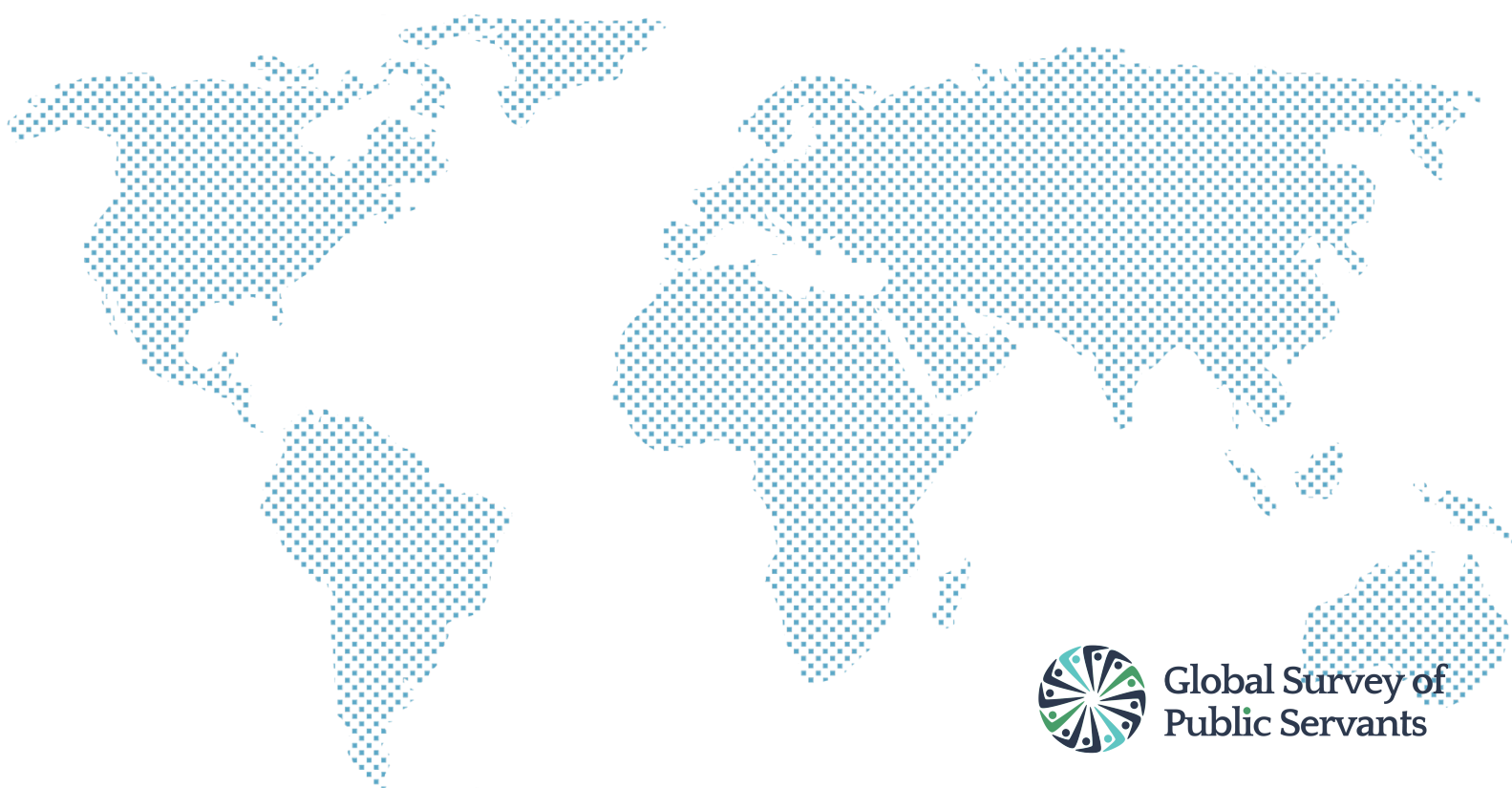


THE GLOBAL SURVEY OF PUBLIC SERVANTS

Attitudes and Motivation Module



**Global Survey of
Public Servants**

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Global Survey of Public Servants

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SUMMARY OF THE TRAINING MODULE

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.**

Understanding the motivations, behaviors, organizational environments and management practices 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. Further details, such as our approach, conceptual framework and other resources are available at www.globalsurveyofpublicservants.org.

