordination calls take place to exchange experience and build knowledge among Advisers;</li> <li>• Advisers are providing peer support and referral to information and services in the context of the COVID-19 pandemic and related measures.</li> </ul>	<ul style="list-style-type: none"> <li>• Advisers will be engaged in the Gender Action Learning process, identifying opportunities to promote staff engagement and integrate the development of a UNAIDS values charter (civility code) into this broader culture change process;</li> <li>• Stocktaking/skills-building workshop for current Dignity at Work Advisers, and induction workshop for an additional 20 Advisers, deferred in the context of the COVID-19 epidemic and response, and in anticipation of the Gender Action Learning process.</li> </ul>
●	Implement tailored pre-deployment and in-post induction briefings, support and training; provide all staff members with information about their rights at work (e.g. conditions of service; allowances and benefits;	<i>By the end of 2019</i>	<ul style="list-style-type: none"> <li>• Intensive work was undertaken to produce and communicate policy guidance in the context of the COVID-19 pandemic and response; a dedicated intranet page was established with information resources; webinars were held on support services available to staff; all-staff global townhall</li> </ul>	<ul style="list-style-type: none"> <li>• Continue regular internal communications and awareness raising about UNAIDS policies, procedures and support services available to staff;</li> <li>• Revise the UNAIDS intranet to make information more easily</li> </ul>

<sup>5</sup> As presented in June 2019, *Update on progress in the implementation of the Management Action Plan* (UNAIDS/PCB (44)/19.6). Subsequent updates to the PCB will reflect revised timelines, as indicated here in the "Next steps, key milestones" column.

	grievances and appeals) and the services available to them in the case of a major life event (e.g. living with chronic illness, including HIV; having a child; managing caregiving responsibilities for ill or ageing parents; bereavement; returning to work following parental leave or long-term sick leave)		<p>meetings reinforced key information and messages; the Executive Director has emphasized in a communication to managers the importance of their duty of care responsibilities.</p> <ul style="list-style-type: none"> <li>The “Compass” information handbook for staff on support services and key offices was updated and is in production at the time of this update.</li> </ul>	accessible; produce policy summaries to make information about conditions of service more easily understandable.
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## 2. Senior management: accountability and capacity-building

Status	Action	Timeline	Progress	Next steps, key milestones
●	Put in place a consolidated delegation of authority framework (human resources and financial authorities); provide enhanced training for staff members on internal governance and responsibilities within delegated authorities; and provide staff members with a list setting out the authority and responsibilities delegated to them	<p><i>Launch of revised framework in the third quarter of 2019</i></p> <p><i>Briefings for staff members in the fourth quarter of 2019</i></p> <p><i>Expanded electronic approvals and reduction in paper-based procedures by the third quarter of 2020</i></p>	<ul style="list-style-type: none"> <li>Policy on Delegation of Authority reviewed and approved by Cabinet;</li> <li>Electronic signature mechanism implemented for clearance and approval of internal documents (implementation was fast-tracked in the context of the COVID-19 response and teleworking arrangements);</li> <li>Revised delegations of financial authority for country and regional offices implemented in May, increasing decision making that is closer to country operations, enhancing accountability and empowering staff and managers; the Department of Planning, Finance and Accountability, together with regional operations officers, are briefing affected staff members on the updated financial thresholds and responsibilities, and closely supporting and monitoring implementation;</li> <li>Delegations of authority for human resources matters mapped and reviewed; work underway to progressively move responsibility and accountability for a large</li> </ul>	<ul style="list-style-type: none"> <li>Continue to introduce electronic clearance and approval processes – streamlining and simplifying, facilitating oversight, and overall enhancing accountability;</li> <li>Progressively introduce human resources business partner capacity in the Regional Support Teams (third quarter 2020 through 2021), supporting the shift of responsibility and accountability to Regional level for recruitment and selection of most locally-recruited staff in the field;</li> <li>Continue to provide trainings and briefings to staff members acquiring new responsibilities in the context of increased delegations of authority, so that they are fully aware of their accountabilities and relevant policies and procedures;</li> <li>Implement electronic clearance of reimbursements for residential</li> </ul>

			<p>proportion of locally-recruited staff selections to the regional level;</p> <ul style="list-style-type: none"> <li>Platform developed for electronic approval of quarterly travel plans.</li> </ul>	<p>security measures (MORSS) for eligible colleagues in regional and country offices;</p> <ul style="list-style-type: none"> <li>Further optimize delegations of authority in the context of broader organizational change and realigning the Secretariat's structure in 2021.</li> </ul>
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### 3. Systems: strength and transparency

