

1998 Workplace Employee Relations Survey

User Guide

Volume 5: Code books
**Part A: Codebook for the cross-section
questionnaires**

Codebook for the cross-section questionnaires

VERSION 3.2

JUNE 1998

Introduction

This code book provides full-coding details on all completely open or partially-open questions asked in the Management Questionnaire and Worker Representative Questionnaire.

All completely open questions have a post hoc coding frame developed by SCPR and the WERS research team, with the exceptions of:

- AORGNAM*E*
- D1COMM
- DCALLGRP
- EHOWCOMD
- AUREPCHK
- AWREPCHK
- FNAMRANG

which have not been coded. AORGNAM*E* is not to be included in the final data sets. Keywords to identify in the responses are given in italics.

All partially-open questions have revised coding frames based on an analysis of full-text responses by the WERS research team. The overall objective has been to reduce the ‘other, specific answer’ category to fewer than 10 per cent of valid responses. The conventions adopted have been:

- to identify any inconsistencies/errors caused by routing problems or question wording problems, and to apply editing checks where needed
- to re-code responses back into original coding frame, where appropriate - real case examples are given in italics - note, ‘^’ equals not
- to create additional codes where there is a systematic pattern and/or a significant number of responses, or for consistency with past surveys - real case examples are given in italics
- the original code for other has been changed to ‘Original ‘other’ code, no longer valid’
- where none/no is a valid response, the code has been set to 0
- Asterisk*ed** variables are brand new code frames derived from open (rather than ‘other -specify’) questions.

At present, variables appear in order of way they appear in data set using the original variable name (i.e. not the name of the ‘other’ variable where it is a partially open question).

The final data sets will consist of two parts - the main data set which contains numeric data only, and a subsidiary data set which contains all full-text responses together with the workplace identifier, the variable name, and the code given in the main data set.

Part 1: Management Questionnaire

ZSCODE Occupation of largest group of non-managerial employees

Code to 1990 Standard Occupational Classification, 2 digit level.

Some responses will not give sufficient detail to code to 2 digits.

Other responses will result in 2 or 3 possible codes. Multi-coding is not being considered so you should therefore code the **first mentioned**.

If the description suggests that the employees belong to different occupational groups. Do not change anything, but put a flag in the DTI column.

2 Digit Minor Group

10-17, 19	=	01
20-27, 29	=	02
30-39	=	03
40-46,49	=	04
50-59	=	05
60-67, 69	=	06
70-73, 79	=	07
80-89	=	08
90-95,99	=	09

ASICDESC Main activity of establishment
Code to 1992 Standard Industrial Classification, 4 digit level

Already coded in the questionnaire.

AORGNAME Name of organisation of which establishment is part

Not to be coded, nor included in final data set

AHEADOFF

(Aheadoth)

Where is the controlling head office of the organisation ?

Code **one only** of the following:

- 00 There is no controlling head office
11577 No controlling head office
12205 There is no head office
- 01 United Kingdom
- 02 United States
- 03 Germany
- 04 France
- 05 Italy
- 06 Japan
- 07 Canada
- 08 Original 'other' code, no longer valid
- 09 Other European Union member state country
- *Austria*
- *Belgium*
- *Denmark*
- *Greece*
- *Finland*
- *Ireland*
- *Luxembourg*
- *Netherlands/Holland*
- *Portugal*
- *Spain*
- *Sweden*
- 10 Other non-EU country
- 97 Other vague answer, not codeable to 0-9
- 98 Don't know
- 99 Not answered

AHOWCHA Ahowcoth

What change of ownership or control has occurred?

Code as many as apply

- 01 An agreed takeover/merger
- 02 A takeover/merger formally opposed
- 03 Sold by parent organisation
- 04 Ex-public sector, now privatised/denationalised
- 05 Management buyout
- 06 Buy-out by employees generally
- 07 Original 'other' code, no longer valid
No examples of re-coding in existing set
- 08 Change in partners/major shareholders
 - 11100 One director and chairman retired leaving one managing director*
 - 11135 Old partner retired*
 - 11526 Employed an additional partner*
 - 12196 Partnership changed due to retirement of partners*
 - 12308 More partners joined practice*
 - 14425 Change of major share-holder*
- 09 Other specific answer, not codeable to 1-8
- 97 Other vague answer, not codeable to 1-9
- 98 Don't know
- 99 Not answered

BTITLE2* BTitle

Job title of respondent

Code **one only** of the following: **priority code**

01 Human Resources Manager / Officer

Director of ...

