

3RD EUROPEAN COMPANY SURVEY (2013)

MANAGEMENT QUESTIONNAIRE

Information note:

This is the final source (master) questionnaire for the management (MM) interviews of the 3rd European Company Survey (ECS) which took place in 2013. The questionnaire was translated into 30 languages including the key minority languages of the surveyed countries. Eight of the languages were used in more than one country and adapted to the cultural context when necessary.

The interviewer instructions are written in CAPITAL letters. The questionnaire for the employee representative interviews is also available.

The standard conditions for use of Eurofound's research, including the 3rd ECS questionnaires, are as follows:

1. The original source of the data must be acknowledged in any publication/ disseminated materials in which it appears.
2. A copy of such published / disseminated material(s) (or URL reference in the case of online usage) must be provided for Eurofound's files and sent to Sophia MacGoris (smg@eurofound.europa.eu) at the European Foundation for the Improvement of Living and Working Conditions, Wyattville Road, Loughlinstown, Co. Dublin, Ireland.

For further information regarding the European Company Survey please consult the webpage <http://www.eurofound.europa.eu/surveys/ecs/index.htm>.

Main Questionnaire for 3rd ECS – MM interview -

Contact phase

[Start of interview with the (HR) manager]

[IF GROSS SAMPLE ASK B0 AND INFO1] [ELSE GO TO B1]

B0. First, for quality assurance purposes let me verify your name.

[Programmer: If name was given by informant earlier, the fields to be pre-filled in by the names received]

- NAME: _____
- [No answer] 9

[ASK ONLY IF INFO PACK WAS SENT – INFORMATION DERIVED FROM THE SAMPLE FILE]

INFO1. Also for quality assurance purposes, please let me know if you have come across the information materials we sent you about this survey – (if email) it was sent via email. – (if regular mail) it was sent as a regular mail.

- Yes, has seen it (but didn't read) 1 CONTINUE
- Yes, read it 2 CONTINUE
- No 3 CONTINUE
- [Don't know] 8 CONTINUE

Block A. Company / establishments characteristics

[ASK ALL]

B1.

ASINGLE

Is the establishment at this address a single independent company or organisation with no further branch-offices, production units or sales units elsewhere in [country]? Or is it one of a number of establishments at different locations in [country] belonging to the same company /organisation?

- A single independent company /organisation1 GO TO INTROA
- One of a number of different establishments2 CONTINUE
- [No answer]9 GO TO INTROA

[ASK IF B1 = 2]

B2.

AHEADQU

Is the establishment at this address your company/organisation headquarters or is it a subsidiary site?

- Headquarters1 CONTINUE
- Subsidiary site2 CONTINUE
- [No answer]9 CONTINUE

INTROA

[IF B1=2, READ]

We will first start by a few questions on the company/organisation to which this establishment belongs.

[IF B1=1, READ]

From now onwards we are going to use the phrase “establishment” which in your case means your company or organisation.

[ASK ALL]

Q2.

APRIVATE

A public sector organisation is either wholly owned by the public authorities or they own more than 50%. Is your establishment part of ...

- The private sector or1 CONTINUE
- The public sector?2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer]9 CONTINUE

[ASK ALL]

Q3

ACHOWNER

Since the beginning of 2010, has there been any change in ownership which affected your establishment substantially?

- Yes 1CONTINUE
- No 2CONTINUE
- [Don't know]8 CONTINUE
- [No answer]9 CONTINUE

[Interviewer: The assessment whether the establishment was affected "substantially" by a change in ownership should be left to the respondent.]

[ASK ALL]

Q30.

AEMPORG

Is your company a member of any employers' organisation which participates in collective bargaining?

- Yes 1CONTINUE
- No 2CONTINUE
- [Don't know]8 CONTINUE
- [No answer]9 CONTINUE

[IF B1=2, READ]

From now onwards we are going to ask questions specifically about this establishment, as part of a company or organisation that is situated in this location.

[ASK ALL]

Q5.

ANUMBEMP

Approximately how many employees work in this establishment? Please include all employees that are formally based in this establishment, regardless of whether they are physically present or carry out their work outside of the premises.

Each employee is counted as one person, regardless whether they are working full-time or part-time (= headcount). Your best estimate is good enough.

- Number of employees: _____
- [Don't know] 99998
- [No answer] 99999

[IF ANSWER '0 –9'

END OF INTERVIEW,
GO TO THE "THANK AND TERMINATE" SECTION]

[IF ANSWER 99998' = 'don't know

CONTINUE]

[IF ANSWER 99999' = 'no answer'

CONTINUE]

[ASK IF Q5 = 99998 or 99999]

Q6.

AEMPCAT

Could you please give me your best estimate using the following categories?

- | | | |
|-------------------------------|---|--|
| - 0 to 9 employees..... | 1 | END OF INTERVIEW,
GO TO THE "THANK
AND TERMINATE"
SECTION |
| - 10 to 19 employees..... | 2 | CONTINUE |
| - 20 to 49 employees..... | 3 | CONTINUE |
| - 50 to 249 employees..... | 4 | CONTINUE |
| - 250 to 499 employees..... | 5 | CONTINUE |
| - 500 or more employees | 6 | CONTINUE |
| - [Don't know] | 8 | END OF INTERVIEW,
GO TO THE "THANK
AND TERMINATE"
SECTION |
| - [No answer] | 9 | END OF INTERVIEW,
GO TO THE "THANK
AND TERMINATE"
SECTION |

[ASK ALL]

Q4.

AYEARSOP

How many years has this establishment been in operation, regardless of any changes in the ownership structure?

