

## CHAPTER 25

# Making the Most of Public Servant Survey Results

## Lessons from Six Governments

Christian Schuster, Annabelle Wittels, Nathan Borgelt, Horacio Coral, Matt Kerlogue, Conall Mac Michael, Alejandro Ramos, Nicole Steele, and David Widlake

### SUMMARY

Governments around the world increasingly implement governmentwide surveys of public servants. How can they make the most of them to improve civil service management? This chapter first develops a self-assessment tool for governments that lays out the range of potential uses and benefits of public servant survey findings, arguing that public servant survey results can improve civil service management by providing tailored survey results to four key types of users (the government as a whole, individual public sector organizations, units within organizations, and the public, including public sector unions); holding government organizations accountable for taking action in response to survey results; and complementing descriptive survey results with actionable recommendations and technical assistance for how to address the survey findings to each user type. To substantiate the tool, the chapter then assesses the extent to which six governments—Australia, Canada, Colombia, Ireland, the United Kingdom, and the United States—make use of public servant survey findings. It finds that five out of six governments provide tailored survey results at both the national and agency levels, yet no government fully exploits all the potential uses and benefits of public servant surveys. For instance, not all governments provide units inside government organizations with their survey results or complement survey results with accountability or recommendations for improvement. Many governments could thus, at a low cost, significantly enhance the benefits they derive from public servant surveys for improved civil service management.

---

Christian Schuster is at University College London. Annabelle Wittels is an independent researcher. Nathan Borgelt is in the Australian Public Service Commission. Horacio Coral is in the National Administrative Department of Statistics Colombia. Matt Kerlogue is in the UK Cabinet Office. Conall Mac Michael is in the Department of Public Expenditure, Government of Ireland. Alejandro Ramos is in the National Administrative Department of Statistics Colombia. Nicole Steele is in the Australian Public Service Commission. David Widlake is in the UK Cabinet Office.

## ANALYTICS IN PRACTICE

- Public servant data can provide important evidence for management improvements in government, but how impactful it is depends on what governments do with it. This chapter contains self-assessment tools for governments conducting surveys of public servants, with a number of relatively low-cost actions governments can take to support evidence-based reforms based on insights from public servant surveys.
- Reporting results has two core aims. The first aim is to make salient key takeaways about the strengths and weaknesses of particular organizations or units. Reporting should thus include coded management reports or appropriately coded front pages of dashboards, which provide an overview of strengths and areas for development. Second, reporting aims to enable users to explore the survey results in a bespoke manner (while ensuring the anonymity of responses). This can be done, for example, through dashboards that allow users to split questions by demographic groups—for instance, by gender or age.
- Reporting results is more impactful when it reaches the different groups that can take action based on them in a tailored manner. These groups include central government agencies (for example, the civil service agency), individual public sector organizations, individual units (or their managers) within public sector organizations, and the public, including public sector unions. Tailored results reports can enable better management responses. For instance, by providing individual public sector organizations and units with tailored survey results, public managers can more easily identify appropriate actions to tackle the specific problems of their organizations or units.
- Reporting results is also more impactful when it includes recommendations to users—such as the managers of units or organizations—on how best to address survey findings, as well as action plans for users to develop their own actions. At low cost, recommendations can be automated at the unit and organizational levels—for instance, by linking training offerings to specific survey results or providing management “checklists” to managers with certain survey results. Moreover, action plan templates can be provided to units and organizations, with suggested methodologies to develop actions based on survey results. Where more resources are available, automated recommendations and action plan templates can be complemented by tailored technical assistance—or human resource management (HRM) consultancy—provided either by a central human resource (HR) unit or an external provider to help managers turn survey findings into improvements.
- To foster the use of results, governments can introduce accountability mechanisms—for instance, through central oversight of actions taken in response to survey findings by government organizations and units, by making (anonymized) survey data available to the public and other users (such as unions) to construct “best place to work” indexes and enhance transparency around staff management in public sector institutions generally, or by introducing survey measures that capture employee perceptions of the extent to which government organizations take action in response to survey findings.

## INTRODUCTION

How can governments make the most of public servant survey results for management improvements? Understanding this challenge is important. Governments around the world increasingly implement governmentwide employee surveys (see chapter 18). Implementing surveys is often costly to governments, not least in terms of the opportunity cost of staff time to respond to the survey (chapter 20). This puts a premium on making the most of public servant survey results—in other words, maximizing the benefits governments derive from public servant survey results for civil service management improvements. Yet the results from

surveys of public servants do not themselves engender change. They require effective dissemination, as well as the capacity and motivation to improve civil service management based on them. This translation process is challenging. In the United States Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS), for instance, only a minority of public servants believe that survey results will be used to make their agency a better place to work (OPM 2021).

How, then, can governments tackle this translation challenge more effectively? This chapter complements the in-depth exploration of the FEVS in chapter 26 of *The Government Analytics Handbook* with a self-assessment framework for governments to use and a case comparison of six governments to identify the range of potential approaches governments can take to maximize management improvement benefits from public servant survey results.

The conceptual starting point for the self-assessment framework consists of a series of theories of change linking public servant survey results to civil service management. The framework posits that public servant survey results can improve civil service management by enhancing the *informational basis* for civil service management improvements, the *capacity* of managers to improve civil service management, and the *motivation* of managers to improve civil service management. Tailored survey results—in the form of dashboards and reports—can improve the informational basis for management improvements for the government as a whole, for individual organizations, and for units within organizations. Publishing survey findings can provide both internal central oversight stakeholders and external stakeholders—such as the public and unions—with information to hold public managers accountable for management improvements, thus motivating managers to act on findings. Finally, complementing descriptive survey results with actionable recommendations and technical assistance in addressing the survey findings can enhance the capacity and ability of managers to pursue management improvements.

The chapter then assesses empirically the extent to which six governments—Australia, Canada, Colombia, Ireland, the United Kingdom, and the United States—make use of this range of potential uses of public servant survey findings.<sup>1</sup> It finds that most governments provide tailored survey results at both the national and agency levels, yet no government fully exploits all the potential uses and benefits of public servant surveys. For instance, not all governments provide units inside organizations with their survey results or complement survey results with accountability or recommendations for improvement. Many governments could thus, at a very low cost, significantly enhance the benefits they derive from public servant surveys for civil service management improvements.

## INFORMATION, MOTIVATION, AND CAPACITY: HOW PUBLIC SERVANT SURVEY RESULTS CAN IMPROVE CIVIL SERVICE MANAGEMENT

The core purpose of implementing public servant surveys is to improve employee management to, ultimately, attain a stronger workforce. For instance, the United Kingdom Civil Service People Survey seeks to inspire action “to increase and maintain . . . levels of employee engagement, and staff wellbeing” (UK Government 2018). How can public servant survey results attain this aim? From a theory-of-change perspective, three mechanisms stand out.

Survey results can enhance the *informational basis* for management improvements, the *motivation* of managers to pursue management improvements, and the *capacity* of managers to pursue improvements.

These mechanisms provide a broad framework for centralized entities to assess their own efforts at inducing public sector action from surveys of public servants. In relation, chapter 26 in the *Handbook* highlights how a complementary architecture within each agency supports these actions. Thus, the two chapters can be seen together as a framework against which public sector analysts interested in generating action can benchmark the institutional environment in which their survey results are disseminated.

## Business Intelligence: Improving the Informational Basis for Management Improvements through Survey Results

Better business intelligence—a stronger informational basis for management decisions—is the first and most obvious use of public servant survey results. As the Australian Public Service Commission puts it, the “results also help target strategies to build Australian Public Service (APS) workplace capability now and in the future” (Australian Public Service Commission 2021b). Or, as the government of Canada lays out:

The objective of the Public Service Employee Survey is to provide information to support the continuous improvement of people management practices in the federal public service. The survey results will allow federal departments and agencies to identify their areas of strength and concern related to people management practices, benchmark and track progress over time, and inform the development and refinement of action plans. Better people management practices lead to better results for the public service, and in turn, better results for Canadians. (Government of Canada 2021)

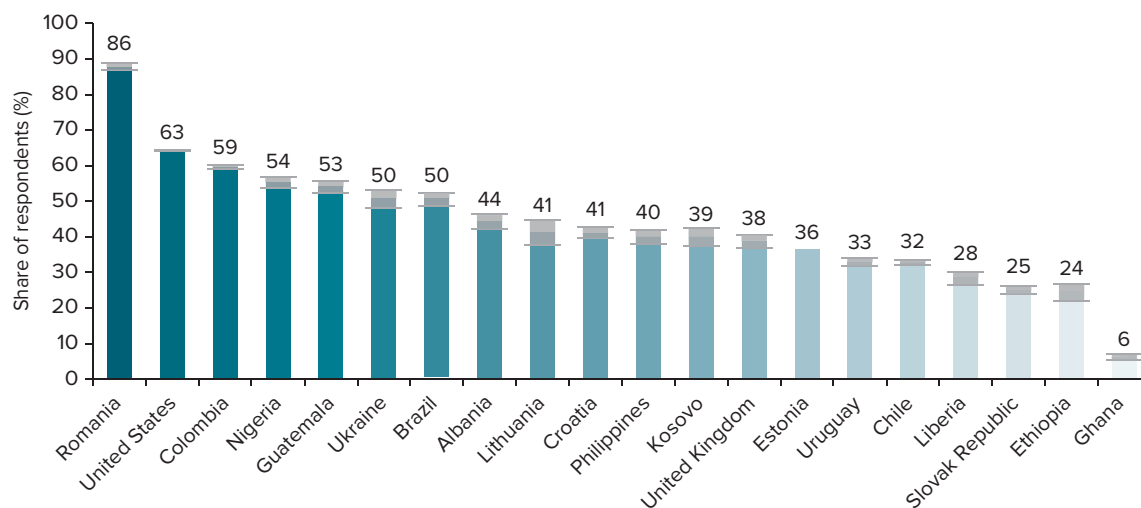
Public servant surveys can provide business intelligence on several aspects of the public administration production function (see chapter 2). They can help in understanding key public servant attitudes and how civil servants experience their work—for example, their job satisfaction or intent to stay in or leave their organization. And they can help in understanding management practices and the organizational environments shaping these public servant attitudes and experiences, such as the quality of leadership or performance management. Having data on both can also help in understanding the drivers of employee attitudes, such as engagement (namely, which management practices are statistically most important to improve engagement). In some countries where personnel databases of the civil service are highly decentralized (and centralized demographic data about the civil service are not available), surveys have also been used to create an overview of the demographic structure of the civil service (for example, India’s Civil Services Survey of 2010), by asking about gender, age, or education, for instance.

A number of users can benefit from this business intelligence. First, this business intelligence can enable governmentwide reforms. Governmentwide public servant survey results can spur improvements to specific management functions if particular government shortcomings are identified. For instance, upon finding in its National Survey of Public Servants that a third of public servants indicated that they entered public service through personal or political connections, the government of Chile drafted new legislation to strengthen the merit basis of public service (Briones and Weber 2020). Governmentwide survey results can also highlight the need to improve management of and for particular groups—for instance, to track diversity and inclusion progress, as in New Zealand’s government (Te Kawa Mataaho Public Service Commission 2021).

