

---

KYSELYLOMAKE

Tämä kyselylomake on osa Yhteiskuntatieteelliseen tietoaarkistoon arkistoitua tutkimusaineistoa

FSD1185 Suomen kunnanjohtajatutkimus 1996

Kyselylomaketta hyödyntävien tulee viitata siihen asianmukaisesti lähdeviitteellä.

Lisätiedot: <http://www.fsd.uta.fi/>

---

QUESTIONNAIRE

This questionnaire is part of the following dataset, archived at the Finnish Social Science Data Archive:

FSD1185 Finnish Municipal Manager Survey 1996

If this questionnaire is used or referred to in any publication, the source must be acknowledged by means of an appropriate bibliographic citation.

More information: <http://www.fsd.uta.fi/>

---

## *Questionnaire for Chief executives in Local Government*

**C1 1. Please indicate the number of inhabitants in your municipality:**

- |                          |    |          |                           |
|--------------------------|----|----------|---------------------------|
| <input type="checkbox"/> | 1  |          | Below 1.000 inhabitants   |
| <input type="checkbox"/> | 2  | 1.000-   | 2.000 inhabitants         |
| <input type="checkbox"/> | 3  | 2.000-   | 5.000 inhabitants         |
| <input type="checkbox"/> | 4  | 5.000-   | 10.000 inhabitants        |
| <input type="checkbox"/> | 5  | 10.000-  | 15.000 inhabitants        |
| <input type="checkbox"/> | 6  | 15.000-  | 20.000 inhabitants        |
| <input type="checkbox"/> | 7  | 20.000-  | 30.000 inhabitants        |
| <input type="checkbox"/> | 8  | 30.000-  | 50.000 inhabitants        |
| <input type="checkbox"/> | 9  | 50.000-  | 100.000 inhabitants       |
| <input type="checkbox"/> | 10 | 100.000- | 200.000 inhabitants       |
| <input type="checkbox"/> | 11 | 200.000- | 500.000 inhabitants       |
| <input type="checkbox"/> | 12 |          | Above 500.000 inhabitants |

**C2 2. How many people are employed by the municipality (please convert to full-time equivalents)?**

Total number of employees in the municipality: \_\_\_\_\_

How many are employed in administrative functions: \_\_\_\_\_

**C3 3. What is your official title:** \_\_\_\_\_

**C4 4. When were you born? 19** \_\_\_\_\_

**C5 5. Are you**

- 1 Male
- 2 Female

**C6 6. How many years of full-time education have you had (including primary school)?**

\_\_\_\_\_ years

**C7 7. Please state your education (more than one entry if necessary)**

- 1 Municipal apprenticeship
- 2 Private administrative education
- 3 Middle range education (teacher, social worker etc.)

Please state \_\_\_\_\_

*University degree:*

- 41 Law
- 42 Economics/finance
- 43 Political science/administration
- 44 Technical degree (engineer, architect)
- 45 Natural science
- 46 Humanities, history etc.
- 47 Other university degrees

Please state: \_\_\_\_\_

*Other education*

Please state: \_\_\_\_\_

**C8 8. What was your first job after you left full-time education?**

**C9 9. What was your last job before your present post? Please give details: title, place of employment and number of years employed:**

**C10 10. For how many years have you held your present position?**

\_\_\_\_\_ years

**C11 11. Do you consider your present position as the last one in your career, or do you intend to seek another job?**

- 1 I do not intend to seek another post
- 2 I may seek another post if the right opportunities arise
- 3 I am definitely planning to seek another job sometime in the future

**C12 12. We kindly ask you to indicate the reason(s) why your immediate predecessor left his/her position (you may mark more than one item if necessary).**

- Career (advancement to higher or better paid office)
- Problems of co-operation with politicians
- Problems of co-operation with bureaucrats
- Workload and other pressures stemming from the job
- Age
- Illness/death
- Don't know
- Other reasons (please state): \_\_\_\_\_

**CI13 13. Please estimate of how many local associations or local pressure groups you are a member:**

Number of associations: \_\_\_\_\_

**CI14 14. Are you a member of any professional bodies? Please give details.**

---

---

**CI15 15. Are you now or have you been a member of a political party?**

- 1 I am presently a member of a political party
- 2 I have previously been a member of a political party
- 3 I have never been a member of a political party

