CIVIL SERVANTS SURVEY: ORGANISATIONS QUESTIONNAIRE

ADVICE TO INTERVIEWER: Please ensure your key informants have broad knowledge of the organisation (i.e. have significant tenure, are of sufficient SGL, and are in a position central to the organisation). Please fill in the questionnaire in CAPITAL LETTERS and ensure an accurate representation of the discussion. Before the interview begins, fill in the following:

NAME OF ORGANISATION:

TIME OF INTERVIEW:

NAME OF INTERVIEWER:

START BY STATING THE FOLLOWING:
You are highly welcome to this session of the Civil Servants Survey that deals with the Organisations Questionnaire which is basically for Officers in the Directorate Cadre. The interviewer team is made up of officers from the Office of the Head of the Civil Service of the Federation and the Office of the Senior Special Assistant to the President on MDGs. The team members are [INTRODUCE YOURSELF/SELVES]. This session is meant to find out the management challenges, constraints, and issues impeding service delivery/project implementation and suggestions on possible solution or the way forward. The questionnaire is divided into six [6] sections: (i) Organisation Details, (ii) Utilities and Equipment, (iii) Staffing, (iv) Management Relationships, (v) Training, and (vi) Other Issues. **We wish to assure and guarantee that your comments/responses and observations during the interview will be given topmost confidentiality. Also, we will not take your names and will not associate any comments you make to you.**

ORGANISATION DETAILS

START BY SAYING: I'd like to begin by asking you a few details about your organisation and how it has or hasn't changed over the last few years.

1. What is the intended coverage of your organisation? **(TICK ONE ANSWER ONLY.)**

    1. National
    2. Zonal
    3. River basin
    4. State
    5. Other (please specify: _____)

2. Is there anything particularly unusual about this organisation when compared with other government organisations? **(TICK ONE ANSWER ONLY.)**

    1. Yes
    2. No

    3. **If 'Yes'**, please describe what is unusual.

    _____

    _____

4. Please tell me about any major changes in the management team, mandate, or organisational structure of your organisation since the inception of the current administration (2007)? **(PLEASE PROVIDE START AND END YEAR OF EACH EVENT.)**

    1. _____
    (Start of change: ; End of change:)

    2. _____
    (Start of change: ; End of change:)

    3. _____
    (Start of change: ; End of change:)

5. Has the way the organisation implements projects changed significantly since 2007? **(TICK ONE ANSWER ONLY.)**

    1. Yes
    2. No

    6. **If 'Yes'**, please describe what the changes are.

    _____

    _____

7. How have political events of the last year affected this organisation?

    1. Little effect
    2. Changes in the way we work with others, but not really in our internal processes
    3. Significantly changed the way we work

    8. **If 'Significantly changed'**, please specify how.

    _____

    _____

9. How important has the SERVICOM charter been to the everyday work of this organisation? **(TICK ONE ANSWER ONLY.)**

   1. It has significantly changed the way we serve citizens and/or implement projects
   2. It has changed the way we serve, but not significantly
   3. It hasn't had any real impact

   10. **If 'has significantly changed the way' or 'has changed the way'**, please describe how.

   _____

   _____

11. What impact has the Public Service Reform programme had on the everyday work of this organisation? **(TICK ONE ANSWER ONLY.)**

   1. It has significantly changed the way we serve citizens and/or implement projects
   2. It has changed the way we serve, but not significantly
   3. It hasn't had any real impact

   12. **If 'has significantly changed the way' or 'has changed the way'**, please describe how.

   _____

   _____

13. What impact has the spending of debt relief had on the everyday work of this organisation? **(TICK ONE ANSWER ONLY.)**

   1. It has significantly changed the way we serve citizens and/or implement projects
   2. It has changed the way we serve but not significantly
   3. It hasn't had any real impact

   14. **If 'has significantly changed the way' or 'has changed the way'**, please describe how.

   _____

   _____

15. Now think about the entire staff of your organisation since the inception of the current administration. Would you say the staff of your organisation today is representative of the staff in 2007?

   1. Yes
   2. No, there are significant changes in the category of staff

16. What proportion of the staff who were in this organisation in 2007 are still here?

   _____ %

UTILITIES AND EQUIPMENT

START BY SAYING: I'd like to ask you about the equipment you have access to when undertaking your daily duties. This equipment might be owned privately by individuals or by the organisation.

