

Developing a Workplace Assessment Tool for the Brazilian Public Sector

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ACRONYMS & ABBREVIATIONS

ALERJ - Rio de Janeiro State Council (Assembleia Legislativa do Estado do Rio de Janeiro)

BNDES - Brazilian Development Bank (Banco Nacional de Desenvolvimento Econômico e Social)

BPTW - The Best Places to Work in the Federal Government®

IRPH - Rio World Heritage Institute (Instituto Rio Patrimônio da Humanidade)

INEA - State Environmental Institute (Instituto Estadual do Meio Ambiente)

NitPrev - Niterói Social Security (Niterói Previdência)

SEFAZ - Rio de Janeiro State Secretariat of Finance (Secretaria de Estado de Fazenda)

SEPLAG - Niterói Secretariat of Planning, Management Modernization, Budget and Control (Secretaria de Planejamento, Modernização da Gestão, Orçamento e Controle)

SIPA - School of International and Public Affairs, Columbia University

SMA - Niterói Secretariat of Management (Secretaria de Administração Municipal de Niterói)

SMS - Rio de Janeiro Secretariat of Health (Secretaria Municipal de Saúde do Rio de Janeiro)

TABLE OF CONTENTS

| | |
|---|-----|
| ACRONYMS & ABBREVIATIONS | 1 |
| EXECUTIVE SUMMARY | 3 |
| ACKNOWLEDGEMENTS | 5 |
| I. BACKGROUND | 6 |
| II. METHODOLOGY | 13 |
| III. KEY FINDINGS FROM THE FIELD RESEARCH | 15 |
| IV. RECOMMENDATIONS | 20 |
| V. CONCLUSION | 34 |
| VI. APPENDICES | 35 |
| Appendix-1 English Survey | |
| Appendix-2 English Survey (abridged version) | |
| Appendix-3 Portuguese Survey | |
| Appendix-4 Benchmarking Summary | |
| Appendix-5 Breakdown of Interviews and Focus Groups in the Field Research | |
| Appendix-6 Details of Data Analysis | |
| VII. REFERENCES | 105 |

EXECUTIVE SUMMARY

Instituto República is a new Brazilian non-partisan NGO that aims to empower public employees, enhance their performance and to improve the work environment in the Brazilian public sector. Headquartered in Rio de Janeiro, and currently sponsoring research on public sector reform issues in Brazil, Instituto República seeks to introduce a pilot project -- an evaluation system for the work environment of the public sector, modeled after “the Best Places to Work in the Federal Government rankings (BPTW)” produced in the United States.

A group of five graduate students (“we”/“the team”) from the School of International and Public Affairs at Columbia University (SIPA) collaborated with Instituto República to develop a work environment assessment tool for the Brazilian public sector. For the six-month period of the project, we conducted a benchmark study, designed a workplace assessment survey, and received critical feedback from interviews and focus groups that were conducted in Rio de Janeiro and Niterói (a neighboring city). Based on the benchmarking analysis and extensive feedback on both the survey form and suggestions for implementation, the team modified the questionnaire and provided Instituto República with strategic recommendations for helping to improve the work environment of the Brazilian government for now and in the future.

For recommendations on project implementation, the team proposed a pre-test/pilot phase before the implementation of the workplace assessment survey in order to strengthen the validity of the assessment tool and facilitate the implementation process in the near and long term. In the initial use of the assessment tool, we recommend that Instituto República report the results and recommendations for internal use only. After the initial phase, Instituto República should strive to publicize the results under a limited ranking system for participating organizations. This will strengthen the original rationale of the project, which was to encourage accountability and transparency in the Brazilian public sector.

Upon the completion of the project, Instituto República plans to administer the survey as a pilot in selected public sector organizations in Rio de Janeiro and Niterói and then implement the assessment survey in other government institutions in Brazil.

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I. BACKGROUND

The project is principally modeled after the “Best Places to Work in the Federal Government” (BPTW) initiative, a U.S. government program that has achieved considerable notice and recognition as an important tool for effectively managing government agencies and keeping and attracting talented employees in the federal government (see below). The Instituto República project creates a workplace assessment survey with concrete indicators for identifying important workplace factors focusing on the Brazilian public employee workforce. Using the BPTW and similar projects as a guide, the indicators evaluate key aspects of the Brazilian public sector work environment such as managers' leadership, promotion systems, employees' skills-mission match, job training, and work life balance.

It is envisioned that the assessment system will share some of the best practices and performances of different Brazilian government organizations and how they achieve their desired goals. The best practices of other organizations will encourage managers to adopt the beneficial practices identified in the assessment process with the objective of better workplace performance and organizational outcomes.

The assessment will also share some undesirable practices in the Brazilian public sector. This will help managers avoid harmful practices and promote the best ones. As with the BPTW, workplace evaluations could serve as an early warning sign for an organization to avert a destructive path. If an organization has such undesirable practices, managers could hopefully use results from the assessment system to improve their workplace environments. The workplace assessment offers an important and useful roadmap for organizational improvement. Furthermore, the project, in the long term, will raise accountability of the public sector to the Brazilian citizenry by demonstrating an agency's weaknesses and strengths.

Best Places to Work in the U.S. Federal Government (BPTW)

Given that the BPTW is the original benchmark for this project, it is critical to provide some additional insight as to its operations and goals. The BPTW is an initiative created in 2003 to assess the work environment in the U.S. public agencies, by Partnership for Public Service

and Deloitte. According to the Web page of the BPTW, the purpose of the project is to “provide a mechanism to hold agency leaders accountable for the health of their organizations; serve as an early warning sign for agencies in trouble; and offer a roadmap for improvement.”

The BPTW methodology consists of gathering data mainly through the U.S. government’s Office of Personnel Management (OPM) and its Federal Employee Viewpoint Survey¹. In 2017, the survey was administered to 486,175 public employees in 200 U.S. government agencies. The results were analyzed utilizing a statistical model that evaluated the levels of work satisfaction, commitment to the workforce and motivation to produce results, and produced an annual ranking of government agencies.

The BPTW uses 10 indicators: effective leadership (empowerment, fairness, senior leaders, and supervisors), employee skills-mission match, innovation, pay, performance-based rewards and advancement, strategic management, support for diversity, teamwork, training and development, and work life balance.

One of the most distinctive features of the BPTW is its method for announcing survey results. It produces a ranking system based on the workplace environment scores of the organizations. The BPTW categorizes agencies by workforce size: large, mid-size, and small agencies, to provide comparative data of agencies that may face similar management challenges. It believes its ranking system helps leaders better understand the workforce and foster employee engagement by clarifying strengths and barriers for each organization. The ranking system also enhances transparency and accountability to the public, especially important for those who may seek a career in the public sector.

The Client - Instituto República

The client is Instituto República, a non-partisan and non-corporate NGO based in Rio de Janeiro. It seeks to use evidence to train, empower, and connect public employees and people

¹ Federal Employee Viewpoint Survey <https://www.opm.gov/fevs/>

who work in partnership with the different levels of the Brazilian government. In addition, it sponsors research on public sector reforms and related issues in Brazil.

Instituto República aims to be a thought-leader and a reference point for various fields throughout Brazil including academia and the arts. It seeks to provide unbiased and valuable public information to improve public professionals in Brazil. In the long run, the organization wants to contribute to the development of an influential body of professionals with a vision, the technical aptitude and the autonomy to focus on effective evidence-based policy implementation.

The Project

To achieve Instituto República's goal, the team designed a multi-phase program to create a work environment assessment tool for the Brazilian public sector. Our objective is to provide Instituto República with tangible and constructive recommendations for implementing this initiative. The team conducted a benchmarking analysis for developing a work environment assessment program starting with a review of the BPTW workplace assessment questionnaire survey and similar workplace assessment programs. The latter included Vokers from Japan, the Brazilian General Accounting Office (TCU) Survey, La Asociación de Municipalidades (AMUCH) and Universidad de Desarrollo (UDD) from Chile (Please refer to Appendix-3, Benchmarking summary).

Based on this analysis, the team drafted a detailed and comprehensive questionnaire that will help the client measure and assess the Brazilian public sector work environment. We further conducted fieldwork in March 2018 and held multiple interviews and focus groups to receive feedback on the draft questionnaire. The team used key findings from our field research to refine the draft questionnaire to make it specifically applicable to the Brazilian public sector workplace. In addition to the draft questionnaire, the team used the field research findings to design a number of recommendations for implementing the survey, publicizing its findings, and developing methods for enhancing its viability as a tool for improving the Brazilian public employee workplace.

Instituto República plans to implement the survey in the beginning of 2019. Before the implementation, the client intends to recruit additional staff to expand the team.

The Brazilian Public Sector Background

Context is important. Each government has its own unique administrative structure. The workplace assessment process in our project is shaped by the Brazilian public sector. It is a complex structure divided between federal, state and municipal levels. Each level, in turn, consists of direct administration agencies (specialized branches that are part of the centralized government) and indirect administration agencies (independent public companies, foundations and associate government agencies). The direct administration consists of the executive power, which executes public policies, the legislative power, which proposes laws of each level's competence and the judiciary power, which oversees the justice system. The State level holds all powers at the local level, whereas municipalities have jurisdictions over only the executive and legislative power. The public sector structures relevant to this project in the State of Rio de Janeiro, Rio de Janeiro City and Niterói City are summarized in Figure 1-3.

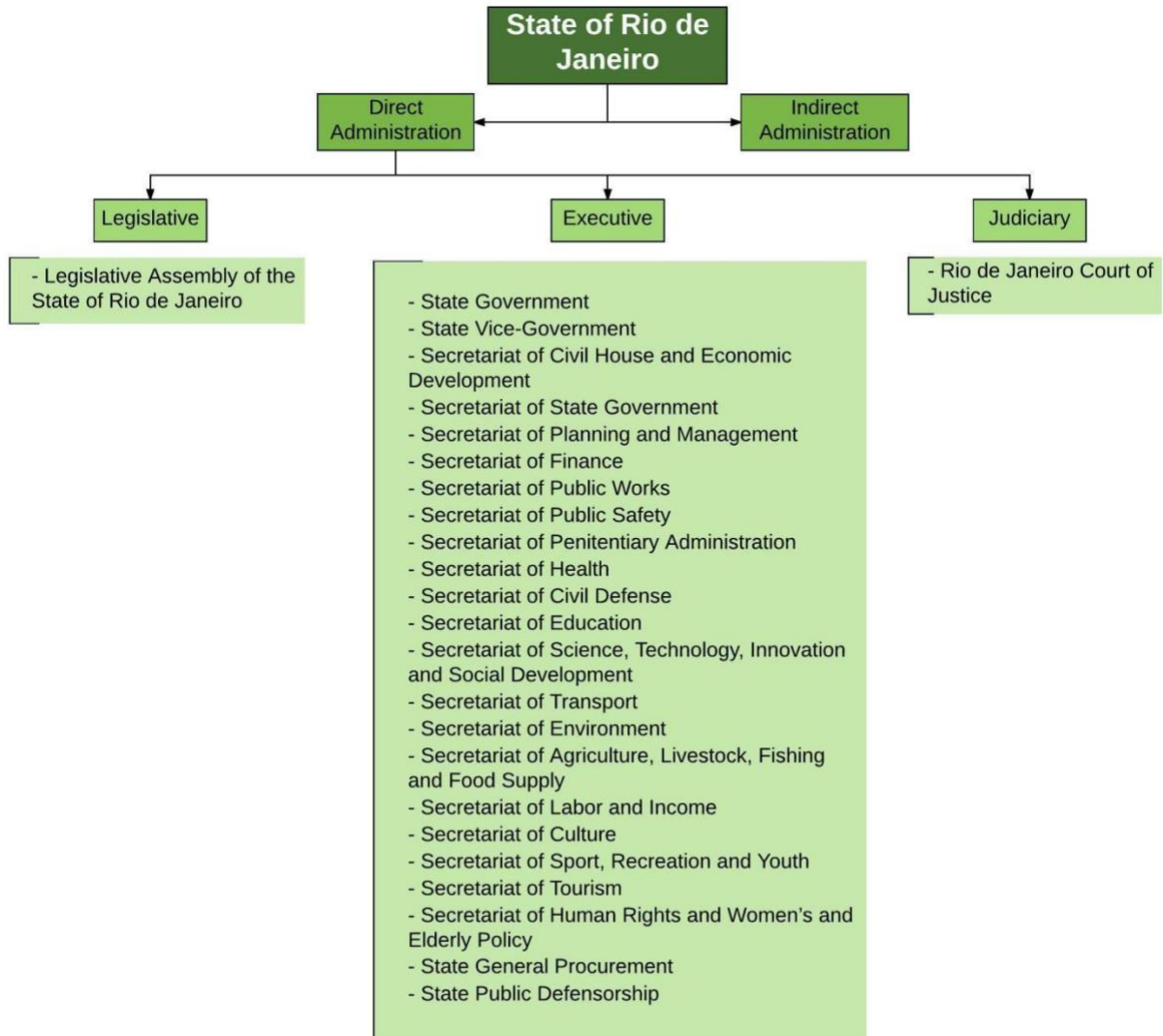


Figure 1: The structure of Rio de Janeiro State Government (compiled by the authors)

