PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE

2012 Survey on Compensation of Employees in Central/Federal Governments of OECD countries

Public Employment and Management Network
1. Introduction

As a follow up to the first Survey on Compensation of Employees in Federal/Central Government Employees, the Public Governance Committee, agreed to do a new survey to be conducted in 2012. The survey is expected to provide an update to the previous 2010 survey data as well as improve the methodology. The data collected through this survey will enable comparative analysis and work on compensation policies and practices in OECD member, accession and, possibly some enhanced engagement countries.

There is a growing interest in these statistics as the OECD has received an increasing number of information requests concerning compensations in the public service. This survey is one of the main sources of information for projects of the OECD Secretariat in the fields of public employment, productivity in the public sector, and financial sustainability under the leadership of the PEM network for the next couple of years. This data will also form a core part of the third edition of the biennial OECD publication of Government at a Glance scheduled for the fall of 2013.

The survey does not intend to be all-encompassing as it is not possible to cover all areas and elements in the field of compensation in one single questionnaire.

The survey has benefited from detailed research on compensation surveys that have been launched in the past by member countries, and international organisations including Eurostat. It has been the subject of extensive consultation of OECD PEM network members or their designated experts prior to the first data gathering exercise in 2010. Lessons learnt on the methodology from the 2010 data collection have been reviewed by countries and discussed at the meeting of the Advisory group on the methodology held in June 2012.

2. Objectives of the survey

This survey aims at collecting information on annual compensation of employees for a sample of occupations in central/federal/national government. The purpose is to build a database on compensation levels for typical positions in central government in core and sectoral ministries that contributes to a better understanding of the salary structures and pay levels in the public service in OECD countries. Pay levels not only reveal how much public servants are actually paid but also how competitive central government is in attracting and retaining a competent public workforce.

This database feeds the OECD Secretariat’s work on public employment allowing international comparisons on the compensation of public servants, and generating an instrument aiding policy decisions regarding compensation policies in the public sector. In particular, this survey intends to gather data that will permit the analysis of: i) the attractiveness of public administration as an employer by offering competitive salaries and the ability of the public administration to recruit and retain qualified staff; ii) the way in which good performance is being rewarded; and iii) the structure of compensation costs the public workforce represents to governments. It should be noted that these research areas cannot be fully understood without considering other aspects apart from compensation. The analysis will be complemented by the information provided in the 2010 Survey of Strategic Human Resource Management in central/federal governments of OECD countries.

3. Scope of the survey

This survey intends to collect data on compensation levels of public servants in national/central/federal government in the 34 OECD member countries, accession countries, and, if possible, enhanced engagement countries (Brazil, China, India, Indonesia, and South Africa), and other
countries willing to participate. The survey focuses on central/federal government level and excludes states, regional and local levels and social security institutions (if they are separate from the federal/central level in statistics and/or in terms of functionality). The survey excludes all public and quasi-public corporations at all government levels. 1 Due to the wide variety of central government organisations across OECD countries, it has been decided that the survey would not cover the subordinated offices/organisations of central government ministries, often referred to as “agencies”, “executive agencies”, unless there is a specific reason that leads a country to justify their inclusion (for a specific occupation, for example, or because a country’s public organisation is structured entirely with an agency structure). The guiding principle for governments is that the survey concentrates on policy making organisations in central governments. However, we are asking that for D1 and D2 levels (see box 1), subordinated organisations of central government ministries be included. Nevertheless, for service delivery agents (see box 2), it will depend how these functions are organised in central government, and when located in agencies, data about these occupations in agencies will have to be included.

Similar and comparable data could be produced from local levels of government and also from the private sector. Optimally the data on compensation costs could therefore be compared across government levels and sectors in the economy in the cases where the comparative data exists already or is going to be produced by other organisations. This, however, may be part of future exercises in data collection.

The questionnaire asks for information concerning a number of occupations within central/federal/national government grouped for four basic headings: top managers, middle managers, professionals, and secretaries. The selected occupations are considered relatively representative and comparable across countries.

Moreover, countries are requested to provide information concerning some frontline service delivery agents (detectives/inspectors, police officers, immigration officers, customs inspectors, and tax inspectors) not considered in other data collection exercises. In countries where this responsibility for these functions is shared with other levels of government, the information should only make reference to those under central/federal jurisdiction so as to ensure data comparability (provided that the split of responsibilities across levels of government allows comparability). Service delivery positions like teachers, doctors and nurses are not included as information on these occupations can be obtained from other OECD databases (with more limited methodologies) but information on those positions will also be included in GOV’s analysis.

