

## Table of Contents

---

---

---

---





Feeling about "standard"



## A.1.2 Electronic Questionnaire

On January 12th, 2006, an electronic questionnaire was launched under the Species Programme Organisation Review, based on the Interactive Dialogue tool. The intent of this survey was to gather information relevant to the scope of the review, as well as provide IUCN leadership with extracts of the findings on the “pulse” of the organization. The survey was sent to all Species Programme staff (23 persons) in all locations, and separately to the Chair of the Species Survival Commission. In total, 22 responses were received.

The survey questions were grouped into the following four categories to provide insight into a broad view of IUCN organisation and colleague perceptions:

A total of 82 questions were asked across all of these categories.

Using Interactive Dialogue software application, the questions were posed using a wide range of differently styled questions and automated answers to choose from. The benefit of the questionnaire is that it provided the team with a specifically tailored, automated, precise and relevant feedback. Although the option to keep the answers anonymous was not chosen, the nominal results of the survey are only known to the PricewaterhouseCoopers team, and have been treated with all the confidentiality that befits such an exercise.





- Species Programme Gland Office work
- Species Programme Cambridge Office work
- Species Programme Washington Office work
- Species Programme work as a whole

In your mind, what percentage of the work provided by the Species Programme should be spent in the future, for supporting to the Species Survival Commission ?

*Please indicate % for each of the following*

- Your own work
- Species Programme Gland Office work
- Species Programme Cambridge Office work
- Species Programme Washington Office work
- Species Programme work as a whole

In your mind, what percentage of your







•

How often do the IUCN central functions currently provide help to your work ? For each central function, please indicate at which average frequency (Never, < once a month, Once a month, > once a month, Can't answer):

- HR Management group
- Global Finance group
- Global Communications
- Conservation Finance and Donor Relations, including fundraising
- Global Programme
- Information Management group


How often do you think that colleagues within

- Scientific research
- Scientific data gathering, editing and publication
- Logistical and organization
- Influencing decision makers
- Fundraising
- Interacting with SSC Chair
- Administrative work
- Management
- Other

You indicated that some of your time should be spent on an 'other' activity. In case you have not already defined it or it is yet another activity, could you name and describe briefly this activity in the box below ?

How would you say the time of the Species Programme as a whole should be spent ? Please estimate the average amount of time for each activity (0,

- Interacting with scientific data gathering, editing and publication
- Logistical and organization Influencing decision makers
  - Logistical and organization Influencing decision makers
  - Fundraising
  - Interacting with

- 
- Interacting with SSC Chair
  - Administrative work
  -

<ul style="list-style-type: none"> <li>• One on one discussion (Range: 'Less' to 'More')</li> <li>• Meetings (&gt;2 persons) (Range: 'Less' to 'More')</li> </ul>
<p>Do you think that daily work could be better organized ? Please choose most appropriate:</p> <ul style="list-style-type: none"> <li>• No, not really</li> <li>• A little bit</li> <li>• It is worth spending time to study better organizational arrangements</li> <li>• There could be significant improvements</li> <li>• Organizational arrangements should be re-defined from scratch</li> </ul>
<p>You</p> <p>have indicated that you think that organizational arrangements could be improved.</p> <ul style="list-style-type: none"> <li>• Do you have any suggestions for improvement ?</li> <li>• Why do you think improvements have not been implemented so far ?</li> </ul>
<p>In your mind, is there any reason why the Species Programme has not followed the same Regionalization and Decentralization trend as other IUCN Programmes ? Choose : Yes, No, I don't know</p>
<p>You</p> <p>have indicated that you think that there are reasons why the Species Programme has not followed the trend of the Regionalization and Decentralisation that other IUCN programmes have. Could you tell us what those reasons are ?</p>
<p>What has been the rationale for opening Species Programme offices outside Switzerland, in Cambridge and Washington DC ? Please rank from less important factor (1) to most important (9) each:</p> <ul style="list-style-type: none"> <li>• Lack of office space at HQ</li> <li>• Lower costs</li> <li>• Better scientific infrastructure</li> <li>• Closer to donors (CI,...)</li> <li>• Closer to conservation partners (WCMC, Traffic,...)</li> <li>• Closer to scientific community</li> <li>• Closer to other conservation organizations</li> <li>• "Happy people work better"</li> <li>• Management decision</li> <li>• Other</li> </ul>
<p>You</p> <p>indicated that there are other reasons for opening offices outside Switzerland Could you tell us which, in the box below ?</p>
<p>How would you rate the quality of communication and relationships between you and the following people or units, in general ? Please rank from low quality (1) to high quality (9) each:</p> <ul style="list-style-type: none"> <li>• People in Cambridge SP location</li> <li>• People in Gland SP location</li> <li>• People in Washington SP location</li> <li>• SSC Chair</li> <li>• SSC Specialist Groups</li> <li>• IUCN HQ</li> <li>• IUCN Regional Offices</li> <li>• Donors</li> <li>• Other conservation organizations</li> </ul>

<ul style="list-style-type: none"> <li>Decision makers</li> </ul>
<p>Overall, how would you rate the quality of communication and relationships at work ? Please choose most appropriate:</p> <ul style="list-style-type: none"> <li>The quality is good, I don't see any issue</li> <li>There are some disagreements, but as usual in any human relationship</li> <li>There are disagreements which are sometimes hard to overcome</li> <li>Issues regularly impact the quality of the work of the Species Programme</li> <li>Serious action is needed to maintain the cohesion of the team</li> <li>I don't know</li> </ul>
<p>When there is a misunderstanding or a relationship issue, where does that come from, in your opinion ? Please tell us what you think in the box below</p>
<p>How do you feel your own commitment to the cause of conservation compares to other people's commitment ? Please rate the commitment level of the following (Range: 'Low commitment' to 'High commitment'):</p> <ul style="list-style-type: none"> <li>You</li> <li>Colleagues within same SP location</li> <li>Colleagues within all of the SP</li> <li>Colleagues within IUCN Headquarters</li> <li>Colleagues within IUCN Regional Offices</li> <li>Others within the conservation community</li> </ul>
<p>How do you feel that the Species Programme commitment to the cause of conservation compares to other programme or units ? Please compare the SP commitment level to each of the following (Range: 'Lower' to 'Higher') ...</p> <ul style="list-style-type: none"> <li>Other global programmes within IUCN</li> <li>Other groups within IUCN Regional Offices</li> <li>Other groups within conservation community</li> </ul> <p>Plus a box for comments.</p>
<p>How do you feel that Species Programme team spirit compares to other programme or units ? Please compare the SP team spirit to each of the following (Range: 'Lower' to 'Higher') ...</p> <ul style="list-style-type: none"> <li>Other global programmes within IUCN</li> <li>Other groups within IUCN Regional Offices</li> <li>Other groups within conservation community</li> </ul> <p>Plus a box for comments.</p>
<p>Here are a number of statements regarding the Species Programme team spirit. Please tick those that you believe are true:</p> <ul style="list-style-type: none"> <li>There is too much time spent in activities to maintain a good team spirit</li> <li>The current team spirit is fine with me</li> <li>I wish the team spirit was stronger</li> <li>The behavior of individuals significantly damages the team spirit</li> <li>Structural problems, not individuals, cause damage to the team spirit</li> <li>Current badly defined roles have a negative impact on workload and team spirit</li> <li>However individuals behave, the fact that there are 3 locations has a negative impact on team spirit</li> </ul>
<p>What do you think of cultural diversity in the</p>