17. During a typical working day (8 hours from 8am to 4pm), how many hours is there electricity (PHCN or generator)?

    _____ hours

18. Out of the five [5] working days, how many days is the network (GSM) coverage working for 50% of calls or more?

    _____ days

19. Out of the five [5] working days, how many hours is their internet access good enough to check e-mail?

    _____ hours

20. Out of every ten [10] officers above SGL 7, how many have access to a computer (desktop or laptop)?

    _____

21. Out of every ten [10] officers above SGL 7, how many can use a computer to write a memo?

    _____

22. Out of every ten [10] officers above SGL 7, how many can use a computer to create a PowerPoint presentation?

    _____

23. Out of every ten [10] officers above SGL 7, how many can use a computer to create an Excel spreadsheet?

    _____

24. Out of every ten [10] officers above SGL 7, how many have access to a vehicle (privately owned or otherwise) that can be used for work?

    _____

25. Apart from the above, what major equipment does your organisation lack?

    _____

    _____

STAFFING

START BY SAYING: I'd like to turn to staffing issues. We'll begin with a sense of the numbers of staff, and then talk about their recruitment and career progression.

26. How do you feel the number of staff in your organisation relates to the activities undertaken there?

    1. We have too few staff to achieve the tasks we are responsible for
    2. We have about the right number
    3. We have too many staff

    27. **If 'too few staff'**, what grade level(s) do you think require additional officers?
        SGL _____

    28. **If 'too few staff'**, what cadre(s) of officers do you require?

    _____

    29. **If 'too many staff'**, what grade levels do you think are over bloated?

        SGL _____

    30. **If 'too many staff'**, what cadre(s) of officers are overrepresented?

    _____

31. What percentage of staff is doing most of the work at your organisation?

    1. 5% of the staff does more than 50% of the work
    2. 10% of the staff does more than 50% of the work
    3. 25% of the staff does more than 50% of the work
    4. 50% of the staff do 50% of the work (everyone contributes the same)

32. Do you think the most senior staff of your organisation talk about attracting and developing talented people?

    1. Yes
    2. No

33. Do you think the most senior staff of your organisation then actually goes about attracting and developing talented people?

    1. Yes
    2. No

    34. **If 'Yes'**, please describe how. _____

35. If two people both joined your organisation five years ago and one was much better at their work than the other, would he/she be promoted through the service faster?

    1. Yes
    2. No

36. Given past experience, if there is a 'top performing' civil servant, does your organisation do their best to keep him/her?

    1. Yes
    2. No

    37. **If 'Yes'**, please describe how. _____

38. Given past experience, how would under-performance be tolerated? **(TICK ONE ANSWER ONLY.)**

    1. It would be tolerated
    2. It would not be tolerated and the individual would be disciplined

39. Given past experience, what happens if there is a part of your organisation that isn't achieving agreed results? **(TICK ONE ANSWER ONLY.)**

    1. The relevant body is restructured
    2. There is a change in staffing
    3. Nothing

40. Given past experience, are members of this organisation disciplined for breaking the Public Service Rules?

    1. Yes, through formal channels
    2. Yes, through informal channels
    3. No

    41. **If 'informal'**, please give an example: **(WRITE IN CAPITALS)**

    _____

    _____

42. Given past experience, what would most likely happen to a person in this organisation who accepted money or a present from someone who came to them with a problem? **(TICK ONE ANSWER ONLY.)**

    1. Nothing
    2. Dealt with by direct superior
    3. Internal disciplinary board
    4. Involvement of external body, such as EFCC

43. Thinking about all the projects that your organisation has been involved in since your appointment here, would you say that senior staff try to use the right staff for the right job? **(TICK ONE ANSWER ONLY.)**

    1. The right staff are always used for each job
    2. Most jobs have the right staff on them
    3. Often jobs are not staffed by the appropriate staff

44. How effectively would you say your organisation is in making the bulk of its staff feel valued? **(TICK ONE ANSWER ONLY.)**

    1. Almost all members of the organisation feel individually valued
    2. Most people, if asked, would say that they feel valued
    3. Most people, if asked, would say that they are not valued by the organisation

MANAGEMENT RELATIONSHIPS

START BY SAYING: Now let's discuss the way staff and programs are managed here. We'll start with whether your organisation has clear targets, talk about how they are monitored, and what procedures are in place to try to achieve them.

