
People/ Human Resources Management

50th PCB Meeting

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Background and context

The UNAIDS Secretariat is in transition

1. New Global AIDS Strategy
2. Alignment of the Secretariat structure and ways of working
3. Culture Transformation process
4. Impact and implications of COVID-19
5. Changes in the multilateral system and funding priorities

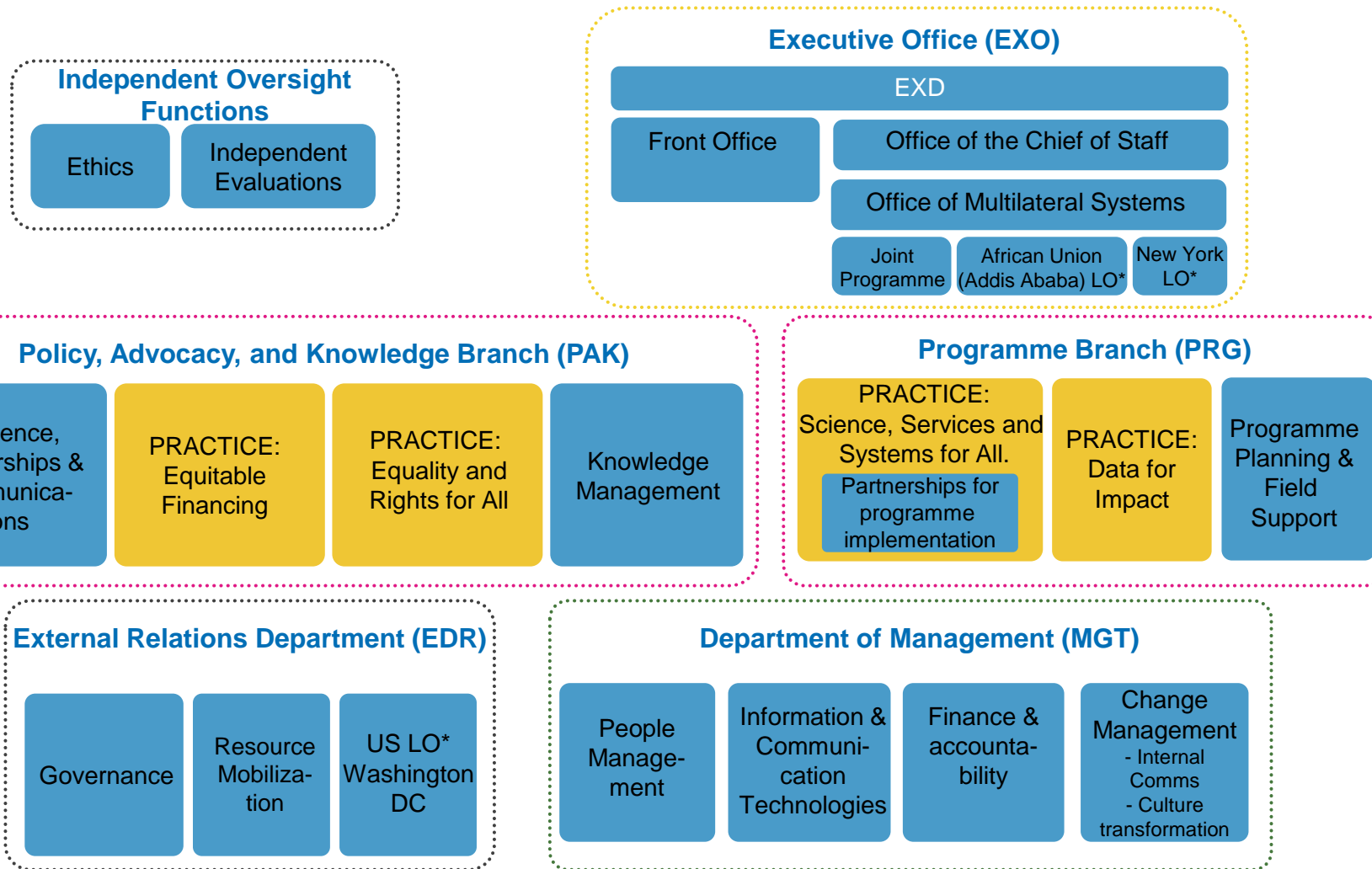
Alignment

UNAIDS is:

1. Aligned with the Global AIDS Strategy and achieving its highest impact;
2. Financially sustainable and more cost effective;
3. Diverse and inclusive, and therefore legitimate and credible;
4. A knowledge-driven Secretariat that optimizes its world-wide expertise and staff through the use of digital technologies in its work; and
5. Aligned with UN Reform, principally its work on pandemic preparedness.

