

**2021 URUGUAY SURVEY ON HUMAN RESOURCE MANAGEMENT IN THE PUBLIC
ADMINISTRATION**

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CC. Consent

Thank you for giving us your time to complete this survey.

This survey seeks to understand the experiences and perceptions, as well as the needs and challenges of public servants in Uruguay, in order to guide future interventions to support public servants and improve the operational processes of their day to day.

The survey is an initiative of the National Civil Service Office, with the collaboration of a team of researchers from the World Bank and University College London; Similar surveys are being implemented in other countries as part of the Global Survey of Public Officials, an international consortium made up of researchers from the World Bank, University College London, Stanford University, and the University of Nottingham, among others. The survey has been authorized by your head of service.

Your participation in this survey is voluntary and all information provided will be treated completely confidentially. No individual outside the World Bank research team will be able to identify their individual responses and at no time will these be shared with the Government of Uruguay or third parties. Survey data will only be published in aggregate and anonymous form in government reports and academic research.

You can answer the entire survey or only those questions you are comfortable answering. You may terminate your participation in the survey at any time you choose. If you have any questions, concerns or about the survey, you can contact our team through the email address XXX@worldbank.org.

Do you want to continue?

1. Yes
2. No

IDN. Demographic data

IDN.1	Sex	01=Man 02=Woman 800=Other 900=I'd rather not respond
IDN.2	How old are you?	[MENU DESPLEGABLE]
IDN.3	What is the highest level of education you have completed?	01=Basic education 02=Secondary education 03=Higher level technical degree 04=University professional degree 05=Master 06=Doctorate 900=Not sure / I'd rather not respond
IDN.4	Type of contract	
IDN.5	Which of the following best describes your status and associated responsibility?	01=Manager (Senior Public Management) 02=Manager (non-ADP or third hierarchical level) 03=Professional (with leadership functions) 04=Professional (without leadership functions) 05=Technical 06=Administrative 07=Auxiliary 800=Other (specify) 900=Not sure / I'd rather not respond
IDN.7	In which department of Uruguay do you currently work?	[Drop-down menu] 900=Not sure / I'd rather not respond
IDN.10	How many years have you been linked to your entity?	[Drop-down menu] 900=Not sure / I'd rather not respond

REC. Recruitment

REC.1	How did you get into your current position?	01 = Recruitment competition; 02 = Competition for promotion to a management position;
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		<p>03 = Promotion in grade; 04 = Promotion in class; 05 = Temporary appointment; 06 = Transfer from another institution; 07 = Transfer within the same institution; 08 = Secondment; 09 = Delegation; 10 = Relocation; 11 = Other – please specify. [Record number]. 900 = Don't know; 998 = Refused to answer.</p>
REC.2	<p>Which of the following assessment methods were used in the selection process for your current position?</p> <p>Select all that apply.</p>	<p>01 = No formal assessment was undertaken; 02 = Personal interview with a commission; 03 = Written examination; 04 = Other; 900 = Don't know; 998 = Refused to answer.</p> <p>If 01, 04, 900 or 998, go to REC.2.12. If 02 or 03, go to REC.2.9.</p>
REC.3	<p>Generally speaking, which of the following factors are important for getting a job in your organisation?</p> <p>Select all that apply.</p>	<p>01 = Academic qualifications; 02 = Previous work experience; 03 = Job-specific skills; 04 = Legal knowledge; 05 = Knowing a politician or someone with political links; 06 = Having family, friends or other personal connections in your institution; 07 = Providing gifts or unofficial payments; 08 = Other; 900 = Don't know. 998 = Refused to answer.</p>
REC.4	<p>To what extent do you agree or disagree with the following statements:</p>	<p>01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree;</p>

		05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
REC.5	The recruitment process in my institution tests the skills and knowledge staff needs to perform their jobs.	
REC.6	There are clear job descriptions for positions in my institution.	
REC.7	My institution selects the most qualified candidates for vacant positions.	

