

Survey Report on

Retention of HR Data and Evidence-Based HR Decision-Making in the Public Sector

June 2026

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1. Executive Summary

This report presents a comprehensive assessment, within EUPAN, of how HR data is retained and used to support evidence-based decision-making across European public administrations as derived by the Cyprus EUPAN Presidency survey. It confirms **that a solid digital and data foundation is widely established**: all respondents report the use of digital HR tools, and most operate within structured environments supported by quality controls and increasingly coordinated governance frameworks.

On this foundation, **the use of HR data to inform decisions is already widespread**. Evidence-based approaches are embedded in core HR processes, particularly in operational areas such as recruitment, compensation, and workforce management. However, the analysis consistently identifies a structural gap between administrative/operational and strategic processes. While administrative data is comprehensive and routinely used, more advanced applications such as workforce planning, predictive analytics, and forward-looking insight remain less developed, limiting the ability of administrations to anticipate and respond to emerging workforce challenges.

The report highlights **system integration as the principal technical constraint to further maturity**. Although many organisations have digital HR systems in place, these are often only partially connected with other organisational data sources, restricting the generation of integrated insights and more sophisticated analysis. At the same time, governance and policy frameworks have not advanced at the same pace as practice. Evidence-based HR is often applied in decision-making even where **formal structures remain underdeveloped**, yet where present, they are associated with stronger governance, more mature practices, and better outcomes.

Leadership and organisational culture emerge as critical enablers of progress. Strong leadership commitment, combined with investments in skills and data capabilities, is closely associated with more advanced and impactful use of HR data. However, measurement and evaluation frameworks remain comparatively weak, limiting the ability of organisations to systematically assess outcomes and demonstrate the strategic value of HR interventions.

Overall, **European public administrations are transitioning from administrative/operational data towards more strategic use of HR data** e.g., aligning HR data with organisational priorities, looking for patterns and insights, supporting evidence-based decisions, planning ahead and measuring impact. **Advancing to the next stage of maturity will require a sustained focus on three priorities**: strengthening system integration to enable joined-up analytics, formalising governance frameworks to ensure consistency and scalability, and developing robust measurement approaches to demonstrate impact and support continuous improvement. Together, these elements will be essential to unlocking the full strategic value of HR data in the public administrations.

2. Introduction

The modern public administration landscape is increasingly influenced by rapid technological advances, shifting demographics, and growing policy complexities. In this environment, the effective use of data in decision-making has become essential. Enhancing evidence-based decision-making in Human Resource (HR) policies is key in delivering public services that are efficient, transparent, and responsive to citizens' needs.

The Cyprus EUPAN Presidency survey on “Retention of HR Data and Evidence-Based HR Decision-Making” was designed to evaluate current practices, identify primary challenges, and examine pathways to reinforce the strategic use of HR data. The survey aimed to assess, both quantitatively and qualitatively, the extent to which evidence-based decision-making has been adopted across the public sectors of EUPAN Members. Its purpose is to identify key challenges faced by European public administrations, such as those related to digital maturity, and to showcase best practices that enhance HR policies.

Specifically, the survey's main objectives were to:

1. Provide an overview of the current landscape regarding digitalisation and the use of HR data for evidence-based decision-making, including existing systems and procedures.
2. Assess capabilities and challenges faced by public administrations in managing, analysing, and applying HR data effectively.
3. Explore the role of leadership and organisational culture as enablers of successful evidence-based HR policies, and how leadership commitment fosters a culture that values data-driven decisions.
4. Identify and share good practices within EU public administrations, offering insights that empower HR practitioners to design, implement, and monitor evidence-based policies.
5. Review evaluation frameworks and indicators used to measure the outcomes and impacts of evidence-based HR initiatives, promoting a results-oriented approach to HR policies.

The report combines insights from multiple stages of research to present a mature perspective on the current state of HR data management and digitalisation within European public administrations. By integrating initial observations with finalised conclusions, it offers an understanding of how digital platforms and data-driven processes are being adopted, the structural and technical challenges encountered, and the critical factors that enable evidence-based HR practices. The overview not only highlights existing capabilities and infrastructure but also examines the influence of leadership and organisational culture in fostering a data-centric environment.

3. Survey Overview and Methodology

The survey was conducted over the period from 27 November 2025 to 14 January 2026, providing a robust foundation for the study's findings. The process yielded a comprehensive dataset through the collection of 29 responses (final dataset), representing a 74.3% response rate. The survey secured contributions from 25 EU member-states, the European Commission and 3 observer countries. A summary of the participants is presented in the Table 1 below.

Table 1. Recipients and participating entities for the survey

	Number of Survey Recipients	Number of Survey Participating Entities	Response rate
EUPAN Member States	27	25	92.5%
EUPAN Observer countries	11	3	27.3%
European Commission	1	1	100%
Total	39	29	74.3%

The survey (see Appendix 1) was structured to comprehensively assess HR data management and evidence-based decision-making within European public administrations. It encompasses ten main sections:

- A. Contact Data: Included basic respondent details for traceability and follow-up.
- B. General Information & HR Data Landscape: Explored workforce characteristics, data collection methods, quality, coverage, and security.
- C. Procedures for Data Collection and Management: Examined formal governance, coordination structures, and the organisation of HR data across systems.
- D. HR Management Systems and Tools: Focused on technological platforms, system integration, reporting capabilities, and feedback mechanisms.
- E. Use of HR Data in Decision-Making: Assessed the extent of HR data usage across functions, reporting formats, and adoption of predictive analytics.
- F. Institutional Framework & Evidence-Based Policies: Evaluated policies and guidelines supporting data-driven HR decisions and their impact.
- G. Workforce Planning Data & Metrics: Reviewed the types of data used for workforce planning and forecasting organisational needs.
- H. Challenges, Enablers & Capacity Building: Identified barriers, enabling factors, and capacity-building initiatives in HR data utilisation.
- I. Good Practices & Recommendations: Gathered qualitative insights and suggestions for advancing evidence-based HR management.

This structure ensured a holistic evaluation, capturing both quantitative and qualitative aspects of HR data practices, challenges, and opportunities for improvement across the EU public sector. The survey included a combination of multiple-choice (single answer and multiple answer) questions as well as open-ended questions, facilitating the collection of both structured data and richer, narrative insights.

Key Considerations regarding Survey Participation and Data Analysis

The participation and analysis of the survey underpin the robustness and reliability of the findings presented in this report. Careful attention was given to the diversity of HR data systems and the varying degrees of involvement among Member States, ensuring that the collected information reflects both the commonalities and unique characteristics within the EU public administrations. This section outlines the key considerations that shaped the survey process and subsequent data analysis, highlighting the methodological rigour and inclusiveness that informed the evaluation.

Survey participation was shaped by the diversity and complexity of HR data structures across Member States, with one state unable to contribute due to its highly decentralised approach, which precluded the formation of a consolidated national perspective. This limitation underscores the structural variation that characterises HR data management within the EU public administrations. To achieve a comprehensive understanding of HR data practices, the analysis did not rely solely on responses submitted via the online survey form; it also incorporated supplementary information provided by Member State representatives, including graphs, charts, and additional details shared through email correspondence. This enriched the data set and ensured a more holistic insight into HR data practices.

The survey was designed not to impose universal standards or judge systems as right or wrong but instead to respect the unique context and requirements of each administration, thereby recognising the distinctiveness of HR data management approaches and enabling nuanced findings adjusted to local realities. In the final stage of analysis, all 29 responses were carefully examined using advanced analytical methods, facilitating the identification of significant trends and patterns across participating administrations and reinforcing the comprehensive and inclusive nature of the evaluation.

Analysis Approach

The analytical approach combined quantitative survey data with qualitative insights, drawing upon supporting documentation and applying advanced statistical methods, such as cross-tabulation. This mixed-methods strategy enabled an exploration of HR data practices, facilitating the identification of trends, patterns, and outliers across varied administrative contexts.

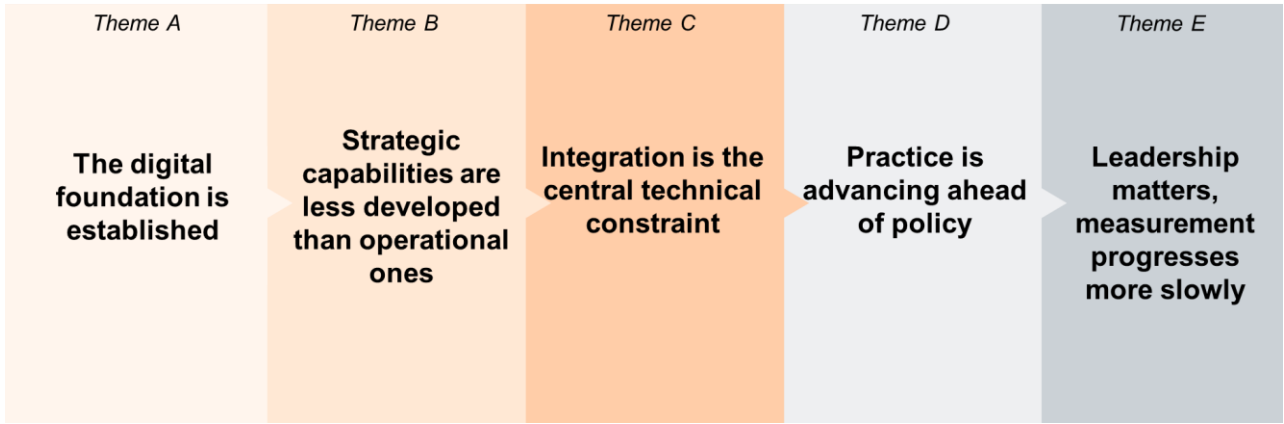
It is essential to recognise that the results reflect a spectrum of system maturity and degrees of centralisation within participating administrations. Accordingly, the interpretation of findings should be considered indicative rather than conclusive, as they capture the diversity and evolving nature of HR data management across European public administrations.

The analysis progressed through two distinct phases, each designed to provide a comprehensive and layered understanding of HR data maturity within the European public administrations. The preliminary phase set the foundation by exploring key thematic areas and establishing a baseline of current practices and challenges. Building upon these insights, the final phase offered further refinement, distilling the findings into integrative themes that highlight the principal drivers of maturity and areas for targeted development. The sections below expand on the objectives, focus, and outcomes of each phase.

The **preliminary phase of the analysis** concentrated on five interconnected thematic areas (see Figure 1), each critical for assessing the readiness and effectiveness of data-driven HR management. By exploring these themes, the evaluation sought to capture both the foundational capabilities and the strategic challenges facing public administrations. Below is an expanded overview of each area:

- Theme 1: A solid digital HR foundation is in place based on which all respondents report using digital HR tools, with strong routines for data collection, quality checks, and formal processes already established.
- Theme 2: Operational HR capability is stronger than strategic capability. Administrative and transactional HR data is well developed, while more strategic uses such as analytics, workforce planning, and forward-looking insight are still less mature.
- Theme 3: System integration remains the main technical bottleneck. Partial connections between systems are common, but full end-to-end integration is still rare, which limits joined-up analysis and stronger evidence-based decision-making.
- Theme 4: Practice is moving faster than policy. HR data is already being used in decisions across organisations, even where formal evidence-based HR frameworks, governance, or policy structures have not yet fully caught up.
- Theme 5: Leadership enables progress, but measurement is still lagging. Senior support appears to be an important driver of evidence-based HR, yet clear indicators, outcome measures, and consistent ways of assessing impact remain underdeveloped.

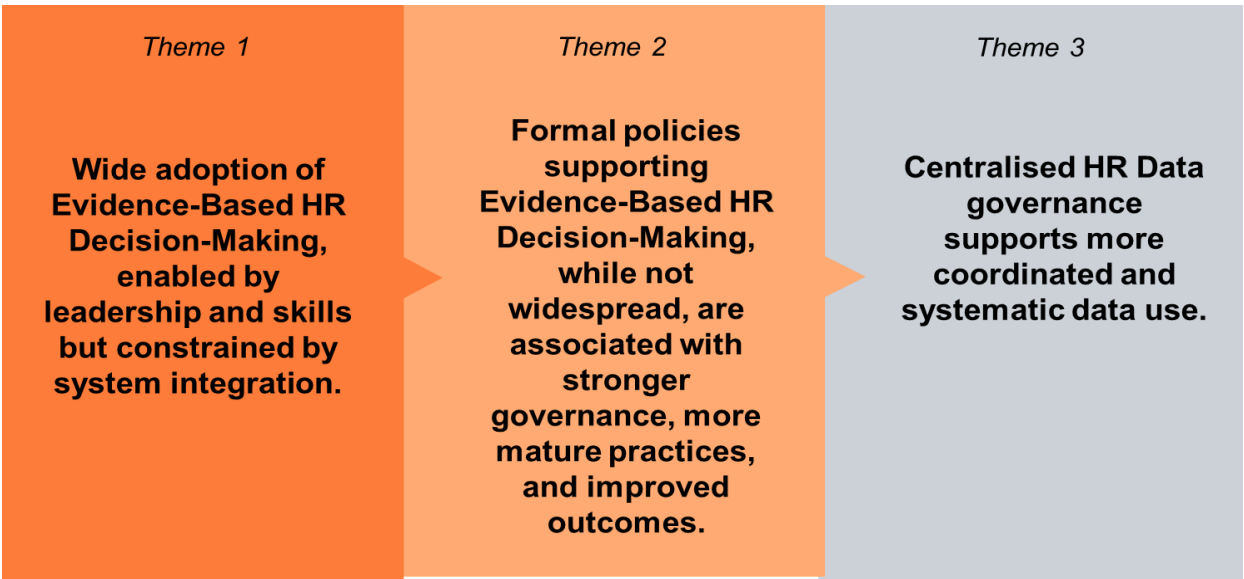
Figure 1. Five-Theme Framework



By systematically addressing these five themes, the preliminary phase provided a detailed baseline for further analysis. It enabled the identification of strengths and weaknesses across participating administrations, offering valuable insights into the factors shaping HR data maturity and informing subsequent phases of the evaluation.

The **final phase of the analysis** distilled earlier findings into three integrative themes that represent the principal drivers of HR data maturity across EU public administrations. Firstly, there is wide adoption of evidence-based HR decision-making, driven by strong leadership and the development of relevant skills. However, this progress is tempered by persistent challenges in system integration, which continue to hinder seamless data utilisation and advanced analytics. Formal governance, in the form of robust policies and frameworks, emerges as a channel for maturity, enabling organisations to achieve enhanced outcomes and greater consistency in HR data practices. Centralised HR data governance is identified as a vital enabler, facilitating coordinated and systematic use of HR data throughout the organisation.

Figure 2. Final Results Themes



4. Results

Preliminary Findings

The preliminary findings highlighted that while a solid digital foundation exists, the path forward requires a shift in focus towards strategic initiatives. This includes fostering stronger system integration, upgrading advanced analytical skills, and establishing clear governance structures. Leadership engagement and the development of effective measurement tools will be critical in enabling administrations to fully realise the benefits of evidence-based HR decision-making. Detailed, question-by-question results are provided in the Appendix 2 which presents the technical analysis of survey results, providing a structured, data-driven overview of HR data collection, management, and use across 29 public administrations.