4. What occupations are covered in the survey?

In order to build a comparable database, this survey is based on a classification of occupations typical in most ministries of OECD countries, and of service delivery agents.

4.1. Data for policy ministries/departments:

Data on the compensations of public officials from three core ministries (Interior, Finance, and Justice) and three sectoral ministries (Education, Health, and Environment) will be collected. The rationale for choosing these ministries is that they constitute government’s machinery and are likely to be found in every country. It is likely that the functional allocation of ministries in some countries may not match entirely the ministries as described in annex 1. Countries are allowed to provide data for ministries whose functions are combined differently, as long as the data, when combined for all ministries, are representative of the selected functions as described above. In that case, country delegates are kindly

1. Non-profit institutions are also excluded from the survey.
requested to provide the full name and a description of the main functions of the ministries covered in this
survey (please see Annex 1).

Occupations have been divided into four main groups: top managers, middle managers, professionals,
and secretarial positions. The classification and the definition of the occupations are an adaptation of the
International Standard Classification of Occupations (ISCO-08) developed by the International Labour
Organisation (ILO). The reason is that few countries follow the ISCO model to classify their occupations
in government, thus using the ISCO-08 may create confusion in some member countries. In the
questionnaire countries are kindly asked to identify and describe the jobs that may correspond to the
identified occupations (inspired by ISCO), including a submission of a job description and examples of key
responsibilities in the most senior and less senior positions for each occupation. The survey focuses on
employees under the general employment framework or statute and not on consultants².

Box 1 contains the classification and definitions of the occupations covered in this survey and which
are considered to be relatively typical in every government.³ There is a large focus on managers in general
as the criteria for considering an official to be a manager is to supervise and lead the work of at least three
people. Because it is extremely difficult to provide for more detailed descriptions of responsibilities that
differentiate across the different layers of management, the option has been chosen to focus on hierarchical
differentiation rather than a more detailed description of functions. Since there is no common definition of
managerial positions and the number of managerial levels varies across countries and ministries, for the
purpose of this survey, D1 will denote the highest managerial level below the minister/secretary of state
(who are designated by the President/Prime Minister) and appointed by the minister (sometimes designated
by the President/Prime Minister). This survey will cover until D4 managerial level positions but D5 and D6
levels will be considered only if they are reported by participating countries. In the particular case of
managerial positions countries will be asked whether data can be published considering the confidentiality
of information.

The category of “professionals” has been divided between junior and senior positions. The reason is
that this group corresponds to the least identifiable group and involves staff with a large degree of variation
of experience. If a country is unable to provide separate data, they should provide aggregated data for
junior and senior positions.

Compensation in some countries is not immediately linked to job descriptions. Countries are thus
asked to estimate themselves what the total compensation for typical positions is. This includes calculating
the average for the full range of seniority levels for each occupation.

In some countries, the classification of compensation levels is centralised and it is superfluous to ask
countries to respond for specific ministries for non service delivery agents. If countries chose this
possibility, they will have to make the case that all compensation levels are similar across the various
ministries for similar positions including base salary, additional compensation and all benefits. In addition,
the seniority structure has to be relatively similar across ministries.

Published results will not compare compensation across ministries, but will be averaged for all
ministries together.

Countries are asked to provide for the number of staff for each surveyed occupation. These data are
crucial for quality assurance purposes.

² Data on remuneration levels are asked for full time jobs. Data for part time employees can be included when they
are estimated as if the jobs were carried out full time.

³ The ISCO-08 number has been added to the definition for comparative purposes only.
Box 1. Classification and definition of occupations

Top managers

- **D1 Managers** (part of ISCO-08 1112) are top public servants just below the Minister or Secretary of State/junior minister. They can be a member of the senior civil service and/or appointed by the government or head of government. They advise government on policy matters, oversee the interpretation and implementation of government policies and, in some countries, have executive powers. D1 managers may be entitled to attend some cabinet/council of ministers meetings, but they are not part of the Cabinet/council of ministers. They provide overall direction and management to the ministry/secretary of state or a particular administrative area. In countries with a system of autonomous agencies, decentralized powers, flatter organizations and empowered managers, D1 Managers will correspond to Director Generals.