Understanding strengths and weaknesses governmentwide is often aided by international benchmarking, when survey measures across governments are comparable. For instance, if a government wants to understand whether it needs to act upon the low pay and benefits satisfaction of its staff, one potential point of reference is the pay and benefits satisfaction of public servants in other countries. The Global Survey of Public Servants (GSPS) enables such benchmarking, as illustrated below (figure 25.1). In Ghana, for instance, 6 percent of public servants are satisfied with their pay, compared to between 24 percent and 86 percent of public servants in other countries, suggesting that pay satisfaction might constitute a particular challenge in Ghana (rather than merely reflecting the general discontent of public servants with their salaries around the world).

For business intelligence from public servant surveys to be intelligible and actionable, it needs to be presented in a manner that increases awareness and understanding of key areas measured by the survey and, in particular, the key priority areas for action in light of the survey results. It also needs to allow governmentwide users to explore topics of interest, such as how survey responses differ by key groups of public servants—for instance, between men and women (cf. Pandey and Garnett 2007). Understanding key areas for action requires reporting results either in a management report or in appropriately coded dashboards, which front-page key areas of strength and development. Complementing management reports with

**FIGURE 25.1** Share of Public Servants Satisfied with Their Pay and/or Total Benefits, Various Countries



Source: Fukuyama et al. 2022.

Note: Years of measurement vary by country. Colors denote the extent of job satisfaction, with darker shades signifying greater job satisfaction. The gray vertical bars denote 95% confidence intervals.

dashboards allows users to easily explore aggregate data splits—for instance, by demographic group. User exploration is also aided by allowing ad hoc requests from central government agencies (such as ministries of finance) for particular tailored survey data analyses that go beyond what is displayed in a dashboard—for instance, particular regression analytics to understand the drivers of gender gaps in different organizations. Finally, central business intelligence is further strengthened when public servant survey results are integrated with other human resources (HR) data sources—for instance, in an HR dashboard that places survey results side-by-side with indicators such as retention, sick leave, number of applicants for public sector jobs, and gender pay gaps.

Second, public servant survey results can enable reforms at the organizational level by disaggregating results to organizational averages, benchmarking organizations in the public sector against each other, and allowing organizations to understand differences in the experiences and responses of different groups inside an organization. Providing organization-level business intelligence matters because differences in employees’ experiences between public sector organizations inside a government are often larger than differences between governments (Meyer-Sahling, Schuster, and Mikkelsen 2018). Governmentwide reforms alone thus often miss priorities for improvement in particular public sector organizations. Drawing on its organization-level results, to cite just one example, the Primary Care Division of the Scottish government identified key areas for improvement (including empowerment of staff and team spirit) in its 2012 Civil Service People Survey—in which it scored 54 percent in engagement—and it acted upon the survey findings to increase engagement to 78 percent in 2014 (Cabinet Office 2015). Management reports for each organization, appropriately coded dashboards, which front-page key areas of strength and development for each organization, and dashboards to allow organizations to explore aggregated responses of different demographic groups inside the organization can provide the business intelligence for such organizational improvements.

Third, public servant survey results can enable improvements at the level of units or divisions inside organizations by disaggregating results to the unit level and making them accessible to unit managers through management reports and dashboards.<sup>2</sup> Unit-level reporting is important because differences in key indicators between units inside organizations—such as in the quality of leadership and employee engagement—are often as large as differences between organizations (see chapter 20). The UK Cabinet Office’s Social Investment and Finance Team (SIFT), for instance, excelled relative to other teams inside the Cabinet

Office in employee engagement through “tight-loose” leadership—tightness around the mission but delegation in allowing members of the team autonomy to achieve the mission (Cabinet Office 2016).

### **Capacity: Enhancing the Ability of Managers to Undertake Management Improvements**

Descriptive survey results can identify key strengths and weaknesses in staff management in the government, a particular government organization, a unit inside an organization, or a particular demographic group of public servants. By themselves, however, survey results are not prescriptive: they do not identify how best to address survey findings. In other words, they identify strengths and weaknesses but not managerial actions for improvement. It is thus important to complement survey results with either a process to identify improvements or the identification of specific substantive improvements.

Approaches that focus on an improved process can take the form of methodologies to develop action plans, with templates and, potentially, technical assistance (for example, from a civil service agency or a management consultancy) to help government organizations or units undertake improvements. This approach is typical of employee engagement consultancies, which have developed standardized toolkits based on staff survey results (see, for example, Gallup 2022).

The substantive approach couples the presentation of survey results with specific recommendations for improvement based on the survey results to facilitate turning results into action. In country-level reports, these can be qualitative and detailed, based on inferring key management improvements from the data (see, for example, Schuster et al. 2020). At lower levels of disaggregation—for organizations and, in particular, units where hundreds of results reports are needed—recommendations can be automatically coded to be added to the results presentation. For instance, Google’s approach to people analytics flags specific training offerings to managers based on survey results for their units (Penny 2019).

### **Accountability: Motivating Managers to Undertake Management Improvements**

Public servant survey results can make transparent the quality of management in specific units or organizations or in the government as a whole. Where transparency is coupled with accountability for management improvements, it can provide additional motivation to managers to pursue improvements (beyond their intrinsic motivation).

Accountability can come, first of all, from the bottom up: public servant surveys provide employees with a voice to raise concerns about their experiences with and perceptions of management, their team, and their organizational environment. For employees—or public sector unions as their representatives—to hold government organizations accountable for management improvements, results need to be published, at least at an aggregate level. Providing employees with a voice is an explicit objective of most public servant surveys. For instance, the Australian government stresses that their survey “is an opportunity for employees to tell the Australian Public Service Commissioner and Agency heads what they think about working in the APS” (Australian Public Service Commission 2021b). Accountability to employees can be fostered by measuring employee perceptions of the extent to which their organization is taking action to respond to survey findings. For instance, the UK Civil Service People Survey asks respondents about their agreement with the statement “Where I work, I think effective action has been taken on the results of the last survey” (Cabinet Office 2019).

Accountability can also come from the outside—the media, public sector watchdogs, and researchers—when data, including organization-level data, are made public.<sup>3</sup> For instance, the Partnership for Public Service—a US nonprofit—generates the Best Places to Work in the Federal Government index based on published US public servant survey results, benchmarking public sector organizations in the United States and rendering salient organizations that perform poorly (Partnership for Public Service 2021). This type of transparency and publicity about poor performance may, in a poorly performing organization, motivate action to improve its ranking.

Similarly, the media can act as an external accountability mechanism to motivate improvements when data are made public. For instance, in Australia, low staff morale and dissatisfaction with leadership in the Department of Home Affairs made headlines in main news outlets (Doran 2019). Similarly, in Ireland, the media reported that only a small fraction of civil servants thought that poor staff performance was adequately addressed in their departments (Wall 2021).

Researchers can add a further layer of accountability, particularly when anonymized microdata from survey respondents are made available. This precludes the selective reporting of results by allowing researchers to analyze the anonymized raw data. It can thus further improve the aforementioned informational basis for management improvements by fostering a body of research work about a government's public service. To illustrate, a recent review identified 48 research articles using published microdata from the FEVS (Resh et al. 2019). Among these studies, a number have assessed diversity management in the US government based on these microdata. They have found, for instance, that employees in organizations with greater racial diversity tend, all else being equal, to report lower job satisfaction. Yet they have also found that when diversity is managed well, employees in organizations with more racial diversity report greater job satisfaction (Choi 2009; Choi and Rainey 2010). This makes transparent both a potential challenge in the US government (lower job satisfaction in more diverse institutions) and the effectiveness of diversity management as a solution.

Accountability and oversight can, of course, also be internal. For instance, heads of organizations can hold managers of units inside their organizations accountable for improvements based on their results, and central oversight agencies (such as ministries of finance or civil service agencies) can hold public sector organizations accountable for improvements. As detailed below, in the Irish government, a dashboard tracks the actions of each government organization in response to the public servant survey, while Canada uses a management accountability framework (MAF) to assess the progress made by organizations in management practices, including those identified in the employee survey.

In short, public servant survey results can foster management improvements through better business intelligence, greater managerial motivation, and an increased capacity to improve. Governments can maximize each of these uses by generating customized reports for the government as a whole, each organization, and each unit, ensuring that users can both explore aggregate data easily and access key findings for their organization/unit/government.

Governments can also complement descriptive survey results with recommendations, action plans, and methodologies to turn survey results into improvements and accountability mechanisms inside the government and externally—including publishing results and data—to motivate action. The next section will compare the extent to which six governments with long-standing public servant surveys have made use of these approaches to maximize the benefits of public servant survey results.

## TO WHAT EXTENT ARE GOVERNMENTS MAKING FULL USE OF PUBLIC SERVANT SURVEY RESULTS? BENCHMARKING SIX GOVERNMENTS

To what extent are governments making full use of public servant survey results? This section compares the approaches taken by six governments with long-standing (at least three iterations) governmentwide public servant surveys: Australia, Canada, Colombia, Ireland, the United Kingdom, and the United States. It does so by benchmarking the actions taken by each government against each of the potential uses of public servant survey results identified in the previous section of this chapter. Table 25.1 summarizes this comparison and the self-assessment framework, which can be used by other governments to identify actions that could further enhance their use of public servant survey results. Of course, there may be variations within each category across the six governments we have reviewed. For simplicity, we code each country in the framework for each category according to a binary: *exists* vs. *does not exist*.

Looking first at business intelligence, the comparison shows that governments generally produce country-level results reports. With one exception, they also produce agency-level reports (that is,

**TABLE 25.1 Comparing Country Approaches to Making the Most of Survey Results**

	Australia	Canada	Colombia <sup>a</sup>	Ireland	United Kingdom	United States
<b>Information provided to central government</b>						
National results report						
Dashboard for customized queries						
Ad hoc analyses on topics of interest to central government						
Survey results integrated in HR business intelligence platform or regular report with other HR data (for example, turnover or mobility)					Only ad hoc in select agencies	
<b>Information provided to government organizations</b>						
Results report for each agency						
Dashboard with results of agency and internal comparisons						
Rapid-response analyses on topics of interest in response to requests from particular agencies						
<b>Information provided to units inside government organizations</b>						
Results report for each unit within the agency						
Dashboard with results of units and customized queries						
<b>Capacity to take action based on survey results</b>						
National results report with recommendations for management improvement	In accompanying reports	In accompanying reports				
Organizational reports with recommendations for improvement						
Action plan templates and methodologies to help organizations take						
action based on survey findings						
Results presentations and technical assistance to help agencies take action based on survey results						
<b>Accountability: Information made available to the public</b>						
National results report or table						
Dashboard for customized queries						Previously the Unlock Talent dashboard

(continues on next page)



**TABLE 25.1 Comparing Country Approaches to Making the Most of Survey Results (continued)**

	Australia	Canada	Colombia <sup>a</sup>	Ireland	United Kingdom	United States
Institutional results reports or dashboards					In a spreadsheet	
Anonymized individual-level microdata		On request		On request		
<b>Bottom-up and top-down accountability for using survey results</b>						
Central government mechanism to hold organizations accountable for acting on results						
Survey measuring whether public servants perceive their organization is taking action to address results						

Source: Original table for this publication.

