Composition of the workforce in central/ federal governments: 2022 survey

Introduction

The OECD and IDB have vast experience in the fields of public employment and human resources management and over the past years have generated quantitative and qualitative indicators on this field. These data have been in high demand and have been used by both national governments and international organizations for comparative purposes. They constitute a strategic input to OECD and IDB work on public employment and management and have featured prominently in previous versions of the Latin American Government at a Glance. It is expected that data collected through this survey will be a key input to the new edition of the Latin American Government at a Glance to be released in 2023.

The purpose of the workforce composition survey is to build a database that contributes to a better understanding of the structures in the central/ federal administrations in OECD and LAC countries regarding the criteria of gender, age group and disability* prevalence.

Please note that this PDF document is intended for reference only, to help plan your responses and coordinate with other respondents. Responses must be submitted via the online questionnaire using the link provided by email. The use of the online instrument will help improve data quality and comparability.

Respondents are asked to kindly nominate a coordinator who will liaise with colleagues to finalise answers, and with the OECD and IDB, namely after the final submission in case any further clarifications appears necessary. Respondents are responsible for the validation and accuracy of the final submission of data.

For assistance, information or advice in completing this questionnaire, please contact **EncuestaBID-OCDE@oecd.org**

Deadline

Respondents are invited to provide their answers by latest **June 17**.

Scope of the answers

The answers provided in this questionnaire are restricted. The survey concentrates on:

- Public servants* working in Ministries* and agencies in central/ federal government level. For some governments it will be necessary to include the regional and local branches of central government agencies. If this is the case in your country, please specify it in the comments box in each section.

The survey excludes:

- consultants working in central/federal government level;
- staff employed at state, regional and municipal levels;

- government-employed doctors and nurses, teachers, police and judges, firefighters, the military (but civilian military staff are included);
- staff employed in social security institutions (if they are separate from the federal/central level in statistics and/or in terms of functionality);
- staff employed in state owned enterprises, public and quasi-public corporations at all government levels, as well as non-profit institutions;
- staff employed in the subordinated offices/organisations of central government ministries, often referred to as “agencies”, “executive agencies”, unless there is a specific reason that leads a country to justify their inclusion (for a specific occupation, for example, or because a country’s public organisation is structured entirely with an agency structure).

Please use December 2021 as a reference period for your answers. If this is not the case, please specify in your comments.

Note: **The first time a glossary term appears, its definition is provided in the text (on mouseover). The following times, the term is marked with an asterisk (*).**

There are 33 questions in this survey.

Respondent Information

If there are any additional respondents, please provide their contact details here:

Please write your answer here:

{TOKEN:ATTRIBUTE_1} *

Positions

Hierarchical positions covered by the survey

The questionnaire asks for the number of people (headcount) within the entire central/ federal public administration, and for hierarchical positions that are considered relatively representative and comparable across countries. The classification and the definition of the occupations are an adaptation of the International Standard Classification of Occupations (ISCO-08) (https://www.ilo.org/public/english/bureau/stat/isco/) developed by the International Labour Organisation (ILO), and includes seven positions: two positions of senior managers (D1 and D2), two positions of middle managers (D3 and D4), two positions of professionals (senior and junior analysts), and general office clerks .

Managers

Since there is no common definition of managerial positions and the number of managerial levels varies across countries and ministries, for the purpose of this survey D1 will denote the highest managerial level below the minister/ secretary of State (who are designated by the President/ Prime Minister) and appointed by the minister (sometimes designated by the President/Prime Minister). This survey will cover until D4 managerial level positions.