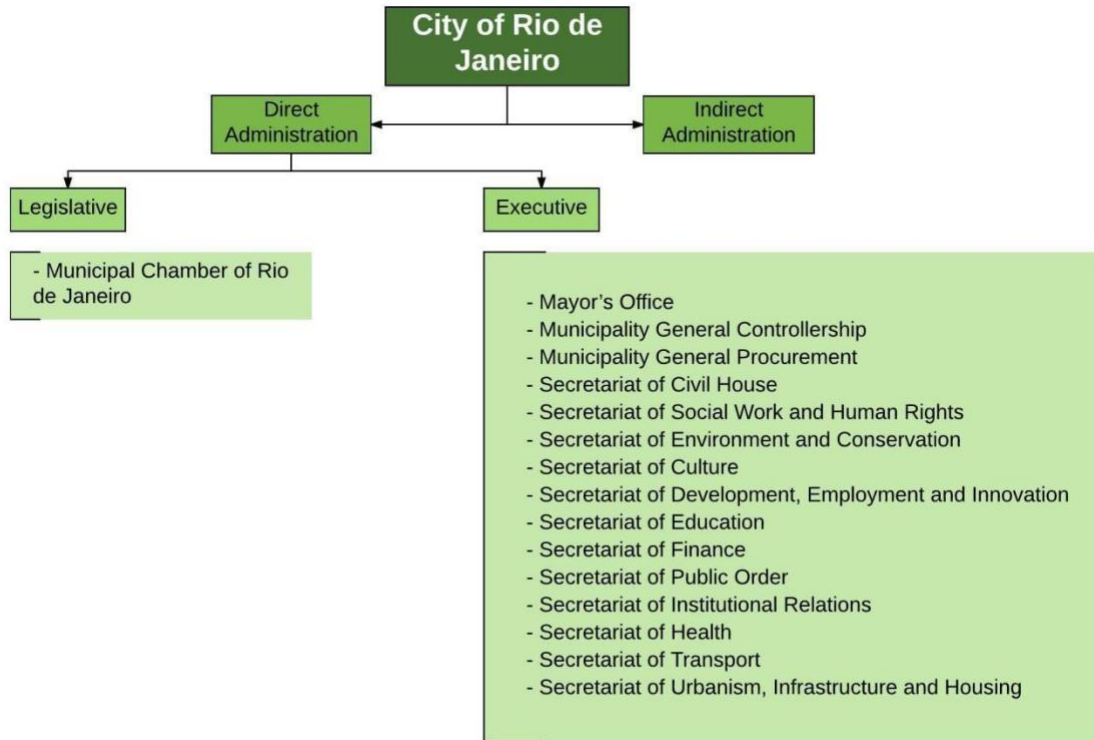


Figure 2: The structure of Rio de Janeiro City Government (compiled by the authors)

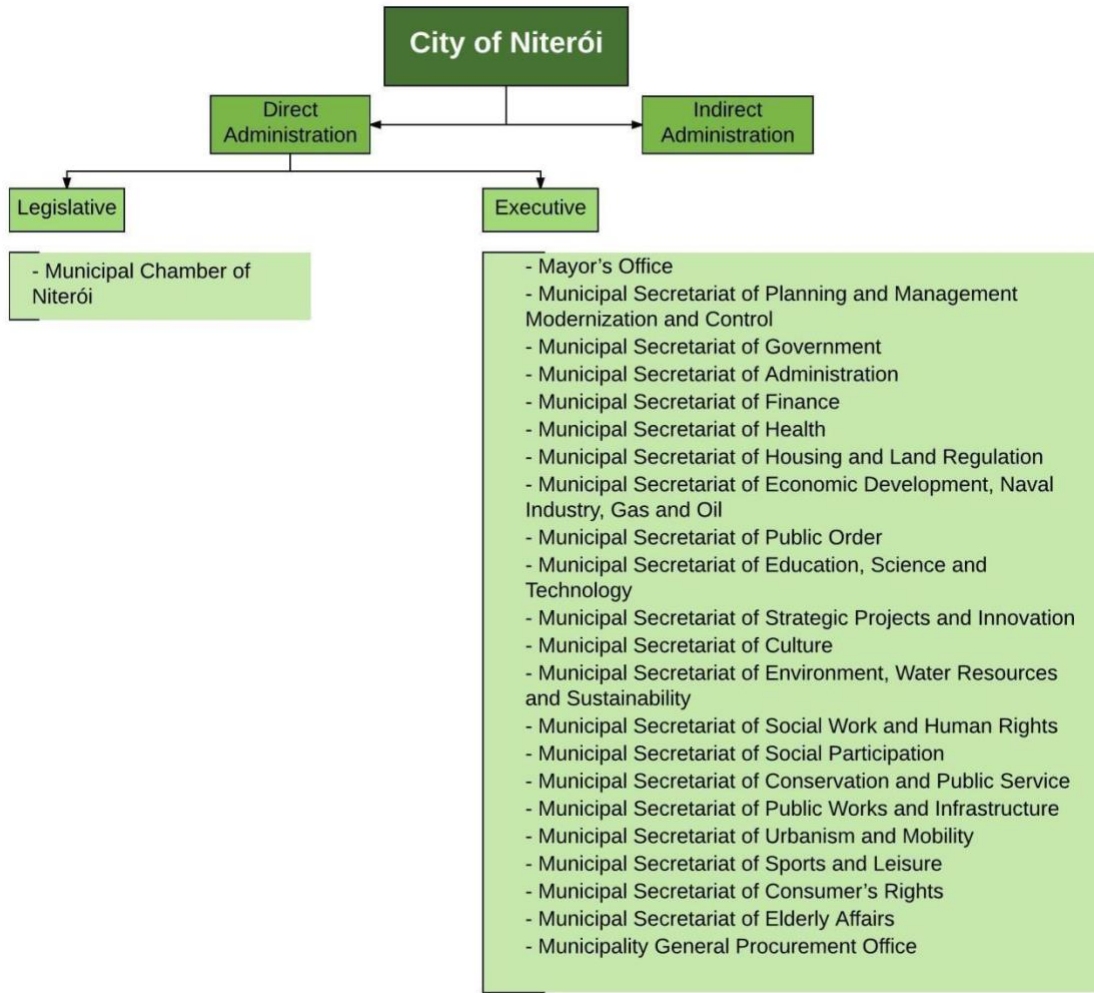


Figure 3: The structure of Niterói City Government (compiled by the authors)

II. METHODOLOGY

The Questionnaire

The survey instrument that the team developed is designed to comprehensively assess the Brazilian public employee workplace. The questionnaire has 79 questions and is divided into 10 sections: overall satisfaction, leadership and management, reward, promotion, empowerment, employee development, work life balance, infrastructure, supporting diversity and transparency and accountability.

The team's goal in designing the survey was to create a tool that not only benefits employees but also brings value to management for improving an organization. We also included questions on demographic information such as gender, ethnicity, and work experience of respondents. The data gathered on demographic information will be useful for future comparative analyses. The accumulated information on demographics over a few years could potentially reveal a pattern or a correlation that highlights a problem that was not readily identified before.

While the survey included traditional work environment questions on issues such as salary, benefits, and employee training, the literature review led us to highlight some distinct sections in the survey;

1) **Leadership/empowerment:**

From the literature review, the team recognized that it is important for not only managerial-level but also non-managerial level employees to have an opportunity to leverage their leadership skills. In the study of management theories, De Spiegelare et al. (2014) emphasizes the importance of autonomy, which enables employees to experiment with different work approaches and methods using their own decisions. The authors argue that a sense of autonomy fosters employees' work engagement and their innovative work behavior. Cerne et al. (2016) similarly find that offering autonomy and leadership opportunities contribute to job satisfaction. Thus, we emphasize the "leadership and empowerment"

sections that measure the degree of autonomy and the opportunities for leveraging leadership skills that are critical for an effective and dedicated public employee workforce.

2) Work life balance

Based on our benchmarking study on workplace assessment programs (e.g. the BPTW in the U.S. and Vokers in Japan), it was apparent to the team that work life balance is a key concept for worker satisfaction with their jobs. Employees not only need a meaningful job but also an opportunity for leisure time to pursue interests outside of work, e.g. family, hobbies, travel, etc.

3) Supporting diversity

Considering the Brazilian context with its diverse population, we hypothesized that it would be important to know whether an organization is committed to a diverse workplace. Kang and Snell (2009) point out the importance of heterogeneous human capital for workplaces. Accordingly, we wanted the survey to identify whether a public employee workforce and workplace is amenable and welcoming to racial minorities, sexual minorities, all sexual orientations, and people with disabilities.

Field research

To collect feedback on the drafted survey questionnaire from public employees, and to obtain suggestions for implementation of the survey, the team conducted field research in Brazil from March 12th to 16th, 2018. We interviewed 23 people and organized 4 focus groups, in which 38 people participated. During the 5-day field research, we worked with 61 individuals from Rio de Janeiro City, Rio de Janeiro State and Niterói City, as well as the Columbia Global Center in Rio de Janeiro (Please refer to Appendix-4 Breakdown of Interviews and Focus Groups in the Field Research). Key findings from the field research are summarized in the next section.

III. KEY FINDINGS FROM THE FIELD RESEARCH

The questionnaire

The feedback that the team received from the interviewees and focus groups was critical in testing the validity and relevance of the questionnaire. Overall, interviewees and focus group participants were positive in their response to the draft questionnaire, and provided important contributions to the workplace assessment survey by their overwhelming support for the work life balance and supporting diversity sections.

The interviews and focus groups provided us with several important insights for our study. First, we have to be cognizant of the particular nature of Brazilian public sector employment. For example, there are external constraints, such as the law and budgets that dictate salary and promotion, therefore limiting a manager's ability to make changes in the workplace. Consequently, these constraints make verbal recognition more valuable as a means to acknowledge and retain public employees. Second, the field research helped us to identify key issues that we may have overlooked if we had not made the trip to Brazil. Infrastructure and security were two notable elements that were later added to the questionnaire after the field research. Key findings from the fieldwork on the questionnaire were:

➤ *Limitations*

As mentioned above, some interviewees and focus group participants pointed out that questions evaluating the negotiation of payment and promotion may be invalid because they are determined by the law or budget constraints and beyond the control of many managers. Incorporating such questions into the questionnaire would not represent value-added for managers seeking to improve a work environment. After weighing the feedback, we decided to keep the payment questions but revised and decreased the number of questions in the reward and promotion sections.

➤ *The importance of addressing recognition to public servants*

A number of interviewees emphasized the importance of recognition to motivate employees, especially public servants. Verbal recognition could further incentivize

employees, considering significant budget constraints and the rigid legal requirements governing compensation.

➤ *The local context*

Some interviewees pointed out that the survey draft lacked crucial elements to assess an effective public employee workplace in Rio de Janeiro and Niterói. The missing elements included a need to address the issue of workplace infrastructure. According to interviewees, insufficient infrastructure conditions such as inadequate air conditioning could distract employees from concentrating on tasks. The second factor was security and physical safety in the office. Interviewees and focus group participants mentioned that it is important to feel safe walking around the office building and in the surrounding neighborhoods. Thus, the team decided to incorporate an additional section addressing these issues into the survey that reflect the realities of the local workplace.

➤ *Defining key terms*

Differentiation of terms including organization versus department and immediate supervisor and senior management appeared to confuse some interviewees and focus group participants. They pointed out that adding the definitions of the key terms to the first page of the survey would clear up some confusion.

➤ *Open-ended opinion response box*

Some interviewees and focus group participants recommended that we should add an open-ended opinion response box at the end of the questionnaire that would allow public employees to add suggestions for improving the workplaces.

