
UNAIDS Update on Strategic Human Resources Management Issues



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Background and context

Background and context

UNAIDS's people are its most valuable asset

- Support countries and communities to fulfill the goals of the 2021-2026 Global AIDS Strategy
- Commitment to skills development, culture transformation and duty of care

Alignment process completed in 2023

- Harmonized the organization to the Global AIDS Strategy
- Leveraged and optimized the Secretariat's comparative advantage
- Facilitated necessary cost-savings

Funding shortfalls continue to threaten the ability to fully support the Global AIDS Strategy

- Savings of US\$ 20 million

People Strategy 2023-2026

- Investment in learning, development, and growth
- Enhancing gender equality, diversity, equity, inclusion, and antiracism

People of UNAIDS

Operational Aspects

Alignment process initiated in 2021 and concluded in 2023

- Teams delocalized from Global Centre in Geneva to Bonn, Johannesburg, and Nairobi
- MENA regional office closed, and country offices relocated to WCA and ESA regions
- Multi-country office model extended, and national positions expanded
- New model of HIV advisers placed in Resident Coordination Office piloted in five countries

Transitions

- Higher staff turnover than usual: 83 staff left UNAIDS (48% female, 52% male)
- Transition of staff to new roles and locations as part of decentralization efforts
- Accelerated recruitment of new staff to fill open positions.

Ambition

- Minimize disruption of ongoing work and collaboration on the ground
- Maintain institutional memory with new and strengthened initiatives
- Increase capacity for programmatic impact, cross-regional support and savings

Recruitment

Recruitment Statistics for 2023

- 114 staff members recruited
- 60% female and 40% male

Strengthening Recruitment Procedures

- Streamlining administrative components
- Investing in recruitment resources
- Providing greater guidance to hiring managers
- Garnering additional administrative support from WHO

Challenges Faced

- Turnover of Human Resources Operations staff
- Time taken to complete hirings has slightly increased
 - Shortlisting of candidates identified as main bottleneck
- Recruitment time to be closely tracked this biennium, to address bottlenecks and optimize the process

Year	Completed Selection Processes
2022	40
2023	114

Demographics

Staff Composition

- 646 staff members from 120 countries
 - 47% from Africa
 - 20% from Western Europe and North America
 - 18% from Asia-Pacific
 - 10% from Latin America and the Caribbean
 - 6% from Eastern Europe

Age breakdown

- 83% of UNAIDS staff are aged between 35 and 59 years, 11% are aged 60 years or above, and 5% younger than 35 years
- Efforts to recruit more young people to the organization continue

Staff Grades

- 47% International Professional, 21% National Professional Officers, 32% General Service staff

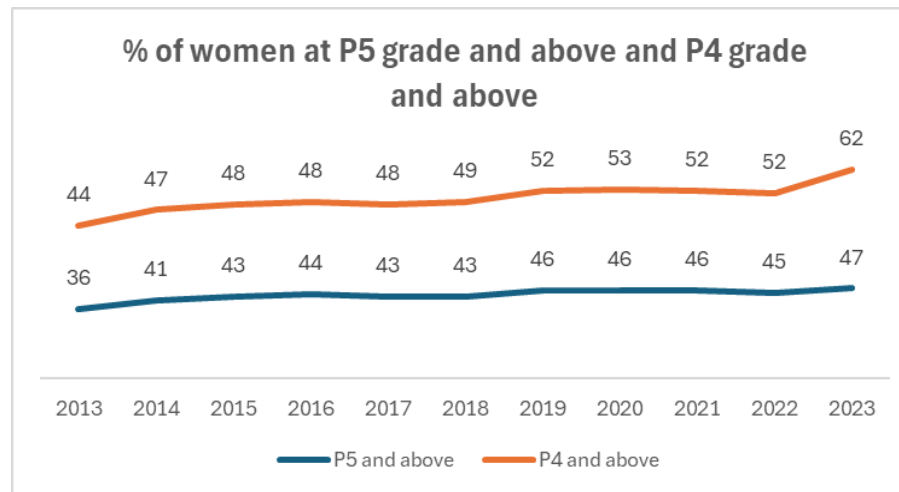
Staff Category	Percentage
International Professional	47%
National Professional Officers	21%
General Service Staff	32%