- D1 Managers (part of ISCO-08 1112) are top public servants just below the Minister or Secretary of State/junior minister. They can be a member of the senior civil service and/or appointed by the government or head of government. They advise government on policy matters, oversee the interpretation and implementation of government policies and, in some countries, have executive powers. D1 managers may be entitled to attend some cabinet/council of ministers meetings, but they are not part of the Cabinet/council of ministers.
- They provide overall direction and management to the ministry/secretary of state or a particular administrative area. In countries with a system of autonomous agencies, decentralized powers, flatter organizations and empowered managers, D1 Managers will correspond to Director Generals.
- D2 Managers (part of ISCO-08 11 and 112) are just below D1 managers. They formulate and review the policies and plan, direct, co-ordinate and evaluate the overall activities of the ministry or special directorate/unit with the support of other managers. They may be part of the senior civil service. They provide guidance in the co-ordination and management of the programme of work and leadership to professional teams in different policy areas. They determine the objectives, strategies, and programmes for the particular administrative unit / department under their supervision.
- D3 Managers (part of ISCO-08 12) are just below D2 managers. They plan, direct and coordinate
- the general functioning of a specific directorate/administrative unit within the ministry with the support of other managers usually within the guidelines established by a board of directors or a governing body. They provide leadership and management to teams of professionals within their particular area. These officials develop and manage the work programme and staff of units, divisions or policy areas. They establish and manage budgets, control expenditure and ensure the efficient use of resources. They monitor and evaluate performance of the different professional teams.

- D4 Managers (part of ISCO-08 121) are just below D3. They formulate and administer policy advice, and strategic and financial planning. They establish and direct operational and administrative procedures, and provide advice to senior managers. They control selection, training and performance of staff; prepare budgets and oversee financial operations, control expenditure and ensure the efficient use of resources. They provide leadership to specific professional teams within a unit.

Professionals

The category of “professionals” consists of senior and junior positions. The reason is that this group

corresponds to the least identifiable group and involves staff with a large degree of variation of experience. If a country is unable to provide separate data, they should provide aggregated data for senior and junior positions.

- Senior economists / policy analysts (part of ISCO-08 242 and 2422) do not have managerial responsibilities (beyond managing 3 staff maximum), and are above the ranks of junior analysts and administrative/secretarial staff. They are usually required to have a university degree. They have some leadership responsibilities over a field of work or various projects, develop and analyse policies guiding the design, implementation and modification of government operations and programmes. These professionals review existing policies and legislation in order to identify anomalies and put-of-day provisions. They analyse and formulate policy options, prepare briefing papers and recommendations for policy changes. Moreover, they assess the impact, financial implications and political and administrative feasibility of public policies. Staffs in this group have the possibility of becoming a manager through career progression. Their areas of expertise may vary from law, economics, politics, public administration, international relations, to engineering, environment, pedagogy, health economics etc. Senior policy analysts/economists have at least 5 years of professional experience.
- Junior economists/policy analysts (part of ISCO-08 242 and 2422) are above the ranks of administrative/secretarial staff. They are usually required to have a university degree. They have no leadership responsibilities. They develop and analyse policies guiding the design, implementation and modification of government operations and programmes. These professionals review existing policies and legislation in order to identify anomalies and out of- day provisions. They analyse and formulate policy options, prepare briefing papers and recommendations for policy changes. Moreover, they assess the impact, financial implications and political and administrative feasibility of public policies. Their areas of expertise may vary from law, economics, politics, public administration, international relations, to engineering, environment, pedagogy, health economics etc. Junior policy analysts/economists have less than 5 years of professional experience.

Secretarial positions

- General office clerks (part of ISCO-08 411 and 4110) are generally not required to have a university degree although many do. General office clerks perform a range of clerical and administrative tasks according to established procedures. Tasks performed usually include: recording, preparing, sorting, classifying and filing information; sorting, opening and sending mail; photocopying and faxing

documents; preparing reports and correspondence of a routine nature; recording issue of equipment to staff; responding to telephone or electronic inquiries or forwarding to appropriate persons; checking figures, preparing invoices and recording details of financial transactions made; transcribing information onto computers, and proofreading and correcting copy. The most senior that supervise the work of clerical support workers are excluded from this category.

