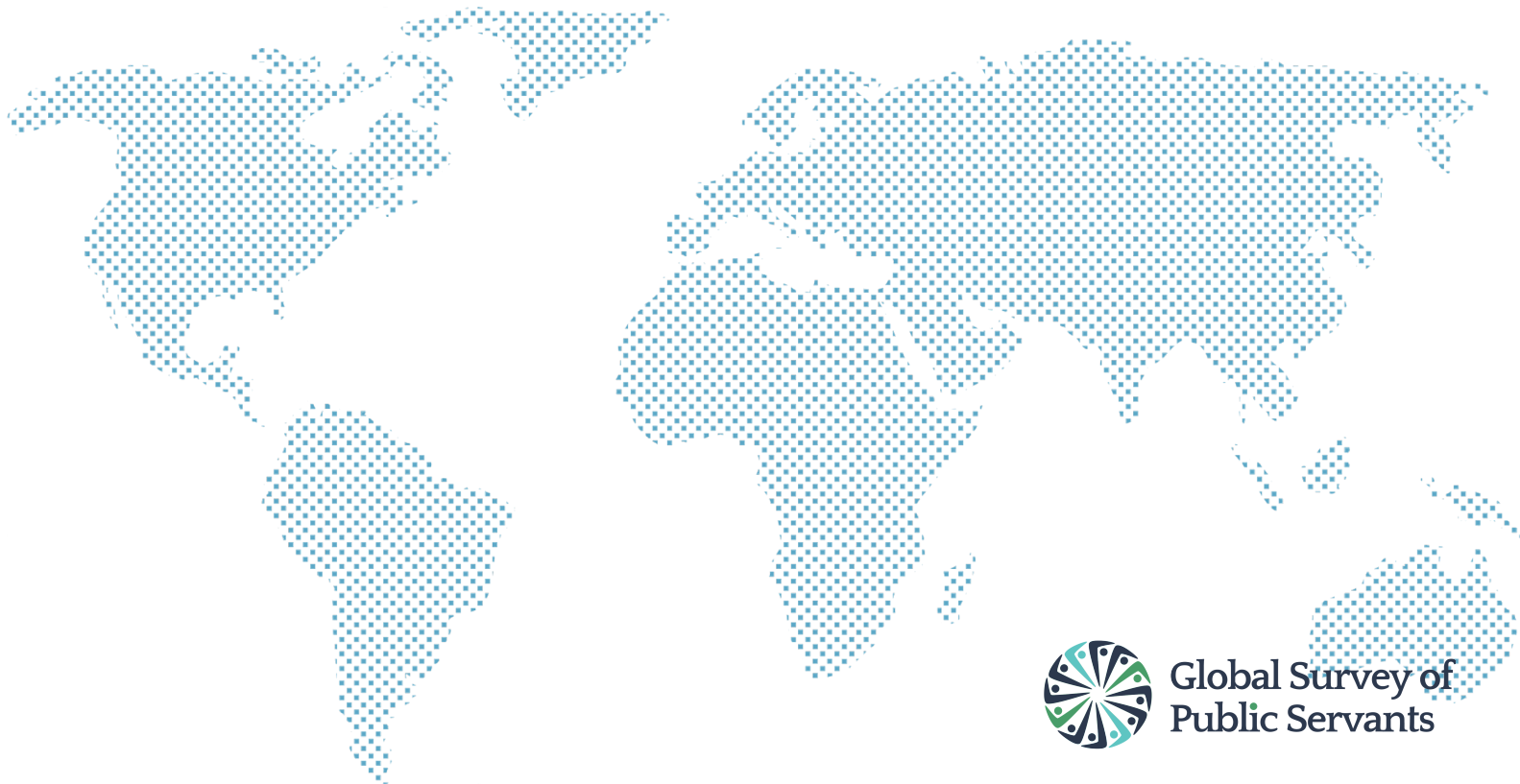


THE GLOBAL SURVEY OF PUBLIC SERVANTS

Core Module | 2022 (version 1)