The purpose of this document is to provide government counterparts, researchers and other stakeholders with an Attitudes and Motivation module that is not part of the GSPS common module to support and supplement their survey of public servants. By providing this additional module, GSPS hopes to provide both actionable evidence to governments for management improvements and scholarly evidence to further our understanding of how public services work.

The GSPS team are keen to promote the adoption of the other modules in surveys of government officials and stand ready to provide advice on implementation. We are also keen to receive anonymized versions of this module's data to share with the global community and are happy to facilitate the sharing of survey data and resources across teams. For further information, please contact the GSPS team at info@globalsurveyofpublicservants.org.

DE. Direct Elicitation

DE.1	To what extent would you say you are satisfied with your experience of the public service?	01 = Very dissatisfied; 02 = Dissatisfied; 03 = Satisfied; 04 = Very satisfied; 900 = Don't know; 998 = Refused to answer.
DE.2	<p>What most influenced you to take up a career in the service?</p> <p>Tick the most important only.</p>	01 = I was interested in the type of work; 02 = The income prospects; 03 = The prestige associated with such a job; 04 = Job security; 05 = The chance to serve COUNTRY X; 06 = It was the only employment I could get; 07 = Other (please specify); 900 = Don't know; 998 = Refused to answer.
DE.3	<p>Imagine that when you started your motivation was 100. What number would you say your motivation is now relative to that?</p> <p>If respondent is more motivated now than when they entered the service they can say a number over 100.</p>	<p>Enter number above or including 0.</p> <p>900 = Don't know; 998 = Refused to answer.</p>
DE.4	To what extent would you say you are satisfied with your experience working on each of your three core tasks?	01 = Very dissatisfied; 02 = Dissatisfied; 03 = Satisfied; 04 = Very satisfied; 900 = Don't know; 998 = Refused to answer.
DE.4.a	[Task ranked 1 in Section TSK.1 Q1]	
DE.4.b	[Task ranked 2 in Section TSK.1 Q1]	
DE.4.c	[Task ranked 3 in Section TSK.1 Q1]	

VM. Value Markers

VM.1	<p>For each of your main tasks, to what extent do you agree with each of the statements below? Note that a meaningful contribution does not have to be large in scale.</p> <p>Place each task at top of screen and then ask respondent to what extent they agree with each of the statements below.</p>	<p>01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.</p>		
VM.1.a	<p>You believe this task contributes to the mission of your unit/department in a meaningful way</p>	[Task ranked 1 in Section TSK.1 Q1]		
VM.1.b	<p>You believe this task contributes to the mission of your organization in a meaningful way</p>	[Task ranked 2 in Section TSK.1 Q1]		
VM.1.c	<p>You believe this task contributes to the mission of the government in a meaningful way</p>	[Task ranked 3 in Section TSK.1 Q1]		
VM.1.d	<p>You believe this task contributes to the welfare of society in a meaningful way</p>	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		
		[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		

