

# **Sixth Workplace Employment Relations Study (WERS6)**

## **Management Questionnaire (MQ)**

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### **WERS Sponsors:**

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## Key to using this document

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

The following questionnaire is but one part of the management data set. Initially, the *Employee Profile Questionnaire (EPQ)* was sent to the management respondent and they were asked to complete it on paper or on-line and have it ready for the interviewer to collect and input, or download, at the start of the interview. The reasons for this are twofold:

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

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

```
{If payment by results or merit pay: FPERF = pbr (1) OR merit (2)}  
[Text Fill: If payment by results or merit pay: FPERF= pbr (1) OR merit (2) /  
If both payment by results and merit pay: FPERF=pbr (1) AND merit (2)]  
FPERMNM^  
Which groups of employees are paid [in this way / in either of these ways]?  
INTERVIEWER: READ OUT
```

- 1) MANAGER Managers and senior officials
- 2) NONMAN Employees in non-managerial occupations

The first line "{If payment by results or merit pay: FPERF = pbr (1) OR merit (2)}" is a description of the routing for the question. Where there is no comment {in brackets} preceding the variable name, the question is asked of all respondents.

The second line "[Text Fill: If payment by results or merit pay: FPERF= pbr (1) OR merit (2) / If both payment by results and merit pay: FPERF=pbr (1) AND merit (2)]" is a description of the text infill that is used in the question stem indicated by the square brackets. A text fill is an insert to a question that is based on an answer given in a previous question. Where there is a forward slash ("/") this indicates that there are two ways in which the question could be asked. If only one of the specified payment methods is used at the workplace, the respondent will be asked, 'Which groups of employees are paid in this way?', whereas a workplace using both payment methods will be routed through the question wording following the '/.

The other format that a text fill can take on occurs where there is no routing required, but instead a piece of information given in a previous question is in-filled in the question stem, for example [NAME OF COMMITTEE GIVEN AT **DICOMM**] in **DELECT**.

The variable name appears in capitals and bold (in this case '**FPERMNM^**') and this corresponds to the name used in the SPSS file that will eventually accompany this document. When the name is followed by '^' this signifies that the question can have more than one answer (i.e. multiple response). Where '\*' appears a show card has been used. If the show card differs from the responses provided the text is provided in a separate box.

Text provided in capitals after the question stem are instructions for the interviewers. These instructions can refer to whether the response options should be read out, how many answers can be coded or further prompts to assist the respondent.

Numbers given on the response list correspond to the values used in the SPSS dataset. If a response is given without a label this is because the response is a sufficient label that needs no expansion on the interviewer's screen. If a response appears in *italics*, this signifies that this response was not printed on the associated show card that was shown to the respondent in the interview.

#### **CAPI checks and computed variables**

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

#### **ZALLEMPS**

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

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

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

*Computed variables:*

**ZMGR\_TOT := ZMGR\_MALE + ZMGR\_FEM**

**SECTION EPQ****EMPLOYEE PROFILE QUESTIONNAIRE****INTROEPQ**

INTERVIEWER: To start the interview, please enter the relevant data from the EPQ.

**ZALLEMPS**

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

INTERVIEWER: THIS IS **Q1** IN THE PAPER EPQ

PROMPT: Remember to include yourself if you are an employee at the workplace but do NOT include casual workers without a contract of employment, freelance, self-employed or agency workers.

1..999997

NO DON'T KNOW, NO REFUSAL, NO EMPTY

*HARD CHECK if ZALLEMPS<5 "THERE MUST BE AT LEAST 5 EMPLOYEES AT THE WORKPLACE. PLEASE CHECK."*

**SOC\_1 to SOC\_9\***

How many male and female employees are in each of the following occupational groups?

INTERVIEWER: THIS IS **Q2** IN THE PAPER EPQ.

PROMPT: Please refer to the accompanying information sheet for definitions of the occupations or SHOWCARD AI for some examples.

	Male	Female
Managers and senior officials	ZMGR_MALE	ZMGR_FEM
Professional occupations	ZPRO_MALE	ZPRO_FEM
Associate professional and technical occupations	ZTEC_MALE	ZTEC_FEM
Administrative and secretarial occupations	ZADM_MALE	ZADM_FEM
Skilled trades occupations	ZSKL_MALE	ZSKL_FEM
Caring, leisure and other personal service occupations	ZPER_MALE	ZPER_FEM
Sales and customer service occupations	ZSAL_MALE	ZSAL_FEM
Process, plant and machine operatives and drivers	ZOPE_MALE	ZOPE_FEM
Routine occupations	ZROU_MALE	ZROU_FEM

*HARD CHECK if the entry for any cell exceeds the total entered at ZALLEMPS: "THE NUMBER OF MEN / WOMEN GIVEN FOR THIS GROUP EXCEEDS THE TOTAL NUMBER OF EMPLOYEES."*

*HARD CHECK if any row total exceeds the total entered at ZALLEMPS: "THE TOTAL NUMBER GIVEN FOR THIS GROUP EXCEEDS THE TOTAL NUMBER OF EMPLOYEES STATED PREVIOUSLY."*

*HARD CHECK if either column total exceeds the total entered at ZALLEMPS: "THE TOTAL NUMBER OF MEN / WOMEN EXCEEDS THE TOTAL NUMBER OF EMPLOYEES"*

*HARD CHECK if the table total is not equal to the total entered at ZALLEMPS: "THE OVERALL TOTAL NUMBER OF MEN AND WOMEN IN THIS TABLE IS NOT EQUAL TO THE TOTAL NUMBER OF EMPLOYEES GIVEN EARLIER. PLEASE CHECK FIGURES AND AMEND"*

*Computed variables:*

*ZTOTMEN := ZMGR\_MALE + ZPRO\_MALE + ZTEC\_MALE + ZADM\_MALE + ZSKL\_MALE + ZPER\_MALE + ZSAL\_MALE + ZOPE\_MALE + ZROU\_MALE*

ZTOTWOM := ZMGR\_FEM + ZPRO\_FEM + ZTEC\_FEM + ZADM\_FEM + ZSKL\_FEM +  
ZPER\_FEM + ZSAL\_FEM + ZOPE\_FEM + ZROU\_FEM  
ZMGR\_TOT := ZMGR\_MALE + ZMGR\_FEM  
ZPRO\_TOT := ZPRO\_MALE + ZPRO\_FEM  
ZTEC\_TOT := ZTEC\_MALE + ZTEC\_FEM  
ZADM\_TOT := ZADM\_MALE + ZADM\_FEM  
ZSKL\_TOT := ZSKL\_MALE + ZSKL\_FEM  
ZPER\_TOT := ZPER\_MALE + ZPER\_FEM  
ZSAL\_TOT := ZSAL\_MALE + ZSAL\_FEM  
ZOPE\_TOT := ZOPE\_MALE + ZOPE\_FEM  
ZROU\_TOT := ZROU\_MALE + ZROU\_FEM

LOGTOT := MAX(ZPRO\_TOT,ZTEC\_TOT,ZADM\_TOT,ZSKL\_TOT,ZPER\_TOT,  
ZSAL\_TOT,ZOPE\_TOT,ZROU\_TOT)  
LOGIDX := Name of largest non-managerial occupational group

### **ZSOCDESC**

From what you have said, the largest non-managerial group of employees at this workplace is classified as **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]**.

How would you describe the main tasks and activities of this largest group?

INTERVIEWER: Probe for details about the most common job in this group, record verbatim: OPEN

### **ZFULLM**

How many managers and senior officials work full-time (i.e. 30 hours or more per week)?

INTERVIEWER: THIS IS **Q3** IN THE PAPER EPQ.

0..99997

*HARD CHECK if ZFULLM > ZALLEMPS: "THE NUMBER GIVEN FOR FULL-TIME MANAGERS AND SENIOR OFFICIALS EXCEEDS THE TOTAL NUMBER OF EMPLOYEES."*

### **ZFULLO**

How many employees in all other occupations work full-time (i.e. 30 hours or more per week)?

INTERVIEWER: THIS IS **Q3** IN THE PAPER EPQ.

0..99997

*HARD CHECK if ZFULLO > ZALLEMPS: "THE NUMBER GIVEN FOR ALL OTHER FULL-TIME EMPLOYEES EXCEEDS THE TOTAL NUMBER OF EMPLOYEES."*

### **ZPRTM**

How many managers and senior officials work part-time (i.e. fewer than 30 hours per week)?

INTERVIEWER: THIS IS **Q3** IN THE PAPER EPQ.

0..99997

*HARD CHECK if ZPRTM > ZALLEMPS: "THE NUMBER GIVEN FOR PART-TIME MANAGERS AND SENIOR OFFICIALS EXCEEDS THE TOTAL NUMBER OF EMPLOYEES."*

### **ZPRTO**

How many employees in all other occupations work part-time (i.e. fewer than 30 hours per week)?

INTERVIEWER: THIS IS **Q3** IN THE PAPER EPQ.

0..99997

**HARD CHECK** if ZPRTO > ZALLEMPS: "THE NUMBER GIVEN FOR ALL OTHER PART-TIME EMPLOYEES EXCEEDS THE TOTAL NUMBER OF EMPLOYEES."

**Computed variables:**

ZALLPTE := ZPRTM + ZPRTO

ZALLFTE := ZFULLM + ZFULLO

**HARD CHECK** if (ZFULLM + ZPRTM) > ZALLEMPS: "THE TOTAL NUMBER OF MANAGERS AND SENIOR OFFICIALS GIVEN HERE EXCEEDS THE TOTAL NUMBER OF EMPLOYEES STATED PREVIOUSLY."

**HARD CHECK** if (ZFULLO + ZPRTO) > ZALLEMPS: "THE TOTAL NUMBER GIVEN FOR ALL OTHER EMPLOYEES EXCEEDS THE TOTAL NUMBER OF EMPLOYEES STATED PREVIOUSLY."

**SOFT CHECK** if (ZFULLM + ZPRTM) <> ZMGR\_TOT: "The TOTAL number of Managers and senior officials given here does not equal the number given earlier. PLEASE CHECK FIGURES AND AMEND."

**SOFT CHECK** if (ZFULLO + ZPRTO) <> (ZPRO\_TOT + ZTEC\_TOT + ZADM\_TOT + ZSKL\_TOT + ZPER\_TOT + ZSAL\_TOT + ZOPE\_TOT + ZROU\_TOT): "The TOTAL number of employees in all other occupations given here does not equal the number given earlier. PLEASE CHECK FIGURES AND AMEND."

**SOFT CHECK** if (ZFULLM + ZFULLO) + (ZPRTM + ZPRTO) ≠ ZALLEMPS: "THE NUMBER OF FULL TIME AND PART TIME EMPLOYEES DOES NOT EQUAL THE TOTAL NUMBER OF EMPLOYEES. PLEASE TRY TO RECONCILE THE FIGURES."

### **ZNUKNAT**

Of the (ZALLEMPS) employees currently at this workplace, are there any who are non-UK nationals (i.e. do not have British/UK nationality)?

THIS IS **Q4** IN THE PAPER EPQ.

- 1) Yes
- 2) No
- 3) Don't know

{If non-UK national employees: ZNUKNAT =Yes (1)}

### **ZNUKEA**

How many of the non-UK nationals working here are nationals from the European Economic Area?

INTERVIEWER: The EEA comprises all European Union countries plus Iceland, Liechtenstein, Norway and Switzerland.

Please press <F9> to see a full list of EEA countries.

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.

THIS IS **Q5** IN THE PAPER EPQ.

Range: 0..999997

**SOFT CHECK** if ZNUKEA > ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."

**SOFT CHECK** if ZNUKEA = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."

{If don't know number of employees that are nationals of the EEA: ZNUKEA=DK}

**ZNUKEAPC**

INTERVIEWER: Enter estimated percentage of employees at this workplace who are nationals from the European Economic Area.

Range: 0.00..100.00

{If non-UK national employees: ZNUKNAT =Yes (1)}

**ZNUKOEAPC**

How many of the non-UK nationals working here are from outside the European Economic Area?

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.

Please press <F9> to see a full list of EEA countries.

THIS IS **Q5** IN THE PAPER EPQ.

Range: 0..999997

*SOFT CHECK if ZNUKOEAPC > ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if ZNUKOEAPC = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."*

*HARD CHECK if ZNUKEA + ZNUKOEAPC > ZALLEMPS: "THE TOTAL SHOULD NOT BE GREATER THAN THE TOTAL NUMBER OF EMPLOYEES. PLEASE AMEND."*

{If don't know number of employees that are nationals outside the EEA: ZNUKOEAPC=DK}

**ZNUKOEAPC**

INTERVIEWER: Enter estimated percentage of employees at this workplace who are from outside the European Economic Area.

Range: 0.00..100.00

**Z16T17**

Of those currently employed here, how many...  
...are aged 16 or 17?

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.

THIS IS **Q6** IN THE PAPER EPQ.

Range: 0..9997

*SOFT CHECK if Z16T17 > ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if Z16T17 = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."*

{If don't know number of 16-17 year olds: Z16T17=DK}

**Z16T17PC**

INTERVIEWER: Enter estimated percentage of employees aged 16 OR 17.

Range: 0.00..100.00



**Z18T2I**

(Of those currently employed here, how many...)  
...are aged 18 to 21?

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.  
THIS IS **Q6** IN THE PAPER EPQ.

Range: 0..9997

*SOFT CHECK if Z18T2I > ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if Z18T2I = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."*

{If don't know number of 18-21 year olds: Z18T2I=DK}

**Z18T2IPC**

INTERVIEWER: Enter estimated percentage of employees aged 18 to 21.

Range: 0.00..100.00

**Z22T49**

(Of those currently employed here, how many...)  
...are aged 22 to 49?

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.  
THIS IS **Q6** IN THE PAPER EPQ.

Range: 0..9997

*SOFT CHECK if Z22T49 > ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if Z22T49 = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."*

{If don't know number of 22-49 year olds: Z22T49=DK}

**Z22T49PC**

INTERVIEWER: Enter estimated percentage of employees aged 22 to 49

Range: 0.00..100.00

**Z50PLUS**

(Of those currently employed here, how many...)  
...are aged 50 or over?

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.  
THIS IS **Q6** IN THE PAPER EPQ.

Range: 0..9997

*SOFT CHECK if ZOVER50>ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if ZOVER50 = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."*

*SOFT CHECK if (Z16T17 + Z17T18 + Z18T21 + Z22+49 + ZOVER50)<>ZALLEMPS: "THE 4 AGE GROUP TOTALS GIVEN DO NOT ADD UP TO THE TOTAL NUMBER OF EMPLOYEES. THE TOTAL NUMBER OF EMPLOYEES IS [ZALLEMPS]. PLEASE RECONCILE THE FIGURES."*

{If don't know number of employees aged 50 or over: ZOVER50=DK}

**Z50PLUSP**

INTERVIEWER: Enter estimated percentage of employees aged 50 or over.

Range: 0.00..100.00

*HARD CHECK if (Z16T17PC+Z18T21PC+Z22T49PC+Z50PLUSP)<>100.00: "THE TOTAL SHOULD ADD UP TO 100%. PLEASE AMEND."*

**ZETHNIC**

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

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.  
THIS IS **Q6** IN THE PAPER EPQ.

Range: 0..9997

*SOFT CHECK if ZETHNIC>ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if ZETHNIC = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."*

{If don't know number of employees from a non-white ethnic group: ZETHNIC=DK}

**ZETHNICPC**

INTERVIEWER: Enter estimated percentage of employees who are from a non-white ethnic group.

Range: 0.00..100.00

**ZDISAB**

(Of those currently employed here, how many...)  
...have a long-term disability that affects the amount or type of work they can do?

INTERVIEWER: A 'long-term disability' is an illness, health problem or disability that can be expected to last for more than one year.

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.  
THIS IS **Q6** IN THE PAPER EPQ.

Range: 0..9997

*SOFT CHECK if ZDISAB>ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if ZDISAB = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED FOR % ESTIMATE."*

{If don't know number of employees with a long-term disability: ZDISAB=DK}

**ZDISABPC**

INTERVIEWER: Enter estimated percentage of employees who have a long-term disability.

Range: 0.00..100.00

**ZFIXTERM**

How many of the employees at this workplace are working here on temporary or fixed-term contracts?

INTERVIEWER: Do not include employees who are working through a probationary period that might lead to a permanent contract of employment.

THIS IS **Q7** IN THE PAPER EPQ.

Range: 0..99997

*SOFT CHECK if ZFIXTERM>ZALLEMPS: "THIS FIGURE IS HIGHER THAN THE TOTAL NUMBER OF EMPLOYEES"*

*SOFT CHECK if ZFIXTERM = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED IF ANY EMPLOYEES ARE ON A FIXED TERM CONTRACT."*

{If don't know the number of fixed term employees: ZFIXTERM = DK}

**ZANYTEM**

Can I just check, are any employees here on temporary or fixed-term contracts?

- 1) Yes
- 2) No

**ZWAGEA**

How many employees (full- and part-time) at this workplace are currently paid...

... £5.93 or less per hour (£845 or less per month for a 37.5 hour week)?

INTERVIEWER: THIS IS **Q8** IN THE PAPER EPQ.

Pay should include commission, bonus payments and shift premiums, if applicable.

Range: 0..99997

*SOFT CHECK if WAGEA>ZALLEMPS: "THIS FIGURE IS HIGHER THAN THE NUMBER OF EMPLOYEES GIVEN AT THE BEGINNING."*

*Note: The amount was changed to '£6.08 or less per hour (£865 or less per month for a 37.5 hour week)' on the CAPI and CAWI programs on 04/01/12 to take account of the change in the National Minimum Wage rate for workers aged 21 years and older. Also on 04/01/12, paper Employee Profile Questionnaires (EPQ) showing the new amount were made available and the soft check below was added to the CAPI program.*

*SOFT CHECK: PLEASE CHECK THE PAPER COPY OF THE EPQ. DO THE AMOUNTS IN THE FIRST TWO CATEGORIES READ £5.98 OR £6.03. PLEASE ENTER A NOTE (CTRL+M) TO CONFIRM THE AMOUNT*

{If don't know number of employees that are paid £5.93 or less: ZWAGEA=DK}

**ZWAGEAPC**

Percentage of employees (full- and part-time) at this workplace paid...

... £5.93 or less per hour (£845 or less per month for a 37.5 hour week)?

Range: 0.0..100.0

**ZWAGEB**

(How many employees (full- and part-time) at this workplace are currently paid...)

... £5.94 to £7.50 per hour (£846 - £1,070 per month for a 37.5 hour week)?

INTERVIEWER: THIS IS Q8 IN THE PAPER EPQ.

Pay should include commission, bonus payments and shift premiums, if applicable.

Range: 0..99997

*SOFT CHECK if WAGEB>ZALLEMP5: "THIS FIGURE IS HIGHER THAN THE NUMBER OF EMPLOYEES GIVEN AT THE BEGINNING."*

{If don't know number of employees that are paid £5.94 - £7.50: ZWAGEB=DK}

**ZWAGEBPC**

Percentage of employees (full- and part-time) at this workplace paid...

... £5.94 to £7.50 per hour (£846 - £1,070 per month for a 37.5 hour week)?

Range: 0.0..100.0

**ZWAGEC**

(How many employees (full- and part-time) at this workplace are currently paid...)

... £7.51 to £10.00 per hour (£1,071 - £1,425 per month for a 37.5 hour week)?

INTERVIEWER: THIS IS Q8 IN THE PAPER EPQ.

Pay should include commission, bonus payments and shift premiums, if applicable.

Range: 0..99997

*SOFT CHECK if WAGEC>ZALLEMP5: "THIS FIGURE IS HIGHER THAN THE NUMBER OF EMPLOYEES GIVEN AT THE BEGINNING."*

{If don't know number of employees that are paid £7.51 - £10.00: ZWAGEC=DK}

**ZWAGECPC**

Percentage of employees (full- and part-time) at this workplace paid...

... £7.51 to £10.00 per hour (£1,071 - £1,425 per month for a 37.5 hour week)?

Range: 0.0..100.0

**ZWAGED**

(How many employees (full- and part-time) at this workplace are currently paid...)

... £10.01 to £13.00 per hour (£1,426 - £1,855 per month for a 37.5 hour week)?

INTERVIEWER: THIS IS Q8 IN THE PAPER EPQ.

Pay should include commission, bonus payments and shift premiums, if applicable.