The preliminary findings highlight that European public administrations have established a strong digital and structured foundation for HR data management. All respondents report the use of digital tools, with no reliance on paper-based systems, and around 75% operate either a dedicated HR management system or interconnected tools. Core administrative data is consistently collected, particularly employment data (96%) and payroll data (89%), with broad coverage across employee groups. Data quality is a clear priority, with nearly 90% of respondents reporting quality assurance mechanisms, while 60–68% operate under centralised or coordinated data arrangements and 68% have formalised data collection procedures. In addition, 57% of respondents update HR data in real time or on a daily basis, underlining the operational importance of timely and reliable information.

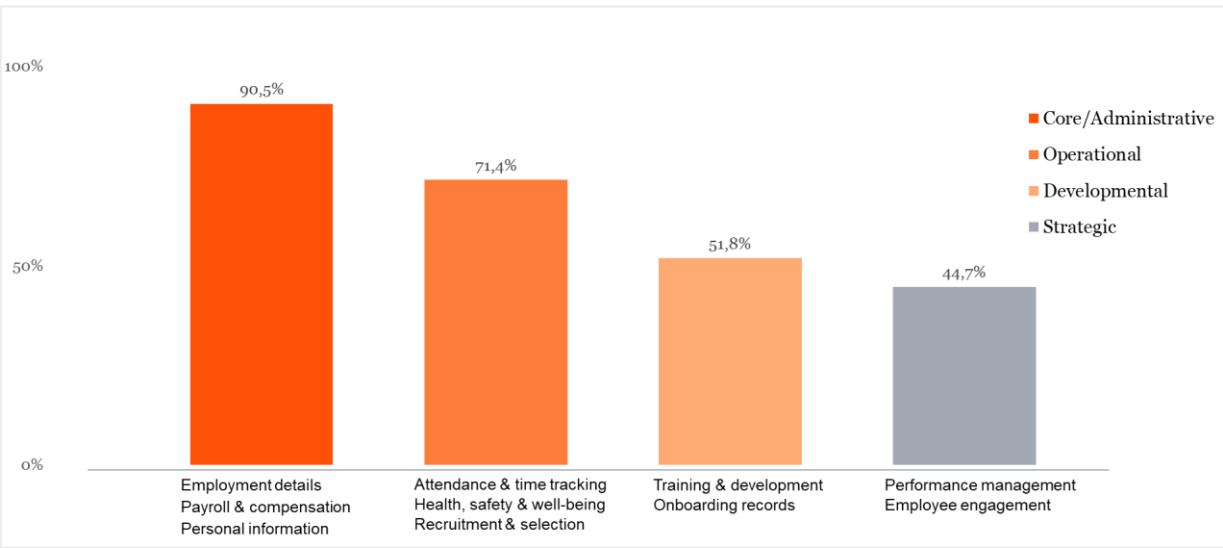
Figure 3. Digital and structured foundation for HR data management results.

75%	Use HR Management Systems.
89-96%	Employment and payroll information is widely collected.
82.1%	HR data collection includes all employee types.
89.3%	Systems to ensure HR data quality are in place.
60.7-67.9%	Centralised or coordinated arrangements.
57.1%	Real-time or daily update of HR records.
67.8%	Existence of formalised data collection procedures.

Despite these strong operational foundations, the findings point to emerging gaps in more strategic areas of HR data usage. While core administrative datasets are widely available, more advanced categories—such as performance data and employee engagement data—are less consistently collected, with significantly lower coverage. This pattern is also reflected in system capabilities: transactional functions are well established, whereas workforce planning and analytical functionalities remain more limited. Workforce planning continues to rely primarily on basic inputs

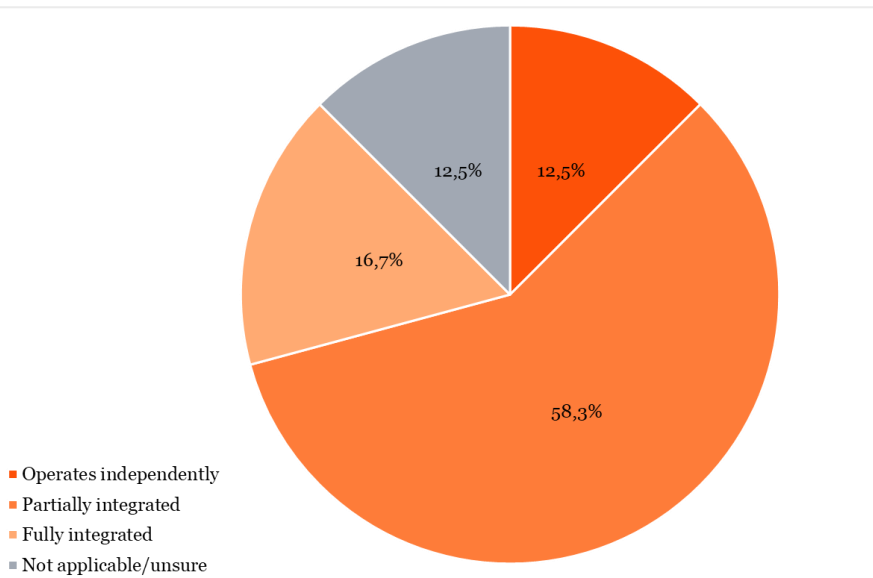
such as headcount and vacancies, while more advanced data points, including skills and competencies, are less frequently used.

Figure 4. Data Collection decline from operational to strategic categories



A key observation from the preliminary analysis concerns the level of system integration. Among organisations using HR systems, most report only partial integration with other organisational data sources, while full integration remains relatively limited. Integration is strongest in operational systems, such as payroll, but significantly weaker in more strategic areas, including workforce planning tools. At the same time, structured feedback mechanisms from system users are not yet widely established. Taken together, these findings suggest that while core HR systems are in place, further improvements in system interoperability and feedback processes are necessary to support more advanced and strategic use of HR data.

Figure 5. Levels of system integration



Final-Integrated Findings

Building on the detailed evidence presented in the preliminary analysis, the final stage of the assessment consolidates these findings into broader patterns and key drivers of HR data maturity across European public administrations. Rather than re-presenting individual results, it focuses on how underlying factors such as leadership, governance, and system integration, interact to shape the effectiveness and strategic use of HR data.

The findings were consolidated into three central themes, reflecting deeper patterns across the data:

1. **Wide adoption of evidence-based HR decision-making**, enabled by leadership and skills but constrained by system integration
2. **Formal policies**, while not widespread, are associated with stronger governance, more mature practices, and improved outcomes
3. **Centralised HR data governance** supports more coordinated and systematic data use

The analysis confirms that evidence-based HR is already widely embedded across participating administrations, with 93% of respondents reporting the use of HR data to support decision-making and 96% indicating its use across HR processes in the past twelve months. However, this adoption remains uneven in its depth and impact. Data use is most developed in operational areas such as recruitment (81%), compensation (67%), and workforce planning (67%), while significantly lower use is observed in areas such as employee relations (15%) and succession planning (18%). This suggests that, although data use is becoming standard practice, its integration into more strategic and less structured domains remains limited.

A consistent pattern emerging from the analysis is the structural gap between operational capability and strategic maturity. While administrative data collection approaches 90%, more strategic datasets remain significantly less developed, with performance data collected by 54% of respondents and employee engagement data by only 36%. Similarly, advanced capabilities such as predictive analytics remain at an early stage, with only 14% reporting widespread use. This imbalance constrains the ability of organisations to move from descriptive reporting towards forward-looking, insight-driven decision-making.

System integration emerges as the primary technical constraint underpinning this gap. While digital HR systems are widely in place, 58% of organisations report only partial integration, and full integration is limited to 17%. At the same time, 63% of respondents identify integration with other organisational databases as the main challenge to effective evidence-based HR. Integration is strongest in transactional systems such as payroll, but remains weaker in more strategic areas, limiting the ability to generate joined-up insights and apply more advanced analytical approaches.

At the same time, the findings indicate that progress in evidence-based HR is driven less by technology alone and more by organisational and institutional factors. Leadership support is identified by 78% of respondents as the most important enabling factor, while training and data capabilities are reported by 63% as key contributors. Organisations with strong leadership

support are significantly more likely to report that HR data contributes to strategic goals and public service performance.

Governance and policy frameworks further differentiate levels of maturity across administrations. While only 45% of respondents report having formal policies or frameworks for evidence-based HR, those that do demonstrate more advanced practices, including higher rates of data use, feedback mechanisms, and predictive analytics. Through a comprehensive exploration of formal HR policies, guidelines and frameworks, the analysis uncovered how robust legal and strategic structures, systematic data monitoring, evidence-based advisory mechanisms, and ongoing reform processes collectively underpin advanced governance and foster maturity within public administration. In several contexts, HR practices and activities are anchored in legal frameworks, ministerial guidelines and policies, ICT systems, and agency-level strategies. These are complemented by standardised processes such as annual performance reviews, personnel surveys, and strategic workforce planning, often supported by dedicated service centres for HR and financial affairs.

To explore this association further, a short follow-up request was sent to participants that reported either having formal and documented policies, frameworks or guidelines to support evidence-based HR decision-making, or having such arrangements in early stages of implementation, inviting them to describe the nature of these arrangements and their observed influence on HR decision-making processes and outcomes.

The most significant aspects include the establishment of competency frameworks and performance appraisal systems, the use of centralised HR data collection and monitoring, systematic training needs assessment, the integration of scientific advisory mechanisms to inform policy and practice, and the adoption of data-driven reforms that standardise job evaluation, reduce complexity, and introduce performance-based incentives. In several contexts, these arrangements are embedded in broader legal and strategic frameworks, ministerial guidance, ICT systems, agency-level strategies, and standardised processes such as annual performance reviews, personnel surveys and workforce planning.

The additional evidence also shows that, where formal arrangements are in place, they tend to influence decision-making in concrete and operationally relevant ways across multiple HR domains: for example, by standardising recruitment criteria, panels, scoring and approvals; setting mandatory onboarding steps, owners and timelines; aligning objectives and ratings through regular feedback loops; linking learning provision more clearly to skills needs; embedding Diversity Equality and Inclusion checks in hiring and promotion; and clarifying processes for employee relations, well-being and conflict resolution.

Reported outcomes include faster time-to-hire, improved transparency, quicker time-to-productivity, more consistent performance conversations, better targeting of training investment, fewer inconsistencies in pay-related decisions, and stronger use of survey, turnover, absence and stress indicators to support targeted interventions. Taken together, these approaches not only ensure more consistent and transparent HR practices, but also

support continuous improvement, strategic alignment, and measurable progress towards improved outcomes across diverse organisational contexts.

Centralised HR data governance stands out as a particularly important feature of more mature systems. Sixty-six percent of respondents report having a single central authority for HR data management, and these organisations are 19% more likely to use HR data to support evidence-based decision-making. Centralisation is also associated with stronger governance practices and greater standardisation: organisations with a central authority are 24% more likely to collect user feedback and 17% more likely to use a centralised HRMS. These associations suggest that centralised governance does not merely improve administrative coordination; it also supports more systematic, scalable, and standardised use of HR data across public administrations.

Despite the breadth of HR data use, measurement and evaluation remain moderately underdeveloped and represent an important frontier for future maturity. The findings indicate that organisations most often rely on basic approaches, such as employee surveys and standard HR metrics, while around one in five reports having no formal methods or indicators in place to assess the outcomes of evidence-based HR decisions. This limits the ability of administrations to validate impact, learn systematically from interventions, and demonstrate how HR data contributes to better organisational outcomes. As a result, while evidence-based HR is increasingly practiced, its full value cannot yet be consistently evidenced. Strengthening evaluation frameworks, indicators, and feedback mechanisms will therefore be essential if public administrations are to move from widespread use of HR data towards demonstrable and sustained strategic impact.

5. Conclusions and Recommendations

European public administrations have reached a **critical inflection point in the use of HR data**. A digital and operational foundation is established, with HR data increasingly used to support decision-making across core processes. This reflects a clear transition from data availability towards more active and systematic data utilisation.

However, this progress remains somewhat uneven in depth and maturity. A degree of imbalance can be observed between **administrative and operational processes and comparatively less developed strategic applications**. While HR data is widely used in transactional processes, its application in workforce planning, predictive analytics, and performance measurement appears more limited, which may affect the **ability of administrations to anticipate future needs and demonstrate impact**.

This gap is driven by a set of **challenges such as fragmented and partially integrated systems**, which limit the generation of joined-up insights and advanced analytics. The other one concerns the **uneven governance frameworks**, with formal policies and standardised practices not fully consistently embedded

At the same time, the analysis identifies **clear differentiators of maturity**. Administrations that combine **strong leadership commitment, formal governance frameworks, and centralised HR data coordination** demonstrate stronger governance and more coordinated and systematic use of HR data across the public administrations.

Moving forward, the key challenge is not the availability of data, but the ability to **translate data into strategic insight, measurable outcomes, and improved public administrations performance**. Achieving this transition requires a more deliberate shift towards integrated, governed, and outcome-oriented use of HR data.

To progress to the next stage of maturity in evidence-based HR decision-making, European public administrations are encouraged to adopt a more **coordinated and system-level approach**, focusing on strengthening the key enablers that underpin effective and strategic use of HR data.

A first and critical priority relates to **system integration and data interoperability**. While digital HR systems are in place, their potential remains constrained by fragmented architectures and limited connectivity with other organisational data sources. Advancing towards more strategic and forward-looking use of HR data requires the **full integration of HR systems with finance, workforce planning, and performance management platforms**, enabling seamless data flows and reducing reliance on manual processes. Enhancing interoperability will allow administrations to generate consolidated insights and support more coherent, evidence-based decision-making across functions. Strengthened integration is therefore essential to move from descriptive reporting towards more advanced analytics and joined-up analysis.

A second priority concerns the **formalisation of governance and institutional frameworks**. Although evidence-based HR practices are increasingly applied in decision-making, they are not yet consistently supported by clearly defined policies, standards, and accountability structures across administrations. To ensure scalability, consistency, and sustainability, public

administrations should **establish formal policies and frameworks for evidence-based HR decision-making**, define clear roles and responsibilities for data ownership and management, and standardise data definitions, processes, and reporting practices across the public service. Strengthening governance might improve data reliability and comparability and also support more coordinated and systematic use of HR data at both operational and strategic levels.

Equally important is the need to **strengthen measurement, evaluation, and impact demonstration**. Despite the growing use of HR data, many administrations lack robust mechanisms to assess the outcomes of evidence-based HR practices and to demonstrate their contribution to organisational performance. Moving forward, administrations are encouraged to focus on developing **clear, outcome-oriented indicators and performance metrics**, supported by systematic evaluation processes and feedback mechanisms. Strengthening the link between HR data, organisational objectives, and policy outcomes will be essential in enabling administrations to validate impact, promote accountability, and support continuous improvement.

