



**COCOPS Executive Survey on Public Sector Reform in Europe**  
**Research Report**

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## About COCOPS

The COCOPS project (Coordinating for Cohesion in the Public Sector of the Future) seeks to comparatively and quantitatively assess the impact of New Public Management-style reforms in European countries, drawing on a team of European public administration scholars from 11 universities in 10 countries. It analyses the impact of reforms in public management and public services that address citizens' service needs and social cohesion in Europe. Evaluating the extent and consequences of NPM's alleged fragmenting tendencies and the resulting need for coordination is a key part of assessing these impacts. It is funded under the European Union's 7th Framework Programme as a Small or Medium-Scale Focused Research Project (2011-2014).

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# I. COCOPS Work Package 3: Executive survey on public sector reform in Europe

## I.1. Background and aims of the survey

The COCOPS project aims to assess the impact of New Public Management-style (NPM) reforms on public administrations in Europe, as well as, more particularly, on public services attending to citizens' service needs and on social cohesion. The research explores trends and development of future public sector reform strategies, especially given the context of the financial crisis, by drawing lessons from past experience, exploring trends and studying emerging public sector coordination practices. The research is comparative and evidence-based, drawing on both existing data and innovative new quantitative and qualitative data collection, at both national and policy sector levels. As one of the largest comparative public management research projects in Europe, the project therefore intends to provide a comprehensive picture of the challenges facing the European public sector of the future.

The consortium implementing the research consists of a group of leading public administration scholars from eleven universities in ten countries. The project is funded through the European Commission's 7th Framework Programme as a Small or Medium-Scale Focused Research Project, and runs from January 2011 to June 2014. More information on the project is available at [www.cocops.eu](http://www.cocops.eu).

The third phase of COCOPS (or its 'Work package 3') is a cornerstone of the project, as it produces an original, large-scale survey exploring the opinions and perceptions of public sector managers in ten Europe countries with regards to NPM reforms. The work package thus provides novel quantitative data regarding NPM reforms and their impacts in Europe, coming from the actors involved at close range in the conception and especially in the implementation of reforms: public sector executives across Europe active in the areas of (as delineated in the project's reference points) general government, employment and health. Moreover, the data resulting from the survey constitutes a building block for other project phases which, based on an analysis of trends and opinions identified by the civil servants surveyed, try to establish innovative practices in tackling unintended consequences of NPM reforms, effects of the financial crisis and also possible scenarios for the future of the public sector.

**The objectives of the Work package are:**

- To gain insight into how public managers in Europe perceive the impact of new public management-style reforms on
  - public sector efficiency, effectiveness and economy (performance)
  - public sector values, equity, professionalism
- To study public managers' experiences with and attitudes towards the New Public Management and their perception of emerging public sector management/governance practices, including network governance, e-governance, integrated or joined-up governance, and related developments
- To measure and compare the perceived impact of New Public Management-style reforms on public sector fragmentation, coordination and social cohesion
- To generate a cross-national, cross-sector database that will be of integrative value for all subsequent work packages in the project
- To develop a standardized web-based and multi-lingual survey targeting public managers from three sectors in ten countries that captures the variety of administrative traditions and structures in Europe
- To collect data using this survey, interviewing min. 3.000 European public managers (10 countries x 300) based on comparative national samples

As agreed by the terms of reference, the Work package will produce the following **deliverables**:

- D 3.1. Ten national reports (by 30-4-2013)
- D 3.2. Cross-national report (by 31-5-2013)
- D 3.3. Presentation of collected data to practitioner groups (by 30-6-2013)
- D 3.4. Policy brief, based on 3.2 (by 31-7-2013)
- D 3.5. Validated dataset (by 31-12-2012)

The present Research Report is meant to offer interested researchers and the wider public an overview of the survey methodology employed and of the survey's content, as well as a first-hand introduction to its general results (for the latter point in particular, please go to section III where you will find the descriptions of all questions of the integrated survey dataset). A few additional documents are complementing this report:

- the core questionnaire and the list of optional questions selected by the teams (see Annex I, and Annex II respectively)
- the survey codebook, which accompanies the dataset and contains a thorough description of the variable/item definitions

The date at which the present Report is being published, May 2013, is near to the closing of the Work Package 3, with the integrated survey dataset now validated, and the first materials analysing survey results ready: the Survey Codebook, together with this Research Report, the ten country reports and the cross-country report describing national and comparative results respectively are available on the COCOPS webpage [www.cocops.eu](http://www.cocops.eu). Following data sharing principles jointly agreed upon by the COCOPS team, the integrated dataset will not be publicized in full until a later date and in accordance to these principles. For further information on this aspect, please see also section IV.

## 1.2. Main steps in survey implementation

Running from June 2011 until July 2013, the Work package 3 is one of COCOPS' most extensive phases. Its core output, the survey was the result of a joint effort of all partners. A core survey task force was created by five teams (Hertie School of Governance Berlin – also the coordinating team of the survey, National Center for Scientific Research (CNRS) University Panthéon-Assas Paris II, Cardiff University, Erasmus University Rotterdam, University of Bergen), which worked intensely on the survey design and met on four different occasions. During the initial stage the Hertie team compiled relevant survey instruments and bibliography, which together with similar materials collected during other project phases (COCOPS Work package 1) were used to draft and test the new questionnaire instrument. Several additional feedback rounds gave all partners the possibility to comment on the core team proposals, make recommendations and suggest additional topics and items. After each round, the survey was adjusted accordingly. The original English questionnaire was then translated in the languages of the participating countries and replicated in each of them following standardized, jointly-agreed sampling and access strategies.

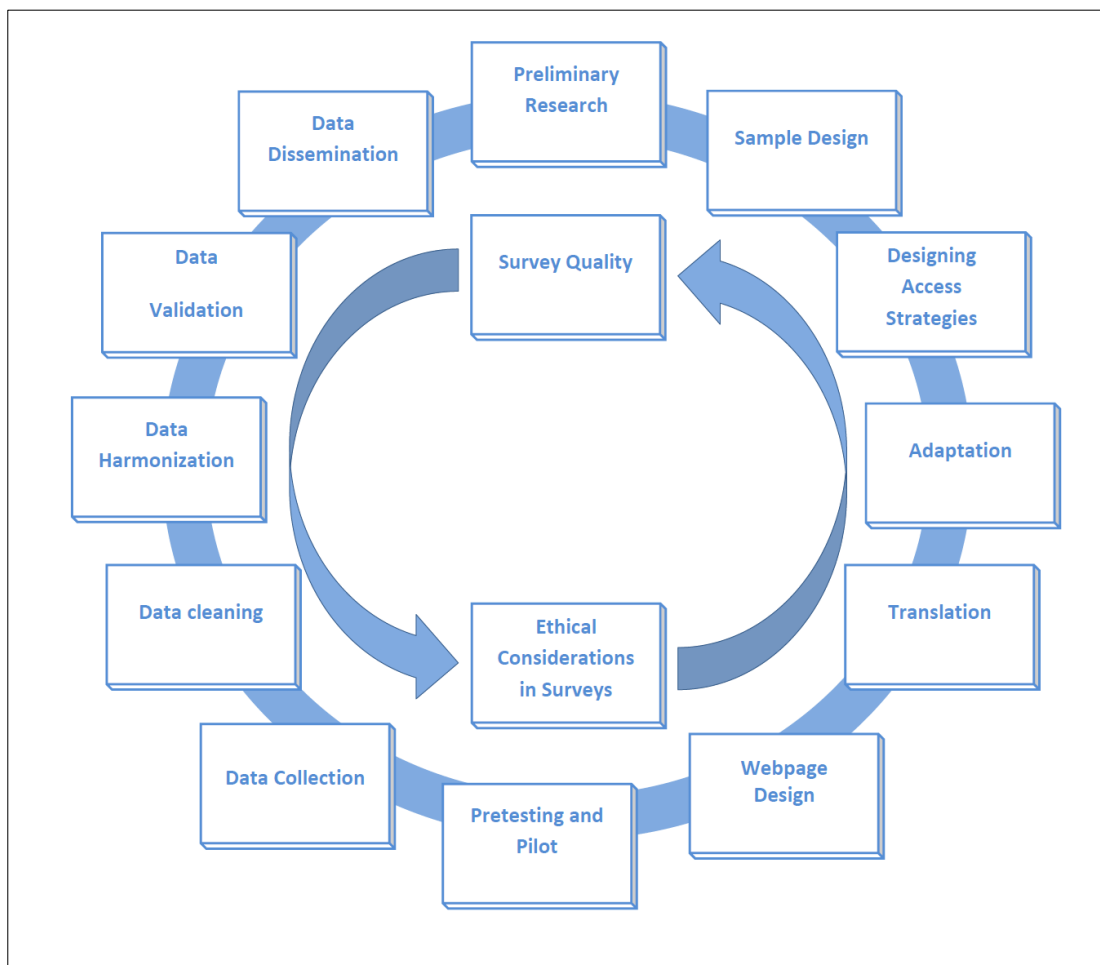
The guiding principles of the design process were to achieve relevant, qualitative and comparable results, to adequately reflect established theoretical and methodological standards and to follow the COCOPS terms of references as set out in the grant agreement. Given the scope of the survey, the conceptual phases focused on three main challenges:

- Defining a comparable sample across all countries.  
Please see section 1.5. below for a more detailed description of sampling.
- Finding an effective access strategy for each country.  
Teams had to find the most appropriate way to reach respondents, given the trade-offs between different access strategies (post via online, personalized via anonymous access, forwarding vs. direct access etc.).

- Designing a questionnaire fitting to the goals of the research project, and at the same time, to the various research interests and experience of the COCOPS teams and the national administrative context.

In order to ensure the collection of high quality comparative data/results, with regards to the methodology of the survey the team also used as reference a set of internationally established guidelines for implementing cross-national surveys (e.g. the cross cultural survey guidelines developed by the Institute for Social Research, University of Michigan, but also experiences from other research networks at the EU level such as the COST-Action network or the EU-CONSENT network). In particular, most of the suggested steps/phases for cross-cultural surveys from the University of Michigan were followed (see figure 1), while also being adapted to the specific context and needs of the COCOPS survey.

Figure 1. Main steps in the design and implementation of the COCOPS survey. Adapted from 'Guidelines for Best Practice in Cross-Cultural Surveys', Institute for Social Research, University of Michigan



More concretely, the following steps lead up to the current status quo:

- **Kick off meeting, core survey team: Paris, May 2011**
  - Meeting of the core survey team (Hertie School of Governance Berlin, CNRS Paris, Cardiff University, Erasmus University Rotterdam, University of Bergen)
  - First agreements on research design, questionnaire and sample principles
- **Mapping national administrations: July-August 2011**
  - Based on the same template, all partners provided a first overview of their national administrations (main levels, structures, numbers) and a proposal for the national sample and most appropriate access strategy.

- **COCOPS meeting at the Annual Conference of the European Group for Public Administration: Bucharest, September 2011**
  - Discussing questionnaire concept, sample principles, and methodological issues related to the survey design and implementation
- **Core survey team meetings – Berlin, October 2011 & Berlin, December 2011**
  - Collection/discussion of other existing surveys
  - Operationalization of interesting variables and items
  - Discussion on structure and questions/items to be selected
  - Agreement on preliminary questionnaire text
- **Coordinating preliminary version with other team members, October-December 2011**
  - Feedback on first draft version with regard to appropriateness for national contexts and other WPs
  - Integrating feedback and updating questionnaire
- **Pretesting draft version, core survey team: December 2011-January 2012**
  - A first external test of the survey: 5-10 practitioners and colleagues in each of the core team countries were asked to give their feedback on the English survey text and to check understanding and quality of questions
- **Final feedback round with all partners: January-February 2012**
  - Feedback on questionnaire and choice of optional questions
  - Final adjustments to the questionnaire, based on feedback from the teams
- **English survey text ready, circulated to teams for translation: 28<sup>th</sup> February 2012**
- **Decision on sample and access strategies for each country: February-March 2012**
- **Translation of survey into 9 languages: March-mid April 2012**
  - Translation of survey text and online fill-in guidelines
  - Necessary adjustments following translation check
- **Setting up 10 country web-pages: March-May 2012**
- **Collecting contact data for invitations, securing official approvals: February-May 2012**
- **Pilot, all partners: April-mid May 2012**
  - Around 10 practitioners in each country
  - Testing both translation and functionality of the webpage
  - Adjustments made to the text and webpage based on feedback from respondents
- **Final checks with teams: May 2012**
- **Launch of survey: mid-May-beginning of June 2012; surveys ran until 31 July 2012**
- **Measures to enhance response rates: September-October 2012**
- **Data cleaning, harmonization and validation: October-November 2012**
  - Cleaning the data and ensuring that all items are coded correctly and consistently
  - Validation of the country data by each team
- **All surveys closed: November 2012**
- **Survey also launched in Austria and Portugal (non-COCOPS countries): November 2012**
- **Finalizing national datasets and creating comparative dataset: December 2012**
- **Writing ten national reports based on first survey results in each country: December 2012 – April 2013**
- **Writing the cross-national report, based on the integrated dataset: March – June 2013**
- **Dissemination of survey data: January – end of 2013**

### I.3. Survey design and content

The result of the first, design phase of the Work package was a 12-page survey with 31 core questions, which was distributed during two survey rounds (May-July 2012, and September-November 2012), electronically or via post, to over 21,000 high ranking civil servants in ten European countries based on a joint sample specification.

As mentioned before, the main research goals of the survey were clearly set by the overall COCOPS research framework. The aim of the survey was to capture experiences and perceptions of public sector executives as key knowledge carriers in the public sector in Europe on:

- the current status of management, coordination and administration reforms (especially NPM style reforms)
- the effects of NPM-style reforms on performance, but also on other factors such as public sector values/identities, coordination or social cohesion
- the impact of the financial crisis

Lastly, the survey also aimed to explore various factors influencing and shaping these perceptions/experiences, such as: institutional/organisational context (e.g. country, policy field, organisation type, size of organisation, socio-demographic factors (education, age, work experience), and individual values and attitudes.

The driving principles behind the survey were established during the design phase of survey. As such, the content of the questionnaire was shaped by the following factors/considerations:

- Building the survey on a theory-driven basis, integrating different research disciplines and interests: the content of the questionnaire therefore links with central research concepts in different disciplines such as public administration, public policy, organisation theory, management theory and psychology; the survey mirrors this diversity and allows for a broad spectrum of research papers and analyses based on the resulting data.
- A major theoretical framework underlying the survey/questionnaire is the distinction of three different reform paradigms (New Public Management, Public Governance and The Neo-Weberian State) as suggested by Pollitt and Bouckaert (2011). The survey tries to capture how far these three different reform paradigms have spread on the three different levels.
- Allowing for analysis of different levels/perspectives: the survey combines questions at macro-level (institutional/policy field), meso-level (organisational level of ministry or agency) and micro-level (individual executive)
- Based on the overall research goals and a literature review (see Hammerschmid/ Van de Walle 2011) a set of key topics/issues was developed (e.g. public sector ethos/perception of work, political/administration relation, social cohesion decentralization/management autonomy, target/performance management, coordination/network governance) as the basis for the questionnaire items.

