

## **The services of the ILO Office of the Mediator Staff survey**

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Geneva, February 2012

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# 1 MANDATE

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## 1.1 Context

The International Labour Office (ILO) has established a number of procedures designed to prevent or settle conflicts and problems at the workplace<sup>1</sup>. In addition to the formal procedures, the Office has various informal procedures at its disposal for hearing problems, giving advice and mediating settlements; these procedures can be initiated without any administrative constraints, and no trace is kept of them. These services are thus easily accessed; their purpose is to prevent conflicts and, if possible, to avoid recourse to the formal procedures.

The informal options available are the support and advice provided by the Mediator, facilitators and third persons. The Office of the Mediator is established at ILO Geneva, while a network of some sixty voluntary facilitators at the various regional sites of the ILO promote access to the informal procedures for all ILO employees – some 3000 persons. The Mediator is accountable only to the Joint Negotiating Committee and is otherwise entirely independent – a sine qua non for fulfilling his/her mission.

The Mediator in office from 2006 to 2010 addressed the task of publicizing these problem-hearing and advisory services and contributed to making them available to staff members. According to the figures available for 2009, approximately 200 employees had availed themselves of the Mediator's services, and just under 100 people had approached a facilitator. The current Mediator, who has been in office since 2010, wishes to consolidate the services proposed and develop them in line with the responses collected in the survey.

To do so, he wanted to find out more about the staff's opinions of the services provided by the Office of the Mediator and staff needs in this context by conducting a survey covering all ILO employees. A large part of the study was devoted to the question of the facilitators, since it is not clear to the staff at the present time exactly how they can be approached – a question which is all the more important since the survey coincides with the renewal of the pool of facilitators, who are elected for 4 years.

The purpose of this survey was to assess the quality and relevance of the services provided and to provide a basis for optimizing them.

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<sup>1</sup> ILO, RESOLVING PROBLEMS AT WORK - A user's guide to ILO conflict prevention and resolution procedures, Geneva 2008.

## 1.2 Evaluative questions

It was decided in consultation with the Mediator, Mr Marc Flegenheimer, that the questionnaire for the ILO employees should explore the following evaluative questions:

**As regards accessibility:** have the services been correctly identified? Are they considered legitimate? Is the Office of the Mediator reputed for its discretion and neutrality? Are the informal procedures actually used whenever the need arises?

**As regards the services provided:** Are the people who have made use of the informal procedures satisfied with the result? Are the services considered to be effective?

**As regards the relevance of the services:** are they appropriate for meeting needs? What needs do they not cover?

**Prospection:** To what extent would staff members accept various options for adapting the services? How do the staff members suggest the services could be optimized, and on which points do their suggestions tally?

**Profile of the respondents:** sex, age, years of service in the ILO, status, position, place of work, etc.

## 1.3 Method used

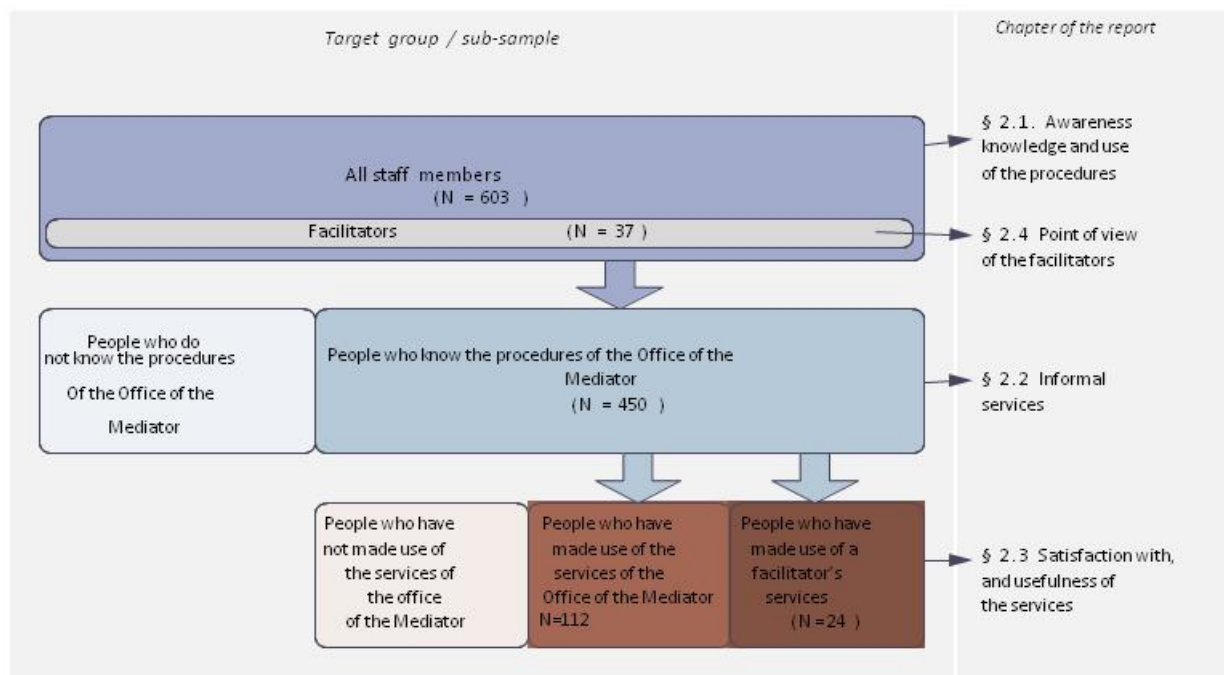
The methodology of the survey is developed in the relevant appendix. The main points concerning the method used are as follows:

- All ILO staff members for whom the Mediator's services and other informal procedures are intended – i.e. some 3000 people – formed the target group of our survey.
- The survey was carried out by means of an on-line questionnaire (in French, English and Spanish) in the period from mid July to the end of August 2011.
- We received 603 valid responses. The response rate – the proportion of the staff who replied to our survey – was thus around 20%, which, in our experience of comparable surveys, can be considered very satisfactory.
- The survey was sufficiently representative according to our criteria for guaranteeing survey relevance. The headquarters personnel and staff members on open-ended employment contracts were slightly over-represented in our study, which can indicate a slight self-selection bias (people aware of the informal procedures being more inclined to take part in the survey). This over-representation was taken into account in the interpretation of the results. It is to be expected that employees' attitude to conflict settlement procedures will differ according to the positions they hold, particularly if they have a certain degree of contract stability in the organization.

## 1.4 Organization of the report

The questions mentioned above do not all apply to all of the staff. For example, only people who have used the Mediator's services are in a position to judge whether they are useful. The table below summarizes the various sub-samples used in our survey as well as references to the relevant chapters of the report.

**Table 1. Structure of the questionnaire and of the report**



## 2 RESULTS AND ANALYSES

The generic masculine is used to refer to both sexes for easier reading, whether referring to staff members, Mediator, facilitator, or Director, etc.

### 2.1 Awareness and knowledge of the formal and informal procedures

The table below analyses how familiar the ILO staff members are with the formal and informal procedures for solving problems at the workplace.

**Table 2. Awareness and knowledge of the informal procedures**

*Question: What do you know about these various procedures?*

	I know the procedures	I have heard of the procedures but I do not know them	I have never heard of them	(I have made use of it)	(No answer)	Total
Service and procedures offered by the mediator	91	233	144	112	23	603
Service and procedures offered by the facilitators at the head office and in the regions	70	192	207	24	110	603

Response Category	Count	Percentage
I know the procedures	91	24.1%
I have heard of the procedures but I do not know them	233	38.6%
I have never heard of them	144	23.9%
(I have made use of it)	112	18.6%
(No answer)	23	4.8%

The results set out in this table show that the staff members were relatively familiar with the services provided by the Mediator; 25% of the staff had never heard of them. Respondents were less familiar with the services provided by the facilitators – about one-third of them had never heard of these services. If one considers that non-responses are to be interpreted as meaning that the respondents were not aware of the services, then over half of the respondents had never heard of them.