Finally, sustained progress will depend on **investing in capabilities and fostering a data-driven organisational culture**. The effective use of HR data is considered both technical and organisational. Public administrations are therefore encouraged to prioritise the **development of analytical skills within HR functions**, alongside broader efforts to promote a culture where data is actively used to inform decisions at all levels. Leadership plays an important role in this transition, and continued emphasis should be placed on equipping senior management to uphold evidence-based approaches and embed them within everyday practice. Strengthening both capabilities and culture might ensure that investments in systems and governance translate into meaningful and lasting improvements in decision-making.

Overall conclusion

European public administrations are **well positioned to advance from widespread use of HR data towards demonstrable strategic impact**. Realising this potential will require a **coordinated shift from fragmented and operational data use towards integrated, governed, and outcome-focused approaches**, ensuring that HR data becomes a driver of public administrations performance, workforce transformation, and policy effectiveness.

6. Appendices

Appendix 1: Survey Questions

Retention of HR Data and Evidence-Based HR Decision-Making in the Public Sector

Introduction

The modern public administration landscape is increasingly influenced by rapid technological advances, shifting demographics, and growing policy complexities. In this environment, the effective use of data in decision-making has become essential. In particular, enhancing evidence-based decision-making in Human Resource (HR) policies is key in delivering public services that are efficient, transparent, and responsive to citizens' needs. This questionnaire aims to assess, both quantitatively and qualitatively, the extent to which evidence-based decision-making has been adopted across the public sectors of EUPAN Members. Its purpose is to identify key challenges faced by European public administrations, such as those related to digital maturity, and to showcase best practices that enhance HR policies. Specifically, it seeks to:

- Provide an overview of the current landscape regarding digitalisation and the use of HR data for evidence-based decision-making, including existing systems and procedures.
- Assess capabilities and challenges faced by public administrations in managing, analysing, and applying HR data effectively.
- Explore the role of leadership and organisational culture as enablers of successful evidence-based HR policies, and how leadership commitment fosters a culture that values data-driven decisions.
- Identify and share good practices within EU public administrations, offering insights that empower HR practitioners to design, implement, and monitor evidence-based policies.
- Review evaluation frameworks and indicators used to measure the outcomes and impacts of evidence-based HR initiatives, promoting a results-oriented approach to HR policies.

Thank you in advance for your support.

Cyprus EUPAN Presidency 2026

Contact Data

1. **Country:** Dropdown (EUPAN members list) (required)
2. **Name of contact person:** Short text (required)
3. **Position:** Short text (required)
4. **Organisation name:** Short text (required)
5. **Email:** Email field with validation (required)

General Information

6. Workforce size: (number of employees)

*For the purpose of this survey, the workforce size refers solely to **permanent public service employees** (officials: full-time and part-time with permanent employment) and to **temporary employees** (employed under a contract for a fixed period). Judges, educational officers, police, army and state officials are excluded.*

A. Data - Content and Quality

7. How is HR data collected across your public service? (Select one)

- One organisation is collecting centrally all HR data.
- Each organization collects HR data independently but shares them with a central authority.
- Each organization collects HR data but shares some categories or data periodically/ ad hoc.
- Mixed practices: collection approaches vary significantly across organizations.
- HR data is scattered across different authorities with no unified collection approach.
- Not sure.
- Other (please specify).

8. Which categories of HR data does your public service regularly collect? (Select all that apply)

- Employee personal information (e.g., name, contact details, demographics).
- Employment details (e.g., job title, department/service, start date, contract type).
- Attendance and time tracking data.
- Payroll and compensation information.
- Performance management and appraisal records.
- Training and development history.
- Recruitment and selection data for applicants (e.g., applications received, shortlisting, interview outcomes).
- Onboarding records for new hires.
- Employee engagement and feedback survey data.
- Health, safety and well-being data (e.g., sickness absence, work-related incidents, fitness-for-work outcomes where applicable).

- Aggregate data only (no individual-level records).
- Other HR-related data (please specify).

9. What is the coverage of HR data collected? *(Select one)*

- Comprehensive: covers all employees (e.g. permanent, temporary and state officials).
- Mostly comprehensive: includes permanent and temporary employees but excludes state officials.
- Partial: covers only permanent employees.
- Limited: covers selected employee groups or specific public service organisations only.
- Not comprehensive: data coverage is inconsistent or incomplete.
- Other (please specify)

10. How often are your main HR records updated (whether in HR systems, digital tools or paper-based files)? *(Select one)*

- Real-time or daily.
- Weekly.
- Monthly.
- Quarterly.
- Only during specific HR processes (e.g., annual reviews, onboarding).
- Irregular or ad hoc.

11. Are there any mechanisms in place to ensure the quality and validation of HR data? *(Select one)*

- Yes (If the answer is yes, questions 12 and 13 will follow).
- No (If the answer is no, respondents will be redirected to question 14).
- Not sure (If the answer is “not sure”, respondents will be redirected to question 14).

12. Which mechanisms are in place to ensure the quality and validation of HR data? *(Select all that apply)*

- Automated data validation rules in HR systems.
- Regular audits and data quality checks.
- Employee self-service portals allowing staff to review and update data.
- Cross-checking data with payroll and finance records.
- Mandatory fields and standardised data-entry formats.
- Training for staff responsible for data entry and maintenance.
- Escalation and correction procedures for data discrepancies.
- Other (please specify).

13. In the last 12 months, how often has HR data been reviewed or audited for accuracy and completeness? (Select one)

- Continuously (real-time monitoring).
- Frequently (monthly or more often).
- Occasionally (every few months).
- Rarely (once or twice).
- Never.

14. How is access to HR data managed? (Select all that apply)

- Rules or policies define who can access which HR data and for what purposes.
- Access to HR data depends on the person's role (e.g. HR staff have broad access; line managers see information about their team; employees can see their own records).
- Access rights to HR systems are reviewed and updated when staff join, change job, or leave the organisation.
- Access to HR data is limited to HR staff only
- Access to HR data is limited to leadership only
- HR data is shared with other public bodies only under a formal data-sharing agreement (e.g. documented contract or MoU).
- Not sure.
- Other (please specify).

15. Which security measures are in place for HR data in your main HR systems or databases? (Select all that apply)

- Two-step or two-factor sign-in for HR system users.
- Access to HR data is logged and logs are retained.
- HR data is encrypted when stored or transmitted.
- Single sign-on (one central login) for HR systems.
- Sensitive fields are hidden from users who do not need them for their role.
- Other (please specify).
- Not sure.

16. How are privacy and security for HR data managed in your public service? (Select one)

- Formal and enforced: Written HR-specific policies exist, staff follow them, and compliance is checked.
- Partly formal, inconsistent: Some HR-specific policies exist, but they are not consistently applied; workarounds can occur.
- General rules only: HR data follows general personal data protection rules (e.g., GDPR or broad privacy laws or organization-wide policies applied to all personal data, not tailored for HR), with no HR-specific checks.

- Ad hoc: No written policies; issues handled case by case.
- Not sure.

B. Procedures for Data Collection and Management

17. Are there any formalized procedures for HR data collection across the public service?

(Select one)

- Yes, documented and standardized procedures apply across all the public-service organizations.
- Yes, procedures exist but vary across organizations and are not fully standardized.
- Formalized procedures exist for some HR data categories, but others are collected informally.
- Procedures are currently being developed or planned.
- No, HR data collection is ad hoc and not standardized across the public service.
- Not sure

18. How HR data is organised across your public service? *(Select one)*

- One common HR data system covers all the public service.
- Each organisation has its own HR data system but shares HR data into a common repository on a set schedule.
- Each organisation maintains its own HR data system with only ad hoc sharing.
- A central system or repository exists for some groups, while others remain organisation-only.
- I don't know / Not sure.
- Other (please specify)

19. What mechanisms are in place for HR data coordination and management? *(Select one)*

- One central authority collects and manages all HR data for the entire public service. *(If the answer is this, question 20 will follow).*
- A central authority coordinates and manages HR data by issuing rules and guidance for the collection of HR data. *(If the answer is this, question 20 will follow).*
- Each organization manages its own HR data independently, with no central coordination or oversight. *(If the answer is this, respondents will be redirected to Section C, Question 21).*
- Some organizations follow central guidance, while others manage HR data independently. *(If the answer is this, respondents will be redirected to Section C, Question 21)*
- No coordination beyond each organisation's internal practice. *(If the answer is this, respondents will be redirected to Section C, Question 21).*
- Not sure / Not applicable. *(If the answer is this, respondents will be redirected to Section C, Question 21).*

20. Please specify which central authority or body oversees HR data coordination and briefly describe its role.

C. HR Management Systems (HRMS) and Other HR Data Tools

21. Does your public service use a Human Resource Management System (HRMS) or any other tools for managing HR data? (Select one)

- We use a dedicated HRMS that covers all major HR functions.
- We use a combination of interconnected digital tools and software for different HR functions.
- Each organization uses its own HR tools independently (no single system across the public service).
- We use a basic digital tool or spreadsheet system.
- We rely primarily on manual or paper-based processes.
- Other (please specify).

Questions 22, 23, 24, 25 and 26 will only be presented if respondents select any of the first three bullet points in Question 21.

22. Which components are currently covered by your main HRMS or HR tools? (Select all that apply)

- Employee records and personal data management.
- Recruitment and onboarding.
- Attendance and time tracking.
- Payroll and compensation management.
- Performance management and appraisals.
- Learning and development / training management.
- Workforce planning and analytics.
- Employee self-service portal.
- Compliance and reporting.
- Not sure.
- Other (please specify).

23. To what extent can your HRMS or HR tools generate automated reports? (Select one)

- Fully automated reporting with customisable dashboards and real-time data.
- Some automated standard reports are available.
- Reporting is partly automated.
- Reporting is primarily manual and ad hoc.
- We do not generate automated reports.

24. Does your HRMS integrate with other public service information systems (e.g., payroll, budget, training)? (Select one)

- Yes, it is fully integrated, allowing seamless data exchange across all relevant systems.

- Yes, it is partially integrated, with some data shared automatically but some requiring manual entry.
- No, it operates independently without integration with other systems.
- Not applicable or unsure.

25. Which other public service systems or tools does your HRMS exchange data with on a regular basis? (Select all that apply)

(This question is shown only if you answered “fully integrated” or “partially integrated” in Question 24)

- Payroll system
- Time and attendance system
- Learning Management System (LMS)
- Recruitment and Applicant Tracking System (ATS)
- Performance management system
- Employee self-service portal
- Talent management system
- Finance/accounting system
- Workforce planning tools
- Other (please specify) _____
- Not sure

26. Is there a process to collect feedback from the HRMS or HR tools users to improve the system and its outputs (for example, reports, data quality, usability or technical issues)? (Select one)

- Yes, there is a structured and regular process to collect feedback and make improvements.
- Yes, feedback is collected, but in an informal or occasional way.
- No, there is no clear process to collect feedback to improve the system and its outputs.
- Not sure / Not applicable

Question 27 will only be presented if respondents select “We use a basic digital tool or spreadsheet system”, “We rely primarily on manual or paper-based processes.” Or “Other” in question 21.

27. What tools are used for HR data collection and management? (Select all that apply)

- Spreadsheets (e.g. Excel).
- Manual record-keeping (paper files).
- Basic digital databases or document management systems.
- Email-based data collection and storage.
- Third-party services or outsourcing for specific HR functions.

- Other (please specify).

D. Use of HR Data and Reporting for HR Decision-Making

28. To what extent is HR data used to support HR decision-making in your public service?

(Select one)

- HR data is consistently used to support all HR strategic decision-making.
- HR data is used selectively to support specific HR decisions but not across all HR functions.
- HR data is used occasionally to inform HR decisions but is not a standard or regular part of the process.
- HR decision-making is primarily based on leadership judgment and experience, with limited use of HR data.
- HR data is not used to support HR decision-making.
- Don't know
- Other (please specify).

Question 29 will be presented only if respondents select any of the first four response options in Question 28.

29. Which HR processes have used HR data in the last 12 months? (HR data may include any reports, figures or analysis about staff (for example dashboards, metrics, spreadsheets or simple counts and trends). *(Select all that apply)*

- Recruitment and selection.
- Employee onboarding and orientation.
- Performance management and appraisal.
- Training and development.
- Succession planning.
- Compensation and benefits management.
- Employee engagement and retention.
- Workforce planning.
- Employee relations and conflict resolution.
- Diversity, equity, and inclusion initiatives.
- Health, safety, and well-being programs.
- Other (please specify) _____

30. Which formats do you most often use to present HR data? *(Select all that apply)*

- Interactive dashboards.
- Standardized reports (e.g., PDF or PowerPoint).
- Excel spreadsheets with raw data or pivot tables.

- Informal written reports or presentations.
- Custom reports generated for specific projects or inquiries.
- No reporting formats are currently used.
- Other (please specify) _____

31. Are predictive analytics or scenario-planning tools used to anticipate future HR needs?

(These tools use existing HR data to estimate what may happen in the future – for example, expected staffing levels, skills gaps or turnover. They help organisations look ahead and prepare workforce plans in advance, rather than reacting when problems arise). (Select one)

- Yes, we actively use predictive analytics and scenario planning tools to forecast workforce trends, turnover and staffing needs.
- Predictive analytics are used in some areas, such as succession planning or talent acquisition, but not broadly.
- We have begun exploring or piloting predictive analytics, but they are not yet fully implemented.
- No, we currently do not use predictive analytics or scenario planning for HR, but we plan to do it in the future.
- No, these tools are not used or planned in our organization.

E. Institutional Framework and Policies for Evidence-Based HR Decision-Making

32. Do you have formal policies, frameworks, or guidelines supporting evidence-based decision-making in HR? (Select one)

- Yes, we have formal and documented policies, frameworks or guidelines to support evidence-based decision-making in HR.
- Policies, frameworks, or guidelines exist but are in early stages of implementation.
- Policies, frameworks, or guidelines are currently under-development.
- Guidelines are in place, but no formal policies or frameworks have been adopted.
- No specific policies, frameworks, or guidelines exist to support evidence-based HR decision-making.
- Not sure / don't know.

33. In the last 12 months, how often has HR data analysis supported HR decisions in your public service? (Select one.)

- Very often (more than 10 times).
- Often (6-10 times).
- Occasionally (3-5 times).
- Rarely (1-2 times).
- Never.
- If Never, you will be redirected to question 35.

34. Have evidence-based HR decisions resulted in improvements in your public service?

(Select one)

- Yes, significant improvements.
- Yes, some improvements.
- No measurable improvements.
- Not applicable.

