

The Innovation Barometer Questionnaire

Questionnaire used in the second version of The Danish Innovation Barometer

This **Questionnaire** was used in the second data collection in Denmark (2017). Minor adjustments will be made in a third data collection scheduled to take place January 2020. The adjustments draw on new experiences created in the four other Nordic countries, all of which have completed their first innovation barometers.

If you have any questions concerning The Innovation Barometer that this document does not answer, please see www.innovationbarometer.org and -

- please email a brief version of your question in English to Head of Analysis Ole Bech Lykkebo, The Danish National Centre for Public Sector Innovation: obl@coi.dk We will answer your question - and we will add our response to it to our ongoing work (November 2019 - December 2020) with the Copenhagen Manual. The manual is to become set of guidelines for making an Innovation Barometer. Our ambition is to co-create a user-oriented guide. We would like to transform the Nordic experiences and results into an easily accessible, action-oriented set of guidelines in English.

Or:

- even better - join us in the making of the Copenhagen Manual – see the invitation here: <https://www.innovationbarometer.org/cphmanual> You can contribute no matter whether you have already done an Innovation Barometer/national survey, are in the early stages of preparing one, or are merely considering doing one. Your main interest does not have to be methodological – your contribution is also valuable if you are mainly interested in how to best use the results generated. We also welcome experts in the field and organizations with a portfolio of doing surveys and statistics to the co-creation process. In short, this is an open process. The work will be organized so that you can contribute and be part of the process without attending physical meetings. You can contribute in a number of ways – via video meetings on zoom, email or by attending physical meetings. We appreciate any contribution, even if you can only spare a few hours to share your questions and comment via zoom. In the event you cannot / did not participate in the kick off in Copenhagen November 28th 2019, you are welcome to join later. Just send an e-mail to Ole Bech Lykkebo: obl@coi.dk

Now – about the Questionnaire:

The data collection process and the questionnaire are carefully designed and tested in order to

- produce insights and inspiration in demand by practitioners of the field - public sector employees involved in innovation work and political decision makers
- obtain a high response rate from volunteer respondents
- ensure completely representative results for the public sector as a whole. To this end the full population of public sector workplaces (a 'workplace' having a name and being located in a building on a specific address registered) with a minimum of 3 employees (totaling 15.100 public sector workplaces) were divided into +20 strata to produce an 'effective sample'. In strata with a relatively low absolute number of workplaces (say public museums) a larger percentage were drawn from the population than in strata with a higher absolute number of workplaces (say public schools). During the data collection process both the absolute number of responses and the response rates were monitored in all strata. After reminding all non-responders twice via email, a number of non-responders in strata with relatively low absolute number and/or relatively low response rate were contacted by phone. The total sample with identified name of the workplace and leaders full name, direct phone number and e-mail: 4.766. Number of interviews complemented: 2.363. Response rate: 50 %
- allow for comparison between different subsectors of the public sector, eg. level of citizen involvement in innovation in regional healthcare vs innovation in municipal care for the elderly. The above mentioned sample construction and data collection process enhances the chance of showing any significant differences across subsectors. It also enhances the relevance of the results for a larger number of people. Leaders of say public libraries will find more inspiration in results concerning public libraries than in results concerning the public sector as a whole.

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General perspectives from COI/Denmark regarding questions in the barometer:

To be able to compare the questions across countries, it is essential that the questions regarding the character of the public innovation are asked in the same way and in the same order. All Nordic countries have used the same definition of public sector innovation and have to a large extent copied the questions below, although sometimes with some adjustments to satisfy national agendas. This has paved the way for the making of interdisciplinary and shared Nordic analyses. If there is a wish for both national adjustments and international comparisons, we recommend to introduce the former late in the questionnaire.

The data used in the second version of the Danish Innovation Barometer was collected by means of a web survey. Beforehand the name and e-mail address of the leader of each individual public sector workplace were collected via the internet or, if necessary, by phone. So please note that the text below serves only as a documentation of the content of the questionnaire. The actual respondents have received an e-mail with a link to an online version of the questionnaire with extensive use of filters. Next page gives a text version of the email, also with extensive use of filters.

