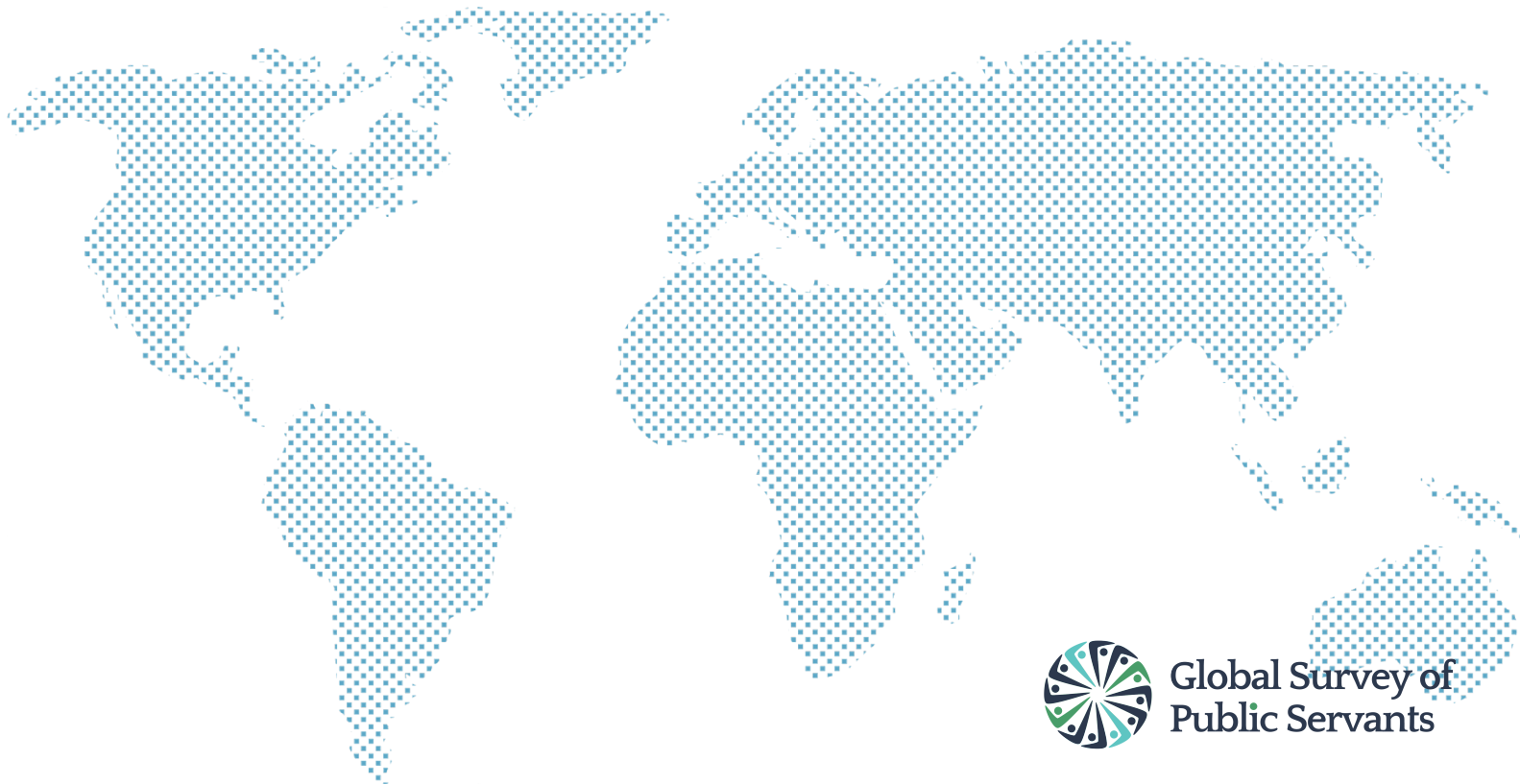


# THE GLOBAL SURVEY OF PUBLIC SERVANTS

## Labor Market Module



**Global Survey of  
Public Servants**

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# Global Survey of Public Servants

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## SUMMARY OF THE LABOR DEMAND 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](http://www.globalsurveyofpublicservants.org).

