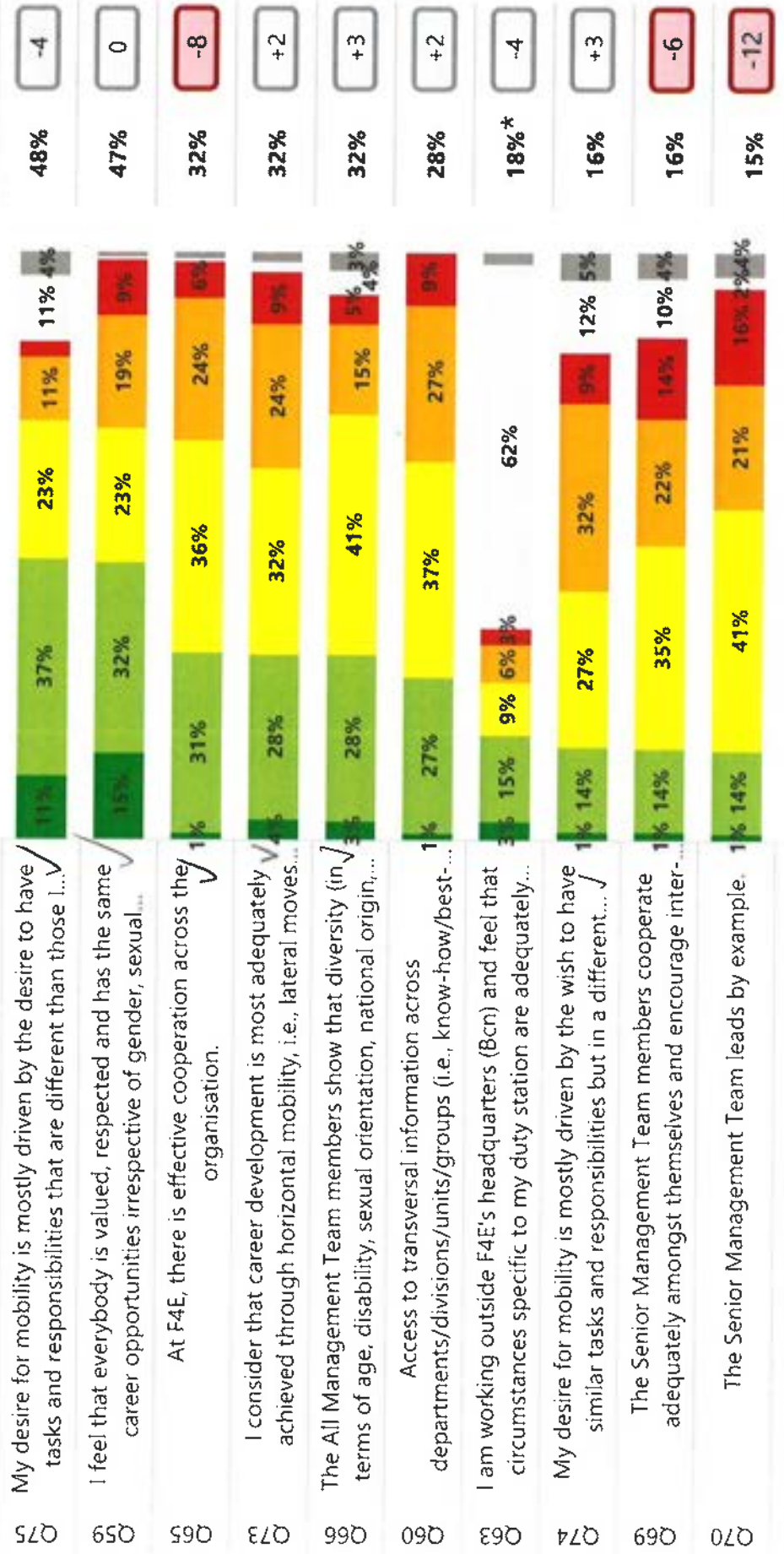




Additional questions results

Additional questions Detailed distribution of responses

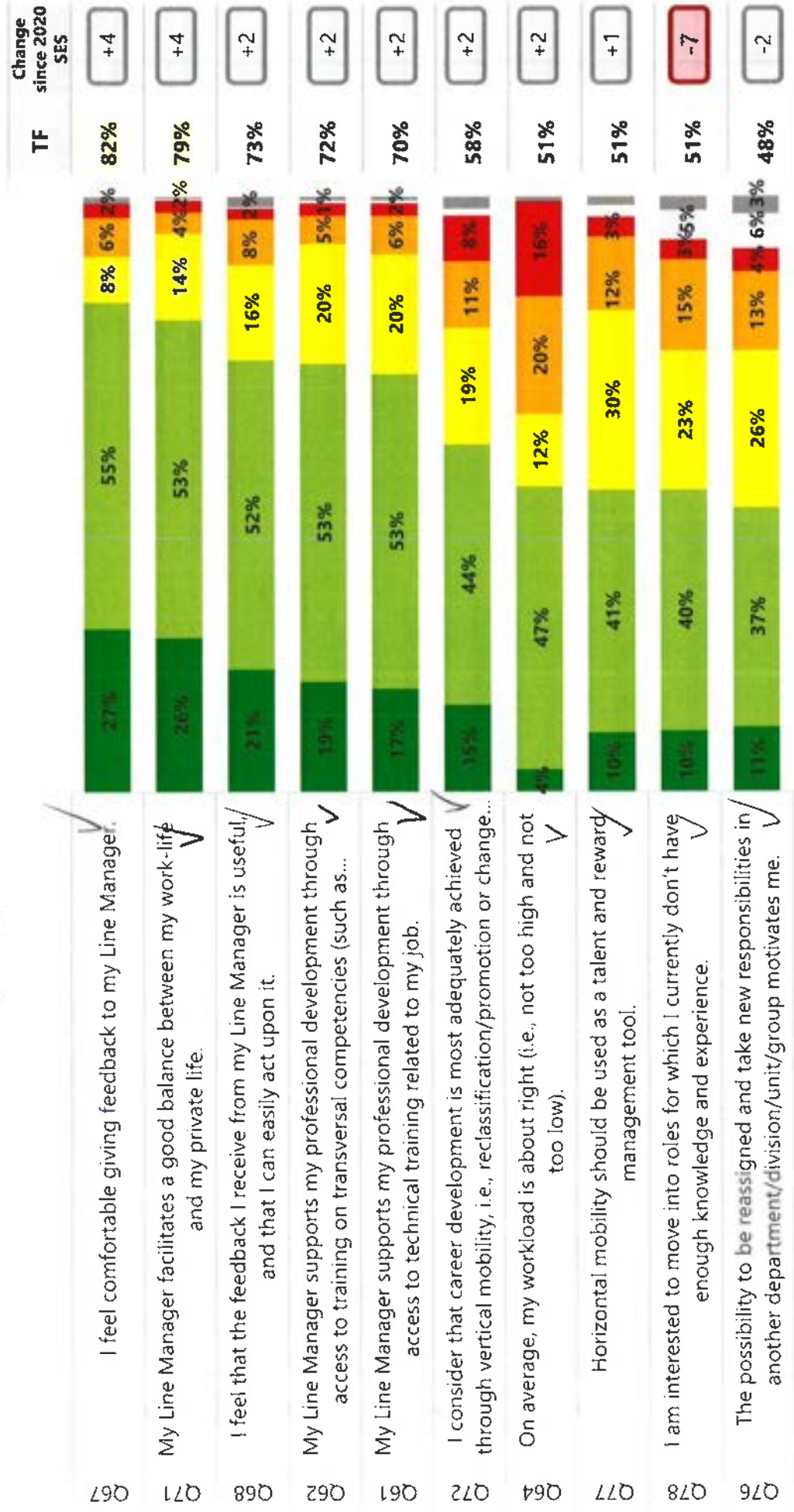
* Please note: Due to the limited number of respondents to whom the question is applicable, a re-calculated TF excluding the response option, "impossible to answer, not applicable to my work", is provided. This re-calculated TF score is 47%.



*Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.

'All Management Team' refers to the Director in office prior to 16 June 2022, Heads of Department, Heads of Division, Heads of Unit and Group Leaders.

