

Flash Eurobarometer 305
October 2010

Innobarometer 2010

Basic bilingual questionnaire

The GALLUP Organization

FLASH 305 – 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 more7
- [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 government2
- c) A private sector organisation.....3
- [Refusal]9

Information sur l'organisation

Veillez répondre à toutes les questions pour l'organisation dont vous êtes responsable. Par exemple, si vous êtes responsable du bureau régional d'une organisation nationale, ne répondez que pour votre bureau régional.

Permettez-moi de commencer avec quelques questions de base relatives à votre organisation

D1. Combien d'employés votre organisation a-t-elle ?

LIRE – UNE SEULE REPONSE POSSIBLE

- Moins de 10..... 1 REMERCIER ET CLORE
- Entre 10 et 49..... 2
- Entre 50 et 99..... 3
- Entre 100 et 249..... 4
- Entre 250 et 499..... 5
- Entre 500 et 999..... 6
- 1000 ou plus..... 7
- [NSP/SR] 9

D2. Votre organisation est-elle ?

LIRE – UNE SEULE REPONSE POSSIBLE

- a) Une organisation gouvernementale ou possédée par le gouvernement . 1
- b) Un organisme à but non lucratif qui est indépendant du gouvernement 2
- c) Une organisation du secteur privé 3
- [Refus] 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 finance1
- b) Education2
- c) Health3
- d) Social services.....4
- e) Culture, sport or recreation5
- f) Housing6
- g) Environment7
- h) Other8
- [Refusal]9

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

READ OUT – ONE ANSWER ONLY

- Local1
- Regional2
- National.....3
- [Refusal].....9

D3. Lesquelles des choses suivantes font partie des principaux domaines de responsabilité de votre organisation ? Veuillez choisir les trois activités les plus représentatives pour votre organisation.

LIRE – 3 REPONSES MAXIMUM

- a) Activités gouvernementales générales ou finances..... 1
- b) Education 2
- c) Santé..... 3
- d) Services sociaux 4
- e) Culture, sport ou loisirs 5
- f) Habitat 6
- g) Environnement..... 7
- h) Autre 8
- [Refus] 9

D4. Laquelle des propositions suivantes décrit le mieux la région géographique desservie par l'organisation où vous travaillez ?

LIRE – UNE SEULE REPONSE POSSIBLE

- Locale..... 1
- Régionale 2
- Nationale 3
- [Refus] 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

- Yes1
- No2
- [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

- Yes1
- No2
- [DK/NA]9

Section 1 : Innovation

La prochaine série de questions vise à savoir si votre organisation a mis en place des innovations depuis Janvier 2008 . Une innovation est un service, une méthode de communication, une méthode d'organisation ou un procédé nouveau ou amélioré de façon significative

Q1. Depuis Janvier 2008, votre organisation a-t-elle mis en place des services nouveaux ou améliorés de façon significative ?

UNE SEULE REPONSE POSSIBLE

- Oui..... 1
- Non 2
- [NSP/SR] 9

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

Q2. A votre connaissance, votre organisation a t'elle introduit un nouveau service avant n'importe quelle autre administration publique dans votre pays depuis Janvier 2008 ?

UNE SEULE REPONSE POSSIBLE

- Oui..... 1
- Non..... 2
- [NSP/SR] 9

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

READ OUT – ONE ANSWER PER LINE

- Yes1
- No2
- [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 more4
- [DK/NA]9

Q3. Certains de ces services nouveaux ou améliorés de façon significative ont-ils été développés par :

LIRE – UNE SEULE REPONSE PAR LIGNE

- Oui 1
- Non 2
- [NSP/SR] 9

- a) Votre organisation avec d'autres organisations du secteur public, y compris les filiales régionales ou nationales de votre organisation..... 1 2 9
- b) Votre organisation avec des entreprises privées 1 2 9
- c) Votre organisation avec des organismes à but non lucratif 1 2 9
- d) Votre organisation par elle-même 1 2 9
- e) D'autres organismes ou entreprises, avec votre organisation ne faisant pas d'autres changements ou uniquement des modifications minimales. 1 2 9

Q4 Veuillez penser aux différents types de services fournis par votre organisation en 2010. Quel pourcentage de ceux-ci sont nouveaux ou ont été améliorés de façon significative depuis Janvier 2008 ?

