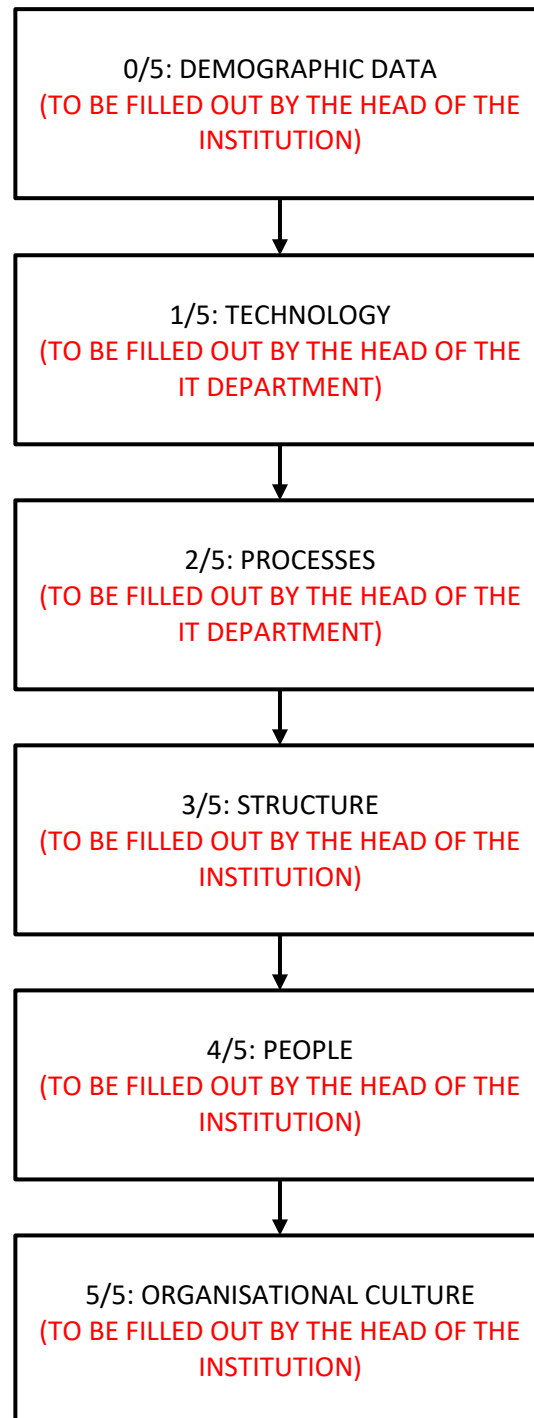


QUESTIONNAIRE ON THE PROVISION OF PUBLIC SERVICE IN THE DIGITAL AGE

SURVEY INTERVIEW CONTENT SECTIONS



SECTION 0/5: DEMOGRAPHIC DATA

Demographic data encompasses general factors that may influence respondents' responses, interests, and opinions.

Please choose the appropriate answer.

0.1 Gender

- 1) male
- 2) female

0.2 Total years of managerial work experience

- 1) less than 1 year
- 2) 1-5 years
- 3) 6-10 years
- 4) 11-15 years
- 5) 16-20 years
- 6) more than 20 years

0.3 Total years of work experience

- 1) less than 10 years
- 2) 11-20 years
- 3) 21-30 years
- 4) more than 30 years

0.4 Field of highest education obtained

- 1) Arts and humanities (history and archaeology, languages and literature, philosophy, ethics and religion...)
- 2) Social sciences (administrative sciences, business sciences, law, educational sciences, sociology, security sciences, economics...)
- 3) Applied sciences (medicine, nursing, construction and geodesy, mechanical engineering, sports, health, computing, information systems, urban planning, industrial engineering, telecommunications sciences, statistics...)
- 4) Natural sciences (electrical engineering, biotechnology, pharmacy, chemistry, mathematics and physics, actuarial science, food technology, environmental sciences, biotechnology, geology, forestry, agriculture...)

0.5 The size of the institution based on the number of employees

- 1) less than 20
- 2) 21-40
- 3) 41-60
- 4) 61-80
- 5) 81-100
- 6) more than 100

0.6 Integration of the institution into the international environment

- 1) YES
- 2) NO

SECTION 1/5: TECHNOLOGY

Technology covers the key ICT infrastructure that supports and enables the provision of public administration services in the digital age.

