



United Nations Staff Engagement Survey

UN Secretariat Survey Results

February 2018



ROAD MAP FOR THE PRESENTATION



Survey Background and Framework

Results: Engagement, Alignment, and Agility

Results: Critical Priorities. Continuous Improvement and Gender & Diversity

Results: Item-Level Analysis

Results: Demographic Analysis

Conclusions: Recommendations for Action

Appendix

2017 STAFF ENGAGEMENT SURVEY

- The survey contained 49 close-ended questions and 3 open-ended questions.
 - Items organized into 14 categories.
 - Universal measures critical for all organisations: Engagement, Alignment and Agility.
 - Critical priorities for UN: Continuous Improvement and Gender & Diversity.
 - 9 categories that provide a holistic picture of UN' work environment and levers that drive Engagement.
 - Open-ended questions, included the opportunity for staff to provide comments across 13 topic areas.
- The design of the survey incorporates questions that allow analytic comparisons to an external benchmark, CEB's Public Sector Norm.
 - Public Sector Norm is a representative sample of the global workforce within the following industries: federal government, state and local government, and non-profit organisations . It is made of a panel of working adults (not companies), who work in a broad range of functions, levels, and across 38+ countries.
 - Comparison of 44 out of the 49 close-ended questions.
- Survey administration
 - Survey administered online 4 December – 18 December, 2017.
 - The overall response rate was 39%, which provides high confidence that results are reflective of the full population.

CLEARADVANTAGE: CREATE AND SUSTAIN AN ORGANISATION'S COMPETITIVE ADVANTAGE

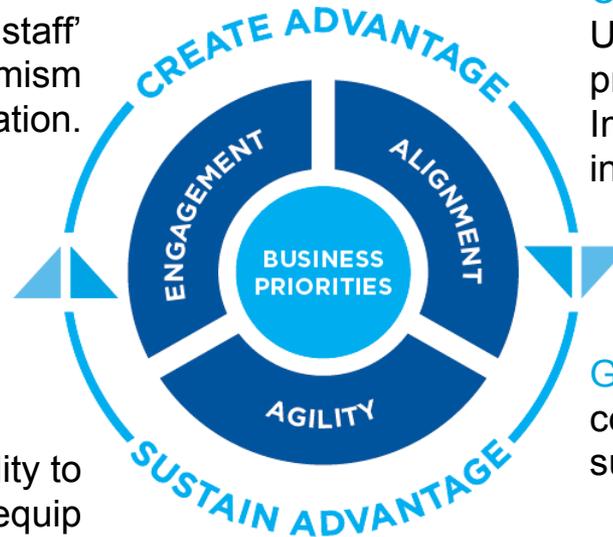
Measures **Engagement and Alignment** and **Agility**: three competencies that every organisation needs to succeed today

Measures the critical workforce capabilities needed to execute on UN' **strategic priorities**

Engagement measures staff' pride, energy, and optimism about the organisation.

Alignment measures the connection between staff' work and goals with those of the organisation overall.

Agility measures UN' ability to anticipate, respond to, and equip staff to influence change.



Continuous Improvement measures UN' ongoing effort to improve products, services or processes. Improvements can be either incremental or breakthrough.

Gender & Diversity measures UN' commitment to equality, and supporting and empowering staff.

Optimal Performance Defined:

- Staff are engaged and directing their effort toward UN' goals
- Staff are able to weather and lead change as circumstances shift
- organisational culture supports UN' strategy

ROAD MAP FOR THE PRESENTATION

Survey Background and Framework



Results: Key Highlights

Results: Engagement, Alignment, and Agility

Results: Critical Priorities. Continuous Improvement and Gender & Diversity

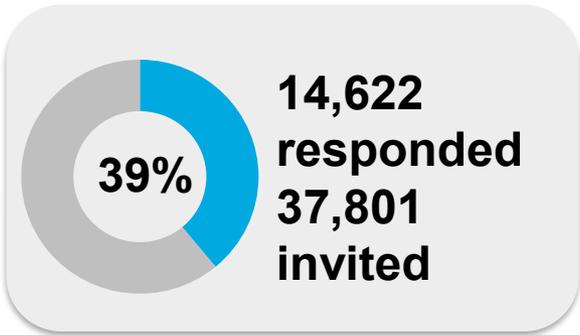
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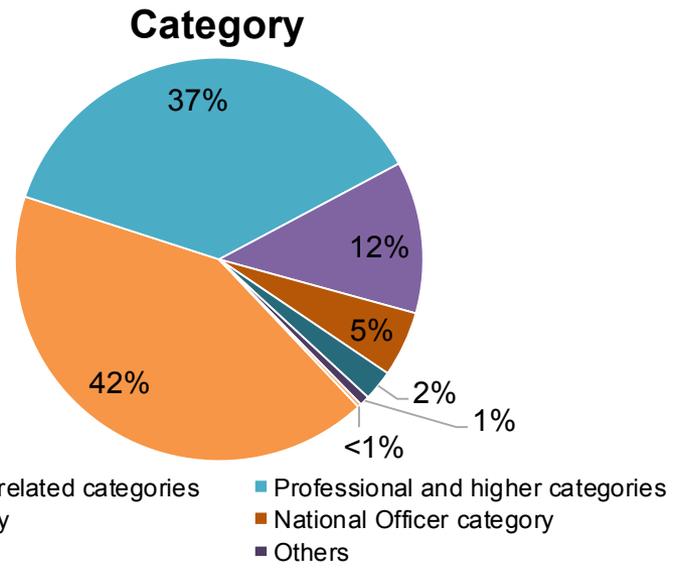
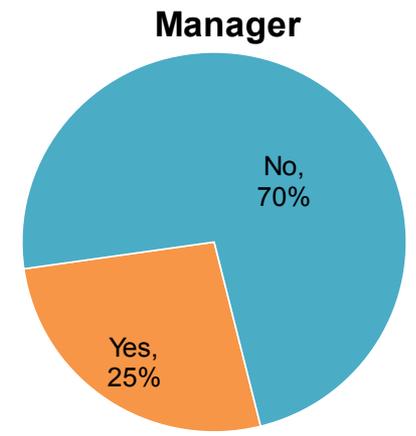
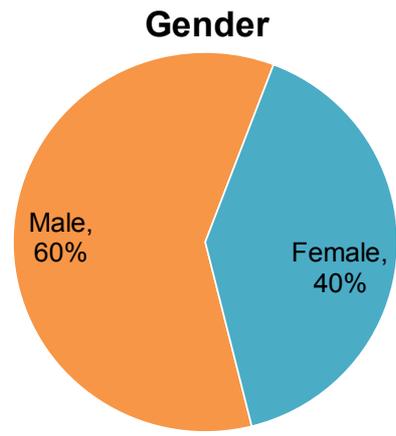
Appendix

SURVEY PARTICIPATION AND COMPOSITION



Gartner all survey response rate = 75%

Margin of Error +/- 0.63%



SURVEY HIGHLIGHTS & KEY FINDINGS: STRENGTHS

- 14% of items are above or equal to 75% Favorable; and 66% score above the Public Sector Norm.
 - UN has a highly engaged and aligned workforce; and measures of Engagement and Alignment significantly exceed the external norms.
 - Core cultural strengths of UN include, pride in one’s work, support for diversity, co-worker collaboration, and acting ethically and with integrity.
- UN staff,
 - are proud to work at UN, and energized by their work.
 - understand how their work contributes to the organisation’s goals.
 - recognize strong collaboration between co-workers, and feel empowered to solicit help when needed.
 - express favorable opinions towards performance evaluations, and manager recognition.

