H2020-SC6-CULT-COOP-2016-2017
CULT-COOP-11-2016-2017

Co-VAL [770356] "Understanding value co-creation in public services for transforming European public administrations"

D2.2 Draft questionnaire for cognitive testing

Project Reference No	Co-VAL [770356]
Deliverable	D2.2 Draft questionnaire for cognitive testing
Workpackage	WP2
Type	R = Report
Dissemination Level	Public
Date	12/11/2018
Status	Final v1.0
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Document description	Draft questionnaire for public sector organisations for cognitive testing

Document Revision History

Version	Date	Modifications Introduced	
		Modification Reason	**Modified by**
V0.1	20/08/2018	Identification and drafting of main survey questions	UM-MERIT
V0.2	10/09/2018	Draft preliminary questionnaires for testing	UM-MERIT
V0.3	17/9/2018	Second version including partners' comments	UM-MERIT
V0.4	08/10/2018	Third version including partners' comments	UM-MERIT
V0.5	30/10/2018	D2.2 sent for internal review	UM-MERIT
V0.6	09/11/2018	Minor corrections and adjustments based on internal review	UM-MERIT
V1.0	12/11/2018	Final review and submission	ATC

Executive Summary

This is a progress report for the development of the questionnaire for the survey of public sector organisations. It consists of the initial draft questionnaire for cognitive testing that was finalized after three rounds of comments and discussion within the WP2 partners. Other CO-Val partners that were not part of WP2 were also kept informed and given opportunities to comment. Of note this deliverable does not include a draft questionnaire for the survey of NGOs, due to a decision to wait until the main questionnaire is finalized.

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1   Introduction

The main research task of WP2 is to survey the use of co-creation and collaboration in the innovation activities of public sector organisations through a questionnaire. The necessary steps in questionnaire development include the preparation of an initial questionnaire for discussion among the WP2 partners, a draft version for use in cognitive testing, and a final version that incorporates the results of cognitive testing. This report provides the draft version of the questionnaire for use in phase 1 of cognitive testing.

Of note, this report does not include a draft of the questionnaire for Non-Governmental Organisations (NGO). The reason for this change in the work plan for WP2 is because it is more efficient to design the NGO questionnaire after the main questionnaire for public sector organisations is completed. Furthermore, it may be appropriate to design the NGO questionnaire after the results are obtained from the main survey. A decision on when to design and implement the NGO questionnaire will need to be made in early 2019.

1.1   Purpose and Scope

The purpose and scope of the present deliverable is to track the process of questionnaires' design and present the results of this process. Respondents to a questionnaire survey can misunderstand specific words and phrases used in a questionnaire, understand concepts differently from other respondents, or understand the questions but be unable to provide an accurate response. The purpose of cognitive testing is to ensure that all potential respondents understand all questions as intended and are able to provide reasonably accurate responses. Cognitive testing is therefore essential to the quality of the final questionnaire and consequently to the quality of the data collected by a questionnaire survey.

Experience shows that many questions fail cognitive testing. Some questions can be corrected through modifications to wording. In order to permit modifications, cognitive testing is conducted in two phases, with poor questions modified after the first phase and tested in the second phase. Modification can also occur after the second phase of testing. It is often the case that some questions remain too difficult or too confusing for respondents and need to be removed from the final questionnaire after two rounds of cognitive testing.

1.2   Structure of the Deliverable

Three versions of the draft questionnaire were prepared. Version A, provided in Chapter 2, consists of all questions. However, not all questions needed cognitive testing, either because they asked for very basic information on the respondent such as gender or work experience and/or the questions had previously undergone extensive cognitive testing for other surveys. Version B (see Chapter 3) consists of the short version for cognitive testing that was provided to interviewees. Version C (see Chapter 4) consists of a version for interviewers that includes prompts for each question.

2   DRAFT Full CO-VAL Questionnaire on co-creation

PART A: General information

A.1. Which best describes your area of responsibility?

(Tick **one** box only)

a) A national agency or ministry / municipality ....☐

b) A sub-section of a national agency or ministry /municipality..☐

c) Yourself only (No other staff with the possible exception of a personal assistant) ....☐

d) Other...☐

[if A1 = c, go to end of questionnaire]

Except when the question refers to your organization, please answer all questions for your **unit, defined as your area of responsibility**. Do not report results for other units or divisions of your department, agency or municipality for which you are not responsible. The questions on **your organization** refer to the agency, ministry or municipality of which your unit is a part.

A.2. Which of the following type of services was the **primary** purpose of your unit in the last two years?

(Tick **one** box only)

A) Delivery of educational services to individuals (citizens, residents, etc) ....☐

B) Delivery of health services to individuals (citizens, residents, etc).......................................☐

C) Delivery of social welfare services to individuals (citizens, residents, etc) ....☐

D) Delivery of community services (recreation, transportation, housing, etc.) ....☐

E) Delivery of services to businesses ....☐

F) Information technology (IT) services to government...☐

G) Internal services to government (accounting, legal, regulatory, policy,

     public relations, human resources etc.) ....☐

H) Defense, protection or security services ....☐

I) Environmental services...☐

J) Other services (please specify) ....☐

If your unit has a **secondary** type of service, give the corresponding

letter :   _____

PART B: Types of Innovations

An innovation is a new or substantially changed service or process with a goal of delivering better outcomes. For the purpose of this survey, please note:

> *The innovation **need only be new or substantially changed for your unit**. It may have already been in use by other units within your organization, other governments, or by businesses.*

> *An innovation must have been fully or close to fully **implemented** in the last two years.*

> *Service and process innovations can occur **together**. In question B2 below, include both stand-alone process innovations and process innovations linked to service innovations.*

Service Innovations

B.1. Did your unit implement any new or substantial changes to the following types of services in the last two years? *A service is provided to individuals, businesses or other government units outside your* unit.