Note: In the table, green cells indicate Yes and red cells indicate No. To make the analysis tractable, the authors have delineated a binary conception of whether countries undertake the focal practices or not. Though there may be variation within each category and country, this provides a generalized assessment of the information available from public data and clarifications received from countries.

a. Colombia counts on a comprehensive management dashboard that covers human resource management, enables comparisons over time, and contains recommendations for each organization and action plans (DAFP 2022). However, this dashboard currently does not integrate results from Colombia's public servant survey. HR = human resources.

reports for individual government organizations), enabling each organization to understand its strengths and weaknesses based on survey results. There is a greater divergence when it comes to unit-level reports. Australia, Canada, the United Kingdom, and the United States disaggregate data to the unit level, enabling heads of units or divisions inside a government organization to understand their strengths and weaknesses. As this disaggregation to unit-level reports or dashboards multiplies the number of potential users of the data, it is an important low-cost avenue for greater management impact of the survey in countries that currently lack this disaggregation. Governments also differ in the extent to which they create dashboards that allow users to easily explore the results along the margins most interesting to them—for instance, by splitting indicators by demographic groups (such as gender) for the government as a whole or particular organizations. As the creation of such dashboards need not be costly—for instance, if free online platforms such as Tableau Public are used—this represents a second low-cost way for many governments to enhance the business intelligence users derive from survey results. All governments, with one exception, also undertake bespoke analyses of the data for users—for instance, in response to requests from the ministry of finance or other particular organizations with specific interests. Finally, Australia, Canada, and the United States integrate public servant survey results systematically with other HR data—such as data on turnover—in their reporting to generate a more comprehensive overview of HR strengths and weaknesses.

In terms of enhancing the capacity to turn survey results into actions at the national level, only Australia and Canada accompany their descriptive survey results with specific management improvement recommendations in accompanying briefings and reports (though not in the survey results directly). At the agency level, two countries rely on action plan templates to help organizations with a process to turn survey results into action. Finally, in four of the countries, the center of government provides results presentations or technical assistance to individual public sector organizations to help them turn survey results into action.

In terms of external accountability, all countries publish country-level results. All governments except for one also make institution-level reports public. However, only Australia and Canada provide the public

with access to a dashboard to explore the data, while three countries publish the anonymized microdata (and a further two countries make the data available upon request to researchers under certain conditions). Similarly, three governments have institutionalized center-of-government mechanisms for holding government organizations accountable for improvements based on survey results, and only a minority of governments measure the extent to which civil servants believe that their organizations are taking effective action based on survey results. In many countries, stronger external transparency and internal accountability mechanisms to motivate managers to take action based on survey results could thus be considered.

Table 25.1 highlights both commonalities and variations between countries in the extent to which survey results are used—and opportunities to further this use. To make these opportunities more actionable, the next subsections showcase specific examples of how governments approach each of these uses.

First, a brief note on the capacity to undertake these actions is due. While this chapter does not focus on *why* different governments do not adopt some of the potential uses of survey results, a plausible conjecture is the differential organizational setup of public servant surveys across countries. This differential organizational setup generates differences in, for instance, organizational capacity to deliver management reports, dashboards, and bespoke analyses. In the United Kingdom and Australia, data collection is contracted out, as is, for instance, the production of results dashboards. In Colombia, the national statistical agency handles the process, while Canada and Ireland use a hybrid approach whereby surveys are conducted through a partnership between civil service departments and the national statistics agency. In the United States, the survey is conducted by the OPM, which is the US federal civil service department. Where surveys are conducted in-house, the ability to deliver dashboards and coded reports is conditioned by the data analytics staff's capacity in the government agency in charge of the survey.

### Information Provided to the Central Government

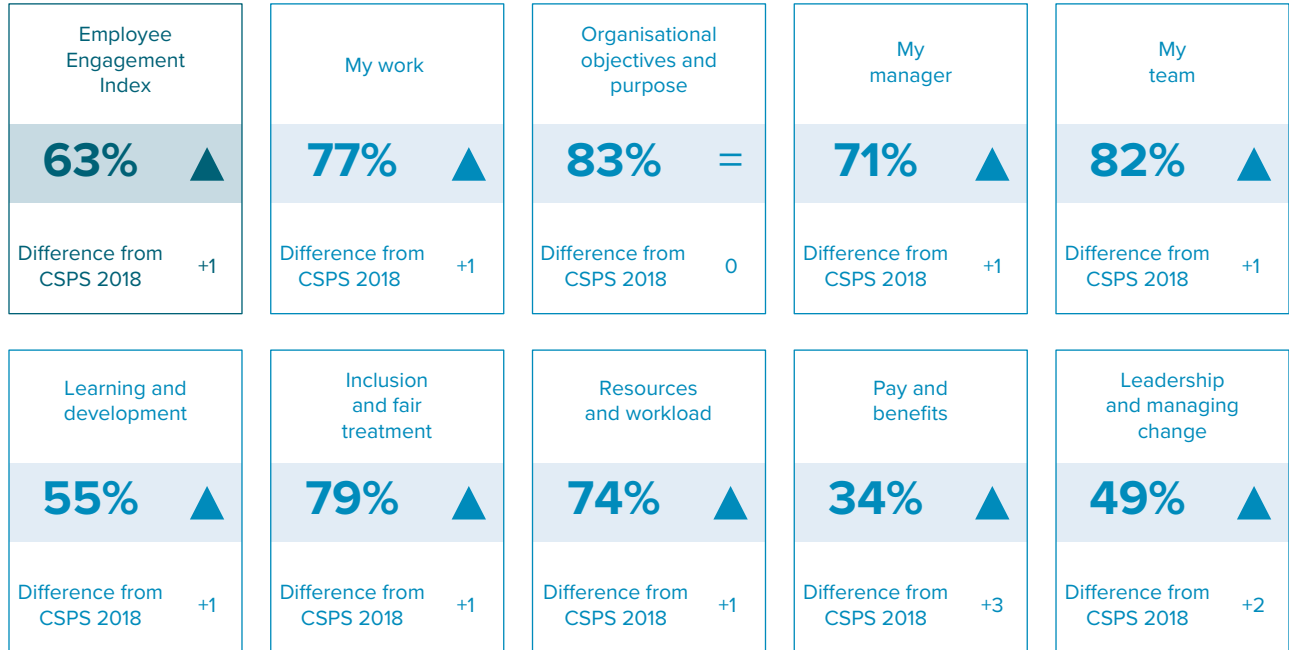
As noted above, all governments generate national results. They do so in different ways, however. In the United Kingdom, a slide deck is produced for the most senior officials (the cabinet secretary, the civil service's chief operating officer, and departmental permanent secretaries) and HR directors in departments. They are also given access to the interactive dashboards so they can explore the results in more detail. In some previous years, a slide deck visually highlighting key findings and showing the progression from the past year was also made public (figure 25.2), and the head of the civil service provided a write-up of highlights (for example, Heywood 2017). This is not currently the case, however. The Colombian government, similarly, presents national results in a slide deck together with a press release with key findings (DANE 2022).

By contrast, Ireland and the United States present national results *reports*. Both highlight up front the most positive and the most challenging results. The Irish report does this by theme (figure 25.3); the US report lists items with the highest and lowest agreement (as key areas of strength and development) (OPM 2021).

As a further means of highlighting key strengths and weaknesses, the Irish report also contains international comparators (figure 25.4)—a practice otherwise underutilized by governments, in light of the comparator data available through the GSPS (Fukuyama et al. 2022).

Finally, Australia presents results not only in a slide deck (Australian Public Service Commission 2021c) and a summary write-up of results (Australian Public Service Commission 2021a) but also in an annual State of the Service Report that integrates employee survey results with other workforce data—for instance, on gender pay gaps, diversity, and mobility—to provide a comprehensive HR diagnostic, often focused on key themes (Australian Public Service Commission 2021d). Figure 25.5 showcases an example figure from the State of the Service Report, which integrates findings from the country's public servant survey with external labor market data to better understand skills shortages in the public sector. Similarly, Canada and the United States integrate HR and survey data in their reporting. For instance, in the United States, employee survey results are, as part of the President's Management Agenda (PMA), provided to the White House together with HR metrics, such as staffing and quit rates. Survey and HR data were also integrated into a

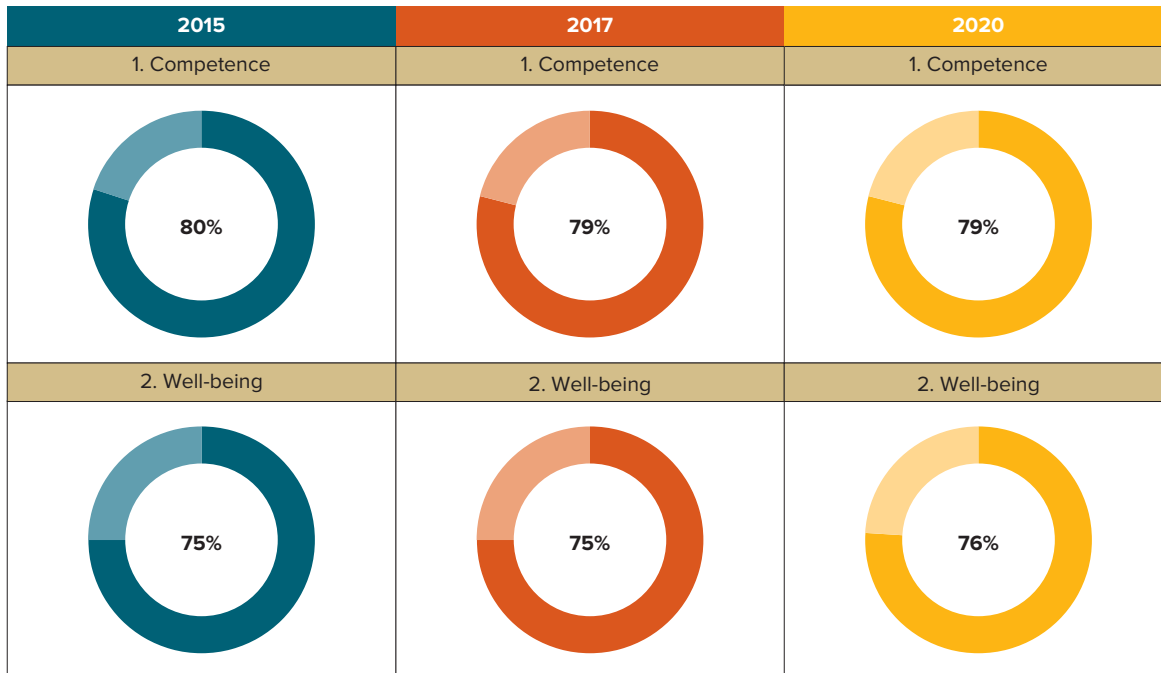
**FIGURE 25.2 Results Report from the UK Civil Service People Survey**



Source: Cabinet Office 2019.  
 Note: CSPA = Civil Service People Survey.

