**3RD EUROPEAN COMPANY SURVEY (2013)**

**MANAGEMENT QUESTIONNAIRE**

*Information note:*

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

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

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

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

Main Questionnaire for 3rd ECS – MM interview -

Contact phase

[Start of interview with the (HR) manager]

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

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

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

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

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

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

- Yes, has seen it (but didn’t read) ........................................... 1 CONTINUE
- Yes, read it ............................................................................... 2 CONTINUE
- No .......................................................................................... 3 CONTINUE
- [Don’t know] ............................................................................... 8 CONTINUE
Block A. Company / establishments characteristics

[ASK ALL]
B1. ASINGLE
Is the establishment at this address a single independent company or organisation with no further branch-offices, production units or sales units elsewhere in [country]? Or is it one of a number of establishments at different locations in [country] belonging to the same company /organisation?

- A single independent company /organisation ....................... 1 GO TO INTROA
- One of a number of different establishments ...................... 2 CONTINUE
- [No answer] ......................................................................... 9 GO TO INTROA

[ASK IF B1 = 2]
B2. AHEADQU
Is the establishment at this address your company/organisation headquarters or is it a subsidiary site?

- Headquarters ...................................................................... 1 CONTINUE
- Subsidiary site ..................................................................... 2 CONTINUE
- [No answer] ......................................................................... 9 CONTINUE

INTROA
[IF B1=2, READ]
We will first start by a few questions on the company/organisation to which this establishment belongs.

[IF B1=1, READ]
From now onwards we are going to use the phrase “establishment” which in your case means your company or organisation.

[ASK ALL]
Q2. APRIVATE
A public sector organisation is either wholly owned by the public authorities or they own more than 50%. Is your establishment part of ...

- The private sector or ........................................................... 1 CONTINUE
- The public sector? ............................................................... 2 CONTINUE
- [Don’t know] ........................................................................ 8 CONTINUE
- [No answer] ......................................................................... 9 CONTINUE
[ASK ALL]

Q3
ACHOWNER
Since the beginning of 2010, has there been any change in ownership which affected your establishment substantially?

- Yes 1 ........................................................................ CONTINUE
- No 2 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]

Q30.
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 B1=2, READ]
From now onwards we are going to ask questions specifically about this establishment, as part of a company or organisation that is situated in this location.

[ASK ALL]

Q5.
ANUMBEMP
Approximately how many employees work in this establishment? Please include all employees that are formally based in this establishment, regardless of whether they are physically present or carry out their work outside of the premises. Each employee is counted as one person, regardless whether they are working full-time or part-time (= headcount). Your best estimate is good enough.

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

[IF ANSWER ‘0 –9’ END OF INTERVIEW, GO TO THE “THANK AND TERMINATE” SECTION ]
[IF ANSWER 99998’ = ‘don’t know CONTINUE]
[IF ANSWER 99999’ = ‘no answer’ CONTINUE ]

[ASK IF Q5 = 99998 or 99999]
Q6.
AEMPCAT
Could you please give me your best estimate using the following categories?

- 0 to 9 employees................................................................. 1 END OF INTERVIEW, GO TO THE “THANK AND TERMINATE” SECTION

- 10 to 19 employees............................................................. 2 CONTINUE
- 20 to 49 employees............................................................ 3 CONTINUE
- 50 to 249 employees......................................................... 4 CONTINUE
- 250 to 499 employees....................................................... 5 CONTINUE
- 500 or more employees .................................................... 6 CONTINUE
- [Don’t know] ........................................................................ 8 END OF INTERVIEW, GO TO THE “THANK AND TERMINATE” SECTION

- [No answer] ....................................................................... 9 END OF INTERVIEW, GO TO THE “THANK AND TERMINATE” SECTION

[ASK ALL]
Q4.
AYEARSOP
How many years has this establishment been in operation, regardless of any changes in the ownership structure?

- Less than 2 years............................................................... 1 CONTINUE
- 2 to 9 years ................................................................. 2 CONTINUE
- 10 to 49 years ............................................................ 3 CONTINUE
- 50 years or more ...................................................... 4 CONTINUE
- [Don’t know] .............................................................. 8 CONTINUE
- [No answer] ............................................................... 9 CONTINUE
### Block B Changes in the establishment

**INTROB**
The subsequent questions deal with changes in this establishment.

[ASK ALL]

**Q7. BCHEMP**
Since the beginning of 2010, has the total number of employees in this establishment increased, decreased or stayed about the same?