Head of ...

Acting head of ...

02 Personnel Manager / Officer

Director of ...

Head of ...

Acting head of ...

03 Employee Relations ~ Industrial Relations ~ Staff Relations ~ Manager / Officer

Director of ...

Head of ...

Acting head of ...

04 Proprietor / Owner / Managing Director / Partner

05 Financial Manager / Company Secretary

Company accountant

Club secretary

Treasurer

06 General Manager (**not** including specialist personnel / HR / ER / IR)

Administration manager

Area manager

Branch manager

Delivery manager

Head of school

Publican

Matron

Office manager

Payroll manager

Retail manager

07 Other specific answer, not codeable to 1-6

97 Other vague answer, not codeable to 1-7

98 Don't know

99 Not answered

BADVICE

Badvoth

Have you sought advice from any of these bodies on any employee relations issues during the last twelve months?

Code as many as apply:

- 00 None (re-coded from 08)
- 01 ACAS
- 02 Original other Government agency specified, no longer valid
- 03 Management consultants
- 04 External Lawyers
- 05 External Accountants
- 06 Employers' association
- 07 Other professional bodies (e.g. Institute of Personnel and Development, Industrial Society)
 - 12056 XXXX local authorities employers assoc
 - 13393 *Industrial society*
- 08 Original none code, no longer valid
- 09 Other Government agency (recoded from 02)
- 97 Other vague answer, not codeable to 00-09
- 98 Don't know
- 99 Not answered

Treat this codeframe as hierarchical (01 being the highest) if several of the terms are used in the description.

BISSUES2*

Baissues

Over what employee relations issues have you sought advice from ACAS in the last 12 months?

Code as many as apply:

01 Advice on disciplinary action

*disciplinary action / matter / measures / dealing with /
proceedings (not industrial tribunal)*

02 Advice on dismissals

dismissing staff / how to avoid dismissals / termination

03 Advice on redundancies

redundancy situation / payment / procedures / possible red. / problem over

04 Advice on other aspects of employment law

*obtain law/legal booklets/codes of practice
general legal enquiry
maternity
other employment protection*

05 Advice on collective disputes

strikes / industrial action / industrial dispute

06 Industrial tribunal case / conciliation (where explicitly stated)

*unfair dismissal claim / case
settlements*

07 Guidance/advice on improved employee relations (not legal)

*establishing grievance/disciplinary procedures
incentive bonus schemes
equal opportunities
best practice queries*

08 Other specific answer, not codeable to 01-07

97 Other vague answer, not codeable to 01-08

98 Don't know

99 Not answered

CFACTOR Cfactoth

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

Code as many as apply:

- 01 References
- 02 Availability
- 03 recommended by another employee
- 04 Skills
- 05 Age
- 06 Qualification
- 07 Experience
- 08 Motivation
- 09 Original 'other' code no longer valid
- 10 Other specific answer, not codeable to 01-09
No examples of re-coding in existing set

- 97 Other vague answer, not codeable to 01-10
- 98 Don't know
- 99 Not answered

CJOBDES CJobdoth

What are the main methods by which [Largest group] are made aware of their job responsibilities?

Code as many as apply:

- 01 Job descriptions
- 02 Standard operating procedures
- 03 Induction and initial training
- 04 Staff handbook/manual
- 05 Supervision
 - 12763 Supervision at client company*
 - 13114 Manager*
 - 13603 Professional supervision in nursing*
- 06 Individual objectives and targets/through appraisal process
 - 11934 Appraisal*
 - 13558 Objectives within their appraisal*
- 07 Team targets
- 08 Competency standards
- 09 On-going training
- 10 Original 'other' code no longer valid
- 11 Other specific answer, not codeable to 01-10
- 97 Other vague answer, not codeable to 01-11
- 98 Don't know
- 99 Not answered

DBRIEFU

Dbrieoth

Is the briefing generally for.....READ OUT...