**Global Survey of
Public Servants**

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Global Survey of Public Servants

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All queries on this document and the Global Survey of Public Servants should be addressed to info@globalsurveyofpublicservants.org

EXECUTIVE SUMMARY

The Global Survey of Public Servants (GSPS) is an initiative to generate survey data from public servants in government institutions around the world. **The aim of the initiative is to increase the volume, quality and coherence of survey data on public administration.**

Understanding the motivations, behaviors, organizational environments and management practices of public servants through surveys is central to (1) better understand how public services and states around the world work; and, (2) help governments manage public services better. Further details, such as our approach, conceptual framework and other resources are available at www.globalsurveyofpublicservants.org.

The purpose of this document is to provide government counterparts, researchers and other stakeholders with a common module to include in their survey of public servants. The rationale for such standardization and for the inclusion of the particular topics and questions focused on is outlined in the Global Survey's conceptual framework (available for download at www.globalsurveyofpublicservants.org). In brief, standardization allows for a degree of comparability that has not been available in surveys of public servants previously, enabling governments to benchmark themselves internationally and scholars to compare and contrast public services across surveys and around the world. As we review in the conceptual framework, the topics focused on in the Global Survey are those that have been paid most attention in the academic literatures on public administration and in the most established existing surveys of public servants. As such, the GSPS hopes to provide both actionable evidence to governments for management improvements and scholarly evidence to further our understanding of how public services work.

The GSPS team are keen to promote adoption of the common module in surveys of government officials and stand ready to provide advice on implementation. We are also keen to receive anonymized versions of common module data to share with the global community and are happy to facilitate the sharing of survey data and resources across teams. For further information, please contact the GSPS team at info@globalsurveyofpublicservants.org.

Overview

This document outlines a common module for inclusion in surveys of public servants. In the first section, we introduce a common set of identifiers or demographics. Having a common set of identifiers allows for greater linkages between data collection efforts. This is followed by survey questions about civil service management practices and organizational environments. The last section covers motivations and attitudes of public servants.

In the appendix of this document, for each survey we propose the survey team record survey meta-data in the form outlined in Annex A. Though data protection regulations vary across the globe and across public services, the GPS Consortium consider the inclusion of a privacy and confidentiality statement best practice, and thus provide a suggested text in Annex B. For survey data to be included in the GPS initiative, surveys need to be based on voluntary informed consent of respondents and include a privacy and confidentiality statement at the beginning.

Enumerating the Survey

The questions of the core module can be enumerated online or face-to-face. Mode effects matter in surveys. Yet, distinct settings call for different approaches to enumeration, and it would be overly restrictive for our consortium to propose a single approach. Survey teams can compare their data to others conditional on the enumeration/sampling methodology.

The order of questions below is indicative. Question order matters in surveys. As such, each survey team should try to follow the order of questions below to the extent possible, in the sense that the questions below should follow each other in this order (although it is not strictly necessary). Additional questions or blocks of interest may be inserted between each of the questions or sets of questions below.

A lack of confidentiality in surveying of public servants threatens surveys of public servants everywhere. If public administrators perceive a potential threat to their safety, career prospects or relationships from answering survey questions truthfully, this diminishes the utility of public servants surveying. Fundamentally, data from surveys of public servants should never be used to directly target individual public servants, and non-anonymized survey responses should not be directly accessible to government counterparts or otherwise made public.

All surveys of public servants should comply with appropriate data protection legislation and ethics review.

Core Module of the Global Survey of Public Servants

Section IDENTIFY. Interview identifiers [NOT TO BE ASKED TO RESPONDENT]

This section is to be completed to the extent possible before the interview/survey completion based on administrative data. Where these entries cannot be completed based on administrative data, they are included as questions in the survey. Definition of organization to be included in survey meta-data where relevant.

