

**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	

## 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 [publicofficialssurvey@worldbank.org](mailto:publicofficialssurvey@worldbank.org).

## MODULE DWH: DEMOGRAPHIC AND WORK HISTORY INFORMATION

- Section DWH.1: Basic Demographic Information

DWH.1.1	<p>What was the highest educational qualification you have attained?</p> <p><b>If answer provided does not match response code 01 to 06, probe to confirm prior to identifying the degree as other.</b></p>	<p>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.</p> <p><b>If 01, 02, 03, 07, 900 or 998, go to DWH.1.3.</b></p>
DWH.1.2	<p>What was your field of education in the last degree you earned?</p>	<p>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.</p>
DWH.1.3	<p>What status do you have in the public administration?</p> <p><b>Select one option only.</b></p>	<p>01 = Civil servant;          02 = Contractual employee;          900 = Don't know;          998 = Refused to answer.</p>
DWH.1.4	<p>What is your job title?</p>	<p><b>Record response.</b></p>

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><b>If 01, 02, or 03, throughout the questionnaire ask the “For managers only” section. If other, “Ask non-managers only”.</b></p>
DWH.1.6	What is your age?	<b>Record number.</b>
	What is your gender?	01 = Male; 02 = Female.
DWH.1.7	How many years have you been in your current position (since you were recruited/promoted/transferred into this current position)?	<b>Record number.</b>
DWH.1.8	How many years have you been in your current institution?	<b>Record number.</b>
DWH.1.9	How many years have you been in the public administration?	<b>Record number.</b>
DWH.1.10	How many institutions have you worked in the public administration INCLUDING your current institution?	<b>Record number.</b>

## MODULE REC: RECRUITMENT

- 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;
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		<p>05 = Temporary appointment;  06 = Transfer from another institution;  07 = Transfer within the same institution;  08 = Secondment;  09 = Delegation;  10 = Relocation;  11 = Other – please specify. <b>[Record number]</b>.  900 = Don't know;  998 = Refused to answer.</p> <p><b>If 01 or 02, go to REC.2.6.</b>  <b>If 03-11, go to REC.2.2.</b></p>
<b>REC.2.2</b>	Have you every participated in a recruitment competition in the public administration?	<p>01 = Yes;  02 = No;  900 = Don't know;  998 = Refused to answer.</p> <p><b>If 01, go to REC.2.3, else go to REC.2.4.</b></p>
<b>REC.2.3</b>	In which year did you last participate in a recruitment competition in the public administration?	<p><b>[Record number]</b></p> <p><b>Go to REC.2.6.</b></p>
<b>REC.2.4</b>	Have you ever been promoted to a management position?	<p>01 = Yes;  02 = No;  900 = Don't know;  998 = Refused to answer.</p> <p><b>If 01, go to REC.2.5, else go to REC.2.20.</b></p>
<b>REC.2.5</b>	In which year were you last promoted to a management position?	<p><b>[Record number]</b></p>

## EXPERIMENTAL GROUP 1: INDIVIDUAL-LEVEL MEASURE

<b>REC.2.6</b>	<p>How did you hear about your current job?</p> <p><b>Select all that apply.</b></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>
<b>REC.2.7</b>	<p>Which of the following assessment methods were used in the selection process for your current position?</p> <p><b>Select all that apply.</b></p>	<p>01 = No formal assessment was undertaken;  02 = Personal interview with a commission;  03 = Written examination;  04 = Other;  900 = Don't know;</p>

		998 = Refused to answer.  <b>If 01, 04, 900 or 998, go to REC.2.12. If 02 or 03, go to REC.2.9.</b>
<b>REC.2.9</b>	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.
<b>REC.2.12</b>	Which of the following factors were important for getting your current job in the public administration?  <b>Select all that apply.</b>	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); <b>[Record response]</b> . 900 = Don't know; 998 = Refused to answer.
<b>REC.2.13</b>	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.
<b>(e)(5)</b>	The competition was fair.	
<b>(f)(6)</b>	The competition took place without political interference.	
<b>(g)(7)</b>	The skills and knowledge I was tested on during the recruitment process match the skills and knowledge I need to perform my job.	
<b>(h)(8)</b>	There is a clear job description for my current position.	
<b>(i)(9)</b>	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