Additional questions Detailed distribution of responses



Legend: ■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Impossible to answer, not applicable to my work I prefer not to answer

Benchmarking legend: At least 5 points greater than previous survey/ EU Agency average At least 5 points lower than previous survey/ EU Agency average Between -5 points and +5 points relative to the previous survey / EU Agency average

'Line Manager' refers to functional Line Manager, not the matrix manager

Additional questions Analysis of results



Areas of Strength

- A high share of respondents agrees with the fact that the fact that they feel **comfortable with giving feedback to their Line Manager**, and that the latter helps **facilitating a good work-life balance** (Q67 and Q71, TF 82% and 79% respectively).
- In addition, 73% of respondents agree that **the feedback received from Line Managers is useful and easy to act upon** (Q68).
- 72% believe their Line Manager **supports them in their development through access to transversal (Q62) and technical competencies' training** (Q61).



Areas for Improvement

- An area for improvement is **Senior Management leading by example** (Q70: TF 15%) and **collaborating amongst themselves** (Q69: TF 16%) Both questions, have recorded a statistically significant decrease compared to the 2020 SES – Q70 has dropped by 12 p.p. while Q 69 has dropped by 6 p.p.
- Only 16% of respondents agree with the fact that their **desire for mobility is mostly driven by the wish to have similar tasks** and responsibilities but in a different department/division/unit/group than their current one (Q74).
- It is worth noting that staff perceive **effective cooperation** across F4E has worsened compared to 2020 (Q65: TF 32%, -8 p.p. compared to 2020).

Dimensions results per demographic breakdown



Dimensions results per demographic breakdown

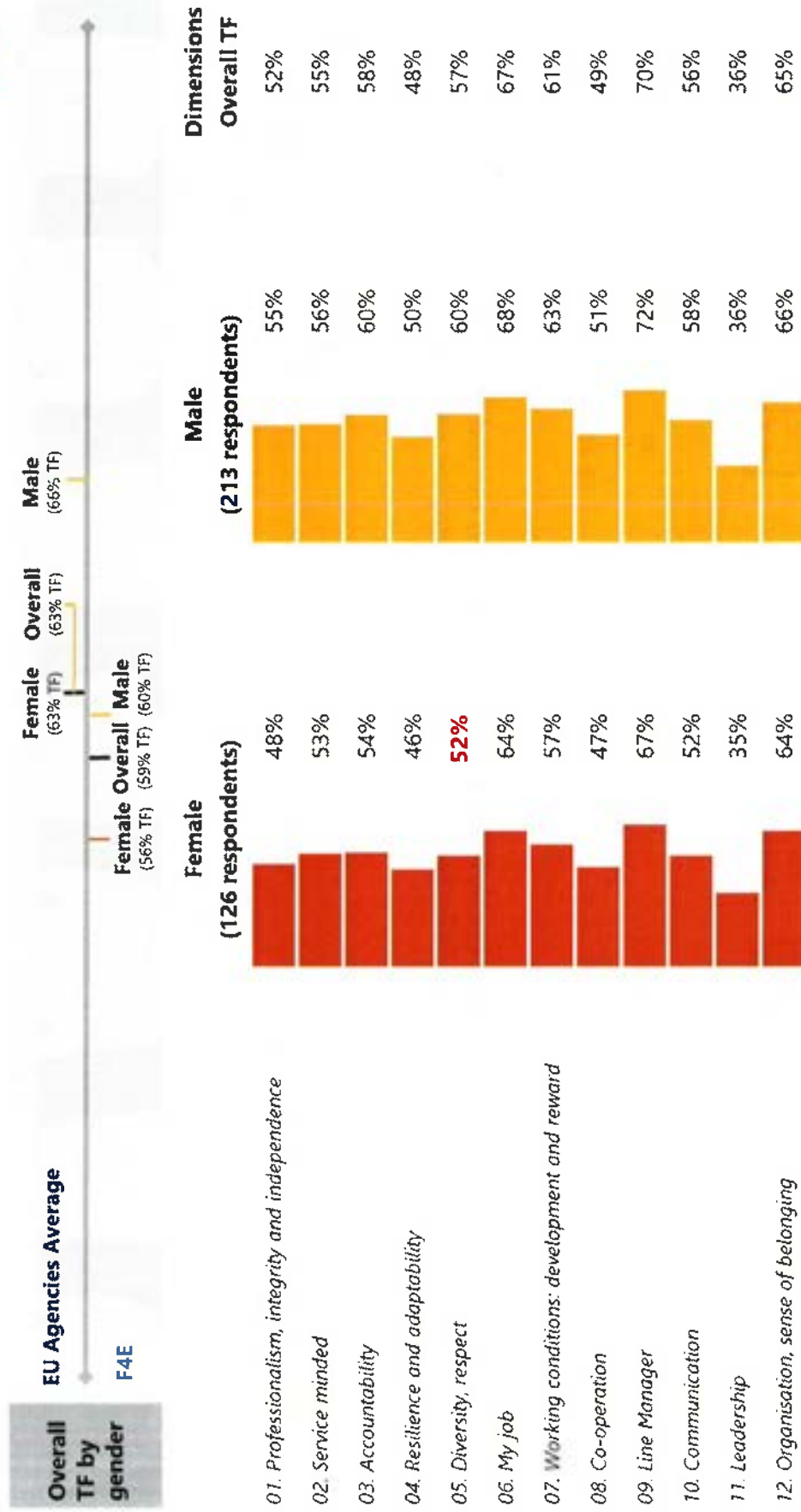
The following breakdown analysis of results has been performed:



In order to ensure confidentiality, breakdown of results have been carried out only when 5 or more responses were collected within a given demographic category.



