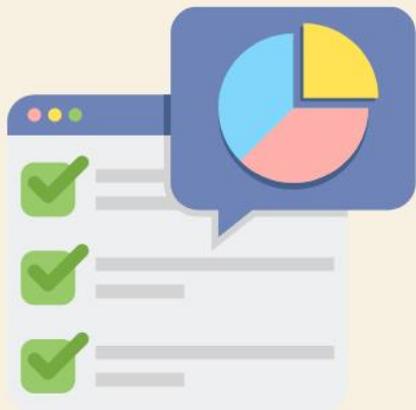


# 2022 Global survey of ILO staff organized by the Staff Union in the framework of the Year of TC Staff



An initiative of the TC Working group  
Announced at the AGM in February 2022  
Launched on August 8th closed on  
September 15th



ILO Staff Union  
Syndicat OIT  
Sindacato OIT

# ILO staff as of December 2022

An increasing share of ILO staff on DC contracts:

## ► ILO people

### Regular

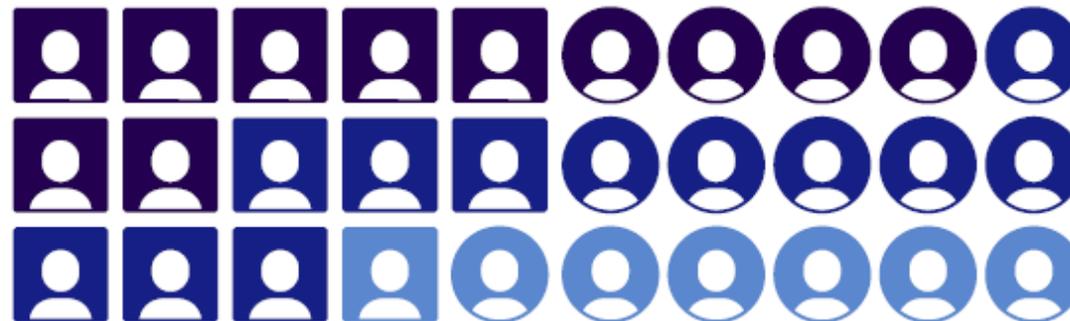
↓0.8% **1,668** staff

↓0.7% **854** Professional and above

↓2.0% **673** General Service

↑5.2% **141** National Officer

↑1.7% **3,605** ILO staff



### Development Cooperation

↑3.9% **1,937** staff

↑4.8% **499** Professional and above

↑1.7% **654** General Service

↑5.1% **784** National Officer

Average age 45.8 years | Average length of service 9.0 years

# Survey objectives

- Gain insight into the concerns of ILO staff, particularly regarding how different contractual arrangements impact their lives
- Help the Staff Union (SU) formulate policy recommendations that promote greater equality of conditions of work between staff members, irrespective of contract funding source

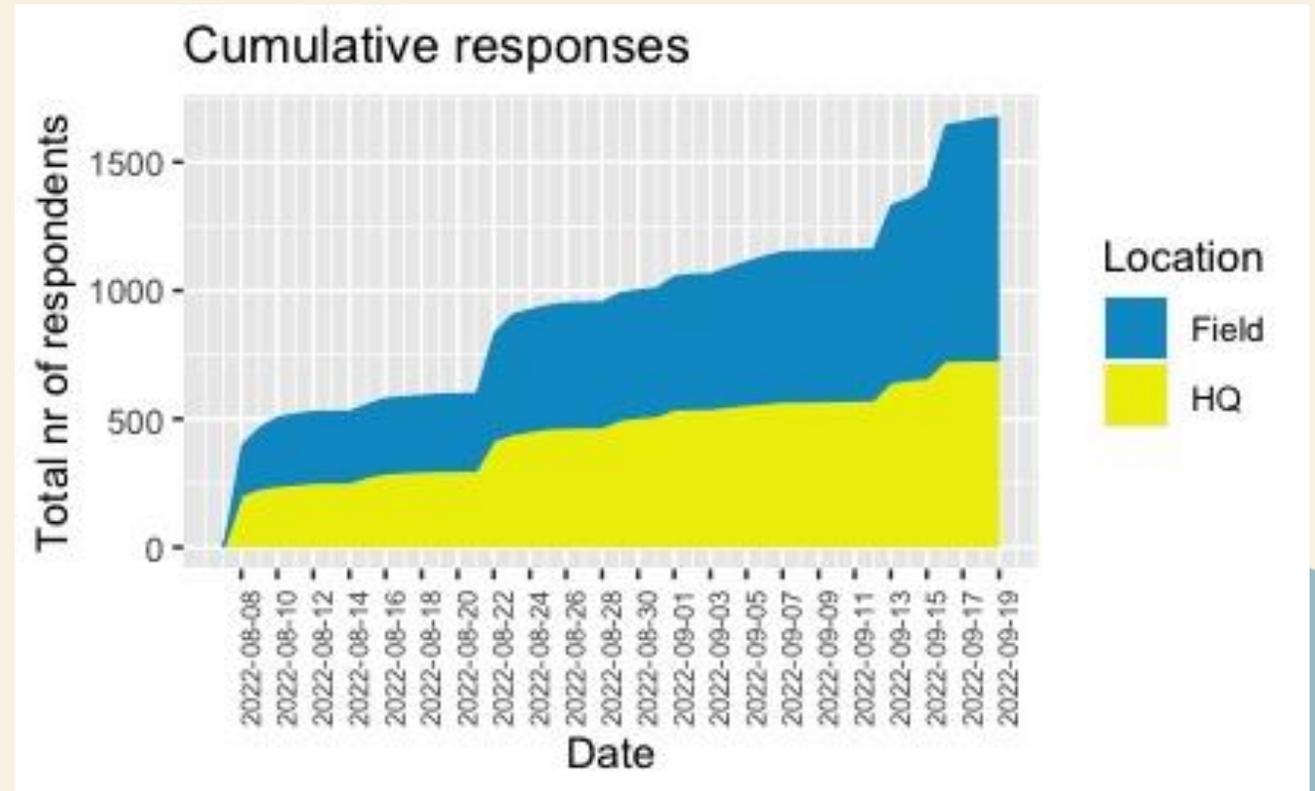


# Survey details

**Who:** All ILO Staff members, globally

**When:** 8 Aug. – 19 Sept. 2022

**How:** Survey Monkey



# Survey respondents strongly representative of ILO staff

1,679 respondents with an ILO staff contract, representing 46.6% of all ILO staff

Category	ILO total	% of ILO staff	Survey total	% of survey responses	Difference
Total	3'605	100%	<b>1'679</b>	100.0%	0.0%
RB	1'668	46.3%	784	46.7%	0.4%
DC	1'937	53.7%	895	53.3%	-0.4%
HQ	1'189	33.0%	732	43.6%	10.6%
Field	2'416	67.0%	947	56.4%	-10.6%
Man	1'911	53.0%	659	39.2%	-13.8%
Woman	1'694	47.0%	956	56.9%	9.9%

# Structure of the report

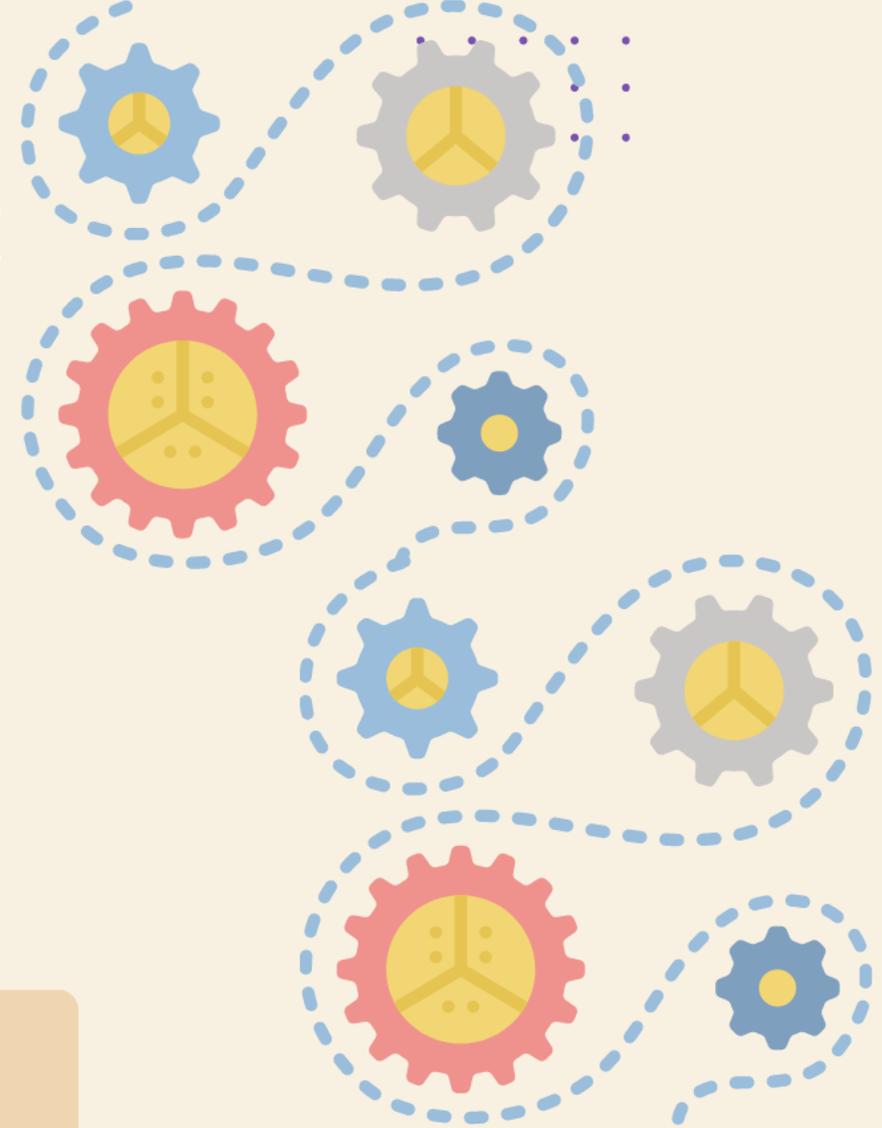
I. How do Staff entitlements differ by contractual status?

