

2019 ROMANIA PUBLIC ADMINISTRATION EMPLOYEE SURVEY

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ENGLISH

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MODULE PIQ: PRE-INTERVIEW QUESTIONS

TO BE FILLED IN BY THE ENUMERATOR

PIQ.1	Name of institution	Drop-down list of all the sampled institutions.
PIQ.2	County	Drop-down list with all the sampled counties and Bucharest.
PIQ.3	Name of unit	
Cod 3	Type of respondent	01 = Civil servant – manager; 02 = Civil servant – non-manger; 03 = Contractual – manager; 04 = Contractual – non-manager.
PIQ.4	Respondent ID:	
PIQ.5	Interviewer ID(s):	
PIQ.6	Date and time of interview:	

MODULE CP: COVER PAGE

TO BE STATED TO ALL RESPONDENTS

MODULE CP	
START TIME:	

Introduction

Enumerator states: Thank you for taking the time to complete this survey. Building a strong service starts with understanding the needs of and challenges faced by our public servants. That is what we hope to achieve through this survey. We will be surveying people from the entire public administration in Romania. As part of a Global Civil Service Survey project, we are also surveying public servants in dozens of other countries around the world. Our global team analysing the survey data from Romania and other countries includes researchers from the World Bank, Stanford University, University College London, Nottingham University and Roskilde University, amongst other institutions.

The findings of this study will be used to design and implement measures to make the public service in Romania better managed, and more effective in achieving its goals. It will also inform research on how civil services work around the world and how the challenges civil servants face can be best overcome.

TO BE STATED TO ALL RESPONDENTS

- Section CP.1: Confidentiality Statement**

Enumerator states: This survey is being undertaken in the strictest confidence by professional researchers who will keep your answers completely secure. No one outside of the global research team will be able to associate the individual answers you provide with you. Published data will be completely anonymous. So please feel free to answer honestly. The researchers are interested only in the truth.

For further details, please see the World Bank's [Personal Data Privacy policy](#) guiding this research.

Your participation is voluntary, and you can withdraw from the survey or skip questions at any time. If you have any questions or raise complaints about the survey, you may contact our team at publicofficialsurvey@worldbank.org.

CP.1.1	So let me just confirm that you are happy to take part in the survey? Select one response only.	01 = Yes; 02 = No. If 01, go to CP.1.3. If 02, go to CP.1.2.
CP.1.2	Would you mind telling me why you are declining to participate?	OPEN ENDED ANSWER – Record response → END INTERVIEW
CP.1.3	In your role, are you formally in charge of managing and supervising other members of staff in your institution?	01 = Yes; 02 = No.

MODULE DWH: DEMOGRAPHIC AND WORK HISTORY INFORMATION

- Section DWH.1: Basic Demographic Information

DWH.1.1	What was the highest educational qualification you have attained? If answer provided does not match response code 01 to 06, probe to confirm prior to identifying the degree as other.	01 = Primary education; 02 = Secondary education; 03 = Vocational/ post-high school; diploma; 04 = Undergraduate degree; 05 = Master's degree; 06 = PhD 07 = Other; 900 = Don't know; 998 = Refused to answer. If 01, 02, 03 or 07, go to DWH.1.3.
DWH.1.2	What was your field of education in the last degree you earned?	01 = Law; 02 = Public administration; 03 = Political science; 04 = Economics; 05 = Business; 06 = Engineering; 07 = Natural science; 08 = IT; 09 = Humanities; 10 = Art; 11 = Other; 900 = Don't know; 998 = Refused to answer.
DWH.1.3	What status do you have in the public administration? Select one option only.	01 = Civil servant; 02 = Contractual employee; 03 = Other; 900 = Don't know; 998 = Refused to answer.
DWH.1.4	What is your job title?	Record response.

DWH.1.5	What is your grade?	<p>01 = Demnity (political appointee); 02 = Management position; 03 = Contractual management position; 04 = Operational position – superior; 05 = Operational position – principal; 06 = Operational position – assistant; 07 = Operational position – beginner (<i>debutant</i>); 08 = Contractual position – grade IA; 09 = Contractual position – grade I; 10 = Contractual position – grade II; 11 = Contractual position – grade III; 12 = Contractual position – principal; 13 = Contractual position – specialist; 14 = Contractual position – trainee (<i>practicant</i>); 15 = Contractual position – intern (<i>stagiar</i>); 16 = Contractual position – beginner (<i>debutant</i>); 17 = Contractual position – scale IA; 18 = Contractual position – scale I; 19 = Contractual position – scale II; 20 = Operational contractual position – other category; 21 = Other / Does not apply (the position has no grade structure).</p> <p>If 01, 02, or 03, throughout the questionnaire ask the “For managers only” section. If other, “Ask non-managers only”.</p>
DWH.1.6	What is your age?	Record number.
DWH.1.7	How many years have you been in your current position (since you were recruited/promoted/transferred into this current position)?	Record number.
DWH.1.8	How many years have you been in your current institution?	Record number.
DWH.1.9	How many years have you been in the public administration?	Record number.
DWH.1.10	How many institutions have you worked in the public administration INCLUDING your current institution?	Record number.
DWH.1.11	Have you ever held a full-time position in the private sector or outside the public administration?	<p>01 = Yes; 02 = No; 900 = Don’t know; 998 = Refused to answer.</p> <p>If 01, go to DWH.1.12.</p>
DWH.1.12	How many years have you worked in the private sector or outside the public administration?	<p>01 = Less than 1 year; 02 = Between 1-3 years; 03 = Between 3-5 years; 04 = Between 5-10 years; 05 = More than 10 years; 900 = Don’t know; 998 = Refused to answer.</p>

MODULE REC: RECRUITMENT

• Section REC.1: Career Attractiveness

REC.1.1	Which factors most attracted you to take up a career in the public administration? Rank the top three choices.	01 = Job security; 02 = Salary level; 03 = Status and prestige; 04 = Career development opportunities; 05 = Training opportunities; 06 = Travel opportunities; 07 = Location; 08 = Opportunity to serve society; 09 = Interesting work; 10 = Challenging work responsibilities; 11 = Good working conditions; 12 = Having friends in the institution; 13 = Other, please specify; [Record response] 900 = Don't remember; 998 = Refused to answer.
REC.1.2	For how many months did you actively search for a public sector job, before you were offered a job?	Record number of months.
REC.1.3	How many months did it take between applying for your first public sector job and starting on the job?	Record number of months.

