

**ZA5458**

**Flash Eurobarometer 305  
(Innobarometer 2010)**

**Country Specific Questionnaire  
Malta (English)**

## Survey questionnaire "Innobarometer 2010 - Public Services Innovation"

### Organisation information

Please answer all questions for the organisation for which you are responsible. For example, if you are responsible for the regional office of a national organisation, only answer for your regional office.

Now let me start with a few basic questions on your organisation.

D1. How many employees does your organisation have?

#### READ OUT – ONE ANSWER ONLY

- Less than 10 ..... 1 THANK AND TERMINATE
- Between 10 and 49 ..... 2
- Between 50 and 99 ..... 3
- Between 100 and 249 ..... 4
- Between 250 and 499 ..... 5
- Between 500 and 999 ..... 6
- 1000 or more ..... 7
- [DK/NA] ..... 9

D2. Is your organisation?

#### READ OUT – ONE ANSWER ONLY

- a) A government organisation or owned by the government ..... 1
- b) A not for profit organisation which is independent from the government ..... 2
- c) A private sector organisation ..... 3
- [Refusal] ..... 9

D3. Which of the following are part of your organisation's main areas of responsibility? Select up to the three most representative activities for your organisation.

#### READ OUT – UP TO 3 ANSWERS

- a) General government activities or finance ..... 1
- b) Education ..... 2
- c) Health ..... 3
- d) Social services ..... 4
- e) Culture, sport or recreation ..... 5
- f) Housing ..... 6
- g) Environment ..... 7
- h) Other ..... 8

[Refusal] ..... 9

D4. Which of the following best describes the geographic area served by the organisation where you work?

**READ OUT – ONE ANSWER ONLY**

- Local ..... 1
- Regional ..... 2
- National ..... 3
- [Refusal] ..... 9

**Section 1: Innovation**

The next set of questions asks if your organisation has introduced, since January 2008, any innovations. An innovation is a new or significantly improved service, communication method, process, or organisational method.

Q1. Since January 2008, did your organisation introduce any new or significantly improved services?

**ONE ANSWER ONLY**

- Yes..... 1
- No..... 2
- [DK/NA]..... 9

**[IF "NO" OR "DK/NA" GO TO Q5]**

Q2. To the best of your knowledge, did your organization introduce a new service before any other public administration in your country since January 2008?

**ONE ANSWER ONLY**

- Yes..... 1
- No..... 2
- [DK/NA]..... 9

Q3. Were any of these new or significantly improved services developed by:

**READ OUT – ONE ANSWER PER LINE**

- Yes..... 1
- No..... 2
- [DK/NA]..... 9

- a) Your organisation together with other public sector organisations, including regional or national affiliates of your organisation ..... 1 2 9
- b) Your organisation together with private businesses ..... 1 2 9
- c) Your organization together with not-for-profit organisations..... 1 2 9
- d) Your organisation by itself ..... 1 2 9
- e) Other organisations or businesses, with your organisation making no further changes or only minimal changes ..... 1 2 9

Q4 Please think of the different types of services provided by your organization in 2010. What percent of these are new or have been significantly improved since January 2008?

**READ OUT – ONE ANSWER ONLY**

- Less than 25% ..... 1

- Between 25% and 49% .....2
- Between 50% and 74% .....3
- 75% or more .....4
- [DK/NA] .....9

Q5. Since January 2008, did your organisation introduce any new or significantly improved methods of communicating your activities to the public, such as ...?

**READ OUT – ONE ANSWER PER LINE**

- Yes.....1
- No.....2
- [DK/NA] .....9

- a) New or improved methods of promoting your organisation or your services ... 1 2 9
- b) New or improved methods of influencing the behaviour of users, citizens or others. .... 1 2 9
- c) First time commercialisation (for sale) of services or goods..... 1 2 9

Q6. Since January 2008, did your organisation introduce any new or significantly improved processes or organisational methods, such as ...?

**READ OUT – ONE ANSWER PER LINE**

- Yes.....1
- No.....2
- [DK/NA] .....9

- a) New or improved methods of providing services or interacting with your users..... 1 2 9
- b) New or improved delivery or logistics systems for your inputs..... 1 2 9
- c) New or improved supporting activities such as maintenance systems, purchasing, accounting, or computing systems, etc ..... 1 2 9
- d) New or improved management systems ..... 1 2 9
- e) New or improved methods of organising work responsibilities or decision making. .... 1 2 9

**[IF "NO" OR "DK/NA" TO ALL OPTIONS GO TO Q8]**

Q7. Were any of these new or significantly improved processes or organisational methods developed by:

**READ OUT – ONE ANSWER PER LINE**

- Yes.....1
- No.....2
- [DK/NA] .....9

- a) Your organisation together with other public sector organisations, including regional or national affiliates of your organisation ..... 1 2 9
- b) Your organisation together with private businesses ..... 1 2 9
- c) Your organization together with not-for-profit organisations..... 1 2 9
- d) Your organisation by itself ..... 1 2 9
- e) Other organisations or businesses, with your organisation making no further changes or only minimal changes ..... 1 2 9

**Section 2: Work force and skills**

Q8. In 2010, approximately what percent of your organisation’s employees had a university degree?

