

UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

A FIT-FOR-PURPOSE WORKFORCE: UNAIDS IN 2018

UNAIDS HUMAN RESOURCES MANAGEMENT DEPARTMENT

Introduction

This summary report of UNAIDS Secretariat staffing data has been developed by the Human Resources Management Department to answer questions about the workforce of UNAIDS. It will be updated each year to demonstrate evolution 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 2018. Where possible, comparative data from previous years are provided.



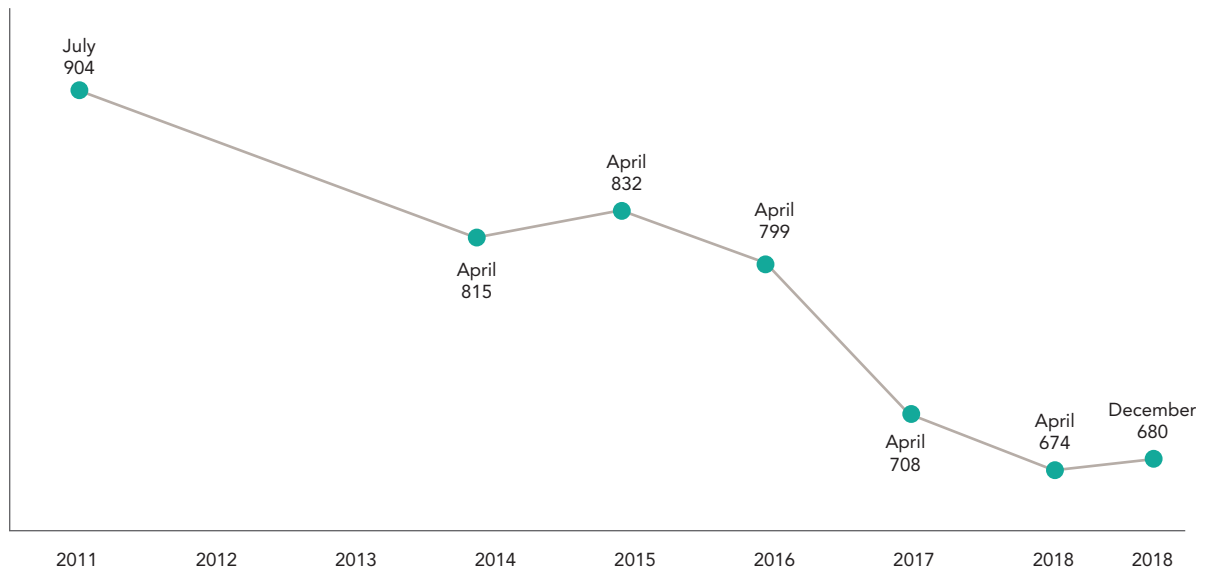
Where UNAIDS staff work around the world



Staffing

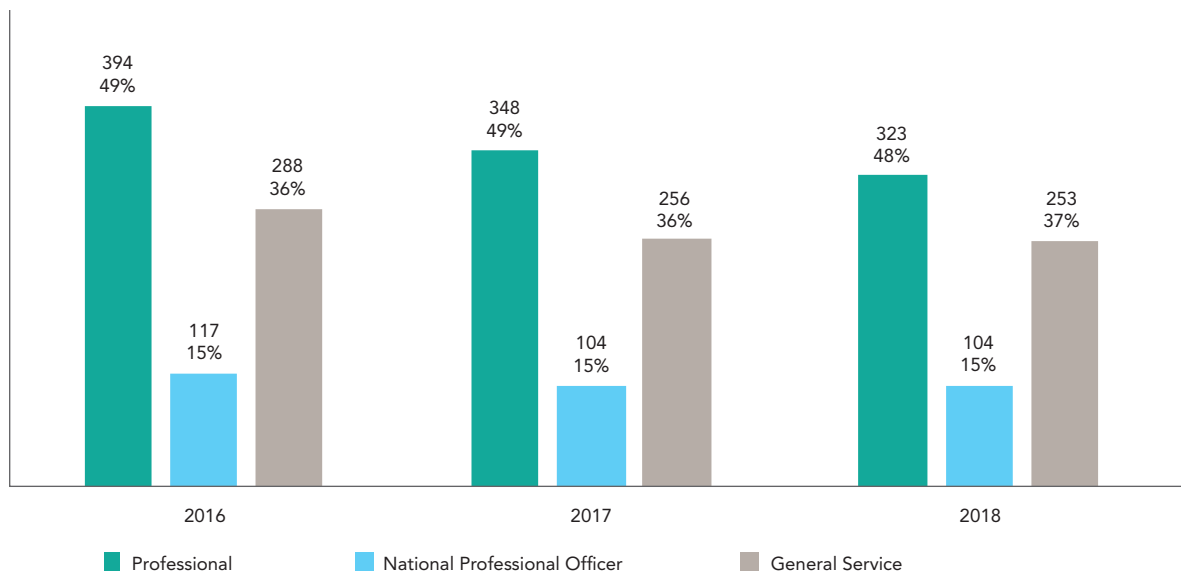
Following two strategic organizational realignment exercises and a streamlining of functions, the number of staff employed by the UNAIDS Secretariat has declined by approximately one quarter in the past seven years, from 904 in July 2011 to 680 in December 2018.

