HOW TO COMPLETE THIS QUESTIONNAIRE

This questionnaire is designed to make completion as easy and fast as possible. Most questions can be answered by simply ticking boxes. Very little information will need to be looked up.

This questionnaire asks you about the Personnel/Human Resource (HR) policies and practices in the organisation or part of the organisation (Division, Business Unit, Department etc) for which you have Human Resource Management responsibility.

Please indicate below the organisational unit to which the answers on the questionnaire refer

a. Is your organisation part of a larger Group of companies/institution?   1☐ Yes   0☐ No

b. If yes, are you answering for the whole Group, in your country?   1☐ Yes   0☐ No

The questionnaire has been created for simultaneous use by private and public sector employers in 40 countries; some questions may therefore be phrased in a slightly unfamiliar way.

THANK YOU FOR YOUR CO-OPERATION

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SECTION I: HRM ACTIVITY IN THE ORGANISATION

1.   Approximately how many people are employed (on the payroll) by your organisation?

In total _____   Male _____   Female _____

2.   Please give proportions for the following:

A. Managers   ____% of workforce

B. Professional/technical
employees   ____% of workforce

C. Clerical employees   ____% of workforce

D. Manual employees   ____% of workforce

TOTAL   100%

3.   Please provide the following information about your workforce:

A. Annual staff turnover   ____% turnover per year   999 ☐ don't know
(Turnover is calculated as the % of the total workforce that have left the organization in the past year)

B. Age structure   ____% of employees under 25 years   999 ☐ don't know

                          ____% employees over 25 and under 45   999 ☐ don't know

                          ____% of employees 45 years and over   999 ☐ don't know

C. Absenteeism/sick leave ____ average days per employee per year 999 ☐ don't know

D. Education level   ____% of workforce with an Higher Education/university qualification
                          (first degree or higher degree, NVQ level 4) 999 ☐ don't know
                                                                        999 ☐ don't know

4a.   Do you have an HR department?

        Yes   1 ☐   No   0 ☐

4b.   If yes, approximately how many people are employed in the personnel/human resources (HR) department by your organisation?

In total _____ Male _____   Female _____

4c.   If no, who has MOST responsibility for personnel/HR issues? (please tick only one)

A. Chief Executive/Managing Director   ☐1

B. Administrative Director   ☐2

C. Finance Director   ☐3

D. Production Director   ☐4

E. Marketing/Sales Director   ☐5

F. General Manager   ☐6

G. Other (please specify)   ☐7

……………………………………………………..

5.   Does the person responsible for HR have a place on the Board or equivalent top executive team?

1☐ Yes   0☐ No

6.   From where was the person responsible for HR recruited? (Please tick only one).

A. From within the personnel/HR department   ☐ 1
B. From non- personnel/HR specialists in your organisation   ☐ 2
C. From personnel/HR specialists outside of the organisation   ☐ 3
D. From non- personnel/HR specialists outside of the organisation   ☐ 4

7.   To what extent do you outsource the following areas to external providers?

	Not outsourced			Completely outsourced
A. Payroll	☐0 ☐1	☐2	☐3	☐4
B. Pensions	☐0 ☐1	☐2	☐3	☐4
C. Benefits	☐0 ☐1	☐2	☐3	☐4
D. Training and development	☐0 ☐1	☐2	☐3	☐4
E. Workforce outplacement/reduction	☐0 ☐1	☐2	☐3	☐4
F. HR Information systems	☐0 ☐1	☐2	☐3	☐4
G.Recruitment	☐0 ☐1	☐2	☐3	☐4
H. Selection	☐0 ☐1	☐2	☐3	☐4
I. Processing routine queries from Managers/employees.(e.g. HR call centre)	☐0 ☐1	☐2	☐3	☐4

8.   Does your organisation have a:

	Yes, written	Yes, unwritten	No
A. Mission statement	☐ 2	☐ 1	☐ 0
B. Business/service strategy	☐ 2	☐ 1	☐ 0
C. Personnel/HRM Strategy	☐ 2	☐ 1	☐ 0
D. Corporate values statement	☐ 2	☐ 1	☐ 0
E. Diversity statement	☐ 2	☐ 1	☐ 0
F. Code of ethics	☐ 2	☐ 1	☐ 0
G. Corporate Social Responsibility (CSR)* statement	☐ 2	☐ 1	☐ 0
H. Communications policy	☐ 2	☐ 1	☐ 0

*CSR generally refers to the practice of operating a business in a manner that goes beyond what is normally required by law to meet broader ethical and public expectations.

