

# UPDATE ON PROGRESS IN THE IMPLEMENTATION OF THE MANAGEMENT ACTION PLAN

**Additional documents for this item:** UNAIDS/PCB (44)/19.5; UNAIDS/PCB (44)/19.7

**Action required at this meeting:** the Programme Coordinating Board is invited to:

*Welcome* the revised MAP and *support* the required efforts to implement it fully and *request* the UNAIDS Secretariat to report on implementation of the Management Action Plan through its annual update on strategic human resources management issues

**Cost implications for implementation of decisions:** costs included in the 2016-2021 UBRAF

## Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff

### BACKGROUND

1. In March 2019 the Joint United Nations Programme on HIV/AIDS (UNAIDS) Secretariat presented its Management Action Plan (Action Plan) to the UNAIDS Programme Coordinating Board (PCB), in response to decision point 5.15(a)<sup>1</sup> at its 43rd meeting in December 2018. As outlined in the report to the Special Session, the Action Plan builds on the commitments outlined in two publications—Update on Strategic Human Resources Management Issues (UNAIDS/PCB (42)/18.6) and Transforming UNAIDS: An Agenda for Eliminating All Forms of Harassment and Upholding Dignity, Accountability and Well-being in the Workplace (UNAIDS/PCB (43)/18.22). The proposed activities are informed by UNAIDS Secretariat staff priorities and experience, as presented by the UNAIDS Secretariat Staff Association (UNAIDS/PCB (43)/18.23), and, in part, by findings of the Independent Expert Panel (UNAIDS/PCB (43)/18.21).
2. Since the Special Session of the PCB in March 2019, the Action Plan has been further elaborated, taking into account discussions at the Special Session and with the PCB Working Group to strengthen its monitoring and evaluation role on zero tolerance against harassment, including sexual harassment, bullying, and abuse of power at the UNAIDS Secretariat. In addition to ongoing implementation of activities, work by the UNAIDS Secretariat since the Special Session has focused on elaborating key expected outcomes and results of the Action Plan, refining indicative success measures, and costing proposed activities, as summarized in this report. It is envisaged that the Action Plan will remain a living document and evolve in response to progress, challenges and lessons learnt.

### GUIDING PRINCIPLES AND THEORY OF CHANGE

3. The purpose of the Action Plan is to enhance a positive organizational culture by encouraging desired behaviours and increasing the awareness of managers and staff of their accountability, including by promoting systemic responses to substandard or unacceptable behaviour and performance. UNAIDS senior management is committed to improving internal systems and governance, and reinforcing staff knowledge, skills and action, in order to achieve an inclusive and enabling working environment and advance the core principles of human rights, gender equality, and the greater involvement of people living with HIV. By ensuring a diverse, inclusive, safe and dignified workplace, thereby enabling staff to deliver at their best and maximize their collective results, UNAIDS is making a critically important investment in the AIDS response.
4. The Action Plan has benefited from wide staff engagement, including consultation with the Dignity at Work Task Force and the Staff Association, ensuring that the Action Plan is grounded in the experience of staff and their collective knowledge of the organization (see Annex 1). Importantly, the Action Plan is informed by the perspectives of people who have experienced the negative consequences of incivility and harassment. During discussions with the PCB Working Group, the UNAIDS Secretariat was encouraged to further articulate the key principles and underlying understanding (theory of change) that

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<sup>1</sup> “Calls on the UNAIDS Secretariat to fully implement the actions set out in the management response, and develop a more detailed, fully costed management action plan, complete with review mechanisms and timeline, with regards to the [Independent Expert Panel] recommendations, which are under its responsibility, in a robust, measurable, timely and ambitious way for consideration by the PCB by intersessional decision making.”