SURVEY HIGHLIGHTS & KEY FINDINGS: OPPORTUNITIES

- 22% of items fall below the 50% favorable mark; and 34% of items fall below the Public Sector Norm.
- One third of staff do not feel comfortable challenging the status quo, and express a lack of performance and ethical accountability at UN.
- UN staff,
 - lack confidence that they can report misconduct without retaliation.
 - are critical of UN' ability to adapt to and plan for change.
 - doubt UN' support for skill development, and ability to provide career opportunities.
 - exhibit less favorable perceptions towards senior leadership's communication, dissemination of information, support of best practices, and empowerment (trust) of staff.
- Significant variation across demographics,
 - Males express more favorable opinions than Females (average 11 point difference between groups). In Gender & Diversity, Females are -17 points less favorable than Males in assessing gender equality, and -15 points less favorable in assessing Female empowerment.
 - Significant variation in favorable opinions across category groupings - average category difference is 27 points.

OVERALL CATEGORY PERFORMANCE

- Strong performance in Gender & Diversity, Engagement and Alignment. Staff express highly favorable opinions, and UN far exceeds the external norm in Engagement and Alignment
- Weaker performance in Growth & Development and Agility. One quarter of staff express negative opinions towards UN' support for Growth & Development, and its operation as an Agile organisation.

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm 2017
Gender & Diversity	 75% 15% 10%	NA
Engagement	 72% 15% 13%	58% (14)
Alignment	 70% 17% 14%	58% (12)
Performance Management	 64% 18% 18%	61% (3)
Continuous Improvement	 63% 21% 16%	61% (2)
Retention	 61% 19% 20%	59% (2)
Trust & Integrity/ Ethical Behavior	 61% 20% 19%	NA
Work / Life Balance	 60% 19% 21%	65% (-5)
Brand Excellence	 59% 22% 19%	62% (-3)
Business Transformation	 58% 23% 19%	NA
Empowerment	 58% 22% 19%	61% (-3)
Innovation	 57% 23% 20%	60% (-3)
Growth & Development	 54% 21% 25%	49% (5)
Agility	 51% 24% 25%	55% (-4)

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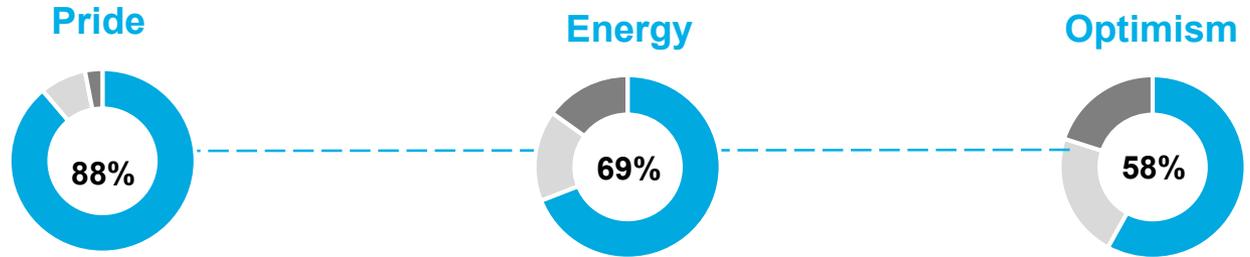
ENGAGEMENT AND RETENTION



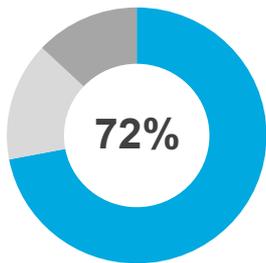
UN enjoys a competitively strong relationship with its workforce.

- Staff express pride in UN, and are energized by their jobs.
- Staff are less confident in senior leadership's ability to ensure effective mandate delivery.
- 20% of staff would not stay at UN if offered another position with comparable pay and benefits.

Engagement,
% Favorable: UN 2017; and Public Sector Norm



Engagement



Engagement: staff' pride, energy, and optimism that fuels their discretionary effort.

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Engagement	72% Favorable, 15% Neutral, 13% Unfavorable	58% (14)
I am proud to work for the UN Secretariat.	88% Favorable, 8% Neutral, 3% Unfavorable	63% (25)
I feel energized by my job.	69% Favorable, 16% Neutral, 15% Unfavorable	58% (11)
I am confident in the ability of senior leadership in my Department, Office or Mission to make the decisions necessary to ensure effective mandate delivery.	58% Favorable, 22% Neutral, 20% Unfavorable	53% (5)
Retention	61% Favorable, 19% Neutral, 20% Unfavorable	59% (2)
If I were offered a comparable position with similar pay and benefits elsewhere, I would stay with the UN Secretariat.	61% Favorable, 19% Neutral, 20% Unfavorable	59% (2)

■ Favorable ■ Neutral ■ Unfavorable

■ UN 2017 Significantly Above Public Sector Norm ■ UN 2017 Significantly Below Public Sector Norm

CRITICAL DRIVERS OF ENGAGEMENT

- Linking staff work and the organisation’s goals is the #1 driver of Engagement at UN.
- Meeting staff’s career goals, and expressing gratitude for staff are critical engagement drivers *and* lower scoring items.
- Staff are critical of senior leadership’s communication, dissemination of information, support of best practices, and their empowerment (trust) of staff.

Item	UN 2017 (n = 14,622)	Public Sector Norm
Acting ethically and with integrity is of great importance to my Department, Office or Mission.		60% (17)
★ I can see a clear link between my work and the UN Secretariat's goals and objectives.		60% (14)
I feel valued as a staff member of the UN Secretariat.		56% (8)
Senior leadership effectively communicates what the UN Secretariat is trying to accomplish.		54% (7)
I am satisfied with my role in the decisions that affect my work.		61% (0)
Senior leadership in my Department, Office or Mission actively supports applying best practices to our work.		47% (8)
I am satisfied with the information I receive from senior leadership on what's going on in my Department, Office or Mission.		49% (5)
Senior leadership's actions in my Department, Office or Mission show that they trust staff.		52% (-1)
The views of UN staff members are valued by the senior leadership.		56% (-10)
If I consistently perform well, I will have a successful career in the UN Secretariat.		40% (5)

■ Favorable
 ■ Neutral
 ■ Unfavorable

■ UN 2017 Significantly Above Public Sector Norm

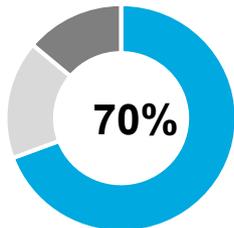
■ UN 2017 Significantly Below Public Sector Norm

★ Most impactful item on Engagement levels at UN.

Staff exhibit strong alignment towards UN.

- Staff understand UN' goals and objectives, and know how they contribute to said goals.
- UN exceeds the Public Sector Norm on all measures of Alignment.
- Opportunity to improve senior leadership's communication and dissemination of information – 25% of staff are not satisfied with the information they receive from leadership.

Alignment

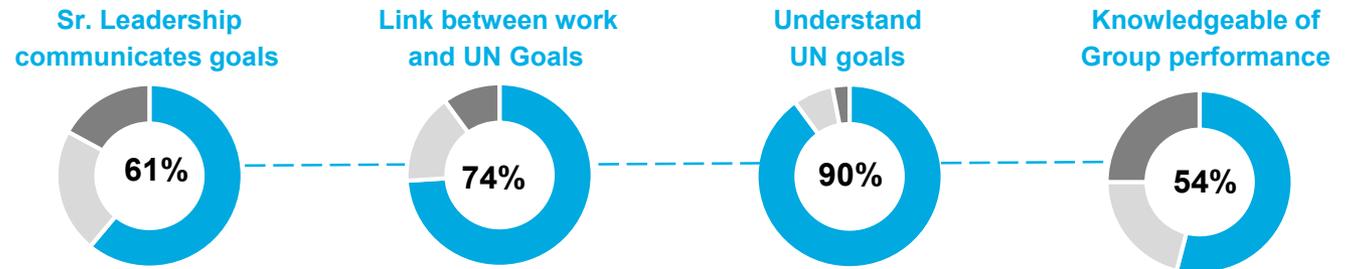


Alignment: the connection between staff' work and goals with those of the organisation overall.