9.   If your organisation has a business/service strategy, at what stage is the person responsible for personnel/HR involved in its development? (Tick only one)

A. From the outset   ☐ 3
B. Through subsequent consultation   ☐ 2
C. On implementation   ☐ 1
D. Not consulted   ☐ 0

10.   Who has <u>primary responsibility</u> for major policy decisions on the following issues? (please tick one per row)

	Line Mgt.	Line Mgt. in consultation with HR dept	HR dept in consultation with line mgt	HR dept
A. Pay and benefits	☐ 1	☐ 2	☐ 3	☐ 4
B. Recruitment and selection	☐ 1	☐ 2	☐ 3	☐ 4
C. Training and development	☐ 1	☐ 2	☐ 3	☐ 4
D. Industrial relations	☐ 1	☐ 2	☐ 3	☐ 4
E. Workforce expansion/reduction	☐ 1	☐ 2	☐ 3	☐ 4

11.   What type of HR Information System (computer-based tool) do you have?

A.   A number of separate stand alone HR tools   ☐ 1
      (e.g. e-recruitment system, performance management tool)
B.   A single, primarily independent HR information system   ☐ 2
C.   Primarily interfaced/integrated into a wider   ☐ 3
      management information system
D.   Do not have a computerised HR information system   ☐ 0 * (Please go to Q14)

12. In which of the following areas is the computerised HR Information System (HRIS) used?

	Yes	No
A. Individual personnel records	☐ 1	☐ 0
B. Payroll	☐ 1	☐ 0
C. Benefits	☐ 1	☐ 0
D. Time-registration and attendance	☐ 1	☐ 0
E. Recruitment and selection	☐ 1	☐ 0
F. Training and development	☐ 1	☐ 0
G. Performance management	☐ 1	☐ 0
H. Career planning/Succession planning	☐ 1	☐ 0
I. Work scheduling	☐ 1	☐ 0
J. Health and safety	☐ 1	☐ 0
K. Measurement of HR performance (HR metrics)	☐ 1	☐ 0
L. To provide HR information, policies and practices	☐ 1	☐ 0
M. Other (please state)	☐ 1	☐ 0

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13. Does your HRIS include

A. Manager self-service   Yes ☐1 No ☐0
(online tools whereby managers can complete HR processes)

B. Employee self-service   Yes ☐1 No ☐0
(online tools whereby employees can access personal information and perform simple HR tasks
such as maintaining personal data)

14. To what extent is the performance of the personnel/human resources function/department
evaluated? (please tick one of the following)

Not at all	To a small extent	To some extent	To a great extent	To a very great extent
☐0	☐1	☐2	☐3	☐4

15. If you evaluate the performance of the HR function, whose views are considered in evaluating the
performance?

	Yes	No
A. Top management	☐ 1	☐ 0
B. Line management	☐ 1	☐ 0
C. Employees	☐ 1	☐ 0
D. Personnel/HR function itself	☐ 1	☐ 0
E. Other (please specify)	☐ 1	☐ 0

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16. What do you consider to be the three major challenges for personnel/HRM in your organisation over
the next 3 years? (Please list them)

A _____

B _____

C _____

SECTION II: STAFFING PRACTICES

1.   How has the total number of employees (full time equivalents) in your organisation changed since three years ago? (please tick one box only)

Decreased by				No change	Increased by			
50+% ☐1	25-49% ☐2	10-24% ☐3	0-9% ☐4	0% ☐5	0-9% ☐6	10-24% ☐7	25-49% ☐8	50+% ☐9

2a.   If the number of employees has <u>decreased</u>, to what extent have you used any of the following methods to reduce the number of people employed?

	Not at all				To a very great extent
A. Recruitment freeze	0☐	1☐	2☐	3☐	4☐
B. Early retirement	0☐	1☐	2☐	3☐	4☐
C. Voluntary redundancies	0☐	1☐	2☐	3☐	4☐
D. Compulsory redundancies	0☐	1☐	2☐	3☐	4☐
E. Internal transfer (redeployment)	0☐	1☐	2☐	3☐	4☐
F. No renewal of fixed term / temporary contracts	0☐	1☐	2☐	3☐	4☐
G. Outsourcing	0☐	1☐	2☐	3☐	4☐
H. Other (please specify)	0☐	1☐	2☐	3☐	4☐

_____

2b.   If you have used outsourcing to reduce the number of employees in the last three years by what percentage has outsourcing <u>reduced</u> your workforce?

