



Investing in our future

The Global Fund

To Fight AIDS, Tuberculosis and Malaria

Staff Survey 2006

30th March 2006

MONITOR GROUP

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

Contents

- Introduction
 - Overview of Objectives and Sample
 - Demographic Analysis
 - Overview of Methodology

- Findings
 - Summary of Overall Results
 - Summary of Results by Section

- Back Up
 - Top 10 and Bottom 10 Questions
 - Comparison with 2004 / 2003 Survey Results

Introduction

Overview of Objectives and Sample

Objectives

- To obtain input from staff on their experience working in the Secretariat in order to continue improving the working environment
- Maintain comparison (insofar as possible) with 2004 and 2003 surveys to identify trends

Sample

- Deployed online to 203 employees of The Global Fund, in March 2006
 - 144 fully completed entries – 71% response rate
 - 27 partially completed (not incorporated in results)
 - 32 did not access the survey
- Compares with 78% response rate in 2004

Introduction

Demographic Breakdown by Team / Unit (1/2)

Unit	Team	Number of Respondents per Team	Number Respondents per Unit	% Response Rate for Unit
Office of Exec. and Deputy Exec. Director	Office of Executive and Deputy Executive Director	11	11	100%
Business Services Unit	Information Systems	6	30	60%
	Administration including CAO Office	6		
	Finance	4		
	Human Resources	7		
	Contracts	4		
	Legal	3		
Operations Unit	COO Office	5	62	69%
	PSP Office, LFA , Phase II and Proposal / TRP & Fin.Support	7		
	PSP, Procurement and Supply Policy and Management	6		
	Operational Partnerships and Country Support	6		
	Portfolio Management, Eastern Europe and Central Asia	5		
	Portfolio Management, South Asia	1		
	Portfolio Management, Latin America and the Caribbean	5		
	Portfolio Management, East Asia and the Pacific	8		
	Portfolio Management, Southern Africa	4		
	Portfolio Management, East Africa and Indian Ocean	3		
	Portfolio Management, West and Central Africa	6		
	Portfolio Management, Middle East and North Africa	6		

* Finance is a separate unit but for analysis purposes is being included in Business Services

Introduction

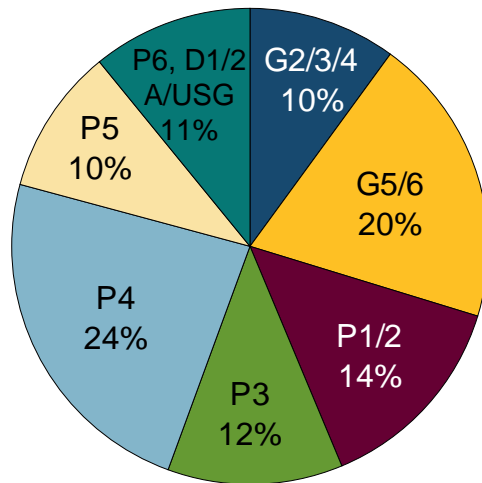
Demographic Breakdown by Team / Unit (2/2)

Unit	Team	Number of Respondents per Team	Number Respondents per Unit	% Response Rate for Unit
Strategic Information and Evaluation Unit	SIE Director's Office and M&E Support	5	16	76%
	Strategic Information	6		
	Performance Strategy and Evaluation	5		
External Relations Unit	External Relations Director's Office and Private Sector Partnerships	5	25	81%
	Board and Donors	6		
	Global Partnerships	5		
	Communications	9		

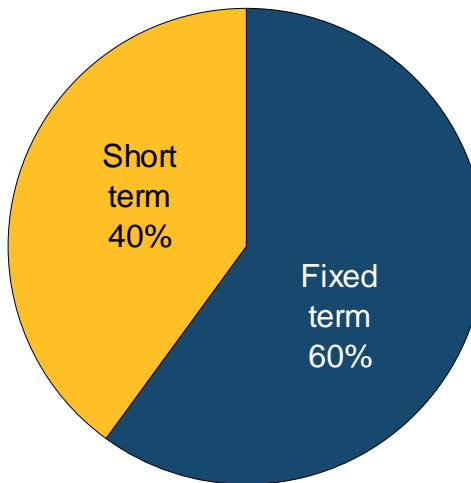
Introduction

Demographic Breakdown by Profile (1/2)

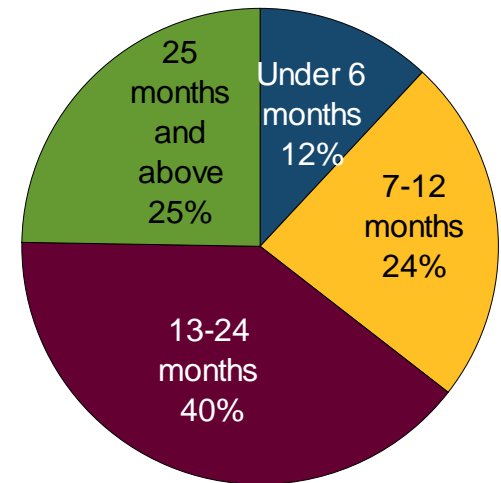
Breakdown of Respondents by Job Profile



Breakdown of Respondents by Employment Status



Breakdown of Respondents by Tenure

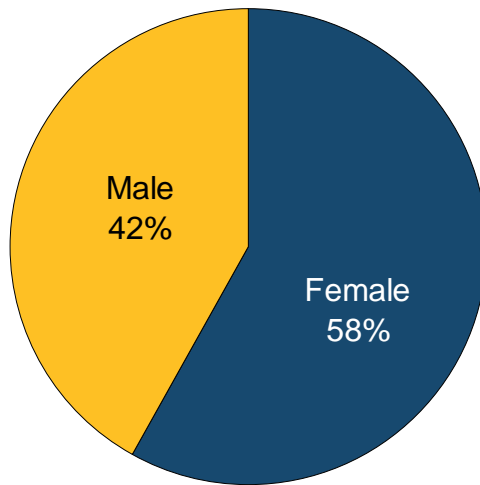


Note: TGF staff distribution for Job Profile and Employment Status varies by 1-2% with respect to survey sample. Tenure data for TGF staff not provided. Please see Slide 8 for full details

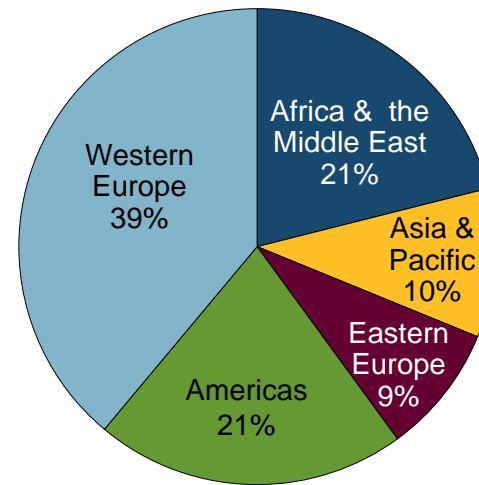
Introduction

Demographic Breakdown by Profile (2/2)

**Breakdown of Respondents
by Gender**



**Breakdown of Respondents
by Regional Origin**



Note: TGF staff distribution by Gender is the same as for survey sample. TGF staff distribution by Regional Origin varies by 1-2% with respect to survey sample, except for Eastern Europe Region which is overrepresented in survey sample as this segment is only 5% of full TGF staff . Please see Slide 8 for full details

Introduction

Comparison by Profile of Survey Sample vs. TGF Staff

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%
Emp. Stat.	Fixed Term	60%	59%
	Short Term	40%	41%
Gen.	Female	58%	58%
	Male	42%	42%
Regional Origin	Africa and the Middle East	21%	23%
	Asia and Pacific	10%	11%
	Eastern Europe	9%	5%
	Americas	21%	19%
	Western Europe	39%	41%

Note: Data provided by TGF in document "Staff Lists Statistics.xls" 23/03/06. Tenure data for TGF staff not available

Introduction

Overview of Methodology

Type of Questions

- 63 questions as closed statements to be ranked on 6 point scale from “strongly disagree” to “strongly agree”
- 1 question per section on a 3 point scale and summary question on 5 point scale – these questions not considered in overall average but reported separately
- 1 open ended question per section inviting comments