**Table 3. Awareness of the existence of the Mediator and the relevant procedures, by duty station**

*What do you know about the services and procedures provided by the MEDIATOR?*

	I know the procedures	I have heard of the procedures but I do not know them	I have never heard of them	I have made use of the services	No answer	Total
HQ	41	119	47	82	8	297
Field	47	107	92	26	14	286

Duty Station	I know the procedures	I have heard of the procedures but I do not know them	I have never heard of them	I have made use of the services	No answer
HQ	41 (13.8%)	119 (40.1%)	47 (15.8%)	82 (27.6%)	8 (4.9%)
Field	47 (16.4%)	107 (37.4%)	92 (32.2%)	26 (9.1%)	14 (4.9%)

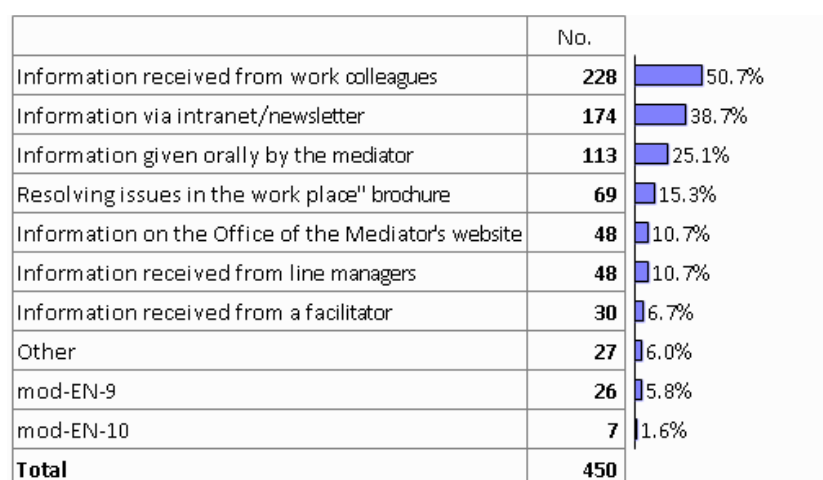
Staff members in the field are less aware of the Mediator's services than those employed at headquarters; 16% of the headquarters respondents had never heard of the Mediator compared to

32% in the field. As regards the visibility of the facilitators' services, there was no difference in terms of location (cf. Table 21).

The respondents' comments corroborate this finding of greater visibility and notoriety of the Mediator's services. It was observed in some cases that people confused 'Mediator' and 'facilitator', which is a sign that there is no clear distinction between the two functions and the roles played.

**Table 4. How staff members heard about the informal procedures**

*Please state how you were informed about these procedures.*



*Note: The total is the sum of the statements ticked and is higher than the number of persons who replied to this question, since multiple replies were allowed.*

The main vector of information on the informal procedures and services was by word of mouth amongst colleagues (50.7%). Various institutional tools which the Mediator has at his disposal (newsletter, Internet site, oral information, brochure) were a further major channel (between 10% and 38%). Communication through management or the Staff Union was fairly limited, as was the information provided by the facilitators.

It was observed that recently recruited staff members are more widely informed by their colleagues (cf. Table 22). The role of facilitators as informants is virtually negligible for headquarters staff, probably due to the fact that the Mediator is at hand and can provide information direct.

**Table 5. Awareness and knowledge of the formal procedures**

Question: What do you know about these various procedures?

	I know the procedures	I have heard of the procedures but I do not know them	I have never heard of them	(I have made use of it)	(No answer)	Total
Review by the Human Resources Development dept (HRD)	72	205	217	54	55	603
Recourse to the Joint Advisory Appeals Board (JAAB)	73	217	224	27	62	603
ILO Administrative Tribunal	85	298	133	18	69	603

Review by the Human Resources Development dept (HRD)	11.9%	34.0%	36.0%	9.0%	9.1%
Recourse to the Joint Advisory Appeals Board (JAAB)	12.1%	36.0%	37.1%	4.5%	10.3%
ILO Administrative Tribunal	14.1%	49.4%	22.1%	3.0%	11.4%

The possibility of filing an appeal with the Administrative Tribunal is widely known, much more than the avenues available in the Human Resources Department or the JAAB, despite the fact that cases are not often brought before it. The fact is that the formal procedures, which one might presume to be institutionally well established, are no better known, on the whole, than the informal procedures.

## 2.2 Recourse to the formal and informal procedures

The following section is devoted to how the ILO staff use the formal and informal procedures.

**Table 6. Recourse to the informal procedures**

Please indicate whether you have ever had recourse to the following procedures:

	Yes	No	(No response)	Total
Service and procedures offered by the Mediator	112	479	12	603
Services and procedures offered by the facilitators at HQ and in the field	24	526	53	603



Service and procedures offered by the Mediator	18.6%	79.4%	
Services and procedures offered by the facilitators at HQ and in the field	4.0%	87.2%	8.8%

According to the results of our survey, approximately 19% of the staff members had used the services proposed by the Mediator and 4% had used a facilitator's services. For reasons of self-selection mentioned above (section 1.3), these rates are a clear over-estimation of the actual situation. However, they do indicate that recourse to the services provided by the Mediator and the facilitators was very unevenly distributed, which is an interesting finding.



**Table 7. Recourse to the Mediator's services, by duty station**

*Have you ever had recourse to the services and procedures proposed by the Mediator?*




Where are you employed?			
	Yes	No, never	Total
HEAD OFFICE	82	213	295
In an office or programme	26	250	276
HEAD OFFICE			
In an office or programme			

Headquarters staff used the Mediator's services more frequently than field staff.

This result can be linked directly to the fact that the Mediator is at hand at headquarters. The network of facilitators on the various regional sites is intended precisely to counteract this disparity by also guaranteeing easy access to the informal services.

**Table 8. Recourse to the Mediator's services, by years of service**

*Have you ever had recourse to the services and procedures proposed by the Mediator?*

How many years have you worked at the ILO?			
	Yes	No, never	Total
Fewer than 3 years	10	99	109
3-10 years	37	145	182
More than 10 years	55	205	260
Fewer than 3 years			
3-10 years			
More than 10 years			

The frequency with which these services were used also differed clearly according to years of service. Staff members employed for less than 3 years used the Mediator's services less frequently than those who had been working for the organization for more than 3 years (10% compared to 20%).

This result can be interpreted in various ways. First of all, seniority can increase the *probability that a staff member knows about the services* and thus will use them. Furthermore, on the basis of the law of probability, *the risk of encountering problems at the workplace* and thus of needing the informal procedures also depends on how long a person has been working for the organization.

A further explanation has to do with employees' position. People on open-ended employment contracts are in a position which gives them more guarantees for availing themselves of services of this nature, whereas inexperienced employees on fixed-term contracts will hesitate before they use these instruments or will tend to feel that the instruments do not concern them.

**Table 9. Recourse to the formal procedures**

*Have you ever had recourse to the following procedures?*

	Yes	No, never	(No answer)	Total
Review by the Human Resources Development dept. (HRD)	54	542	7	603
Recourse to the Joint Advisory Appeals Board (JAAB)	27	564	12	603
ILO Administrative Tribunal	18	567	18	603

Procedure	Yes (%)	No, never (%)	(No answer) (%)
Review by the Human Resources Development dept. (HRD)	9.0%	90.0%	1.0%
Recourse to the Joint Advisory Appeals Board (JAAB)	4.5%	93.5%	2.0%
ILO Administrative Tribunal	3.0%	94.0%	3.0%

Compared with the informal procedures examined above, it was observed that the formal procedures were used less frequently<sup>2</sup>. The more complex procedures for recourse to the JAAB and for filing cases with the Administrative Tribunal were less widely used, as is to be expected.