**CI16 16. Please estimate the number of hours you work in a typical week:**

\_\_\_\_\_ hours

**CI17 17. Did you spend part of your childhood (0-18 years) in the county/region where you presently work?**

- 1 Yes
- 2 No

**CI18 18. Do you live within the boundaries of your employing authority?**

- 1 Yes
- 2 No

**CI19 19. What was the household head's occupation when you were around 15 years old:**

Self-employed

- 1 Farmer/fisherman
- 2 Professional (lawyer, medical practitioner, accountant etc.)
- 3 Shop/company owner, craftsman, self employed person
- 4 Business proprietor, owner (full or partner) of a company

Employed

- 5 Employed professional (employed lawyer, practitioner, accountant)
- 6 General management, director or top management
- 7 Middle management
- 8 Employed position, working mainly at a desk
- 9 Employed position, not at a desk, but travelling
- 10 Employed position, not at a desk, but service job (hospital, restaurant, police, fireman)
- 11 Supervisor
- 12 Skilled manual worker

- 13 Other (unskilled) manual worker, servant
- 14 Other occupation/unemployed/retired

**C20 20. Please think of an ideal job - disregarding your present job. In choosing an ideal job, how important would it be to you to:**

	Of utmost importance 1	Very important 2	Of moderate importance 3	Of little importance 4	Of very little or no importance 5
1. Have sufficient time for your personal or family life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Have good physical working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Have a good working relationship with your direct superiors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Have security of employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Work with people who co-operate well with one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Be consulted by your direct superiors in her/his decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Have an opportunity for advancement to higher level jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Have an element of variety and adventure in the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Work closely with politicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Have the possibility of influencing the development of the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C2I 21. How often do you feel nervous or tense at work?**

- 1 Never
- 2 Seldom
- 3 Sometimes
- 4 Usually
- 5 Always

**C22 22. How frequently, in your experience, are subordinates afraid to express disagreement with their superiors?**

- 1 Very seldom
- 2 Seldom
- 3 Sometimes
- 4 Frequently
- 5 Very frequently

**C23 23. Chief executives must necessarily decide the priority of various tasks. Please indicate how much emphasis you in your daily work put on each of the tasks listed below. Make your entries on a scale from 1 (attach very little or no importance to) to 5 (attach utmost importance to).**

	Of very little or no importance 1	Of little importance 2	Of moderate importance 3	Very important 4	Of utmost importance 5
1. Solve problems and conflicts of human relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Stimulate co-operation between departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Formulate ideas and visions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Guide subordinate staff in day-to-day handling of cases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Promote and encourage new projects in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Be informed about the viewpoints of the employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Develop and implement new routines and work methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Manage economic affairs, accounts and budgetary control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Ensure that rules and regulations are followed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Give the Mayor legal, economical and other kinds of technical advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Give the Mayor political advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Be informed about citizens' viewpoints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Develop and implement norms concerning the proper roles of politicians vis-à-vis the bureaucrats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Influence decision-making processes in order to secure sensible and efficient solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Attract resources from external sources like the national/regional government, funds, private investors and business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Make sure that resources are used efficiently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**With regard to the following two questions, we would like you to indicate the importance of different aspects of your work. Please indicate the priority you give to these aspects by giving the most important aspect a 1, the second most important a 2, and the third a 3.**

**C24 24. If there is a clash between different considerations in your daily work, what priority do you give to the following? (Please write 1, 2, 3)**

- \_\_\_\_\_ Observing the established rules and procedures (e.g. laws, regulations and internal procedures)
- \_\_\_\_\_ Accomplishing tasks efficiently and quickly
- \_\_\_\_\_ Ensuring everybody involved are satisfied with decision-making processes and their outcomes

**C25 25. Among other things, leadership and management is about the distribution of work and ensuring co-operation between people and different parts of the organization. However, leadership skills may be necessary in ones daily work as well as in crisis situations. What priority do you give to the following aspects of leadership? (Please write 1, 2, 3)**

- \_\_\_\_\_ Formal power and authority
- \_\_\_\_\_ Motivation through commendation and reward of the individual
- \_\_\_\_\_ Personal relations (friendship, respect, trust)

**C26 26. Chief executives may find inspiration in their daily activities from many sources. To what extent have you found the following sources useful concerning your ability to develop your skills as a leader?**

