

UPDATE ON HUMAN RESOURCES MANAGEMENT ISSUES

A Fit-For-Purpose Workforce: UNAIDS in 2019

A FIT-FOR-PURPOSE WORKFORCE: UNAIDS IN 2019

UNAIDS HUMAN RESOURCES MANAGEMENT DEPARTMENT

Introduction

This summary report of UNAIDS Secretariat staffing data has been developed by the Human Resources Management Department to respond to questions about the workforce of UNAIDS. It is 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 2019. Where possible, comparative data from previous years are provided.



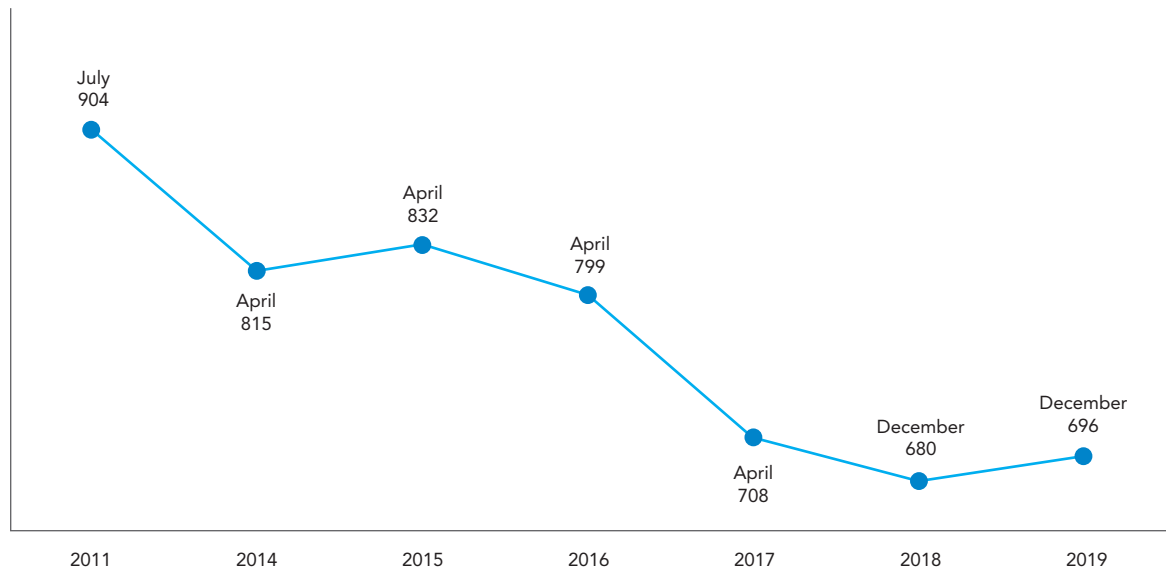
Where UNAIDS staff work around the world



Staffing

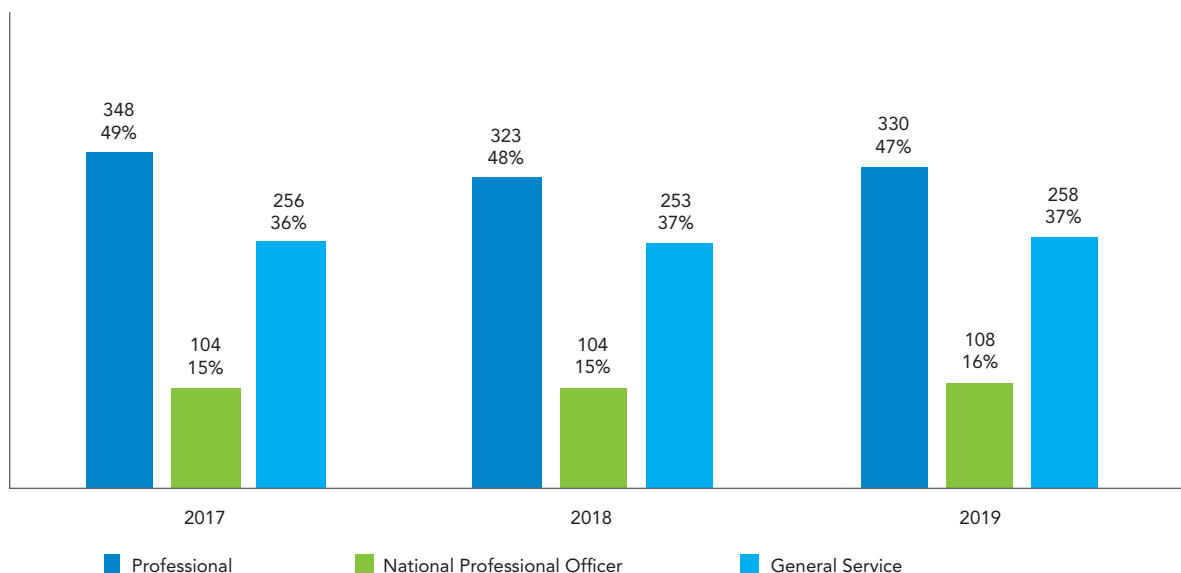
Following two strategic organizational realignment exercises and streamlining of functions, the number of staff employed by the UNAIDS Secretariat has declined by approximately one quarter in the past seven years, from 904 in July 2011 to 696 in December 2019. There was a small increase of 16 staff members in 2019 compared to the previous year.

UNAIDS Secretariat staff numbers, 2011–2019



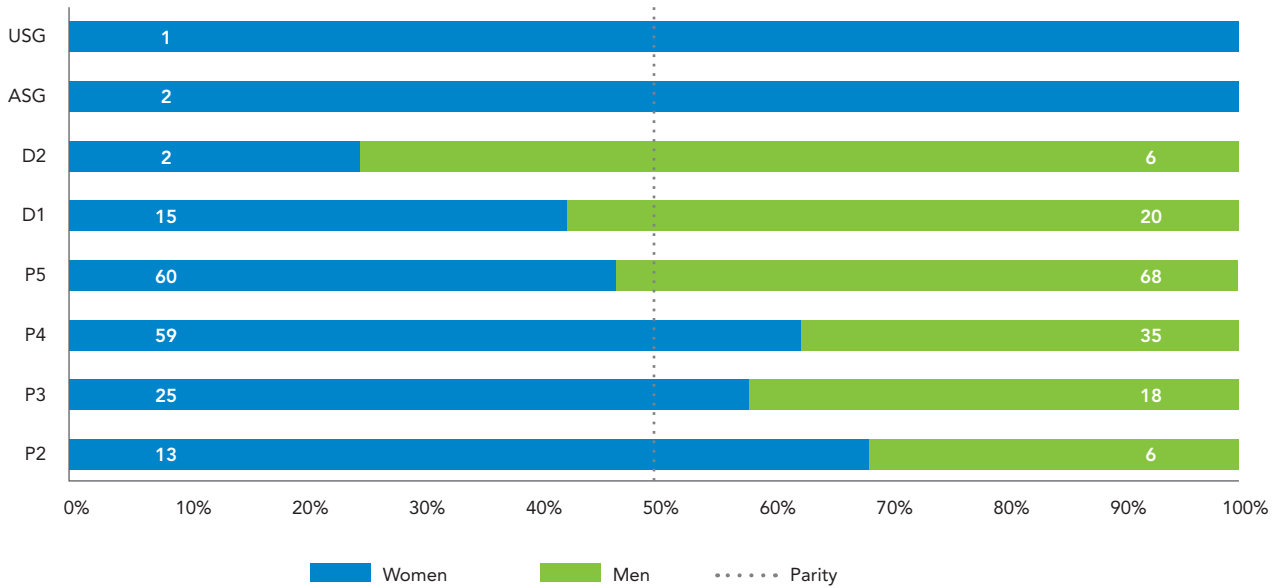
The composition of the workforce over the past three years has been consistent across all staff categories—Professional, National Professional Officer and General Service—with the percentage of internationally recruited staff members remaining consistent at close to 50% of the workforce.

