
Update on Strategic Human Resources

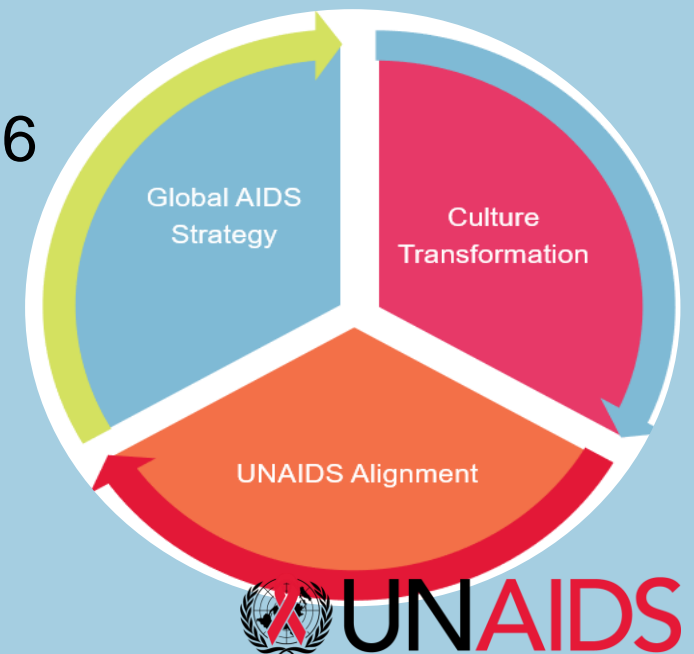
48th PCB Meeting

Alison Holmes, Director HRM

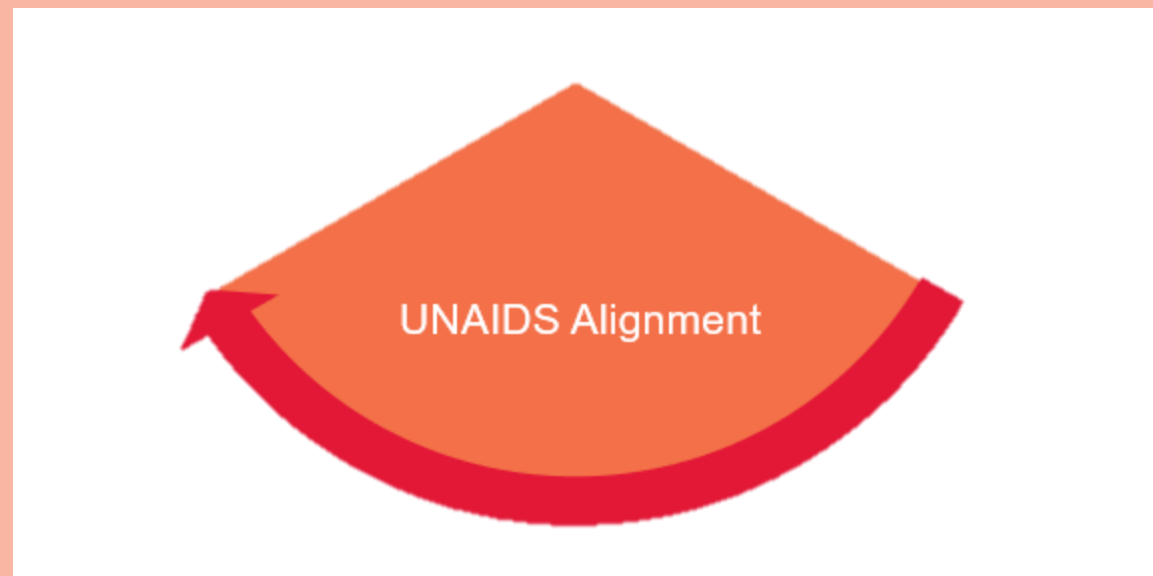


Context

- Continuing COVID-19 Pandemic
 - Adapting to different ways of working
 - Staff wellbeing - utmost priority
 - Actions: reimbursement of mobile data costs for national staff; flexible work arrangements; RST 'check-in' meetings; wellbeing pulse checks
- Synchronous change processes
 - Global AIDS Strategy 2021-2026/UBRAF 2022-2026
 - Alignment
 - Culture Transformation
 - Management Action Plan



Alignment



Objectives of alignment exercise

UNAIDS is

- Aligned with the AIDS Strategy and achieving high impact;
- Financially sustainable and more cost effective;
- Diverse and inclusive and therefore legitimate and credible;
- A knowledge driven Secretariat, optimizing world-wide expertise and staff through the use of digital technologies in its work;
- Aligned with the UN Reform, principally within its work on pandemic preparedness.