Range: 0..99997

*SOFT CHECK if WAGED>ZALLEMP5: "THIS FIGURE IS HIGHER THAN THE NUMBER OF EMPLOYEES GIVEN AT THE BEGINNING."*

{If don't know number of employees that are paid £10.01 - £13.00: ZWAGED=DK}

**ZWAGEDPC**

Percentage of employees (full- and part-time) at this workplace paid...

... £10.01 to £13.00 per hour (£1,426 - £1,855 per month for a 37.5 hour week)?

Range: 0.0..100.0

**ZWAGEE**

(How many employees (full- and part-time) at this workplace are currently paid...)

... £13.01 to £18.00 per hour (£1,856 - £2,565 per month for a 37.5 hour week)?

INTERVIEWER: THIS IS Q8 IN THE PAPER EPQ.

Pay should include commission, bonus payments and shift premiums, if applicable.

Range: 0..99997

*SOFT CHECK if WAGEE>ZALLEMPS: "THIS FIGURE IS HIGHER THAN THE NUMBER OF EMPLOYEES GIVEN AT THE BEGINNING."*

{If don't know number of employees that are paid £13.01 - £18.00: ZWAGEE=DK}

**ZWAGEEPC**

Percentage of employees (full- and part-time) at this workplace paid...

... £13.01 to £18.00 (£1,856 - £2,565 per month for a 37.5 hour week)?

Range: 0.0..100.0

**ZWAGEF**

(How many employees (full- and part-time) at this workplace are currently paid...)

... £18.01 or more per hour (£2,566 or more per month for a 37.5 hour week)?

INTERVIEWER: THIS IS Q8 IN THE PAPER EPQ.

Pay should include commission, bonus payments and shift premiums, if applicable.

Range: 0..99997

*SOFT CHECK if WAGEF>ZALLEMPS: "THIS FIGURE IS HIGHER THAN THE NUMBER OF EMPLOYEES GIVEN AT THE BEGINNING."*

{If don't know number of employees that are paid £18.01 or more: ZWAGEF=DK}

**ZWAGEFPC**

Percentage of employees (full- and part-time) at this workplace paid...

...over £18.01 or more per hour (£2,566 or more per month for a 37.5 hour week)?

Range: 0.0..100.0

*SOFT CHECK if ZWAGEA + ZWAGEB + ZWAGEC + ZWAGED + ZWAGEE + ZWAGEF <> ZALLEMPS: "THE TOTAL OF ZWAGEA, ZWAGEB, ZWAGEC, ZWAGED, ZWAGEE & ZWAGEF IS NOT EQUAL TO THE TOTAL NUMBER OF EMPLOYEES GIVEN AT THE BEGINNING."*

*HARD CHECK if (ZWAGEAPC + ZWAGEBPC + ZWAGECPC + ZWAGEDPC + ZWAGEEPC + ZWAGEFPC)<>100.00): "THE TOTAL OF ZWAGEAPC, ZWAGEBPC, ZWAGECPC, ZWAGEDPC, ZWAGEEPC & ZWAGEFPC SHOULD ADD UP TO 100%. PLEASE AMEND."*

**ZUNIMEM**

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

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.

THIS IS **Q9** IN THE PAPER EPQ

Range: 0..999997

NO REFUSAL

*SOFT CHECK if ZUNIMEM>ZALLEMPS: "YOU HAVE ENTERED MORE THAN THE TOTAL NUMBER OF EMPLOYEES."*

*SOFT CHECK if ZUNIMEM=DON'T KNOW: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED TO ESTIMATE THE PERCENTAGE OF EMPLOYEES THAT ARE UNION MEMBERS, AND IF THEY DON'T KNOW THAT, WHETHER ANY EMPLOYEES ARE UNION MEMBERS."*

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

**ZUNIPC**

INTERVIEWER: Enter estimated percentage of employees at this workplace who are members of a trade union or independent staff association.

Range: 0.00..100.00

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

**ZANYMEM**

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

- 1) Yes
- 2) No

NO REFUSAL, NO DON'T KNOW

**ZUNIONUM**

How many separate unions or independent staff associations have members at this workplace – whether recognised by management or not?

INTERVIEWER: THIS IS **Q10** IN THE PAPER EPQ.

Range: 0..97

*HARD CHECK if (ZUNIMEM>0 OR ZUNIPC >0 OR ZANYMEM=1) AND (ZUNIONUM=0 OR DK OR REF): "You said there were union members at this workplace. Please check".*

*HARD CHECK if (ZUNIMEM=0 OR ZUNIPC =0 OR ZANYMEM=2) AND ZUNIONUM>0: "You said there were no union members at this workplace. Please check".*

{If unions have members at this workplace: ZUNIONUM>0}  
[Text fill: If ZUNIONUM=1: 'name / union / has'; If ZUNIONUM>1: 'names / unions / have';  
If ZANYMEM=1: 'that you know of']

**ZUNIONA01-11**

Please tell me the name[s] of the union[s] [that you know of] that [has/have] members at this workplace.

INTERVIEWER: CODE ALL THAT APPLY.

THIS IS **Q11** IN THE PAPER EPQ.

1. Unite           Unite the Union
2. USDAW        Union of Shop Distributive and Allied Workers (USDAW)
3. Unison        UNISON: The Public Service Union
4. PCS           Public and Commercial Services Union (PCS)
5. GMB           GMB
6. CWU           Communication Workers Union (CWU)
7. RCN           Royal College of Nursing of the UK (RCN)
8. ATL           Association of Teachers and Lecturers (ATL)
9. NUT           National Union of Teachers (NUT)
10. NASUWT      National Association of Schoolmasters Union of Women Teachers (NASUWT)
11. Other        Others, please specify [**OthUni01-40**]

{If COUNT(ZUNIONA) <ZUNIONNUM or ZUNIONA=Other (11)}

**OthUni01-40**

INTERVIEWER: Which others?

Enter the full name of the [first / second / etc] other union: OPEN

**ZABSENCE**

Over the last 12 months what percentage of work days was lost through **employee sickness** or **absence** at this workplace?

INTERVIEWER: Please exclude authorised leave of absence, employees away on secondment or courses or days lost through industrial action.

ENTER EXACT FIGURE OR 'DON'T KNOW'

THIS IS **Q12** IN THE PAPER EPQ.

Range: 0.00..100.00

**ZAGENCY**

How many temporary agency staff are presently working at this workplace?

INTERVIEWER: Temporary agency staff are people that you hire on a temporary basis from an employment agency. These members of staff **should not** be included in the employee total given at Question 1.

THIS IS **Q13** IN THE PAPER EPQ.

Range: 0..99997

*SOFT CHECK if ZAGENCY = DK: "PLEASE TRY TO OBTAIN A FIGURE, IF YOU SUPPRESS THIS WARNING, THE RESPONDENT WILL BE ASKED IF THERE ARE ANY TEMPORARY AGENCY STAFF AT THIS WORKPLACE."*



{If don't know the number of agency workers: ZAGENCY = DK}

**ZANYAGY**

Can I just check, are there any temporary agency staff currently working at this workplace?

- 1) Yes
- 2) No

**ZEMPIAGO**

In total, how many employees (full- and part-time) were on the payroll at this workplace 12 months ago?

INTERVIEWER: THIS IS **Q14** IN THE PAPER EPQ.

Range: 0..999997

*SOFT CHECK if ZEMPIAGO=0: "INTERVIEWER: Are you sure? You should only code '0' here if the workplace was not operating this time 12 months ago. If the respondent does not know how many were employed 12 months ago please code "Don't know" at ZEMPIAGO."*

{If ZEMPIAGO not zero: ZEMPIAGO>0 or DK or Refuse}

**ZRESIGNED**

And how many of these [**ZEMPIAGO**] employees **stopped** working here, because they...  
... left or resigned voluntarily?

INTERVIEWER: THIS IS **Q15** IN THE PAPER EPQ

Range: 0..9997

*SOFT CHECK if ZRESIGNED>ZEMPIAGO: "The number of employees that have resigned should be less than or equal to the total number of employees at the workplace 12 months ago."*

{If ZEMPIAGO not zero: ZEMPIAGO>0 or DK or Refuse}

**ZDISMISS**

(And how many of these [**ZEMPIAGO**] employees **stopped** working here, because they...)

...were dismissed?

INTERVIEWER: THIS IS **Q15** IN THE PAPER EPQ

Range: 0..9997

*SOFT CHECK if ZDISMISS>ZEMPIAGO: "The number of employees that have been dismissed should be less than or equal to the total number of employees at the workplace 12 months ago."*

{If ZEMPIAGO not zero: ZEMPIAGO>0 or DK or Refuse}

**ZREDUND**

(And how many of these [**ZEMPIAGO**] employees **stopped** working here, because they...)

...were made redundant?

INTERVIEWER: THIS IS **Q15** IN THE PAPER EPQ

Range: 0..9997

*SOFT CHECK if ZREDUND>ZEMPIAGO: "The number of employees that have been made redundant should be less than or equal to the total number of employees at the workplace 12 months ago."*

{If ZREDUND= DK}

**ZREDDK**

INTERVIEWER ASK OR CODE: Can I just check, were any of these [ZEMPIAGO] employees made redundant?

- 1) yes There were redundancies, but doesn't know how many
- 2) no Respondent doesn't know if there were any redundancies

NO REFUSAL, NO DON'T KNOW

{If ZEMPIAGO not zero: ZEMPIAGO>0 or DK or Refuse}

**ZOTHER**

(And how many of these **stopped** working here, because they...)

...left for some other reason (e.g. retirement)?

INTERVIEWER: THIS IS Q15 IN THE PAPER EPQ.

Range: 0..9997

*SOFT CHECK if ZOTHER>ZEMPIAGO: "The number of employees that have left for other reasons should be less than or equal to the total number of employees at the workplace 12 months ago."*

*Computed variable:*

*EPQFILLI = ZEMPIAGO - (ZRESIGNED+ZDISMISS+ZREDUND+ZOTHER)*

{If no DKs or Refusals at ZEMPIAGO, ZRESIGNED, ZDISMISS, ZREDUND, and ZOTHER AND (EPQFILLI>0)}

**ZSTILL**

So that means, of the [ZEMPIAGO] employees that were working here 12 months ago, [EPQFILLI] of these are still working here. Does that sound right?

- 1) Yes
- 2) No

{If ZSTILL=No (2)}

**ZNOTLEFT**

So how many of the [ZEMPIAGO] employees are still working here?

Range: 0..999997

{If any non-response at ZEMPIAGO, ZRESIGNED, ZDISMISS and ZOTHER}

**ZSTILL2**

So how many of the [ZEMPIAGO] employees that were working here 12 months ago, are still working here?

INTERVIEWER: Please enter number of employees.

Range: 0..999997

*SOFT CHECK if ZSTILL2>ZEMPIAGO: "The number of employees still working at the workplace should be less than or equal to the total number of employees at the workplace 12 months ago."*

{If ZEMPIAGO not zero: ZEMPIAGO>0 or DK or Refuse}

**ZEMP6AGO**

In total, how many employees (full- and part-time) were on the payroll at this workplace in 2004?

THIS IS **Q16** IN THE PAPER EPQ

Range: 0..999997

*SOFT CHECK if ZEMP6AGO=0: "INTERVIEWER: Are you sure? You should only code '0' here if the workplace was not operating this time 6 years ago. If the respondent does not know how many were employed 6 years ago please code "Don't Know" at ZEMP6AGO."*

{If Zemp6ago=DK}

**ZEMP6DK**

Did the workplace have 5 or more employees in 2004?

- 1) Yes
- 2) No

## SECTION A WORKPLACE AND ORGANISATION CHARACTERISTICS

### ASICDESC

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

What is the main activity of this workplace?

IF NECESSARY, PROBE FOR CLARIFICATION: OPEN

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

### ASIC2007: Activity coded to SIC(2007)

**ASIC2003:** Activity coded to SIC(2003)

**ASIC92:** Activity coded to SIC(1992)

**ASIC80:** Activity coded to SIC(1980)

### ASINGLE\*

SHOW CARD A2

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

INTERVIEWER: Refusal or don't know not allowed.

- 1) MULTI One of a number of different workplaces in the UK belonging to the same organisation
- 2) SINGLE Single independent establishment not belonging to another body
- 3) SOLEUK Sole UK establishment of a foreign organisation

NO REFUSAL, NO DON'T KNOW

### ASTATUS\*\*^

SHOW CARD A3

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

INTERVIEWER: Please code Academy Schools to I2. Do not prompt. Refusal or don't know not allowed.

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

NO REFUSAL, NO DON'T KNOW

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

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

**AORGNM**

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

*Computed variable:*

*IF (ASINGLE = REPNSE) AND (ASINGLE <> 2) AND (AORGNM = RESPONSE) THEN*

*AHINAME1 := AORGNM*

*ELSE*

*AHINAME1 := 'your organisation'*

*ENDIF*

{If private sector and part of a larger organisation: (ASTATUS=PubC (1) – Coop (7)) AND (ASINGLE=Multi (1) or SoleUK (3))}

**AUCC**

Is [AHINAME1] the ultimate controlling company of your organisation?

1) Yes

2) No

{If organisation is not ultimate controlling company: AUCC=No (2)}

**AUCCNM**

What is the name of your organisation's ultimate controlling company?: OPEN

*Computed variable:*

*IF (AUCC=No (2)) THEN*

*AHINAME2 := AUCCNM*

*ELSE*

*AHINAME2 := AHINAME1*

*ENDIF*

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

**AESTNM**

How many workplaces, including this one, are there within [AHINAME2] in the UK?

Range: 2..9997

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

**AUKTOTX\***

SHOW CARD A4

How many employees **in total** are there within **[AHINAME2]** in the UK? :

- |              |                 |
|--------------|-----------------|
| 1) Fivetonin | 5-9             |
| 2) Twentyfo  | 10-24           |
| 3) Fortynine | 25-49           |
| 4) Hundred   | 50-99           |
| 5) Onefive   | 100-149         |
| 6) TwoHund   | 150-249,        |
| 7) FiveHund  | 250-499,        |
| 8) Thousand  | 500-999         |
| 9) TwoThou   | 1,000-1,999     |
| 10) FiveThou | 2,000-4,999     |
| 11) TenThou  | 5,000-9,999     |
| 12) FiftyTho | 10,000-49,999   |
| 13) HundThou | 50,000-99,999   |
| 14) More     | 100,000 or more |

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

*Computed variable:*

*IF (ASINGLE=SINGLE (2)) THEN*

*AHINAME3 := "this company"*

*ELSE*

*AHINAME3 := AHINAME2*

*END IF*

{If PLC: ASTATUS=PubC (1)}

**ALIST**

Are shares in **[AHINAME3]** listed on a stock exchange?

- 1) Yes
- 2) No

{If private sector: ASTATUS = PubC (1) – Coop (7)}

**AFRANCH**

Is this workplace part of a franchise operation?

- 1) Yes
- 2) No

{If private sector company: ASTATUS= PubC (1), PriC (2), or Guar (3)}

**ACONIN25**

Does a single individual or family, or an investment institution own at least 25 per cent of **[AHINAME3]**?

- 1) Y25IndFam Yes – 25 per cent share, or more owned by individual or family
- 2) Y25InvIns Yes – 25 per cent share, or more owned by investment institution
- 3) No

{If ACONIN25 = Y25IndFam (1) or Y25InvIns (2)}

**ACONIN50**

Does a single individual or family, or an investment institution own at least 50 per cent of [AHINAME3]?

- 1) Y50IndFam            Yes – 50 per cent share, or more owned by individual or family
- 2) Y50InvIns            Yes – 50 per cent share, or more owned by investment institution
- 3) No

{If individual or family owns at least 50 per cent or 25 per cent: ACONIN25= Y25IndFam (1)  
OR ACONIN50= Y50IndFam (1)}

**AOWNMAN**

Are any of the controlling owners actively involved in day-to-day management of this workplace on a full-time basis?

- 1) Yes
- 2) No

{If private sector: ASTATUS= PubC (1) – Coop (7)}

**ACONTROL\***

SHOW CARD A5

Which of the following statements best describes the ownership of [AHINAME2]?

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

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

**ACONHEAD**

Is this workplace the controlling Head Office of [AHINAME2]?

- 1) Yes
- 2) No

{If part of a larger organisation in the UK & private sector & not head office, or if the sole UK establishment of a foreign organisation & private sector:

(ASINGLE=Multi (1) and ASTATUS = PubC (1) – Coop (7) and ACONHEAD=No (2)) or  
(ASINGLE=SoleUK (3) and ASTATUS= PubC (1) – Coop (7))}

**AHEADOFF**

Where is the controlling Head Office of [AHINAME2]?

- 0) None                There is no controlling Head Office
- 1) UK                  United Kingdom
- 2) USA                 United States
- 3) Germany
- 4) France
- 5) Italy
- 6) Japan
- 7) Canada
- 8) Other                Other (please specify) **AHEADOTH**

{If part of a larger organisation and controlling head office is in the UK: ACONHEAD= Yes (1) or AHEADOFF= UK (1)}

**ASUBSID**

Does [AHINAME2] own or control subsidiary companies or establishments outside the UK?

- 1) Yes
- 2) No

**AHOWLONG**

For how many years has this workplace been in operation? Please include time spent at other addresses.

WRITE IN NUMBER OF YEARS

'0' = LESS THAN ONE YEAR

Range: 0..997

*SOFT CHECK if ZEMP6AGO<>0 and AHOWLONG<5: "Are you sure? Earlier you said that there were [ZEMP6AGO] employees at this workplace in 2004 (seven years ago)."*

{If AHOWLONG = DK}

**AHOWEST\***

SHOW CARD A6

Could you estimate how many years this workplace has been in operation, using the categories on this card?

- 1) less5      Less than 5 years
- 2) less9      5-9 years
- 3) less14     10-14 years
- 4) less20     15-20 years
- 5) less25     21-24 years
- 6) longt      25 years or more



**AHOWCX\*<sup>A</sup>**

## SHOW CARD A7

Which of the things listed on this card have happened to this establishment in the past 2 years?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |          |  |
|----------|--|
| 1) NamC  | Change of name   |
| 2) AddC  | Change of address  |
| 3) NamA  | Change of activity   |
| 4) AggT  | Agreed takeover / merger   |
| 5) Bailo | Government acquired share in operation                           |
| 6) MerO  | A takeover / merger formally opposed                             |
| 7) Sold  | Sold by parent organisation                                      |
| 8) PEx   | Ex-public sector, now privatised / denationalised                |
| 9) ManB  | Management buy-out   |
| 10) EmpB | Buy-out by employees generally                                   |
| 11) Spl  | Establishment split from another workplace in this organisation  |
| 12) Mer  | Establishment merged with another workplace in this organisation |
| 13) Acq  | Acquisition by venture capital/private equity                    |
| 14) None | None of these  |

**ASCALES\***

## SHOW CARD A8

That is the end of the background questions.

Now, before we begin the more detailed questions, I would like to obtain **your** views, as a manager at this workplace, about a number of employment relations issues.

I'm going to read out four statements, and I'd like you to tell me what you think about each of them, using the categories on this card.

**APHRAS04\***

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

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

**APHRAS06\***

Unions help find ways to improve workplace performance.

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

**APHRAS07\***

We would rather consult directly with employees than with unions.

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

**APHRAS08\***

We do not introduce any changes here without first discussing the implications with employees.

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

<b>SECTION B MANAGEMENT OF PERSONNEL AND EMPLOYMENT RELATIONS</b>
---

**BINTRO**

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

**BSEX**

INTERVIEWER SELF-CODE: Is the respondent...

- 1) Male
- 2) Female

**BTITLEX**

What is the title of your job?

INTERVIEWER: CODE THE MOST APPROPRIATE ANSWER

- 1) persm Personnel Manager/Officer
- 2) hrm Human Resource Manager/Officer
- 3) propr Proprietor/Owner
- 4) genral General Manager
- 5) Other Other (please specify **BTITLO**)

**BYOURJOB\*\*^**

SHOW CARD BI

I am now going to show you a list of different employment relations matters.

