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Appendix 1. Questionnaire

Questionnaire on the HR Management of Public Administration Organisations in EU Member States, Observer Countries and the European Commission with a Special Focus on the Area of Generation Management

INTRODUCTION

The ageing workforce of public administrations makes it increasingly necessary to transfer knowledge and share experience; therefore, the performance of the organisational system is fundamentally influenced by the level of cooperation between age groups. An HR policy is needed that encourages cooperation between generations and takes advantage of the opportunities arising from age diversity.

The main topics of the questionnaire are:
– general data on the workforce composition
– general characteristics of employment in central administration, employer branding
– HR strategic decision support

If you would like to attach documents related to the questions below, please send them to the following email addresses: kszdr@bm.gov.hu and hueupan@ktm.gov.hu.

CONTACT DATA

We kindly ask you to fill out the data below:

1. Country

2. Organisation

3. Name and position of the contact person

First name

Last name

Position

4. Email

DEFINITIONS

Public administration: The organisational system under the control of the government or a member of the government at the central, regional and local levels (e.g. core ministries and agencies) and regional level. The definition does

not include local self-governments and the broader public sector (e.g. healthcare, teachers, police, military, judiciary, etc.).

Central administration: Core ministries and agencies of central and federal governments.

Regional–territorial administration: Sub-national levels of government.

Workforce: Government employees who work in public administration and are employed by way of various contractual mechanisms (e.g. civil servant statutes, labour law contracts – indeterminate or fixed-term).

D1, D2, D3 and D4 managerial categories based on the ILO International Standard Classification of Occupations (ISCO-08):

– *D1 Senior Managers:* Top public servants just below the Minister or Secretary of State/junior minister. They can be a member of the senior civil service and/or appointed by the government or head of government. They advise the government on policy matters, oversee the interpretation and implementation of government policies, and, in some countries, have executive powers. D1 managers may be entitled to attend some cabinet – council of ministers meetings, but they are not part of the Cabinet – Council of Ministers. They provide overall direction and management to the ministry – secretary of state, or a particular administrative area. In countries with a system of autonomous agencies, decentralised powers, flatter organisations and empowered managers, D1 Managers will correspond to Director Generals.

– *D2 Senior Managers:* They are just below D1 managers, and formulate and review the policies, and plan, direct, coordinate and evaluate the overall activities of the ministry or special directorate–unit with the support of other managers. They may be part of the senior civil service. They guide the coordination and management of the program of work and leadership to professional teams in different policy areas. They determine the objectives, strategies and programs for the particular administrative unit–department under their supervision.

- *D3 Middle Managers:* They are just below D2 managers and plan, direct and coordinate the general functioning of a specific directorate – administrative unit within the ministry with the support of other managers usually within the guidelines established by a board of directors or a governing body. They provide leadership and management to teams of professionals within their particular area. These officials develop and manage the work program and staff of units, divisions, or policy areas. They establish and manage budgets.
- *D4:* Just below D3. They formulate and administer policy advice and strategic and financial planning. They establish and direct operational and administrative procedures, and provide advice to senior managers. They control the selection, training and performance of staff; prepare budgets and oversee financial operations, control expenditure and ensure the efficient use of resources. They provide leadership to specific professional teams within a unit.

Payback clause: Legal instrument that allows the employer to bind employees for a certain period in compensation for the employer's investment in employees' training. If employees terminate the employment relationship within the agreed retention period they can be requested to reimburse (a share of) the cost of training.

Individual learning accounts: A budget for individuals to spend on training to improve their skills and employability.

Study voucher: Subsidy (coupon of certain monetary value) directed mainly to individuals but also companies, enabling them to access adult learning services and to choose training provider and/or content of services, timing, etc.

L&D plan: Professional development plan that allows monitoring, tracking and guiding the career progression of staff members.

Coaching: A form of development in which a professional coach provides personalised support for the client in achieving a specific personal or professional goal.

Knowledge library: A digital collection of knowledge, best practices, etc.

Sabbatical: Paid training–educational leave.

Micro-credentials: Documents that certify the learning outcomes of short-term learning experiences, e.g. a short course or training.