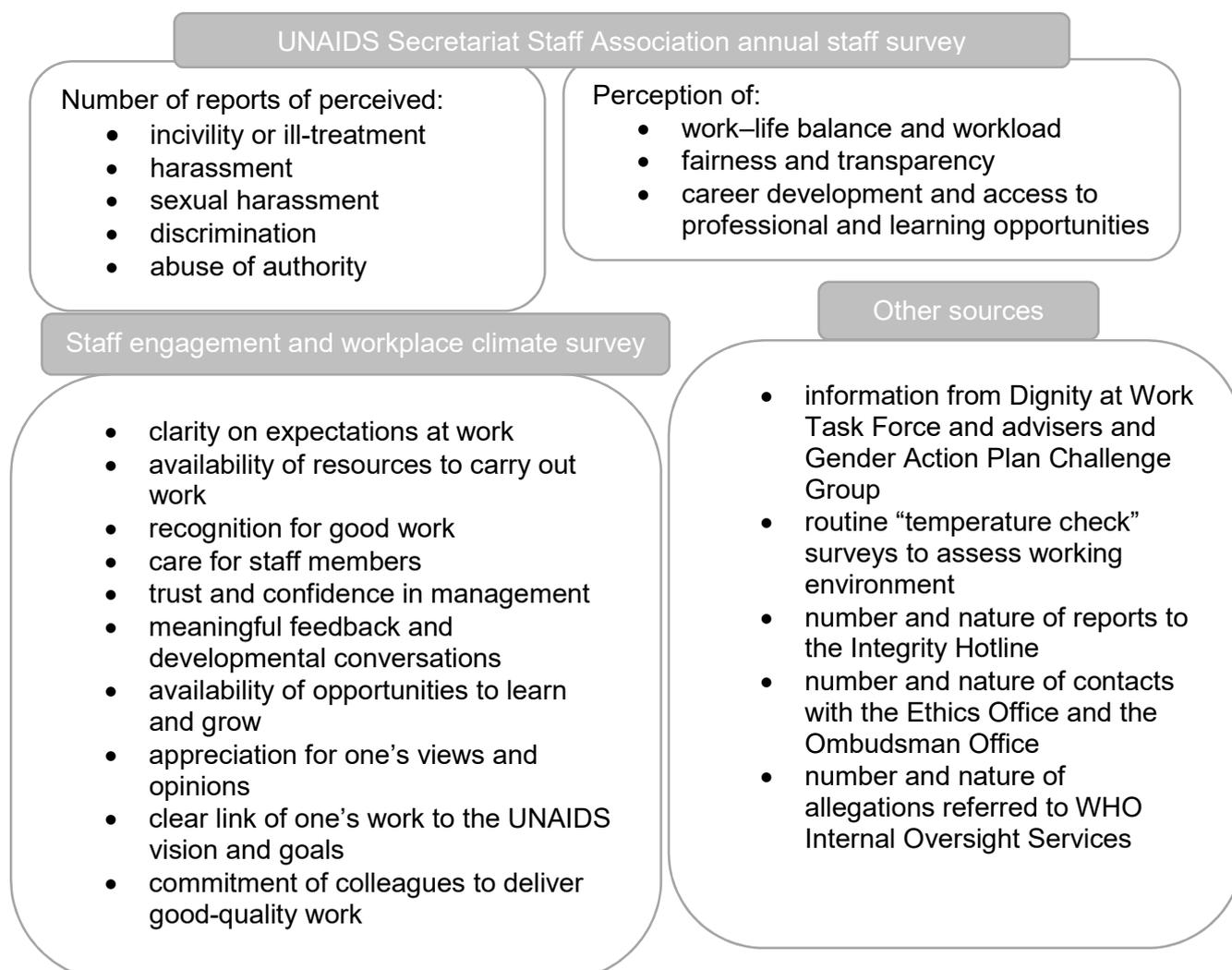
underpin the Action Plan and its implementation. Drawing upon the consultative process, these are summarized in Table 1.

**Table 1: Theory of change: a robust prevention agenda, together with strong accountability to address all occurrences of harassment, sexual harassment, discrimination and abuse of authority, leads to elimination of such behaviours**

Key principle	Underlying understanding
All staff members play a role in shaping the culture of the organization, and people in senior management have a particular responsibility as role models and to uphold accountability	UNAIDS staff are highly committed and motivated to uphold a model working environment, thereby making staff engagement a valuable asset for driving positive change
Early attention to all signs of conflict, incivility, sexism and exclusion in a workplace is one of the necessary requirements for preventing harassment, sexual harassment, discrimination and abuse of authority	Staff members are motivated and can be supported to make the required behavioural changes
Dialogues among staff contextualize and increase understanding of desirable and undesirable behaviours in the workplace, helping to shift attitudes and promote greater cohesion and mutual support in the workplace	Increased capacity (knowledge, skills) among staff members supports desired behaviour changes, reinforced by the organization's policies and processes, and role modelling by UNAIDS leadership
The mismatch between expectations and resources in an office is a driver of workplace stress, creating the conditions for frustration, which in turn can lead to conflict and, if not managed appropriately, expressions of incivility	Aligning workplans and resources helps drive an enabling workplace culture in which staff are high-performing, contribute to the achievement of the organization's goals, and enjoy a healthy work-life balance
A focus on well-being in the workplace is important for people, as a matter of the organization's duty-of-care responsibilities, and positively affects team dynamics and organizational performance	Extending dedicated support to staff members who have experienced workplace incivility, bullying, harassment or abuse of power decreases negative health effects
When staff members know their rights at work and understand the policies and mechanisms that exist for accountability and upholding the organization's duty-of-care responsibilities, staff members are well positioned to assert their rights and access the support available to them	Effectively functioning systems (e.g. accessible, good-quality services, producing timely and just results; increased transparency) accelerate positive change
When multiple activities to promote knowledge, skills and inclusive behaviours reach all staff members (layered interventions), these act synergistically and accelerate progress towards the goals of the Action Plan	Peer-led approaches (e.g. Dignity at Work adviser programme), together with the active leadership and engagement of all managers and the Staff Association, enable the Action Plan initiatives to reach all offices and all staff members
Formal internal justice systems must be accessible and produce timely and just results that are visible to staff members	Confidence of staff members in formal internal justice systems increases use of mechanisms to address allegations of harassment, sexual harassment, discrimination and abuse of authority in the workplace

