


Why a survey ???

- *part of UN-HABITAT's implementation of its Medium-term Strategic and Institutional Plan (MTSIP)*
- *which calls for biennial staff surveys to help assess the organization's Excellence in Management.*
- *will be repeated in 2011 and 2013.*



Overall process ???

- **Senior Management briefing**
- **Branch/Office briefings 12-20 February**
 - *Interactive and detailed*
 - *Leading to an action plan*
- **Branch/Office plans**
- **Overall plans for UN-HABITAT**
- **Combined action plan will be linked into ongoing change management process**



Design and implementation of the survey

- **Organizational Effectiveness Indicator**
- **Designed for the UN, based on the UN's Profile of an Effective Department**
- **Implemented by MANNET**
- **Anonymous and confidential**
- **Mandatory questions: where do you work? (16 units)**
- **Optional: staff level, gender, years of service, HQ or outposted**



Purpose of this session???

- **To provide you with an overview**
 - *including highlights*
 - *observations*
 - *pique your interest*
- **Respond to any immediate questions**



Participation in the survey

- **280 staff members participated in the survey**
- **Response rate 73%**

This overall report will be posted on intranet ???

Components of the survey

3 core components:

- Staff Commitment Index— 20 items contributing to staff engagement
- Leadership Effectiveness Index— 6 items about the top leadership team (ED, DED, Directors)
- Organizational Effectiveness Index— 28 items about the effectiveness of each Branch/Office

Special UN-HABITAT section on organizational change

In the past 12 months (10 items):

- Collaboration between HQ/field; with external partners
- Strategic direction (project based approach)
- Transparency in resource allocation; in implementation; Accountability at all levels
- Information and knowledge sharing
- Business processes; Efficiency in implementation; Productivity in normative work

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Staff Commitment Index (SCI)

SCI scale

- Six point scale, from strongly disagree to strongly agree

Overall SCI scores

Level of agreement	Percentage
Strongly disagree	3.95%
Disagree	6.99%
Slightly disagree	7.40%
Slightly agree	18.34%
Agree	40.16%
Strongly agree	23.16%


Level of agreement: strongly disagree—disagree—slightly disagree
slightly agree—agree—strongly agree

Overall job satisfaction

Level of agreement	Percentage
Strongly disagree	2.20%
Disagree	4.76%
Slightly disagree	5.49%
Slightly agree	20.88%
Agree	46.52%
Strongly agree	20.15%

67% clearly satisfied

Level of agreement: strongly disagree—disagree—slightly disagree
slightly agree—agree—strongly agree




A closer look at the highest rated statements
 % positive includes strongly agree and agree




% Positive “I agree...”

- 95% Feel personally committed to the goals and mission of the organization
- 91% Believe that my work makes a difference
- 93% In the past 12 months I did my best to contribute to positive change for UN-HABITAT
- 80% Enjoy my job and look forward to coming to work

Positive = Strongly agree and agree




A closer look at the lowest rated statements
 % negative includes strongly disagree, disagree and slightly disagree



% Negative “I disagree...”

- Am well informed about what is going on in the organization (38%)
- Am consulted on decisions that affect me (33%)
- Am able to participate in planning how resources can best be used to achieve results in my area of responsibility (30%)
- Have all the information I need to do my work (26%)

Negative = Strongly disagree, disagree and slightly disagree



“I disagree...” cont’d

- Receive useful feedback that helps me to perform more effectively (31%)
- Find the level of stress generally acceptable (23%)
- Have opportunities to learn and develop my skills and knowledge (23%)
- Am encouraged to contribute to issues and assignments that go beyond my immediate responsibilities (21%)



Important drivers of staff engagement

Looked more closely at two key indicators of Staff Commitment:

- Overall very satisfied with job
- Level of stress is generally acceptable

Drivers of overall job satisfaction

Overall, I am very satisfied with my job

- Enjoy my job and look forward to coming to work
- Feel recognized for my contributions
- Satisfied with physical environment
- Able to participate in how resources can best be used in my area
- Receive useful feedback