ALIGNMENT

Alignment

% Favorable: UN 2017; and Public Sector Norm



Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Alignment	70% Favorable, 17% Neutral, 14% Unfavorable	58% (12)
I understand the UN Secretariat goals and objectives.	90% Favorable, 7% Neutral, 3% Unfavorable	68% (22)
I can see a clear link between my work and the UN Secretariat's goals and objectives.	74% Favorable, 16% Neutral, 10% Unfavorable	60% (14)
Senior leadership effectively communicates what the UN Secretariat is trying to accomplish.	61% Favorable, 22% Neutral, 17% Unfavorable	54% (7)
I am satisfied with the information I receive from senior leadership on what's going on in my Department, Office or Mission.	54% Favorable, 21% Neutral, 25% Unfavorable	49% (5)

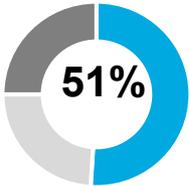
■ Favorable ■ Neutral ■ Unfavorable

■ UN 2017 Significantly Above Public Sector Norm ■ UN 2017 Significantly Below Public Sector Norm

Staff doubt UN' ability to adapt to and plan for change.

- Over half of staff doubt or disagree that their group, or UN as a whole adapts well to change. Staff are slightly more positive in assessing their immediate groups than the Secretariate.
- Staff express favorable opinions towards their team's ability to stay informed; the UN scores higher than the Public Sector Norm on this measure.

Agility



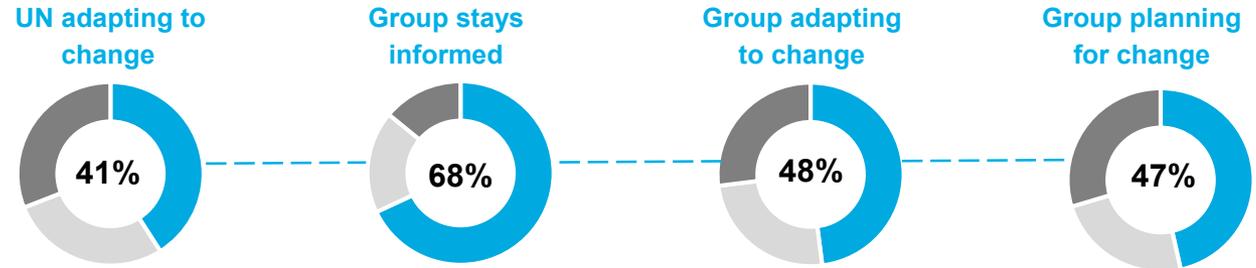
Agile organisations have agile staff that,

- Process and react effectively to change.
- are empowered and enabled so that they can become active participants in change.
- Use their networks to share info. and ideas.

AGILITY

Agility

% Favorable: UN 2017; and Public Sector Norm



Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Agility	51% Favorable, 24% Neutral, 25% Unfavorable	55% (-4)
The people in my team stay informed about issues affecting our work.	68% Favorable, 18% Neutral, 14% Unfavorable	59% (9)
The people in my Department, Office or Mission adapt easily to new ways of doing things.	48% Favorable, 25% Neutral, 27% Unfavorable	58% (-10)
In my Department, Office or Mission, we dedicate adequate time to anticipating and planning for future changes.	47% Favorable, 24% Neutral, 30% Unfavorable	52% (-5)
The UN Secretariat adapts well to changes that affect how we operate.	41% Favorable, 28% Neutral, 31% Unfavorable	50% (-9)

■ Favorable ■ Neutral ■ Unfavorable

■ UN 2017 Significantly Above Public Sector Norm ■ UN 2017 Significantly Below Public Sector Norm

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Results: Key Highlights

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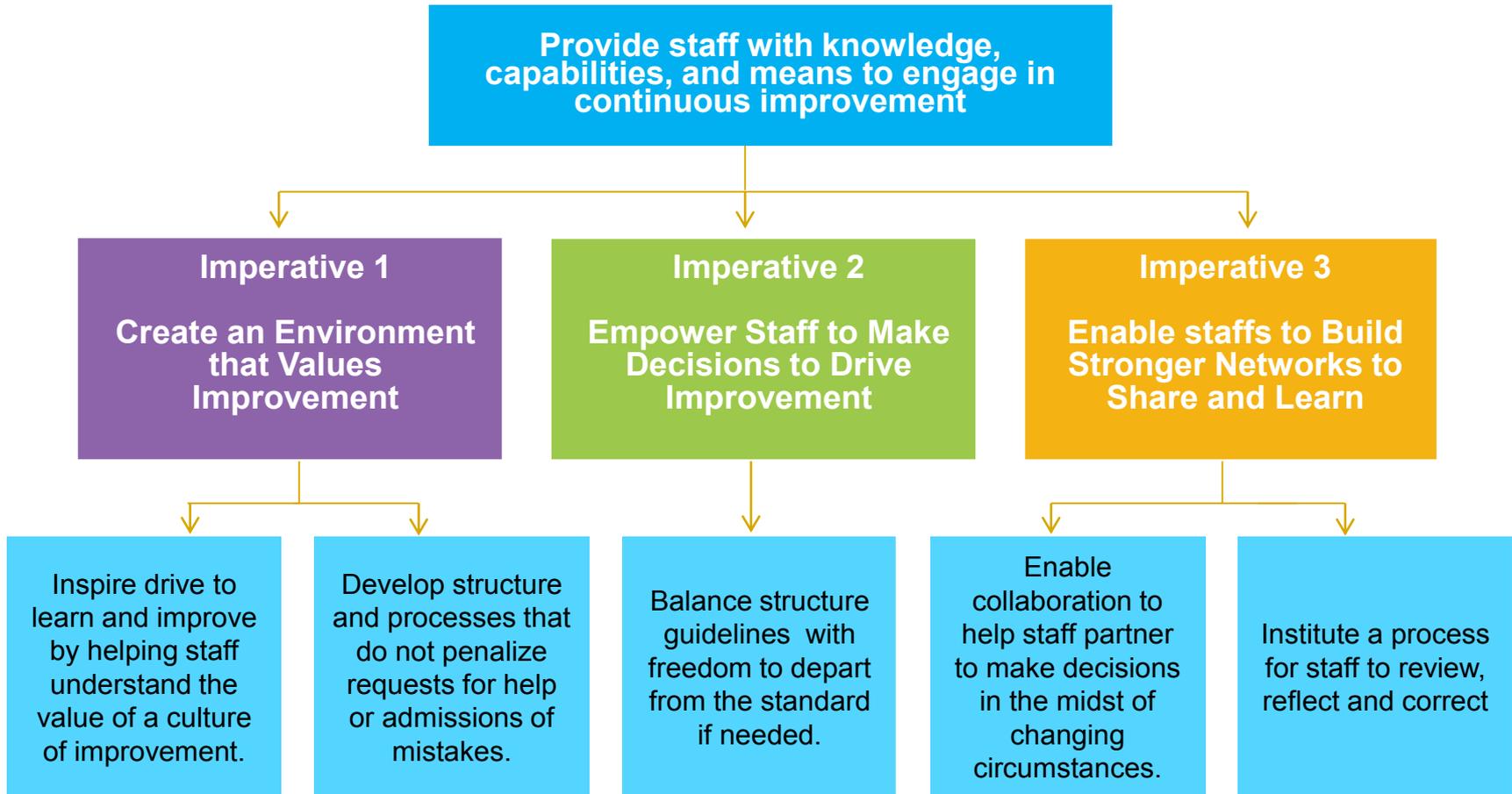
Appendix

CONTINUOUS IMPROVEMENT

- UN exceeds the Public Sector Norm on most Continuous Improvement items.
- Staff recognize strong collaboration between co-workers, and feel empowered to solicit help when needed.
- Nearly half of staff disagree or are doubtful in their groups' support for applying best practices, and orientation towards improvement.

