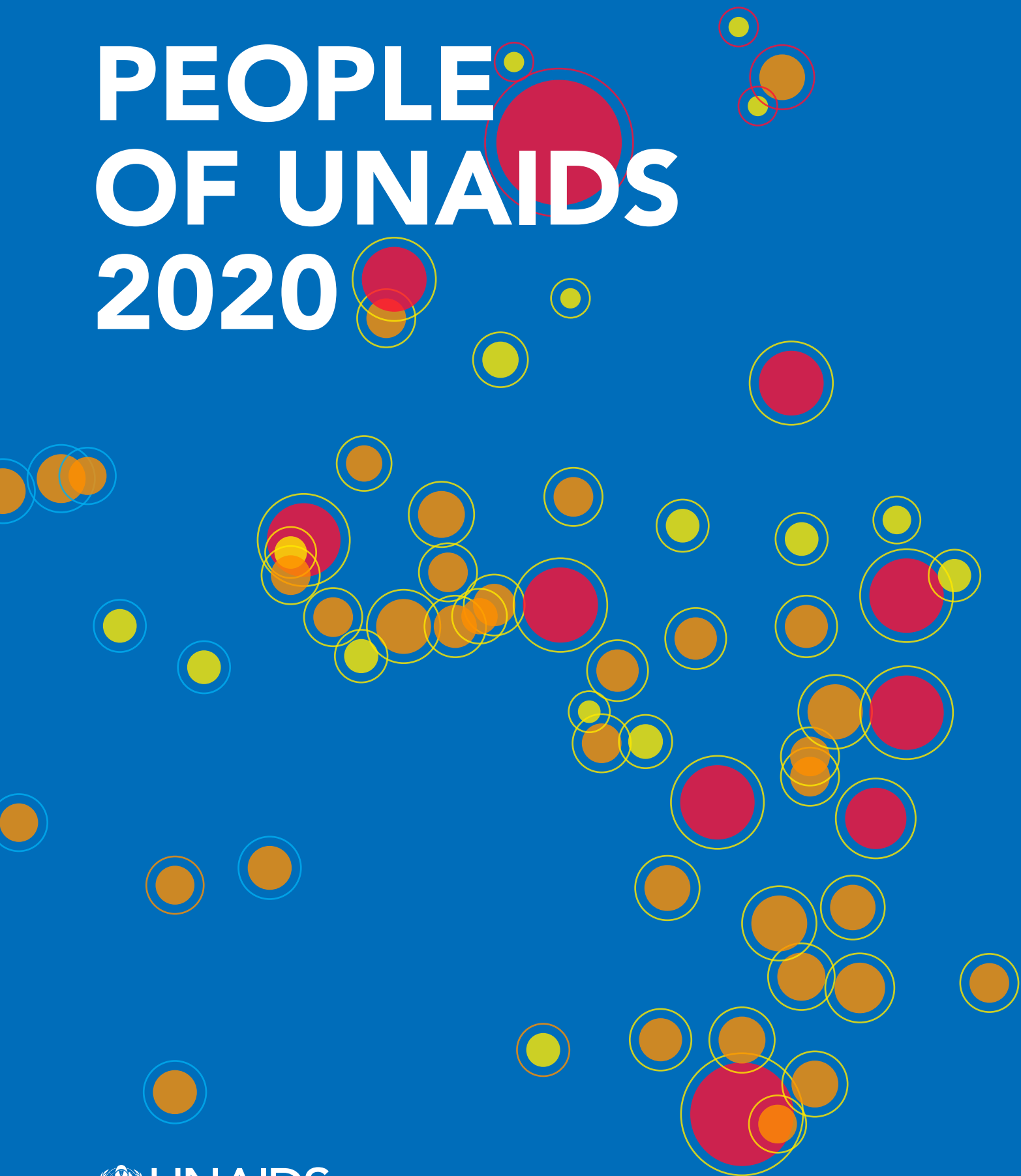


Update on human resources management issues

People of UNAIDS 2020

PEOPLE OF UNAIDS 2020

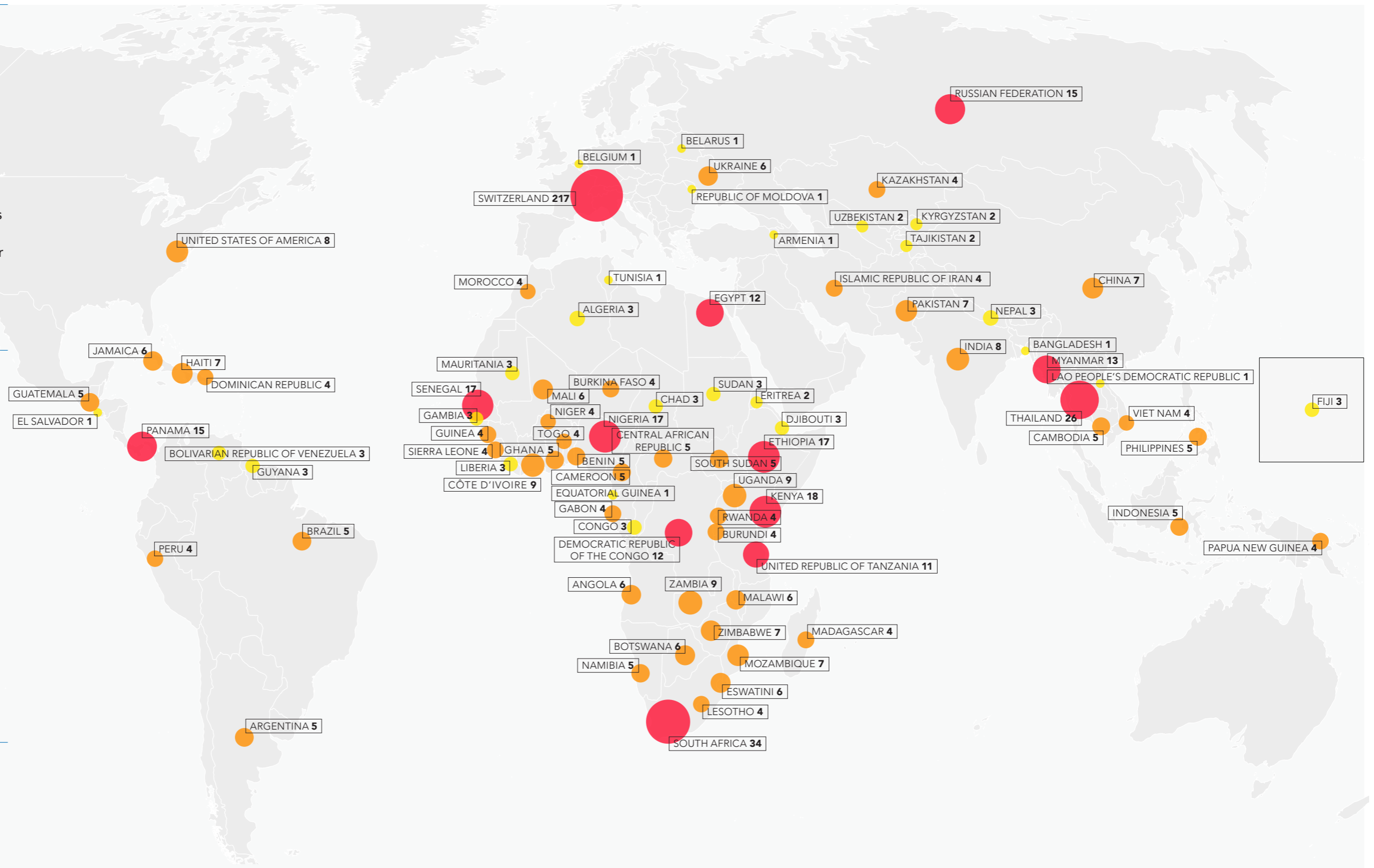


PEOPLE OF UNAIDS 2020

INTRODUCTION

This summary report of data on the UNAIDS Secretariat’s workforce has been developed by the Human Resources Management (HRM) Department. It is updated each year to demonstrate progress in terms of important metrics, such as workplace diversity. Most of the tables and charts reflect the status of the workforce as at 31 December 2020 unless otherwise specified. Where possible, comparative data from previous years are provided.

WORLD MAP
WHERE WE ARE
→

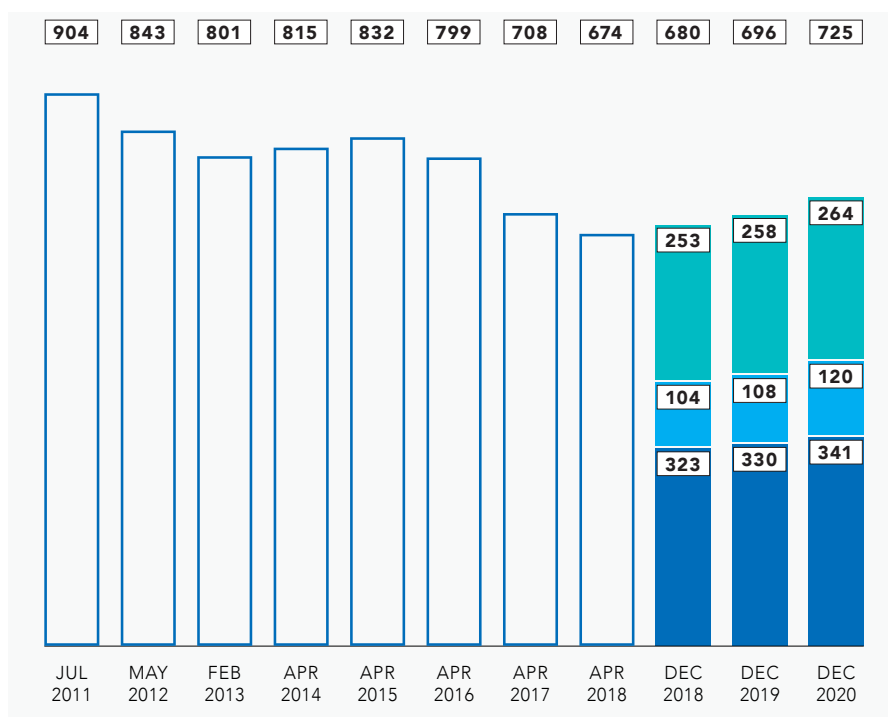


725
TOTAL STAFF

STAFFING

Following two strategic organizational realignment exercises and streamlining of functions, the number of staff employed by the Secretariat declined from 904 in July 2011 to fewer than 700 in December 2018. There was a slight increase of 29 staff members in 2020 compared to the previous year, resulting in a total of 725 staff members working for the Secretariat as at 31 December 2020.