- **D2 Managers** (part of ISCO-08 11 and 112) are just below D1 managers. They formulate and review the policies and plan, direct, co-ordinate and evaluate the overall activities of the ministry or special directorate/unit with the support of other managers. They may be part of the senior civil service. They provide guidance in the co-ordination and management of the programme of work and leadership to professional teams in different policy areas. They determine the objectives, strategies, and programmes for the particular administrative unit / department under their supervision.

Middle managers (have managerial responsibilities for at least 3 staff)

- **D3 Managers** (part of ISCO-08 12) are just below D2 managers. They plan, direct and co-ordinate the general functioning of a specific directorate/administrative unit within the ministry with the support of other managers usually within the guidelines established by a board of directors or a governing body. They provide leadership and management to teams of professionals within their particular area. These officials develop and manage the work programme and staff of units, divisions or policy areas. They establish and manage budgets, control expenditure and ensure the efficient use of resources. They monitor and evaluate performance of the different professional teams.

- **D4 Managers** (part of ISCO-08 121) are just below D3. They formulate and administer policy advice, and strategic and financial planning. They establish and direct operational and administrative procedures, and provide advice to senior managers. They control selection, training and performance of staff; prepare budgets and oversee financial operations, control expenditure and ensure the efficient use of resources. They provide leadership to specific professional teams within a unit.

- **D5 Managers (optional)** (part of ISCO-08 1211, 1212, and 1213) are just below D4. They may be senior professionals whose main responsibility is to lead the execution of the work programme and supervise the work of other professionals and young professionals.

- **D6 Managers (optional)** (part of ISCO-08 1211, 1212, and 1213) may be professionals whose main responsibility is to lead the execution of the work programme and supervise the work of other professionals or young professionals.

Professionals

- **Senior Economists / Policy Analysts** (part of ISCO-08 242 and 2422) do not have managerial responsibilities (beyond managing 3 staff maximum), and are above the ranks of junior analysts and administrative/secretarial staff. They are usually required to have a university degree. They have some leadership responsibilities over a field of work or various projects, develop and analyse policies guiding the design, implementation and modification of government operations and programmes. These professionals review existing policies and legislation in order to identify anomalies and put-of-day provisions. They analyse and formulate policy options, prepare briefing papers and recommendations for policy changes. Moreover, they assess the impact, financial implications and political and administrative feasibility of public policies. Staffs in this group have the possibility of becoming a manager through career progression. Their
areas of expertise may vary from law, economics, politics, public administration, international relations, to engineering, environment, pedagogy, health economics etc. Senior policy analysts/economists have at least 5 years of professional experience.

- **Junior economists/policy analysts** (part of ISCO-08 242 and 2422) are above the ranks of administrative/secretarial staff. They are usually required to have a university degree. They have no leadership responsibilities. They develop and analyse policies guiding the design, implementation and modification of government operations and programmes. These professionals review existing policies and legislation in order to identify anomalies and out-of-day provisions. They analyse and formulate policy options, prepare briefing papers and recommendations for policy changes. Moreover, they assess the impact, financial implications and political and administrative feasibility of public policies. Their areas of expertise may vary from law, economics, politics, public administration, international relations, to engineering, environment, pedagogy, health economics etc. Junior policy analysts/economists have less than 5 years of professional experience.

### Secretarial positions

- **Secretaries (general office clerks)** (part of ISCO-08 411 and 4110) are generally not required to have a university degree although many do. They perform a wide range of clerical and administrative tasks in connection with money-handling operations, travel arrangements, requests for information, and appointments. Record, prepare, sort, classify and fill information; sort, open and send mail; prepare reports and correspondence; record issue of equipment to staff; respond to telephone or electronic enquiries or forwarding to appropriate person; check figures, prepare invoices and record details of financial transactions made; transcribe information onto computers, and proof read and correct copy. Some assist in the preparation of budgets, monitoring of expenditures, drafting of contracts and purchasing or acquisition orders. The most senior that supervise the work of clerical support workers are excluded from this category.

