

Scales for seven ways of coping during public service delivery

Note: Template words are underlined. Templates allow researchers to adapt items to their specific situation by replacing general phrases with more specific ones: ones that fit the context of their research. For example, instead of using the terms 'client', you can rephrase this to suit the specific situation, for example with 'student' in school settings or 'citizen' for public servants. R=Reversed score.

Below you will see a number of behaviors you could display towards clients. There are no right or wrong answers, just indicate how often you experience the following situations. The scoring options range from 0 (never) to 6 (always):

	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Always
0	1	2	3	4	5	6
Never	Almost never	Rarely	Sometimes	Often	Very often	Always

Family moving towards clients.

Way of Coping: Working overtime.

My score:

1. I work extra time to be able to fulfill my client's needs _____
2. I limit my breaks to keep up with work for clients _____
3. I work on my days off to serve my clients _____
4. I skip after-work personal activities to work for clients _____
5. I work for clients even when I am on vacation _____
6. I interrupt my breaks to respond to clients' needs _____

Total Score: _____

Way of Coping: Planning

My score:

1. I look for ways to increase the efficiency with which I perform my client-related activities. _____
2. I evaluate my activities with clients to analyze how I can do more in less time _____
3. I review my daily activities with clients to see where I am wasting time _____
4. I thoroughly plan my daily activities with clients beforehand _____
5. During the day, I evaluate how well I am following my goals for client-related activities _____
6. I use my experience to learn how I can be (even) more efficient when working with clients _____

Total Score: _____

Way of Coping: Prioritizing needy clients

My score:

1. I give priority to clients who will benefit the most from my help _____
 2. I devote my attention to clients who especially need it _____
 3. I spend more time with clients who will benefit hugely from my help than with other clients _____
 4. I especially help clients to whom I can make the biggest difference _____
 5. The limited time I have goes to clients who are heavily dependent on me _____
 6. When I can make a big impact in the clients' life, I 'go the extra mile' for them _____
- Total Score:* _____

Way of Coping: Prioritizing motivated clients

My score:

1. I spend less energy on unmotivated clients _____
 2. I avoid clients who are unwilling to develop themselves _____
 3. I invest less time in clients who do not want to move forward _____
 4. I help unmotivated clients less than motivated clients _____
 5. I will only do the minimum for 'lazy' clients _____
 6. If clients are not interested in progressing themselves, I put in less effort _____
- My Total Score:* _____

Family moving away from clients.

Way of Coping: Routinizing

My score:

1. I develop specific, tailor-made, solutions for clients (R) _____
2. I tailor my work approach so that it fits the problems of clients (R) _____
3. I gather extra information to understand the uniqueness of client problems (R) _____
4. I help clients in a way that really fits their specific needs (R) _____
5. When working with clients, I fully take into account their personal situation (R) _____
6. I treat all clients similarly, even if I know some need a more specific help _____

Way of Coping: Rationing

My score:

1. The circumstances of my job require me to ration my time with clients _____
 2. I spend less time with clients than would be optimal for them _____
 3. Because of my limited available time I cannot help clients to the fullest extent _____
 4. I am unable to give clients the attention they deserve _____
 5. I only do what is strictly required when working with clients, nothing more _____
 6. I tell clients that I only have limited time for them _____
- My Total Score:* _____

Family moving against clients.

Way of Coping: Aggression

My score:

1. I lose my patience when working with clients _____
2. I quite easily become irritated when interacting with clients _____
3. I am quite impatient with clients _____
4. I easily lose my temper with clients fairly easily _____
5. I become easily angered with clients _____
6. Even when clients become aggressive, I stay calm (R) _____

My Total Score: _____

Descriptions

Family of coping	Way of coping	Definition
<i>Moving toward clients</i>	Working overtime	Frontline workers who work extra hours to help clients
	Planning	Frontline workers who look for ways to increase the efficiency of their client-related activities
	Prioritizing needy clients	Frontline workers who put more time and effort in clients or client groups who (they perceive) really need it
	Prioritizing motivated clients	Frontline workers who put more time and effort in clients or client groups who (they perceive) as motivated
<i>Moving away from clients</i>	Routinizing	Frontline workers who deal with clients in a standardized way
	Rationing	Frontline workers who decrease service availability, attractiveness or expectations to clients
<i>Moving against clients</i>	Aggression	Frontline workers who confront clients in a hostile manner

Sources

Tummers, L.G., Bekkers, V.J.J.M., Vink, E. & Musheno, M. (2015). Coping during public service delivery: A conceptualization and systematic review of the literature. *Journal of Public Administration, Research & Theory*.

Tummers, L.G. & Musheno, M. (2014). Coping during public service delivery: Developing a measurement instrument for survey research. Public Management Research Conference