

STAFF PERCEPTION SURVEY ON SEXUAL ABUSE, EXPLOITATION AND HARASSMENT

GUIDANCE NOTE FOR INTERNATIONAL NGOS



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Annex A. Staff Perception Survey on Sexual Abuse, Exploitation and Harassment – Full Questionnaire

Annex B. Dataset template for submission to InterAction

Annex C. Facilitation guide for follow up dialogues with staff

INTRODUCTION

In March 2018, InterAction formalized its CEO Pledge on Preventing Sexual Abuse, Exploitation, and Harassment by and of NGO Staff, calling on nongovernmental organization CEOs to lead the international humanitarian and development sector in making change. To date, more than 135 CEOs have signed on and the number continues to grow. In February 2019, InterAction commenced a three-year project, From Pledge to Action. The project's goal is that through a combination of policy, guidance, training, and practice, InterAction and its members will adopt a culture of prevention, response, and support in the face of sexual harassment and abuse (SHA) of staff, and sexual exploitation and abuse (SEA) of beneficiaries by staff or associates of NGOs, thus making our offices and programs safer spaces for individuals and communities alike.

Through the project, InterAction has created and led a Working Group (WG) that comprises a diverse group of staff from member organizations and InterAction staff. The WG provides a platform for shared learning and action around the various components that constitute effective progress towards addressing sexual harassment, abuse and exploitation. The goal is to build members' organizational capacities through identifying good practices, sharing expertise, tools and resources and engaging experts to support the group as needed. The remit of this InterAction working group is to provide added value as a collective to the efforts of members and to work synergistically with others in the sector.

In late 2019, InterAction hired Keystone Accountability, an organization specialized in feedback systems, for developing two sets of questionnaires and accompanying guidance notes:

A staff perception survey on sexual exploitation, abuse and harassment in their organizations

A set of scenario-based questions for HR recruitment interviews

The present document includes guidance for organizations using the staff perception questionnaire. It explains the rationale behind the choices made in the questionnaire and provides concrete guidance for survey administration, analysis and follow up.

PURPOSE OF THE SURVEY

The purpose of the staff perception survey is to be used by organizations to capture staff perceptions about their organization's staff culture, particularly how safe they feel and how free they feel to raise concerns or complaints. The survey incorporates staff member's perceptions on their organization's policies and procedures around preventing and responding to sexual exploitation, abuse and harassment, and whether they are confident in their organization's trajectory on this issue.

The idea to develop a common, standard questionnaire that can be used by InterAction's members (and other NGOs) is that it will allow overtime to build benchmarks and analyze trends and patterns in the sector.

QUESTIONNAIRE DEVELOPMENT PROCESS

The questionnaire was developed by Keystone in close consultation with From Pledge to Action managers, the PSEAH working group of InterAction members, including a smaller Reference Group. Keystone started the process with a **literature review**, focusing on writings regarding the sectors' commitment to PSEAH and specific resources on workplace surveys touching on SEAH.

Keystone also carried out **initial interviews** with 8 members of the Reference Group. The interviews touched on the following issues: existing safeguarding policies, previous surveys and/or research on staff's perceptions regarding safeguarding, expectations from the common questionnaire and likelihood to use it,

challenges in surveying staff on safeguarding, as well as aspects related to the HR recruitment interview questions.

Drafts of the survey were shared with the Reference Group and then presented in a **webinar** to the Working Group who were also given the opportunity to review and provide comment on the drafts.

ABOUT THE QUESTIONNAIRE

IMPORTANT CONSIDERATIONS

Terminology: While acknowledging that different NGOs use different terms, the questionnaire uses the terms Sexual Exploitation and Abuse (SEA) and Sexual Harassment and Abuse (SHA) as a point of consensus between different approaches. The terms SEA and SHA are used in the questionnaire according to their definitions as per the *UN Glossary on Sexual Exploitation and Abuse*¹.

Comparability: Given that one of the main purposes for developing a common questionnaire is to generate data that will allow InterAction to analyze trends in the INGO sector and produce benchmarks of NGO performance in this area, the questionnaire had to ensure that the language and concepts used are applicable across different organizations. Hence the formulation of certain questions has been deliberately broad.

Respondent anonymity: A key element for ensuring engagement and participation of staff in the survey is to provide assurance regarding the anonymity of responses. The questionnaire minimizes the risk of identifying respondents by limiting the request of information regarding the individual characteristics of respondents. The obvious tradeoff is that it limits the depth of the analysis that can be done on the collected data through segmenting by respondents' characteristics and that there is no possibility to follow up on particular cases that may appear in received responses.