Species Programme ? Is it as diverse as elsewhere ? Does it matter to the delivery of the Species Programme ? Please mark as appropriate (No, Mostly no, Mostly yes, Yes, Don't know) :

- There is as much cultural diversity within the SP as in any other IUCN programme
- The current diversity status within the SP has no impact on the delivery of the SP

How happy are you with the work of the IUCN global management, sitting above the management of the Species Programme, and with the work of the management of the Species Programme ? Please tick as appropriate (No, Mostly no, Mostly yes, Yes, Don't know):

- I am happy with the work of global IUCN management
- I am happy with the work of the Species Programme management

What are you not happy with, if unhappy with the work of management ? What do you think the global IUCN management and the management of the Species Programme should improve ? Please enter comments in the box below, and be as specific as you wish for:

- Global IUCN management
- Management of the Species Programme

A - Regarding the amount of reporting to the Global IUCN management and to the management of the Species Programme, is there too much or too little ? B - Do you feel that they could do more with the information you report to them ? Please tick for each (Too little, good, too much, Don't know) :

- A1. The amount of reporting to the Global IUCN management is ...
- A2. The amount of reporting to the Species Programme management is ...
- B1. The use of reporting information by Global IUCN management is ...
- B2. The use of reporting information by Species Programme management is ...

What area do you feel the management of the Species Programme should know more about ? Please type your answer in the box below

Why do you, or would you, have a discussion with your line manager ? Please tell us what you think of the need and frequency for each of the following purposes (Not needed, Not enough, Right amount, Too often)...

- For my line manager to know the difficulties I am facing
- For my line manager to provide support when dealing with difficulties
- For adjusting targets with my line manager
- For validating priorities with my line manager
- For my line manager to take decisions and responsibility
- For other purposes

You have indicated that you might want to have discussions with your line manager for other purposes. Please tell us what you have in mind in the box below

How do you think the workload is distributed amongst the staff ? Please choose:

- Fair
- Could be better
- Corrective action is required
- People will want to leave
- Don't know

You have indicated that workload distribution could be improved. Please tell us what you





### A.1.3. GroupSystems Facilitated Workshop

On January 31<sup>st</sup>, 2006, Species Programme staff participated in a GroupSystems Facilitated Workshop at the Headquarters. The objectives of this meeting were to:

- Select the most critical issues faced by the Species Programme and sort them using the following criteria : the Species Programme has high or low influence on the resolution of the issue
- Propose solutions for the most critical issues, where the Species Programme has high influence on resolution of the issues
- Define action plans for implementing the generated solutions

GroupSystems provides an electronic forum for workshop participants to exchange ideas on an anonymous basis. The day started with PricewaterhouseCoopers presenting a list of issues, formulated on the basis of the data collected during interviews and in the InteractiveDialogue questionnaire. Participants were then asked to anonymously vote on each issue, along 2 axes:



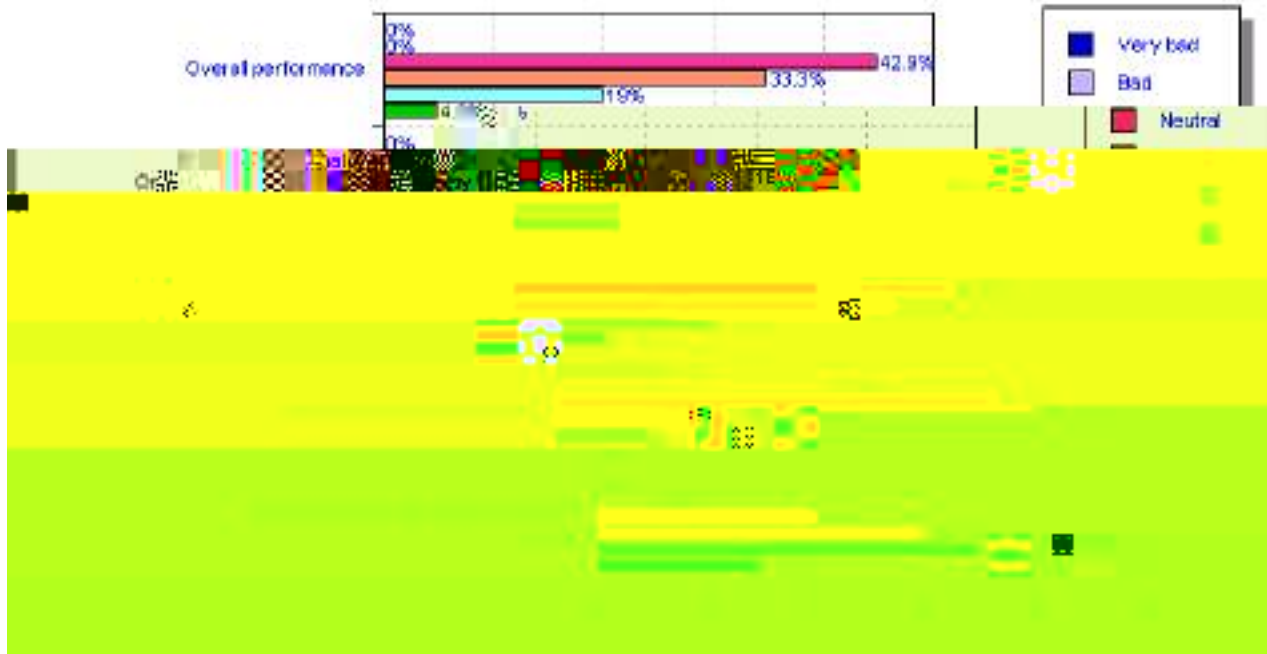
1 = N = No impact

2 = L =

## Annex 2 – Data for figures in report

T

required skills	0.0%	9.5%	38.1%	33.3%	14.3%	4.8%
Performance of management	2	5	8	4	2	0
	9.5%	23.8%	38.1%	19.0%	9.5%	0.0%
Performance of individuals within the model	0	1	4	6	7	3
	0.0%	4.8%	19.0%	28.6%	33.3%	14.3%

