

Update on prevention of and response to harassment, including sexual harassment; bullying and abuse of power at UNAIDS Secretariat

Additional documents for this item: UNAIDS/PCB (EM)/CRP1;
UNAIDS/PCB (EM)/CRP2

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

Take note of the Management Action Plan

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

BACKGROUND

1. The Management Action Plan (Action Plan) is presented upon request of the UNAIDS Programme Coordinating Board (PCB) as per Decision Point 5.15(a)¹ at its 43rd meeting in December 2018. The Plan builds on the commitments outlined in the *Update on strategic human resources issues* (UNAIDS/PCB (42)/18.6) and *Transforming UNAIDS: An agenda for eliminating all forms of harassment and upholding dignity, accountability and wellbeing in the workplace* publications (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 (USSA, UNAIDS/PCB (43)/18.23), and, in part, by findings and recommendations of the Independent Expert Panel (IEP, UNAIDS/PCB (43)/18.21).

PRINCIPLES FOR CHANGE

2. The purpose of the Action Plan is to enhance a positive organizational culture, encourage desired behaviours and increase the awareness of managers and staff of their accountability, including by promoting systemic responses to substandard or unacceptable behaviour and performance.
3. UNAIDS will improve internal systems and governance and will reinforce staff knowledge, skills and action 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 recognizes the need for senior management leadership and accountability, as well as for committing time and resources to dialogue among staff and to building the skills and behaviours that reinforce collegiality, respect and mutual accountability. The Plan recognizes staff's high expectations that senior management will deliver on this agenda and the deep frustration and disappointment with internal justice systems which, among other shortcomings, have failed to deliver timely outcomes.
5. UNAIDS senior management is committed to achieve results which will strengthen core systems for internal justice, staff wellbeing, diversity and inclusion, and which will be underpinned by a determination to eliminate harassment and abuse of authority.

INFORMING THE MANAGEMENT ACTION PLAN

6. The development of the Action Plan has benefitted from:
 - *Staff engagement.* This occurred through an anonymous survey and two rounds of consultations with staff, discussions within the Dignity-at-Work Task Force and the

¹ "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 IEP recommendations, which are under its responsibility, in a robust, measurable, timely and ambitious way for consideration by the PCB by intersessional decision making."

Senior Management Team, as well as input received from the UNAIDS Secretariat Staff Association.

- *UN System initiatives.* The Action Plan is aligned to ongoing UN system-wide platforms and initiatives to strengthen policies, management systems and support to staff, thus promoting an enabling and fully-inclusive workplace. The Plan also includes activities that promote the broader reform of the UN development system, and which create opportunities for all staff to align their skills with the next generation of country needs and UN institutional requirements (e.g. in relation to UN Reform, the 2030 Agenda and the Sustainable Development Goals).
- *The global AIDS response.* Important lessons have been learned from a global response that has galvanized change and created an enabling environment for results. This has shown the importance of:
 - top-level leadership commitment and action, together with a community movement to shift norms and behaviours to be fully inclusive and protective;
 - targeted action to improve policies, ensure their implementation, strengthen accountability and increase access to justice;
 - enabling people to know and exercise their rights; and
 - monitoring and reporting to demonstrate results, understand the gaps and inform future action, so that no one is left behind.

MANAGEMENT ACCOUNTABILITY FOR CHANGE

7. The UNAIDS Senior Management Team has outlined an inclusive approach to strengthening UNAIDS. It focuses on putting staff at the centre and is informed by the perspectives of persons who have experienced and suffered the negative consequences of incivility and harassment. The approach calls for reinforced leadership and accountability from senior management. It is aimed at achieving measurable results that benefit staff and that enhance UNAIDS' collective actions for the people and communities it serves. Implementation of the Action Plan will generate necessary changes and enable the Senior Management Team to meet its duty-of-care obligations to all staff, wherever they work in the organization.
8. The Senior Management Team comprises the Executive Director, Deputy Executive Directors, Chief of Staff, Directors of Departments, Directors of Regional Support Teams and Directors of Liaison Offices. As leaders in the UNAIDS Secretariat, the members of the Senior Management Team recognize their individual and collective responsibilities to exemplify desired behaviours and to visibly and credibly address incivility, harassment, including sexual harassment, and abuse of authority. Systemic change is only possible when it is led from the top and senior managers are held accountable. This responsibility is articulated in the "*UNAIDS Senior Management Team Letter of Commitment*" (see Box, page 6) which was circulated to staff in March 2019. It is anticipated that individual and collective accountability of the Senior Management Team will be evaluated, including through the use of staff perception surveys, to assess trust and confidence, and that the results will be made available to all staff and the PCB.
9. As envisaged at its 43rd PCB meeting in December 2018, the PCB will monitor implementation of this Action Plan, with clear accountability for results. It is expected that the Action Plan will continue to evolve as implementation proceeds, incorporating lessons learned from within UNAIDS and beyond, as well as from engagements with and direction received from the PCB and its Working Group. The UNAIDS Secretariat will also seek opportunities to consult with partners, thereby also benefitting from outside experience and expertise. It will share its lessons as the process moves forward.

