

Survey Items Table (Part I)

Appendix III. Survey Items from Highest Means to Lowest Means

Survey item: <i>Participants were asked, on a scale from 1 to 7, to what extent the following conditions applied to the CBI initiatives they were reporting on. (The ten survey items with highest and the ten survey items with the lowest means are shaded.)</i>	Mean
Information confidentiality needs were met.	6.18
Information security needs were met.	6.14
Information privacy needs were met.	6.13
Participants were knowledgeable about their own organization's policies.	6.06
Concerns or issues raised by participants were addressed in the initiative.	6.05
My organization's roles and responsibilities were clear to me.	6.04
Participants were knowledgeable about the information needs of their own organizations.	5.99
Information disclosure needs were met.	5.98
Strategies developed by participants to support the initiative were appropriate.	5.96
Informal problem solving was common throughout the initiative.	5.95
Participants were knowledgeable about their own organization's management practices.	5.91
The initiative resulted in effective work relationships across organizational boundaries.	5.85
Strategies developed by participants to support the initiative were effective.	5.82
The initiative resulted in benefits directly to persons, organizations, or groups.	5.82
Taken as a whole, the initiative was a success.	5.78
During the initiative, many problems were solved without involving top management.	5.75
The initiative met its stated policy objectives and goals.	5.73
Relevant individual executives were highly supportive of the initiative.	5.72
A collective decision-making process was frequently used in the initiative.	5.70
Participants worked on the initiative willingly.	5.68
Individuals successfully assumed leadership responsibility beyond their official duties.	5.68
Participants were knowledgeable about their own organization's information technologies.	5.67
Participants were knowledgeable about the relevant business processes within their own organizations.	5.65
Participants had effective communication skills.	5.61
The initiative resulted in improved efficiency.	5.61
Information security was an issue in the initiative.	5.58
The roles and responsibilities of other participating organizations were clear to me.	5.57
The initiative included assigned project managers.	5.57
Assigned project managers were effective at their jobs.	5.56
The organizations participating in the initiative were diverse in terms of level of government.	5.56

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Participants had effective collaboration skills.	5.56
The initiative benefited from high-level executive sponsorship.	5.56
Participants had effective coordination skills.	5.55
Communication within the initiative was effective.	5.55
Participants trusted each other.	5.53
Participating organizations shared the same goals in terms of the initiative.	5.50
Participants were knowledgeable about the broader environment of the initiative.	5.48
Information privacy was an issue in the initiative.	5.46
Information disclosure was an issue in the initiative.	5.38
Common technical standards were used in the initiative.	5.36
Information confidentiality was an issue in the initiative.	5.33
Common technical standards were established for use in the initiative.	5.33
Participants were knowledgeable about the information needs of the initiative as a whole.	5.33
The specific needs of my organization were respected by others.	5.29
The specific limitations of my organization were respected by others.	5.29
Participants were knowledgeable about policies relevant to the initiative.	5.28
The initiative resulted in substantial sharing of skills and unwritten practical knowledge across organizational boundaries.	5.24
The initiative resulted in improvements to the day-to-day operation of government.	5.24
Common policies were established for use in the initiative.	5.23
My organization was able to do its job without interference from others.	5.19
Common policies were used in the initiative.	5.18
The initiative resulted in substantial sharing of written and codified knowledge across organizational boundaries.	5.18
The decision-making structure for the initiative was established by the participants themselves.	5.12
The initiative resulted in information systems that can communicate with each other.	5.09
The initiative depended on the unique experience of some participants.	5.08
Participants had adequate technical skills.	5.00
The participants had incentives to participate in the initiative.	4.99
Participants were knowledgeable about management practices used in the initiative.	4.99
Meeting minutes, planning documents, and draft materials were valuable to the initiative.	4.98
Participants were knowledgeable about information technologies used in the initiative.	4.96
Participants were knowledgeable about the relevant business processes of the overall initiative.	4.95
Prototypes and process descriptions were valuable to the initiative.	4.91
The initiative resulted in greater policy effectiveness.	4.87

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Regulations or formal agreements were relevant to the initiative.	4.83
Participants were knowledgeable about current technologies.	4.82
The initiative resulted in cost savings.	4.77
The technical infrastructure was adequate for the initiative.	4.74
Stories and personal experiences were valuable to the initiative.	4.74

Survey Items Table (Part 2)

Appendix III. Survey Items from Highest Means to Lowest Means

Survey item: <i>Participants were asked, on a scale from 1 to 7, to what extent the following conditions applied to the CBI initiatives they were reporting on. (The ten survey items with highest and the ten survey items with the lowest means are shaded.)</i>	Mean
Participants were knowledgeable about the information needs of other participating organizations.	4.73
Regulations or formal agreements were essential to the initiative.	4.65
Financial resources were adequate for the initiative.	4.56
The decision-making structure for the initiative was documented.	4.51
The initiative resulted in interoperable computer systems and networks.	4.47
The initiative resulted in an integration of disparate databases into new data resources.	4.46
I personally had positive experiences with past similar initiatives.	4.42
Participants were knowledgeable about emerging technologies.	4.41
Participants had positive previous experience working together as a group.	4.33
Relevant individual executives displayed a charismatic leadership style.	4.27
Elected officials (other than legislators) supported the initiative.	4.27
Participants had previous experience working together as a group.	4.23
Participants were knowledgeable about the relevant business processes of the other participating organizations.	4.10
The initiative started because of a specific event such as new legislation, a crisis, or an election.	3.99
Many participants had positive experiences with previous similar initiatives.	3.99
External consultants played an important role in the initiative.	3.99
Charters or formal authorizations were valuable to the initiative.	3.98
Relevant individual executives focused more on the participants in the initiative than on the data or information systems.	3.95
Participants were knowledgeable about other participating organizations' policies.	3.72
Legislators supported the initiative.	3.64
Participants were knowledgeable about other participating organizations' information technologies.	3.56
Participants were knowledgeable about other participating organizations' management practices.	3.55
Existing legislation made the initiative possible.	3.11
The initiative resulted in increased public participation.	3.10
Participants had negative previous experience working together as a group.	2.48
The decision-making structure for the initiative was established through legislation or executive mandate.	2.17
Existing legislation interfered with the initiative.	1.91
Participants misused the power of their official positions.	1.56

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