**FIGURE 25.3 Results Report from Ireland, Top 5 Positive Results**

**Positive Results – Top 5**



Source: Department of Public Expenditure and Reform 2020.

## FIGURE 25.4 International Benchmarking in Results Report from Ireland

### International Benchmark:

In the survey, 33% of staff agreed with the statement ‘I feel that my pay adequately reflects my performance’, which compares to 30% among respondents in the 2017 UK Civil Service People Survey.

Source: Department of Public Expenditure and Reform 2017.

dashboard—Unlock Talent—that allowed users to compare agencies and units in survey results (for example, engagement) and HR data. Funding for the dashboard has run out and, at the time of the writing of this chapter, the US government is developing a replacement.

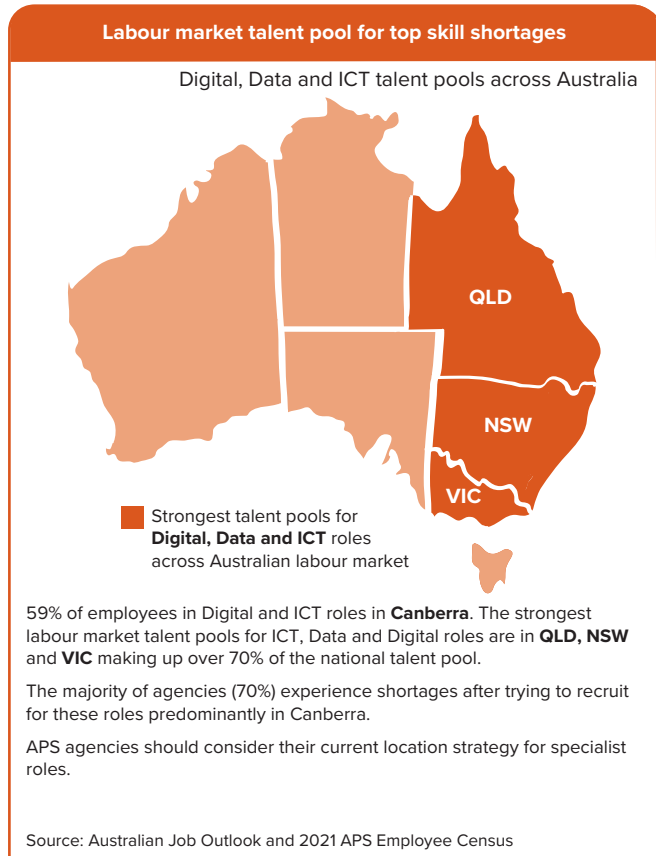
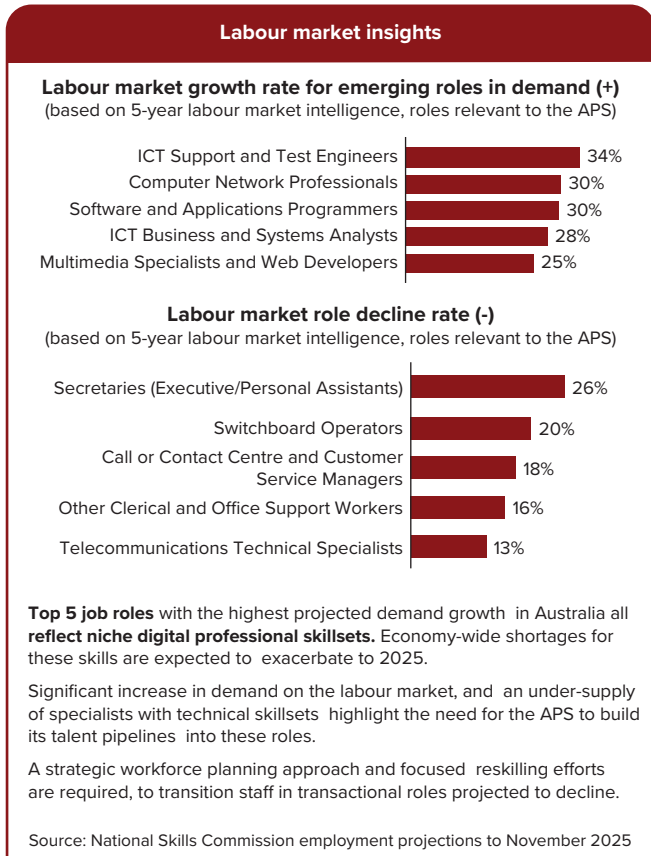
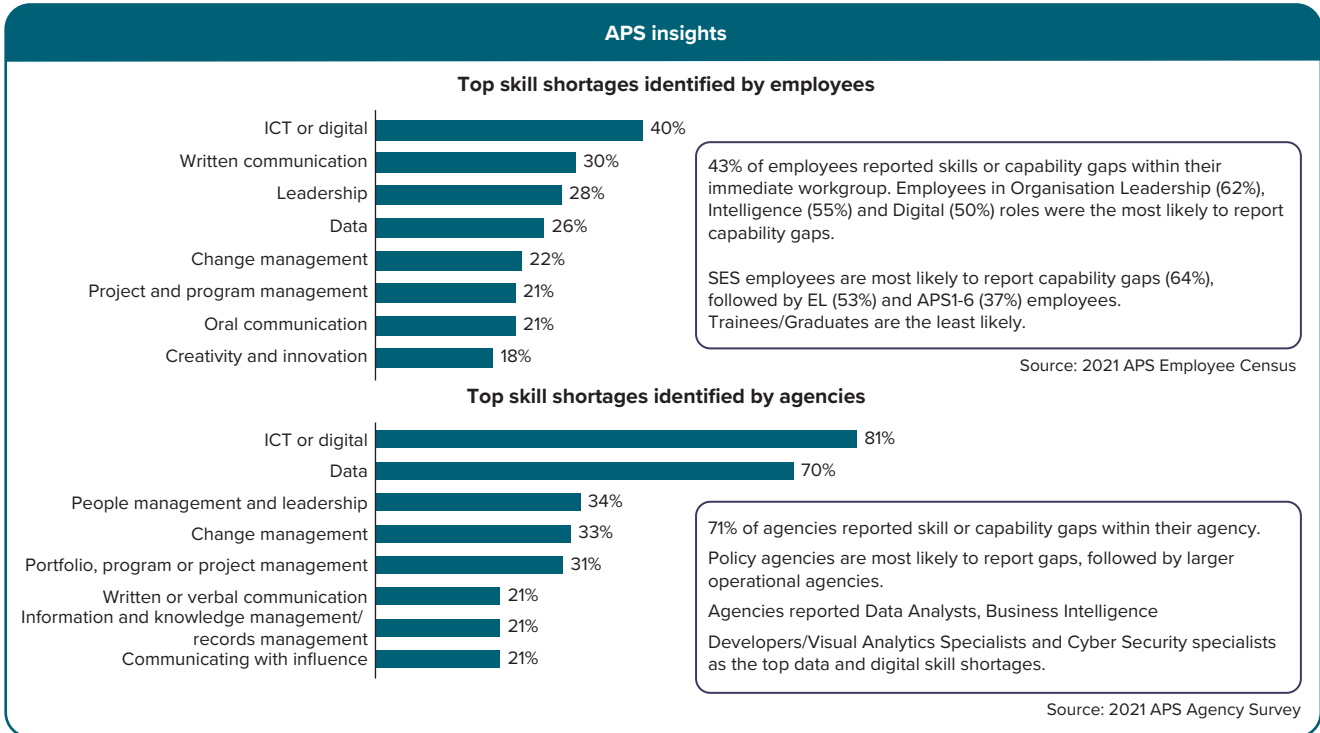
In short, all countries report national results. Four of the six countries do well to visualize highlights up front, giving stakeholders a sense of key strengths and areas for improvement. Ireland also uses international comparisons to further contextualize strengths and challenges, while Australia and Canada are the only countries to systematically integrate employee survey and other workforce data for a more comprehensive, regular HR diagnostic.

Governments also differ in the extent to which they enable government users to further explore data beyond the results report—by making a results dashboard available or conducting on-demand, bespoke analysis of the data. Australia, Canada, the United Kingdom, and the United States use dashboards to enable users to explore the (aggregate) data in a more customized way—for instance, by comparing responses of different demographic groups in different state institutions. These dashboards can be relatively low cost, as in the case of the Employee Viewpoint Survey Analysis and Results Tool (EVS ART) in the United States (see chapter 9, case study 9.3 in chapter 9, and chapter 26) or Canada’s Power BI dashboard (figure 25.6). Canada’s Power BI dashboard allows users to compare indicators, organizations, and trends over time. All data are aggregated as percentages for each response option (for example, the percentage of respondents who answered “strongly agreed” or “agreed”) (Government of Canada 2020b).

Canada also produces dashboards focused on specific groups of public servants—such as Indigenous people, women, persons with disabilities, or LGBTQ+ employees. Figure 25.7, for instance, shows the dashboard for persons with a disability. Canada thus provides users with accessible overviews of results for groups of public servants with particular needs or particularly concerning results.

A subset of governments also conducts more bespoke, on-demand analysis of data. For instance, the Australian Public Service Commission analyzes and reports on employee survey data in bespoke reports for specific purposes. These are typically reports for internal civil service use and consideration but may also comprise reports for public release. Areas from across the civil service that require employee survey results to inform their work and activities can request these from the commission. The commission then prepares responses to these requests for information. In Canada and the United States, analytical reports can be requested by participating agencies. The OPM also publishes a series of special reports—for instance, on women in public service, employee engagement drivers, and millennials in public service (OPM 2022). Ireland also occasionally commissions academics and consultants to provide more in-depth analytical reports to provide further insight into areas that were identified as needing intervention (Department of Public Expenditure, National Development Plan Delivery and Reform 2022).