These findings are reflected in the finalized questionnaire in Appendix-1 English Survey, an optional abridged version of the English Survey in Appendix 2, and in Appendix-3 the Survey in Portuguese.

Implementation

During the field research, the interviewees and the focus group participants provided the team with valuable opinions not only on the draft survey but also on how to best implement the survey and address its results. These views included:

➤ *Organizational/ Employee Survey participation -voluntary/mandatory*

The team received conflicting feedback on whether the public sector's participation in the survey should be voluntary or mandatory. Some interviewees argued that the survey be mandatory to achieve a greater cooperation from public institutions, as well as to boost the response rate. In fact, the U.S. federal regulation requires the Office of Personnel Management to implement the work environment assessment survey.² In the client meetings, Instituto República expressed the possibility of advocating for making the workplace assessment mandatory in relevant government organizations. We believe, however, that this strategy is neither realistic nor consistent with the goal of this project for several reasons.

First, the process for getting approval for such legal regulation is likely to be long and difficult. Even if this approach works with public agencies that Instituto República has a strong network relationship, it would be difficult to reproduce if and when the project expands to other public agencies and jurisdictions.

Second, as the field research revealed, organization managers should be encouraged to have ownership of the assessment process. If it becomes a matter beyond their choice, there will be little incentive for them to take responsibility for the recommendations to improve the workplace. If mandated, there may be an additional risk that response rates would drop over time. This was the case with one of the organizations we investigated and it reflected the employees' perception of inaction by management. For these reasons, we recommend that Instituto República seek the voluntary cooperation of public agencies.

The team similarly examined whether the participation of individual public employees should be voluntary or mandatory once their agencies decide to

² Federal Register/Vol. 71, No. 164/Thursday, August 24, 2006/Rules and Regulations.

participate in the survey. Some interviewees emphasized that a voluntary survey would produce a biased result. Their reasoning was the possibility of self-selection. For instance, respondents with intense opinions would tend to take the survey, and others with neutral opinions would be less incentivized to take it. Mandatory participation may also generate another kind of bias - respondents would not necessarily answer carefully or truthfully to the questionnaire.

The team believes that Instituto República should advise managers to refrain from implying that participation in the workplace assessment is mandatory or that there would be negative consequences to those who do not participate. Instead, the main strategy for achieving high response rates should be informational campaigns about the potential benefits or success stories for organizational change achieved by the workplace assessment project.

➤ *Announcing the Results*

We received considerable feedback on whether the results should be publicized or not. Some of the interviewees argued that the results should be made public since it would benefit the entire Brazilian citizenry knowing the quality and effectiveness of the public agencies that they support. Sharing good or bad practices through publicizing could contribute to improving the workplace in the public sector of Rio de Janeiro and Niterói. Knowing which agencies functioned effectively or not would hopefully enhance the accountability public officials and their agencies. Interviewees also cautioned that the publicized results may be exploited for political purposes. To avoid the politicization, some interviewees suggested that concrete recommendations should accompany the results.

While the team recognized some of the positive aspects of publicizing the survey results, it also had some concerns. For example, publicizing the results would possibly deter managers from participating in the survey. Thus, the issue of how to best announce the survey results posed several important challenges: for example, what benefit would publicizing the results bring to the public sector organizations and the society? Which approaches would encourage managers to participate? Also, if the

results were published, in what format should they be displayed? In what type of publication? Moreover, how can the assessment tool mitigate concerns of managers about negative publicity and still provide valuable information to Brazilian citizens?

➤ *The importance of actionable plans*

It was enlightening that a vast majority of the interviewees and focus group participants pointed out the importance of actionable plans that should accompany the survey results. Some of the interviewees shared their experiences with their organization climate surveys. They noted that the response rate to their surveys fell over time. They speculated that the diminished participation was due to employees observing minimal changes that reflected the survey results and it discouraged them from participating in future surveys. Interviewees emphasized the importance of planning for visible and actionable plans with the survey results to maintain its credibility. The challenge was to come up with a design to make the actionable plan effective and feasible.

Based on our field research, we identified five important elements that Instituto República should consider in implementing the workplace assessment project: 1) gaining cooperation from public sector organizations and other possible institutions, 2) survey distribution, 3) data analysis, 4) announcing the results, and 5) actionable plans for survey participating organizations. More details are discussed in Chapter IV. Recommendations.

IV. RECOMMENDATIONS

The Survey Questionnaire

Based on our benchmarking study and field research, we recommend that Instituto República adopt the finalized survey questionnaire found in Appendix-1 English Survey, the abridged English version in Appendix 2, and in Appendix-3 the Portuguese language Survey. The survey questionnaire addresses the key issues in workplace assessment and it includes some distinctive sections, such as diversity and work life balance. We also include infrastructure and security questions, which were not found in other surveys that we benchmarked. The survey design provides a series of questions that are easy to answer, does not require considerable time to complete (with an estimated completion time of 20 minutes), and allows for an in-depth analysis of the public sector organizations.

Target Organizations

The survey was developed in a collaborative process with public employees from the direct administration of the executive branch in Rio de Janeiro and Niterói, mostly from the Municipal government. We also consulted with public employees from the Federal government's direct and indirect administration (see Figure 1-3 for a more detailed description of the Brazilian public sector, and Appendix-4 Breakdown of Interviews and Focus Groups in the Field Research).

Considering the different legal and institutional frameworks within the public sector, we believe that the workplace assessment can add its most value if it is carefully targeted. We recommend, therefore, that Instituto República, in the first stage of the implementation, target the following public sector organizations:

- The Executive Branch - We would not recommend the application of the survey to Legislative houses because the frequent electoral turnover of legislators may affect the perception of the work environment for its public employees. Similarly, we do not recommend its application for Judiciary organizations, given the different

institutional incentives in place (e.g. higher salaries, higher competition in public exams or stronger hierarchical relations).

- Direct administration. We do not recommend applying it to the indirect administration, because of the varying contexts that they may embody (e.g. banks, universities, and regulatory agencies).

Assessing the work environment in areas outside the ones recommended above would require further qualitative research.

Considering the scope of our research and Instituto República's mission, we recommend that the Survey in its first round of application focus on the direct administration agencies of City Hall of Rio de Janeiro and Niterói³. These organizations have a strategic role in the delivery of public services, and responsibility for managing the resources and priorities for the units of execution (e.g. police precincts, public schools and public hospitals). Focusing on improving these entities management practices would hopefully influence the government's decentralized agencies, and improving the quality of life for Brazilian citizens as a whole.

For these reasons, the team strongly recommends that Instituto República seek a minimum of five agencies of the same type (same branch, similar size, either centralized or decentralized in the same specialty) to undertake the workplace assessment. This strategy will ensure comparability between survey results.

Although we recommend additional qualitative research before applying it to organizations outside our recommended scope, the Survey can be amended to fit the needs of a particular organization that believes another workplace element (other than the sections detailed in the questionnaire survey) strongly influences its work environment. We believe that the questionnaire is, for the most part, a generalizable tool that can be used by the broad expanse of the Brazilian public sector.

Pre-test and Pilot Implementation

³ An alternative option is to focus on the direct administration of Rio de Janeiro State Government in 2019, taking advantage of a possible change in the administration with Governor Elections.

Pre-test

Since the project's goal was to design the survey instrument, we recommend that Instituto República conduct a pre-test of the questionnaire to assess certain of its features, e.g. how long it takes to answer, and whether or not there are questions that need further clarification or rephrasing. As a pre-test, approximately 10 respondents should be sufficient to obtain a time estimate and robust feedback. We believe that the interviewees and focus group participants, who showed a strong interest in the field research component of our project, will be willing to participate in the final version of the questionnaire. Indeed, one of our interviewees, who is a secretary of a public agency, gave us an oral commitment to implement the survey as a pilot or a pre-test. If the questionnaire takes longer than anticipated in the pre-test, Instituto República can delete some questions. Instituto República can also revise questions based on feedback from the pre-test, and use the amended questionnaire for the pilot.

The Pilot

Upon completion of the pre-test, we highly recommend that Instituto República conduct a pilot test of the survey with a limited number of public organizations. Unlike the pre-test which focused on the survey instrument, the pilot should seek to test the effectiveness and efficiency of the entire workplace assessment process (i.e. conducting the survey, analyzing the results, and creating actionable plans) in this pilot phase. The pilot offers a number of important considerations for the project:

- To test the questionnaire at a reasonable cost with a small sample;
- To obtain further feedback, which will contribute to modifying the questionnaire if necessary;
- To verify whether our proposed strategy (survey distribution, response rate, analysis and so on) is effective and whether there is a need for improvement;
- To obtain success stories that demonstrate how the project helps to improve the work environment and to encourage the expansion of the project to other organizations;

- To use the pilot to obtain a commitment from the managers to act on recommendations that Instituto República will help to develop. At the pilot stage, the scale of the project is smaller, thus Instituto República can provide customized recommendations to each organization based on the survey results.

Fortunately, during our field research in March, the previously mentioned interviewee who was willing to participate in the survey pre-test, also expressed a strong interest in conducting a survey pilot in their organization. Therefore, when Instituto República considers a pilot, this organization would be an ideal first candidate. Beyond this initial candidate, we suggest that Instituto República obtain additional cooperation from other public organizations interested in conducting a pilot survey. As a possible strategy to obtain this cooperation, we recommend using the network, which we contacted during our workshop project field research, to champion a pilot survey in their respective organizations. These individuals all showed an interest in the project. Equally important, some of them have influential roles in the city government. Finally, we recommend that Instituto República contact those public organizations that have not conducted a workplace survey of their own. Public organizations that have already implemented their own survey may be reluctant to implement a new one.

Implementation

As mentioned above, we recommend that Instituto República address five key elements vital for a successful workplace assessment program. These five were derived from the feedback we received from the interviewees and focus group participants. We offer a recommendation for each of these five areas.

1) Gaining cooperation from public sector organizations and other possible institutions

Top-down and bottom-up approach

There are two fundamental approaches to gaining cooperation from public sector organizations: top-down and bottom-up. In the “top-down” approach, Instituto República would seek cooperation and agreement for the workplace assessment survey from the very

top management of public organizations such as the Mayor. On the other hand, in the “bottom-up” approach, Instituto República would seek cooperation from the senior-management level, such as Secretariats and managers, who work at management levels below the very top of the organization.

We recommend that Instituto República adopt the bottom-up approach. There are several reasons for doing so: (i) it is easier for Instituto República to access senior-management than those who are at the very top of organizations, (ii) senior-management can work more closely with both the top level of management and non-managerial employees, and (iii) senior-management generally has some degree of autonomy to implement a survey in their organization and can work to improve their respective workplaces based on the survey results.

When collaborating with senior-management, Instituto República should clarify and identify the roles that senior-management should undertake in the workplace assessment survey process. For example, the first role of senior-management should be encouraging their subordinates to participate in the survey. Senior-management should communicate to their subordinates that the purpose of the survey is not only to evaluate the workplace but also to identify the immediate issues in management practices and seek to address them. The goal is to encourage public employees to participate in a survey process that has the potential to change workplace practices. In addition, we recommend that senior-management work with their middle-level managers to encourage public employees to participate in the survey. Middle-level managers are a key link in gaining trust and cooperation in the survey.

The second role of senior-management is to undertake a proactive initiative to improve workplace operations based on the survey results. Although senior-management may not have the autonomy to take action due to budget and legal constraints, senior-management can consult with the Mayor to address or improve these issues. Senior-management should also motivate middle-level managers to be committed to the accomplishment of the goals. Through addressing and clarifying these two important roles for senior-management Instituto República conveys the importance of their role in managing and implementing the survey process.

Possible partnering with other institutions

To gain additional cooperation from public sector organizations to participate in the survey program and enhance its credibility, Instituto República may consider partnering with influential organizations in Brazil, such as Fundação Getúlio Vargas (FGV), Universidade Federal do Rio de Janeiro (UFRJ), Fundação Lemann, or Columbia Global Center in Rio de Janeiro. However, in undertaking this relationship, Instituto República should consider the risk that potential project partners might have their own agenda and objectives beyond those of Instituto República.

