

Organisation for Economic Co-operation and Development (OECD)
Public Governance and Territorial Development Directorate
Public Governance Committee

2016 Survey on Strategic Human Resources Management in Central/Federal Governments of OECD Countries

INTRODUCTION

Background

The Directorate for Public Governance and Territorial Development (GOV) has traditionally collected quantitative and qualitative data in the fields of public employment and human resources management. These data have been in high demand and have been used by both national governments and international organizations for comparative purposes. They constitute a strategic input to all OECD work on public employment and management.

These data also constitute a significant part of *Government at a Glance* (OECD, 2009, 2011, 2013, 2015) and are seen as increasingly strategic by OECD countries. The latest Strategic Human Resource Management (SHRM) survey was carried out in 2010, with data from 2009. It allowed to make comparisons and analyse trends in 6 core areas: General and casual employment; Changes in employment levels, Composition of employment; Organisation of human resources management and planning; Human resources management practice; and Industrial relations.

As part of its strategy to improve the quality, comparability and scope of its data in 2016, and in order to address the demands from member governments, GOV is constantly improving its data gathering process. This year's SHRM survey has been revised in terms of strategy and scope in order to guarantee maximum use and relevance of data, while ensuring maximal backwards comparability. For this reason, it focuses on HRM practice and institutions in central / federal / national government. The 2010 section on "Composition of Employment" was excluded from the 2016 version and will be a separate, in-depth survey, to be implemented later in the year. Both surveys will contribute to the 2017 version of *Government at a Glance*.

This SHRM questionnaire is designed for completion by senior officials from ministries/agencies with responsibilities for public employment/management of the civil service, but it is likely that, in many cases, the primary respondent will need to consult with others in, for example, national statistical agencies or the Ministry of Finance. Its main focus is HRM practice and institutions in central public administration at the federal / national government level.

This data collection exercise is unique at the international level and is fundamental in creating a solid basis for comparative analysis across OECD member countries in the field of government's human resources management and civil service reform strategies.

Purpose of the survey

The goal of the survey is to gather data that will provide an improved understanding of the broad trends that have affected public employment and human resources management across OECD member countries, and provide OECD member countries with a better picture of where they stand compared to other countries in these fields. More specifically, the results of the survey will be analysed with a view to comparing policies that aim to:

- Ensure that the central public administration attracts, selects and develops a professional, diverse and highly-skilled workforce, capable to adapt to new challenges and constraints;
- Manage this workforce in an agile manner, to align performance with future-oriented strategic objectives and respond effectively to emerging priorities and challenges.

- Improve the performance of the public service and the quality of the services provided to citizens, through effective civil service reform and by supporting the workforce to contribute to public sector innovation.

The data will be used as a basis for comparative analysis in all GOV's thematic studies, Public service and governance country reviews, and flagship publications such as OECD's *Government at a Glance*. For this reason, and given different public employment structures across countries, comparability of data is a major challenge. In this regard, please read carefully the glossary of terms below and whenever necessary complete your replies with any comments that might be useful to the interpretation of the data collected.

Timeline

It is anticipated that OECD will receive countries responses in January 2016. Key preliminary results of the survey should be shared during the Annual Meeting of the Public Employment and Management (PEM) Working Party that will be held May 18 and 19 2016, and the final results will be integrated in the next edition of *Government at a Glance* planned for 2017.

Remarks for Completing the Survey

Terminology and Wording

This survey uses the expression “*public service*” and “*civil service*” interchangeably. The glossary below includes what is meant by “public employee” and “civil servant”, and it is assumed that “civil servants” are the dominant workforce in public administration. If this is not the case in your country, please provide information for the dominant workforce, and explain it in the comments box provided in section 01 of the survey. The term “*ministries*” is used in the same way as “*departments*” and refers to the organization headed by a minister / secretary of state who is in direct hierarchical relationship with staff below.

Table A: Scope of your Answers

Given the difficulty in getting data that are comparable across countries, we are asking countries to **exclude** the range of government organisations that their data cover by using the following scheme: **The focus of the requested data is core Ministries and agencies of central/federal governments (shaded grey in the table below)**. For some governments it will be necessary to include the regional and local branches of central government agencies. However, please note that the survey does not cover sub-national levels of government (regional/local/municipal). The data also excludes government-employed doctors and nurses, teachers, police and judges, the military (but civilian military staff are included), as well as staff employed in state owned enterprises (these categories are cross-hatched in the table below). The answers that you will thus give in this questionnaire are thus restricted.

Please identify which groups of staff your responses refer to by checking the appropriate boxes below and clearly state in the comments what staff is included/excluded. If in some parts of the questionnaire, your responses apply to a different scope than identified below, please mention this in the comments section pertaining to that particular question/part of the questionnaire.

	Planning	Implementation	Service delivery (main categories)					
	Ministries	Agencies	Doctors and nurses	Professors and teachers	Police and judges	Military	State-Owned enterprises	Other service delivery categories
National/Federal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sub-national level 1 (e.g. states, regions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sub-national level 2 (e.g. municipalities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remarks : Entities that are excluded /included								

Comments: please indicate if your responses do not fit this classification.

Table B: Differentiating your Answers

Some questions ask you to differentiate answers by hierarchical level. The same five main categories (senior management, middle management, professional, secretarial staff and technical support) are always asked for, and a line for aggregate information is provided in case differentiated data is not available.

The following table defines the five main hierarchical levels we would like to collect data on. These definitions are broadly based on the International Standard Classification of Occupations (ISCO) maintained by the International Labour Organisation, and full definitions are available via the following link: <http://www.ilo.org/public/english/bureau/stat/isco/isco08/index.htm>. 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 Organization (ILO). The reason for the adaptation is that not all countries follow the ISCO model to classify their occupations in government, thus using ISCO-08 may create confusion in some member countries.

These data have been agreed upon by the member countries of the ILO (which include all OECD members) and are often used by National Statistical Offices to collect data in a standardised manner. However, we understand that these definitions may differ from the occupations included in your legal and administrative frameworks. In order to enable us to better understand differences between countries and conduct meaningful comparative analysis, please **indicate in the third column of the table below how these levels are defined in your national classification system (including what occupational groups they encompass).**

Category	Main Criteria	Your Specification
Senior management		
D1 managers (ISCO-08 1112)	<p>Top public servants below the Minister or Secretary of State. They could also be members of the senior civil service and/or appointed by the government or head of government.</p> <p>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 meetings. They provide overall direction and management to the Minister/Secretary of State or a particular administrative area. In countries with a system of autonomous agencies, decentralised powers, flatter organisations and empowered managers, D1 managers correspond to Directors General.</p>	
D2 managers (ISCO-08 11 and 112)	<p>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.</p> <p>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.</p>	
Middle management		
D3 managers (ISCO-08 12)	<p>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 expenditures and ensure the efficient use of resources. They monitor and evaluate performance of the</p>	

	different professional teams.	
D4 managers (ISCO-08 121)	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 expenditures; and ensure the efficient use of resources. They provide leadership to specific professional teams within a unit	
D5 managers (optional) (ISCO-08 1211, 1212 and 1213)	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) (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		
Economists/policy analysts (ISCO-08 242 and 2422)	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-date 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 managers through career progression. Their areas of expertise may vary from law, economics, politics, public administration or international relations to engineering, environment, pedagogy, health economics, etc. This is a large occupational category and differences in weight between junior and senior staff may be very significant. Thus, countries are asked to provide information on the senior staff (i.e. senior economists) rather than on all economists.	
Statisticians (ISCO-08 2120)	They conduct research and improve or develop statistical concepts or engage in	

	<p>their practical application to support government's operations. They plan and organise surveys and other statistical collections and design questionnaires. They evaluate, process, analyse and interpret statistical data and prepare them for publication. They advise on or apply various data collection methods and statistical methods and techniques to determine the reliability of findings.</p>	
Secretarial positions		
<p>Administrative executive secretaries (ISCO-08 3343)</p>	<p>They perform liaison, co-ordination and organisational tasks in support of managers and professionals and prepare correspondence, reports and records of proceedings and other specialised documentation. They draft administrative correspondence; and assist in the preparation of budgets, monitoring of expenditures, drafting of contracts and purchasing or acquisition orders. They supervise the work of clerical support workers.</p>	
<p>Secretaries (general office clerks) (ISCO-08 411 and 4110)</p>	<p>They perform a range of clerical and administrative tasks in connection with money-handling operations, travel arrangements, requests for information and appointments. They record, prepare, sort, classify and fill information; sort, open and send mail; prepare reports and correspondence of a routine nature; record issue of equipment to staff; respond to telephone or electronic enquiries or forward to appropriate person; check figures, prepare invoices and record details of financial transactions made; transcribe information onto computers; and proofread and correct copy</p>	
Technical support		
<p>Technical support (for example, ISCO-08): 71: Building and related trade workers 7413: Electrical line installers and repairers 8322: Car, taxi and van drivers</p>	<p>This category includes staff with mainly manual tasks, usually with a professional or vocational degree</p>	

Space for your Comments

In most parts of the questionnaire we have left some room for additional comments and precisions. Countries are strongly encouraged to use these sections especially in order to give details or precisions on how the specific question or section applies to the specific country situation.