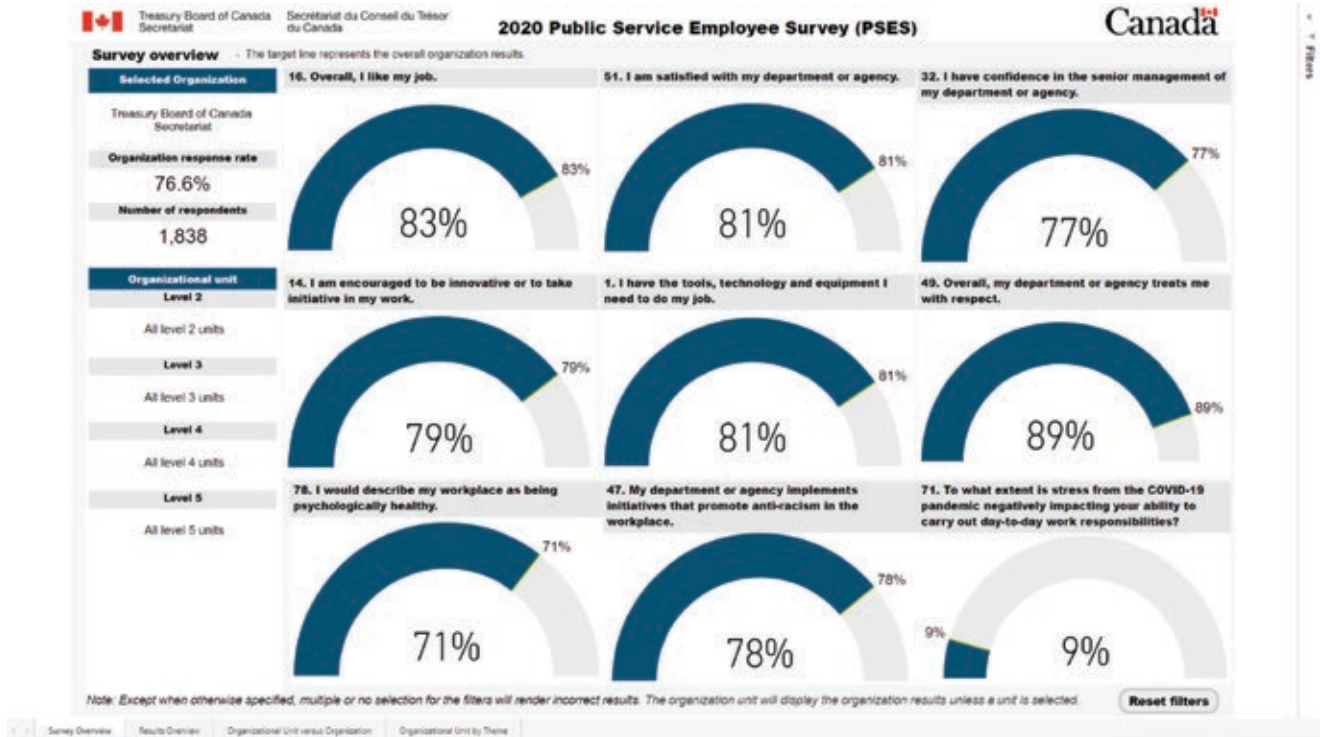
**FIGURE 25.5 State of the Service Report from Australia**



Source: Australian Public Service Commission 2021d.

Note: APS = Australian Public Service; EL = executive level; ICT = information and communication technology; SES = senior executive service.

**FIGURE 25.6** Canada Public Service Employee Survey Dashboard



Source: Government of Canada 2020b (example screenshot).

### Information Provided to Government Organizations

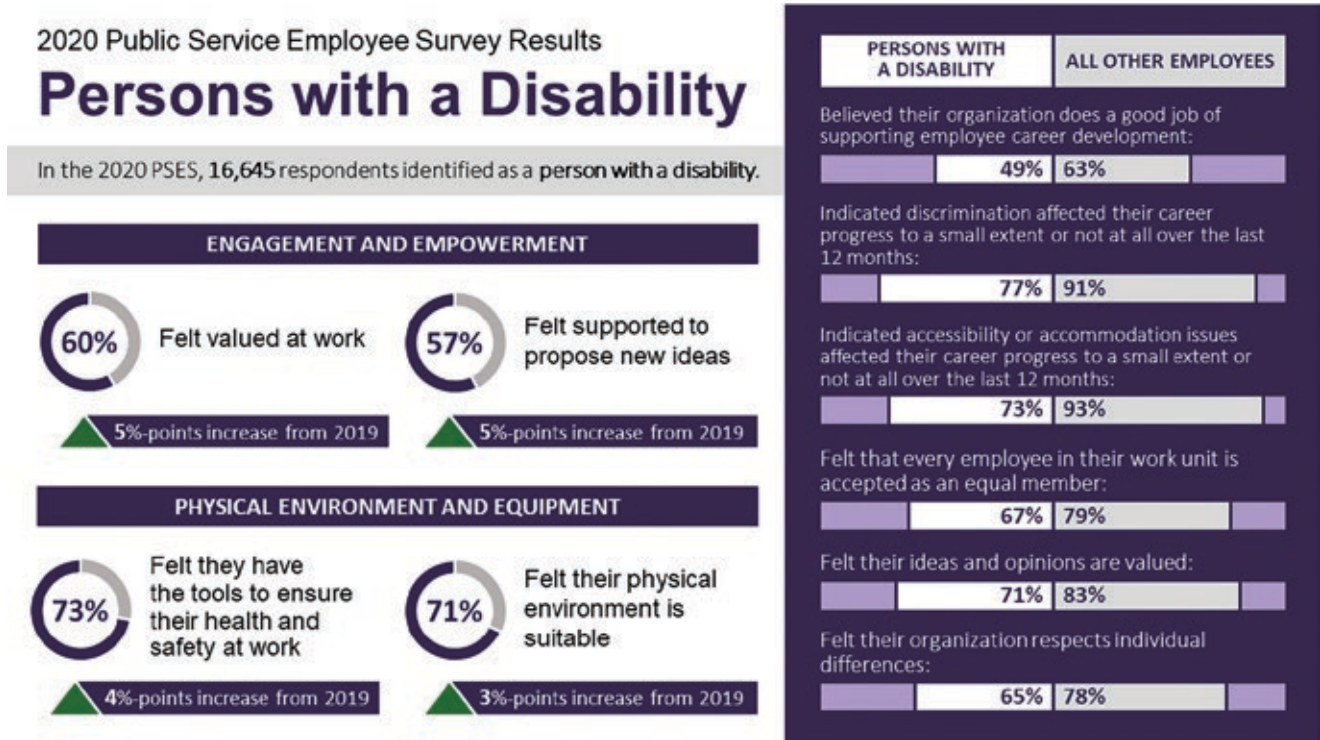
All governments provide results data at the organizational level to participating government organizations. The format and accessibility of these agency-level results, however, differ. In Colombia and the United States, data are presented in tables or data files (see chapter 9, case study 9.3 in chapter 9, and chapter 26 for greater detail on the EVS ART approach). Ireland produces bespoke reports for each agency, accompanied by an “at a glance” dashboard (see more on this below). These reports are descriptive. Agencies are encouraged to draw their own conclusions for programs of change based on the results.

Australia, Canada, and the United Kingdom offer online dashboards to agencies through which they can filter results and explore the parts of the data relevant to them. Dashboards have privacy protection safeguards programmed into them, such as not allowing for cross-tabulations below a certain number of employees or only providing a subset of open-ended responses for teams that are very small. Figure 25.8 visualizes the UK Civil Service People Survey’s (internal) dashboard, which the United Kingdom contracts from Qualtrics. Australia, similarly, uses a contractor to generate an easily accessible online dashboard that allows splits at the agency and subdivision level by, for instance, gender and technical expertise for each agency and subdivision. Canada built its own dashboard with Power BI (figure 25.6).

### Information Provided to Units inside Government Organizations

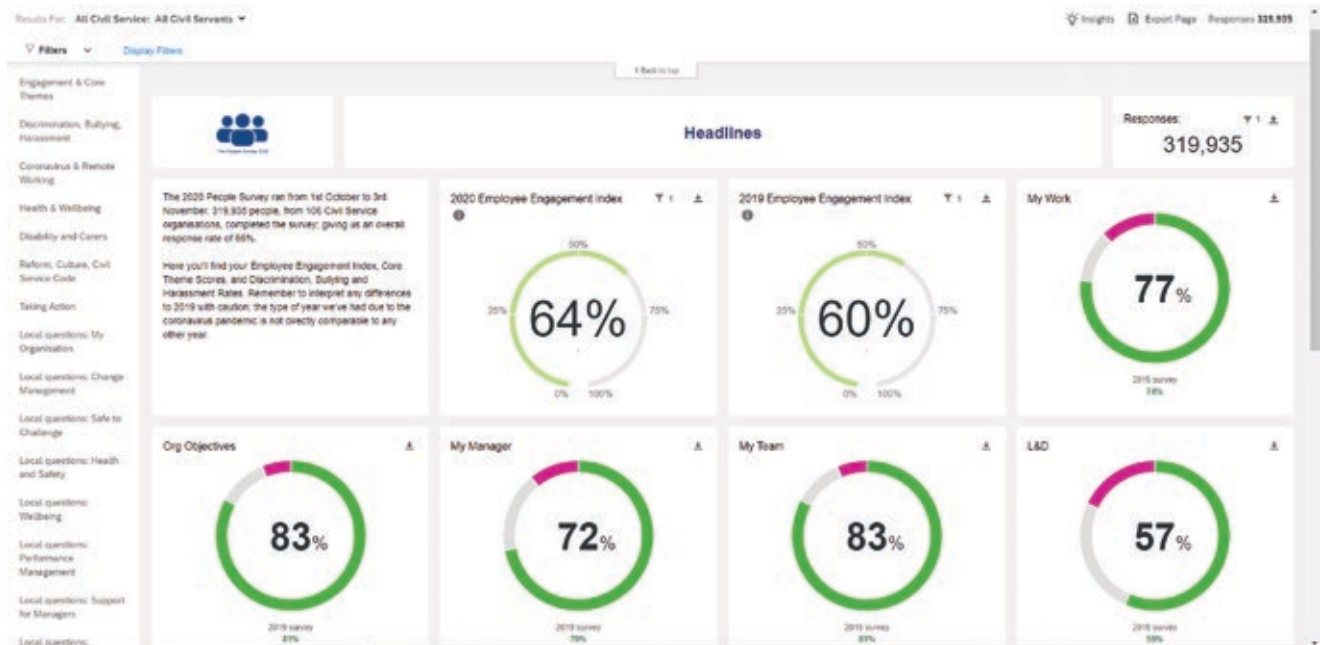
Canada, Australia, the United Kingdom, and the United States also generate unit-level results—for instance, by generating team-level reports accessible to each team, as in the United Kingdom’s (figure 25.8) and

**FIGURE 25.7** Canada Public Service Employee Survey Dashboard for Persons with a Disability



Source: Government of Canada 2020b (example screenshot).  
 Note: PSES = Public Service Employee Survey.

**FIGURE 25.8** United Kingdom Civil Service People Survey Results Dashboard for Organizations and Teams



Source: Screenshot of the headlines page of the internal dashboard used by the Civil Service People Survey Team.