Demographics: Gender breakdown

352 female staff members and 294 male staff members

48% of UNAIDS Country Directors are women

Executive and Deputy Executive Director positions are all occupied by women



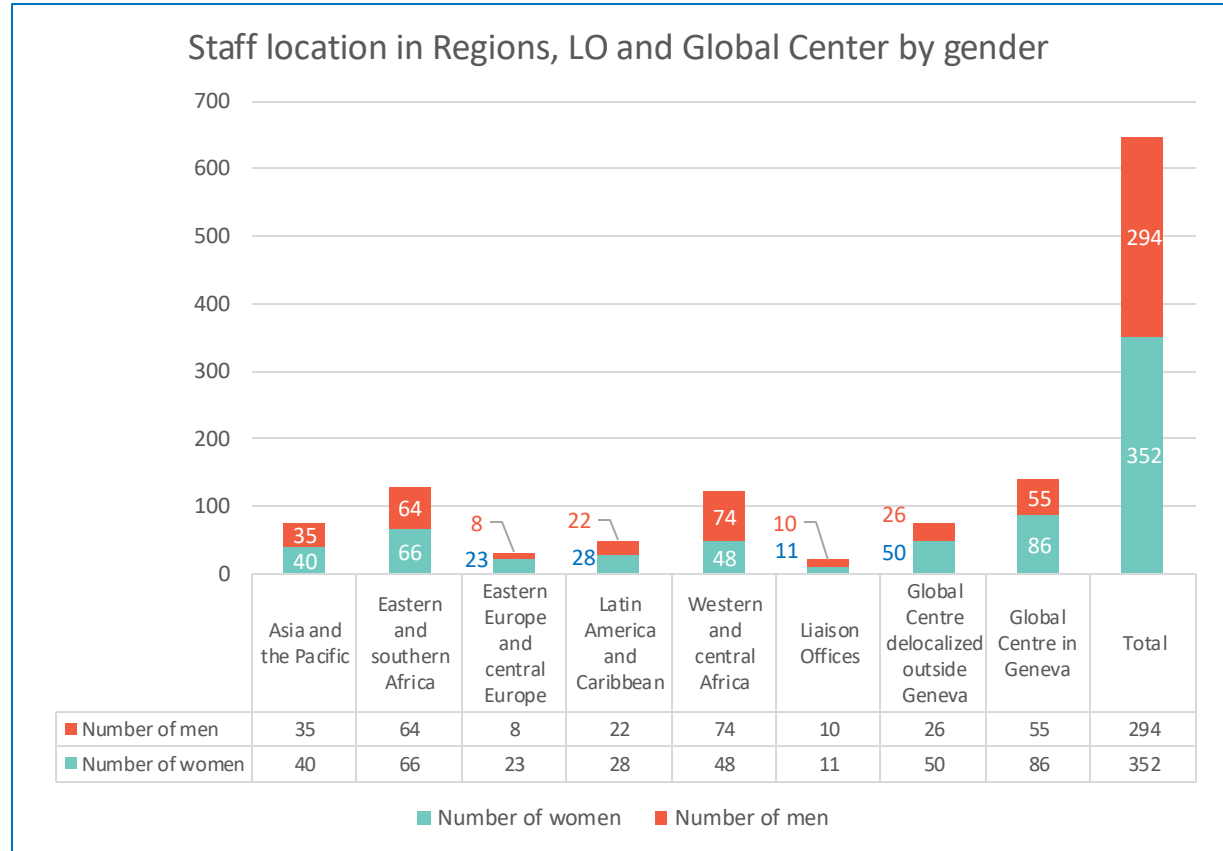
Source: HRO, People of UNAIDS 2023

(*) Grade group P5 includes women country directors at P5 grade

Staff location

- 78% of staff worked in Regional, Country and Liaison Offices,
- 22% worked in Global Centre functions in Geneva.