II. What is the impact of different contractual arrangements on staff lives?

III. Career development prospects within the organization by contractual status

IV. Priority issues for the Staff Union identified by survey participants

V- Tentative policy recommendations





**Because of jumping from one contract type to another, it was not clear when I was entitled [to home leave] and when not. I missed 2 home leaves that way.**

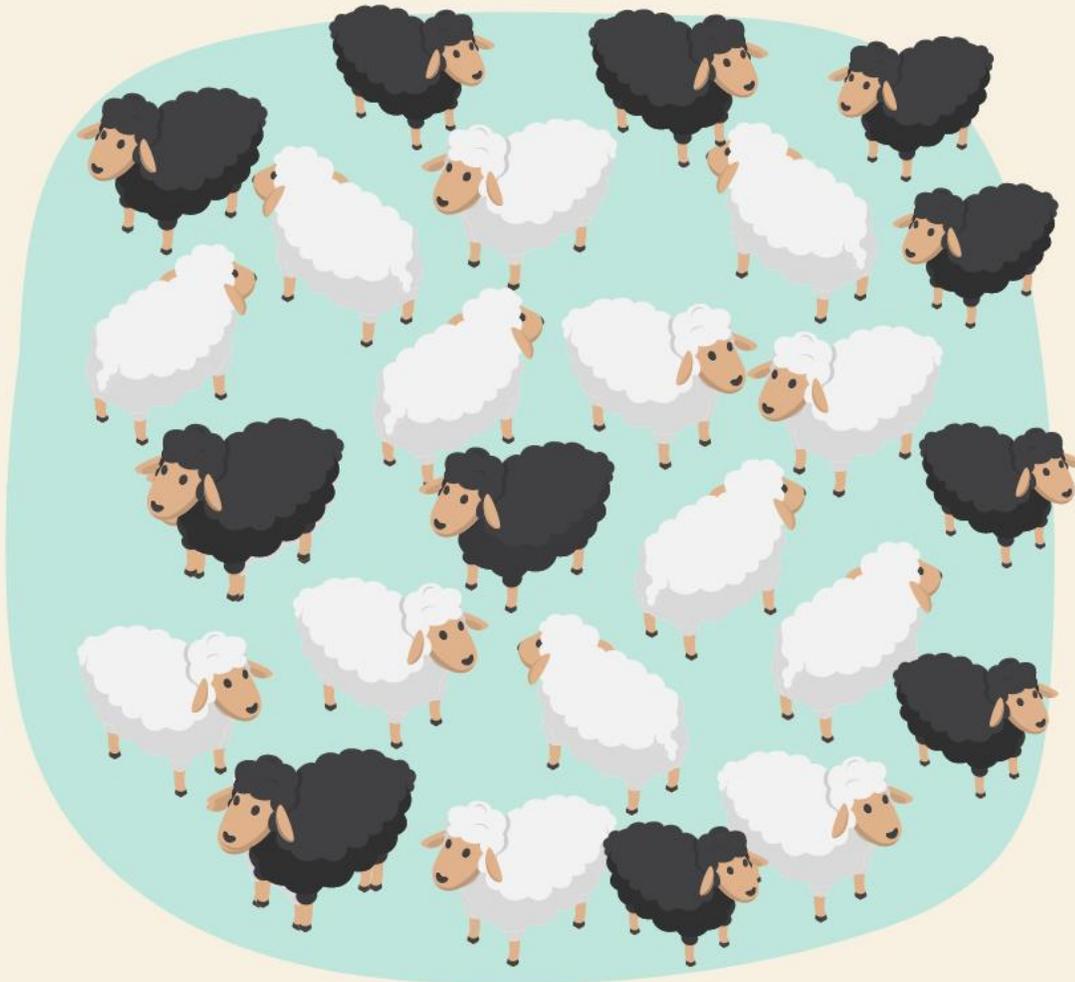


# I. Staff entitlements

How do they differ by contractual status?

