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**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE  
PUBLIC GOVERNANCE COMMITTEE**

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**Public Employment and Management Working Party**

**OECD SURVEY ON STRATEGIC HUMAN RESOURCES MANAGEMENT IN GOVERNMENT**

**May 2006**

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## INTRODUCTION

### Background

The Directorate for Public Governance and Territorial Development (GOV) has traditionally collected quantitative and qualitative data in the fields of public employment and human resources management. These data have been in high demand and have been used by both national governments and international organisations for comparative purposes.

In the past, GOV collected data through two major surveys:

- the public sector pay and employment data (PSPE), which gathered mostly quantitative data about pay and employment;
- the strategic human resources management survey, which was carried out for the first time in 2002, and collected mostly qualitative information.

As part of its strategy to improve the quality and scope of its data in 2005-06, and in order to address the demands from member governments, GOV is improving its data gathering process.

Two major data gathering exercises will be conducted in 2005-2006, replacing GOV's older surveys and questionnaires:

- A new methodology has led to the design of a new questionnaire for employment numbers in the public domain that are more comparable across countries. In distinction to previous exercises, GOV's main contact points in government will be statisticians from national statistical offices or ministries/agencies of labour/employment who specialise in employment data. This questionnaire is being circulated separately.
- This specific questionnaire builds on the experience gained in the previous surveys, and is designed for completion by senior officials from ministries/agencies with responsibilities for public employment/management of the civil service. It seeks information on two main areas:
  - information on human resources management at national government level;
  - information on the management of human resources at sub-national level from a national government perspective.

In order to decrease the workload for OECD member countries, some parts of this survey have been pre-filled for each country with information obtained from past surveys. This information is in blue in the survey or in checked boxes. Please check that this information is still correct.

These two exercises are unique at the international level and should provide for the first time a robust basis for comparative analysis across OECD member countries in the field of government's human resources management.

## **Purpose of the survey**

The goal of the survey is to gather data that will provide an improved understanding of the broad trends that have affected public employment and human resources management across OECD member countries, and provide OECD member countries with a better picture of where they stand compared to other countries in these fields. More specifically, the results of the survey will be analysed with a view to comparing policies that aim to:

- move towards more flexibility while preserving government coherence and high ethical standards;
- ensure that the public service comprises an adaptable workforce;
- maintain/improve the attractiveness of the public service;
- recruit, train and promote the best and the brightest;
- improve the performance of the public service.

In addition to being used in all our thematic studies, the results of this survey will be immediately used in order to prepare the OECD projected biannual publication on *The State of the Public Service* (working title).

## **Timeline**

It is anticipated that GOV will receive country's responses by the summer of 2006. The results of the survey will be shared with OECD countries at the 2006 meeting of the Public Employment and Management Working Party (PEMWP).

These results will then be finalised and integrated into GOV's projected biannual publication on *The State of the Public Service* (working title) by the beginning of 2007.

## **Scope and definitions**

In this survey, GOV uses the words public service and civil service almost interchangeably. Given the difficulty in getting data that are comparable across countries, we are asking countries to define the range of government organisations that their data cover in each section (core ministries, state-owned enterprises, agencies, semi-autonomous government bodies, etc...).

Departments and ministries are terms that have the same meaning and are used indifferently.

## **Comments sections**

In most parts of the questionnaire we have left some room for some additional comments and precisions and systematically at the end of each section. Countries are strongly encouraged to use these sections especially in order to give details or precisions on how the specific question or section applies to the specific country situation.

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## A. HUMAN RESOURCES MANAGEMENT AT NATIONAL/FEDERAL GOVERNMENT LEVEL

Before filling in this section, please describe broadly the range of government organisations that your data cover: core ministries, state-owned enterprises, agencies, semi-autonomous government bodies etc...

### A.1. Employment frameworks: Employees under general employment framework in government versus casual employment (permanent/statutory versus contractual or casual employment)

Please note:

- i. The definitions of employees under general employment framework in government and casual employment differ widely across OECD member countries. In general and depending on the country, casual employees are those employees that are not employed under the main employment frameworks (we use the term general statute indifferently), and/or are under shorter term contracts than regular employees. It is possible that countries use different definitions from those above.

Before filling in this part, please briefly summarise what you decide casual employment covers in your country:

- ii. In some countries, different rules regulate the management of different groups of public servants (excluding casual employees). If the management rules imply that all groups are managed in a roughly similar manner, please only give one answer for all groups. If management rules differ widely, please indicate so and develop in the comments section.

#### *A.1.a. Regular employees employed under general government employment framework, this part excludes casual employment as per your own definition above.*

Q.1. At central/national/federal level of government, is public service employment regulated by a specific statute or other consolidated employment framework?

- Yes  
 Yes, but there is more than one employment framework  
 No, none

Q.1.a. Please explain which groups of employees at the central/national/federal government level are employed under the (each of the) consolidated employment framework(s), and those groups managed at the central/national/federal government level which fall outside.<sup>1</sup>

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1. You may make a distinction by the occupational groups, for instance: core function administration, defence, police, judiciary, teachers (public/private schools publicly financed), doctors (public/private hospitals publicly financed), administration of the educational/health system, social security, commercial public services. If employment groups are not managed at the central level, please do not mention them or specify clearly that they rely to sub-national levels of government.

Q.2. Could you specify what differences the statute(s)/legal framework(s) make between this type of employment and general employment rules in the private sector? Especially in the following areas:

- General government employment falls under public law while private sector employment falls under private law
- Dispute resolution is referred to administrative court as opposed to regular courts
- The legal framework imposes different hiring rules such as, for example, competitive examination
- The legal framework imposes hiring rules that restrict employment to avoid hiring staff with conflicts of interest
- Through the legal framework, staff have different rights and duties (right to strike, unions, etc.). Please specify
- The legal framework provides different guarantees about job protection and against dismissal
- The legal framework provides guarantees in favour of lifelong employment
- The legal framework imposes open term contracts as opposed to private sector employment rules
- The legal framework imposes special benefits including social security and pension
- Other differences, please specify

Comments:

Q.2.a. If there is more than one specific statute or consolidated employment framework for public employment in different sectors/across different government organisations, please explain and comment on whether these statutes/frameworks provide broadly similar conditions of employment:

Q.3. Using your own definition of casual employment developed above, please fill in the following table (central/national/federal government level only). You may adjust the scope or provide data for part of the central/national/federal administration only if you do not have the exact data. Please use full time equivalent if possible.