UNAIDS commitment: no more than 30% of staff work at Global Centre and no less than 70% work in country, regional, and liaison offices



Country Directors

30 international UCDs completed tours of duty by December 2023

- Efforts made for smooth transition and continuity of work

64 UCDs covering nearly 90 countries as of March 2024

- 42 internationally recruited, 29 are women

Increased pool of candidates for UCD position

- 18 selected from 157 applications through two-day assessment
- Personalized development plan and Executive Coaching programme offered



People Strategy Implementation

People Strategy 2023 - 2026

Key priority 1 – Investing in learning, development and growth

Key priority 2 – Enhancing gender-equality, diversity, equity, inclusion and antiracism

Key priority 3: Supporting staff wellbeing and engagement

Key priority 4: Building capacity to deliver leveraging new ways of working

Key priority 5: Ensuring respectful conduct and zero tolerance

KP1: Investment in Learning, Development and Growth

P 1

UNAIDS emphasizes building skills, knowledge, and behaviors that support collaboration, integrity, purpose, transparency, and accountability.

Alignment with key organizational priorities such as partnership building, influencing, and knowledge management

- Leaders and staff are instilled with a caring and growth mindset to strengthen delivery on results.
- Focus on collaborative skills

Innovative platforms for knowledge-sharing and capacity building

- Blended learning programmes and feedback mechanisms
- UNAIDS's Learning and Performance Management Platform (PALM) provides self-paced learning resources on a wide range of topics.
- The "SkillAdvance" Programme was launched in March 2023, offering self-paced e-learning with micro-lessons.
 - 40 courses were made available in English, French, and Spanish, with a total of 607 course completions recorded.

Mandatory trainings remain integral for equipping UNAIDS personnel with the knowledge and skills to uphold the highest ethical standards.

- Compliance rates increased to 98% by 31 January 2024

Investment in Learning, Development and Growth: Performance and accountability

Performance management policy revised for 2023-2024 cycle

- Transition to a four-point rating scale
- Clarification of results-based objectives
- Linking on-the-job learning and development
- Recognition of exceptional performance
- Broadening the scope of managing underperformance

Robust performance evaluation process

- 87% compliance rate for the 2022/2023 performance management cycle
- 99% of staff are meeting their performance objectives
- 81% of staff have set a learning objective focused on gender equality and women empowerment
- 360° assessment for leaders

Incentive for engagement and performance

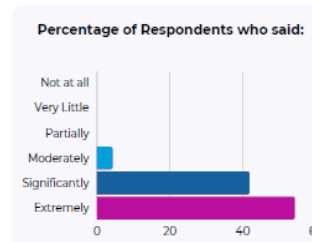
- Rewards and Recognition programme launched in 2023
 - Recognition long term service 10 to 25 years
 - Rewarding team-wide achievements on partnership mobilization and delivering programs that address inequalities

Investment in Learning, Development and Growth: Developing and Strengthening Leadership

Leading for Transformational Change programme for UNAIDS Leaders

- Developed in collaboration with UN Staff College
- First cohort of 26 participants with 80% completion rate
- Second cohort of 57 leaders launched in fall 2023

How satisfied are you with the overall quality of the programme?



“This was a novel, extremely useful and rich programme. I think this programme responded precisely to many chronic questions of us. It is essential for all UCDS. I, however, highly recommend this course for anybody who is in transformation leadership position.”

“The platform and the learning proposal and methodology is excellent.”

Knowledge exchange network and talent pool (UCDnet)

- Forum for communication and support leadership, transition planning and support new leaders
- Foster common understanding of UNAIDS's role within broader UN country programming systems

UNAIDS tailored performance management coaching program launched

- Executive coaching for inclusive leadership development and performance culture
- Based on the 360° assessment results
- Cohort 2024: 110 UNAIDS leaders
- Provide coaching for staff members on a performance improvement plan (PIP)

KP 2: Enhancing Gender Equality, Diversity, Equity, Inclusion and Antiracism



Culture transformation initiatives aiming to create a safe, empowering and inclusive workplace:

- grounded on UNAIDS Feminist Principles and applying an antiracist lens.
- Shaped by voices of staff from inclusion surveys (GSS) and anonymized voluntary workforce diversity surveys (2022 & 2023)

The Team Learning Journey

- Resources invested to build an internal resource and capacity to deliver the 6 module programme aiming to foster knowledge, skills and behaviours to promote healthy work relationships.
- Up to 400 UNAIDS personnel participated in Module 1 delivered during 3 months in 2024 by the trained internal co-facilitators.