PRO. Promotions

PRO.1	Have you received any promotion to a higher position since entering the [NAME OF INSTITUTION]?	01= Yes 02= No Skip REC.3.2 if 02 or 999
PRO.2	How many months ago did you receive your most recent promotion?	[DROPDOWN MENU- MONTHS]
PRO.3	Which of the following factors help your institution's staff be promoted? Select all that apply.	01 = Job performance, such as reaching job targets and goals; 02 = Length of service; 03 = Quality of relationship with supervisors; 04 =Knowing a politician or someone with political links; 05 =Having family, friends or other personal connections in your institution; 06 = Providing gifts or unofficial payments; 07 = Showing professionalism; 08 = Other (please specify); [Record response] . 09 = None of the above; 900 = Don't know; 998 = Refused to answer.
PRO.4	What are the most important knowledge, skills and behaviors to achieve promotion in your institution?	01 = Mastery of knowledge 02 = Analysis capability 03 = Deployment Capacity

	<p>Select all that apply.</p>	<p>04 = Administrative capacity 05 = Ability to advise and influence 06 = Strategic capacity 07 = Agility 08 = Communication 09 = Commitment and collaboration 10 = Evidence of the quality of my work, initiative and performance evaluation 11 = Feedback, training or coaching 12 = Align my ideas with the policy of the institution 13 = Political cunning 14 = Improvements and innovation 15 = Government systems and processes 16 = Political context and its priorities 17 = Other 18 = None of the above 999 = Not responding</p>
<p>PRO.5</p>	<p>Please indicate to what extent you agree that the promotion process at your institution is clear and fair.</p>	<p>01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree 777 = Not applicable 888 = Does not know 999 = Not responding</p>

ONLY NON-MANAGERS

<p>PRO.6</p>	<p>On a scale of 1 to 5, how confident are you that you will be promoted in the future if you do your job well? 1 is very suspicious and 5 is very confident.</p>	<p>01 = Very unconfident; 02 = Somewhat unconfident; 03 = Neither unconfident nor confident; 04 = Somewhat confident; 05 = Very confident; 06 = I cannot get promoted, because I am at the highest professional grade;</p>
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		07 = I am not interested in getting promoted; 900 = Don't know; 998 = Refused to answer.
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PEM. Performance management

PEM.1	Is your institution's workload evenly distributed among your different employees, or do some groups consistently take on a greater burden than others?	<ol style="list-style-type: none"> 1. A small minority of employees take over the majority of the job. 2. Some units have a higher workload than others. 3. A small minority of employees have a lower burden than others. 4. The workload is evenly distributed among units. 5. The workload is evenly distributed among units and employees.
PEM. 2	Has your performance been formally evaluated during the past two years (through the annual performance evaluation report)?	01 = Yes; 02 = No; 998 = Refuse to answer.
PEM. 3	Please indicate the extent to which you agree or disagree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	My performance indicators measure well the extent to which I contribute to my institution's success.	
(b)	My superior has enough information about my work performance to evaluate me.	
(c)	My superior evaluates my performance fairly.	
(d)	I feel safe discussing my performance openly with my superior during the performance evaluation interview.	

PEM. 4	<p>Have your performance evaluation results been used in any of the following ways? Please mark all that apply.</p> <p>Select all that apply.</p>	<p>01 = My performance evaluation results have not been used in any significant way; 02 = To help me keep track of my performance; 03 = To help me improve my performance; 04 = To assess what type of trainings I should receive; 05 = To motivate me to work hard; 06 = To set my pay; 07= To award me a bonus; 08 = To promote me to a new position; 09 = To transfer me to another position; 10 = To threaten potential dismissal from the public administration; 900 = Don't know; 6. 998 = Refused to answer.</p>
PEM. 6	<p>Please indicate the extent to which you agree with the following statements:</p>	<p>01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree 777 = Not applicable 999 = Does not respond.</p>
(a)	I could improve my performance if I had better defined tasks.	
(b)	I could improve my performance if I had better defined objectives.	
(c)	I could improve my performance if I had more autonomy in deciding how to undertake my tasks.	
(d)	I could improve my performance if the burden of work was equally distributed across staff in my organization	
(e)	I could improve my performance if I received more feedback on my performance from my manager.	
(f)	My performance would improve if there were more career advancement opportunities.	

MANAGERS ONLY

PEM.7	To what extent do you agree with the following statements on performance evaluations?	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	Performance evaluation is taken seriously in my institution.	
(b)	I feel pressure to give all members of my team the highest rating.	
(c)	I feel pressure to give some team members higher ratings than their work performance justifies.	
(d)	The work climate would be negatively affected if I do not give everyone a high performance rating.	
(e)	I fear that employees take legal action if I give them a low performance rating.	
(f)	I fear that employees turn to public sector unions for help if I give them a low performance rating.	
(g)	I have tools to address underperformance among my employees.	

