

2022 Host Country Staff Survey Overview

February 2023

I. Introduction

2022 Host Country Staff Survey (HCSS)

Building on the success of previously administered surveys starting in 2014, the 2022 Host Country Staff Survey (HCSS) continues to tap into the wealth of experience and knowledge found among our host country staff. As a crucially important component of the Peace Corps' operations and mission, host country staff offer a unique perspective on identifying agency successes and challenges including: building a more inclusive and diverse organization, broad insights into training needs and additional insight into the work of Volunteers.

The HCSS survey solicits feedback from employees whose work is vital to Peace Corps operations but whose viewpoints were previously unavailable to agency management at headquarters. The data received through the HCSS complements the Peace Corps' other performance data sources, including the Federal Employee Viewpoint Survey (FEVS) of U.S. direct-hire (USDH) staff and the Annual Volunteer Survey (AVS).

The HCSS is distributed online to a multicultural and/or multilingual community of respondents. All post staff who are hired as foreign service nationals (FSNs) or personal services contractors (PSCs) are eligible to participate in the HCSS, regardless of whether they are nationals of the host country, the United States, or a third country.

II. Executive Summary

2022 HCSS Executive Summary

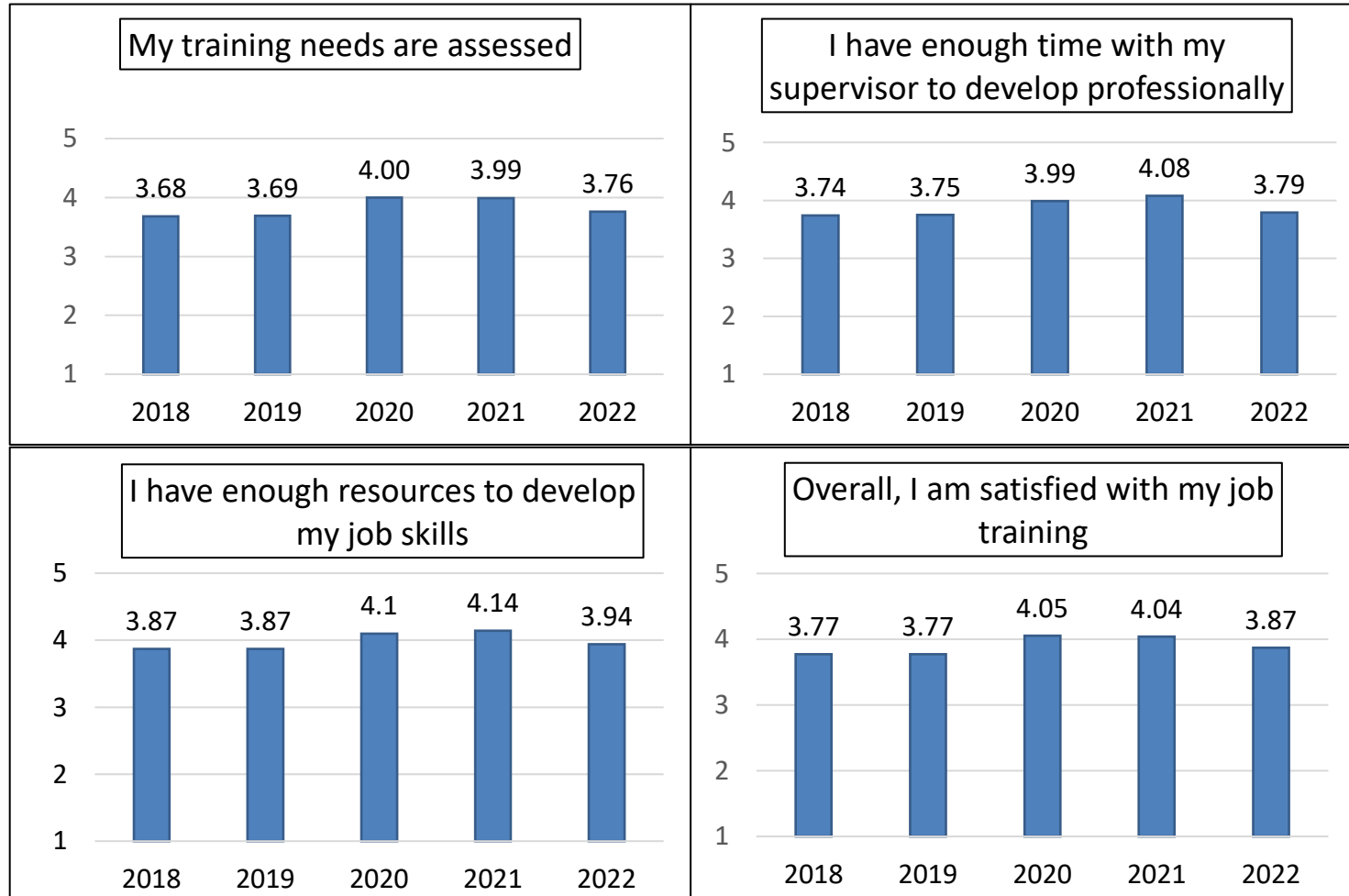
1,586 host country staff responded out of 2,112 surveyed (75% response rate). For staff who participated in this year's survey:

- **91% reported that they were satisfied working for the Peace Corps**
- **90% agree that Peace Corps policies and programs promote workplace diversity**
- **90% feel their team works well together and more than 8 of 10 believe their team works well with other teams at post**
- **83% believe they were treated fairly by senior post leadership and 81% believe they were treated fairly by their supervisor/team leader**
- **82% feel post effectively engaged post staff in activities to meet local and national priorities**
- **82% reported they are confident responding to Volunteer safety and security related incidents and 80% reported they are confident responding to Volunteer sexual assault situations**
- **76% feel that they were valued by Peace Corps Washington**
- **74% report that they are satisfied with their job training**
- **72% reported feeling personal empowerment with respect to work processes**
- **69% report morale among their staff is high**

Note that all subsequent references to “staff” in this report refer only to those who participated in the 2022 HCSS and do not reflect the views and opinions of all overseas staff. Survey results must also be viewed considering the constraints and limitations outlined in Appendix A.

III. Findings in Detail

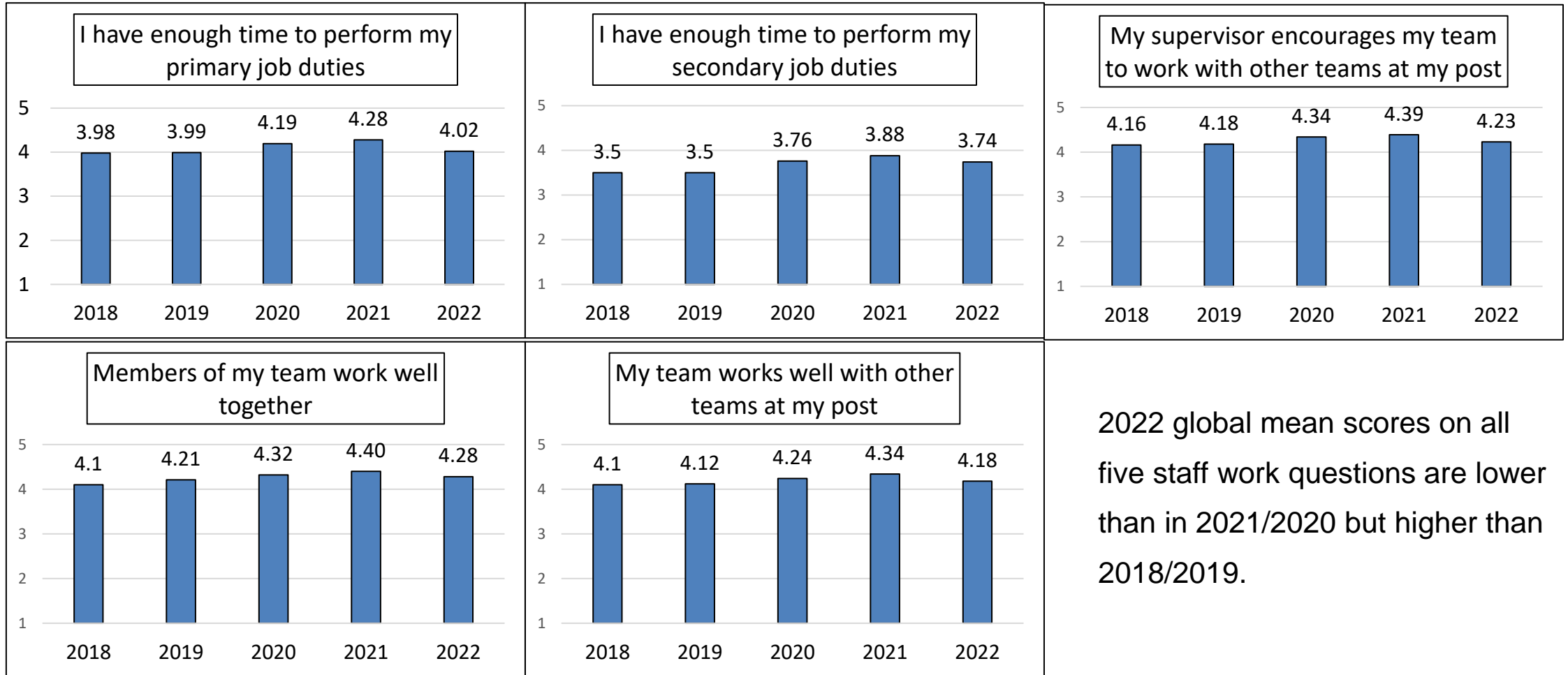
Learning and Training



2022 global mean scores on all four Learning and Training questions are lower than in 2021/2020

Note: Global means for all respondents to 2022 Host Country Staff Survey. Results based on a 5-point Likert scale with 5 = "Strongly agree" and 1 = "Strongly disagree"

