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The Global Fund

To Fight AIDS, Tuberculosis and Malaria

Report on the Staff Survey 2006 5th April 2006

*This report should be read in conjunction with the power point presentation
“TGF Staff Survey 2006 Presentation 30-03-06”*

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This document provides an outline of a presentation and is incomplete without the accompanying oral commentary and discussion.

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Objectives and Methodology

In March 2006, The Global Fund commissioned Monitor Group to design and conduct a survey of the Secretariat staff. The purpose of the survey was to understand the experience of staff in working for The Global Fund and thereby to continue improving the working environment for staff. In order to analyze trends over time, we designed the 2006 survey to be comparable to those conducted in 2003 and 2004.

We organized the survey in six sections:

- Section 1: Strategy and Direction
- Section 2: Collaboration and Interaction Within the Teams / Units
- Section 3: Collaboration and Interaction Across Units as an Organization
- Section 4: Learning and Development
- Section 5: Rewards and Working Environment
- Section 6: Overall Experience and Future Outlook

The survey had a total of 73 questions; there were 63 questions in Sections 1-5 as positively phrased closed statements to be ranked on 6 point scale from (1) “strongly disagree” to (6) “strongly agree”.

In addition, under Section 6, there were 4 future outlook questions on a 3 point scale and one summary question on overall experience at The Global Fund on a 5 point scale. We did not consider these questions in the overall average but reported them separately.

Under each section there was one open ended question inviting comments.¹ We edited comments as needed to protect confidentiality and provided a summary for each section. The full power point presentation, which should be read in conjunction with this report, conveys a balanced set of these comments.

We analyzed all closed questions with the following demographic cuts:

- Unit
- Job Profile
- Employment Status
- Gender
- Tenure
- Regional Origin

Survey Sample

We deployed the survey online to 203 employees of The Global Fund, in March 2006. Employee confidentiality was fully protected; the data has been reported in a way that does not enable individual respondents to be identified, no analysis was presented on sub-segments below 8 respondents and all data will remain on a server not accessible to Global Fund staff. In addition, text comments used in the full power point presentation were independently reviewed by a member of the Staff Council, after we had edited them, to ensure that no individual respondent could be identified.

¹ Comments were invited for Collaboration and Interaction overall, not individually for Section 2 and Section 3

The response rate was 71%.

Category	2003	2004	2006
Number of Respondents	86	99	144 ²
Response Rate	90%	78%	71%

Analysis by job profile, employee status, gender and regional origin showed that the survey sample is fully representative of Global Fund staff.⁵

Demographic Cut	Category	Survey Sample	TGF Staff
Job Profile	G2 / G3 / G4	10%	11%
	G5 / G6	20%	19%
	P1/ P2	14%	15%
	P3	12%	13%
	P4	24%	22%
	P5	10%	10%
	P6 / D1/ D2 / ASG / USG	11%	10%
Employment Status	Fixed Term	60%	59%
	Short Term	40%	41%
Gender	Female	58%	58%
	Male	42%	42%
Regional Origin	Africa & the Middle East	21%	23%
	Asia and Pacific	10%	11%
	Eastern Europe	9%	5%
	Americas	21%	19%
	Western Europe	39%	41%

Overall Results

We included a summary question in the survey which compares the overall experience of working at The Global Fund to previous experience in other organizations. As in previous years, a majority of respondents rate the overall experience as “better” or “much better”, although this majority is declining slightly. The average indicates that the experience at The Global Fund is rated between the “same” and “better” than work at other organizations.⁴

In addition to the summary question, an analysis of 29 comparable questions from 2004 showed that 12 questions decrease significantly in rating while 3 questions improve significantly.⁵ This seems to indicate that although erosion with overall satisfaction is small, erosion in the underlying questions is larger. However, despite the slight downward trend from 2004 results, most respondents are optimistic about the future: about 60% expect improvements over the next year.⁶

The overall survey average for 6 point scale questions was 4.10. Our experience with corporations and other organizations suggests that an organization should consider itself as doing well when answers are in the 4.5-5.5 range, should investigate further when answers are in the 3.5-4.5 range, and should consider immediate remedial actions when answers fall below 3.5.