Process led by dedicated coordinator and diverse Alignment Task Team, with small secretariat and communications support

Alignment process – to date

- Staff engagement:
 - Monthly townhalls and bi-monthly updates to all staff
 - Listening sessions (500+ staff)
 - Questionnaire on the alignment (287 respondents)
 - Focus group discussions (247 participants)
 - Team consultations (all teams)
- Country configurations: tool to profile and classify countries based on the country response and capacity gaps
- SLT Working Group constituted and deliberating

Alignment process – next steps

July

- Agree high level structure and share with staff
- SLT members to translate into detailed organigramme

Autumn

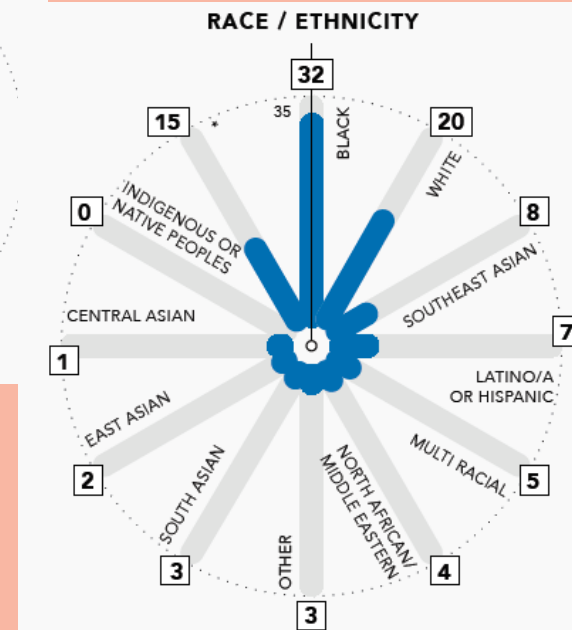
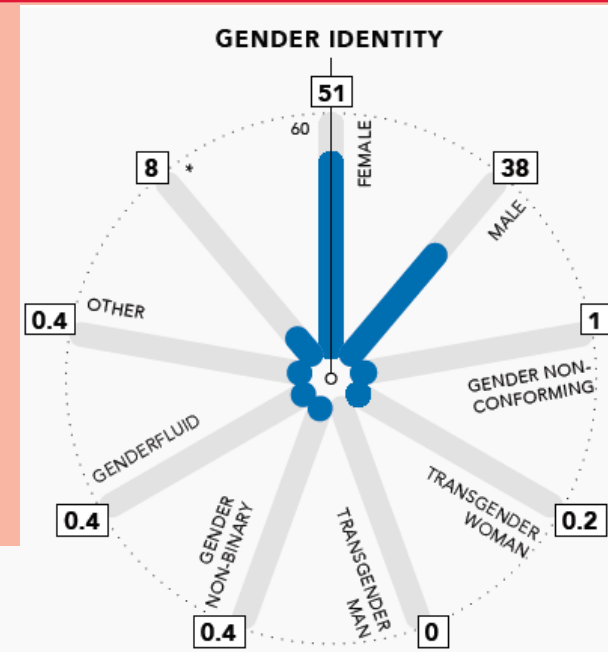
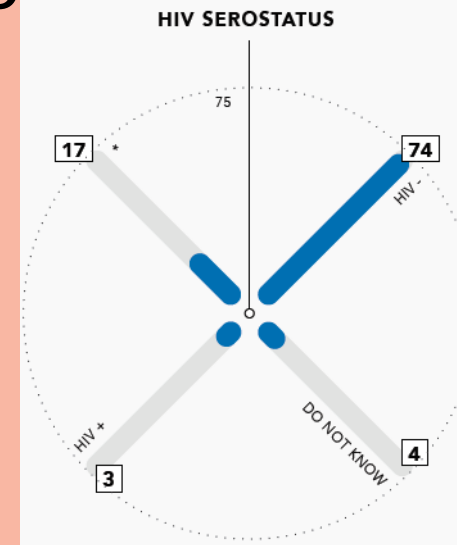
- Positions classified and staff notified by HRM on individual outcomes
- Compendium published and staff invited to apply to positions
- Staff placed against positions in Compendium
- Re-training, re-skilling as necessary
- Reassignment process commences