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Email SUBJECT: _ How do you develop «[Name of the individual public sector workplace, eg. 'South Hill Nursery Home']»?

Dear «[Firstname and surname of the (highest ranking) leader of the above mentioned public sector workplace]»

The National Centre for Public Sector Innovation and Statistics Denmark are developing a new statistic on public sector innovation.

«[Name of the individual public sector workplace, eg. 'South Hill Nursery Home']» has been extracted in a sample and we therefore kindly ask you to answer our questionnaire regarding your workplace.

We are among other factors exploring whether «[Subsector of the public sector relevant to the individual public sector workplace in question, eg. 'municipal nursing homes']» are working with innovation, if it is done in collaboration with others, and what value innovation creates. With this new knowledge we can make it easier for «[workplaces in the relevant subsector of the public sector, eg. 'municipal nursing homes']» to learn from each other.

You are welcome to forward this email if there is someone else who knows more about any work «[Name of the individual public sector workplace, eg. 'South Hill Nursery Home']» may do involving innovation.

By innovation we mean: *“doing something new that improves the workplace’s activities or results”*.

Even if you do not work with innovation in the workplace, we are still interested in your response.

HOW TO ANSWER:

- Click on this link: «link»

Please complete the questionnaire no later than [date]

It takes between 5-15 minutes to complete the questionnaire, depending on how you chose to answer.

Confidentiality

Statistics Denmark vouches for the confidentiality of your responses. The results will be used in such a way that it will not be possible to identify individual responses.

If you have any questions, please contact [Name, E-mail, phone]

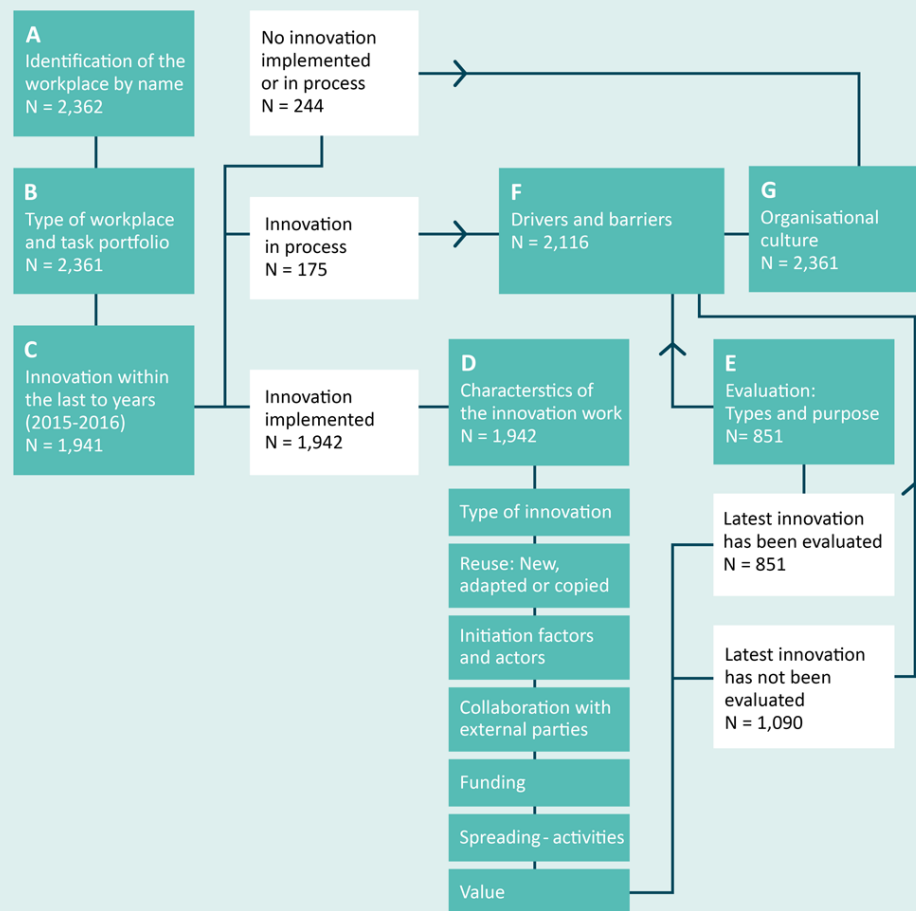
Kind regards

The National Centre for Public Innovation (LOGO)

Statistics Denmark (LOGO)

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Please not: The flow chart is not shown to respondents.