Less than 5%	5-9%	10-19%	20-29%	30-49%	50% and over
☐1	☐2	☐3	☐4	☐5	☐6

3.   Please indicate which of the following recruitment methods are used for each staff category? (Please tick all that apply)

	Management	Professional/ Technical	Clerical	Manual
A. Internally	☐1	☐1	☐1	☐1
B. Recruitment agencies/ consultancies	☐1	☐1	☐1	☐1
C. Advertisement	☐1	☐1	☐1	☐1
D. Word of Mouth	☐1	☐1	☐1	☐1
E. Vacancy page on company website	☐1	☐1	☐1	☐1
F. Vacancies on commercial job websites	☐1	☐1	☐1	☐1
G. Direct from educational institution	☐1	☐1	☐1	☐1
H. Speculative applications/walk-ins	☐1	☐1	☐1	☐1
I. Job centres/public recruitment agencies	☐1	☐1	☐1	☐1
J. Other, please specify	☐1	☐1	☐1	☐1

_____

4.   Please indicate which of the following selection methods are used for each staff category

	Management	Professional/ Technical	Clerical	Manual
A. Interview panel	☐ 1	☐ 1	☐ 1	☐ 1
B. One-to-one interviews	☐ 1	☐ 1	☐ 1	☐ 1
C. Application forms	☐ 1	☐ 1	☐ 1	☐ 1
D. Psychometric test	☐ 1	☐ 1	☐ 1	☐ 1
E. Assessment centre	☐ 1	☐ 1	☐ 1	☐ 1
F. Graphology	☐ 1	☐ 1	☐ 1	☐ 1
G. References	☐ 1	☐ 1	☐ 1	☐ 1
H. Ability tests	☐ 1	☐ 1	☐ 1	☐ 1
I. Technical tests	☐ 1	☐ 1	☐ 1	☐ 1
J. Other, please specify :	☐ 1	☐ 1	☐ 1	☐ 1

_____

5.   Does your organisation have action programmes covering any of the following groups to improve their participation in the workforce:

Action programmes relating to:

For following groups of people:

	Recruitment	Training	Career progression
A. Minority ethnics	☐1	☐1	☐1
B. Older workers (aged 50 plus)	☐1	☐1	☐1
C. People with disabilities	☐1	☐1	☐1
D. Women	☐1	☐1	☐1
E. Women returners	☐1	☐1	☐1
F.Low skilled labour	☐1	☐1	☐1
G. Younger workers (aged under 25)	☐1	☐1	☐1
H. Others, please specify _____			

6.   Please indicate the approximate proportion of those employed by your organisation who are on the following working arrangements.

	Not used	5% or less	6-10%	11-20%	21-50%	>50%
A. Weekend Work (working Saturday and/or Sunday)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
B. Shift work (working one of a set of consecutive periods into which a 24 hour working day is divided)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
C. Overtime (extra time beyond employees' normal time, added on to a day or shift)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
D. Annual hours contract (Agreement to work number of hours annually)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
E. Part-time work (hours of work defined as part-time by employer or legislation)	☐ 0	☐ 1	☐ 2	☐ 3	☐4	☐ 5
F. Job sharing (dividing up one job between two or more employees)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
G. Flexi-time (some working hours may be determined by employees, around a fixed 'core' time)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
H. Temporary/casual (workers employed on a temporary basis for a number of hours, weeks or months).	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
I. Fixed-term contracts (workers employed for a fixed number of months or years)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
J. Homebased work (workers whose normal workplace is home but who do not have permanent electronic links to a fixed workplace)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
K. Teleworking (technology-based) (workers who can link electronically to a fixed workplace)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
L. Compressed working week (workers whose working week totals a standard number of hours compressed into a reduced number of shifts)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

SECTION III: EMPLOYEE DEVELOPMENT

1. Do you have a formal appraisal system for the following categories of the workforce? If yes, what proportion of the workforce is actually assessed via a regular formal appraisal system?