• Section REC.2: Recruitment and Hiring

REC.2.1	How did you get into your current position?	01 = Recruitment competition; 02 = Competition for promotion to a management position; 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. If 01 or 02, go to REC.2.6. If 03-11, go to REC.2.2.
REC.2.2	Have you ever participated in a recruitment competition in the public administration?	01 = Yes; 02 = No; 900 = Don't know; 998 = Refused to answer. If 01, go to REC.2.3, else go to REC.2.4.

REC.2.3	In which year did you last participate in a recruitment competition in the public administration?	[Record number] Go to REC.2.6.
REC.2.4	Have you ever been promoted to a management position?	01 = Yes; 02 = No; 900 = Don't know; 998 = Refused to answer. If 01, go to REC.2.5, else go to REC.2.20.
REC.2.5	In which year were you last promoted to a management position?	[Record number]

EXPERIMENTAL GROUP 1: INDIVIDUAL-LEVEL MEASURE

REC.2.6	How did you hear about your current job? Select all that apply.	01 = Advert – Internal job board; 02 = Advert – Institution's website; 03 = Advert – posturi.gov.ro website; 04 = Advert – NACS website; 05 = Advert – Newspaper; 06 = Advert – Other; 07 = Word of mouth; 900 = Don't know; 998 = Refused to answer.
REC.2.7	Which of the following assessment methods were used in the selection process for your current position? Select all that apply.	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. If 01, 04, 900 or 998, go to REC.2.11. If 02 or 03, go to REC.2.8.
REC.2.8	During the interview, what kind of questions were you asked? Select all that apply.	01 = Content of legislation; 02 = Analysing/applying legislation; 03 = On technical knowledge relevant to the job; 04 = On how you would solve certain problems; 05 = On your motivation to join the organisation; 06 = Questions that tested your soft skills, for instance how you work and communicate with others, in a team, etc; 07 = Other; 900 = Don't know; 998 = Refused to answer.
REC.2.9	Were you formally assessed against other candidates when applying for this position?	01 = Other candidates were also formally assessed for this position;

		02 = No other candidates were formally assessed for this position; 900 = Don't know; 998 = Refused to answer.
REC.2.10	Do you think that interview questions were leaked to some preferred candidates?	01 = Yes, exam questions; 02 = Yes, interview questions; 03 = None; 04 = This is not the case / It does not happen; 900 = Don't know; 998 = Refused to answer.
REC.2.11	How long did it take between the time you applied for your position and you were offered the position?	01 = 1 month or less; 02 = Between 1 and 2 months; 03 = Between 2 and 3 months; 04 = Between 3 and 6 months; 05 = Between 6 months and 12 months; 06 = Over 12 months; 900 = Don't know; 998 = Refused to answer.
REC.2.12	Which of the following factors were important for getting your current job in the public administration? Select all that apply.	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 (please specify); [Record response]. 900 = Don't know; 998 = Refused to answer.
REC.2.13	To what extent do 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)(1)	The job description and eligibility criteria were gave me a good sense of the position and the tasks I would be expected to do, and whether I would be a good fit.	
(b)(2)	The time, location, deadlines for the selection process were clear.	
(c)(3)	There was enough time to put together an application.	
(d)(4)	It was easy to deliver the application materials.	
(e)(5)	The competition was fair.	
(f)(6)	The competition took place without political interference.	
(g)(7)	The skills and knowledge I was tested on during the recruitment process match the skills and knowledge I need to perform my job.	
(h)(8)	There is a clear job description for my current position.	
(i)(9)	What I do in my current job on a daily basis matches the job description of the position I hold.	

EXPERIMENTAL GROUP 2: ORGANIZATIONAL-LEVEL MEASURE

<p>REC.2.14</p>	<p>How are jobs in your institution generally advertised?</p> <p>Select all that apply.</p>	<p>01 = Advert – Internal job board; 02 = Advert – Institution’s website; 03 = Advert – posturi.gov.ro website; 04 = Advert – NACS website; 05 = Advert – Newspaper; 06 = Advert – Other; 07 = Word of mouth; 900 = Don’t know; 998 = Refused to answer.</p>
<p>REC.2.15</p>	<p>Which of the following methods are generally used in the selection process for positions in your institution?</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>REC.2.16</p>	<p>What kind of questions are generally asked during the interview stage of recruitment in your institution?</p>	<p>01 = Content of legislation; 02 = Analysing/applying legislation; 03 = On technical knowledge relevant to the job; 04 = On how you would solve certain problems; 05 = On your motivation to join the organisation; 06 = Questions that tested your soft skills, for instance how you work and communicate with others, in a team, etc; 07 = Other; 900 = Don’t know; 998 = Refused to answer.</p>
<p>REC.2.17</p>	<p>How often do you think exam/interview questions are leaked in advance to preferred candidates in your organisation?</p>	<p>01 = Very often; 02 = Somewhat often; 03 = Not at all; 900 = Don’t know; 998 = Refused to answer.</p>
<p>REC.2.18</p>	<p>Generally speaking, which of the following factors were 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.2.19	To what extent do 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)(1)	The recruitment process in my institution tests the skills and knowledge staff needs to perform their jobs.	
(b)(2)	There is a clear job description for positions in my institution.	
(c)(3)	What staff in my institution is doing in their jobs on a daily basis matches their formal job descriptions of their positions.	
(d)(4)	My institution selects the most qualified candidates for vacant positions.	
(e)(5)	Jobs in my institution are assigned based on the results of a formal selection process.	
(f)(6)	Preferred candidates are handed copies of exams before the actual exam takes place.	
(g)(7)	Job descriptions are tailored to the profiles of preferred candidates to enable them to win.	
(h)(8)	Jobs are only advertised for very short periods to restrict the number of applications competing against preferred candidates.	
(i)(9)	Jobs are not advertised widely to restrict the number of applications competing against preferred candidates.	
(j)(10)	Written exam evaluations are skewed in favour of preferred candidates	
(k)(11)	Interview evaluations are skewed in favour of preferred candidates.	

ASK MANAGERS ONLY

REC.2.20	How many civil servants do you supervise?	Record number.
REC.2.21	How many contractuels do you supervise?	Record number.
REC.2.22	How many civil servants have you hired in the last 12 months?	Record number.
REC.2.23	How many contractuels have you hired in the last 12 months?	Record number.
REC.2.24	How many contractuels that you supervise became civil servants in the last 12 months?	Record number.
REC.2.25	Which factors influence the opening of a position in your organisation? Select all that apply.	01 = The pressing need to cover specific tasks for which there is not enough staff; 02 = A political decision; 03 = A budget that becomes available; 04= Others; 900 = Don't know; 998 = Refused to answer.

