Office for National Statistics

Management and Expectations Survey

00001 00000
*****TEST PRINT*****

Please write any changes to your name and address in the box below, using black ink

To be completed for: THE BUSINESS NAMED ABOVE

Please complete and return by 18 August 2017

Dear Sir or Madam,

Please find the questionnaire for the Management and Expectations Survey attached. Please complete for the period 1 January 2016 to 31 December 2016. The questionnaire focuses on two different themes. These relate to businesses':

- **management practices** such as the use of performance indicators, targets, employment decisions
- current performance and **future expectations** about turnover, investment, employment and spending on resources

The Office for National Statistics (ONS) is responsible for producing key economic statistics that are used to respond to, and manage the economy. Your response is of great value. This survey is voluntary, however the information provided will be used to better understand whether management practices and uncertainty relate to productivity. The information could benefit your business as the published statistics can be used as a benchmark to compare your business against the same, or across different sectors. To find out more, search '*Management Practices*' at www.ons.gov.uk

Once complete, the questionnaire can be returned by post or fax using the details in the box below.

We request that you complete this questionnaire for the business named above, including for any parts of the business located at other addresses within Great Britain. All the information you provide is kept strictly confidential. It is illegal for us to reveal your data or identify your business to unauthorised persons.

Thank you for your co-operation,
Office for National Statistics

Questionnaire return details

To return via fax: 01633 652707

To return via post: Please use the prepaid envelope provided which is addressed to:
Office for National Statistics, Government Buildings, Cardiff Road, Newport, NP10 8XG

Contact numbers

Er mwyn gwneud cais am ffurflen Gymraeg (To request a questionnaire in Welsh) 0300 1234 921

If you would like to use our Minicom service for the Deaf 01633 815 044

For any other queries, please contact the **Management and Expectations Survey Team** **0300 1231 215**
or go to **www.ons.gov.uk/surveys**

When contacting the office you may be asked for the following information

Survey code: 092 **Reference number:** 4990 0006 892 **Period:** 201612

- Telephone calls may be recorded for training and quality purposes

Introduction to the Management and Expectations Survey

Purpose of this survey

The purpose of this survey is to collect information on two different themes. These relate to businesses':

- **management practices** such as the use of performance indicators, targets, employment decisions
- current performance, and **future expectations**, about turnover, investment, employment and spending on resources

The information will be used to better understand whether management practices and uncertainty relate to productivity. The information could benefit your business as the published statistics can be used as a benchmark to compare your business against the same, or across different, sectors. To find out more, search '*Management Practices*' at **www.ons.gov.uk**

Coverage

This survey only collects information for **Great Britain (GB)** (England, Scotland and Wales) and **not Northern Ireland (NI)**. Therefore, please:

- Include information for the business named on the front of the questionnaire, including all of the business's sites that are based within GB (England, Scotland and Wales)
- Exclude any activity from sites based in NI, the Channel Islands and Isle of Man

Information Required

This questionnaire is divided into 8 Sections. Please complete all Sections. These ask for information about:

Section A - Business characteristics
Section B - Production delivery
Section C - Key performance indicators
Section D - Targets
Section E - Employment practices
Section F - Organisation
Section G - Current performance and future expectations (this Section will require financial information)
Section H - Feedback and contact details

How to complete the questionnaire:

- Sections A to F should be completed for the calendar year 2016
- Section G should be completed for the calendar year 2016, however you may use your own financial year dates if this is not possible. Please use the reporting period that spans the majority of 2016. You can provide specific information on the reporting period in Section G
- The themes covered in this questionnaire means that you may need to collect information from others in the business in order to complete all Sections

Definitions

For the purpose of this survey please use the following definitions:

- **Manager**: someone who manages people and has employees directly reporting to them. Include supervisors if they are responsible for managing staff and assessing their performance
- **Non-manager**: all other employees
- **Site**: for example, a workshop, factory, warehouse, office, mine, depot or construction site where one or more persons carry out economic activity for a minimum of 20 hours per week and the planned activity for your business is more than one year. Please only include information for sites in Great Britain

This questionnaire will be scanned, therefore please:

- Complete in **black ink**
- Ensure the X is placed in the centre of each box
- Ensure letters and numbers are PRINTED and centred within each box
- Do not use commas ,
- Do not cross sevens 7 or zeros 0
- Please round your figures to the nearest £1,000

For example £16,805 = £ , , 17, 000

Section A - Business characteristics

1. What was the number of managers at this business as of 5th April 2016?
A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance.
Non-managers are all other employees.