10. The current iteration of the Action Plan outlines proposed activities and deliverables, with the expectation that the Plan will be revised and will include additional details on staffing and cost implications, which are to be developed after the March 2019 Special Session of the PCB and deliberations of the PCB Working Group. Key deliverables and activities by action area are outlined below and further details are provided in the Annex.

Box: UNAIDS Senior Management Team commitments to staff

Staff wellbeing will be prioritized

- Staff will be empowered and supported to speak out against sexism, incivility or intolerance they observe or experience in the workplace and to report suspected misconduct.
- Staff will be provided with information and access to services to promote and protect mental health and wellbeing in the workplace, including through peer-led approaches.
- Staff will be recognized for their achievements and contributions to the goals of UNAIDS.

Positive senior management leadership will be strengthened

- Managers will create an enabling work environment for their teams and will take action to adequately address signs of incivility or conflict at an early stage, before the situation escalates.
- Senior leaders will demonstrate desirable behaviours and appropriate and positive attitudes in the workplace and will implement productive ways of working.
- Operational and wellbeing support to offices and teams will be reinforced, so that all UNAIDS staff have the necessary enabling conditions and resources they need to carry out their work.

Policies and procedures will be reinforced

- Staff will understand UNAIDS rules, policies and processes and will be confident that they are applied fairly, consistently and transparently, including in performance evaluations.
- Policies and internal justice systems will be updated in order to reflect best practice and will deliver timely results in line with due process.
- Visibility of action by management in upholding standards of conduct will be increased, resulting in a greater confidence by staff of the effectiveness of UNAIDS internal justice mechanisms.

Management of people will be modernized and opportunities for career development will be offered

- UNAIDS will invest in creating strategic opportunities for all staff to keep their skills aligned with the evolving organizational needs and global developments.
- Workforce planning, career development support and decision making by UNAIDS' leadership will reinforce staff commitment, performance and collaboration.
- UNAIDS will drive the implementation of UN-SWAP, and its updated Gender Action Plan, in order to build on the achievements and progress towards their targets.

Progress will be reviewed and reported

- Clarity will be created about the progress of, and gaps in, implementing the Action Plan.
- Indicators will be developed to monitor duty of care responsibilities, contributing to the evolution of Programme Coordinating Board oversight for strategic human resources management issues and the maintenance of an inclusive, safe and healthy work environment for all staff.
- Effective methods for assessing the benefits of civility, inclusion and staff wellbeing on organizational performance will be adopted.

ACTION AREAS FOR CHANGE

1. STAFF AT THE CENTRE—*ensuring dignity at work, upholding duty of care, investing in staff wellbeing*

Staff need to be empowered to act and own solutions. To do so they must be knowledgeable of their rights and should understand which systems and services are available to them, including relevant policies, grievance procedures and familiarization with reporting tools and systems. Acceptable and unacceptable behaviours need to be clearly defined and sensitivity should be developed for situations which may not fall under the clearly defined behaviours but which may discomfort some individuals. Intercultural awareness, commitment to diversity and inclusion, and the 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:
a. Expand implementation of the Dignity-at-Work Adviser programme—building knowledge of rights at work, promoting mental health and wellbeing, addressing bullying and harassment, fostering an inclusive workplace culture.
b. Recruit a staff wellbeing adviser to lead the development and implementation of a UNAIDS staff mental health and wellbeing strategy, aligned with the UN system strategy.
c. Ensure accessibility of confidential, professional counselling services to all staff; provide routine offer of counselling to all colleagues being assigned to and currently serving in hardship duty stations (D and E), experiencing workplace stress and conflict, or managing a major life event.
d. Implement tailored pre-deployment and in-post induction briefings, support and training; provide all staff with information about their rights at work (including in relation to 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 infection; having a child; managing caregiving responsibilities for ill or aging parents; bereavement; returning to work following parental leave or long-term sick leave).

2. SENIOR MANAGEMENT—*accountability and capacity-building*

Senior managers across UNAIDS, in their day-to-day interactions with staff 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 wellbeing 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 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-management relations.

UNAIDS will:
a. Make the Action Plan a standing agenda item on Senior Management Team and Regional Management Meetings to assess progress and challenges, and provide strategic focus to implementation efforts, with staff informed of key outcomes and decisions from each meeting.
b. Put in place a consolidated delegation of authority framework (human resources and financial authorities); provide enhanced training for staff on internal governance and responsibilities within delegated authorities; and provide staff members with a list setting out the authority and responsibilities delegated to them.
c. Strengthen UNAIDS' organizational culture for human rights, gender equality and the Greater Involvement of People Living with HIV, and programmatic action and engagement of communities most affected by the epidemic.