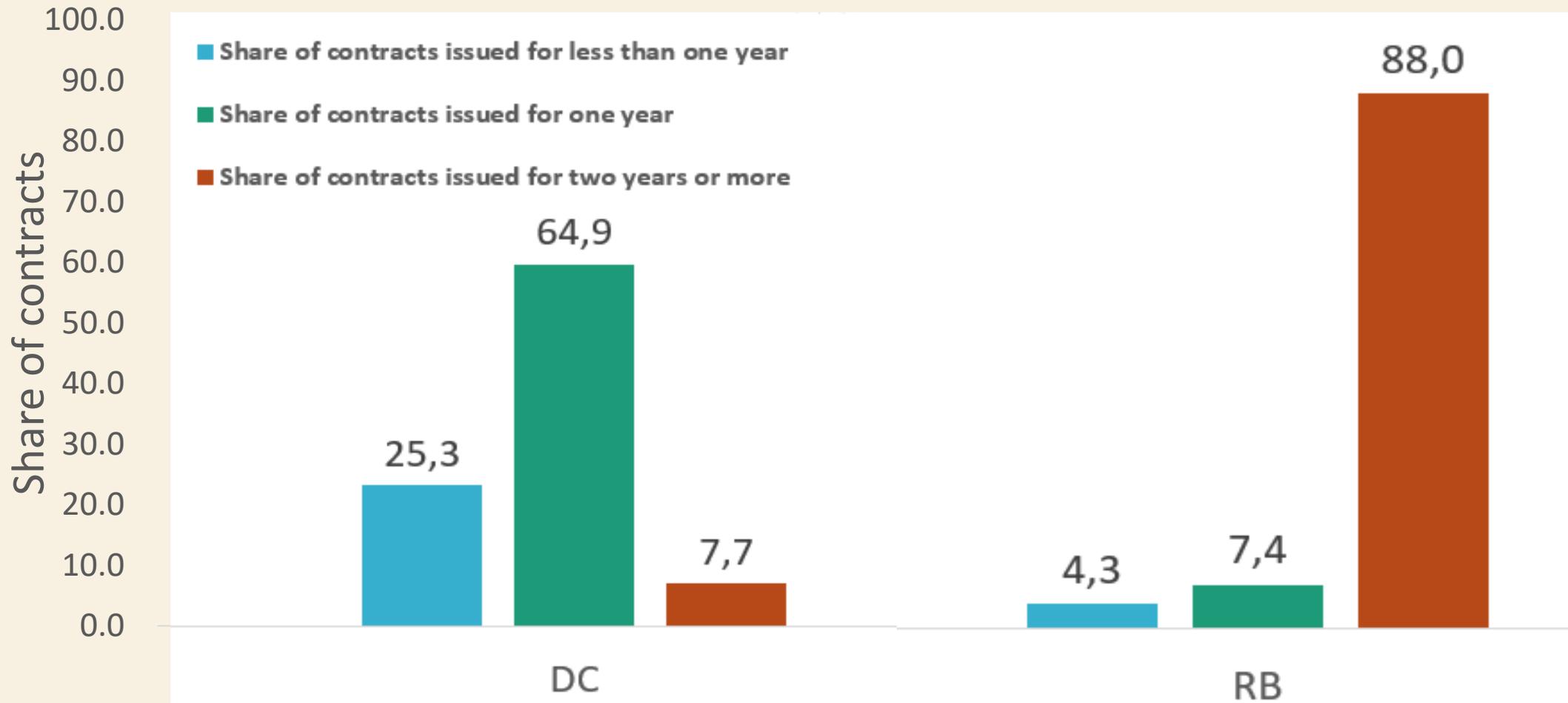


# Staff entitlements: what's the matter?



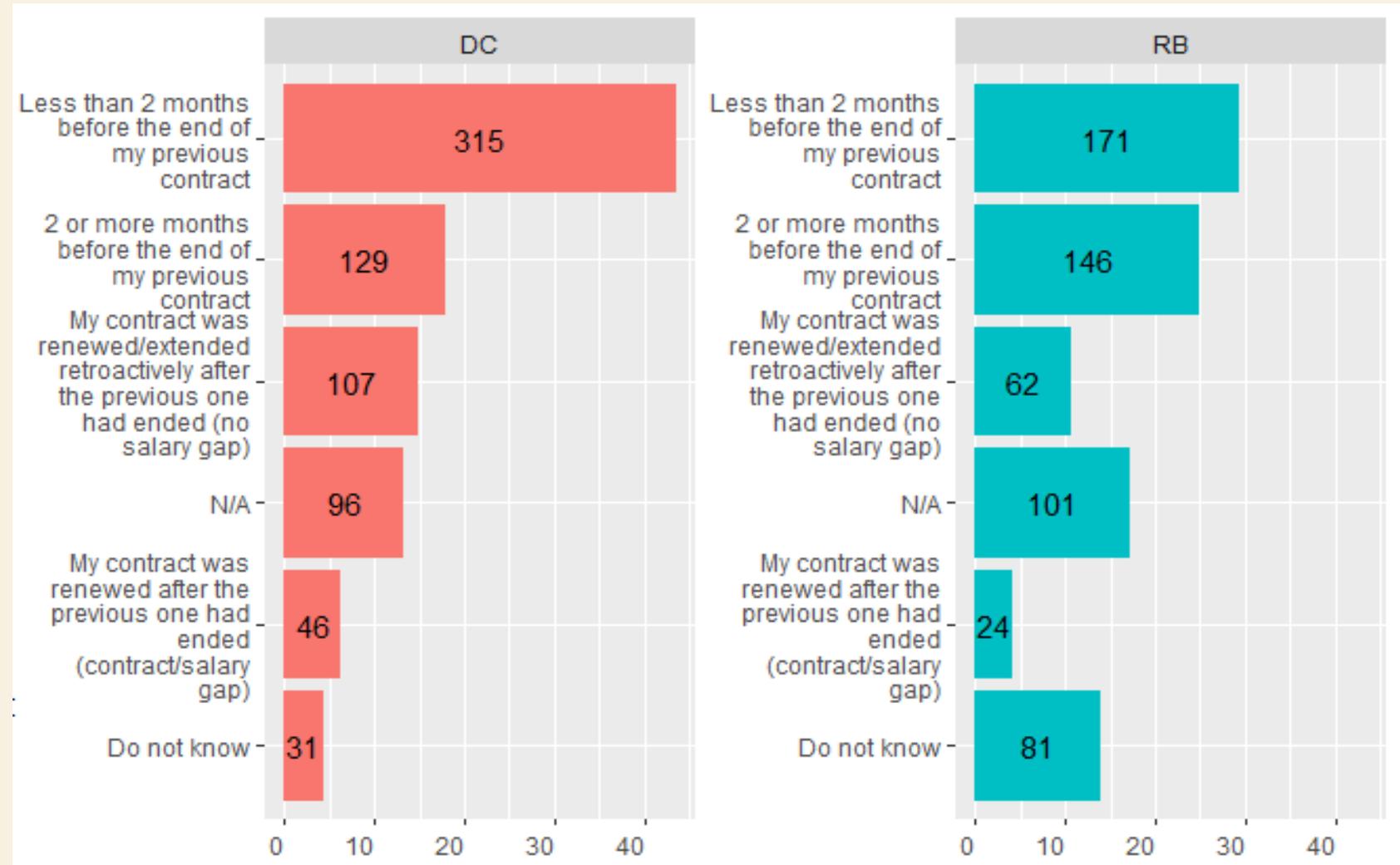
Survey highlights consistent differences in conditions of work between RB and DC funded staff

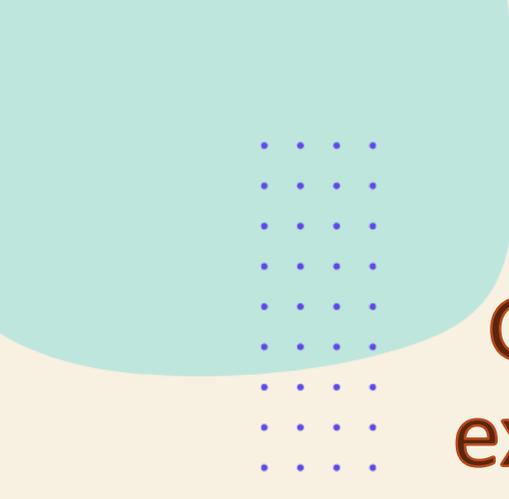
# DC staff have shorter contracts



# DC staff experience more involuntary contract breaks and shorter notice about contract renewals

Responses to “When did you receive a formal offer of your current appointment or contract renewal/extension?”:





# Greater work insecurity experienced by DC staff...

...precludes access to staff entitlements, incl. parental



...leads to a reduced uptake of staff entitlements among eligible DC staff, incl. home leave; education grant

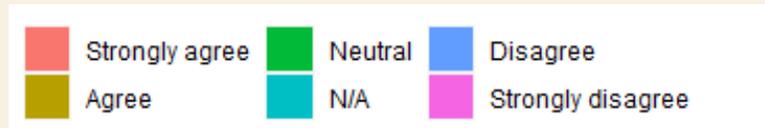
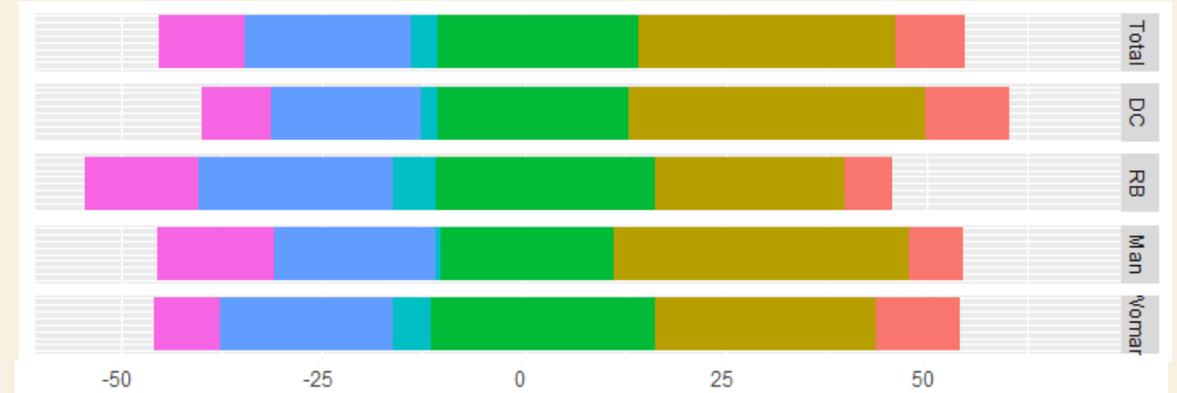
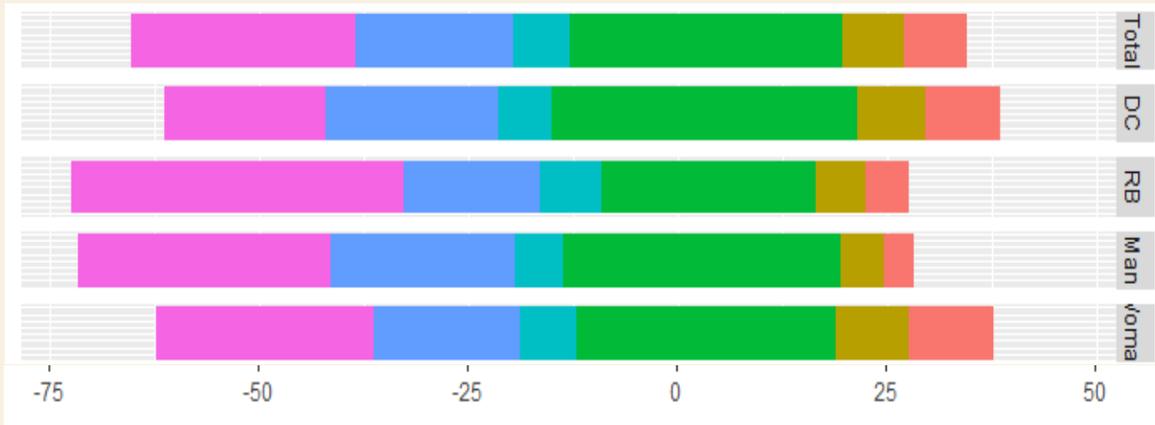


## Inequal access to staff entitlements



# DC staff benefit less from, and are more unclear about their rights to parental entitlements

- Distribution of staff responses to the statement *"My contract makes me ineligible for parental entitlements (leave, return from leave, etc.)"*
- Distribution of staff responses to the statement *"It is not clear to me what benefits I would be entitled to [if I had children]"*



# DC staff home leave uptake lower than RB staff

This is due to:

- a lack of a minimum six-month contract following return from home leave;
- last minute contract renewals;
- Covid 19 challenges



Administrative delays in the approval led to me missing out on my home leave.