Glossary / Definition of terms

Central government agencies: Agencies should be treated as part of the central public administration if they are controlled by the latter. A central government agency is a permanent organization that is responsible for the oversight, management and/or the administration of central government (executive) functions. There is a notable variety of agency types as regards functions, funding, power, accountability, resources and autonomy. Although different, a central government agency is normally distinct both from a department or ministry, and other types of public body established by government.

Central public administration: By central public administration we refer to organisations which are directly subordinated to national political power and which are at the service of the central executive. Therefore, central public administration is the system of bodies, services and staff of the State and of other public bodies that regularly and constantly meet public needs.

Civil Servant: civil servants are only those public employees covered under a specific public legal framework or other specific provisions. For the purposes of this survey, it is assumed that civil servants are the dominant public employee profile. If this is not the case, please explain in section 01.

Competency assessment: Competency assessment can be used to judge how well applicants fit the requirements of a specific job.

Competency management: Competency management helps governments define the abilities and behaviours people need to do their jobs well and link key human resource management activities to ensure that an organisation is staffed by people who perform effectively. Developing a competency management framework can help recruiters improve the accuracy of candidate selection, increase employee retention, improve staff perception of job-fit, increase the job satisfaction of new recruits, produce efficiencies by reducing hiring costs, and improve interview effectiveness and decision making.

Delegation in Human Resources Management (HRM): Delegation in HRM refers to the fact that human resources responsibilities (including issues related to recruitment, training, promotion, mobility, pay, performance management) are increasingly delegated to individual ministries/departments and onwards to line managers, instead of being kept and controlled by the centre, and by top managers of organisations.

Departments: see Ministries

Diversity aspects: issues related to the acceptance of cultural and religious beliefs or lifestyle, and/or the perception of discrimination and harassment.

Employer branding: Employer branding is the process of promoting a company, an organization or an administration, as the employer of choice to a desired target group, one which a company needs and wants to recruit and retain. The process facilitates the administration's ability in attracting, recruiting and retaining ideal employees – referred to as Top Talent in recruitment – and helps secure the achievement of the administration's business plan.

Employee engagement: Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged are more productive, content and more likely to be loyal to an organization. When organizations put sound human resource practices in place, they are more likely to discover that employees feel satisfied, safe and will work to their full potential.

Employee surveys: Employee surveys are scientifically validated, standardized and/or customized surveys administered to all employees of an organisation (or a specific sub-set) for the purpose of measuring attitudes and perceptions of organisational issues (for example, job satisfaction, motivation, commitment, etc).

Full-time equivalent (FTE): The number of full-time equivalent jobs, defined as total hours worked divided by average annual hours worked in full-time jobs

General accountability framework for managers: Comprehensive management accountability frameworks are put in place to support performance management and increased delegation of management functions to departments. This system has supported a move from prescriptive rules and heavy central control to a more flexible management system of risk-based monitoring and managerial accountability for results. An important feature of this system is that the meaning of management is clearly operationalised – key indicators are identified to ensure that the system can be used to help senior managers assess progress and increase their accountability for results.

General employment framework in the public service: It usually concerns the employment conditions of most government employees, and certainly concerns most statutory employees. Casual employees, by this definition, are not employed under the General Employment Framework for government employees. Please note that in a number of countries, all employees, including those employed on a short term basis, are employed under the General Employment framework, with a few exceptions (few casual employees in those cases, if any).

Horizon scanning: Technique for detecting early signs of potentially important developments through a systematic examination of potential threats and opportunities, with emphasis on new technology and its effects on the issue at hand. The method calls for determining what is constant, what changes, and what constantly changes. It explores novel and unexpected issues as well as persistent problems and trends, including matters at the margins of current thinking that challenge past assumptions. A solid “*scan of the horizon*” can provide the background to develop strategies for anticipating future developments and thereby gain lead time. It can also be a way to assess trends to feed into a scenario development process. (Source: OECD)

Individual learning plans (ILP): Approach to adult teaching and learning process. It is a written document negotiated between tutor and learner, that seeks to identify learning goals, to record and recognise progress towards them, and to reflect on the learning to develop new goals. The ILP enables learners and tutors to know how learning is progressing towards the goals identified at the beginning of the programme and is therefore a key part of the formative assessment strategy. (Source: OECD EDU publications)

Integrity at the workplace: Integrity refers to the application of values, principles and norms in the daily operations of public sector organisations. Governments are under growing pressure from the public to use information, resources and authority for intended purposes.

Middle management: D3 and D4 levels (see the table B above) Immediately below senior management levels.

Ministries: The term “Ministries” is used in the same way as departments and refers to the organisation headed by a minister/secretary of state who is in direct hierarchical relationship with staff below.

Performance appraisal: Performance appraisal is a methodology and set of procedures for rating the work performance of individuals according to objective standards and criteria applied uniformly across one or several organisations. It includes for instance assessing the quality of work and the professional commitment.

Political advisors: Individuals who provide ideas or plans that are used by a Government as a basis for making decisions. Political officials (President, Prime Minister, and Minister) have a team of political advisors at their disposal in order to advise them about the topics and the policies they are in charge with.

Professional staff: see table B above.

Public sector innovation: There is not an established definition of innovation in the public sector. We can consider that public sector innovation is about new ideas that work at creating public value, with the following characteristics: (i) novelty: innovations introduce new approaches, relative to the context where they are introduced; (ii) implementation: innovations must be implemented, not just an idea; and (iii) impact: innovations aim to result in better public results including efficiency, effectiveness, and user or employee satisfaction.

Secretarial positions: This category includes staff working mainly on secretarial and administrative tasks, filing systems, meetings organisations, calendar organisations, outside enquiries, draft letters and memos, general office support. (see table B above)

Senior Civil Servants: To be understood as Senior Managers.

Senior Managers: D1 and D2 managers (see table B above). Alternatively referred to as Senior Civil Servants, Top Managers. Note that the word *senior* denotes rank, and is not a reference to age or seniority in terms of length of career or tenure. Senior managers can be younger and have fewer years of experience than middle managers if they are, in fact, their superior in terms of hierarchy.

Technical support staff: This category includes staff with mainly manual tasks, usually with a professional or vocational degree. (see table B above)

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1. Legal Classification, Central Body and Human Resource Delegation

This section aims to map the institutional structures of civil service management in the central public administration.

1.1. Legal Classification

Q.01 Please provide the figures of employment in central public administration in total numbers in December 2015 (or the closest – please indicate)

Please provide total number (e.g. 25000; 100000; etc.). If none, please insert 0.

In this survey, a distinction is made between ‘civil servant’ and ‘other public employees’:

- civil servants are only those public employees covered under a specific public legal framework or other specific provisions;
- public employee are all employees of the central public administration

Note: some countries may not distinguish between these two categories or they may use more than two categories. In this case, please explain the situation in your country in the comments section.

	Indeterminate	Fixed-term	
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	duration	duration	Other ¹	Total
Civil servants				
Other public employees				
Other, please specify ¹				
Total				

Note: ¹Please describe other categories, if any, in your public administration in the comments below
 Comments (e.g. definition of other categories, specific issues with classification):

Q.02 What are the differences between the employment framework for civil servants vs. other public employees in your central public administration? Please select all that apply

- Civil servants have more job security than other public employees
- Civil servants are on different pay scales from other public employees
- Civil servants received more health insurance than other public employees
- Civil servants receive better retirement pensions than other public employees
- The recruitment process is more vigorous for civil servants than other public employees
- There is a specific performance management system for civil servants which does not apply to other public employees
- Civil servants have access to more training opportunities than other public employees
- Civil servants have more opportunities for career advancement than other public employees
- There are specific values and/or ethical standards for civil servants which do not apply to other public employees
- Other, please specify:

Q.03 Which functions/professions can be performed by which categories? Please select all that apply

Function	Civil Servants	Other Public Employees	Comments (if both, please explain)
Senior management	<input type="checkbox"/>	<input type="checkbox"/>	
Middle management	<input type="checkbox"/>	<input type="checkbox"/>	
Policy development	<input type="checkbox"/>	<input type="checkbox"/>	
Service delivery	<input type="checkbox"/>	<input type="checkbox"/>	
Legal experts	<input type="checkbox"/>	<input type="checkbox"/>	
IT specialists	<input type="checkbox"/>	<input type="checkbox"/>	
Administrative support staff	<input type="checkbox"/>	<input type="checkbox"/>	

Q.04 Is there a trend towards the use of “other public employees” for any specific functions and/or professions in your central public administration? Please select one

- Yes
- No

Q4a. Please explain:

1.2. Central HRM Unit

Q.05 Is there a central agency/department/unit (hereafter unit) in charge of human resources at central/national/federal government level [Q.21]?

