

## Part Two - Annexes

### Table of Contents

<b><u>ANNEX 1 – INTERVIEW PROTOCOL &amp; QUESTIONNAIRES USED.....</u></b>	<b><u>2</u></b>
A.1.1 SEMI-STRUCTURED INTERVIEW PROTOCOL .....	2
A.1.2 ELECTRONIC QUESTIONNAIRE.....	5
A.1.3. GROUPSYSTEMS FACILITATED WORKSHOP .....	17
<b><u>ANNEX 2 – DATA FOR FIGURES IN REPORT .....</u></b>	<b><u>18</u></b>
A.2.1 ELECTRONIC QUESTIONNAIRE.....	18
A.2.2 GROUPSYSTEMS FACILITATED WORKSHOP – EXTRACT OF RESULTS .....	59
<b><u>ANNEX 3 – INTERVIEW SCHEDULE.....</u></b>	<b><u>64</u></b>
<b><u>ANNEX 4 – DOCUMENTATION CONSULTED .....</u></b>	<b><u>65</u></b>

## Annex 1 – Interview Protocol & Questionnaires Used

*In this annex, we document the questionnaire tools we used in gathering data within the wider Species Programme and amongst key stakeholders. The two elements were a semi-structured interview protocol used during face-to-face interviews and an electronic questionnaire, referred to as the Interactive Dialogue*

### A.1.1 Semi-Structured Interview Protocol

Category	Sub-category	Details and Sample questions
<b>General Guidelines</b>	Atmosphere, Rules of Interview & brief presentation	<ul style="list-style-type: none"> <li>- Establish comfortable atmosphere</li> <li>- Rules of Interview</li> <li>- Brief presentation of each other, responsibilities</li> </ul>
<b>Interviewee first</b>	Interviewee own main observations & messages	<ul style="list-style-type: none"> <li>- What topic do you want to cover?</li> <li>- What are your most important observations?</li> <li>- What are your most important suggestions?</li> <li>- How do you perceive the global performance of the SP?</li> </ul>
<b>Roles and Skills</b>	Current Roles & Responsibility	<ul style="list-style-type: none"> <li>- Brief description</li> <li>- Own perception</li> <li>- Perception by others</li> </ul>
	Roles & Responsibility in the past	
	Required Roles & Responsibility in the future	<ul style="list-style-type: none"> <li>- Any change planned?</li> <li>- Opportunities in terms of management, technical, leadership, fundraising?</li> <li>- Difference between 3 SP locations?</li> <li>- Any service missing (finance, administration, HR, network support, logistics, control, ...)?</li> <li>- Match with the evolution of the SP mission?</li> </ul>
	Current mix of Skills	<ul style="list-style-type: none"> <li>- Used to their maximum level?</li> <li>- What skills do you feel you miss?</li> <li>- What skills are missing in general?</li> </ul>
	Training history	
	Required mix of Skills in the future	<ul style="list-style-type: none"> <li>- Any change planned?</li> <li>- Any skills missing in the SP as a whole?</li> <li>- Any skills missing on a personal level?</li> <li>- Match with the evolution of the R &amp; R?</li> </ul>
<b>Management</b>	Perception of Management role	<ul style="list-style-type: none"> <li>- In general?</li> <li>- At IUCN?</li> <li>- History?</li> <li>- Current gaps?</li> </ul>
	Suggestions for change	

Category	Sub-category	Details and Sample questions
	Feeling about "standard" Management role	<ul style="list-style-type: none"> <li>- Monitoring &amp; Support of quality, timely and to-budget deliveries</li> <li>- Team relationships issues</li> <li>- Motivation, appraisal &amp; reward</li> <li>- Decision Making</li> <li>- Budget &amp; Recruitment management</li> </ul>
<b>Accountability, Risk and Controls</b>	Quality and risk issues	<ul style="list-style-type: none"> <li>- dysfunction types</li> <li>- dysfunction volumes</li> <li>- history</li> </ul>
	Reasons for dysfunctions and problems	
	Required information & Process to prevent dysfunctions	<ul style="list-style-type: none"> <li>- history</li> <li>- addition needed in information</li> <li>- addition needed within the process</li> <li>- suggestions</li> </ul>
	Definition of roles in risk & dysfunction management	In order to achieve : <ul style="list-style-type: none"> <li>- prevention</li> <li>- monitoring</li> <li>- handling of problems</li> </ul>
	Future dysfunctions & risks	
	Legal issues ?	
<b>Organizational arrangements, Tools and Processes</b>	Perception of global efficiency & Improvement suggestions	<ul style="list-style-type: none"> <li>- Redundancies?</li> <li>- Recurrent problems?</li> <li>- Advantages and disadvantages of current model?</li> <li>- Suggestions?</li> <li>- Knowledge of different organizational arrangements?</li> <li>- Alternatives?</li> <li>- Opportunities?</li> </ul>
	Distribution of tasks over the whole process & relationships	With : <ul style="list-style-type: none"> <li>- colleagues within same SP office</li> <li>- colleagues in other SP offices</li> <li>- colleagues within IUCN</li> <li>- people outside IUCN, such as SSC</li> </ul>
	Communication channels	
	Tools	<ul style="list-style-type: none"> <li>- Are they useful?</li> <li>- What is missing and how badly?</li> </ul>
	Facilities	<ul style="list-style-type: none"> <li>- Own office comfort?</li> <li>- How is distance with colleagues handled?</li> </ul>

Category	Sub-category	Details and Sample questions
<b>Customer Service, Mission and Strategy</b>	Current mission (Customer Service)	Including for the SSC
	Mission in the past	
	Evolution of mission in the future	
	Distribution of mission with other IUCN bodies	How are responsibilities split with - Other programmes - Regional offices - Global Operations '
	External "Competitors"	- Other NGO's with similar mission?
<b>Human Resources</b>	Motivation & happiness	- Current - History
	Relationships	- Colleagues within SP office - Colleagues within other SP office - IUCN colleagues - Service benefactors, such as SSC - The rest
	Work culture	- Work culture difference between 3 SP locations? - Advantages, disadvantages?
	Recruitment	What do you think of recruitment - in the past and - in the present; What should it be ?
	Distribution of Roles between HR, Head of Species Programme	
<b>Finance, Fundraising and Public Relations</b>	Budget of Species Programme	- Current Budget - Evolution over the past - Who is involved? - What is the budget process?
	Costs	- What is the evolution? - Is it funded? - What is going wrong (if anything)?
	Public Relations & Fundraising	- Who is involved, at IUCN? - What activities? - Should it change?
<b>Governance</b>	Overall IUCN Governance	
	Reporting lines within Global Programme	- Past - Current

## 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:

1. **The Species Programme mandate**
2. **Species Programme Staff and the Species Programme**
3. **The organization of the Species Programme**
4. **Management and the Species Programme**

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.

### Questions

Topic and question
<b>Part 1. The Species Programme mandate</b>
<b>Q2. Overall Species Programme performance:</b> How would you personally rate the Species Programme performance as a whole?
<b>Q3. Species Programme performance:</b> How would you personally rate the current Species Programme performance as a whole along the following categories? <ul style="list-style-type: none"> <li>• Overall performance</li> <li>• Organizational model adequacy</li> <li>• Fit between people's skills and required skills</li> <li>• Performance of management</li> <li>• Performance of individuals within the model</li> </ul>
<b>Q4. Species Programme Performance Criteria:</b> What objective criteria could be used to rate the Species Programme performance as a whole?
<b>Q5. Adequacy of business model:</b> Assuming that the Species Programme will grow and change in the future, do you feel that the current business model imposes constraints on such growth, or do you feel it lends itself to future developments?
<b>Q6. Fundraising skills of the Species Programme:</b> How would you rate the Fundraising skills of the

Topic and question
Species Programme as a whole?
<b>Q7. Explanation for poor fundraising skills (conditional, if rate below 50%):</b> What explanations for poor fundraising skills of the Species Programme, as a whole, can you suggest?
<b>Q8. Species Programme mission – 1:</b> Do you think that the Species Programme should change the work it does ? What should the programme do ?
<b>Q9. Species Programme mission – 2:</b> What do you think of the evolution of the work undertaken by the Species Programme over time ? <ul style="list-style-type: none"> <li>• The work has changed a lot over time (No, Mostly no, Mostly yes, Yes, Don't know)</li> <li>• In your opinion, the work has changed in the right direction(No, Mostly no, Mostly yes, Yes, Don't know)</li> </ul>
<b>Q10. Species Programme mandate:</b> Is it easy to define the role of the Species Programme within the organization ? Would such a definition be useful to your work ? <ul style="list-style-type: none"> <li>• It is easy to summarize the role of the Species Programme within the organization in 1 or 2 sentences (No, Mostly no, Mostly yes, Yes, Don't know)</li> <li>• Summarizing the role of the Species Programme in 1 or 2 sentences is useful (No, Mostly no, Mostly yes, Yes, Don't know)</li> </ul>
<b>Q11. Species Survival Commission mandate:</b> Is it easy to define the role of the Species Survival Commission within the organization? Would such a definition be useful to your work ? <ul style="list-style-type: none"> <li>• It is easy to summarize the role of the SSC within the organization in 1 or 2 sentences (No, Mostly no, Mostly yes, Yes, Don't know)</li> <li>• Summarizing the role of the SSC in 1 or 2 sentences is useful (No, Mostly no, Mostly yes, Yes, Don't know)</li> </ul>
<b>Q12. SP and SSC mandates:</b> 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 ? <ul style="list-style-type: none"> <li>• It is easy to summarize the difference in 1 or 2 sentences (No, Mostly no, Mostly yes, Yes, Don't know)</li> <li>• Summarizing the difference in 1 or 2 sentences is useful (No, Mostly no, Mostly yes, Yes, Don't know)</li> </ul>
<b>Q13. Mandates description:</b> How would you describe the Species Programme role, the Species Survival Commission role and the difference between the 2 roles? <ul style="list-style-type: none"> <li>• Species Programme role within the organization</li> <li>• Difference between the 2 roles</li> <li>• Species Survival Commission role within the organization</li> </ul>
<b>Q14. Support of SP to SSC:</b> Please describe the support that the Species Programme currently provides to the Species Survival Commission, and what it ought to be in the future <ul style="list-style-type: none"> <li>• Please describe what support is currently provided by the SP to the SSC</li> <li>• Please describe what support should be provided by the SP to the SSC, in the future</li> </ul>
<b>Q15. Consensus on SP support to SSC:</b> Do you think most SP staff and SSC members share a common view on what the support of the SP to the SSC should be ? <ul style="list-style-type: none"> <li>• SP staff and SSC members share a common view on what the support should be (No, Mostly no, Mostly yes, Yes, Don't know)</li> </ul>
<b>Q16. Amount of support from the SP to the SSC – current:</b> In your mind, what percentage of the work provided by the Species Programme counts currently as support to the Species Survival Commission ? Please indicate % for each of the following: <ul style="list-style-type: none"> <li>• Your own work</li> </ul>

## Topic and question

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

**Q17. Amount of support from the SP to the SSC – future:** 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

**Q18. Amount of interaction with the IUCN Regional Offices:** In your mind, what percentage of your work currently counts as support to or interaction with the IUCN Regional Offices ? What should it be ?

- Current percentage
- Should be percentage

Plus a box for any additional comment.

**Q19. Documentation of the Species Programme role:** What documentation do you find useful for describing the current and future Species Programme role and for describing how your own work should evolve ?

**Q20. Additional documentation of the SP mandate:** How useful is any documentation (eg annual Species Programme workplans) for describing the role of the Species Programme in the organization and how your work should evolve ?

- In addition to the SSC Strategic Plan and the IUCN Programme, do you find other documentation useful ? (Yes, No)

**Q21. Additional documentation- conditional (yes to Q20):** Could you please provide the name and reference of this documentation ?

**Q22. Interaction with other IUCN Programmes:** Other programmes within IUCN are working on the IUCN objective to fight the loss of biodiversity.

- How would you describe the way the Species Programme interacts with other IUCN programmes?
- Does the SP have a role similar to other IUCN programmes' in the fight for nature conservation?

**Q23. Objectives of the Species Programme – 1:** Consider the following three objectives, taken from the SSC Strategic Plan. Please indicate how activities of the SP currently reflect these objectives (% of SP activity):

- Assessment of biodiversity, including Red List
- Capacity building & support to network
- Sustainable use, production & consumption modes

**Q24. Objectives of the Species Programme - 2:** Consider the three following objectives, taken from the SSC Strategic Plan. Please indicate how activities of the SP should reflect these objectives (% of SP activity):

- Assessment of biodiversity, including Red List
- Capacity building & support to network
- Sustainable use, production & consumption modes

## Topic and question

**Q25. Description of the 3 SP objectives:** Considering the three Species Programme objectives, please tell us how hard it is to describe each of them in more detail ? *Please rank for each objective*

- Assessment of biodiversity (Range: 'Very easy' to 'Very hard')
- Sustainable use, production & consump. modes (Range: 'Very easy' to 'Very hard')
- Capacity building & support to network (Range: 'Very easy' to 'Very hard')

Plus a box for comments.

**Q26. Realization of the 3 SP objectives:** Considering the three Species Programme objectives, please tell us if you think that there are clear actions to realize those objectives, agreed by all ? *Please rank for each objective:*

- Assessment of biodiversity (Range: 'Not clear' to 'Clear')
- Sustainable use, production & consump. modes (Range: 'Not clear' to 'Clear')
- Capacity building & support to network (Range: 'Not clear' to 'Clear')

Plus a box for comments.

## Part 2. Species Programme Staff and the Species Programme

**Q28. Satisfaction within the Species Programme – 1:** 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

- Satisfaction working for the Species Programme (Range: 'Not happy' to 'Very happy')
- For comparison, past satisfaction level (Range: 'Not happy' to 'Very happy')

Plus a box for comments.

**Q29. Satisfaction within the Species Programme – 2:** How do you think your current satisfaction is shared by the management of the Species Programme ? Does the management show appreciation of your work ? Please rate current appreciation, and, for comparison purposes, levels of appreciation experienced in the past

- The Mgt of the SP shows appreciation of good work (Range: 'Not at all' to 'Very much')
- For comparison, past Mgt appreciation levels (Range: 'Not at all' to 'Very much')

Plus a box for comments.

**Q30. Satisfaction within the Species Programme – 3:** How do you think appreciation of good work could be improved ? Please rank each of the following item:

- Performance driven financial reward (eg bonuses)
- More attention to suggestions
- More daily encouragements from Management
- Other
- More responsibilities in unusual tasks, such as training, ad-hoc missions, reviews
- More social activities with all SP team
- More responsibilities
- More involvement in meetings outside the Species Programme - outside IUCN
- More involvement in meetings outside the Species Programme - within IUCN

**Q31. Satisfaction within the Species Programme 4 – conditional (if 'other' is not last ranked):** You indicated other means for providing appreciation of good work. Please tell us what you have in mind:

**Q32. Evolution of satisfaction:** To have an idea of how much you feel your job duties have evolved, please indicate how much your current duties match your desires (on a 0-100 scale):

- When you joined
- 5 - 10 years ago (if applicable)
- 3 - 5 years ago (if applicable)
- Past 2-3 years (if applicable)



Topic and question
<ul style="list-style-type: none"> <li>• Last year (if applicable)</li> <li>• Now</li> </ul>
<p><b>Q33. Comments on evolution of satisfaction:</b> How would you comment the evolution of the match between your desires and your job duties ?</p>
<p><b>Q34. Individual role and description of role:</b> 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 (No, Mostly no, Mostly yes, Yes, Don't know) :</p> <ul style="list-style-type: none"> <li>• My role within the SP is clear to me</li> <li>• My role within the SP is clear for colleagues from the same SP office</li> <li>• My role within the SP is clear for colleagues from other SP offices</li> <li>• My role within the SP is clear for the Head of SP</li> <li>• My role within the SP is clear for the SSC</li> <li>• The description of my role in the Terms-of-Reference is accurate</li> </ul>
<p><b>Q35. Additional description of role – conditional (if accuracy of TOR is No or Mostly No in Q34):</b> You indicated that your role is not well documented in your individual Terms-of-Reference. Could you provide high-level elements that better describe your role. What would you replace or add to the TOR?</p>
<p><b>Q36. Adequacy of role:</b> 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 ? Please rate each (No, Once a week, Once a day, Once an hour, Constantly)</p> <ul style="list-style-type: none"> <li>• I have to take initiatives outside my role definition to provide a useful contribution to IUCN ...</li> <li>• I have suggestions to modify my role definition. These would impact my work ...</li> </ul>
<p><b>Q37. Suggestions for role modification – conditional (if 2<sup>nd</sup> question in Q36 is not 'no'):</b> You indicated that you have suggestions for modifying your role definition. Could you give us a brief description of those suggestions ?</p>
<p><b>Q38. Knowledge of other roles:</b> How well do you feel you know the roles of your colleagues from the Species Programme ? For instance, would you be able to write their individual Terms-of-Reference ? Please indicate for each office (Range: 'Not well' to 'Very well'):</p> <ul style="list-style-type: none"> <li>• Cambridge Office</li> <li>• Gland Office</li> <li>• Washington DC Office</li> </ul> <p>Plus a box for comments.</p>
<p><b>Q39. Influences on role:</b> What influences your activities, on a daily basis ? Please rate each following influence force, from no influence (0) to heavy influence (9) :</p> <ul style="list-style-type: none"> <li>• Your individual Terms-Of-Reference</li> <li>• The head of the Species Programme</li> <li>• The Species Survival Commission Chair</li> <li>• The Species Survival Commission Network</li> <li>• Partners (such as Birdlife, CI,...)</li> <li>• IUCN Regional Offices</li> <li>• IUCN Global Programmes</li> <li>• IUCN Central Functions</li> <li>• Own initiative to better serve mission</li> <li>• Other</li> </ul>
<p><b>Q40. Other influence on role – conditional (if influence is not 0 of 'Other' in Q39):</b> You indicated that there are other influences on your daily activities Could you tell us which, in the box below?</p>

## Topic and question

**Q41. Roles and support of IUCN central functions – 1:** 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

**Q42. Roles and support of IUCN central functions – 2:** 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 (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

**Q43. Examples of time reduction:** You indicated that IUCN Central Function teams could help you more in your role. Could you briefly describe one or some examples in the box below ?

**Q44. IUCN's Governance structure:** 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 ? (choose most appropriate statement)

- Nothing particular about it
- Somewhat more complicated
- More complicated but without impact on the efficiency of the SP work
- More complicated but with impact on the efficiency of the SP work
- So complicated it is better to work as if the SP was alone
- Not enough experience of IUCN to tell

**Q45. Distribution of activities – 1:** How would you say your time is spent ? Please estimate the average amount of time per day for each activity (0, <1h, 1h, 2h, 3h, 4h, 5h, 6h, 7h, >7h) :

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

**Q46. Other activity – conditional (if answer to 'Other' in Q45 is not 0):** You indicated that some of your time is spent on an 'other' activity. Could you name and describe briefly this activity in the box below?

**Q47. Distribution of activities – 2:** How would you say your time should be spent ? Please estimate the average amount of time per day for each activity (0, <1h, 1h, 2h, 3h, 4h, 5h, 6h, 7h, >7h) :

- Networking with SSC Specialist Groups

## Topic and question

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

**Q48. Other activity - conditional (if answer to 'Other' in Q47 is not 0):** 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 ?

**Q49. Distribution of activities – 3:** How would you say the time of the Species Programme as a whole should be spent ? Please estimate the average amount of time **per day per person** for each activity (0, <1h, 1h, 2h, 3h, 4h, 5h, 6h, 7h, >7h) :

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

**Q50. Other activity - conditional (if answer to 'Other' in Q49 is not 0):** You indicated that some of the time of the SP 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 ?

**Q51. Matching of own current skills and activities:** For performing each of the following activities, how would you rate your own skills as they are now? Please rate each activity using the scale, from 0 (very bad) to 8 (very good):

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

**Q52. Matching of SP current skills and 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):

- Networking with SSC Specialist Groups
- Scientific research
- Scientific data gathering, editing and publication
- Logistical and organization
- Influencing decision makers
- Fundraising

## Topic and question

- Interacting with SSC Chair
- Administrative work
- Management
- Other

**Q53. Skills improvement:** 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 (Not helpful, Some Help, Very Helpful, Don't know) :

- Formal training
- Coaching by an experienced colleague
- Job rotation
- On-the-job learning
- Attending seminar and conferences

**Q54. Use of own skills:** 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 ? Please answer for each (No, Mostly no, Mostly yes, Yes, Don't know):

- The overall fit of your skills to your role is good
- The Species Programme makes good use of your skills
- It is easy to get training at IUCN
- The training currently offered by IUCN is effective

### Part 3. The organization of the Species Programme

**Q56. Interactions currently:** How frequently do you currently interact with the following ? You interact every (min, 15 min, hour, 1/2 day, day, other day, week, month, year, never) with:

- Same Species Programme location
- Other Species Programme location
- SSC Chair
- SSC Specialist Groups
- Other IUCN HQ units
- IUCN Regional Offices
- Donors
- Other conservation organizations
- Decision makers
- General Public

**Q57. Interactions needed:** How frequently do you actually need to interact with these units ? You need to interact every (min, 15 min, hour, 1/2 day, day, other day, week, month, year, never) with:

- Same Species Programme location
- Other Species Programme location
- SSC Chair
- SSC Specialist Groups
- Other IUCN HQ units
- IUCN Regional Offices
- Donors
- Other conservation organizations
- Decision makers
- General Public

**Q58. Interaction optimization:** How would you optimize interaction ? Please indicate whether there should be less or more of each the following:

- Writing email (Range: 'Less' to 'More')
- Reading email (Range: 'Less' to 'More')
- Using the phone (Range: 'Less' to 'More')

Topic and question
<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><b>Q59. Work organization:</b> 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><b>Q60. Organization improvements suggestions – conditional (if answer to Q59 is not ‘No’):</b> You 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><b>Q61. Regionalization and Decentralization:</b> 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><b>Q62. Regionalization and Decentralization rationale – conditional (if answer to Q61 is ‘Yes’):</b> You 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><b>Q63. Rationale for various locations:</b> 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><b>Q64. Other reasons for various locations – conditional (if answer for ‘Other’ in Q63 is not 1):</b> You indicated that there are other reasons for opening offices outside Switzerland Could you tell us which, in the box below ?</p>
<p><b>Q65. Communication and relationships:</b> 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>

## Topic and question

- Decision makers

**Q66. Communication and Relationships rating:** Overall, how would you rate the quality of communication and relationships at work ? Please choose most appropriate:

- The quality is good, I don't see any issue
- There are some disagreements, but as usual in any human relationship
- There are disagreements which are sometimes hard to overcome
- Issues regularly impact the quality of the work of the Species Programme
- Serious action is needed to maintain the cohesion of the team
- I don't know

**Q67. Reasons for misunderstanding or relationship issues:** 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

**Q68. Own commitment:** 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'):

- You
- Colleagues within same SP location
- Colleagues within all of the SP
- Colleagues within IUCN Headquarters
- Colleagues within IUCN Regional Offices
- Others within the conservation community

**Q69. Commitment of the Species Programme as a whole:** 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') ...

- Other global programmes within IUCN
- Other groups within IUCN Regional Offices
- Other groups within conservation community

Plus a box for comments.

