

Main Questionnaire for 3rd ECS – MM interview -

Contact phase

[Start of interview with the (HR) manager]

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

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

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

- NAME: _____
- [No answer].....9

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

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

- Yes, has seen it (but didn't read).....1 CONTINUE
- Yes, read it.....2 CONTINUE
- No3 CONTINUE
- [Don't know]8 CONTINUE

Block A. Company / establishments characteristics

[ASK ALL]

ASINGLE

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

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

[ASK IF ASINGLE = 2]

AHEADQU

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

- Headquarters1 CONTINUE
- Subsidiary site.....2 CONTINUE
- [No answer].....9 CONTINUE

INTROA

[IF ASINGLE =2, READ]

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

[IF ASINGLE =1, READ]

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

[ASK ALL]

APRIVATE

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

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

[ASK ALL]

ACHOWNER

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

- Yes1 CONTINUE
- No2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

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

**[ASK ALL]
AEMPORG**

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

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

[IF ASINGLE =2, READ]

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

**[ASK ALL]
ANUMBEMP**

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

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

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

[IF ANSWER ‘0 –9’

*END OF INTERVIEW,
GO TO THE “THANK AND TERMINATE” SECTION]*

[IF ANSWER 99998’ = ‘don’t know

CONTINUE]

[IF ANSWER 99999’ = ‘no answer’

CONTINUE]

[ASK IF ANUMBEMP = 99998 or 99999]

AEMPCAT

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

- 0 to 9 employees1 END OF INTERVIEW,
GO TO THE "THANK
AND TERMINATE"
SECTION
- 10 to 19 employees2 CONTINUE
- 20 to 49 employees3 CONTINUE
- 50 to 249 employees4 CONTINUE
- 250 to 499 employees5 CONTINUE
- 500 or more employees6 CONTINUE
- [Don't know]8 END OF INTERVIEW,
GO TO THE "THANK
AND TERMINATE"
SECTION
- [No answer]9 END OF INTERVIEW,
GO TO THE "THANK
AND TERMINATE"
SECTION

[ASK ALL]

AYEARSOP

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

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

Block B Changes in the establishment

INTROB

The subsequent questions deal with changes in this establishment.

[ASK ALL]

BCHEMP

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

- Increased1 CONTINUE
- Decreased.....2 CONTINUE
- Stayed about the same3 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

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

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

Block C - Employee characteristics

INTROC

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

[ASK ALL]

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

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

CONTINUE FOR EVERY ANSWER

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

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

[ASK ALL]

INTRONJO

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

CONJOB

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

[INTERVIEWER:

- First, think of **jobs** that require at least one year of on the job learning*
- Then count all the **employees** (and add up their numbers), who work **in these jobs** and calculate their **percentage of the total number of employees in the establishment***

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

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

[ASK IF CONJOB = 99998 OR 99999]

CONJOBPC

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

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

D Activities in the Establishment

INTROD

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

[ASK ALL]

DMAINACT

What is the main activity of the establishment?

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

Main activity:

.....

CONTINUE

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

[ASK ALL]

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

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

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

E Work organisation practices

INTROE

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

[ASK ALL]

EHIERA

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

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

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

[ASK ALL]

EHIERACH

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

[ONLY ONE ANSWER IS POSSIBLE]

- Increased or1 CONTINUE
- Stayed the same or2 CONTINUE
- Decreased?3 CONTINUE
- [Don't know]8 CONTINUE
- [No answer]9 CONTINUE

[ASK ALL]

EPLANN

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

[ONLY ONE ANSWER IS POSSIBLE]

- The employee undertaking the tasks1 CONTINUE
- Managers or supervisors2 CONTINUE
- Both employees and managers or supervisors3 CONTINUE
- [Don't know]8 CONTINUE
- [No answer]9 CONTINUE

[ASK ALL]
EMONQUA

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

- Yes, on a continuous basis.....1 CONTINUE
- Yes, on an intermittent basis2 CONTINUE
- No3 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]
ELELEDOC

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

- Yes.....1 CONTINUE
- No2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]
EEXTEMON

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

- Yes, using staff assigned specifically to this task.....1 CONTINUE
- Yes, as part of the responsibilities of general staff2 CONTINUE
- No3 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]
EINFSYS

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

- Yes.....1 CONTINUE
- No2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

F Team work and Task Rotation

INTROF

[ASK ALL]

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

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

FTEAMEX

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

- Yes.....1 CONTINUE
- No2 GO TO FROTATE
- [Don't know]8 GO TO FROTATE
- [No answer].....9 GO TO FROTATE

[ASK IF FTEAMEX =1]

FTEASIN

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

- Most of them work in a single team1 CONTINUE
- Most of them work in more than one team.....2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK IF FTEAMEX =1]