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm 2017
Continuous Improvement		61% (2)
The people I work with collaborate to get the job done.		75% (5)
I feel comfortable asking for help when I am having difficulty with my work.		77% (1)
The people I work with keep an open mind when others are presenting ideas.		61% (7)
I can make decisions that enable me to do my job effectively.		66% (2)
The people I work with share information and ideas that they think will help others succeed.		69% (-5)
Good ideas are adopted in my team regardless of who suggests them or where they come from.		NA
The UN Secretariat has tools in place that enable staff to easily share information.		59% (1)
In my Department, Office or Mission, we use mistakes as an opportunity to learn and improve.		63% (-7)
Senior leadership in my Department, Office or Mission actively supports applying best practices to our work.		47% (8)
In my Department, Office or Mission, we regularly try new ideas in order to improve our services, processes or programmes.		48% (4)
In the UN Secretariat, we are open to new ideas.		49% (0)

THREE IMPERATIVES FOR ENABLING STAFF TO ENGAGE IN CONTINUOUS IMPROVEMENT

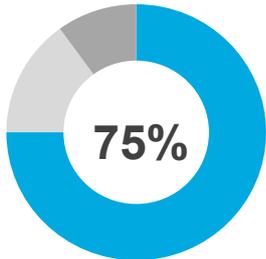


Source: Gartner research

Significant disparity between Female and Male's perceptions of gender equality at UN.

- Female staff are -17 points less favorable than Males in assessing gender equality, and -15 points less favorable in assessing Female empowerment.
- Strong recognition by both Male and Female staff that their groups are respectful of racial, cultural, and religious differences.

Gender & Diversity



GENDER & DIVERSITY

Gender & Diversity,
% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Gender & Diversity	75% Favorable, 15% Neutral, 10% Unfavorable	NA
Staff of diverse racial, cultural, and religious backgrounds are respected in my Department, Office or Mission.	83% Favorable, 10% Neutral, 7% Unfavorable	59% (24)
Women and men are treated equally in the workplace.	72% Favorable, 14% Neutral, 14% Unfavorable	NA
My manager actively empowers women in the workplace.	71% Favorable, 20% Neutral, 9% Unfavorable	NA

■ Favorable
 ■ Neutral
 ■ Unfavorable
■ UN 2017 Significantly Above Public Sector Norm
 ■ UN 2017 Significantly Below Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Female (n = 5,897)	Male (n = 8,725)
Gender & Diversity	75%	68%	80%
Staff of diverse racial, cultural, and religious backgrounds are respected in my Department, Office or Mission.	83%	80%	85%
Women and men are treated equally in the workplace.	72%	62%	79%
My manager actively empowers women in the workplace.	71%	62%	77%

■ Significantly Above the Left Column
 ■ Significantly Below the Left Column

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STRENGTHS AND DEVELOPMENT OPPORTUNITIES

Strengths

1. I understand the UN Secretariat goals and objectives.
- Alignment

F

6. I am proud to work for the UN Secretariat.
- Engagement

F E

38. Staff of diverse racial, cultural, and religious backgrounds are respected in my Department, Office or Mission.
- Gender & Diversity

E

Development Opportunities

8. The UN Secretariat adapts well to changes that affect how we operate.
- Agility

F

26. Staff are comfortable challenging the status quo in the UN Secretariat.
- Innovation

F

33. In the UN Secretariat, people are held accountable for their performance.
- Performance Management

E

43. People at all levels are held accountable for ethical behavior.
- Trust & Integrity/ Ethical Behavior

E

F Favorable. Compares the percent favorable scores for all items within UN against the average favorability score across items.

E External. Compares UN' score to the Public Sector Norm.

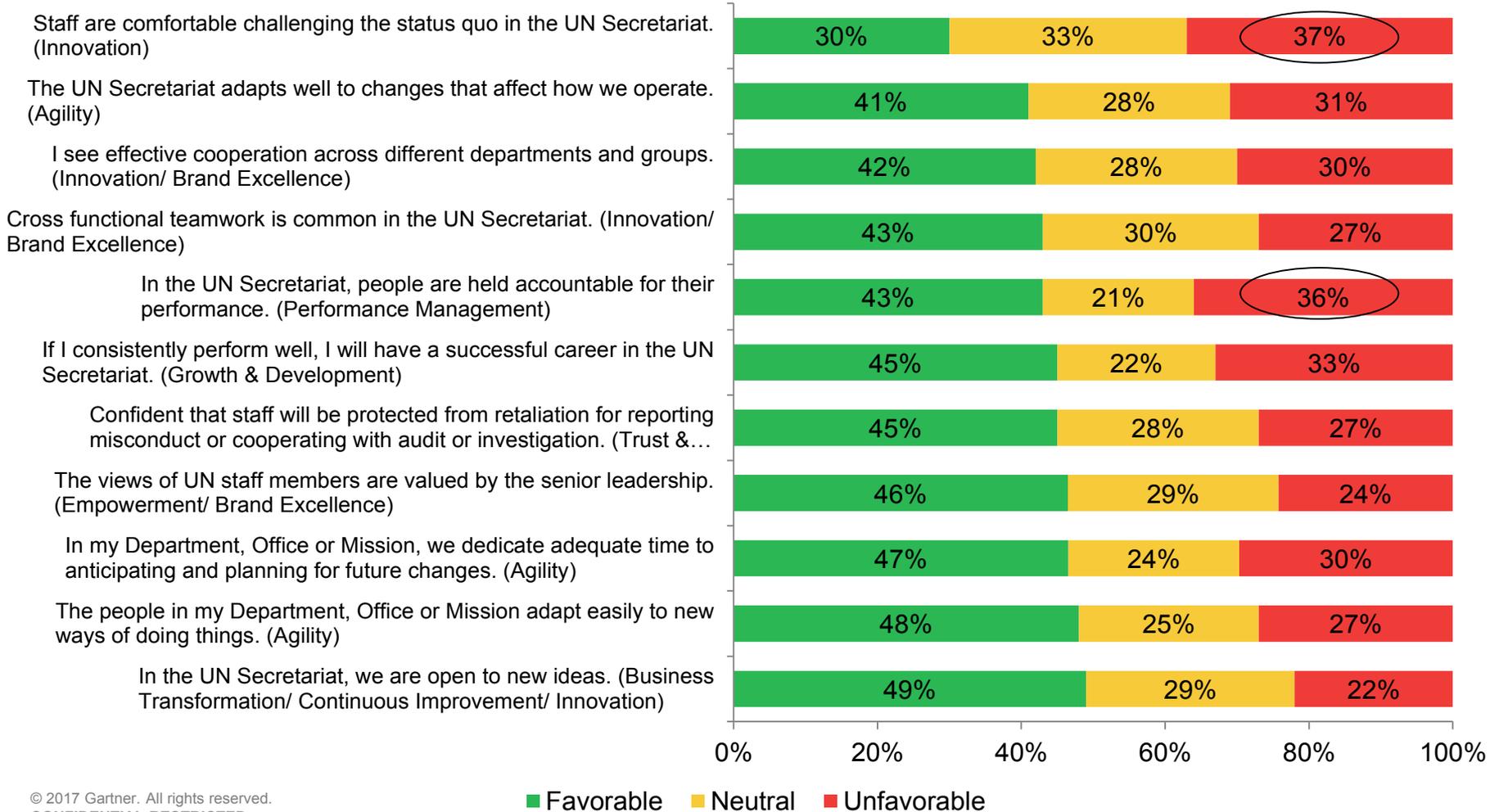
IDENTIFYING STRENGTHS

- Seven survey items exceed the 75% favorable “Excellent” mark.
- Pride in one’s work, support for diversity, co-worker collaboration, and acting ethically and with integrity are core cultural characteristics of UN.