**Q70. Team spirit within the Species Programme:** 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') ...

- Other global programmes within IUCN
- Other groups within IUCN Regional Offices
- Other groups within conservation community

Plus a box for comments.

**Q71. Comments on the Species Programme team spirit:** Here are a number of statements regarding the Species Programme team spirit. Please tick those that you believe are true:

- There is too much time spent in activities to maintain a good team spirit
- The current team spirit is fine with me
- I wish the team spirit was stronger
- The behavior of individuals significantly damages the team spirit
- Structural problems, not individuals, cause damage to the team spirit
- Current badly defined roles have a negative impact on workload and team spirit
- However individuals behave, the fact that there are 3 locations has a negative impact on team spirit

**Q72. Cultural diversity in the Species Programme:** What do you think of cultural diversity in the

## Topic and question

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

### Part 4. Management and the Species Programme

**Q74. Global IUCN and Species Programme Management:** 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

**Q75. Management improvement suggestions:** 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

**Q76. Reporting – 1:** 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 ...

**Q77. Reporting – 2:** What area do you feel the management of the Species Programme should know more about ? Please type your answer in the box below

**Q78. Priorities – 1:** 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

**Q79. Priorities 1 - comment on priorities and line management – conditional (if answer 'for other purposes' in Q78 is different from 'not needed') :** 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

**Q80. Priorities – 2:** 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

**Q81. Priorities 3 - cause and solutions – conditional (if answer on Q80 is different from 'Fair' and 'Don't know'):** You have indicated that workload distribution could be improved. Please tell us what you

## Topic and question

think are the causes for bad workload distribution, and what solutions you can think of, in the box below

**Q82. Performance appraisal – 1:** 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 ? Please choose (Range: 'Too soft' to 'Too hard') for each...

- How many targets defined by management ?
- How are the targets defined by management ?
- Is your performance evaluated fairly ?

Plus a box for comments.

**Q83. Performance appraisal – 2:** Regarding assessment of capabilities in general, how fair do you think IUCN is (Not fair, Mostly not fair, Mostly fair, Fair, Don't know) for each ...

- Assessment of own work
- Assessments of individual abilities in general
- Promotion to new positions
- Recruitment

**Q84. Monitoring – 1:** What do you think of the role of the Species Programme management in your daily work ? Please tell us how accurate do you think each of the following statements is (No, Mostly no, Mostly yes, Yes, Don't know) ...

- SP management gives you feedback on how well you are doing your job
- Communication of work expectations by SP management is appropriate
- Progress and status of tasks are adequately tracked by SP management
- SP management's contact with you is frequent enough to understand your achievements, needs and concerns

**Q85. Monitoring – 2:** 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
- Tasks defined once a year, results discussed every year, no need of support
- Tasks defined once every 6 months, results discussed every 6 months, support on-call
- Tasks defined once every 3 months, progress and support discussed once a month
- Tasks defined once a month, progress and support discussed once a week
- Tasks defined once a week and checked once a day, with daily support
- More frequent supervision and support

**Q87. Other topics:** Do you feel that we have missed important questions in this electronic survey ? What else needs to be improved within the Species Programme, that has not been mentioned so far ? Specifically,

- 1 - What important questions should have been asked?
- 2 - What would have been your answer?
- 3 - Any comments about the review?
- 4 - Any other comments?



### 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:

Impact = impact on SP work	Influence to resolve issue
1 = N = No impact 2 = L = Low impact 3 = M = Medium impact 4 = H = High impact	1 = N = No influence (requires Council validation) 2 = L = Low influence (requires DG validation) 3 = M = Medium influence (requires DGP / SSC Chair validation) 4 = H = High influence (SP alone)

Participants then brainstormed possible solutions to the most critical issues, where the Species Programme has high influence on the resolutions of issues. Participants chose to add a few other issues which did not meet these criterion. As some teams find it difficult to air such positions in public, the GroupSystems workshop helps them to share their views in an acceptable way. Only the person who types the response knows where it came from. Each response is visible to all participants but it is up to the author whether he or she wishes to disclose his or her identity with others.

Workgroups were defined to work on action plan for implementing the proposed solutions. The listing of the proposed solutions was provided as a basis to define the action plans. The facilitated workshop was concluded with each workgroup presenting their action plans to the rest of the Species Programme staff, for comments.

## Annex 2 – Data for figures in report

The following pages detail the high level findings of the electronic (Interactive Dialogue) survey, as well as a selection of outputs from the 31 January 2006 Group Systems Facilitated Workshop.

### A.2.1 Electronic Questionnaire

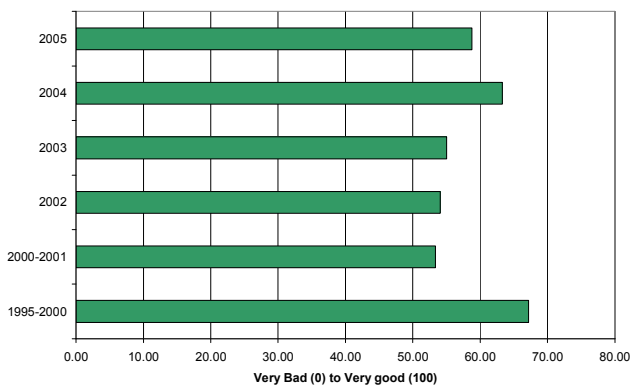
The survey was sent to all Species Programme staff (23 persons) in all locations, and separately to the Chair of the Species Survival Commission. In total, 22 responses were received.

#### Q2. Overall Species Programme performance

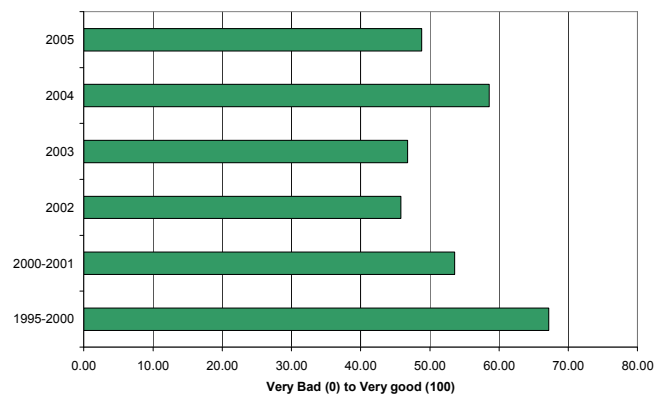
How would you personally rate the Species Programme performance as a whole?

Index	# answers	Average
2005	19	58.8
2004	17	63.3
2003	13	55.0
2002	12	54.1
2000-2001	8	53.4
1995-2000	5	67.2

All Answers:



Answers for people who rated all periods:

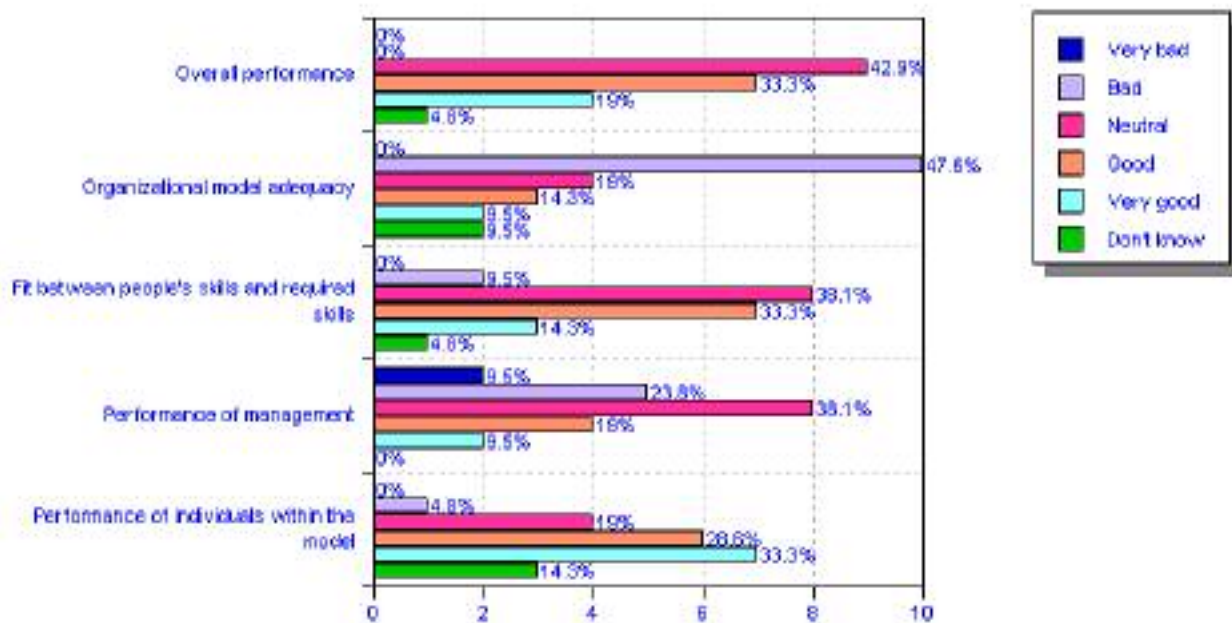


#### Q3. Species Programme performance

How would you personally rate the current Species Programme performance as a whole along the following categories?

	Very bad	Bad	Neutral	Good	Very good	Don't know
Overall performance	0 0.0%	0 0.0%	9 42.9%	7 33.3%	4 19.0%	1 4.8%
Organizational model adequacy	0 0.0%	10 47.6%	4 19.0%	3 14.3%	2 9.5%	2 9.5%
Fit between people's skills and	0	2	8	7	3	1

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%



### Q6. Fundraising skills of the Species Programme

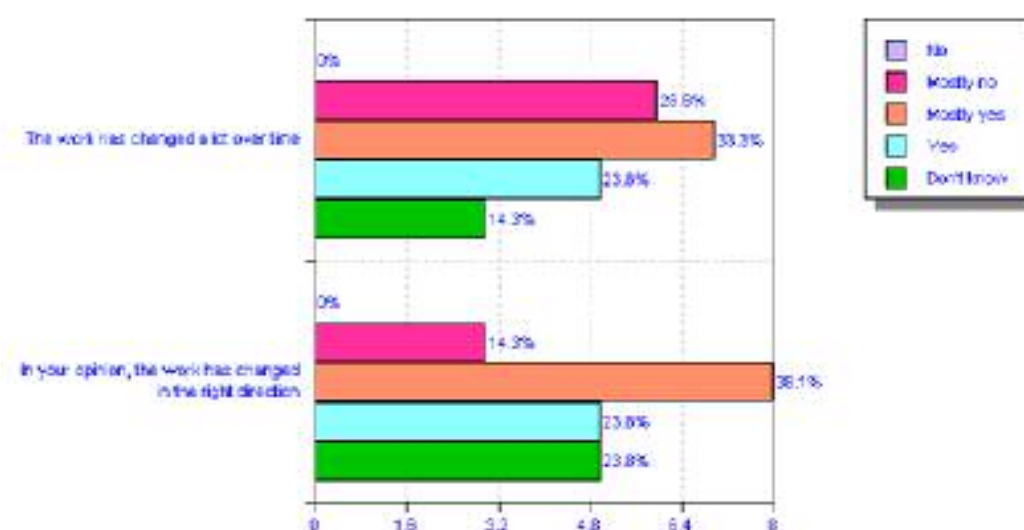
How would you rate the Fundraising skills of the Species Programme as a whole?

	Range: 'Very bad' =0 to 'Very good' =100
Fundraising skills	42

### Q9. The work of the Species work - 2

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

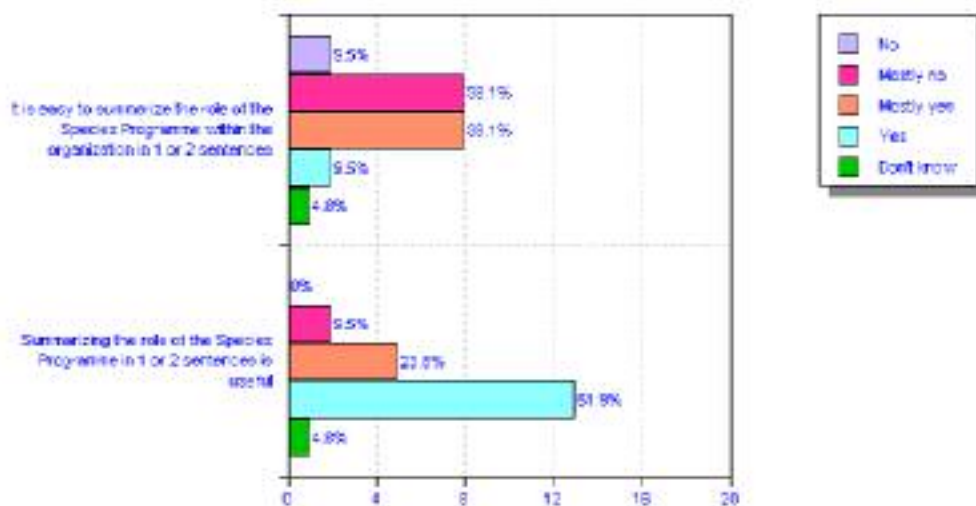
	No	Mostly no	Mostly yes	Yes	Don't know
The work has changed a lot over time	0 0.0%	6 28.6%	7 33.3%	5 23.8%	3 14.3%
In your opinion, the work has changed in the right direction	0 0.0%	3 14.3%	8 38.1%	5 23.8%	5 23.8%



### Q10. Species Programme role

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

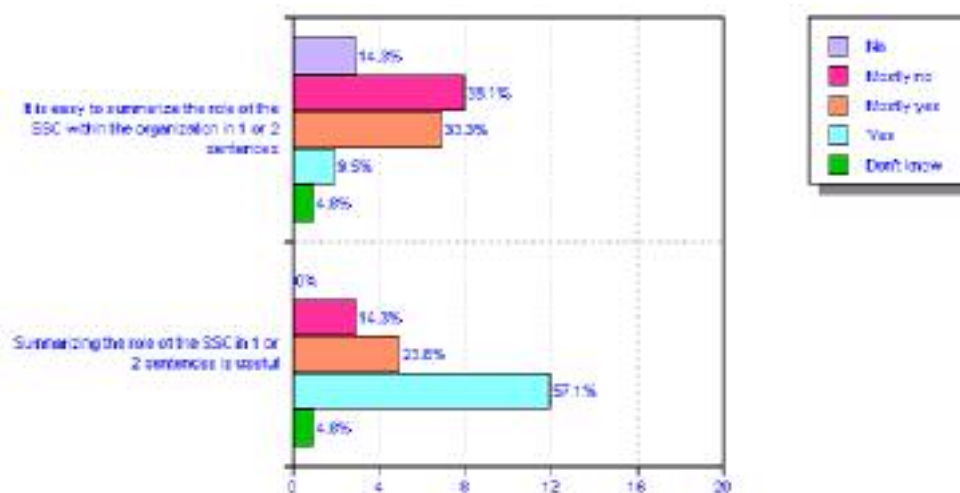
	No	Mostly no	Mostly yes	Yes	Don't know
It is easy to summarize the role of the Species Programme within the organization in 1 or 2 sentences	2 9.5%	8 38.1%	8 38.1%	2 9.5%	1 4.8%
Summarizing the role of the Species Programme in 1 or 2 sentences is useful	0 0.0%	2 9.5%	5 23.8%	13 61.9%	1 4.8%



### Q11. Species Survival Commission role

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

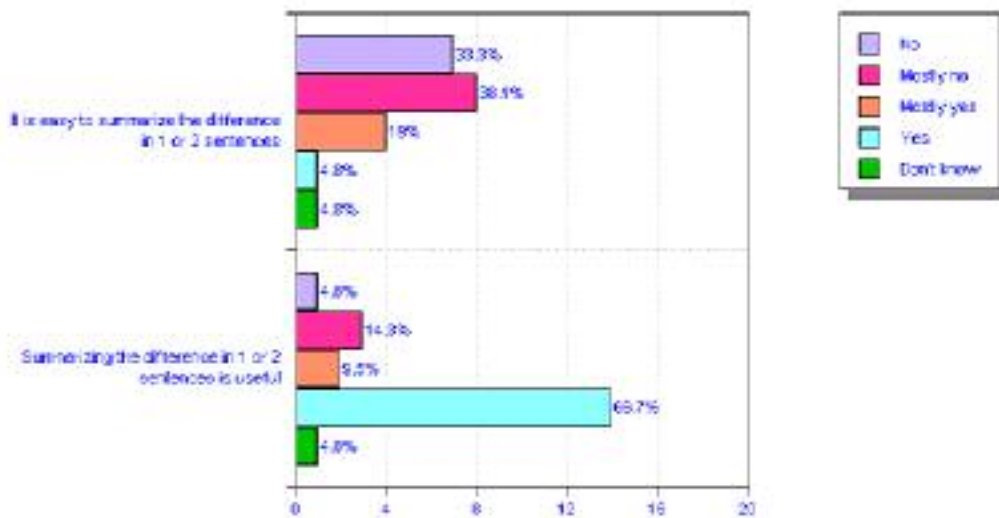
	No	Mostly no	Mostly yes	Yes	Don't know
It is easy to summarize the role of the SSC within the organization in 1 or 2 sentences	3 14.3%	8 38.1%	7 33.3%	2 9.5%	1 4.8%
Summarizing the role of the SSC in 1 or 2 sentences is useful	0 0.0%	3 14.3%	5 23.8%	12 57.1%	1 4.8%



### Q12. SP and SSC roles

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?

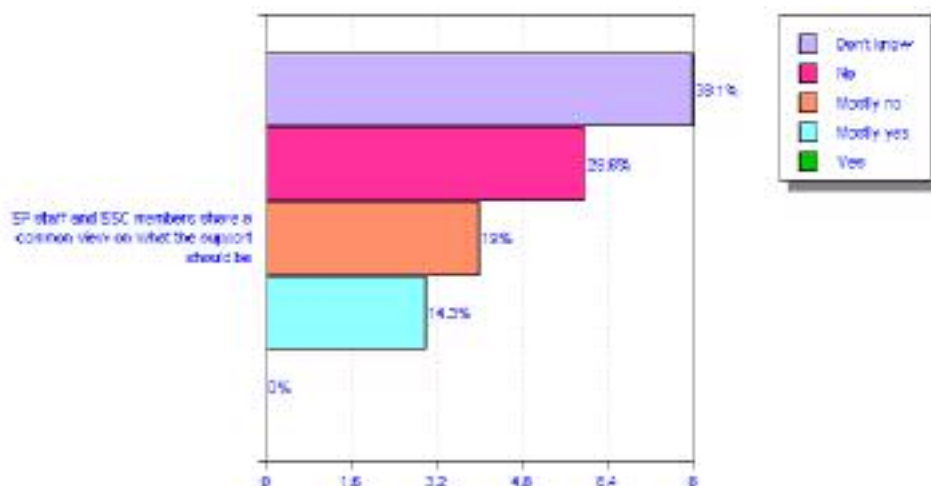
	No	Mostly no	Mostly yes	Yes	Don't know
It is easy to summarize the difference in 1 or 2 sentences	7 33.3%	8 38.1%	4 19.0%	1 4.8%	1 4.8%
Summarizing the difference in 1 or 2 sentences is useful	1 4.8%	3 14.3%	2 9.5%	14 66.7%	1 4.8%



### Q15. Consensus on SP support to SSC

Do you think most SP staff and SSC members share a common view on what the support of the SP to the SSC should be?

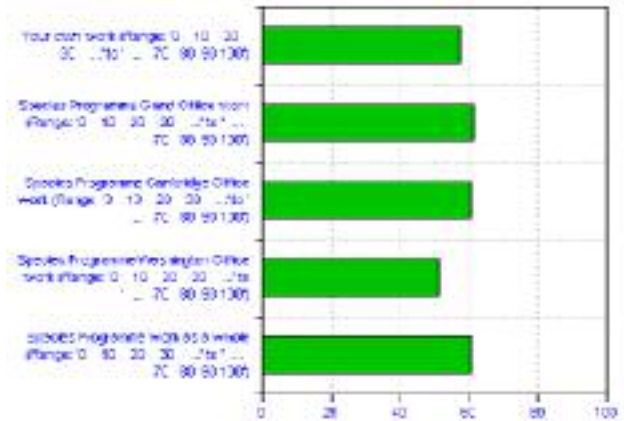
	Don't know	No	Mostly no	Mostly yes	Yes
SP staff and SSC members share a common view on what the support should be	8 38.1%	6 28.6%	4 19.0%	3 14.3%	0 0.0%



**Q16. Amount of support from the SP to the SSC - current**

In your mind, what percentage of the work provided by the Species Programme counts currently as support to the Species Survival Commission?

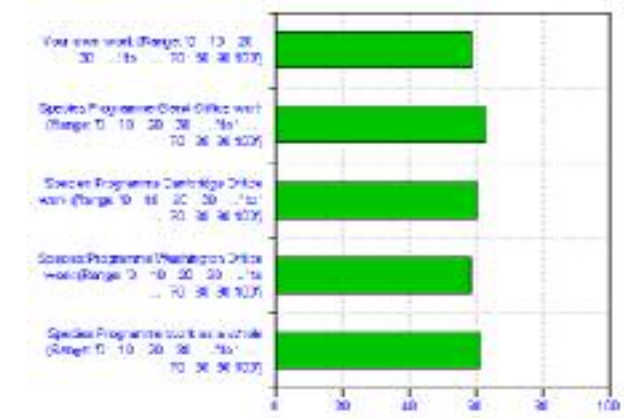
	Scale: 0 to 100
Your own work	58
Species Programme Gland Office work	62
Species Programme Cambridge Office work	61
Species Programme Washington Office work	52
Species Programme work as a whole	61



**Q17. Amount of support from the SP to the SSC - future**

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?