- | | | |
|--------------------------|---|----------|
| - Less than 2 years..... | 1 | CONTINUE |
| - 2 to 9 years | 2 | CONTINUE |
| - 10 to 49 years | 3 | CONTINUE |
| - 50 years or more | 4 | CONTINUE |
| - [Don't know] | 8 | CONTINUE |
| - [No answer] | 9 | CONTINUE |

Block B Changes in the establishment

INTROB

The subsequent questions deal with changes in this establishment.

[ASK ALL]

Q7.

BCHEMP

Since the beginning of 2010, has the total number of employees in this establishment increased, decreased or stayed about the same?

- Increased 1 CONTINUE
- Decreased 2 CONTINUE
- Stayed about the same 3 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

Q31.

Since the beginning of 2010, has this establishment introduced ...

				Yes	No	[Don't know]	[No answer]	
Q31	BINNM APR	[IF COMPANY IN FONEFILE: PRIVATE]	... any new or significantly improved marketing methods?	1	2	8	9	CONTINUE
Q32	BINNM APU	[IF COMPANY IN FONEFILE: PUBLIC]	... any new or significantly improved methods of communicating your activities to the public?	1	2	8	9	CONTINUE
Q22	BINNP RSE		... any new or significantly changed <u>products</u> or <u>services</u> (either internally or externally)?	1	2	8	9	CONTINUE
Q23	BINNO PROC		... any new or significantly <u>changed processes</u> , either for producing goods or supplying services?	1	2	8	9	CONTINUE
	BINNO ORG		... any organizational change? [INTERVIEWER, READ IF NECESSARY: "organizational change" could be any of the following: New business practices for organising procedures, new methods of organising work responsibilities and decision making; New methods of organising external relations with other firms or public institutions;]	1	2	8	9	CONTINUE

Block C – Employee characteristics

INTROC

The subsequent questions deal with the characteristics of the employees of this establishment.

[ASK ALL]

Q33.

Could you please tell me for this establishment, the number or percentage of employees, who ...

			[PERCENTAGE CATEGORIES]									
			None at all	Less than 20%	20% to 39%	40% to 59%	60% to 79%	80% to 99%	All	DK	No answer	ABSOLUTE NUMBER
Q33A	CEMP PERM	...have an open ended contract?	1	2	3	4	5	6	7	8	9	
Q33B	CEMP WOM	...are female?	1	2	3	4	5	6	7	8	9	
Q33C	CEMP OLD	... are older than 50 years of age?	1	2	3	4	5	6	7	8	9	
Q33D	CEMP HIED	... have a university degree?	1	2	3	4	5	6	7	8	9	
Q33E	CEMP PART	... work part-time, that is less than the usual full-time arrangement?	1	2	3	4	5	6	7	8	9	

CONTINUE FOR EVERY ANSWER

- An open ended contract is the usual form of employment contract between employer and employee, also called a permanent employment contract concluded for an indefinite period in time.
- "Part-time work" comprises all working-time arrangements below the usual full-time level.

[INTERVIEWER: please ask for rough percentages first and fill in the respective percentage category. In case the respondent spontaneously gives an absolute number: Please record this in the last cell.]

[ASK ALL]

INTRONJO

Please think about the type of jobs at this establishment. Some jobs require on the job learning in order for a person to become proficient. Please think about those jobs that on the average would require at least one year on the job learning in order for the person to become proficient.

Q16.

CONJOB

Approximately what percentage of employees work in jobs which require at least one year of on the job learning in order for the person to become proficient in his/her task?

[INTERVIEWER:

- *First, think of jobs that require at least one year of on the job learning*
- *Then count all the employees (and add up their numbers), who work in these jobs and calculate their percentage of the total number of employees in the establishment. please ask for rough percentages first, in case the respondent could answer by using absolute number, please record the answer in the Number of employees field]*

- | | |
|----------------------------------|--------------|
| - Percentage of employees: _____ | GO TO INTROD |
| - Number of employees: _____ | GO TO INTROD |
| - [All] 99996 | GO TO INTROD |
| - [None]..... 99997 | GO TO INTROD |
| - [Don't know] 99998 | CONTINUE |
| - [No answer]..... 99999 | CONTINUE |

[ASK IF Q16= 99998 OR 99999]

Q17.

CONJOBPC

Could you please give me your best estimate using the following categories?

- | | |
|-------------------------|----------|
| - None at all..... 1 | CONTINUE |
| - Less than 20% 2 | CONTINUE |
| - 20% to 39%..... 3 | CONTINUE |
| - 40% to 59%..... 4 | CONTINUE |
| - 60% to 79%..... 5 | CONTINUE |
| - 80% to 99%..... 6 | CONTINUE |
| - All 7 | CONTINUE |
| - [Don't know] 8 | CONTINUE |
| - [No answer]..... 9 | CONTINUE |

D Activities in the Establishment

INTROD

In the next section we would like to ask you about the activities at this establishment.

[ASK ALL]

Q21.

DMAINACT

What is the main activity of the establishment?

[INTERVIEWER: probe for as much information as possible and record full details.]

Main activity:

.....

CONTINUE

- [Don't know] 998 CONTINUE
- [No answer] 999 CONTINUE

[ASK ALL]

Q26.

Does this establishment have any of the following types of departments?

[The questions refer to departments within the establishment only.]

			Yes	No	Don't know	No answer	
Q26A	DDEP FUN	Departments based on function : sales, production, administration, research etc.	1	2	8	9	CONT INUE
Q26B	DDEP TYP	Departments dealing with different types of products or service	1	2	8	9	CONT INUE
Q26C	DDEP GEO	Departments dealing with specific geographical areas, regions etc	1	2	8	9	CONT INUE

E Work organisation practices

INTROE

In the next section I would like to ask you about how work is organised in this establishment.