Can you tell me for each one whether or not it forms part of your job or the job of someone responsible to you?:

PROBE: What others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |              |   |
|--------------|---|
| 0) All       | All of these                                    |
| 1) Pay       | Rates of pay                                    |
| 2) Hours     | Working hours                                   |
| 3) Hols      | Holiday entitlements                            |
| 4) Pens      | Pension entitlements                            |
| 5) Recruit   | Recruitment or selection of employees           |
| 6) Training  | Training of employees                           |
| 7) Grievp    | Grievances or grievance procedures              |
| 8) Discp     | Disciplinary matters or disciplinary procedures |
| 9) Staffing  | Staffing plans                                  |
| 10) EqualOps | Equal opportunities and diversity               |
| 11) Health   | Health and safety                               |
| 12) Apprais  | Performance appraisals                          |
| 13) Cons     | Employee consultation                           |
| 14) None     | None of these                                   |

*SOFT CHECK if ALL response options 1 to 13 are selected: "Are you sure? Please check that the respondent has all these job responsibilities."*

**BUMANAGE**

Are you the manager who is primarily responsible for these and other employment relations matters at this workplace?

- 1) Yes
- 2) No

**BPROPORT**

**Approximately** what percentage of your time do you spend on employment relations matters?

Range: 0..100

**BLENGTH**

How long have you been doing this job at this workplace?  
ENTER IN YEARS (TO NEAREST YEAR)  
OR Less than 6 months code 00

Range: 0..60

*SOFT CHECK if BLENGTH > AHOWLONG (and AHOWLONG>=0): "Are you sure? The number recorded here is greater than the total number of years that the workplace has been in operation."*

**BHAVQUAL**

Do you have any formal qualifications in personnel management or a closely related subject?

- 1) Yes
- 2) No

{If part of a larger organisation with head office in the UK, or single, and private sector  
(((ACONHEAD=Yes (1) or AHEADOFF=UK (1)) and ASINGLE=Multi (1)) or  
ASINGLE=Single (2)) AND ASTATUS=PubC (1) - Coop(7))}

**BBOARD**

Is there someone on the Board of Directors or top governing body of your organisation with specific responsibility for employment relations?

- 1) Yes
- 2) No

{If part of larger organisation in the UK, but not head office, or if the sole UK establishment of a foreign organisation (ACONHEAD=No (2) or ASINGLE=SoleUK (3))}

**BCONSULT\*^**

SHOW CARD B2

On which of these matters are managers here able to make decisions **without** consulting with managers at another workplace in your organisation?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |              |   |
|--------------|---|
| 1) Pay       | Rates of pay                                    |
| 2) Hours     | Working hours                                   |
| 3) Hols      | Holiday entitlements                            |
| 4) Pens      | Pension entitlements                            |
| 5) Recruit   | Recruitment or selection of employees           |
| 6) Training  | Training of employees,                          |
| 7) Grievp    | Grievances or grievance procedures              |
| 8) Discp     | Disciplinary matters or disciplinary procedures |
| 9) Staffing  | Staffing plans                                  |
| 10) EqualOps | Equal opportunities and diversity               |
| 11) Health   | Health and safety                               |
| 12) Apprais  | Performance appraisals                          |
| 13) Turec    | Recognition of a trade union                    |
| 14) None     | None of these                                   |

[Text fill: if ASINGLE≠ Single (2)]

**BMEMBER\*^**

SHOW CARD B3

Is this workplace [either directly or through the parent organisation] a member of any of the following organisations?:

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |            |                                |
|------------|--------------------------------|
| 1) Employ  | Employers Association          |
| 2) Trade   | Industry or Trade Association  |
| 3) Chamber | Chamber of Commerce            |
| 4) Small   | Federation of Small Businesses |
| 5) Other   | Some other similar group       |
| 6) None    | None of these                  |

**BADVICE\*^**

SHOW CARD B4

Looking at this card, have you sought information or advice from any of these bodies on any **employment relations issues** during the last 12 months?:

INTERVIEWER: This could be in person, over the telephone, or through a website.

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) ACAS            Acas
- 2) BIS            Department for Business, Innovation and Skills
- 3) BLink        Business Link / Enterprise Directorate (formerly Small Business Service)
- 4) OthGov      Other Government department or agency (please specify **BADVOTH**)
- 5) Consult     Management consultants
- 6) ExtLaw      External lawyers
- 7) ExtAcc      External accountants
- 8) EmpAssoc   Employers' association
- 9) CAB         Citizens Advice Bureau
- 10) OthProf    Other professional bodies (e.g. Chartered Institute of Personnel and Development)
- 11) None        None of these

**BSTRATEG**

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

- 1) Yes
- 2) No

{If strategic plan: BSTRATEG= Yes (1)}

**BMANAGE\*^**

SHOW CARD B5

Which of the following issues are covered in the plan?:

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Employee     Employee development
- 2) Jsatis        Employee job satisfaction
- 3) diver         Employee diversity
- 4) Product      Product or service development
- 5) Quality      Improving quality of product or service
- 6) Forecast     Forecasts of staffing requirements
- 7) Markets      Market strategy/developing new markets
- 8) None         None of these

*Computed variable:*

*IF response at AORGNAM*

*AORGTXT=AORGNAM*

*ELSE*

*AORGTXT="your organisation"*

*END IF*

**BAWARD**

Is [AORGTX] accredited as an Investor in People?

- 1) Yes
- 2) No

## SECTION C RECRUITMENT, TRAINING AND ORGANISATION OF WORK

### **CFILLVAC\***

#### SHOW CARD C1

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

INTERVIEWER: For larger public sector employers, individual departments and agencies should be treated as separate employers

- 1) IntOnly      Internal applicants are only source, no external recruitment
- 2) IntPref      Internal applicants are given preference, other things being equal, over external applicants
- 3) Equal        Applications from internal and external applicants are treated equally
- 4) ExPref      External applicants are given preference, other things being equal, over internal applicants
- 5) Onlyex      External applicants are only source, no internal recruitment

### **CFACTORS\*^**

#### SHOW CARD C2

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

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

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

### **CSPECIX\*^**

#### SHOW CARD C3

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

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Women      Women returning to work after having children
- 2) Allwom      Women in general
- 3) Ethnic      Members of minority ethnic groups
- 4) Older        Older workers
- 5) Disab        Disabled people
- 6) Unemp      People who have been unemployed for 12 months or more
- 7) Ptjs         Part-time workers or job sharers
- 8) GLT         Gay, lesbian and transgender communities
- 9) None        None of these



**CATESTW^**

When filling vacancies at this workplace, do you ever conduct any type of **personality** or **attitude test** for managerial positions, non-managerial positions or not at all?  
CODE ALL THAT APPLY.

- 1) manage      Managerial
- 2) nonman     Non-managerial
- 3) none        No tests conducted

**CPTTESTW^**

When filling vacancies at this workplace, do you ever conduct any type of **performance** or **competency test** for managerial positions, non-managerial positions or not at all?  
CODE ALL THAT APPLY.

- 1) MANAGE        Managerial
- 2) NONMAN        Non-managerial
- 3) NONE            No tests conducted.

**CLOGVAC**

Now I would like to ask you about the largest non-managerial group of employees here, that is, the [**LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP**].

Have there been any vacancies for [**LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP**] in the past 12 months?

- 1) Yes
- 2) No

{If any vacancies: CLOGVAC= Yes (1)}

**CCHANX\*^**

SHOW CARD C4

This card shows a list of recruitment channels. What are the three most common channels used when trying to fill these vacancies?

PROBE: Which others? UNTIL 'None'.

- 1) news            Local or regional newspapers
- 2) trade          Trade, professional or specialist press
- 3) intern         Internal notices
- 4) window        Notice in office or shop window
- 5) jcentr         Jobcentre / Employment Service office
- 6) carrer         Careers Service (School/College/University)
- 7) agen          Fee charging, private employment or recruitment agency
- 8) direct         Direct approach to potential recruit(s)
- 9) specu         Replying to speculative applications
- 10) recomnd     Recommendation or enquiry by existing employee
- 11) mouth        Word of mouth
- 12) intra         Intranet or own website
- 13) web          Internet – external website(s)
- 14) other         Some other way (please specify **COTHCHN**)

**CINDUCT**

Is there a standard induction programme designed to introduce new **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** to this workplace?

INTERVIEWER: Do not include probation periods.

- 1) Yes
- 2) No

**CSTUCKIN\***

SHOW CARD C5

About how long does it normally take before new **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** are able to do their job as well as more experienced employees already working here?

- 1) OneWeek      One week or less
- 2) OneMth       More than one week, up to one month
- 3) SixMths      More than one month, up to six months
- 4) OneYear     More than six months, up to one year
- 5) More          More than one year

**TRINTRO**

I am now going to ask about training activities. I am interested in all training for which employees are given a break from their normal work duties, whether the training takes place at their immediate work position or elsewhere.

**COFFJOB\***

SHOW CARD C6

What proportion of experienced **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** have been given time off from their normal daily work duties to undertake training over the past 12 months?

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

{If don't know whether any training (COFFJOB=DK)}

**COFFCHK**

Did any experienced **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** have time off from their normal daily work duties to undertake training over the past 12 months?

- 1) Yes
- 2) No

{If any training: COFFJOB=1 to 100% (1-6), or COFFCHK=Yes (1)}

**CTRAIN**

On average, how many days of training did **experienced [LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** undertake over the past 12 months?

- 1) NT No time
- 2) Less1 Less than one day
- 3) Less2 1 to less than 2 days
- 4) Less5 2 to less than 5 days
- 5) Less10 5 to less than 10 days
- 6) Ten 10 days or more

{If any training: COFFJOB=1 to 100% (1-6), or COFFCHK= Yes (1)}

**CHOW\*^**

SHOW CARD C7

Did this training cover any of the matters listed on this card?:

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Computin Computing skills
- 2) Teamwork Team working
- 3) Communic Communication skills
- 4) leader Leadership skills
- 5) Equipmen Operation of new equipment
- 6) Customer Customer service/liaison
- 7) Health Health and safety
- 8) Solving Problem-solving methods
- 9) EqualOps Equal opportunities and diversity
- 10) Reliab Reliability and working to deadlines
- 11) Quality Quality control procedures
- 12) None None of these

**COTHJOB\***

SHOW CARD C8

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

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question.

- 1) All All (100%)
- 2) Almost Almost all (80-99%)
- 3) Most Most (60-79%)
- 4) Half Around half (40-59%)
- 5) Some Some (20-39%)
- 6) Few Just a few (1-19%)
- 7) None None (0%)
- 97) Number INTERVIEWER: Exact number to be entered.

{If giving exact number at COTHJOB}

**COTHJOB**

(How many [**LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP**]  
are formally trained to be able to do jobs other than their own?)

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if COTHJOB>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

**COTHDO\***

SHOW CARD C8

And approximately, what proportion of [**LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP**] actually do jobs other than their own at least once a week?  
INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question.

- |            |  |
|------------|--|
| 1) All     | All (100%)                               |
| 2) Almost  | Almost all (80-99%)                      |
| 3) Most    | Most (60-79%)                            |
| 4) Half    | Around half (40-59%)                     |
| 5) Some    | Some (20-39%)                            |
| 6) Few     | Just a few (1-19%)                       |
| 7) None    | None (0%)                                |
| 97) Number | INTERVIEWER: Exact number to be entered. |

{If giving exact number at COTHDO}

**COTHDOT**

(And approximately, how many [**LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP**] actually do jobs other than their own at least once a week?)

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if COTHDOT>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

**CVARIETY\***

SHOW CARD C9

Using the scale on this card, to what extent would you say that individual [**LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP**] here have...

...variety in their work?

- |           |          |
|-----------|----------|
| 1) A lot  | A lot    |
| 2) Some   |          |
| 3) Little | A little |
| 4) None   |          |

**CDISCRETE\***

SHOW CARD C9

(Using the scale on this card, to what extent would you say that individual **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** here have...)

...discretion over how they do their work? :

- 1) A lot                    A lot
- 2) Some
- 3) Little                A little
- 4) None

**CONTROL\***

SHOW CARD C9

(Using the scale on this card, to what extent would you say that individual **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** here have...)

...control over the pace at which they work? :

- 1) A lot                    A lot
- 2) Some
- 3) Little                A little
- 4) None

**CDESIGN\***

SHOW CARD C9

(Using the scale on this card, to what extent would you say that individual **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** here have...)

...involvement in decisions over how their work is organised?

- 1) A lot                    A lot
- 2) Some
- 3) Little                A little
- 4) None

**CTEAMS\***

SHOW CARD C10

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

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question

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

{If giving exact number at CTEAMS}

**CTEAMST**

(How many **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** at this workplace work in formally designated teams?)

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if CTEAMST>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

{If team working: CTEAMS<>None}

**CTEAMHOA**

Do any of the following statements apply to the way that teamworking operates among **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** at this workplace?

...Team members depend on each other's work to be able to do their job.

- 1) Yes
- 2) No

{If team working: CTEAMS<>None}

**CTEAMHOC**

(Which, if any, of the following statements apply to the way that teamworking operates among **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** at this workplace?)

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

- 1) Yes
- 2) No

{If team working: CTEAMS<>None }

**CTEAMHOD**

(Which, if any, of the following statements apply to the way that teamworking operates among **[LOGIDX: TITLE OF THE LARGEST OCCUPATIONAL GROUP]** at this workplace?)

...Teams are given responsibility for specific products or services.

- 1) Yes
- 2) No

**CCOMPUT**

I would now like you to think about the whole workforce at this workplace.

In this workplace, what percentage of **all** employees use computers as part of their normal work duties? Please answer to the nearest 10%.

INTERVIEWER: If respondent gives answer as an exact number you can code "997" here and record the number at the next question.

Range: 0..997

*SOFT CHECK if CCOMPUT>100 and CCOMPUT≠997: "The number entered here is a percentage. It should not be greater than 100."*

{If giving exact number at CCOMPUT}

**CCOMPUTT**

(In this workplace, how many employees use computers as part of their normal work duties?)

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if CCOMPUTT>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

## SECTION D CONSULTATION AND COMMUNICATION

### DMEETING

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

Do you have meetings between senior managers and the **whole** workforce (either altogether or group by group)?

- 1) Yes
- 2) No

{If any workplace meetings: DMEETING= Yes (1)}

### DMEETN

How frequent are these meetings?

- 1) Daily
- 2) Weekly Less than daily, but at least once a week
- 3) Fortnigh Less than weekly, but at least once a fortnight
- 4) Monthly Less than fortnightly, but at least once a month
- 5) Quarter Less than monthly, but at least once every 3 months
- 6) Lessoft Less than every 3 months

{If any workplace meetings: DMEETING= Yes (1)}

### DMWHIX\*^

SHOW CARD DI

Looking at the following list, which three issues are most often discussed at the meetings?

PROBE: Which others? UNTIL 'None'.

- 1) product Production issues (e.g. level of production or sales, quality of product or service)
- 2) employ Employment issues (e.g. avoiding redundancies, reducing labour turnover)
- 3) financ Financial issues (e. g. financial performance, budgets or budgetary cuts)
- 4) plans Future plans (e.g. changes in goods produced or services offered, company expansion or contraction)
- 5) pay Pay issues (e.g. wage or salary reviews, bonuses, regrading, job evaluation)
- 6) flex Leave and flexible working arrangements, including working time
- 7) welfare Welfare services and facilities (e.g. child care, rest rooms, car parking, canteens, recreation)
- 8) regulat Government regulations (e.g. EU Directives, Local Authority regulations)
- 9) practice Work organisation (e.g. changes to working methods, allocation of work between employees, multi-skilling)
- 10) health Health and safety
- 11) equalops Equal opportunities and diversity
- 12) Training
- 13) other Other (please specify **DMWHOTH**)



{If any workplace meetings: DMEETING= Yes (1)}

**DMTWOWAY\***

SHOW CARD D2

On average, what proportion of the time at the meetings is usually available for questions from employees, or for employees to offer their views? :

- 1) None        None (0%)
- 2) Small        A small proportion (Less than 10%)
- 3) Quarter     Up to a quarter (10-24%)
- 4) More        A quarter or more (25% or more)

**DBRIEF**

Do you have meetings between line managers or supervisors and all the workers for whom they are responsible?

INTERVIEWER: If asked, these are sometimes known as 'briefing groups' or 'team briefings'?

- 1) Yes
- 2) No

{If any briefings: DBRIEF= Yes (1)}

**DBRIEFN**

How frequent are these meetings?

- 1) Daily
- 2) Weekly        Less than daily, but at least once a week
- 3) Fortnight    Less than weekly, but at least once a fortnight
- 4) Monthly        Less than fortnightly, but at least once a month
- 5) Quarter        Less than monthly, but at least once every 3 months
- 6) Lessoft        Less than once every 3 months

{If any briefings: DBRIEF= Yes (1)}

**DBWHIX\*^**

SHOW CARD D1

Looking at the following list, which three issues are discussed most often at the meetings?

PROBE: Which others? UNTIL 'None'.

- 1) product        Production issues (e.g. level of production or sales, quality of product or service)
- 2) employ        Employment issues (e.g. avoiding redundancies, reducing labour turnover)
- 3) financ        Financial issues (e. g. financial performance, budgets or budgetary cuts)
- 4) plans         Future plans (e.g. changes in goods produced or services offered, company expansion or contraction)
- 5) pay            Pay issues (e.g. wage or salary reviews, bonuses, regarding, job evaluation)
- 6) flex            Leave and flexible working arrangements, including working time
- 7) welfare        Welfare services and facilities (e.g. child care, rest rooms, car parking, canteens, recreation)
- 8) regulat        Government regulations (e.g. EU Directives, Local Authority regulations)
- 9) practice        Work organisation (e.g. changes to working methods, allocation of work between employees, multi-skilling)
- 10) health        Health and safety
- 11) equalops     Equal opportunities and diversity
- 12) Training
- 13) other         Other (please specify **DBWHOTH**)

{If any briefings: DBRIEF= Yes (1)}

**DBTWOWAY\***

SHOW CARD D2

On average, what proportion of the time at these meetings is usually available for questions from employees, or for employees to offer their views?

- 1) None      None (0%)
- 2) Small     A small proportion (Less than 10%)
- 3) Quarter   Up to a quarter (10-24%)
- 4) More      A quarter or more (25% or more)

**DJOINT**

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

- 1) Yes
- 2) No

{If any consultative committee: DJOINT= Yes (1)}

**DHOWMANY**

How many such committees are there?

Range: 1..97

{If more than one consultative committee (DHOWMANY>1)}

**DWHICH\*^**

SHOW CARD D1

Looking at the following list, which issues are discussed by the committees?

PROBE: Which others? UNTIL 'None'.

- 1) product      Production issues (e.g. level of production or sales, quality of product or service)
- 2) employ      Employment issues (e.g. avoiding redundancies, reducing labour turnover)
- 3) financ      Financial issues (e. g. financial performance, budgets or budgetary cuts)
- 4) plans        Future plans (e.g. changes in goods produced or services offered, company expansion or contraction)
- 5) pay          Pay issues (e.g. wage or salary reviews, bonuses, regarding, job evaluation)
- 6) flex         Leave and flexible working arrangements, including working time
- 7) welfare      Welfare services and facilities (e.g. child care, rest rooms, car parking, canteens, recreation)
- 8) regulat      Government regulations (e.g. EU Directives, Local Authority regulations)
- 9) practice     Work organisation (e.g. changes to working methods, allocation of work between employees, multi-skilling)
- 10) health     Health and safety
- 11) equalops   Equal opportunities and diversity
- 12) Training
- 13) other        Other (please specify **DWHICOTH**)

{If any consultative committee: DJOINT= Yes (1)}  
[If one committee (DHOWMANY=1) / if more than one committee (DHOWMANY>1)]

**DISSUES**

[Does the committee deal with a range of issues, or with a single topic such as health and safety? /

Of all the committees, is there one which deals with a range of issues, or do all of the committees cover single topics, such as health and safety?]

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

{If any consultative committee: DJOINT= Yes (1)}  
[If one committee (DHOWMANY=1) / if more than one committee (DHOWMANY>1)]

**DICOMM**

[What is the name of the committee? /

I would now like to focus on the committee which deals with the widest range of issues.

What is the name of this committee?]

INTERVIEWER: If respondent unable to identify the committee dealing with the widest range of issues, ask for the name of the committee considered to be the most important:

OPEN

{If any consultative committee: DJOINT= Yes (1)}

**DIWHIX\*^**

SHOW CARD DI

Looking at the following list, which three issues are discussed most often by the committee ([NAME GIVEN AT DICOMM])?

