

Workplace Employment Relations Survey 2004

Panel Survey Management Questionnaire (PQ)

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Note: There are no Sections G, H or L.

Key to using this document

The interview with the manager was carried out using Computer Aided Personal Interviewing (CAPI). The survey 'instrument' is, therefore, a computer programme, the structure of which is not as straightforward as a conventional pen and paper questionnaire. The purpose of this document is to provide a clear understanding of the content and structure of the interview, in a paper format, for both the interested observer and the researcher who intends to analyse the data in more detail.

The following questionnaire is but one part of the panel data set. Initially, the *Basic Workforce Data Sheet (BWDS)* was posted to the management respondent and they were asked to fill it out and have it ready for the interviewer to collect and input either before they began, or at the start of the interview. The reasons for this were twofold:

- the information asked for in the BWDS is not necessarily readily available from memory. In the vast majority of cases, especially if the workplace is large and complex, the respondent will need to reflect on the questions and refer to their records.
- the BWDS answers are critical to the progression of the interview, as they are used for routing purposes throughout the *Panel Management Questionnaire (PQ)*. Also, the CAPI program contains a number of checks, which are activated if answers are inconsistent; for example, choosing professionals as the answer to a question when no professionals were recorded as employees within the BWDS. These checks are described more fully at the end of this section.

The presentation of the CAPI questionnaire follows a consistent structure which is shown by the following example.

```
{If any briefings (DBRIEF=1)}  
DBRIEFU^  
Are these briefing(s) generally for.....READ EACH IN TURN...  
INTERVIEWER CODE ALL THAT APPLY  
  
1) Team      ...a work group/section/team?  
2) Dept      ...a department?  
3) WorkPlac ...the whole workplace?  
4) Other     ...some other group (DBRIEOTH)?
```

The first line "{If any briefings (DBRIEF=1)}" is a description of the routing for the question. Where there is no comment preceding the variable name, the question has been asked of all respondents.

The variable name appears in capitals and bold (e.g. "**DBRIEFU**") and this corresponds to the name used in the SPSS file that will eventually accompany this document. When the name is followed by "^" this signifies that the question can have

more than one answer (i.e. a multiple response). "*" appears where a show card has been used.

Numbers given on the response list correspond to the values used in the SPSS dataset. If a response is given without a label – as in the case of the 'Agree' option on **APHRAS01** - this is because 'Agree' is a sufficient label that needs no expansion on the interviewer's screen. If a response appears in *italics*, this signifies that this response was not printed on the associated showcard that was shown to the respondent in the interview.

Where a piece of text appears in square brackets within the question text, for example **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]** in **COTHJOB**, this indicates that a textfill has been used. A textfill is an insert to a question that is based on an answer given in a previous question.

The other format that a textfill can take on occurs where there are two parts to the routing instruction as shown in **DISSUES**.

{If one committee (DJOINT=2) / if more than one committee (DJOINT=1)}

DISSUES

(Does the committee deal with a range of issues, or with a single topic such as health and safety? / Of all the committees, is there one which deals with a range of issues, or do all of the committees cover single topics, such as health and safety?)

- 1) Range Range of issues
- 2) Single Single topic(s)
- 3) Both

Where there is a forward slash ("/") this indicates that there are two ways in which the question could be asked. If there is one consultative committee, the respondent will be asked, 'Does the committee deal with a range of issues, or with a single topic such as health and safety?', whereas a workplace with more than one committee will be routed through the question following the `/'.

CAPI checks and computed variables:

One advantage of the use of CAPI is the ability to incorporate hard checks in the interview program that guard against typographic errors, or soft checks that highlight potentially inconsistent responses. Soft checks may be overridden by the interviewer; hard checks may not. These checks are documented in the questionnaire after the question(s) to which they relate. For example:

ZALLEMPS

Q1. Currently how many employees do you have on the payroll at this establishment?: 1..999997,
NO DON'T KNOW,NO REFUSAL,NOEMPTY

HARD CHECK: ZALLEMPS must be greater than or equal to 5.

A further advantage of CAPI is the ability to compute additional variables that can be used at later points in the interview. These variables are documented as follows:

Computed variables:

ZTOTMEN := ZMALFULL + ZMALPRT

SECTION BWDS BASIC WORKFORCE DATA SHEET

ZALLEMPS

BWDS Question 1

Currently how many employees do you have on the payroll at this establishment?

INTERVIEWER ENTER NUMBER FROM Q1 ON BWDS

Range: 1..999997

NO DON'T KNOW, NO REFUSAL, NO EMPTY

HARD CHECK if ZALLEMPS<10: "INTERVIEWER: Workplaces with less than 10 employees are not eligible for this survey."

*Computed variable:**P98EMPS=ZALLEMPS in 1998**Computed variable:**IF P98EMPS <25 and ZALLEMPS>=(2*P98EMPS)**EMPTRIG=1**ELSE if P98EMPS<50 & (ZALLEMPS<=0.5*P98EMPS or ZALLEMPS>=1.5*P98EMPS)**EMPTRIG=1**ELSE if P98EMPS<1000 & (ZALLEMPS<=0.8*P98EMPS or ZALLEMPS>=1.2*P98EMPS)**EMPTRIG=1**END IF*

SOFT CHECK if substantial change in employment since 1998 (EMPTRIG=1):

*"INTERVIEWER: The establishment we interviewed at in 1998 had about **P98EMPS** employees whilst this time the respondent says there are **ZALLEMPS**. Check these figures as they may be referring to a different establishment. If the figures are correct suppress the check and explain the circumstances in a note."*

ZMALFULL

BWDS Question 2

How many men work full-time?

INTERVIEWER ENTER NUMBER FROM Q2a ON BWDS

Range: 0..99997

ZFEMFULL

BWDS Question 2a

How many women work full-time?

INTERVIEWER ENTER NUMBER FROM Q2a ON BWDS

Range: 0..99997

ZMALPRT

BWDS Question 2b

How many men work part-time (i.e. working fewer than 30 hours per week)?