LIRE – UNE SEULE REPONSE POSSIBLE

- Moins de 25% 1
- Entre 25% et 49% 2
- Entre 50% et 74% 3
- 75% ou plus 4
- [NSP/SR] 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, etc1 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]

Q5. Depuis Janvier 2008, votre organisation a-elle mis en place des méthodes de communication de vos activités au public, nouvelles ou améliorées de façon significative, telles que...?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Oui..... 1
- Non..... 2
- [NSP/SR] 9

- a) Des méthodes nouvelles ou améliorées pour promouvoir votre organisation ou vos services 1 2 9
- b) Des méthodes nouvelles ou améliorées pour influencer le comportement des usagers, des citoyens ou autres..... 1 2 9
- c) Première commercialisation (à la vente) des services ou des biens. 1 2 9

Q6. Depuis Janvier 2008, votre organisation a-t-elle mis en place des méthodes d’organisation ou des procédés nouveaux ou améliorés de façon significative, tels que...?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Oui..... 1
- Non..... 2
- [NSP/SR] 9

- a) Des méthodes nouvelles ou améliorées pour fournir des services ou interagir avec vos utilisateurs..... 1 2 9
- b) Des systèmes de livraison ou de logistique nouveaux ou améliorés, pour vos entrées..... 1 2 9
- c) Des activités de soutien nouvelles ou améliorées comme les systèmes de maintenance, les achats, la comptabilité, ou les systèmes informatiques, etc 1 2 9
- d) Des systèmes de management nouveaux ou améliorés..... 1 2 9
- e) Des méthodes nouvelles ou améliorées pour organiser les responsabilités professionnelles ou la prise de décision..... 1 2 9

[SI “NON” OU “NSP/SR” A TOUTES LES OPTIONS ALLER EN Q8]

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

READ OUT – ONE ANSWER PER LINE

- Yes1
- No2
- [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 more6
- [DK/NA]9

Q7. Certain(e)s de ces méthodes d’organisation ou procédés nouveaux ou améliorés de façon significative ont-ils été développés par :

LIRE – UNE SEULE REPONSE PAR LIGNE

- Oui 1
- Non 2
- [NSP/SR] 9

- a) Votre organisation avec d’autres organisations du secteur public, y compris les filiales régionales ou nationales de votre organisation 1 2 9
- b) Votre organisation avec des entreprises privées 1 2 9
- c) Votre organisation avec des organismes à but non lucratif 1 2 9
- d) Votre organisation par elle-même 1 2 9
- e) D’autres organismes ou entreprises, avec votre organisation ne faisant pas d’autres changements ou uniquement des modifications minimales. 1 2 9

Section 2 : Force de travail et compétences

Q8. En 2010, environ quel pourcentage des employés de votre organisation avaient un diplôme universitaire ?

LIRE – UNE SEULE REPONSE POSSIBLE

- 0% 1
- Entre 1% et 9% 2
- Entre 10% et 24% 3
- Entre 25% et 49% 4
- Entre 50% et 74% 5
- 75% ou plus 6
- [NSP/SR] 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

[SI TOUTES LES REPONSES AUX QUESTIONS Q1, Q5, et Q6 SONT "NON" OU "NE SAIT PAS" ALLER EN Q17]

Q9. Quel pourcentage de vos employés est actuellement impliqué dans des groupes qui se réunissent régulièrement pour élaborer des services, des méthodes de communication, des méthodes d'organisation ou des procédés nouveaux ou améliorés de façon significative ?

LIRE – UNE SEULE REPONSE POSSIBLE

- Aucun 1
- Moins de 25% 2
- Entre 25% et 49% 3
- Entre 50% et 74% 4
- 75% ou plus 5
- [NSP/SR] 9

Q10. Depuis Janvier 2008, votre organisation a-t-elle fourni une formation à vos employés tout particulièrement pour la mise en œuvre, l'utilisation ou la fourniture de...?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Oui 1
 - Non 2
 - [NSP/SR] 9
- a) Services nouveaux ou améliorés 1 2 9
- b) Méthodes de communication nouvelles ou améliorées 1 2 9
- c) Méthodes d'organisation ou procédés nouveaux ou améliorés 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

Section 3 : Effets de l'innovation

Q11. Certains de vos services nouveaux ou améliorés de façon significative, mis en place depuis Janvier 2008, ont-il eu un effet positif important en :