Survey Organization

- 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

Analysis

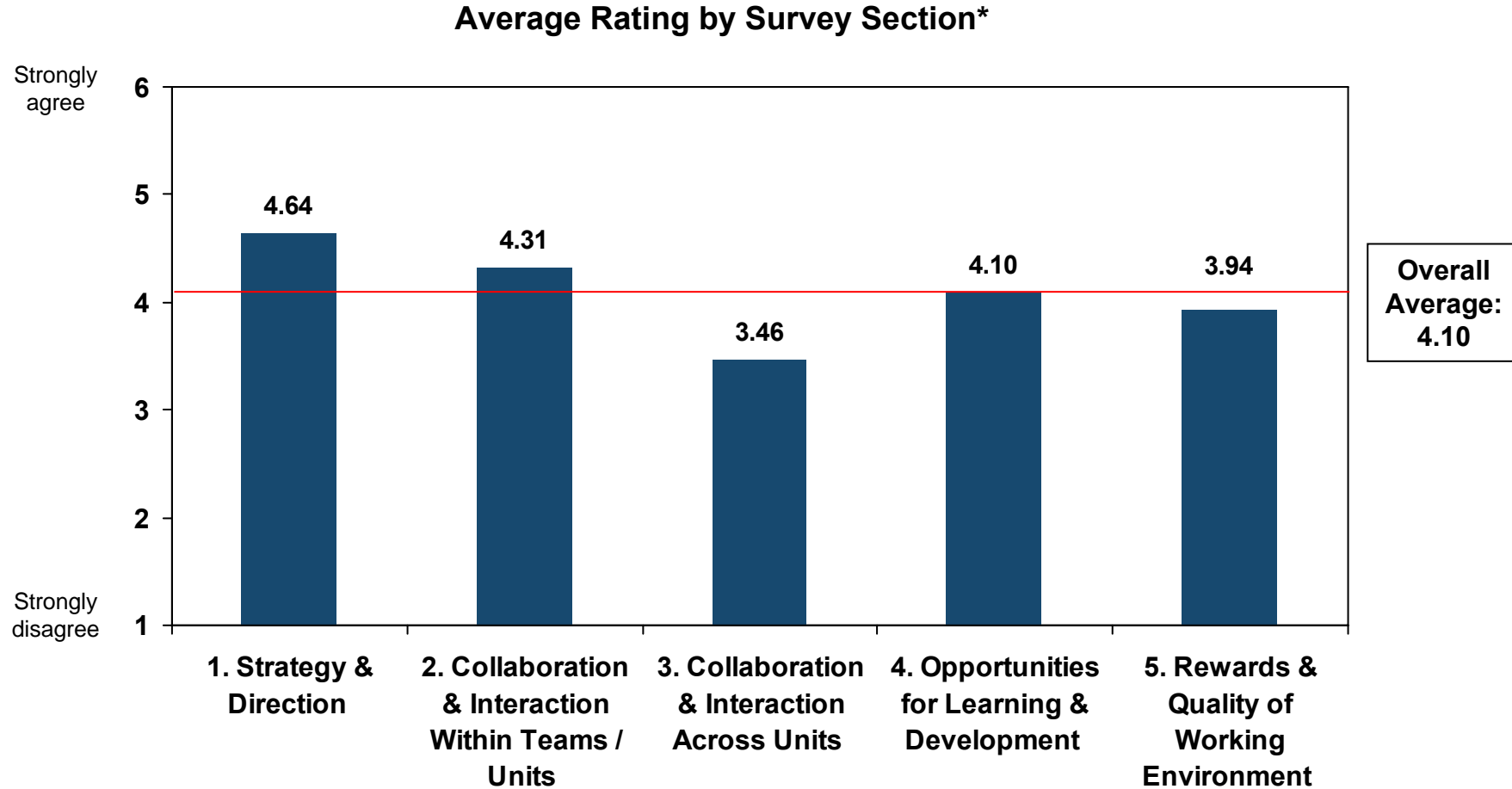
- Analysis of results by demographic cut for each question
- Text comments edited as needed to protect confidentiality

Contents

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 - **Summary of Overall Results**
 - Summary of Results by Section
- Back Up
 - Top 10 and Bottom 10 Questions
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Overall Results

Average Ratings Across Sections

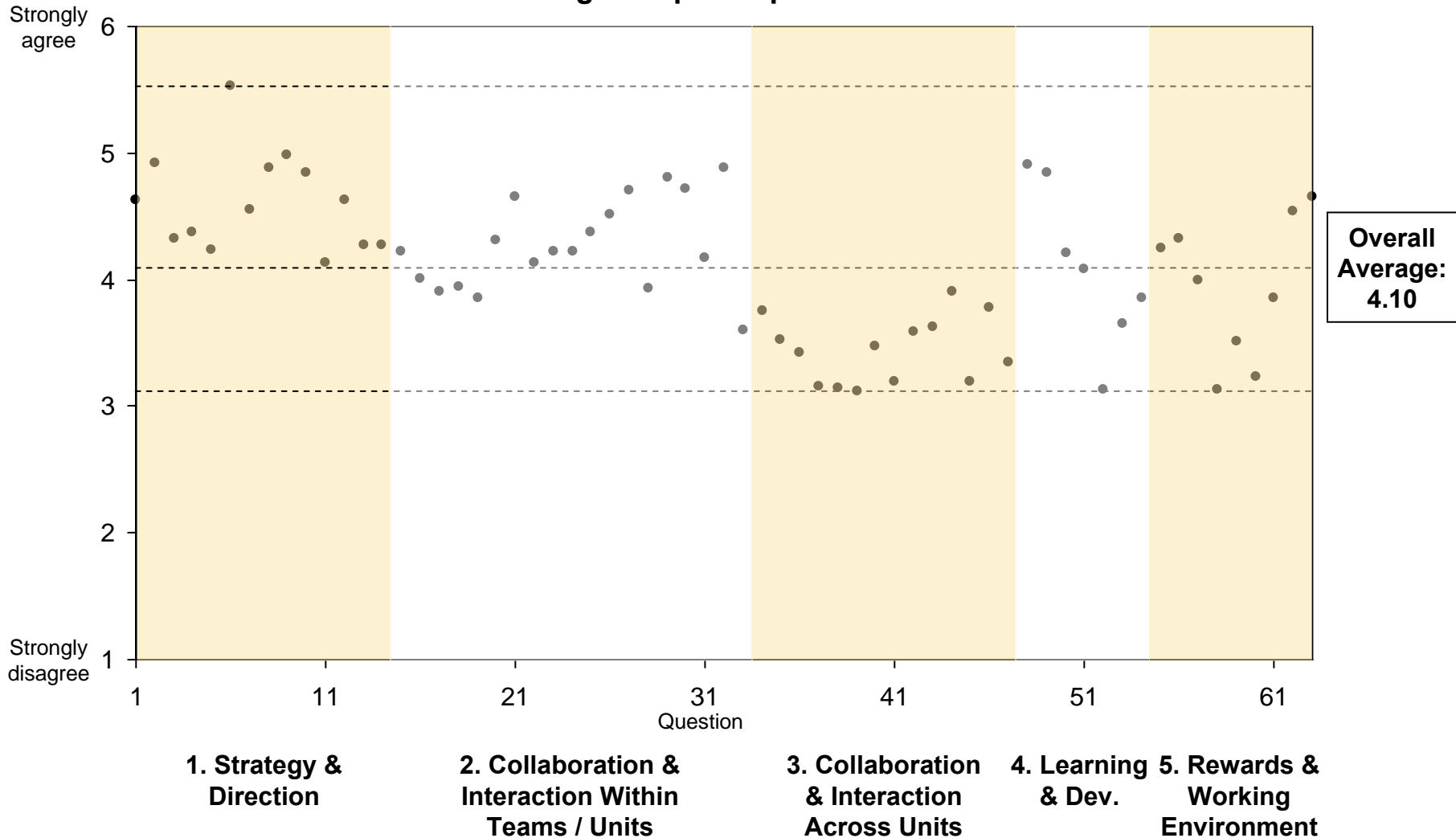


* Excludes questions on "A Look Ahead" which use a 3 point scale and summary question Q.68 on a 5 point scale

Overall Results

Distribution of Answers

Average Response per Question*

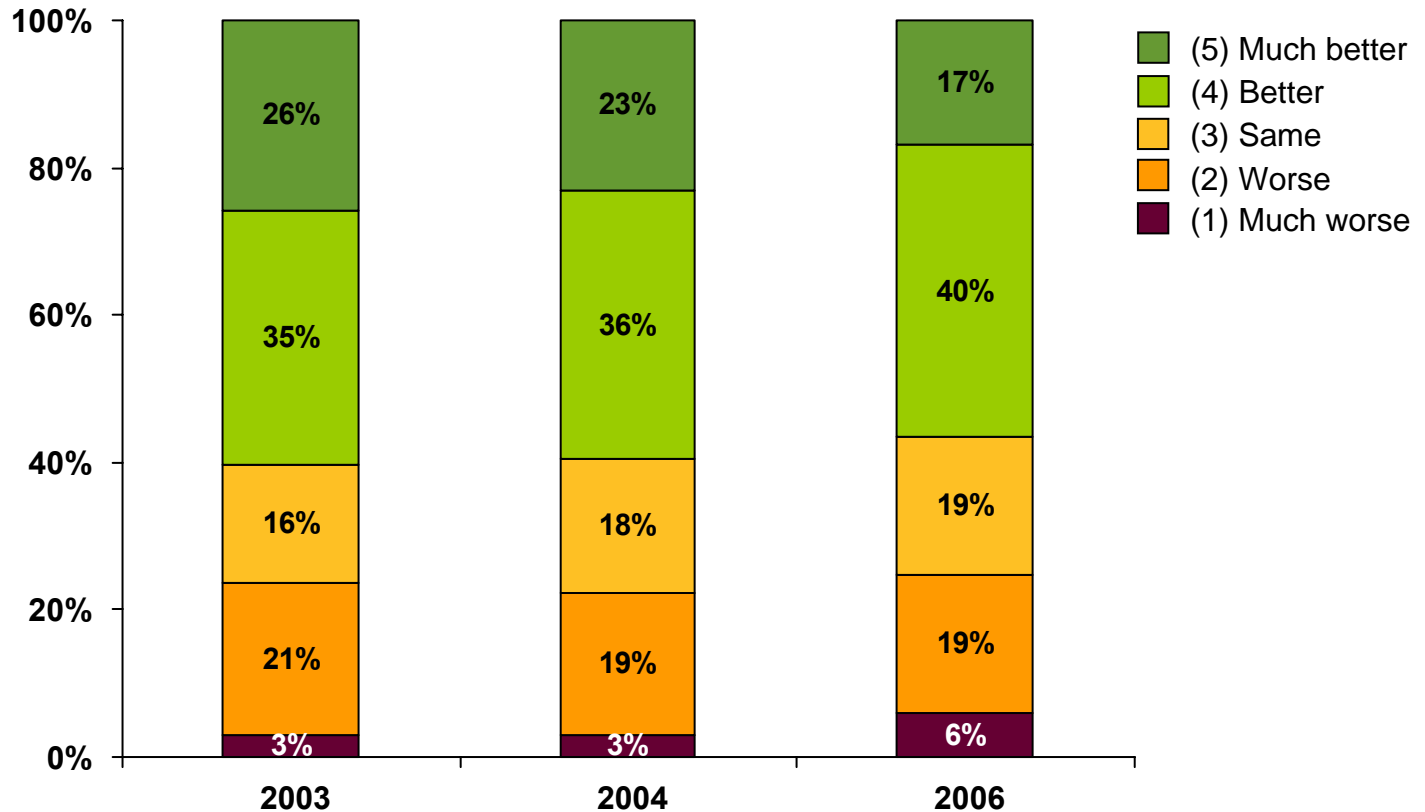


* Excludes questions on "A Look Ahead" which use a 3 point scale and summary question Q.68 on a 5 point scale

Overall Results

Summary Question Comparison with 2004 / 2003 Results

“Compared to my previous work experience in other organizations, the overall experience of working at The Global Fund is...”