Not a reporting mechanism: The survey is not intended to function as a reporting or complaints mechanism in relation to SEAH. Its function is to help organizations gauge their staff's perceptions about the prevalent climate in workplace regarding SEAH and the extent to which they have trust and confidence in the organization's policies and procedures. Hence the questionnaire includes a relevant warning in the introduction text and refrains from asking about any direct experiences with SEAH or the prevalence of SEAH in the organization. This is also done in line with a survivor centered approach, seeking to avoid re-traumatization.

Likert scales: After receiving feedback and discussing the issue with members of the PSEAH group, it was decided to **proceed with a classic 1-5 Likert scale, with clear labels for each point in the scale** as organizations felt that both managers and survey respondents would feel more comfortable with a scale that is of more common use. A "Don't know" option was added in order to minimize the risk of respondents that don't have an opinion on the issue choosing the middle point of the scale ("Undecided") and skewing the interpretation of the results.

¹ United Nations, Task Team on the SEA Glossary for the Special Coordinator on improving the United Nations response to sexual exploitation and abuse (2017). *Glossary on Sexual Exploitation and Abuse*. Retrieved from: https://hr.un.org/sites/hr.un.org/files/SEA%20Glossary%20%20%5BSecond%20Edition%20-%202017%5D%20-%20English_0.pdf

ISSUES COVERED IN THE SURVEY

DEMOGRAPHICS

A very limited number of questions regarding respondent characteristics have been included in the questionnaire. While these questions are particularly important for making sense of the data collected through segmentation and comparison between different respondent groups, it is advised to limit the amount and type of this kind of questions in order to not only effectively protect the anonymity of respondents but also provide them with assurance that their responses are effectively anonymous².

Age: Age is a factor that affects people's perceptions regarding SEAH, as many such behaviors have been normalized and accepted in past generations. The general hypothesis is that newer generations are more sensitized on issues affecting gender equality and freedom from exploitation, abuse and harassment, following recent international public reactions such as #metoo and #aidtoo. The question included in the survey aims at gauging any issues related to the intergenerational gap that maybe affecting staff perceptions on SEAH, while at the same time avoiding to reveal the identity of specific respondents. See section on "Considerations depending on the size of your organization" for more details.

Gender: Gender might be the single most important factor affecting staff perceptions on SEAH. An inclusive approach has been included following best practice on this issue³ adding the option to self-describe along with binary choices and including a caveat for respondents to choose the 'prefer not to say' option should they feel that by sharing their gender their identity might be revealed.

Location: Organizations have a keen interest in being able to understand the prevailing culture and staff perceptions regarding SEAH in the different locations where they have operational staff. The questionnaire asks two questions regarding the respondents' location: where are they based (country, region) and whether they are based at the organization's headquarters or a regional/country/field office.

However for smaller organizations, with only a handful of staff in certain locations/offices, asking this question can seriously compromise the anonymity of respondents. See section on "Considerations depending on the size of your organization" for more details and guidance.

² Wilkie, D. (2018) *Employee Engagement Surveys: Why do workers distrust them?* Retrieved from: <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/employee-engagement-surveys.aspx>

³ Stonewall (2016) *Do Ask, Do Tell: Capturing data on sexual orientation and gender identity globally*. Retrieved from: https://www.stonewall.org.uk/sites/default/files/do_ask_do_tell_guide_2016.pdf

STAFF CULTURE PERCEPTIONS

In this section, the survey includes a series of statements to which respondents have to indicate their level of agreement on a 1-5 Likert scale. The main purpose of this section is to provide insights regarding workplace culture: is the organization promoting a supporting environment that addresses power imbalances? Do staff feel safe to discuss concerns openly?

Questions included bring an intersectional dimension to issues related to SEAH, building from the understanding that attitudes regarding SEAH are deeply connected to power imbalances influenced by gender, sexual orientation, race, class, religion, etc.⁴

PERCEPTIONS REGARDING ORGANIZATIONAL POLICIES AND PROCEDURES ON PSEAH

The terms of reference for the development of the survey state the objective to understand staff's "perceptions on their organization's policies and procedures around preventing and responding to sexual exploitation, abuse and harassment, and whether they are confident in their organization's trajectory on this issue".

