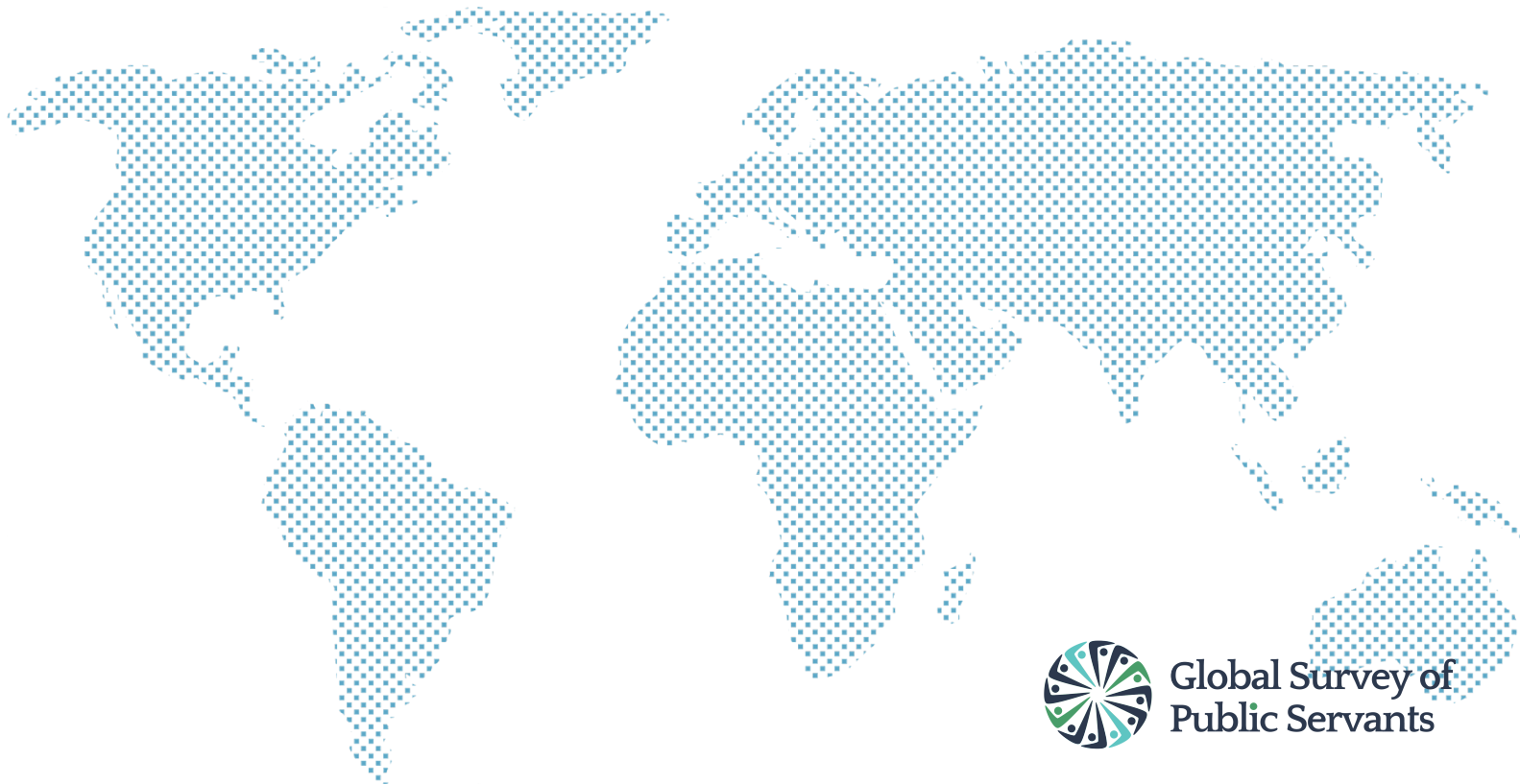


# THE GLOBAL SURVEY OF PUBLIC SERVANTS

## Training Module



**Global Survey of  
Public Servants**

WORLD BANK BUREAUCRACY LAB

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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](http://www.globalsurveyofpublicservants.org).