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

**Q31.**
Since the beginning of 2010, has this establishment introduced ...

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>[Don’t know]</th>
<th>[No answer]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q31</td>
<td><img src="private" alt="IF COMPANY IN FONEFILE: PRIVATE" /></td>
<td><img src="private" alt="IF COMPANY IN FONEFILE: PRIVATE" /></td>
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</tr>
<tr>
<td>Q31 BINNM APR</td>
<td><img src="private" alt="IF COMPANY IN FONEFILE: PRIVATE" /></td>
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<tr>
<td>Q22 BINNP RSE</td>
<td><img src="private" alt="IF COMPANY IN FONEFILE: PRIVATE" /></td>
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<tr>
<td>Q23 BINNO PROC</td>
<td><img src="private" alt="IF COMPANY IN FONEFILE: PRIVATE" /></td>
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<tr>
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</tr>
</tbody>
</table>

*INTROB*:
The subsequent questions deal with changes in this establishment.

**Q7. BCHEMP**
Since the beginning of 2010, has the total number of employees in this establishment increased, decreased or stayed about the same?

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

**Q31.**
Since the beginning of 2010, has this establishment introduced ...

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>[Don’t know]</th>
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</tr>
<tr>
<td>Q32 BINNM APU</td>
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</table>

**Q31.**
Since the beginning of 2010, has this establishment introduced ...

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<th>Question</th>
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<th>[Don’t know]</th>
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</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>
## Block C - Employee characteristics

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

[ASK ALL] Q33.
Could you please tell me for **this** establishment, the number or percentage of employees, who ...

<table>
<thead>
<tr>
<th></th>
<th>[PERCENTAGE CATEGORIES]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>None at all</td>
</tr>
<tr>
<td>Q33A</td>
<td>CEMP_PERM</td>
<td>...have an open ended contract?</td>
</tr>
<tr>
<td>Q33B</td>
<td>CEMP_WOM</td>
<td>...are female?</td>
</tr>
<tr>
<td>Q33C</td>
<td>CEMP_OLD</td>
<td>... are older than 50 years of age?</td>
</tr>
<tr>
<td>Q33D</td>
<td>CEMP_HIED</td>
<td>... have a university degree?</td>
</tr>
<tr>
<td>Q33E</td>
<td>CEMP_PART</td>
<td>... work part-time, that is less than the usual full-time arrangement?</td>
</tr>
</tbody>
</table>

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

[INTERVIEWER: please ask for rough percentages first and fill in the respective percentage category. In case the respondent spontaneously gives an absolute number: Please record this in the last cell.]
[ASK ALL]
INTRONJO
Please think about the type of jobs at this establishment. Some jobs require on the job learning in order for a person to become proficient. Please think about those jobs that on the average would require at least one year on the job learning in order for the person to become proficient.

Q16.
CONJOB
Approximately what percentage of employees work in jobs which require at least one year of on the job learning in order for the person to become proficient in his/her task?

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

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

[ASK IF Q16= 99998 OR 99999]
Q17.
CONJOBPC
Could you please give me your best estimate using the following categories?

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

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

[ASK ALL]
Q21.
DMAINACT
What is the main activity of the establishment?

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

Main activity:
................................................................................................................................................................................
................................................................................................................................................................................
CONTINUE

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

[ASK ALL]
Q26.
Does this establishment have any of the following types of departments?

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

<table>
<thead>
<tr>
<th>Q26A</th>
<th>DDEP FUN</th>
<th>Departments based on function: sales, production, administration, research etc.</th>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
<th>No answer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Q26B</td>
<td>DDEP TYP</td>
<td>Departments dealing with different types of products or service</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Q26C</td>
<td>DDEP GEO</td>
<td>Departments dealing with specific geographical areas, regions etc</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>
E Work organisation practices

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

[ASK ALL]
Q24.
EHIERA
How many hierarchical levels do you have in this establishment, including the highest and the lowest level?
[Flat organisations (i.e., all being equal) have 1 level of hierarchy. “0” cannot be accepted as an answer, answer has to be > or = 1.]