IDENTIFYING DEVELOPMENT OPPORTUNITIES

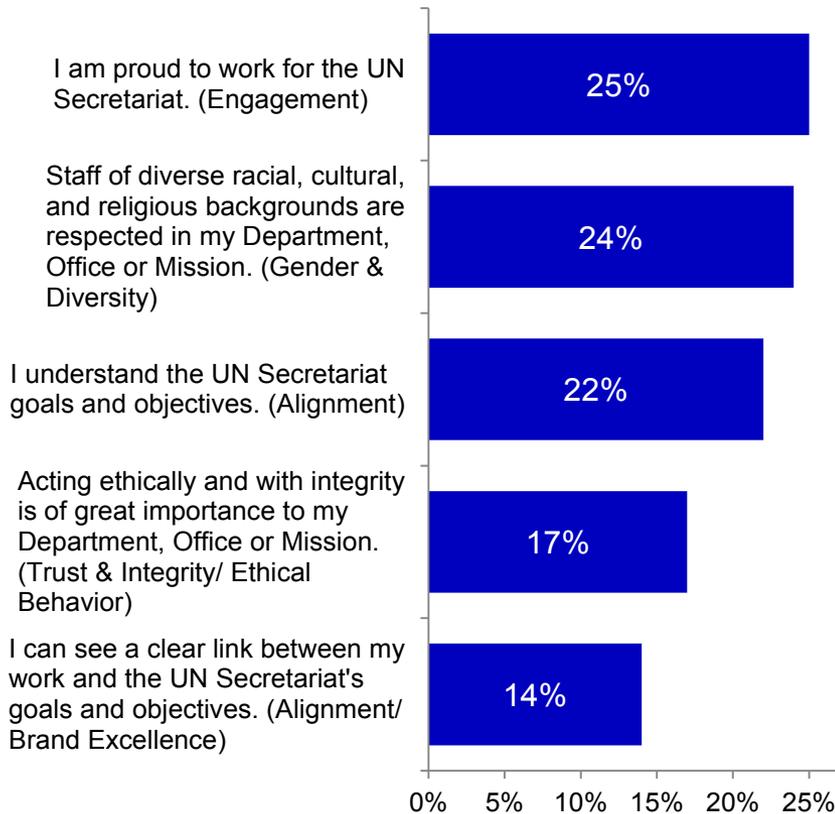
- Eleven of the 49 survey items fall below the 50% favorable “Concern” mark.
- One third of staff do not feel comfortable challenging the status quo, and express a lack of accountability at UN.
- Three out of the four Agility measures fall below 50% favorable.



PERFORMANCE RELATIVE TO PUBLIC SECTOR NORM

- UN scores above or equal to the Public Sector Norm on 66% of survey.
- Performance and ethical accountability are competitive opportunities for UN.
- In contrast to co-worker collaboration (+5 points above Public Sector Norm), cross-group cooperation and teamwork are significantly below the Public Sector Norm.

UN Above Public Sector Norm, % Favorable Difference



■ UN 2017 (n = 14,622) compared to Public Sector Norm

UN Below Public Sector Norm, % Favorable Difference



■ UN 2017 (n = 14,622) compared to Public Sector Norm

TRUST & INTEGRITY/ ETHICAL BEHAVIOUR

- Approximately half of UN staff, doubt that people are treated with respect, or held accountable for ethical behaviour, and lack confidence that they can report misconduct without retaliation.
- Professional and director level staff exhibit the greatest concern regarding UN' support for ethical behaviour and its fostering of a respectful work environment.

Trust & Integrity/ Ethical Behavior

% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Trust & Integrity/ Ethical Behavior		NA
I know what to do and whom to approach to report unethical behaviour or wrongdoing.		NA
Acting ethically and with integrity is of great importance to my Department, Office or Mission.		60% (17)
I feel valued as a staff member of the UN Secretariat.		56% (8)
People at all levels in the UN Secretariat are treated with respect.		55% (-4)
People at all levels are held accountable for ethical behaviour.		69% (-19)
I am confident that UN staff members will be protected from retaliation for reporting misconduct or cooperating with an authorized audit or investigation.		NA

■ UN 2017 Significantly Above Public Sector Norm ■ UN 2017 Significantly Below Public Sector Norm

	UN 2017	General Service and related categories	Field Service	Professional and higher categories	Director level	USG & ASG	National Officer
People at all levels in the UN Secretariat are treated with respect.	51%	61%	55%	39%	44%	53%	62%
People at all levels are held accountable for ethical behaviour.	50%	65%	57%	30%	32%	39%	67%
I am confident that UN staff members will be protected from retaliation for reporting misconduct or cooperating with an authorized audit or investigation.	45%	58%	52%	27%	41%	61%	60%

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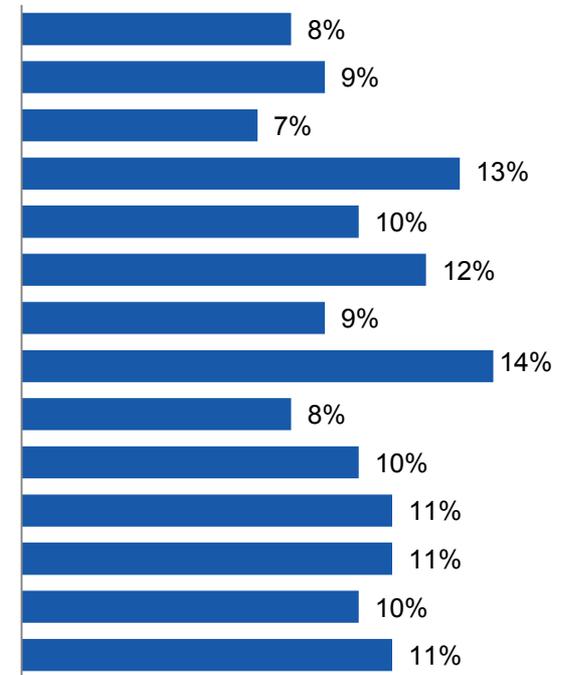
Appendix

GENDER

- On average, Male staff's favorable percentage is +11 points above Female staff. The largest difference is in the Trust & Integrity/ Ethical Behavior category – Males favorable percentage is +14 points above Females. The largest item difference is in Males expressing +20 points stronger agreement that “People at all levels are held accountable for ethical behaviour.”
- Females are in line with Males on a single item, “I understand the UN Secretariat goals and objectives.” (90% favorable for both groups). However, Females and Males are in alignment on those items that are higher and lower scoring for the population group. For example, “challenging the status quo” is the lowest favorable item for both demographic groups.