35. What methods or indicators does your public service use to measure the outcomes of evidence-based HR decisions? *(Select all that apply)*

- Regular HR performance metrics (e.g. turnover rates, time-to-hire, employee engagement scores).
- Periodic impact assessments or audits of HR initiatives.
- Employee feedback surveys and focus groups.
- Benchmarking against other public administrations or industry standards.
- Use of data dashboards and real-time monitoring tools.
- Formal reporting to senior leadership or oversight bodies.
- No formal methods or indicators in place.
- Not applicable / Don't know
- Other (please specify) _____

36. How has evidence-based HR decision making contributed to achieving your public-service entity's strategic goals and priorities? *(Consider added value such as clearer decisions, consistency, transparency, and better alignment with organizational objectives.) (Select one)*

- Significant contribution — It has clearly improved decision-making and helped achieve strategic goals.
- Moderate contribution —It has added value and supported progress toward goals.
- Limited contribution —It had some impact but not consistently.
- No noticeable contribution —.
- Don't know/ Not sure.

37. Which types of HR data are most often used for workforce planning in your public service? *(Select all that apply)*

- Headcount and Full-Time-Equivalents (by unit/grade)
- Vacancies and approved posts
- Hiring pipeline (time-to-hire, offer acceptance)
- Turnover/retention and internal mobility
- Retirement eligibility and age profile
- Absence (sickness, unpaid leave)

- Skills/competencies and qualifications
- Training and certifications completed/in progress
- Performance distributions (ratings/spread)
- Pay/costs and grade structure
- Diversity and inclusion metrics (e.g., gender, disability)
- Other (please specify)
- Not Applicable

F. Adoption Challenges, Enablers & Capacity Building for HR evidence-based decision-making

38. What are the main challenges your public service faces in using HR data for evidence-based decision-making? *(Select all that apply)*

- Limited data quality and inconsistencies across systems.
- Lack of integration between HR systems and other organizational databases.
- Insufficient skills or expertise in data analysis among HR staff.
- Limited access to real-time or updated data.
- Cultural resistance to using evidence-based HR data decision making.
- Inadequate technology or outdated HR software.
- Concerns about data privacy and compliance regulations.
- Budget constraints limiting investments in HR analytics capabilities.
- Lack of trust or confidence in data.
- Insufficient leadership support.
- Lack of incentive or motivation.
- Other (please specify).

39. Please provide some more analysis/ insights regarding the primary challenges your public service faces/ faced in using HR data for evidence-based decision-making (long answer). *(optional)*

40. Which of the following factors enable effective evidence-based HR decision-making in your public service? *(Select all that apply).*

- Strong leadership support and commitment
- A data-driven organizational culture
- Accessible and reliable HR data systems
- Comprehensive training on data analysis and interpretation
- Clear policies and procedures for data use
- Collaboration and communication across departments
- Availability of skilled HR analytics staff

- Adequate resources and technology investments
- Integration of HR data with other organizational databases
- Regular monitoring and evaluation of HR outcomes
- Support from senior management and stakeholders
- Other (please specify) _____

41. Is there any formal training or capacity-building activities in data analysis or evidence-based decision making offered in your public service? *(Select one)*

- Yes, regularly scheduled training sessions.
- Yes, occasional training available.
- No formal training offered.
- Not sure/ Not applicable.

G. Good Practices and Recommendations

42. Please share examples of successful initiatives or practices promoting evidence-based HR decision-making in your country. *(optional)*

43. What recommendations would you suggest for improving evidence-based HR decision-making in the public service in the coming years? *(optional)*

Appendix 2: Complete Survey Results by Question and Respondent

Evidence-Based HR Decision-Making in Public Services: Complete Survey Analysis

Total Respondents: 29 countries/entities

Respondent List:

1. Austria
2. Belgium
3. Bulgaria
4. Croatia
5. Cyprus
6. Denmark
7. Finland
8. France
9. Germany
10. Greece
11. Hungary
12. Ireland
13. Italy
14. Latvia
15. Lithuania
16. Luxembourg
17. Malta
18. Netherlands
19. Poland
20. Portugal
21. Romania
22. Slovak Republic
23. Slovenia
24. Spain
25. Sweden
26. European Commission
27. Iceland
28. Republic of Serbia
29. Switzerland

SECTION 1: DATA - CONTENT AND QUALITY

Q1.0: How is HR data collected across your public service?

Question: How is HR data collected across your public service? (Select one)

Response Option	Count	Percentage	Countries
One organisation is collecting centrally all HR data	8	27.6%	Croatia, European Commission, Finland, Greece, Lithuania, Luxembourg, Portugal, Slovak Republic
Each organization collects HR data independently but shares them with a central authority	9	31.0%	Romania, Serbia, Slovenia, Malta, Austria, Iceland, Hungary, Sweden, Italy
Each organization collects HR data but shares some categories or data periodically/ad hoc	6	20.7%	Switzerland, Ireland, Poland, Bulgaria, Spain, Latvia
Mixed practices: collection approaches vary significantly across organizations	2	6.9%	France, Germany
Other	4	13.8%	Belgium, Denmark, Cyprus, Netherlands

"Other" Verbatim Responses:

Country	Verbatim Response
Belgium	"most HR data is collected centrally, other data are collected in each organization (combination of 1 and 2)"
Denmark	"Some is registered centrally through systems and some is decentralized at organizations"
Cyprus	"Depending on the HR data; some are collected centrally and some are collected by each organization and shares them periodically/ ad hoc."
Netherlands	"The Dutch government consists of a wide array of departments (ministries) and organisations. HR-data is organised both locally and centrally. Some questions in this survey are therefore difficult to answer, and where necessary additional explanations is provided. P-Direkt provides all employee- and salary administration for all public service employees (excluding the Ministry of Defense). P-Direkt provides this administration for all departments, ministries and governmental organisations.

Country	Verbatim Response
	Most of the HR-management information is centrally accessible through management information on the P-Direkt portal. P-Direkt is the central HR-system where all basic administration is organised, such as salaries, absence registration, etc. P-Direkt is centrally accessible to all ministries/governmental organisations/agencies. In this sense, there is one central organization that collects all HR-data, to which all branches of government have access and in which all branches save their data. In addition, this data is made available to local HR management information dashboards in the departments.” HR-data can also be gathered from other sources, both government-wide as from local sources (such as Learning Management System (LMS) or systems for applications and selection)

Q1.1: Which categories of HR data does your public service regularly collect?

Question: Which categories of HR data does your public service regularly collect? (Select all that apply)

Category	Count	Percentage	Countries
Employment details (e.g., job title, department, contract type)	28	96.6%	All except Poland
Payroll and compensation information	26	89.7%	Romania, Switzerland, Ireland, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Portugal, Bulgaria, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Germany, Greece, Hungary, Spain, Latvia, Cyprus, Sweden, Netherlands
Employee personal information (e.g., name, contact details, demographics)	25	86.2%	Romania, Switzerland, Ireland, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Bulgaria, Malta, Slovak Republic, European Commission, Austria, Iceland, Germany, Greece, Hungary, Spain, Latvia, Cyprus, Sweden, Italy, Netherlands
Attendance and time tracking data	22	75.9%	Romania, Switzerland, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Portugal, Bulgaria, European Commission, Austria, Iceland, Germany, Greece, Hungary, Latvia, Cyprus, Sweden, Italy, Netherlands
Health, safety and well-being data	20	69.0%	Romania, Switzerland, Ireland, France, Serbia, Belgium, Croatia, Lithuania, Slovenia, Bulgaria, Malta,

Category	Count	Percentage	Countries
			Finland, European Commission, Austria, Germany, Greece, Hungary, Spain, Latvia, Sweden
Recruitment and selection data for applicants	20	69.0%	Romania, Switzerland, Ireland, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Bulgaria, Malta, Slovak Republic, European Commission, Austria, Greece, Spain, Cyprus, Italy, Netherlands
Training and development history	19	65.5%	Romania, Ireland, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Bulgaria, Malta, European Commission, Austria, Germany, Greece, Spain, Latvia, Italy, Netherlands
Performance management and appraisal records	16	55.2%	Romania, Switzerland, Ireland, Serbia, Croatia, Luxembourg, Lithuania, Slovenia, Bulgaria, Malta, Slovak Republic, European Commission, Greece, Latvia, Cyprus, Netherlands
Onboarding records for new hires	11	37.9%	Romania, Serbia, Croatia, Luxembourg, Lithuania, Bulgaria, Malta, European Commission, Greece, Hungary, Cyprus
Employee engagement and feedback survey data	11	37.9%	Ireland, Serbia, Belgium, Croatia, Luxembourg, Slovak Republic, Finland, European Commission, Austria, Latvia, Netherlands
Aggregate data only (no individual-level records)	4	13.8%	Poland, Portugal, Denmark, Finland
Other	9	31.0%	France, Serbia, Belgium, Portugal, Malta, Finland, European Commission, Spain, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
France	"Data on civil service entrance exams"
Serbia	" Recruitment and selection data for central and local government – number of applications received, number of applicants in each phase of selection process, duration of each stage of the selection process, number of complaints, job title, date of each stage of the process, number of points scored by the selected candidate per stage etc. Human Resources Management Service – Department for job analysis and HR planning gathers data on total number of employees in public administration bodies (ministries, special organizations, Government services and professional services of administrative districts) at the beginning of every month, for previous month. Data and status of managerial positions: the number of managerial posts, the number of individuals appointed to such posts, the number of acting officials, and the

Country	Verbatim Response
	number of vacant managerial positions—recorded after each Government session, as well as the number of announced and completed recruitment procedures for filling managerial positions. These data are collected for the needs of the Human Resources Management Service (HRMS) and the High Civil Service Council (HCSC), and are provided to other public administration bodies when necessary. In accordance with the provisions of the Law on Civil Servants and the Code of Conduct for Civil Servants, the High Civil Service Council collects data related to the observance and implementation of the Code of Conduct—once a year. At the request of the Council, public administration bodies and the professional services of Administrative Districts submit the following information: the number of civil servants employed for an indefinite and fixed term at the end of the year; the total number of citizen complaints regarding civil servants' conduct due to violations of the Code of Conduct; the number of procedures initiated ex officio for non-compliance with the Code; categories of Code violations (classified by articles) indicated in complaints and in the bodies' own initiatives; data on initiated disciplinary procedures and disciplinary measures imposed on civil servants for violations of the Code; information on resolved conflict-of-interest cases and measures imposed on civil servants; an assessment of the overall level of compliance with the Code of Conduct. Additionally, administrative bodies report on how citizens are informed about the standards of conduct they are entitled to expect from civil servants in that body, as well as on the mechanisms available for submitting complaints regarding civil servants' behaviour. The Annual Report on the Application of the Code of Conduct for Civil Servants for the previous year is submitted to the Ministry of Public Administration and Local Self-Government and published on the website of the Human Resources Management Service."
Belgium	"data on career coaching, job mobility, turnover"
Portugal	"Strikes, collective labour agreements"
Malta	"Other HR related data such as utilisation of sick leave, work-life balance measures as well as data on disciplinary cases are collated centrally from across all Ministries. Data from employees who resign from the Public Service is also collated by means of exit interviews carried out by the People 360 team."
Finland	"Aggregate data only (no individual-level records)"
European Commission	"mobility and career events (e.g. transfers), family composition, CV prior to joining the service"
Spain	"Gender and disabilities"
Sweden	"Workforce structure data (age, education, turnover), skills and competence data, and other HR statistics used for analysis and policy development."

Q1.2: What is the coverage of HR data collected?

Question: What is the coverage of HR data collected? (Select one)

Response Option	Count	Percentage	Countries
Comprehensive: covers all employees (permanent, temporary, state officials)	23	79.4%	Switzerland, Romania, France, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Portugal, Bulgaria, Denmark, Malta, Finland, European Commission, Austria, Iceland, Germany, Greece, Hungary, Spain, Latvia, Sweden, Italy
Mostly comprehensive: includes permanent and temporary but excludes state officials	3	10.3%	Ireland, Serbia, Netherlands
Other	3	10.3%	Poland, Slovak Republic, Cyprus

"Other" Verbatim Responses:

Country	Verbatim Response
Poland	"All civil service corps members (121 559 Full Time Equivalents in 1742 offices all around the country in the government administration), including: civil service employees (individuals employed on the basis of employment contract), civil servants (individuals employed on the basis of nomination) and civil service corps members employed at the senior position in the civil service."
Slovak Republic	"Mostly comprehensive, but only civil servants"
Cyprus	"Even though it can be considered as comprehensive, ie. covers all employees, however not all HR data is collected to the same depth or in the same way for each category."

Q1.3: How often are your main HR records updated?

Question: How often are your main HR records updated (whether in HR systems, digital tools or paper-based files)? (Select one)

Response Option	Count	Percentage	Countries
Real-time or daily	17	58.7%	Switzerland, Ireland, Romania, Croatia, Luxembourg, Lithuania, Slovenia, Bulgaria, Malta, European Commission, Austria, Iceland, Germany, Greece, Hungary, Sweden, Netherlands
Only during specific HR processes (e.g., annual reviews, onboarding)	5	17.2%	France, Denmark, Spain, Cyprus, Italy

Response Option	Count	Percentage	Countries
Monthly	4	13.8%	Belgium, Slovak Republic, Finland, Latvia
Weekly	1	3.4%	Serbia
Quarterly	1	3.4%	Portugal
Irregular or ad hoc	1	3.4%	Poland

Q1.4: Are there any mechanisms in place to ensure the quality and validation of HR data?

Question: Are there any mechanisms in place to ensure the quality and validation of HR data? (Select one)

Response Option	Count	Percentage	Countries
Yes	25	86.2%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Poland, Portugal, Denmark, Malta, Slovak Republic, Finland, European Commission, Austria, Germany, Greece, Hungary, Spain, Latvia, Cyprus, Sweden
No	2	6.9%	Iceland, Netherlands
Not sure	2	6.9%	Bulgaria, Italy

Q1.4a: Which mechanisms are in place to ensure the quality and validation of HR data?

Question: Which mechanisms are in place to ensure the quality and validation of HR data? (Select all that apply)

(Base: n=25 — only those answering "Yes" to Q1.4)

Mechanism	Count	Percentage	Countries
Mandatory fields and standardised data-entry formats	22	88.0%	Switzerland, Ireland, Romania, France, Serbia, Croatia, Luxembourg, Lithuania, Slovenia, Poland, Portugal, Denmark, Slovak Republic, Finland, European Commission, Austria, Germany, Greece, Hungary, Spain, Latvia, Cyprus
Training for staff responsible for data entry and maintenance	15	60.0%	Switzerland, Ireland, Romania, Belgium, Croatia, Luxembourg, Lithuania, Poland, Portugal, Finland, European Commission, Germany, Greece, Hungary, Spain

Mechanism	Count	Percentage	Countries
Regular audits and data quality checks	14	56.0%	Switzerland, Romania, Belgium, Croatia, Lithuania, Portugal, Malta, Finland, European Commission, Austria, Greece, Hungary, Spain, Latvia
Escalation and correction procedures for data discrepancies	13	52.0%	Switzerland, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Poland, Portugal, Malta, European Commission, Hungary, Spain, Latvia
Employee self-service portals allowing staff to review and update data	13	52.0%	Switzerland, Ireland, Romania, France, Belgium, Croatia, Lithuania, Malta, European Commission, Austria, Germany, Spain, Latvia
Automated data validation rules in HR systems	12	48.0%	Romania, France, Belgium, Croatia, Luxembourg, Lithuania, Poland, Portugal, Malta, Finland, European Commission, Hungary
Cross-checking data with payroll and finance records	9	36.0%	France, Belgium, Croatia, Denmark, Malta, European Commission, Spain, Latvia, Cyprus
Other	3	12.0%	Slovenia, Poland, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
Slovenia	"contextual assistance in the HR application, online portal with user manuals and guides, and support via the Help Centre, email and telephone"
Poland	"The main aggregated HR data are collected at the central level annually (not as mentioned in Q10 – ad hoc/irregular – there was no option to mark 'annually'), Pursuant to the Civil Service Act, by 31 January each year, heads of offices are required to submit a report to the head of the civil service on the implementation of tasks arising from this Act for the previous year. The report must be submitted exclusively in electronic form via the reporting tool provided by the Central Statistical Office..."
Sweden	"Quality assurance mechanisms for HR data are largely embedded in agency-level HR processes, in line with the decentralised employer responsibility. National-level quality assurance is limited to validation and consistency checks carried out in connection with specific statistical data collections."