Staff numbers by category, 2017–2019



Eighty-six per cent of the Secretariat's Professional staff members are at the P2 to P5 grade levels, and 14% at the D1 grade level and above. The highest concentration of Professional staff members hold a personal grade of P5, which is, amongst other things, a function 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 2019



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

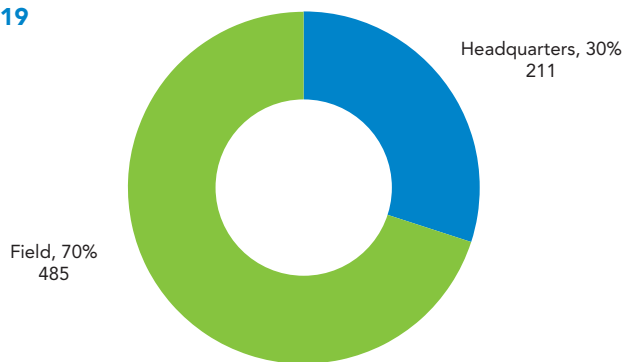
Appointment type by staff category as at 31 December 2019



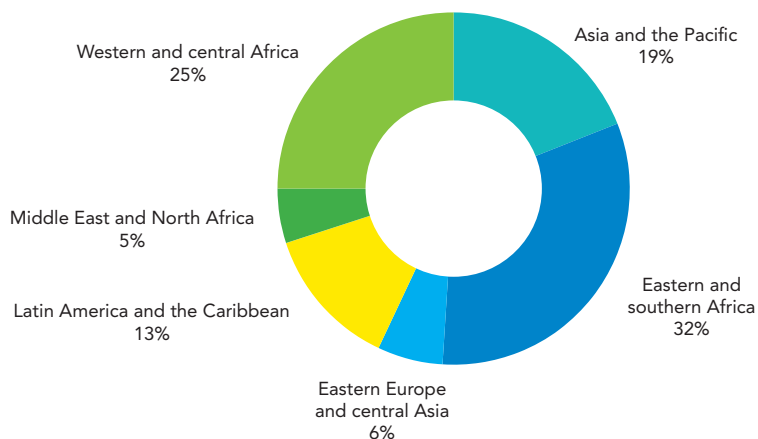
Location

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 2019, with 70% of all staff members, including 55% 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.

Location of staff members as at 31 December 2019

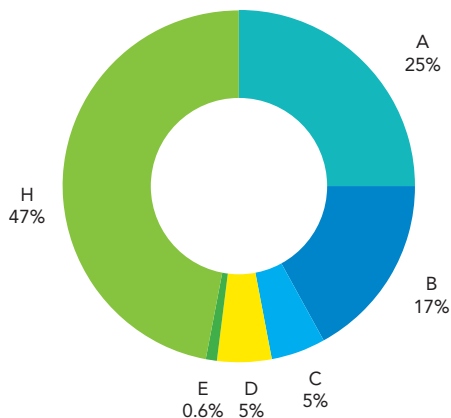


Staff members working in regional and country offices, by region, as at 31 December 2019

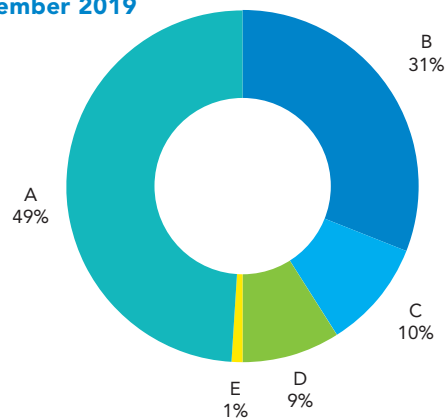


Duty stations are categorized by the International Civil Service Commission into one of six categories: H (headquarters and other similarly designated locations) and A to E, with E being the most difficult in terms of working and living conditions. Almost half of the Secretariat's Professional staff members (47%) are based in a headquarters duty station, and only 10.6% in C, D and E duty stations. Of the professional staff members working in regional and country offices, 20% are based in C, D and E duty stations.

Professional staff members by hardship classification of duty station as at 31 December 2019

