

1.

Thank you for participating in the survey. We appreciate your time, willingness and effort to contribute. The survey should not take more than 20 minutes of your time. All responses are collected anonymously, and at no point do we ask for any specific identifying information from you. This is so that while we are interested in the perceptions of individuals at different levels of the civil service, we are not interested in attributing these responses to the individual themselves. Thus, all responses will be anonymous.

Throughout the survey we will use the terms "department" to refer to the entire department (for example, the Department of Budget and Management (DBM)). We will use the term "bureau" to refer to individual bureaus within the department (for example, Budget Management Bureau in DBM).

In addition to department and bureau, some questions will ask you about your "service," which refers to various components of your department. Examples of these would include Internal Audit Service or Administrative Service in DBM. Please raise your hand if you need any clarification on these terms at any point during the session.

Thank you for your time and consideration.

2.

1. In 2012, the government of Philippines introduced Performance-Based Bonuses (PBB). This incentive system makes significant changes in the remuneration of public employees. We are interested in your thoughts about this system.

To what extent do you agree with the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The PBB system is a good idea overall.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others of the same level in your department <u>contribute more</u> than is expected of them in their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewards may include things like promotions, raises, bonuses, desirable transfers and trips, among others. These <u>rewards go to those who work hard</u> to further the goals of the department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management in your department is focused on working with staff <u>to serve the public's interests</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your department routinely <u>punishes under-performers</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You don't hesitate to <u>recommend a job in your department</u> to your best friends or family members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.

2. In general, would you say that most people in your department can be trusted, or that you can't be too careful in dealing with the people in your department.

- ☐ Most people in my department can be trusted ☐ You can't be too careful in dealing with people in my department

3. In general, would you say that most people in other departments can be trusted, or that you can't be too careful in dealing with the people in other departments.

- ☐ Most people in other departments can be trusted ☐ You can't be too careful in dealing with people in other departments

4. On any given day, approximately what percentage of others at your level in your department leave work early (i.e. work less than 8 hours)?

- ☐ 0-5% ☐ 10-15% ☐ 20-100%
☐ 5-10% ☐ 15-20%

5. On any given day, approximately what percentage of others at your level in your department work late (i.e. work more than 8 hours)?

- ☐ 0-5% ☐ 10-15% ☐ 20-100%
☐ 5-10% ☐ 15-20%

6. Please tell us why you chose to (and continue to) work in your job (please check all that apply):

- ☐ Job security
☐ Good salary
☐ Benefits
☐ Flexible hours
☐ Reasonable work load
☐ Advancement potential
☐ Social status
☐ Personal satisfaction
☐ Mission
☐ Other (please specify)

4.

These questions ask you about your perceptions of your work environment in your department.

7. How would you compare your department as a place to work compared with private sector firms you know about?

Much worse	Worse	Neither better nor worse	Better	Much better
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How frequently do you interact with other government employees?

Very Infrequently (less than 5 times per year)	Infrequently	Neither more nor less frequently	Frequently	Very Frequently (More than 100 times per year)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. For individuals at your level, compared to other departments, how prestigious is it to work for your department?

Much less prestigious	Less prestigious	Neither more nor less prestigious	More prestigious	Much more prestigious
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. If you left your job for the private sector, how much of a salary increase would you expect?

- | | |
|--|--|
| <input type="radio"/> I would not expect an increase | <input type="radio"/> 20-50% |
| <input type="radio"/> 1-10% | <input type="radio"/> 50-100% |
| <input type="radio"/> 11-20% | <input type="radio"/> More than double my current salary |

11. Nearly all officials at your level enter the civil service via a formal examination system. To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The <u>exam results</u> identify the best people for the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>Interviews</u> identify the best people for the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5.

12. To what extent do you agree with the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Among graduates of the country's most elite university(ies), a career in your department is considered the <u>best possible public sector career option</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your department has no problems <u>retaining high quality staff</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your workload is <u>higher</u> than others at your level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A substantial number of others at your level <u>are not productive during work hours</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are <u>satisfied with the pay you receive</u> for your work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your supervisor rated you on how well you did your job, and <u>not on his/her personal opinion of you</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.

13. To what extent do you agree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The annual performance appraisal process identifies individuals that <u>do not</u> contribute.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The rating process for individual PBB is <u>transparent</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management and staff in your bureau are working together to <u>set clear, achievable targets</u> for your bureau.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You had <u>direct input</u> in defining your own performance goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You know the <u>individual performance targets</u> of others at your level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The bonuses associated with the PBB system are a <u>substantial component</u> of your compensation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please select the statement that best describes your views about the PBB ranking system (please check one option):

- ☐ Both bureau and individual rankings are a good idea
- ☐ Bureau rankings are a good idea, but not individual rankings
- ☐ Individual rankings are a good idea, but not bureau rankings
- ☐ Neither bureau nor individual rankings are a good idea

7.

