

UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

Additional documents for this item: UNAIDS/PCB (50)/CRP4; UNAIDS/PCB (50)/CRP5

Action required at this meeting—the Programme Coordinating Board is invited to:
68. *Take note* of the update on strategic human resources management issues.

Cost implications for implementation of the decisions: *none*

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Executive summary

1. The UNAIDS Secretariat is in transition. Strategic decisions have been made regarding the organization's ways of working and culture, and major decisions have been taken in the context of the ongoing alignment exercise regarding the size, location and functions of the Secretariat's workforce. The current funding environment puts many of these decisions in jeopardy. All these processes and decisions fundamentally impact the workforce of UNAIDS and require implementation capacity from the People Management Department, to reflect the more modern approach to coordination and support of the organization's workforce that we wish to embrace.
2. The former Human Resource Management Strategy that guided our work over the past few years is now out-of-date and requires a major review and reframing to align with the Global AIDS Strategy and to establish a clear road map for people management; an important recommendation of the Joint Inspection Unit. Based on a strong people focus, a new UNAIDS Secretariat People Strategy is being developed outlining a forward-looking vision, strategic priorities and cross-cutting drivers for the organization.

Introduction

3. This report provides an update on human resource management activities undertaken by the UNAIDS Secretariat during the reporting period, April 2021 to March 2022. It is an annual report, first requested by the Programme Coordinating Board (PCB) at its 30th meeting in June 2012.

Background and context

4. The year 2021 was a significant one for the global HIV response, marking 40 years since the first reported cases of HIV and 25 years since the creation of the Joint United Programme on HIV/AIDS (UNAIDS). Building on progress made and gearing up for the years ahead, strategic directions were set for three interrelated change processes to ensure that the world is on-track to end AIDS by 2030.
5. The ambitious, forward-looking and evidence-informed 2021–2026 Global AIDS Strategy sets out the priorities and actions to be implemented by global, regional, country and community partners, and informs the mandate, vision and goals of the organization for the coming years. To position the UNAIDS Secretariat to best deliver on the Strategy, a new organizational structure is currently being implemented to place UNAIDS staff members where they can make the greatest impact and to reflect modern ways of working. In parallel, the culture transformation process, embedded in a new Change Management Department, continues to pursue the vision of an equal, safe and empowering work environment in the UNAIDS Secretariat.
6. In addition to internal change drivers, global mega trends and conflicts are impacting the AIDS response and how UNAIDS delivers on its mandate. Responding to and anticipating developments in the multilateral system, such as the reform of the UN Development System, are critical if UNAIDS is to succeed, and this includes ensuring that the People Management Department continues to actively contribute to reform efforts. In recent years, these include serving on the working group to strengthen RC System talent pool, and ensuring success of UNAIDS candidates in the RC assessment centres and eventual appointment to RC positions.

7. COVID-19 continues to be a challenge affecting communities everywhere, as well as the operations of UNAIDS. It is undercutting the HIV response in many places and it is substantially setting back progress in HIV prevention, treatment and care. In the world of people management, the significant and sudden shift towards remote working, brought about by the pandemic, has accelerated digitization, automatization and technological transformation, and it has fundamentally changed ways of working.
8. As UNAIDS staff members experience the impact of the COVID-19 pandemic, along with other challenges in their daily lives, it is more important than ever to maintain well-being and harmony between the personal and professional commitments of staff. Together with other UN entities, UNAIDS now has the opportunity to design ways of organizing work in a new, fresh ways, including by reconsidering and redesigning the use of physical spaces, embedding flexible working arrangements and developing a work environment that enables people to connect, communicate and collaborate.
9. It is in this evolving context that this update on strategic human resource management issues, along with its accompanying conference room papers, are presented to the PCB. Given the current large-scale changes to the organization's structure, geographic footprint and staffing profile, our usual annual workforce data report has not been prepared for 2021. However, annual reports on administration of justice and disciplinary and corrective measures are presented as papers to the Board.

