

**2024 Survey on Public Service Leadership and Capability in
Central/Federal Governments
Module 6: HRM Institutions**

Public Service Leadership Capability recommendation and survey

Thank you for piloting the **Module 6: HRM Institutions** of the 2024 **Survey on Public Service Leadership and Capability** in Central/Federal Governments. This survey will help collect data to develop internationally comparable indicators around the [recommendation of the same name](#).

This module is based on the Principle 10 of the OECD recommendation on Public Service Leadership and Capability:

Principle 10. Clarifying institutional responsibilities for people management to strengthen the effectiveness of the public employment system, in particular through:

- a) Establishing institutional authority to set and oversee common minimum standards for merit-based people-management;*
- b) Delegating an appropriate level of autonomy to individual agencies, ministries, leaders and/or managers, in order to allow the alignment of people management with their strategic business objectives;*
- c) Ensuring appropriate mechanisms for communication and information sharing among institutional actors in the public employment system; and*
- d) Ensuring that each institutional actor in the public employment system has the appropriate mandate and resources to function effectively.*

Terms with a * symbol attached are defined in the glossary. This survey is to be answered on LimeSurvey exclusively.

All the questions are compulsory except the “comments” questions.

Section 1: Institutional arrangements for people management and HRM policies

Q1. Which of the following institutions exist to lead, implement and/or enforce people management and HRM policies at the central/federal level of government?

Please select all that apply

- a. ☐ Civil Service Commission* (independent of direct ministerial control)
- b. ☐ Central HRM body within a ministry* or centre of government* responsible for all central government public servants*
- c. ☐ Specialised ministry* or agency dedicated primarily to HRM
- d. ☐ HRM bodies/units within individual line ministries*/departments*
- e. ☐ Specialised body/institution for senior-level public servants* only
- f. ☐ Other, please comment

Comments:

Q1.2. If selected 'Central HRM body' in Q1: Where is the central HRM unit located in government?

Please select one

- a. ☐ Centre of Government* (i.e., Cabinet Office, Ministry of the Presidency) please provide the name in the comments
- b. ☐ Ministry of Finance
- c. ☐ Ministry of Public Administration
- d. ☐ Other ministry*/agency, please comment
- e. ☐ Other, please comment

Comments:

Q2. Are there any inter-ministerial* structures/working groups established to coordinate on any of the following issues/reform plans?

Please select all that apply

- a. ☐ Diversity, equity and inclusion
- b. ☐ Reskilling*
- c. ☐ Workforce planning
- d. ☐ Onboarding*
- e. ☐ Recruitment processes
- f. ☐ Employer attractiveness
- g. ☐ Improving career pathing
- h. ☐ Inter-ministerial mobility*
- i. ☐ Reform planning/follow-up
- j. ☐ Wellness/wellbeing
- k. ☐ Talent management for leadership
- l. ☐ No inter-ministerial* structures/working groups
- m. ☐ Other, please comment

Comments:

Q.3. Which of the following have been identified as priorities for the HR function for the coming years?

Please select all that apply. If there are additional areas of improvement actively being worked on that are not included in the options below, please indicate via the comment box.

- a. ☐ Delegating additional HR functions to individual ministries* and agencies (please comment to specify which functions and to which agencies)
- b. ☐ Centralising additional HR functions (please comment to specify which functions)
- c. ☐ Improving HR data capabilities to better support senior leadership
- d. ☐ Introducing new types of HR roles (e.g., people analytics, HR business partners, etc.)
- e. ☐ Introducing new or better options for self-service*
- f. ☐ Use of external consultancies for specialised HR advice (please comment in which areas)
- g. ☐ Introducing/expanding use of AI for HR functions (please comment to specify in which areas)
- h. ☐ Better integration of HR practices/policies across government (e.g., recruitment, employee development, talent management, etc.)
- i. ☐ Improving HR IT systems
- j. ☐ Adapting HR policies and tools to support hybrid* or remote working arrangements
- k. ☐ None of the above
- l. ☐ Other, please comment

Comments:

Q4. Which challenges, if any, are present when it comes to capacity and capability in the central/federal government on HRM policies and reforms?