15. How does management impose punishments, if ever? (Please check all that apply)

- ☐ Forced transfers
- ☐ Withholding promotions
- ☐ Below satisfactory ratings
- ☐ Withholding bonus
- ☐ Suspension from work
- ☐ Dismissal from work
- ☐ Punishments are never imposed
- ☐ Other (please specify)

16. To what extent do you agree with the following statements.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Punishments are applied to those who do the least to further the goals of the department.

☐ ☐ ☐ ☐ ☐

Promotions are mainly given to those that have friends and family at higher levels in your department.

☐ ☐ ☐ ☐ ☐

Among graduates from the country's most elite universities, the best and brightest join the private sector.

☐ ☐ ☐ ☐ ☐

8.

17. The questions below ask you to compare the periods before and after the PBB system was announced. To what extent do you agree with the following statements.

Since the PBB system was announced...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
the demands on the staff of your department and their workloads have <u>increased</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the <u>pay system</u> has become fair. Hard working people are rewarded for their hard work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the percentage of others (at the same level as you) in your department <u>that work late (more than 8 hours)</u> has increased.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
management is more focused on working with staff <u>to serve the public's interests</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
you are more likely to <u>trust people</u> in your department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
there is <u>more favoritism</u> in your department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9.

18. The questions below ask you to compare the periods before and after the PBB system was announced. To what extent do you agree with the following statements.

Since the PBB system was announced...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
the performance appraisal process has <u>significantly</u> improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the <u>staff</u> in your <u>bureau</u> are working together better to achieve targets for your department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
management is <u>more diligent</u> in setting performance indicators and targets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The pay system has become <u>unfair</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others of the same level as you have become <u>de-motivated</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the percentage of others (at the same level as you) in your department <u>leaving work early (less than 8 hours) has decreased</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
you are more likely to <u>recommend jobs</u> in your department to your friends and family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10.

19. The preceding questions asked you to think about a variety of changes that you may have noticed in your department as a result of the PBB system. We'd like to ask you now about when you first noticed those changes. Were they:

- ☐ Before the start of the current administration.
- ☐ About the same time as the start of the current administration.
- ☐ Before the PBB was announced
- ☐ About the same time the PBB was announced
- ☐ After the PBB was included in your paycheck
- ☐ You didn't notice any changes in your department

20. Please give us the two most likely reasons as to why the PBB system was introduced.

- ☐ Enable public officials to better serve the citizens of the Philippines.
- ☐ To better reward top performers.
- ☐ To punish poor performers.
- ☐ To make the bonus system fairer.
- ☐ To increase wages in the civil service.
- ☐ To improve morale and motivation
- ☐ To set and enforce performance standards
- ☐ Other (please specify)

11.

The questions on this and the next page provide you with two hypothetical departments and ask you which department is closest to yours in terms of the activity described.

21. We have heard about how people get promoted in different departments. It seems that in two different departments a similar proportion of staff met the formal qualifications for promotion and a similar proportion were in fact promoted. However:

In department 1: Most promotions went to people who did not meet the formal qualifications for promotion. Most of the people who did meet the formal qualifications were not promoted.

In department 2: Most promotions went to people who did meet the formal qualifications for promotion. Most of the people who did meet the formal qualifications were promoted.

Which of these best describes your department?

☐ Department 1

☐ Department 2

22. Please give us the two most likely reasons as to why the promotions occurred in department 1.

☐ Formal qualifications are flawed

☐ Political connections

☐ Manager favoritism

☐ Side payments

☐ Other (please specify)

23. Do you have personal knowledge of promotion decisions in your department?

☐ Yes

☐ No

12.

24. We have heard about how most departments issue and enforce regulations. Sometimes these apply to the private sector, and sometimes to the public sector. One aspect of regulatory enforcement is to judge whether individuals or organizations are complying with the regulation or not. It seems that two different departments examined an equal number of individuals and organizations to see if they were in compliance with regulations. The departments declared some of the individuals and organizations to be out of compliance and most to be in compliance. However,

Of those that department 1 declared to be out of compliance, only half were, in fact, out of compliance; the other half were actually in compliance. Moreover, many of those that department 1 said were compliant were actually not compliant.

Of those that department 2 declared to be out of compliance, all were, in fact, out of compliance. Moreover, very few of those that department 2 said were compliant were actually not compliant.