INTERVIEWER ENTER NUMBER FROM Q2b ON BWDS

Range: 0..99997

ZFEMPRT

BWDS Question 2b

How many women work part-time (i.e. working fewer than 30 hours per week)?

INTERVIEWER ENTER NUMBER FROM Q2b ON BWDS

Range: 0..99997

*Computed variables:**ZTOTMEN := ZMALFULL + ZMALPRT**ZTOTWOM := ZFEMFULL + ZFEMPRT**ZALLPTE := ZMALPRT + ZFEMPRT**ZALLFTE := ZMALFULL + ZFEMFULL*

SOFT CHECK if (((ZMALFULL + ZFEMFULL) + ZMALPRT) + ZFEMPRT) ≠ ZALLEMP: "THE NUMBER OF FULL TIME AND PART TIME EMPLOYEES DOES NOT EQUAL THE TOTAL NUMBER OF EMPLOYEES. PLEASE TRY TO RECONCILE THE FIGURES"

SOC_1*

BWDS Question 3

How many employees are in each of the following occupations groups...READ...

Firstly, **Managers and senior administrative occupations?**

DEFINITIONS OF THE OCCUPATIONAL GROUPS ARE SET OUT ON THE BACK PAGE

Range: 0..99997

SOC_2*

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Professional occupations?

Range: 0..99997

SOC_3*

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Technical occupations?

Range: 0..99997

SOC_4*

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Clerical and secretarial occupations?

Range: 0..99997

SOC_5

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Craft and skilled services occupations?

Range: 0..99997

SOC_6*

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Protective and personal service occupations?

Range: 0..99997

SOC_7*

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Sales occupations?

Range: 0..99997

SOC_8*

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Operative and assembly occupations?

Range: 0..99997

SOC_9*

BWDS Question 3

(How many employees are in each of the following occupations groups...)

Routine unskilled occupations?

Range: 0..99997

SOFT CHECK if the SOC totals do not sum to ZALLEMPS: "THE 9 TOTALS GIVEN DO NOT ADD UP TO THE TOTAL NUMBER OF EMPLOYEES. THE 9 TOTALS GIVEN EQUAL ^NNNN BUT THE TOTAL NUMBER OF EMPLOYEES IS ^ZALLEMPS"

Computed variables:

P98LGNO=Name of largest non-managerial occupational group in 1998

*LOGTOT = MAX(ZPRO_TOT,ZTEC_TOT,ZADM_TOT,ZSKL_TOT,ZPER_TOT,
ZSAL_TOT,ZOPE_TOT,ZROU_TOT)*

LOGIDX = Name of largest non-managerial occupational group

SOFT CHECK if P98LGO does not match LOGIDX: "INTERVIEWER: You have entered the largest SOC code as LOGIDX but in 1998 the largest group was P98LGNO. Check this as the respondent may be referring to a different establishment. If the figures are correct suppress the check and explain the circumstances in a note."

ZSOCDESC

From what you have said the largest group of employees at this workplace is classified as [**LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP**]. How would you describe the main tasks and activities of this largest group?

PROBE FOR DETAILS, RECORD VERBATIM: OPEN

[Note: ZSOCDESC will not be present on the deposited dataset]

ZSOC

SOC1990 code of largest group (4-digits): 0..999

ZETHNIC

BWDS Question 4

Of those currently employed here, how many are from a non-white ethnic group?

INTERVIEWER: ENTER EXACT FIGURE OR 'DON'T KNOW' TO RECORD A PERCENTAGE AS AN ESTIMATE AT THE NEXT QUESTION

Range: 0..9997

SOFT CHECK if ZETHNIC>ZALLEMPS: "You have entered more than the total number of employees."

{If don't know number of employees that are from non-white ethnic group (ZETHNIC=DK)}

ZETHNICPC

INTERVIEWER: ENTER ESTIMATED PERCENTAGE OF EMPLOYEES WHO ARE FROM A NON-WHITE ETHNIC GROUP

Range: 0.00..100.00

ZUNIMEM

BWDS Question 5

How many employees at this workplace are members of a trade union or independent staff association - whether recognised by management or not?

INTERVIEWER: IF THE RESPONDENT IS UNSURE, OBTAIN THEIR BEST ESTIMATE

Range: 0..999997

NO REFUSAL

SOFT CHECK if ZUNIMEM>ZALLEMPS: "You have entered more than the total number of employees."

{If don't know number of employees that are union members (ZUNIMEM=DK)}

ZUNIPC

INTERVIEWER: ENTER ESTIMATED PERCENTAGE OF EMPLOYEES AT THIS WORKPLACE WHO ARE MEMBERS OF A TRADE UNION OR INDEPENDENT STAFF ASSOCIATION.

Range: 0.00..100.00

{If don't know percentage of employees that are union members (ZUNIPC=DK)}

ZANYMEM

Can I just check, are **any** employees here members of a trade union or independent staff association?

1) Yes

2) No

NO REFUSAL, NO DON'T KNOW

SECTION A ESTABLISHMENT & ORGANISATION CHARACTERISTICS

ASICDESC

I would like to begin by asking you some general questions about this establishment.

What is the main activity of this establishment?

INTERVIEWER IF NECESSARY, PROBE FOR CLARIFICATION AND ENTER FULLY.

[Note: ASICDESC will not be present on the deposited dataset]

ASIC2003: Activity coded to SIC(2003)

ASIC92: Activity coded to SIC(1992)

ASIC80: Activity coded to SIC(1980)

ASINGLE*

Looking at this card...Is this establishment one of a number of different workplaces in the UK belonging to the same organisation, a single independent establishment or the sole UK establishment of a foreign organisation?

- 1) MULTI One of a number of different establishments within a larger UK organisation
- 2) SINGLE Single independent establishment not belonging to another body
- 3) SOLEUK Sole UK workplace of a foreign organisation

NO REFUSAL, NO DON'T KNOW

{If part of a larger organisation (ASINGLE=1 or 3)}

AORGNAME

What is the name of the organisation of which your establishment is part?: OPEN

{If part of a larger organisation in the UK (ASINGLE=1)}

AUKTOT*

How many employees **in total** are there within (the organisation of which your establishment is part / **AORGNAME**) in the UK?

