

Intranet article

Title: Pulse Survey on employee engagement, work experience, and working culture

Summary: Discover key insights from the first pulse survey and see how we can work together to follow up on what we heard from you.

Body (article):

[Our new engagement survey strategy](#) includes pulse surveys to engage with you more frequently, and to give you more actionable opportunities to have your voice heard. This approach reflects our commitment to better understand what you are thinking and experiencing, so that together we can shape the most positive and productive working culture possible at the ECB.

The first survey focused on engagement and work experiences as well as working culture and dignity at work. Almost 3,000 of you (57%) responded. We appreciate your feedback and want to hear from even more of you in these surveys going forward. We can only keep improving if we hear from as many as possible. Sharing the results is only the first step. Feedback gathered in these surveys is only the start of our dialogue and needs to be complemented by open conversations to reflect on the results and come up with thoughtful improvements and solutions together.

Read on for highlights from the first pulse survey and access the dashboard for [ECB-wide data](#). Your business area results will be shared with you by your local management in dedicated sessions.

Our community is engaged, and feels personally connected

Most respondents are proud to work for the ECB (86%), feel personally connected to their work (81%), and believe in the organisation’s mission and purpose (89%). These positive results give us a strong foundation from which to navigate emerging challenges and opportunities, including our new ways of working.



Workload pressures persist, along with reported impacts on mental health

While improvements have been made, workload continues to be perceived as high with 39% of respondents indicating that their workload is not manageable within the agreed working time, and 35% indicating that work has had a harmful impact on their mental health.

What support is available?

To help you keep your well-being and mental health in mind, the [Virtual Centre of Wellbeing](#) offers a wealth of resources. You can [rewatch seminars or subscribe to this page](#) to learn when new ones are planned. You can also get in touch with our [Social Counsellors](#), use the [Employee Assistance Programme](#) or contact the [Medical Centre](#). They are there for you and ready to help.

Talk to your manager if you're struggling with your workload and seek support to prioritise. Where possible make use of our [flexible working time](#) and rebalance or recuperate as needed. Take a look at our [best practices](#) and don't forget to make use of [Outlook Smart Send](#).

Lessons to be learned for our working culture

For most of the working culture and dignity at work items, it is positive that 80% of the respondents never experienced the specific negative behaviours described.

There is a need to improve where some colleagues have experienced inappropriate behaviours including others taking credit for the work they do, discriminatory or unequal treatment, and some forms of aggressive communication. Especially concerning are reports from some colleagues who have experienced unwanted conduct of a sexual nature (2%, 56 respondents) or physical, or threat of physical, violence (0.5%, 15 respondents). This sort of behaviours should never occur and the issue is being taken very seriously. Given the nature of the survey, the follow up to such situations requires further understanding and we will need you to engage with your management.

At the divisional level, there are significant differences in the way respondents feel about the way we work together: some divisions have positive experiences while others report issues that need to be further understood before targeted solutions are identified.

Actions you can take if you experience issues

Ideally you should first bring them to the attention of your manager. Your HR Employee Partner and Staff Representatives are also available for support.

The [internal whistleblowing tool](#) allows you to speak up and report a potential breach in conduct. You can read more about it [here](#).

Our [Social Counsellors](#) are external advisers providing independent and impartial counselling services for all ECB colleagues. They treat all matters confidentially.

You may also find the following Intranet pages useful:

- [Speaking up in confidence](#)
- [Experiencing inappropriate behaviour](#)

Have you taken part in the training courses which help define culture we want to see at the ECB?

- [Being Ethical training](#)
- [Inclusion Programme eLearning \(including dignity@work\)](#)

It is expected that all colleagues participate in these training courses. It helps to have the same language to have a fruitful conversation.

Leaders can also participate in our [Leadership Growth Programme](#) to nurture the environment we want to see in our teams.

Trust in institutional follow-up on dignity at work issues can be improved

54% of respondents report that the ECB takes instances of alleged psychological harassment, discrimination, or physical violence seriously. On the question of follow-up actions, most (62%) trust their direct manager, but fewer express trust in the whistleblowing tool (37%) or HR (23%) indicating that trust in organisational follow-up needs to be improved.

Next steps: how we can work together to follow up on the results of this survey

This is the beginning of a continuous dialogue that will be complemented with further pulse surveys in the coming months which will help us to build a platform for continuous improvement. Improving our working culture is a joint endeavour.

What will you see happening and how can you contribute:

- Have a look at the [ECB-wide results dashboard](#), to get a feeling of where we have strengths as a community and where we need to improve.
- At the BA level you will see your management engaging with you. They will share their insights and reflections on the results and ask for further feedback to better understand the trends. Set aside time to reflect on and discuss the results to get a better understanding of the underlying issues and to work out what you can do to address them.

- Make the most of the existing tools and resources mentioned in the green boxes above. [Your HR Employee Partner](#) can provide you with an overview of available tools related to the specific challenges you are facing.
- Beyond the work in your business areas, we will continue to work on improvements and reflect on how we can become more efficient as an organisation to focus on the work that matters.
- As an organisation, we are enhancing mechanisms to follow up on issues, including a Mediator who will join the ECB in the autumn, and reviewing our Ethics Framework to clarify speak up channels and protections from retaliation.

We will continue with the pulse surveys. The next survey will be launched in September¹. This way more of you will have a chance to take part than over the summer. Everyone's voice is important, and we count on you to take part in the surveys. When everyone participates, everyone benefits!

Any comments or questions on the survey? Add them below.