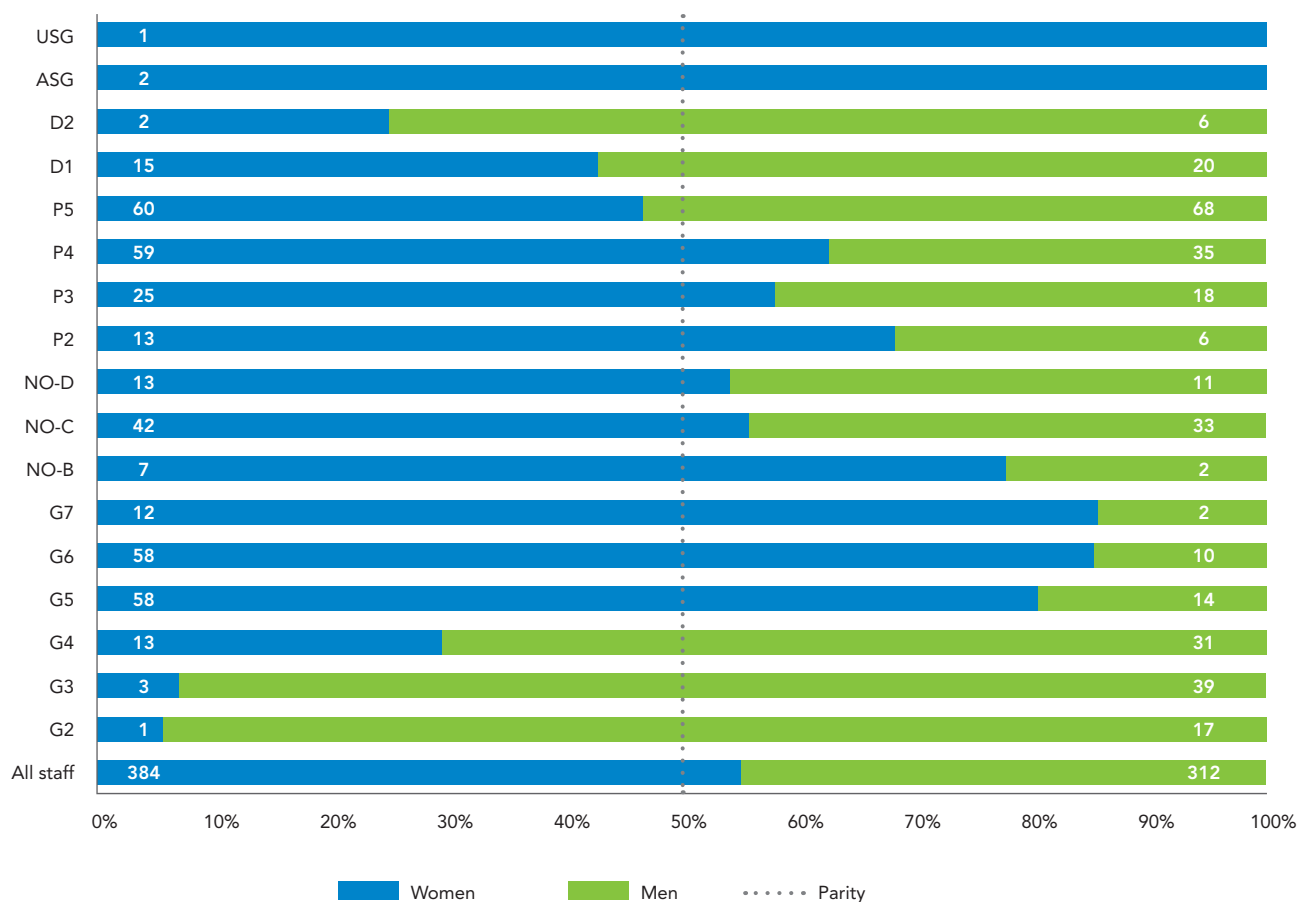


Professional staff members working in regional and country offices, by hardship classification of duty station, as at 31 December 2019



Workforce diversity

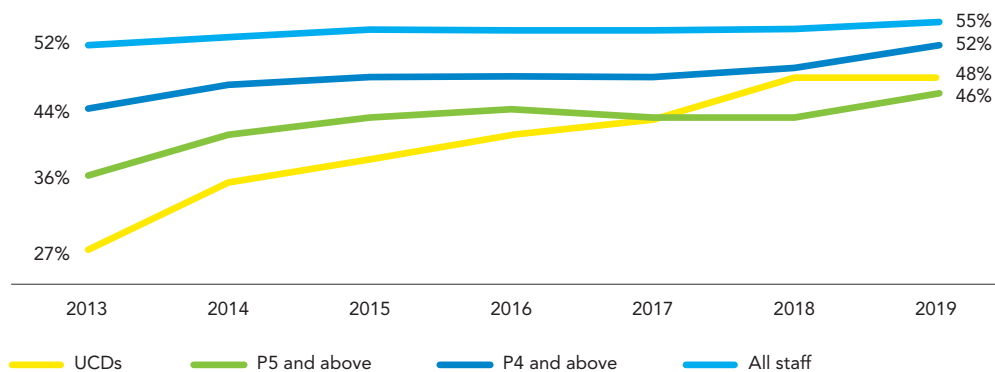
Gender parity of staff members by number of staff and grade as at 31 December 2019



Gender parity, 2013–2019

Between 2013 and 2019, the percentage of female staff members in the UNAIDS Secretariat increased from 52% to 55%, with a gradual increase over the same time period in the percentage of female staff members at the P4 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 48% at the end of 2019 and parity at the time of writing this report. However, gender balance at different levels is uneven, with female staff members notably over-represented at the G5–G7 and all NO grade levels and male staff members at the G2–G4 and P5–D2 grade levels.

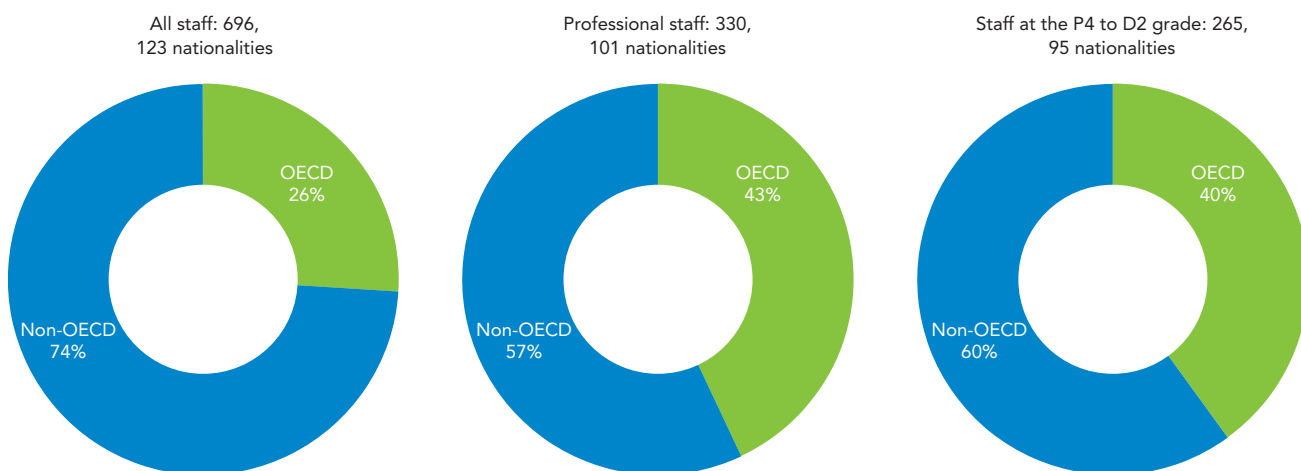
Change in percentage of female staff members, 2013–2019



Staff members by nationality as at 31 December 2019

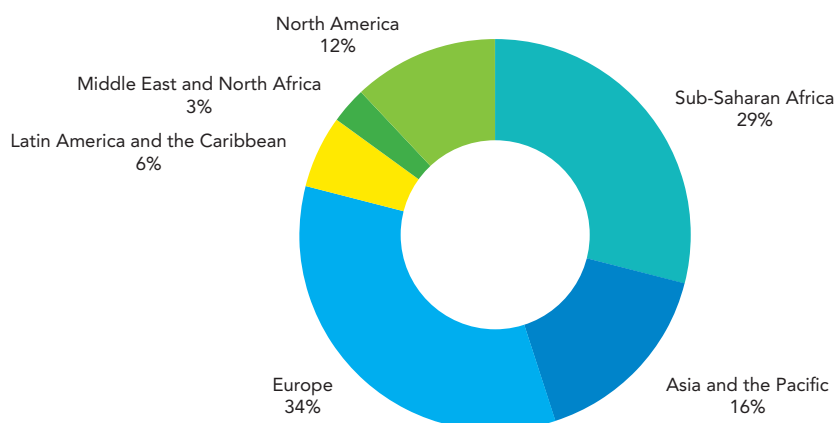
The UNAIDS global workforce comprises staff members from 123 nations, of whom 74% are from countries that are not members of the Organisation for Economic Co-operation and Development (OECD). One hundred and one nationalities are represented among the Secretariat’s Professional staff members and 95 among staff members at the P4 level and above, with the majority from non-OECD countries. The vast majority (79%) of Professional staff members originate from three regions: Europe, sub-Saharan Africa and Asia and the Pacific, with only 6% originating from Latin America and the Caribbean, and 3% from the Middle East and North Africa.