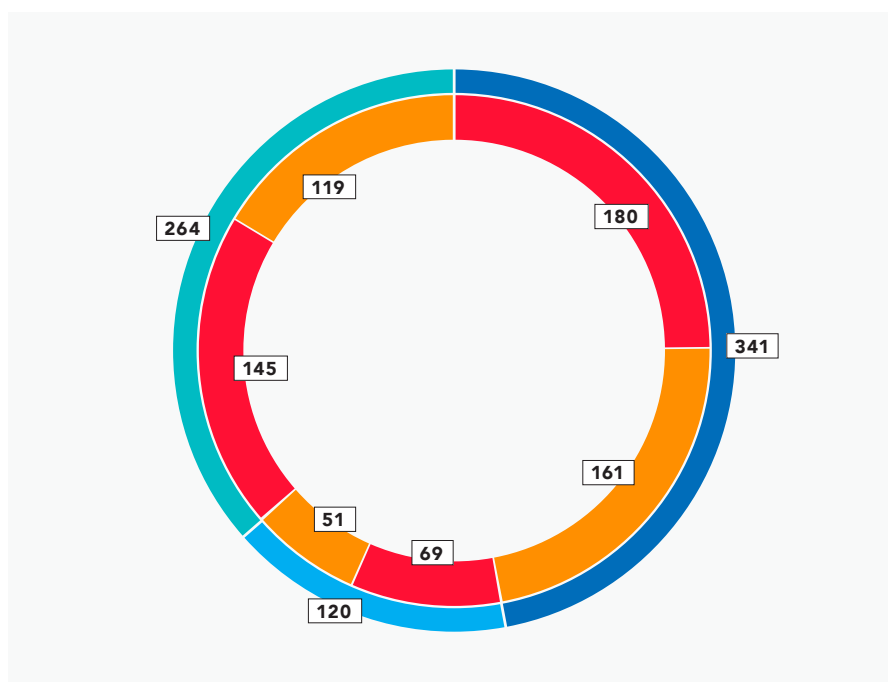
UNAIDS SECRETARIAT'S STAFF MEMBERS, 2011-2020 →



The distribution of staff members on fixed-term and temporary appointments over the past three years has been consistent across staff categories—Professional staff, National Professional Officers and General Service staff. Professional staff members constituted 47% of all staff as at 31 December 2020.

STAFF MEMBERS BY CATEGORY AND GENDER AS AT 31 DECEMBER 2020 →

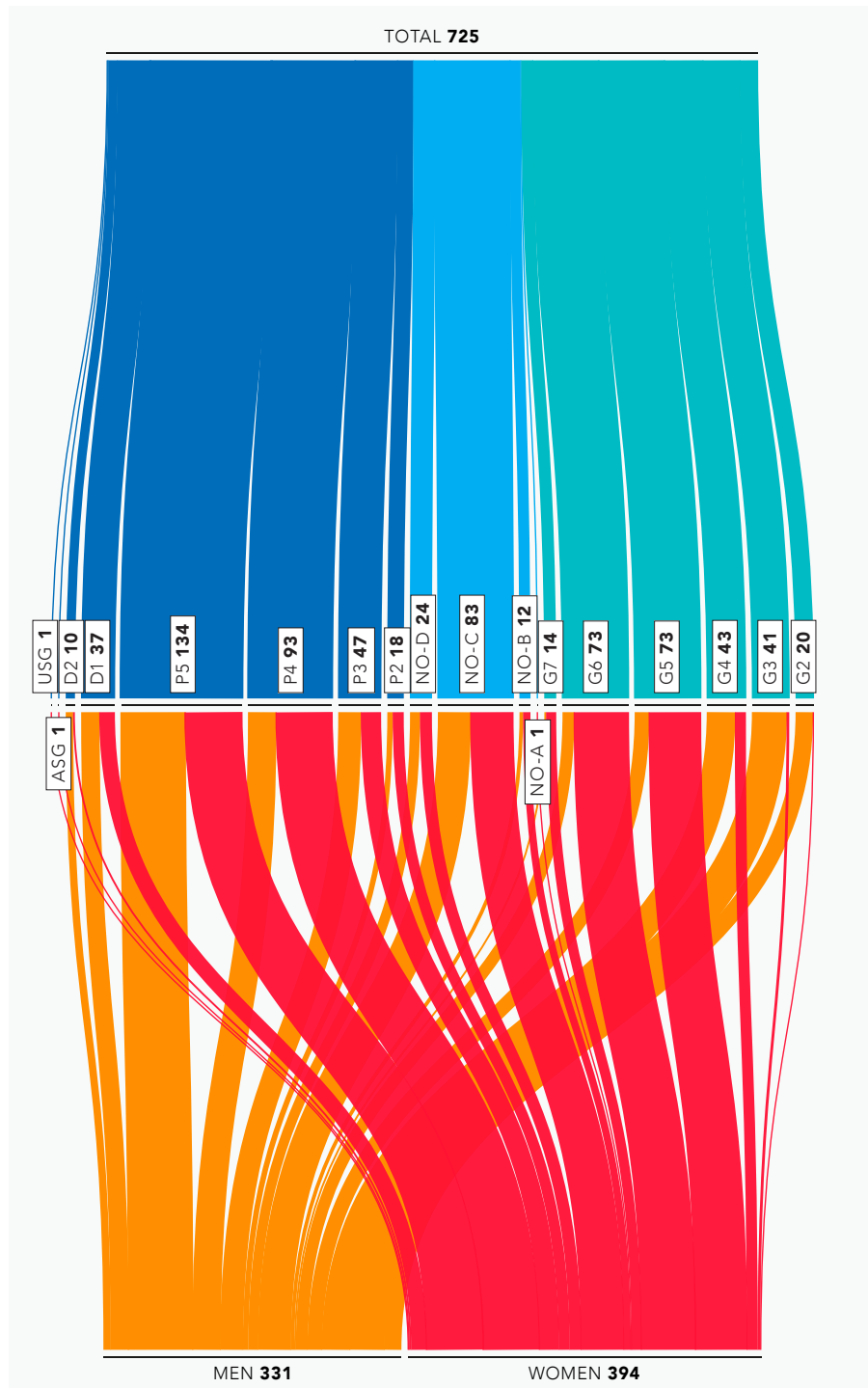
Note: In this report, "Professional staff" refers to staff members in the International Professional staff category (i.e. internationally recruited staff).



- CATEGORY**
 - PROFESSIONAL STAFF
 - NATIONAL PROFESSIONAL OFFICERS
 - GENERAL SERVICE STAFF
- GENDER**
 - WOMEN
 - MEN

Eighty-six per cent of the Secretariat's Professional staff members are graded at the P2 to P5 level, and 14% at the D1 and above levels. A high percentage of Professional staff hold a personal grade of P5, a function, in part, of the large number of UNAIDS country offices, most of which are headed by a UNAIDS country director at the P5 grade level.

STAFF MEMBERS BY GRADE AS AT 31 DECEMBER 2020
→



CATEGORY

■ PROFESSIONAL STAFF

■ NATIONAL PROFESSIONAL OFFICERS

■ GENERAL SERVICE STAFF

Approximately 95% of the Secretariat’s staff held a fixed-term contract as at 31 December 2020, enabling them to access the full set of benefits and entitlements applicable to their staff category.