(Tick **all** that apply)

a) Services for use by other government organizations..☐

b) S*e*rvices for use by individuals (citizens, residents, etc)...☐

c) S*e*rvices for use by citizen groups or NGOs ....☐

d) S*e*rvices for use by businesses ....☐

f) Other type of service [please describe] ....☐

g) No or not applicable..☐

Process Innovations

B.2. Did your unit implement any new or substantial changes to the following types of processes in the last two years?

(Tick **all** that apply)

a) Processes for producing or delivering services ....☐

a) Interfaces with service users (procedures for accessing services, etc.) ....☐

b) Supporting activities (maintenance, purchasing, accounting, human resources, etc.) ....☐

c) IT systems (websites, purchasing, accounting, etc.) ....☐

d) Organisational structure of work responsibilities or decision making. ....☐

e) Methods for communicating your services to individuals or businesses, including

   internet interfaces. ....☐

f) Other type of processes [please describe]..☐

i) No or not applicable...☐

PART C: Your Most Important Innovation

C.1   In a few sentences, please describe in the box below your unit's most important service innovation in the last two years. If your unit did not have a service innovation, describe your most important process innovation.

*For a **service** innovation, "importance" is defined in terms of the expected or realized benefits of this innovation to its users (government, businesses, individuals, etc.).*

*For a **process** innovation, importance is defined in terms of its expected or realized benefits in terms of costs, quality, efficiency, etc.*

NOTE: Some innovations combine service and process innovations. In this case, answer the questions for a service innovation.

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C.2. For a most important **service** innovation, was its original purpose to:

(Tick **all** that apply)

a) Address social challenges...☐
b) Replace or improve a previous service ....☐
c) Provide an entirely new service ....☐
d) Meet new regulations..☐
e) Provide significant cost savings..☐
f) Provide significant quality improvements for users ....☐
g) Improve the user experience of this service ....☐
h) Improve the uptake of this service by potential users...☐
i) Other...☐

C.3. For a most important **process** innovation, was its original purpose to:

(Tick **all** that apply)

a) Replace or improve a previous process ....☐
b) Provide an entirely new process (for instance to support a new service) ....☐
c) Provide significant cost savings..☐
d) Provide significant quality improvements ....☐
e) Improve efficiencies..☐
f) Other ....☐

C.4. In your opinion, is this a **transformative innovation,** in the sense that it will completely change how things are done, provide large cost savings, including beyond your organisation, or create an entirely new and important service?

(Tick **all** that apply)

a) Yes..☐
b) No ....☐
b) Don't know ....☐

C.5. Were any of the following types of government employees actively involved in the development or implementation of this most important innovation?

(Tick **all** that apply)

a) Top government managers..☐
b) Middle level government managers ....☐
c) Government employees from other departments or agencies than your own ....☐
d) Front line staff ....☐

e) Other..☐

C.6. To what degree has this most important innovation been implemented?

(Tick **one** box only)

a) Currently a pilot or trial...☐
b) Partially implemented, with continuing improvements underway ....☐
c) Completely implemented..☐

Inputs into this innovation

C.7.   Did your unit receive any extra funding or staff specifically to develop this most important innovation:

(Tick **all** that apply)

a) Extra funding..☐
b) Extra staff...☐

   If yes: How many new employees were hired for this reason?   _____

b) No extra staff or funding received ....☐

C.8. Approximately how many person months of **government employees** were required to develop and implement this most important innovation?

A person-month equals one person working full-time for one month. Count all time spent by government employees on developing this innovation from the initial idea until implementation. Include time spent before the last two years if relevant. Exclude time by external consultants.

(Tick **one** box only)

a) None ....☐
b) Less than 1 month ....☐
c) 1 month to less than 3 months ....☐
d) 3 months to less than 6 months ....☐
e) 6 months to less than 12 months ....☐
f) 12 months to less than 24 months ....☐
g)   24 months or more ....☐
h) Don't know ....☐

C.9. Approximately how many person months of **paid external consultants** were used to develop and implement this most important innovation?

A person-month equals one person working full-time for one month. Count all time spent by paid external consultants on developing this innovation from the initial idea until implementation. Include time spent before the last two years if relevant. Exclude time by government employees or volunteers.

(Tick **one** box only)

a) None ....☐
b) Less than 1 month ....☐
c) 1 month to less than 3 months ....☐
d) 3 months to less than 6 months ....☐
e) 6 months to less than 12 months ....☐

f) 12 months to less than 24 months ....☐

g) 24 months or more ....☐

h) Don't know ....☐

C.10. Did your unit use any of the following methods to develop or implement this most important innovation?

(Tick **all** that apply)

a) Conduct research or experiments in-house...☐

b) Contract external consultants or businesses for research or advice ....☐

c) Use the services of a design consultancy, innovation lab, or living lab............................☐

d) Purchase or develop specialised software or ICT equipment ....☐

e) Use a dedicated space for workshops and other related activities ....☐

C.11. Which of the following types of skilled experts were actively involved in the development or implementation of this most important innovation?

(Tick **all** that apply)

a) IT or software experts (government or external experts)..☐

b) Other technology experts (government or external experts) ....☐

c) Designers (government or external experts) ....☐

d) Experts on socially or economically marginalized individuals

(government or external experts) ....☐

e) Other..☐

Involvement of users

C.12. Were the following methods used to develop or implementation this most important innovation?