HRM: support to alignment

- Implementation guidelines
- Alignment Staffing Committee
- Support to affected staff (\$5,000)
- Additional staff wellbeing capacity
- Three regional HR business partner positions established
- Memorandum of Understanding with WHO Service Centre in Kuala Lumpur

Diversity of UNAIDS staff

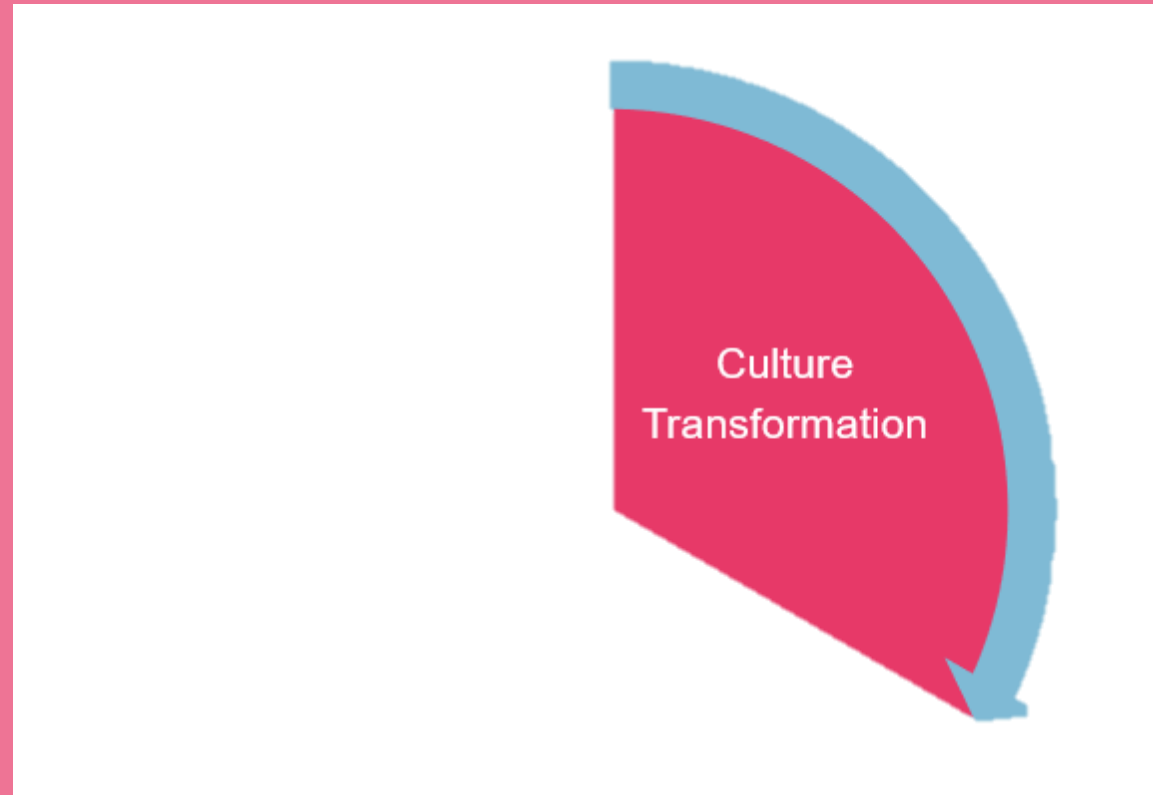
- Advancing gender parity: 48% of UCDs are now women (overall – 54%)
- More nuanced understanding of workforce composition
 - gender identity,
 - race/ethnicity,
 - HIV serostatus,
 - sexual orientation, and
 - disability.