The section starts with a series of statements to which respondents have to indicate their level of agreement on a 1-5 Likert scale. The statements touch upon the objective to create a culture of prevention and specifically look at five main aspects⁵:

- Adequate training for staff
- Normalizing discussions around SEAH
- Awareness raising amongst staff about policies and procedures
- Trust in the organization's commitment with PSEAH
- Lack of fear of retaliation when reporting SEAH cases

Two follow-up questions are included for understanding whether staff know how to act in case that they experience or witness a case of SEAH. The purpose is to provide an additional data point to understand staff awareness. The formulation is deliberately generic so that it can apply across NGOs with different policies and procedures in place. SEA against members of communities served and SHA in the workplace are treated separately for avoiding confusion in the interpretation of the results.

⁴ Gender at Work (2019). *Benchmarking Report Diversity, Equity and Inclusion*. Retrieved from: <https://genderatwork.org/wp-content/uploads/2019/09/Benchmarking-Report-Diversity-Equity-and-Inclusion.pdf>; Oxfam, Independent Commission on Sexual Misconduct, Accountability and Culture Change (2019). *Listening to People – Rebuilding Trust, Interim Report*. Retrieved from: <https://www-cdn.oxfam.org/s3fs-public/interim-report-listening-to-people-rebuilding-trust-en.pdf>

⁵ The list of statements draws from commitments made in:

InterAction (2018) *CEO Pledge on Preventing Sexual Abuse, Exploitation, and Harassment by and of NGO staff*. Retrieved from: https://www.interaction.org/wp-content/uploads/2019/03/CEO-Pledge-on-PSEA_Text-Only.pdf

BOND (2019) *Our commitment to change in safeguarding*. Retrieved from: https://www.bond.org.uk/sites/default/files/resource-documents/bond_safeguarding_commitments_online-nov2019.pdf

Another series of statements included in the survey touch on the objective to create a culture of response and support, through assessing staff's levels of trust in existing mechanisms, while also helping assess the trajectory/progress made by the organization in addressing PSEAH⁶. Formulations of the statements are deliberately broad so that they can apply across organizations.

Last, two open questions are included soliciting suggestions from staff on how to better address SEA towards members of communities and SHA in the workplace. It is important to include open-ended questions as this is where a lot of elements that can help the interpretation of the survey results will emerge. They provide material for follow-up dialogues with staff and also help assess staff attitudes towards PSEAH through the analysis of their responses (In Keystone's experience this is where 'detractors' will make themselves noticed with comments of the type: "I believe that we are giving too much importance on the issue", "I don't really believe there is a problem with these issues, it's just a trend" or "our culture in country X is different, and I believe that the international NGOs are exaggerating the issue"). Once again, the formulation of the questions is deliberately broad so that they can apply across organizations.

The full questionnaire is available in Annex A.

CARRYING OUT YOUR SURVEY

This section provides step-by-step guidance on how to manage the process of surveying your staff on SEAH

PRELIMINARY QUESTIONS

As you prepare to survey the staff in your organization, you should consider the following questions:

1. Will the questionnaire be administered as standalone or will it be integrated in another survey of your staff?

Some organizations have already in place regular workplace climate or employee engagement surveys. In this case, the organization may choose to integrate the SEAH questionnaire in the existing survey. There are two options in this case:

- a) Include the SEAH questionnaire in its totality
- b) Include only a few of the questions. **Please consult with InterAction's From Pledge to Action Manager for a selection of key questions made by the Working Group**

2. Will you administer the survey in-house or through a third party?

The best option, which bears however additional costs for the organization, is to contract a third party to survey the organization's staff on your behalf. There are plenty of organizations that offer this type of service ranging from HR consultancies to sector specific consultancies, such as Keystone.

The main benefit of this option is the added assurance for respondents that their responses will be fully anonymous and kept confidential. Additional features include of course the added technical expertise in survey administration and data analysis, which many smaller organizations may not have in-house.

⁶ Idem

If your organization cannot or is not willing to outsource the administration of the survey, additional attention should be taken to ensure and provide assurance regarding the anonymity of the responses received. Further in the guidance we discuss details on how to protect the anonymity of respondents.

STEP 1. SET UP YOUR ONLINE QUESTIONNAIRE

CHOOSE AN ONLINE SURVEY SYSTEM

It is strongly advised to use **an online survey system** for the administration of the questionnaire.

Paper surveys should only be a last resort and special care has to be taken for responses to be collected in a way that protects the anonymity of respondents. We advise against the use of paper surveys.

In-person, interview-type surveying should not be used under any circumstance for this questionnaire.

Choose a system that has at least the following features⁷:

- Anonymous collection of responses
- Possibility for respondents to 'save and continue later' for cases where there is no reliable internet connection
- Multilingual surveys with the option for respondents to choose the language that they want to respond in

SET UP THE QUESTIONNAIRE

Set up the questionnaire by copying the questionnaire provided in Annex A. The questionnaire states clearly the type of question that should be chosen in each case (multiple choice, Likert scale, open question).

