# Assessment of the Work Environment at ICCW

## General Overview

**Methodology**

ICCW was established based on Law No. 08/L-177 on IKKL. This law defines the organization and internal functioning of ICCW, designating it as an agency within the Office of the Prime Minister of Kosovo. According to this law, ICCW is responsible for documenting and researching crimes committed during the war in Kosovo, ensuring the collection of data on human losses, physical and psychological harm, economic/material damages, environmental damages, damages to cultural property, and other types of harm caused by war crimes.

According to the law, the ICCW has the mandate to investigate and document war crimes committed during the period from January 1, 1998, to June 20, 1999, as well as other war-related crimes until December 31, 2000, in accordance with the regulations and procedures set forth in this law. The ICCW also has the mandate to document and research crimes and other actions that led to the war in Kosovo.

The ICCW, in preparing this research for the assessment of the work environment, has used various methods and techniques to ensure that the collected information is as accurate, reliable, and valuable as possible. The research included an anonymous questionnaire, which was answered by 26 ICCW officers.

An important element of this research is maintaining the confidentiality of responses. To ensure an open atmosphere and trust from participants, it has been guaranteed that the data will be kept secure and anonymous. Participants were informed about the importance of honesty in their responses and that the results would be used solely for research purposes and for improving working conditions.

To be more effective and gather accurate information, the questionnaire included questions addressing various aspects of the work environment, including interpersonal relationships, communication, professional development opportunities and employee satisfaction levels. This process was designed to help identify factors that may affect employee performance and contribute to improving working conditions.

The questionnaire is designed with open-ended and closed-ended questions.

**Open-ended questions:** These were used to gather more detailed opinions and comments from officers. This has helped to identify factors that were previously overlooked or to better understand the concerns and suggestions they may have within ICCW.

**Closed-ended questions:** These were questions that required a specific answer, such as yes/no or multiple choice. This format was useful for collecting more structured information and comparing responses among officers.

**Analysis of Workplace Environment Assessment Findings at ICCW:** Questionnaires can also be used to assess the organizational climate, including relationships among colleagues, communication with management, and officer's sense of enclosure and motivation.

The data from the questionnaire distributed to ICCW officers indicate a positive work environment and job satisfaction. The majority of officers are happy with their work and feel proud to be part of ICCW. Cooperation and communication within divisions and across departments are rated positively. The Heads of Divisions are appreciated for their guidance and for granting officers the freedom to work independently.

The vast majority of officers are willing to work beyond regular hours to support ICCW and appreciate opportunities for professional development. Overall, ICCW appears to have a strong work culture, but there are areas for improvement, particularly in recognizing qualifications and addressing the sense of exclusion felt by some officers.

In the open-ended questions, officers expressed concerns about working conditions, communication and professional development opportunities. Suggestions for improvement include international-level training, a review of the roles of the staff psychologist and professional development officer, monthly experience-sharing sessions, and team-building activities.

Ultimately, the data indicate a positive work atmosphere at ICCW with many opportunities for growth and improvement. However, certain issues, such as group dynamics, misunderstandings, and the balance between division objectives and those of ICCW, require further attention to ensure an even healthier and more efficient work environment.

**Key Findings**

**1. Job Satisfaction and Engagement:**

The majority of officers are satisfied with their work and feel proud to be part of ICCW, demonstrating a high level of commitment and motivation. This is reflected in their strong willingness to work beyond regular hours and their dedication to the Institute's objectives. Additionally, satisfaction with workload volume is generally positive, with most officers reporting a good balance between their workload and skills.

**2. Communication and Cooperation:**

Communication and cooperation within Divisions and across Departments are highly valued, reflecting an open and efficient work environment. Officers also appreciate the strong cooperation with their Heads of Divisions, who provide clear guidance while allowing autonomy in their work. However, some concerns have been raised regarding feelings of exclusion among certain colleagues, which can also impact effective cooperation in some cases.

**3. Working Conditions and Physical Environment:**

The physical working conditions are a specific concern for some officers. Issues such as lack of space, noise, dust and insufficient essential equipment (such as computers and printers) have been highlighted as factors that negatively impact productivity and employee well-being. Addressing these concerns could contribute to a more comfortable and efficient work environment.

Some suggestions for improvement include creating more suitable workspaces, better communication management and eliminating interruptions.

**4. Qualification Assessment and Professional Development Opportunities:**

While most officers are satisfied with professional development opportunities, some express concerns about the lack of a clear development and training system. There is a demand for international-level training opportunities, including joint training sessions, interacting activities and work group initiatives that strengthen cooperation and communication among officers. Additionally, there was a single comment regarding the need to review the roles of the staff psychologist and the professional development officer. Other suggestions include activities aimed at building strong team relationships, which could contribute to a healthier and more productive work environment by enhancing interpersonal connections and helping address workplace challenges.

**5. Challenges in Communication and Cooperation:**

Although communication is generally positive, some officers note a lack of an open and honest communication culture, which can create uncertainty and partition within teams. This issue may impact staff morale and productivity. Addressing these communication gaps could help foster a more transparent and unified work environment.

**6. Job Evaluation and Objectives:**

There is an overall sense of appreciation for the commitment and efforts of officers, but some concerns revolve around the lack of recognition for qualifications and professionalism. Additionally, the alignment of strategic objectives and employee involvement in organizational processes is generally good, yet there is always room for improvement. Enhancing the recognition of officers' qualifications and ensuring deeper involvement in decision-making processes could further strengthen engagement and productivity.

**Interpretation of Multiple-Choice Questions**

General interpretation based on responses from 26 Officers in Multiple-Choice Format:

1. **I am satisfied with my job in general?**

Job satisfaction is one of the most positive aspects at ICCW. Among the respondents, 0% strongly disagree, 8% disagree, 15% are neutral, while 54% agree, and 23% strongly agree.

The 54% who "agree" and 23% who "strongly agree" is a very positive indicator. More than half of the officers are satisfied with their work. This data reflects that the atmosphere and work environment are highly favorable for the majority of the staff.

Meanwhile, the 15% of officers who are "neutral" suggests that some officers are in an uncertain position regarding their job satisfaction.

On the other hand, the 0% who "strongly disagree" and 8% who "disagree" indicate that a minimal number of officers are dissatisfied with their work. This may be due to the fact that the Institute is relatively new and the work involved can be emotionally sensitive.

From all these responses, it is evident that the majority of the staff are satisfied with their work, indicating that officers, in general, are content with their roles, which could positively influence their motivation and performance. I strongly agree, Neutral"," I agree, I disagree

Additionally, these responses are presented in the form of a chart, which allows for a clearer and simpler visualization of the data (*see the chart below*).
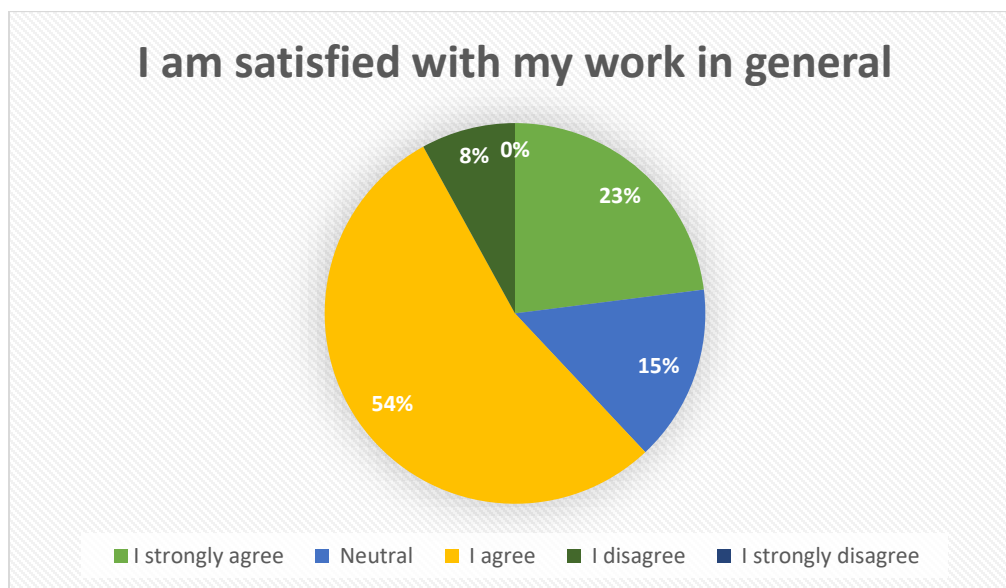


**I am satisfied with my work in general**

8%   0%
23%
15%
54%

■ I strongly agree   ■ Neutral   ■ I agree   ■ I disagree   ■ I strongly disagree

**Chart 1: Percentage of responses to the question "I Am satisfied with my job in general".**

## 2. I am satisfied with the current workload?

The satisfaction with workload is also high. No officers strongly disagree, 4% disagree, 34% are neutral, 58% agree, and 4% strongly agree.

This percentage indicates that overall satisfaction with workload at ICCW is positive. The analysis of responses shows that most officers are content with the amount of work assigned to them. Specifically, 58% of officers agree that their workload is appropriate, while 4% strongly agree. This suggests that for the majority of officers, the workload is manageable and does not cause excessive stress.

However, a small percentage of officers may feel that their workload is either too high or too low for their needs.

The chart below provides a visual representation of this data, offering a clearer perspective on the distribution of workload satisfaction. *(See the chart below).*
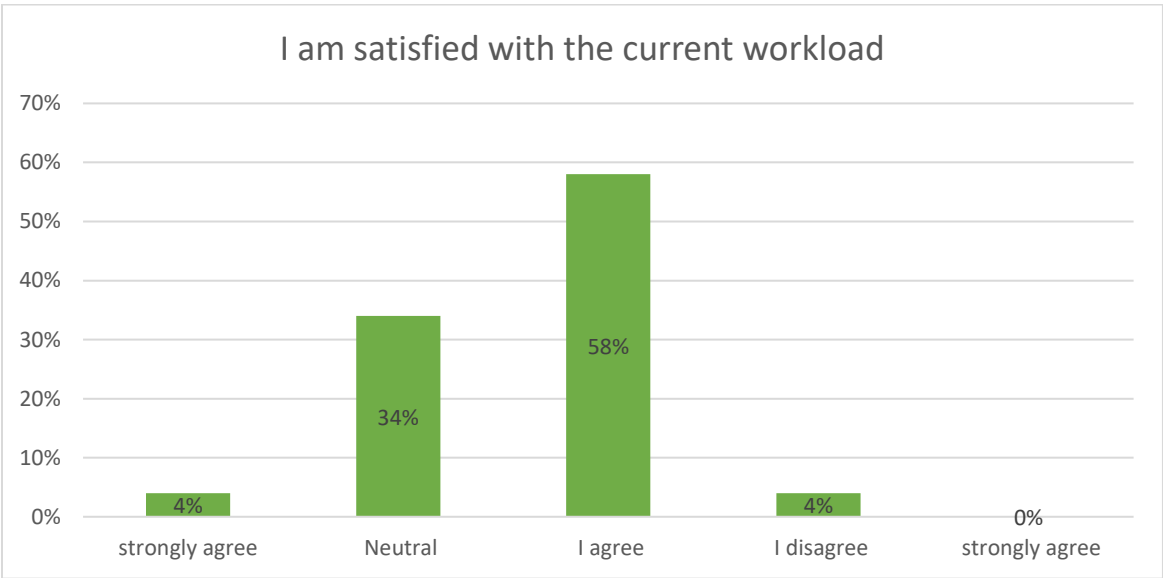


**Chart 2: Percentage of responses to the question "I Am satisfied with my current workload".**

## 3. I am willing to work beyond regular working hours to help ICCW achieve its set objectives

The willingness of ICCW officers to work beyond regular hours is significant. According to the results, only 8% strongly disagree, 12% disagree, 8% are neutral, while 57% agree, and 15% strongly agree.