Please provide the exact or closest available number of employees or percentages	Employees under general employment framework for government	Contractual or casual staff under different employment rules
1990 or closest year available:		
1995 or closest year available:		
2000 or closest year available:		
2005 or closest year available:		

Source:

If quantitative data are not available, you may provide qualitative information on the trends.

Please comment on and interpret this information. In particular, are these trends due to changes in the proportions of the different sub-sectors (for instance fewer teachers in general), or are they due to changes within the different employment groups (for instance increased proportion of teachers employed outside the general employment framework versus those under the general employment framework)?

Q.4. What have been the main changes to this statute/general employment framework for government over the past 15 years?

- Alignment with private sector rules: please specify
- Employment in some sectors under different rules: please specify
- No change
- Other: please specify

What changes are anticipated in the future?

Q.5. Is there a trend towards shorter term contracts/mandates for posts for employees employed under this general government employment framework (staff are not guaranteed to remain at the same post or grade even if they remain longer in the civil service or if lifelong employment in the public service is guaranteed)?

- Yes
- No

Please specify. You may distinguish between levels of posts or different categories of employees within this legal framework, and provide data you may have

What are the anticipated reforms in this area?

Q.6. Is there a trend towards shorter average length of (cumulative) employment under this general employment framework(s) in the public service (do staff under the general government employment framework stay less long than before in the civil service)? Please comment and interpret.

Is there any significant difference between different categories of employees, or by level of post?

Comments and projected reforms in this area:

***A.1.b. Casual employment***

Q.7. Under what conditions are government organisations allowed to hire personnel outside of the rules of the general employment statute/legal frameworks (excluding contracting out of functions to private firms)? Under what conditions can government organisations hire casual employees?

- For specific functions: please specify
- For short term employment: please specify what short term implies
- For other reasons: please specify
- Not allowed (then go to Section II)

Q.8. Is there a trend towards the increased use of casual employees to fill long term positions?

- Yes
  - No
- Please specify

Q.9. What are the employment rules that apply to these casual employees?

- General labour laws
- Specific public/administrative rules

Q.10. What are the limitations to this practice?

Q.11. Please describe where you think a large proportion of casual personnel are employed (if you have any number available, please provide):

By level of posts:

- Top senior posts
- General management posts
- Technical posts
- Posts with no special qualifications
- Unskilled posts
- Other:

By sector:

- Core functions/general administration
- Education
- Health
- Police/defence
- Other:

Q.11.a. What is the average length of employment under casual employment rules (you may make a distinction by level of post or by sector)? Has it changed over time?

Q.12. Is the proportion of casual employees:

- Growing?
- Shrinking?
- Other?:

Please give any number you have with a reference of the scope of employment you are referring to.

Comments and anticipated reforms in this area:

#### ***A.1.c. Public employment: Numbers by term of contracts***

This section aims at getting information on the terms of employment contracts within government, *i.e.* the numbers of staff who are on open term employment contracts (indefinite contracts) compared to those who are on shorter term contracts (contracts for a few months or a few years only). If your country has term contracts only, please mention it here and explain (and then go to the next section):

This section may overlap a bit with the previous section on casual employment depending on your definition of casual employment. If your definition of casual employees involves that those employees are all on fixed term contracts and all other staff on open term contracts, then please go directly to the next section.



Q.13. Please fill in the following table, by using percentages of posts (or closest available) and if possible in full-time equivalent.

Central/national/federal government or closest scope (specify)	1990 or closest year avail.:	1995 or closest year avail.:	2000 or closest year avail. :	2005 or closest year avail. :
- FTC (fixed-term contract)				
- OTC (open-term contract) or lifelong guaranteed				

Source :

If quantitative data are not available, please provide qualitative information on these trends:

Please comment on and interpret this information:

**COMMENTS ON SUB-SECTION A.1.**

**A.2. Changes to employment levels at central/federal government level**

Q.14. In the past 10 years, what have been the most significant changes to employment levels?

	The entire public service at central/federal government level	Specific functions/missions	Specific categories of employees
Increase in number of staff (please specify numbers if possible)		Please specify type of functions	Please specify category of employees
Decrease in number of staff (please specify number of employees if possible)		Please specify type of functions	Please specify category of employees

Comments

Q.14.a. How did these trends mostly come about?

- |  |   |
|--|---|
| <input type="checkbox"/> Simple hirings/dismissals | <input type="checkbox"/> Devolution   |
| <input type="checkbox"/> Hiring freeze             | <input type="checkbox"/> Contracting out  |
| <input type="checkbox"/> Change in retirement age  | <input type="checkbox"/> Delegation to public/semi-public organisations/agencies with different employment frameworks |

Please specify.

Q.15. At present, are there any programmes to change the level of central/national/federal government employment (up, constant or down)?

- Yes     Up     Down  
 No

Please specify numbers if available

Q.15.a. If yes, are these programmes designed to:

- Change the number of staff in specific pre-identified sectors following a redefinition of priorities  
 Change the number of staff evenly across the public sector (please define: \_\_\_\_\_ )  
 Transfer responsibilities to sub-national government  
 Other (specify): \_\_\_\_\_

Please specify. How will these programs be implemented?

**COMMENTS ON SUB-SECTION A.2.**

**A.3. Age structure in the public service**

Q.16. Please fill the following tables. You may adapt the age structure if necessary.

Central/national/federal administration Number of staff	19 and under	20-29 years	30-39 years	40-49 years	50-59 years	60 and over
1990 or closest year avail.						
1995 or closest year avail.						
2000 or closest year avail.						
2005 or closest year avail.						

Source and scope:

If data are not available, you may provide data for part of the central/national/federal administration, or/and qualitative information you may have.

Comments on and interpretation of these changes:

Q.17. Has your government set a replacement rate to fill gaps left by departures (particularly a replacement ratio for staff leaving through retirement)? If so, please specify:

Q.18. What are the forecasts in terms of retirement departures and their financial consequences?