- | | |
|--------------|-----------------|
| 1) Fifty | Less than 50 |
| 2) Hundred | 50-99 |
| 3) Onefif | 100-149 |
| 4) Twofif | 150-249 |
| 5) Fivehun | 250-499 |
| 6) Thousand | 500-999 |
| 7) TwoThou | 1,000-1,999 |
| 8) FiveThou | 2,000-4,999 |
| 9) TenThou | 5,000-9,999 |
| 10) FiftyTho | 10,000-49,999 |
| 11) HundThou | 50,000-99,999 |
| 12) More | 100,000 or more |

SOFT CHECK if AUKTOT<ZALLEMPS: "INTERVIEWER: Please check. The number of employees in the organisation is less than the total number of employees at this establishment"

ACOMP*^

How would you describe the formal status of this establishment (or the organisation of which it is a part)?

- | | |
|-----------|---|
| 1) PubC | Public Limited Company (PLC) |
| 2) PriC | Private limited company |
| 3) Guar | Company limited by guarantee |
| 4) Part | Partnership (inc. Limited Liability Partnership) / Self-proprietorship |
| 5) Trust | Trust / Charity |
| 6) Chart | Body established by Royal Charter |
| 7) Coop | Co-operative / Mutual / Friendly society |
| 8) Gov | Government-owned limited company / Nationalised industry / Trading Public Corporation |
| 9) Pubser | Public service agency |
| 10) Nontr | Other non-trading public corporation |
| 11) Quang | Quasi Autonomous National Government Organisation (QUANGO) |
| 12) Local | Local/Central Government (inc. NHS and Local Education Authorities) |

NO REFUSAL, NO DON'T KNOW

HARD CHECK if ACOMP coded 1-7 and 8-12: "You cannot code this as public and private sector.@/Codes 1-7 are private / 8-12 are public"

{If private sector establishment (ACOMP=1-7)}

ACONTROL*

Which of the following statements best describes the ownership of (the organisation of which your establishment is part / **AORGNAME**)?

- 1) UKOwned UK owned/controlled
- 2) PredomUK Predominantly UK owned (51% or more)
- 3) UKFor 50/50 UK and foreign ownership
- 4) PredFor Predominantly foreign owned (51% or more)
- 5) Foreign Foreign owned/controlled

{If part of larger organisation in the UK (ASINGLE=1)}

ACONHEAD

Is this establishment the controlling Head Office of (the organisation of which your establishment is part / **AORGNAME**)?

- 1) Yes
- 2) No

AHOWCHG*^

Please look at Card A6 and tell me which of the things listed here have happened to this establishment since 1998?

INTERVIEWER CODE ALL THAT APPLY

PROMPT 'Which others?

- 1) NamC Change of name
- 2) AddC Change of address
- 3) NamA Change of activity
- 4) AggT Agreed takeover / merger
- 5) MerO A takeover / merger formally opposed
- 6) Sold Sold by parent organisation
- 7) PEx Ex-public sector, now privatised / denationalised
- 8) ManB Management buy-out
- 9) EmpB Buy-out by employees generally
- 10) Spl Establishment split from another workplace in this organisation
- 11) Mer Establishment merged with another workplace in this organisation
- 12) Other Some other change
- 13) None None of these

ASCALES*

That is the end of the background questions.

Now, before we begin the more detailed questions, I would like to obtain **your** views, as a manager at this workplace, about a number of employee relations issues. I'm going to read out eight statements, and for each of them, I'd like you to tell me what **you** think about these issues. Please use the categories on this card.

APHRAS01*

We frequently ask employees at our workplace to help us in ways not specified in their job?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

APHRAS02*

Given the chance, employees at our workplace sometimes try to take unfair advantage of management?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

APHRAS03*

Employees are led to expect long-term employment in this organisation?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

APHRAS04*

It is up to individual employees to balance their work and family responsibilities?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

APHRAS06*

Unions help find ways to improve workplace performance?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

APHRAS07*

We would rather consult directly with employees than with unions?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

APHRAS09*

Employees here are fully committed to the values of this organisation?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

APHRAS10*

Most decisions at this workplace are made without consulting employees?

- | | |
|--------------|-----------------------------|
| 1) StAgree | Strongly agree, |
| 2) Agree, | |
| 3) Neither | Neither agree nor disagree, |
| 4) Disagree, | |
| 5) StDisag | Strongly disagree |

SECTION B MANAGEMENT OF PERSONNEL AND EMPLOYEE RELATIONS

BINTRO1

I now want to ask some questions about yourself and how personnel matters are dealt with at this workplace. Throughout I will be using the phrase 'employee relations'.

BSEX

INTERVIEWER SELF-CODE Is the respondent:

- 1) Male,
- 2) Female

BTITLE

What is the title of your job?

PROBE FULLY

BUMANAGE

Are you the manager who is primarily responsible for employee relations matters at this workplace?

- 1) Yes
- 2) No

BPROPORT

Approximately what proportion of your time do you spend on employee relations matters?

INTERVIEWER ENTER %

Range: 0..100

{If part of a larger organisation and head office in the UK and private sector (ASINGLE=1 and ACONHEAD=1 and ACOMP=1-7)}

BBOARD

Is there someone on the Board of Directors of your organisation with specific responsibility for employee relations?

- 1) Yes
- 2) No

BSTRATEG

Is this workplace covered by a formal strategic plan which sets out objectives and how they will be achieved?

- 1) Yes
- 2) No

{If strategic plan (BSTRATEG=1)}

BMANAGE

Is employee development covered in the plan?

- 1) Yes
- 2) No

SECTION C RECRUITMENT, TRAINING AND ORGANISATION OF WORK

CFILLVAC*

Which of these statements best describes your approach to filling vacancies at this workplace?

- 1) IntOnly Internal applicants are only source, no external recruitment
- 2) IntPref Internal applicants are given preference, other things being equal, over external applicants
- 3) Equal Internal and external applicants are treated equally
- 4) None No recruitment in the last 5 years

CFACTORS*^

Which of the following factors are important when recruiting new employees?