The purpose of this document is to provide government counterparts, researchers and other stakeholders with a Labor Market 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](mailto:info@globalsurveyofpublicservants.org).

## LD. Labor Demand

LD.1	Does your organization have the right number of staff to handle all the tasks your department is expected to perform?	01= It is understaffed; 02=It is approximately right; 03= It is overstaffed; 900 = Don't know; 998 = Refused to answer.
LD.2	I want to know the degree to which your organization has an adequate mix of skills to handle all the tasks your department is expected to perform. Out of every ten [10] tasks your department is expected to undertake, on how many does your organization suffer from a shortage of appropriate skills?	<b>Answer must lie between 0 and 10.</b> 900 = Don't know; 998 = Refused to answer.
LD.3	Are there unfilled but open positions in your organization?	01= Yes; 02= No; 900 = Don't know; 998 = Refused to answer.  If 01= Yes à Go to Q4 If 02= No à Go to Q5
LD.4	What is the reason there are unfilled positions in the organization that you manage?	01= There are no qualified candidates; 02= Insufficient funds; 03= Bureaucratic delays; 04= No need for more staff; 05= Other (please specify); 900 = Don't know; 998 = Refused to answer.
LD.5	On average, how long does it take to fill a vacant post in your organization? <b>Do not prompt respondents with codes.</b>	01= Less than 6 months; 02= 6 months to 1 year; 03= More than 1 year; 04= More than 2 years; 900 = Don't know; 998 = Refused to answer.
LD.6	Have staffing needs in your organization changed in the last 3 years?	01= Yes; 02= No; 900 = Don't know; 998 = Refused to answer.  If 01= Yes → Go to Q7 If 02= No → Go to Q8
LD.7	In what way have they changed?	01= We need more staff now; 02= We need less staff now; 03= We need more qualified/ skilled staff now; 04= We need less qualified/ skilled staff now; 05= We need staff with a different set of skills; 900 = Don't know; 998 = Refused to answer.
LD.8	If funding for more staff were made available to your organization, how much influence would you have with regards to:	01= No influence; 02= I could make recommendations; 03= It would be a joint decision between myself and the higher authorities; 04= I could make the decisions but would have to inform the higher authorities; 05= I have full

		autonomy; 900 = Don't know; 998 = Refused to answer.
<b>LD.8.a</b>	Filling new posts (e.g. decisions about selection)	
<b>LD.8.b</b>	Creating new posts	
<b>LD.9</b>	Does your organization have detailed information about future work-plans and staffing needs?	01= Yes; 02= No; 900 = Don't know; 998 = Refused to answer.
<b>LD.10</b>	Which of the following resources would you say is in shortest supply in your organization? <b>Show card.</b> <b>Please select the top 3, and rank them in order of importance with '1' being the most important and '3' being the least important.</b>	01= Number of staff; 02= Skills of staff; 03= Computers; 04= Office supplies (excluding computers); 05= Goods or services (excluding computers or other office supplies); 06= Office space; 07= Political support; 08= Other (please specify); 900 = Don't know; 998 = Refused to answer.
<b>LD.11</b>	To what extent would you agree that your organization has strategies to retain critical skills within the organization?	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.
<b>LD.12</b>	Does your organization have mechanisms in place to determine the degree of satisfaction among the employees?	01= Yes; 02= No; 900 = Don't know; 998 = Refused to answer.  If 01 = Yes à Go to Q13 If 02= No à Go to Q14
<b>LD.13</b>	What types of mechanisms does your organization have in place to determine the level of satisfaction of its employees?	01= Internal surveys; 02= Complaint/suggestion boxes; 03= One-on-one meetings; 04= Exit interviews; 05= Other; 900 = Don't know; 998 = Refused to answer.
<b>LD.14</b>	What is the main staffing challenge in your organization?	01= Overstaffing; 02= Understaffing; 03= Shortage of critical skills amongst recruits; 04= Difficulty filling vacancies; 05= Other; 900 = Don't know; 998 = Refused to answer.  If 02 or 04 à Go to Q15 If 03 à Go to Q16 If 01 or 05 à Go to Q17
<b>LD.15</b>	What would you say is the primary reason your organization is unable to recruit a sufficient number employees?	01= Insufficient funds; 02= Inadequate labor supply; 03= Insufficient labor supply; 04= Difficult working conditions (e.g. location); 05= Bureaucratic delays; 06= ???