Key Stakeholder Analysis

When getting cooperation from public sector organizations as well as potential project partners, Instituto República should clearly show what benefits the survey would bring to the key stakeholders: the public sector organizations, each level of public servants and potential project partners. The followings are possible benefits of the projects to these key stakeholders:

Public sector organizations:

1. The organization will have more information about their own operations and the survey results could be the starting point to become more aware of the problems within the organization and to identify ways to make the organization more efficient in the long run.
2. Changes made after the survey results to improve the work environment could incentivize the employees to be more committed to their employment and their organizations.
3. Publicizing the information in the long run will help gain more public credibility for the organization.
4. Public information about work environment could reduce some stereotypes about the public sector workplace and encourage more talented people to pursue careers in the public sector, resulting in more diverse and competent pools of applicants for the public sector.

Senior-management:

The project will be able to improve a manager's public image. Their administration can be considered innovative, evidence-based and they can be proud of the improvement in the workplace environment as one of their biggest achievements. If the results of the assessment tool will be observable in the short run, not long after implementing the action plan, this will particularly benefit senior-management because the observable achievements directly contribute to their reelection or reappointment.

Middle-level managers:

If middle-level managers cooperated with senior-management to implement a survey or improve a workplace, they would have some opportunities to leverage and demonstrate their leadership skills. Ideally, there may even be some benefit to middle-level managers, such as a bonus or a reward, tied to the survey goals.

Public employees:

Employees have an opportunity to voice their concerns (in addition to the survey questions, public employees have an open-ended opinion box for additional elements and suggestions for improving their workplace at the end of the questionnaire), and they can hopefully anticipate improvement based on their responses. The survey results will identify the issues and problems within their organizations and encourage managers to make adjustments and changes based on the survey results and address the concerns of their employees.

Potential project partners:

Using Instituto República's access to a network of public officials, it may be an interesting opportunity for another organization to work with our client on the survey project. For example, if the potential project partner was an educational institution, this project would provide the institution with opportunities to analyze valuable data from the public sector (of course, under the strict confidentiality).

2) Survey Distribution

Participation from public sector organizations (Voluntary vs Mandatory)

Cognizant of the mandatory requirement of the U.S. BPTW cited above, it would be difficult to mandate public sector organizations conduct a work environment assessment survey without a legal requirement. Considering the difficulty in enforcing the legal requirements for the survey in the foreseeable future, Instituto República should focus on implementing the survey on a voluntary basis. To attract participation from public sector organizations, we propose that Instituto República consider collaboration with other partner(s), e.g. universities, in undertaking the workplace assessment program. While it may provide the Instituto República with access to more diverse public sector organizations, it also runs the risks of collaboration with any partner organization (e.g. costs, ownership, time requirements, etc.).

Promoting a higher response rate from individual public employees

To encourage public employees to actively participate in the survey, Instituto República should offer to work on actionable plans with the participating organizations that reflect the results of the survey. The team recommends this method because it encourages greater participation when employees see tangible results from the survey. Without any plans to reflect the survey results, survey participants may lose interest in taking the survey over time. They may deem the survey to be meaningless if nothing is done with the survey results.

Administering the survey

There are several approaches that Instituto República could consider in administering the survey. First, there are many online survey resources available such as Google, SurveyMonkey, and Qualtrics. On the other hand, if a potential project partner (e.g. a local university in Rio de Janeiro) has an online survey platform, Instituto República could take advantage of that resource. The third option is for Instituto República to outsource the creation and the management of an online platform. However, the latter approach may be costly and time-consuming. Thus, we recommend that Instituto República either use an existing online survey service or an online survey platform available through a potential project partner.

Beyond the creation of the survey platform, there is the issue of how the survey would be distributed to prospective public organizations. There are two possible options. The first one is for Instituto República to deliver the survey directly to participants of the survey. To do so, Instituto República would send the URL of the online survey page to the senior-management of the organization, with whom Instituto República is partnering. Senior-management handles the distribution of the survey in their respective organizations with instructions for completing the survey (e.g. giving survey respondents two weeks to answer the survey). This would require Instituto República to work with the senior-management of organizations beforehand and establish a relationship to implement the survey.

The second option is collaborating with a more established organization, e.g. a local university, with whom Instituto República would partner to administer the workplace survey. While such a partnership may give Instituto República more name recognition by joining forces with another entity to administer the survey, this option carries with it several distinct disadvantages: Instituto República would need to negotiate with the partner organization on the administration of the survey (which could be more time-consuming than administering the survey on its own), and the risk that the partner organization could even take credit for the workplace assessment survey. There may even be disagreements over the nature and content of the survey questionnaire.

Considering the advantages and disadvantages of the two options, the team recommends that Instituto República administer the survey directly.

3) Data Analysis

The reality is that effective and credible survey programs require considerable expertise and resources for analyzing data, inferring key factors to improve, and developing actionable plans that accompany the results. Instituto República should expand its capability and resources for data analysis as the project proceeds.

For the first step of the analysis, Instituto República should calculate a weighted average for the survey score, accounting for the different number of questions per section.⁴ Section 1 serves as a general satisfaction index, and section 2-10 as specific evaluation for each section. In Appendix-6 Details of Data Analysis, the team provides in depth recommendations for analyzing the Survey findings. The team has also included a sample data analysis spreadsheet that Instituto República may use in its survey analysis.

Instituto República should also provide results in the form of comparisons based on the voluntary information on gender, ethnicity, work experience, etc. This will help develop a detailed recommendation for the participating organization.

When doing a comparison among public sector organizations, we recommend segmenting organizations based on their size: the number of employees and/or the amount of budget. There is a huge variety of public sector organizations, and comparing, for instance, an agency of 30 people with a budget of \$50k with an agency of 300 people with a budget of \$500k does not make sense. Consequently, surveyed organizations should be categorized by their defining characteristics:

- Size (as in the number of public employees)
- Budget (differentiate according to the capacity of each federate entity)
- Government branch (Executive, Legislative or Judiciary)
- Legal framework (e.g. State vs. Municipal, direct vs. indirect administration)
- Type of activity (e.g. public schools, regulatory agencies, Basic Health Units)

Thus, the results should be provided in comparison to the size of comparable organizations only.

4) Announcing the Results

⁴ We point out that questions are phrased in both a positive and negative way. In order to calculate the score, the variables representing each question should be recorded to represent only one direction, and only then summed up. We recommend that the score is normalized in a scale of 0 to 4 for the better comprehension of the stakeholders.

Announcing the survey results is one of the keys to encouraging public sector organizations to participate in the survey. If the results announcement is effective and constructive, the survey could be more attractive to public employees and garner additional public sector organizations to participate in the survey. At the same time, the results announcement could also potentially generate opposition especially from very senior public officials who fear being ranked on the bottom. To address this concern, we recommend a two-step approach announcing the results in a short term and in the medium/long term phase.

Announcement method

We recognize that publishing the results can be a difficult and delicate task. No organization wants to be publicly viewed as a bad place to work. We recommend Instituto República develop a special web page for the "Workplace Assessment Tool for the Brazilian Public Sector" with a link to Instituto República's homepage. Specifically, we consider three possible options for announcing the results.

a) Complete ranking system

The BPTW in the U.S. publicly reveals all participating organizations' names with their scores (overall satisfaction and score of each subsection) in a complete ranking, from top to bottom.

b) Limited ranking system

Instead of publishing all participating organizations' scores, this model publishes only the top five organizations' names with their scores. Then, the top three will be openly advertised and honored as good places to work. Those who placed fourth and fifth will be published on the website but not honored as 'the best places to work'. This is a model used in Chile (see Appendix 3- Benchmarking Summary).

c) Code names ranking system

As an alternative to revealing participating organizations' names in public, the team suggests that a code name for all participating organizations (e.g. Agency A, Agency B, and etc.) may be considered. The code names ranking system publishes the code names with scores but provides each organization's results for internal use to improve the workplace environment.

Short term phase of the project (year 1 and 2 of the project)

While the U.S. BPTW publishes the entire ranking of participating organizations, our interviewees expressed a great deal of hesitation with this method because some managers might be afraid of being ranked on the bottom. As we have already stated, Instituto República's priority should be seeking to obtain cooperation from as many public organizations as possible, especially in the first several years of the project. Therefore, we do not recommend Instituto República publish the rankings. This could discourage public organizations from participating in the survey. Rather, we recommend that survey results and actionable plans (see below) should be designated for an organization's "internal use only" in the beginning stages of the project including the pilot implementation.

In the medium and long term phase of the project (year 3 and beyond)

At this point in the workplaces assessment project, we again do not recommend the complete ranking system like the U.S. BPTW. However, we believe that publicized workplace information will contribute to improving the transparency of public organizations and serve as a valuable index for evaluating the quality of public organizations. Therefore, in the medium and long term, the team recommends gradually start publicizing the ranking of participating organizations by using the "limited ranking system" described above. For those higher ranked organizations, the ability to attract talented employees would be enhanced. For those lower ranked, they will be motivated to improve their workplace to be ranked higher next time. With a higher ranking, an organization will enjoy an enhanced reputation and recognition from the general public.

As the project scales up and achieves a certain level of participation and recognition from the public sector (e.g. 30-40 organizations), it might be easier to get consent to fully publicize the results. As an example of "a certain level of participation", we specified 30-40 organizations because these are the number of participating organizations of the similar attempt in Brazil in 2012-2013. In this past attempt, those organizations voluntarily participated even though they knew the result would be publicly available. While not ideal, the continued use of the limited ranking system may make more sense even as the project expands. We recommend that Instituto República seek a comparable level of participation

and recognition, and with that start publicizing the survey results but always with the consent from participating organizations.

As illustrated in Figure 4, we recommend that Instituto República share the results and recommendations only with the participating organization (for internal use only) instead of publicizing the results during the initial stage of the workplace assessment project including the pilot phase. Then, in the medium to long term (three to four years forward), Instituto República should publish the results with the limited ranking system to reveal the top three organizations in the survey.

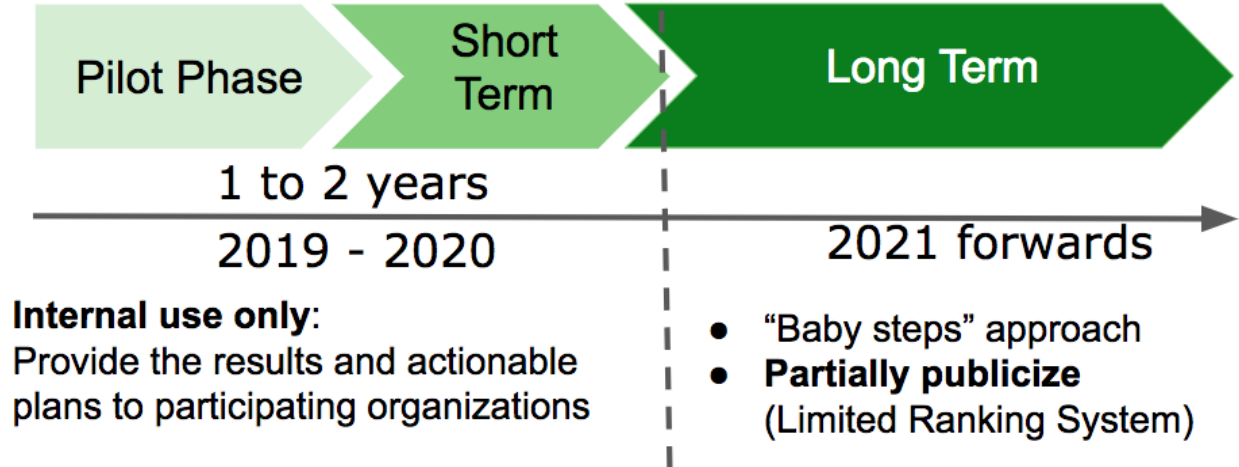


Figure 4: Timeline of the project

5) Actionable plans for survey participating organizations

The workplace assessment survey results should be accompanied by specific and feasible actionable plans that allow the manager in-charge to address and improve the issues learned from the survey results. In the short term phase, Instituto República should provide customized actionable plans for each participating organization according to the problems diagnosed and the survey results.

To achieve this objective, the Instituto República should consider forming a consulting team to help organizations develop actionable plans that address key issues identified in the workplace assessment survey. When developing the actionable plans, Instituto República's special team should consult with senior-management partners to ensure that the recommendations for change are specific and feasible taking into account each organization's culture and situation. The plan should contain (i) the issues the organizational survey identified (ii) why they are problematic, (iii) how serious they are compared to other organizations, (iv) how the organization can address and improve the situation, and (v) a time frame for this improvement. Once customized recommendations have been developed, Instituto República should work with senior-management on an initiative to implement the recommendations.

