

Annex E. 2010 Human Resources Management Composites: Theoretical framework, construction and weighting

Additional Country Notes for chapters 4, 5 and 7 of full publication.

Data used in the construction of the composite indexes for Human Resources Management (HRM) are derived from the 2010 OECD (GOV) Survey on Strategic Human Resource Management. Survey respondents were predominantly senior officials in central government HRM departments, and data refer only to HRM practices at the central government level. The composites presented here, including the variables comprising each index and their relative weights, are based on concepts that reflect contemporary public sector HRM developments and dilemmas on how best to manage human resources in the public sector in the twenty first century (e.g. degree of openness of HRM systems, extent of decentralization, use of performance-based practices) and were reviewed by the OECD's Working Party on Public Employment and Management. In addition, the variables' statistical relevance to the underlying concept was verified using factor analysis¹ and by computing a coefficient of reliability, called Cronbach's alpha.²

When making cross-country comparisons, it is important to consider that definitions of the civil services, as well as the organisations governed at the central level of government, may differ across countries. Additionally based on feedback received following the 2009 edition of *Government at a Glance*, there have been minor changes to the composites' methodology in the current 2011 edition. Therefore, direct comparisons to results from the previous edition of the publication are not possible.

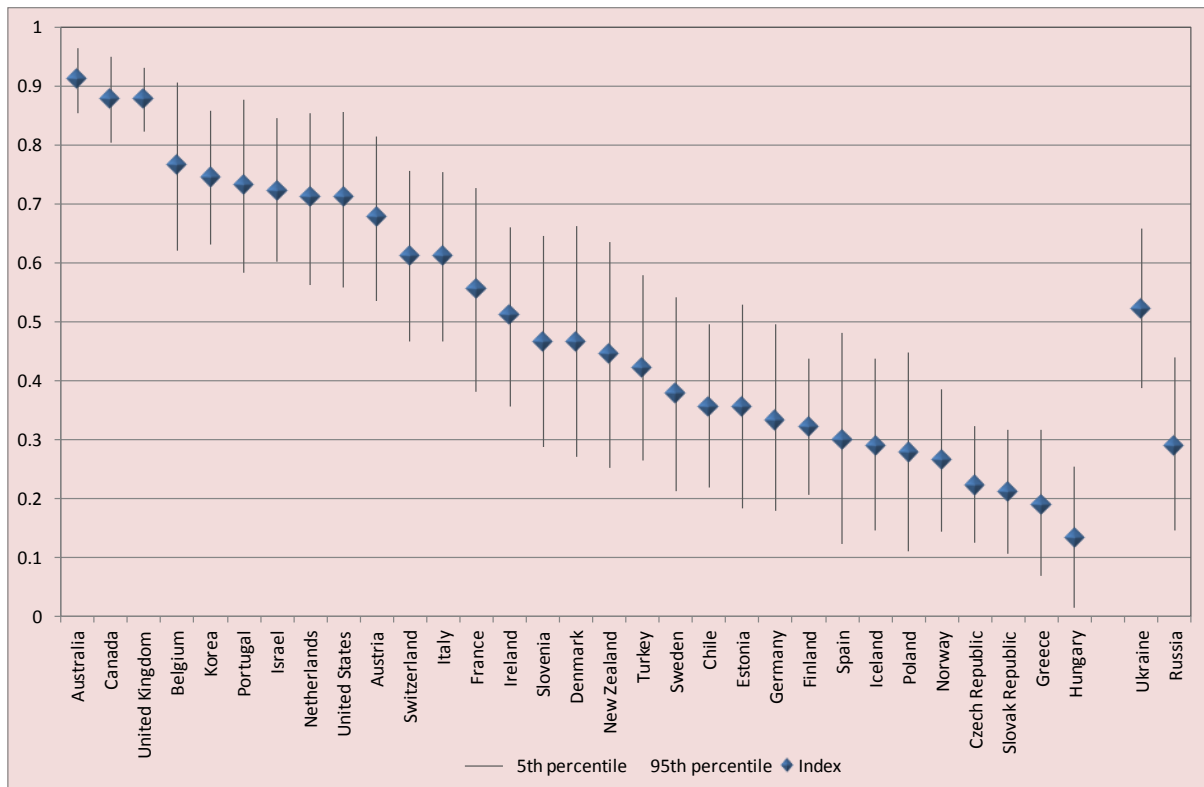
Missing values were at times an issue for the Strategic Human Resource Management database. Different techniques to estimate missing values were applied based on the nature of the missing information, including mean replacement, expert judgment and/or eliminating the country from the calculation of the composite indicator. In order to eliminate scale effects, all the variables were normalized between "0" and "1" prior to the final computation of the index. After testing several weighting options (including equal weighting and factor weights), the final indexes were built on equal weights based on expert judgement. Aggregation is based on the linear method, as alternative methods – such as the geometric aggregation –were technically not relevant. Finally, robustness checks based on Monte Carlo simulations were conducted to test the sensitivity of the indexes to different weighting assumptions.

¹ Factor analysis is a statistical check that examines how a set of variables are associated and whether they are correlated with each other. Factor analysis is based on the idea that if there is a significant correlation among the variables that constitute a composite, then no essential insight is lost by reducing this large set of variables into a smaller one (e.g. a composite). From a technical point of view, correlated original variables can be transformed through linear combinations into a new, smaller set of uncorrelated underlying variables that form a composite index. Variables with factor loadings less than 0.3 are statistically insignificant (i.e. not correlated with other variables) and thus not crucial theoretically. Such variables were omitted from the final computation of the index.

² Cronbach's Alpha is a coefficient of reliability based on the correlations between indicators. This statistic is generally used to investigate the degree of correlation among a set of variables and to check the internal reliability of items in a model or survey. A Cronbach's alpha coefficient equal to zero means that the variables are independent (e.g. the selection is not correlated and therefore is statistically not relevant), while a coefficient equal to one means that the variables are perfectly correlated. In general, a coefficient of 0.6 or 0.7 is considered to be an acceptable indication that the variables are measuring the same underlying construct.

Indicator 16: Strategic HRM management

Figure E.1 Utilisation of strategic HRM practices in central government, with sensitivity analysis (2010)



Notes: Figure presents the sensitivity of the index to various weighting assumptions. Index comprised between 0 (no use) and 1 (high use). Cronbach's alpha: 0.742 (computed with SPSS). A Cronbach's alpha close to or above 0.6 indicates a high degree of correlation among a set of variables.

Variables, Weights and Scoring

The following items have been used in the construction of this index and were given equal weights:

Figure E.2 Variables and weights used in the strategic HRM index

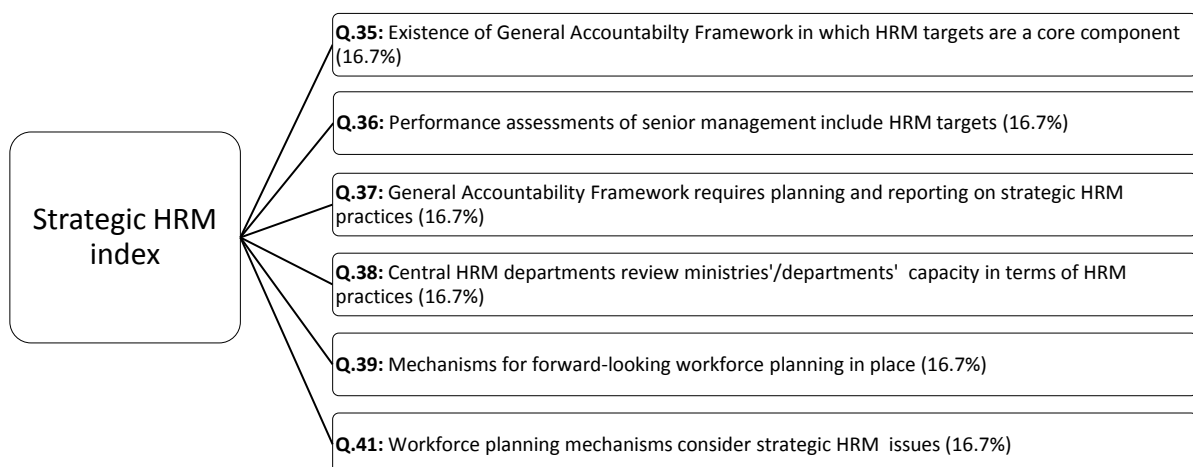
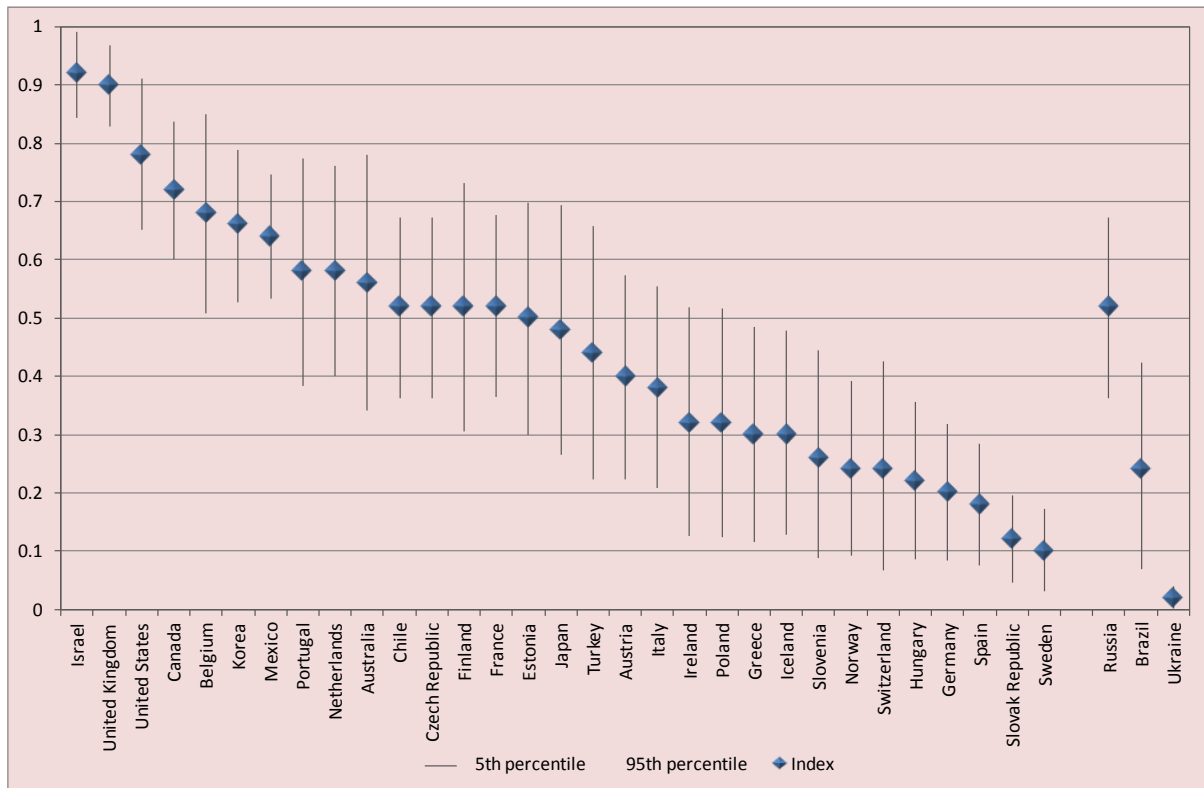


