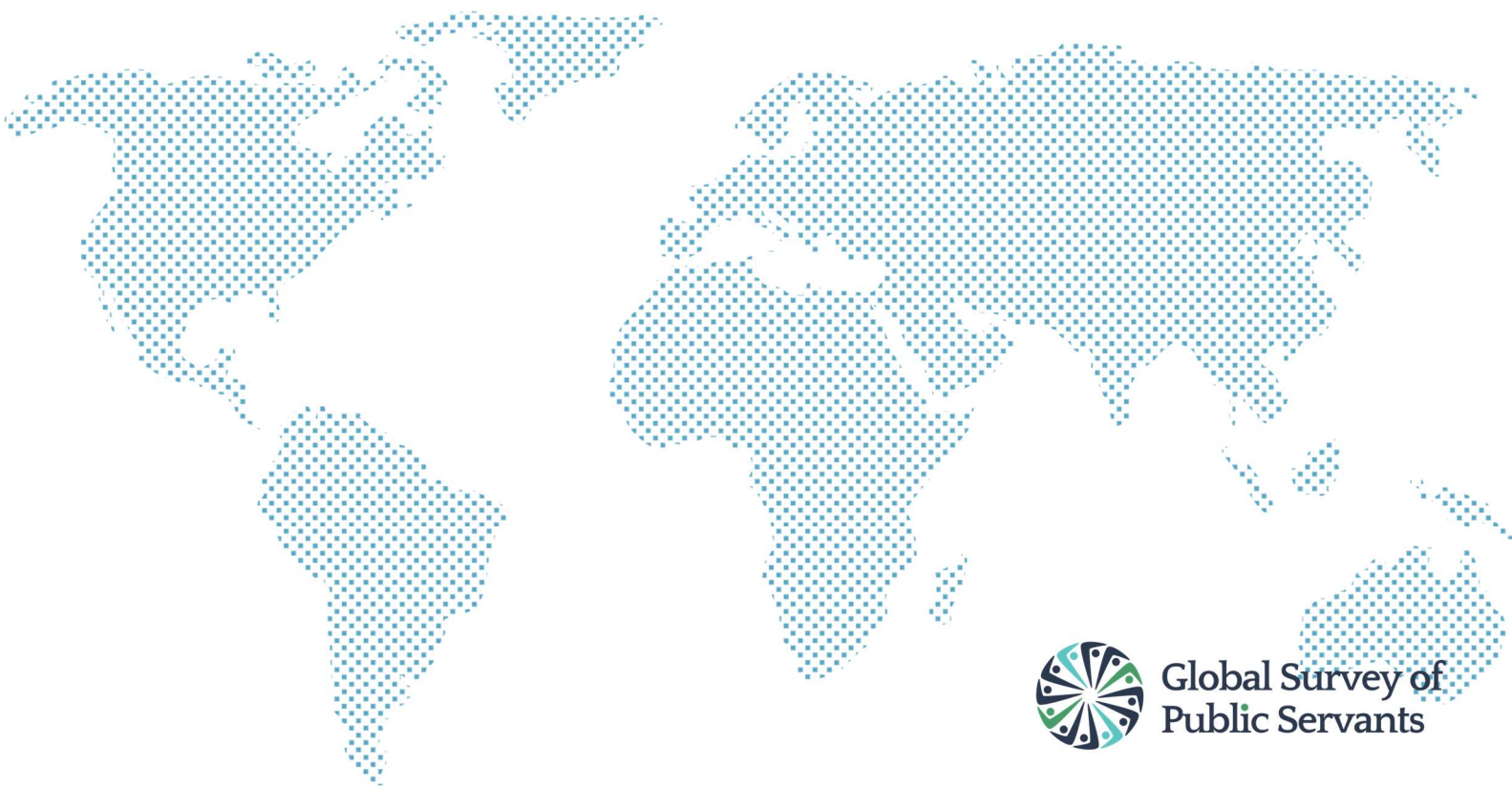




# THE GLOBAL SURVEY OF PUBLIC SERVANTS

Indicator Codebook | 2023



Global Survey of  
Public Servants

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# Global Survey of Public Servants

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## 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. Understanding the motivations, behaviors and organizational environments 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. **The aim of the initiative is to increase the volume, quality and coherence of survey data on public administration.**

An important component of that effort is to increase the availability of descriptive data from surveys of public officials. As such, we endeavor to publish aggregated versions of all of our surveys. This document acts as a codebook for the Global Survey of Public Servants Indicators, [published](#) and [visualized](#) on the website. Further details on the GSPS more broadly are available at [www.globalsurveyofpublicservants.org](http://www.globalsurveyofpublicservants.org).

**The GSPS Indicators present aggregates of questions asked in surveys of public officials across the world.** Our initiative aims to encourage surveys to include a common module (available at the web site) that increases the coherence of public service data over space and time. However, the May 2022 release provides questions that we believe can be usefully compared across space given the limited data on related issues available to date. Over time, we plan to release further data based on a more consistent approach to surveying public servants and core modules.