[ASK ALL]

Q24.

EHIERA

How many hierarchical levels do you have in this establishment, including the highest and the lowest level?

[Flat organisations (ie.. all being equal) have 1 level of hierarchy. "0" cannot be accepted as an answer, answer has to be > or = 1.]

- Number of levels: _____ levels CONTINUE
- [Don't know] 998 CONTINUE
- [No answer] 999 CONTINUE

[ASK ALL]

Q25.

EHIERACH

Since the beginning of 2010, the number of hierarchical levels has ...

[ONLY ONE ANSWER IS POSSIBLE]

- Increased or 1 CONTINUE
- Stayed the same or 2 CONTINUE
- Decreased? 3 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

[ASK ALL]

Q27.

EPLANN

Who normally decides on the planning and execution of the daily work tasks of the employees at this establishment?

[ONLY ONE ANSWER IS POSSIBLE]

- The employee undertaking the tasks 1 CONTINUE
- Managers or supervisors 2 CONTINUE
- Both employees and managers or supervisors 3 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

[ASK ALL]

Q38.

EMONQUA

Does this establishment monitor the quality of its production processes or service delivery?

- Yes, on a continuous basis 1 CONTINUE
- Yes, on an intermittent basis 2 CONTINUE
- No..... 3 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

[ASK ALL]

T9.

ELELEDOC

Do employees in this establishment document and keep records of their good work practices or lessons learned, with the purpose to share these with other employees?

- Yes 1 CONTINUE
- No..... 2 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

[ASK ALL]

T11.

EEXTEMON

Does this establishment monitor external ideas or technological developments for new or changed products, processes or services?

- Yes, using staff assigned specifically to this task..... 1 CONTINUE
- Yes, as part of the responsibilities of general staff 2 CONTINUE
- No 3 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

[ASK ALL]

T10.

EINFSYS

Does this establishment use information systems to minimize supplies or work-in-process? These are sometimes known as just-in-time or lean production systems or as working according to a zero buffer principle.

- Yes 1 CONTINUE
- No..... 2 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

F Team work and Task Rotation

INTROF

[ASK ALL]

We are now going to ask to some questions about how people work together in your establishment. We are particularly interested in “teamwork” which is different from work in units or departments.

A team is a group of people working together with a shared responsibility for the execution of allocated tasks, within or across units of the establishment.

T1.

FTEAMEX

Do you have any teams fitting this definition in your establishment?

- Yes 1 CONTINUE
- No 2 GO TO T7
- [Don't know] 8 GO TO T7
- [No answer] 9 GO TO T7

[ASK IF T1 =1]

T2.

FTEASIN

With regard to the employees doing teamwork, do most of them work in a single team or do most of them work in more than one team at the same time?

- Most of them work in a single team 1 CONTINUE
- Most of them work in more than one team 2 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

[ASK IF T1 =1]

T3.

FTAUTON

If you think about the tasks to be performed by the teams: Do the team members decide among themselves by whom the tasks are to be performed, or is there usually a superior distributing the tasks within the team?

- Team members decide among themselves 1 CONTINUE
- Tasks are distributed by a superior 2 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer] 9 CONTINUE

[ASK ALL]

T7.

FROTATE

Do any of the employees at this establishment rotate tasks with other employees?

- Yes, most do 1 CONTINUE
- Yes, some do 2 CONTINUE
- No, none do..... 3 CONTINUE
- No, the high level of required skills or expertise prevents employees from rotating tasks 4 CONTINUE
- [Don't know] 8 CONTINUE
- [No answer]..... 9 CONTINUE

G Outsourcing and Collaboration

[ASK ALL]

O1.

Please indicate if any of the following activities are carried out at this establishment?

			Yes	No	Don't know	No answer	
O1A	GACTDE DE	Design or development of new products or services	1	2	8	9	CONTINUE
O1B	GACTPR OD	Production of goods or services	1	2	8	9	CONTINUE
O1C	GACTMA RK	Sales or marketing of goods or services	1	2	8	9	CONTINUE

[only ask if at least one of O1A, O1B, O1C =1]

O2.

GCOLLAB

Is this establishment collaborating with any other establishment or organisation in carrying out any of the following activities ...?

[IF B1=2

Note to interviewer: For multi-establishment companies this could be both internal or external collaboration]

				Yes	No	Not applicable	Don't know	No answer	
ASK IF O1A=1	O2A	GCOLD EDE	Design or development of new products or services	1	2	7	8	9	CONTINUE
ASK IF O1B =1	O2B	GCOLP ROD	Production of goods or services	1	2	7	8	9	CONTINUE
ASK IF O1C =1	O2C	GCOLM ARK	Sales or marketing of goods or services	1	2	7	8	9	CONTINUE

O3.

Is this establishment partly or entirely outsourcing each of the following activities (this activity) to a third party that is not owned by your establishment or the company you belong to?

["Outsourcing" refers to is the contracting of a business function or process to another, independent organisation.]

			Yes	No	Not applicable	Don't know	No answer	
O3A	GOUTDEDE	Design or development of new products or services	1	2	7	8	9	CONTINUE
O3B	GOUTPROD	Production of goods or services	1	2	7	8	9	CONTINUE
O3C	GOUTMARK	Sales or marketing of goods or services	1	2	7	8	9	CONTINUE

H Human Resource Management practices

H.1 Training

[READ TO ALL]

INTROH1

We are now going to ask some questions about training.

[IF B1=2, READ]

Please still think about employees in this establishment.

[ASK ALL]

H3.

HTRAIN

In the past 12 months, what percentage of employees received paid time-off from their normal duties to undertake training, either off or on your premises?