Do not change the wording of the questions or alter the response options, as this may compromise the aggregation of results across organizations and the ability to create benchmarks and analyze trends in the sector. The only exception is when the survey questionnaire indicates clearly that you have to insert customized text. This is clearly indicated using this format: **[TEXT]**

When setting up your questionnaire on an online tool make sure that you assign **the correct reporting values** to each answer option. Reporting values are clearly indicated in the questionnaire using this format **[Number]**

In order to administer the survey in various languages, you should make sure that your online survey system allows for **multilingual surveys** and follow the instructions of your provider. Make sure that you are using a multilingual survey (i.e. you are setting up a single survey that has a different version for each language and allows respondents to choose in which language they would like to respond). **Do NOT** set up separate surveys for each language, as this will create multiple datasets and may also compromise the anonymity of your respondents.

⁷ SurveyMonkey and SurveyGizmo are at least two, widely known online survey services that offer these features

CONSIDERATIONS DEPENDING ON THE SIZE OF YOUR ORGANIZATION

In order to protect the anonymity of the respondents, you will need to make certain choices about the demographics questions that you ask in the survey:

1. Age

Choose the response options that correspond to the size of your organization:

For smaller organisations (up to 250 staff)	For larger organisations (over 250 staff and where local offices have more than 10 staff – see question on location)
a. Under 35 years old	a. Under 35 years old
b. 35 years old or older	b. Between 35 and 44 years old
c. Prefer not to say	c. Between 45 and 54 years old
	d. 55 years old or older
	e. Prefer not to say – CODE 3

2. Location

- A. For the question “Where are you based?”, insert a dropdown list choosing one of the following options:

If you have at least 10 staff per location	If you have less than 10 staff per location
<ul style="list-style-type: none"> - Full list of country offices + HQ <p>OR</p> <ul style="list-style-type: none"> - List of regions in which your organization operates* 	<ul style="list-style-type: none"> - List of regions in which your organization operates, ensuring there are at least 10 staff per region, otherwise you might need to group regions* <p>OR</p> <ul style="list-style-type: none"> - Do not include this question

* A generic list you can use is:

- | | |
|--------------------|--------------------------------|
| 1. West Africa | 9. South Asia |
| 2. East Africa | 10. Central America and Mexico |
| 3. Central Africa | 11. South America |
| 4. Southern Africa | 12. Australia/Pacific |
| 5. North Africa | 13. North America |
| 6. Middle East | 14. East Europe |
| 7. Central Asia | 15. West Europe |
| 8. East Asia | 16. South East Europe |

- B. For the question “Are you based in the organization’s headquarters or in an another office?” , insert a dropdown list choosing one of the following options:

If you have at least 10 staff per type of office	If you have less than 10 staff per type of office
<ul style="list-style-type: none"> a. Headquarters b. Regional Office c. Country/field Office 	<ul style="list-style-type: none"> - Group options b&c in a single option, i.e. Regional, Country or Field Office <p>OR</p> <ul style="list-style-type: none"> - Do not include this question

CHECK THE ANONYMITY SETTINGS

Go to your survey settings in the online survey builder that you are using. Check the option ‘Collect anonymous responses’ or similar. Ensure that the system will not record the IP address or any geolocation data of respondents.

Specific settings will vary according to the provider.

STEP 2. SEND THE SURVEY TO STAFF AND COLLECT RESPONSES

The survey should be sent to ALL your organization’s staff, including volunteers, interns and temporary contractors integrated in the organization’s work teams.

For staff that may not have an institutional email address, efforts should be made to compile their private email addresses and/or WhatsApp (or Telegram, Viber, etc.) contacts in order to send them the survey via those channels.

Communications to staff regarding the survey should emphasize on its purpose: preventing SEAH in the organization, and promoting a culture of safeguarding for staff and beneficiaries.

Additionally, communications regarding the survey should:

- Incentivize staff participation
- Provide assurance to staff about the anonymity of their responses
- Refer to how this information will be used by senior management and leadership to continue the organization’s efforts against PSEAH

SEND THE SURVEY BY EMAIL

SURVEY LINKS:

You should generate a **generic link** to the survey and send the same link to all those invited to take part in the survey. Using a generic link adds another layer of protection of the anonymity of respondents.

Do NOT use the feature for creating individual survey links: Online survey systems provide the option to create email campaigns that generate individual links for each person invited to respond. These individual links help you track who has responded to the survey, send targeted reminders and associate the response to the respondent. Therefore, they do not protect the anonymity of respondents.