Dimensions overview by gender

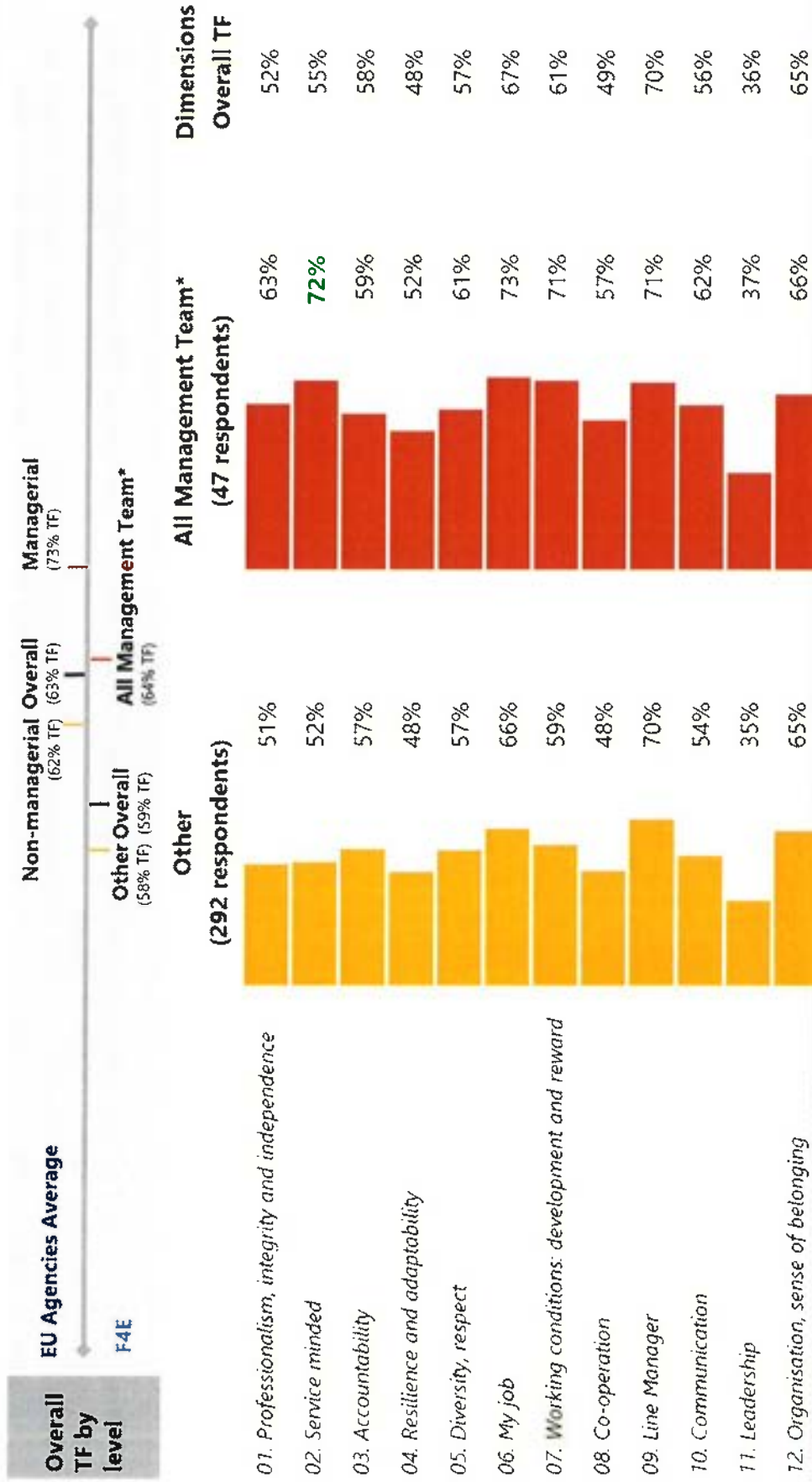


- **Male respondents register better results compared to female respondents across all dimensions.**
- At the question level, it is interesting to note that female respondents to Q59 "I feel that everybody is valued, respected and has the same career opportunities irrespective of gender, sexual orientation, age and disability." recorded a **-31 p.p. TF score compared to male respondents.**
- Both male and female respondents recorded **lower overall results relative** to corresponding EU Averages by gender breakdown.

Relevant variations from average TF levels have been highlighted using different colours. **Red:** whether the value is significantly lower than the TF; **Green:** whether the value is 50 significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/-5 (%) points for groups of more than 100 people; +/-10 (%) points for groups of 50 to 99 people; +/-15 (%) points for groups of less than 50 people.



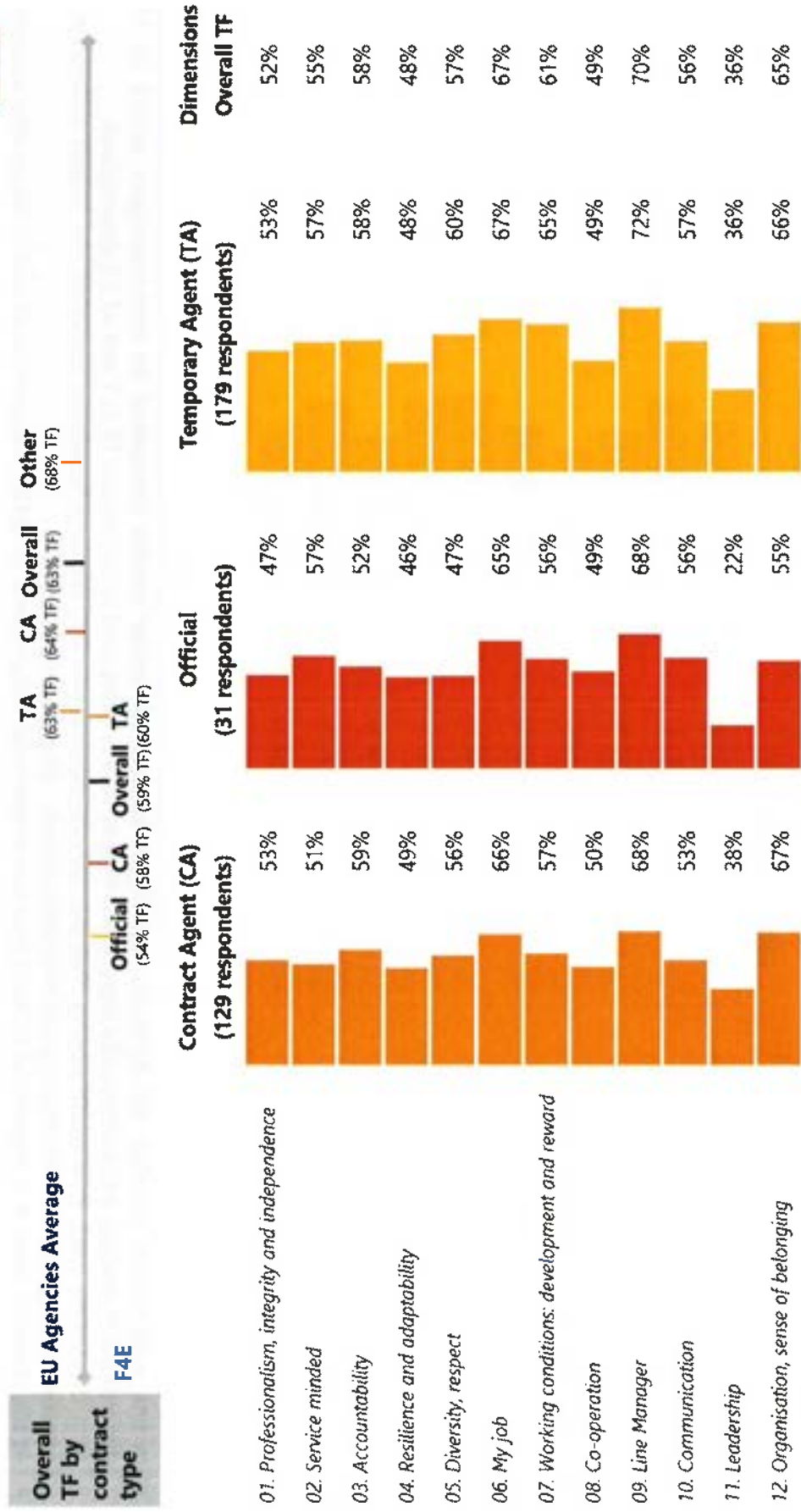
Dimensions overview by level



- In line with results of other EU Agencies, managers registered better results compared to non-managers across all 12 dimensions of analysis and statistically significant higher scores compared to the overall TF in 1 out of 12 dimensions.
- At a dimension level, it is worth noting that D2. Service minded and D7. Working conditions recorded the largest differences between managerial and non-managerial level (respectively, -20 p.p. and -12 p.p.).
- At the question level, it is interesting to note that non-managerial respondents to Q43 "The opinion of staff is taken into account for improving F4E activities," recorded a -27 p.p. TF score compared to managerial respondents.
- Both All Management Team* and "other" respondents recorded lower overall results relative to corresponding EU Averages.

(All Management Team refers to the Director in office prior to 16 June 2022, Heads of Department, Heads of Division, Heads of Unit and Group Leaders.)
 Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/- 5 (%) points for groups of more than 100 people; +/- 10 (%) points for groups of 50 to 99 people; +/- 15 (%) points for groups of less than 50 people.