Number of managers at this business (estimates are acceptable)................................. ☐☐☐☐☐ 1159 NFY

2. In 2016, approximately what proportion of managers and non-managers at this business had a University degree or equivalent?

Examples for qualifications for:

England, Wales and Ireland include: a degree or above, a graduate certificate / diploma, a degree apprenticeship or NVQ level 6. It does not include level 5 qualifications or below such as HNDs or HNCs.

Scotland include: a degree or above, a graduate certificate / diploma, a professional apprenticeship or SVQ level 4. It does not include level 3 qualifications or below such as HNDs or HNCs.

Please X one box for each column

	Managers	Non-managers	
a. None........	X	X	1073
b. Fewer than 20%........	X	X	1074
c. 20 to 49%........	X	X	1075
d. 50 to 80%........	X	X	1076
e. More than 80%........	X	X	1077
f. All........	X	X	1078

MFT

3. In 2016, which of the following applied to the ownership structure for this business?

Please X **all** that apply

a. The founder owned it	1079	X	Go to Question 4
b. A relative of the founder owned it. For example a daughter, son, sister, brother, grandson, husband, wife........	1080	X	Go to Question 4
c. A family not related to the founder owned it	1081	X	Go to Question 4
d. Not a family owned business	1082	X	Go to Question 5

MSB

4. In 2016, did the Managing Director (or equivalent) own this business or did the Managing Director (or equivalent) have any form of family connection or relationship with the business owner(s) e.g. through family ties or marriage?

Please X one box only

a. Yes........	X	1083
b. No........	X	1084

MRH

Section B - Production delivery

5. In 2016, which one of the following comes closest to the approach your business generally took when problems with production arose?

Examples: Finding a quality defect in a product or deliverable, or a piece of technology breaking down.

Please X one box only

a. We resolved them but did not take further action.......... X

b. We resolved them and took action to try to ensure they did not happen again.......... X

c. We resolved them and took action to make sure that they did not happen again, and had a continuous improvement process to anticipate problems like these in advance.......... X

d. No action was taken.......... X 1001

MRW

Section C - Key performance indicators

6. In 2016, how many key performance indicators were monitored within this business?

Examples: Sales, cost, quality, customer satisfaction, timely service delivery, waste.

Please X one box only

a. 1-2 key performance indicators.......... X

b. 3-9 key performance indicators.......... X

c. 10 or more key performance indicators.......... X

Go to Question 7

d. No key performance indicators.......... X → Go to Question 8

1005

MRW

7. In 2016, how frequently was progress against the key performance indicators reviewed by managers and non-managers within this business?

A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance.
Non-managers are all other employees.

Please X **all** that apply for each column

	Managers	Non-managers	
a. Annually..........	X	X	1009
b. Quarterly..........	X	X	1010
c. Monthly..........	X	X	1011
d. Weekly..........	X	X	1012
e. Daily..........	X	X	1013
f. Hourly or more frequently..........	X	X	1014
g. Never..........	X	X	1015

MFU

Section D - Targets

8. In 2016, which one of the following best describes the main time frames for achieving production targets within this business?

A **target** is a goal or objective that has been set by a business to achieve and is often related to financial or sales performance.
Examples of production targets are: number of customers, quality, efficiency, waste, on-time delivery.

Please X one box only

a. Main time frame was less than one year X
b. Main time frame was one year or more X
c. Combination of time frames of less than and more than a year X

Go to Question 9

d. No targets........ X → Go to Question 11

1016 MRW

9. In 2016, how easy or difficult was it for this business to achieve its production targets?

Please X one box only

a. Possible to achieve without much effort........ X
b. Possible to achieve with some effort........ X
c. Possible to achieve with normal amount of effort........ X
d. Possible to achieve with more than normal effort........ X
e. Possible to achieve with extraordinary effort........ X 1020 MRX

10. In 2016, who was aware of the production targets within this business?

A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance.
Non-managers are all other employees.

Please X one box for each column

	Managers	Non-managers	
a. All........	X	X	1025
b. Most........	X	X	1026
c. Some........	X	X	1027
d. None........	X	X	1028

MFV

11. In 2016, what were performance bonuses for managers and non-managers usually based on within this business?

A **site** is, for example, a workshop, factory, warehouse, office, mine, depot or construction site where one or more persons carry out economic activity for a minimum of 20 hours per week and the planned activity for your business is more than one year.

