

Lithuania Public Sector Survey

PUBLIC ADMINISTRATION track

INFORMATION FORM

A detailed information sheet was distributed via email **prior to survey**.

CORE MODULE

MOD PRE: PRE-SURVEY

SECTION MET.2: INTERVIEW META-DATA

Topic	Question	Responses
MET_02_01	Interviewer ID(s)	Pre-assigned enumerator ID
MET_02_02	In-person: Date of interview Online: date of survey completion	Write date in the format DD/MM/YY.
MET_02_03	In-person: Time interview started Online: time of survey commencement	Write time in 24-hour format.
MET_02_04	In-person: Time interview finished Online: time of survey completion	Write time in 24-hour format.

SECTION ID: ORGANIZATION/INDIVIDUAL IDENTIFIERS

To be completed to the extent possible before the interview/survey completion based on administrative data. Where these entries cannot be completed based on administrative data, they are included as questions in the survey.

Topic	Question	Responses
ID_03_01	Organization name or code	Preferably from administrative data/drop down link
ID_03_02	Organization location	Preferably from administrative data/drop down link Please indicate municipality and regions
ID_03_03	Tier of government Select one response only (the closest possible).	800 = Other (please specify): _____
ID_03_04	Sector of organization Select on response only (the closest possible).	800 = Other (please specify): _____
ID_03_05	Respondent Name	Drop down list of names filtered using information from ID_03_01-ID_03_04

ID_03_06	Respondent ID	Drop down list of IDs filtered using information from ID_03_01-ID_03_04
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ORAL CONSENT

To be read by enumerator to respondent at the beginning of the survey.

Introduction

My name is _____ and I work for Eurotela. Eurotela is working with The World Bank – in collaboration with The Government Strategic Analysis Center of Lithuania, The Ministry of Health, and The Ministry of Education – to carry out Evaluating and Optimizing the Service Delivery Chain for Youth Mental Health in Lithuania. The findings of this study will be used to improve the civil service and youth health policies in Lithuania.

Your participation in this study is completely voluntary. If you choose to be in this study, you may withdraw your participation and data from the study at any time without penalty. This survey is being undertaken in the strictest confidence. No one outside of the global research team, including anyone in government, will be able to trace the individual answers you provide. Published data will be completely anonymous. So please feel free to answer honestly. For more information, please refer to the Information Form sent to you by email.

Y ☐ N ☐ Have you received and read the Information Form provided prior to this interview via email?

Y ☐ N ☐ Do you GIVE YOUR CONSENT to participate in this study?

Y ☐ N ☐ Do you GIVE YOUR CONSENT to the collection, storage, and transfer of my personal information collected in this survey to a secure server at The World Bank in Washington, D.C, where your individual responses will remain encrypted and confidential?

Y ☐ N ☐ Do you GIVE YOUR CONSENT to the transfer of your government administrative data, where relevant, to the storage and transfer to a secure server at The World Bank in Washington, D.C, where individual data will remain encrypted and confidential?

Date and time of consent: YYYY-MM-DD-HH-MM

MOD INFO: EMAIL INFORMATION (ASK ALL RESPONDENTS)

Enumerator states: I will ask you some questions about a few organizations in Lithuania. Remember there are no right or wrong answers. If you do not hold a clear opinion, please answer according to your first impression upon hearing the name of the organization.

Topic	Question	Responses
MSNG_01	Is the average official in the Ministry of Health ...	
MSNG_01_a	... trustworthy?	1 – Untrustworthy 7- Trustworthy 998 = Refuse to answer
MSNG_01_b	... experienced?	1 – Inexperienced 7 - Experienced 998 = Refuse to answer
MSNG_01_c	... likeable?	1 – Unlikeable 7 – Likeable 998 = Refuse to answer
MSNG_01_d	... honest?	1 – Dishonest 7 – Honest 998 = Refuse to answer
MSNG_02	Is the average student in the Lithuanian student union ...	
MSNG_02_a	... trustworthy?	1 – Untrustworthy 7- Trustworthy 998 = Refuse to answer
MSNG_02_b	... experienced?	1 - Inexperienced 7 - Experienced 998 = Refuse to answer
MSNG_02_c	... likeable?	1 – Unlikeable 7 – Likeable 998 = Refuse to answer
MSNG_02_d	... honest?	1 – Dishonest 7 – Honest 998 = Refuse to answer
MSNG_03_a	Who would rather receive information about youth mental health from?	01 = Ministry of Health 02 = Lithuanian Student Union 998 = Refuse to answer
MSNG_03_b	Do you know what the Ministry of Health is?	01 = Yes 02 = No 998 = Refuse to answer
MSNG_03_c	Do you know what the Lithuanian Student Union is?	01 = Yes 02 = No 998 = Refuse to answer
MAILCHECK_start timestamp		
Treatment	Calculate a random number 0-1. For 0-.33333, Treatment = "Top down" For .33333-.666666, Treatment = "Bottom-up" For .66666-1, Treatment = "Control"	

	Skip to DEM if treatment = "Control". Continue to INFO_01 if Treatment != "Control"	
	<p><i>Programmer instructions:</i> <i>Display Ministry of Health email if treatment = "Top-down"</i> <i>Display Lithuanian Student Union email if Treatment = "Bottom-up"</i></p> <p>Enumerator states: We will now share with you an email. You should take some time to read this email.</p>	
MAILCHECK_end timestamp		
INFO_01	<p>Please indicate that the email has been shown to the respondent.</p> <p>If INFO_01 = 01, go to INFO_02</p> <p>If INFO_01 = 02, go to INFO_01_other</p>	<p>01 = Shown 02 = Not shown</p>
INFO_01_other	<p>If it is not possible to show the email due to technical issues, please indicate why here. Your supervisor will follow up with you regarding the case.</p> <p>Skip to DEM</p>	<p>[Text]</p>
INFO_02	<p>Enumerator use only (do not state to respondent)</p> <p>Please rank the respondent's attention while reading the email.</p>	<p>01 = Very distracted 02 = Distracted 03 = Neither distracted nor attentive 04 = Attentive 05 = Very attentive</p>
MAILCHECK_01	<p>Have you previously seen this email?</p> <p>If MAILCHECK_01>02, skip to DEM</p>	<p>01 = Yes, I've seen the same email 02 = Yes, I've seen a slightly different but similar version of this email 03 = No</p> <p>998 = Refuse to answer.</p>
MAILCHECK_02	<p>Was the email you received affiliated with any institution?</p> <p>If MAILCHECK_02!=01, skip to INFO_03</p>	<p>01 = Yes 02 = No</p> <p>900 = Don't know 998 = Refuse to answer</p>
MAILCHECK_03	<p>With which institution was the email affiliated?</p> <p><i>Enumerator instructions: select all that apply and do not read or show responses</i></p>	<p>01 = Ministry of Health 02 = Student's Union 03 = Other (please specify): ——</p> <p>900 = Don't know 998 = Refuse to answer</p>
INFO_03	<p>Who sent you the email?</p> <p><i>Enumerator instructions: select all that apply and do not read or show responses</i></p>	<p>01=Sent to me by Ministry of Health 02=Sent to me by Lithuanian Student Union</p>

		04=Sent to me from a colleague in my institution 05=Sent to me from a colleague outside of my institution 800 = Other (please specify): _____ 900 = Don't know 998 = Refuse to answer.
INFO_04	To how many people, if any, have you forwarded the email? If INFO_04=0, skip to INFO_07	[ENTER NUMBER] 900 = Don't know 998 = Refuse to answer.
INFO_05	To whom have you forwarded the email? Select all that apply.	01 = Teachers 02 = Support staff 03 = Principals 04 = Colleagues in my institution 05 = Colleagues outside my institution 800 = Other (please specify): _____ 900 = Don't know 998 = Refuse to answer.
INFO_06	Why did you forward the email to these individuals? Select all that apply. Skip to DEM	01 = I felt they would benefit the most from the training 02 = I feel that the training on youth mental health is very important 03 = They are interested in this topic 04 = They are senior staff that can encourage others and set an example 800 = Other (please specify): _____ 900 = Don't know 998 = Refuse to answer.
INFO_07	Why did you not forward the email? Select all that apply.	01 = Mental health is not a relevant topic 02 = I did not feel the training will be useful 03= I did not think anyone would be interested in the training 04 = I did not trust the source of the email 800 = Other (please specify): _____ 900 = Don't know 998 = Refuse to answer