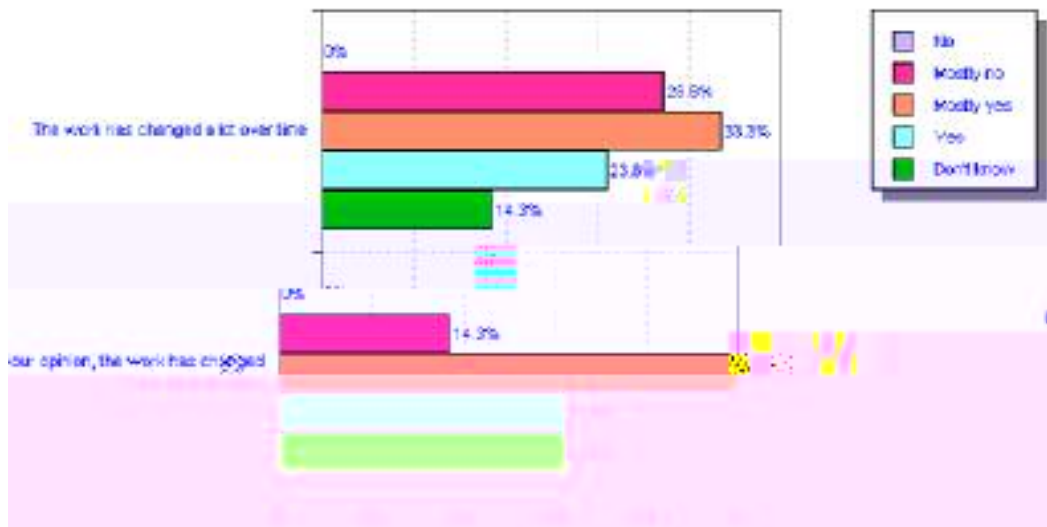


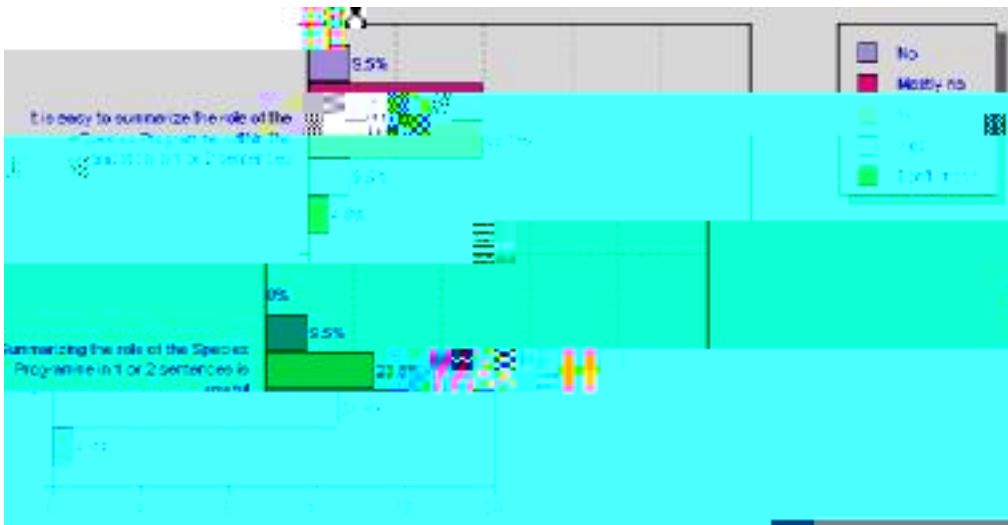
How would you rate the Fundraising skills of the Species Programme as a whole?

Fundraising skills	42
--------------------	----

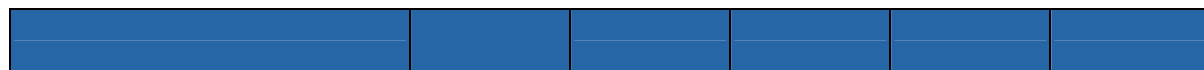
What do you think of the evolution of the work undertaken by the Species Programme over time?

	0	6	7	5	3
The work has changed a lot over time	0 0.0%	6 28.6%	7 33.3%	5 23.8%	3 14.3%
In your opinion, the work has changed in the right direction	0 0.0%	3 14.3%	8 38.1%	5 23.8%	5 23.8%





Is it easy to define the role of the Species Survival Commission within the organization? Would such a definition be useful to your work?



It is easy to summarize the role of the SSC within the organization in 1 or 2 sentences	3	8	7	2	1
	14.3%	38.1%	33.3%	9.5%	4.8%

1

Finally, is it easy to describe the difference between the role of the Species Programme and the role of the Species Survival Commission within the organization? Is it (or would that) be useful?

--	--	--	--

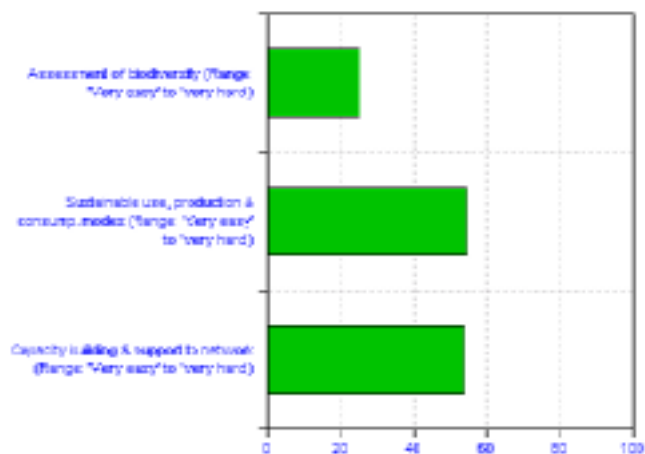






Considering the three Species Programme objectives, please tell us how hard it is to describe each of them in more detail?