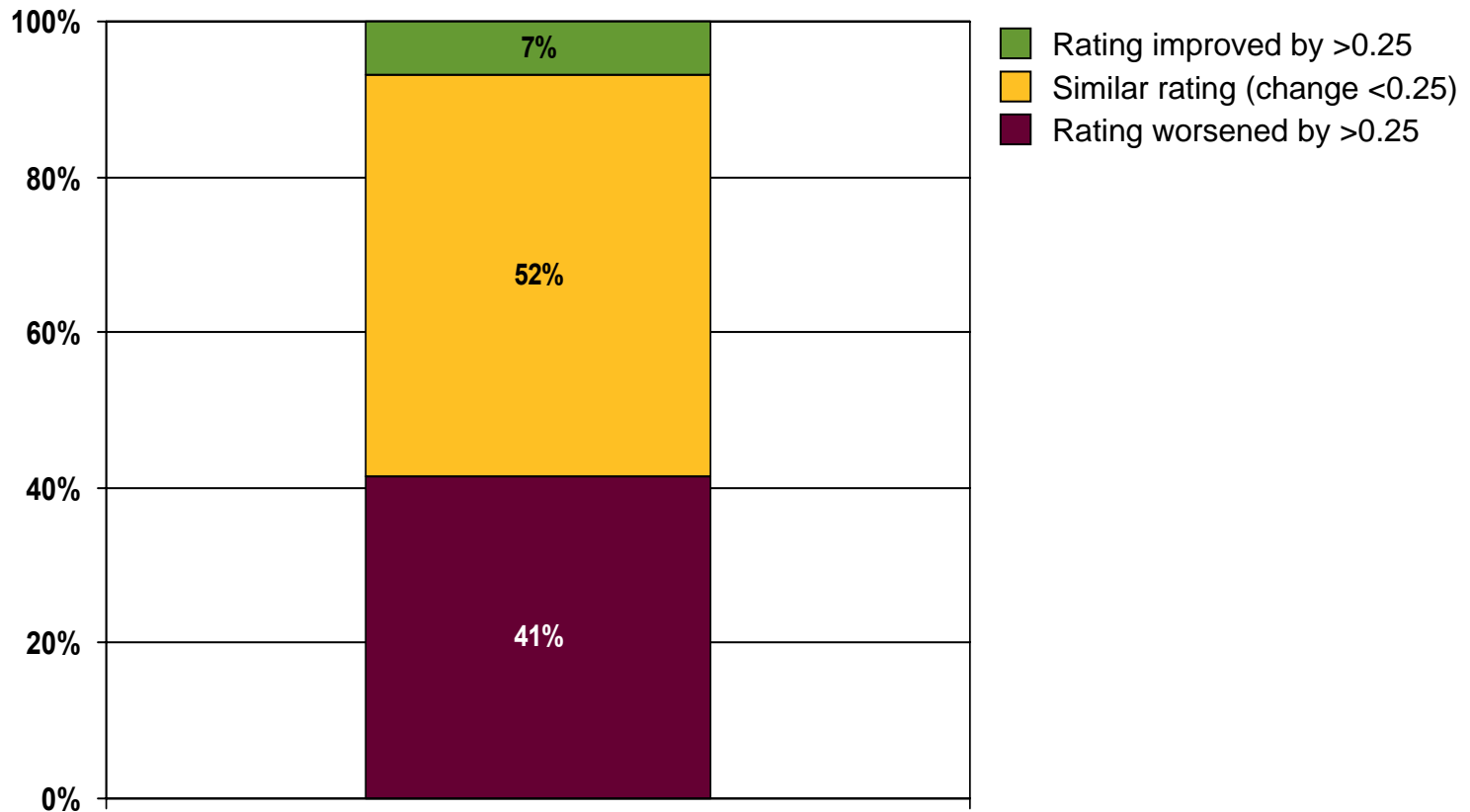


Average	3.61	3.58	3.44
Respondents	86	99	144
Response Rate	90%	78%	71%

Overall Results

Summary of Comparable Questions with 2004 Results

**Comparison of 2006 Overall Ratings with 2004 Overall Ratings
for Selected Questions***

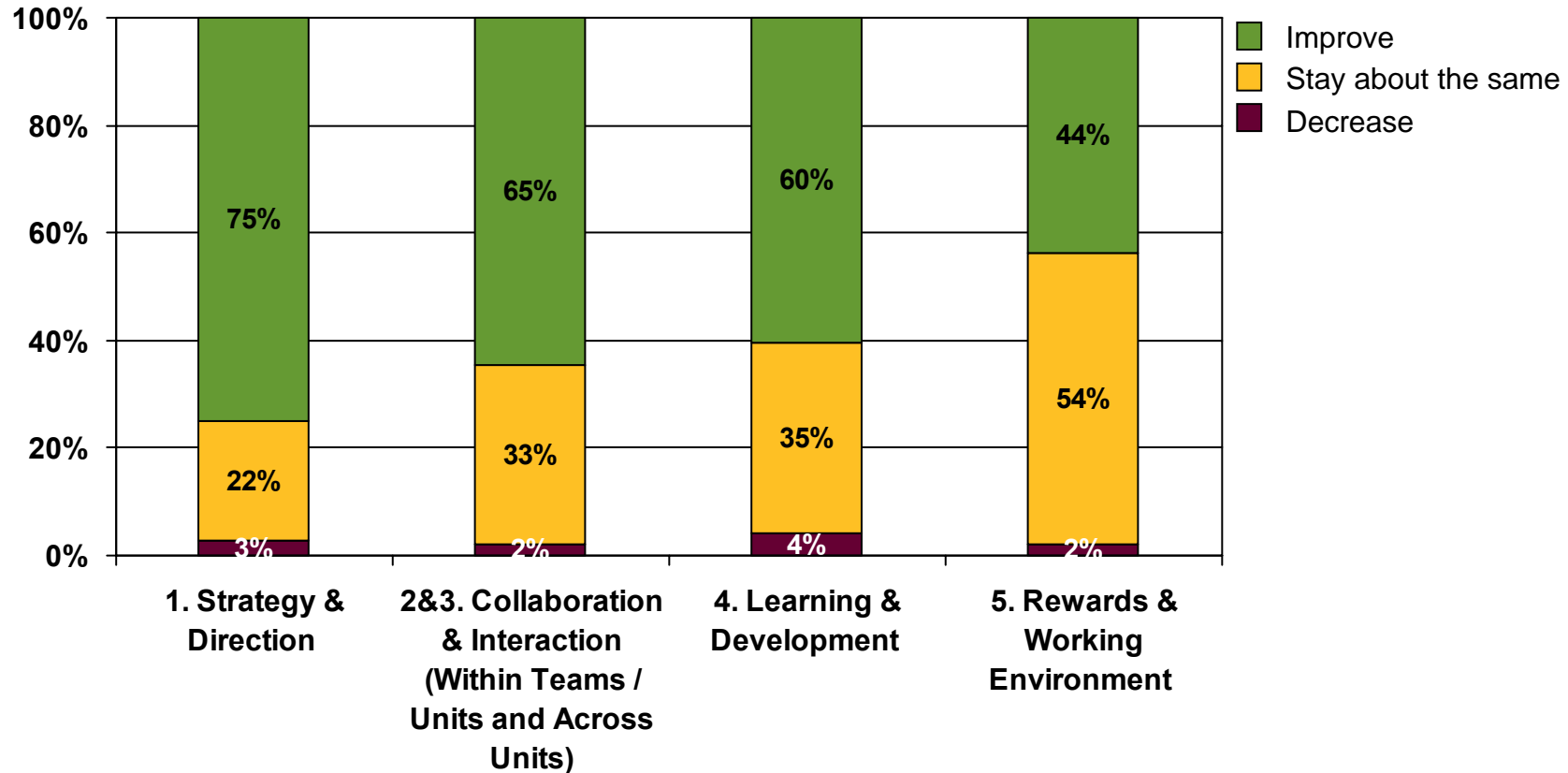


* 29 comparable questions from 2004 survey, excluding summary question Q.68 "Compared to my previous work in other organizations the overall experience of working at The Global Fund is [...]". See slides 36 and 37 in Back Up for full details