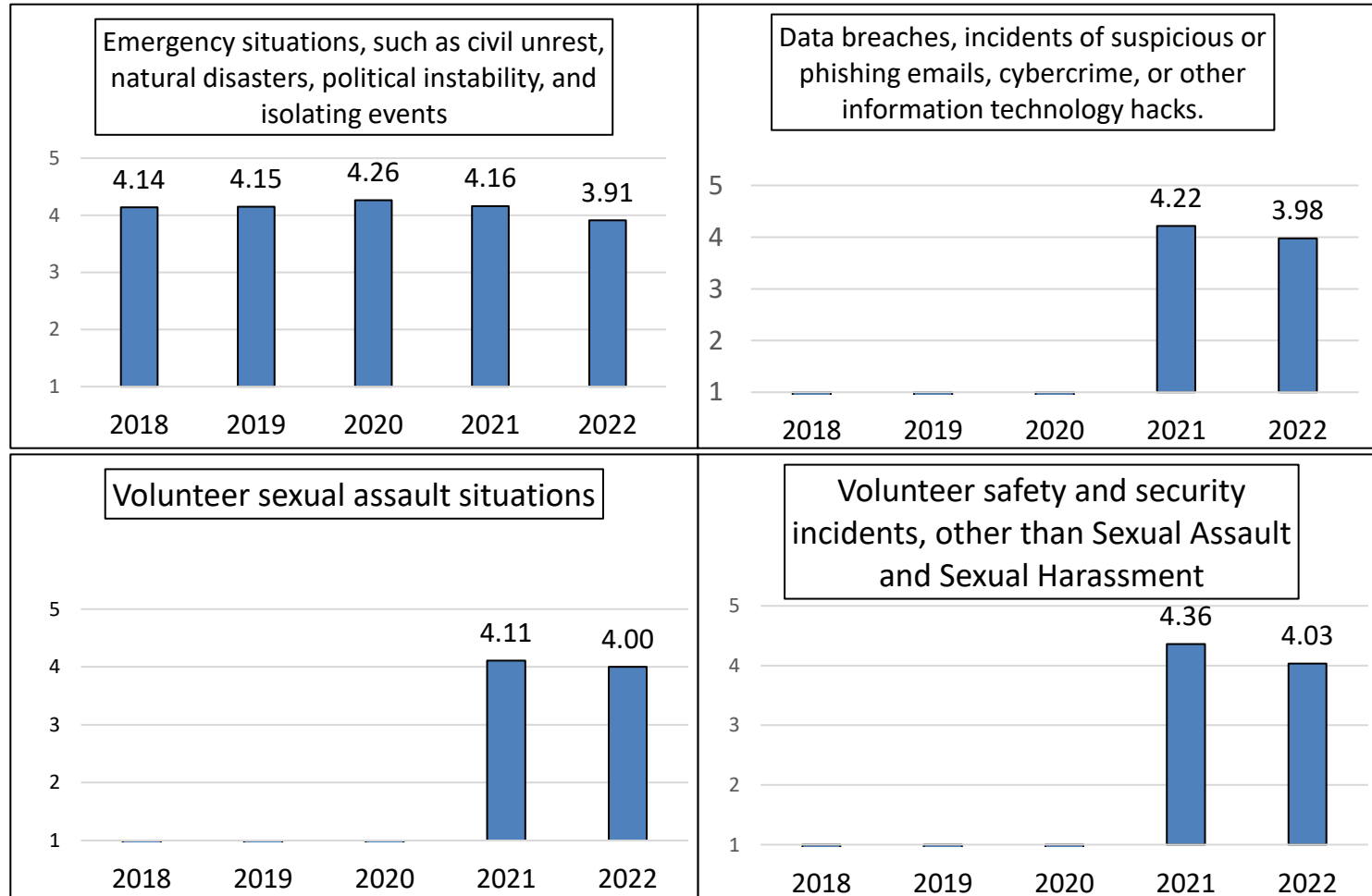
Staff Work



2022 global mean scores on all five staff work questions are lower than in 2021/2020 but higher than 2018/2019.

Note: Global means for all respondents to 2022 Host Country Staff Survey. Results based on a 5-point Likert scale with 5 = “Strongly agree” and 1 = “Strongly disagree”