This codebook is therefore divided into those questions that can be usefully compared across surveys. For those that have some degree of cross-survey comparability, we have aligned a number to the indicators in the GSPS Conceptual Framework and Core Questionnaire Module, and others that are not covered by those approaches. The codebook for questions that are specific to a single survey will soon be published.

**We welcome and encourage researchers and public servants to use our publicly available resources freely,** and invite contributions from all those undertaking surveys of public servants.

# I. Introduction

## The Global Survey of Public Servants (GSPS)

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 over time.

The GSPS is the product of a consortium of researchers and practitioners from Stanford University, University College London, the University of Nottingham, and the World Bank. At the time of writing, consortium members have undertaken surveys with more than 200,000 public servants in 35 countries. It aims to encourage researchers and practitioners from across the world to collaborate on an improved understanding of public service through survey data. Through better evidence, we hope for better management of the public sector.

A conceptual framework is available to download on the GSPS website ([www.globalsurveyofpublicservants.org](http://www.globalsurveyofpublicservants.org)).

**This document provides a codebook for the Global Survey of Public Servants (GSPS) indicators database. The database provides aggregated descriptives of the survey micro data collected by the Consortium and its partners.**

## The GSPS Consortium: Global Leads

The GSPS is the product of a consortium of researchers and practitioners from or associated with the University of Nottingham, Stanford University, University College London, and the World Bank. Specifically, the founding members and global leads of the consortium are:

**Stanford University Affiliates:** Katherine Bersch (Assistant Professor of Political Science at Davidson College and Research Associate at the Stanford University Governance Project), Frank Fukuyama (Mosbacher Director of the Center on Democracy, Development and the Rule of Law and Olivier Nomellini Senior Fellow at Stanford University) and Dinsha Mistree (Research Fellow and Lecturer in the Rule of Law Program at Stanford University Law School)

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The consortium founders all had extensive previous experience surveying public administrations across countries, including the Bureaucracy Lab Surveys (World Bank Group), the Stanford Governance Project (Stanford University) and the UK Department for International Development (DFID)-funded Civil Service Reform and Anti-Corruption project (Nottingham University and University College London), and a joint interest in expanding the breadth, comparability and quality of such survey exercises. Among them, to date they have surveyed over 200,000 public servants in 35 countries. Development of the GSPS began in 2019 and was first made public in 2022.

Other academics and practitioners are already affiliated with our work and have been influential in defining the direction of our work. They are listed at [\(The World Bank 2018\)](#).

Outside of our networks, our aim is to make the Global Survey fully inclusive, and we welcome and encourage researchers and public servants to use our publicly available resources freely, replicate the Global Survey questionnaire and strengthen its methodological foundations. We invite contributions from all those undertaking surveys of public servants that strengthen our joint capacity to survey effectively. We are happy to host and promote anonymized survey data, related questionnaire and methods, and other related materials.

## Publishing Aggregated Survey Data

The GSPS aims to provide a platform for consortium members, other researchers and the world's public managers and public servants to generate an improved understanding of public service through survey data. An important component of that effort is to increase the availability of descriptive data from surveys of public officials. As such, we endeavour to publish aggregated versions of all our surveys.

Our ambition is for data across surveys to be increasingly coherent, based on a core questionnaire module included in all surveys of public servants. That core module is available at [www.globalsurveyofpublicservants.org](http://www.globalsurveyofpublicservants.org).

For all surveys we publish the same group of statistics for every individual question (unless otherwise indicated) – share of respondents providing responses in a given range and associated confidence interval (at 95%), lower and upper quartile values. Those values are aggregated at the level of a survey as well as at the level of selected demographic groups that are frequently measured in public administration surveys. Currently those include: gender, education, managerial status, age and tenure in public administration (in brackets), contract status, institution and sub-national region. All aggregate values are calculated using non-missing values only. We use unweighted statistics, unless mentioned otherwise, because many of the existing surveys lack weights in the source file and data that would be needed to construct the weights is not available.

## GSPS Surveys

As of October 2023, data made available and visualized on the dashboard on the GSPS website was collected through 28 surveys across countries and time, the majority of which were collected by the GSPS Consortium but also include survey data made public by a number governments where the data is sufficiently granular to present at the organization-level. Table 1 below indicates the countries and years for which we make aggregate data publicly available on [globalsurveyofpublicservants.org](http://globalsurveyofpublicservants.org).

