

S1 File. Original Item Descriptive Statistics and Exploratory Factor Analysis, and Item Not Applicable Responses by Governance Level

Table A Item Descriptive Statistics

Items	M	SD	Missing %	N/A %
Global engagement				
Q1. glob_prio	2.62	1.32	0.9	-
Q2. glob_plan	2.70	1.33	0.2	-
Q3. glob_impl	2.77	1.42	1.2	-
Q4. glob_eval	2.46	1.37	1.4	-
Inform				
Q5. inf_prio	3.91	1.18	0.9	3.3
Q6. inf_plan	3.50	1.27	0.5	3.5
Q7. inf_impl	3.51	1.26	0.9	3.8
Q8. inf_eval	3.35	1.25	1.4	3.1
Q9. inf_a	3.44	1.23	0.9	5.4
Q10. inf_b	3.33	1.23	0.7	5.2
Q11. inf_c	3.38	1.16	0.7	7.5
Consult				
Q12. cons_prio	3.47	1.31	1.2	8.5
Q13. cons_plan	3.22	1.23	1.7	6.8
Q14. cons_impl	3.25	1.25	2.1	8.0
Q15. cons_eval	3.14	1.23	2.1	7.8
Q16. cons_a	3.58	1.28	2.1	6.4
Q17. cons_b	3.63	1.18	1.7	11.1
Q18. cons_c	3.11	1.21	2.1	10.4
Q19. cons_d	3.20	1.13	2.4	18.4
Involve				
Q20. invo_prio	3.30	1.21	2.1	13.4
Q21. invo_plan	3.32	1.20	2.6	12.0

Q22.	invo_impl	The SCN has worked with me to ensure my concerns and issues have been consistently understood and considered for implementing SCN projects	3.31	1.18	2.6	12.3
Q23.	invo_eval	The SCN has worked with me to ensure my concerns and issues have been consistently understood and considered for evaluating SCN projects	3.24	1.18	3.3	13.7
Q24.	invo_a	My concerns and issues have been directly reflected in the alternatives developed for SCN projects	3.23	1.10	2.4	17.9
Q25.	invo_b	I have been provided with information about how my concerns and issues influenced decisions about SCN projects	3.08	1.12	3.1	16.3
Q26.	invo_c	My concerns and issues have been adequately considered in SCN decision making	3.23	1.12	3.5	16.7
Collaborate						
Q27.	coll_prio	The SCN partnered with me throughout the processes of setting SCN priorities	3.28	1.27	3.1	11.6
Q28.	coll_plan	The SCN partnered with me throughout the processes of planning SCN projects	3.35	1.22	2.6	10.4
Q29.	coll_impl	The SCN partnered with me throughout the processes of implementing SCN projects	3.33	1.21	2.8	12.0
Q30.	coll_eval	The SCN partnered with me throughout the processes of evaluating SCN projects	3.20	1.19	3.5	13.0
Q31.	coll_a	I have been involved in each aspect of SCN decision making	2.80	1.20	3.5	9.0
Q32.	coll_b	I have had an opportunity to develop alternatives for SCN projects	3.04	1.21	3.5	11.3
Q33.	coll_c	I have had an opportunity to identify a preferred solution for SCN projects	3.18	1.22	4.0	10.4
Q34.	coll_d	My alternatives and recommendations have been incorporated into SCN decisions to a large extent	3.03	1.14	4.2	12.3
Empower						
Q35.	empو_prio	I have been given final decision-making authority about SCN priorities	2.19	1.10	3.5	22.4
Q35.	empو_plan	I have been given final decision-making authority about how SCN projects are planned	2.23	1.11	3.5	22.2
Q37.	empو_impl	I have been given final decision-making authority about how SCN projects are implemented	2.27	1.12	3.8	21.5
Q38.	empو_eval	I have been given final decision-making authority about how SCN projects are evaluated	2.25	1.08	4.0	21.2
Q39.	empو_a	Decisions I made about SCN projects have been implemented to a large extent	3.04	1.11	6.6	20.3
Q40.	empو_b	I am accountable for the decisions made about SCN projects	3.01	1.31	3.8	19.6

Note: N/A – not applicable.