UNAIDS Secretariat staff numbers, 2011–2018



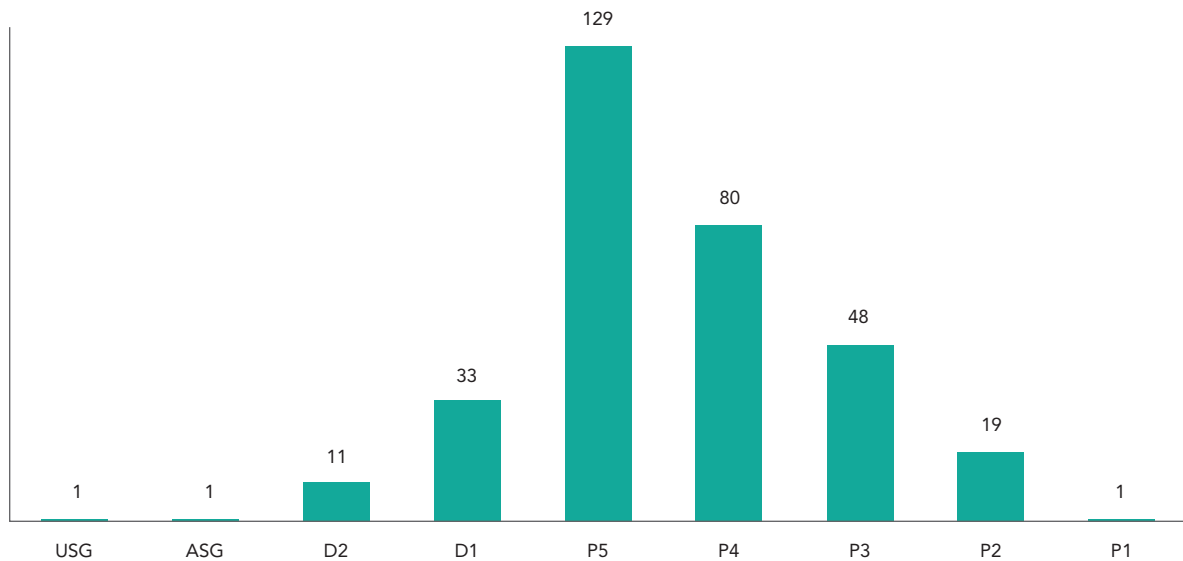
The reduction in staff members over the past three years has been consistent across the three categories of staff—Professional, National Professional Officer and General Service—with the percentage of internationally recruited staff members remaining consistent, at just under half of the workforce.

Staff numbers by category, 2016–2018



Eighty-six per cent of the Secretariat's Professional staff members are at the P1 to P5 grade, and 14% at the D1 grade or above. The highest concentration of Professional staff members hold a personal grade of P5, a function, in part, of the large number of country offices that are headed by a P5 UNAIDS country director.

Professional staff members by grade as at 31 December 2018



In all staff categories, the vast majority of staff members, approximately 95%, hold fixed-term contracts and are thus able to access the full set of benefits and entitlements applicable to their staff category.

Appointment type by staff category as at 31 December 2018

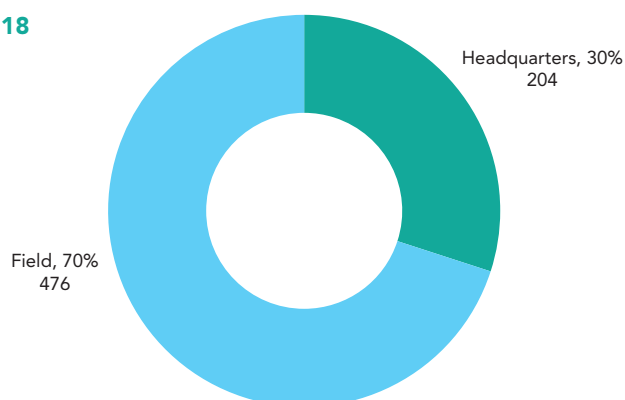


Location

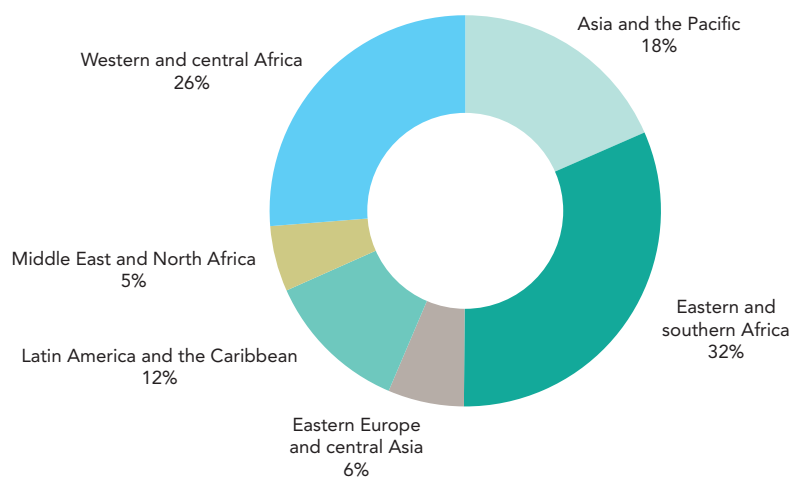
Since 2012, the Secretariat has maintained a target of no less than 70% of staff members deployed in the field. This target continued to be met in 2018, with 70% of all staff members, including 57% of Professional staff members, based outside of headquarters. Three quarters of field-based staff members work in one of three regions: eastern and southern Africa, Asia and the Pacific and western and central Africa.