Please X **all** that apply for each column

	Managers	Non-managers	
a. Their own performance as measured by targets	X	X	1029
b. Their team or shift performance as measured by targets	X	X	1030
c. Their site's performance as measured by targets	X	X	1031
d. The business' performance as measured by targets	X	X	1032
e. Performance bonuses were not related to targets	X	X	1033
f. No performance bonuses	X	X	1034

MFT

Section E - Employment practices

12. In 2016, how were managers and non-managers usually promoted within this business?

A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance. **Non-managers** are all other employees.

Please X one box for each column

	Managers	Non-managers	
a. Based solely on performance and ability	X	X	1035
b. Based partly on performance and ability and partly on other factors, such as length of service, restructuring	X	X	1036
c. Based mainly on factors other than performance and ability, such as length of service, restructuring	X	X	1037
d. None were promoted	X	X	1038

MFV

13. In 2016, approximately what proportion of managers and non-managers within this business had a performance review?

Please X one box for each column

	Managers	Non-managers	
a. All	X	X	1039
b. More than half but not all	X	X	1040
c. Around half	X	X	1041
d. Some but fewer than half	X	X	1042
e. None	X	X	1043

MFW

14. **In 2016, on average, how many days training and development have managers and non-managers undertaken within this business?**
Include: formal training and informal 'on the job' training.

Please X one box for each column

	Managers	Non-managers	
a. Less than a day	X	X	1044
b. 1 day	X	X	1045
c. 2 - 4 days	X	X	1046
d. 5 - 10 days	X	X	1047
e. More than 10 days	X	X	1048

MFW

15. **In 2016, what best describes the timeframe within which an action was taken to address under-performance among managers and non-managers?**
Examples: reassignment, demotion, dismissal, probation, training.

Please X one box for each column

	Managers	Non-managers	
a. Within 6 months of identifying under-performance	X	X	1049
b. After 6 months of identifying under-performance	X	X	1050
c. No action was taken to address under-performance	X	X	1051
d. There was no under-performance	X	X	1052

MFV

16. **In 2016, who would normally make decisions over whether to recruit permanent full-time employees?**

Please X one box only

a. Only the owner(s) and/or Managing Director (or equivalent) X

b. Mostly the owner(s) and/or Managing Director, with some input from other employees X

c. Jointly the owner(s) and/or Managing Director and other employees X

d. Other employees X 1053

MRW

Section F - Organisation

17. In 2016, did this business operate across multiple sites in Great Britain?
A **site** is, for example, a workshop, factory, warehouse, office, mine, depot or construction site where one or more persons carry out economic activity for a minimum of 20 hours per week and the planned activity for your business is more than one year.

Please X one box only

a. Yes.......... 1057 X → Go to Question 18

b. No.......... 1058 X → Go to Section G MRH

18. In 2016, where were decisions made on whether to recruit permanent full-time employees for this business?

Please X one box only

a. Only at individual sites.......... X

b. Only at head office.......... X

c. Both at individual sites and at head office.......... X

d. Other (please specify in the box below).......... X 1166 MRW

1167 QVB

19. In 2016, where were decisions on new product introductions made for this business?

Please X one box only

a. Only at individual sites.......... X

b. Only at head office.......... X

c. Both at individual sites and at head office.......... X

d. No new product introductions made or considered in 2016 X

e. Other (please specify in the box below) .... X 1168 MRX

1169 QVB

20. In 2016, what was the maximum amount that could be used to purchase a fixed/capital asset for a site within this business without prior authorisation from head office?
Please provide an average across sites.

Please X one box only

a. Under £1,000.......... X

b. £1,000 to £9,999.......... X

c. £10,000 to £99,999.......... X

d. £100,000 to £999,999.......... X

e. £1 million or more.......... X 1170 MRX

Section G - Current performance and future expectations

STOP

- This page gives examples to help you complete the questions starting over the page, on Page 10.
- Please read this page before progressing with the questionnaire.
- Please report according to your best judgement. **Estimates are acceptable**.
- The following examples illustrate how a business could complete the type of questions asked in this section.

The example below will help you to complete questions 22, 24, and 26

Example A:
Jane Smith is filling out this survey for Business A. In 2016, Business A had approximately £4,500,000 in turnover, with a forecast of £4,750,000 in 2017.

For calendar years 2016 and 2017, what are the approximate values of turnover, including exports and other receipts within this business? If applicable exclude freight charges, excise taxes and value added tax.