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Questionnaire for workplaces – Innovation Barometer 2.0

	Questions	Filter	Possible answers
S1	<p>The questionnaire concerns the workplace shown below:</p> <p>«[Name of the individual public sector workplace, eg. 'South Hill Nursery Home']»</p> <p>Please only answer the questions for this workplace and not for any underlying or overlying institutions or units.</p> <p>According to the Danish Central Business Register (CVR), on average (PREPRINTED:) «[XX]» persons were employed at the workplace in (PREPRINTED:) «[2016]».</p> <p>Please supply the correct figure if it significantly differs from the figure stated above. Else leave the field empty.</p>		[Text field. Only numbers accepted]
S2	<p>This questionnaire was answered by</p> <p><i>(Tick one box only)</i></p>		<ol style="list-style-type: none"> 1. Top manager for (name of workplace preprinted) 2. A personnel manager 3. An employee who is not a personnel manager 4. Several people together 5. The questionnaire was sent to a workplace that is not the same as the one stated above
S3	<p>There are no more questions. Thank you for your time.</p> <p>You will now be directed to The Danish National Centre for Public Innovation's website.</p>	Only visible if S2=5	

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S4	Our workplace's operations are directed...	Visible if S2=1-4	Primarily towards citizens and/or private companies Primarily towards other parts of the public sector Fairly equal towards the citizens/private companies and other parts of the public sector
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S5	<p>Does your workplace make regulatory decisions regarding citizens or companies? (Regulatory decisions do not need to be the only task nor the most significant task that your workplace performs.)</p>		<p>Yes No Don't know</p>
	<p>Innovation can be defined in a number of ways. In this questionnaire, an innovation is a new or significantly changed way of improving the workplace's activities and results. Innovations can be new or significantly changed:</p> <ul style="list-style-type: none"> • services • products • processes or ways of organising the work • methods of communicating with external parties <p>The innovation must be new to your workplace but may have been used before or developed by others.</p> <p>The innovations must have been taken into use in the period 2015-2016 but the work may have been initiated earlier.</p> <p>Please do not include minor changes that did not lead to improvements in the activities and results for your workplace.</p> <p>Please consider both the innovations that your workplace may have developed on your own initiative and the innovations that follow from other people's requirements or ideas for the workplace.</p>		<p><i>For international interpretation only (not mentioned in the Danish questionnaire): 'Products' are be understood as tangible products - something you by accident could drop on your feet.</i></p>

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S6.a	Has your workplace in the period 2015-2016 introduced new or significantly changed products ? <i>If no innovations have been introduced, but are under development, please tick 'No'.</i>		1. Yes 2. No 3. Don't know
S6.b	Has your workplace in the period 2015-2016 introduced new or significantly changed services ? <i>If no innovations have been introduced, but are under development, please tick 'No'.</i>		1. Yes 2. No 3. Don't know

S6.c	Has your workplace in the period 2015-2016 introduced new or significantly changed processes or ways of organising the work? <i>If no innovations have been introduced, but are under development, please tick 'No'.</i>		1. Yes 2. No 3. Don't know
S6.d	Has your workplace in the period 2015-2016 introduced new or significantly changed ways of communicating with external parties? <i>If no innovations have been introduced, but are under development, please tick 'No'.</i>		1. Yes 2. No 3. Don't know
S7	We have registered that no innovation has been taken into use so far. But has there been a development of innovations in process during the period 2015-2016?	Visible if S6.a, S6.b, S6.c <u>and</u> S6.d = 2 If S7 = 2 or 3 move to S23	1. Yes 2. No 3. Don't know
S8	Please provide a short description of the most recent innovation that your workplace has implemented during the period 2015-2016.	The next questions are visible if S6.a, S6.b, S6.c <u>or</u> S6.d = 1	[Text field]
	<i>The next questions are about the workplace's <u>most recent</u> implemented innovation, which you described above.</i>		
S9	Which type(s) of innovation is your workplace's <u>most recent</u> innovation? <i>(Tick all that apply)</i>		1. New or significantly changed products 2. New or significantly changed services 3. New or significantly changed processes or ways of organizing work