Q1.4b: In the last 12 months, how often has HR data been reviewed or audited for accuracy and completeness?

Question: In the last 12 months, how often has HR data been reviewed or audited for accuracy and completeness? (Select one)

(Base: n=25)

Response Option	Count	Percentage	Countries
Continuously (real-time monitoring)	8	32.0%	Ireland, Romania, Luxembourg, Denmark, European Commission, Germany, Hungary, Spain
Occasionally (every few months)	6	24.0%	Switzerland, Portugal, Slovak Republic, Austria, Cyprus, Sweden
Rarely (once or twice)	6	24.0%	France, Serbia, Belgium, Lithuania, Slovenia, Poland
Frequently (monthly or more often)	5	20.0%	Croatia, Malta, Finland, Greece, Latvia
Never	0	0.0%	-

Q1.5: How is access to HR data managed?

Question: How is access to HR data managed? (Select all that apply)

(Multi-select, n=28)

Access Management Mechanism	Count	Percentage	Countries
Access to HR data depends on the person's role (role-based access)	25	86.2%	Switzerland, Ireland, Romania, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Portugal, Bulgaria, Denmark, Malta, Finland, European Commission, Austria, Iceland, Germany, Greece, Hungary, Spain, Latvia, Cyprus, Sweden, Netherlands
Rules or policies define who can access which HR data and for what purposes	23	79.3%	Switzerland, Ireland, Romania, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Portugal, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Germany, Greece, Hungary, Spain, Latvia, Sweden, Italy
Access rights to HR systems are reviewed and updated when staff join, change job, or leave	14	48.3%	Switzerland, France, Serbia, Belgium, Croatia, Portugal, Malta, Slovak Republic, Finland, European Commission, Austria, Germany, Spain, Sweden
HR data is shared with other public bodies only	9	31.0%	France, Serbia, Belgium, Croatia, Luxembourg, Finland, European Commission, Iceland, Greece

Access Management Mechanism	Count	Percentage	Countries
under formal data-sharing agreement			
Access to HR data is limited to HR staff only	5	17.2%	France, Serbia, Malta, Germany, Hungary
Other	3	10.3%	Poland, Finland, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
Poland	"At the central level data is managed by the dedicated employee/s of the Civil Service Department, responsible for collecting and analysing data on specific area... Aggregated data serves as a basis for the annual report on the state of the civil service, published by the head of the civil service on the civil service webpage. At the same time, all this data is published on the Open Data portal. On the other hand, the access to individual HR data collected by specific offices is managed inter alia in accordance to General Data Protection Regulation..."
Finland	"Access to HR data is limited to employer role only in central, ministry and local levels."
Sweden	"HR data is reported to the Swedish Agency for Government Employers for defined statistical purposes."

Q1.5b: Which security measures are in place for HR data in your main HR systems or databases?

Question: Which security measures are in place for HR data in your main HR systems or databases? (Select all that apply)

(Multi-select, n=28)

Security Measure	Count	Percentage	Countries
Access to HR data is logged and logs are retained	19	65.5%	Switzerland, Romania, Belgium, Luxembourg, Lithuania, Slovenia, Poland, Portugal, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Germany, Greece, Hungary, Spain, Latvia
Sensitive fields are hidden from users who do not need them for their role	15	51.7%	Switzerland, Romania, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Poland, Slovak Republic, European Commission, Austria, Iceland, Germany, Hungary, Spain
Two-step or two-factor sign-in for HR system users	14	48.3%	Switzerland, Ireland, Romania, Serbia, Belgium, Croatia, Luxembourg, Poland, Slovak Republic,

Security Measure	Count	Percentage	Countries
			European Commission, Germany, Hungary, Latvia, Italy
Single sign-on (one central login) for HR systems	11	37.9%	Romania, Ireland, France, Serbia, Croatia, Finland, European Commission, Austria, Iceland, Hungary, Netherlands
HR data is encrypted when stored or transmitted	9	31.0%	Romania, Belgium, Croatia, Lithuania, Finland, European Commission, Germany, Hungary, Spain
Not sure	3	10.3%	Bulgaria, Denmark, Cyprus
Other	2	6.9%	Lithuania, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
Lithuania	"Login to HR system via e.sign or password"
Sweden	"Security measures for HR data are implemented at agency level in accordance with applicable information security and data protection requirements"
Netherlands	HR systems primarily use single sign-on (SSO) for authentication. In addition, HR data is shared and transmitted using encryption to ensure data security.

Q1.6: How are privacy and security for HR data managed in your public service?

Question: How are privacy and security for HR data managed in your public service? (Select one)

Response Option	Count	Percentage	Countries
Formal and enforced: Written HR-specific policies exist, staff follow them, and compliance is checked	13	44.8%	Switzerland, Romania, France, Croatia, Lithuania, Poland, Malta, European Commission, Germany, Greece, Hungary, Spain, Italy
General rules only: HR data follows general data protection rules (e.g., GDPR) with no HR-specific checks	10	34.5%	Ireland, Belgium, Slovenia, Portugal, Slovak Republic, Finland, Iceland, Latvia, Cyprus, Sweden
Partly formal, inconsistent: Some HR-specific policies exist but are not consistently applied	4	13.8%	Serbia, Luxembourg, Austria, Netherlands
Ad hoc: Privacy and security practices are informal	0	0.0%	-
Not sure	2	6.9%	Bulgaria, Denmark

SECTION 2: PROCEDURES FOR DATA COLLECTION AND MANAGEMENT

Q2.1: Are there any formalized procedures for HR data collection across the public service?

Question: Are there any formalized procedures for HR data collection across the public service? (Select one)

Response Option	Count	Percentage	Countries
Yes, documented and standardized procedures apply across all public-sector organizations	17	58.6%	Switzerland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Poland, Portugal, Malta, Finland, European Commission, Germany, Greece, Hungary, Spain, Netherlands
Formalized procedures exist for some HR data categories, but others are collected informally	6	20.7%	Ireland, Slovenia, Denmark, Iceland, Latvia, Cyprus
Yes, procedures exist but vary across organizations and are not fully standardized	3	10.3%	Austria, Sweden, Italy
Procedures are currently being developed or planned	1	3.5%	Slovak Republic
No formal procedures exist	0	0.0%	-
Not sure	2	6.9%	Lithuania, Bulgaria

Alternative Response	Country
We have formalized and standardized procedures for recording HR data in our P-direkt HR system.	Netherlands

Q2.2: How is HR data organised across your public service?

Question: How is HR data organised across your public service? (Select one)

Response Option	Count	Percentage	Countries
Each organisation has its own HR data system but shares HR data into a common repository on a set schedule	10	34.5%	Romania, Ireland, France, Portugal, Bulgaria, Slovak Republic, Greece, Latvia, Sweden, Italy

Response Option	Count	Percentage	Countries
One common HR data system covers all the public service	8	27.6%	Switzerland, Croatia, Luxembourg, Lithuania, Malta, Finland, Austria, Hungary
A central system or repository exists for some groups, while others remain organisation-only	5	17.2%	Belgium, Poland, Denmark, Spain, Cyprus
Other	6	20.7%	Serbia, Slovenia, European Commission, Iceland, Germany, Netherlands
Don't know / Not sure	0	0.0%	—

"Other" Verbatim Responses:

Country	Verbatim Response
Serbia	"HR data in the public service of the Republic of Serbia is integrated across several national systems. Key sources include: ISKRA – a unified information system for payroll calculation in the public sector, managed by the Ministry of Finance; Human Resource Management Information System (HRMIS) – currently being established and managed by the Human Resource Management Service (SUK); Central Registry of Compulsory Social Insurance (CROSO) – providing selected employment-related data; Treasury Administration – holding certain financial and employment records. Together, these systems provide complementary HR data, with ongoing efforts to further integrate and centralise information through the HRMIS."
Slovenia	"A common HR information system covers central government authorities"
European Commission	"A standardized HR system is utilised, known as SYSPER, which is complemented by additional satellite HR systems. A single identity system is utilized by the European Commission's Directorates-General and Offices."
Iceland	"There is one common HR data system but it is not universally used."
Germany	"Central System in Roll Out Process, see also the general preliminary remarks in the corresponding email"
Netherlands	NL P-Direkt (payroll and personnel system) is central, in addition to other systems, both local and central

Q2.3: What mechanisms are in place for HR data coordination and management?

Question: What mechanisms are in place for HR data coordination and management? (Select one)

Response Option	Count	Percentage	Countries
A central authority coordinates and manages HR data by issuing	17	60.7%	Romania, Switzerland, France, Croatia, Lithuania, Slovenia, Portugal, Malta, Slovak

Response Option	Count	Percentage	Countries
rules and guidance for the collection of HR data			Republic, European Commission, Austria, Germany, Greece, Spain, Latvia, Sweden, Italy
Some organizations follow central guidance, while others manage HR data independently	4	14.3%	Serbia, Belgium, Poland, Iceland
Each organization manages its own HR data independently, with no central coordination or oversight	4	14.3%	Ireland, Bulgaria, Denmark, Hungary
One central authority collects and manages all HR data for the entire public service	2	7.1%	Luxembourg, Finland
Not sure / Not applicable	1	3.6%	Cyprus

Alternative Response	Country
None of the above: NL P-Direkt (payroll and personnel system) is central, in addition to other systems, both local and central	Netherlands

Q2.4: Central Authority Descriptions

Please specify which central authority or body oversees HR data coordination and briefly describe its role

Countries provided descriptions of their central coordinating bodies:

Country	Central Authority	Role Description
Switzerland	Federal Office of Personnel	Coordinates and manages HR data by issuing rules and guidance for the collection of HR data
Romania	National Agency of Civil Servants (ANFP)	Established under Government Emergency Ordinance No. 57/2019 (Administrative Code), operates under the authority of the ministry responsible for public administration as a specialized central public administration body with legal personality. Carries out records and management of the civil service and civil servants; centralizes training needs based on professional development plans and makes them available to the National Institute of Administration and other training providers; administers SENEOSP (National Electronic System for Recording Employment in the Public Sector) and maintains records of personnel paid

Country	Central Authority	Role Description
		from public funds; provides the line ministry with processed statistical data for substantiating HR policies regarding personnel paid from public funds; maintains database for redistribution of civil servants whose service relationships ceased due to release for reasons not attributable to them. Government Decision No. 833/2024 established rules for SENEOSP's establishment, updating, and administration
France	French DGAFP	Produces each year the Annual Report on the State of the Civil Service
Croatia	Ministry of Justice, Public Administration and Digital Transformation	Responsible for policy making and legal setup; provides support to Supervisory Board for Improvement of Register of Employees and Centralised Payroll system in civil service and public services; concludes contracts and monitors its execution
Luxembourg	CGPO (Centre for Human Resources and Organisation Management)	Central body managing state personnel; involved in entire lifecycle from initial recruitment, through calculation and management of remuneration and careers of active state officials, to management of retired state officials' files and other beneficiaries of a pension
Lithuania	Public Management Agency	Institution under the Government responsible for administration of Public Sector Employees' Register and Information System. Lithuanian public sector covers 360K employees financed by state, municipal or special budgets (e.g., public hospitals). Civil Service Employees' Register collects 150K employees' data including politicians, state officials, civil servants (both state and municipalities), statutory civil servants (police, firefighters, border guard, custom officers), and public sector employees under labour contracts
Slovenia	Public Sector Directorate at Ministry of Public Administration	Manages the central personnel register kept as a computerised database for purposes of implementing personnel management policies in state administration authorities, payroll accounting, fulfilling the employers' other obligations, and making decisions on the rights and obligations arising out of employment relationships. State administration bodies maintain the collection of personal data for their employees and act as register managers concerning the personal data relating to those employees. The minister responsible for public administration determines the relationships between the register administrators

Country	Central Authority	Role Description
Portugal	Directorate-General for Administration and Public Employment (DGAEP)	Public administration service with HR management responsibilities. Mission is to support policy definition for public administration regarding organization and management, employment and HR management schemes; ensure information provision and promotion of adopted measures; and contribute to assessing their implementation
Malta	People and Standards Division (P&SD)	Central authority within Office of the Prime Minister responsible for implementing the People Strategy in the Malta Public Service. The Division strives to empower people to achieve a Service of Excellence. Research and Personnel Systems Directorate is one of the Division's main directorates, functioning to develop and maintain a service-wide comprehensive HR information system to provide regular, accurate, timely and qualitative information for optimal planning; responsible for HR data collection, analysis, and continuous improvement of data systems. Centralised IT system (live since 2011 with payroll) covers all HR and payroll services with modules for Performance Appraisal, Skills and Qualifications, Discipline, Personnel, Training, and Absence Management. Includes online recruitment portal digitising the entire recruitment process from employment notice to selection, employee self-service portal (payslips, FS3 forms, training information, vacation leave applications, electronic attendance sheet), and comprehensive report generator for salaries and allowances compliance and decision-making, including trade union negotiations
Slovak Republic	Government Office of the Slovak Republic	Currently implementing the Central Civil Service Information System to consolidate data on civil servants from all personnel systems of civil service authorities
Finland	Palkeet (Government Shared Services Centre for Finance and HR)	Collects and manages HR data. Ministry of Finance steers the collection and maintenance of HR data and acts as controller of the personal data file
European Commission	Secretariat-General and DG HR (Directorate-General for Human Resources and Security)	Secretariat-General sets corporate data management rules for all EC services. HR Data and Analytics unit in DG HR ensures implementation by establishing data owners and data stewards for all HR data assets
Austria	Federal Chancellery (DG III – Civil Service and Public Administration)	Two main authorities: DG III carries out central coordination to ensure homogeneity across the Federal Civil Service, with tasks including drafting employment and retirement legislation, HR planning and control via Staffing Plan and HR audits, providing expert advice in