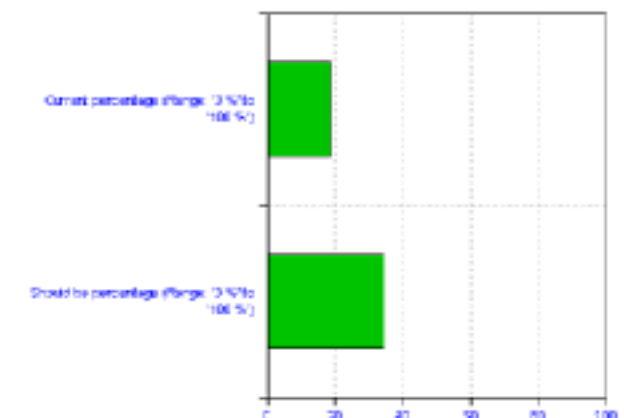
	Scale: 0 to 100
Your own work	59
Species Programme Gland Office work	63
Species Programme Cambridge Office work	61
Species Programme Washington Office work	59
Species Programme work as a whole	62



**Q18. Amount of interaction with the IUCN Regional Offices**

In your mind, what percentage of your work currently counts as support to or interaction with the IUCN Regional Offices? What should it be?

	Scale: 0 to 100
Current percentage	19
Should be percentage	35



**Q23. Objectives of the Species Programme - 1**

Consider the following three objectives, taken from the SSC Strategic Plan. Please indicate how activities of the SP currently reflect these objectives

	% of SP activity
Assessment of biodiversity, including Red List	67
Capacity building & support to network	21
Sustainable use, production & consumption modes	12



**Q24. Objectives of the Species Programme - 2**

Consider the three following objectives, taken from the SSC Strategic Plan. Please indicate how activities of the SP should reflect these objectives

	% of SP activity
Assessment of biodiversity, including RL	53
Capacity building & support to network	20
Sustainable use, production & consumption modes	21

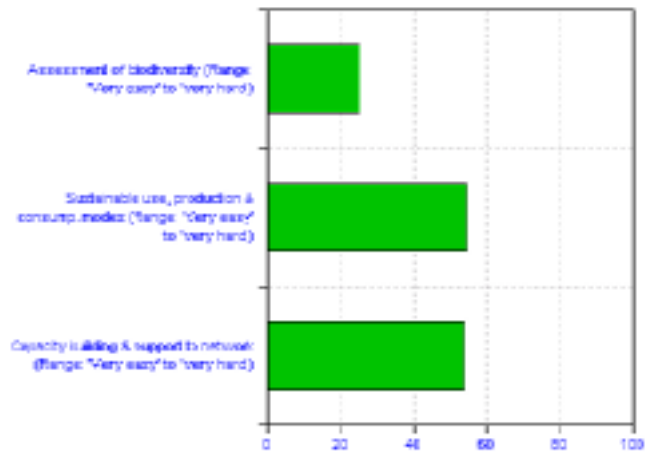




### Q25. Description of the 3 SP objectives

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

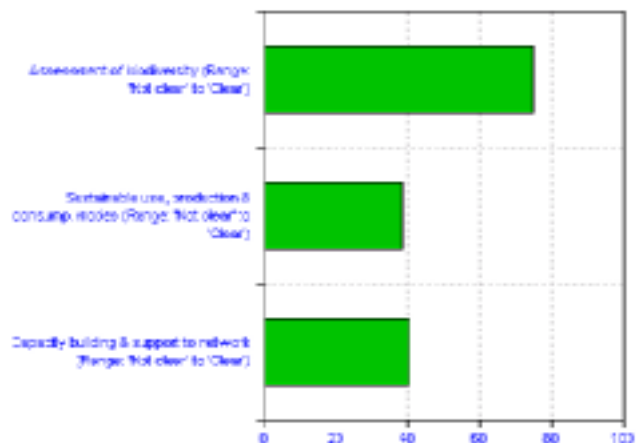
	Range: 'Very easy' =0 to 'Very hard'=100
Assessment of biodiversity	26
Sustainable use, production & consump. modes	55
Capacity building & support to network	54



### Q26. Realization of the 3 SP objectives

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

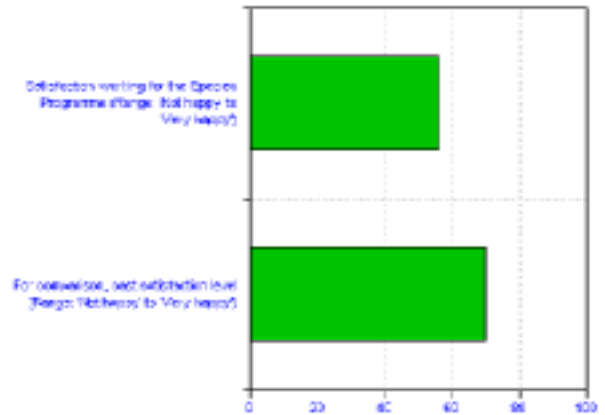
	Range: 'Not clear'=0 to 'Clear'=100
Assessment of biodiversity	76
Sustainable use, production & consump. modes	39
Capacity building & support to network	41



**Q28. Satisfaction within the Species Programme - 1**

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

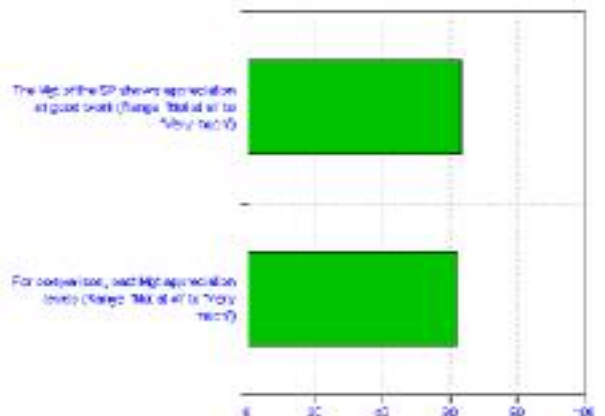
	Range: 'Not happy'=0 to 'Very happy'=100
Satisfaction working for the Species Programme	57
For comparison, past satisfaction level	70



**Q29. Satisfaction within the Species Programme - 2**

How do you think your current satisfaction is shared by the management of the Species Programme ? Does the management show appreciation of your work ? Please rate current appreciation, and, for comparison purposes, levels of appreciation experienced in the past

	Range: 'Not at all' =0 to 'Very much' =100
The Mgt of the SP shows appreciation of good work	64
For comparison, past Mgt appreciation levels	63



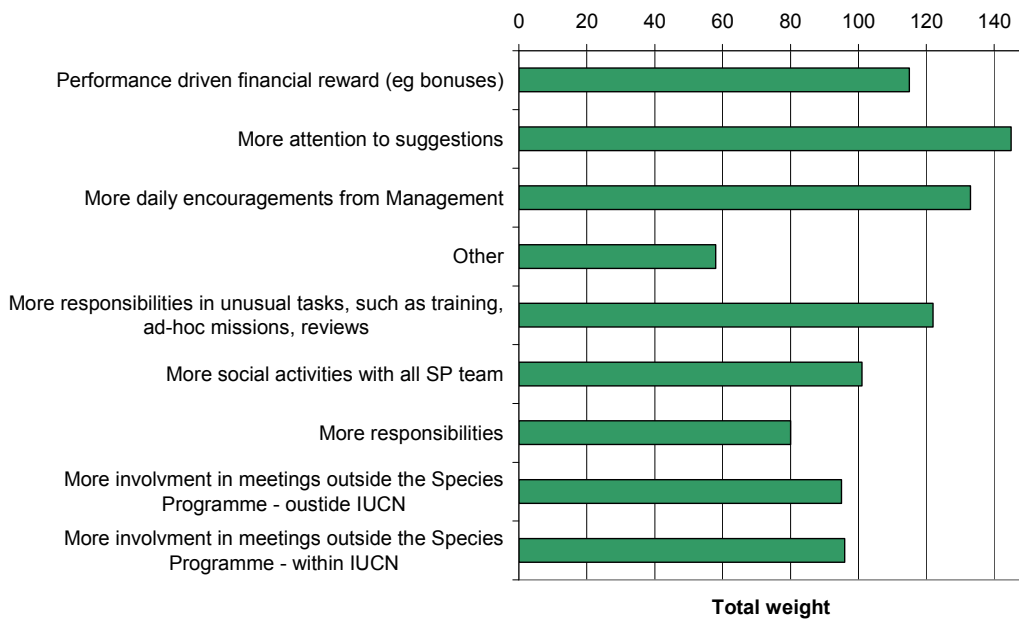
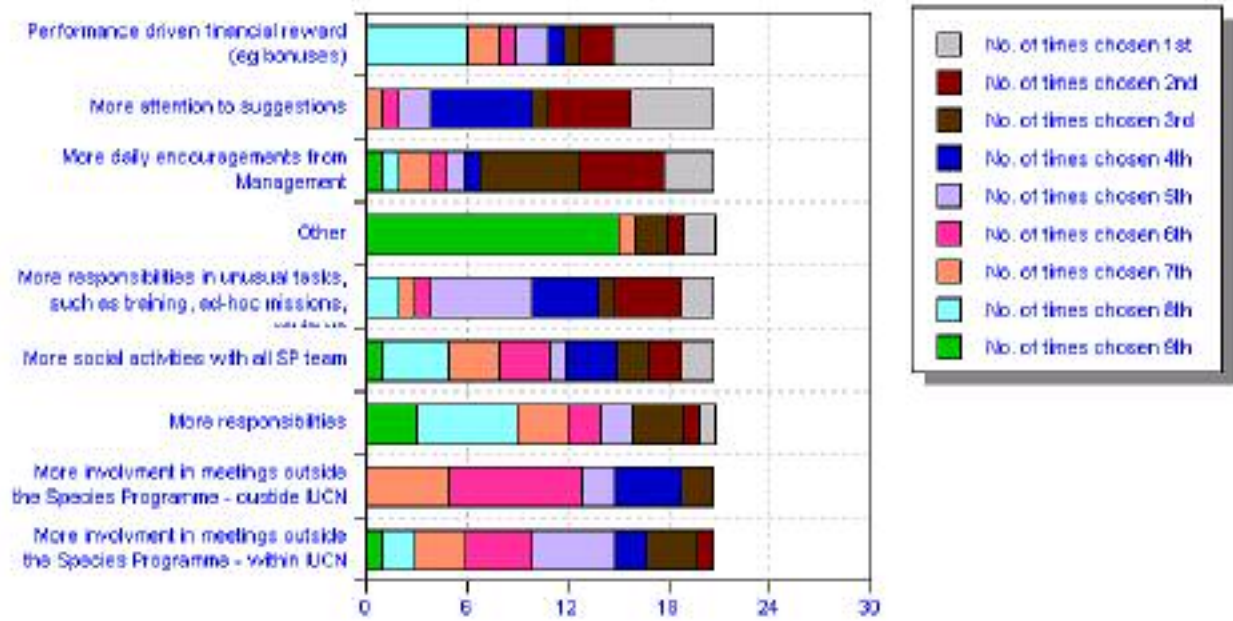
### Q30. Satisfaction within the Species Programme - 3

How do you think appreciation of good work could be improved? Please rank each of the following item

	No. of times chosen...									W
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	
Performance driven financial reward (eg bonuses)	6	2	1	1	2	1	2	6	0	115
More attention to suggestions	5	5	1	6	2	1	1	0	0	145
More daily encouragements from Management	3	5	6	1	1	1	2	1	1	133
Other	2	1	2	0	0	0	1	0	15	58
More responsibilities in unusual tasks, such as training, ad-hoc missions, reviews	2	4	1	4	6	1	1	2	0	122
More social activities with all SP team	2	2	2	3	1	3	3	4	1	101
More responsibilities	1	1	3	0	2	2	3	6	3	80
More involvement in meetings outside the Species Programme - outside IUCN	0	0	2	4	2	8	5	0	0	95
More involvement in meetings outside the Species Programme - within IUCN	0	1	3	2	5	4	3	2	1	96

W = total weight = weighted sum of row, using the heading as weight

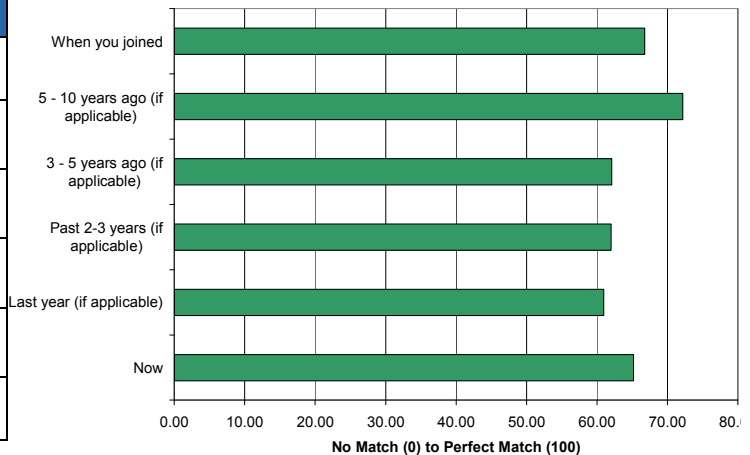
Example : first row =  $9*6 + 8*2 + 7*1 + 6*1 + 5*2 + 4*1 + 3*2 + 2*6 + 1*0 = 115$



### Q32. Evolution of satisfaction

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

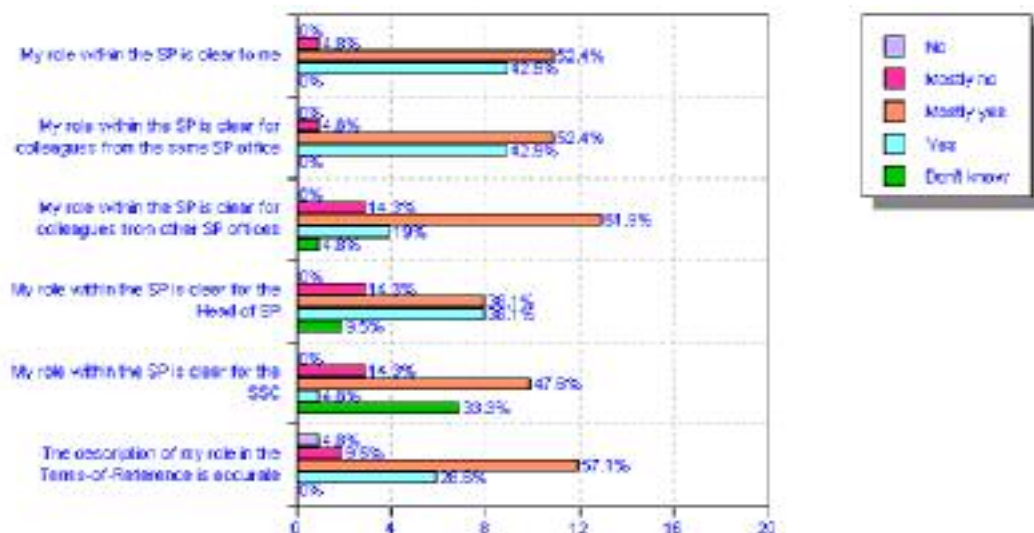
Index	# Answers	Average
When you joined	13	66.77
5 - 10 years ago (if applicable)	6	72.17
3 - 5 years ago (if applicable)	9	62.11
Past 2-3 years (if applicable)	14	62.00
Last year (if applicable)	18	60.94
Now	19	65.21



### Q34. Individual role and description of role

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

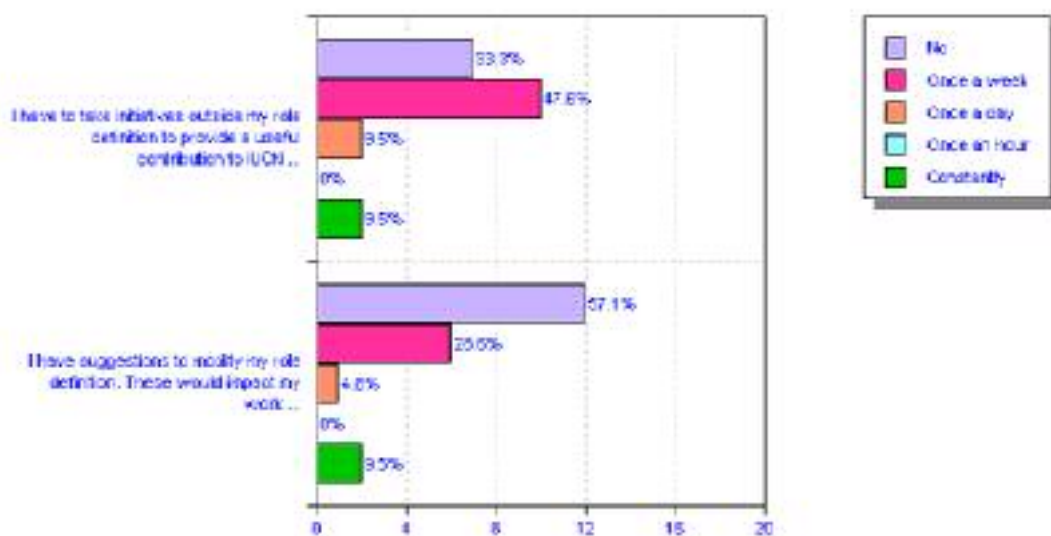
	No	Mostly no	Mostly yes	Yes	Don't know
My role within the SP is clear to me	0 0.0%	1 4.8%	11 52.4%	9 42.9%	0 0.0%
My role within the SP is clear for colleagues from the same SP office	0 0.0%	1 4.8%	11 52.4%	9 42.9%	0 0.0%
My role within the SP is clear for colleagues from other SP offices	0 0.0%	3 14.3%	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%



### Q36. Adequacy of role

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 ?

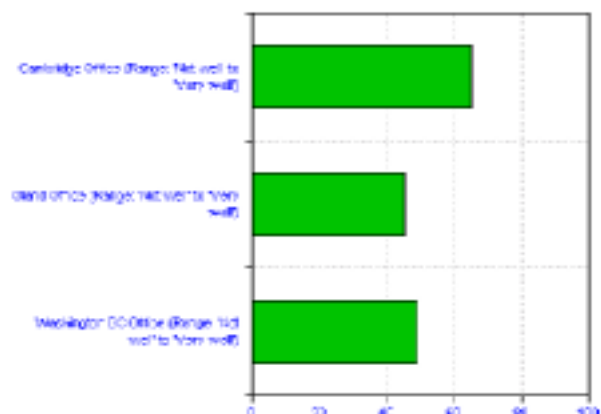
	No	Once a week	Once a day	Once an hour	Constantly
I have to take initiatives outside my role definition to provide a useful contribution to IUCN ...	7 33.3%	10 47.6%	2 9.5%	0 0.0%	2 9.5%
I have suggestions to modify my role definition. These would impact my work ...	12 57.1%	6 28.6%	1 4.8%	0 0.0%	2 9.5%



### 38. Knowledge of other roles

How well do you feel you know the roles of your colleagues from the Species Programme? For instance, would you be able to write their individual Terms-of-Reference? Please indicate for each office

	Range: 'Not well' =0 to 'Very well' =100
Cambridge Office	66
Gland Office	46
Washington DC Office	49



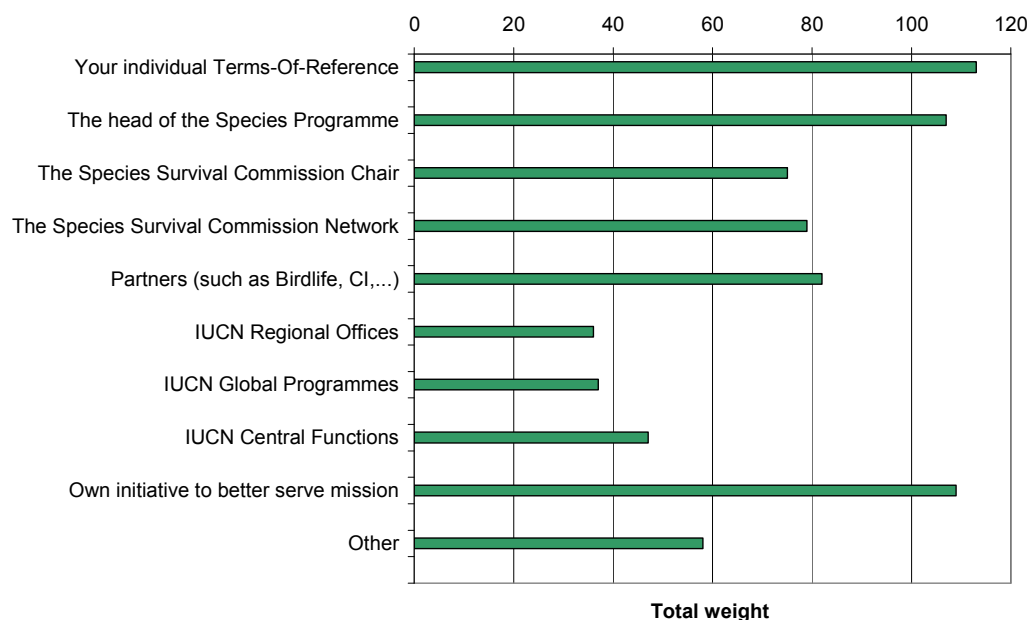
Knowledge of roles by ...				
of ...	All Species Programme	Cambridge Office	Gland Office	Washington DC Office
Cambridge Office	65.6	77.4	53.9	70.2
Gland Office	46.0	40.9	53.3	40.0
Washington DC Office	49.3	47.4	34.9	78.0

### Q39. Influences on role

What influences your activities, on a daily basis? Please rate each following influence force, from no influence (0) to heavy influence (9)