LIRE – FAIRE UNE ROTATION DE 1-5 - PLUSIEURS REPONSES POSSIBLES

Permettant à votre organisation d'offrir des services à davantage ou à de nouveaux types d'utilisateurs.....	1
Permettant à votre organisation de mieux cibler ses services.....	2
Améliorant la satisfaction des utilisateurs	3
Améliorant l'accès à l'information des utilisateurs	4
Permettant une livraison et des services plus rapides	5
Autre effet positif	6
[SI AUCUN DE 1-6 CHOISI] Pas d'effet positif	7
[NSP/SR]	9

Q12. Certain(e)s des méthodes d'organisation ou procédés nouveaux ou améliorés de façon significative, en place depuis Janvier 2008, ont-il eu un effet positif important en :

LIRE – FAIRE UNE ROTATION 1-4 - PLUSIEURS REPONSES POSSIBLES

Simplifiant les procédures administratives	1
Réduisant les coûts des services fournis	2
Permettant une livraison et des services plus rapides	3
Améliorant la satisfaction des employés ou les conditions de travail.....	4
Autre effet positif	5
[SI AUCUN DE 1-5 CHOISI] Pas d'effet positif	6
[NSP/SR]	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

Q13. Certains de vos services, méthodes d'organisation ou procédés nouveaux ou améliorés de façon significative, en place depuis Janvier 2008, ont-ils eu un effet négatif prolongé important en :

LIRE– FAIRE UNE ROTATION - PLUSIEURS REPONSES POSSIBLES

Créant des coûts administratifs additionnels	1
Réduisant les types ou la flexibilité de vos services	2
Entrainant une livraison de services plus lente	3
Créant une résistance ou une insatisfaction des utilisateurs	4
Autre effet négatif	5
[SI AUCUN DE 1-5 CHOISI] Pas d'effet négatif	6
[NSP/SR]	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 important1
 - Somewhat important2
 - Very important3
 - [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

Section 4 : Facteurs déterminants et stratégie

LIRE: Les trois prochaines questions concernent l'ensemble des innovations mises en place par votre organisation depuis Janvier 2008. Il s'agit notamment de vos services, méthodes de communication, méthodes d'organisation ou procédés nouveaux ou améliorés de façon significative.

Q14. Depuis Janvier 2008, dans quelle mesure les sources d'information suivantes ont-elles été importantes pour le développement de vos innovations ?

LIRE – UNE SEULE REPOSE PAR LIGNE

- Pas important..... 1
 - Peu important 2
 - Très important 3
 - [NSP/SR] 9
-
- a) Idées issues du management 1 2 3 9
 - b) Idées provenant du personnel 1 2 3 9
 - c) Exemples de meilleure pratique par un autre organisme gouvernemental 1 2 3 9
 - d) Organismes professionnels 1 2 3 9
 - e) Participation à des conférences 1 2 3 9
 - f) Entreprises en tant que fournisseurs 1 2 3 9
 - g) Entreprises en tant que clients ou utilisateurs 1 2 3 9
 - h) Citoyens en tant que clients ou utilisateurs 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

[SI "PEU IMPORTANT" OU "TRES IMPORTANT" AUX OPTIONS c), d), e), f) OU g) ALORS ALLER EN Q15 SINON ALLER EN Q16]

Q15. Depuis Janvier 2008, avez-vous obtenu des informations essentielles à vos innovations de l'une des sources suivantes ?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Oui 1
- Non 2
- [NSP/SR] 9

- a) Un organisme, une entreprise ou un évènement dans votre pays.... 1 2 9
- b) Un organisme, une entreprise ou un évènement dans une autre pays de L'Union Européenne 1 2 9
- c) Un organisme, une entreprise ou un évènement à l'extérieur de l'Union Européenne 1 2 9
- d) Un organisme ou un évènement de la Commission Européenne..... 1 2 9

Q16. Dans quelle mesure les facteurs politiques ou législatifs suivant ont-ils été importants dans la conduite du développement et la mise en place de vos innovations depuis Janvier 2008 ?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Pas important 1
- Peu important 2
- Très important 3
- [NSP/SR] 9

- a) Diminution autorisée dans le budget de votre organisation..... 1 2 3 9
- b) Augmentation autorisée dans le budget de votre organisation 1 2 3 9
- c) Nouvelles lois ou réglementations 1 2 3 9
- d) Nouvelles priorités politiques 1 2 3 9
- e) Mise en place autorisée de nouveaux services e-gouvernement ou en ligne 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
 - Partly2
 - Fully3
 - [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 completion1 2 3 9

Q17. Dans quelle mesure ce qui suit s’applique-t-il bien pour votre organisation depuis Janvier 2008 ?