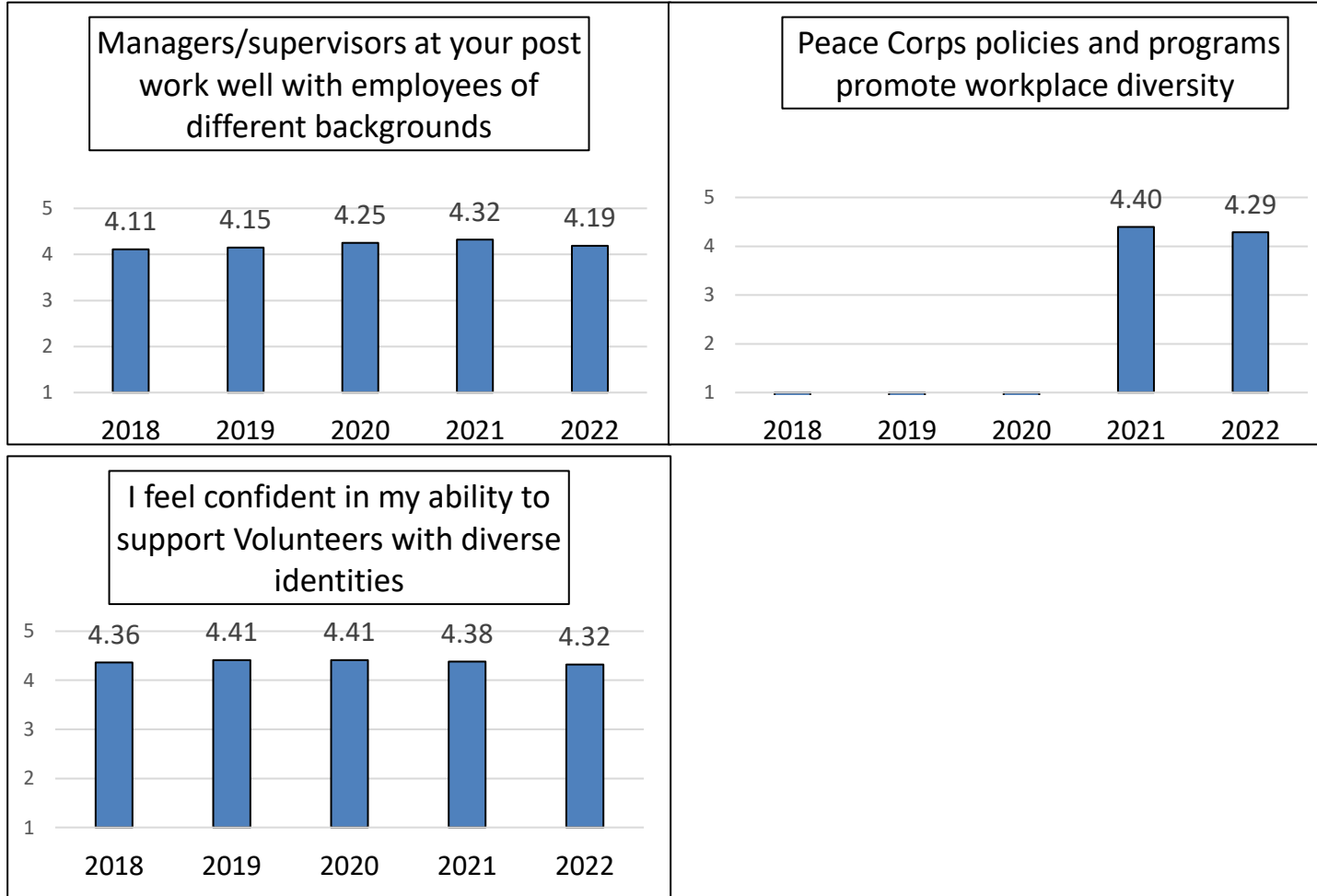
Responsiveness



2022 global mean scores for the staff responsiveness are lower than 2021, with confidence in responding to emergency situations lower than 2018-2021.

Note: Global means for all respondents to 2022 Host Country Staff Survey. Results based on a 5-point Likert scale with 5 = "Very Confident" and 1 = "Not confident". Mean scores before the Volunteer Safety/Security and Volunteer Sexual Assault questions were divided: 2020=4.43, 2019=4.37, 2018 =4.38