5. Overall, the Action Plan sets out a desired future state whereby:
- the UNAIDS Secretariat is a healthy, equitable and enabling workplace for all staff members;
  - UNAIDS and its workforce are accountable, transparent, respectful and diverse;
  - productivity is enhanced and staff members maximize their collective positive impact for people living with or affected by HIV;
  - staff members are professionally fulfilled by the results of their efforts.
6. Monitoring progress and detecting gaps and challenges are key to effective and efficient implementation of the Action Plan. While some preliminary measures of success have been identified (see Annex 2), the UNAIDS Secretariat will enlist external expertise to fully develop a monitoring framework, bringing together different sources of qualitative and quantitative data (see Figure 1). Staff survey data will be used to inform follow-up coaching at the team or office level to address specific needs. As a central and ongoing feature of monitoring implementation, UNAIDS management will continue to actively engage the Staff Association, including in the context of follow-up to the data from its annual staff survey, the Dignity at Work Task Force and other internal constituencies (e.g. UN Plus, Young UN, UN-GLOBE) and advisory groups (e.g. Gender Action Plan Challenge Group). UNAIDS will share its learning with others and seek opportunities to benefit from what other entities are doing within and beyond the United Nations to advance an enabling and inclusive working environment.

**Figure 1: Monitoring implementation of the Management Action Plan: key sources of data and information**



## UPDATE ON IMPLEMENTATION OF THE ACTION PLAN

7. Implementation of the Action Plan is ongoing. Key developments since the report to the PCB at the March 2019 Special Session include the following:
  - Interactive sessions on the Action Plan and Dignity at Work agenda were held at UNAIDS regional management meetings in Asia and the Pacific, eastern and southern Africa, eastern Europe and central Asia, and the Middle East and North Africa. Planning is under way for a regional management meeting in Latin America and the Caribbean.
  - Staff positions have been advertised to strengthen policy and legal capacity in the Department of Human Resources Management, and in relation to promoting staff mental health and well-being.
  - A summary of UNAIDS administrative review statistics and internal justice disciplinary actions has been developed and shared with all staff members, increasing the visibility of internal accountability measures.
  - The assessment centre pilot exercise for UNAIDS Country Director positions was concluded, and focus groups were run to collect lessons learnt. Planning is under way for the launch of a fully fledged assessment centre, in partnership with other United Nations entities.
  - United Nations common services (OneHR service centre in Bonn) are being used by the Department of Human Resources Management for classification reviews and checking references.
  - A short-term developmental assignments (“stretch assignments”) policy was launched, opening up new opportunities for staff to grow in their careers and enabling UNAIDS to flexibly deploy skills to where they are most needed.
8. As part of promoting ongoing organizational learning on issues related to the Action Plan and its Dignity at Work agenda, the UNAIDS Secretariat convened an all-staff session on unconscious bias, led by an external leader in the field. At the time of finalizing this report, planning was under way for the next session in the series, focusing on internal justice mechanisms and knowing one’s rights at work, and involving key offices such as the World Health Organization (WHO) Internal Oversight Services, the WHO/UNAIDS Office of the Ombudsman, the UNAIDS Department of Human Resources Management, the UNAIDS Ethics Office, the WHO Global Board of Appeals, and the UNAIDS Secretariat Staff Association.
9. Initial discussions have taken place with WHO Internal Oversight Services regarding the introduction of key performance measures and specific deadlines for Internal Oversight Services intake procedures, preliminary reviews and investigations. The UNAIDS Secretariat is keen to see preliminary reviews carried out within 30 days, investigations carried out within 6 months, and a fast-track mechanism of 90 days put in place for investigations of sexual harassment. With regard to the UNAIDS policy on preventing and addressing harassment, which is currently based on the WHO policy, UNAIDS Secretariat management has prepared an updated version for internal consultation, incorporating and building upon the United Nations model policy. The UNAIDS Secretariat is monitoring developments in WHO and the United Nations Secretariat with regard to the revision of their policies, with a view to possibly aligning to them.
10. The UNAIDS Secretariat has participated in and benefited from the interactions it has had with the PCB Working Group. The latest version of the Action Plan, as summarized below, reflects the discussions at the time of finalizing this report. It is expected that the Action Plan will continue to evolve as implementation proceeds, incorporating lessons learnt from within and beyond UNAIDS. As noted in earlier reports, the UNAIDS

Secretariat will seek opportunities to consult with partners and contract specific support, benefiting from diverse outside experience and expertise. It will share its lessons learnt as the process moves forward.

## ACTION AREAS FOR CHANGE

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

Staff members need to be empowered to act and own solutions. To do so, they must be knowledgeable of their rights, understand what systems and services are available to them, including relevant policies and grievance procedures, and be familiar with reporting tools and systems. Acceptable and unacceptable behaviours need to be defined clearly. Sensitivity should be developed for situations that may not fall under the clearly defined behaviours but may discomfort some individuals. Intercultural awareness, commitment to diversity and inclusion, and mitigation of unconscious bias are prerequisites for an inclusive work environment. Preventing and resolving workplace conflict are important skills for building a positive and healthy work environment.