Figure E.3 Scores assigned to country responses to questions comprising the senior civil servants index

Survey Question	Scoring
<p>35 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 answer choice)</p>	<p>a) 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: 1.00; b) Yes, HRM is fully linked but still lacks clear strategic objectives: 0.66; c) No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies: 0.33; d) No, there is no General Accountability Framework: 0.00.</p>
<p>36 Do targets regarding HRM directly feed the performance assessments of top management and middle management?</p>	<p>Yes: 1.000; No: 0.000.</p>
<p>37 Within this Accountability framework for top and middle management, they are asked to plan and report on the following:</p>	<p><i>This is a multiple choice question and respondents were to select all items that applied. Each item selected receives a score of 0.200 and the final score is a sum of all items selected.</i></p> <p>a) Compliance with general HR rules and targets in terms of staff numbers and compensation costs; b) Effectiveness that link the ministry or the agency strategic and workforce planning efforts; c) Workforce planning and strategies to close competency gaps in a cost efficient manner; d) Participation in whole of central/federal government HRM initiatives (targets about minorities, modernisation of HRM, etc.); e) General “people management”</p>
<p>38 Are ministries/departments’ capacity in terms of HRM reviewed and assessed regularly by the central HRM departments?</p>	<p>Yes: 1.000; No: 0.000.</p>
<p>39 Is forward looking planning in place to make sure that government has the adequate workforce to deliver services?</p>	<p>a) Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning: 1.000; b) Yes, but the design of the framework is left to the discretion of the different organisations: 0.66; c) Yes, when and where need arises (ad hoc): 0.33; d) No: 0.00.</p>
<p>41 What are the key aspects that are explicitly considered in work force planning?</p>	<p><i>This is a multiple choice question and respondents were to select all items that applied. Each item selected receives a score of 0.200 and the final score is a sum of all items selected.</i></p> <p>a) New issues in policy delivery; b) Civil service demographics; c) Possibilities for outsourcing; d) Possibilities for reallocating staff; e) Efficiency savings (through e-government for example).</p>

Indicator 17: Senior civil service

Figure E.4 Degree to which senior civil servants are managed by separate HRM policies in central government, with sensitivity analysis (2010)



Notes: Figure presents the sensitivity of the index to various weighting assumptions. Index comprised between 0 (no use) and 1 (high use). Cronbach's alpha: 0.681 (computed with SPSS). A Cronbach's alpha close to or above 0.6 indicates a high degree of correlation among a set of variables.

Variables, Weights and Scoring

The following items and weights have been used in the construction of this index.

Figure E.5 Variables and weights used in the senior civil servants index

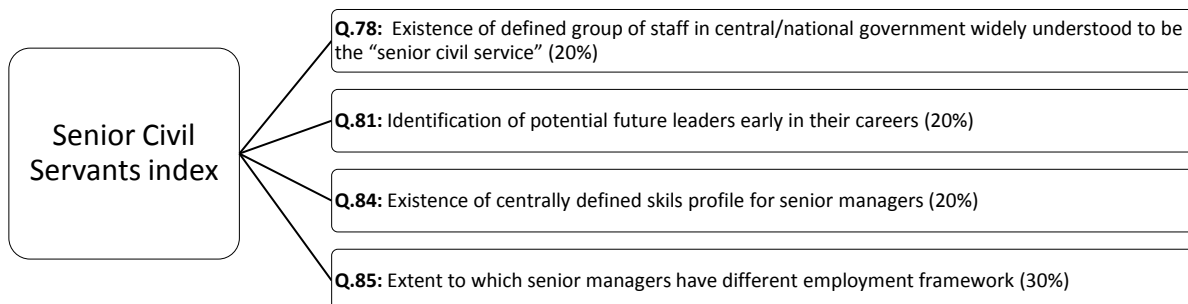
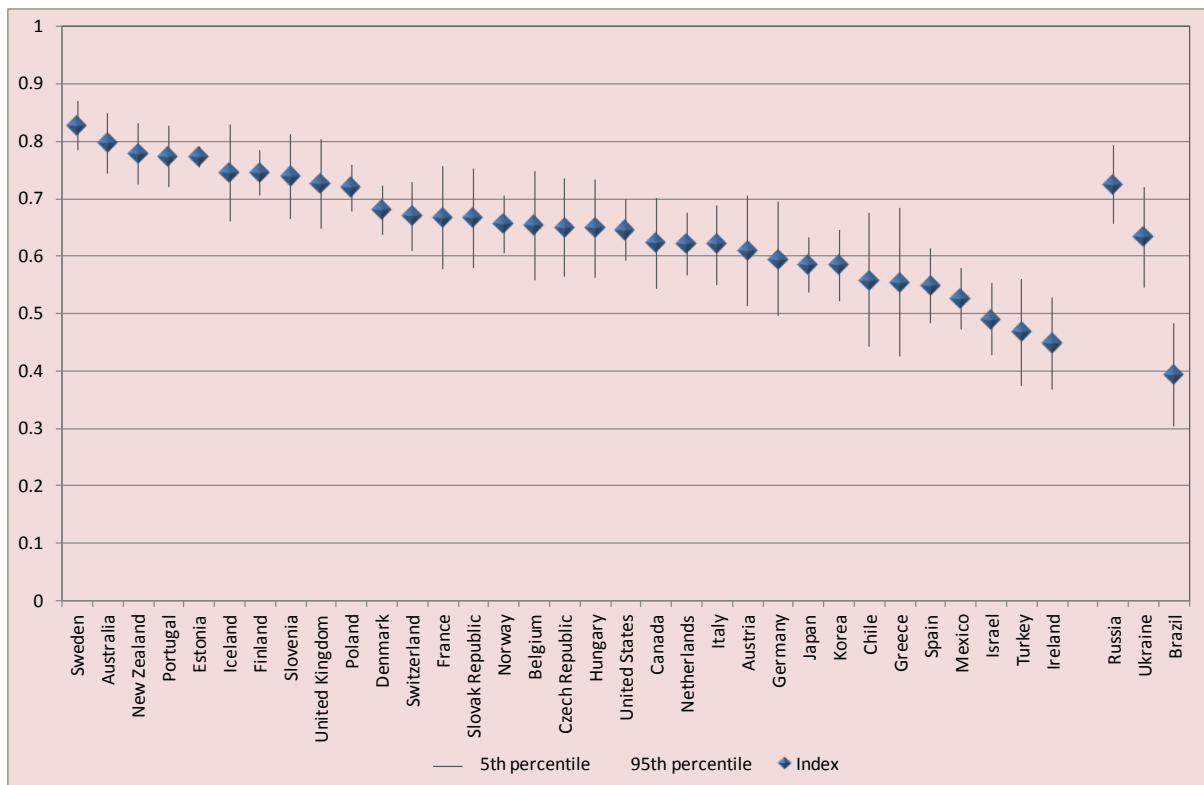


Figure E.6 Scores assigned to country responses to questions comprising the senior civil servants index

Survey Question		Scoring
78	Is there a defined group of staff in central/national/federal government who are widely understood to be the “senior civil service”?	Yes: 1.000; No: 0.000
81	Are there policies in place to identify potential senior managers early on in their careers?	a) Yes, they are recruited as part of a group selected at entry in the public service or a few years after entry: 1.00; b) Yes, potential leadership is systematically identified in performance assessments and staff career are managed accordingly: 1.000; c) No: 0.00.
84	Is there a centrally defined skills profile for senior managers?	a) Yes: 1.000; b) Yes, but it only applies to some organisations: 0.50; c) No: 0.000
85	How different is the employment framework of senior managers from that of regular staff?	<p><i>This is a multiple choice question and respondents were to select all items that applied. Each item selected receives a score (the values of which are shown below) and the final score for this question is a sum of all items selected.</i></p> <p>a) They are recruited with a more centralised process: 0.1; b) They are identified early on in their careers and more attention is paid to the management of their careers: 0.2; c) More emphasis is put into the management of their performance: 0.4; d) More emphasis is put into avoiding major conflicts of interest: 0.1; e) The part of their pay that is not basic salary but not performance-related is higher than for regular staff (e.g. guaranteed benefits): 0.2; f) The part of their pay that is performance related is higher: 0.4; g) Their appointment contracts into a post has a specific term: 0.2; h) Their appointment term is shorter than for regular staff: 0.2; i) Their appointment into the senior management group is dependent on the renewal of their contract for a senior management post: 0.2</p>

Indicator 31: Delegation in HRM

Figure E.7 Extent of delegation of HRM practices to line ministries in central government, with sensitivity analysis (2010)



Notes: Figure presents the sensitivity of the index to various weighting assumptions. Index comprised between 0 (no delegation) and 1 (high level of delegation). Cronbach's alpha: 0.886 (computed with SPSS). A Cronbach's alpha close to or above 0.6 indicates a high degree of correlation among a set of variables.

Variables, Weights and Scoring

The following variables have been used in the construction of this index and were given equal weights:

Figure E.8 Variables and weights used in the delegation index.