PROBE: Which others? UNTIL 'None'.

- 1) product      Production issues (e.g. level of production or sales, quality of product or service)
- 2) employ      Employment issues (e.g. avoiding redundancies, reducing labour turnover)
- 3) financ      Financial issues (e. g. financial performance, budgets or budgetary cuts)
- 4) plans      Future plans (e.g. changes in goods produced or services offered, company expansion or contraction)
- 5) pay      Pay issues (e.g. wage or salary reviews, bonuses, regarding, job evaluation)
- 6) flex      Leave and flexible working arrangements, including working time
- 7) welfare      Welfare services and facilities (e.g. child care, rest rooms, car parking, canteens, recreation)
- 8) regulat      Government regulations (e.g. EU Directives, Local Authority regulations)
- 9) practice      Work organisation (e.g. changes to working methods, allocation of work between employees, multi-skilling)
- 10) health      Health and safety
- 11) equalops      Equal opportunities and diversity
- 12) Training
- 13) other      Other (please specify **DIWHOTH**)

{If a committee dealing with a range of issues ((DISSUES= Range (1) or Both (3) or (more than one response at DIWHI))}

**DELECT**

Are elections usually held among employees to appoint employee representatives to the committee (**[NAME GIVEN AT DI COMM]**)?

- 1) Yes
- 2) No

{If no elections: DELECT= No (2)}

**DSELECT^**

Who selects employee representatives for the committee (**[NAME GIVEN AT DI COMM]**)?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) emps        Employees
- 2) comrep    Existing committee representatives
- 3) union     Unions or staff associations
- 4) manage    Managers
- 5) none      No selection - e.g. volunteers
- 6) other     Other answer (please specify **DSELOTH**)

{If a committee dealing with a range of issues: ((DISSUES=Range (1) or Both (3)) or (more than one response at DIWHI))}

**DMEET**

How many times has the committee (**[NAME GIVEN AT DI COMM]**) met during the last 12 months?

Range: 0..97

{If a committee dealing with a range of issues ((DISSUES= Range (1) or Both (3) or (more than one response at DIWHI))}

**DPROCESS\***

SHOW CARD D3

Which of the following best describes managers' usual approach when consulting members of the committee?

- 1) early        Seek solutions to problems
- 2) range        Seek feedback on a range of options put forward by management
- 3) solut        Seek feedback on a preferred option put forward by management

{If a committee dealing with a range of issues ((DISSUES=Range (1) or Both (3)) or (more than one response at DIWHI))}

**DINFLUEN**

Generally speaking, how **influential** do you think this committee is on management's decisions affecting the workforce?

Do you think it is ... (READ OUT):

- 1) Very        ... very influential
- 2) Fairly      ... fairly influential
- 3) NotVery    ... not very influential
- 4) NotAtAll    ... or not at all influential?

{If part of a larger organisation, but not head office ((ASINGLE= Multi (1) and ACONHEAD=No (2)) or ASINGLE=SoleUK (3))}

**DHIGHLEV**

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

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

- 1) Yes
- 2) No

{If part of a larger organisation and either own or control foreign establishments, or controlling head office is outside UK: ((ASINGLE=Multi (1) or SoleUK (3)) and (ASUBSID=Yes (1) or AHEADOFF=None (0) or AHEADOFF > UK (1))}

**DCOUNCIL**

Does the organisation of which you are part operate a European Works Council?

HELPSCREEN: A European Works Council is a procedure for informing and consulting employees in companies which operate at European Union level. European Works Councils give representatives of workers from all European countries in big multinational companies a direct line of communication to senior management.

- 1) Yes
- 2) No

**DCIRCLES**

Do you have groups of non-managerial employees at this workplace that solve specific problems or discuss aspects of performance or quality? They are sometimes known as problem-solving groups or continuous improvement groups.

- 1) Yes
- 2) No

**DSURVEY**

I'd now like to ask you about the use of attitude surveys at this workplace.

Have you or a third party conducted a formal survey of your employees' views or opinions during the past two years?

- 1) Yes
- 2) No

**DCONSULT\*^**

**SHOW CARD D4**

Besides the schemes we have discussed are there any other ways in which management communicates or consults with employees at this workplace?:

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Notice                      Notice boards
- 2) Cascade                    Systematic use of management chain/cascading of information
- 3) Suggest                    Suggestion schemes
- 4) News                        Regular newsletters distributed to all employees
- 5) email                        Regular use of email to all employees
- 6) intra                        Information posted on company intranet, accessible to all employees
- 7) Other                        Other ways of communicating (please specify **DCONSOTH**)
- 8) None                        *None of these, no other ways*

**DINVPLAN**

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

...internal investment plans?

- 1) Yes
- 2) No

**DFINANCE**

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

...the financial position of the workplace?

- 1) Yes
- 2) No

{If part of larger organisation: ASINGLE=Multi (1) or SoleUK (3)}

**DWHOLEFIN**

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

...the financial position of the whole organisation?

- 1) Yes
- 2) No

**DSTAFFIN**

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

...staffing plans?

- 1) Yes
- 2) No

## SECTION E REPRESENTATION AT WORK

### EUNIONS

I now want to ask some questions about trade unions.

*Computed variable:*

*IF ZUNIMEM>0 or ZUNIPC>0 or ZANYMEM=1*

*EANYEMP=Yes (1)*

*ELSE*

*EANYEMP=No (2)*

*END IF*

### EIEWS

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

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

- 1) InFavour ... in favour of trade union membership
- 2) NotInFav ... not in favour of it
- 3) Neutral ... or neutral about it?

{If any union members: EANYEMP=Yes(1) }

### EDEDUCT

Do you deduct trade union or staff association subscriptions from any employees' pay?

- 1) Yes
- 2) No

{If one or more union with members at the workplace: ZUNIONUM>=1}

[Text fill: if ZUNIONUM=1 / ZUNIONUM>1]

### EINTRO2

Earlier, you said there [was one /were <ZUNIONUM>] trade union[s]/staff association[s] with members at this workplace.

{If one union with members at the workplace: ZUNIONUM=1}

### ETOTRECI

Is this trade union/staff association recognised by management for negotiating pay and conditions for any sections of the workforce at this workplace?

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

- 1) Yes
- 2) No

{If more than one union with members: ZUNIONUM>1}

**ETOTREC2**

How many of these trade unions/staff associations are **recognised** by management for negotiating pay and conditions for any sections of the workforce in this workplace?

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

0..50

{If more than one trade union/staff association and none are recognised: (ZUNIONUM>1 AND ETOTREC2=0)}

**ENONREC**

What is the name of the trade union /staff association that has the most members at this workplace?

CODE ONE ONLY.

- 1) <ZUNIONA01>
- 2) <ZUNIONA02>
- 3) <ZUNIONA03>
- 4) <ZUNIONA04>
- 5) <ZUNIONA05>
- 6) ETC...

NO REFUSAL, NO DON'T KNOW

{If more than one trade union/staff association and at least one is recognised: ETOTREC2>0}

**EUNIONREC**

What is the name of the trade union/staff association that is recognised and has the most members at this workplace?

CODE ONE ONLY.

- 1) <ZUNIONA01>
- 2) <ZUNIONA02>
- 3) <ZUNIONA03>
- 4) <ZUNIONA04>
- 5) <ZUNIONA05>
- 6) ETC...

NO REFUSAL, NO DON'T KNOW

If ETOTREC1= Yes (1), EUNIONREC is automatically set to the name of the sole recognised union with members at the workplace (i.e. the single union name recorded at ZUNIONA01 when ZUNIONUM=1).

If ETOTREC1 = No (2), ENONREC is automatically set to the name of the sole non-recognised union with members at this workplace (i.e. the single union name recorded at ZUNIONA01 when ZUNIONUM=1).



{If any union members: EANYEMP=Yes (1)}

**EADDREC**

Apart from the unions that have members at this workplace, are there any other trade unions or staff associations that are **recognised** by management for negotiating pay and conditions for any sections of the workforce here, even though they do not have members at this workplace?

INTERVIEWER: If agreements are negotiated with the union at a higher level in the organisation or by an employers' association, but apply to employees here, count as recognised.

- 1) Yes
- 2) No

{If at least one additional recognised union: EADDREC=Yes (1)}

**EADDNUM**

How many **other** unions or staff associations are recognised by management?

Range: 1..10

{If no union members: EANYEMP=No (2)}

**EOTHREC**

You said that none of the workforce at this workplace are members of trade unions. Nevertheless, are any trade unions or staff associations **recognised** by management for negotiating pay and conditions for any sections of the workforce here?

INTERVIEWER: If agreements are negotiated with the union at a higher level in the organisation or by an employers' association, but apply to employees here, count as recognised.

- 1) Yes
- 2) No

{If no union members but at least one recognised union: EOTHREC=Yes (1)}

**EOTHNUM**

How many separate unions or staff associations are recognised by management?

Range: 1..10

*Computed variable:*

*ETOTREC=number of recognised unions with members at the workplace (from ETOTREC1 or ETOTREC2)*

```
IF ZUNIONUM>=1 THEN
  IF ETOTREC1=YES THEN
    ETOTREC:=1
  ELSEIF ETOTREC2>0 THEN
    ETOTREC:=ETOTREC2
  ELSEIF ETOTREC1=NO OR ETOTREC2=0 THEN
    ETOTREC=0
  ENDIF
END IF
```

{If more than one recognised union: ETOTREC+EADDNUM+EOTHNUM>1}

**EJOINT**

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

INTERVIEWER: READ OUT OPTIONS

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

*Note: The interviewer note was added to a later version of the CAPI program on 09/05/11.*

**EREQUEST**

So far as you know, since 2004, has there been any **request for recognition** from any union or group of workers at this workplace that has not been granted?

- 1) Yes
- 2) No

{If any recognised unions with members at the workplace (ETOTREC>0)}

**ESTEWARD**

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

Do the members of the [**ETOTREC**] recognised union[s] have any representatives or stewards here - apart from any concerned exclusively with Health and Safety?

- 1) Yes
- 2) No

{If recognised unions with members have reps at workplace ESTEWARD=Yes (1)}

**ESTEWNUM**

Approximately how many representatives or stewards are there?

INCLUDE SENIOR STEWARDS AND REPRESENTATIVES IN THIS TOTAL

Range:1..97

*SOFT CHECK if ESTEWNUM>=30: "This seems high. Please check with the respondent and add note to clarify".*

{If recognised unions with members have no reps on site, but workplace is part of a larger organisation in the UK: (ESTEWARDS=No (2) and ASINGLE=Multi (1)}

**ESTEWEEXT**

Does (the) [**EUNIONREC**] have any representatives or stewards from another workplace in this organisation who represent members here?

- 1) Yes
- 2) No

{If recognised unions with members have reps at workplace: ESTEWARD=Yes (1)}

**ESTEWTIM**

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

- 1) Yes

2) No

{If non-recognised unions with members at the workplace (ETOTREC >0 and ETOTREC<ZUNIONUM) or (ETOTREC =0 AND ZUNIONUM>0)}

[Text Fill: If unions with members at the workplace that are recognised and other are not (ETOTREC >0 and ETOTREC<ZUNIONUM) /

If none of the unions with members at the workplace are recognised (ETOTREC =0 AND ZUNIONUM>0)]

**EOTHUREP**

[Apart from recognised unions, do the members of other unions here have any representatives or stewards at this workplace - apart from any concerned exclusively with Health and Safety?' /

Do union members have any representatives or stewards here - apart from any concerned exclusively with Health and Safety?]

1) Yes

2) No

*SOFT CHECK if there is a union at the workplace and no union representatives are reported (ZUNIONUM>0 AND (ESTEWARD <> YES and ESTEWEXT <> YES and EOTHUREP <> YES)): "There are union members at this workplace, but no union representatives have been reported. Please check responses to ESTEWARD, ESTEWEXT, and EOTHUREP in this section."*

{If non-recognised unions with members at the workplace have reps at the workplace:

EOTHUREP=Yes (1)}

**ENUMOTHU**

Approximately how many of these representatives are there?

Range: 1..97

{If any reps of recognised or non-recognised unions on site: ESTEWARD=Yes (1) or

EOTHUREP= Yes (1)}

**EULRNUM**

Among all of the union representatives at this workplace, are there any who have specific responsibility for promoting training or learning among employees at this workplace? These are sometimes known as Union Learning Reps.

How many are there?

Range: 0..97

{If any reps of recognised or non-recognised unions on site and a JCC that discusses a range of issues: (ESTEWARD=Yes (1) or EOTHUREP= Yes (1)) and (DISSUES=Range (1) or Both (3))}

**EUJCC**

Do any of the union representatives at this workplace sit on the **[NAME OF COMMITTEE GIVEN AT DICOMM]**?

1) Yes

2) No

{If any on-site union reps sit on JCC: EUJCC=Yes (1)}

**EUJCCNUM**

How many of the union representatives at this workplace sit on the **[NAME OF COMMITTEE GIVEN AT DICOMM]**?

Range: 1..97

[Text Fill: If any union reps: (ESTEWARD=Yes (1) or EOTHUREP=Yes (1)) /

If no union reps: (ESTEWARD=No (2) and EOTHUREP=No (2))]

**EOTHREPS**

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

- 1) Yes
- 2) No

*SOFT CHECK if (DISSUES = RANGE (2) OR BOTH (3)) AND EOTHREPS=NO: "INTERVIEWER: Query whether the respondent is sure. Earlier they mentioned that they had a consultative committee. Query whether there are any employee representatives on that committee who are not union representatives at this workplace. If there are any non-union representatives on the committee please change EOTHREPS to 'Yes'".*

{If non-union representatives: EOTHREPS=Yes (1)}

**ENUMREPS**

In the next few questions, I will refer to these as 'non-union employee representatives'. Approximately how many of these non-union employee representatives are there?

Range: 1..97

{If non-union representatives: EOTHREPS= Yes (1)}

**EELECT**

Are elections usually held among employees to appoint these non-union employee representatives?

- 1) Yes
- 2) No

{If no elections: EELECT=No (2)}

**ESELECT^**

Who selects these employee representatives?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) emps            Employees
- 2) manage        Managers
- 3) none           No selection - e.g. volunteers
- 4) other          Other answer (please specify **ESELOTH**)

{If non-union representatives and a JCC that discusses a range of issues: (EOTHREPS=Yes (1) and (DISSUES=Range (1) or Both (3)))}

**ESITON**

Do any of these non-union employee representatives sit on the **[NAME OF COMMITTEE GIVEN AT DICOMM]**?

- 1) Yes
- 2) No



{If any non-union reps sit on JCC: ESITON=Yes (1)}

**ESITNUM**

How many of the non-union representatives at this workplace sit on the **[NAME OF COMMITTEE GIVEN AT DICOMM]**?

Range: 1..97

*SOFT CHECK if ESITNUM>ENUMREPS: "Are you sure? The number recorded here is greater than the total number of non-union representatives recorded earlier."*

{If any reps: ESTEWARD = YES (1) OR EOTHUREP=YES (1) OR EOTHREPS = YES (1)}  
[Text Fill: If union and non-union representatives at the workplace: ((ESTEWARD=Yes (1) or EOTHUREP=Yes (1)) and EOTHREPS=Yes (1)) /

If only union reps at the workplace: ((ESTEWARD=Yes (1) or EOTHUREP=Yes (1)) and EOTHREPS= No (2)) /

If only non-union reps at the workplace: ((ESTEWARD=No (2) and EOTHUREP=No (2)) and EOTHREPS= Yes (1))]

**ERATING**

SHOW CARD EI

I would now like to obtain **your** views, as a manager at this workplace, on the [union and non-union / union / non-union] representatives here. Please use the categories on this card.

{If any union representative at the workplace: ESTEWARD=Yes(1) or EOTHUREP= Yes(1)}

**ETRUSA3\***

SHOW CARD EI

Looking at this card would you agree or disagree that...

...**union** representatives here can be trusted to act with honesty and integrity in their dealings with management.

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

{If any non-union reps: EOTHREPS=Yes (1)}

**ETRUSB3\***

SHOW CARD EI

(Looking at this card, would you agree or disagree that...)

...**non-union** representatives here can be trusted to act with honesty and integrity in their dealings with management:

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

{If any unions: ZUNIONUM>0 or EOTHNU<>0}

[Text Fill: If some non-union reps: EOTHREPS=Yes (1) / If no non-union reps: EOTHREPS=No (2)]

**Esslnt1\***

SHOW CARD E2

[Thinking first of the unions that represent employees at this workplace, for / For] each of these issues I'd like to know whether management normally negotiates, consults, informs, or does not involve unions at all over these matters.

INTERVIEWER: If any of these issues are dealt with at a higher level in the organisation or through an employers' association, please record what happens at that level.

{If any unions: ZUNIONUM>0 or EOTHNUM>0}

**EPAYA\***

SHOW CARD E2

Does management normally negotiate, consult, inform or not inform unions about...

Rates of pay

- |             |            |
|-------------|------------|
| 1) Negotiat | Negotiates |
| 2) Consults |            |
| 3) Informs, |            |
| 4) None     | Not inform |

{If any unions: ZUNIONUM>0 or EOTHNUM>0}

**EHOURSA\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform unions about...)

Hours of work

- |             |            |
|-------------|------------|
| 1) Negotiat | Negotiates |
| 2) Consults |            |
| 3) Informs  |            |
| 4) None     | Not inform |

{If any unions: ZUNIONUM>0 or EOTHNUM>0}

**EHOLA\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform unions about...)

Holiday entitlements

- |             |            |
|-------------|------------|
| 1) Negotiat | Negotiates |
| 2) Consults |            |
| 3) Informs  |            |
| 4) None     | Not inform |

{If any unions: ZUNIONUM>0 or EOTHNUM>0}

**EPENA\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform unions about...)

Pension entitlements

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform

{If any unions: ZUNIONUM>0 or EOTHNUM>0}

**ETRAINA\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform unions about...)

Training of employees

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform

{If any unions: ZUNIONUM>0 or EOTHNUM>0}

**EGRVDISA\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform unions about...)

Grievance and disciplinary procedures

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform

{If any unions: ZUNIONUM>0 or EOTHNUM>0}

**EHEALTHA\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform unions about...)

Health and safety

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform



{If non-union representatives: EOTHREPS=Yes (1)}

[Text Fill: If any non-union reps and some union reps (EOTHREPS=Yes (1) and (ESTEWARD=Yes (1) or EOTHUREP=Yes (1))) /

If non-union reps and no union reps (EOTHREPS=Yes (1) and ESTEWARD=No (2) and EOTHUREP=No (2))]

**ElsInt2\***

[And now thinking of **non-union** employee representatives, again for / For] each of these issues I'd like to know whether management normally negotiates, consults, informs, or does not involve **non-union** employee representatives at all over these matters.

{If non-union representatives: EOTHREPS=Yes (1)}

**EPAYB\***

SHOW CARD E2

Does management normally negotiate, consult, inform or not inform non-union employee representatives about...

Rates of pay

- |             |            |
|-------------|------------|
| 1) Negotiat | Negotiates |
| 2) Consults |            |
| 3) Informs  |            |
| 4) None     | Not inform |

{If non-union representatives: EOTHREPS= Yes (1)}

**EHOURSB\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform non-union employee representatives about...)

Hours of work

- |             |            |
|-------------|------------|
| 1) Negotiat | Negotiates |
| 2) Consults |            |
| 3) Informs  |            |
| 4) None     | Not inform |

{If non-union representatives: EOTHREPS= Yes (1)}

**EHOLB\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform non-union employee representatives about...)

Holiday entitlements

- |             |            |
|-------------|------------|
| 1) Negotiat | Negotiates |
| 2) Consults |            |
| 3) Informs  |            |
| 4) None     | Not inform |

{If non-union representatives: EOTHREPS= Yes (1)}

**EPENB\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform non-union employee representatives about...)

Pension entitlements

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform

{If non-union representatives: EOTHREPS= Yes (1)}

**ETRAINB\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform non-union employee representatives about...)

Training of employees

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform

{If non-union representatives: EOTHREPS= Yes (1)}

**EGRVDISB\***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform non-union employee representatives about...)

Grievance and disciplinary procedures

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform

{If non-union representatives: EOTHREPS=Yes (1)}

**EHEALTHB \***

SHOW CARD E2

(Does management normally negotiate, consult, inform or not inform non-union employee representatives about...)