The survey design process took as reference for methodological issues, topics/issues and operationalisation of variables of interest other public administration executive surveys. Some of the examples include:

- Well established elite studies, such as the Aberbach et al. 1981 and Derlien 1988
- The COBRA/CRIPO survey on autonomy, steering and performance of agencies
- The EU-Consent survey on the reform and future of the EU Commission (see Bauer et al. 2009)
- The UDITE survey on Leadership experiences of local government CEOs (see Mouritzen and Svava 2002)
- A survey on the Future of Government Service (SFGS) by the Woodrow Wilson School of Public and International Affairs, Princeton University (Volcker et al. 2009)

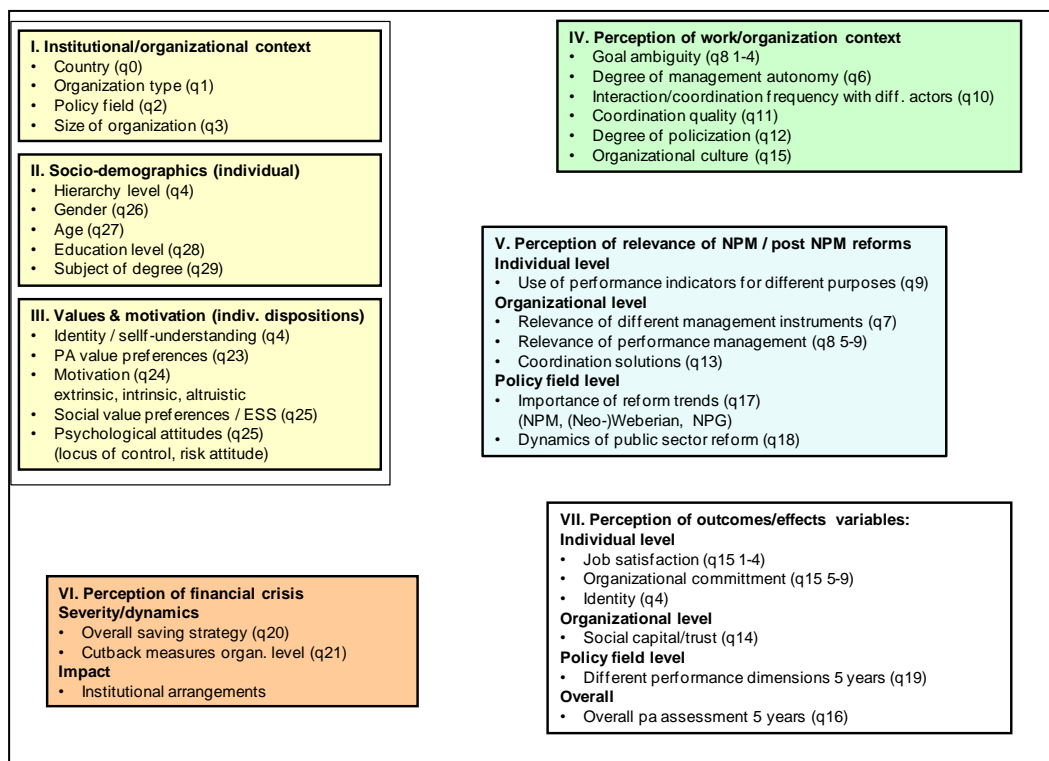


In addition, findings from meta-analyses of survey research in public administration (e.g. Lee et. al 2011), the current status of comparative public administration (e.g. Fitzpatrick et al. 2011; Pollitt 2011) also informed the design process.

The survey also combined experiences from previous major public sector executive surveys in Norway (Christensen and Lægreid 1996, 2007), Austria and Germany (Hammerschmid and Meyer 2005, Meyer and Hammerschmid 2006 or Hammerschmid et al. 2010), and elements of previous surveys as part of the COST-CRIPO project.

Based on these considerations and in several steps the survey team developed an overall concept with certain clusters of questions/variables (see figure 2), which can be linked for future research in a flexible form depending on the specific research interests:

**Figure 2. Central issues/content of the questionnaire**

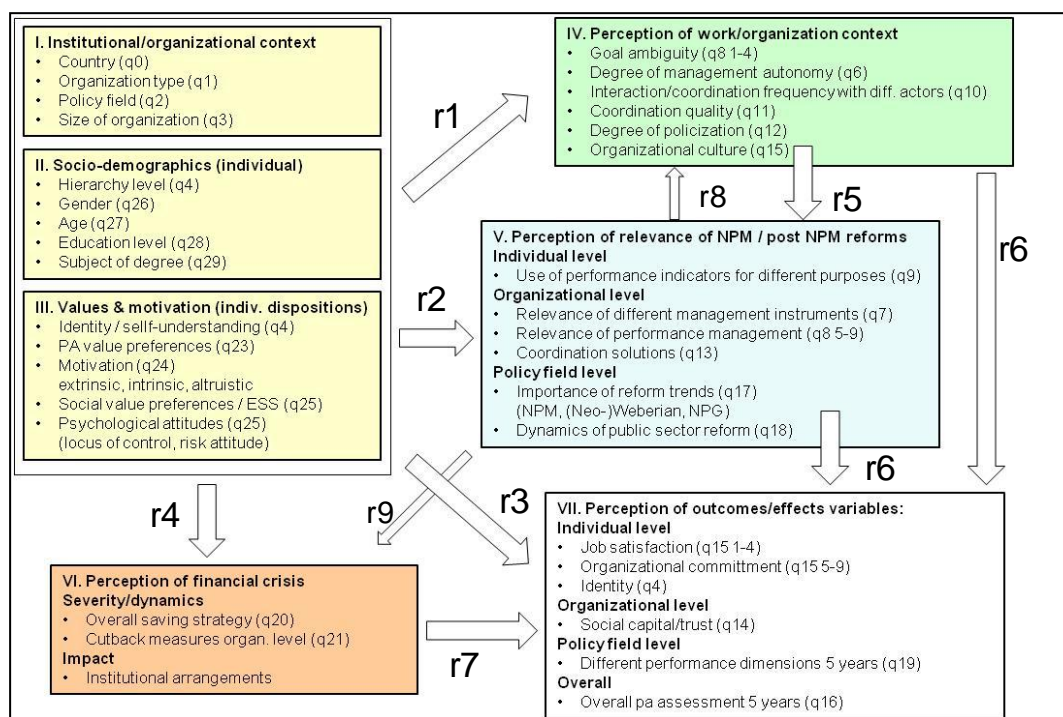


A look at the various relationships between these sets of variables (see figure 3) already allows to foresee interesting directions of future research, for instance:

- What factors do influence the perception of central aspects of the work/organisation context such as goal ambiguity, management autonomy, coordination quality, politicization (r1)
- What individual/organisational/institutional factors do explain the relevance of NPM at individual/organisational/policy field level (r2/r5)
- What factors (organisational context, various reforms at organisational and policy field level, severity of financial crisis) do have a positive / negative impact on social cohesion/organisational social capital (r6/r7)
- What factors do influence the internal/external use of performance indicators (r2/r5)
- How do organisational/contextual factors and previous NPM reforms (eg. spread of performance management) have an influence on the way public administrations do cope with the financial crisis? (r4/r9)

It also becomes clear that certain variables can be used both as independent or dependent variables, e.g. identity as a factor explaining the perception of management reforms vs. identity changes as a consequence of certain reforms.

Figure 3. Various relationships/causalities between the variables



#### I.4. Questionnaire and country variations

As previously mentioned, one of the key concerns of the survey team<sup>1</sup> was to ensure a high quality for the survey, by building it on a strong methodological basis, according to established standards of elite and public administrations surveys, but also ensuring in an original manner its representativeness for the country administrations involved. Therefore, the survey was first of all based on a set of key principles regarding methodology agreed on through discussions and meetings of the survey team and feedback with all COCOPS teams, which then guided the development of the questionnaire:

- Creating one joint questionnaire, to be distributed to the central ministries and the two policy sectors (health and employment) with only few, country specific questions added, depending on the relevance of proposed questions from the perspective of the local teams.
- Collecting three types of information/data regarding:
  - Characteristics of the individuals and their position, identity, preferences etc. (as control variables)
  - Management practices/reforms in the respondents' employing organisation/government
  - Perceived outcomes of the work of the employing organisation and the policy field.

These aspects were intended to cover the wider range of topics allowing researchers to then explore developments, and in particular NPM reforms, in the public sector across Europe, together with data that could offer explanations regarding these developments.

<sup>1</sup> Hertie School of Governance Berlin, CNRS Paris, Cardiff University, Erasmus University Rotterdam, University of Bergen

- Focusing on current management practice rather than past reforms and placing less emphasis on normative assessments ('How it should be') and views on the future of the public sector (It was considered by the team that the first were easier to observe through direct experience by the respondents, and a more reliable research path than exploring normative aspects, subjective beliefs etc).
- Avoiding questions asking directly for a specific impact of certain management practices on particular outcomes, as well as questions on causalities (to avoid putting pressure on respondents, but also to avoid producing subjective, hard to verify replies).
- Describing management practices and outcomes generically, simply and clearly, avoiding public management jargon, to ensure a clear understanding of the concepts used in the survey by the respondents targeted.
- Referring to a standard period of 5 years throughout the entire survey when time periods are mentioned in the questions. Any longer period of time would have been too long, respondents might have not been in their positions as long and would not have realistically been able to make correct judgements. With regards to the time span used, see also the Special Eurobarometre 370, on assessment on how government works.
- Employing 7-point scales for answers. Starting from the examples of other public administration surveys (see the surveys mentioned above), the survey team considered that a 7-point scale would allow for sufficient variation in responses, while not burdening respondents with irrelevant scale values, as would have been the case if a longer, 9- or 10-point, scale had been applied to most questions.
- The 'Don't know / cannot answer' option was used scarcely /; following discussion among the project members, it was decided to preferably allow respondents to skip questions rather than allow for this 'opt-out' alternative and thus to complicate the later analysis of results.
- Refraining from open questions, to avoid interpretation issues during the data validation and analysis phase; in some instances respondents were offered the possibility to choose item 'Other' and offer further information, but these were mostly limited to situations where a full coverage of the national context would not have been possible through the item formulation.
- Use multi-item variables, reflecting the complex research dimensions of the survey
- In areas covered by the survey, well-established item operationalizations already existed, the survey tried to take them up and use them either directly or with little variation. Some examples from which specific items have been (partially or completely) taken include:
  - OECD 'Classification of the Functions of Government' (COFOG): policy fields in question 2
  - Special Eurobarometer 370, on Social climate, assessment about how public administration is run: question 16 in particular
  - Leana/Pil 2006, and Nahapiet/Ghoshal, 1998, on organisational social capital with a distinction of structural, relational and cognitive dimensions: see question 14
  - Allen/Meyer 1990, organisational commitment types: selected items in question 15
  - Public Service Employee Survey (Treasury Board Canada 2008): selected items in question 15
  - Rotter score for 'locus of control' (Carpenter and Seki 2006): see question 25
  - International Social Survey Program 2005, work motivation/orientation bases more generally
  - European Social Survey, items related to 'Human Values'

### 1.4.1. Structure of the questionnaire

Based on the research goals, principles and content areas described above, the questionnaire for the 'Executives Survey on Public Sector Reform in Europe. Views and Experiences from Senior Executives' is structured in four parts:

- Part I: General Information  
4 questions with 31 items
- Part II: Management and Work Practice of Your Organisation  
11 questions with 97 items
- Part III: Public Sector Reform and the Fiscal Crisis  
7 questions with 61 items
- Part IV: Attitudes, Preferences, and Personal Information  
9 questions with 47 items

As mentioned above, a few concerns emerged throughout the survey design phase, and during the feedback rounds with the COCOPS teams: The potential negative effects on response rates of a survey that was too lengthy; the need to adapt to the limitations of the survey as research instrument, and that of reflecting the key NPM developments and concepts; grant requirements. To address these issues, some of the topics and questions proposed in the initial design phases were dropped from the survey. In particular, the sections on normative aspects of public administration and the public sector of the future, as well as questions regarding individual opinions and characteristics (e.g. belonging to political parties, ideological positioning) were dropped; they were seen as too difficult to interpret in relation to NPM impacts and especially the latter as too sensitive for respondents.

Special attention was given to the order of the survey sections. As it was expected that a bigger number of drop outs would be observed towards the end of the survey, priority was given to control questions that would offer information on the nature of the respondent's organisation, also considered as appropriate introductory questions (Part I), and to core issues related to NPM (Part II: Management and Work Practice of Your Organisation).

The introduction text was created in order to both clarify the objectives of the survey, but also to motivate respondents to participate. Other accompanying texts, introducing the various sections, or defining 'organisation' and 'policy area'<sup>2</sup> were meant to ensure a standard understanding of key concepts and survey approaches across all respondents, regardless of their country or administrative structure/culture.

Please find the core questionnaire as separate attachment (Annex I).

### 1.4.2. Country variations – core questions

While the intention was to keep all country versions homogenous, certain differences could not be avoided if the surveys were to look convincing and plausible to local respondents. Respecting established cross-national survey standards (see in particular 'Guidelines for Best Practice in Cross-Cultural Surveys', Institute for Social

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<sup>2</sup> To avoid misinterpretations of these crucial concepts leading the respondents' positioning towards the survey, the following two definitions were offered at the beginning of the survey:

'Your organisation refers to the organisational entity for which you work. Usually, it is a ministry (in the UK this is a 'Department') or an agency. It is never only a section, division, or subunit within a ministry or agency. Agencies or other subordinate bodies that have autonomy versus the Ministry should be regarded as their own organisation and not as part of the Ministry.' 'Your policy area refers to the wider set of policy topics or issues to which your own work mainly contributes. It usually coincides with the policy issue in which your organisation is designing and implementing policy.'

Research, University of Michigan), teams were allowed to adapt their country versions to fit national context, and especially, to match national administrative structures, but had to clearly protocol all deviations.

In this context, especially questions 1 (“What type of organisation do you work for?”) and 4 (“What kind of position do you currently hold?”) offered particular difficulties. Keeping in mind concerns for comparability, teams were nonetheless allowed to modify (add or delete) items in such a way that they would fit administrative structures, but could also later be clearly re-coded along the original items in order to secure equivalence. This was the case for the government level dimension proposed by question 1 (e.g. differentiating central, state/regional and other subnational level), which was not applicable to many countries. The agreement with teams was that in the phase of data harmonization, they would provide a clear explanation of the equivalence of these terms, in order to ensure that the final dataset could be used in a comparable manner.

With regards to the introductory definition of organisation and policy area, for many countries the terms were self-explanatory and in some surveys the definition was not even included; for others the definition needed to be adapted to the specific administrative structures.

Other slight modifications were also made in the introductory text, to make it more relevant or motivating for national audiences (underlining for instance the large scope of the survey, its European, comparative dimension, or the relevance of its insights for understanding the changes in public administrations).

Please see below a summary of the country variations to the core survey text.

#### *1.4.3. Country variations – optional questions*

While concerns for the survey length and other research limitations mentioned above (see section 1.4.1) did not allow for the use of all questions initially discussed by the survey team, it was felt that a few of these were of particular interest for some of the teams involved and, while not relevant for the survey in its entirety, could offer relevant insights from narrower, national contexts. Therefore a list of optional questions was proposed, containing suggestions from teams, which had been excluded in the core survey. COCOPS teams were invited to select a maximum of 3 questions from this pool to be used in their national surveys, in addition to the core questionnaire.

Please see table 2 for a list of questions used by each team, and a more detailed description of the optional question in the attached Annex II.