EMAIL TEMPLATE:

Here we provide some suggested language that you can use to send the survey out to your staff. You can adapt this to suit your organization's culture and communications style.

Dear colleagues,

As you may already know, our organization has taken the [InterAction CEO Pledge on Preventing Sexual Abuse, Exploitation, and Harassment by and of NGO Staff](#). In our effort as an organization to move from Pledge to Action, we have worked with other InterAction members to develop a staff survey that will contribute to a stronger safeguarding culture in our organization.

This survey is the first step in a process of reflection, conversation, and action that will help to make our organization a safer place both for staff and the communities that we serve; an organization that actively prevents and protects staff and communities from all forms of Sexual Exploitation, Abuse and Harassment (SEAH).

Responses to the survey are completely anonymous. The surveying system that we use will not record your IP address, geolocation or any other identifying information.

The survey will take less than 15 minutes of your time. Please respond as soon as you can. The survey will close on [DATE]*.

[CLICK HERE TO START THE SURVEY](#) [INCLUDE LINK]

When you have clicked on the link you will be able to choose the language in which you wish to respond: [INSERT LIST OF AVAILABLE LANGUAGES]

This survey is not a reporting or complaints mechanism. Any information you share in this survey will be anonymous. If you would like to report anything you have experienced or witnessed, you can find out what to do here: [LINK TO NGO'S POLICY/PROCEDURE]

If you have any questions regarding the survey, please write to [INSERT EMAIL ADDRESS]

Thank you in advance for contributing to our fight against sexual exploitation, abuse and harassment,

[NAME]

** We recommend keeping the survey open for a minimum of 2 and a maximum of 4 weeks.*

SENDING OUT REMINDERS

We recommend sending out weekly email reminders. Since you are using anonymized links, you won't be able to send out reminders targeted to only those who have not yet responded.

Here is some suggested text for the reminders:

Dear colleague,

Over [XX] people have already completed the staff survey on Sexual Exploitation, Abuse and Harassment of and by NGO staff that was launched last week [ADAPT AS APROPPRIATE]. But we would like to hear from everyone!

If you have not responded yet, you can access the survey [HERE \[INSERT LINK\]](#)

The survey will close on [DATE]!

With best regards,

[NAME]

BE CREATIVE

Creativity in communications can enhance engagement with the process and incentivize a higher response rate. Here are some ideas that have been used by NGOs implementing similar processes:

- Produce a short video motivating people to share their perspectives in the survey. Include a powerful combination of staff members from the CEO to frontline staff and/or volunteers
- Create a GIF that can be posted in the internal social media and/or intranet landing page
- Create colorful posters that can be put up in different workspaces letting people know about the importance of the survey or thanking those who have already responded and asking the rest to engage too
- Engage a team of internal ambassadors that bring that spread the message through informal conversations and networking

A NOTE ON SAMPLE CALCULATIONS:

As we said earlier, the survey should be sent to all your staff, as everyone should be given the opportunity to share their opinion and perceptions regarding SEAH in the organization. Responding to the survey is of course voluntary, which may lead to low response rates, rendering the results not representative of the whole of your staff.

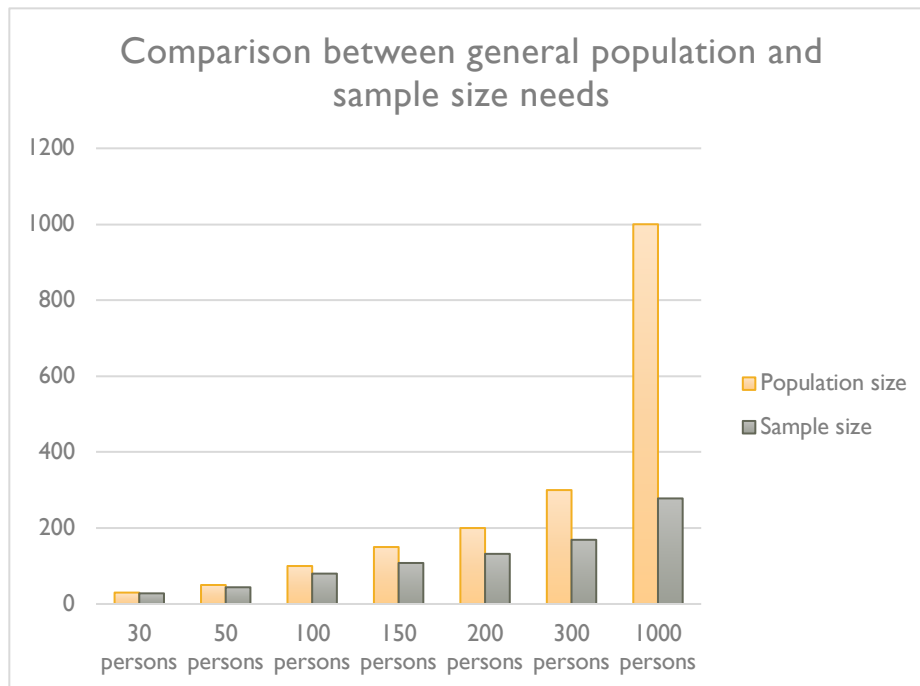
In order to set a target for the responses to be representative of your workforce, it is advisable to use a simple sample calculator to estimate the number of responses that you would need to collect.

