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With this survey the researchers tried to measure whether feedback, accountability and learning (FAL) were influential in explaining a public sector innovation's survival chances. Public sector organizations who had received an innovation award were contacted. Members of staff involved in the innovation for which they had received the award were then asked to fill in the following survey.

The main results of this survey can be found in Policy Brief 8, which can be downloaded at: http://www.lipse.org/upload/publications/Policy%20brief%208%20-%20WP%203.pdf

The sub-factors (F, A and L) are measured on Likert-scales (1-5), and added up at the end of the survey. This gives every organization with a total score for each of the three main concepts. This sum is then divided by the highest possible score for that factor, creating a 0-1 scale for all three. A score of 1 would indicate a near-perfect culture on one of the three concepts, whereas 0 would indicate a lack of any culture surrounding Feedback, Accountability and/or Learning. The hypothesis, as discussed above, is that higher scores would lead to a higher chance of sustainable innovations.

It is expected that cases with a strong culture of feedback, accountability and learning will have more sustainable innovations. If they would be located in a 3-dimensional figure, the cases would find a place in these two cubes, with their scores on the three sub-factors as coordinates.
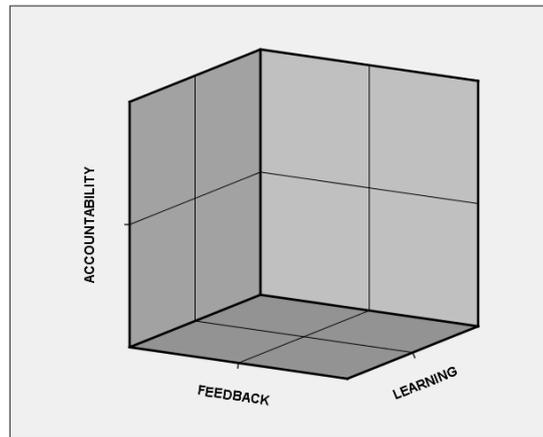
After the survey we also present the manner in which the survey items have been grouped per FAL dimension: feedback, accountability, and learning.

Part 1

This part of the survey deals with the project or the practice which was recognised as a 'good practice', and to which we referred in the introduction letter of this survey. We are curious about the subsequent life course of the project / the practice after its recognition as a 'good practice'.

1) ***What is the current status of the project or the practice in your organisation? Please select one option. In the follow-up questions you will have the opportunity to further explain and refine your answer.***

	The project/practice is still operational in its original form.	→ go to question 6
	The project/practice is still operational, but has undergone some changes.	→ go to question 2
	The project/practice is not operational anymore. The project/practice was actively stopped. An explicit decision was made to terminate it.	→ go to question 4
	The project/practice is not operational anymore. The project/practice was not actively terminated however. It just withered away or disappeared.	→ go to question 5
	I don't know	→ go to question 6

2) ***Please describe how the project or the practice changed or evolved over the years, after its recognition as a good practice*** *(For example: expansion of the scope of application, reduction of the scope of application, refinement of the techniques, transition from 'project status' to 'ongoing operations', …) :*

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| |

3) ***Please describe the major reasons for these changes or evolutions.***

| |
| |

4) ***Was the decision to terminate the project/practice followed by a decision to replace it with something new? If desired, you can explain your answer in the corresponding text box.***

	No		
	Yes, it		
	I don't know		

5) *Please describe <u>why</u> the project or the practice disappeared or why it was terminated* *(For example: the practice received a negative evaluation, the project lost its relevance, the driving force behind the project left the organisation, a shift in political priorities occurred, the need which was met by the practice disappeared or decreased, …) :*

6) *Are you aware of other organizations that have adopted this good practice or that have, at least, been inspired by it? Please select one option.*

	No
	Yes, the project/practice was an inspiration to one or a few other organisations.
	Yes, the project/practice was an inspiration to a considerable number of other organisations.
	I don't know

7) *Which efforts were made to promote the good practice. Please select all that apply.*

	People of my organisation gave presentations and lectures
	My organisation received visits from interested organisations
	My organisation made documents available on the internet
	My organisation took part in learning platforms and exchange conferences
	My organisation provided tailored support and advice to interested organisations
	The project/practice was the object of a scientific study
	Other:…
	None
	I don't know

Part 2

In this part of the survey, we want to ask some general questions about your organisation.