PROBE: Which others? UNTIL 'No'

- 1) Refer References
- 2) Avail Availability
- 3) Recomm Recommended by another employee
- 4) Skills,
- 5) Age,
- 6) Quals Qualifications
- 7) Experi Experience
- 8) Motiv Motivation
- 9) Other Other (please specify CFACTOTH)

CSPECIAL*^

When filling vacancies, do you have any special procedures to encourage applications from the following groups.

How about...

READ OUT EACH ONE SEPARATELY AND CODE ALL THAT APPLY...

HELP: Special procedures might include advertising in an ethnic minority magazine

- 1) Women Women returning to work after having children?
- 2) Ethnic Members of ethnic minorities?
- 3) Older Older workers?
- 4) Disab Disabled people?
- 5) Unemp People who have been unemployed for 12 months or more?
- 6) None None of these

CPTESTS

When filling vacancies at this workplace, do you ever conduct any type of **performance** or **competency** test?

- 1) Yes
- 2) No

COFFJOB*

What proportion of experienced [**LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP**] have had formal off-the-job training over the past 12 months?

PROMPT: Off-the-job training is training away from the normal place of work, but either on or off the premises?

- 1) All All (100%),
- 2) Almost Almost all (80-99%),
- 3) Most Most (60-79%),
- 4) Half Around half (40-59%),
- 5) Some Some (20-39%),
- 6) Few Just a few (1-19%),
- 7) None None (0%),

COTHJOB*

Approximately, what proportion of [**LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP**] are formally trained to be able to do jobs other than their own?

- 1) All All (100%),
- 2) Almost Almost all (80-99%),
- 3) Most Most (60-79%),
- 4) Half Around half (40-59%),
- 5) Some Some (20-39%),
- 6) Few Just a few (1-19%),
- 7) None None (0%),

CTEAMS*

What proportion, if any, of [**LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP**] at this workplace work in formally designated teams?

- 1) All All (100%),
- 2) Almost Almost all (80-99%),
- 3) Most Most (60-79%),
- 4) Half Around half (40-59%),
- 5) Some Some (20-39%),
- 6) Few Just a few (1-19%),
- 7) None None (0%),

{If any teamworking (CTEAMS<7)}

CTEAMHOA

Which, if any, of the following statements apply to the way that teamworking operates at this workplace...READ...

Teamworking depends on team members working together?

- 1) Yes
- 2) No

{If any teamworking (CTEAMS<7)}

CTEAMHOC

(Which, if any, of the following statements apply to the way that teamworking operates at this workplace....READ...)

Team members jointly decide how the work is to be done?

- 1) Yes
- 2) No

{If any teamworking (CTEAMS<7)}

CTEAMHOD

(Which, if any, of the following statements apply to the way that teamworking operates at this workplace...READ...)

Teams are given responsibility for specific products or services?

- 1) Yes
- 2) No

SECTION D CONSULTATION AND COMMUNICATION

DBRIEF

I would now like to ask some questions about the methods used at this workplace by which management communicates or consults with employees here.

Do you have a system of briefings for any section or sections of the workforce here?

- 1) Yes
- 2) No

{If has system of briefings (DBRIEF=1)}

DBRIEFU^

Are these briefing(s) generally for.....READ EACH IN TURN...

INTERVIEWER CODE ALL THAT APPLY

- 5) Team ...a work group/section/team?
- 6) Dept ...a department?
- 7) WorkPlac ...the whole workplace?
- 8) Other ...some other group (DBRIEOTH)?

DJOINT

Are there any **committees** of managers **and** employees at this workplace, primarily concerned with **consultation**, rather than negotiation. These committees may be called joint consultative committees, works councils or representative forums?

INTERVIEWER IF YES 'Is that more than one or just one committee?

- 1) Yes Yes more than one
- 2) YesO Yes just one
- 3) No No

{If one committee (DJOINT=2) / if more than one committee (DJOINT=1)}

DISSUES

(Does the committee deal with a range of issues, or with a single topic such as health and safety? / Of all the committees, is there one which deals with a range of issues, or do all of the committees cover single topics, such as health and safety?)

- 4) Range Range of issues
- 5) Single Single topic(s)
- 6) Both

{If one committee and it deals with a range of issues (DJOINT=2 and DISSUES=1 or 3) / if more than one committee and one deals with a range of issues (DJOINT=1 and DISSUES=1 or 3)}

D1COMM

(What is the name of the committee? / I would now like to focus on the committee which deals with the widest range of issues. What is the name of this committee?)

INTERVIEWER: IF RESPONDENT UNABLE TO IDENTIFY THE COMMITTEE DEALING WITH THE WIDEST RANGE OF ISSUES, ASK FOR THE NAME OF THE COMMITTEE CONSIDERED TO BE THE MOST IMPORTANT.

{If a committee dealing with a range of issues and name given at D1COMM (DISSUES=1 or 3 and D1COMM=Response) / If a committee dealing with a range of issues, but name not given at D1COMM (DISSUES=1 or 3 and D1COMM=DK)}

DAPPOINT^

How are employee representatives appointed to the (D1COMM / committee that deals with the widest range of issues)?

CODE ALL THAT APPLY

- 1) Elected Elected by employees
- 2) Appoint Appointed by management
- 3) Chosen Chosen by unions or staff associations
- 4) Volunt Volunteered
- 5) Other Other answer

{If a committee dealing with a range of issues and name given at D1COMM (DISSUES=1 or 3 and D1COMM=Response) / If a committee dealing with a range of issues, but name not given at D1COMM (DISSUES=1 or 3 and D1COMM=DK)}

DMEET

How many times has the (D1COMM / committee that deals with the widest range of issues) met during the last 12 months?

INTERVIEWER ENTER NUMBER

Range: 0..97

{If part of a larger organisation, but not head office ((ASINGLE=1 and ACONHEAD=2) or ASINGLE=3)}

DHIGHLEV

Apart from Health and Safety and other single topic committees, is there a consultative committee of managers and employees in your organisation that operates **at a higher level** than this establishment?

PROMPT IF NECESSARY: For instance, at divisional, regional or Head Office level?