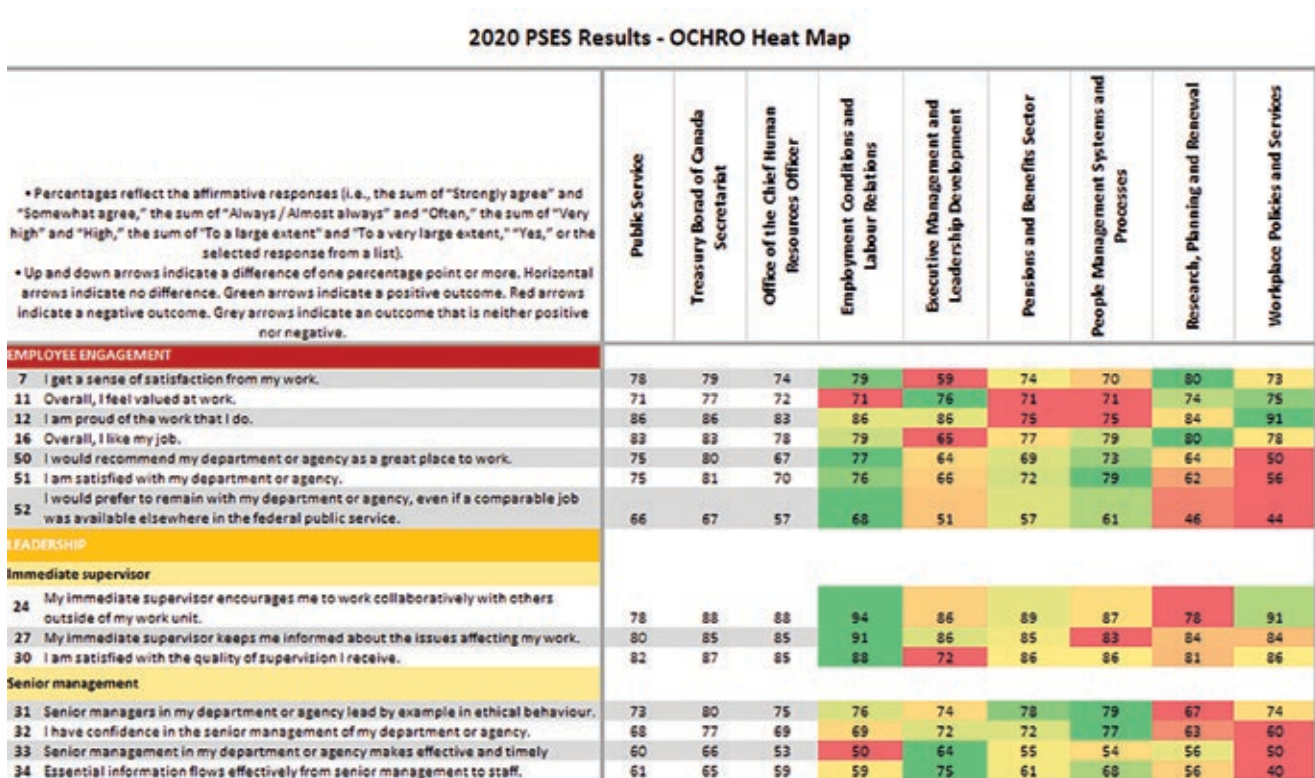
Canada (figure 25.6) dashboards. Canada also provides heat maps for each unit to crystallize strengths and areas for development (figure 25.9).

Generating unit-level results requires generating unit- or division-level identifiers in each organization, which are either linked to the unique survey ID of a survey respondent or selected by survey respondents. These can be collected from central human resources management information systems (HRMIS), where they exist, collected from institution-level HRMIS and appended to the email addresses used to disseminate the survey, or gathered from each government organization manually, with respondents then selecting the unit in which they work when completing the survey.

For instance, in Australia, several agencies choose to map their Australian Public Service Employee Census respondents to their organizational hierarchies. Where an organizational hierarchy has been included, analysis and reporting of results are possible for individual work units within an agency. This includes analysis and reporting for demographic and other groups within an agency or organizational unit. In 2020, just over 60 percent of agencies included an organizational hierarchy in the Australian Public Service Employee Census. How far down an agency chooses to disaggregate its hierarchy typically depends on its size and structure. Most, however, will disaggregate their hierarchies to the lowest practicable level while safeguarding anonymity (for instance, by not reporting results for work units with fewer than 10 respondents).

When agencies provide such disaggregation, reports for agencies and their organizational units are developed and released to those agencies. Representatives within individual agencies have access to the online dashboard, in which they can source their prepared summary reports but also analyze, filter, and compare results for their agency and its constituent organizational units. This portal allows for more interactive descriptive analysis and exploration of results and enables agencies to source more survey results than are made available in the static reports.

**FIGURE 25.9** Canada’s Heat Maps for Survey Results of Units



Source: Screenshot of unit report heat map by the Treasury Board of Canada Secretariat.



Similarly, in the United States, disaggregation occurs up to the ninth level of hierarchy in some organizations, multiplying the number of units and teams benefiting from survey results. Lower levels of government are provided with “subagency breakout reports,” which display results for an individual office (the lowest level of the agency) for all core and demographic survey items, and “subagency comparison reports,” which compare all work units within a breakout for all core and demographic survey items.

## Capacity to Take Action on the Basis of Survey Results

As noted, turning survey results into action is facilitated by accompanying descriptive survey results with prescriptive recommendations at the national, organizational, or unit level, where appropriate (for instance, by linking training offers to managers to certain survey results in leadership quality); by presenting results in person to organizations to help them understand them and consider actions in response; and by offering action plan methodologies to agencies or units to take action based on results.

In national survey results reports, governments typically do not include prescriptive recommendations, though recommendations or actions are sometimes included in accompanying publications—for instance, in a blog by the chief executive of the UK’s civil service (Manzoni 2020), a press release by Colombia’s Public Service Department (DAFP 2016), or, perhaps most directly, in Australia’s State of the Service Report, which, as mentioned before, integrates public servant survey data with other HR data sources to analyze key HR themes and suggest ways forward (Australian Public Service Commission 2021a). In Canada, presentations and briefings by the Treasury Board of Canada Secretariat include recommendations.

Australia also explicitly offers organizations action plan templates and methodologies to help them take action based on survey findings. Each agency report includes an action template that encourages managers to map actions against survey outcomes (figure 25.10).<sup>4</sup> This is encouraged by tying the release of survey results to the Australian State of the Service Report, which sets out a strategic mission for the civil service. Senior executives from the national commission are asked to present key points of the report to employees in their state and territory. These presentations typically give a high-level overview of the perspectives and direction of the commission and also include Australian Public Service Employee Census results. Each year, focus groups are held with representatives of agencies, during which the use of the results is discussed. Canada, in turn, has an interdepartmental committee in which best practices are shared and organizations are provided guidance on how to create their plans; however, specific templates are not provided. In the United Kingdom, the Cabinet Office shares with departments a guide to running a workshop to discuss the results as a team and take action, while, in the United States, senior accountable officers have been appointed in past years within agencies, and experts in the OPM have worked closely with them to support the interpretation of employee survey results and develop and assess action plans.

Bespoke consultancy by a central agency to help individual organizations improve management based on survey results remains less systematized across governments. Results presentations at the organizational level occur but are not universal or part of a systematic intervention program by a central government agency to boost management practices and employee engagement based on survey results across line agencies. As mentioned before, follow-up consultancy is a cornerstone of the work of engagement consultancy firms—and thus a missed opportunity—but, of course, also resource intensive. At the same time, governments are not currently making use of lower-cost, automated recommendations based on survey results for organizations or units—for instance, by showing specific training offerings to managers with scores in need of improvement in certain areas. More could thus be done to help organizations and managers turn survey results into management improvements.

## External Accountability: Information Made Available to the Public

All countries make country-level reports or statistics publicly available. Australia and Canada provide dashboards to enable the public to explore data. Colombia and the United Kingdom provide statistical

**FIGURE 25.10 Australian Public Service Commission Action Plan Template**

<b>TIME TO TAKE ACTION</b>																												
<div style="background-color: #00728f; color: white; padding: 5px; text-align: center;"> <b>CELEBRATE</b> </div> <p style="font-size: small;">What things do we do well?</p> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <p style="font-size: x-small; margin-top: 10px;">THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.</p>	<div style="background-color: #00728f; color: white; padding: 5px; text-align: center;"> <b>INVESTIGATE FURTHER WITH OUR TEAMS</b> </div> <p style="font-size: small;">Are there any other opportunities coming out of the results that we want to explore further?</p> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <p style="font-size: x-small; margin-top: 10px;">HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?</p>	<div style="background-color: #00728f; color: white; padding: 5px; text-align: center;"> <b>OPPORTUNITIES</b> </div> <p style="font-size: small;">Areas we need to focus on and turn into action plans:</p> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid #ccc; margin: 5px 0;"/> <p style="font-size: x-small; margin-top: 10px;">WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?</p>																										
<div style="background-color: #00728f; color: white; padding: 5px; text-align: center; font-weight: bold; font-size: 1.2em;">i</div> <p style="font-weight: bold; margin-top: 5px;">USE THIS PAGE TO START YOUR LOCAL ACTION PLANS</p> <p style="font-size: x-small; margin-top: 10px;">IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.</p> <p style="font-size: x-small; margin-top: 10px;">PRIORITISE 3 AREAS TO TAKE FORWARD</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #00728f; color: white;"> <th style="width: 10%;"></th> <th style="width: 25%;">PRIORITISE 3 AREAS FOR ACTION</th> <th style="width: 20%;">TIMESCALES</th> <th style="width: 20%;">OWNER</th> <th style="width: 15%;">RESOURCES REQUIRED</th> <th style="width: 10%;">TARGET/SUCCESS MEASURE</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET/SUCCESS MEASURE	1						2						3								
	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET/SUCCESS MEASURE																							
1																												
2																												
3																												

Source: Australian Public Service Commission 2021c.

summaries, which might not be easily accessible for audiences unfamiliar with statistics. The British dashboard is not available to the public. Data for Colombia and the United Kingdom can be accessed in an aggregated format by agency on a government website and downloaded as Excel files. Australia, Ireland, and the United States also publish written reports with overall findings. In Australia, Canada, the United Kingdom, and the United States, the availability of publicly available written reports of individual agencies depends on the participating agencies’ willingness to publish them. Ireland does not publish organization-level reports (Australian Public Service Commission 2021b; Cabinet Office 2021; Government of Canada 2020a; OPM 2020).

In terms of transparency to the public, Australia, Colombia, and the United States publish individual-level microdata to enable researchers and other interested users to explore the data. Canada and Ireland provide these data to researchers upon request (and with certain requirements).

Australia and the United Kingdom provide statistics aggregated at the response and agency levels that can be downloaded, and Ireland provides summary statistics in report form that can be publicly accessed.

Only in the United States is public information from the employee survey drawn on by external actors. In the United States this is the Partnership for Public Service, which compiles the Best Places to Work in the Federal Government rankings of public sector organizations as a means to generate further external accountability and motivation for improvement in survey scores for public sector organizations (figure 25.11).

**FIGURE 25.11 Best Places to Work in the US Federal Government, 2022 Rankings**

Large Agencies		Midsized Agencies	Small Agencies	Agency Subcomponents
Rank	Agency	2022	2021	
1	National Aeronautics and Space Administration	84.3	85.1	
2	Department of Health and Human Services	74.3	74.4	
3	Intelligence Community	71.9	73.4	
4	Department of Commerce	70.6	73.7	
5	Department of Veterans Affairs	68.4	70.2	
6	Department of Transportation	68.3	68.0	

QUARTILE KEY

Lower Quartile (0-25%)	Below Median (25-50%)	Above Median (50-75%)	Upper Quartile (75-100%)
------------------------	-----------------------	-----------------------	--------------------------

Source: Partnership for Public Service 2023 (screenshot, <https://bestplacetowork.org/rankings/?view=overall&size=large&category=leadership&>).