Overall Results

A Look Ahead

Expected Change Over the Next Year*



* Answers to Q.64 – 67

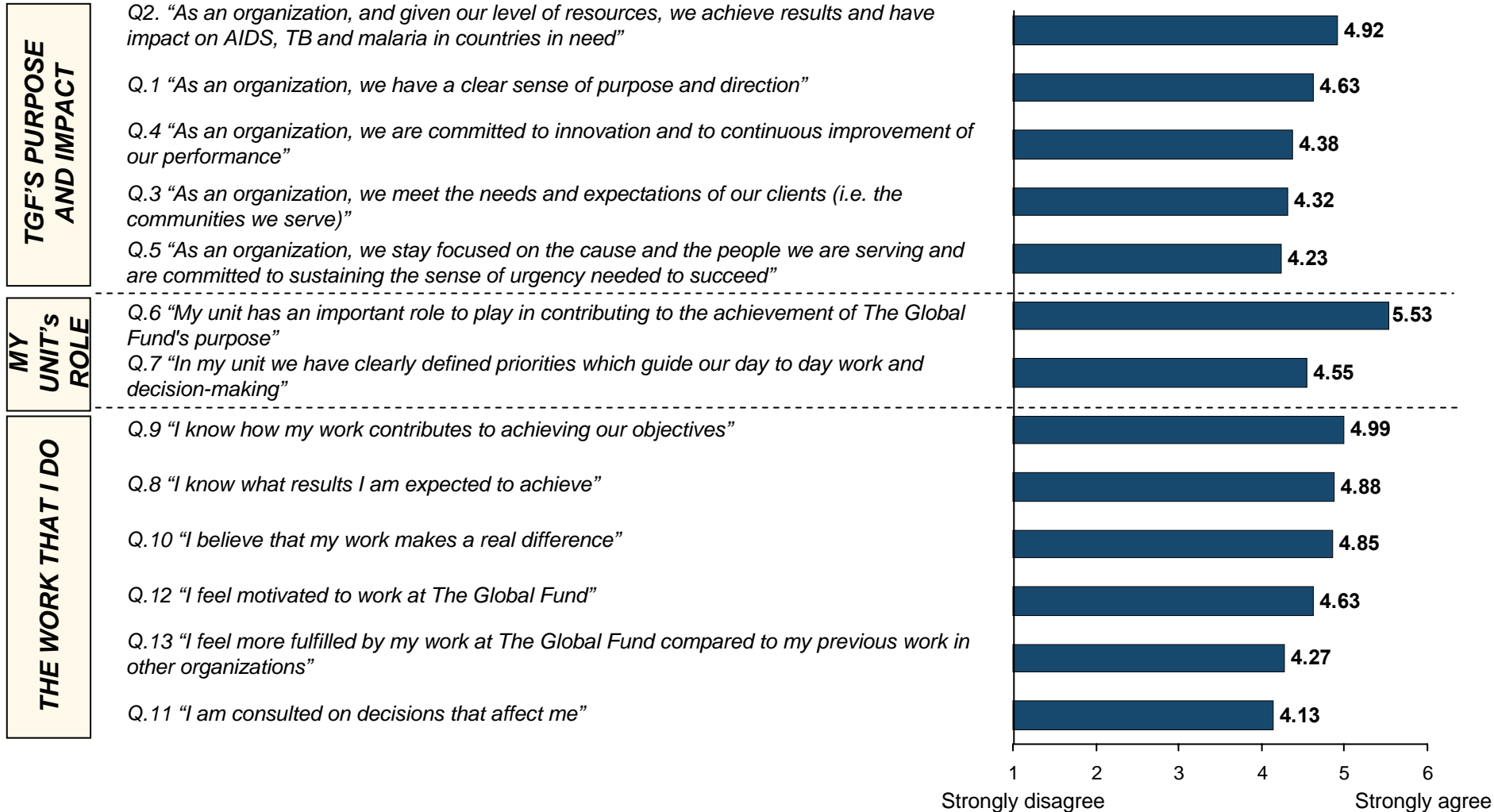
Contents

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 - Overview of Objectives and Sample
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 - Overview of Methodology
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 - **Summary of Results by Section**
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Section 1: Strategy and Direction (1/3)

This section shows the highest ratings across the survey

Section Average: 4.64



Section 1: Strategy and Direction (2/3)

- Strategy and Direction has the highest rating of all sections and 5 questions in the top 10 ratings

Rank	Question	Rating	Δ 2004
1 st	Q.6 "My unit has an important role to play in contributing to the achievement of TGF's purpose"	5.53	n/a
2 nd	Q.9 "I know how my work contributes to achieving our objectives"	4.99	n/a
3 rd	Q.2 "[...] we achieve results and have impact on AIDS, TB and malaria in countries in need"	4.92	0.0
5 th	Q.8 "I know what results I am expected to achieve"	4.88	0.0
7 th	Q.10 "I believe that my work makes a real difference"	4.85	-0.2

- Distribution of answers is generally uniform with 68%-98% in agreement with statements
- There are no significant differences by demographic cut

Section 1: Strategy and Direction (3/3)

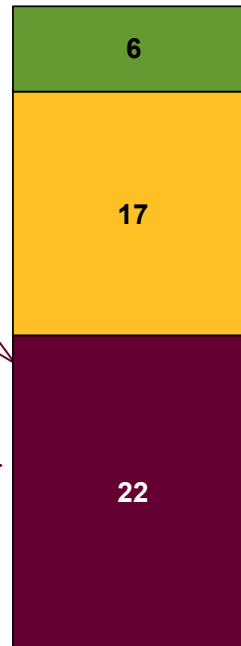
45 respondents chose to comment out of 144. These respondents had a significantly lower rating of 4.38 for this section compared to section average of 4.64 (-0.26)

- Positive comments about PSC, current strategy process and dedicated resources for strategy
- Questioning independence of TGF in strategy setting given Board inference / politics
- For some the overall strategy is clear but most point to lack of day to day direction
- Argue that strategy should filter down throughout TGF and impact day-to-day activities

“As an organization, TGF certainly makes an impact, however it very much lacks direction and thought-out strategies for success [...] in order to avoid conflict, everyone and every unit has been allowed to do what they think is best [...] TGF needs strong leadership to put everyone on the same page and give the Fund a clearer sense of proper and improper practices”

“Strategies and targets have not been cascaded down in the organization. The organization is too hierarchical which together with slow decision processes has created an organization without empowerment, dynamics and willingness to take decision.”

Number of Comments
45



■ Positive
■ Neutral
■ Negative

“Thanks to the establishment of the PSC [...] I am confident that our strategy and direction will improve as a whole, specifically due to the involvement of members of the Board, who come from a wide array of political/economic, social, cultural and sectorial backgrounds”

“The Fund operates in a complex political/donor environment such that there is not unanimity of vision for the Fund's mission at Board level”

“I think that overall TGF has a reasonable sense of where it is going, but I also feel that management could play an improved role in leading the journey, and staff could take on a more heightened sense of responsibility - not necessarily to the countries we serve, but to each other - sometimes the more global purpose can be lost behind the petty issues”

Section 2: Collaboration and Interaction Within Teams / Units (1/2)

Collaboration on a team / unit level scores relatively high

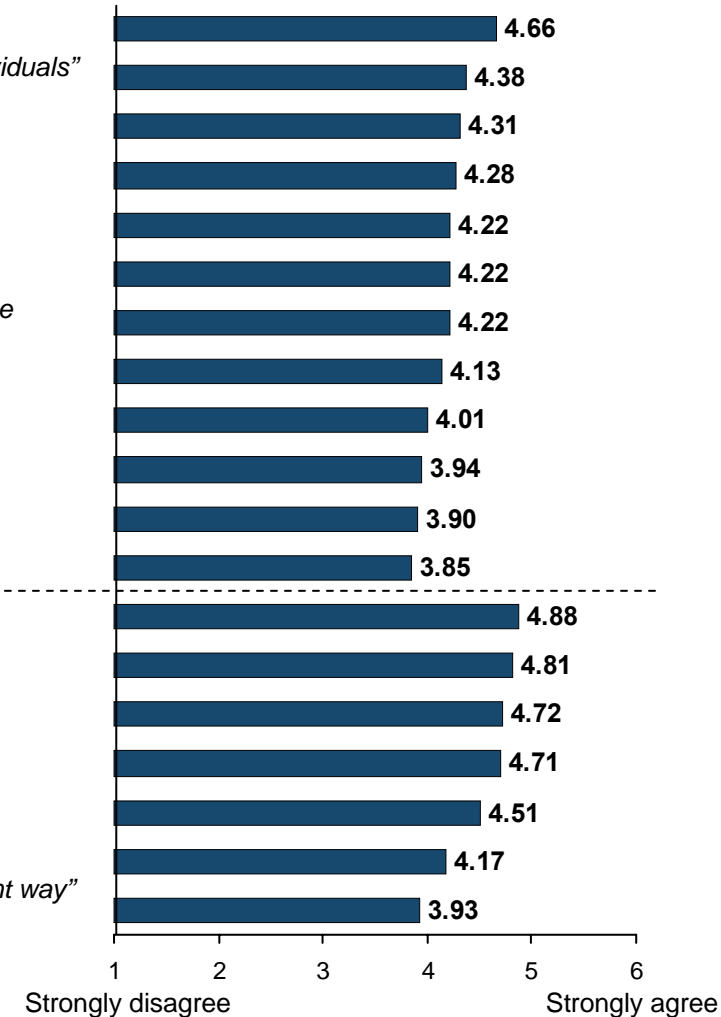
Section Average: 4.31

MY UNIT'S WORK

- Q.21 "We work cooperatively"
- Q.25 "As a team we reach optimal results that exceed what we could achieve as individuals"
- Q.20 "We work in a climate of trust"
- Q.14 "We have clearly defined roles, responsibilities and accountabilities"
- Q.23 "My colleagues keep me fully informed in all matters that concern me"
- Q.24 "My colleagues give me helpful feedback on how we can work better together"
- Q.15 "We have clearly defined who is responsible to make important decisions and the process he/she should follow in making the decision"
- Q.22 "Conflicts are dealt with in a constructive manner"
- Q.16 "We use planning and monitoring as useful tools to get results"
- Q.18 "Work is well coordinated and planned"
- Q.17 "The workload is distributed fairly"
- Q.19 "Our processes and work methods allow us to do work more effectively"