	0	1	2	3	4	5	6	7	8	9	W
Your individual Terms-Of-Reference	1 4.8%	4 19.0%	1 4.8%	0 0.0%	1 4.8%	1 4.8%	2 9.5%	4 19.0%	5 23.8%	2 9.5%	113
The head of the Species Programme	1 4.8%	0 0.0%	5 23.8%	1 4.8%	1 4.8%	3 14.3%	2 9.5%	3 14.3%	3 14.3%	2 9.5%	107
The Species Survival Commission Chair	4 19.0%	3 14.3%	3 14.3%	2 9.5%	1 4.8%	3 14.3%	0 0.0%	1 4.8%	2 9.5%	2 9.5%	75
The Species Survival Commission Network	2 9.5%	2 9.5%	5 23.8%	2 9.5%	2 9.5%	3 14.3%	1 4.8%	2 9.5%	0 0.0%	2 9.5%	79
Partners (such as Birdlife, CI,...)	2 9.5%	2 9.5%	2 9.5%	3 14.3%	5 23.8%	0 0.0%	3 14.3%	3 14.3%	1 4.8%	0 0.0%	82
IUCN Regional Offices	4 19.0%	7 33.3%	7 33.3%	0 0.0%	1 4.8%	1 4.8%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	36
IUCN Global Programmes	6 28.6%	5 23.8%	3 14.3%	4 19.0%	2 9.5%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	37
IUCN Central Functions	6 28.6%	7 33.3%	1 4.8%	1 4.8%	3 14.3%	0 0.0%	1 4.8%	0 0.0%	1 4.8%	1 4.8%	47
Own initiative to better serve mission	1 4.8%	0 0.0%	2 9.5%	1 4.8%	2 9.5%	6 28.6%	3 14.3%	3 14.3%	2 9.5%	1 4.8%	109
Other	6 35.3%	2 11.8%	1 5.9%	1 5.9%	0 0.0%	1 5.9%	1 5.9%	1 5.9%	3 17.6%	1 5.9%	58

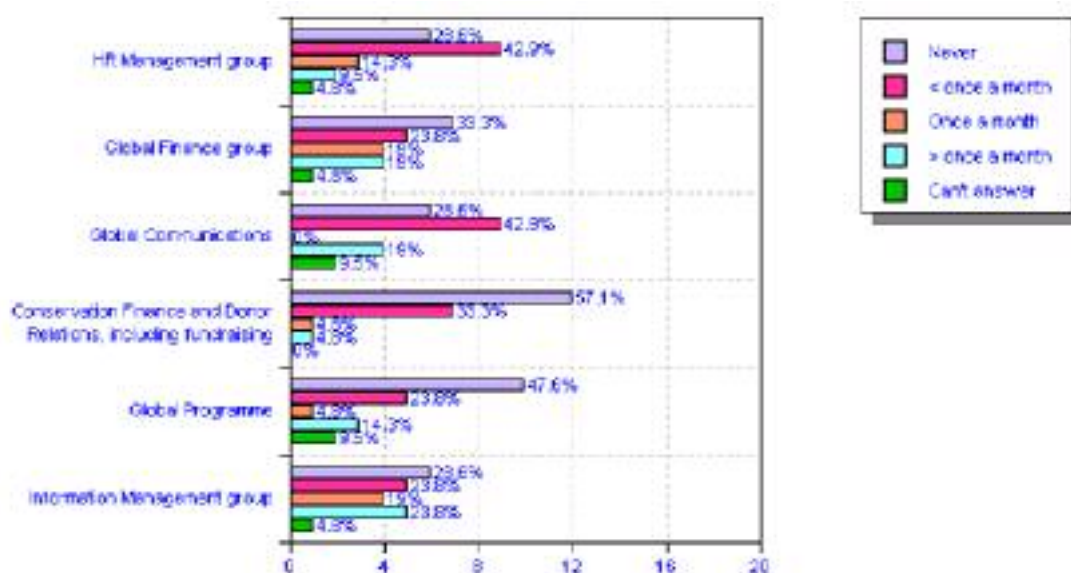
W = total weight = weighted sum of row, using the heading as weight



#### Q41. Roles and support of IUCN central functions - 1

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	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%



#### 42. Roles and support of IUCN central functions - 2

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

	Never	< once a month	Once a month	> once a month	Can't answer
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%





#### Q41 - Q42. Complementary Analysis on support of IUCN central functions

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

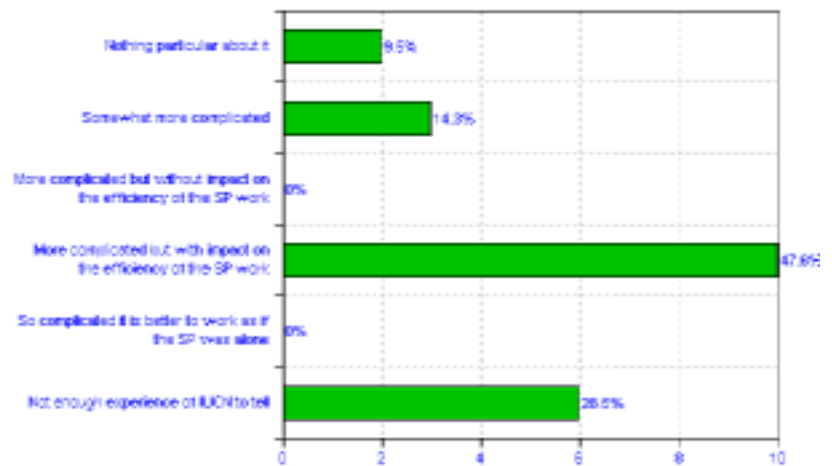
Differences between replies on the frequency	Never	< once a month	Once a month	> once a month	Can't answer
HR Management group	-5		1	1	3
Global Finance group	-6	1	-2	5	2
Global Communications	-6	-1	1	2	4
Conservation Finance and Donor Relations, including fundraising	-12	-1	3	7	3
Global Programme	-7		3	1	3
Information Management group	-6			2	4

Example : on first line, 3 more people can't answer the question of what should be the support of the HR Management group; 1 more person thinks that support could happen at a frequency larger a month; 1 more person thinks that support could happen at a frequency once a month.

#### Q44. IUCN's Governance structure

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?

	Selected
Nothing particular about it	2 9.5%
Somewhat more complicated	3 14.3%
More complicated but without impact on the efficiency of the SP work	0 0.0%
More complicated but with impact on the efficiency of the SP work	10 47.6%
So complicated it is better to work as if the SP was alone	0 0.0%
Not enough experience of IUCN to tell	6 28.6%

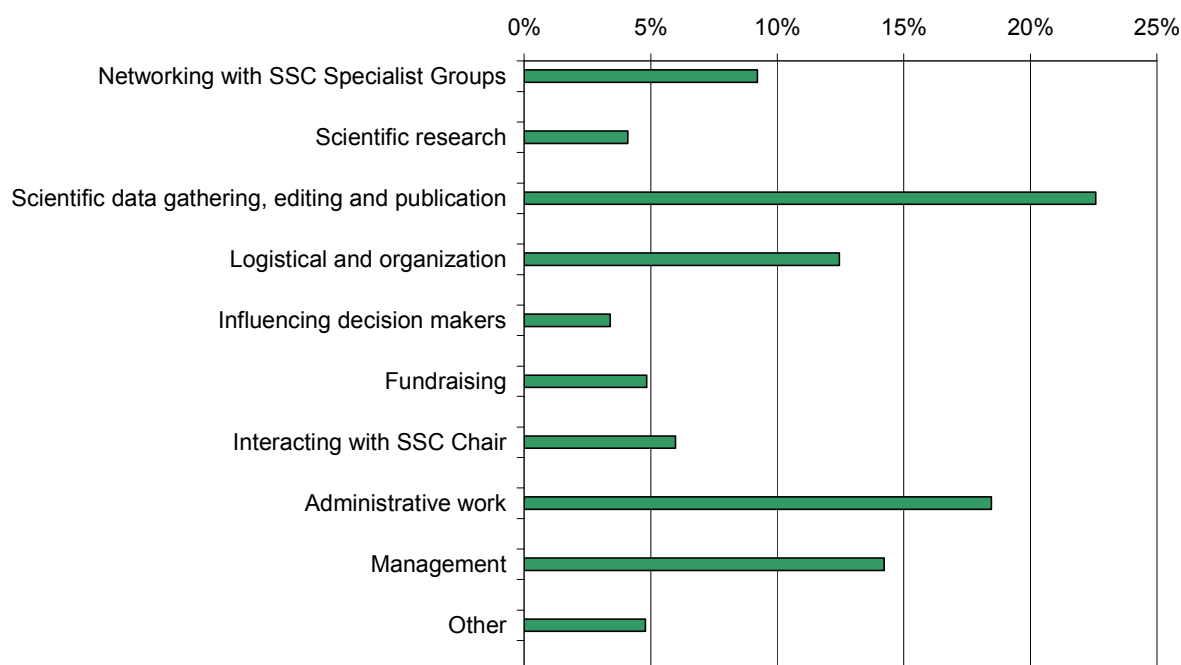


### Q45. Distribution of activities - 1

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

	0	<1h	1h	2h	3h	4h	5h	6h	7h	>7h	W
Networking with SSC Specialist Groups	2 9.5%	12 57.1%	4 19.0%	1 4.8%	1 4.8%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	18.0 9%
Scientific research	10 47.6%	6 28.6%	4 19.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	8.0 4%
Scientific data gathering, editing and publication	4 19.0%	2 9.5%	3 14.3%	3 14.3%	5 23.8%	2 9.5%	1 4.8%	1 4.8%	0 0.0%	0 0.0%	44.0 23%
Logistical and organization	2 9.5%	4 19.0%	12 57.1%	1 4.8%	1 4.8%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	24.3 12%
Influencing decision makers	7 33.3%	13 61.9%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6.6 3%
Fundraising	5 23.8%	12 57.1%	3 14.3%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	9.4 5%
Interacting with SSC Chair	7 35.0%	7 35.0%	5 25.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	11.6 6%
Administrative work	0 0.0%	3 14.3%	9 42.9%	5 23.8%	1 4.8%	2 9.5%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	36.0 18%
Management	5 23.8%	3 14.3%	5 23.8%	4 19.0%	4 19.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	27.7 14%
Other	7 41.2%	4 23.5%	5 29.4%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	9.3 5%

W = Weighted sum = sum of hours per day per activity, with assumption that '<1h' are 20 minutes.



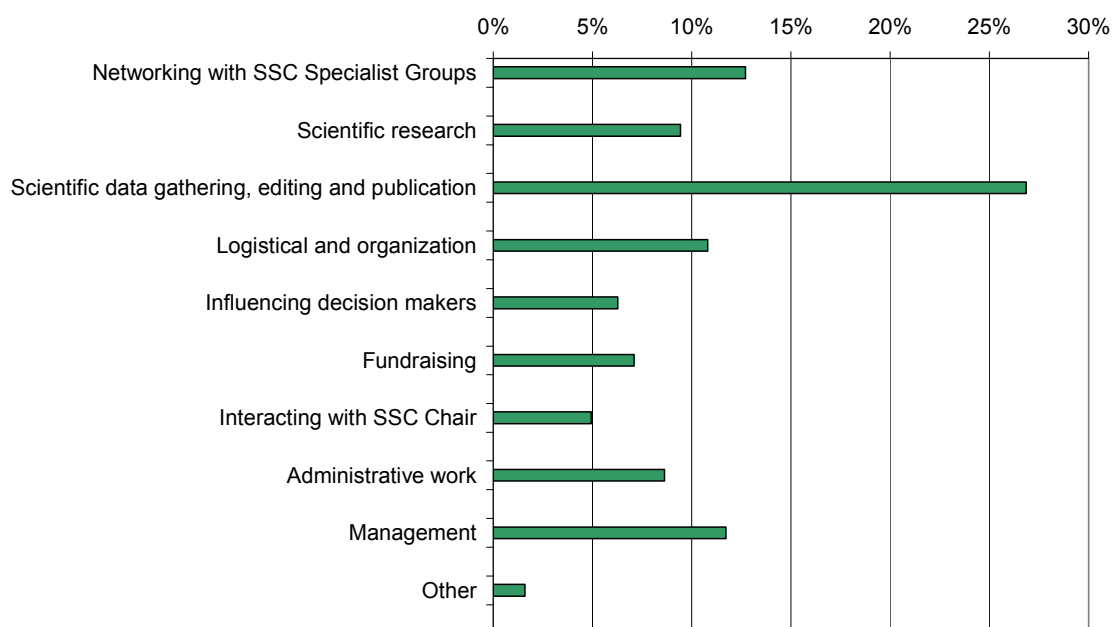
Distribution of time of all SP per activities

### Q47. Distribution of activities - 2

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

	0	<1h	1h	2h	3h	4h	5h	6h	7h	>7h	W
Networking with SSC Specialist Groups	2 9.5%	7 33.3%	7 33.3%	3 14.3%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	23.3 13%
Scientific research	9 42.9%	4 19.0%	3 14.3%	3 14.3%	1 4.8%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	17.3 9%
Scientific data gathering, editing and publication	3 14.3%	0 0.0%	5 23.8%	3 14.3%	6 28.6%	1 4.8%	2 9.5%	1 4.8%	0 0.0%	0 0.0%	49.3 27%
Logistical and organization	2 9.5%	9 42.9%	6 28.6%	3 14.3%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	19.8 11%
Influencing decision makers	6 28.6%	8 38.1%	6 28.6%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	11.5 6%
Fundraising	4 19.0%	8 38.1%	8 38.1%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	13.0 7%
Interacting with SSC Chair	5 23.8%	14 66.7%	1 4.8%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	9.1 5%
Administrative work	1 4.8%	11 52.4%	7 33.3%	1 4.8%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	15.8 9%
Management	5 23.8%	4 19.0%	7 33.3%	3 14.3%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	21.5 12%
Other	12 85.7%	1 7.1%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2.9 2%

W = Weighted sum = sum of hours per day per activity, with assumption that '<1h' are 20 minutes. This assumption explains the small discrepancy on total number of hours with total in question 45.



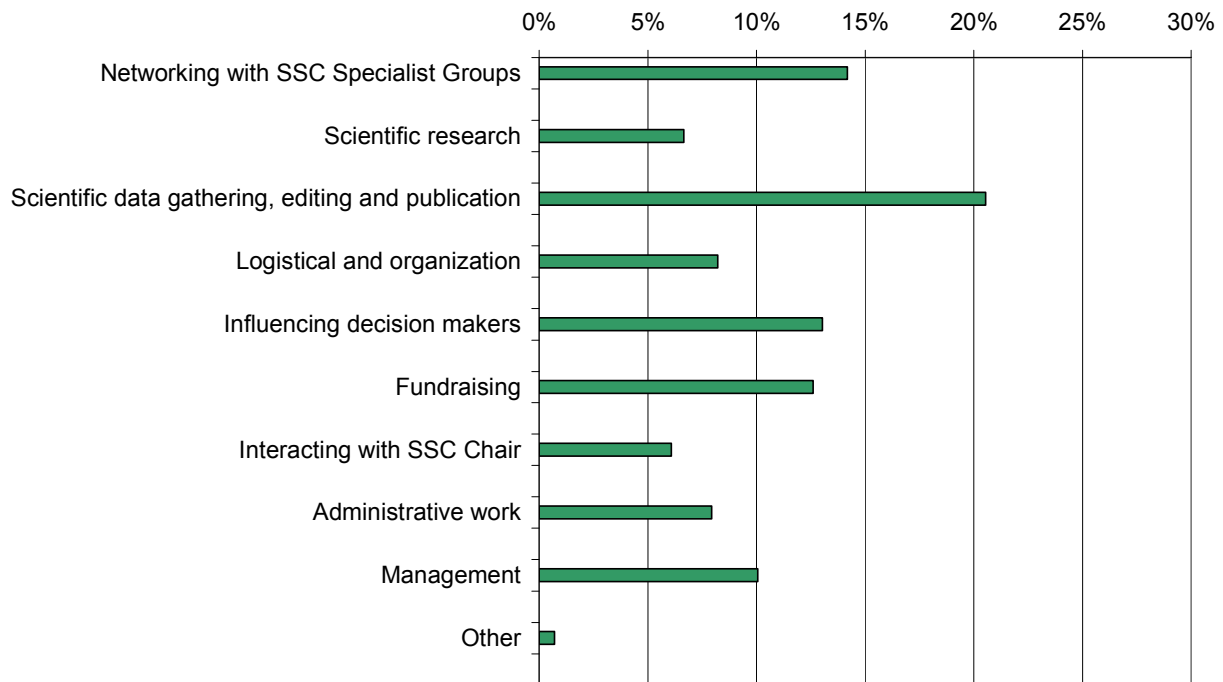
Distribution of time of all SP per activities

**Q49. Distribution of activities - 3**

How would you say the time of the Species Programme as a whole should be spent? Please estimate the average amount of time per day per person for each activity

	0	<1h	1h	2h	3h	4h	5h	6h	7h	>7h	W
Networking with SSC Specialist Groups	0 0.0%	1 4.8%	13 61.9%	6 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	33.3 14%
Scientific research	2 9.5%	8 38.1%	9 42.9%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	15.6 7%
Scientific data gathering, editing and publication	0 0.0%	1 4.8%	3 14.3%	12 57.1%	3 14.3%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	48.3 21%
Logistical and organization	0 0.0%	7 33.3%	13 61.9%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	19.3 8%
Influencing decision makers	0 0.0%	2 9.5%	14 66.7%	4 19.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	30.7 13%
Fundraising	1 4.8%	5 23.8%	9 42.9%	4 19.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	29.7 13%
Interacting with SSC Chair	1 4.8%	13 61.9%	6 28.6%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	14.3 6%
Administrative work	0 0.0%	8 38.1%	12 57.1%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	18.6 8%
Management	0 0.0%	5 23.8%	12 57.1%	3 14.3%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	23.7 10%
Other	9 64.3%	5 35.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1.7 1%

W = Weighted sum = sum of hours per day per activity, with assumption that '<1h' are 20 minutes. This assumption explains part of the discrepancy on total number of hours with total in question 45, **but not all**.

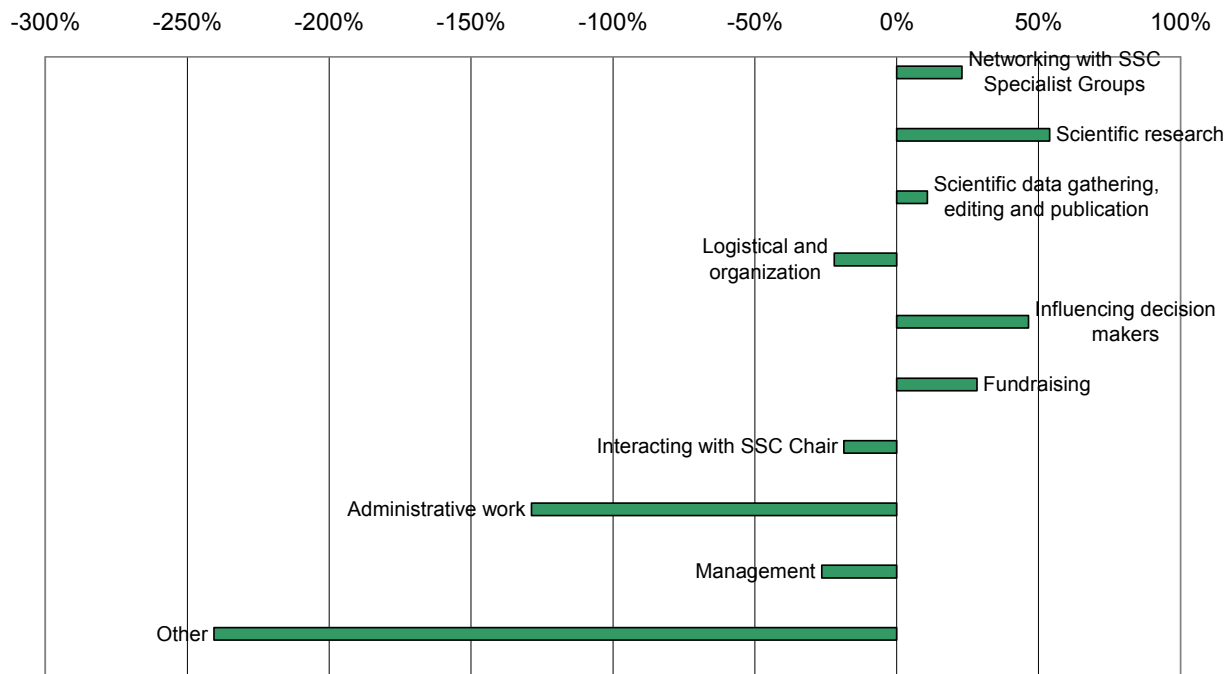


**Distribution of time of all SP per activities**

**Q45 – Q47 – Q49. Complimentary analysis on distribution of activities**

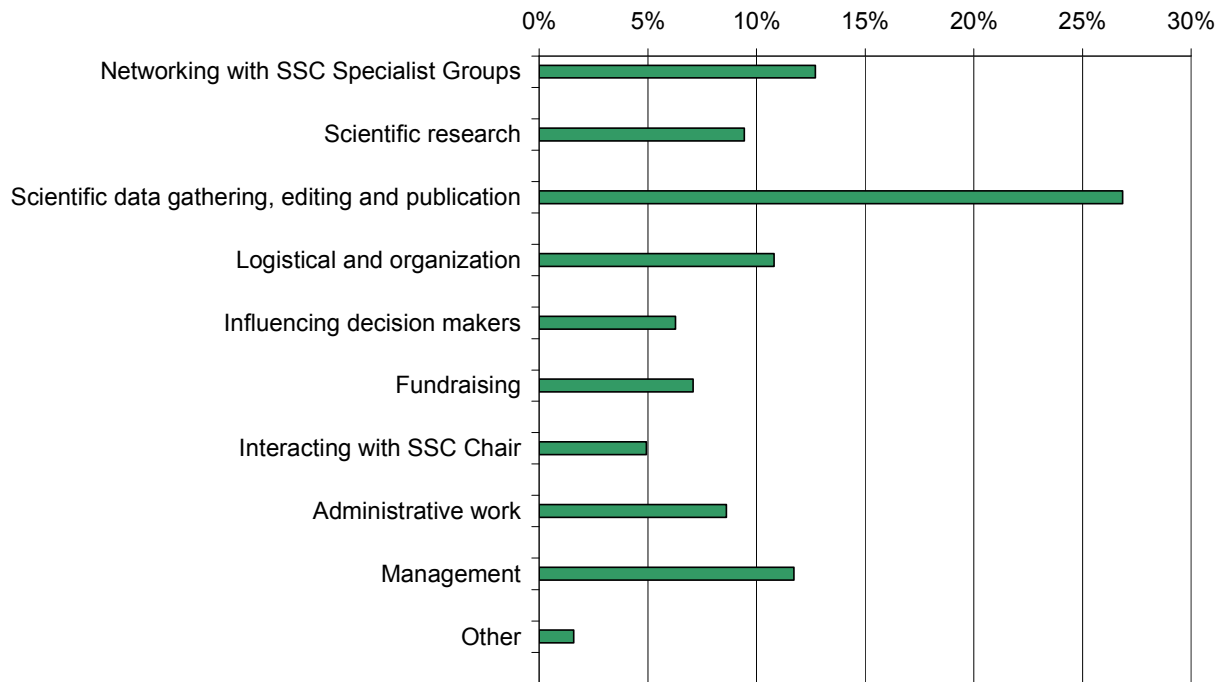
Difference between how time is currently spent individually and how each thinks their time should be spent individually:

Difference between what should and is spent	0	<1h	1h	2h	3h	4h	5h	6h	7h	>7h	W
Networking with SSC Specialist Groups	0	-4	3	1	-1	2	-1	0	0	0	5 +23%
Scientific research	0	-3	-1	2	1	1	0	0	0	0	9 +54%
Scientific data gathering, editing and publication	0	-2	1	0	1	-1	1	0	0	0	5 +11%
Logistical and organization	0	5	-6	1	0	1	-1	0	0	0	-4 -22%
Influencing decision makers	-1	-5	5	1	0	0	0	0	0	0	5 +47%
Fundraising	-1	-3	4	0	0	0	0	0	0	0	4 +28%
Interacting with SSC Chair	-2	7	-4	0	0	0	0	0	0	0	-2 -19%
Administrative work	1	8	-2	-5	0	-1	-1	0	0	0	-20 -129%
Management	0	1	1	0	-2	0	0	0	0	0	-6 -26%
Other	5	-2	-5	1	-1	0	0	0	0	0	-7 -241%



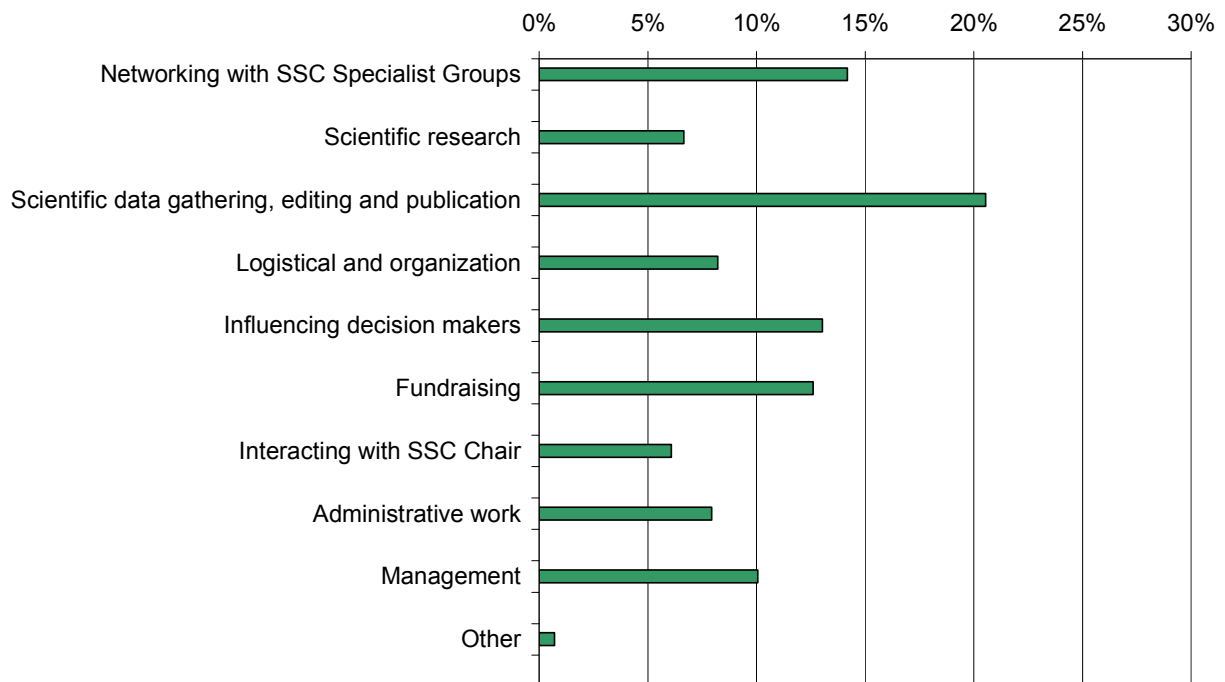
**Difference in distribution of time of all SP per activities**

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



Distribution of time of all SP per activities

In average, people think THE SPECIES PROGRAMME should spend its time as follows:



Distribution of time of all SP per activities

Interpretation: people want to spend 9 % of their time doing scientific research, but think that the Species Programme should only spend 7% of its time on it. People like scientific research and will push for doing more of it themselves, and expect others to do less. Same for Scientific data gathering, editing and publishing (27% versus 21%), and management (12% versus 10%).

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:

Activities	How people think that time should be spent by ...		Significant difference (>1%)
	...them	...the SP	
Networking with SSC Specialist Groups	13%	14%	
Scientific research	9%	7%	+ 2 %
Scientific data gathering, editing and publication	27%	21%	+ 6 %
Logistical and organization	11%	8%	
Influencing decision makers	6%	13%	- 7 %
Fundraising	7%	13%	- 6 %
Interacting with SSC Chair	5%	6%	
Administrative work	9%	8%	
Management	12%	10%	+ 2 %
Other	2%	1%	

The Species Programme may be in deficit of interest and/or skills for Influencing decision makers and doing Fundraising, and slight excess of interest in doing scientific research, management and scientific data gathering, editing an publishing.

Difference between how people think that the Species Programme time should be spent, on how it is currently being spent:

	"Should be" - Head of SP	"Should be" - Average	Currently being spent	Difference "should be" Head / currently	Difference "Should Be" All / currently
Networking with SSC Specialist Groups	10.7%	14.2%	9.2%	16.4%	53.9%
Scientific research	10.7%	6.7%	4.1%	161.9%	62.5%
Scientific data gathering, editing and publication	10.7%	20.6%	22.6%	-52.5%	-9.0%
Logistical and organization	10.7%	8.2%	12.4%	-13.9%	-34.0%
Influencing decision makers	10.7%	13.0%	3.4%	215.7%	284.1%
Fundraising	21.4%	12.6%	4.8%	343.0%	160.6%
Interacting with SSC Chair	3.5%	6.1%	6.0%	-40.8%	1.8%
Administrative work	10.7%	7.9%	18.5%	-41.9%	-57.1%
Management	10.7%	10.1%	14.2%	-24.7%	-29.3%
Other	0.0%	0.7%	4.8%	-100.0%	-85.3%

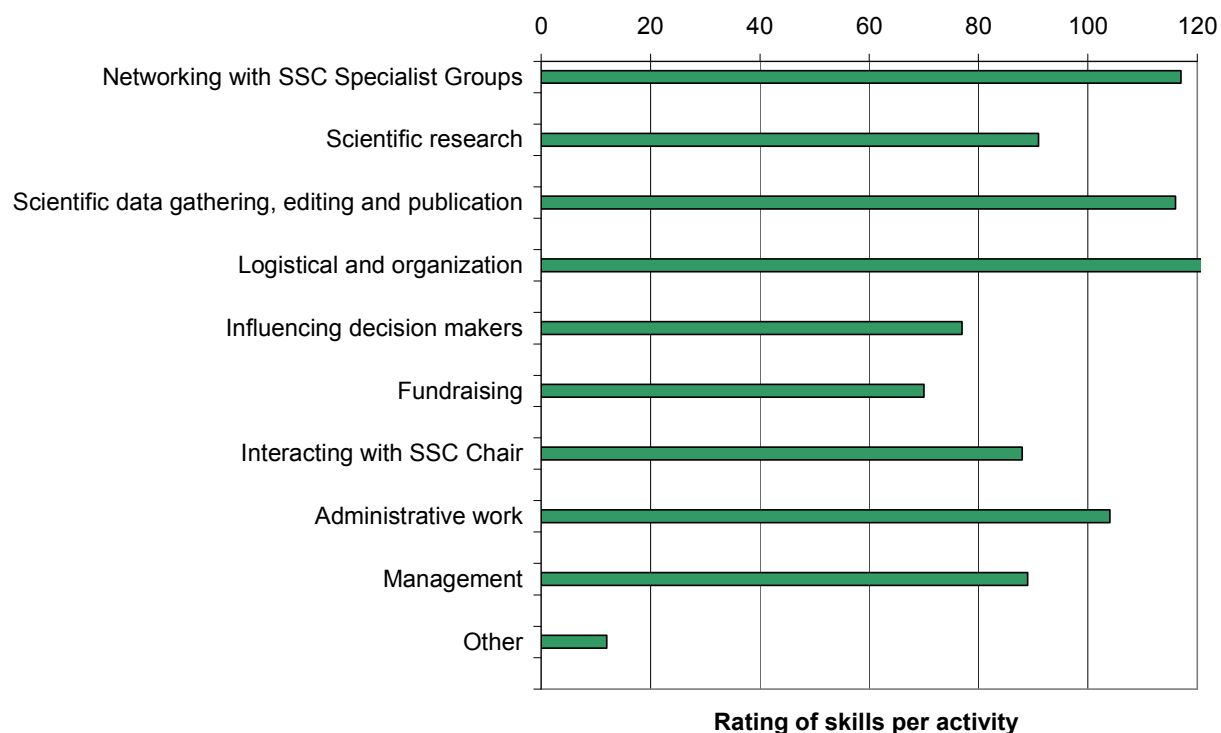


### Q51. Matching of own current skills and activities

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

	N/A	0	1	2	3	4	5	6	7	8	W
Networking with SSC Specialist Groups	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	2 9.5%	7 33.3%	5 23.8%	6 28.6%	0 0.0%	117
Scientific research	4 19.0%	1 4.8%	0 0.0%	0 0.0%	2 9.5%	2 9.5%	3 14.3%	3 14.3%	4 19.0%	2 9.5%	91
Scientific data gathering, editing and publication	1 4.8%	1 4.8%	1 4.8%	1 4.8%	0 0.0%	0 0.0%	2 9.5%	4 19.0%	9 42.9%	2 9.5%	116
Logistical and organization	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	4 19.0%	6 28.6%	7 33.3%	0 0.0%	121
Influencing decision makers	2 9.5%	0 0.0%	2 9.5%	1 4.8%	4 19.0%	6 28.6%	1 4.8%	3 14.3%	2 9.5%	0 0.0%	77
Fundraising	3 14.3%	0 0.0%	3 14.3%	2 9.5%	3 14.3%	2 9.5%	3 14.3%	4 19.0%	1 4.8%	0 0.0%	70
Interacting with SSC Chair	1 4.8%	0 0.0%	0 0.0%	3 14.3%	3 14.3%	5 23.8%	3 14.3%	4 19.0%	2 9.5%	0 0.0%	88
Administrative work	0 0.0%	1 4.8%	1 4.8%	0 0.0%	1 4.8%	4 19.0%	6 28.6%	2 9.5%	6 28.6%	0 0.0%	104
Management	4 19.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	2 9.5%	4 19.0%	5 23.8%	3 14.3%	1 4.8%	89
Other	10 83.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	12

W = total weight = weighted sum of row, using the heading as weight (as in question 39)

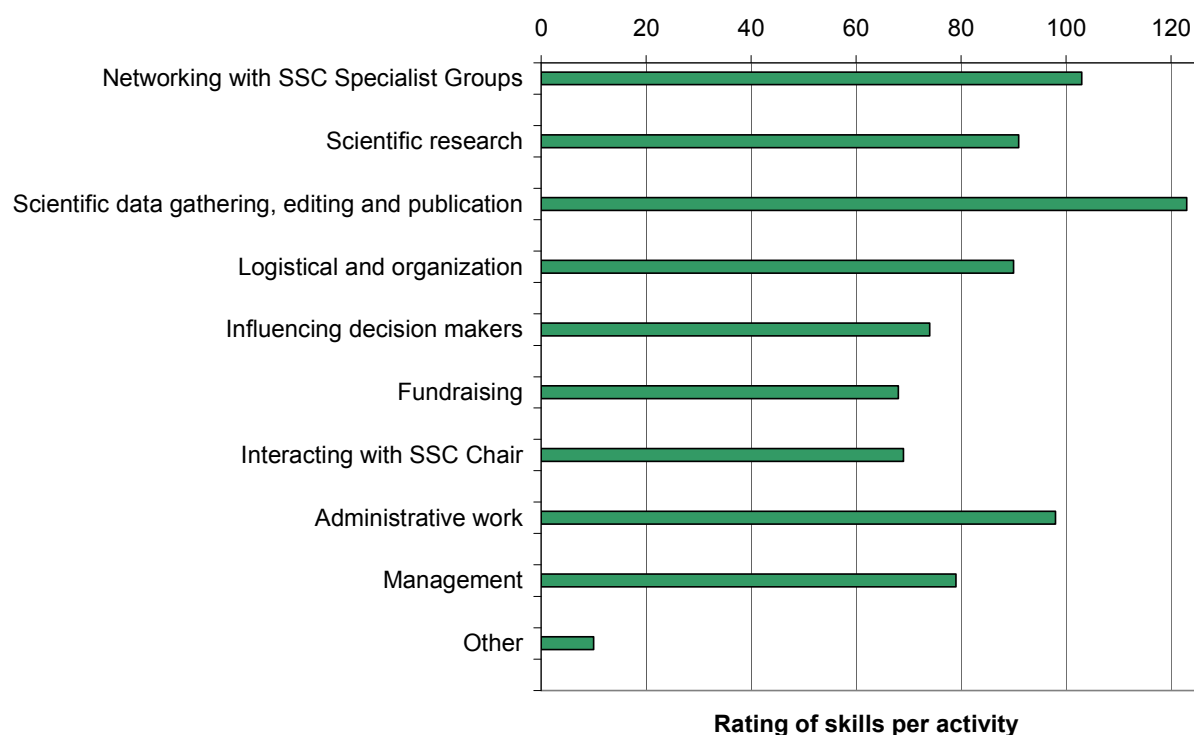


### Q52. Matching of SP current skills and activities

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)

	?	0	1	2	3	4	5	6	7	8	W
Networking with SSC Specialist Groups	1 4.8%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	4 19.0%	4 19.0%	5 23.8%	4 19.0%	0 0.0%	103
Scientific research	4 19.0%	0 0.0%	0 0.0%	2 9.5%	3 14.3%	0 0.0%	2 9.5%	2 9.5%	8 38.1%	0 0.0%	91
Scientific data gathering, editing and publication	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 4.8%	6 28.6%	1 4.8%	8 38.1%	3 14.3%	123
Logistical and organization	1 4.8%	0 0.0%	0 0.0%	1 4.8%	3 14.3%	8 38.1%	3 14.3%	3 14.3%	2 9.5%	0 0.0%	90
Influencing decision makers	2 9.5%	0 0.0%	1 4.8%	2 9.5%	4 19.0%	4 19.0%	7 33.3%	1 4.8%	0 0.0%	0 0.0%	74
Fundraising	0 0.0%	0 0.0%	3 14.3%	4 19.0%	6 28.6%	3 14.3%	3 14.3%	2 9.5%	0 0.0%	0 0.0%	68
Interacting with SSC Chair	4 19.0%	0 0.0%	2 9.5%	1 4.8%	2 9.5%	4 19.0%	6 28.6%	1 4.8%	1 4.8%	0 0.0%	69
Administrative work	0 0.0%	0 0.0%	1 4.8%	1 4.8%	1 4.8%	6 28.6%	6 28.6%	4 19.0%	2 9.5%	0 0.0%	98
Management	1 4.8%	0 0.0%	2 9.5%	2 9.5%	2 9.5%	7 33.3%	4 19.0%	2 9.5%	1 4.8%	0 0.0%	79
Other	7 77.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	10

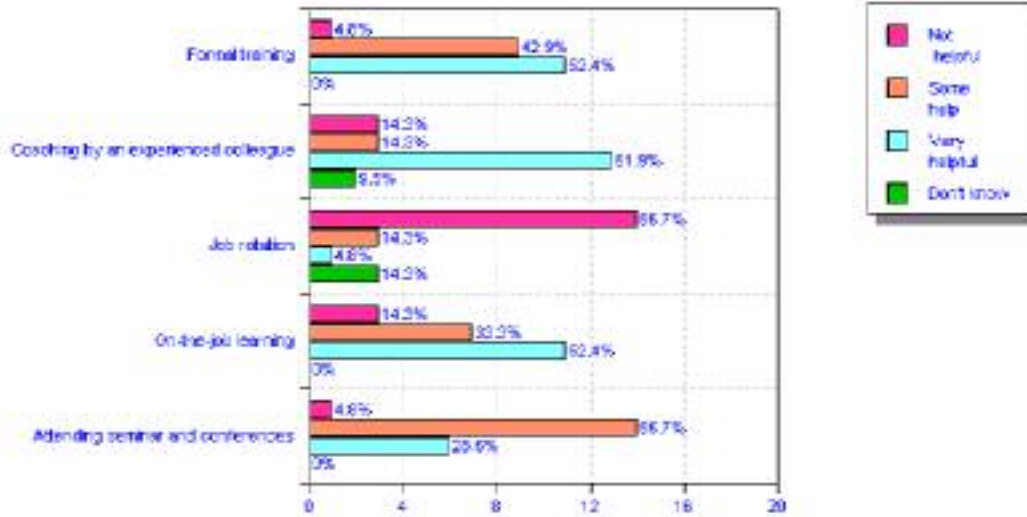
W = total weight = weighted sum of row, using the heading as weight (as in question 39)



**Q53. Skills improvement**

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

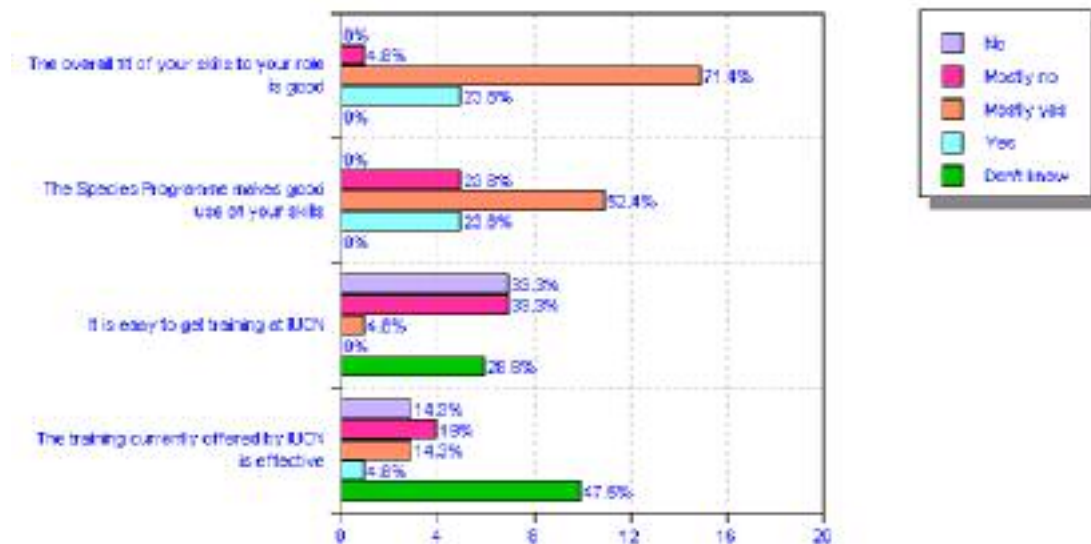
	Not helpful	Some help	Very helpful	Don't know
Formal training	1 4.8%	9 42.9%	11 52.4%	0 0.0%
Coaching by an experienced colleague	3 14.3%	3 14.3%	13 61.9%	2 9.5%
Job rotation	14 66.7%	3 14.3%	1 4.8%	3 14.3%
On-the-job learning	3 14.3%	7 33.3%	11 52.4%	0 0.0%
Attending seminar and conferences	1 4.8%	14 66.7%	6 28.6%	0 0.0%



**Q54. Use of own skills**

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?