Country	Central Authority	Role Description
	Innovation; IT-HR Management)	pay negotiations with the Public Service Union, and personnel development particularly in areas cutting across different ministries (e.g., promoting occupational mobility and large parts of in-service training). HR auditing ensures necessary feedback between planning and implementation stages of HR management projects. IT-HR Management handles technical and organizational matters for IT HR Management for the Federal Civil Service, managing the whole HRMS and HR data tools
Germany	Federal Administration (decentralized, with ITZBund as central IT service provider)	Due to federal structure and sovereignty of federal states, each minister manages HR independently under their own responsibility. PVSplus standardized HR management software is being gradually introduced across federal administration as an essential component of IT consolidation. ITZBund (central IT service provider of the German Federal Government) operates PVSplus, replacing a diverse, confusing, and costly system landscape with a uniform platform in the secure federal network. PVSplus is a flexibly expandable SAP HCM-based solution offering decentralized personnel management on a central platform. Basic components include personnel administration, job management, and organizational management, with optional modules available. Supports all employment phases from recruiting to pension payment. Master data entered once and accessed by all processes, simplifying job changes. Features include employee self-service, management self-service, differentiated user management, comprehensive and uniform reporting with wide evaluation options, reliable accounting procedure, and central update processes ensuring data consistency and compliance with legal requirements
Greece	General Directorate for HR Management in the Public Sector (Ministry of Interior)	Oversees HR data coordination for public sector
Spain	Central Registration for Staff (Deputy Direction General for the Data, DG for Civil Service, Ministry for Digital Transformation and the Civil Service)	Collects data from all administrations twice yearly according to a specific template; publishes via dedicated website (https://digital.gob.es/funcion-publica/dgfp/registro-central-personal/boletin)
Latvia	State Chancellery	Maintains remuneration accounting system (database/data warehouse) containing accurate information on institutional positions and remuneration of

Country	Central Authority	Role Description
		officials (employees). Enables analysis of funding requests for remuneration, planning and calculation of necessary funding, development of draft state budget for the current year and draft legislation on remuneration, identifying and monitoring the current situation regarding positions and remuneration, and analysis of funding use. All institutions submit information in the same format, enabling data-driven decision making
Sweden	Swedish Agency for Government Employers	Provides coordination and guidance for the collection of specific HR-related statistics, such as pay statistics and working time and absence statistics. This includes issuing instructions, classifications and reporting schedules for defined statistical purposes. Employer responsibility and operational HR data management remain decentralised to individual government agencies. The Agency does not operate a central HR data system, nor does it have ongoing access to agencies' HR records
Italy	Department for Public Administration	Office for the organization of public work
Netherlands	P Direkt.	For HR data coordination, P-Direkt is used centrally. However, it's difficult to give answer to this question for the whole of the government, as HR data coordination is facilitated both locally and centrally

SECTION 3: HRMS AND OTHER HR DATA TOOLS

Q3.1: Does your public service use a Human Resource Management System (HRMS) or any other tools for managing HR data?

Question: Does your public service use a Human Resource Management System (HRMS) or any other tools for managing HR data? (Select one)

Response Option	Count	Percentage	Countries
We use a dedicated HRMS that covers all major HR functions	12	41.4%	Switzerland, Ireland, Croatia, Lithuania, Malta, Slovak Republic, Finland, European Commission, Austria, Greece, Spain, Netherlands
We use a combination of interconnected digital tools and software for different HR functions	10	34.5%	Romania, France, Serbia, Belgium, Luxembourg, Slovenia, Denmark, Iceland, Hungary, Italy
Each organization uses its own HR tools independently (no single system across the public service)	3	10.3%	Bulgaria, Latvia, Sweden
Other	3	10.3%	Poland, Portugal, Germany
We use a basic digital tool or spreadsheet system	1	3.5%	Cyprus
We rely primarily on manual or paper-based processes	0	0.0%	—

"Other" Verbatim Responses:

Country	Verbatim Response
Poland	"At the central we use the electronic reporting tool for collecting aggregated HR data (more in point 12). At the same time, each organization uses its own HR tools independently for collecting and managing individual HR data of its employees."
Portugal	"There are several HRMS shared by some PA entities, in some cases sectoral. Other entities have their own systems."
Germany	"Unified System in Roll Out Process, see also the general preliminary remarks in the corresponding email"

Q3.1a: Which components are currently covered by your main HRMS or HR tools?

Question: Which components are currently covered by your main HRMS or HR tools? (Select all that apply)

(Base: n=25 — excludes Poland, Portugal, Germany, Cyprus who selected Other/Basic tool)

Component	Count	Percentage	Countries
Employee records and personal data management	23	92.0%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Bulgaria, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Greece, Hungary, Spain, Latvia, Sweden, Netherlands
Payroll and compensation management	22	88.0%	Switzerland, Ireland, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Denmark, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Greece, Hungary, Spain, Latvia, Sweden, Netherlands
Learning and development / training management	17	68.0%	Switzerland, Ireland, Romania, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Denmark, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Greece, Latvia
Attendance and time tracking	17	68.0%	Romania, Switzerland, Ireland, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Malta, Finland, European Commission, Austria, Greece, Hungary, Latvia, Sweden
Recruitment and onboarding	16	64.0%	Switzerland, Ireland, Romania, Belgium, Croatia, Luxembourg, Lithuania, Denmark, Malta, Slovak Republic, European Commission, Austria, Greece, Spain, Sweden, Italy
Employee self-service portal	17	68.0%	Switzerland, Ireland, Romania, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Finland, European Commission, Austria, Iceland, Greece, Spain, Latvia, Sweden, Netherlands
Performance management and appraisals	15	60.0%	Romania, Switzerland, Ireland, Croatia, Luxembourg, Lithuania, Slovenia, Denmark, Malta, Slovak Republic, Finland, European Commission, Austria, Greece, Latvia
Workforce planning and analytics	10	40.0%	Switzerland, Romania, Belgium, Croatia, Luxembourg, Finland, European Commission, Austria, Greece, Spain
Compliance and reporting	8	32.0%	Switzerland, Romania, Croatia, Luxembourg, Slovenia, European Commission, Greece, Spain
Other / Not sure	4	16.0%	Serbia, Bulgaria, Denmark, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
Serbia	"All these data will be part of HRMIS which is current under development"
Bulgaria	"Not sure"
Denmark	"For the majority of institutions the above are covered by HR tools/ HRMS"
Sweden	"The scope and maturity of HRMS components vary across agencies."

Q3.1b: To what extent can your HRMS or HR tools generate automated reports?

Question: To what extent can your HRMS or HR tools generate automated reports? (Select one)

(Base: n=25)

Response Option	Count	Percentage	Countries
Some automated standard reports are available	12	48.0%	Romania, Ireland, France, Bulgaria, Malta, Finland, European Commission, Austria, Iceland, Latvia, Sweden, Italy
Fully automated reporting with customisable dashboards and real-time data	5	20.0%	Switzerland, Croatia, Luxembourg, Hungary, Netherlands
Reporting is partly automated	5	20.0%	Belgium, Slovenia, Slovak Republic, Greece, Spain
Reporting is primarily manual and ad hoc	3	12.0%	Serbia, Lithuania, Denmark

Q3.1c: Does your HRMS integrate with other public service information systems?

Question: Does your HRMS integrate with other public service information systems (e.g., payroll, budget, training)? (Select one)

(Base: n=25)

Response Option	Count	Percentage	Countries
Yes, it is partially integrated, with some data shared automatically but some requiring manual entry	15	60.0%	Romania, Ireland, France, Belgium, Croatia, Lithuania, Slovenia, Denmark, Slovak Republic, Iceland, Greece, Spain, Hungary, Sweden, Netherlands
Yes, it is fully integrated, allowing seamless data exchange across all relevant systems	4	16.0%	Switzerland, Luxembourg, Finland, Austria

Response Option	Count	Percentage	Countries
No, it operates independently without integration with other systems	3	12.0%	Serbia, Malta, Latvia
Not applicable or unsure	3	12.0%	Bulgaria, European Commission, Italy

Q3.1d: Which other public service systems or tools does your HRMS exchange data with on a regular basis?

Question: Which other public service systems or tools does your HRMS exchange data with on a regular basis? (Select all that apply)

(Base: n=19 — only those with full or partial integration)

System	Count	Percentage	Countries
Payroll system	18	94.7%	Switzerland, Ireland, France, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Denmark, Slovak Republic, Finland, Austria, Iceland, Greece, Spain, Hungary, Sweden, Netherlands
Employee self-service portal	13	68.4%	Switzerland, Ireland, Romania, France, Belgium, Croatia, Luxembourg, Slovenia, Finland, Austria, Iceland, Greece, Spain, Netherlands
Time and attendance system	13	68.4%	Romania, Switzerland, France, Belgium, Croatia, Luxembourg, Slovenia, Denmark, Finland, Austria, Iceland, Greece, Spain, Netherlands
Performance management system	8	42.1%	Switzerland, Ireland, Croatia, Luxembourg, Slovenia, Finland, Austria, Greece
Learning Management System (LMS)	8	42.1%	Switzerland, Belgium, Luxembourg, Slovenia, Finland, Austria, Greece, Spain
Recruitment and Applicant Tracking System (ATS)	8	42.1%	Switzerland, Romania, Belgium, Luxembourg, Austria, Iceland, Greece, Spain
Finance/accounting system	8	42.1%	Switzerland, France, Luxembourg, Finland, Austria, Iceland, Hungary, Netherlands
Workforce planning tools	6	31.6%	Switzerland, Croatia, Luxembourg, Finland, Greece, Netherlands
Talent management system	4	21.1%	Belgium, Luxembourg, Finland, Austria
Other	3	15.8%	Finland, Hungary, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
Finland	"Travel management, Tax administration"
Hungary	"Position Registration System (ÁNYR) [It shows which organization the position is connected to, and also under what terms it is filled] -Public administration personnel interface as a data collection module (KÖSZI)"
Sweden	"Integration patterns vary across agencies."

Q3.1e: Is there a process to collect feedback from the HRMS or HR tools users to improve the system and its outputs?

Question: Is there a process to collect feedback from the HRMS or HR tools users to improve the system and its outputs (for example, reports, data quality, usability or technical issues)? (Select one)

(Base: n=29)

Response Option	Count	Percentage	Countries
Yes, feedback is collected, but in an informal or occasional way	13	44.9%	Romania, Switzerland, France, Serbia, Belgium, Malta, Austria, Iceland, Greece, Hungary, Latvia, Sweden, Netherlands
Yes, there is a structured and regular process to collect feedback and make improvements	6	20.7%	Croatia, Luxembourg, Denmark, Finland, European Commission, Spain
No, there is no clear process to collect feedback to improve the system and its outputs	5	17.2%	Ireland, Lithuania, Slovenia, Bulgaria, Slovak Republic
Not sure / Not applicable	5	17.2%	Poland, Portugal, Germany, Cyprus, Italy

Q3.1f: What tools are used for HR data collection and management?

Question: What tools are used for HR data collection and management? (Select all that apply)

(Base: n=29 — responses vary based on Q3.1 answer)

Tool Type	Count	Percentage	Countries
Basic digital databases or document management systems	9	31.0%	Switzerland, Romania, Slovenia, Portugal, Denmark, Greece, Spain, Cyprus, Netherlands
Spreadsheets (e.g., Excel)	6	20.7%	Romania, Ireland, Croatia, Lithuania, Slovak Republic, Italy

Tool Type	Count	Percentage	Countries
Third-party services or outsourcing for specific HR functions	5	17.2%	Serbia, Bulgaria, Malta, Germany, Portugal
Email-based data collection and storage	3	10.3%	Romania, Latvia, Portugal
Manual record-keeping (paper files)	1	3.4%	Romania
Other / Specific tools / N/A	10	34.5%	France, Belgium, Luxembourg, Poland, Finland, European Commission, Austria, Iceland, Hungary, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
France	"combination of interconnected digital tools and software for different HR functions"
Belgium	"na"
Luxembourg	"We think that this question should not appear, as we selected, for question 21: 'We use a combination of interconnected digital tools and software for different HR functions'"
Poland	"At the central level - see the answer for the question 12."
Finland	"No answer"
European Commission	"All of the above"
Austria	"SAP"
Iceland	"all apply"
Hungary	"N/A"
Sweden	"Question 27 will only be presented if respondents select 'We use a basic digital tool or spreadsheet system', 'We rely primarily on manual or paper-based processes.' Or 'Other' in question 21."

SECTION 4: USE OF HR DATA AND REPORTING FOR HR DECISION-MAKING

Q4.1: To what extent is HR data used to support HR decision-making in your public service?

Question: To what extent is HR data used to support HR decision-making in your public service? (Select one)

Response Option	Count	Percentage	Countries
HR data is used selectively to support specific HR decisions but not across all HR functions	13	46.4%	France, Lithuania, Slovenia, Poland, Slovak Republic, Finland, European Commission, Austria, Iceland, Germany, Latvia, Sweden, Italy
HR data is consistently used to support all HR strategic decision-making	10	35.7%	Switzerland, Ireland, Romania, Serbia, Croatia, Luxembourg, Malta, Greece, Hungary, Spain
HR data is used occasionally to inform HR decisions but is not a standard or regular part of the process	3	10.7%	Belgium, Bulgaria, Cyprus
HR decision-making is primarily based on leadership judgment and experience, with limited use of HR data	1	3.6%	Denmark
HR data is not used to inform decision-making	0	0.0%	-
Don't know	1	3.6%	Portugal

Alternative Response	Country
None of the above: In 2022, the following ambition was formulated: "By 2027, information-driven work using HR data and data analysis will be part of decision-making, advising and policy-making in the HR organisation'. Based on a roadmap for 2023-2024 and the HR analytics 2025 action plan, work was done to promote data-driven HR within the government. Work is currently underway on a document that outlines the strategic course for a more binding data-driven organisation of the HR function within the central government, for the period 2025 to 2027.	Netherlands

Q4.1a: Which HR processes have used HR data in the last 12 months?