Assessment of biodiversity	26
Sustainable use, production & consump. modes	55
Capacity building & support to network	54

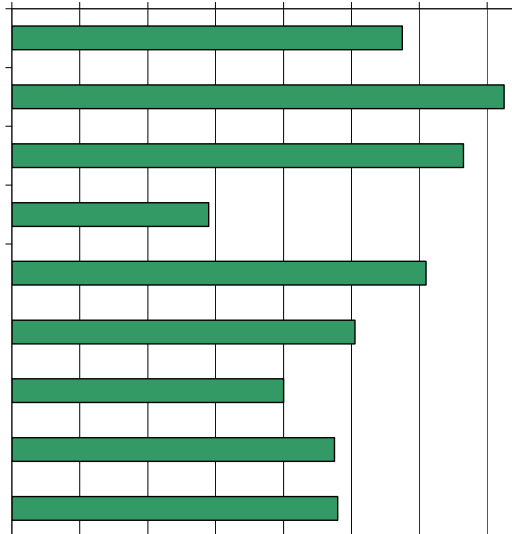


Considering the three Species Programme objectives, please tell us if you think that there are clear actions to realize those objectives, agreed by all ?

Assessment of biodiversity	76
Sustainable use, production & consump. modes	39
Capacity building & support to network	41

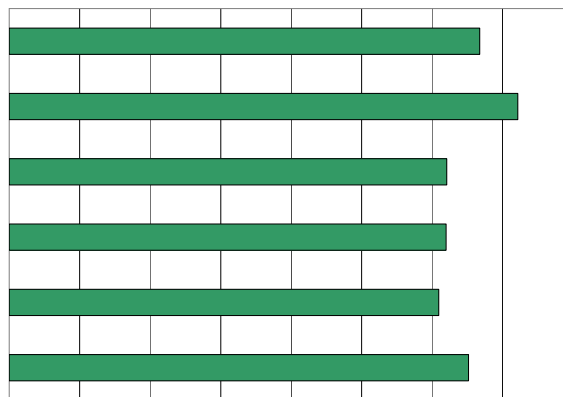
Firstly, how would you define your current job satisfaction? Please rate your current job satisfaction, and for comparison purposes, past job satisfaction within the SP or other jobs



To have an idea of how much you feel your job duties have evolved, please indicate how much your current duties match your desires:

When you joined	13	66.77
5 - 10 years ago (if applicable)	6	72.17
3 - 5 years ago (if applicable)	9	62.11
Past 2-3 years (if applicable)	14	62.00
Last year (if applicable)	18	60.94
Now	19	65.21

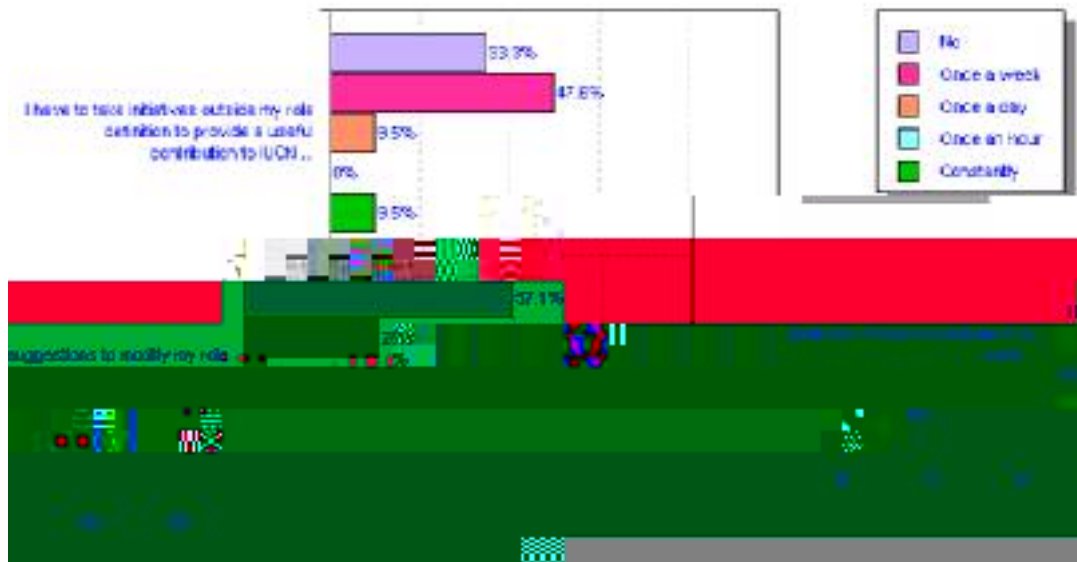


We would like to know whether you consider that your role within the Species Programme is clear. We also would like to know whether this role is well documented (in your individual Terms-of-Reference). Please rate each

My role within the SP is clear to me	0 0.0%	1 4.8%	11 52.4%	9 42.9%	0 0.0%
My role within the SP is clear for colleagues from the same SP office	0 0.0%	1 4.8%	11 52.4%	9 42.9%	0 0.0%
My role within the SP is clear for colleagues from other SP offices	0 0.0%	3 14.3%	13 61.9%	4 19.0%	1 4.8%
My role within the SP is clear for the Head of SP	0 0.0%	3 14.3%	8 38.1%	8 38.1%	2 9.5%
My role within the SP is clear for the SSC	0 0.0%	3 14.3%	10 47.6%	1 4.8%	7 33.3%
The description of my role in the Terms-of-Reference is accurate	1 4.8%	2 9.5%	12 57.1%	6 28.6%	0 0.0%

What do you think of the adequacy of the definition of your role: how often do you have to take initiatives? Would you have suggestions for modifying the definition of your role to better serve the SP mission ?