	Extremely useful	Very useful	Somewhat useful	Of little Use	Of no use
	1	2	3	4	5
1. Inspiration from executives in other municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Own schooling/educational background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Inspiration from consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Inspiration from training courses, seminars etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Professional journals, magazines and the like	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The general management literature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Inspiration from managers in private business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The activities and meetings of the association of chief executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The activities of other professional associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The Local Government Associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C27 27. One aspect of the work of the chief executive is the management of organizational change. How would you weight the circumstances mentioned below as part of such a process of organizational change? Please indicate on a scale from 1 (attach very little or no importance to) to 5 (attach utmost importance to).**

	Of very little or no importance 1	Of little importance 2	Of moderate importance 3	Very important 4	Of utmost importance 5
1. Wide-ranging involvement of the employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Careful preparation with a small number of executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. A quick reorganization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Secure trade union support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Achieve incremental reorganization rather than an extensive reform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Create a broad consensus among elected politicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C28 28. To what extent do you agree or disagree with each of the following statements?**

	Strongly agree 1	Partly agree 2	Undecided 3	Disagree 4	Strongly disagree 5
1. Most people can be trusted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. One can be a good manager without having precise answers to most questions that subordinates may raise about their work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. An organization structure in which certain subordinates have two bosses should be avoided at all cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Competition between employees usually does more harm than good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The rules of an organization should not be broken - not even when the employee thinks it is in the best interest of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. When people have failed in life it is often their own fault	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C29 29. Do you think that the job as a local government CEO is more attractive today than it was ten years ago?**

- 1 Yes, much more attractive
- 2 Yes, somewhat more attractive
- 3 More or less the same as ten years ago
- 4 No, the job has become somewhat less attractive
- 5 No, the job has become much less attractive

Please give the reasons for your assessment:

---

---

**C30 30. Does any one party presently have an overall majority of seats on the local council?**

- 1 No party has an overall majority
- 2 One party has an overall majority

Please indicate which party: \_\_\_\_\_

**C31 31. All in all, do you think there are many conflicts between the major political parties in your municipality, some conflicts or few conflicts?**

- 1 Many conflicts
- 2 Some conflicts
- 3 Few conflicts
- 4 No conflicts at all

**C32 32. For how many years has the present Mayor held the position as Mayor?**

\_\_\_\_\_ years

**C33 33. How would you evaluate the chances of the Mayor in the next local election if he/she decides to run again?**

- 1 The Mayor is almost sure to continue in the position
- 2 The Mayor stand the best chances of all candidates but he/she cannot be sure to continue
- 3 The Mayor is likely to lose his/her position in the next election
- 4 Don't know

**C34 34. How would you evaluate the Mayor's position within her/his own party and party group?**

- 1 The Mayor is the unchallenged leader of the party
- 2 The Mayor's position as the leaders of the party is under attack but he still runs affairs

**C35 35. Please indicate the extent to which the following describes the Mayor's behavior.**

	To a very high extent	To a high extent	To some extent	To a little extent	Not at all
	1	2	3	4	5
1. The Mayor is very much engaged in the details of the daily work of the administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The Mayor is a visionary person who constantly initiates new projects and policies in the locality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The Mayor has excellent relations with the public and knows what concerns the citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The Mayor is primarily a politician engaged in policy making rather than administrative details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The Mayor merely reacts to the circumstances when new policies are formulated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The Mayor emphasizes the promotion of the party program and the interests of his fellow party members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C36 36. Politicians must give priority to different tasks in their daily work. As a local government official, to which tasks do you think the leading politicians ought to attach particular importance? Please make your entry on a scale from 1 (very little or no importance) to 5 (of utmost importance).**

	Of very little or no importance 1	Of little importance 2	Of moderate importance 3	Very important 4	Of utmost importance 5
1. Be informed about citizens' views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Represent the municipality to the outside world	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Create stability for the administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Formulate exact and unambiguous goals for the administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Defend the authorities' decisions and policies externally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Implement the program on which he/she has been elected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Be a spokesperson for local groups or individuals who have issues pending decision by the authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Decide on major policy principles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Be a spokesperson for their political party	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Have a vision of the way in which the municipality will develop in the long run	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Lay down rules and routines for the administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Making decisions concerning specific cases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Be a spokesperson vis-à-vis the press	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Procure resources from upper-level governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C37 37. Chief executives may have different opinions about the way in which their relations with politicians ought to be organized. Below are some statements which touch upon this subject in different ways. Please indicate whether you agree or disagree with them:**