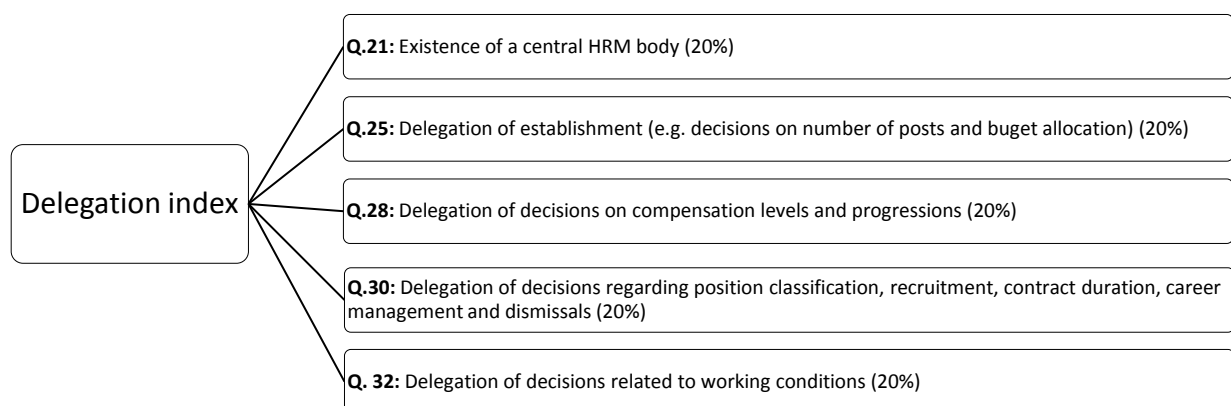
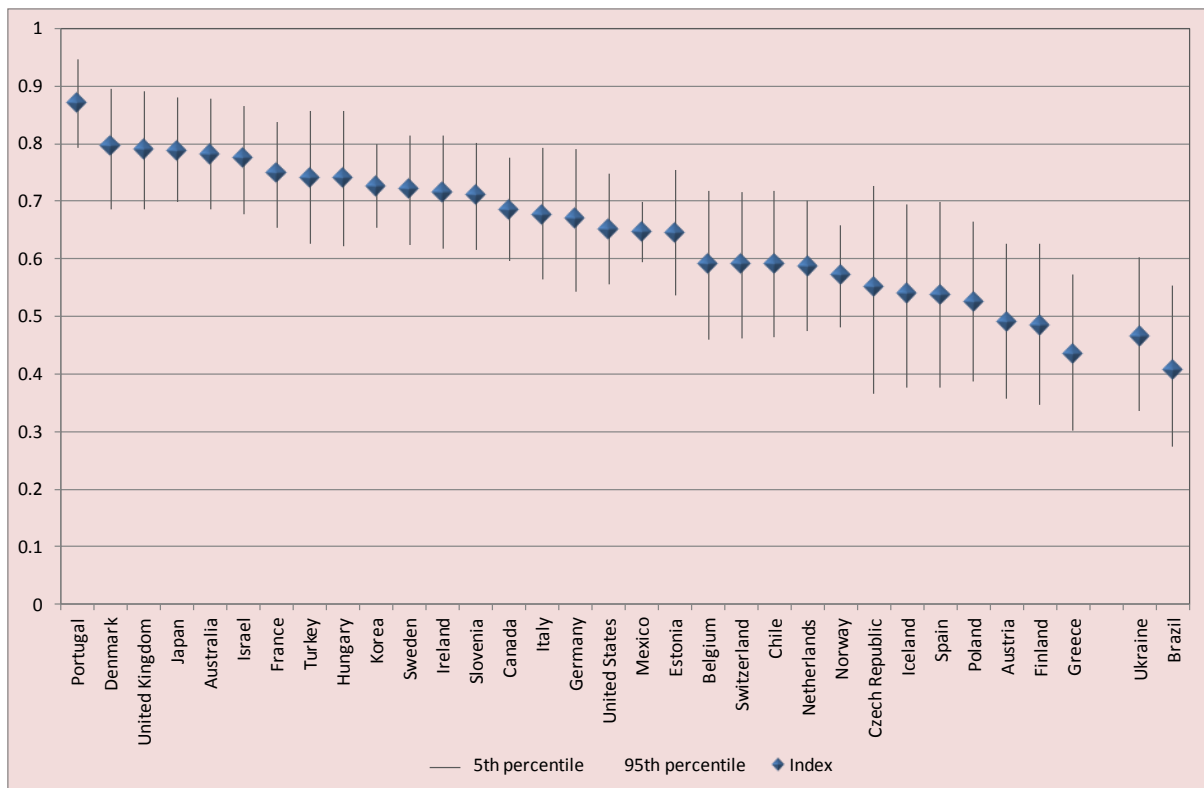


Figure E.9 Scores assigned to country responses to questions comprising the delegation index

Survey Question	Scoring
<p>21 Is there a central agency/department/unit in charge of human resources at central/national/federal government level?</p>	<p>a) Yes: 0.75; b) No: 1.000; c) Not responsible, but a central agency/department aims to coordinate the HR policies across departments: 1.000</p>
<p>25 Delegation of establishment (see list below) is primarily determined by: (see options in scoring section). <i>Where are the following issues primarily determined?</i></p> <p>(1). Numbers and types of posts within organisations;</p> <p>(2). Allocation of budget envelope between payroll and other expenses.</p>	<p><i>Each sub-question 25(1) and 25(2) was scored as follows:</i></p> <p>a) Central HRM body (which sets the rules and is closely involved in applying them)/Ministry of Finances: 0.250; b) Central HRM body but with some latitude for ministries/departments/ agencies in applying the general principles: 0.500; c) Ministries/ departments/ agencies, within established legal and budgetary limits: 0.750; d) Unit/team level: 1.00</p> <p><i>The final score for this question is an average of the scores for 25(1) and 25(2)</i></p>
<p>28 Delegation of decisions regarding compensation levels (see list below) is primarily determined by: (see options in scoring section) <i>Where are the following issues primarily determined?</i></p> <p>(1) General management of pay systems (salary levels, progressions,...)</p> <p>(2) Management of the variable portion of pay - benefits - performance related pay</p>	<p><i>Each sub-question 28(1) and 28(2) was scored as follows:</i></p> <p>a) Central HRM body (which sets the rules and is closely involved in applying them)/Ministry of Finances: 0.250; b) Central HRM body but with some latitude for ministries/departments/ agencies in applying the general principles: 0.500; c) Ministries/ departments/ agencies, within established legal and budgetary limits: 0.750; d) Unit/team level: 1.00</p> <p><i>The final score for this question is an average of the scores for 28(1) and 28(2)</i></p>
<p>30 Delegation of decisions regarding position classification, recruitment and dismissals (see list below) is primarily determined by: (see options in scoring section) <i>Where are the following issues primarily determined?</i></p> <p>(1) Post classification system – grades (2) Original individual recruitment into the civil service (3) Individual recruitment of casual staff (4) Individual duration of employment contract in the civil service (5) Individual duration of contract in specific posts (6) Individual career management (7) Individual dismissal (7a) following lack of performance (7b) following organisational restructuring (7c) following misconduct</p>	<p><i>Each sub-question 30(1) - 30(7a-c) was scored as follows:</i></p> <p>a) Central HRM body (which sets the rules and is closely involved in applying them)/Ministry of Finances: 0.250; b) Central HRM body but with some latitude for ministries/departments/ agencies in applying the general principles: 0.500; c) Ministries/ departments/ agencies, within established legal and budgetary limits: 0.750; d) Unit/team level: 1.00</p> <p><i>The final score for this question is an average of the scores for 30(1) - 30(7a-c). Sub-questions a-c of 30(7) carried equal weight as 30(1) - 30(6); (e.g. no average was taken for sub-questions 7a-c).</i></p>
<p>32 Delegation of decisions related to other conditions of employment (see list below) is primarily determined by: (see options in scoring section) <i>Where are the following issues primarily determined?</i></p> <p>(1) Flexibility of working conditions (numbers of hours, etc.) (2) Adjustments to working conditions (part time, etc.) (3) Performance appraisal systems (4) Code of conduct (5) Ethics, equal opportunity, equity issues</p>	<p><i>Each sub-question 32(1) - 32(5) was scored as follows:</i></p> <p>a) Central HRM body (which sets the rules and is closely involved in applying them)/Ministry of Finances: 0.250; b) Central HRM body but with some latitude for ministries/departments/ agencies in applying the general principles: 0.500; c) Ministries/ departments/ agencies, within established legal and budgetary limits: 0.750; d) Unit/team level: 1.00</p> <p><i>The final score for this question is an average of the scores for 32(1) - 32(5)</i></p>

Indicator 32: Staff performance management

Figure E.10 Extent of the use of performance assessments in HR decisions in central government, with sensitivity analysis (2010)



Notes: Figure presents the sensitivity of the index to various weighting assumptions. Index comprised between 0 (no use) and 1 (high use). Cronbach's alpha: 0.701 (computed with SPSS). A Cronbach's alpha close to or above 0.6 indicates a high degree of correlation among a set of variables.

Variables, Weights and Scoring

The performance assessment index encompasses the following variables and weights.

Figure E.11 Variables and weights used in the performance assessment index.