Question: Which HR processes have used HR data in the last 12 months? (Select all that apply)

(Base: n=28 — excludes Portugal)

HR Process	Count	Percentage	Countries
Recruitment and selection	23	82.1%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Poland, Denmark, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Germany, Greece, Spain, Latvia, Sweden, Italy
Compensation and benefits management	20	71.4%	Switzerland, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Poland, Slovak Republic, Finland, European Commission, Austria, Iceland, Germany, Hungary, Latvia, Cyprus, Sweden
Workforce planning	19	67.9%	Romania, Switzerland, France, Serbia, Belgium, Croatia, Luxembourg, Slovenia, Slovak Republic, Finland, European Commission, Austria, Germany, Greece, Hungary, Spain, Cyprus, Netherlands
Training and development	17	60.7%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Luxembourg, Lithuania, Slovenia, Poland, Malta, Finland, European Commission, Austria, Germany, Greece, Spain
Performance management and appraisal	15	53.6%	Ireland, Romania, Serbia, Belgium, Luxembourg, Lithuania, Poland, Bulgaria, Malta, Finland, European Commission, Austria, Greece, Hungary, Latvia
Diversity, equity, and inclusion initiatives	14	50.0%	Romania, Switzerland, Ireland, France, Belgium, Luxembourg, Poland, Finland, European Commission, Austria, Germany, Spain, Sweden, Netherlands
Employee engagement and retention	13	46.4%	Switzerland, Ireland, Serbia, Belgium, Luxembourg, Poland, Malta, Finland, European Commission, Austria, Denmark, Latvia, Netherlands
Health, safety, and well-being programs	11	39.3%	Switzerland, Serbia, Belgium, Poland, Malta, Finland, European Commission, Austria, Germany, Sweden, Netherlands
Employee onboarding and orientation	9	32.1%	Romania, Serbia, Luxembourg, Lithuania, Malta, Finland, European Commission, Austria, Hungary
Succession planning	5	17.9%	Romania, Ireland, Croatia, Finland, European Commission
Employee relations and conflict resolution	3	10.7%	Serbia, Finland, Denmark

HR Process	Count	Percentage	Countries
Other	3	10.7%	Poland, Sweden, Netherlands

"Other" Verbatim Responses:

Country	Verbatim Response
Poland	"Employer branding"
Sweden	"Pay negotiations and cost analyses"
Netherlands	Data is available locally for government organisations in various areas of HR and is also used by the organisations, for example on absenteeism leave registration, whether or not linked to their management dashboard. It is also the case that organisations conduct employee surveys, in which various topics can be addressed. These are organised locally. However, there are tools available across the civil service that can be used through a joint tendering process.

Q4.2: Which formats do you most often use to present HR data?

Question: Which formats do you most often use to present HR data? (Select all that apply)

(Base: n=29)

Format	Count	Percentage	Countries
Excel spreadsheets with raw data or pivot tables	23	79.3%	Switzerland, Romania, France, Serbia, Belgium, Croatia, Lithuania, Slovenia, Poland, Portugal, Malta, Slovak Republic, Finland, European Commission, Austria, Iceland, Greece, Hungary, Spain, Latvia, Cyprus, Sweden, Netherlands
Standardized reports (e.g., PDF or PowerPoint)	20	69.0%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Poland, Portugal, Denmark, Malta, Slovak Republic, Finland, European Commission, Austria, Germany, Hungary, Spain, Sweden
Custom reports generated for specific projects or inquiries	20	69.0%	Romania, Switzerland, France, Serbia, Belgium, Lithuania, Slovenia, Poland, Portugal, Bulgaria, Malta, European Commission, Austria, Germany, Greece, Hungary, Spain, Cyprus, Sweden, Netherlands
Interactive dashboards	12	41.4%	Switzerland, Romania, Serbia, Belgium, Croatia, Luxembourg, Portugal, European Commission, Hungary, Latvia, Sweden, Italy
Informal written reports or presentations	13	44.8%	France, Serbia, Lithuania, Slovenia, Poland, Portugal, Finland, Austria, Greece, Hungary, Latvia, Sweden, Netherlands

Q4.3: Are predictive analytics or scenario-planning tools used to anticipate future HR needs?

Question: Are predictive analytics or scenario-planning tools used to anticipate future HR needs?
(Select one)

Response Option	Count	Percentage	Countries
We have begun exploring or piloting predictive analytics, but they are not yet fully implemented	9	31.1%	Ireland, Belgium, Luxembourg, Portugal, Malta, Finland, Greece, Cyprus, Netherlands
No, we currently do not use predictive analytics or scenario planning for HR, but we plan to do it in the future	7	24.1%	Serbia, Lithuania, Slovenia, Poland, Slovak Republic, Iceland, Latvia
Predictive analytics are used in some areas, such as succession planning or talent acquisition, but not broadly	6	20.7%	Romania, Switzerland, France, Austria, Germany, Spain
Yes, we actively use predictive analytics and scenario planning tools to forecast workforce trends, turnover and staffing needs	4	13.8%	Croatia, European Commission, Hungary, Italy
No, these tools are not used or planned in our organization	3	10.3%	Bulgaria, Denmark, Sweden

SECTION 5: INSTITUTIONAL FRAMEWORK AND POLICIES

Q5.1: Do you have formal policies, frameworks, or guidelines supporting evidence-based decision-making in HR?

Question: Do you have formal policies, frameworks, or guidelines supporting evidence-based decision-making in HR? (Select one)

Response Option	Count	Percentage	Countries
Yes, we have formal and documented policies, frameworks or guidelines to support evidence-based decision-making in HR	10	34,5%	Switzerland, Romania, Serbia, Croatia, Denmark, European Commission, Austria, Greece, Hungary, Spain
No specific policies, frameworks, or guidelines exist to support evidence-based HR decision-making	8	27.6%	Ireland, Lithuania, Slovenia, Germany, Latvia, Cyprus, Sweden, Netherlands
Policies, frameworks, or guidelines are currently under development	4	13.8%	Luxembourg, Poland, Portugal, Iceland
Policies, frameworks, or guidelines exist but are in early stages of implementation	3	10.3%	France, Belgium, Finland
Guidelines are in place, but no formal policies or frameworks have been adopted	3	10.3%	Bulgaria, Malta, Slovak Republic
Not sure / don't know	1	3.5%	Italy

Alternative Response	Country
While the organization is working towards becoming data-driven, currently analyses are conducted only on an ad hoc basis upon request. There are no formal policies, frameworks, or guidelines supporting evidence-based decision-making in HR.	Netherlands

Q5.2: In the last 12 months, how often has HR data analysis supported HR decisions in your public service?

Question: In the last 12 months, how often has HR data analysis supported HR decisions in your public service? (Select one)

Response Option	Count	Percentage	Countries
Often (6-10 times)	12	41.4%	Romania, Switzerland, Croatia, Poland, Malta, Austria, Iceland, Germany, Greece, Spain, Latvia, Cyprus
Very often (more than 10 times)	6	20.7%	Ireland, Luxembourg, Finland, European Commission, Hungary, Sweden
Occasionally (3-5 times)	5	17.2%	Belgium, Lithuania, Slovenia, Denmark, Italy
Rarely (1-2 times)	5	17.2%	France, Serbia, Portugal, Bulgaria, Slovak Republic
Never	1	3.5%	Netherlands

Alternative Response	Country
We analyse but not central government level	Netherlands

Q5.3: Have evidence-based HR decisions resulted in improvements in your public service?

Question: Have evidence-based HR decisions resulted in improvements in your public service? (Select one)

Response Option	Count	Percentage	Countries
Yes, some improvements	13	46.4%	Switzerland, Ireland, Romania, Serbia, Belgium, Lithuania, Slovenia, Malta, Finland, Iceland, Germany, Spain, Latvia, Sweden
No measurable improvements	6	21.4%	France, Luxembourg, Bulgaria, Denmark, Cyprus
Not applicable	5	17.9%	Poland, Portugal, Slovak Republic, Austria, Italy
Yes, significant improvements	4	14.3%	Croatia, European Commission, Greece, Hungary

Q5.4: What methods or indicators does your public service use to measure the outcomes of evidence-based HR decisions?

Question: What methods or indicators does your public service use to measure the outcomes of evidence-based HR decisions? (Select all that apply)

(Base: n=29)

Method/Indicator	Count	Percentage	Countries
Employee feedback surveys and focus groups	16	55.2%	Romania, Switzerland, Ireland, Serbia, Belgium, Croatia, Luxembourg, Malta, Finland, European Commission, Austria, Iceland, Germany, Hungary, Poland, Netherlands
Regular HR performance metrics (e.g., turnover rates, time-to-hire, employee engagement scores)	14	48.3%	Switzerland, Ireland, Romania, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Finland, European Commission, Hungary, Spain, Sweden, Italy
Formal reporting to senior leadership or oversight bodies	11	37.9%	Switzerland, Ireland, Serbia, Belgium, Croatia, Luxembourg, Finland, European Commission, Germany, Poland, Sweden
Use of data dashboards and real-time monitoring tools	9	31.0%	Ireland, Romania, Serbia, Belgium, Croatia, Luxembourg, Lithuania, European Commission, Austria, Netherlands
Benchmarking against other public administrations or industry standards	8	27.6%	Switzerland, Ireland, Serbia, Belgium, Luxembourg, Hungary, Spain, Sweden
Periodic impact assessments or audits of HR initiatives	8	27.6%	Romania, Lithuania, Malta, Finland, European Commission, Hungary, Spain, Greece
No formal methods or indicators in place	6	20.7%	Slovenia, Portugal, Bulgaria, Slovak Republic, Cyprus, Lithuania
Other	4	13.8%	Poland, Iceland, Latvia, Sweden
Not applicable / Don't know	2	6.9%	France, Denmark

"Other" Verbatim Responses:

Country	Verbatim Response
Poland	"Citizens feedback survey"
Iceland	"Salary decisions"
Latvia	"There are some indicators that are measured periodically. However, we hope that the new HR system that is being developed at the moment will help with measuring different indicators and provide more regular and up to date data."
Sweden	"Outcome measurement at national level is primarily based on aggregated indicators and benchmarking produced by the Swedish Agency for Government Employers. Individual agencies may carry out more extensive follow-up and evaluation of HR initiatives locally, but this is not systematically collected or reported at national level."

Q5.5: How has evidence-based HR decision making contributed to achieving your public-service entity's strategic goals and priorities?

Question: How has evidence-based HR decision making contributed to achieving your public-service entity's strategic goals and priorities? (Select one)

Response Option	Count	Percentage	Countries
Moderate contribution — It has added value and supported progress toward goals	10	34.5%	Romania, Ireland, Serbia, Belgium, Malta, Finland, Iceland, Germany, Cyprus, Sweden
Significant contribution — It has clearly improved decision-making and helped achieve strategic goals	7	24.1%	Croatia, Luxembourg, European Commission, Austria, Greece, Hungary, Spain
Don't know / Not sure	7	24.1%	France, Poland, Bulgaria, Denmark, Slovak Republic, Italy, Netherlands
Limited contribution — It had some impact but not consistently	4	13.8%	Switzerland, Lithuania, Slovenia, Latvia
No noticeable contribution	1	3.5%	Portugal

Alternative Response	Country
For this there is a government-wide ambition and action plan. In addition to organizing and further developing basic management information for operational/tactical guidance, there is also a desire to use data-driven HR to contribute to more strategic objectives within or organization. However, this remains a major challenge.	Netherlands

Q5.6: Which types of HR data are most often used for workforce planning in your public service?

Question: Which types of HR data are most often used for workforce planning in your public service? (Select all that apply)

(Base: n=29)

Data Type	Count	Percentage	Countries
Headcount and Full-Time-Equivalents (by unit/grade)	25	86.2%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Portugal, Malta, Slovak Republic, Finland, Austria, Iceland, Germany, Greece, Hungary, Spain, Latvia, Cyprus, Sweden, Italy, European Commission

Data Type	Count	Percentage	Countries
Vacancies and approved posts	21	72.4%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Portugal, Malta, Slovak Republic, Austria, Greece, Hungary, Spain, Latvia, Cyprus, Italy
Retirement eligibility and age profile	17	58.6%	Switzerland, Ireland, Romania, France, Belgium, Croatia, Luxembourg, Lithuania, Portugal, Finland, Austria, Germany, Greece, Spain, Cyprus, Sweden, Italy
Turnover/retention and internal mobility	15	51.7%	Switzerland, Ireland, Romania, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Finland, Austria, Iceland, Greece, Hungary, Latvia, Cyprus
Pay/costs and grade structure	14	48.3%	Romania, Switzerland, France, Belgium, Luxembourg, Slovenia, Slovak Republic, Austria, Iceland, Germany, Spain, Latvia, Sweden, Hungary
Absence (sickness, unpaid leave)	12	41.4%	Romania, Switzerland, Ireland, Belgium, Croatia, Luxembourg, Austria, Iceland, Germany, Spain, Latvia, Sweden
Diversity and inclusion metrics (e.g., gender, disability)	8	27.6%	Ireland, Belgium, Croatia, Luxembourg, Malta, Austria, Spain, Sweden
Skills/competencies and qualifications	7	24.1%	Ireland, Romania, Slovenia, Luxembourg, Malta, Finland, Greece
Hiring pipeline (time-to-hire, offer acceptance)	6	20.7%	Ireland, Romania, Belgium, Croatia, Lithuania, Spain
Training and certifications completed/in progress	5	17.2%	Ireland, Romania, Luxembourg, Malta, Italy
Performance distributions (ratings/spread)	2	6.9%	Croatia, Malta
Other / Not applicable	5	17.2%	Bulgaria, Denmark, European Commission, Finland, Netherlands

"Other" Verbatim Responses:

Country	Verbatim Response
Bulgaria	"Not Applicable"

Country	Verbatim Response
Denmark	"Not Applicable"
European Commission	"DGs may use some of this data to analyse and obtain insights for planning of their staffing needs but this is not performed at a central level."
Finland	"Personnel expenses and appropriations for the coming years."

SECTION 6: ADOPTION CHALLENGES, ENABLERS & CAPACITY BUILDING

Q6.1: What are the main challenges your public service faces in using HR data for evidence-based decision-making?

Question: What are the main challenges your public service faces in using HR data for evidence-based decision-making? (Select all that apply)

(Base: n=29)

Challenge	Count	Percentage	Countries
Lack of integration between HR systems and other organizational databases	19	65.5%	Ireland, Romania, France, Serbia, Belgium, Croatia, Poland, Portugal, Bulgaria, Denmark, European Commission, Austria, Iceland, Greece, Spain, Latvia, Cyprus, Sweden, Italy
Limited data quality and inconsistencies across systems	12	41.4%	Switzerland, France, Serbia, Belgium, Bulgaria, Slovak Republic, Austria, Iceland, Germany, Greece, Spain, Sweden
Insufficient skills or expertise in data analysis among HR staff	11	37.9%	Switzerland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Slovenia, European Commission, Greece, Italy
Inadequate technology or outdated HR software	11	37.9%	Ireland, Romania, France, Serbia, Belgium, Denmark, European Commission, Austria, Iceland, Germany, Cyprus
Budget constraints limiting investments in HR analytics capabilities	9	31.0%	Romania, France, Serbia, Belgium, Lithuania, Portugal, Finland, European Commission, Germany
Limited access to real-time or updated data	9	31.0%	France, Serbia, Portugal, Malta, Slovak Republic, European Commission, Spain, Latvia, Cyprus
Cultural resistance to using evidence-based HR data decision making	7	24.1%	France, Luxembourg, Lithuania, Bulgaria, Malta, Finland, Austria
Concerns about data privacy and compliance regulations	4	13.8%	Serbia, European Commission, Greece, Sweden
Insufficient leadership support	4	13.8%	France, Serbia, Lithuania, Bulgaria
Lack of incentive or motivation	4	13.8%	France, Serbia, Bulgaria, Finland

Challenge	Count	Percentage	Countries
Lack of trust or confidence in data	3	10.3%	France, Serbia, Luxembourg
Other	6	20.7%	Lithuania, Slovenia, Poland, Hungary, Sweden, Netherlands

"Other" Verbatim Responses:

Country	Verbatim Response
Lithuania	"Political will"
Slovenia	"The main challenges vary across state administration bodies."
Poland	"Quality of delivered data sometimes requires additional check and change."
Hungary	"We have a well-functioning, established, and complex decision-support system that covers a huge number of employees and hundreds of organizations. Our greatest challenges are the continuous data cleaning and ongoing system improvements."
Sweden	"Decentralised employer responsibility shapes how HR data is managed and used across the public service, with HR systems primarily designed to support agency-level needs rather than centralised HR management functions."