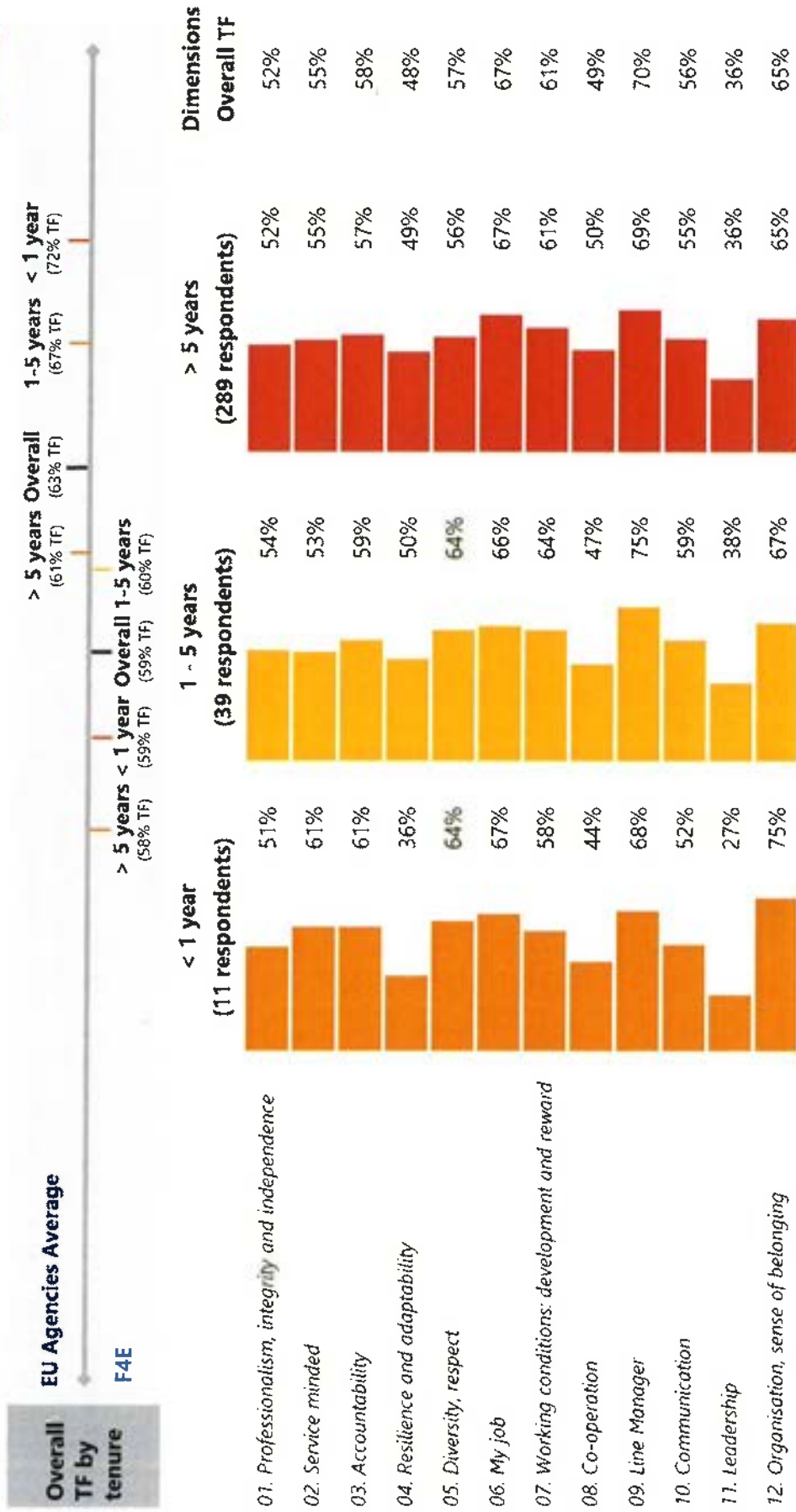
Dimensions overview by contract type



- In line with other EU Agencies, **CAs recorded slightly lower TF scores (58% TF overall) and TAs show higher results (60% TF overall)** than other contract-type categories.
- At the question level, it is interesting to note that one question to which the wide difference between CAs and TAs can be attributed is, greatly, **Q45 "I am rewarded fairly when compared to others in the organisation doing similar work." CAs recorded a 17% TF score, 39 p.p. lower than that of TAs and 22 p.p. lower than that of Officials.**
- Compared to the EU average, **all contract types respondents recorded lower results.**

Relevant variations from average TF levels have been highlighted using different colours. **Red:** whether the value is significantly lower than the TF; **Green:** whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/- 5 (%) points for groups of more than 100 people; +/- 10 (%) points for groups of 50 to 99 people; +/- 15 (%) points for groups of less than 50 people.

Dimensions overview by years of work in the Agency



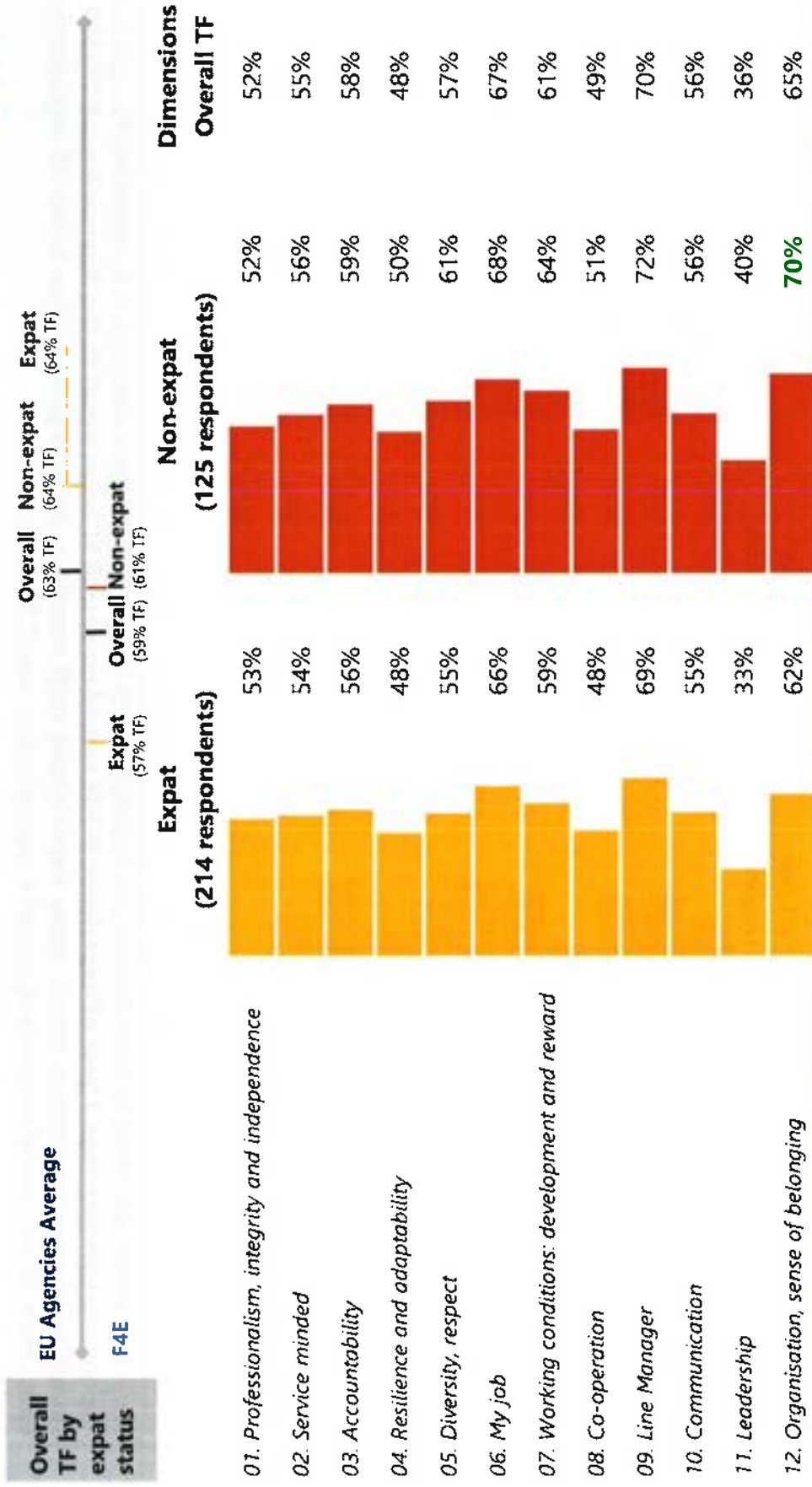
• Given that newer staff tend to score higher than colleagues with longer tenure across Agencies, it is interesting to note that respondents with **less than 1 year of experience in F4E record an overall TF score equal to the Agency overall TF (59%)**. Moreover, contrary to common trends, **more experienced staff members show slightly higher levels of engagement** across most dimensions of analysis and scored a slightly higher overall TF (60%).

• At the question level, it is interesting to note that **employees with longer tenure in F4E for Q47 "I would recommend F4E as a good place to work," recorded a -29 p.p. TF score compared to respondents who have been working at F4E for less than 1 year.**

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/- 5 (%) points for groups of more than 100 people; +/- 10 (%) points for groups of 50 to 99 people; +/- 15 (%) points for groups of less than 50 people.



Dimensions overview by expatriate status



- **Non-expat** respondents **show higher TF scores** compared to their colleagues across 11 out of the 12 dimensions of analysis. The biggest differences can be noted in D12. *Organisation, sense of belonging (+8 p.p.)* and D11. *Leadership (+7 p.p.)*.
- At the question level, it is interesting to note that **expats for Q41** "How would you rate the level of engagement currently exhibited by F4E staff?" recorded a **-16 p.p. TF score compared to non-expats**.
- Compared to the respective EU averages, both groups recorded lower overall results.

Relevant variations from average TF levels have been highlighted using different colours. *Red*: whether the value is significantly lower than the TF; *Green*: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/-5 (%) points for groups of more than 100 people; +/-10 (%) points for groups of 50 to 99 people; +/-15 (%) points for groups of less than 50 people.