Please evaluate the statements related to the general situation in your institution, **independently from the consequences of the Covid-19 epidemic**. You give your rating by selecting the appropriate value on the scale. **Legend: N/A = not relevant from the point of view of the institution's operation.**

No.	Statement/Example/Explanatory question	Assessment					
1.1	ICT solutions used in the work of our institution are technically connected to each other (where this connection is meaningful/useful). <i>Example: Data from the personnel IS are transferred to the registration IS.</i> Explanatory question (if > 1): Which information solutions are connected to which?	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
1.2.	ICT solutions used in the work of our institution are technically connected to ICT solutions of other public administration institutions (where this connection is meaningful/useful). <i>Example: Data from the personnel or accounting IS are transferred to the IS of another public administration institution.</i> Explanatory question (if > 1): Which information solutions are connected to which?	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
1.3.	Our institution's ICT solutions are connected to the ICT solutions of other public administration institutions in a way that enables us to obtain data that the client has already provided to other public administration institutions. <i>Example: A user of public administration services only provides data to the public administration once, because you do not expect your users to provide you with data that they have already provided to other public administration institutions, as you have access to this data due to connected information solutions.</i> Explanatory question: Give an example: which data do you obtain from which ICT solutions?	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
1.4.	We have an information security policy in place at our institution. <i>Example: The policy ensures the achievement of the following goals: appropriate use of ICT solutions and systems and protection of sensitive data, protection of data and information from disclosure, recording and investigation of violations, encryption of data, remote access, secure use, employees do not leave screens on when they are not in the office; they do not carry documents on USB sticks home/outside the premises of the institution.</i> Explanatory question: Is the information security policy written down (organised documentation in one place) and respected in the operation of your institution?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.5.	In our institution, all employees are familiar with the information security policy. <i>Example: See Example 1.4.</i> Explanatory question: Do you check the knowledge of the content of the information security policy among employees and educate them about it?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.6.	In our institution, employees act in accordance with the information security policy. <i>Example: See Example 1.4.</i> Explanatory question: Do you check adherence to the information security policy among employees?	1 No one	2 Smaller part	3 Half	4 Bigger part	5 All	N/A

1.7.	<p>In our institution, we use intelligent document processing (document processing with the help of artificial intelligence, i.e. smart automation).</p> <p><i>Example: Using artificial intelligence methods to e.g. analyse the text of all applications that entered the institution and find out which position they were signed for; we then cancel the signing task because it is performed by artificial intelligence.</i></p> <p>Explanatory question: Give examples of the use of intelligent document processing.</p>	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.8.	<p>In our institution, we have established a data analytics system, which is supported by modern IT.</p> <p><i>Example: OLAP, data mining.</i></p> <p>Explanatory question: What kind of data analytics do you do? With what technology?</p>	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.9.	<p>In our institution, we have a policy regarding the publication of open data. (we have identified data with open data potential and are publishing it).</p> <p><i>Example: Open data are data that are freely available to anyone for use and reuse and redistribution without copyright restrictions and any prohibitions on copying and publishing.</i></p> <p>Explanatory question: What guidelines do you follow when publishing open data and what data have you identified and in what format?</p>	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.10.	<p>In our institution, we have established digital channels for collecting feedback (suggestions/initiatives, complaints, praise) from our users.</p> <p>Explanatory question: How often do you collect user feedback on established digital channels?</p>						
1.10a.	a. E-mail	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.10b.	b. Special web application	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.10c.	c. Social media	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11.	The key INTERNAL obstacles to the digitalisation of our institution's operations are:						
1.11a.	a. Organisational structure	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11b.	b. High costs	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11c.	c. Connecting processes with other public administration institutions (process interoperability)	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11d.	d. Connecting the technology of our institution with the technologies of other public administration institutions (technological interoperability)	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11e.	e. The technological obsolescence of our institution	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11f.	f. Lack of employee interest	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	
1.11g.	g. Employees' fear of change	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11h.	h. Weak digital skills of employees (outside the IT department)	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.11i.	i. Digitalisation is not among the priorities of our institution	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.12.	The key EXTERNAL obstacles to the digitalisation of our institution's operations are:						

