



Executive Survey on

Public Sector Reform in Europe

—

Views and Experiences from Senior Executives

COCOPS Survey

CODEBOOK

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Introduction

The structure of this codebook follows that of the COCOPS Work Package 3 core questionnaire. Each question is followed by a tabulation of the exact numerical coding and labelling of the items in the final database.

Provided below is the structure of such a tabulation.

```
-----  
variable name                                     variable label  
-----  
  
           type:  type (precision/storage type)  
  
           range: [min,max]                       units: increment  
unique values: #unique values                     missing .: #missing/#total  
  
tabulation:  Freq.  Numeric value and associated value label
```

Country

country Country

type: numeric (float)
range: [1,11] units: 1
unique values: 10 missing .: 0/4814

tabulation:	Freq.	Numeric	Label
	353	1	UK
	566	2	Germany
	1193	3	France
	321	4	Spain
	343	5	Italy
	321	6	Estonia
	436	7	Norway
	293	9	The Netherlands
	351	10	Hungary
	637	11	Austria

Part I. General Information

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

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"/>

q1 Organisation type

```

type: numeric (float)
range: [1,5]
unique values: 5
unique mv codes: 2
units: 1
missing .: 25/4814
missing .*: 42/4814

```

```

tabulation: Freq.   Numeric  Label
             1639     1   Mini. at central gov. lvl
             1447     2   Agency/subordinate gov. body
                    central gov. lvl
             747      3   Min. at state/regional gov. lvl
             476      4   Agency/subordinate gov. body at
                    state/gov. lvl
             438      5   Min. or other pub. body at sub.
                    lvl
             25       .
             42       .a  Other

```

q1_ot Organisation type (specified)

```

type: string (str101)
unique values: 116
missing "": 514/4814

```

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 (please specify):	<input type="checkbox"/>

q2_1 Policy area: General government

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation:	Freq.	Numeric	Label
	4304	1	not quoted
	510	2	quoted

q2_2 Policy area: Foreign affairs

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation:	Freq.	Numeric	Label
	4635	1	not quoted
	179	2	quoted

q2_3 Policy area: Finance

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation:	Freq.	Numeric	Label
	4348	1	not quoted
	466	2	quoted

q2_4 Policy area: Economic affairs

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4278 1 not quoted
536 2 quoted

q2_5 Policy area: Infrastructure and transportation

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4359 1 not quoted
455 2 quoted

q2_6 Policy area: Defense

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4689 1 not quoted
125 2 quoted

q2_7 Policy area: Justice, public order & safety

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4346 1 not quoted
468 2 quoted

q2_8 Policy area: Employment services

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
3942 1 not quoted
872 2 quoted

q2_9 Policy area: Health

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4054 1 not quoted
760 2 quoted

q2_10 Policy area: Other social protection and welfare

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4323 1 not quoted
491 2 quoted

q2_11 Policy area: Education

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4395 1 not quoted
419 2 quoted

q2_12 Policy area: Environmental protection

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Numeric Label
4301 1 not quoted
513 2 quoted

q2_13 Policy area: Recreation, culture, religion

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation: Freq. Value
4545 1
269 2

q2_o Policy area: Other

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing .: 0/4814

tabulation:	Freq.	Numeric	Label
	4023	1	not quoted
	791	2	quoted

q2_ot Policy area: Other (text box)

type: string (str147)
unique values: 607 missing "": 364/4814

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"/>

q3 Number of employees in organisation (approx.)

type: numeric (float)
range: [1,6] units: 1
unique values: 6 missing .: 17/4814
unique mv codes: 2 missing .*: 43/4814

tabulation:	Freq.	Numeric	Label
	465	1	<50
	398	2	50-99
	1560	3	100-499
	711	4	500-999
	811	5	1000-5000
	809	6	over 5000
	17	.	
	43	.a	Not sure

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"/>

q4 Position in organisation

```

type: numeric (float)
range: [1,3]
unique values: 3
unique mv codes: 2
units: 1
missing .: 75/4814
missing .*: 237/4814

```

```

tabulation: Freq.   Numeric  Label
              1126      1   Top hierarchical level in
              1719      2   Second hierarchical level in
              1657      3   Third hierarchical level in
              75         .

```

q4_ot1 Position in organisation: Other (text box)

```

type: string (str122), but longest is str109
unique values: 315
missing "": 1214/4814

```

q4_ot2 Current position in organisation: Other (text box 2)

```

type: string (str99)
unique values: 74
missing "": 3621/4814

```

q4_ot3 Current position in organisation: Other (text box 3)

```

type: string (str77)
unique values: 53
missing "": 3621/4814

```

q5_3

Role: Achieving results

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 155/4814

tabulation:	Freq.	Numeric	Label
	45	1	Strongly Disagree
	44	2	
	62	3	
	207	4	
	486	5	
	1226	6	
	2589	7	Strongly Agree
	155	.	

q5_4

Role: Providing a voice for societal interests

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 223/4814

tabulation:	Freq.	Numeric	Label
	315	1	Strongly Disagree
	508	2	
	595	3	
	863	4	
	945	5	
	733	6	
	632	7	Strongly Agree
	223	.	

q5_5

Role: Developing new policy agendas

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 246/4814

tabulation:	Freq.	Numeric	Label
	517	1	Strongly Disagree
	513	2	
	497	3	
	692	4	
	858	5	
	814	6	
	677	7	Strongly Agree
	246	.	

q6_3

Autonomy: Promoting staff

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 77/4814

tabulation:	Freq.	Numeric	Label
	754	1	Very low autonomy
	670	2	
	674	3	
	812	4	
	835	5	
	645	6	
	347	7	Very high autonomy
	77	.	

q6_4

Autonomy: Hiring staff

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 67/4814

tabulation:	Freq.	Numeric	Label
	1079	1	Very low autonomy
	632	2	
	534	3	
	564	4	
	662	5	
	754	6	
	522	7	Very high autonomy
	67	.	

q6_5

Autonomy: Dismissing or removing staff

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 109/4814

tabulation:	Freq.	Numeric	Label
	1773	1	Very low autonomy
	764	2	
	458	3	
	468	4	
	490	5	
	458	6	
	294	7	Very high autonomy
	109	.	

q6_6

Autonomy: Changes in the structure of organisation

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 57/4814

tabulation:	Freq.	Numeric	Label
	530	1	Very low autonomy
	561	2	
	626	3	
	856	4	
	956	5	
	816	6	
	412	7	Very high autonomy
	57	.	

q6_7

Autonomy: Policy choice and design

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 90/4814

tabulation:	Freq.	Numeric	Label
	724	1	Very low autonomy
	632	2	
	622	3	
	867	4	
	925	5	
	705	6	
	249	7	Very high autonomy
	90	.	

q6_8

Autonomy: Policy implementation

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 67/4814

tabulation:	Freq.	Numeric	Label
	379	1	Very low autonomy
	310	2	
	378	3	
	740	4	
	1130	5	
	1232	6	
	578	7	Very high autonomy
	67	.	