Duty stations are categorized by the International Civil Service Commission into one of six categories: H (headquarters and other similarly designated locations) and A to E, with E being the most difficult in terms of working and living conditions. Only 10% of the Secretariat's Professional staff members are based in C, D and E duty stations.

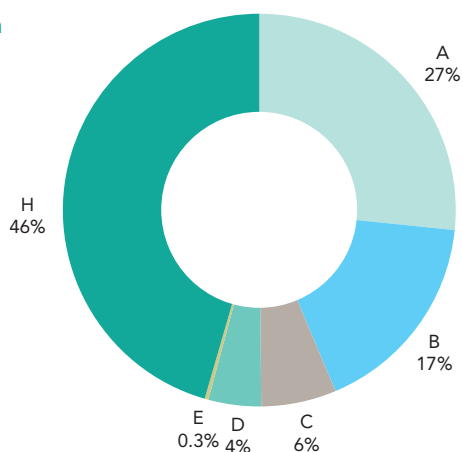
Location of staff members as at 31 December 2018



Staff members working in regional and country offices, by region, as at 31 December 2018

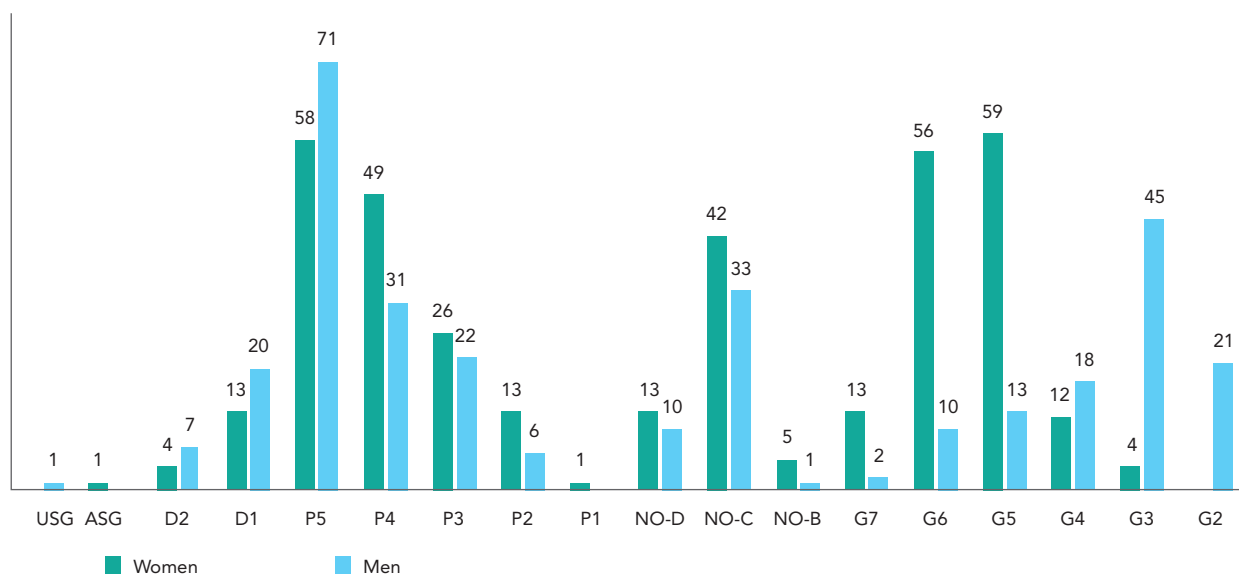


Professional staff members by hardship classification of duty station as at 31 December 2018



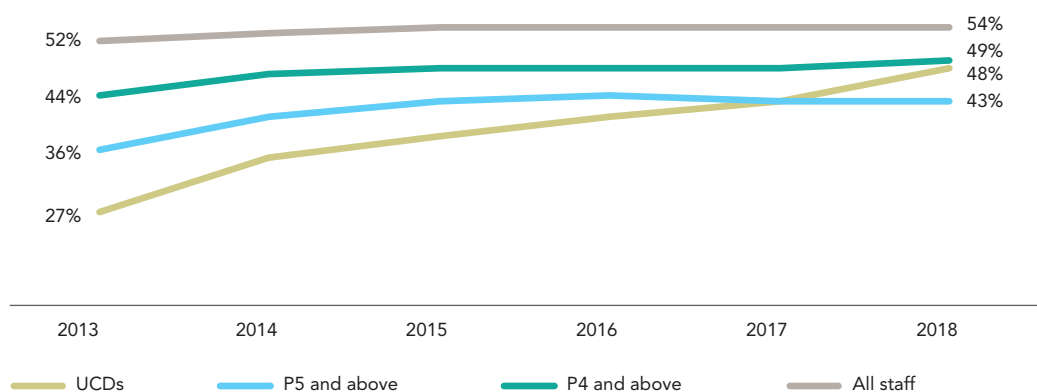
Workforce diversity

Gender parity of staff members by number of staff and grade as at 31 December 2018