When a contract is reaching the last 6 months everything is blocked, education grant, home leave, etc



[The] Covid situation back home did not allow [home leave] in 2020, nor was it really safe or possible in 2021, so my leave was forfeited.

# Education grant uptake lower among eligible DC staff than RB staff

This is due to:

- A lack of clarity and information regarding eligibility (especially among field staff);
- Uncertainty regarding contract renewal
- Need to have a contract for the whole scholar year to get the full education grant



My children are small in age. I assume that [the] education grant is for university students.



Given the short length of the contract and its date of start, I am hesitant to put kids in a private school as I am not sure that the contract will be renewed.  
If the contract is not renewed and I do not have salary and educational grant, I will not be able to afford the school tuition fees.  
For obvious reasons, I do not want my kids to change school every other year.

# Differences in staff entitlements by contractual status - Summary

Shorter contract lengths

Less notice about contract renewals

More involuntary contract gaps

Less knowledge about staff rights and entitlements

- > Higher levels of work insecurity for DC staff
- > Smaller share of DC staff are legally entitled to staff benefits
- > Lower uptake rates among DC staff who are legally eligible for staff benefits



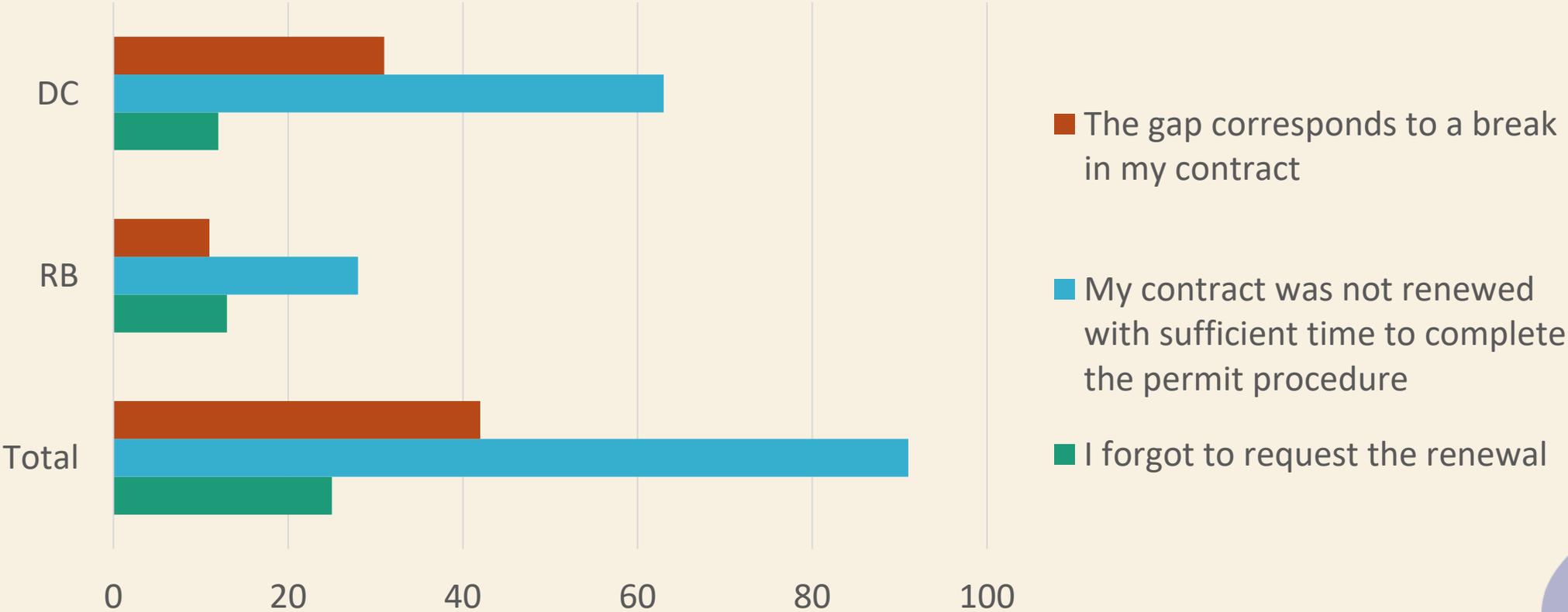
## II. Impact on staff lives of different contractual arrangements

Not being entitled to unemployment benefits, health insurance, retirement contribution, rent subsidy, residence permit during contract intervals, not being able to plan family visits because of not knowing the contractual future, not being able to buy a property, not being able to have a child, not being able to buy furniture since I could have to leave the country anytime, and much more.



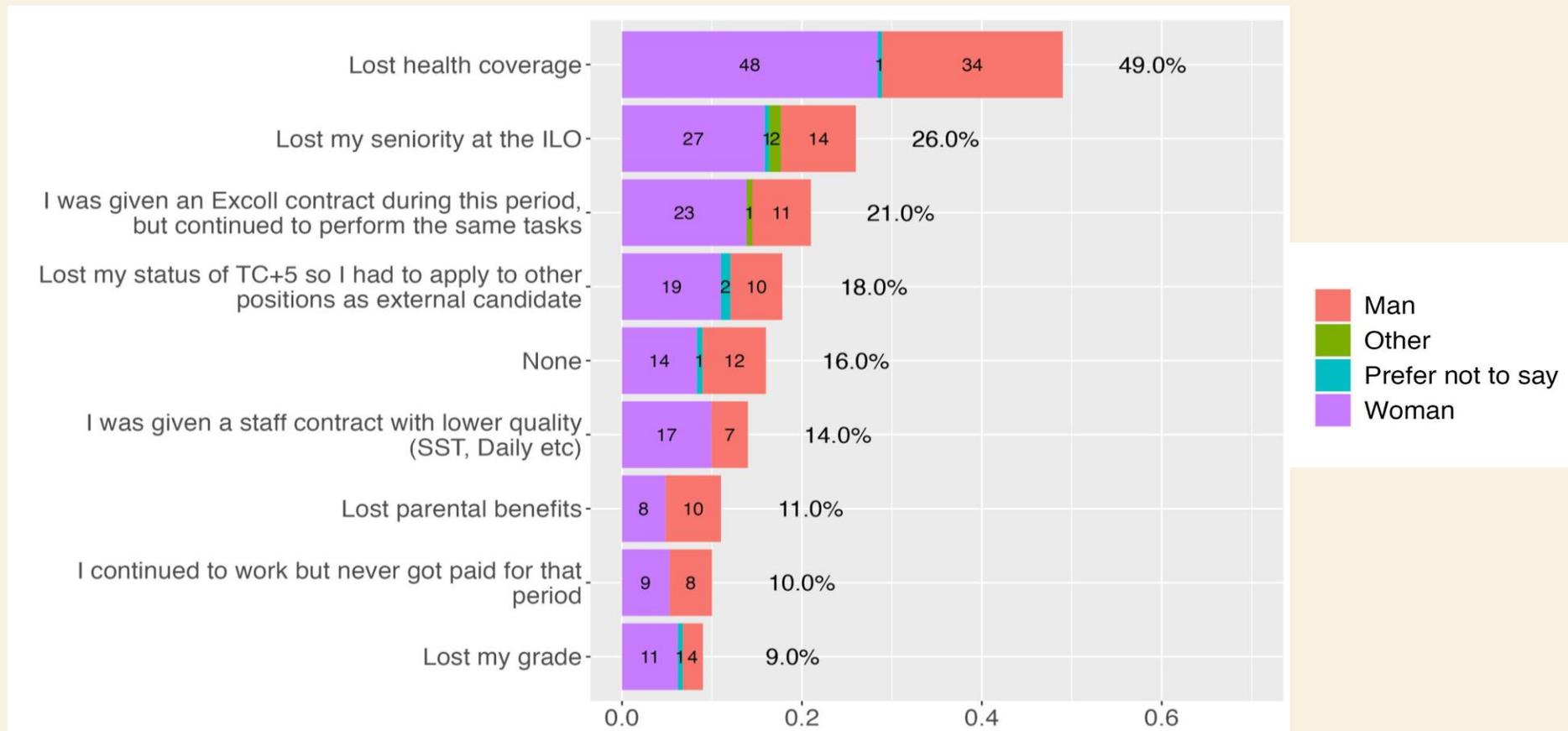
# DC staff more likely to experience a residency permit gap due to their contract situation