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			4. New or significantly changed ways of communicating with external parties
S10	For the <u>most recent</u> innovation... (Tick one box only)		1. your workplace was the first to develop and introduce the innovation (as far as you are aware) 2. the innovation was inspired by other people's solutions but was adapted to suit your workplace 3. the innovation is to a large extent a copy of other people's solutions 4. Don't know
S11	Through which channel(s) did you hear about the solution, which you have adapted /copied? (Tick all that apply)	Visible if S10 = 2 or 3	1. Participation in conferences 2. Websites and newsletters 3. Personal network 4. Mention in news media (newspaper, TV, radio – incl. web) 5. Social media (Eg. Facebook, Twitter, LinkedIn) 6. Professional associations and organisations 7. Employees at your workplace 8. Foreign countries 9. Literature and professional journals 10. The senior management 11. The workplace's closest related political leadership 12. Other 13. Don't know <i>For international interpretation only (not mentioned in the Danish questionnaire): '11 The workplace's closest related political leadership' is be understood as city council for municipal workplaces; regional council for regional workplaces, minister for state sector workplaces.</i>
S12.a	Who or what primarily led to initiating the <u>most recent</u> innovation at your workplace?		1. The employees at your workplace 2. The managers at your workplace

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	<i>Tick up to three boxes for the most significant factors.</i>		3. Citizens 4. Private companies 5. The workplace's closest related political leadership 6. Voluntary associations/organizations 7. Private funds 8. Higher education or research institutions 9. New legislation or other national political mandates 10. New technology 11. Innovation or other activities at other public workplaces 12. Financial pressure on the workplace 13. Organizational change at the workplace 14. Inspiration from foreign countries 15. Other 16. Don't know
S12.b	Which <u>other</u> factor led to the innovation being initiated? <i>(please describe)</i>	Visible if S12.a = 15	[Text field]
S13.a	During the development of the <u>most recent</u> innovation, did your workplace collaborate with any of the following? <i>(Tick all that apply)</i>	Visible if <i>municipal workplace</i>	1. Other municipal workplaces in your municipality 2. Municipal workplaces outside your municipality 3. Central government workplaces (excluding higher education and research institutions) 4. Higher education and research institutions 5. Regional workplaces 6. Citizens 7. Voluntary associations/organisations 8. Private companies (e.g. consultants, suppliers and/or other private partners) 9. Funds 10. Foreign partners 11. No, no collaboration on innovation with others outside our workplace

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S13.b	During the development of the <u>most recent</u> innovation, did your workplace collaborate with any of the following? <i>(Tick all that apply)</i>	Visible if <i>regional</i> workplace	<ol style="list-style-type: none"> 1. Other regional workplaces in your region 2. Regional workplaces outside your region 3. Central government workplaces (excluding higher education and research institutions) 4. Higher education and research institutions 5. Municipal workplaces 6. Citizens 7. Voluntary associations/organisations 8. Private companies (e.g. consultants, suppliers and/or other private partners) 9. Funds 10. Foreign partners 11. No, no collaboration on innovation with others outside our workplace
S13.c	During the development of the <u>most recent</u> innovation, did your workplace collaborate with any of the following? <i>(Tick all that apply)</i>	Visible if <i>state sector</i> workplace	<ol style="list-style-type: none"> 1. Other governmental workplaces within the minister's range of portfolio areas, to which we belong 2. Remaining governmental workplaces (excluding higher education and research institutions) 3. Higher education and research institutions 4. Regional workplaces 5. Municipal workplaces 6. Citizens 7. Voluntary associations/organisations 8. Private companies (e.g. consultants, suppliers and/or other private partners) 9. Funds 10. Foreign partners 11. No, no collaboration on innovation with others outside our workplace