Dimensions overview by Department



Dimensions	Overall TF	Administration (65 resp)	Broader Approach Programme & Development (18 resp)	Commercial (55 resp)	ITER Delivery (126 resp)	ITER Programme (27 resp)	Project Management (44 resp)
01. Professionalism, integrity and independence	52%	51%	72%	54%	48%	55%	56%
02. Service minded	55%	57%	69%	57%	51%	51%	55%
03. Accountability	58%	54%	72%	59%	55%	62%	59%
04. Resilience and adaptability	48%	54%	56%	45%	46%	59%	42%
05. Diversity, respect	57%	55%	64%	48%	58%	63%	64%
06. My job	67%	67%	82%	65%	64%	71%	68%
07. Working conditions: development and reward	61%	63%	74%	62%	59%	60%	56%
08. Co-operation	49%	50%	61%	54%	45%	47%	50%
09. Line Manager	70%	73%	78%	72%	66%	70%	72%
10. Communication	56%	57%	68%	55%	53%	56%	58%
11. Leadership	36%	30%	43%	33%	37%	41%	39%
12. Organisation, sense of belonging	65%	63%	72%	64%	65%	69%	65%
Total Favourable (58 standard questions)	59%	59%	70%	59%	56%	61%	59%

- Considering the **total TF scores for the entire survey**, no Department demonstrated **statistically significant differences** with respect to overall results.
- The situation changes slightly when looking at individual dimensions of analysis. In particular, the **Broader Approach Programme & Development** registered **statistically significant higher scores** in dimensions D1. *Professionalism, integrity and independence* (+20 p.p.), D3. *Accountability* (+15 p.p.) and D6. *My job* (+15 p.p.). On the other hand, the **ITER Delivery Department** showed **statistically significant lower results** compared to results for dimension D1. *Professionalism, integrity and independence* (-5 p.p.)

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/-5 (%) points for groups of more than 100 people; +/-10 (%) points for groups of 50 to 99 people; +/-15 (%) points for groups of less than 50 people.

Dimensions overview by Unit

Administration Department



Dimensions	Overall TF	Digital Transformation (18 resp)	Health & Corporate Services (12 resp)	Legal Service (9 resp)	People & Culture (13 resp)	Process and Organizational Improvement (6 resp)
01. Professionalism, integrity and independence	52%	63%	55%	49%	42%	48%
02. Service minded	55%	57%	42%	59%	64%	67%
03. Accountability	58%	63%	58%	48%	49%	50%
04. Resilience and adaptability	48%	65%	64%	56%	38%	44%
05. Diversity, respect	57%	61%	67%	44%	62%	50%
06. My job	67%	74%	74%	65%	58%	63%
07. Working conditions: development and reward	61%	62%	75%	75%	59%	62%
08. Co-operation	49%	58%	58%	56%	40%	50%
09. Line Manager	70%	78%	83%	81%	61%	63%
10. Communication	56%	59%	61%	56%	53%	50%
11. Leadership	36%	32%	35%	36%	35%	29%
12. Organisation, sense of belonging	65%	69%	68%	62%	57%	57%
Total Favourable (58 standard questions)	59%	65%	65%	60%	52%	54%

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/-5 (%) points for groups of more than 100 people; +/-10 (%) points for groups of 50 to 99 people; +/-15 (%) points for groups of less than 50 people.

Dimensions overview by Unit

Broader Approach Programme & Development Department



Dimensions	Overall TF	IFMIF (5 resp.)	JT60-SA (5 resp.)
01. Professionalism, integrity and independence	52%	77%	67%
02. Service minded	55%	53%	74%
03. Accountability	58%	73%	70%
04. Resilience and adaptability	48%	40%	63%
05. Diversity, respect	57%	50%	72%
06. My job	67%	71%	83%
07. Working conditions: development and reward	61%	57%	76%
08. Co-operation	49%	56%	71%
09. Line Manager	70%	54%	82%
10. Communication	56%	53%	69%
11. Leadership	36%	30%	47%
12. Organisation, sense of belonging	65%	60%	76%
Total Favourable (58 standard questions)	59%	59%	73%

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/- 5 (%) points for groups of more than 100 people; +/- 10 (%) points for groups of 50 to 99 people; +/- 15 (%) points for groups of less than 50 people.

Dimensions overview by Unit

Commercial Department



Dimensions	Overall TF	Commercial Management & Procurement (24 resp.)	Commercial Management & Market Analysis (5 resp.)	Finance (6 resp.)
01. Professionalism, integrity and independence	52%	52%	34%	58%
02. Service minded	55%	58%	40%	63%
03. Accountability	58%	58%	40%	65%
04. Resilience and adaptability	48%	43%	33%	48%
05. Diversity, respect	57%	52%	40%	53%
06. My job	67%	63%	44%	74%
07. Working conditions: development and reward	61%	65%	37%	63%
08. Co-operation	49%	61%	28%	61%
09. Line Manager	70%	78%	56%	69%
10. Communication	56%	53%	40%	59%
11. Leadership	36%	26%	25%	48%
12. Organisation, sense of belonging	65%	62%	58%	71%
Total Favourable (58 standard questions)	59%	59%	43%	64%

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/- 5 (%) points for groups of more than 100 people; +/- 10 (%) points for groups of 50 to 99 people; +/- 15 (%) points for groups of less than 50 people.

Dimensions overview by Unit

ITER Delivery Department (1/2)



Dimensions	Overall TF	Engineering (39 resp.)	Diagnostics (10 resp.)	Magnets (10 resp.)	Remote Handling (9 resp.)	Vacuum Vessel (6 resp.)
01. Professionalism, integrity and independence	52%	44%	43%	56%	51%	55%
02. Service minded	55%	52%	60%	50%	52%	61%
03. Accountability	58%	51%	67%	60%	48%	61%
04. Resilience and adaptability	48%	45%	47%	50%	41%	50%
05. Diversity, respect	57%	60%	60%	70%	50%	75%
06. My job	67%	61%	68%	77%	60%	70%
07. Working conditions: development and reward	61%	57%	47%	63%	59%	67%
08. Co-operation	49%	39%	54%	52%	53%	63%
09. Line Manager	70%	65%	50%	64%	76%	77%
10. Communication	56%	49%	53%	53%	63%	56%
11. Leadership	36%	34%	45%	38%	50%	42%
12. Organisation, sense of belonging	65%	65%	66%	69%	67%	75%
Total Favourable (58 standard questions)	59%	54%	56%	61%	58%	66%

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/-5 (%) points for groups of more than 100 people; +/-10 (%) points for groups of 50 to 99 people; +/-15 (%) points for groups of less than 50 people.

Dimensions overview by Unit

ITER Delivery Department (2/2)



Dimensions	Overall TF	Cryopant and Fuel Cycle (6 resp.)	Heating & Current Drive (4 resp.)	In Vessel (12 resp.)	TBM and Materials Development (3 resp.)
01. Professionalism, integrity and independence	52%	57%	40%	62%	41%
02. Service minded	55%	28%	50%	67%	46%
03. Accountability	58%	50%	48%	67%	38%
04. Resilience and adaptability	48%	56%	29%	58%	46%
05. Diversity, respect	57%	67%	46%	54%	56%
06. My job	67%	63%	51%	75%	71%
07. Working conditions: development and reward	61%	62%	55%	64%	73%
08. Co-operation	49%	53%	34%	50%	45%
09. Line Manager	70%	90%	54%	77%	71%
10. Communication	56%	61%	45%	67%	52%
11. Leadership	36%	29%	36%	48%	19%
12. Organisation, sense of belonging	65%	62%	56%	69%	58%
Total Favourable (58 standard questions)	59%	60%	47%	66%	54%

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/- 5 (%) points for groups of more than 100 people; +/- 10 (%) points for groups of 50 to 99 people; +/- 15 (%) points for groups of less than 50 people.

Dimensions overview by Unit

ITER Programme Department



Dimensions	Overall TF	Site, Buildings and Power Supplies (17 resp.)
01. Professionalism, integrity and independence	52%	55%
02. Service minded	55%	51%
03. Accountability	58%	65%
04. Resilience and adaptability	48%	61%
05. Diversity, respect	57%	74%
06. My job	67%	73%
07. Working conditions: development and reward	61%	71%
08. Co-operation	49%	45%
09. Line Manager	70%	78%
10. Communication	56%	61%
11. Leadership	36%	46%
12. Organisation, sense of belonging	65%	75%
Total Favourable (58 standard questions)	59%	65%

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/-5 (%) points for groups of more than 100 people; +/-10 (%) points for groups of 50 to 99 people; +/-15 (%) points for groups of less than 50 people.