<b>REC.2.14</b>	How are jobs in your institution generally advertised?  <b>Select all that apply.</b>	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.
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<b>REC.2.15</b>	Which of the following methods are generally used in the selection process for positions in your institution?  <b>Select all that apply.</b>	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.
<b>REC.2.18</b>	Generally speaking, which of the following factors were important for getting a job in your organisation?  <b>Select all that apply.</b>	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.
<b>REC.2.19</b>	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.
<b>(a)(1)</b>	The recruitment process in my institution tests the skills and knowledge staff needs to perform their jobs.	
<b>(b)(2)</b>	There are clear job descriptions for positions in my institution.	
<b>(c)(3)</b>	What staff in my institution is doing in their jobs on a daily basis matches their formal job descriptions of their positions.	
<b>(d)(4)</b>	My institution selects the most qualified candidates for vacant positions.	
<b>(e)(5)</b>	Jobs in my institution are assigned based on the results of a formal selection process.	
<b>(f)(6)</b>	Preferred candidates are handed copies of exams before the actual exam takes place.	
<b>(g)(7)</b>	Job descriptions are tailored to the profiles of preferred candidates to enable them to win.	
<b>(h)(8)</b>	Jobs are only advertised for very short periods to restrict the number of applications competing against preferred candidates.	
<b>(i)(9)</b>	Jobs are not advertised widely to restrict the number of applications competing against preferred candidates.	
<b>(j)(10)</b>	Written exam evaluations are skewed in favour of preferred candidates	
<b>(k)(11)</b>	Interview evaluations are skewed in favour of preferred candidates.	

• **Section REC.3: Promotions**

**ASK NON-MANAGERS ONLY**

<b>REC.3.1</b>	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?  If you have not yet advanced to a better position in the public sector, please type "999".	
<b>(a)(1)</b>	Please indicate the number of years ago when you were promoted in class.	<b>Record number.</b>
<b>(b)(2)</b>	Please indicate the number of years ago when you were promoted in grade.	<b>Record number.</b>

**ASK MANAGERS ONLY**

<b>REC.3.2</b>	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?  If you have not yet advanced to a better position in the public sector, please type "999".	
<b>(a)(3)</b>	Please indicate the number of years ago when you were promoted to a management-level position from an execution level position.	<b>Record number.</b>
<b>(b)(4)</b>	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).	<b>Record number.</b>

**EXPERIMENTAL GROUP 1: INDIVIDUAL-LEVEL MEASURE**

**ASK ONLY NON-MANAGERS**

<b>REC.3.3</b>	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; 900 = Don't know; 998 = Refused to answer.
<b>REC.3.4</b>	Which of the following criteria, in your opinion, help you get a promotion to the next professional grade?  <b>Select all that apply.</b>	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); <b>[Record number]</b> . 09 = None of the above; 900 = Don't know; 998 = Refused to answer.
<b>REC.3.6</b>	Which type of knowledge, competencies and behaviours do you expect will, in practice, help you most in your further career advancement?  <b>Select all that apply.</b>	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.

### ASK MANAGERS ONLY

<b>REC.3.9</b>	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.
<b>REC.3.10</b>	Which of the following criteria, in your opinion, help you get a promotion to a higher management level?  <b>Select all that apply.</b>	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); <b>[Record number]</b> . 10 = None of the above; 900 = Don't know; 998 = Refused to answer.

### 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?  <b>Select all that apply.</b>	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); <b>[Record response]</b> . 09 = None of the above; 900 = Don't know; 998 = Refused to answer.