- Number of levels: ____________________________ levels CONTINUE
- [Don’t know] ................................................................. 998 CONTINUE
- [No answer] ................................................................. 999 CONTINUE

[ASK ALL]
Q25.
EHIERACH
Since the beginning of 2010, the number of hierarchical levels has ...
[ONLY ONE ANSWER IS POSSIBLE]

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

[ASK ALL]
Q27.
EPLANN
Who normally decides on the planning and execution of the daily work tasks of the employees at this establishment?
[ONLY ONE ANSWER IS POSSIBLE]

- The employee undertaking the tasks ............................. 1 CONTINUE
- Managers or supervisors ............................................. 2 CONTINUE
- Both employees and managers or supervisors .......... 3 CONTINUE
- [Don’t know] ................................................................. 8 CONTINUE
- [No answer] ................................................................. 9 CONTINUE
Q38. 
EMONQUA
Does this establishment monitor the quality of its production processes or service delivery?

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

T9. 
ELELEDOC
Do employees in this establishment document and keep records of their good work practices or lessons learned, with the purpose to share these with other employees?

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

T11. 
EEXTEMON
Does this establishment monitor external ideas or technological developments for new or changed products, processes or services?

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

T10. 
EINFSYS
Does this establishment use information systems to minimize supplies or work-in-process? These are sometimes known as just-in-time or lean production systems or as working according to a zero buffer principle.

- Yes ...................................................................................... 1 CONTINUE
- No ........................................................................................ 2 CONTINUE
- [Don’t know] ........................................................................ 8 CONTINUE
- [No answer] ......................................................................... 9 CONTINUE
F Team work and Task Rotation

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

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

T1. FTEAMEX
Do you have any teams fitting this definition in your establishment?

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

[ASK IF T1 =1]
T2. FTEASIN
With regard to the employees doing teamwork, do most of them work in a single team or do most of them work in more than one team at the same time?

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

[ASK IF T1 =1]
T3. FTAUTON
If you think about the tasks to be performed by the teams: Do the team members decide among themselves by whom the tasks are to be performed, or is there usually a superior distributing the tasks within the team?

- Team members decide among themselves .................... 1 CONTINUE
- Tasks are distributed by a superior............................... 2 CONTINUE
- [Don’t know] ................................................................. 8 CONTINUE
- [No answer] ................................................................. 9 CONTINUE
Do any of the employees at this establishment rotate tasks with other employees?

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

G Outsourcing and Collaboration

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
<th>No answer</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1A GACTDE Design or development of new products or services</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>O1B GACTPR Production of goods or services</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>O1C GACTMA Sales or marketing of goods or services</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
</tbody>
</table>

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

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

[IF B1=2
Note to interviewer: For multi-establishment companies this could be both internal or external collaboration]
O3.
Is this establishment partly or entirely outsourcing each of the following activities (this activity) to a third party that is not owned by your establishment or the company you belong to?

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Yes</th>
<th>No</th>
<th>Not applicable</th>
<th>Don't know</th>
<th>No answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>O3A GOUTDEDE Design or development of new products or services</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>O3B GOUTPROD Production of goods or services</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>O3C GOUTMARK Sales or marketing of goods or services</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>
H Human Resource Management practices

H.1 Training

[READ TO ALL]
INTROH1
We are now going to ask some questions about training.

[IF B1=2, READ]
Please still think about employees in this establishment.

[ASK ALL]
H3.
HTRAIN
In the past 12 months, what percentage of employees received paid time-off from their normal duties to undertake training, either off or on your premises?

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

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

[ASK IF H3 = 9998 OR 9999]
H4.
HTRAIPC
Could you please give me your best estimate using the following categories?

- None at all ............................................................................... 1  CONTINUE
- Less than 20% ........................................................................ 2  CONTINUE
- 20% to 39% ........................................................................... 3  CONTINUE
- 40% to 59% ........................................................................... 4  CONTINUE
- 60% to 79% ........................................................................... 5  CONTINUE
- 80% to 99% ........................................................................... 6  CONTINUE
- All ........................................................................................ 7  CONTINUE
- [Don’t know] .......................................................................... 8  CONTINUE
- [No answer] ........................................................................... 9  CONTINUE
H5.
HONJOB
In the past 12 months, what percentage of employees have received on the job training?

