

HOW TO COMPLETE THIS QUESTIONNAIRE

This questionnaire is designed to make completion as easy and fast as possible. Most questions can be answered by simply ticking boxes. Very little information will need to be looked up.

Wherever it says "you" in the questionnaire please answer from the point of view of your organisation.

"Organisation" means your firm, subsidiary or, if you are in a head office, the group in which you work. For the public sector it refers to the specific local or health authority, government department, etc.

"Part of a larger group" refers to subsidiaries or the parent company of a group. For central government departments the "larger group" is the civil service as a whole.

The questionnaire has been adapted for simultaneous use by private and public sector employers in 22 countries; some questions may therefore be phrased in a slightly unfamiliar way.

THANK YOU FOR YOUR HELP

SECTION I: PERSONNEL/HUMAN RESOURCES FUNCTION

1. Does your organisation have a personnel or human resource department/manager?

1 ☐ Yes

2 ☐ No

- 1a. Who manages a personnel or human resource department in your organisation?

1 ☐ Male

2 ☐ Female

3 ☐ Have no department or manager

2. Approximately how many people are employed by your organisation in the personnel/human resources function (including wage administration and training)?

a) ☐ In total: _____ ☐ Male _____ ☐ Female _____ 1 ☐ Don't know

- b) Do you use external providers in any of the following areas?

A. Pay and benefits ☐ 1

B. Recruitment and selection ☐ 1

C. Training and development ☐ 1

D. Workforce outplacement/reduction ☐ 1

E. No external providers used in personnel function ☐ 1

- c) How has the use of external providers changed during the last three years?

1 ☐ Increased

2 ☐ Same

3 ☐ Decreased

3. Does the head of the personnel/human resources function have a place on the main Board of Directors or the equivalent?

1 ☐ Yes (If Yes, go to question 5) 2 ☐ No

4. If No, who on the main Board of Directors has responsibility for personnel issues?

- A. Chief executive/Managing director ☐1
- B. Administrative director ☐2
- C. Finance director ☐3
- D. Company secretary ☐4
- E. Production director ☐5
- F. Other, please specify _____

5. From where was the most senior personnel or human resources manager recruited?

- A. From within the personnel department ☐1
- B. From non-personnel specialists in your organisation ☐2
- C. From personnel specialists outside of the organisation ☐3
- D. From non-personnel specialists outside of the organisation ☐4
- E. Other, please specify _____

Strategy and Corporate Policies

6. Does your organisation have a policy for the following personnel/human resource management areas:

| | Yes, written | Yes, unwritten | No | Don't know |
|--|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Pay and benefits | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Recruitment and selection | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Training and development | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Employee communication | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Equal opportunity/diversity | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Flexible working practices | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| G. Management development | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| H. Balancing work and family obligations | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

7. Does your organisation have a:

| | Yes, written | Yes, unwritten | No | Don't know |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Mission statement | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Corporate strategy | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Personnel/HR management strategy | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

8. If you have a corporate strategy, at what stage is the person responsible for personnel/human resources involved in its development?

- A. From the outset ☐1
 B. Through consultation ☐2
 C. On implementation ☐3
 D. Not consulted ☐4

9. Is the performance of the personnel/human resources function/department systematically evaluated?

1 ☐ Yes 2 ☐ No 3 ☐ Don't know

(If Yes, go to next question, otherwise go to question 12)

10. Whose views are considered in evaluating the performance?

- A. Top management ☐1
 B. Line management ☐1
 C. Employees ☐1
 D. Personnel/HR function/department itself ☐1
 E. Other, please specify _____

11. What criteria are used for evaluation?

- A. Internal measures of cost effectiveness ☐1
- B. External benchmarking of cost ☐1
- C. Performance against objectives ☐1
- D. Other, please specify _____

12. If your organisation is part of a larger group of companies/divisions, etc., please indicate where policies on the following issues are mainly determined.