Stated cause of residency gap among P-staff members who have experienced an involuntary delayed contractual gap, by contract funding source:



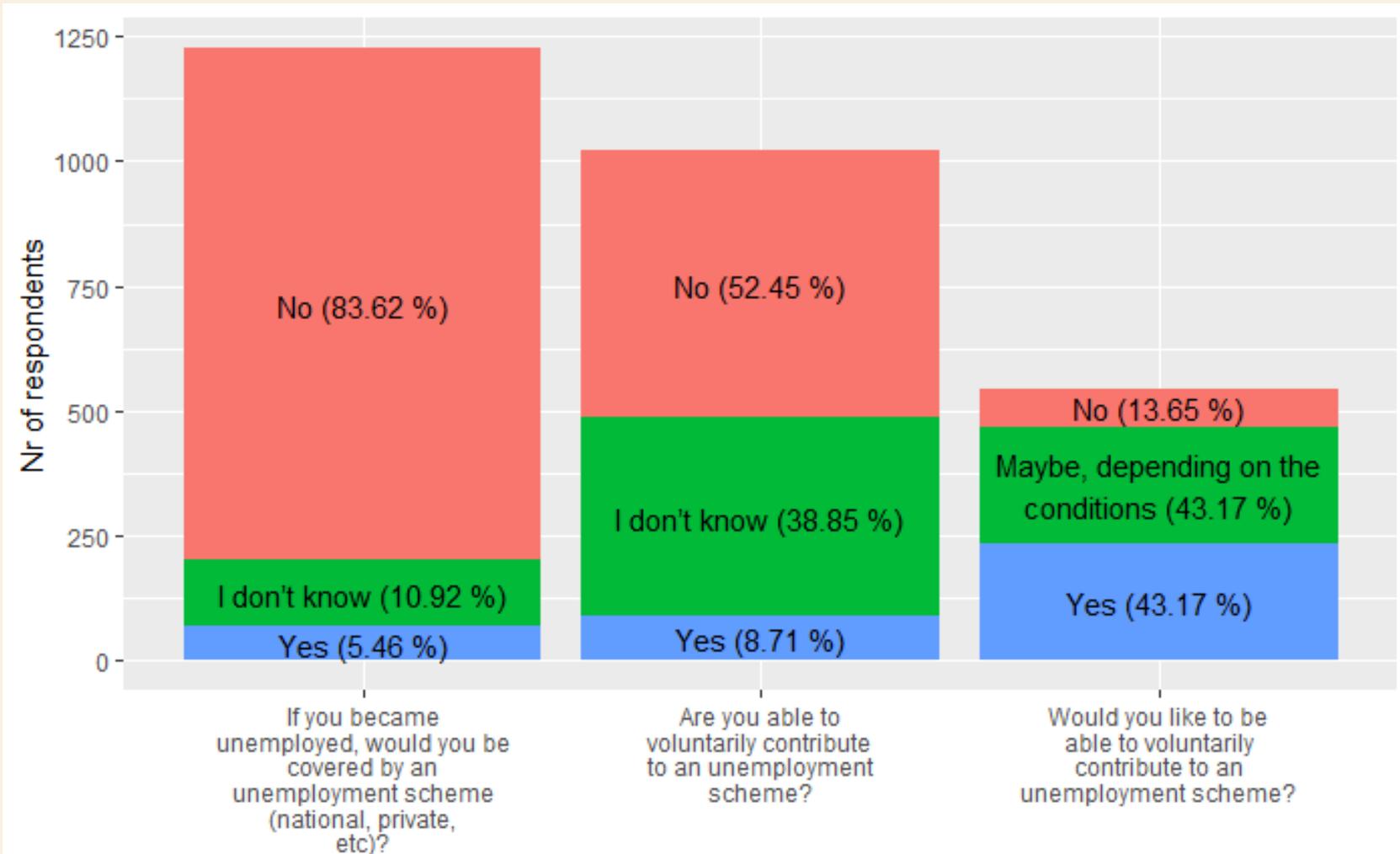
# DC staff access to health coverage & career development more limited as a result of involuntary contract gaps

Consequences of an involuntary (delayed) contract gap exceeding 30 days, among respondents who indicated having experienced an involuntary contract gap (multiple responses possible) :



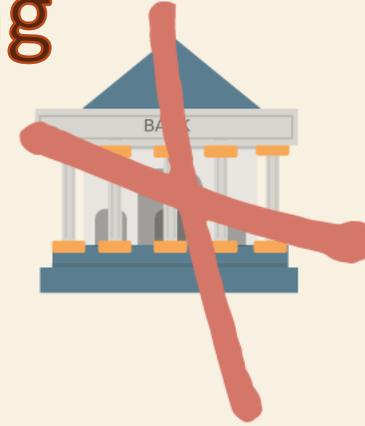
# DC staff more exposed to implications of absence of an unemployment scheme...

- Access to an unemployment scheme (national, private, etc.):



- ... although most staff would like to contribute to an unemployment scheme.

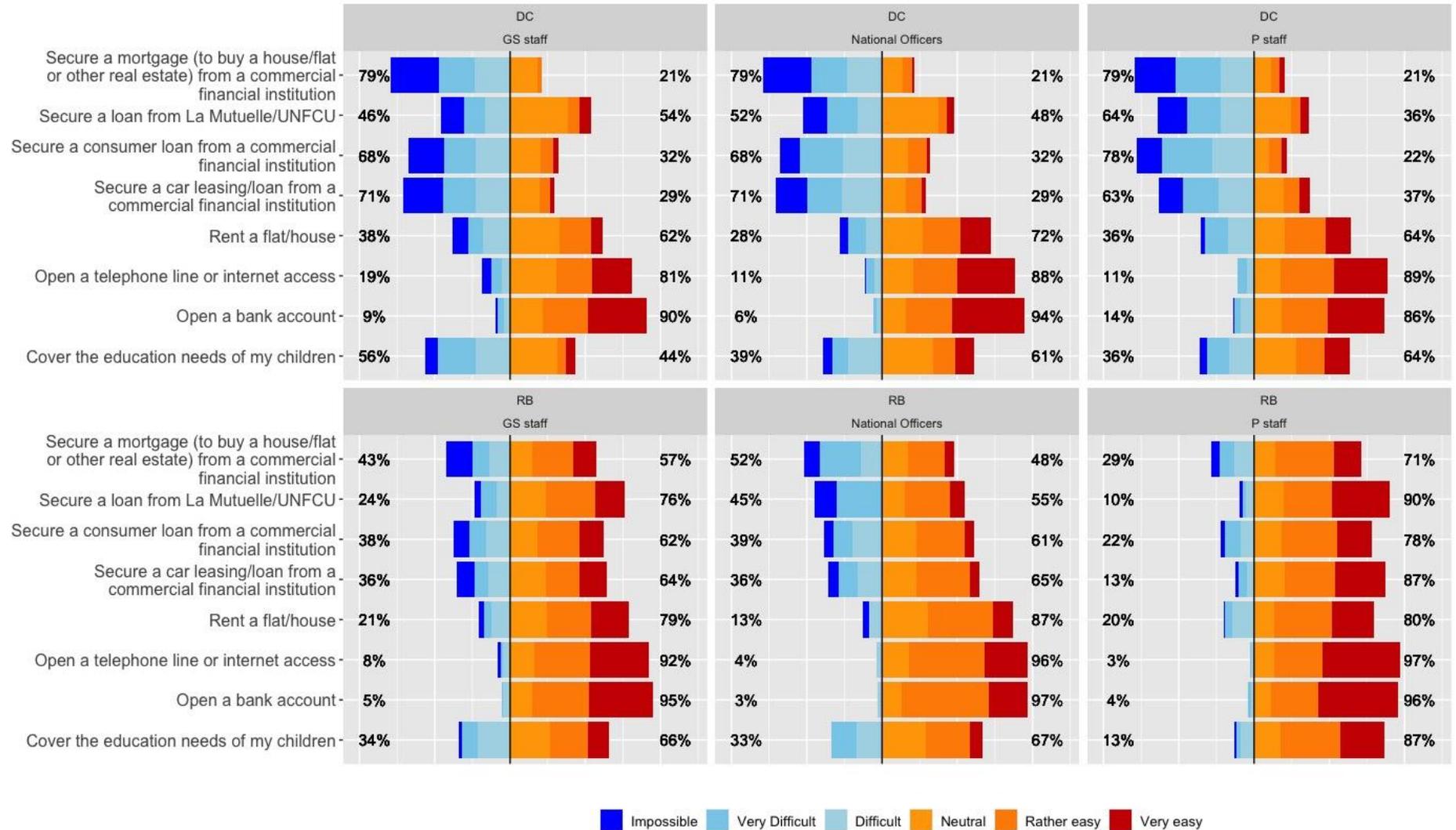
# DC staff and families experience more difficulties in accessing external services