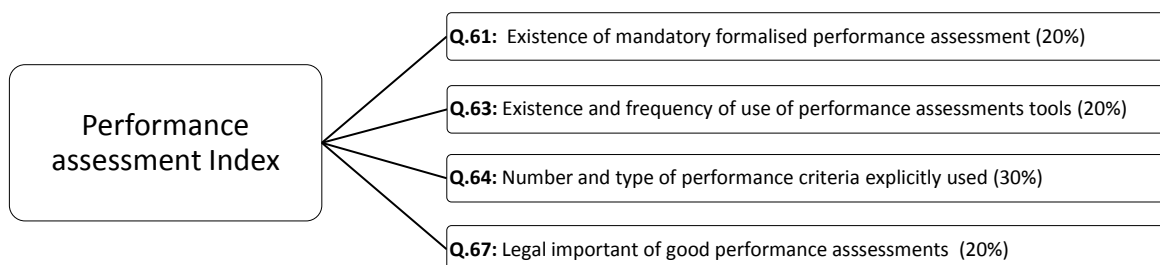
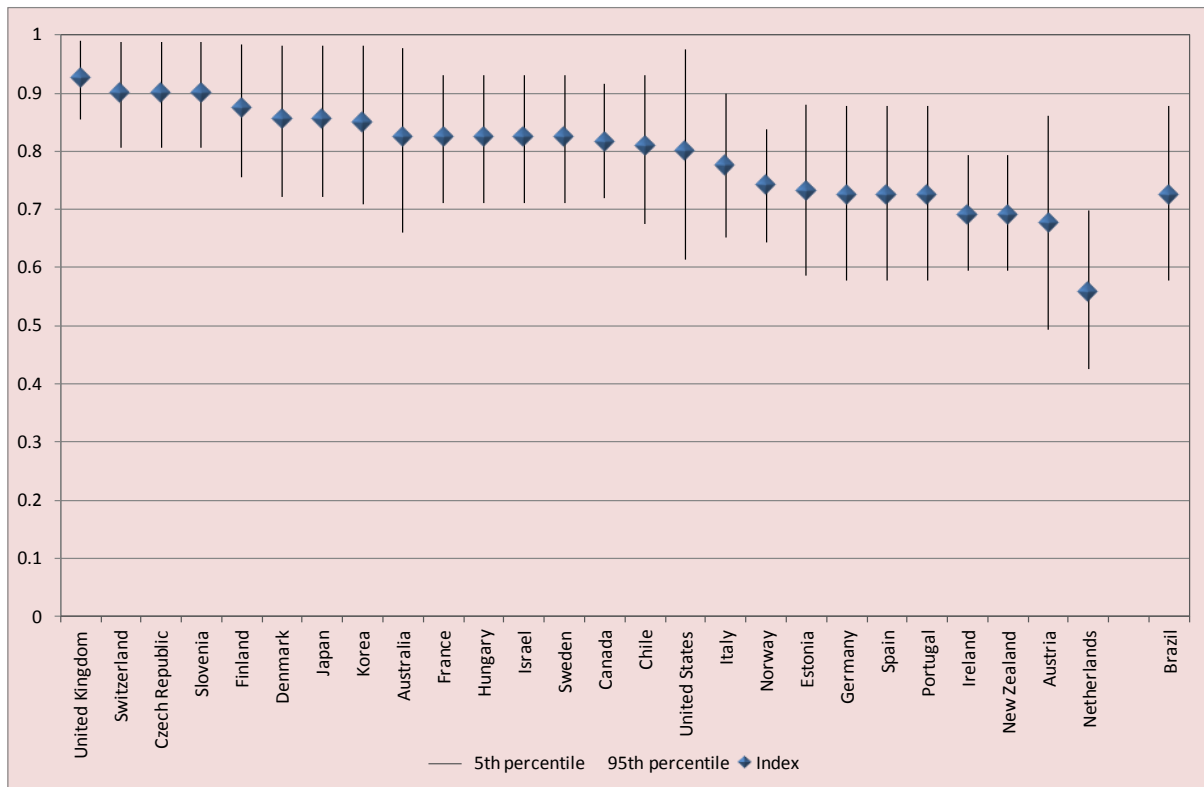


Figure E.12 Scores assigned to country responses to questions comprising the performance assessment index

Survey Question		Scoring
61	Is formalised performance assessment mandatory for government employees under the General Employment Framework?	a) Yes, for all or almost all: 1.00; b) No, only for some: 0.50; c) No, not used at al: 0.00.
63	Which tools are used for regular performance assessment and how often are they applied? (focusing on professionals and middle management levels). (1) Meeting with immediate superior (2) Meeting with superior two levels above or HR officer (3) Written feedback from superior (4) 360 degree feedback, usually written	<i>Each sub-question 63(1) - 63(4) was scored as follows:</i> a) Every six months: 0.3; b) Every year: 0.2; c) Every two years: 0.1; d) Not used: 0.00. <i>The final score for this question is a sum of the scores for 63(1) – 63(4)</i>
64	What are the current performance criteria explicitly used in most organisations? (1) Activities undertaken (2) Timeliness of activities undertaken (3) Outputs/achievement of objectives (4) Timeliness of outputs/achievements (5) Cost-effectiveness of outputs" production (6) Quality of outputs (7) Improvement of competencies (8) Values, discipline and inputs (9) Interpersonal/management skills (10) Other, please specify	<i>This is a multiple choice question and respondents were to select all items that applied. Each item selected receives a score of 0.200 and the final score for this question is the sum of all items selected.</i>
67	According to legal criteria, importance of performance assessment in relation to: (1) career advancement (2) Remuneration (bonuses, the grade does not necessarily change) (3) contract renewal in the civil service/remaining in the civil service (4) Employment contract renewal in the public service	a) High: 0.25; b) Medium: 0.125; c) Low: 0.00 <i>The final score for this question is a sum of the scores for 67(1) – 67(4).</i>

Figure E.13 Extent of the use of performance-related pay in central government, with sensitivity analysis (2010)



Notes: Figure presents the sensitivity of the index to various weighting assumptions. Index comprised between 0 (no use) and 1 (high use). Cronbach's alpha: 0.522 (computed with SPSS). A Cronbach's alpha close to or above 0.6 indicates a high degree of correlation among a set of variables.

Variables, Weights and Scoring

The following variables have been used in the construction of this index, and were given equal weights:

Figure E.14 Variables and weights used in the PRP index

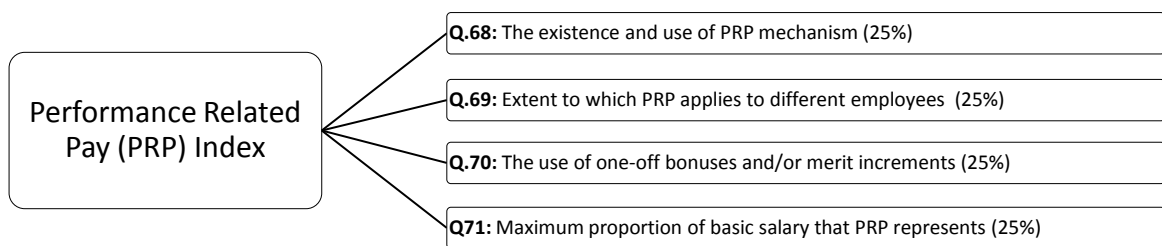


Figure E.15 Scores assigned to country responses to questions comprising the PRP index

Survey Question		Scoring
68	Is performance related pay in use in your country's central government?	Yes: 1.000; No : 0.000
69	If PRP implemented, for which category of staff?	a) For most government employees: 1.000; b) For senior staff only: 0.666; c) Only in a few central/national/federal government organisations: 0.333
70	Do organisations mostly use:	<i>This is a multiple choice question and respondents were to select all items that applied.</i> a) One-off performance bonuses: 0.5; b) Performance-based permanent pay increments: 0.5 <i>The question is scored as the sum of the item(s) selected.</i>
71	What is the maximum proportion of basic salary that PRP can represent?	a) 1-5 %: 0.2; b) 6-10%: 0.4; c) 11-20%: 0.6; d) 21-40%: 0.8; e) higher: 1

Tables with country-by-country data

Table E.1 Utilisation of strategic HRM practices in central government, country responses to questions underlying the index (2010)

Country	Govt has equivalent of General Accountability Framework for managers which defines the main standards & targets & of which HRM is a core part	HRM targets directly feed the performance assessments of top management & middle management:	Accountability framework for top & middle mngt requires they plan and report on compliance with general HR rules & targets in terms of staff numbers and compensation costs	Accountability framework for top & middle mngt requires they plan and report on effectiveness that link the ministry or the agency strategic workforce planning efforts	Accountability framework for top & middle mngt requires they plan and report on workforce strategies to close competency gaps in cost efficient manner	Accountability framework for top & middle mngt requires they plan and report on participation in whole of centralised govt. initiatives	Accountability framework for top & middle mngt requires they plan and report on general people management	Ministries/departments' capacity in terms of HRM is reviewed & assessed regularly by the central HRM departments	Mechanisms for forward-looking planning are in place to ensure adequate workforce available to deliver services	New issues in policy delivery are explicitly considered in forward-looking planning	Civil service demographics are explicitly considered in forward-planning	Possibilities for outsourcing are explicitly considered in forward-planning	Possibilities for relocating staff are explicitly considered in forward-planning	Efficiency savings (for example, through e-gov) are explicitly considered in forward-planning
Australia	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, but the design of the framework is left to the discretion of the different organisations	●	●	○	●	●
Austria	Yes, HRM is fully linked but still lacks clear strategic objectives	●	●	●	●	○	●	○	Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning	○	●	○	●	●
Belgium	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, and there is a formalised and regular whole of government systematic process in place for workforce planning	●	●	○	●	●
Canada	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, but the design of the framework is left to the discretion of the different organisations	●	●	○	○	●
Chile	No, there is no General Accountability Framework	●	●	○	○	○	●	○	Yes, when and where the need arises (ad hoc)	●	●	○	○	○
Czech Republic	No, there is no General Accountability Framework	○	○	●	●	○	●	○	Yes, when and where the need arises (ad hoc)	●	○	○	○	●
Denmark	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	●	●	●	●	○	●	○	No	○	○	○	○	○
Estonia	No, there is no General Accountability Framework	○	○	○	○	○	○	●	Yes, but the design of the framework is left to the discretion of the different organisations	●	○	●	●	●
Finland	Yes, HRM is fully linked but still lacks clear strategic objectives	○	●	○	○	○	○	○	Yes, but the design of the framework is left to the discretion of the different organisations	○	●	○	○	●