MOD DEM: DEMOGRAPHICS (ASK ALL RESPONDENTS)

Topic	Question	Responses
DEM_04_01 Gender	What gender do you identify with?	01 = Male 02 = Female 03 = Both 04 = Neither 998 = Refuse to answer.
DEM_04_02 Age	What is your age?	[18-75] 800 = Other (please specify): _____ 998 = Refuse to answer.
DEM_04_03 Children	Do you have children?	01 = Yes 02 = No 998 = Refuse to answer.
DEM_04_04 Education	What is the highest educational qualification you have attained?	01 = Primary education 02 = Secondary education 03 = Vocational/post-high school diploma 04 = Undergraduate degree 05 = Master's degree 06 = PhD/Doctorate 800 = Other (please specify): _____ 998 = Refuse to answer.
DEM_04_05 Unit identifier	In which unit do you currently work? Enumerator instruction: Do not read out responses. Choose the most appropriate.	01 = General section 02 = Accounting or asset management 03 = Law, Public Procurement or Human Relations 04 = Information Technology 05 = Health 06 = Culture, Tourism or Sport 07 = Education 08 = Economics, Budget, Investment and Finance 09 = Communications and Client Relations 10 = Social Services and Support 11 = Transport 800 = Other (please specify): _____ 998 = Refuse to answer.
DEM_04_06 Years of Experience	How many years in total have you worked in the public administration?	Dropdown, with 0-60 as response options 900 = Don't know 998 = Refuse to answer.
DEM_04_07 Tenure in organization	How many years have you been in your current institution?	Dropdown, with 0-60 as response options

		900 = Don't know 998 = Refuse to answer.
DEM_04_08 Mobility	In how many public administration institutions have you worked in your career (including your current institution)?	Dropdown, with 0-30 as response options 900 = Don't know 998 = Refuse to answer.
DEM_04_09 Contract type	Are you a public servant or a contract worker?	01 = Public Servant 02 = Contract Worker 800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer
DEM_04_09_a Contract type	On what type of contract are you currently employed? Select one response only (the closest possible). Skip if DEM_04_09 = 01	01 = Permanent contract/pensionable 02 = Short-term/Temporary/Contractor 900 = Don't know 998 = Refuse to answer
DEM_04_10 Rank	Which of the following best describes your rank and responsibilities? Select one option only. Enumerator note: Interpret as 01 - manager/supervisor; 02 - technical or professional, such as planning or monitoring expert etc. 03 - administrative as assistants, administrative officers, reception, etc.	01 = Management, direction and supervision: you are formally in charge of managing staff and budgets 02 = Technical and/or professional responsibilities 03 = Administrative support and assistance 800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer.

MENTAL HEALTH

MOD STIGMA: STIGMA (ASK ALL RESPONDENTS)

Enumerator states: Thank you. Now we will proceed to a series of questions on perceptions of mental health challenges, defined as **certain thoughts, behaviours and/or feelings that hinder the pursuit of good mental health and/or psychological well-being**. There are no right or wrong answers. I am only interested in your opinion.

Topic	Question	Responses
STIGMA_16_01	If a close friend experienced mental health challenges , would they want it to remain a secret or not?	1=Yes, remain a secret 2=No 900 = Don't know 998 = Refuse to answer.
STIGMA_16_02	Now consider your colleagues in your institution. If ten of these colleagues were chosen at random, how many out of these ten do you think would want it to remain a secret if they experienced mental health challenges ?	[0-10] 900 = Don't know 998 = Refuse to answer.

	Please indicate the degree to which you agree or disagree with the following statements.	1=Strongly disagree 2=Disagree 3=Neither agree nor disagree 4=Agree 5=Strongly agree 900 = Don't know 998 = Refuse to answer.
STIGMA_16_03	It's best not to talk about mental health challenges.	
STIGMA_16_04	Having any indication of mental health challenges, such as inability to rest, worry depression, or anxiety is a sign of personal failure.	
STIGMA_16_05	Individuals with mental health challenges are more dangerous to other people than the average person.	
	<p>Now I will describe a person. After I read the description, I will ask a few questions on how you feel and think about that person.</p> <p>Jonas is a 16-year-old student. Jonas has been feeling really down for the last two weeks. He wakes up in the morning with a flat, heavy feeling that sticks with her/him all-day long. He isn't enjoying things the way he normally would. Jonas feels worthless, and very discouraged. Jonas's family has noticed that he hasn't been himself for about the last month, and that he has pulled away from them.</p>	
STIGMA_16_06	How likely is it that Jonas's situation will improve on its own?	01 = Not at all likely 02 = Not likely 03 = Neither likely neither not likely 04 = Likely 05 = Very likely 900 = Don't know 998 = Refuse to answer
STIGMA_16_07	What do you think Jonas is experiencing? Select all that apply.	01 = Part of the normal ups and downs of life 02 = A nervous breakdown 03 = A mental illness 04 = A physical illness 05 = Major depression 06 = Schizophrenia 800 = Other (please specify): ____ 900 = Don't know
STIGMA_16_08	Do you think that Jonas' school should take some action regarding this situation?	01 = Yes 02 = No 998 = Refuse to answer

STIGMA_16_08_a	<p>Which actions at school would you recommend for Jonas to help overcome his issue?</p> <p>Enumerator instructions: Screen share responses. Select all that apply.</p> <p>Skip if STIGMA_16_08 = 02, 998</p>	<p>01 = A conversation with a teacher 02 = A conversation with the school psychologist 03 = A conversation with the school social specialist 04 = A conversation with the school principal 05 = A conversation between the school and the students' parents 06 = Detention 07 = Suspension 08 = Expulsion</p> <p>800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer</p>
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MOD MHBUD: MENTAL HEALTH BUDGETING (ASK ALL RESPONDENTS)

Enumerator states: Thank you. Now I would like to discuss budgeting on mental health services. I will ask for estimates and perceptions from **FY20**. Please keep in mind that your answer does not need to be exact. If you are unsure of the precise answer, please give your best guess.

Topic	Question	Responses
MHBUD_17_01 Youth mental health investments: money	What proportion of [ORGANIZATION]'s budget in FY20 was allocated to youth mental health?	[0-100] 900=Don't know 998=Refuse to respond
	<p><i>Municipal and public health bureau respondents ID_03_03 = 02:</i> now consider all of the [INSTITUTION TYPE]s in the country.</p> <p><i>Central government respondents ID_03_03 = 01, 03:</i> now consider all of the [INSTITUTION TYPE]s in the EU.</p>	
MHBUD_17_02 Youth mental health investments: peer institutions money	On average, what proportion of [INSTITUTION TYPE]s' budgets in FY20 were allocated to youth mental health?	[0-100] 900=Don't know 998=Refuse to respond
MHBUD_17_03 Perceptions of relative investments: reasoning	<p>You've indicated that [ORGANIZATION] allocated [LESS/MORE] funding to youth mental health than other [INSTITUTION TYPE]s [in the EU/across Lithuania] in FY20</p> <p>What factors contribute to [INSTITUTION]'s [LOWER/HIGHER] budget share towards youth mental health in FY20?</p>	<p>01 = [LESS/MORE] youth mental health needs among its constituency than the average [INSTITUTION TYPE] 02 = [LESS/MORE] proactive programming than the average [INSTITUTION TYPE] 03 = [MORE/LESS] mental health stigma the average [INSTITUTION TYPE]</p>