I have to take initiatives outside my role definition to provide a useful contribution to IUCN ...	7 33.3%	10 47.6%	2 9.5%	0 0.0%	2 9.5%
I have suggestions to modify my role definition. These would impact my work ...	12 57.1%	6 28.6%	1 4.8%	0 0.0%	2 9.5%

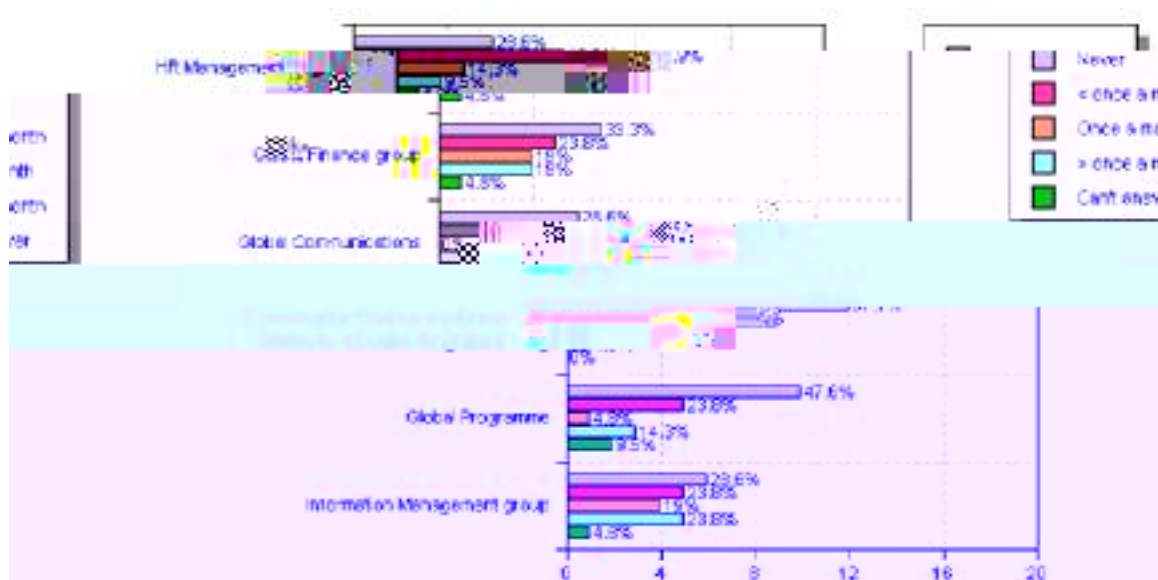


How well do you feel you know the roles of your colleagues from the Species Programme? For instance,



How often do the IUCN central functions currently provide help to your work? For each central function, please indicate at which average frequency

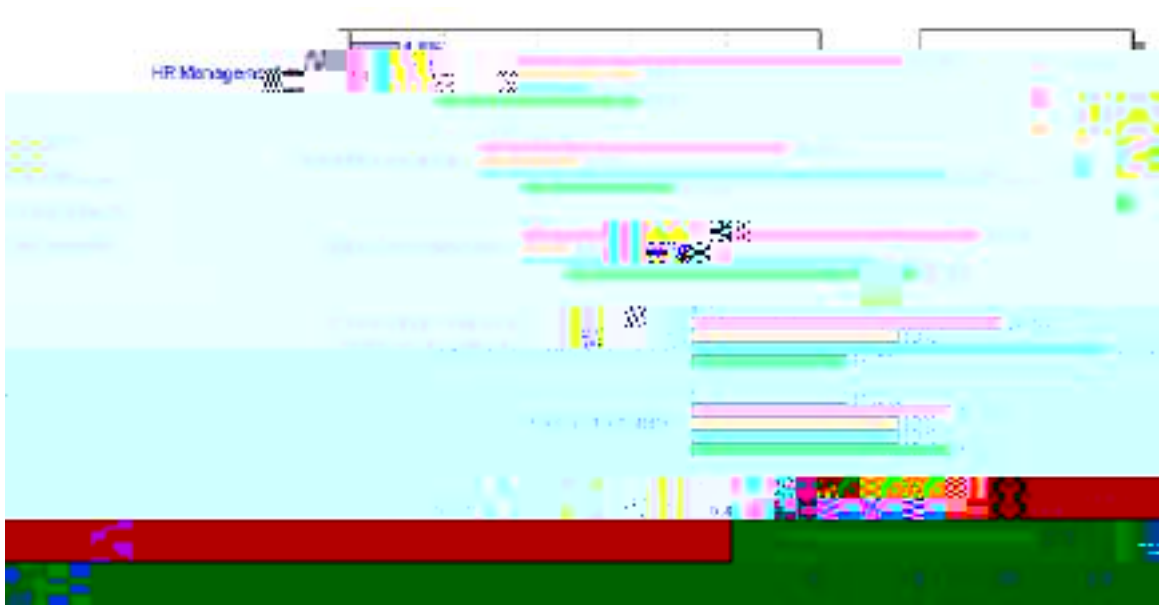
HR Management group	6 28.6%	9 42.9%	3 14.3%	2 9.5%	1 4.8%
Global Finance group	7 33.3%	5 23.8%	4 19.0%	4 19.0%	1 4.8%
Global Communications	6 28.6%	9 42.9%	0 0.0%	4 19.0%	2 9.5%
Conservation Finance and Donor Relations, including fundraising	12 57.1%	7 33.3%	1 4.8%	1 4.8%	0 0.0%
Global Programme	10 47.6%	5 23.8%	1 4.8%	3 14.3%	2 9.5%
Information Management group	6 28.6%	5 23.8%	4 19.0%	5 23.8%	1 4.8%



How often do you think that colleagues within IUCN Central functions should or could help? For each central function, please indicate at which average frequency

HR Management group	1 4.8%	9 42.9%	4 19.0%	3 14.3%	4 19.0%
Global Finance group	1 4.8%	6 28.6%	2 9.5%	9 42.9%	3 14.3%
Global Communications	0 0.0%	8 38.1%	1 4.8%	6 28.6%	6 28.6%
Conservation Finance and Donor Relations, including fundraising	0 0.0%	6 28.6%	4 19.0%	8 38.1%	3 14.3%
Global Programme	3 14.3%	5 23.8%	4 19.0%	4 19.0%	5 23.8%
Information Management group	0 0.0%	5 23.8%	4 19.0%	7 33.3%	5 23.8%





Difference between answers to what should be the support (42) and what is currently the support (41):

--	--	--

We would like to know how you perceive the IUCN's Governance structure: who is reporting to whom officially and unofficially within IUCN ? Can IUCN colleagues outside the Species Programme give you work or help you without this becoming an issue? Looking at the structure - not the people in post - how would you describe IUCN's Governance structure, compared to other organizations you know?