3. SYSTEMS—*strength and transparency*

Systems underpin accountability and the organization's duty of care to staff, while ensuring that staff have the necessary conditions and resources to carry out their work. Staff have raised concerns that disciplinary procedures and the justice system are not used due to a lack of trust in those mechanisms. Staff who do not demonstrate the behaviours expected from them in accordance with the Staff Regulations and Staff 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:
a. Design and implement a new model of operational support as well as routine inspection visits for all offices (field and headquarters), assessing compliance with policies and procedures, staffing levels and profiles, and staff wellbeing at work, with a view to strengthening results.
b. Adopt and enforce a strengthened policy prohibiting all forms of harassment, abuse and discrimination; strengthen whistleblowing and protection against retaliation policy.
c. Establish a service-level agreement and other improved standards to ensure quality and timely investigative services from the WHO Internal Oversight Services, upholding due process.
d. Publish anonymized summaries to all staff describing disciplinary action taken by management and other accountability measures; analyse requests for administrative review and other internal justice processes.
e. Use UN common services for job classification and reference checking (OneHR service centre), and ClearCheck screening database to avoid the hiring or rehiring of individuals who have left UN posts due to misconduct.
f. Strengthen the ethics function in line with the Independent Expert Panel's recommendations and the UN Joint Inspection Unit-recommended best practices, and improve staff access to ombudsman and mediation services.

- g. Examine options for the establishment of an external and independent investigation, disciplinary and redressal system, and work with key stakeholders, including survivors, and other interested UN entities to pursue that goal. Raise these issues and build support in UN system-wide management platforms (Human Resources Network, High-Level Committee on Management, Chief Executives Board).

4. PERFORMANCE MANAGEMENT AND CAREER DEVELOPMENT

UNAIDS will revitalize its Human Resource Strategy to ensure that 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 (e.g. vis-à-vis gender equality, staff and family wellbeing). 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 while enabling the organization to be agile and responsive to emerging needs and opportunities.

UNAIDS will:
a. Review and redesign the staff mobility policy, workforce planning and career development modalities.
b. Implement "upward feedback" from staff in management appraisals of staff at director level or higher to better assess their competency in managing people and promote mutual accountability.
c. Use assessment centres for the recruitment of staff with supervisory responsibilities, incorporating expanded methods and tools to assess candidates on UNAIDS' values and technical and managerial competencies, and taking into account lessons learned in the pilot.
d. Expand collaboration within and across functional and geographic groupings, across all categories of staff (nationally- and internationally-recruited); diversify sources of mentoring and coaching (i.e. beyond the direct supervisor).
e. Enable interested staff to devote up to 10% of their work time to build knowledge and strengthen collaboration and innovation to maximize UNAIDS' collective results.

5. 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 the 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 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 likely increase in the short to medium term.

UNAIDS will:

- a. Conduct a professional, annual survey of staff 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.
- b. Deepen the strong partnership with the Staff Association, enhancing data-driven staff engagement approaches and responding to staff needs and priorities.
- c. Engage with the PCB on its strengthened oversight on strategic human resources issues, including preventing and addressing bullying, harassment, sexual harassment, discrimination and abuse of authority.
- d. Continue monitoring and publicly reporting on progress and challenges against the targets of the UNAIDS Gender Action Plan.

[Annex follows]

Annex

UNAIDS Management Action Plan: provisional overview of expected outcomes, proposed deliverables and activities, organizational leads, indicative staffing and resource commitments, and possible measures for success

A. PUTTING STAFF AT THE CENTRE—ENSURING DIGNITY AT WORK, UPHOLDING DUTY OF CARE, INVESTING IN STAFF WELLBEING

Why this is a priority: The Staff Association has expressed deep concern about the experiences of staff who have faced bullying, harassment and abuse of power. Senior management has committed to take proactive measures aimed at creating a culture of zero tolerance of such harassment and abuse. Staff subjected to workplace incivility, bullying, harassment and abuse of power often experience negative health effects and require support. Major employers across sectors are increasingly recognizing that uncivil behaviour is also a drain on productivity, motivation and work time, while the promotion of respect and civility in the workplace enhances results.

In recent years, a significant number of Secretariat staff have reported in Staff Association surveys that they want UNAIDS to do more to support staff mental health and wellbeing. The UN system has adopted a strategy on staff mental health and wellbeing, and the UN High-Level Committee on Management has focused increased attention on the organizations' duty of care to staff and other personnel. UNAIDS has an opportunity to benefit from and contribute to these system-wide processes.

What we want to achieve:

- managers are role models, they create an enabling working environment for their teams, and they act to address signs of incivility or conflict at early stages before situations escalate;
- peer-led approaches enable staff to shape an inclusive and supportive organizational culture, upholding gender equality and diversity, non-discrimination and the Greater Involvement of People Living with HIV;
- staff know and claim their rights at work;
- there are clear, shared norms about desirable and undesirable behaviours in the workplace;
- people feel recognized for their achievements and contributions to the goals of the organization;
- people in UNAIDS feel empowered and supported to speak out against sexism, incivility and intolerance they might observe at the workplace (the active bystander approach), and report suspected misconduct;
- staff perceive an improvement in the overall working environment, including a reduction in bullying, harassment and abuse of authority (whether experienced or observed);
- UNAIDS provides information, services and other support to promote and protect mental health and wellbeing in the workplace, including flexible working arrangements; and
- UNAIDS provides an inclusive and accessible workplace for staff with disabilities.

Key deliverables

- 1. Continue implementation of the Dignity-at-Work Adviser programme—building knowledge of rights at work, promoting mental health and wellbeing, addressing bullying and harassment, fostering an inclusive workplace culture.**

Organizational leads

- Office of the Deputy Executive Director, Management and Governance; UNAIDS Secretariat Staff Association; Senior Ethics Adviser; Human Resources Management.