Individual identifier	Respondent ID	Should be survey generated and not refer to real world identifiers
Interviewer identifier	Interviewer ID(s)	00 = Online; ID/s otherwise.
Date of interview	In-person: Date of interview Online: date of survey completion	Write date in the format DD/MM/YY.
Start time	In-person: Time interview started Online: time of survey commencement	Write time in 24 hour format.
End time	In-person: Time interview finished Online: time of survey completion	Write time in 24 hour format.
Organization identifier	Organization name or code	Preferably from administrative data/drop down link
Organization location	Organization location	Preferably from administrative data/drop down link Please indicate municipality and regions
Tier of government	Tier of government Select one response only (the closest possible).	01 = Central (or equivalent) 02 = Regional/State (or equivalent) 03 = Local (or equivalent) 04 = State-Owned Enterprise (or equivalent) 05 = Other (please specify)

Section DEM. Demographics

Topic	Draft questions	Responses	Notes
Gender	What is your gender?	01 =Male 02 = Female 03 = Other 900 = Don't know / prefer not to respond	[Online only; otherwise a tick box for enumerator]
Age	What is your age?	Dropdown, with 18-80 as response options 900 = Don't know / prefer not to respond	
Education	What is the highest educational qualification you have attained?	01 = Primary education 02 = Secondary education 03 = Vocational/post-high school diploma 04 = Undergraduate degree 05 = Masters degree 06 = PhD/Doctorate 07 = Other 900 = Don't know / prefer not to respond	
Organization identifier	In which organization do you currently work?	Dropdown, with names of organization as response options 900 = Don't know / prefer not to respond	[Only, where administrative data to determine organization is not available. The tier of government can be determined based on this response if necessary]

Years of Experience	How many years in total have you worked in the public sector?	Dropdown, with 0-60 as response options 900 = Don't know / prefer not to respond	
Tenure in organization	How many years have you been in your current organization?	Dropdown, with 0-60 as response options 900 = Don't know / prefer not to respond	
Contract type	On what type of contract are you employed? Select one response only (the closest possible).	01 = Permanent contract/pensionable 02 = Short-term/Temporary/Contractor 900 = Don't know / prefer not to respond	[Response options can be adapted to different local contracts, so long as these can be aggregated into temporary vs. permanent contracts]
Rank	Which of the following <i>best</i> describes your rank and responsibilities? Select one option only.	01 = Management, direction and supervision: you are formally in charge of managing staff and budgets 02 = Technical and/or professional responsibilities 03 = Administrative support and assistance 04 = Other 900 = Don't know / prefer not to respond	[If there is a hierarchical rank structure in place and followed in practice, response options can be replaced with local ranks, so long as these can be aggregated into management vs. professional vs. administrative support ranks in a cross-country comparison]

Section HRM. Human Resource Management Practices

Recruitment into public sector: formal procedure	Thinking back to your first job in the public sector: how were you assessed when applying for your first public sector job?	01 = Interview 02 = Written examination 03 = Other formal assessment 04 = No formal assessment was undertaken 900 = Don't know / prefer not to respond
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	Select all that apply.	
Recruitment into the public sector: informal criteria	<p>How important have the following criteria been for you to get your first job in the civil service? Which factors were most important in getting your first public sector job?</p> <p>Scale from 1-7 where 1 is 'not important' and 7 is 'the most important'.</p>	<p>01 = Educational background 02 = Previous work experience 03 = Job-related skills 04 = Support from family, friends or other personal connections working in the public sector 05 = Support from a politician or someone with political links 900 = Don't know / prefer not to respond</p>
Recruitment: motivation	<p>Which factors most attracted you to take up a career in the public administration?</p> <p>Rank the top three choices.</p>	<p>01 = Job security 02 = Salary level and benefits (e.g. pensions) 03 = Status and prestige 04 = Career development opportunities 05 = Opportunity to serve society and citizens 06 = Interesting work 07 = Good working conditions 08 = Work-life balance 09 = Lack of available jobs in the private sector 800 = Other, please specify; [Record response] 900 = Don't know / prefer not to respond</p>
Promotion criteria	<p>Thinking about your career advancement in the public service, how important do you expect the following criteria to be for your advancement to better positions within the public administration]?</p> <p>Scale from 1-7 where 1 is 'not important' and 7 is 'the most important'.</p>	<p>01 = Length of service in the public sector 02 = Job performance 03 = Educational background 04 = Support from family, friends or other personal connections in your organization 05 = Support from a politician or someone with political links 900 = Don't know / prefer not to respond</p>