The purpose of this document is to provide government counterparts, researchers and other stakeholders with a Training 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).

## SK. Skills

<b>SK.1</b>	To what extent do you agree with the following statements:	01= Strongly disagree; 02= Disagree; 03= Neutral; 04= Agree; 05= Strongly agree; 900= Don't know; 998= Refused to answer.
<b>SK.1.a</b>	My professional skills and capabilities have improved since joining the public service.	
<b>SK.1.b</b>	I am given a real opportunity to improve my skills in my department.	
<b>SK.1.c</b>	The skill level in my work division has improved in the last 12 months.	
<b>SK.1.d</b>	Staff in this department has the job-relevant knowledge and skills necessary to accomplish departmental goals.	
<b>SK.2</b>	How satisfied are you with the training you receive for your present job?	01= Very satisfied; 02= Satisfied; 03= Dissatisfied; 04= Very dissatisfied; 900= Don't know; 998= Refused to answer.

## IC. Induction

IC.1	Did you undergo training when you first joined in your current position?	01= Yes; 02= No; 900= Don't know; 998= Refused to answer.  If 02= No skip to IC.4
IC.2	When you first joined the department, did you receive training in any of the following areas:  <b>Select all that apply</b>	01= Use of equipment relevant to your job; 02= IT; 03= Laws and regulations relevant to your job; 04= Legal rights of taxpayers; 05= How to engage with taxpayers; 06= Ethics; 07= Dealing with conflicts of interest; 08= What to do with presents; 09= Administrative and disciplinary measures; 10= Other; 11= None of the above. 998= Refused to answer.  If Q2 = 11 skip to IC.44
IC.3	How much of this new knowledge are you now using on the job?	01= It is an integral part of my job; 02= I use it sometimes (specific aspects); 03= I never use it; 900= Don't know; 998= Refused to answer.
IC.4	In your division, is there a period of job/divisional orientation before any staff is placed to function?	01=Yes; 02= No; 900= Don't know; 998= Refused to answer. If 02= No skip to TC
IC.5	What is the duration of this period?	[Months] <b>Answer must be numeric.</b> 900= Don't know; 998= Refused to answer.

## TC. Training and Capacity Building

<b>TC.1</b>	Did you receive any training within your own division in the last 12 months?	01= Yes; 02= No. 998= Refused to answer.  If 02= No skip to TC.5
<b>TC.2</b>	Did you receive training in any of the following areas?  <b>Show card. Select all that apply.</b>	01= Use of equipment relevant to your job; 02= IT; 03= Laws and regulations relevant to your job; 04= Legal rights of taxpayers; 05= How to engage with taxpayers; 06= Ethics; 07= Dealing with conflicts of interest; 08= What to do with presents; 09= Administrative and disciplinary measures; 10= Other;; 900= Don't know; 998= Refused to answer.
<b>TC.3</b>	How relevant was your training to the job that you were doing relative to your position at that time?	01= Very relevant; 02= Somewhat relevant; 03= Not relevant; 900= Don't know; 998= Refused to answer.
<b>TC.4</b>	Who identified the specific training needs?  <b>Select all that apply.</b>	01= Personnel/ HR office; 02= Supervisor; 03= Director; 04= Head of the department; 05= Colleague; 06= Yourself; 07= All staff got the same training; 900= Don't know; 998= Refused to answer.
<b>TC.5</b>	To what extent do you agree with the following statement about the training provided to you and your colleagues:	01= Strongly disagree; 02= Disagree; 03= Neutral; 04= Agree; 05= Strongly agree; 900= Don't know; 998= Refused to answer.
<b>TC.5.a</b>	It is relevant for the work civil servants do	
<b>TC.5.b</b>	It has to be provided more regularly	
<b>TC.5.c</b>	It provides adequate management skills	
<b>TC.5.d</b>	It is too general	
<b>TC.5.e</b>	It provides updated information on rules and regulations	
<b>TC.5.f</b>	It helps to understand the rights and duties of civil servants	
<b>TC.5.g</b>	It does not match the specific needs of my job	
<b>TC.5.h</b>	It should be expanded to address real-life situations on corruption, conflicts of interest, and reporting misconduct and mismanagement	
<b>TC.5.i</b>	It contributes to the improvement of officials' performance.	
<b>TC.5.j</b>	It contributes to improvement of officials' career development.	
<b>TC.5.k</b>	It is tailored to the different stages and requirements of officials' career development (e.g. junior officials, officials transferring into a	