One such example is the [Sample Size Calculator](#) provided by Creative Research Systems. The calculator asks you to fill-in three factors:

- a) Confidence level. **It is widely chosen to be 95%** and during the analysis it would be interpreted as:

The results are pointing to the X finding and in case we were to repeat the survey 100 times in the same population, we would 95 times arrive to the same finding.

- b) Confidence interval. **It is widely chosen to be 5** and it represents again a percentage. NGOs using



this survey may not need to interpret this but it generally shows that if the result to a Yes/ No question was 70% “Yes” & “30% “No” in the sample, then we are confident that in the population it would be $\pm 5\%$ therefore 65-75% “Yes”, and 25-35% “No”.

- c) Population. This is total number of your staff members

Adding the above specs to the online tool, we get the following:

We see that the smaller the total population size is, the larger the need for a higher response rate. Again, this is more demanded in research purposes. Some organizations will have to survey small populations, such as organisations of around 30 persons and therefore it will be hard to achieve a 28/30 response rate.

WHAT IF THE SAMPLE IS NOT REPRESENTATIVE?

In a research context it is widely suggested to accurately design the sampling method and the sample size to confidently attribute findings to the general population (in this case all staff members of your organization). This is not necessary in projects where the objective is to get a “picture” or listen to your constituents and not necessarily confirm a big finding. However, it is also important to not diverge from those principles significantly enough that is going to result in biased data.

A non-representative sample of respondents does not invalidate the data collected, but rather indicates that caution should be used in the presentation of the results, avoiding generalizations issued from the survey results.

STEP 3. SUBMIT YOUR DATASET TO INTERACTION

All organizations that use the questionnaire presented here, independently of whether they use it as a standalone or integrated in another survey, are requested to submit their anonymized raw data to InterAction.

There are two reasons for this:

1. InterAction will be able to combine all the data in a single dataset and present its members with benchmarks for each question. Benchmarks will provide you with a point of reference to better understand your survey results: are your findings similar to those of other NGOs or are you below/above average?
2. InterAction will be able to analyze the data and understand trends affecting its membership: are NGOs making progress collectively? Are there certain types of NGOs that seem to be making more/less progress than others? What is the evolution overtime?

There are two steps that you need to follow in order to submit your dataset to InterAction:

FILL IN THE DATASET TEMPLATE

1. Once you have closed your survey, export from your online survey tool the survey raw data in an .xlsx format
2. Make sure that you export data with **reporting values** (not the text of the response options).
3. Copy your data in the dataset template provided in Annex B. Do not alter the order or the headings of the columns in the template.
4. Complete the required information following the instructions in the template
5. **Save your template in .xlsx** format (using this extension is very important, as otherwise the system may not recognize the file), avoiding to use the name of your organization if you do not want the data submitted to be associated to your organization.

ANONYMOUS ELECTRONIC SUBMISSION

1. Click on this link: <https://www.surveygizmo.com/s3/5418154/Anonymous-dataset-submission>
2. Answer some simple questions regarding the characteristics of your organization
3. Upload your dataset. Your submission will be completely anonymous.

STEP 4. ANALYZE YOUR DATA

Now that you have collected your responses, it is time to analyze your data. Most online survey tools will also provide analysis features that are easy to use. For more sophisticated analysis, you may choose to export your data and then import it in a data analysis software (such as SPSS, Stata or R).