	<p>Select all that apply.</p> <p>Skip if MHBUD_17_01 = MHBUD_17_02</p>	<p>04 = [LESS/MORE] competing budget items than the average [INSTITUTION TYPE]</p> <p>05 = [LESS/MORE] knowledge on youth mental health and related programming than the average [INSTITUTION TYPE]</p> <p>06 = [LESS/MORE] community valuation of youth mental health than faced by the average [INSTITUTION TYPE]</p> <p>800 = Other (please specify): ____</p> <p>900 = Don't know</p> <p>998 = Refuse to answer.</p>
MHBUD_17_04	Now, consider that the total budget of your institution is made up of 100 beans. Imagine that you could decide how to allocate your institution's 's bean budget for the 2022 fiscal year. How would you distribute the beans between categories?	<p>Respondents must distribute the 100 bean budget according to these categories:</p> <p>Economic affairs</p> <p>Education</p> <p>Mental health</p> <p>Social protection</p> <p>Residual services (everything else)</p>
MHBUD_17_05 Budget decisions	Do you contribute to budget decisions in your organization?	<p>01=Yes</p> <p>02=No</p> <p>900=Don't know</p> <p>998=Prefer not to respond</p>

MOD NMH: NATIONAL MENTAL HEALTH (ASK ALL RESPONDENTS)

Enumerator states: Thank you. Now we will proceed to a series of questions on mental health in Lithuania. During this module, I will ask about information that comes from a scientific study. **Please keep in mind that you do not necessarily need to know the conclusions of this study and your answer does not need to be exact. If you are unsure of the precise answer, please give your best guess. We are only interested in your opinion.**

Enumerator note: try to urge respondents to answer with a best guess if they seem reluctant to answer.

Topic	Question	Responses
NMH_19_00	Were you aware of the Health Behaviour in School-Aged Children Study of 2018 before this survey?	<p>01 = Yes</p> <p>02 = No</p> <p>998 = Refuse to answer</p>
	Consider all students in Lithuania. According to the Health Behaviour in School-aged Children Study of 2018 ...	

NMH_19_01 HBSC: low well-being	...what share of these students did not feel satisfied by life?	[0-100] 900=Don't know 998=Refuse to respond
NMH_19_02 HBSC: low psych	...what share of these students thought of suicide?	[0-100] 900=Don't know 998=Refuse to respond
NMH_19_03 HBSC: bullying	...what share of these students experienced bullying at school?	[0-100] 900=Don't know 998=Refuse to respond
NMH_19_04 HBSC: teacher support	...what share of these students did not feel sufficiently supported by teachers?	[0-100] 900=Don't know 998=Refuse to respond
	Now think of your colleagues in [ORGANIZATION]. I'm interested in their perceptions.	
NMH_19_05 HBSC: low psych (colleague)	Could you estimate what an average colleague in your school believes to be the share of these students that experienced low levels of life satisfaction?	[0-100] 900=Don't know 998=Refuse to respond

MOD COP: CO-PRODUCTION (ASK ALL RESPONDENTS)

The following module is to be asked once according to the following:

- For PHB respondents (ID_03_03 = 04): ask about their municipality
- For municipal respondents (ID_03_03 = 03): ask depending on unit:
 - (DEM_04_05 = 06, 07) – Education, Culture, Tourism and Sport - Ask about Ministry of Education
 - (DEM_04_05 = 05) - Health - Ask about Ministry of Health
 - (DEM_04_05 = 10) – Social Services and Support - Ask about Ministry of Social Security and Labor
 - (DEM_04_05 = 01, 02, 03, 04, 08, 09, 11, 800, 998) Ask randomly between Ministry of Education, Ministry of Health, Ministry of Social Security and Labor
- For MoH respondents (ID_03_03 = 01, ID_03_04 = 01), ask randomly one of “EQUAL” tier for “Ministry of Education; Ministry of Social Security and Labor)
- For MoE respondents (ID_03_03 = 01, ID_03_04 = 02), ask randomly one of “EQUAL” tier for “Ministry of Health; Ministry of Social Security and Labor)
- For MoSSL respondents (ID_03_03 = 01, ID_03_04 = 03, ask randomly one of “EQUAL” tier for “Ministry of Education; Ministry of Health;

- For NAE respondents (ID_03_03 = 02), ask one of “UPPER” tier for; Ministry of Education;
- Skip for respondents from Ministry of Transport

Topic	Question	Responses
	<p>I will now ask you a series of questions about [TIER]</p> <p>Please indicate the degree to which you agree or disagree with the following statements.</p>	<p>1=Strongly disagree 2=Disagree 3=Neither agree nor disagree 4=Agree 5=Strongly agree</p> <p>900 = Don't know 998 = Refuse to answer.</p>
COP_18_01 Effectiveness	In general, [TIER] carries out its/their work effectively.	
COP_18_02 Leadership	Leadership in [TIER] is competent.	
	Please consider the past 12 months. How regularly did the following occur?	<p>01 = Never 02 = Once 03 = A few times 04 = Once or twice a month 05 = Weekly 06 = More than once a week</p> <p>900 = Don't know 998 = Refuse to answer.</p>
COP_18_03 Policy coordination	Officials from this organization worked closely with officials from [TIER] to create public sector policies and plans.	
COP_18_04 Policy coordination for youth mental health	Officials from this organization worked closely with officials from [TIER] to create policies and plans for youth mental health .	
COP_18_05 Budget	To what extent do you agree that the over the last 12 months, budgeting decisions of this organization were made in close collaboration with officials from [TIER].	<p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p> <p>900 = Don't know</p>

		998 = Refuse to answer.
COP_18_06 Contact	Do you have contact information for an official from [TIER] with whom you could get in touch to discuss public sector programming and policy making??	01=Yes 02=No 900 = Don't know 998 = Refuse to answer.
COP_18_07	What are the main constraints to closer collaboration between officials in this organization and those in [TIER]s on public administration policy? Enumerator instructions: Select all that apply.	01 = Management politics 02 = Insufficient platforms or linkages for communication 03 = Limited time 04 = Minimal overlap of activities 05 = Lack of interest in collaboration from [TIER] 06 = Lack of interest in collaboration from officials in my organization 800 = Other (please specify): ____ 900 = Don't know 998 = Prefer not to respond

MOD SEL: SELECTION (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 998)

Topic	Question	Responses
SEL_05_01 Recruitment Experience	In which year did you last participate in a recruitment process in the public administration?	[1970-2021] 900 = Don't know 998 = Refuse to answer.
SEL_05_02 Recruitment	Please think back for a moment to your very first paid, full-time job in the public sector. Do you remember how you found out about the job opportunity? Enumerator instructions: Do not read response list. Select all that apply.	01 = Advertisement in a newspaper 02 = Advertisement on the central civil service online job portal 03 = Advertisement on a private online job portal 04 = Advertisement on the website of the institution that subsequently employed you

		05 = Personal communication with a government employee, family or friends 06 = Through a school/university I attended 800 = Other (please specify): _____ 900 = Don't know / prefer not to respond
SEL_05_03 Screening	How important have the following criteria been for you to get your first job in the civil service?	Scale from 1 to 7 where 1 – not important at all 7- very important 900 – Don't know 998 – Refuse to answer
SEL_05_03_a	Educational background	
SEL_05_03_b	Previous work experience	
SEL_05_03_c	Job-specific skills	
SEL_05_03_d	Legal knowledge	
SEL_05_03_e	Knowing a politician or someone with political links	
SEL_05_03_fho	Having family, friends or other personal connections in your institution	
SEL_05_03_g	Providing gifts or unofficial payments	
SEL_05_04 Screening	During the interview you sat when you first joined the public sector, what kind of questions were you asked?	01 = On content of legislation 02 = On analysing/applying legislation 03 = On technical knowledge relevant to the job 04 = On how you would solve certain problems 05 = On your motivation to join the organization 06 = Questions that tested your soft skills, for instance how you work and communicate with others, in a team, etc. 800 = Other (please specify): _____ 900 = Don't know 998 = Refuse to answer.
SEL_05_05 Screening	Which of the following assessment methods were used in the selection process for your current position?	01 = No formal assessment was undertaken 02 = Word test (conversation) 03 = Written examination

		800 = Other (please specify): _____ 900 = Don't know 998 = Refuse to answer.
SEL_05_06 Attraction to the service	Which factors most attracted you to take up a career in the public administration? Enumerator instructions: Screen share response list. Select and rank the top three choices.	01 = Job security 02 = Salary levels and benefits (e.g. pensions) 03 = Status and prestige 04 = Career development opportunities 05 = Training opportunities 06 = Travel opportunities 07 = Location 08 = Opportunity to serve society 09 = Interesting work 10 = Challenging work responsibilities 11 = Good working conditions 12 = Having friends in the institution 13 = Predictable hours 14 = Work-life balance 15 = Lack of available jobs in the private sector 800 = Other (please specify): _____ 900 = Don't remember 998 = Refuse to answer.