It is more difficult for DC staff to:

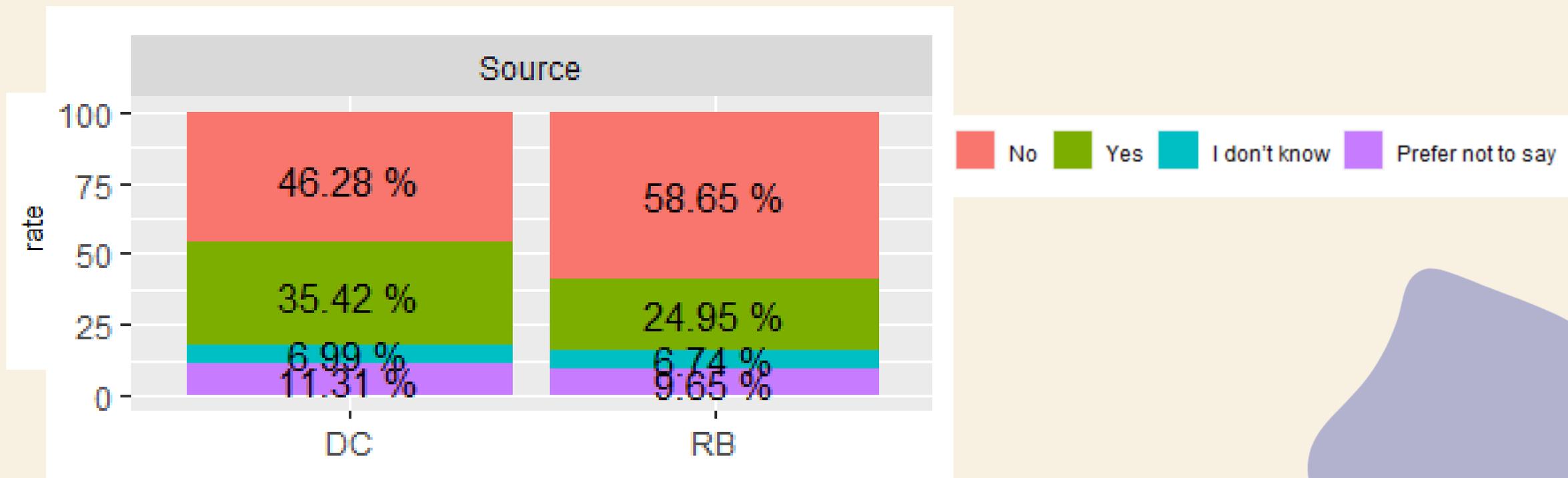
1. Secure a mortgage, a consumer loan, and/or car leasing from a commercial institution
2. Secure a loan from La Mutuelle/UNFCU
3. Cover the education needs of their children
4. Rent a flat/house
5. Open a telephone line or internet access
6. Open a bank account

# Staff challenges accessing external services in their daily lives



# Uncertainty about contract situation alters DC staff family formation decisions more

Responses to "Has your contract influenced your decision to have children?" statement, by source of contract funding:



# Having children: being a women and DC staff leads to higher feeling of insecurity

- A higher share of all females (**gender effect**):
  - Feared their contract would be in jeopardy by having a child or taking parental leave, relative to men.
  - Felt more strongly that children would slow their career advancement, relative to their colleagues without children.
- A higher share of all DC staff (men and women) felt too insecure in their jobs to have children (**DC contract effect**)
- **Female DC staff = gender effect + DC contract effect**



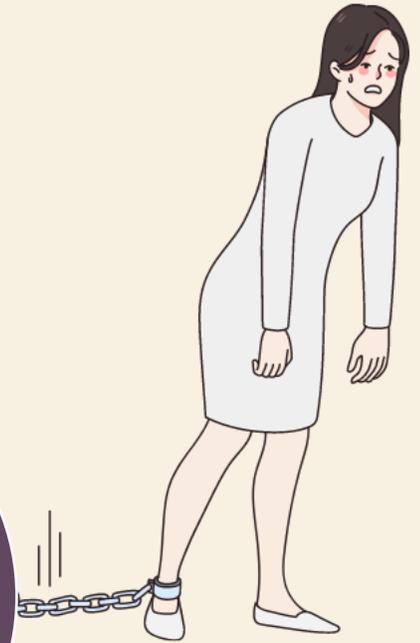
# Impact of precarious contract situations on staff lives - Summary

Loss of access to social protection (e.g. health or unemployment insurance)

Loss of residency permit

Changes in family formation decisions

Challenges accessing external services (e.g. mortgage, loans, children education needs...)



# III. Career development prospects by contractual status

I have been stuck [in my current position] for years (...) and it is still a very precarious contract. I cannot access learning opportunities such as secondment, transfers or loans, only accessible to RB staff. I feel zero support from HRD to myself and fellow colleagues with TC contracts about career development potential



# Career development challenges transcend contract funding source

- Across all staff, the highest levels of demotivation emerge among junior P staff, senior G staff and, senior NO staff.
- Demotivation is in part linked to limited opportunities for training and professional development, across the organisation, and especially in the field.

I realized years ago that there was no perspective of development for me and decided to stay 'content' in my current job. I like my colleagues and I am happy to do a good job, however I have felt stuck in the system for years.



[The] ILO do[es] not have [a] mechanism to create [a] path for career progression for staff, especially those who perform well



# Problematic access to training transcends contract funding source

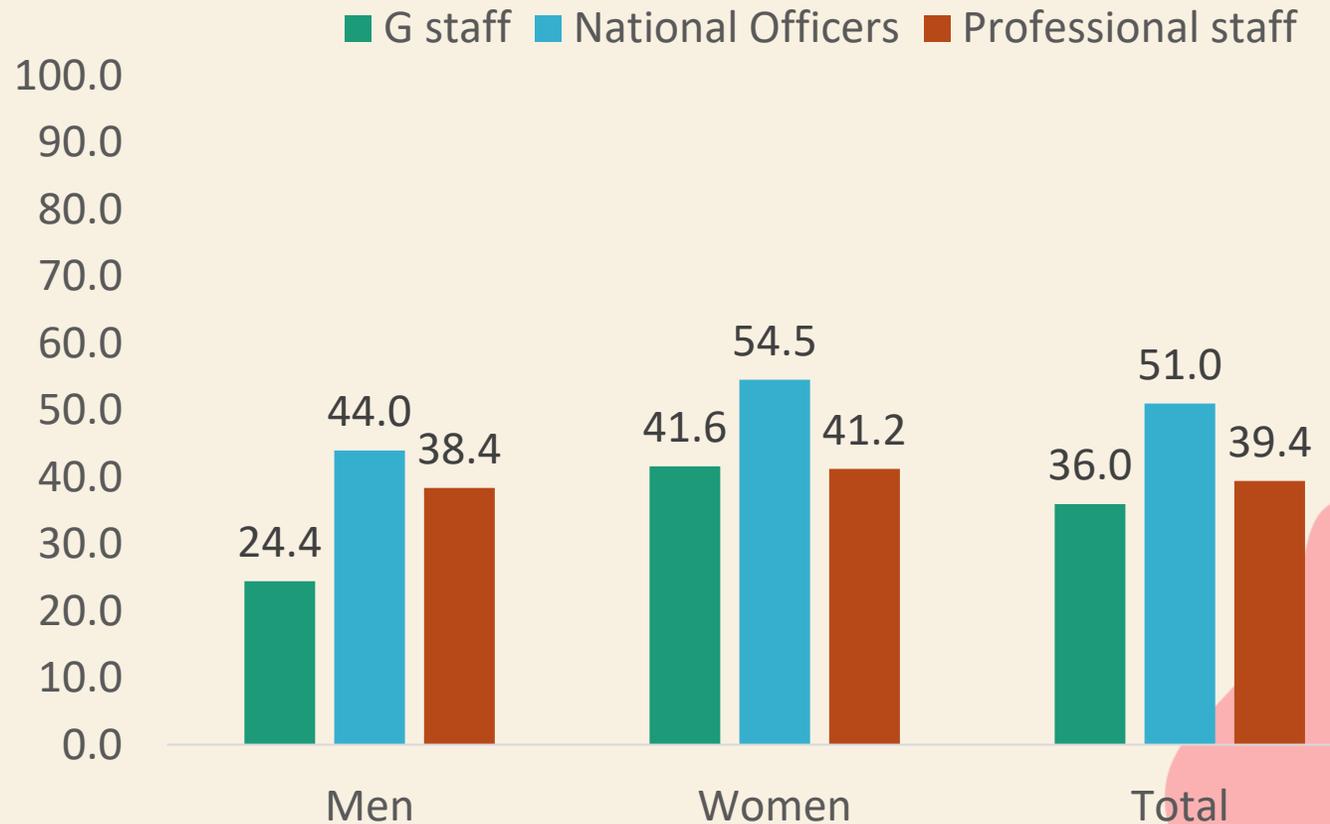
- About 42 per cent of all respondent staff have been denied access to training.
- Many staff pointed to the lack of transparency regarding the allocation of funding for training.
- Even still, DC staff face additional obstacles for development
- Rules on calculating and allocating SDF are based on RB staff allocation