Code as many as apply:

- 01 a work group/section/team
- 02 a department
- 03 the whole workplace
- 04 Original 'other' code, no longer valid
- 05 Managers/supervisors only
 - 11457 Supervisors*
 - 12713 Senior team*
 - 12805 Senior managers*
 - 12974 Management team*
 - 13155 Board of govenors*
 - 13423 Team leaders*
 - 13434 Senior executives*
- 06 Other specific answer, not codeable to 01-05
- 97 Other vague answer, not codeable to 01-06
- 98 Don't know
- 99 Not answered

DWHICH

Dwhicoth

Looking at the following list, which issues are discussed by the committee(s)

Code as many as apply:

00 **Exclusive code:** *if no other answers/codes given and text says 'None/nothing'. Also flag for DTI*

01 Production issues

02 Employment issues

03 Financial issues

04 Future plans or trends

05 Pay issues

06 Welfare services and facilities

07 Government regulations

08 Working practices

09 Health and safety

10 Equal opportunities

11 Training

12 Original 'other' code no longer valid

13 Other specific answer, not codeable to 01-12

97 Other vague answer, not codeable to 01-13

98 Don't know

99 Not answered

If only answer is 'none' / 'nothing' then code as 00 and flag for the DTI. Note: none of these in preliminary data set.

If several answers are recorded, and one of the answers is 12, remove this code alone.

D1COMM

Name of joint consultative committee

Not to be coded

DAPPOIN Dappoth

How are employee representatives appointed to the [committee]?

Code as many as apply:

- 01 Elected by employees
 12315 Nominated by workers
- 02 Appointed by management
- 03 Chosen by unions or staff associations
 13167 Membership votes
- 04 Volunteered
- 05 Original other code. No longer valid
- 06 All employees involved/invited

 12127 Attendance is open to all and voluntary
 12382 All employees are eligible to go if they wish
 12882 All included
 13011 Everybody's involved
 13334 All employees are on one or other of the 12 committees
- 07 Other specific answer, not codeable to 01-06
- 97 Other vague answer, not codeable to 01-07
- 98 Don't know
- 99 Not answered

DCALLGRP

Name of quality circles/problem solving groups

Not to be coded

DPERFORM

Dperfoth

In what ways, if any, do you recognise outstanding performance or suggestions from the group?

Code as many as apply:

00 None (re-coded from 03)

01 Financial reward

*11293 Possible promotion or bonus**11647 None cash award*

02 Original 'other' code, no longer valid

03 Original 'none' code, no longer valid

04 Non-financial reward

*11296 Travel trips, range of perks**11560 In kind rewards**11582 Cinema tickets, evening dinners, gift vouchers**11701 Chance of a holiday for 2**11947 Give them a bottle of wine*

05 Public acknowledgement/thanks

*11289 Pat on back...mention in newsletter etc**11300 Credit for success/performance is publicised among all staff.**11386 Recognised by group for company knowledge**11563 Certificates and praise**11512 From my profuse thanks for a job well done.**11871 Verbal congratulations...**12132 By letter or oral recommendation**12321 Non financial/photo in company magazine**12358 Pat on the back*

06 Noted on staff records/appraisal

*11677 Staff appraisals and value is shown verbally**11831 Personal praise, verbal and written logged on employee file**14078 Recognise through appraisals*

07 Other specific answer, not codeable to 01-06

97 Other vague answer, not codeable to 01-07

98 Don't know

99 Not answered

DOTHWAY2 Dothway
Other channels for employees to make suggestions

Code as many as apply:

- 00 None / No
There are no other methods
There are no methods
- 01 Through Managers / Management
'Big boss' / the boss
Managing director / Director(s)
Come to Me
Heads of department
Senior managers
Head teachers
Immediate Boss / Line manager
Supervisor / Team leader
Foreman / forewomen
Matron / Charge wards
'Open Door Policy'
Can speak to anyone
Very Informal / Word of Mouth
Pass to Higher Authority
Pass to Head Office
- 02 Suggestion Schemes:
Schemes with rewards
Schemes without rewards
Reward schemes
- 03 Staff Meetings / Committees:
Briefings
Team / department / section meetings
Joint consultative committees
Staff councils
- 04 Staff Representatives
union reps
Committee reps
Other reps
- 05 Staff Notices:
Staff newsletters
Staff magazines
Staff bulletin
Staff notice boards
Email