Nothing particular about it	2 9.5%
Somewhat more complicated	3 14.3%
More complicated but without	

How would you say your time is spent? Please estimate the average amount of time per day for each activity

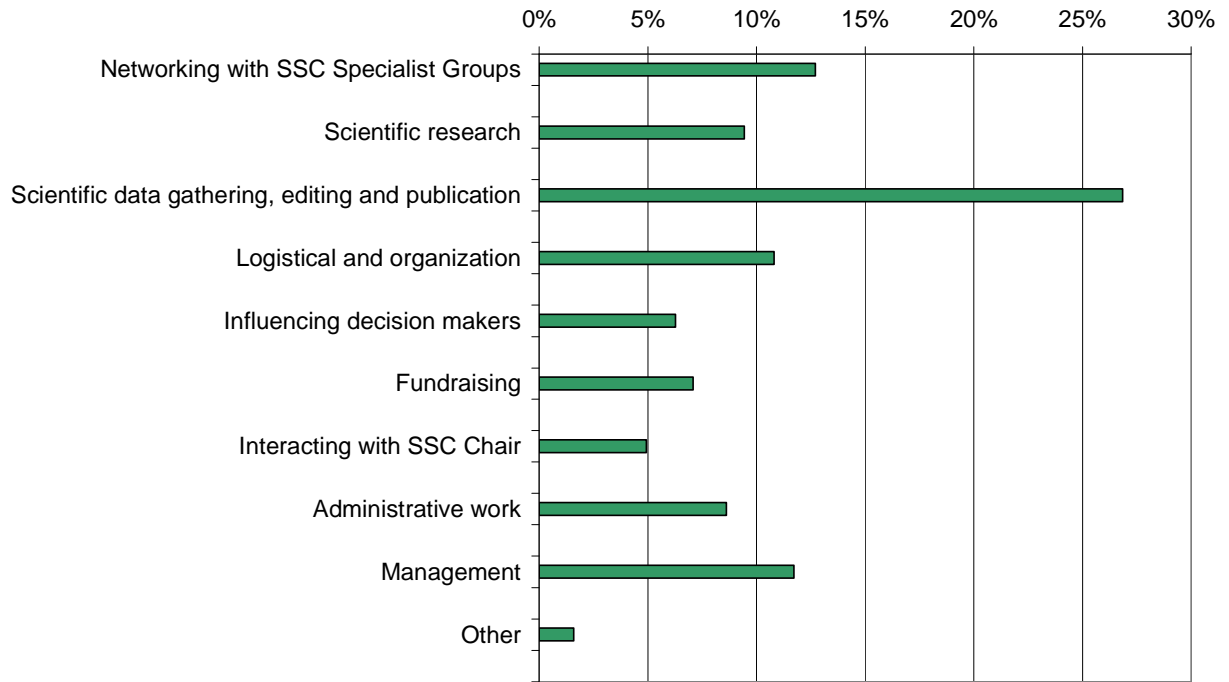
Networking with SSC Specialist Groups	21	2	2									







In average, people think THEY should spend their time as follows:



It is the opposite for Influencing decision makers, Fundraising and Interacting with the SSC Chair. They think that the Species Programme should spent more time than what they personally want to do. For instance, people think that the Species Programme should spent 13% of its time Influencing decision makers, but are prepared to spent only 6% of their time.

For all activities:



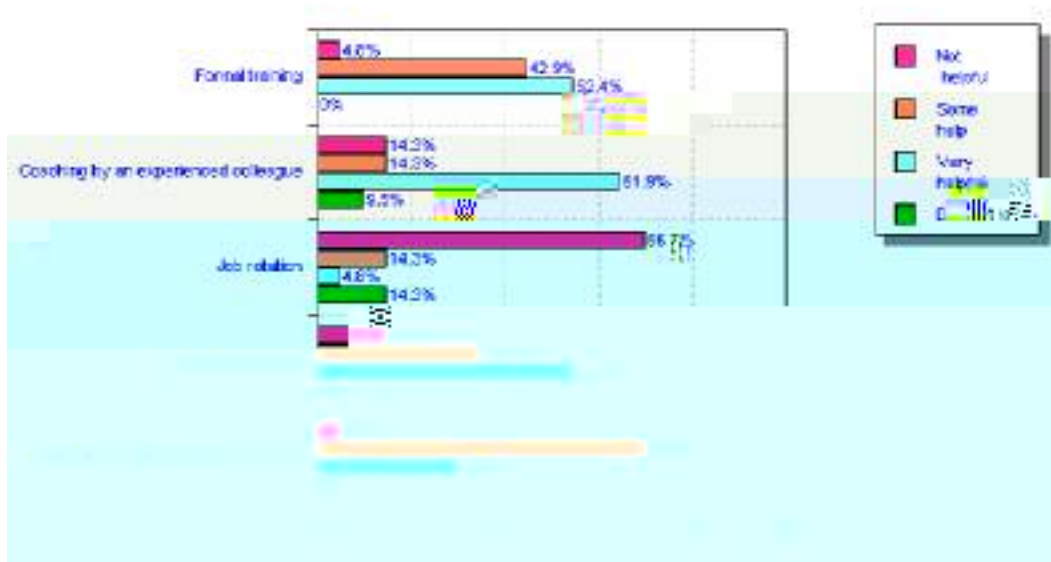




For performing each of the following activities, how would you rate the collective skills of the Species Programme as they are now? Please rate each activity using the scale, from 0 (very bad) to 8 (very good)

In order to perform the various activities that you must undertake, which of the following would be helpful to improve your skills? Please rate each

Formal training	1 4.8%	9 42.9%	11 52.4%	0 0.0%
Coaching by an experienced colleague	3 14.3%	3 14.3%	13 61.9%	2 9.5%
Job rotation	14 66.7%	3 14.3%	1 4.8%	3 14.3%
On-the-job learning	3 14.3%	7 33.3%	11 52.4%	0 0.0%
Attending seminar and conferences	1 4.8%	14 66.7%	6 28.6%	0 0.0%



We would like to know how you perceive competency management within IUCN: do you feel that your skills are adequate to perform your job? Do you feel that your skills are used to their maximum potential? Is it easy to get training for improving your skills?