### 4.2. Data for service delivery agents

This survey also includes a section on compensation of service delivery agents including police detectives and inspectors, police officers, immigration officers, customs inspectors, and tax inspectors. These occupations are defined using job descriptions taken and adapted from ISCO-08 (Box 2). *These functions are organised in central government, and can be located in either ministries or agencies: data about these occupations in agencies will have to be included.*

The intention is to have an understanding of the compensations of service delivery agents at central/federal/national level of government. As mentioned above, in many OECD countries public services such as health and education are delivered by sub national governments, thus they are outside the scope of this survey. However, there are some services that are relatively commonly provided by national governments such as tax administration, immigration services, and policing not covered in other surveys and their inclusion in this exercise will bridge a gap in the information on compensation of service delivery agents.

It should be noted that in some countries functions like immigration officers do not exist as these activities are carried out by the police. In other countries, some of the functions mentioned above are carried out by states and/or local governments. In such cases, please leave the table regarding these functions in blank but add a note to briefly explain the situation in your country.

### Box 2. Service delivery agents - description of occupation

- **Police inspectors and detectives** (part of ISCO-08 3355) investigate facts and circumstances relating to crimes committed in order to identify suspected offenders and obtain information not readily available or apparent concerning establishments or the circumstances and behaviour of persons, mostly in order to
prevent crimes. Their tasks include establishing contacts and sources of information about crimes planned or committed, in order to prevent crimes or identify suspected offenders; obtaining, verifying and analysing evidence in order to solve crimes; making arrests; testifying in courts of law, among others. They usually have management responsibilities. Police inspectors and detectives are usually required to have a university diploma and/or are recruited through promotion after a certain number of years of experience as police officers (usually superior to 5 years)

- **Police officers** (part of ISCO-08 5412) maintain law and order, patrolling public areas, enforcing laws and regulations and arresting suspected offenders. Other duties include directing traffic and assuming authority in the event of accidents; providing emergency assistance to victims of accidents, crimes and natural disasters; among others. Police officers are usually not expected to have managerial responsibilities over more than 3 persons. Police officers are usually not required to have a university diploma.

- **Immigration officers** (part of ISCO-08 3351) check persons crossing national borders to administer and enforce relevant rules and regulations. Their tasks include patrolling national borders and coastal waters to stop persons from illegally entering or leaving the country; checking travel documents of persons crossing national borders to ensure that they have the necessary authorizations and certificates; co-ordinating and co-operating with other agencies involved in law enforcement, deportation and prosecution; among others. Immigration officers are not expected to have management responsibilities over more than 3 persons, if any.

- **Customs inspectors** (part of ISCO-08 3351) check vehicles crossing national borders to administer and enforce relevant rules and regulations. Their duties include inspecting the luggage of persons crossing national borders to ensure that it conforms to government rules and regulations concerning import or exports of goods and currencies; examining transport documents and freight of vehicles crossing national borders to ensure conformity with government rules and regulations; detaining persons and seizing prohibited and undeclared goods found to be in violation of immigration and customs law; among others. Customs officers are not expected to have managerial responsibilities over more than 3 persons, if any.

- **Tax inspectors** (part of ISCO-08 3352) examine tax returns, bills of sale and other documents to determine the type and amount of taxes, duties and other types of fees to be paid by individuals or businesses, referring exceptional or important cases to accountants or senior government officials. They advise organisations, enterprises and the public on government laws, rules and regulations concerning the determination and payments of taxes, duties and other government fees, and on the public’s rights and obligations; examine tax returns, bills of sale and other relevant documents; investigate filed tax returns and accounting records, systems and internal controls of organisations to ensure compliance with taxation laws and regulations; among others. Customs officers are not expected to have managerial responsibilities over more than 3 persons, if any.

In the end, following country dialogue on occupations, the results of the survey will include an occupational match quality assessment.

5. **What components are included in the compensation of employees?**

For the analysis of compensations, this survey will use elements from the International Standard Classification of Labour Costs (ISCLC) developed by the International Labour Organisation (ILO), and from the System of National Accounts (SNA). The rationale is to overcome a series of tradeoffs and limitations in collecting comparable data across countries on compensations. Whereas the SNA provides broad categories that would facilitate data collection, it would, however, limit the understanding of the different elements that form the compensation of public employees. The ISCLC provides a more detailed classification of labour cost data, but it would be technically and conceptually difficult for countries to provide information at that level of detail and for the OECD to make any meaningful comparison across countries. Thus, the classification of the components of the compensation of employees proposed in Box 3 is expected to overcome the technical and conceptual differences across countries, and departs from the same broad division contained in both the SNA and the ISCLC: i) wages and salaries; and, ii) employer’s social contribution.
Box 3. Structure of employees’ compensations – definitions

The analysis of the compensation of employees has two main components: i) wages and salaries, and ii) employer’s social contributions.