This outcome demonstrates a high level of commitment and readiness to contribute to ICCW's objectives, reflecting a strong team spirit and dedication to the Institute's mission. The majority of officers are willing to go beyond regular working hours to support the organization's goals, showcasing an exceptional commitment to ICCW's success.

While 8% remain neutral and 12% disagree, these percentages are relatively small, indicating that most officers are open to working overtime. However, some may have natural limitations or feel burdened by daily tasks. This highlights the need to monitor workload and ensure a balance between commitment and employee well-being.

The chart below provides a visual representation of this data, helping to better understand the distribution of willingness to work beyond regular hours. *(See the chart below.)*
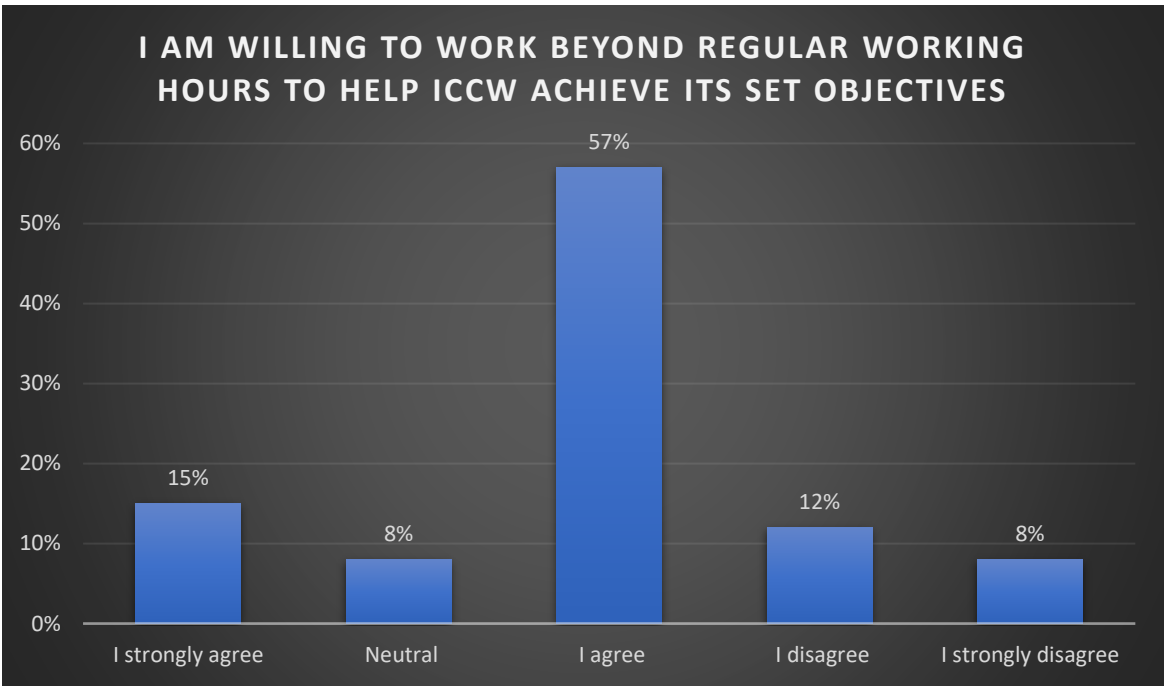


**Chart 3: Percentage of responses to the question "I am willing to work beyond regular working hours to help ICCW achieve its set objectives".**

## 4. I am proud to tell others that I am a part of ICCW?

The pride in being part of ICCW is extremely high. No officers strongly disagree or disagree, and everyone is on the positive side, with 38% agreeing and 62% strongly agreeing. This result reflects a high level of identification and commitment to the Institute.

This result shows that all staff members are proud to be part of ICCW. In fact, when a person feels honored and proud to be part of an organization, it indicates that they value and strongly believe in its mission, activities, and values.

A key observation is that no one is against or has a neutral stance towards ICCW. This is a clear sign that ICCW has managed to create a staff that has strong trust in the organization, with everyone focused on the institution's goals and mission.

The chart below provides a visual representation of this data. *(See the chart below.)*
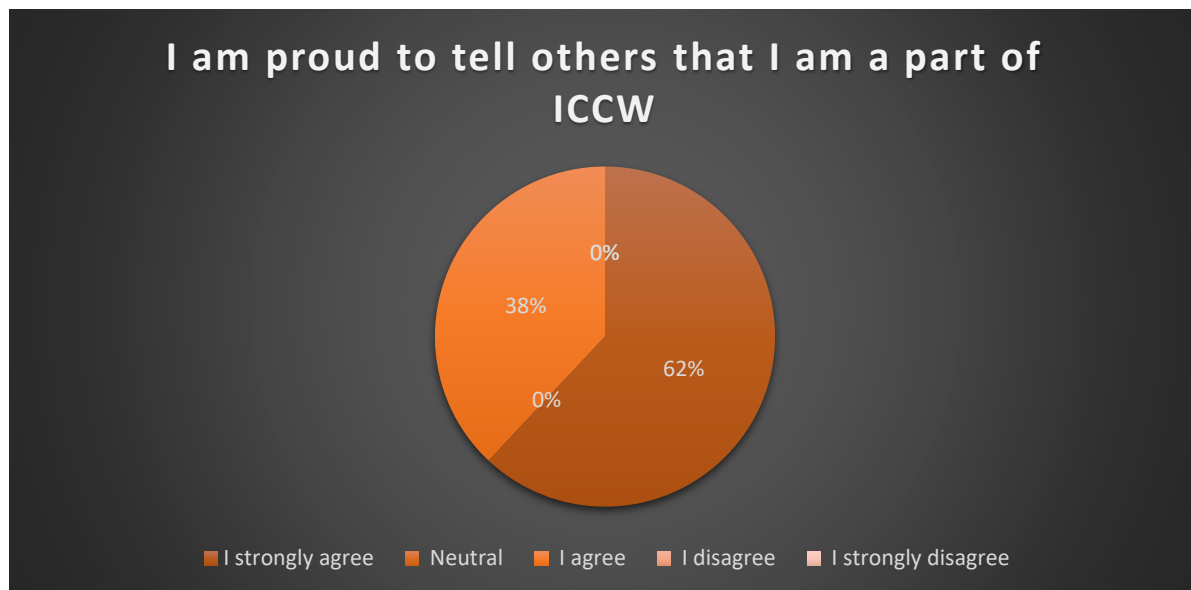
**Chart 4: Percentage of responses to the question "I am proud to tell others that I am a part of ICCW".**

### 5. I positively value the communication and cooperation with the staff in the division/office where I work?

These results indicate that communication and cooperation within the division are highly valued. No officers strongly disagree or disagree, while 15% are neutral, 50% agree, and 35% strongly agree.

The findings show that the majority of staff members agree or strongly agree regarding communication and cooperation within their division. This is an extremely positive outcome, demonstrating strong support and a high level of commitment among most officers toward teamwork and communication in their respective offices. The overall percentage of positive responses is 85%, which is a strong indicator of a healthy work environment.

This result suggests a positive workplace atmosphere and effective cooperation. Furthermore, since no officers expressed dissatisfaction—meaning no one disagrees or strongly disagrees—it indicates that there are no significant communication or cooperation issues within the division.

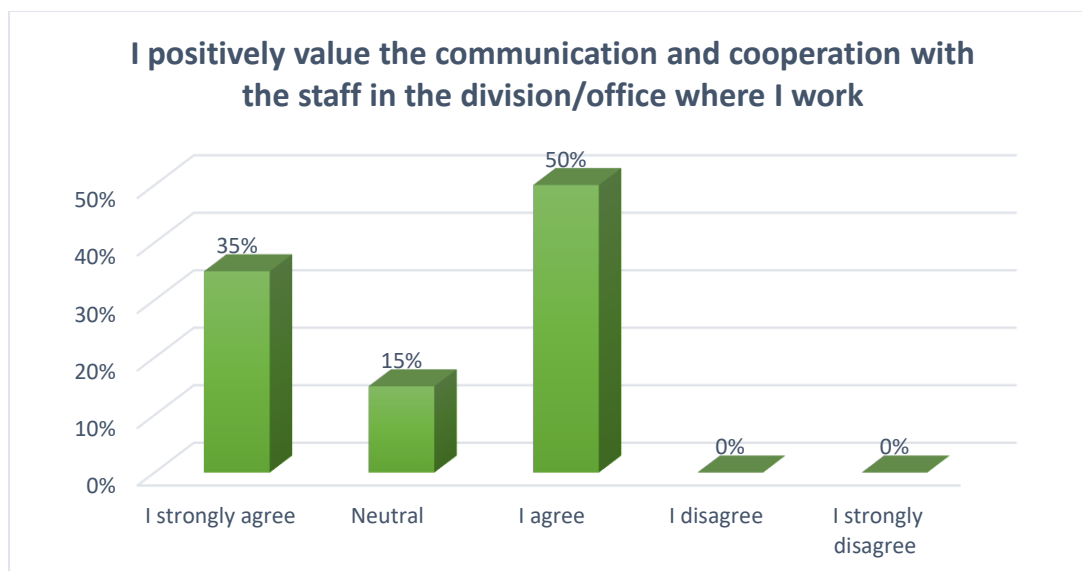The chart below provides a visual representation of these findings. *(See the chart below.)*

**Chart 5: Percentage of responses to the "I positively value the communication and cooperation with the staff in the division/office where I work".**

## 6. I positively value the communication and cooperation with the staff in other departments and divisions within ICCW?

Communication and cooperation with other departments are also positive. Only 8% disagree**,** 8% strongly disagree**,** 27% are neutral**,** 42% agree and 15% strongly agree.

This result shows a good level of coordination among departments. Cooperation is essential for the effective functioning of the Institute. The majority of officers (42% agree, 15% strongly agree) have expressed positive opinions, showing that divisions and departments are well-connected and that communication is efficient. This contributes to a more productive and well-organized atmosphere within the Institute.

However, 16% (8% disagree, 8% strongly disagree) of officers are not fully satisfied with interdepartmental cooperation. This could indicate a need for improvements, such as better communication training or clearer cooperation processes between departments.