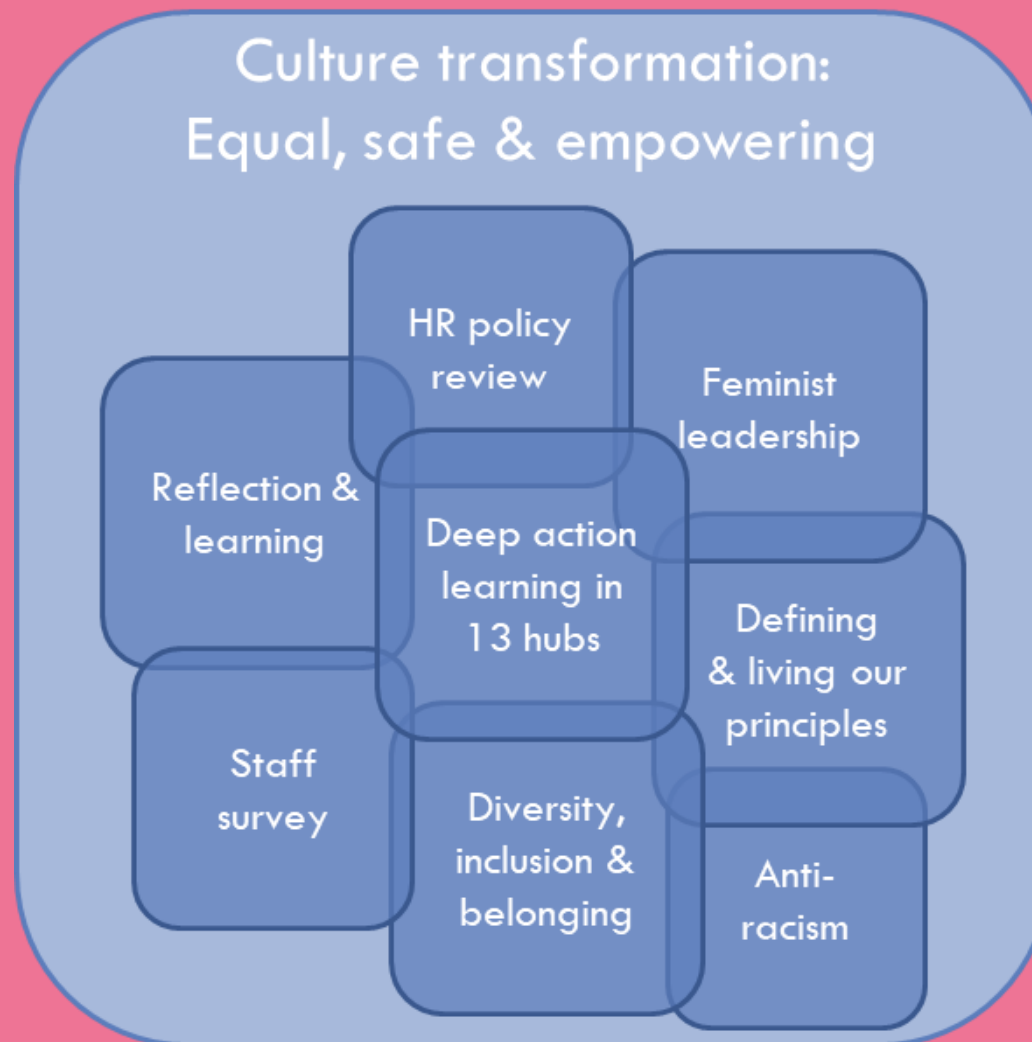
HRM initiatives related to alignment

- Delegations of authority framework
- Matrix management guidelines
- HR Dashboards
- UCD Assessment Centre + more rigorous selection approach for director-level positions
- Moving beyond binary reporting