<b>LD.16</b>	What would you say is the primary reason your organization is unable to attract high quality employees?	01= Low salary; 02= Poor career opportunities; 03= Difficult working conditions (e.g. location); 04= No challenging jobs; 05= Lack of recognition; 06= Low prestige; 900 = Don't know; 998 = Refused to answer.
<b>LD.17</b>	In your opinion, what are the main issues your organization faces regarding salaries and benefits?	01= Insufficient funds; 02= Lack of monetary rewards/incentives; 03= Salary level compared to the private sector; ???
<b>LD.18</b>	Do employees in your organization experience staff transfers or rotation (e.g. through the exchange program)?	01= Yes; 02= No; 900= Don't know; 998= Refused to answer. 01= Yes à Go to Q18 02 = No à Go to Q20
<b>LD.19</b>	On average, how long does the typical employee stay in a work station before being transferred within or outside the organization?	<b>[in months]</b> <b>Answer must be numeric.</b> 900= Don't know; 998= Refused to answer.
<b>LD.20</b>	What would you say is the primary challenge in executing regular transfers of employees in your organization?	01= Insufficient funds; 02= General shortage of staff across the organization; 03= Staff non-cooperation; 04= There is no transfer system in place; 900 = Don't know; 998 = Refused to answer.
<b>LD.21</b>	To what extent do you agree that planned employee exchange programs across levels of government can help improve the availability of expertise in areas of shortage?	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. If 04 or 05 à Go to Q22 If 01, 02, or 03 à Go to next module
<b>LD.22</b>	Which type of employee exchange programs do you think would be most helpful and/ or effective?	01= Central Government to Local Government and vice versa; 02= Headquarters and regional/ zonal offices and vice versa; 03= Other (please specify); 900 = Don't know; 998 = Refused to answer.
<b>LD.23</b>	At which level would exchange programs be more useful?	01= Management level; 02= Senior level; 03= Junior level; 900 = Don't know; 998 = Refused to answer.

## JM. Job Allocation and Mobility

<b>JM.1</b>	To what extent do you agree with each of the following statements:	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.
<b>JM.1.a</b>	The mobility through public organizations allows the right allocation of personnel	
<b>JM.1.b</b>	If a civil servant would like to move to another organization (e.g. ministry) that wants to receive him/her there are clearly defined mechanism to enable this transition.	
<b>JM.1.c</b>	I have opportunities to be moved around various positions so that I can learn a broad range of skills	
<b>JM.1.d</b>	My organization usually make efforts to retain top performers	



## LS. Labor Supply

<p><b>LS.1</b></p>	<p>How many individuals voluntarily left your organization in the last year to work elsewhere?</p> <p><b>If this seems unclear, provide them a nudge to approximate, such as half the office, a quarter, a few, only one or two.</b></p>	<p><b>Answer must be numerical.</b></p>
<p><b>LS.2</b></p>	<p>What position/ level of staff do you feel experience the most voluntary turnover?</p> <p><b>Select one response only. Prompt respondent with codes.</b></p>	<p>01 = Management; 02 = Professional; 03 = Sub Professional; 04 = Administrative; 05 = Clerical/Fiscal; 06 = Maintenance; 07 = Support staff; 08 = Other; 900 = Don't know; 998 = Refused to answer.</p>
<p><b>LS.3</b></p>	<p>What do you think are the greatest drivers of turnover?</p>	<p>01 = Poor pay and benefits; 02 = Relationships with other colleagues are not conducive; 03 = A desire for new challenges; 04 = Opportunities for training; 05 = Opportunities to travel; 06 = The working environment (technical equipment, PC, office) is not appealing; 07 = Opportunities for promotion; 08 = The workload is too much; 09 = Working hours are not conducive; 10 = The working climate is not appealing (non-meritocratic practices); 11 = Problem with the manager; 12 = Maternity leave leading to leaving position; 13=Other (please specify); 900 = Don't know; 998 = Refused to answer.</p>
<p><b>LS.4</b></p>	<p>Thinking about your experience in the service, would you say the proportion of staff voluntarily leaving the organization that you manage now is...</p> <p><b>Select one option only.</b></p>	<p>01= High; 02= Normal/ average; 03= Low; 900 = Don't know; 998 = Refused to answer.</p>
<p><b>LS.5</b></p>	<p>What proportion of the staff who express a desire to leave the organization is the organization able to retain?</p>	<p>01= All; 02= Most; 03= Around half; 04= Few; 05= None; 900 = Don't know; 998 = Refused to answer.</p>
<p><b>LS.6</b></p>	<p>To what extent do you agree with the following statements:</p>	<p>01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree</p>