For 2016 calendar year.. £ 4,500,000

Forecast for 2017 calendar year.. £ 4,750,000

The example below will help you to complete questions 23, 25, 27 and 29

Example B:
Jane also knows that turnover at Business A is forecast to grow approximately an additional 5% in 2018, with predicted annual value of turnover of £5 million. However, Jane knows there is some uncertainty with that forecast and that the value of turnover next year could be more or less than £5 million depending on consumer demand, changes in prices, and other uncertainties in the market. Given this uncertainty, Jane estimates that turnover will be between £2.8 million and £7.5 million, and thinks the likelihood of each scenario is as shown in the table below.

Looking ahead to the 2018 calendar year, what is the approximate value of turnover you would anticipate for this business in the following scenarios, and what likelihood do you assign to each scenario?

2018 scenarios, from lowest to highest	Approximate turnover in 2018	Percentage likelihood (values in this column should sum to 100)
LOWEST	£ 2,800,000	5 %
LOW	£ 4,200,000	10 %
MEDIUM	£ 5,000,000	60 %
HIGH	£ 6,300,000	20 %
HIGHEST	£ 7,500,000	5 %
	Total	100 %

Reporting period
Your reporting period should cover the calendar year 2016. If no figures are available for that period, your return should relate to a business year that ends between **6th April 2016 and 5th April 2017**.

21. **What are the dates of the 12 month period that you will be reporting for?**
If you traded for only part of the year, please still provide dates and figures for the period in which you were trading.

From: D D / M M / Y Y Y Y 1164 To: D D / M M / Y Y Y Y 1165 DTU

22. **For calendar years 2016 and 2017, what are the approximate values of turnover, including exports and other receipts within this business?**
If applicable exclude freight charges, excise taxes and value added tax.

Please refer to **Example A** on Page 9 if needed, which explains how this question should be completed.

For 2016 calendar year.. £ __ , ___ , ___ , 0 0 0 1086 NFD

Forecast for 2017 calendar year.. £ __ , ___ , ___ , 0 0 0 1087 NFD

23. **Looking ahead to the 2018 calendar year, what is the approximate value of turnover you would anticipate for this business in the following scenarios, and what likelihood do you assign to each scenario?**

Please refer to **Example B** on Page 9 if needed, which explains how this question should be completed.

2018 scenarios, from lowest to highest	Approximate turnover in 2018	Percentage likelihood (values in this column should sum to 100)	
LOWEST	£ __ , ___ , ___ , 0 0 0 1088	___ % 1089	NFX
LOW	£ __ , ___ , ___ , 0 0 0 1090	___ % 1091	NFX
MEDIUM	£ __ , ___ , ___ , 0 0 0 1092	___ % 1093	NFX
HIGH	£ __ , ___ , ___ , 0 0 0 1094	___ % 1095	NFX
HIGHEST	£ __ , ___ , ___ , 0 0 0 1096	___ % 1097	NFX
	Total	1 0 0 %	

24. **For calendar years 2016 and 2017, what are the approximate expenditures for this business on goods, raw materials, energy and services?**
Include rents and utility bills and costs for the services of full or part-time contract or temporary staff on the payroll of an employment agency or another company. Exclude value added tax where applicable.

Please refer to **Example A** on Page 9 if needed, which explains how this question should be completed.

For 2016 calendar year.. £ __ , ___ , ___ , 000 1099 NFD

Forecast for 2017 calendar year... £ __ , ___ , ___ , 000 1100 NFD

25. **Looking ahead to the 2018 calendar year, what are the approximate expenditures on goods, raw materials, energy and services you would anticipate for this business in the following scenarios, and what likelihood do you assign to each scenario?**

Please refer to **Example B** on Page 9 if needed, which explains how this question should be completed.

2018 scenarios, from lowest to highest	Approximate cost of goods, raw materials, energy and services in 2018	Percentage likelihood (values in this column should sum to 100)	
LOWEST	£ __ , ___ , ___ , 000 1101	___ % 1102	NFX
LOW	£ __ , ___ , ___ , 000 1103	___ % 1104	NFX
MEDIUM	£ __ , ___ , ___ , 000 1105	___ % 1106	NFX
HIGH	£ __ , ___ , ___ , 000 1107	___ % 1108	NFX
HIGHEST	£ __ , ___ , ___ , 000 1109	___ % 1110	NFX
	Total	100 %	

26. **For calendar years 2016 and 2017, what are the approximate values of capital expenditure for new and used depreciable assets within this business?**
Include buildings and other structures, machinery and equipment but exclude land. If applicable please exclude value added tax.

