

Role conflicts during implementing new policies / changes

Note: Template words are underlined. This allows you to change general terms with specific ones fitting your research. For example, instead of stating 'the policy / change' and 'professionals', you can rephrase these items using the specific policy / change and group of professionals that you examine, such as 'the new learning system' and 'teachers'.

Instructions: Please indicate how much you agree or disagree with the following statements:

Scale: 1-5 Likert, R=Reverse coded

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
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Policy-professional conflict

1. Looking from my professional values and norms, I embrace the policy / change. (R)
2. The policy / change negatively affects my professional autonomy.
3. I have the feeling that I sometimes have to choose between my professional values and the rules of the policy / change.
4. In working with the policy / change, I violate my professional ethics.
5. Working with the policy / change conflicts with my values and norms as a professional.

Policy-client conflict

1. Many of my clients complain to me about the policy / change.
2. Working with the policy / change clashes with the wishes of many clients.
3. My clients experience the policy / change as a breach of their privacy.

Manager-professional conflict (or organizational-professional conflict)

1. Looking from my professional values and norms, I embrace the way my organization implemented the policy / change. (R)
2. The way my organization works with the policy / change conflicts with my professional autonomy.
3. I have the feeling that I sometimes have to choose between the way my organization implements the policy / change and my professional values.

4. Exactly following my organization's rules regarding the policy / change is incompatible with my professional values.
5. I have professional concerns about the software systems my organization uses for the policy / change.
6. The way my organization handles the policy / change clashes with my norms and values as a professional.

Descriptions

A *policy-professional* conflict occurs when professionals tasked with implementing a policy / change perceive that the requirements demanded by the policy / change are incompatible with their professional attitudes, values and behavior.

A *policy-client role conflict* occurs when professionals tasked with implementing a policy / change perceive that the role behavior demanded by their clients is incongruent with the role behavior demanded by the policy / change.

An *organizational-professional / manager-professional role conflict* occurs when professional tasked with implementing a policy / change perceive that the role behavior demanded by the organization regarding policy / change implementation is incompatible with their professional attitudes, values and behavior.

Source

Tummers, L.G., Vermeeren, B., Steijn, A.J., & Bekkers, V.J.J.M. (2012). [Public professionals and policy / change implementation: conceptualizing and measuring three types of role conflicts](#). *Public Management Review*, 14(8), 1041-1059.