Final Survey Instrument

The Center for Organization Research and Design in the School of Public Affairs at Arizona State University (ASU) in cooperation with the International City/County Management Association (ICMA) is conducting a study on government purchasing and procurement. As a department leader, we are interested in your perspectives and insights into procurement in your organization. While purchasing and procurement may constitute just a small portion of your position's responsibilities, your insights will give us a department-level perspective on purchasing processes.

The findings from this project may provide information helpful to better understanding barriers and facilitators of effective purchasing and procurement in local governments. We are also interested in the extent to which environmental sustainability is being considered in local government purchasing and procurement processes. In partnership with ICMA, we expect to diffuse our findings throughout the practitioner community. Your participation will greatly enhance the quality of our results.

Your participation will entail responding to a series of questions related to your workplace and should take about 10-15 minutes. Your responses are confidential. Results of this study may be published, but the published results will be presented in summary form only. Your identity will not be associated with your responses in any published format. Your involvement in the study is voluntary, and you may choose not to participate or to stop at any time.

If you have any questions about this research project, please feel free to call me at 602-496-0243, or send an e-mail to Dr. Melissa A. Duscha at mduscha@asu.edu. Questions or concerns about your rights as a research participant should be directed to the Social Behavioral IRB at Arizona State University at 480-965-6788 or by email at research.integrity@asu.edu. By completing the following survey, you are agreeing to participate in this research project. Participants must be 18 years of age or older. Please feel free to print and keep a copy of this page for your records.

Again, thank you for participating.

Dr. Melissa A. Duscha Principal Investigator Postdoctoral Scholar Arizona State University | School of Public Affairs Center for Organization Research and Design 602-496-0243 mduscha@asu.edu As a department manager, you have a broad perspective of your city's policies and activities. It is this perspective that we are interested in and the reason you are included in this study.

Section I

In this section of the survey, we will ask you to characterize aspects of your city's procurement system. Please answer the questions to the best of your knowledge and based on your perspective as a manager.

1. There are a variety of ways that cities conduct the purchasing of products and services. Please indicate the extent to which you agree with the following statements related to how purchasing is conducted in your city:

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know
The finance department conducts all purchasing	0	•	0	•	•	•
Individual departments do all of their own purchasing	•	•	0	•	•	0
Separate departments cooperate to make purchases	0	0	0	0	•	0
Departments coordinate with higher level offices to make purchases (e.g., city manager's office)	0	•	0	0	•	•
The finance department provides support for department purchasing	•	•	0	•	•	•

2. To the best of your knowledge, has your city implemented the following purchasing activities?

	Yes	No	Don't Know
Citywide contracts to reduce purchasing costs	O	0	0
An e-procurement system	•	•	•

2B. (Presented only if respondent indicates having an e-procurement system in Q2) Please indicate whether your city has implemented the following elements in your e-procurement system:

	Yes	No	Don't Know
Online bid process	O	O	O
E-procurement training for purchasing officers	0	O	0
Tracking of e- procurement purchases	0	O	0
Database of environmentally friendly products and services	•	•	•

3. To the best of your knowledge, has your city implemented a formal policy pertaining to any of the following purchasing issues:

	Yes	No	Don't Know
Minority-owned business purchasing	•	•	•
Women-owned business purchasing	•	•	•
Environmentally sustainable purchasing*	0	0	0
Veteran-owned business purchasing	•	0	•
Local business purchasing	0	0	•
Small business purchasing	0	0	0

^{*} Environmentally sustainable purchasing is the set of activities undertaken by an organization to implement purchasing that reduces negative effects on the environment.

Section II

In this section, we ask several questions about your city's policies and practices related to environmental sustainability*.

- * Environmental sustainability refers to activities that reduce negative effects on the environment.
 - 4. Please indicate whether the following environmental practices have been implemented or adopted throughout your city.

