**Appendix A - Measurement items**

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| **Construct** | **Item** | **Description** |
| Strategic Capability | Strat1 | Our organization has implemented a digital strategy. |
| Strat2 | The digital strategy of our organization is documented and communicated. |
| Strat3 | The digital strategy is being continuously evaluated and adapted. |
| Leadership Capability | Lead1 | Our executives support the implementation of the digital strategy. |
| Lead2 | The culture of leadership in our organization is based on transparency, cooperation and decentralized decision-making processes. |
| Lead3 | The digital strategy of our organization has an influence on the task and role profiles of executives. |
| Market Capability | Market1 | Digital products and services are embedded in our organizational interfaces and processes and create a perceptible impact on customer/citizen experience. |
| Market2 | Our organization is creating a significant volume via digital channels. |
| Market3 | There is a direct added value created by the progressive digitization of products and services of our organization (e.g., cost reductions, increased productivity, better customer/citizen experience, customer/citizen differentiation). |
| Market4 | Digital products and services have a large impact on the overall performance of our organization. |
| Operational Capability | Oper1 | We established a strong cross-functional cooperation and co-creation with stakeholders throughout our value chain. |
| Oper2 | Digital and physical processes are fully integrated by holistic process models. |
| Oper3 | The impetus of our digital strategy is leading to innovations in operations. |
| People and Expertise Capability | Exp1 | Within our organization, there are sufficient experts on digital core issues. |
| Exp2 | Within our organization, further education opportunities for digital core topics are available. |
| Exp3 | Within our organization, comprehensive measures to strengthen digital literacy development are implemented. |
| Exp4 | Within our organization, new job profiles have been created for employees with expertise in digital core topics. |
| Cultural Capability | Cult1 | Decisions within our organization are transparent to our own employees. |
| Cult2 | In day-to-day business, employees and executives exchange information about the digital transformation of our organization. |
| Cult3 | Continuous change is part of our organizational culture. |
| Governance Capability | Gov1 | Our organization implements a holistic management model for the digital strategy and corresponding key metrics. |
| Gov2 | The key metrics for the digital strategy are fully integrated into controlling. |
| Gov3 | The organizational strategy and the digital strategy are intensively networked and complement each other. |
| Technology Capability | Tech1 | Our organization uses large amounts of data to optimize strategies, processes and products. |
| Tech2 | Within our firm organization we use tools for digital modeling, automation and control of processes. |
| Tech3 | Digital technologies are the mainspring for the further development of products and services. |
| Reconfiguration / transformation | Trans1 | Internal consultation for the selection of ICT projects |
| Trans2 | Interaction between the ICT unit and other departments for defining functional requirements of ICT projects |
| Trans3 | Ensuring sufficient human resources for ICT projects monitoring and testing |
| Trans4 | Evaluation of ICT projects' operational results |
| Learning | Lear1 | «Common language» among staff members on ICT and electronic services |
| Lear2 | Knowledge sharing between staff members with different digital skills |
| Lear3 | Share of good practices on ICT use between departments |
| Lear4 | Team working: Cooperation among different departments staff for problem solving and process improvement |
| Lear5 | Organization of training programs for councilors/executives/employees on ICT use |
| Integration / coordination | Coor1 | Raising staff awareness on potential benefits from ICT use |
| Coor2 | Investigation and understanding of user groups needs regarding the content and delivery of services |
| Coor3 | Raising awareness of citizens, businesses, and other entities about online services |
| Coor4 | Organization of training seminars on ICT use for different user groups (citizens, businesses, other local entities) |
| Internal performance | Int1 | My organization has made good use of my knowledge and skills in looking for ways to become more efficient |
| Int2 | In the past two years, the productivity of my work unit has improved |
| Int3 | Overall, the quality of work performed by my current coworkers in my immediate work group is high |
| Int4 | My organization provides fair and equitable treatment for employees and applicants in all aspects of personnel management without regard to their political affiliation, sex, hometown, marital status, age, or handicapping condition |
| Int5 | In general, all are treated with respect in my organization, with no regard to status and grade |
| External performance | Ext1 | It is rare to make big mistakes in my organization when conducting work |
| Ext2 | The occurrence of goal attainment is very high in my organization |
| Ext3 | My organization provides fair and equitable services to the public, with no considering of their individual backgrounds |