As the assessment project scales up, Instituto República may consider creating a 'generic template' action plans for comparable organizations based on similar survey results. For example, if organizations A and B scored 8 in overall ratings, and both showed weakness in leadership, Instituto República could suggest a template actionable plan based on previous surveys that have may address similar survey results and problems.

Instituto República should encourage senior-management to consult with the employees on how to implement actionable plans. Ideally, senior-management could develop the recommendations further by getting opinions from their employees with the goal of making the implementation of change more sustainable by achieving "buy-in" and understanding from the entire organization.

V. CONCLUSION

It is clear from our research and fieldwork, that the need to improve and understand the crucial issues facing Brazilian public employees is of paramount importance. The initiative that Instituto República has embarked upon in undertaking the workplace assessment process is a key step in this direction. In the team's interviews with more than 60 people that there is a strong interest and desire for addressing workplace issues in the Brazilian public sector.

The development of a comprehensive workplace assessment questionnaire and survey process will be a key step in helping Instituto República achieve its objectives. Carefully pre-testing the finalized questionnaire for validity, and piloting the project in a manageable scale to estimate the appropriate level of anticipation will be critical to launching the project. Equally important, customized actionable plans to address the results of the survey are crucial to maintaining the credibility of the workplace assessment process.

All public organizations face the challenge of offering a productive and viable workplace environment if they are to be effective in fulfilling their obligation to its citizenry. Instituto República's project is a major step in helping the Brazilian public sector in meeting this challenge. We believe our project recommendations are consistent with Instituto República's challenging yet important mission to serve the Brazilian public and enhancing government services.

VI. APPENDICES

Appendix-1 English survey

Appendix-2 English survey (abridged version)

Appendix-3 Portuguese survey

Appendix-4 Benchmarking summary

Appendix-5 Breakdown on Interviews and Focus Groups in the Field Research

Appendix-6 Details of Data Analysis

Work Environment Assessment Survey

INTRODUCTION

- [The Instituto República] is conducting a survey of work environment assessment in your office. The goal of this survey is to help to identify both best practices as well as real/potential bottlenecks in the workplace, which lead to (or prevent) a productive, constructive and affirming work environment.
- **This survey will take approximately 20 minutes and all personal information you provide will be confidential.** Please complete the survey no later than *Month Date, Year*. Feel free to contact us at [***@***] if you have any further questions or concerns.

CONSENT FORM

- Your participation in this survey is voluntary and you can withdraw from participating at any time.
- Any personal information you may provide in reviewing the questions will remain confidential, no one from outside of the research team will have access to this information.
- The name of your organization/department will not be used in any document without your consent. Your personal information which can identify who you are (such as your position in the organization/department) will never be used in any document, report or presentation.

Do you consent to participate in the survey?

- Yes, I agree to participate in this survey.
- No, I do not agree to participate in this survey.

Definition

Organization - Your agency, e.g. Secretariat of Planning, General Prosecution Office.

Department - Your work unit, e.g. Human Resources, IT.

Immediate Supervisor - The person above you to whom you report.

Senior-management - The higher administration of your organization, e.g. Secretary, General Prosecutor.

1. OVERALL SATISFACTION

1.1. I would recommend my organization as a good place to work.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1.2. Overall, I am satisfied with the job I do every day.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1.3. In general, I enjoy my relationship with my co-workers.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2. LEADERSHIP AND MANAGEMENT

2-1. IMMEDIATE LEADERSHIP

2.1.1. I see my immediate supervisor as a professional role model.

| | | | | | |
|-------------------|----------|---------|-------|----------------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|-------------------|----------|---------|-------|----------------|----------------|

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

2.1.2. My immediate supervisor conducts his/her work with morality, abiding by the constitutional principles of public administration.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.3. My immediate supervisor is able to motivate employees in the workforce.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.4. The instructions I receive to do my work are clear.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.5. I feel that I can easily approach my immediate supervisor to discuss work matters, provide suggestions, express discontentment, or discuss other issues.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.6. I have witnessed my immediate supervisor favor another employee over another without a fair or apparent reason.

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Never | Rarely | Sometimes | Multiple Times | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-2. SENIOR-MANAGEMENT LEADERSHIP

2.2.1. Senior-management routinely conducts a workplace assessment to identify problems and/or propose solutions and new ideas (e.g. organizational climate survey).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.2.2. I am satisfied with the performance and leadership of senior-management.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.2.3. I feel that senior-management favors some employees over others without a fair or apparent reason.

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Never | Rarely | Sometimes | Multiple Times | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-3. STRATEGIC MANAGEMENT

2.3.1. My organization has a clearly defined mission, vision, and values.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.2. I feel that my opinions are heard in the development of my organization’s mission, vision and values.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.3. My organization has short-term (e.g. quarterly, semi-annually) goals aligned with its mission.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.4. My organization periodically evaluates the achievement of its short-term goals.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.5. My organization amends its policies in response to evaluation results.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.6. I feel that there is continuity of projects and goals in my organization regardless of changes in the administration.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-4. TEAMWORK

2.4.1. My colleagues and I effectively work together to get required assignments accomplished.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.4.2. Colleagues in my department are willing to share job/technical knowledge with others.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.4.3. There are effective communication channels (e.g. without going through managers or formal procedures) across different departments in my organization.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.4.4. Managers promote cross-organization communications (for example, sharing information about projects, goals and needed resources).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3. REWARD

3.1. I feel that my salary is adequate to provide me with the means to meet my living needs and allows me to pursue leisure activities.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3.2. I feel that my salary is appropriate for the level and complexity of my work.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

3.3. I receive my salary on time determined by the law without delays.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3.4. I feel that my pension plan will be adequate to cover my basic financial needs when I retire.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. PROMOTION

4.1. Promotions to positions of authority and trust in my organization are based on performance.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.2. My organization has objective criteria to appoint people to commissioned positions.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.3. I feel that I have opportunities to advance my career in my organization. (e.g. management roles or positions more suited to my skills).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.4. My performance appraisal is a fair reflection of my job performance.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.5. I feel that my department has a culture, both formal and informal, that provides me with feedback on my work performance (e.g. appreciates good work and provides specific criticisms when needed).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.6. I feel that my work is not formally recognized by my supervisor (e.g. being qualified for a trust or commissioned position but not being appointed).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. EMPOWERMENT

5.1. I am satisfied with my level of autonomy in making decisions that affects my work.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.2. I have opportunities to demonstrate my leadership skills (e.g. organizing new initiatives, facilitating peer discussions).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.3. I feel that I am productive at my job.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.4. I feel that my work is compromised by political interference in my organization.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.5. I feel that there is room and a need for innovation in my organization (e.g. ways to do tasks differently, eliminate unnecessary steps, create new initiatives).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.6. I feel that my organization has a rigid hierarchical structure.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.7. I have opportunities to provide feedback to my immediate supervisor.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.8. I have opportunities to provide feedback to the senior-management.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6. EMPLOYEE DEVELOPMENT

6-1. SKILLS DEVELOPMENT

6.1.1. I am given opportunities to improve my skill sets in my organization.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.1.2. I feel that my daily job challenges me to grow professionally and personally.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.1.3. I have access to personal and career development programs offered by my organization (e.g. education sponsoring, training programs).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.1.4. My organization is able to recruit people with the necessary skills and talents through recruitment processes.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6-2. PERSONAL REALIZATION

6.2.1. My work gives me a feeling of personal accomplishment.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.2.2. I feel that my work has a purpose that is meaningful to society.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.2.3. I feel that my skills are well applied in my organization.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.2.4. I am committed to my organization.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7. WORK LIFE BALANCE

7.1. My organization provides me with the opportunity for a rewarding work life balance.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.2. My workload is _____.

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very light | Light | Reasonable | Heavy | Very Heavy |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.3. I have to answer Whatsapp calls/messages, phone calls or emails regarding work when I am not on duty, including weekends and holidays.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.4. I have free time to pursue interests outside of work.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.5. I have enough flexibility to take care of personal matters during work hours when needed (e.g. a banking transaction, a family issue or seeing a doctor).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.6. My organization provides me with a wide range of health resources (e.g. counseling services, vaccinations, etc).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.7. A fellow employee is available and able to cover my main job responsibilities when I am unable to work or when I am on vacations.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. INFRASTRUCTURE

8.1. I am satisfied with the condition/quality of following supplies/appliances/resources I use in the office.

(1) Computers/Laptops

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | We do not have them |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(2) Internet/Wifi

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | We do not have it |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(3) Intranet

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | We do not have it |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(4) Telephones

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | We do not have them |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(5) Air conditioning

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | We do not have it |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(6) Bathroom (e.g. bathroom to employee ratios, cleanness)

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8.2. I feel safe walking around my workplace neighborhood, e.g. working late.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8.3. I feel personally safe while working in the office.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9. SUPPORTING DIVERSITY

9.1. My organization is committed to an ethnically diverse workforce in the recruitment processes. (e.g. encouraging minority recruitment, objective recruitment criteria)

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.2. My organization is committed to an ethnically diverse workforce at the senior-management level.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.3. My organization is committed to a gender-balanced workforce in the recruitment processes. (e.g. gender quota system, objective recruitment criteria)

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.4. My organization is committed to a gender-balanced workforce at the senior-management level.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.5. I feel that LGBTQ employees do not have to hide their sexual orientation/gender at work.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.6. I feel that my organization welcomes diverse religious beliefs.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.7. My workplace does not tolerate inappropriate jokes. (i.e. sexist, racist, or homophobic)

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.8. My organization is committed to a disabled-friendly workforce by providing accessible facilities.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.9. My organization promotes educational awareness campaigns to foster diversity in the workplace.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.10. I feel that everyone's voice and opinion in my organization is equally valued.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. TRANSPARENCY AND ACCOUNTABILITY

10.1. My organization has transparent work processes and guidelines.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.2. I know the code of conduct in my organization (e.g. code of ethics, internal regulation).

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

10.3. I feel that my workplace has transparent decision-making criteria.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.4. When my department publishes information pursuant to the Access to Information Law, the information is accurate and available on a user-friendly internet portal.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.5. I have internal confidential channels to report a suspected violation of the law, rule or regulation without the fear of reprisal.

| | | |
|--------------------------|--------------------------|--------------------------|
| Yes | No | I do not know |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.6. After reporting a whistleblowing issue, an expeditious and professional investigation will be conducted of the reported violation of the law, rule or regulation.

| | | |
|--------------------------|--------------------------|--------------------------|
| Yes | No | I do not know |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. VOLUNTARY INFORMATION

11.1. Gender

- Female
- Male
- Other
- I did not wish to disclose

11.2. Race/Ethnicity

- Caucasian
- Black
- Asian
- Mixed-raced
- Other
- I do not wish to disclose

11.3. Do you identify yourself as one of the LGBTQ community members?

- Yes
- No
- I do not wish to disclose

11.4. Age

- Under 20
- 20s (20~29)
- 30s (30~39)
- 40s (40~49)
- 50s (50~59)
- 60s (60~69)
- Over 70
- I do not wish to disclose

11.5. How long have you been a public servant?

- 0
- 1 - 5
- 6 -10
- 16 - 30
- More than 30
- I do not wish to disclose

11.6. How many people do you supervise?

- 0
- 1 - 5
- 6 -10
- 16 - 30
- More than 30
- I do not wish to disclose

11.7. What is your education level?

- High school graduate
- Bachelor's degree
- Master's degree
- Doctorate degree
- I do not wish to disclose

11.8. What is your relationship with the administration?

- Effective
- Temporary
- Commissioned
- Elected
- Other
- Not sure
- I do not wish to disclose

11.9. Which organization / department do you belong to?

If there are any comments or suggestions you could not express in the survey questionnaire, please articulate in the following box.

Thanks for your time.

Work Environment Assessment Survey

INTRODUCTION

- [The Instituto República] is conducting a survey of work environment assessment in your office. The goal of this survey is to help identifying both best practices as well as real/potential bottlenecks in the workplace, which lead to (or prevent) a productive, constructive and affirming work environment.
- **This survey will take approximately 15-20 minutes and all personal information you provide will be confidential.** Please complete the survey no later than *Month Date, Year*. Feel free to contact us at [***@***] if you have any further questions or concerns.