**READ OUT – ONE ANSWER ONLY**

- 0%..... 1
- Between 1% and 9% ..... 2
- Between 10% and 24%..... 3
- Between 25% and 49%..... 4
- Between 50% to 74% ..... 5
- 75% or more ..... 6
- [DK/NA]..... 9

**[IF ALL ANSWERS TO QUESTION Q1, Q5, and Q6 ARE “NO” OR “DON’T KNOW” GO TO Q17]**

Q9. What percent of your employees are currently involved in groups that meet regularly to develop new or significantly improved services, communication methods, processes or organisational methods?

**READ OUT – ONE ANSWER ONLY**

- None ..... 1
- Less than 25% ..... 2
- Between 25% and 49%..... 3
- Between 50% and 74% ..... 4
- 75% or more ..... 5
- [DK/NA]..... 9

Q10. Since January 2008, did your organization provide training for your employees specifically for implementing, using or providing ...?

**READ OUT – ONE ANSWER PER LINE**

- Yes..... 1
- No..... 2
- [DK/NA]..... 9

- a) New or improved services..... 1 2 9
- b) New or improved communication methods..... 1 2 9
- c) New or improved processes or organisational methods..... 1 2 9

**Section 3: Effects of innovation**

Q11. Have any of your new or significantly improved services, introduced since January 2008, had a major positive effect by:

**READ OUT – ROTATE 1-5 - MULTIPLE ANSWERS POSSIBLE**

Enabling your organisation to offer services to more or new types of users .....	1
Enabling your organisation to better target its services .....	2
Improving user satisfaction .....	3
Improving user access to information.....	4
Enabling faster delivery of services .....	5
Other positive effect .....	6
[IF NONE OF 1-6 SELECTED] No positive effect .....	7
[DK/NA] .....	9

Q12. Have any of your new or significantly improved processes or organizational methods, introduced since January 2008, had a major positive effect by:

**READ OUT – ROTATE 1-4 - MULTIPLE ANSWERS POSSIBLE**

Simplifying administrative procedures .....	1
Reducing costs for providing services .....	2
Enabling faster delivery of services .....	3
Improving employee satisfaction or working conditions.....	4
Other positive effect .....	5
[IF NONE OF 1-5 SELECTED] No positive effect .....	6
[DK/NA] .....	9

Q13. Have any of your new or significantly improved services, processes or organizational methods, introduced since January 2008, had a sustained major negative effect by:

**READ OUT– ROTATE - MULTIPLE ANSWERS POSSIBLE**

Creating additional administrative costs.....	1
Reducing the types or flexibility of your services .....	2
Leading to slower delivery of services .....	3
Creating user resistance or dissatisfaction .....	4
Other negative effect .....	5

[IF NONE OF 1-5 SELECTED] No negative effect .....	6
[DK/NA] .....	9

#### Section 4: Drivers and strategy

**READ OUT:** The next three questions refer to all of the innovations introduced by your organisation since January 2008. These include your new or significantly improved services, communication methods, processes, or organisational methods.

Q14. Since January 2008, how important were the following information sources for the development of your innovations?

##### READ OUT – ONE ANSWER PER LINE

- Not important ..... 1
  - Somewhat important ..... 2
  - Very important ..... 3
  - [DK/NA] ..... 9
- 
- a) Ideas from management ..... 1 2 3 9
  - b) Ideas from staff ..... 1 2 3 9
  - c) Examples of best practice by another government organisation ..... 1 2 3 9
  - d) Professional organisations ..... 1 2 3 9
  - e) Visits to conferences ..... 1 2 3 9
  - f) Enterprises as suppliers ..... 1 2 3 9
  - g) Enterprises as clients or users ..... 1 2 3 9
  - h) Citizens as clients or users ..... 1 2 3 9

**[IF "SOMEWHAT IMPORTANT" OR "VERY IMPORTANT" TO OPTIONS c), d), e), f) OR g) THEN GO TO Q15 OTHERWISE GO TO Q16]**

Q15. Since January 2008, did you obtain information essential to your innovations from any of the following sources?

##### READ OUT – ONE ANSWER PER LINE

- Yes ..... 1
  - No ..... 2
  - [DK/NA] ..... 9
- 
- a) An organisation, enterprise or event in your country ..... 1 2 9
  - b) An organisation, enterprise or event in another European Union country ..... 1 2 9
  - c) An organisation, enterprise or event outside the European Union ..... 1 2 9
  - d) A European Commission organisation or event ..... 1 2 9

Q16. How important were the following political or legislative factors in driving the development and introduction of your innovations since January 2008?

**READ OUT – ONE ANSWER PER LINE**

- Not important ..... 1
- Somewhat important ..... 2
- Very important ..... 3
- [DK/NA] ..... 9
  
- a) Mandated decrease in your organisation’s budget ..... 1 2 3 9
- b) Mandated increase in your organisation’s budget ..... 1 2 3 9
- c) New laws or regulations ..... 1 2 3 9
- d) New policy priorities ..... 1 2 3 9
- e) Mandated introduction of new e-government or online services ..... 1 2 3 9

Q17. How well do the following apply to your organisation since January 2008?