Select one

- Yes
- No
- Not responsible, but a central agency/development aims to coordinate and provide advice on HR policies across departments

Q5a. If Yes, how many central agencies/departments/units? Please briefly explain the difference [Q.22]:

Q6. Is the central HRM unit responsible for [Q.23]:

Please check all that apply

- the actual management of HRM at central/national/federal government level
- providing leadership and guidance on human resource management in general
- designing an HR strategy
- the coordination and supervision in the implementation of the HR policy/strategy
- providing advice on the legal framework
- designing the pay system
- transmitting public service values
- defining and controlling the payroll
- standardizing recruitment and defining skills profiles
- defining salary levels and benefits across the public service
- the provision of training
- promoting diversity across the civil service
- dealing with retirement and pension plans
- identifying performance management indicators
- Other: please specify

Q7. Where is the central HRM unit located in government? [Q.24]

Select one - If there are multiple units in charge of human resources, please select other and specify

- In the Office of the Prime Minister or head of government
- It is a specific ministry/organisation dedicated to HRM. Please specify in the comment box below:
- In the Ministry of Finance
- In the Ministry of Interior
- In other ministry/agency. Please specify in the comment box below:
- Other: please specify:

Please provide any additional comments:

1.3. Delegation of Positions, Personnel Budget, and Pay

This section primarily addresses the management of all staff except senior management staff (if different from the rest of staff). A different section below will focus on senior managers.

Q8. Number of posts and budget allocation: where are the following issues primarily determined? [Q.25]

For each rows, please select all that apply

Primarily determined by:	Central HRM body (which sets the rules and	Ministry of Finance	Central HRM body but with some	Ministries/ departments/ agencies, within	Unit/team level	Other/ variable depends largely on

	is closely involved in applying them)		latitude for ministries/ departments/ agencies in applying the general principles	established legal and budgetary limits		departmental/ functions
Numbers and types of posts within organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allocation of budget envelope between payroll and other expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q.9 Do these delegation rules apply to most government organizations? [Q.26] Please select one

- Yes
- No, please specify

Q.10 Pay: where are the following issues primarily determined? [Q.28]
Please select all that apply (there can be multiple answers for each rows)

Primarily determined by: (select all that apply)	Central HRM body (which sets the rules and is closely involved in applying them)	Ministry of Finance	Central HRM body but with some latitude for ministries/ departments/ agencies in applying the general principles	Ministries/ departments/ agencies, within established legal and budgetary limits	Unit/team level	Other/ variable depends largely on departmental/ functions
General management of pay systems (salary levels, progressions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of the variable portion of pay -benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of the variable portion of pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

-performance related pay						
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Comments:

Q.11 Do these delegation rules apply to most government organizations? [Q.29] Please select one

- Yes
- No, please specify

1.4. Delegation of Position Classification, Recruitment and Dismissal

This section primarily addresses the management of all staff except senior management staff (if different from the rest of the staff). A different section below will cover the delegation of management responsibilities for senior management staff.

Q12. Management: where are the following issues primarily determined? [Q.30] Please select all that apply. There can be multiple answers for each rows.

Primarily determined by: (select all that apply)	Central HRM body (sets the rules and is closely involved in applying them)	Central HRM body but with some latitude for ministries/ departments/ agencies in applying the general principles	Ministries/ departments/ agencies, within established legal and budgetary limits	Unit/team level	Other/ variable depends largely on departmental/ functions
Post classification system – grades	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment into the civil service (choice of individuals)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment of casual staff (choice of individuals)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual duration of employment contract in the civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual duration of contract for posts (mandates)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual career management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Individual dismissal:					
-following lack of performance	<input type="checkbox"/>				
-following organizational restructuring	<input type="checkbox"/>				
-following misconduct	<input type="checkbox"/>				
-for other reasons:					

Q13. Do these delegation rules apply to most government organizations? [Q.31]

Select one

- Yes
- No, please specify.

Please comment:

1.5. Delegation of Conditions of Employment

This section primarily addresses the management of all staff except senior management staff (if different from the rest of the staff). A different section below will focus on senior managers.

Q14. Work conditions: where are the following issues primarily determined? [Q.32]

Please select all that apply. There can be multiple answers for each row.

Primarily determined by: (select all that apply)	Central HRM body (sets the rules and is closely involved in applying them)	Central HRM body but with some latitude for ministries/ departments/ agencies in applying the general principles	Ministries/ departments/ agencies, within established legal and budgetary limits	Unit/team level	Other/ variable depends largely on departmental/ functions
Flexibility of working conditions (number of hours, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adjustments to working conditions (part time, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance appraisal systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code of conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethics, equal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

opportunity, equity issues					
Training	<input type="checkbox"/>				
Other, please specify:	<input type="checkbox"/>				

Q15. Do these delegation rules apply to most government organizations? [Q.33]

Select one

- Yes
- No, please specify.

Comments:

Q16. Have the arrangements for delegation led to: [Q.34]

Select one

- A broadly comparable framework for pay/terms and conditions of employment across all central/national/federal government
- A broadly comparable framework for pay/terms and conditions of employment within each ministry/department but with significant differences between ministries/departments
- A very diverse picture with many different pay scales and terms and conditions of employment within each ministry/department

Please specify/comment:

2. Data-informed Human Resource Management

This section aims to gather a deeper understanding of the data collected on the workforce and how this is used to improve workforce management in Central Public Administrations.

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

2.1. Administrative data

Q17. For each of the following categories please indicate whether standardized administrative data records exist at the Central/federal level?

Please select one response for each row

For options g and n, please erase the text and replace by your category. If none, then please write "none" and select the last column.

	Yes, standardized data records are available and are centralised for the whole or most of the national/federal civil service.	Yes, however standardized data records only exist at line ministry level (not aggregated centrally).	No, currently no standardized administrative data record exists.
<i>Workforce Composition</i>			
a. Number of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Level (e.g. grade, junior and senior staff, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Function (e.g. profession)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d. Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Disabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Other minority status (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Level of education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Length of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Languages spoken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Employment Arrangements</i>			
k. Type of contract (e.g. Civil Servant vs. other)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Union membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Part time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Other flexible working arrangements (e.g. telework – please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Leave use</i>			
o. Sick days used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Training days used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Special leave used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Mobility, turnover and dismissal</i>			
r. Mobility within the civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. Total exit (turnover) data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. Retirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u. Resignations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v. Dismissals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q18. Are most of the data above available:

Select one

- For all employees
- Only for particular categories of employees (e.g. civil servants, please specify :)

2.2. Employee Survey Data

Q19. Do you conduct employee surveys?

Please check all that apply

- Yes, centralised surveys across the whole central public administration
- Yes, administrative sectors conduct their own surveys
- Yes, government ministries/agencies conduct their own surveys
- No

Q19a. If yes, how often are these surveys conducted?

In case of multiple surveys, please check all that apply and explain variations in the comments section below.

- On an as-needed basis (please specify in the comment box below)

- Every year
- Every two years
- More seldom than every two years

Please provide any further specifications to Q19a:

- Q19b. Do these employee surveys aim to assess the following aspects?**

Please check all that apply

- Job satisfaction
- Organisational commitment
- Employee Engagement
- Employee motivation
- Effectiveness of management
- Effectiveness of HRM systems
- Impacts on employees of workplace change/transformation
- Integrity at the workplace
- Stress levels
- Work intensity
- Work/life balance
- Inclusion (of, for example, minorities)
- Discrimination
- Harassment
- Skills match (between job and employee)
- Perceived employer image
- Other, please specify:

Q19c. For each item that you have selected above, please report recent results/trends and, if possible, any web link to a specific report?

2.3. Employee Performance Data

Q20. Are data from employee performance assessments collected and aggregated centrally?

Please select one

- Collected/Aggregated centrally and updated regularly (please specify in the comment box below)
- Collected but held at Ministry level, in standardized way.
- Collected by individual ministries/agencies but not standardized.
- Not collected

Q20a. Please specify how often are employee performance assessments updated?

2.4. Use and disclosure of HRM data

Q21. How are the data used?

Please select at least one response for each row. In case of partial response (e.g. some but not all administrative data), please select and explain in the comment box below.

	Administrative data	Employee survey data	Employee performance data	None of these data are used for this specific purpose
In regular reports to:				
– Senior civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Political level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- The public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dashboards for management decision making (please indicate how often these are produced in comments box below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated in workforce planning system/cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To inform organisational training plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance assessments (e.g. of managers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collective bargaining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify :	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q21a. Please specify your answer to Q21. If you selected "dashboards for management decision making" please specify how often these are produced?