Dimensions overview by Unit

Project Management Department



Dimensions	Overall TF	Nuclear Safety (5 resp)	Project Performance Management (15 resp)	Quality Assurance (9 resp)
01. Professionalism, integrity and independence	52%	60%	64%	60%
02. Service minded	55%	61%	58%	56%
03. Accountability	58%	61%	67%	59%
04. Resilience and adaptability	48%	39%	47%	44%
05. Diversity, respect	57%	75%	73%	72%
06. My job	67%	78%	67%	74%
07. Working conditions: development and reward	61%	64%	55%	56%
08. Co-operation	49%	63%	55%	53%
09. Line Manager	70%	73%	77%	74%
10. Communication	56%	53%	66%	56%
11. Leadership	36%	33%	52%	39%
12. Organisation, sense of belonging	65%	82%	73%	67%
Total Favourable (58 standard questions)	59%	66%	65%	62%

Relevant variations from average TF levels have been highlighted using different colours. Red: whether the value is significantly lower than the TF; Green: whether the value is significantly higher than the TF. In coherence with most common trends across literature, relevant variations have been assessed in accordance to the dimension of the analysed group: +/- 5 (%) points for groups of more than 100 people; +/- 10 (%) points for groups of 50 to 99 people; +/- 15 (%) points for groups of less than 50 people.

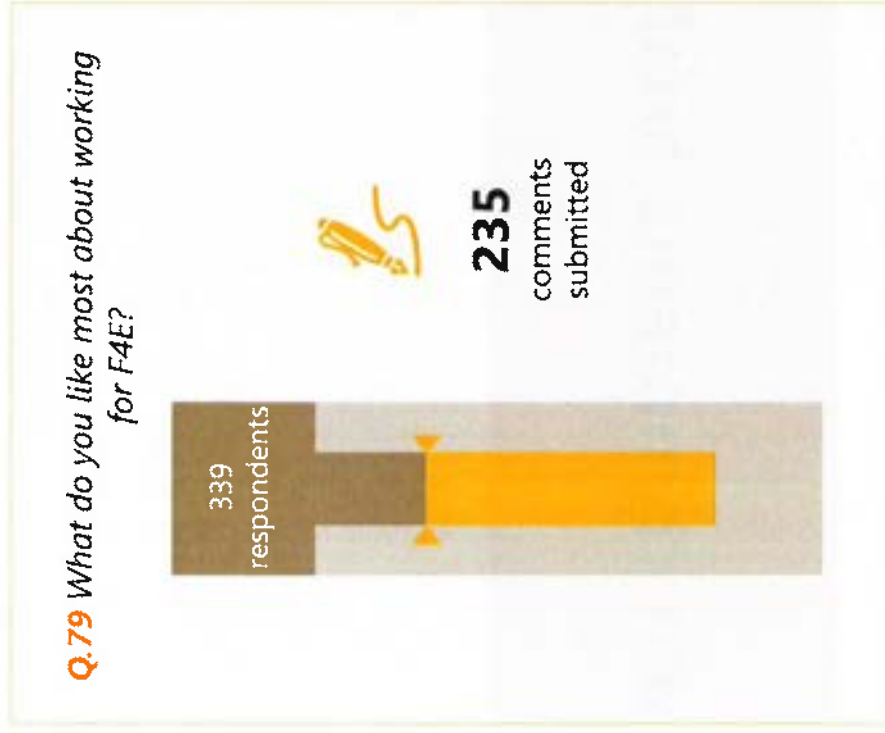


Open comments analysis

Open comments analysis

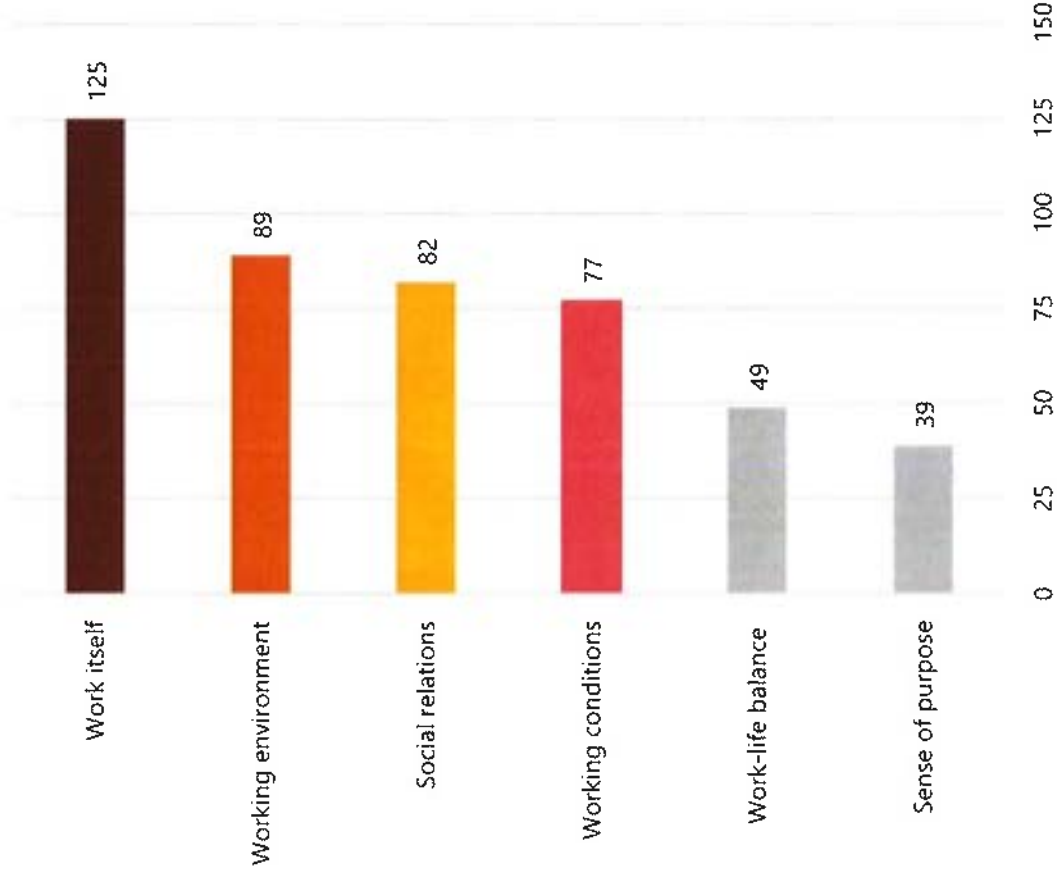
At the end of the questionnaire, participants were invited to express their view on what they like most about working for the organisation and on what they would like to see improved. Comments have been analysed and clustered.

Answers to the two open questions were not mandatory, and, for each, the following number of comments was gathered:



What do you like most about working for F4E?

The «macro-categories» below are further divided into sub-categories, which are presented in detail on the following slide.



The work itself

Referring to the content of one's work, to the variety of tasks, challenges and opportunities to interact with external stakeholders.

Working environment

Referring to working in an international, multicultural environment that embraces different backgrounds and cultures.

Social relations

Referring to friendly, helpful, talented, committed and knowledgeable colleagues.

Working conditions

Referring to compensation packages, learning & development opportunities as well as work-life balance and flexibility.

What do you like most about working for F4E?