<sup>2</sup> To refine the analysis it would be interesting to compare these results with the official statistics on recourse to formal procedures. This was not done, however, in our survey.

## 2.3 Overall evaluation of the informal procedures

The questions below were intended for persons who were familiar with the informal procedures of the Office of the Mediator and whom we asked to evaluate the services. The intention here was to obtain a general appraisal of the principle of the services and how they function rather than of how they were provided. The latter point, particularly the aspect of the individual's satisfaction with the services received, will be examined later in this report.

**Table 10. Evaluation of the Mediator's services**

*Please indicate whether you totally agree, agree to some extent, disagree to some extent or totally disagree with the following statements with regard to the MEDIATOR'S services:*

	Totally agree	Somewhat agree	Somewhat disagree	Totally disagree	Don't know	Total
The position and the role of the mediator in the organisation are clear	94	153	105	24	65	441
The mediator enjoys independence with regard to the staff union	166	109	21	14	133	443
The mediator enjoys independence with regard to the organisation's management	113	122	49	27	132	443
The mediator handles all requests addressed to him/her in the strictest confidence	179	97	20	13	133	442
The mediator is impartial towards visitors, he/she is not judgemental	155	101	18	15	154	443
The mediator is open and willing to respond to any request addressed to him/her	169	107	17	10	140	443

The position and the role of the mediator in the organisation are clear	21.3%	34.7%	23.8%	5.4%	14.7%
The mediator enjoys independence with regard to the staff union	37.5%	24.6%	4.7%		30.0%
The mediator enjoys independence with regard to the organisation's management	25.5%	27.5%	11.1%	6.1%	29.8%
The mediator handles all requests addressed to him/her in the strictest confidence	40.3%	21.9%	4.5%		30.1%
The mediator is impartial towards visitors, he/she is not judgemental	35.0%	22.8%	4.1%	3.4%	34.8%
The mediator is open and willing to respond to any request addressed to him/her	38.1%	24.2%	3.8%		31.6%

The persons to whom the questions were addressed rated the services proposed by the Mediator very favourably on the whole. The Mediator's independence, openness and neutrality were widely recognized, as was the confidentiality of the procedure. The only negative point that was highlighted was the position/role of the Mediator in the organization, which according to all of the respondents was not clear (29% giving rather or very negative answers).

The responses of the headquarters and field staff were identical, except on one point: the headquarters employees were slightly more critical of the Mediator's independence with regard to the Staff Union (cf. Table 23). It is difficult to interpret this result; it may perhaps reflect a feeling that is due to the remoteness of the field staff. When the responses are correlated according to years of service, no disparity is observed in the opinions on the services.

**Table 11. Evaluation of the facilitators' services**

Please indicate whether you totally agree, agree to some extent, disagree to some extent or totally disagree with the following statements with regard to the FACILITATORS' services:

	Totally agree	Somewhat agree	Somewhat disagree	Totally disagree	Don't know	Total
The position and the role of the facilitators in the organisation are clear	52	102	120	41	131	446
The facilitators enjoy independence with regard to the staff union	78	105	39	14	207	443
The facilitators enjoy independence with regard to the organisation's management	60	96	51	26	207	440
The facilitators handle all requests addressed to them in the strictest confidence	95	85	35	10	216	441
The facilitators are impartial towards visitors, they are not judgemental	81	83	34	12	231	441
The facilitators are open and willing to respond to any request addressed to them	94	99	20	10	218	441

The position and the role of the facilitators in the organisation are clear	31.7%	22.8%	26.9%	8.9%	29.4%
The facilitators enjoy independence with regard to the staff union	17.6%	23.7%	8.8%	3.2%	46.7%
The facilitators enjoy independence with regard to the organisation's management	13.6%	21.8%	11.6%	5.9%	47.0%
The facilitators handle all requests addressed to them in the strictest confidence	21.5%	19.3%	7.9%	2.3%	49.0%
The facilitators are impartial towards visitors, they are not judgemental	18.4%	18.8%	7.7%	2.7%	52.4%
The facilitators are open and willing to respond to any request addressed to them	21.3%	22.4%	4.5%	2.3%	49.4%

Here again, it was observed that the ILO staff members also rated the facilitators' services favourably on the whole. As in the case of the Mediator, the clarity of their position and, to some extent, their independence were the two main points on which opinions were mixed (36% rather negative and 17.5% very negative opinions).

The differences observed between headquarters and field staff concern mainly the proportion of "Don't know" responses, which were more frequent in the case of headquarters staff, who are closer to the Mediator and thus farther away from the facilitators. For the same reason of distance, the persons employed at headquarters evaluated the clarity of the facilitators' role more negatively (cf. Table 24). Years of service and type of contract did not affect the evaluation of the services provided by the facilitators.

It is interesting to note that a large proportion of the respondents did not answer these questions although they had stated that they knew about the informal procedures. This is due to the fact that they felt that they did not know enough about how the services actually worked to be able to give an opinion on their qualities.

It is also striking to note that the number of non-responses was much higher in the case of the questions about the facilitators than in those concerning the Mediator. This result corroborates the finding that the general awareness of the services provided by the facilitators was low (cf. section 2.1).

## 2.4 Satisfaction with and usefulness of the services

### 2.4.1 Services provided by the Mediator

Below we present the results concerning the people who had had recourse to the Mediator's services (N=112) and who indicated their degree of satisfaction and their evaluation of the usefulness of the services.

**Table 12. Satisfaction with the Mediator's services**

*Please indicate whether you totally agree, agree to some extent, disagree to some extent or totally disagree with the following statements concerning the informal procedures:*

	Totally agree	Somewhat agree	Somewhat disagree	Totally disagree	Don't know	Total
The role of the mediator/facilitator was clearly explained during the first meeting	61	31	8	4	7	111
The mediator/facilitator was easily accessible (location of office, office hours, etc.)	56	36	10	2	7	111
The mediator/facilitator was very careful to ensure the exchanges remained confidential	66	26	6	2	10	110
The mediator/facilitator was available to respond to my request (timely responses, length of discussion etc.)	68	29	5	2	7	111
I felt I was listened to and understood when talking to the mediator/facilitator about my situation	66	22	11	4	8	111

The role of the mediator/facilitator was clearly explained during the first meeting	55.0%	27.9%	7.2%	3.6%	
The mediator/facilitator was easily accessible (location of office, office hours, etc.)	50.5%	32.4%	9.0%	1.8%	
The mediator/facilitator was very careful to ensure the exchanges remained confidential	60%	23.6%	5.5%	1.8%	
The mediator/facilitator was available to respond to my request (timely responses, length of discussion etc.)	61.3%	26.1%	4.5%	1.8%	
I felt I was listened to and understood when talking to the mediator/facilitator about my situation	59.5%	19.8%	9.9%	3.6%	

The responses on these various points showed that those who had used the services were very satisfied on the whole (over 80% of favourable opinions), whether this concerned how the Mediator had explained his role, accessibility to his services, his respect of confidentiality, his receptiveness, or his ability to listen and his understanding and sympathetic attitude.

It can clearly be concluded that the working method followed in the talks with the Mediator and the human and interpersonal qualities he displayed amply met the expectations and needs of those consulting him.

**Table 13. Usefulness of the Mediator's services**

Please indicate whether you totally agree, agree to some extent, disagree to some extent or totally disagree with the following statements concerning the Mediator's handling of your request.