Q22. Are the data available publicly at an aggregated level?
Please select one response for each row (in case of partial response, please select and explain in comments below)

	Administrative data	Employee survey data	Employee performance data
a. Yes, proactively shared online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Yes, but only on request (e.g. access to information requests)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q22a. Please specify how the data are made available:
Please select all that apply

	Administrative data	Employee survey data	Employee performance data
In raw formats that are machine-readable (e.g. Excel, CSV, XML)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allowed to be reused by third parties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessible through your government's central open data portal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q23. Have data collection and analysis resulted in changes to and/or the introduction of HRM programs and/or policies?

Please select one response per row

	Administrative data	Employee survey data	Employee performance data
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q23a. Please provide comments on Q22 and Q23 and, if possible, please provide examples or web links with further information on how HRM data collection and analysis resulted in changes

3. Human Resource Strategy and Planning

3.1. Workforce planning

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

Q24. Does your country articulate a government-wide civil service strategic vision with a long term view? Select one

- Yes
 No

Q24a. If yes, please specify the time horizon of the strategy (in years)

Q24b. Does it makes clear statements about the future requirements of the civil service? Select one

- Yes
 No

Q24c. Does it include specific mention of: Please select all that apply

- Leadership
 Employee wellbeing
 Diversity and inclusion
 Performance
 Attractive employer
 Skills and capabilities
 Innovation
 Employee Engagement
 Other, please specify:

Q24d. Development of the strategy

Select all that apply:

- It takes into account forecasting regarding external conditions (e.g. labour market forecasts and competition)
 It takes into account internal forecasting (e.g. future skills shortages from retirement, workforce trends, future challenges, new skills and competences needed etc.).
 It is developed with broad input from the senior management community (not just HRM specialists)
 It is developed with broad input from all civil servants

- It is endorsed at the political level

Q24e. Follow-up of the strategy: Please select all that apply

- It is monitored and reported on a regularly basis by a central authority
- It includes specific targets for which senior managers in ministries are held to account

Q25. Is there a common skills inventory/competency framework that enables a classification of skills and competencies?

Please select all that apply

	One common framework across civil service	Each ministry/agency develops their own under guidelines from centre	No standardized framework
Senior Managers (leadership competencies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil Servants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All public employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific Functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

- Q25a. If you responded in Q25 that there is a common framework across the central public administration or that there are guidelines developed at ministry/agency level for any of the positions indicated, please specify if they mention any of these competencies?**

Please check all that apply

- Achieving results
- Adaptability/flexibility
- Business/Commercial competencies
- Communication
- Customer/client-orientation
- Commitment
- Coordination
- Digital competencies
- Efficiency
- Information processing
- Initiative
- Innovation
- Interpersonal relationships
- Judgement
- Leadership
- Loyalty
- Negotiation
- Organization
- Political competencies
- Problem Solving
- Professionalism
- Reliability
- Self-development/learning
- Strategic thinking
- Team work
- Values and ethics
- Vision

- Other, please specify:
- N/A (not applicable)

Q26. Who is involved in the preparation of the common framework across civil service?

Please select all that apply

- The central HRM Unit
- Interministerial working groups
- Representatives of Trade Unions
- N/A (not applicable)

Q27. Are regular workforce planning processes in place to make sure that government has the adequate workforce to deliver services (e.g. annual action plan to implement vision if it exists)?

Select one

- Yes, and there is a formalised and regular whole of government systematic process in place to standardize workforce planning
- Yes, but the design of the framework is left to the discretion of the different organisations
- Yes, when and where need arises (ad hoc)
- No

Q27a. If yes, what are the key aspects that are explicitly considered?

Please select all that apply

- current HR capacity
- civil service demographics
- organisation's strategic objectives
- specific skill sets required to meet future objectives
- skills shortages in the national labour market
- impact of technological changes
- possibilities for restructuring (e.g. reallocating staff, reorganising work units, regrouping tasks, etc.)
- possibilities for training and development
- possibilities for recruitment
- possibilities for outsourcing
- possibilities for coordination (e.g. with other organisations, universities, etc.)
- efficiency savings (through e-government for example)
- Includes specific targets for which senior managers in ministries are held to account
- Job profiling
- Other, please specify:

Q27b. How many years ahead is this kind of HR planning done?

Select one

- 1 year
- 2-3 years
- 4-5 years
- More than 5 years
- Other, please specify

Q28. Is workforce planning integrated within a broader budget planning cycle?

Select all that apply

- It is integrated with budget planning *ex-ante* to help define budget requirements
- It is integrated with budget planning *ex-post* (within limits of envelope)
- No, there is no formal integration
- Other, please specify:

Q29. In your government, is there the equivalent of a General Accountability Framework for managers which defines the main managerial standards and targets for which managers are held accountable and in which the management of human resources is one of the core strategic parts:

Select one

- Yes, and HRM is fully linked to the planning and reporting requirements of ministries and departments on the strategic objectives of the organisations and the achievements
- Yes, HRM is fully linked but still lacks clear strategic objectives
- No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies
- No, there is no General Accountability Framework
- Other, please specify:

Q30. Do targets regarding HRM directly feed the performance assessments of senior management and middle management?

Select one

- Yes
- No

Q31. Within this Accountability framework for senior and middle management, are they asked to plan and report on the following:

Please select all that apply

- Compliance with general HR rules and targets in terms of staff numbers and compensation costs
- Effectiveness that link the ministry or the agency strategic and workforce planning efforts
- Workforce planning and strategies to close competency gaps in a cost efficient manner
- Participation in whole of central/federal government HRM initiatives (targets about minorities, modernisation of HRM, etc.)
- General “*people management*”
- Other please specify

Q32. Is Ministries/departments capacity in terms of HRM reviewed and assessed regularly by the central HRM departments:

- Yes
- No

Please specify:

4. Recruitment

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

4.1. Recruitment process

Q33. How does one become a civil servant?

Please select all that apply

- Through a competitive examination that provides for entry into a specific group of the public service
- Through direct application to a specific post and interview (with minimum degree requirement)
- It varies depending on the post (please describe in the comments box below)
- Other, please specify:

Q33a. You selected: “Through a competitive examination that provides for entry into a specific group of the public service”, please specify if the examination and subsequent entry is managed: Select all that apply

- Centrally
- Delegated to the organization level

Q34. Allocation of posts: how does one individual get a specific position/post [Q.47]?

Select one

- All posts are open to internal and external (outside of the public service) recruitment and applicants apply to the different posts
- Most posts are open to internal and external recruitment and applicants to the different posts – please specify the categories of exceptions
- Some posts are open to internal and external recruitment and applicants apply to the different posts – please specify in the comment box below:
- No posts are open to external recruitment and external applicants first have to apply for entry into the public service

Q35. How is merit-based recruitment at the entry-level guaranteed in the selection process [Q.46]?

Please select all that apply

- All vacancies are published
- Recruitments are made with panels
- Recruitment firms are used
- Shortlist of possible candidates is prepared jointly by the HR department of the organization and the recruiting department
- Standardized exams are used
- Structured interviews are used
- Assessment centre methodologies are used
- Other, please specify:

Q36. How long on average does the recruitment process last between the job-posting and the job offer)?

Select one for each category

	Top managers	Middle managers	Professionals
<u>Up to 3 months</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Between 3 to 6 months</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Between 6 to 9 months</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Between 9 to 12 months</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Over a year</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments for all section 4.1:

4.2. Recruitment strategy

Q37. Is recruitment linked to strategic human resource planning?

- Yes
- No

If yes, please briefly describe how:

Q38. Are recruitment and selection based on a standard competency framework? Select one

- Yes

- No
- Not applicable (there is no competency framework)

Q39. Are there laws or policies in place that explicitly seek to enhance the recruitment of any of the following groups into the service [Q.49]?

Select all that apply

	Women	Non-nationals (naturalised citizens born in another country)	Minorities (if government has a specific definition for minorities for use in HR policy, apart from women and disabled)	Disabled	Comment
Preferential rights for job interviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preference in the selection process (extra points)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special training programmes for taking entry examinations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational rewards to units that increase share/meet targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rewards to managers who increase share/meet targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring targets, if any, tick and also indicate the percentages by rank in the comment section: -Senior management -Middle management -Professionals -Secretarial positions -Technical support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Q40. Have the objectives of the laws and policies been reached [Q.50]? *Select one*

- Yes
- No
- N/A – there are no laws or policies in place that explicitly seek to enhance the recruitment of any of the above groups into the service.

Q41. For each of these groups, have actions been taken in the last five years to intentionally enhance or reduce the use of external recruitment (outside of the public service) [Q.48]?

Please select all that apply

	Yes, measures to have more external recruitment	Yes, measures to have less external recruitment	No specific measures
Top management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middle management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secretarial positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comments for the whole section 4.2:

4.3. Employer Branding

Q42. Have any employer branding strategy(ies) or action plan(s) been developed to clearly identify the advantages of working in the central public administration? *Select one*

- Yes
- No

Q43. Do you use any of the following methods/venues to brand the central public administration as an employer of choice?