MOD PEM: PERFORMANCE MANAGEMENT (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 998)

Enumerator states: We would now like to ask you a few questions about how performance is measured in your organization (for example, through performance appraisals or evaluations, or through monitoring systems), how these measures are used, and how useful they are.

Topic	Question	Responses
PEM_06_01 Performance evaluation	Has your performance been formally evaluated during the past two years (through the annual performance evaluation report)? <i>If PEM_06_01 Performance Evaluation!=01, go to PEM_06_06 Informal discussion</i>	01 = Yes 02 = No 900 = Don't know 998 = Refuse to answer.
PEM_06_02 Performance results	Has your superior discussed the results of your last performance evaluation with you after filling in your performance evaluation report? <i>If PEM_06_02!=1, skip to PEM_06_04</i>	01 = Yes 02 = No 900 = Don't know 998 = Refuse to answer.
PEM_06_03	Was this discussion useful for you to improve your performance?	01 = Yes 02 = No

Impact of discussion		900 = Don't know 998 = Refuse to answer.
PEM_06_04 Performance rating	If you remember your last performance rating, what was it?	01 = Very good 02 = Good 03 = Satisfactory 04 = Unsatisfactory 05 = I did not receive a performance rating 06 = I was not told my performance rating 900 = Don't know/Don't remember 998 = Refuse to answer.
PEM_06_05 Using performance results	Have your performance evaluation results been used in any of the following ways by you or your management? Do not allow 01 and others.	01 = My performance evaluation results have not been used in any significant way 02 = To help me keep track of my performance 03 = To help me improve my performance 04 = To assess what type of trainings I should receive 05 = To motivate me to work hard 06 = To set my pay 07 = To award me a bonus 08 = To promote me to a new position 09 = To transfer me to another position 10 = As part of a disciplinary or dismissal procedure 900 = Don't know 998 = Refuse to answer.
PEM_06_06 Informal discussion	Has your superior discussed with you your performance informally at other occasions throughout the year, for instance providing feedback and advice on improving your performance?	01 = Yes 02 = No 900 = Don't know 998 = Refuse to answer.
PEM_06_07 Informal discussion	Has anyone else informally discussed your performance with you and provided feedback and advice on improving your performance?	01 = HR department member 02 = Colleague from my unit 03 = Colleague from a different unit 04 = Another manager 05 = None of the above 800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer.

MOD ADV: ADVANCEMENT (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 998)

Topic	Question	Responses
ADV_07_01 Advancement in organization	Do you remember when you last advanced in your public service career to a position – be it a position of higher pay, greater responsibilities or both?	[Dropdown with 0-40] years ago 800 = I have not yet advanced to a better position in the public administration 900 = Don't know 998 = Refuse to answer
ADV_07_02 Opportunities for promotion	On a scale of 1 to 5, how confident are you that you will get promoted to the next professional grade if you perform your job well? 1 is very unconfident and 5 is very confident.	01 = Very unconfident 02 = Unconfident 03 = Neither unconfident nor confident 04 = confident 05 = Very confident 06 = I cannot get promoted, because I am at the highest professional grade 07 = I am not interested in getting promoted 900 = Don't know 998 = Refuse to answer
ADV_07_03 Criteria for promotion	Thinking about your opportunities for career advancement, how important would you expect the following criteria to be for your advancement to better positions within your organization?	[1-7], where 1 - not at all important and 7 - very important 900 = Don't know 998 = Prefer not to respond
ADV_07_03_a	Job performance	
ADV_07_03_b	Length of service	
ADV_07_03_c	Educational background	
ADV_07_03_d	Support from family, friends or other personal connections in the public service	
ADV_07_03_e	Support from a politician or someone with political connections	
ADV_07_04 Timeline of promotion	In how much time do you anticipate you will next advance in your public service career to a better position – be it a position of higher pay, greater responsibilities or both?	[Dropdown with 0-40] years 700 = I cannot get promoted, because I am at the highest professional grade 900 = Don't know 998 = Refuse to answer

MOD REW: REWARDS (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 998)

Enumerator states: We would now like to ask you a few questions about how performance is rewarded in your organization. We are interested in the extent to which bonuses and incentives (for example, the provision of monetary or non-monetary rewards, over and above your normal salary and benefits) exist in your organization.

Topic	Question	Responses
REW_08_01 Performance bonus	Have you ever received a performance bonus in your current institution?	01 = Yes 02 = No 900 = Don't know 998 = Refuse to answer.
REW_08_02 Performance bonus: reason	For the last bonus you received in your current institution, on what grounds was it paid to you? <i>Skip if Performance bonus=02</i>	01 = It was equally paid to everybody in the unit 02 = It was our manager's decision how to distribute the performance bonus 03 = It was distributed based on performance criteria established at the level of the institution 04 = It was distributed on subjective grounds with no connection to performance criteria 05 = I am not aware of the criteria used in granting the performance bonus 800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer.
REW_08_03 Performance incentives (financial)	To what extent do you agree with the following statement: When I perform well at work, my prospects for a pay rise or bonus improve.	01 = Strongly Disagree 02 = Disagree 03 = Neither agree nor disagree 04 = t Agree 05 = Strongly Agree 900 = Don't know 998 = Refuse to answer.
REW_08_04 Non-financial incentives	Which of these rewards or forms of recognition have been promised to you in your institution during the past 12 months? Select all that apply.	01 = A letter of commendation from your institution or a formal commendation in your personnel file. 02 = A salary raise. 03 = A performance bonus or other financial reward. 04 = A promotion or secondment. 05 = Additional travel or training opportunities. 06 = Opportunity to work on an EU-funded project. 07 = A certificate or prize by your institution. 08 = No reward or form of recognition was promised 900 = Don't know 998 = Refuse to answer
REW_08_05	Of the rewards or forms of recognition that you were promised in the past 12 months, which have you received?	[Filtered list of responses selected in REW_08_04]

REW_08_06	<p>In continuation, have you received positive feedback or praise from your manager in the past 12 months?</p> <p>Enumerator instructions: Read responses. Select all that apply.</p>	<p>01 = Yes, public praise from your manager in a staff meeting or public event 02 = Yes, informal feedback from your manager that you have done a good job. 03 = No, I have not received positive feedback from my manager</p> <p>900 = Don't know 998 = Refuse to answer</p>
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MOD DIS: DISMISSALS (ASK ONLY FOR DEM_04_10 = 01)

Topic	Question	Responses
DIS_09_01 Dismissal (poor performance)	<p>To what extent do you agree or disagree with the following statements:</p> <p>It would be difficult to dismiss me from the public administration.</p>	<p>01 = Strongly Disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly Agree</p> <p>900 = Don't know 998 = Refuse to answer.</p>
DIS_09_02 Dismissal (poor performance)	<p>It would be difficult to dismiss a public official who has been found to have broken the rules from the public administration.</p>	<p>01 = Strongly Disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly Agree</p> <p>900 = Don't know 998 = Refuse to answer.</p>

MOD MOT: ATTITUDE AND MOTIVATION (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 998)