	No	Mostly no	Mostly yes	Yes	Don't know
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%
The training currently offered by IUCN is effective	3 14.3%	4 19.0%	3 14.3%	1 4.8%	10 47.6%

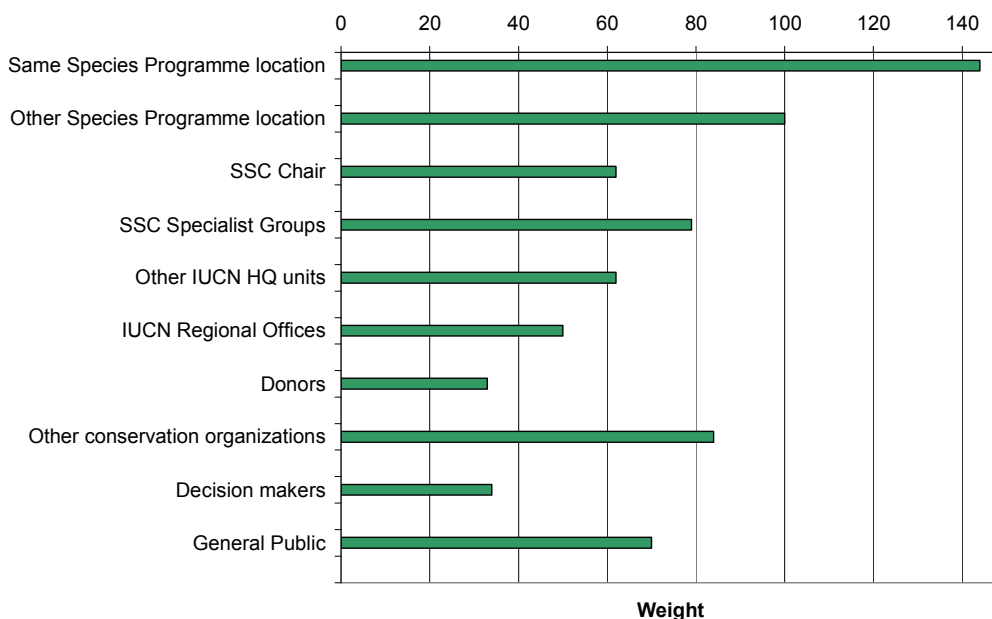


**Q56. Interactions currently**

How frequently do you currently interact with the following? You interact every ...

	min	15 min	hour	1/2 day	day	other day	week	month	year	never	W
Same Species Programme location	1 4.8%	6 28.6%	7 33.3%	3 14.3%	4 19.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	144
Other Species Programme location	0 0.0%	1 4.8%	2 9.5%	3 14.3%	6 28.6%	3 14.3%	6 28.6%	0 0.0%	0 0.0%	0 0.0%	100
SSC Chair	0 0.0%	0 0.0%	0 0.0%	2 9.5%	3 14.3%	2 9.5%	6 28.6%	4 19.0%	1 4.8%	3 14.3%	62
SSC Specialist Groups	0 0.0%	0 0.0%	1 4.8%	4 19.0%	3 14.3%	1 4.8%	7 33.3%	4 19.0%	0 0.0%	1 4.8%	79
Other IUCN HQ units	0 0.0%	0 0.0%	1 4.8%	0 0.0%	4 19.0%	3 14.3%	4 19.0%	3 14.3%	5 23.8%	1 4.8%	62
IUCN Regional Offices	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	7 33.3%	9 42.9%	3 14.3%	0 0.0%	50
Donors	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 4.8%	0 0.0%	9 42.9%	6 28.6%	4 19.0%	33
Other conservation organizations	1 4.8%	0 0.0%	1 4.8%	1 4.8%	5 23.8%	2 9.5%	7 33.3%	4 19.0%	0 0.0%	0 0.0%	84
Decision makers	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	8 38.1%	5 23.8%	5 23.8%	34
General Public	1 4.8%	1 4.8%	0 0.0%	2 9.5%	4 19.0%	0 0.0%	2 9.5%	6 28.6%	3 14.3%	2 9.5%	70

W = total weight = weighted sum of row, using the heading as weight, from 9 to 0

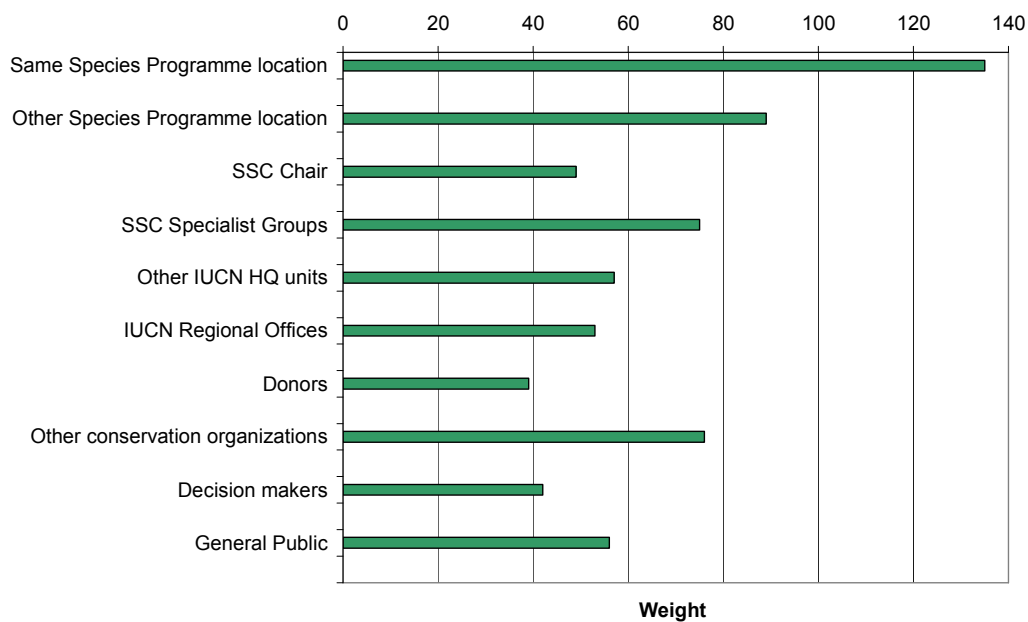


**Q57. Interactions needed**

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

	min	15 min	hour	1/2 day	day	other day	week	month	year	never	W
Same Species Programme location	1 4.8%	4 19.0%	6 28.6%	3 14.3%	6 28.6%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	135
Other Species Programme location	0 0.0%	0 0.0%	1 4.8%	3 14.3%	5 23.8%	5 23.8%	5 23.8%	2 9.5%	0 0.0%	0 0.0%	89
SSC Chair	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	8 38.1%	7 33.3%	3 14.3%	1 4.8%	49
SSC Specialist Groups	0 0.0%	0 0.0%	1 4.8%	4 19.0%	1 4.8%	1 4.8%	7 33.3%	7 33.3%	0 0.0%	0 0.0%	75
Other IUCN HQ units	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	2 9.5%	8 38.1%	4 19.0%	2 9.5%	2 9.5%	57
IUCN Regional Offices	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 4.8%	8 38.1%	9 42.9%	2 9.5%	0 0.0%	53
Donors	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	4 19.0%	10 47.6%	1 4.8%	5 23.8%	39
Other conservation organizations	1 4.8%	0 0.0%	1 4.8%	0 0.0%	4 19.0%	2 9.5%	6 28.6%	7 33.3%	0 0.0%	0 0.0%	76
Decision makers	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	3 14.3%	9 42.9%	5 23.8%	2 9.5%	42
General Public	1 4.8%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	1 4.8%	2 9.5%	6 28.6%	5 23.8%	2 9.5%	56

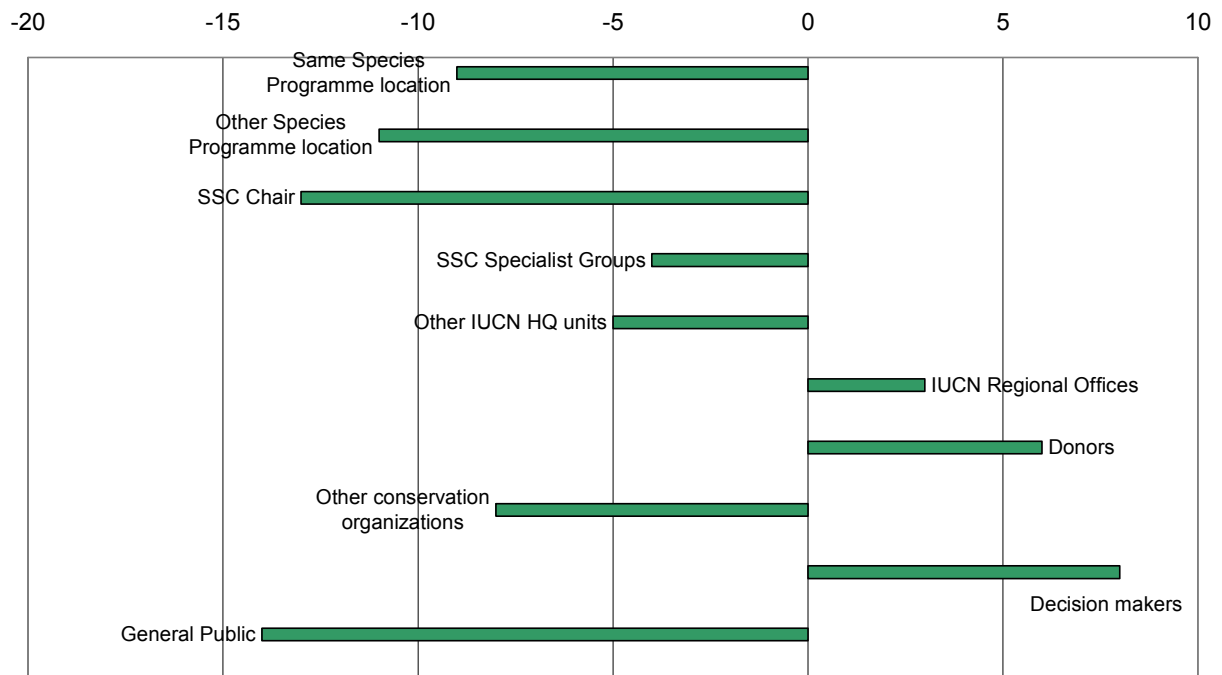
W = total weight = weighted sum of row, using the heading as weight, from 9 to 0



**Q56 – Q57. Complementary analysis on difference between ideal and current interaction levels**

Difference in replies between ideal and current frequency of interaction	min	15 min	hour	1/2 day	day	other day	week	month	year	never	W
Same Species Programme location		-2	-1		2	1					-9
Other Species Programme location		-1	-1		-1	2	-1	2			-11
SSC Chair				-2	-3		2	3	2	-2	-13
SSC Specialist Groups					-2			3		-1	-4
Other IUCN HQ units			-1		-1	-1	4	1	-3	1	-5
IUCN Regional Offices					1	-1	1		-1		3
Donors				1	-1	-1	4	1	-5	1	6
Other conservation organizations				-1	-1		-1	3			-8
Decision makers			-1		2		1	1		-3	8
General Public		-1		-2		1			2		-14

W = total weight = weighted sum of row, using the heading as weight, from 9 to 0

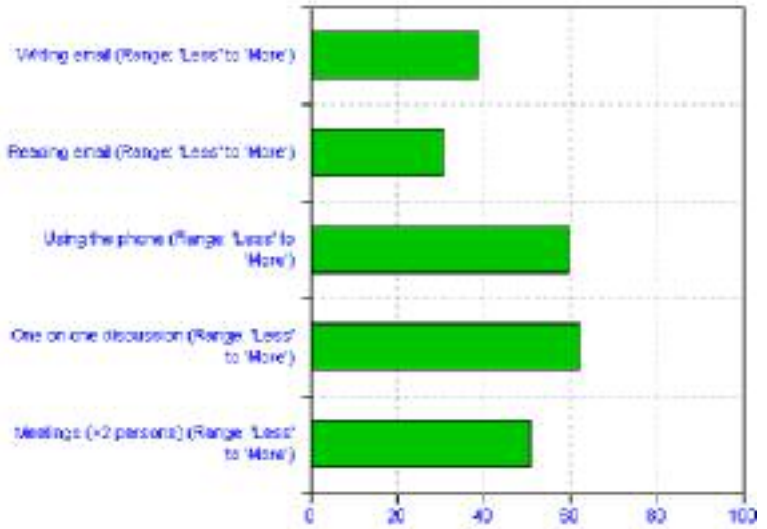


**Difference in ideal interaction with current**

**Q58. Interaction optimization**

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

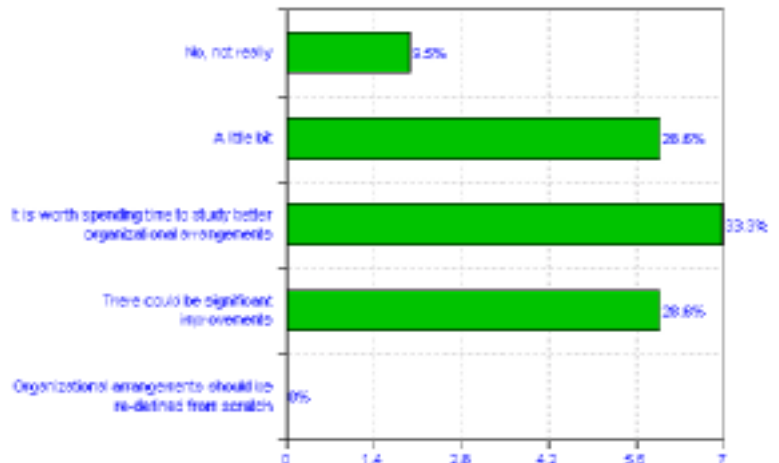
	Range: 'Less' = 0 to 'More' = 100
Writing email	39
Reading email	31
Using the phone	60
One on one discussion	63
Meetings (>2 persons)	51



**Q59. Work organization**

Do you think that daily work could be better organized?

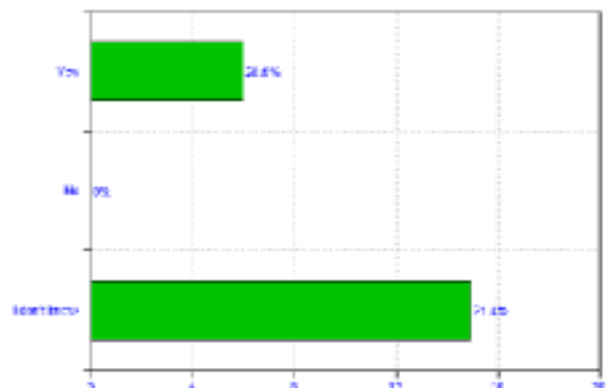
Statement	Selected
No, not really	2 9.5%
A little bit	6 28.6%
It is worth spending time to study better organizational arrangements	7 33.3%
There could be significant improvements	6 28.6%
Organizational arrangements should be re-defined from scratch	0 0.0%



**Q61. Regionalization and Decentralization**

In your mind, is there any reason why the Species Programme has not followed the same Regionalization and Decentralization trend as other IUCN Programmes ?

Statement	Selected
Yes	6 28.6%
No	0 0.0%
I don't know	15 71.4%



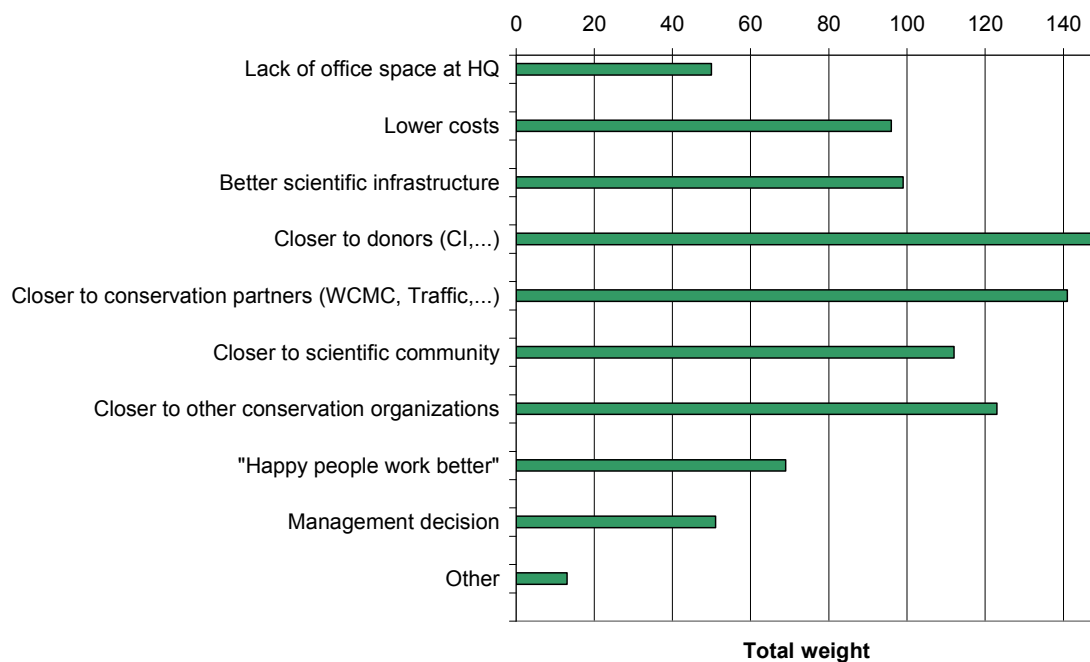


### Q63. Rationale for various locations

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) - *This is clearly an area where respondents are recording their perceptions.*

	?	1	2	3	4	5	6	7	8	9	W
Lack of office space at HQ	9 42.9%	2 9.5%	1 4.8%	0 0.0%	3 14.3%	2 9.5%	4 19.0%	0 0.0%	0 0.0%	0 0.0%	50
Lower costs	4 19.0%	3 14.3%	1 4.8%	2 9.5%	0 0.0%	0 0.0%	2 9.5%	2 9.5%	4 19.0%	3 14.3%	96
Better scientific infrastructure	3 14.3%	3 14.3%	1 4.8%	0 0.0%	2 9.5%	2 9.5%	2 9.5%	1 4.8%	6 28.6%	1 4.8%	99
Closer to donors (CI,...)	2 9.5%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	1 4.8%	3 14.3%	8 38.1%	6 28.6%	149
Closer to conservation partners (WCMC, Traffic,...)	2 9.5%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	2 9.5%	2 9.5%	3 14.3%	5 23.8%	6 28.6%	141
Closer to scientific community	2 9.5%	2 9.5%	1 4.8%	2 9.5%	0 0.0%	1 4.8%	2 9.5%	5 23.8%	4 19.0%	2 9.5%	112
Closer to other conservation organizations	2 10.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	1 5.0%	2 10.0%	5 25.0%	7 35.0%	1 5.0%	123
"Happy people work better"	7 33.3%	3 14.3%	1 4.8%	2 9.5%	1 4.8%	0 0.0%	0 0.0%	3 14.3%	3 14.3%	1 4.8%	69
Management decision	11 52.4%	0 0.0%	1 4.8%	2 9.5%	1 4.8%	1 4.8%	2 9.5%	2 9.5%	1 4.8%	0 0.0%	51
Other	11 84.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	13

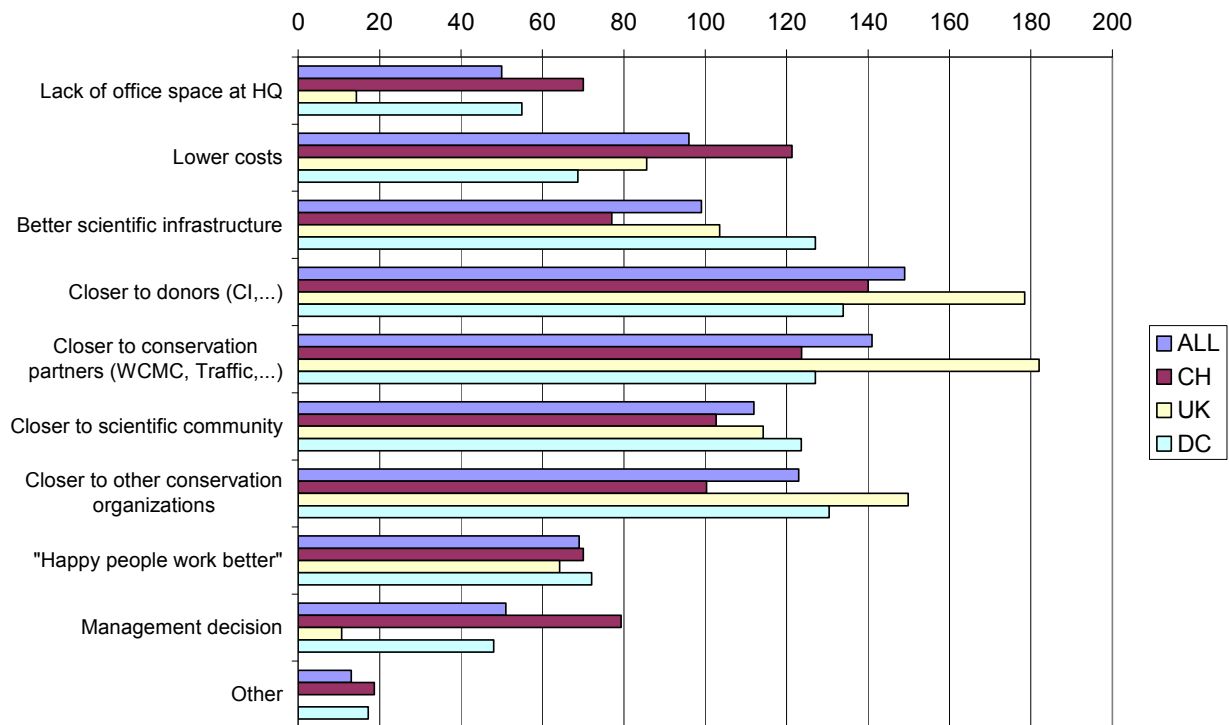
W = total weight = weighted sum of row, using the heading as weight (as in question 39)



**Q63. Complimentary analysis on rationale for various locations**

Total weight according to each Species Programme location:

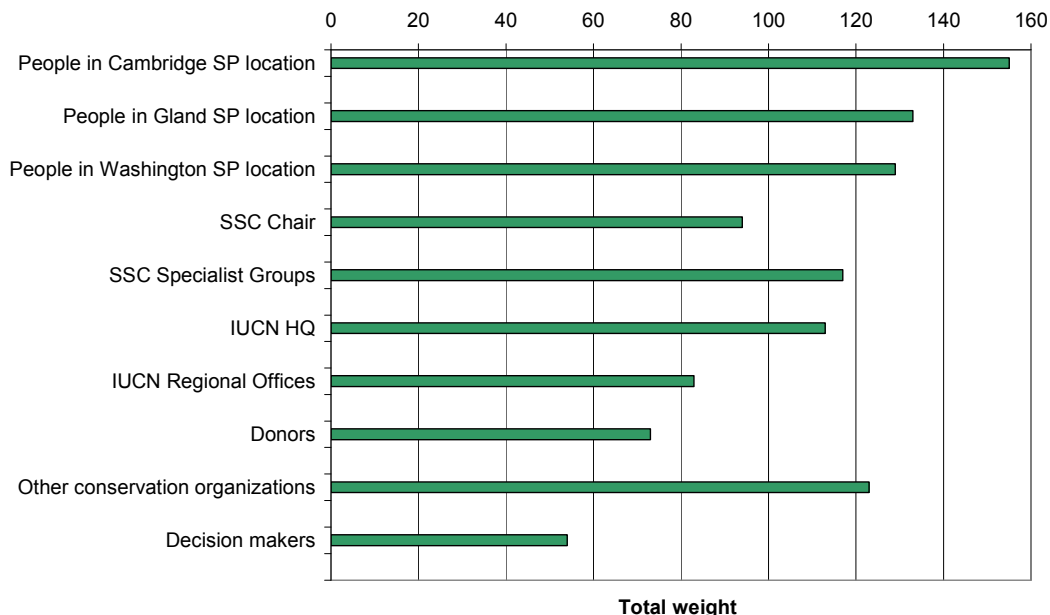
	ALL	CH	UK	DC
Lack of office space at HQ	50	70	14	55
Lower costs	96	121	86	69
Better scientific infrastructure	99	77	104	127
Closer to donors (CI,...)	149	140	178	134
Closer to conservation partners (WCMC, Traffic,...)	141	124	182	127
Closer to scientific community	112	103	114	124
Closer to other conservation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



### Q65. Communication and relationships

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)