Activities

- Dialogue and skills-building sessions led by UNAIDS Dignity-at-Work Advisers, face-to-face at Regional Management Meetings and Geneva department/branch meetings, and via Skype sessions;
- Strengthened internal communications, making policies and procedures easy to understand (e.g. through infographics, short “explainer” videos) so that staff know both their rights at work and the organization’s obligations and responsibilities (duty of care);
- Develop a UNAIDS civility code, crowdsourced through dialogue across offices and teams facilitated by Dignity-at-Work Advisers; build skills and awareness to make the code a living document that shapes and strengthens how collaboration takes place in UNAIDS; and
- Four-day induction training for second cohort of Dignity-at-Work Advisers (14 field-based, 6 Geneva-based). Build knowledge on the four pillars of the programme (gender equality and diversity, non-discrimination; preventing and addressing bullying, harassment, sexual harassment and abuse of authority; mental health and wellbeing in the workplace; and knowing your rights at work).

When

- Underway and throughout 2019.

Indicative staffing and resource commitments

- Staff time of Dignity-at-Work Advisers (participation in training workshop, coordination calls; implementation of activities to engage staff);
- Coordination, coaching and support to Dignity-at-Work Advisers (Office of the Deputy Executive Director for Management and Governance; Dignity-at-Work programme core team);
- Travel costs for Dignity-at-Work Adviser participation in and facilitation of sessions at Regional Management Meetings; and
- Induction workshop for second cohort of Dignity-at-Work Advisers (external expert facilitation; travel costs for 14 field-based participants).

2. Recruit a staff wellbeing adviser to lead the development and implementation of a UNAIDS staff mental health and wellbeing strategy, aligned with the UN system strategy.

Organizational lead

- Human Resources Management, in collaboration with the UNAIDS Secretariat Staff Association.

Activities

- Recruit specialist in staff wellbeing; develop a job profile, led by Human Resources Management and in consultation with the UN Secretariat mental health strategy coordinator, WHO Staff Health and Wellbeing Services, and the Staff Association;
- Awareness-raising with staff about mental health, including the negative health consequences of incivility, harassment and abuse; participate in common UN system campaigns against mental health stigma and discrimination; build knowledge and skills on staying psychologically fit and healthy, and on how to access counselling and other mental health support services;
- Training for supervisors on mental health at work, focused on skills for enhancing staff engagement; managing workload; implementing accommodation measures for people managing mental health challenges; and eliminating/mitigating sources of distress that can provoke or worsen a person's mental health and wellbeing;
- Promote understanding of UNAIDS' flexible working arrangements policy so that staff and supervisors put in place optimal working arrangements that help maximize both performance and work-life balance;
- Conduct regular "temperature check" staff surveys, drawing on experience in other organizations, whereby staff answer questions about their moods when arriving at work and at the end of the day (e.g. stressed, frustrated, happy, feeling of accomplishment, etc.); use a "traffic light" approach to rate the working environment and follow up with targeted support to address possible concerns;
- Implement tailored pre-deployment and in-post induction briefings and support; provide all staff with information on their rights at work (including in relation to conditions of service; allowances and benefits; grievances and appeals) and on the services available to them in the case of a major life event (e.g. living with chronic illness, including HIV infection; having a child; managing caregiving responsibilities for ill or aging parents; bereavement; returning to work following parental leave or long-term sick leave);
- Ensure accessibility of confidential counselling services to all staff; provide routine offer of counselling to colleagues who are assigned to or currently serving in hardship duty stations (D and E), experiencing workplace stress and conflict, or managing a major life event; and
- Conduct needs assessments, lead focus group discussions with staff who are living with or have previously been affected by mental health issues; develop a UNAIDS staff mental health and wellbeing strategy which is aligned with the UN system strategy and responds to the findings of the needs assessment; reinforce capacity for staff support and taking forward the strategy; leverage global network of trained UN Cares peer-support focal points, as well as broader UNAIDS experience with this award-winning staff wellbeing programme.

When

- Launch recruitment mid-2019;
- Develop UNAIDS staff mental health and wellbeing strategy and workplan in second semester 2019; and
- Strategy implementation continues in 2020.

Indicative staffing and resource commitments

- Recruit P4 Staff Wellbeing and Support Adviser (on pilot basis for two years);
- Travel costs for participation in Regional Management Meetings; field support missions for face-to-face staff support and counselling;
- Travel costs for face-to-face meeting of advisory or focus group of staff with experience of mental health challenges, to inform development of strategy;
- Wellbeing Adviser and/or external consultant to develop and deliver training for managers on mental health at work; and
- Possibility of contracted support (e.g. Employee Assistance Programme offering confidential counselling services in multiple languages, cross-cultural approaches and expertise); other priority activities and resource implications to be determined.