Category	UN 2017	Female	Male
N-Size	14,622	5,897	8,725
Engagement	72%	67%	75%
Retention	61%	56%	65%
Alignment	70%	66%	73%
Agility	51%	43%	56%
Continuous Improvement	63%	57%	67%
Gender & Diversity	75%	68%	80%
Performance Management	64%	58%	67%
Trust & Integrity/ Ethical Behavior	61%	53%	67%
Work / Life Balance	60%	55%	63%
Brand Excellence	59%	53%	63%
Business Transformation	58%	51%	62%
Empowerment	58%	52%	63%
Innovation	57%	51%	61%
Growth & Development	54%	47%	58%
All Category Average*	62%	56%	66%

Difference between Females and Males



Males More Favorable

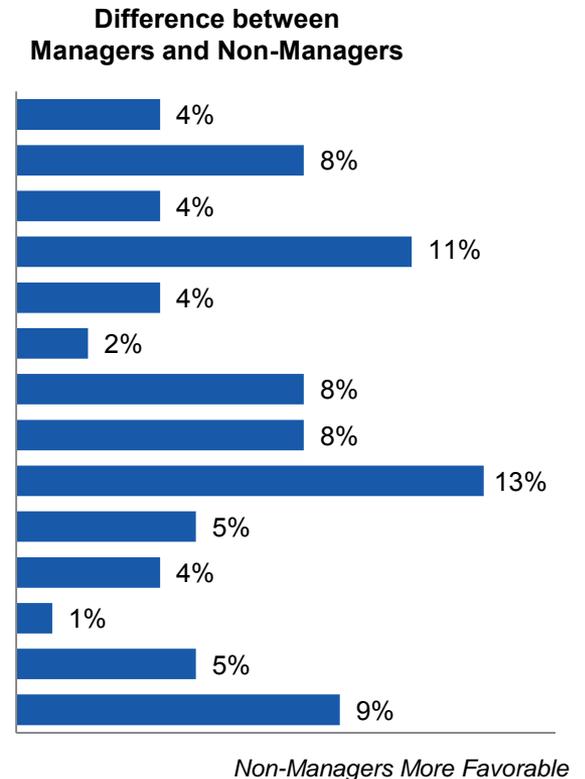
■ Significantly above UN 2017

■ Significantly below UN 2017

MANAGER STATUS

- On average, Non-Managers' favorable percentage is +7 point above Managers. The largest difference is in the Work / Life Balance category – Non-Managers favorable percentage is +13 points above Managers. *Non-managers expressing more favorable opinions than Managers is an atypical trend across Gartner clients.*
- The largest item difference is in Non-Managers expressing +22 points stronger agreement that “people are held accountable for their performance.”
- Managers are more favorable than Non-Managers on five survey items, including an +8 pt. lead on “Good ideas are adopted in my team regardless of who suggests them or where they come from.”

Category	UN 2017	Yes	No
N-Size	14,622	3,712	10,225
Engagement	72%	69%	73%
Retention	61%	55%	63%
Alignment	70%	67%	71%
Agility	51%	43%	54%
Continuous Improvement	63%	60%	64%
Gender & Diversity	75%	74%	76%
Performance Management	64%	58%	66%
Trust & Integrity/ Ethical Behavior	61%	55%	63%
Work / Life Balance	60%	50%	63%
Brand Excellence	59%	55%	60%
Business Transformation	58%	55%	59%
Empowerment	58%	58%	59%
Innovation	57%	54%	59%
Growth & Development	54%	47%	56%
All Category Average*	62%	57%	63%



■ Significantly above UN 2017 ■ Significantly below UN 2017

CATEGORY

- Significant variation in favorable perceptions across categories (on average, +27 point difference across groupings).
- General Service and National Officer staff express more favorable opinions across survey measures; whereas, Professional staff exhibit the weakest favorable perceptions.
- Director group critical of UN' Agility, most pronounced is 81% of Directors doubting UN' ability to adapt to operating changes.
- Elevated Retention risk among the Professional and Director groups.

Category	UN 2017	General Service and related categories	Field Service category	Professional and higher categories	Director level	USG & ASG	National Officer category	Others
N-Size	14,622	6,122	1,776	5,410	355	41	764	115
Engagement	72%	77%	77%	62%	76%	88%	83%	79%
Retention	61%	70%	65%	49%	57%	71%	70%	67%
Alignment	70%	74%	73%	62%	76%	80%	79%	65%
Agility	51%	61%	58%	36%	40%	49%	64%	49%
Continuous Improvement	63%	70%	67%	53%	63%	68%	72%	60%
Gender & Diversity	75%	79%	76%	69%	82%	87%	83%	80%
Performance Management	64%	71%	69%	53%	57%	56%	76%	65%
Trust & Integrity/ Ethical Behavior	61%	70%	67%	48%	58%	69%	74%	63%
Work / Life Balance	60%	70%	60%	48%	45%	59%	68%	73%
Brand Excellence	59%	66%	62%	48%	58%	66%	69%	60%
Business Transformation	58%	64%	61%	48%	61%	62%	67%	53%
Empowerment	58%	64%	65%	48%	63%	77%	68%	55%
Innovation	57%	65%	62%	47%	54%	62%	66%	53%
Growth & Development	54%	63%	57%	40%	54%	63%	68%	55%
All Category Average*	62%	69%	66%	51%	60%	68%	72%	63%

■ Significantly above UN 2017

■ Significantly below UN 2017

TENURE

- New hires express the most favorable opinions, with perceptions then declining across the tenure bands. Least favorable impressions are in the 10+ tenure band.
- Elevated retention risk in the 2-3 and 3-5 tenure bands. *This is the typical trend across Gartner clients.*

Category	UN 2017	Less than 1 year	1 to 2 years	2 to 3 years	3 to 5 years	5 to 10 years	More than 10 years
N-Size	14,622	661	754	741	1,470	3,756	6,545
Engagement	72%	83%	78%	77%	73%	72%	70%
Retention	61%	70%	65%	58%	58%	60%	61%
Alignment	70%	78%	75%	73%	70%	70%	69%
Agility	51%	59%	55%	54%	52%	52%	49%
Continuous Improvement	63%	71%	66%	66%	63%	63%	61%
Gender & Diversity	75%	87%	81%	79%	76%	75%	73%
Performance Management	64%	69%	69%	69%	65%	65%	61%
Trust & Integrity/ Ethical Behavior	61%	74%	67%	64%	62%	61%	59%
Work / Life Balance	60%	75%	66%	63%	60%	60%	57%
Brand Excellence	59%	68%	63%	63%	59%	59%	56%
Business Transformation	58%	68%	62%	63%	58%	58%	56%
Empowerment	58%	68%	63%	61%	56%	58%	57%
Innovation	57%	65%	60%	60%	58%	58%	56%
Growth & Development	54%	68%	63%	60%	54%	53%	50%

All Category Average*



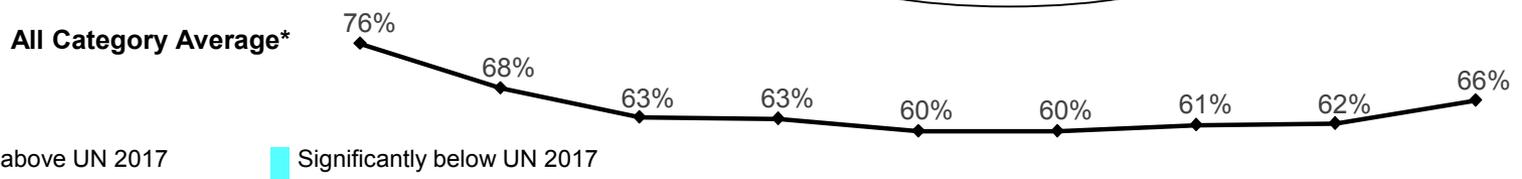
Significantly above UN 2017

Significantly below UN 2017

AGE

- Staff under 30 express the most favorable perceptions; whereas, staff 41-50 express the least favorable perceptions. Career opportunities and skill development are a particular concern for staff 41-50.
- Opinions improve in the over 61 years of age band. Staff in this age bracket express the highest levels of Engagement.
- On average, Females express more favorable opinions than Males in the youngest and oldest age brackets.