Q.19. Are savings in wage bill costs anticipated because of the replacement ratio? If so, please specify

**COMMENTS ON SUB-SECTION A.3.**

#### **A.4. Centralisation/delegation of HRM practices within central/national/federal government organisations**

This section aims at collecting information on how governments provide for some coherence across government organisations in the HRM field, through a central body in charge of human resources for the whole of national government (including possibly be responsible for implementing Parliament's decisions regarding HR).

##### ***A.4.a. The central HRM body***

Q.20. Is there a central agency/department in charge of human resources at central/national/federal government level?

- Yes
- No
- Not responsible, but a central agency/department aims to coordinate the HR policies across departments

Q.20.a. The department/agency is responsible:

- for the management of HRM at central/national/federal government level
- for providing leadership and guidance on human resource at national/federal government level?
- Other: please specify

Q.20.b. Where is it located in government? (Multiple answers are allowed)

- Office of the Prime Minister or head of government
- Specific ministry/organisation dedicated to HRM
- Ministry of Finance
- Ministry of Interior
- Other ministry/agency (separate from the Office of the Prime Minister or head of government and the Ministry of Finance). Please specify
- Other: please specify

Comments

**A.4.b. Delegation**

*A.4.b.i. Delegation of establishment (the ability to decide on staff numbers and the types of staff that are employed)*

Q.21. Please fill in the following table.

Primarily determined by:	Central HRM body (which sets the rules and is closely involved in applying them)/Ministry of Finances	Central HRM body but with some latitude for ministries/departments/agencies in applying the general principles	Ministries/ departments/ agencies, within established legal and budgetary limits	Unit/team level	Other/variable, depends largely on departmental/ functions
Numbers and types of posts within organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allocation of budget envelope between payroll and other expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q.21.a. Do these delegation rules apply to all types of government organisations? Have these rules been changed recently?

Q.22. Casual staff: What are the differences in the delegation of authority for recruiting casual staff?

Q.23. What needs to be improved in your system? What are the anticipated reforms in the future?

*A.4.b.ii. Delegation of compensation levels*

Q.24. Please fill in the following table.

Primarily determined by:	Central HRM body (which sets the rules and is closely involved in applying them)/ Ministry of Finances	Central HRM body but with some latitude for ministries/departments/agencies in applying the general principles	Ministries/ departments/ agencies, within established legal and budgetary limits	Unit/team level	Other/variable, depends largely on departmental/ functions
General management of pay systems (fixed portion, progressions,...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of the variable portion of pay - benefits - performance related pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q.24.a. Do these delegation rules apply to all types of government organisations? Can you explain the main differences?

Q.25. What have been the main recent reforms in the delegation of decisions regarding general remuneration and pay systems?

Q.26. What would need to be improved in your system? What are the anticipated reforms in this area?

*A.4.b.iii. Delegation of position classification, recruitment and dismissals*

(This section addresses the management of all staff *except senior management staff (if different from the rest of staff)*. A different section will address the division of management responsibilities for senior management staff).

Q.27. Please fill in the following table.

Primarily determined by:	Central HRM body (which sets the rules and is closely involved in applying them)	Central HRM body but with some latitude for ministries/departments /agencies in applying the general principles	Ministries/ departments/ agencies, within established legal and budgetary limits	Unit/team level	Other/variable, depends largely on departmental /functions
Post classification system – grades	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Original individual recruitment into the civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual recruitment of casual staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual duration of employment contract in the civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual duration of contract in specific posts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual career management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual dismissal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- following lack of performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- following organisational restructuring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- following misconduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q.27.a. Do these delegation levels apply to all types of government organisations? If not, can you explain the main differences?

Q.28. What have been the main recent reforms in the delegation of decisions regarding position classification, recruitment and dismissals?

Q.29. What would need to be improved in your system? What are the anticipated reforms in this area?

*A.4.b.iv. Delegation of conditions of employment*

Q.30. Please fill in the following table

Primarily determined by:	Central HRM body (which sets the rules and is closely involved in applying them)	Central HRM body but with some latitude for ministries/departments/agencies in applying the general principles	Ministries/ departments/ agencies, within established legal and budgetary limits	Unit/team level	Other/variable, depends largely on departmental/ functions
Flexibility of working conditions (numbers of hours, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adjustments to working conditions (part time, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance appraisal systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code of conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethics, equal opportunity, equity issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q.30.a. Do these delegation rules apply to all types of government organisations? Can you explain the main differences?

Q.31. What have been the main reforms and what are the current/future reforms in the delegation of decisions regarding general conditions of employment?

Q.32. What would need to be improved in your system? What are the anticipated reforms in this area?

*A.4.b.v. Towards a framework for delegation?*

Q.33. Has there been any refocusing or redefinition of the role of the HRM central body towards a more strategic and a less detailed managerial role?

- Yes, for all departments
- Yes, for the core departments
- No, the overall goal is unchanged
- No, and plans for supplementary delegations

Please comment and specify the recent reforms and the planned reforms:

Q.34. What issues has this refocusing or role redefinition primarily covered? (appointments, reassignment, remuneration, conditions of employment, etc.).



*A.4.b.vi. Impact of delegation*

Q.35. The arrangements for delegation have led to:

- A broadly comparable framework for pay/terms and conditions of employment across all central/national/federal government
- A broadly comparable framework for pay/terms and conditions of employment within each ministry/department but with significant differences between ministries/departments
- A very diverse picture with many different pay scales and terms and conditions of employment within each ministry/department

Please specify/comment.

Q.36. Do the levels of pay/terms and conditions of employment vary significantly across government organisations for the same level of posts? Please respond in the following table using “yes significantly”, “yes to some degree”, or “not at all”.

	Within central/national/federal government across ministries/departments/agencies	Within the same ministries/departments
Basic pay		
Other types of remuneration/social benefits		
Duration of individual contracts in specific posts (mandates)		
General duration of employment in the public service		
Flexibility of working conditions (number of hours, etc.)		
Adjustments to working conditions (part-time, etc.)		
Performance appraisal systems		
Code of conduct		
Ethics, equal opportunity, equity issues		
Other:		

Please comment and specify the recent reforms and the planned reforms in these areas:

**COMMENTS ON SUB-SECTION A.4.**

## **A.5. Recruitment, promotion, mobility and training at central/national/federal level**

### ***A.5.1. Recruitment***

#### *A.5.a.i. Entry into the public service*

Q.37. How does one become a public servant in general?