Alignment

10. Work on the alignment exercise commenced in early 2021. It was initiated as a thorough review of the way in which the UNAIDS Secretariat is organized to deliver its mandate, encompassing both structural and non-structural change elements. The process has benefited from external advisory support provided by a small consulting firm which previously had done similar work with other UN entities. Throughout the process, UNAIDS has focused on establishing an inclusive process of change that involves our staff and partners.
11. The alignment exercise set out to achieve five objectives through a transparent, consultative process that was grounded in UNAIDS' values and that kept staff members at the centre. The objectives were to ensure that UNAIDS is:
 - aligned with the AIDS Strategy and achieving its highest impact;
 - financially sustainable and more cost effective;
 - diverse and inclusive, and therefore legitimate and credible;
 - a knowledge-driven Secretariat that optimizes its world-wide expertise and staff through the use of digital technologies in its work; and
 - aligned with UN Reform, principally its work on pandemic preparedness.
12. Through the alignment process, a new organizational structure has been developed and translated into an organogram, which the Cabinet approved. This new structure increases emphasis on and directs resources to the priority areas of the new Global AIDS Strategy. It has entailed the establishment of four world-wide practice areas to support countries, communities and global leadership:
 - Science, services and systems for all;
 - Data for impact
 - Equality and rights for all; and
 - Equitable financing.
13. With this sharpened focus, UNAIDS will be positioned to (i) drive support for universal social protection, including health, anchored in human rights and putting people at the

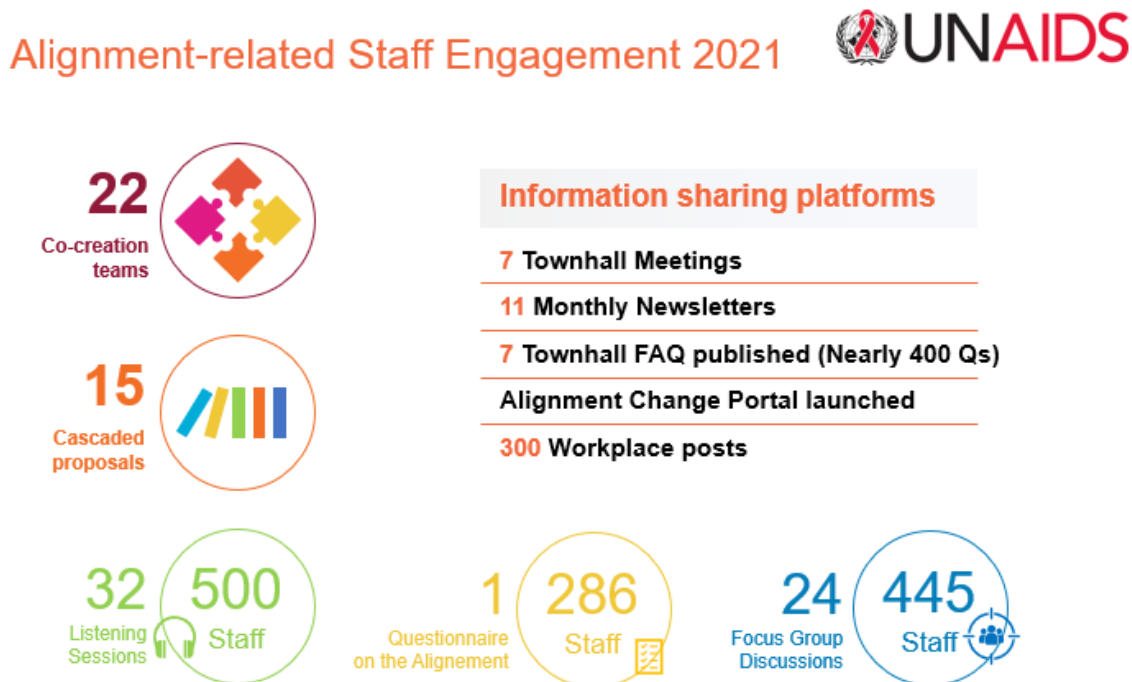
- centre; (ii) use our data to drive action and strategic foresight; (iii) reinforce strong partnerships with civil society; (iv) increase focus on financial sustainability and stronger engagement of international financial institutions; and (v) overcome the destabilizing inequalities that threaten progress and achievement of the Sustainable Development Goals (SDGs).
14. Two branches (the Policy, Advocacy and Knowledge branch; and the Programme Support branch) and two anchor functions (key populations and ending inequalities) have also been introduced. Staff in the anchor functions, based in Johannesburg, will work across the branches to ensure integrated programming and delivery at country, regional and global levels.
 15. The alignment exercise has involved a significant shift in UNAIDS's staffing profile, bringing the organization closer to the people we serve and ensuring that it is responding best to the needs and priorities of countries and communities. To that end, six Regional Support Teams will be maintained in the new structure, each with capacity in the four practice areas. The larger Regional Support Teams will also have a dedicated operational support team.
 16. At country level, the structure and staffing of offices will be harmonized. The use of multicountry offices is being expanded and collaboration with the Resident Coordinator system is being strengthened. To benefit from the ongoing UN reform and to partner with the Development Cooperation Office in new ways, HIV advisers will be embedded in Resident Coordinator Offices in a few strategic locations, starting with Colombia, Congo, Fiji, Gabon and Guyana, in consultation with the countries, their Resident Coordinators and UN Country Teams. In this respect, changes to the Secretariat brought about by the alignment exercise are also relevant to the wider reform and directions of the UN Development System.
 17. In addition, UNAIDS is establishing a more geographically distributed "global centre". Global programmatic units will be set up in Bangkok, Johannesburg and Nairobi and they will become the main hubs for certain functions previously undertaken in Geneva. Similarly, many management functions will move from Geneva to Bonn to leverage operational synergies in a location that also hosts UNV, OneHR, and the UN Staff College team, dedicated to advancing SDG leadership. From late 2022, the Bonn office will house a number of UNAIDS' management support functions drawn from the People Management, Information and Communications Technology, and Finance Departments, and the Independent Evaluation Office.
 18. UNAIDS will maintain a strong, but smaller Geneva global centre presence, encompassing the key leadership, policy and strategic management functions of the Secretariat. Of the approximately 125 posts based in Geneva in the new structure, 14 will be at the D1 level, 3 at the D2 level, and 2 at the Assistant Secretary-General level (leading the two branches and four practice areas of the Secretariat), all under the leadership of the Executive Director (Under-Secretary-General). This team will lead all important work streams of the Secretariat, including governance, donor relations, Global Fund collaboration and leadership in key practice areas.
 19. As part of the alignment exercise, staffing profiles and job descriptions have been fundamentally reviewed. In line with the recommendations of the *Report of the Joint Inspection Unit on the management and administrative review of UNAIDS* (JIU/REP/2019/7), particular attention has been paid to aligning the grade levels of certain positions with their counterparts in the UN system. This has entailed some regrading and nationalization of posts.