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

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

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

[ASK IF H5 = 9998 OR 9999]

H6.
HONJOBPC
Could you please give me your best estimate using the following categories?

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

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

H7.
Did the training for your staff have any of the following objectives...?

<table>
<thead>
<tr>
<th></th>
<th>HTRHS</th>
<th>HTRSKI</th>
<th>HTRCH</th>
<th>HTRTAR OT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
<td>Don't know</td>
<td>No answer</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td></td>
</tr>
</tbody>
</table>
H.2 Career development

[READ TO ALL]
INTROH2
The following questions deal with career development and your human resources strategy

[ASK ALL]
H8.
HAPRAIS
Approximately what percentage of employees have a performance appraisal or evaluation interview at least once a year?

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

- Percentage of employees: ________________________ %  GO TO H11A
- Number of employees: ____________________________  GO TO H11A
- [All] ................................................................. 9995  GO TO H11A
- [None] .............................................................. 9997  GO TO H11A
- [Don’t know] .................................................. 9998  CONTINUE
- [No answer] ....................................................... 9999  CONTINUE

[ASK IF H8= 9998 OR 9999]
H9.
HAPRAIPC
Could you please give me your best estimate using the following categories?

- None ............................................................... 1  CONTINUE
- Less than 20% ................................................... 2  CONTINUE
- 20% to 39% ....................................................... 3  CONTINUE
- 40% to 59% ....................................................... 4  CONTINUE
- 60% to 79% ....................................................... 5  CONTINUE
- 80% to 99% ....................................................... 6  CONTINUE
- All ................................................................. 7  CONTINUE
- [Don’t know] .................................................... 8  CONTINUE
- [No answer] ..................................................... 9  CONTINUE
**H11.**

[ASK ALL]

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

[ROTATE]

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>H11A</td>
<td>HRTE MP</td>
<td>The majority of employees who had a temporary contract got a further contract afterwards</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>H11B</td>
<td>HRLO NG</td>
<td>Employees are hired with the intention to employ them for a long time</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>H11C</td>
<td>HRINT ERN</td>
<td>When recruiting the management usually look first whether there are any suitable internal candidates</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>
H.3 Working time arrangements

[READ TO ALL]
INTROH3
Now I have some questions on working time arrangements and pay

H14.  
[ASK ALL]
HFLEXI
Approximately what percentage of employees have the possibility to adapt - within certain limits - the time when they begin or finish their daily work according to their personal needs or wishes?

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

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

- Percentage of employees: ________________________ %  GO TO H16
- Number of employees:  ____________________________  GO TO H16
- [All] ........................................................................... 9996  GO TO H16
- [None] ......................................................................... 9997  GO TO H16
- [Don’t know] ................................................................ 9998  CONTINUE
- [No answer] .................................................................... 9999  CONTINUE

[ASK IF H14=9998 OR 9999]
H15.  
HFLEXIPC
Could you please give me your best estimate using the following categories?

- None................................................................. 1  CONTINUE
- Less than 20% ...................................................... 2  CONTINUE
- 20% to 39% .......................................................... 3  CONTINUE
- 40% to 59% .......................................................... 4  CONTINUE
- 60% to 79% .......................................................... 5  CONTINUE
- 80% to 99% .......................................................... 6  CONTINUE
- All .......................................................................... 7  CONTINUE
- [Don’t know] .......................................................... 8  CONTINUE
- [No answer] .......................................................... 9  CONTINUE
H16. 
HACCUOV
Is it possible for employees to use accumulated overtime for days off? This can be full or half days

- Yes, it is possible for all employees ........................................ 1 CONTINUE
- Yes, it is possible for some employees .................................... 2 CONTINUE
- No ..................................................................................... 3 CONTINUE
- [Don't know] ....................................................................... 8 CONTINUE
- [No answer] ........................................................................ 9 CONTINUE

H.4 Pay

[ASK ALL]
H23.
Now I am going to read out certain variable payment options on top of basic pay that might be in place in your establishment. Could you please tell me for each of these options, whether or not they are available to at least some employees?