Please select all that apply

- a. ☐ Lack of political support
- b. ☐ Lack of expertise
- c. ☐ Competing interests in different institutions
- d. ☐ Lack of financing
- e. ☐ Lack of cross-institutional coordination and communication
- f. ☐ Lack of institutional ownership of the reforms
- g. ☐ Lack of senior leadership commitment
- h. ☐ Lack of IT infrastructure
- i. ☐ Lack of consistent or coherent data to support decision-making
- j. ☐ Lack of personnel
- k. ☐ None of the above
- l. ☐ Other, please comment

Comments:

Section 2: Distribution of institutional responsibilities for people management

In this section, please think about the delegation rules that are most common in the governmental organisations of your country.

Q5. Which institution carries out each of the following activities?

For each HR activity listed in the rows, please indicate the leading institution for performing this activity. Please only select one leading institution wherever possible – if multiple institutions equally share the responsibility, please select a maximum of two.

	Central HRM body and/or Centre of Government*	Civil Service Commission*	Ministry of Finance	Each line ministry* or agency	Unit/team level	Other, please comment	Not applicable
Setting annual budget envelope for senior staff compensation/remuneration	☐	☐	☐	☐	☐	☐	☐
Setting annual budget envelope for non-senior staff compensation/remuneration	☐	☐	☐	☐	☐	☐	☐
Determining/setting retirement and pension plans	☐	☐	☐	☐	☐	☐	☐
Determining and updating pay scales	☐	☐	☐	☐	☐	☐	☐
Determining and updating benefits*	☐	☐	☐	☐	☐	☐	☐
Setting the policy of any variable portion of pay (performance-related or other)	☐	☐	☐	☐	☐	☐	☐
Distributing/paying out any variable portion of pay (performance-related or other)	☐	☐	☐	☐	☐	☐	☐
Determining flexibility of	☐	☐	☐	☐	☐	☐	☐

working conditions (teleworking, number of hours, etc.)							
Designing the recruitment policy	☐	☐	☐	☐	☐	☐	☐
Running the recruitment of senior-level public servants*	☐	☐	☐	☐	☐	☐	☐
Running the recruitment of public servants*	☐	☐	☐	☐	☐	☐	☐
Running the recruitment of temporary staff	☐	☐	☐	☐	☐	☐	☐
Deciding on the number and type of positions/roles to open	☐	☐	☐	☐	☐	☐	☐
Designing post-classification system* – grades	☐	☐	☐	☐	☐	☐	☐
Onboarding* new staff	☐	☐	☐	☐	☐	☐	☐
External branding and communications	☐	☐	☐	☐	☐	☐	☐
Producing strategic workforce plans	☐	☐	☐	☐	☐	☐	☐
Running employee surveys*	☐	☐	☐	☐	☐	☐	☐

Comments:

Section 3: Oversight of HRM policies and practices

Q6. Which of the following institutions exist at a central level to provide oversight for compliance with HRM norms, standards and policies at the central/federal level of government?

Please select all that apply

- a. ☐ Civil service commission*
- b. ☐ Non-judicial entity responsible for addressing public servants'* ethical concerns/violations and/or misconduct (e.g., ethics body or disciplinary board)
- c. ☐ Special judicial or administrative tribunal with the right to rule on public service* matters
- d. ☐ Merit-protection board or merit-related oversight body to decide on matters related to appointment, recruitment and promotion decisions
- e. ☐ Other, please comment

Comments:

Q7. Which best describes the following institution's role in overseeing HRM matters?

For each institution listed in the rows, please select which type of role (listed in the columns) that institution has in overseeing HRM matters at the central/federal level of government. Please select all applicable columns per row.

