APPENDIX B

SURVEY INSTRUMENT
1. **(Please see Table 1)** *Use of rewards* has been identified as the median success factor in IT project success, according to your peers who completed a pretest survey. Now, please indicate your opinion of the influence of the following success factors on IT project success in your organization compared to use of rewards (the median response). *Please rank each of the following critical success factors on a scale of 1 to 5 compared to use of rewards.*

   Scale:
   1 = significantly less influence than use of rewards
   2 = slightly less influence than use of rewards
   3 = equal in influence to use of rewards
   4 = slightly more influence than use of rewards
   5 = significantly more influence than use of rewards

2. **(Please see Table 2)** Now, please rate your organization’s *performance* on the following success factors. *Please rate each of the following critical success factors on a scale of 1 to 5.*

   Scale:
   1 = very poor
   2 = poor
   3 = adequate
   4 = good
   5 = very good

3. Please list other critical success factors that you feel are relevant to your IT projects.
<table>
<thead>
<tr>
<th>Factors</th>
<th>Significantly less influence</th>
<th>Slightly less influence</th>
<th>Equal in influence</th>
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<tr>
<td>a. Top management support</td>
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<td>b. User involvement</td>
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<td>c. Stakeholder involvement</td>
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<td>d. Cross-functional teams</td>
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<td>e. Communication</td>
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<td>f. Strategic technology planning</td>
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<td>g. High quality technology staff</td>
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<td>h. Defined, achievable project milestones</td>
<td>1</td>
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<td>i. Use of prototyping and/or piloting</td>
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<td>j. End user training</td>
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<td>k. Political support (i.e., Board of Directors, Elected or Appointed Officials)</td>
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4. Where is the top information officer (i.e., CIO, CTO, IT Director) position located in your organizational chart?
   (a) Senior executive level (i.e., vice-president, assistant manager of jurisdiction, etc.)
   (b) IT or MIS department head
   (c) Other department head
   (d) Division head
   (e) Other: please describe ______________

5. What was your work experience prior to obtaining your current position?
   (a) Public sector, technical
   (b) Public sector, managerial
   (c) Private sector, technical
   (d) Private sector, managerial
   (e) Other: please describe ______________

6. Within your organization, how often do peers in different departments (functional areas) share information?
   (a) Always
   (b) Frequently
   (c) Occasionally
   (d) Rarely
   (e) Never

7. Do you feel that your organization shares information between hierarchical levels (i.e., between management and line staff)?
   (a) Always
   (b) Frequently
   (c) Occasionally
8. Does the CIO position in your organization include accountability for IT project success?
   (a) Yes, the CIO is solely accountable.
   (b) Yes, but the CIO shares accountability with others.
   (c) No, the accountability lies with someone else.
   (d) No, there is no accountability required for projects.

9. Does your organization have formalized rules and procedures that guide your daily work?
   (a) Always
   (b) Frequently
   (c) Occasionally
   (d) Rarely
   (e) Never

10. When developing IT projects, does your organization include various stakeholders (i.e., end users, management, customers/clients, and other departmental employees) in the planning stages?
    (a) Always
    (b) Frequently
    (c) Occasionally
    (d) Rarely
    (e) Never

11. To what extent are your organization’s stakeholders involved in the development of IT projects?
    (a) Very involved
    (b) Somewhat involved
12. Please describe the typical way your organization involves stakeholders in IT projects.

13. If your organization involves stakeholders, what is the impact on the project planning process?
   (a) It has a strong positive impact.
   (b) It has a weak positive impact.
   (c) It has no impact.
   (d) It has a weak negative impact.
   (e) It has a strong negative impact.

14. From where does the majority of your organization’s IT project ideas germinate?
   (a) Political leaders/stakeholders
   (b) Executive leaders
   (c) Managers
   (d) Line staff
   (e) Customers/clients
   (f) External requirements (federal or state mandates, etc.)
   (g) Others, please specify ________________

15. Does your organization reward cooperation and teamwork in tangible ways?
   (a) Always
   (b) Frequently
   (c) Occasionally
16. How does your organization measure the success of its IT project?
   (a) Meeting time budget
   (b) Meeting cost budget
   (c) Business metric (i.e., return on investment, cost-benefit analysis)
   (d) User satisfaction
   (e) Other: please specify ________________

17. Is your organization currently facing financial strain (i.e., budget crisis)?
   (a) Major strain
   (b) Moderate strain
   (c) Limited strain
   (d) No strain
   (e) Currently have surplus

18. How much has your financial situation affected your organization’s IT investments?
   (a) Major positive effect
   (b) Somewhat positive effect
   (c) Neither positive nor negative effect
   (d) Somewhat negative effect
   (e) Major negative effect

19. When you think back about an IT initiative that you consider successful, what made it a success?

20. When you think back about an IT initiative that you consider a failure, what made it a failure?
21. If you were going to advise someone else about IT project initiation, what are the key tips or lessons that you would convey?

22. Do you consider your organization to be:
   (a) Public sector (if so, please answer Question 23)
   (b) Private sector (if so, please answer Question 24)

23. At which of the following public sector organizations do you primarily work?
   (a) Federal Government
   (b) State Government
   (c) Local Government
   (d) K-12 Education
   (e) Higher Education
   (f) Military
   (g) Other

24. At which of the following private sector organizations do you primarily work?
   (a) Accommodations and food services
   (b) Agriculture
   (c) Arts, entertainment, and recreation
   (d) Construction
   (e) Educational services
   (f) Finance and insurance
   (g) Information
   (h) Manufacturing
   (i) Mining
   (j) Other
   (k) Professional, technical, and scientific services
   (l) Real estate
(m) Retail trade
(n) Transportation and warehousing
(o) Utilities
(p) Wholesale trade

25. Approximately how many employees does your organization (i.e., company, jurisdictional government, etc.) employ?

26. Approximately how many employees does your IT department employ?

27. Which BEST describes your position?
   (a) Clerical/secretarial
   (b) Student
   (c) Technical/professional
   (d) Professor/teacher
   (e) Manager/administrator
   (f) Other: please specify _______________

28. Which best describes your highest level of education?
   (a) High school
   (b) Some college
   (c) Associate’s degree
   (d) Bachelor’s degree
   (e) Graduate or Professional Degree

29. What is your age?
   (a) Less than 21
   (b) 21-30
   (c) 31-40
(d) 41-50
(e) 51-60
(f) 61-70
(g) More than 70

Thank you for taking the time to complete this survey.
Your input is extremely important and greatly appreciated.