	Yes	No	Don't Know
Tracking of spending on environmental sustainability activities	•	•	•
Setting goals and targets for environmental performance	•	•	•
Environmental training for all city employees	•	•	•
Internal audits of environmental performance	0	•	•
Publication of an environmental / sustainability report	0	0	0
Using an environmental management system	•	•	0

5. To the best of your knowledge, does your city have any of the following?

	Yes	No	Don't Know
Citywide environmental sustainability director	•	•	•
Citywide environmental sustainability committee	•	•	•
Citywide environmental sustainability policy	•	•	•
Energy usage conservation policy	•	•	•
Water usage conservation policy	•	•	•
Green building policy	O	O	O
Greenhouse gas emissions policy	•	•	•
Recycling policy	O	O	O
Citywide discussions about environmentally sustainable purchasing practices across units	•	•	•

6. Over the last five years, how important has each of the following federal or state government programs been in promoting environmental sustainability in your city?

	Very Important	Important	Moderately Important	Slightly Important	Not Important	Don't Know
Grants	0	O	O	0	O	0
Technical assistance (e.g., EPA Pollution Prevention Technical Assistance)	•	•	•	•	•	•
Voluntary programs (e.g., EPA Green Lights)	•	•	•	•	•	O
Awards/recognition programs	O	O	•	O	O	O
Educational programs	O	O	•	O	O	O

Section III

In this next set of questions, we will ask you about your departments' general purchasing policies and procedures. We are specifically interested in policies and procedures as they relate to three types of purchases made by your department:

- 1) Routine, low-cost purchases of products/services
- 2) Routine, high-cost purchases of products/services
- 3) Non-routine, high-cost purchases that require technical specifications of products/services

Routine refers to regular, repeated purchases. Technical specifications (e.g., scope of work) are the explicit characteristics of a purchase that describe the user's product and service requirements.

7. For each type of purchase, identify every level of approval that is required for authorization. Check all levels that apply for each type of purchase: (Please leave blank if you don't know)

	1. Routine, Low-Cost Purchases	2. Routine, High-Cost Purchases	3. Non-routine, High- Cost Purchases w/Technical Specifications
Departmental			
City Finance Office/Department			٥
City Executive Manager (Mayor or City Manager)			
City Council			

8. For each type of purchase, check the box if the following is used in your department's purchasing process. (Please leave blank if you don't know)

	Routine, Low-Cost Purchases	2. Routine, High-Cost Purchases	3. Non-Routine, High- Cost Purchases w/Technical Specifications
Approved vendor list			
Existing or prior contract			٥
Bid process			
Information system searches to find multiple options			٥
Information on the environmental impact of products			٥
Information on life cycle cost*			٥
Prior approval from unit budget/finance officer			٥
Prior approval from higher unit budget officer			٥
Ecolabels/certifications			
Preferred green products/services list			

^{*} Life cycle cost refers to the expenses associated with a product's total life, from raw material extraction through materials processing, manufacturing, distribution, use, repair and maintenance, and disposal or recycling.

g	For each type of purchase, please indicate how much time (in weeks) is typically required between a purchasing request being made by your department and the actual approval of that request:
	1. Routine, Low-Cost Purchases

_____ 2. Routine, High-Cost Purchases ____ 3. Non-Routine High-Cost Purchases w/Technical Specifications

Section IV

In the next section, we will ask you about the general aspects of purchasing in your department.

10. Departments may use a number of different information sources when making purchases. Please indicate whether each of the following information sources is available to your department when making purchasing decisions:

	Yes	No	Don't Know
Information on the environmental impact of products	•	•	•
Product ecolabels/certifications	O	O	•
Green product/service list	•	•	•
Minority business list	O	O	O
Small business list	O	O	O

11. There are many different criteria that may be considered in the purchase of a product or service. In thinking about your department's purchasing criteria, how important is each of the following characteristics of a product or service?