**Table 1 Countries part of the GSPS**

<b>Country</b>	<b>Year</b>	<b>Source of Data</b>	<b>Number of respondents</b>
Albania	2017	GSPS Consortium	3,690
Armenia	2022	GSPS Consortium	3,085
Australia	2019	Published by the Australian Government	104,471
Austria	2015	Published by the Austrian Government	22,576
Brazil	2017	GSPS Consortium	3,992
Canada	2019	Published by the Canadian Government	182,306
Chile	2019	GSPS Consortium	27,407
Colombia	2019	Published by the Colombian Government	25,082
Croatia	2017	GSPS Consortium	6,711
Estonia	2017	GSPS Consortium	3,555
Ethiopia	2016	GSPS Consortium	2,195
Ghana	2018	GSPS Consortium	3,343
Guatemala	2019	GSPS Consortium	3,670
Indonesia	2012	GSPS Consortium	3,903
Kosovo	2017	GSPS Consortium	2,465
Liberia	2016	GSPS Consortium	2,790
Lithuania	2021	GSPS Consortium	956
New Zealand	2021	Published by the New Zealander Government	38,330
Nigeria	2010	GSPS Consortium	5,630
Norway	2021	Published by the Norwegian Government	4,905
Philippines	2014	GSPS Consortium	2,573
Romania	2019	GSPS Consortium	6,037
Slovakia	2017	GSPS Consortium	10,817
Solomon Islands	2015	Published by the Solomon Islander Government	728
Ukraine	2018	GSPS Consortium	1,802
United Kingdom	2019	Published by the UK Government	308,556
United States	2019	Published by the US Federal Government	615,395
Uruguay	2021	GSPS Consortium	10,812
<b>TOTAL</b>		<b>28</b>	<b>1,407,782</b>

Integrated into our data are harmonized versions of public servants survey data published by the Australian Government (raw data available [here](#)), the Austrian Government (aggregate data available [here](#)), the Canadian Government (raw available at [here](#)), the Colombian Government (aggregate data available [here](#)), the New Zealander Government (aggregate data available [here](#)), the Norwegian Government (aggregate data available [here](#)), the Solomon Islander Government (aggregate data available [here](#)), UK Government (aggregate data available [here](#)) and the US Federal government (raw data available [here](#)).

## II. Cross Country Indicators

Presently, much of the data produced by the GSPS is not based on our core questionnaire module. To the extent possible, we have tried to provide data across countries that is consistent with the conceptual framework of the GSPS. Since the surveys were not inherently designed to be compared, there have been times when we have had to assess whether certain questions are similar enough to provide comparable estimates. An example of this is the comparability of the questions “I have the materials and equipment I need to do my job” and “I have the tools I need to do my job effectively”. In this and many other cases, we have deemed the questions to be similar enough to compare.

In Table 2 below, we provide the indicators and questions that are based on the conceptual framework of the GSPS and the countries for which we have comparable estimates on these indicators. The interpretation of these levels of aggregation varies across surveys/countries.

**Table 2 Indicators consistent with the GSPS Conceptual Framework**

Indicator	Question text	Country
<b>Job characteristics (interesting job)</b>	How frequently do the following statements apply to you? My job is very interesting (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Albania
	How frequently do the following statements apply to you? My job is very interesting (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Brazil
	The regular work I do is very interesting (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	How frequently do the following statements apply to you? My job is very interesting (1-5 frequency scale, from 'always or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Croatia



	How frequently do the following statements apply to you? My job is very interesting (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Estonia
	My job is inspiring (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Norway
	How frequently do the following statements apply to you? My job is very interesting (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Kosovo
	My job is very interesting. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	How frequently do the following statements apply to you? My job is very interesting (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Slovakia
	I am interested in my work (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United Kingdom
	My work is very interesting. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
<b>Job satisfaction</b>	On a scale of 1 to 7, how satisfied or dissatisfied are you with your job? (1-7 Likert scale; from 'completely dissatisfied' (1) to 'completely satisfied' (7); % indicating answer above the mid-point of 4)	Albania
	I am satisfied with my job (1-5 Likert scale, % agreeing or strongly agreeing with the statement)	Armenia
	Considering everything, I am satisfied with my job (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Australia
	On a scale of 1 to 7, how satisfied or dissatisfied are you with your job? (1-7 Likert scale; from 'completely dissatisfied' (1) to 'completely satisfied' (7); % indicating answer above the mid-point of 4)	Brazil
	I am satisfied with my job (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile

	Thinking about your work, how much do you agree or disagree with the following statements? I am satisfied with my work (1-5 Likert scale, % agreeing or strongly agreeing)	Colombia
	On a scale of 1 to 5, how satisfied or dissatisfied are you with your job? (1-5 Likert scale; from 'completely dissatisfied' (1) to 'completely satisfied' (5); % indicating answer above the mid-point of 3)	Croatia
	On a scale of 1 to 7, how satisfied or dissatisfied are you with your job? (1-7 Likert scale; from 'completely dissatisfied' (1) to 'completely satisfied' (7); % indicating answer above the mid-point of 4)	Estonia
	On a scale of 1 to 7, how satisfied or dissatisfied are you with your job? (1-7 Likert scale; from 'completely dissatisfied' (1) to 'completely satisfied' (7); % indicating answer above the mid-point of 4)	Kosovo
	To what extent do you agree with the following statement: I am satisfied with my job. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania
	How satisfied are you with your current job? (1-4 Likert scale; % saying they are 'Very satisfied' or 'Relatively satisfied')	Nigeria
	Overall, I am satisfied with my job. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	On a scale of 1 to 5, how satisfied or dissatisfied are you with your job? (1-5 Likert scale; from 'completely dissatisfied' (1) to 'completely satisfied' (5); % indicating answer above the mid-point of 3)	Slovakia
	How satisfied are you with your work in general? (1-5 Likert scale; % indicating they are satisfied or very satisfied)	Ukraine
	Considering everything, how satisfied are you with your job? (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States
	I am satisfied with my work. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
<b>Job stability (difficult to dismiss public servants)</b>	To what extent do you agree with the following statements? It would be difficult to dismiss me from the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania

	To what extent do you agree with the following statements? It would be difficult to dismiss me from the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	It would be difficult to be dismissed from the public sector (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	Thinking about your job stability, how much do you agree or disagree with the following statements? It would be difficult for me to be dismissed from the public sector. (1-5 Likert scale, % agreeing or strongly agreeing)	Colombia
	To what extent do you agree with the following statements? It would be difficult to dismiss me from the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Croatia
	To what extent do you agree with the following statements? It would be difficult to dismiss me from the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	Please indicate the extent to which you agree with the following statement: It would be difficult to dismiss me from the public service. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Guatemala
	To what extent do you agree with the following statements? It would be difficult to dismiss me from the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
	To what extent do you agree with the following statement: It would be difficult to dismiss me from the public administration. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania
	It would be difficult in practice to dismiss me from the public administration (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	To what extent do you agree with the following statements? It would be difficult to dismiss me from the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Slovakia

	It is difficult in my body to dismiss officials. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
<b>Leadership (communication of mission)</b>	To what extent do you agree with the following statements? My direct superior articulates and generates enthusiasm for my organisation's vision and mission (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania
	To what extent do you agree with the following statements? My direct superior articulates and generates enthusiasm for my organisation's vision and mission (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	My direct supervisor conveys and generates enthusiasm about the vision and mission of our service (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	To what extent do you agree with the following statements? My direct superior articulates and generates enthusiasm for my organisation's vision and mission (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	How often does your direct supervisor do the following: Communicates and encourages enthusiasm about the mission and values of your organization. (1-5 Likert scale; % respondents indicating their supervisor does this 'often' or 'always')	Guatemala
	To what extent do you agree with the following statements? My direct superior articulates and generates enthusiasm for my organisation's vision and mission (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
	Communicates effectively the institution's vision and mission to (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States

<b>Organizational commitment (recommends organization)</b>	I would recommend my agency as a good place to work (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Australia
	I would recommend my department as an attractive employer (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Austria
	I would recommend my department or agency as a great place to work. (1-5 Likert scale; % indicating they somewhat agree or strongly agree)	Canada
	I would recommend my service as a great place to work (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	Thinking about your institution and the public sector, how much do you agree or disagree with the following statements? I would recommend this institution as a good place to work (1-5 Likert scale, % agreeing or strongly agreeing)	Colombia
	I would recommend [my organisation] as a great place to work (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United Kingdom
	I would recommend my organisation as a good place to work. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
<b>Performance Evaluation (performance evaluated)</b>	Has your performance been formally evaluated during the past two years (through the annual performance evaluation report)? (0-1 dummy, % agreeing with the statement)	Armenia
	During the last two years in the public sector, have you had a formal performance appraisal? (% of respondents indicating yes)	Chile
	Does your institution have a system to evaluate the performance of its public servants? (0-1 dummy, % agreeing with the statement)	Colombia
	Has your performance been formally evaluated during the past two years (through the annual performance evaluation report)? (0-1 dummy; % respondents indicating yes)	Lithuania
	Has your performance been formally evaluated during the past two years (through the annual performance evaluation report)? (0-1 dummy, % respondents indicating yes)	Romania

	Have you been formally evaluated for performance in the last two years? (0-1 dummy; % agreeing with the statement)	Uruguay
<b>Performance incentives (promotions)</b>	Thinking about your future career development in the public sector, how important do you think the following criteria will be for promotion to a better position? (Current job performance) (1-7 Likert scale, from 1-not at all important to 7-very important; % choosing answers above the mid-point of 4)	Chile
	Thinking about the future development of your career in the public sector, how important do you think the following criteria will be for promotion to a better position? Job performance in your current position. (1-5 Likert scale, % indicating 'important' or 'very important')	Colombia
	Thinking about your future career in the civil service, in your opinion, how important do you expect the following criteria to be for your advancement to a better job? Work performance in current position (1-7 Likert scale, from 'not important at all' (1) to 'very important (7); % indicating answer above the mid-point of 4)	Albania
	Thinking about your future career in the civil service, in your opinion, how important do you expect the following criteria to be for your advancement to a better job? Work performance in current position (1-7 Likert scale, from 'not important at all' (1) to 'very important (7); % indicating answer above the mid-point of 4)	Brazil
	Thinking about your future career in the civil service, in your opinion, how important do you expect the following criteria to be for your advancement to a better job? Work performance in current position (1-7 Likert scale, from 'not important at all' (1) to 'very important (7); % indicating answer above the mid-point of 4)	Croatia
	Thinking about your future career in the civil service, in your opinion, how important do you expect the following criteria to be for your advancement to a better job? Work performance in current position (1-7 Likert scale, from 'not important at all' (1) to 'very important (7); % indicating answer above the mid-point of 4)	Estonia