**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.  <b>If 02 or 998, go to PEM.2.1.</b>
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.
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.  <b>If 02 or 998, go to PEM.1.10.</b>
PEM.1.6	Was this discussion useful for you to improve your performance?	01 = Yes; 02 = No; 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.
<b>PEM.1.11</b>	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.
<b>(a)(1)</b>	My performance indicators measure well the extent to which I contribute to my institution's success.	
<b>(b)(2)</b>	My superior has enough information about my work performance to evaluate me.	
<b>(c)(3)</b>	My superior evaluates my performance fairly.	
<b>(d)(4)</b>	I feel safe discussing my performance openly with my superior during the performance evaluation interview.	
<b>PEM.1.12</b>	Have your performance evaluation results been used in any of the following ways? Please mark all that apply.  <b>Select all that apply.</b>	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.

### ASK MANAGERS ONLY

<b>PEM.1.17</b>	To what extent do you agree with the following statements on performance evaluations?	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree; 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
<b>(a)(1)</b>	Performance evaluation is taken seriously in my institution.	
<b>(b)(2)</b>	I feel pressure to give all members of my team the highest rating.	
<b>(c)(3)</b>	I feel pressure to give some team members higher ratings than their work performance justifies.	
<b>(d)(4)</b>	The work climate would be negatively affected if I do not give everyone a high performance rating.	
<b>(e)(5)</b>	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**

<b>PEM.2.1</b>	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.4: Salaries**

<b>PEM.4.1</b>	Have you ever received a performance bonus?	01 = Yes; 02 = No;  <b>If 01, go to PEM.4.2, else skip.</b>
<b>PEM.4.2</b>	For the last bonus you received, please indicate on what grounds it was paid to you.  <b>Select all that apply.</b>	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.
<b>PEM.4.3</b>	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)	I am satisfied with my salary.	
(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.	

## MODULE HRM: OTHER HR MANAGEMENT PRACTICES

- Section HRM.1: Turnover

### EXPERIMENTAL GROUP 1: INDIVIDUAL-LEVEL MEASURE

HRM.1.1	Please indicate how frequently the following statements apply to you:	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 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 how frequently the following statements apply to your institution:	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.
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(a)(1)	Staff in my institution spends time searching for other jobs.	
(b)(2)	Staff in my institution wants to quit their jobs.	
(c)(3)	Staff in my institution wants to quit the institution.	
(d)(4)	Staff in my institution wants to quite the public administration	
(e)(5)	Staff in my institution will quit their jobs if they have the chance to get another job.	

- 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; 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.	

### 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; 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.	

- 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)		
(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.	
(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.
(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.	
(i)(9)	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.2.4	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)	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	

- Section AWE.4: Ethics

<b>AWE.4.1</b>	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.
<b>(a)(1)</b>	Accepting gifts or money from companies.	
<b>(b)(2)</b>	Accepting gifts or money from citizens.	
<b>(c)(3)</b>	Bending the rules slightly as a favour to a friend.	
<b>(d)(4)</b>	Bending the rules slightly to help a poor person in need.	
<b>(e)(5)</b>	Observing unethical behaviour among colleagues.	
<b>(f)(6)</b>	Reporting a colleague for not behaving ethically.	
<b>(g)(7)</b>	Pressure other employees to not speak out against unethical behaviour.	

## MODULE TSK: TASKS AND COMPETENCES

- Section TSK.2: Capacity-building

### ASK EVERYONE

<b>TSK.2.1</b>	Did you receive any training by (or paid for by) your institution in the last 12 months?  <b>Select all that apply.</b>	01 = Yes, I received training from EU funds; 02 = Yes, I received training from budgetary funds; 03 = No; 998 = Refused to answer.  <b>If 03 or 998, go to TSK.3.1.</b>
<b>TSK.2.3</b>	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.

- Section TSK.3: Optional Question

<b>TSK.3.1</b>	If you have any further comments or suggestions, please do not hesitate to let us know.	<b>Record response.</b>  <b>Response to this question is OPTIONAL. If the respondent has nothing to add then leave it.</b>
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## 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](mailto:zhasnain@worldbank.org)) and Daniel Rogger ([drogger@worldbank.org](mailto:drogger@worldbank.org)).