	new role).	
TC.6	Have you attended any external training courses in the last 12 months?	01= Yes; 02= No. 998= Refused to answer.
TC.7	Have you received any of the following additional types of training?  <b>Select all that apply.</b>	01= Training from another institute; 02= On-the-job training organized by the Ministry; 03= Learning from outside experts; 04= Self-development/ self-study (non-government); 05= Outside Institution Career development (non-government). 06= None of the above. 998= Refused to answer.
TC.8	To what extent do you agree that your training needs are adequately assessed and addressed?	01= Strongly disagree; 02= Disagree; 03= Neutral; 04= Agree; 05= Strongly agree; 900= Don't know; 998= Refused to answer.
TC.9	How useful has the training that you received in the last 12 months been for enhancing your performance?	01= Very useful; 02= Somewhat useful; 03= Not useful; 04= I did not receive any training in that last 12 months; 900= Don't know. 998= Refused to answer.
TC.10	If you could choose to get more training in one of these aspects of your job to improve your performance, which would you choose?  <b>Show card. Select all that apply.</b>	01= Use of equipment relevant to your job; 02= IT; 03= Laws and regulations relevant to your job; 04= Legal rights of taxpayers; 05= How to engage with taxpayers; 06= Ethics; 07= Dealing with conflicts of interest; 08= What to do with presents; 09= Administrative and disciplinary measures; 10= Other; 900= Don't know; 998= Refused to answer.
TC.11	Overall, how strongly do you agree that you were given adequate instruction/training for the position that you currently hold?	01= Strongly disagree; 02= Disagree; 03= Neutral; 04= Agree; 05= Strongly agree; 900= Don't know; 998= Refused to answer.
TC.12	To what extent do you agree that training opportunities in your division depend on each of the following activities:	01= Strongly disagree; 02= Disagree; 03= Neutral; 04= Agree; 05= Strongly agree; 900= Don't know; 998= Refused to answer.
TC.12.a	Length of service	
TC.12.b	Merit/ performance	
TC.12.c	Employees' personal choice and activity	
TC.12.d	Programme for promoting employees' qualification	
TC.12.e	Quality of relationship with supervisor	
TC.12.f	Political connections	
TC.12.g	Gender	
TC.12.h	Family connections	
TC.13	To what extent do you agree with the following statements:	01= Strongly disagree; 02= Disagree; 03= Neutral; 04= Agree; 05= Strongly agree; 900= Don't know; 998= Refused to answer.



<b>TC.13.a</b>	In the last 12 months in your department training programs contributed to the achievement of objectives.	
<b>TC.13.b</b>	In the last 12 months professional development and capacity-building was promoted among employees.	
<b>TC.14</b>	<p>What would you say is the main problem with training of staff in your division?</p> <p><b>Select one option only.</b></p>	<p>01= Limited training opportunities; 02= Funding is insufficient; 03= Inadequate selection process; 04= Ineffective training programs; 05= Officers' leaving their position after training; 900= Don't know; 998= Refused to answer.</p>

## MT. Manager Training (managers only)

<b>MT.1</b>	To what extent do you agree with each of the following statements:	01= Strongly disagree; 02= Disagree; 03= Neutral; 04= Agree; 05= Strongly agree; 900= Don't know; 998= Refused to answer.
<b>MT.1.a</b>	My organization offers specific training to officials taking up managerial roles.	
<b>MT.1.b</b>	My organization offers training aimed at preparing successors for key management positions.	