UNAIDS will:	What difference will it make?	Timeline	Resources (2019–2021)	Key expected outcomes
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	<p>Through peer-led approaches, staff members have opportunities to shape an improved, more inclusive and supportive organizational culture, upholding gender equality, diversity and non-discrimination</p> <p>Staff members have improved knowledge and skills to take care of their well-being and balance their professional and personal responsibilities</p>	<p>Activities are under way with the first cohort of Dignity at Work advisers</p> <p>Induction workshop for second cohort of advisers towards the end of 2019, with revised content to incorporate lessons learnt</p>	US\$ 150 000 (induction workshop; travel of advisers to run sessions at regional management meetings and other internal meetings; convening Dignity at Work Task Force)	<p>Through the development of a UNAIDS civility code, crowdsourced through dialogue across offices and teams, UNAIDS staff share a common understanding of desirable and undesirable behaviours in the workplace</p> <p>Staff members know and feel confident to assert their rights at work</p> <p>Dignity at Work advisers provide feedback and recommendations to UNAIDS management and the Staff Association towards strengthening implementation of the Action Plan</p>

<p>Recruit a staff well-being adviser to lead development and implementation of a UNAIDS staff mental health and well-being strategy, aligned with the United Nations system strategy</p>	<p>UNAIDS will better meet its duty-of-care responsibilities to its staff, across diverse settings, through strengthened counselling and other measures to support well-being</p> <p>Stigma, discrimination and other barriers to seeking support will be overcome</p>	<p>Recruitment is under way for a staff welfare officer in the second quarter of 2019</p> <p>The process is expected to be completed, and the selected candidate to take up their functions, before the end of 2019</p>	<p>US\$ 600 000 (cost of P4 post for 2 years; travel to regional management meetings and country-specific missions; convening internal staff advisory group to support strategy development)</p>	<p>Staff members will have information, services and other support to promote and protect mental health and well-being in the workplace and stay psychologically fit and healthy, including through use of flexible working arrangements</p> <p>UNAIDS senior management will receive and act on strategic advice on how to improve staff well-being, thereby promoting staff engagement and performance</p> <p>Staff members will better understand the negative health consequences of incivility, harassment and abuse of authority; staff members who experience such negative health consequences will be offered good-quality support</p>
<p>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</p>	<p>Staff members serving in high-risk environments (e.g. security threats, isolation), experiencing workplace stress or conflict, or managing a major life event will have intensified support available to them, enabling them to maintain their well-being and their professional performance</p>	<p>Needs assessment initiated by the second quarter of 2020, led by the staff welfare officer</p>	<p>To be determined, based on outcomes of needs assessment with staff members</p>	<p>Staff members feel supported by the organization in maintaining their health and well-being at work, and in the context of balancing personal and professional responsibilities</p>

and conflict, or managing a major life event				
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; 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)	Systematic communication of essential, authoritative information on key policies, processes and internal services will enable staff members to understand their rights and responsibilities at work	By the end of 2019	Within staff time resources and existing budgets for induction training	All colleagues are aware of their rights and responsibilities as staff members, and the internal policies and procedures that uphold internal justice  Staff members know where to go for support and guidance  Staff members feel a sense of belonging in UNAIDS and know that the organization upholds its duty of care to staff

### Senior management: accountability and capacity-building

Senior managers across UNAIDS, in their day-to-day interactions with staff members and partners, set the tone for mutual expectations—commitment, performance and collaboration, and valuing the skills and contributions of everyone. Trust is reinforced when the organization's policies and procedures are applied transparently and predictably and uphold the strategic interests of UNAIDS and the well-being of its staff. Senior leaders must embrace a continuous improvement mindset. They should be candid and open to discussing problems and areas for improvement, and they should engage staff in advancing solutions. Senior management will seek to build on the strong ongoing partnership with the UNAIDS Secretariat Staff Association, noting the critical importance of constructive staff and management relations.

UNAIDS will:	What difference will it make?	Timeline	Resources (2019–2021)	Key expected outcomes
Make the Action Plan a standing agenda item on senior management team and regional management meetings to assess	Senior management will exert collective leadership for	Ongoing	US\$ 25 000 (expert training and facilitation)	Senior management understands progress and gaps in implementing the

progress and challenges, and provide strategic leadership and focus to implementation efforts, with staff informed of key outcomes and decisions from each meeting	implementation of the Action Plan, ensuring results			Action Plan, and exerts leadership collectively and within their specific areas of responsibility and authority
Offer management and leadership coaching to strengthen understanding and demonstration of desired behaviours to mid-level and senior staff members in the organization, and to more junior staff (across categories) who are seeking opportunities to lead teams	Managers will uphold an inclusive, respectful organizational culture, consistently demonstrating the behaviours necessary to achieve the goals of the Action Plan	To launch in the third quarter of 2019	US\$ 200 000	Staff members report that their managers and senior leadership demonstrate commitment and the behaviours necessary to take the Action Plan forward
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	Trust is reinforced when the organization's policies and procedures are understood by staff members, are applied transparently and predictably, and uphold the strategic interests of UNAIDS and the well-being of its staff	Launch of revised framework in the third quarter of 2019  Briefings for staff members in the fourth quarter of 2019  Expanded electronic approvals and reduction in paper-based procedures by the third quarter of 2020	US\$ 100 000 (improvements to information technology systems to support increased use of electronic workflows and approvals)	Decision-making is less centralized and takes place at the optimal level, with enhanced transparency and internal controls for compliance with policies and other standards  Staff members understand the organization's rules, policies and processes, and report that they feel confident these are applied fairly and consistently
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	Investments in strengthening staff knowledge and skills, and promotion of an inclusive and collaborative working environment in UNAIDS, strengthens work with	Opportunities to be identified as part of implementation of the Action Plan	US\$ 250 000	Staff knowledge and skills on human rights, gender equality and the greater involvement of people living with HIV are reinforced

	and engagement of women's rights organizations, networks of people living with HIV, representatives of key population groups, and other key stakeholders in the response to HIV			
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### Systems: strength and transparency