I. Gross Wages and Salaries which include the values of any social contributions, income taxes, etc., payable to the employee even if they are actually withheld by the employer for administrative convenience or other reasons and paid directly to social insurance schemes, tax authorities etc., on behalf of the employee. Employer's social contributions are not included in gross wages and salaries. In kind compensation is excluded from the survey (unless a government cannot exclude them, in which case, a note needs to explain the situation and the issue will be discussed with the OECD secretariat). Gross wages and salaries include:

- **Basic wages and salaries** (as laid down in the salary scales) refer to the regular annual payments to employees for their time worked and services delivered to government. Although salaries and wages are paid at regular weekly, monthly or other interval, for the purposes of this survey the annual salary is requested. Overtime payments are excluded from the data.

- **Additional payments** – because of the difficulties in getting exhaustive data and ensuring comparability across countries, additional payments have been limited to its most significant categories including:
  - **Compensations for time not worked** make reference to annual leave and bank holidays only.
  - **Bonuses and gratuities regularly paid** refer to year-end and seasonal bonuses; profit-sharing bonuses; and additional payments in respect of vacation, supplementary to normal vacation pay and other bonuses and gratuities.
  - **Bonuses and gratuities not paid in a regular fashion (performance-related pay)** refer to ad hoc bonuses or other exceptional payments linked to the overall performance of the employee to which he/she may be entitled.\(^5\)

II. Employer’s social contributions (actual paid) are social contributions payable by employers to social security funds or other employment-related social insurance schemes to secure social benefits (health insurance, pensions) for their employees.

- **Employer’s contribution to statutory social security schemes or to private funded social insurance schemes** for covering old age, pension, sickness and health. (if a government cannot separate other benefits such as invalidity and survivors contributions, or contributions for maternity, or unemployment, they should write a note, and discussions with OECD will determine how to take care of the situation)

- **Unfunded employees social benefits paid by employers** limited to health and pension benefits (if a government cannot separate other unfunded benefits such as invalidity and survivors contributions, contributions for maternity leave, or unemployment, redundancy funds, incapacity or accidental injury, they should write a note, and discussions with OECD will determine how to take care of the situation).

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4 Please note that an allowance is paid for who the person is and bonuses and benefits are paid based on performance. An allowance is something that has to be paid because a special skill is possessed even though it may never be used at work like the knowledge of another language. The bonuses and gratuities, like end-of-year pay, are guaranteed payments but the time span to be granted may be longer. Other bonuses and gratuities like payments for supplementary work have a more voluntary connotation.

5 The fact that their amount varies on discretionary criteria such as performance makes them irregular payments, even if paid every month.

6 The term ‘unfunded’ refers to social benefits for which no social security fund exists and there is no official tracking of social contributions. Unfunded pension or health schemes exist in many countries: in that case, it is the general government budget that pays for civil servants pensions/health benefits. In a number of countries, the employee and employer contributions do not cover all the costs associated with the social benefits of government employees. In those cases, special lines in the budget are often dedicated to covering this unfunded part of social benefits.)
Countries will also be asked whether wages and salaries include amounts received for functions related to extra assignments (such as sitting on boards, etc.)

Employer’s social contributions represent social contributions payable by employers to social security funds or other employment-related social insurance schemes to secure social benefits (health insurance, pensions) for their employees. In some countries, these social contributions pay for public schemes, while in others for private schemes. Employer’s social contributions sometimes also include specific funds created for example in social agreements. Data collected on employer’s social contributions have been limited to health and pension plans, which represent the bulk of employer’s social contributions. In some cases where they are similar for all public servants, they can be estimated closely through the use of a ratio of social contributions relative to the aggregate wage bill. The ratio can then be applied against the wages and salaries for the specific occupations included in the survey to estimate the cost of social contributions.

In order to have comparable data across countries regarding compensations the imputed social contributions are needed. They represent the counterpart to social benefits paid directly by general government institutions without participating in, or establishing a fund, reserve or other special scheme for this purpose. Since these contributions do not involve actual cash flows, they have to be imputed. These are the unfunded benefits. Based on the systems of National Accounts, if countries have difficulties estimating the unfunded pensions schemes, the OECD may be able to help them through the identified unfunded pension schemes in the National Accounts. Depending on the difficulties encountered, the OECD may create an index of the quality of data on employer’s social contribution.