	Strongly agree	Partly agree	Undecided	Disagree	Strongly disagree
	1	2	3	4	5
1. It is the politicians' duty to decide only on major principal issues and not on routine matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Certain groups in society are so weak that it is the duty of the administration to be a spokesman for them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Administrative officials should make themselves acquainted with the intentions of the politicians and put forward proposals in line with these intentions only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The administration must be a prime mover in adapting the local authority in changes in society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. It is an advantage if the chief executive is of the same political opinion as the majority of the local council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The administration should not undertake major policy reviews without political direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The administration should be non-partisan and only base its recommendations on expert opinion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The chief executive officer should be primarily responsible to the political leadership and only secondarily to the local population	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C38 38. To what extent has your ability to perform your job as chief executive been affected negatively by the following factors during recent years?**

	To a very high extent	To a high extent	To some extent	To a little extent	Not at all
	1	2	3	4	5
1. Financial problems in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Lack of clear political goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. New regulations from upper-level governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The demands of the population for better service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Demographic changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Conflicts between the political parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Unemployment and social problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Central and/or regional government control of local government finances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Conflicts between the various departments and/or department heads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Pressures from local organized interests, business and the like	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Unclear division of labour between politicians and the administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Cuts in grants from upper-level governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C39 39. Has the municipality during the last decade privatized or contracted out functions?**

- 1 No
- 2 Yes

**If yes, how important do you think this privatization/contracting out has been in terms of reducing the number of municipal employees?**

- 1 Of utmost importance
- 2 Very important
- 3 Of moderate importance
- 4 Of little importance
- 5 Of very little or no importance

**C40 40. An organization may be characterized as more or less centralized, regarding the degree of discretion delegated to the lower levels of the hierarchy. Please indicate whether your municipality has become more or less centralized over the past decade.**

Much more centralized	More centralized	No change	More decentralized	Much more decentralized
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C41 41. The relationship between politicians and administrators may be characterized by more or less delegation from the former to the latter. Please indicate whether there has been more or less of such delegation in your municipality over the past decade.**

Much more delegation	More delegation	No change	Less delegation	Much less delegation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C42 42. The relationship between the municipality and upper levels of government may be characterized as more or less decentralized. Please indicate whether there has been more or less decentralization to local government over the past decade.**

Much more centralization	More centralization	No change	More decentralization	Much more decentralization
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C43 43. When setting priorities, municipal authorities must consider numerous performance goals. Please indicate whether there have been changes in the importance attached to each of the following goals in setting priorities in municipal decisions?**

	Much more importance	More importance	No change	Less importance	Much less importance
	1	2	3	4	5
1. User participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Citizen participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Efficiency of service production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Protection of minority interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Speed of decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Equal access to services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Due process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C44 44. Please indicate the extent to which you agree or disagree with the following statements:**

	Strongly agree	Partly agree	Undecided	Disagree	Strongly disagree
	1	2	3	4	5
1. The need for changes and reorganization of the local government sector has been greatly exaggerated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The public sector has grown too large compared to the private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. In general, the private sector is more efficient than the public sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. There are very few benefits from contracting out or privatizing services in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The smaller municipalities are too inefficient and ought to be amalgamated into larger units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C45 45. Many actors may influence local policy-making. Please indicate how influential the following actors are regarding the BUDGET. Make your entries on a scale from 1 (high influence) to 5 (no influence).**

	High influence				No influence
	1	2	3	4	5
1. The Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Private business interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The committee chairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The local political parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The department heads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The majority group on the council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The chief executive officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Trade union leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Upper level governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Users/clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Voluntary associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C46 46. Please also estimate how influential the following actors are regarding the ECONOMIC DEVELOPMENT OF THE COMMUNITY (please make your entries on a scale from 1 (high influence) to 5 (no influence)).**

	High influence				No influence
	1	2	3	4	5
1. The Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Private business interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The committee chairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The local political parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The department heads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The majority group on the council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The chief executive officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Trade union leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Upper level governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Users/clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Voluntary associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C47 47. How often do you normally communicate (oral communication including meetings, telephone calls, etc.) with the following persons/groups of persons? (One cross per row, please.)**