CONSENT FORM

- Your participation in this survey is voluntary and you can withdraw from participating at any time.
- Any personal information you may provide in reviewing the questions will remain confidential, no one from outside of the research team will have access to this information.
- The name of your organization/department will not be used in any document without your consent. Your personal information which can identify who you are (such as your position in the organization/department) will never be used in any document, report or presentation.

Do you consent to participate in the survey?

- Yes, I agree to participate in this survey.
- No, I do not agree to participate in this survey.

Definition

Organization - Your agency, e.g. Secretariat of Planning, General Prosecution Office.

Department - Your work unit, e.g. Human Resources, IT.

Immediate Supervisor - The person above you to whom you report.

Senior-management - The higher administration of your organization, e.g. Secretary, General Prosecutor.

1. OVERALL SATISFACTION

1. Overall, I am satisfied with the job I do everyday.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2. LEADERSHIP AND MANAGEMENT

2-1. IMMEDIATE LEADERSHIP

2. I see my immediate supervisor as a professional role model.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3. My immediate supervisor is able to motivate employees in the workforce.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. The instructions I receive to do my work are clear.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. I feel that I can easily approach my immediate supervisor to discuss work matters, provide suggestions, express discontentment, or discuss other issues.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-2. SENIOR-MANAGEMENT LEADERSHIP

6. I am satisfied with the performance and leadership of senior-management.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7. I feel that senior-management favors some employees over others without a fair or apparent reason.

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Never | Rarely | Sometimes | Multiple Times | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-3. STRATEGIC MANAGEMENT

8. My organization has a clearly defined mission, vision, and values.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9. My organization periodically evaluates the achievement of its short-term (e.g. quarterly, semi-annually) goals.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. My organization amends its policies in response to evaluation results.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. I feel that there is continuity of projects and goals in my organization regardless of changes in the administration.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-4. TEAMWORK

12. There are effective communication channels (e.g. without going through managers or formal procedures) across different departments in my organization.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. Managers promote cross-organization communications (for example, sharing information about projects, goals and needed resources).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

3. REWARD

14. I feel that my salary is adequate to provide me with the means to meet my living needs and allows me to pursue leisure activities.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15. I feel that my pension plan will be adequate to cover my basic financial needs when I retire.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. PROMOTION

16. Promotions to positions of authority and trust in my organization are based on performance.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. I feel that I have opportunities to advance my career in my organization. (e.g. management roles or positions more suited to my skills).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. My performance appraisal is a fair reflection of my job performance. 4.5. I feel that my department has a culture, both formal and informal, that provides me with feedback on my work performance (e.g. appreciates good work and provides specific criticisms when needed).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. EMPOWERMENT

19. I am satisfied with my level of autonomy in making decisions that affects my work.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

20. I have opportunities to demonstrate my leadership skills (e.g. organizing new initiatives, facilitating peer discussions).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

21. I feel that my work is compromised by political interference in my organization.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

22. I feel that there is room and a need for innovation in my organization (e.g. ways to do tasks differently, eliminate unnecessary steps, create new initiatives).

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

23. I feel that my organization has a rigid hierarchical structure.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6. EMPLOYEE DEVELOPMENT

6-1. SKILLS DEVELOPMENT

24. I feel that my daily job challenges me to grow professionally and personally.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6-2. PERSONAL REALIZATION

25. My work gives me a feeling of personal accomplishment.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

26. I feel that my skills are well applied in my organization.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7. WORK LIFE BALANCE

27. My organization provides me with the opportunity for a rewarding work-life balance.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

28. I have to answer Whatsapp calls/messages, phone calls or emails regarding work when I am not on duty, including weekends and holidays.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

29. My organization provides me with a wide range of health resources (e.g. counselling services, vaccinations, etc).

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

30. A fellow employee is available and able to cover my main job responsibilities when I am unable to work or when I am on vacations.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. INFRASTRUCTURE

31. I am satisfied with the condition/quality of following supplies/appliances/resources I use in the office.

(1) Computers/Laptops

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | We do not have them |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(2) Internet/Wifi

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | We do not have it |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

32. I feel safe walking around my workplace neighborhood, e.g. working late .

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9. SUPPORTING DIVERSITY

33. My organization is committed to an ethnically diverse workforce in the recruitment processes. (e.g. encouraging minority recruitment, objective recruitment criteria)

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

34. My organization is committed to a gender-balanced workforce in the recruitment processes. (e.g. gender quota system, objective recruitment criteria)

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

35. I feel that LGBTQ employees do not have to hide their sexual orientation/gender at work.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

36. I feel that my organization welcomes diverse religious beliefs.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

37. My organization is committed to a disabled-friendly workforce by providing accessible facilities.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

38. I feel that everyone's voice and opinion in my organization is equally valued.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. TRANSPARENCY AND ACCOUNTABILITY

39. My organization has transparent work processes and guidelines.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

40. When my department publishes information pursuant to the Access to Information Law, the information is accurate and available on a user-friendly internet portal.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

41. After reporting a whistleblowing issue, an expeditious and professional investigation will be conducted of the reported violation of the law, rule or regulation.

| Yes | No | I do not know |
|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. VOLUNTARY INFORMATION

11.1. Gender

- Female
- Male
- Other
- I do not wish to disclose

11.2. Race/Ethnicity

- Caucasian
- Black
- Asian
- Mixed-raced
- Other
- I do not wish to disclose

11.3. Do you identify yourself as one of the LGBTQ community members?

- Yes
- No
- I do not wish to disclose

11.4. Age

- Under 20
- 20s (20~29)
- 30s (30~39)
- 40s (40~49)
- 50s (50~59)
- 60s (60~69)
- Over 70
- I do not wish to disclose

11.5. How long have you been a public servant?

- Less than 1 year
- 1 - 5 years
- 6 -10 years
- 16 - 30 years
- More than 30 years
- I do not wish to disclose

11.6. How many people do you supervise?

- 0
- 1 - 5
- 6 -10
- 16 - 30
- More than 30
- I do not wish to disclose

11.7. What is your education level?

- High school graduate
- Bachelor's degree
- Master's degree
- Doctorate degree
- I do not wish to disclose

11.8. What is your relationship with the administration?

- Effective
- Temporary
- Commissioned
- Elected
- Other
- Not sure
- I do not wish to disclose

11.9. Which organization / department do you belong to?

If there are any comments or suggestions you could not express in the survey questionnaire, please articulate in the following box.

Thanks for your time.

Questionário de Avaliação de Ambientes de Trabalho no Serviço Público

INTRODUÇÃO

O Instituto República está desenvolvendo uma ferramenta para avaliar o ambiente de trabalho no seu departamento. O propósito deste questionário é nos ajudar a identificar tanto as melhores práticas como os pontos fracos do seu ambiente de trabalho. Nossa visão é que essas informações sejam utilizadas pela administração para criar um ambiente de trabalho mais construtivo e eficiente e atrair talentos para as organizações públicas.

- **O tempo aproximado para preencher este questionário é de 20 minutos e todas as informações fornecidas serão consideradas confidenciais.**
- Para dúvidas ou esclarecimentos, por favor entre em contato em [***@***].

CONSENTIMENTO INFORMADO

- Sua participação neste é voluntária e você pode interromper o processo a qualquer momento.
- Qualquer informação pessoal que você venha a fornecer será considerada confidencial e somente a equipe de pesquisa terá acesso a estes dados.
- O nome da sua agência/departamento não será utilizado sem o consentimento dos gestores responsáveis.
- Suas informações pessoais que possam ser utilizadas como meio de identificação (como seu cargo/função no seu departamento) não serão utilizadas em qualquer documento, relatório ou apresentação.

Você consente em participar deste questionário?

- Sim, eu aceito participar.
- Não, eu não aceito participar.

Definições

Organização - Sua agência/órgão público (ex: Secretaria do Planejamento, Procuradoria Geral do Estado)

Departamento - Sua unidade de trabalho (ex: Departamento de Gestão de Pessoas, Departamento de Tecnologias da Informação)

Supervisor(a) Imediato(a) - A pessoa a quem você se reporta, seu/sua chefe.

Liderança Organizacional - A Alta administração da sua organização (ex: Gabinete do(a) Prefeito(a), Presidência)

1. SATISFAÇÃO GERAL

1.1. Eu recomendaria minha organização como um bom ambiente para se trabalhar.

| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1.2. Em geral, estou satisfeito(a) com o trabalho que faço todos os dias.

| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1.3. Em geral, tenho um bom relacionamento com meus colegas de trabalho.

| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2. LIDERANÇA E GESTÃO

2-1. LIDERANÇA IMEDIATA

2.1.1. Eu considero meu gestor(a) imediato(a) um exemplo a ser seguido.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.2. Meu gestor(a) imediato(a) conduz seu trabalho com moralidade, zelando pelos princípios do serviço público.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.3. Meu supervisor(a) imediato(a) motiva os servidores.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.4. As orientações que eu recebo para fazer o meu trabalho são claras.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.5. Sinto que tenho acesso ao meu supervisor(a) imediato(a) para discutir assuntos relacionados ao trabalho (por exemplo, dar sugestões, expressar críticas).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.1.6. Eu já testemunhei meu supervisor(a) imediato(a) favorecer um servidor em detrimento de outro sem motivação justa ou clara.

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| Nunca | Raramente | Algumas vezes | Muitas vezes | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-2. LIDERANÇA ORGANIZACIONAL

2.2.1. A administração da minha organização conduz avaliações do ambiente de trabalho regularmente (ex: avaliação de clima organizacional).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.2.2. Estou satisfeito(a) com a performance da liderança organizacional.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.2.3. Sinto que a liderança organizacional favorece servidores em detrimento de outros sem motivação justa ou clara.

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| Nunca | Raramente | Algumas vezes | Muitas vezes | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-3. PLANEJAMENTO ESTRATÉGICO

2.3.1. Minha organização possui missão, visão e valores definidos.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.2. Sinto que minhas opiniões são consideradas no desenvolvimento missão, visão e valores da organização.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.3. Minha organização possui metas de curto prazo (ex: mensais ou semestrais) alinhadas à missão.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.4. Meu departamento avalia periodicamente o cumprimento das metas.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.5. Meu departamento revê suas políticas em resposta aos resultados de avaliações do serviço.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.3.6. Sinto que há continuidade de projetos e metas na minha organização, apesar de mudanças na administração (ex: com eleições e alterações em cargos de livre nomeação).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2-4. TRABALHO EM EQUIPE

2.4.1. Meus colegas e eu trabalhamos bem em equipe quando precisamos fazer algum trabalho juntos.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.4.2. Colegas no meu departamento estão dispostos a compartilhar conhecimento e informações relativas ao trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.4.3. Tenho acesso a canais de comunicação eficientes (ex: sem necessitar passar por supervisores ou procedimentos formais) entre diferentes departamentos da minha organização.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.4.4. Tenho acesso a canais externos de comunicação entre diferentes organizações (ex: para discutir projetos, metas e recursos).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3. RECONHECIMENTO

3.1. Sinto que a remuneração que eu recebo é suficiente para satisfazer as minhas necessidades básicas (inclusive lazer).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

3.2. Sinto que a remuneração que eu recebo é apropriada para o nível de complexidade e intensidade do meu trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3.3. Recebo minha remuneração com a regularidade prevista em lei, sem atrasos.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3.4. Sinto que o meu regime de aposentadoria será suficiente para cobrir minhas necessidades básicas quando eu me aposentar.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. PROGRESSÃO NA CARREIRA

4.1. Promoções a funções de confiança na minha organização são baseadas em performance no trabalho.

| | | | | | |
|---------------------|----------|--------------|----------|---------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|---------------------|----------|--------------|----------|---------------------|----------------------------------|

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | nem discordo | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.2. Minha organização fundamenta indicações a cargos em comissão em critérios objetivos e transparentes.

| | | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|--|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.3. Sinto que tenho oportunidades para alavancar minha carreira dentro da minha organização (ex: por meio de promoção a cargos com mais responsabilidades ou posições mais adequadas aos meus interesses).

| | | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|--|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.4. Minhas avaliações de desempenho refletem a minha performance.

| | | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|--|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.5. Sinto que meu departamento tem uma cultura formal e informal de feedback que me possibilita avaliar minha performance no trabalho (ex: reconhecimento por um bom trabalho e críticas construtivas quando necessárias).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4.6. Sinto que meu trabalho não é formalmente reconhecido pelo meu supervisor(a) (ex: ser qualificado, mas não receber indicações para cargos ou funções de confiança).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. INDEPENDÊNCIA