On a scale of 1 to 5, how confident are you that you will get promoted if you perform your job well? (1-5 Likert scale; % indicating they are confident or very confident)	Ethiopia
On a scale of 1 to 5, how confident are you that if you perform well in your job, you will receive a promotion? (1-5 Likert scale; % respondents indicating they are 'somewhat confident' or 'very confident')	Guatemala
To what extent do you agree with the following statement: Promotions, raises, and bonuses go to those who work hard to achieve the goals of the ministry/agency. (1-5 Likert scale; % respondents indicating they 'somewhat agree' or 'strongly agree')	Indonesia
Thinking about your future career in the civil service, in your opinion, how important do you expect the following criteria to be for your advancement to a better job? Work performance in current position (1-7 Likert scale, from 'not important at all' (1) to 'very important (7); % indicating answer above the mid-point of 4)	Kosovo
How confident are you that you will get promoted if you perform your job well? (1-4 scale; % respondents indicating they are 'Somewhat confident. There is a good chance it will happen.' or 'Very confident. You are certain it will happen.')	Liberia
Which of the following criteria, in your opinion, help you get a promotion to the next professional grade? (Job performance, such as reaching job targets and goals) (0-1 dummy)	Romania
Thinking about your future career in the civil service, in your opinion, how important do you expect the following criteria to be for your advancement to a better job? Work performance in current position (1-7 Likert scale, from 'not important at all' (1) to 'very important (7); % indicating answer above the mid-point of 4)	Slovakia
Awards in my work unit depend on how well employees perform their jobs. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States
On a scale of 1 to 5, how confident are you that you will be promoted in the future if you do your job well? (1-5 Likert agreement scale; % answering 'confident' or 'very confident')	Uruguay

<b>Public service motivation (self sacrifice)</b>	To what extent do you agree with the following statements? I am prepared to make sacrifices for the good of society (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania
	To what extent do you agree with the following statements? I am prepared to make sacrifices for the good of society (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	I am willing to make sacrifices for the good of society (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	To what extent do you agree with the following statements? I am prepared to make sacrifices for the good of society (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	I am prepared to make enormous sacrifices for the good of society (1-5 Likert scale; % indicating 'agree' or 'strongly agree')	Ethiopia
	To what extent do you agree with the following statements? I am prepared to make sacrifices for the good of society (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
	To what extent do you agree with the following statements? I am prepared to make sacrifices for the good of society (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Slovakia
	<b>Recognition at work (feeling valued)</b>	I feel valued in my entity (1-5 Likert scale, % agreeing or strongly agreeing with the statement)
In general, employees in my agency feel they are valued for their contribution (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)		Australia
Overall, I feel valued at work. (1-5 Likert scale; % indicating they somewhat agree or strongly agree)		Canada
Please indicate the extent to which you agree with the following statement: My work is valued in the public service. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')		Guatemala



	Consider the colleagues with whom you worked closely during the course of the past six months. Please indicate the extent to which you agree or disagree with the following statements: I feel valued by colleagues for the work I do. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania
	I feel accepted as a valued member of the team (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	New Zealand
	I feel valued for the work I do (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	I feel valued for the work I do (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United Kingdom
	I feel valued in my organisation. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
<b>Recruitment (interview)</b>	For your first job in the civil service, do you remember whether you had to pass an assessment? Interview (0-1 dummy)	Albania
	Which of the following assessment methods were used in the selection process for your FIRST position in the public sector? Interview (0-1 dummy)	Armenia
	For your first job in the civil service, do you remember whether you had to pass an assessment? Interview (0-1 dummy)	Brazil
	Thinking about how you got your first job in the public sector, which of the following assessments did you have to go through? (Individual interview) (0-1 dummy)	Chile
	For your first job in the civil service, do you remember whether you had to pass an assessment? Interview (0-1 dummy)	Croatia
	For your first job in the civil service, do you remember whether you had to pass an assessment? Interview (0-1 dummy)	Estonia
	For your first job in the civil service, do you remember whether you had to pass an assessment? Interview (0-1 dummy)	Kosovo
	For your first job in the civil service, do you remember whether you had to pass an assessment? Interview (0-1 dummy)	Slovakia

	Thinking about your first job in the public sector, which of the following assessment methods were used in the selection process for your current position? (Personal interview with a commission)	Uruguay
Recruitment (public job advertisement)	Please think back for a moment to your very first paid, full-time job in the civil service. Do you remember how you found out about the job opportunity? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Albania
	Please think back for a moment to your very first paid, full-time job in the civil service. Do you remember how you found out about the job opportunity? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Brazil
	Thinking about how you got your first job in the public sector, how did you hear about the job offer? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Chile
	Please think back for a moment to your very first paid, full-time job in the civil service. Do you remember how you found out about the job opportunity? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Croatia
	Please think back for a moment to your very first paid, full-time job in the civil service. Do you remember how you found out about the job opportunity? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Estonia
	Please think back for a moment to your very first paid, full-time job in the civil service. Do you remember how you found out about the job opportunity? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Kosovo
	How did you hear about your current job? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Romania