- 1) Yes
- 2) No

DCIRCLES

I'd now like to ask you some questions about methods you might use to involve employees in improving performance. Do you have groups at this workplace that solve specific problems or discuss aspects of performance or quality. They are sometimes known as quality circles or problem-solving groups or continuous improvement groups?

- 1) Yes
- 2) No

{If problem-solving groups at this workplace (DCIRCLES=1)}

DPROPOR*

In the last twelve months, roughly what proportion of **non-managerial** employees have been involved in them?

- 1) All All (100%),
- 2) Almost Almost all (80-99%),
- 3) Most Most (60-79%),
- 4) Half Around half (40-59%),
- 5) Some Some (20-39%),
- 6) Few Just a few (1-19%),
- 7) None None (0%),

DCONSULT*^

Besides the schemes we have discussed are there any other ways in which management communicates or consults with employees at this establishment? Which others? UNTIL 'No'

- 1) Meetings Regular meetings with entire workforce present
- 2) Cascade Systematic use of management chain/cascading of information
- 3) Suggest Suggestion schemes
- 4) News Regular newsletters distributed to all employees
- 5) Other Other (please specify **DCONSOTH**)
- 6) None None of these

DINVPLAN

Does management regularly give employees, or their representatives, any information about ...READ...

... internal investment plans?

- 1) Yes
- 2) No

DFINANCE

(Does management regularly give employees, or their representatives, any information about...READ...)

...the financial position of the establishment?

- 1) Yes
- 2) No

{If part of a larger organisation (ASINGLE=1 or 3)}

DWHOLEFIN

(Does management regularly give employees, or their representatives, any information about...READ...)

... the financial position of the whole organisation?

- 1) Yes
- 2) No

DSTAFFIN

(Does management regularly give employees, or their representatives, any information about...READ...)

... staffing plans?

- 1) Yes
- 2) No

SECTION E REPRESENTATION AT WORK

EUNIONS

I now want to ask some questions about trade unions.

Computed variable:

If ZUNIMEM>0 or ZUNIPC>0 or ZANYMEM=1

EANYEMP=1

ELSE

EANYEMP=2

END IF

{If union members and number known (ZUNIMEM=Response) /

{If union members and percentage known (ZUNIPC=Response) /

{If union members but neither number not percentage known (ZANYMEM=1)}

EEMPLOY*^

Earlier you said that there are **ZUNIMEM** members here. In which of the following groups are there union members? / Earlier you said that **ZUNIPC** percent of employees here are union members. In which of the following groups are there union members? / In which of the following groups are there union members?

- | | |
|-------------|------------------------------------|
| 1) MANAGER | Managers and senior administrative |
| 2) PROFESS | Professional |
| 3) TECHNIC | Technical |
| 4) CLERICAL | Clerical and secretarial |
| 5) CRAFT | Craft and skilled services |
| 6) PERSONAL | Protective and personal service |
| 7) SALES | Sales |
| 8) ASSEMBLY | Operative and assembly |
| 9) UNSKILL | Routine unskilled |

SOFT CHECK if occupational group(s) chosen are empty: "YOU HAVE CHOSEN A CATEGORY WITH NO EMPLOYEES, PLEASE RECHECK"

EVIIEWS

How would you describe management's general attitude towards trade union membership among employees at this establishment.

Is management ... **(READ OUT)** ... **AND CODE ONE ONLY**

- 1) InFavour ... in favour of trade union membership
- 2) NotInFav ... Not in favour of it
- 3) Neutral ... or neutral about it?
- 4) Other *SPONTANEOUS ONLY* (Other answer **EVIOTH**)

Computed variable:
IF any recognised unions in 1998
P98RECUN=1
ELSE if no recognised unions in 1998
P98RECUN=2
END IF

SOFT CHECK if recognised unions in 1998, but no union members now (P98RECUN=1 and EANYEMP=2): "In 1998 there was at least one union recognised at this work place. Now there are no unions recognised AND no union members. Explain the reasons why no union is recognised in this note."

{If any union members (EANYEMP=1)}

EUNIONUM

I would now like to ask you about the unions themselves at this workplace.
How many separate unions or independent staff associations have members at this workplace?

INTERVIEWER ENTER NUMBER OF UNIONS AND / OR INDIVIDUAL STAFF ASSOCIATIONS.

Range: 1..10

{If one union (EUNIONUM=1) / If more than one union (EUNIONUM>1)}

ENUMREC

(Is this union / How many unions are) **recognised** by management for negotiating pay and conditions for any sections of the workforce in this establishment?

IF ASKED: If agreements are negotiated at a higher level in the organisation or by an employers association, but apply to union/association members here, count as recognised.

INTERVIEWER: IF YES ENTER 1 IF NO ENTER 0

Range: 0..30

SOFT CHECK if more unions recognised than present (ENUMREC>EUNIONUM): "This figure is higher than the number of unions and staff associations the respondent said are present at this workplace. Check your figures."

SOFT CHECK if recognised unions where none before (P98RECUN=2 and ENUMREC>0): "INTERVIEWER: In 1998 no unions were recognised at this workplace. Now there are recognised unions (ENUMREC). Please check this with the respondent and enter any explanation in a note. "

SOFT CHECK if no recognised unions, where there were some before (P98RECUN=1 and ENUMREC=0): "INTERVIEWER: In 1998 there was at least one union recognised at this workplace. Now there are no unions recognised. If this is correct suppress the check and explain the reasons why no union is recognised in a note."

{If any recognised unions (ENUMREC>0)}

ENEW

Since 1998, have managers begun to negotiate over pay and conditions with any of the **ENUMREC** recognised trade union(s) at this workplace for the first time?

- 1) Yes
- 2) No

SOFT CHECK if recognised unions where none before (P98RECUN=2 and ENUMREC>0) but no new recognitions reported (ENEW=2): "INTERVIEWER: In 1998 there were no unions recognised at this workplace. Now unions are recognised (ENUMREC), but the respondent has reported no new recognition agreements (ENEW). Please check with the respondent and enter any explanation in a note. "

{If any new recognitions (ENEW=1)}

ENEWNUM

How many?