5.1. Estou satisfeito(a) com o meu nível de autonomia na tomada das decisões que afetam o meu trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.2. Tenho oportunidades de demonstrar minhas competências de liderança (ex: dar início a novas iniciativas, conduzir reuniões, etc).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.3. Sinto que sou produtivo(a) no meu trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.4. Sinto que meu trabalho não é prejudicado por influência de forças político-partidárias na minha organização.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.5. Sinto que existe espaço para inovação na minha organização (ex: criar maneira diferentes de fazer atividades, eliminar tarefas desnecessárias, criar novas iniciativas).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.6. Sinto que minha organização tem uma estrutura hierárquica rígida.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.7. Tenho oportunidades de oferecer feedback (avaliação de performance) ao meu supervisor(a) imediato(a).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5.8. Tenho oportunidades de oferecer feedback (avaliação de performance) à liderança organizacional.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6. CRESCIMENTO PROFISSIONAL

6-1. TREINAMENTO

6.1.1. Tenho oportunidade de desenvolver novas competências na minha organização.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.1.2. Sinto que tenho desafios e oportunidades de crescer pessoal e profissionalmente com o meu trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.1.3. Tenho acesso a programas de desenvolvimento pessoal e profissional na minha organização (ex: programas de treinamento, suporte financeiro à educação, horário flexível para aluno(a) estudante)

| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.1.4. Minha organização atrai pessoal com os talentos e habilidades necessários à organização (em concursos e processos seletivos).

| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6-2. REALIZAÇÃO PESSOAL

6.2.1. Meu trabalho me traz satisfação no nível pessoal.

| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.2.2. Sinto que meu trabalho tem um propósito importante para a sociedade.

| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.2.3. Sinto que as minhas habilidades são bem aplicadas na minha organização.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6.2.4. Estou comprometido(a) com a missão da minha organização.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7. EQUILÍBRIO ENTRE TRABALHO E VIDA PESSOAL

7.1. Minha organização/departamento me permite desfrutar de equilíbrio entre trabalho e vida pessoal.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.2. Minha carga de trabalho é:

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| Muito leve | Leve | Apropriada | Pesada | Muito pesada | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.3. Sinto que preciso responder WhatsApp, telefonemas ou emails sobre trabalho no meu tempo livre (inclusive finais de semanas ou feriados).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.4. Tenho tempo livre suficiente fora da minha jornada de trabalho para atender aos meus interesses não profissionais.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.5. Tenho flexibilidade durante a minha jornada de trabalho para cuidar de assuntos pessoais quando necessário (ex: ir ao banco, consulta médica, emergências familiares).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.6. Minha organização fornece recursos necessários a minha saúde (ex: campanhas de vacinação, serviços de assistência psicológica).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7.7. Quando preciso me ausentar ou saio de férias, outro(s) servidor(as) são capazes de cuidar das minhas responsabilidades profissionais.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. INFRAESTRUTURA

8.1. Estou satisfeito(a) com as condições dos seguintes recursos no meu local de trabalho:

(1) Computadores

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(2) Internet/wi-fi

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(3) Intranet

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(4) Telefones

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(5) Ar condicionado/Sistema de refrigeração

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(6) Banheiros (ex: quantidade, limpeza)

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8.2. Sinto que estou seguro(a) nos arredores do meu local de trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8.3. Sinto que estou seguro(a) enquanto trabalho.

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | nem discordo | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9. DIVERSIDADE

9.1. Minha organização busca promover uma equipe etnicamente diversa (ex: encorajando a participação de minorias nos processos seletivos, critérios objetivos de seleção).

| | | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|--|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.2. Minha organização busca promover diversidade étnica nos níveis mais altos de gestão.

| | | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|--|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.3. Minha organização busca promover uma equipe diversa em termos de gênero (ex: encorajando a participação feminina nos processos seletivos, critérios objetivos de seleção).

| | | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|--|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.4. Meu departamento busca promover diversidade de gênero nos níveis mais altos de gestão.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.5. Sinto que servidores LGBTQ não se sentem pressionados a esconder suas identidades de gênero/sexualidade no ambiente de trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.6. Sinto que minha organização é tolerante com pessoas de distintas religiões.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.7. Meu departamento não tolera piadas potencialmente ofensivas (ex: sexistas, racistas ou homofóbicas)

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.8. Minha organização possui recursos adequados para o trabalho de pessoas com deficiência.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.9. Minha organização promove campanhas sobre diversidade no ambiente de trabalho.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.10. Sinto que as pessoas na minha organização são igualmente valorizadas e ouvidas.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. TRANSPARÊNCIA

10.1. Meu departamento tem processos de trabalho e diretrizes transparentes.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.2. Eu estou familiarizado(a) com o(s) código(s) de conduta da minha organização (ex: regimento interno, código de ética).

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.3. Meu departamento possui critérios transparentes para tomada de decisão.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.4. Os dados disponibilizados pela minha organização relativos à Lei de Acesso à Informação (Lei nº 12.527/2011) são corretos e podem ser encontrados na internet com facilidade pelos cidadãos.

| | | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|----------------------------------|
| Discordo totalmente | Discordo | Não concordo nem discordo | Concordo | Concordo totalmente | Não posso opinar (não se aplica) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.5. Eu tenho acesso a canais confidenciais para reportar a administração suspeitas de violações legais no meu ambiente de trabalho, sem medo de represálias.

| | | |
|--------------------------|--------------------------|--------------------------|
| Sim | Não | Eu não sei |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10.6. Quando há denúncias de irregularidades, minha organização promove a devida investigação.

| | | |
|-----|-----|------------|
| Sim | Não | Eu não sei |
|-----|-----|------------|

| | | |
|---|---|---|
| □ | □ | □ |
|---|---|---|

11. PERFIL DOS SERVIDORES (PREENCHIMENTO OPCIONAL)

11.1. Gênero

- Feminino
- Masculino
- Outro
- Prefiro não informar

11.2. Etnicidade

- Parda
- Negra
- Branca/Caucasiana
- Asiática
- Indígena
- Outra
- Prefiro não informar

11.3. Você se identifica como membro da comunidade LGBTQ?

- Sim
- Não
- Prefiro não informar

11.4. Idade

- Menos de 20 anos
- 20-29 anos
- 30-39 anos
- 40-49 anos
- 50-59 anos
- 60-69 anos
- Mais de 70 anos
- Prefiro não informar

11.5. Há quanto tempo você trabalha no serviço público?

- Menos de 1 ano
- 1 - 5 anos

- 6 -10 anos
- 16 - 30 anos
- Mais de 30 anos
- Prefiro não informar

11.6. Quantas pessoas você supervisiona?

- Não tenho pessoas sob minha supervisão
- 1-5
- 6-10
- 11-30
- Mais de 30
- Prefiro não informar

11.7. Qual é a sua escolaridade?

- Ensino fundamental
- Ensino médio incompleto
- Ensino médio completo
- Ensino técnico
- Ensino Superior - graduação
- Ensino Superior - pós-graduação

11.8. Qual é o seu tipo de vínculo com a administração pública?

- Efetivo
- Temporário
- Comissionado
- Agente político
- Terceirizado
- Outro
- Não tenho certeza
- Prefiro não informar

11.9. Qual é sua organização/departamento?

Comentário ou sugestões?



Obrigada pelo seu tempo!

Appendix-4 Benchmarking Summary

| | |
|--|---|
| Country | United States of America |
| Name of the assessment program | The Best Places to Work in the Federal Government® |
| Who does the assessment program? | Partnership for Public Service (PPS) |
| When did the assessment program begin? | 2003 |
| How does the implementing body get governments' cooperation/permission to do the survey? | The vast majority of the data used to develop the rankings were collected by the Office of Personnel Management (OPM) through its Federal Employee Viewpoint Survey. For those who don't participate in the OPM survey, the PPS conducts a survey directly. |
| Who finances the project? | Deloitte is sponsoring the project. |
| Who has an interest in the work environment assessment? | 1) Federal agency and 2) Federal Job Seekers |
| Who else were involved (eg. other NGOs)? And what roles did they play? | Mercer Sirota is providing Technical support. |
| How often do they conduct workplace evaluation surveys? | Once in every year The Federal Employee Viewpoint Survey was administered May through June 2017 (for the latest survey). Then, the PPS released the result of the BPTW in December 2017 (for the latest survey). |
| What is the initial motivation behind such projects? | The PPS has committed to the idea that the government works best when it has an engaged workforce, good leaders and the processes, structures and information to make smart decisions. The PPS accomplishes their mission by identifying opportunities to make government work better, offering solutions to fix government where it is broken and collaborating with people inside and outside government to bring about the change since 2003. |
| What is the data source used for the assessment program? | The vast majority of the data used to develop the rankings were collected by the OPM through its Federal Employee Viewpoint Survey (FEVS). The survey was administered May through June 2017 to permanent executive branch employees and completed by 486,105 federal workers, for a response rate of 45.5 percent, a decline of 0.3 points from 2016 and the lowest since 2004 (for the latest survey). The Best Places to Work rankings include responses from more than 12,000 additional employees at nine agencies that were surveyed separately at the same time. In addition, the rankings incorporate responses from employees of |

| | |
|--|---|
| | <p>the intelligence community, which conducted its own similar survey but did not report the number of respondents due to classification restrictions.</p> <p>FEVS's methodology</p> <ul style="list-style-type: none"> - The survey was conducted electronically on the Internet, with employees notified by email of their selection for the sample. - To encourage higher response rates, the OPM sent multiple follow-up emails to sample members. The OPM also provided agencies with sample communications and helped them develop an internal communication plan. These efforts contributed to an overall high response rate - Sampled employees could email the Survey Support Center for assistance if they had any questions about the survey or individual survey items. They also had the option of calling a toll-free number for survey assistance |
| <p>What is their research methodology?</p> | <p>---</p> |
| <p>- Indicators</p> | <p>10 dimensions:</p> <ul style="list-style-type: none"> - Best Places to Work Index - Effective Leadership - Empowerment - Fairness - Senior Leaders - Supervisor - Employee Skills–Mission Match - Innovation - Pay - Performance-Based Rewards and Advancement - Strategic Management - Support for Diversity - Teamwork - Training and Development - Work Life Balance |

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| <p>- Data analysis method</p> | <ul style="list-style-type: none"> - Grouping agencies by workforce size to provide comparisons of organizations that may face similar management challenges in terms of numbers of employees and locations. - The OPM data were weighted to represent all federal employees on demographic characteristics such as age, gender, race, supervisory status, agency size and occupation. The survey results have a margin of error of plus or minus one percent. - The Best Places to Work statistical model, developed with CFI Group in 2003, is based on the same methodology used in CFI Group's American Customer Satisfaction Index (The customer satisfaction (ACSI) index score is calculated as a weighted average of three survey questions that measure different facets of satisfaction with a product or service. ACSI researchers use proprietary software technology to estimate the weighting for each question.). |
| <p>How many government agencies participate in?</p> | <p>The 2017 Best Places to Work rankings include 200 federal organizations</p> |
| <p>Information Source</p> | <p>http://bestplacestowork.org/BPTW/</p> |

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| Country | Brazil |
| Name of the assessment program | Governance and Human Resources Assessment (Levantamento de Governança e Gestão de Pessoas) |
| Who does the assessment program? | General Accounting Office (Tribunal de Contas da União - TCU) |
| When did the assessment program begin? | 2013 |
| How does the implementing body get governments' cooperation/permission to do the survey? | They rely on the oversight power TCU holds over other federal organizations. If an organization does not comply, it is subject to a fine on the basis of the Law 8.443/1992 (related to the competence of the TCU). |
| Who finances the project? | The project is funded through TCU's internal budget. |
| Who has an interest in the work environment assessment? | 1) TCU and 2) Superior Governing Bodies (Órgãos Governantes Superiores - OGS), as defined by Decree-Law 200/1967, article 10, paragraph 4. |
| Who else were involved (eg.other NGOs)? And what roles did they play? | N/A |
| How often do they conduct workplace evaluation surveys? | 2013 and 2016 |
| What is the initial motivation behind such projects? | 1) The successful example of I-Gov-TI - an assessment of the use of ICTs in federal agencies. In 2010, 57% of agencies were ranked red, 38% yellow and 5% green. In 2012, the assessment was conducted again and 34% red, 50% yellow and 16% were green, due to the measures taken to remedy the situation. 2) Lack of qualified personnel in the public service, given the high amounts of commissioned positions and patronage. Servants in this situation would not have the know-how to deliver public services, especially those infrastructure-related. 3) The TCU was trying to shift the focus of its actuation from procurement auditing to the quality of public organizations. |
| What is the data source used for the assessment program? | Data independently collected by each organization through a survey developed for this project. |
| What is their research methodology? | The survey was developed with 96 questions based on the United States federal government Human Capital Assessment and Accountability Framework (HCAAF). |
| - Indicators | 16 dimensions: |