	Please think back for a moment to your very first paid, full-time job in the civil service. Do you remember how you found out about the job opportunity? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Slovakia
	Thinking about your first job in the public sector, how did you find out about this job offer? (Any form of public advertisements, such as on a government website or in a newspaper; 0-1 dummy)	Uruguay
<b>Recruitment (written exam)</b>	For your first job in the civil service, do you remember whether you had to pass an assessment? Written examination (0-1 dummy)	Albania
	Which of the following assessment methods were used in the selection process for your first position in the public sector? Written examination (0-1 dummy)	Armenia
	For your first job in the civil service, do you remember whether you had to pass an assessment? Written examination (0-1 dummy)	Brazil
	Thinking about how you got your first job in the public sector, which of the following assessments did you have to go through? (Written examination) (0-1 dummy)	Chile
	For your first job in the civil service, do you remember whether you had to pass an assessment? Written examination (0-1 dummy)	Croatia
	For your first job in the civil service, do you remember whether you had to pass an assessment? Written examination (0-1 dummy)	Estonia
	For your first job in the civil service, do you remember whether you had to pass an assessment? Written examination (0-1 dummy)	Kosovo
	For your first job in the civil service, do you remember whether you had to pass an assessment? Written examination (0-1 dummy)	Slovakia
	Thinking about your first job in the public sector, which of the following assessment methods were used in the selection process for your current position? (Written exam)	Uruguay
<b>Salary (equity: similar pay for similar jobs)</b>	To what extent do you agree with the following statements? I am paid at least as well as colleagues who have job responsibilities similar to me (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania

	I am paid at least as much as other employees in other entities with responsibilities similar to mine (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Armenia
	To what extent do you agree with the following statements? I am paid at least as well as colleagues who have job responsibilities similar to me (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	My remuneration is at least equivalent to that of colleagues doing a similar job (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	How much do you agree or disagree with the following statements about your compensation? My remuneration is equivalent to that of colleagues performing similar work. (1-5 Likert scale; % agreeing or strongly agreeing)	Colombia
	To what extent do you agree with the following statements? I am paid at least as well as colleagues who have job responsibilities similar to me (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Croatia
	To what extent do you agree with the following statements? I am paid at least as well as colleagues who have job responsibilities similar to me (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	Please indicate the extent to which you agree with the following statement: I am paid the same as colleagues who have the same responsibilities as I do within my organization. (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Guatemala
	To what extent do you agree with the following statements? I am paid at least as well as colleagues who have job responsibilities similar to me (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
	To what extent do you agree with the following statement: I am paid at least as well as colleagues who have job responsibilities similar to mine. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania

	I am paid at least as well as colleagues who have job responsibilities similar to me in my institution. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	To what extent do you agree with the following statements? I am paid at least as well as colleagues who have job responsibilities similar to me (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Slovakia
	Compared to people doing a similar job in other organisations I feel my pay is reasonable (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United Kingdom
	I am paid at least the same as employees of other agencies that have similar responsibilities. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
<b>Salary (lack of competitiveness with private sector)</b>	To what extent do you agree with the following statements? It would be easy for me to find a job outside the public sector that pays better than my current job (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania
	If I moved to the private sector, I would have a higher total compensation (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Armenia
	To what extent do you agree with the following statements? It would be easy for me to find a job outside the public sector that pays better than my current job (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	It would be easy for me to get a job in the private sector that pays better than my current job (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	How much do you agree or disagree with the following statements about your compensation? It would be easy for me to get a job in the private sector that pays better than my current job (1-5 Likert scale; % agreeing or strongly agreeing)	Colombia

	To what extent do you agree with the following statements? It would be easy for me to find a job outside the public sector that pays better than my current job (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Croatia
	To what extent do you agree with the following statements? It would be easy for me to find a job outside the public sector that pays better than my current job (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	Please indicate the extent to which you agree with the following statement: It would be easy for me to find a job outside the public sector that paid more than my current job. (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Guatemala
	To what extent do you agree with the following statements? It would be easy for me to find a job outside the public sector that pays better than my current job (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
	To what extent do you agree with the following statement: It would be easy for me to find a job outside the public administration that pays better than my current job. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania
	It would be easy for me to find a job outside the public sector that pays better than my current job. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	To what extent do you agree with the following statements? It would be easy for me to find a job outside the public sector that pays better than my current job (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Slovakia
	It would be easy for me to find a job outside the public sector that pays better than my current job. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay

<b>Salary (performance-based)</b>	To what extent do you agree with the following statements? My work performance has had an influence on my salary in the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania
	What do you think are the top 3 most relevant factors for determining the size of the monetary bonuses in your entity? Job performance (0-1 dummy)	Armenia
	To what extent do you agree with the following statements? My work performance has had an influence on my salary in the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	My remuneration increases if I achieve good job performance (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	How much do you agree or disagree with the following statements about your compensation? My compensation increases if I achieve a good job performance. (1-5 Likert scale; % agreeing or strongly agreeing)	Colombia
	To what extent do you agree with the following statements? My work performance has had an influence on my salary in the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Croatia
	To what extent do you agree with the following statements? My work performance has had an influence on my salary in the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	Please indicate the extent to which you agree with the following statement: My performance has impacted my salary and allowances in the public sector. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Guatemala
	To what extent do you agree with the following statements? My work performance has had an influence on my salary in the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
My work performance has had an influence on my salary in the public (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania	

	To what extent do you agree with the following statements? My work performance has had an influence on my salary in the civil service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Slovakia
	The remuneration of civil servants of my ministry depends on the quality of their performance of their official duties (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Ukraine
	I feel that my pay adequately reflects my performance (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United Kingdom
	Pay raises depend on how well employees perform their jobs. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States
<b>Salary (satisfaction)</b>	To what extent do you agree with the following statements? I am satisfied with my salary (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania
	To what extent do you agree with the following statements? I am satisfied with my salary (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	I am satisfied with my pay (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	To what extent do you agree with the following statements? I am satisfied with my salary (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Croatia
	To what extent do you agree with the following statements? I am satisfied with my salary (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	To what extent would you say you are satisfied with your salary? (1-4 Likert scale; % indicating they are satisfied or very satisfied)	Ethiopia
	To what extent do you agree with the following statement: My salary is very satisfactory. (1-5 Likert scale; % respondents indicating they 'slightly agree' or 'strongly agree')	Ghana



	Please indicate the extent to which you agree with the following statement: I am satisfied with my salary, including my allowances. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Guatemala
	To what extent do you agree with the following statements? I am satisfied with my salary (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
	How satisfied are you with your total income? (1-4 scale; % respondents indicating they are 'satisfied' or 'very satisfied')	Liberia
	To what extent do you agree with the following statement: I am satisfied with my salary. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania
	How satisfied are you with your current income? (1-4 Likert scale; % saying they are 'Very satisfied' or 'Relatively satisfied')	Nigeria
	To what extent do you agree with the following statement: You are satisfied with the pay you receive for your work. (1-5 Likert scale; % respondents indicating they agree or strongly agree)	Philippines
	I am satisfied with my salary. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	To what extent do you agree with the following statements? I am satisfied with my salary (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Slovakia
	How satisfied are you with your salary in general? (1-5 Likert scale; % indicating they are satisfied or very satisfied)	Ukraine
	I am satisfied with the total benefits package (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United Kingdom
	Considering everything, how satisfied are you with your pay? (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States
	I am satisfied with my salary or fees, including other salary supplements. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay

<b>Salary (sufficiency to maintain household)</b>	To what extent do you agree with the following statements? I could sustain my household through my salary alone (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Albania
	To what extent do you agree with the following statements? I could sustain my household through my salary alone (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Brazil
	My remuneration is sufficient to support my household (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	How much do you agree or disagree with the following statements about your compensation? My remuneration is enough to maintain my household (1-5 Likert scale; % agreeing or strongly agreeing)	Colombia
	To what extent do you agree with the following statements? I could sustain my household through my salary alone (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Croatia
	To what extent do you agree with the following statements? I could sustain my household through my salary alone (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Estonia
	To what extent do you agree with the following statements? I could sustain my household through my salary alone (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Kosovo
	To what extent do you agree with the following statement: I could sustain my household through my salary alone. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania
	To what extent do you agree with the following statements? I could sustain my household through my salary alone (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Slovakia
<b>Self-Assessed Performance (Contribution to</b>	How frequently do the following statements apply to you? In my opinion, I contribute to the success of my organisation. (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Albania

<b>Organizational Success)</b>	How frequently do the following statements apply to you? In my opinion, I contribute to the success of my organisation. (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Brazil
	How frequently do the following statements apply to you? In my opinion, I contribute to the success of my organisation. (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Estonia
	To what extent do your efforts in the service actually contribute towards the achievement of your mission? (1-4 Likert scale; % indicating the effort contribute to it somewhat or very much)	Ethiopia
	How frequently do the following statements apply to you? In my opinion, I contribute to the success of my organisation. (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Kosovo
	I can see how my efforts contribute to the achievement of the company's goals (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Norway
<b>Trust (colleagues)</b>	Colleagues in my department: I trust them (0-1 dummy)	Armenia
	My team colleagues are trustworthy (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	On a scale of 1 to 4, how much do you trust each of the following types of people? Employees in your case team (1-4 Likert scale; % indicating they can be trusted somewhat or a lot)	Ethiopia
	On a scale of 1 to 4, how much do you trust officers in your division? (1-4 Likert scale; % respondents indicating 'I trust them somewhat' or 'I trust them a lot')	Ghana
	How much do you trust the staff in your unit? (1-4 scale; % respondents indicating they 'trust them somewhat' or that they 'trust them a lot')	Liberia
	Consider the colleagues with whom you worked closely during the course of the past six months. Please indicate the extent to which you agree or disagree with the following statements: I trust my colleagues. (1-5 Likert scale; % respondents indicating they 'agree' or 'strongly agree')	Lithuania