MY IMMEDIATE SUPERVISOR

- Q.32 "My supervisor takes his/her managerial responsibilities seriously"
- Q.29 "I am held accountable for achieving results"
- Q.30 "My supervisor gives me recognition for things I have done well"
- Q.27 "I have the authority to use my judgment and take action within the area of my responsibilities"
- Q.26 "My supervisor makes his or her expectations of me clear"
- Q.31 "My supervisor conducts performance management in a proactive and consistent way"
- Q.28 "My supervisor frequently talks with me about my performance"



Section 2: Collaboration and Interaction Within Teams / Units (2/2)

- This section has the second highest rating overall and 3 questions in the top 10 ratings

Rank	Question	Rating	Δ 2004
5 th	Q.32 "My supervisor takes his/her managerial responsibilities seriously"	4.88	n/a
9 th	Q.29 "I am held accountable for achieving results"	4.81	0.2
10 th	Q.30 "My supervisor gives me recognition for things I have done well"	4.72	0.3

- The lowest ratings, below overall average of 4.10 are

Rank	Question	Rating	Δ 2004
44 th	Q.19 "Our processes and work methods allow us to do work more effectively"	3.85	n/a
41 st	Q.17 "The workload is distributed fairly"	3.90	n/a
39 th	Q.28 "My supervisor frequently talks with me about my performance"	3.93	0.5
38 th	Q.18 "Work is well coordinated and planned"	3.94	n/a
36 th	Q.16 "We use planning and monitoring as useful tools to get results"	4.01	n/a

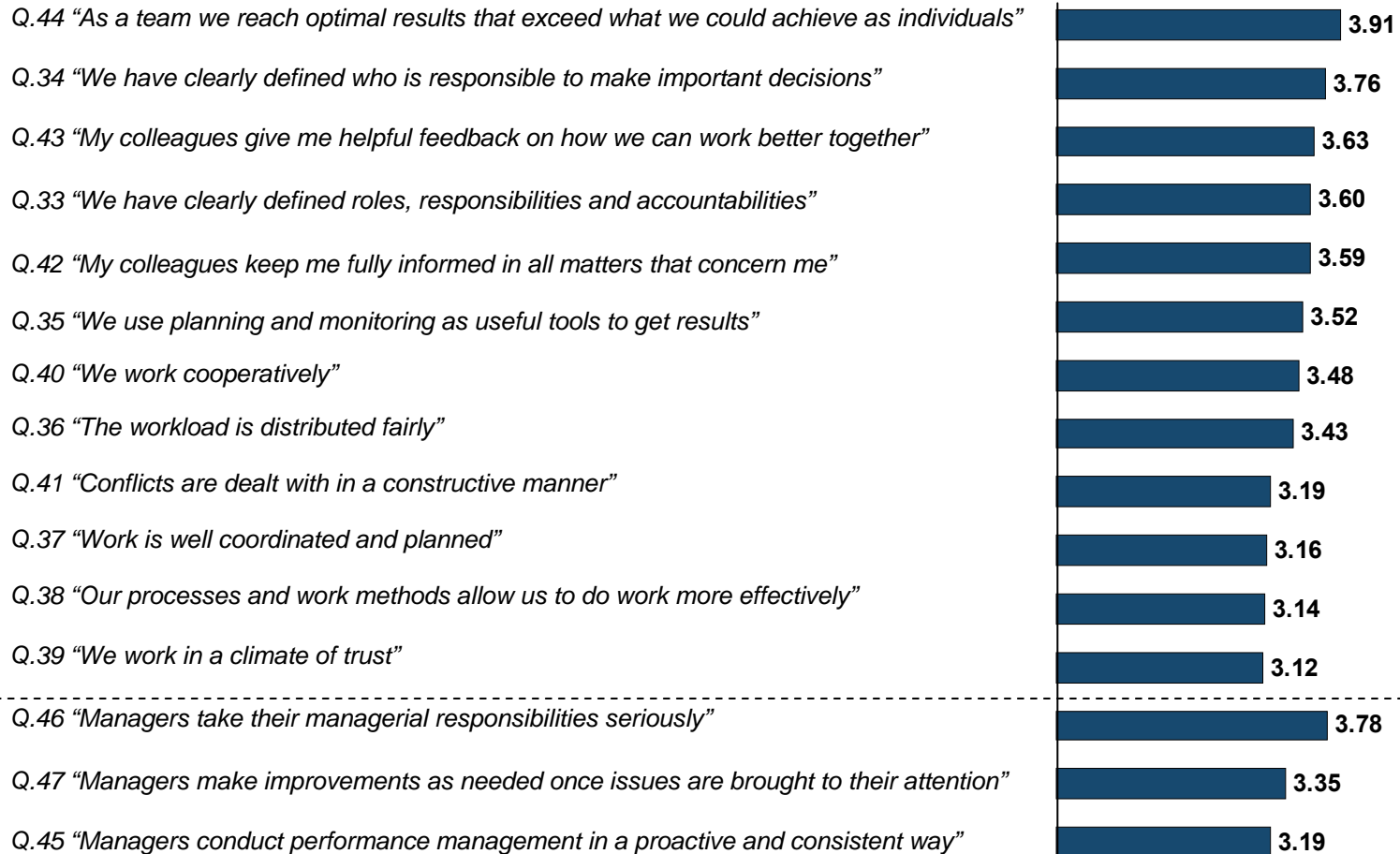
- Distribution of answers is generally uniform with 65%-90% in agreement with statements
- Analysis by demographic cut shows
 - By Job Profile: P3 ratings are consistently lower
 - By Regional Origin: Americas' ratings are consistently lower

Section 3: Collaboration and Interaction Across Units (1/4)

Collaboration and interaction across units scores the lowest of all sections in the survey

Section Average: 3.46

WORK ACROSS UNITS AS AN ORGANIZATION



1 2 3 4 5 6
Strongly disagree Strongly agree

MNGT. ACROSS THE ORG

Section 3: Collaboration and Interaction Across Units (2/4)

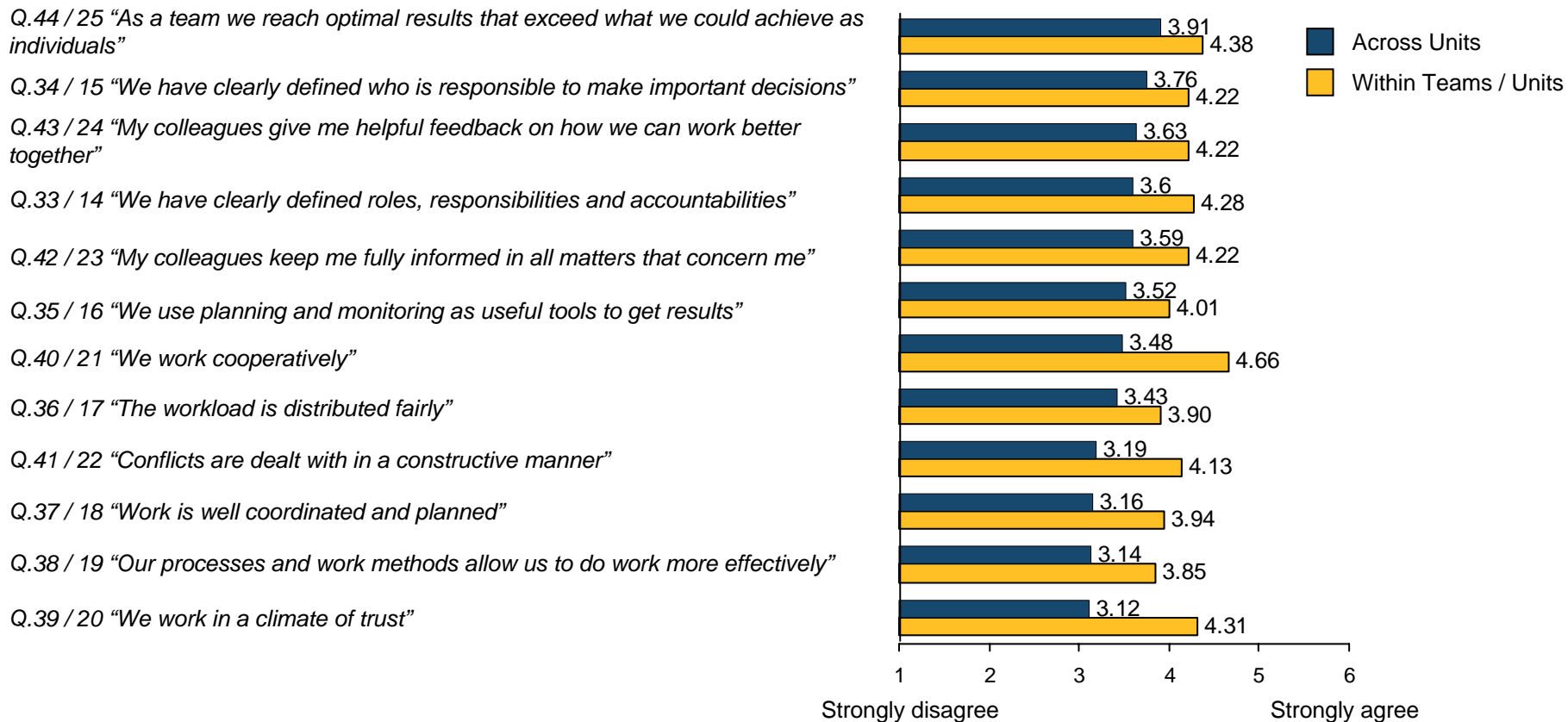
- This section contains the lowest scoring statements in the survey
 - 7 questions in the bottom 10 ratings
 - 10 (out of 12 questions) which worsened by 0.4-1.1 points with respect to 2004 rating

