



Global Green Growth Institute

Eleventh Session of the Assembly &
 Fifteenth Session of the Council
 October 10-21, 2022 | E-Consultations
 October 27, 2022 | Meeting
 E-Consultations Item #6

Update from GGGI Staff Council

PURPOSE/ACTION REQUIRED

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

<input checked="" type="checkbox"/> Take note of Staff Council Update Report prepared for Members
<input type="checkbox"/> Approve _____

<input type="checkbox"/> Provide feedback on Staff Council Progress Update
<input type="checkbox"/> Other (please specify) _____

CONTEXT/BACKGROUND

Staff Council, as representatives of GGGI staff, is invited by Management to provide an update to Members on its priorities and progress related to issues and concerns of staff well-being.

SUMMARY

Staff council has a productive working relationship with Management and welcomes their commitment to effectively involve Staff Council on issues related to staff engagement and well-being. Staff Council engages with staff through the annual Staff Engagement Survey, through GGGI’s communication platforms and email and special all-staff sessions and consultations and meets with Management at least 3-4 times a year. Key priorities for Staff Council in dialogue with Management includes:

1. *Implementation of recommendations from the Birches Group Total Remuneration Benchmarking Exercise for international and HQ based national staff:* Staff Council addressed the MPSC in 2021 and now urges Members of MPSC to move recommendations to Council for approval.
2. *National Staff Salary Benchmarking Exercise:* Staff Council has urged management to ensure no delay so that national staff process does not fall behind process of international and HQ based national staff.
3. *Workplace harassment/bullying:* based on Engagement Survey results, Staff Council welcomes Management efforts to make the issue a corporate priority and supports initiatives of Human Resources and Divisions to address this.
4. *Feedback and recognition:* Staff council supports efforts to improve performance review processes, and monitors issues linked to staff mobility, particularly for national staff.
5. *Gender and Diversity:* Staff Council is concerned about the overrepresentation of male staff in grades X8 and above and of female staff in lower grades. Staff Council is involved in the People Strategy development and the Gender and Social Inclusion Action Plan 2023-24 development in Q4.
6. *Work-life balance:* Staff Council is in dialogue with Management on measures to improve work-life balance, including visibility of staff support programs and flexible work arrangements. Staff Council is consulted on upcoming changes to the Staff Rules.
7. *Implementation of Engagement Survey Action Plans:* Staff Council advises and monitors on the implementation of corporate and division level Action Plans to address issues raised from the Engagement Survey and reports the status of their implementation to Staff.

Progress Update by the Staff Council

1. The GGGI Staff Council consists of nine staff members elected to represent staff interests. Staff Council elections were last held early 2022 and the new members were appointed effective on March 1, 2022. The Staff Council has had very significant and active engagement with the Management Team during 2022, who have welcomed and encouraged Staff Council contributions where possible. Staff Council has been given the opportunity by Management again this year to share its views, as representatives of staff, directly with the Member States at the Assembly and Council meeting. This note is provided to share staff views on recent developments related to measures to promote staff well-being, as well as the priority areas of Staff Council ahead.

What are the Staff Council and the Staff Association?

2. 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”.
3. 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 advocating for staff interests and welfare. 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 represent individual staff in individual cases, but works to identify and represent broader staff interests and concerns.
4. The Staff Council consists of nine members, elected by the Staff Association. Quotas for representation of headquarters and country offices, for women and men, and for national and international staff are in place to promote broad and equitable representation. Unfortunately, the 2022 Staff Council as elected is not sufficiently gender balanced due to a lack of male staff willing to stand for election, something that will be actively addressed during the upcoming elections for 2023.
5. Staff Council receives its priorities, suggestions and requests from staff members through dedicated sessions at GGGI events, primarily the All-Staff Meetings (spring & fall), through one-on-one meetings with staff, all-staff calls, e-mail and via GGGI’s internal IT platforms, social networking service and the GGGI Staff Engagement Survey.