Systems underpin accountability and the organization's duty of care to staff, while ensuring that staff members have the necessary conditions and resources to carry out their work. Staff members have raised concerns that disciplinary procedures and the justice system are not used due to a lack of trust in those mechanisms. Staff members who do not demonstrate the behaviours expected from them in accordance with the staff regulations and rules, the International Civil Service Commission's Standards of Conduct for the International Civil Service, and the UNAIDS Secretariat Ethics Guide will be held accountable as required in the staff regulations and rules.

UNAIDS will:	What difference will it make?	Timeline	Resources (2019–2021)	Key expected outcomes
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>UNAIDS will have a more systematic approach to ensuring it is meeting its duty-of-care responsibilities to staff members serving in diverse contexts</p> <p>All staff members will have the resources, support and overall conditions necessary for carrying out their work, with physical and psychological health and safety</p>	Model designed in the first quarter of 2020 (convene regional operations advisers, human resources management, and information technology and security adviser to review and elaborate new support model, in consultation with UNAIDS Country Offices, Regional Support Team Directors, UNAIDS Secretariat Staff Association, and	US\$ 200 000 (increase in travel budget for visits to countries and follow-up support)	<p>Improved alignment between expectations, office workplans, staffing levels and resource allocations</p> <p>Managers report they are aware of and able to deliver on their responsibilities to staff</p> <p>Staff members report that they feel the organization provides the necessary support and an enabling environment, and that they</p>

	Gaps in compliance will be more systematically identified and remedied	support entities, e.g. Staff Health and Well-being Services, Ombudsman, Internal Oversight Services)  Inspection visits initiated in the second quarter of 2020		feel comfortable drawing on those resources  Possible warning signs for incivility, harassment or abuse of authority are detected and the issues addressed
Adopt and enforce a strengthened policy prohibiting all forms of harassment, abuse and discrimination; and strengthen whistleblowing and protection against retaliation policy	Strengthened policy will protect staff, consultants and interns from all forms of harassment, abuse and discrimination, building on minimum standards contained in the model policy adopted by the United Nations Chief Executives Board	Consultation process and adoption of UNAIDS policy in the third quarter of 2019  Awareness-raising campaign on the new policy and its provisions by the end of 2019	Within existing staff time resources	Strengthened policies and internal justice systems reflect best practice and commit to delivering timely results with due process
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	Setting and attaining service standards will promote predictability about timeframes and deadlines for investigation of allegations of misconduct  Earlier resolution of matters will reduce distress and uncertainty for people bringing complaints and people who are the subject of allegations	Discussions with WHO Internal Oversight Services under way	To be determined	Intake and preliminary review completed within 30 days  Investigations normally completed within 6 months  Fast-track mechanism to complete investigation of high-priority cases within 90 days

<p>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</p>	<p>Increased visibility of management commitment and action to uphold standards of conduct results in greater staff confidence in the effectiveness of the mechanisms</p>	<p>First summary published in April 2019, and then updated annually</p>	<p>Within existing staff time resources</p>	<p>Staff members report that they are confident that management takes action in response to misconduct</p> <p>Staff members have increased confidence in the effectiveness of the organization's internal justice system</p>
<p>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 have left United Nations posts due to misconduct</p>	<p>Due diligence is strengthened in recruitment and other human resources processes</p> <p>Use of common United Nations services will promote alignment and harmonization with common standards</p>	<p>Use of OneHR service centre initiated in the second quarter of 2019</p>	<p>Currently using on a fee-for-service basis; agreement to be established based on expected volume of work</p>	<p>UNAIDS management has better information on job applicants, informing hiring decisions</p> <p>Use of shared United Nations services results in increased staff confidence in the objectivity of job classifications</p>
<p>Strengthen the ethics function in line with the Independent Expert Panel recommendations and the United Nations Joint Inspection Unit recommended best practices</p>	<p>The Ethics Office plays an important role in advising and supporting people and teams, overall promoting knowledge and accountability regarding the organization's rules, policies and procedures</p>	<p>Assess options and develop recommendations in the third quarter of 2019</p>	<p>Ethics function is currently staffed at P5 level</p>	<p>The Ethics Office has appropriate resources and institutional arrangements to carry out its mandate in line with best practice</p>
<p>Improve access of staff members to ombudsman and mediation services</p>	<p>Ombudsman and mediation services are an important confidential resource for staff members, providing</p>	<p>Explore ways of improving access of staff members to ombudsman and</p>	<p>Resources required for enhanced mediation support to be determined</p>	<p>Staff members and teams across UNAIDS have timely access to good-quality mediation support</p>