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

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

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>H23 A</td>
<td>HVPBRES</td>
<td>Payment by results, for example piece rates, provisions, brokerages or commissions</td>
<td>1 2 8 9 CONTINUE</td>
</tr>
<tr>
<td>H23 B</td>
<td>HVPINPER</td>
<td>Variable extra pay linked to the individual performance following management appraisal</td>
<td>1 2 8 9 CONTINUE</td>
</tr>
<tr>
<td>H23 C</td>
<td>HPVGRPE</td>
<td>Variable extra pay linked to the performance of the team, working group or department</td>
<td>1 2 8 9 CONTINUE</td>
</tr>
<tr>
<td>H23 D</td>
<td>HVPPRSH</td>
<td>Variable extra pay linked to the results of the company or establishment (profit sharing scheme)</td>
<td>1 2 8 9 CONTINUE</td>
</tr>
<tr>
<td>H23 E</td>
<td>HVPSHOW</td>
<td>Variable extra pay in form of share ownership scheme offered by the company</td>
<td>1 2 8 9 CONTINUE</td>
</tr>
</tbody>
</table>
I Employee representation structure

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

[ASK ALL]  
**ERTYPE (ER1)**  
Which of the following forms of official employee representation currently exist in your establishment? Do you have ...

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>[Don’t know]</th>
<th>[No answer]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong> [employee representation type 1]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td><strong>B</strong> [employee representation type 2]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td><strong>C</strong> [employee representation type 3]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td><strong>D</strong> [employee representation type 4]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td><strong>E</strong> [employee representation type 5]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td><strong>F</strong> [employee representation type 6]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td><strong>G</strong> [employee representation type 7]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>

(COUNTRY SPECIFIC ROUTING TO SELECT [employee representation])
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}
IONEBOD1 (ER2)
Is there one [employee representation body] or are there several [employee
target: representation bodies] representing different types of employees in your
establishment?
- One body ............................................................................. 1  GO TO ER6
- More than one body ............................................................ 2  GO TO ER6
- [Don’t know] ........................................................................ 8  GO TO ER6
- [No answer] ......................................................................... 9  GO TO ER6

{COUNTRY SPECIFIC ROUTING}
IELECT1 (ER6)
[IF ER2 ≠ 2 -> (NO ER2 FOR ERTYPE OR ER2=1,8,9)]
Are the members of the [employee representation body] ...
[IF ER2=2]
Please think about the [employee representation body] that represents the largest
proportion of employees in this establishment.
Are the members of this [employee representation body] that represents the largest
proportion of employees in this establishment ...
- Elected by the entire workforce or............................................ 1 SKIP TO ER15
- Elected by a specific category of staff or................................. 2 SKIP TO ER15
- Elected or appointed by a trade union or elected by
  its members or ..................................................................... 3 SKIP TO ER15
- Appointed by management? ................................................. 4 SKIP TO ER6B
- [Don’t know] ........................................................................ 8 SKIP TO ER6B
- [No answer] ......................................................................... 9 SKIP TO ER6B
Now please think about the [employee representation body] that represents the second largest proportion of employees in this establishment.

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

- Elected by the entire workforce or ........................................ 1 SKIP TO ER15
- Elected by a specific category of staff or ............................. 2 SKIP TO ER15
- Elected or appointed by a trade union or elected by its members or ................................................................. 3 SKIP TO ER15
- Appointed by management? ............................................... 4 SKIP TO ER15
- [Don’t know] ........................................................................ 8 SKIP TO ER15
- [No answer] ......................................................................... 9 SKIP TO ER15

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

<table>
<thead>
<tr>
<th>Employee representation type</th>
<th>Yes</th>
<th>No</th>
<th>[Don’t know]</th>
<th>[No answer]</th>
</tr>
</thead>
<tbody>
<tr>
<td>A [employee representation type 1]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>B [employee representation type 2]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>C [employee representation type 3]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>D [employee representation type 4]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>E [employee representation type 5]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>F [employee representation type 6]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>G [employee representation type 7]</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>
Is there one [employee representation body] or are there several [employee representation bodies] representing different types of employees in your establishment?