(Tick **all** that apply)

a) Research or brainstorming to identify challenges to be addressed by this innovation ....☐

b) Profiling to identify the different types of potential users of this innovation ....☐

c) Generation of ideas to solve the challenges to be addressed by this innovation ....☐

d) Workshops to develop ideas into a prototype of the innovation ....☐

e) Blueprinting to produce a visual chart of how individuals interact with this innovation,
   including back office staff, front office staff and individuals (in the case of services).......................☐

f) For services, "customer journey maps" to identify where individuals interact with the
   service delivery system...☐

g) Pilot testing of the innovation under realistic conditions ....☐

h)   Randomized controlled trial of the innovation under realistic conditions.......................................☐

i) Evaluation of user experiences after implementation ....☐

j) None of the above..☐

C.13. Were data on the experience of potential users of this most important innovation gathered using the following methods? *(users of process innovations consist of government employees responsible for process activities)*

(Tick **all** that apply)

a) Analysis of existing data such as user evaluations of similar services or processes,

complaints, internet data, etc. ....☐

b) Inclusion of users in brainstorming workshops .... ☐

c) Face-to-face interviews with potential users .... ☐

d) Focus groups with potential users .... ☐

e) Real-time studies of how individuals use and experience services or processes
   (also called observational or ethnographic research) .... ☐

f) Online or other questionnaire surveys .... ☐

g) None of the above .... ☐

C.14. Were the opinions and views of potential users of this innovation gathered for the following development and implementation stages?

(Tick **all** that apply)

a) Identification of challenges to be addressed by the innovation. .... ☐

b) Generation of ideas on how to solve identified challenges. .... ☐

c) Development and testing of a prototype .... ☐

d) Pilot testing or randomized controlled trial .... ☐

e) Post implementation experiences .... ☐

f) None of the above .... ☐

C.15. Were the experiences and views of the same potential users collected for more than one stage of the development to implementation process?

a) Yes .... ☐

b) No .... ☐

Outcomes from involving users

C.16. How important was the contribution of users in developing this most important innovation to the following outcomes?

	Level of benefit (Tick **one** box per row)			
	None	**Low**	**Medium**	**High**
a) Reduced development costs	☐	☐	☐	☐
b) Reduced development time	☐	☐	☐	☐
c) Reduced need to revise the service or process after implementation	☐	☐	☐	☐
d) Improved fit with user needs (uptake, understanding, acceptance, etc.)	☐	☐	☐	☐
e) Improved quality	☐	☐	☐	☐
e) Reduced risk of innovation failure	☐	☐	☐	☐

Outcomes of the most important innovation

C.17a. For service innovations: What effects did this most important innovation have on the following outcomes?

	Negative effect	Minor positive effect	Major positive effect	Too early to estimate	Not relevant
a) Delivery time	☐	☐	☐	☐	☐
b) Ability to target the service to those who need it	☐	☐	☐	☐	☐
c) Number of individuals able to access the service	☐	☐	☐	☐	☐
d) User experience of the service	☐	☐	☐	☐	☐
e) Relevance of the service to user needs	☐	☐	☐	☐	☐
f) User access to information	☐	☐	☐	☐	☐
g) Employee satisfaction or working conditions	☐	☐	☐	☐	☐
h) Cost of providing the service	☐	☐	☐	☐	☐
i) Service quality	☐	☐	☐	☐	☐
j) Other	☐	☐	☐	☐	☐

C17b. For process innovations: What effects did this most important innovation have on the following outcomes?

	Negative effect	Minor positive effect	Major positive effect	Too early to estimate	Not relevant
a) Simplifying procedures	☐	☐	☐	☐	☐
b) Employee satisfaction or working conditions	☐	☐	☐	☐	☐
c) Reducing costs	☐	☐	☐	☐	☐
d) Time to deliver of services	☐	☐	☐	☐	☐
e) Other	☐	☐	☐	☐	☐

Obstacles to developing or implementing this innovation

C.18.   How important were the following factors as obstacles to the development or implementation of this most important innovation?

	Degree of importance			
	None /Not relevant	Low	Medium	High
a) Political or top management pressure for fast development and implementation	☐	☐	☐	☐
b) Lack of a supportive culture for innovation in your organization	☐	☐	☐	☐
c) Lack of top management support and buy-in	☐	☐	☐	☐
d) Concerns over risk (failure, poor publicity, technical difficulty, etc.)	☐	☐	☐	☐
e) Lack of knowledge on how to innovate within your organisation	☐	☐	☐	☐
f) Difficulties in finding potential users to participate in developing this innovation	☐	☐	☐	☐

g) Management resistance to including user input in the design of this innovation   ☐   ☐   ☐   ☐

h) Insufficient societal demand (i.e. from individuals or businesses)   ☐   ☐   ☐   ☐

3 Draft cognitive testing questionnaire for interviewees

PART A: General information

A.1. Which best describes your area of responsibility?

(Tick **one** box only)

a) A national agency or ministry / municipality ....□

b) A sub-section of a national agency or ministry /municipality...□

c) Yourself only (No other staff with the possible exception of a personal assistant) ....□

d) Other...□

[if A1 = c, go to end of questionnaire]

Except when the question refers to your organization, please answer all questions for your **unit, defined as your area of responsibility**. Do not report results for other units or divisions of your department, agency or municipality for which you are not responsible. The questions on **your organization** refer to the agency, ministry or municipality of which your unit is a part.

A.2. Which of the following type of services was the **primary** purpose of your unit in the last two years?

(Tick **one** box only)

A) Delivery of educational services to individuals (citizens, residents, etc.) ....□

B) Delivery of health services to individuals (citizens, residents, etc.).......................................□

C) Delivery of social welfare services to individuals (citizens, residents, etc.) ....□

D) Delivery of community services (recreation, transportation, housing, etc.) ....□

E) Delivery of services to businesses..□

F) Information technology (IT) services to government..□

G) Internal services to government (accounting, legal, regulatory, policy,

public relations, human resources etc.) ....□

H) Defense, protection or security services ....□

I) Environmental services..□

J) Other services (please specify) ....□

If your unit has a **secondary** type of service, give the corresponding

letter: _____

PART B: Types of Innovations

This survey asks about innovations that your unit introduced within the last two years.