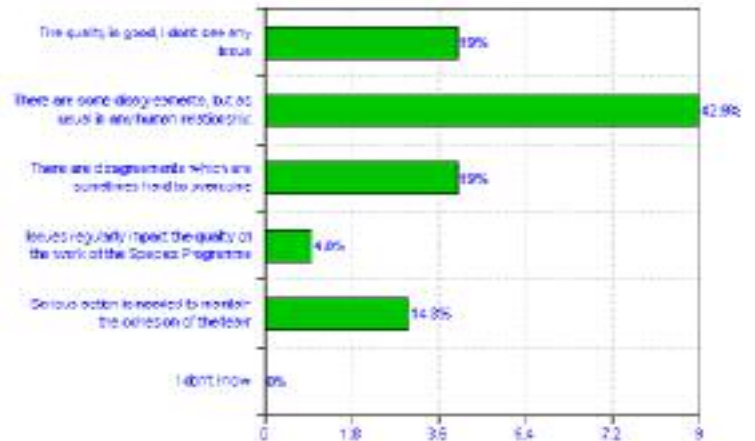
	N/A	1	2	3	4	5	6	7	8	9	W
People in Cambridge SP location	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 4.8%	2 9.5%	5 23.8%	9 42.9%	3 14.3%	155
People in Gland SP location	1 4.8%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	3 14.3%	3 14.3%	8 38.1%	4 19.0%	1 4.8%	133
People in Washington SP location	1 4.8%	0 0.0%	0 0.0%	1 4.8%	1 4.8%	4 19.0%	4 19.0%	4 19.0%	4 19.0%	2 9.5%	129
SSC Chair	2 9.5%	1 4.8%	1 4.8%	3 14.3%	2 9.5%	3 14.3%	4 19.0%	5 23.8%	0 0.0%	0 0.0%	94
SSC Specialist Groups	1 4.8%	0 0.0%	1 4.8%	2 9.5%	1 4.8%	4 19.0%	5 23.8%	3 14.3%	2 9.5%	2 9.5%	117
IUCN HQ	1 4.8%	0 0.0%	1 4.8%	2 9.5%	0 0.0%	6 28.6%	5 23.8%	3 14.3%	3 14.3%	0 0.0%	113
IUCN Regional Offices	1 4.8%	0 0.0%	5 23.8%	4 19.0%	3 14.3%	3 14.3%	2 9.5%	2 9.5%	1 4.8%	0 0.0%	83
Donors	8 38.1%	1 4.8%	1 4.8%	0 0.0%	3 14.3%	0 0.0%	2 9.5%	2 9.5%	4 19.0%	0 0.0%	73
Other conservation organizations	1 4.8%	0 0.0%	2 9.5%	2 9.5%	2 9.5%	1 4.8%	1 4.8%	5 23.8%	4 19.0%	3 14.3%	123
Decision makers	8 38.1%	2 9.5%	2 9.5%	0 0.0%	2 9.5%	3 14.3%	3 14.3%	1 4.8%	0 0.0%	0 0.0%	54



### Q66. Communication and Relationships rating

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

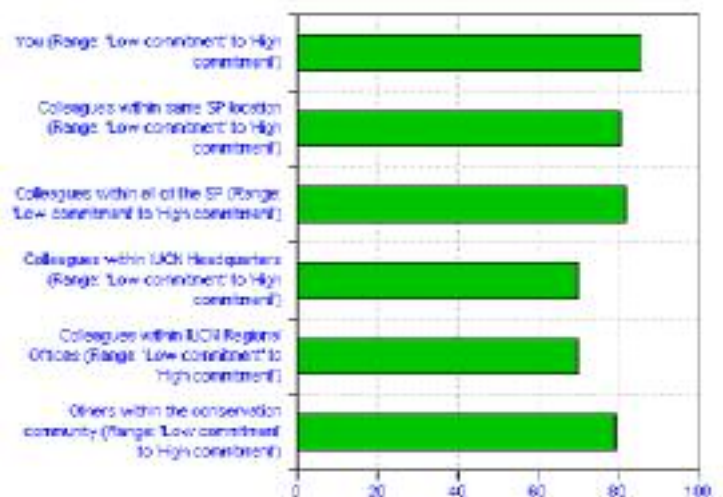
Statement	Selected
The quality is good, I don't see any issue	4 19.0%
There are some disagreements, but as usual in any human relationship	9 42.9%
There are disagreements which are sometimes hard to overcome	4 19.0%
Issues regularly impact the quality of the work of the Species Programme	1 4.8%
Serious action is needed to maintain the cohesion of the team	3 14.3%
I don't know	0 0.0%



### Q68. Own commitment

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 :

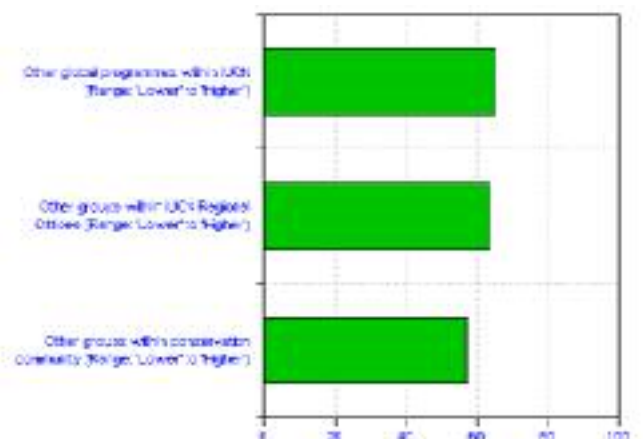
Range: 'Low commitment' =0 to 'High commitment' =100	
You	86
Colleagues within same SP location	81
Colleagues within all of the SP	82
Colleagues within IUCN Headquarters	70
Colleagues within IUCN Regional Offices	70
Others within the conservation community	80



### Q69. Commitment of the Species Programme as a whole

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 ...

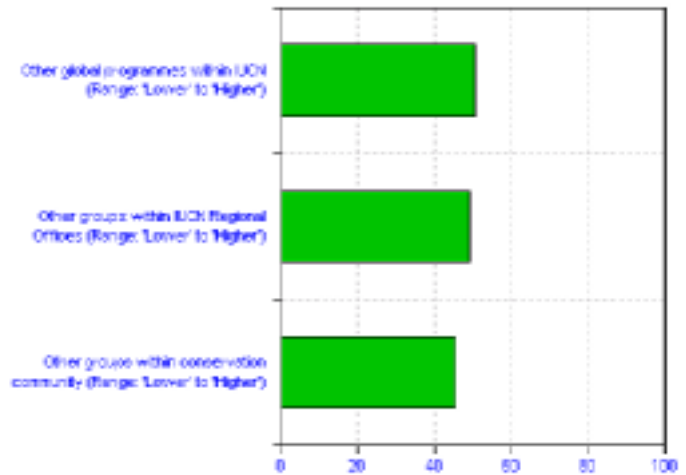
	Range: 'Lower' =0 to 'Higher' =100
Other global programmes within IUCN	65
Other groups within IUCN Regional Offices	64
Other groups within conservation community	58



### Q70. Team spirit within the Species Programme

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' =0 to 'Higher =100'
Other global programmes within IUCN	51
Other groups within IUCN Regional Offices	49
Other groups within conservation community	46



### Q71. Comments on the Species Programme team spirit

Here are a number of statements regarding the Species Programme team spirit.

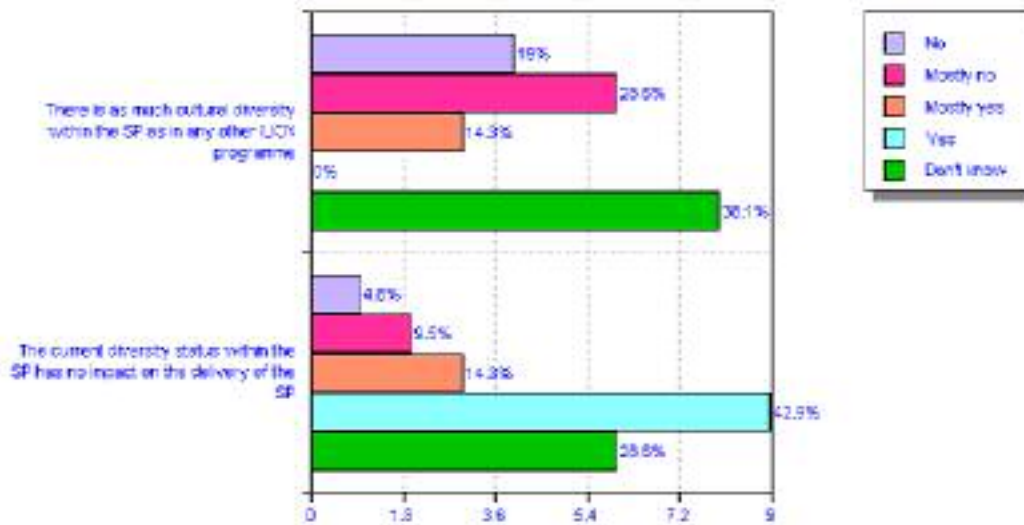
Statement	Selected
There is too much time spent in activities to maintain a good team spirit	2 9.5%
The current team spirit is fine with me	7 33.3%
I wish the team spirit was stronger	11 52.4%
The behavior of individuals significantly damages the team spirit	5 23.8%
Structural problems, not individuals, cause damage to the team spirit	10 47.6%
Current badly defined roles have a negative impact on workload and team spirit	8 38.1%
However individuals behave, the fact that there are 3 locations has a negative impact on team spirit	4 19.0%



### Q72. Cultural diversity in the Species Programme

What do you think of cultural diversity in the Species Programme? Is it as diverse as elsewhere? Does it matter to the delivery of the Species Programme?

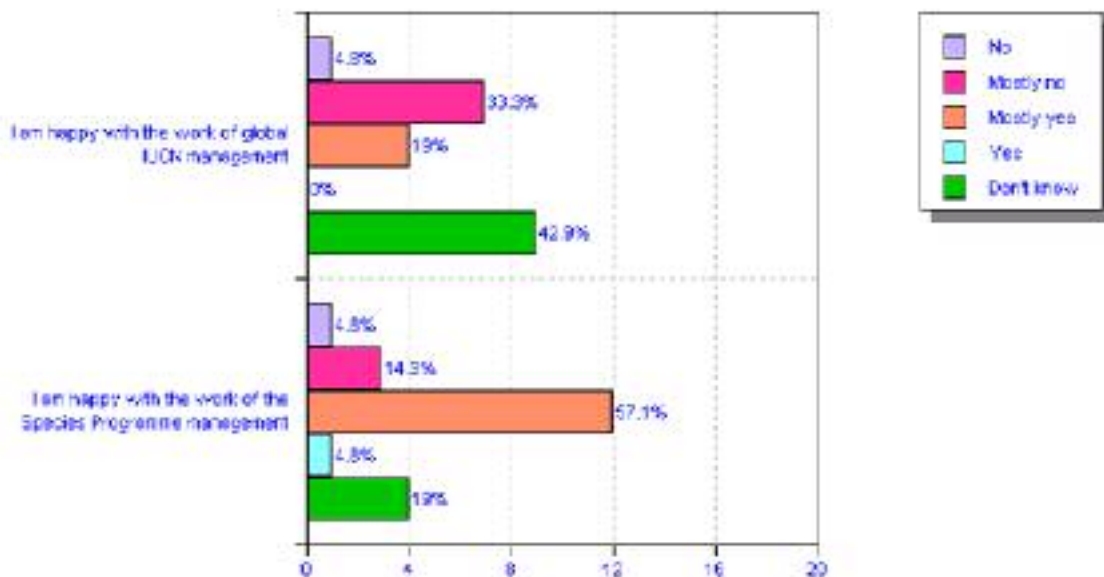
	No	Mostly no	Mostly yes	Yes	Don't know
There is as much cultural diversity within the SP as in any other IUCN programme	4 19.0%	6 28.6%	3 14.3%	0 0.0%	8 38.1%
The current diversity status within the SP has no impact on the delivery of the SP	1 4.8%	2 9.5%	3 14.3%	9 42.9%	6 28.6%



**Q74. Global IUCN and Species Programme Management**

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?

	No	Mostly no	Mostly yes	Yes	Don't know
I am happy with the work of global IUCN management	1 4.8%	7 33.3%	4 19.0%	0 0.0%	9 42.9%
I am happy with the work of the Species Programme management	1 4.8%	3 14.3%	12 57.1%	1 4.8%	4 19.0%

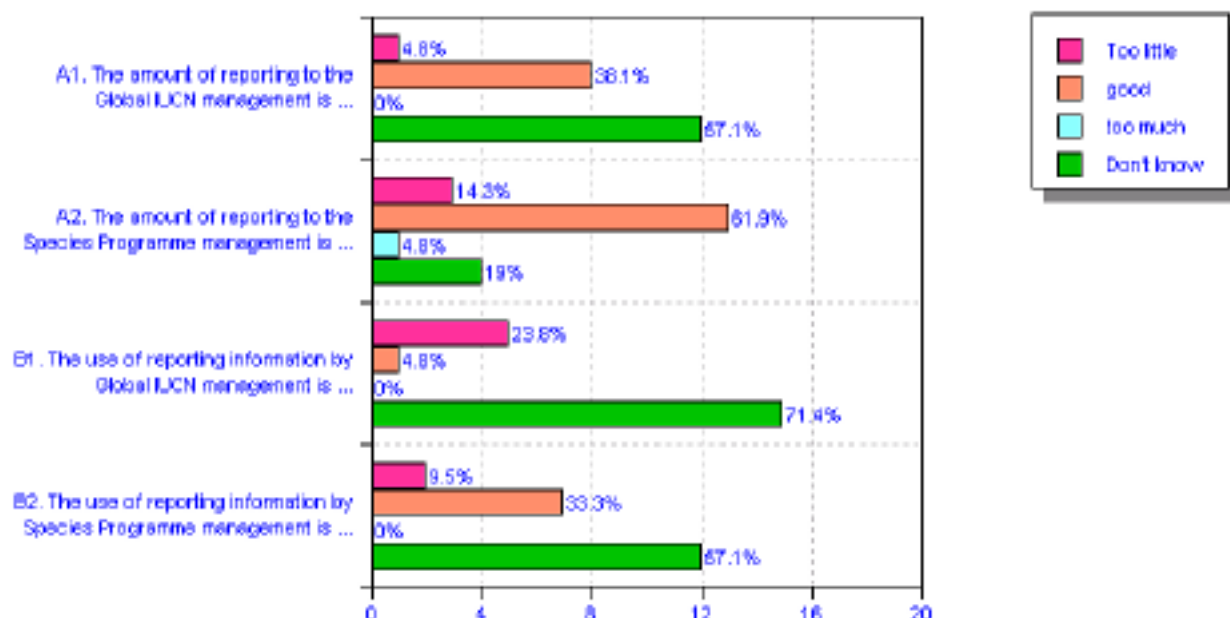


### Q76. Reporting - 1

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?

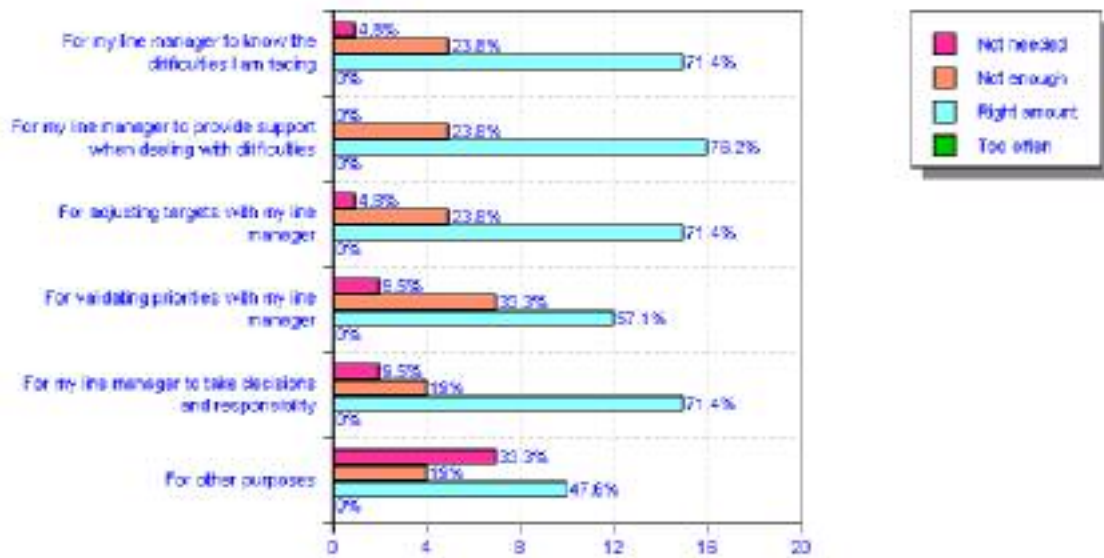
	Too little	good	too much	Don't know
A1. The amount of reporting to the Global IUCN management is ...	1 4.8%	8 38.1%	0 0.0%	12 57.1%
A2. The amount of reporting to the Species Programme management is ...	3 14.3%	13 61.9%	1 4.8%	4 19.0%
B1. The use of reporting information by Global IUCN management is ...	5 23.8%	1 4.8%	0 0.0%	15 71.4%
B2. The use of reporting information by Species Programme management is ...	2 9.5%	7 33.3%	0 0.0%	12 57.1%



### Q78. Priorities - 1

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...

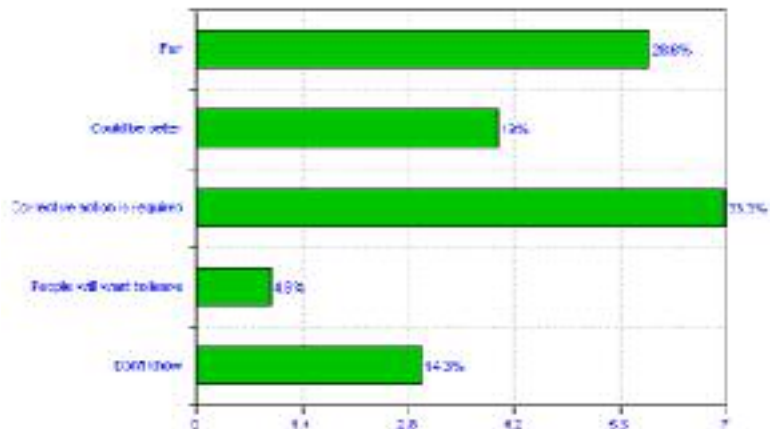
	Not needed	Not enough	Right amount	Too often
For my line manager to know the difficulties I am facing	1 4.8%	5 23.8%	15 71.4%	0 0.0%
For my line manager to provide support when dealing with difficulties	0 0.0%	5 23.8%	16 76.2%	0 0.0%
For adjusting targets with my line manager	1 4.8%	5 23.8%	15 71.4%	0 0.0%
For validating priorities with my line manager	2 9.5%	7 33.3%	12 57.1%	0 0.0%
For my line manager to take decisions and responsibility	2 9.5%	4 19.0%	15 71.4%	0 0.0%
For other purposes	7 33.3%	4 19.0%	10 47.6%	0 0.0%



**Q80. Priorities - 2**

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

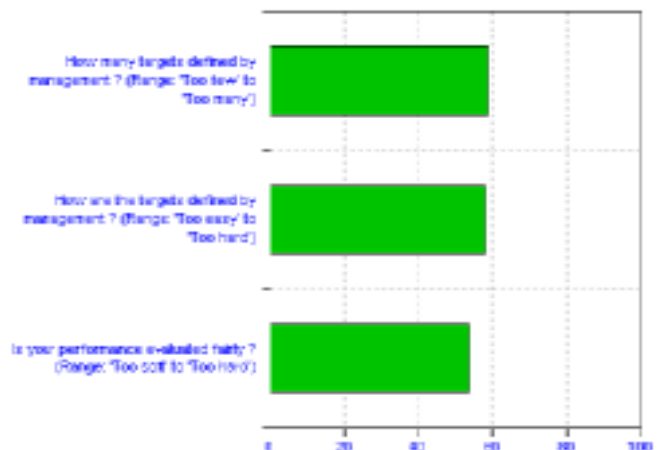
	Selected
Fair	6 28.6%
Could be better	4 19.0%
Corrective action is required	7 33.3%
People will want to leave	1 4.8%
Don't know	3 14.3%



**Q82. Performance appraisal - 1**

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?

	Range: 'Too few' =0 to 'Too many'=100
How many targets defined by management?	59
How are the targets defined by management?	58
Is your performance evaluated fairly?	54

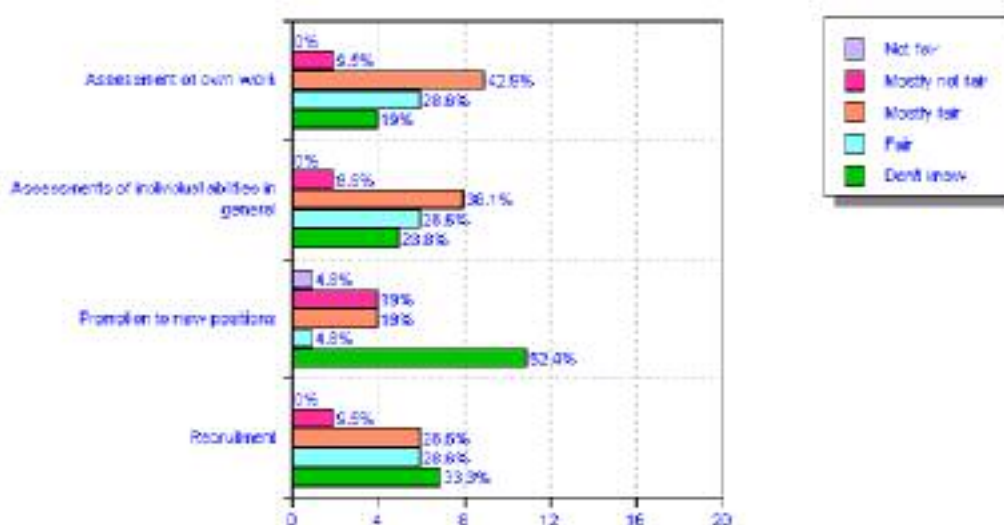




### Q83. Performance appraisal - 2

Regarding assessment of capabilities in general, how fair do you think IUCN is for...