- Through a competitive examination that provides for entry into a specific group of the public service:
  - Entry into the various groups is managed centrally
  - Entry into the various groups is delegated to the organisation level
- Through direct application to a specific post and interview (with minimum degree requirement)
- Other, please specify
- It varies depending on the post, please describe

Comments.

Q.37.a. Are the rules different for casual employees?

- Yes
- No

Please specify

Q.38. If your system does not include competitive written examination, how is merit-based appointment at entry guaranteed in the selection process (both for regular and casual employees)?

- All vacancies are published
- Recruitments are made with panels
- Recruitment firms are used
- Shortlist of possible candidates is prepared jointly by the HR department of the organisation and the recruiting department
- Other:

Comments

Q.39. Allocation of posts: how does one individual get a specific position/post?

- All posts are open to internal and external recruitment and applicants apply to the different posts
- Most posts are open to internal and external recruitment and applicants apply to the different posts – please specify the categories of exceptions
- Some posts are open to internal and external recruitment and applicants apply to the different posts – please specify
- No posts are open to external recruitment and external applicants first have to apply for entry into the public service

Comments. Has there been a trend toward more/less posts open to external recruitments? Please specify the type of posts concerned

Are there further changes/reforms projected in this area?

Q.40. Please specify the main evolutions in the recruitment process and the implications on the profiles of those recruited. What are the main reforms planned? :

Q.41. How has the attractiveness of the public service evolved in the past 15 years?

- Improved – please specify  
 Deteriorated – please specify

You may distinguish by levels of posts or categories of employment. Please specify any evidence you may have about these trends

Q.41.a. What have been the measures taken by the government in response of these changes? What are the measures planned?

*A.5.a.ii. Seniority and career progression/progression in responsibility*

Q.42. Seniority in the public service automatically raises the grade/salary:

- Yes  
 No

Q.43. Seniority in the specific post automatically raises the grade/salary:

- Yes  
 No

Please comment. What are the (other factors) raising the grade within a seniority group? How are they taken into account? What are the recent reforms in this area and the reforms planned?

Q.44. Progression in the post/seniority group is due to (if different from previous question):

- Seniority  
 Performance  
 A new competitive examination is required  
 Other/depends on the level of posts: please specify:

Please comment. What are the recent reforms in this area and the planned reforms?

Q.45. Are the rules different for casual employees?

- Yes  
 No

Please specify

Q.46. Are there career development schemes based on personnel development? How are they implemented? Please specify

**A.5.2. Training**

*A.5.b.i. Initial training*

Q.47. Do all public servants receive the same initial training after entry (or, in some cases, while in government schools before acceding to government posts)?

- Yes, differentiated by seniority level
- Yes – standard for all entrants
- Some public servants only, please specify
- None

Comments

Q.47.a. How long do most of the training programmes at entry last? Please specify

Q.47.b. Training is provided primarily by:

- Schools or universities
- Private companies
- Government specific training organisations
- Other.

*A.5.b.ii. Continuous training and lifelong learning*

Q.48. What is the average length of training per year per employee:

- 0-3 days
- 3-5 days
- 5-10 days
- 10-15 days
- Other, distinction by level of post or employee?

Comments

**A.5.c. Mobility in government**

Q.49. Please provide the percentages of employees who have changed positions, (within the five last years if possible, if not possible for any other length of time, please specify ), by filling the following table:

	Proportion of employees who have moved within the same department/ministry	Proportion of employees who have moved between departments/ministries	Proportion of employees who have temporarily moved outside of the public service
Central/national/federal administration (if not available, mobility in part of central/national/federal government or in one department, please specify: )			

Source and scope: If data are not available, please provide qualitative information you may have instead.

Comments, other data?

*A.5.c.i. Internal mobility (i.e. mobility within ministries/departments)*

Q.50. What kinds of posts and departments are most affected?

Q.51. What are the trends concerning mobility within departments?

- Up
- Steady
- Down

Q.52. Is there any plan to increase/reduce mobility?

- Yes
- No

How?

*A.5.c.ii. Mobility between departments/ministries*

Q.53. What kinds of posts and departments are most affected?

Q.54. What are the trends concerning mobility within departments?

- Up
- Steady
- Down

Q.55. Is there any plan to increase/reduce mobility?

- Yes
- No

How?

*A.5.c.iii. External mobility (i.e. temporary assignment to positions outside of public sector)*

Q.56. How is external mobility promoted?

- Public servants enjoy external mobility while retaining the right to return to their post in the public service.
- External mobility is explicitly taken into account in performance assessment and career management.
- Other, please specify

Q.56.a. Is it costly for employees not to return to the public sector (for instance in terms of pensions or career)? Please specify

Q.57. What levels of posts are the most affected by external mobility? Are externally mobile employees inclined to remain in the private sector?

Q.58. What are the overall rules governing conflicts of interest in case of external mobility? Do they apply to all categories of employees (including contract and casual staff)?

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Q.59. What are the trends in external mobility and what are the stakes involved (benefits, risks)? Is there a plan to change the conditions governing external mobility? In order to increase/decrease/reorient it?

**COMMENTS ON SUB-SECTION A.5.**

**A.6. Pay****A.6.a. Pay determination**

<b>Types of collective bargaining/determination of remuneration</b>	
<b>1- No salary negotiations</b>	
1-1 Remuneration based on recommendations of an independent examining committee	<input type="checkbox"/>
1-2 Remuneration based on recommendations of the President/Prime Minister, etc. Pls specify	<input type="checkbox"/>
<b>2- Centralised collective bargaining between government and unions</b>	
2-1 A single, comprehensive negotiation for the entire central/national/federal government sector	<input type="checkbox"/>
2-2 Negotiations at the central level, with global adjustments by department/sector	<input type="checkbox"/>
2-3 Negotiation at the central level, with possibilities of adjustments at the decentralised level	<input type="checkbox"/>
<b>3- Decentralised collective bargaining, within the limits of the allocated payroll or envelope</b>	
3-1 Single negotiation by branch	<input type="checkbox"/>
3-2 Negotiation by branch, with adjustments at the decentralised level	<input type="checkbox"/>
3-3 Decentralised negotiation	<input type="checkbox"/>

Comments

Q.60.a. What is the frequency of salary negotiations or revisions?

