



Global Green Growth Institute

10th Assembly and 14th Council Joint Session

October 11-22, 2021 | E-Consultations

October 28, 2021 | Hybrid Meeting

E-Consultations Item #7

Update from the Staff Council

PURPOSE/ACTION REQUIRED

Members of the Assembly and/or Council will be invited to:

<input checked="" type="checkbox"/> Take note of the update from the GGGI Staff Council
<input type="checkbox"/> Approve _____

<input checked="" type="checkbox"/> Provide feedback on the update from the Staff Council
<input type="checkbox"/> Other (please specify) _____

CONTEXT/BACKGROUND

<p>The GGGI Staff Council is a group of nine staff members who have volunteered and been elected by staff to serve as staff representatives for 1-year terms. The objectives of the Staff Council, according to its constitution, are to (a) promote and safeguard the rights, interests and welfare of its members, (b) foster a sense of common purpose among members in promoting the aims and objectives of the GGGI, and (c) to provide the views of the staff on issues affecting staff welfare and conditions of work and seek resolution of issues arising therefrom.</p>

SUMMARY

<p>This update provides a summary of the Staff Council’s key activities in 2021, including work on the Staff Engagement Survey Feedback Action Plans, Learning & Development, Performance Management and Career Development, and Staff Well-Being.</p>
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Update from the Staff Council

About Staff Council

1. The GGGI Staff Council is a group of nine (9) staff members who have volunteered and been elected by staff to serve as staff representatives for 1-year terms. The aims of the Staff Council, according to its constitution, are to:
 - a) to promote and safeguard the rights, interests and welfare of its members;
 - b) to foster a sense of common purpose among members in promoting the aims and objectives of the GGGI;
 - c) to provide the views of the staff on issues affecting staff welfare and conditions of work and seek resolution of issues arising therefrom.
2. The current members of Staff Council for 2021 are listed at the end of this paper, and is currently well balanced in terms of gender, location (HQ vs country, and also by geographic regions) and position type (international vs national staff).
3. Staff may raise issues at any time to Staff Council via a dedicated email address or by contacting one of its members directly. There are also periodic situations where Staff Council will reach out to all staff to seek views on specific matters when needed. Staff views are treated confidentially and anonymized when conveyed to Management. This ensures staff are able to express their views safely and candidly without fear of reprisals.
4. Staff Council aims to engage constructively, not in an adversarial manner with Management. This means balancing efforts to represent and advocate staff views actively and faithfully, with respect for the prerogative of Management to make final decisions. Staff Council generally does not serve as advocates for staff in specific individual disputes or conflicts; but does try to identify structural deficiencies in organizational policies/practices causing such conflicts and take steps to address these.

Key activities in 2021

5. Staff Council has had another active year in 2021. Members have so far met 4 times during the year on various issues, and also several times with Management on various matters related to the Staff Council Workplan. A brief summary of key workplan activities during the year is described below.

Communication – Staff Engagement Survey Feedback Action Plans

6. GGGI undertook its annual Staff Engagement Survey in February 2020. Engagement continues to improve, albeit at a lowering rate. Staff Council chose to analyze the free text comments made on the survey by staff that may have potentially been missed in the scored questions. A number of key points came out of the analysis which were built into the Staff Council Workplan and presented to management. One point was raised on action related to

the survey; staff felt that although feedback was given in the survey subsequent actions were not taken. It was thus agreed that following the finalization of division action plans, Staff Council would review progress on a quarterly basis, ensuring communication of the review with all staff and management. This has been completed in July and expected in September/October.

Learning & Development

7. An issue raised by number over a number of years, Staff Council were particularly encouraged to see management set aside \$200k in a dedicated fund for Learning & Development. Staff Council was invited by HR to work with them to structure a framework for staff to access this funding. A framework has been developed that allows staff to apply for funding for any manager approved learning & development courses, subject to certain criteria. The program was rolled out in July and it is hoped the first funds can be disbursed September/October. This method will be tried for 2021 and feedback then taken to renew the fund or revise the structure. Training for managers was also highlighted within the Staff Engagement Survey; a more centralized approach was agreed with HR for this area of training.

Performance Management / Career Development

8. In 2020 a workstream within the Staff Council focused on the implementation of Performance Improvement Plans when staff are not performing as expected. This year the Performance Management workplan stream looked at the other end of the spectrum – how can GGGI offer career development and prospects to staff. Some of this area overlapped with the Learning and Development stream, especially on the management training; with the rest looking at development of a People Strategy. A people management strategy – cross referencing the goals of the organization with the human skill sets and resources available within it, will be completed by the new head of Human Resources. To this end, and from a wider point of view management invited the SC Chair to join the interview panel for the new Head of HR. After an initial shortlisting, interviews were held on 27th May 2021. Staff Council is pleased to fully support the appointment of Zarinah Davies.

Wellbeing

9. The enormous upheaval and change caused by the COVID 19 pandemic, mental health and wellbeing has increasingly come up as an issue staff would like management to focus on. Staff Council completed a short introduction to the concept of wellbeing in GGGI, thinking of policies and resources that could address issues in a practical manner and how awareness raising and knowledge sharing may benefit staff and managers going forward. This was presented to the SMT on 7th July and it is hoped some of the initiatives can be incorporated into management action plans. Management appreciated the presentation and proposed immediate reflection of the recommendations in the People Strategy and Work & Life Blend Manual as well as the Country Operations Manuals going forward.

Pending Matters

10. A salary benchmarking exercise for international salaries is currently being undertaken, the results have yet to be shared with Staff Council. OED Management invited the Staff Council Chair to join the procurement assessment panel for the appointment of the external consultants. Through this process Birches was selected. It is expected that the results of this survey could result in Staff Rule changes. If this is the case, Staff Council will play the role of intermediary between staff and management to represent a collective voice of the staff.

Conclusion

11. In 2020 Staff Council was invited to join to two committees within GGGI; the +iGrow committee – looking at processes and systems issues in the 2020 Workplan and the Crisis Committee covering issues related to COVID 19. We are particularly pleased to see that these committees have continued through 2021 and Staff Council now appoint two members to attend all meetings as this allows a faster track to highlight and solve particular issues raised by staff. In addition, we appreciate the continued opportunity for Staff Council (for the 3rd consecutive year) to provide this update to the GGGI Council & Assembly, reflecting a view of the organization from the staff perspective.
12. Annual elections for new Staff Council members are scheduled to be held soon (November-December 2021), and we look forward working closely and productively with Management in 2022 for the benefit of staff and GGGI’s mission.
13. We welcome any questions or feedback regarding this paper from Members of the Council and Assembly as part of the e-consultations.

GGGI Staff Council 2020

Fenella Aouane, Deputy Director – Head Carbon Pricing Unit, Seoul HQ (Chair)
Nathalie Andre – Specialist Sanitation, Seoul HQ (Vice Chair)
Arrabothu Dheeraj – Senior Green Building Officer, Rwanda (Secretary)
Oyuna Amartuvshin, Senior Country Program Associate, Seoul HQ (Member)
Hanh Le – Country Representative Vietnam (Member) (resigned May 2021)
Pablo Pena – Officer Public policy, Peru (Member)
Tsolmon Namkhainyam – Officer Energy Program Mongolia (Member)
Josephe Innack – Assistant, M&E and Reporting, Senegal (Member)
Laura Catalina Garcia Rodriguez – Environmental Economist Associate, Colombia (Member)
Vanessa Umuhorakeye – Senior Associate Administration, Rwanda (Member) (from May 2021)

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