	<i>(Note: to adapt to local context, you may wish to add to the question an explanation of “advancement to a better position,” such as “With advancement to a better position, we mean a position of better pay, higher rank or greater job responsibilities.”)</i>	
Performance evaluation	Has your performance been formally evaluated during the last two years?	01 = Yes 02 = No 900 = Don't know / prefer not to respond
To what extent do you agree with the following statements?		
Performance incentives (financial)	When I perform well at work, my prospects for a pay rise or bonus improve.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Performance incentives (non-financial)	When I perform well, I get praise and recognition at work.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Performance incentives (peers)	When I perform well, I earn the recognition and respect of my colleagues.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree

		<p>05 = Strongly Agree 900 = Don't know / prefer not to respond</p>
Performance Feedback	The feedback I receive on my work helps me to improve my performance.	<p>01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond</p>
Pay satisfaction	I am satisfied with my salary.	<p>01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond</p>
Job stability/Tenure Protection	It would be difficult to dismiss me from the public service.	<p>01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond</p>
Goal alignment between jobs and organization's mission	I have a clear understanding of how my work contributes to my organization's mission and goals.	<p>01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond</p>

Control/Independence	My day-to-day decision-making is subject to intervention from political actors, politicians, or political parties.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Risk-taking	In the last six months, I have undertaken actions that contributed to achieving my work but personally exposed me to risk (such as being blamed for subsequent failures).	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Decision-making autonomy	I have significant autonomy in determining how I do my job.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Innovation	In my job, I feel encouraged to come up with new and improved work methods.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Red tape	Excessive rules and regulations prevent me from doing my job.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree

		04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Competence and expertise	I have the necessary skills and expertise to complete all of my work tasks effectively.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Training	I receive sufficient training at work to be able to complete my work tasks effectively.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Leadership (role modelling)	My manager leads by setting a good example.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Leadership (communication)	My manager communicates effectively.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond

Teamwork	The people I work with cooperate to get the job done.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond

Section ATTBEH. Attitudes and Behaviors of Public Servants

To what extent do you agree with the following statements?		
Job satisfaction	I am satisfied with my job.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Engagement (OECD)	My job inspires me.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Engagement	The work I do gives me a sense of accomplishment.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree

(OECD)		04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Organizational commitment (OECD)	I feel a strong personal attachment to my organization	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Organizational commitment (OECD)	I identify with the mission of my organization.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Public Service Motivation (OECD)	It is important to me that my work contributes to the common good.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Organizational commitment (OECD)	I would recommend my organisation as a good place to work.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond

Engagement (Dedication)	I am enthusiastic about my job.	01 = Strongly Disagree 02 = Disagree 03 = Neutral – Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Work motivation	I am willing to do extra work for my job that isn't really expected of me	01 = Strongly Disagree 02 = Slightly Disagree 03 = Neutral – Neither agree or disagree 04 = Slightly Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Public service identification / motivation	I am prepared to make sacrifices for the good of society.	01 = Strongly Disagree 02 = Slightly Disagree 03 = Neutral – Neither agree or disagree 04 = Slightly Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Turnover intent (public sector)	I want to leave the public sector within the next two years.	01 = Strongly Disagree 02 = Slightly Disagree 03 = Neutral – Neither agree or disagree 04 = Slightly Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond
Impartiality/professional norms	When political directives conflict with professional norms, following professional norms is more important to me than complying	01 = Strongly Disagree 02 = Slightly Disagree 03 = Neutral – Neither agree or disagree 04 = Slightly Agree

	with political directives.	05 = Strongly Agree 900 = Don't know / prefer not to respond
Unethical behaviour (corruption)	If someone offered me a gift in exchange for helping him or her through my position, I would accept it.	01 = Strongly Disagree 02 = Slightly Disagree 03 = Neutral – Neither agree or disagree 04 = Slightly Agree 05 = Strongly Agree 900 = Don't know / prefer not to respond

ANNEX A: Survey Meta-Data Form

To ensure a standardized approach to cataloguing information about individual surveys of public servants, the GSPS Consortium propose the following form is completed for every survey of public servants.