The chart below provides a visual representation of these findings. *(See the chart below).*

**I POSITIVELY VALUE THE COMMUNICATION AND COOPERATION WITH THE STAFF IN OTHER DEPARTMENTS AND DIVISIONS WITHIN ICCW**

I strongly disagree
8%

I disagree
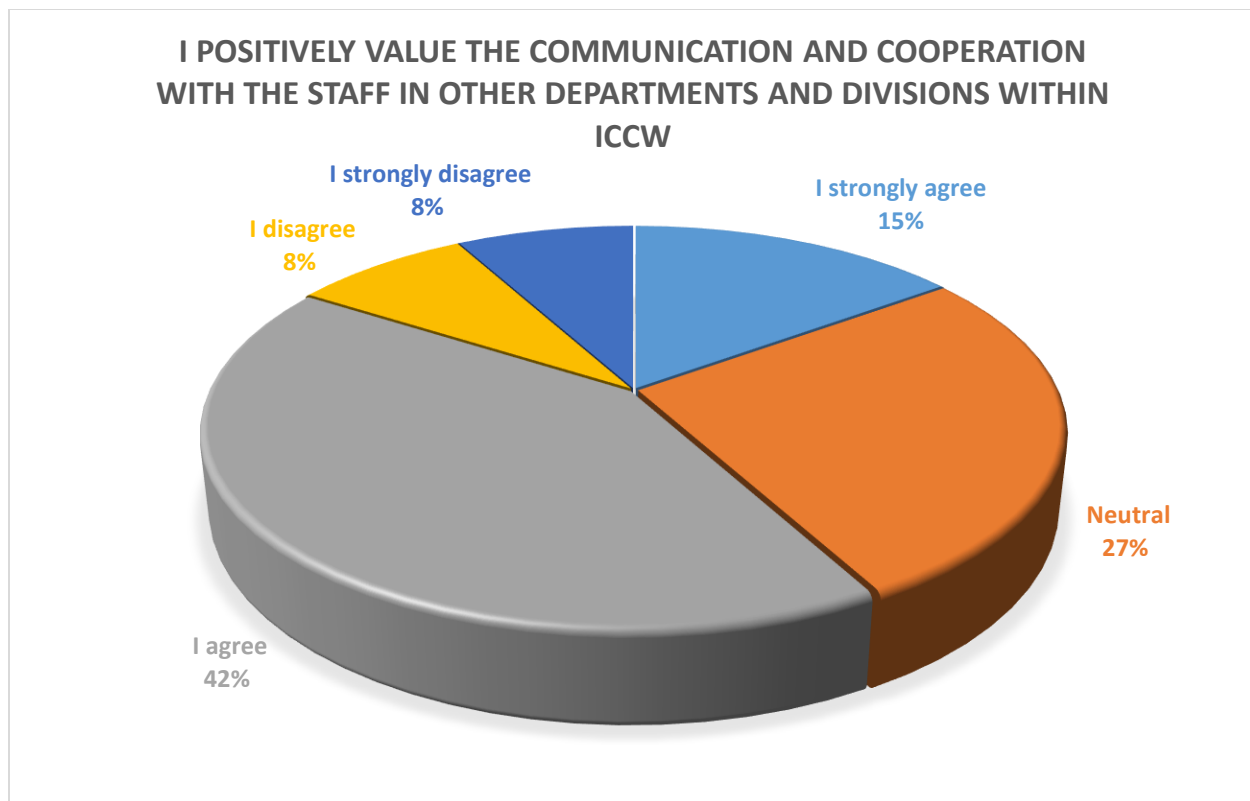8%

I strongly agree
15%

Neutral
27%

I agree
42%

**Chart 6: Percentage of responses to the "I positively value the communication and cooperation with the staff in other departments and divisions within ICCW".**

## 7. I often feel excluded by my colleagues at ICCW?

The feeling of being excluded is one of the most important issues. 0% strongly agree, 4% agree, 50% disagree, 19% strongly disagree/not at all, and 27% are neutral.

This result shows that a considerable portion of the staff feels included and does not experience feelings of exclusion. This is a positive indicator that most officers do not have issues with isolation or separation from the group and interpersonal relationships are generally good.

The 4% of officers who feel excluded is a very low percentage, but more importantly, no one strongly feels excluded (strongly agree). This indicates that exclusion is not a widespread issue within the Institute, although improvements should still be considered to ensure an inclusive environment for all.

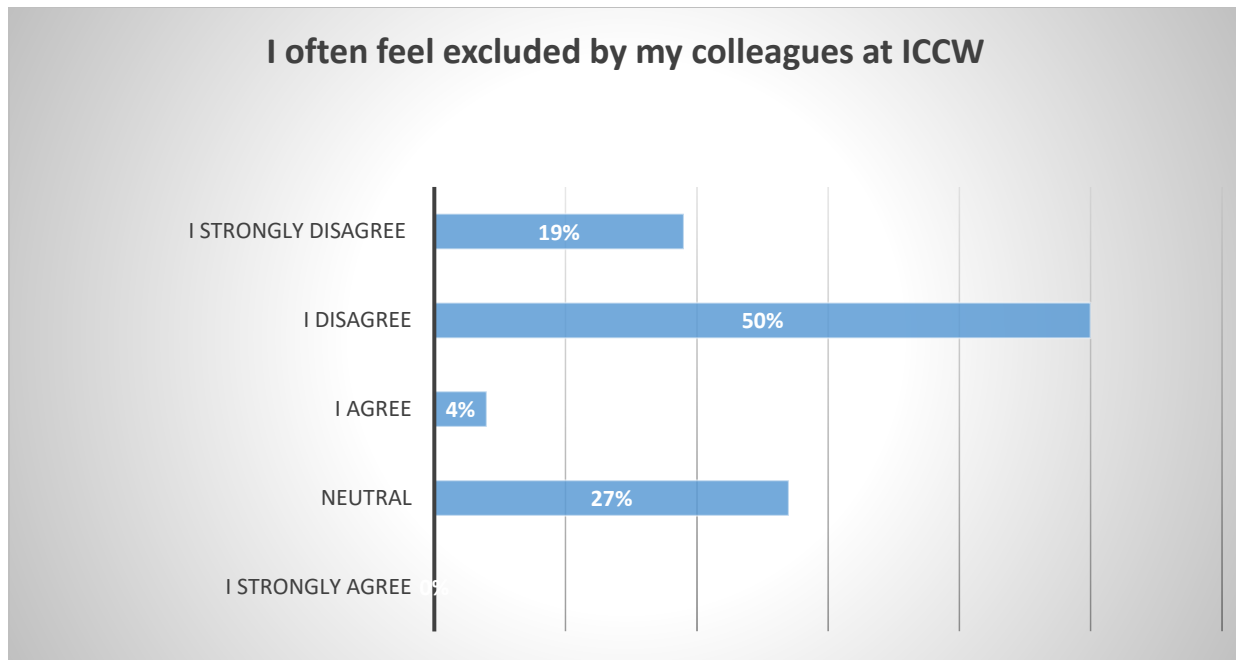The chart below provides a visual overview of this data *(see the chart below)*.

**Chart 7: Percentage of responses to the "I often feel excluded by my colleagues at ICCW".**

## 8. Groups of officers have been formed within ICCW?

The existence of officers groupings is an important indicator. Only 4% strongly disagree, 19% disagree, 31% are neutral, 31% agree, and 15% strongly agree.

This result shows a clear division in staff perceptions regarding the existence of such groupings. Meanwhile, 31% of officers are neutral, which may indicate that they do not have a clear opinion on the formation of these groups.

On the other hand, 31% agree and 15% strongly agree, which together provides direct support for the existence of groupings. This suggests that a considerable portion of the officers believe such groups are present. The result indicates the presence of groupings within the institution.

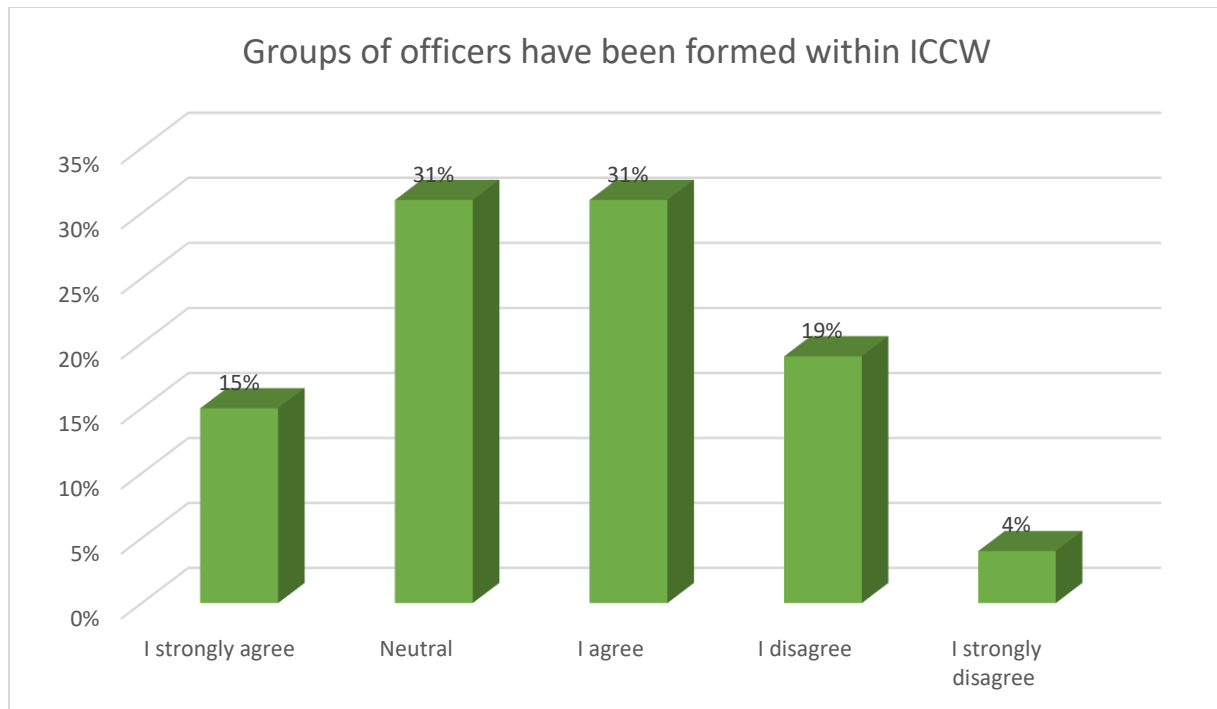The chart below provides a visual representation of this data *(see the chart below).*

**Chart 8: Percentage of responses to the "Groups of officers have been formed within ICCW".**

## 9. The cooperation with the Head is very positive?

Cooperation with leaders is rated very positively. No officer responded with the option of strongly disagreeing, 8% disagree, 0% are neutral, while 57% agree and 35% strongly agree.

This result is extremely positive and indicates a high level of trust and respect towards the leaders. The majority of surveyed staff either agree or strongly agree, showing a very good cooperation with their leaders. Additionally, this result reflects strong support from most staff for the way leaders guide their teams and help achieve objectives.

Furthermore, the data shows that no officer has expressed strong dissatisfaction with the leadership. No one selected the "strongly disagree" option, clearly indicating that everyone feels respected and valued by their leaders.