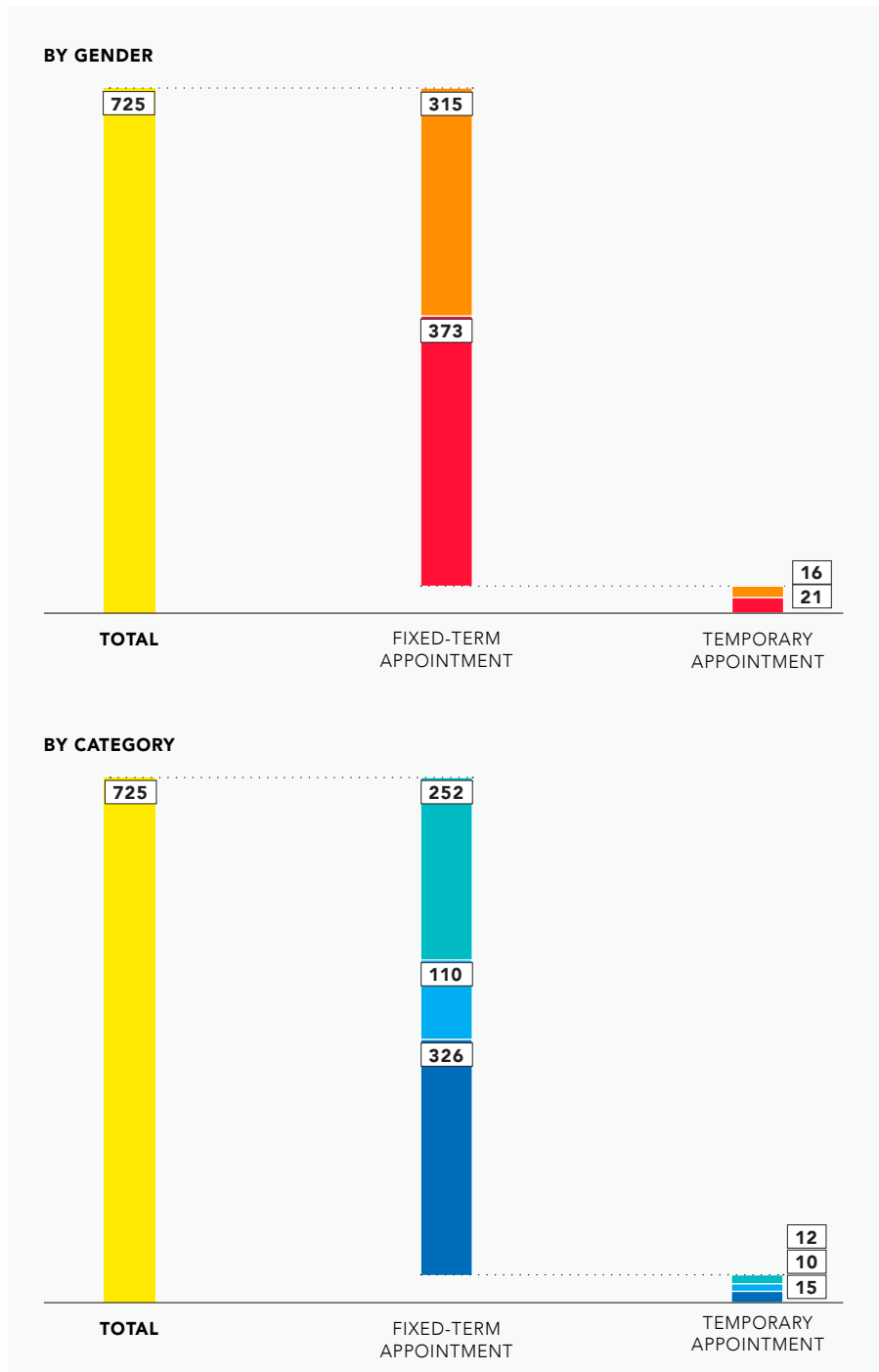
APPOINTMENT TYPE BY GENDER AND STAFF CATEGORY AS AT 31 DECEMBER 2020
→

688

FIXED-TERM APPOINTMENTS

37

TEMPORARY APPOINTMENTS



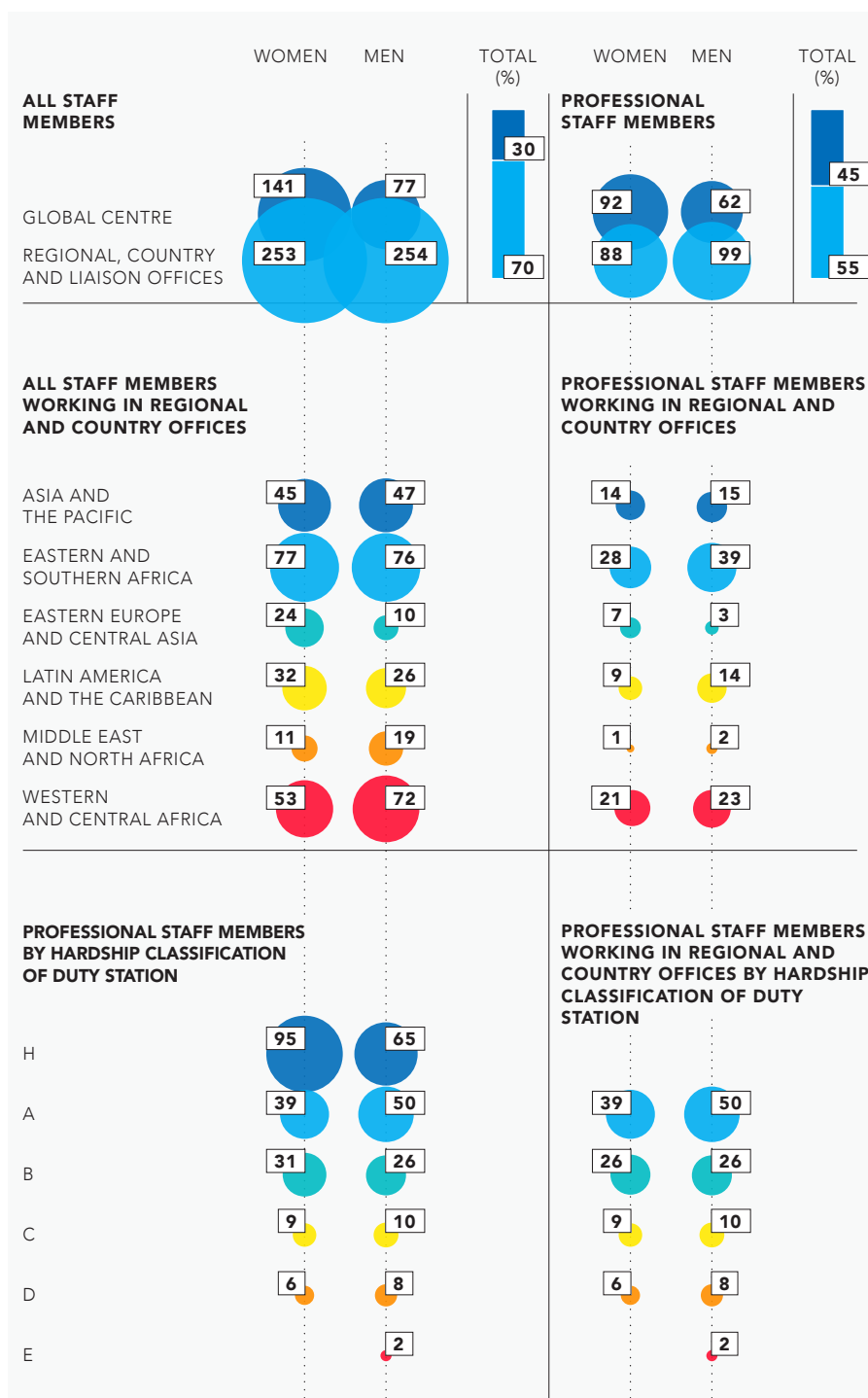
- CATEGORY**
 - PROFESSIONAL STAFF
 - NATIONAL PROFESSIONAL OFFICERS
 - GENERAL SERVICE STAFF
- GENDER**
 - WOMEN
 - MEN

In 2012, the Secretariat established a target whereby no more than 30% of staff members should work at the global centre (headquarters) and no less than 70% in country, regional and liaison offices. This target continued to be met in 2020. Three quarters of all staff members based in country and regional offices work in three regions: eastern and southern Africa, western and central Africa and Asia and the Pacific.

STAFF BY LOCATION AS AT 31 DECEMBER 2020 →

Duty stations are categorized by the International Civil Service Commission in six categories: H (global centre and other similarly designated locations) and A to E, with E being the most difficult in terms of working and living conditions. Almost half of the Secretariat's Professional staff (47%) are based in an H duty station, and only 10% in C, D and E duty stations. Of the Professional staff working in country and regional offices, 20% are in C, D and E duty stations.

PROFESSIONAL STAFF BY HARSHIP CLASSIFICATION OF DUTY STATION AS AT 31 DECEMBER 2020 →

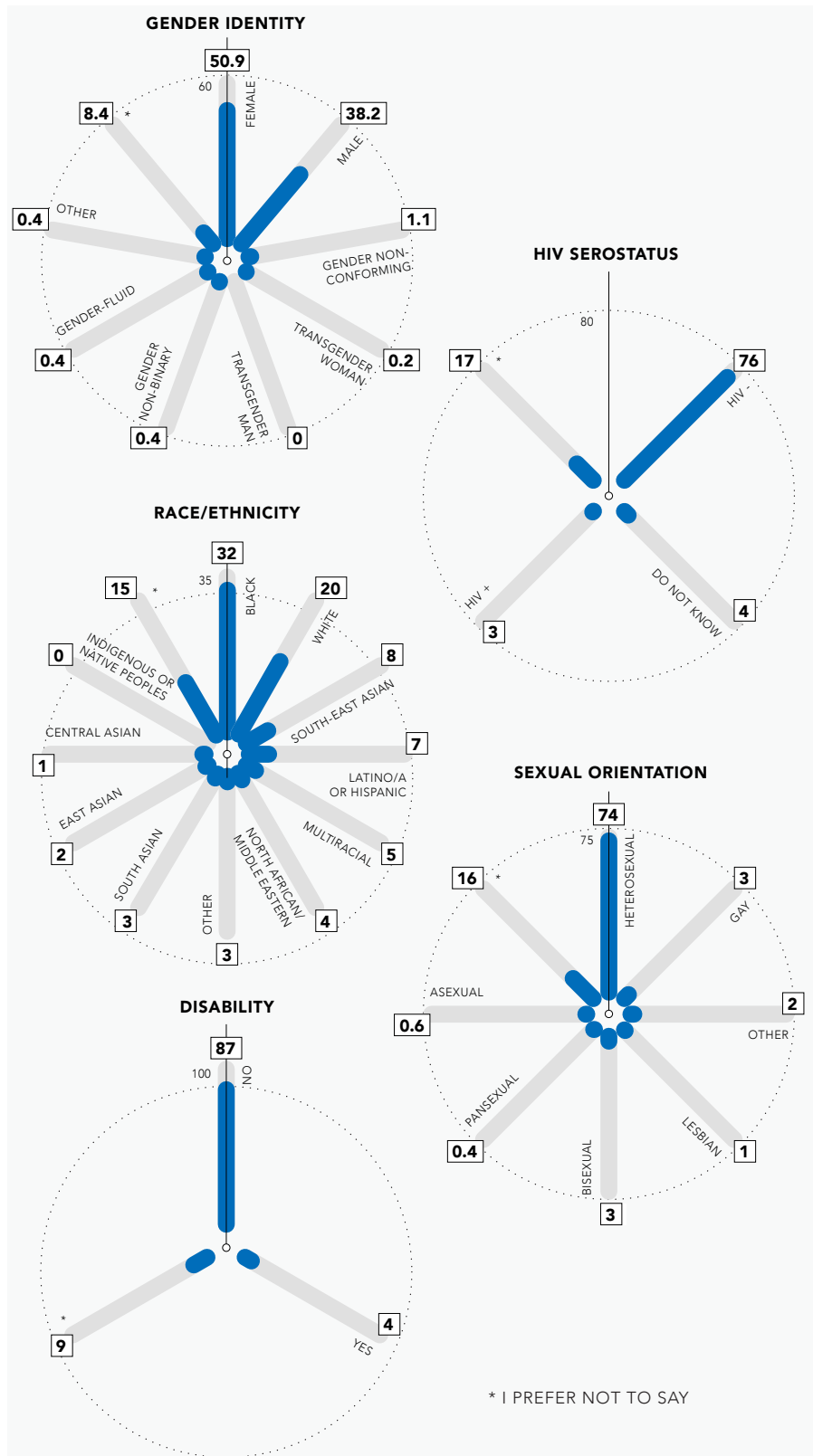


Note: In this document "global centre" replaces the traditionally used "headquarters" as it better reflects new thinking around the structure and decision-making across the programme.