... In reality, I think there are preferences regarding who receives funding [for training], and the lack of transparency suggests there is no attempt being made to ensure that the funding will be distributed equitably among staff members... there is a deficit of transparency – accountability – in my opinion.



# A large share of RB staff have DC experience

Share of ILO RB funded staff members with DC funded contract experience:



# DC funded staff also serve the “core” mandate of the ILO

- Although DC funded staff spend the majority of their time on tasks related to the project that finances their contract, most still spend a significant amount of time on work not related directly to their projects: **DC staff co-run the organization**
- Type of tasks DC funded staff undertake when not engaged on project related activities include:
  - 1) Work related to ILO “core”/RB functions
  - 2) Work related to other projects that are not funding your contract
  - 3) Resource mobilization/proposals development



# Inequal access to career development prospects by contractual status - Summary



## IV. Priority issues for the Staff Union identified by survey participants

Despite taking on additional responsibilities beyond my original scope of work, and working for other projects that are not funded by my project, as well supporting my area of expertise functions in the office, and having consistently excellent performance appraisals, I am in constant anxiety over job security and career growth due to the nature of my contract (...)



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# Clear staff consensus on top priorities issues that the union should address

- Responses to “Please indicate in the table below what are, in your view, the issues that you would like to see your union address as a priority”:



- The top 5 priorities are considered medium-to-high priorities by more than 90 per cent of respondents.

From a staff perspective, having to think about job security every year is very demotivating, while from a organization perspective this will also result in loss of talent and a tumultuous work period.



Employment (in)security, the impossibility of accessing a 'reclassification' or a merit-based step, and limited interesting training opportunities for DC staff only reinforce the feeling of belonging to a second class.



The ILO has plenty of capable and experience staff. However, they often feel stuck in their professional evolution and are demotivated. One reason is that there is no HRD career development plans and there is also politisation of higher level management positions (D1 and above).



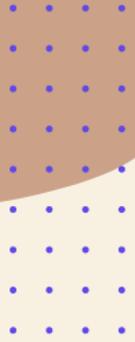
Illustration of choice of top priorities





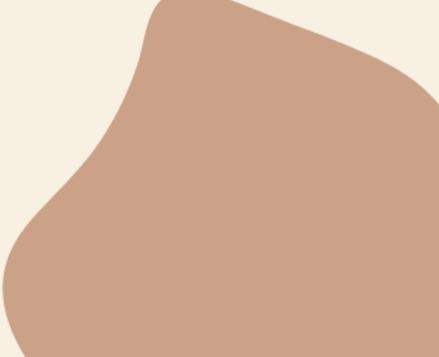
## V. Tentative policy recommendations

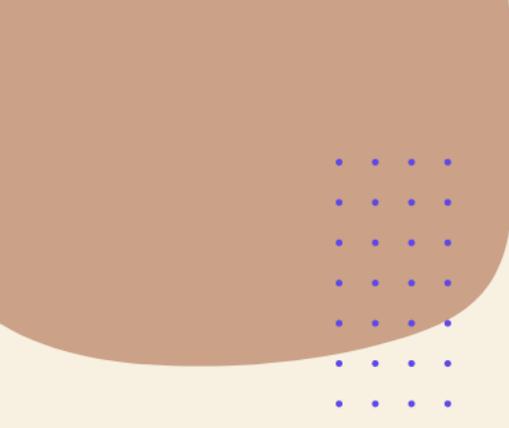




# Reminder on the SU objectives regarding staff on DC funded contracts:

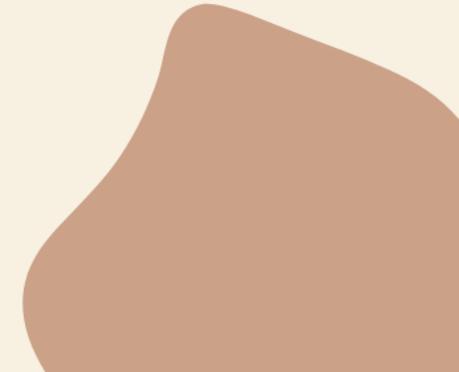
In the Staff Union's objectives, as approved in our Programme & Strategy 2023:

- Promote equal treatment of all staff, regardless of source of funds, in order to give effect to the vision of “One ILO”,
  - Defend the equal rights of staff performing equivalent functions, and promote equal pay before the ILO Administration,
  - Promote the views of and ensure a continuous career development path for staff on DC contracts,
  - Length of service should be a key factor considered in career path
- 



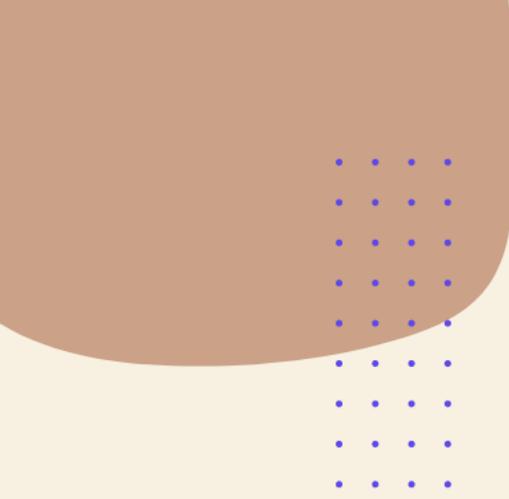
# Policy recommendations

Based on suggestions formulated by staff in response to the survey, policy recommendations aim to:

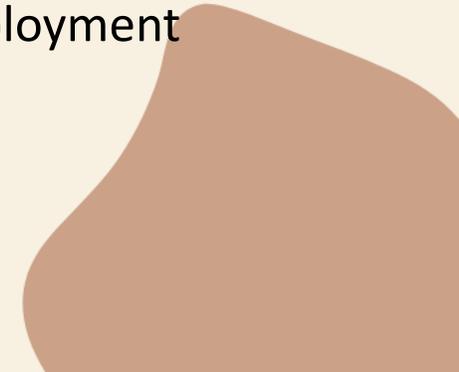
1. Reduce employment and earnings insecurity
  2. Improve social security coverage and entitlement uptake
  3. Equalise opportunities to access training and skills development
  4. Recognise the value of skillsets developed by DC staff and facilitate their career development within the ILO
  5. Improve opportunities for career advancement
  6. Improve workplace flexibility and equalise staff access to it
  7. Improve staff knowledge of rights and entitlements
- 

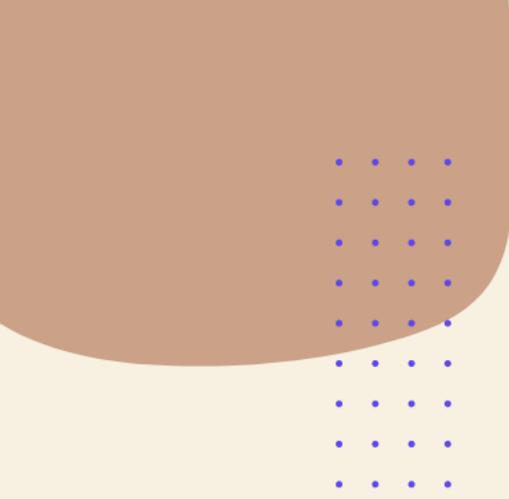
# Policy recommendation 1: Reduce employment and earnings insecurity