	advice and support to address workplace concerns or pursue the informal resolution of conflict	mediation services in the second half of 2019		Increased uptake of ombudsman and mediation services promotes a respectful working environment, stronger teamwork, and resolution of conflict at early stages
Examine options for establishment of an external and independent investigation, disciplinary and redressal system, and work 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)	UNAIDS can contribute views and experience to United Nations systemwide discussions on strengthening internal justice, towards shared standards of investigation, discipline and redress, including regarding the standard of proof and mechanisms accessible to all personnel, and deliver timely outcomes, upholding due process and accountability	Ongoing discussions within the Chief Executive Board Task Force on addressing sexual harassment, the Human Resources Network, and the High-level Committee on Management	US\$ 20 000 (contingency for contribution to joint activities with other interested United Nations entities)	Support is developed for a new mechanism that is accessible, is appropriately resourced, consistently upholds agreed standards, and has the confidence of staff members and other personnel

### Performance management and career development

UNAIDS will revitalize its human resource strategy to ensure it is a driver for culture change and maximizes collective results. Workforce planning and career development modalities will be reviewed and redesigned to support a diverse, versatile and high-performing workforce, placing the right skillsets in the right places at the right time and limiting possible unintended adverse consequences for the institution and staff members (e.g. gender equality, staff and family well-being). People management needs are to be aligned to the expected behaviours outlined in the UNAIDS Secretariat Competency Framework to drive staff engagement and results at work. Increased use of “stretch assignments” can enhance the skills, knowledge and exposure of serving staff members, while enabling the organization to be agile and responsive to emerging needs and opportunities.

UNAIDS will:	What difference will it make?	Timeline	Resources (2019–2021)	Key expected outcomes
<p>Review and redesign the staff mobility policy, and workforce planning and career development modalities</p>	<p>A new approach to staff mobility will enable UNAIDS to flexibly deploy skills to the places where they are most needed, with transparency and due process</p> <p>Staff members will be supported to further develop their skills in ways that are aligned with the next generation of country needs in the response to AIDS and with United Nations institutional requirements (e.g. UN Reform)</p>	<p>Commence consultations on proposed revisions to mobility policy in the third quarter of 2019</p> <p>Commence review of workforce planning and career development modalities at the end of 2019</p>	<p>Within existing staff time resources</p>	<p>Staff experience and skills are put to optimal use towards meeting the UNAIDS goals</p> <p>Staff feel that mobility and career development initiatives are implemented fairly</p> <p>Staff feel that mobility benefits their overall career development</p> <p>Unintended adverse consequences of the staff mobility programme for the institution and staff (e.g. advancing gender equality; staff and family well-being) are identified and managed effectively</p>
<p>Implement upward feedback from staff members in management appraisals of staff at director level or higher to better assess their competency in managing people and promote mutual accountability</p>	<p>UNAIDS strengthens its culture of performance feedback in relation to results and the demonstration of core competencies</p>	<p>Initial phase implemented; to be expanded through phased approach</p>	<p>US\$ 150 000</p>	<p>Staff members feel they have the skills required and a supportive environment for providing feedback to supervisors, peers and the people they supervise</p> <p>Supervisors have an opportunity to improve their responsiveness to the needs of the people they lead, and receive feedback that informs</p>

				their own professional development
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	<p>Staff members taking up positions with responsibility for managing human and financial resources will have the necessary competencies for doing so effectively</p> <p>Internal candidates participating in an assessment centre but not selected for a post will receive individualized feedback to inform their professional development planning</p>	<p>Negotiations under way on a joint basis with United Nations partners</p> <p>Assessment centres to be initiated at the end of 2019</p>	US\$ 500 000	<p>Strengthened management of staff and resources for strong teams and prevention or early resolution of problems where they may arise</p> <p>Staff members are incentivized to grow their skills in relation to managing people and teams, linking these skills more explicitly to career development in UNAIDS</p>
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)	<p>Strategic investment in learning and collaboration deepens competencies of staff, fosters cohesion, reduces isolation, and enhances joint results</p> <p>Sources of feedback and coaching will be diversified, reducing the risk of overreliance on one supervisor for guidance and support</p>	Discuss in the third quarter of 2019 within the senior management team, in the context of planning and taking forward the 2020–2021 workplan	US\$ 1 million	<p>Staff members report increased clarity on expectations at work and better understand the connection between their work and the attainment of UNAIDS goals</p> <p>Staff further develop their competencies to deliver what is required of them in their current role, and grow professionally for future assignments</p>

<p>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>	<p>Staff engagement is enhanced, enabling the organization to benefit from the diversity of knowledge, skills and experience across UNAIDS</p>	<p>The initiative was announced in a message to all staff, encouraging dialogue with supervisors and recognizing the diverse ways in which colleagues are contributing to the organization beyond their core work objectives</p>	<p>Within existing staff time resources</p>	<p>Staff members report that they have the opportunity to contribute to a positive and inclusive organizational culture, including key initiatives and internal constituency bodies (e.g. UN Plus, Young UN, UN-GLOBE)</p> <p>Staff uptake of the initiative and the specific innovations and improvements in the UNAIDS workplace are documented</p>
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### Progress monitoring: the impact of change

A baseline that is benchmarked against comparable organizations and that observes changes over time can deliver important data on progress or lack of progress in delivering this change agenda. Rigorously analysing data can help identify gaps and inform improved interventions. The annual update to the PCB on strategic human resources management issues will include anonymized reporting on cases of harassment and abuse of authority, with the outcome of those cases included. It is anticipated that if the actions outlined in this Action Plan deliver the desired results, thereby building staff knowledge and trust in reporting systems, among other matters, the number of cases may increase in the short to medium term.