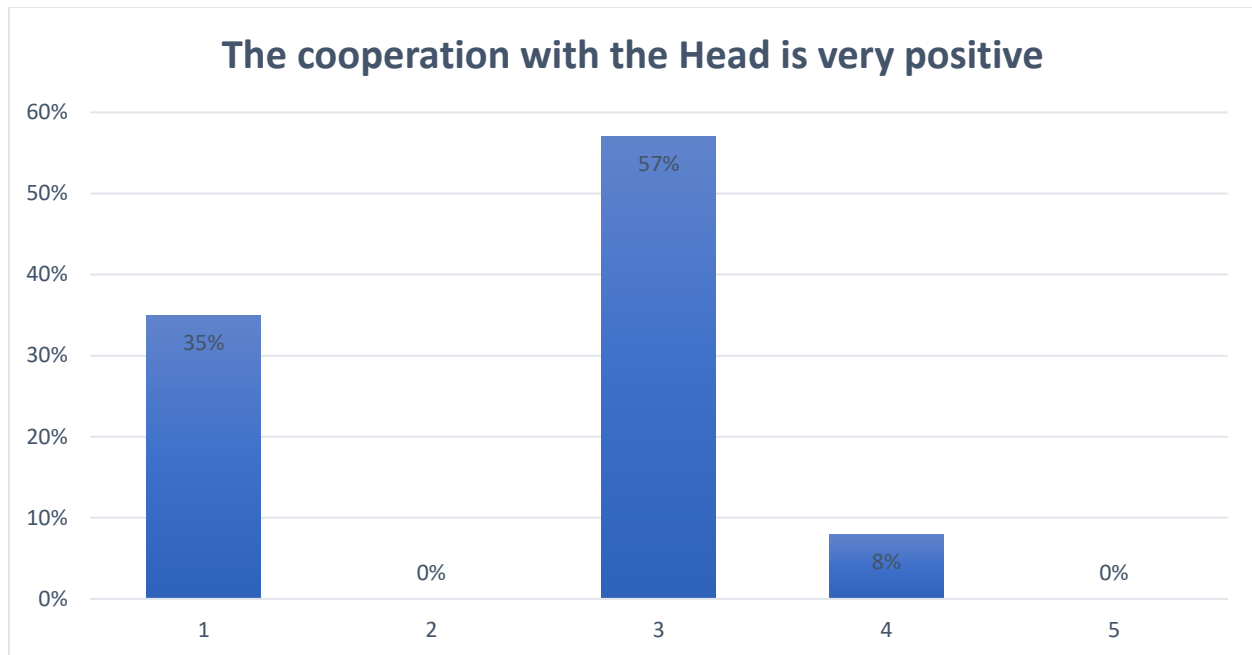The chart below provides a visual representation of this data *(see the chart below).*

**The cooperation with the Head is very positive**

**Chart 9: Percentage of responses to the "The cooperation with the Head is very positive"**

**10. In my position, I consider that the objectives of the division/office should take priority over the objectives of ICCW?**

The priority of division objectives over those of ICCW is debatable. Only 4% strongly disagree, 47% disagree, 19% are neutral, 15% agree, and 15% strongly agree.

A significant percentage (47%) of officials disagree with the idea that division objectives should take priority over those of ICCW. This result suggests that most officials believe ICCW's objectives should be more important than those of the division.

Meanwhile, only 4% strongly disagree, and 47% generally disagree with the idea that division objectives should take precedence over ICCW's. This indicates that some officials might believe it is natural for division objectives to align with or support ICCW's strategic goals.

If division objectives are too focused on achieving internal goals rather than contributing to ICCW's overall vision, this could negatively impact the achievement of the institution's broader objectives.

The chart below provides a visual representation of this data *(see the chart below).*

**IN MY POSITION, I CONSIDER THAT THE OBJECTIVES OF THE DIVISION/OFFICE SHOULD TAKE PRIORITY OVER THE OBJECTIVES OF ICCW**

■ I strongly agree  ■ Neutral  ■ I agree  ■ I disagree  ■ I strongly disagree
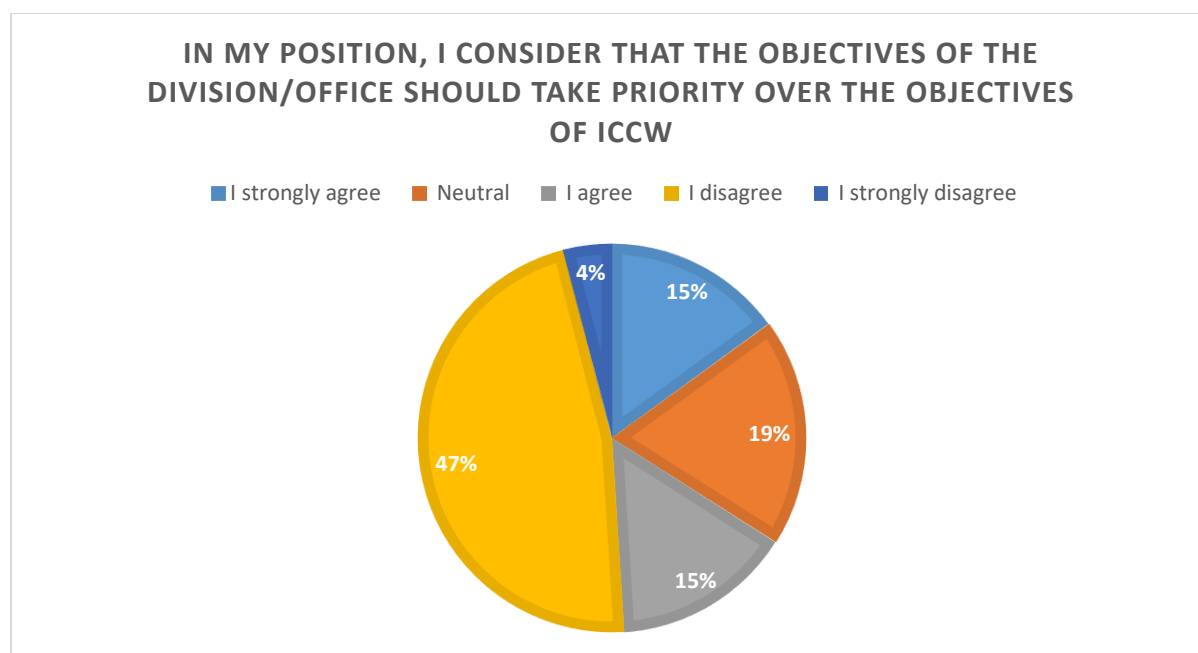
15%
19%
15%
47%
4%

**Chart 10: Percentage of responses to the "In my position, I consider that the objectives of the division/office should take priority over the objectives of ICCW".**

## 11. Informal groups within ICCW negatively affect cooperation between staff?

The impact of informal groups is an indicator that deserves attention. This is because only 4% strongly disagree, 15% disagree, 23% are neutral, 35% agree, and 23% strongly agree.

A combined percentage of 35% agreeing and 23% strongly agreeing indicates that a significant proportion of the staff believes informal groups may have a negative impact on teamwork. Based on this result, we can conclude that such groups might create tensions among colleagues and hinder open communication and cooperation.

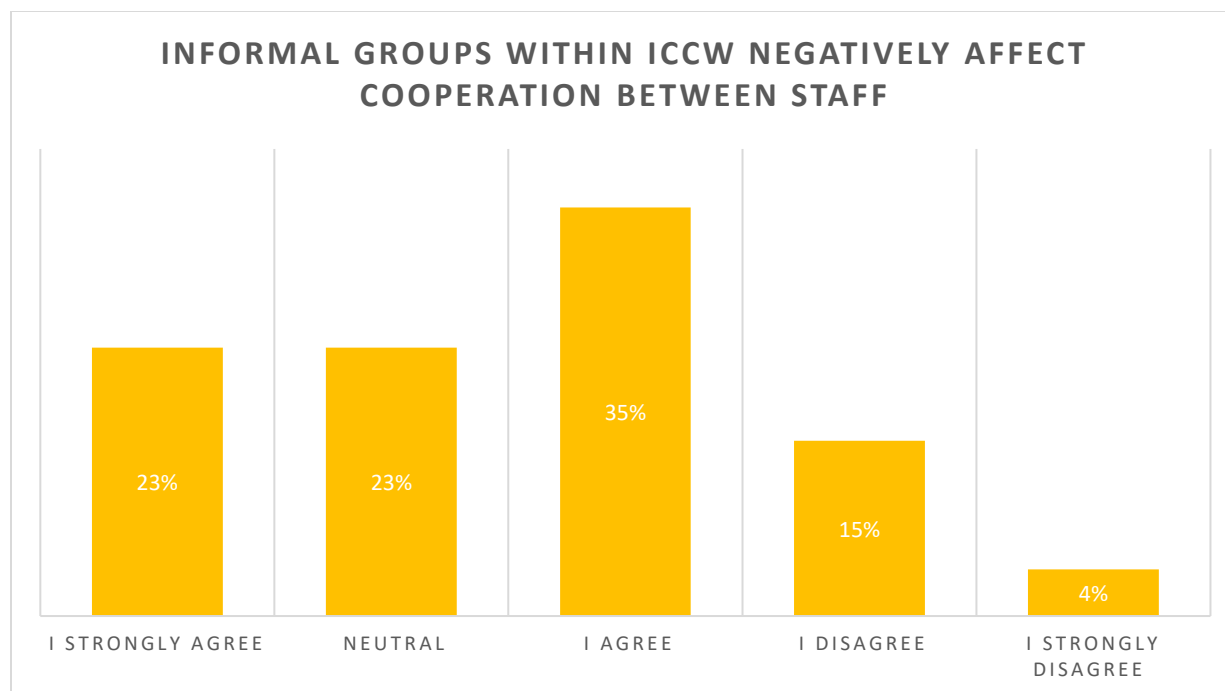The chart below provides a visual representation of this data *(see the chart below).*

**INFORMAL GROUPS WITHIN ICCW NEGATIVELY AFFECT COOPERATION BETWEEN STAFF**

| | | | | |
|---|---|---|---|---|
| 23% | 23% | 35% | 15% | 4% |
| I STRONGLY AGREE | NEUTRAL | I AGREE | I DISAGREE | I STRONGLY DISAGREE |

**Chart 11: Percentage of responses to the "Informal groups within ICCW negatively affect cooperation between staff"**

## 12. In ICCW, misunderstandings often arise as a result of a lack of communication?

Misunderstandings due to communication issues are a problem. Only 4% strongly disagree, 12% disagree, 31% are neutral, 41% agree, and 12% strongly agree.

This result indicates a need for improved communication within the Institute, as a significant proportion 41% agreeing and 12% strongly agreeing believes that misunderstandings arise due to a lack of communication within the organization.

According to this data, officers believe that poor communication is a key factor causing misunderstandings, making it difficult to clearly understand messages, objectives and tasks. A lack of clear communication can lead to misinterpretation of information, lack of coordination, and missed opportunities for making well-informed decisions.

Therefore, this result highlights the importance of improving communication within the Institute to reduce misunderstandings and enhance work efficiency.