Category	UN 2017	Under 26	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61 or older
N-Size	14,622	41	489	1,592	2,591	2,960	2,626	2,406	1,597	320
Engagement	72%	77%	78%	73%	73%	71%	71%	72%	72%	79%
Retention	61%	72%	63%	60%	61%	60%	60%	63%	64%	65%
Alignment	70%	75%	74%	70%	70%	69%	69%	70%	71%	76%
Agility	51%	70%	59%	51%	52%	49%	50%	51%	50%	54%
Continuous Improvement	63%	82%	69%	63%	63%	62%	62%	63%	63%	66%
Gender & Diversity	75%	85%	80%	77%	76%	75%	74%	75%	74%	79%
Performance Management	64%	76%	70%	65%	65%	63%	62%	63%	63%	65%
Trust & Integrity/ Ethical Behavior	61%	79%	68%	61%	62%	60%	60%	61%	61%	65%
Work / Life Balance	60%	78%	69%	64%	61%	59%	56%	58%	59%	66%
Brand Excellence	59%	75%	66%	60%	60%	57%	57%	58%	57%	64%
Business Transformation	58%	79%	63%	58%	59%	56%	57%	57%	58%	60%
Empowerment	58%	74%	63%	58%	59%	56%	58%	58%	60%	64%
Innovation	57%	74%	64%	59%	59%	56%	56%	57%	56%	60%
Growth & Development	54%	68%	65%	57%	55%	51%	52%	53%	53%	56%



■ Significantly above UN 2017

■ Significantly below UN 2017

ROAD MAP FOR THE PRESENTATION

Survey Background and Framework

Results: Key Highlights

Results: Engagement, Alignment, and Agility

Results: Critical Priorities. Continuous Improvement
and Gender & Diversity

Results: Item-Level Analysis

Results: Demographic Analysis

Conclusions: Recommendations for Action

Appendix

REVISITING THE SURVEY HIGHLIGHTS AND KEY FINDINGS TO TAKE ACTION

- 14% of items are above or equal to 75% Favorable; and 66% score above the Public Sector Norm.
- UN has a highly engaged and aligned workforce; and measures of Engagement and Alignment significantly exceed the external norms.
- Core cultural strengths of UN include, pride in one's work, support for diversity, co-worker collaboration, and acting ethically and with integrity.
- UN staff,
 - are proud to work at UN, and energized by their work.
 - understand how their work contributes to the organisation's goals.
 - recognize strong collaboration between co-workers, and feel empowered to solicit help when needed.
 - express favorable opinions towards performance evaluations, and manager recognition.



- **Communicate the results** – Celebrate the organisation's strengths, particularly UN' engaged, aligned workforce; support for diversity (cultural, racial and religious); and co-worker collaboration.
- **Build on core and competitive strengths** to move the organisation forward.
- **Source best practices** from higher more favorable groups and share practices and knowledge across the organisation.

REVISITING THE SURVEY HIGHLIGHTS AND KEY FINDINGS TO TAKE ACTION (CONTINUED)

- 22% of items fall below the 50% favorable mark; and 34% of items fall below the Public Sector Norm.
- One third of staff do not feel comfortable challenging the status quo, and express a lack of performance and ethical accountability at UN.
- UN staff,
 - lack confidence that they can report misconduct without retaliation.
 - are critical of UN' ability to adapt to and plan for change.
 - doubt UN' support for skill development, and ability to provide career opportunities.
 - exhibit less favorable perceptions towards senior leadership's communication, dissemination of information, support of best practices, and empowerment (trust) of staff.
- Significant variation across demographics, in particularly between Male and Female staff.



- **Communicate the results** – acknowledge opportunities, and commit to follow up action and to reversing declines.
- Address the following key areas,
 - UN' ability to adapt, and anticipate (Agility).
 - Ensure staff feel that their voice matters – empower staff to innovate, share ideas and challenge assumptions.
 - Promote cooperation across department and groups.
 - Address career opportunity concerns.
 - Foster staff accountability for high performance and ethical behavior.
- **Investigate the differences across groups:**
 - Identify higher scoring areas and share best practices across groups.
 - Conduct focus groups to better understand groups' concerns.
 - Develop targeted communications and action plans for lower scoring groups.
 - Investigate specifically Female staff and the professional business category.

NEXT STEPS

Step 1 Communicate Results



- Share highlights with leadership and top management.
- Present data within key groups, units, and locations.
- Deploy online reporting tool.
- Communicate high level results to staff and commit to action.

Step 2 Action Planning



- Review survey results and identify target areas for taking action.
- Identify root causes of target areas and plan actions accordingly.
- Communicate high level action plan to staff.

Step 3 Execute and Track Activity

- Recognise efforts and actions taken throughout year.
- Commit to holding supervisors and leaders accountable through future surveys.

ROAD MAP FOR THE PRESENTATION

Survey Background and Framework

Results: Key Highlights

Results: Engagement, Alignment, and Agility

Results: Critical Priorities. Continuous Improvement
and Gender & Diversity

Results: Item-Level Analysis

Results: Demographic Analysis

Conclusions: Recommendations for Action

Appendix

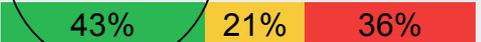
Appendix

PERFORMANCE MANAGEMENT

- Significant difference in staff’s assessment of their managers versus UN for holding staff accountable for performance problems (20 point difference).
- Staff express favorable opinions towards their performance evaluation, and manager recognition; scores are significantly higher than the Public Sector Norm.

Performance Management

% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Performance Management		61% (3)
When people on my team do a good job our manager shows appreciation.		65% (9)
The overall evaluation of my performance is fair.		58% (12)
I have a clear understanding of the criteria against which my performance is evaluated.		59% (10)
I am confident that my manager will take appropriate action if our team has an ongoing performance problem.		62% (1)
In the UN Secretariat, people are held accountable for their performance.		62% (-19)

WORK / LIFE BALANCE

- UN falls significantly below the Public Sector Norm in staff indicating that they are able to maintain work/ life balance. However, UN slightly exceeds the external norm in providing flexible solutions for managing work/ life balance.
- 43% of staff are experiencing unacceptable levels of job stress.

Work / Life Balance

% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Work / Life Balance		65% (-5)
I am able to maintain a healthy balance between my work and personal life.		75% (-12)
My Department, Office or Mission provides flexible solutions for managing work and personal life.		58% (1)
The amount of stress I experience on my job is acceptable.		62% (-5)

BRAND EXCELLENCE

- Gartner research finds that organisations that exemplify Brand Excellence, do five key things to ensure the entire organisation delivers a seamless and differentiated experience: inspire, connect, focus, structure and skill-build.
- Staff are critical of UN' ability to structure itself as a networked organisation that is nimble and works cross-functionally. Staff are much more favorable in assessing teamwork between immediate colleagues.
- By connecting staff's work to organisation goals, UN helps to "connect" people by linking organisation strategy and branding, and aligning the whole organisation around it.