In short, there remain significant opportunities for greater transparency and external accountability for public servant survey results, particularly at the organizational level, in many governments—for instance, by replicating “best place to work” rankings and presenting survey results at the national and organizational levels to stakeholders in a more accessible way.

### Internal Accountability for Using Survey Results

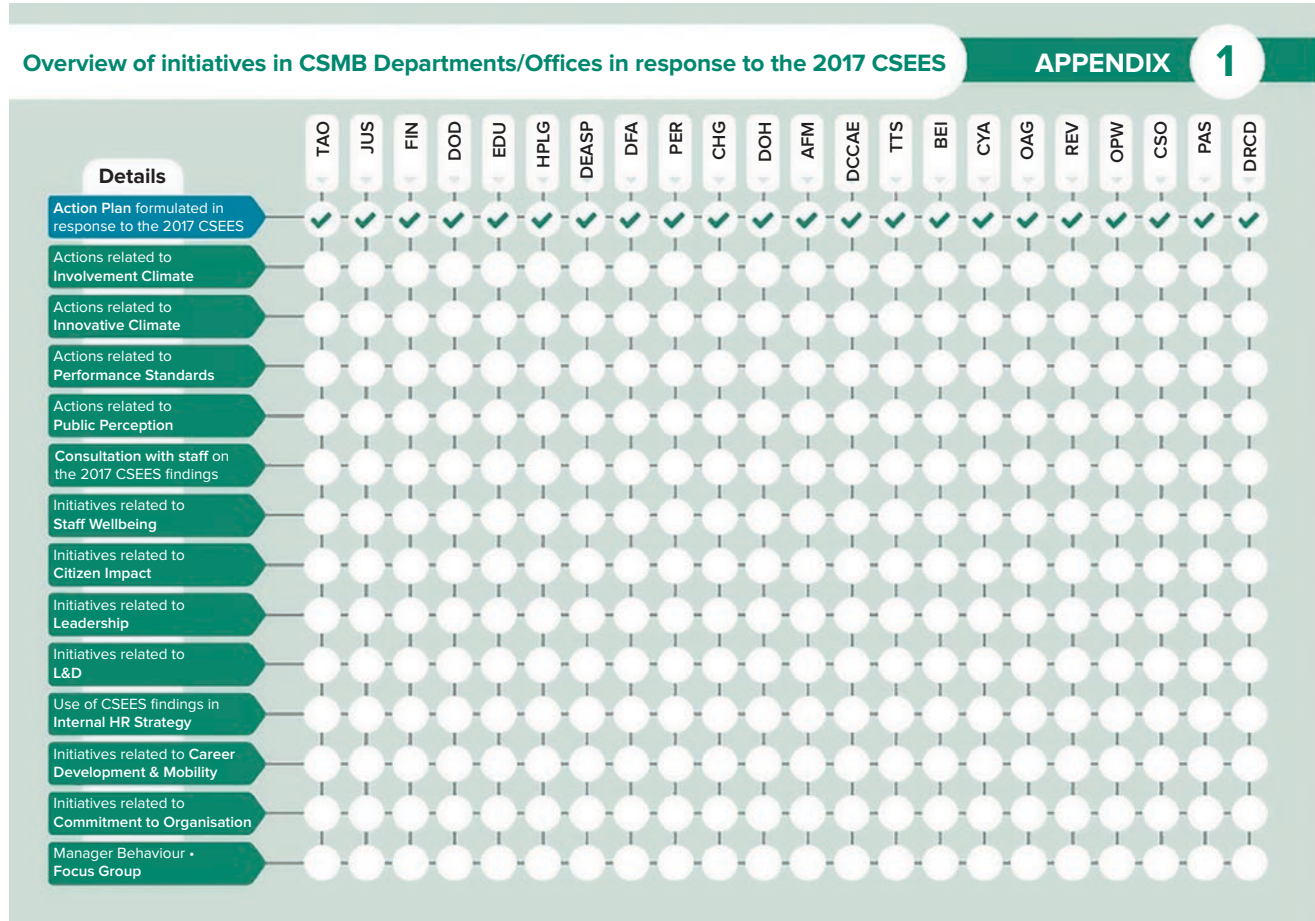
Internal accountability can be top-down (through central oversight) or bottom-up (by employees). Among the countries studied, Ireland has the most-established formal top-down accountability mechanism: it obliges all government departments to map actions taken in response to survey outcomes. After each survey, departments are asked to produce an action plan detailing how they will respond to challenging results within their organizations. The report is organized by thematic area, requiring organizations to state the issue, state the statistic underlying the problem identified, list agreed-upon actions, and list the processes put in place to address them.

A quarterly update is prepared by the Civil Service Renewal Programme Management Office and then relayed to the Civil Service Management Board. An “at a glance” dashboard allows each head of office or secretary general to chart the progress of his or her organization. An interdepartmental working group provides officials with a forum to share experiences and best practices regarding survey management, driving strong response rates, and responding to their organizational results. In nonsurvey years, the group meets on a quarterly basis to share feedback on responding to departmental results. In survey years, the group meets on a more frequent basis to ensure milestones and targets are met in the run-up to the launch of the survey. Figure 25.12 visualizes the “at a glance” dashboard, which tracks actions taken by departments in response to survey results.

Canada, in turn, leverages the MAF to assess the progress made by an organization in its management practices (in seven areas identified by the survey). The MAF involves three key stakeholders (deputy heads of organizations, the HR community, and the Treasury Board of Canada Secretariat) and enables the Treasury Board to “monitor trends and identify gaps in policy compliance across departments,” among other things, such as including accountability for improvement in poorly performing indicators.

In the United States, survey results are included in the PMA, and agencies are held accountable for action toward organizational change, including employee engagement and related issues, such as diversity, equity, inclusion, and accessibility (see, for example, Donovan et al. 2014). Other governments lack a similarly institutionalized reporting and accountability mechanism for actions taken.<sup>5</sup>

**FIGURE 25.12** “At a Glance” Dashboard, Government of Ireland



Source: Screenshot of Civil Service Management Board “at a glance” dashboard, Government of Ireland.  
 Note: CSMB = Civil Service Management Board; L & D = learning and development.

In terms of bottom-up accountability, in Ireland, Canada, and the United States, questionnaires are typically shared with key employee representative groups and unions before the launch of a survey. For instance, in Canada, extensive consultative engagements with key stakeholders—such as participating departments and agencies and unions—inform questionnaire development, and stakeholders are kept apprised of progress before the survey launch. The United Kingdom and the United States also measure in their surveys whether public servants perceive that their organizations are taking action to address survey results, thus making transparent whether organizations are—in the perception of their staff—acting on the results (and facilitating accountability where staff members do not perceive that their organization is taking effective action). For instance, the US survey inquires whether respondents “believe the results of this survey will be used to make [their] agency a better place to work” (OPM 2021). In short, there remains leeway to strengthen both bottom-up and top-down accountability mechanisms across countries.

## DISCUSSION AND CONCLUSION

This chapter has developed a self-assessment framework to enable governments to identify which additional uses of public servant survey results they could contemplate to maximize the impact on civil service management. It then benchmarked six governments against the self-assessment framework to showcase

the use of the framework, provide further qualitative detail on each of the potential uses of public servant surveys, and provide a state of play for how governments are currently using (or not using) results from public servant surveys.

Our case selection focused on countries with regular governmentwide employee surveys—which, as of now, tend to be Organisation for Economic Co-operation and Development (OECD) member governments. Our findings about the prevalence of different practices should be interpreted accordingly. Non-OECD governments implement governmentwide employee surveys less frequently, though many of the practices we identify in the chapter would certainly be attainable and low in cost for them as well (for example, publishing anonymized microdata from survey results in an Excel file).

The case comparison has shown that all countries we surveyed provided country-level results—including for public consumption—and, for the most part, results to participating agencies.

Reports that provide information on a subagency (that is, a unit or division) level are less common, as are dashboards that allow government organizations and units to explore and filter the data in the way most relevant to them.

Most reports also remain descriptive. Strategic advice and consulting services are typically not included as part of the mission of survey administration teams, nor are automated recommendations tying survey results to specific management actions. However, as some countries (Australia and Ireland) have acknowledged, the demand for bespoke results and advice has increased, and some countries have at least provided action plan templates for organizations to take action.

Countries also differ in the extent of their external and internal accountability mechanisms. Publication of organization-level results is voluntary and selective in most countries, and some do not publish them at all. Three countries (Australia, Colombia, and the United States) publish anonymized individual-level microdata (with Ireland and Canada making the data available upon request). Internal oversight and accountability for taking actions based on results are only formally institutionalized in a dashboard system in Canada's MAE, Ireland, and the United States' PMA, while the United Kingdom and the United States track the extent to which employees believe effective survey action has been taken.

In conjunction, our results suggest that many governments could, at very low cost, significantly enhance the benefits they derive from public servant surveys for civil service management improvements, including by

- Ensuring that results are disaggregated and disseminated to suborganizational hierarchical levels (for example, divisions and units);
- Creating simple dashboards to allow users at different levels of government—and the public, for national and organization-level results—to explore and filter the data according to their needs;
- Coding management reports (or dashboard front pages) such that the key strengths and areas for development of a particular organization or unit are easily identifiable;
- Including action plan methodologies and automated recommendations to users—such as the managers of units or organizations—about how to best address survey findings (automated recommendations can, for instance, contain training offerings tied to specific survey results or management “checklists” for managers with certain survey results);
- Strengthening accountability for results (for instance, through central oversight of actions taken in response to survey findings by government organizations and units, by enabling third parties—or the government itself—to construct “best place to work” league tables of government organizations, and by capturing employee perceptions of the extent to which government organizations take action in response to survey findings);
- Publishing anonymized microdata to encourage research and insight creation by third parties; and
- Standardizing questions to increase comparability with other countries or industry surveys to create better benchmarks of national scores (for example, through the GSPS).

Where further resources are available, governments may also

- Complement agency-level reports with bespoke presentations and consultancy services to agencies to help them improve in response to survey findings,
- Provide insight reports centered around key strategic topics to move the dial on key HR topics with survey results, and
- Integrate staff surveys with other workforce data to generate more holistic HR dashboards and reports on the public service as a whole, as well as particular strategic themes.

## NOTES

1. By *surveys of public servants*, we refer to surveys of employees of government organizations. The coverage of these surveys extends, variously across countries, to the civil service, the public service as a whole—including organizations outside the civil service—or a combination of the two.
2. As with the publication of (anonymized) survey microdata, care needs to be taken to protect the anonymity of survey respondents when disaggregating data to units—for instance, by not reporting unit- or group-level averages with fewer than 10 respondents (cf. OPM 2021).
3. Providing transparency to citizens about the operations of government—including by publishing public servant survey results—is, of course, also an important part of democratic accountability more broadly.
4. The template can be accessed at <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-employee-census-2020>.
5. In Australia, each organization also has a “champion” who fosters survey participation and the use of results from the survey.