		or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
<b>LS.6.a</b>	Voluntary turnover in the organization is hindering the organization's operations	
<b>LS.6.b</b>	There is more the organization could do to retain officials who are voluntarily choosing to leave	
<b>LS.6.c</b>	Officials voluntarily leaving the organization are justified in their decision	
<b>LS.7</b>	Do employees in your organization experience staff transfers or rotation (e.g. through the exchange program)?	01= Yes; 02= No; 900 = Don't know; 998 = Refused to answer.  If 01= Yes → Go to Q8 If 02 = No → Go to next section
<b>LS.8</b>	On average, how long does the typical employee stay in a work station before being transferred within or outside the organization?	01= Around a year; 02= Less than 5 years; 03= Between 5 and 10 years; 04= More than 10 years; 900 = Don't know; 998 = Refused to answer
<b>LS.9</b>	What would you say is the primary challenge in executing regular transfers of employees in your organization?	01= Insufficient funds; 02= General shortage of staff across the organization; 03= Staff non-cooperation; 04= There is no transfer system in place; Other (please specify); 900 = Don't know; 998 = Refused to answer.
<b>LS.10</b>	How did you hear about your current job? <b>Prompt respondent with codes. Select one option only.</b>	01 = Advert – job board; 02 = Advert – internet; 03 = Advert – Newspaper; 04 = Advert – TV; 05 = Advert – Radio; 06 = Advert – Other; 07 = Informal invite; 08 = Transfer; 09 = Internal communication; 900 = Don't know; 998 = Refused to answer.
<b>LS.11</b>	Which of the following methods were used in the selection process for your current position?	01 = No formal selection process was undertaken; 02 = Interview; 03 = Written examination; 04 = Other (don't

	<b>Prompt respondent with codes. List all responses that apply.</b>	specify); 900 = Don't know; 998 = Refused to answer.
<b>LS.12</b>	What attracted you to this job?	01 = Security; 02 = Salary; 03 = Public service; 04 = Friends; 05 = Status; 06 = Future career ambitions; 07 = Location; 08 = Fits my educational background/Challenges me; 09 = Working conditions; 10 = Further training; 11= Travel opportunities; 12 = Other; 900 = Don't know; 998 = Refused to answer.
<b>LS.13</b>	<p>We would like to know how important the following criteria are in determining how other staff in your organization treated, including who gets hired, the best rewards, the best training opportunities, and so on.</p> <p>Twelve different criteria are set out in the show card. Please review them and <b>rank the top three in order of importance, with 1 being the most important.</b></p>	<p><b>Respondent should rank the top three criteria in order of importance, with 1 being the most important.</b></p> <p>900 = Don't know; 998 = Refused to answer.</p>
<b>LS.13.a</b>	Merit/performance	
<b>LS.13.b</b>	Length of service in this organization	
<b>LS.13.c</b>	Length of service in the public sector	
<b>LS.13.d</b>	Quality of relationship with supervisors	
<b>LS.13.e</b>	Political connections	
<b>LS.13.f</b>	Family connections	
<b>LS.13.g</b>	Education connections	
<b>LS.13.h</b>	Other connections	
<b>LS.13.i</b>	Gender	
<b>LS.13.j</b>	Ethnicity	
<b>LS.13.k</b>	Providing gifts or unofficial payments	
<b>LS.13.l</b>	Office conduct/behavior	

<b>LS.14</b>	To what extent do you agree that the selection process in your organization has led to the selection of individuals who meet the job requirements for each position.	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.
<b>LS.15</b>	To what extent do you agree that managers in your organization are chosen based on well-defined and publicly-available job descriptions and person profiles?	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.