	Very Important	Important	Moderately Important	Slightly Important	Not Important	Don't Know
Purchase price	0	0	0	0	0	0
Execution of pre-existing contract agreements	0	0	0	0	0	o
Performance requirement	O	O	O	O	O	O
Buying from minority/women businesses	•	•	•	•	•	O
Buying from veteran businesses	•	•	•	•	•	O
Buying from local businesses	•	•	•	•	•	O
Greenhouse gas emissions reductions	•	•	•	•	•	O
Environmental impact (e.g., water use, solid waste)	0	•	•	0	•	O
Life-cycle cost of the product	O	O	O	O	O	O
Maintaining vendor relationships	•	•	•	•	•	O

12. How important are technical specifications to your department when managing the following aspects of purchases:

	Very Important	Important	Moderately Important	Slightly Important	Not Important	Don't Know
Complexity of the purchase	•	0	0	0	0	O
Uncertainty in identifying appropriate vendors	O	•	•	•	0	o
Higher level review processes	•	•	0	•	•	O
Environmental sustainability concerns	•	•	•	•	•	O

Section V

In this section of the survey, we will ask you about environmental sustainability policies and practices within your department. There are no right or wrong answers to these items. Please answer the questions based on your perspective as a department manager.

13. How influential are each of the following individuals or organizations in promoting environmental sustainability practices in your department?

	Very Influential	Influential	Moderately Influential	Slightly Influential	Not Influential	Don't Know
Federal government	0	0	•	0	0	0
State government	•	•	•	•	•	O
Other city departments	•	•	•	•	•	O
City executive (manager or mayor)	•	•	•	•	•	0
City council	O	O	O	•	•	O
City employees	O	O	•	O	O	O
Citizens	O	O	O	O	O	O
Vendors	O	O	•	0	0	O
Business associations	O	O	•	O	O	O
Environmental groups or organizations	•	•	•	•	•	•

14. To what extent do you agree with the following statements as they relate to the sustainability policy in your department?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
Top managers are responsible for the implementation of environmental sustainability policies.	0	0	0	0	0	•
Mid-level managers are responsible for the implementation of environmental sustainability policies.	•	•	•	•	•	•
Staff employees are responsible for the implementation of environmental sustainability policies.	0	•	•	•	•	•

15. How important are the following concerns to your department?

	Very Important	Important	Moderately Important	Somewhat Important	Not Important	Don't Know
Energy conservation	•	•	•	•	•	O
Water conservation	•	•	•	•	•	O
Solid waste reduction	•	•	•	•	•	O
Greenhouse gas emissions reductions	0	0	0	0	0	0
Recycling	O	0	O	O	O	O
Air pollution reductions (ozone, smog)	0	0	0	0	0	•

16. Within your department, how important are environmental sustainability concerns to the purchase of the following types of products and services?

	Very Important	Important	Moderately Important	Somewhat Important	Not Important	Don't Know
Chemical products	0	0	•	•	0	0
Road construction/maintenance services	0	0	•	•	0	0
General construction services	O	O	•	O	O	O
Electrical products	O	•	•	•	O	O
Information technology hardware and services	O	O	O	O	O	O
Professional services	O	O	•	O	O	O
Transportation/fuels	O	•	O	•	O	O
Wood and paper products	O	O	O	O	O	O

17. In your view, to what extent does each of the following either constrain or facilitate your department's ability to implement environmentally sustainable purchasing?

	Strongly Facilitates	Facilitates	Neither Facilitates nor Constrains	Constrains	Strongly Constrains	Don't Know
Financial resources	•	•	•	•	•	•
Human resources	O	O	•	•	•	•
Employee attitudes	O	O	•	•	•	•
Law and regulation	•	O	•	•	•	O
Top Management	O	O	0	O	0	O

18. How important or unimportant are the following considerations in your department's purchasing decisions?

	Very Important	Important	Moderately Important	Somewhat Important	Not Important	Don't Know
Environmental sustainability of the products/services offered	0	•	0	•	•	0
Disposal costs	O	0	•	O	0	O
Reducing packaging waste	O	O	•	•	O	O
Life-cycle cost assessment	O	O	•	•	O	O
Recyclability or reuse	O	O	•	•	O	O
Reducing greenhouse gas impacts	•	•	•	•	•	0

19. In thinking about your relationships with vendors, to what extent do you disagree or agree with the following statements about procurement/purchasing in your department?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
It is easy to switch vendors in my department	0	0	0	0	0	0
Many of my department's vendors offer environmentally friendly products and services	•	0	•	•	•	•
Vendors closely monitor our department's procurement decisions	•	•	•	•	•	•
Vendors often provide unreliable information about environmentally friendly products and services	•	•	•	•	•	•
Vendors help us learn about environmentally sustainable purchasing options	•	•	•	•	•	•

19B. (*Presented only if respondent indicates having an e-procurement system in Q2*) We are interested in your overall assessment of the implementation of your city's environmentally sustainability purchasing policy.