Table 1. Country-specific deviations from core survey

	Austria	Belgium	Estonia	France	Germany	Hungary	Italy	Netherlands	Norway	Spain	UK
General					Separate survey version for the Federal Employment Agency (EA)						Skipped Part I for online survey; skipped several questions in second, postal survey
Q1 Organisation type		Q1 and OPT 1 have been merged and adapted to the Belgian administrative context	1 item less (only Ministries and Agencies or subordinate gov. body at central government level, three types of the latter)		Skipped in the EA survey	1 item skipped (Agency or subordinate government body at state or regional government level)		Specified as org. branches in EA survey; 2 items less in general survey (only Central government level Min., Agencies or sub. gov. bodies)	1 item (Min. at state or regional government level) skipped		
Q2 Policy field									1 additional item (i14 – religion)		
Q3 Size of organisation					Skipped in the E.A. survey						
Q4 Hierarchy level	4 additional items to match the national context		1 additional item, in the end recoded into three hierarchical levels	5 additional items, grouped in 3 new categories	4 additional items in general survey separate categories for EA survey					1 additional item, in the end recoded into three hierarchical levels	
Q11 Coordination Quality				1 additional item on vertical coordination							
Q12 Politicization											Skipped in postal survey
Q13 Coordination sol.											Skipped in postal survey
Q22 Financial crisis – inst. impact											Skipped in postal survey
Q28 Education Level				2 additional items: Bachelier (BAC) and Grandes Ecole (ENA etc.)				Humanities and Social sciences split up in original survey			

Table 2. Optional questions used by teams

	Austria	Belgium	Estonia	France	Germany	Hungary	Italy	Nether-lands	Norway	Spain	UK
OPT1 Government tier		X									
OPT2 Organisational task				X							
OPT3 Accountable for											
OPT4 Impact IGOs							X			X	
OPT5 Contextual factors		X	X								
OPT6 General context		X									
OPT7 Size of cuts			X				X			X	
OPT8 Crisis: unions consulted							X			X	
OPT9 Left – Right								X			
OPT10 Member union/ party								X			
OPT11 Get survey results					X		X	X			

## I.5. Sampling and access strategy

### I.5.1. General sampling principles and country variation

The COCOPS survey follows the tradition of elite studies (see for instance Aberbach et al. 1981; Putnam 1976; Derlien 1988; Mouritzen and Svava 2002; Trondal 2010). In these studies, administrative elites are considered to be members of organisations with expected higher reliability, knowledge or experience, usually senior bureaucrats. This type of approach has been debated intensively over the last years (eg. Moyser and Wagstaffe 1987; Enticott et al. 2008; Walker and Enticott 2004). Defenders of this method argue that top managers should be surveyed because they have the best vantage point for viewing the entire organisational system (Enticott 2004, p. 320), and that addressing questions to anyone other than the chief executive will lead to considerably less accurate information than might have been presumably assumed. On the other hand, elite surveys can nonetheless introduce significant sources of bias. Elite surveys only focus on one actor's perception, which cannot necessarily be taken as representative for the whole organisation. Chief executives may have a vested interest in reporting favourable outcomes from new policy initiatives in order to present a positive and successful image. They also can be expected to have different interests, needs and experiences than frontline bureaucrats or simply overestimate results (Frazier and Swiss 2008).

In trying to balance these positions in practice, the target population of the COCOPS survey was defined as: top and medium-high level civil servants who, in their respective positions, are most likely to hold the relevant knowledge regarding (NPM-type of) reforms and developments within the public sector. The COCOPS survey did therefore target the higher ranking managers in the respective public administrations, taking the point that persons on this level are more likely to have an overview of existing NPM type of instruments and practices in public administration. However, in order to address such representativeness and social desirability issues, the survey covers the entire population defined, usually stopping at those tiers that are more regularly in charge of service delivery, and thus outside the scope of the survey.

Given the expected differences in the national administrations, some variation in the country samples was accepted. The guiding principle in creating the survey sample was to a lesser extent that of ensuring similarity, but rather that of achieving comparability between all of the samples.<sup>3</sup> Therefore, this general definition was applied at each country level in order to include the relevant organisations and administrative tiers, according to a commonly agreed set of principles, as will be described in more detail below.

Other key methodological concerns considered were:

- Fitness of intended use: sampling respondents that would be best positioned to offer relevant insights into NPM reforms, according to the survey goals
- Full census avoiding random samples
- Non-response
- Quality of responses

In order to establish the degree of variation and the sample definition in each country, the first step taken was a mapping of the administrative structures of all the participant countries, with the help of a template developed by the coordinating research team. This standardized mapping template requested from teams both qualitative and quantitative information regarding their respective country administrations in each of the areas of focus in the survey (central government, employment and health), and in particular: the type and number of organisations and respectively, the approximate number of civil servants at each administrative tier included in the population definition, along with information on the overall number of potential contacts corresponding to

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<sup>3</sup> For a methodological background to this, see the recommendations of the 'Guidelines for Best Practice in Cross-Cultural Surveys', Institute for Social Research, University of Michigan, regarding flexibility in samples designs; and also European Social Survey Round 4 Sampling Guidelines.



the definition; as well as information regarding expected response rates, recommended ways of access and availability of the contact data about the targeted organisations and respondents.

The mapping exercise offered a helpful overview on public administration structures in all participating countries; more importantly it also confirmed the initial set of sampling principles agreed upon and raised a few general conclusions regarding both sampling and access, which were discussed with all teams during the COCOPS meeting in Bucharest, September 2011. The most important of these points were: the inclusion of state secretaries (considered to be too political in some countries), and achieving a representative and sufficiently large sample in the health and employment sectors (which were from the beginning proportionately smaller than general government in the administrations)<sup>4</sup>. This space for 'manoeuvre' was, however, still created in a manner that would not affect the overall comparability of the sample.

Two other aspects that were taken into consideration when tackling potential adaption of the national samples: varying expected response rates<sup>5</sup> and the project terms of reference (which stated a minimum of 300 valid responses per country). As a result, the minimum target in each country was set around 1200 respondents (a number that was confirmed as realistic following the mapping exercise).

Based on the initial mapping exercise and discussion with all participating teams, a core body of sampling principles was reached, which were followed by all national teams:

**A. Central government:**

- Within all central government ministries the two top-administrative levels (below politically appointed state secretaries) were to be addressed. Whether or not to address the level of state secretaries and their deputies, given the high degree of politicization and low number of persons at this level, was left to the choice of each team. In some particular cases, where deemed necessary by the teams, the third level was also approached or allowed for answers.
- All central government agencies were included, but restricted to the first two executive levels (directors/board members/deputies + level below).
- State-owned enterprises and audit courts were not included due to their different task profile.
- In case expected numbers of respondents were too low to achieve these criteria, teams were advised to also use a forwarding strategy, if and where appropriate: asking respondents in higher organisational levels to forward the questionnaire to subordinate levels. Or, in particular cases, if deemed appropriate by the teams, they could also target third administrative levels in central government ministries.

**B. Employment**

- The central government ministry level was targeted, according to the definition above
- For central government employment agencies the first two hierarchical levels were targeted, along with the heads of larger regional-agencies in countries with a more ramified and complex administrative structure
- Regional and state government ministries and agencies were also included to the extent that they were relevant, in order to reach a higher number of executives, following the same rules as defined for central government levels (i.e. the two top hierarchical levels). However, public sector bodies at the local government level and service delivery organisations were out of the scope of this survey and were therefore generally not targeted

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<sup>4</sup> The countries that opted for including state secretaries in their sample were Estonia, Germany and Spain.

<sup>5</sup> Based on previous survey experience (see I.3) and recommendations from the teams, average expected response rates for the COCOPS national surveys were established at around 20-25%.

### C. Health

- The central government ministry level, agencies and the state and regional levels were targeted in the same way as described for the employment field.
- In the health sector in particular, in certain countries special organisations such as committees were also involved in health policy; provided that such committees were equipped with their own budget and staff, and were proven to be policy-relevant, they were also included in the sample with their first two executive levels.
- As in the employment sector, bodies at the local government level were not covered and in addition, health insurances and hospitals, and bodies that were not directly involved in policy making processes were also excluded from the sample.

In all participating countries the entire target population was covered; hence, there was full census avoiding random sampling.

#### *1.5.2. Access and data collection strategies*

The mapping overview also showed the variation in preferred access strategies in each country. Based on this and given a concern for non-response, country teams were offered flexibility in their strategies of reaching respondents. The key criteria in the decision were the previous team experience with survey implementation and their expectations regarding administrative cultures. For instance, previous surveys (eg. Hammerschmid et al. 2010) showed that in more hierarchical and legalistic contexts a strategy of reaching respondents via post would be significantly more effective than trying to reach respondents via email invitations, and would render far higher response rates. In countries such as Norway, however, such an access path was considered by the local team unlikely to be successful, and preference was given to email invitations.

Together with the coordinating team, the various national teams therefore decided on an access strategy that would fit best to the specific context and sample specification. Points and options to be taken into consideration were:

- Accessibility of names, emails and addresses at the various sample levels
- Invitations via email or post, or possibly a mixed strategy between these two (considering administrative culture)
- Personalized access with individualized access codes , versus anonymous access to the survey
- Accessing respondents directly or via superiors (superiors could have both a motivating effect, but the survey could also be blocked, respondents potentially being less inclined to answer due to anonymity concerns)
- Ethical considerations and need for centralised approvals
- Possible endorsement from national or international/European institutions
- Regarding the time period for the running of the survey, any aspects that might influence response rates (such as elections, holidays etc.)

As the personalized/anonymous version is more complex and also requires some additional information, the anonymous access version was the default option offered to teams; with it the invitation sent contained a general, non-personalized link, which was open for access to all respondents. Respondents could not close and continue the survey, which had to be therefore filled in one go. It was also more difficult to monitor survey completion from the perspective of the managing team, but unlike a personalized link, this could easily be included in postal invitations, where necessary, or forwarded by respondents to their employees.

The personalized option consisted of offering each respondent a unique link to their country's survey, which they could access repeatedly, allowing for interruptions and for the re-opening of the survey, until the

respondent would have filled it in completely; this allowed for more flexibility from the perspective of respondents, but also gave the survey team the possibility to send targeted reminders and to make a better analysis of non-response behaviour; the concern here was a potential perception of anonymity risks on the part of respondents (although, given the very working protocol of the software used, any linkage between a given respondent and their answers would not have been possible). Due to the technical difficulty associated with the creation and management of the personalized invitations, this process was managed entirely by Hertie, and invitations were sent using Unipark software, based on the sample data provided by teams; in the case of anonymous access, teams were in full control of the invitations, although in close collaboration with the Hertie team – to minimize potential inconsistencies across teams and similar risks linked to the email distribution, Hertie advised all teams to use a standard mail-merge function available in Microsoft Outlook.

Starting from the common sample definition, different countries adapted their samples and access strategies, in close coordination and agreement with the lead survey team. Regardless of the chosen data collection mode, the survey was self-administered with strong support from the coordinating Hertie team.

As the survey aimed at a full census, teams have gathered all of the contact information needed to access all respondents in the population. The process has been different in each country, depending of the availability of such – normally quite sensitive – data. Some of the data was readily available through civil service official directories. In other cases, the data had to be collected either individually from organization websites, or by contacting individual organizations in order to receive the contact data (which would otherwise not be made public). In cases where the full contact (for instance the name of the person occupying a respective position) was not available, the invitations were sent, but not personalized.

### *1.5.3. Survey webpage*

Regardless of the chosen access strategy, a web-version of the survey was set up in the respective language(s) for each participating country. The link to the survey (as mentioned above, either a personalized, or an anonymous-access link) was included in the invitations sent, so that all respondents had the possibility to visit the webpage and fill in the questionnaire online; alternatively, as the invitation clearly stated, respondents could go online, download and print the questionnaire, and after filling it in, send it to the national coordination team via post or fax.<sup>6</sup>

In order to ensure a standardized survey design and thus mitigate any effects due to differences in web structure and design, the Hertie team created all the country versions centrally, by using a well-established survey software, tailored for use of academic research: Unipark (see <http://www.unipark.com/>). Each country version was built using the questionnaire translations provided, and in close collaboration with the respective teams. Also, once the survey was launched, all teams received access to the survey, allowing them to check the response rates, but not allowing them to intervene in the survey implementation. To avoid any inconsistencies or technical problems, Hertie also managed the survey infrastructure and covered any technical issues raised – although all other aspects related to the local implementation of the survey stayed with the country team. Each webpage created had a corresponding dataset, where all respective responses were gathered (in case surveys had been received by the local team they were filled in online by the country team and fed into the dataset). For countries that had more than one page, the datasets were merged together after the closing of the survey, to create a unitary country dataset for all responses.

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<sup>6</sup> This option was offered in all countries with the exception of Estonia, where the local team felt that respondents would not be inclined to use it.

Given the particular nature of the online survey, a few additional issues were considered:

- Fill in instructions: Hertie proposed an original set of fill in instructions, which had the role of guiding respondents through the survey completion (how to navigate from one page to the other, how to submit the survey, how to make corrections etc.); the instructions were translated by each team.
- The web-pages were built with a concern for methodological issues specific to online surveys (the number of question per page, visual elements etc.).
- The webpage versions were in most countries identical to the translated version of the questionnaire; nonetheless with a few variations in Belgium, Germany, The Netherlands, Norway and the UK.

## I.6. Survey Implementation

### I.6.1. Survey translation

The translation of the questionnaire was set up with a view to quality assurance and control, as well as to conceptual equivalence across various country versions. The goal was to produce high-quality national versions of the questionnaire, which would appear natural and easy to understand to local respondents and fit the national context, as well as, by keeping as close as possible to the original, to guarantee comparable results. Deviations from the original were therefore only allowed in exceptional cases, where a word-to-word translation would have not made sense to respondents.

A first key distinction made was between the core language questionnaire (English), which was to be taken as reference, and the target language questionnaires. After the translation process there were 11 different versions of the COCOPS survey – one for each of the participating countries and two respectively for Belgium – in 9 different languages: Dutch, English, Estonian, French, German, Hungarian, Italian, Norwegian, Spanish, all based on the original core version.

The translation was done by each national team, in collaboration with Hertie. To ensure an efficient and standardized process, Hertie centralized and managed translation concerns through a set of Survey adaption & translation guidelines. The goal of these guidelines was to ensure that the translation in each country followed a common procedure, and that key methodological and content aspects were observed by all teams. They contained the main steps, suggestions and a description of the procedure, as well as a checklist of important issues. They were also accompanied by an excel translation record, which offered each national team a framework for recording difficulties encountered and for discussing translation alternatives together with Hertie.

Some of the key issues discussed with the teams were the translation of central recurring concepts in the questionnaire (for instance 'organisation', 'experience', 'preference', 'coordination') to ensure that terms appearing several times in the text would be translated in the same manner and using the same definition, to avoid confusing respondents. Some more difficult public administration concepts (e.g. coordination) were also pointed out by teams (in many languages it was difficult to find an accurate concept for translation, and partial synonyms such as collaboration were preferred). Other sensitive issues were the translation of response scales (avoiding any reversals of the scales, adapting the scale meanings to local contexts (e.g. differentiating between cannot answer/cannot assess can be difficult in different languages), and gender-appropriate addressing of respondents.

Following the guidelines, each team decided how to approach the translation, by having either one central member doing the translation, with the others checking; or with each team member doing a parallel translation, which would then be cross-checked with the others. Given the specialized content of the survey, no external translators were used, and local teams had the final control over the translated versions. For the same reason and capacity considerations, a back-translation procedure was not done.

Based on discussions with and recommendations from the teams, following the translation process, Hertie proposed a set of general modifications to be applied across all country versions, thus modifying the original text of the survey. For example In question 6 (“In my position, I have the following degree of decision autonomy with regard to”), item 1- budget allocation, could have been interpreted in two ways: firstly, as budget planning in advance of the budget year, and secondly, as spending the budgets over the year. In keeping with the original intention of the core questionnaire, teams were asked to adapt the translation so that it would cover both meanings, and that no confusion would be created among respondents. Changes were also made for question 7/item 10 and question 9/item 1. For question 20 (‘In response to the fiscal crisis, how would you describe the broader approach to realizing savings in your policy area’), it was decided that respondents should be offered the possibility of skipping all further questions related to the financial crisis if they chose item ‘None/no approach required.’ In the online version of the questionnaire, those respective questions were skipped automatically, when respondents clicked ‘none’. At a later stage, following the pilot and feedback from national respondents, additional changes were made to the text resulting into a final country version.

In the case of Belgium, France and the Netherlands, given the overlap between the languages, the three teams coordinated and cross-checked the translation, in order to create a homogenous result. The differences accounted between these language versions (other than the country variations already mentioned), are due to local particularities of each of the languages.

### *1.6.2. Survey pre-testing and pilot*

Given the scope of the survey and the variation between administrations in the participating countries, testing the survey and its national versions was essential before launching it in full scale. This verification had two phases: a pre-testing and a pilot.

#### **A. The survey pre-testing**

The pre-testing took place during the design phase, using a preliminary version of the English survey. This was a narrower test, meant to collect content-related observations from practitioners and external observers, before finalizing the core version.

The preliminary English version of the survey was circulated to 5-10 practitioners in each of the five countries composing the core survey team (France, Germany, Netherlands, Norway, UK), who were asked to comment primarily on the content of the questions. The input received from practitioners helped the core team in finalizing the survey: deciding on its final structure (a survey section regarding normative aspects and the future of the public sector was given less importance in the end, was reduced and merged with another section); as well as on which questions to keep or exclude from the survey (the input received from teams and external practitioners disfavoured normative questions, some of the questions regarding respondent preferences, or some detailing aspects of coordination). Following the joint discussion with all project teams, the input was incorporated in the final form of the core survey.