VM.2	<p>For each of your main tasks, how important is feedback from the following parties for telling you how well you are doing as a civil servant?</p> <p>Place each task at top of screen and then ask respondent to tick three most important sources of feedback.</p>	<p>01 = Most important; 02 = Second most important; 03 = Third most important; 900 = Don't know; 998 = Refused to answer.</p>	<p>Q3 If chosen as top three, ask 'How well do you feel you are doing in [INSERT OPTION TEXT FOR WHICH 'VERY IMPORTANT' WAS</p>
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			CHOSEN]?’ 01= Very badly; 02= Badly; 03= Average; 04= Well; 05= Very well; 900= Don’t know; 998= Refused to answer.
VM.2.a	Non-supervisor colleagues		
VM.2.b	Supervisors		
VM.2.c	The Central Ministry/Senior Management		
VM.2.d	Political stakeholders		
VM.2.e	State officers		
VM.2.f	Local Government officers		
VM.2.g	Citizens/clients/others outside government		
VM.2.h	Your close family and friends		
VM.2.i	The development of your capacity e.g. through training/on-the-job learning		
VM.2.j	A pre-existing ideal of how to behave		
VM.2.k	Your formal position in the hierarchy		
VM.2.l	Wage/ Salary / Bonuses		

VM.3	<p>We are interested in the extent to which you think you have control over the impacts of your tasks. For each of your main tasks, to what extent do you agree with each of the statements below?</p> <p>Place each task at top of screen and then ask respondent to what extent they agree with each of the statements below.</p>	<p>01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don’t know; 998 = Refused to answer.</p>
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VM.3.a	My life in the civil service is determined by my own actions.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		
VM.3.b	It is difficult for officials to have much control over their achievements in office.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		
VM.3.c	When I make plans, I am almost certain to make them work.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		
VM.3.d	I have often found that what is going to happen will happen.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		
VM.3.e	When I get what I want it is usually because I worked hard for it.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		
VM.3.f	It is not always wise for me to plan too far ahead because many things turn out to be a matter of good or bad fortune.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		
VM.3.g	In order to have my plans work, I make sure that they fit in with the desires of people who have power over me.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		

VM.3.h	As far as civil service issues are concerned, most of us are victims of forces we can neither understand, nor control.	[Task ranked 1 in Section TSK.1 Q1]		
		[Task ranked 2 in Section TSK.1 Q1]		
		[Task ranked 3 in Section TSK.1 Q1]		

IC. Intended Arc of Career

Enumerator states: I would now like to ask you some questions regarding your career path through the service and its rewards.

<p>IC.1</p>	<p>On a scale of 1 to 5, how confident are you that you will get promoted if you perform your job well? 1 is very unconfident and 5 is very confident.</p> <p>Select one response only.</p>	<p>01 = Very unconfident; 02 = Somewhat unconfident; 03 = Neither unconfident nor confident; 04 = Somewhat confident; 05 = Very confident; 900 = Don't know; 998 = Refused to answer.</p>
<p>IC.2</p>	<p>Rank the 3 most important criteria for promotions in your organization.</p> <p>Select three options only. Rank in order of importance with 1 being most important.</p>	<p>01 = Merit/performance/education; 02 = Length of service in this organization; 03 = Length of service in the public sector; 04 = Quality of relationship with supervisors; 05 = Political connections; 06 = Family connections; 07 = Education connections; 08 = Other connections; 09 = Gender; 10 = Ethnicity; 11 = Providing gifts or unofficial payments; 12 = Office conduct / behavior; 13 = Friendliness towards clients; 14 = Other (please specify); 900 = Don't know; 998 = Refused to answer.</p>
<p>IC.3</p>	<p>How well do you feel you are doing in each of the determinants of promotion?</p>	<p>01= Very badly; 02= Badly; 03= Average; 04= Well; 05= Very well; 900= Don't know; 998= Refused to answer.</p>
<p>IC.3.a</p>	<p>[Q2 option marked '1']</p>	
<p>IC.3.b</p>	<p>[Q2 option marked '2']</p>	
<p>IC.3.c</p>	<p>[Q2 option marked '3']</p>	
<p>IC.4</p>	<p>To what extent do you agree with the following statements about your specific career path through the service?</p>	<p>01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know;</p>