Q6.1b: Additional Insights on Challenges

Selected qualitative responses providing deeper context:

Country	Challenge Details
Ireland	"Different sectors in the public service use different systems and approaches. From a civil service perspective, we have one centralised HRMS system. Some challenges include inconsistencies in record keeping and data inputting at a local HR level and lack of awareness around how to leverage data to inform better decision-making"
Serbia	"The primary challenge in using HR data for evidence-based decision-making has been the lack of full operability and maturity of the HRMIS. As the system is still being established, HR data remain fragmented across several institutions and information systems, which limits comprehensive analysis and timely access to reliable, consolidated data."
Belgium	"Low data quality can lead to a lack of trust"
Malta	"One of the main significant challenges the process of collecting data, as this depends largely on data inputting from across line Ministries. Data inputting requires considerable time and effort, and the necessary data may not always be readily available. Nonetheless, accurate data collection is vital for informed decision-making and to improve the services. Another common challenge is the resistance to change"

Country	Challenge Details
	from staff. New systems and procedures can be daunting, and public officers may feel hesitant to adopt new practices or establish new methods."
Iceland	"Decentralization of government agencies makes a uniform approach more difficult."
Sweden	"The primary challenges in using HR data for evidence-based decision-making are closely linked to the structural characteristics of the public service. Employer responsibility is decentralised, and HR data is primarily collected and managed at agency level to support operational HR processes. As a result, HR systems, data structures and practices vary across organisations, which affects data consistency, comparability and possibilities for integration."
Latvia	"We are currently working on developing a unified HRMS that is expected to help unify, collect and use different types of HR data for policy planning and everyday HR tasks, that includes evidence-based decision-making."
Netherlands	As HR data is managed both centrally and locally, it remains a challenge to streamline certain processes for using HR data. Applying the same definitions in HR data is one of the key challenges here. Realising/developing a government-wide HR data strategy also remains a challenge

Q6.2: Which of the following factors enable effective evidence-based HR decision-making in your public service?

Question: Which of the following factors enable effective evidence-based HR decision-making in your public service? (Select all that apply)

(Base: n=28)

Enabler	Count	Percentage	Countries
Strong leadership support and commitment	20	71.4%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Poland, Malta, Finland, European Commission, Germany, Greece, Spain, Latvia, Iceland, Cyprus, Italy
Accessible and reliable HR data systems	19	67.9%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Slovenia, Poland, Finland, European Commission, Germany, Greece, Hungary, Spain, Latvia, Sweden
Collaboration and communication across departments	18	64.3%	Ireland, Romania, Serbia, Belgium, Croatia, Lithuania, Poland, Portugal, Malta, Finland, European Commission, Austria, Germany, Greece, Spain, Latvia, Denmark, Sweden
A data-driven organizational culture	17	60.7%	Switzerland, Ireland, Romania, France, Serbia, Belgium, Croatia, Luxembourg, Lithuania, Finland,

Enabler	Count	Percentage	Countries
			European Commission, Germany, Hungary, Spain, Latvia, Cyprus, Malta
Comprehensive training on data analysis and interpretation	16	57.1%	Ireland, Romania, Serbia, Belgium, Croatia, Lithuania, Poland, Portugal, Malta, Finland, European Commission, Germany, Hungary, Spain, Denmark, Sweden
Support from senior management and stakeholders	15	53.6%	Ireland, Romania, Serbia, Belgium, Croatia, Lithuania, Poland, Portugal, European Commission, Germany, Luxembourg, Spain, Slovenia, Sweden, Italy
Clear policies and procedures for data use	12	42.9%	Romania, France, Serbia, Belgium, Croatia, Lithuania, Malta, Finland, European Commission, Germany, Hungary, Spain
Availability of skilled HR analytics staff	12	42.9%	Switzerland, Ireland, Romania, Serbia, Belgium, Croatia, Lithuania, Poland, Portugal, European Commission, Germany, Spain
Adequate resources and technology investments	12	42.9%	Romania, Serbia, Belgium, Croatia, Malta, European Commission, Austria, Germany, Hungary, Spain, Latvia, Italy
Integration of HR data with other organizational databases	11	39.3%	Romania, Serbia, Belgium, Croatia, European Commission, Austria, Germany, Spain, Latvia, Slovak Republic, Luxembourg
Regular monitoring and evaluation of HR outcomes	11	39.3%	Romania, Serbia, Belgium, Croatia, Malta, European Commission, Germany, Greece, Hungary, Spain, Latvia
Other	2	7.1%	Bulgaria, Sweden

"Other" Verbatim Responses:

Country	Verbatim Response
Bulgaria	"Only a few administrations use their HR data for policy-making, and no general conclusion can be drawn about what supports this for the entire system."
Sweden	"Clear allocation of employer responsibility at agency level, enabling HR data to be used close to operational decision-making."
Netherlands	"NONE OF THE ABOVE: Generally speaking, all of the above-mentioned factors can be enablers and important for effective evidence-based decisions. Depending on which organisation you ask this question, the prioritisation of factors can differ"

Q6.3: Is there any formal training or capacity-building activities in data analysis or evidence-based decision-making offered in your public service?

Question: Is there any formal training or capacity-building activities in data analysis or evidence-based decision-making offered in your public service? (Select one)

Response Option	Count	Percentage	Countries
Yes, occasional training available	17	58.6%	Romania, Serbia, Croatia, Luxembourg, Slovenia, Poland, Portugal, Bulgaria, Finland, Iceland, Germany, Hungary, Spain, Latvia, Sweden, Italy, Netherlands
Yes, regularly scheduled training sessions	5	17.2%	Ireland, Malta, European Commission, Austria, Greece
No formal training offered	4	13.8%	France, Belgium, Lithuania, Cyprus
Not sure / Not applicable	3	10.4%	Switzerland, Denmark, Slovak Republic

Q6.4: Examples of Successful Initiatives

Selected examples from respondents demonstrating evidence-based HR in practice:

Country	Initiative Description
Ireland	"Workforce dashboards for the management of senior civil service performance. Strategic Workforce planning informed by centralised data collection. Targeted EDI interventions to promote better diversity"
Belgium	"FED-20: list of 20 KPI's on HR that are measured annually in all federal organisations. CIPH report: report, based on data, with recommendations on how to include more people with a handicap in the federal administration. HR dashboards: data dashboards on various HR topics that can be consulted anytime"
Croatia	"Role of line and senior management in HR decision-making is supported by digital tools (HRM system). Payroll reform for public sector has been based on HR data (2.5 years, 260,000 employees, 8.5 bil. €/year). Selection system reform and new digitalised recruitment system."
Malta	"As of February 2025, the Institute for Public Services (IPS)... has introduced a new sponsorship opportunity specifically for public officers. This is the Master of Arts in Evidence-Based Management and Effective Decision Making, which will be conducted on a part-time basis in collaboration with the University of Malta. This initiative embodies IPS's unwavering commitment to foster academic excellence and to provide a robust support to public officers."
Spain	"The Attraction of Talent plan, since 2019, is aimed at attracting younger generations to the public service in order to cover for the high volume of retirements expected for a decade in the public administrations, as demographic statistics show that the

Country	Initiative Description
	average age of the civil service employees is quite high. In this sense, according to the latest data from BEPSAP 2025 (NoticiaBEPSAPenero2025.pdf) at the level of the national administration, 56% of the total number of employees are 50 or 50-plus years old, and those under 40 amount to 21%. This is a new success to get younger staff in comparison to the previous year, when the 50-plus were over 58% and those below 40 were a total of 19%."
Finland	"The Government Human Resources Strategy 2030 includes common development objectives for human resources management. One of the objectives in 2024-2025 has been to strengthen knowledge-based management. As part of the implementation of the Human resources Strategy, we have drawn up a joint strategic human resource planning model for central government."
European Commission	"Organisational network analysis, to understand collaboration patterns and informal influence, identify hidden leaders and bottlenecks. Examples of successful initiatives: Improving career mobility, Skills-based workforce planning: Skills-gap analysis to identify future skills needs, Improving Diversity & Inclusion with a D&I strategy and pre-defined targets, Enhancing female leadership development"
Hungary	"Since the 1990s, in Hungary public administration data was mostly collected in a fragmented way, often stored in isolated records and managed using Excel... We had to change how we collect and handle data, which is where the KSZDR system comes in. Built on modern data warehouse technology, it replaces the old ad-hoc process. KSZDR contains all necessary data, allowing decision-makers to generate custom reports with reliable, up-to-date information via integrated business intelligence tools."
Greece	"Development and operation of the Unified HR Information System (HRMS) — a modern digital system for managing human resources across the public sector. The system integrates data on goal-setting, performance appraisal, job descriptions, and annual workforce planning, providing statistics and analytical tools that support evidence-based HR decision-making. Partnerships for training and skills development with organisations such as Google and the National Centre for Public Administration and Local Government (EKDDA)."
Latvia	"In Latvia, work is underway to implement a unified Human Resource Information System (HRIS) for the state administration, covering 175 public administration institutions. At the heart of the HRIS will be the HR Core, which will store all employee-related data while also providing key functionalities such as recruitment and selection, onboarding, performance management, internal mobility, and talent acquisition."
Poland	"Data collected through periodic and annual surveys serves as a basis for the decision making on policies and activities in the field of civil service ethics. We are consistently building and strengthening a culture of integrity in the civil service corps... Head of the Civil Service monitors the culture of integrity in the civil service: on a yearly basis collects and analyses data on the activities undertaken by the directors general and heads of the offices in the area of integrity culture."

Country	Initiative Description
Slovenia	"The development interview is conducted at least once a year to align expectations regarding ways of working, job performance, and the planning of further development of public employees. Linking the competency model with existing (and new) HR processes in the broadest sense ensures that the right people are in the right positions and that employees' potential is used optimally."
Romania	"The Administrative Code created, in 2022, the legal framework for reform of recruitment and selection policy in the civil service by introducing a new skills-based, meritocratic approach with strategic HR planning. The new recruitment model, developed with World Bank support (SIPOCA 136 project) and based on EPSO competition stages, operates in two stages: (1) a National Competition organised by NACS, checking general knowledge and skills to create a pool of pre-selected candidates; and (2) an on-job competition for specific vacancies organised by each institution. The entire process is digitized through a competition IT platform managed by NACS. Central authorities must designate minimum 10% of vacant positions as junior professional grade and submit human resource requirements via the platform every two years based on job analysis and skills frameworks (Annex 8 to Administrative Code). NACS draws up a biennial recruitment plan approved by Government decision. Preliminary testing covers public administration, human dignity, digital skills, and cognitive abilities, with questions developed by committees including academia representatives. Advanced testing uses situational questionnaires or assessment centres for senior positions. Candidates admitted to the national competition gain the right to participate in the second stage for three years. Outcomes and regulations are published at https://www.anfp.gov.ro/transparenta-decizionala/proiecte-de-acte-normative/ "

Q6.5: Recommendations for Improvement Selected recommendations from respondents:

Country	Recommendations
Ireland	"Training in Workforce analytics. Enhanced use of data analytics tools across HR processes. Improved data categorisation"
France	"To improve HR policy decisions based on hard data, it is important to adopt a forward-looking approach by implementing strategic workforce planning. This involves being able to forecast the flow of public sector employees entering and leaving the workforce, including projecting available resources in the short and medium term."
Belgium	"Providing more training on data competencies, raising awareness in top management, improving data quality, linking of data sources and tools"
Croatia	"Clear strategic and operational planning for HR, HR KPIs (planned values) on national and organisational level, reporting on execution of KPIs, action plan for follow up."

Country	Recommendations
Malta	"Accurate and timely data is an important factor to ensure effective evidence-based HR decision-making. Hence, modern digital tools and mechanisms play a key role in data collation and analysis. This, together with skills enhancement through continuous professional training on data analytics, are essential to maintain effective evidence-based decision making."
Spain	"Quality in data (accurate, timely availability) is essential to produce good reports that can be used for public policies."
Bulgaria	"Certainly, for evidence-based policies, including in the field of human resource management, it is first and foremost necessary for leaders to understand the importance of this issue and to provide leadership in the process."
European Commission	"Organisational network analysis, to understand collaboration patterns and informal influence, identify hidden leaders and bottlenecks. Improving career mobility, Skills-based workforce planning, Improving Diversity & Inclusion, Enhancing female leadership development"
Romania	"Continuation of the reform process in the field of the civil service and civil servants. Long-term sustainability of the new recruitment model depends on embedding the model into the core legal and policy framework of public administration. The Administrative Code has provided a strong initial legal basis, but further integration is required. Clearer legal definitions of institutional responsibilities, stable funding arrangements, and alignment with future civil service legislation will be necessary to make the model a permanent feature of public recruitment. The links between recruitment reforms and parallel efforts in performance management, workforce planning, and professional development must be fully embedded in policy frameworks."

Recommendations from respondents cluster around several key themes:

1. Data Quality and Timeliness

- Spain and Malta emphasize that accurate, timely data is foundational for effective evidence-based decision-making.
- Belgium highlights improving data quality as a priority.

2. Training and Capability Development

- Ireland, Belgium, and Malta recommend enhanced training in workforce analytics and data competencies.
- Continuous professional development in data analytics is seen as essential for maintaining effective practice.

3. Leadership and Awareness

- Bulgaria stresses that leaders must understand the importance of evidence-based approaches and provide leadership in the process.
- Belgium recommends raising awareness in top management.

4. Strategic Planning and Frameworks

- France recommends implementing strategic workforce planning with forward-looking approaches to forecast workforce flows.
- Croatia suggests clear strategic and operational HR planning with KPIs at national and organizational levels.
- Romania emphasizes the need to embed reforms into core legal and policy frameworks for long-term sustainability.

5. System Integration and Technology

- Belgium recommends linking data sources and tools.
- Malta highlights the role of modern digital tools and mechanisms in data collation and analysis.

6. Institutionalization and Sustainability

- Romania provides a distinctive perspective on sustainability, recommending clearer legal definitions of institutional responsibilities, stable funding arrangements, and alignment with future civil service legislation.
- Romania also emphasizes the importance of connecting recruitment reforms with parallel efforts in performance management, workforce planning, and professional development.

7. Advanced Analytics and Applications

- The European Commission recommends organizational network analysis, skills-based workforce planning, and targeted initiatives for diversity, inclusion, and female leadership development.