- Biannual  
 Annual  
 Every two years  
 Other:

Q.61. Is pay in government indexed to inflation?

- Yes, specify:  
 No

Q.61.a. Is it indexed to other economic variables? If yes, please specify

Q.61.b. How have the overall rules determining pay evolved over time? What are the main reforms envisaged in this area?

**A.6.b. The pay structure**

Q.62. What proportion of overall pay is accounted for, on average, by the following items (please provide any approximate data you might have)?

- Basic salary (including seniority premium):  
 "Guaranteed" supplements/benefits:  
 Performance-related pay:

Comments

Q.63. Has the situation changed significantly in recent years?

Yes, please specify

No

Comments

Q.64. What is the average number of years necessary to reach the top of the scale for the same post? (You may make a distinction by type of post and briefly explain the main differences)

Q.65. Overall, average pay for women at the same post compared to that for men is:

Slightly higher

The same

Slightly lower

Lower

Comments, data available

**A.6.c. Earnings distribution/average earnings**

Q.66. Should you have the information through an adequate pay survey or individual database concerning government or a part of it, please produce pay distribution figures using the following distribution parameters: first decile; median; ninth decile; (or first and third quartiles, if deciles are not available). Please also mention what pay includes in these statistics

Central/national/federal administration	1990 or closest year avail.:	1995 or closest year avail.:	2000 or closest year avail.:	2005 or closest year avail.:
First decile				
Median				
Ninth decile				

Source:

Scope and comments. What functions/posts do these evolutions mostly concern? :

If these figures are not available, or in addition, please provide average earnings data in the government and breakdowns you may have (for instance by functional sub-sectors or occupational groups). Please interpret and discuss recent changes:



**A.6.d. Pay by sectoral function**

Q.67. Please fill in the following table, by using nominal gross average salaries per year. If some line(s) is (are) not relevant, please note this with “-“ (for instance if secondary teachers depend only on the sub-national levels of government, then the categories “secondary teachers”, may be completed with “-“):

Last year(s) available:

List of jobs <sup>2</sup>	Central/national/federal level	
	After one year of service	At the highest level on the pay scale
- Senior Civil Service		
- High level/manager		
- Secondary teacher		
- Police officer		
- General nurse		
- Medical doctor		
- Secretary		
- General administration		

Comments:

Recent evolutions and changes?

Please note that if you do not have the exact figures but would like to include some more approximative figures, or if you have figures for other categories of personnel that are relevant to your country's public service structure, please indicate them here

**COMMENTS ON SUB-SECTION A.6.**


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2. If a line encompasses different types of jobs (for instance for the “general administration”), you may chose the most relevant category of post.

**A.7. Staff performance in the public service at central/national/federal level**

***A.7.a. Performance assessment***

Q.68. Is formalised performance assessment mandatory for all/almost all government employees?

Yes

No

Comments

Q.68.a. Does this include casual employees?

Q.69. Is there a move towards the formal assessment of team performance?

Yes

No

Comments

Q.70. What are the current performance criteria explicitly used?

Outputs/achievement of objectives

Improvement of competencies

Values, discipline and inputs

Interpersonal/management skills

Other, please specify

Q.71. Has there been a move towards greater variety of criteria/more dialogue based tools used for assessing performance? If yes, please specify

Q.72. Do performance assessment systems in your country use quota systems when ranking assessing employees?

Yes, most

Some

Few

None

Comments

Q.73. Do performance assessment systems in your country use 360 degree feedback systems?

Yes, most

Some

Few

None

Comments

***A.7.b. Incentives to improve performance***

Q.74. How important is performance assessment in relation to?

- Career advancement:  
 High  Medium  Low
- Remuneration (bonuses, the grade does not necessarily change):  
 High  Medium  Low
- Contract renewal on the same job/ remaining in the same job:  
 High  Medium  Low
- Employment contract renewal in the public service:  
 High  Medium  Low

Comments. What have been the past changes and what are the anticipated reforms in this area?

Q.75. What are the general implications for bad performers?

Q.76. Is performance related pay in use in your country?

- Yes
- No (please go to section B.7)

Q.76.a. If yes:

- For most government employees
- For senior staff only
- Only in a few central/national/federal government organisations

Q.76.b. Do organisations mostly use:

- One-off bonuses
- Merit increments

Q.76.c. What is the maximum proportion of basic salary that PRP can represent?

- 1-5%
- 1-10%
- 1-20%
- 1-40%

Other: please specify

In practice, what proportion of basic salary does the actual distributed PRP represent on average?

Q.77. Comments on the recent changes in PRP and on further reforms envisaged:

**COMMENTS ON SUB-SECTION A.7.**

### A.8. The management of senior management at central/national/federal level

Q.78. Is there a defined group of staff in central/national/federal government who are widely understood to be the “senior civil service”?

- Yes  
 No

Q.78.a. If yes, is this a legally or otherwise formally defined arrangement – or the result of common practice?

Q.79. How many senior civil servants are there in your country?

Q.80. What is the number or proportion of senior public servants who are appointed at the complete discretion of the ministers/head of state?

Comments

Q.80.a. Are those political appointees officially part of the SCS group? Are positions for political appointments defined by law/regulations? Can you specify?

Q.81. How are the rest of senior managers recruited?

- They are originally selected by competitive examination early on in their careers and managed as a group throughout their careers.  
 Through career progression within the public service only.  
 All senior management positions are open to external recruitment. Please specify the recruitment process  
 A good proportion of management positions are open to external recruitment. Please specify the recruitment process

Comments:

Q.82. Does your government officially identify potential future leaders early on in their careers?

Q.82.a. Is this process of identification

- Informal  
 Formal?  
 Centralised  
 Decentralised?

Q.82.b. Is there a centrally defined skills profile for senior staff?

- Yes  
 No

If yes, when was it introduced?

Q.82.c. In terms of recruitment process for senior managers and management of their career, please specify what the roles of central HRM body and line ministries/government organisations are.