I. General data on workforce composition
(data should refer to 2023 if it is possible)

1. Employment of public administration

Level of employment	Headcount	No data available
Central administration		
Regional–territorial administration		

2. Average age of employees

Level of employment	Average age	No data available
Central administration		
Public administration		

3. What is the proportion of employment contracts in the public administration and central administration?

Level of employment	Ratio (%)	No data available
Central administration		
Public administration		

4. Is private law – labour law applicable regarding employment in public administration?
   ☐ Yes.
   ☐ No.

5. Gender ratio in the public administration (including managers D1–D4)

	Ratio (%)	No data available
Male		
Female		

6. Age composition in the public administration (including managers D1–D4)

Age categories	Headcount	No data available
18–34		
35–54		
55 and above		

7. The composition of managers (D1–D4) according to gender and age groups in the public administration (headcount)

Age categories	D1		D2		D3		D4	
	Female	Male	Female	Male	Female	Male	Female	Male
18–34								
35–54								
55 and above								

8. Retirement rate of the total number of employees in public administration in the last 5 years

	Managers (D1–D4) %	Other employees (%)	Total (%)	No data
2023				
2022				
2021				
2020				
2019				

II. Characteristics of employment in central administration

9. Is there an HRM strategy in the central administration?
☐ Yes.
☐ No.
If yes:

9.1 If you have an available human resource management strategy in English, please share the link or send the document to our email address given above.

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10. Do you have a strategy regarding the aging of personnel in central government administration (personnel management)? Please also consider if the strategy related to managing aging is part of the human resources strategy.
☐ Yes.
☐ No.

If yes:

10.1 The delineation of the strategy is as follows:
☐ It covers the entire public administration.
☐ It covers the specialised branches under the control of ministries.
☐ It exclusively covers ministries or central agencies.

10.2 When was the current strategy related to the aging of personnel adopted?
☐ Less than a year ago.
☐ One to three years ago.
☐ Three to five years ago.
☐ More than 5 years ago.

10.3 How often is the implementation of the strategy reviewed?
☐ Not reviewed yet.
☐ Less than a year ago.
☐ One to three years ago.
☐ Three to five years ago.
☐ More than 5 years ago.

10.4 Which of the following objective is prioritised by the strategy?
☐ Continued employment of the older generation after reaching retirement age. (A)
☐ Attracting young people to the workforce. (B)
☐ We consider both equally important. (C)

10.4.1/A. What measures are taken to achieve the goals, if the answer to the question 10.4 is "A"?

☐ Increasing the required length of service for full–retirement pension.

☐ Reducing weekly working hours for individuals aged 60 and over, by up to 15 hours, without adversely affecting future pension.

☐ Providing a flexible work schedule for longer periods.

☐ Reducing working hours with a minor decrease in benefits.

☐ Performing mentoring tasks.

☐ Volunteering.

☐ Other:

10.4.2/B A. What measures are taken to achieve the goals, if the answer to the previous question is "B"?

☐ Scholarships.

☐ Mentoring.

☐ Training–continuing education opportunities, and support for studies.

☐ Accelerating career advancement.

☐ Premium salary.

☐ Special benefits, e.g. Family Support Benefit.

☐ Favourable employment conditions, e.g. more flexible working hours, support for training, and additional leave for individuals raising children or starting a family.

☐ Mandatory retirement for senior government officials.

☐ Other:

10.4.3/C A. What measures are taken to achieve the goals, if the answer to the previous question is "C"?

☐ Increasing the required length of service for full–retirement pension.

☐ Reducing weekly working hours for individuals aged 60 and over, by up to 15 hours, without adversely affecting future pension.

☐ Providing a flexible work schedule for longer periods.

☐ Reducing working hours with a minor decrease in benefits.
☐ Performing mentoring tasks.
☐ Volunteering.
☐ Scholarships.
☐ Mentoring.
☐ Training–continuing education opportunities, and support for studies.
☐ Accelerating career advancement.
☐ Premium salary.
☐ Special benefits, e.g. Family Support Benefit.
☐ Favourable employment conditions, e.g. more flexible working hours, support for training, and additional leave for individuals raising children or starting a family.
☐ Mandatory retirement for senior government officials.
☐ Other:

11. To what extent is it typical for central administration to implement mentoring programs to support the integration of new entrants? Please indicate on a 6-point scale (1: not at all, 6: definitely). Please mark your answer with an "x".

1	2	3	4	5	6	Do not know

12. What is the typical duration of the organised mentoring programs for the majority of organisations?
☐ 1–3 months
☐ 3–6 months
☐ More than 6 months
☐ I do not know
☐ Other: free text field

13. Is it typical that the organisations have an employer branding strategy (EBR strategy)?

☐ Yes.

☐ No.

☐ I do not know.

If yes:

13.1 How do organisations develop their employer branding strategy? Please choose from the following options:

☐ Independently

☐ Based on central guidelines

☐ Other (please specify):

14. Based on the governing – current government personnel policy, on which factors do you build your employer branding (among those listed)? Mark it on a 6-point scale (1: not at all, 6: definitely). Please mark your answer with an "x".