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

	Not at all					To a large extent		Cannot assess
	1	2	3	4	5	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"/>

q7_1

Instruments: Business/strategic planning

```

type: numeric (int)
range: [1,7]
unique values: 7
unique mv codes: 2
units: 1
missing .: 81/4814
missing .*: 157/4814

```

```

tabulation: Freq.   Numeric   Label
             191      1   Not at all
             236      2
             351      3
             516      4
             884      5
            1187      6
            1211      7   To a large extent
              81      .
             157     .a   Cannot assess

```

q7_2

Instruments: Customer/user surveys

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 69/4814
unique mv codes: 2 missing .*: 152/4814

tabulation:	Freq.	Numeric	Label
	639	1	Not at all
	614	2	
	571	3	
	642	4	
	762	5	
	687	6	
	678	7	To a large extent
	69	.	
	152	.a	Cannot assess

q7_3

Instruments: Service points for customers

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 122/4814
unique mv codes: 2 missing .*: 347/4814

tabulation:	Freq.	Numeric	Label
	782	1	Not at all
	497	2	
	472	3	
	623	4	
	649	5	
	650	6	
	672	7	To a large extent
	122	.	
	347	.a	Cannot assess

q7_4

Instruments: Quality management systems

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 77/4814
unique mv codes: 2 missing .*: 231/4814

tabulation:	Freq.	Numeric	Label
	425	1	Not at all
	396	2	
	523	3	
	668	4	
	865	5	
	861	6	
	768	7	To a large extent
	77	.	
	231	.a	Cannot assess

q7_5

Instruments: Codes of conduct

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 101/4814
unique mv codes: 2 missing .*: 191/4814

tabulation:	Freq.	Numeric	Label
	328	1	Not at all
	343	2	
	454	3	
	652	4	
	797	5	
	952	6	
	996	7	To a large extent
	101	.	
	191	.a	Cannot assess

q7_6

Instruments: Internal steering by contract

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 112/4814
unique mv codes: 2 missing .*: 375/4814

tabulation:	Freq.	Numeric	Label
	810	1	Not at all
	542	2	
	522	3	
	617	4	
	573	5	
	660	6	
	603	7	To a large extent
	112	.	
	375	.a	Cannot assess

q7_7

Instruments: MbO

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 57/4780
unique mv codes: 2 missing .*: 162/4780

tabulation:	Freq.	Numeric	Label
	224	1	Not at all
	271	2	
	359	3	
	476	4	
	780	5	
	1142	6	
	1309	7	To a large extent
	57	.	
	162	.a	Cannot assess

q7_8

Instruments: Benchmarking

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 111/4780
unique mv codes: 2 missing .*: 297/4780

tabulation:	Freq.	Numeric	Label
	542	1	Not at all
	531	2	
	583	3	
	698	4	
	765	5	
	723	6	
	530	7	To a large extent
	111	.	
	297	.a	Cannot assess

q7_9

Instruments: Cost accounting systems

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 121/4780
unique mv codes: 2 missing .*: 504/4780

tabulation:	Freq.	Numeric	Label
	696	1	Not at all
	542	2	
	485	3	
	593	4	
	605	5	
	648	6	
	586	7	To a large extent
	121	.	
	504	.a	Cannot assess

q7_7

Instruments: MbO

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 57/4814
unique mv codes: 2 missing .*: 163/4814

tabulation:	Freq.	Numeric	Label
	224	1	Not at all
	271	2	
	359	3	
	477	4	
	782	5	
	1148	6	
	1333	7	To a large extent
	57	.	
	163	.a	Cannot assess

q7_8

Instruments: Benchmarking

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 111/4814
unique mv codes: 2 missing .*: 299/4814

tabulation:	Freq.	Numeric	Label
	542	1	Not at all
	533	2	
	584	3	
	702	4	
	771	5	
	732	6	
	540	7	To a large extent
	111	.	
	299	.a	Cannot assess

q7_9

Instruments: Cost accounting systems

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 122/4814
unique mv codes: 2 missing .*: 505/4814

tabulation:	Freq.	Numeric	Label
	699	1	Not at all
	549	2	
	493	3	
	596	4	
	613	5	
	650	6	
	587	7	To a large extent
	122	.	
	505	.a	Cannot assess

q7_10

Instruments: Decentralisation of financial decisions

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 121/4814
unique mv codes: 2 missing .*: 339/4814

tabulation:	Freq.	Numeric	Label
	773	1	Not at all
	612	2	
	645	3	
	673	4	
	732	5	
	595	6	
	324	7	To a large extent
	121	.	
	339	.a	Cannot assess

q7_11

Instruments: Decentralization of staffing decisions

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 133/4814
unique mv codes: 2 missing .*: 238/4814

tabulation:	Freq.	Numeric	Label
	925	1	Not at all
	791	2	
	690	3	
	644	4	
	641	5	
	495	6	
	257	7	To a large extent
	133	.	
	238	.a	Cannot assess

q7_12

Instruments: Performance related pay

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 68/4814
unique mv codes: 2 missing .*: 78/4814

tabulation:	Freq.	Numeric	Label
	1291	1	Not at all
	957	2	
	664	3	
	591	4	
	519	5	
	393	6	
	253	7	To a large extent
	68	.	
	78	.a	Cannot assess

q7_13 Instruments: Performance appraisal

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 64/4814
unique mv codes: 2 missing .*: 202/4814

tabulation:	Freq.	Numeric	Label
	197	1	Not at all
	220	2	
	223	3	
	394	4	
	596	5	
	1141	6	
	1777	7	To a large extent
	64	.	
	202	.a	Cannot assess

q7_14 Instruments: Risk management

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 87/4814
unique mv codes: 2 missing .*: 349/4814

tabulation:	Freq.	Numeric	Label
	571	1	Not at all
	514	2	
	455	3	
	647	4	
	803	5	
	800	6	
	588	7	To a large extent
	87	.	
	349	.a	Cannot assess

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

	Strongly disagree						Strongly agree
	1	2	3	4	5	6	7
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"/>
Politicians 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"/>

q8_1 Organisation: Goals clearly stated

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing ..: 29/4814

```

```

tabulation: Freq.   Numeric  Label
              57         1   Strongly Disagree
              167         2
              293         3
              550         4
              1056        5
              1400        6
              1262        7   Strongly Agree
              29          .

```

q8_2 Organisation: Goals communicated to staff

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing ..: 55/4814

```

```

tabulation: Freq.   Numeric  Label
              114         1   Strongly Disagree
              251         2
              356         3
              554         4
              1008        5
              1271        6
              1205        7   Strongly Agree
              55          .

```

q8_3

Organisation: High number of goals

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 83/4814

tabulation:	Freq.	Numeric	Label
	74	1	Strongly Disagree
	235	2	
	486	3	
	847	4	
	1077	5	
	1093	6	
	919	7	Strongly Agree
	83	.	

q8_4

Organisation: Easy to observe and measure activities

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 82/4814

tabulation:	Freq.	Numeric	Label
	279	1	Strongly Disagree
	788	2	
	915	3	
	1021	4	
	882	5	
	563	6	
	284	7	Strongly Agree
	82	.	

q8_5

Organisation: Mainly measure inputs and processes

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 120/4814

tabulation:	Freq.	Numeric	Label
	315	1	Strongly Disagree
	813	2	
	879	3	
	974	4	
	879	5	
	610	6	
	224	7	Strongly Agree
	120	.	

q8_6 Organisation: Mainly measure outputs and outcomes

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing ..: 115/4814

tabulation:	Freq.	Numeric	Label
	203	1	Strongly Disagree
	551	2	
	664	3	
	863	4	
	1059	5	
	946	6	
	413	7	Strongly Agree
	115	.	

q8_7 Organisation: Rewarded for achieving goals

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing ..: 70/4814

tabulation:	Freq.	Numeric	Label
	1070	1	Strongly Disagree
	1115	2	
	755	3	
	765	4	
	529	5	
	351	6	
	159	7	Strongly Agree
	70	.	

q8_8 Organisation Clear sanctions for not achieving goals

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing ..: 68/4814

tabulation:	Freq.	Numeric	Label
	947	1	Strongly Disagree
	1335	2	
	956	3	
	710	4	
	418	5	
	246	6	
	134	7	Strongly Agree
	68	.	

q8_9

Organisations: Politicians
use indicators for
monitoring performance

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 99/4814

tabulation: Freq. Numeric Label
827 1 Strongly Disagree
864 2
606 3
683 4
719 5
623 6
393 7 Strongly Agree
99 .