[INTERVIEWER: please ask for rough percentages first, in case the respondent could answer by using absolute number, please record the answer in the Number of employees field]

- | | |
|------------------------------------|----------|
| - Percentage of employees: _____ % | GO TO H5 |
| - Number of employees: _____ | GO TO H5 |
| - [All] 9996 | GO TO H5 |
| - [None]..... 9997 | GO TO H5 |
| - [Don't know] 9998 | CONTINUE |
| - [No answer]..... 9999 | CONTINUE |

[ASK IF H3 = 9998 OR 9999]

H4.

HTRAIPC

Could you please give me your best estimate using the following categories?

- | | |
|-------------------------|----------|
| - None at all..... 1 | CONTINUE |
| - Less than 20% 2 | CONTINUE |
| - 20% to 39%..... 3 | CONTINUE |
| - 40% to 59%..... 4 | CONTINUE |
| - 60% to 79%..... 5 | CONTINUE |
| - 80% to 99%..... 6 | CONTINUE |
| - All 7 | CONTINUE |
| - [Don't know] 8 | CONTINUE |
| - [No answer]..... 9 | CONTINUE |

H5.

HONJOB

In the past 12 months, what percentage of employees have received on the job training?

[Note to interviewer: Training that takes place in the normal working situation, using the actual tools, equipment, documents etc.]

[INTERVIEWER: please ask for rough percentages first, in case the respondent could answer by using absolute number, please record the answer in the Number of employees field]

- Percentage of employees: _____ % GO TO H7A
- Number of employees: _____ GO TO H7A
- [All] 9996 GO TO H7A
- [None]..... 9997 GO TO H7A
- [Don't know] 9998 CONTINUE
- [No answer]..... 9999 CONTINUE

[ASK IF H5 = 9998 OR 9999]

H6.

HONJOBPC

Could you please give me your best estimate using the following categories?

- None.....1 CONTINUE
- Less than 20%2 CONTINUE
- 20% to 39%.....3 CONTINUE
- 40% to 59%.....4 CONTINUE
- 60% to 79%.....5 CONTINUE
- 80% to 99%.....6 CONTINUE
- All7 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK IF (H3 OR H5 ARE NOT 9997/9998/9999) OR (H4 OR H6 ARE NOT 1/8/9)]

H7.

Did the training for your staff have any of the following objectives...?

			Yes	No	Don't know	No answer	
H7A	HTRHS	Increase awareness on health and safety issues and hazard prevention measures	1	2	8	9	CONTINUE
H7B	HTRSKI	Improve and extend the skills used in their current jobs	1	2	8	9	CONTINUE
H7C	HTRCH	Provide the skills needed for employees to take on a different job position	1	2	8	9	CONTINUE
H7D	HTRTAR OT	To enable employees to rotate tasks with colleagues	1	2	8	9	CONTINUE

H.2 Career development

[READ TO ALL]

INTROH2

The following questions deal with career development and your human resources strategy

[ASK ALL]

H8.

HAPRAIS

Approximately what percentage of employees have a performance appraisal or evaluation interview at least once a year?

[INTERVIEWER: please ask for rough percentages first, in case the respondent could answer by using absolute number, please record the answer in the Number of employees field]

- | | |
|------------------------------------|------------|
| - Percentage of employees: _____ % | GO TO H11A |
| - Number of employees: _____ | GO TO H11A |
| - [All] 9995 | GO TO H11A |
| - [None] 9997 | GO TO H11A |
| - [Don't know] 9998 | CONTINUE |
| - [No answer] 9999 | CONTINUE |

[ASK IF H8= 9998 OR 9999]

H9.

HAPRAIPC

Could you please give me your best estimate using the following categories?

- | | |
|-------------------------|----------|
| - None..... 1 | CONTINUE |
| - Less than 20% 2 | CONTINUE |
| - 20% to 39%..... 3 | CONTINUE |
| - 40% to 59%..... 4 | CONTINUE |
| - 60% to 79%..... 5 | CONTINUE |
| - 80% to 99%..... 6 | CONTINUE |
| - All 7 | CONTINUE |
| - [Don't know] 8 | CONTINUE |
| - [No answer] 9 | CONTINUE |

H11.*[ASK ALL]***Do you agree or disagree with the following statements about the human resource management strategy in this establishment?***[ROTATE]*

			Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	[Don't know]	[No answer]	
H11A	HRTEMP	The majority of employees who had a temporary contract got a further contract afterwards	1	2	3	4	7	8	9	CONTINUE
H11B	HRLONG	Employees are hired with the intention to employ them for a long time	1	2	3	4	7	8	9	CONTINUE
H11C	HRINTERNAL	When recruiting the management usually look first whether there are any suitable internal candidates	1	2	3	4	7	8	9	CONTINUE

H.3 Working time arrangements

[READ TO ALL]

INTROH3

Now I have some questions on working time arrangements and pay

H14.

[ASK ALL]

HFLEXI

Approximately what percentage of employees have the possibility to adapt - within certain limits - the time when they begin or finish their daily work according to their personal needs or wishes?

[Interviewer: This question refers to what is often called 'flexitime', where employees choose their starting time, for instance, between 7h and 10h and finishing time, for instance, between 15h and 18h.]

[INTERVIEWER: please ask for rough percentages first, in case the respondent could answer by using absolute number, please record the answer in the Number of employees field]

- | | |
|------------------------------------|-----------|
| - Percentage of employees: _____ % | GO TO H16 |
| - Number of employees: _____ | GO TO H16 |
| - [All] 9996 | GO TO H16 |
| - [None] 9997 | GO TO H16 |
| - [Don't know] 9998 | CONTINUE |
| - [No answer] 9999 | CONTINUE |

[ASK IF H14=9998 OR 9999]

H15.