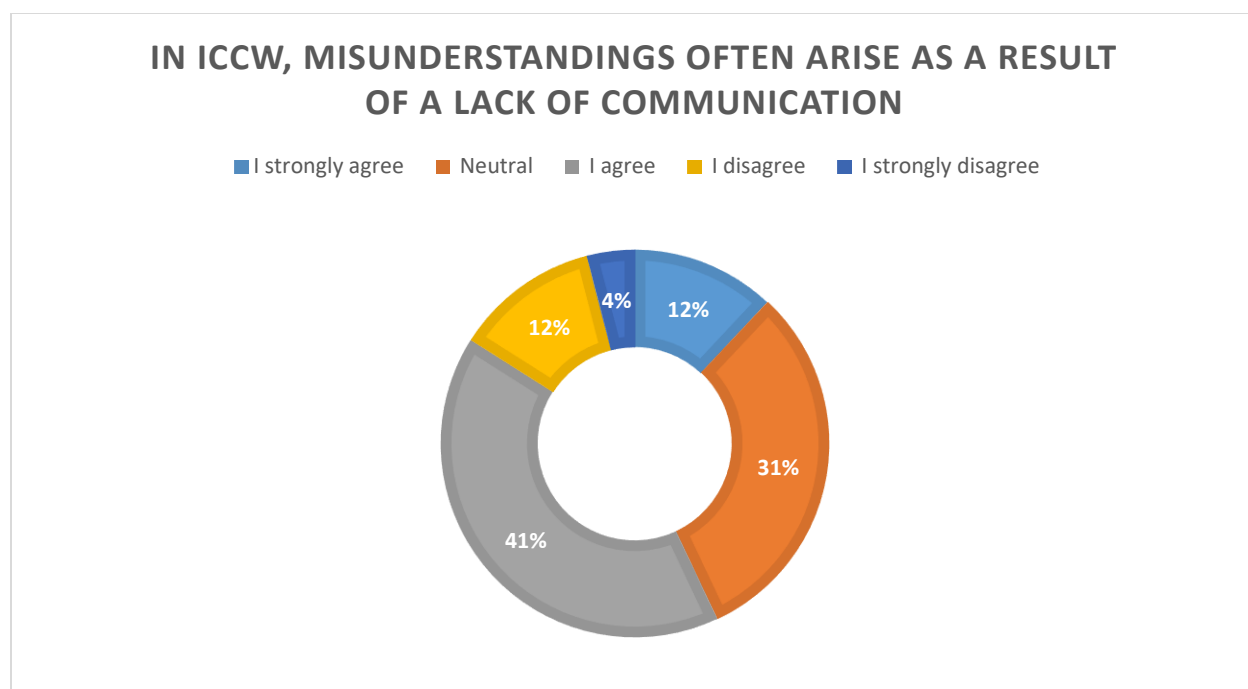The chart below provides a visual representation of this data *(see the chart below).*

**IN ICCW, MISUNDERSTANDINGS OFTEN ARISE AS A RESULT OF A LACK OF COMMUNICATION**

■ I strongly agree ■ Neutral ■ I agree ■ I disagree ■ I strongly disagree

**Chart 12: Percentage of responses to the "In ICCW, misunderstandings often arise as a result of a lack of communication".**

### 13. Strategic objectives in ICCW are shared with the officers?

The sharing of strategic objectives is rated positively. Only 4% strongly disagree, 12% disagree, 19% are neutral, 50% agree, and 15% strongly agree.

A combined percentage of 50% agreeing and 15% strongly agreeing indicates that most staff members believe that the strategic objectives of ICCW are well communicated and known among officers. This result demonstrates a good level of communication and transparency, which is essential for fostering an environment of engagement and inclusion within the Institute.

When staff are informed about the Institute's strategic objectives, they can better focus on achieving shared goals and contribute more effectively to the overall success of ICCW.

Only 4% of officials strongly disagree, and 12% disagree that strategic objectives are shared with staff. These individuals may feel that the communication of strategic objectives should be more direct and widespread, ensuring that all staff members have clear and comprehensive information about ICCW's mission and goals.

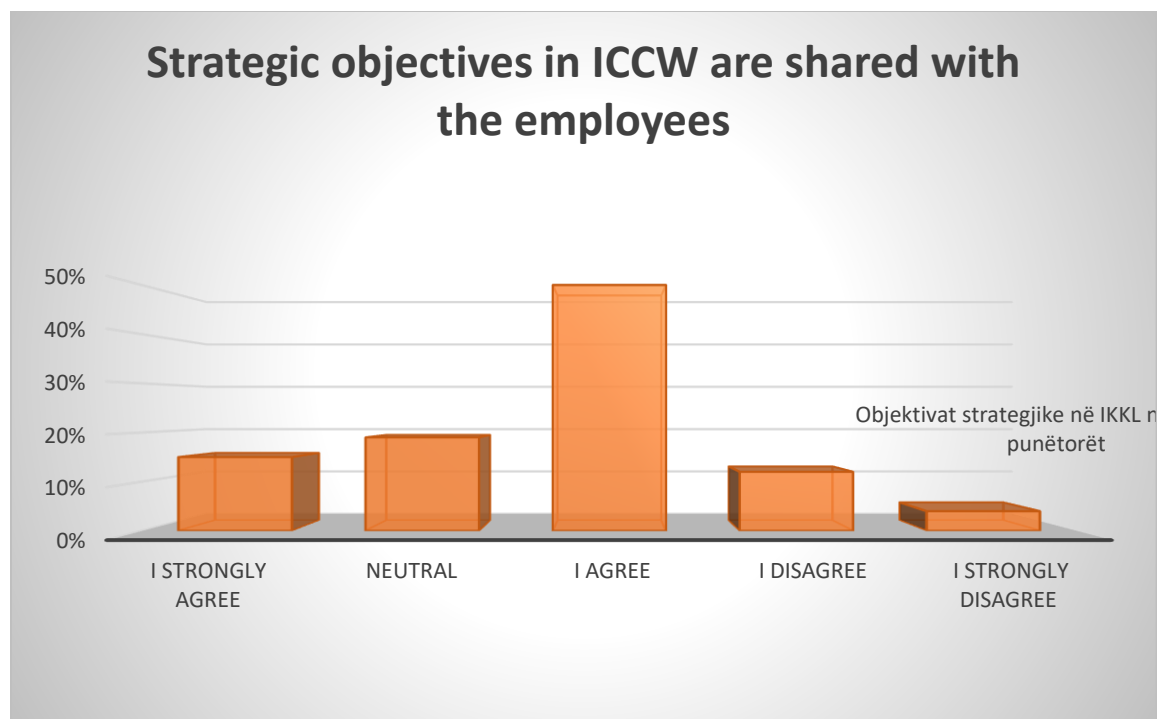The chart below provides a visual representation of this data *(see the chart below)*.

**Strategic objectives in ICCW are shared with the employees**

Objektivat strategjike në IKKL n
punëtorët

**Chart 13: Percentage of responses to the "Strategic objectives in ICCW are shared with the officers".**

**14. The Head of my Division provides me with guidance and gives me the freedom to work independently?**

The Heads of Divisions are valued for the guidance and freedom they provide. Only 4% strongly disagree, 4% disagree, 12% are neutral, 53% agree, and 27% strongly agree.

These results show that the majority of staff believe their Heads of Divisions provide clear guidance while also allowing them the freedom to develop and work independently. A Head of Divisions who offers autonomy but is also present to provide direction fosters a culture that encourages creativity and significantly enhances engagement.

The percentage of staff who disagree is small, suggesting that some may feel restricted by the way Heads of Divisions provide guidance or may not feel entirely free in their approach to work.

The chart below provides a visual representation of this data *(see the chart below)*.
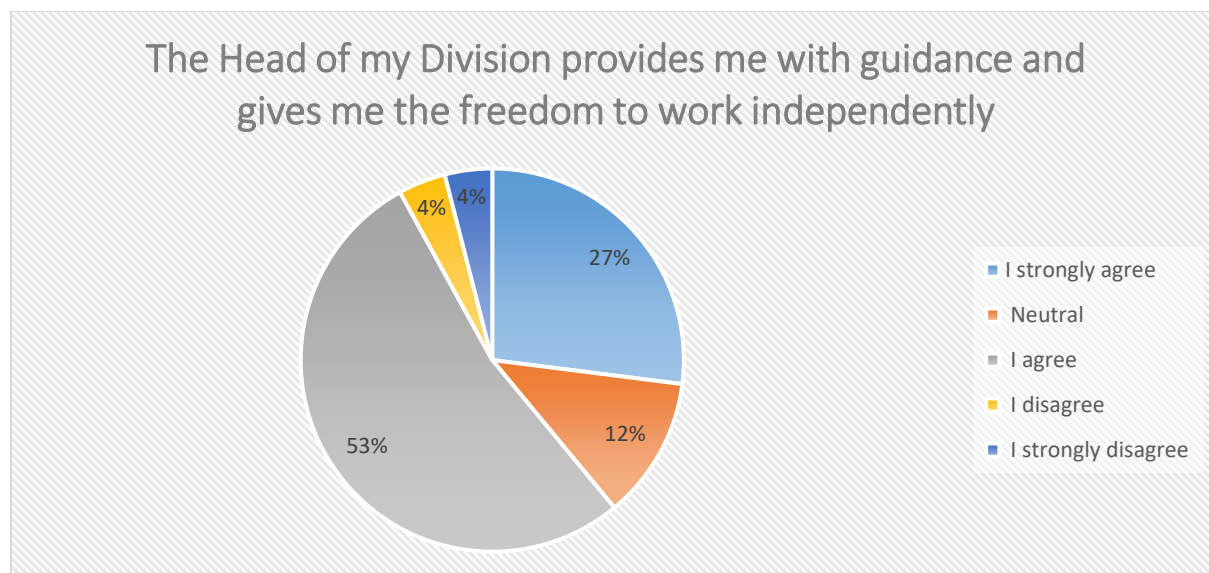
**Chart 14: Percentage of responses to the "The Head of my Division provides me with guidance and gives me the freedom to work independently".**

## 15. At work, I am treated with respect and dignity?

The level of respect and dignity in the workplace is high. No one strongly disagrees, 12% disagree, 19% are neutral, 54% agree, and 15% strongly agree. This result indicates a positive work environment and a high level of interpersonal respect.

According to the given results, the majority of staff feel treated with respect and dignity. The mentioned percentages clearly show that most officers feel respected in their workplace.

This is a very positive outcome, highlighting that a significant proportion of the staff perceives the work atmosphere as being filled with respect and dignity.

However, 12% disagree, meaning they feel dissatisfied with how they are treated at work. This could be a concern that needs to be addressed by understanding the reasons behind their dissatisfaction and taking steps to improve the work environment in those areas.

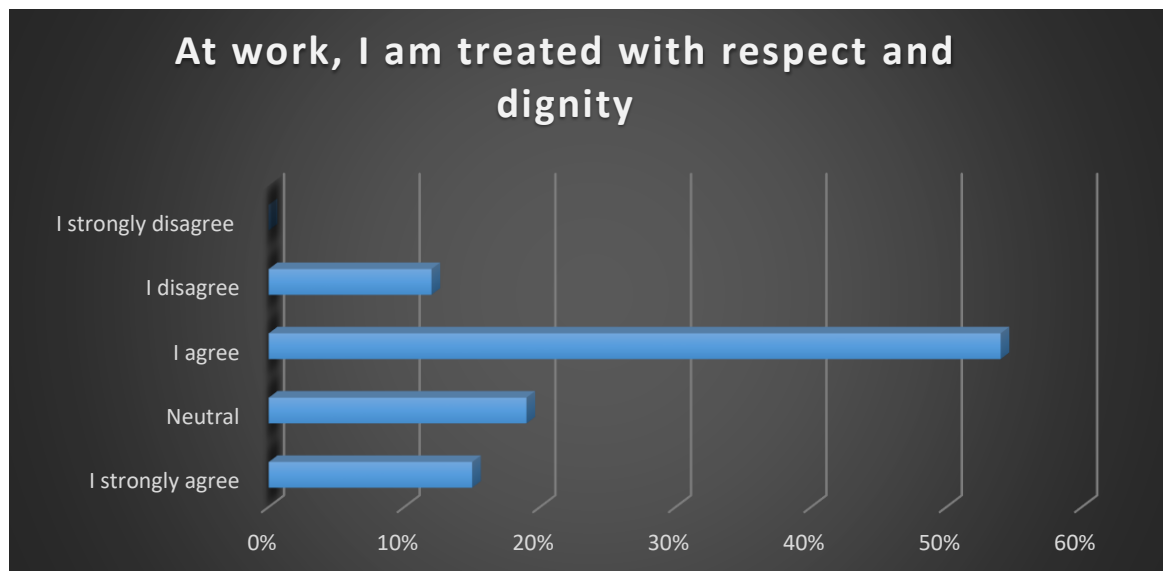The chart below provides a visual representation of these data *(see the chart below)*.