Health and safety

- 1) Negotiat      Negotiates
- 2) Consults
- 3) Informs
- 4) None          Not inform

**SECTION F PAYMENT SYSTEMS AND PAY DETERMINATION**

**FSAMPAY**

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

Do all full-time [**LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP**] receive the same amount of pay?

- 1) Yes
- 2) No

**FPERF\*^**

SHOW CARD FI

Do any of the employees in this workplace get paid by results or receive merit pay?

INTERVIEWER: On this card is an explanation of what we mean by payment by results and merit pay.

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) pbr            Payment by results
- 2) merit        Merit Pay
- 3) neither      Neither

Card reads:

**1. Payment by results**

'Payment by results' includes any method of payment where the pay is determined by the amount done or its value, rather than just the number of hours worked. It includes commission, and bonuses that are determined by individual, workplace or organisation productivity or performance. It does not include profit-related pay schemes.

**2. Merit pay**

'Merit pay' is related to a subjective assessment of individual performance by a supervisor or manager.

{If payment by results or merit pay: FPERF = pbr (1) OR merit (2)}

[Text Fill: If payment by results or merit pay: FPERF= pbr (1) OR merit (2) /

If both payment by results and merit pay: FPERF=pbr (1) AND merit (2)]

**FPERMNM^**

Which groups of employees are paid [in this way / in either of these ways]?

INTERVIEWER: READ OUT

CODE ALL THAT APPLY.

- 1) MANAGER            Managers and senior officials
- 2) NONMAN            Employees in non-managerial occupations

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

{If performance-related pay and any non-managerial occupations eligible: PERWHO=NonMan (2)}

[Text Fill: If payment by results or merit pay, but not both: FPERF= pbr (1) OR merit (2) / If payment by results and merit pay: FPERF=pbr (1) AND merit (2)]

**FPERNON\***

SHOW CARD F2

What proportion of **non-managerial** employees at this workplace are paid [in this way / in either of these ways]?

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question.

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

{If giving exact number: FPERNON=Number (97)}

[Text Fill: If payment by results or merit pay, but not both: FPERF= pbr (1) OR merit (2) / If payment by results and merit pay: FPERF=pbr (1) AND merit (2)]

**FPERNONT**

(How many **non-managerial** employees at this workplace are paid [in this way / in either of these ways])?

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if FPERNONT>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

{If FPERF = pbr (1)}

[Text Fill: If payment by results and merit pay: FPERF=pbr (1) and merit (2) /

If payment by results only: FPERF=pbr (1)]

**FMEASURE\*^**

SHOW CARD F3

[Thinking just about payment by results, what / What] measures of performance are used to determine the amount that employees receive?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

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

**FPROF**

Do **any** employees at this workplace receive profit-related payments or profit-related bonuses?

- 1) Yes
- 2) No

{If profit-related pay and part of a larger organisation: FPROF=Yes (1) and (ASINGLE=Multi (1) or SoleUK(3))}

**FLEVEL**

For what part of your organisation is the amount of profit-related pay calculated?

- 1) Workpla                      Workplace
- 2) Division                    Division/Subsidiary company
- 3) Wholeorg                  Organisation as a whole
- 4) Other                        Some other answer (please specify **FLEVELO**)

{If profit-related pay: FPROF=Yes (1)}

**FPRPMNM^**

Which groups of employees are participating in the profit-related pay scheme?

INTERVIEWER: READ OUT

CODE ALL THAT APPLY.

- 1) Manager      Managers and senior officials
- 2) Nonman      Employees in non-managerial occupations

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

{If profit-related pay and non-managerial occupations participating: FPRPOCC=NonMan (2)}

**FNONMAN\***

SHOW CARD F4

What proportion of non-managerial employees at this workplace have received profit-related pay in the past 12 months?

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question

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

{If giving exact number: FNONMAN = Number (97)}

**FNONMANT**

(How many non-managerial employees at this workplace have received profit-related pay in the past 12 months?)

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if FNONMANT > ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

{If trading sector: ASTATUS= PubC (1) – Gov (8)}

**FSHARE\*^**

SHOW CARD F5

Does this company operate any of the employee share schemes listed on this card for any of the employees at this workplace?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) sip            Share Incentive Plan (SIP)
- 2) saye        Save As You Earn (SAYE or Sharesave)
- 3) emi         Enterprise Management Incentives (EMI)
- 4) csop        Company Share Option Plan (CSOP)
- 5) other       Other employee share scheme
- 6) none        None of these

Card reads:

1. **Share Incentive Plan (SIP)** – a tax and NIC advantaged plan where employees can purchase shares and companies can give employees free shares or matching shares.
2. **Save As You Earn (SAYE or Sharesave) share options scheme** – tax advantaged scheme where employees save to purchase their employer's shares.
3. **Enterprise Management Incentives (EMI)** – where smaller companies can grant up to a total of £3 million of tax and NIC advantaged share options to their employees.
4. **Company Share Option Plan (CSOP)** – where companies can grant each of their employees up to £30,000 of tax and NIC advantaged share options.
5. **Other employee share scheme**

{If employee share-ownership scheme: FSHARE=sip (1) –other (5)}

**FSOSMNM^**

Which groups of employees are eligible for the employee share ownership scheme(s)?

INTERVIEWER: READ OUT

CODE ALL THAT APPLY.

- 1) MANAGER            Managers and senior officials
- 2) NONMAN            Employees in non-managerial occupations

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

{If employee share-ownership scheme and any non-managerial occupations eligible:  
FOCCGR= NonMan (2)}

**FSHARWHO\***

SHOW CARD F6

What proportion of **non-managerial** employees at this workplace are **eligible** for the employee share ownership scheme(s)?

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question

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

{If giving exact number: FSHARWHO=Number (97)}

**FSHARWHT**

(How many **non-managerial** employees at this workplace are **eligible** for the employee share ownership scheme(s)?)

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if FSHARWHT>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

**FJOBEVAL**

Are there any formal job evaluation schemes here? These are schemes for comparing systematically the relative value of different jobs in order to settle their relative rates of pay.

- 1) Yes
- 2) No

{If job evaluation scheme: JOBEVAL=Yes (1)}

**FJOBCRIT\***

SHOW CARD F7

Thinking of the scheme that covers the largest number of employees at this workplace, is that based on a points-rating system or is it based on some other method?

This card explains what we mean by a points rating system. :

- 1) points            Points rating system
- 2) other            Some other method

Card reads:

**Points rating** - each job is broken down into factors and points are awarded for each factor. The total score decides the job's place in the hierarchy.

{If any job evaluation scheme: FJOBEVAL= Yes (1)}

**FJOBPROP\***

SHOW CARD F8

What proportion of the employees at this workplace are currently filling jobs covered by the (largest) scheme?

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question.

- |            |                      |
|------------|----------------------|
| 1) All     | All (100%)           |
| 2) Almost  | Almost all (80-99%)  |
| 3) Most    | Most (60-79%)        |
| 4) Half    | Around half (40-59%) |
| 5) Some    | Some (20-39%)        |
| 6) Few     | Just a few (1-19%)   |
| 7) None    | None (0%)            |
| 97) Number |                      |

{If giving exact number: FJOBPROP=Number (97)}

**FJOBPROT**

How many employees at this workplace are currently filling jobs covered by the (largest) scheme?

ENTER NUMBER

Range: 1..999997

*SOFT CHECK: if FJOBPROT>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

**FREVIEW**

How frequently is basic pay for [**LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP**] at this workplace reviewed or negotiated?

INTERVIEWER: If respondent says pay is not set at this workplace (e.g. pay is set at the head office or national level) ask them how frequently pay is reviewed or negotiated at this other site.

- |           |                       |
|-----------|-----------------------|
| 1) more   | More than once a year |
| 2) annual | Annually              |
| 3) less   | Less than once a year |

*Note: The question stem was slightly altered ('at this workplace' no longer comes at the end of the stem) and the interviewer note added to a later version of the CAPI program on 09/05/11.*

**FUPDOWN**

At the last review or settlement, was basic pay for [**LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP**] increased, decreased or did it see no change? :

- |                |  |
|----------------|--|
| 1) increase    | Increased  |
| 2) decrease    | Decreased  |
| 3) Noch        | No change  |
| 9) spontaneous | SPONTANEOUS ONLY- Pay is reviewed on an individual basis |



{If change in pay: FUPDOWN = Increase (1) OR Decrease (2)}  
[Text Fill: FUPDOWN=increase (1) / FUPDOWN=decrease (2)]

**FREVAMT**

In percentage terms, what was the amount of the last pay [increase / decrease]?

ENTER: 0.00..100.00

{If no pay increase and union recognition: (FUPDOWN= Decrease (2) or Noch (3)) and (ETOTREC+EADDDNUM+EOTHNUM)>0}

**FPAYCUT**

Was the decision to have no pay rise agreed by recognised unions here?

- 1) Yes
- 2) No

{If pay increase: FUPDOWN=Increase (1)}

**FAWARDM**

Was this increase higher, about the same, or lower than the average increase for...

...managers at this workplace?

- 1) HIGHER Higher
- 2) SAME Same
- 3) LOWER Lower

{If pay increase: FUPDOWN=Increase (1)}

**FAWARDNM**

(Was this increase higher, about the same, or lower than the average increase for...)

...all other non-managerial employees?

- 1) HIGHER Higher
- 2) SAME Same
- 3) LOWER Lower

**FSET\*^**

SHOW CARD F9

Looking at this card, which of the factors listed influenced the size of the pay settlement or review for **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]**?

INTERVIEWER: IF RESPONDENT SAYS PAY IS SET AT THE NATIONAL LEVEL, ASK WHICH FACTORS INFLUENCED THE NATIONAL LEVEL DECISION. CODE ALL THAT APPLY.

- 1) costliv Changes in the cost of living
- 2) receret Your ability to recruit or retain employees
- 3) finperf The financial performance of the organisation or workplace
- 4) product Productivity levels within the organisation or workplace
- 5) indact Industrial action threatened or taken
- 6) NMW National Minimum Wage (NMW)
- 7) other Other factors (specify - **FSETTLEOTH**)
- 8) none None of these

{If pay review had taken place and workplace part of a larger organisation: (FUPDOWN=Increase (1), Decrease (2) or NoCh (3)) and (ASINGLE=Multi (1) or SoleUK (3))}

**FWHEREX**

Was the decision over the size of the settlement for **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]** made at this workplace, at a higher level in the organisation or elsewhere?

- 1) workpla Workplace
- 2) higher Higher level in this organisation (e.g. head office)
- 3) Nat National / Industry-level / multi-employer
- 4) PRB Independent Pay review Body
- 5) elsewher Elsewhere (please specify **FWHEROTH**)

{If workplace part of a larger organisation and pay review decision made at workplace: FWHEREX=Workplace (1)}

**FCONSULX**

**Before** arriving at a decision, was management at a higher level in the organisation consulted about the size of the settlement?

- 1) Yes
- 2) No

{If pay review had taken place and single independent workplace: FUPDOWN=Increase (1), Decrease (2), or NoCh (3) and ASINGLE= Single (2)}

**FWHERE2X**

Was the decision over the size of the settlement for **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]** made at this workplace or elsewhere? :

- 1) workpla Workplace
- 3) Nat National / Industry-level / multi-employer
- 4) PRB Independent Pay Review Body
- 5) elsewher Elsewhere (please specify **FWHE2OTH**)

{(If trade unions or presence of non-union representatives: (ETOTREC+EADDNUM+EOTHNUM)>0 OR EOTHREPS=Yes (1))}

**FCONS**

Did management negotiate, consult, inform or not inform employee representatives about this pay settlement or award for **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]**?

INTERVIEWER: INCLUDE FULL TIME OFFICIALS

INTERVIEWER: If respondent says management does not review pay at this workplace, ask them what happens at the other site.

- 1) Consult Consult
- 2) Negotiat Negotiate
- 3) Inform
- 4) NotIn Not inform

*Note: The second interviewer note was added to a later version of the CAPI program on 09/05/11.*

## FSOCINTRO

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

{If any managers or senior officials: ZMNG\_TOT>0}

### FSOCI\*

SHOW CARD F10

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

#### Managers and senior officials?

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) PAYREV Independent Pay Review Body
- 8) OTHER Some other way (please specify **FSOCIOTH**)

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS=PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any professional employees: ZPRO\_TOT>0}

### FSOC2\*

SHOW CARD F10

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

#### Professional employees?

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- 1) NATIONAL Collective bargaining for more than one employer (e.g. industry-wide agreement)
- 2) ORGANIS Collective bargaining at an organisation level
- 3) WORKPLA Collective bargaining at this workplace
- 4) MANAWORK Set by management at a higher level in this organisation
- 5) MANAHIGH Set by management at this workplace
- 6) INDIVID Negotiation with individual employees
- 7) PAYREV Independent Pay Review Body
- 8) OTHER Some other way (please specify **FSOC2OTH**)

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any associate professional and technical employees: ZTEC\_TOT>0}

**FSOC3\***

SHOW CARD F10

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

**Associate professional and technical employees?**

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- |             |   |
|-------------|---|
| 1) NATIONAL | Collective bargaining for more than one employer (e.g. industry-wide agreement) |
| 2) ORGANIS  | Collective bargaining at an organisation level                                  |
| 3) WORKPLA  | Collective bargaining at this workplace   |
| 4) MANAWORK | Set by management at a higher level in this organisation                        |
| 5) MANAHIGH | Set by management at this workplace   |
| 6) INDIVID  | Negotiation with individual employees   |
| 7) PAYREV   | Independent Pay Review Body   |
| 8) OTHER    | Some other way (please specify <b>FSOC3OTH</b> )                                |

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any administrative and secretarial employees: ZADM\_TOT>0}

**FSOC4\***

SHOW CARD F10

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

**Administrative and secretarial employees?**

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- |             |   |
|-------------|---|
| 1) NATIONAL | Collective bargaining for more than one employer (e.g. industry-wide agreement) |
| 2) ORGANIS  | Collective bargaining at an organisation level                                  |
| 3) WORKPLA  | Collective bargaining at this workplace   |
| 4) MANAWORK | Set by management at a higher level in this organisation                        |
| 5) MANAHIGH | Set by management at this workplace   |
| 6) INDIVID  | Negotiation with individual employees   |
| 7) PAYREV   | Independent Pay Review Body   |
| 8) OTHER    | Some other way (please specify <b>FSOC4OTH</b> )                                |

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any skilled trade employees: ZSKL\_TOT>0}

**FSOC5\***

SHOW CARD F10

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

**Skilled trade employees?**

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- |             |   |
|-------------|---|
| 1) NATIONAL | Collective bargaining for more than one employer (e.g. industry-wide agreement) |
| 2) ORGANIS  | Collective bargaining at an organisation level                                  |
| 3) WORKPLA  | Collective bargaining at this workplace   |
| 4) MANAWORK | Set by management at a higher level in this organisation                        |
| 5) MANAHIGH | Set by management at this workplace   |
| 6) INDIVID  | Negotiation with individual employees   |
| 7) PAYREV   | Independent Pay Review Body   |
| 8) OTHER    | Some other way (please specify <b>FSOC5OTH</b> )                                |

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any caring, leisure and other personal service employees: ZPER\_TOT>0}

**FSOC6\***

SHOW CARD F10

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

**Caring, leisure and other personal service employees?**

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- |             |   |
|-------------|---|
| 1) NATIONAL | Collective bargaining for more than one employer (e.g. industry-wide agreement) |
| 2) ORGANIS  | Collective bargaining at an organisation level                                  |
| 3) WORKPLA  | Collective bargaining at this workplace   |
| 4) MANAWORK | Set by management at a higher level in this organisation                        |
| 5) MANAHIGH | Set by management at this workplace   |
| 6) INDIVID  | Negotiation with individual employees   |
| 7) PAYREV   | Independent Pay Review Body   |
| 8) OTHER    | Some other way (please specify <b>FSOC6OTH</b> )                                |

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any sales and customer service employees: ZSAL\_TOT>0}

**FSOC7\***

SHOW CARD F10

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

**Sales and customer service employees?**

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- |             |   |
|-------------|---|
| 1) NATIONAL | Collective bargaining for more than one employer (e.g. industry-wide agreement) |
| 2) ORGANIS  | Collective bargaining at an organisation level                                  |
| 3) WORKPLA  | Collective bargaining at this workplace   |
| 4) MANAWORK | Set by management at a higher level in this organisation                        |
| 5) MANAHIGH | Set by management at this workplace   |
| 6) INDIVID  | Negotiation with individual employees   |
| 7) PAYREV   | Independent Pay Review Body   |
| 8) OTHER    | Some other way (please specify <b>FSOC7OTH</b> )                                |

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any process, plant and machine operatives and drivers: ZOPE\_TOT>0}

**FSOC8\***

SHOW CARD F10

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

**Process, plant and machine operatives and drivers?**

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly.

- |             |   |
|-------------|---|
| 1) NATIONAL | Collective bargaining for more than one employer (e.g. industry-wide agreement) |
| 2) ORGANIS  | Collective bargaining at an organisation level                                  |
| 3) WORKPLA  | Collective bargaining at this workplace   |
| 4) MANAWORK | Set by management at a higher level in this organisation                        |
| 5) MANAHIGH | Set by management at this workplace   |
| 6) INDIVID  | Negotiation with individual employees   |
| 7) PAYREV   | Independent Pay Review Body   |
| 8) OTHER    | Some other way (please specify <b>FSOC8OTH</b> )                                |

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

{If any routine employees: ZROU\_TOT>0}

**FSOC9\***

SHOW CARD F10

Which of the following statements most closely characterises the way that pay is set for **employees in routine occupations?**

INTERVIEWER: If respondent says 'National Minimum Wage' please ask 'Who decides to set employees' pay at the NMW (e.g. managers at this workplace) and code accordingly :

- |             |   |
|-------------|---|
| 1) NATIONAL | Collective bargaining for more than one employer (e.g. industry-wide agreement) |
| 2) ORGANIS  | Collective bargaining at an organisation level                                  |
| 3) WORKPLA  | Collective bargaining at this workplace   |
| 4) MANAWORK | Set by management at a higher level in this organisation                        |
| 5) MANAHIGH | Set by management at this workplace   |
| 6) INDIVID  | Negotiation with individual employees   |
| 7) PAYREV   | Independent Pay Review Body   |
| 8) OTHER    | Some other way (please specify <b>FSOC9OTH</b> )                                |

*SOFT CHECK if code 7 chosen by private sector workplace (ASTATUS= PubC (1)-Coop (7)): "Are you sure? This code should only apply to workplaces in the public sector. If the check is suppressed, please enter a note explaining why."*

**FCOVER\***

SHOW CARD F11

So, can I just check, what proportion of **ALL** employees here have their pay set through negotiations with trade unions, either at this workplace or at a higher level?

INTERVIEWER: If respondent gives an answer as an exact number you can code "97" here and record the number at the next question.

- |            |                      |
|------------|----------------------|
| 1) All     | All (100%)           |
| 2) Almost  | Almost all (80-99%)  |
| 3) Most    | Most (60-79%)        |
| 4) Half    | Around half (40-59%) |
| 5) Some    | Some (20-39%)        |
| 6) Few     | Just a few (1-19%)   |
| 7) None    | None (0%)            |
| 97) Number |                      |

{If giving exact number: FCOVER=Number (97)}

**FCOVERT**

(How many employees here have their pay set through negotiations with trade unions, either at this workplace or at a higher level?)

ENTER NUMBER

Range: 1..999997

*SOFT CHECK if FCOVERT>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

**FRISE\*^**

SHOW CARD F12

Thinking now of individuals in the **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]** group, how can they bring about an increase in their pay if they **remain in the same job?**

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) YRSSVC            Years of service
- 2) QUAL            Acquiring an academic or vocational qualification
- 3) SKILLS           Acquiring job-related skills
- 4) ADTASK          Taking on additional tasks
- 5) SUPVIS          Taking on supervisory responsibilities
- 6) BEYOND          Performing beyond normal expectations
- 7) HOURS           Increase their basic contractual hours
- 8) OVERTIME        Work more overtime
- 9) SHIFTPRE        Work shifts or unsociable hours
- 10) ATTEND         Good attendance
- 11) Other            Some other factor (please specify – **FFACTOTH**)
- 12) None            *There are no opportunities to increase pay in the same job*

**FINTRO2**

I would now like to discuss a number of aspects of employment contracts as they operate in your workplace. By employment contracts I mean everything to do with the terms and conditions of employment.

