

Agenda Item: Staff Association Pulse Survey

Summary:

In December 2020, the Staff Association Committee (SAC) initiated a ‘temperature-check’ or ‘pulse-check’ **survey across the IPPF Secretariat** to collect input from staff about priorities (key issues/concerns, and proactive positive suggestions) for the SAC to take forward in the coming year.

The survey received 93 responses with the following broad categories of issues emerging:

- Management / Leadership
- Impact of the restructuring and implementation of MA centricity
- Human Resources
- Safeguarding
- Secretariat communications

The SAC’s analyses of the responses are captured in *Staff Association Pulse Survey 2020 Results* (refer Annex A) and shared with all Secretariat staff on 9 February 2021.

An initial presentation was made to the Directors’ Leadership Team (DLT) on 10 February 2021 and a second discussion is scheduled for 16 February to dive deeper into the key issues and proposed solutions. The SAC will develop a plan of action for 2021 based on the suggestions in the pulse survey and continue to work with DLT to improve staff wellbeing.

Survey Questions

The survey consisted of:

- Three (3) demographic items: including location, tenure and role.
- 16 closed-ended items measured using a 5-point agreement scale: disagree strongly, disagree, neutral, agree, and strongly agree; and
- Three (3) open-ended questions:
 1. What do you think are the key concerns/issues to be prioritised by the Staff Association Committee in the coming year?
 2. Do you have suggestions for positive actions by the Staff Association Committee to encourage culture building of staff across the organisation?
 3. Is there anything else you would like to share with the Staff Association Committee?

Results Summary:

The responses to the pulse survey questions (see graphs in annex) present a **mixed picture**. Most respondents feel *proud about working for IPPF* (71% responded agree or strongly agree) and their work giving them *a sense of purpose* (77% responded agree or strongly agree). While on the question about whether *people felt positive at work the past few months*, slightly more people answered negatively (34% disagree or strongly disagree) than positively (only 33% responded agree or strongly agree). Further, only a little over 50% says they *fully intend to work for IPPF in one year*.

Management / Leadership

Management must **establish stability** after several years of internal structural reforms. Respondents felt that **transparency of leadership in the decision-making process** was needed, with 47% feeling management is not transparent with their decisions, as well as a call for increased communications around decisions and decision-making processes. Additionally, responses indicated a need to build a **sense of community** and IPPF culture amongst the staff across all offices.

Impact of the restructuring exercise and implementation of MA centrality

Quite a few staff members indicate that it is **still unclear** to them of what is meant by a 'unified secretariat' and an 'MA centric Federation' and that it has not been well translated or put into implementation yet. The pragmatic organisation of working across Regions and Global Functions has not been defined and there are no clear roles or responsibilities yet. As a result, staff say there has been a **drop of morale**, also due to the drop in budget allocations for 2021 and the increased workload for remaining staff.

Human Resources:

While most respondents feel positive about IPPF, there are still significant percentages of people who have indicated otherwise. **Career progression** is one of the most negative areas, with 75% of respondents either neutral, disagreeing or strongly disagreeing. **Work-life balance** is also an area of concern a major areas of concern for staff. Employees expressed that there is an expectation from management to work evenings and weekends, especially now that most staff are working from home during the pandemic. Another clearly identified priority among staff is the need for **equitable and standardized working conditions** across the federation: fair and equal opportunities for all (including salaries and promotions), ensuring all staff, regardless of location, have the same access to information, support, human resource policies and benefits. This means standardized policies that make the highest common denominator the federation-wide policy. The benchmarking process is encouraged.

Safeguarding: The staff expressed a great need for the safeguarding work to continue as a joint effort across the Federation, and to be consistent across all IPPF regions. While 62% of people feel safe at work, it is concerning that a third of staff indicated they do not feel safe at work. **Harassment and bullying** were a key issue, especially verbal and physical harassment from superiors and managerial colleagues. It is a priority to take measures to ensure a **workplace culture** in which all staff members are respected, regardless of their title, designation or location, and to have a no tolerance policy for bullying, harassment, and fraud. Specific concerns were also raised around protecting the lives and health of staff travelling in the field and for COVID-19 safety precautions related to work to be in place.

Communications: Only 42% of the respondents feel they are kept informed of what is happening in the wider Secretariat while 46% feel they receive adequate information from management to do a good job (strongly agree and agree responses). An investment in **internal communications** would contribute to several areas highlighted as need strengthening, including better communication, building solidarity across the federation, including a sense of community, and allowing staff to know what is going on in other parts of the federation better.

Overarching Trends:

Communication

- Transparent and more consistent communications including regular information-sharing on key organisational changes, employment conditions, and building morale and connection between Secretariat offices.
- Further clarity on matrix management and support for those entering those relationships, including clarification on the dynamics and relations of unified teams.

- Learn from within: Secretariat offices play an enabling role that without that Secretariat support the MAs would not have the opportunities that they do. We should look at successes in the organization and model that in other regions and look at success factors and invest in those to grow and develop.