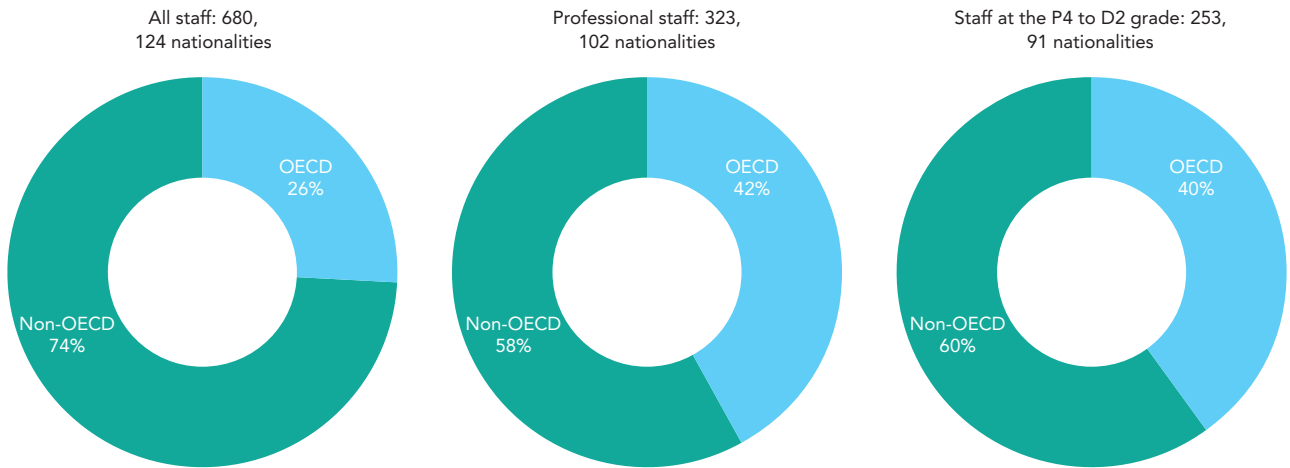
Between 2013 and 2018, the percentage of female staff members in the UNAIDS Secretariat increased from 52% to 54%, with a gradual increase over the same time period in the percentage of female staff members at the P4 and P5 level and above. A major achievement in this period has been the increase in women occupying UNAIDS country director positions, from 27% in 2013 to near parity (48%) in 2018. However, gender balance at different levels is mixed, with female staff members notably over-represented at the G5–G7 and NO-B levels and men at the G2–G3 and D1–D2 levels.

Change in percentage of female staff members, 2013–2018



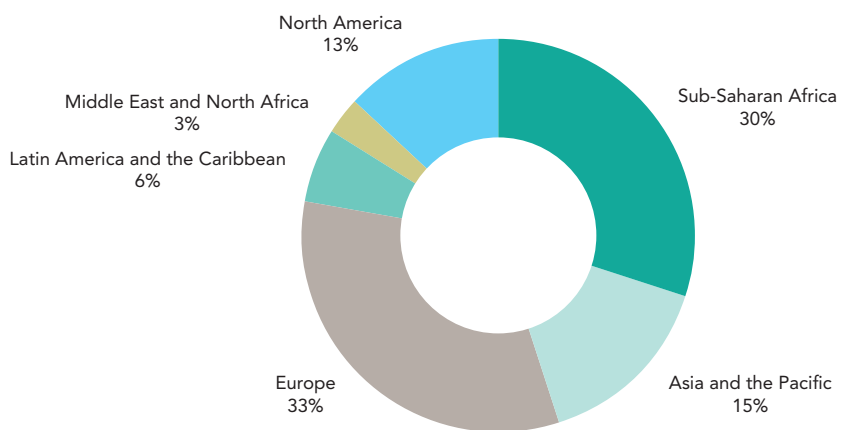
The UNAIDS global workforce comprises staff members from 124 nationalities, of whom 74% are from countries that are not members of the Organisation for Economic Co-operation and Development (OECD). One hundred and two nationalities are represented among the Secretariat’s Professional staff members and 91 among staff members at the P4 level and above, with the majority from non-OECD countries.