² An additional 27 staff partially completed the survey (results not considered)

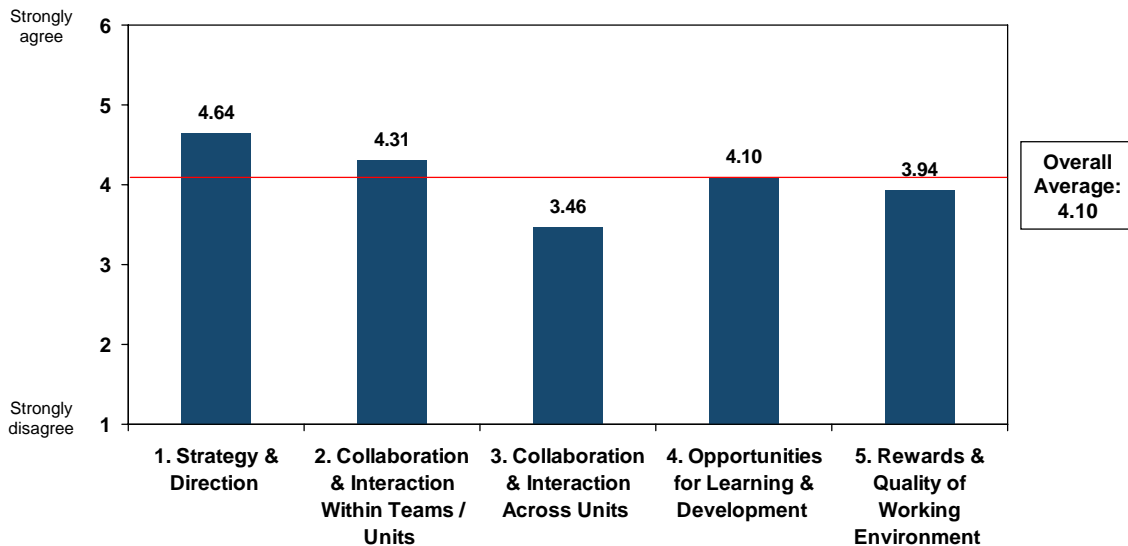
³ Data provided by TGF in document “Staff Lists Statistics” 23/03/06. See slides 4-8 of the main presentation

⁴ Number of staff responding “better” or “much better” decreased slightly from 59% in 2004, to 57% in 2006. Average for 2004 is 3.58, average for 2006 is 3.44. See answers to Q. 68 on slide 13 of the main presentation

⁵ Significant decrease defined as 0.25 points or more. See Back Up slides 36 & 37 of the main presentation

⁶ 61% responded “improve” across all sections. See answers to Q. 64-67 on slide 15 of the main presentation

Section averages varied as follows:



Key Themes

Five key themes can be identified in the survey. Specific questions where staff have particularly strong views (positive or negative) have been quoted *in italics*:⁷

a) Staff are generally positive about overarching strategy and sense of direction

Section 1 on Strategy and Direction has the highest overall average at 4.64. Questions relating to having a clear purpose, contributing and achieving impact rank amongst the highest in the survey overall. Staff believe that *as an organization we achieve results and have impact* and that *my unit has an important role to play in contributing to this impact*.⁸

Staff understand what is expected of them and how those goals link to the Fund's success. They *know what results I am expected to achieve and how my work contributes to achieving our objectives. They believe that my work makes a real difference*.⁹

Staff are also positive about the future; 75% expect Strategy and Direction to further improve during the next year.¹⁰ From comments received it appears that while there is clarity of the overall strategy, there may be room for improvement in terms filtering down the strategy throughout the organization and providing more day-to-day direction.

b) Staff are generally happy with their own work and their team

The ranking for Section 2 on Collaboration and Interaction Within the Teams / Units has the second highest average at 4.31. Staff generally view cooperation within their teams as effective and the contributions of individuals as important; *I am held accountable for achieving results*.