Rank	Question	Rating	Δ 2004
63 rd	Q.39 "We work in a climate of trust (across units as an organization)"	3.12	-1.1
60 th	Q.38 "Our processes and work methods allow us to do work more effectively (across units as an org.)"	3.14	-0.8
59 th	Q.37 "Work is well coordinated and planned (across units as an organization)"	3.16	-0.8
58 th	Q.45 "Managers conduct performance management in a proactive and consistent way"	3.19	n/a
58 th	Q.41 "Conflicts are dealt with in a constructive manner (across units as an organization)"	3.19	-1.0
55 th	Q.47 "Managers make improvements as needed once issues are brought to their attention"	3.35	n/a
54 th	Q.36 "The workload is distributed fairly (across units as an organization)"	3.43	-0.7
53 rd	Q.40 "We work cooperatively"	3.48	-1.0
51 st	Q.35 "We use planning and monitoring as useful tools to get results"	3.52	-0.5
50 th	Q.42 "My colleagues keep me fully informed in all matters that concern me"	3.59	-0.4
48 th	Q.43 "My colleagues give me helpful feedback on how we can work better together"	3.63	-0.4
45 th	Q.46 "Managers take their managerial responsibilities seriously"	3.78	-0.7

- Distribution of answers is generally uniform with only 41%-66% in agreement with statements
- Analysis by demographic cut shows
 - By Unit: Operations ratings are consistently lower
 - By Job Profile: P3 and P4 ratings are consistently lower
 - By Regional Origin: Americas' ratings are consistently lower

Section 3: Collaboration and Interaction Across Units (3/4)

Ratings for collaboration across units are 0.5 to 1.2 points below those for collaboration within teams / units



Sections 2 and 3: Collaboration and Interaction Within / Across Units (4/4)

37 respondents chose to comment out of 144. These respondents had a significantly lower overall rating of 3.51 for sections 2&3 compared to the combined average of 3.93* (-0.42)

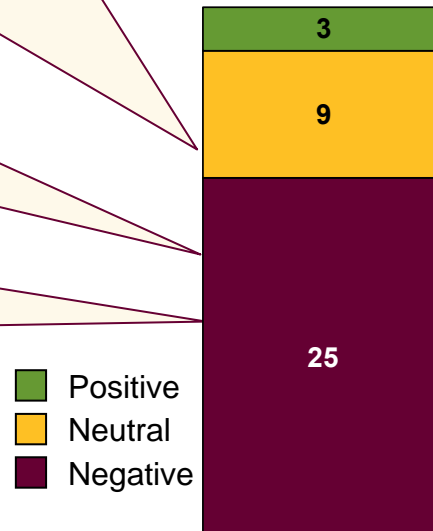
- Need for clearly defined roles and responsibilities (especially across units) lack of which leads to conflicts
- Need for greater understanding and respect for contributions of other than own team to common goal
- Need for improved management skills and training; call for management to lead by example
- Need to improve communications and knowledge management

"There is often misunderstanding between units about the responsibility of the others, this needs to be clarified constantly through every interaction between units. Often times I feel that other units make my job more difficult rather than less so"

"I feel TGF is stuck in an organizational rut where individual teams act in isolation of the big picture, and there is an overall lack of meaningful cohesiveness and unified direction [...]"

"There is clearly a management skills gap within the organization with too many square pegs in round holes. Collaboration is worked at by some and not by others"

Number of Comments
37



"There is a commendable display of team spirit in the way and manner colleagues collaborate and cooperate to achieve results"

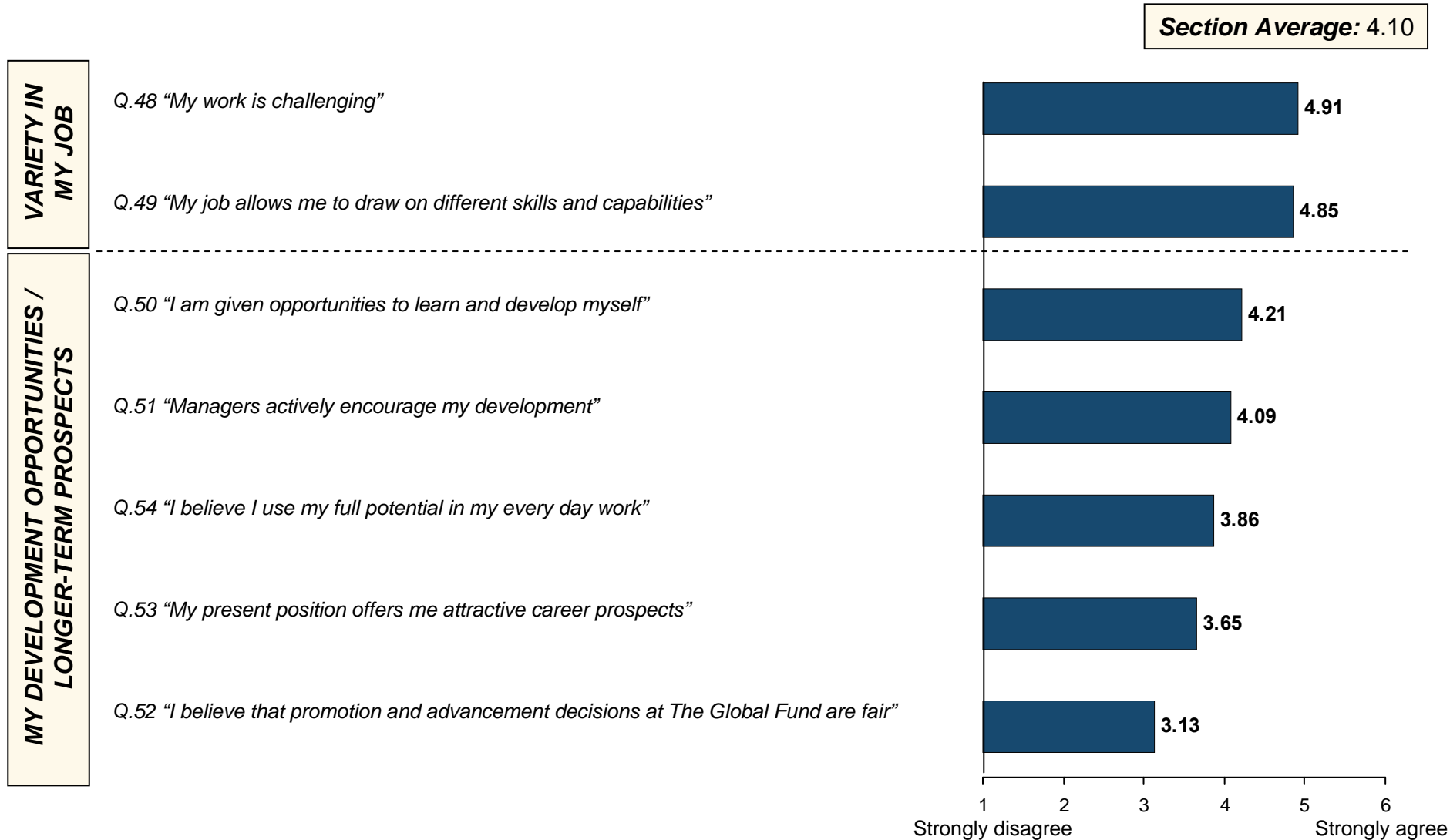
"I hope that managerial and supervisory training as well as other improvement measures will increase trust and motivation across the Fund"

■ Positive
■ Neutral
■ Negative

* Comments were invited for "Collaboration and Interaction" overall, not separately for Sections 2 and 3

Section 4: Learning and Development (1/3)

The learning and development sections shows a wide variance in average score per question



Section 4: Learning and Development (2/3)

- Learning and Development is exactly on the average for the survey at 4.10 and has 2 questions in the top 10 ratings

Rank	Question	Rating	Δ 2004
4 th	Q.48 "My work is challenging"	4.91	0.0
7 th	Q.49 "My job allows me to draw on different skills and capabilities"	4.85	n/a

- It also has 1 question in the bottom 10 ratings, and 2 other questions that score below average