[SI TOUTES LES REPONSES AUX QUESTIONS Q1, Q5, et Q6 SONT “NON” OU “NE SAIT PAS” POSER UNIQUEMENT LES QUESTIONS 17a et 17c]

LIRE – UNE SEULE REPONSE PAR LIGNE

- Pas du tout 1
 - Partiellement..... 2
 - Intégralement 3
 - [NSP/SR] 9
-
- a) Les managers soutiennent le droit à l’erreur dans le test de nouvelles idées 1 2 3 9
 - b) Les managers jouent un rôle actif dans l’élaboration et la mise en œuvre des innovations 1 2 3 9
 - c) Le personnel reçoit des incitations pour réfléchir à de nouvelles idées et prendre part à leur développement..... 1 2 3 9
 - d) Les utilisateurs sont impliqués dans la conception ou la planification des services nouveaux ou améliorés 1 2 3 9
 - e) Les services nouveaux ou améliorés sont évalués une fois qu’ils sont achevés..... 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 important1
 - Low importance2
 - Medium importance3
 - High importance4
 - [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 5 : Barrières

Q18. Depuis Janvier 2008, dans quelle mesure les facteurs suivants ont-ils été importants pour prévenir ou retarder les efforts de votre organisation pour développer ou mettre en place des services, des méthodes de communication, des méthodes d'organisation ou des procédés nouveaux ou améliorés de façon significative ?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Pas important 1
 - Faible importance 2
 - Importance moyenne 3
 - Forte importance 4
 - [NSP/SR] 9
-
- a) Manque de soutien du management..... 1 2 3 4 9
 - b) Manque d'incitations pour votre personnel 1 2 3 4 9
 - c) Résistance du personnel..... 1 2 3 4 9
 - d) Acceptation incertaine de vos services par les utilisateurs..... 1 2 3 4 9
 - e) Exigences réglementaires 1 2 3 4 9
 - f) Manque de ressources humaines ou financières suffisantes 1 2 3 4 9
 - g) Culture de l'hostilité au risque dans votre 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/ contractors1
- The users of your services2
- Other organisations conducting similar procurements3
- Other organisations providing specialist advice4
- [DK/NA].....9

Section 6 : Approvisionnement

Q19. Depuis Janvier 2008, votre organisation a-t-elle publié des appels d’offres auprès d’entreprises privées afin qu’elles fournissent l’un des biens et services suivants ?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Oui..... 1
- Non..... 2
- [NSP/SR] 9

- a) Equipements ou systèmes ICT 1 2 9
- b) Technologies ou services pour améliorer la performance environnementale ou énergétique 1 2 9
- c) Autres types de technologie 1 2 9
- d) Conseils pour recommander, concevoir ou piloter des services nouveaux ou améliorés 1 2 9
- e) Recherche & Développement de nouvelles technologies et services. 1 2 9
- f) Fournir un ou plusieurs services à vos utilisateurs..... 1 2 9

[SI “NON” OU “NSP/SR” A TOUTES LES OPTIONS ALLER A LA QUESTION 23]

Q20. Avant de publier des appels d’offres votre organisation consulte-t-elle en général ...?:

LIRE – PLUSIEURS REPONSES POSSIBLES

- Des fournisseurs/entrepreneurs potentiels..... 1
- Les utilisateurs de vos services 2
- D’autres organismes menant des approvisionnements similaires 3
- Autres organismes fournissant des conseils spécialisés 4
- [NSP/SR] 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 tender1
- ...innovation is more important than low cost for winning the tender2
- ...cost and innovation have equal importance for winning the tender3
- 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 organisation1
- Significantly reduce the costs of providing existing services.....2
- Significantly reduce the environmental impacts of your services.....3
- [DK/NA]9

Q21. Pour qu'un candidat ait du succès au niveau d'un appel d'offre lancé par votre organisation, estimez-vous que

LIRE – UNE SEULE REPONSE POSSIBLE

- ...le faible coût est plus important que l'innovation pour gagner un appel d'offre 1
- ...L'innovation est plus important que le faible coût pour gagner l'appel d'offre 2
- ...le coût et l'innovation ont une importance égale pour gagner les appels d'offres 3
- NSP/SR..... 9

Q22. L'un de vos appels d'offres depuis Janvier 2008 a t'il obtenu les résultats suivants ?