Status	Action	Timeline	Progress	Next steps, key milestones
●	Design and implement a new model of operational support and routine inspection visits for all offices (field and headquarters), assessing compliance with policies and procedures, staffing levels and profiles, and staff well-being at work, with a view to strengthening results	<p><i>Model designed in the first quarter of 2020</i></p> <p><i>Inspection visits initiated in the second quarter of 2020</i></p>	<ul style="list-style-type: none"> <li>Operational support in this recent period has focused, by necessity, on the COVID-19 pandemic and response; the Executive Director and Cabinet have emphasized the importance of staff wellbeing and the duty of care responsibilities of managers, including the need for flexibility and support in response to individual circumstances;</li> <li>An internal COVID-19 Emergency Response Team, chaired at the Cabinet level, was established and continues to meet to review the evolving pandemic and consequences for UNAIDS' work, putting in place measures to support and protect staff, and ensure business continuity; the Deputy Executive Director, Management and Governance <i>a.i.</i>, has met virtually with all Regional Support Teams to review their operational arrangements and needs;</li> <li>Business Continuity Plans were updated and reviewed for all UNAIDS offices in the context of the COVID-19 pandemic and response;</li> <li>The Information and Communications Technology support team has enhanced</li> </ul>	<ul style="list-style-type: none"> <li>Continue to closely support offices to implement appropriate operational arrangements in the context of the COVID-19 pandemic and response;</li> <li>Maintain Business Continuity Plans on an ongoing basis, beyond the context of COVID-19, moving these to an internal electronic platform to facilitate updating and oversight;</li> <li>When conditions allow (date to be determined), convene regional operations advisers, human resources management, and information technology and security adviser to review and elaborate a new support model, in consultation with UNAIDS Country Offices, Regional Support Team Directors, UNAIDS Secretariat Staff Association, and support entities, e.g. Staff Counsellor, Ombudsman, Internal Oversight Services;</li> <li>Optimize operational support to UNAIDS' offices in the eventual</li> </ul>

			<p>training and support to Secretariat staff, including in the context of teleworking; IT security has been enhanced multi-factor authentication for accessing UNAIDS systems was implemented;</p> <ul style="list-style-type: none"> <li>• Practical tips on returning to on-site working has been sent to all offices, drawing upon experience of UNAIDS Country Offices in China and Viet Nam; a handbook was published for Geneva (“Safely back to UNAIDS headquarters”) to guide the first phase of voluntary return;</li> <li>• The Department of Planning, Finance and Accountability has enhanced its support to offices follow up to internal audit findings and recommendations; the Secretariat has maintained 100% implementation of external audit recommendations, and was commended again this year by the external auditors for preparing quality financial statements which warranted the issuance of an unmodified opinion.</li> </ul>	<p>realignment of UNAIDS’ structure, ensuring that appropriate capacity is in place to support an enabling working environment for all staff, and ensure decision makers in countries and regions are appropriately supported to exercise their delegated authority.</p>
●	<p>Adopt and enforce a strengthened framework on preventing and addressing all forms of harassment, abuse and discrimination; and strengthen whistleblowing and protection against retaliation policy<sup>6</sup></p>	<p><i>Consultation process and adoption of UNAIDS policy in the third quarter of 2019</i></p> <p><i>Awareness-raising campaign on the new policy and its provisions by the end of 2019</i></p>	<ul style="list-style-type: none"> <li>• Cabinet has reviewed the draft UNAIDS policy on the prevention of harassment, sexual harassment, discrimination and abuse of authority, in the context of UN best practice and agreed model definitions;</li> <li>• The Executive Director has requested the Department of Human Resources Management to lead a process of open consultation and dialogue with staff, towards finalizing the policy and closely connecting the policy with the values and principles of UNAIDS.</li> </ul>	<ul style="list-style-type: none"> <li>• In the context of the Gender Action Learning programme, launch a dialogue with relevant stakeholders on the policy, and invite external review, using this process to build shared expectations of inclusive, respectful behaviour across the Secretariat;</li> <li>• Publish final policy and supporting resources (including the UNAIDS values charter / civility code referred to above) by third quarter 2020.</li> </ul>

<sup>6</sup> This action has been updated and expanded, replacing the previous formulation which focused on the policy. (“Adopt and enforce a strengthened policy prohibiting all forms of harassment, abuse and discrimination; and strengthen whistleblowing and protection against retaliation policy.”)