In my work I use performance indicators to

	Not at all					To a large extent	
	1	2	3	4	5	6	7
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 colleagues	<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 line manager	<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"/>

q9_1

Use of pi: Assess whether I reach my targets

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 70/4814

tabulation: Freq. Numeric Label
451 1 Not at all
448 2
448 3
689 4
1035 5
954 6
719 7 To a large extent
70 .

q9_2

Use of pi: Monitor colleague performance

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 86/4814

tabulation:	Freq.	Numeric	Label
	457	1	Not at all
	447	2	
	551	3	
	811	4	
	1034	5	
	917	6	
	511	7	To a large extent
	86	.	

q9_3

Use of pi: Identify problems

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 100/4814

tabulation:	Freq.	Numeric	Label
	382	1	Not at all
	336	2	
	464	3	
	664	4	
	1054	5	
	1119	6	
	695	7	To a large extent
	100	.	

q9_4

Use of pi: Learning and improvement

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 105/4814

tabulation:	Freq.	Numeric	Label
	417	1	Not at all
	392	2	
	530	3	
	839	4	
	1085	5	
	935	6	
	511	7	To a large extent
	105	.	

q9_5 Use of pi: Satisfy requirements of line manager

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 130/4814

tabulation:	Freq.	Numeric	Label
	461	1	Not at all
	495	2	
	520	3	
	820	4	
	963	5	
	906	6	
	519	7	To a large extent
	130	.	

q9_6 Use of pi: Communicate org. contribution to users

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 121/4814

tabulation:	Freq.	Numeric	Label
	832	1	Not at all
	689	2	
	638	3	
	745	4	
	806	5	
	639	6	
	344	7	To a large extent
	121	.	

q9_7 Use of pi: Engage with external stakeholders

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 160/4814

tabulation:	Freq.	Numeric	Label
	992	1	Not at all
	788	2	
	671	3	
	729	4	
	704	5	
	519	6	
	251	7	To a large extent
	160	.	

q9_8

Use of pi: Manage image of org.

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 126/4814

tabulation:	Freq.	Numeric	Label
	662	1	Not at all
	568	2	
	566	3	
	771	4	
	968	5	
	797	6	
	356	7	To a large extent
	126	.	

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"/>

q10_1

Interaction freq.: Responsible minister

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 201/4814

tabulation: Freq. Numeric Label
1689 1 Never
1094 2 Rarely
477 3 Yearly
579 4 Monthly
557 5 Weekly
217 6 Daily
201 .

q10_2

Interaction freq.: Other politicians

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 223/4814

tabulation:	Freq.	Numeric	Label
	914	1	Never
	1433	2	Rarely
	623	3	Yearly
	956	4	Monthly
	531	5	Weekly
	134	6	Daily
	223	.	

q10_3

Interaction freq.: Administrative superiors

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 210/4814

tabulation:	Freq.	Numeric	Label
	25	1	Never
	95	2	Rarely
	72	3	Yearly
	692	4	Monthly
	1693	5	Weekly
	2027	6	Daily
	210	.	

q10_4

Interaction freq.: Direct staff

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 183/4814

tabulation:	Freq.	Numeric	Label
	28	1	Never
	9	2	Rarely
	9	3	Yearly
	63	4	Monthly
	414	5	Weekly
	4108	6	Daily
	183	.	

q10_5 Interaction freq.: Subordinate agencies

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 637/4814

tabulation:	Freq.	Numeric	Label
	548	1	Never
	361	2	Rarely
	208	3	Yearly
	1128	4	Monthly
	1383	5	Weekly
	549	6	Daily
	637	.	

q10_6 Interaction freq.: Administrative units in org.

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 217/4814

tabulation:	Freq.	Numeric	Label
	25	1	Never
	164	2	Rarely
	102	3	Yearly
	1007	4	Monthly
	2112	5	Weekly
	1187	6	Daily
	217	.	

q10_7 Interaction freq.: Auditors, inspectorates and regulatory bodies

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 199/4814

tabulation:	Freq.	Numeric	Label
	323	1	Never
	1231	2	Rarely
	1473	3	Yearly
	1206	4	Monthly
	312	5	Weekly
	70	6	Daily
	199	.	

 q10_8 Interaction freq.: Other gov. dept. outside own org.

 type: numeric (byte)
 range: [1,6] units: 1
 unique values: 6 missing .: 227/4814

tabulation:	Freq.	Numeric	Label
	180	1	Never
	698	2	Rarely
	506	3	Yearly
	1665	4	Monthly
	1179	5	Weekly
	359	6	Daily
	227	.	

 q10_9 Interaction freq.: Local/regional gov.

 type: numeric (byte)
 range: [1,6] units: 1
 unique values: 6 missing .: 262/4814

tabulation:	Freq.	Numeric	Label
	618	1	Never
	1156	2	Rarely
	603	3	Yearly
	1253	4	Monthly
	720	5	Weekly
	202	6	Daily
	262	.	

 q10_10 Interaction freq.: Private sector companies

 type: numeric (byte)
 range: [1,6] units: 1
 unique values: 6 missing .: 201/4814

tabulation:	Freq.	Numeric	Label
	454	1	Never
	1118	2	Rarely
	517	3	Yearly
	1295	4	Monthly
	889	5	Weekly
	340	6	Daily
	201	.	

q10_11 Interaction freq.: Trade union reps.

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 211/4814

tabulation:	Freq.	Numeric	Label
	922	1	Never
	1110	2	Rarely
	624	3	Yearly
	1383	4	Monthly
	472	5	Weekly
	92	6	Daily
	211	.	

q10_12 Interaction freq.: EU institutions

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 192/4814

tabulation:	Freq.	Numeric	Label
	1570	1	Never
	1326	2	Rarely
	671	3	Yearly
	677	4	Monthly
	277	5	Weekly
	101	6	Daily
	192	.	

q10_13 Interaction freq.: International bodies (e.g. IMF, OECD)

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 209/4814

tabulation:	Freq.	Numeric	Label
	2297	1	Never
	1164	2	Rarely
	531	3	Yearly
	425	4	Monthly
	146	5	Weekly
	42	6	Daily
	209	.	

q10_14

Interaction freq.: Media

type: numeric (byte)
range: [1,6] units: 1
unique values: 6 missing .: 198/4814

tabulation:	Freq.	Numeric	Label
	892	1	Never
	1343	2	Rarely
	565	3	Yearly
	1105	4	Monthly
	563	5	Weekly
	148	6	Daily
	198	.	