LIRE – PLUSIEURS REPONSES POSSIBLES

- Mise en place d'un service nouveau ou amélioré de façon significative fournis par, ou pour, votre organisation 1
- Réduction considérable des coûts de prestation des services existants..... 2
- Réduction considérable des impacts environnementaux de vos services ... 3
- [NSP/SR] 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 impact2
 - No impact3
 - [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

Section 7 : Développements attendus dans les deux prochaines années

Q23. Au cours des deux prochaines années, vous attendez-vous à ce que l’un des facteurs suivants ait un impact positif ou négatif sur la capacité de votre organisation à mettre en place des services nouveaux ou améliorés de façon significative ?

LIRE – UNE SEULE REPOSE PAR LIGNE

- Impact positif 1
 - Impact négatif 2
 - Pas d’impact 3
 - [NSP/SR] 9
-
- a) Diminution autorisée dans le budget de votre organisation..... 1 2 3 9
 - b) Augmentation autorisée dans le budget de votre organisation 1 2 3 9
 - c) Nouvelles lois ou réglementations 1 2 3 9
 - d) Nouvelles priorités politiques 1 2 3 9
 - e) Demande grandissante des citoyens 1 2 3 9
 - f) Introduction de nouvelles 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

Q24. Comparé à la période comprise entre 2008 et 2010, vous attendez-vous à ce que le nombre d'innovations introduites par votre organisation au cours des deux prochaines années augmente, diminue ou reste inchangé ?

LIRE – UNE SEULE REPONSE PAR LIGNE

- Augmente..... 1
- Diminue 2
- Reste inchangé 3
- [NSP/SR] 9

- a) Nombre de services nouveaux ou améliorés de façon significative.. 1 2 3 9
- b) Nombre de méthodes de communication nouvelles ou améliorées de façon significative 1 2 3 9
- c) Nombre de méthodes d'organisation et procédés nouveaux et améliorés de façon significative 1 2 3 9

CLORE L'ENTRETIEN

Flash EB Series #305

Innobarometer 2010

Conducted by
The Gallup Organization
upon the request of DG Enterprise and Industry

<http://cordis.europa.eu/innovation/en/policy/innobarometer.htm>



Survey coordinated by the Directorate-General
Communication

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THE GALLUP ORGANIZATION

Introduction

The current Innobarometer on *Innovation in Public Administration* was conducted in October 2010 in the 27 Member States of the EU and Norway and Switzerland, under the framework of the Flash Eurobarometer surveys.

This is the ninth wave of the Innobarometer. In previous years, the following topics have been covered:

- *Innobarometer 2001*: focused on European managers' experiences and priorities in the field of innovation. Managers were also asked for their views on the role of an integrated European approach to access to advanced technologies, mobilisation of human resources, protection and sharing of knowledge, access to funding and customer acceptance of innovations.
- *Innobarometer 2002*: the objective was to understand the opinions of European managers on their companies' strengths and needs in innovation, the investments made in innovation and the output achieved, as well as the actual practice of co-operation and knowledge sharing. In addition, it looked at the role of training and education, the development of managerial approaches to innovation and the contribution of enterprises to the public debate on innovation.
- *Innobarometer 2003*: the survey aimed at gathering European managers' experience and priorities in the field of innovation. Managers were also asked for their views on the role of European integration in access to advanced technologies, mobilisation of human resources, protection and sharing of knowledge, access to funding and customer acceptance of innovative techniques.
- *Innobarometer 2004*: the subject of the survey was "Experience of European managers in innovative activities." The main focus was the evaluation of public support for innovation from a business point of view. This also resulted in a special comparative report of the European Innovation Scoreboard.
- *Innobarometer 2005*: the survey addressed "Readiness for innovation in Europe". European citizens were interviewed on the subject of how willing they were to embrace innovation. EU25 countries, candidate countries and EFTA members were characterized on their citizens' willingness, or reluctance, to buy innovative products or services.
- *Innobarometer 2006*: the survey focused on "The role of clusters in facilitating innovation in Europe". Businesses operating in cluster-like environments were interviewed about their experiences of working under such conditions, with a special emphasis of the cluster membership on innovation, competition and business development.
- *Innobarometer 2007*: the "Innovation transfer" survey primarily explored the ways in which enterprises innovate, the role of non-R&D based innovation, and the extent to which innovation is outsourced or transferred from other businesses or organisations. The survey investigated product- and process-related innovation separately.
- *Innobarometer 2009* on "Strategic trends in innovation 2006-2008" placed the focus on innovation spending (including the effects of the current economic downturn), the role of innovation in public procurement tenders, the effects of public policies and private initiatives undertaken to boost innovation, and other strategic trends.