Expected results

- Increased staff knowledge and skills on mental health and wellbeing promotion;
 - Increased managerial skills and clear accountability to support the mental health and wellbeing of staff and ensure healthy, respectful and productive workplaces;
 - Greater understanding and support towards people living with mental health issues, and reduced stigma and discrimination;
 - Staff who live with mental health challenges feel welcomed and supported in the workplace and are able to fully contribute to the goals of the organization;
 - Staff who experience the negative health consequences of bullying, harassment and abuse of authority receive quality support; and
 - Greater uptake of counselling and other mental health services (provided directly by the organization or covered under Staff Health Insurance).
- 3. Design and implement new model of operational support and routine inspection visits for all offices (field and Geneva) so that all staff have the support and conditions necessary to perform their work in a health and safe physical and psychological context.**

Organizational leads

- Planning, Finance and Accountability, and Human Resources Management.

Key activities and deliverables

- Convene Human Resources Management, Information Technology, Security Adviser and Regional Operations Advisers to review and elaborate a new support model, in consultation with UNAIDS Country Offices, RST Directors, the UNAIDS Secretariat Staff Association, and support entities (e.g. Staff Health and Wellbeing Services, Ombudsman, Internal Oversight Services);
- Develop an internal service catalogue that sets out practical support related to human resources, finance, staff wellbeing, assets and facilities management, Information Technology and security; clarify roles and responsibilities vis-à-vis RSTs and Geneva, as well as any gaps in meeting the organization's duty of care to staff; and
- Promote understanding of the support services available to staff; roll out office support visits.

When

- Design model in second semester 2019; inspection visits initiated in 2020.

Indicative staffing and resource commitments

- Staff time (Planning, Finance and Accountability; Human Resources Management; Information Technology; Security Adviser; senior managers; Regional Operations Advisers; Staff Health and Wellbeing Services; Ombudsman; Internal Oversight Services);
- Reinforced capacity for assessing and supporting staff wellbeing (see mental health section, above); and
- Travel costs related to field participation in internal meeting to review and elaborate the new support model (regional operations advisers).

Expected results

- Strengthened accountability for delivering the organization's duty of care to staff, through greater clarity on the part of managers, operations staff and staff at large about roles and responsibilities;
- Managers report that they are aware of and able to deliver on their responsibilities to staff;
- Staff report that they feel the organization provides the necessary support and an enabling environment and that they feel comfortable drawing on those resources;
- Staff report a heightened sense of commitment to the organization; and
- Possible warning signs for incivility, harassment or abuse of authority are detected and the issues are addressed.

B. STRENGTHEN LEADERSHIP BY SENIOR MANAGEMENT

Why this is a priority: Senior managers in their day-to-day interactions with staff and partners set the tone for mutual expectations—commitment, performance and collaboration, valuing the skills and contributions of everyone in working towards the common goal of ending the AIDS epidemic. Trust is reinforced when there is transparency and predictability in the implementation of the organization's policies and procedures, upholding the strategic interests of UNAIDS and the wellbeing of its staff. Senior leaders must be committed to continuous improvement, and should be candid and open to discussing problems and improvements and to engaging staff in advancing the solutions.

What we want to achieve:

- Greater transparency in all decision-making processes, especially those related to human resources, building on the quarterly staffing updates that are sent to all staff;
- Due protection of confidentiality in human resources processes, including in relation to staff health and wellbeing;
- Staff understand the organization's rules, policies and processes and are confident that these are applied fairly and consistently;
- The Senior Management Team is held accountable for implementation of the Action Plan, including intervening to prevent or address incivility in the workplace;
- Senior leaders demonstrate appropriate and positive attitudes in the workplace and implement productive ways of working;
- Shared service arrangements are reviewed and strengthened (e.g. Internal Oversight Services, investigation capacity, Ombudsman and mediation services; Staff Health and Wellbeing Services); services for staff are made more accessible; and
- Operational and wellbeing support to offices and teams is reinforced, so that all UNAIDS staff have the necessary enabling conditions and resources for carrying out their work.

Key deliverables:

- 1. Consolidated delegation of authority framework (staffing and financial authorities); enhanced training for staff on internal governance and responsibilities within delegated authorities; each staff member provided with a list of authorities and responsibilities delegated to them.**

Organizational leads

- Planning, Finance and Accountability; Human Resources Management.

Activities

- Develop consolidated delegation of authority framework, comprising both staffing and financial authority;
- Develop internal communications materials to make human resources and financial policies and processes more easily understandable;
- Eliminate remaining paper-based approval systems and institute electronic workflows, thus further enhancing transparency;

- Mandatory training for staff and managers on internal governance and responsibilities within delegated authority, together with knowledge assessment; detail for each staff member the authority and responsibilities delegated to them; hold staff accountable for delivery and compliance throughout the year and as part of annual performance assessments; and
- Eliminate paper-based approvals (“red books”), institute electronic workflows and enhance transparency through expanded internal management dashboards.

When

- Consolidated delegation of authority framework in the second semester 2019; electronic approvals platform in the first semester 2020.

Indicative staffing and resource commitments

- Staff time in the Human Resources Management and the Planning, Finance and Accountability departments; Information Technology staff time and external support for the electronic platform;
 - Communications Department staff time for development of internal communications products; and
 - Staff time and per diem for participation in trainings run in conjunction with Regional Management Meetings.
- 2. Expand collaboration within and across functional and geographic groupings, across all categories of staff (nationally- and internationally-recruited); diversify sources of mentoring and coaching (i.e. beyond direct supervisor). As part of these efforts, strengthen UNAIDS’ organizational culture for human rights, gender equality and the Greater Involvement of People Living with HIV, and programmatic action and engagement of communities most affected by the epidemic.**

Organizational leads

- Human Resources Management and Senior Management Team; and
- Gender, Human Rights and Community Mobilization teams.