	How much do you trust each of the following types of people? (Colleagues in your team) (1-4 Likert scale; % choosing 'somewhat' or 'a lot')	Romania
	I feel like I can trust my teammates. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
<b>Turnover (intention to leave the public sector)</b>	I would like to leave the public sector within the next two years (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile
	I want to leave the state administration within the next two years (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Croatia
	Are you actively seeking to leave the organization in the near future? (0-1 dummy; % respondents indicating yes)	Lithuania
	I want to quit the public service (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	I want to leave the state administration within the next two years (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Slovakia
<b>Work conditions</b>	How frequently do the following statements apply to you? Physical conditions at work (for example, noise level, temperature, lighting, cleanliness and uninterrupted electricity) allow me to do my job well (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Albania
	The premises and external conditions are suitable for the fulfilment of my tasks (space, noise level, lighting, etc.) (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Austria
	How frequently do the following statements apply to you? Physical conditions at work (for example, noise level, temperature, lighting, cleanliness and uninterrupted electricity) allow me to do my job well (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Brazil

	How frequently do the following statements apply to you? Physical conditions at work (for example, noise level, temperature, lighting, cleanliness and uninterrupted electricity) allow me to do my job well (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Estonia
	How frequently do the following statements apply to you? Physical conditions at work (for example, noise level, temperature, lighting, cleanliness and uninterrupted electricity) allow me to do my job well (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Kosovo
	Physical conditions at work (for example space, noise level, temperature, lighting, cleanliness) allow me to do my job well. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States
<b>Work motivation - willing to do extra work</b>	How frequently do the following statements apply to you? I am willing to do extra work for my job that is not really expected of me (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Albania
	I am happy to go the 'extra mile' at work when required (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Australia
	How frequently do the following statements apply to you? I am willing to do extra work for my job that is not really expected of me (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Brazil
	I perform tasks in addition to my job, even if they are not really required (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Chile

	Thinking about your work, how much do you agree or disagree with the following statements? I perform tasks in addition to my job, even if they are not really required (1-5 Likert scale; % agreeing or strongly agreeing)	Colombia
	How frequently do the following statements apply to you? I am willing to do extra work for my job that is not really expected of me (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Croatia
	How frequently do the following statements apply to you? I am willing to do extra work for my job that is not really expected of me (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Estonia
	How frequently do the following statements apply to you? I am willing to do extra work for my job that is not really expected of me (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Kosovo
	I am willing to do extra work for my job that isn't really expected of me. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	How frequently do the following statements apply to you? I am willing to do extra work for my job that is not really expected of me (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Slovakia
	Willingness to put in extra effort if needed to get the job done (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Solomon Islands
	If necessary, I make additional efforts and work more than the established length of the working day (overtime) to perform official duties. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Ukraine
	When needed I am willing to put in the extra effort to get a job done. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States

	I put forth my best effort to get my job done regardless of any difficulties. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Uruguay
Work resources (sufficient to do job)	How frequently do the following statements apply to you? I have sufficient resources (for example, people, materials, equipment and budget) to get my job done (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Albania
	My workgroup has the tools and resources we need to perform well (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Australia
	How frequently do the following statements apply to you? I have sufficient resources (for example, people, materials, equipment and budget) to get my job done (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Brazil
	I have the materials and equipment I need to do my job. (1-5 Likert scale; % indicating they somewhat agree or strongly agree)	Canada
	How frequently do the following statements apply to you? I have sufficient resources (for example, people, materials, equipment and budget) to get my job done (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Estonia
	How frequently do the following statements apply to you? I have sufficient resources (for example, people, materials, equipment and budget) to get my job done (1-5 frequency scale, from 'almost or almost always' (1) to 'never' (5); % indicating answers below the mid-point of 3)	Kosovo
	I have sufficient resources (people, materials, equipment) to get my job done (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	Romania
	Required resources and equipment to do the job well are provided (1-5 Likert scale; % agreeing or strongly agreeing with the statement)	Solomon Islands
	I have the tools I need to do my job effectively (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United Kingdom

	I have sufficient resources (for example, people, materials, budget) to get my job done. (1-5 Likert agreement scale; % agreeing or strongly agreeing with the statement)	United States
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### III. Country Survey Indicators

While the surveys the GSPS Consortium have produced contain questions on comparable indicators, other areas are less comparable, and thus specific to the individual survey. Given the paucity of data on public servants published to date, we have also published a range of other questions for which consortium members have collected data that we have thought was worth including.

The codebook that provides a country-by-country list of indicators and questions that we have published will be made available on our website soon.