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# UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

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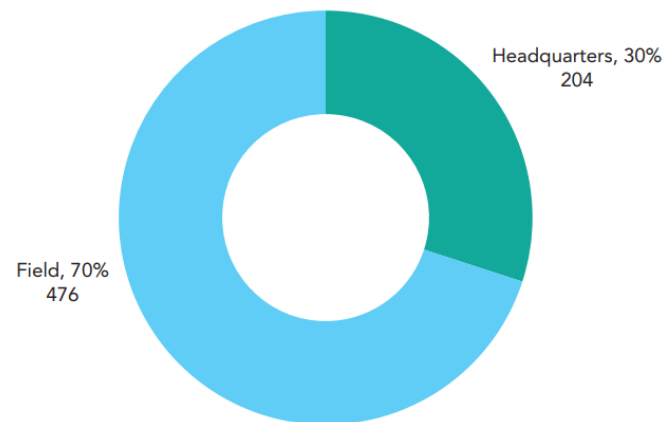
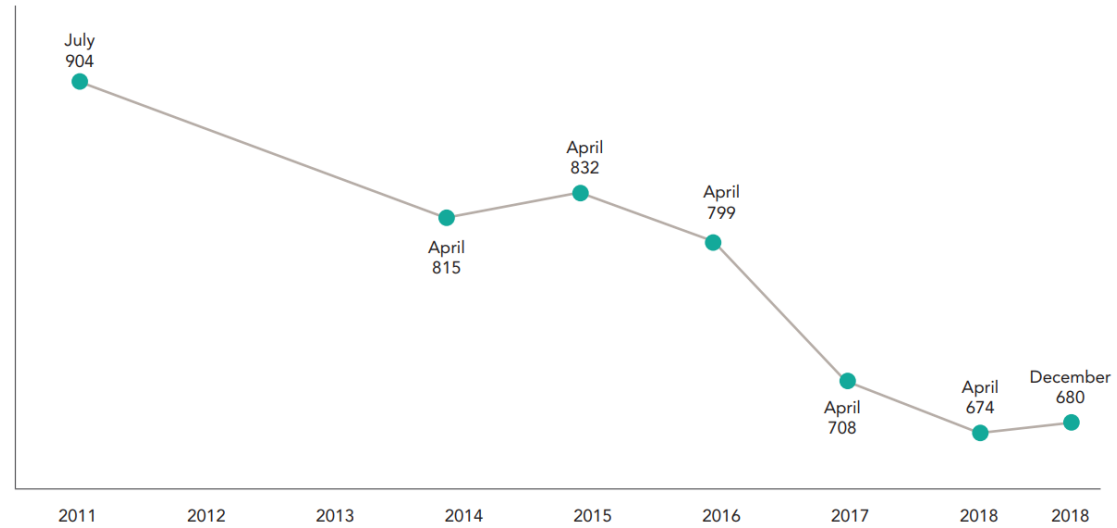


# Introduction

- The Programme Coordinating Board is invited to take note of the update on strategic human resources management issues
- Update on strategic human resources management issues (UNAIDS/PCB (44)/19.8)
- Annex 1: Disciplinary Measures 2014-2018
- Annex 2: UNAIDS Internal Justice System – Administrative Review Statistical Overview 2018
- A fit-for-purpose workforce: UNAIDS in 2018
- Selected HR updates:
  - Reporting
  - Management Assessment
  - Career and Staff Development
  - Efforts to ensure an enabling workplace