Team Values Charters

- Up to 43 Teams have developed Values Charters that define how core values, behaviours and actions for a respectful and conducive Team
- Values charters have been instrumental in the implementation of strategies to manage workloads introduced in October 2023.

KP 2: Enhancing Gender Equality, Diversity, Equity, Inclusion and Antiracism (cont.)

Anti-racism plan implementation

- Plan reviewed in 2023 to align to UN Strategic Plan to improve coherence and contribute to the response to JIU recommendations
- Leadership commitment to antiracism
 - UNAIDS committed to the Geneva Alliance Declaration: 16 actionable pledges to addressing institutional racism.
 - Contributing to interagency collaboration and development of guidance through the HLCM and HR networks
- Continued learning and dialogue capitalizing on commemorative days
 - Mandela Day 2023 – Confronting Privilege and building allyship
 - International Day for elimination of Racism 2024 – preventing and addressing racism
 - Established a Community of Practice on Anti-racism to drive learning and knowledge initiatives

Development of a Gender, Diversity, Inclusion, Equity and Accessibility Framework

- Steering Committee with broad representation across UNAIDS established to guide process
- Takes forward the Gender Action Plan 2018 – 2023; 2009 DEI Policy; Alignment Objective
- Aims to provide an integrated benchmarking against internationally recognized instruments (e.g. the Global Diversity, Equity& Inclusion Benchmark)

KP4: Leveraging New Ways of Working

P 4

Alignment to broader UN reforms efforts (UN 2.0)

Implementation of knowledge management strategy

Establishment of Communities of Practice

Launch of UNAIDS digital strategy

Progress on process optimization for efficiency



KP4: Leveraging New Ways of Working: Knowledge Management




Staff news
Introducing 'Learning from Leavers': preserving our collective knowledge

'Learning from Leavers,' is the new Knowledge Management initiative to ensure that the wealth of knowledge and expertise that departing colleagues carry with them is not lost but utilized for the benefit of...



Staff news
Shining a spotlight on early Knowledge Management adopters

Each quarter, the KM team will highlight outstanding initiatives undertaken by teams within the organization to highlight their efforts and make them available for shared learning.




Staff news
Knowledge Management - opening fileshare

How to open up fileshare beyond functional units.




Staff news
Championing New Ways of Working has launched!

Phase one of the new professional development workshop, Championing New Ways of Working, kicked off on 4 April. The sessions have received very positive feedback from the nearly 200...



Staff news
Bringing Knowledge Management to life through PALM


UNAIDS leverages knowledge management in PALM objective setting.




Staff news
The expanding Knowledge Management network

As the implementation of our Knowledge Management Strategy gathers pace, our network continues to expand with 26 people actively involved in "doing KM" as either dedicated staff, focal point...


UNAIDS Communities of Practice



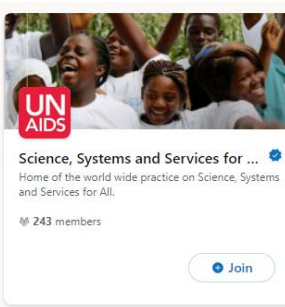
Data for Impact (DFI)
Group chat for DFI practice area.
128 members
[Joined](#)




Equality and Rights for All (ERA)
The home of the world wide practice on gender equality, human rights, community and youth...
216 members
[Join](#)




Equitable Financing (EQF) on Viva ...
EQF community of practice on Viva Engage
127 members
[Join](#)




Science, Systems and Services for ...
Home of the world wide practice on Science, Systems and Services for All.
243 members
[Join](#)




UCDnet
UCD Knowledge Network and Talent Pool
The UCD Knowledge Network and ...
A closed group for all current UNAIDS Country Directors – including international and national –
93 members




Technical Support Mechanism
Everything about the UNAIDS TSM
TSM
Ending AIDS as a public health threat by 2030