Country	Govt has equivalent of General Accountability Framework for managers which defines the main standards & targets & of which HRM is a core part	HRM targets directly feed the performance assessments of top management & middle management:	Accountability framework for top & middle mngt requires they plan and report on compliance with general HR rules & targets in terms of staff numbers and compensation costs	Accountability framework for top & middle mngt requires they plan and report on effectiveness that link the ministry or the agency strategic workforce planning efforts	Accountability framework for top & middle mngt requires they plan and report on workforce strategies to close competency gaps in cost efficient manner	Accountability framework for top & middle mngt requires they plan and report on participation in whole of central/fed govt initiatives	Accountability framework for top and middle mngt requires they plan and report on general people management	Ministries/departments' capacity in terms of HRM is reviewed & assessed regularly by the central HRM departments	Mechanisms for forward-looking planning are in place to ensure adequate workforce available to deliver services	New issues in policy delivery are explicitly considered in forward-looking planning	Civil service demographics are explicitly considered in forward-planning	Possibilities for outsourcing are explicitly considered in forward-planning	Possibilities for relocating staff are explicitly considered in forward-planning	Efficiency savings (for example, through e-gov) are explicitly considered in forward-planning
France	Yes, HRM is fully linked but still lacks clear strategic objectives	○	○	○	○	○	○	●	Yes, but the design of the framework is left to the discretion of the different organisations	●	●	●	●	●
Germany	No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies	○	○	○	○	○	○	○	Yes, but the design of the framework is left to the discretion of the different organisations	●	●	●	●	●
Greece	No, there is no General Accountability Framework	○	○	○	○	○	○	○	Yes, when and where the need arises (ad hoc)	●	●	○	●	●
Hungary	No, there is no General Accountability Framework	○	●	○	●	●	●	○	No	○	○	○	○	○
Iceland	No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies	○	○	○	○	●	●	●	No	○	○	○	○	○
Ireland	No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies	●	●	○	○	●	○	○	Yes, when and where the need arises (ad hoc)	●	●	●	●	●
Israel	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, when and where the need arises (ad hoc)	○	○	○	●	●
Italy	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, but the design of the framework is left to the discretion of the different organisations	●	○	○	○	●
Japan	No, there is no General Accountability Framework	○	●	○	○	○	○	○	No	○	○	○	○	○
Korea	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, but the design of the framework is left to the discretion of the different organisations	●	●	○	○	○
Mexico	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, and there is a formalised and regular whole of government systematic process in place for workforce planning	●	○	○	○	●

Country	Govt has equivalent of General Accountability Framework for managers which defines the main standards & targets & of which HRM is a core part	HRM targets directly feed the performance assessments of top management & middle management:	Accountability framework for top & middle mngt requires they plan and report on compliance with general HR rules & targets in terms of staff numbers and compensation costs	Accountability framework for top & middle mngt requires they plan and report on effectiveness that link the ministry or the agency strategic workforce planning efforts	Accountability framework for top & middle mngt requires they plan and report on workforce strategies to close competency gaps in cost efficient manner	Accountability framework for top & middle mngt requires they plan and report on participation in whole of central/fed govt initiatives	Accountability framework for top and middle mngt requires they plan and report on general people management	Ministries/departments' capacity in terms of HRM is reviewed & assessed regularly by the central HRM departments	Mechanisms for forward-looking planning are in place to ensure adequate workforce available to deliver services	New issues in policy delivery are explicitly considered in forward-looking planning	Civil service demographics are explicitly considered in forward-planning	Possibilities for outsourcing are explicitly considered in forward-planning	Possibilities for relocating staff are explicitly considered in forward-planning	Efficiency savings (for example, through e-gov) are explicitly considered in forward-planning
Netherlands	Yes, HRM is fully linked but still lacks clear strategic objectives	●	●	○	○	●	●	○	Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning	●	●	●	●	●
New Zealand	No, there is no General Accountability Framework	●	●	○	○	○	○	○	Yes, but the design of the framework is left to the discretion of the different organisations	●	●	●	●	●
Norway	No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies	○	○	○	●	●	●	○	Yes, but the design of the framework is left to the discretion of the different organisations	○	○	○	○	○
Poland	Yes, HRM is fully linked but still lacks clear strategic objectives	●	○	○	○	○	○	○	Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning	○	○	○	○	○
Portugal	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, and there is a formalised and regular whole of government systematic process in place for workforce planning	●	○	○	●	●
Slovak Republic	No, there is no General Accountability Framework	○	○	○	○	○	●	○	Yes, but the design of the framework is left to the discretion of the different organisations	●	○	○	○	●
Slovenia	No, there is no General Accountability Framework	○	○	○	○	○	●	●	Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning	●	○	○	●	●
Spain	No, there is no General Accountability Framework	○	○	○	○	○	○	○	Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning	●	●	○	●	●
Sweden	No, there is no General Accountability Framework	○	○	○	●	●	●	○	Yes, but the design of the framework is left to the discretion of the different organisations	●	●	●	●	●
Switzerland	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, but the design of the framework is left to the discretion of the different organisations	●	○	○	●	○
Turkey	No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies	○	○	●	○	●	○	○	Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning	●	●	●	●	○

Country	Govt has equivalent of General Accountability Framework for managers which defines the main standards & targets & of which HRM is a core part	HRM targets directly feed the performance assessments of top management & middle management:	Accountability framework for top & middle mngt requires they plan and report on compliance with general HR rules & targets in terms of staff numbers and compensation costs	Accountability framework for top & middle mngt requires they plan and report on effectiveness that link the ministry or the agency strategic workforce planning efforts	Accountability framework for top & middle mngt requires they plan and report on workforce strategies to close competency gaps in cost efficient manner	Accountability framework for top & middle mngt requires they plan and report on participation in whole of central/fed gov initiatives	Accountability framework for top and middle mngt requires they plan and report on general people management	Ministries/departments' capacity in terms of HRM is reviewed & assessed regularly by the central HRM departments	Mechanisms for forward-looking planning are in place to ensure adequate workforce available to deliver services	New issues in policy delivery are explicitly considered in forward-looking planning	Civil service demographics are explicitly considered in forward-planning	Possibilities for outsourcing are explicitly considered in forward-planning	Possibilities for relocating staff are explicitly considered in forward-planning	Efficiency savings (for example, through e-gov) are explicitly considered in forward-planning
United Kingdom	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, but the design of the framework is left to the discretion of the different organisations	●	○	●	●	●
United States	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, but the design of the framework is left to the discretion of the different organisations	●	●	●	●	●
Brazil	No, there is no General Accountability Framework	○	○	○	○	○	○	○	No	○	○	○	○	○
Russian Federation	No, HRM is only marginally linked to the planning and reporting requirements of ministries and agencies	○	○	○	○	○	○	○	Yes, and there is a formalised and regular whole of government systematic process in place for workforce planning	○	○	○	●	●
Ukraine	Yes, HRM is fully linked but still lacks clear strategic objectives	●	●	●	●	○	○	○	Yes, but the design of the framework is left to the discretion of the different organisations	○	○	○	○	●
●	Yes													
○	No													

Notes:

Australia: Some of these strategies presented here are either in development or implementation phase. Furthermore, the Australian Public Service Commission issues an annual State of the Service report which reviews and assesses these issues, and has commenced a program to undertake capability reviews of individual agencies. **Canada:** The Management Accountability Framework (MAF) for the Canadian federal public service includes an area of management on People Management, which is assessed on an annual basis by the Treasury Board Secretariat (a central agency and the employer for the Canadian federal public service). **Estonia:** The Ministry of Finance carries out regular surveys that aim at reviewing the state of affairs of HRM in the ministries and agencies. For example, these include the survey on strategic personnel management and annual statistics. **France:** Capacity of departments is reviewed during the annual conference of provisional human resources management. **Israel:** Civil Service Commission reviews the capacity of departments on a yearly basis. **Korea:** The review of the capacity of departments in HRM is conducted on an annual basis. **Mexico:** Reviews of HRM are conducted through the Unit for Auditing and Control. **Sweden:** In Sweden strategic people management is delegated at agency level. In addition, all agencies have to report on how they fulfil their strategic competency needs. **United States:** There is no core framework as such, but HRM is fully linked to the planning

and reporting requirements of agencies on the strategic objectives/achievements of the organization. Agency HRM practices are reviewed periodically, perhaps every 3 - 5 years.

Table E.2 Degree to which senior civil servants are managed by separate HRM policies in central government, country responses to questions underlying the index (2010)

Country	Existence of separate group of SCS	Policies for the identification of potential SCS early in their careers	Centrally defined skills profile for SCS	Recruited with a more centralised process	More attention is paid to the management of their careers	More emphasis on the management of their performance	More emphasis on avoiding conflicts of interest	Pay that is not basic salary and not PRP is higher than for regular staff (ex. Guaranteed benefits)	The part of their pay that is performance-related is higher	Appointment contract is for a specific term	Appointment is shorter than for regular staff	Appointment depends on renewal of contract
Australia	●	○	●	●	○	●	●	●	○	○	○	○
Austria	●	○	○	○	○	●	○	○	○	●	●	●
Belgium	●	○	●	●	○	●	●	●	○	●	●	●
Canada	●	⊙	●	●	○	●	○	●	●	○	○	○
Chile	●	n.a.	■	●	●	●	○	○	○	●	●	○
Czech Republic	●	○	■	○	○	●	●	●	●	○	○	○
Finland	●	○	●	●	○	●	●	○	○	○	○	○
Estonia	●	○	●	●	○	○	○	○	○	○	●	●
France	●	●	○	○	●	●	●	○	●	○	○	○
Germany	○	○	■	○	○	●	●	○	○	○	○	○
Greece	●	○	■	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾	n.a. ⁽⁶⁾
Hungary	○	○	○	○	○	●	●	●	●	○	○	○
Iceland	●	○	○	●	○	○	○	○	○	●	●	○
Ireland	○	○	●	○	○	○	○	○	●	○	●	○
Israel	●	● ⊙	●	●	●	●	●	●	○	●	●	●
Italy	●	○	○	●	○	●	○	○	●	○	○	○
Japan	●	○ ⁽¹⁾	●	○	○	●	○	○	○	○	○	○
Korea	●	●	●	○	○	●	○	○	●	○	○	○
Mexico	●	⊙	■	●	●	●	●	○	○	●	●	○
Netherlands	●	n.a. ⁽²⁾	●	●	○	●	○	○	○	●	●	○
Norway	○	○	○	●	○	●	●	●	●	○	○	○

Country	Existence of separate group of SCS	Policies for the identification of potential SCS early in their careers	Centrally defined skills profile for SCS	Recruited with a more centralised process	More attention is paid to the management of their careers	More emphasis on the management of their performance	More emphasis on avoiding conflicts of interest	Pay that is not basic salary and not PRP is higher than for regular staff (ex. Guaranteed benefits)	The part of their pay that is performance-related is higher	Appointment contract is for a specific term	Appointment is shorter than for regular staff	Appointment depends on renewal of contract
Poland	●	n.a. ⁽³⁾	○	●	○	●	●	○	○	○	○	○
Portugal	●	○	●	○	○	●	●	●	○	●	○	○
Spain	○	n.a. ⁽⁴⁾	○	○	○	●	●	○	●	○	○	○
Slovak Republic	○	○	○	○	○	○	○	●	●	○	○	○
Slovenia	○	○	●	●	○	○	○	●	○	○	○	○
Sweden	○	○	○	●	○	○	○	○	○	●	●	○
Switzerland	●	○	○	●	○	○	●	○	○	○	○	○
Turkey	●	○	●	○	○	○	○	●	○	○	○	○
United Kingdom	●	● ⊙	●	○	●	●	●	●	●	●	○	○
United States	●	⊙ ⁽⁵⁾	●	●	●	●	●	●	●	○	○	○
Brazil	●	○	○	○	○	○	○	○	○	○	●	○
Russian Federation	●	n.a.	■	○	○	●	●	●	○	●	○	●
Ukraine	○	○	○	●	○	○	○	○	○	○	○	○

● Yes ○ No Not available: n.a.