#### **B. Survey pilot**

While the pretesting in December 2011-January 2012 checked for the core understanding of the key concepts of the preliminary survey draft, the pilot was a larger exercise, which all teams underwent, to check the exact implementation of the survey at a smaller scale, before launching it on a national level. The goal of the pilot was to verify:

- Concept understanding issues
- Translation of terms
- Webpage functionality and clarity of fill in instructions

A survey invitation was sent to around 10 external respondents (practitioners) in each country based on Pilot guidelines circulated by HER (these included suggestions on who to target, how to send the invitation, how to do the follow-up and collect pilot conclusions). Also, a general check was done concerning sending out Outlook invitations in the case of countries opting for an open access link (in this case teams were sent out the survey invitations themselves). Hertie circulated a document with guidelines on using Outlook for this purpose.

The pilot was an important step especially for the teams, as it revealed inconsistencies and the need to modify some translated terms. No major changes were made to the questionnaire content; however a few suggestions were made regarding the webpage. Among these the most important one, which was applied to all survey webpages, was related to the inclusion of new instructions that would clarify how to submit the survey and confirm the survey submission to the respondent.

Before the final launch in all ten countries, a last check was conducted with all teams in which teams were asked to verify and confirm:

1. The consistency of the translated version with the core English survey
2. The consistency of the translated paper version with the webpage
3. The correctness of issues related specifically to the webpage and its functioning

### *1.6.3. Data collection phase*

The data collection phase was planned and implemented on a bilateral basis with each national team, based on an overall time span and general guidelines proposed by Hertie. Given the heterogeneous access and sampling strategies, as well as contextual factors, teams had for quite a large degree of flexibility in implementing the survey, however without losing sight of the key survey concerns:

- **Comparability:** one important goal was to keep the launch date and implementation period similar enough across all countries in order to still allow comparability of results (launch dates spread too far apart would have potentially allowed for – hard to verify – contextual effects).
- **Goodness of fit:** relevance of the access strategy to the goals of the survey; consideration of any national particularities when launching and implementing the survey or any response enhancement measures.
- **Survey quality and minimizing survey error:** respecting survey best practice (sufficient time for implementation, efficient communication with respondents etc.)

The data collection process followed the major steps detailed below (for a country specific description of these steps, please see table 3 below):

- **Survey launch:** within a span of about two weeks (end of May-beginning of June); a few country particularities lead to different survey launch dates:
  - France: the first country to launch the survey; the team launched the survey earlier due to the impending elections.
  - Hungary: a parallel national public administration survey was launched only 2 weeks before the planned COCOPS survey date; therefore the launch was delayed by 2 weeks, to avoid overburdening respondents.
  - Norway: a general strike prevented the team from launching the survey earlier, and here too the survey launch date was delayed by approximately 2 weeks.
  - UK: the planned survey launch date turned out to overlap with bank holidays, so it was preferred by the local team to wait until public servants returned to office.
  - Netherlands: due to major difficulties in accessing respondent contact data, the survey experienced a considerable delay and was launched at a later date than the others.

- Duration: the suggested duration for the survey was 4 weeks; countries where the response rates were not sufficiently high prolonged the deadline; in some cases, it was preferred to wait until after the summer break to send an additional round of reminders and/or use further measures of response enhancement (see a more detailed account in table 3 below).
- Second survey round: following the launch of the core survey, several teams decided to undertake a second survey round, to tackle either low response rates or technical issues; a second survey round was interpreted as a new survey launch to respondents who had not previously received an invitation, and so reminders sent to the same respondent group do not belong to this category
  - Netherlands: the Dutch team experienced significant challenges in collecting the necessary contact data and therefore had to wait until the end of the summer to launch the invitations to the bulk of its sample; only a smaller sample of 160 respondents (agency employees) was reached in the summer, while the rest of the respondents received the invitation to the survey in September, once the contact data was available.
  - Norway: a firewall prevented all invitations sent to the Agency for Labour and Welfare to reach respondents; once this technical issue was solved at the end of the summer, a second round of invitations was sent to the same Agency respondent group, this time successfully.
  - Spain: the team experienced significant difficulties in getting the contact data for the set sample; a major reason for this was the change in government that took place during the period of survey implementation and respectively of contact data gathering; given the period needed for some of the new administration members to take their office and also a government policy of limited disclosure of administration member contacts, the team finalized the contact data gathering at a later stage, and therefore launched a second survey round, to more than half of the total sample, in September 2012.
- Reminders: To tackle non-response, teams followed some established response enhancement measures (see Lee et al. 2011): phone follow up and reminders in particular. All countries were recommended to send out at least one email reminder, possibly more, depending on response rates; reminders were usually sent 2, and then 3 weeks after the survey launch; reminder texts were modified in some cases (especially in countries where response rates were low, to attract more responses: including information on the local response rates in comparison with the other countries in the sample etc.); no reminders were sent for invitations distributed by post
- Other measures for response enhancements (including phone or postal reminders) were implemented in countries with low response rates (at various stages of the data collection process), as can be seen below
  - Estonia: the team complemented the email reminder strategy with 3 different phone-call rounds in the period between August-September 2012, addressing each time a different group of respondents (in total 69 people).
  - Netherlands: given low response rates in the second survey round, after sending 3 email reminders to the sample respondents, the team decided to also send a letter reminder accompanied by a copy of the survey to all respondents who had not yet filled in the survey .
  - UK: after the launch of the survey, the UK had a rather low response rate; approximately one month after the initial launch of the survey a set of 2891 reminders were sent via post to all those respondents that had not already replied through Unipark; this included a copy of the survey and an invitation letter.
- Survey Monitoring
  - All teams had access to their own datasets and survey statistics and were able to check response rates.
  - Teams had a postal and email address where respondents could and did send questions or signalled difficulties.
  - Hertie was actively in contact with teams and also monitored response rates in each country case; when necessary response enhancement measures were discussed with teams.

- Filling out postal surveys: in the case of surveys submitted in any other way than through the online platform (i.e. received via fax/ post/ email), each team had the possibility to fill out the surveys online, using either the survey link or a copy of the respective country survey.
- New survey countries: several research teams outside the core COCOPS team have shown strong interest and have implemented or are considering to conduct the survey in their countries: Austria, , Denmark, Ireland, Lithuania, Portugal, Serbia and Switzerland. Austria and Portugal launched the survey in November 2012:the Austrian survey has been successfully completed in December 2012, hence, full information on the survey implementation and its results in Austria are included in this report; the Portuguese survey has also been closed, and its validated data will be available in the summer 2013. The Lithuanian survey has also been launched in May 2013 and results will be published by autumn 2013. The other countries are currently in various stages of the survey preparation (translation, sampling, contact data collection) and upon their finalization of the survey, following the already established COCOPS methodology, their datasets will be included in the COCOPS extended dataset and made public under the same data sharing conditions agreed on by all COCOPS members.

For an overview of the key aspects and dates related to the survey implementation in each country, please see table 3 below.



Table 3. Data collection overview. Part I

	Austria	Belgium	Estonia	France	Germany
<b>Access strategy</b> 1. email, personalized link; 2. email, anonymous link; 3. postal invitation	e-mail, anonymous link	anonymous and personalized email, and postal invitation)	e-mail, anonymous link	email, anonymous link, doubled by postal invitation	postal invitations; e-mail with anonymous link only for the invitations sent to the Federal Employment Agency (BA)
<b>Pre-announcement of the survey (through letters, emails etc)</b>	no	no	no	no	for the BA: the head of the institution sent all employees an email of support for the survey on the week when it was launched
<b>Forwarding down option</b>	for the 2nd level executives within agencies	yes	no	no	invitations including the request for forwarding were sent to selected respondents at second and third hierarchical levels (no first level, to avoid cascading effect).
<b>Institutional endorsement/ Partners for the survey</b>	no	no	no	no	the head of the Employment Agency
<b>Authorization needed</b>	no	no	no	no	no
<b>Date when core survey was launched</b>	13.11.2012	05.06.12	01.06.12	23.05.12	25.05.12 - email to BA; 28-30.05.12 - postal invitations, to the rest of respondents
<b>Deadline for core survey</b>	7.12.12	31.07.12	16.07.12	22.06.12	29.06.12 for BA, 22.06.12 for postal invitation surveys
<b>Email reminders (number/ dates)</b>	1 reminder: 27.11.2012	2 reminders: 25.06.12, 02.07.12	2 reminders: 19.06.12, 29.06.12	4 reminders: 23.05.12, 06.06.12, 13.06.12, 20.06.12	2 reminders: 18.06.12, 25.06.12; sent only to the BA respondents; no reminders to postal invitation respondents
<b>Other response enhancement measures</b>	not necessary	no	Several rounds of phone calls were made, to reach the 300 response threshold, each targeting different people: 02.07.12: 29 respondents; 30/31.08: 15 respondents; 30.09: 15 respondents	not necessary	not necessary

Table 3. Data collection overview. Part II

	Hungary	Italy	Spain	Netherlands	Norway	UK
<b>Access strategy</b> 1. email, personalized link; 2. email, anonymous link; 3. postal invitation	e-mail, anonymous link	e-mail, anonymous link	e-mail, anonymous link	email, personalized link	email, personalized link	e-mail; postal reminders
<b>Pre-announcement of the survey (through letters, emails etc)</b>	no	no	no	no	no	
<b>Forwarding down option</b>	for organizations at county level, in the health and employment sectors	invitations with a forwarding down request sent to the general director of the public health	yes, to all levels	no	no	no
<b>Institutional endorsement/ Partners for the survey</b>	no	no	no	the head of the Employment Agency (Divosa); also, the Senior Civil Service (Algemene Bestuursdienst - ABD)	no	no
<b>Authorization needed</b>	no	no	no	no	from the Data Protection Official for Research under the Norwegian Social Science Data Services (NSD)	no
<b>Date when core survey was launched</b>	08.06.12	01-05.06.12	1st round: 04.06.2012; 2nd round: 12.09.2012	1st round: 12.07.12; 2nd round: 10.09.12	07.06.12, NAV: 24.09.12*	11.06.12
<b>Deadline for core survey</b>	06.07.12	16.07.12	1st round: 29.06.2012; 2nd round: 15.10.2012	1st round: 10.08.12; 2nd round: 01.11.12	22.06.12 and 24.10.12 for second reminder; NAV: 15.10.12	18.07.12; 27.07.12 for postal reminder
<b>Email reminders (number/ dates)</b>	1 reminder: 19.06.12	3 reminders: 18.06.12, 29.06.12, 12.07.12	1st round: 19.06.2012; 2nd round: 24.09.2012	1st round: 01.08.12; 2nd round: 18.09.2012, 25.09.2012, 08.10.2012	18.06.12, 22.06.12, 10.10.12 - last excluding NAV; separate reminder to NAV respondents: 02.10.12, 10.10.12	3 reminders: 18.06.12, 25.06.12, 02.07.12
<b>Other response enhancement measures</b>	not necessary	not necessary	second survey round, targeting new respondents	no	no	09/10 July 2012 a set of 2891 reminders (including a copy of the survey and the invitation letter) were sent via post to all respondents that had not already replied through Unipark

A difficult situation, deserving a separate explanation, occurred in the case of Belgium. With a rather small original sample of 1105 respondents and only 86 valid responses, Belgium had the lowest rate of all participating countries. Several reasons might possibly account for this:

- The complexity of the bilingual federal Belgian administrative structure, making the design of the access strategy particularly difficult.
- The lack of contact data in the case of a large part of the sample; to respond to this, invitations were sent in both Dutch and French as follows:
  - a. when all necessary contact information (including position in the organisation, gender etc.) was available, personalized email invitations were sent through the Unipark system
  - b. when only the name and email were known, more general email invitations were sent through Outlook by the local team
  - c. when a name but no email could be found, invitation letters and copies of the questionnaire in both languages were sent by post
  - d. when neither name nor email, only a position could be found, the team was forced to rely on a forwarding request to the heads of the organisations of those respective respondents; this was the case for 63% of the sample respondents in federal government, and respectively 35% of the entire sample.

Considering the low response rates, and the limited possibility for statistical analysis this offers, as well as concerns regarding the impact on the integrated dataset, it was jointly decided by the teams not to include the Belgian responses in the integrated dataset, and therefore in the comparative analysis or materials from the survey. Instead of Belgium the Austrian data based on exactly the same procedure as in all the core COCOPS countries was now included in the dataset so that this is now composed of 10 countries.

As a result, in the following sections of this Report, dealing with responses and survey results, the Belgian results are not included.

## II. Data processing and final sample

For a number of methodological reasons described below, the raw responses needed to undergo a process of revision. The following sections provide a description of the steps taken to create first a valid dataset for each country, and then an integrated dataset.

### II.1. Data cleaning

To begin with, there is a discrepancy between the number of completed surveys indicated by the Unipark system and the number of respondents kept in the final sample. There are two reasons for this and both cause distortions in opposite directions.

On the one hand, the Unipark system is unable to distinguish between a respondent viewing a question and actually answering it. This implies that a respondent clicking through the entire survey without answering any of the questions is listed as having completed the survey. This causes an *upward* bias in the reported number of completions. On the other hand, a respondent that answers all the questions except the last few – which for most practical purposes can be considered a completed survey – is listed as not having completed it. This causes a *downward* bias in the reported number of completions. This section stipulates a simple rule for dropping respondents from the sample.

Before describing the data cleaning procedure we note that while the Unipark system cannot distinguish between a view and an answer, in most cases a more thorough analysis of the data allows us to do so. For instance, a respondent failing to answer a 7-point Likert scale item (e.g. “Not at all ... To a large extent”) will be assigned a value equal to 0 for that question, which the Unipark system doesn’t recognize it as a non-answer. Valid answers however result in values ranging from 1 to 7, implying that any 0 is in fact a missing value. An exception are the ‘Quoted’/‘Not quoted’ type questions (e.g. policy fields) where we are unable to observe the difference between a ‘Not quoted’ and a non-answer.

#### Cleaning rule for observation removal

A case, or respondent, is dropped if she or he answered less than 25% of the items.

The cleaning procedure involves dropping all respondents who failed to answer at least 25% of the survey items. In other words, if more than 75% of the items are missing the observation is dropped from the database.

Table 4 below gives the number of cases before and after the cleaning rule is applied.

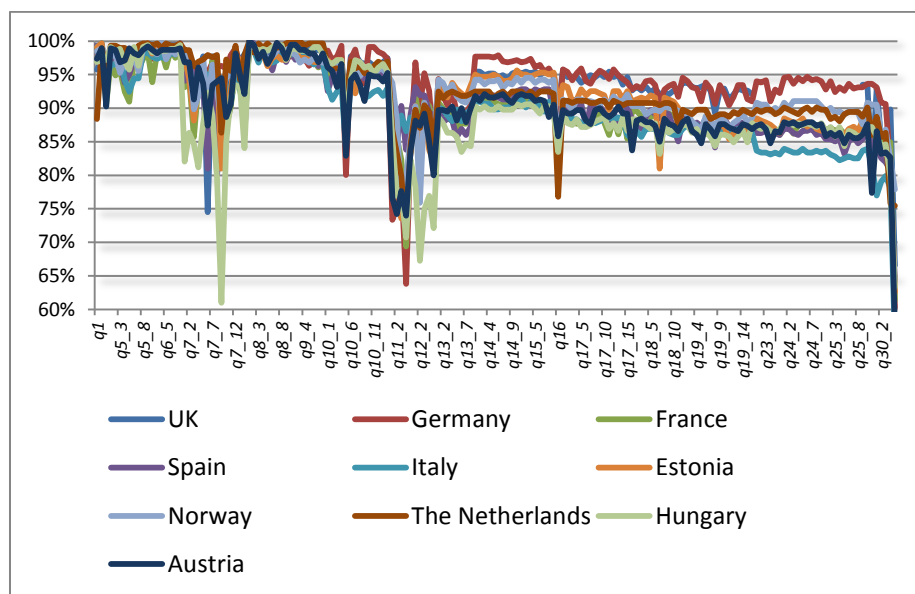
**Table 4. Number of valid observations before and after cleaning**

Country	Data cleaning procedure		
	before*	After	% dropped
Austria	834	637	23.62%
Estonia	464	321	30.82%
France	1,667	1193	28.43%
Germany	627	566	9.73%
Hungary	626	351	43.93%
Italy	745	343	53.96%
Norway	541	436	19.40%
The Netherlands	390	293	24.87%
Spain	720	321	55.42%
UK	484	353	27.07%
<b>Total</b>	<b>7098</b>	<b>4814</b>	<b>32.17%</b>

\* This is the number of first page visits, which equals the number of unique ‘observations’ in the raw data.