A. Management	No ☐ 0 Yes ☐ 1	if yes -------% assessed	☐ Don't know %
B. Professional/Technical	No ☐ 0 No ☐ 1	if yes -------% assessed	☐ Don't know %
C. Clerical	No ☐ 0 No ☐ 1	if yes -------% assessed	☐ Don't know %
D. Manual	No ☐ 0 No ☐ 1	if yes -------% assessed	☐ Don't know %

2. If you have an appraisal system, who formally is expected to make an input/provide data for the appraisal process? (Tick all that apply)

	Managerial	Professional/ technical	Clerical	Manual
A. Immediate supervisor	☐ 1	☐ 1	☐ 1	☐ 1
B. Supervisor's superior	☐ 1	☐ 1	☐ 1	☐ 1
C. The employee himself/herself	☐ 1	☐ 1	☐ 1	☐ 1
D. Subordinates	☐ 1	☐ 1	☐ 1	☐ 1
E. Peers	☐ 1	☐ 1	☐ 1	☐ 1
F. Customers	☐ 1	☐ 1	☐ 1	☐ 1
G. Other, please specify _____				

3. Is the appraisal data used to inform decisions in the following areas

	Yes	No
A. Pay	☐ 1	☐ 0
B. Training and development	☐ 1	☐ 0
C. Career moves	☐ 1	☐ 0
D. Workforce planning	☐ 1	☐ 0

4. Approximately what proportion of the annual payroll costs is currently spent on training?
    _____ %   999 ☐ Don't know

5. How many days training per year do employees in each staff category below receive on average?

		Don't know
A. Management	__days per year per employee	☐ 999
B. Professional/technical	__days per year per employee	☐ 999
C. Clerical	__days per year per employee	☐ 999
D. Manual	__days per year per employee	☐ 999

6a. Do you <u>systematically</u> evaluate the effectiveness of your training?

Yes   ☐1   No   ☐0

6b. If yes which of the following techniques does your organization use to evaluate training effectiveness?

	Used	Not Used
Total number of days training undertaken per employee per year	☐1	☐0
Meeting the objectives set out in the training and development plan	☐1	☐0
Reaction evaluation immediately after training	☐1	☐0
Measured job performance before and immediately after training	☐1	☐0
Measured job performance before and some months after training	☐1	☐0
Informal feedback from line managers	☐1	☐0
Informal feedback from employees	☐1	☐0
Return on investment	☐1	☐0

7. To what extent do you use the following methods for career development:

		Not at all			To a very great extent	
A.	Special tasks/projects to stimulate learning/on the job training	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
B.	Involvement in cross-organisational / disciplinary/functional tasks	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
C.	Participation in project team work	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
D.	Networking	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
E.	Formal career plans	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
F.	Development centres	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
G.	Succession plans	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
H.	Planned job rotation	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
I.	"High flier" schemes	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
J.	Experience schemes	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4

(internal movement to another department, whether in the same country or abroad)

K.	Secondments to other organisations	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4

(external movement to another organisation for a temporary period of time)

L.	Coaching	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
M.	Mentoring	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
N.	Computer based packages/e-learning	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
O.	Other (please state)	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4

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8. Which are the three most important areas of training need for your organisation over the next three years?

      A. _____

      B. _____

      C. _____

SECTION IV: COMPENSATION AND BENEFITS

1. At what level(s) is basic pay determined? (Please tick as many as are applicable for each category of staff).

	Management	Professional/ Technical	Clerical/ Administrative	Manual
A. National/industry-wide collective bargaining	❏1	❏1	❏1	❏1
B. Regional collective bargaining	❏1	❏1	❏1	❏1
C. Company/division, etc.	❏1	❏1	❏1	❏1
D. Establishment/site	❏1	❏1	❏1	❏1
E. Individual	❏1	❏1	❏1	❏1
F. Other, please specify	❏1	❏1	❏1	❏1

_____

2. Do you offer any of the following: (Please tick as many as are applicable for each category of staff).

	Management	Professional Technical	Clerical/ Administrative	Manual
A. Employee share schemes	☐ 1	☐ 1	☐ 1	☐1
B. Profit sharing	☐ 1	☐ 1	☐ 1	☐1
C. Stock options	☐ 1	☐ 1	☐ 1	☐1
D. Flexible benefits	☐ 1	☐ 1	☐ 1	☐1
E. Performance related pay	☐ 1	☐ 1	☐ 1	☐1
F. Bonus based on individual goals/ performance	☐ 1	☐ 1	☐ 1	☐1
G. Bonus based on team goals/ performance	☐ 1	☐ 1	☐ 1	☐1