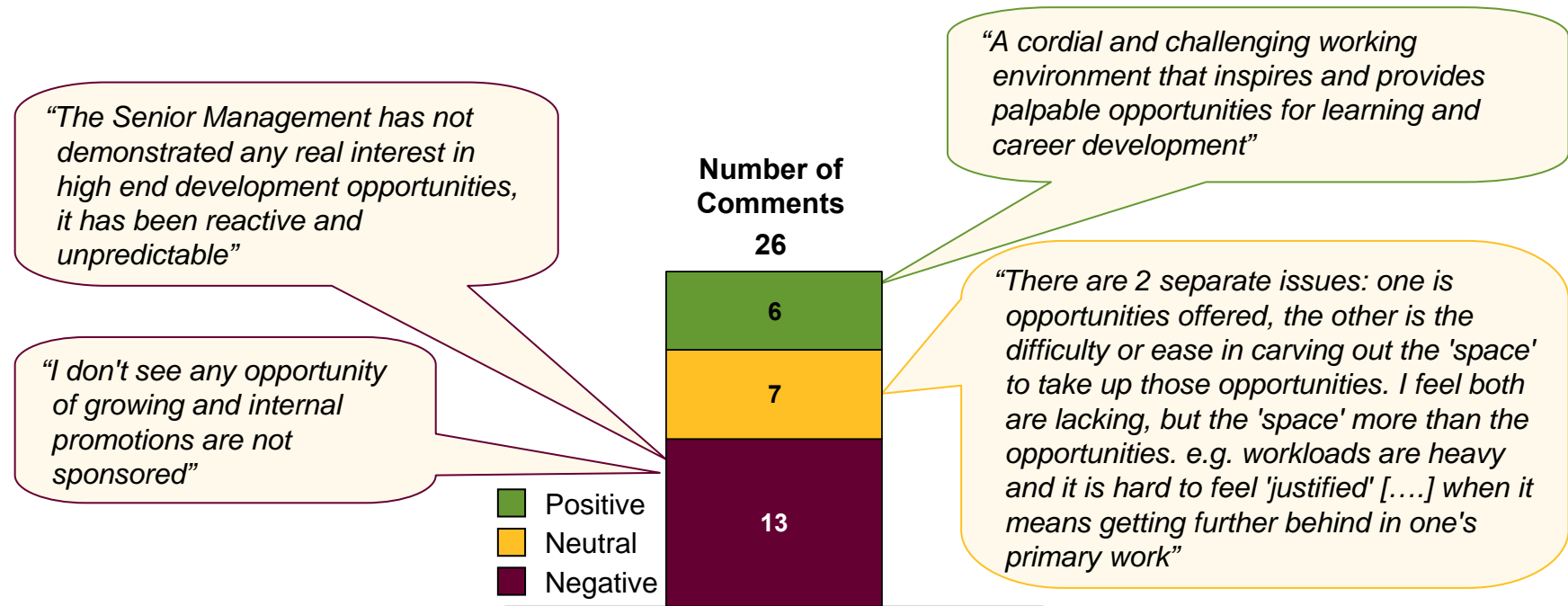
Rank	Question	Rating	Δ 2004
62 nd	Q.52 "I believe that promotion and advancement decisions at The Global Fund are fair"	3.13	n/a
42 nd	Q.53 "My present position offers me attractive career prospects"	3.65	n/a
47 th	Q.54 "I believe I use my full potential in my every day work"	3.86	n/a

- Distribution of answers shows significant variance with 44%-89% in agreement with statements
- Analysis by demographic cut shows
 - By Regional Origin: Americas' ratings are consistently lower

Section 4: Learning and Development (3/3)

26 respondents chose to comment out of 144. These respondents had a significantly lower rating of 3.63 for this section compared to section average of 4.10 (-0.47)

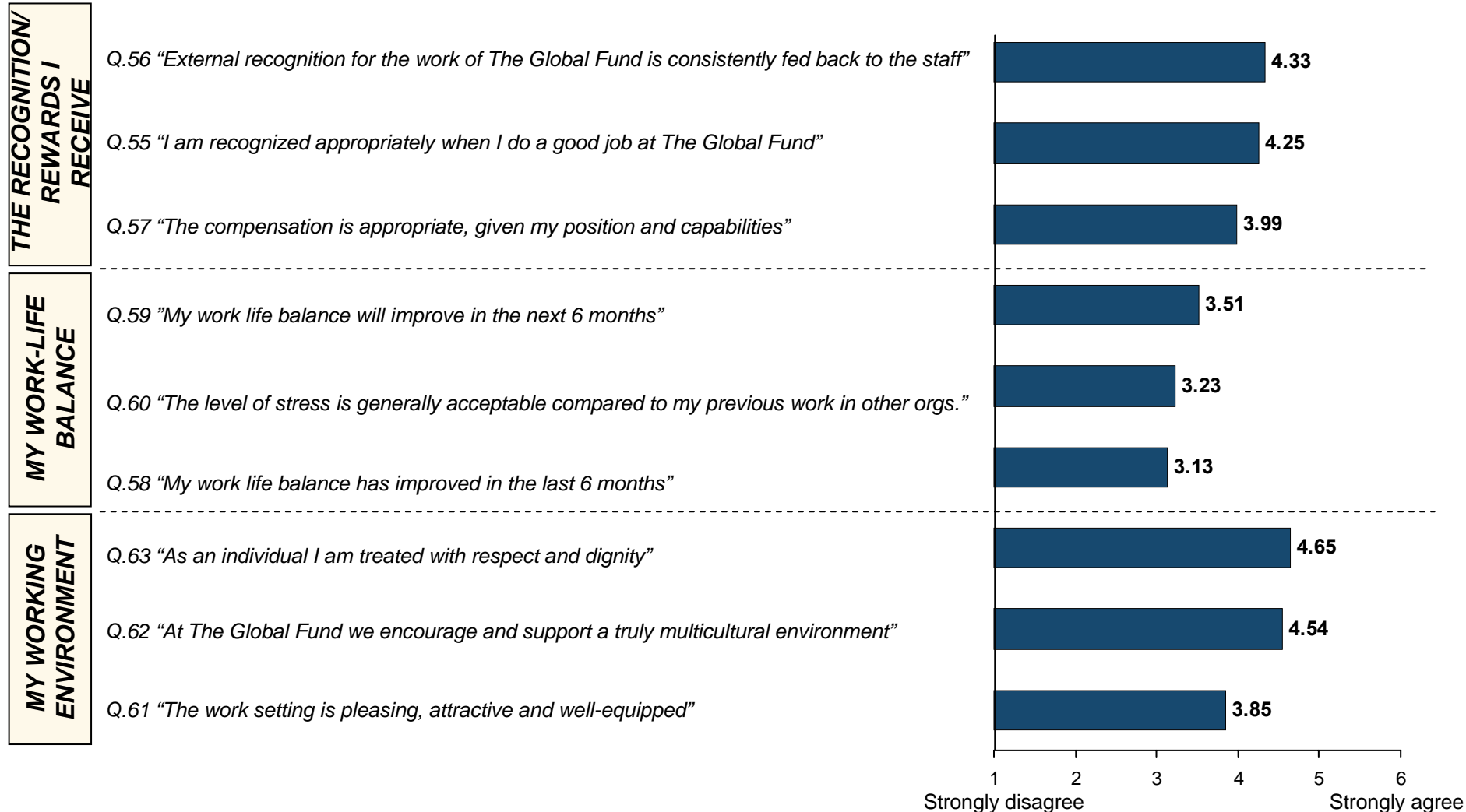
- Many believe that developmental opportunities exist, but that staff and managers are too overworked to focus / participate in them
- Some argue that development opportunities are not available in a fair and equal manner
- A need for performance reviews and clear career paths / opportunities is identified
- There is a call for TGF to identify and develop internal talent and young professionals
- Holistic and integrated HR strategy is seen as key for the future



Section 5: Rewards and Working Environment (1/3)

Rewards and Working Environment is one of the two lowest scoring sections

Section Average: 3.94



Section 5: Rewards and Working Environment (2/3)

- Rewards and Working Environment contains many of the lowest ranking statements, of which 2 questions are in the bottom 10 rankings both in the work-life balance sub section

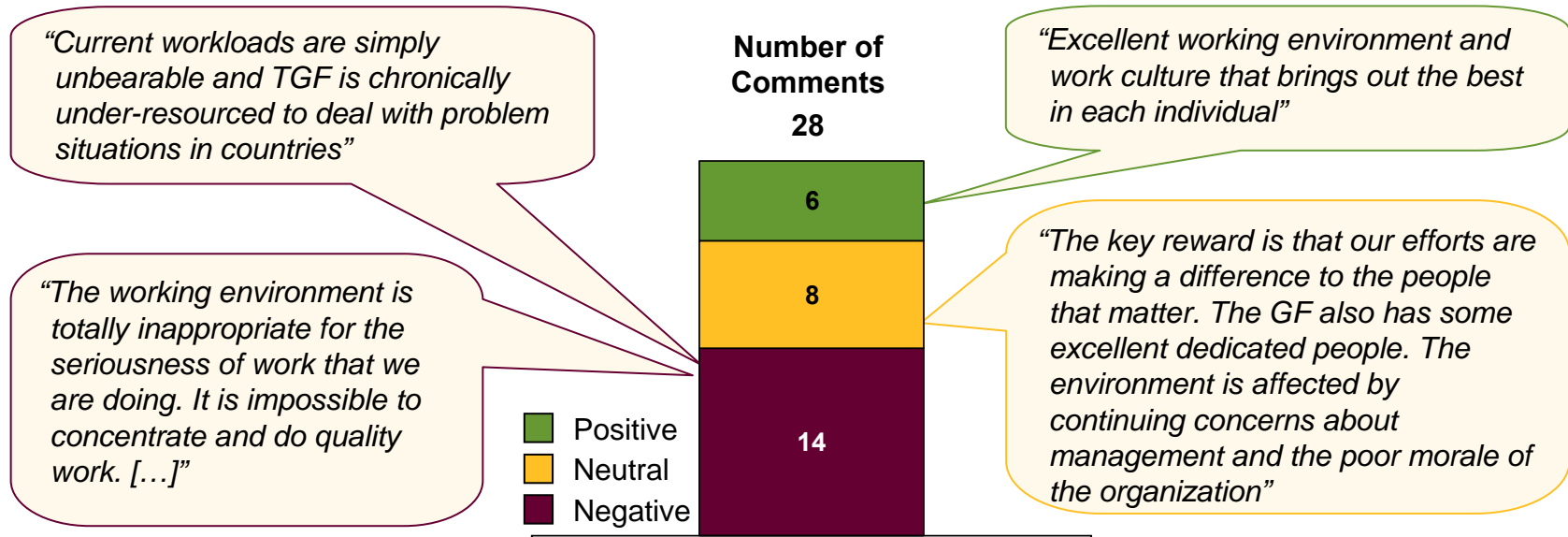
Rank	Question	Rating	Δ 2004
62 nd	Q.58 "My work life balance has improved in the last 6 months"	3.13	0.1
56 th	Q.60 "The level of stress is generally acceptable compared to my previous work in other organizations"	3.23	-0.2
52 nd	Q.59 "My work life balance will improve in the next 6 months"	3.51	0.1
44 th	Q.61 "The work setting is pleasing, attractive and well-equipped"	3.85	-0.2
37 th	Q.57 "The compensation is appropriate, given my position and capabilities"	3.99	n/a