Figure 4 below depicts the item response rates for the selected countries after the cleaning rule was applied. In some instances, respondents arguably had a valid reason for skipping a question. For example, Question 10 item 5 where we inquire about the frequency of interaction between the respondent and subordinate agencies and bodies was left blank by many subjects (see minor 'dips' at q10\_6 in Figure 4 below). However, in these instances the respondent usually was employed in an organisation with no subordinate body or agency. Furthermore, the downward spikes in the item response rates also include respondent missing values such as 'Cannot assess'. Note that these were not counted as 'missing' when applying the cleaning rule.

Figure 4. Item response rates after cleaning



## II.2. Data harmonization

In order to produce a comparable integrated dataset, a key condition is that all items under each question across all survey countries, to be comparable. Given the questionnaire variations described in earlier sections (see chapter I.4.) a necessary step in the data processing process was to harmonize the existing country datasets. There were two areas of focus where recoding was necessary:

- Country variations: items which were adapted to the national administrative context and so differed in the respective country surveys; all of these needed recoding under one of the items in the original survey; the optional questions were not a part of this process, as there was no actual item variation involved.
- Open items: all items that were left open for respondents; some of the answers provided by respondents were indeed left under the category 'other'; however, as it became obvious from the first data overview, some answers were equivalent to one of the existing survey items, and could be recoded to fit these.

For both of these areas the harmonization process consisted of a set of standardized steps, guided by Hertie, but, as with all the preceding ones, in close cooperation with the teams.

1. Creation by Hertie of a template (one containing country variation, the second – the open items) where the recoding could be entered by teams:

- The templates included a full overview of existing items with the initial recoding, question by question; and next to them a blank template for each of these items, where teams could enter the new recoding values, if appropriate; detailed instructions regarding this process were offered in the introduction to the template.
  - An additional goal of the template, apart from recoding items, was also an extra check for any missing values or items from the list.
2. Countries filling in the recoding information
  3. Check and adjustments was performed by Hertie or further discussion with the team when necessary.
  4. Adapting the datasets and recoding a) varying items and b) open items, according to the input received from teams.

The country specific variables (original variables, before recoding) were kept in the national dataset along with the recoded variables and the optional questions; the integrated database however only included the variables based on the core questionnaire and without the optional questions.

### II.3. Data validation

Following the harmonization phase each national team received a word document with descriptives/frequencies for each question, and asked to check its country data/results for plausibility and possible errors or inconsistencies that could have intervened in the cleaning and harmonization phase (excluded were questions asking for respondents' personal opinions, which could not be verified for validity). Based on feedback from the teams, Hertie integrated the modifications needed and produced a final, validated national dataset, which was then used for the integrated dataset.

**The key results of the data harmonization and validation phases were therefore:**

- **A country dataset** (in STATA, or if required by teams, in other formats) for each of the participating country containing:
  - all harmonized items
  - all original country items (before recoding)
- **An integrated dataset containing:**
  - all harmonized items for all countries
  - no country specific items
- **A finalized Codebook**, including the operationalization of all variables/items (see this document attached separately)

The Codebook, together with the present Research Report (including the frequencies for all variables/items) are part of the Deliverable D.3.5. submitted to the European Commission following the project terms of reference, and are also available on the COCOPS project website: [www.cocops.eu](http://www.cocops.eu). The actual national and integrated datasets will be made available under the conditions set out in the Data sharing policy jointly agreed by the project members (for conditions of the policy please see section IV below).

## II.4. Final sample

Table 5 below provides a per-country overview of the number and type of invitations sent along with central response information, and the number of responses received following the cleaning procedure.

**Table 5. Total response rates per country**

Country	Invitations Sent*	Survey completions	Response rate %
Austria	1745	637	36.50
Estonia	913	321	35.16
France	5297	1193	22.52
Germany	2295	566	24.66
Hungary	1200	351	29.25
Italy	1703	343	20.14
Netherlands	977	293	29.99
Norway	1299	436	33.56
Spain	1778	321	18.05
UK	3100	353	11.39
<b>Total</b>	<b>20307</b>	<b>4814</b>	<b>23.71</b>

\*The invitations sent represent the final number of invitations that has reached respondents, after the exclusion of any failure deliveries, wrong addresses etc.

A look at research literature based on public administration executive surveys shows considerable variations of response rates across countries, as well as generally lower response rates than those usually expected in population surveys, due to several reasons such as anonymity concerns, higher sensitivity of the data gathered, high work pressure of executives and the increasing prevalence of surveys addressed to them. Response rates for executive surveys in Europe in the past did reach up to 61% (Danish state administration; Vrangbaek 2009) or 56% (European Commission survey, albeit based on direct contacts and interviews; Bauer et al. 2009), but are mostly in the area of 25-35%: e.g.-Austria 41.5% (Meyer and Hammerschmid 2006), Austria/Vienna 38.5% (Meyer et al. 2013), Netherlands 33% (Vos en Weterhoudt 2008), Catalonia 30% (Esteve et al. 2012), Netherlands 30.2% (Van der Wal and Buberts 2008), Germany 29.8% (Kröll 2013), Germany 24.3% (Hammerschmid et al. 2010) or Netherlands 19.5% (Torenvlied and Akkerman 2012). Also for the US we find rather similar response rates with e.g. a response rate of 46.4% for the large scale and often used NASP-IV survey (e.g. Moynihan et al. 2011), an executive survey on the Future of Government with 33% (Volcker et al. 2009) but mostly in the range of 30 to 35% as reported by Hays and Kearney (2001); there is also a visible decrease of response rates in time, as shown by Burke et al. (2008): the response rates for a longitudinal survey of state government they conducted went progressively down from 68% in 1968 to 29% in 2004). Another large scale European comparative survey, the UDITE survey of local government elites, conducted in the mid-90s, had an overall response rate of 33%, with great differences between countries (e.g. 7% in Spain, 27% in Italy, compared to 56% in the UK, 75% in Norway and 80% in Sweden) (Mouritzen and Svava 2002).

The overall response rate of 23.71% for the COCOPS survey is rather consistent with response rates from other executives surveys in the public administration and is especially based on a full census and not any sampling strategy.

Table 6 below also provides a more detailed overview of invitations and response rates for the three sectors of interest to the COCOPS project, namely central government, health and employment services. As to be expected, central government has by far the largest share of responses in real numbers, but shows somewhat

lower response rate compared to the health and employment fields (although the latter are smaller, they have been targeted more intensively, which explains the higher response rates for these sectors in most countries).

**Table 6. Total response rates per policy field**

Country	Central government area*			Health			Employment		
	Invitations Sent	Survey completed	Response rate %	Invitations Sent	Surveys completed	Response rate %	Invitations Sent	Surveys completed	Response rate %
Austria	1219	450	36.92	242	116	47.93	286	71	24.83
Estonia	809	270	33.37	52	38	73.08	52	21	40.38
France	4765	870	18.26	423	190	44.92	411	155	37.71
Germany	1595	331	20.75	240	53	22.08	460	192	41.74
Hungary	781	204	26.12	212	42	19.81	207	108	52.17
Italy	720	130	18.06	707	136	19.24	276	80	28.99
Netherlands	n.a	176	n.a.	n.a	25	n.a.	n.a	92	n.a.
Norway	1055	312	29.57	155	84	54.19	89	48	53.93
Spain	1282	222	17.32	201	47	23.38	295	55	18.64
UK	2120	278	13.11	164	29	17.68	816	50	6.13
<b>Total</b>	<b>14346</b>	<b>3243</b>	<b>21.38</b>	<b>2396</b>	<b>760</b>	<b>30.68</b>	<b>2892</b>	<b>872</b>	<b>26.97</b>

\*We refer to 'central government' as the sum of responses from all policy sectors except those from health and employment – whereas the latter two are treated separately.

\*\*Please note that respondents had the possibility of opting for more items regarding their policy field; as a result, the total sum of responses in the three separate policy fields, and the sum of total integrated responses (Table 5) do not fully match match.

With regard to the more detailed policy fields (see also question 2 on page 35) we find a relatively even distribution of all policy fields in the sample of around 10% and rather low shares only for defense (2.6%), foreign affairs (3.7%) and recreation and culture (5.6%). The low shares for defense and foreign affairs can be explained with a generally more closed culture of these two policy fields – making them clearly under-represented in the overall sample –, whereas the low share of the latter is due to the relatively low relevance of this sector at central government level.

With regard to hierarchical levels, a comparison of initial invitations sent out and responses received (see Table 8) shows that the distribution of respondents closely matches the distribution in the full target population. The sample is balanced and no particular hierarchical level is either over- or under-represented. What should be noted however is that we can find some under-/overrepresentations on single country levels such as an over-representation of top-level executives in Germany, of second level executives in Estonia and lower-level executives in Norway – aspects which should be taken in to consideration for more closer analyses and interpretations.

**Table 7. Invitations and final response shares per hierarchical level**

Hierarchical level	Invitations sent	Responses
Top hierarchical level in organisation	23%	22%
Second hierarchical level in organisation	41%	40%
Third hierarchical level in organisation	36%	38%
<b>Total</b>	<b>100%</b>	<b>100%</b>



Looking at the sample representativeness in terms of organization type (Table 9), we find that ministries (at central level), are somewhat under-represented, while the responses from agencies (at central level) are somewhat higher than expected – but overall we feel a balance is kept between these aspects and generalizations can be made with regards to the population targeted.

**Table 8. Invitations and final response shares per organization type**

Organization type	Invitations Sent	Responses
Ministry at central government level	45%	33%
Agency or subordinate government body at central government level (including health & employment)	27%	35%
Ministry at state or regional government level	15%	16%
Agency or subordinate at Land (government body at state or regional government) level	9%	11%
Ministry or other public sector body at other subnational level	3%	5%
<b>Total</b>	<b>100%</b>	<b>100%</b>

An important aspect, which sets the COCOPS survey apart from most other executives surveys in public administration is that fact that it represents a full census of the target population defined and that there has been no sampling process. We cannot claim full representativeness for the data and the results cannot be generalized to entire target population of senior public sector executives in European administrations. However the response rates are well in line with other public sector executive surveys, cover a substantial part of the targeted population and the distribution of respondents with regard to policy field, hierarchical level and organization type rather closely matches the distribution in the full target pollution and can be regarded as a good proxy and by far the most representative dataset for European public administrations collected up till now.

A few notes referring to the use of data. Throughout the reports describing national and cross-national results the teams have referred to the ‘COCOPS overall sample’ or to their national samples. As the survey currently includes validated results from ten European countries, we believe these results to be a solid basis for analyzing trends and developments across different public sectors and administrative traditions in Europe. Nonetheless, as not all European countries are included and full representativeness cannot be claimed, we have to refrain from making further generalizations to all European public administrations and encourage all researchers using this data to take this into consideration for their interpretations.

The survey team also underlines that the results reflect the opinions and perceptions of the civil servants surveyed, with any potential limitations such data might have. Nonetheless, we take the position of Aberbarch, Putnam and Rockman that, ‘opportunities permitting’, beliefs are reliable predictors of actual behavior (1981: 32), and can be considered a proxy for civil servants’ actions and decisions.

### III. Survey results

The following section provides the descriptive statistics for the current 10 country sample of the integrated COCOPS database (n=4780). The table's order follows that in of core questionnaire (see Annex I) and is divided into four parts. Under each part, the instructions given to the respondents are listed.

#### Part I. General Information

*This section seeks general information about your organisation, and your position. It covers important background information for this research.*

Country	Count	Share
UK	353	7.3%
Germany	566	11.8%
France	1,193	24.8%
Spain	321	6.7%
Italy	343	7.1%
Estonia	321	6.7%
Norway	436	9.1%
The Netherlands	293	6.1%
Hungary	351	7.3%
Austria	637	13.2%
Total	4814	

1. What type of organisation do you work for?	Count	Share
Ministry at central government level	1639	34.5%
Agency or subordinate government body at central government level	1447	30.5%
Ministry at state or regional government level	747	15.7%
Agency or subordinate government body at state or regional government level	476	10.0%
Ministry or other public sector body at other subnational level	438	9.2%
Total	4747	

2. Which policy area does your organisation work in?	Count	Share
General government	510	10.6%
Foreign affairs	179	3.7%
Finance	466	9.7%
Economic affairs	536	11.1%
Infrastructure and transportation	455	9.5%
Defence	125	2.6%
Justice, public order & safety	468	9.7%
Employment services	872	18.1%
Health	760	15.8%
Other social protection and welfare	491	10.2%
Education	419	8.7%
Environmental protection	513	10.7%
Recreation, culture, religion	269	5.6%

3. What is the approximate overall number of employees (in heads, not FTE) in your organisation?	Count	Share
< 50	465	9.8%
50-99	398	8.4%
100-499	1560	32.8%
500-999	711	15.0%
1000-5000	811	17.1%
> 5000	809	17.0%
<b>Total</b>	<b>4754</b>	

4. What kind of position do you currently hold?	Count	Share
Top hierarchical level in organisation	1126	25.0%
Second hierarchical level in organisation	1719	38.2%
Third hierarchical level in organisation	1657	36.8%
<b>Total</b>	<b>4502</b>	

## Part II. Management and Work Practice of Your Organisation

*In this section we are interested in how you perceive your job and work experience along a number of dimensions. Please base your answers on your own experiences with your current job and observations of your current organisation. We want to know 'how you perceive what is', not 'what you think should be'.*

5. I mainly understand my role as public sector executive as	Strongly disagree - 1	2	3	4	5	6	Strongly agree - 7	N	Mean
Ensuring impartial implementation of laws and rules	2.0%	3.0%	3.5%	7.2%	11.0%	23.3%	49.9%	4711	5.92
Getting public organisations to work together	1.6%	3.0%	6.3%	12.9%	21.5%	25.2%	29.5%	4684	5.43
Achieving results	1.0%	0.9%	1.3%	4.4%	10.4%	26.3%	55.6%	4659	6.24
Providing a voice for societal interests	6.9%	11.1%	13.0%	18.8%	20.6%	16.0%	13.8%	4591	4.38
Developing new policy agendas	11.3%	11.2%	10.9%	15.1%	18.8%	17.8%	14.8%	4568	4.32
Providing expertise and technical knowledge	1.2%	2.0%	3.5%	7.0%	15.3%	28.6%	42.3%	4696	5.88
Finding joint solutions to solve problems of public concern	2.0%	3.6%	4.8%	9.5%	16.7%	29.1%	34.2%	4650	5.59
Ensuring efficient use of resources	1.3%	1.7%	1.9%	5.7%	10.6%	26.3%	52.5%	4736	6.11

6. In my position, I have the following degree of autonomy with regard to	Very low autonomy - 1	2	3	4	5	6	Very high autonomy - 7	N	Mean
Budget allocations	17.6%	11.5%	10.9%	14.9%	19.8%	16.8%	8.5%	4757	3.92
Contracting out services	25.3%	16.2%	12.5%	14.7%	14.5%	11.2%	5.6%	4681	3.33
Promoting staff	15.9%	14.1%	14.2%	17.1%	17.6%	13.6%	7.3%	4737	3.77
Hiring staff	22.7%	13.3%	11.2%	11.9%	13.9%	15.9%	11.0%	4747	3.73
Dismissing or removing staff	37.7%	16.2%	9.7%	9.9%	10.4%	9.7%	6.2%	4705	2.93
Changes in the structure of my organisation	11.1%	11.8%	13.2%	18.0%	20.1%	17.2%	8.7%	4757	4.10
Policy choice and design	15.3%	13.4%	13.2%	18.4%	19.6%	14.9%	5.3%	4724	3.79
Policy implementation	8.0%	6.5%	8.0%	15.6%	23.8%	26.0%	12.2%	4747	4.67