STAFF DIVERSITY

In November 2020, the first benchmarked UNAIDS Global Staff Survey in more than a decade was conducted, which included five demographic questions. Respondents were invited to self-identify their gender identity, race/ethnicity, HIV serostatus, sexual orientation and whether they had a disability. This information complements the demographic information currently available in HRM systems and, although not comprehensive as it relies on self-reporting, provides a more nuanced picture of the Secretariat’s workforce than has previously been available. A total of 523 out of 815 staff members and affiliate personnel (64%) responded to the survey, 2.5% of whom identified themselves as gender non-conforming, transgender, gender non-binary, gender-fluid or other, and 8.4% of whom preferred not to say.

DIVERSITY DATA FROM THE UNAIDS GLOBAL STAFF SURVEY
(percentage)
→



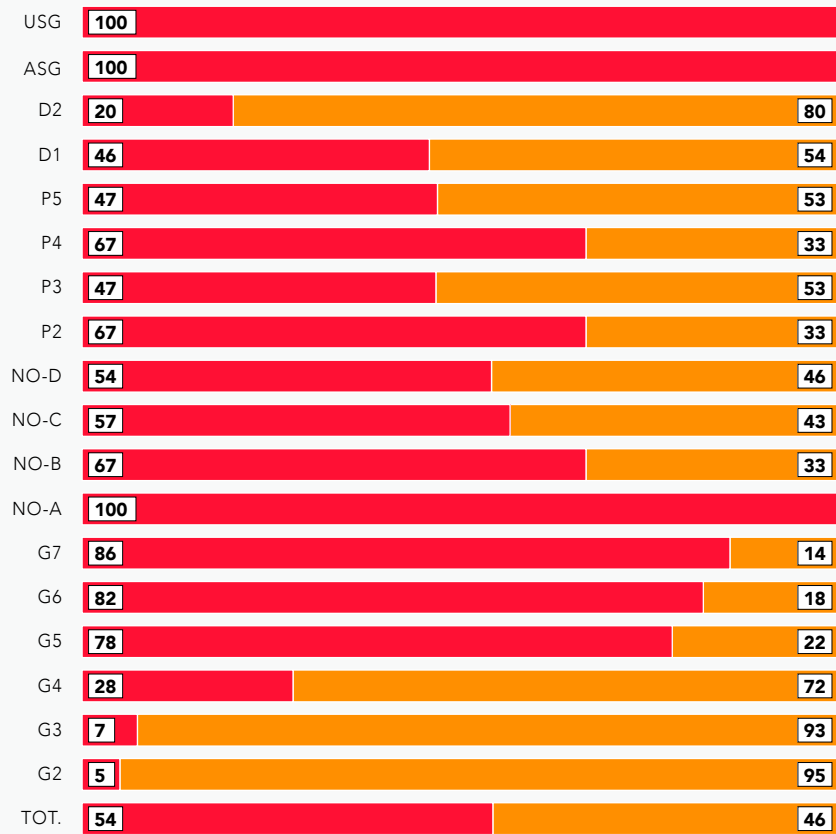
Between 2013 and 2020, the percentage of female staff members in the Secretariat increased from 52% to 54%. Over the same period, the percentage of female staff members at the P4 grade and above increased to 53%. A major achievement has been the increase in female country directors, from 27% in 2013 to 48% at the end of 2020. However, the gender balance at different levels is uneven, with female staff members over-represented at the G5–G7 and all National Professional Officer grade levels, and male staff members overrepresented at the G2–G4 and P5–D2 grade levels. Progressively, the Secretariat will advance recognition of gender identity as a continuum between and beyond the male and female binary. Consequently, this concept of gender parity will be further nuanced in future editions of the workforce report.

GENDER PARITY

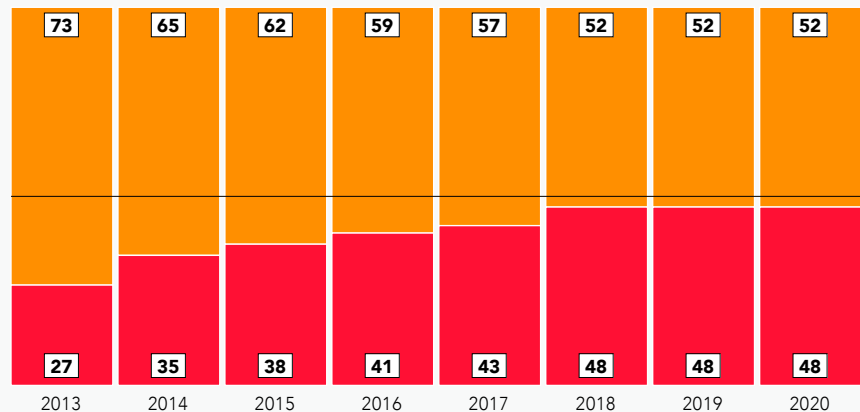
(percentage)



STAFF MEMBERS BY GRADE AND GENDER AS AT 31 DECEMBER 2020



UNAIDS COUNTRY DIRECTORS BY GENDER, 2013–2020



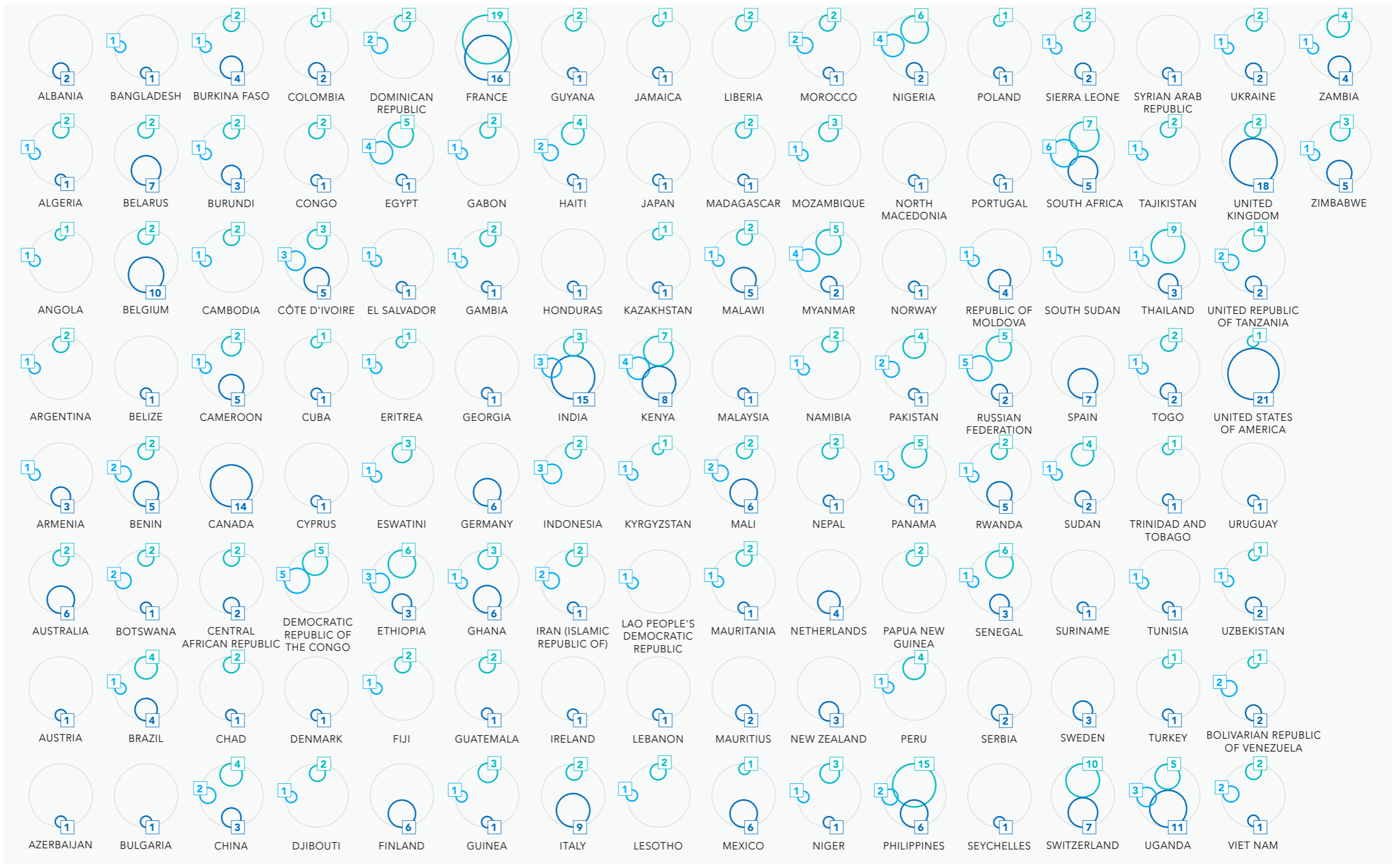
One hundred and twenty-two nationalities are represented among the Secretariat's workforce, and 101 among Professional staff members. The majority (84%) of Professional staff are from three regions, western Europe and North America, Africa and Asia and the Pacific, with only 8% from Latin America and the Caribbean and 8% from eastern Europe.*