Please select all that apply

- Presence at events and forums (e.g. conferences or job fairs)
- Print Media advertisements
- Social and professional networks
- Corporate website
- Other, please specify:

Q44. Which of the following elements are highlighted on government job websites or other material to communicate the advantages of working for central public administration?

Please select all that apply

- Job security
- Financial compensation
- Pension
- Social security/Insurance
- Job content (e.g. interesting work, etc.)
- Work-life balance, reconciliation of work life and private life
- Career advancement opportunities

- Flexible working opportunities (e.g. part-time, telework, etc.)
- Learning opportunities (e.g. training and development)
- Employer reputation (awards or other measures)
- Integrity, public values and ethics (public service ethos)
- Culture of good leadership and collaboration
- Employee Engagement
- Diversity and inclusion
- Opportunity to contribute to public value
- Other, please specify:

Please provide comments for the whole section 4.3:

4.4. Employment attractiveness and retention

Q45. Are there centralised programmes which aim to attract, recruit and develop promising employees (e.g. high-flyer programmes or fast-track programmes)? *Select one*

- Yes,
- No

Q45a. Please provide a brief description of the programmes or a web link:

Q45b. How many candidates are recruited annually?

Q45c. How many applications are received to these programmes annually?

Q45d. What is the trend for the number of applications received to these programmes over the last 5 years? *Select one*

- Rising
- Remains equal
- Declining
- It depends on the programme. Please specify:

Q46. Is there any indication of a change of the central public administrations' attractiveness as an employer over the last 5 years?

Select one

- 1 – sharply decreased
- 2 – decreased
- 3 – remained constant
- 4 – increased
- 5 – sharply increased
- Impossible to tell

Comments:

Q.47 Does the public administration experience particular challenges in attracting particular groups of applicants?

Please select all that apply

- Senior managers
- Line managers (e.g. administrative and commercial managers, business services and administration managers, etc.)
- Professionals (e.g. analysts, lawyers, IT professionals, etc.)

For any of the groups checked above, please specify the types of positions and/or skills that are most difficult to attract and recruit:

Q.48 What percentage of new recruitments leave the central public administration: *Please respond in percentage (i.e. 5%, 10.5%, etc.). If impossible to tell, please specify or simply respond "not available".*

- Within 1 year:

- Within the 3 first years:
- Within the 5 first years:

Comments:

5. Career Development and Promotion

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

5.1. Performance assessment

Q49. Is formalized performance assessment mandatory for government employees [Q.61]?

Select one

- Yes, for all or almost all
- No, only for some
- No, not used at all

Q50. Which tools are used for regular performance assessment and how often are they applied [Q.63]?

If this differs by level, please focus on the professional and middle management levels

Type of assessment	Frequency of use (select one)				
	Every 6 months	Every year	Every two years	Not used	Other frequency (please specify in the comment box below)
<input type="checkbox"/> Meeting with immediate superior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> Meeting with superior two levels above or HR officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> Written feedback from superior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> 360 feedback (usually written)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> Other, please specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Comments:

Q51. What are the current performance criteria explicitly used in most organizations [Q.64]?

Please select all that apply

- Activities undertaken
- Timeliness of activities undertaken
- Outputs/achievement of objectives
- Cost-effectiveness of outputs' production
- Quality of outputs
- Improvement of competencies
- Values discipline and inputs
- Interpersonal/management skills
- It varies significantly across organization
- Other, please specify:

Q.52 Do performance assessment systems in your country use quota systems when assessing employees [Q.65]?

Select one

- Yes, all or most ministries/agencies (75% - 100%)
- Yes, but only in some ministries/agencies (25-75%)
- Yes, but, only in very few ministries/agencies (<25%)
- No ministry/agency use quota systems in performance assessment (0%)

Q.53 Is there a move towards the formal assessment of “team performance” [Q.66]?

Select one

- Yes
- No

Comments: (e.g. on which new tools are being introduced, in which parts of government team performance assessment is used the most, etc.)

Q54. How important, according to legal criteria, is having a good performance assessment with regard to [Q.67]:

Please select one answer per row

	High		Medium		Low
Career advancement	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Remuneration (bonuses, the grade does not necessarily change)	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Contract renewal in the civil service/remaining in the civil service	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Employment contract renewal in the public service	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>

Q55. Is it possible to dismiss public employees due to bad performance? Select one

- Yes, and it happens regularly
- Yes, but is very rarely used.
- No

Q55a. If yes, how many employees have been dismissed for performance reasons in the last 5 years?

5.2. Career Development

Q56. Is career advancement done through open competition?

- Yes, all promotions are through competitions open to external and internal applicants
- Yes, all promotions are through competitions, however some competitions are only open to internal applicants (please specify the percentage of internal vs external in comments section if available)
- Yes, but some promotions are available without competitive process (please specify in comments box)
- No, promotions are not determined through open competitions.

Comments:

Q57. Which of these factors are important for being promoted to a different grade or to a different hierarchical level (within or from the listed hierarchical groups) [Q.73]?

Please select all that apply

	Years of experience	Specific experience (Please specify in the comment box below)	Performance appraisals	Qualifications (relevance of education)	Training	Mobility (job rotation)	Other (please specify in the comment box below)
Senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Middle management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Secretarial staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Technical support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Comments:

Q58. How are merit and transparency of the promotion system organized [Q.75]?

Please select all that apply

- Transparent government-wide listing of openings (or accessible to all government employees)
- Review of applications by HR department short listing 1 to 5, please specify in the comment box below
- Systematic use of panels
- Some use of assessment centres, please specify in the comment box below
- Other, please specify:

Comments:

Q59. Which of the following policies that seek to achieve equal opportunities for promotions and career advancement of underrepresented groups in the civil service are present in the legislation or regulation of your country's civil service [Q.76]?

Please select all that apply

	Women	Non-nationals (naturalised citizens born in another country)	Minorities (if defined for HR policy apart from women and	Disabled

			disabled)	
Preferential right for being promoted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preference in the promotion / selection process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information sessions specially directed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promoting targets, Please specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

5.3. Learning and training (Pilot)

Q60. Which institutions or bodies are responsible for the oversight of learning/training in the central public administration?

Please select all that apply

- Executive Institution responsible for HRM in the civil service (central HRM body)
- Commission in the Political Executive (committee appointed by the Prime Minister, President or Government)
- Parliament
- Advisory council: lay panel advisory to ministries or political executive
- None
- Other, please specify:

Q61. Is there a single institution responsible for co-ordinating, promoting and administering learning for the central public administration?

Select one

- Yes, there is a single institution within government.
- Yes, there is a single institution outside of government.
- No. No single institution is responsible for promoting and administering civil service learning, but rather responsibilities are shared by several government institutions at the central/federal level. Please describe in the comment box below:
- No. responsibilities for promoting and administering civil service learning is delegated to the ministry/department/agency level. Please describe in the comment box below:

Comments:

Q62. Is there a civil service-wide training strategy and/or action plan?

- Yes
- No

Q62a. If yes, please describe briefly or provide a web link with more information:

Q63. Does each organization within the central public administration produce an organizational learning plan? *Select one*

- Yes
- No

Q64. Are civil servants required to develop individual learning plans? *Select one*

- Yes
- No

Q65. Do all public servants receive the same initial training when they enter the civil service [Q.94]?

Please select all that apply

		Duration (please specify days, weeks, etc.)
A large part of public servants are admitted into a specific training school before being employed as a civil servant	<input type="checkbox"/>	
Yes, differentiated by seniority level	<input type="checkbox"/>	
Yes, standard for all entrants	<input type="checkbox"/>	
Some public servants only, please specify:	<input type="checkbox"/>	
None	<input type="checkbox"/>	

Comments:

Q66. How are the ongoing training needs/requirements of employees in the central public administration identified? *Please select all that apply*

- Employee surveys
- Self-assessment by the trainees
- Assessments of government programmes and priorities
- Surveys of external stakeholders conducted by the training institution
- Regular discussions with senior management across the civil service
- Strategic workforce planning process
- In-depth studies of skill gaps
- Horizon scanning
- International standards
- Performance evaluations
- Other, please specify:

Q67. For civil servants, is continuous training a prerequisite for:

Select all that apply

- Promotions
- Pay increment
- Benefits increment
- Other, please specify:

Q68. Do civil servants have the right to a certain amount of training days per year?

Select one

- Yes, please specify the number of days (...) and provide a link to the official document :
- No

Q69. What is the average length of training attended per year per employee [Q.95]?

Select one

- 1-3 days
- 3-5 days
- 5-7 days
- 7-10 days
- Other, please specify:

Q70. Are there mechanisms in place to monitor and assess the quality of the training activities? *Select one*

- Yes, for all the learning/training activities.
- Yes, for some learning/training activities.
- No

Please specify:

Q71. Is there a standard training program for new managers in the central public administration?