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S14.a	Is the most recent innovation completely or partially financed by sources outside your workplace's own budget? (Tick all that apply)	Visible if <i>municipal</i> workplace	<ol style="list-style-type: none"> 1. Yes, a designated innovation fund set up within the municipality 2. Yes, a national public fund or grant scheme 3. Yes, foreign funds (e.g. EU) 4. Yes, private foundations 5. Other 6. No, only our own budget 7. Don't know
S14.b	Is the most recent innovation completely or partially financed by sources outside your workplace's own budget? (Tick all that apply)	Visible if <i>regional</i> workplace	<ol style="list-style-type: none"> 1. Yes, a designated innovation fund set up within the region 2. Yes, a national public fund or grant scheme 3. Yes, foreign funds (E.g. EU) 4. Yes, private foundations 5. Other 6. No, only our own budget 7. Don't know
S14.c	Is the most recent innovation completely or partially financed by sources outside your workplace's own budget? (Tick all that apply)	Visible if <i>state sector</i> workplace	<ol style="list-style-type: none"> 1. Yes, a designated innovation fund set up within the within the minister's range of portfolio areas 2. a national public fund or grant scheme 3. Yes, foreign funds (E.g. EU) 4. Yes, private foundations 5. Other 6. No, only our own budget 7. Don't know
S14.d	Which <u>other</u> source outside your workplace's own budget completely or partially financed your workplace's most recent innovation? (please describe)	Visible if S14 a/b/c = 5	[Text field]
S15	Have you actively done anything to spread the innovation so others are able to reuse your solution(s)?		<ol style="list-style-type: none"> 1. Yes 2. No 3. Not applicable 4. Don't know
S16	Through which channels have you tried to spread the innovation? (Tick all that apply)	Visible if S15=1	<ol style="list-style-type: none"> 1. Own website and newsletters 2. Presentations at conferences and seminars

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			<ol style="list-style-type: none"> 3. Social media (e.g. Facebook, Twitter, LinkedIn) 4. Coverage in news media (newspaper, TV, radio – both print and web) 5. Publication in literature and/or professional journals 6. Told about the innovation at a physical meeting with the participants from other workplaces 7. Told about the innovation at a physical meeting with foreign participants. 8. Other 9. Don't know <p><i>For international interpretation only (not mentioned in the Danish questionnaire): '7 Told about the innovation at a physical meeting with the participants from other workplaces' is to be understood as other Danish workplaces.</i></p>
S17.a	Overall, what outcomes have you achieved with the <u>most recent</u> innovation? (Tick all that apply)		<ol style="list-style-type: none"> 1. Improved quality 2. Increased efficiency (e.g. same results with fewer resources) 3. Increased employee satisfaction 4. Citizens have obtained greater influence on or insight into the tasks we do 5. Other 6. Don't know
S17.b	What <u>other</u> outcome have you achieved with the most recent innovation? (please describe)	Visible if S17.a = 5	[Text field]
S18	Has your workplace evaluated the most recent innovation? (Tick all that apply)		<ol style="list-style-type: none"> 1. Yes, we evaluated it ourselves 2. Yes, it was evaluated with external help (e.g. consultants or researchers) 3. No, but we are currently evaluating it 4. No, but we plan to evaluate 5. No 6. Don't know