- 06 Other specific answer, not codeable to 00-05:
In their appraisals
Staff / employee survey
We ask them
- 97 Other vague answer, not codeable to 00-06
- 98 Don't know
- 99 Not answered

DCONSULT

Dconsoth

Other communication/consultation schemes

Code as many as apply:

- 00 **Exclusive** None
- 01 Regular meetings with entire workforce present
11726 A meeting to which all staff are invited but don't necessarily come
12224 Regular meetings for all employees held 6 monthly...
12306 The divisional commander speaks to whole watch at least 3 times a year
- 02 Systematic use of management chain/cascading of information
- 03 Suggestion schemes
- 04 Regular newsletters distributed to all employees
11064 Company newspaper
- 05 Original 'other' code, no longer valid
- 06 Original 'none' code, no longer valid
- 07 Email
11060 Intranet
11411 Email flashar note
11582 Internal internet online
- 08 Notice boards
- 09 Other individual personal communication
11785 Directly with members of staff and by letter
11849 One to one with line managers
12468 Direct one to one contact
12515 Talk to them everyday
- 10 Other written communication
11678 Memos
11790 Inserts in wage packets
12439 Writing directly to staff
- 11 Other meetings
11053 Meetings with large sections of the workforce but not the entire workforce together
11205 Regular meetings with staff and internal memos
11989 Communications meetings
- 12 Other specific answer, not codeable to 00-11
- 97 Other vague answer, not codeable to 01-12
- 98 Don't know
- 99 Not answered

EHOWCHGD*

Ehowchge

How did **decrease** in trade union members come about

Code as many as apply:

- 01 Union Members Left Workplace:
Redundancies
Sackings
Retirement / Natural wastage
General staff turnover
Decline in the industry / workplace (size)
- 02 New/existing workers have not joined unions
No approaches to workers as potential members
Better Employee / Industrial Relations
Improved Working Conditions
Greater consultation
Better pay
No longer need to be members
Introduced Joint Consultative Committees / other committee
Employee apathy / change in attitude
Workers no longer want to strike
- 03 Derecognition:
union no longer bargains over pay
- 04 Change in Trade Unions:
Unions less effective
Increase in union subs / fees
Trade Unions Less Active
Lack of union reps
- 05 Other specific answer, not codeable to 01-04
- 97 Other vague answer, not codeable to 01-05
- 98 Don't know
- 99 Not answered

EHOWCHGI*

Ehowchge

How did **increase** in trade union members come about

Code as many as apply:

- 01 New Employees Were union Members
- 02 Employees Joined union for Protection:
 - Protection from restructuring*
 - Protection from redundancies*
- 03 Active union Presence:
 - Active employee union member*
 - Active union Officials*
 - Active union employee/worker rep./s*
- 04 Encouraged by the Employer:
 - Encouraged by workplace*
 - Encouraged by organisation*
- 05 Other specific answer, not codeable to 01-04
- 97 Other vague answer, not codeable to 01-05
- 98 Don't know
- 99 Not answered

EVIIEWS

Eviewoth

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

Code **one only** of the following:

- 1 in favour of trade union membership
- 2 not in favour of it
12125 If you asked the managers in the plant they would say they would prefer not to have unions, but they tolerate them
13868 Worried about the consequences of industrial action
- 3 or neutral about it?
- 4 Original 'other' code, no longer valid
- 5 Not an issue
11584 Does not apply to this place
12468 Not an issue, never arisen
13221 Its never mentioned
13566 It has never been discussed , not relevant
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

ECHECKS

Echecothe

Does management here take any steps to find out whether potential recruits are union members - either by requiring them to state it or by some other method?

Code **one only** of the following:

- 1 Yes, by requiring it to be stated
11229 One on application form and through tupee information provided
- 2 Yes, by some other method
- 3 No, no steps taken
11334 No but it is something we are currently looking at...
11514 Doesn't apply
- 4 Original 'other' code, no longer valid
- 5 Both 1 and 2 could be coded

No examples in existing set, but used in WIRS3
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

EHOWCOM

Ehowcome

How did this increase/decrease come about?