HFLEXIPC

Could you please give me your best estimate using the following categories?

- | | |
|-------------------------|----------|
| - None..... 1 | CONTINUE |
| - Less than 20% 2 | CONTINUE |
| - 20% to 39%..... 3 | CONTINUE |
| - 40% to 59%..... 4 | CONTINUE |
| - 60% to 79%..... 5 | CONTINUE |
| - 80% to 99%..... 6 | CONTINUE |
| - All 7 | CONTINUE |
| - [Don't know] 8 | CONTINUE |
| - [No answer] 9 | CONTINUE |

[ASK ALL]

H16.

HACCUOV

Is it possible for employees to use accumulated overtime for days off? This can be full or half days

- Yes, it is possible for all employees1 CONTINUE
- Yes, it is possible for some employees2 CONTINUE
- No.....3 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

H.4 Pay

[ASK ALL]

H23.

Now I am going to read out certain variable payment options on top of basic pay that might be in place in your establishment. Could you please tell me for each of these options, whether or not they are available to at least some employees?

[Interviewer: DO NOT READ OUT, ONLY IF NECESSARY: Variable pay elements are extra pay elements in addition to basic pay and they are not (necessarily) paid out regularly. They might depend on the performance of the individual employee, groups or the whole company. They can be granted after subjective performance appraisal by management or after reaching agreed "objective" results (payment by results).]

[Note to interviewer: The question aims in principle at extra pay on top of basic pay. In the case of payment by results, it might happen that this extra pay is "instead" of basic pay. If this is the case, the answer should still be "yes".]

			Yes	No	DK	NA	
H23 A	HVPB RES	Payment by results, for example piece rates, provisions, brokerages or commissions	1	2	8	9	CONTINUE
H23 B	HVPI NPE R	Variable extra pay linked to the individual performance following management appraisal	1	2	8	9	CONTINUE
H23 C	HVP GRP E	Variable extra pay linked to the performance of the team, working group or department	1	2	8	9	CONTINUE
H23 D	HVPP RSH	Variable extra pay linked to the results of the company or establishment (profit sharing scheme)	1	2	8	9	CONTINUE
H23 E	HVPS HOW	Variable extra pay in form of share ownership scheme offered by the company	1	2	8	9	CONTINUE

I Employee representation structure

The next few questions are about the official structures for employee representation at this establishment.

[ASK ALL]

ERTYPE (ER1)

Which of the following forms of official employee representation currently exist in your establishment? Do you have ...

		Yes	No	[Don't know]	[No answer]	
A	[employee representation type 1]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
B	[employee representation type 2]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
C	[employee representation type 3]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
D	[employee representation type 4]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
E	[employee representation type 5]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
F	[employee representation type 6]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
G	[employee representation type 7]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}

{COUNTRY SPECIFIC ROUTING TO SELECT [employee representation]}

[Interviewer, PLEASE NOTE!!

In the following questions please apply the appropriate grammar to the automatically inserted [Employee representation body]. Please pay attention to SINGULAR and PLURAL!]

{COUNTRY SPECIFIC ROUTING}

IONEBO1 (ER2)

Is there one [employee representation body] or are there several [employee representation bodies] representing different types of employees in your establishment?

- One body.....1 GO TO ER6
- More than one body2 GO TO ER6
- [Don't know]8 GO TO ER6
- [No answer].....9 GO TO ER6

[Interviewer, PLEASE NOTE!!

In the following questions please apply the appropriate grammar to the automatically inserted [Employee representation body].]

{COUNTRY SPECIFIC ROUTING}

IELECT1 (ER6)

[IF ER2 ≠ 2 -> (NO ER2 FOR ERTYPE OR ER2=1,8,9)]

Are the members of the [employee representation body] ...

[IF ER2=2]

Please think about the [employee representation body] that represents the largest proportion of employees in this establishment.

Are the members of this [employee representation body] that represents the largest proportion of employees in this establishment ...

- Elected by the entire workforce or.....1 SKIP TO ER15
- Elected by a specific category of staff or.....2 SKIP TO ER15
- Elected or appointed by a trade union or elected by its members or3 SKIP TO ER15
- Appointed by management?4 SKIP TO ER6B
- [Don't know]8 SKIP TO ER6B
- [No answer].....9 SKIP TO ER6B

{COUNTRY SPECIFIC ROUTING}

[ASK IF (COUNTRY=IRELAND AND ERTYPE=4 AND ER2=2 AND ER6=4,8,9)

OR (COUNTRY=UK AND ERTYPE=3 AND ER2=2 AND ER6=4,8,9)]

IELECT1 (ER6B)

Now please think about the [employee representation body] that represents the second largest proportion of employees in this establishment.

Are the members of this [employee representation body] that represents the second largest proportion of employees in this establishment ...

- Elected by the entire workforce or.....1 SKIP TO ER15
- Elected by a specific category of staff or.....2 SKIP TO ER15
- Elected or appointed by a trade union or elected by its members or3 SKIP TO ER15
- Appointed by management?4 SKIP TO ER15
- [Don't know]8 SKIP TO ER15
- [No answer].....9 SKIP TO ER15

{COUNTRY SPECIFIC ROUTING }

ICOMPER (ER8)

Which of the following types of employee representation exist at the company level that also represent the employees working on this site?

