

**2022 OECD Survey on Public Service Leadership and Capability in  
Central/Federal Governments**

## Glossary

CONCEPT	DEFINITION
<b>360 evaluation</b>	A method of evaluation that helps individual understand their own strengths and weaknesses by receiving feedback from many different people who work closely with them, such as supervisors, colleagues, direct reports, partners, etc. This method is often anonymous, and is usually used for the purposes of development and learning, rather than performance appraisal.
<b>At-risk areas</b>	Specific jobs/functions where the potential impact of conflicts of interest are relatively high. This may include areas such as the public-private sector interface, government procurement, regulatory and inspectorial functions, and government contracting.
<b>Central administration</b>	Central administration is the system of organisations which are directly subordinated to national political power and which are at the service of the central executive. This generally includes all national ministries, and may also include central government agencies under their direct control. There is a notable variety of agency types as regards functions, funding, power, accountability, resources and autonomy. Although different, a central government agency is normally distinct both from a department or ministry, and other types of public body established by government.
<b>Coaching programme</b>	A training method in which a skilled individual (the coach) provides an employee with tailored advice and guidance intended to help develop the individual's skills, performance and career. Coaches are generally trained professionals and often come from outside the individual's organisation.
<b>Competencies</b>	Competencies are observable characteristics in the form of applied knowledge or actual behaviour, which contribute to successful functioning in a specific role or function.
<b>Competency framework</b>	A competency framework articulates a set of common competency requirements at different job levels in a manner that reflects the required managerial capacity and staff autonomy. It can serve as a foundation for ensuring efficiency and effectiveness in the selection and development of staff to adapt to an organisation's changing needs. It can also serve as the foundation of talent management and be an integral part of recruitment selection, performance evaluation, learning and career development.

CONCEPT	DEFINITION
<b>Compressed working week</b>	Alternative work schedule in which hours worked per day are increased in order to do one's weekly work hours in less than five days (Bambra, Whitehead, Sowden, Akers, & Petticrew, 2009). (EUPAN)
<b>Conflict of interest</b>	Conflict between the public duty and private interests of a public official in which the public official has private-capacity interests which could improperly influence the performance of their official duties and responsibilities. Private interests are financial and economic interests, debts and assets, affiliations with for-profit and non-profit organisations, affiliations with political, trade union or professional organisations, and other personal-capacity interests, undertakings and relationships.
<b>Departments</b>	see Ministries
<b>Exchange programmes</b>	Established bilateral programme where employees from one organisation/administration are sent to another and vice versa.
<b>External mobility</b>	External mobility refers to the movement of staff between the public service and other employers. This includes temporary placements outside of the public service, e.g. to another level of government, in international organisations, in the private or not for profit sector. It may also include programmes which enable employees from outside the public service to do temporary placements insight the public service.
<b>Federal administration</b>	In federal countries (or federations), sovereignty is shared between the federal government and self-governing regional entities (the federated states), which have their own constitution in most cases (Canada is an exception), parliament and government. In a federation, the self-governing status of the component states may not be altered by a unilateral decision of the federal government.
<b>Flexitime</b>	A working time model that allows staff to vary the time at which they start and finish their assigned work (cf. Recital 3 of EC Staff Regulation on Working Time) and sometimes also their amount of daily working time. (EUPAN)
<b>Formal learning</b>	Learning that is structured and organised, usually in the form of a programme or course, and involves institutionalised learning processes and activities that employees participate in to develop their competencies for current and future work requirements.
<b>Gamified learning</b>	An educational approach that seeks to motivate students by using game design and game elements in learning environments to motivate and interest students in learning.
<b>Global competencies</b>	Global competence is a multidimensional capacity. Globally competent public servants understand the interactions between local and global policy issues, understand and appreciate different (intercultural) perspectives and world views, interact successfully with others (including in international forums), and take responsible action toward sustainability and collective well-being.
<b>Individual learning plans</b>	A plan prepared for an individual employee to set learning objectives and associated learning methods, for a specific period of time.