Countries will be asked to provide the OECD with additional detailed information about health and pension plans, including most importantly, how they are funded, what share is paid by the employer and the employee (in a separate sheet). They will also be asked to provide the OECD with the part of social contributions that are left out of employer’s social contributions and which represent a significant percentage of total actual social contributions.

The information regarding wages and salaries as well as employer’s social contributions is requested in four different categories:

- The average allocated, which refers to the actual salary paid to employees and not as the average between the minimum and maximum salary. The information regarding the average allocated for each selected occupation should be **annual calendar, preferably 2011**

- The entry level salary (on salary scale) to the occupation that was effective in **July 2011** (or the latest available).

- The maximum salary (on salary scale) that an employee in one occupation may expect to receive and that was in force in **July 2011** (or the latest available).

- The median between the entry level and maximum salaries.

For the four categories, countries are asked to provide data on actual wages and salaries are requested (and not necessarily those that exist on a salary scale).

6. Working time information

In order to have a comparable basis of compensations across countries, it is necessary to adjust the differences in the working time. Thus, countries are requested to provide:
• The *contractual working time in hours per week in the civil service*. This is defined as the working time specified in the contract between employer and employee, and may be different from actual hours worked.

• The number of legal or average working days per year of *holiday entitlement* as specified in the work contract. This should exclude public holidays.\(^7\)

• The number of *public holidays* per year that apply to the civil service.\(^8\)

The number of hours worked will not be included in the comparison for senior managers, who are said to work a number of hours that is unrelated to the legally defined working hours in the civil service.

For each occupation, countries will be asked to provide details of working time information that departs from regular working time of civil servants. This is particularly important for the service delivery occupations (police etc.).

7. How will countries be compared?

The OECD Secretariat intends to conduct a comparison of employees’ compensations from the perspective of the employee, in other words, how much money employees take home. In this case the OECD purchasing power parities (PPPs) methodology will be used taking into account the input and consumption approaches. The OECD Statistics directorate has developed PPPs estimates for all member countries for 2012 that will be used for this comparative exercise. Countries are provided with the possibility to comment on the costs of living in their capital cities.

The OECD will also compare countries with data normalised with per capita income data available through the OECD statistics department. It will allow us to make comparison in relative terms. The two approaches (PPP and per capita income) are complementary.

In order to build comparable data, the differences between the time people actually work and the annual average compensation (annual average gross salary plus employer’s social contributions) will be calculated so as to obtain an adjusted annual average compensation. Indeed, to put the compensation of employees reported on a comparable basis across countries, the differences in the working time (number of hours worked per week in the civil service, the legal or average holiday entitlement, and the number of days that apply to the civil service) will be used for the calculation of the adjusted annual average compensation. This figure will be the one that will enter the calculation of compensations in PPPs to make the comparisons.

It should be noted that this survey intends to collect information on gross salaries (including employee contributions to social schemes and income taxes) and not net salaries. The main interest is the expenditure of government. If net salaries are required for comparative purposes, the OECD intends to use tax statistics from its database.

\(^7\) Holiday entitlement refers to the number of paid holiday that an employee has the right to take. Other leaves such as emergency leave, sick leave, parental leave etc are not part of the holiday entitlement as in some cases they are not paid or not taken in a regular fashion.

\(^8\) A public holiday is a holiday established by law and it designates a non-working day during the year. In some countries there is a holiday between Christmas and New Year, it should be counted as public holiday only if it is defined by law, given every year and applies to the public service. Public holidays do not include the so-called ‘bridges’ (the days between a public holiday and a weekend) as they are not given in a regular fashion and vary from year to year.
In each sheet on compensation there is a specific column requesting job descriptions and further comments. Countries are encouraged to use these comments sections to provide for additional explanation they seem important.

8. Timeline and process

- The lessons learnt from the 2010 survey have been shared with OECD member countries and discussed at the advisory group meeting held for that purpose in June 2012.

- The new guidelines were shared with the advisory group and the wider PEMN members for feedback. Countries were given another opportunity for comments and for concrete suggestions for improvements.

- New guidelines were sent by September 25 along with a new questionnaire for final comments. Countries will be asked to provide their final comments by October 3.