Topic	Question	Responses
MOT_10_01 Mission alignment	<p>I'd like you to think about how you see your mission in the public administration. Which of these statements most closely characterise your mission?</p> <p>Select all that apply.</p>	<p>01 = Following public administration rules 02 = Being a good colleague in any situation 03 = Providing a public service to my close community 04 = Providing a public service to the country as a whole 05 = Making the public sector work better 800 = Other (please specify): ____</p> <p>900 = Don't know 998 = Refuse to answer.</p>

VID_01	What is more important to you in terms of your position: serving the community or advancing your career?	[1-7], where 1 = Serving the community and 7 = Career advancement
VID_02	To what extent do you agree with the following statements: I get motivated by working on tasks that have the potential to benefit others.	01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree 900 = Don't know 998 = Refuse to answer.
MOT_10_02 Goal alignment	My daily tasks are aligned with my organization's objectives.	
MOT_10_03 Career in public service	I expect to spend the rest of my career in the public service.	
MOT_10_04 Satisfaction with salary	I am satisfied with my salary.	
MOT_10_05 Satisfaction with benefits	I am satisfied with my non-salary benefits (for example pension plan, vacation, health and other benefits)	
MOT_10_06 Satisfaction with job	I am satisfied with my job.	
MOT_10_07 Pay sufficiency	I could sustain my household through my salary alone.	
MOT_10_08	It would be easy for me to find a job outside the public administration that pays better than my current job	
MOT_10_09	I am paid at least as well as colleagues who have job responsibilities similar to mine	
MOT_10_10 Intent to leave	Are you actively seeking to leave the organization in the near future?	01=Yes 02=No 900 = Don't know 998 = Refuse to answer.
MOT_10_11 Motivation	Imagine that when you started in the public administration your work motivation was 100. What number would you say your work motivation is today relative to that?	Answer must be numerical. 900 = Don't know / prefer not to respond If response is >100, go to (a)

	<p>A number above 100 means you are more motivated today than when you started in the public administration. A number below 100 means you are less motivated today.</p>	<p>If response is <100, go to (b) If response is 100, go to MOD INC: INCENTIVES</p>
<p>MOT_10_11_a Reasons for motivational change (a)</p>	<p>What is the reason that you are <u>more</u> motivated now than when you first entered the service?</p> <p>Enumerator instructions: Screen share responses. Select top 3 reasons.</p>	<p>01 = Wage 02 = Conditions of service apart from wage (e.g. holiday allowance or leave, health insurance provision, or transportation allowance) 03 = Office space/working environment 04 = The work is interesting and challenging 05 = My skills allow me to thrive in this role/org 06 = Improved training and development opportunities 07 = Opportunities for career progression 08 = I am given autonomy in carrying out my tasks 09 = Opportunity to serve the public 10 = The quality of management 11 = Good relationship with my team and colleagues</p> <p>800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer.</p>
<p>MOT_10_11_b Reasons for motivational change (b)</p>	<p>What is the reason that you are <u>less</u> motivated now than when you first entered the service?</p> <p>Enumerator instructions: Screen share responses. Select top 3 reasons.</p>	<p>01 = Wage 02 = Conditions of service apart from wage (e.g. holiday allowance or leave, health insurance provision, or transportation allowance) 03 = Office space/working environment 04 = The work is not interesting or challenging 05 = The role does not match my skill set 06 = Poor training and development opportunities 07 = Limited promotion opportunities 08 = Limited responsibility 09 = Limited opportunity to contribute to impactful decisions 10 = Lack of quality management 11 = Poor relationship with my team and colleagues 12 = Disillusionment with the public sector</p> <p>800 = Other (please specify): ____ 900 = Don't know</p>

	998 = Refuse to answer.
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MOD INC: INCENTIVES (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 999)

Topic	Question	Responses
INC_11_01 Salary	What is your current monthly net salary? (this is, after taxes, exactly what you receive in your bank account each month)	Record number. -900 = Don't know -998 = Refuse to answer.
INC_11_02 Salary	How many payments of [salary] do you receive every year?	Record number. -900 = Don't know -998 = Refuse to answer.
INC_11_03 Peer salary perceptions in same institution	Consider a [randomized gender] in your [institution] in a position like yours with similar tasks and responsibilities. What do you believe is [his/her] monthly net salary? (this is, after taxes, exactly what [he/she] receives in [his/her] bank account each month). If you are unsure, please make your best guess.	Record number. 900 = Don't know 998 = Refuse to answer.
INC_11_04 Private sector wage comparison	If your total public-sector wage is represented as `100', what relative number would you expect to earn if you worked in the private sector? For example, 10% <i>more</i> would be `110' and 10% <i>less</i> would be `90'? (This is, after taxes, exactly what you would expect to receive in your bank account each month.)	Record number. If this number is larger than '100' then continue, if not go to TW 900 = Don't know 998 = Refuse to answer.
INC_11_05 Attraction to the service	If you think you could earn better in the private sector, why do you choose to continue working in the public administration?	01 = Job security 02 = Benefits 03 = Status and prestige 04 = Career development opportunities 05 = Training opportunities 06 = Travel opportunities 07 = Location 08 = Opportunity to serve society 09 = Interesting work 10 = Challenging work responsibilities 11 = Good working conditions 12 = Having friends in the institution 13 = Predictable hours 14 = Good work-life balance 15 = Lack of available jobs in the private sector 800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer.

MOD TW: TEAMWORK (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 998)

Topic	Question	Responses
	<p>Consider the colleagues with whom you worked closely during the course of the past six months.</p> <p>Please indicate the extent to which you agree or disagree with the following statements.</p>	<p>01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree</p> <p>900 = Don't know 998 = Refuse to answer.</p>
TW_12_01 Communication	Communication with colleagues is efficient.	
TW_12_02 Task allocation	Colleagues avoid duplication of effort and make sure they are clear about who is doing what.	
TW_12_03 Fairness	There is a fair distribution of tasks across colleagues.	
TW_12_04 Fairness	I feel valued by colleagues for the work I do.	
TW_12_05 Growth and innovation	Colleagues support each other in coming up with new and better ways of doing things.	
TW_12_06 Support	I can rely on colleagues for task support when things get difficult in my job.	
TW_12_07 Trust	I trust my colleagues.	

MOD BCB: BOTTLENECKS AND CAPACITY BUILDING (ASK ONLY FOR DEM_04_10 = 02, 03, 800, 900, 998)

Topic	Question	Responses
BCB_13_01 General bottlenecks	<p>What are the biggest challenges to you being able to complete your most important tasks effectively?</p> <p>Enumerator instructions: Screen share responses. Select the top three obstacles in order of importance, where 1 = most important/most frequent constraint 2 = second-most important/second-most</p>	<p>01 = My roles and responsibilities are not clear 02 = Last-minute requests stop me from performing my main tasks 03 = My work suffers from a lack of organization (no schedule or calendar)</p>

	frequent constraint 3 = third-most important/third-most frequent constraint.	04 = There is inadequate leadership in the organization 05 = My tasks do not have deadlines, so I am unclear about when I am supposed to do what 06 = My team does not work well together/communicates poorly, so we waste time 07 = I do not have the right skills to be productive in this role 08 = I am not motivated sufficiently to undertake my job 09 = There is inadequate resources/IT/transport to do my work 10 = There is inadequate guidelines/rules/proclamations to guide my work 11 = Corruption in my organization stops me from working productively 12 = Turnover of staff in my directorate/organization has limited productivity 13 = I don't get required inputs from others in a timely manner 14 = Lack of trust in my team 800= Other (please specify): ____ 900 = Don't know 998 = Refuse to answer.
BCB_13_02 Digital skills	What proportion of your colleagues within your organization would you say have the necessary IT skills to perform their tasks effectively?	Answer must be numerical and between 0 and 100. 900 = Don't know 998 = Refuse to answer.
BCB_13_03 Capacity building	Have you received any training related to your job in the last 12 months? If BCB_13_03 != 01, go to BCB_13_05	01=Yes 02=No 900=Don't Know 998=Refuse to answer
BCB_13_04 Capacity building	To what extent do you agree with the following statements about the training provided to you and your colleagues?	01 = Strongly Disagree 02 = Disagree 03 = Neither agree or disagree 04 = Agree 05 = Strongly Agree 900 = Don't know 998 = Refuse to answer.
BCB_13_04_a	It is relevant for the work [PUBLIC OFFICIALS/] do	
BCB_13_04_b	It does not match the specific needs of my job	
BCB_13_04_c	It has to be provided more regularly	

BCB_13_05 Agility and Innovation	On a scale of 1 to 5, how would you rate each of the following in your organization:	
BCB_13_05_a	Speed of decision-making	(1)Very slow.....(5)Very quick
BCB_13_05_b	Openness to new ways of working ideas	(1)Not at all open...(5)Very open
BCB_13_06 Agility and Innovation	How often do you search for new working methods or techniques in your job?	01 = Never 02 = Rarely 03 = Sometimes/occasionally 04 = Often 05 = Always 900 = Don't know 998 = Refuse to answer.