		998 = Refused to answer.
IC.4.a	You believe that your career path through the service contributes to the ambition you have for your own career in a meaningful way	
IC.4.b	You believe that your career path through the service contributes to the mission of the government in a meaningful way	
IC.4.c	You believe that your career path through the service contributes to the welfare of society in a meaningful way	

IC.5	To what extent would you say you are on track with your career goals in terms of the following areas?	01= Completely off track; 02= Relatively off track; 03= On track; 04= Slightly exceeding goals; 05= Strongly exceeding goals; 900= Don't know; 998= Refused to answer.
IC.5.a	Conditions of service including wage	
IC.5.b	How interesting your work is	
IC.5.c	Your skill set (including in-service training and learning)	
IC.5.d	Your position in the hierarchy	
IC.5.e	The responsibilities you have	
IC.5.f	Opportunity to have impact	
IC.6	To what extent has the concurso supported your career goals through your civil service career?	
IC.7	In the next two years, would you want to change your job? Select one response only.	01 = Yes → Q7 02 = No → Q8 900 = Don't know; 998 = Refused to answer.

<p>IC.8</p>	<p>Which of the following issues are reasons you want to change jobs? Is it because of the...</p> <p>List all relevant responses</p>	<p>01 = Wage; 02 = Conditions of service apart from wage (e.g. holiday allowance or leave, health insurance provision, or transportation allowance) 03 = Culture; 04 = Office space/working environment; 05 = Work is not interesting; 06 = Role does not match skillset; 07 = Poor training and development opportunities; 08 = Limited promotion opportunities; 09 = Limited responsibility; 10 = Limited opportunity to have impact; 11 = Other (don't specify); 900 = Don't know; 998 = Refused to answer.</p>
<p>IC.9</p>	<p>Are you currently engaged in any of the following activities?</p> <p>Select all that apply.</p>	<p>01= Looking for other positions; 02= Studying to other public contests; 03= Studying to develop a specific competence required to other position; 04= Planning to start a business; 900 = Don't know; 998 = Refused to answer.</p>
<p>IC.10</p>	<p>Overall, do you think working in the public sector is better than working in the private sector?</p>	<p>01= Yes; 02= No; 900= Don't know; 998= Refused to answer.</p> <p>If Yes → Go to Q10</p> <p>If No → Go to Q11</p>
<p>IC.11</p>	<p>What would you say are the advantages of working in the public sector rather than the private sector?</p> <p>Show card. List up to 3 options that apply.</p>	<p>01 = Salary; 02 = Other benefits; 03= Better career opportunities; 04 = Opportunities for learning/ development; 05= More reasonable workload; 06= Better working hours; 07= Prestige/ social status; 08= More interesting work/ challenges; 09=Job security; 10= Other (don't specify); 900= Don't know; 998= Refused to answer.</p>

IC.12	<p>What would you say are the advantages of working in the private sector rather than the public sector?</p> <p>Show card. List up to 3 options that apply.</p>	<p>01 = Salary; 02 = Other benefits; 03= Better career opportunities; 04 = Opportunities for learning/ development; 05= More reasonable workload; 06= Better working hours; 07= Prestige/ social status; 08= More interesting work/ challenges; 09=Job security; 10= Other; 900= Don't know; 998= Refused to answer.</p>
IC.13	<p>To what extent do you agree that you would be earning a higher salary if you were doing an equivalent job in the private sector?</p>	<p>01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.</p>
IC.14	<p>To what extent do you agree with the following statement: Among graduates of the country's most elite university/ies, a career in your organization is considered the best possible public sector career option.</p>	<p>01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.</p>

MC. Monetary and Non-monetary Incentives

MC.1	To what extent would you say you are satisfied with your salary?	01 = Very dissatisfied; 02 = Dissatisfied; 03 = Satisfied; 04 = Very satisfied; 900 = Don't know; 998 = Refused to answer.
MC.2	Consider your current government salary per MONTH, in what range does it fall?	[RANGE]
MC.3	To what extent would you say you are satisfied with your other benefits (housing, allowances, pension, health, etc.)?	01 = Very dissatisfied; 02 = Dissatisfied; 03 = Satisfied; 04 = Very satisfied; 900 = Don't know; 998 = Refused to answer.
MC.4	Do you have another source of income outside the civil service?	01= Yes; 02= No; 900= Don't know; 998= Refused to answer.