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S19.a	Please state whether the evaluation of the <u>most recent</u> innovation includes... <i>(Tick all that apply)</i>	Visible if S18 = 1 or 2	<ol style="list-style-type: none"> 1. Survey(s) among citizens and/or companies 2. Survey(s) among public workplaces which your innovation is aimed at 3. Survey(s) among employees 4. The workplace's own professional assessment 5. Assessment of whether targets set for the innovation have been achieved 6. Other <p><i>For international interpretation only (not mentioned in the Danish questionnaire): 'Survey(s)' need not be in the form of a questionnaire, it could be any kind of inquiry</i></p>
S19.b	What does the evaluation include otherwise? <i>(please describe)</i>	Visible if S19.a = 6	[Text field]
S20.a	What was/were the most important objective(s) with the evaluation? <i>(Tick all that apply)</i>	Visible if S18. = 1 eller 2	<ol style="list-style-type: none"> 1. Better to be able to manage the innovation process (e.g. midway evaluation) 2. To assess whether the innovation had achieved its goal 3. To gain knowledge that can improve our efforts in the future 4. To document the value of the innovation for decision makers 5. To make our experiences available to others 6. Other
S20.b	What <u>other</u> objective? <i>(please describe)</i>	Visible if S20.a = 6	[Text field]

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S21.a	<p>Think specifically about the <u>most recent</u> innovation at your workplace: Which factors <u>promoted</u> or <u>hindered</u> the innovation?</p> <ol style="list-style-type: none"> 1. Our focus on reliability in our operations 2. The way we deal with errors 3. The way we collaborate across the workplace 4. New technology 5. Limited financial resources 6. The way our employees contribute 7. The way citizens contribute 8. The way private companies contribute 9. The closest related political leadership 10. Laws or other national political mandates 11. The way foundations contribute 12. Organisational changes 13. The way voluntary organizations contribute 14. The way research institutions contribute 15. Other <p style="color: red;"><i>For international interpretation only (not mentioned in the Danish questionnaire): Promoting factors could also be interpreted as innovation drivers.</i></p>		<ol style="list-style-type: none"> 1. to a great extent promoted the innovation 2. to some extent promoted the innovation 3. to some extent hindered the innovation 4. to a great extent hindered the innovation 5. Not relevant 6. Don't know
S21.b	<p>Has anything <u>else</u> promoted/hindered the innovation? (please describe)</p>	Text field for S21.a 13	[Text field]

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S22.a	<p>Think specifically about the <u>most recent</u> innovation work at your workplace: Which factors <u>promoted</u> or <u>hindered</u> the innovation proces?</p> <ol style="list-style-type: none"> 1. Our focus on reliability in our operations 2. The way we deal with errors 3. The way we collaborate across the workplace 4. New technology 5. Limited financial resources 6. The way our employees contribute 7. The way citizens contribute 8. The way private companies contribute 9. The closest related political leadership 10. Laws or other national political mandates 11. Organisational changes 12. The way foundations contribute 13. The way voluntary organizations contribute 14. The way research institutions contribute 15. Other 	Visible if S7=1	<ol style="list-style-type: none"> 1. to a great extent promoted the innovation 2. to some extent promoted the innovation 3. to some extent hindered the innovation 4. to a great extent hindered the innovation 5. Not relevant 6. Don't know
S22.b	<p>Has anything <u>else</u> promoted/hindered the innovation? (<i>please describe</i>)</p>	Text field for S22.a 15	[Text field]
S23	<p>To what extent do you agree or disagree with the following statements about your workplace?</p> <ol style="list-style-type: none"> 1. We are good at collaborating across the workplace 2. We want to try new solutions, even though there is a risk that we might make mistakes 3. We systematically work towards learning from our mistakes 4. We acknowledge people who suggests new ideas, even though they are not applicable 5. We find it easy to reuse good ideas from other workplaces 6. We systematically incorporate the citizens' and/or companies' perspectives into our work 		<ol style="list-style-type: none"> 1. Completely agree 2. Partly agree 3. Partly disagree 4. Completely disagree 5. Not applicable 6. Don't know

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	<p>7. In our work we systematically utilize the variation in our employees different backgrounds and perspectives (e.g. education, age and gender)</p> <p>8. We systematically try to find and reuse others new solutions</p> <p>9. Whenever we introduce new solutions, we always ensure that the implementation is complete</p> <p>10. We systematically examine whether our solutions are useful</p>		
S24	If you have any comments about the survey, please write them here		[Text field]
	<p>Thank you for helping us! The results will be published by xxx</p> <p>You will now be directed to The Danish National Centre for Public Innovation's website.</p>		