SAL. Salaries

SAL.1	Have you ever received a performance bonus?	01 = Yes; 02 = No; If 01, go to PEM.4.2, else skip.
SAL.1	For the last bonus you received, please indicate on what grounds it was paid to you. Select all that apply.	01 = It was equally paid to everybody in the unit; 02 = It was our manager's decision how to distribute the performance bonus; 03 = It was distributed based on performance criteria established at the level of the institution; 04 = It was distributed on subjective grounds with no connection to performance criteria; 05 = I am not aware of the criteria used in granting the performance bonus; 06 = Other. 900 = Don't know; 998 = Refused to answer.

SAL.1	Please indicate the extent to which you agree or disagree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	Part of my salary is linked to my performance.	
(b)	I am satisfied with my salary or fees, including other salary supplements.	
(c)	My work performance has had an influence on my salary in the public administration.	
(d)	I am paid at least as well as colleagues who have job responsibilities similar to me in my institution.	
(e)	Performance bonuses are attributed in a fair way in my institution	
(f)	Allowances are attributed in a fair way in my institution	
(g)	It would be easy for me to find a job outside the public sector that pays better than my current job.	

TRF. Transfers

TRF.1	Please indicate to what extent you agree with the following statements.	01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree 777= Not applicable 888 = Does not know 999 = Not responding
(a)	If I wished so, it would be easy for me to transfer or rotate to another organization in the public sector	
(b)	If there was the opportunity to do so, I would be interesting in moving to a different organization in the public sector.	
(c)	It would be fair to allow more movements of civil servants across organizations in the public sector.	

ROT. Staff turnover

RED.1	<p>At what level of your institution's hierarchy do you think staff are most likely to voluntarily resign from their position or contract?</p> <p>Select only one option.</p>	<p>01= Support staff 02= Maintenance staff 03= Contractors 04= Heads or coordinators 05= Administrative 06= Managers 07= Senior officials 08= Other 888= Does not know 999= Not responding</p>
RED.2	<p>To what extent do you agree or disagree with the following statements?</p>	<p>01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree; 05 = Strongly Agree; 900 = Don't know; 998 = Refused to answer.</p>
(a)	<p>In my institution, it would be difficult in practice to dismiss employees.</p>	
(b)	<p>In my institution, in general, it is difficult to move people from one position to another against their will.</p>	

LID. Leadership

NON MANAGERS ONLY

PARAGRAPH.1	<p>To what extent do you agree with the following statements?</p> <p>My direct superior...</p>	<p>01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree; 05 = Strongly Agree; 900 = Don't know; 998 = Refused to answer.</p>
(a)	<p>Leads by setting a good example.</p>	
(b)	<p>He says things that make his subordinates proud to be part of</p>	

	his institution.	
(c)	It fosters in its subordinates an environment of communication and accountability in relation to ethical or unethical practices within its work.	
(d)	Clearly communicates ethical standards to his subordinates.	
(e)	It keeps its promises and commitments.	
(f)	It supports my professional development.	
(g)	He cares about my well-being.	
(h)	Create a positive work environment	

AGAINST. Motivacion

NON MANAGERS ONLY

MOT.1	Please indicate the extent to which you agree or disagree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	Overall, I am satisfied with my job.	
(b)	I feel a strong sense of belonging to my institution.	
(c)	I am willing to do extra work for my job that isn't really expected of me.	
(d)	I put forth my best effort to get my job done regardless of any difficulties.	
(e)	I stay at work until the job is done	
(f)	I am proud of the work that I do	
(g)	My job is very interesting	
(h)	I feel valued in my institution.	
(i)	My ideas and opinions are taken into considerations in my organization.	

COM. Commitment

COM.1	Please indicate the extent to which you agree with the following statements:	01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree
(a)	I would like to leave my entity in the next two years.	
(b)	The last two years I have applied for work in other entities of the public sector.	
(c)	The last two years I have applied for work in entities outside the public sector.	
(d)	I would leave my current position if I was offered a better paying job.	
(e)	I would leave my current position if I was offered a position with more responsibility.	

CAP. Training

CAP.1	Did you receive any training by (or paid for by) your institution in the last 12 months? Select all that apply.	01 = Yes, I received training from EU funds; 02 = Yes, I received training from budgetary funds; 03 = No; 998 = Refused to answer. If 03 or 998, go to TSK.3.1.
CAP.2	How useful has the training that you received in the last 12 months been for performing your work?	01 = Very useful; 02 = Quite useful; 03 = Somewhat useful; 04 = Not very useful; 05 = Not at all useful; 900 = Don't know; 998 = Refused to answer.