<p>REC.2.26</p>	<p>When you develop a job description for a position, from whom do you usually ask for input?</p> <p>Select all that apply.</p>	<p>01 = Legal department; 02 = Human resource department; 03 = Staff in your team who would work with the new colleague; 04 = Others – please specify; [Record response]. 05 = I usually write up the job description myself, without further input; 06 = I do not write the job description for most positions; 900 = Don't know; 998 = Refused to answer.</p>
<p>REC.2.27</p>	<p>What do you do to make sure you have the best candidate for a position in your unit?</p> <p>Select all that apply.</p>	<p>01 = Advertise positions publicly (in newspapers or online job portals) and widely; 02 = Advertise positions by word of mouth through personal and professional network; 03 = Conduct written examinations; 04 = Interview candidates with a panel; 05 = Test candidates in assessment centres; 06 = Assess the CVs of candidates; 07 = Get word of mouth recommendations about candidates; 08 = Verify the candidate's background in REVISAL; 09 = We are often told who to hire; 900 = Don't know; 998 = Refused to answer.</p>
<p>REC.2.28</p>	<p>What kind of questions do you ask during the interview in the recruitment process?</p> <p>Select all that apply.</p>	<p>01 = Content of legislation; 02 = Analysing/applying legislation; 03 = On technical knowledge relevant to the job; 04 = On how the candidate would solve certain problems; 05 = On the candidate's motivation to join the organisation; 06 = Questions that tested the candidate's soft skills, for instance how you work and communicate with others, in a team, etc; 07 = Other; 900 = Don't know; 998 = Refused to answer.</p>
<p>REC.2.29</p>	<p>Which skills and competencies have you tested so far when recruiting staff for your unit?</p> <p>Select all that apply.</p>	<p>01 = Specialist knowledge, expertise; 02 = Analytical thinking; 03 = Strategic thinking and planning; 04 = Results orientation; 05 = Customer orientation; 06 = Initiative and innovation; 07 = Teamwork; 08 = Leadership; 09 = Interpersonal and communication skills; 10 = Collaborating and partnering; 11 = Judgment and decision making; 12 = Other;</p>

		13 = None of the above; 998 = Refused to answer.
REC.2.30	To what extent do think that your employees would agree 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)(1)	It is easy for candidates to deliver the application materials.	
(b)(2)	The competition is fair.	
(c)(3)	The competition is free of political interference.	
(d)(4)	The skills and knowledge candidates are tested on during the recruitment process match the skills and knowledge they need to perform their job.	

- **Section REC.3: Promotions**

ASK NON-MANAGERS ONLY

REC.3.1	Do you remember how many years ago you last advanced in your career in the public administration to a better job – be it a position of higher pay or greater responsibilities?	997 = I have not yet advanced to a better position in the public sector; 998 = Refused to answer.
(a)(1)	Please indicate the number of years ago when you were promoted in class.	Record number.
(b)(2)	Please indicate the number of years ago when you were promoted in grade.	Record number.

ASK MANAGERS ONLY

REC.3.2	Do you remember how many years ago you last advanced in your career in the public administration to a better job – be it a position of higher pay or greater responsibilities?	01 = I have not yet advanced to a better position in the public sector; 998 = Refused to answer.
(a)(1)	Please indicate the number of years ago when you were promoted to a management-level position from an execution level position.	Record number.
(b)(2)	Please indicate the number of years ago when you were promoted to a higher-level management position (e.g. from head of office to director, or director to director general).	Record number.

EXPERIMENTAL GROUP 1: INDIVIDUAL-LEVEL MEASURE

ASK ONLY NON-MANAGERS

REC.3.3	On a scale of 1 to 5, how confident are you that you will get promoted to the next professional grade if you perform your job well? 1 is very unconfident and 5 is very confident.	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; 07 = I am not interested in getting promoted;
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		900 = Don't know; 998 = Refused to answer.
REC.3.4	Which of the following criteria, in your opinion, help you get a promotion to the next professional grade? 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 number] . 09 = None of the above; 900 = Don't know; 998 = Refused to answer.
REC.3.5	On a scale of 1 to 5, how confident are you that you will have an opportunity to get promoted to a management position if you perform your job well? 1 is very unconfident and 5 is very confident.	01 = Very unconfident; 02 = Somewhat unconfident; 03 = Neither unconfident nor confident; 04 = Somewhat confident; 05 = Very confident; 06 = Performance on the job is not relevant for promotion competitions; 07 = I am not interested in getting promoted; 900 = Don't know; 998 = Refused to answer.
REC.3.6	Which type of knowledge, competencies and behaviours do you expect will, in practice, help you most in your further career advancement? Select all that apply.	01 = Specialist knowledge, expertise; 02 = Analytical thinking; 03 = Strategic thinking and planning; 04 = Results orientation; 05 = Customer orientation; 06 = Initiative and innovation; 07 = Teamwork; 08 = Leadership; 09 = Interpersonal and communication skills; 10 = Collaborating and partnering; 11 = Judgment and decision making; 12 = Other; 13 = None of the above; 998 = Refused to answer.
REC.3.7	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)(1)	The promotion process I have to go through in my institution is clear.	
(b)(2)	The promotion process I have to go through in my institution is fair.	

REC.3.8	How do you decide to apply for promotion competitions?	01 = I am informed by the HR unit to apply; 02 = I am enrolled automatically when I become eligible; 03 = I know when I become eligible and I apply; 04 = I depend on my manager to apply for a promotion; 900 = Don't know; 998 = Refused to answer.
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ASK MANAGERS ONLY

REC.3.9	On a scale of 1 to 5, how confident are you that you will get promoted to a higher-level management position if you perform your job well? 1 is very unconfident and 5 is very confident.	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 management level possible; 07 = I am not interested in getting promoted; 900 = Don't know; 998 = Refused to answer.
REC.3.10	Which of the following criteria, in your opinion, help you get a promotion to a higher management level? 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 = Being cordial and respectful with your staff; 09 = Other (please specify); [Record number] . 10 = None of the above; 900 = Don't know; 998 = Refused to answer.
REC.3.11	Which type of knowledge, competencies and behaviours do you expect will, in practice, help you most in your further career advancement? Select all that apply.	01 = Specialist knowledge, expertise; 02 = Analytical thinking; 03 = Strategic thinking and planning; 04 = Results orientation; 05 = Customer orientation; 06 = Initiative and innovation; 07 = Teamwork; 08 = Leadership; 09 = Interpersonal and communication skills; 10 = Collaborating and partnering; 11 = Judgment and decision making; 12 = Other; 13 = None of the above; 998 = Refused to answer.

REC.3.12	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)(1)	The promotion process I have to go through in my institution is clear.	
(b)(2)	The promotion process I have to go through in my institution is fair.	