3. Do you offer any of the following schemes in <u>excess of statutory requirements</u>?

	Yes	No
A. Workplace childcare (subsidized or not)	☐1	☐0
B. Childcare allowances	☐1	☐0
C. Career break schemes	☐1	☐0
D. Maternity leave	☐1	☐0
E. Paternity leave	☐1	☐0
F. Parental leave*	☐1	☐0
G. Pension schemes	☐1	☐0
H. Education/training break	☐1	☐0
I. Private health care schemes	☐1	☐0

* Parental leave refers to leave given to a parent to look after a child outside of maternity/paternity leave, for instance, to care for a sick child.

SECTION V: EMPLOYEE RELATIONS AND COMMUNICATION

1. What proportion of the total number of employees in your organisation are members of a trade union? (Please round up to the nearest full percentage)

   1☐ 0%   2☐ 1%- 10%   3☐ 11%-25%   4☐ 26%-50%

   5☐ 51-75%   6☐ 76-100%   ☐ Don't know

2a. To what extent do trade unions influence your organization?

   Not at all   To a small extent   To some extent   To a great extent   To a very great extent

   ☐0   ☐1   ☐2   ☐3   ☐4

2b. How has union influence changed during the last three years?

   3☐ Increased   2☐ Same   1☐ Decreased

3. Do you recognise trade unions for the purpose of collective bargaining?

   1☐ Yes   0☐ No

4. Do you have a joint consultative committee or works council?

   1☐ Yes   0☐ No

5. Is your organisation a member of an employers' association?

   1☐ Yes   0☐ No

6. If yes, to what extent do the services provided by the association meet your needs?

   Not at all   Entirely
   ☐ 0   ☐ 1   ☐ 2   ☐ 3   ☐ 4

7.	To what extent do you use the following methods to communicate major issues to your employees?

	Not at all				To a very great extent
A. Through representative staff bodies (eg. Trade unions)	☐0	☐1	☐2	☐3	☐4
B. Verbally, direct to employees	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
C. Written, direct to employees	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
D. Electronic communication	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
E. Team briefings	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
F. Other, please specify	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4

_____

8.	Which employee categories are formally briefed about the following issues? (Please tick as many as applicable).

	Management	Professional Technical	Clerical/ Administrative	Manual
A. Business strategy	☐ 1	☐ 1	☐ 1	☐1
B. Financial performance	☐ 1	☐ 1	☐ 1	☐1
C. Organisation of work	☐ 1	☐ 1	☐ 1	☐1

9.	To what extent are the following methods used for employees to communicate their views to management ?

	Not at all				To a very great extent
A. Direct to senior managers	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
B. Through immediate superior	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
C. Through trade union representatives	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
D. Through works council	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
E. Through regular workforce meetings	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
F. Team briefings	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
G. Suggestion schemes	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
H. Attitude surveys	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4
I. Electronic communication	☐ 0	☐ 1	☐ 2	☐ 3	☐ 4

SECTION VI: ORGANISATIONAL DETAILS

1a.   Is your organisation

1 ☐ Private sector   If private sector, are you a Public Limited Company (on the stock
market)   Yes ☐ 1   No ☐0
2 ☐ Public sector   If public sector are you A. National ☐1   B. Regional ☐2   C. Local ☐3
3 ☐ Not for profit
4 ☐ Mixed (public and private sector)
5. Other, please specify _____

1b.   Is the business owned and/or controlled by primarily one family?