Brand Excellence

% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Brand Excellence	59% Favorable, 22% Neutral, 19% Unfavorable	62% (-3)
The people I work with collaborate to get the job done.	80% Favorable, 12% Neutral, 8% Unfavorable	75% (5)
I can see a clear link between my work and the UN Secretariat's goals and objectives.	74% Favorable, 16% Neutral, 10% Unfavorable	60% (14)
I can make decisions that enable me to do my job effectively.	68% Favorable, 18% Neutral, 14% Unfavorable	66% (2)
The people I work with share information and ideas that they think will help others succeed.	64% Favorable, 20% Neutral, 16% Unfavorable	69% (-5)
Senior leadership's actions in my Department, Office or Mission show that they trust staff.	51% Favorable, 24% Neutral, 25% Unfavorable	52% (-1)
The views of UN staff members are valued by the senior leadership.	46% Favorable, 29% Neutral, 24% Unfavorable	56% (-10)
Cross functional teamwork is common in the UN Secretariat.	43% Favorable, 30% Neutral, 27% Unfavorable	61% (-18)
I see effective cooperation across different departments and groups.	42% Favorable, 28% Neutral, 30% Unfavorable	59% (-17)

BUSINESS TRANSFORMATION

- *Gartner research finds that to achieve successful Business Transformation, organisations need to, create a sense of urgency, and address fears of disruption; to address fears, organisations must be open to new ideas, and trust staff.*
- Staff, however, are critical of UN' openness to new ideas, and expressing trust in staff..
- Staff express more favorable opinions in assessing teams sharing of new ideas; UN scores significantly higher than the Public Sector Norm.

Business Transformation

% Favorable: UN 2017; and Public Sector Norm

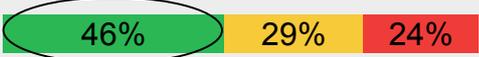
Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Business Transformation		NA
The people I work with keep an open mind when others are presenting ideas.		61% (7)
Good ideas are adopted in my team regardless of who suggests them or where they come from.		NA
Senior leadership's actions in my Department, Office or Mission show that they trust staff.		52% (-1)
In the UN Secretariat, we are open to new ideas.		49% (0)

EMPOWERMENT

- Less than half of staff perceive senior leadership as valuing their contributions.
- Staff assess their ability to make decisions to improve efficacy more favorably than their satisfaction towards their involvement in change.

Empowerment

% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Empowerment		61% (-3)
I can make decisions that enable me to do my job effectively.		66% (2)
I am satisfied with my role in the decisions that affect my work.		61% (0)
The views of UN staff members are valued by the senior leadership.		56% (-10)

INNOVATION

Enabling staff to build strong networks for learning and sharing – cross-functional collaboration – and openness to new ideas are the weakest Innovation measures for UN.

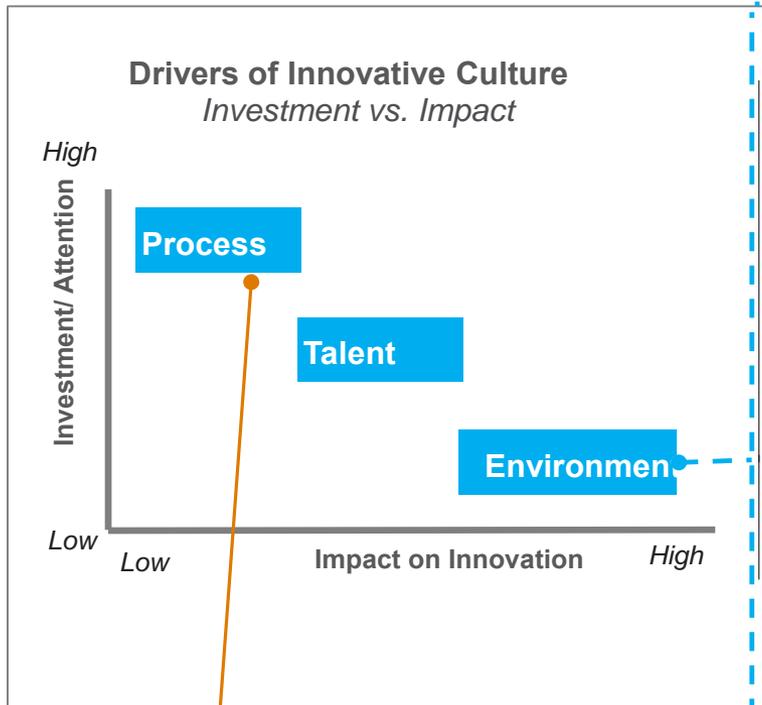
Innovation

% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Innovation	57% Favorable, 23% Neutral, 20% Unfavorable	60% (-3)
The people I work with collaborate to get the job done.	80% Favorable, 12% Neutral, 8% Unfavorable	75% (5)
I feel comfortable asking for help when I am having difficulty with my work.	78% Favorable, 12% Neutral, 9% Unfavorable	77% (1)
The people in my team stay informed about issues affecting our work.	68% Favorable, 18% Neutral, 14% Unfavorable	59% (9)
The people I work with keep an open mind when others are presenting ideas.	68% Favorable, 19% Neutral, 13% Unfavorable	61% (7)
Good ideas are adopted in my team regardless of who suggests them or where they come from.	62% Favorable, 20% Neutral, 18% Unfavorable	NA
In my Department, Office or Mission, we use mistakes as an opportunity to learn and improve.	56% Favorable, 23% Neutral, 21% Unfavorable	63% (-7)
In my Department, Office or Mission, we regularly try new ideas in order to improve our services, processes or programmes.	52% Favorable, 26% Neutral, 22% Unfavorable	48% (4)
In the UN Secretariat, we are open to new ideas.	49% Favorable, 29% Neutral, 22% Unfavorable	49% (0)
Cross functional teamwork is common in the UN Secretariat.	43% Favorable, 30% Neutral, 27% Unfavorable	61% (-18)
I see effective cooperation across different departments and groups.	42% Favorable, 28% Neutral, 30% Unfavorable	59% (-17)
Staff are comfortable challenging the status quo in the UN Secretariat.	30% Favorable, 33% Neutral, 37% Unfavorable	46% (-16)

FOUR IMPERATIVES FOR BUILDING A CULTURE OF INNOVATION

Truly innovative companies focus on the broad organisational capabilities that drive innovation



organisations often focus more on less-significant process-related drivers, and hence struggle to create a culture of innovation.

Imperative 1
Drive a Culture that Encourages Openness to New Ideas and Risk

- Tolerance for risk
- Challenging assumptions
- Openness to new ideas

Imperative 2
Enable staff to Build a Stronger Network to Share and Learn

- Collaboration
- Cross-Functional Connectedness

Imperative 3
Encourage staffs to Obtain a Clear Understanding of Client Needs

- Client Insight
- Active Listening / External Sensing

Imperative 4
Foster an Environment of Learning and Improvement

- Orientation towards Learning
- Orientation towards Improvement

GROWTH & DEVELOPMENT

- Staff express poor confidence in their career opportunities at UN, and are critical of their skill development and performance feedback.
- However, in comparison to the Public Sector Norm, UN significantly exceeds the norm on Growth & Development measures.

Growth & Development

% Favorable: UN 2017; and Public Sector Norm

Item or Category	UN 2017 (n = 14,622)	Public Sector Norm
Growth & Development		49% (5)
I am given opportunities to improve my skills.		57% (2)
I receive ongoing feedback that helps me improve my performance.		51% (6)
If I consistently perform well, I will have a successful career in the UN Secretariat.		40% (5)

UN' SURVEY PROGRAM OBJECTIVES

Build sustainable high-level staff engagement across the organisation by:

- **Measuring and monitoring staff engagement.**

- Survey design and framework that has been rigorously tested to ensure a comprehensive mechanism for measuring Engagement and the drivers of Engagement.
- Key driver analysis to identify the most critical drivers of Engagement at UN.

- **Providing UN staff with a mechanism to proactively participate in shaping their working environment.**

- Survey instrument that provides staff the opportunity to provide feedback across a range of topics and to input free-text comments.

- **Increasing understanding among managers and staff on how UN can better engages its people.**
- **Guiding focused management action – corporately and locally**

- Results cascaded through-out the organisation.
- Provide manager resources to help close capability gaps.
- Expectations for action planning and on-going monitoring of progress.