EXPERIMENTAL GROUP 2: ORGANIZATIONAL-LEVEL MEASURE

REC.3.13	On a scale of 1 to 5, how confident are, in your opinion, most employees in your institution that they will get promoted if they perform their job well? 1 is very unconfident and 5 is very confident.	01 = Very unconfident; 02 = Somewhat unconfident; 03 = Neither unconfident nor confident; 04 = Somewhat confident; 05 = Very confident; 900 = Don't know; 998 = Refused to answer.
REC.3.14	Which of the following factors help employees get a promotion in your institution? 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 = Being cordial and respectful with your staff; 09 = Other (please specify); [Record response] . 10 = None of the above; 900 = Don't know; 998 = Refused to answer.
REC.3.15	Which are the most important knowledge, competencies and behaviours to get a promotion in your institution? Select all that apply.	01 = Specialist knowledge, expertise; 02 = Analytical thinking; 03 = Strategic thinking and planning; 04 = Results orientation; 05 = Customer orientation; 06 = Initiative and innovation; 07 = Teamwork; 08 = Leadership; 09 = Interpersonal and communication skills; 10 = Collaborating and partnering; 11 = Judgment and decision making; 12 = Other; 13 = None of the above; 998 = Refused to answer.
REC.3.16	Please indicate the extent to which you agree or disagree with the following statement:	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)(1)	The promotion process in my institution is clear.	
(b)(2)	The promotion process in my institution is fair.	

MODULE PEM: PERFORMANCE MANAGEMENT

• Section PEM.1: Performance Appraisal

PEM.1.1	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. If 02 or 998, go to PEM.2.1.
PEM.1.2	Have your objectives and performance objectives been set and discussed with you <i>before</i> your last performance evaluation?	01 = Yes; 02 = No; 998 = Refuse to answer. If 02 or 998, go to PEM.1.4.
PEM.1.3	Could you provide two examples of your current performance objectives?	01 = Respondent lists two quantitative specific targets; 02 = Respondent lists two specific qualitative targets; 03 = Respondent lists a quantitative and a qualitative objective; 04 = Respondent lists two generic objectives (e.g. serve citizens); 05 = Respondent does not remember his/her performance targets; 06 = Respondent is not willing to share his/her performance targets.
PEM.1.4	Has your performance assessment/evaluation report been shared with you/shown to you <i>after</i> it was written?	01 = Yes; 02 = No; 998 = Refuse to answer.
PEM.1.5	Has your superior discussed the results of your last performance evaluation with you after filling in your performance evaluation report?	01 = Yes; 02 = No; 998 = Refuse to answer. If 02 or 998, go to PEM.1.7.
PEM.1.6	Was this discussion useful for you to improve your performance?	01 = Yes; 02 = No; 998 = Refuse to answer.
PEM.1.7	Has your superior discussed with you your performance informally at other occasions throughout the year, for instance providing feedback and advice on improving your performance?	01 = Yes; 02 = No; 998 = Refuse to answer.
PEM.1.8	Has anyone else informally discussed your performance with you and provided feedback and advice on improving your performance?	01 = HR department member; 02 = Colleague from my unit;

	Select all that apply.	03 = Colleague from other unit that I work with; 04 = Another manager; 05 = None of the above; 998 = Refuse to answer.
PEM.1.9	If you remember your last performance rating, what was it?	01 = Very good; 02 = Good; 03 = Satisfactory; 04 = Unsatisfactory; 05 = I did not receive a performance rating; 06 = I was not told my performance rating; 07 = I do not remember; 998 = Refuse to answer.
PEM.1.10	In your opinion, did your performance rating accurately reflect your performance?	01 = No, I performed better than what my performance rating suggested; 02 = No, I performed worse, than what my performance rating suggested; 03 = Yes, my performance rating accurately reflected my performance; 900 = Don't know; 998 = Refused to answer.
PEM.1.11	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)(1)	My performance indicators measure well the extent to which I contribute to my institution's success.	
(b)(2)	My superior has enough information about my work performance to evaluate me.	
(c)(3)	My superior evaluates my performance fairly.	
PEM.1.12	Have your performance evaluation results been used in any of the following ways? Please mark all that apply. Select all that apply.	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; 998 = Refused to answer.
PEM.1.13	How do you think the performance appraisal system could be improved? Select all that apply.	01 = More frequent performance appraisals; 02 = More motivating performance targets;

		<p>03 = More adequate evaluation criteria; 04 = More realistic performance ratings which really assess and differentiate job performances of staff; 05 = More feedback on how to improve individual performance; 06 = Greater relevance of performance evaluation results for pay decisions; 07 = Greater relevance of performance evaluation results for promotion decisions; 08 = Greater relevance of performance evaluation results for dismissal decisions; 09 = A more user-friendly performance evaluation report template; 10 = Forced distribution of performance ratings (eg. only 20% can get “very good” score); 11 = Annual examination as part of the performance evaluation; 12 = Other (please specify); [Record answer] 900 = Don’t know; 998 = Refused to answer.</p>
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ASK MANAGERS ONLY

PEM.1.14	In your institution what percentage of managers are setting individual performance objectives together with their employees?	<p>Percentage must lie between 0 and 100%.</p> <p>900 = Don’t know; 998 = Refused to answer.</p>
PEM.1.15	In your institution what percentage of managers are discussing individual performance objectives together with their employees?	<p>Percentage must lie between 0 and 100%.</p> <p>900 = Don’t know; 998 = Refused to answer.</p>
PEM.1.16	In your institution what percentage of managers discusses with their employees the results of the performance evaluation after completing the performance appraisal report?	<p>Percentage must lie between 0 and 100%.</p> <p>900 = Don’t know; 998 = Refused to answer.</p>
PEM.1.17	When conducting performance evaluations, how often do the following apply?	<p>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.</p>
(a)(1)	Performance evaluation is taken seriously in my institution.	
(b)(2)	I feel pressure to give all members of my team the highest rating.	
(c)(3)	I feel pressure to give some team members higher ratings than their work performance justifies.	

(d)(4)	The work climate would be negatively affected if I do not give everyone a high performance rating.	
(e)(5)	I fear that employees take legal action if I give them a low performance rating.	
(f)(6)	I fear that employees turn to public sector unions for help if I give them a low performance rating.	
(g)(7)	I have tools to address underperformance among my employees.	

- Section PEM.2: Target-setting and Monitoring

PEM.2.1	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)(1)	My institution has a clear set of objectives and targets.	
(b)(2)	I have a good understanding of my institution's goals.	
(c)(3)	The targets and objectives of my institution are used to determine my work schedule and goals.	
(d)(4)	When I arrive at work each day, I know what my individual roles and responsibilities are in achieving the institution's goals.	
(e)(5)	My institution uses indicators for tracking performance against organisational targets.	