The objective of the 2010 Innobarometer survey was to study the innovation strategies of the European public administration sector in response to changing constraints and opportunities.

In each participating country, public administration organisations with at least 10 employees, specifically those classified by NACE 2.0 as 84.11 (General public administration activities) or 84.12 (Regulation of the activities of providing healthcare, education, cultural services and other social services, excluding social security) were randomly selected to be included in the survey.

The current report gives descriptive information on the following topics:

- Various types and amount of innovation, composition of teams used in implementation
- Workforce profiles, skills and training in support of innovative activities
- Benefits of innovation together with possible negative impacts
- Innovation strategies and drivers
- Problems encountered during implementation
- Procurement (methods used, objectives, results)
- Anticipation of future trends that could impact innovation.

The survey sample was selected randomly within each of the participating countries. The samples of organisations were drawn from publicly available lists, as discussed in the Annex of this report.

The targeted number of main interviews varied somewhat by the size of the respective country as well as the available public administration institutions. Interviews were conducted in a sample of 400 institutions in the six largest Member States (France, Germany, Italy, Poland, Spain and the UK). The default sample size was either 50 or 100 institutions in most EU Member States. In the smallest Member States (Cyprus, Malta, and Luxembourg), the sample consisted of 10 eligible institutions. In non-EU countries, the sample target size was 50 (Switzerland and Norway). The specific target sample sizes were:

Country	N	Country	N	Country	N
Belgium	100	Latvia	50	Finland	100
Czech Republic	100	Lithuania	50	Sweden	100
Denmark	50	Luxembourg	10	UK	400
Germany	400	Hungary	100	Bulgaria	100
Estonia	50	Malta	10	Romania	100
Greece	100	Netherlands	100		
Spain	400	Austria	100	Norway	50
France	400	Poland	400	Switzerland	50
Ireland	50	Portugal	100		
Italy	400	Slovenia	50		
Rep. of Cyprus	10	Slovakia	100	TOTAL	4030

For the country breakdown of the actual number of interviews achieved, please refer to “Survey details” in the Annex of this report.

Overall, Gallup interviewed 4,063 public administration organisations (typically involved in central, regional or local government activities) across Europe, between October 9 and 17, 2010, using a fixed-line telephone methodology. Eligible respondents were senior managers responsible for strategic

decision-making. Typically, they were general managers or, where available, strategic directors of the institution.

Due to low sample sizes in several Member States, this report primarily discusses results at the EU level (see the Methodological note below). Individual country results are weighted by the size of their general population for EU-level estimates. However, in the Annex we provide the country-level distributions for each variable surveyed. A technical note indicating the manner in which the Gallup partner institutes conducted the survey can be found at the end of this analysis. It provides further details about interviewing methods, sampling and the statistical margins of error.

Methodological note

This first report on public sector innovation has some specific limitations that must be spelled out for a better understanding of the results and for possibly improving the instrument in the future. In the following points we outline the major methodological constraints we faced during the planning and implementation of the Public Sector Innobarometer.

Limited sampling resources: The organisations interviewed in this Innobarometer survey were sampled from the most complete publicly available lists from each country – without any specific effort to build a compatible EU-wide sampling frame of the 84.11 and 84.12 sectors. Such sampling frame is – according to our current knowledge – unavailable for the EU27 countries. These national sampling frames may not be directly comparable in terms of quality (specifically in terms of coverage, i.e. what percentage of institutions is available via these lists); the method of compiling the lists (this was not generally available and may differ substantially from country to country); and the unit of sampling (the handling of branches within larger organisations within sample sources may vary, i.e. some lists provide directorates of ministries as separate units, while others only provide the ministry as such).