	Exactly	Somewhat	Not very much	Not at all	Don't know/Not applicable	Total
He/she called my attention to my rights and obligations in my working relationships	27	40	16	6	21	110
He/she enabled me to establish a constructive dialogue with the colleague with whom I experienced tensions	19	31	19	19	23	111
He/she helped me look at my situation from another perspective, which contributed to appease the situation	22	36	24	11	17	110
Following the exchange, I felt better prepared to handle the tense situation or conflict	27	39	18	13	12	109
My contacts with the mediator/facilitator allowed me to see that there were other resolution options instead of the formal procedure; it helped me avoid them	16	27	20	14	30	107
He/she helped me develop a range of options to address the conflict	26	39	23	12	11	111
He/she referred me to other services able to help out with my request	11	15	20	30	33	109

He/she called my attention to my rights and obligations in my working relationships	24.5%	36.4%	14.5%	5.5%	18.1%
He/she enabled me to establish a constructive dialogue with the colleague with whom I experienced tensions	17.1%	27.9%	17.1%	17.1%	20.7%
He/she helped me look at my situation from another perspective, which contributed to appease the situation	20%	32.7%	21.8%	10%	15.5%
Following the exchange, I felt better prepared to handle the tense situation or conflict	24.6%	35.8%	16.5%	11.9%	11.0%
My contacts with the mediator/facilitator allowed me to see that there were other resolution options instead of the formal procedure; it helped me avoid them	15%	25.3%	18.7%	13.1%	28.0%
He/she helped me develop a range of options to address the conflict	23.4%	35.1%	20.7%	10.8%	9.9%
He/she referred me to other services able to help out with my request	10.1%	13.8%	18.3%	27.6%	30.3%

We also asked the staff members to assess the usefulness of their recourse to the services. To do so, several possible outcomes were identified and submitted for assessment. It must be understood that some of the outcomes described are not necessarily desirable in all cases (efforts are not systematically focused on avoiding a formal procedure, for instance). In this context, negative responses are not necessarily a sign of shortcomings in the services provided.

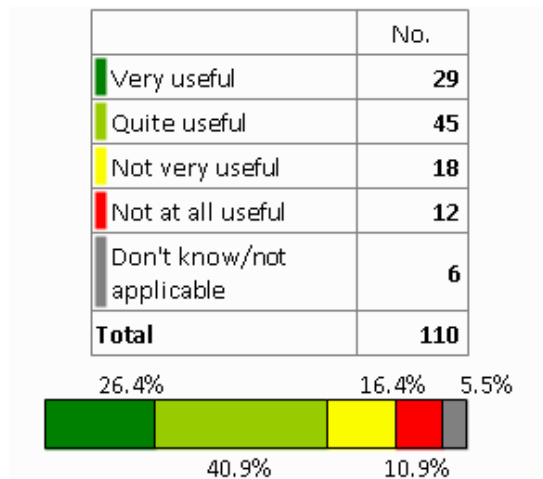
The table shows that the most tangible outcomes of the informal procedures concerned the evolution of the staff member's understanding of the problem and his ability to see it from a different perspective. This concerned both the rights and duties of each of the parties to the conflict, the analysis of the conflict and the solutions that could be envisaged. These outcomes all indicate a development in inner preparedness for conflict in the form of knowledge and convictions prior to the concrete efforts to seek a solution.

The respondents considered the outcomes in terms of conflict settlement involving action (efforts to seek dialogue or to avoid the formal procedure, steering of staff members to other departments) to be weaker. This is hardly surprising, since these three options are just one of several possible choices, on the one hand, but also due to the many different external factors which affect conflict settlement and on which the informal procedures have no influence.

The participants' comments thus showed that the success of an informal procedure depends on the cooperation of all of the parties concerned. Several people underlined, for example, that in their case the other party concerned refused to take part in a procedure, which ended in failure.

**Table 14. Overall usefulness of the Mediator's services**

*In brief, how useful do you consider the support proposed by the Mediator to have been in response to your request?*

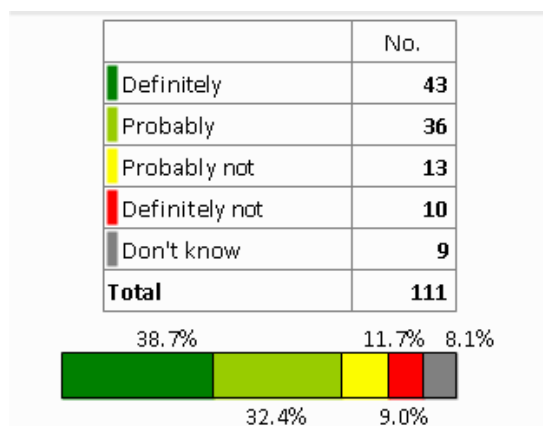


Two-thirds of the persons who had consulted the Mediator rated the overall usefulness of his support favourably. About 25% considered that the support received had not been useful.

It is difficult to interpret these results, since they are mixed. If we take the previous finding as a basis, the informal procedures do not seem to be sufficient or appropriate for settling conflicts in certain specific situations. However, the vast majority of positive responses underline the overall usefulness of services of this nature.

**Table 15. Motivation to use the Mediator's services again**

*If you encounter a difficult situation at work in the future, would you make use of the Mediator's services again?*



The evaluation here was again positive on the whole – the vast majority (approximately 70%) of the persons who had had recourse to the Mediator's services were prepared to use those services again if necessary.

Here again, the limitation emphasized by the respondents concerned cooperation on the part of all of the parties involved in the problem.

## 2.4.2 Services provided by the facilitators

As was stated under point 2.1, our sample consisted of a limited number of people who had made use of the facilitators' services (N=24). We cannot carry out a quantitative analysis on such a small sample, but the tables showing the results are appended to the present report (4.3).

The main trends shown by the data available nevertheless indicate satisfaction comparable to that expressed regarding the Mediator's services – satisfaction as regards both the framework conditions (clarity, accessibility, confidentiality, receptiveness and ability to lend a sympathetic ear) and the usefulness perceived.

### 2.4.3 Comments

The comments expressed in the responses to the open questions underline the staff members' very favourable rating of the informal services on the whole.

They highlighted the following strong points of the **Mediator's services**<sup>3</sup>:

- Empathy, ability to listen: the Mediator demonstrated great empathy in the situations in which he intervened. The respondents emphasized his listening skills.
- Constructive dialogue and realism: Over and above his ability to listen, the Mediator sought concrete solutions to the problems discussed. A large proportion of the comments were favourable. However, some staff members underlined limitations in the implementation of the solutions proposed due to the Mediator's external position and the fact that he does not have the authority to take decisions.
- Easing of tensions and improvement of communication: A further factor that was appreciated was his position as go-between, which enables communication between the parties involved to be restored.

The shortcomings identified in the services concerned two factors in the main.

- Lack of follow-up: The staff members reported that their various situations had not been followed up. Several people stated that the Mediator had not contacted them sufficiently to enquire how the situation was developing. According to the information available to us, the new Mediator in office seeks to keep in touch with the people who consult him.
- No decision-making power: On the other hand, some staff members find it regrettable that the Mediator did not really have any power. There was too little leeway in some cases for breaking the deadlock, particularly since the success of a procedure depends on the cooperation of the various parties involved. If one of the parties refuses to take part in the effort to settle the conflict it is impossible to involve that party in an informal procedure.

As regards the positive aspects of the **relationship with the Mediator**<sup>4</sup>, the following three dimensions were those mentioned most frequently by the respondents:

- Confidentiality: Confidentiality is an essential precondition if the informal services are to be appropriate. The respondents were convinced that the Mediator ensured confidentiality.

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<sup>3</sup> These comments concerned the function of the Mediator and thus referred to the various persons who held office in the past – unless otherwise stated.

<sup>4</sup> We remind the reader that we cannot establish whether these assessments concern current or past situations, i.e. whether they concern the former or the present Mediator.



- **Impartiality and neutrality:** The Mediator was perceived as an impartial and neutral actor in the debates. The absence of bias on the part of the Mediator is an advantage in the efforts to seek solutions to break the deadlock in difficult situations, because he is not involved in the dynamics in question.
- **Accessibility and availability:** The respondents were also satisfied with the Mediator's accessibility. Several respondents underlined that he had been able to respond to urgent situations.

To judge by some of the comments collected, several aspects of the Mediator's work could be improved.