⁷ See Back Up slides 34 & 35 of the main presentation

⁸ See slide 18 of the main presentation

⁹ Ibid

¹⁰ See answers to Q. 64-67 on slide 15 of the main presentation

Results are also positive about direct supervisors as *my supervisor takes his/her managerial responsibilities seriously and gives me recognition for things I have done well.*¹¹

However, questions relating to work planning and processes, and distribution of workload score below the overall average. 65% of respondents expect improvements in this section during the next year.¹²

c) However, staff appear to be less satisfied with the ‘organizational fabric’; the connections between individuals / teams and the larger organization

Section 3 on Collaboration and Interaction Across Units as an Organization is well below average at 3.46. The level of trust within the wider organization appears to be an issue as *we work in a climate of trust (across units as an organization)* receives the lowest rating in all survey and has worsened significantly from 2004.¹³ In addition, many staff do not believe that *managers make improvements as needed once issues are brought to their attention* and that they conduct *performance management in a proactive and consistent way.*¹⁴

The level of cooperation across teams / units receives significantly poorer scores than those for collaboration within teams / units¹⁵. Processes, work methods and work planning across the organization are considered suboptimal; respondents assert that *work is not well coordinated and planned, nor distributed fairly* and that *processes and work methods do not allow us to do work more effectively*. There is also a perception that *conflicts are not dealt with in a constructive manner.*

From comments received it appears that boundary definitions between teams / units and clarity of roles and responsibilities are in need of improvement. Additionally, management ability is also highlighted as an area in need of improvement. 65% expect improvements in this section during the next year.¹⁶

d) Staff are also relatively unhappy about opportunities for long term development and work life balance

Section 4 on Learning and Development is exactly on the average for the survey at 4.10, and the subsection on “Variety in My Job” ranks highly as staff believe *my work is challenging and allows me to draw on different skills and capabilities.*¹⁷

However from the comments received it appears that while staff see developmental opportunities for themselves, they often do not have the time to focus or participate in them because of high workloads. Comments received in this section also question the quality of performance assessments and fairness of *promotion and advancement decisions.*¹⁸

¹¹ See slide 21 of the main presentation

¹² See answers to Q. 64-67 on slide 15 of the main presentation

¹³ Worsened by 1.1 points from 2004 to 2006. See slide 23 and 37 of the main representation

¹⁴ See slide 23 of the main presentation

¹⁵ Ratings 0.5 to 1.2 points below those for collaboration within teams / units. See answers to Q.14-25 and Q. 33-44 on slide 24 of the main presentation

¹⁶ See answers to Q. 64-67 on slide 15 of the main presentation

¹⁷ See slide 27 of the main presentation

¹⁸ Ibid

Nevertheless, staff are positive about the future as 60% expect improvements in this section during the next year.¹⁹

The perception of high workloads ties in with the findings of Section 5 on Rewards and Working Environment which ranks below overall average at 3.94. In particular on the “Work-Life Balance” sub section it appears that *my work life balance has not improved in the last 6 months* and since the 2004 survey and that *the level of stress is generally not acceptable compared to my previous work in other organizations*.

This is also the section where only 44% of staff expect an improvement during the next year.²⁰

e) Results are generally uniform with minor differences by demographic cut

It appears that gender and employment status do not make a significant difference in reported staff experience. Tenure of staff only makes a marginal difference, specifically on the area of work-life balance where staff with longest tenure at The Global Fund present the lowest ratings.

Perceptions of P3 and to a lesser extent P4 segments are lowest when it comes to collaboration and interaction. The Operations Unit also exhibited consistently lower ratings in the area of collaboration and interaction and in the rewards and working environment section. Those identifying the Americas as regional original have lower ratings in many sections.²¹

It could be worthwhile to investigate these differences further, but overall results were very much consistent across the demographic cuts.

Conclusion

The staff survey has identified important areas of satisfaction of the staff on which The Global Fund can continue to build. At the same time we believe that staff have identified some important areas for improvement. While staff are highly motivated by the mission and overall potential of the organization, and enjoy working within their teams, they also feel there is room for improvement in terms of trust, communication, coordination and management between units as well as the workload and stress levels. Although all results should be put in the context of the rapid growth of the Fund, we suggest that active steps are taken to further understand these main areas of potential improvement by engaging staff in further dialogue, so that action can be taken. We believe that this survey has been a very important step in achieving continuous improvement of The Global Fund as an inspiring as well as pleasant and personally rewarding place to work.

¹⁹ See answers to Q. 64-67 on slide 15 of the main presentation

²⁰ Ibid

²¹ See slides 18, 21, 23, 27 and 30 of the main presentation