USSA
For all your updates, knowledge, materials and questions around the UNAIDS Secretariat Staff...
41 members
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UN Joint Programme on HIV/AIDS
A collaborative space for global coordinators, focal points and joint teams across the UN Joint...
273 members
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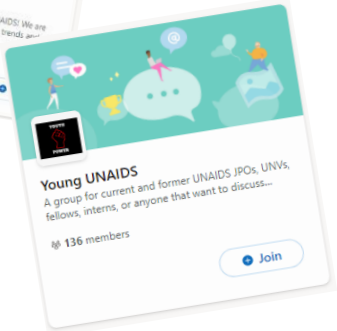
Digital Enthusiasts
We are technology champions at UNAIDS. We are curious and love to explore the latest trends...
108 members



Science and UNAIDS
Explore new science relevant to UNAIDS; latest research, key scientists groups, and science in...
110 members
[Joined](#)

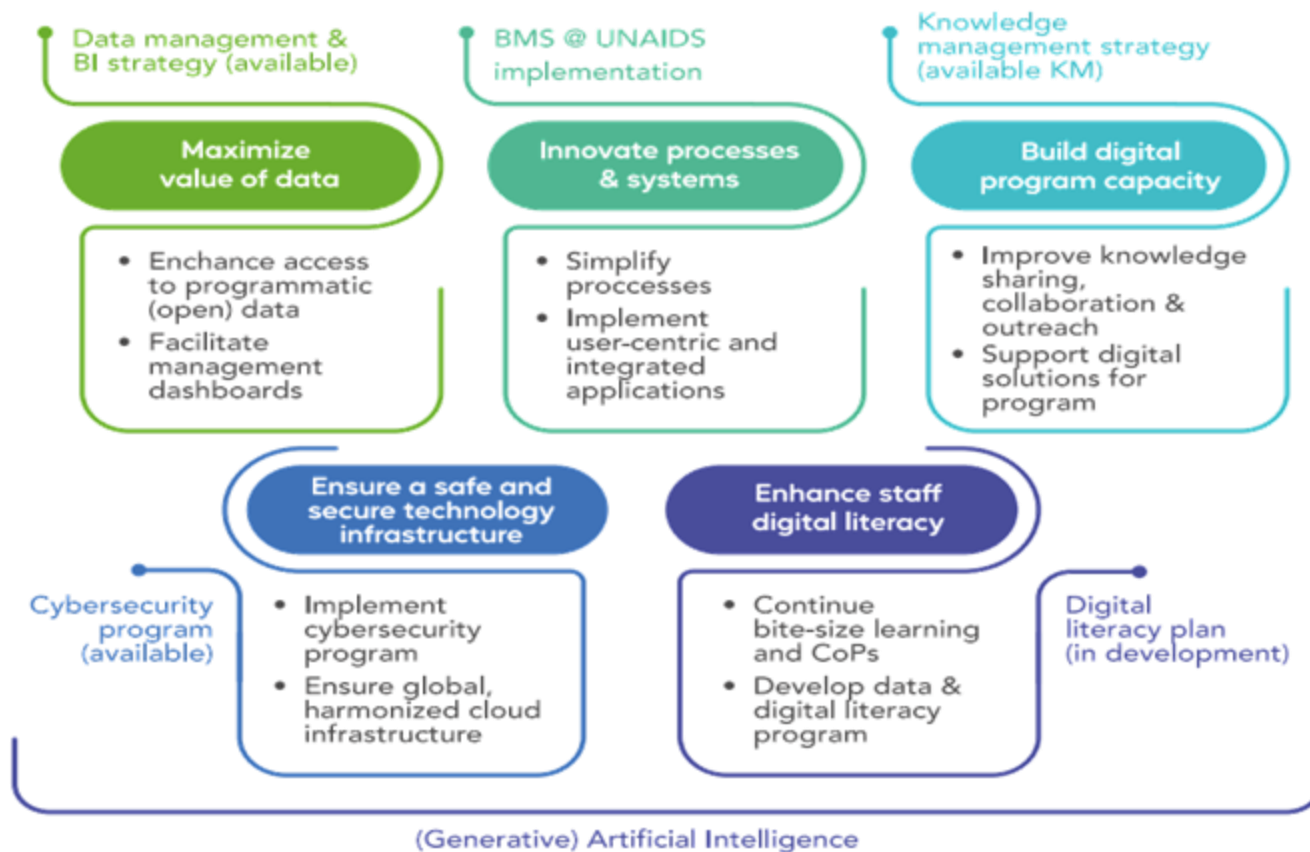


UNAIDS COMMUNICATIONS
UNAIDS Communications community
186 members
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Young UNAIDS
A group for current and former UNAIDS JPOs, UNVs, fellows, interns, or anyone that want to discuss...
136 members
[Join](#)