Code as many as apply:

- 01 Unions merged
- 02 Newly recognised
- 03 Derecognition
- 04 Original 'other' answer, no longer valid
- 05 Other specific answer, not codeable to 01-04
No examples of re-coding in existing set
- 97 Other vague answer, not codeable to 01-05
- 98 Don't know
- 99 Not answered

EHOWCOMD

How did derecognition come about

Not to be coded

ECHOSEN

Echosoth

How were these employee representatives selected?

- 01 Elected by employees
- 02 Appointed by management
14047 By invitation
- 03 Chosen by unions or staff associations
- 04 Volunteered
- 05 Original 'other' code, no longer valid
- 06 Other specific answer, not codeable to 01-05
- 97 Other vague answer, not codeable to 01-06
- 98 Don't know
- 99 Not answered

EWHYMOR*

Ewhytalk

Reasons why management are **more** likely to negotiate with trade unions

Code as many as apply:

- 01 Better Relationship Between Management & Unions:
Greater co-operation between unions & management
Better understanding of each others perspectives
Unions & management working to same goals
- 02 Change in Management:
Change in individual management personnel
Change in management team
Change in ownership/control
More professional management attitudes
- 03 Appointment of specialist human resources/personnel manager:
Set up of HR/personnel dept./section
Appointment of any HR/Personnel staff
- 04 Conflict / Change necessitates dialogue with unions:
Change in payment systems
Change in workpractices
Industrial action
Redundancies
- 05 Other specific answer, not codeable to 01-04
- 97 Other vague answer, not codeable to 01-05
- 98 Don't know
- 99 Not answered

EWHYLESS*

Ewhytalk

Reasons why management are **less** likely to negotiate with trade unions

Code as many as apply:

- 01 Union/employee Apathy:
Very difficult to get unions/ reps involved or interested
Employee apathy
- 02 General Decline in Union Membership / Strength
- 03 Opposing Union & Management Ethos:
Different aims & goals
union demands are unrealistic
Opposing union & management cultures
- 04 Other specific answer, not codeable to 01-03
- 97 Other vague answer, not codeable to 01-04
- 98 Don't know
- 99 Not answered

FFACTORS Ffactoth

Which, if any, of the factors listed on this card explain the differences between actual pay levels of full-time [LARGEST GROUP] at this workplace?

00 **Exclusive code:** *If only answer is 'none'. Flag for DTI*

01 Hours worked

02 Overtime

03 Shift premiums

04 Age of employees

05 Years of service

06 Skills/core competences

07 Formal qualifications

08 Job grade/classification

12309 Determine job size

09 Incentive or performance-related pay

11003 Bonus payments

11072 Profitability

12408 Profit share

12821 Productive bonuses

12877 Commision

14447 Piecework{schedule of rates work}

10 Performance appraisal or assessment

11 Original other answer, no longer valid

12 Original NONE code

13 Other specific answer, not codeable to 00-12

97 Other vague answer, not codeable to 00-13

98 Don't know

99 Not answered

FLEVEL Flevelo

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

Code **one only** of the following:

- 1 Workplace
- 2 Division/Subsidiary company
- 3 Organisation as a whole
- 4 Original 'other' code, no longer valid
- 5 More than one part
12578 A bonus it depends on work place and division financial performance
12820 Division/group/organisation as a whole
13342 Both work place and whole company
13589 Some of each
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

FMEASURE Fmeasoth

What measures of performance are used to determine the amount of performance-related pay?

- 1 Individual performance/output
- 2 Group or team performance/output
- 3 Workplace-based measures
- 4 Organisation-based measures
11086 Amount of profit the firm makes
- 5 Original 'other' code, no longer valid
- 6 Other specific answer, not codeable to 1-4
- 7 Other vague answer, not codeable to 1-5
- 8 Don't know
- 9 Not answered

FINDPER

Findpoth

How is individual performance or output measured or assessed?

Code as many as apply:

01 Piece rates

02 Other measures of output/sales/targets

11035 Sales targets

11053 Against objectives

11293 Reaching agreed targets

11847 Monthly figures

12301 A credit controller is paid a percentage of money recouped

12381 By performance against targets

03 Assessment by supervisor

12125 Assessment by manager

12224 Individual performance appraisal

13724 On site assesment by supervisors

04 Acquisition of skills/core competences

05 Original other specific answer, no longer valid

06 Other specific answer, not codeable 01-05

97 Other vague answer, not codeable to 01-06

98 Don't know

99 Not answered

FAPPWHEN Fappwhot
How frequently are appraisals conducted?