INTERVIEWER ENTER NUMBER

Range: 1..10

SOFT CHECK if ENEWNUM>ENUMREC: "This figure is higher than the number of unions and staff associations the respondent said are recognised at this workplace. Check you figures are correct. If correct, suppress the check and make a note."

{If any recognised unions (ENUMREC>0)}

EWIDER

Since 1998, have managers begun to negotiate over pay and conditions with any of the **ENUMREC** recognised trade union(s) for a wider range of jobs at this establishment?

- 1) Yes
- 2) No

{If any new recognitions for a wider range of jobs(EWIDER=1)}

EWIDNUM

How many unions?

Range: 1..10

SOFT CHECK if EWIDNUM>ENUMREC: "This figure is higher than the number of unions and staff associations the respondent said are recognised at this workplace. Check you figures are correct. If correct, suppress the check and make a note."

EUDREC

Can I just check, have any unions been derecognised since 1998?

- 1) Yes
- 2) No

SOFT CHECK if no recognised unions, where there were some before (P98RECUN=1 and ENUMREC=0) and no derecognitions reported (EUDREC=2):
“INTERVIEWER: In 1998 there was at least one union recognised at this workplace. Now there are no unions recognised (ENUMREC), but the respondent has reported no cases of union derecognition (EUDREC). Please check with the respondent and enter any explanation in a note.”

EREQUEST

So far as you know, since 1998, has there been any **request for recognition** from any union or group of workers at this establishment **that has not been granted**?

- 1) Ngra Request(s) have not been granted
- 2) GraS Request(s) not granted at first, but subsequently granted
- 3) No

Note: In Version 1 of the CAPI program, EREQUEST was filtered on the presence of union members in 1998 or 2004. The filter was removed in the early stages of fieldwork circa 1/04/04.

{If more than one recognised union (ENUMREC>1)}

EJOINT

Does management negotiate **jointly** with the recognised unions, or are there separate negotiations?

- 1) Jointly Jointly - **all** recognised unions negotiate over pay as one unit
- 2) SepEach **Each** recognised union negotiates independently over pay
- 3) SepGrp **At least** two recognised unions jointly negotiate over pay

{If negotiate separately (EJOINT=2 or 3)}

EGROUPS

How many separate negotiating groups are there?

Range: 0..97

{If any recognised unions (ENUMREC>0)}

ESTEWARD

I would now like to ask you a few questions about any union representatives that are present at this workplace.

Do the members of the recognised unions have any representatives or stewards here - apart from any concerned exclusively with Health and Safety?

- 1) Yes
- 2) No

{If any on-site reps of recognised unions (ESTEWARD=1)}

ESTEWNUM

Approximately how many representatives or stewards are there? *INCLUDE SENIOR STEWARDS AND REPRESENTATIVES IN THIS TOTAL*

Range: 1..97

{If sole recognised union has no reps on site, but workplace is part of a larger organisation in the UK (ENUMREC=1 and ESTEWARDS=2 and ASINGLE=1) /
{If recognised unions have no reps on site, but workplace is part of a larger organisation in the UK (ENUMREC>1 and ESTEWARDS=2 and ASINGLE=1)}

ESTEWEXT

(Does the / Does the largest) recognised union have any representatives or stewards from another establishment in this organisation who represent members here?

- 1) Yes
- 2) No

{If any on-site reps of recognised unions (ESTEWARD=1)}

ESTEWTIM

Are there any representatives or stewards here who in practice spend all, or nearly all, of their working time on union affairs concerning this establishment?

- 1) Yes
- 2) No

{If any on-site reps of recognised unions (ESTEWARD=1) / If no on-site reps of recognised unions (ENUMREC=0 or ESTEWARDS=2)}

EOTHREPS

(**Apart** from the union representatives or stewards, and apart from / **Apart** from) health and safety matters, are there any employees here who act as representatives of other employees in dealings with management?

- 1) Yes
- 2) No

{If any other employee reps (EOTHREPS=1)}

ENUMREPS

Approximately how many of these representatives are there?

Range: 1..97

{If other employee reps and workplace has a consultative committee that covers a range of issues, and name given at D1COMM (EOTHREPS=1 and DISSUES=1 or 3 and D1COMM=Response) /

{If other employee reps and workplace has a consultative committee that covers a range of issues, but name not given at D1COMM (EOTHREPS=1 and DISSUES=1 or 3 and D1COMM=DK)}

ESITON

Do any of these employee representatives sit on the (D1COMM / committee that deals with the widest range of issues)?

- 1) Yes
- 2) No

SECTION F PAYMENT SYSTEMS AND DETERMINATION

FINTAGA

I would now like to ask you about payment systems and pay determination at this workplace.

INTERVIEWER THESE QUESTIONS RELATE ONLY TO PAY SCHEMES CURRENTLY IN OPERATION.

FVARPAY*^

Do **any** employees at this workplace receive payments or dividends from any of the following variable pay schemes?

INTERVIEWER ENTER ALL THAT APPLY.

- 1) PROFIT Profit-related payments or bonuses
- 2) DEFER Deferred profit-sharing scheme
- 3) SHARE Employee share ownership schemes
- 4) PERFORM Individual or group performance-related pay schemes
- 5) BONUS Other cash bonus
- 6) NONE None of these

{If profit-related pay (FVARPAY=1)}

FPROFIT

Is participation in the profit-related pay scheme confined to managerial employees or does it extend to other occupational groups?

- 1) Conf Confined to managerial employees
- 2) Ext Extends to other groups

{If employee share-ownership scheme (FVARPAY=3)}

FSHAR

Is eligibility for the share ownership scheme confined to managerial employees or does it extend to other occupational groups?

- 1) Con Confined to managerial employees
- 2) Ext Extends to other groups

{If performance-related pay (FVARPAY=4)}

FPERFP

Are those receiving performance-related pay confined to managerial employees, or does it extend to other occupational groups?

- 1) Con Confined to managerial employees
- 2) Ext Extends to other groups

{If performance-related pay for non-managerials (FPERFP=2)}

FMEASURE*^

What measures of performance are used to determine the amount of performance-related pay?