20. The impact of the organizational alignment on categories of staff at the time of writing this report (prior to filling of new positions through the compendium exercise) is approximately as follows:
 - (i) General Service positions will reduce from 36% to 30% of total positions;
 - (ii) Positions at P5 and above will represent 21% as opposed to the current 45% of International Professional staff positions, creating an opportunity for younger people to enter the UNAIDS workforce.
 - (iii) P1 to P4 grade positions will increase from 8% to 25% of International Professional staff positions, creating an opportunity for younger people to apply for positions and enter the UNAIDS workforce;
 - (iv) International Professional positions will reduce from 48% to 46% of staff; and
 - (v) The proportion of National Professional Officer staff will increase from 17% to 25%, including through the nationalization of 36 currently international positions. This will help leverage more national expertise.

21. The changes in the UNAIDS staffing profile and in locations where we work will, over time, attract a more diverse set of people to enter the organisation including younger people and national professionals from countries most affected by the HIV epidemic. The alignment process capitalises on the world-class technical and strategic capacities that countries have cultivated in their national HIV responses - integrating these capacities into the UNAIDS workforce in locations where it will bring the most benefit to national responses and UNAIDS' overall leadership.

22. Following announcement of alignment decisions, the organization commenced implementation. Formal notifications have been sent to affected staff members. Vacant positions are in the process of being filled through a competitive selection process, with an emphasis on identifying opportunities for staff whose posts have been abolished, and who are eligible for a reassignment process.

