BRIEFING NOTES FOR THE EXECUTIVE BOARD
2020 Global Staff Survey

1. BACKGROUND

- The 2020 Global Staff Survey (GSS) was conducted online in Arabic, English, French, Russian and Spanish during a three-week period between 15 June and 8 July 2020. The survey was a joint initiative between the Division of Human Resources (DHR) and the Global Staff Association (GSA). Leveraging on past surveys and following an extensive consultation process, the survey was reimagined to clearly revise and articulate new questions in line with UNICEF’s core values of Care, Respect, Integrity, Trust and Accountability.

- This year’s survey covered 12 topics and included important questions related to the UNICEF’s response to the current crisis of COVID-19 and the ongoing discussion on anti-racism. For the first time ever, the GSS was opened to all personnel – staff, consultants, volunteers and interns.

- A total of 13,571 personnel completed the survey, which included 12,295 staff (out of 15,658 or a response rate of 79%); 767 consultants, 432 UNVs and 77 interns. Numerous offices achieved 100% participation.

2. OVERALL RESULTS

- The overall global results are encouraging and positive as seen from 8 of the 12 survey topics where the Whole Organization achieved a 70% or above overall positive scores in Job Satisfaction/Motivation; Staff Security; Work/Life Balance; Management Responses to Global Staff Survey and Independent Reviews; Performance Management; Knowledge and Information Sharing; Personal Empowerment, and UNICEF’s Response to COVID 19.
• Our overall **employee engagement index of 77%** was 11 points higher compared to 2017. Of the 20 questions which were carried over from 2017 to 2020, 12 (60%) had overall positive responses which improved by 5% or more when compared to the last survey.

3. **RESULTS BY SPECIFIC TOPICS**

The initial results show an organization with strong commitment and morale, positively focused on building inclusive, respectful and healthy work environments:

• The most notable **overall positive response rates** were in the areas of **UNICEF’s Response to COVID-19 (88%); Staff Security (84%), and Knowledge and Information Sharing (81%).** In relation to the COVID-19 response, a high percentage of respondents confirmed that their managers demonstrated empathy and understanding under this unique experience.

• The results in the topics of **Work/Life Balance (71%) and Personal Empowerment (70%)** were likewise very encouraging as these areas improved by 8% and 15%, respectively compared to the 2017 GSS results. The respondents highlighted the trust, support and encouragement shown by supervisors to enable them to do their job effectively and allowing to look after family and personal obligations in support of their well-being.

Despite these achievements, we have continuing work to do in the following **areas that rated the lowest:**

• **Office Efficiency and Effectiveness (61%),** while respondents acknowledged the efforts to improve effectiveness and bring innovations, only 48% indicated there is little duplication of work.

• On **Career and Professional Development (63%),** only 50% of respondents felt secured with their job, while 42% were not positive in learning new skills, gaining new experiences and are not looking for a promotion at this point of their career.

• We all need to focus our efforts on strengthening **Diversity (65%),** where 52% of respondents believed that conscious/unconscious bias exists in their office, with only 41% are comfortable discussing it. About 48% do not feel comfortable speaking up about the incident of racial discrimination they witnessed.

• **Responses by Gender:** Similar to the 2017 results, in 2020 women answered less positively than men in all GSS topic areas, with the biggest resulting gap (11%) in the topic of Standards of Conduct; – women scoring an overall positive of (61%) and men (72%). However, a notable improvement was made in 2020 in regard to **Work/Life Balance** where the gender gap between women and men on this topic was reduced from 9% in 2017 to 5% in 2020.

• **Responses by Post Category:** Responses during the 2017 survey showed that General Service (GS) staff had the lowest overall positive responses compared to International Professional (IP) and National Officers (NO) resulting to gaps between these categories. The gaps continued in the 2020 results although there were some improvements in two areas where the gap narrowed: **Personal Empowerment** (gap between IP and GS staff reduced from 14% to 6%), and **Work/Life Balance** (gap reduced between IP and GS staff from 10% to 6%).
4. **NEXT STEPS**

- All offices with 10 respondents or more will receive their reports containing **disaggregated data** for further analysis and action. Offices will be provided an **online action planning tool** to identify and monitor priority areas to address.

- A notable development for the 2020 GSS is the technical enhancement of the **online reporting platform** which includes an office dashboard that provides additional information of each office results for further analysis and to support offices in developing individual office action plans.

- In addition to all offices developing their own follow-up actions or plans to the GSS, UNICEF will undertake **targeted follow-up discussions** with the highest-scoring and lowest-scoring offices (e.g. in the Employee Engagement Index, and in the Diversity/Racism/Discrimination questions) to understand better the reasons behind their scores, and provide support to the latter as needed. UNICEF believes that the follow up to this GSS must be **qualitatively different** to past GSS efforts – more in-depth, more contextualized to each office, more sustained – in light of the new data available.