8)   *How many people work in your organisation, approximately? Please select one option.*

	< 25 FTEs (full-time equivalents)
	25-100 FTEs
	100-250 FTEs
	250-500 FTEs
	> 500 FTEs
	I don't know

9)   *How old is your organization in its current form[1], approximately? Please select one option.*

	< 10 years
	10-25 years
	25-50 years
	> 50 years
	I don't know

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[1] What do we mean with 'current form'? Some examples:
- A merger with another organization implicates a new form;
- Your organization used to be a department within a department or ministry, but has been autonomized and cut off from the former 'principal'. This movement implicates a new form.;
- The change from an internally autonomized agency to an externally autonomized agency implies a new constellation.;
- A new name does not necessarily constitute a new form.

10) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	I don't know
My organization is characterized by a culture of adversarial debate and openness for constructive criticism.	1	2	3	4	5	0
Within my organisation, people are usually comfortable talking about problems, disagreements and differences in opinion.	1	2	3	4	5	0
My organisation encourages productive conflict and debate during internal discussions.	1	2	3	4	5	0
Within my organisation, well-established perspectives and assumptions are never challenged or questioned.	1	2	3	4	5	0

11) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	I don't know
My organization is characterized by a tendency to avoid risks.	1	2	3	4	5	0
My organization encourages experimentation and alternative ways of getting work done.	1	2	3	4	5	0
If a creative attempt to solve a problem fails, the responsible staff members are penalized.	1	2	3	4	5	0
My organisation has a formal process for conducting and evaluating experiments or new ideas.	1	2	3	4	5	0

12) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	I don't know
My organisation systematically keeps records and archives to document past experiences.	1	2	3	4	5	0
My organisation has formal procedures to ensure that lessons learned in the course of a project are passed along to others doing similar tasks.	1	2	3	4	5	0
In my organisation, people are too busy to invest time in the improvement of work processes.	1	2	3	4	5	0
Despite the workload, people in my organisation find time to reflect on past performances.	1	2	3	4	5	0
The staff members of my organization have rather homogeneous educational backgrounds.	1	2	3	4	5	0

13) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	I don't know
My organisation has monitoring systems that allow it to monitor a wide spectrum of performances and to compare those performances with the stated goals and objectives.	1	2	3	4	5	0
If discrepancies between performances and goals are detected, my organisation will take action in order to reduce these discrepancies.	1	2	3	4	5	0
My organisation regularly evaluates whether or not the existing organizational goals and objectives are still appropriate.	1	2	3	4	5	0
My organisation has a quality management system that systematically strives for continuous improvements throughout the entire organisation.	1	2	3	4	5	0

14) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	I don't know
My organisation has access to learning platforms that allow (public) organisations to share knowledge and experiences with other (public) organisations.	1	2	3	4	5	0
My organisation shares its knowledge and experience with other (public) organisations.	1	2	3	4	5	0
My organisation learns from the experiences of other (public) organisations.	1	2	3	4	5	0

15) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	I don't know
My organisation has an obligation to report about its performances to a higher authority.	1	2	3	4	5	0
My organisation has the opportunity to explain and justify its conduct towards this higher authority.	1	2	3	4	5	0
This higher authority has the possibility to penalize my organisation for failing to achieve stated goals or expected performance standards.	1	2	3	4	5	0
In general, the people of my organisation feel responsible for the performance of the organisation.	1	2	3	4	5	0
Towards external stakeholders, my organisation is very transparent about its results.	1	2	3	4	5	0

Part 3

This part of the survey deals with the sources of incoming information on which your organisation may or may not rely. Public sector organisations may receive feedback information about their internal operations and/or about their environment from a whole variety of sources. In this survey, we distinguish between six potential sources:

- the staff of the organisation
- the users/customers of the organisation
- ombudsman institutions
- internal audit offices
- external audit offices
- evaluations of reforms

For each of these sources, we would like to ask you some questions.