23. Throughout the alignment process, various opportunities for staff engagement were offered. In 2021, seven townhall meetings were held, 11 monthly alignment updates were shared with staff, nearly 400 questions were responded to and 300 posts were published on "workplace", an internal communication platform.

Figure 1. Alignment-related staff engagement, 2021

24. Various offers of support have also been made to staff members to assist them in coping with the impact of the alignment process. They include the broadening and diversification of counselling offers, as well as tailored career support to staff on CV writing, interviewing skills and personal branding. Additional support is now being made available to colleagues who are directly affected by the alignment, including funding for training or reskilling eligible staff members.
25. In parallel with structural changes, the UNAIDS Secretariat is also progressively shifting its attention to non-structural elements of the alignment process. A Change Management Department has been established, bringing together the alignment, culture transformation and internal communications workstreams. The Department collaborates closely with and supports the work of the People Management Department. An external provider has also been contracted to devise and implement a staff-centred change management plan, based on the five alignment objectives, to empower staff and facilitate their successful adaptation to the new UNAIDS.
26. Going forward, five distinct but interrelated new ways of working will be introduced and fully leveraged to best position UNAIDS to end inequalities and AIDS:
- (i) Knowledge management, or the creation, sharing, use and management of knowledge and information—a cultural shift from being a siloed organization to a knowledge-driven and networked organization;
 - (ii) Networked teams around specific themes to rapidly respond to local programme or operational needs and ensure agility and quality of the organization's contribution in programmatic and functional areas of work;
 - (iii) Communities of practice around both programmatic and operational areas (as part of knowledge management) to allow for the sharing and use of experience and lessons across the organization;
 - (iv) Knowledge hubs, around specialized areas such as information and communications technology and HIV prevention to share lessons learnt and identify opportunities for growth; and

- (v) Matrix management, whereby staff report to two or more supervisors, formalized across existing and new positions to reflect new ways of working.
27. As UNAIDS makes these shifts, investments in dedicated knowledge management capacity are being made to build a more networked, knowledge-driven organization. The diverse expertise and experience of staff across locations are also being leveraged. These shifts are being undertaken thoughtfully and they are transformative, contributing to broader efforts to ensure that UNAIDS pursues its ambition to be a multilateral organization of the future.
28. The value and comparative advantage that UNAIDS brings in support of national HIV responses is delivered largely through a dedicated and well-resourced workforce. This is contingent on a well-funded UBRAF to enable delivery on key areas - data, policy advocacy, programme effectiveness and importantly, standing in solidarity with and amplifying the voices of people living with and affected by HIV.

Culture transformation

29. The culture transformation journey was launched in mid-2020 with the aim of deepening and broadening the Management Action Plan, a PCB-endorsed road map towards organizational recovery and the strengthening of systems, policies and processes. Its objective is to build a more equal, safe and empowering workplace culture to enable UNAIDS to deliver on the new Global AIDS Strategy. At essence, this is a process of doing things differently and of shifting the mindsets and behaviours of staff members at all levels of the organization, with a particular focus on those holding senior-level positions.
30. During the first 18 months of the initiative, an "action learning" process was established, involving teams across the 13 largest UNAIDS duty stations, to reflect on and shift team norms and culture. Dedicated "change agents" engaged with their teams to identify priorities for change interventions. Most of the focus was on inclusive leadership and shared power, and on how to improve team dynamics and support one another through difficult times.
31. Promoting brave conversations and honest dialogue in teams have been at the centre of the culture transformation work, including in follow-up to the 2020 Global Staff Survey results. Antiracism, preventing and addressing abusive conduct and co-creating team value charters have been key topics for staff engagement. Since it has become clear that the process for developing a UNAIDS-wide value charter requires more learning and reflection, as well as unpacking intersectional feminist and antiracist principles, that process is now planned for 2023.
32. Following the issuing of a new UNAIDS Policy on preventing and addressing abusive conduct together with WHO, an internal #Respect campaign was launched in September 2021. Built on six scenarios that raised awareness about examples of harassment, sexual harassment and discrimination, this multiyear campaign aims to build a solid understanding as to what constitutes abusive conduct. Staff are engaged in virtual conversations around themes to unpack definitions, increase knowledge of support and redress mechanisms, and become empowered to take action to prevent and address abusive conduct in the workplace
33. A team learning journey, to be undertaken by all staff, will be launched in 2022 to translate the commitment of regular conversations in teams on gender and racial equality that is part of the UNAIDS Anti-racism Action Plan and act upon a recommendation of

the external, independent evaluation of the UNAIDS Gender Action Plan regarding the need for learning around these subjects. Through modules, individual reflection and team conversations, staff will build their understanding about unconscious biases, inclusive language, microbehaviours and feminist leadership principles.