**FCIDENT**

Some organisations have standardised employment contracts that offer the same non-pay terms and conditions to groups of employees. Do all **[LOGIDX: TITLE OF LARGEST OCCUPATIONAL GROUP]** have standard employment contracts?

- 1) Yes
- 2) no

**FOTHITL\*^**

SHOW CARD F13

Looking at this card, are **[TITLE OF LARGEST OCCUPATIONAL GROUP]** entitled to any of these non-pay terms and conditions?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) PENSION            Employer contributions to a pension scheme
- 2) CAR                Company vehicle or vehicle allowance
- 3) HEALTH            Private health insurance
- 4) LEAVE              **More than 28** days of paid annual leave (including public holidays)
- 5) SICK                Sick pay in excess of statutory requirements
- 6) NONE                *None of these*



**FENTITLE\*\*^**

SHOW CARD F13

And, what about managers at this workplace, are they entitled to any of these non-pay terms and conditions?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) PENSION                   Employer contributions to a pension scheme
- 2) CAR                        Company vehicle or vehicle allowance
- 3) HEALTH                   Private health insurance
- 4) LEAVE                    **More than 28** days of paid annual leave (including public holidays)
- 5) SICK                      Sick pay in excess of statutory requirements
- 6) NONE                     None of these

**FAPPINT**

I would now like to ask you about performance appraisals.

**FSOCINX^**

In which of the following groups are there employees who have their performance formally appraised?

INTERVIEWER: READ OUT

CODE ALL THAT APPLY.

- 1) MANAGER                 Managers and senior officials
- 2) NONMAN                 Employees in non managerial occupations
- 3) NONE                    None of these

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

{If any non-managerial employees with performance appraisal: FSOCINX=NonMan (2)}

**FMEASPR\***

SHOW CARD F14

What proportion of **non-managerial** employees at this workplace have their performance formally appraised?

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number of the next question

- 1) All                        All (100%)
- 2) Almost                   Almost all (80-99%)
- 3) Most                     Most (60-79%)
- 4) Half                     Around half (40-59%)
- 5) Some                    Some (20-39%)
- 6) Few                     Just a few (1-19%)
- 97) Number

{If giving exact number: FMEASPR=Number (97)}

**FMEASPR**

How many **non-managerial** employees here have their performance formally appraised?

ENTER NUMBER

Range:1..999997

*SOFT CHECK if FMEASPRT>ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

{If any non-managerial employees with performance appraisal: FSOCINX=NonMan (2)}

**FAPPTRN**

Does the performance appraisal result in an evaluation of employees' training needs?

- 1) Yes
- 2) No

{If any non-managerial employees with performance appraisal: FSOCINX=NonMan (2)}

**FAPPAY**

Is individual employees' pay linked to the outcome of the performance appraisal?

- 1) Yes
- 2) No

## SECTION G COLLECTIVE DISPUTES AND PROCEDURES

### **GPROCIS\*^**

SHOW CARD G1

I would now like to ask you some questions about **collective or group disputes** which might arise at this workplace.

Are there any formal procedures for dealing with **collective** disputes, as shown on this card, that might be raised by any **group** of non-managerial employees?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 0) None      *Do not have collective dispute procedures*
- 1) Pay        Pay and conditions
- 2) Redund    Redundancy
- 3) Org        Organisation of work
- 4) Health    Health and Safety
- 5) Other      Some other issue (please specify **GISSUOTH**)

{If collective disputes procedure covers pay and conditions: GPROCIS=Pay (1)}

### **GREFERAL**

In collective disputes over pay, if there is a failure to agree at the workplace, is there a provision for the issue to be referred to a body or person outside the workplace?

- 1) Yes
- 2) No

{If referral provision: GREFERAL=Yes (1)}

### **GPROHIBIT**

Does the disputes procedure prohibit industrial action **before** the issue is referred outside the workplace?

- 1) Yes
- 2) No

{If referral provision: GREFERAL=Yes (1)}

### **GBODY\*^**

SHOW CARD G2

To which outside body are issues raised under the disputes procedure referred?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) AcasC            Acas Conciliation
- 2) AcasA            Acas Arbitration
- 3) Indep            Independent arbitrator
- 4) Mediate         Independent mediator
- 5) Manage         Management at a higher level in the organisation
- 6) Union            Union officials/National officer of union
- 7) Employ          Employers' Association
- 8) Other            Other (please specify **GBODYOTH**)

**GDISPUTE**

In the last 12 months, has there been a collective dispute with any group of workers over pay or conditions?

- 1) Yes
- 2) No

{If pay disputes procedure and dispute in last 12 months: (GPROCIS=Pay (1) and GDISPUTE=Yes (1))}

**GUSED**

On the last occasion, was the disputes procedure used to resolve the dispute?

- 1) Yes
- 2) No

**GACT\*^**

SHOW CARD G3

Which, if **any**, of the forms of industrial action on this card have taken place at this workplace during the last 12 months?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Strikeld                      Strikes of less than a day
- 2) StrikesIm                    Strikes of a day or more
- 3) Ban                            Overtime ban or restriction by employees
- 4) ToRule                        Work to rule
- 5) Other                         Other industrial action (for example, go slow, sit in)
- 6) None                         None of these

{If any strikes of less than one day: GACT=StrikeId (1)}

**GACTYR01**

On how many occasions in the last 12 months have strikes of less than one day taken place?

Range: 1..97

{If any strikes of a day but less than a week: GACT=StrikesIm (2)}

**GACTYR23**

On how many occasions in the last 12 months have strikes of more than a day taken place?

Range: 1..97

{If any overtime ban or restriction: GACT=Ban (3)}

**GACTYR04**

On how many occasions in the last 12 months has an overtime ban or restriction by employees taken place?

Range: 1..97

{If any work to rule: GACT=ToRule (4)}

**GACTYR05**

On how many occasions in the last 12 months has a work to rule taken place?

Range: 1..97

{If any other industrial action: GACT=Other (5)}

**GACTYROTH**

On how many occasions in the last 12 months has any other industrial action taken place (for example, go slow, sit in)?

Range: 1..97

**GTHREAT\*^**

SHOW CARD G4

In the last 12 months, have any employees here **threatened** to take any of the forms of industrial action listed on this card?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Strike,
- 2) Overtime                      Overtime ban or restriction by employees
- 3) Rule                              Work to rule
- 4) Other                            Other industrial action (for example, go slow, sit in)
- 5) None                              None of these

**GBALLOT**

In the last 12 months, have any unions here balloted their members to establish the level of support for industrial action?

- 1) Yes
- 2) No

{If ballot: GBALLOT=Yes (1)}

**GVOTED**

In the last ballot that was held, approximately what percentage of eligible employees voted?

Range: 1..100

{If ballot: GBALLOT=Yes (1)}

**GFAVOURX**

And did this ballot result in a majority in favour of industrial action?

- 1) Yes
- 2) No

**GDISRUPT**

In the last 12 months, has this workplace suffered significant disruption as a result of industrial action in another organisation?

- 1) Yes
- 2) No

## SECTION H GRIEVANCE AND DISCIPLINARY PROCEDURES

### HPROCEDU

And now I want to ask you about dealing with **individual** grievances and disciplinary matters at this workplace.

Is there a formal procedure for dealing with individual grievances raised by any employee at this workplace?

- 1) Yes
- 2) No

{If no grievance procedure: HPROCEDU=No (2)}

### HRESOLX\*^

SHOW CARD HI

If an employee has a grievance at work, how do they resolve it?

PROBE: Any others? UNTIL 'None'.

CODE ALL THAT APPLY.

INTERVIEWER: A trade union representative should not be coded as impartial third party.

- |            |   |
|------------|---|
| 0) None    | No grievances raised  |
| 1) Discuss | Through discussions with managers                                     |
| 2) Hrman   | Through discussion with specialist human resources/personnel managers |
| 3) Resp    | Through discussion with the parties concerned                         |
| 4) Union   | Discussions between union/employee representatives and managers       |
| 5) Mediate | Through mediation by an impartial third party                         |
| 6) Elsew   | Passed up/referred up the management chain (e.g. to Head Office)      |
| 7) Other   | Some other way (please specify <b>HRESOTH</b> )                       |

### HGRVWRTE

In raising grievances, are employees required to set out in writing the nature of the grievance?

INTERVIEWER: If 'YES', PROMPT: 'Is that always or just some of the time?'

- |           |                                       |
|-----------|---------------------------------------|
| 1) allway | Yes, always                           |
| 2) some   | Yes, sometimes - depends on the issue |
| 3) No     |                                       |

### HGRVMTG

Are employees asked to attend a formal meeting with a manager to discuss the nature of their grievance?

INTERVIEWER: If 'YES', PROMPT: 'Is that always or just some of the time?'

- |           |                                       |
|-----------|---------------------------------------|
| 1) allway | Yes, always                           |
| 2) some   | Yes, sometimes - depends on the issue |
| 3) No     |                                       |

{If employees are invited to a meeting or hearing: HGRVMTG= allway (1) or some (2)}

**HACCOMP\*^**

SHOW CARD H2

Which of the following are allowed to accompany an employee at a grievance meeting?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Friend            Friend or family member
- 2) Union            Trade union representative/shop steward
- 3) FTunioff        Full-time union official
- 4) Empee            Other employee representative
- 5) Colleagu        A work colleague
- 6) Manager        Supervisor/ line manager/ foreman
- 7) Lawyer          Solicitor or other legal representative
- 8) SomeElse        Someone else
- 9) ANY              Anyone they choose
- 10) No                No accompaniment allowed

[Text Fill: If grievance procedure: HPROCEDU=Yes (1) / If no grievance procedure: HPROCEDU=No (2)]

**HGRVAPL**

[Do employees have a right to appeal against a decision made under the procedure? / In raising grievances, are employees able to appeal against the decision?]

- 1) Yes
- 2) No

{If grievance procedure: HPROCEDU=Yes (1)}

**HGPROMED**

Is provision for mediation by an impartial third party included in this procedure?

- 1) Yes
- 2) No

{If grievance procedure: HPROCEDU=Yes (1)}

**HRAISEDX**

In the last 12 months how many employees formally raised any matters through the individual grievances procedure?

INTERVIEWER: Enter exact figure or 'DON'T KNOW' to record a percentage as an estimate at the next question.

0.... 9997

{If HRAISEDX = Don't know}

**HRAISEDP**

Approximately what proportion of the total number of employees at this workplace ([ZALLEMPS]) raised a grievance through the procedure?

0..100

**HTYPEX\*^**

**SHOW CARD H3**

Which types of grievances, if any, have been raised in the past year whether through a procedure or not?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 0) None            *No grievances raised*
- 1) Pay            Pay, terms and conditions
- 2) Promo        Promotion, job grading and career development
- 3) H&S          Physical working conditions, health and safety
- 4) Worktime    Working time
- 5) Discrim       Discrimination
- 6) Unfair        Unfair treatment, relations with line managers or supervisors (i.e. unfair treatment, victimisation)
- 7) Harass       Bullying at work and harassment (including from colleagues, managers, sex, race)
- 8) Redun       Selection for redundancy
- 9) Other        Some other grievance (please specify **HTYPEOTH**)

**HOTHPRO**

Is there a formal procedure for dealing with discipline and dismissals - other than redundancies?

- 1) Yes
- 2) No

**HOTHWRT**

Is the employer required to set out in writing to the employee the reason for taking disciplinary action?

INTERVIEWER: If 'YES' PROMPT: Is that always or just some of the time? :

- 1) allway            Yes, always
- 2) some            Yes, sometimes - depends on the issue
- 3) No

**HOTHMTG**

Are employees asked to attend a formal meeting with a manager to discuss the reason for taking disciplinary action?

INTERVIEWER: If 'YES' PROMPT: Is that always or just some of the time? :

- 1) allway            Yes, always
- 2) some            Yes, sometimes - depends on the issue
- 3) No



{If employees are invited to a disciplinary meeting or hearing: HOTHMTG= allway (1) or some (2)}

**HOTHACCM\*^**

SHOW CARD H2

In any disciplinary meeting or hearing, who is allowed to accompany an employee?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |             |   |
|-------------|---|
| 1) Friend   | Friend or family member                 |
| 2) Union    | Trade union representative/shop steward |
| 3) FTunioff | Full-time union official                |
| 4) Empee    | Other employee representative           |
| 5) Colleagu | A work colleague                        |
| 6) Manager  | Supervisor/ line manager/ foreman       |
| 7) Lawyer   | Solicitor or other legal representative |
| 8) SomeElse | Someone else                            |
| 9) ANY      | Anyone they choose                      |
| 10) No      | No accompaniment allowed                |

[Text Fill: If disciplinary procedure: HOTHPRO=Yes (1) / If no disciplinary procedure:

HOTHPRO=No (2)]

**HAPPEAL**

[Do employees have a right to appeal against a decision made under the procedure?/ In disciplining or dismissing an employee, are they able to appeal against the decision?]

- 1) Yes
- 2) No

{If disciplinary procedure: HOTHPRO =Yes (1)}

**HDPROMED**

Is provision for mediation by an impartial third party included in this procedure?

- 1) Yes
- 2) No

**HSANCT\*^**

SHOW CARD H4

Now looking at show card H4. During the last 12 months, have any of the disciplinary sanctions on this card been applied to employees?

CODE ALL THAT APPLY.

- |             |                                |
|-------------|--------------------------------|
| 1) horwarn  | Formal verbal warning          |
| 2) hwarning | Formal written warning         |
| 3) hsuspend | Suspension with or without pay |
| 4) hdeduct  | Deduction from pay             |
| 5) hdismiss | Dismissal                      |
| 6) htransf  | Internal transfer              |
| 7) Other    |                                |
| 8) None     |                                |

{If any disciplinary sanctions applied in last 12 months: HSANCT <None (8)}

**HSUSNUM**

In the last 12 months, altogether how many employees have had any of these sanctions applied to them?

Range: 1..9997

*Note: In version 1 of CAPI program, the routing was HSANCT<>horwarn (1) and <>None (8). This error was identified and corrected in the early stages of fieldwork on 17/02/11.*

**HARD CHECK if HSUSNUM>ZALLEMPS: "THE NUMBER GIVEN FOR THIS GROUP EXCEEDS THE TOTAL NUMBER OF EMPLOYEES."**

{If any sanctions: HSANCT <None (8)}

**HSUSTYX\*^**

SHOW CARD H5

What were the reasons for taking disciplinary action?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) time            Poor timekeeping or unauthorised absence
- 2) perf            Poor performance
- 3) disob           Disobedience
- 4) Misuse        Personal use of premises or equipment, theft or dishonesty
- 5) safet           Health and safety breaches
- 6) violen        Abusive or violent behaviour, bullying or harassment
- 7) alcpro        Alcohol or drug use
- 8) other           Other (please specify **HSUSOTH**)

**HMEDIATE**

In the last 12 months, have you used mediation by an impartial third party to resolve an individual grievance or disciplinary matter?

PROBE IF YES: Was the mediation conducted by an external or internal third party?

- 1) nomed        No, have not used mediation
- 2) YesIntMed    Yes, mediation with an internal third party
- 3) YesExtM     Yes, mediation with an external third party
- 4) YesBothM    Yes, mediation with an external third party and an internal third party

**HCOMPLAI**

During the last 12 months has an employee or ex-employee of this workplace made an application to an Employment Tribunal?

- 1) Yes
- 2) No

{If tribunal application in last year: HCOMPLAI=Yes (1)}

**HCOMNUM**

How many applications have been made in the last 12 months?

Range: 1..9997

## SECTION I FAIR TREATMENT AT WORK

### IABLE

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

[Text Fill: if part of a larger organisation: ASINGLE=Multi (1) or SoleUK (3)]

### IPOLICY

Does this workplace[, or the organisation of which it is a part,] have a formal written policy on equal opportunities or managing diversity?

- 1) Yes
- 2) No

{If equal opportunities policy: IPOLICY=Yes (1)}

### IGROUNDS\*^

SHOW CARD I1

Does the policy explicitly mention equality of treatment or discrimination on any of the grounds listed on this card?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Sex Sex/Gender
- 2) ethnic, Ethnic group
- 3) Religion Religion or belief
- 4) Marital Marital status
- 5) Disabili Disability
- 6) Age
- 7) Orient Sexual orientation
- 8) Union Trade Union membership
- 9) Other Other type of discrimination
- 10) None *Our policy does not specify particular groups*

### IPRINTRO

I am now going to ask about a number of different practices. Can you tell me whether any of them are done, or apply at this workplace?

### IPRACTI\*^

SHOW CARD I2

Firstly, do you monitor recruitment and selection by any of the characteristics on this card?

If YES: Which ones?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) gen Gender
- 2) ethnic Ethnic background
- 3) disab Disability
- 4) age Age
- 5) sexori Sexual orientation
- 6) relbel Religion or belief
- 7) none *None of these*

**IPRACT2\*^**

SHOW CARD I2

Do you review recruitment and selection procedures to identify indirect discrimination by any of these characteristics?

If YES: Which ones?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) gen            Gender
- 2) ethnic        Ethnic background
- 3) disab        Disability
- 4) age           Age
- 5) sexori        Sexual orientation
- 6) relbel        Religion or belief
- 7) none         *None of these*

**IPRACT3\*^**

SHOW CARD I2

Do you monitor promotions by any of these characteristics?

If YES: Which ones?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) gen            Gender
- 2) ethnic        Ethnic background
- 3) disab        Disability
- 4) age           Age
- 5) sexori        Sexual orientation
- 6) relbel        Religion or belief
- 7) none         *None of these*

**IPRACT4\*^**

SHOW CARD I2

Do you review promotion procedures to identify indirect discrimination by any of these characteristics?

If YES: Which ones?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) gen            Gender
- 2) ethnic        Ethnic background
- 3) disab        Disability
- 4) age           Age
- 5) sexori        Sexual orientation
- 6) relbel        Religion or belief
- 7) none         *None of these*

### IPRACT5\*^

#### SHOW CARD I2

Do you review relative pay rates by any of these characteristics?

If YES: Which ones?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) gen            Gender
- 2) eth            Ethnic background
- 3) disab        Disability
- 4) age            Age
- 5) sexori        Sexual orientation
- 6) relbel        Religion or belief
- 7) none         None of these

### IASSESS

Have you made a formal assessment of the extent to which this workplace is accessible to employees or job applicants with disabilities?

- 1) Yes
- 2) No

### IFLEXIN

Now I'd like to ask you about the different types of flexible working, leave and childcare arrangements which some employers provide their employees to help them to balance their work and home lives.

### IFLEXX\*^

#### SHOW CARD I3

Looking at this card, do you have any of the following working time arrangements for **any** employees at this workplace?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) home            Working at or from home in normal working hours
- 2) flexi            Flexi time (where an employee has no set start or finish time but an agreement to work a set number of hours per week or per month)
- 3) jshare         Job sharing schemes (sharing a full-time job with another employee)
- 4) ftoopt         The ability to reduce working hours (e.g. switching from full-time to part-time employment)
- 5) compr         Compressed hours (i.e. working standard hours across fewer days)
- 6) shift            The ability to change set working hours (including changing shift pattern)
- 7) term            Working only during school term times
- 8) none            None of these

### HELP SCREEN

**'Working at or from home'** is where an employee works some of their contracted hours from home.

**'Flexi-time'** is when an employee has the freedom to choose when they start and finish their working day, within agreed limits e.g. to be on site between 10am and noon, or 2-4pm.

**'Job sharing'** is where a full time job is divided between two or more people and they mainly work at different times.

**'Compressed hours'** means working contracted hours over a reduced number of days (e.g. a 9-day fortnight).

{If reduced working hours: IFLEXX=fttopt (4)}

**IPTELIGX\***

SHOW CARD I4

In general, is the option of reducing their working hours only available to employees with the statutory right to request flexible working, other groups of employees or all employees?

INTERVIEWER: A definition of the statutory right is given on the card.

- 1) Stat Employees with the statutory right
- 2) Other Groups of employees beyond those with the statutory right
- 3) All All employees

Card reads:

Those with the statutory right to request flexible working are:

- parents of children 16 years and under or a disabled child aged under 18; or
- a carer of someone living at the same address or a family member.