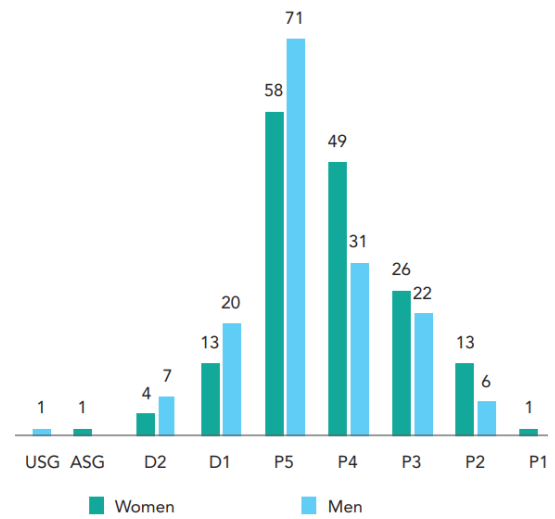
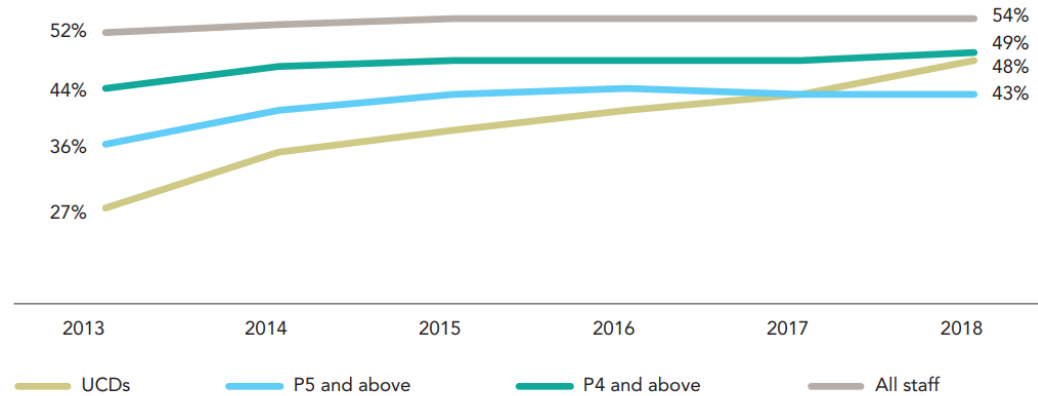
# The UNAIDS workforce

UNAIDS Secretariat staff numbers, 2011–2018



# The UNAIDS workforce

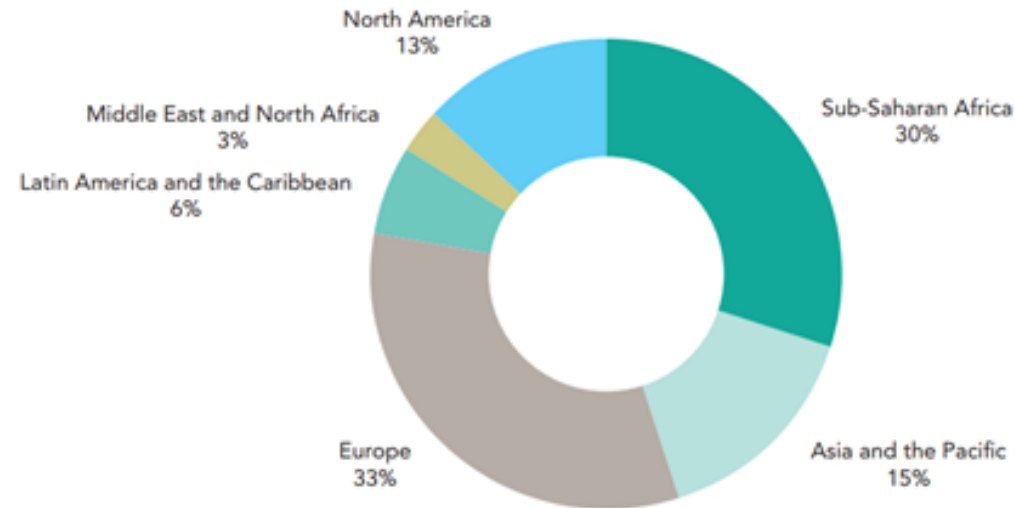
Change in percentage of female staff members, 2013–2018



## UNAIDS staff by region

- UNAIDS global workforce: 124 nationalities
- Professional staff members: 102 nationalities

Professional staff members by region of nationality as at 31 December 2018

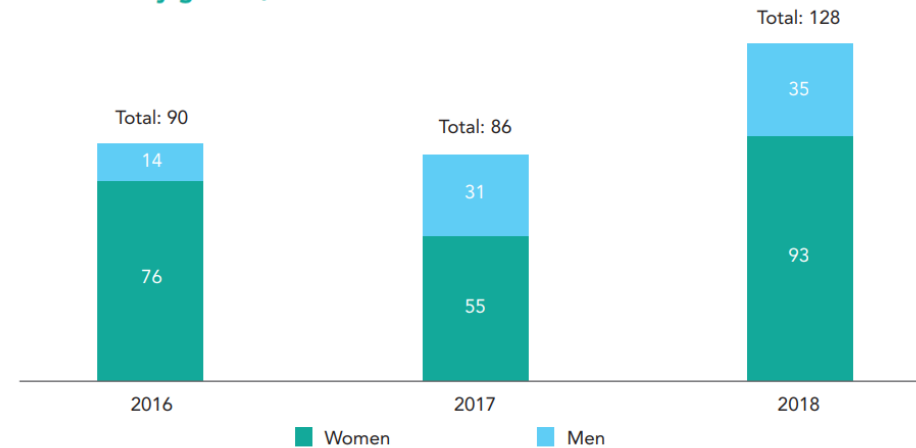


# UNAIDS affiliate personnel

## Junior Professional Officers

Nationality	Women	Men	Total
Belgium		1	1
Denmark	1		1
Finland	1		1
Germany	2	1	3
Italy	1		1
Luxembourg		1	1
Netherlands	2		2
Sweden	4		4
Switzerland	1	1	2
<b>Total</b>	<b>12</b>	<b>4</b>	<b>16</b>