- The final questionnaire is sent to countries on October 5; countries will have until November 15 to fill it in.

- The quality checks and assessments will be made in full by OECD until end of 2012. However, each country will also be asked to review another country’s results. It is also possible that another advisory group meeting be organised to discuss the results in early 2013.

- Countries will be asked to give their final agreement before data are published. Before the date of the publication, countries are welcome to ask for additional explanation of the calculation made for their own country. Upon request, the excel sheet can be sent individually to countries.

9. General remarks on filling in the questionnaire

In order to answer the survey, countries are advised to observe the following:

- This survey has been designed in an excel format. It is important that countries stick to the format of this questionnaire and do not provide data in other format.

- The coordination of data collection in each country will be the responsibility of the delegates to the Public Employment and Management network of the OECD or the person he/she designates for this activity.

- Information on entry level and maximum salaries and wages should be the ones in force in July 2011 or the latest available and provided in local currency. The average allocated should be based on the calendar year.

- Although countries have the choice to provide either the total amount of other payments employees receive (bonuses, allowances etc) or the detailed information, country delegates are kindly requested to provide as much detailed information as possible. This would help the OECD Secretariat to have a better understanding of the salary structure and its components in every member country.

- For top and middle managerial positions, countries are requested to specify the generic name or title of such position it is referred to (for instance: Under-Secretary, Director General, Head of Unit, Head of Department, etc).
• Information on compensation of public employees should refer to the average annual gross salaries and wages for the calendar year (average allocated), for the average for all employees in this occupation (taking into account the differences which may exist for the same position at different pay scale, and the differences in compensation which may exist between the different administrative areas within the ministry).

• Officials answering this questionnaire are requested to provide the number of employees for every occupation in the ministries covered in the survey.

• Please add the name and contact details of the person(s) responsible for filling in the questionnaire in case his/her assistance is needed for clarifications.

• Countries are encouraged to make the most out of the comments sections in order to provide as many details as they deem relevant for the OECD Secretariat to understand the specifics regarding the compensation for a specific occupation or for all occupations.

10. Contact persons at OECD

For further information and clarification, please contact Maya.beauvallet@oecd.org
ANNEX 1: TYPICAL RESPONSIBILITIES OF THE MINISTRIES COVERED IN THIS SURVEY

The following description of activities or functions of the ministries covered in this survey is for guidance only. It is intended to be of assistance to countries where the identification of certain ministries may not be so easy. Some of these activities may be carried out by one or more ministries, in that case, please select the ministry that covers most of the activities included in this list. In some countries the name of the ministry may be different or may be even called department or secretariat.

**Ministry of Interior/Home Affairs**
- Ensures the representation of the State in the entire territory.
- Ensures the respect of citizens’ rights in general by universal suffrage.
- Ensures the respect of competencies of local authorities within the framework of devolution.
- Defines immigration policy.
- Establishes and coordinates national security policy.
- Ensures the maintenance of a peaceful and safe society.
- Ensures the preservation of internal security and the protection of the constitutional order.

**Ministry of Finance**
- Plans and prepares government’s budget.
- Analyses and designs tax policies.
- Develops and implements regulations for financial institutions.
- Monitors economic and financial developments.
- Administers the transfer of funds from national/central/federal government to sub-national governments.

**Ministry of Justice**
- Ensures the well functioning of the judiciary system.
- Prepares the text of law and regulations for some specific fields.
- Defines the main orientations of the public policy in terms of justice and looks after its implementation.
- Provides support to the victims of crime.
- Provides fair, consistent, and effective enforcement of punishment and other sanctions.

**Ministry of Education**
- Regulates, coordinates, and organises the national educational system, generally from primary school to secondary or high school.
- Ensures the equal access to public education.
- Controls and assesses the schools and the higher education institutions both private and public.
- Ensures and effective management of the teachers and administrative workforce.

**Ministry of Health**
- Designs and implements public health policy (prevention, sanitary organisation, and formation of professionals).
- Defines the policy relative to sport and for fighting drug addiction.
- In collaboration with other ministries, it defines industrial safety regulations and social security.
Ministry of Environment

- Defines and manages the legislative and regulatory framework related to the protection of the environment and the efficient use of natural resources.
- Certifies the facilities, land uses and industries across the country to ensure that potential risks to environment, human health, safety and property are minimised.