●	Establish a service-level agreement and other improved standards to ensure good quality and timely investigative services from the WHO Internal Oversight Services, upholding due process	<i>Discussions with WHO Internal Oversight Services under way</i>	<ul style="list-style-type: none"> <li>• The Secretariat continues close day-to-day work with WHO offices providing support to UNAIDS and its activities and operations;</li> <li>• The Secretariat has reviewed its corporate legal service needs and will be further strengthening internal capacity as well as updating its arrangements with the WHO Office of Legal Services.</li> </ul>	<ul style="list-style-type: none"> <li>• The Secretariat, in close coordination with WHO Internal Oversight Services, will continue to explore the use of external investigation services and other modalities to expedite the completion of investigations and enhance service levels in this area.</li> </ul>
●	Strengthen the ethics function in line with the Independent Expert Panel recommendations and the United Nations Joint Inspection Unit recommended best practices	<i>Assess options and develop recommendations in the third quarter of 2019</i>	<ul style="list-style-type: none"> <li>• The Executive Director reviewed the analysis and recommendations reflecting JIU recommended best practices, and has begun implementation of actions to strengthen the independence of the Ethics Office. This includes locating the standalone office in the wider Executive Office, reporting to the Executive Director through the Chief of Staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate recruitment process for the Director of the independent Ethics Office; target start date: second quarter 2021;</li> <li>• The duly-constituted independent Ethics Office will provide its reports directly to the PCB beginning in June 2021, under the agenda item on organizational oversight reports.</li> </ul>
●	Improve access of staff members to ombudsman and mediation services	<i>Explore ways of improving access of staff members to ombudsman and mediation services in the second half of 2019</i>	<ul style="list-style-type: none"> <li>• The Executive Director met virtually with the Ombudsman Office; Human Resources Management continues its regular day-to-day engagement with the Office, facilitating support to individuals and teams, and maintaining an open dialogue on possible systemic issues requiring attention, or situations needing early management action to prevent escalation of conflict;</li> <li>• The Ombudsman Office participated in an all-staff webinar on support services available to staff, increasing the visibility of the office, and overall promoting conflict prevention and resolution.</li> </ul>	<ul style="list-style-type: none"> <li>• Build on the preparatory discussions for the all-staff webinar, to elaborate clear working methods and collaboration across key offices advising and supporting staff (e.g. Ethics, Staff Counsellor, Human Resources Management, Ombudsman, Staff Association).</li> <li>• Continue engagement with Dignity at Work Advisers on signposting colleagues to Ombudsman services, among other offices and sources of support.</li> </ul>
●	Examine options for establishment of an external and independent investigation, disciplinary and redressal system, and work	<i>Ongoing discussions within the Chief Executive Board Task Force on</i>	<ul style="list-style-type: none"> <li>• UNAIDS senior management contributes views and experience to discussions within the Chief Executive Board Task Force on addressing sexual harassment,</li> </ul>	<ul style="list-style-type: none"> <li>• In the broader context of UN management reform, advocate and build support for a new mechanism that is accessible, is appropriately</li> </ul>

	with key stakeholders, including survivors, and other interested United Nations entities to pursue that goal. Raise these issues and build support in United Nations systemwide management platforms (Human Resources Network, High-level Committee on Management, Chief Executive Board)	<i>addressing sexual harassment, the Human Resources Network, and the High-level Committee on Management</i>	the Human Resources Network, and the High-level Committee on Management.	resourced, consistently upholds agreed standards, and has the confidence of staff members and other personnel; <ul style="list-style-type: none"> <li>Contribute to any eventual inter-agency discussions on the forthcoming report of the UN Joint Inspection Unit on the state of the investigation function in UN system organizations.</li> </ul>
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#### 4. Performance management and career development