Staff members by nationality as at 31 December 2019



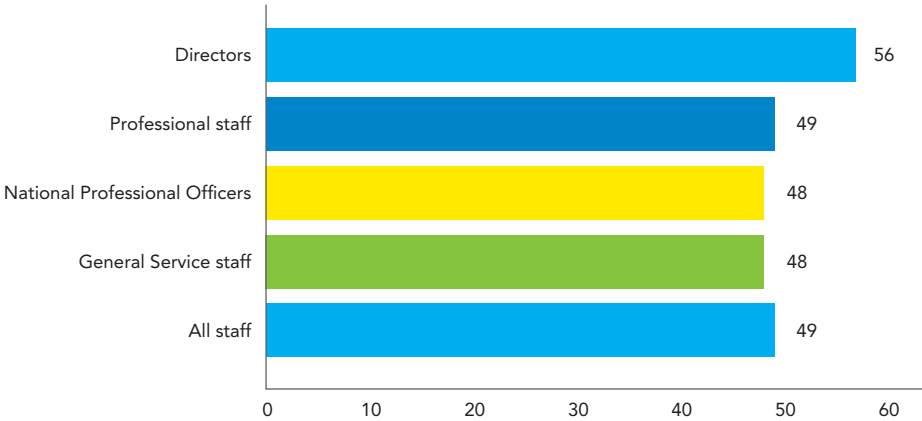
OECD: Organisation for Economic Co-operation and Development.

Professional staff members by region of nationality as at 31 December 2019

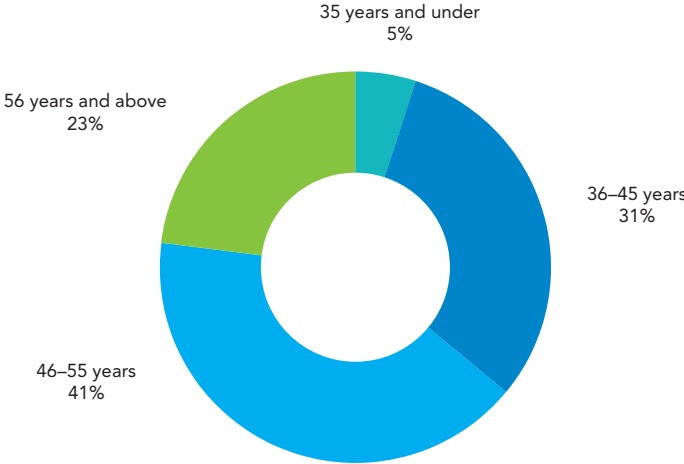


The average age of the Secretariat’s workforce is 49 years, broadly consistent across all staff categories. At the most senior levels of the organization, D1 and D2, the average age is 56 years. There is a marked shortage of young staff members amongst the Secretariat’s workforce, with only 5% aged 35 and under. However, this excludes Junior Professional Officers, whose average age is 32 years.

Average age of staff members by category as at 31 December 2019



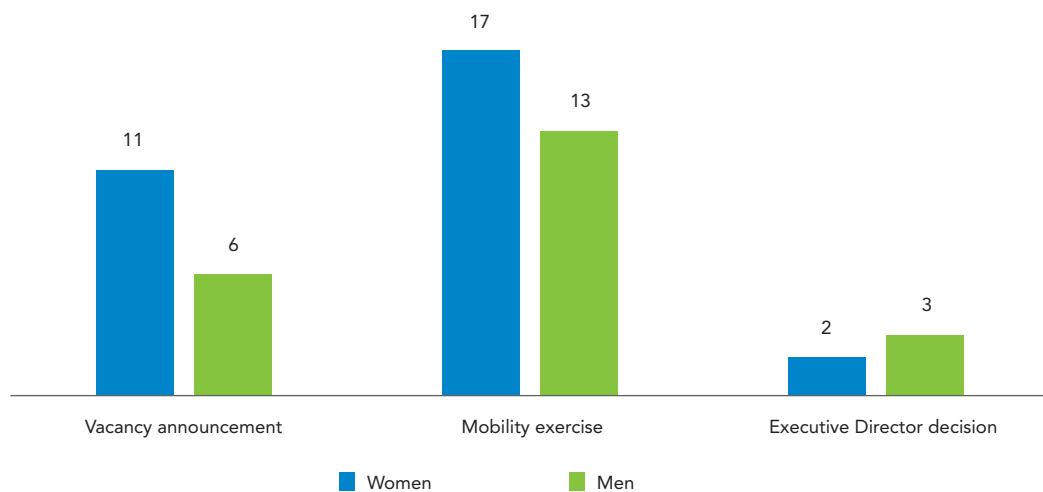
Staff members by age group as at 31 December 2019



Appointments

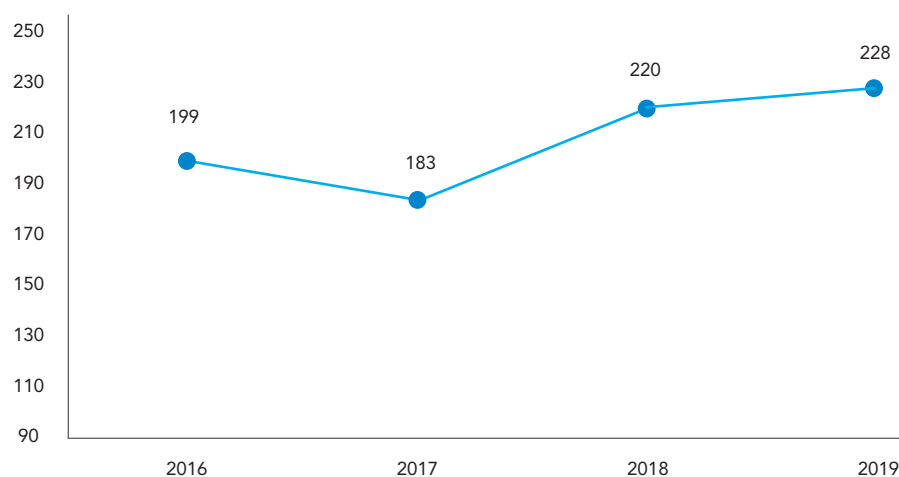
In 2019, 52 appointments of Professional staff members were made by the Secretariat. Of those, 17 positions were filled through vacancy announcements, 30 in the annual mobility exercise and the remaining five by executive decision. Of the five executive decisions, three were internal and lateral, and two were appointments from outside of the Secretariat, one to fill a temporary vacancy. Women represented 58% of appointments to Professional positions.

Appointments of Professional staff members by type and gender in 2019



The average time of recruitment between the date of advertisement of a vacant position and the acceptance of an offer by the candidate has increased from 199 days in 2016 to 228 days in 2019. Data are being analysed to see where the processes are delayed with a view to taking remedial action.

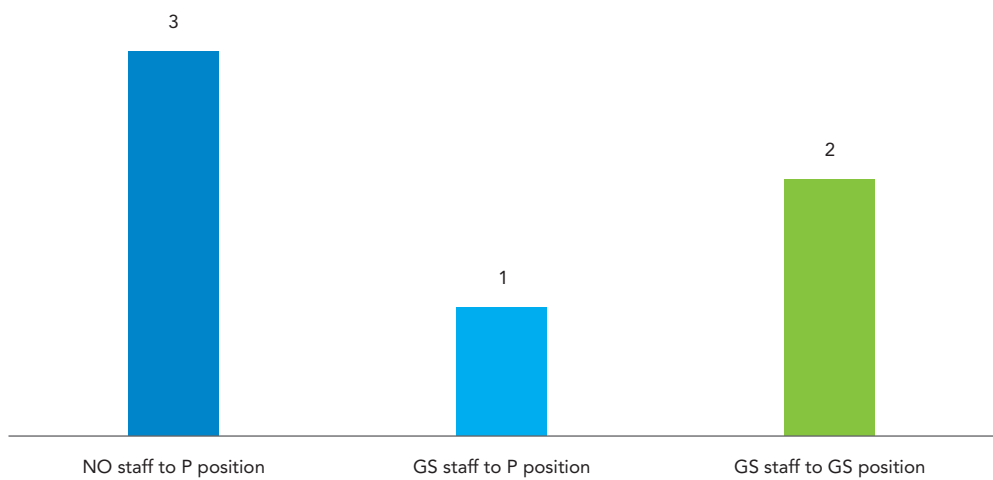
Time to recruit, all categories, 2016–2019