- 1) INDPERF Individual performance/output
- 2) TEAMPERF Group or team performance/output
- 3) WORKMEAS Workplace-based measures
- 4) ORGMEAS Organisation-based measures
- 5) OTHER Other (please specify **FMEASOTH**)

{If individual performance/output (FMEASURE=1)}

FINDPERF^

How is individual performance or output measured or assessed?

- 1) PIECE Piece rates
- 2) OUTPUT Other measures of output
- 3) MANAGER Assessment by supervisor
- 4) SKILLS Acquisition of skills/core competences
- 5) OTHER Other (please specify **FINDPOTH**)

FNMPERF

Do any non-managerial employees have their performance formally appraised?

- 1) Yes
- 2) No

{If non-managerials have appraisals (FNMPERF=1)}

FNOTPAY

Is the performance appraisal directly linked to reviews or changes in individual employee's pay?

- 1) Yes
- 2) No

FSOCINTRO

I now want to ask, for each occupational group here, how pay is determined.

{If any managers and senior administrators (SOC1>0)}

FSOC1*

Which of the following statements most closely characterises the way that pay is set for Managers and senior administrative employees?

INTERVIEWER ENTER ONE CODE ONLY

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any professionals (SOC2>0)}

FSOC2*

Which of the following statements most closely characterises the way that pay is set for Professional employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any technical employees (SOC3>0)}

FSOC3*

Which of the following statements most closely characterises the way that pay is set for Technical employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any clerical and secretarial employees (SOC4>0)}

FSOC4*

Which of the following statements most closely characterises the way that pay is set for Clerical and secretarial employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any craft and skilled service employees (SOC5>0)}

FSOC5*

Which of the following statements most closely characterises the way that pay is set for Craft and skilled service employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any protective and personal service employees (SOC6>0)}

FSOC6*

Which of the following statements most closely characterises the way that pay is set for Protective and personal service employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any sales employees (SOC7>0)}

FSOC7*

Which of the following statements most closely characterises the way that pay is set for Sales employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any operative and assembly employees (SOC8>0)}

FSOC8*

Which of the following statements most closely characterises the way that pay is set for Operative and assembly employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

{If any routine unskilled employees (SOC9>0)}

FSOC9*

Which of the following statements most closely characterises the way that pay is set for Routine unskilled employees?

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) OTHER Some other way (e.g. pay review body)

NOTE: THERE IS NO SECTION G OR SECTION H.

SECTION I FAIR TREATMENT AT WORK

TABLE

I would now like to ask you some questions about Equal Opportunities policies and practices at your establishment.

IPOLICY

Does this workplace (or organisation of which it is a part) have a formal written policy on equal opportunities or managing diversity?

- 1) Yes
- 2) No

{If equal opportunities policy (IPOLICY=1)}

IGROUNDS*^

Does the policy specifically address equality of treatment or discrimination on any of the grounds listed on this card? Are there any others?

CODE ALL THAT APPLY

- 1) Sex Sex/Gender
- 2) Ethnic Ethnic minority or Racial groups
- 3) Religion
- 4) Marital Marital status
- 5) Disabili Disability
- 6) Age
- 7) Orient Sexual orientation
- 8) Union Trade Union membership
- 9) Other Any other type of discrimination
- 10) None None of these

IPRACTICE*^

Can you tell me whether any of the things on this list are done, or apply at this workplace?

CODE ALL THAT APPLY

- 1) Ethnic Keep employee records with ethnic origin identified
- 2) Gender Collect statistics on posts held by men and women
- 3) Monitor Monitor promotions by gender, ethnicity etc.
- 4) Review Review selection and other procedures to identify indirect discrimination
- 5) PayRates Review the relative pay rates of different groups
- 6) Adjust Make adjustments to the workplace to accommodate disabled employees
- 7) None None of these

IFMOFF

Now I'd like to ask you about issues to do with balancing work and family responsibilities.

If an employee needed to take a day off at short notice, for example if they had a problem with child care or if their child is sick, how would they **generally** take this time off?

- 1) MakeUp Take time off but make it up later
- 2) Without As leave without pay
- 3) Sick As sick leave
- 4) Special As special paid leave
- 5) Annual As annual leave
- 6) NotAllow Not allowed/would not be granted
- 7) Never Never been asked
- 8) Other Other (please specify **IFMOTH**)
- 9) Stat As statutory minimum / legal minimum (VOLUNTEERED)

{If any male employees (ZTOTMEN>0)}

IPATERN

How many days of paid leave would fathers of new babies be allowed to take off?

INTERVIEWER IF RESPONDENT SAYS STATUTORY OR LEGAL MINIMUM

ENTER 95

Range: 0..97

SOFT CHECK if coded 95 at IPATERN: "Statutory / legal minimum for paternity leave. Suppress to continue if correct."

IFAMILY*^

Looking at this card, are any non-managerial employees here entitled to any of the following?

INTERVIEWER CODE ALL THAT APPLY

- 1) PARENT Parental leave
- 2) HOME Working at or from home in normal working hours
- 3) TERM Term-time only contracts
- 4) SWITCH Switching from full-time to part-time employment
- 5) JOBSHARE Job sharing schemes
- 6) NURSERY Workplace nursery or nursery linked with workplace
- 7) SUBSID Financial help/subsidy to parents for child care
- 8) NONE None of these

SECTION J ESTABLISHMENT FLEXIBILITY

{If not part of a larger organisation in the UK (ASINGLE=2 or 3) / If part of a larger organisation in the UK (ASINGLE=1)}

JNONEMP*^

I now want to ask you about different types of working arrangements. Are any of the activities or services on this card carried out for (this workplace / this workplace or organisation) by independent contractors?

PROBE Any others? UNTIL 'No'

- 1) Cleaning Cleaning of building and premises
- 2) Security
- 3) Catering
- 4) Maintain Building maintenance
- 5) Printing Printing/photocopying
- 6) Payroll Pay roll
- 7) Transpor Transport of documents/goods
- 8) Computin Computing services
- 9) Training
- 10) Recruit Recruitment
- 11) TempVac Temporary filling of vacant posts at this workplace
- 12) None None of these

JAGENCY

Are there any temporary agency employees presently working at this workplace? (PROMPT Temporary agency employees are people that you hire on a temporary basis from an employment agency.)