Status	Action	Timeline	Progress	Next steps, key milestones
●	Review and redesign the staff mobility policy, and workforce planning and career development modalities	<p><i>Commence consultations on proposed revisions to mobility policy in the third quarter of 2019</i></p> <p><i>Commence review of workforce planning and career development modalities at the end of 2019</i></p>	<ul style="list-style-type: none"> <li>An internal working group, including representation from the Staff Association, reviewed the report and recommendations of the external consultant, as well as broad staff inputs gathered through a survey and focus groups, and made recommendation for a modernized UNAIDS mobility programme;</li> <li>The 2020 Mobility exercise was implemented based on strengthened application of the current policy, with enhancement to elements of the process (e.g. waiver application forms, instructions) for greater clarity, transparency and standardization;</li> <li>UNAIDS Country Directors were selected for vacant positions based on their performance through a robust assessment centre process as well as subsequent interviews for specific positions (see further details below).</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet review of recommendations for strengthening mobility, ensuring that UNAIDS retains required specialist knowledge, while enabling staff members to serve and grow in different roles, overall enhancing the versatility and flexibility of the workforce;</li> <li>Publish new policy and procedures in 2020 and ahead of the 2021 mobility exercise;</li> <li>Prepare for the realignment of UNAIDS' structure following the approval of a new strategy, to optimize the deployment of staff skills and capacity towards best supporting countries and communities to achieve their 2030 goals.</li> </ul>
●	Implement upward feedback from staff members in management appraisals of	<i>Initial phase implemented; to be</i>	<ul style="list-style-type: none"> <li>Building on the 2018/2019 pilot exercise, 180-degree evaluation has been expanded to include all managers with 6</li> </ul>	<ul style="list-style-type: none"> <li>Implement a revised performance management framework, focused on promoting a culture of ongoing</li> </ul>

	staff at director level or higher to better assess their competency in managing people and promote mutual accountability	<i>expanded through phased approach</i>	<p>or more supervisees, as well as all managers at a D-1 level or higher, with the aim of increasing managerial accountability as well as providing a valuable developmental tool;</p> <ul style="list-style-type: none"> <li>• Performance management webinars were offered to all staff, covering topics such as awareness and avoidance of bias, effective conversations, respectful workplaces and psychological safety.</li> </ul>	<p>feedback between managers and supervisees; emphasize the importance of communicating, documenting and recognizing excellence.</p> <ul style="list-style-type: none"> <li>• Explore the introduction of a peer-led awards and recognition programme to recognise outstanding individual and team contributions to delivering on UNAIDS' mandate;</li> <li>• Design and implement 360 degree assessments for managers, focused on desirable behaviours articulated in the eventual UNAIDS values charter / civility code, and overall leadership competencies that are most relevant to the Secretariat; assessments will be used to define developmental plans and focused coaching activities.</li> </ul>
●	Expand investment in staff development and increase collaboration within and across functional and geographical groupings, across all categories of staff (nationally and internationally recruited); diversify sources of mentoring and coaching (i.e. beyond the direct supervisor)	<i>Discuss in the third quarter of 2019 within the senior management team, in the context of planning and taking forward the 2020–2021 workplan</i>	<ul style="list-style-type: none"> <li>• A management and leadership coaching programme has been implemented (further details below);</li> <li>• A UN reform learning package has been developed, comprising an online, self-paced certification course, moderated webinars and regional workshops, supporting staff to deepen knowledge and skills related to the development and implementation of UN Sustainable Development Cooperation Frameworks;</li> <li>• Planning is underway for an enhanced orientation programme for new staff, orientation modules for staff on mobility and reassignment, and courses focusing on inclusive leadership, ethics and cultivating a respectful workplace.</li> </ul>	<ul style="list-style-type: none"> <li>• Support broad staff engagement in the Gender Action Learning process, creating space for critical reflection and building a learning culture rooted in feminist principles of equality, justice and non-violence; through participatory processes, staff will build a transformed organizational culture that enhances the quality of our work and internal collaboration, and furthers UNAIDS' mission, vision and goals;</li> <li>• Implement UN reform skill building workshops that advance strategic learning and development objectives for UNAIDS' workforce in the context of the new UNAIDS</li> </ul>

				strategy, deepening the skills, knowledge and behaviours that are of highest value to communities and countries in pursuing their Agenda 2030 goals.
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### 5. Progress monitoring: the impact of change