	Daily	2-4 times per week	Once a week	1-3 times a month	Seldom/never
	1	2	3	4	5
1. The Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leaders of the political opposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Other politicians in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Heads of departments in the municipal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Other employees in the municipal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Citizens in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Journalists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Chief executives in other municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Regional government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Central government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Officials of other public sector bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Officials from the national association of local authorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Union representatives regarding salaries and other employee-related issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Union representatives regarding other issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Private business interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Other leading actors e.g. from voluntary and other non-profit organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C48 48. To what extent are these relations important for your ability to perform your functions as a chief executive officer? (One cross per row, please.)**

	To a very high extent 1	To a high extent 2	To some extent 3	To a little extent 4	Not at all 5
1. The Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leaders of the political opposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Other politicians in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Heads of departments in the municipal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Other employees in the municipal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Citizens in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Journalists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Chief executives in other municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Regional government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Central government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Officials of other public sector bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Officials from the national association of local authorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Union representatives regarding salaries and other employee-related issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Union representatives regarding other issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Private business interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Other leading actors e.g. from voluntary and other non-profit organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C49 49. Relationships to these actors may be marked by more or less conflict or co-operation. How would you describe your relationship with the following persons or groups of persons?**

	Very conflictual 1	Conflictual 2	Neutral 3	Co-operative 4	Very co- operative 5
1. The Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leaders of the political opposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Other politicians in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Heads of departments in the municipal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Other employees in the municipal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Citizens in the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Journalists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Chief executives in other municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Regional government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Central government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Officials of other public sector bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Officials from the national association of local authorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Union representatives regarding salaries and other employee-related issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Union representatives regarding other issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Private business interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Other leading actors e.g. from voluntary and other non-profit organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## *The National Association of Local Government Chief Executives*

**C50 50. Have you been a member of committees, commissions, professional groups, or working groups appointed by the National Association of Local Government Chief Executives within the last five years?**

- 1 No
- 2 Yes

**If yes, please indicate for what purpose the work is/was. Make more entries if necessary.**

- Influencing national/regional legislation
- Implementing national/regional legislation
- Internal affairs of the CEO Association

**C51 51. Below are listed a number of tasks which may be of importance for the National Association of Chief Executive Officers. Please indicate how the Association, in your opinion, should decide on priorities in the future compared with the present.**

	Lower priority	Some priority	Higher priority
	1	2	3
1. Communication to members on current trends and important national initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Influence the "local government agenda" in the country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professional training of members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Exert influence on the implementation /-administrative adaptation of national laws	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Exert influence on legislation through membership of committees etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Comment on law proposals directly to Parliament, ministries, government departments and agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Ensure that members' interests are heard in the media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Strengthen the professional networks between members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Promote social relations between members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Engage in union functions such as negotiations about members' salaries and working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C52 52. How satisfied are you with the way the CEO Association carries out the following tasks?**

	Very satisfied	Fairly satisfied	Not satisfied	Don't know/ irrelevant
	1	2	3	4
1. Communication to members on current trends and important national initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Influence the "local government agenda" in the country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professional training of members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Exert influence on the implementation/-administrative adaptation of national laws	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Exert influence on legislation through membership of committees etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Comment on law proposals directly to Parliament, ministries, government departments and agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Ensure that members' interests are heard in the media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Strengthen the professional networks between members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Promote social relations between members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Engage in union functions such as negotiations about members' salaries and working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C53 53. In the future, what priority should the CEO Association, in your opinion, attach to these tasks compared to the present?**

	Lower priority	Some priority	Higher priority
	1	2	3
1. Communication to members on current trends and important national initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Influence the “local government agenda” in the country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professional training of members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Exert influence on the implementation/- administrative adaptation of national laws	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Exert influence on legislation through membership of committees etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Comment on law proposals directly to Parliament, ministries, government departments and agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Ensure that members’ interests are heard in the media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Strengthen the professional networks between members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Promote social relations between members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Engage in union functions such as negotiations about members’ salaries and working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C54 54. Finally, in your private life, how important is each of the following to you?**

	Of utmost importance 1	Very important 2	Of moderate importance 3	Of little importance 4	Of very little or no importance 5
1. Personal steadiness and stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Thrift	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Persistence (perseverance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Respect for traditon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>