The staff of the organisation

16) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	Not applicable / I don't know
My organisation encourages staff members to express their concerns, ideas and suggestions about the functioning of the organisation.	1	2	3	4	5	0
The feedback information from staff members is discussed and assessed by our managers in regular meetings.	1	2	3	4	5	0
The feedback information from staff members has great impact on the strategic decisions made by the organisation.	1	2	3	4	5	0

The users/customers of the organisation

17) *How would you describe the complaint management system of your organisation? The response options are explained in footnote. Please select one option.*

	Non-existent
	Premature[2]
	Moderately mature[3]
	Mature[4]
	Not applicable
	I don't know

18) *How often does your organisation organize a customer satisfaction survey? Please select one option.*

	Never
	Less than once every five years
	At least once every five years
	At least once every two years
	At least once a year
	Not applicable
	I don't know

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[2] In an premature complaint management system:
- complaints are dealt with on an individual and ad hoc basis
- complaints are not systematically mapped, nor analyzed
- there is no reporting about the numbers or the types of complaints to the top management

[3] In a moderately mature complaint management system:
- complaints are dealt with in a uniform and systematic way by a unit created for that purpose
- complaints are not systematically mapped, nor analyzed
- there is no reporting about the numbers or the types of complaints to the top management

[4] In a mature complaint management:
- complaints are dealt with in a uniform and systematic way by a unit created for that purpose
- complaints are systematically mapped and analyzed. In this way, structural flaws and weaknesses in the functioning of the organisation may be exposed.
- there is reporting about the numbers or the types of complaints to the top management

19) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	Not applicable / I don't know
The feedback information from customers is discussed and assessed by our managers in regular meetings.	1	2	3	4	5	0
The feedback information from customers has great impact on the strategic decisions made by the organisation.	1	2	3	4	5	0

Ombudsman institutions

Complaints from customers may be dealt with by an internal complaints management office. However, when the customer is not satisfied by the solution offered by the internal complaints management office, he or she may turn towards an ombudsman institution. This is an institution external to the organisation. It is usually created by a higher authority to exercise some kind of oversight over a public sector organisation.

20) *Does your organisation have an ombudsman[5] institution assigned to it?*

	No	→ go to question 22
	Yes	→ go to question 21
	I don't know	→ go to question 22

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[5] Complaints of customers are dealt with by internal complaint mechanisms and/or customer services. When the complainant is not satisfied with the solution provided by the customer services or complaint mechanism, he or she can take the case to the Ombudsman. This is an institution who is, in principle, situated outside of the organization in question. An ombudsman is usually formed by a higher authority to supervise the conduct of public organisations.

21) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	Not applicable / I don't know
My organisation systematically screens and assesses the feedback information obtained from this ombudsman institution.	1	2	3	4	5	0
The reports and recommendations from this ombudsman institution have great impact on the strategic decisions made by the organisation.	1	2	3	4	5	0

Internal audit office[6]

22) *Does your organisation have an internal audit office?*

	No	→ go to question 25
	Yes	→ go to question 23
	I don't know	→ go to question 25

23) *Audit offices may devote their attention to different dimensions of the conduct of an organisation: compliance with laws and regulations; accuracy and reliability of financial statements; performances and proper management.* **For each dimension, please indicate the extent to which it receives attention from your internal audit office.**

	Receives no attention	Receives a little attention	Receives moderate attention	Receives moderate to much attention	Receives very much attention	Not applicable / I don't know
Compliance with laws and regulations	1	2	3	4	5	0
Accuracy and reliability of financial statements	1	2	3	4	5	0
Performances and proper management	1	2	3	4	5	0

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[6] Auditing refers to the scrutinizing and judging the activities, processes and/or results of an organisation. The goal of auditing is to create more certainty for the principal or third parties (e.g. the public) about the way the organization is functioning and tries to reach its targets. Besides that, the audit office can have and advisory role, by proposing recommendations and improvements. We separate two particular kinds of audit offices: internal audit offices and external audit offices.
- A public **internal audit office** is a unit within the organization it scrutinizes. She reports directly to the civil service or political top of the organization.
- A public external audit office is a unit outside of the organization under scrutiny. She usually reports to the legislative power.

24) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	Not applicable / I don't know
My organisation systematically screens and assesses the feedback information obtained from its internal audit office.	1	2	3	4	5	0
The audits (and recommendations) from this internal audit office have great impact on the strategic decisions made by the organisation.	1	2	3	4	5	0

External audit office[7]

25) *Does your organisation have an external audit office assigned to it?*

	No	→ go to question 28
	Yes	→ go to question 26
	I don't know	→ go to question 28

26) *Audit offices may devote their attention to different dimensions of the conduct of an organisation: compliance with laws and regulations; accuracy and reliability of financial statements; performances and proper management. **For each dimension, please indicate the extent to which it receives attention from your external audit office.***

	Receives no attention	Receives a little attention	Receives moderate attention	Receives moderate to much attention	Receives very much attention	Not applicable / I don't know
Compliance with laws and regulations	1	2	3	4	5	0
Accuracy and reliability of financial statements	1	2	3	4	5	0
Performances and proper management	1	2	3	4	5	0

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[7] Auditing refers to the scrutinizing and judging the activities, processes and/or results of an organisation. The goal of auditing is to create more certainty for the principal or third parties (e.g. the public) about the way the organization is functioning and tries to reach its targets. Besides that, the audit office can have and advisory role, by proposing recommendations and improvements. We separate two particular kinds of audit offices: internal audit offices and external audit offices.
- A public internal audit office is a unit within the organization it scrutinizes. She reports directly to the civil service or political top of the organization.
- A public **external audit office** is a unit outside of the organization under scrutiny. She usually reports to the legislative power.

27) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	Not applicable / I don't know
My organisation systematically screens and assesses the feedback information obtained from its external audit office.	1	2	3	4	5	0
The audits (and recommendations) from this external audit office have great impact on the strategic decisions made by the organisation.	1	2	3	4	5	0

Evaluations of reforms

28) *Please respond to each item in terms of how descriptive it is of your organisation.*

	Highly inaccurate	Inaccurate	Neither accurate nor inaccurate	Accurate	Highly accurate	Not applicable / I don't know
The reforms in my organisation are periodically subjected to evaluations.	1	2	3	4	5	0
My organisation systematically screens and assesses the feedback information obtained from these evaluations.	1	2	3	4	5	0
These evaluations (and their recommendations) have great impact on the strategic decisions made by the organisation.	1	2	3	4	5	0

You reached the end of this survey.

Thank you very much for your cooperation.

If you have any comments regarding this survey, you may use the space below to express them.

Grouping of survey items underlying the concepts feedback, accountability and learning.

LEARNING	Survey item		Type of survey item
Psychological safety & Transparency & Culture of adversarial debate and openness for alternative perspectives	Q10.a	My organization is characterized by a culture of adversarial debate and openness for constructive criticism.	Five-point scale
	Q10.b	Within my organisation, people are usually comfortable talking about problems, disagreements and differences in opinion.	Five-point scale
	Q10.c	My organisation encourages productive conflict and debate during internal discussions.	Five-point scale
	Q10.d	Within my organisation, well-established perspectives and assumptions are never challenged or questioned.	Five-point scale *
Tolerance for errors, risk-taking and experimenta-tion	Q11.a	My organization is characterized by a tendency to avoid risks.	Five-point scale *
	Q11.b	My organization encourages experimentation and alternative ways of getting work done.	Five-point scale
	Q11.c	If a creative attempt to solve a problem fails, the responsible staff members are penalized.	Five-point scale *
	Q11.d	My organisation has a formal process for conducting and evaluating experiments or new ideas.	Five-point scale
Time for reflection – slack learning	Q12.c	In my organisation, people are too busy to invest time in the improvement of work processes.	Five-point scale *
	Q12.d	Despite the workload, people in my organisation find time to reflect on past performances.	Five-point scale
Diversity of staff	Q12.e	The staff members of my organization have rather homogeneous educational backgrounds.	Five-point scale *
Systematic knowledge management	Q12.a	My organisation systematically keeps records and archives to document past experiences.	Five-point scale
	Q12.b	My organisation has formal procedures to ensure that lessons learned in the course of a project are passed along to others doing similar tasks.	Five-point scale
	Q14.a	My organisation has access to learning platforms that allow (public) organisations to share knowledge and experiences with other (public) organisations.	Five-point scale
	Q14.b	My organisation shares its knowledge and experience with other (public) organisations.	Five-point scale
	Q14.c	My organisation learns from the experiences of other (public) organisations.	Five-point scale
Analysis and interpretation of feedback information to identify and solve problems	Q13.b	If discrepancies between performances and goals are detected, my organisation will take action in order to reduce these discrepancies.	Five-point scale
Impact of received feedback information	Q16.c	The feedback information from staff members has great impact on the strategic decisions made by the organisation.	Five-point scale
	Q19.b	The feedback information from customers has great impact on the strategic decisions made by the organisation.	Five-point scale
	Q21.b	The reports and recommendations from this ombudsman	Five-point scale