Activities

- Review UNAIDS workforce and functional cadres (leadership, programmatic, operations and support), as well as geographic focal points in Geneva and RSTs for backstopping and support to Country Offices;
- Develop specific workstream on human rights, gender equality and the Greater Involvement of People Living with HIV. The aim is to reinforce staff knowledge and skills on those issues and to link efforts at promoting an inclusive and collaborative working environment in UNAIDS to its broader programmatic work and engagements with women’s rights organizations, networks of people living with HIV, and representatives of key populations groups, among other key stakeholders in the response to HIV;
- Develop a proposed matrix reporting system, for review by and agreement from the Senior Management Team. The system should enhance learning and collaborative communities of practice within functional and geographic groupings across the

organization, and should mitigate the risk of over-reliance on one supervisor for feedback and guidance;

- Learning and coordination activities to be developed by functional and geographic groups; and
- Revise performance management system to focus on developmental feedback.

When

- First semester 2020.

Indicative staffing and resource commitments

- Human Resources Management staff time; Senior Management Team review; possible convenings by functional group in 2020 to enhance learning and collaboration.

C. REINFORCE POLICIES AND PROCEDURES, MAKE ACCOUNTABILITY VISIBLE

Why this is a priority: At the PCB meeting in December 2018, UNAIDS leadership acknowledged that the processes and systems for preventing and dealing with harassment were inadequate. It also has been observed frequently that the challenges faced by UNAIDS are not unique to the organization. The UN system as a whole could benefit from stronger policies, mechanisms and procedures to support staff. UNAIDS senior management is therefore advocating in UN system-wide management and leadership bodies for staff wellbeing to be made a core function and accountability of the offices of Resident Coordinators. It is also promoting the establishment of a unified, independent internal justice mechanism to investigate, adjudicate and provide redress in relation to all forms of harassment, discrimination and abuse of authority. The present Action Plan is a major opportunity to introduce pathbreaking changes at UNAIDS and promote them across the UN system.

What we want to achieve:

- Strengthened policies and internal justice systems reflect best practices and enable delivery of timely results following due process;
- Increased visibility of management action to uphold standards of conduct, resulting in greater staff confidence in the effectiveness of the mechanisms; and
- UNAIDS helps catalyse discussion and progress towards a shared system of investigation, discipline and redress which is accessible to all personnel and which delivers timely outcomes, while upholding due process and accountability.

Key deliverables:

- 1. Strengthen UNAIDS' internal justice mechanisms related to harassment, sexual harassment, discrimination and abuse of authority.**

Organizational leads

- Human Resources Management; Office of the Deputy Executive Director for Management and Governance; Ethics Adviser; in close collaboration with the Staff Association.

Activities

- Adopt a modern policy to protect all staff, consultants and interns from all forms of harassment, abuse and discrimination, building on minimum standards contained in the model policy adopted by the UN and incorporating the recommendations of the Independent Expert Panel;
- Amend the Whistleblowing and Protection against Retaliation Policy and Procedures to explicitly state the organization's obligation to protect individuals who in good faith report sexual harassment, or any other form of misconduct, including misuse of resources and abuse of authority;
- Establish a service-level agreement and other standards to ensure quality and timely investigative services from the WHO Internal Oversight Services, upholding due process standards;
- Strengthen follow up to harassment investigations, including in situations where good-faith allegations are found to be unsubstantiated, in order to restore a productive working environment and prevent retaliation against or other adverse consequences for reporting staff or witnesses who cooperated with an investigation;
- Publish anonymized summaries to all staff describing the disciplinary action taken by management and other accountability measures; produce and share analysis of requests for administrative review and other internal justice processes;
- Review and strengthen the ethics function, in line with UN Joint Inspection Unit-recommended best practices; and
- Establish an internal case management system to enhance follow up to reports of possible harassment and abuse of authority, bringing together Human Resources Management, the Ethics Office, Ombudsman and other relevant offices, including RSTs. Ensure confidential referrals to survivor-centred counselling and other support services for staff, consultants and interns who bring forward allegations of harassment.

When

- Updated policy and new Internal Oversight Services service-level agreement in first semester of 2019.

Indicative staffing and resource commitments

- Staff time (policy development, negotiation of service-level agreement, analysis); and
- Cost-sharing external consultant support to development of options papers for external and independent investigation and redress system; convening consultation with experts and stakeholders.

Key deliverables:

- 2. Examine options for the establishment of an external and independent investigation, disciplinary and redressal system in collaboration with key stakeholders, including survivors, and other interested UN entities. Raise these issues and build support in UN system-wide management platforms (Human Resources Network, High-Level Committee on Management, Chief Executives Board).**

Organizational leads

- Office of the Deputy Executive Director for Management and Governance; Human Resources Management; Ethics Adviser; UNAIDS Staff Association.