	Advisory (can issue guidance and advice)	Investigative /adjudicative* (can investigate and make decisions/ rulings)	Enforcement (can issue and implement sanctions)	Other, comment	Not Applicable/ Does not exist in my country
Central HRM body or Centre of Government	☐	☐	☐	☐	☐
Civil service commission*	☐	☐	☐	☐	☐
Non-judicial entity responsible for addressing public servants'* ethical concerns/violations and/or misconduct (e.g., ethics body or disciplinary board)	☐	☐	☐	☐	☐
Special judicial or administrative tribunal with the right to rule on public service* matters	☐	☐	☐	☐	☐
Merit protection board or merit-related oversight body to decide on	☐	☐	☐	☐	☐

matters related to appointment, recruitment and promotion decisions					
Other oversight institutions, please specify in comments	☐	☐	☐	☐	☐

Comments:

Q8. Who appoints the head(s) of the institutions?

For each of the institutions listed in the rows, please select the body (in the columns) that appoints the heads. Please select one answer per row.

	An expert recruitment board whose members do not include representatives of political parties or officials	A recruitment board whose members include representatives of political parties or officials	Appointment by parliament or ministers/president	Other, please comment	Not Applicable / does not exist in my country
Central HRM body or Centre of Government	☐	☐	☐	☐	☐
Civil service commission*	☐	☐	☐	☐	☐
Non-judicial entity responsible for addressing public servants' ethical concerns/violations and/or misconduct (e.g., ethics body or disciplinary board)	☐	☐	☐	☐	☐
Special judicial or administrative tribunal with the right to rule on public service matters	☐	☐	☐	☐	☐
Merit protection board or merit-related oversight	☐	☐	☐	☐	☐

body to decide on matters related to appointment, recruitment and promotion decisions					
Other oversight institutions, please specify in comments	☐	☐	☐	☐	☐

Comments:

Q9. For how long are the board of directors/heads of the following institutions appointed?

For each of the institutions listed in the rows, please select the type of appointment (in the columns) generally given to the institution heads. Please select one answer per row.

	Fixed-term appointment 0 to <3 years	Fixed-term appointment 3 to <5 years	Fixed-term appointment 5 years or more	Permanent appointment with no upper limit	Other, please comment	Not Applicable / does not exist in my country
Central HRM body or Centre of Government	☐	☐	☐	☐	☐	☐
Civil service commission*	☐	☐	☐	☐	☐	☐
Non-judicial entity responsible for addressing public servants'* ethical concerns/violations and/or misconduct (e.g., ethics body or disciplinary board)	☐	☐	☐	☐	☐	☐
Special judicial or administrative tribunal with the right to rule on public service* matters	☐	☐	☐	☐	☐	☐
Merit protection board or merit-related oversight body to decide on matters related to appointment,	☐	☐	☐	☐	☐	☐

recruitment and promotion decisions						
Other oversight institutions, please specify in comments	☐	☐	☐	☐	☐	☐

Comments:

Q9.1. If selected 'Permanent appointment with no upper limit' for any of the options in Q9: Can board of directors/heads of the institutions be dismissed for other reasons than misconduct?

Please select one

- a. ☐ Yes, please specify in comments
- b. ☐ No
- c. ☐ Other, please comment

Comments:

Q10. Are data collected on any of the following at a central level?

Please select all that apply

- a. ☐ Complaints on recruitment decisions
- b. ☐ Complaints on promotion decisions
- c. ☐ Complaints about discrimination, bullying and harassment
- d. ☐ Disciplinary cases brought up against public servants*
- e. ☐ No data collected on formal complaints or disciplinary cases at a central level
- f. ☐ Other data on complaints, please comment

Comments:

Q11. Which challenges, if any, are present in your central government concerning oversight over HRM matters?

Please select all that apply

- a. ☐ Lack of oversight institutions
- b. ☐ Lack of budget for the oversight institutions
- c. ☐ Lack of personnel in the oversight institutions
- d. ☐ Lack of adjudicative* power (investigation and ruling)
- e. ☐ Lack of political independence
- f. ☐ No culture of reporting breaches
- g. ☐ Lack of anonymity when filing complaints/fear of retribution
- h. ☐ Lack of enforcement power to follow through on sanctions
- i. ☐ Responsibilities are not sufficiently clarified
- j. ☐ Lack of coherent data across institutions
- k. ☐ Sanctions are too weak
- l. ☐ Lengthy procedures cause delay between alleged incidents and sanctions/decisions