MOD C19: ADAPTING TO THE POST-COVID-19 ERA (ASK ALL RESPONDENTS)

Topic	Question	Responses
C19_14_01 Remote work	What proportion of your typical workplace tasks cannot be done remotely, given current circumstances? Typical workplace refers to the environment in which people in your position regularly worked with this institution prior to the COVID-19 pandemic.	[0-100] 900 = Don't know 998 = Refuse to answer.
C19_14_02 Remote work	What proportion of your typical workplace tasks could not be done remotely in the future, given additional resources (for example, additional tools, investment)? Typical workplace refers to the environment in which people in your position regularly worked with this institution prior to the COVID-19 pandemic.	[0-100] 900 = Don't know 998 = Refuse to answer.
C19_14_03 Challenges	What challenges do you face in undertaking your core tasks if/when required to work remotely or from home. Select all that apply.	01 = Lack of access to equipment 02 = Lack of access to software 03 = Lack of access to internet 04 = Lack of access to necessary documents 05 = Lack of clients/customers 06= I do not have an adequate workspace in my house 07 = Nature of work requires face-to-face action 08 = Family commitments 09 = Security concerns (use of confidential data)

		10 = COVID-19 work has taken priority 11= Lack of support from management/leadership 12= Poor quality of teamwork and collaboration 13= I have not faced challenges 800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer.
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MOD MP: MANAGEMENT PRACTICES ASK RESPONDENTS ACCORDING TO SPECIFICATION

To employees/non-managers (DEM_04_10 = 02, 03):

Topic	Question	Responses
MP_21_01 Supervision	How many people regularly assign you tasks as part of your work duties?	Numeric answer. 900=Don't know 998=Refuse to answer
MP_21_02 Time management	What percentage of your time is spent working on tasks given to you by your direct superior?	[0-100] 900=Don't know 998=Refuse to answer
MP_21_03 Manager coordination	We would like to understand how your direct supervisor(s) use your time? I will read out a number of statements. Please select the one that applies most closely. Do they... Enumerator instructions: Read responses. Select one response only.	01= Actively compete for my time 02= Do not compete but typically do not coordinate on what they ask me to do leading me to being frequently overworked 03= Coordinate well, ensuring my time is used effectively and reasonably 900= Don't know 998= Refuse to answer

To managers only (DEM_04_10 = 01):

Topic	Question	Responses
MP_21_04 Span of control	How many full-time staff members that you manage directly report to you (rather than to one of your subordinates)?	[0-100] 900 = Don't know 998 = Refuse to answer.
VID_01	What is more important to you in terms of your position: serving the community or advancing your career?	[1-7], where 1 = Serving the community and 7 = Career advancement.

VID_02	To what extent do you agree with the following statement: I get motivated by working on tasks that have the potential to benefit others.	01 = Strongly disagree 02 = Disagree 03 = Neither agree nor disagree 04 = Agree 05 = Strongly agree 900 = Don't know 998 = Refuse to answer.
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Adapted World Management Survey

NOTE: The below questions assume a person-to-person survey format (i.e. phone, video, or in-person surveys) with highly qualified enumerators trained on assessing and scoring processes. An online or mobile survey format would require the question-answer options to be adjusted as the questions would be self-assessed.

Enumerator states: Thank you. I'd now like to understand a little bit about how you manage your staff. Let me stress, we are interested in **how things work in practice** in the past year or so, rather than what the formal rules state. There are often differences between the formal rules and what happens on the ground, and it's the latter that we are interested in. Remember that all answers you provide will be treated completely confidentially.

Throughout this module, the following additional codes are applied to each answer option 900 = Don't know, 998 = Refuse to answer.

MOD TAR: TARGETING

Enumerator states: I'd like to ask about how your Organization assigns tasks, responsibilities, and targets.

Enumerator note: Additional codes - 900=Don't know, 998=Refuse to answer.

INSTRUCTIONS
FOR
ENUMERATOR

Q#	QUESTION	SCORING OPTIONS	
TAR_26_01	Does your organization have a clear set of goals and targets?	<ol style="list-style-type: none"> 1. The organization does not have defined goals. 2. The organization has broadly defined goals. 3. The organization has well-defined targets. 4. The organization and departments within it have well-defined targets. 5. The organization, departments and individual staff members have well-defined targets. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
TAR_26_02	How related are the core tasks of individual staff members to the overall objectives of the organization?	<ol style="list-style-type: none"> 1. The organization has no defined objectives. 2. The organization has broadly defined objectives, but these are not clearly linked to individual tasks. 3. The tasks assigned to staff are not always related to the objectives of the organization. 4. Tasks assigned to staff are broadly related to the overall objectives. 5. All tasks are derived directly from objectives, which are periodically reviewed to ensure they stay on track. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

TAR_26_03	When your staff get to work each day, do they know what their individual roles and responsibilities are?	<ol style="list-style-type: none"> 1. Staff do not always know what their roles and responsibilities are. 2. Staff know what their roles are within their work team. 3. Staff know their roles and responsibilities well within their work team. 4. Staff know their individual core tasks and responsibilities well both within their team and within the organization. 5. Staff know perfectly what their roles and responsibilities are within their team and their organization. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
TAR_26_04	How are targets and performance measures communicated to staff in your organization?	<ol style="list-style-type: none"> 1. Neither targets nor performance measures are communicated to staff. 2. Targets and performance measures are informally communicated to managers. 3. Targets and performance measures are formally communicated to managers. 4. Targets and performance measures are formally communicated to all managers, and informally to all other staff. 5. Targets and performance measures are formally communicated and understood by all staff. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

MOD INCMON: INCENTIVES/MONITORING

Enumerator states: Thank you. We would like to discuss how your Organization monitors progress on its objectives? Again, we are interested in what really happens, rather than what the formal rules stipulate.

Enumerator note: Additional codes - 900=Don't know, 998=Refuse to answer.

Q#	QUESTION	SCORING OPTIONS	INSTRUCTIONS FOR ENUMERATOR
INCO MON_27_01	How does your organization track or measure how well it is performing?	<ol style="list-style-type: none"> 1. Organization does not track performance. 2. Limited number of performance indicators tracked informally. 3. Limited number of performance indicators tracked formally. 4. Good range of performance indicators are tracked formally. 5. Full set of performance indicators are tracked formally and continuously. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
INCO MON_27_02	Who is involved in the review of performance of the organization?	<ol style="list-style-type: none"> 1. Performance is not reviewed. 2. Performance is reviewed informally by senior management. 3. Performance is reviewed formally by senior management. 4. Performance is reviewed formally by management, and informally communicated to all staff. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

		5. Performance is reviewed formally by management, and formally communicated to all staff.	
INCO MON _27_ 03	How often is the performance of your organization reviewed?	<ol style="list-style-type: none"> 1. Performance is not reviewed or every few years. 2. Annually 3. Every 6 months 4. Quarterly 5. Monthly or weekly 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

MOD AUTROL: AUTONOMY: ROLES

Enumerator states: I would like to ask about the level of discretion you give your staff in undertaking tasks.