Priority Areas for Staff Council in 2022

6. Since taking office earlier in 2022, the Staff Council has engaged closely and regularly with the Management and other relevant teams on a wide range of issues related to staff well-being. While Staff Council itself has no distinct decision-making power on staff (employment) issues, it engages with Management by drawing attention to issues of concern to staff and providing suggestions for improvement.
7. Management has shown strong commitment to engage with the Staff Council on issues brought forward, and this dialogue has led to positive outcomes. Without providing a complete overview, these are some of the more important areas of attention and progress over the past year:

Staff concerns about inflation, raising living costs, and salary reviews of National and international staff

8. GGGI Staff Association shares the growing concern seen globally amid rising inflation and living costs, while salaries increasing at a lower than inflation rate. Staff Council is in dialogue with MT about the recommendation of the Birches Group Total Remuneration Exercise commissioned in 2021. In 2021, Staff Council was invited to give feedback on the Birches Group report and subsequent Management feedback. Staff Council inputs were provided to the MPSC for their review with the report in December 2021. Following the MPSC meetings in April and July 2022, Staff Council is concerned about the pending recommendation from MPSC for Council to move forward with the Birches Group recommendations. The issue has been discussed during the Fall 2022 All-staff meeting in a Q&A session with HQ hosted by the Staff Council. Staff Council has recommended strongly that MT with all members of the MPSC conclude remaining issues and concerns, and subsequently, for Members through the Council to approve taking recommendations forward.
9. Staff Council has also urged management to move forward the National Staff Salary Benchmarking Exercise without delay to ensure - in the spirit of “One-GGGI” - that the national staff adjustment process does not fall behind that of international and HQ based national staff. Staff Council is of the understanding that recommendations from the Birches Group on the exercise for national staff will be presented to Management in late October 2022, and has requested Management to take most efficient steps with the MPSC to reach implementation stage of its recommendations.

Harassment, bullying and respectful workplace

10. The 2021 Staff Engagement Survey results showed that 15% of staff have “experienced harassment and/or bullying in the past 12 months”. This is considered an unacceptably high percentage, and Staff Council welcomes and supports Management’s effort to make this a corporate level priority in 2022. Staff Council has engaged in a number of discussions with Head of HR on the issue, and welcomes the revival of the Respectful Workplace Advisors, the engagement of the Ombudsperson in discussions during Fall All-Staff meeting to define “respectful workplace”, values and behaviors. Staff Council is involved in the planning of scheduled organizational wide Diversity, Equality, and Inclusion (DEI) trainings, Training for Leadership on Feedback, and welcomes individual coaching of Managers. Staff Council has

recommended that the building of respectful environment and productive team building are formalized as a part of manager and staff performance reviews, which in turns should reward wanted and sanction undesired attitudes and behaviors. The latter point links also partly to a consistent negative perception expressed by the staff body through Staff Engagement Surveys that poor performance is not consistently addressed. Staff Council will continue to monitor this issue and provide inputs into efforts to address harassment/bullying and improve respectful behavior in the workplace.

Feedback and Recognition

11. An issue raised consistently through Staff Engagement Surveys and through direct communication with Staff Council are issues linked to the perceived transparency and fairness of staff recognition and feedback. As mentioned, Staff Council is engaged in the planning of training of managers to provide constructive feedback, and has recommended to HR more accessible ways for staff to provide 360 feedback to their supervisors.
12. Staff Council supports Human Resources in the development of GGGI's People Strategy. Staff Council has engaged with Management and Human Resources in particular to raise awareness of perceived and experienced glass ceilings, particularly linked to career mobility of national staff, where staff council has recommended to make avenues for career advancement, e.g. Special Assignments, more accessible and known to staff.