Status	Action	Timeline	Progress	Next steps, key milestones
●	Conduct a professional annual survey of staff members on their perceptions and experiences of the working environment and their trust in senior management, with follow-up briefings and tailored coaching for offices and teams	<i>First survey in the first quarter of 2020, and then to be conducted on an annual basis</i>	<ul style="list-style-type: none"> <li>Based on review of experience in other UN entities, a contract was established with a widely-used provider of staff engagement surveys and analysis in the UN system, offering the possibility of benchmarking UNAIDS' survey results against other entities; planning is underway for the survey.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize the survey design and implementation plans through an inclusive process involving senior management and the Staff Association; target date for administering the survey: first quarter of 2021;</li> <li>Review findings and follow up results, including through team coaching and support, within the context of the Gender Action Learning process.</li> </ul>
●	Continue monitoring and publicly reporting on progress and challenges against the targets of the UNAIDS Gender Action Plan	<i>Ongoing</i>	<ul style="list-style-type: none"> <li>The Gender Action Plan Challenge Group is convened regularly to promote accountability and staff engagement;</li> <li>Feature stories are published internally to showcase staff who are champions for gender equality and diversity in their work;</li> <li>Planning is underway for the next edition of the UNAIDS Leadership Programme for Women, convened in partnership with the UN System Staff College.</li> </ul>	<ul style="list-style-type: none"> <li>Update the Gender Action Plan in the context of the Gender Action Learning process, with the active engagement of the Challenge Group;</li> <li>Re-initiate reporting on progress and challenges;</li> <li>Reinforce, broaden and look to integrate other UN system-wide imperatives to strengthen diversity and inclusion, such as including implementation and reporting on the UN Disability Inclusion strategy;</li> <li>Align learning objectives of the UNAIDS Leadership Programme for Women with organization-wide feminist principles of leadership.</li> </ul>

### C. Management Action Plan elements that have been fully implemented

The following elements are fully implemented and have been mainstreamed vis-à-vis the Secretariat's internal capacity, policies and processes:

Action	Status	Next steps
Use assessment centres for the recruitment of staff members with supervisory responsibilities, incorporating expanded methods and tools to assess candidates on UNAIDS values and technical and managerial competencies, and taking into account lessons learnt in the pilot	<ul style="list-style-type: none"> <li>A fully-fledged assessment centre was run in December 2019, in partnership with other United Nations entities, and included a focus on competencies related to managing people and promoting an inclusive working environment.</li> <li>12 UNAIDS Country Director positions were filled from the assessment centre roster (10 internal and two external candidates; eight women, four men).</li> </ul>	<ul style="list-style-type: none"> <li>Following positive feedback on the UCD assessment centre process, the programme will be expanded so that all shortlisted candidates for Director-level positions will go through the same process (or a similar 'virtual' assessment centre); all internal participants will be offered the opportunity to participate in the UNAIDS coaching programme, further developing their skills and addressing any competency gaps that were identified in the assessment process.</li> </ul>
Offer management and leadership coaching to strengthen understanding and demonstration of desired behaviours to midlevel and senior staff members in the organization, and to more junior staff (across categories) who are seeking opportunities to lead teams	<ul style="list-style-type: none"> <li>41 staff members participated in the coaching programme in 2019, comprised of four individual coaching sessions over a period of six months.</li> <li>41 coaches were available to UNAIDS staff, selected based on diverse criteria including UN experience, specialty, language and location, with a view to ensuring broad geographic representation and gender balance. To promote fit, participants were invited to select their coach based on their individual learning needs through the SelectMyCoach platform – a bespoke online tool.</li> </ul>	<ul style="list-style-type: none"> <li>Take stock of staff experience and results of the coaching programme, and revise based on lessons learned;</li> <li>Link and define coaching activities and objectives based on a 360 assessment on desirable behaviours articulated in the eventual UNAIDS values charter / civility code and leadership competencies that are relevant to current organizational context.</li> </ul>
Publish anonymized summaries to all staff members describing disciplinary action taken by management and other accountability measures; and analyse requests for administrative review and other internal justice processes	<ul style="list-style-type: none"> <li>The second annual summary of UNAIDS administrative review statistics and internal justice disciplinary actions has been developed and shared with all staff members; it is provided as a Conference Room Paper to the PCB, accompanying the update on Strategic Human Resources Management Issues.</li> </ul>	<ul style="list-style-type: none"> <li>Continue producing and publishing these reports on an annual basis, and issue periodic updates to staff, as relevant, between annual communications.</li> </ul>
Use United Nations common services for job classification and reference checking (OneHR service centre), and ClearCheck screening database to avoid hiring or rehiring people who	<ul style="list-style-type: none"> <li>OneHR services are being used by UNAIDS since April 2019 on a fee-for-service basis.</li> <li>ClearCheck database routinely consulted in the process of hiring external applicants.</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate Memorandum of Understanding with OneHR.</li> </ul>