STAFF BY NATIONALITY AND CATEGORY AS AT 31 DECEMBER 2020
→

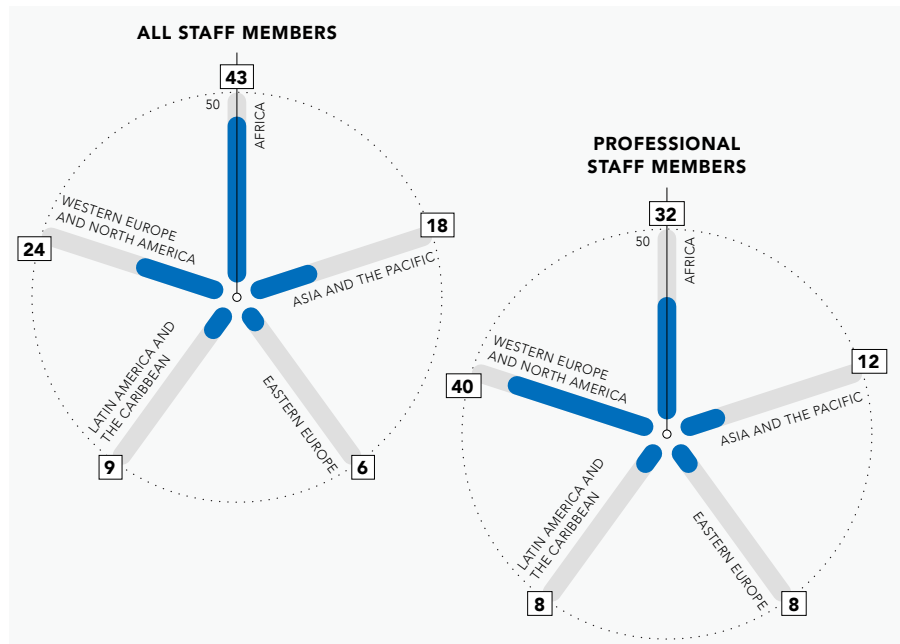
*Region of nationality is based on United Nations regional groupings of Member States.
<https://www.un.org/dgacm/en/content/regional-groups>

CATEGORY

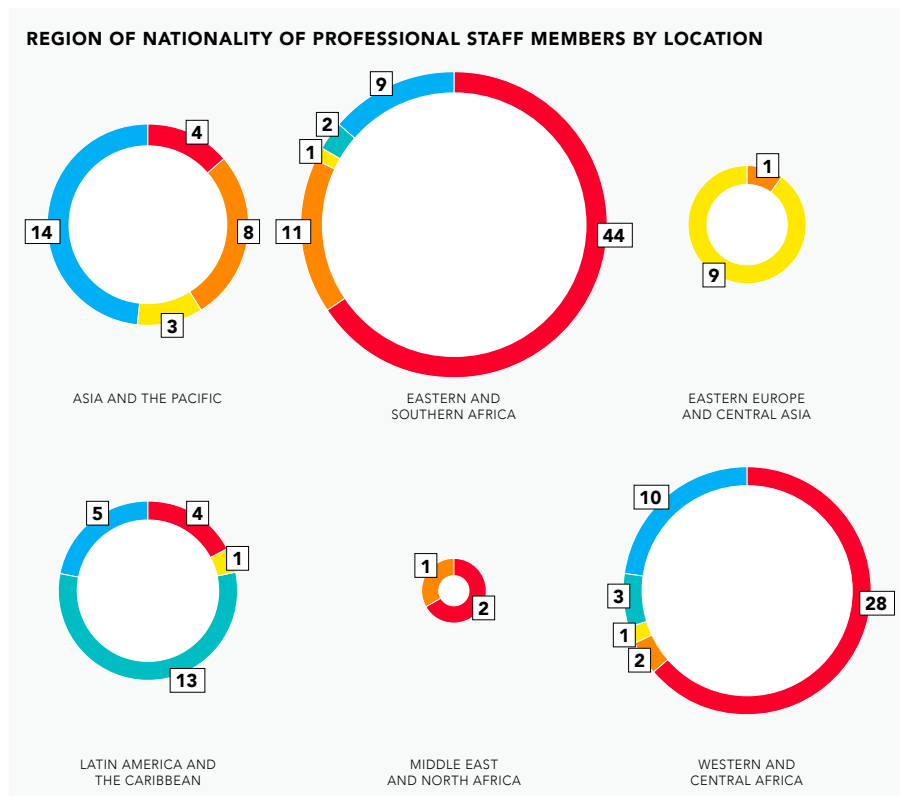
- PROFESSIONAL STAFF
- NATIONAL PROFESSIONAL OFFICERS
- GENERAL SERVICE STAFF



REGION OF NATIONALITY AS AT 31 DECEMBER 2020
(percentage)
→



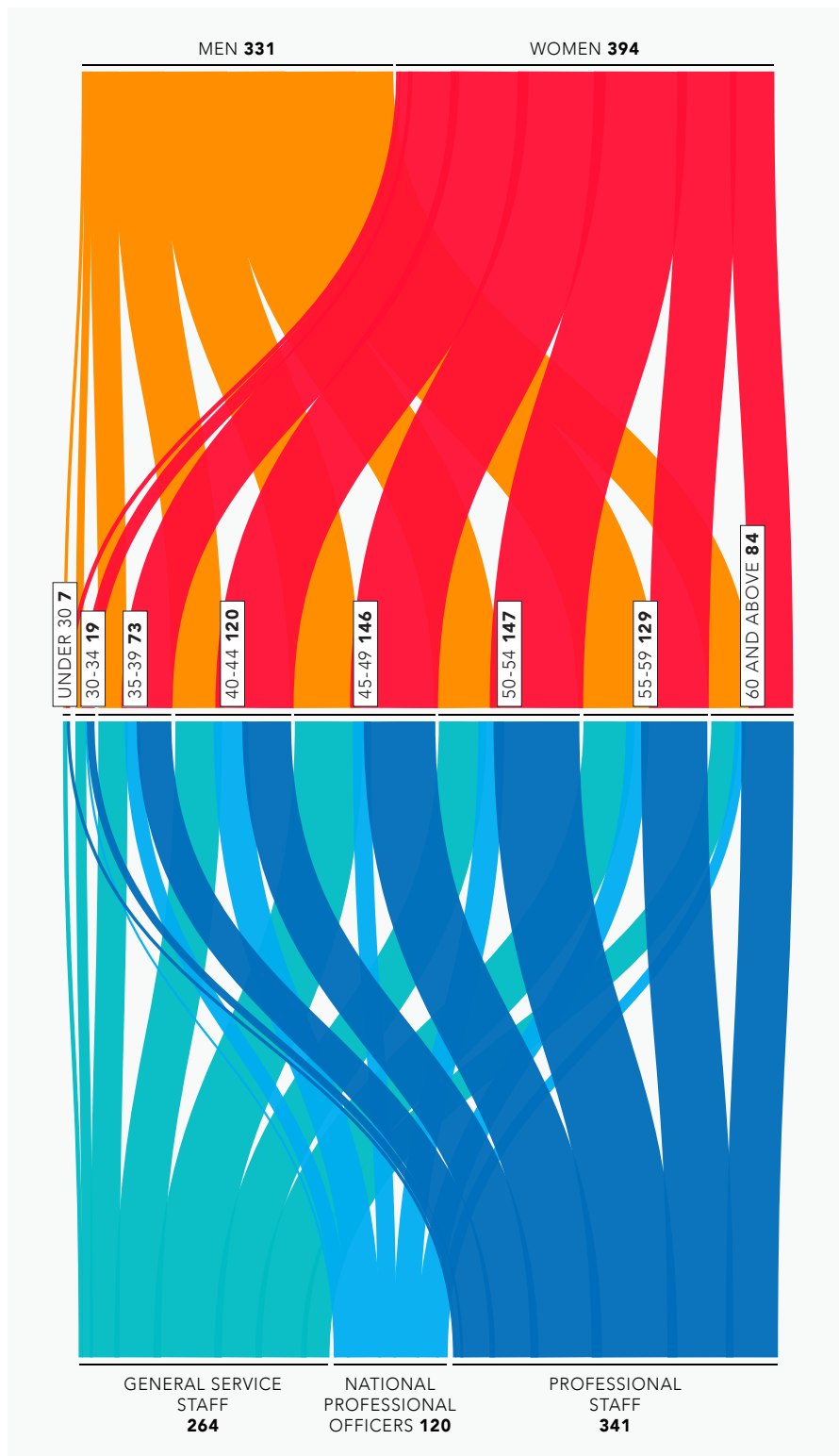
REGION OF NATIONALITY OF PROFESSIONAL STAFF MEMBERS WORKING IN REGIONAL AND COUNTRY OFFICES AS AT 31 DECEMBER 2020*
→



*Region of nationality is based on United Nations regional groupings of Member States.
<https://www.un.org/dgacm/en/content/regional-groups>

The average age of the Secretariat's staff is 49 years, broadly consistent across all staff categories. There is a marked shortage of young staff members among the Secretariat's staff, with only 4% aged under 35 years. However, this excludes Junior Professional Officers, whose average age is 32 years.

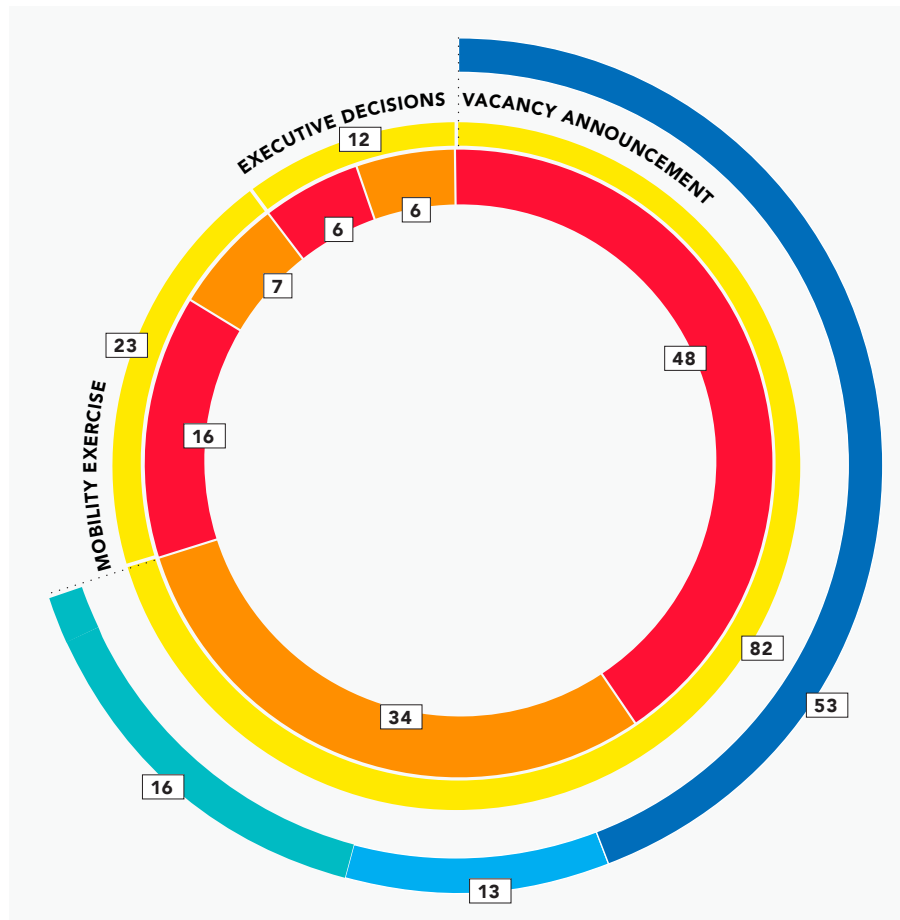
STAFF BY AGE GROUP AS AT 31 DECEMBER 2020
→