UNAIDS will:	What difference will it make?	Timeline	Resources (2019–2021)	Key expected outcomes
<p>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</p>	<p>Survey data will provide insights into progress and gaps in the implementation of the Action Plan, based on the experience and views of staff members,</p>	<p>First survey in the first quarter of 2020, and then to be conducted on an annual basis</p>	<p>US\$ 200 000</p>	<p>Staff members and senior management understand strengths and weaknesses in the UNAIDS working environment, including systems and practices in place to manage and support staff members and take</p>

	<p>and will inform revisions to the planned activities</p> <p>Granular data will help to identify engaged high-functioning teams, and identify problem areas and systemic challenges in need of specific attention</p> <p>Follow-up support to offices and teams will strengthen team dynamics and performance</p>			<p>action to address survey findings</p> <p>Staff members will have an opportunity to assess the commitment and action of members of the senior management team, generating data that are comparable with benchmarks, and used to inform individual and collective leadership development in the senior management team</p>
<p>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</p>	<p>UNAIDS will benefit from experience and evidence from other sectors on implementing organizational behaviour change, and put in place a robust monitoring framework to assess progress in ensuring a healthy, equitable and enabling working environment</p>	<p>Refine results and monitoring framework at the end of 2019</p> <p>Regular monitoring and review of activities and progress in 2020–2021</p>	<p>US\$ 250 000</p>	<p>There is ongoing organizational learning on the promotion of a diverse and inclusive workplace</p> <p>Emerging state-of-the-art organizational behaviour-change interventions are identified and integrated into the Action Plan, as appropriate</p> <p>Senior management has robust data by which to assess successes and challenges in the implementation of the Action Plan, and to inform decision-making</p>

<p>Deepen the strong partnership with the Staff Association, enhancing data-driven staff engagement approaches and responding to staff needs and priorities</p>	<p>Reinforced investment in constructive staff–management dialogue ensures the actions outlined in the Action Plan are relevant to the needs and priorities of UNAIDS staff in all their diversity; staff members’ perspectives and experience continue to inform the evolution of the Action Plan</p>	<p>Third quarter of 2019</p>	<p>US\$ 350 000 (estimated costs for backfilling the 50% release time of the Staff Association Chair and Vice-Chair; time-limited additional capacity in the Staff Association Secretariat)</p>	<p>Staff Association executive officers can perform their functions as envisaged in the agreement on cooperation between the Staff Association and UNAIDS management, and in line with good practice on effective staff and management relations</p> <p>Staff engagement in the implementation and oversight of the Action Plan strengthens the pace and quality of results</p>
<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>	<p>PCB input will strengthen strategic human resources initiatives and contribute towards optimized programme delivery and achievement of the goals and targets outlined in the UNAIDS Strategy</p>	<p>Under way</p>	<p>US\$ 53 000 (estimated 2019 costs)</p>	<p>Routine UNAIDS management reporting on strategic human resources management issues is expanded to cover issues of harassment, sexual harassment, discrimination and abuse of authority, promoting accountability for an enabling high-performing working environment</p>
<p>Continue monitoring and publicly reporting on progress and challenges against the targets of the UNAIDS Gender Action Plan</p>	<p>Achieving gender equality in the workplace is a human rights imperative and a commitment of UNAIDS senior management and the United Nations Secretary-General</p>	<p>Ongoing</p>	<p>US\$ 50 000 (convening of the Gender Action Plan Challenge Group to take stock of progress and challenges, and advise on implementation in</p>	<p>Women and men in UNAIDS report they feel empowered to pursue a fulfilling career, with the flexibility to meet their diverse responsibilities outside of the workplace, and experience a working environment free of discrimination and harassment</p>

			the context of the Action Plan)	UNAIDS makes continued progress towards the Gender Action Plan targets (including on gender parity)
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## **Annex 1: Vision statement of the UNAIDS Dignity at Work Task Force**

The statement below is based on the discussions and outputs of the Dignity at Work Task Force, which was established to advise on and support implementation of the organization's agenda for a healthy, equitable and enabling workplace for all UNAIDS staff. The Task Force comprises staff members representative of all levels and diverse regions of the UNAIDS Secretariat, and key internal stakeholders, including the UNAIDS Secretariat Staff Association, with a mandate to provide a dynamic, inclusive and holistic approach to taking forward the change agenda.