- Yes, it is required for all new managers
- Yes, but segmented by managers' position, please specify in the comment box below
- No

Please specify:

Q72. Among the following options, please select the most important current priorities in the area of training and competence development of civil servants (select up to 5)?

Select up to 5 priorities

- A “whole-of-government” training strategy
- Co-ordination mechanisms for civil service training (e.g. across ministries/agencies)
- Decentralisation of training to ministry/agency
- Monitoring and evaluation of training investment
- Online course development (e-learning, m-learning, blended learning)
- Special development programs
- Executive leadership training and coaching
- Training for middle management
- IT/digital skills training
- Events and conferences
- Facilitation of community of practice
- Coaching and mentoring
- Outsourcing training to private delivery
- Partnerships with universities and public post-secondary educational institutions
- Networking programmes
- Other, please specify:

Comments:

6. Human Resource Management at Senior Levels (Pilot)

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

This section aims to learn how senior managers in the civil service are identified, selected, promoted and assigned.

Q. 73 List the six most senior levels of your civil service, starting with the highest level directly below the Minister/State Secretary. Please base your answer on the Classification and definition of occupations (adapted from the ILO ISCO).

Please fill in the following table.

If data is available, please specify the number of staff at the level in your government.

	Label	Number of FTEs at the pertaining level in your government
D1 Managers		
D2 Managers		
D3 Managers		
D4 Managers		

--	--	--

Comments:

Q74. Is there a defined group of staff in central/national/federal government who are widely understood to be the “senior management”? *Select one*

- Yes
- No

Q74a. Is this defined “senior management” group:

Select one

- A legally or otherwise formally defined arrangement
- The result of common practice

Q74b. Please specify your answer:

Q74c. Which of the hierarchical levels are understood to be part of it?

Please select all that apply

- D1
- D2
- D3
- D4
- Others, please specify:

6.1. Identification, Recruitment, Skills development, Appointment, Appraisal, Dismissal

Q75. After a quick read of the questions in this section, please identify which levels you define as “senior managers”: *Please select all that apply*

- D1
- D2
- D3
- D4

Q76. Irrespective of the existence of an official “Senior Management”, how are senior managers identified [Q.80]?

Please select all that apply

- They are originally selected by competitive examination early on in their careers and managed as a group throughout their careers
- Through career progression within the public service only
- All vacancies are available on the internet
- All senior management positions are open to external recruitment
- A good proportion of management positions are open to external recruitment

Comments:

Q77. Are there policies in place to identify potential senior managers early on in their careers [Q.82]?

Please select all that apply

- Yes, they are recruited as part of group selected at entry in the public service or a few years after entry
- Yes, potential leadership is systematically identified in performance assessments and staff career are managed accordingly
- No

Q77a. Is this process of identification [Q.82 a and b]:

Select one

- Informal
- Formal

Q77b. Is this process of identification:*Select one*

- Centralized
- Decentralized

Q77c. Please specify your answer(s):**Q78. Is there any programme to recruit and develop young candidates for senior management positions [Q.83]?***Select all that apply*

- Yes, and it is mainly focused on graduates from universities
- Yes, and it is mainly focused on civil servants
- Yes, and it is focused on external candidates but not limited to university graduates
- No.

Q79 Is there a specific selection process for senior managers [Q.80]?*Please select one*

- Yes,
- No

Q79a. When compared to other civil servants, does it involve:*Select one*

- All vacancies are published separately from other civil servants
- A more centralised recruitment process/monitoring/oversight
- Recruitment is made with special panels
- Greater use of Assessment centres
- Different set of Standardized exams
- Final decision is bound by report of panel/assessment centre
- Other, please specify:

Q79b. Who takes part in these panels?*Please select all that apply*

- Senior managers and equal or higher level Politician/External members (e.g. Private sector/Civil Society)
- Other, please specify:

Q80. Is there any plan to increase/decrease external recruitment of senior managers?*Select one*

- Yes, increase
- Yes, decrease,
- No.

Q81. Since 2010, what are the trends regarding external recruitment of senior managers?*Select one*

- Up
- Steady
- Down

Q82. Is there a centrally defined skills profile for senior managers [Q.84]?*Select one*

- Yes

- Yes, but it only applies to some organizations
- No

Q83. Which competencies are prioritized regarding the recruitment and development of senior managers: (Select all that apply)

- Action management
- Strategic thinking
- Change management
- Financial Management
- People management
- Risk management
- Communication
- Employee development
- Technical specialty
- Political acumen
- Values and ethics
- Other, please specify:

Q84. Is there a specific learning/training strategy that targets senior managers?

Select one

- Yes
- No, but there are policies / action plans. Please specify:
- No

Q84a. Please specify:

Q85. How different is the employment framework of senior managers from that of regular staff [Q.85]?

Please select all that apply

- They are recruited with a more centralized process
- They are identified early on in their careers and more attention is paid to the management of their careers
- They are encouraged to have more career mobility
- More emphasis is put into the management of their performance
- More emphasis is put into the avoiding major conflicts of interest
- The part of their pay that is not basic salary but not performance-related is higher than for regular staff (example: guaranteed benefits). Please specify in the comment box below
- The part of their pay that is performance-related is higher. Please specify in the comment box below:
- Their appointment contracts into a post has a specific term
- Their appointment term is shorter than for regular staff
- Their appointment into the senior management group is dependent on the renewal of their contract for a senior management post
- Other, please specify:

Q85a. Please specify:

Q86. Is there a specific performance-management regime for senior managers?

Select one

- Yes
- Yes, It is the same regime for all civil servants
- No, there is no standardized performance management system for senior managers

Q86a. Does the performance-management regime for senior managers include any of the following features:

Please select all that apply

- Fixed-term contract
- Performance-related pay (financial award)
- Performance agreement with the Minister (at level D1)
- Performance agreement with the Administrative head of the Civil Service (at level D1)
 - Assessment against outcome indicators
 - Assessment against output indicators
 - Assessment against organisational management indicators
 - 360 degree appraisal
- Promotion as a result of good performance
- Dismissal as a result of bad performance
- Other, please specify:

Q87. In the case of fixed-term contracts, is contract renewal based on results of formal performance assessment?

Select one

- Yes, a minimum result is required for contract renewal
- Yes, they are considered but there is not a minimum standard
- No, performance assessments are not taken into account
- N/A (there are no fixed term contracts for senior managers)

Q88. Are senior managers made accountable for performance improvement of the civil service as a whole, and not only the performance of their departments?

Select one

- Yes, please briefly explain how in the comment box below:
- No

Please comment in more details:

Q89. What is the average length of senior managers' tenure in a particular position?

Select one

- Less than 2 years
- Between 2 years and 3 years
- Between 3 years and 4 years
- Between 4 years and 5 years
- More than 5 years. Please specify:

Q90. In practice, who has significant influence over the appointment, promotion and dismissal of senior managers [Q.86]?

	D1 (as identified in Q73)	D2 (as identified in Q73)	D3 (as identified in Q73)	D4 (as identified in Q73)
Minister	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Head of ministry (other than minister)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other members of the ministry's/agency's leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
President or Prime minister	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other members of cabinet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central HRM department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HRM department of specific ministry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent body, such as a civil service commission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legislature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative head of the Civil Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q91. Please provide the number of senior managers in the central/national/federal administration who have changed positions in the last year, by filling the following table. Please provide the numbers in absolute value

Year	Number of senior managers who have moved between departments/ministries	Number of senior managers who have moved outside of the senior civil Service
2015 or latest year available		

Comments:

6.2. Political/Administrative Interface

Q92. Are the differentiated roles and responsibilities between Ministers and senior managers clearly articulated in legislation or other policy documents?

Select one

- Yes, please provide a link to the official document:
- No

Q93. Are there some levels/positions of senior managers who almost systematically changed with a change of government [Q.87]?

Please select one response per row

	Yes, all (95% - 100%)	Yes, many (50%- 95%)	Yes, few (5%- 49%)	None (0-5%)
D1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advisors to the ministry's leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q94. Typically, how many staff at each level is politically appointed [Q.88]?

Please provide your response in absolute value and in percentage. If not available, please insert "not available":

	Total number of politically appointed staff at this level	% of politically appointed staff at this level

D1		
D2		
D3		
D4		
Advisors to the ministry's leadership		

Comments:

Q95. Are there any processes in place to ensure a degree of merit in political appointments of Senior Civil Servants?

Select all that apply

- Yes, through confirmation in the legislature
- Yes, each senior leadership post has merit-based criteria that is matched to the candidate in a transparent manner
- Yes, a shortlist is prepared by an independent organisation based on merit criteria from which the political appointment is made.
- Other, please specify:
- No system is in place

Q96. Do career senior civil servants move to political positions during their careers?