7. To what extent are the following instruments used in your organisation?

	Not at all - 1	2	3	4	5	6	To a large extent - 7	N	Mean
Business/strategic planning	4.2%	5.2%	7.7%	11.3%	19.3%	25.9%	26.5%	4576	5.20
Customer/ user surveys	13.9%	13.4%	12.4%	14.0%	16.6%	15.0%	14.8%	4593	4.10
Service points for customers (e.g. one stop shops)	18.0%	11.4%	10.9%	14.3%	14.9%	15.0%	15.5%	4345	4.04
Quality management systems	9.4%	8.8%	11.6%	14.8%	19.2%	19.1%	17.0%	4506	4.51
Codes of conduct	7.3%	7.6%	10.0%	14.4%	17.6%	21.1%	22.0%	4522	4.79
Internal steering by contract	18.7%	12.5%	12.1%	14.3%	13.2%	15.3%	13.9%	4327	3.92
Management by objectives and results	4.9%	5.9%	7.8%	10.4%	17.0%	25.0%	29.0%	4594	5.20
Benchmarking	12.3%	12.1%	13.3%	15.9%	17.5%	16.6%	12.3%	4404	4.13
Cost accounting systems	16.7%	13.1%	11.8%	14.2%	14.6%	15.5%	14.0%	4187	4.00
Decentralisation of financial decisions	17.8%	14.1%	14.8%	15.5%	16.8%	13.7%	7.4%	4354	3.70
Decentralisation of staffing decisions	20.8%	17.8%	15.5%	14.5%	14.4%	11.1%	5.8%	4443	3.40
Performance related pay	27.7%	20.5%	14.2%	12.7%	11.1%	8.4%	5.4%	4668	3.06
Staff appraisal talks / performance appraisal	4.3%	4.8%	4.9%	8.7%	13.1%	25.1%	39.1%	4548	5.53
Risk management	13.0%	11.7%	10.4%	14.8%	18.3%	18.3%	13.4%	4378	4.22

8. To what extent do the following statements apply to your organisation?

	Strongly disagree - 1	2	3	4	5	6	Strongly agree - 7	N	Mean
Our goals are clearly stated	1.2%	3.5%	6.1%	11.5%	22.1%	29.3%	26.4%	4785	5.43
Our goals are communicated to all staff	2.4%	5.3%	7.5%	11.6%	21.2%	26.7%	25.3%	4759	5.25
We have a high number of goals	1.6%	5.0%	10.3%	17.9%	22.8%	23.1%	19.4%	4731	5.02
It is easy to observe and measure our activities	5.9%	16.7%	19.3%	21.6%	18.6%	11.9%	6.0%	4732	3.90
We mainly measure inputs and processes	6.7%	17.3%	18.7%	20.7%	18.7%	13.0%	4.8%	4694	3.86
We mainly measure outputs and outcomes	4.3%	11.7%	14.1%	18.4%	22.5%	20.1%	8.8%	4699	4.39
We are rewarded for achieving our goals	22.6%	23.5%	15.9%	16.1%	11.2%	7.4%	3.4%	4744	3.05
We face clear sanctions for not achieving our goals	20.0%	28.1%	20.1%	15.0%	8.8%	5.2%	2.8%	4746	2.91
Politicians use indicators to monitor our performance	17.5%	18.3%	12.9%	14.5%	15.2%	13.2%	8.3%	4715	3.65

9. In my work I use performance indicators to	Not at all - 1	2	3	4	5	6	To a large extent - 7	N	Mean
Assess whether I reach my targets	9.5%	9.4%	9.4%	14.5%	21.8%	20.1%	15.2%	4744	4.51
Monitor the performance of my colleagues	9.7%	9.5%	11.7%	17.2%	21.9%	19.4%	10.8%	4728	4.34
Identify problems that need attention	8.1%	7.1%	9.8%	14.1%	22.4%	23.7%	14.7%	4714	4.66
Foster learning and improvement	8.9%	8.3%	11.3%	17.8%	23.0%	19.9%	10.9%	4709	4.41
Satisfy requirements of my line manager	9.8%	10.6%	11.1%	17.5%	20.6%	19.3%	11.1%	4684	4.31
Communicate what my organisation does to citizens and service users	17.7%	14.7%	13.6%	15.9%	17.2%	13.6%	7.3%	4693	3.70
Engage with external stakeholders (e.g. interest groups)	21.3%	16.9%	14.4%	15.7%	15.1%	11.2%	5.4%	4654	3.41
Manage the image of my organisation	14.1%	12.1%	12.1%	16.4%	20.6%	17.0%	7.6%	4688	3.99

10. Please indicate how frequently you typically interact with the following actors or bodies

	Never	Rarely	Yearly	Monthly	Weekly	Daily	N
My responsible Minister	36.6%	23.7%	10.3%	12.6%	12.1%	4.7%	4613
Other politicians	19.9%	31.2%	13.6%	20.8%	11.6%	2.9%	4591
My administrative superiors and higher administrative levels	0.5%	2.1%	1.6%	15.0%	36.8%	44.0%	4604
My direct staff	0.6%	0.2%	0.2%	1.4%	8.9%	88.7%	4631
Subordinate agencies and bodies	13.1%	8.6%	5.0%	27.0%	33.1%	13.1%	4177
Administrative units within my organisation such as budget, personnel, IT etc.	0.5%	3.6%	2.2%	21.9%	45.9%	25.8%	4597
Audit organisations, inspectorates and regulatory bodies	7.0%	26.7%	31.9%	26.1%	6.8%	1.5%	4615
Other government departments outside my own organisation	3.9%	15.2%	11.0%	36.3%	25.7%	7.8%	4587
Local/regional government	13.6%	25.4%	13.2%	27.5%	15.8%	4.4%	4552
Private sector companies	9.8%	24.2%	11.2%	28.1%	19.3%	7.4%	4613
Trade union representatives	20.0%	24.1%	13.6%	30.0%	10.3%	2.0%	4603
European Union institutions	34.0%	28.7%	14.5%	14.6%	6.0%	2.2%	4622
International bodies (e.g. IMF, OECD, ILO)	49.9%	25.3%	11.5%	9.2%	3.2%	0.9%	4605
Media	19.3%	29.1%	12.2%	23.9%	12.2%	3.2%	4616

11. How would you characterise collaboration in your own policy field between:	Very poor - 1	2	3	4	5	6	Very good - 7	N	Mean
National government bodies within the same policy area	4.4%	8.7%	15.0%	23.2%	25.0%	17.1%	6.7%	4038	4.34
National government bodies from different policy areas	9.1%	17.4%	22.2%	24.1%	17.1%	7.7%	2.4%	3895	3.55
National and local/regional government bodies	6.3%	11.9%	18.4%	23.7%	20.9%	13.3%	5.5%	3876	4.03
National and supra-national bodies/international organisations	16.0%	15.0%	15.0%	18.4%	18.9%	11.9%	4.8%	3510	3.64
Government bodies and private and voluntary sector stakeholders	6.3%	10.7%	13.7%	21.1%	24.5%	17.6%	6.1%	4065	4.24

12. What is your view on the following statements	Strongly disagree - 1	2	3	4	5	6	Strongly agree - 7	N	Mean
Politicians respect the technical expertise of senior executives	5.5%	10.3%	12.9%	17.5%	24.2%	22.3%	7.3%	4085	4.41
Politicians regularly influence senior-level appointments in my organisation	12.5%	16.4%	10.5%	9.7%	12.0%	17.3%	21.6%	3822	4.31
In my organisation politicians interfere in routine activities	25.4%	26.5%	14.9%	11.5%	9.8%	7.6%	4.3%	4058	2.94
Senior executives and not politicians initiate reforms or new policies	8.7%	14.0%	15.7%	28.2%	16.0%	11.7%	5.8%	3964	3.87
Removing issues and activities from the realms of politics produces better policies	7.2%	10.8%	10.4%	16.9%	15.7%	19.7%	19.4%	3798	4.59

13. To resolve coordination problems when working with other organisations, we typically	Strongly disagree - 1	2	3	4	5	6	Strongly agree - 7	N	Mean
Refer the issue upwards in the hierarchy	3.2%	7.3%	7.7%	15.0%	21.8%	25.9%	19.2%	4162	4.99
Refer the issue to political actors and bodies	16.9%	17.8%	13.6%	15.8%	16.0%	12.5%	7.3%	4118	3.63
Set up special purpose bodies (more permanent)	22.1%	26.7%	17.6%	16.7%	9.6%	5.6%	1.6%	4060	2.88
Set up a cross-cutting work/project group (ad hoc, temporary)	7.9%	11.8%	14.2%	22.0%	25.8%	14.1%	4.2%	4110	4.05
Set up a cross-cutting policy arrangement or programme	14.2%	19.4%	16.6%	20.8%	16.7%	9.5%	2.8%	4026	3.46
Decide on one lead organization	15.6%	19.1%	14.4%	19.1%	16.5%	11.1%	4.2%	4021	3.52
Consult civil society organisations or interest groups	22.4%	25.3%	16.0%	15.9%	11.5%	6.9%	2.0%	4020	2.98
Consult relevant experts (e.g. scientists or consultants)	14.1%	19.3%	15.6%	18.9%	18.6%	10.7%	2.9%	4068	3.52

#### 14. People in my organisation

	Strongly disagree - 1	2	3	4	5	6	Strongly agree - 7	N	Mean
Engage in open and honest communication with one another	1.1%	3.2%	7.8%	15.3%	30.4%	29.8%	12.5%	4484	5.10
Share and accept constructive criticisms without making it personal	2.2%	6.3%	13.5%	23.0%	31.4%	19.2%	4.5%	4479	4.51
Willingly share information with one another	1.3%	4.5%	9.7%	18.5%	28.2%	25.9%	11.9%	4475	4.93
Have confidence in one another	1.5%	5.0%	10.1%	20.3%	29.9%	24.9%	8.4%	4473	4.80
Have a strong team spirit	2.6%	6.9%	10.2%	18.4%	26.2%	25.1%	10.6%	4464	4.77
Are trustworthy	0.8%	1.6%	5.1%	11.8%	24.5%	37.6%	18.5%	4459	5.44
Share the same ambitions and vision for the organisation	1.8%	5.9%	11.4%	20.9%	28.8%	24.2%	7.1%	4451	4.70
Enthusiastically pursue collective goals and mission	2.5%	7.1%	12.4%	21.6%	28.6%	21.1%	6.8%	4450	4.57
View themselves as partners in charting the organisation's direction	4.0%	10.6%	14.7%	21.7%	25.4%	17.8%	5.8%	4460	4.31

#### 15. When thinking about my work and the organisation I work for

	Strongly disagree - 1	2	3	4	5	6	Strongly agree - 7	N	Mean
I get a sense of satisfaction from my work	1.3%	2.4%	4.1%	8.4%	21.0%	38.4%	24.4%	4491	5.58
I feel valued for the work I do	2.5%	5.1%	7.4%	11.9%	23.1%	32.9%	17.2%	4474	5.15
I regularly feel overloaded or unable to cope	19.8%	25.5%	14.2%	14.2%	11.6%	9.5%	5.2%	4479	3.22
I would recommend it as a good place to work	2.6%	5.0%	7.2%	14.2%	22.4%	29.9%	18.7%	4485	5.13
I really feel as if this organisation's problems are my own	5.5%	9.0%	9.6%	14.7%	19.8%	25.1%	16.3%	4474	4.75
I would be very happy to spend the rest of my career with this organisation	7.8%	9.8%	9.7%	16.8%	15.7%	21.7%	18.5%	4461	4.62
It would be very hard for me to leave my organisation right now, even if I wanted to	10.9%	15.3%	11.7%	16.3%	14.1%	18.3%	13.4%	4453	4.16
I was taught to believe in the value of remaining loyal to one organisation	7.7%	10.0%	7.9%	12.3%	13.7%	25.0%	23.6%	4436	4.83
Things were better when people stayed with one organisation for most of their career	34.2%	24.8%	12.9%	14.6%	5.9%	4.9%	2.7%	4423	2.59



## Part II. Public Sector Reform and the Fiscal Crisis

We are now interested in your views on and experiences with administrative reform in your country, and also how the recent fiscal crisis affected the administration. Some questions are asking you for your personal evaluation of certain phenomena; others are purely interested in your observations. Again, please draw on your personal experience as a senior executive in the public sector.

16. Compared with five years ago, how would you say things have developed when it comes to the way public administration runs in your country?

	Count	Share
1 Worse	238	5.8%
2	196	4.7%
3	463	11.2%
4	448	10.8%
5	559	13.5%
6	587	14.2%
7	719	17.4%
8	652	15.8%
9	161	3.9%
10 Better	109	2.6%
<b>Total</b>	<b>4132</b>	

17. How important are the following reform trends in your policy area?

	Not at all - 1	2	3	4	5	6	To a large extent - 7	N	Mean
Public sector downsizing	4.3%	8.6%	7.3%	10.4%	16.7%	24.8%	28.0%	4418	5.13
Citizen participation methods/initiatives	13.0%	17.6%	13.7%	16.4%	18.7%	13.4%	7.2%	4373	3.79
Creation of autonomous agencies or corporatization	19.1%	19.2%	14.2%	15.5%	13.8%	10.3%	7.9%	4342	3.48
Contracting out	15.7%	18.8%	14.8%	16.9%	17.4%	11.4%	5.2%	4359	3.56
Focusing on outcomes and results	3.9%	7.4%	8.3%	14.7%	21.1%	26.3%	18.4%	4361	4.94
Extending state provision into new areas	17.1%	19.9%	13.6%	18.0%	14.6%	11.4%	5.5%	4329	3.49
Treatment of service users as customers	7.3%	8.5%	8.6%	13.3%	19.9%	24.0%	18.4%	4342	4.75
Collaboration and cooperation among different public sector actors	2.8%	4.9%	7.4%	15.8%	22.7%	28.2%	18.3%	4361	5.08
Internal bureaucracy reduction / cutting red tape	7.6%	9.6%	11.5%	15.5%	18.0%	20.7%	17.1%	4383	4.57
Flexible employment	12.1%	14.7%	11.8%	15.8%	17.4%	17.5%	10.7%	4362	4.07
Privatisation	35.8%	25.3%	11.5%	11.7%	7.2%	5.1%	3.4%	4302	2.58
Digital or e-government	4.4%	6.6%	8.4%	12.4%	19.1%	28.2%	21.0%	4367	5.04
External partnerships and strategic alliances	8.8%	12.2%	11.1%	18.3%	19.2%	19.2%	11.1%	4325	4.29
Mergers of government organisations	12.5%	13.0%	9.5%	16.0%	14.2%	17.3%	17.5%	4348	4.28
Transparency and open government	6.8%	8.4%	8.8%	15.9%	18.9%	22.6%	18.7%	4311	4.74

18. Please indicate your views on public sector reform using the scales below. Public sector reforms in my policy area tend to be