APPOINTMENTS

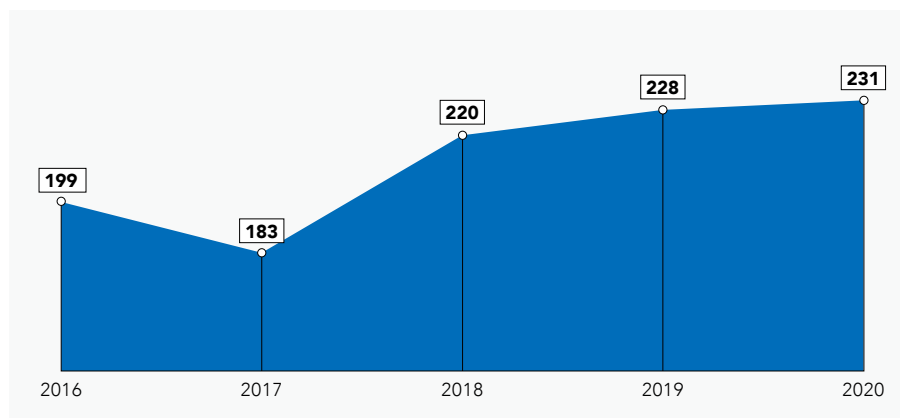
In 2020, 117 appointments were made in all staff categories. Of these, 82 positions were filled through vacancy announcements, 23 in the annual mobility exercise and the remaining 12 by executive decision. Of the 12 executive decisions, nine were internal and lateral, and three were appointments from outside of the Secretariat, including one to fill a temporary vacancy.

APPOINTMENTS BY STAFF CATEGORY, APPOINTMENT TYPE AND GENDER IN 2020



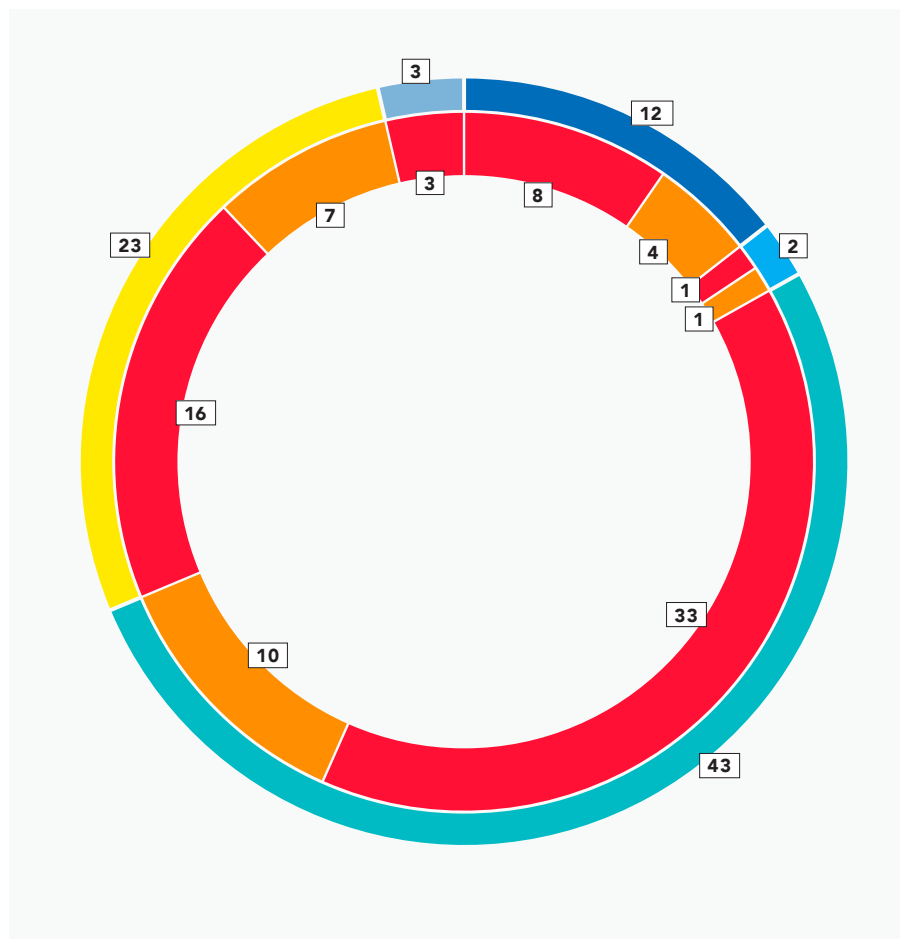
The average time to recruit between the date of advertisement of a vacant position and the acceptance of an offer by the selected candidate slightly increased in 2020, to 231 days. With the new Recruitment Policy, the appointment of regional HR business partners and an increased delegation of recruitment decision-making to country and regional offices in 2021, this is expected to shorten.

TIME TO RECRUIT, 2016-2020 (average time in days)



In 2020, 12 Junior Professional Officers worked for the Secretariat, eight of whom were women. Five were based in the global centre, and seven in country and regional offices. This represents a 25% decline from 16 Junior Professional Officers in 2016. In total, 69 interns, UN Volunteers and Fellows from 36 countries of origin worked for the Secretariat in 2020. While UN Volunteers and Fellows figures remained stable compared to 2019, there was a sharp decrease in the number of interns (from 114 in 2019 to 43 in 2020) due to the COVID-19 pandemic. Most of the affiliate workforce originate from the same three regions as the Secretariat’s fixed-term and temporary staff members: western Europe and North America, Africa and Asia and the Pacific.

**AFFILIATE WORKFORCE
IN 2020**
→



CATEGORY	■ JUNIOR PROFESSIONAL OFFICERS	■ GOVERNMENT SECONDMENTS	■ INTERNS	■ UN VOLUNTEERS	■ FELLOWS
GENDER	■ WOMEN	■ MEN			

STAFF LEARNING AND DEVELOPMENT

A number of learning and development initiatives were introduced in 2020 to strengthen staff capabilities across the Secretariat. Throughout the year, 634 staff and affiliate personnel participated in more than 2200 training courses (the majority delivered virtually, through online sessions and e-learning) and 71% of staff reported that they had met or exceeded their mandatory learning objectives. Across the Secretariat, excluding mandatory training, each staff member spent an average of 7.4 hours on learning and development in 2020.

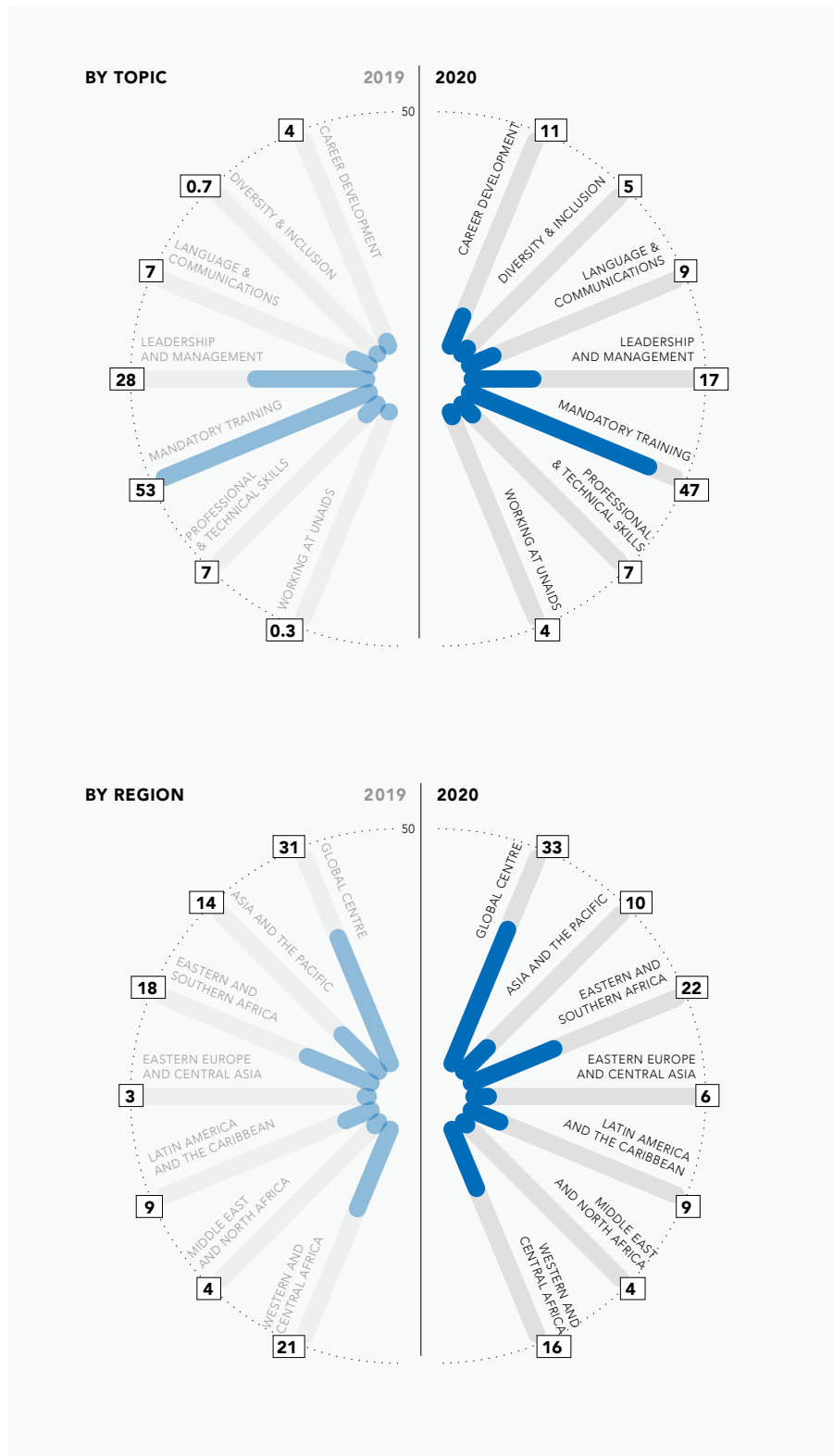
TRAININGS COMPLETED BY TOPIC AND BY REGION IN 2020
(percentage of all trainings completed) →

