

1. PERSONAL INFORMATION

Personal data (anonymous but some details are needed for statistical analysis)

- Gender M F
- Year of birth:

2. EDUCATION

a. Highest level of education (please encircle the correct option):

BSc / MSc / PhD / Other

Field of study :

Civil Engineering / Environmental Engineering, Ecology or Biology / Hydrology/ Integrated Water Resources Management Economics / Law / Public administration/ Other :

.....
.....

b. Year degree was obtained (please fill in)

.....

c. From which institution did you obtain your highest degree (please encircle the correct option, and in case not listed, write it down)?

Local:

Gajah Madah University
University of Indonesia
University of Sri Wijaya
Institute of Technology Bandung
Institute of Technology Surabaya
Other:

international:

Colorado State University, USA
University of Manitoba, CA
University of Roorkee/Indian Institute of Technology Roorkee, IN
Asian Institute of Technology, Bangkok, TH
(Unesco-)IHE, NL
Delft University of Technology, NL
University of Grenoble
University of Lyon
Other:.....

3. CAREER INFORMATION

a. Please enter the all job posts you have had in chronological order, starting with your current job post and ending with your first job. In case you have had more than one job at the same time, only enter that job that provided you with the most income. After a major change/shift within the same job or organization (i.e. you got promoted, transferred to another country), please treat this as new a job/job position on a new table row.

	Job Level (Ranking nr. and letter) & name of position	DG & Directorate	Subdirectorate	Main activity Choose from: <ul style="list-style-type: none"> • information&knowledge dissemination • Project implementation&supervision • Management • Research&analysis • Policy formulation • Project design • Procurement • Contracting • Planning 	Start year	End year
Job/job position 1						
Job/job position 2						
Job/job position 3						
Job/job position 4						
Job/job position 5						
Job/job position 6						
Etc.						

b. By how much did your **total income** (including bonuses) increase: (to avoid confusion: 100% represents your salary at the time of obtaining your highest degree, so 150% is 1.5 times your salary at the time you obtained your degree, 75% represents a salary reduction of 25%. If you didn't work before obtaining your highest degree, fill in the amount after 1 year as 100% and compare it with your salary after 5 years.)

- 1 year after obtaining your highest degree? 50% 75% 100% 150% 200% Other:
- 5 years after obtaining your highest degree? 75% 100% 150% 200% 300% Other:.....

c. To what extent did you obtain the following competences during the education for your highest degree and to what extent are they required in your current job. If you are currently not employed please answer only column A.

During your highest education

Not At all Extensively

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used in your current job

Not at all Extensively

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Technical competence:

- Modeling skills
- Computational skills
- Design skills
- Subject-specific theoretical knowledge
- Field-specific knowledge of methods
- Understanding of broader technical context
- Multidisciplinary thinking/knowledge
- Analytical competence
- Problem solving skills (technical)
- Practical field based knowledge

Management competence:

- Project management skills
- Networking skills
- Negotiation skills
- Procurement
- Contracting
- Time management
- Team work
- Problem solving skills (managerial)
- Oral communication skills
- Written communication skills
- Leadership skills
- Personnel management
- Organizational management

Governance competence:

- Ability to apply inclusiveness
- Policy formulation skills
- Understanding of procedures and institutional structures
- Understanding of political consensus building
- Achieving ethical objectives: non-corruption, transparency etc.

Learning competence:

- Reflective thinking, assessing one's own work
- Creativity
- Critical thinking

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- Intercultural understanding
- Broader view of the world
- Curiosity

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d. What type of knowledge and skills is valued most by your direct superior? -----

4. TRAINING

Have you undertake **non-degree** training? If yes, please specify the approximate total number of weeks or months of training taken.

- o No
- o Yes, how many weeks:

a. Please enter the training events that were most useful for your daily work.

	Topic	Training given by	Country	Start	End
	(For example: IWRM, financial mgt)	(for example: pusklat, HATHI, etc.)		(month/year)	(month/year)
major training event 1					
major training event 2					
major training event 3					
major training event 4					
major training event 5					
remarks					

5. OTHER KNOWLEDGE ACQUISITION MECHANISMS

a. In our jobs, we use different sources and ways to acquire knowledge. Can you indicate what sources you make use of to keep your knowledge up to date, and to what extent.

- Training
- Seminars/workshops
- Formal work related meetings
- Informal meetings with colleagues

Not at all					Extensively
	1	2	3	4	5
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- Having a senior mentor/coach
- Interaction with foreign consultants
- Internships/job shadowing
- Learning by doing
- Networks (professional and personal)
- Network organizations (such as professional associations)
- Online networking (facebook, LinkedIn)
- Databases of your organization
- Mailing lists inside organization
- Mailing lists outside organization
- Academic literature
- Relevant newsletters / magazines inside organization
- Relevant newsletters / magazines outside organization
- Media - TV/Radio/Newspapers
- Open source sharing (wikipedia, flickr, youtube)

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Comments:

b. To which extent do you consider your current professional activities related to the development of:

- Your organization?
- Your country?
- Other countries comparable to Indonesia?

Not at all	Extensively			
1	2	3	4	5
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c. If you studied abroad during your career in Public Works, to what extent was your working environment conducive for using the new knowledge and skills upon return?

If it was conducive, were you encouraged to share your knowledge through:

- Presentations for other staff
- Through becoming a mentor of junior staff
- Specifically asked to give your input in organizational matters
- Tasks allocated that require your specific new knowledge and skills
- Further training possibilities as follow up and refreshment of your education abroad

Not at all	Extensively			
1	2	3	4	5
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d. Please rate the statements below:

	Not at all				Exten- sively
	1	2	3	4	5
1. In my organization, people identify skills they need for future work tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. In my organization, people help each other learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. In my organization, people are rewarded for learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. In my organization people give open and honest feedback to each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. In my organization people spend time building trust with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My organization uses two-way communication on a regular basis, such as suggestion systems, electronic bulletin boards, or open meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My organization enables people to get needed information at any time quickly and easily.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My organization creates systems to measure gaps between current and expected performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. In my organization local postgraduate education is the most important means to acquire a strong technical knowledge base.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. My organization makes its lessons learned available to all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. My organization measures the results of the time and resources spent on training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. In my organization informal initiatives exist for knowledge sharing, such as discussion groups, lunch meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My organization recognizes people for taking initiative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. My organization gives people choices in their work assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. My organization gives people control over the resources they need to accomplish their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. My organization supports employees who take calculated risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. My organization encourages everyone to bring stakeholders views into the decision making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. My organization works together with the outside community to meet mutual needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. My organization encourages people to get answers from across the organization when solving problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. In my organization, leaders generally support requests for learning opportunities and training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. In my organization, a degree from a foreign university is necessary for a promising career path.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. In my organization, a technical educational background is the most suitable education for a promising career path.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. In my organization, leaders share up-to-date information with employees about organizational directions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. My organization organizes follow-up for alumni from foreign studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. In my organization, leaders empower others to help carry out the organization's vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. In my organization, non-technical knowledge and skills are a requirement to grow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

in the organization

27. In my organization, leaders mentor and coach those they lead.

28. In my organization, leaders continually look for opportunities to learn.

29. In my organization, leaders ensure that the organization's actions are consistent with its values.

REMARKS:

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This questionnaire can be faxed to Judith Kaspersma, fax no: +31 15 2122921 or scanned and e-mailed to j.kaspersma@unesco-ihe.org.