- 1) Employees with the statutory right
- 2) Groups of employees beyond those with the statutory right
- 3) All employees

{If flexi time: IFLEXX=flexi (2)}

**IFLXELIX\***

SHOW CARD I4

In general, is the option to work flexi-time only available to employees with the statutory right to request flexible working, other groups of employees or all employees?

INTERVIEWER: A definition of the statutory right is given on the card.

- 1) Stat Employees with the statutory right
- 2) Other Groups of employees beyond those with the statutory right
- 3) All All employees

Card reads:

Those with the statutory right to request flexible working are:

- parents of children 16 years and under or a disabled child aged under 18; or
- a carer of someone living at the same address or a family member.

- 1) Employees with the statutory right
- 2) Groups of employees beyond those with the statutory right
- 3) All employees

{If working from home: IFLEXX=Home (1)}

**IALLHOM\***

SHOW CARD I5

What proportion of employees at this workplace, if any, spend **all** or **most** of their working hours working from home?

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

**IFLEXCO\*^**

SHOW CARD I6

Looking at this list of practices, what are the constraints in providing flexible working arrangements for employees at this workplace?

PROBE: Any other reasons?

DO NOT READ OUT. CODE ALL THAT APPLY.

- |             |   |
|-------------|---|
| 1) None     | There are no constraints                              |
| 2) Nosize   | Not feasible because of the size of the workplace     |
| 3) Notcomp  | Incompatible with nature of work/operating hours      |
| 4) Pressure | Puts pressure on other employees and managers         |
| 5) Cost     | Cost  |
| 6) Nodemand | No demand from employees                              |
| 7) Other    | Some other reason (please specify <b>ILESFLXOTH</b> ) |

**ILVEINTR**

Now I'd like you to think about leave arrangements which support employees with children and other dependants at this workplace.

{If any female employees: ZTOTWOM>0}

**IMATPAY**

SHOW CARD I7

Would female employees going on maternity leave from this workplace receive statutory maternity pay or would they be paid more than this?

INTERVIEWER: A description of statutory maternity pay is given on the card.

If additional to statutory maternity pay (SMP) for only part of the period, code 'additional pay'.

- |        |                         |
|--------|-------------------------|
| 1) SMP | Statutory maternity pay |
| 2) AMP | Additional pay          |

Card Reads:

Statutory Maternity Pay (SMP)

For the first 6 weeks SMP is 90 per cent of average gross weekly earnings with no upper limit and for the remaining 33 weeks SMP is the lower of either the standard rate of £124.88, or 90 per cent of average gross weekly earnings.

{If additional maternity pay: IMATPAY=AMP (2)}

**IMATFULX**

Is this additional pay at the employee's full rate of normal pay, at a reduced rate of pay or a combination of both throughout the period?

- 1) FULL full rate of pay
- 2) REDUCED reduced rate of pay
- 3) COMBO combination of full and reduced normal pay

{If any male employees: ZTOTMEN>0}

**IPATPAY**

SHOW CARD I8

Would any fathers taking paternity leave from this workplace receive statutory paternity pay or would they be paid more than this?

INTERVIEWER: A description of statutory paternity pay is given on the card.

If additional pay for only part of the period, code 'additional pay'.

- 1) statepay Statutory Paternity Pay
- 2) addpay Additional Pay
- 3) never Situation has not arisen/have never been asked

Card Reads:

Statutory Paternity Pay is £124.88 for 2 consecutive weeks.

{If additional paternity pay: IPATERN=ADDPAY (2)}

**IPATFULX**

Is this additional pay at the employee's full rate of normal pay, at a reduced rate of pay or a combination of both throughout the period?

- 1) full full rate of pay
- 2) reduced reduced rate of pay
- 3) combo combination of full and reduced normal pay

**IFMOFF\*^**

SHOW CARD I9

If an employee needed to take time off at short notice to deal with an emergency involving a child or family member, how would they **usually** take this time off?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) MakeUp Take time off but make it up later
- 2) Without As leave without pay
- 3) Sick As sick leave
- 4) Special As special paid leave
- 5) Annual As annual leave
- 6) Other Other (please specify **IEROTH**)
- 7) Never Never been asked
- 8) notall Not allowed



**IFAMILX\*^**

**SHOW CARD 110**

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

PROBE: Any others? Until 'None'

CODE ALL THAT APPLY.

- 1) Nursery Workplace nursery or nursery linked with workplace
- 2) Subsid Financial help with child care (e.g. childcare vouchers, loans, repayable contributions to fees for childcare outside the workplace, subsidised places not located at the workplace)
- 3) Older Financial help with the care of older adults
- 4) Leave A specific period of leave for carers of older adults (in addition to time off for emergencies)
- 5) Addpater A specific period of **paid** parental leave (in addition to maternity or paternity leave, and time off for emergencies)
- 6) None None of these

[Text Fill: If no joint consultative committees dealing with H&S matters: DJOINT=No (2) or (DJOINT=Yes (1) and DWHICH ≠ Health (10)) / If a joint consultative committee dealing with H&S matters: DJOINT=Yes (1) and DWHICH=Health (10)]

**ICOMMTEE**

Now I would like to ask you some questions about the health and safety arrangements at your workplace.

Earlier on in the interview, we discussed ways in which you consult with your workforce.

Can I just confirm that there [is a / is no] joint committee of managers and employees at this workplace which deals with health and safety matters?

- 0) No No, there is no committee
- 1) Yes Yes, a joint committee

{If ICOMMTEE = Yes (1)}

[Text Fill: Appears if there is a joint committee that deals with health and safety, and workplace has JCCs: ICOMMTEE=Yes (1) and D I COMM=RESPONSE]

**IJOINT**

And [is it the committee you mentioned earlier (**D I COMM**) or] is it a joint committee which deals specifically with health and safety matters?

- 1) General General joint committee mentioned earlier
- 2) Specific Specific health and safety committee

{If specific committee: IJOINT= Specific (2)}

**IELCOM**

Are elections usually held among employees to appoint employee representatives to the committee?

- 1) Yes
- 2) No

{If no elections: IELCOM=No (2)}

**ISELCOM^**

Who selects employee representatives for the committee?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) emps Employees
- 2) comrep Existing committee representatives
- 3) union Unions or staff associations
- 4) manage Managers
- 5) none No selection - e.g. volunteers
- 6) other Other answer (please specify **ISELCOTH**)

{If no committee: ICOMMTEE=No (0)}

**IOTHREP**

Are there any employees here who act as representatives of other employees in dealings with management over health and safety matters?

- 1) Yes
- 2) No

{If health and safety reps and also union/non-union employee rep: (IOTHREP=Yes (1) and (ESTEWARD=Yes (1) or EOTHUREP=Yes (1) or EOTHREPS=Yes (1)))}

**ISAMEREP**

So, can I just confirm, are these the same employee representatives we talked about earlier?

PROMPT: Either trade union representatives/stewards or non-union employee representatives

- 1) Yes Yes, same employee representatives
- 2) No No, not the same

{If health and safety reps, but not same: (IOTHREP=Yes (1) and (ISAMEREP=No (2) or (ESTEWARD=No (2) and EOTHREPS= No (2) and EOTHUREP= No (2)))}

**IELREP**

Are elections usually held among employees to appoint these health and safety representatives?

- 1) Yes
- 2) No

{If no elections: IELREP=No (2)}

**ISELREP**

Who selects these employee representatives?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) emps Employees
- 2) comrep Existing committee representatives
- 3) union Unions or staff associations
- 4) manage Managers
- 5) none No selection - e.g. volunteers
- 6) other Other answer (please specify **ISELROTH**)

{If health and safety committee or health and safety reps: ICOMMTEE=Yes (1) or IOTHREP=Yes (1)}

**ITRAIN**

Are the employee representatives provided with any training to help them perform their duties as health and safety representatives?

- 1) Yes
- 2) No

{If no committee and no reps: ICOMMTEE=No (0) and IOTHREP=No (2)}

**ICONSULT^**

If a health and safety issue arises at this workplace, what steps, if any, do you take to inform and consult with employees?

PROBE: How else? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) NoSteps                      No steps
- 2) Notice                      Newsletters/notice board/e-mail
- 3) Manage                      Communicate through management chain/cascade
- 4) Meetings                    Management-staff meetings/consult directly with workforce
- 5) Other                        Some other answer (please specify **ICONSOTH**)

**IINJURY\*^**

SHOW CARD III

Please look at this card. Have any employees at this workplace sustained **any** of these types of injury during working hours in the last 12 months?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Bone                        Bone fracture
- 2) Amputat                    Amputation
- 3) Disloc                     Dislocated joint
- 4) Sight                      Loss of sight (temporary or permanent)
- 5) Chemic                    Chemical or hot metal burn to the eye
- 6) Peny                      Penetrating eye injury
- 7) Oxygen                    Acute illness requiring medical treatment
- 8) Other                      Any other injury leading to unconsciousness or requiring resuscitation or admittance to hospital for more than 24 hours
- 9) *Noinj*                      *None of these*

{If any injuries: IINJURY<None (9)}

**INUMINJ**

During the last 12 months, how many employees in all have sustained any of these types of injury?

Range: 1..9997

**IILLNESS\*^**

**SHOW CARD 112**

In the last 12 months, have any employees suffered from any of the following illnesses, disabilities or other physical problems that were caused or made worse by their work?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) bone Bone, joint or muscle problems (including back problems and RSI)
- 2) breath Breathing or lung problems (including asthma)
- 3) skin Skin problems
- 4) hear Hearing problems
- 5) stress Stress, depression or anxiety
- 6) eye Eye strain
- 7) heart Heart disease/attack, or other circulatory problem
- 8) infect Infectious disease (virus, bacteria)
- 9) NONE None of these

{If any illnesses: IILLNESS<None (9)}

**ILLNUM**

How many employees have been absent owing to these problems over the last 12 months?

Range: 1..9997

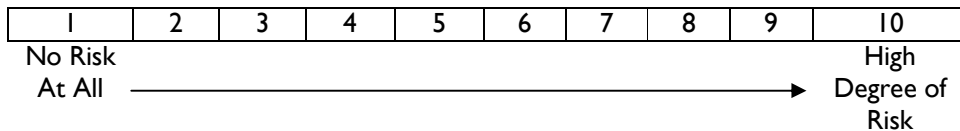
**IWRKRISK\***

**SHOW CARD 113**

Using a scale of 1 to 10 as shown on the card, where 1 means no risk at all, and 10 means a high degree of risk, how would you rate the potential health and safety risks faced by employees in this workplace?

Range: 1..10

INTERVIEWER: If the level of risk varies between different occupational groups, ask the respondent to rate the average across all groups.



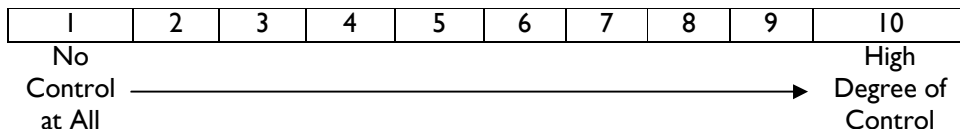
**IWRKCONT\***

**SHOW CARD 114**

Using a scale of 1 to 10 as shown on the card, where 1 means no control at all, and 10 means a high degree of control, how would you rate the control that employees have over the health and safety risks that could affect them?

Range: 1..10

INTERVIEWER: If the level of control varies between different occupational groups, ask the respondent to rate the average across all groups.



## SECTION J WORKPLACE FLEXIBILITY

### JNONEMP\*^

#### SHOW CARD J1

I now want to ask you about different types of working arrangements.

Are any of the activities or services on this card carried out for this workplace by independent contractors?

INTERVIEWER: If activities/services are done for this workplace by another workplace in the same organisation (e.g. payroll), ask whether the activity is carried out for the organisation by independent contractors.

PROBE Any others? UNTIL 'No'

CODE ALL THAT APPLY.

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

{If using contractors and workplace is 5 or more years old: (JNONEMP<None (12)) AND (AHOWLONG >=5 OR AHOWEST≠LESS5 (1))}

[Text fill: if part of a larger organisation in the UK: ASINGLE=MULTI (1)]

### JYR5EMP

Are any of these contractors doing work which five years ago would have been done by employees of this workplace [or organisation]?

- 1) Yes
- 2) No

{If work had been done by employees: JYR5EMP=Yes (1)}

[Text fill: if part of a larger organisation in the UK: ASINGLE=MULTI (1)]

### JPREEMP

Are any of these contractors former employees of this workplace [or organisation]?

- 1) Yes
- 2) No

{If work had been done by employees: JYR5EMP=Yes (1)}

**JWHYOUT^**

Why was this activity or service contracted-out?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |             |  |
|-------------|--|
| 1) Cost     | Cost savings                                   |
| 2) Improved | Improved service                               |
| 3) FocusCor | Able to focus more on core business activities |
| 4) Flexibil | Greater flexibility                            |
| 5) Other    | Other (please specify <b>JWHYUOTH</b> )        |

**JCONIN\*^**

SHOW CARD JI

Within the last five years, are there any activities on this card for which you have stopped using independent contractors and now use employees at this workplace?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

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

{If activities brought in-house: JCONIN<None (12)}

[Text fill: if more than one activity brought in house: Count(JCONIN)>1/ if one activity brought in-house: Count(JCONIN)=1]

**JWHYIN^**

Why [were these activities or services / was this activity or service] brought in-house?

PROBE: Any other reason? UNTIL 'None'.

CODE ALL THAT APPLY.

- |             |  |
|-------------|--|
| 1) Cost     | Cost savings                           |
| 2) Improved | Improved service                       |
| 3) Other    | Other (please specify <b>JWHYINO</b> ) |

{If any agency temps: ZAGENCY >0 OR ZANYAGY=YES (1)}  
[Text Fill: If one agency temp: ZAGENCY=1 / If more than one agency temp: ZAGENCY>1 / If agency temps but number not known: ZANYAGY=Yes (1)]

**JEMPTM**

You said at the beginning of the interview that [there is one / there are **ZAGENCY** / there are some] temporary agency staff working here. [Is this / Are any of these / Are any of these] temporary agency staff carrying out work which used to be done by permanent employees?

INTERVIEWER: PROMPT IF YES - Is that all of them or just some of them? :

- 1) yesall                      Yes - all of them
- 2) some                        Yes - some of them
- 3) No

{If any agency temps: ZAGENCY>0 or ZANYAGY=Yes (1)}

**JWHYTEM\*^**

SHOW CARD J2

Why are you using temporary agency staff? Please choose from this card.

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Demand                      Matching staff to peaks in demand
- 2) Absence                      Short-term cover for staff absence/vacancies
- 3) Maternit                      Cover for maternity leave or annual leave
- 4) Unable                        Unable to fill vacancies
- 5) Skills                         Obtain specialist skills
- 6) Freeze                        Freeze on permanent staff numbers
- 7) Other                         Other (please specify **JWHYTEOTH**)

{If any employees on fixed term contracts: ZFIXTERM>=1 OR ZANYTEM=YES (1)}

[Text Fill: If one employee on fixed-term contract: ZFIXTERM=1 /

If more than employee on fixed term contracts: ZFIXTERM>1 /

If fixed term contracts but number not known ZANYTEM=Yes (1)]

**JEMPFIT**

You said at the beginning of the interview that [there is one employee / there are **ZFIXTERM** employees / there are some employees] here on fixed term contracts. [Is this fixed term employee / Are any of these fixed term employees / Are any of these fixed term employees] carrying out work which used to be done by staff on open-ended contracts?

INTERVIEWER: PROMPT IF YES - Is that all of them or just some of them? :

- 1) yesall                      Yes - all of them
- 2) some                        Yes - some of them
- 3) No

{If any employees on fixed term contracts: ZFIXTERM>=1 OR ZANYTEM=YES (1)}

**JWHYFIT\*^**

SHOW CARD J3

Why are you using fixed-term contracts? Please choose from this card.

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |           |  |
|-----------|--|
| 1) Spur   | Spur to improved performance                         |
| 2) Skills | Obtain specialist skills                             |
| 3) Trial  | As a trial for a permanent job                       |
| 4) Freeze | Freeze on permanent staff numbers                    |
| 5) Temp   | Temporary increase in demand                         |
| 6) Cover  | To cover for maternity leave/long-term absence       |
| 7) Other  | Some other reason (please specify <b>JWHYFIOTH</b> ) |

**JNEMPHM**

Are there any people who do work for this workplace at or from their own homes, but are **not** your employees?

- 1) Yes
- 2) No

**JWRKFREE**

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

- 1) Yes
- 2) No

**JOBSECX^**

Is there a policy of guaranteed job security or no-compulsory redundancies for either of these groups of employees?

INTERVIEWER: READ OUT

CODE ALL THAT APPLY.

- |            |                               |
|------------|-------------------------------|
| 1) manager | Managers and senior officials |
| 2) nonman  | Non managerial employees      |
| 3) None    | <i>None of these</i>          |



{If any redundancies ZREDUND>0 OR ZREDDK=YES (1)}

[Text Fill: If any redundancies and number known: ZREDUND=1 / ZREDUND>1 / If redundancies but number not known: ZREDDK=Yes (1)]

**JREDREAS\*^**

SHOW CARD J4

You mentioned at the beginning of the interview that [1 employee / **ZREDUND** employees/ some employees] had been made redundant from this workplace in the last 12 months.

What have been the main reasons for the redundancies?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |             |  |
|-------------|--|
| 1) LackDem  | Lack of demand for products/services                 |
| 2) Shortage | Shortage of materials                                |
| 3) Automat  | Automation/mechanisation/new equipment               |
| 4) Reorgan  | Reorganised working methods                          |
| 5) Efficien | Improved competitiveness/efficiency/cost reduction   |
| 6) merger   | Merger with another establishment or organisation    |
| 7) Disputes | Industrial disputes                                  |
| 8) Budget   | Reductions in budget/cash limits                     |
| 9) Other    | Some other reason (please specify <b>JREDREOTH</b> ) |

{If no redundancies: ZREDUND=0 or ZREDDK≠Yes (1)}

**JWITHDRW**

From what you have told me, you do not appear to have made any redundancies in the past 12 months. Have any redundancy proposals been withdrawn in the past 12 months?

- 1) Yes
- 2) No

{If any redundancies: ZREDUND>0 or ZREDDK=Yes (1)}

**JREDCON1**

Did you consult with employees or their representatives prior to making anyone redundant?

INTERVIEWER: Redundancy includes early retirement.

- 1) Yes
- 2) No

{If redundancies withdrawn: JWITHDRW=Yes (1)}

**JREDCON2**

Did you consult with employees or their representatives prior to withdrawing the redundancy proposals?

INTERVIEWER: Redundancy includes early retirement.

- 1) Yes
- 2) No

{If consultation over redundancies: JREDCON1=Yes (1) or JREDCON2=Yes (1)}

**JWHOCONS\*^**

SHOW CARD J5

Who did you consult with?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) Union            Trade union representative/shop steward
- 2) JCC             Joint Consultative Committee /Works Council/ other consultative committee representatives
- 3) EmpRep        Other employee representatives
- 4) Directly       Directly with employees likely to be affected

{If consultation took place through a consultative committee: JWHOCONS=JCC (2)}

**JNEWCOM**

Did consultation take place through an existing consultative committee, or was a committee specifically set up to deal with this situation? :

- 1) exist            Pre-existing committee
- 2) newc            New committee set up

{If consultation took place through union, JCC or employee reps: JWHOCONS=Union (1), JCC (2) or Emprep (3)}

**JISSCONS\*^**

SHOW CARD J6

What issues did the consultation cover?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) options            Options for reducing the number of redundancies
- 2) criter            Criteria for selection
- 3) paymen          Redundancy payments
- 4) other             Other issues (please specify **JISSOTH**)

{If consultation and redundancies made: JREDCON1=Yes (1)}

**JCHANGX\*^**

SHOW CARD J7

Did the consultation lead to any of the following changes in managers' original proposals?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- 1) number            Reduction in the number of redundancies
- 2) criter            Changes in the criteria for selection
- 3) rpay             Increase in redundancy payments
- 4) alter             Alternatives to redundancy
- 5) prepare          Preparing employees for redundancy
- 6) redeploy        Strategies for redeployment
- 7) other             Other changes (please specify **JCHANOTH**)
- 8) NONE             None of these

{If redundancy proposals withdrawn after consultation: JREDCON2=Yes (1) AND JWITHDRW=YES (1)}

**JEFFECT**

Were the redundancy proposals withdrawn as a direct result of the consultation process?