Gender and Diversity

13. Staff Council welcomes the Human Resources data dashboard which includes gender disaggregated data. Staff Council is concerned about the gender imbalance seen across grade levels in GGGI with male staff being overrepresented in X8 grade and above, while female staff are overrepresented in lower grades. Staff Council will provide inputs to Human Resource's contributions to the GGGI Gender and Social Inclusion Action Plan 2023-2024, which will be developed in Q4. Staff Council welcomes the gender and diversity disaggregation of Staff Engagement Results and has found through analysis that the main lines appear between country offices and HQ, and between male and female staff at HQ and will continue through the Staff Engagement Action Plan and People Strategy to seek recommendations for how to address these differences. Staff Council welcomes ongoing efforts to create safe space for staff sharing of experiences, e.g. Women in the Workplace events at 2022 Spring all-Staff meeting and within GGPI.

Work-Life Balance and Workload

14. Building on last year's Staff Council efforts to raise awareness with MT about staff perceptions of work-life balance, Staff Council has lobbied Management and Human Resources to bring increased visibility to available Staff Welfare programs in GGGI Staff Rules and encourage managers and supervisors to build an institutional culture that favors staff welfare. This includes visibility to the available Employee Assistance Program and other benefits also through national and international insurances for both physical and mental health support. Staff Council has also lobbied MT to finalize the rules relevant to Flexible Work Arrangements, and Management is committed to engage the Staff Council in upcoming revisions of Staff Rules. In addition, Staff Council organized several sessions at the most recent all-staff meeting. This included the standard Staff Council update session, as well as a Q&A session with the MT on

staff current concerns about staff wellbeing, and staff wellness break that included demonstration of techniques for managing workplace stress.

Staff Engagement Survey 2021

15. The Staff Council has provided significant input on the prepared Action Plans developed from the Staff Engagement Survey and actively pursue update on its implementation. Staff Council also advocates for greater visibility of results and supports communication on the Action Plan implementation overall.
16. More generally, a regular dialogue takes place between Staff Council and the Management Team (3 or 4 times per year) on a wide range of issues. This has allowed the Staff Council to provide regular feedback on how to optimize staff well-being. Staff Council welcomes the openness and commitment of Management to consult and engage with Staff Council, and we experience the dialogue to be sincere and productive although opinions may differ.
17. The Staff Council welcomes the inclusion of one of its members in the working group established by Human Resources on the drafting of GGGI's People Strategy. The People Strategy is an important document for GGGI Staff. Staff Council looks forward to further contribute to reviewing the People Strategy drafts in the near future.

Priorities Ahead

18. Looking ahead, there are a number of issues on which the Staff Council sees as priorities in working together with Management. These predominantly reflect consultations held with Staff at all-staff meetings, and through other forms of communication. Some of the key issues the Staff Council aims to focus on in the rest of 2022 and 2023 include (but are not limited to):
 - To ensure greater visibility of the results and issues identified in the *Staff Engagement Survey* and ensuring these are taken seriously and acted on by relevant managers, including by monitoring the implementation of divisional engagement survey action plans.
 - Follow up on processes of national and international salary benchmarking and implementation of recommendations.
 - Monitor and engage on all staff capacity building opportunities and career mobility.
 - Increase awareness of available resources to improve life-work balance for staff and welfare for families
 - Support the further enhancement of *reward and recognition processes and mechanisms* in GGGI that have been evaluated in both the Engagement Survey as the Staff Council Priority Setting exercise as issues to be addressed.
 - Support the development and introduction of *effective feedback mechanism* to ensure not only downward feedback is facilitated but upwards feedback is also facilitated.
 - Support the further improvement of the *onboarding* processes in GGGI to enhance the effectiveness and the wellbeing of newcomers.
 - Improving *female representation* in mid to senior positions (X8 and above);
 - Continuing to provide an effective and representative voice for all staff.

Ingvild Solvang, Dep.Dir, Head of Climate Action and Inclusive Development (Chair)
Romain Brillie, Head of Strategy (Vice-Chair)
Catalina Garcia, Environmental Economist Associate, Colombia (Secretary)
Christophe Assicot, Deputy Country Representative, Lao PDR (Member)
Kristin Deason, Caribbean Representative, LAC (Member)
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