FTAUTON

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

- Team members decide among themselves1 CONTINUE
- Tasks are distributed by a superior.....2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]

FROTATE

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

- Yes, most do1 CONTINUE
- Yes, some do2 CONTINUE
- No, none do.....3 CONTINUE
- No, the high level of required skills or expertise prevents employees from rotating tasks4 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

G Outsourcing and Collaboration

[ASK ALL]

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

		Yes	No	Don't know	No answer	
GACTDEDE	Design or development of new products or services	1	2	8	9	CONTINUE
GACTPROD	Production of goods or services	1	2	8	9	CONTINUE
GACTMARK	Sales or marketing of goods or services	1	2	8	9	CONTINUE

[only ask if at least one of GACTDEDE, GACTPROD, GACTMARK =1]

GCOLLAB

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

[IF ASINGLE =2

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

			Yes	No	Not applicable	Don't know	No answer	
ASK IF GACTDEDE =1	GCOLDEDE	Design or development of new products or services	1	2	7	8	9	CONTINUE
ASK IF GACTPROD =1	GCOLPROD	Production of goods or services	1	2	7	8	9	CONTINUE
ASK IF GACTMARK =1	GCOLMARK	Sales or marketing of goods or services	1	2	7	8	9	CONTINUE

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

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

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

H Human Resource Management practices

H.1 Training

[READ TO ALL]

INTROH1

We are now going to ask some questions about training.

[IF ASINGLE =2, READ]

Please still think about employees in this establishment.

[ASK ALL]

HTRAIN

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

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

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

[ASK IF HTRAIN = 9998 OR 9999]

HTRAIPC

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

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

HONJOB

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

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

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

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

[ASK IF HONJOB = 9998 OR 9999]

HONJOBPC

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

- None1 CONTINUE
- Less than 20%2 CONTINUE
- 20% to 39%3 CONTINUE
- 40% to 59%4 CONTINUE
- 60% to 79%5 CONTINUE
- 80% to 99%6 CONTINUE
- All7 CONTINUE
- [Don't know]8 CONTINUE
- [No answer]9 CONTINUE

[ASK IF (HTRAIN OR HONJOB ARE NOT 9997/9998/9999) OR (HTRAI PC OR HONJOBPC ARE NOT 1/8/9)]

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

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

H.2 Career development

[READ TO ALL]

INTROH2

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

[ASK ALL]

HAPRAIS

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

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

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

[ASK IF HAPRAIS = 9998 OR 9999]

HAPRAIPC

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

- | | |
|------------------------|----------|
| - None1 | CONTINUE |
| - Less than 20%2 | CONTINUE |
| - 20% to 39%3 | CONTINUE |
| - 40% to 59%4 | CONTINUE |
| - 60% to 79%5 | CONTINUE |
| - 80% to 99%6 | CONTINUE |
| - All7 | CONTINUE |
| - [Don't know]8 | CONTINUE |
| - [No answer]9 | CONTINUE |

[ASK ALL]

Do you agree or disagree with the following statements about the human resource management strategy in this establishment?

[ROTATE]

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

H.3 Working time arrangements

[READ TO ALL]

INTROH3

Now I have some questions on working time arrangements and pay

[ASK ALL]

HFLEXI

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

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

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

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

[ASK IF HFLEXI =9998 OR 9999]

HFLEXIPC

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

- None1 CONTINUE
- Less than 20%2 CONTINUE
- 20% to 39%.....3 CONTINUE
- 40% to 59%.....4 CONTINUE
- 60% to 79%.....5 CONTINUE
- 80% to 99%.....6 CONTINUE
- All.....7 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]

HACCUOV

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

- Yes, it is possible for all employees.....1 CONTINUE
- Yes, it is possible for some employees.....2 CONTINUE
- No3 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

H.4 Pay

[ASK ALL]

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

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

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

		Yes	No	DK	NA	
HVPBRES	Payment by results, for example piece rates, provisions, brokerages or commissions	1	2	8	9	CONTINUE
HVPINPER	Variable extra pay linked to the individual performance following management appraisal	1	2	8	9	CONTINUE
HVPGRPE	Variable extra pay linked to the performance of the team, working group or department	1	2	8	9	CONTINUE
HVPPRSH	Variable extra pay linked to the results of the company or establishment (profit sharing scheme)	1	2	8	9	CONTINUE
HVPSHOW	Variable extra pay in form of share ownership scheme offered by the company	1	2	8	9	CONTINUE

I Employee representation structure

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

[ASK ALL]

ERTYPE

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

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

{COUNTRY SPECIFIC ROUTING TO SELECT [employee representation]}

[Interviewer, PLEASE NOTE!!