| | International HQ | National HQ | Subsidiary | Site/establishment |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Private sector: | | | | |
| Public sector: | | Headquarters | Service dept/division | Local offices |
| A. Pay and benefits | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Recruitment and selection | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Training and development | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Industrial relations | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Workforce expansion/reduction | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Management development | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

13. With whom does the primary responsibility lie for major policy decisions on the following issues?

| | Line management | Line mgt in consultation with HR dept | HR dept in consultation with line mgt | HR dept |
|----------------------------------|----------------------------|---------------------------------------|---------------------------------------|----------------------------|
| A. Pay and benefits | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Recruitment and selection | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Training and development | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Industrial relations | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Workforce expansion/reduction | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

14. Has the responsibility of line management changed over the last 3 years for any of the following issues?

| | Increased | Same | Decreased |
|----------------------------------|----------------------------|----------------------------|----------------------------|
| A. Pay and benefits | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| B. Recruitment and selection | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| C. Training and development | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| D. Industrial relations | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| E. Workforce expansion/reduction | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

15. What do you consider to be the major challenge for personnel/human resource management in your organisation over the next 3 years?

SECTION II: STAFFING PRACTICES

1a. Has the total number of your employees increased or decreased in excess of 5% in the last three years?

1 ☐ Increased 2 ☐ Same 3 ☐ Decreased 4 ☐ Don't know

1b. Please provide approximate percentage change: _____%

2. Is it difficult to recruit/retain employees in the following categories?

| | |
|--|----------------------------|
| A. Management | <input type="checkbox"/> 1 |
| B1. Professional/technical: Information Technology | <input type="checkbox"/> 1 |
| B2. Professional/technical: Other | <input type="checkbox"/> 1 |
| C. Clerical | <input type="checkbox"/> 1 |
| D. Manual | <input type="checkbox"/> 1 |

3. Have you introduced any of the following in relation to recruitment or retention?

| | |
|---------------------------------------|----------------------------|
| A. Recruiting abroad | <input type="checkbox"/> 1 |
| B. Retraining existing employees | <input type="checkbox"/> 1 |
| C. Increased pay/benefits | <input type="checkbox"/> 1 |
| D. Relocation of the company | <input type="checkbox"/> 1 |
| E. Marketing the organisation's image | <input type="checkbox"/> 1 |
| F. Other, please specify _____ | |

4. Have any of the following methods been used to reduce the number of employees?

- | | |
|---|----------------------------|
| A. Recruitment freeze | <input type="checkbox"/> 1 |
| B. Early retirement | <input type="checkbox"/> 1 |
| C. Voluntary redundancies | <input type="checkbox"/> 1 |
| D. Compulsory redundancies | <input type="checkbox"/> 1 |
| E. Redeployment | <input type="checkbox"/> 1 |
| F. Outplacement | <input type="checkbox"/> 1 |
| G. No renewal of fixed term / temporary contracts | <input type="checkbox"/> 1 |
| H. Outsourcing | <input type="checkbox"/> 1 |
| I. Other, please specify _____ | |

5. How are managerial vacancies generally filled? (Please tick as many as applicable for each management level).

- | | Senior
Management | Middle
Management | Junior
Management |
|---|----------------------------|----------------------------|----------------------------|
| A. Internally | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| B. Recruitment/head hunters/consultancies | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| C. Advertise in newspapers | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| D. Word of mouth | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| E. Other, please specify _____ | | | |

6. Please indicate how regularly any of the following selection methods are used.

- | | For every
appointment | For most
appointments | For some
appointments | For few
appointments | Not
used |
|--------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Interview panel | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| B. One-to-one interviews | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| C. Application forms | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| D. Psychometric test | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| E. Assessment centre | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| F. Graphology | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| G. References | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| H. Other, please specify _____ | | | | | |

7. Do you monitor the proportion of the following in your workforce with regard to recruitment, training and/or promotion?