Q.83. What is the average age upon entering the senior management group?

- 20-30 years
- 30-40 years
- 40-50 years
- More than 50 years

Q.84. How different is the employment framework of senior management from regular staff?

- They are recruited with a more centralised process
- They are identified early on in their careers and more attention is paid to the management of their careers
- More emphasis is put into the management of their performance
- More emphasis is put into avoiding major conflicts of interest
- The part of their pay that is not basic salary but not performance-related is higher than for regular staff (example: guaranteed benefits): Please specify
- The part of their pay that is performance related is higher: Please specify
- Their appointment contracts into a post has a specific term
- Their appointment term is shorter than for regular staff
- Their appointment into the senior management group is dependent on the renewal of their contract for a senior management post
- Other, please specify

Q.85. Please specify the main evolutions in the management of SCS at the central/national/federal level and the envisaged reforms:

**COMMENTS ON SUB-SECTION A.8.**

**A.9. Work conditions in the public service at central/national/federal level**

Q.86. Please indicate averages for the following working conditions for central/national/federal government and the private sector:

	Average in central/national/federal government	Average in the private sector
Legal maximum number of hours per week		
Legal maximum overtime hours per week		
Legal maximum holidays per year in the public service		

Q.86.a. How have these working conditions changed in recent years?

Q.86.b. How are these working conditions established? Are they the same across all departments and for all categories of employees?

Q.87. Have there been recent adjustments to working conditions in the public service?

	Applicable in all ministries/departments, depending on the needs of service	Applicable in some ministries/departments	Generally not widespread	No adjustments adopted
Part-time work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working from home and telework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other :	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q.88. Proportion of part time work: please fill the following table. If data are not available, you may provide information for part of the central/national/federal government or for some departments. You may also provide qualitative information on the general proportions and trends.

Proportion of part time workers (in full time equivalent, if possible)	1990 or closest year avail.:	1995 or closest year avail.:	2000 or closest year avail. :	2005 or closest year avail. :
- central/national/federal government				

Source: Does the situation vary across sectors? By gender?

Comments:

**COMMENTS ON SUB-SECTION A.9.**

**A.10. Equal opportunity policies in the public service at the central/national/federal level**

***A.10.a. Representation of ethnic and regional minorities***

Q.89. Are minorities better represented in the public service than in the private sector?

- Better represented in general.
- The same, levels are representative.
- The same, shortfalls across the board.
- Less well represented.

Q.89.a. Please add any supporting data you may have

Q.90. Description of policies adopted

Scope of the policies Policies adopted	Beyond the scope of the public service	All or most government organisations	Some ministries/ departments/ agencies/units (please specify)	Few	None
Quotas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Q.91. What levels of posts do minorities occupy?

- Similar (proportionately) to other public servants.
- Under-represented (relatively) in senior positions.

Comments, available data

Q.92. Is there a policy that explicitly seeks to achieve a changed proportion of minorities in the civil service as one component of advancing the integration of minorities in society as a whole?

***A.10.b. Gender in the public service***

Q.93. Please fill in the following tables.

Proportion of women (percentage, or number and number of the scope)	1990 or closest year avail.:	1995 or closest year avail.:	2000 or closest year avail.:	2005 or closest year avail.:
Central/national/federal administration				

Source :

Q.94. Please fill in the following tables.

**Gender representation at different levels of responsibility (%)**

Proportion of women (percentage or number and number of the scope), central/national/federal administration	1990 or closest year avail. :	1995 or closest year avail.:	2000 or closest year avail.:	2005 or closest year avail.:
Senior managers				
Middle managers				
Administrative staff				

Source :

If you do not have quantitative data on the representation of women in government, please specify whether women are more or less represented in the civil service than in the private sector and at which levels of posts they are more represented in the civil service.

Please specify in which functional sectors women are more represented

Q.94.a. What policies seek to achieve a better representation of women in the civil service?

***A.10.c. Integration of persons with disabilities at the central/national/federal level***

Q.95. Describe policies for integrating persons with disabilities into the public service.

Q.96. Have the objectives been reached? Describe problems of implementation and lessons learned.

Q.97. What is the percentage of persons with disabilities in the public service? How does this percentage differ from that in the private sector?

Please give any data you might have available.

**COMMENTS ON SUB-SECTION A.10.**



**A.11. Industrial relations at the central/national/federal level**

Q.98. Please specify the rate of unionization in the public service

Scope and sources

Q.99. Has there been any significant change in the rate of unionization over the last 15 years?

If yes:

- Sharp increase       Increase       Decrease       Sharp decrease

Q.99.a. Are there any distinctive variations in unionization rates across different sectors of the public service? Please specify

Q.99.b. Are there any distinctive variations in unionization rates across different levels of staff in the public service? Please specify

Q.100. How are public service unions mainly funded?

- Mostly by public funds  
 Partially by public funds  
 Not by public funds

Comments

Q.101. Involvement of unions:

	Very rarely or not at all involved in negotiation process	Consultation on a voluntary basis	Have to be consulted, obligation by law	Agreement with union is mandatory
Base salary/social benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional remuneration and performance pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work conditions (number of working hours, part time work etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment framework (statutory rules, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code of conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Right to strike/minimum service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduction of new management tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government restructuring (delegation, institutional change, changes to the budget process)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments and changes:

Q.101.a. In the case of “Agreement with unions is mandatory”, under what circumstances can the agreements be terminated?

Q.101.b. In the case of “Agreement with unions is mandatory”, are there any anticipated amendments?

Q.101.c. Is there a grievance machinery (*e.g.* conciliation, mediation, arbitration, court)?

Q.101.d. Have there been any major changes to these functioning rules in the last 15 years?

Q.102. Right of unionization and right to strike in the public service:

<p>The right of unionization in the public service concerns:</p> <p><input type="checkbox"/> All public service agents</p> <p><input type="checkbox"/> Most public service agents with some exceptions</p> <p><input type="checkbox"/> Some categories</p> <p><input type="checkbox"/> All but certain categories</p> <p><input type="checkbox"/> No categories or just a few</p> <p>Please specify:</p>	<p>The right to strike concerns:</p> <p><input type="checkbox"/> All public service agents</p> <p><input type="checkbox"/> Most public service agents with some exceptions</p> <p><input type="checkbox"/> Some categories</p> <p><input type="checkbox"/> All but certain categories</p> <p><input type="checkbox"/> No categories or just a few</p> <p>Please specify:</p>
--	--

Q.102.a. When is the right to strike guaranteed?