Targets

45. Does your organisation have a clear set of targets derived from its mission and goals? **(TICK ONE ANSWER ONLY.)**

    1. Yes, the organisation has a clear set of targets derived from its mission and goals
    2. The organisation has some targets, but these are not clearly derived from its mission and goals
    3. No, the organisation does not really have any targets

    46. **If 'Yes'**: How tough are the targets? **(TICK ONE ANSWER ONLY.)**

        1. Very tough, and difficult to accomplish
        2. Tough but achievable
        3. Not tough at all, and provide no push to the organisation

        47. **If 'tough'**: Do you think your organisation has an adequate plan to achieve them?

            1. Yes
            2. No

48. How often does your organisation meet its targets for performance? **(TICK ONE ANSWER ONLY.)**

    1. More than 80% of the time as scheduled
    2. More than 80% of the time but late
    3. Between 40 and 80% of the time as scheduled
    4. Between 40 and 80% but late
    5. Less than 40% of the time
    6. Often does not achieve them

49. In general, do you and your colleagues know what your organisation is trying to achieve?

    1. Yes
    2. No

50. When you arrive at work each day, do you and your colleagues know what your organisation is trying to achieve on that particular day?

    1. Yes
    2. No

Monitoring

51. In what kind of ways does your organisation track how well it is delivering services? **(TICK ONE ANSWER ONLY.)**

    1. We have key performance indicators which we review on a regular basis
    2. We have inclusive staff meetings where we discuss how we are doing as an organisation
    3. Typically the head of the organisation keeps track of performance with inputs from department directors

52. **If 'we have key performance indicators'**, how frequently are these indicators collected? **(TICK ONE ANSWER ONLY.)**

    1. Yearly
    2. Quarterly
    3. Monthly
    4. Weekly
    5. Daily
    6. Hourly or more frequently
    7. Never

53. **If 'we have key performance indicators'**, how frequently were these indicators reviewed by the Minister or Permanent Secretary? **(TICK ONE ANSWER ONLY.)**

    1. Yearly
    2. Quarterly
    3. Monthly
    4. Weekly
    5. Daily
    6. Hourly or more frequently
    7. Never

54. **If 'we have key performance indicators'**, how frequently were these indicators reviewed by non-managerial staff? **(TICK ONE ANSWER ONLY.)**

    1. Yearly
    2. Quarterly
    3. Monthly
    4. Weekly
    5. Daily
    6. Hourly or more frequently
    7. Never

55. At your organisation, how highly regarded is the collection and use of data in planning and implementing projects? **(TICK ONE ANSWER ONLY.)**

    1. Data collection and use are of the highest importance
    2. We collect some data for planning and implementation but not a lot
    3. Data is hardly utilised in my organisation's work

56. Does the organisation use performance or quality indicators for tracking the performance of its employees?

   1. Yes
   2. Not really, only in theory
   3. Not at all

Evaluation

   57. **If 'Yes'**, what percentage of *workers* were rewarded when targets were met? **(TICK ONE ANSWER ONLY.)**

      1. 0%
      2. 1 – 33%
      3. 34 – 66%
      4. 67 – 100%

   58. **If 'Yes'**, what percentage of *managers/directors* were rewarded when targets were met? **(TICK ONE ANSWER ONLY.)**

      1. 0%
      2. 1 – 33%
      3. 34 – 66%
      4. 67 – 100%

Procedures

59. Does your organisation make efforts to redefine its standard procedures in response to the specific needs and peculiarities of a community? **(TICK ONE ANSWER ONLY.)**

   1. The organisation uses the same procedures in all communities
   2. We try, but it is complex and we are often unsuccessful
   3. We always redefine our procedures to respond to the needs of communities

60. How flexible would you say your organisation is in terms of responding to new practices, new techniques, and regulations? **(TICK ONE ANSWER ONLY.)**

   1. Responds within 3 months
   2. Responds within 1 year
   3. Takes multiple years
   4. We have been using the same methods for many years

61. At your organisation, how efficiently is best practice shared between departments? **(TICK ONE ANSWER ONLY.)**

   1. An effective innovation is shared immediately amongst all departments
   2. Innovations are shared amongst departments without significant involvement of the hierarchy
   3. Innovations in practice do not pass across departments but only through interventions by top management
   4. Innovations typically do not pass across departments

62. How do problems typically get exposed and dealt with? Give me an example of a recent problem, how it was exposed, and how it was dealt with.