	Very Unsuccessful -5	-4	-3	-2	-1	Neither Successful nor Unsuccessful 0	1	2	3	4	Very Successful 5
How would you assess your city's overall implementation of this policy?	O	0	0	0	0	0	0	0	0	0	0

Part VI

We would now like to ask you about aspects of your department's work setting and culture.

Rules and procedures exist in every organization and have important functions such as coordinating tasks and ensuring accountability. It is possible for organizations to have too many rules and procedures or not enough rules and procedures.

20. To what extent do you disagree or agree with the following statements?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
My department has too many rules and procedures	0	0	0	0	0	0
Employees in my department are constantly being checked on for rule violations	•	•	•	•	•	•

21. How frequently do you interact with your:

	Very Frequently	Frequently	Somewhat Frequently	Infrequently	Very Infrequently	Don't Know
City's executive manager (e.g., mayor or city manager)	O	•	•	•	•	•
City's council members	O	•	•	•	•	O

22. To what extent do you disagree or agree with the following statements about your department?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
This department has a strong commitment to innovation	•	•	•	•	•	•
We reward employees who develop innovative solutions	0	0	0	0	•	0
This department is a dynamic and entrepreneurial place	0	0	0	•	•	0
Most employees in this department are not afraid to take risks	0	•	•	•	0	•

- **23.** How would you assess your department's overall financial standing over the past five years?
 - o Very Strong
 - o Strong
 - o Neither Strong nor Weak
 - o Weak
 - o Very Weak
 - o Don't Know

Part VII

In this last section, we would like to find out a little bit more about you. The following questions ask a few items about yourself and your career.

- 24. What is the official title of your current position? [OPEN ENDED]
- 25. How long have you worked for the city? [Answer in Years]
- **26.** How long have you held your current position? [Answer in Years]
- 27. How many employees do you directly supervise? [Answer in Number]
- 28. In a typical week, approximately how many hours do you spend on purchasing, procurement, or contracting activities? [Answer in Hours]
- 29. To what extent are you active in professional associations in your field?
 - Very Active
 - o Active
 - Moderately Active
 - Somewhat Active
 - Not Active
 - o Don't Know
- 30. What is your highest level of educational attainment?

	High School	Some College	Two-year College Degree (Associate's)	Four-year College Degree	Some Graduate School	Graduate Degree
Highest Level						

31. What best describes the field of study of your highest degree? (e.g., business, public administration, law, etc.) [Open Ended]

	Female Male				
33. What year were you born? [Year]					
34. Are you a member of a historically underrepresented minority group?					
0	Yes				
0	No				
0	Don't Know				
0	Prefer Not To Answer				

32. What is your gender?

Part VIII

To conclude, we are interested in the environmental sustainability behaviors of individuals in your position. There are no right or wrong answers.

35. In your personal time how frequently do you:

	Very Frequently	Frequently	Somewhat Frequently	Infrequently	Very Infrequently	Don't Know
Recycle solid waste at home	•	•	•	•	•	O
Conserve energy at home	•	•	•	•	•	O
Conserve water at home	O	0	0	•	•	O
Purchase environmentally friendly products	0	0	0	0	0	O
Compost food waste	O	O	O	•	•	0
Donate either time or money to an environmental organization	•	•	•	•	•	•

- 36. Is there anything else that you would like to share about your city's or department's procurement activities? [Open Ended Response]
- 37. Would you be interested in learning more about sustainable purchasing or procurement from any of the following organizations? (Select all that apply)

*This is the last question of the survey. After you click on the next arrow, your responses are finalized and you will not be able to return to the survey.

- Sustainable Purchasing Leadership Council (SPLC)
- U.S. Environmental Protection Agency (EPA) -- Recommendations of Specifications, Standards, and Ecolabels
- International City/County Management Association (ICMA)
- West Coast Climate and Materials Forum (WCCMF) -- Greenhouse Gas Purchasing Assessment Tools