- Section PEM.3: Recognition and Incentives

PEM.3.1	I would like to ask you a bit more about rewards and recognition in your institution. Could you tell whether, in the past year, you have received any of the following rewards or recognition from your institution? I will read a list of potential rewards and recognition out. For each type of reward or recognition, please indicate whether you have received it, whether you did not receive it, or whether you were promised to receive it but did not receive it. Select one response only.	01 = Have not received reward in last year; 02 = Received reward; 900 = Don't know; 998 = Refused to answer.
(a)(1)	Informal feedback from your manager that you have done a good job.	
(b)(2)	Public praise from your manager in a staff meeting or public event.	
(c)(3)	A letter of commendation from your institution or a formal commendation in your personnel file.	
(d)(4)	A salary raise.	
(e)(5)	A performance bonus or other financial reward.	
(f)(6)	A promotion or secondment.	
(g)(7)	Additional travel or training opportunities.	
(h)(8)	Opportunity to work on an EU-funded project.	

(i)(9)	A certificate or prize by your institution.	
PEM.3.2	<p>Which of the following factors helped you receive a reward or recognition at your work?</p> <p>Select all that apply.</p>	<p>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 = Showing professionalism; 07 = Friendliness towards clients; 08 = Client / citizen feedback; 09 = Other (please specify); [Record response]. 10 = None of the above; 900 = Don't know; 998 = Refused to answer.</p>

- Section PEM.4: Salaries

PEM.4.1	Have you ever received a performance bonus?	<p>01 = Yes; 02 = No;</p> <p>If 01, go to PEM.4.2, else skip.</p>
PEM.4.2	<p>For the last bonus you received, please indicate on what grounds it was paid to you.</p> <p>Select all that apply.</p>	<p>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.</p>
PEM.4.3	Please indicate the extent to which you agree or disagree with the following statements:	<p>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.</p>
(a)(1)	I am satisfied with my salary.	
(b)(2)	I was aware of the salary I would obtain when I entered the competition process for my position.	

(c)(3)	My work performance has had an influence on my salary in the public administration.	
(d)(4)	I am paid at least as well as colleagues who have job responsibilities similar to me in my institution.	
(e)(5)	I am paid at least as well as colleagues who have job responsibilities similar to me in other organisations at the same administration level.	
(f)(6)	It would be easy for me to find a job outside the public sector that pays better than my current job.	
(g)(7)	It would be fair to tie part of my salary (including salary supplements) to my performance.	
(h)(8)	Tying salaries (including salary supplements) to performance would improve morale and motivate people to perform better.	
PEM.4.4	What is your current monthly net salary?	Record number. 900 = Don't know; 998 = Refused to answer.
PEM.4.5	If your total public-sector wage is represented as '100', what relative number would you expect to earn in the private sector? For example, 10% <i>more</i> would be '110' and 10% <i>less</i> would be '90'?	Record number. If this number is larger than '100' then go to next question, else skip. 900 = Don't know; 998 = Refused to answer.
PEM.4.6	If you think you could earn better in the private sector, why do you choose to continue working in the public administration?	01 = Benefits (health insurance, pensions, etc.); 02 = Serve the public; 03 = Job security; 04 = Lack of available jobs in the private sector; 900 = Don't know; 998 = Refused to answer.

MODULE HRM: OTHER HR MANAGEMENT PRACTICES

- Section HRM.1: Turnover

EXPERIMENTAL GROUP 1: INDIVIDUAL-LEVEL MEASURE

HRM.1.1	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; 900 = Don't know; 998 = Refused to answer.
(a)(1)	I spend time searching for other jobs.	

(b)(2)	I want to quit my job.	
(c)(3)	I want to quit my institution.	
(d)(4)	I want to quit the public service.	
(e)(5)	I will quit my job if I have the chance to get another job.	

EXPERIMENTAL GROUP 2: ORGANIZATIONAL-LEVEL MEASURE

HRM.1.2	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; 900 = Don't know; 998 = Refused to answer.
(a)(1)	Staff in my institution spend time searching for other jobs.	
(b)(2)	Staff in my institution often thinks about quitting their jobs.	
(c)(3)	Staff in my institution often thinks about quitting the institution.	
(d)(4)	Staff in my institution often thinks about quitting the public administration.	
(e)(5)	Staff in my institution will quit their jobs if they have the chance to get another job.	
HRM.1.3	At what level in the hierarchy in your institution do you think staff is most likely to quit their jobs voluntarily? Select only one option.	01 = High-level civil servants; 02 = Management; 03 = Executive (technical); 04 = Administrative (clerical assistants); 05 = Maintenance / support staff; 06 = Other; 900 = Don't know; 998 = Refused to answer.

- **Section HRM.2: Dismissals**

EXPERIMENTAL GROUP 1: INDIVIDUAL-LEVEL MEASURE

HRM.2.1	To what extent do 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)(1)	It would be difficult in practice to dismiss me from the public administration.	
(b)(2)	It would be difficult in practice to transfer me to another job against my will.	
HRM.2.2	Which of the following could get you dismissed? Select all that apply.	01 = Poor performance; 02 = Quality of relationship with supervisors; 03 = Political turnover; 04 = Knowing a politician or someone with political links;

		05 = Having family, friends or other personal connections in your institution; 06 = Misconduct; 07 = Other; 900 = Don't know; 998 = Refused to answer.
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EXPERIMENTAL GROUP 2: ORGANIZATIONAL-LEVEL MEASURE

HRM.2.3	To what extent do 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)(1)	In my institution, it would be difficult in practice to dismiss employees.	
(b)(2)	In my institution, it would be difficult in practice to transfer employees to another job against their will.	
HRM.2.4	Which of the following can potentially influence the dismissal of an employee in your organisation? Select all that apply.	01 = Poor performance; 02 = Quality of relationship with supervisors; 03 = Political turnover; 04 = Knowing a politician or someone with political links; 05 = Having family, friends or other personal connections in your institution; 06 = Misconduct; 07 = Other; 900 = Don't know; 998 = Refused to answer.

- Section HRM.3: Leadership Practices

HRM.3.1	How frequently does your direct superior undertake the following actions?	01 = Never 02 = Rarely or almost never 03 = Sometimes 04 = Often 05 = Very frequently, if not always 900 = Don't know; 998 = Refused to answer.
(a)(1)	Communicates effectively the institution's vision and mission to employees.	
(b)(2)	Leads by setting a good example.	
(c)(3)	Says things that make employees proud to be part of this institution.	
(d)(4)	Holds subordinates accountable for using ethical practices in their work.	
(e)(5)	Communicates clear ethical standards to subordinates.	
(f)(6)	Can be trusted to carry out promises and commitments.	
(g)(7)	Supports my career development.	
(h)(8)	Personally cares about me.	