634

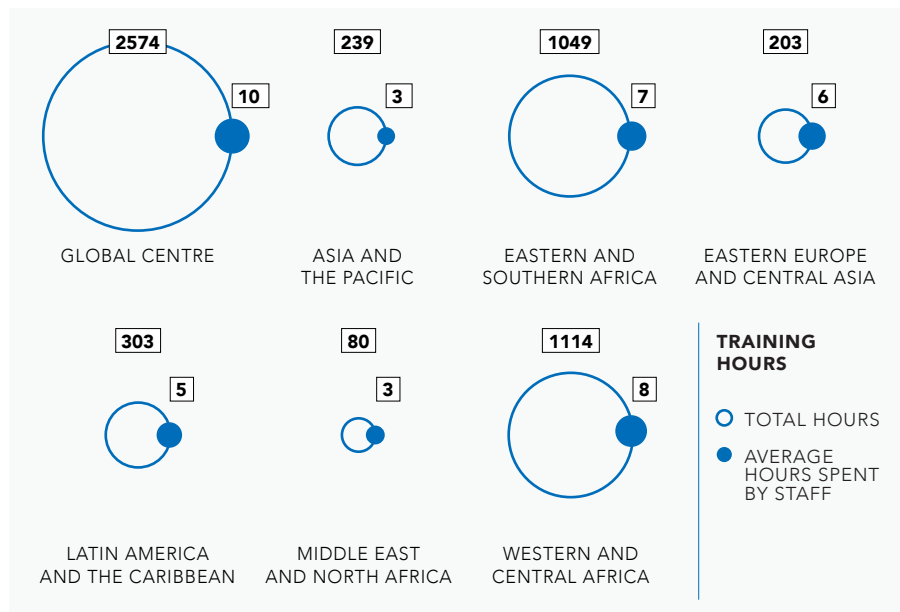
TOTAL STAFF TRAINED

2205

TOTAL TRAINING COURSES/EVENTS COMPLETED



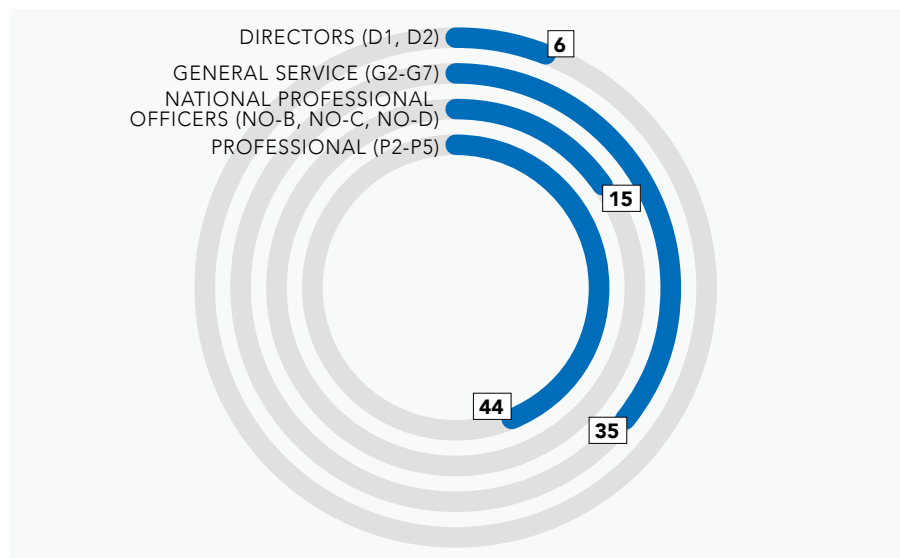
STAFF TRAINING HOURS BY REGION IN 2020
(excluding mandatory trainings)
→



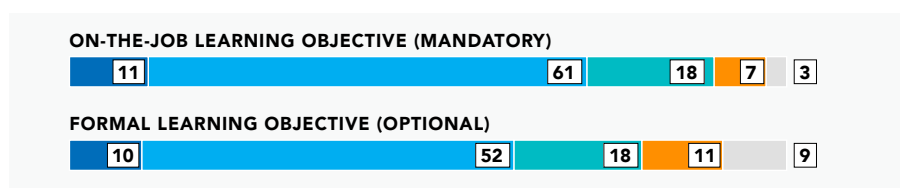
5561.7

TOTAL UNAIDS TRAINING HOURS

COMPLETION OF TRAINING BY STAFF CATEGORY IN 2020
(percentage)
→



ACHIEVEMENT OF LEARNING OBJECTIVES, 2019-2020 PERFORMANCE CYCLE
(percentage)
→



RATING

- EXCEPTIONAL ACHIEVEMENT
- PARTIALLY MEETS EXPECTATIONS
- FULLY MEETS EXPECTATIONS
- DOES NOT MEET EXPECTATIONS
- N/A

PERFORMANCE MANAGEMENT

The Secretariat achieved a compliance rate of 95% for the 2019/2020 performance management cycle, slightly down from the 97% compliance achieved over the previous three performance evaluation cycles. The rating distribution was broadly similar to previous years, with more than 70% of staff receiving an evaluation of fully met, approximately one quarter of staff exceeding targets and less than 2% receiving a rating of partially met. Performance management training webinars were implemented throughout 2020, with nearly 400 participants being trained on topics that included performance frameworks, effective conversations, bias and psychological safety.

RATING DISTRIBUTION OF PERFORMANCE EVALUATIONS

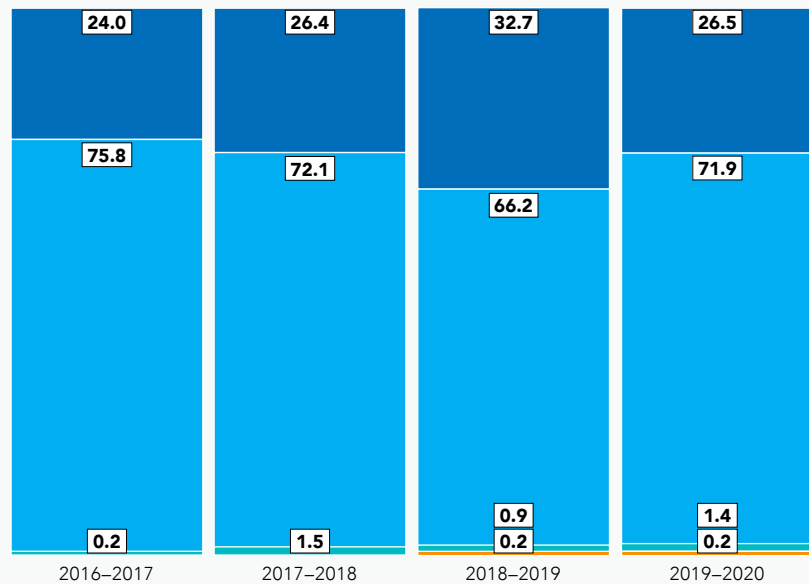
(percentage)



