Global Green Growth Institute

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Progress Update by the Staff Council

The GGGI Staff Council consist of nine staff members elected to represent staff interests. Following the Staff Council elections of October 2016, Management has significantly stepped up its engagement with the Staff Council, giving us space to grow our presence and activities. This year, for the first time, Staff Council has been given the opportunity by Management to share its views directly with the Member States.

This note is provided to share staff views on recent developments with regard to measures to promote staff well-being, as well as areas that we still need to work on together with Management. We aim to provide the Assembly and the Council with a perspective of GGGI reforms from a staff perspective, as representatives of staff. We aim for this to become a regular update for future GGGI Assembly and Council meetings.

What are the Staff Council and the Staff Association?

The Staff Association comprises all staff members of GGGI, with the exception of the Director General, Deputy Director Generals and Assistant Director Generals. The stated goal of the Staff Association, in its constitution, is to "(i) promote and safeguard the rights, interests and welfare of its members; (ii) to foster a sense of common purpose among members in promoting the aims and objectives of the GGGI; and (ii) to provide the views of the staff on issues affecting staff welfare and conditions of work, and seek resolution of issues arising therefrom".

The Staff Council "shall be the executive body of the Association and shall seek to achieve a coordinated and cooperative position". This means the Staff Council is, essentially, a communication and facilitation body. Our mission statement states that we aim "to serve the interests and needs of GGGI staff, ensure favorable working conditions and a sense of common purpose as staff strives to achieve to the organization's mission and goals. Toward this effort, the Staff Council promotes understanding and cooperation by facilitating communication between Staff and Management, and by serving as an advocate for staff wellbeing." We aim to not only represent the interests of staff, but of the broader GGGI family, including consultants, secondees, interns and volunteers. Staff Council does not

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represent individual staff in individual cases, but works to identify structural, organizational issues which are of relevance for all staff.
The Staff Council currently consists of nine members, elected by the Staff Association. Quotas for representation of headquarters and country offices, and for national and international staff are in place to ensure broad and equitable representation.

Staff Council receives suggestions and requests from staff members through dedicated sessions at GGGI events, through one-on-one meetings with staff, all-staff calls, e-mail and via GGGI's internal IT platforms and a social networking service. Staff Council also takes into consideration results and trends of the annual staff engagement survey.

Which progress do we see?

Over the past two years, the Staff Council has engaged closely and regularly with the Human Resources Unit (HR) and Management on a wide range of issues. Staff Council itself has no distinct decision-making power on staff employment issues. It engages with HR and Management by drawing attention to issues of concern to staff and providing suggestions for improvement. Management has shown a strong willingness to engage with us, and this dialogue has led to a number of significant reforms. Without providing a complete overview, these are some of the more important areas of progress we see:

- The revised Staff Rules and Regulations of GGGI, which were re-written in 2017 in close dialogue between Management, HR and a Staff Council-led working group. The new staff regulations were adopted by GGGI Assembly and Council in October 2017, and the revised staff rules were approved by the DG in January 2018. This has led, among other things, to improved provisions for learning and development; more clarity on compensation and benefits for expat employees, international and national staff members; improved provisions for paternity, maternity and surrogacy leave; and an increase in compensatory leave.

- Discussions on the rules and regulations subsequently led to the creation of a FlexiWorkLife Program early in 2018, including provisions for telecommuting and virtual work; staggered working hours; and compressed working weeks.

- A number of brainstorming sessions with HR, Legal Unit and GGGI's "Culture Change" group throughout 2017 on conflict and harassment prevention led to the hiring of an ombudsperson (consultant), as well as the introduction of a first cohort of nine "Respectful Workplace Advisors". These advisors will provide informal, confidential, trustworthy and early assistance to staff who may have workplace concerns, such as interpersonal tension, unfair treatment, harassment. The Respectful Workplace Advisors will also guide such staff through existing internal mechanisms. The introduction of these advisors lowers the threshold for communication around sensitive issues and offers a means to address concerns early on, preventing possible escalation and conflict. HR is now preparing a "respectful workplace policy", with the aim of having it adopted by the end of the year further to internal consultations.

- Upon request of the Staff Council, HR prepared a thorough gender pay gap analysis, a first for GGGI. This exercise provided insights in gender pay and representation in the organization. Overall, the analysis revealed that men earn on average 30% more than women. However, the exercise showed that the gap is not due to men and women

receiving different pay for the same jobs. The gap is due to the overrepresentation of women in junior positions and underrepresentation of women in senior positions. Within specific grades, a gender pay gap is not evident. Following the assessment, the DG, HR and Staff Council have agreed to do further work on measures to address this gender imbalance through recruitment and staff development.

- A new Position Evaluation Committee was established in March 2018 to ensure transparency of grade evaluation of job descriptions. The role of the committee is to deliberate on recommendations made by division heads regarding grading and make a recommendation to the Director-General. Staff Council is represented in this Committee. HR serves as the Secretariat to ensure consistency of jobs at the organizational level.

More generally, a regular dialogue takes place between Staff Council and HR (through monthly meetings) and the DG (3 or 4 times per year) on a wide range of issues – ranging from tax reimbursement to evacuation procedures to office space renovations. This has allowed the Staff Council to provide regular feedback on how to optimize staff well-being. Management and Staff Council do not always share the same views, but considering the progress illustrated above, it can be said that an active and effective dialogue mechanism is operational.

Priorities ahead

Looking ahead, there are a number of issues on which the Staff Council is keen to continue working together with HR and Management. This list of priorities will be further informed by the upcoming staff engagement survey, and new issues put forward by staff members. Some of the key issues we aim to focus on in 2019 include (but are not limited to):

- Ensuring staff and family well-being and support through staff rotation and redeployment;
- Improving female representation in senior positions;
- Exploring measures to promote workplace diversity;
- Ensuring human resource planning and fair contractual arrangements are in place, and are practiced, as the organization increasingly shifts from core to earmarked funding; and
- Continuing to provide an effective and representative voice for all staff, including through innovative communication and social media platforms.

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