ASK MANAGERS ONLY

HRM.3.2	How frequently do you undertake the following actions?	01 = Never; 02 = Rarely or almost never; 03 = Sometimes; 04 = Often; 05 = Very frequently, if not always; 900 = Don't know; 998 = Refused to answer.
(a)(1)	I communicate effectively the institution's vision and mission to my employees.	
(b)(2)	I lead by setting a good example.	
(c)(3)	I say things that make employees proud to be part of this institution.	
(d)(4)	I hold my subordinates accountable for using ethical practices in their work.	
(e)(5)	I communicate clear ethical standards to my subordinates.	
(f)(6)	I can be trusted to carry out promises and commitments.	
(g)(7)	I support the career development of my subordinates.	
(h)(8)	I personally care about each of my subordinates.	

MODULE AWE: ATTITUDE AND WORK ENVIRONMET

- Section AWE.1: Intended Arc of Career

AWE.1.1	How many more years do you intend to work in the public administration?	01 = 1-2 years; 02 = Maximum 5 years; 03 = 10 years or more; 04 = rest of my career; 900 = Don't know; 998 = Refused to answer.
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- Section AWE.2: Motivation

AWE.2.1	I'd like you to think about how you see your mission in the public administration. Which of these statements most closely characterise your mission? Select all that apply.	01 = Following public administration rules; 02 = Being a good colleague in any situation; 03 = Providing a public service to my close community; 04 = Providing a public service to the nation as a whole; 05 = Making the public sector work better; 06 = Other; 900 = Don't know; 998 = Refused to answer.
AWE.2.2	To what extent do you believe that your institution's mission is aligned with your own mission?	01 = Strongly misaligned; 02 = Relatively misaligned; 03 = Neither aligned nor misaligned; 04 = Relatively aligned; 05 = Strongly aligned; 900 = Don't know;

		998 = Refused to answer.
AWE.2.3	<p>What type of reward would best motivate and compensate you for working overtime?</p> <p>Select all that apply.</p>	<p>01 = Be compensated in free time; 02 = Be compensated in pay supplement; 03 = Letter of recognition in your personal files; 04 = A certificate signed by a senior official that can be displayed; 05 = Recognition in private from your superior; 06 = Public recognition in front of colleagues from your superior; 07 = Public recognition from a senior official (for example, a Minister); 08 = Public recognition in the local newspaper; 09 = Better career advancement opportunities; 10 = I would not work overtime; 900 = Don't know; 998 = Refused to answer.</p>
AWE.2.4	Please indicate the extent to which you agree or disagree with the following statements:	<p>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.</p>
(a)(1)	Overall, I am satisfied with my job.	
(b)(2)	I do not feel a strong sense of belonging to my institution.	
(c)(3)	I am willing to do extra work for my job that isn't really expected of me.	
(d)(4)	I put forth my best effort to get my job done regardless of any difficulties.	
(e)(5)	I stay at work until the job is done.	
(f)(6)	I am proud of the work that I do.	
(g)(7)	My job is very interesting.	
AWE.2.5	Imagine that when you started your motivation to work was 100. What number would you say your motivation was now relative to that?	<p>Record number. If respondent is more motivated now than when they entered the service, they can say a number over 100.</p> <p>900 = Don't know; 998 = Refused to answer.</p>

ASK ONLY MANAGERS

AWE.2.6	What proportion of your employees do you think would agree or disagree with the following statements:	Record number. 900 = Don't know; 998 = Refused to answer.
(a)(1)	Overall, they are satisfied with their jobs.	
(b)(2)	They do not feel a sense of belonging to their institution.	

(c)(3)	They are willing to do extra work for their job that isn't really expected of them.	
(d)(4)	They put forth their best effort to get the job done regardless of any difficulties.	
AWE.2.7	What type of reward do you think would best motivate and compensate your employees for working over time?	01 = Be compensated in free time; 02 = Be compensated in pay supplement; 03 = Letter of recognition in your personal files; 04 = A certificate signed by a senior official that can be displayed; 05 = Recognition in private from your superior; 06 = Public recognition in front of colleagues from your superior; 07 = Public recognition from a senior official (for example, a Minister); 08 = Public recognition in the local newspaper; 09 = Better career advancement opportunities; 10 = I would not work overtime; 900 = Don't know; 998 = Refused to answer.

- Section AWE.3: Engagement

RANDOMLY ASSIGN EACH RESPONDENT TO 1 OF THE 7 BELOW BATTERIES

AWE.3.1 (Battery 1)	The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job.	01 = Never; 02 = Almost never (a few times a year or less); 03 = Rarely (once a month or less); 04 = Sometimes (a few times a month); 05 = Often (once a week); 06 = Very often (a few times a week); 07 = Always (every day). 900 = Don't know; 998 = Refused to answer.
(a)(1)	At my work, I feel bursting with energy.	
(b)(2)	At my job, I feel strong and vigorous.	
(c)(3)	I am enthusiastic about my job.	
(d)(4)	My job inspires me.	
(e)(5)	When I get up in the morning, I feel like going to work.	
(f)(6)	I feel happy when I am working intensely.	
(g)(7)	I am proud of that work that I do.	
(h)(8)	I am immersed in my work.	
(i)(9)	I get carried away when I am working.	
AWE.3.2 (Battery 2)	To what extent do 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; 900 = Don't know; 998 = Refused to answer.
Physical engagement		
(a)(1)	I work with intensity on my job.	
(b)(2)	I exert my full effort to my job.	