| | Recruitment | Training | Promotion | Don't know |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. People with disabilities | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| B. Women | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| C. People from ethnic minorities | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |

8. Have you specifically targeted any of the following in your recruitment process?

| | |
|--|----------------------------|
| A. Long-term unemployed | <input type="checkbox"/> 1 |
| B. Older people (over 50 years of age) | <input type="checkbox"/> 1 |
| C. People with disabilities | <input type="checkbox"/> 1 |
| D. People from ethnic minorities | <input type="checkbox"/> 1 |
| E. Women | <input type="checkbox"/> 1 |
| F. School leavers | <input type="checkbox"/> 1 |
| G. University graduates | <input type="checkbox"/> 1 |
| H. Women returners | <input type="checkbox"/> 1 |

Flexible Working Practices

9. Has there been a change in the use of the following working arrangements over the last three years?

| | Increased | Same | Decreased | Not used |
|-------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Weekend work | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Shift work | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Overtime | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Annual hours contract | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Part-time work | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Job sharing | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| G. Flexi-time | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| H. Temporary/casual | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| I. Fixed-term contracts | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| J. Homebased work | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| K. Tele-working | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| L. Subcontracting/outsourcing | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

10. Please indicate the approximate proportion of your workforce who are on the following working arrangements.

| | Not used | Less than 1% | 1-5% | 6-10% | 11-20% | More than 20% |
|--------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Part-time | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| B. Temporary/casual | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| C. Fixed-term | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| D. Homebased work | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| E. Tele-working | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| F. Shift working | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| G. Annual hours contract | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |

10a. Please indicate the approximate proportion of women in your workforce who are on the following working arrangements.

| | Women are not engaged in it | Up to 20% | 21-40% | 41-60% | 61-80% | More than 80% |
|--------------------------|-----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Part-time | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| B. Temporary/casual | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| C. Fixed-term | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| D. Homebased work | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| E. Tele-working | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| F. Shift working | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| G. Annual hours contract | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |

11. Has there been a major change in the specification of jobs over the last 3 years? (Please tick as many as are applicable for each job category).

| | Management | Professional/ Technical | Clerical | Manual |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Jobs made more specific | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| B. No major change | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| C. Jobs made wider/more flexible | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| D. Don't know | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |

SECTION III: EMPLOYEE DEVELOPMENT

- 1a) Approximately what proportion of the annual salaries and wages bill is currently spent on training?

_____ %

1 ☐ don't know

- b) Approximately what proportion of employees have been on internal or external training activities within the last year?

_____ %

1 ☐ don't know

2. How many days' training per year does each employee in each staff category below receive on average?

Don't know

| | | |
|---------------------------|----------------------------------|----------------------------|
| A. Management | _____ days per year per employee | <input type="checkbox"/> 1 |
| B. Professional/technical | _____ days per year per employee | <input type="checkbox"/> 1 |
| C. Clerical | _____ days per year per employee | <input type="checkbox"/> 1 |
| D. Manual | _____ days per year per employee | <input type="checkbox"/> 1 |

3. Do you systematically analyse employee training needs?

1 ☐ Yes

2 ☐ No

3 ☐ Don't know

(If No or Don't Know go to question 5)

4. If you systematically analyse employee training needs, how often are the following methods used?

| | Always | Often | Sometimes | Never |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Analysis of projected business/service plans | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Training audits | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Line management requests | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Performance appraisal | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Employee requests | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Other, please specify _____ | | | | |

5. Do you monitor the effectiveness of your training?

1 ☐ Yes 2 ☐ No 3 ☐ Don't know
(If No or Don't know, go to question 8)

6. If Yes, how often is formal evaluation used?

| | Always | Often | Sometimes | Never |
|-------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Immediately after training | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Some months after training | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