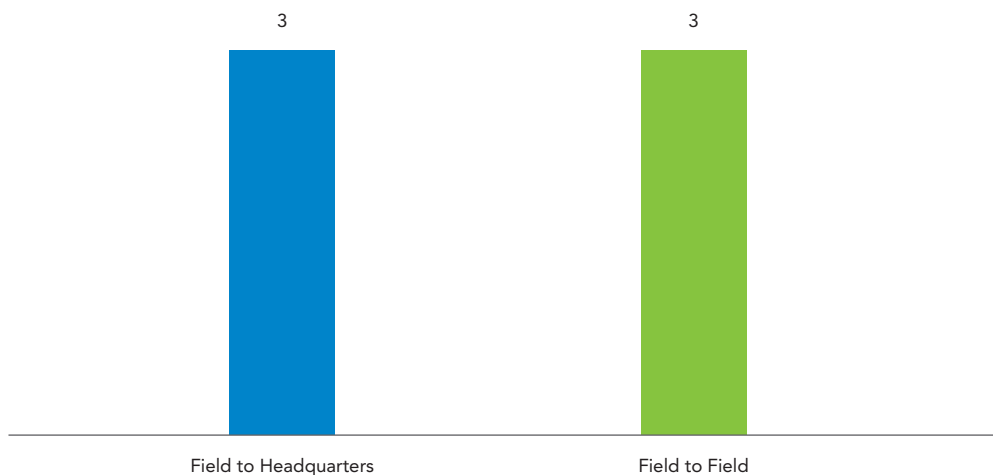
Short-Term Developmental Assignments

The UNAIDS Short-Term Development Assignments policy was introduced in 2019. It provides eligible staff members with an opportunity to undertake short assignments of up to six months in a different office to meet temporary staffing needs or undertake emergency work, with the right to return thereafter to their substantive position. In total, six staff members, all women and locally recruited, participated in the programme in 2019.

Number of staff moving through short-term developmental assignment by staff category in 2019



Number of staff moving through short-term developmental assignment by location in 2019



Affiliate personnel

UNAIDS welcomed 13 Junior Professional Officers (JPOs) in 2019, nine of whom were women, in addition to seven staff members who were seconded by their government. In total, 139 interns, fellows and UN Volunteers came to work for the Secretariat from 49 countries of origin in 2019, an increase of more than 60% on 2017. The average age of JPOs at 32 and interns, who are usually in their 20s, help to address the unbalanced age profile of the Secretariat's workforce. As with the Secretariat's fixed-term workforce, the majority of affiliate personnel originate from the same three regions: Europe, sub-Saharan Africa and Asia and the Pacific.

Junior Professional Officers by nationality and gender in 2019

Nationality	Women	Men	Total
Denmark	1		1
Finland	1		1
Germany	1	1	2
Italy	1		1
Luxembourg		1	1
Netherlands	2	1	3
Sweden	2		2
Switzerland		1	1
Uganda*	1		1
Total	9	4	13

* Funded by the Netherlands

Gender	
Women	69%
Men	31%

Location	
Headquarters	38%
Field	62%

Average age	
	32 years

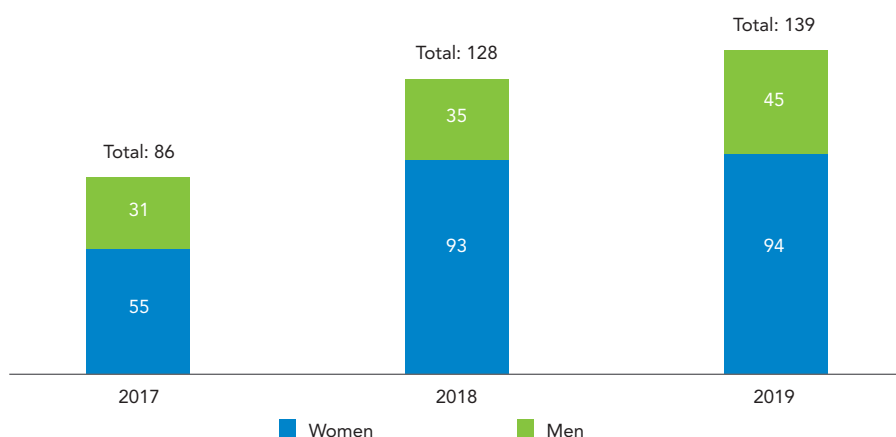
Government secondments by nationality and gender in 2019

Nationality	Women	Men	Total
China	3	1	4
France		1	1
Netherlands	1		1
United States		1	1
Total	4	3	7

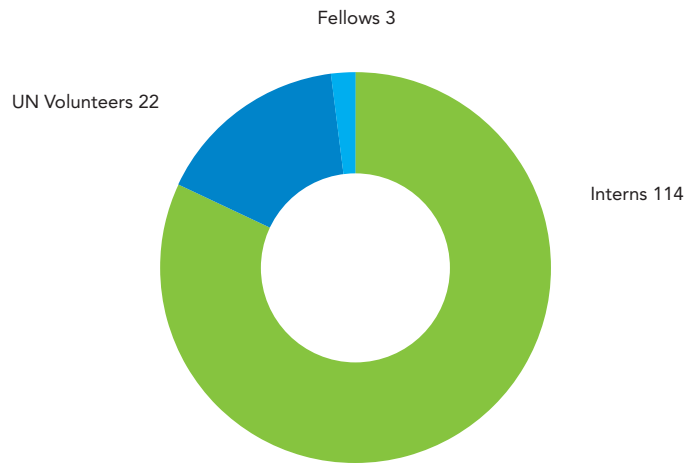
Gender	
Women	57%
Men	43%

Location	
Headquarters	57%
Field	43%

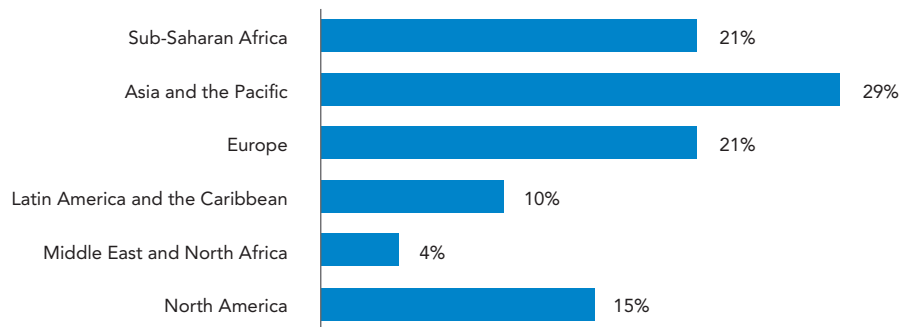
Interns, UN Volunteers and fellows by gender, 2017–2019