- One body ................................................................. 1 CONTINUE
- More than one body .................................................... 2 CONTINUE
- [Don’t know] .............................................................. 8 CONTINUE
- [No answer] .............................................................. 9 CONTINUE

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

- Elected by the entire workforce or .................................. 1 CONTINUE
- Elected by a specific category of staff or ........................ 2 CONTINUE
- Elected or appointed by a trade union or elected by
  its members or .............................................................. 3 CONTINUE
- Appointed by management? ......................................... 4 CONTINUE
- [Don’t know] .............................................................. 8 CONTINUE
- [No answer] .............................................................. 9 CONTINUE
## I.2 Views on employee representation and collective wage agreement

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

**ER15.**

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>Code</th>
<th>Description</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don't know</th>
<th>No answer</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER15A IINIM WPP The employee representation helps us in a constructive manner to find ways to improve workplace performance</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>ER15B IINDE LAY The involvement of the employee representation often leads to considerable delays in important management decisions</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>ER15C IINDI R We prefer to consult directly with employees</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>ER15D IINIM PEA Consulting the employee representation in important changes leads to more commitment of the staff in the implementation of changes</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>ER15E IERT RUS The employee representation can be trusted</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
</tbody>
</table>
### ER12.
Are employees in this establishment covered by any of the following collective wage agreements?

<table>
<thead>
<tr>
<th>Agreement Type</th>
<th>Description</th>
<th>Yes</th>
<th>No</th>
<th>DK</th>
<th>NA</th>
<th>CONTINUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER12A ICAE ST</td>
<td>A collective wage agreement negotiated at the establishment or company level</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>ER12B ICAS ECT</td>
<td>A collective wage agreement negotiated at the sectoral or regional level</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>ER12C ICAO CC</td>
<td>A collective wage agreement negotiated for a given occupation</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
<tr>
<td>ER12D ICAN AT</td>
<td>A national cross-sectoral collective wage agreement</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>CONTINUE</td>
</tr>
</tbody>
</table>
J. Employee involvement

[READ TO ALL]

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

[ASK ALL]

E1. In this establishment, which of the following practices are used to involve employees in how work is organised?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
<th>No answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1A</td>
<td>JREG MEE</td>
<td>Regular meetings between employees and immediate manager</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>E1B</td>
<td>JSTA FFME</td>
<td>Regular staff meetings open to all employees at the establishment</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>E1C</td>
<td>JADH OC</td>
<td>Meetings of a temporary group or committee or ad-hoc group</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>E1D</td>
<td>JDISS INF</td>
<td>Dissemination of information through newsletters, website, notice boards, email etc.</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>E1E</td>
<td>JSOM EDI</td>
<td>Discussions with employees through social media or in online discussion boards</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>E1F</td>
<td>JSUG GS</td>
<td>Suggestion schemes (the collection of ideas and suggestions from the employees, voluntary and at any time, traditionally by means of a ‘suggestion box’)</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>E1G</td>
<td>JSUR VEY</td>
<td>Employee surveys among employees</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
</tbody>
</table>
INTROJ1
We are now going to look into changes in the establishment

E0.a
[ASK ALL]

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

<table>
<thead>
<tr>
<th>E0.aA</th>
<th>JCHR</th>
<th>Changes in the remuneration system</th>
<th>Yes</th>
<th>No</th>
<th>DK</th>
<th>NA</th>
<th>CONTINUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>E0.aB</td>
<td>JCHT</td>
<td>Changes in the use of technology</td>
<td>Yes</td>
<td>No</td>
<td>DK</td>
<td>NA</td>
<td>CONTINUE</td>
</tr>
<tr>
<td></td>
<td>ECH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E0.aC</td>
<td>JCHA</td>
<td>Changes in ways to coordinate and allocate the work to employees</td>
<td>Yes</td>
<td>No</td>
<td>DK</td>
<td>NA</td>
<td>CONTINUE</td>
</tr>
<tr>
<td></td>
<td>LLOC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E0.aD</td>
<td>JCHR</td>
<td>Changes in recruitment policies</td>
<td>Yes</td>
<td>No</td>
<td>DK</td>
<td>NA</td>
<td>CONTINUE</td>
</tr>
<tr>
<td></td>
<td>ECRU</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E0.aE</td>
<td>JCHTI</td>
<td>Changes in the working time arrangements</td>
<td>Yes</td>
<td>No</td>
<td>DK</td>
<td>NA</td>
<td>CONTINUE</td>
</tr>
<tr>
<td></td>
<td>ME</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[If no changes are reported in ANY of (E0.aA, E0.aB, E0.aC, E0.aD, E0.aE > 1) GO TO E7A]  
[If one change is reported in ANY of (E0.aA, E0.aB, E0.aC, E0.aD, E0.aE = 1) GO TO TEXT BEFORE E0e]  
[only ask if at least two of E0.aA, E0.aB, E0.aC, E0.aD, E0.aE =1 and include each activity where E0.aA, E0.aB, E0.aC, E0.aD, E0.aE =1]