- 1) Yes
- 2) No

**JUHOURS\***

SHOW CARD J8

I now want to ask you about working hours at this workplace.

Which of the following describes the usual operating days of this workplace?

INTERVIEWER: This questions relates to just the DAYS of opening, NOT the hours.

- 1) regul Monday to Friday
- 2) sixd Six days a week
- 3) seven Seven days a week
- 4) other Other (please specify **JUHOTH**)

**JTIMEARR\*^**

SHOW CARD J9

Do you have any of the following working time arrangements for any employees at this workplace?

- 1) Shift Shift working
- 2) Annualis Annualised hours
- 3) Zero Zero-hours contracts
- 4) NONE None of these

**JOPTMAN\***

SHOW CARD J10

What proportion of managerial employees at this workplace have signed an opt-out agreement that states that they may work more than an average of 48 hours per week?

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question.

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

{IF JOPTMAN=Number (97)}

**JOPTMANT**

(How many managerial employees at this workplace have signed an opt-out agreement that states that they may work more than an average of 48 hours per week?)

I..999997

*SOFT CHECK if JOPTMANT > ZMGR\_TOT: "Are you sure? The number recorded here is greater than the total number of managerial employees recorded at the start of the interview."*

**JOPTNM\***

SHOW CARD J10

What proportion of non-managerial employees at this workplace have signed an opt-out agreement that states that they may work more than an average of 48 hours per week?

INTERVIEWER: If respondent gives answer as an exact number you can code "97" here and record the number at the next question

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

{IF JOPTNM = Number (97)}

**JOPTNMT**

(How many non-managerial employees at this workplace have signed an opt-out agreement that states that they may work more than an average of 48 hours per week?)

I..999997

*SOFT CHECK if JOPTNMT > ZALLEMPS: "Are you sure? The number recorded here is greater than the total number of employees recorded at the start of the interview."*

## SECTION K WORKPLACE PERFORMANCE

{If trading sector: ASTATUS=PubC (1) – Gov (8)}

### **KINTTEXT**

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

{If trading sector and single, independent workplace: ASTATUS=PubC (1) – Gov (8) and ASINGLE=Single (2)}

### **KACTIVS\*^**

SHOW CARD K1

Which of the following statements best describes the activity that is undertaken at this workplace?

CODE ALL THAT APPLY.

- |             |   |
|-------------|---|
| 1) Consumer | We provide goods or services to the general public  |
| 2) Compani  | We provide goods or services to other organisations |

NO REFUSAL, NO DON'T KNOW

{If trading sector and part of a larger organisation: ASTATUS=PubC (1) – Gov (8) and ASINGLE=Multi (1) or SoleUK (3)}

### **KACTIVM\*^**

SHOW CARD K2

Which of the following statements best describes the activity that is undertaken at this workplace?

CODE ALL THAT APPLY.

- |             |   |
|-------------|---|
| 1) Consumer | We provide goods or services to the general public              |
| 2) Compani  | We provide goods or services to other organisations             |
| 3) ownco    | We provide goods or services to other parts of our organisation |
| 4) NONE     | This is an administrative office only for our organisation      |

NO REFUSAL, NO DON'T KNOW

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

### **KPROSER**

Is the output of this workplace concentrated on one product or service or are there several different products or services? :

- |           |                                |
|-----------|--------------------------------|
| 1) Single | Single product or service      |
| 2) Differ | Different products or services |

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

[Text Fill shows if KPROSER=Differ (2)]

**KMARKET**

Is the market for your [main] product or service primarily ...

READ OUT ...

PROMPT: Local=within 1 hours drive

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

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

[Text Fill shows if KPROSER=Differ (2)]

**KCOMPET**

How many competitors do you have for your [main] product or service?

PROMPT: 'few' equals 5 or less :

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

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

**KDEGREE\***

SHOW CARD K3

How would you assess the degree of competition in this market?

- 1) VeryHigh    Very high
- 2) High
- 3) Neither      Neither high nor low
- 4) Low
- 5) VeryLow    Very low

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

[Text Fill shows if KPROSER=Differ (2)]

**KOVRSEA**

Does this workplace face competition from overseas-based suppliers [for it's main product or service]?

**IF YES:** Is that a lot or a little competition? :

- 1) Lot                      Yes, a lot
- 2) Little                      Yes, a little
- 3) No

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

[Text Fill shows if KPROSER=Differ (2)]

**KPCTSHAR\***

SHOW CARD K4

What is your company's UK market share for your [main] product or service?

PROMPT: Market share is the total value of your company's goods or services as a proportion of all UK sales:

- |             |               |
|-------------|---------------|
| 1) Five     | Less than 5%  |
| 2) Ten      | 5-10%         |
| 3) TwenFive | 11-25%        |
| 4) Fifty    | 26-50%        |
| 5) More     | More than 50% |

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

[Text Fill: if KPROSER=Differ (2)]

**KSTAMAR\***

SHOW CARD K5

Looking at this list, which of these statements best describes the current state of the market in which you operate [for your main product or service]?

- |            |                         |
|------------|-------------------------|
| 1) Growing | The market is growing   |
| 2) Mature  | The market is mature    |
| 3) Decline | The market is declining |
| 4) Turbul  | The market is turbulent |

[Text Fill: If trading sector and trading externally: ASTATUS= PubC (1) – Gov (8) / If non-trading sector: ASTATUS>=Pubser (9)]

**KPROSAL\***

SHOW CARD K6

About what proportion of this workplace's [sales revenue /operating costs] is accounted for by wages, salaries and other labour costs like pensions and national insurance?

- |             |               |
|-------------|---------------|
| 1) TwenFive | Less than 25% |
| 2) Fifty    | 25% - 49%     |
| 3) SeveFive | 50% - 74%     |
| 4) More     | 75% or more   |

{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or Compani (2))}

**KCOMPSUC**

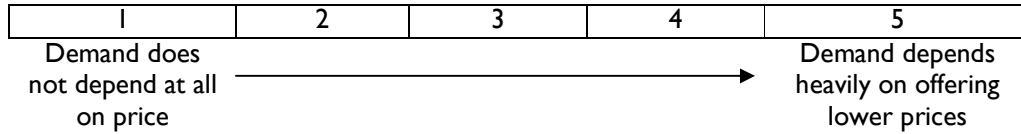
I would now like to ask you about the importance of certain factors to the competitive success of your main product or service.

{If trading sector and trading externally: (ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=Consumer (1) or KACTIVM=Compani (2))}  
 [Text fill: if KPROSER=DIFFER (2)]

**KPRICE\***

SHOW CARD K7

Looking at the scale on this card, to what extent would you say that the demand for your [main] product or service depends upon offering lower prices than your competitors?

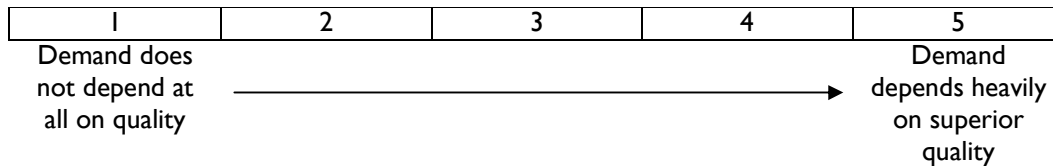


{If trading sector and trading externally: (ASTATUS= PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM =Consumer (1) or KACTIVM=Compani (2))}  
 [Text fill: if KPROSER = DIFFER (2)]

**KQUAL\***

SHOW CARD K8

To what extent would you say that the demand for your [main] product or service depends upon you offering better quality than your competitors?

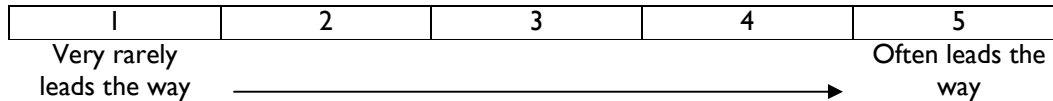


{If trading sector and trading externally: (ASTATUS=PubC (1) – Gov (8) and (ASINGLE=Single (2) or KACTIVM=(Consumer (1) or Compani (2))}

**KBAINOV\***

SHOWCARD K9

Looking at the scale on this card, to what extent would you say this workplace leads the way in terms of developing new products, services or techniques?





{If trading sector and trading externally: ASTATUS=PubC (1) – Gov (8) and (KACTIVS=Compani (2) or KACTIVM=Compani (2))}

**KREQUIRE\*^**

SHOW CARD K10

When providing goods or services to other organisations, are you ever required to give those organisations information about any of the following employment conditions at this workplace?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |           |   |
|-----------|---|
| 0) No     | <i>No, not required to give any information</i> |
| 1) pay    | Rates of pay                                    |
| 2) hors   | Working hours                                   |
| 3) hols   | Holiday entitlements                            |
| 4) pens   | Pension entitlements                            |
| 5) train  | Training provision                              |
| 6) griev  | Grievance or disciplinary procedures            |
| 7) equal  | Equal opportunities and diversity               |
| 8) health | Health and safety                               |
| 9) other  | Other (please specify <b>KREQOTH</b> )          |

**KJIT**

I now want to ask some questions about monitoring of performance and quality at this workplace. Does this workplace operate a system designed to minimise inventories, supplies or work-in-progress. This is sometimes known as Just-in-Time?

- 1) Yes
- 2) No

**KHOWMOX\*^**

SHOW CARD K11

What are the two main methods used to monitor the quality of the work undertaken at this workplace?

CODE TWO ONLY

- |              |   |
|--------------|---|
| 1) Managers  | Managers/supervisors monitor quality                              |
| 2) Inspector | Inspectors in a separate department/section monitor quality       |
| 3) Invidual  | Individual employees monitor quality                              |
| 4) Records   | Keep records on level of faults, complaints, customer feedback    |
| 5) Surveys   | Customer surveys  |
| 6) External  | External auditing, e.g. third party inspections, mystery shoppers |
| 7) Other     | Some other way (please specify <b>KHOWMOTH</b> )                  |
| 8) NONE      | <i>None, quality not monitored</i>                                |

**KRECPER\*^**

## SHOW CARD K12

Are any of the following records kept for this workplace?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

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

**KTARGET\*^**

## SHOW CARD K13

Does the workplace have **targets** for any of the following?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |            |                                   |
|------------|-----------------------------------|
| 1) Sales   | Volume of sales/services provided |
| 2) Costs   | Total costs                       |
| 3) Profits | Profits/return on investment      |
| 4) Lacost  | Unit labour costs                 |
| 5) Product | Productivity                      |
| 6) Quality | Quality of product or service     |
| 7) Labour  | Labour turnover                   |
| 8) Absent  | Absenteeism                       |
| 9) Work    | Workforce training                |
| 10) JSat   | Employee job satisfaction         |
| 11) Clsat  | Customer/client satisfaction      |
| 12) None   | None of these                     |

**KBNCHMA**

Over the past two years, has this workplace benchmarked itself against any other workplaces? By this I mean examining the ways things are done at other workplaces and comparing them with this workplace.

- 1) Yes
- 2) No

**KERFIS\***

## SHOW CARD K14

I now want to ask you how your workplace is currently performing.  
Looking at this card, which of these measures corresponds most closely to your interpretation of financial performance?

- |           |  |
|-----------|--|
| 1) Profit | Profit                                     |
| 2) Value  | Value added                                |
| 3) Sales  | Sales                                      |
| 4) Fees   |  |
| 5) Budget |  |
| 6) Costs  | Costs                                      |
| 7) expend | Expenditure                                |
| 8) Share  | Stock market indicators (e.g. share price) |
| 9) Other  | Other (Please specify <b>KPERFIOTH</b> )   |

{If measure of financial performance given: KERFIS=Profit (1) – Share (8)}

**FPint2**

From now on when I ask about financial performance I will be referring to this workplace's **[KERFIS]**.

**KESTPER1\***

## SHOW CARD K15

Compared with other workplaces in the same industry how would you assess your workplace's...

...financial performance

- |                    |                                    |
|--------------------|------------------------------------|
| 1) LotBett         | A lot better than average          |
| 2) Better          | Better than average                |
| 3) Average         | About average for industry,        |
| 4) Below           | Below average                      |
| 5) LotBel          | A lot below average                |
| 6) <i>NoComp</i>   | <i>No comparison possible</i>      |
| 7) <i>NotAvail</i> | <i>Relevant data not available</i> |

**KESTPER2\***

## SHOW CARD K15

...labour productivity

- |                    |                                    |
|--------------------|------------------------------------|
| 1) LotBett         | A lot better than average          |
| 2) Better          | Better than average                |
| 3) Average         | About average for industry         |
| 4) Below           | Below average                      |
| 5) LotBel          | A lot below average                |
| 6) <i>NoComp</i>   | <i>No comparison possible</i>      |
| 7) <i>NotAvail</i> | <i>Relevant data not available</i> |

**KESTPER3\***  
SHOW CARD K15

...quality of product or service

- |             |                                    |
|-------------|------------------------------------|
| 1) LotBett  | A lot better than average          |
| 2) Better   | Better than average                |
| 3) Average  | About average for industry         |
| 4) Below    | Below average                      |
| 5) LotBel   | A lot below average                |
| 6) NoComp   | <i>No comparison possible</i>      |
| 7) NotAvail | <i>Relevant data not available</i> |

## SECTION L WORKPLACE CHANGE

### LINTRO

I would now like to ask you about changes that may have occurred in this workplace over the last two years. This will touch on some of the issues we talked about previously.

### LMANCHX\*^

#### SHOW CARD L1

Over the past two years has management here introduced any of the changes listed on this card?

PROBE: Which others? UNTIL 'None'.

CODE ALL THAT APPLY.

- |              |  |
|--------------|--|
| 1) CHAPAY    | Introduction of performance related pay  |
| 2) OTECH     | Introduction or upgrading of new technology (including computers)                |
| 3) WORKHOURS | Changes in working time arrangements   |
| 4) ORGANIS   | Changes in the organisation of work  |
| 5) TECHNIQ   | Changes in work techniques or procedures   |
| 6) INITIATIV | Introduction of initiatives to involve employees                                 |
| 7) NEWPROD   | Introduction of technologically new or significantly improved product or service |
| 8) NONE      | None of these  |

{If more than one change mentioned at LMANCHA}

### LIMPCHX

Which one of these had the greatest impact on employees working here?

- |              |  |
|--------------|--|
| 1) CHAPAY    | Introduction of performance related pay  |
| 2) OTECH     | Introduction or upgrading of new technology (including computers)                |
| 3) WORKHOURS | Changes in working time arrangements   |
| 4) ORGANIS   | Changes in the organisation of work  |
| 5) TECHNIQ   | Changes in work techniques or procedures   |
| 6) INITIATIV | Introduction of initiatives to involve employees                                 |
| 7) NEWPROD   | Introduction of technologically new or significantly improved product or service |

{If any change and any union reps: LMANCHA=Chapay (1) – NewProd (8) and (ESTEWARD=Yes (1) or ESTEWEXT=Yes (1) or EOTHUREP=Yes (1))}

### LTYPINVI\*

#### SHOW CARD L2

Looking at this card, what type of involvement did trade unions at this workplace have in introducing and implementing this change?

- |            |                     |
|------------|---------------------|
| 1) Decid   | They decided        |
| 2) Negoti  | They negotiated     |
| 3) Consult | They were consulted |
| 4) Inform  | They were informed  |
| 5) NoInv   | No involvement      |

{If any change and joint consultative committee: LMANCHA=Chapay (1) to NewProd (8)  
and DISSUES=Range (1) or Both (3)}

**LTYPINV2\***

SHOW CARD L2

What type of involvement did (the) **[NAME OF THE COMMITTEE GIVEN AT  
DICOMM]** have in introducing and implementing this change? :

- |            |                     |
|------------|---------------------|
| 1) Decid   | They decided        |
| 2) Negoti  | They negotiated     |
| 3) Consult | They were consulted |
| 4) Inform  | They were informed  |
| 5) Nolnv   | No involvement      |

{If any change: LMANCHA=Chapay (1) – NewProd (8)}

**LTYPINV3\***

SHOW CARD L2

What type of involvement did the employees likely to be affected have in introducing and implementing this change? :

- |            |                     |
|------------|---------------------|
| 1) Decid   | They decided        |
| 2) Negoti  | They negotiated     |
| 3) Consult | They were consulted |
| 4) Inform  | They were informed  |
| 5) Nolnv   | No involvement      |

**LRECIMP\***

SHOW CARD L3

I would now like to conclude by asking you a few questions about the experience of this workplace in the recent recession.

Looking at this card, can you tell me to what extent your workplace has been adversely affected by the recent recession?

- |             |                   |
|-------------|-------------------|
| 1) GreDeal  | A great deal      |
| 2) QLOT     | Quite a lot       |
| 3) Moderate | A moderate amount |
| 4) Little   | Just a little     |
| 5) NoEffect | No adverse effect |

**LREACT\*^**

**SHOW CARD L4**

Looking at this card, I would now like to focus on the impact on your workforce.  
Which, if any, of these actions were taken by your workplace in response to the recent recession?

- |              |  |
|--------------|--|
| 1) Compred   | Compulsory redundancies  |
| 2) Volred    | Voluntary redundancies   |
| 3) Recfrez   | Temporary freeze on recruitment to fill vacant posts                     |
| 4) Postp     | Postponement of plans for expanding the workforce                        |
| 5) Wagfrez   | Freeze or cut in wages   |
| 6) Rednwb    | Reduction in non-wage benefits   |
| 7) Redhrs    | Reduction in basic hours   |
| 8) Redot     | Reduction in paid overtime   |
| 9) Unpaid    | Employees required to take unpaid leave                                  |
| 10) Redagcy  | Reduction in the use of agency staff or temporary workers                |
| 11) Incagcy  | Increase in the use of agency staff or temporary workers                 |
| 12) Redtrain | Reduction in training expenditure  |
| 13) Workorg  | Change in the organisation of work                                       |
| 14) Other    | Other action affecting the workforce (Please Specify <b>LRECACTOTH</b> ) |
| 15) None     | No action taken affecting the workforce                                  |

**LRECEXP\***

**SHOW CARD L5**

To what extent do you agree or disagree with the following statement:  
This workplace is now weaker as a result of its experience during the recent recession.

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

## SECTION M GENERAL INFORMATION

### **MRELATE\***

#### SHOW CARD MI

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

- |            |                       |
|------------|-----------------------|
| 1) Vgood   | Very good             |
| 2) Good    |                       |
| 3) Neither | Neither good nor poor |
| 4) Poor    |                       |
| 5) Vpoor   | Very poor             |

### **MEND**

I have a couple of small housekeeping items to finish.

### **MLINKDAT**

It is sometimes possible to link the data we have collected from you with other surveys or datasets, to which we have authorised access. Would you be content for us to do this, as it can provide us with the potential for further analysis?

In doing this, we assure you that your confidentiality will be respected and the linked data will be anonymised and used for statistical and analytical purposes only, with only authorised researchers having access to the linked data.

- 1) Yes
- 2) No

### **MWREP**

You said earlier that there are worker representatives at this workplace. We would like to do a short interview with...

- the most senior representative of the largest, [recognised / non-recognised], union
- [the most senior non-union employee representative who sits on **[NAME OF THE COMMITTEE GIVEN AT DICOMM]** / joint consultative committee at this workplace] /
- the most senior non-union employee representative at this workplace]

Could you tell me (this/these) person's name(s), and how I might be able to contact them?

**INTERVIEWER: RECORD THE NAME(S) OF THE WORKER REPRESENTATIVE(S) ON THE FRONT OF THE ARF**

{If trading sector: ASTATUS= PubC (1) – Gov (8)}

### **MFPQ**

I also have a short self-completion questionnaire that I would like to leave with you. It covers financial data about the workplace and complements the data already collected on employment relations.

INTERVIEWER: Show respondent the questionnaire and find out who is the appropriate person to complete the form.

**INTERVIEWER: RECORD THE NAME OF THE PERSON COMPLETING THE FPQ ON THE LAST PAGE OF THE ARF**



**MNEXTIME**

BIS will send you a copy of the main findings from the survey in the Spring of 2012 about six months after all the interviews have been completed. If BIS wished to contact you again for any further information, would you be willing to be contacted?

- 1) Yes
- 2) No