Interns, UN Volunteers and fellows by type in 2019



Fellows, interns and UN Volunteers by region of nationality in 2019



Staff learning and development

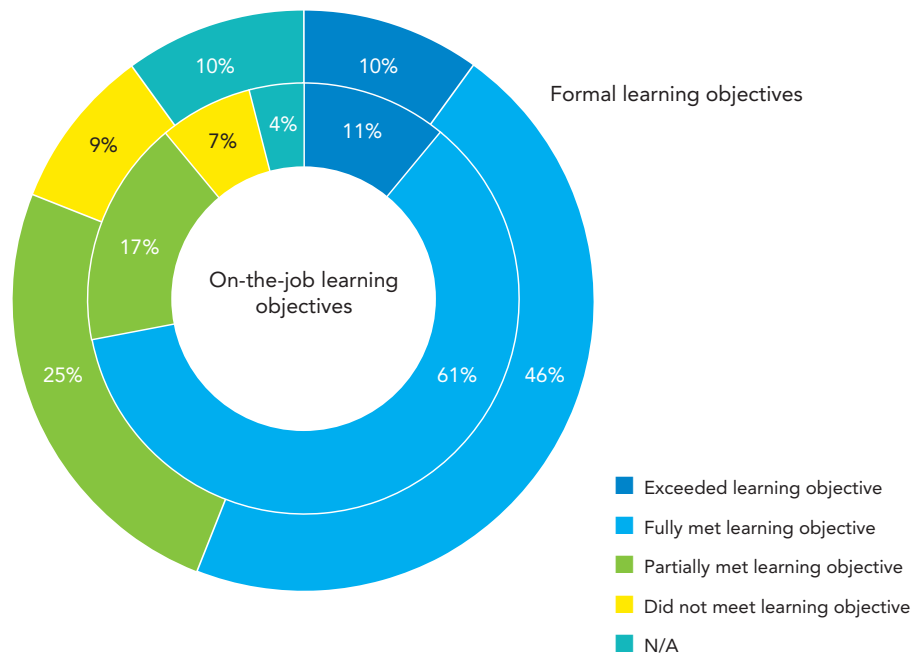
In 2019, 871 personnel (staff and non-staff) participated in more than 2000 training courses, the majority delivered online, through videos and e-learning. Seventy-one per cent of staff members reported that they had met or exceeded their mandatory learning objectives for 2019.

Staff member training by modality, 2019

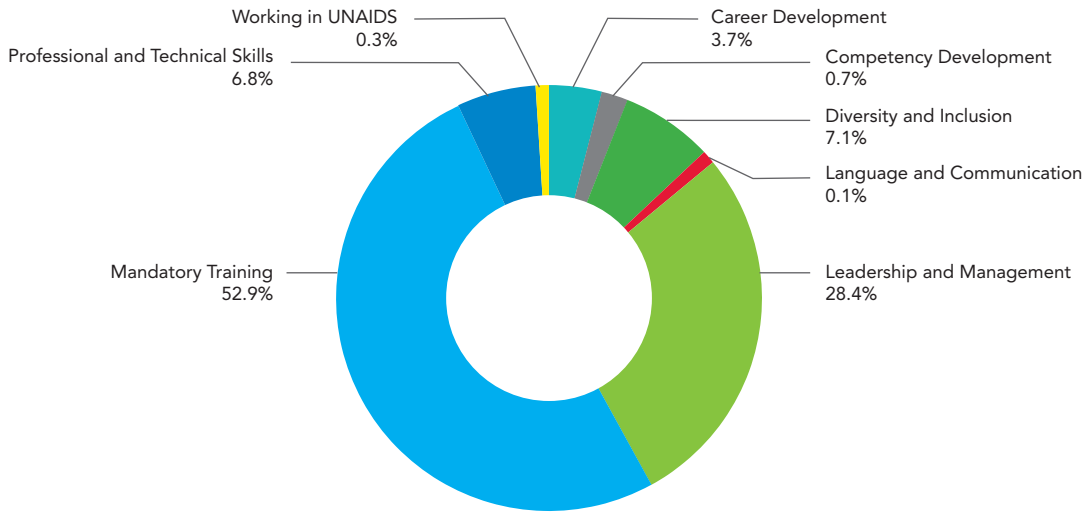
Total staff/non-staff trained	871
Training courses/events offered	126
Total training courses/events completed by staff/non-staff members	2111
Face-to-face/webinars	635*
Online courses	1476*

* UNAIDS staff/non-staff may fall into one or both of the above groups.

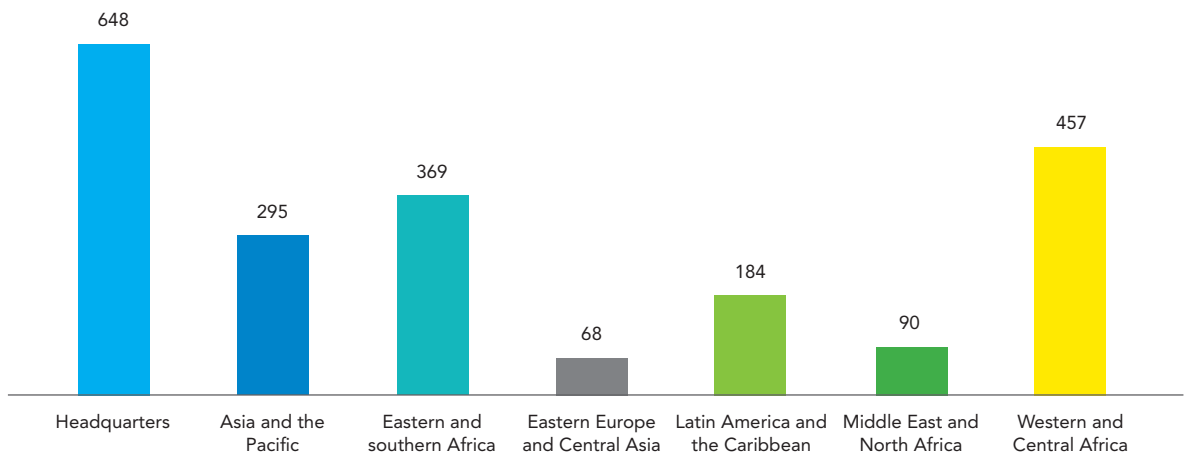
Achievement of learning objectives, 2018–2019 performance cycle