*For the purposes of this survey, an **innovation is defined as a new or substantially changed service or process with a goal of delivering better outcomes.** Please note:*

> *The innovation **need only be new or substantially changed for your unit**. It may have already been in use by other units within your organization, other governments, or by businesses.*

> *An innovation must have been fully or close to fully **implemented** in the last two years.*

> ***Service and process innovations can occur together**. In question B2 below, include both stand-alone process innovations and process innovations linked to service innovations.*

B.1. Did your unit implement any new or substantial changes to the following types of **services** in the last two years? *A service is provided to individuals, businesses or other government units outside your* unit.

(Tick **all** that apply)

a) Services for use by other government organizations..□

b) Services for use by individuals (citizens, residents, etc.)..□

c) Services for use by citizen groups or NGOs ....□

d) Services for use by businesses ....□

e) Other type of service [please describe] ....□

f) No or not applicable ....□

B.2. Did your unit implement any new or substantial changes to the following types of **processes** in the last two years?

(Tick **all** that apply)

a) Processes for producing or delivering services ....□

b) Interfaces with service users (procedures for accessing services, etc.) ....□

c) Supporting activities (maintenance, purchasing, accounting, human resources, etc.) ....□

d) IT systems (websites, purchasing, accounting, etc.) ....□

e) Organisation of your unit, including work responsibilities or decision making....................................□

f) Methods for communicating your services to individuals or businesses. ....□

g) Other type of processes [please describe] ....□

h) No or not applicable ....□

PART C: Your Most Important Innovation

C.1   In a few sentences, please describe your unit's most important service innovation in the last two years. If your unit did not have a service innovation, describe your most important process innovation.

*For a **service** innovation, "importance" is defined in terms of the expected or realized benefits of this innovation to its users (government, businesses, individuals, etc.).*

*For a **process** innovation, importance is defined in terms of its expected or realized benefits in terms of costs, quality, efficiency, etc.*

NOTE: Some innovations combine service and process innovations. In this case, answer the questions for a service innovation.

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C.2.   For a most important **service** innovation, was its original purpose to:

(Tick **all** that apply)

a) Address social challenges...☐
b) Replace or improve a previous service ....☐
c) Provide an entirely new service ....☐
d) Meet new regulations...☐
e) Provide significant cost savings..☐
f) Provide significant quality improvements for users ....☐
g) Improve the user experience of this service ....☐
h) Improve the uptake of this service by potential users..☐
i) Other...☐

C.3.   For a most important **process** innovation, was its original purpose to:

(Tick **all** that apply)

a) Replace or improve a previous process ....☐
b) Provide an entirely new process (for instance to support a new service) ....☐
c) Provide significant cost savings..☐
d) Provide significant quality improvements ....☐
e) Improve efficiencies..☐
f) Other ....☐

C.4.   In your opinion, is this a **transformative innovation,** in the sense that it will completely change how things are done, provide large cost savings, including beyond your organisation, or create an entirely new and important service?

(Tick **all** that apply)

a) Yes..☐
b) No ....☐
c) Don't know..☐

C.5. Approximately how many person months of **government employees** were required to develop and implement this most important innovation?

A person-month equals one person working full-time for one month. Count all time spent by all government employees (including from outside your unit) on developing this innovation from the initial idea until implementation. Include time spent before the last two years if relevant. Exclude time by external consultants.

(Tick **one** box only)

a) None ....☐

b) Less than 1 month ....☐

c) 1 month to less than 3 months ....☐

d) 3 months to less than 6 months ....☐

e) 6 months to less than 12 months ....☐

f) 12 months to less than 24 months ....☐

g) 24 months or more ....☐

h) Don't know ....☐

C.6. Approximately how many person months of **paid external consultants** were used to develop and implement this most important innovation?

A person-month equals one person working full-time for one month. Count all time spent by paid external consultants on developing this innovation from the initial idea until implementation. Include time spent before the last two years if relevant. Exclude time spent by government employees or volunteers.

(Tick **one** box only)

a) None ....☐

b) Less than 1 month ....☐

c) 1 month to less than 3 months ....☐

d) 3 months to less than 6 months ....☐

e) 6 months to less than 12 months ....☐

f) 12 months to less than 24 months ....☐

g) 24 months or more ....☐

h) Don't know ....☐

C.7.   Were any of the following types of government employees actively involved in the development or implementation of this most important innovation?

(Tick **all** that apply)

a) Top government managers...☐

b) Middle level government managers ....☐

c) Front line staff...☐

d) Government employees from other departments or agencies than your own ....☐

e) Other..☐

C.8.   Which of the following types of skilled experts were actively involved in the development or implementation of this most important innovation?

(Tick **all** that apply)

a) IT or software experts (government or external experts)...☐

b) Other technology experts (government or external experts) ....☐

c) Designers (government or external experts) ....☐

d) Experts on socially or economically marginalized individuals

   (government or external experts) ....☐

e) Other...☐

C.9.   Did your unit use any of the following methods to develop or implement this most important innovation?

(Tick **all** that apply)

a) Conduct research or experiments in-house...☐

b) Contract external consultants or businesses for research or advice ....☐

c) Use the services of a design consultancy, innovation lab, or living lab ....☐

d) Purchase or develop specialised software or ICT equipment ....☐

e)   Use a dedicated space for workshops and other related activities ....☐

Involvement of users

C.10.   Were the following methods used to develop or implementation this most important innovation?