Table B. Original Exploratory Factor Analysis

Items and Subscales	Rotated Factor Loadings					
	1	2	3	4	5	6
1. Involve						
invo_prio	0.54	0.21	0.02	0.02	0.27	0.11
invo_plan	0.64	0.17	0.02	0.02	0.23	0.13
invo_impl	0.63	0.08	0.06	0.08	0.27	0.14
invo_eval	0.57	0.09	0.10	0.08	0.29	0.13
coll_prio	0.72	0.06	0.02	0.01	0.09	-0.10
coll_plan	0.79	-0.05	0.03	0.07	0.06	-0.17
coll_impl	0.81	-0.14	0.07	0.11	0.08	-0.12
coll_eval	0.77	-0.12	0.11	0.06	0.06	-0.17
coll_a	0.58	0.23	0.20	0.05	-0.08	-0.03
coll_b	0.70	0.19	0.13	-0.01	-0.14	-0.06
coll_c	0.65	0.17	0.14	0.03	-0.04	-0.03
coll_d	0.46	0.16	0.26	0.03	0.06	0.04
2. Inform						
inf_prio	0.00	0.81	0.01	0.00	0.05	-0.01
inf_plan	0.05	0.85	-0.01	0.10	-0.05	0.02
inf_impl	-0.08	0.79	0.11	0.20	-0.02	0.01
inf_eval	-0.10	0.69	0.09	0.24	0.06	-0.05
inf_a	0.07	0.79	0.02	-0.05	0.04	-0.09
inf_b	0.14	0.73	0.07	-0.05	0.02	-0.08
inf_c	0.03	0.50	0.02	-0.09	0.23	-0.12
cons_a	0.15	0.49	0.01	0.05	0.11	-0.23
3. Empower						
empo_prio	0.00	0.02	0.96	-0.02	-0.02	-0.02
empo_plan	0.01	0.00	0.98	0.01	-0.03	-0.03
empo_impl	0.00	0.00	0.99	0.02	-0.03	0.00
empo_eval	0.03	0.01	0.97	0.01	-0.05	0.00
empo_a	0.16	0.02	0.44	-0.08	0.31	0.07
empo_b	0.08	0.05	0.46	0.01	0.29	0.03
4. Global						
glob_prio	0.13	0.30	-0.13	0.48	-0.03	0.03
glob_plan	0.15	0.12	-0.09	0.73	-0.05	0.03
glob_impl	-0.02	-0.05	0.07	0.83	0.01	-0.01
glob_eval	-0.08	-0.06	0.04	0.90	0.07	-0.06
5. Considered						
cons_b	-0.08	0.16	0.04	0.02	0.68	-0.19
cons_c	-0.02	0.04	0.08	0.06	0.68	-0.27
cons_d	-0.04	0.04	0.04	0.06	0.72	-0.09
invo_a	0.28	0.02	0.08	0.04	0.63	0.14
invo_b	0.26	0.01	0.06	-0.01	0.68	0.08
invo_c	0.28	0.04	0.00	0.02	0.71	0.17
6. Consult						
cons_prio	0.27	0.40	-0.09	-0.06	0.10	-0.40
cons_plan	0.26	0.29	-0.03	0.09	0.09	-0.52
cons_impl	0.17	0.19	0.09	0.13	0.14	-0.54
cons_eval	0.20	0.16	0.10	0.11	0.12	-0.58
Eigenvalue	20.54	4.02	2.12	1.83	1.40	1.05
% of variance	51.34	10.05	5.31	4.56	3.50	2.63
Cronbach's α	0.97	0.94	0.95	0.87	0.93	0.94

Note: 77.4% of the variance explained; rotation converged in 17 iterations; bold font indicates item factor loadings.

Table C Item *Not Applicable* Responses by Governance Level

Item	Leaders		Members		Support		Stakeholders		X^2 (3)	<i>p</i>
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%		
inf_prio	2	2.8	3	1.3	3	6.1	6	9.4	11.61 ^a	.006
inf_plan	2	2.8	3	1.3	3	6.0	7	10.8	14.43 ^a	.002
inf_impl	2	2.8	4	1.7	3	6.0	7	10.8	12.25 ^a	.014
inf_eval	2	2.8	2	0.9	3	6.0	6	9.5	13.96 ^a	.002
invo_prio	6	8.7	24	10.3	10	20.0	17	27.4	15.32	.002
invo_plan	5	7.1	23	10.0	7	14.0	16	25.8	13.47 ^a	.003
invo_impl	3	4.3	24	10.4	9	18.0	16	25.8	16.57 ^a	.007
invo_eval	4	5.7	25	10.9	13	27.1	16	25.8	19.69 ^a	< .001
empو_prio	10	14.5	39	16.9	25	52.1	21	34.4	34.87	< .001
empو_plan	10	14.5	38	16.5	24	50.0	22	35.5	33.50	< .001
empو_impl	9	13.0	37	16.1	23	47.9	22	36.1	33.38	< .001
empو_eval	9	13.0	37	16.2	22	45.8	22	36.1	30.59	< .001

Note: ^a Fisher's exact test