- **Accessibility:** some staff members found that there was room for improvement here.
- **Independence:** The Mediator's position was subject to criticism. Some staff members found that in their situations the Mediator supported the management's view too strongly. Others stated that he was too close to the Human Resources Department. In view of the professional career of the current Mediator, the latter criticism seems to have been obviated.
- **Presence and visibility:** It is also apparent from the comments that the informal services and procedures are not well known. Many respondents suggested that the Mediator should step up his efforts in the communication field, with a view to informing people about the existence of the services, on the one hand – e.g. these efforts could take the form of a video interview on the intranet or annual meetings. Efforts should also be made to promote and publicize the benefits of the informal services and the success they have had.

As regards, more specifically, the **facilitators**, very few opinions were expressed. Their accessibility was the quality that was underlined. Some respondents stressed the listening skills of the facilitators they had contacted, whereas others highlighted the quality of the advice given. Several respondents were more critical, stating that they would like the facilitators to be more impartial and more independent.

## 2.5 The point of view of the facilitators

We questioned the persons acting as facilitators on their experience of this function and asked them to evaluate the services provided. We received responses from a total of 36 facilitators.

**Table 16. Recourse to the facilitators' services**

*How many times have you been approached in your capacity as facilitator by ILO employees over the past 12 months?*

	Nb	
Aucune fois	20	55,6%
1 fois	8	22,2%
2-5 fois	6	16,7%
6-10 fois	1	2,8%
Plus de 10 fois	0	0,0%
Ne sais pas/Ne s'applique pas	1	2,8%
<b>Total</b>	<b>36</b>	

It was observed that over half of the facilitators had not been approached at all in the last 12 months. The facilitators at headquarters were approached slightly less frequently than those in the field (cf. Table 25: Recourse to facilitators' services, by duty station).

This finding of low mobilization was corroborated by several facilitators' comments underlining that they had not actually been approached in their capacity as facilitator.

**Table 17: Evaluation of the function by the facilitators themselves**

*Please indicate whether the following statements tally exactly, to some extent, do not tally very closely or do not tally at all with your experience as a facilitator.*

	Exactly	Somewhat	Not very much	Not at all	Don't know/Not applicable	Total
Staff working at the organisation's head office are aware of the informal procedures	0	5	14	2	12	33
Staff working in the offices/programmes in the region where I work are aware of the informal procedures	0	8	9	5	10	32
Senior management/line managers give me the support I need to be able to carry out my role as a facilitator in proper conditions	8	6	3	5	12	34
Upon request, the mediator supports me in my role as a facilitator	11	5	2	0	16	34
When I carry out my role as a facilitator, confidentiality can be completely guaranteed	22	6	2	0	4	34
The function of the facilitators serves its purpose and responds to a need	7	14	5	0	8	34
Staff working at the organisation's head office are aware of the informal procedures	10,2%	42,4%	16,1%	3,6%	36,4%	
Staff working in the offices/programmes in the region where I work are aware of the informal procedures	22%	28,1%	17,6%	15,6%	31,9%	
Senior management/line managers give me the support I need to be able to carry out my role as a facilitator in proper conditions	23,5%	17,6%	8,8%	14,7%	35,3%	
Upon request, the mediator supports me in my role as a facilitator	32,4%	14,7%	5,9%	0%	47,1%	
When I carry out my role as a facilitator, confidentiality can be completely guaranteed	64,7%	17,6%	5,9%	0%	11,8%	
The function of the facilitators serves its purpose and responds to a need	20,6%	41,2%	14,7%	0%	23,5%	

The majority of the facilitators consulted were of the opinion that the staff knew little, or indeed very little, about the informal procedures. This evaluation tallies with the results obtained above and highlights the low facilitator visibility (cf. section 2.1).

The facilitators rated the practical conditions of the services, and in particular of their accessibility, favourably. They considered that they were well supported by the Mediator and that confidentiality could be insured, although certain replies to the open questions expressed the need to clarify the links between the facilitators and the Mediator. Lastly, it was observed that most of the facilitators felt that they were well supported by management, but some did not share this opinion at all, stating clearly that there was no support from their managers.

To judge by some of the free comments made, the facilitators appreciated the training they had received for their function and the networking with the other facilitators. Several respondents stressed that through the development of their skills in the training provided and through their actual experience as facilitators they had gained tools that were proving useful in their activities, particularly when carrying out a supervisory function.

### 3 CONCLUSIONS AND FUTURE ACTION

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It was because the Mediator was anxious to ascertain how the ILO staff perceived his services that the survey presented in the present report was launched. Four evaluative questions were formulated, the intention being that the responses would help the Mediator to take stock of the work his Office had carried out to date – and the work to be carried out in the future.

1. Accessibility and recourse to the services: Are staff members familiar with the informal procedures and do they consider them relevant and feasible in the event of conflict at the workplace? To what extent have they been used?
2. Quality of the services: Are the recipients satisfied with the services that have been established and provided?
3. Relevance of the services: Do the informal procedures meet the specific needs of the recipients both in principle and in practice?
4. Future action: taking the criticisms expressed as a basis, what approaches could be considered or what avenues for future action could be pursued with regard to the informal procedures?

Building on the results of the survey, we shall endeavour to reply to these four key questions in this section of our report.

→ *The approaches for consideration or avenues for future action are set out in boxes in the corresponding parts of this section.*

#### 3.1 Accessibility of and recourse to the informal procedures

The accessibility of the procedures can be measured against several indicators. The extent to which the staff are familiar with the procedures – or the visibility of those procedures – is one indicator. The recognition of the legitimacy and intrinsic qualities of the contact persons involved is another. Both are necessary for the system to actually be used.

A large proportion of the staff were familiar with the services proposed by the Mediator. Only 25% of the survey sample had never heard of him, for example. However, that percentage was much higher in the case of the facilitators (over 50%), who were clearly less known by the staff. Staff awareness of the informal procedures was similar to that observed for the formal procedures.

These results must be viewed with reservation as to their validity. For the survey mobilized in particular staff members who already knew about the informal procedures. The general awareness of the procedures is thus overestimated in the present study. Many of the comments made in the survey as well as the Mediator's experience in the field confirm the hypothesis of overestimation.

Information circulates mainly informally by word of mouth amongst colleagues (55%); mass communication channels (newsletter, intranet) are also an efficient means of making the services known. A further fact that was highlighted by the survey is that the informants who per se play a major role in labour conflicts – that is to say, the management, the trade union or the facilitators – play a lesser role in the dissemination of information on the informal procedures.

→ *A more proactive communication strategy would seem to be required in response to the mixed results concerning staff awareness. The people who had made use of the services proposed a*

*number of approaches for consideration (personal accounts, multimedia, collective presentations, etc.), which are worth exploring further.*

*→ It is important that appropriate information on the informal procedures be provided at all stages, i.e. before a problem arises (prior knowledge of the types of services available), when the problem occurs (choosing the right option) and during the informal procedure (information with which expectations can be limited/clarified, bearing in mind that the informal procedures cannot resolve all problems).*

*→ It would furthermore seem to be important to clarify the role that managers can and must play in informing staff on the informal procedures at their disposal.*

The intervention principles governing the work carried out by the Office of the Mediator – clarity of mission, confidentiality, neutrality, independence, openness – are very widely recognized and accepted by the ILO staff. This applies more specifically in the case of the Mediator, whereas certain questions were raised as to the clarity of the role played by the facilitators and in particular as to their independence with regard to their managers in the regions. Various comments made by the facilitators suggest that the conditions in certain offices (in particular the size of the office and the authority and industrial relations culture) prevent them from fulfilling their mission properly. These opinions were in the minority, however, since the majority of the respondents stated that they were satisfied with the framework conditions (confidentiality, independence, support from management).

*→ It would be necessary and of advantage to find out more about the conditions in the offices in order to find suitable solutions.*

In the light of the results, it can thus be said that the informal procedures seem to be well established and institutionalized and are therefore reasonably accessible. The results were particularly favourable in the case of the Mediator. However, the limited staff awareness of the informal procedures casts a shadow on this favourable evaluation.