## Fellows, interns and UN Volunteers by gender, 2016–2018



# Learning and Development

Staff member training by modality, 2018

Training modality, 2018	Number of staff trained
Face-to-face training	98
Online training (videos, e-learning)	556
<b>Total staff trained</b>	<b>654</b>

- 97% completed their annual performance evaluation and 25% rated as having exceeded targets

## Facilities and Services

- The Secretariat has been climate-neutral in its operations since 2014





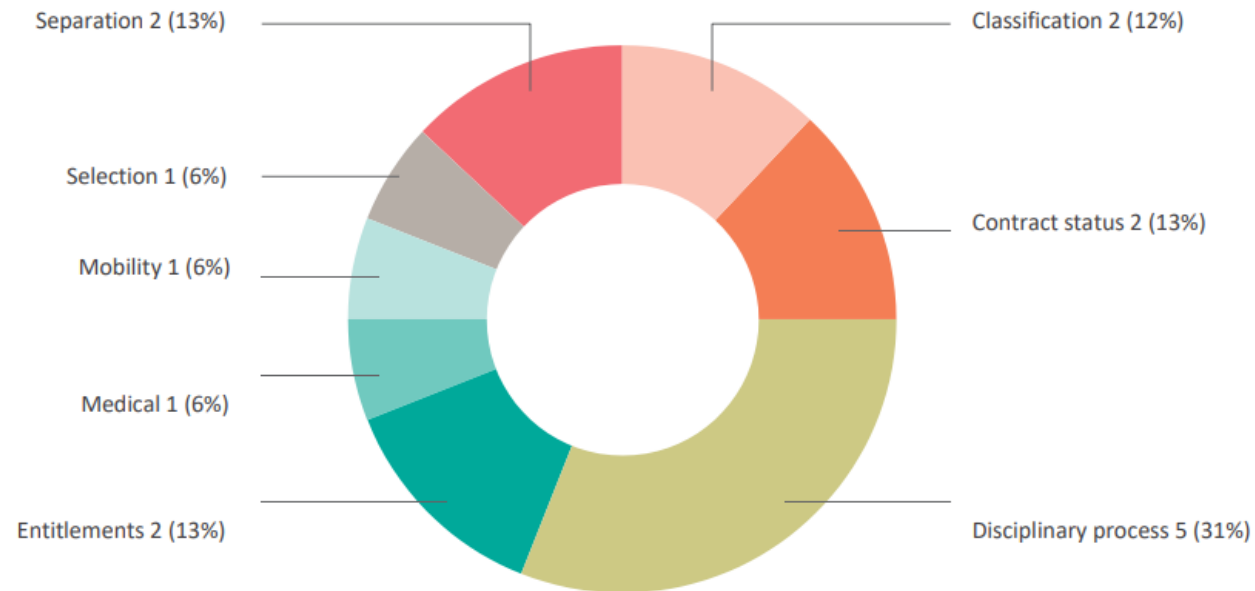
# Disciplinary Measures

Case	Disciplinary Measures
1) Verbal and physical altercation with employees of a local service provider	Written censure and fine of 3 months net base salary, restitution for damage
2) Mail falsification and email communications and payment records alteration	Summary dismissal and partial recovery
3) Unwarranted travel benefits accrual, failure to record leave and absence without authorization	Written censure and full recovery

# Administrative review requests

In total: 63 administrative review requests (2018)

- 47 ICSC compensation review
- 16 requests relating to:



## Management Assessment

- Develop a roster to serve as UCDs (P5/D1 level)
- 2018: 257 applicants
- 2019: exploring the option of joint assessment centres
- Coaching for all internal candidates

# Career and Staff Development

- Short-term Development Assignments (STDAs)
- Mentoring
- Career management workshops
- Inter-agency learning initiatives

## Ensuring an enabling workplace

- Reinforcing a performance management culture
- Pilot 180-degree upward feedback exercise
- “Creating a positive feedback environment” and “managing difficult conversations” webinars
- Job classification with OneHR
- Delegation of Authority framework
- New HR policies and training modules
- Recruitment of a dedicated Staff Welfare Officer
- Ethics Office

Thank you

Questions?