How would you characterise collaboration in your own policy field between:

	Very poor					Very good		Cannot assess
	1	2	3	4	5	6	7	
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"/>
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"/>
National and 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"/>
National and 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"/>
Government bodies and private and voluntary sector stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

q11_1 Collaboration qu.: National gov. bodies own policy area

```

                type: numeric (int)
                range: [1,7]
unique values: 7
unique mv codes: 2
                                units: 1
                                missing .: 201/4814
                                missing .*: 575/4814

```

```

tabulation:  Freq.   Numeric  Label
              178     1      Very poor
              351     2
              605     3
              936     4
             1008     5
              690     6
              270     7      Very good
              201     .
              575     .a     Cannot assess

```

q11_2 Collaboration qu.: National gov. bodies diff. policy area

```

                type: numeric (int)
                range: [1,7]
unique values: 7
unique mv codes: 2
                                units: 1
                                missing .: 212/4814
                                missing .*: 707/4814

```

```

tabulation:  Freq.   Numeric  Label
              356     1      Very poor
              679     2
              865     3
              939     4
              665     5
              298     6
              93      7      Very good
              212     .
              707     .a     Cannot assess

```

q11_3 Collaboration qu.: National and local/regional gov. bodies

```

                type:  numeric (int)
                range:  [1,7]
unique values:  7
unique mv codes: 2
                                units:  1
                                missing .: 252/4814
                                missing .*: 686/4814

```

```

tabulation:  Freq.   Numeric  Label
              243     1      Very poor
              461     2
              712     3
              920     4
              812     5
              516     6
              212     7      Very good
              252     .
              686     .a     Cannot assess

```

q11_4 Collaboration qu.: National and supra-national bodies

```

                type:  numeric (int)
                range:  [1,7]
unique values:  7
unique mv codes: 2
                                units:  1
                                missing .: 242/4814
                                missing .*: 1062/4814

```

```

tabulation:  Freq.   Numeric  Label
              562     1      Very poor
              527     2
              526     3
              646     4
              663     5
              419     6
              167     7      Very good
              242     .
              1062    .a     Cannot assess

```

```
-----
q11_5                                Collaboration qu.: Gov bodies and
                                       private and voluntary sector
                                       stakeholders
-----
```

```

      type:  numeric (int)
      range:  [1,7]
unique values: 7
unique mv codes: 2
                                units: 1
                                missing .: 217/4814
                                missing .*: 532/4814

```

tabulation:	Freq.	Numeric	Label
	255	1	Very poor
	436	2	
	557	3	
	857	4	
	997	5	
	717	6	
	246	7	Very good
	217	.	
	532	.a	Cannot assess

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 senior executives	<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"/>
Senior executives and not politicians initiate 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 produces better 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"/>

 q12_1

Pol-admin: Politicians respect technical expertise of senior execs

```

    type:  numeric (int)
    range:  [1,7]
    unique values:  7
    unique mv codes: 2
                                units:  1
                                missing .:  519/4814
                                missing .*:  210/4814
  
```

```

tabulation:  Freq.  Numeric  Label
              224      1      Strongly Disagree
              420      2
              528      3
              716      4
              987      5
              912      6
              298      7      Strongly Agree
              519      .
              210      .a     Cannot assess
  
```



```
-----
q12_2          Pol-admin: Politicians regularly
                influence senior lvl.
                appointments in org.
-----
```

```

                type:  numeric (int)
                range:  [1,7]
                unique values: 7
                unique mv codes: 2
                                units: 1
                                missing .: 543/4814
                                missing .*: 449/4814

```

```

tabulation:  Freq.   Numeric  Label
              476     1      Strongly Disagree
              628     2
              403     3
              370     4
              458     5
              663     6
              824     7      Strongly Agree
              543     .
              449     .a     Cannot assess

```

```
-----
q12_3  Pol-admin: Politicians interfere with routine activities in org.
-----
```

```

                type:  numeric (int)
                range:  [1,7]
                unique values: 7
                unique mv codes: 2
                                units: 1
                                missing .: 549/4814
                                missing .*: 207/4814

```

```

tabulation:  Freq.   Numeric  Label
              1031    1      Strongly Disagree
              1075    2
              604     3
              467     4
              396     5
              309     6
              176     7      Strongly Agree
              549     .
              207     .a     Cannot assess

```

q12_4

Pol-admin: Senior execs, not
politicians, initiate
reforms/policies

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 561/4814
unique mv codes: 2 missing .*: 289/4814

tabulation:	Freq.	Numeric	Label
	346	1	Strongly Disagree
	553	2	
	624	3	
	1116	4	
	634	5	
	462	6	
	229	7	Strongly Agree
	561	.	
	289	.a	Cannot assess

q12_5

Pol-admin: Removing issues/
activities from politics produces
better policies

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 589/4814
unique mv codes: 2 missing .*: 427/4814

tabulation:	Freq.	Numeric	Label
	274	1	Strongly Disagree
	411	2	
	394	3	
	641	4	
	596	5	
	747	6	
	735	7	Strongly Agree
	589	.	
	427	.a	Cannot assess

To resolve coordination problems when working with other organisations, we typically

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
Refer 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"/>
Refer 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"/>
Set 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"/>
Set 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"/>
Set up a cross-cutting policy arrangement or programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decide 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"/>
Consult 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"/>
Consult 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:							

 q13_1 Coordination approach: Refer issue up the hierarchy

type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing .. 652/4814

tabulation:	Freq.	Numeric	Label
	133	1	Strongly Disagree
	302	2	
	319	3	
	623	4	
	908	5	
	1079	6	
	798	7	Strongly Agree
	652	.	

 q13_2 Coordination approach: Refer issue to political actors/bodies

type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing .. 696/4814

tabulation:	Freq.	Numeric	Label
	698	1	Strongly Disagree
	734	2	
	561	3	
	651	4	
	658	5	
	516	6	
	300	7	Strongly Agree
	696	.	

 q13_3 Coordination approach: Set up special purpose bodies

type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing .: 754/4814

tabulation:	Freq.	Numeric	Label
	898	1	Strongly Disagree
	1085	2	
	715	3	
	680	4	
	388	5	
	229	6	
	65	7	Strongly Agree
	754	.	

 q13_4 Coordination approach: Set up a cross-cutting work/project group

type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing .: 704/4814

tabulation:	Freq.	Numeric	Label
	324	1	Strongly Disagree
	484	2	
	583	3	
	906	4	
	1062	5	
	580	6	
	171	7	Strongly Agree
	704	.	

 q13_5 Coordination approach: Set up
 cross-cutting policy
 arrangement/program

type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing .: 788/4814

tabulation:	Freq.	Numeric	Label
	570	1	Strongly Disagree
	781	2	
	667	3	
	838	4	
	674	5	
	382	6	
	114	7	Strongly Agree
	788	.	

 q13_6 Coordination approach: Decide on one lead organisation

 type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing ..: 793/4814

tabulation:	Freq.	Numeric	Label
	626	1	Strongly Disagree
	769	2	
	578	3	
	769	4	
	664	5	
	448	6	
	167	7	Strongly Agree
	793	.	

 q13_7 Coordination approach: Consult civil society/interest groups

 type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing ..: 794/4814

tabulation:	Freq.	Numeric	Label
	899	1	Strongly Disagree
	1018	2	
	642	3	
	641	4	
	461	5	
	278	6	
	81	7	Strongly Agree
	794	.	

 q13_8 Coordination approach: Consult relevant experts

 type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing ..: 746/4814

tabulation:	Freq.	Numeric	Label
	572	1	Strongly Disagree
	784	2	
	636	3	
	767	4	
	755	5	
	437	6	
	117	7	Strongly Agree
	746	.	

q13_9

Coordination approach: Other

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 4457/4814

tabulation:	Freq.	Numeric	Label
	154	1	Strongly Disagree
	33	2	
	19	3	
	38	4	
	27	5	
	32	6	
	54	7	Strongly Agree
	4457	.	

q13_ot

Coordination approach: Other (text box)

type: string (str244)
unique values: 144 missing "": 399/4814

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 strong 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"/>

 q14_1 Staff: Engage in open/honest communication

 type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing : 330/4814

tabulation:	Freq.	Numeric	Label
	48	1	Strongly Disagree
	142	2	
	350	3	
	685	4	
	1361	5	
	1338	6	
	560	7	Strongly Agree
	330	.	

 q14_2 Staff: Share/accept constructive criticism

 type: numeric (byte)
 range: [1,7] units: 1
 unique values: 7 missing : 335/4814

tabulation:	Freq.	Numeric	Label
	99	1	Strongly Disagree
	281	2	
	604	3	
	1029	4	
	1405	5	
	858	6	
	203	7	Strongly Agree
	335	.	