Please refer to **Example A** on Page 9 if needed, which explains how this question should be completed.

For 2016 calendar year... £ ___,___,___,000 1125 NFD

Forecast for 2017 calendar year.. £ ___,___,___,000 1126 NFD

27. **Looking ahead to the 2018 calendar year, what is the approximate value of capital expenditure you would anticipate for this business in the following scenarios, and what likelihood do you assign to each scenario?**

Please refer to **Example B** on Page 9 if needed, which explains how this question should be completed.

2018 scenarios, from lowest to highest	Approximate value of capital expenditure in 2018	Percentage likelihood (values in this column should sum to 100)	
LOWEST	£ ___,___,___,000 1127	___ % 1128	NFX
LOW	£ ___,___,___,000 1129	___ % 1130	NFX
MEDIUM	£ ___,___,___,000 1131	___ % 1132	NFX
HIGH	£ ___,___,___,000 1133	___ % 1134	NFX
HIGHEST	£ ___,___,___,000 1135	___ % 1136	NFX
	Total	100 %	

28. For the following dates, what was the total number of employees (full-time plus part-time) on the payroll for this business?
Exclude full or part-time contract or temporary staff on the payroll of an employment agency or another company.
Please report on the number of individual employees captured in this definition rather than full-time equivalent staff.

	Number		
On 5th April 2016..		1112	NBO
On 5th April 2017..		1113	NBO

29. Looking ahead, approximately how many employees would you anticipate on this business' payroll as of 5th April 2018 in the following scenarios, and what likelihood do you assign to each scenario?

Please refer to **Example B** on Page 9 if needed, which explains how this question should be completed.

2018 scenarios, from lowest to highest	Approximate number of employees on payroll as of 5th April 2018	Percentage likelihood (values in this column should sum to 100)	
LOWEST	1114	% 1115	NBP
LOW	1116	% 1117	NBP
MEDIUM	1118	% 1119	NBP
HIGH	1120	% 1121	NBP
HIGHEST	1122	% 1123	NBP
	Total	1 0 0 %	

30. Please indicate what likelihood you would attach to the possible 2018 rates of <u>UK economic growth</u> (real growth rate of Gross Domestic Product) below.
Gross Domestic Product (GDP) is the main measure of the size of the UK economy, based on the value of goods and services produced during a given period.

UK Economic Growth in 2018		Percentage likelihood (values in this column should sum to 100)		
Strong decline	-4% or less	%	1138	NBT
Moderate decline	-2% to -3%	%	1139	NBT
Slight decline	-1%	%	1140	NBT
No change	0%	%	1141	NBT
Slight increase	1%	%	1142	NBT
Moderate increase	2% to 3%	%	1143	NBT
Strong increase	4% or more	%	1144	NBT
	Total	1 0 0 %		

Section H - Feedback

31. To show our appreciation for taking part in this survey, ONS would like to provide your business with its own 'management practices' score based on the information you have provided in Sections A to F. Your business could use this score to compare against aggregated published data specific to your industry. Alternatively, you can search 'Management Practices' at www.ons.gov.uk where you will find the methods used to produce the score, and calculate this independently.

Do you wish ONS to send your business its management practices score?

Please X one box only

Yes, I would like to receive feedback .... X 1146

No, I would prefer not to receive feedback .... X 1147 MRH

32. **What year did you start working for this business?** .... 1148 NBR

33. **How long did it take you to complete this questionnaire?**

Please include:
- the time taken to become familiar with the questionnaire
- the time of everyone who helped you to complete the questionnaire
- the time spent extracting and preparing information from your systems
- any other time spent in relation to completing the questionnaire

Hours 1149 Minutes 1150 NCR

34. **If there were any external costs involved in completing this questionnaire, please report them below.**
Please include only external costs incurred in providing answers to this questionnaire.

Accountant/bookkeeper . . . . £ . P 1151 AOP

Other . . . . £ . P 1152 AOP

35. **Please use the space below to provide additional information about the answers you have supplied and any comments on the questionnaire.**

Including:
- explanation of information provided
- suggestions of improvements to questionnaire (instructions, terminology, layout)

1163 FSR

36. **Contact details**

Please write the details of the person we should contact if we have any queries regarding the information returned on this questionnaire.

Contact Name			1153	QVA
Position in business			1154	QVA
Telephone Number		Ext	1155	QVE
Fax Number				QVF
E-mail address			1156	QVI
			1158	

Thank you for completing this questionnaire