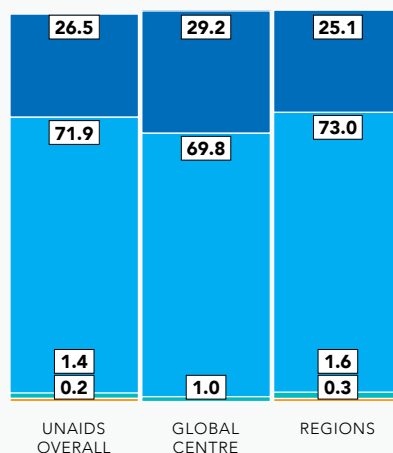
95%

PERFORMANCE EVALUATION COMPLIANCE RATE, 2019-2020 PERFORMANCE REVIEW CYCLE

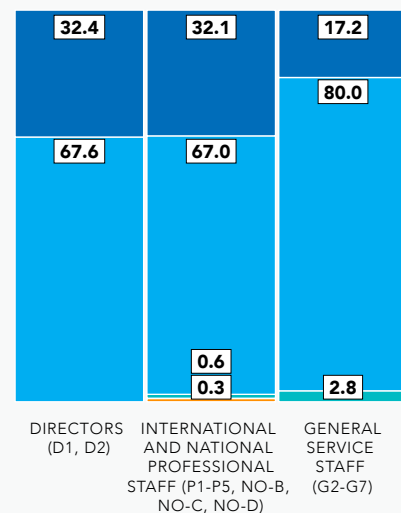
RATINGS BY REVIEW CYCLE



RATINGS BY STAFF LOCATION, 2019-2020 REVIEW CYCLE



RATINGS BY GRADE CATEGORY, 2019-2020 REVIEW CYCLE



RATING

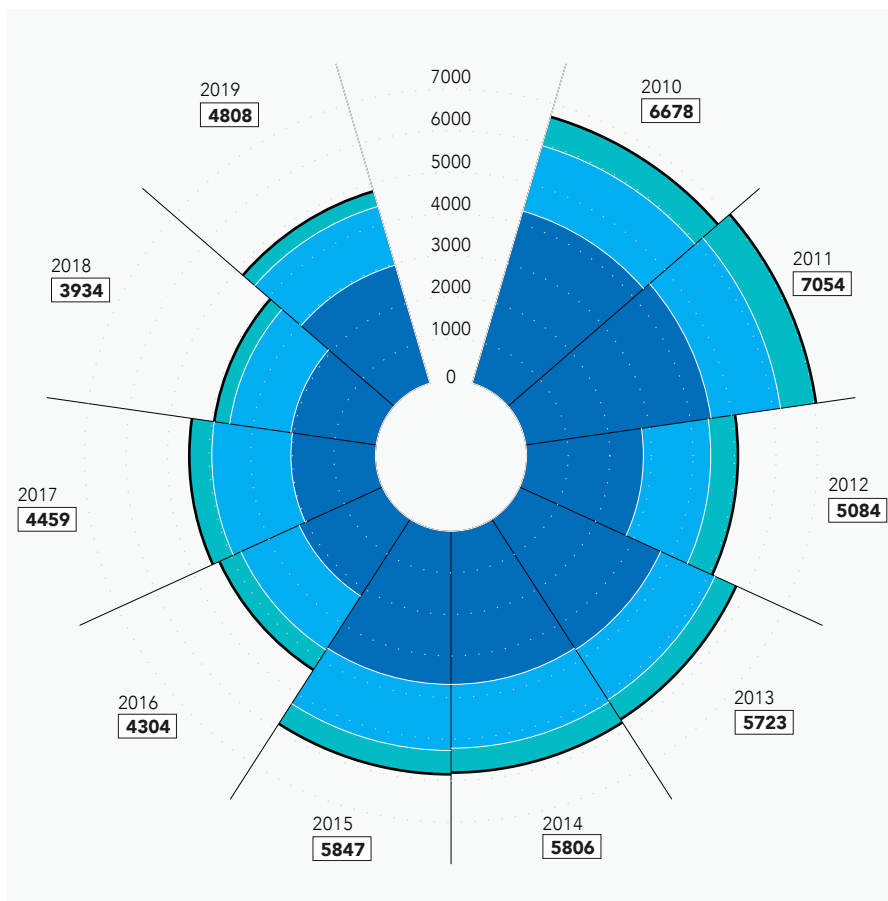
- EXCEPTIONAL ACHIEVEMENT
- FULLY MEETS EXPECTATIONS
- PARTIALLY MEETS EXPECTATIONS
- DOES NOT MEET EXPECTATIONS

ENVIRONMENT

Since 2010, Secretariat data have been included in the United Nations annual greenhouse gas inventory. In 2019, the Secretariat’s emissions from air travel increased significantly as a consequence of support to several large events and projects. These events included the High-Level Meeting on Accelerating Progress Towards the 2020 HIV Prevention Targets, a global community mobilization meeting, events organized by the Champions project and the Women’s Leadership Programme.

Collection of 2020 emission data is currently in process. It is anticipated that emissions will be significantly reduced due to the impact of COVID-19 on travel and operations. The Secretariat continues to offset all emissions and has been climate-neutral in its operations since 2012.

UNAIDS SECRETARIAT GREENHOUSE GAS EMISSIONS, 2010–2019,
(in tCO₂ eq)
→



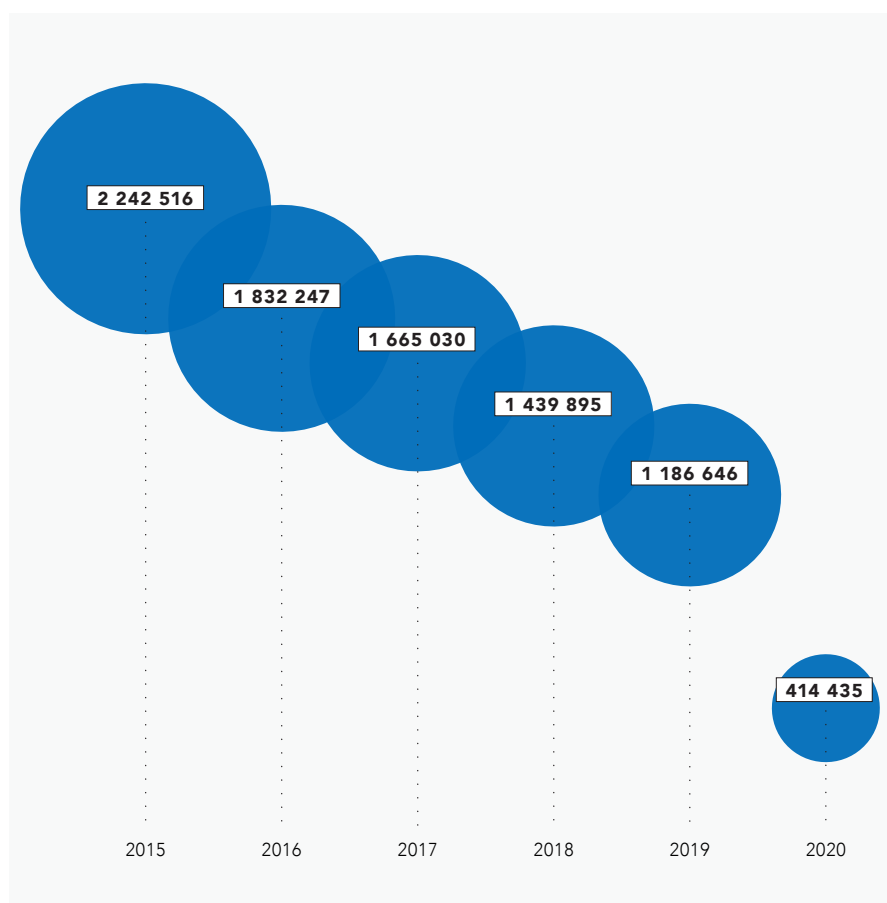
CATEGORY

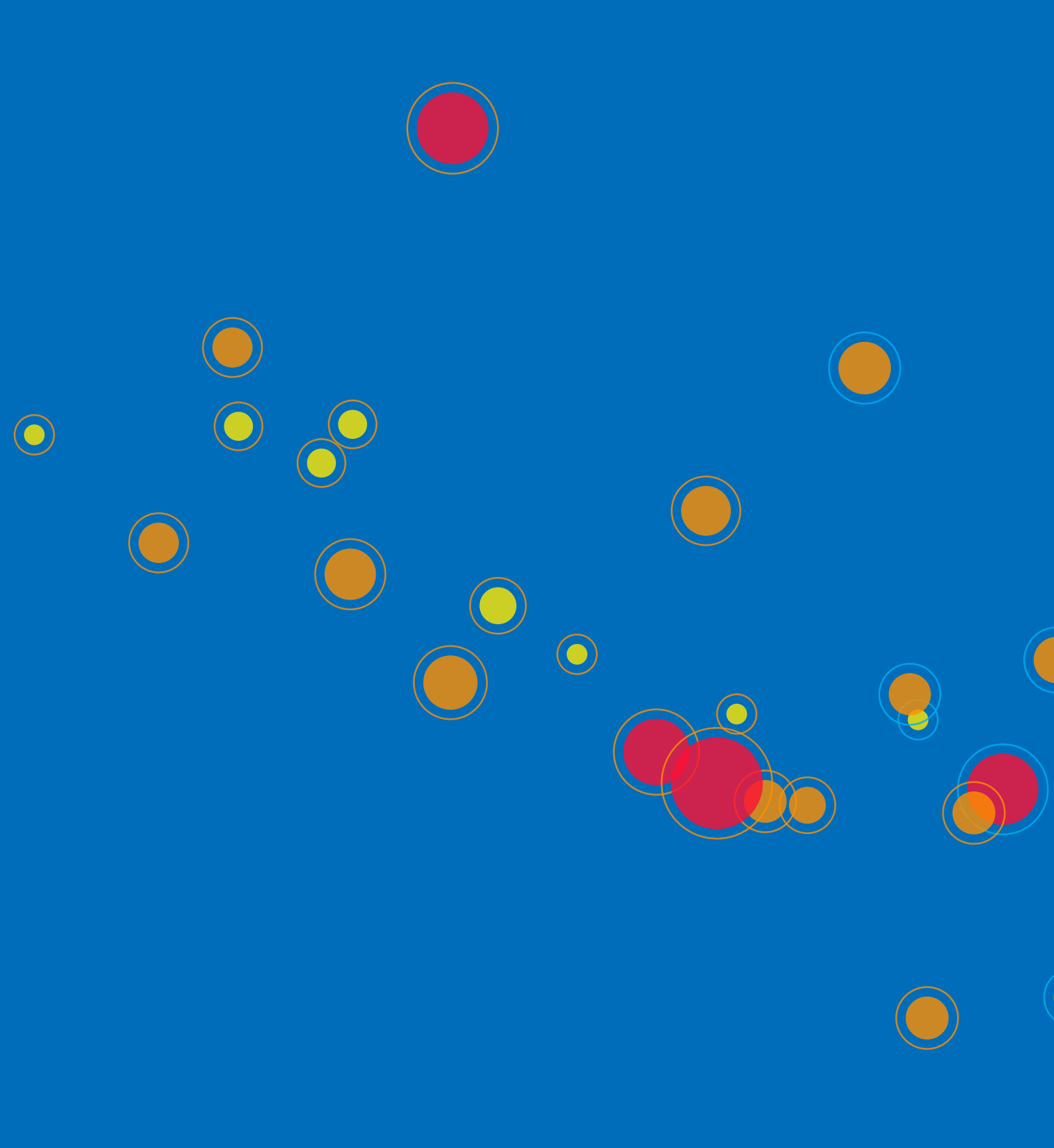
- TOTAL EMISSIONS
- EMISSIONS AIR TRAVEL
- BUILDING-RELATED EMISSIONS
- MOBILE SOURCES, PUBLIC TRANSPORT

In 2020, the COVID-19 pandemic required most offices to implement teleworking as the norm and consequently the global centre's paper consumption was reduced by 65% compared to 2019. The need to work virtually during the pandemic supported the Secretariat's ongoing transition from paper to electronic publication, to electronic paperless administrative processes and to targeted action to reduce printing. The paper-free Programme Coordinating Board (PCB) meeting in December 2019 and the online PCBs of 2020 and 2021 as a result of the COVID-19 pandemic bear proof that paperless PCB meetings are effective and efficient.

REDUCTION OF PAPER CONSUMPTION IN GLOBAL CENTRE, 2015-2020

(volume of A4 pages printed)





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