**[IF ALL ANSWERS TO QUESTION Q1, Q5, and Q6 ARE “NO” OR “DON’T KNOW” ONLY ASK QUESTIONS 17a and 17c]**

**READ OUT – ONE ANSWER PER LINE**

- Not at all ..... 1
- Partly ..... 2
- Fully ..... 3
- [DK/NA] ..... 9
  
- a) Managers support trial-and-error testing of new ideas ..... 1 2 3 9
- b) Managers takes an active role in developing and implementing innovations ... 1 2 3 9
- c) Staff have incentives to think of new ideas and take part in their development ..... 1 2 3 9
- d) Users are involved in the design or planning of new or improved services ..... 1 2 3 9
- e) New or improved services are evaluated after completion ..... 1 2 3 9

**Section 5: Barriers**

Q18. Since January 2008, how important were the following factors in preventing or delaying your organization's efforts to develop or introduce new or significantly improved services, communication methods, processes or organisational methods?

**READ OUT – ONE ANSWER PER LINE**

- Not important ..... 1
  - Low importance..... 2
  - Medium importance ..... 3
  - High importance ..... 4
  - [DK/NA]..... 9
- 
- a) Lack of management support..... 1 2 3 4 9
  - b) Lack of incentives for your staff..... 1 2 3 4 9
  - c) Staff resistance ..... 1 2 3 4 9
  - d) Uncertain acceptance by the users of your services ..... 1 2 3 4 9
  - e) Regulatory requirements ..... 1 2 3 4 9
  - f) Lack of sufficient human or financial resources ..... 1 2 3 4 9
  - g) Risk-averse culture in your organisation ..... 1 2 3 4 9

**Section 6: Procurement**

Q19. Since January 2008, did your organisation put out tenders to private businesses to provide any of the following goods and services?

**READ OUT – ONE ANSWER PER LINE**

- Yes..... 1
- No..... 2
- [DK/NA]..... 9
  
- a) ICT equipment or systems..... 1 2 9
- b) Technologies or services to improve environmental or energy performance..... 1 2 9
- c) Other types of technology..... 1 2 9
- d) Consulting to recommend, design or pilot test new or improved services ..... 1 2 9
- e) R&D for new technologies and services..... 1 2 9
- f) Provide one or more services to your users..... 1 2 9

**[IF "NO" OR "DK/NA" TO ALL OPTIONS GO TO QUESTION 23]**

Q20. Prior to publishing tenders does your organisation usually consult with ...?:

**READ OUT – MULTIPLE ANSWERS POSSIBLE**

- Potential suppliers/ contractors ..... 1
- The users of your services ..... 2
- Other organisations conducting similar procurements ..... 3
- Other organisations providing specialist advice ..... 4
- [DK/NA] ..... 9

Q21. For an applicant to be successful in a tender from your organisation do you consider that...

**READ OUT – ONLY ONE ANSWER**

- ...low cost is more important than innovation for winning the tender 1
- ...innovation is more important than low cost for winning the tender 2
- ...cost and innovation have equal importance for winning the tender 3
- DK/NA ..... 9

Q22. Did any of your tenders since January 2008 obtain the following results?

**READ OUT – MULTIPLE ANSWERS POSSIBLE**

- Introduce a new or significantly improved service provided by or for your organisation 1
- Significantly reduce the costs of providing existing services..... 2
- Significantly reduce the environmental impacts of your services..... 3

[DK/NA] .....9

**Section 7: Expected developments in the next two years**

Q23. Over the next two years, do you expect any of the following factors to have a positive or negative impact on the ability of your organisation to introduce new or significantly improved services?

**READ OUT – ONE ANSWER PER LINE**

- Positive impact..... 1
  - Negative impact ..... 2
  - No impact ..... 3
  - [DK/NA]..... 9
- 
- a) Mandated decrease in your organisation’s budget ..... 1 2 3 9
  - b) Mandated increase in your organisation’s budget ..... 1 2 3 9
  - c) New laws or regulations ..... 1 2 3 9
  - d) New policy priorities ..... 1 2 3 9
  - e) Increasing demand from citizens ..... 1 2 3 9
  - f) Introduction of new technologies..... 1 2 3 9

Q24. Compared to the period between 2008 and 2010, do you expect the number of innovations introduced by your organisation over the next two years to increase, decrease, or remain unchanged?

**READ OUT – ONE ANSWER PER LINE**

- Increase..... 1
  - Decrease..... 2
  - Remain the same ..... 3
  - [DK/NA]..... 9
- 
- a) Number of new or significantly improved services ..... 1 2 3 9
  - b) Number of new or significantly improved communication methods..... 1 2 3 9
  - c) Number of new or significantly improved processes or organisational methods 1 2 3 9

**END INTERVIEW**