**Chart 15: Percentage of responses to the "At work, I am treated with respect and dignity".**

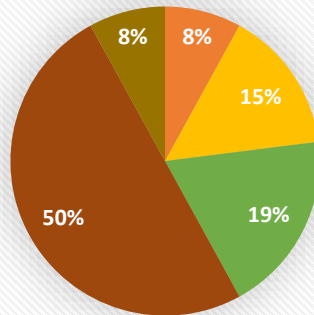## 16. The ICCW staff focuses more on working hours than on results?

Regarding this, it has been found that only 8% strongly disagree, 50% disagree, 15% are neutral, 19% agree, and 8% strongly agree. With this stance, the majority believes that it is not true that ICCW focuses on working hours.

Overall, the results indicate that most of the staff at ICCW do not believe that the Institute prioritizes working hours over results. Specifically, 50% of staff responses indicate that it is not true that the Institute places more importance on working hours, while only a very small percentage (8%) strongly agree with this idea.

This may suggest a work culture that is more performance- and results-oriented, where working hours are more flexible rather than rigid, and staff feel valued for their achievements rather than the time they spend in the office.

The chart below provides a visual representation of these data *(see the chart below).*

**The ICCW staff focuses more on working hours than on results**

- 8% — I strongly agree
- 15% — Neutral
- 19% — I agree
- 50% — I disagree
- 8% — I strongly disagree
- 8%

Legend: ■ I strongly agree ■ Neutral ■ I agree ■ I disagree ■ I strongly disagree

**Chart 16: Percentage of responses to the "The ICCW staff focuses more on working hours than on results".**

### 17. The tasks assigned to me are very challenging?

The challenge level of tasks is low. Only 8% strongly disagree, 46% disagree, 31% are neutral, 15% agree, and no one strongly agrees. This result indicates that the majority of officers do not perceive their work as highly challenging.

Overall, the results show that the tasks assigned to most ICCW officers are not very challenging. A significant proportion of the staff believes that the tasks are not sufficiently demanding, and many may experience them as routine or easy. This suggests a potential lack of opportunities for further development or that the tasks do not require significant skills or engagement.

On the other hand, 31% of respondents are neutral, which indicates that some staff members are satisfied with the level of challenge their tasks provide.

Meanwhile, a smaller group of 15% find their tasks challenging, indicating a sense of engagement and growth potential. These employees may feel more motivated and involved in their work.

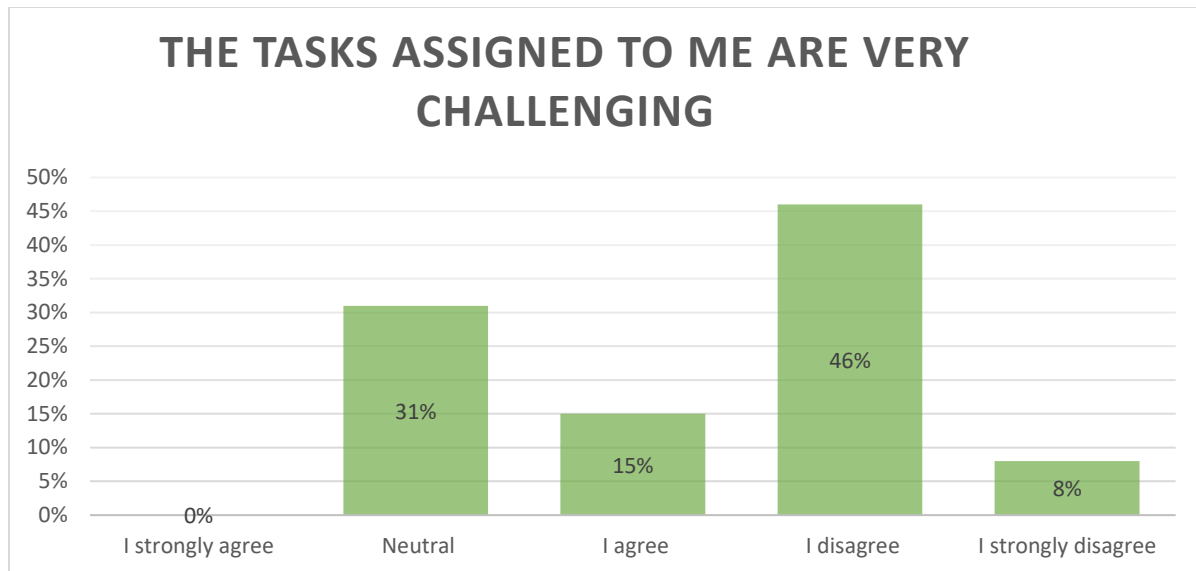The chart below provides a visual representation of these data *(see the chart below).*

**THE TASKS ASSIGNED TO ME ARE VERY CHALLENGING**

| Response | Percentage |
|---|---|
| I strongly agree | 0% |
| Neutral | 31% |
| I agree | 15% |
| I disagree | 46% |
| I strongly disagree | 8% |

**Chart 17: Percentage of responses to the "The tasks assigned to me are very challenging".**

## 18. My commitment is appreciated when I do my job well?

The assessment of engagement is high. Only 4% strongly disagree, 4% disagree, 31% are neutral, 49% agree, and 12% strongly agree. This result indicates a good level of appreciation for the work done by officers.

Overall, this result shows that the majority of the staff feel valued for their commitment and contributions. The data suggest a supportive and motivating work environment.

However, the 4% who strongly disagree and the 4% who disagree indicate that a very small number of officers feel unappreciated for their work. While this percentage is relatively low, it is important to ensure that all officers feel recognized for their efforts in the best possible way.

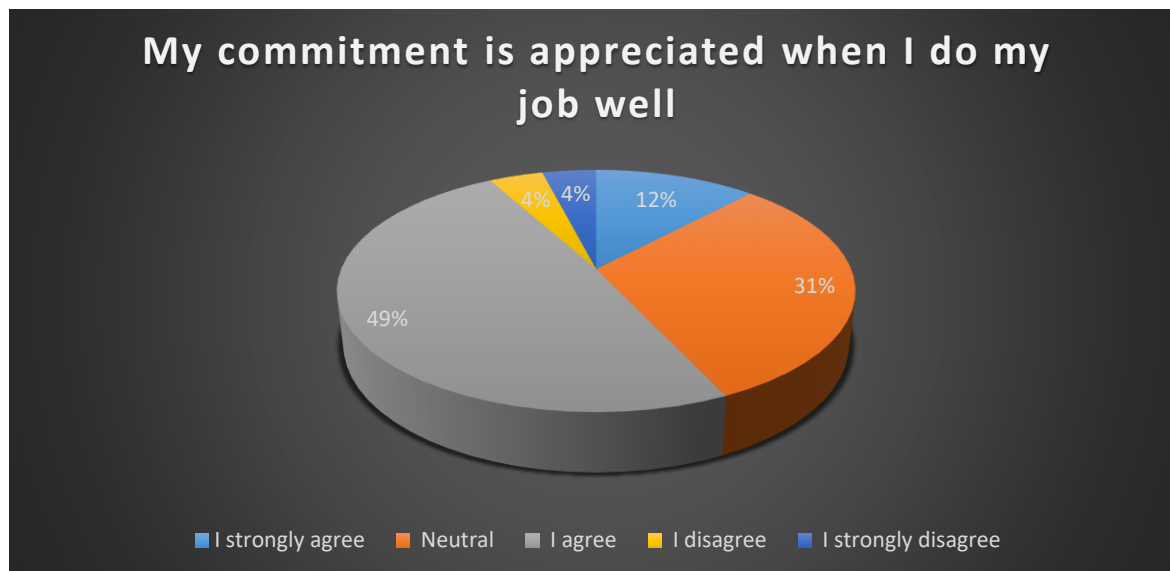The chart below provides a visual representation of these data *(see the chart below).*

**Chart 18: Percentage of responses to the "My commitment is appreciated when I do my job well".**

### 19. I will look for another job this year or next year?

The intention or desire to seek another job varies. Only 12% strongly disagree, 27% disagree, 30% are neutral, 27% agree, and 4% strongly agree. This result suggests a moderate level of job satisfaction.

The data indicate that a significant proportion of the staff is content or comfortable with their current positions. This suggests that they do not feel the need to seek other job opportunities and may be satisfied with their current workplace.

However, the 27% who agree and the 4% who strongly agree indicate that a proportion of the staff is actively seeking new opportunities. This could suggest that these employees may be looking for a more challenging work environment, better advancement opportunities, or improved working conditions that they do not currently find in their positions.

The chart below provides a visual representation of these data *(see the chart below)*.
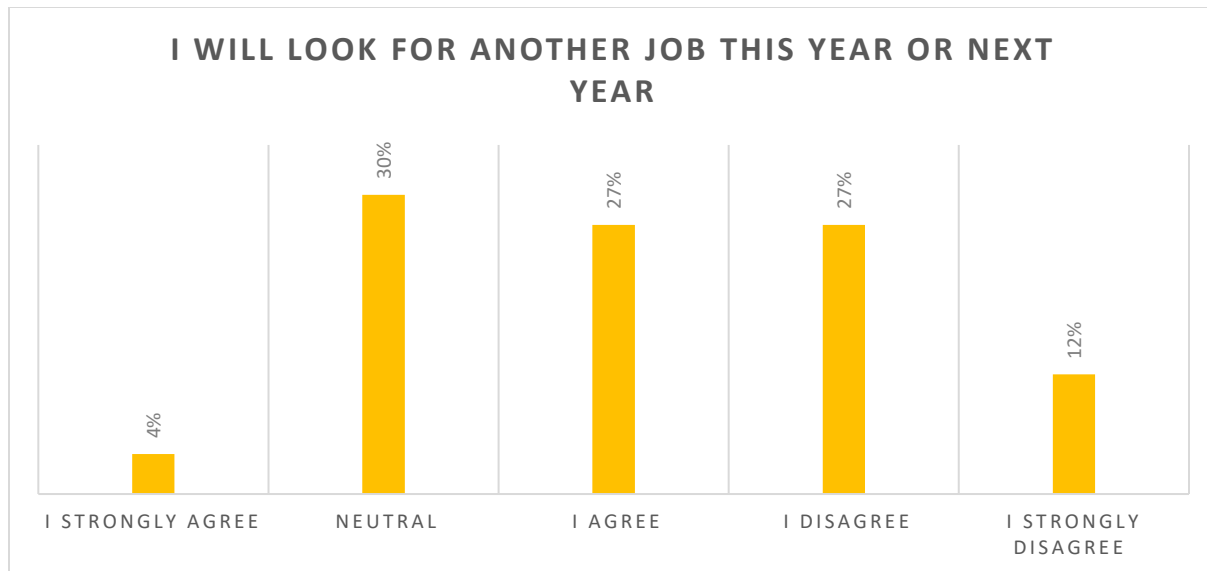
## I WILL LOOK FOR ANOTHER JOB THIS YEAR OR NEXT YEAR

| | | | | |
|---|---|---|---|---|
| 4% | 30% | 27% | 27% | 12% |
| I STRONGLY AGREE | NEUTRAL | I AGREE | I DISAGREE | I STRONGLY DISAGREE |

**Chart 19: Percentage of responses to the "I will look for another job this year or next year".**


## 20. Lately, I have been stressed and/or nervous?

Stress and nervousness are present. Only 4% strongly disagree, 42% disagree, 19% are neutral, 27% agree, and 8% strongly agree. This result indicates a moderate level of stress and nervousness among employees.