Macro-themes	Sub-themes	Frequency
Work itself	Content of work	116
	Personal development	6
	Relations with external stakeholders	3
Working Environment	International/multicultural environment	56
	Working environment	26
	Autonomy and responsibility	6
	Visibility	1
Social relations	Colleagues and team spirit	73
	Line Manager and middle management	9
Working conditions	Compensation packages and job conditions	43
	Professional development	22
	Location	12

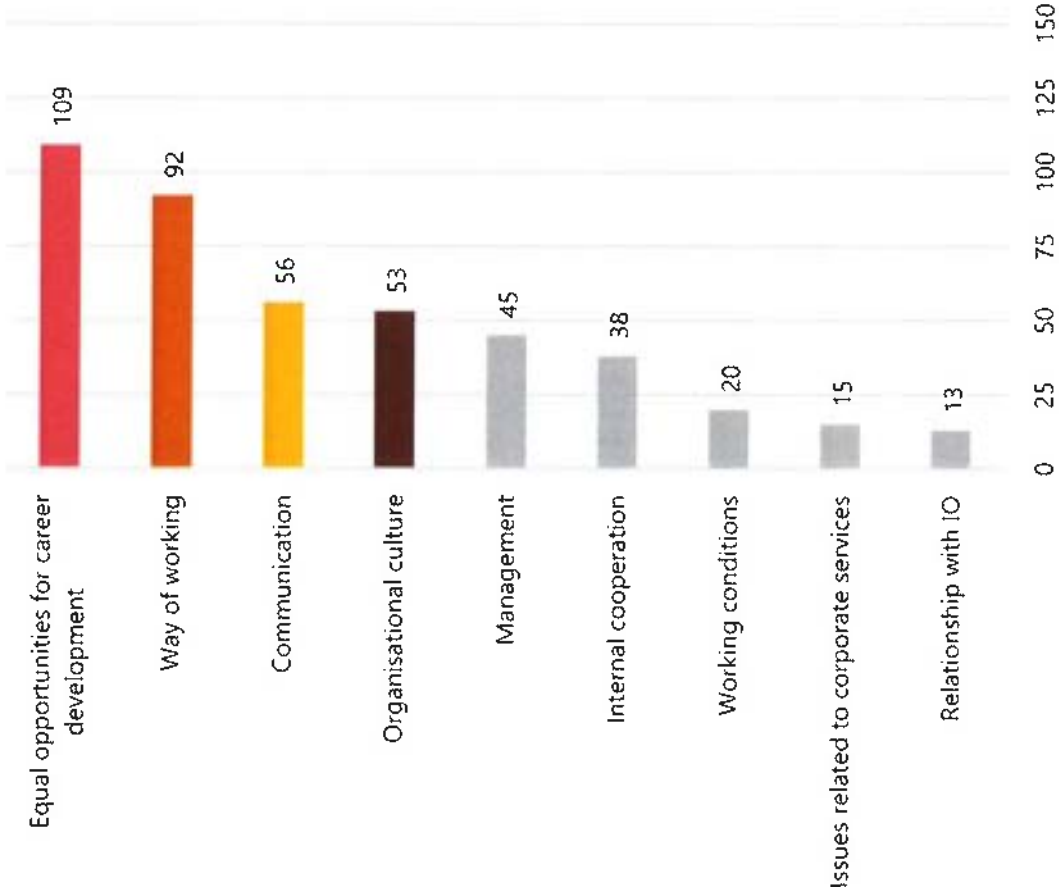
In which areas would you most like to see improvements and changes?

A word cloud of terms related to organizational improvements and changes. The words are arranged in a roughly rectangular shape, with 'management' being the largest and most prominent word. Other significant words include 'staff', 'work', 'people', 'change', 'process', 'career', 'development', 'decision', 'team', 'project', 'senior', 'time', 'unit', 'manager', 'contract', 'workload', 'organization', 'organism', 'professional', 'responsibility', 'department', 'mobility', 'working', 'better', 'promotion', 'opportunity', and 'making'.

professional
responsibility
development
department
decision
change
mobility
working
process
career
internal
work
people
better
senior
time
unit
team
staff
project
management
manager
contract
workload
organization
organism
opportunity
making

In which areas would you most like to see improvements and changes?

The «macro-categories» below are further divided into sub-categories, which are presented in detail on the following slide.



Equal opportunities for career development
Referring particularly to the inequality between contract types and the perception of the need for more meritocracy in career development opportunities.

Way of working
Referring to the need to improve planning, prioritisation, and organisation of work. Also referring to high workload and under-resourcing.

Communication
Referring in particular to the need for more transparency in decision-making and internal communication in general.

Organisational culture
Referring particularly to need for more attention heeded to respect, trust, accountability, and wellbeing, as well as the need for more recognition for one's work.

In which areas would you most like to see improvements and changes?

Macro-themes	Sub-themes	Frequency
Equal opportunities for career development	Contractual conditions	36
	Career development	30
	Appraisals, performance, underperformance and promotions	20
	People management skills	12
	Internal-external mobility	7
Way of working	Planning, prioritisation and organisation of work (under-resourcing)	36
	Processes and procedures	32
	Workload	18
	Involving staff in relevant decisions	6
	Transparency in decision making and internal communication	28
Communication	Strategic vision	15
	Internal communication	5
	Consideration of other working places	5
	Bottom-up communication	2
	External communication	1
	Respect	20
Organisational culture	Attention to harassment, bullying, burnout	10
	Trust	8
	Recognition	5
	Gender issues	5
	Feedback culture	4
	Wellbeing	1

Correlation analysis



Correlation analysis

Correlation between variables provides a good way to **pinpoint at some relationships**, even if this does not mean that there is any causality between them. Looking at **selected questions**, the correlation analysis can help to identify what are the most relevant **drivers of personal engagement** at F4E. The table below provides an overview of this analysis, reporting **the three highest correlated items for four different questions that best represent the personal and overall engagement of staff**. In the analysis, correlation results (p) with too similar questions have been excluded (i.e. correlation among the four selected reference questions) as they would not provide significant insights. Please refer to the methodology for more detailed information.

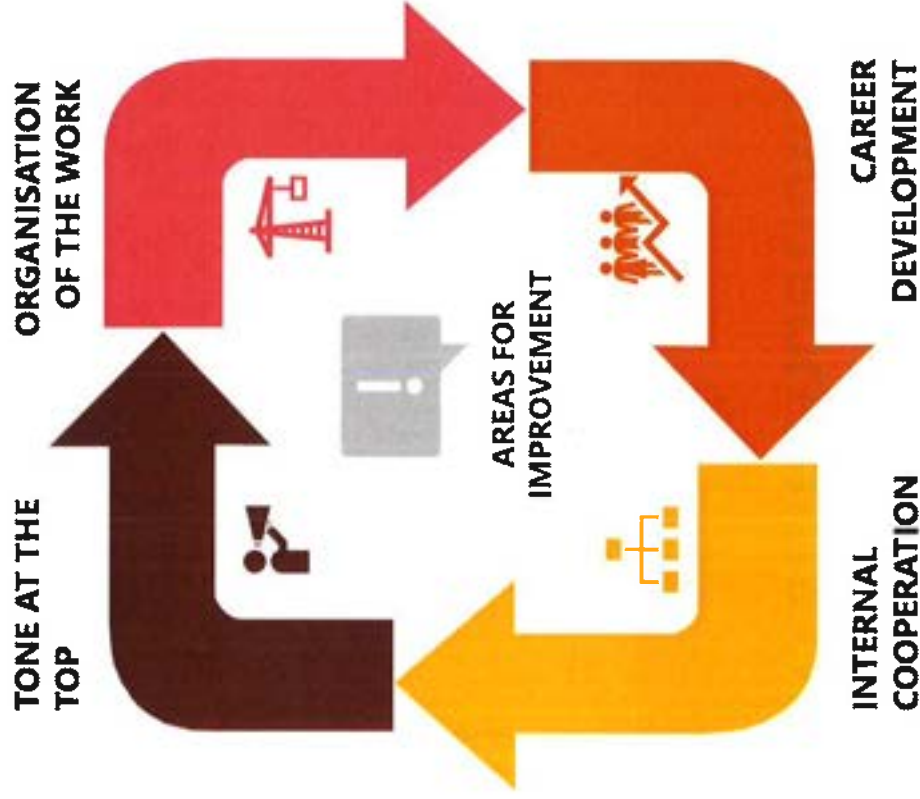
Reference question	Highest most relevant correlated question		2 nd highest most relevant correlated question		3 rd highest most relevant correlated question				
	TF	p	TF	p	TF	p			
Q47. I would recommend F4E as a good place to work.	63%	0.57	52. I believe that F4E is committed to the fair treatment of staff.	53%	51. The working environment at F4E is respectful.	63%	17. At F4E, we take decisions and undertake necessary actions with integrity.	0.54	55%
Q50. I'm proud to work for F4E.	84%	0.53	11. Working in F4E helps me to develop professionally.	60%	4. At F4E, we work in a sound and timely manner.	27%	55. I believe the results of this survey will be taken into account in order to make improvements.	0.44	44%
Q56. I feel motivated to continue contributing to F4E's future success.	82%	0.52	11. Working in F4E helps me to develop professionally.	60%	2. I have a clear understanding of my objectives.	86%	19. In my unit, we persevere in achieving the goals despite any difficulties that may arise.	0.48	83%
Q57. For me, F4E is a good place to work.	76%	0.53	27. The information provided by my Line Manager allows me to understand the reasons for what I have to do and why.	78%	11. Working in F4E helps me to develop professionally.	60%	52. I believe that F4E is committed to the fair treatment of staff.	0.52	53%

'Line Manager' refers to functional Line Manager, not the matrix manager

Recommendations



Recommendations Overview of areas for improvement



Tone at the Top

Including transparency in decision-making, dissemination of vision and strategy, and trust – both upstream to management and downstream to staff.