7. Do you systematically evaluate training on the basis of:

| | Yes | No | Don't Know |
|---|----------------------------|----------------------------|----------------------------|
| A. Learning (usually assessed by a test) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| B. Behaviour (changes in job performance) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| C. Results (changes in organisational performance) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| D. Reaction/evaluation (e.g. satisfaction expressed by employees) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

8. Do you regularly use any of the following?

| | Yes | No |
|--|----------------------------|----------------------------|
| A. Formal career plans | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| B. Assessment centres | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| C. Succession plans | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| D. Planned job rotation | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| E. "High flier" schemes for managers | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| F. International experience schemes for managers | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |

9. Has there been a change in the use of any of the following to deliver training over the last three years?

| | Increased | Same | Decreased | Not used |
|--------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Internal training staff | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Line managers | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. External training providers | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. On-the-job training | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Coaching/mentoring | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Computer based packages | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

10. How important do you think the following training areas will be to your organisation over the next three years?

| | Very | Quite | Average | Not very | Not at all |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. People management & supervision | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| B. Computers and new technology | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| C. Business administration | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| D. Strategy formulation | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| E. Marketing and sales | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| F. Health, safety and work environment | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| G. Customer service skills | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| H. Management of change | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| I. Quality management | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

Appraisal

- 11. Do you have an appraisal system in operation for any of the following staff categories?**

| | Yes | No |
|---------------------------|----------------------------|----------------------------|
| A. Management | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| B. Professional/Technical | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| C. Clerical | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| D. Manual | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |

- 12. If you have an appraisal system, do any of the following formally contribute to the appraisal process?**

| | |
|--------------------------------|----------------------------|
| A. Immediate superior | <input type="checkbox"/> 1 |
| B. Next level superior | <input type="checkbox"/> 1 |
| C. The employee | <input type="checkbox"/> 1 |
| D. Subordinates | <input type="checkbox"/> 1 |
| E. Peers | <input type="checkbox"/> 1 |
| F. Customers | <input type="checkbox"/> 1 |
| G. Other, please specify _____ | |

- 13. Is the appraisal system used to determine any of the following? (Please tick as many as applicable).**

| | |
|---------------------------------------|----------------------------|
| A. Individual training needs | <input type="checkbox"/> 1 |
| B. Organisational training needs | <input type="checkbox"/> 1 |
| C. Promotion potential | <input type="checkbox"/> 1 |
| D. Career development | <input type="checkbox"/> 1 |
| E. Individual performance related pay | <input type="checkbox"/> 1 |
| F. Organisation of work | <input type="checkbox"/> 1 |

SECTION IV: COMPENSATION AND BENEFITS

1. At what level(s) is basic pay determined? (Please tick as many as applicable for each category of staff).

| | Management | Professional/ Technical | Clerical/ Administrative | Manual |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|
| A. National/industry-wide collective bargaining | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| B. Regional collective bargaining | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| C. Company/division, etc. | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| D. Establishment/site | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| E. Individual | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| F. Other, please specify _____ | | | | |

2. Has there been a change in the share of the following in the total reward package in the last three years?

| | Increased | Decreased | Same | Not used |
|-----------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Variable pay | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Non-money benefits | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

3. Do you offer any of the following incentive schemes? (Please tick as many as are applicable for each category of staff).

| | Management | Professional/ Technical | Clerical/ Administrative | Manual |
|----------------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|
| A. Employee share options | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| B. Profit sharing | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| C. Group bonus | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| D. Merit/Performance related pay | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |

4. Do you offer any of the following schemes?

- | | |
|---|----------------------------|
| A. Workplace childcare | <input type="checkbox"/> 1 |
| B. Childcare allowances | <input type="checkbox"/> 1 |
| C. Career break scheme | <input type="checkbox"/> 1 |
| D. Maternity leave (in excess of statutory requirements) | <input type="checkbox"/> 1 |
| E. Paternity leave (in excess of statutory requirements) | <input type="checkbox"/> 1 |
| F. Pension scheme | <input type="checkbox"/> 1 |
| G. Education/training break | <input type="checkbox"/> 1 |
| H. Gradual retirement program | <input type="checkbox"/> 1 |
| I. Short-term leave for emergency reasons (in excess of statutory requirements) | <input type="checkbox"/> 1 |
| J. Long-term leave to take care of seriously ill relatives (in excess of statutory requirements) | <input type="checkbox"/> 1 |