Enumerator note: Additional codes - 900=Don't know, 998=Refuse to answer.

Q#	QUESTION	SCORING OPTIONS	INSTRUCTIONS FOR ENUMERATOR
AUT ROL _28_ 01	Who decides how individual staff members should carry out their tasks and assignments?	<ol style="list-style-type: none"> 1. How officials carry out their assignments is decided by senior managers. 2. How officials carry out their assignments is decided by senior managers. Officials can make suggestions, although this is not typical. 3. How officials carry out their assignments is jointly decided by the officer and senior managers. Senior managers tend to drive the decisions. 4. Officials have autonomy in deciding how to carry out their tasks but have to make sure senior managers agree. 5. Officials have complete autonomy in deciding how to carry out their tasks. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
AUT ROL _28_ 02	Can most staff in your organization make substantive contributions to the policy formulation and implementation process?	<ol style="list-style-type: none"> 1. Staff do not contribute to policy formulation, nor to decisions about implementation. 2. Staff contribute to policy formulation, and decisions about implementation in an ad-hoc manner. 3. Staff can contribute to policy formulation and decisions about implementation, but there is no formal process for this. 4. Management encourages staff to contribute to policy formulation and decisions about implementation. 5. It is part of all staff members' duty to contribute to policy formulation and decisions about implementation. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
AUT ROL _28_ 03	Is the workload of achieving your organization's targets evenly distributed	<ol style="list-style-type: none"> 1. A small minority of staff undertake the vast majority of work within the organization. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO

	across its different staff members/group, or do some groups consistently shoulder a greater burden than others?	<ol style="list-style-type: none"> 2. Some staff groups are more burdened than others depending on the type of work they are responsible for. 3. The burden of the organization's work is more or less distributed equally among staff. A small minority do significantly less than others. 4. The burden of the organization's work is generally distributed equally among staff. 5. The burden of the organization's work is distributed equally among staff. Tasks are assigned in such a way that the amount of time required, and the level of difficulty are balanced out. 	NOT READ OUT THE OPTIONS!
AUTROL_28_04	How are tasks allocated across individual staff members and groups?	<ol style="list-style-type: none"> 1. Staff allocation is done at random, so staff undertake tasks they are under/over-qualified for. 2. Staff allocation is done based on job titles only, so staff often undertake tasks they are under/over-qualified for. 3. Staff allocation is done by managers, but there is no system so staff may undertake tasks they are under/over-qualified for. 4. Allocation of tasks is done in an organized and structured way based on a basic skills database, but sometimes staff undertake tasks they are OVER qualified for. 5. Reallocation is done in an organized and structured way based on a detailed skills and competencies database. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

MOD AUTFLE: AUTONOMY: FLEXIBILITY

Enumerator states: Thank you. Now I'd like to understand how your Organization responds when you are confronted by new demands or ways of working. Whilst we understand there may be formal rules governing serving different constituencies, we are interested in what really happens on the ground.

Enumerator note: Additional codes – 900 = Don't know, 998 = Refuse to answer.

			INSTRUCTIONS FOR ENUMERATOR
Q#	QUESTION	SCORING OPTIONS	
AUTFLE_29_01	Does your organization adjust its procedures to the needs and requirements of different communities and stakeholders?	<ol style="list-style-type: none"> 1. No, the organization always follows the same procedures. 2. Organization adapts procedures in only extreme cases. 3. Organization adjusts procedures when necessary but struggles with complex needs/requirements. 4. Organization adjusts procedures to the specific needs of its stakeholders. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

		5. The organization designs procedures to the specific norms, needs, and circumstances of each stakeholder.	
AUT FLE _29_ 02	Who is involved in adjusting these procedures?	<ol style="list-style-type: none"> 1. Senior managers. 2. Senior and unit-level managers. 3. All staff working on that procedure/project. 4. Managers, staff, and representatives of the community. 5. A wide range of stakeholders. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
AUT FLE _29_ 03	How often are new practices or ways of working introduced in your organization?	<ol style="list-style-type: none"> 1. Never 2. Rarely (once every few years) 3. Once in a while (every year) 4. Often (more than once a year) 5. All the time 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
AUT FLE _29_ 04	How well are best new practices or ways of working integrated across the organization?	<ol style="list-style-type: none"> 1. New practices are not introduced. 2. New practices are introduced and adopted in an ad-hoc manner. 3. Management encourages the adoption of new practices across the organization, but only some staff groups or departments will take them up. 4. New ideas or practices are informally adopted and integrated across all staff groups and departments. 5. New ideas and practices are formally adopted and integrated across all staff groups and departments 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
AUT FLE _29_ 05	How does the management encourage the adoption and integration of these practices?	<ol style="list-style-type: none"> 1. Management does not encourage the adoption of new practices. 2. Management encourages the adoption of new practices when mandated by a senior authority. 3. Management encourages new work practices to solve existing problems. 4. Management encourages the adoption of new practices to improve processes. 5. Management encourages the adoption of new practices for the purpose of fostering innovation. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

MOD INV: STAFF INVOLVEMENT/CONTRIBUTION

Enumerator states: Thank you. Now I'd like to talk a little bit about how staff become involved in the day-to-day activities of the organization.

Enumerator note: Additional codes - 900=Don't know, 998=Refuse to answer.

Q#	QUESTION	SCORING OPTIONS	INSTRUCTIONS FOR ENUMERATOR
INV_ 30_0 1	What is the process for exposing and	<ol style="list-style-type: none"> 1. Ad-hoc, no set process for improvement 2. There is some process for fixing issues when something goes wrong. 	THIS IS AN ENUMERATOR SCORED

	solving problems in your organization?	<ol style="list-style-type: none"> There is an existing process to deal with problems in case they arise. There is a continuous process focusing on prevention, not just dealing with problems. There is a continuous process that focuses both on the prevention of problems and also on continuous process improvement (pre-emptive process). 	QUESTION- DO NOT READ OUT THE OPTIONS!
INV_30_02	How do/ can different staff groups get involved in this process in solving problems and making improvements?	<ol style="list-style-type: none"> No suggestions/inputs from staff. Suggestions/inputs from staff on an ad-hoc basis. Suggestions/inputs from staff involved through meetings (formal or informal). Organization encourages staff to make suggestions/inputs as part of their work. Exposing problems and suggesting solutions and improvements is part of all staff's daily duty. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
INV_30_03	When you decide on an action plan, how do you ensure it is implemented?	<ol style="list-style-type: none"> There is no way to ensure this. Failure to meet the deadline will be discovered at or near the deadline. Progress is checked before the deadline. Progress is informally monitored regularly before the deadline. Progress is formally monitored regularly before the deadline. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
INV_30_04	If an action plan were not progressing as it should, what type of action would you take to rectify it/put it back on track?	<ol style="list-style-type: none"> No action would be taken. Action would only be taken in case of emergency. The plan would be revised to ensure the results were achieved, albeit with delay. The plan would be revised to ensure it was delivered on time. Resources would be moved around, and preventive measures would be taken to ensure the plan progressed adequately. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

MOD PERFINC: INCENTIVES/MONITORING: PERFORMANCE INCENTIVES

Enumerator states: Thank you. It's sometimes necessary to reward or discipline employees that you manage. I'd like to ask you about how you have faced those issues. Please remember that we are interested in practices within your Organization rather than the organization as a whole.

Enumerator note: Additional codes - 900=Don't know, 998=Refuse to answer.