Diversity and Inclusion

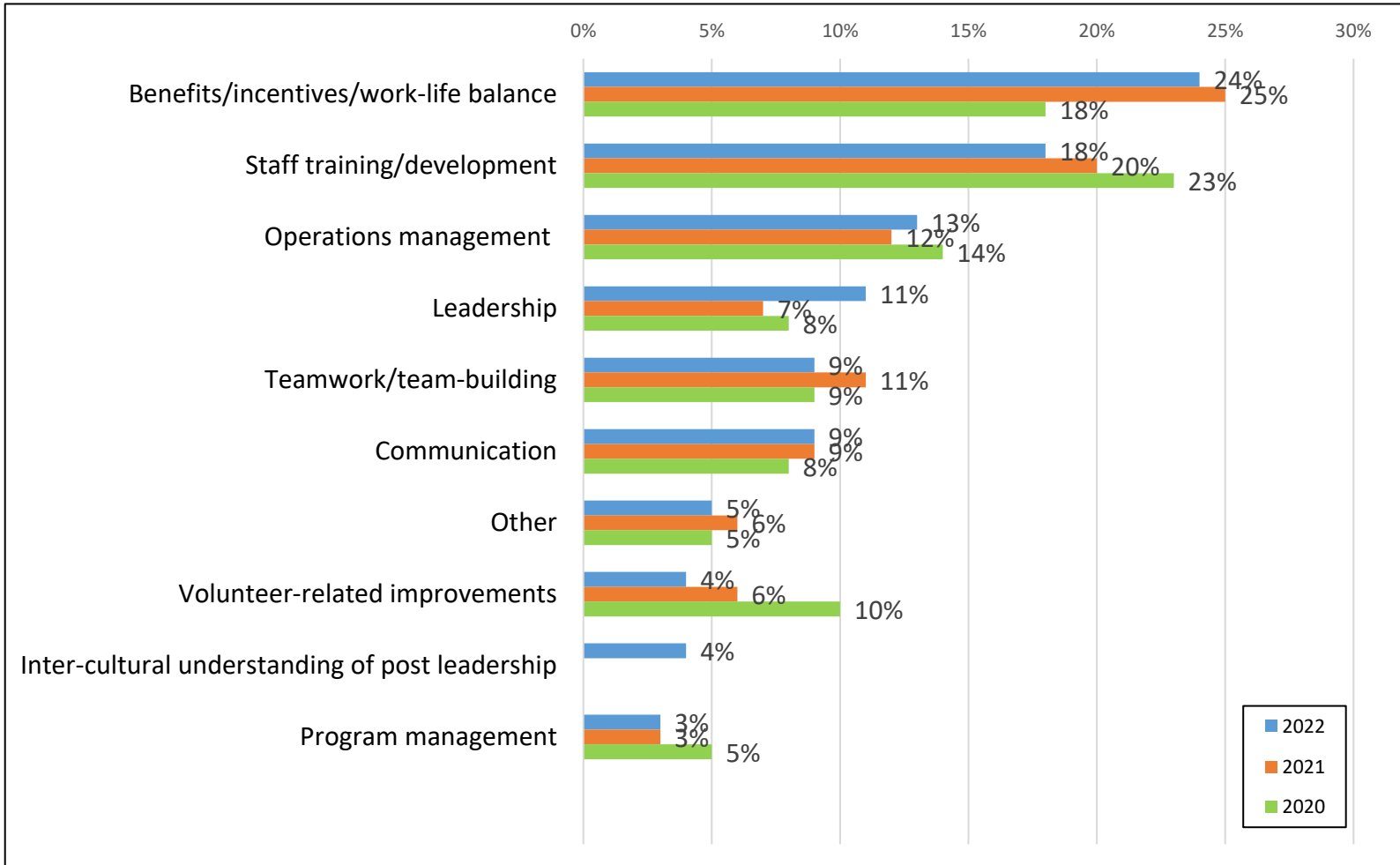


2022 global mean scores of D&I questions are positive (all above 4), however they have dipped slightly from 2021.

Note: Global means for all respondents to 2022 Host Country Staff Survey. Results based on a 5-point Likert scale with 5 = "Strongly agree" and 1 = "Strongly disagree"

Improving Post Operation

Please select one topic for improvement that you think would make operations run more effectively at your post



Respondents chose benefits/incentives/work-life balance the most (24%) as the improvement which would make operations run more effectively at post, followed by staff training/development (18%) and operations management (13%).

Improving Post Operation (other)