### **Vision: a healthy, equitable and enabling workplace for all UNAIDS staff**

UNAIDS aspires to be an employer of choice, where staff members are passionately working towards ending the AIDS epidemic and are professionally fulfilled by the results of their efforts. UNAIDS is resolute in leading by example and creating an enabling environment for everyone to contribute to their full potential. The UNAIDS workforce is accountable, transparent, respectful and diverse. All staff members, including managers, share their skills and experience to strengthen the organization and further its transformational impact, working hand in hand with the communities they serve and ensuring the greater involvement of people living with or affected by HIV.

#### *Ensuring accountability*

Accountability is a key principle at UNAIDS, and staff members at all levels, consultants and interns are accountable to the people they serve and for results and resources, while upholding the Standards of Conduct for the International Civil Service and UNAIDS core values. UNAIDS champions zero tolerance for abuse of authority, harassment, including sexual harassment, discrimination and bullying, and has no place for impunity. UNAIDS actively works towards improving existing mechanisms for investigating allegations of misconduct of any kind and applying proportionate disciplinary measures in a timely manner. UNAIDS will be a place where no one faces discrimination or exclusion from opportunity and where staff members, consultants and interns feel protected from retaliation.

#### *Enhancing transparency*

Transparency is important to building and maintaining staff members' trust in decision-making processes. All decisions will be taken based on clear and transparent criteria that ensure fairness. Consistent, regular and honest communication of decisions affecting staff members, and UNAIDS overall, are critical to drive higher staff engagement. The organization honours confidentiality and discourages gossip. Proven cases of unethical behaviour and the corresponding management response are communicated to all staff while respecting confidentiality.

#### *Championing respect*

Respectful behaviour will be the norm in all UNAIDS offices. Everyone has the responsibility to challenge biases, call out sexist and other unacceptable behaviours, and offer support to anyone experiencing such behaviours. All staff members are aware of how their work contributes to achieving the UNAIDS mission and recognize each other's contributions and successes. Work is planned collaboratively with staff members, normalizing reasonable flexibility and maximizing performance and job satisfaction. Staff members are supported in taking care of their health and well-being and attending to personal and family needs. All managers are expected to understand their responsibilities towards the people they manage, and to be committed and empowered to lead staff, consultants and interns to thrive and grow in their contribution to UNAIDS.

*Embracing gender equality and diversity*

Staff members are mindful of and challenge unequal power relations, aiming to transform gender norms so that equality and respect for human rights and dignity for people of all genders is apparent in all we do. Work will be conducted in an inclusive manner, ensuring diverse perspectives are heard and valued equally. Images and stories will portray the diversity of our world and challenge stereotypes and power inequalities. UNAIDS is committed to achieving gender balance at all levels, including with regard to staffing, partner engagement, and participation in consultative and decision-making bodies. Its efforts to maintain and enhance a workforce of excellence go hand in hand with hiring for diversity and closing gaps.

## **Annex 2: Measures for success**

Through the implementation of the Action Plan, UNAIDS is committed to making swift progress towards its ultimate goal of eliminating all forms of harassment, sexual harassment, discrimination and abuse of authority from the workplace, and upholding a healthy, equitable and enabling working environment for everyone in UNAIDS.

The core measures for success outlined below will be revised and expanded with support from external expertise in workplace climate and organizational culture assessments, in consultation with the UNAIDS Secretariat Staff Association. UNAIDS will also enlist expert support on organizational behaviour change and effective methods for assessing the benefits of civility, inclusion and staff well-being for organizational performance.

- Staff survey data show significant progress towards the goal of zero incidence of harassment, sexual harassment, ill treatment and abuse of authority.
- Staff survey data show significant progress towards the goal of zero discrimination in the workplace.
- Staff report that their immediate supervisors, members of the UNAIDS senior management team and cabinet leadership are role models for inclusive behaviour and uphold the values of the organization.  
Staff report that they believe management decision-making with regard to staffing is fair and transparent.
- Staff report feeling comfortable to speak up about incivility or exclusionary behaviours they experience or observe in the workplace.
- Staff report that they are knowledgeable about and confident in mechanisms and offices that are part of the UNAIDS internal justice system (e.g. Ethics Office, Integrity Hotline, Office of the Ombudsman, mediation services, WHO Internal Oversight Services).
- Staff report that they are confident that managers consistently uphold the rules and policies of the organization, and take action in response to concerns about alleged misconduct.
- Managers report that they have the knowledge, skills and resources to deliver the organization's duty-of-care responsibilities, within their delegation of authority.
- Staff report that they have the time and resources necessary to deliver what is expected of them; they are equipped to manage the stress of work; and the organization is committed to providing a working environment conducive to good mental health.
- Staff report that they are knowledgeable about the health and well-being services available to them.
- Staff report that they would feel comfortable approaching WHO Staff Health and Well-being Services or the UNAIDS staff well-being officer if they have concerns or needs in relation to their own mental health, including unmanageable workplace stress.
- Staff report high job satisfaction—their skills and contributions are valued, and their work contributes to the attainment of the organization's goals.
- Staff report that they feel performance management in UNAIDS is supporting high-performers to grow in their careers, while leading to consequences where there is substantiated substandard performance or failure to demonstrate core UNAIDS competencies.

- Further progress is made towards achieving the UNAIDS Gender Action Plan targets and implementing the United Nations Systemwide Action Plan on Gender Equality and the Empowerment of Women.

*[End of document]*