1.12a.	a. Normative restrictions	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.12b.	b. Lack of strategic directions	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.12c.	c. Lack of technical standards	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.12d.	d. Insufficient use of the Internet among users of our services (low number of users with access to a high-quality Internet connection)	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.12e.	e. Weak digital skills of users of our services (citizens, companies, NGOs)	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.12f.	f. Insufficient financial resources	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.13.	When we develop or renew our institution's services, we Regularly first develop a digital version of that service. Explanatory question: Give examples of which services you developed digitally first.	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
1.14.	Comprehensive information about our services is published on the website of our institution for the users. <i>Example: Give examples of specific services where comprehensive information is published on the website.</i>	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
1.15.	When using our services, users can communicate with us digitally: Explanatory question: Through these channels, the users of your services can get support in using the services. It is not about accepting initiatives, praise, or complaints.						
1.15a.	a. Via e-mail	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.15b.	b. Through real-time messaging on the website where we offer e-services	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.15c.	c. Via video conferencing	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.15d.	d. Through chatbots	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.15e.	e. Through social media	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.16.	In our institution (at least once a year) we measure user satisfaction with our e-services. Explanatory question: What are the results of the measurements? How do you perform these measurements?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
1.17.	When designing new ICT solutions, we consider the recommendations of relevant external stakeholders:						
1.17a.	a. users	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.17b.	b. researchers	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.17c.	c. policy makers	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.17d.	d. representatives of NGOs	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.18.	Users can use all our services entirely online (including login/authentication, e-payment and e-delivery). Explanatory question: Which services can users use entirely online?	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
1.19.	Our institution's information solutions satisfy the needs of internal users (employees in departments and in your institution as a whole and in superior institutions). Explanatory question: How do you check the needs of internal users? Do they never complain?	1 Never	2 Rarely	3 In some parts	4 Often	5 Completely	N/A
1.20.	In addition to the official language, our website is also available in English. <i>Example: Comprehensive information on all services of your institution is available for citizens of other countries.</i>	1 Never	2 Rarely	3 In some parts	4 Often	5 Completely	N/A

1.21.	Citizens of other countries can communicate with us digitally when using all our services (our employees are trained in digital communication in English): Explanatory question: Through these channels, the users of your services can get support in using the services. It is not about accepting initiatives, praise, or complaints.						
1.21a.	a. Via e-mail	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.21b.	b. Through real-time messaging on the website where we offer e-services	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.21c.	c. Via video conferencing	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.21d.	d. Through chatbots	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.21e.	e. Through social media	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.22.	Citizens of other countries can use our services entirely online. <i>Example: Including the possibility of verifying the identity of a foreigner, payment and e-delivery abroad - but not via e-mail.</i> Explanatory question: Are the online services available in foreign languages (at least in English)?	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
1.23.	Vulnerable groups of users have access to all our e-services. <i>Example: Elderly users, users with special needs.</i> Explanatory question: Compared to other users, are vulnerable groups of users disadvantaged in terms of access to e-services?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.24.	We recognize all the needs of vulnerable groups of users and adapt our e-services accordingly. <i>Example: Elderly users, users with special needs.</i> Explanatory question: In what ways do you identify the needs of vulnerable groups?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
1.25.	Using e-services reduces the consumption of material resources. <i>Example: Office goods and consumables (paper, pens, cartridges, etc.).</i> Explanatory question: How do you monitor the consumption of material resources?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
1.26.	By using e-services, we promote the transition to a low-carbon society / reduce harmful effects on the environment. <i>Example: Less use of vehicles by users of e-services, etc.</i> Explanatory question: How do you monitor harmful effects on the environment?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A

SECTION 2/5: PROCESSES

Processes represent a logical sequence of work procedures that consist of individual work operations. Adaptation of business processes to the new digital reality is key for the organisation.