Staff members by nationality as at 31 December 2018



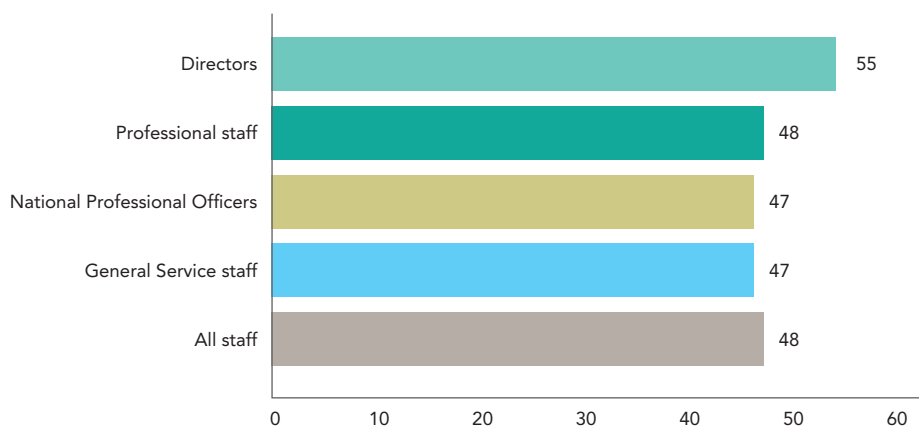
OECD: Organisation for Economic Co-operation and Development.

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



The average age of the Secretariat’s workforce is 48 years and is broadly consistent across all staff categories. At the most senior levels of the organization, D1 and D2, the average age is 55 years.

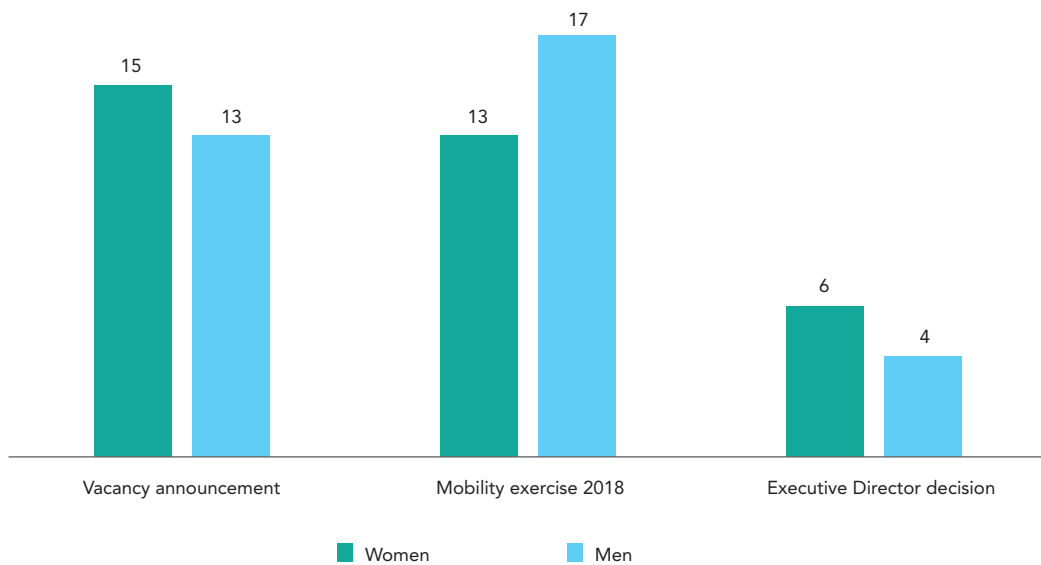
Average age of staff members by category as at 31 December 2018



Appointments

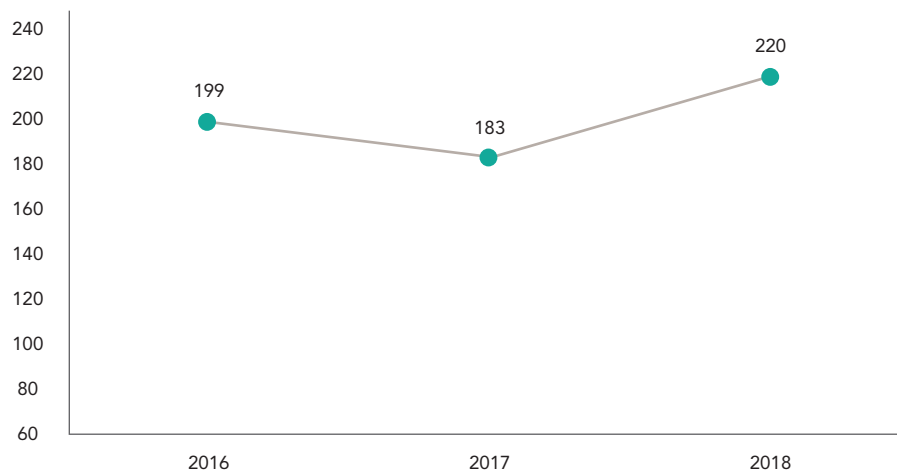
In 2018, 68 appointments of Professional staff members were made by the Secretariat. Of these, 28 positions were filled through vacancy announcements, 30 in the annual mobility exercise and the remaining 10 by an executive decision. The number of positions filled by women and men was almost equal.