Activities

- Work with other interested UN entities to commission background options papers; co-convene expert and stakeholder meetings.

When

- Second semester 2019.

Indicative staffing and resource commitments

- Staff time (Office of Deputy Executive Director for Management and Governance, Human Resources Management, Ethics Adviser, Staff Association).

D. MODERNIZE PEOPLE MANAGEMENT AND CAREER DEVELOPMENT

Why this is a priority: The Staff Association has called for greater transparency and fairness, especially in human resource decisions. It has emphasized that maximizing UNAIDS' role in the AIDS response requires protecting the wellbeing of staff and investing in their career development.

UNAIDS is committed to reinforcing its recruitment and staff development practices to advance gender equality and diversity, the Greater Involvement of People Living with HIV principle, the inclusion of people with disabilities and leadership by young professionals.

What we want to achieve:

- Staff feel that their skills are put to optimal use and their contributions to UNAIDS' goals are fully recognized;
- Staff ideas, knowledge and commitment are harnessed to drive change and strengthen the working environment, optimizing collaboration and maximizing productivity;
- Staff contributions to membership and constituency organizations (e.g. UN Plus, UN Globe, Staff Association), as well as internal consultative and advisory bodies, are better supported and recognized for the value they bring to UNAIDS;
- The organization invests in creating strategic opportunities for all staff to keep their skills aligned with the next generation of country needs and UN institutional requirements (e.g. in relation to UN Reform);
- Workforce planning, career development support and management decision-making by UNAIDS' leadership reinforce staff commitment, performance and collaboration;
- Staff taking up positions with responsibility for managing human and financial resources have the necessary competencies for doing so effectively;
- Internal candidates who participate in an assessment centre but are not selected for a post will receive individualized feedback which can inform their professional development planning;

- UNAIDS strengthens due diligence in recruitment and other human resource processes; the use of common UN services promotes alignment and harmonization with common standards; and
- UNAIDS drives implementation of UN-SWAP, as well as the updated Gender Action Plan, to build on achievements and progress towards targets.

Key deliverables:

- 1. 10% for strengthening UNAIDS—interested staff can devote up to 10% of work time to build knowledge and strengthen collaboration and innovation to maximize collective results.**

Organizational leads

- Office of the Deputy Executive Director for Management and Governance; Senior Management Team; Dignity at Work Task Force.

Activities

- Interested staff members can contribute to activities envisaged under the Action Plan on a voluntary basis, building their knowledge and collaboration and reinforcing the values and behaviours that will contribute towards meaningful change in the UNAIDS Secretariat. Such activities could include:
 - organizing or delivering learning sessions for colleagues;
 - mentoring or coaching others;
 - developing and proposing innovative approaches to solve problems/lead projects based on best practice;
 - engaging in a UNAIDS internal working group or initiative—for example serving as a Dignity-at-Work Adviser; participating in the Dignity-at-Work Task Force, Fitness Committee or Staff Association working group; or
 - engaging in a UN-wide working group or network, for example UN Plus, UN Globe, Young UN, UN Cares;
- Tracking staff engagement and capturing the overall contribution to implementation of the Action Plan.

When

- First semester 2019.

Indicative staffing and resource commitments

- Staff time (all offices).

Key deliverables:

- 2. Carry out a comprehensive review of the staff mobility policy and related processes and put in place a new model of strategic workforce management and professional development for all categories of staff (General Service, National Officer, International Professional), including use of "stretch assignments" that can enhance the skills, knowledge and exposure of serving staff.**

Organizational lead

- Human Resources Management.

Activities

- Review the UNAIDS staff mobility policy and its implementation from the perspective of fostering a diverse, versatile and high-performing workforce. The aim is a programme that places the right skillsets in the right places at the right time, creates professional development opportunities for staff, and avoids possible unintended adverse consequences for the institution and staff (e.g. with respect to gender equality, staff and family wellbeing);
- Develop new workforce planning and career development modalities, taking into account findings of the review of the mobility programme. The aim is to create opportunities for staff of all categories to pursue satisfying and impactful careers within UNAIDS and to remain competitive for opportunities in other parts of the UN System and beyond;
- Institute "stretch assignments", creating opportunities for serving staff to express interest in temporary internal roles—within or outside their current duty station—that enhance their skills, knowledge and exposure;
- Implement an upward-appraisal mechanism for staff to provide feedback on their supervisors (director-level and higher), contributing to assessments of competency in managing people and resources. Provide tailored support and coaching in line with the findings;
- Develop a comprehensive and fully-resourced learning and development strategy in line with the objectives of the Action Plan, taking into account evidence on the mix of approaches that are needed to achieve individual and institutional learning objectives; and
- Provide tailored induction training and orientation to new colleagues joining UNAIDS, among other things ensuring that all colleagues are aware of both their rights and responsibilities as staff members and the internal policies and procedures that uphold internal justice.

When

- Second semester 2019.

Indicative staffing and resource commitments

- Human Resources Management staff time; possible external consultant support for a review of the mobility programme, development of new workforce planning and career development model; and
- Full resource implications of learning strategy to be determined (external training and consultants; travel costs for face-to-face training components).