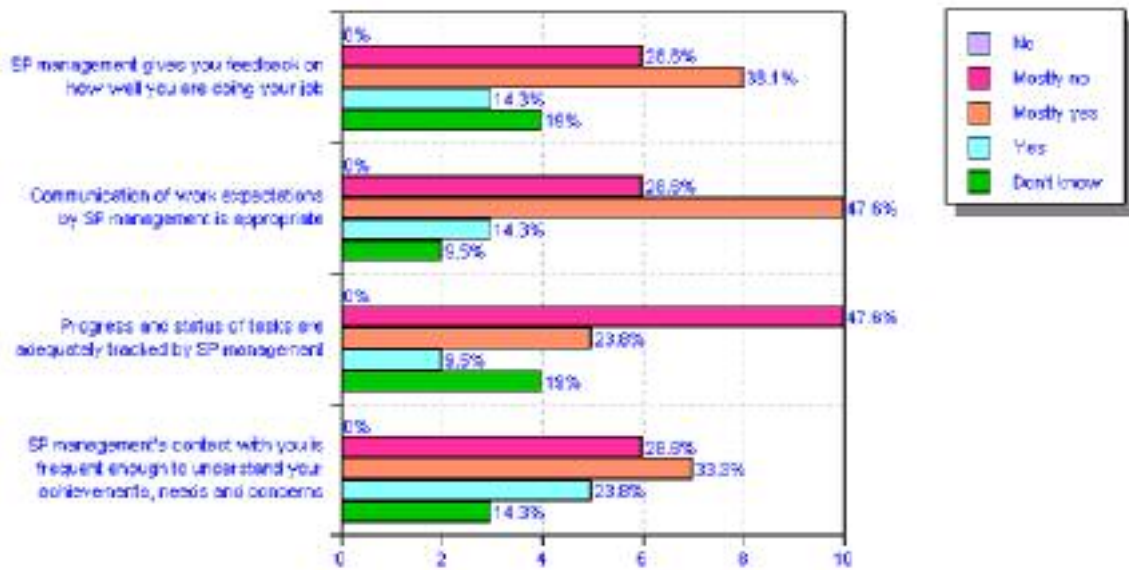
	Not fair	Mostly not fair	Mostly fair	Fair	Don't know
Assessment of own work	0 0.0%	2 9.5%	9 42.9%	6 28.6%	4 19.0%
Assessments of individual abilities in general	0 0.0%	2 9.5%	8 38.1%	6 28.6%	5 23.8%
Promotion to new positions	1 4.8%	4 19.0%	4 19.0%	1 4.8%	11 52.4%
Recruitment	0 0.0%	2 9.5%	6 28.6%	6 28.6%	7 33.3%



### Q84. Monitoring - 1

What do you think of the role of the Species Programme management in your daily work?

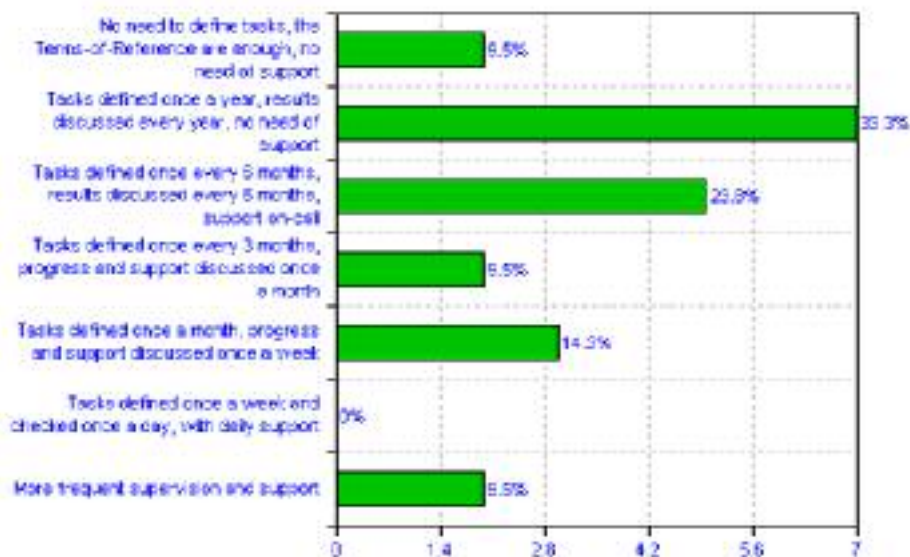
	No	Mostly no	Mostly yes	Yes	Don't know
SP management gives you feedback on how well you are doing your job	0 0.0%	6 28.6%	8 38.1%	3 14.3%	4 19.0%
Communication of work expectations by SP management is appropriate	0 0.0%	6 28.6%	10 47.6%	3 14.3%	2 9.5%
Progress and status of tasks are adequately tracked by SP management	0 0.0%	10 47.6%	5 23.8%	2 9.5%	4 19.0%
SP management's contact with you is frequent enough to understand your achievements, needs and concerns	0 0.0%	6 28.6%	7 33.3%	5 23.8%	3 14.3%



### Q85. Monitoring - 2

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

Statement	Selected
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

### Attendance

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:

Group A	Group B	Group C
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

Group D	Group E
Jim Ragle	Jean-Christophe Vié
Kevin Smith	Petra Crofton
Simon Stuart	Marie-Christine Labernardière
Thomasina Oldfield	Wes Sechrest

### Voting results

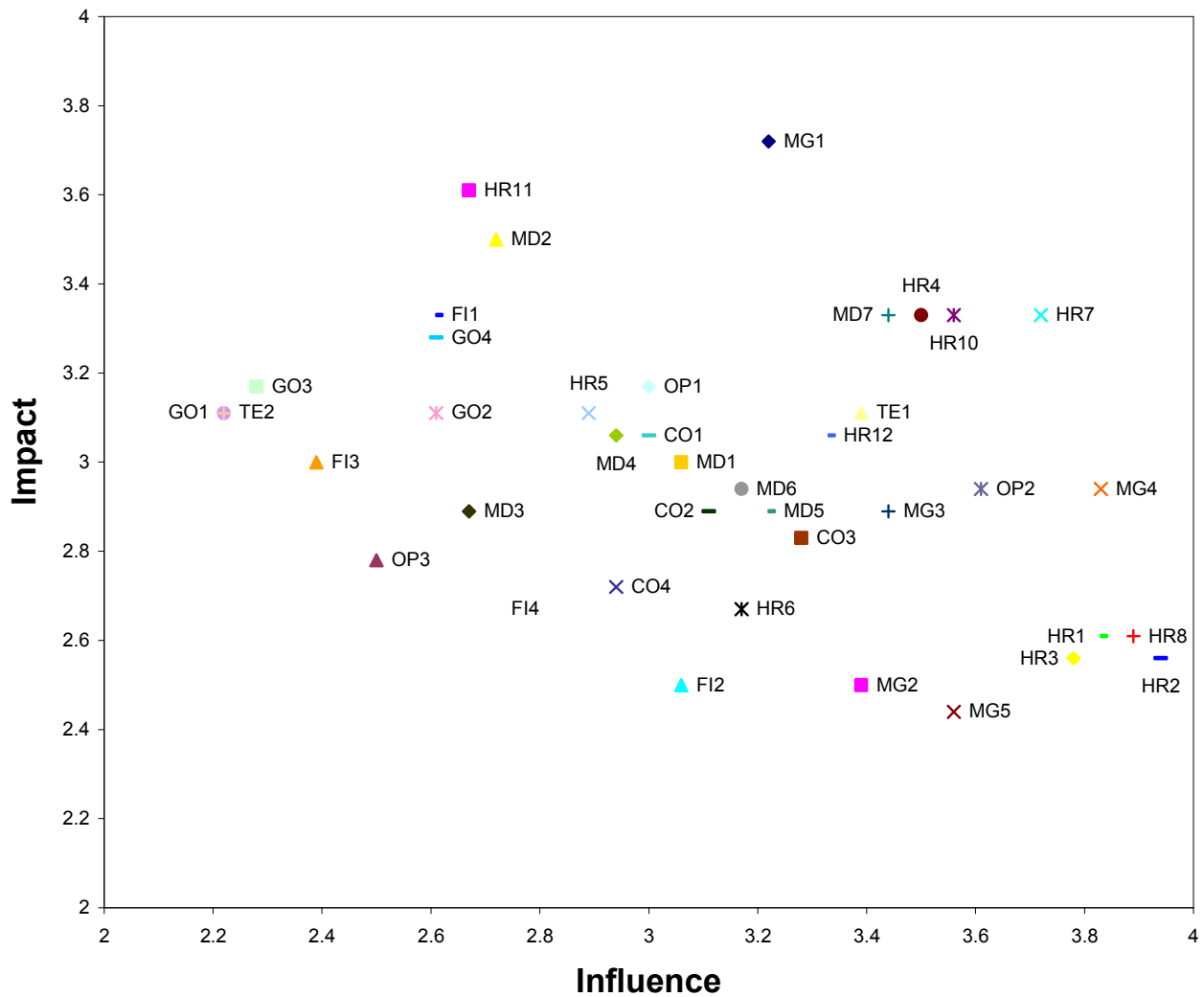
The result of the anonymous voting, sorted by “impact”, is:

Issue	Impact (1-4)	Influence (1-4)
Issue MG1 - Lack of fundraising strategy and skills	3.72	3.22
Issue HR11 - General shortage of staff	3.61	2.67
Issue MD2 - SP / SSC role definitions unclear	3.50	2.72
Issue HR7 - Lack of individual and collective prioritization of tasks	3.33	3.72
Issue HR10 - Lack of opportunity for staff to keep levels of technical competence	3.33	3.56
Issue HR4 - Current levels of work/life imbalance unsustainable	3.33	3.50
Issue MD7 - Lack of realistic targets and clear indicators	3.33	3.44
Issue FI1 - Recurrent financial deficit	3.33	2.61

Issue	Impact (1-4)	Influence (1-4)
Issue GO4 - Clear rules of engagement lacking with SSC Chair	3.28	2.61
Issue OP1 - Unclear rules of engagement with donors and partners	3.17	3.00
Issue GO3 - Competition and lack of IUCN coordination regarding donor support	3.17	2.28
Issue TE1 - New technologies not embraced within SP	3.11	3.39
Issue HR5 - Conflicting personal agendas generates inefficiencies (SP and more)	3.11	2.89
Issue GO2 - Confused governance around specific roles within SSC	3.11	2.61
Issue TE2 - Weak overall investment in technologies within IUCN	3.11	2.22
Issue GO1 - Insufficient / confusing guidance from IUCN management	3.11	2.22
Issue HR12 - Lack of training opportunities	3.06	3.33
Issue CO1 - Unclear communication and branding strategy	3.06	3.00
Issue MD4 - Inadequate attention to influencing decision makers	3.06	2.94
Issue MD1 - SP business and organizational model unclear or inadequate	3.00	3.06
Issue FI3 - Confusing IUCN budgeting procedures and minimal support	3.00	2.39
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
Issue MD6 - Inconsistent views on nature of SSC network support	2.94	3.17
Issue MG3 - Managers unfamiliar with activities of their direct reports	2.89	3.44
Issue MD5 - SP mandate not clearly defined / communicated	2.89	3.22
Issue CO2 - SP identity heavily diluted	2.89	3.11
Issue MD3 - Support to SSC network AND IUCN Reg Offices impossible	2.89	2.67
Issue CO3 - Poor knowledge of needs of "market"	2.83	3.28
Issue OP3 - Donors driving the agenda	2.78	2.50
Issue CO4 - Inconsistent quality of relationship with donors	2.72	2.94
Issue HR6 - Performance appraisals not effective	2.67	3.17
Issue FI4 - Inefficient financial reporting processes	2.67	2.72
Issue HR8 - Poor delegation of tasks	2.61	3.89
Issue HR1 - SP not working as 1 strong cohesive team	2.61	3.83
Issue HR2 - Frequent mismatch TOR / actual activities	2.56	3.94
Issue HR3 - General mismatch SP needs / individual skills and interests	2.56	3.78
Issue MG2 - Unclear direct reporting lines	2.50	3.39
Issue FI2 - Weak accountability culture	2.50	3.06
Issue MG5 - SP capacity to manage remote staff and in 3 locations	2.44	3.56
Issue HR9 - Cultural / linguistic diversity not represented	1.94	3.67

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:

Issue	Impact (1-4)	Influence (1-4)
Issue HR2 - Frequent mismatch TOR / actual activities	2.56	3.94
Issue HR8 - Poor delegation of tasks	2.61	3.89
Issue MG4 - Insufficient guidance from management within SP	2.94	3.83
Issue HR1 - SP not working as 1 strong cohesive team	2.61	3.83
Issue HR3 - General mismatch SP needs / individual skills and interests	2.56	3.78
Issue HR7 - Lack of individual and collective prioritization of tasks	3.33	3.72
Issue HR9 - Cultural / linguistic diversity not represented	1.94	3.67
Issue OP2 - Poor distribution of support / admin roles over 3 locations	2.94	3.61
Issue HR10 - Lack of opportunity for staff to keep levels of technical competence	3.33	3.56
Issue MG5 - SP capacity to manage remote staff and in 3 locations	2.44	3.56
Issue HR4 - Current levels of work/life imbalance unsustainable	3.33	3.50
Issue MD7 - Lack of realistic targets and clear indicators	3.33	3.44
Issue MG3 - Managers unfamiliar with activities of their direct reports	2.89	3.44
Issue TE1 - New technologies not embraced within SP	3.11	3.39
Issue MG2 - Unclear direct reporting lines	2.50	3.39
Issue HR12 - Lack of training opportunities	3.06	3.33
Issue CO3 - Poor knowledge of needs of "market"	2.83	3.28
Issue MG1 - Lack of fundraising strategy and skills	3.72	3.22
Issue MD5 - SP mandate not clearly defined / communicated	2.89	3.22
Issue MD6 - Inconsistent views on nature of SSC network support	2.94	3.17
Issue HR6 - Performance appraisals not effective	2.67	3.17
Issue CO2 - SP identity heavily diluted	2.89	3.11
Issue MD1 - SP business and organizational model unclear or inadequate	3.00	3.06
Issue FI2 - Weak accountability culture	2.50	3.06
Issue OP1 - Unclear rules of engagement with donors and partners	3.17	3.00
Issue CO1 - Unclear communication and branding strategy	3.06	3.00
<b>Issue MD4 - Inadequate attention to influencing decision makers</b>	<b>3.06</b>	<b>2.94</b>
Issue CO4 - Inconsistent quality of relationship with donors	2.72	2.94
<b>Issue HR5 - Conflicting personal agendas generates inefficiencies (SP and more)</b>	<b>3.11</b>	<b>2.89</b>
<b>Issue MD2 - SP / SSC role definitions unclear</b>	<b>3.50</b>	<b>2.72</b>
Issue FI4 - Inefficient financial reporting processes	2.67	2.72
<b>Issue HR11 - General shortage of staff</b>	<b>3.61</b>	<b>2.67</b>
Issue MD3 - Support to SSC network AND IUCN Reg Offices impossible	2.89	2.67
<b>Issue FI1 - Recurrent financial deficit</b>	<b>3.33</b>	<b>2.61</b>
<b>Issue GO4 - Clear rules of engagement lacking with SSC Chair</b>	<b>3.28</b>	<b>2.61</b>
<b>Issue GO2 - Confused governance around specific roles within SSC</b>	<b>3.11</b>	<b>2.61</b>
Issue OP3 - Donors driving the agenda	2.78	2.50
<b>Issue FI3 - Confusing IUCN budgeting procedures and minimal support</b>	<b>3.00</b>	<b>2.39</b>
<b>Issue GO3 - Competition and lack of IUCN coordination regarding donor support</b>	<b>3.17</b>	<b>2.28</b>
<b>Issue TE2 - Weak overall investment in technologies within IUCN</b>	<b>3.11</b>	<b>2.22</b>
<b>Issue GO1 - Insufficient / confusing guidance from IUCN management</b>	<b>3.11</b>	<b>2.22</b>



### Solution Generation

Participants chose to brainstorm solutions on the following issues:

Issue	Impact	Influence	Grouping
Issue HR7 - Lack of individual and collective prioritization of tasks	3.33	3.72	
Issue MG1 - Lack of fundraising strategy and skills	3.72	3.22	
Issue HR10 - Lack of opportunity for staff to keep levels of technical competence	3.33	3.56	With HR12
Issue HR4 - Current levels of work/life imbalance unsustainable	3.33	3.50	
Issue MD7 - Lack of realistic targets and clear indicators	3.33	3.44	

Issue	Impact	Influence	Grouping
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	
Issue HR12 - Lack of training opportunities	3.06	3.33	With HR10
Issue HR8 - Poor delegation of tasks	2.61	3.89	
Issue HR2 - Frequent mismatch TOR / actual activities	2.56	3.94	
Issue HR1 - SP not working as 1 strong cohesive team	2.61	3.83	
Issue MG3 - Managers unfamiliar with activities of their direct reports	2.89	3.44	
Issue HR3 - General mismatch SP needs / individual skills and interests	2.56	3.78	
Issue HR11 - General shortage of staff	3.61	2.67	
Issue MD2 - SP / SSC role definitions unclear	3.50	2.72	With MD6, CO2
Issue MD6 - Inconsistent views on nature of SSC network support	2.94	3.17	With MD2
Issue CO3 - Poor knowledge of needs of "market"	2.83	3.28	
Issue MD1 - SP business and organizational model unclear or inadequate	3.00	3.06	With MD3
Issue MD4 - Inadequate attention to influencing decision makers	3.06	2.94	
Issue CO2 - SP identity heavily diluted	2.89	3.11	With MD2
Issue GO4 - Clear rules of engagement lacking with SSC Chair	3.28	2.61	
Issue MD3 - Support to SSC network AND IUCN Reg Offices impossible	2.89	2.67	With GO1, MD1
Issue GO1 - Insufficient / confusing guidance from IUCN management	3.11	2.22	

## Annex 3 – Interview Schedule

Interviewee	Location	Date	Interviewers	
Bryan Hugill	Gland	29/11/2005	Charles Bill, Thomas Davoine	
Anna Knee	Gland	29/11/2005	Charles Bill, Thomas Davoine	
Jean-Yves Piro	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	
James Muchira	Gland	12/01/2006	Charles Bill, Thomas Davoine	
Line Hempel	Gland	12/01/2006	Charles Bill, Thomas Davoine	
Nancy McPherson	Gland	12/01/2006	Charles Bill, Thomas Davoine	
Alison Rowles-Anobile	Gland	12/01/2006	Charles Bill, Thomas Davoine	
John Hutton	Cambridge	18/01/2006	Charles Bill	(3)
Petra Crofton	Cambridge	18/01/2006	Charles Bill	
Will Darwall	Cambridge	18/01/2006	Charles Bill	
Craig Hilton-Taylor	Cambridge	18/01/2006	Charles Bill	
Thomasina Oldfield	Cambridge	18/01/2006	Charles Bill	
Caroline Pollock	Cambridge	18/01/2006	Charles Bill	
Kevin Smith	Cambridge	18/01/2006	Charles Bill	
Simon Stuart	Washington	18/01/2006	Christine Bruno	
Kent Carpenter	Washington	18/01/2006	Christine Bruno	
Neil Cox	Washington	18/01/2006	Christine Bruno	
Mike Hoffmann	Washington	18/01/2006	Christine Bruno	
Wes Sechrest	Washington	18/01/2006	Christine Bruno	
Janice Chanson	By Phone	23/01/2006	Christine Bruno, Thomas Davoine	
Jane Smart	Gland	24/01/2005	Charles Bill, Thomas Davoine	(2)
Holly Dublin	By Phone	07/02/2006	Charles Bill, Christine Bruno, Thomas Davoine	(2)
Achim Steiner	Gland	24/02/2006	Charles Bill, Christine Bruno, Thomas Davoine	

Notes:

(1) 1st interview

(2) 2nd interview

(3) SSC Steering Committee Member

(4) Finance Assistant



## Annex 4 – Documentation Consulted

#	Document
<b>Species Programme Review</b>	
1	Terms of Reference for the Species Programme Review (J.Smart, 2005)
<b>Other reviews</b>	
11	Report of the external review of the IUCN (G.Bruszt, 1999)
12	Report of the review on Voluntarism for the SSC (M.Stanley Price, 2001)
13	Report of the external review of the IUCN (G.Bruszt, 2003)
14	Report of the external review on the Red List Programme ( <i>Consortium</i> ) Agreement (C.Lusthaus, 2005)
15	Presentation of SP Organizational Assessment Overview (E.Viguet, HRMG, 21 September 2004 – prior to appointment of new Head of Programme)
16	Management response to the review on the Red List Programme Agreement (6 attached documents to 20 October 2005 message from J.Smart)
17	Report of the review of the IUCN Commissions (G.Bruszt and S.Turner, 2000)
18	Report of the external review of IUCN Commissions (A.Whyte and Z.Ofir, 2004)
19	Addendum to the previous review, on Knowledge Products and Services (A.Whyte and Z.Ofir, 2004)
<b>Species Programme Staff</b>	
31	List of Species Programme Staff as of 2005
32	Species Programme organigram (Interim arrangements 27 April 05)
33	SP staff individual Terms of Reference (corresponding to J.Smart, JC Vié, S.Galan, M.Gimenez, A.Knee, A.McMullin, J.Ragle, MC.Labernardière, W.Strahm, D.Zivkovic, N.Velasco, new intern 2006, C.Pollock, K.Smith, C.Hilton-Taylor, W.Darwall, A.Rosser, P.Crofton, T.Oldfield, J.Chanson, N.Cox, W.Sechrest, K.Carpenter, M.Hoffmann)
34	21-23 September 2004 Species Programme Staff meeting report
35	12-15 June 2005 Species Programme Annual Staff Retreat report
<b>IUCN policies and procedures</b>	
41	Performance Assessment Procedures (May 2003 update)
<b>Mandates</b>	
51	SSC Strategic Plan 2001-2010
52	2004-2008 Component Programme Plan, complementing the SSC Strategic Plan 2001-2010
53	Annual workplan Species Programme / SSC 2005 (From IUCN Knowledge Network)
54	Annual workplan Species Programme / SSC 2006 (From IUCN Knowledge Network)
55	The IUCN Programme 2005-2008 (adopted at the WCC, Bangkok, 2004)
<b>Communication documents</b>	
61	Key IUCN SSC communication messages (out of Communication Task Force)
62	SSC invitation to join documentation
<b>Other frameworks</b>	
71	Organizational Assessment (Inter-America Development Bank, International Development Research Center, 2002)
72	The IUCN Evaluation Policy, October 28-30, 2001
73	A Performance Assessment and Reporting System for IUCN – Overview Summary
74	A Performance Assessment and Reporting System for IUCN – Draft for discussion
<b>IUCN Products</b>	
81	2000 IUCN Red List of Threatened Species
82	IUCN Red List Categories and Criteria version 3.1
83	2004 IUCN Red List of Threatened Species – A Global Species Assessment
<b>Other information through internet searches</b>	

#	Document
84	Extract from the CABS website
<b>Other information</b>	
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