	1	2	3	4	5	6	7	8	9	10	
Top down	26.1%	21.7%	16.8%	7.1%	10.8%	5.0%	4.2%	4.6%	2.5%	1.4%	Bottom up
Consistent	3.5%	6.8%	14.2%	12.9%	20.6%	10.4%	10.4%	10.8%	6.0%	4.4%	Inconsistent
Comprehensive	4.2%	7.3%	12.1%	10.5%	17.2%	9.9%	12.5%	14.4%	7.4%	4.4%	Partial
Driven by politicians	10.2%	12.5%	13.7%	10.2%	17.0%	9.0%	8.4%	9.7%	6.3%	3.0%	Driven by senior executives
Crisis and incident driven	9.4%	12.6%	13.1%	10.9%	14.7%	8.5%	9.5%	11.7%	6.3%	3.2%	Planned
Substantial	7.7%	13.4%	17.2%	12.9%	15.9%	8.3%	8.3%	8.5%	4.8%	2.8%	Symbolic
Contested by unions	16.8%	13.0%	12.0%	8.2%	21.4%	10.6%	6.5%	6.1%	3.7%	1.7%	Supported by unions
About cost-cutting & savings	19.9%	18.4%	15.1%	8.1%	13.2%	7.5%	5.2%	5.5%	4.7%	2.4%	About service improvement
No public involvement	14.3%	15.8%	15.1%	10.3%	15.2%	8.9%	7.0%	6.7%	4.2%	2.6%	High public involvement
Unsuccessful	4.3%	4.6%	8.5%	9.8%	22.8%	15.6%	13.1%	13.5%	5.9%	1.9%	Successful
Too demanding	7.8%	7.9%	11.1%	9.7%	25.3%	13.8%	7.8%	7.8%	5.1%	3.6%	Not demanding enough

19. How do you think public administration has performed in your policy area over the last five years on the following dimensions

	Deteriorated significantly - 1	2	3	4	5	6	Improved significantly - 7	N	Mean
Cost and efficiency	2.4%	4.2%	9.1%	20.8%	34.1%	22.1%	7.3%	4305	4.76
Service quality	2.7%	5.8%	10.7%	19.7%	32.7%	22.6%	5.7%	4307	4.65
Innovation	2.6%	5.5%	11.0%	24.2%	32.5%	19.9%	4.2%	4257	4.55
Policy effectiveness	2.9%	7.6%	15.6%	33.3%	27.3%	11.3%	2.0%	4252	4.16
Policy coherence and coordination	3.5%	9.7%	18.0%	33.4%	23.7%	9.7%	2.0%	4227	4.01
External transparency and openness	2.4%	6.3%	12.0%	26.4%	29.8%	18.4%	4.6%	4284	4.48
Citizen participation and involvement	4.6%	11.7%	17.8%	34.1%	20.9%	8.9%	2.1%	4239	3.90
Social cohesion	5.3%	14.1%	22.6%	37.2%	14.9%	5.0%	0.9%	4179	3.61
Internal bureaucracy reduction / cutting red tape	6.3%	12.5%	19.4%	25.8%	23.5%	10.6%	1.8%	4282	3.87
Ethical behaviour among public officials	2.4%	4.2%	8.7%	38.0%	26.8%	16.8%	3.0%	4263	4.45
Equal access to services	3.0%	5.9%	10.2%	34.5%	25.0%	17.3%	4.1%	4215	4.41
Fair treatment of citizens	2.7%	4.5%	8.0%	35.2%	25.7%	19.1%	4.7%	4225	4.53
Staff motivation and attitudes towards work	7.2%	13.3%	20.2%	26.4%	22.0%	9.6%	1.3%	4270	3.77
Attractiveness of the public sector as an employer	8.9%	16.7%	19.7%	22.7%	19.4%	10.7%	2.0%	4281	3.67
Citizen trust in government	8.8%	16.8%	22.2%	30.4%	16.2%	4.9%	0.7%	4227	3.46

20. In response to the fiscal crisis, how would you describe the broader approach to realising savings in your policy area (tick one only)

	Count	Share
Proportional cuts across-the-board over all areas	1294	30.4%
Productivity and efficiency savings	797	18.7%
Targeted cuts according to priorities (reducing funding for certain areas, while maintaining it for the prioritized ones)	1725	40.5%
None / no approach required	447	10.5%
<b>Total</b>	<b>4263</b>	

21. In response to the fiscal crisis, to what extent has your organisation applied the following cutback measures?

	Not at all -							To a large extent - 7	N	Mean
	1	2	3	4	5	6				
Staff layoffs	58.8%	10.5%	4.5%	5.7%	8.8%	6.3%	5.4%	3749	2.36	
Hiring freezes	10.5%	5.4%	5.5%	6.7%	11.9%	21.4%	38.6%	3830	5.22	
Pay cuts	57.1%	11.0%	4.6%	6.4%	5.4%	6.3%	9.3%	3739	2.48	
Pay freezes	26.5%	8.3%	5.2%	8.6%	8.8%	13.1%	29.5%	3794	4.22	
Cuts to existing programmes	10.4%	8.9%	10.0%	15.4%	22.8%	19.5%	13.0%	3769	4.42	
Postponing or cancelling new programmes	9.3%	8.6%	9.5%	15.5%	21.0%	21.7%	14.4%	3764	4.53	
Downsizing back office functions	13.0%	11.7%	9.1%	15.2%	17.3%	19.5%	14.2%	3781	4.28	
Reducing front line presence	23.9%	19.5%	11.4%	16.9%	13.0%	9.5%	5.8%	3716	3.27	
Increased fees and user charges for users	46.9%	14.3%	7.3%	13.1%	9.1%	6.1%	3.2%	3656	2.54	

22. As result of the fiscal crisis

	Strongly disagree -							Strongly agree - 7	N	Mean
	1	2	3	4	5	6				
The power of the Ministry of Finance has increased	3.4%	4.9%	4.7%	14.1%	20.9%	26.4%	25.6%	3542	5.26	
Decision making in my organisation has become more centralized	5.3%	9.3%	8.4%	18.4%	19.7%	22.8%	16.2%	3554	4.71	
The unit dealing with budget planning within my organisation has gained power	8.2%	10.7%	10.3%	19.9%	20.0%	19.8%	11.0%	3545	4.36	
The conflict between departments has increased	12.6%	17.7%	13.1%	22.2%	17.9%	10.8%	5.7%	3549	3.70	
The power of politicians (vs. non-elected public officials) in the decision making process has increased	9.6%	15.8%	12.9%	23.0%	17.2%	13.5%	7.9%	3524	3.95	
The relevance of performance information has increased	5.9%	10.0%	10.3%	18.5%	24.1%	20.9%	10.3%	3535	4.49	

#### Part IV. Attitudes, Preferences and Personal Information

In this last section we are interested in some of your work and public sector-related values and views. Please base your answers on your general opinion and personal values and views, i.e. they should not only relate to your immediate work experience and environment. The section closes with some questions that provide very important background information for the research.

23. Public services often need to balance different priorities. Where would you place your own position?

	1	2	3	4	5	6	7		N	Mean
Quality	7.9%	15.9%	17.7%	26.2%	16.1%	11.0%	5.2%	Efficiency	4017	3.80
Equity	11.5%	19.2%	16.2%	22.5%	15.8%	10.5%	4.2%	Efficiency	4010	3.61
Following rules	6.9%	10.1%	11.2%	22.5%	20.6%	19.6%	9.1%	Achieving results	4007	4.35
Customer focus	5.3%	13.0%	10.0%	23.3%	14.6%	20.5%	13.3%	Citizen orientation	3964	4.44
State provision	14.4%	21.8%	17.3%	26.1%	11.1%	7.3%	2.0%	Market provision	3985	3.27
Tax financed services	10.7%	17.5%	15.0%	30.1%	13.7%	10.2%	2.8%	User charges / fees	3971	3.61

24. How important do you personally think it is in a job to have	Not important at all - 1	2	3	4	5	6	Very important - 7	N	Mean
Interesting work	0.2%	0.4%	0.3%	1.3%	6.2%	30.2%	61.4%	4040	6.49
High income	0.5%	2.6%	5.2%	19.4%	36.7%	26.1%	9.6%	4024	5.06
Opportunities to help other people	0.9%	3.1%	6.0%	16.4%	29.1%	27.9%	16.6%	4005	5.20
Job security	1.8%	4.8%	7.5%	16.7%	25.8%	25.8%	17.7%	4023	5.08
Room to make decisions	0.2%	0.7%	2.3%	6.7%	18.9%	40.6%	30.5%	4028	5.87
Good opportunities for promotion	1.2%	2.7%	5.5%	16.3%	29.9%	31.0%	13.4%	4018	5.18
Doing something that is useful to society	0.5%	0.8%	1.9%	5.2%	17.7%	36.7%	37.2%	4029	5.98
Flexible working hours	6.8%	9.1%	9.2%	16.8%	21.5%	22.0%	14.6%	4009	4.61
Status	5.8%	9.2%	11.6%	23.1%	26.4%	17.3%	6.7%	4010	4.34

25. Please indicate how far you agree or disagree with the following statements

	Strongly disagree -						Strongly agree - 7	N	Mean
	1	2	3	4	5	6			
I believe that success depends on ability rather than luck	3.8%	6.8%	6.3%	10.0%	21.0%	32.1%	19.9%	3970	5.14
I like taking responsibility for making decisions	5.8%	4.3%	2.1%	2.8%	9.5%	33.9%	41.6%	3991	5.74
I make decisions and move on	2.4%	4.0%	3.5%	6.4%	14.4%	36.9%	32.4%	3961	5.67
Being creative and thinking up new ideas are important to me	5.3%	4.4%	3.4%	5.8%	15.1%	31.3%	34.7%	3976	5.54
I avoid doing anything that might upset the status quo	22.7%	32.3%	18.5%	10.1%	7.0%	6.1%	3.3%	3940	2.78
Being successful is very important to me	2.7%	6.5%	10.0%	18.7%	22.8%	26.3%	12.9%	3969	4.83
I like to take risks	4.1%	8.4%	12.8%	22.2%	26.8%	19.1%	6.6%	3965	4.43
I believe that most people can be trusted	2.4%	6.1%	9.0%	17.3%	23.4%	29.2%	12.8%	3966	4.92

26. Are you

	Count	Share
Male	2875	67.9%
Female	1362	32.1%
<b>Total</b>	<b>4237</b>	

27. How old are you?

	Count	Share
35 or less	249	5.8%
36-45	872	20.3%
46-55	1772	41.2%
56-65	1371	31.9%
66 or older	32	0.7%
<b>Total</b>	<b>4296</b>	

28. What is your highest educational qualification?

	Count	Share
Graduate degree (BA level)	656	15.9%
Postgraduate degree (MA level)	2838	68.7%
PhD/doctoral degree	637	15.4%
<b>Total</b>	<b>4131</b>	

29. What was the subject of your highest educational qualification? (please tick two max)

	Count	Share
Law	1203	27.6%
Business/management/economics	1000	22.9%
Political science/public administration	630	14.4%
Other social sciences and humanities	671	15.3%
Medical science	249	5.7%
Natural sciences and engineering	854	19.6%

30. How many years have you been working ...

	Less than 1 year	1- 5 years	5-10 years	10-20 years	More than 20 years	N
...in the public sector	0.6%	4.1%	9.0%	28.0%	58.3%	4228
...in your current organisation	4.5%	28.7%	18.9%	25.2%	22.7%	4111
...in your current position	10.5%	53.5%	20.1%	13.1%	2.8%	4119

31. How many years of work experience outside the public sector do you have?

	None	Less than 1 year	1-5 years	5-10 years	10-20 years	More than 20 years	N
...in the private sector	26.7%	23.3%	31.2%	8.9%	6.7%	3.3%	3950
...in the non-profit sector	61.9%	11.1%	14.3%	5.7%	4.3%	2.8%	2705

## IV. Dissemination of results

After the surveys were closed and the joint survey datasets finalized, the next steps for the COCOPS team are to analyse the survey results and to disseminate the findings both in academia and practice. The survey results will be presented to a wide range of practitioners, academics and general public through several types of activities:

**Special Reports** and materials outlining the general findings of the survey:

- Country reports underlining the main country findings – Deliverable 3.1.
- A cross-national report presenting the main findings and conclusions from the overall results in a comparative perspective with regards to NPM type of reforms in European administrations – Deliverable 3.2.
- A policy brief, summarizing relevant findings for public sector practitioners; the brief will be based on practitioners' input collected during result dissemination events, as well as on the country reports and the cross-national report – Deliverable 3.4.

**Academic publications:**

- Edited volumes, special journal issues, or individual articles presenting in-depth analysis of the survey results (see for instance the presented presented at the XVII Annual Conference of the International Research Society for Public Management (IRSPM) in Prague March 2013).

**Events and practitioner workshops:**

- Practitioner-oriented events – Deliverable 3.3. – will be organized on a national level, by local teams, but also as overarching events, with international participation; e-g at the EUPAN network meeting, under the Irish EU presidency (April 2013) and th Lithuanian EU presidency (autumn 2013).

An important topic of discussion is the availability and sharing of the survey data. As this is original data, created by the various national resarch teams, the datasets initially will be only shared internally by COCOPS team members and other researchers contributing to the joint dataset based on a jointly-agreed data sharing policy. The key principles included in the data sharing policy are:

- Ensuring full anonymity of the respondents and the public sector organisations they represent;
- Protecting (both national and comparative) survey data based on anonymity and intellectual property criteria, as jointly agreed by all individual users;
- Encouraging co-operation, joint research and joint publications and the mutual availability of scientific data;
- Full transparency and mutal information among involved researchers on the use of the comparative dataset.

Following the end of the COCOPS project, in June 2014, the data will be more widely accessible to interested parties, based on a renewed data sharing protocol.

While the bulk of the COCOP survey has been finalized and its main results are starting to be disseminated, a few additional countries, from outside of the COCOPS network, will also be replicating the survey.

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## VII. Annex

### VII.1. Core Questionnaire: Executive Survey on Public Sector Reform in Europe. Views and Experiences from Senior Executives



## Executive Survey on Public Sector Reform in Europe – Views and Experiences from Senior Executives

### Partner Institutions



Università Commerciale  
Luigi Bocconi



Centre d'études et de recherches  
de sciences administratives et politiques  
(CERSA, Université Paris II, CNRS)

## RESEARCH BACKGROUND

This questionnaire is central to the project 'Coordinating for Cohesion in the Public Sector of the Future' (COCOPS), the largest comparative public administration research project in Europe. The survey is being sent to more than 20.000 senior public sector executives in ten European countries and targets top-level decision makers and civil servants in central government and the fields of health and employment. COCOPS aims to explore and understand trends in public administration across Europe and their effects and implications for the public sector and society more generally. The project is funded through the European Commission 7<sup>th</sup> Framework Program and carried out by a team of researchers from eleven universities (for further information see [www.cocops.eu](http://www.cocops.eu)).

The questionnaire is addressed at senior executives, like yourself, to enquire about **personal experiences and opinions** on public management, public sector reforms and the impact of the fiscal crisis. It consists of the following four parts:

- Part I: General Information
- Part II: Management and Work Practice of Your Organisation
- Part III: Public Sector Reform and the Fiscal Crisis
- Part IV: Attitudes, Preferences, and Personal Information

The questionnaire should take you around 30 minutes to complete.

Finally, we want to assure you that this survey is **STRICTLY ANONYMOUS**. Your answers will be treated in **COMPLETE CONFIDENCE** and findings will be reported at an aggregate level only.

## HOW TO COMPLETE THE QUESTIONNAIRE

Most questions ask you to indicate agreement or disagreement along a 7-point scale. To answer these questions please tick the scale point that best matches your experience or opinion.

You can fill in the survey in printed paper format, or **directly online**, by going to [website]. In the case of a printed out questionnaire, please return it **via post or fax** to: [address]

We would like to thank you for participating and would greatly appreciate receiving your answers by [date]. Should you have any questions regarding the survey, please do not hesitate to contact the above named country coordinator.

Any queries you may have will be treated in strict confidence.

We are very grateful for your support,

The COCOPS research team

The questions in this survey often contain questions on “your organisation” and “your policy area”. These are defined as follows:

- **“Your organisation”** refers to the organisational entity that you work for. Usually, it is a ministry (in the UK this is a ‘Department’) or an agency. It is never only a section, division, or subunit within a ministry or agency. Agencies or other subordinate bodies who have autonomy versus the Ministry should be regarded as own organisation and not part of the Ministry.
- **“Your policy area”** refers to the wider set of policy topics or issues which your own work mainly contributes to. It usually coincides with the policy issue in which your organisation is designing and implementing policy.

## Part I. General Information

This section seeks general information about your organisation, and your position. It covers important background information for this research.