With regard to the frequency with which the staff had recourse to the informal procedures, there were marked differences between the Mediator and the facilitators, the former having been approached three times as often as the latter. These results were corroborated by the facilitators themselves, over half of them (55%) having stated that they had not been approached at all in the last 12 months.

*→ The main obstacle to more frequent use of the facilitators' services does not seem to be attributable to the way the facilitators work, which is rated very favourably, but much more to the conditions facilitating or hindering access to the services. Improvement should thus be sought mainly in the field of information, communication and promotion of the services.*

## **3.2 Quality of the services**

The services proposed by the Mediator (irrespective of the persons who have actually held the position to date) were rated very favourably. Over 80% of the respondents who had had recourse to the informal procedures stated, for instance, that they were satisfied – and even very satisfied – with the practical conditions in which the procedures took place (geographical accessibility, accessibility in terms of time, availability), respect of the normative framework (clarity of role, confidentiality), and professional and human qualities of the contact person (ability to listen and understanding).

Many of the free comments also expressed the satisfaction of the persons using the services, citing the Mediator's empathy and ability to listen, and constructive, down-to-earth dialogue.

The few critical voices that were raised regretted the lack of follow-up once the talks had come to an end and the fact that the Mediator had no power whenever a conflict is resolved by authority. This criticism does not seem to be entirely admissible when one considers the specific nature of the informal procedures and the fact that they complement the formal procedures.

It can clearly be concluded that the working method followed in the talks with the Mediator and the human and interpersonal qualities he displayed amply met the expectations and needs of those consulting him.

The few respondents who had approached a facilitator – from whose responses we refrain from extrapolating a general trend – gave an equally favourable assessment.

### 3.3 Relevance of the services

The relevance of the services will be evaluated below according to how useful the people using the services considered they had been in settling conflicts at work. The most tangible effects and those most frequently reported can be described as a development in those persons' predisposition when faced with conflict – development in terms of knowledge and sensitivity (the rights and duties of each party, understanding of the conflict, looking forward towards solutions). This predisposition precedes any decision or action, while directing it at the same time. It is a determining factor in the settlement of the conflict. It occurred less frequently that the informal procedure prompted concrete action for dealing with the conflicts (efforts to seek dialogue, relinquishment of a formal procedure).

All in all, the respondents' evaluation of the usefulness of the informal procedures was rather mixed, two-thirds giving a favourable rating and one-third giving a critical assessment. These results can be considered satisfactory in a very large number of cases. It is clearly not always the case, however, and some situations cannot be resolved by this means. This, however, is due less to the quality of the services provided (respondents were unanimous on this point) than to the nature of certain conflicts, which require other settlement channels.

We would like to put forward two explanations with regard to these results. First, it would seem inevitable, and sometimes perhaps necessary, that the Office of the Mediator should be approached for issues which basically justify recourse to the formal procedures, of which that Office is a subsidiary alternative.

On the other hand, if the complementarity between the informal and formal procedures is to be used to the full, the means of access to each procedure and the criteria governing them must be more visible and more readily comprehensible for the staff. Given that these procedures are not well known, these conditions are not currently met, and this presents an obstacle to the effective and efficient fulfilment of the Office of the Mediator's mission.

→ If the results of this survey were crossed with those of the surveys on the formal procedures (statistics on recourse to these procedures, the profiles of the persons making use of them, evaluation by those persons) this would provide interesting insights for better understanding the selection effects produced by insufficient knowledge of the respective procedures.

→ The main purpose of both the formal and the informal procedures is to settle conflicts at the workplace. Staff members avail themselves of the informal procedures, for instance, essentially whenever a conflict has arisen or is about to arise. The staff do not realize that more preventive action or even intervention to promote a healthy working atmosphere is part of the role of the Office of the Mediator and they do not approach the Office to request such action, whereas such a need may well exist – in the organization as a whole.

## 4 ANNEXES

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### 4.1 Methodological considerations

#### 4.1.1 Context and methodological factors

The target group of our survey was the target group of the Mediator's services and other informal procedures, i.e. all of the ILO staff. The reference population of the survey was thus a group of approximately 3000 people.

The questionnaires were drawn up and the data subsequently processed using *Le Sphinx* statistical software.

The trilingual questionnaire (French, English and Spanish) was made available to the respondents on our on-line survey platform. The Mediator contacted the staff members to ask them to take part. The on-line questionnaire was accessible for a period of approximately 6 weeks, from mid-July to the end of August 2011. We received 603 replies.

#### 4.1.2 Data-processing and analyses performed

The scope of the survey was intended to give a picture of the opinions of the target group studied. The analyses are thus mainly descriptive, presented in the form of charts presenting the number of persons involved and the percentages of the various responses.

Cross-analyses were also carried out. They examine how responses were distributed according to certain characteristics independent of the respondents (cross-comparison). These analyses highlight factors which explain factual differences such as differences in recourse to procedures or differences in opinion about the services.

Spaces were also left in the questionnaire to allow the respondents to comment on certain aspects of the services of the Office of the Mediator. The replies and the various comments expressed formed a basis for providing more specific qualitative information to complement the raw results of the quantitative analyses.

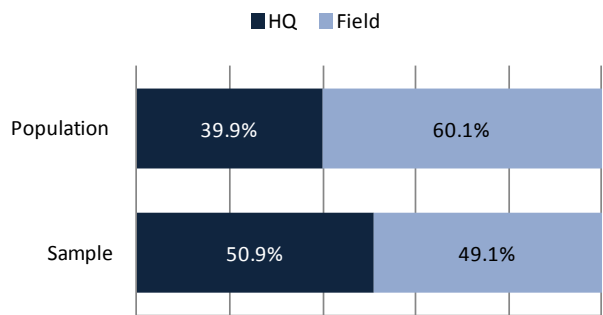
#### 4.1.3 Quality of the responses

We analysed the representativity of the sample briefly by checking to ensure that there was no major bias in the sample of persons replying to our survey. To do so, we analysed the differences in distribution between the reference population (ILO staff<sup>5</sup>) and our sample according to factual characteristics connected with their professional status.

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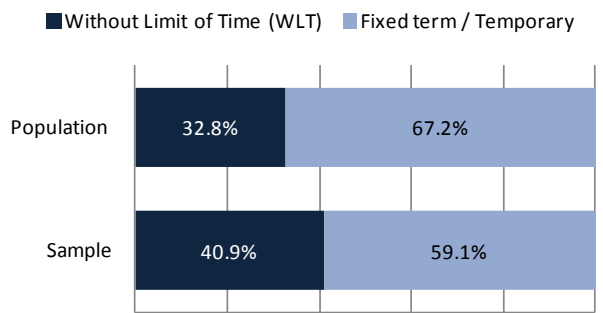
<sup>5</sup> personnel figures as of 31 December 2010, provided by the ILO

**Figure 1. Comparison of distribution according to duty station**



Headquarters staff made up half of our sample, whereas they account for 40% of the ILO staff as a whole. Slight under-representation of field staff members must be taken into account.

**Figure 2. Comparison of types of (employment) contract**



As regards type of employment contract, it was observed that approximately 40% of our sample consisted of staff members on open-ended contracts. This category of staff members (who are also those with the highest seniority) was thus over-represented.

These results clearly suggest that people who know about the informal procedures (because they work at headquarters and the Office of the Mediator is thus close at hand or because they have been working in the organization for a long time) are over-represented in our sample. It must be noted in general that this survey is sensitive to self-selection bias, as is the case with any survey of this type. For it is observed that it is mainly people who are concerned by the subject who replied to a questionnaire. One can thus imagine that people who already knew about the services or who had had recourse to them were more inclined to take part in the survey. This bias prompts us to refine some of the results, which cannot be applied generally to the entire reference population (ILO staff).