E0b
JMOIMPCH

Which of the changes that you reported had – in your opinion – the most important implications for employees in your establishment?  
[Only one answer possible in E0b]

- The changes in the remuneration systems .................................. 1 CONTINUE
- The changes in the use of technology ...................................... 2 CONTINUE
- The changes in ways to coordinate and allocate the work to employees ................................................. 3 CONTINUE
- The changes in recruitment policies ....................................... 4 CONTINUE
- The changes in working time arrangements ............................ 5 CONTINUE
- [Don’t know] ........................................................................ 8 SKIP TO E7
- [No answer] ......................................................................... 9 SKIP TO E7
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]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>DK</th>
<th>NA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>E0eA JERINF</td>
<td>Informed by management?</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>E0eB JERCONS</td>
<td>Asked to give their views ahead of the decision?</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>E0eC JERDEC</td>
<td>Involved in joint decision making with the management?</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>

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]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>DK</th>
<th>NA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>E0cA JEMPINF</td>
<td>Informed by management?</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>E0cB JEMPCONS</td>
<td>Asked to give their views ahead of the decision?</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>E0cD JEMPEC</td>
<td>Involved in joint decision making with the management?</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>
Could you please let me know for this major change whether...

**YOU MENTIONED THAT THE MAJOR CHANGE WAS: [MAJORCHANGE]**

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

**[ASK ALL]**

**E7.**

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>[Don't know]</th>
<th>[No answer]</th>
</tr>
</thead>
<tbody>
<tr>
<td>E7A</td>
<td>JEIDE LAY</td>
<td>Involving employees leads to unnecessary delays in the implementation of changes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>E7B</td>
<td>JEIRE TEN</td>
<td>Employees stay longer in the company when they feel they can get involved</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>E7C</td>
<td>JEIC OMP</td>
<td>Involving employees gives a competitive advantage</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>
INTROK
To finish the interview, we now have a few general questions about the overall climate and the economic and financial situation in this establishment.

[ASK ALL] P1.
Does the management encounter any of the following problems at this establishment currently?

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>P1A</td>
<td>KOSICK</td>
<td>High level of sickness leave</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>P1B</td>
<td>KOSKILL</td>
<td>Difficulties in finding employees with the required skills</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>P1C</td>
<td>KORETEN</td>
<td>Difficulties in retaining employees</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>P1D</td>
<td>KOREDU</td>
<td>A need to reduce staff</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>P1E</td>
<td>KOLOMOT</td>
<td>Low motivation of employees</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

[ASK ALL] P2.
KCLIMATE
How would you rate the current general work climate in this establishment? Is it very good, good, neither good nor bad, bad, or very bad?

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

[ASK ALL] P2.1
KCLIMACH
Since the beginning of 2010, the general work climate in this establishment...?

- Improved ............................................................................... 1 CONTINUE
- Worsened ............................................................................. 3 CONTINUE
- [Remained about the same] .................................................. 2 CONTINUE
- [Don’t know] ....................................................................... 8 CONTINUE
- [No answer] ........................................................................ 9 CONTINUE
[ASK ALL]
P3. KFINAN
How would you rate the financial situation of this establishment? Is it very good, good, neither good nor bad, bad, or very bad?
- Very good............................................................................ 1 CONTINUE
- Good ................................................................................... 2 CONTINUE
- Neither good nor bad .......................................................... 3 CONTINUE
- Bad..................................................................................... 4 CONTINUE
- Very bad............................................................................. 5 CONTINUE
- [Don't know] ........................................................................ 8 CONTINUE
- [No answer]......................................................................... 9 CONTINUE

[ASK ALL]
P4. KFINANCH
Since the beginning of 2010, has the financial situation of this establishment...
- Improved ............................................................................. 1 CONTINUE
- Worsened............................................................................. 3 CONTINUE
- [Remained about the same] ................................................ 2 CONTINUE
- [Not applicable] ................................................................... 7 CONTINUE
- [Don't know] ........................................................................ 8 CONTINUE
- [No answer]......................................................................... 9 CONTINUE