### 1. What type of organisation do you work for?

Ministry at central government level	<input type="checkbox"/>
Agency or subordinate government body at central government level	<input type="checkbox"/>
Ministry at state or regional government level	<input type="checkbox"/>
Agency or subordinate government body at state or regional government level	<input type="checkbox"/>
Ministry or other public sector body at other subnational level	<input type="checkbox"/>
Other ( <i>please specify</i> ):	<input type="checkbox"/>

### 2. Which policy area does your organisation work in?

(*you may select more than one if they are commonly seen as one joint policy area in your country*)

General government	<input type="checkbox"/>
Foreign affairs	<input type="checkbox"/>
Finance	<input type="checkbox"/>
Economic affairs	<input type="checkbox"/>
Infrastructure and transportation	<input type="checkbox"/>
Defence	<input type="checkbox"/>
Justice, public order & safety	<input type="checkbox"/>
Employment services	<input type="checkbox"/>
Health	<input type="checkbox"/>
Other social protection and welfare	<input type="checkbox"/>
Education	<input type="checkbox"/>
Environmental protection	<input type="checkbox"/>
Recreation, culture, religion	<input type="checkbox"/>
Other ( <i>please specify</i> ):	<input type="checkbox"/>

**3. What is the approximate overall number of employees (in heads, not FTE) in your organisation?**

< 50	<input type="checkbox"/>
50-99	<input type="checkbox"/>
100-499	<input type="checkbox"/>
500-999	<input type="checkbox"/>
1000-5000	<input type="checkbox"/>
> 5000	<input type="checkbox"/>
Not sure	<input type="checkbox"/>

**4. What kind of position do you currently hold?**

Top hierarchical level in organisation	<input type="checkbox"/>
Second hierarchical level in organisation	<input type="checkbox"/>
Third hierarchical level in organisation	<input type="checkbox"/>
Other ( <i>please specify</i> ):	<input type="checkbox"/>

**Part II. Management and Work Practice of Your Organisation**

In this section we are interested in how you perceive your job and work experience along a number of dimensions. Please base your answers on your own experiences with your current job and observations of your current organisation. We want to know 'how you perceive what is', not 'what you think should be'.

**5. I mainly understand my role as public sector executive as**

	Strongly disagree						Strongly agree
	1	2	3	4	5	6	7
Ensuring impartial implementation of laws and rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Getting public organisations to work together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achieving results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing a voice for societal interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing new policy agendas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing expertise and technical knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finding joint solutions to solve problems of public concern	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring efficient use of resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**6. In my position, I have the following degree of decision autonomy with regard to**

	Very low autonomy					Very high autonomy	
	1	2	3	4	5	6	7
Budget allocations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting out services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promoting staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dismissing or removing staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes in the structure of my organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy choice and design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**7. To what extent are the following instruments used in your organisation?**

	Not at all		3	4	5	To a large extent		Cannot assess
	1	2				6	7	
Business/strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer/ user surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service points for customers (e.g. one stop shops)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality management systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Codes of conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal steering by contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management by objectives and results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmarking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost accounting systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decentralisation of financial decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decentralisation of staffing decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance related pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff appraisal talks / performance appraisal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. To what extent do the following statements apply to your organisation?**

	<b>Strongly disagree</b>						<b>Strongly agree</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Our goals are clearly stated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our goals are communicated to all staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a high number of goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to observe and measure our activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We mainly measure inputs and processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We mainly measure outputs and outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are rewarded for achieving our goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We face clear sanctions for not achieving our goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our political leaders use indicators to monitor our performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9. In my work I use performance indicators to**

	<b>Not at all</b>					<b>To a large extent</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Assess whether I reach my targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitor the performance of my subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify problems that need attention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster learning and improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfy requirements of my superiors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate what my organisation does to citizens and service users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage with external stakeholders (e.g. interest groups)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage the image of my organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10. Please indicate how frequently you typically interact with the following actors or bodies**

	Never 1	Rarely 2	Yearly 3	Monthly 4	Weekly 5	Daily 6
My responsible Minister	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other politicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My administrative superiors and higher administrative levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My direct staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Subordinate agencies and bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative units within my organisation such as budget, personnel, IT etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Audit organisations, inspectorates and regulatory bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other government departments outside my own organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local/regional government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private sector companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade union representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
European Union institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International bodies (e.g. IMF, OECD, ILO)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. How would you characterize the coordination in your own policy field, along the following dimensions:**

	Very poor					Very good		Cannot assess
	1	2	3	4	5	6	7	
Coordination among national government bodies within the same policy area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordination among national government bodies from different policy areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordination with local/regional government bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordination with supra-national bodies/international organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordination with private sector stakeholders, interest organisations, user groups, and civil society organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 12. What is your view on the following statements

	Strongly disagree			Strongly agree				Cannot assess
	1	2	3	4	5	6	7	
Politicians respect the technical expertise of the administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Politicians regularly influence senior-level appointments in my organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In my organisation politicians interfere in routine activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The administration and not the political level is the initiator of reforms or new policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Removing issues and activities from the realms of politics allows for more farsighted policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 13. When my organisation's responsibility or interests conflict or overlap with that of other organisations, my organisation typically

	Strongly disagree			Strongly agree			
	1	2	3	4	5	6	7
Refers the issue upwards in the hierarchy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refers the issue to political actors and bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sets up special purpose bodies (more permanent)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sets up a cross-cutting work/project group (ad hoc, temporary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sets up a cross-cutting policy arrangement or program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decides on one lead organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consults civil society organisations or interest groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consults relevant experts (e.g. scientists or consultants)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify:							

#### 14. People in my organisation

	Strongly disagree						Strongly agree
	1	2	3	4	5	6	7
Engage in open and honest communication with one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share and accept constructive criticisms without making it personal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willingly share information with one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have confidence in one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a high team spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are trustworthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share the same ambitions and vision for the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enthusiastically pursue collective goals and mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
View themselves as partners in charting the organisation's direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### 15. When thinking about my work and the organisation I work for

	Strongly disagree						Strongly agree
	1	2	3	4	5	6	7
I get a sense of satisfaction from my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel valued for the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I regularly feel overloaded or unable to cope	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend it as a good place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I really feel as if this organisation's problems are my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would be very happy to spend the rest of my career with this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It would be very hard for me to leave my organisation right now, even if I wanted to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was taught to believe in the value of remaining loyal to one organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Things were better in the days when people stayed with one organisation for most of their career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Part III. Public Sector Reform and the Fiscal Crisis

We are now interested in your views on and experiences with administrative reform in your country, and also how the recent fiscal crisis affected the administration. Some questions are asking you for your personal evaluation of certain phenomena; others are purely interested in your observations. Again, please draw on your personal experience as a senior executive in the public sector.

**16. Compared with five years ago, how would you say things have developed when it comes to the way public administration runs in your country?**

Worse										Better
1	2	3	4	5	6	7	8	9	10	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**17. How important are the following reform trends in your policy area?**

	Not at all					To a large extent	
	1	2	3	4	5	6	7
Public sector downsizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen participation methods/initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creation of autonomous agencies or corporatization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focusing on outcomes and results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extending state provision into new areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treatment of service users as customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration and cooperation among different public sector actors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal bureaucracy reduction / cutting red tape	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privatisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital or e-government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External partnerships and strategic alliances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mergers of government organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transparency and open government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**18. Please indicate your views on public sector reform using the scales below. Public sector reforms in my policy area tend to be**

	1	2	3	4	5	6	7	8	9	10	
Top down	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Bottom up
Consistent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Inconsistent
Comprehensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Partial
Driven by politicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Driven by public officials/administration
Crisis and incident driven	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Planned
Substantive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Symbolic
Contested by unions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supported by unions
About cost-cutting & savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	About service improvement
No public involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	High public involvement
Unsuccessful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Successful
Too much	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not enough

**19. Thinking about your policy area over the last five years how would you rate the way public administration has performed on the following dimensions**

	Deteriorated significantly					Improved significantly	
	1	2	3	4	5	6	7
Cost and efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy coherence and coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External transparency and openness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen participation and involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal bureaucracy reduction / cutting red tape	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethical behaviour among public officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equal access to services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair treatment of citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff motivation and attitudes towards work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attractiveness of the public sector as an employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen trust in government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**20. In response to the fiscal crisis, how would you describe the broader approach to realizing savings in your policy area (tick one only)**

Proportional cuts across-the-board over all areas	<input type="checkbox"/>
Productivity and efficiency savings	<input type="checkbox"/>
Targeted cuts according to priorities (reducing funding for certain areas, while maintaining it for the prioritized ones)	<input type="checkbox"/>
None / no approach required (If you tick this answer please proceed directly to question 23)	<input type="checkbox"/>

**21. In response to the fiscal crisis, to what extent has your organisation applied the following cutback measures?**

	Not at all					To a great extent	
	1	2	3	4	5	6	7
Staff layoffs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring freezes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay cuts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay freezes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cuts to existing programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Postponing or cancelling new programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downsizing back offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reducing front office presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased fees and user charges for users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**22. As result of the fiscal crisis**

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
The power of the Ministry of Finance has increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decision making in my organisation has become more centralized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The unit dealing with budget planning within my organisation has gained power	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The conflict between departments has increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The power of politicians (vs. non-elected public officials) in the decision making process has increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The relevance of performance information has increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Part IV. Attitudes, Preferences and Personal Information

In this last section we are interested in some of your work and public sector-related values and views. Please base your answers on your general opinion and personal values and views, i.e. they should not only relate to your immediate work experience and environment. The section closes with some questions that provide very important background information for the research.

### 23. Public services often need to balance different priorities. Where would you place your own position?

	1	2	3	4	5	6	7	
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Efficiency
Equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Efficiency
Following rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Achieving results
Customer focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Citizen orientation
State provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Market provision
Tax financed services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	User charges / fees

### 24. How important do you personally think it is in a job to have

	Not important at all						Very important	
	1	2	3	4	5	6	7	
Interesting work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
High income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Opportunities to help other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Workplace security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Room to work independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Good opportunities for advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Doing something that is useful to society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Independence in deciding the times of the day when I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Status								

### 25. Please indicate how far you agree or disagree with the following statements

	Strongly disagree			Strongly agree				Prefer not to answer
	1	2	3	4	5	6	7	
I believe that success depends on ability rather than luck	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I like taking responsibility for making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make decisions and move on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being creative and thinking up new ideas are important to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I avoid doing anything that might upset the status quo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being successful is very important to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I like to take risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe that most people can be trusted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**26. Are you**

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

**27. How old are you?**

35 or less	<input type="checkbox"/>
36-45	<input type="checkbox"/>
46-55	<input type="checkbox"/>
56-65	<input type="checkbox"/>
66 or older	<input type="checkbox"/>

**28. What is your highest educational qualification?**

Graduate degree (BA level)	<input type="checkbox"/>
Postgraduate degree (MA level)	<input type="checkbox"/>
PhD/doctoral degree	<input type="checkbox"/>
Other ( <i>please specify</i> ):	<input type="checkbox"/>

**29. What was the subject of your highest educational qualification? (*please tick two max*)**

Law	<input type="checkbox"/>
Business/management/economics	<input type="checkbox"/>
Political science/public administration	<input type="checkbox"/>
Other social sciences and humanities	<input type="checkbox"/>
Medical science	<input type="checkbox"/>
Natural sciences and engineering	<input type="checkbox"/>
Other ( <i>please specify</i> ):	<input type="checkbox"/>

**30. How many years have you been working...**

	Less than 1 year	1- 5 years	5-10 years	10-20 years	More than 20 years
...in the public sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...in your current organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...in your current position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**31. How many years of work experience outside the public sector do you have?**

	None	Less than 1 year	1-5 years	5-10 years	10-20 years	More than 20 years
...in the private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...in the non-profit sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We thank you very much for completing our questionnaire. Your contribution is extremely important in helping us understand the current trends of the public sector in Europe.

## VII.2. Survey – optional questions

### OPT 1 (Belgium)

Please identify the exact governmental tier to which your organisation belongs:

Federal government	<input type="checkbox"/>
Flemish Community & Region	<input type="checkbox"/>
Walloon Region	<input type="checkbox"/>
French Community	<input type="checkbox"/>
Brussels-Capital Region	<input type="checkbox"/>
German-speaking Community	<input type="checkbox"/>
Other ( <i>please specify</i> ):	<input type="checkbox"/>

[Location: after question 1]

### OPT 2 (France, Norway)

What is the main task of your organisation? (*please select maximum two options*)

Policy design and formulation (e.g. drafting of laws)	<input type="checkbox"/>
Policy implementation	<input type="checkbox"/>
Funding, financing and transfers	<input type="checkbox"/>
Audit and inspection, regulation and supervision	<input type="checkbox"/>
Service delivery	<input type="checkbox"/>
Other ( <i>please specify</i> ):	<input type="checkbox"/>

[Location: after question 2]

### OPT 3 (Norway)

In my work I am primarily held accountable for

	Strongly disagree						Strongly agree
	1	2	3	4	5	6	7
Compliance with rules and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impartiality and fairness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finances and use of money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance and results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The political line of my Minister	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Location: after question 5]

**OPT 4 (Italy, Spain)**

It appears that international organisations (like the IMF or OECD) or supranational institutions (like the European Commission) are wielding an increasing influence on public sector reforms ('suggesting' the contents, monitoring the implementation etc.). How would you rate such influence on:

	Not at all					To a large extent		Cannot assess
	1	2	3	4	5	6	7	
The contents of reforms (what alternatives are considered, which ones are discarded)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The process of reforms (pace and rhythm of reforms)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The likelihood that reforms are actually implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Location: after question 18]

**OPT 5 (Belgium, Estonia)**

How much have the following contextual factors affected the results of public sector reform in your policy area?

	Not at all					To a large extent		Cannot assess
	1	2	3	4	5	6	7	
Politico-administrative culture of your country or of your organisation (e.g. focused on achieving results, focused on observing procedures and rules)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Structure of the political system in your country (e.g. centralized/decentralized)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rapid change of governments or of governmental structures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient administrative capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socio-demographic characteristics of geographical areas or of service users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for non-standard, individual treatments in delivering services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External pressure for reform (e.g. international, from the EU, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organized resistance for reform (e.g. from unions, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sudden crises or accidents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Location: after question 18]

**OPT 6 (Belgium)**

When thinking about results of public sector reform in my policy area, I think that

	1	2	3	4	5	6	7	8	9	10	
results have depended on context-specific cultural or organisational factors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	results have not depended on contextual factors, but on the model or programme of the reform itself

[Location: after question 18]

**OPT 7 (Estonia, Spain)**

If targeted cuts have been made, then what influenced the size of the cuts?

	Not at all					To a large extent		Cannot assess
	1	2	3	4	5	6	7	
Political priorities were cut less, lower priorities were cut more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better performing areas were cut less, lower performing areas cut more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The size of cuts depended on the personal relations between the unit head (or programme manager) and the budget office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The size of the cuts depended on communication skills of the unit head (or programme manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Location: after question 20]

**OPT 8 (Spain)**

In making the budget cuts, to what extent were the unions/employees at lower organisational levels consulted?

Not at all					To a large extent		Cannot assess
1	2	3	4	5	6	7	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Location: after question 20]

**OPT 9 (Germany, Netherlands)**

In politics people sometimes talk of “left” and “right”. Where would you place yourself on this scale, where 1 means the left and 10 means the right?

Left										right	Prefer not to answer
1	2	3	4	5	6	7	8	9	10		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Location. after question 31]

**OPT 10 (Germany, Netherlands)**  
**Are you currently a member of**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to answer</b>
A trade union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A political party	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Location: after question 31]

**OPT 11 (Germany, Netherlands)**

**Would you like to receive the aggregate results of this European-wide survey?**

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

If yes please provide us with your contact data below.

The information given will be exclusively used for this reason and does not affect the full anonymity of this survey.

Name:  
Organisation:  
Postal address:  
Email:

[Location: at the end of the questionnaire]