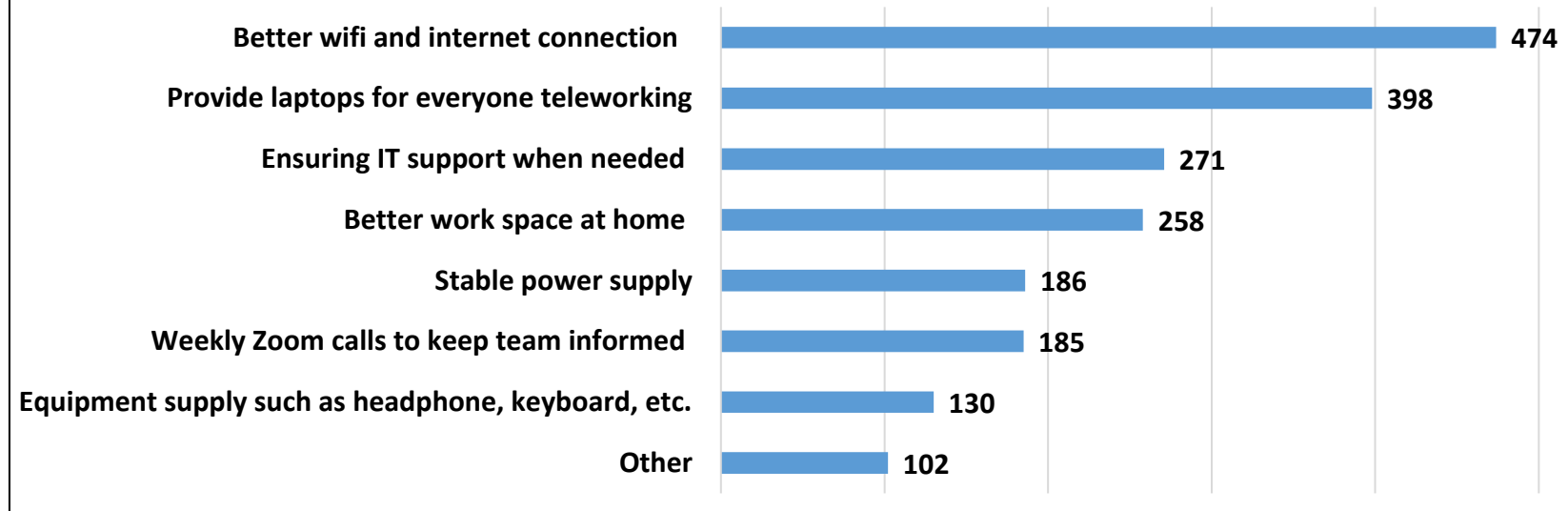
Themes	Count
Weak organizational structure/need changes in leadership	15
Increase benefits to account for cost-of-living increases/inflation	11
Collaboration	10
Trainings	9
Competing priorities coming from HQ that are not realistic to implement simultaneously	7
Cultural sensitivity of USDH to local staff	7
Technical support	5
How to work with Gen Z and Millennials	4

68 open-ended responses

Telework 1

	Perform w/ No Issues	Perform w/ Some Issues	Perform w/ Many Issues	Can't Perform
How has your supervisor managed staff during telework?	76.4%	21.1%	1.9%	0.6%
While teleworking, are you able to perform your job?	50%	43.5%	5.2%	1.3%

Please select topics that you think would make your telework more effective, select all that apply.