CONCEPT	DEFINITION
<b>Internal lateral mobility</b>	Internal lateral mobility is movement from one job to another within the public service at the same, or equivalent, level and/or grade. It may entail a change within ministries to a different function, a change of ministries or branch, or a change of geographic location.
<b>Job classification</b>	Job classification refers to a system used by employers to define and group positions based on e.g. duties, requirements and responsibility levels. It includes common components such as job type/family, grade and rank.
<b>Job shadowing</b>	Type of on-the-job learning in which a learner follows and observes a worker on their day-to-day work and tasks, in order to learn from it.
<b>KPIs</b>	Key Performance Indicators (KPIs) are quantifiable measures used to monitor and evaluate the success of an organisation, an activity, an employee, etc.
<b>Mentorship</b>	Mentoring is a process of personal learning and support for career development, applicable to all leadership, in which the mentor is a leader or a more experienced professional who invests time, shares knowledge and employs their efforts in order to support the life and career planning / development of his/her mentee, providing guidance, practical examples and challenges to enrich his/her way of thinking and develop his/her personal and professional potential.
<b>Micro assignment</b>	For the purposes of this survey, this refers to a work assignment that does not entail full working time, so that the employee can reduce some responsibilities in their main position while simultaneously taking on work in another. For example, an employee may contribute one day/week to a specific project in another division for a specified period of time.
<b>Ministries</b>	The term “Ministries” is used in the same way as departments and refers to the organisation headed by a minister/secretary of state who is in direct hierarchical relationship with staff below.
<b>Mobility</b>	Any movement of public servants from one job to another. This can include lateral or vertical mobility, within or outside of organisations and/or the public sector, and for temporary or permanent durations.
<b>Onboarding training sessions</b>	Specific training sessions for new/incoming employees with the goal of facilitating their integration into the team/organisation. Training may include information about the organisation, rules and procedures, administrative requirements and tasks including information specific to the role itself (i.e. knowledge transfer).
<b>Part-time</b>	Working 34 hours per week or less (compared to full-time work; Eurofound, 2012); most often carried out through some fixed hours every day (Eurofound, 2009). (EUPAN)
<b>Peer-to-peer learning</b>	Peer to peer learning is when one or more students (or co-workers) teach other students (or co-workers), supporting each other throughout the learning process. In an educational setting, students learn from other students, usually through group activities and cooperative learning, engaging with one another as equals (Wooll, 2021) . Other peer-to-peer strategy is to engage people in communities of practice where they can share experiences and develop new skills.

CONCEPT	DEFINITION
<b>Public Servants</b>	All government employees who work in the public service, that may be employed by way of various contractual mechanisms (e.g. civil servant statutes, collective agreements, labour law contracts), on indeterminate or fixed-term employment contracts, but not normally including employees of the broader public sector who are usually regulated under alternative employment frameworks (e.g. most doctors, teachers, police, the military, the judiciary, or elected officials).
<b>Public Service</b>	The workforce in those entities (for example, ministries, agencies, departments) at the service of the central/federal elected government, and to which common policies for people management may apply.
<b>Remote work</b>	Possibility to work away from the office, whether from home or another location.
<b>Remote work part time</b>	Possibility to work away from the office, whether from home or another location, less than 100% of the time (e.g. 1-4 days/week) with the remaining time spent at the office or normal work location.
<b>Reskilling</b>	The process of learning or building a different set of skills to be able to perform in a different or significantly evolving role.
<b>Right to disconnect</b>	The right to disconnect refers to a worker's right to be able to disengage from work and refrain from engaging in work-related electronic communications, such as emails or other messages, during non-work hours. (Eurofound)
<b>Rotation programmes</b>	Programme where employees spend a certain period of time in certain pre-defined jobs. For example, employees in a leadership development programme may spend 6 months working in a set of central positions to give them necessary experience to excel in their careers.
<b>Secondment</b>	A temporary job in another unit. In most cases, employee on secondment generally retain the right to return to their original post.
<b>Senior-Level Public Servants</b>	Public servants who take decisions and exert influence at the highest hierarchical levels of the public service. Political leadership and their cabinets/advisors are not within this scope
<b>Senior managers</b>	Managers occupying the top levels of the organisational hierarchy (usually the top 2 levels – D1 and D2). The word senior denotes rank, and is not a reference to age nor seniority in terms of length of career or tenure. Senior managers can be younger and have fewer years of experience than middle managers if they are, in fact, their superior in terms of hierarchy
<b>Short-term assignment</b>	A temporary assignment or posting that is formal and full time (for part-time, see definition for micro-assignment), whereby an employee officially takes on a different role/position for a short period of time (usually 6 months or less).
<b>Socioeconomic background</b>	Socioeconomic status (SES) is an economic and sociological measure of a person's professional and economic access to resources and social position in relation to others. It is often measured as a combination of education, income and occupation. Socioeconomic background refers to the socioeconomic status of a person when they were growing up.

CONCEPT	DEFINITION
<b>Transfer or succession checklist</b>	A list of actions to take (by employees and/or their managers) to facilitate the transfer of responsibilities and knowledge with minimum interruption to the team/organisation. The items can include administrative procedures as well as those related to the role itself.
<b>Trust-based working hours</b>	Working time arrangement that is based on the shift from a time to a results orientation in which workers' working time is not controlled by management (Singe & Croucher, 2003). (EUPAN)
<b>Upskilling</b>	The process of advancing or building a higher level of competency in an existing skill or set of skills to better perform in the current or similar role.
<b>Upward feedback surveys</b>	A performance appraisal method that allows direct reports or subordinate employees to provide feedback to their manager.