q14_3 Staff: Willingly share info. with one another

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 339/4814

tabulation:	Freq.	Numeric	Label
	59	1	Strongly Disagree
	202	2	
	433	3	
	827	4	
	1264	5	
	1159	6	
	531	7	Strongly Agree
	339	.	

q14_4 Staff: Have confidence in one another

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 341/4814

tabulation:	Freq.	Numeric	Label
	65	1	Strongly Disagree
	222	2	
	451	3	
	910	4	
	1336	5	
	1114	6	
	375	7	Strongly Agree
	341	.	

q14_5 Staff: Have a strong team spirit

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 350/4814

tabulation:	Freq.	Numeric	Label
	116	1	Strongly Disagree
	306	2	
	454	3	
	822	4	
	1169	5	
	1122	6	
	475	7	Strongly Agree
	350	.	

q14_6

Staff: Are trustworthy

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 355/4814

tabulation:	Freq.	Numeric	Label
	37	1	Strongly Disagree
	73	2	
	228	3	
	526	4	
	1092	5	
	1677	6	
	826	7	Strongly Agree
	355	.	

q14_7

Staff: Share ambitions/vision for org.

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 363/4814

tabulation:	Freq.	Numeric	Label
	78	1	Strongly Disagree
	263	2	
	507	3	
	929	4	
	1281	5	
	1078	6	
	315	7	Strongly Agree
	363	.	

q14_8

Staff: Enthusiastically pursue collective goals

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 364/4814

tabulation:	Freq.	Numeric	Label
	111	1	Strongly Disagree
	314	2	
	552	3	
	962	4	
	1271	5	
	938	6	
	302	7	Strongly Agree
	364	.	

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"/>

q15_1 Work/org.: Satisfaction from work

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .. 323/4814

tabulation:	Freq.	Numeric	Label
	60	1	Strongly Disagree
	108	2	
	184	3	
	376	4	
	945	5	
	1723	6	
	1095	7	Strongly Agree
	323	.	

q15_2 Work/org.: Feel valued for work done

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .. 340/4814

tabulation:	Freq.	Numeric	Label
	112	1	Strongly Disagree
	227	2	
	330	3	
	533	4	
	1032	5	
	1471	6	
	769	7	Strongly Agree
	340	.	

q15_3 Work/org.: Regularly overloaded/unable to cope

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 335/4814

tabulation:	Freq.	Numeric	Label
	887	1	Strongly Disagree
	1140	2	
	636	3	
	636	4	
	521	5	
	425	6	
	234	7	Strongly Agree
	335	.	

q15_4 Work/org.: Would recommend as good place to work

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 329/4814

tabulation:	Freq.	Numeric	Label
	115	1	Strongly Disagree
	225	2	
	325	3	
	637	4	
	1005	5	
	1340	6	
	838	7	Strongly Agree
	329	.	

q15_5 Work/org.: Feel org. problems as own

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 340/4814

tabulation:	Freq.	Numeric	Label
	246	1	Strongly Disagree
	401	2	
	429	3	
	656	4	
	886	5	
	1125	6	
	731	7	Strongly Agree
	340	.	

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.

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"/>

 q16 PA assessment 5 years

```

      type: numeric (byte)
      range: [1,10]
unique values: 10
                                units: 1
                                missing .: 682/4814
  
```

```

tabulation: Freq.   Numeric  Label
              238         1   Worse
              196         2
              463         3
              448         4
              559         5
              587         6
              719         7
              652         8
              161         9
              109        10   Better
              682         .
  
```

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"/>

 q17_1

Reform trend: Public sector downsizing

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing .: 396/4814
  
```

```

tabulation: Freq.   Numeric  Label
              191      1   Not at all
              378      2
              322      3
              458      4
              738      5
             1095      6
             1236      7   To a large extent
              396      .
  
```

q17_2 Reform trend: Citizen participation methods

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 441/4814

tabulation:	Freq.	Numeric	Label
	570	1	Not at all
	768	2	
	598	3	
	717	4	
	819	5	
	584	6	
	317	7	To a large extent
	441	.	

q17_3 Reform trend: Creation of autonomous agencies/corporatization

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 472/4814

tabulation:	Freq.	Numeric	Label
	831	1	Not at all
	832	2	
	615	3	
	675	4	
	599	5	
	448	6	
	342	7	To a large extent
	472	.	

q17_4 Reform trend: Contracting out

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 455/4814

tabulation:	Freq.	Numeric	Label
	683	1	Not at all
	818	2	
	644	3	
	735	4	
	758	5	
	495	6	
	226	7	To a large extent
	455	.	

q17_5 Reform trend: Focusing on outcomes and results

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 453/4814

tabulation:	Freq.	Numeric	Label
	172	1	Not at all
	321	2	
	361	3	
	641	4	
	919	5	
	1145	6	
	802	7	To a large extent
	453	.	

q17_6 Reform trend: Extending state provision into new areas

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 485/4814

tabulation:	Freq.	Numeric	Label
	739	1	Not at all
	861	2	
	587	3	
	778	4	
	631	5	
	493	6	
	240	7	To a large extent
	485	.	

q17_7 Reform trend: Treatment of service users as customers

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 472/4814

tabulation:	Freq.	Numeric	Label
	318	1	Not at all
	368	2	
	375	3	
	579	4	
	862	5	
	1043	6	
	797	7	To a large extent
	472	.	

q17_11

Reform trend: Privatization

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 512/4814

tabulation:	Freq.	Numeric	Label
	1542	1	Not at all
	1088	2	
	495	3	
	505	4	
	308	5	
	219	6	
	145	7	To a large extent
	512	.	

q17_12

Reform trend: Digital or e-government

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 447/4814

tabulation:	Freq.	Numeric	Label
	191	1	Not at all
	287	2	
	368	3	
	542	4	
	832	5	
	1230	6	
	917	7	To a large extent
	447	.	

q17_13

Reform trend: External partnerships and strategic alliances

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 489/4814

tabulation:	Freq.	Numeric	Label
	382	1	Not at all
	529	2	
	480	3	
	791	4	
	832	5	
	830	6	
	481	7	To a large extent
	489	.	

q17_14 Reform trend: Mergers of government org.

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 466/4814

tabulation:	Freq.	Numeric	Label
	544	1	Not at all
	564	2	
	412	3	
	697	4	
	617	5	
	752	6	
	762	7	To a large extent
	466	.	

q17_15 Reform trend: Transparency and open government

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 503/4814

tabulation:	Freq.	Numeric	Label
	294	1	Not at all
	361	2	
	378	3	
	685	4	
	813	5	
	973	6	
	807	7	To a large extent
	503	.	

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 senior executives
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
Substantial	<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 demanding	<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 demanding enough

q18_1

Reforms: Top down / Bottom up

```

type: numeric (byte)
range: [1,10]
unique values: 10
units: 1
missing .. 519/4814

```