Policies for the identification of potential SCS early in their careers:

Yes, SCS recruited as part of a group selected at entry in the public service of few a few years after entry: ●

Yes, potential leadership is systematically identified in performance assessments and staff career are managed accordingly: ⊙

Centrally defined skills profile for SCS:

Yes, but it only applies to some organisations: ■

Notes

(1) **Japan:** the Basic Act for National Civil Service Reform enacted in 2008 stipulates that the Government shall establish "the special career development courses for SCS candidates", in which candidates shall be selected from civil servants who have the experience in civil service for a certain period and shall be trained to obtain skills and knowledge required for the managers.

(2) **Netherlands:** there is a candidates program in which approximately 20 high potential just below director's level can

enrol yearly. This program takes two years and is an intensive leadership program.

(3) **Poland:** this is mostly the role of the National School of Public Administration in Poland.

(4) **Spain:** The Basic Statute of the Public Employee, Act No. 7/2007 of 12 April, sets Directive posts. People who will work in this kind of post can be considered as future leaders.

(5) **United States:** Federal agencies may establish and administer formal leadership and executive development programs to prepare future leaders. The establishment of SES Candidate Development Programs is required by section 3396 of title 5, U.S. Code, and requirements relating to those programs are found in subpart B of part 412 of title 5, Code of Federal Regulations.

(6) **Greece:** the employment framework that defines the status of senior managers is not different from the one of regular staff.

Additional country notes:

Denmark: recruitment, policies and activities regarding senior management are delegated to the ministry level. **Ireland:** Ireland did not have a Senior Civil Service at the time this survey was taken, however, a Senior Public Service was launched for Ireland in December 2010. **New Zealand:** no centralised policy.

Table E.3 Extent of delegation of HRM practices to line ministries in central government, country responses to questions underlying the index (2010)

Country	Existence of central HRM body	Number and types of posts within organisations	Allocation of budget envelope between payroll and other expenses	General government of pay systems (salary levels, progressions)	Management of the variable portion of pay benefits; performance related pay	Post classification system - grades	Recruitment into the civil service (choice of individuals)	Recruitment into the casual staff (choice of individuals)	Individual duration of employment contract in the civil service	Individual duration of employment contract in for posts (mandates)	Individual career management	Individual dismissal following lack of performance	Individual dismissal following organizational restructuring	Individual dismissal following misconduct	Flexibility of working conditions (number of hours, etc.)	Adjustment to working conditions (part time, etc.)	Performance appraisal systems	Code of conduct	Ethics, equal opportunity, equity issues
Australia	□	▲	▲	▲	▲❖	■▲❖	▲❖	▲❖	■▲	■	▲❖	▲	▲	▲	▲	▲	▲	■	■
Austria	□	◆	▲	◆	▲	◆	▲	▲	▲	◆	▲	▲	▲	▲	◆	▲	◆	◆▲	◆
Belgium	□	▲	▲	◆	■▲	■▲	▲	▲	▲	◆	▲	▲	◆	▲	◆	■	■	■	■
Canada	●	▲	▲	◆	◆■	■	▲	▲	▲	▲	❖	▲	▲	▲	■	▲	▲	◆	◆▲
Chile	□	■	◆	◆	◆	◆	▲	▲	▲	▲	▲	▲	■	◆	◆	▲	■	▲	■
Czech Republic	□	▲	◆	◆	▲	◆	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	◆	◆
Denmark	●	▲	◆	■	▲❖	n.a..	▲❖	▲❖	▲	▲	▲	▲	▲	▲	◆▲	▲	▲❖	▲	▲
Estonia	●	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲❖	▲	▲	▲	▲❖	▲❖	▲❖	▲	▲❖
Finland	●	▲	■	▲	▲❖	▲	▲	▲❖	▲	❖	▲❖	❖	▲	❖	■▲	▲	▲	▲	◆▲
France	□	◆▲	◆▲	◆	■▲	◆■	▲	▲❖	■▲	■▲	▲❖	▲	▲	■▲	■▲	▲❖	▲	■▲	■▲
Germany	○	▲	◆▲	◆	■	◆	▲	n.a..	◆	◆	◆	n.a..	n.a..	◆	◆▲	▲	▲	◆	◆
Greece	□	■	▲	◆	◆	◆	▲	▲	▲	▲	▲	▲	◆	▲	◆	◆	◆	◆	◆
Hungary	●	◆■▲	◆■▲	◆	◆■▲	▲❖	▲❖	▲❖	▲❖	▲❖	▲❖	❖	■▲	❖	▲	▲	▲	▲	■▲
Iceland	□	▲	▲	◆	■▲	n.a..	▲❖	▲❖	▲❖	▲❖	▲❖	▲❖	▲❖	▲❖	▲❖	▲❖	n.a..	■	■▲
Ireland	●	◆	◆	◆	◆■	◆	◆	▲	◆	◆	n.a..	▲	n.a..	▲	◆	▲	■	◆	◆
Israel	●	◆	▲	◆■	◆■	◆	■	▲	◆	◆	▲	▲	■	◆	■	■	◆	◆	◆
Italy	●	▲	▲	◆	▲❖	◆	▲	▲❖	▲❖	▲❖	▲❖	n.a..	n.a..	◆	■	■	◆	◆	◆
Japan	●	■	■	■	■	■	■	▲	n.a..	n.a..	▲	▲	▲	▲	■	■	■	▲	◆
Korea	●	■	■	◆	■	◆	■	▲	▲	❖	▲	▲	▲	▲	■	▲❖	■	■	■
Mexico	●	■	■	■	■	◆■▲	◆■	▲	◆■	◆■	◆■	◆■	◆■	◆	◆■	■▲	◆	◆■	◆■
Netherlands	●	▲	◆	◆	❖	◆	▲❖	▲❖	▲	❖	■▲	▲	▲	▲	◆▲	▲❖	◆▲	◆	◆
New Zealand	□	▲	▲	▲	▲	▲	▲	▲	n.a..	n.a..	▲	▲	▲	▲	▲	▲	▲	■	■
Norway	●	▲	▲	◆	▲	◆	▲❖	▲❖	▲	▲	▲	▲	▲	▲	◆▲	◆▲	▲	◆▲	◆▲
Poland	●	▲	■	▲❖	▲❖	◆	■▲	▲	▲	▲	▲	▲	▲	■▲	■▲	▲	▲❖	■	■▲

Country	Existence of central HRM body	Number and types of posts within organisations	Allocation of budget envelope between payroll and other expenses	General government of pay systems (salary levels, progressions)	Management of the variable portion of pay benefits; performance related pay	Post classification system - grades	Recruitment into the civil service (choice of individuals)	Recruitment into the casual staff (choice of individuals)	Individual duration of employment contract in the civil service	Individual duration of employment contract in for posts (mandates)	Individual career management	Individual dismissal following lack of performance	Individual dismissal following organizational restructuring	Individual dismissal following misconduct	Flexibility of working conditions (number of hours, etc.)	Adjustment to working conditions (part time, etc.)	Performance appraisal systems	Code of conduct	Ethics, equal opportunity, equity issues
Portugal	□	▲	▲	▲	▲	n.a..	▲	▲	▲	n.a..	▲	▲	▲	▲	▲	▲	n.a..	▲	n.a..
Slovak Republic	○	▲	▲	◆ ■	n.a..	■	■	■	■	■	▲	■	◆	■	■	■	■	▲	■
Slovenia	□	▲	▲	▲	▲	◆	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	■	◆	◆
Spain	●	■	◆	◆	▲	◆	■ ▲	▲	n.a..	n.a..	n.a..	n.a..	▲	▲	◆	■	❖	◆	◆
Sweden	□	▲	▲	▲	▲ ❖	n.a..	▲ ❖	▲ ❖	▲	n.a..	▲ ❖	n.a..	▲	▲	▲ ❖	▲ ❖	▲ ❖	▲	▲
Switzerland	●	▲	■	■	▲ ❖	◆ ▲	▲ ❖	▲ ❖	▲ ❖	▲ ❖	▲ ❖	▲ ❖	▲ ❖	▲ ❖	◆ ▲	◆ ▲	◆	◆ ▲	◆ ▲
Turkey	●	◆	◆	◆	◆	◆	■	▲	▲	▲	▲	▲	◆	▲	■	▲	◆	◆	n.a..
United Kingdom	□	▲	◆	▲	▲	▲	▲	❖	▲	▲	▲	▲	▲	▲	▲	▲	▲	◆	■
United States	●	▲	▲	◆	▲	◆	▲	▲ ❖	n.a..	▲	▲ ❖	▲	▲	▲	n.a..	▲	▲	◆	◆
Brazil	●	◆	◆	◆	◆	◆	◆	◆	◆	n.a..	n.a..	n.a..	n.a..	◆	◆	◆	◆	◆	◆
Russian Federation	○	n.a..	n.a..	n.a..	▲	n.a..	▲	▲	▲	▲	▲	▲	n.a..	n.a..	▲	▲	▲	▲	▲
Ukraine	●	▲	▲	◆	◆	n.a..	◆ ▲	▲	n.a..	n.a..	n.a..	▲	▲	▲	▲	▲	▲	▲	▲

Yes: ● n.a.. = not available

No: ○

Not responsible, but a central agency/department aims to co-ordinate the HR policies across departments: □

Central HRM body (which 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: ❖

Notes:

Japan: Central HRM body (NPA) carries out some recruitment examinations in order to verify applicants' demonstrated abilities and prepares employment candidate lists for all ministries. And appointers of each ministry choose the adopters from the lists.