54% of respondents were tele-working at the time of survey. Of them, 50% reported that their supervisors managed staff with no issues, while 43.5% reported that they had some issues in their teleworking job performance.

The most mentioned teleworking issues for respondents are wifi and internet connection, followed by providing laptops for everyone, ensuring IT support, and so on.

Telework 2

Comments (99)	%	Samples of Comments
Internet connection	23%	PC needs to pay for data use, electricity, and wifi, have issues with internet
Transparency/coordination	4%	Transparency across units regarding telework, Coordination across units about which days to telework
Better workspace at home	12%	Need AC, PC should pay for chairs and desk, big screens
Trust among staff about telework	6%	Supervisors need to trust that we are doing our job instead of thinking we are not, USDH staff should learn that we can do our jobs from home
Work Life Balancing	6%	Childcare and Flexible Work Hours, Managing the time of Zoom meetings
More opportunities to telework	20%	Continue telework even when PCVs return to post, have 1-2 telework days always, allow everyone to telework on a regular basis
No problem	29%	No issues with current telework arrangements

At the time of the survey 54% of respondents telework. Respondents identified 99 “Other Issues” in the open-ended format, and 29% of them reported no issues at all with the current telework arrangements.

IV. Appendix A

Acronym List

The acronyms below are commonly used in the Peace Corps and throughout this report.

AFR	Africa Region
EMA	Europe, Mediterranean, and Asia Region
EVS	Employee Viewpoint Survey
FSN	Foreign service national
HCN	Host country national
HCS	Host country staff
HCSS	Host Country Staff Survey
IAP	Inter-America and the Pacific Region
OSIRP	Office of Strategic Information, Research, and Planning
PG	Performance goal in the agency's Strategic Plan
PSC	Personal services contractor
USDH	U.S. direct hires

Methodology and Data Interpretation

This report focuses on global results for two reasons. First, global insights provide “the big picture” for how supervisors can enact positive behaviors to support employee satisfaction and performance. While individual circumstances may vary among staff at different posts, the insights that are received from employees around the world are the ones that are most likely to produce positive results once they are acted upon at the local level.

Second, although the Office of Strategic Information, Research, and Planning (OSIRP) used all of the tools available to its research team to increase the validity of the HCSS data, some logistical and intercultural limitations persist. Challenges to validity, such as survey frame, coverage error, and the effects of intercultural interpretation of questions, are magnified at post levels of reporting, but global-level results can offer insights where respondents display consensus around results.

Limitations

The survey frame, a list of active Host Country Staff, was initially generated from the Personal Tracking System (PTS) and confirmed by regional offices. As such, the distribution of survey invitation by email limited participation to staff who do not have proper Peace Corps email and who are not in the PTS at the time of the survey.

Additionally, while staff may be literate in English, French, Russian or Spanish, some of the survey questions were originally designed by the Office of Personnel Management for use in the Federal Employee Viewpoint Survey, which is targeted to an American workforce. Concepts such as “LGBTQ+” may be unfamiliar to post staff who do not speak English as their native language. As a result, there may be barriers to participation embedded in the questions themselves, both in terms of the level of language that is used and in terms of underlying cultural concepts or norms.

Lastly, barriers to participation may be related to the time of year in which the survey is fielded (mid-August to early September). The timing of the survey could potentially limit the participation of staff if it conflicts with planned vacation schedules or periods when short-term contracts are not active.

Surveying Method: An Attempted Census

The HCSS attempts to reach all eligible staff, which is a non-sampling methodology also known as a census. Unlike sampling methodologies, census approaches cannot ensure with a known degree of confidence that those who respond to a survey are similar to those who do not respond. It is therefore important not to extrapolate the HCSS results to the eligible staff who did not participate in the survey, either because they chose not to respond, because they did not have a valid email address, or because they do not speak the survey’s supported languages of English, French, and Spanish.

French and Spanish accounted for about 16 percent of the responses to the 2022 survey.

