

Title: Our community is reconnecting but hybrid working presents us with challenges

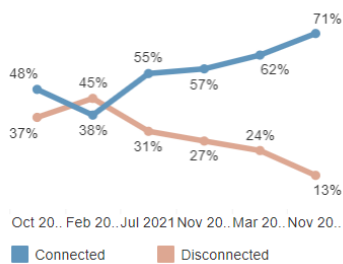
Summary: Almost 3,000 colleagues (59%) participated in our latest pulse survey. Discover the key results and how we will follow up on them.

Body (article):

We started our pulse surveys in October 2020 to check in with colleagues as we collectively navigated our way through the pandemic. We have continued the surveys as we returned to the office and moved towards our new way of working. The surveys allow us in HR to pick up on trends and to prioritise areas for improvement.

Beyond that, the results also create a basis for discussions at division and business area level on what is working and what needs to change. We all have a role to play in learning from the results. Our latest survey, the sixth in the series, opened in early November. See below some key outcomes.

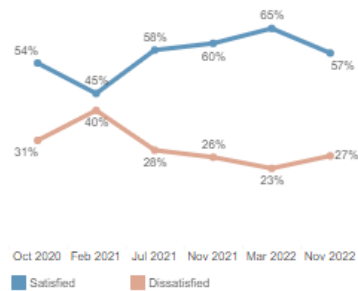
Connectedness with team



An increase in connectedness...

The gradual return to the office has further improved the sense of connection colleagues feel towards their teams. This indicator is now at the highest level since our series of surveys began. In the open comments, several colleagues shared with us that they enjoyed meeting again in person over coffee or lunch when in the office.

Work-life balance in the past month

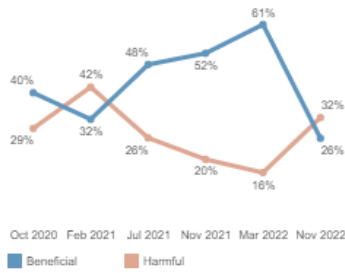


... but a decrease in work-life balance and mental health

The well-being and productivity indicators declined significantly, reversing the improvements seen in recent surveys. Looking closer at the results, many colleagues gave more neutral scores than negative ones.

Possible reasons for this might be the uncertainty around the new teleworking policy (not yet finalised at the time of the survey) and the GSA, the Russian invasion of Ukraine and the high level of inflation.

Mental health impact of work



Last data update: 21-Nov-22

The picture on workload and extra working hours remains unchanged. 39% of colleagues continue to work at least 5-6 extra hours every week and 13% work nine or more additional hours per week.

To help you keep your well-being and mental health in mind, the [Virtual Centre of Well-being](#) offers a wealth of resources. Make sure to take a look at the [next round of webinars](#).

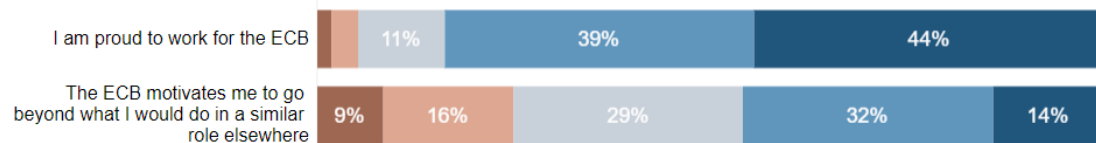
You can also get in touch with our [Social Counsellors](#), use the [Employee Assistance Programme](#) or contact [the Medical Centre](#). They are there for you and ready to help.

Proud to work for the ECB...

Most of you are proud to work for the ECB and would recommend it as a great place to work. However, only 46% agree that the ECB motivates you to go beyond what you would do in a similar institution elsewhere. 69% of you feel that you have access to the relevant learning and development opportunities and 68% agree that the ECB work environment enables you to do your job well.

Employee engagement:

Strongly disagree | Disagree | Neither/ nor | Agree | Strongly agree

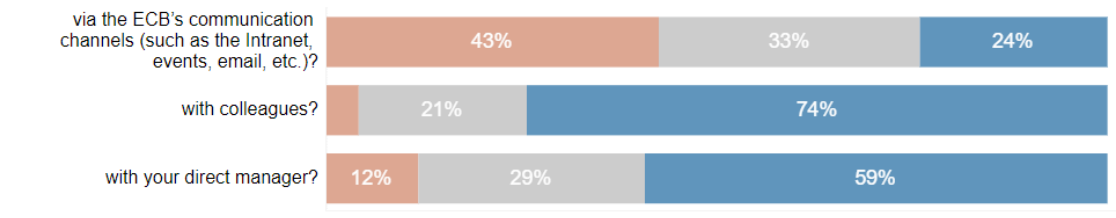


... but sometimes uncomfortable speaking up with concerns about hybrid working

Most of you feel comfortable sharing concerns around hybrid working fully or partly with colleagues and managers, but 43% do not feel comfortable doing it publicly via ECB's communication channels.

Comfortable to openly share concerns around hybrid working:

No | Partly | Yes



You feel well equipped to work in a hybrid way...

Most colleagues are satisfied that they have the right level of skills to work in a hybrid way and are confident using our digital collaboration tools. They also expressed satisfaction with the inclusive behaviours around hybrid work.

How was your office experience?

Not enjoyable at all | Rather not enjoyable | Neutral | Somewhat enjoyable | Very enjoyable | Does not apply



... but challenges remain and there are differing opinions on how to respond to them

The number of meetings and the registration tool for teleworking are two factors that many colleagues are dissatisfied with, 29% and 28% respectively. There is an enhanced teleworking request tool available in ISIS as of January.

Top three factors that colleagues agreed would improve the hybrid working experience include

- clearer separation between work and free time
- better IT equipment and tools
- more spaces adapted to hybrid work

Colleagues shared their view that the meeting rooms are uninviting and taking calls in a shared office is disruptive. Almost 100 colleagues also raised the low temperatures in the ECB buildings.

While more than half of you think that setting regular hours or days for on-site work would not improve your hybrid experience, in the open comments there were many references to this being needed. Several colleagues also flagged the need for more coordinated on-site activities, be it across the ECB (e.g., Christmas party and summer events) or locally on the business area level. Many colleagues called for clearer rules on hybrid work and common guidelines for managers.

The below links may be helpful for those of you who are not yet familiar with them. Bookmark them for quick access later!

- [Hybrid Working Guide](#)
- [Hybrid leadership](#) (especially for managers)
- [How to use the hybrid meeting rooms](#)
- [The hybrid e-learning modules](#)

How can we work together to follow up on the results of this survey?

- Each business area will have their own topics to follow up on. We encourage you to look at the [dashboard](#) to see the results for your business area and division. Use the benchmarking tabs to compare them to the ECB wide results.
- We are asking managers and team leads to reflect on the results of their area and to initiate discussions with their teams on what is working well in the hybrid environment and what can be improved.
- Common guidelines on the hybrid working, incl. for managers, are already available.
- HR will work together with IT and Administration to follow up on the feedback on meeting rooms and other office facilities.
- We would also like to remind you about the [Best practice for disconnecting outside working hours](#) and recommended meeting free times between 12:00 and 14:00 to allow for a proper break during your work day.

A final note

The pulse surveys offer all of us a chance to learn what is working well and what can be improved further. We will continue running surveys at regular intervals in 2023.

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