## REFERENCES

- Australian Public Service Commission. 2021a. “The 2021 APS Employee Census Overall Results.” Australian Public Service Commission, Australian Government, November 30, 2021. <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-employee-census-2021/2021-aps-employee-census-overall-results>.
- Australian Public Service Commission. 2021b. “APS Employee Census 2020.” Australian Public Service Commission, Australian Government. <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-employee-census-2020>.
- Australian Public Service Commission. 2021c. *Highlights Report: APS Overall*. Canberra: Australian Public Service Commission, Australian Government. <https://www.apsc.gov.au/sites/default/files/2021-12/APS00878%20-%20APS%20Overall.pdf>.
- Australian Public Service Commission. 2021d. *State of the Service Report 2020–21: Reform in the Shadow of COVID*. Canberra: Australian Public Service Commission, Australian Government. <https://www.apsc.gov.au/sites/default/files/2021-11/APSC-State-of-the-Service-Report-202021.pdf>.
- Briones, Ignacio, and Alejandro Weber. 2020. “Un mejor empleo público para un mejor Estado.” *El Mercurio*, February 19, 2020. <https://t.co/u4x6WTzi79>.
- Cabinet Office. 2015. “Case Study: Employee Engagement and Wellbeing: Scottish Government, Primary Care Division.” Cabinet Office and Civil Service, United Kingdom Government, July 2, 2015. <https://www.gov.uk/government/case-studies/employee-engagement-and-wellbeing-scottish-government-primary-care-division>.
- Cabinet Office. 2016. “Case Study: Employee Engagement and Wellbeing: Cabinet Office’s Social Investment and Finance Team.” Cabinet Office and Civil Service, United Kingdom Government, February 18, 2016. <https://www.gov.uk/government/case-studies/employee-engagement-and-wellbeing-cabinet-offices-social-investment-and-finance-team>.
- Cabinet Office. 2019. *Civil Service People Survey: Civil Service Benchmark Scores 2009 to 2019*. London: Cabinet Office, United Kingdom Government. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/876879/Civil\\_Service\\_People\\_Survey\\_2009\\_to\\_2019\\_Median\\_Benchmark\\_Scores\\_-\\_final.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/876879/Civil_Service_People_Survey_2009_to_2019_Median_Benchmark_Scores_-_final.pdf).

- Cabinet Office. 2021. “Civil Service People Survey: 2020 Results.” Cabinet Office, United Kingdom Government, May 7, 2021. <https://www.gov.uk/government/publications/civil-service-people-survey-2020-results>.
- Choi, Sungjoo. 2009. “Diversity in the U.S. Federal Government: Diversity Management and Employee Turnover in Federal Agencies.” *Journal of Public Administration Research and Theory* 19 (3): 603–30.
- Choi, Sungjoo, and Hal G. Rainey. 2010. “Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance.” *Public Administration Review* 70 (1): 109–21.
- DAFP (Departamento Administrativo de la Función Pública). 2016. “Sala de prensa: Noticias.” [Press release, December 12, 2016]. Departamento Administrativo de la Función Pública, Government of Colombia. [https://www.funcionpublica.gov.co/noticias/-/asset\\_publisher/mQXU1au9B4LL/content/el-97-5-de-los-servidores-consideran-que-su-trabajo-contribuye-al-logro-de-los-objetivos-de-su-entidad-encuesta-edi](https://www.funcionpublica.gov.co/noticias/-/asset_publisher/mQXU1au9B4LL/content/el-97-5-de-los-servidores-consideran-que-su-trabajo-contribuye-al-logro-de-los-objetivos-de-su-entidad-encuesta-edi).
- DAFP (Departamento Administrativo de la Función Pública). 2022. “Modelo Integrado de Planeación y Gestión.” Departamento Administrativo de la Función Pública, Government of Colombia. <https://www.funcionpublica.gov.co/web/mipg>.
- DANE (Departamento Administrativo Nacional de Estadística). 2022. “Comunicado de prensa: Encuesta sobre ambiente y desempeño institucional Nacional y departamental (EDI-EDID) 2021” [Press Release, June 7, 2022]. Departamento Administrativo Nacional de Estadística, Government of Colombia. [https://www.dane.gov.co/files/EDI\\_nal/2021/Comunicado\\_prensa\\_EDIEDID\\_2021.pdf](https://www.dane.gov.co/files/EDI_nal/2021/Comunicado_prensa_EDIEDID_2021.pdf).
- Department of Public Expenditure and Reform (Department of Public Expenditure, National Development Plan Delivery and Reform). 2017. *Civil Service Employee Engagement Survey*. Dublin: Department of Public Expenditure and Reform, Government of Ireland. <https://www.gov.ie/en/collection/5e7009-civil-service-employee-engagement-survey/#2017>.
- Department of Public Expenditure and Reform (Department of Public Expenditure, National Development Plan Delivery and Reform). 2020. *Civil Service Employee Engagement Survey*. Dublin: Department of Public Expenditure and Reform, Government of Ireland. <https://www.gov.ie/en/collection/5e7009-civil-service-employee-engagement-survey/#2020>.
- Department of Public Expenditure, National Development Plan Delivery and Reform. 2022. “What Is the Civil Service Employee Engagement Survey?” *Civil Service Employee Engagement Surveys*. Department of Public Expenditure, National Development Plan Delivery and Reform, Government of Ireland. <https://www.gov.ie/en/collection/5e7009-civil-service-employee-engagement-survey/#what-is-the-civil-service-employee-engagement-survey>.
- Donovan, Shaun, Beth Cobert, Katherine Archuleta, and Meg McLaughlin. 2014. “Strengthening Employee Engagement and Organizational Performance.” Memorandum for Heads of Executive Departments and Agencies, December 23, 2014. [https://www.whitehouse.gov/wp-content/uploads/legacy\\_drupal\\_files/omb/memoranda/2015/m-15-04.pdf](https://www.whitehouse.gov/wp-content/uploads/legacy_drupal_files/omb/memoranda/2015/m-15-04.pdf).
- Doran, Matthew. 2019. “Bleak Outlook for Home Affairs Morale, as Staff Report Dissatisfaction with Work and Leadership.” *ABC News*, August 29, 2019. <https://www.abc.net.au/news/2019-08-29/bleak-outlook-for-home-affairs-staff-morale/11461442>.
- Fukuyama, Francis, Daniel Rogger, Zahid Husnain, Katherine Bersch, Dinsha Mistree, Christian Schuster, Kim Sass Mikkelsen, Kerenssa Kay, and Jan-Hinrik Meyer-Sahling. 2022. *Global Survey of Public Servants Indicators*. <https://www.globalsurveyofpublicservants.org/>.
- Gallup. 2022. “What Is Employee Engagement and How Do You Improve It?” Workplace, Gallup. <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx>.
- Government of Canada. 2020a. “2020 Public Service Employee Survey Results.” Government of Canada. <https://www.tbs-sct.gc.ca/pses-saff/2020/results-resultats/en/bq-pq/index>.
- Government of Canada. 2020b. “Public Service Employee Data Analytics.” Government of Canada. <https://hrdatahub-centrededonneesrh.tbs-sct.gc.ca/PSSES/Home/Index?GoCTemplateCulture=en-CA>.
- Government of Canada. 2021. “About the 2020 Public Service Employee Survey.” Government of Canada, January 22, 2021. <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/public-service-employee-survey/2020/about-2020-public-service-employee-survey.html>.
- Heywood, Jeremy. 2017. “Civil Service People Survey 2017—The Results.” *Civil Service* (blog). November 16, 2017. United Kingdom Government. <https://civilservice.blog.gov.uk/2017/11/16/civil-service-people-survey-2017-the-results/>.
- Manzoni, John. 2020. “Civil Service People Survey 2019—The Results.” *Civil Service* (blog). March 26, 2020. United Kingdom Government. <https://civilservice.blog.gov.uk/2020/03/26/civil-service-people-survey-2019-the-results/>.
- Meyer-Sahling, Jan-Hinrik, Christian Schuster, and Kim Sass Mikkelsen. 2018. *Civil Service Management in Developing Countries: What Works?* London: UK Department for International Development. <https://christianschuster.net/Meyer%20Sahling%20Schuster%20Mikkelsen%20-%20What%20Works%20in%20Civil%20Service%20Management.pdf>.
- OPM (Office of Personnel Management). 2020. “Data Reports.” OPM Federal Employee Viewpoint Survey, US Office of Personnel Management, United States Government. <https://www.opm.gov/fevs/reports/data-reports>.
- OPM (Office of Personnel Management). 2021. *Federal Employee Viewpoint Survey Results: Governmentwide Management Report*. Washington, DC: US Office of Personnel Management, United States Government. <https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2021/2021-governmentwide-management-report.pdf>.

- OPM (Office of Personnel Management). 2022. "Special Reports." OPM Federal Employee Viewpoint Survey, US Office of Personnel Management, United States Government. <https://www.opm.gov/fevs/reports/special-reports/>.
- Pandey, Sanjay, and James Garnett. 2007. "Exploring Public Sector Communication Performance: Testing a Model and Drawing Implications." *Public Administration Review* 66: 37–51. <https://doi.org/10.1111/j.1540-6210.2006.00554.x>.
- Partnership for Public Service. 2023. *2022 Best Places to Work in the Federal Government Rankings*. Washington, DC: Partnership for Public Service. <https://bestplacetowork.org/rankings/?view=overall&size=large&category=leadership&>.
- Penny, Charlotte. 2019. "Case Study: How Google Uses People Analytics." *Sage*, December 1, 2019. <https://www.sage.com/en-au/blog/case-study-how-google-uses-people-analytics/>.
- Resh, William, Tima Moldogaziev, Sergio Fernandez, and Colin Angus Leslie. 2019. "Reversing the Lens: Assessing the Use of Federal Employee Viewpoint Survey in Public Administration Research." *Review of Public Personnel Administration* 41 (1): 132–62. <https://doi.org/10.1177/0734371X19865012>.
- Schuster, Christian, Javier Fuenzalida, Jan Meyer-Sahling, Kim Sass Mikkelsen, and Noam Titelman. 2020. "Encuesta Nacional de Funcionarios en Chile." Chile Civil Service. <https://www.serviciocivil.cl/wp-content/uploads/2020/01/Encuesta-Nacional-de-Funcionarios-Informe-General-FINAL-15ene2020-1.pdf>.
- Te Kawa Mataaho Public Service Commission. 2021. "Workforce Data—Diversity and Inclusion." Te Kawa Mataaho Public Service Commission, New Zealand Government (accessed December 7, 2021). <https://www.publicservice.govt.nz/research-and-data/workforce-data-diversity-and-inclusion/>.
- UK Government. 2018. "Civil Service People Survey Hub." Civil Service, United Kingdom Government, October 15, 2018. <https://www.gov.uk/government/collections/civil-service-people-survey-hub>.
- Wall, Martin. 2021. "Most Civil Servants Happy with Conditions but Not Promotional Access." *Irish Times*, May 14, 2021. <https://www.irishtimes.com/news/ireland/irish-news/most-civil-servants-happy-with-conditions-but-not-promotional-access-1.4565595>.