Please evaluate the statements related to the general situation in your institution, **independently from the consequences of the Covid-19 epidemic**. You give your rating by selecting the appropriate value on the scale. **Legend: N/A = not relevant from the point of view of the institution's operation.**

No.	Statement/Example/Explanatory question	Assessment					
2.1	In our institution, we have designated business process owners and/or administrators. Explanatory question: How many processes have a designated owner/administrator? List examples of processes that have a designated owner/administrator.	1 For none	2 For smaller part	3 For some	4 For bigger part	5 For all	N/A
2.2	In our institution, we thoroughly examine and renovate business processes before introducing new information technology. Explanatory question: In what way do you examine business processes?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
2.3	As a result of the digitalisation of our institution, we see improvements in all fundamental business processes:						
2.3a.	a. Shorter process execution time	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
2.3b.	b. Higher process quality	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
2.3c.	c. Lower process delivery costs	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
2.4.	In our institution, we measure the characteristics of all fundamental business processes:						
2.4a.	a. Process execution time	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
2.4b.	b. Process quality	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
2.4c.	c. Process delivery costs	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
2.5.	In our institution, we have documented business processes, including process diagrams. Explanatory question: How many processes do you have documented? List examples of documented processes.	1 None	2 Smaller part	3 Some	4 Bigger part	5 All	N/A
2.6.	In our institution, processes are analysed in cooperation with service users (citizens, companies, NGOs) with the help of: Explanatory question: How do you involve service users? Through regular user satisfaction surveys, or do you also conduct workshops with service users?						
	a. Surveys	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
	b. Workshops	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
2.7.	In our institution, we operate in accordance with certificates and/or quality/excellence models (CAF, EFQM, ISO 9000).	YES				NO	N/A

TO BE FILLED OUT BY THE HEAD OF THE INSTITUTION

SECTION 3/5: STRUCTURE

The organisational structure is the result of organising and shows the static aspect of the organisation of relations between the bearers of organisational tasks. Digitalisation represents the basis for the automation of processes, which enables decentralisation and greater engagement of managers and employees for the independent delivery of certain processes.

Please evaluate the statements related to the general situation in your institution, **independently from the consequences of the Covid-19 epidemic**. You give your rating by selecting the appropriate value on the scale. **Legend: N/A = not relevant from the point of view of the institution's operation.**

No.	Statement/Example/Explanatory question	Assessment					
3.1	With the implementation of new ICT solutions, we adjust regulations and other internal documents or introduce new ones. Explanatory question: Which internal documents did you rearrange or create when implementing the latest ICT solutions?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
3.2	The implementation of ICT solutions, in the long term, shortens decision-making procedures involving different (hierarchical) levels in the institution. Explanatory question: List examples of decision-making processes where you spend less time after implementing ICT solutions. Did you measure 'before-after'?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
3.3	The implementation of ICT solutions in our institution has the effect of reducing the number of hierarchical levels. Explanatory question: The introduction of which ICT solutions had the effect of reducing the number of hierarchical levels?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
3.4	We designate responsible persons for the implementation of ICT solutions. Explanatory question: For the latest ICT solutions, list some of the roles of the responsible persons.	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
3.5	We have established additional reward mechanisms for employees to cooperate in the implementation of ICT solutions. Explanatory question: In what ways do you reward employees for this kind of active participation?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
3.6	The implementation of ICT solutions in our institution affects the redistribution of tasks. Explanatory question: Upon the implementation of which ICT solutions, there was a redistribution of tasks?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A
3.7	The implementation of ICT solutions in our institution affects the redistribution of employee responsibilities. Explanatory question: After the implementation of a new ICT solution, do you adjust the descriptions of the employees' responsibilities accordingly?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N/A

TO BE FILLED OUT BY THE HEAD OF THE INSTITUTION

SECTION 4/5: PEOPLE

Digitalisation also affects the scope of people management, i.e. staffing (required new competencies), motivating, rewarding, communication with employees, etc.