KP4: Leveraging New Ways of Working: Digital Strategy



KP 5: Ensuring Respectful Conduct and Zero Tolerance

P 5

Implementation of Policies:

- Launched Prevention and Addressing Sexual Misconduct Policy (PASM) on 8 March 2023, followed by information campaigns and briefings to staff
- Policy routinely provided to new UNAIDS staff members, plus mandatory training course (98% compliance)
- UNAIDS staff members have also been able to access additional WHO resources such as regular corporate open-door conversations with the WHO Department on Prevention and Addressing Sexual Misconduct and invited speakers.
- Adopted revised Policy on Prevention of Abusive Conduct on 20 June 2023, includes harassment, discrimination and abuse of authority
- Awareness-raising initiatives, information and materials as well as the mandatory obligation in the PASM Policy to report any incidents of abusive conduct, including sexual misconduct.

Strengthening oversight, systems and transforming organizational culture:

- Strengthened Ethics office,
- Mandatory PASM training for staff and consultants,
- Annual performance reviews include specific safeguarding related indicators for managers,
- Implementing partners assessment (thanks to PCB NGO delegation) with a module on PSEAH
- Online footprint checks for all new recruits for staff positions
- Consultants are required to complete ethics and sexual abuse prevention online courses before being contracted
- Social media guidelines are being updated.

UNAIDS has been pursuing its #RESPECT campaign working closely with staff on promoting a respectful and safe workplace.

Efforts to make UNAIDS a safe, equal, empowering workplace will continue, with zero tolerance for sexual exploitation, abuse, harassment and other forms of misconduct.

KP3: Supporting Staff Wellbeing and Engagement

P 3

Help staff and affiliated personnel to prioritize and to manage workloads

- Reprioritization and adopting a sharper focus on key activities to manage workloads.
- First quarterly stock-taking exercise
- Managers support staff on work demands and ensuring appropriate division of tasks.
- Addressing and alerting senior management to issues of unsustainable overwork culture.
- Expansion and uptake of existing work-life balance resources
- Flexible working arrangement policy and guidelines
- Provisions of staff rules on attendance and leave

Supportive architecture to help people facing challenges

- Mental health and wellbeing Strategy for 2024-2028
 - Core elements aimed at preventing psychosocial risks, promoting and protecting workforce mental health, and supporting workers with mental health conditions
 - Aligned to system-wide Mental Health and Well-being Strategy 2024 and beyond
 - Cross departmental involvement
- Staff counsellor provides services for individuals and teams on wide range of personal and professional issues.
- Office of the Ombudsperson and Mediation Services supports UNAIDS staff
- Secretariat fully complies with UN Security Risk Management process.

Promote an evidence informed and accountable leadership

- Duty of Care committee relaunched in 2023
- Workload-related questions integrated into global staff survey
- Action plans implemented to address priorities in each region and department
- Pulse survey 2024: Initial findings indicate good progress
 - No sexual harassment cases reported
 - Areas with most progress: communication, commitment, role, and overall leadership
 - No room for complacency

Conclusions

Conclusion

UNAIDS Secretariat advanced progress towards ensuring staff support and an enabling work environment

- Advantageous policies in place to deliver on UNAIDS mandate

Monitoring of organizational transformation effort is ongoing

- Measures in place to sustain progress made

Organizational change agenda requires a long-term approach

- Facilitate a lasting transformation for a safe, networked and knowledge-driven organization

Secretariat remains committed to taking swift corrective action

- Corrective action taken when aware of areas falling short of aspiration

Thank you!