		Yes	No	[Don't know]	[No answer]	
A	[employee representation type 1]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
B	[employee representation type 2]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
C	[employee representation type 3]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
D	[employee representation type 4]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
E	[employee representation type 5]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
F	[employee representation type 6]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}
G	[employee representation type 7]	1	2	8	9	{COUNTRY SPECIFIC ROUTING}

{COUNTRY SPECIFIC ROUTING TO SELECT [employee representation]}

[{COUNTRY SPECIFIC ROUTING} BUT GENERALLY ASK IF (B1 =2) AND (ER1_A to ER1_G = 2, 8, 9)]

IONEBO2 (ER8_2)

Is there one [employee representation body] or are there several [employee representation bodies] representing different types of employees in your establishment?

- One body.....1 CONTINUE
- More than one body2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

{COUNTRY SPECIFIC ROUTING}

IELECT2 (ER8_6)

Are the members of the [employee representation body] ...

- Elected by the entire workforce or.....1 CONTINUE
- Elected by a specific category of staff or.....2 CONTINUE
- Elected or appointed by a trade union or elected by
its members or3 CONTINUE
- Appointed by management?4 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

I.2 Views on employee representation and collective wage agreement

[ASK IF at least 1 out of ERTYPE1-7 = 1]

ER15.

I will now read out a few statements describing views on employee representation at the establishment. Please tell me - based on your experiences with the employee representation at this establishment - whether you agree or disagree with them?

			Strongly agree	Agree	Disagree	Strongly disagree	Don't know	No answer	
ER15A	IINIM WPP	The employee representation helps us in a constructive manner to find ways to improve workplace performance	1	2	3	4	8	9	CONTINUE
ER15B	IINDE LAY	The involvement of the employee representation often leads to considerable delays in important management decisions	1	2	3	4	8	9	CONTINUE
ER15C	IINDI R	We prefer to consult directly with employees	1	2	3	4	8	9	CONTINUE
ER15D	IINIM PEA	Consulting the employee representation in important changes leads to more commitment of the staff in the implementation of changes	1	2	3	4	8	9	CONTINUE
ER15E	IERT RUS	The employee representation can be trusted	1	2	3	4	8	9	CONTINUE

[ASK ALL]

ER12.

Are employees in this establishment covered by any of the following collective wage agreements?

			Yes	No	DK	NA	
ER12A	ICAE ST	A collective wage agreement negotiated at the establishment or company level	1	2	8	9	CONTINUE
ER12B	ICAS ECT	A collective wage agreement negotiated at the sectoral or regional level	1	2	8	9	CONTINUE
ER12C	ICAO CC	A collective wage agreement negotiated for a given occupation	1	2	8	9	CONTINUE
ER12D	ICAN AT	A national cross-sectoral collective wage agreement	1	2	8	9	CONTINUE

J. Employee involvement

[READ TO ALL]

INTROJ

The next questions deal with ways in which employees are involved in changes in how work is organised.

[ASK ALL]

E1.

In this establishment, which of the following practices are used to involve employees in how work is organised?

			Yes	No	Don't know	No answer	
E1A	JREG MEE	Regular meetings between employees and immediate manager	1	2	8	9	CONTINUE
E1B	JSTA FFME	Regular staff meetings open to all employees at the establishment	1	2	8	9	CONTINUE
E1C	JADH OC	Meetings of a temporary group or committee or ad-hoc group	1	2	8	9	CONTINUE
E1D	JDISS INF	Dissemination of information through newsletters, website, notice boards, email etc.	1	2	8	9	CONTINUE
E1E	JSOM EDI	Discussions with employees through social media or in online discussion boards	1	2	8	9	CONTINUE
E1F	JSUG GS	Suggestion schemes (the collection of ideas and suggestions from the employees, voluntary and at any time, traditionally by means of a 'suggestion box')	1	2	8	9	CONTINUE
E1G	JSUR VEY	Employee surveys among employees	1	2	8	9	CONTINUE

INTROJ1

We are now going to look into changes in the establishment

E0.a

[ASK ALL]

Please tell me, whether any of the following changes have been made since the beginning of 2010:

			Yes	No	DK	NA	
E0.aA	JCHR EMU	Changes in the remuneration system	1	2	8	9	CONTINUE
E0.aB	JCHT ECH	Changes in the use of technology	1	2	8	9	CONTINUE
E0.aC	JCHA LLOC	Changes in ways to coordinate and allocate the work to employees	1	2	8	9	CONTINUE
E0.aD	JCHR ECRU	Changes in recruitment policies	1	2	8	9	CONTINUE
E0.aE	JCHTI ME	Changes in the working time arrangements	1	2	8	9	CONTINUE

[If no changes are reported in ANY of (E0.aA, E0.aB, E0.aC, E0.aD, E0.aE > 1)GO TO E7A]

[if one change is reported in ANY of (E0.aA, E0.aB, E0.aC, E0.aD, E0.aE = 1)GO TO TEXT BEFORE E0e]

[only ask if at least two of E0.aA, E0.aB, E0.aC, E0.aD, E0.aE =1 and include each activity where E0.aA, E0.aB, E0.aC, E0.aD, E0.aE =1]

E0b

JMOIMPCH

Which of the changes that you reported had – in your opinion – the most important implications for employees in your establishment?

[Only one answer possible in E0b]

- The changes in the remuneration systems1 CONTINUE
- The changes in the use of technology2 CONTINUE
- The changes in ways to coordinate and allocate the work to employees3 CONTINUE
- The changes in recruitment policies.....4 CONTINUE
- The changes in working time arrangements5 CONTINUE
- [Don't know]8 SKIP TO E7
- [No answer]9 SKIP TO E7

[only ask if E0b<8 and include the selected answer from E0b as [MAJORCHANGE]]

[only ask to those where an official ER is in place: at least 1 out of ERTYPE1-7 = 1]

E0e.