We were unable to carry out a comparison in terms of years of service between all staff members and the sample of respondents. However, the results showed strong correlation between seniority and type of contract (cf. Table 26). Most of the recently recruited employees were on temporary or fixed-term contracts. The majority of those with more than 10 years of service had open-ended contracts. As regards interpreting the results, the over-representation of employees with high seniority in our sample must be taken into account. For recourse to conflict settlement services is different for staff members with a long experience of the organization and more secure working conditions.



The tables presenting the characteristics of the sample of persons who replied to the survey are available below (Section 4.2).

The questionnaire contained filters; the questions only appeared if they were relevant on the basis of whatever responses had already been given, according to the table presented in Section 1. Thus, the total number of persons varies in the tables of responses, depending on the questions. Due to an automatic filter that was incorrectly programmed, only 12 of the some 120 respondents who had made use of the services stated the year and circumstances in which they had contacted the Mediator or a facilitator. It unfortunately was not possible to process the replies to these two questions properly.

A further limitation concerning the data, due in particular to the mistake mentioned above, is the difficulty in contextualizing the responses given. For the respondents commented, where appropriate, on previous situations which had been dealt with by the former Mediator, who had been in office from 2006 to 2010.

We tried to identify the context as far as possible according to the statements made in the comments (date explicitly mentioned, Mediator referred to in the feminine, etc.).

## 4.2 Profiles of the respondents

### What is your age ?

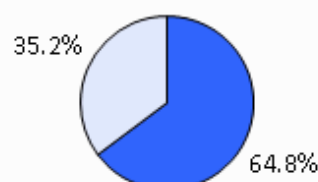
Percentage of responses: **98.7%**

	No.	
Under 26	<b>7</b>	1.2%
26-35 years	<b>87</b>	14.6%
36-45 years	<b>186</b>	31.3%
46-55 years	<b>211</b>	35.5%
56-65 year	<b>103</b>	17.3%
over 65	<b>1</b>	0.2%
<b>Total</b>	<b>595</b>	

### Are you...

Percentage of responses: **97.5%**

	No.	% cit.
female	<b>381</b>	<b>64.8%</b>
male	<b>207</b>	<b>35.2%</b>
<b>Total</b>	<b>588</b>	<b>100.0%</b>



### How many years have you worked at the ILO?

Percentage of responses: **93.4%**

	No.	
fewer than 12 months	<b>38</b>	6.7%
12-36 months	<b>73</b>	13.0%
3-5 years	<b>65</b>	11.5%
6-10 years	<b>120</b>	21.3%
11-15 years	<b>88</b>	15.6%
more than 15 years	<b>179</b>	31.8%
<b>Total</b>	<b>563</b>	

### Under which budget is your position funded?

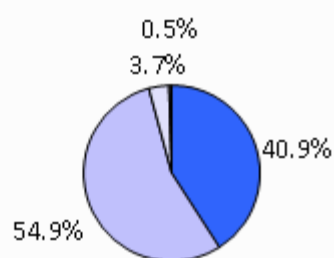
Percentage of responses: **97.8%**

	No.	
Regular Budget	<b>423</b>	71.7%
Technical Cooperation	<b>148</b>	25.1%
Other	<b>19</b>	3.2%
<b>Total</b>	<b>590</b>	

### What is your contract type?

Percentage of responses: **98.8%**

	No.	% cit.
Without Limit of Time (WLT)	<b>244</b>	<b>40.9%</b>
Fixed term	<b>327</b>	<b>54.9%</b>
Temporary	<b>22</b>	<b>3.7%</b>
Other	<b>3</b>	<b>0.5%</b>
<b>Total</b>	<b>596</b>	<b>100.0%</b>



### What type of position do you hold (category)?

Percentage of responses: **98.2%**

	No.	% cit.
Senior management	<b>25</b>	<b>4.2%</b>
Professional	<b>262</b>	<b>44.3%</b>
General services	<b>281</b>	<b>47.5%</b>
mod-EN-5	<b>16</b>	<b>2.7%</b>
Other	<b>8</b>	<b>1.4%</b>
<b>Total</b>	<b>592</b>	

### If 'Other', please specify:

#### Profil\_catégorie Parmi "Other"

	No.
Intern	<b>3</b>
UNV	<b>2</b>
personnel coopération technique	<b>1</b>
Special adviser	<b>1</b>
stagiaire	<b>1</b>
<b>Total</b>	<b>8</b>

### What is the grade of your position?

Percentage of responses: **88.7%**

	No.	
D1	<b>17</b>	3.2%
D2	<b>5</b>	0.9%
P1	<b>8</b>	1.5%
P2	<b>21</b>	3.9%
P3	<b>58</b>	10.8%
P4	<b>85</b>	15.9%
P5	<b>66</b>	12.3%
G1	<b>1</b>	0.2%
G2	<b>5</b>	0.9%
G3	<b>9</b>	1.7%
G4	<b>41</b>	7.7%
G5	<b>95</b>	17.8%
G6	<b>91</b>	17.0%
G7	<b>33</b>	6.2%
<b>Total</b>	<b>535</b>	

### What is the grade of your position?

Percentage of responses: **88.7%**

	No.	
G1-7	<b>275</b>	51.4%
P1-5	<b>238</b>	44.5%
D1-2	<b>22</b>	4.1%
<b>Total</b>	<b>535</b>	

### Where are you employed?

Percentage of responses: **98.3%**

	No.	
HEAD OFFICE	<b>297</b>	50.1%
In an office/programme in Africa (AFRICA)	<b>100</b>	16.9%
In an office/programme in Latin America and the Caribbean (AMERICAS)	<b>102</b>	17.2%
In an office/programme in Arab States (ARABSTATES)	<b>7</b>	1.2%
In an office/programme in Asian and Pacific (ASIA)	<b>53</b>	8.9%
In an office/programme in Europe and Central Asian (EUROPE)	<b>24</b>	4.0%
Other	<b>10</b>	1.7%
<b>Total</b>	<b>593</b>	

## 4.3 Satisfaction with and usefulness of the facilitators' services

N.B. Due to the limited number of responses (N=23), the following results are given as an indication and are not representative of the opinions of the ILO staff on the services provided by the facilitators. The following tables do not show any marked difference from the results obtained for the Mediator's services.

**Table 18. Satisfaction with the facilitators' services**

*Please indicate whether you totally agree, agree to some extent, disagree to some extent or totally disagree with the following statements concerning the informal procedures:*

	Totally agree	Somewhat agree	Somewhat disagree	Totally disagree	Don't know	Total
The role of the mediator/facilitator was clearly explained during the first meeting	5	12	1	0	5	23
The mediator/facilitator was easily accessible (location of office, office hours, etc.)	4	11	1	1	6	23
The mediator/facilitator was very careful to ensure the exchanges remained confidential	6	8	3	1	5	23
The mediator/facilitator was available to respond to my request (timely responses, length of discussion etc.)	8	8	0	2	5	23
I felt I was listened to and understood when talking to the mediator/facilitator about my situation	8	6	1	1	7	23
The role of the mediator/facilitator was clearly explained during the first meeting	21.7%	52.2%	4.3%	0%	21.7%	
The mediator/facilitator was easily accessible (location of office, office hours, etc.)	17.4%	47.8%	4.3%	4.3%	26.1%	
The mediator/facilitator was very careful to ensure the exchanges remained confidential	26.1%	34.8%	13.0%	4.3%	21.7%	
The mediator/facilitator was available to respond to my request (timely responses, length of discussion etc.)	34.8%	34.8%	0%	8.7%	21.7%	
I felt I was listened to and understood when talking to the mediator/facilitator about my situation	34.8%	26.1%	4.3%	4.3%	30.4%	

**Table 19. Usefulness of the facilitators' services**

Please indicate whether you totally agree, agree to some extent, disagree to some extent or totally disagree with the following statements concerning the facilitator's handling of your request.