Table E.4 Extent of the use of performance assessments in HR decisions in central government, country responses to questions underlying the index (2010)

Country	A formalised performance assessment is mandatory for government employees under the General Employment Framework	According to legal criteria, having a good performance assessment is important with regards to career advancement	According to legal criteria, having a good performance assessment is important with regards to remuneration (bonuses, the grade does not necessarily change)	According to legal criteria, having a good performance assessment is important with regards to contract renewal in the civil service/ remaining in the civil service	According to legal criteria, having a good performance assessment is important with regards to employment contract renewal in the public service	Meetings with immediate supervisors are regularly used for performance assessment	Meetings with a supervisor two levels above or an HR officer are regularly used for performance assessment	Written feedback from supervisor is regularly used for performance assessment	360 degree feedback- usually written- is regularly used for performance assessment	Activities undertaken are explicitly used as performance criteria in most organisations	Timeliness of activities undertaken are explicitly used as performance criteria in most organisations	Outputs and achievement of objectives are explicitly used as performance criteria in most organisations	Timelessness of outputs and achievements is explicitly used as performance criteria in most organisations	Cost-effectiveness of outputs' production is explicitly used as performance criteria in most organisations	Quality of outputs is explicitly used as performance criteria in most organisations	Improvement of competencies is explicitly used as performance criteria in most organisations	Values, discipline and inputs are explicitly used as performance criteria in most organisations	Interpersonal and management skills are explicitly used as performance criteria in most organisations
Australia	Yes, for all or almost all	Low	High	Medium	Medium	Every 6 months	Not used	Every 6 months	Not used	●	●	●	●	●	●	●	●	●
Austria	Yes, for all or almost all	Medium	Low	Low	Medium	Every year	Not used	Not used	Not used	●	○	●	●	○	●	●	○	○
Belgium	Yes, for all or almost all	High	Low	Low	Low	Every year	Every two years	Every year	Not used	●	○	●	○	○	●	●	●	●
Canada	No, only for some	High	High	Medium	Low	Every 6 months	Not used	Every year	Not used	●	●	●	●	●	●	●	●	●
Chile	Yes, for all or almost all	High	High	Medium	Medium	Every year	Not used	Every year	Not used	○	○	●	○	○	○	●	●	●
Czech Republic	No, not used at all	Low	High	High	High	Every year	Not used	Not used	Not used	●	●	●	●	●	●	●	●	●
Denmark	Yes, for all or almost all	High	High	High	High	Every year	Not used	..	Not used	●	●	●	●	○	●	●	●	●
Estonia	Yes, for all or almost all	Medium	Medium	Medium	High	Every year	Not used	Every year	Not used	●	●	●	●	○	○	●	●	●
Finland	Yes, for all or almost all	Medium	High	Medium	Medium	Every year	Not used	Not used	Not used	○	○	●	○	○	○	●	○	●
France	Yes, for all or almost all	High	High	Medium	Medium	Every year	Not used	Every year	Not used	●	●	●	●	○	●	●	●	●
Germany	Yes, for all or almost all	High	Medium	Medium	High	Every two years	Not used	Every two years	Not used	●	●	●	●	○	●	●	○	●
Greece	Yes, for all or almost all	High	Low	Medium	Low	Not used	Not used	Every year	Not used	●	○	○	○	○	○	○	●	●
Hungary	Yes, for all or almost all	Medium	Medium	Medium	Medium	Every year	Not used	Every year	Not used	●	●	●	●	●	●	●	●	●
Iceland	No, only for some	Low	Low	Low	Low	Every year	Not used	Every year	Not used	●	●	●	●	●	●	●	●	●
Ireland	Yes, for all or almost all	High	Medium	Low	Low	Every 6 months	Not used	Every 6 months	Not used	●	●	●	●	○	●	●	●	●

Country	A formalised performance assessment is mandatory for government employees under the General Employment Framework	According to legal criteria, having a good performance assessment is important with regards to career advancement	According to legal criteria, having a good performance assessment is important with regards to remuneration (bonuses, the grade does not necessarily change)	According to legal criteria, having a good performance assessment is important with regards to contract renewal in the civil service/remaining in the civil service	According to legal criteria, having a good performance assessment is important with regards to employment contract renewal in the public service	Meetings with immediate supervisors are regularly used for performance assessment	Meetings with a supervisor two levels above or an HR officer are regularly used for performance assessment	Written feedback from supervisor is regularly used for performance assessment	360 degree feedback- usually written- is regularly used for performance assessment	Activities undertaken are explicitly used as performance criteria in most organisations	Timeliness of activities undertaken are explicitly used as performance criteria in most organisations	Outputs and achievement of objectives are explicitly used as performance criteria in most organisations	Timelessness of outputs and achievements is explicitly used as performance criteria in most organisations	Cost-effectiveness of outputs' production is explicitly used as performance criteria in most organisations	Quality of outputs is explicitly used as performance criteria in most organisations	Improvement of competencies is explicitly used as performance criteria in most organisations	Values, discipline and inputs are explicitly used as performance criteria in most organisations	Interpersonal and management skills are explicitly used as performance criteria in most organisations
Israel	Yes, for all or almost all	High	Medium	High	High	Every year	Not used	Every year	Not used	●	●	●	●	○	●	●	●	●
Italy	Yes, for all or almost all	Medium	High	Low	Low	..	Not used	Every year	Not used	●	●	●	●	○	●	●	●	●
Japan	Yes, for all or almost all	Every 6 months	Not used	Every 6 months	Not used	●	●	●	●	●	●	●	●	●
Korea	Yes, for all or almost all	Medium	High	Medium	Medium	Every year	Every year	Every year	Not used	●	●	●	●	○	●	○	●	●
Mexico	No, only for some	High	Low	High	High	Every year	Every year	..	Not used	●	●	●	●	○	●	●	●	○
Netherlands	Yes, for all or almost all	Medium	Medium	Low	Low	Every 6 months	Not used	..	Not used	●	●	●	○	○	●	●	●	○
New Zealand	Yes, for all or almost all	○	○	○	○	○	○	○	○	○
Norway	No, only for some	High	Medium	Low	Low	Every year	Not used	..	Not used	●	●	●	●	○	●	●	●	●
Poland	Yes, for all or almost all	High	Medium	Medium	Medium	Every two years	Not used	Every two years	Not used	●	●	●	○	○	○	●	○	○
Portugal	Yes, for all or almost all	High	High	Medium	Medium	Every year	Not used	Every year	Every year	●	●	●	●	●	●	●	●	●
Slovak Republic	No, not used at all	○	○	○	○	○	○	○	○	○
Slovenia	Yes, for all or almost all	High	High	Medium	Medium	Every year	Not used	Every year	Not used	●	●	●	●	○	●	○	○	●
Spain	Yes, for all or almost all	Medium	Medium	Medium	Medium	..	Not used	..	Not used	●	●	●	○	●	○	○	○	○
Sweden	Yes, for all or almost all	High	High	Medium	Low	Every year	Not used	..	Not used	●	○	●	●	●	●	●	●	●
Switzerland	No, only for some	Low	Medium	Medium	Low	Every year	Not used	Every year	Not used	●	●	●	●	●	●	●	●	●
Turkey	Yes, for all or almost all	High	Low	High	Low	..	Not used	Every year	Not used	●	●	●	●	○	●	●	●	●

Country	A formalised performance assessment is mandatory for government employees under the General Employment Framework	According to legal criteria, having a good performance assessment is important with regards to career advancement	According to legal criteria, having a good performance assessment is important with regards to remuneration (bonuses, the grade does not necessarily change)	According to legal criteria, having a good performance assessment is important with regards to contract renewal in the civil service/ remaining in the civil service	According to legal criteria, having a good performance assessment is important with regards to employment contract renewal in the public service	Meetings with immediate supervisors are regularly used for performance assessment	Meetings with a supervisor two levels above or an HR officer are regularly used for performance assessment	Written feedback from supervisor is regularly used for performance assessment	360 degree feedback- usually written- is regularly used for performance assessment	Activities undertaken are explicitly used as performance criteria in most organisations	Timeliness of activities undertaken are explicitly used as performance criteria in most organisations	Outputs and achievement of objectives are explicitly used as performance criteria in most organisations	Timelessness of outputs and achievements is explicitly used as performance criteria in most organisations	Cost-effectiveness of outputs' production is explicitly used as performance criteria in most organisations	Quality of outputs is explicitly used as performance criteria in most organisations	Improvement of competencies is explicitly used as performance criteria in most organisations	Values, discipline and inputs are explicitly used as performance criteria in most organisations	Interpersonal and management skills are explicitly used as performance criteria in most organisations
United Kingdom	Yes, for all or almost all	High	High	High	Low	Every year	Not used	Every year	Not used	●	●	●	●	●	●	●	●	●
United States	Yes, for all or almost all	High	High	Medium	Medium	Every 6 months	Not used	Every year	Not used	○	○	●	●	○	●	●	○	●
Brazil	Yes, for all or almost all	Medium	Medium	Low	Low	Every year	Not used	Every year	Not used	○	○	●	○	○	○	●	○	○
Russian Federation	No, not used at all	○	○	○	○	○	○	○	○	○
Ukraine	Yes, for all or almost all	Medium	Low	Low	Low	Every year	Not used	Every year	Not used	●	○	●	○	○	●	○	●	○

- Yes
- No
- .. missing data

Notes:

Sweden: Performance is continually evaluated by the nearest supervisor and pay is often set in a direct pay dialogue between manager and worker. In the cases pay is not set directly, the dialogue is used in the individual pay setting process between the local employer and unions.