(c)(3)	I devote a lot of energy to my job.	
(d)(4)	I try my hardest to perform well on my job.	
(e)(5)	I strive as hard as I can to complete my job.	
(f)(6)	I exert a lot of energy on my job.	
Emotional engagement		
(g)(7)	I am enthusiastic in my job.	
(h)(8)	I feel energetic on my job.	
(i)(9)	I am interested in my job.	
(j)(10)	I am proud of my job.	
(k)(11)	I feel positive about my job.	
(l)(12)	I am excited about my job.	
Cognitive engagement		
(m)(13)	At work, my mind is focused on my job.	
(n)(14)	At work, I pay a lot of attention to my job.	
(o)(15)	At work, I focus a great deal of attention on my job.	
(p)(16)	At work, I am absorbed by my job.	
(q)(17)	At work, I concentrate on my job.	
(r)(18)	At work, I devote a lot of attention to my job.	
AWE.3.3 (Battery 3)	On a scale of 1 to 7, where 1 is “very strongly disagree” and 7 is “very strongly agree”, to what extent do you agree or disagree with the following statements?	01 = Very Strongly Disagree; 02 = Strongly Disagree; 03 = Disagree; 04 = Neutral – Neither agree, nor disagree; 05 = Agree; 06 = Strongly Agree; 07 = Very Strongly Agree; 900 = Don’t know; 998 = Refused to answer.
Intellectual engagement		
(a)(1)	I focus hard on my work.	
(b)(2)	I concentrate on my work.	
(c)(3)	I pay a lot of attention to my work.	
Social engagement		
(d)(4)	I share the same work values as my colleagues.	
(e)(5)	I share the same work goals as my colleagues.	
(f)(6)	I share the same work attitudes as my colleagues.	
Affective engagement		
(g)(7)	I feel positive about my work.	
(h)(8)	I feel energetic in my work.	
(i)(9)	I am enthusiastic in my work.	
AWE.3.4 (Battery 4)	To what extent do 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; 900 = Don’t know; 998 = Refused to answer.
Job engagement		
(a)(1)	I really “throw” myself into my job.	
(b)(2)	Sometimes I am so into my job that I lose track of time.	
(c)(3)	This job is all consuming; I am totally into it.	
(d)(4)	My mind often wanders and I think of other things when doing my job.	
(e)(5)	I am highly engaged in this job.	
Organization engagement		
(f)(6)	Being a member of this organisation is very captivating.	
(g)(7)	One of the most exciting things for me is getting involved with things happening in this organization.	
(h)(8)	I am really not into the “goings-on” in this organization.	
(i)(9)	Being a member of this organization makes me come “alive”.	

(j)(10)	Being a member of this organization is exhilarating for me.	
(k)(11)	I am highly engaged in this organization.	
AWE.3.5 (Battery 5)	To what extent do 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; 900 = Don't know; 998 = Refused to answer.
Cognitive Engagement		
(a)(1)	Performing my job is so absorbing that I forget about everything else.	
(b)(2)	I often think about other things when performing my job.	
(c)(3)	I am rarely distracted when performing my job.	
(d)(4)	Time passes quickly when I perform my job.	
Emotional Engagement		
(e)(5)	I really put my heart into my job.	
(f)(6)	I get excited when I perform well on my job.	
(g)(7)	I often feel emotionally detached from my job.	
(h)(8)	My own feelings are affected by how well I perform my job.	
Physical Engagement		
(i)(9)	I exert a lot of energy performing my job.	
(j)(10)	I stay until the job is done.	
(k)(11)	I avoid working overtime whenever possible.	
(l)(12)	I take work home to do.	
(m)(13)	I avoid working too hard.	
AWE.3.6 (Battery 6)	To what extent do you agree or disagree with the following statements?	01 = Strongly Agree; 02 = Slightly Agree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Disagree; 05 = Strongly Disagree; 900 = Don't know; 998 = Refused to answer.
(a)(1)	I am proud when I tell others that I am part of my organization.	
(b)(2)	I would recommend my organization as a great place to work.	
(c)(3)	I feel a strong personal attachment to my organization.	
(d)(4)	My organization inspires me to do the best in my job.	
(e)(5)	My organization motivates me to help it achieve its objectives.	
AWE.3.7 (Battery 7)	To what extent do you agree or disagree with the following statements?	01 = Strongly Agree; 02 = Slightly Agree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Disagree; 05 = Strongly Disagree; 06 = No basis to judge / Don't know; 998 = Refused to answer.
(a)(1)	I feel encouraged to come up with new and better ways of doing things.	
(b)(2)	My work gives me a feeling of personal accomplishment.	
(c)(3)	I know what is expected of me on the job.	
(d)(4)	My talents are used well in the workplace.	
(e)(5)	I know how my work relates to the agency's goals.	
(f)(6)	Supervisors in my work unit support employee development.	
(g)(7)	My supervisor listens to what I have to say.	
(h)(8)	My supervisor treats me with respect.	
(i)(9)	I have trust and confidence in my supervisor.	
(j)(10)	Overall, my immediate supervisor is doing a good job.	
(k)(11)	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	
(l)(12)	My organization's senior leaders maintain high standards of honesty and integrity.	

(m)(13)	Managers communicate the goals of the organization.	
(n)(14)	Overall, the manager directly above your immediate supervisor is doing a good job.	
(o)(15)	I have a high level of respect for my organization's senior leaders.	

• **Section AWE.4: Ethics**

AWE.4.1	How frequently do employees in your institution undertake the following actions?	01 = Never; 02 = Rarely or almost never; 03 = Sometimes; 04 = Often; 05 = All the time; 06 = Not applicable; 900 = Don't know; 998 = Refused to answer.
(a)(1)	Accepting gifts or money from companies.	
(b)(2)	Accepting gifts or money from citizens.	
(c)(3)	Bending the rules slightly as a favour to a friend.	
(d)(4)	Bending the rules slightly to help a poor person in need.	
(e)(5)	Observing unethical behaviour among colleagues.	
(f)(6)	Reporting a colleague for not behaving ethically.	
(g)(7)	Pressure other employees to not speak out against unethical behaviour.	

• **Section AWE.5: Work Environment and Inter-personal Relations**

AWE.5.1	To what extent do 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)(1)	I have sufficient resources (people, materials, equipment) to get my job done.	
(b)(2)	I have sufficient budget resources to do my job well.	
(c)(3)	Physical conditions at work (for example space, noise level, temperature, lighting, cleanliness) allow me to do my job well.	
AWE.5.2	On a scale of 1 to 4, how much do you trust each of the following types of people?	01 = Not at all; 02 = Just a little; 03 = I trust them somewhat; 04 = I trust them a lot; 900 = Don't know; 998 = Refused to answer.
(a)(1)	Your manager.	
(b)(2)	Colleagues in your team.	
(c)(3)	Employees in your institution.	
(d)(4)	Members of your family.	
(e)(5)	People from your neighbourhood.	

(f)(6)	Citizens in general.	
AWE.5.3	To what extent do 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)(1)	Communication within my team is good.	
(b)(2)	The people I work with cooperate to get the job done.	
(c)(3)	I feel valued for the work I do.	
(d)(4)	The people in my team can be relied upon to help when things get difficult in my job.	
(e)(5)	The people in my team are encouraged to come up with new and better ways of doing things.	