Drivers of perception of stress

I find the level of stress generally acceptable

- Atmosphere of mutual trust and respect
- Consulted on decisions that affect me
- Have all the information I need to do my work

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Leadership & Organizational Effectiveness Indices (LEI & OEI)

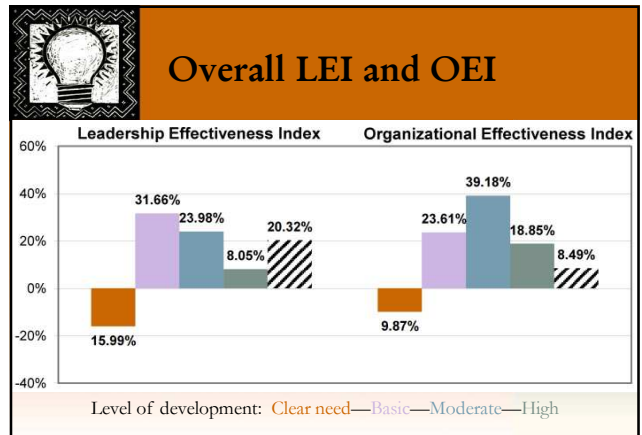
Scale for LEI and OEI

Four point level of development scale, based on 'anchors' (descriptive text)

How 'anchors' work

For example, in terms of 'overall direction':


- Clear need for improvement**—We have no clear idea of our future direction
- Basic level of development**—We have a general idea of our future direction
- Moderate level of development**—We have a clear idea of our future direction
- High level of development**—We have a clear, shared sense of direction, and a clear plan to achieve it






Focus of LEI

- Top management team of UN-HABITAT
- Includes Executive Director, Deputy Executive Director and Directors



Observation

- High percentage “don’t know” in LEI: from 13 to 29% (average 20%)



LEI ratings

Highest rated item: Leading change (43% positive; 20% don’t know)

- Creates momentum toward achieving the vision; builds commitment in others (33%)
- Creates a sense of excitement and energy about achieving the vision (10%)

Positive= high and moderate levels of development




Perceived need for development

- Transparency and ethics (26% need for development; 29% don’t know)
“Lacks transparency; makes decisions based on inappropriate political influence”
- Performance orientation (27% need for development; 23% don’t know)
“Tolerates poor performance; does little to recognize good performance”



Focus of OEI

- Branch/Office
- In this part of the organization...
- 16 units



OEI highest positive ratings

- Partnership development (81% with 51% indicating highest level)
“We have sustainable, mutually beneficial relationships with a number of organizations; it is our goal to develop multiple effective partnerships.”
- Deadlines (82%)
- Risk-taking (67%)
- Credibility and recognition (66%)
- Client feedback (67%)

Positive= high and moderate levels of development



Clearest need for development

No items with 25%+ on “clear need for increased development”

Closest item:

- Transparent resource allocation (24%, with an overall average of 2.41 out of 4)

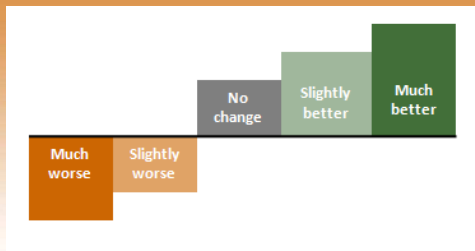
Next runners up:

- Coordination (18% but with a lower overall average of 2.21)
- Use of staff resources (17%, average 2.55)



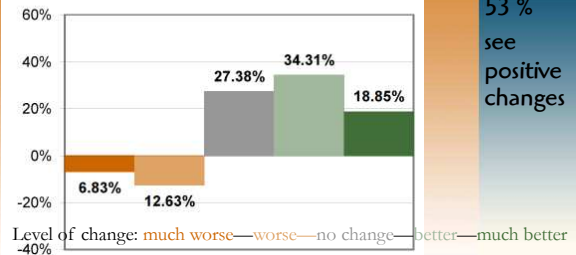
Changes scale

- Five point scale: much worse to much better



Overall perspective on changes in the past year

Changes in past 12 months



Perceived changes—Mixed perceptions

Significantly higher than average ratings:

- Collaboration between Headquarters and the field (61% better; 15% worse)

Significantly lower:

- Transparency in resource allocation (decisions on how resources are being allocated — for human resources, programmes, projects and activities) (38% better; 28% worse)

Better= slightly better and much better

Worse= slightly worse and much worse

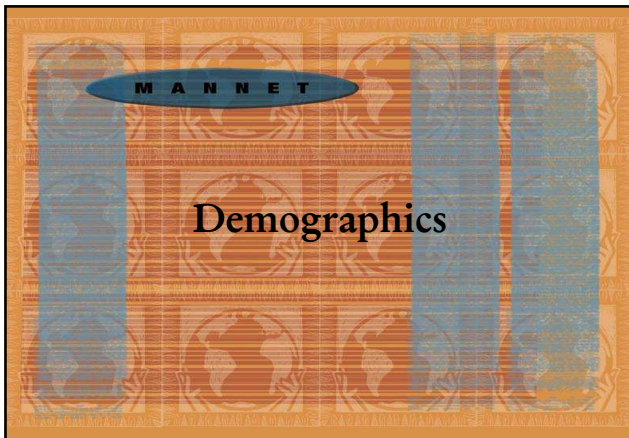



Mixed perceptions

- Transparency in resource allocation (decisions on how resources are being allocated – for human resources, programmes, projects and activities) (38% better ; 28% worse)

Better= slightly better and much better


Worse= slightly worse and much worse

Who responded?


- Men (49%), Women (38%), declined to state (6%)*
- Ds (4%), P/L/ALD 4-5 (25%), P/L/ALD 1-3 (24%), NO (13%), GS (28%)
- Stationed at HQ (61%); outposted (28%)
- Years of service: less than 1 (4%), 1-5 (30%), 5+-10 (22%), 10+-15 (16%), 15+ (16%)

*a small number of people did not complete the entire survey, stopping before the demographic questions



Differences between men and women


- On all but few items, men gave higher ratings than women (and these were statistically insignificant)
- Men's ratings were significantly higher on 16 items primarily in the SCI and the LEI (from 0.23 to 0.54, on a scale of 1-6 on SCI and 1-4 on LEI)
- Including for all drivers regarding acceptable stress with one exception



Drivers of overall job satisfaction

With one exception, men significantly higher on:

- Enjoy my job and look forward to coming to work
- Feel recognized for my contributions
- Satisfied with physical environment
- Able to participate in how resources can best be used in my area
- Receive useful feedback (average is higher, but not statistically significant)



Drivers of perception of stress

Men significantly higher on:


- Atmosphere of mutual trust and respect
- Consulted on decisions that affect me
- Have all the information I need to do my work



Differences between levels

Generally speaking,

- General Services staff and National Officers tend to respond more positively than the average
- Professional level staff tend to respond less positively than the average
- Directors group is small, few statistically significant differences




Differences between HQ and outposted staff

- Mixed; all significant differences have lower ratings from HQ staff (all in LEI and SCI)

LEI items


- 1. Vision
- 3. Transparency and ethics
- 4. Performance orientation
- 5. Use of authority



Differences between HQ and outposted staff


SCI items rated higher by outposted staff

- Work in an atmosphere of mutual trust and respect
- Am able to participate in planning how resources can best be used to achieve results in my area of responsibility
- Overall, am very satisfied with my job




Differences by years of service

- Few significant differences by years of service
- Staff with 10 to 20 years of service tended to give some ratings lower than the overall average
- Staff with more than 15 years of service tended to give some ratings higher than the overall average



Differences between 2009-2013

- No significant differences in SCI
- Only a few significant differences in LEI and OEI, and these are mostly small
- Four of the six items that are the same in Changes section have significant differences



Significant differences

LEI

- Vision (-0.15)
- Leading change (+0.22)
- Transparency and ethics (-0.20)

OEI

- Approach to change (+0.17)
- Deadlines (0.13)



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Questions or comments?