Yes ☐ 1   No ☐0

2.   Please indicate the main sector of industry or services in which you operate (please tick the
one that most closely resembles your organisation's activity)

A. Agriculture, hunting, forestry, fishing	☐ 1
B. Energy and water	☐ 2
C. Chemical products; extraction and processing of non-energy minerals	☐ 3
D. Metal manufacturing; mechanical, electrical and instrument engineering; office and data processing machinery	☐ 4
E. Other manufacturing, (eg food, drink and tobacco; textiles; clothing; paper, printing & publishing; processing of rubber and plastics, etc)	☐ 5
F. Building and civil engineering	☐ 6
G. Retail and distribution; hotels; catering; repairs	☐ 7
H. Transport & Communication (eg rail, postal services, telecoms, etc)	☐ 8
I. Banking; finance; insurance; business services (eg consultancies, PR and advertising, Law firms, etc)	☐ 9
J. Personal, domestic, recreational services	☐ 10
K. Health services	☐ 11
L. Other services (eg television and radio, R&D, charities, etc)	☐ 12
M. Education (including universities and further education)	☐ 13
N. Social Services	☐ 14
O. Public administration	☐ 15
P. Other (please specify)	☐ 16

_____

3.   What percentage of the operating costs is accounted for by labour costs?

_____ % of operating costs   999 ☐ don't know

4.   If you are a private sector organisation, would you say the gross revenue over the past 3
years has been:

A. Well in excess of costs   ☐ 5
B. Sufficient to make a small profit ☐ 4
C. Enough to break even   ☐ 3
D. Insufficient to cover costs   ☐ 2
E. So low as to produce large losses ☐ 1

5.   Compared to other organisations in your sector, how would you rate the performance of your organisation in relation to the following ?

	Poor or at the low end of the industry	Below average	Average or equal to the competition	Better than average	Superior
A. Service quality	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
B. Level of productivity	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
C. Profitability	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
D. Rate of innovation	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
E. Stock market performance	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
F. Environmental matters	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

6.   How would you describe the main market(s) for your organisation's products or services? (please tick only one)

A. Local   ☐ 1
B. Regional   ☐ 2
C. National   ☐ 3
D. Continent-wide   ☐ 4
E. World-wide   ☐ 5

7.   Is the market you currently serve: 3☐ Growing   2☐ Same   1☐ Declining

8.   Has your organisation been involved in any of the following changes in the last 3 years? (Tick all that apply)

	Yes	No
A. Acquisition of another organisation	☐ 1	☐ 0
B. Takeover by another organisation	☐ 1	☐ 0
C. Merger	☐ 1	☐ 0
D. Relocation	☐ 1	☐ 0
E. Demerger	☐ 1	☐ 0

9.   If your answer was yes to any of the above (in Q8), when was the personnel/HR department involved in the process? (Tick only one)

A. From the outset   ☐ 3
B. Through subsequent consultation ☐ 2
C. On implementation   ☐ 1
D. Not consulted   ☐ 0

10. In which country is the corporate headquarters of your organisation based? (Please refer to ultimate parent company if your organisation is part of a larger group).

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11. If your organisation is part of a larger group of companies/divisions, etc. (including public sector), please indicate where policies on the following issues are mainly determined.

	International HQ	National HQ / Headquarters	Subsidiary/ Dept./division	Site/establishment Local offices
A. Pay and benefits	☐ 1	☐ 2	☐ 3	☐ 4
B. Recruitment and selection	☐ 1	☐ 2	☐ 3	☐ 4
C. Training and development	☐ 1	☐ 2	☐ 3	☐ 4
D. Industrial relations	☐ 1	☐ 2	☐ 3	☐ 4
E. Workforce expansion/reduction	☐ 1	☐ 2	☐ 3	☐ 4

F. Management development   ☐ 1   ☐ 2   ☐ 3   ☐ 4

12.   In what year was your organisation established (YYYY)?

     _____   9999 ☐ don't know

PERSONAL DETAILS

13.   Are you the most senior personnel/HR manager in the organisation?
       1☐ Yes 0☐ No

14.   Are you: 1☐ Male   2☐ Female

15.   If you are a personnel/HRM specialist, how long have you been working in a specialist personnel/HR or training job?

       _____ years   999☐ Not applicable

16a.   Do you have a university degree?
       1☐ Yes 0☐ No

16b.   If Yes, in what main academic field did you study for your most advanced degree?

A. Business studies	☐ 1	E. Law	☐ 5
B. Economics	☐ 2	F. Engineering	☐ 6
C. Social or behavioural sciences	☐ 3	G. Natural Sciences	☐ 7
D. Humanities/Art/Languages	☐ 4	H. Other (please specify)	☐ 8

       _____

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE

If you have any queries about this questionnaire or would like further information about this research, please contact:

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