Please evaluate the statements related to the general situation in your institution, **independently from the consequences of the Covid-19 epidemic**. You give your rating by selecting the appropriate value on the scale. **Legend: N/A = not relevant from the point of view of the institution's operation.**

No.	Statement/Example/Explanatory question	Assessment					
4.1.	We check the gap between existing and necessary digital competencies for all employees. <i>Example: Annual conversation, a retrospective at the end of the implementation of ICT solutions.</i> Explanatory question: How and how often do you check this? How do you define the “necessary digital competencies”?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
4.2.	We provide internal training for the development of employees' digital competencies. <i>Example: Knowledge transfer between colleagues.</i> Explanatory question: Which trainings have you carried out in the last two years?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
4.3.	When working with other institutions, we establish transfers of digital competencies between employees of our and other institutions. <i>Example: Training, education...</i> Explanatory question: In what way is the transfer of digital competencies established?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
4.4.	We directly check the digital competencies of all job candidates. <i>Example (for us): Digital Competence Test.</i> Explanatory question: How do you check this?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
4.5.	The employee development system contains internal guidelines for the development of their digital competencies. Explanatory question: In which documents do you have written guidelines for the development of digital competencies?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
4.6.	The ICT solutions that the employees of our institution use in their work increase their satisfaction. Explanatory question: How do you measure employee satisfaction with ICT solutions?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
4.7.	Employees at our institution are satisfied with the frequency of training for the development of digital competencies. Explanatory question: How do you measure employee satisfaction with the frequency of training for the development of digital competencies?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
4.8.	Employees at our institution are satisfied with the quality of training for the development of digital competencies. <i>Example: Evaluation questionnaire</i> Explanatory question: How do you measure employee satisfaction with the quality of training for the development of digital competencies?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
4.9.	In our institution, we have established a reward system for existing personnel in the department of informatics. Explanatory question: In what ways do you reward already employed IT professionals?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
4.10.	In our institution, we have established a system for attracting new personnel for the field of informatics. Explanatory question: In what ways do you attract new IT professionals?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A

SECTION 5/5: ORGANISATIONAL CULTURE

Technology is important, but it is not the main condition for the successful digitalisation of business. Organisational culture is needed that encourages employee innovation and effective acceptance of change.

Please evaluate the statements related to the general situation in your institution, **independently from the consequences of the Covid-19 epidemic**. You give your rating by selecting the appropriate value on the scale. **Legend: N/A = not relevant from the point of view of the institution's operation.**

No.	Statement/Example/Explanatory question	Assessment					
5.1.	Digital culture encourages employees to involve users and other stakeholders in the creation of new solutions. Explanatory question: Based on what do you understand the orientation of employees towards users?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
5.2.	With digital culture, we encourage and support delegation (decentralisation) instead of control. Explanatory question: Instead of giving detailed work instructions, do you allow employees to follow general guidelines and you trust their judgment?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
5.3.	The digital culture in our institution is aimed at the transparency of business operations. Explanatory question: Based on what do you perceive the orientation towards business transparency?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
5.4.	With the introduction of new ICT solutions, the managers in our institution also systematically deal with changing the mentality and values of employees. <i>Example: Training emphasizing the importance of digitalisation, informal meetings for employees, also with users and providers/developers of ICT solutions.</i> Explanatory question: In what way do you take care of changing the mentality and values of your employees?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
5.5.	The activity, consistency and drive of digitalisation initiators are extended to all employees and increase the success of implementing changes. Explanatory question: In what way do you inform employees of the importance of the changes and the benefits for them and for the institution?	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree	N/A
5.6.	We actively encourage employees to embrace new things, instead of maintaining the status quo of their habits. Explanatory question: In what way do you encourage employees to accept new things and to learn?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
5.7.	Managers inspire employees for changes in the ICT field. <i>Example: To present the change from other angles (in order to inspire employees to realise the benefits, for example: to adapt training according to the employee's position).</i> Explanatory question: How do you achieve enthusiasm for change in employees?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
5.8.	We include employees (at least indirectly) in the digitalisation process/es. Explanatory question: In what ways do you involve employees in digitalisation processes?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
5.9.	Management creates a collaborative and creative environment in which employees recognise the meaning/purpose of changes. Explanatory question: How do you provide a collaborative and creative environment?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A
5.10.	Management systematically removes obstacles (fear, resistance, mistrust) from employees to facilitate the adoption of digitalisation. Explanatory question: In what way do you systematically eliminate fear, resistance and mistrust?	1 Never	2 Rarely	3 Sometimes	4 Often	5 Regularly	N/A