Select one

- Yes, and they can return to their Senior Management position once the political appointment is over.
- Yes, but they must resign from their Senior Management position and there is not right of return once the political appointment is over.
- No, senior civil servants do not take up political posts

Please specify your answer to Q96:

Q96a. If yes, how often do civil servants move to political positions?

Select one

- rarely
- sometimes
- often

Q97. Does political staff/ (e.g. ministerial advisors) move to civil service positions after their political appointment?

Select one

- Yes, and there are special arrangements to bring them into the civil service.
- Yes, they have to apply through the same process as all applicants to civil service positions
- No, political staff do not work in the civil service after their appointment.

Comments:

7. Tenure, Mobility and Turnover

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

Q98. Please provide the number of employees in the central/national/federal administration who have changed positions, by filling the following table. [Q.89.]

Please provide data in number of employees - If there is no data available to answer this question please write “not available”.

Year	Number of employees who moved within the same department/ministry	Number of employees who have moved between departments/ministries	Number of employees who have temporarily moved outside of the public service
2015 or latest year available			

Q99. What are the trends concerning mobility within the civil service (mobility amongst central departments/ministries) [Q.90]?

Select one

- Up
- Steady
- Down

Q100. Is there any plan to increase/decrease mobility within the civil service [Q.91]?

Please select one

- Yes, increase
- Yes, decrease
- No

Q100a. If “yes, increase” please specify how:

Select all that apply

- Increased publicity of available positions
- Establishment of pools of available staff
- Incentives to staff and recognition of benefits of mobility for staff
- Other, please specify:

Q101. What are the trends concerning external mobility (mobility outside of the public service)?

Select one

- Up
- Steady
- Down

Q102. Is there any plan to increase/decrease external mobility?

Select one

- Yes, increase
- Yes, decrease
- No

Q103. How is external mobility promoted [Q.92]?

Please select all that apply

- Public servants on external posting retain the right to return to their post (or equivalent) in the public service
- External mobility is explicitly taken into account in promotion decisions and long-term career planning
- External mobility is promoted through special secondment and training programs, explicitly taken into account in promotion decisions and long-term career planning
- External mobility is accepted but not promoted in any particular way
- Not promoted
- Other, please specify:

Q103a. If public servants on external posting retain the right to return to their post (or equivalent) in the public service, please specify:

- The maximum number of consecutive years they can leave for?
- The maximum number of years they may leave in a given period (e.g. no more than 3 out of 10 years)?

Comments:

Q104 Is it costly for employees not to return to the public service (for instance in terms of pensions or career) [Q.93]?

Please select all that apply

- Yes, in terms of pension rights
 - Yes, in terms of career prospects
 - Yes, in terms of accumulation of salary and benefits
 - Yes, in terms of other, please specify:
- No

Q105. Are there any special arrangements to enable mobility between national and subnational levels of government?

Select one

- Yes, please briefly specify in the comment box below
- No

Comments:

7.1. Mobility programmes

Q106. Are there specific programmes to encourage mobility in the civil service?

Select one

- Yes, please briefly describe:
- No

Q106a. Are these programmes targeted to:

Please selected all that apply:

- All civil servants
- Management functions
- Specific functions (please specify)

Q106b. Do these programmes enable:

Please select all that apply

- Mobility within the civil service (exchanges between ministries)
- Civil servant placements in the private/not-for-profit sector
- Private/not-for-profit sector employee placements in the civil service
- Other, please specify:

Q106c. Where possible, please provide the numbers of annual participants for each category above:

Q106d. Do the stated objectives of the programmes include:

Please select all that apply

- Increasing innovation

- Employee development
- Employee Retention
- Bringing in specific short-term expertise/skills in short supply in the civil service
- Other, please specify:

Comments:

8. Work Conditions and Organizational Culture

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

Q107. What are the working hours for civil servants in the central public administration defined by law or collective bargaining agreement?

Number of regular working hours per week:
 Maximum number of overtime hours per week:

Q108. Are any of the following policies directed to reduce the use of sick days by employees [Q.100]?

Please select all that apply

- Monetary incentive for unused sick days
- Incentives for unused sick days (other than monetary)
- Recommendations for preventive medical care in case of high absence rates
- Paid sick days (even with doctor’s prescription) are limited
- Regulated carry over
- Other, please specify:

Q109. How many days on average:

- are full time employees entitles to take as annual leave (holidays) per year [Q.97]?
- are bank (public) holidays that apply to the public service [Q.98]?
- how many working days that public employees are absent on sick leave per year [Q.99]?

Q110. Please provide the above by function/level wherever possible by completing the table below (it it varies by length of service, please specify in comment box below)

Please provide your answer in days per year.

	Senior managers (D1, D2)	Middle managers (D3, D4)	Professionals	Secretarial positions	Technical support
Number of holidays per year					
Number of bank (public) holidays					
Number of working days that public employees are absent on sick leave per year					

Comments:

8.1. Work-life balance

Q111. Are any of the following flexible working arrangements guaranteed to civil servants?

	Yes/No	Take up rate (% of eligible population who use the guarantee)
Flexible working hours		
Part-time work		
job-sharing		
telework		
sabbatical leave		
extra child or family leave (beyond that which is guaranteed in the private sector)		
Gradual retirement (allows employees to gradually reduce the number of working hours or duties over an extended period of time, up to several years, prior to retirement)		
Other, please specify:		

Comments:

9. Determination of Pay

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

Q112. How are base pay and the range of maximum bonuses negotiated [Q.51] ?

What types of collective bargaining/determination of remuneration best describe the common practices within central government or core agencies?	Base salary	Range of possible Bonuses
<i>0- No salary negotiations</i>		
0-1 Remuneration based on recommendations of an independent examining committee	<input type="checkbox"/>	<input type="checkbox"/>
0-2 Remuneration based on recommendations of the President/Prime Minister, etc. (Please specify in the comment box below)	<input type="checkbox"/>	<input type="checkbox"/>
<i>1- Centralized collective bargaining between government and unions</i>		
1-1 A single, comprehensive negotiation for the entire central/national/federal government sector	<input type="checkbox"/>	<input type="checkbox"/>
1-2 Negotiations at the central level, with adjustments by department/sector	<input type="checkbox"/>	<input type="checkbox"/>
1-3 Negotiation at the central level, with possibilities of adjustments at the decentralized level	<input type="checkbox"/>	<input type="checkbox"/>
<i>2- Decentralized collective bargaining, within the limits of the allocated payroll or envelope</i>		
2-1 Single negotiation by sectoral branch	<input type="checkbox"/>	<input type="checkbox"/>

2-2 Negotiation by branch, with adjustments at the decentralized level	<input type="checkbox"/>	<input type="checkbox"/>
2-3 Decentralized negotiation	<input type="checkbox"/>	<input type="checkbox"/>
3- Individual bargaining	<input type="checkbox"/>	<input type="checkbox"/>

Q113. What is the frequency of salary negotiations or revisions as mentioned in Q.111 [Q.57]?

Please fill in the following table

	Biannual (twice a year)	Annual	Every two years	Other, please specify in the box below:
Base salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Range of bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please specify/comment:

Q114. What are the most important factors to determine base salary in the different hierarchical levels [Q.54]?

Please complete the table by entering a), b), or c) in the cells

- a) for “not at all important”
- b) for “somewhat important”
- c) for “of key importance”

	Base salary differs by...						
	Educational qualification	Job content	Ministry / agency	Performance	Age	Seniority in the position	Relevant experience
Senior management							
Middle management							
Professionals							
Secretarial positions							
Technical support							

Comments:

Q115. Is pay in government indexed to economic variables [Q.58]?

Please select one answer per row

	No	Yes, to inflation	Yes, to other variables. Please specify in the comment box below:
Base salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q116. Is performance related pay in use in your country’s central government [Q.68]?

Select one

- Yes
- No

Q116a. If yes, for who does performance related pay applies:*Please select all that apply*

- For most government employees
- For senior managers only
- Only for a few central/national/federal government organizations
- Other, please specify:

Q116b. Do organizations mostly use [Q.70]:*Please select all that apply*

- One-off performance bonuses
- Performance-based permanent pay increments
- Promotions
- Other, please specify:

Q116c. What is the *maximum* proportion of basic that PRP (performance related pay) can represent [Q.71]?*Select one**In case of merit increment in the pay scale, the amount of PRP shall be the difference between the highest pay and the lowest pay in any grade*

- 1-5%
- 6-10%
- 11-20%
- 21-40%
- Other, please specify

Q117. Is seniority based pay advancement (pay advancement according to years of experience) still in place [Q.72]?*Select one*

- Yes
- Yes, but it has been reformed in recent years and seniority based pay increments has been reduced in overall compensation
- No

Comments:

10. Restructuring and DismissalPlease refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.**Q118. Apart for reasons of misbehaviour/illegal conduct and poor performance, is it in practice possible to dismiss employees with open term contracts when a ministry/agency wants to restructure or decrease the number of its employees [Q.101]?***Please select all that apply*

- Yes, and the employee gets a leave allowance
- Yes, but the government is required to propose reallocation possibilities to staff beforehand, and in case they do not accept, can dismiss them
- No
- Other, please specify:

Q118a. If “yes, and the employee gets a leave allowance” please specify if the leave allowance is:*Select all that apply*

- Regulated
- Negotiated with unions

- o Negotiated with the employee

Q118b. In practice, how much does dismissal happen?