MC.5	<p>I would like to know whether, in the past year, you have received any of the following rewards from your organization? I will read a list of rewards out. For each type of reward, please indicate whether you have received it or not.</p> <p>Select one response only.</p>	<p>01 = Have not received reward; 02 = Promised reward but did not receive it; 03 = Received reward; 900 = Don't know; 998 = Refused to answer.</p>	<p>Q6 If 'Received reward', ask 'Was the reward received for performance or as a service benefit?'</p> <p>01 = Based on performance; 02 = Not based on performance; 900 = Don't know; 998 = Refused to answer.</p>
MC.5.a	Informal feedback from your manager that you have done a good job		
MC.5.b	Commendation in your file/letter of commendation		

MC.5.c	Salary increase		
MC.5.d	Ad hoc financial reward		
MC.5.e	Non-financial material reward (reward in-kind including training)		
MC.5.f	Promotion		
MC.5.g	Certificate or public announcement in recognition of your service to citizens		

FI. Fairness of the Incentive System

FI.1	To what extent do you feel the incentive/ reward system in place is fair?	01= Very fair; 02= Somewhat fair; 03= Not fair; 900= Don't know; 998= Refused to answer.
FI.2	To what extent do you agree that the incentive system improves the performance of your colleagues?	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
FI.3	How many employees of your department with excellent performance HAVE NOT received recognition/reward?	[Answer must be numeric]. 900 = Don't know; 998 = Refused to answer.
FI.4	Why do you think some employees with outstanding performance have not received rewards/recognition?	01 = Length of service in this department (not long enough); 02 = Length of service in the public sector (not long enough); 03 = Quality of relationship with supervisors is not good; 04 = Lack of political connections; 05 = Lack of family connections; 06 = Lack of education connections; 08 = Gender; 09 = Ethnicity; 10 = Other; 900 = Don't know; 998 = Refused to answer.
FI.5	How many employees of your department with excellent performance HAVE received recognition/reward?	[Answer must be numeric]. 900 = Don't know; 998 = Refused to answer.
FI.6	Overall, do you think that these rewards were justified?	01= Yes; 02= No; 900 = Don't know; 998 = Refused to answer.
FI.7	To what extent do you feel the compensation system in place in your organization is fair?	01= Very fair; 02= Somewhat fair; 03= Not fair; 900= Don't know; 998= Refused to answer.
FI.8	In your opinion, are staff paid fairly and equally across the organization?	01= Staff are paid equally and fairly → Go to Section MOT.6 02= Staff are paid equally, but not fairly → Go to Q9

		<p>03= Staff are not paid equally → Go to Q9</p> <p>900 = Don't know</p> <p>998 = Refused to answer</p>
FI.9	<p>What would you say is the biggest problem with the compensation system in the organization?</p> <p>Select one option only.</p>	<p>01= Bureaucratic obstacles; 02= Political interference; 03= Personal relationships; 04= Lack of performance standards/ No formal criteria; 900 = Don't know; 998 = Refused to answer.</p>
FI.10	<p>To what extent do you agree that the compensation system is a source of tension/problems in your organization?</p>	<p>01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.</p>