The data suggest that feelings of stress and nervousness are moderately present among officers, as only 4% strongly disagree with the statement, indicating that very few officers feel completely calm and stress-free.

Meanwhile, 42% disagree, representing the largest group who do not feel stressed, which is a positive sign. The 19% who are neutral may experience occasional stress or have no strong feelings on the subject. The combined 27% who agree and 8% who strongly agree totaling 35% indicate that they experience stress or nervousness to some extent.

This distribution shows that while the majority (46%) do not perceive themselves as stressed, a significant 35% do experience stress and nervousness. This issue should be taken seriously by the institution's leadership, as it impacts employee well-being and productivity.

It may be beneficial to take steps to better understand the sources of stress in the workplace and implement stress management or emotional support programs (such as counseling, relaxation activities, etc.).

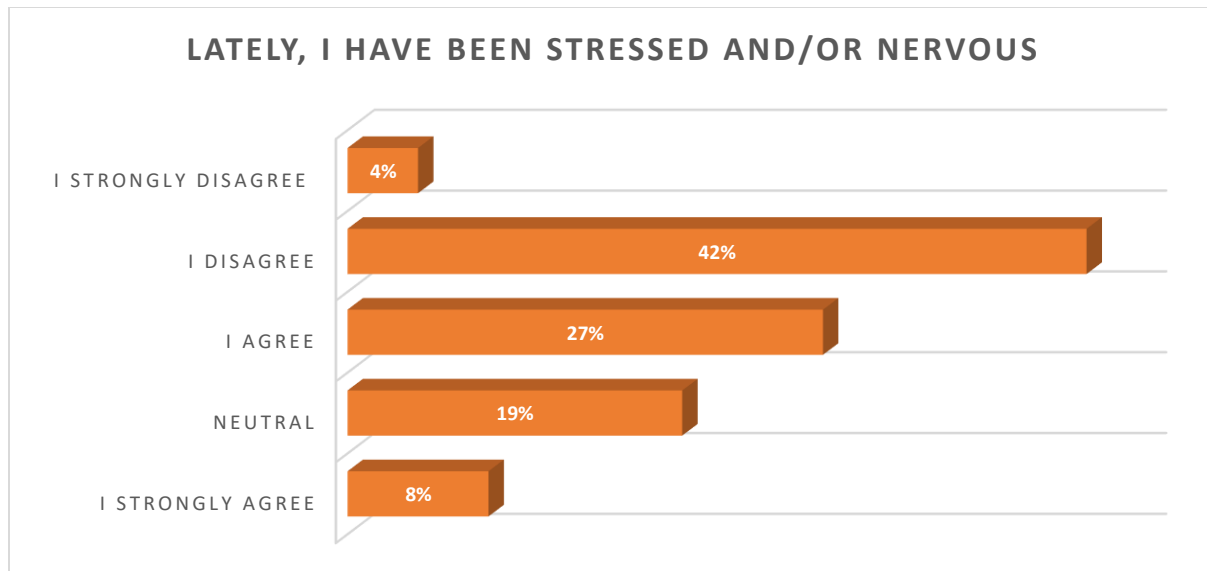The chart below provides a visual representation of these data *(see the chart below).*

**LATELY, I HAVE BEEN STRESSED AND/OR NERVOUS**

- I STRONGLY DISAGREE — 4%
- I DISAGREE — 42%
- I AGREE — 27%
- NEUTRAL — 19%
- I STRONGLY AGREE — 8%

**Chart 20: Percentage of responses to "Lately, I have been stressed and/or nervous".**

## 21. I feel overwhelmed and exhausted from my job?

The feeling of being overwhelmed and exhausted is low. Only 4% strongly disagree, 58% disagree, 30% are neutral, 4% agree, and 4% strongly agree. The responses indicate that the majority of officers do not feel overwhelmed or exhausted from their tasks.

The data show a low level of overwhelmed and fatigue among surveyed officers. This is evident from the 4% who strongly disagree and 58% who disagree, making a total of 62% who deny feeling overwhelmed or exhausted. These figures are a positive indicator of workload management.

Meanwhile, a small percentage 4% agree and 4% strongly agree have stated that they feel overwhelmed or exhausted, suggesting that workload is not a significant concern at the moment.

Even though the situation appears favorable, it is important to monitor potential signs of fatigue during peak work periods. Periodic assessments and providing opportunities for breaks or flexible work schedules can help maintain this positive level of well-being.

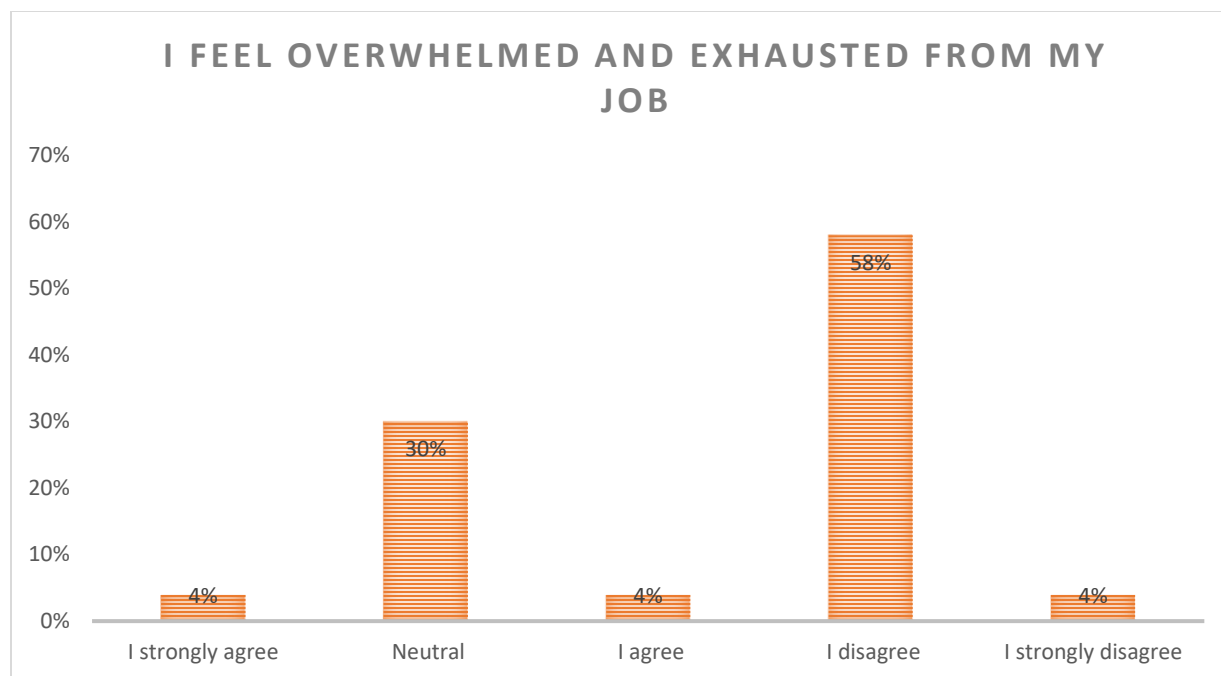The chart below provides a visual representation of these data *(see the chart below).*

**I FEEL OVERWHELMED AND EXHAUSTED FROM MY JOB**

**Chart 21: Percentage of responses to "I feel overwhelmed and exhausted from my job".**

## 22. Employee qualifications are not valued at ICCW?

Regarding this question, only 12% strongly disagree, 31% disagree, 45% are neutral, 8% agree, and 4% strongly agree. This indicates that a large proportion of officers remain neutral or disagree with the idea that employees' qualifications are not valued at ICCW. In other words, most respondents seem uncertain or do not support the claim that officers qualifications are undervalued in this context.

The numbers show that a relative majority of 43% disagree with the statement, meaning they believe that officers qualifications are valued within the Institution. This is a positive indicator of professional appreciation.

However, a significant proportion 45% hold a neutral stance. This could indicate a lack of information, uncertainty about evaluation procedures, or indifference. This percentage requires attention, as such a high level of neutrality may suggest a need for greater transparency and communication from management regarding how professional qualifications are assessed.

On the other hand, only 12% of respondents agree with the statement, indicating a minority who feel undervalued or have experienced situations where their qualifications were not taken into account.

The institution should strengthen its internal evaluation practices and clearly communicate the relevant processes so that officers feel assured and informed about how professional qualifications are assessed. This could help reduce the percentage of neutral responses and increase employees' sense of inclusion and recognition in the workplace.

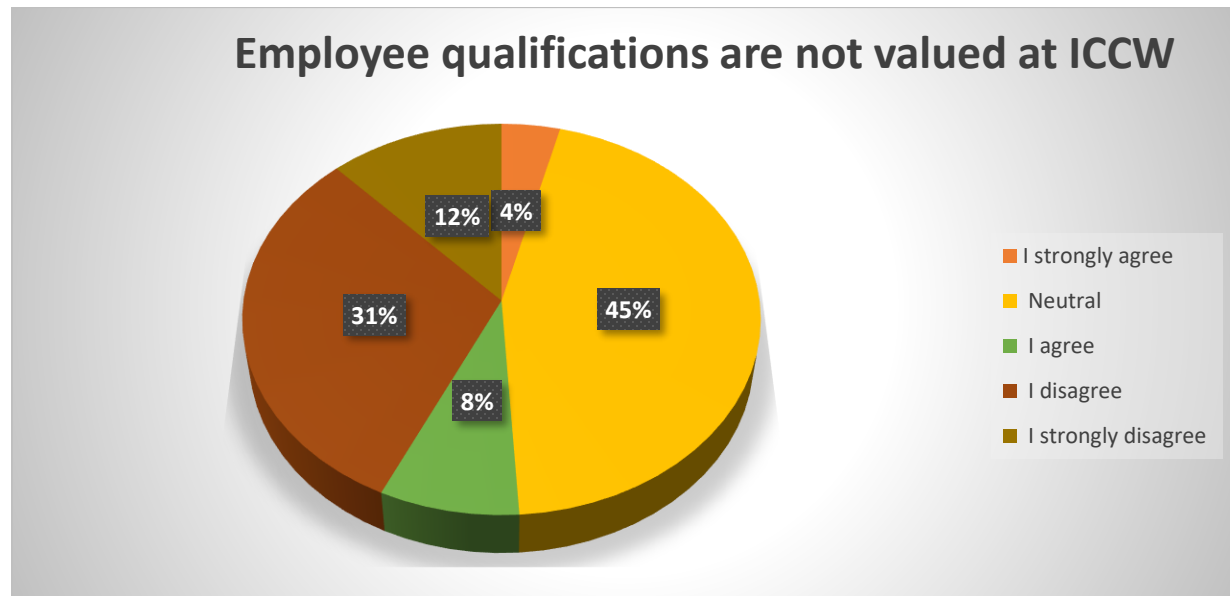The chart below provides a visual representation of these data *(see the chart below).*



**Chart 22: Percentage of responses to "Employee qualifications are not valued at ICCW".**

### 23. ICCW focuses more on quantity than on quality?

The staff's opinion on ICCW focus varies according to percentages: only 8% strongly disagree, 46% disagree, 15% are neutral, 27% agree, and 4% strongly agree.

From the data, it appears that the majority of officers disagree with the statement that ICCW focuses more on quantity, indicating that most staff perceive the institution's focus as being more oriented toward quality rather than simply the numerical production of results. This is a positive indicator suggesting confidence in the institution's professional and qualitative approach.