- m. ☐ Politicisation of oversight bodies
- n. ☐ Filling the positions of the boards
- o. ☐ None of the above
- p. ☐ Other, please comment

Comments:

**2024 Survey on Public Service Leadership and Capability in
Central/Federal Governments
Module 7: Performance Management**

Public Service Leadership Capability recommendation and survey

Thank you for piloting the **Module 7: Performance Management** of the **2024 Survey on Public Service Leadership and Capability** in Central/Federal Governments. This survey will help collect data to develop internationally comparable indicators around the [recommendation of the same name](#).

This module is based on the Principle 9 of the OECD recommendation on Public Service Leadership and Capability:

Principle 9. Assessing, rewarding and recognising performance, talent and initiative, in particular through:

- a) Aligning and assessing individual, team and organisational performance through agreed indicators and criteria which are regularly discussed and reviewed;
- b) Rewarding employee performance by appropriate means and addressing underperformance as part of a coherent approach to performance management; and
- c) Ensuring that managers have the capabilities and support necessary to carry out performance management and to identify and develop talent.

Terms with a * symbol attached are defined in the glossary. This survey is to be answered on LimeSurvey exclusively.

All the questions are compulsory except the “comments” questions.

Section I: Performance management policies and tools at the individual, team and aggregate levels

Individual-level performance assessment

Q1. Is formalised performance assessment mandatory for public servants*?

Please select all that apply

- a. ☐ Yes, for ministerial / political advisors
- b. ☐ Yes, for senior-level public servants*
- c. ☐ Yes, for middle managers*
- d. ☐ Yes, for non-managerial professional staff
- e. ☐ Not mandatory for any
- f. ☐ Other, please comment

Comments:

Q2. Which types of performance assessments and tools are used for individuals and to what extent?

Please select one answer per row

Type of assessment	Used by all central government* organisations	Used by most central government* organisations >50%	Used by some central government* organisations <50%	Not used / not applicable
Individual meetings or check-ins with immediate superior or up to two levels above	☐	☐	☐	☐
Individual meeting with HR officer	☐	☐	☐	☐
Employees set performance objectives and goals with manager approval / validation	☐	☐	☐	☐
Employee self-evaluation of performance	☐	☐	☐	☐
Written feedback from a superior	☐	☐	☐	☐
Individual learning plans*	☐	☐	☐	☐
360-degree feedback*	☐	☐	☐	☐

Upward feedback surveys*	☐	☐	☐	☐
Other, please comment	☐	☐	☐	☐

Comments:

Q2.1. If selected anything other than 'not used/not applicable' to '360-degree feedback*' in Q2: Who provides the 360-degree feedback?

Please select all that apply

- a. ☐ Peers within the division / team
- b. ☐ Employees from different divisions
- c. ☐ Managers
- d. ☐ External stakeholders outside of the organisation
- e. ☐ Other, please comment

Comments:

Q2.2. If selected anything other than 'not used/not applicable' to '360-degree feedback*' in Q2: Which employees are assessed by 360-degree feedback?

Please select all that apply

- a. ☐ Ministerial / political advisors
- b. ☐ Senior-level public servants*
- c. ☐ Middle managers*
- d. ☐ Non-managerial professional staff
- e. ☐ Other, please comment

Comments:

Q2.3. If selected anything other than 'not used/not applicable' to 'Employees set performance objectives and goals with manager approval/validation' in Q2: What baseline do employees use to develop their performance objectives in preparation for performance assessments?

Please select all that apply

- a. ☐ Government strategies / priorities
- b. ☐ Organisational strategies / priorities
- c. ☐ Individual learning plans* and career goals
- d. ☐ Job description for the current position
- e. ☐ Competency framework(s)*
- f. ☐ Values statement*
- g. ☐ Past performance assessments
- h. ☐ Team-level objectives
- i. ☐ Innovation* objectives
- j. ☐ Emotional intelligence*/ interpersonal skills
- k. ☐ Other, please comment

Comments:

Q3. At what frequency are different types of performance assessments used?