Could you please let me know for this major change whether or not the official employee representation has been...

YOU MENTIONED THAT THE MAJOR CHANGE WAS: [MAJORCHANGE]

			Yes	No	DK	NA	
E0eA	JERINF	Informed by management?	1	2	8	9	CONTINUE
E0eB	JERC ONS	Asked to give their views ahead of the decision?	1	2	8	9	CONTINUE
E0eC	JERDEC	Involved in joint decision making with the management?	1	2	8	9	CONTINUE

[only ask if E0b<8 and include the selected answer from E0b as [MAJORCHANGE]]

E0c.

Could you please let me know for this major change whether or not employees have been directly...

YOU MENTIONED THAT THE MAJOR CHANGE WAS: [MAJORCHANGE]

			Yes	No	DK	NA	
E0cA	JEMPINF	Informed by management?	1	2	8	9	CONTINUE
E0cB	JEMPC ONS	Asked to give their views ahead of the decision?	1	2	8	9	CONTINUE
E0cD	JEMPEC	Involved in joint decision making with the management?	1	2	8	9	CONTINUE

[only ask if E0b <8 and include the selected answer]

E0f

Could you please let me know for this major change whether...

YOU MENTIONED THAT THE MAJOR CHANGE WAS: [MAJORCHANGE]

				Strongly agree	Agree	Disagree	Strongly disagree	[Don't know]	[No answer]	
E0fA	JERC OPR	<i>only ask if E0b<8 and at least one out of (E0eB, E0eC)=1</i>	The involvement of the official employee representation in the discussion on this issue reflects common practice in this establishment.	1	2	3	4	8	9	CONTINUE
E0fB	JEMC OPR	<i>only ask if E0b<8 and at least one out of (E0cB, E0cC)=1</i>	The direct involvement of employees in the discussion on this issue reflects common practice in this establishment.	1	2	3	4	8	9	CONTINUE

[ASK ALL]

E7.

I am going to read out several statements on possible results from the **DIRECT** involvement of employees in work organisation changes in general. Would you agree or disagree?

			Strongly agree	Agree	Disagree	Strongly disagree	[Don't know]	[No answer]	
E7A	JEIDELAY	Involving employees leads to unnecessary delays in the implementation of changes	1	2	3	4	8	9	CONTINUE
E7B	JEIRETEN	Employees stay longer in the company when they feel they can get involved	1	2	3	4	8	9	CONTINUE
E7C	JEICOMP	Involving employees gives a competitive advantage	1	2	3	4	8	9	CONTINUE

K Establishment / company outcomes

INTROK

To finish the interview, we now have a few general questions about the overall climate and the economic and financial situation in this establishment.

[ASK ALL]

P1.

Does the management encounter any of the following problems at this establishment currently?

			Yes	No	DK	NA	
P1A	KOSICK	High level of sickness leave	1	2	8	9	CONTINUE
P1B	KOSKILL	Difficulties in finding employees with the required skills	1	2	8	9	CONTINUE
P1C	KORETEN	Difficulties in retaining employees	1	2	8	9	CONTINUE
P1D	KOREDU	A need to reduce staff	1	2	8	9	CONTINUE
P1E	KOLOMOT	Low motivation of employees	1	2	8	9	CONTINUE

[ASK ALL]

P2.

KCLIMATE

How would you rate the current general work climate in this establishment? Is it very good, good, neither good nor bad, bad, or very bad?

- Very good.....1 CONTINUE
- Good2 CONTINUE
- Neither good nor bad3 CONTINUE
- Bad4 CONTINUE
- Very bad.....5 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]

P2.1

KCLIMACH

Since the beginning of 2010, the general work climate in this establishment...?

- Improved1 CONTINUE
- Worsened.....3 CONTINUE
- [Remained about the same]2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]

P3.

KFINAN

How would you rate the financial situation of this establishment? Is it very good, good, neither good nor bad, bad, or very bad?

- | | | |
|------------------------------|---|----------|
| - Very good | 1 | CONTINUE |
| - Good | 2 | CONTINUE |
| - Neither good nor bad | 3 | CONTINUE |
| - Bad | 4 | CONTINUE |
| - Very bad | 5 | CONTINUE |
| - [Don't know] | 8 | CONTINUE |
| - [No answer] | 9 | CONTINUE |

[ASK ALL]

P4.

KFINANCH

Since the beginning of 2010, has the financial situation of this establishment...

- | | | |
|-----------------------------------|---|----------|
| - Improved | 1 | CONTINUE |
| - Worsened | 3 | CONTINUE |
| - [Remained about the same] | 2 | CONTINUE |
| - [Not applicable] | 7 | CONTINUE |
| - [Don't know] | 8 | CONTINUE |
| - [No answer] | 9 | CONTINUE |

[ASK ALL]

P7.

KLABPRCH

Since the beginning of 2010, has the labour productivity of this establishment...

- | | | |
|-----------------------------------|---|----------|
| - Increased | 1 | CONTINUE |
| - Decreased | 3 | CONTINUE |
| - [Remained about the same] | 2 | CONTINUE |
| - [Not applicable] | 7 | CONTINUE |
| - [Don't know] | 8 | CONTINUE |
| - [No answer] | 9 | CONTINUE |

[IF COMPANY IN FONEFILE: PRIVATE]

P8.

KGOSEPR

Since the beginning of 2010, has the amount of goods and services produced by this establishment ...

- | | | |
|-----------------------------------|---|-----------------|
| - Increased | 1 | GO TO SECTION L |
| - Decreased | 3 | GO TO SECTION L |
| - [Remained about the same] | 2 | GO TO SECTION L |
| - [Not applicable] | 7 | GO TO SECTION L |
| - [Don't know] | 8 | GO TO SECTION L |
| - [No answer] | 9 | GO TO SECTION L |

[IF COMPANY IN FONEFILE: PUBLIC]

P8.