Which of these best describes your department?

☐ Department 1

☐ Department 2

25. Please give us the two most likely reasons why department 1 made these regulatory decisions.

☐ Unclear regulations

☐ Political connections

☐ Side payments

☐ Managerial favoritism

☐ Other (please specify)

26. Do you have personal knowledge of how your department enforces regulations?

☐ Yes

☐ No

13.

The following questions refer to total job-related income.

Total job-related income: These can include, for example, pension benefits, health benefits, housing benefits, accident insurance, life insurance, car benefits, transportation benefits, meal benefits, etc. Individuals with the highest income would also have nicer houses, fancier cars, club memberships, private schooling for their children etc.

27. How would you estimate the total job-related income of higher officials in your department relative to those of private sector employees with roughly comparable qualifications and responsibilities?

- ☐ less than 50%
- ☐ 50 - 80%
- ☐ 80% - 90%
- ☐ Comparable
- ☐ Higher

28. Please think about the total income of your household every year, and the fraction of that total income that comes from your employment with your department. What would you say is the fraction of your household's total income that comes from your employment with your department?

- ☐ My department-related income is less than 25% of my household's total income
- ☐ At least 25% and less than 50%
- ☐ At least 50% and less than 75%
- ☐ More than 75% and less than 90%
- ☐ More than 90%

14.

29. The questions below ask you to compare the periods before and after the OPIF (Organizational Performance Indicator Framework) reforms were implemented. To what extent do you agree with the following statements.

Since the OPIF reforms were implemented...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The performance appraisal process has significantly improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The <u>staff in your bureau</u> are working together better to achieve targets for your bureau.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>Management</u> is more <u>focused</u> on working with staff to serve the public's interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. To what extent do you agree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Promotion decisions are more likely to be based on political endorsements, than on merit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Politicians often try to influence staff in your department, such as on decisions on the choice of projects or procurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Favoritism among managers and employees often make it difficult for public officials to perform in their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15.

31. To what extent do you agree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Your <u>individual</u> performance targets are fair, objective, and measured with up-to-date data.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your <u>services'</u> performance targets are fair, objective, and measured with up-to-date data.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. If your individual/services' performance targets are not fair/objective/measured with up-to-date data, please tell us the most likely reasons for this (please check all that apply):

- ☐ External factors (such as additional demand / limited staff / limited resources)
- ☐ Focus on quantity rather than quality
- ☐ Favoritism
- ☐ Performance indicators not aligned with performance targets
- ☐ Subjective / unquantifiable targets
- ☐ Difficulty in comparing services / individuals
- ☐ Other (please specify)

16.

We would like to ask you a few questions about you. Please answer to the best of your ability.

33. What is your gender?

- ☐ Male ☐ Female

34. What is your age (in years)?

35. What is your marital status?

- ☐ Single ☐ Divorced
☐ Married ☐ Widowed
☐ Separated

Other (please specify)

36. Please indicate which department you currently work for:

37. Please indicate your salary grade (SG) in your department:

38. Have you or your department received your performance ratings?

- ☐ Yes ☐ No

39. In your last performance evaluation, your bureau was rated as... (Note: if your bureau has not yet been rated, please give us your best estimate as to what rating you expect)

- ☐ Best Bureau ☐ Good Bureau
☐ Better Bureau ☐ Below Satisfactory Bureau

40. In your last performance evaluation, your performance was rated as... (Note: if you have not yet been rated, please give us your best estimate as to what rating you expect)

- ☐ Best Performer ☐ Good Performer
☐ Better Performer ☐ Below Satisfactory Performer

17.

41. How long (in years) have you worked in the civil service?

42. How long (in years) have you worked in your department?

43. How long (in years) have you worked in your current service?

44. Please indicate the highest degree you have earned:

- ☐ High school diploma ☐ Bachelors degree or equivalent ☐ Doctorate or equivalent
☐ Some college ☐ Masters degree or equivalent

45. How many times in your career in the civil service have you been promoted?

- ☐ 0 ☐ 2 ☐ 4 or more
☐ 1 ☐ 3

46. How many different departments have you worked in during your career in the civil service?

- ☐ 1 ☐ 3 ☐ 5 or more
☐ 2 ☐ 4

47. How many different bureaus in your current department have you worked in during your career in the civil service?

- ☐ 1 ☐ 3 ☐ 5 or more
☐ 2 ☐ 4

18. THANK YOU

Thank you for completing the survey.

48. Please tell us your thoughts about the PBB incentive system. Are there any policies or regulation changes you would like to suggest?