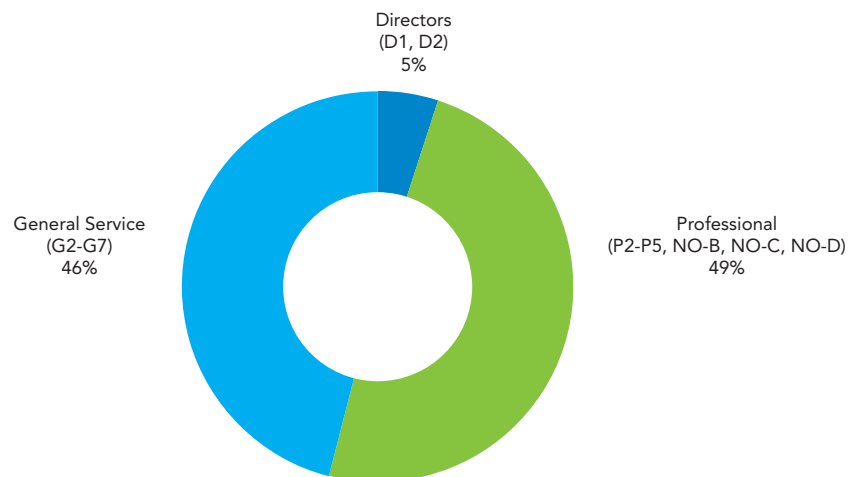
Trainings completed by topic in 2019



Trainings completed by region in 2019



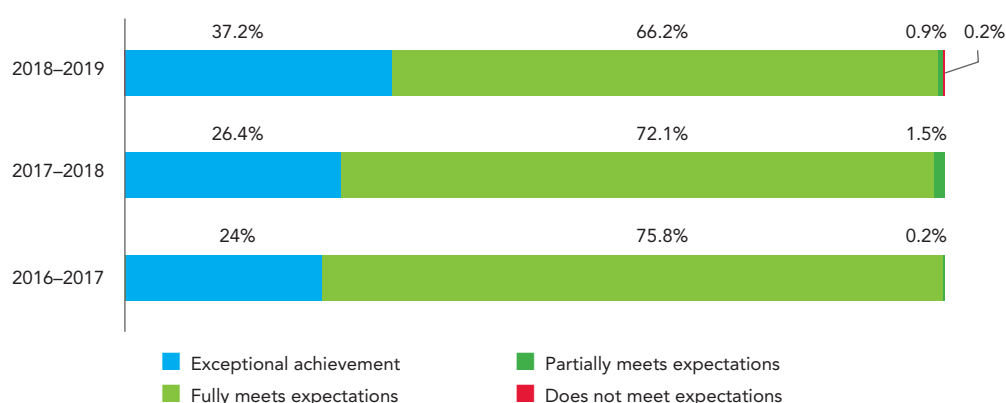
Completion of training by staff category in 2019



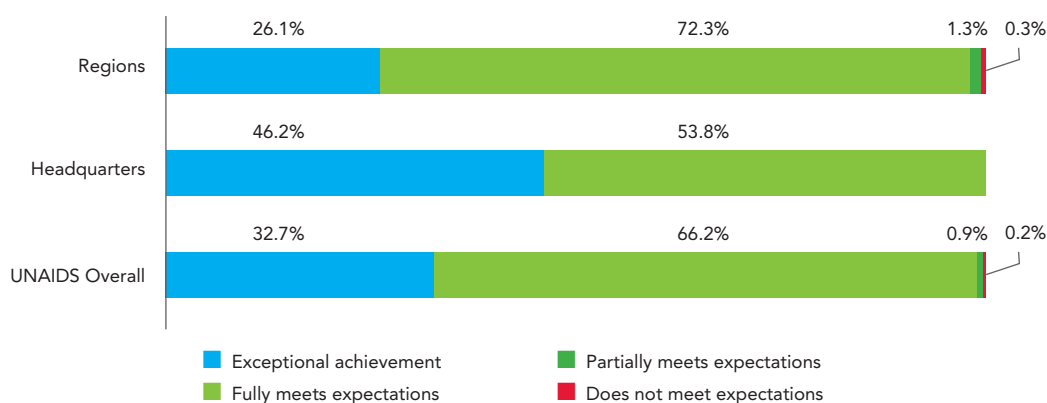
Performance management

UNAIDS achieved a compliance rate of 97% for the three performance evaluation cycles completed in 2017, 2018 and 2019. The rating distribution in each of the three years was broadly similar, with more than 70% of staff members receiving an evaluation of fully met, approximately one quarter of staff exceeding targets and less than 2% receiving a rating of partially met. The percentage of staff members receiving exceptional ratings was higher in headquarters than in regional and country offices, and was highest at the director level. A series of performance management webinars were implemented to support the 2019–2020 review cycle, covering diverse topics and engaging more than 280 participants.

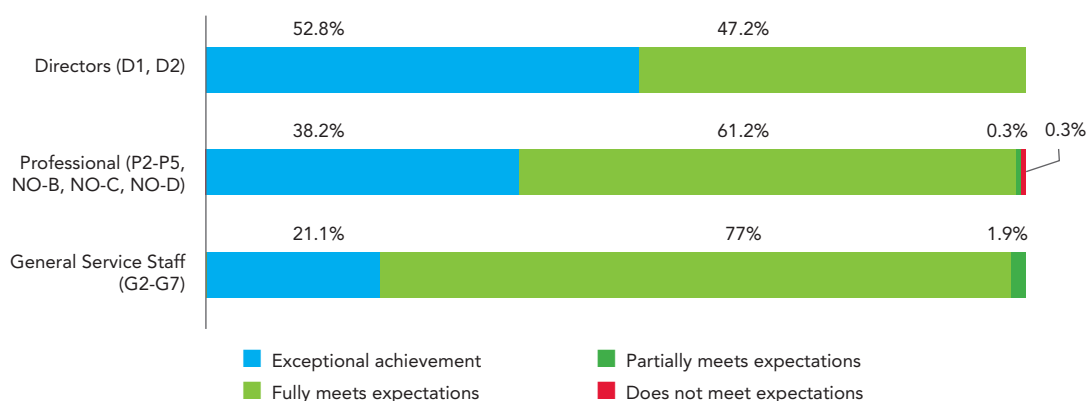
Rating distribution of performance evaluations, 2016–2017, 2017–2018 and 2018–2019 review cycle



Performance evaluation ratings, headquarters versus regions, 2018–2019 review cycle