Objectives

Post-alignment organizational structure



Regional Support Teams and Network of Country Offices



Alignment

New Structure

Four world-wide practice areas:

1. Science, services and systems for all
2. Data for impact
3. Equality and rights for all
4. Equitable financing

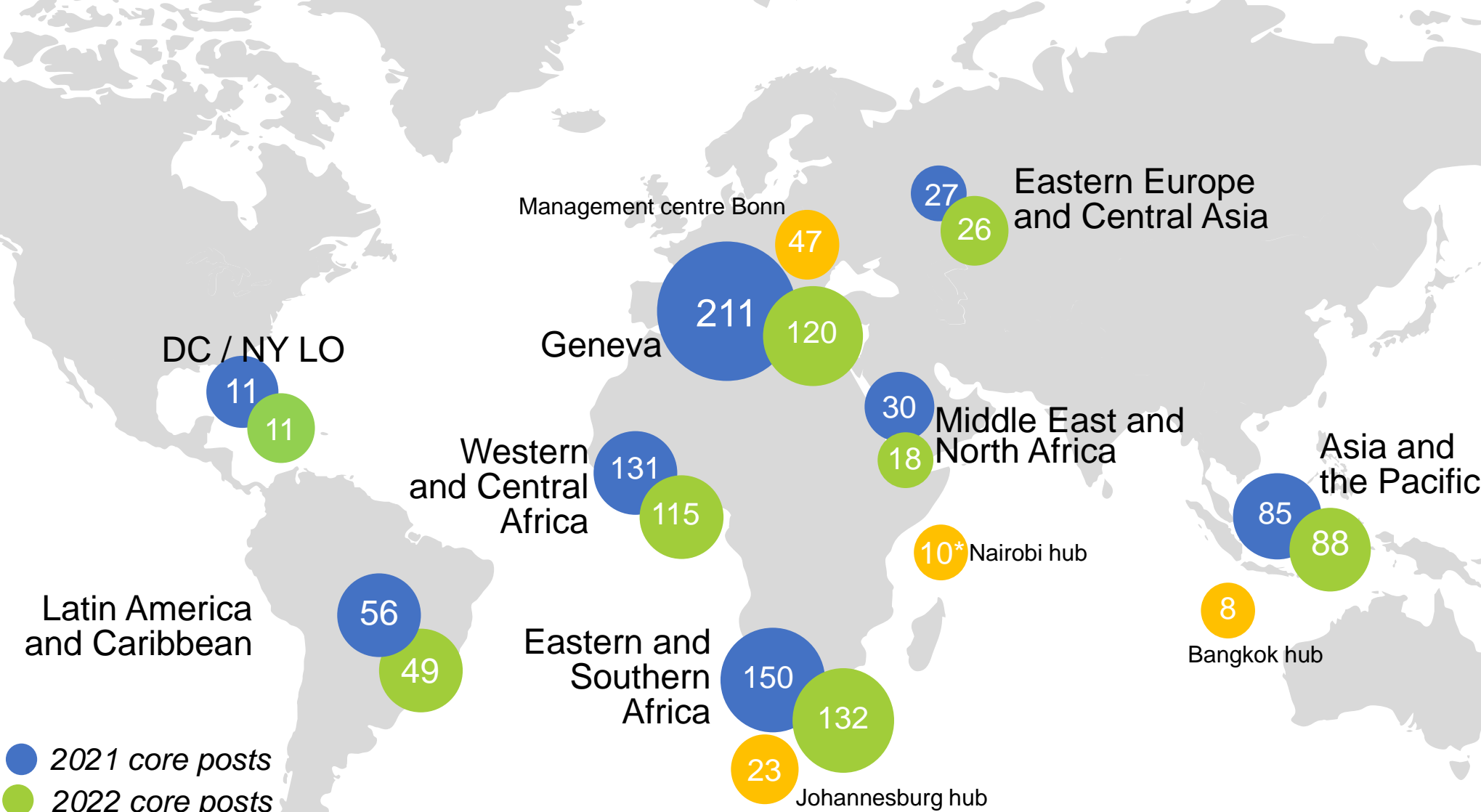
Two branches:

1. Policy, Advocacy and Knowledge
2. Programme Support

Two anchor functions:

1. Key populations
2. Ending inequalities

Alignment geographic footprint



● 2021 core posts
 ● 2022 core posts

● 2022 delocalized Global Centre posts, incl. EECA for Bonn

*Numbers subject to final adjustments in implementation

83 duty stations



Alignment

117 positions abolished

83 positions in compendium

60+ Separations by Mutual Agreement

Delocalization:

- Johannesburg: 23 staff (PAK/ERA, PRG/DXDO, PRG/SFA)
- Nairobi: 10 staff (PAK/EF, PRG/DFI and RST/ESA)
- Bangkok: 8 staff (PAK/KM, PAK/ICP and PRG/SFA)
- Bonn: 47 staff (DPM/FIN/ICT; Independent Eval Office, PRG; RST EECA); 30 of Bonn staff will be IP, 17 will be GS and NPO.

**Expected
Outcomes**

Alignment

Post-
alignment
staffing
profile

Category / Grades	Pre-alignment	Post-alignment
General Service	36%	30%
National Professional Officer	17%	25%
International Professional	48%	46%
P5	18%	13%
P1-P4	23%	25%

Alignment geographic footprint

Item	Existing structure 2021*	New structure May 2022*
Number of core positions in org chart	723	658
Staff costs	\$109m	\$97.5 million
Number of <u>occupied</u> posts	661	481 staff have been matched to a post (i.e. 73% of those in the new structure remain in their jobs)
Number of <u>unoccupied</u> posts	62	0
Core/fixed-term staff not provisionally matched	N/A	117**
Posts in the compendium	N/A	83

Alignment provisional timeline (14 June)



Alignment

New ways of working

- **Knowledge management** for a knowledge-driven and networked organization
- **Networked teams** around specific themes to rapidly respond to local programme needs
- **Communities of practice** around both programmatic and operational areas
- **Matrix management**, whereby staff report to two or more supervisors
- **Business operations**

Culture Transformation

Build a more equal, safe and empowering workplace culture through:

1. Shifting the mindsets and behaviours of staff members at all levels of the organization, with a particular focus on those holding senior-level positions.
2. Promoting brave conversations and honest dialogue in teams

Objectives

Culture Transformation

Key activities

1. Action Learning process concluded
2. Team Value Charters co-created (25)
3. #Respect campaign launched to socialize provisions of the Policy on preventing and addressing abusive conduct
4. Team Learning Journey for all staff
5. Feminist principles developed (draft)

