







THE GLOBAL SURVEY OF PUBLIC SERVANTS

Onboarding Module



JAVIER FUENZALIDA, JAN MEYER-SAHLING, KIM MIKKELSEN & CHRISTIAN SCHUSTER

Authors ordered alphabetically. Document last updated: May 2022.



Stanford University | University College London | University of Nottingham | World Bank









Stanford University Affiliates

Katherine Bersch

Assistant Professor of Political Science at Davidson College

Francis Fukuyama

Mosbacher Director of the Center on Democracy, Development and the Rule of Law and Olivier Nomellini Senior Fellow at Stanford University

Dinsha Mistree

Research Fellow and Lecturer in the Rule of Law Program at Stanford University Law School

University College London Affiliates

Christian Schuster

Professor in Public Management at University College London

University of Nottingham Affiliates

Jan Mever-Sahling

Professor of Political Science at the University of Nottingham

Kim Mikkelsen

Associate Professor of Politics and Public Administration at the Roskilde School of Governance

World Bank Group Affiliates

Zahid Hasnain

Senior Governance Specialist in the Governance Global Practice of the World Bank

Kerenssa Kay

Survey Manager at the Bureaucracy Lab of the World Bank

Daniel Rogger

Research Economist in the Development Impact Evaluation Research Group of the World Bank **Disclaimer (World Bank)**. This work is a product of the Global Survey of Public Servants Consortium. The Consortium includes staff of The World Bank. The findings, interpretations, and conclusions expressed in this work do not necessarily reflect the views of The World Bank, its Board of Executive Directors, or the governments they represent. The World Bank does not guarantee the accuracy of the data included in this work. The boundaries, colors, denominations, and other information shown on any map in this work do not imply any judgment on the part of The World Bank concerning the legal status of any territory or the endorsement or acceptance of such boundaries. Nothing herein shall constitute or be considered to be a limitation upon or waiver of the privileges and immunities of The World Bank, all of which are specifically reserved.

Organizations within the World Bank. Within the World Bank, the members of the Global Survey of Public Servants Consortium are members of the Bureaucracy Lab, a joint initiative of the Global Governance Practice and the Development Impact Evaluation Research Group.







Rights and Permissions. This work is available under the Creative Commons Attribution 3.0 IGO license (CC BY 3.0 IGO) http://creativecommons.org/licenses/by/3.0/igo.

Attribution. Please cite the work as follows: Meyer-Sahling et al. (2022) "Onboarding Module." Available at www.globalsurveyofpublicservants.org.

Adaptations. If you create an adaptation of this work, please add the following disclaimer along with the attribution: This is an adaptation of an original work by Hasnain, Zahid, Daniel Rogger, Dinsha Mistree, Kim Sass Mikkelsen, Christian Schuster, Kerenssa Kay, Katherine Bersch, Jan Meyer-Sahling and Francis Fukuyama (2022) "The Global Survey of Public Servants: Core Module". Views and opinions expressed in the adaptation are the sole responsibility of the author or authors of the adaptation and are not endorsed by the Consortium partners.

All queries on this document and the Global Survey of Public Servants should be addressed to info@globalsurveyofpublicservants.org

SUMMARY OF THE ONBOARDING 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 Onboarding 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.

Translations: A Spanish translation of these questions is available from the authors.

IDN. Identification

Within the demographics module of the survey using the Onboarding Module, it is advisable to include the following identification question as the relevance of the module is dependent on this question.

IDN.1	For how many years have you worked in your current	[Drop-down Menu]
	organization?	900 Don't know/Prefer not to
		respond

ONB. Onboarding

(Only if IDN.1<3 – i.e. only ask recent recruits into your organization about onboarding practices, as others are unlikely to recall their experience accurately. This module is designed to be part of a larger civil service survey, though it could also be administered as a stand-alone module with a larger set of demographic questions (see the Global Survey core module for a full set of demographic questions))

ONB.1	Thinking back to your first weeks on-the-job in your organization, to what extent do you agree with the following statements about the induction process in your organization? During my induction process in my public sector organization	01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree 900 Don't know/Prefer not to respond
ONB.1.a	I was welcomed by my manager in my new job on my first day	
ONB.1.b	There was a gathering – such as a meeting or lunch – for me to meet my colleagues during my first days on the job	
ONB.1.c	I had regular opportunities to interact socially with other members of my organization	
ONB.1.d	I was given a clear sense of my job tasks and expectations	
ONB.1.e	I was given training to understand the rules, procedures and systems required to do my job	
ONB.1.f	I was made aware of the core values of my organization and their importance	
ONB.1.g	The mission and goals of my organization were explained to me	

ONB.1.h	I was explained how my job tasks contribute to the goals of my organization
ONB.1.i	The history and culture of my organization were explained to me
ONB.1.j	The values of public service and their importance were explained to me
ONB.1.k	I was explained how the work done in the organization contributes to serving society
ONB.1.I	I was given a clear sense of why and how to act ethically in public service
ONB.1.m	I had an opportunity to discuss what is unique about me and what this allows me to contribute to the organization