Meanwhile, a proportion of the surveyed staff 31% agree with the statement, meaning that a notable share perceives a tendency towards a focus on the quantity of work. These officers may have experienced practices where quantity was prioritized over quality, making this concern something that should not be overlooked.

To maintain and strengthen the institution's quality-focused approach, ICCW can develop internal evaluation mechanisms that emphasize long-term impact and content quality rather than just the volume of work produced. Additionally, transparency in institutional objectives and involving staff in evaluation processes can help reduce negative perceptions and increase professional trust.

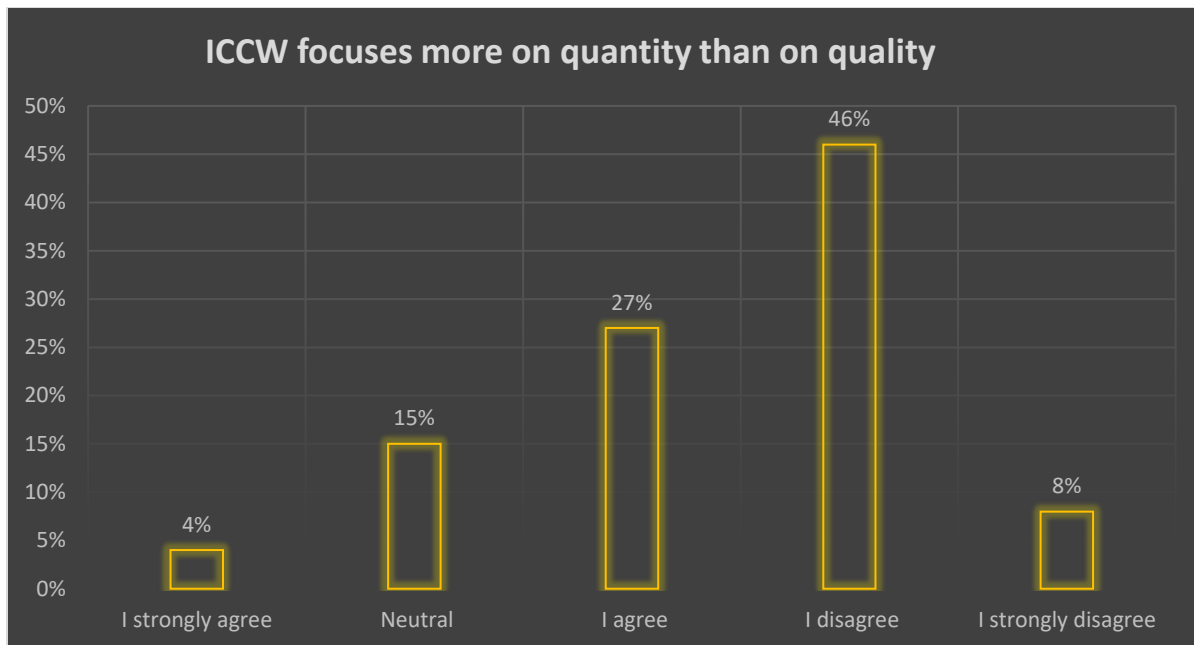The chart below provides a visual representation of these data *(see the chart below).*

**Chart 23: Percentage of responses to "ICCW focuses more on quantity than on quality".**

## 24. I am satisfied with the professional development opportunities offered by ICCW?

Satisfaction with professional development opportunities shows that no official strongly disagrees or disagrees at all with this statement. Instead, 19% disagree, 27% are neutral, 39% agree, and 15% strongly agree.

These data indicate that ICCW offers good opportunities for professional growth. The fact that a majority of the staff either agree or strongly agree suggests that most officers are satisfied with the opportunities provided for advancement and career progression within the Institute.

This result gives a strong perception that ICCW fosters engagement and employee development, whether through training programs, opportunities to take on new responsibilities, or career advancement prospects.

Meanwhile, 27% of the surveyed staff are neutral, which suggests that some employees feel "in between"—neither satisfied nor dissatisfied. These individuals may be seeking more opportunities to develop their skills, or they may be uncertain about the existing opportunities and have not yet formed a strong opinion.

On the other hand, 19% of officers disagree, showing that a portion of the workforce has critical opinions regarding professional development opportunities within ICCW. These officers may feel stuck or uninvolved in such opportunities, have unmet expectations, or fail to see clear pathways for career growth.

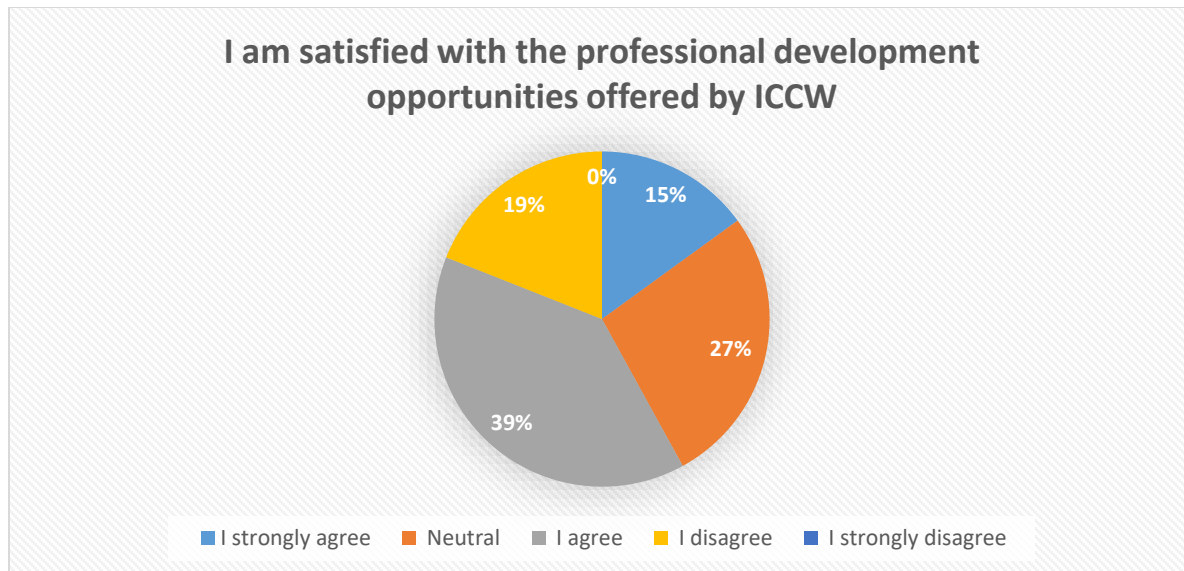The chart below provides a visual representation of these data *(see the chart below).*

**I am satisfied with the professional development opportunities offered by ICCW**

- 0%
- 15%
- 19%
- 27%
- 39%

■ I strongly agree ■ Neutral ■ I agree ■ I disagree ■ I strongly disagree

**Chart 24: Percentage of responses to "I am satisfied with the professional development opportunities offered by ICCW"**

- Overall, based on the data analyzed from the survey of 26 ICCW officers, it is evident that the Institute provides professional development opportunities for most officers. However, there is room for improvement, particularly in aligning these opportunities with the needs of officers who are neutral or dissatisfied. Addressing these gaps could help enhance engagement and satisfaction within ICCW.

## Interpretation of Open-Ended Questions

Based on the open-ended responses from 26 employees, the following general interpretation can be made:

1. **Work-life balance at ICCW?**
   - There are different opinions regarding work-life balance at ICCW. Some officers feel supported and appreciate the flexibility in their work, while others express concerns about the lack of a standardized system.
   - Some officers feel supported and value the flexibility in managing their tasks.
   - Certain officers view the role of regional officer as suitable for achieving a balance between professional and personal commitments.
   - Concerns exist about the absence of a standardized system that would better support this balance.
   - Feelings of pressure and the inability to fully disconnect work from personal life appear as challenges.

2. **Dynamics of Relationships Between Colleagues:**
   - Overall, relationships are generally perceived as good and respectful, positively contributing to team morale and productivity. Cooperation is valued as a key factor.
   - However, some officers note challenges in coordination, mutual engagement, lack of work culture and communication, tendencies to express insecurities, and the formation of groups. These dynamics sometimes lead to tension and negatively impact morale and productivity.
   - Open and honest communication, support, conflict resolution and motivation have been highlighted as important elements for fostering positive relationships.

3. **Satisfaction with the Work Environment:**
   - Overall, the work environment is considered collegial and friendly, but there are concerns about physical conditions and organization.
   - Many officers mention a lack of space, noise, dust and insufficient work tools (such as computers and printers).
   - Suggested improvements include better acoustic isolation, a review of space allocation, the creation of shared spaces, improved communication management, reducing interruptions, equal treatment, constructive feedback, and a small kitchen area.
   - Some officers express concerns about additional rewards and the recognition of their work.

4. **Opportunities for Professional Development and Growth:**
   - Some officers believe that there are sufficient opportunities for professional development, particularly through training. Working at ICCW is seen as a privilege and an opportunity to gain valuable experience.
   - Others express concerns about the lack of a structured development system, interference and insufficient support.
   - Suggested improvements include: international-level training, reviewing the role of the staff psychologist and professional development officer, monthly experience-sharing sessions, team-building activities and mentorship programs.

The interpretation of the open-ended responses from the 26 employees has also been visualized in a table. *(See the table below).*

| | | | | | |
|---|---|---|---|---|---|
| **1.** Work-life balance at ICCW? | • There are different opinions regarding work-life balance at ICCW. Some officers feel supported and appreciate the flexibility in their work, while others express concerns about the lack of a standardized system. | •Some officers feel supported and value the flexibility in managing their tasks**.** | •Certain officers view the role of regional officer as suitable for achieving a balance between professional and personal commitments. | •Concerns exist about the absence of a standardized system that would better support this balance. | •Feelings of pressure and the inability to fully disconnect work from personal life appear as challenges. |
| **2.Dynamics of Relationships Between Colleagues:** | •Overall, relationships are generally perceived as good and respectful, positively contributing to team morale and productivity. Cooperation is valued as a key factor. | •However, some officers note challenges in coordination, mutual engagement, lack of work culture and communication, tendencies to express insecurities, and the formation of groups. These dynamics sometimes lead to tension and negatively impact morale and productivity. | •Open and honest communication, support, conflict resolution and motivation have been highlighted as important elements for fostering positive relationships. | | |

| | | | | | |
|---|---|---|---|---|---|
| **3.Satisfaction with the Work Environment:** | •Overall, the work environment is considered collegial and friendly, but there are concerns about physical conditions and organization. | •Many officers mention a lack of space, noise, dust and insufficient work tools (such as computers and printers). | •Suggested improvements include better acoustic isolation, a review of space allocation, the creation of shared spaces, improved communication management, reducing interruptions, equal treatment, constructive feedback, and a small kitchen area. | •Some officers express concerns about additional rewards and the recognition of their work. | |
| **4.Opportunities for Professional Development and Growth:** | •Some officers believe that there are sufficient opportunities for professional development, particularly through training. Working at ICCW is seen as a privilege and an opportunity to gain valuable experience. | •Others express concerns about the lack of a structured development system, interference and insufficient support. | •Suggested improvements include: international-level training, reviewing the role of the staff psychologist and professional development officer, monthly experience-sharing sessions, team-building activities and mentorship programs. | | |

**Table 1: Interpretation of the 26 Employee Responses**