The overall fit of your skills to your role is good	0 0.0%	1 4.8%	15 71.4%	5 23.8%	0 0.0%
The Species Programme makes good use of your skills	0 0.0%	5 23.8%	11 52.4%	5 23.8%	0 0.0%
It is easy to get training at IUCN	7 33.3%	7 33.3%	1 4.8%	0 0.0%	6 28.6%



How frequently do you actually need to interact with these units? You need to interact every ...

A horizontal bar chart consisting of 12 equal-width, empty blue rectangular segments arranged in a single row. The segments are separated by thin white vertical lines, creating a scale for frequency of interaction.



How would you optimize interaction? Please indicate whether there should be less or more of each the following:

Writing email	39
Reading email	31
Using the phone	60
One on one discussion	63
Meetings (>2 persons)	51

Do you think that daily work could be better organized?

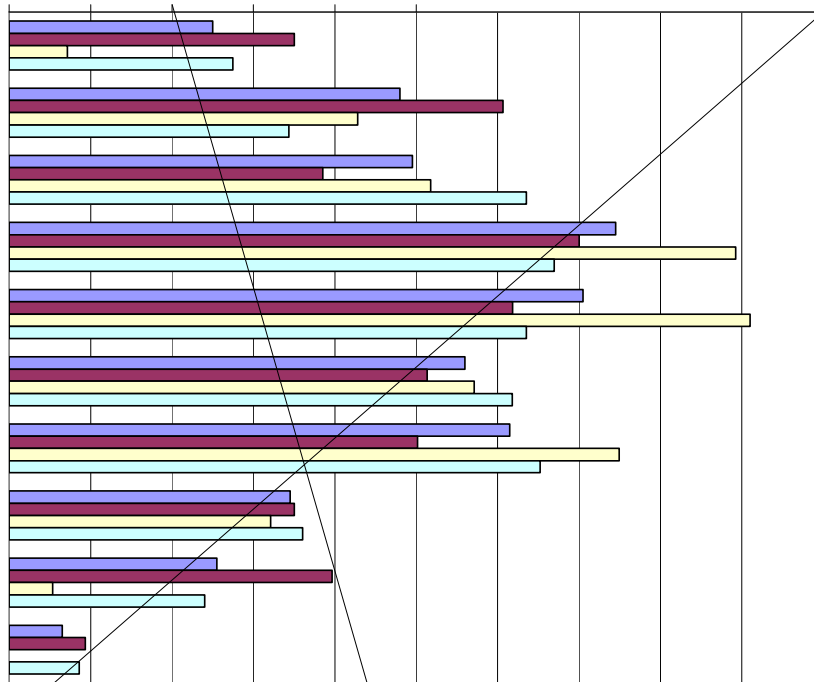
No, not really	2 9.5%
A little bit	6 28.6%
It is worth spending time to study better organizational arrangements	7 33.3%
There could be significant improvements	6 28.6%
Organizational arrangements should be re-defined from scratch	0 0.0%





Total weight according to each Species Programme location:

Lack of office space at HQ	50	70	14	55
Lower costs	96	121	86	69
Better scientific infrastructure	99	77	104	127
Closer to donors (CI,...)	149	140	178	134
Closer to conservation partners (WCMC, Traffic,...)	141	124	182	127
Closer to scientific community	112	103	114	124
Closer to other conservation organizations	123	100	150	130
"Happy people work better"	69	70	64	72
Management decision	51	79	11	48
Other	13	19		17





Overall, how would you rate the quality of communication and relationships at work ?