Table E.5 Extent of the use of performance-related pay in central government, country responses to questions underlying the index (2010)

Country	Performance-related pay is in use in central government	If yes, performance-related pay is used for most government employees	If yes, performance-related pay is used for senior staff only	If yes, performance-related pay is used only a few central/national/federal organisations	Organisations mostly use one-off performance bonuses	Organisations mostly use performance-based permanent pay increases	Max portion of basic salary that performance-related pay can represent
Australia	●	●	○	○	●	●	1-5%
Austria	●	●	○	○	●	○	1-5%
Belgium	○	n.a	n.a	n.a	n.a	n.a	n.a
Canada	●	○	●	○	●	●	11-20%
Chile	●	●	●	○	●	●	6-10%
Czech Republic	●	●	○	○	●	●	11-20%
Denmark	●	●	○	○	●	●	..
Estonia	●	●	○	○	○	●	..
Finland	●	●	○	○	○	●	higher than 40%
France	●	●	○	○	○	●	21-40%
Germany	●	●	○	○	●	○	6-10%
Greece	○	n.a	n.a	n.a	n.a	n.a	n.a
Hungary	●	●	○	○	○	●	21-40%
Iceland	○	n.a	n.a	n.a	n.a	n.a	n.a
Ireland	●	○	●	○	●	○	11-20%
Israel	●	●	○	○	○	●	21-40%
Italy	●	●	○	○	●	○	11-20%
Japan	●	●	○	○	●	●	..
Korea	●	●	○	○	●	●	6-10%
Mexico	○	n.a	n.a	n.a	n.a	n.a	n.a
Netherlands	●	○	○	●	○	●	6-10%
New Zealand	●	○	●	○	●	○	11-20%
Norway	●	○	●	○	○	●	21-40%

Country	Performance-related pay is in use in central government	If yes, performance-related pay is used for most government employees	If yes, performance-related pay is used for senior staff only	If yes, performance-related pay is used only a few central/national/federal organisations	Organisations mostly use one-off performance bonuses	Organisations mostly use performance-based permanent pay increases	Max portion of basic salary that performance-related pay can represent
Poland	○	n.a	n.a	n.a	n.a	n.a	n.a
Portugal	●	●	○	○	●	○	6-10%
Slovak Republic	..	○	○	○	○	○	..
Slovenia	●	●	○	○	●	●	11-20%
Spain	●	●	○	○	●	○	6-10%
Sweden	●	●	○	○	○	●	21-40%
Switzerland	●	●	○	○	●	●	11-20%
Turkey	○	n.a	n.a	n.a	n.a	n.a	n.a
United Kingdom	●	●	○	○	●	●	11-20%
United States	●	●	○	○	●	●	1-5%
Brazil	●	●	○	○	○	●	1-5%
Russian Federation	..	○	○	○	○	○	..
Ukraine	○	n.a	n.a	n.a	n.a	n.a	n.a

- Yes
- No
- .. missing data
- n.a. Not applicable (do not use PRP in central govt)

Notes:

Czech Republic: Maximum proportion of basic salary that PRP can represent, regarding the Labour Code 262/2006 Coll., § 131 maximal proportion PRP to the basic salary is 50%, exceptionally by the top managers and top experts the PRP portion may be as high as 100% of the basic salary. However, most employees have their PRP about 20% of their basic salaries.

Estonia: The maximum proportion of basic salary that PRP can represent is not regulated in Estonia.

Additional Country Notes:

Indicator 18: Political influence in senior staffing

New Zealand: A change of government does not affect the employment of public servants. The exception to this is a small number of public servants employed in Ministerial offices. These public servants are employed on an event-based contract, with the event triggering the termination of their contract being the conclusion of their relevant Minister's term in office.

Indicator 24: Workforce restructuring

Notes:

Although no set replacement ratio has been set in the **Czech Republic**, the 2011 budget has mandated a 10% decrease in the appropriations dedicated to civil service wages. Regarding leaving conditions, the administration is required to propose another position within the same central administration body; In **Iceland**, there are no formal or centralized programs for number of personnel; **Poland:** Legislation must be passed in order to allow for dismissal of government employees; **Portugal:** for staff hired after January 2009, dismissal due to restructuring is now possible and an unemployment allowance may be granted to them within the social protection scheme; **United States:** the possibility to dismiss employees with open term contracts when restructuring or reducing numbers of employees leads to employees getting an allowance and/or the government is required to propose reallocation possibilities beforehand. The latter is less common. Decreased employment levels anticipated in terms of budget reductions, however there are no plans at this time for specific reductions in numbers of government employees.

Indicator 34: Working conditions in central government

Figure 34.1 Average working hours per year by central government employees

Australia: working hours vary by agency; **Canada:** some occupations may have longer working hours; **Denmark:** number of hours is negotiated, and not defined in law; **New Zealand:** working hours not specified under the General Employment Framework; **Portugal:** An "adaptable regime" may be negotiated to allow for different working hours. However, these should average to the maximum limit of 35 hours per week. **Slovak Republic:** Working hours are 40 hours per week, but in collective agreements it is usually agreed to be 37.5 hours/week.

Notes regarding metadata:

Australia: Annual leave is set through agency level enterprise agreements, which vary. In the majority of agencies, employees are entitled to 20 days annual leave per year; **Austria:** regarding holidays, 200 hours per year (equals 25 days/5 weeks per year for a FTE). Currently, the total amount of holidays is depending on the length of service (240 hours/30 days/6 weeks) after 25 years in service. From 1 January 2011 on, the amount of holidays will depend on the age and not on the length of service anymore. An employee will be entitled to take 240 hours (30 days/6 weeks) from that year on, in which his/her 43rd birthday is before 1 July. If his/her 43rd birthday after 30 June,

he/she is entitled to take the 240 hours in the next year; **Belgium:** less than 45 years old: 26 working days, superior or equal to 45 - 49 years old: 27, superior or equal to 50 - 54 years old: 28, superior or equal to 55 - 59 years old: 29, at 60 years old: 30, at 61 years old: 30, at 62 years old: 31, at 63 years old: 32, at 64 years old: 33, at 65 years old: 33 ; **Canada:** It varies by length of service. Under current language, a person who works 35 years would earn an average of 22 vacation days per year. Specifically, the break down provided below is by years of service presented for annual leave entitlements (this is the most prevalent one but other patterns exist): Less than 8 years of service: 15 days of leave per year, 8 to 15 years of service: 20 days of leave per year, 16 years of service: 22 day, 17 years of service: 23 days, 18 to 26 years of service: 25 days per year, 27 years of service: 27 days, 28 or more years of service: 30 days per year; **Denmark:** All employees (FTEs or part time) in Denmark are entitled to five weeks of holiday. To the extent the employee has been employed in the previous calendar year, it will be a matter of holiday with pay. Furthermore, employees in the state sector who are entitled to pay during sickness will, , earn the right to a 0.42 special holiday with pay per month of employment. It means that an employee who has been employed throughout the previous calendar year has earned the right to one week of special holiday with pay; **Estonia:** Extra vacation days for length of service will be added to the basic vacation (maximum 10 days); **France:** sick leave data refer to 2003; **Hungary:** The basic annual leave is 25 working days per year. The additional leave of non-managers varies between 3 and 11 days depending on the length of service. The additional leave of managers: head of sector: +11 days, deputy head of department: 12 days, head of department: 13 days; **Iceland:** The length of annual leave depends on the person's age. The minimum length of vacation is two days or 16 obligatory hours for each earned month in fulltime work. For those younger than 30 years old the annual leave is 24 days (192 working hours), 27 days (216 working hours) for 30-37 years old and 30 days (240 working hours) for those older than 38 years; **Italy:** Senior managers no longer have any obligation in terms of working time, as their performance is evaluated on results rather than on the presence at the workplace. However, based on the previous regulation on public managers' working time (d.p.r. No. 748 of 1972), that indicated 10 weekly hours more than the remaining employees, the conventional value for contractual working time of public managers is 45 hours per week; **Ireland:** Clerical Officer 20 days at the outset, rising to 21 after 5 years service, and 22 after 10 years service; Staff Officer 21 days at the outset, rising to 22 after 5 years service, and 23 after 10 years service; -Executive Officer 21 days at the outset, rising to 22 after 5 years service, and 23 after 10 years service-Administrative Officer 23 days at the outset, rising to 27 after 5 years service, and 29 after 10 years service-Higher Executive Officer 27 days at the outset, rising to 28 after 5 years service, and 29 after 10 years service-Assistant Principal Officer 30 days at the outset, rising to 31 after 5 years service; **Korea:** Annual leave ranges from 3-21 days depending on the length of service. 3-6 months: 3 days, 6 months-1 years: 6 days, 1-2 years: 9 days, 2-3 years: 12 days, 3-4 years: 14 days, 4-5 years: 17 days, 5-6 years: 20 days over 6 years: 21 days; **New Zealand:** Statutory minimum of twenty days annual leave; other leave determined by contract; **Norway:** All workers in Norway are entitled to five weeks/25 working days holiday pr. year. Workers from the year of 60 are entitled to 1 more week/5 working days. In addition, Civil Servants from the year of 62 are entitled to further 8 working days + 6 days optional – the optional days has to be negotiated locally; **Portugal:** Each worker is entitled to a minimum holiday period of 25 remunerated working days, being progressively increased according to age and seniority. The annual holiday period has, according to the age of the worker, the following duration: 25 working days until the worker complete 39 years of age, 26 working days until the worker complete 49 years of age, 27 working days until the worker complete 59 years of age, 28 working days as from 59 years of age. The relevant age is the one in which the worker complete it until 31st December of the year in which holidays are fallen due. One day for each ten years of length of service actually performed is added to the previously mentioned holiday period. The minimum holiday period may still be increased in the framework of performance rewarding systems, without prejudice to increases granted to each job attachment; **Slovak Republic:** 4 weeks, after 15 years in Civil Service: 5 weeks + one week in collective agreement; **Slovenia:** The length of annual leave depends on seniority, job complexity, work performance, working conditions, social and health conditions and age. The length of annual leave depends on seniority, job complexity, work performance, working conditions, social and health conditions and age. As for seniority, there is a maximum of 24 days annual leave as follows: up to 3 years' service 16 days, over 3 to 7 years' service 17 days, over 7 to 10 years 18 days, over 10 to 15 years of service 20 days, over 15 to 20 years' service 22 days, over 20 to 25 years' service 23 days, over 25 years' service 24 days. For the complexity of work, the employees get up to 5 additional days depending on work performance, working conditions, social and health conditions and age; **Spain:** Up to 40 days depending on the type of personnel **Sweden:** All employees in Sweden are by law entitled to five weeks holiday. Central Government Employees have by agreements longer holidays with the number of work days depending on age: -younger than 30 years: 28 days, -from 30 - 39 years of age: 31 days, -older than 40 years: 35 days; **Switzerland:** Average number

of days calculated by government based on age group or years worked. 21-49 year old or 19 years worked: 25 days; 50-59 years or 9 years worked: 30 days and 35 days for a maximum of 3-5 days; **Turkey:** Up to 10 years in service it is 20 days, after 10 years in service it is 30 days. **Ukraine:** Those employed more than 10 years get up to 15 additional days.

Figure 34.2 Average number of working days public employees are absent on sick leave per year.

Data for Canada, Denmark and Finland are in full time equivalent and are thus underestimated compared to other data.