```

tabulation: Freq.   Numeric  Label
              1119      1   Top down
              931      2
              721      3
              303      4
              463      5
              213      6
              181      7
              198      8
              108      9
               58     10   Bottom up
              519      .

```

 q18_2 Reforms: Consistent / Inconsistent

type: numeric (byte)
 range: [1,10] units: 1
 unique values: 10 missing .: 479/4814

tabulation:	Freq.	Numeric	Label
	151	1	Consistent
	294	2	
	617	3	
	558	4	
	895	5	
	451	6	
	449	7	
	468	8	
	261	9	
	191	10	Inconsistent
	479	.	

 q18_3 Reforms: Comprehensive / Partial

type: numeric (byte)
 range: [1,10] units: 1
 unique values: 10 missing .: 497/4814

tabulation:	Freq.	Numeric	Label
	182	1	Comprehensive
	314	2	
	523	3	
	455	4	
	743	5	
	428	6	
	541	7	
	623	8	
	320	9	
	188	10	Partial
	497	.	

 q18_4 Reforms: By politicians / By senior execs

type: numeric (byte)
 range: [1,10] units: 1
 unique values: 10 missing .: 486/4814

tabulation:	Freq.	Numeric	Label
	441	1	Driven by politicians
	541	2	
	594	3	
	443	4	
	734	5	
	390	6	
	363	7	
	419	8	
	272	9	
	131	10	Driven by senior executives
	486	.	

 q18_5 Reforms: Crisis and incident driven / Planned

type: numeric (byte)
 range: [1,10] units: 1
 unique values: 10 missing .: 486/4814

tabulation:	Freq.	Numeric	Label
	406	1	Crisis and incident driven
	544	2	
	569	3	
	472	4	
	638	5	
	370	6	
	410	7	
	508	8	
	273	9	
	138	10	Planned
	486	.	

q18_6

Reforms: Substantive / Symbolic

type: numeric (byte)
range: [1,10] units: 1
unique values: 10 missing .: 487/4814

tabulation:	Freq.	Numeric	Label
	335	1	Substantive
	581	2	
	746	3	
	560	4	
	687	5	
	358	6	
	361	7	
	367	8	
	209	9	
	123	10	Symbolic
	487	.	

q18_7

Reforms: Contested / Supported by unions

type: numeric (byte)
range: [1,10] units: 1
unique values: 10 missing .: 572/4814

tabulation:	Freq.	Numeric	Label
	714	1	Contested by unions
	553	2	
	509	3	
	347	4	
	908	5	
	450	6	
	275	7	
	260	8	
	156	9	
	70	10	Supported by unions
	572	.	

q18_8

Reforms: Cost-cutting / Service improvement

type: numeric (byte)
range: [1,10] units: 1
unique values: 10 missing .: 476/4814

tabulation:	Freq.	Numeric	Label
	865	1	Cost-cutting and savings
	799	2	
	655	3	
	350	4	
	571	5	
	327	6	
	226	7	
	240	8	
	203	9	
	102	10	Service improvement
	476	.	

q18_9

Reforms: No / High public involvement

type: numeric (byte)
range: [1,10] units: 1
unique values: 10 missing .: 495/4814

tabulation:	Freq.	Numeric	Label
	616	1	No public involvement
	681	2	
	653	3	
	443	4	
	657	5	
	384	6	
	302	7	
	288	8	
	181	9	
	114	10	High public involvement
	495	.	

q18_10

Reforms: Unsuccessful / Successful

type: numeric (byte)
range: [1,10] units: 1
unique values: 10 missing .: 503/4814

tabulation:	Freq.	Numeric	Label
	186	1	Unsuccessful
	199	2	
	368	3	
	421	4	
	985	5	
	672	6	
	566	7	
	580	8	
	254	9	
	80	10	Successful
	503	.	

q18_11

Reforms: Too much / Not enough

type: numeric (byte)
range: [1,10] units: 1
unique values: 10 missing .: 546/4814

tabulation:	Freq.	Numeric	Label
	333	1	Too much
	339	2	
	475	3	
	415	4	
	1080	5	
	590	6	
	334	7	
	331	8	
	216	9	
	155	10	Not enough
	546	.	

How do you think public administration has performed in your policy area over the last five years 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"/>

 q19_1 Performance 5y: Cost and efficiency

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing .: 509/4814
  
```

```

tabulation: Freq. Numeric Label
              103      1 Deteriorated significantly
              182      2
              391      3
              896      4
             1466      5
              952      6
              315      7 Improved significantly
              509      .
  
```

q19_2 Performance 5y: Service quality

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 507/4814

tabulation:	Freq.	Numeric	Label
	117	1	Deteriorated significantly
	249	2	
	462	3	
	847	4	
	1410	5	
	975	6	
	247	7	Improved significantly
	507	.	

q19_3 Performance 5y: Innovation

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 557/4814

tabulation:	Freq.	Numeric	Label
	112	1	Deteriorated significantly
	233	2	
	470	3	
	1031	4	
	1384	5	
	849	6	
	178	7	Improved significantly
	557	.	

q19_4 Performance 5y: Policy effectiveness

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 562/4814

tabulation:	Freq.	Numeric	Label
	124	1	Deteriorated significantly
	322	2	
	662	3	
	1418	4	
	1159	5	
	481	6	
	86	7	Improved significantly
	562	.	

q19_5 Performance 5y: Policy coherence and coordination

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 587/4814

tabulation:	Freq.	Numeric	Label
	150	1	Deteriorated significantly
	411	2	
	761	3	
	1410	4	
	1002	5	
	408	6	
	85	7	Improved significantly
	587	.	

q19_6 Performance 5y: External transparency and openness

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 530/4814

tabulation:	Freq.	Numeric	Label
	104	1	Deteriorated significantly
	272	2	
	516	3	
	1132	4	
	1275	5	
	790	6	
	195	7	Improved significantly
	530	.	

q19_7 Performance 5y: Citizen participation and involvement

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 575/4814

tabulation:	Freq.	Numeric	Label
	195	1	Deteriorated significantly
	494	2	
	755	3	
	1446	4	
	884	5	
	378	6	
	87	7	Improved significantly
	575	.	

q19_8

Performance 5y: Social cohesion

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 635/4814

tabulation:	Freq.	Numeric	Label
	221	1	Deteriorated significantly
	588	2	
	943	3	
	1555	4	
	624	5	
	210	6	
	38	7	Improved significantly
	635	.	

q19_9

Performance 5y: Internal bureaucracy reduction

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 532/4814

tabulation:	Freq.	Numeric	Label
	271	1	Deteriorated significantly
	535	2	
	831	3	
	1105	4	
	1007	5	
	455	6	
	78	7	Improved significantly
	532	.	

q19_10

Performance 5y: Ethical behaviour among public officials

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 551/4814

tabulation:	Freq.	Numeric	Label
	104	1	Deteriorated significantly
	181	2	
	371	3	
	1621	4	
	1142	5	
	718	6	
	126	7	Improved significantly
	551	.	

q19_11 Performance 5y: Equal access to services

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 599/4814

tabulation:	Freq.	Numeric	Label
	127	1	Deteriorated significantly
	247	2	
	432	3	
	1454	4	
	1053	5	
	731	6	
	171	7	Improved significantly
	599	.	

q19_12 Performance 5y: Fair treatment of citizens

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 589/4814

tabulation:	Freq.	Numeric	Label
	116	1	Deteriorated significantly
	192	2	
	340	3	
	1486	4	
	1087	5	
	805	6	
	199	7	Improved significantly
	589	.	

q19_13 Performance 5y: Staff motivation and attitudes towards work

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 544/4814

tabulation:	Freq.	Numeric	Label
	309	1	Deteriorated significantly
	570	2	
	861	3	
	1126	4	
	939	5	
	408	6	
	57	7	Improved significantly
	544	.	

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 office functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reducing front line 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"/>

q21_1 Cutback: Staff layoffs

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing ..: 1065/4814

```

```

tabulation: Freq.   Numeric  Label
             2204      1     Not at all
             392       2
             170       3
             213       4
             330       5
             238       6
             202       7     To a large extent
             1065      .

```

q21_2 Cutback: Hiring freezes

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing ..: 984/4814

```

```

tabulation: Freq.   Numeric  Label
             404      1     Not at all
             207       2
             212       3
             255       4
             455       5
             820       6
             1477      7     To a large extent
             984       .