The next UNAIDS People Strategy

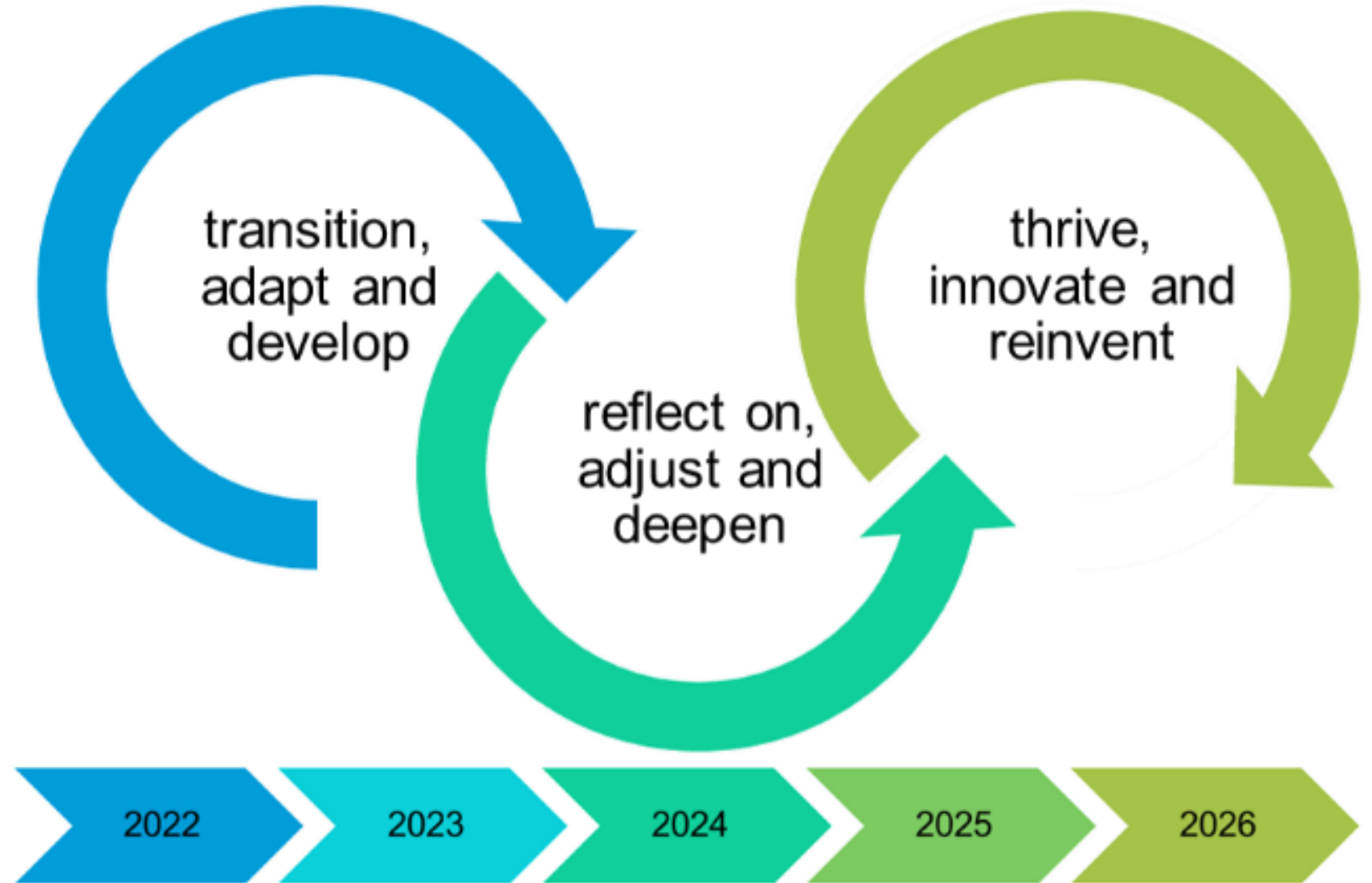
Outlines how the Secretariat intends to fulfil UNAIDS vision by supporting its people.