34. In addition, and building on the work with Senior Leadership Team and Cabinet members over the past 18 months, in particular through the setting of joint and individual commitments to culture transformation, a dedicated change journey will deepen understanding of and ability to demonstrate inclusive leadership behaviours. This journey will explicitly contribute to trust building among senior leadership team members, within their teams and with staff across the organization. It will also involve experiencing, experimenting with and exercising feminist practices in organizing and running meetings, with the ultimate goal of increasing awareness and doing things differently.

The next UNAIDS Secretariat People Strategy

35. In alignment with the Global AIDS Strategy and as foreshadowed in the report on Strategic Human Resources Issues to the PCB in June 2021, a new and comprehensive People Strategy is being developed. The Strategy will outline how the Secretariat intends to fulfil UNAIDS vision by supporting its people. The Strategy will be informed by and take forward commitments of the Management Action Plan that are either ongoing or yet to be finalized.
36. The People Strategy will set out strategic priorities that will guide the work of the People Management Department in the years ahead to support optimal delivery of the UNAIDS mandate. These are interconnected and interdependent, with progress in one area depending on and affecting progress in others. The strategic priorities will reflect the new networked, knowledge-driven and value-based UNAIDS organizational structure.
37. Strategic priorities will be complemented by cross-cutting drivers that are relevant to all aspects of people management. These will ensure that the organization's work integrates and reflects the ambition of the UNAIDS culture transformation process to create and sustain an equal, safe and empowering work environment. These will amongst others include: gender equality, diversity, equity and inclusion, staff well-being and environmental and social sustainability. Cross-cutting drivers may require that dedicated strategies are being developed for each to support transformative change and achieve a shift in policies, mindsets, attitudes and behaviours.
38. It is intended to include high-level commitments and descriptions of the strategic priorities and cross-cutting drivers in the frontend of the People Strategy, which will be operationalized through annual work plans to ensure that the Strategy remains a live document, adjusting and responding to emerging priorities as they arise.
39. Implementation of the Strategy will be aligned, in phases, to ongoing processes and changes, including the Alignment process and Culture Transformation. During the first phase, emphasis will be on supporting staff to transition to the new organizational structure, adapt and develop the required skills to operate effectively within it. In the second phase, emphasis will shift to reflecting on, adjusting and deepening the change processes through their integration in policies and mindsets. This will empower the organization and its staff members to thrive, innovate and reinvent during the final phase.

People management activities

40. The final section of this report summarizes some of the main achievements in people management within the Secretariat during the reporting period and points to some priorities for the year ahead, described in four subsections below.
41. To achieve the stated objectives, the People Management Department works in close partnership with the UNAIDS Staff Association and seeks their inputs on policies, processes and the People Strategy. The #Respect campaign to prevent and address abusive conduct at UNAIDS—jointly designed and implemented by colleagues from the People Management Department, Culture Transformation, Internal Communications and the Staff Association—is one example of this close collaboration.