ES. The Environment, Social Norms and the Narrative

<p>ES.1</p>	<p>I'd like you to think about how you see your mission in the civil service. Which of these statements most closely characterizes your mission?</p> <p>Select one response only.</p>	<p>01 = Following civil service rules; 02 = Being a good colleague in any situation; 03 = Providing a public service to my close community; 04 = Providing a public service to the nation as a whole; 05 = Supporting my close family and friends; 06 = Making the government work better; 07 = Other (please specify); 900= Don't know; 998= Refused to answer.</p>
<p>ES.2</p>	<p>To what extent do you believe that the [Answer to MODULE CP (i) – Respondent's Organization]'s mission is aligned to your own mission?</p>	<p>01 = Strongly misaligned; 02 = Relatively misaligned; 03= Neither aligned nor misaligned; 04= Relatively aligned; 05 = Strongly aligned; 900= Don't know; 998= Refused to answer</p>
<p>ES.3</p>	<p>How consistent with your mission are the various tasks and activities assigned to you on a day-to-day basis?</p>	<p>01 = My daily tasks do not contribute to my mission at all; 02 = My tasks align with my mission in an ad hoc way; 03 = I regularly work on tasks that align with my mission; 04 = I am contributing to fulfilling that mission on an everyday basis; 900= Don't know; 998= Refused to answer.</p>
<p>ES.4</p>	<p>To what extent do your efforts in the service <i>actually</i> contribute towards the achievement of your mission?</p>	<p>01 = Not at all; 02 = Not much; 03 = Somewhat; 04 = Very much; 900= Don't know; 998= Refused to answer.</p>
<p>ES.5</p>	<p>To what extent do your efforts contribute to the achievements of your policy sector objectives?</p>	<p>01 = Not at all; 02 = Not much; 03 = Somewhat; 04 = Very much; 900= Don't know; 998= Refused to answer.</p>
<p>ES.6</p>	<p>On what percentage of tasks/projects does your organization fulfil its mission?</p>	<p>Answer must lie between 0 and 100% 900=Don't know, 998=Refused to answer.</p>
<p>ES.7</p>	<p>To what extent do you think the civil service is performing well in terms of the mission you see for it?</p>	<p>01= Very badly; 02= Badly; 03= Average; 04= Well; 05= Very well; 900= Don't know; 998= Refused to answer.</p>
<p>ES.8</p>	<p>What are the biggest challenges to you being able to complete your most important tasks effectively?</p> <p>Please rank the top three obstacles in order of importance, where 1=most important/most frequent</p>	<p>01 = My roles and responsibilities are not really clear; 02 = Last-minute requests stop me from performing my main tasks; 03 = My work suffers from a lack of</p>

	<p>constraint; 2=second-most important/second-most frequent constraint; 3=third-most important/third-most frequent constraint.</p> <p>Select three options only.</p>	<p>organization (no schedule or calendar); 04 = There is inadequate leadership in the organization; 05 = My tasks do not have deadlines so I am unclear about when I am supposed to do what; 06 = My team does not work well together/communicates poorly, so we waste time; 07 = I do not have the right skills to be productive in this role; 08 = I am not motivated sufficiently to undertake my job; 09 = There is inadequate resources/IT/transport to do my work; 10 = There is inadequate guidelines/rules/proclamations to guide my work; 11 = Corruption in my organization stops me from working productively; 12 = Turnover of staff in my organization/organization has limited productivity; 13 = I don't get required inputs from others in a timely manner; 14= Other (please specify); 900 = Don't know; 998 = Refused to answer.</p>
ES.9	To what extent do you agree with the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
ES.9.a	The people I work with cooperate to get the job done	
ES.9.b	Employees in my work unit share job knowledge with each other.	
ES.9.c	I feel valued for the work I do	
ES.9.d	The people in my team can be relied upon to help when things get difficult in my job	
ES.9.e	The people in my team work together to find ways to improve the service we provide	
ES.9.f	The people in my team are encouraged to come up with new and better ways of doing things	