Click on continue to move to the next question

Section A-General information

Collection of workforce composition data

1. What is the general employment framework (GEF) for public servants in your country's central/federal public administration?

Please choose all that apply and provide a comment:

☐ a. The GEF is embodied in Civil Service Law or Public Service Act regime

☐ b. The GEF is embodied in the Labour Law regime

☐ c. The GEF is embodied in several regimes (please note the scope of survey before answering), please clarify

Other:

2. Does your country collect composition data on public servants* by each of the following categories:

Workforce Composition

	If records are released as open data, please provide the link:
1. Number of employees	
2. Level (e.g. grade, junior and senior staff, etc)	
3. Function (e.g. profession)	
4. Age	
5. Gender	
6. Disability	
7. Ethnicity	
8. Sexual orientation	
9. Education level	
10. Length of service	
11. Languages spoken	
12. Family carer status	
13. Foreign-born status	
14. Marital status	
15. Parental status	

	If records are released as open data, please provide the link:
16. Other (please specify)	

Please choose the appropriate response for each item:

	a. Yes, standardized data records are available and are centralised for the whole or most of the national/federal civil service.	b. Yes, however standardized data records only exist at line ministry level (not aggregated centrally).	c. No, currently no standardized administrative data record exists	d. Other, please specify:
1. Number of employees	◯	◯	◯	◯
2. Level (e.g. grade, junior and senior staff, etc)	◯	◯	◯	◯
3. Function (e.g. profession)	◯	◯	◯	◯
4. Age	◯	◯	◯	◯
5. Gender	◯	◯	◯	◯
6. Disabilities*	◯	◯	◯	◯
7. Ethnicity*	◯	◯	◯	◯
8. Sexual orientation	◯	◯	◯	◯
9. Education level	◯	◯	◯	◯
10. Length of service	◯	◯	◯	◯
11. Languages spoken	◯	◯	◯	◯
12. Family carer* status	◯	◯	◯	◯

13. Foreign-born status	◯	◯	◯	◯
14. Marital status	◯	◯	◯	◯
15. Parental status	◯	◯	◯	◯
16. Other (please specify)	◯	◯	◯	◯

If you selected other, please specify:

	Other: please specify
1. Number of employees	
2. Level (e.g. grade, junior and senior staff, etc)	
3. Function (e.g. profession)	
4. Age	
5. Gender	
6. Disabilities*	
7. Ethnicity*	
8. Sexual orientation	
9. Education level	
10. Length of service	
11. Languages spoken	
12. Family carer* status	
13. Foreign-born status	
14. Marital status	
15. Parental status	

	Other: please specify
16. Other (please specify)	

Please write your answer here:

Employment Arrangements

	If records are released as open data, please provide the link:
1. Type of contract (e.g. Civil Servant vs. other)	
2. Union membership	
3. Part-time work.	
4. Other flexible working arrangements (e.g. telework – please specify)	

Please choose the appropriate response for each item:

	a. Yes, standardized data records are available and are centralised for the whole or most of the national/federal civil service.	b. Yes, however standardized data records only exist at line ministry level (not aggregated centrally).	c. No, currently no standardized administrative data record exists	d. Other, please specify:
1. Type of contract (e.g. Civil Servant vs. other)	◯	◯	◯	◯
2. Union membership	◯	◯	◯	◯
3. Part-time work*	◯	◯	◯	◯
4. Other flexible working arrangements* (e.g. telework – please specify)	◯	◯	◯	◯

If you selected other, please specify:

	Other: please specify
1. Number of employees	
2. Level (e.g. grade, junior and senior staff, etc)	
3. Function (e.g. profession)	
4. Age	
5. Gender	
6. Disabilities*	
7. Ethnicity*	
8. Sexual orientation	
9. Education level	
10. Length of service	
11. Languages spoken	
12. Family carer* status	
13. Foreign-born status	
14. Marital status	
15. Parental status	