Please select one answer per row

Type of assessment	Every 2+ years	Once per year	Twice per year (usually every 6 months)	Throughout the year (3 or more times per year)	Ad hoc (used with no regular frequency)	Not used/not applicable	Other, please comment
Individual meetings or check-ins with immediate superior or up to two levels above		☐	☐	☐	☐	☐	☐
Individual meeting with HR officer		☐	☐	☐	☐	☐	☐
Employees set performance objectives and goals with manager approval/validation		☐	☐	☐	☐	☐	☐
Employee self-evaluation of performance		☐	☐	☐	☐	☐	☐
Written feedback from a superior		☐	☐	☐	☐	☐	☐
Individual learning plans*		☐	☐	☐	☐	☐	☐
360-degree feedback*		☐	☐	☐	☐	☐	☐
Upward feedback surveys*		☐	☐	☐	☐	☐	☐
Other, please comment		☐	☐	☐	☐	☐	☐

Comments:

Q4. Is there a common performance scale / rating system* for central government* employees?

Please select one

- a. ☐ Yes, a standard performance scale / rating system* for all central government employees
- b. ☐ No, organisations use different performance scales / rating systems*
- c. ☐ No performance scales or rating systems* exist
- d. ☐ Other, please comment

Comments (If scale/rating system, please provide a link):

Q4.1. If selected 'Yes, a standard scale/rating system*' for the central government*' in Q4: How many categories are in the scale or rating system*?

Please select one

- a. ☐ 3
- b. ☐ 4
- c. ☐ 5
- d. ☐ 10
- e. ☐ 100
- f. ☐ Other, please comment

Comments (Please provide a link to the scale/rating system(s). If no link is available, please describe the words or labels used within the scale.):

Q4.2 If selected 'Yes, a standard scale/rating system*' for the central government*' in Q4: What was the most commonly received grade or rating in 2022?

Open-ended question (max 1000 characters):

Q4.3. If selected 'Yes, a standard scale/rating system*' for the central government*' in Q4: are there quotas* on how many employees can receive the highest rating or category?

Please select one

- a. ☐ Yes, there are quotas* for the whole of central/federal government
- b. ☐ Yes, there are quotas* per organisation
- c. ☐ Yes, there are quotas* per division/team within the organisations
- d. ☐ No, there are no quotas*
- e. ☐ Other, please comment

Comments:

Team-level performance assessment

Q5. Which of the following indicators are used to assess team performance and to what extent?

Please select one answer per row

Type of assessment	Used by all central government* organisations	Used by most central government* organisations >50%	Used by some central government* organisations <50%	Not used/not applicable
Team assessments by employees	☐	☐	☐	☐
Team assessments by superiors	☐	☐	☐	☐

Comments:

Q5.1. If answered anything other than 'not used / not applicable' to either option in Q5: Which criteria are used for team performance assessment?

Please select all that apply

- a. ☐ Collaboration
- b. ☐ Productivity
- c. ☐ Accountability/timeliness
- d. ☐ Dealing with team conflicts
- e. ☐ Fair work distribution
- f. ☐ Communication
- g. ☐ Respect
- h. ☐ Preparedness to tackle new challenges
- i. ☐ Innovation*
- j. ☐ Team results – vis-à-vis team goals
- k. ☐ Team results – vis-à-vis other teams results
- l. ☐ External review (from employees outside of the team)
- m. ☐ Meeting key performance indicators*
- n. ☐ Other, please comment

Comments:

Q5.2. If answered anything other than 'not used/not applicable' to either option in Q5: How are teams rewarded in case of an above-average performance?

Please select all that apply

- a. ☐ Positive recognition by manager
- b. ☐ Financial rewards
- c. ☐ Training / learning opportunities are offered
- d. ☐ Extra holiday, paid time off or paid leave
- e. ☐ Positive impact on individual performance assessment
- f. ☐ Not rewarded
- g. ☐ Other, please comment

Comments:

Aggregated employee performance assessment at the organisational level

Q6. Which of the following indicators are used to assess overall / aggregate workforce performance?