Organisation of the work

Including better planning, organisation and prioritisation of work and more equitable distribution of work and resources across teams, units, and Departments.

Career Development

Including professional development opportunities, especially relating to inequality between CAs and TAs as well as internal opportunities available at F4E.

Internal cooperation

Staff believe that there is not enough cross-communication and cooperation among the different Departments of F4E.

Recommendations

Overview of recommendations proposed

In the following pages, we have noted the key areas of improvement and provided some initial **recommendations that may be used to address each of these focus areas**. These recommendations have been identified after analysing the results of the various dimensions from the standard questionnaire, as well as from the open questions.

Recommendations	
	<p>Build a solid F4E Strategy</p> <p>Focus on trust on leadership</p> <p>Invest on managerial empowerment and training</p>
	<p>Launch internal initiatives and discussions on ways to streamline processes</p> <p>Setting up a collaborative approach to process improvement</p> <p>Ensure clear vision and prioritisation of objectives</p>
	<p>Encourage a culture of continuous professional learning and career development</p> <p>Consistency in the rules and procedures for staff performance</p> <p>Launch a "Shadowing initiative"</p>
	<p>Enhance cross Department/Unit cooperation</p> <p>Encourage cross-functional trainings</p> <p>Assign interdepartmental/interunit liaisons</p>

Tone at the Top



Recommendations

Reinforce a consolidated F4E Strategy: ensure Management (all layers) is **aligned with the Agency's strategic objectives**, priorities and decisions, as well as how they become **action**. This can be supported through the facilitation of Management alignment workshops. One suggestion could be to conduct **"Focus on Strategy" Leadership Townhall sessions** sharing F4E's strategy and vision with staff. It is critical to engage with people and explain how the vision, mission, objectives and values all fit together, as well as elucidating what it means for them.

Focus on trust in leadership: focus on building trust in leadership and **improve the perception of transparency and objectivity of decision-making through a continuous focus on top-down communication**, especially with respect to **satellite work locations**. For example, the provision of more **direct face-to-face communications**, such as interactive briefings between Senior/Middle Management and staff could help to clarify strategic direction and allow leadership to gain credibility through **updating staff on progress and involving staff in decision-making** where possible. Remember that priorities and decisions need to be consistently communicated to staff to ensure alignment, clarity, transparency and avoid misunderstandings and rumours.

Continue to invest in managerial empowerment and training: keep focusing on **ad-hoc communication training in order to support managerial staff to effectively communicate decisions and priorities**, as well as the strategic objectives to their employees. In addition, **Managers may be offered training, coaching and mentoring opportunities to enhance general managerial skills**, such as effective planning, delegation, how to effectively carry out development conversations, provide constructive and timely feedback, and identify learning opportunities for staff development.

Organisation of the Work



Recommendations

Launch internal initiatives and discussions on ways to streamline processes: continue improving the way F4E works in order to make it more efficient and effective. In order to do so, managers could consider **launching a “get rid of” initiative**, enabling staff members in each Unit/Department to suggest improvements to existing processes and procedures and ways of working. The initiative could take the form of a virtual “ideas box” where staff members could submit their ideas and suggestions. **Ask your team for thoughts on ways to streamline processes** and encourage brainstorming and discussion around process alignment. In this manner, two benefits will be achieved: a more accurate picture of how processes actually play out, as well as buy-in from employees on any changes or improvements if they are involved from the very beginning.

Set up a collaborative approach to process improvement: by **involving teams in process improvement**, you can work around process pain points and inefficiencies, creating staff buy-in from the very beginning. A simple approach could follow these steps:

- Assign a team of employees to conduct an internal process improvement audit;
- Select a process to tackle. Ideally, it would be one about which staff members have expressed concerns;
- Conduct a co-design workshop where stakeholders pitch in and share process improvement tips;
- Map out the brainstormed improved process, set performance measurements, and create an action plan.

In addition, **general courses on workflow and time management** — thereby providing staff practical tools, skills and knowledge to help them manage their time and workload more effectively — should be offered.

Continue working to ensure clear vision and a prioritisation of objectives: in order for workload to become more manageable, there needs to be a **clear vision and a prioritisation of objectives** aligned with F4E-wide strategic goals that derive from the Management Team, which in turn would ensure a clarity of tasks and roles. Actions to be pursued could be conducting **periodic investigations on workloads** and facilitating **regular catch-ups with over-utilised and under-utilised staff**, which would help to understand concerns and pain points to follow-up accordingly.

Career Development



Recommendations

Focus more on encouraging a culture of continuous professional learning and career development: emphasizing career and personal growth has positive effects for employees both individually and collectively regarding their contributions to the organisation. Besides having **individual conversations with staff members** regarding their career development, Line Managers and/or other dedicated resources could dedicate time to **knowledge sharing with staff**. Some examples of interventions that could help F4E to keep building a **learning culture** include breakfast briefings, “Lunch & Learn” sessions, and sharing best practices. In addition, establishing a **mentoring program** would enable knowledge transfer, motivate staff to thrive, and expose people to new perspectives. Shadowing is an excellent way to also **recognise or award staff** and give high performers a unique opportunity.

Harmonise consistency in rules and procedures for staff performance: assess the effectiveness of mechanisms and **consistency in the application of rules** and procedures for staff performance assessments, such as common appraisal standards and the promotion system. **Fairness of treatment** is one of the key drivers of employee engagement, as it has a direct and powerful impact on the perception each employee has of his/her own workplace. In order to overcome perceptions of unfairness, it is of crucial importance for managers to:

- Establish **regular and honest feedback sessions** with employees, showing empathy and support for the issues raised. This is especially relevant when handling sensible topics and conversations.
- Make sure that the **rewarding process is as recognisable, transparent and as fair as possible** by clearly setting staff expectations.

Launch a “Shadowing initiative”: this initiative allows employees to shadow their peers for a period of time. Departments/Units often get isolated and have little understanding as to what each other is doing. Shadow initiatives give everyone a chance to **understand the roles of their colleagues and see how their two positions can work together to achieve even better results**. This is a great opportunity for career development as well as for knowledge-sharing. Shadowing can also be an effective way to increase cross-departmental collaboration and build rapport in teams. Implementing this in a **coherent and structured way** with adequate policies and guidelines will allow staff members to perceive it as a **fair reward** and career growth mechanism.

Internal Cooperation



Recommendations

Further develop cross Department/Unit collaboration: for example, consider organising monthly “**Cross-Department and/or Cross-Unit Cafés**”, in the format of virtual meetings, allowing staff members to present the projects they are currently working on and to **share “success stories” which involved cooperating with other Departments/Units**. Employees will have the opportunity to learn and stay updated about the work of their colleagues –something which has become harder working remotely – **build trust**, and the conversation will possibly **ignite new opportunities for cooperation**.

Organise more cross-functional trainings: by training employees on skills and tasks that don't officially fall within their purview, they'll get a **clearer picture of what exactly their colleagues do**. This kind of training will help individuals **know when resources or information might be of help to other Departments**. Cross-functional training also helps encourage career development by exposing employees to **multiple roles** within the organisation. Employees can get a better sense for what other aspects of the organisation suit their skills and interests, and future leaders will gain a better understanding of overall F4E strategy.

Assign inter-departmental/inter-unit liaisons: these liaisons would be responsible for **encouraging communication between multiple Departments/Units working on a project** — likely in the form of **monthly meetings**. In these meetings, facilitated by the liaison, individuals from various Departments/Units would discuss progress, focusing on dependencies with other departments. The transparency fostered in these meetings would lead to **closer working relationships**, which ultimately encourages **resource sharing**, as compared to resource defending or hoarding.