- Without any restriction
  - Except in times defined by customary practice and convention
  - Except in relation to particular motives/justifications for the strike
  - Except where minimum service rules require that basic cover is provided by essential services
- Please specify:

Q.102.b. What sectors have minimum service rules?

Q.102.c. Are there any requisite/restrictions for exercising the right to strike (*e.g.* notice of the intension to strike, prohibition against sporadic strike and political strike, special right (exercised by the Prime Minister or other person) for discontinuing the strike in the case of strategic national concern, etc.)?

## Q.103. Level of collective negotiations

	Centralised (only one set of negotiation arrangements)	Negotiation arrangements delegated to departments/ branches	Negotiation arrangements both at the central/national/ federal and delegated levels	Negotiation arrangements at the decentralise d level only
Base salary/social benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional remuneration and performance pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work conditions (number of working hours, part time, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment framework (statutory rules, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code of conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Right to strike/minimum service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduction of new management tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government restructuring (delegation, institutional change, changes to the budget process)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q.103.a. Please specify to what extent negotiations can be made by individual employees, in particular for salaries and for working conditions:

Q.103.b. Please specify the main recent changes in government/unions negotiating arrangements during the last years:

Q.104. Do unions that cover the public service cover wider sectors of the economy? Please specify

Q.105. How many major public service unions are there? Please specify

**COMMENTS ON SUB-SECTION A.11.**

## **B. QUALITATIVE ASPECTS OF HUMAN RESOURCES MANAGEMENT AT SUB-NATIONAL GOVERNMENT LEVELS**

Please note that in this section, we are seeking responses that correspond to the definition of sub-national public employment that your government uses – we are not seeking to impose any definition.

Please describe what your definition of the different sub-national levels is for this section. Sub-national levels should not include the de-concentrated units of the central/national/federal government. If your definition can be explicitly and directly linked to the presentation of the National Accounts in your country, please note this:

In addition, please describe broadly the range of government organisations that your data for sub-national government cover: core ministries at local government level, sub-national government owned enterprises, agencies, semi-autonomous government bodies, etc.

### **B.1. Employment framework**

Q.106. Is employment at sub-national government level ruled by one or a few special employment frameworks that differ from general labour laws?

- Yes
- No

NOTE: If the answer to the preceding question is no, then go to section B.2

Q.106.a. If yes,

- There is one framework of employment for most posts at all sub-national government levels
- There are different frameworks for the different sub-national government levels. Please specify:
- At some sub-national government levels, there are several employment frameworks that differ from general labour law. Please specify:

Q.106.b. Please explain which functions (education, health, etc.) and levels of sub-national government it/they concern(s), and if it/they concern(s) all the employees or some of them. If it/they concern(s) some of them, please specify the main trends in proportions of employees under/outside the special employment framework:

Q.107. Comparison of the legal framework with the central/national/federal level and the private sector

	Hiring and dismissal rules	Security of employment	Social protection	Right and obligations	Work conditions	Other (please specify): ...
Legal framework similar to the central/national/federal level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal framework similar to the private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific frameworks, different from the private sector and the central/national/federal level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain very briefly the situation in the fields where the frameworks at the sub-national levels are different from the central/national/federal government and the private sector:

Q.108. What are the principal laws/regulations that have created or significantly modified these frameworks?

Q.108.a. Has there been any major change to this(these) legal framework(s) in the past 10 years? If yes, please explain.

Q.109. Is there any trend in the proportion of employees at sub-national level employed outside of the(se) general framework(s) of employment (casual employment)?

- Increase
- Decrease
- No trend

If you have any numbers/data available, please include them in this survey

Q.110. How does the length of employment contracts compare between national government level and sub-national government?

- Like national government employees, employees under general legal framework rules at sub-national level are guaranteed lifelong employment
- Employees under general legal framework rules at sub-national level are employed mostly on fixed term contracts (2-5 years generally)
- There is a mix of employees on open ended and fixed term contracts depending on the specific post.

Please specify the applicable rules.

**COMMENTS ON SUB-SECTION B.1.**

**B.2. Institutional context and global trends**

Q.111. What has been the trend in public service employment at the sub-national levels in recent years? You may make a distinction by levels of sub-national government and specify the different levels you take into account.

	Sub-national level 1 (example: states, regions) specify:	Sub-national level 2 (example: regions) specify:	Sub-national level 3 (example: provinces) specify:	Sub-national level 4 (example: municipalities): specify:
Major/significant increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Major/significant decrease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

Q.111.a. Please specify the main factors explaining those changes

Q.112. Are there any programs planned or in place to change the number of employees at government sub national level?

- Yes increase through the transfer of staff or posts from national to sub-national government levels following implementation of devolution programs. Please specify
- Yes, decrease as part of overall cross government plan to decrease the level of public employment in general devolutions
- Other, please specify

**COMMENTS ON SUB-SECTION B.2.**

**B.3. Human resources management authority**

Q.113. Please summarise the extent of central/national/federal government involvement in the design of sub-national HRM policy in the table:

	Framework established at central/national/federal government level	Main conditions established at central/national/federal government level, but some discretions of sub-national governments	Specific framework established by associations of sub-national governments	General principles established by the central/national/federal level, large autonomies	Let at discretion of individual sub-national governments
Global conditions of recruitment and dismissal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Profile of skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salaries and benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working hours, legal vacations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code of conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rights and obligations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

Q.113.a If it depends on the level of sub-national government, please specify:

Q.114. Have there been any recent major changes to the authority of sub-national governments in the fields above?

- Yes, more autonomy
- Yes, less autonomy
- No

If yes, please specify

Q.115. How is the coordination of HRM rules and practices within sub-national governments ensured?