Factors	1	2	3	4	5	6	Do not know
Career opportunities							
Creativity, innovation							
Competitive exams, other selection methods							
Information about employment opportunities and requirements (e.g. recruitment tools)							
Competitive salary compared to the private sector							
Other financial benefits (e.g. cafeteria, company car, laptop, telephone, reimbursement of travel costs)							
Well-being services (e.g. swimming pool, gym, relaxation room, sports facilities)							

Factors	1	2	3	4	5	6	Do not know
Work–life balance (e.g. family-friendly, flexible working, home office, remote work, part-time work)							
The idea of serving the community, social responsibility (CSR)							
Performance management system							
Employment security							
Training and development opportunities							
Workplace atmosphere (e.g. community, physical environment, community events)							
Ability of leadership							
Opportunity to gain international experience							
Varied professional task system – work (e.g. rotation)							
Application of the possibilities offered by modern technology (e.g. chatbot, virtual assistant, vlog, use of social media)							
Appropriate handling of generational challenges							
Esteem of employees							
Other (free text field)							

15. If you have well-established and/or innovative practices related to your internal employer branding, from which, in your opinion, other member states can learn, please share your experiences.

(link and/or max. 800 characters)

16. On a 6-point scale please indicate the relevance of learning and development methods available at central administration in your Member State (1: not used, 6: very often used). Please mark your answer with an "x".

Methods	1	2	3	4	5	6	Do not know
Payback clause (study contract)							
Individual learning account							
Study voucher (coupon)							
L&D plan							
L&D credit system (with credit requirements)							
Training							
Coaching							
Knowledge sharing platforms							
Sabbatical							
Support for the collection of micro-credentials							
Encouragement of independent learning (searching for information, use of social media for learning purposes, etc.).							
AI (chatGPT, virtual assistant, development of video content with AI, etc.)							

17. On a 6-point scale please indicate to what extent are the following factors true for your organisation (1: not at all, 6: definitely). Please mark your answer with an "x".

Factor	1	2	3	4	5	6	Do not know
Everyone is constantly learning, leaders and employees alike.							
Leaders not only act as managers but also as mentors, they develop themselves as well as their colleagues.							
The knowledge acquired is made available to all members of the organisation.							
Self-directed workplace learning (e.g. Google search, obtaining information on social forums, informal knowledge sharing, production, and/or sharing of professional podcasts) is supported.							
The process of development is adapted to the diverse learning characteristics of the different generations.							
The processes are characterised by teamwork.							
The goal and the vision are uniform for everyone.							
Supportive and trusting culture prevails.							
Decision-making is based on participation.							

18. Is there an innovative, exemplary learning and development practice that you are proud of and from which, in your opinion, the other Member States could also benefit? If yes, please share your experiences with us.

(link and/or max. 800 characters)

19. In the last 5 years has there been a workplace satisfaction survey for personnel conducted at the central level?

☐ Yes.

☐ No.

If yes:

19.1 Please provide a brief overview (personal scope of the survey, time the survey took place, conclusions reached, concrete developments resulting from the survey, max. 800 characters/link).

20. Have there been any organisational development programs at central level in the past 5 years?

☐ Yes.

☐ No.

If yes:

20.1. Provided the answer is affirmative, please give a brief overview (personal scope, time, conclusions reached, concrete development that took place, max. 800 characters/link).

III. Decision support system for strategic personnel planning

21. Indicate what procedures are used in your organisation's strategic personnel planning! Please mark your answer with an "x".
    (multiple choice)

Setting up strategic frameworks (organisation's mission, strategic goals, operating environment)	
Assessment of available human resources (number of employees, age professional composition, etc.)	
Prediction of the natural development of personnel (retirement, promotion, long-term absence, etc.)	
Examination of short, medium and long-term needs	
Analysis of the differences between the results of natural development and predictable needs	
Development of action plans to meet needs	
Analysis, evaluation, feedback	

22. On a 6-point scale please indicate to what extent the following factors characterise your organisation's strategic personnel planning (1: does not characterise it at all, 6: completely characterises it). Please mark your answer with an "x".

Factor	1	2	3	4	5	6	Do not know
The leaders' approach is characterised by strategic thinking.							
Workforce planning is aligned with the organisation's strategic objectives.							
Competencies required for the performance of tasks are secured cost-effectively.							
Responses to the changes in the labour market are quick and flexible.							
Future changes are recognised, and organisational development needs are anticipated.							

23. On a 6-point scale please indicate to what extent the following statements characterise your organisation's data- and fact-based decision-making (1: does not characterise it at all, 6: completely characterises it). Please mark your answer with an "x".

Factor	1	2	3	4	5	6	Do not know
Reports on personnel are prepared regularly.							
Data tables are available for management decisions.							
Data is used for workforce planning.							
Data is used for training and development plans.							
Data is used for social dialogue.							
The public is regularly informed.							