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| | <ul style="list-style-type: none"> - Senior Management Leadership - Strategic Planning - Agency Human Capital Strategy - Workforce Deployment - Human Resources Collaboration - Leadership Planning and Implementation - Continuous Learning and Improvement - Strategic Knowledge Management - Communication - Performance Management - Employee/Labor-Management Relations - Recognition - Workforce Analysis - Recruitment and Selection - Retention - Accountability |
| - Data analysis method | The overall capacity of the organization was calculated as a weighted average of each of the 16 indicators. The assessment ranked agencies in the categories: red (very poor), yellow (average) or green (good). |
| How many government agencies participate in? | 352 in 2013 (99.44% of the selected sample) and 354 in 2016. |
| Information Source | http://portal.tcu.gov.br/unidades/secretaria-de-fiscalizacao-de-pessoal/perfil-de-governanca-de-pessoas/ |

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| Country | Chile |
| Name of the assessment program | Ranking sobre calidad de vida laboral ⁵ |
| Who does the assessment program? | AMUCH (La Asociacion de Municipalidades) and UDD (Universidad de Desarrollo). Data from Sub-Secretariat of Regional Development |
| When did the assessment program begin? | 2017 (Municipalities' ranking on education policy by AMUCH is from 2014) |
| How does the implementing body get governments' cooperation/permission to do the survey? | Based on Law No. 20922 (Some Data Collection now shareable by Law in Chile), municipalities gained more autonomy in recruiting talents and started many programs that promoted professionalism in the workplace. This also incentivized the governments to implement the assessment program with the help of AMUCH and UDD. Moreover, the program honors municipalities that ranked the top 3 while not revealing those that ranked below top 5. Those who placed 4th and 5th in the program are publicized on the website but not honored by the program as the 'best places to work' |
| Who finances the project? | The Municipal Common Fund (Government) finances the project. |
| Who has an interest in the work environment assessment? | 1) Emol (journalism organization), 2) UDD, and 3) potential job seekers |
| Who else were involved (eg.other NGOs)? And what roles did they play? | Sub-Secretariat of Regional Development (Government Bodies) shared some data with the program initiators to produce the survey results |
| How often do they conduct workplace evaluation surveys? | 2017 and expected in 2018. The program took place from March to November of 2017 and it was published on December 6th of 2017 |
| What is the initial motivation behind such projects? | 1) Seeks to implement concrete actions for the future, public policies for municipalities to implement or develop this type of actions and also improve processes upwards. 2) In private sector work life balance has proven to be critical for development and productivity. They are trying to improve the productivity, efficiency, and effectiveness of the government |

⁵ Vokers is a job-market platform for those who are getting or changing a job. It covers both private and public sectors. As of June, 2017, the number of new registers is about 2,000 people per day and the number of cumulative registers is about 1.7 million people.

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| What is the data source used for the assessment program? | Data from Sub-Secretariat of Regional Development (Government Bodies) |
| What is their research methodology? | |
| - Indicators | <p>7 dimensions:</p> <ul style="list-style-type: none"> - human resources policy, - selection of human resources, - efficiency of spending on human resources, - working conditions, - information and participation channels, - ongoing training, and - leadership directive. <p>The system divides municipalities into categories by the level of development. Then, the ranking system specifically rewards the top three municipalities in each category of development with public recognition.</p> |
| - Data analysis method | Categories divided by large metropolitan communes with high and/or medium development; larger communes with medium development; medium-sized urban communes of medium development; semi-urban and rural communes with medium development; and semi-urban and rural communes with low development (Ranking within each category). |
| How many government agencies participate in? | 179 municipalities in Chile participated. |
| Information Source | http://www.amuch.cl/amuch-presenta-barometro-de-la-calidad-de-vida-laboral-municipal/ |

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| Country | Japan |
| Name of the assessment program | Vokers ⁶ |
| Who does the assessment program? | Vokers Inc. |
| When did the assessment program begin? | 2007 |
| How does the implementing body get governments' cooperation/permission to do the survey? | None. Vokers is an incorporated company whose capital stock is JPY 20,000,000 (USD 180,509). |
| Who finances the project? | The project is financed by their capital stock and issuing shares. |
| Who has an interest in the work environment assessment? | 1) Job seekers (who have specific companies in their mind) and 2) Human resource managers |
| Who else were involved (eg.other NGOs)? And what roles did they play? | N/A |
| How often do they conduct workplace evaluation surveys? | N/A |
| What is the initial motivation behind such projects? | 1) Increasing transparency of the job market by sharing workers' reviews 2) Making a comprehensive job-market platform including not only reviews from workers but also job position information from companies 3) Changing the purpose of the job market: from the one in which "companies recruit workers" to the one in which "individuals choose companies." ; Creating a new standard for a good company based on workers' reviews and scoring, which should not be dependent on the ability of PR of companies |
| What is the data source used for the assessment program? | Based on 4.9 million of workers' reviews and scoring |
| What is their research methodology? | -- |
| - Indicators | 8 dimensions: - Satisfaction with treatment - Motivation among workers |

⁶ Vokers is a job-market platform for those who are getting or changing a job. It covers both private and public sectors. As of June 2017, the number of new registers is about 2,000 people per day and the number of cumulative registers is about 1.7 million people.

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| | <ul style="list-style-type: none"> - Transparency - Respect among workers - Environment for 20's to grow up - Long term human resource development - Compliance - Appropriateness of the performance assessment <p>In addition, workers also answer how many hours their overwork are/were, and how much percentage of paid leaves they take/took.</p> |
| - Data analysis method | N/A |
| How many government agencies participate in? | 1,998 organizations (including ministries, municipal agencies, self-defense forces, and so on) are assessed by workers. |
| Information Source | https://www.vorkers.com |

Appendix-5 Breakdown of Interviews and Focus Groups in the Field Research

| | Interview | Focus Group |
|---------------------------------|---|---|
| 12 March 2018, Monday | 2 people (Instituto Estadual do Meio Ambiente - INEA) | 5 people (INEA) |
| 13 March 2018, Tuesday | 3 people (Niterói Secretariat of Planning - SEPLAG), 3 people (Niterói Social Security - NitPrev), 1 person (Niterói General Prosecution Office) | |
| 14 March 2018, Wednesday | 1 person (Niterói Secretariat of Planning - SEPLAG), 1 person (João Goulart Foundation, Rio de Janeiro City Hall), 1 person (Rio de Janeiro Secretariat of Health - SMS) | |
| 15 March 2018, Thursday | 1 person (SEPLAG), 1 person (Niterói Secretariat of Management - SMA), 4 people (Rio de Janeiro State Secretariat of Finance - SEFAZ), 1 person (Columbia Global Centers Rio de Janeiro), 1 person (Rio Municipality) | 17 people (Rio de Janeiro Civil House), 5 people (Brazilian Development Bank - BNDES) |
| 16 March 2018, Friday | 2 people (National Cinema Agency - ANCINE), 1 person (IRPH) | 11 people (Rio de Janeiro Civil House) |

Total: 61 people

Appendix-6 Details of Data Analysis

The team recommends a three-step method for further analysis of the Survey results. Initially, responses for each question should be scaled to the scores from 0 to 4 points. Most of the questions are asked in a positive way. Thus, the analysis can score 0 points for the options of “strongly disagree (or the far left options),” 1 point for the options of “disagree (or the second options from the left),” 2 points for the options of “neutral (or the third options from the left),” 3 points for the options of “agree (or the fourth options from the left),” and 4 points for the options of “strongly agree (or the fifth options from the left).” For other questions asked in a negative way, inverse the way of scoring (i.e. 0 points for the options of “strongly agree (or the fifth options from the left) and 4 points for the options of “strongly disagree (or the far left options)). When scoring, the analysis should eliminate responses of “not applicable,” “do not have,” or “do not know” so that such responses should not affect the results. Thus, the analysis needs to calculate the number of effective respondents for each question by eliminating the number of respondents choosing the options of “not applicable,” “do not have,” or “do not know” from the number of respondents in total.

Second, calculate an aggregate score for each question by multiplying the number of respondents for each option by the score for each option. Then, divide the aggregate score by the aggregate perfect score, which we can obtain by multiplying the number of effective respondents (N) by a perfect score (4 points). The analysis can then determine the percentage points of each question, which represents how much the aggregated score amounts compared to the aggregated perfect score for each question.

$$\begin{aligned} \text{Aggregated perfect score for each question } X &= N \times 4 \\ \text{Aggregated score for each question } X &= \sum_{i=1}^N i \times \text{Individual Score} \end{aligned}$$

$$\text{Percentage points for question } X = \frac{\text{Aggregated score}}{\text{Aggregated perfect score}} = \frac{\sum_{i=1}^N i \times \text{Individual score}}{N \times 4}$$

, where i represents individual respondent.

Finally, it is recommended that the analysis calculate the average of the percentage for each question in each section, which represents how much the aggregated score amounts compared to the aggregated perfect score for each section. A radar chart, made by each section's percentage, will be helpful to understand the strengths and weaknesses of the organization. Using the methodology explained in this section, the spreadsheet attached to this report creates a sample radar chart (Figure 5).

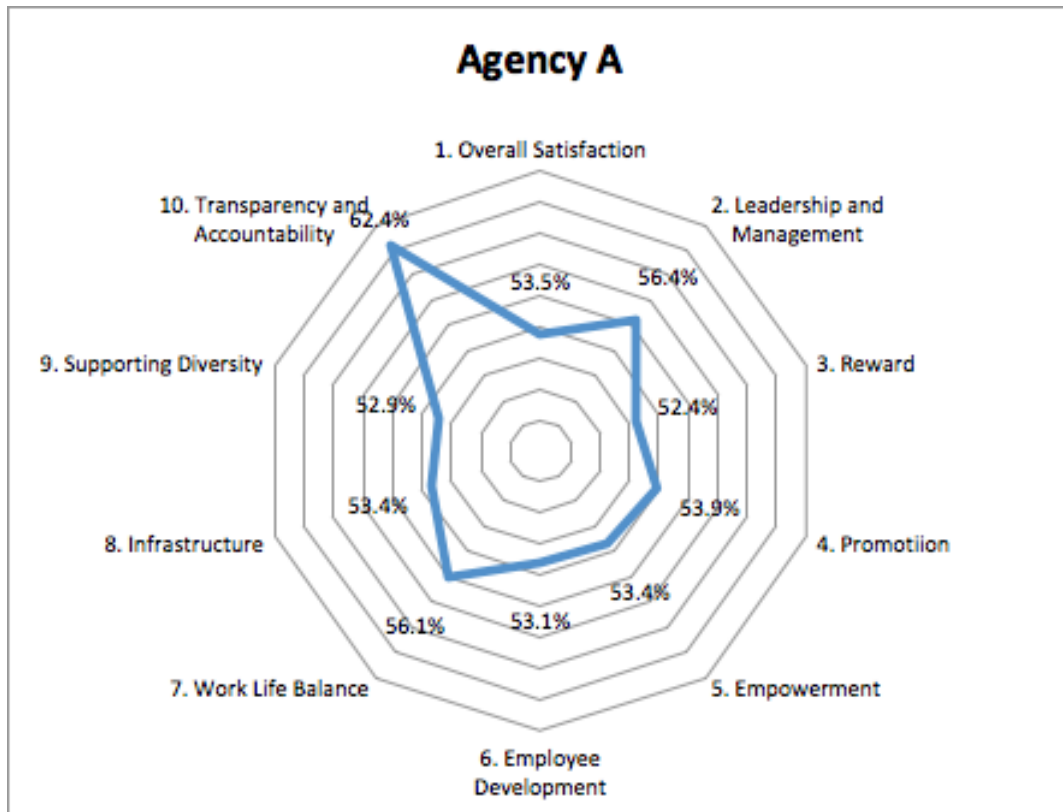


Figure 5: Sample of a radar chart

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