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

{COUNTRY SPECIFIC ROUTING}

IONEBO1

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

- One body1 GO TO IELECT1
- More than one body2 GO TO IELECT1
- [Don't know]8 GO TO IELECT1
- [No answer]9 GO TO IELECT1

[Interviewer, PLEASE NOTE!!

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

{COUNTRY SPECIFIC ROUTING}

IELECT1

[IF IONEBOD1 ≠ 2 -> (NO IONEBOD1 FOR ERTYPE OR IONEBOD1=1,8,9)]

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

[IF IONEBOD1=2]

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

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

- Elected by the entire workforce or1 SKIP TO IINIMWPP
- Elected by a specific category of staff or2 SKIP TO IINIMWPP
- Elected or appointed by a trade union or elected by its members or3 SKIP TO IINIMWPP
- Appointed by management?.....4 SKIP TO IELECT1
- [Don't know]8 SKIP TO IELECT1
- [No answer].....9 SKIP TO IELECT1

{COUNTRY SPECIFIC ROUTING}

[ASK IF (COUNTRY=IRELAND AND ERTYPE=4 AND IONEBOD1=2 AND IELECT1=4,8,9) OR (COUNTRY=UK AND ERTYPE=3 AND IONEBOD1=2 AND IELECT1=4,8,9)]

IELECT1

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

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

- Elected by the entire workforce or1 SKIP TO IINIMWPP
- Elected by a specific category of staff or2 SKIP TO IINIMWPP
- Elected or appointed by a trade union or elected by its members or3 SKIP TO IINIMWPP
- Appointed by management?.....4 SKIP TO IINIMWPP
- [Don't know]8 SKIP TO IINIMWPP
- [No answer].....9 SKIP TO IINIMWPP

{COUNTRY SPECIFIC ROUTING }

ICOMPER

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

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

{COUNTRY SPECIFIC ROUTING TO SELECT [employee representation]}

{COUNTRY SPECIFIC ROUTING} BUT GENERALLY ASK IF (ASINGLE =2) AND (ERTYPE _A to ERTYPE _G = 2, 8, 9)

IONEBO2

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

- One body1 CONTINUE
- More than one body2 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

{COUNTRY SPECIFIC ROUTING}

IELECT2

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

- Elected by the entire workforce or1 CONTINUE
- Elected by a specific category of staff or2 CONTINUE
- Elected or appointed by a trade union or elected by its members or3 CONTINUE
- Appointed by management?.....4 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

I.2 Views on employee representation and collective wage agreement

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

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

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

[ASK ALL]

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

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

J. Employee involvement

[READ TO ALL]

INTROJ

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

[ASK ALL]

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

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

INTROJ1

We are now going to look into changes in the establishment

[ASK ALL]

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

		Yes	No	DK	NA	
<i>JCHR EMU</i>	Changes in the remuneration system	1	2	8	9	CONTINUE
<i>JCHT ECH</i>	Changes in the use of technology	1	2	8	9	CONTINUE
<i>JCHA LLOC</i>	Changes in ways to coordinate and allocate the work to employees	1	2	8	9	CONTINUE
<i>JCHR ECRU</i>	Changes in recruitment policies	1	2	8	9	CONTINUE
<i>JCHTI ME</i>	Changes in the working time arrangements	1	2	8	9	CONTINUE

[If no changes are reported in ANY of (JCHREMU, JCHTECH, JCHALLOC, JCHRECRU, JCHTIME > 1)GO TO JEIDELAY]

[if one change is reported in ANY of (JCHREMU, JCHTECH, JCHALLOC, JCHRECRU, JCHTIME = 1)GO TO TEXT BEFORE JERINF]

[only ask if at least two of JCHREMU, JCHTECH, JCHALLOC, JCHRECRU, JCHTIME =1 and include each activity where JCHREMU, JCHTECH, JCHALLOC, JCHRECRU, JCHTIME =1]

JMOIMPCH

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

[Only one answer possible in JMOIMPCH]

- The changes in the remuneration systems1 CONTINUE
- The changes in the use of technology2 CONTINUE
- The changes in ways to coordinate and allocate the work to employees.....3 CONTINUE
- The changes in recruitment policies4 CONTINUE
- The changes in working time arrangements5 CONTINUE
- [Don't know]8 SKIP TO E7
- [No answer].....9 SKIP TO E7

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

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

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

YOU MENTIONED THAT THE MAJOR CHANGE WAS: [MAJORCHANGE]

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

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

E0c.