SECTION V: EMPLOYEE RELATIONS AND COMMUNICATION

1. What proportion of the total number of employees in your organisation are members of a trade union?

1 ☐ 0% 2 ☐ 1-10% 3 ☐ 11-25% 4 ☐ 26-50%

5 ☐ 51-75% 6 ☐ 76-100% 7 ☐ Don't know

2. Has the influence of trade unions on your organisation changed during the last three years?

1 ☐ Increased 2 ☐ Same 3 ☐ Decreased 4 ☐ No influence

3. Do you have a joint consultative committee or works council?

1 ☐ Yes 2 ☐ No

4. Has there been a change in how you communicate major issues to your employees during the last 3 years?

| | Increased | Same | Decreased | Not used |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Through representative staff bodies (eg. trade unions) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Verbally, direct to employees | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Written, direct to employees | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Computer / electronic mail systems | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Team briefings | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Other, please specify _____ | | | | |

- 5. Which employee categories are formally briefed about the following issues?
(Please tick as many as applicable).**

| | Strategy | Financial Performance | Organisation of work |
|---------------------------|----------------------------|----------------------------|----------------------------|
| A. Management | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| B. Professional/technical | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| C. Clerical | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| D. Manual | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |

- 6. Has there been a change in the way employees communicate their views to management in the past three years?**

| | Increased | Same | Decreased | Not used |
|---------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Direct to senior managers | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Through immediate superior | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Through trade unions/works council | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Through regular workforce meetings | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Team briefings | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Suggestion schemes | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| G. Attitude survey | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

- 7. Have there been any strikes in your organisation in the last three years?**

1 ☐ Yes

2 ☐ No

SECTION VI: ORGANISATIONAL DETAILS

1. Please indicate the main sector of industry or services in which you operate?

- A. Agriculture, hunting, forestry, fishing ☐1
- B. Energy and water ☐2
- C. Chemical products; extraction and processing of non-energy minerals ☐3
- D. Metal manufacturing; mechanical, electrical and instrument engineering; office and data processing machinery ☐4
- E. Other manufacturing, (eg food, drink and tobacco; textiles; clothing; paper, printing & publishing; processing of rubber and plastics, etc) ☐5
- F. Building and civil engineering ☐6
- G. Retail and distribution; hotels; catering; repairs ☐7
- H. Transport & Communication (eg rail, postal services, telecoms, etc) ☐8
- I. Banking; finance; insurance; business services (eg consultancies, PR and advertising, Law firms, etc) ☐9
- J. Personal, domestic, recreational services ☐10
- K. Health services ☐11
- L. Other services (eg television and radio, R&D, charities, etc) ☐12
- M. Education (including universities and further education) ☐13
- N. Local government ☐14
- O. Central government ☐15
- P. Other, please specify _____

2. Approximately how many people are employed by your organisation?

- A. In total _____ Male _____ Female _____
- B. Part-time _____ Male _____ Female _____

3. Please provide the following information about your workforce:

- A. Annual staff turnover _____ % turnover per year ☐ 1 don't know
- B. Age structure _____ % of employees under 25 years ☐ 1 don't know
 _____ % of employees over 45 years ☐ 1 don't know
- C. Absenteeism _____ average days per year ☐ 1 don't know
- D. Education structure _____ % of graduates ☐ 1 don't know
 _____ % of post graduates

3a. Please indicate the (approximate) proportion of women in your workforce who are:

- A. Younger than 25 _____ % of women ☐ 1 don't know
 Older than 45 _____ % of women ☐ 1 don't know
- B. Graduates _____ % of women ☐ 1 don't know
 Postgraduates _____ % of women ☐ 1 don't know

4. Please provide the following information:

- A. Manual employees _____ % of workforce ☐ 1 don't know
- B. Clerical employees _____ % of workforce ☐ 1 don't know
- C. Professional/technical employees _____ % of workforce ☐ 1 don't know
- D. Managers _____ % of workforce ☐ 1 don't know

4a. Please provide the following information:

- A. Manual employees _____ % of women ☐ 1 don't know
- B. Clerical employees _____ % of women ☐ 1 don't know
- C. Professional/technical employees _____ % of women ☐ 1 don't know
- D. Managers _____ % of women ☐ 1 don't know

5. If your organisation is part of a larger group of companies/divisions, etc, approximately how many people are employed by the whole group?

A. In the UK _____ 1 ☐ don't know

B. World-wide, including UK _____ 1 ☐ don't know

6. What percentage of the operating costs was accounted for by labour costs?

_____ % of operating costs 1 ☐ don't know

7. If you are a private organisation, would you say the gross revenue over the past 3 years has been:

- A. Well in excess of costs ☐1
 B. Sufficient to make a small profit ☐2
 C. Enough to break even ☐3
 D. Insufficient to cover costs ☐4
 E. So low as to produce large losses ☐5

8. Thinking of competitive success, how important are the following features of the main products and/or services of your organisation?

| | Very important | Somewhat important | Not important | Not applicable |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Price | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Quality | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Variety (customising products services) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Service (availability, speed of delivery) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Innovation | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

9. Compared to other organisations in your sector, where would you rate the performance of your organisation in relation to the following ?

| | Top 10% | Upper half | Lower half | Not applicable |
|-----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Service quality | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| B. Level of productivity | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| C. Profitability | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| D. Product to market time | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| E. Rate of innovation | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| F. Stock market performance | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

10. How would you describe the market(s) for your organisation's products or services?

- A. Local ☐1
 B. Regional ☐2
 C. National ☐3
 D. European ☐4
 E. World-wide ☐5

11. Is your organisation a member of an employers association?

- 1 ☐ Yes 2 ☐ No

12. Is the market you sell into:

- 1 ☐ Growing 2 ☐ Same 3 ☐ Declining

13. Has your organisation been involved in any of the following changes in the last 3 years?

- A. Acquisition of another organisation ☐1
 B. Takeover by another organisation ☐1
 C. Merger ☐1
 D. Relocation ☐1

14. Is your organisation:1 ☐ Private2 ☐ State owned3 ☐ Part-state owned

4 Other, please specify _____

14a. What is the percentage of capital owned by employees in your company/organisation?A. Employees do not own shares ☐ 1B. Less than 10% ☐ 1C. 10% to 35% ☐ 1D. 36% to 50% ☐ 1E. More than 50% ☐ 1**15. Where are the corporate headquarters of your organisation based? (Please refer to ultimate parent company if your organisation is part of a larger group).**