Appointments of Professional staff members by type and gender in 2018



The average time of recruitment, between the date of advertisement of a vacant position and the acceptance of an offer by the candidate, increased from 199 days in 2016 to 220 days in 2018. Data are being analysed to identify where the processes are being delayed, with a view to speeding up recruitment in 2019 and thereafter.

Time to recruit in days, 2016–2018



Affiliate personnel

Junior Professional Officers and government secondments by nationality and gender in 2018

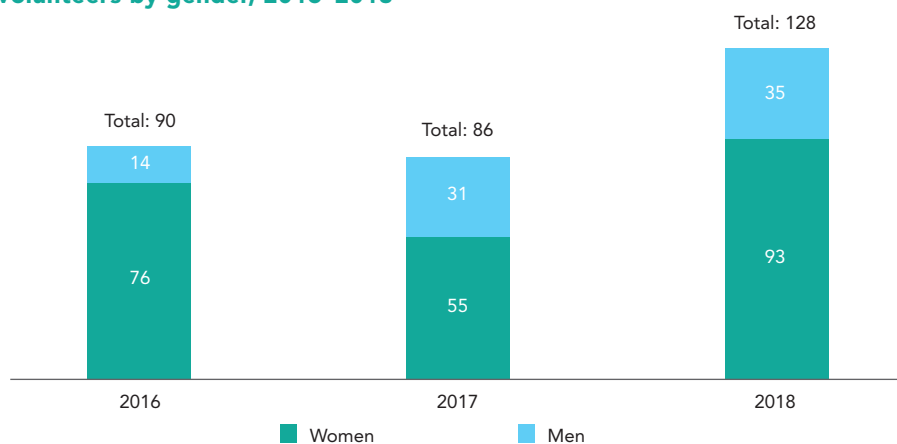
Junior Professional Officers

Nationality	Women	Men	Total
Belgium		1	1
Denmark	1		1
Finland	1		1
Germany	2	1	3
Italy	1		1
Luxembourg		1	1
Netherlands	2		2
Sweden	4		4
Switzerland	1	1	2
Total	12	4	16

Government secondments

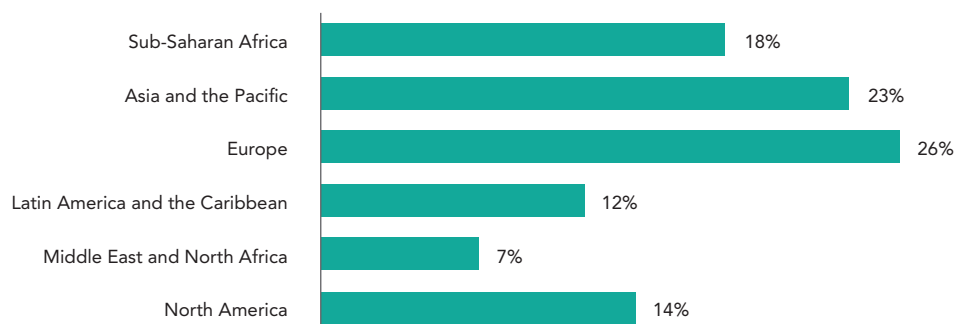
Nationality	Women	Men	Total
China	3	1	4
France		2	2
Netherlands	1		1
United States of America		1	1
Total	4	4	8

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



UNAIDS welcomed 16 Junior Professional Officers in 2018, 12 of whom were women, in addition to eight staff members seconded by their government. In total, 128 fellows, interns and UN Volunteers came to work for the Secretariat from 41 countries of origin, an increase of more than 40% compared to 2016.

Fellows, interns and UN Volunteers by region of nationality in 2018



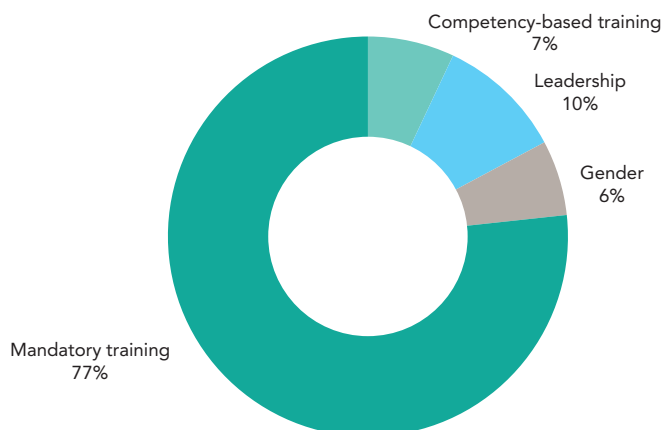
Staff learning and development

In 2018, 654 staff members were trained, the majority through online delivery, including videos and e-learning. A total of 98% of staff members reported that they had met their learning objectives for 2018.