- Including DC funded staff members in the titularization exercise
- Ending the use of arbitrary 12-month contract for DC staff and instead, linking contract terms to predetermined project durations
- Applying the Integrated Resource Framework to staff contracting, allowing a mixed use of RB and DC funds to fight against precarity
- Retaining staff member seniority across contracts when a contractual break, exceeding one month, arises
- Ensuring respect of the 2-month deadline by which managers are required to notify staff members of contract renewal (or lack of)
- For staff nearing contract expiry, with limited prospect for contract renewal, providing career and job-seeking support to apply elsewhere, including offering skills assessment services
- Monitoring :
  - frequency and justification for short-term contracts in order to limit their use
  - management practices that consist in downgrading posts and/or sending them to the field only to cut costs
  - and requesting that HRD annually publish the gender balance of ILO staff composition by funding source, staff category, and grade to ensure a diverse gender representation across the organisation



## Policy recommendation 2: Improve social security coverage and entitlement uptake

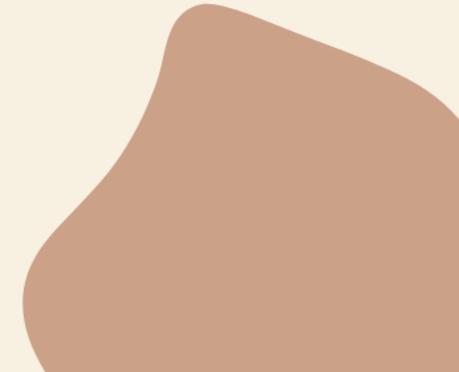
- Ensure all workers have access to adequate social protection (e.g. health insurance, pension benefits, parental leave, etc.)
    - introduction of an unemployment scheme for ILO Staff members. The SU survey indicated that most staff would support the introduction of such a measure.
    - extension of parental leave protection to all employees who meet the initial employment eligibility criteria, irrespective of contract funding source or contract duration
- 

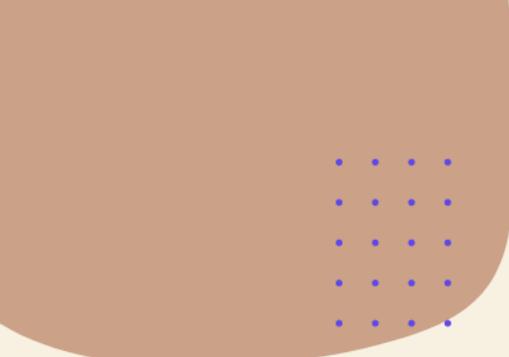


## Policy recommendation 3: Equalise opportunities to access training and skills development

- Invest in greater opportunities for training and advancement across the organization
- Introduce greater transparency regarding the allocation of funds for training
- Equalize access to professional development funds and opportunities, across all contract types, irrespective of funding source or duration

SU survey data show that irrespective of funding source, staff members in the field are at a particular disadvantage in terms of access to training:

- Improve access to training and skills development in the field
- 



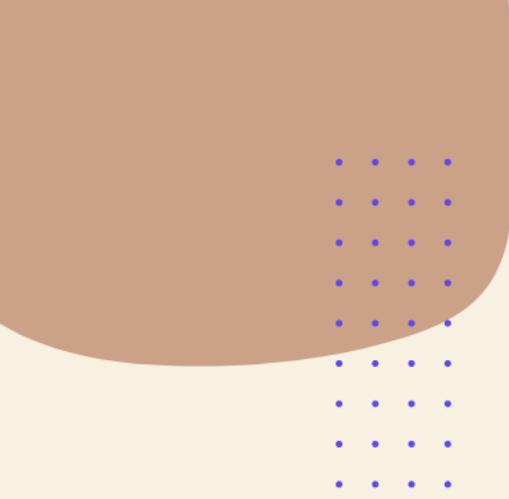
## Policy recommendation 4: Recognise the value of skillsets developed by DC staff and facilitate their career development within the ILO

- Officially recognising project/programme management as an official career track in the ILO and building the enabling environment to support it
  - Supporting project staff with growth opportunities and transition support before projects conclude (incl. creation of a DC staff roster and match-making with other employment opportunities within the organisation)
  - Ensuring equal recognition of work completed by DC staff (incl. access merit increments, long service award, promotion)
  - Equalizing career development opportunities available to DC and RB staff (e.g. secondments, roles during ILC)
  - Renegotiating the Recruitment and Mobility Policy to ensure that all ILO staff members have the opportunity to apply and be considered for positions
  - Equalizing the opportunity for both DC and RB staff to take a leave of absence
  - Considering an increase in the number of NO positions funded by RB
- 

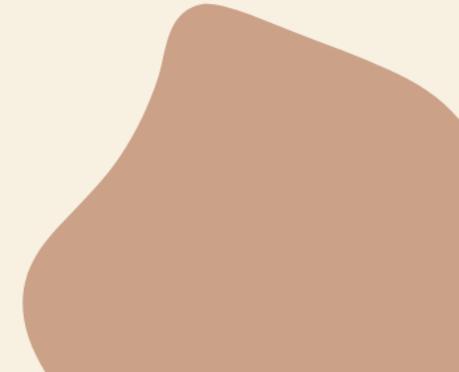


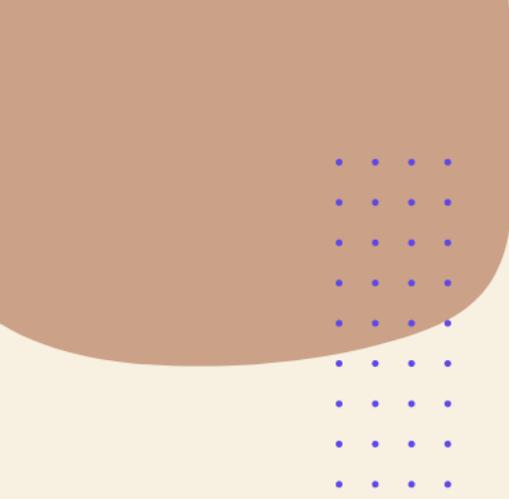
# Policy recommendation 5: Improve opportunities for career advancement

- Developing a real and inclusive career development and talent management system for all staff to retain and promote experienced staff
  - Creating more learning opportunities for all staff by further developing secondment opportunities, field trips, participation at the ILC, improved access to training
  - Promoting geographic mobility between duty stations (not only field – HQ)
  - Introducing a mechanism which ensures that staff who request feedback from HRD following the recruitment process, receive feedback
  - Developing functional mobility / transfer in grade; better valuing soft skills / experience acquired on other topics during recruitment; supporting staff who wish to move across staff categories (e.g. G/NOB to P position)
  - Promoting and encouraging opportunities to transfer from an RB position to a DC position, to gain project experience
  - Considering an increase in the number of NOC positions
  - Recognizing experience as much as formal educational achievements
- 

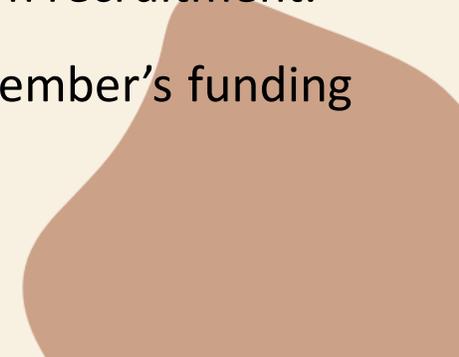


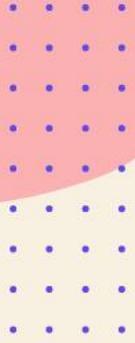
## Policy recommendation 6: Improve workplace flexibility and equalise staff access to it

- Sensitizing managers about the benefits of flexible working arrangements, good practice uses of technologies, and current rules governing telework
  - Monitoring and comparing the use of telework in different to spur discussion about the causes of variation in telework usage across the organisation
  - Modifying the current policy by adjusting the formula used to calculate the share of telework permissible
- 



## Policy recommendation 7: Improve staff knowledge of rights and entitlements

- Strengthen available information resources on staff rights and entitlements (incl. home leave and the education grant; the 2-month deadline by which managers are required to notify staff members of contract renewal (or lack thereof)
  - Launch targeted information awareness raising campaigns to disseminate improved information resources on staff rights and entitlements to existing staff members
  - Introduce a stronger and more systematic induction training, based on staff category and type of position, to ensure that new staff members understand their rights and entitlements upon recruitment.
  - Equalize access to induction training for all staff members, irrespective of a new staff member's funding source or contract duration
- 



The survey confirmed the need for further Staff Union action in the context of the year of DC colleagues, especially in the **contracts policy negotiations.**

Let us work together to reduce inequalities and improve conditions of work for all staff.