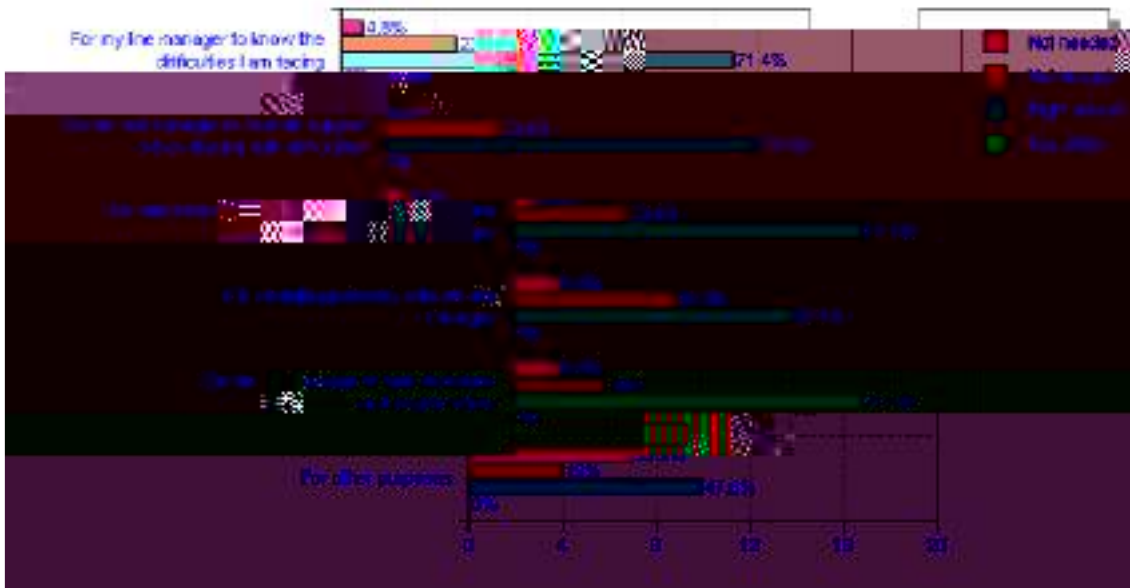


The quality is good, I don't see









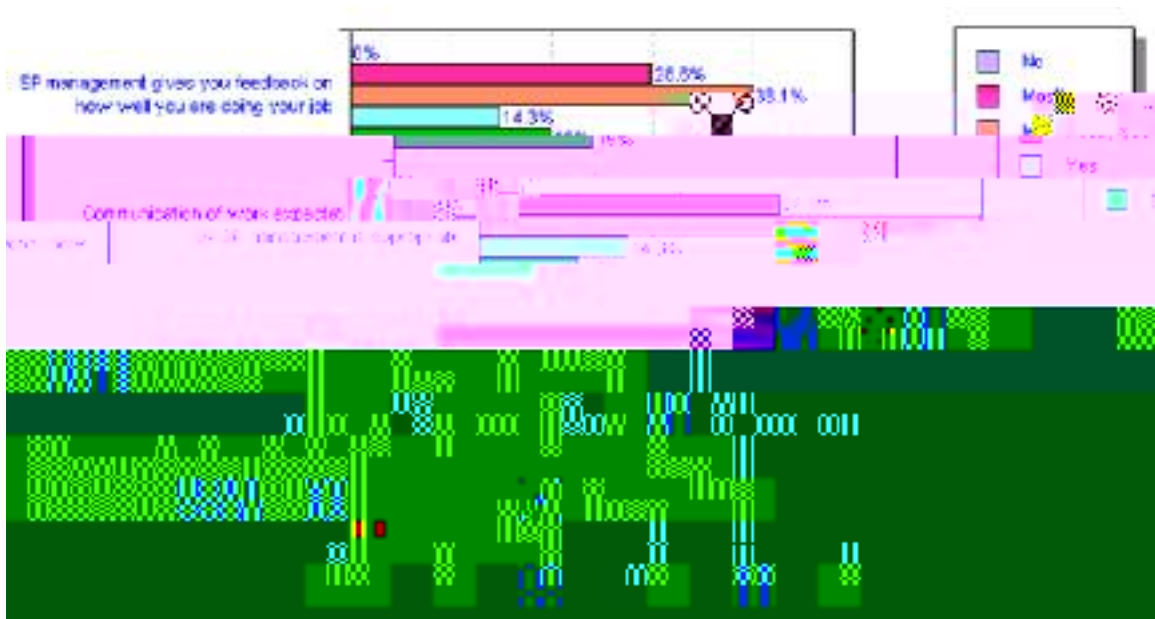
How do you think the workload is distributed amongst the staff ?

Fair	6	28.6%
Could be better	4	19.0%
Corrective action is required	7	33.3%
People will want to leave	1	4.8%
Don't know	3	14.3%

What do you think of the way individual performance is handled within the Species Programme? Are there enough targets? Are targets realistic? Is your performance evaluated fairly?







In your own case, what do you think is the appropriate amount of support and supervision from the Head of the Species Programme? Please choose the most appropriate

No need to define tasks, the Terms-of-Reference are enough, no need of support	2 9.5%
Tasks defined once a year, results discussed every year, no need of support	7 33.3%
Tasks defined once every 6 months, results discussed every 6 months, support on-call	5 23.8%
Tasks defined once every 3 months, progress and support discussed once a month	2 9.5%
Tasks defined once a month, progress and support discussed once a week	3 14.3%
Tasks defined once a week and checked once a day, with daily support	0 0.0%
More frequent supervision and support	2 9.5%



## A.2.2 GroupSystems Facilitated Workshop – Extract of results

20 Species Programme staff participated in the January 31<sup>st</sup> facilitated workshop. The objectives of this workshop were to:

Select the most critical issues faced by the Species Programme (impact)

Sort issues using the following criteria : the Species Programme has high or low influence on the resolution of the issue

Propose solutions for the most critical issues, where the Species Programme has high influence on resolution of the issues

Define action plans for implementing the generated solutions

The following workgroups were defined to generate action plans:

Andrew McMullin	Anna Knee	Craig Hilton-Taylor
Doreen Zivkovic	Caroline Pollock	Julie Griffin
Neil Cox	Jane Smart	Kent Carpenter
Will Darwall	Mike Hoffmann	Nathalie Velasco





Vote results sorted by "influence", with the emphasis (bold) on issues where SP staff feel they have low influence over resolving the issue (<3.00), but consider it to be high impact (>3.00), thus for senior management attention:





SPECIES PROGRAMME ORGANIZATION REVIEW

Issue MG4 - Insufficient guidance from management within SP	2.94	3.83	
Issue OP2 - Poor distribution of support / admin roles over 3 locations	2.94	3.61	

## Annex 3 – Interview Schedule

Bryan Hugill	Gland	29/11/2005	Charles Bill, Thomas Davoine	
Anna Knee	Gland	29/11/2005	Charles Bill, Thomas Davoine	
Jean-Yves Pirot	Gland	29/11/2005	Charles Bill, Christine Bruno, Thomas Davoine	
Bill Jackson	Gland	29/11/2005	Charles Bill, Christine Bruno, Thomas Davoine	
Wendy Strahm	Gland	29/11/2005	Charles Bill, Thomas Davoine	
Holly Dublin	By Phone	30/11/2005	Charles Bill, Thomas Davoine	(1)
Nathalie Velasco	Gland	01/12/2005	Charles Bill, Thomas Davoine	
Doreen Zivkovic	Gland	01/12/2005	Charles Bill, Thomas Davoine	
Andrew McMullin	Gland	01/12/2005	Charles Bill, Thomas Davoine	
Jean-Christophe Vié	Gland	01/12/2005	Charles Bill, Thomas Davoine	(1)
Marie-Christine Labernardière	Gland	01/12/2005	Charles Bill, Thomas Davoine	
Sonia Galan	Gland	01/12/2005	Charles Bill, Thomas Davoine	(4)
Jim Ragle	Gland	15/12/2005	Charles Bill, Thomas Davoine	
Jane Smart	Gland	15/12/2005	Charles Bill, Christine Bruno, Thomas Davoine	(1)
Georgina Mace	By phone	06/01/2006	Charles Bill, Christine Bruno, Thomas Davoine	(3)
Jean-Christophe Vié	Gland	09/01/2006	Charles Bill, Thomas Davoine	(2)
Gabriel Lopez	Gland	09/01/2006	Charles Bill, Thomas Davoine	





84	Extract from the CABS website
86	Budget and Mid Year Review Budget for the Species Programme for years 2003 to 2005
87	Budget for the Species Programme for year 2006
88	Project report by T9 codes for the Species Programme
89	Project Operational Guidelines from IUCN Global Finance
90	End of year 2005 DG letter to members and partners of IUCN