Please select one answer per row

	Data are collected and assessed centrally for the whole or most of the central government*	Data are collected only at the ministry* level	Data are not collected / not applicable

Specific questions in employee surveys on perceptions of individual and team performance	☐	☐	☐
Absenteeism	☐	☐	☐
Employee turnover	☐	☐	☐
Complaints from employees internally in the organisation	☐	☐	☐
External complaints (user satisfaction)	☐	☐	☐
Employee productivity and efficiency	☐	☐	☐
Employee output or outcome metrics*	☐	☐	☐
Aggregation / averages of individuals' performance ratings at the organisational level	☐	☐	☐
Other, please comment	☐	☐	☐

Comments:

Q7. Is the aggregate performance assessment data shared, communicated and / or discussed to find trends or potential issues?

Please select all that apply

- a. ☐ Yes, discussed within a managerial working group
- b. ☐ Yes, shared within the individual organisation
- c. ☐ Yes, publicly shared (e.g., in an organisational annual report, on the website)
- d. ☐ Not shared
- e. ☐ Other, please comment

Comments:

Section 2: Implications / consequences for above- or below-average performance

Q8. What are possible outcomes for employees receiving above-average performance assessments?

Please select all that apply

- a. ☐ Career advancement / promotion
- b. ☐ Remuneration – one-time bonuses
- c. ☐ Remuneration – permanent salary increase
- d. ☐ Contract renewal in the public service* / remaining in the public service*
- e. ☐ Employment contract renewal in the public service* (for employees on a fixed-term contract)
- f. ☐ Training / learning opportunities are offered
- g. ☐ Individual talent plan developed or mobility opportunity offered
- h. ☐ Mentoring is offered
- i. ☐ Extra holiday, paid time off or paid leave
- j. ☐ Positive recognition by the manager (communicated within the organisation)
- k. ☐ Other, please comment

Comments:

Q8.1. If selected 'Remuneration – one-time bonuses' in Q8: How much is it possible to receive as a bonus as a percentage of the annual base salary?

Please select one

- a. ☐ 0-4%
- b. ☐ 5-9%
- c. ☐ 10-19%
- d. ☐ 20-29%
- e. ☐ 30-39%
- f. ☐ 40-49%
- g. ☐ 50-59%
- h. ☐ 60% or above
- i. ☐ Other, please comment:

Comments:

Q8.2. If selected 'Remuneration – one-time bonuses' in Q8: What types of employees can qualify for a bonus?

Please select all that apply

- a. ☐ Ministerial / political advisors
- b. ☐ Senior-level public servants*
- c. ☐ Middle managers*
- d. ☐ Non-managerial professional staff
- e. ☐ Other, please comment:

Comments:

Q8.3. If selected 'Remuneration – one-time bonuses' in Q8: What share of eligible employees received a bonus in 2023?

Please select one

- a. ☐ 0-4%
- b. ☐ 5-9%
- c. ☐ 10-19%
- d. ☐ 20-29%
- e. ☐ 30-39%
- f. ☐ 40-49%
- g. ☐ 50-59%
- h. ☐ 60-69%
- i. ☐ 70-79%
- j. ☐ 80-89%
- k. ☐ 90% or above
- l. ☐ Other, please comment:

Comments:

Q8.4. If selected 'Remuneration – permanent salary increase' in Q8: How much is it possible to receive as a salary increase as a percentage of annual base salary?

Please select one

- a. ☐ 0-2%
- b. ☐ 3-4%
- c. ☐ 5-6%
- d. ☐ 7-9%
- e. ☐ 10-14%
- f. ☐ 15-19%
- g. ☐ 20-29%
- h. ☐ 30-39%
- i. ☐ 40-49%
- j. ☐ 50-59%
- k. ☐ 60% or above
- l. ☐ Other, please comment:

Comments:

Q9. What can be the consequences for employees receiving below-average performance assessments?