| | | | | | |
|---------------------|-----------------------------|----------------|-----------------------------|--------------------|-----------------------------|
| Denmark | <input type="checkbox"/> 1 | Norway | <input type="checkbox"/> 11 | Poland | <input type="checkbox"/> 21 |
| France | <input type="checkbox"/> 2 | Sweden | <input type="checkbox"/> 12 | Other Europe | <input type="checkbox"/> 22 |
| Germany | <input type="checkbox"/> 3 | Finland | <input type="checkbox"/> 13 | New Zealand | <input type="checkbox"/> 23 |
| Italy | <input type="checkbox"/> 4 | Czech Republic | <input type="checkbox"/> 14 | Australia | <input type="checkbox"/> 24 |
| The Netherlands | <input type="checkbox"/> 5 | Switzerland | <input type="checkbox"/> 15 | Japan | <input type="checkbox"/> 25 |
| Portugal | <input type="checkbox"/> 6 | Belgium | <input type="checkbox"/> 16 | Other Asia/Pacific | <input type="checkbox"/> 26 |
| Austria | <input type="checkbox"/> 7 | Greece | <input type="checkbox"/> 17 | USA | <input type="checkbox"/> 27 |
| Republic of Ireland | <input type="checkbox"/> 8 | Turkey | <input type="checkbox"/> 18 | Canada | <input type="checkbox"/> 28 |
| Spain | <input type="checkbox"/> 9 | Bulgaria | <input type="checkbox"/> 19 | Cyprus | <input type="checkbox"/> 29 |
| UK | <input type="checkbox"/> 10 | Hungary | <input type="checkbox"/> 20 | Tunisia | <input type="checkbox"/> 30 |

Other, please specify _____

16. Is your organisation:

- A. Corporate headquarters of an International group ☐1
- B. Corporate headquarters of a National group ☐2
- C. Subsidiary/division of an International group ☐3
- D. Subsidiary/division of a National group ☐4
- E. Independent company with more than one site ☐5
- F. Independent single site organisation ☐6
- G. Other, please specify _____

17. If you are based in the UK, please tick your region:

- | | | | | | |
|------------|-----------------------------|--------------------|-----------------------------|-------------------------|-----------------------------|
| London | <input type="checkbox"/> 1 | Rest of South East | <input type="checkbox"/> 2 | East Anglia | <input type="checkbox"/> 3 |
| South West | <input type="checkbox"/> 4 | West Midlands | <input type="checkbox"/> 5 | East Midlands | <input type="checkbox"/> 6 |
| Yorkshire | <input type="checkbox"/> 7 | North West | <input type="checkbox"/> 8 | North East & Humberside | <input type="checkbox"/> 9 |
| Scotland | <input type="checkbox"/> 10 | Wales | <input type="checkbox"/> 11 | Northern Ireland | <input type="checkbox"/> 12 |

18. If you are based in the Republic of Ireland please tick. ☐1

19. What year was your organisation established?

_____ 1 ☐ don't know/not applicable

PERSONAL DETAILS

20a) Are you the most senior personnel or human resources manager?

1 ☐ Yes

2 ☐ No

b) If No, please give your title:

1 ☐ Personnel/HR Manager/Director

2 ☐ Specialist (training, pay, etc)

3 ☐ Chief executive, company, secretary, senior manager

4 ☐ Other, please specify

21. Are you:

1 ☐ Male

2 ☐ Female

22. How long have you been working for the organisation?

_____ years

1 ☐ Not applicable

23. If you are a personnel/human resource management specialist, how long have you been working in a specialist personnel / human resources or training job?

_____ years

1 ☐ Not applicable

24. Do you have a university degree?

1 ☐ Yes

2 ☐ No

If Yes, in what academic field did you study? (tick main one only).

A. Business studies ☐1

B. Economics ☐2

C. Social or behavioural sciences ☐3

D. Humanities/Art/Languages ☐4

E. Law ☐5

F. Engineering ☐6

G. Natural sciences ☐7

H. Other, please specify _____

INTERNATIONAL TRAVEL QUESTIONS

This year we would like you to answer two additional questions on issues which have not previously been dealt with in the questionnaire. If they are relevant to your organisation we would appreciate your response.

- 1a. Approximately how many people in your organisation travel to other countries frequently (more than once per month on average)?**

_____ people

1 ☐ None

- 1b. What are the major HRM problems you face with this group?**

- 2. How many people in your organisation are expatriates (based outside their home country for more than twelve months)?**

_____ people

1 ☐ None

To ensure that you receive your copy of the Executive Report please complete the details below.

Name and Title

Job Title

Organisation

Address

.....

.....

.....

.....

Postcode

Thank you for taking the time to complete this questionnaire.