```

q21_3

Cutback: Pay cuts

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1075/4814

tabulation:	Freq.	Numeric	Label
	2136	1	Not at all
	410	2	
	171	3	
	239	4	
	202	5	
	235	6	
	346	7	To a large extent
	1075	.	

q21_4

Cutback: Pay freezes

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1020/4814

tabulation:	Freq.	Numeric	Label
	1004	1	Not at all
	316	2	
	196	3	
	328	4	
	335	5	
	497	6	
	1118	7	To a large extent
	1020	.	

q21_5

Cutback: Cuts to existing programmes

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1045/4814

tabulation:	Freq.	Numeric	Label
	391	1	Not at all
	337	2	
	376	3	
	580	4	
	861	5	
	734	6	
	490	7	To a large extent
	1045	.	

q21_9

Cutback: Increased fees and charges for users

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1158/4814

tabulation:	Freq.	Numeric	Label
	1716	1	Not at all
	521	2	
	268	3	
	479	4	
	331	5	
	224	6	
	117	7	To a large extent
	1158	.	

q22_3 Crisis conseq: Budget planning unit gained power

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1269/4814

tabulation:	Freq.	Numeric	Label
	292	1	Strongly Disagree
	381	2	
	365	3	
	705	4	
	709	5	
	702	6	
	391	7	Strongly Agree
	1269	.	

q22_4 Crisis conseq: Conflict between departments in org. increased

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1265/4814

tabulation:	Freq.	Numeric	Label
	446	1	Strongly Disagree
	629	2	
	465	3	
	787	4	
	636	5	
	384	6	
	202	7	Strongly Agree
	1265	.	

q22_5 Crisis conseq: Power of politicians in dec. making increased

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1290/4814

tabulation:	Freq.	Numeric	Label
	339	1	Strongly Disagree
	558	2	
	454	3	
	811	4	
	606	5	
	476	6	
	280	7	Strongly Agree
	1290	.	

q22_6 Crisis conseq: Relevance of performance information increased

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 1279/4814

tabulation:	Freq.	Numeric	Label
	208	1	Strongly Disagree
	352	2	
	365	3	
	654	4	
	851	5	
	740	6	
	365	7	Strongly Agree
	1279	.	

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.

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

q23_1 Value trade-off: Quality - Efficiency

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing ..: 797/4814

tabulation: Freq.   Numeric  Label
              318      1      Quality
              639      2
              712      3
              1051     4
              648      5
              442      6
              207      7      Efficiency
              797      .

```

q23_2 Value trade-off: Equity - Efficiency

```

type: numeric (byte)
range: [1,7]
unique values: 7
units: 1
missing ..: 804/4814

tabulation: Freq.   Numeric  Label
              461      1      Equity
              770      2
              648      3
              904      4
              635      5
              422      6
              170      7      Efficiency
              804      .

```

q23_3 Value trade-off: Following rules - Achieving results

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 807/4814

tabulation:	Freq.	Numeric	Label
	277	1	Following rules
	405	2	
	450	3	
	901	4	
	825	5	
	785	6	
	364	7	Achieving results
	807	.	

q23_4 Value trade-off: Customer focus - Citizen orientation

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 850/4814

tabulation:	Freq.	Numeric	Label
	211	1	Customer focus
	515	2	
	397	3	
	922	4	
	579	5	
	814	6	
	526	7	Citizen orientation
	850	.	

q23_5 Value trade-off: State provision - Market provision

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 829/4814

tabulation:	Freq.	Numeric	Label
	575	1	State provision
	870	2	
	688	3	
	1042	4	
	443	5	
	289	6	
	78	7	Market provision
	829	.	

q23_6 Value trade-off: Tax financed - User fees

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 843/4814

tabulation:	Freq.	Numeric	Label
	423	1	Tax financed services
	696	2	
	595	3	
	1195	4	
	546	5	
	405	6	
	111	7	User charges, fees
	843	.	

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"/>
Job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Room to make decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good opportunities for promotion	<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"/>
Flexible working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Status							

q24_1 Motivation: Interesting work

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 774/4814

tabulation:	Freq.	Numeric	Label
	8	1	Not important at all
	17	2	
	11	3	
	53	4	
	251	5	
	1219	6	
	2481	7	Very important
	774	.	

q24_2

Motivation: High income

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 790/4814

tabulation:	Freq.	Numeric	Label
	21	1	Not important at all
	104	2	
	208	3	
	779	4	
	1477	5	
	1050	6	
	385	7	Very important
	790	.	

q24_3

Motivation: Opportunities to help others

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 809/4814

tabulation:	Freq.	Numeric	Label
	38	1	Not important at all
	123	2	
	240	3	
	657	4	
	1167	5	
	1116	6	
	664	7	Very important
	809	.	

q24_4

Motivation: Job security

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 791/4814

tabulation:	Freq.	Numeric	Label
	71	1	Not important at all
	194	2	
	300	3	
	671	4	
	1037	5	
	1036	6	
	714	7	Very important
	791	.	

q24_5

Motivation: Room to make decisions

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 786/4814

tabulation:	Freq.	Numeric	Label
	10	1	Not important at all
	28	2	
	94	3	
	270	4	
	763	5	
	1635	6	
	1228	7	Very important
	786	.	

q24_6

Motivation: Opportunities for promotion

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 796/4814

tabulation:	Freq.	Numeric	Label
	48	1	Not important at all
	110	2	
	219	3	
	654	4	
	1203	5	
	1244	6	
	540	7	Very important
	796	.	

q24_7

Motivation: Useful for society

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 785/4814

tabulation:	Freq.	Numeric	Label
	20	1	Not important at all
	32	2	
	75	3	
	209	4	
	715	5	
	1478	6	
	1500	7	Very important
	785	.	

q24_8 Motivation: Flexible working hours

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 805/4814

tabulation:	Freq.	Numeric	Label
	272	1	Not important at all
	366	2	
	370	3	
	673	4	
	862	5	
	881	6	
	585	7	Very important
	805	.	

q24_9 Motivation: Status

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 804/4814

tabulation:	Freq.	Numeric	Label
	232	1	Not important at all
	368	2	
	465	3	
	925	4	
	1057	5	
	694	6	
	269	7	Very important
	804	.	

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"/>

q25_1

Statement: Success depends on ability

```

type: numeric (byte)
range: [1,7]
unique values: 7
unique mv codes: 2
units: 1
missing .: 795/4814
missing .*: 49/4814

```

```

tabulation: Freq.   Numeric   Label
             152        1   Strongly Disagree
             268        2
             251        3
             398        4
             833        5
            1276        6
             792        7   Strongly Agree
             795        .
             49         .a   Prefer not to answer

```

q25_2 Statement: I like taking responsibility for making decisions

```

           type:  numeric (byte)
           range:  [1,7]
unique values:  7
unique mv codes: 2
                                units:  1
                                missing .: 790/4814
                                missing .*: 33/4814

```

tabulation:	Freq.	Numeric	Label
	231	1	Strongly Disagree
	172	2	
	83	3	
	113	4	
	378	5	
	1352	6	
	1662	7	Strongly Agree
	790	.	
	33	.a	Prefer not to answer

q25_3 Statement: I make decisions and move on

```

           type:  numeric (byte)
           range:  [1,7]
unique values:  7
unique mv codes: 2
                                units:  1
                                missing .: 814/4814
                                missing .*: 39/4814

```

tabulation:	Freq.	Numeric	Label
	95	1	Strongly Disagree
	157	2	
	140	3	
	253	4	
	570	5	
	1461	6	
	1285	7	Strongly Agree
	814	.	
	39	.a	Prefer not to answer

q25_4 Statement: I find being
creative/thinking up new ideas
are important