MODULE TSK: TASKS AND COMPETENCES

• Section TSK.1: Tasks and Competences

ASK MANAGERS ONLY

TSK.1.1	We would like to understand how important certain tasks are for your role. Which are your three most important tasks in terms of the amount of time spent on them throughout the last week? Please rank the top three, with 1 being the one on which you spend the most time.	Rank the top three tasks in terms of time spent, with 1 being the most important. 900 = Don't know; 998 = Refused to answer.
Strategizing and Planning		
(a)(1)	Setting objectives and priorities for your institution or team	Record rank.
Organizing Work		
(b)(2)	Allocating budgets and team members to tasks based on these objectives	Record rank.
(c)(3)	Amending the structure and responsibilities of your organization to deliver on these objectives and priorities	Record rank.
Managing Personnel		
(d)(4)	Managing human resources, including recruiting, promoting, evaluating, transferring and dismissing staff members	Record rank.
(e)(5)	Leading and motivating your team	Record rank.
Controlling and Assuring Quality		
(f)(6)	Ensuring that work is in compliance with laws and regulations	Record rank.
(g)(7)	Controlling budget expenditures, and taking corrective measures	Record rank.
(h)(8)	Reviewing completed technical work	
Coordinating and Advising		
(i)(9)	Liaising with other units in your institution, or in other public sector institutions	Record rank.
(j)(10)	Advising superiors on policy, political, technical or administrative issues	Record rank.
Engaging Citizens		
(k)(11)	Meeting with businesses and citizens to incorporate their views in designing policies	Record rank.

(l)(12)	Meeting with businesses and citizens to inform them about new policies	Record rank.
Administering		
(m)(13)	Completing administrative work and bureaucratic requirements	Record rank.
Other tasks		
(n)(14)	Please specify a task that is missing from the list.	Record rank.
Personal time		
(o)(15)	Personal time (breaks, down time, coffee, rests, internet browsing).	Record rank.
Without work		
(p)(16)	Without any work to do/waiting for others to input.	Record rank.
TSK.1.2	Do you have enough time to finish the work that is expected of you during the regular working hours?	01 = Yes; 02 = No; 900 = Don't know; 998 = Refused to answer. If 02, go to TSK.1.3, else skip it.
TSK.1.3	On average how many hours do you work over time in a week?	01 = maximum 3 hours; 02 = more than 3, but less than 5 hours; 03 = more than 5 but less than 10 hours; 04 = more than 10 hours; 05 = I do not work over time; 900 = Don't know; 998 = Refused to answer.
TSK.1.4	How much time would you say you currently spend on each of your three core tasks, as a proportion of your total time at work?	Percentage must lie between 0 and 100%. 900 = Don't know; 998 = Refused to answer.
(a)(1)	[Task ranked 1]	
(b)(2)	[Task ranked 2]	
(c)(3)	[Task ranked 3]	
(d)(4)	All remaining tasks	
(e)(5)	Without any work to do	
TSK.1.5	Please rank your three tasks from 1 to 3 depending on how motivated you feel to perform them. 1 is the most motivated.	
(a)(1)	[Task ranked 1]	Record rank.
(b)(2)	[Task ranked 2]	Record rank.
(c)(3)	[Task ranked 3]	Record rank.

- **Section TSK.2: Capacity-building**

ASK EVERYONE

TSK.2.1	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, go to TSK.2.4.
TSK.2.2	To what extent were the training needs identified during your last performance appraisal covered in the training you received?	01 = They were fully covered; 02 = They were partially covered; 03 = They were not covered;

		04 = I have not had my performance evaluated in my current position; 05 = My performance appraisal did not discuss training needs; 900 = Don't know; 998 = Refused to answer.
TSK.2.3	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.
TSK.2.4	What would you say are the main problems with training of staff in your institution? Select all that apply.	01 = Too few trainings are offered by the institution; 02 = Funding for taking trainings outside the institution is insufficient; 03 = Inadequate selection process for who gets training and in what area; 04 = Trainings are too short; 05 = Training content not corresponding to training needs; 06 = Trainings are not high quality; 07 = Staff leaves their position after receiving training for it; 900 = Don't know; 998 = Refused to answer.

• **Section TSK.3: Optional Question**

TSK.3.1	If you have any further comments or suggestions, please do not hesitate to let us know.	Record response. Response to this question is OPTIONAL. If the respondent has nothing to add then leave it.
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MODULE IRM: INTERVIEW REVIEW MODULE

TO BE FILLED IN BY ENUMERATOR FOR ALL RESPONDENTS

IRM.0.1	Do not ask: Note respondent's gender.	01=Male; 02= Female.
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• **Section IRM.1: Post-Interview Questions: Interview Evaluation**

IRM.1.1	Where was the interview conducted?	01 = Dedicated survey room; 02 = Interviewee's office; 03 = Other;
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IRM.1.2	Was the interview completely private/individual, or was there somebody else in the room during the interview (aside from members of the survey team)?	01 = Completely private/individual; 02 = Other people in the room; 03 = Sometimes private/individual, sometimes other people;
IRM.1.3	Did the respondent appear knowledgeable about the work environment, and their institution as a whole?	01 = Some knowledge of their own working environment, but not about the institution as a whole; 02 = Expert knowledge about their working environment, but not about the institution as a whole; 03 = Expert knowledge about both their own work and about the institution as a whole.
IRM.1.4	To what extent was the respondent willing to reveal basic and confidential/sensitive information?	01 = Very reluctant to provide more than basic information; 02 = Provided all basic information and some confidential/sensitive information; 03 = Willing to provide both basic and confidential/sensitive information.
IRM.1.5	During the interview, did the respondent seem patient?	01 = Little patience – wanted to run through the interview as quickly as possible; 02 = Some patience – willing to provide richness to answers but also time constrained; 03 = Lots of patience – willing to talk for as long as required.
IRM.1.6	How do you think the interview went?	01= Very badly; 02 = Somewhat badly; 03 = Somewhat well; 04 = Very well. If 03 or 04, go to IRM.1.8.
IRM.1.7	Please provide details as to why the interview did not go well?	
IRM.1.8	Note any particular challenge encountered whilst conducting the interview.	

Bureaucracy Lab | Surveys of Civil Servants

A product of the World Bank's Bureaucracy Lab

This survey was put together by members of the World Bank under the auspices of the Bureaucracy Lab initiative. The Bureaucracy Lab aims to develop the evidence base for public sector reform by understanding the characteristics of public officials and the systems and organizations in which they work. The project develops improved methods of data collection and analysis on the public administration, based on a complementary set of quantitative and qualitative approaches. For further information on the initiative, please contact Zahid Hasnain (zhasnain@worldbank.org) and Daniel Rogger (drogger@worldbank.org).

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