(i)	Country (subnational identifiers if applicable)	
(ii)	Enumeration method	01 = Online 02 = Telephone 03 = Face-to-face focus groups 04 = Face-to-face individual surveys
(iii)	Please provide further details on the specifics of the enumeration method if necessary	
(iv)	Responsible researchers/investigators or institutions leading the survey (with contact details where possible)	
(v)	Responsible Internal Review/Data Protection institution where relevant (contact details of associated administrator)	
(vi)	Time period of survey (in-person: specify first and last surveys (not include pilot but including mopup); online: specify first email invite, last invite and survey closure)	Write dates in the format DD/MM/YY.
(vii)	Describe public service setting (rationale for/aim of survey; brief description of organizational structures)	
(viii)	Collaborating partners in country (including survey firms, where applicable; please include contact details where possible)	
(ix)	Unit of analysis/observation	
(x)	Target population (the set of individual units (organizations, groups and/or individuals) that the survey conceived of surveying)	
(xi)	Accessible population (the set of individual units with	

	positive probability of inclusion in the survey/to which the surveyors had access)	
(xii)	Selected sample (number of units approached for inclusion in the survey)	
(xiii)	Effective sample (actual number of units who participated in survey)	
(xiv)	Details of sampling method (e.g. simple random sample, stratified sample, population survey, convenience sample; with details where available)	
(xv)	Response rate (please calculate the percent of respondents who completed the survey as a percent of those sampled)	
(xvi)	Survey weights used to adjust for non-response (if any)	
(xvii)	Organizational-level and unit-level administrative data (if any)	Specify any administrative data collected at the organizational or unit level
(xviii)	Individual-level administrative data (if any)	Specify any administrative data that was collected at the individual level which is matched to survey responses (e.g. gender, age, salary, date of entry in the organization, date of entry in the public sector, location and organization of respondent, sick leave, overtime work, performance evaluation results)
(xix)	Notes on why particular questions from the GSPS core module are not asked	
(xx)	Any other notes	

ANNEX B: Confidentiality/Data Protection/Privacy Statement

The GSPS Consortium propose that all surveys of public officials be preceded by an appropriate confidentiality/data protection/privacy statement and consent question. A proposed text is provided below, and this can be adapted to each country context as needed.

For the data's inclusion in the GSPS database, we suggest survey teams include the following text in their consent statement: "This survey draws questions from the Global Survey of Public Servants, which is also surveying public servants in dozens of other countries around the world. The Global Survey team includes researchers from Stanford University, University College London, Nottingham University, and the World Bank, amongst other institutions."

PROPOSAL FOR CONFIDENTIALITY/DATA PROTECTION/PRIVACY STATEMENT

In-Person Survey Enumerator states/Online survey begins with: 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. In collaboration and with support from [COUNTRY]'s [CIVIL SERVICE AGENCY] and [LOCAL PARTNER UNIVERSITY NAME], we will be surveying people from [THE ENTIRE PUBLIC ADMINISTRATION] in [COUNTRY]. The findings of this study will be used to design and implement measures to make the public service in [COUNTRY] 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.

This survey is being undertaken in the strictest confidence. In particular:

- a) This study is being undertaken by professional analysts who will keep your answers completely secure;
- b) No one outside the [SURVEY TEAM] – including no one in government – will be able to associate the individual answers you provide with you;
- c) Only fully anonymous data will be published or shared with government institutions.

So please feel free to answer honestly. For further details on how the survey data will be used, please see the [LEAD INSTITUTIONS]'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 the survey team at [EMAIL ADDRESS].

Consent (participation)	Please tick here to consent to these conditions and commence the survey. Select one response only.	01 = Yes 02 = No
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