	Other: please specify
16. Other (please specify)	

Please write your answer here:

Leave use

	If records are released as open data, please provide the link:
1. Sick days used	
2. Training days used	
3. Special leave used	

Please choose the appropriate response for each item:

	a. Yes, standardized data records are available and are centralised for the whole or most of the national/federal civil service.	b. Yes, however standardized data records only exist at line ministry level (not aggregated centrally).	c. No, currently no standardized administrative data record exists	d. Other, please specify:
1. Sick days used	◯	◯	◯	◯
2. Training days used	◯	◯	◯	◯
3. Special leave used	◯	◯	◯	◯

If you selected other, please specify

1. Sick days used	
2. Training days used	
3. Special leave used	

Mobility, turnover and dismissal

	If records are released as open data, please provide the link:
1. Mobility within the civil service	
2. Turnover	
3. Retention	
4. Retirements	
5. Resignations	
6. Dismissals	

Please choose the appropriate response for each item:

	a. Yes, standardized data records are available and are centralised for the whole or most of the national/federal civil service.	b. Yes, however standardized data records only exist at line ministry level (not aggregated centrally).	c. No, currently no standardized administrative data record exists	d. Other, please specify:
1. Mobility within the civil service	○	○	○	○
2. Turnover	○	○	○	○
3. Retention	○	○	○	○
4. Retirements	○	○	○	○
5. Resignations	○	○	○	○
6. Dismissals	○	○	○	○

If you selected other, please specify:

1. Mobility within the civil service	
2. Turnover	
3. Retention	
4. Retirements	
5. Resignations	
6. Dismissals	

2.1. If available, please provide the statistical definition used in your public service for the categories selected above.

Please write your answer here:

2.2 Please provide any comments related to Q2

Please write your answer here:

Section B: Workforce composition

Date of reference: 31st January 2021, or the earliest available. If different, please indicate the date in the comments box of each section.

If the format of the tables is not appropriate for a given category in your country, please fill in the data to the best of your abilities and explain any adjustments in the comments box:

- Example 1: The row “24 years old or younger” also includes people “26 years or younger”.
- Example 2: Data for “D1 also includes D2”
- Please make sure that the column “total” is the sum of the previous rows of the same column.

Age group

3. Please specify the number of people (headcount) by age group. If data are provided in FTE, please specify it in the comments' section.

	All central/ federal administration	D1	D2	D3	D4	Sr analysts	Jr analysts	General office clerks
24 years old or younger								
25-34 years old								
35-44 years old								
45-54 years old								
55-64 years old								
65 years and older								
Unknown								
Total								

3.1 Please provide any comments to Q3

Please write your answer here:

Disability* prevalence

4. Please specify whether there are any quotas for people with disabilities, and the percentage that they represent:

Please write your answer here:

5. Please specify the number of people (headcount*) with a disability*. If data are provided in FTE*, please specify it in the comments' section.

	All central/ federal administration	D1	D2	D3	D4	Sr analysts	Jr analysts	General office clerks
Individuals with disabilities*								
Individuals without disabilities*								
Other: please specify								
Unknown								
Total								

5.1. Please specify how the data above are collected (ex: self-reported, quotas,…):

Please write your answer here:

5.2. Please provide any comments to Q5

Please write your answer here:

Gender

6. Please specify the number of people (headcount*) by gender. If data are provided in FTE*, please specify it in the comments' section.

	All central/ federal administration	D1	D2	D3	D4	Sr analysts	Jr analysts	General office clerks
Male								
Female								
Other								
Unknown								
Total								

6.1 Please provide any comments to Q6

Please write your answer here:

Dear {RESP_Name},

Thank you very much for completing this questionnaire on behalf of {TOKEN:ATTRIBUTE_1}.

You can print your answers clicking on the button below. You will also receive an e-mail with your answers to keep in your records.

Submit your survey.
Thank you for completing this survey.