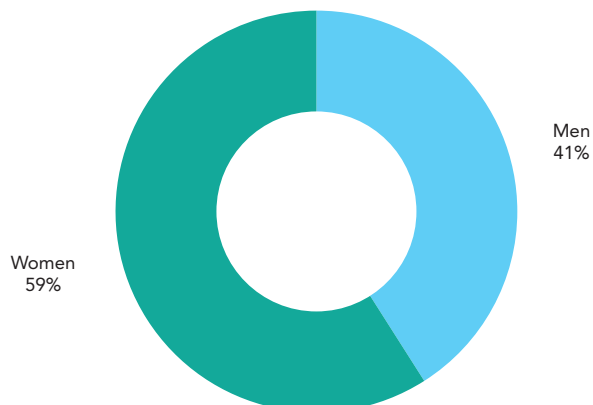
Staff member training by modality, 2018

Training modality, 2018	Number of staff trained
Face-to-face training	98
Online training (videos, e-learning)	556
Total staff trained	654

Staff member training by subject area, 2018



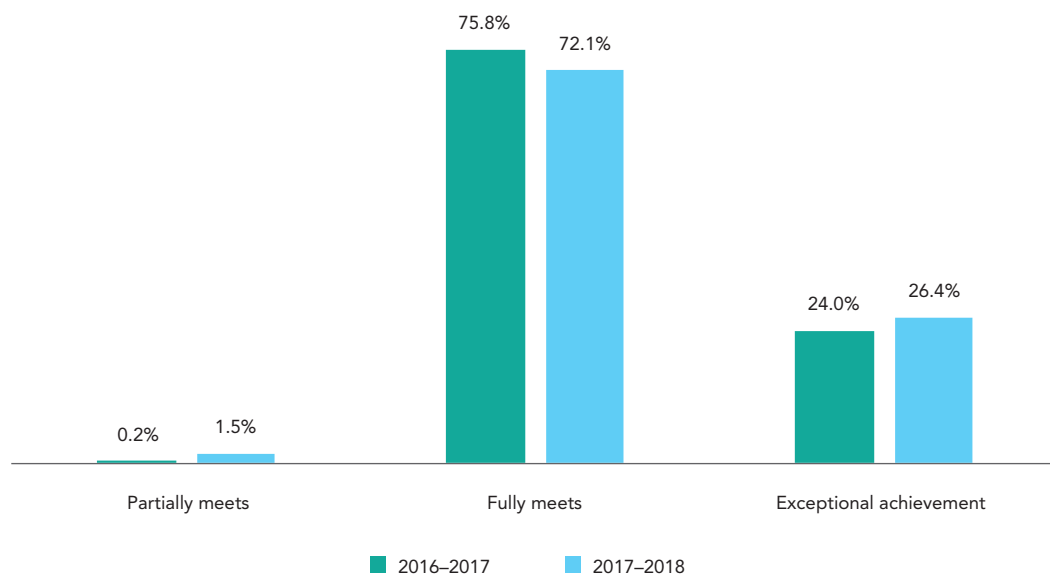
Staff member training by gender, 2018



Performance management

UNAIDS achieved a compliance rate of 97% for the two performance evaluation cycles reported in this document, namely 2016–2017 and 2017–2018. The rating distribution in both years was broadly similar. More than 70% of staff members received an evaluation of fully met; approximately one quarter of staff exceeded targets and less than 2% received a rating of partially met.