- 1) Yes
- 2) No

JNWTEMP

Are there any employees at this workplace who are working on a temporary basis or who have fixed-term contracts?

- 1) Yes
- 2) No

JWRKFREE

Are there any people presently working for this establishment on a freelance basis?

- 1) Yes
- 2) No

JHOMWRK*

What proportion of employees at this establishment, if any, ever work at home during normal working hours?

- 1) Half Half or more (50% +)
- 2) MoreQuar A quarter up to a half (25-49%)
- 3) LessQuar Up to a quarter (10-24%)
- 4) Small A small proportion (5-9%)
- 5) Hardly Hardly any (Less than 5%)
- 6) None None (0%)

JOBSEC

Is there a policy of guaranteed job security or no-compulsory redundancies at this workplace?

- 1) Yes
- 2) No

JTIMEARR*^

Do you have any of the following working time arrangements for any non-managerial employees at this workplace ...READ OUT EACH IN TURN...
CODE ALL TAHT APPLY

- 1) Annualis ...Annualised hours?
- 2) Regular ...Regularly working in excess of 48 hours per week?
- 3) Flexitim ...Flexitime?
- 4) Shift ...Shift working?
- 5) Sunday ...Sunday-only working?
- 6) Zero ...Zero-hour contracts?
- 7) Nine ...9 day fortnight/ 4.5 day week?
- 8) NONE None of these

SECTION K ESTABLISHMENT PERFORMANCE

KINTEXT

I would now like to ask some questions about the external environment in which this workplace operates.

{If trading sector (ACOMP=1-7)}

KMARKET

Thinking about your main product or service, is the market for it... READ OUT
...PROMPT: Local=*within 1 hours drive*; Regional=*1 or 2 standard regions*; National=*3 or more standard regions*

- 1) Local
- 2) Regional
- 3) National National, or
- 4) Internat International

{If trading sector (ACOMP=1-7)}

KCOMPET

Again thinking of your main product or service how many competitors do you have for it?

PROMPT: '*few*' equals 5 or less

- 1) None None/Organisation dominates market
- 2) Few Few competitors
- 3) Many Many competitors

KTARGET*^

Are **targets** set for any of the following at this establishment?

IF YES 'Which Others?'

- 1) Sales Sales/Fees/Budget
- 2) Costs
- 3) Profits
- 4) Lacost Labour costs
- 5) Product Productivity
- 6) Quality Quality of product or service
- 7) Labour Labour turnover
- 8) Absent Absenteeism
- 9) Work Workforce training
- 10) None None of these

KPINT

I would now like to ask you about the period between 1998 and today focusing on the financial performance of your establishment and the performance of other establishments in your industry.

KERFIS*

Looking at this card, which of these measures corresponds most closely to your interpretation of financial performance?

INTERVIEWER ENTER ONE CODE ONLY

- 1) Profit Profit
- 2) Added Value added
- 3) Sales Sales
- 4) Fees Fees
- 5) Budget Budget
- 6) Costs Costs
- 7) Expp expenditure
- 8) Share Stock market indicators (eg. share price)
- 9) Other Other (specify **KPERFIOTH**)

{If specific answer given at KERFIS (KERFIS<9)}

KPint2

From Now on when I ask about financial performance I will be referring to **KERFIS**.

KOPTB

Generally speaking, in establishments in your industry or field has the financial performance...READ OUT...":

- 1) imp ...improved
- 2) sta stayed the same,
- 3) Det or deteriorated since 1998?

{If financial performance has improved (KOPTB=1)}

KIMP*

Looking at this card, would you say that, compared with the improvement in the average financial performance of establishments in your industry or field, your own establishment has...READ...

- 1) Fas ...Improved at a faster rate
- 2) Sim ...Improved at a similar rate
- 3) Slo ...Improved at a slower rate
- 4) Sta ...Remained static, or
- 5) Acd ...Actually deteriorated?

{If financial performance stayed more or less the same (KOPTB=2)}

KTable

Would you say that, compared with the stability in the average financial performance of establishments in your industry or field, your own workplace has...READ OUT...

- 1) Impr ...improved
- 2) Stab Remained stable like the rest of the industry
- 3) Accd Actually deteriorated?

{If financial performance deteriorated (KOPTB=3)}

Kdeti

Would you say that, compared with the deterioration in the average performance of establishments in your industry or field, the financial performance of your **own** workplace has...READ OUT...

- 1) Acimp ...actually improved,
- 2) Rem ...remained stable,
- 3) DetS ...deteriorated at same rate as the rest of the industry, or
- 4) DetF deteriorated at a faster rate than the rest of the industry?

NOTE: THERE IS NO SECTION L

SECTION M GENERAL INFORMATION

MRELATE*

Now looking at this scale, how would you rate the relationship between management and employees generally at this workplace?

- 1) Vgood Very good
- 2) Good
- 3) Neither Neither good Nor bad
- 4) Poor
- 5) Vpoor Very poor

Mrel*

Thinking about relations between management and employees generally at this workplace, since 1998 have they...READ...

- 1) Imp ...improved a lot
- 2) Lit Improved a little
- 3) Rem Remained more or less the same
- 4) Det Deteriorated a little, or
- 5) Lot Deteriorated a lot?

MEND

That is the end of the questions, thank you for taking part. I have a couple of small housekeeping bits to finish.

MLInkdat

It is sometimes possible to link the data we have collected from you with other surveys or datasets, to which we have authorised access. Would you be content for us to do this, as it can provide us with the potential for further analysis. In doing this, we assure you that your confidentiality will be respected and the linked data will be anonymised and used for statistical and analytical purposes only, with only authorised researchers having access to the linked data?

- 1) Yes
- 2) No

MNEXTIME

The DTI will send you a copy of the main findings from the survey in February 2005, about six months after all the interviews have been completed. If the DTI wished to contact you again for any further information, would you be willing to be contacted?

- 1) Yes
- 2) No