[ASK ALL]
P7. KLABPRCH
Since the beginning of 2010, has the labour productivity of this establishment...
- Increased ............................................................................ 1 CONTINUE
- Decreased ........................................................................... 3 CONTINUE
- [Remained about the same] ................................................ 2 CONTINUE
- [Not applicable] ................................................................... 7 CONTINUE
- [Don't know] ........................................................................ 8 CONTINUE
- [No answer]......................................................................... 9 CONTINUE

[IF COMPANY IN FONEFILE: PRIVATE]
P8. KGOSEPR
Since the beginning of 2010, has the amount of goods and services produced by this establishment ...
- Increased ............................................................................ 1 GO TO SECTION L
- Decreased........................................................................... 3 GO TO SECTION L
- [Remained about the same] ................................................ 2 GO TO SECTION L
- [Not applicable] ................................................................... 7 GO TO SECTION L
- [Don't know] ........................................................................ 8 GO TO SECTION L
- [No answer]......................................................................... 9 GO TO SECTION L
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

R1. [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]
R2.
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]
R3.
LTENURE
How long have you been working in this establishment?
[Please enter the nearest year. Enter ‘0’ if less than 6 months.]
[INTERVIEWER: Pay extra attention so the answer given for this question must not exceed the years of operation of this establishment shown below:]

- ___________________________________________ years
- [No answer] ....................................................................... 99 CONTINUE
M Contact for ER interview and permission for follow-up

[Programmer: this section is only asked if there is an official employee representative body in the establishment according to ERTYPE1-7.
The ERTYPE referenced is the appropriate existing employee representative type, based on the response from ERTYPE / ER8, ER6 / IER6_8, and preference order defined in the excel document.
The below ER2 and ER8_2 in the IF conditions refers also to this ERTYPE.
All other respondents directly go to C3]

[ask if any of ERTYPE1-7]

C1. MERCONTA
For our research project it is very important to have the views of both, the employers as well as of the employee representatives within the establishment. To this end, we would also like to make a short interview with someone who can offer the views of the employee representation on some of the topics discussed.

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

[IF ER exists in this establishment (ER1=1) AND Multiple individuals not possible (excel) AND Multiple bodies not possible (ER2<>2)]
Could you please provide us with the name and the telephone number of the [employee representation body] in your establishment?

[IF ER exists only at the company level (ER8=1) AND Multiple individuals not possible (excel) AND Multiple bodies not possible (ER8_2<>2)]
Could you please provide us with the name and the telephone number of the [employee representation body] at the company level that also represent the employees working on this site?

[IF ER exists in this establishment (ER1=1) AND Multiple individuals not possible (excel) AND Multiple bodies possible (ER2=2)]
Could you please provide us with the name and the telephone number of the [employee representation body] that represents the highest proportion of employees in your establishment?

[IF ER exists only at the company level (ER8=1) AND Multiple individuals not possible (excel) AND Multiple bodies possible (ER8_2=2)]
Could you please provide us with the name and the telephone number of the [employee representation body] that represents the highest proportion of employees at the company level that also represent the employees working on this site?
[IF ER exists in this establishment (ER1=1) AND Multiple individuals possible (excel) AND Multiple bodies not possible (ER2<>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 (ER8=1) AND Multiple individuals possible (excel) AND Multiple bodies not possible (ER8_2<>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 (ER1=1) AND Multiple individuals possible (excel) AND Multiple bodies possible (ER2=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 (ER8=1) AND Multiple individuals possible (excel) AND Multiple bodies possible (ER8_2=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 C3
- Objects interviewing the employee representative .............. 3 go to C3

[IF C1 = 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 C3

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

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

NAME OF ESTABLISHMENT:
City:
Street, number:
Other information:

[ASK ALL]

C3.
MFOOLLOW
May we contact you again later if we should have any additional questions for a follow up study carried out by Eurofound?

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

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

C3_n.
MFOOLLOWN
In order to re-contact you, can I ask your name please?

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

[ASK IF C3 = 1 & B0 <> 9.]
Can I once again confirm your name, to make sure we can re-contact you in the future?

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

- NAME: ....................................................................................... SKIP TO C4
- [No answer] ............................................................................. 9 SKIP TO C4
Can we link the data collected through this survey with other publicly available statistical information related to this establishment?

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