```

type: numeric (byte)
range: [1,7]
unique values: 7
unique mv codes: 2
units: 1
missing .: 801/4814
missing .*: 37/4814

```

```

tabulation: Freq.   Numeric  Label
              212       1   Strongly Disagree
              174       2
              137       3
              229       4
              601       5
              1244      6
              1379      7   Strongly Agree
              801       .
              37       .a  Prefer not to answer

```

q25_5 Statement: I avoid doing anything that might upset the status quo

```

type: numeric (byte)
range: [1,7]
unique values: 7
unique mv codes: 2
units: 1
missing .: 823/4814
missing .*: 51/4814

```

```

tabulation: Freq.   Numeric  Label
              895       1   Strongly Disagree
              1273      2
              729       3
              398       4
              276       5
              240       6
              129       7   Strongly Agree
              823       .
              51       .a  Prefer not to answer

```

q25_6 Statement: Being successful is very important to me

type: numeric (int)
range: [1,7] units: 1
unique values: 7 missing .: 810/4814
unique mv codes: 2 missing .*: 35/4814

tabulation:	Freq.	Numeric	Label
	109	1	Strongly Disagree
	257	2	
	397	3	
	744	4	
	906	5	
	1045	6	
	511	7	Strongly Agree
	810	.	
	35	.a	Prefer not to answer

q25_7 Statement: I like to take risks

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 813/4814
unique mv codes: 2 missing .*: 36/4814

tabulation:	Freq.	Numeric	Label
	163	1	Strongly Disagree
	335	2	
	509	3	
	879	4	
	1061	5	
	756	6	
	262	7	Strongly Agree
	813	.	
	36	.a	Prefer not to answer

q25_8 Statement: I believe that most people can be trusted

type: numeric (byte)
range: [1,7] units: 1
unique values: 7 missing .: 798/4814
unique mv codes: 2 missing .*: 50/4814

tabulation:	Freq.	Numeric	Label
	95	1	Strongly Disagree
	240	2	
	355	3	
	685	4	
	927	5	
	1158	6	
	506	7	Strongly Agree
	798	.	
	50	.a	Prefer not to answer

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"/>

age Age

type: numeric (byte) units: 1
range: [1,5] missing .: 518/4814
unique values: 5

tabulation:	Freq.	Numeric	Label
	249	1	35 or less
	872	2	36-45
	1772	3	46-55
	1371	4	56-65
	32	5	66 or older
	518	.	

Gender

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

sex Gender

type: numeric (byte) units: 1
range: [1,2] missing .: 577/4814
unique values: 2

tabulation:	Freq.	Numeric	Label
	2875	1	male
	1362	2	female
	577	.	

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"/>

 edu Education level

```

    type: numeric (int)
    range: [1,3]
    unique values: 3
    unique mv codes: 2
    units: 1
    missing .: 518/4814
    missing .*: 165/4814
  
```

```

tabulation: Freq.   Numeric  Label
             656      1      Graduate degree (BA level)
             2838     2      Postgraduate degree (MA level)
             637      3      PhD/doctoral degree
             518      .
             165     .a     Other (please specify)
  
```

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"/>

 q29_1 Education subject: Law

```

    type: numeric (byte)
    range: [1,2]
    unique values: 2
    units: 1
    missing .: 450/4814
  
```

```

tabulation: Freq.   Numeric  Label
             3161     1      not quoted
             1203     2      quoted
             450      .
  
```

q29_2 Education subject: Business/management/economics

type: numeric (byte)
range: [1,2] units: 1
unique values: 2 missing .: 450/4814

tabulation:	Freq.	Numeric	Label
	3364	1	not quoted
	1000	2	quoted
	450	.	

q29_3 Education subject: Political science/pa

type: numeric (byte)
range: [1,2] units: 1
unique values: 2 missing .: 450/4814

tabulation:	Freq.	Numeric	Label
	3734	1	not quoted
	630	2	quoted
	450	.	

q29_4 Education subject: Other social sciences and humanities

type: numeric (byte)
range: [1,2] units: 1
unique values: 2 missing .: 423/4814

tabulation:	Freq.	Numeric	Label
	3720	1	not quoted
	671	2	quoted
	423	.	

q29_5 Education subject: Medical science

type: numeric (byte)
range: [1,2] units: 1
unique values: 2 missing .: 450/4814

tabulation:	Freq.	Numeric	Label
	4115	1	not quoted
	249	2	quoted
	450	.	

q29_6 Education subject: Natural sciences and engineering

type: numeric (byte)
range: [1,2] units: 1
unique values: 2 missing .: 450/4814

tabulation:	Freq.	Numeric	Label
	3510	1	not quoted
	854	2	quoted
	450	.	

q29_7 Education subject: Other (specify)

type: numeric (byte)
range: [1,2] units: 1
unique values: 2 missing .: 450/4814

tabulation:	Freq.	Numeric	Label
	4055	1	not quoted
	309	2	quoted
	450	.	

q29_8 Education subject: Other (text box)

type: string (str114)
unique values: 259 missing "": 69/4814

How many years have you been working (public sector)...

	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"/>

q30_1 Seniority: Public sector

type: numeric (float)
range: [1,5] units: 1
unique values: 5 missing ..: 586/4814

tabulation:	Freq.	Numeric	Label
	26	1	Less than 1 year
	173	2	1-5years
	382	3	5-10years
	1182	4	10-20years
	2465	5	More than 20 years
	586	.	

q30_2 Seniority: Current organisation

type: numeric (float)
range: [1,5] units: 1
unique values: 5 missing ..: 703/4814

tabulation:	Freq.	Numeric	Label
	184	1	Less than 1 year
	1179	2	1-5years
	779	3	5-10years
	1035	4	10-20years
	934	5	More than 20 years
	703	.	

q30_3 Seniority: Current position

type: numeric (float)
range: [1,5] units: 1
unique values: 5 missing ..: 695/4814

tabulation:	Freq.	Numeric	Label
	432	1	Less than 1 year
	2205	2	1-5years
	826	3	5-10years
	541	4	10-20years
	115	5	More than 20 years
	695	.	

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"/>

q31_1 Work experience: Private sector

```

type: numeric (float)
range: [1,6]
unique values: 6
units: 1
missing .: 864/4814

```

```

tabulation: Freq.   Numeric  Label
             1054      1      Never
             920       2      Less than 1 year
             1231      3      1-5years
             350       4      5-10years
             263       5      10-20years
             132       6      More than 20 years
             864       .

```

q31_2 Work experience: Non-profit sector

```

type: numeric (float)
range: [1,6]
unique values: 6
units: 1
missing .: 1771/4814

```

```

tabulation: Freq.   Numeric  Label
             1686      1      Never
             306       2      Less than 1 year
             407       3      1-5years
             183       4      5-10years
             222       5      10-20years
             239       6      More than 20 years
             1771      .

```

Diagnostic variables and comments

nmiss Number of missing items

type: numeric (float)
range: [0,135] units: 1
unique values: 128 missing ..: 0/4814
mean: 14.8631
std. dev: 28.5453

pmiss Percentage of missing items

type: numeric (float)
range: [1,4] units: 1
unique values: 4 missing ..: 0/4814

tabulation:	Freq.	Numeric	Label
	3861	1	<10%
	482	2	10-25%
	182	3	25-50%
	289	4	50-75%

comments Open comments

type: string (str244)
unique values: 349 missing "": 353/4814

cent_gov Filter: Central government

type: numeric (float)
range: [1,2] units: 1
unique values: 2 missing ..: 0/4814

tabulation:	Freq.	Numeric	Label
	1641	1	not quoted
	3173	2	quoted