Human resource operations

42. The transition to and implementation of the new organizational structure is being coordinated by the People Management Department, notably the human resource operations team. The implementation process is underpinned by guidelines that set out the rules and processes governing changes to job descriptions, the creation and abolition of positions, relocation of positions to other duty stations and the process for reassigning staff members. The implementation process is also monitored by an Alignment Staffing Committee, a peer-group of self-nominated staff members, set up to ensure that the process is fair and aligns with the guidelines.
43. In the latter half of 2021 and early 2022, implementation of structural alignment decisions has been a key priority for the team and have entailed validating the new organogram, managing delocalization, operationalizing decisions regarding staff reassignment and separation, and finalizing job descriptions. Throughout this process, advising and guiding staff members on their situation regarding alignment decisions as well as applicable policies and procedures, both individually and through webinars, have been critical and will continue in the year ahead.
44. In line with UN Reform, a new human resource management service delivery model was established during the reporting period, including offshoring some transactional functions to the WHO Global Service Centre in Kuala Lumpur. Human resource business partners were appointed in-country to support the largest UNAIDS regions, with human resource staff in the Bonn administrative hub providing services to the smaller regions and Global Centre teams. A major priority in the year ahead will be selecting, on-boarding and training new human resource staff to ensure a smooth transition to the new structure and achieve business continuity.
45. Building on the successful pilot of the assessment centre exercise for UNAIDS Country Director positions, UNAIDS ran an additional exercise in 2021 to increase the pool of candidates who are eligible to apply and be selected for UNAIDS Country Director positions. Twenty-six such positions were filled in 2021 and early 2022, leading to a balance in men (51%) and women (49%) now leading a Country Office. In 2022, another large-scale assessment centre exercise will be held, with an emphasis on increasing the pool of potential UNAIDS Country Director with strong language skills.
46. Working with external service providers to increase targeted outreach and leverage best practices in terms of recruitment and assessment, efforts were made to attract a broad, talented pool of applicants, from within and outside the organization, to apply to Deputy

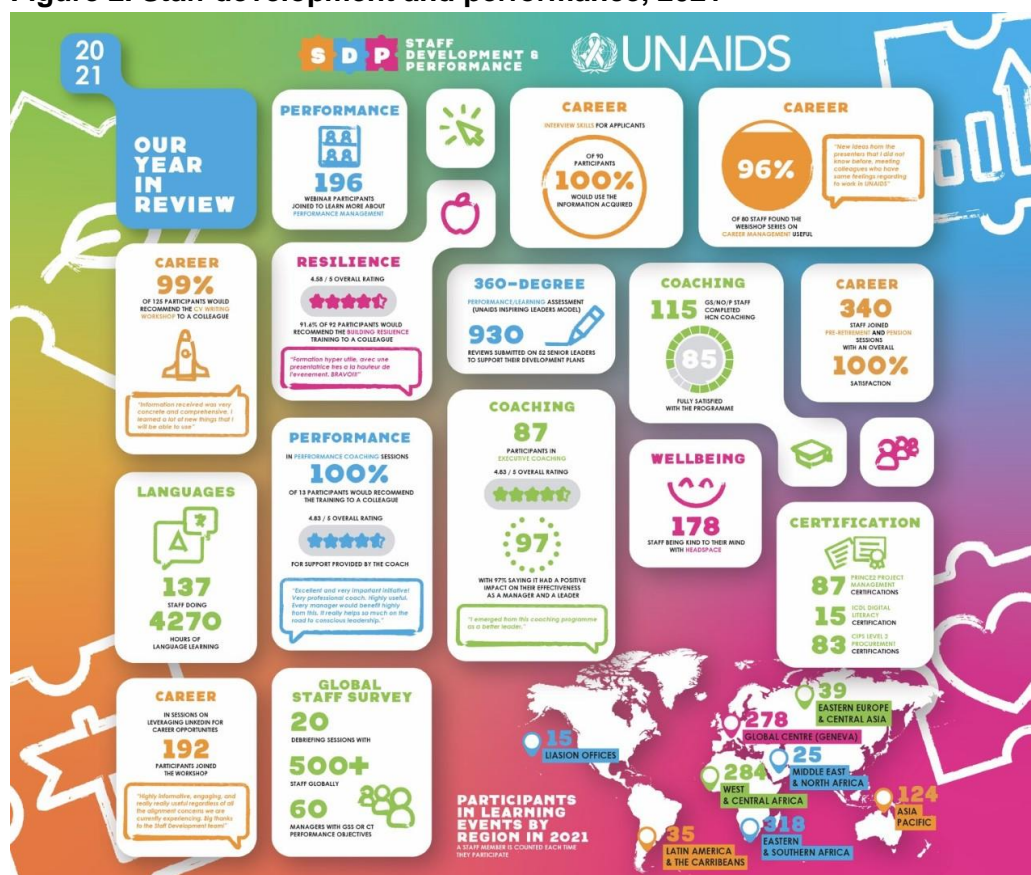
Executive, Regional and Departmental Director positions. This was done in order to increase diversity in our senior workforce, and improve gender and geographic representation. Over the course of 2021 and early 2022, 23 senior-level positions have been filled.