_____

_____

_____

_____

63. Would you say your organisation has clearly defined roles and responsibilities?

   1. Yes
   2. No

64. Can most staff above SGL 7 in your organisation make substantive contributions to the policy formulation and implementation process?

   1. Yes
   2. No

65. Can most staff above SGL 15 in your organisation make substantive contributions to the policy formulation and implementation process?

   3. Yes
   4. No

66. Would you say your organisation's responsibilities conflict with any other MDAs?

   1. Yes
   2. No

   67. **If 'Yes'**, please name the agencies with which your organisation's responsibilities conflict.

   _____

68. Does your organisation have too many or too few instructions or guidelines about how a civil servant should behave? **(TICK ONE ANSWER ONLY.)**

   1. Too many
   2. Just right
   3. Too few

69. Is the burden of achieving the organisation's targets evenly distributed across its different departments, or do some groups consistently shoulder a greater burden than others? **(TICK ONE ANSWER ONLY.)**

   1. Evenly distributed
   2. Some groups consistently shoulder a greater burden than others

70. Given past experience, how effectively would a conflict within your organisation be dealt with? **(TICK ONE ANSWER ONLY.)**

    1. It would be solved amicably and lessons learned would be used to change relevant structures
    2. It would be solved amicably but nothing would change
    3. The conflict would not be solved, and it would continue to exist in some form or another

71. To what extent do the employees in this organisation have the ability to determine how they carry out the assignments in their daily work? **(TICK ONE ANSWER ONLY.)**

    1. We have no real independence to make decisions over how we work
    2. We have some independence as to how we work, but strong guidance from above
    3. We have some independence as to how we work, but strong guidance from rules and regulations
    4. We have a lot of independence as to how we go about our daily duties

Work culture

72. To what extent would you say employees of your organisation trust each other? **(TICK ONE ANSWER ONLY.)**

    1. All employees trust each other to undertake the commitments they make
    2. Employees trust their close colleagues only
    3. There is a general culture of mistrust in the organisation

73. If you think about the way that employees of this organisation respond to a standard work challenge, would you say that there is a set of 'shared values' amongst all the staff? **(TICK ONE ANSWER ONLY.)**

    1. Strong set of shared values amongst all staff
    2. Set of shared values amongst a core of staff
    3. Not really

74. Out of every ten [10] officers above SGL 7, how many people from this organisation participate in groups, committees and activities with other people from this organisation outside of the formal structure of government (for example, in community or social organisations)?

    _____

TRAINING

START BY SAYING: I would now briefly like to turn to training. Please think of all the trainings that have occurred in this organisation over the past three [3] years for all officers above SGL 7.

75. On which topics have trainings been performed at your organisation in the last five [5] years? **(TICK ALL THAT APPLY.)**

    1. Technical
    2. Laws and regulations
    3. The legal rights of the public
    4. Good relations with the public
    5. Ethics – how to behave
    6. What to do with presents
    7. Others (please specify) _____

76. Out of every ten [10] officers above SGL 7 at your organisation, how many have had some form of training over the last five [5] years?

    _____

OTHER ISSUES

START BY SAYING: Finally, I'd like to give you an opportunity to air any thoughts you might have on the management of this organisation.

77. Are there any other comments you would like to make about the organisation that you feel we missed in this discussion?

    _____

    _____

    _____

    _____

- END –

END BY SAYING THE FOLLOWING:
Thank you for your time and considerate answers. We aim for all of the opinions expressed in these surveys to be reported back anonymously to the Head of Service and acted upon. We will be sending a copy of the report of the entire survey process to your organisation, and you will be able to find a copy at the Office of the Head of the Civil Service of the Federation.

If you have any other comments you would like to make, you can e-mail civilservicesurvey@yahoo.com. All e-mails will be treated in the strictest confidence.