Key deliverables:

- 3. Strengthen recruitment processes vis-à-vis positions with supervisory responsibilities, incorporating expanded methods and tools to assess candidates on UNAIDS' values and technical and managerial competencies.**

Key activities and deliverables

- Review pilot UNAIDS Country Director assessment centre exercise, taking forward lessons learned;
- Use UN common services for job classification and reference checking (OneHR service centre), and ClearCheck screening database to avoid the hiring or rehiring of individuals who have left UN posts due to misconduct; and
- Expand mentoring and other learning opportunities for staff seeking to develop skills related to the management of teams.

When

- Use of ClearCheck (ongoing), agreement with OneHR to be pursued in first semester 2019; and
- Review of assessment centre pilot in second semester 2019.

Indicative staffing and resource commitments

- Human Resources Management staff time; contracted support from external assessment firm; participation in cost share for use of OneHR services.

E. REVIEW AND REPORT ON PROGRESS

What we want to achieve:

- Clarity about progress and gaps in implementing the Action Plan;
- Development of indicators for routine monitoring of UNAIDS' duty-of-care responsibilities, contributing to the evolution of PCB oversight for strategic human resources matters and the maintenance of an inclusive, safe and healthy working environment for all staff; and
- Adoption of effective methods for assessing the benefits of civility, inclusion and staff wellbeing for organizational performance.

Deliverable:

- 1. Monitor implementation of the Action Plan, including through the UNAIDS Dignity-at-Work Task Force, regular dialogue with the UNAIDS Secretariat Staff Association, surveys on staff trust and confidence in management's actions, and evaluation of activities, reporting back to staff and the PCB.**

Organizational leads

- Office of the Deputy Executive Director for Management and Governance; Governance and Multilateral Affairs; Human Resources Management; Planning, Finance and Accountability.

Activities

- Engage in dialogue with the PCB Working Group, towards strengthening the Action Plan and PCB oversight on strategic human resources issues;

- Build on the strong ongoing partnership with the Staff Association, enhancing data-driven staff engagement approaches and responding to staff needs and priorities;
- Evaluate activities and overall progress; survey staff on their perceptions and experiences, in particular their trust and confidence in the implementation of the Action Plan;
- Provide information to inform the UN Joint Inspection Unit review of UNAIDS governance and management, and follow up the findings and recommendations; and
- Share progress and gaps with staff, including through the UNAIDS Insight Dashboard and the development of internal communications products, and support staff engagement in the review and evolution of the Action Plan.

When

- Dialogue with PCB (ongoing); reports to June and December PCB sessions;
- Interim evaluation of the Action Plan and survey of staff in the first semester 2020; and
- UN Joint Inspection Unit review Q2–Q4 2019.

Indicative staffing and resource commitments

- Staff time (Office of the Deputy Executive Director for Management and Governance; Governance and Multilateral Affairs; Human Resources Management; Planning, Finance and Accountability; Communications; Staff Association).
- Engagement of a firm which specializes in workplace climate surveys and follow-up coaching; and
- Time-limited reinforced capacity in the Staff Association to ensure full and meaningful staff engagement in the implementation of the Action Plan.

PROPOSED MEASURES FOR SUCCESS

The following indicative measures for success 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 seek guidance on the adoption of effective methods for assessing the benefits of civility, inclusion and staff wellbeing for organizational performance.

The proposed measures for success are:

1. Staff survey data show significant progress towards the goal of zero discrimination based on sex, sexual orientation or gender identity, HIV status, national origin, religion, age or any other protected ground;
2. Staff survey data show significant progress towards the goal of zero incidence of harassment, sexual harassment, ill treatment and abuse of authority;
3. Staff report feeling comfortable speaking up about exclusionary behaviours they experience or observe in the workplace;
4. Staff report that they are knowledgeable about and confident in mechanisms and offices such as the Integrity Hotline, Ethics Office, Ombudsman and Internal Oversight Services;

5. Managers report that they feel they have sufficient skills and support to deliver the organization's duty of care, within their delegation of authority;
6. Managers act on concerns about substandard performance or inappropriate conduct;
7. Staff report that they are knowledgeable about that health and wellbeing services available to them and that they would feel comfortable approaching Staff Health and Wellbeing Services if they have concerns or needs in relation to their own mental health;
8. Staff report that they feel equipped to manage the stress of work and that the organization is committed to providing a working environment that is conducive to good mental health;
9. Staff report high levels of both physical and psychological safety in the workplace;
10. Staff report high job satisfaction—they feel that their skills and contributions are valued, their work contributes to the attainment of the organization's goals, and management takes decisions based on the best interests of the organization and its staff;
11. Staff survey data indicates increased confidence that: (1) UNAIDS rules and policies are consistently upheld; and (2) performance management 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;
12. Staff report increased confidence in the fairness and transparency of management decision-making with regard to staffing;
13. Staff report that their immediate supervisors, members of the UNAIDS Senior Management Team and Cabinet leadership are role models for dignity at work and active bystander approaches;
14. Staff report increased confidence that supervisors consistently take action when they observe substandard performance, incivility or misconduct; and
15. Further progress is made towards achieving the UNAIDS Gender Action Plan targets and implementing UN-SWAP.

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