47. Human resource dashboards are now accessible by UNAIDS staff members and allow for live data monitoring, including on gender and geographic representation. This is essential to ensure that our diversity objectives are achieved. The Secretariat is working closely with colleagues in WHO to ensure that the next-generation Enterprise Resource Planning system will be set up to meet UNAIDS needs, enable more nuanced understanding and reporting about our workforce, and facilitate modern work practices, such as matrix management reporting lines. This is essential to ensure that our diversity objectives are prioritised in recruitment decisions.

Learning and performance

48. The UNAIDS executive coaching programme continued throughout 2021 to support senior leaders across the organization to model UNAIDS values and competencies, and to exercise inclusive leadership behaviours. A 360-degree feedback element remained a mandatory tool to increase participants' self-awareness and enable them to work on identified strengths and developmental needs with their respective coaches. The aggregate data of all 360-degree feedback surveys were analysed to identify trends across UNAIDS senior leaders and provide an evidence base for tailored interventions. A total of 87 UNAIDS staff members participated in the programme in 2021, with 97% reporting that it had a positive impact on their effectiveness as a manager and leader. The programme received a 4.8 satisfaction rating on a 5-point scale.
49. A new capacity-building programme for UNAIDS Country Directors is being introduced in 2022. It is aimed at equipping them with the necessary knowledge, skills and competencies to lead collective action and to protect and accelerate progress towards ending AIDS as a public health threat. Topics include principled leadership, multisectoral approaches, partnerships, political acumen, transformational impact and fostering growth mindsets.
50. During 2021, many UNAIDS staff members engaged in the various learning offers made available by the staff development and performance management team, and provided valuable feedback. In addition, staff benefitted from less formal, on-the-job learning and participated in a range of well-being webinars and workshops (Figure 2). These will continue in 2022 and beyond.

Figure 2. Staff development and performance, 2021



51. To instil a culture and mindset of continuous learning and development, tailored career support will be offered to staff directly affected by the alignment to help equip them to apply for positions in the Compendium or with other organizations. Bespoke, blended training curricula will also be designed in collaboration with relevant branches and departments to reskill and upskill staff to implement the new Global AIDS Strategy.
52. Looking ahead, to enable staff with supervisory responsibilities to manage people in their teams, customized and blended learning pathways will be offered in 2022. This will form part of a management and leadership development programme that is aimed at strengthening the skills and abilities of senior managers to lead inclusively and demonstrate sensitivity to diversity.
53. In 2021, UNAIDS continued to strengthen its performance management culture by providing training and team coaching services to support objective assessments, manage unsatisfactory performance and reinforce excellence in performance. Key activities for 2022 include facilitating effective supervision, including collaborative performance management processes such as matrix reporting and mentoring for early career professionals.
54. In addition, relevant certification training will be offered to strengthen staff competencies in procurement, project management, digital literacy and digital skills. Multilingualism will also be furthered through paced learning and instructor-led language courses.
55. A major alignment exercise is challenging to staff members, and the organization is not underestimating the degree of support that will need to be offered to staff as we transition

to the new structure. The implementation guidelines explain how staff are being supported throughout the process, for example through measures such as the allocation of funding to facilitate career development and training for new roles, and dedicated time to prepare for new roles.