Performance evaluation ratings by grade category, 2018–2019 review cycle

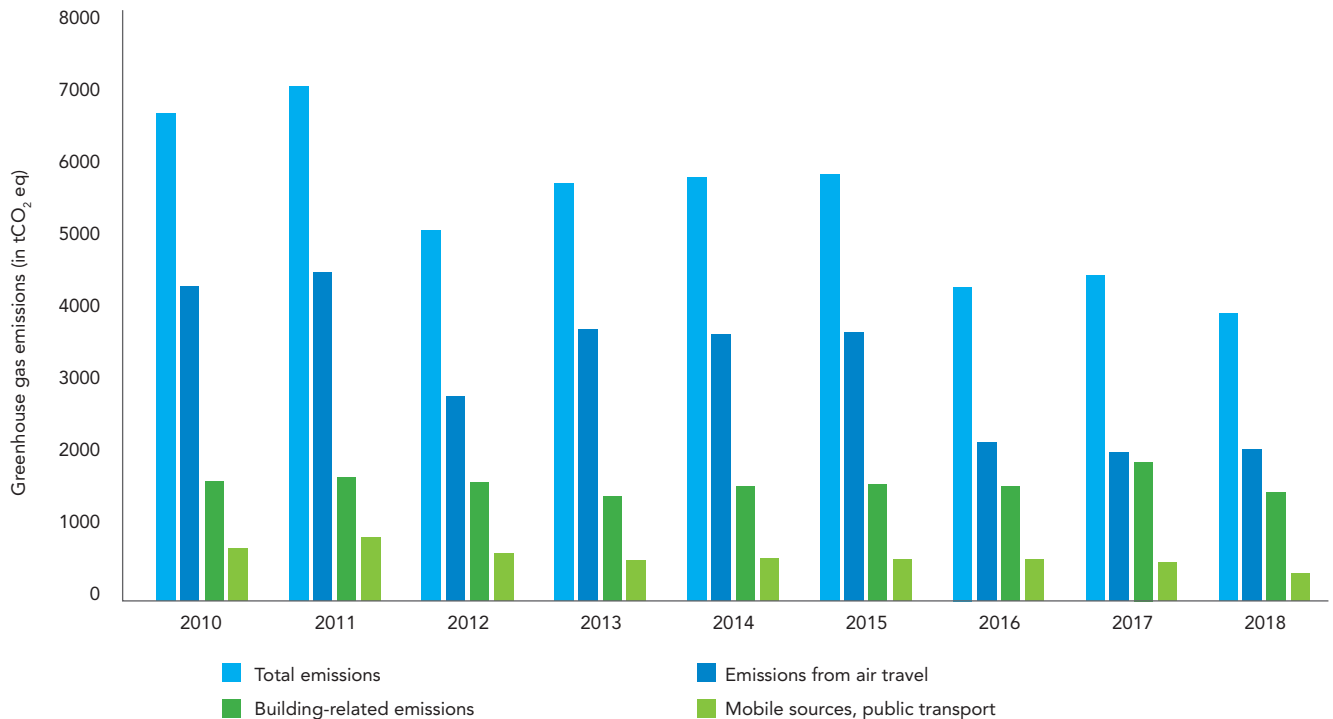


Environment

UNAIDS Secretariat greenhouse gas emissions, 2010–2018

The UNAIDS Secretariat completed its first United Nations annual greenhouse gas inventory in 2008 with data from headquarters and regional offices. From 2010, the Secretariat has collected data from all field offices, and has been climate-neutral in its operations since 2012. Data are currently only available up to and including 2018.

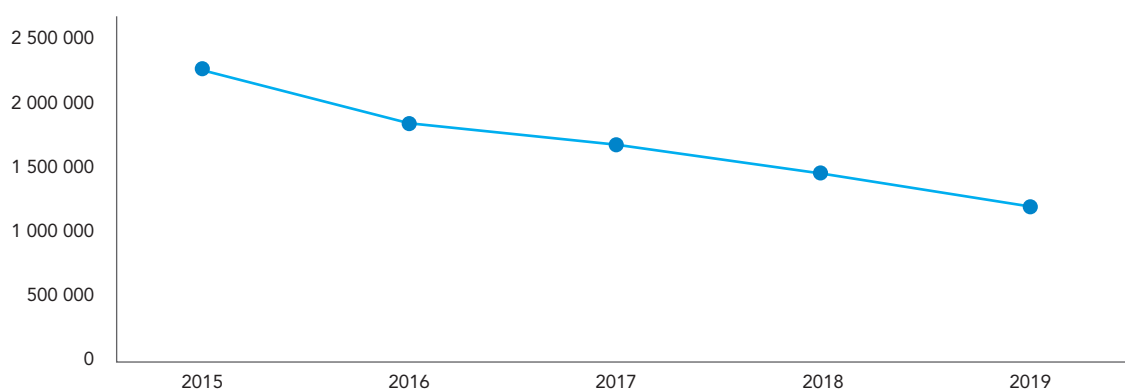
UNAIDS Secretariat greenhouse gas emissions (in tCO₂ eq), 2010–2018



Reduction of paper consumption, 2015–2019

With the transition from paper to electronic publication, the introduction of electronic paperless administrative processes and targeted actions to reduce printing, headquarters' print volumes have been reduced by 52% since 2015. The forty-fifth meeting of the Programme Coordinating Board in December 2019 was paper-free, with only printed copies of the agenda and draft decision points distributed.

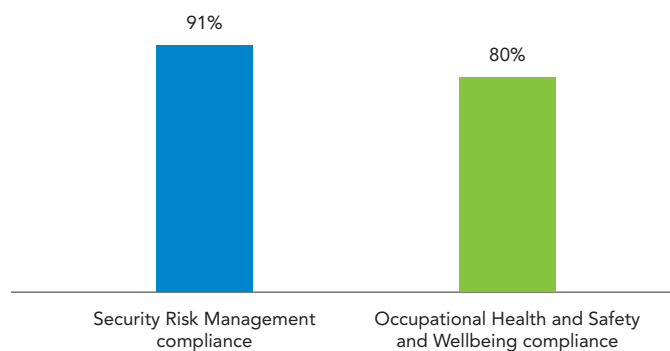
Total printing volume (pages) in headquarters, 2015–2019



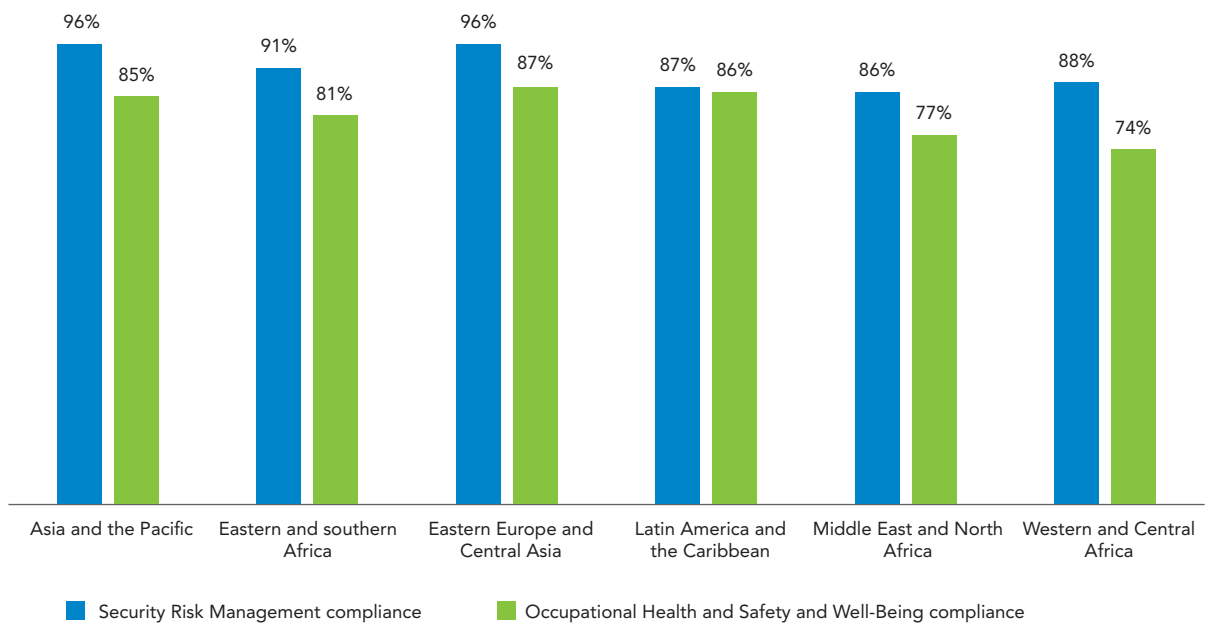
Security

Under the revised United Nations Security Risk Assessment model, the use of Minimum Operating Security Standards has been discontinued and replaced by Security Risk Management measures. At the beginning of 2020, the Secretariat took stock of the compliance rate of UNAIDS offices worldwide, with both Security Risk Management and Occupational Health and Safety and Well-Being measures being assessed through an internal scoring system. The overall compliance of offices with Security Risk Management is 91%, while Occupational Health and Safety and Well-Being is 80%.

Global compliance percentage on Security Risk Management and Occupational Health and Safety and Well-Being Measures, as at January 2020



Security Risk Management and Occupational Health and Safety and Well-Being compliance per region, as at December 2019





UNAIDS
Joint United Nations
Programme on HIV/AIDS

20 Avenue Appia
1211 Geneva 27
Switzerland

+41 22 791 3666

unaids.org

JC2994E