Safeguarding

- Improve the security of personnel when travelling and in the field
- More comprehensive, better and stronger safeguarding platforms
- Measures to ensure a workplace culture in which all staff members are respected, regardless of their title, designation or location; a no-tolerance policy for bullying, harassment, and fraud, and protection of employees facing harassment, bullying and abuse by their manager(s)

Staff Wellbeing

- Prioritize and invest in staff well-being, from work-life balance, to workplace safety, to development opportunities and staff motivation.
- A prioritization process post-restructuring to avoid work overload amongst remaining staff.
- HR policy on how to manage time when working at home and fair and reasonable expectations on work hours and work-life balance clarified and modelled by leadership.
- Standardized HR policies and benefits that reflect a unified secretariat across all regions

Community and Culture Building

- Community building: there is a need for directors to initiate, inspire and create a shared vision of what we need to focus on.
- Online platforms/ channels for engagement, connection and relationship-building to encourage interaction between different teams, offices and levels of management.
- Talent optimisation through objectively recruiting skilled and independent staff and transparent rewards and recognition to retain good talent, transparent staff salary benchmarking, including gender analysis, and clear, fair recruitment guidance
- Share an IPPF organogram and matrix of skills
- Promote a learning and development culture through opportunities for professional skills development and encourage a including through continuous training for all staff, and invest in management training

Recommendations to the SAC:

In addition to the above inputs about issues and solutions for the Federation, which the SAC will take forward in our discussions and inputs to management, staff also brought up a lot of useful recommendations for **the work of the SAC**, which will be discussed and further prioritised in the next SAC meeting. These recommendations centered on communications, diverse representation in the federation entities and the Staff Association Committee; and building morale, trust and community. We will do our best to take these into account and respond to as many of these as possible, and also pass on these great ideas to future SAC members.

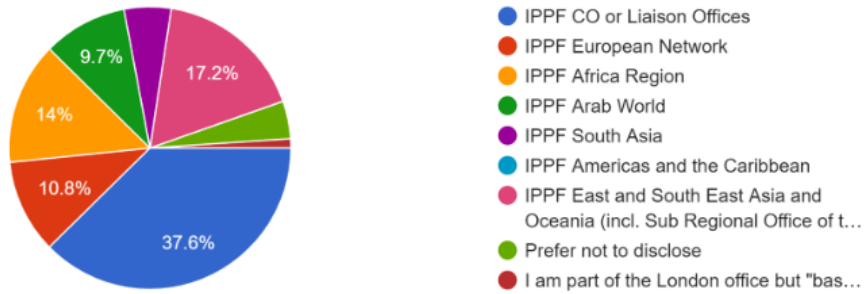
Moving Forward

The SAC met with DLT on February 10th to present the results of the pulse survey. Another meeting will be held on the 16th February to jointly find ways of addressing some of the key issues emanating out of the report.

Annex: Staff Association Pulse Survey 2020 Result Graphs

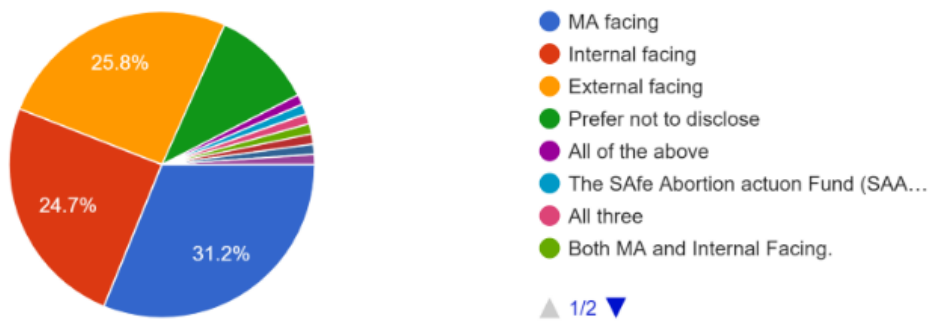
What IPPF Secretariat location are you based?

93 responses



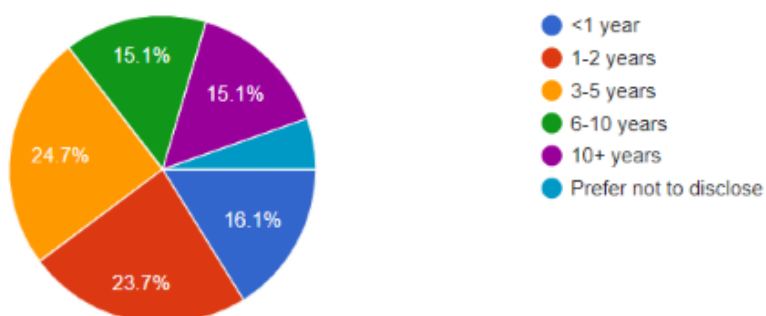
What type of role do you have in the organisation (what applies most)?

93 responses



How long have you been employed with IPPF?

93 responses



Scale Guide:

X-axis: level of agreement (1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree)

Y-axis: number of staff