(Tick **all** that apply)

a) Research or brainstorming to identify challenges to be addressed by this innovation ....☐

b) Profiling to identify the different types of potential users of this innovation ....☐

c) Idea generation on how to address the challenges ....☐

d) Workshops to develop ideas into a prototype of the innovation.......................................☐

e) Blueprinting to produce a visual chart of how individuals interact with this innovation,
   including back office staff, front office staff and users (in the case of services) ....☐

f) For services, "customer journey maps" to identify where individuals interact with the
   service delivery system..☐

g) Pilot testing of the innovation under realistic conditions ....☐

h)   Randomized controlled trial of the innovation under realistic conditions.......................☐

i) Evaluation of user experiences after implementation ....☐

j)   None of the above...☐

C.11.   Were data on the experience of potential users of this most important innovation gathered using the following methods? *(users of process innovations consist of government employees responsible for process activities)*

(Tick **all** that apply)

a) Analysis of existing data such as user evaluations of similar services or processes,

   complaints, internet data, etc. ....☐

b) Inclusion of users in brainstorming workshops ....☐

c) Face-to-face interviews with potential users ....☐

d) Focus groups with potential users ....☐

e) Real-time studies of how individuals use and experience services or processes
   (also called observational or ethnographic research) ....☐

f) Online or other questionnaire surveys ....☐

g) None of the above ....☐

C.12. Were the opinions and views of potential users of this innovation gathered for the following development and implementation stages?

(Tick **all** that apply)

a) Identification of challenges to be addressed by the innovation. ....☐

b) Generation of ideas on how to solve identified challenges. ....☐

c) Development and testing of a prototype..☐

d) Pilot testing or randomized controlled trial...☐

e) Post implementation experiences with using the innovation...☐

f) None of the above ....☐

C.13. Were the experiences and views of the same potential users collected for more than one of the five stages of the development to implementation process identified in Question C14?

a) Yes..☐

b) No...☐

Outcomes from involving users

C.14. For the following outcomes, how important was the contribution of involving users in the development of this most important innovation?

Level of benefit from involving users
(Tick **one** box per row)

	None	Low	Medium	High
a) Reduced development costs	☐	☐	☐	☐
b) Reduced development time	☐	☐	☐	☐
c) Reduced need to revise the service or process after implementation	☐	☐	☐	☐
d) Improved fit with user needs (uptake, understanding, acceptance, etc.)	☐	☐	☐	☐
e) Improved quality	☐	☐	☐	☐
f) Reduced risk of innovation failure	☐	☐	☐	☐

Outcomes of the most important innovation (answer only one of C15a or C15b)

C.15a. If your most important innovation is a service innovation: What effects did this most important innovation have on the following outcomes?

	Negative effect	Minor positive effect	Major positive effect	Too early to estimate	Not relevant
a) Delivery time	☐	☐	☐	☐	☐
b) Ability to target the service to those who need it	☐	☐	☐	☐	☐

	Negative effect	Minor positive effect	Major positive effect	Too early to estimate	Not relevant
c) Number of individuals able to access the service	☐	☐	☐	☐	☐
d) User experience of the service	☐	☐	☐	☐	☐
e) Relevance of the service to user needs	☐	☐	☐	☐	☐
f) User access to information	☐	☐	☐	☐	☐
g) Employee satisfaction or working conditions	☐	☐	☐	☐	☐
h) Cost of providing the service	☐	☐	☐	☐	☐
i) Service quality	☐	☐	☐	☐	☐
j) Other	☐	☐	☐	☐	☐

C15b. If your most important innovation is a process innovation: What effects did this most important innovation have on the following outcomes?

	Negative effect	Minor positive effect	Major positive effect	Too early to estimate	Not relevant
a) Simplifying procedures	☐	☐	☐	☐	☐
b) Employee satisfaction or working conditions	☐	☐	☐	☐	☐
c) Costs	☐	☐	☐	☐	☐
d) Time to deliver of services	☐	☐	☐	☐	☐
e) Other	☐	☐	☐	☐	☐

Obstacles to developing or implementing this innovation

C.16.   How important were the following factors as obstacles to the development or implementation of this most important innovation?

	Degree of importance			
	None /Not relevant	Low	Medium	High
a) Political or top management pressure for fast development and implementation	☐	☐	☐	☐
b) Lack of a supportive culture for innovation in your organization	☐	☐	☐	☐
c) Lack of top management support and buy-in	☐	☐	☐	☐
d) Concerns over risk (failure, poor publicity, technical difficulty, etc.)	☐	☐	☐	☐
e) Lack of knowledge on how to innovate within your organisation	☐	☐	☐	☐
f) Difficulties in finding potential users to participate in developing this innovation	☐	☐	☐	☐
g) Management resistance to including user input in the design of this innovation	☐	☐	☐	☐
h) Insufficient societal demand (i.e. from individuals or businesses)	☐	☐	☐	☐
i) Other	☐	☐	☐	☐

4   Cognitive testing version with prompts for the interviewer

PART A: General information

A.2. Which best describes your area of responsibility?

(Tick **one** box only)

a) A national agency or ministry / municipality ....☐

b) A sub-section of a national agency or ministry /municipality ....☐

c) Yourself only (No other staff with the possible exception of a personal assistant) ....☐

d) Other..☐

[if A1 = c, go to end of questionnaire]

Except when the question refers to your organization, please answer all questions for your **unit, defined as your area of responsibility**. Do not report results for other units or divisions of your department, agency or municipality for which you are not responsible. The questions on **your organization** refer to the agency, ministry or municipality of which your unit is a part.

NOTE: Do not ask prompts until they have completed all of section A.

Prompts

> *1.   Briefly ask them to describe their responsibilities.*
>
> *2.   Did they read the instruction below the question?*
>
> *3.   Is the instruction clearly understood? Ask them to explain it in their own words – how they interpret 'their unit' and 'your organisation'.*

A.2. Which of the following type of services was the **primary** purpose of your unit in the last two years?