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

YOU MENTIONED THAT THE MAJOR CHANGE WAS: [MAJORCHANGE]

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

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

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

YOU MENTIONED THAT THE MAJOR CHANGE WAS: [MAJORCHANGE]

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

[ASK ALL]

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

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

K Establishment / company outcomes

INTROK

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

[ASK ALL]

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

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

[ASK ALL]

KCLIMATE

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

- Very good.....1 CONTINUE
- Good2 CONTINUE
- Neither good nor bad.....3 CONTINUE
- Bad4 CONTINUE
- Very bad.....5 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]

KCLIMACH

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

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

[ASK ALL]

KFINAN

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

- Very good.....1 CONTINUE
- Good2 CONTINUE
- Neither good nor bad.....3 CONTINUE
- Bad4 CONTINUE
- Very bad.....5 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]

KFINANCH

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

- Improved1 CONTINUE
- Worsened.....3 CONTINUE
- [Remained about the same]2 CONTINUE
- [Not applicable]7 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[ASK ALL]

KLABPRCH

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

- Increased1 CONTINUE
- Decreased3 CONTINUE
- [Remained about the same]2 CONTINUE
- [Not applicable]7 CONTINUE
- [Don't know]8 CONTINUE
- [No answer].....9 CONTINUE

[IF COMPANY IN FONEFILE: PRIVATE]

KGOSEPR

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

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

[IF COMPANY IN FONEFILE: PUBLIC]

KSERPROV

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

...

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

L Respondent characteristics

[INTERVIEWER]

LSEX

Please record the sex of the respondent.

- Woman 1 CONTINUE
- Man 2 CONTINUE

[READ TO ALL]

INTROL

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

[ASK ALL]

LPOSIT

What position do you hold?

- Manager 1 CONTINUE
- Owner/proprietor 2 CONTINUE
- Human Resource Manager / Personnel manager 3 CONTINUE
- Other 4 CONTINUE
- [No answer] 9 CONTINUE

[ASK ALL]

LTENURE

How long have you been working in this establishment?

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

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

- _____ years
- [No answer] 99 CONTINUE

M Contact for ER interview and permission for follow-up

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

The ERTYPE referenced is the appropriate existing employee representative type, based on the response from ERTYPE / ICOMPER, IELECT1 / IER6_8, and preference order defined in the excel document.

The below IONEBOD1 and IONEBOD2 in the IF conditions refers also to this ERTYPE.

All other respondents directly go to MFOLLOW]

[ask if any of ERTYPE1-7]

MERCONTA

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

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

[IF ER exists in this establishment (ERTYPE =1) AND Multiple individuals not possible (excel) AND Multiple bodies not possible (IONEBOD1<>2)]

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

[IF ER exists only at the company level (ICOMPER =1) AND Multiple individuals not possible (excel) AND Multiple bodies not possible (IONEBOD2<>2)]

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

[IF ER exists in this establishment (ERTYPE =1) AND Multiple individuals not possible (excel) AND Multiple bodies possible (IONEBOD1=2)]

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

[IF ER exists only at the company level (ICOMPER =1) AND Multiple individuals not possible (excel) AND Multiple bodies possible (IONEBOD2=2)]

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

[IF ER exists in this establishment (ERTYPE =1) AND Multiple individuals possible (excel) AND Multiple bodies not possible (IONEBO1<>2)]

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

[IF ER exists only at the company level (ICOMPER =1) AND Multiple individuals possible (excel) AND Multiple bodies not possible (IONEBO2<>2)]

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

[IF ER exists in this establishment (ERTYPE =1) AND Multiple individuals possible (excel) AND Multiple bodies possible (IONEBO1=2)]

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

[IF ER exists only at the company level (ICOMPER =1) AND Multiple individuals possible (excel) AND Multiple bodies possible (IONEBO2=2)]

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

[Interviewer! Do not read out categories, use code 3 only in case when the manager explicitly says so, do not pursue/force this answer if respondent is hesitant.]

- Information (name and/or telephone number) is given.....1 CONTINUE
- Does not give name and contact, but does not object interviewing the employee representative.....2 go to MFOLLOW
- Objects interviewing the employee representative.....3 go to MFOLLOW

[IF MERCONTA = 1]

[INTERVIEWER: Make sure to acquire at least the answer for the first or second name]

Mr () Ms: ()

FIRST (GIVEN) NAME:: _____

SECOND (FAMILY) NAME:: _____

Telephone number: _____

C2. Could you also give me the email address of this person so that we could send some information about the survey in advance?

- email is not given..... 2 go to MFOLLOW

Email address: _____@_____

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

[IF MERCONTA = 1] AND IF ER exists only at the company level (ICOMPER =1)]

C5.

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

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

NAME OF ESTABLISHMENT:

City:

Street, number:

Other information:

[ASK ALL]

MFOLLOW

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

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

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

MFOLLOWN

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

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

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

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

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

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

[ASK ALL]

MLINK

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

- Yes.....1 END
- No2 END
- [Don't know]8 END
- [No answer].....9 END