

Appendix A: Survey Questions

Questionnaire on the Evolution of the Civil Services and Thoughts on Changes Required

1. Name:
2. Year of joining civil services:
3. Educational background:
4. Year of retirement:
5. Key posts held:
6. What were your primary motivations in seeking a career in the civil services?
7. What positive changes did you observe in the civil services during your years of service?*
8. What negative changes did you observe in the civil services during your years of service?*
9. It is sometimes argued that in today's complex world we need more specialists rather than generalists to form government policy more effectively. Should the Civil Services have more experts from industry and other areas who are brought in for specific competencies as opposed to only permanent career officers?
10. If your answer to qs. 9 is Yes, what are the impediments to achieving this or what needs to be done to make this happen?
11. What changes, if any, are required in the Civil Services to make them more effective? What suggestions would you have in terms of either the nature of intake, structure of the services, training, rotation in jobs, or any other facets?

* e.g. in quality of incoming officers, level and quality of training provided, suitability of training and talent with the demands of the job, political interference, career planning, working environment, compensation (absolute and relative to alternative career opportunities), freedom to operate, or any other areas