

Appendix B. About our Government: A perception study

This is a study for identifying the actual and current opinions of public servants about the Federal Organization Model in México. The identity of the respondents is confidential. This questionnaire is known as a modified Semantic Differential Scale and it is answered this way.

1. Please, read carefully the two affirmations or alternatives that appear in each item. They are twenty three (23). These affirmations define a specific characteristic of the organizational model under study.
2. Then write down an X in any of the seven given spaces to represent the grade of identification with any of the alternatives upon your knowledge or experience.
3. If you do not make up your mind or feel no identification with any of the alternatives, write the cross in the central space.
4. At the end of all the questions, feel free to add any comment, suggestion or opinion.

We are deeply grateful for sharing your perception with us.

Please fill in these data for demographic analyses.

Position of the respondent	Date
Secretary-Agency	Age
Profession	Years in Public Service

The particular details and circumstances of any problem do not affect the decision-making process.	1 ____:____:____:____:____:____:____	Reform the orientation and answering capability of the government to the needs of the population.
Open participation is unwelcome in my organization.	2 ____:____:____:____:____:____:____	Substitution of rigid controls for empowerment and autonomy.
Communication in my organization is essentially descendent.	3 ____:____:____:____:____:____:____	Communication in my organization is based on Information Systems.

Man is a resource for the organization to achieve its objectives.	4 ____:____:____:____:____:____:____	Man is a thinking individual whose competence lets the organization achieve its objectives.
There is no leadership in your organization because it is not necessary.	6 ____:____:____:____:____:____:____	Recover the roll of leadership and the confidence of citizens in the government.
Training in the use of hard technologies is common.	5 ____:____:____:____:____:____:____	Training in the use of soft and hard technologies is common.
The function of the directing level is finally stated by the regulations and procedures.	7 ____:____:____:____:____:____:____	The function of the directing level is to facilitate the performance of subordinates (internal clients).
The environment is considered as a static variable.	8 ____:____:____:____:____:____:____	Unify the spirit of continuous improvement, innovation, and competence for the administration of agencies and entities of the Federal Government
One of the principal characteristics of employees is obedience to superiors, norms, and regulations.	9 ____:____:____:____:____:____:____	Workers are honest and made a transparent government, to recover the trust of society.
Leadership process is replaced for the legal framework.	10 ____:____:____:____:____:____:____	Managers as leaders are considered the main factor for organizational success.
You are motivated for your interest in developing a career in the bureaucracy.	11 ____:____:____:____:____:____:____	You are motivated for the interest of the Government in holding the best women and men in the public service.
Rationality and efficiency are the main purposes of your organization.	12 ____:____:____:____:____:____:____	Transform the government in an efficient device to achieve the planned results.
Communication channels are used to communicating orders mainly.	13 ____:____:____:____:____:____:____	Communication is one of the main factors to achieve objectives.
Employees' performance is impersonal.	14 ____:____:____:____:____:____:____	Employees' performance is tied to the level. Operative = Participative; Leader = Manager; Director = Facilitator.
When communication is ascending, it is used to report data or to make complains. Horizontal communication seems not to be necessary in my organization.	15 ____:____:____:____:____:____:____	Communication is given in any way and level in the individual status.

When making decision, the actors follow the regulations and rules established for that purpose.	16 ____:____:____:____:____:____:____	Decision-making is participative but highly dependent on hierarchy and focused on the client.
Participation is limited by the definition of my position.	17 ____:____:____:____:____:____:____	Participation is fundamental since any single individual is a quality promoter.
There is a vertical mobility to ascend in the position of the organization.	18 ____:____:____:____:____:____:____	The promotion based on achievement is a fact in my organization.
Efficiency is measured through the attachment of employees to regulations and standards.	19 ____:____:____:____:____:____:____	Government of Quality, to satisfy or exceeding the expectancy of the clients and citizens about the given services.
Updated technology is currently used for optimizing the daily activities.	20 ____:____:____:____:____:____:____	Digital government, allowing clients and citizens to get information from the government and to get access to services from the comfort at the office or at home.
Rules and procedures are created without taking in account the conditions of the environment.	21 ____:____:____:____:____:____:____	Rules and procedures are created according to the conditions of the environment.
Employees are rational, always seeking efficiency.	22 ____:____:____:____:____:____:____	Employees are participative and systematic fulfilling objectives.
Standardization is the main characteristics of the decision-making process.	23 ____:____:____:____:____:____:____	Government with better regulations, to guarantee clients, citizens and public servants are able to complete procedures with easiness, security and promptness.

Would you like to add any comment?



Thanks again for your time and cooperation.
AMDG.