

2024 OECD Survey on Public Service Leadership and Capability in Central/Federal Governments

Glossary

The data collected through the PSLC survey will be used as a basis for comparative analysis in all GOV's thematic studies, public service and governance country reviews, in particular *Government at a Glance*. For this reason, and given different public employment structures across countries, comparability of data is a major challenge. **In this regard, please read carefully the glossary of terms below and whenever necessary complete your replies with any comments that might be useful to the interpretation of the data collected.**

CONCEPT	DEFINITION
Adjudicative	With the power to launch a judiciary investigation that results in formal judgement/ruling/decision
Central Government / Administration	The system of organisations which are directly subordinated to national political power, and which are at the service of the central executive. Central government organisations generally include 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.
Centre of Government	The administrative structure that serves the executive (the executive being the president/prime minister and the cabinet/council of ministers collectively).
Civil Service Commission	A government agency or public body that is established independent of direct ministerial or executive control to regulate the employment and working conditions of civil servants, including overseeing recruitment, hiring and promotion.
Benefits	Benefits refer to the non-salary components of a compensation package, including but not limited to paid vacation days, parental leave, health insurance (if applicable), pension or retirement savings, etc.

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Competency Framework	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.
Employee Survey	Employee surveys are scientifically validated, standardized and/or customized surveys administered to all employees of an organisation (or a specific sub-set) for the purpose of measuring attitudes and perceptions of organisational issues (for example, job satisfaction, motivation, commitment, etc).
Employee Turnover	Job turnover is the net change in employment between two points in time – the total number of jobs created less the number of jobs which have disappeared. It does not include job vacancies which remain unfilled and jobs that begin and end over the interval of observation, which is most often one year.
Emotional Intelligence	A person's ability to be aware of and manage their feelings so that those feelings are expressed appropriately and effectively, and to handle interpersonal relationships judiciously and empathetically. Core components of emotional intelligence often include self-awareness, self-regulation, motivation, empathy and social skills.
External Mobility	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 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.
Federal Administration	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.
Hybrid Working Arrangement	A flexible approach that combines working from home with in-office work. In hybrid working arrangements, employees have more flexibility to perform work tasks where, when, and how they are most productive.
Individual Learning Plans	A plan prepared for an individual employee to set learning objectives and associated learning methods, for a specific period of time.
Innovation	There is not an established definition of innovation in the public sector. We can consider that public sector innovation is about new ideas that work at creating public value, with the following characteristics: (i) novelty: innovations introduce new approaches, relative to the context where they are introduced;

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	(ii) implementation: innovations must be implemented, not just an idea; and (iii) impact: innovations aim to result in better public results including efficiency, effectiveness, and user or employee satisfaction.
Inter-ministerial	Consists of or involves people from at least two different ministries from the central administration.
Inter-ministerial Mobility	The movement of employees within the public service, moving from one ministry to another.
Internal Lateral Mobility	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.
Key Performance Indicator	A quantifiable measure to evaluate something or someone's performance (i.e., individual employees or the organisation as a whole).
Middle Mangers	D3 and D4 levels based on ILO ISCO-08 (see below for more details). Immediately below senior management levels.
Ministries	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.
Ministerial/ Political Advisors	Individuals who provide ideas or plans that are used by a government as a basis for making decisions. Political officials (President, Prime Minister, and Minister) have a team of political advisors at their disposal in order to advise them about the topics and the policies they are in charge with.
Onboarding	The process of integrating new employees to the organisations
Output or Outcome Metrics	A quantifiable measure that monitors the results on specific activities or processes and the effectiveness of those activities or processes in delivering certain outcomes.

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Performance Improvement Plan	A formalised document outlining specific, measurable and achievable goals for an employee. Generally, performance plans outline the current issues impeding employee success and outline specific objectives and milestones to improve employee performance.
Performance Scale/Rating System	A way of systematically assessing employee's performance in the workplace. This can be done by a numerical scale or rating with assigned labels.
Post-classification system*	Post classification is a system that groups post into categories based on tasks, decision-making exercised, etc. This is usually tied to organisational hierarchy and enables posts to be categorised into grades or pay bands.
Public Servants	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).
Public Service	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.
Quota	A fixed proportional part or share. In the case on quotas on employee performance ratings in the highest category, this would mean that there is a fixed number or share of the total number of employees that can be assigned the highest rating category in the performance rating.
Reskilling	The process of learning or building a different set of skills to be able to perform in a different or significantly evolving role.
Self-service	Self-service is a means for employees to access HR software and data without having to use an intermediary HR manager. It enables employees to access information and take care of simple processes themselves, such as requesting leave and viewing their performance against KPI metrics.
Senior-Level Public Servants	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.

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Upward feedback survey	Upward feedback is a performance appraisal method that allows direct reports to give feedback to their managers, either directly or anonymously.
Values statement	A values statement is a brief description of an organisation's priorities and values. It informs employees and stakeholders what principles are most important to the organisation and can serve as a guide for decision-making.
360-degree Feedback	An evaluation method that takes into account feedback from a set of distinct stakeholders and perspectives. Feedback givers can include peers, superiors, external stakeholders etc.

ILO ISCO-08 Management Level Definitions

HIERARCHY LEVEL	EQUIVALENCE WITH INTERNATIONAL NOMENCLATURE	DESCRIPTION/EXAMPLES
D1: Senior Managers	part of ILO ISCO-08 1112	Top public servants just below the Minister or Secretary of State/junior minister. They can be a member of the senior civil service and/or appointed by the government or head of government. They advise government on policy matters, oversee the interpretation and implementation of government policies and, in some countries, have executive powers. D1 managers may be entitled to attend some cabinet/council of ministers meetings, but they are not part of the Cabinet/council of ministers. They provide overall direction and management to the ministry/secretary of state or a particular administrative area. In countries with a system of autonomous agencies, decentralized powers, flatter organizations and empowered managers, D1 Managers will correspond to Director Generals.
D2: Senior Managers	part of ILO ISCO-08 11 and 112	Just below D1 managers. They formulate and review the policies and plan, direct, co-ordinate and evaluate the overall activities of the ministry

		or special directorate/unit with the support of other managers. They may be part of the senior civil service. They provide guidance in the co-ordination and management of the programme of work and leadership to professional teams in different policy areas. They determine the objectives, strategies, and programmes for the particular administrative unit / department under their supervision.
D3: Middle managers	part of ILO ISCO-08 12	Just below D2 managers. They plan, direct and coordinate the general functioning of a specific directorate/administrative unit within the ministry with the support of other managers usually within the guidelines established by a board of directors or a governing body. They provide leadership and management to teams of professionals within their particular area. These officials develop and manage the work programme and staff of units, divisions or policy areas. They establish and manage budgets, control expenditure and ensure the efficient use of resources. They monitor and evaluate performance of the different professional teams.
D4: Middle managers	part of ILO ISCO-08 121	Just below D3. They formulate and administer policy advice, and strategic and financial planning. They establish and direct operational and administrative procedures, and provide advice to senior managers. They control selection, training and performance of staff; prepare budgets and oversee financial operations, control expenditure and ensure the efficient use of resources. They provide leadership to specific professional teams within a unit.