Rating distribution of performance evaluations, 2016–2017 and 2017–2018

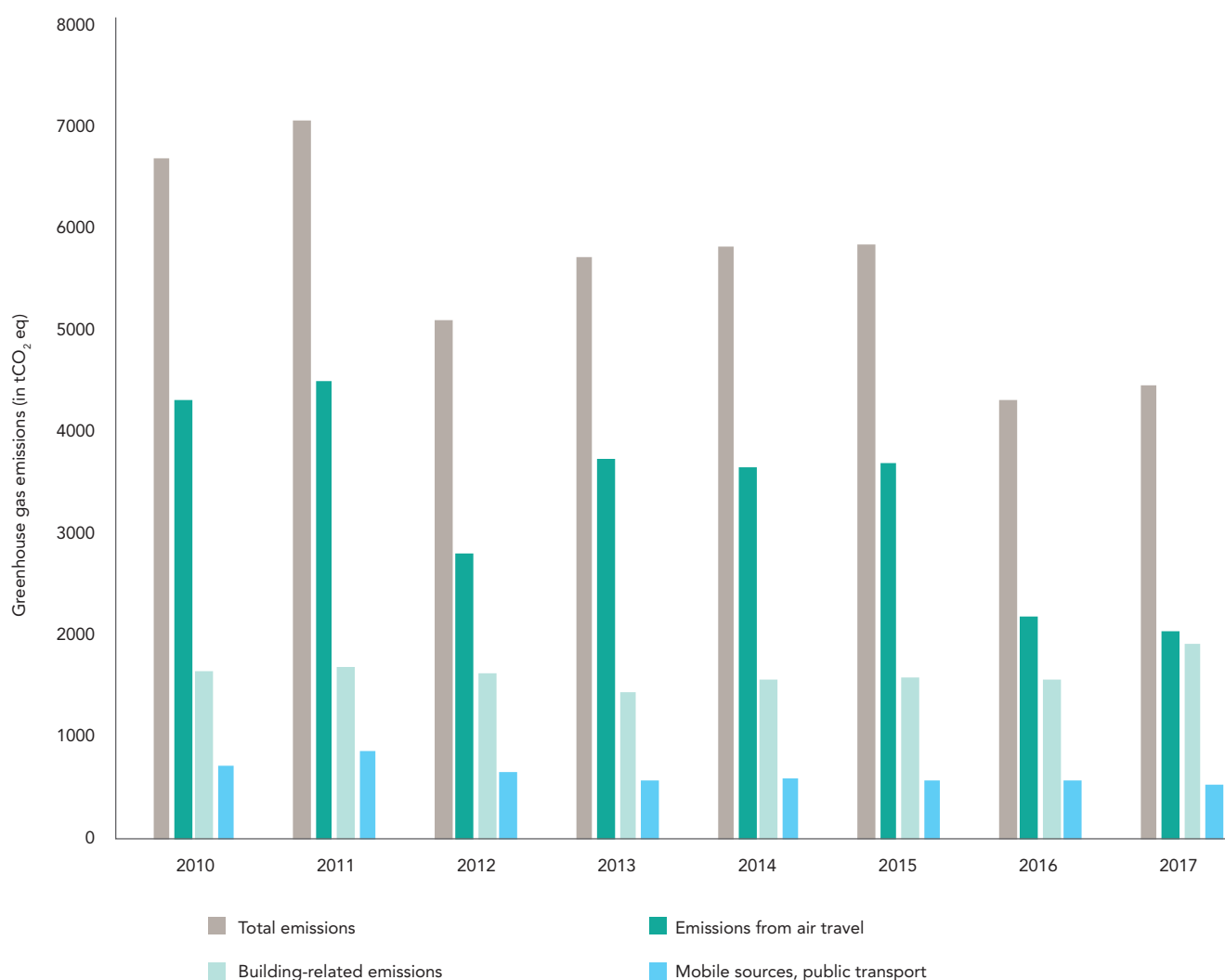


Environment

UNAIDS Secretariat greenhouse gas emissions, 2010–2017

UNAIDS completed its most recent United Nations annual greenhouse gas inventory in 2017, with data collected from headquarters and regional and country offices. The Secretariat has been climate-neutral in its operations since 2012, well ahead of the 2020 timeline called for by Secretary-General Ban Ki-moon in 2014.

UNAIDS Secretariat greenhouse gas emissions (in tCO₂ eq), 2010–2017

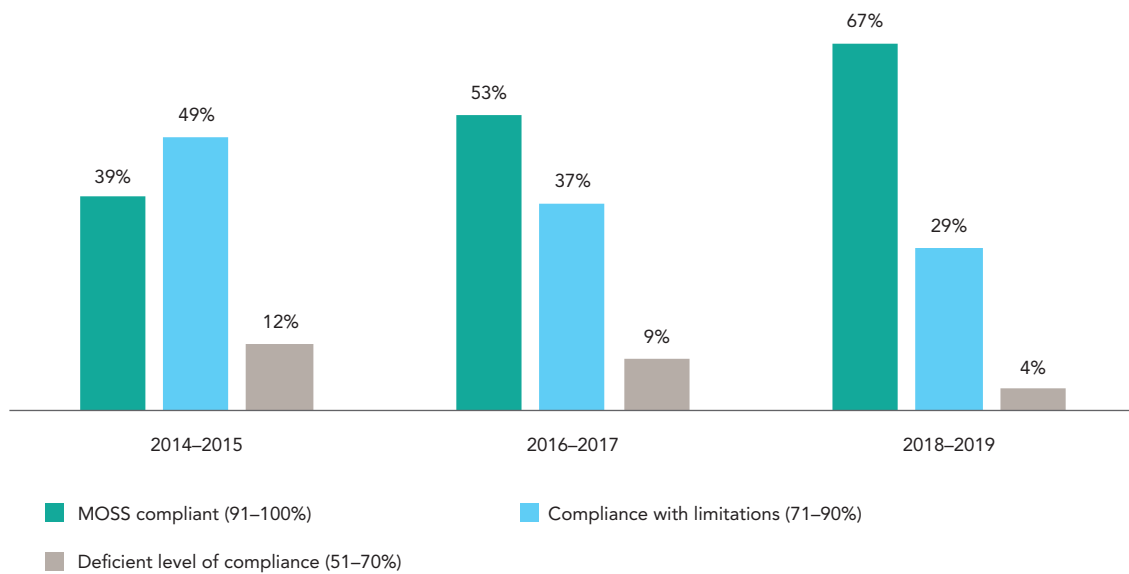


Security

Minimum Operating Security Standards compliance, 2014–2019

In the 2018–2019 reporting period, 67% of UNAIDS premises were rated as Minimum Operating Security Standards (MOSS) compliant, compared with 53% and 39%, respectively, in the previous two biennia. The percentage of premises rated as deficient in terms of level of MOSS compliance declined by two thirds over the same period, from 12% to 4%.

Minimum Operating Security Standards compliance, 2014–2019





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