KSERPROV

Since the beginning of 2010, has the amount of services provided by this organisation

...

- Increased1 CONTINUE
- Decreased.....3 CONTINUE
- [Remained about the same]2 CONTINUE
- [Not applicable]7 CONTINUE
- [Don't know]8 CONTINUE
- [No answer]9 CONTINUE

L Respondent characteristics

R1. [INTERVIEWER]

LSEX

Please record the sex of the respondent.

- Woman.....1 CONTINUE
- Man2 CONTINUE

[READ TO ALL]

INTROL

Finally I would like to ask you some questions about your personal situation.

[ASK ALL]

R2.

LPOSIT

What position do you hold?

- Manager1 CONTINUE
- Owner/proprietor2 CONTINUE
- Human Resource Manager / Personnel manager.....3 CONTINUE
- Other4 CONTINUE
- [No answer]9 CONTINUE

[ASK ALL]

R3.

LTENURE

How long have you been working in this establishment?

[Please enter the nearest year. Enter '0' if less than 6 months.]

[INTERVIEWER: Pay extra attention so the answer given for this question must not exceed the years of operation of this establishment shown below:]

- _____ years
- [No answer]99 CONTINUE

M Contact for ER interview and permission for follow-up

[Programmer: this section is only asked if there is an official employee representative body in the establishment according to ERTYPE1-7.

The ERTYPE referenced is the appropriate existing employee representative type, based on the response from ERTYPE / ER8, ER6 / IER6_8, and preference order defined in the excel document.

The below ER2 and ER8_2 in the IF conditions refers also to this ERTYPE.

All other respondents directly go to C3]

[ask if any of ERTYPE1-7]

C1.

MERCONTA

For our research project it is very important to have the views of both, the employers as well as of the employee representatives within the establishment. To this end, we would also like to make a short interview with someone who can offer the views of the employee representation on some of the topics discussed.

We assure you that the survey will be carried out under all the confidentiality and data protection rules. All the data gathered from the survey will be anonymised and none of your answers will be shared with the employee representative and vice versa.

[IF ER exists in this establishment (ER1=1) AND Multiple individuals not possible (excel) AND Multiple bodies not possible (ER2<>2)]

Could you please provide us with the name and the telephone number of the [employee representation body] in your establishment?

[IF ER exists only at the company level (ER8=1) AND Multiple individuals not possible (excel) AND Multiple bodies not possible (ER8_2<>2)]

Could you please provide us with the name and the telephone number of the [employee representation body] at the company level that also represent the employees working on this site?

[IF ER exists in this establishment (ER1=1) AND Multiple individuals not possible (excel) AND Multiple bodies possible (ER2=2)]

Could you please provide us with the name and the telephone number of the [employee representation body] that represents the highest proportion of employees in your establishment?

[IF ER exists only at the company level (ER8=1) AND Multiple individuals not possible (excel) AND Multiple bodies possible (ER8_2=2)]

Could you please provide us with the name and the telephone number of the [employee representation body] that represents the highest proportion of employees at the company level that also represent the employees working on this site?

Could you please provide us with the name and the telephone number of the highest-ranking employee representative of the [employee representation body] in your establishment?

Could you please provide us with the name and the telephone number of the highest-ranking employee representative of the [employee representation body] at the company level that also represent the employees working on this site?

Could you please provide us with the name and the telephone number of the highest-ranking employee representative of the [employee representation body] that represents the highest proportion of employees in your establishment?

Could you please provide us with the name and the telephone number of the highest-ranking employee representative of the [employee representation body] that represents the highest proportion of employees at the company level that also represent the employees working on this site?

- Information (name and/or telephone number) is given 1 CONTINUE

- Does not give name and contact, but does not object
interviewing the employee representative 2 go to C3

- Objects interviewing the employee representative 3 go to C3

Mr () Ms: ()
 FIRST (GIVEN) NAME:: _____
 SECOND (FAMILY) NAME:: _____
 Telephone number: _____

Email address: _____@_____

[Interviewer! Read back the email address, make sure that it is correctly spelled.]

[IF C1 = 1 AND IF ER exists only at the company level (ER8=1)]

C5.

Could you give me the name, city and address of your establishment, so when we contact the employee representative of the [employee representation body], he/she would know which establishment we have contacted before?

[INTERVIEWER: Make sure to acquire at least the name of the city]

NAME OF ESTABLISHMENT:

City:

Street, number:

Other information:

[ASK ALL]

C3.

MFOLLOW

May we contact you again later if we should have any additional questions for a follow up study carried out by Eurofound?

- Yes, agrees.....1 CONTINUE
- No, does not agree.....2 SKIP TO C4
- [Don't know]8 SKIP TO C4
- [No answer].....9 SKIP TO C4

[ASK IF C3 = 1 & B0 = 9.]

C3_n.

MFOLLOWN

In order to re-contact you, can I ask your name please?

- NAME: _____ SKIP TO C4
- [No answer].....9 SKIP TO C4

[ASK IF C3 = 1 & B0 <> 9.]

Can I once again confirm your name, to make sure we can re-contact you in the future?

[Programmer: fill in with name given in B0.]

- NAME: _____ SKIP TO C4
- [No answer].....9 SKIP TO C4

[ASK ALL]

C4.

MLINK

Can we link the data collected through this survey with other publicly available statistical information related to this establishment?

- Yes1 END
- No.....2 END
- [Don't know]8 END
- [No answer].....9 END