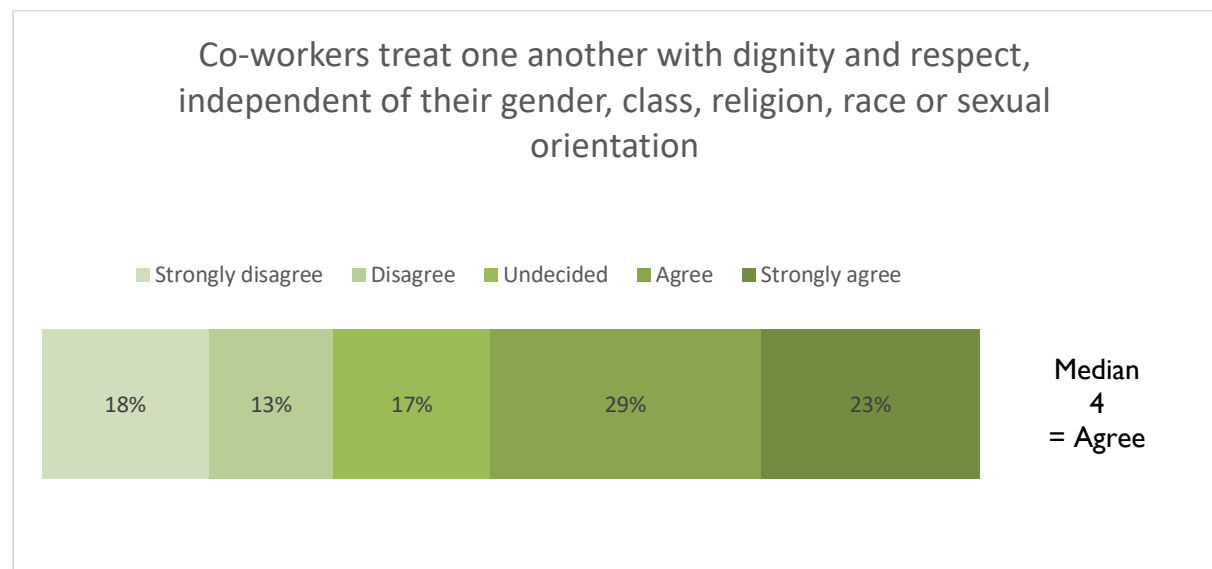
Here we do not provide exhaustive guidance on all the analyses that you can do of the survey data, but rather highlight a few key points in relation to this specific questionnaire.

FREQUENCIES AND THE USE OF MEDIAN/MEAN FOR LIKERT SCALE QUESTIONS

We recommend the **use of median over the use of mean** when ordinal/ discrete (1-5) scales are in use, as is the case in this questionnaire. This is because the mean can take decimal values that are not easily interpreted. Think of an example scale where the 1 represents the answer option “Completely disagree” and 2 the “Disagree”. A possible mean could be 1.3 which does not correspond to anything in our scale. In contrast, the median shows us what the average person responded and it is always an integer. **The only exemption in the use of median over the mean is when we have very small samples. In these cases, the median does not represent the outliers and therefore we choose to use the mean⁸.**

HOW TO BEST PRESENT RESULTS OF A 1-5 SCALE?

The median and mean are offered for a quick one-number presentation, but they are not efficient in presenting the distribution of responses. For example, if 20% responded “1”, 40% responded “3” and 20% responded “5” then the median for this question will be “3” but presenting only this would mean that we lost the information that 2 large proportions of our respondents completely disagreed with each other. **It is important to therefore present the percentages for each answer option of every 1-5 scale question along with the mean or median for that specific question (as per the example below).**



ANALYZING THE FALL-OFF PATTERN

The fall-off in a survey is the question where respondents tend to drop the survey. Online survey systems tend to offer a feature for the analysis of the fall-off pattern. In voice systems, where sensitive topics are explored respondents may react by stopping the survey. We suggest that you undertake an analysis to see if there is a fall-off pattern since this could flag important findings in itself:

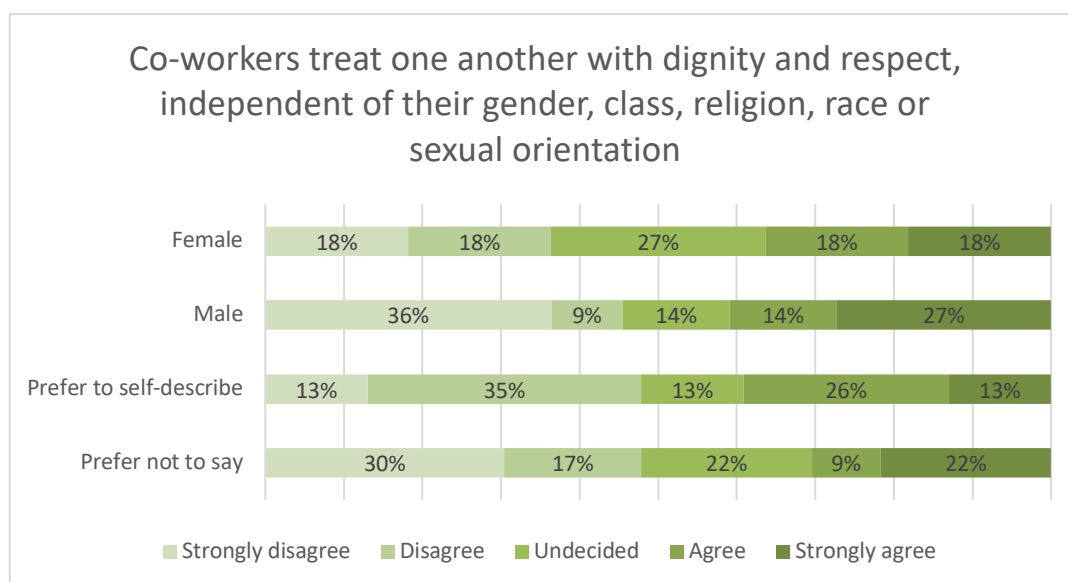
- Respondents may drop the survey during a sensitive question because it may cause stress.
- Respondents may get worried of exposing their identity when a question speaks to a very specific event that them and only them have experienced.
- Respondents may feel that the survey questions diverge from their problem instead of approaching it.

⁸ Despite the fact that outliers are disliked in other disciplines, they are very important for voice and feedback systems.

For the reasons above it is important to know if and when respondents drop the survey and if possible to segment by gender to further investigate who may have dropped it.

SEGMENTATION OPTIONS (GENDER, AGE, LOCATION)

The questionnaire has a particular focus that most times is affected by gender. You should disaggregate the final results of each question by the demographic questions with special attention to the gender segmentation (see example below).



This may reveal different experiences and/ or different understandings and this could be a fertile ground for learning, change and organizational growth in the future.

If applicable, you should also segment the results by age to gauge any issues related to the intergenerational gap when it comes to SEAH.

Similarly, segmentation by location/region can reveal important patterns, for example regarding how local culture may affect attitudes in relation to SEAH.

If the size of your sample allows it, we would suggest that you carry out some intersectional analysis too, by looking how different conditions affecting a respondent also affect their perceptions and attitudes towards SEAH (for example, by combining gender and age, or gender and location).

BENCHMARKS

When you carry out the analysis of your survey results, you should ask InterAction to provide you with benchmarks on the different questions. This will facilitate the interpretation of your results through the comparison with your peers.

QUALITATIVE ANALYSIS

The questionnaire includes a small number of open-ended questions. Do not be disappointed if most answers to these questions are not useful or are not directly related to the question. Look for issues that give you

elements for interpreting your quantitative results: for example, are respondents expressing a genuine interest in the process, or are they saying that this is a waste of time or that too much emphasis is being given to SEAH, when in their opinion it is not such an important issue? Comments provided in these questions will also help you identify issues to explore further in the follow-up dialogue sessions.

STEP 5. REPORT THE RESULTS

Results of the survey should be **communicated internally to staff the soonest possible**, including the **management's response to the findings and what actions** will be taken to tackle the issues that have risen from the analysis.

You can share the results in various ways and we suggest that you combine two or more approaches to do this:

- Share a written report
- Do an email announcement from the CEO or other Sr Management with key points
- Organize presentations in staff meetings or brown bags
- Organize a webinar to present and discuss the results
- Put up posters in the workspace with key points from the findings

In the sake of transparency and accountability, but also for contributing in the advancement of the fight against SEAH in the sector, you should also consider **external reporting options** such as:

- Publishing a report on your website
- Sharing findings in sector conferences
- Publishing a blog or article with key points

As with internal reporting, particular emphasis should be given on what the results will be used for and what actions the organization intends to take to respond to the feedback received.

STEP 6. FOLLOW-UP DIALOGUES WITH STAFF

A survey carried out in isolation, may be perceived as an extractive and sterile activity if staff do not see clearly how their feedback is used to drive improvement. For this reason and also for exploring further issues identified in the survey that are not clear, we recommend that you organize follow up dialogues with your staff. Specific guidance on how to carry out these dialogues is provided in Annex C.

STEP 7. MEASURING PROGRESS OVERTIME

In order to be able to gauge changes overtime in staff perceptions and assess progress made by the organization overtime, we recommend that you **repeat the survey annually**.

Each time that you repeat the survey, you should make sure to submit your dataset to InterAction as explained in Step 3.