Legal and policy

56. Policy and operational revisions to key documents were undertaken in 2021 to support UNAIDS in transitioning to a more decentralized organizational model, in which decision making is increasingly delegated to Regional and Country Offices, as well as in support of the alignment exercise. As an example, the performance management policy was updated to reflect the newly introduced matrix management framework.
57. Two boardroom papers on administration of justice cases and on disciplinary and other corrective action taken in 2021 have been issued to complement this report. In this context, the Secretariat is pleased to report that only seven administrative review cases were received in 2021. Further information, including a breakdown of cases by grade and gender of staff members, is available in the *Administrative Review Statistical Overview* report (UNAIDS/PCB (50)/CRP4).
58. The continued downward trend in formal litigation cases at the administrative review stage is testimony to efforts to strengthen conflict prevention, early intervention and informal resolution, all of which were enhanced further in 2021. The People Management Department collaborated closely with in-house stakeholders and prioritized informal settlement efforts, which resulted in contentious matters frequently being resolved at early stages prior to further escalation. In addition, concerted efforts to ensure duty of care throughout the pandemic crisis, as well as improvements in consistent policy application, due diligence and ongoing constructive dialogue with staff and staff representatives, contributed to preventing formal case litigation.
59. The Secretariat has also strengthened consequence management during the reporting period, which reflects a sharper focus on improving accountability and good governance. In 2021, UNAIDS concluded three administrative and disciplinary proceedings, which led to the imposition of disciplinary or other corrective measures. Further information is available in the conference room paper.
60. A Memorandum of Understanding with the WHO Office of Internal Oversight Services (IOS) to govern the provision of investigation services to UNAIDS was finalized and adopted in early 2022. It sets out target timeframes for the conclusion of investigations pertaining to UNAIDS staff and provides a collaborative framework for regular status updates. It also contains a commitment by IOS to provide UNAIDS with qualitative analysis, including possible root causes and systemic weaknesses identified over the course of IOS investigative activities, as well as recommendations for addressing them.
61. In March 2022, UNAIDS issued its new recruitment policy and procedures, and its policy on the recruitment of staff on temporary appointments of up to 12 months, along with guidelines for recruitment administrators (guidance for staff administering recruitment processes, as well as relevant standard operating procedures). The policies include provisions for decentralizing selection processes and they place the selection process for locally recruited staff members in Regional Support Teams (RST) and UNAIDS Country Offices under the responsibility of the respective RST Directors.

62. The policy provides an option of maintaining rosters for prequalified candidates and multiple vacancies for positions with an analogous job profile, grade and duty station. To enhance transparency, the People Management Department will periodically publish data on appointments, transfers and promotions on the Intranet. Work on updating the UNAIDS mobility framework will continue in 2022.
63. Enhancing policy awareness, accountability and compliance among UNAIDS staff members is a priority for the policy and legal team, including through engaging with staff on unpacking policy provisions and socializing common definitions. Work in this area will build on the lessons learned from the #Respect campaign to familiarize staff with the definitions and examples included in the 2021 Policy on preventing and addressing abusive conduct.

Staff well-being, safety and security

64. Staff well-being and access to counselling services are important to cushion the impact of the alignment exercise, coupled with COVID-19 related stressors, on the mental health of the UNAIDS workforce. The staff counsellor continues to play a vital role in supporting staff members and helping them cope with uncertainty and anxiety. To further ensure that timely welfare services are widely available, support is being temporarily reinforced through a contract with the Rome Institute (a group of international counsellors, coaches, trainers and mediators) to provide support to UNAIDS staff members globally.
65. In 2022, staff well-being will be promoted by developing coherent mental health initiatives. Particular attention will be placed on needs related to alignment transitions and on making available well-being resources. A joint mental health strategy with WHO will be developed and launched, informed by findings of a psychosocial comprehensive survey.
66. UNAIDS continues to be fully compliant with the UN security risk management process which constitutes the basis for the recommendation and approval of Minimum Operating Security Standards. Compliance with those standards is monitored through an online dashboard and is linked to the preparation of the biennial work planning and budget cycle. A baseline survey for all UNAIDS offices and a country-specific one assessing security risk management measures has enabled deficiencies in relation to those standards to be identified and addressed. The occupational health and safety situation in Country and Regional Offices is assessed regularly and tailored recommendations are provided.

Conclusion

67. The UNAIDS Secretariat continues to make good progress in developing and implementing innovative approaches to people management. A new UNAIDS Secretariat People Strategy will outline the vision, strategic priorities and cross-cutting drivers for the organization to continue this work, and to ensure that the People Management Department remains a trusted partner and facilitator of change in the years ahead.

Proposed Decision Points

68. The Programme Coordinating Board is invited to: *take note* of the update on strategic human resource management issues.

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