UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

Alison Holmes
Director, Human Resources Management
Introduction

• The Programme Coordinating Board is invited to take note of the update on strategic human resources management issues

• Update on strategic human resources management issues (UNAIDS/PCB (44)/19.8)

• Annex 1: Disciplinary Measures 2014-2018

• Annex 2: UNAIDS Internal Justice System – Administrative Review Statistical Overview 2018

• A fit-for-purpose workforce: UNAIDS in 2018

• Selected HR updates:
  – Reporting
  – Management Assessment
  – Career and Staff Development
  – Efforts to ensure an enabling workplace
The UNAIDS workforce

UNAIDS Secretariat staff numbers, 2011–2018

- Headquarters: 30% (204)
- Field: 70% (476)

2011: July 904
2012: April 815
2013: April 632
2014: April 799
2015: April 708
2016: April 674
2017: December 680

2030 | Ending the AIDS epidemic
The UNAIDS workforce

Change in percentage of female staff members, 2013–2018

2030 | Ending the AIDS epidemic
UNAIDS staff by region

- UNAIDS global workforce: 124 nationalities
- Professional staff members: 102 nationalities

**Professional staff members by region of nationality as at 31 December 2018**

- North America: 13%
- Sub-Saharan Africa: 30%
- Europe: 33%
- Asia and the Pacific: 15%
- Latin America and the Caribbean: 6%
- Middle East and North Africa: 3%
UNAIDS affiliate personnel

### Junior Professional Officers

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Denmark</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Finland</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Germany</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Italy</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Netherlands</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Sweden</td>
<td>4</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Switzerland</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>12</td>
<td>4</td>
<td>16</td>
</tr>
</tbody>
</table>

### Fellows, interns and UN Volunteers by gender, 2016–2018

- **Total:** 128
  - Women: 76
  - Men: 55
  - 2016: 14
  - 2017: 31
  - 2018: 93

2030 | Ending the AIDS epidemic
97% completed their annual performance evaluation and 25% rated as having exceeded targets.
Facilities and Services

- The Secretariat has been climate-neutral in its operations since 2014
## Disciplinary Measures

<table>
<thead>
<tr>
<th>Case</th>
<th>Disciplinary Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Verbal and physical altercation with employees of a local service provider</td>
<td>Written censure and fine of 3 months net base salary, restitution for damage</td>
</tr>
<tr>
<td>2) Mail falsification and email communications and payment records alteration</td>
<td>Summary dismissal and partial recovery</td>
</tr>
<tr>
<td>3) Unwarranted travel benefits accrual, failure to record leave and absence without authorization</td>
<td>Written censure and full recovery</td>
</tr>
</tbody>
</table>
Administrative review requests

In total: 63 administrative review requests (2018)

- 47 ICSC compensation review
- 16 requests relating to:
  - Separation 2 (13%)
  - Classification 2 (12%)
  - Contract status 2 (13%)
  - Disciplinary process 5 (31%)
  - Selection 1 (6%)
  - Mobility 1 (6%)
  - Medical 1 (6%)
  - Entitlements 2 (13%)
Management Assessment

- Develop a roster to serve as UCDs (P5/D1 level)
- 2018: 257 applicants
- 2019: exploring the option of joint assessment centres
- Coaching for all internal candidates
Career and Staff Development

- Short-term Development Assignments (STDAs)
- Mentoring
- Career management workshops
- Inter-agency learning initiatives
Ensuring an enabling workplace

- Reinforcing a performance management culture
- Pilot 180-degree upward feedback exercise
- “Creating a positive feedback environment” and “managing difficult conversations” webinars
- Job classification with OneHR
- Delegation of Authority framework
- New HR policies and training modules
- Recruitment of a dedicated Staff Welfare Officer
- Ethics Office
Thank you

Questions?