<p>have left United Nations posts due to misconduct</p>		
<p>Deepen the strong partnership with the Staff Association, enhancing data-driven staff engagement approaches and responding to staff needs and priorities</p>	<ul style="list-style-type: none"> <li>• Senior management and the Staff Association continue to have regular and constructive dialogue on key issues affecting staff and the organization; the Executive Director has continued to engage with the Staff Association Executive Committee;</li> <li>• The USSA Chair participates in key consultative and advisory bodies within UNAIDS; the USSA has also participated in the internal task force supporting the Secretariat’s operational response to COVID-19 and support to staff;</li> <li>• There is ongoing close collaboration on priority initiatives such as the Dignity at Work Adviser programme;</li> <li>• The 50% release time of the USSA Chair continues to be backfilled.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue regular engagement and dialogue, including to review the results of the 2020 annual staff association survey, and develop and take forward the UNAIDS staff mental health and wellbeing strategy.</li> </ul>
<p>Enable interested staff members to devote a portion of their work time to time-limited initiatives and priority processes, consultative bodies and other internal platforms that promote dialogue, collaboration and innovation to maximize UNAIDS’ collective results<sup>7</sup></p>	<ul style="list-style-type: none"> <li>• The Executive Director has created opportunities for wide staff engagement in supporting the strategy development process. An internal application process was launched, inviting applications from staff across country, regional, country and liaison offices. A group of 20 colleagues was selected by the Cabinet, building a virtual team that will dedicate up to 30% of their working time towards supporting the process.</li> <li>• Staff remain highly committed to UNAIDS and its success, and regularly contribute to the organization beyond their core work objectives, including key initiatives and internal constituency bodies (e.g. UN Plus, Young UN, UN-GLOBE);</li> <li>• Elected staff representatives have a 10% release for the performance of their functions, in line with the Agreement on Cooperation between the USSA and UNAIDS management.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to promote opportunities for staff to contribute to change initiatives and reinforcing a vibrant, inclusive organizational culture, as well as support time-limited initiatives and organizational priorities. While no longer being taken forward as a “10% initiative”, the overall approach reflects the key principles and objectives of the Management Action Plan – enhancing staff engagement and enabling the organization, in modern, nimble ways, to fully benefit from the diversity of knowledge, skills and experience across the Secretariat.</li> </ul>

<sup>7</sup> Language has been updated and replaces the following action: “Enable interested staff members to devote up to 10% of their work time to build knowledge and strengthen collaboration and innovation to maximize UNAIDS collective results.”

<p>Make the Action Plan a standing agenda item on senior management team and regional management meetings to assess progress and challenges, and provide strategic leadership and focus to implementation efforts, with staff informed of key outcomes and decisions from each meeting</p>	<ul style="list-style-type: none"> <li>• The Executive Director and Cabinet have been closely engaged in guiding the ongoing implementation and evolution of the Management Action Plan, and various elements and deliverables have featured on regular Cabinet meetings, or have been the subject of stand-alone meetings. This includes deepening the work on culture transformation in the Organization, and ensuring that everything from policies, to townhall meetings, to management communications, reinforce clear expectations for inclusive behaviours in our day-to-day work, value and promote staff wellbeing, and overall create the workplace conditions that maximize our positive impact for communities and countries;</li> <li>• As noted above, dedicated capacity has been deployed to strengthen internal communications and staff engagement, and new tools and platforms have been launched.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing communication from Cabinet to staff on implementation of various deliverables of Management Action Plan, as an important component of a wider, comprehensive change agenda, and inviting engagement in specific initiatives;</li> <li>• The Gender-Action Learning process outlined above will provide a platform for staff engagement and leadership from senior management, infusing feminist leadership principles across policies, processes and the day-to-day work of the organization, transforming the work culture and strengthening our results.</li> </ul>
<p>Engage with the PCB on its strengthened monitoring and guidance on strategic human resources management issues, including preventing and addressing bullying, harassment, sexual harassment, discrimination and abuse of authority</p>	<ul style="list-style-type: none"> <li>• The current session of the PCB introduces a new agenda item on organizational oversight reports;</li> <li>• The update on strategic human resources management issues includes Conference Room Papers providing administrative review statistics and summaries of internal justice disciplinary actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage the PCB through reporting on implementation of the Management Action Plan, and follow up to the report and recommendations of the Joint Inspection Unit review of the management and administration of UNAIDS, as part of a broader, unified organizational change agenda.</li> </ul>