(Tick **one** box only)

A) Delivery of educational services to individuals (citizens, residents, etc.) ....☐

B) Delivery of health services to individuals (citizens, residents, etc.).....................................☐

C) Delivery of social welfare services to individuals (citizens, residents, etc.) ....☐

D) Delivery of community services (recreation, transportation, housing, etc.) ....☐

E) Delivery of services to businesses...☐

F) Information technology (IT) services to government...☐

G) Internal services to government (accounting, legal, regulatory, policy,

public relations, human resources etc.) ....☐

H) Defense, protection or security services ....☐

I) Environmental services...☐

J) Other services (please specify) ....☐

If your unit has a **secondary** type of service, give the corresponding

letter :   _____

Prompts

1. *Ask them to describe the purpose if they ticked any of the boxes. Ask for an example of a service for this purpose.*

2. *Did they find it difficult to select only one primary purpose?*

3. *Is the list complete, or do we miss a type of service?*

4. *Does anyone believe that their unit does not provide services? If yes, ask them to describe how they see what they do.*

5. *Do they have a secondary service? Can they estimate the percentage of their unit's total activities that are for their primary and secondary service?*

PART B: Types of Innovations

This survey asks about innovations that your unit introduced within the last two years.

*For the purposes of this survey, a**n innovation is defined as a new or substantially changed service or process with a goal of delivering better outcomes.** Please note:*

> *The innovation **need only be new or substantially changed for your unit**. It may have already been in use by other units within your organization, other governments, or by businesses.*
>
> *An innovation must have been fully or close to fully **implemented** in the last two years.*
>
> ***Service and process innovations can occur together**. In question B2 below, include both stand-alone process innovations and process innovations linked to service innovations.*

NOTE: Do not ask prompts until they have completed all of section B.

Prompts for the introduction

1. *First ask for their own personal definition of an innovation for the public sector, plus an example.*

2. *Did they read the definition and all 3 items (observe them when they fill out section B – you may already have evidence on whether they read the three points?*

3. *Ask them to explain point 1 in their own words.*

4. *Ask them to explain point 2 in their own words.*

5. *Ask them to explain point 3 in their own words.*

6. *Do these three criteria match their own personal definition?*

Service Innovations

B.3. Did your unit implement any new or substantial changes to the following types of services in the last two years? *A service is provided to individuals, businesses or other government units outside your* unit.

(Tick **all** that apply)

a) Services for use by other government organizations ....☐

b) Services for use by individuals (citizens, residents, etc.)...☐

c) Services for use by citizen groups or NGOs ....☐

d) Services for use by businesses ....☐

e) Other type of service [please describe] ....☐

f) No or not applicable ....☐

Prompts

1. *Ask what they had in mind if they ticked any of the boxes.*

2. *Ask if the service is new or substantially changed? If substantially changed, ask how it differs from the previous service.*

3. *Is the list complete, or is something missing?*

Process Innovations

B.4. Did your unit implement any new or substantial changes to the following types of processes in the last two years?

(Tick **all** that apply)

a) Processes for producing or delivering services ....☐

b) Interfaces with service users (procedures for accessing services, etc.)...☐

c) Supporting activities (maintenance, purchasing, accounting, human resources, etc.) ....☐

d) IT systems (websites, purchasing, accounting, etc.) ....☐

e) Organisation of your unit, including work responsibilities or decision making....................................☐

f) Methods for communicating your services to individuals or businesses. ....☐

g) Other type of processes [please describe] ....☐

h) No or not applicable ....☐

Prompts

1. *Ask them to describe what they had in mind if they ticked any of the boxes.*

2. *Ask if the process is new or substantially changed? If substantially changed, ask how it differs with the previous process.*

3. *Is the list complete, or is anything missing?*

PART C: Your Most Important Innovation

C.1 In a few sentences, please describe in the box below your unit's most important service innovation in the last two years. If your unit did not have a service innovation, describe your most important process innovation.

*For a **service** innovation, "importance" is defined in terms of the expected or realized benefits of this innovation to its users (government, businesses, individuals, etc.).*

*For a **process** innovation, importance is defined in terms of its expected or realized benefits in terms of costs, quality, efficiency, etc.*

NOTE: Some innovations combine service and process innovations. In this case, answer the questions for a service innovation.

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│                                                            │
│                                                            │
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NOTE: Do not ask prompts until they have completed all Questions C1 to C4 inclusive.

Prompts

1. *Did they read the instructions?*

2. *Ask them to explain their most important innovation in their own words.*

3. *Was it difficult for them to identify a single most important innovation?*

4. *Ask them to describe the expected or realized benefits of this innovation. For example, in what way has the service innovation benefited citizens? Or in what way has the process innovation improved quality or reduced costs?*

C.2. For a most important **service** innovation, was its original purpose to:

(Tick **all** that apply)

a) Address social challenges..☐
b) Replace or improve a previous service ....☐
c) Provide an entirely new service ....☐
d) Meet new regulations..☐
e) Provide significant cost savings...☐
f) Provide significant quality improvements for users ....☐
g) Improve the user experience of this service ....☐
h) Improve the uptake of this service by potential users..☐
i) Other...☐

C.3. For a most important **process** innovation, was its original purpose to:

(Tick **all** that apply)

a) Replace or improve a previous process ....☐
b) Provide an entirely new process (for instance to support a new service) ....☐
c) Provide significant cost savings...☐
d) Provide significant quality improvements ....☐

e) Improve efficiencies..☐

f) Other ....☐

Prompts

1.   *Ask them to describe the purpose if they ticked any of the boxes.*

2.   *For all respondents: ask them to describe how they interpret 'user experience' in C2g.*

3.   *Is the list complete, or do we miss other purposes?*

C.4.   In your opinion, is this a **transformative innovation,** in the sense that it will completely change how things are done, provide large cost savings, including beyond your organisation, or create an entirely new and important service?