Conceptual
framework

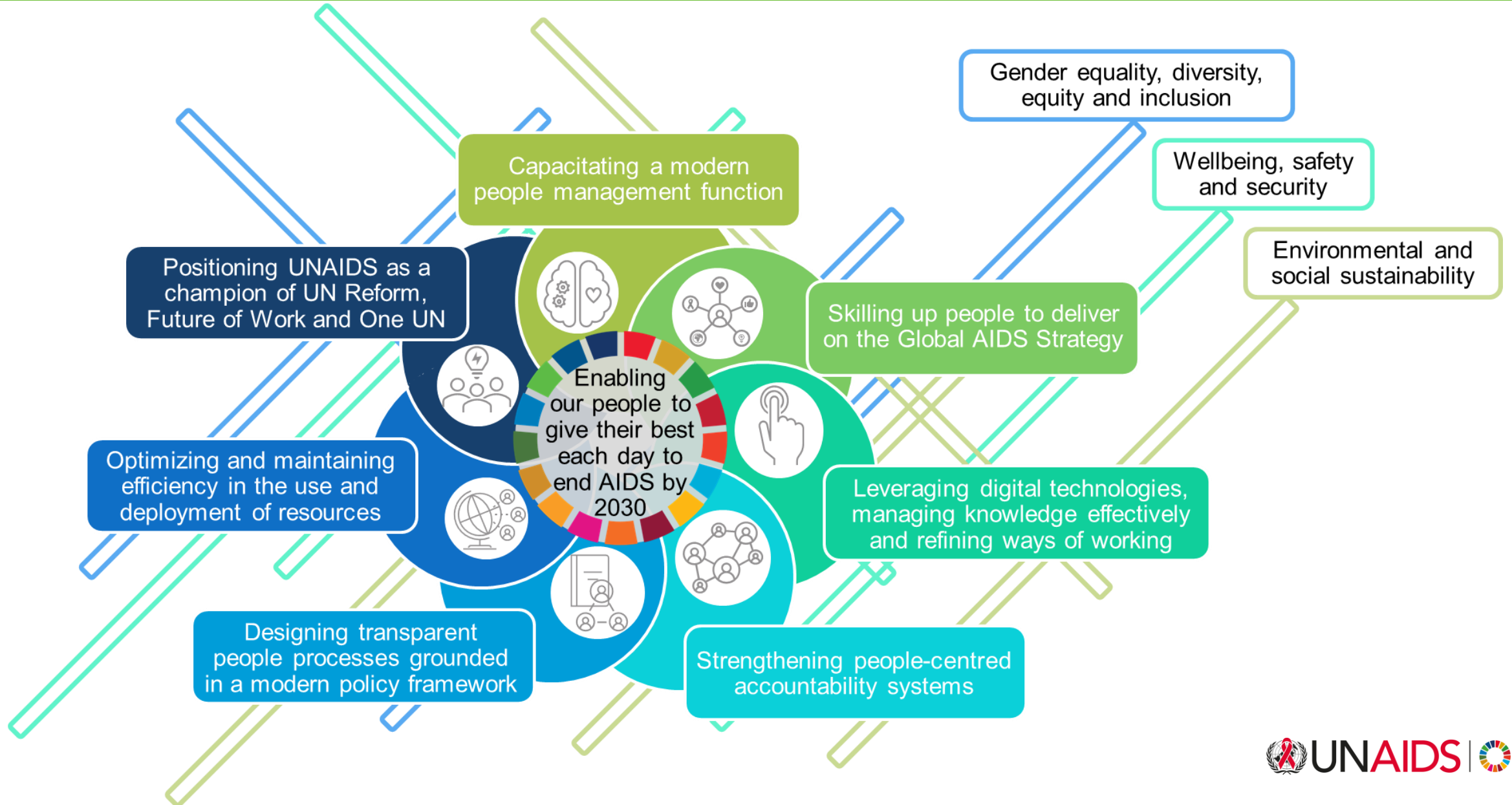
1. Vision
2. Strategic priorities
3. Crosscutting drivers

The next UNAIDS People Strategy

Phases



UNAIDS People (HR) Strategy 2022-2026 (draft)





Skilling up people to deliver on the Global AIDS Strategy

1. Instilling a culture and mindset of continuous learning
2. Applying a holistic, blended approach to learning and development (face-to-face, remote, on-the job)
3. Executive coaching and capacity building programme
4. UCD Assessment Centre



Optimizing and maintaining efficiency in the use and deployment of resources

1. Implementing structural alignment decisions
2. Managing talent effectively throughout the employee life cycle
3. Leveraging digital technologies and managing knowledge effectively
4. Building and utilizing management (workforce) dashboards
5. Building talent pools to facilitate succession planning and career decisions
6. Ensuring that staffing decisions meet the needs of the UNAIDS now and into the future



Strengthening people-centred accountability systems

1. Reinforcing prevention and informal dispute resolution efforts
2. Enhancing transparency and increasing visibility of internal accountability measures
3. Maintaining the highest standards of conduct, competence and performance, and zero-tolerance of harassment, including sexual harassment, exploitation and abuse, and all forms of abusive conduct
4. Strengthening the performance management approach and system
5. Finalizing and implementing an MOU with IOS



Capacitating a modern people management function

1. Setting up a people-centred, high-performing People Management team
2. Smoothly managing the transition of some HR functions to Bonn, and leveraging HR services from WHO
3. Continuing to operate as a strategic in-house partner, including through the newly established regional HR Business Partners

Gender equality, diversity, equity and inclusion

Key commitments

1. Developing an intersectional Gender Equality, Diversity, Equity, Inclusion and Accessibility framework
2. Progressing towards an anti-racist, intersectional feminist organization
3. Building a diverse, equal, safe and empowering workplace culture

Wellbeing, safety and security

Key commitments

1. Promoting staff wellbeing
2. Keeping staff safe
3. Expanding the range of welfare services available
4. Balancing work and life commitments through flexible and hybrid working arrangements
5. Career development support for staff losing positions
6. Compliance with UN security risk management procedures

Conclusion

Fulfilling
UNAIDS
vision by
supporting
our people

1. Conclude structural alignment process, minimizing staff (di)stress
2. Finalize and implement UNAIDS Secretariat People Strategy
3. Nurture a people-centred culture

(with thanks for the hard work and support of the entire People Management team)