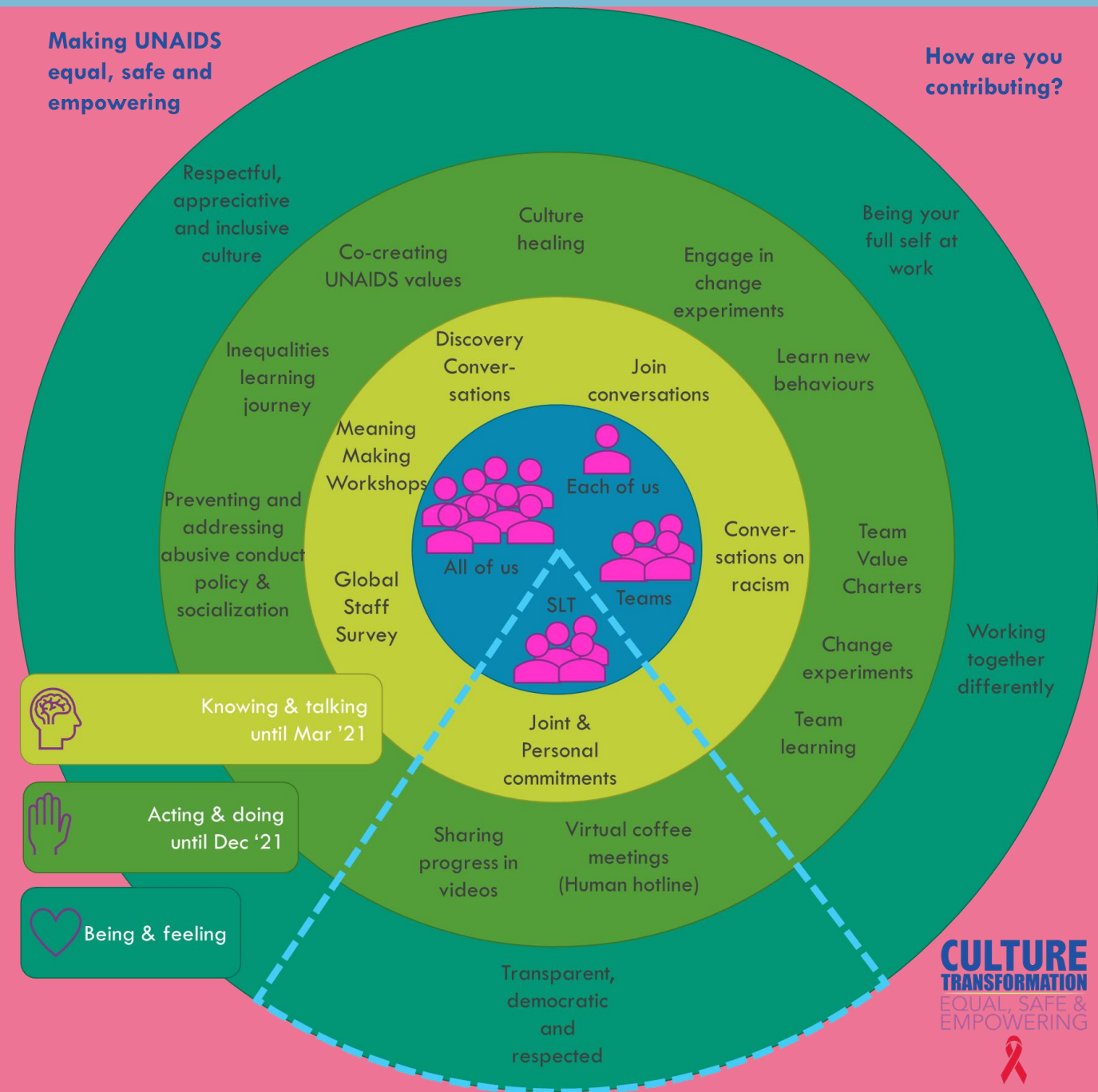
Culture Transformation process



Elements of Culture Transformation process



Stages of Culture Transformation process



Culture Transformation - related initiatives

- Review of HR policies
- New recruitment policy – including greater delegation to regional offices and enhanced provisions for national staff
- New policy on Preventing and Addressing Abusive Conduct, & socialization campaign
- Executive Coaching Programme included 360-degree feedback
- Capacity building programme for UCDs/UCMs
- Elimination of numeric ratings in performance management

Global Staff Survey results

- First benchmarked UNAIDS global staff survey in more than a decade
- Staff experience with their direct supervisors is positive.
- Staff indicated a much stronger understanding of how to report harassment and abuse, well above our peer group average.
- However, staff mentioned abuse of power, harassment and concerns about reporting
- Perceived lack of transparency of, and low confidence in the Senior Leadership Team
- Some groups within UNAIDS experience the organization more negatively than others

Administration of Justice

- Conference room papers on Administration of justice cases and disciplinary and other corrective action
 - 7 Administrative Review requests received (compared to 15 in 2019)
 - 4 challenged before Global Board of Appeal
 - 12 new appeals submitted to GBA (compared to 15 in 2019),
 - In 2020, UNAIDS concluded 1 disciplinary proceeding which led to the imposition of disciplinary measures and 1 case of irregular behaviour
- MOU with WHO IOS for provision of investigation services to UNAIDS

The path ahead

- Alignment implementation
- New policy and approaches to recruitment and mobility
- Mid-term evaluation of Gender Action Plan - implementation
- Evaluation of policy and approach to flexible working
- UNAIDS Secretariat People (HR) Strategy