2022 HCSS		
Language Selection	Count	Percentage
English	1330	83.7%
Spanish	185	11.7%
French	71	4.6%
Grand Total	1586	100%

The HCSS Questionnaire: Intercultural Surveying

The HCSS Questionnaire was originally designed as an extension of the FEVS and closely mirrors several questions from that survey. It is notable, however, that those questions were originally designed for a very specific population: English-speaking federal employees who were well-acquainted with U.S. cultural and governmental norms. Consequently, the questions on the HCSS might be interpreted differently by—or be more or less sensitive to—host country staff who do not share this same cultural background. This limits the survey's comparability to Federal Employee Viewpoint Survey results and also complicates comparability when looking at data below the global level.

The issue of cross-cultural comparability is also compounded by translating the survey into multiple languages and by imperfect coverage of the languages spoken at post. As a result, the nature and extent of the effects of intercultural interpretation of the terms used in the survey is unknown.

V. Appendix B

Global Respondent Rates

The research team worked in cooperation with the Office of the Chief Financial Officer, the Office of the Chief Information Officer, and individual Regions and posts to assemble a survey distribution list that was as complete as possible. The distribution list, the survey frame, was limited to staff who have Peace Corps email and who are in the Personal Tracking System (PTS) at the time of survey.

Resulting from the confirmations from all three regional offices, 2112 Host Country Staff who have PC email addresses were identified and invited to the 2022 HCSS. In total, 1586 responses were received, which generated a response rate of 75% for 2022 survey.

Respondent Rates by Region: AF (1 out of 3)

	2022 HCSS		
	Count of Survey Invite	Completed Response	Response Rate
Global	2112	1586	75%
Africa	1009	720	71%
BENIN	28	21	75%
BOTSWANA	35	33	94%
CAMEROON	44	33	75%
COMOROS	18	15	83%
ESWATINI	28	21	75%
ETHIOPIA	53	38	72%
GAMBIA	37	24	65%
GHANA	50	34	68%
GUINEA	43	26	60%
KENYA	27	23	85%
LESOTHO	36	25	69%
LIBERIA	36	29	81%
MADAGASCAR	61	33	54%
MALAWI	38	30	79%
MOZAMBIQUE	31	28	90%
NAMIBIA	43	34	79%
RWANDA	40	27	68%
SENEGAL	74	37	50%
SIERRA LEONE	38	23	61%
SOUTH AFRICA	45	33	73%
TANZANIA	36	35	97%
TOGO	37	26	70%
UGANDA	52	40	77%
ZAMBIA	79	52	66%

Respondent Rates by Region: EMA (2 out of 3)

	2022 HCSS		
	Count of Survey Invite	Completed Response	Response Rate
Global	2122	1586	75%

EMA	Count of Survey Invite	Completed Response	Response Rate
ALBANIA/MONTENEGRO	36	25	69%
ARMENIA	26	18	69%
CAMBODIA	24	23	96%
GEORGIA	32	15	47%
INDONESIA	43	37	86%
KOSOVO	31	19	61%
KYRGYZ REPUBLIC	38	16	42%
MOLDOVA	33	18	55%
MONGOLIA	21	19	90%
MOROCCO	42	28	67%
MYANMAR	15	13	87%
NEPAL	27	26	96%
NORTH MACEDONIA	32	25	78%
PHILIPPINES	37	35	95%
SRI LANKA	18	17	94%
THAILAND	31	25	81%
TIMOR-LESTE	26	20	77%
UKRAINE	53	28	53%
VIET NAM	18	14	78%

Respondent Rates by Region: IAP (3 out of 3)

	2022 HCSS		
	Count of Survey Invite	Completed Response	Response Rate
Global	2122	1586	75%

IAP	Count of Survey Invite	Completed Response	Response Rate
IAP	530	445	84%
BELIZE	23	17	74%
COLOMBIA	32	23	72%
COSTA RICA	39	35	90%
DOMINICAN REPUBLIC	38	31	82%
EASTERN CARIBBEAN	25	23	92%
ECUADOR	43	39	91%
FIJI	19	15	79%
GUATEMALA	41	33	80%
GUYANA	24	19	79%
JAMAICA	24	16	67%
MEXICO	23	17	74%
PANAMA	46	37	80%
PARAGUAY	51	48	94%
PERU	49	47	96%
SAMOA	14	12	86%
TONGA	17	14	82%
VANUATU	22	19	86%