The sources of the samples were as follows:

AT	Herold Business CD, 2010
BE	Kapitol Infobel
BG	Register BULSTAT
CY	Statistical services of the Republic of Cyprus
CZ	Albertina Firemní monitor, Creditinfo CR, 2010
DE	www.databyte.de
DK	Business View
EE	Krediidiinfo
EL	National Statistics Greece
ES	INFORMA (former D&B Spain)
FI	Fonecta
FR	Dun and Bradstreet
HU	KSH
IE	Dun and Bradstreet
IT	ISTAT - CENSUS of Industry and Services -2001
LT	CreditInfo
LU	Editus DATA
LV	Central Statistical Bureau of Latvia
MT	Employment & Training Corporation Lists (2007)
NL	www.marktselect.nl
PL	Dun and Bradstreet
PT	http://www.sioe.dgaep.gov.pt/Default.aspx
RO	http://www.e-guvernare.ro/Default.aspx?LangID=4
SE	Parad
SI	Statistical Office of the Republic of Slovenia,
SK	Creditinfo-Albertina Company Monitor, 5/2010
UK	Dun and Bradstreet
CH	AZ direct
NO	www.bizweb.no

Please note that in some countries the sampling frame provided was not sufficiently large to complete all the necessary interviews. In these countries randomly selected municipal governments with at least 10 employees were added to the sampling frame of the Public Service Innobarometer (which were not originally provided with the sampling frames sampled from Yellow Pages directories, or similar lists of municipal governments).

General comparability issues across countries: Sampling frames are only one factor that make country-by-country comparisons difficult. The innovation performance of a public sector may be dependent on many country-specific structural factors that are very difficult to address with sampling or analysis strategies. For example, different levels of autonomy may directly influence innovation activity: in one case a smaller upgrade in a specific service may by default be implemented in a strict hierarchy, while in another similar service sector individual innovations are introduced by autonomous actors.

Sample size limitations for country comparisons: Furthermore, the current study's sample sizes (in many instances below 50 cases per country in specific subgroups, i.e. 'innovators') lack the statistical solidity for reliable comparisons across Member States. Hence, **the results of the report are suitable for providing a broad assessment of Public Sector innovation activities in the EU, and across broad institutional segments** (as provided in the tables later in the report). Hence, the report does not provide graphs or other illustrations that compare country results. However, the Annex provides all results in country breakdowns and the text sometimes refers to high and low extremes of a specific response in countries with at least 50 respondents for the particular question.

Limits of sectoral comparisons: a question in the Public Sector Innobarometer asked managers about the service sectors (education, healthcare, general government, etc) in which their organisation was primarily involved. The question allowed up to three answers. It appeared that many of the interviewed institutions indeed provided services in multiple (maybe more than three) service sectors (i.e. the municipalities) and their choice of the three most characteristic sectors may have been random or arbitrary. Due to this great level of overlap (that is, the same institutions appear in several categories), the sectoral results do not sufficiently differ from one another. A recommendation for further similar studies would be to either only ask the single most characteristic sector (preferred for more distinctive results across sectors) or to allow for listing all relevant sectors (preferred for overall sectoral validity).

Stratification, weighting: due to the lack of harmonised categorisation and the varying nature of national public administrations (in terms of number of employees at establishments, NACE activity sectors, etc.) the national samples were not stratified: sample units that the survey contacted were selected fully at random. Thus, no design weighting (to correct for possible known sampling disparities) of the results on country level was necessary. However, the national sample sizes were not determined proportionally: they were established in a uniform manner (as described above in the introduction) partly reflecting the size of the country and partly reflecting the number of available institutions accessible through the sampling frames. Therefore the share of the countries in the EU27 sample is not proportionate. In order to arrive at unbiased estimations on the EU27 level, a selection probability weight should be applied on the country level. To do that, exact information on the size of each national universe (such as number of establishments, persons employed by NACE 84.11 and 84.12 sectors, or the economic output of these sectors, etc.) is required in a fully compatible manner. As outlined above, we lacked such exact information. Our decision was to weight the national samples with a proxy: the size of the general population in each country. This decision may be reconsidered in the future when better-harmonised statistics concerning the Public Administration sector are available from the Eurostat or otherwise, on EU27 level.

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