ES.9.g	The people in my team willingly share information with one another	
ES.9.h	I have confidence in the people in my team	
ES.10	<p>In the past 12 months have you witnessed any kind of unfair discrimination in your workplace based on the following:</p> <p>Show card. Please select all that apply.</p>	<p>01=Age; 02= Education; 03= Sex; 04= Marital status; 05= Parental status; 06= Religion; 07= Race/ethnicity; 08= Physical characteristics; 09= Psychological characteristics; 10= Place of birth; 11= Place or region of residence' 12= None. 900= Don't know; 998= Refused to answer.</p>

AE. Autonomy and Employee Involvement

AE.1	To what extent do you agree with the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
AE.1.a	I feel like the government takes maximum advantage of my talents	
AE.1.b	In my current role, I feel empowered/encouraged to come up with new and better ways of doing things.	
AE.1.c	I can decide on my own how to go about doing my work	
AE.1.d	I have significant freedom in determining how I do my job	
AE.1.e	I have opportunities to provide input into decisions that affect my work	
AE.2	To what extent do you agree with the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
AE.2.a	I receive meaningful recognition for work well done.	
AE.2.b	In my work unit, differences in performance are recognized in a meaningful way.	
AE.3	To what extent do you agree with the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
AE.3.a	Changes are made without talking to the people involved in them	
AE.3.b	People don't have any say in decisions which affect their work	
AE.3.c	Information is widely shared	

IE. Innovative Environment

IE.1	To what extent do you agree with each of the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
IE.1.a	Creativity and innovation are rewarded in my organization	
IE.1.b	I am encouraged to be innovative or to take initiative in my work	
IE.1.c	My immediate supervisor encourages innovation	
IE.1.d	People in the Department are always searching for new ways of looking at problems	
IE.1.e	The Department is very flexible: it can quickly change procedures to meet new conditions and solve problems as they arise	

WB. Work-life Balance

WB.1	To what extent do you agree with the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
WB.1.a	Senior leaders demonstrate support for Work/Life programs	
WB.1.b	I have support at work to balance my work and personal life.	
WB.2	How satisfied are you with the following Work/Life programs in your organization?	01= Very dissatisfied; 02= Dissatisfied; 03= Neither satisfied nor dissatisfied; 04= Satisfied; 05= Very satisfied; 900 = Don't know; 998 = Refused to answer.
WB.2.a	Telework	
WB.2.b	Alternative Work Schedules (AWS)	
WB.2.c	Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
WB.2.d	Child Care Programs (for example, day care, parenting classes, parenting support groups)	
WB.2.e	Elder Care Programs (for example, support groups, speakers)	
WB.3	Please complete the following sentence. Overall, my level of work-related stress is...	01= Very high; 02= Moderately high; 03= Reasonable; 04= Low; 05= I have no work-related stress; 900 = Don't know; 998 = Refused to answer.
WB.4	To what extent do you agree with the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
WB.4.a	My workload is fair.	
WB.4.b	My workload is appropriate.	
WB.4.c	I often feel that I have too much work for one person to do	

WB.4.d	I have too much work to do everything well	
WB.4.e	I never seem to have enough time to get everything done in my job	
WB.4.f	The amount of work I'm asked to do is fair	
WB.4.g	I am given enough time to do what is expected of me in my job	

PE. Personal Engagement

PE.1	To what extent do you agree with the following statements:	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
PE.1.a	I am enthusiastic about my job	
PE.1.b	When I get up in the morning, I feel like going to work	
PE.1.c	I am proud of the work that I do	
PE.1.d	My job inspires me	
PE.1.e	At my work, I feel full of energy	
PE.1.f	I do not feel 'emotionally attached' to the Department	
PE.1.g	I do not feel a strong sense of 'belonging' to the Department	
PE.1.h	I do not feel like 'part of the family' at the Department	
PE.1.i	When I talk about the Government or my organization I say "we" rather than "they"	
PE.1.j	When someone praises the Civil Service, it feels like a personal compliment	
PE.1.k	If a story in the media criticized the Civil Service, I would feel embarrassed	