Select one

- Regularly, as required by the management of the organization. *If you have data available, please specify in the comment box below:*
- From time to time, through major whole of government readjustments
- Very rarely
- Other, please specify:

Comments:

Q119. The government has regularly devised plans to encourage voluntary departures in order to implement its plans and targets regarding workforce allocation [Q.103]:

Please select all that apply

- Yes, with attractive leave allowances
- Yes, with attractive early retirement packages
- No
- Other, please specify:

Q119a. What have been the outcomes of these plans [Q.104]?

Please select all that apply

- They have encouraged staff to leave
- They have contained long-term costs
- They resulted in long-term loss of capacity
- Everything considered, they have led to increased costs on the long-term
- Other, please specify:

11. Industrial Relations

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

Q120. Is unionization in your country [Q.105]?

Select one

- Voluntary
- Obligatory

Q121. Please specify the unionization rate, i.e. the share of all employees who belong to a union, in the public service [Q.106]

Please also specify the scope (which employees are included in this rate), sources and web link where the information can be found.

Unionization rate (total in %)	2005	2010	2015 or latest year available
Totals			
Scope and source			
Web link where the information is provided			

Q121a. If time series is not available, how has unionization changed over the last 10 years?

Please only answer this question if you could not provide a response in percentage to Q121 for one or several years

- Sharp increase
- Increase
- Not at all
- Decrease
- Sharp decrease

Q122. Are there any distinctive variations in unionization rates across different sectors of the public service [Q.107]?

Select one

- Yes
- No

Please specify your answer to Q122:

Q123. How are the public service unions mainly funded [Q.108]?

Select one

- Mostly by public funds
- Partially by public funds
- Not by public funds

Please specify your answer to Q123:

Q124. How would you identify the involvement of unions for each of the following issues [Q.109]?

For each row, select the one appropriate option from the choices presented in the columns.

	Normally not at all involved in negotiation process	Consultation on voluntary basis	Have to be consulted, obligation by law	Agreement with union is mandatory
Base salary/social benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional remuneration and performance pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work conditions (number of working hours, part time work, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment framework (statutory rules, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code of conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Right to strike/minimum service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduction of new management tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government restructuring (delegation, institutional change, changes to the budget process)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please specify your answer to Q124:

Q125. Have there been any major changes to these functioning rules in the last 5 years [Q.110]?

Select one

- Yes
- No

Please specify:

Q126. Please fill in the following table: [Q.111]
Please select all that apply

The following groups have the right to...	... unionize	... strike
All public service employees	<input type="checkbox"/>	<input type="checkbox"/>
Most public service employees with some exceptions, please specify below:	<input type="checkbox"/>	<input type="checkbox"/>
Some categories, please specify below:	<input type="checkbox"/>	<input type="checkbox"/>
All but certain categories, please specify:	<input type="checkbox"/>	<input type="checkbox"/>
No categories or just a few	<input type="checkbox"/>	<input type="checkbox"/>

Please specify:

Q127. When is the right to strike guaranteed [Q.112]?
Select one

- Without any restriction
- Except in times defined by customary practice and convention
- Except in relation to particular motives/justifications for the strike
- Except where minimum service rules require that basic cover is provided by essential services

Q128. How would you identify the involvement of unions for each of the following issues [Q.113]?
For each row, select the one appropriate option from the choices presented in the columns.

	Centralized (only one set of negotiation arrangements)	Negotiation arrangements delegated to departments/branches	Negotiation arrangements both at the central/national/federal and delegated levels	Negotiation arrangements at the decentralized level only	Not applicable (e.g. not negotiated at all). Please specify your answer below
Base salary/social benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional remuneration and performance pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work conditions (number of working hours, part time, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

framework (statutory rules, etc.)					
Code of conduct	<input type="checkbox"/>				
Right to strike/minimum service	<input type="checkbox"/>				
Introduction of new management tools	<input type="checkbox"/>				
Government restructuring (delegation, institutional change, changes to the budget process)	<input type="checkbox"/>				
Other, please specify:	<input type="checkbox"/>				

Comments:

12. Human Resource Management for Innovation (Pilot)

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

Q129. Is public sector innovation (or a related concept) included in:

Please select all that apply

- Government-wide strategic objectives
- Workforce development strategy
- Competency framework
- Employee surveys
- Training and development
- Recruitment strategy/guidelines
- Performance assessment criteria
- Promotion criteria
- Leadership development
- Other, please specify:

Please describe briefly:

Q130. Is there any central institution/agency/laboratory/hub in charge of promoting innovation across the civil service?

Select one

- Yes
- No
- Other, please specify:

Q130a. If yes, does the institution/agency/laboratory/hub engage in the following activities?

Please select all that apply

- Trainings, workshops, seminars, etc. Please specify in the comment box below:

- Specific innovation projects. Please specify in the comment box below:
- Advice and guidance to ministries/ public agencies. Please specify in the comment box below:
- Other, please specify:

Please specify:

12.1. Networks

Q131. Are there any innovation-focused networks across the civil service?

Select one

- Yes, one central network for all civil servants
- Yes, they exist for some ministries/ agencies only
- Yes, at central and decentralized levels
- No

Q131a. If yes, is participation primarily open to:

Please check all that apply

- All employees in the central public administration
- Specific functions and/or levels, please specify in the comment box below:
- Young professionals
- Other, please specify:

Q131b. How many members are there in these innovation-focused networks across the civil service? Please provide the latest number available if possible

Q131c. Does the network engage in the following activities?

Please select all that apply

- Regular meetings
- Trainings, workshops, seminars, etc.
- Experience sharing among members
- Specific innovation projects
- Advice and guidance to ministries/ public agencies
- Other, please specify:

Q131d. Are the network governed/supported by:

Please select all that apply

- Central HRM unit
- Central innovation institution/agency/laboratory
- National School of Government and/or other training-focused admin
- Another central organisation, please specify:
- It is an informal network - self-driven and supported independently

Comments:

12.2. Awards and recognition

Q132. Is there an award to reward successful public sector innovation in the central public administration?

Select one

- Yes, an annual award at the central/federal government level
- Yes, an award for the central public administration that occurs less than once a year please specify:
- Some awards exist at ministry-level, but there is no single award for the central public administration
- Awards exist at the central/federal government and at ministry level

- No

Please specify:

Q132a. Who presents the award?

Select one

- The head of State
- The Minister responsible for civil service
- The administrative head of the civil service
- Other, please specify:

Q132b. is the award given to:

Please select all that apply

- Individuals
- Teams
- Team leaders
- Senior managers
- Other, please specify:

Q132c. Does the winner receive:

Please select all that apply

- A monetary reward
- A non-monetary reward, please describe below:
- Other, please specify:

Please comment:

Q132d. Are the winning innovations:

Please select all that apply

	Winning innovations	Shortlisted innovations (innovation nominated but that didn't win an award)
Shared publicly (newsletter, media, etc.)		
Held in a data-based/knowledge bank accessible to the public		
Tested in other public institutions/ministries relevant		
Used as case studies in learning and training material		
Used in other ways, please specify in the comment box below		
Not used		

Please comment:

12.3. Other enablers of innovation

Q133. Please indicate the use of the following tools in the civil service to tap the innovative potential of the workforce:

Please select one response for each rows

	No use	Some use	Extensive use	Cannot say
Autonomous, multidisciplinary teams for innovation projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inter-ministerial innovation committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

and/or working groups				
Innovation labs / hubs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ideas contests/suggestions boxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation-oriented discussion groups, blogs, or other online fora	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil service (re)visioning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation oriented peer learning (e.g. mentoring, learning circles, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training to support public servants in leading transformational projects and initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation Competitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation fairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment procedures aiming at “non-traditional” profiles in the civil service (design thinking, behavioural economics, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify and describe:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

13. Human Resource Reform Priorities (Pilot)

Please refer to the OECD Guidelines and Glossary of terms to respond to the different sections of the 2016 OECD Survey on Strategic Human Resource Management.

Q134. Please indicate priorities from among the following:

	High priority (Current area of reform activity)	Lower priority (Discussion but not currently reforming)	Not a current priority (No current need or interest in reforming this area)
Attractiveness of CS as employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment reform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training system reform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Engagement programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay reform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work-life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public sector Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce agility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR data collection/harmonization/analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competency management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHRM planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Thank you for your participation in this survey.