(Tick **all** that apply)

a) Yes...☐

b) No ....☐

c) Don't know..☐

Prompts

1.   *If ticked yes, ask them to explain why it is a transformative innovation in their own words.*

2.   *Can the interviewee think of another aspect that can be considered as a criteria for a transformative innovation?*

C.5. Approximately how many person months of **government employees** were required to develop and implement this most important innovation?

A person-month equals one person working full-time for one month. *Count all time spent by all government employees (including from outside your unit) on developing this innovation from the initial idea until implementation. Include time spent before the last two years if relevant. Exclude time by external consultants.*

(Tick **one** box only)

a) None ....☐

b) Less than 1 month ....☐

c) 1 month to less than 3 months ....☐

d) 3 months to less than 6 months ....☐

e) 6 months to less than 12 months ....☐

f) 12 months to less than 24 months ....☐

g) 24 months or more ....☐

h) Don't know ....☐

NOTE: Do not ask prompts until they have completed both question C5 and C6.

Prompts

1.   *Ask how they reached their answer – in particular we want to know how they calculated person-months, did they include employees outside their unit, and if they excluded external consultants.*

2.   *Did they cover all innovation activities in their estimate?*

3. *Did they have relevant innovation activities longer than 2 years ago?*

4. *How confident are they with their answer? Do they feel that it is very likely that the correct answer falls within the category that they chose?*

5.

C.6. Approximately how many person months of **paid external consultants** were used to develop and implement this most important innovation?

> *A person-month equals one person working full-time for one month.* Count all time spent by paid external consultants on developing this innovation from the initial idea until implementation. Include time spent before the last two years if relevant. Exclude time spent by government employees or volunteers.

(Tick **one** box only)

a) None ....☐
b) Less than 1 month ....☐
c) 1 month to less than 3 months ....☐
d) 3 months to less than 6 months ....☐
e) 6 months to less than 12 months ....☐
f) 12 months to less than 24 months ....☐
g) 24 months or more ....☐
h) Don't know ....☐

Prompts

1. *Ask how they reached their answer – in particular we want to know how the calculated person-months for external consultants. For instance, did they base this on what they paid?*

2. *How confident are they with their answer? Do they feel that it is very likely that the correct answer falls within the category that they chose?*

3. *Instead of answering in person months, could they give an estimate of expenditures on external consultants instead? (particularly if they chose options b to g inclusive).*

C.7.   Were any of the following types of government employees actively involved in the development or implementation of this most important innovation?

(Tick **all** that apply)

a) Top government managers..☐
b) Middle level government managers ....☐
c) Front line staff..☐
d) Government employees from other departments or agencies than your own.................................☐
e) Other..☐

NOTE: Do not ask prompts until they have completed questions C7 to C9 inclusive.

Prompts

1. *Ask them to explain how they reached their answer?*
2. *What level of involvement was there?*
3. *How do they interpret 'actively involved'?*

4. How do they interpret the different job categories referred to here (C5a to C5c)? Would they use these terms (ie. Top, middle, front line staff).

C.8. Which of the following types of skilled experts were actively involved in the development or implementation of this most important innovation?

(Tick **all** that apply)

a) IT or software experts (government or external experts)...☐

b) Other technology experts (government or external experts) ....☐

c) Designers (government or external experts) ....☐

d) Experts on socially or economically marginalized individuals

(government or external experts) ....☐

e) Other...☐

Prompts

1. If anything selected, ask them for a description of what they were thinking of.

2. For all respondents – ask them to describe what a 'designer' does.

3. For all respondents – ask them what kind of experts have they / would they use for marginalization.

C.9. Did your unit use any of the following methods to develop or implement this most important innovation?

(Tick **all** that apply)

a) Conduct research or experiments in-house ....☐

b) Contract external consultants or businesses for research or advice ....☐

c) Use the services of a design consultancy, innovation lab, or living lab...☐

d) Purchase or develop specialised software or ICT equipment ....☐

e) Use a dedicated space for workshops and other related activities ....☐

Prompts

1. If anything selected, ask them for a description of what they were thinking of.

2. For all respondents – ask them to describe a design consultancy, innovation lab or living lab (C8c).

Involvement of users

C.10. Were the following methods used to develop or implementation this most important innovation?

(Tick **all** that apply)

a) Research or brainstorming to identify challenges to be addressed by this innovation ....☐

b) Profiling to identify the different types of potential users of this innovation ....☐

c) Idea generation on how to address the challenges ....☐

d) Workshops to develop ideas into a prototype of the innovation ....☐

e) Blueprinting to produce a visual chart of how individuals interact with this innovation,   including back office staff, front office staff and users (in the case of services) ....☐

f) For services, "customer journey maps" to identify where individuals interact with the   service delivery system ....☐

g) Pilot testing of the innovation under realistic conditions ....☐

h) Randomized controlled trial of the innovation under realistic conditions.....................................☐

i) Evaluation of user experiences after implementation ....☐

j) None of the above..☐

NOTE: Do not ask prompts until they have completed Questions C10 and C11.

Prompts

1. If anything selected, ask them for a description of what they were thinking of and what was done, outcomes of the method, etc.

2. Do they find any of these categories repetitive – for instance a and c? Or do they see these categories as distinctly different.

3. *For all respondents: ask for their understanding of 'blueprinting', 'customer journey maps', and 'randomized control trials'. Were they already familiar with these terms?*

C.11. Were data on the experience of potential users of this most important innovation gathered using the following methods? *(users of process innovations consist of government employees responsible for process activities)*

(Tick **all** that apply)

a) Analysis of existing data such as user evaluations of similar services or processes,

   complaints, internet data, etc. ....☐

b) Inclusion of users in brainstorming workshops ....☐

c) Face-to-face interviews with potential users ....☐

d) Focus groups with potential users ....☐

e) Real-time studies of how individuals use and experience services or processes   (also called observational or

   ethnographic research) ....☐

f) Online or other questionnaire surveys ....☐

g) None of the above ....☐

Prompts

1. If anything selected, ask them for a description of what they were thinking of and what was done, outcomes of the method, how many users involved, how users selected, etc.