Please select all that apply

- a. ☐ Reduction in work responsibilities
- b. ☐ Demotion of rank / grade
- c. ☐ Not being promoted

- d. ☐ Not receiving a bonus
- e. ☐ Not receiving a permanent salary increase
- f. ☐ Transfer to another position same rank / grade which they might be better suited for
- g. ☐ Salary reduction – temporarily
- h. ☐ Salary reduction – permanently
- i. ☐ More frequent performance evaluations
- j. ☐ Setting up a performance improvement plan*
- k. ☐ Mandatory mentoring / coaching
- l. ☐ Mandatory training
- m. ☐ Disciplinary leave of absence
- n. ☐ Contract not renewed / extended
- o. ☐ Dismissal
- p. ☐ Not possible to discipline based on performance assessment
- q. ☐ Other, please comment

Comments:

Q9.1. If selected 'Dismissal' in Q9: Were employees dismissed for performance reasons in 2023?

- a. ☐ Yes, please indicate the number:
- b. ☐ No
- c. ☐ Don't know

Comments:

Q10. Do employees have the right to contest/appeal a negative performance rating?

Please select one

- a. ☐ Yes
- b. ☐ No
- c. ☐ Other, please comment

Comments:

Q11. What challenges, if any, are present in your central government* regarding performance assessment systems?

Please select one answer per row

	1 Not challenging	2 Somewhat challenging	3 Very challenging
Lack of training of the performance management system and how to conduct evaluations	☐	☐	☐
Lack of understanding of how to effectively manage performance	☐	☐	☐

Employee resistance to the system	☐	☐	☐
Overuse of high-performance ratings	☐	☐	☐
Lack of link between the outcome of performance assessment and positive / negative consequences	☐	☐	☐
Complexity of the existing system	☐	☐	☐
Lack of cross-organisational comparability of employee performance	☐	☐	☐
Lack of leadership commitment	☐	☐	☐
Lack of benchmarking across organisations	☐	☐	☐
Lack of budget to develop the performance assessment system	☐	☐	☐
Lack of capacity to develop the performance assessment system	☐	☐	☐
Lack of or gaps in digitalisation of the system	☐	☐	☐
Inconsistency in application of performance assessment system by different managers	☐	☐	☐
Burdensome process after assigning a low-performance rating / score	☐	☐	☐
Other, please comment	☐	☐	☐

Comments:

Section 3: Performance management training and capabilities

Q12. Is training available on the performance management system?

Please select one answer per row

	Yes, mandatory training	Yes, voluntary training	No training available	Not Applicable
For managers carrying out performance assessments of staff	☐	☐	☐	☐
For employees who are being assessed	☐	☐	☐	☐
For peers / respondents in 360-degree feedback*, if applicable	☐	☐	☐	☐
Other, please comment	☐	☐	☐	☐

Comments:

Q12.1. If responded anything other than “No training available” or “Not applicable” to “For managers carrying out performance assessments for staff” in Q12, are any of the following themes included in the training available for managers?

Please select all that apply

- a. ☐ Objectively assessing employee performance
- b. ☐ Having difficult discussions
- c. ☐ Providing clear and effective feedback
- d. ☐ Mitigating bias
- e. ☐ Other, please comment

Comments:

Q13. Is performance assessment of employees formally discussed at managerial meetings?

For this question, managers refer to anyone who conducts performance assessments of employees. Please select all that apply

- a. ☐ Yes, managers meet to compare all results of their team’s performance assessment
- b. ☐ Yes, managers meet to discuss and justify the assignment of scores at the highest and lowest end of the scale
- c. ☐ Yes, managers meet to discuss the challenges of performance assessment
- d. ☐ No formal discussion of performance assessment at managerial meetings
- e. ☐ Other, please comment

Comments:

Section 4: Trends in performance management systems

Q14. Are any new reforms / changes to your governments current performance management system underway?

Please select one

- ☐ Yes, centrally (please specify in comments below)
- ☐ Yes, in some organisations (please specify in comments below)
- ☐ No
- ☐ Other, please comment

Comments:

Q15. What new or emerging trends / discussions on performance management are being discussed, piloted or implemented in your administrations?

Open-ended question (max 1000 characters):