## LM. Labor Matching

<p><b>LM.1</b></p>	<p>What would you say are the top 3 skill requirements of staff in your organization?</p> <p>Show card.</p> <p><b>Select the top 3, in order of importance.</b></p>	<p>01 = Policy development; 02 = Strategy development; 03 = Contracting and contract management; 04 = Project management; 05 = Service delivery management; 06 = Finance / Accounting / Controlling ; 07 = Legal; 08 = Stakeholder engagement; 09 = Other (don't specify); 900 = Don't know; 998 = Refused to answer</p>
<p><b>LM.2</b></p>	<p>Thinking about the staff already working in your unit, if you were given the opportunity to hire two additional members of staff and were given full discretion, which 3 skills would you prioritize in the selection process?</p>	<p>01 = Policy development; 02 = Strategy development; 03 = Contracting and contract management; 04 = Project management; 05 = Service delivery management; 06 = Finance / Accounting / Controlling ; 07 = Legal; 08 = Stakeholder engagement; 09 = Other (don't specify); 900 = Don't know; 998 = Refused to answer</p>
<p><b>LM.3</b></p>	<p>What proportion of staff in your organization would you say is the right staff for the job they are currently doing?</p>	<p><b>Answer must lie between 0 and 100; 900 = Don't know; 998 = Refused to answer.</b></p> <p>If Q3 = 100 → Go to Q5</p> <p>If Q3 &lt; 100 → Go to Q4</p>
<p><b>LM.4</b></p>	<p>To what extent would you agree that not having the right staff for the job is a constraint for the organization that you manage?</p>	<p>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</p>

		answer.
<b>LM.5</b>	Do you find yourself using staff who are not your first choice for specific tasks or projects?	01= Yes; 02= No; 900= Don't know; 998= Refused to answer.  If 01=Yes → Go to Q6 If 02=No → Go to Q7
<b>LM.6</b>	On what proportion of tasks/ projects do you use staff who are not your first choice for those specific tasks /projects?	<b>Answer must lie between 0 and 100; 900 = Don't know; 998 = Refused to answer.</b>
<b>LM.7</b>	How do you typically assign tasks/ projects to specific staff?	01= I assign tasks randomly; 02= I assign tasks depending on how busy individuals are; 03= I assign tasks based on who I know will be better at it, using my discretion; 04= I assign tasks based on documented skills; 05= Other (please specify); 900 = Don't know; 998 = Refused to answer.
<b>LM.8</b>	Is there a database of individual staff members' qualifications, skills, and competencies?	01= Yes; 02= No; 900= Don't know; 998= Refused to answer.  If 01= Yes → Go to Q9 If 02= No → Go to Q11
<b>LM.9</b>	How often is this database updated?	01=Never; 02 = Annually; 03 = Bi-annually; 04 = Quarterly; 05 = Monthly; 06 = Weekly; 07 = Other (don't specify); 900 = Don't know; 998 = Refused to answer
<b>LM.10</b>	How often is this database consulted/ used?	01=Never; 02 = Annually; 03 = Bi-annually; 04 = Quarterly; 05 = Monthly; 06 = Weekly; 07 = Other (don't specify); 900 = Don't know; 998 = Refused to answer

<b>LM.11</b>	To what extent do you agree that this database is used to inform decisions related to the assignment of managerial roles?	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.
<b>LM.12</b>	To what extent do you agree with each of the following statements:	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.
<b>LM.12.a</b>	My unit is formed of individuals with the right skills and experience to carry out their jobs	
<b>LM.12.b</b>	The skills and experience required for working in my unit are well-defined	
<b>LM.12.c</b>	In my unit, even when respecting rules and regulations, there is flexibility in the way we carry out our day-to-day tasks	
<b>LM.12.d</b>	Internal selection and transfers of officials are based on the best criteria for identifying officials best suited for each job	
<b>LM.12.e</b>	The decisions in my unit are made based on data	
<b>LM.12.f</b>	Data on personnel are publicly available	
<b>LM.12.g</b>	Data on personnel are easy to use and understand	