- Distribution of answers shows significant variance with 45%-83% in agreement with statements
- Analysis by demographic cut shows
 - By Unit: Operations ratings are consistently lower
 - By Tenure: Ratings for staff with TGF for 25 months and above are consistently lower

Section 5: Rewards and Working Environment (3/3)

28 respondents chose to comment out of 144. These respondents had a significantly lower rating of 3.63 for this section compared to section average of 3.94 (-0.31)

- Desire for performance related assessments and acknowledgement
- TGF is seen as understaffed in certain areas leading to overworked and overstressed staff
- Office politics, particularly surrounding unit responsibilities are seen as leading to low morale
- Many saw open plan office environment as unproductive



Section 6: Overall Experience and Future Outlook

38 respondents chose to comment out of 144. These respondents had a significantly lower rating of 3.13 (out of 5) for the summary question* compared to overall rating for this question of 3.44 (-0.31)

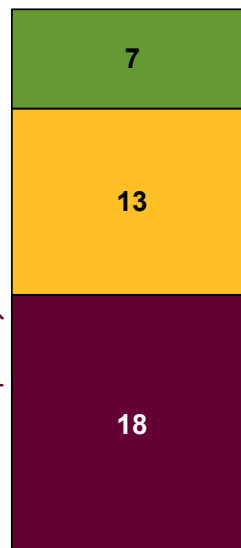
- GF seen as having great potential and carrying out a significant mission
- Some staff complain of insufficient structure and managerial discipline, as well as tension and poor collaboration between units
- High quality and motivated staff seen as an asset but also comments that overworking staff leads to high turnover
- Desire for increased recognition of staff contribution and fair promotion paths

"I love the fact that I am contributing in some way to this mission. But I am deeply disappointed that the GF isn't able to be even 'greater', which it could be by being a more disciplined organization, from a managerial point of view"

"As an organization the GF has a very important mandate. this is inspirational. But the organization is not a happy or healthy place as trust has broken down between staff and senior management [...]"

■ Positive
■ Neutral
■ Negative

Number of Comments
38



"I'm proud to work at TGF. Our problems are certainly no worse than other organizations. Certain improvements need to be made - Managers need to deal with recognized staff and performance problems. However, overall, we're doing pretty well!"

"It's bizarre - I find the organization to be [...] poorly managed, chaotic, reactive rather than proactive, and I have never had stress levels even close to this in my life. Yet I love working here and feel very committed and loyal to the organization. I think this is because I really believe in this funding model and think that when it realizes its potential, it is going to make a very important difference. I really want it to improve on its problems, and I want it to succeed"

*Summary question Q.68 "Compared to my previous work in other organizations the overall experience of working at The Global Fund is [...]"

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- Introduction
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 - Summary of Results by Section

- Back Up
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Back Up

Top 10 Questions

Rank	Question	Rating
1 st	Q.6 <i>"My unit has an important role to play in contributing to the achievement of The Global Fund's purpose"</i>	5.53
2 nd	Q.9 <i>"I know how my work contributes to achieving our objectives"</i>	4.99
3 rd	Q.2 <i>"As an organization, and given our level of resources, we achieve results and have impact on AIDS, TB and malaria in countries in need"</i>	4.92
4 th	Q.48 <i>"My work is challenging"</i>	4.91
5 th	Q.8 <i>"I know what results I am expected to achieve"</i>	4.88
5 th	Q.32 <i>"My supervisor takes his/her managerial responsibilities seriously"</i>	4.88
7 th	Q.49 <i>"My job allows me to draw on different skills and capabilities"</i>	4.85
7 th	Q.10 <i>"I believe that my work makes a real difference"</i>	4.85
9 th	Q.29 <i>"I am held accountable for achieving results"</i>	4.81
10 th	Q.30 <i>"My supervisor gives me recognition for things I have done well"</i>	4.72

Back Up

Bottom 10 Questions*

Rank	Question	Rating
63 rd	Q.39 <i>"We work in a climate of trust (across units as an organization)"</i>	3.12
62 nd	Q.52 <i>"I believe that promotion and advancement decisions at The Global Fund are fair"</i>	3.13
62 nd	Q.58 <i>"My work life balance has improved in the last 6 months"</i>	3.13
60 th	Q.38 <i>"Our processes and work methods allow us to do work more effectively (across units as an organization)"</i>	3.14
59 th	Q.37 <i>"Work is well coordinated and planned (across units as an organization)"</i>	3.16
58 th	Q.45 <i>"Managers conduct performance management in a proactive and consistent way"</i>	3.19
58 th	Q.41 <i>"Conflicts are dealt with in a constructive manner (across units as an organization)"</i>	3.19
56 th	Q.60 <i>"The level of stress is generally acceptable compared to my previous work in other organizations"</i>	3.23
55 th	Q.47 <i>"Managers make improvements as needed once issues are brought to their attention"</i>	3.35
54 th	Q.36 <i>"The workload is distributed fairly (across units as an organization)"</i>	3.43

* Only for questions on a 6 point scale

Back Up

Comparison with 2004 / 2003 Survey Results (1/2)

Question	2006 Overall Score	2004 Overall Score	2003 Overall score	Δ 2004 to 2006
Q.28 "My supervisor frequently talks with me about my performance"	3.93	3.44	3.10	0.5
Q.7 " <i>In my unit we have clearly defined priorities which guide our day-to-day work and decision making</i> "*	4.55	4.17	3.67	0.4
Q.30 "My supervisor gives me recognition for things I have done well"	4.72	4.45	4.30	0.3
Q.29 "I am held accountable for achieving results"	4.81	4.60	4.49	0.2
Q.11 "I am consulted on decisions that affect me"	4.13	3.99	3.57	0.1
Q.58 "My work life balance has improved in the past 6 months"	3.13	3.04	n/a	0.1
Q.59 "My work life balance will improve in the next 6 months"	3.51	3.46	n/a	0.1
Q.48 "My work is challenging"	4.91	4.86	4.91	0.0
Q.8 "I know what results I am expected to achieve"	4.88	4.84	4.55	0.0
Q.1 " <i>As an organisation, we have a clear sense of purpose and direction</i> "	4.63	4.59	4.16	0.0
Q.2 " <i>As an organization, and given our level of resources, we achieve results and have impact on AIDS, TB and malaria in countries in need</i> "	4.92	4.89	4.70	0.0
Q.27 "I have the authority to use my judgement and take action within the area of my responsibilities"	4.71	4.69	4.42	0.0
Q.50 "I am given opportunities to learn and develop myself"	4.21	4.20	4.01	0.0
Q.10 "I believe that my work makes a real difference"	4.85	5.00	5.01	-0.2
Q.61 "The work setting is pleasing, attractive and well equipped"	3.85	4.01	3.69	-0.2
Q.60 "The level of stress is generally acceptable, <i>compared to previous work in other organizations</i> "	3.23	3.41	3.25	-0.2
Q.12 "I feel motivated to work at the Global Fund"	4.63	4.86	0.00	-0.2

Plain Text = Questions retained from 2004 survey

Italics = Text modified in 2006 survey

Difference 2006 - 2004 rating above 0.25

* Compared to results for Section 3 - Collaboration and Interaction Across Units as an Organization

Back Up

Comparison with 2004 / 2003 Survey Results (2/2)

Question	2006 Overall Score	2004 Overall Score	2003 Overall score	Δ 2004 to 2006
Q.4 <i>"As an organisation, we are committed to innovation and to continuous improvement of our performance"</i>	4.38	4.73	4.70	-0.3
Q.43 "My colleagues give me helpful feedback on how we can work better together"*	3.63	3.98	4.24	-0.4
Q.42 "My colleagues keep me fully informed in all matters that concern me"*	3.59	4.01	3.98	-0.4
Q.3 <i>"As an organisation, we meet the needs and expectations of our clients (i.e. the community we serve)"</i>	4.32	4.74	4.39	-0.4
Q.35 "We use planning and monitoring as useful tools to get results"*	3.52	4.06	3.26	-0.5
Q.46 "Managers take their managerial responsibilities seriously"	3.78	4.46	4.20	-0.7
Q.36 "The workload is distributed fairly"*	3.43	4.16	3.85	-0.7
Q.37 "Work is well coordinated"*	3.16	3.98	3.42	-0.8
Q.38 "Our process and work methods allow us to do our work effectively"*	3.14	3.98	3.21	-0.8
Q.40 "We work cooperatively [with other units/divisions/departments]"* ¹	3.48	4.48	4.05	-1.0
Q.41 "Conflicts are dealt with in a constructive manner"*	3.19	4.19	3.78	-1.0
Q.39 "We work in a climate of trust"*	3.12	4.18	4.12	-1.1

Plain Text = Questions retained from 2004 survey

Italics = Text modified in 2006 survey

Difference 2006 - 2004 rating above 0.25

* Compared to results for Section 3 - Collaboration and Interaction Across Units as an Organization

¹ Text in [square brackets] removed in 2006 as question is in Section 3 "Collaboration and Interaction Across Units as an Organization"