			institution have great impact on the strategic decisions made by the organisation.	
		Q24.b	The audits (and recommendations) from this internal audit office have great impact on the strategic decisions made by the organisation	Five-point scale
		Q27.b	The audits (and recommendations) from this external audit office have great impact on the strategic decisions made by the organisation.	Five-point scale
		Q28.c	These evaluations (and their recommendations) have great impact on the strategic decisions made by the organisation.	Five-point scale

FEEDBACK		Survey item		Type of survey item
Active search for and processing of feedback information	From staff	Q16.a	My organisation encourages staff members to express their concerns, ideas and suggestions about the functioning of the organisation.	Five-point scale
		Q16.b	The feedback information from staff members is discussed and assessed by our managers in regular meetings.	Five-point scale
	From customers	Q17	How would you describe the complaint management system of your organisation?	Multiple choice
		Q18	How often does your organisation organize a customer satisfaction survey?	Multiple choice
		Q19.a	The feedback information from customers is discussed and assessed by our managers in regular meetings.	Five-point scale
	From ombudsmen	Q21.a	My organisation systematically screens and assesses the feedback information obtained from this ombudsman institution.	Five-point scale
	From internal audit	Q22	Does your organisation have an internal audit office?	Yes / No
		Q23.a	Degree of attention of internal audit office for compliance with laws and regulations	Five-point scale
		Q23.b	Degree of attention of internal audit office for accuracy and reliability of financial statements	Five-point scale
		Q23.c	Degree of attention of internal audit office for performances and proper management	Five-point scale
		Q24.a	My organisation systematically screens and assesses the feedback information obtained from its internal audit office.	Five-point scale
	From external audit	Q27.a	My organisation systematically screens and assesses the feedback information obtained from its external audit office.	Five-point scale
	From evaluation	Q28.a	The reforms in my organisation are periodically subjected to evaluations.	Five-point scale
		Q28.b	My organisation systematically screens and assesses the feedback information obtained from these evaluations.	Five-point scale
	From measure-ment Instruments	Q13.a	My organisation has monitoring systems that allow it to monitor a wide spectrum of performances and to compare those performances with the stated goals and objectives.	Five-point scale
		Q13.c	My organisation regularly evaluates whether or not the existing organizational goals and objectives are still appropriate.	Five-point scale
		Q13.d	My organisation has a quality management system that systematically strives for continuous improvements throughout the entire organisation.	Five-point scale

ACCOUNTABILITY	Survey item		Type of survey item
Information and reporting	Q15.a	My organisation has an obligation to report about its performances to a higher authority.	Five-point scale
Debate, explanation and justification	Q15.b	My organisation has the opportunity to explain and justify its conduct towards this higher authority.	Five-point scale
Possibility of sanctions	Q15.c	This higher authority has the possibility to penalize my organisation for failing to achieve stated goals or expected performance standards.	Five-point scale
Responsibility for performance	Q15.d	In general, the people of my organisation feel responsible for the performance of the organisation.	Five-point scale
Transparency about performance	Q15.e	Towards external stakeholders, my organisation is very transparent about its results.	Five-point scale
Subject to ombudsman review	Q20	Does your organisation have an ombudsman institution assigned to it?	Yes / No
Subject to external audit	Q25	Does your organisation have an external audit office assigned to it?	Yes / No
Focus of external audit	Q26.a	Degree of attention for compliance with laws and regulations	Five-point scale
	Q26.b	Degree of attention for accuracy and reliability of financial statements	Five-point scale
	Q26.c	Degree of attention for performances and proper management	Five-point scale