2. *For all respondents: ask for their understanding of 'observational' and 'ethnographic research'.*
3.

C.12. Were the opinions and views of potential users of this innovation gathered for the following development and implementation stages?

(Tick **all** that apply)

a) Identification of challenges to be addressed by the innovation. ....☐

b) Generation of ideas on how to solve identified challenges. ....☐

c) Development and testing of a prototype...☐

d) Pilot testing or randomized controlled trial..☐

e) Post implementation experiences with using the innovation...☐

f) None of the above ....☐

NOTE: Do not ask prompts until they have completed Questions C12 to C14 inclusive.

Prompts

> *1. If anything selected, ask them for a description of what they were thinking of and what was done, outcomes of the method, etc.*

> *2. Do they themselves think of innovation development passing through these 5 stages? If not, how would they change the stages?*

> *3. For all respondents: ask for their understanding of 'post implementation experiences' and 'development and testing of a prototype'.*

C.13. Were the experiences and views of the same potential users collected for more than one of the five stages of the development to implementation process identified in Question C14?

a) Yes..☐

b) No...☐

Prompts

> **1.** *If they answer 'yes', ask for how many stages. Describe what they had in mind (was it really the same person?)*

Outcomes from involving users

C.14. For the following outcomes, how important was the contribution of involving users in the development of this most important innovation?

	Level of benefit from involving users (Tick **one** box per row)			
	None	**Low**	**Medium**	**High**
a) Reduced development costs	☐	☐	☐	☐
b) Reduced development time	☐	☐	☐	☐
c) Reduced need to revise the service or process after implementation	☐	☐	☐	☐
d) Improved fit with user needs (uptake, understanding, acceptance, etc.)	☐	☐	☐	☐
e) Improved quality	☐	☐	☐	☐
f) Reduced risk of innovation failure	☐	☐	☐	☐

Prompts (this question is only relevant if they referred to the involvement of users)

> *1. If anything selected, ask them for a description of what they were thinking of and the effect of involving users. Focus particularly on items given a 'high' rating.*

> *2. For all respondents – how do they interpret option d (improved fit, etc)?*

3. For all respondents – how do they interpret option f (risk of innovation failure) and what do they see as the possible causes of failure?

Outcomes of the most important innovation (they should only complete C15a or C15b)

C.15a. For service innovations: What effects did this most important innovation have on the following outcomes?

	Negative effect	Minor positive effect	Major positive effect	Too early to estimate	Not relevant
a) Delivery time	☐	☐	☐	☐	☐
b) Ability to target the service to those who need it	☐	☐	☐	☐	☐
c) Number of individuals able to access the service	☐	☐	☐	☐	☐
d) User experience of the service	☐	☐	☐	☐	☐
e) Relevance of the service to user needs	☐	☐	☐	☐	☐
f) User access to information	☐	☐	☐	☐	☐
g) Employee satisfaction or working conditions	☐	☐	☐	☐	☐
h) Cost of providing the service	☐	☐	☐	☐	☐
i) Service quality	☐	☐	☐	☐	☐
j) Other	☐	☐	☐	☐	☐

Prompts

1. If anything selected, ask them for a description of what they were thinking of and how they reached their answer. How confident are they with their answer?

2. How did they estimate the effect of this innovation on outcomes? Did they collect data, feedback from users, hunches, etc?.

3. If 'too early to estimate': how long will it take to judge, and what kind of data will they use to reach an assessment?

C15b. For process innovations: What effects did this most important innovation have on the following outcomes?

	Negative effect	Minor positive effect	Major positive effect	Too early to estimate	Not relevant
a) Simplifying procedures	☐	☐	☐	☐	☐
b) Employee satisfaction or working conditions	☐	☐	☐	☐	☐
c) Costs	☐	☐	☐	☐	☐
d) Time to deliver of services	☐	☐	☐	☐	☐
e) Other	☐	☐	☐	☐	☐

Prompts

1. If anything selected, ask them for a description of what they were thinking of and how they reached their answer. How confident are they with their answer?

2. How did they estimate the effect of this innovation on outcomes? Did they collect data, feedback from staff, hunches, etc?.

3. If 'too early to estimate': how long will it take to judge, and what kind of data will they use to reach an assessment?

Obstacles to developing or implementing this innovation

C.18. How important were the following factors as obstacles to the development or implementation of this most important innovation?

	Degree of importance			
	None /Not relevant	**Low**	**Medium**	**High**
a) Political or top management pressure for fast development and implementation	☐	☐	☐	☐
b) Lack of a supportive culture for innovation in your organization	☐	☐	☐	☐
c) Lack of top management support and buy-in	☐	☐	☐	☐
d) Concerns over risk (failure, poor publicity, technical difficulty, etc.)	☐	☐	☐	☐
e) Lack of knowledge on how to innovate within your organisation	☐	☐	☐	☐
f) Difficulties in finding potential users to participate in developing this innovation	☐	☐	☐	☐
g) Management resistance to including user input in the design of this innovation	☐	☐	☐	☐
h) Insufficient societal demand (i.e. from individuals or businesses)	☐	☐	☐	☐
i) Other	☐	☐	☐	☐

Prompts

If anything selected (other than none/not relevant), ask them for a description of what they were thinking of and how they reached their answer.

5   Conclusion

The draft questionnaire will be revised after cognitive testing to produce a final questionnaire for use in the survey of public sector organisations. Currently, cognitive testing is two weeks behind schedule, but must be completed, at the latest, by 15 December 2018, before public sector organizations start to wind down for the end-of-year holidays. If possible, the final questionnaire will be available in late December, but no later than mid-January 2019.