			INSTRUCTIONS FOR ENUMERATOR
Q#	QUESTION	SCORING OPTIONS	
PER FIN	How does your organization manage poor performance?	<ol style="list-style-type: none"> No action is taken to deal with poor performers. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO

C_3 1_01		<ol style="list-style-type: none"> Poor performance is rarely addressed, and typically only at the more junior levels. Poor performance is addressed inconsistently across individuals and staff groups. Poor performance is addressed consistently and at all levels of staff. Poor performance is addressed through formal performance improvement plans. 	NOT READ OUT THE OPTIONS!
PER FIN C_3 1_02	How does your organization manage bad behavior or the infringement of public service rules?	<ol style="list-style-type: none"> There are no consequences for bad behavior. Bad behavior is rarely addressed. Bad behavior is addressed inconsistently across individuals and staff groups. Bad behavior is addressed consistently across all staff groups. Bad behavior is addressed consistently across all staff groups and there are formal consequences. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
PER FIN C_3 1_03	How are the best employees in your Organization/department [DEPENDENT ON THE RESPONDENT] rewarded?	<ol style="list-style-type: none"> Managers and staff are rewarded equally irrespective of performance level (i.e. rewards are not based on performance). Only some staff groups (e.g. managers, technical staff) receive performance bonuses. Good performance is rewarded financially, but the criteria for receiving a bonus are not clear. Good performance is rewarded based on a clear set of criteria. Good performance is rewarded and is based on a regular, rigorous, evaluation. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

MOD STAFF: STAFFING

Enumerator states: Thank you. Now let's discuss staffing **of your organization**. Remember, we are interested in how things work in practice rather than the formal rules that govern staffing.

Enumerator note: Additional codes - 900=Don't know, 998=Refuse to answer.

Q#	QUESTION	SCORING OPTIONS	INSTRUCTIONS FOR ENUMERATOR
STAF F_32 _01	How does your organization attract talented individuals?	<ol style="list-style-type: none"> Talent is not considered important. Talent is considered important, but no action is taken to attract it. Talent is considered important, but there is no real system for attracting the best individuals. There is a system for attracting talented individuals. There is a system for attracting and developing talented individuals. 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!

STAF F_32 _02	What are the main criteria for promotion in your organization?	<ol style="list-style-type: none"> 1. There are no promotions. 2. Promotions are based on length of service in the organization. 3. Promotions are based on a combination of length of service and performance. 4. Promotions are based on performance. 5. Promotions are based on performance and suitability to the role (background, skills and competencies, preferences). 	THIS IS AN ENUMERATOR SCORED QUESTION- DO NOT READ OUT THE OPTIONS!
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MOD CONC: CONCLUSION

Topic	Question	Responses
CONC_01 Willingness to pay	Imagine you have an opportunity to invest your time in an innovative youth mental health training program. How many hours over the course of a year would you spend on this program?	[0-500]
CONC_02 Training	<p>The Ministry of Health has launched a new online training. The 8-hour training, created by a team of mental health experts, is self-paced, home-based, free of charge, and open to everyone. The training aims to increase knowledge on youth mental health; to strengthen their comfort and capacity in dealing with complex situations; and to create educational environments conducive to student mental health. All participants who complete the training will receive a certificate from Vilnius University.</p> <p>Would you like to sign up for this training now?</p> <p>If CONC_02 = 01, 02, share respondent unique link in chat</p> <p><i>If CONC_02 <= 03, skip to CONC_04</i></p>	<p>01=Yes, I will sign up now 02=Yes, I will sign up but at a later date 03=I have already signed up 04=No</p> <p>900 = Don't know 998 = Refuse to answer</p>
CONC_03 Training Registration	<p>What are your hesitations in signing up for this training?</p> <p>Enumerator instructions: Do not read response list. Select all that apply.</p>	<p>01 = I don't have time to participate in training 02 = Selection of participants into training is limited and competitive 03 = Training content is not useful 04 = Training quality is low 05 = I feel I already have the tools to deal with mental health challenges 06 = I do not think mental health is an important topic 07 = Participating in the training is not professionally useful 08 = I do not have the digital tools or skills to participate</p> <p>800 = Other (please specify): ____ 900 = Don't know 998 = Refuse to answer</p>
CONC_04 Co-Production	An initiative is currently being designed to bring together a range of decision-makers across ministries, municipalities, public health bureaus, and schools to share knowledge and make decisions regarding youth mental health programming. Would you be interested in receiving more information on how to get involved in this initiative?	<p>01 = Yes 02 = No</p> <p>998 = Refuse to Answer</p>

CONC_05 Consent	We would like to ask to use your email and phone number. This information will only be used for the purpose of providing follow-up information on youth mental health in Lithuania and associated resources. It will remain strictly confidential outside of the research team. Do you consent?	01=Yes 02=No If CONC_05=02 skip to CONC_08
CONC_06 Email	What is your institutional email? <i>Back-end logic check to verify that CONC_05=email on file.</i> <i>If email not on file, alert message to ask enumerator to read inputted email back to respondent to confirm its accuracy.</i> <i>If email on file and CONC_05!=email, error message to read "This email does not match the email on file for this individual. Please revise the entered email and confirm that it is correct with the respondent."</i> <i>If email on file and CONC_05==email, proceed.</i>	[OPEN] 998 = Refuse to answer
CONC_07 Phone	What is your mobile phone number? <i>If phone number not on file, alert message to ask enumerator to read inputted phone number back to respondent to confirm its accuracy.</i> <i>If email on file and CONC_06!=phone number, error message to read "This phone number does not match the phone number on file for this individual. Please revise the entered phone number and confirm that it is correct with the respondent."</i> <i>If phone number on file and CONC_06==phone number, proceed.</i>	[numerical response] 998 = Refuse to answer
	Continue to MAILCHECK_01 if Treatment==Control. Skip to CONC_08 if Treatment!=Control.	
MAILCHECK_start timestamp		
MAILCHECK_01	Finally, have you previously seen this email? <i>Enumerator instructions: do not linger on email, this is a quick check and not meant to be read.</i> <i>Programmer instructions: to display generic, unbranded email</i> If MAILCHECK_01!=01, skip to CONC_08	01=Yes 02=No 900=Don't know 998=Refuse to answer
MAILCHECK_end timestamp		

MAILCHECK_02	Was the email you received affiliated with any institution? If MAILCHECK_02!=01, skip to INFO_03	01=Yes 02=No 900=Don't know 998=Refuse to answer
MAILCHECK_03	With which institution was the email affiliated? <i>Enumerator instructions: select all that apply and do not read or show responses</i>	01=Ministry of Health 02=Student's Union 03=Other (please specify): ____ 900=Don't know 998=Refuse to answer
INFO_03	Who sent you the email? <i>Enumerator instructions: select all that apply and do not read or show responses</i>	01 = Sent to me by Ministry of Health 02 = Sent to me by Lithuanian Student Union 04 = Sent to me from a colleague in my institution 05 = Sent to me from a colleague outside of my institution 800 = Other (please specify): ____ 998 = Refuse to answer
INFO_04	To how many people, if any, have you forwarded the email? If INFO_04=0, skip to INFO_07	[Numeric response] 998 = Refuse to answer.
INFO_05	To whom have you forwarded the email? <i>Enumerator instructions: select all that apply and do not read or show responses</i>	01 = Teachers in schools 02 = Support staff in schools 03 = Principals in schools 04 = Colleagues in my institution 05 = Colleagues outside my institution 800 = Other (please specify): ____ 998 = Refuse to answer.
INFO_06	Why did you forward the email to these individuals? <i>Enumerator instructions: select all that apply and do not read or show responses</i> Skip to CONC_08	01 = I felt they would benefit the most from the training 02 = I feel that the training on youth mental health is very important 03 = They are interested in this topic 04 = They are senior staff that can encourage others and set an example 800 = Other (please specify): ____ 998 = Refuse to answer.
INFO_07	Why did you not forward the email? <i>Enumerator instructions: select all that apply and do not read or show responses</i>	01 = Mental health is not a relevant topic 02 = I did not feel the training will be useful 03= I did not think anyone would be interested in the training 04 = I doubted the source of the email 800 = Other (please specify): ____ 998 = Refuse to answer
CONC_08 Conclusion	That concludes the final module of the questionnaire. Before we close, are there any final points that you would like to share	[OPEN]

	related to any of the topics covered in this survey?	
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