	Exactly	Some what	Not very much	Not at all	Don't know /Not applicable	Total
He/she called my attention to my rights and obligations in my working relationships	3	9	3	1	7	23
He/she enabled me to establish a constructive dialogue with the colleague with whom I experienced tensions	0	8	5	1	8	22
He/she helped me look at my situation from another perspective, which contributed to appease the situation	1	9	4	0	8	22
Following the exchange, I felt better prepared to handle the tense situation or conflict	1	12	3	1	5	22
My contacts with the mediator/facilitator allowed me to see that there were other resolution options instead of the formal procedure; it helped me avoid them	1	9	2	2	8	22
He/she helped me develop a range of options to address the conflict	3	10	2	2	5	22
He/she referred me to other services able to help out with my request	4	3	4	3	8	22

He/she called my attention to my rights and obligations in my working relationships	13.6%	39.4%	13.6%	4.5%	30.4%
He/she enabled me to establish a constructive dialogue with the colleague with whom I experienced tensions	0%	36.4%	22.7%	4.5%	36.4%
He/she helped me look at my situation from another perspective, which contributed to appease the situation	4.5%	40.9%	18.2%	0%	36.4%
Following the exchange, I felt better prepared to handle the tense situation or conflict	4.5%	54.5%	13.6%	4.5%	22.7%
My contacts with the mediator/facilitator allowed me to see that there were other resolution options instead of the formal procedure; it helped me avoid them	4.5%	40.9%	9.1%	9.1%	36.4%
He/she helped me develop a range of options to address the conflict	13.6%	45.5%	9.1%	9.1%	22.7%
He/she referred me to other services able to help out with my request	18.2%	13.6%	18.2%	13.6%	36.4%

**Table 20. Perceived usefulness of the services**

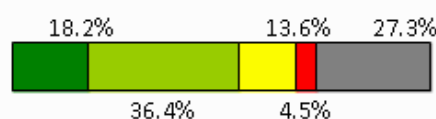
In brief, how useful do you consider the support proposed by the facilitator to have been in response to your request?

If you encounter a difficult situation at work in the future, would you make use of the **facilitator's** services again?

**To sum up, how useful has been the support offered by the mediator/facilitator in response to your request?**

Percentage of responses: **91.7%**

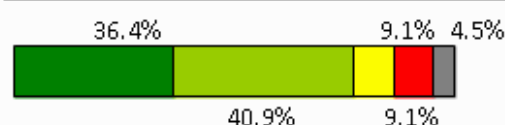
	No.	% cit.
Very useful	4	18.2%
Quite useful	8	36.4%
Not very useful	3	13.6%
Not at all useful	1	4.5%
Don't know/not applicable	6	27.3%
<b>Total</b>	<b>22</b>	<b>100.0%</b>



**If you face another workplace problem in the future, would you use the services of the mediator/facilitator again?**

Percentage of responses: **91.7%**

	No.	% cit.
Definitely	8	36.4%
Probably	9	40.9%
Probably not	2	9.1%
Definitely not	2	9.1%
Don't know	1	4.5%
<b>Total</b>	<b>22</b>	<b>100.0%</b>



## 4.4 Selection of cross-compared tables

**Table 21. Awareness and knowledge of the informal procedures, by duty station**

*What do you KNOW about the services and procedures proposed by the facilitators?*

Service and procedures offered by the facilitators at the head office and in the regions						
Where are you employed?						
	I know the procedures	I have heard of the procedures but I do not know them	I have never heard of them	(I have made use of it)	(No answer)	Total
HEAD OFFICE	35	99	96	5	62	297
In an office or programme	32	88	105	17	44	286
HEAD OFFICE	11.8%	33.3%	32.3%		20.9%	
In an office or programme	11.2%	30.8%	36.7%		15.4%	

**Table 22. How staff members heard about the informal procedures, by years of service**

*Please state how you were informed about these procedures.*

	Fewer than 3 years		3-10 years		More than 10 years	
	N	% cit.	N	% cit.	N	% cit.
Information via intranet/newsletter	15	15.6%	52	22.1%	98	25.1%
Information given orally by the mediator	14	14.6%	32	13.6%	59	15.1%
Resolving issues in the work place" brochure	10	10.4%	17	7.2%	37	9.5%
Information received from line managers	5	5.2%	17	7.2%	22	5.6%
Information received from work colleagues	38	39.6%	79	33.6%	101	25.9%
Information received from a facilitator	3	3.1%	11	4.7%	16	4.1%
Information on the Office of the Mediator's website	3	3.1%	13	5.5%	23	5.9%
mod-EN-9	3	3.1%	6	2.6%	16	4.1%
mod-EN-10	1	1.0%	1	0.4%	5	1.3%
Other	4	4.2%	7	3.0%	13	3.3%
<b>Total</b>	<b>96</b>	<b>100.0%</b>	<b>235</b>	<b>100.0%</b>	<b>390</b>	<b>100.0%</b>

**Table 23. Perception of the Mediator's independence, by duty station**

The "Don't know" responses have been excluded from the table.

The mediator enjoys independence with regard to the staff union												
Where are you employed?												
	Totally agree		Somewhat agree		Somewhat disagree		Totally disagree		Don't know		Total	
	N	% cit.	N	% cit.	N	% cit.	N	% cit.	N	% cit.	N	% cit.
HEAD OFFICE	108	44.6%	51	21.1%	8	3.3%	4	1.7%	71	29.3%	242	100.0%
In an office or programme	53	28.2%	54	28.7%	13	6.9%	10	5.3%	58	30.9%	188	100.0%

p = 0.2%; chi2 = 17.44; dof = 4 (VS)

HEAD OFFICE	<div><div></div><div></div><div></div><div></div></div>	44.6%	21.1%	3.3%	29.3%	
In an office or programme	<div><div></div><div></div><div></div><div></div></div>	28.2%	28.7%	6.9%	5.3%	30.9%

**Table 24. Perception of the facilitators' position, by duty station**

The position and the role of the facilitators in the organisation are clear Where are you employed?											
	Totally agree		Somewhat agree		Somewhat disagree		Totally disagree		Don't know		Total
	N	% cit.	N	% cit.	N	% cit.	N	% cit.	N	% cit.	N % cit.
HEAD OFFICE	19	7.8%	43	17.6%	69	28.3%	27	11.1%	86	35.2%	244 100.0%
In an office or programme	32	16.9%	53	28.0%	47	24.9%	13	6.9%	44	23.3%	189 100.0%

p = <0.1% ; chi2 = 20.34 ; dof = 4 (VS)

Duty Station	Totally agree	Somewhat agree	Somewhat disagree	Totally disagree	Don't know
HEAD OFFICE	7.8%	17.6%	28.3%	11.1%	35.2%
In an office or programme	16.9%	28.0%	24.9%	6.9%	23.3%

**Table 25. Frequency with which the facilitators have been approached, by duty station**

Where are you employed? Over the last 12 months, how many times have you been solicited by employees in your capacity as a facilitator?				
	HEAD OFFICE		In an office or programme	
	N	% cit.	N	% cit.
Never	12	63.2%	8	50.0%
Once	3	15.8%	5	31.3%
2-5 times	2	10.5%	3	18.8%
6-10 times	1	5.3%	0	0.0%
More than 10 times	0	0.0%	0	0.0%
Don't know/Not applicable	1	5.3%	0	0.0%
Total	19	100.0%	16	100.0%

**Table 26. Type of contract, by years of service**

How many years have you worked at the ILO? What is your contract type?						
	Fewer than 3 years		3-10 years		More than 10 years	
	N	% cit.	N	% cit.	N	% cit.
Without Limit of Time (WLT)	3	2.7%	13	7.0%	217	81.3%
Fixed term	90	81.1%	168	90.8%	48	18.0%
Temporary	16	14.4%	4	2.2%	2	0.7%
Other	2	1.8%	0	0.0%	0	0.0%