Q.116. Is there a central/national/federal organization aiming at coordinating/controlling the HRM practices of the sub-national government levels? If so, please specify and comment:

**B.3.a. Recruitment**

Q.117. Sub-national governments can:

- Set the level of their own global workforce at their entire discretion
- Top ceilings are imposed by central/national/federal government; Please specify how they can be controlled
- Top ceilings are defined by specific rules; Please specify

Comments and recent changes:

Q.118. Recruitments are made through the following process:

- Vacations post by post, individual candidates are chosen on a case by case basis by individual sub-national governments
  - Individuals are selected by sub-national government from a pool of candidates; candidates are selected for entry in the pool through centralised process
  - Other; please specify
- Comments and evolutions:

Q.118.a How is transparency guaranteed in the selection process? What are the general principles? (Publicised information on vacant posts and the desired qualifications, anonymity for candidates, etc.?)

Q.118.b. Is there an external oversight body (commission or similar) that assures that merit is fully reflected in appointments to positions in sub-national governments?

***B.3.b. Wage bill and salaries***

Q.119. Sub-national governments:

- Are entirely individually free to decide on the level of their wage bill and of their global compensation costs in their budget
  - Maximum ceilings are determined at national government level
  - Maximum ceilings are determined by specific rules. Please specify
  - Other
- Comments

Q.120. Are individual salaries established entirely at the discretion of sub-national governments?

- Yes
  - No. Please specify
- Comments

Q.121. Are benefits similar at national and sub-national government levels?

- Yes
- No. Please specify

**COMMENTS ON SUB-SECTION B.3.**



**B.4. Pay by sectoral function**

Q.122. Please fill in the following table, by using nominal gross average salaries per year. If some line(s) is (are) not relevant, please note this with “-“(for instance if secondary teachers depend only on the central/national/federal level, then the categories “secondary teachers”, may be completed with “-“):

Last year(s) available:

List of jobs <sup>3</sup>	Local levels	
	After one year of service	At the highest level on the pay scale
- Senior Civil Service		
- High level/manager		
- Secondary teacher		
- Police officer		
- General nurse		
- Medical doctor		
- Secretary		
- General administration		

Comments:

Recent evolutions and changes?

Please note that if you do not have the exact figures but would like to include some more approximate figures, or if you have figures for other categories of personnel that are relevant to your country’s public service structure, please indicate them here

**B.4.a. Earnings distribution/average earnings**

Q.123. Should you have the information through an adequate pay survey or individual database concerning government or a part of it, please produce pay distribution figures using the following distribution parameters: first decile; median; ninth decile; (or first and third quartiles, if deciles are not available). Please also mention what pay includes in these statistics

Sub-national government or any sub-part of it, please specify	1990 or closest year avail.:	1995 or closest year avail.:	2000 or closest year avail.:	2005 or closest year avail.:
First decile				
Median				
Ninth decile				

Source:

Scope and comments. What functions/posts do these evolutions mostly concern? :

If these figures are not available, or in addition, please provide average earnings data and breakdowns you may have. Please comment on and interpret these changes:

3. If a line encompasses different types of jobs (for instance for the “general administration”), you may chose the most relevant category of post.

***B.4.b. Career, reallocation of human resources and KM***

Q.124. How are equity and merit based promotions ensured in the promotion process of sub-national governments?

Q.124.a. Are there processes aimed at facilitating mobility across sub-national government entities?

- Yes, through common framework of employment
- Yes, through the use of joint pools of candidates
- Yes through the harmonization of pay and benefits
- Yes, through the capacity to retain pension rights from one system to another
- Yes, through other means; please specify
- No

Q.124.b. Is mobility across sub-national level

- High
- Low

Comments and any data that you may have

Q.125. Are there processes aimed at facilitating mobility between sub-national and central/national/federal entities?

Q.126. Is mobility between national/federal government and sub-national government

- High
- Low

Comments and any data that you may have

***B.4.c. Industrial relations at the sub-national levels.***

Q.127. Please specify if industrial relations at the sub-national levels differ from the arrangements at the central/national/federal level

**COMMENTS ON SUB-SECTION B.4.**

**B.5. Gender and minorities**

Q.128. Compared to the central/national/federal level, women are, at the sub-national levels of government:

- More represented
- Quite the same
- Less represented

Should you have any available data, please specify

Q.129. Compared to the central/national/federal level, ethnic or regional minorities are, at the sub-national levels of government:

- More represented
- Quite the same
- Less represented

Should you have any available data, please specify

Q.129.a. Compared to the central/national/federal level, the proportion of minorities at more senior management posts is, at the sub-national levels of government:

- More
- Quite the same
- Less

Should you have any available data, please specify

Q.130. At the sub-national levels of government, compared to the central/national/federal level, employees with disabilities are:

- More
- Quite the same
- Less

Should you have any available data, please specify

**COMMENTS ON SUB-SECTION B.5.**

**B.6. Age structure**

Q.131. Please fill the following table. You may adapt the age structure if necessary.

Sub-national government (or any sub part of it, please specify )	19 and under	20-29 years	30-39 years	40-49 years	50-59 years	60 and over
1990 or closest year avail.						
1995 or closest year avail.						
2000 or closest year avail.						
2005 or closest year avail.						

Source and scope:

**COMMENTS ON SUB-SECTION B.6.**

**B.7. Scoping survey for future work in the field of human resources management at sub-national government level**

Q.132. How would you characterise the main strengths of HRM at sub-national government level?

- More flexible than at national level
  - Sub-national governments make more efforts to modernise their practices
  - Sub-national governments tend to be more performance and service delivery oriented
- Other, please specify:

Q.133. How would you characterise the main weaknesses of HRM at sub-national government level?

- Sub-national government levels tend not to attract the best and the brightest; please specify the main reasons
- In practice, good accountability and ethical standards are less well ensured in the management of staff at sub-national level
- Sub-national governments are less well endowed to provide staff with development opportunities
- Sub-national governments do not have enough freedom to allocate their resources between staff and other expenses
- Staff do not have enough career and mobility opportunities between sub-national government organisations and between government levels
- The number of staff and/or the level of the wage bill have increased significantly and above what would be required for ensuring good service delivery

Q.134. Please provide any other analysis on HRM at sub-national government that you might want to share and direct us to studies that might be available in your country.

**COMMENTS ON SUB-SECTION B.7.**