Code **one only** of the following:

- 01 Quarterly
- 02 Half-yearly
- 03 Annually
- 04 Bi-annually
14040 Every 2 years
- 05 No fixed pattern
- 06 Original 'other' code, no longer valid
- 07 More often than quarterly
 - 11961 Once a month*
 - 12010 2-3 mths*
 - 12069 Monthly*
 - 12462 Bi monthly*
 - 13105 2 monthly*
 - 13118 Weekly*
 - 13600 Every 8 weeks*
- 08 Other specific answer, not codeable to 01-07
- 97 Other vague answer, not codeable to 01-08
- 98 Don't know
- 99 Not answered

FWHOAPP

Fwhoaoth

Typically, who carries out these appraisals?

Code as many as apply:

- 1 An individual's immediate supervisor or foreman
- 2 Another manager
 - 11514 Directors*
 - 11559 Manager*
 - 11709 Senior partner*
 - 11859 General manager only*
 - 12792 The partners*
 - 13141 Regional managers*
 - 13364 Branch manager for every except himself...*
 - 13531 Deputy head/ staff developement*
 - 13544 Manager at that site*
 - 14215 Director at head office*
- 3 Employees at the same level/grade
- 4 Subordinates or employees at a lower level/grade
- 5 Original 'other' code, no longer valid
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

FTYPEAP

Ftypeoth

What are the main purposes of the appraisal?

Code as many as apply:

- 00 **Exclusive code:** *if only answer is 'none or not applicable'. Flag for DTI*
- 01 Assess suitability for promotion or transfers
- 02 Give feedback to employees on their performance
13141 An opportunity to highlight areas where we are not satisfied with them/their rproblem areas as a 2 way opportunity/n
- 03 Give employees a chance to discuss future career moves
- 04 Set personal objectives and review progress against past objective(s)
- 05 Determine pay increases
- 06 Set/evaluate training and development needs
- 07 Promote behavioural change
- 08 Original 'other' code , no longer valid
- 09 Other specific answer, not codeable to 01-08
- 97 Other vague answer, not codeable to 01-09
- 98 Don't know
- 99 Not answered

If answer is 'none' / 'not applicable' then flag for DTI and supervisor . Note: none of these in preliminary data set.

FCHG2*

Fwhyhge

What circumstances led to there being no pay rise for this group at the time of the last review?

Code as many as apply:

- 01 Pay increased, but no general rise in basic pay
Basic same, increase in other areas
Increased bonus'
- 02 Could Not Afford Pay Rise:
Operational difficulties
Financial Crisis / Problems
Lack of investment
Poor company / team performance
Increased competition
Increased investment by company / organisation
Company making losses
Lack of profitability
- 03 Change in Payment Systems:
Introduction of Profit Related Pay
New appraisal system
- 04 Other specific answer, not codeable to 1-3:
Employees agreed no rise
Everyone Happy with Adequate Pay!!
Change in Policy:
Change of ownership
Change of control
Change in LA / organisational policy
- 97 Other vague answer, not codeable to 01-04
- 98 Don't know
- 99 Not answered

FWHODID

Fwhodoth

Which of the following parties were directly involved in determining or negotiating this pay rise for [LARGEST GROUP]?

Code as many as apply:

- 01 Managers at this workplace
 - 11647 Supervisors*
- 02 Managers at a higher level beyond the workplace
 - 13814 Senior u.k.management and human resources,and from u.s.*
- 03 Board of Directors/Governing Body
 - 11652 Partners*
 - 12783 Council of managment in effect the bourd of directors*
 - 14402 The partners of establishment*
- 04 Employer association officials
 - 11502 National agreement*
 - 11558 National joint council*
 - 11566 Joint industries board*
 - 12993 National joint council for local gov services*
- 05 Union representatives or shop stewards
- 06 Non-union employee representatives
- 07 Full-time union officials
 - 11502 National agreement*
 - 11558 National joint council*
 - 11566 Joint industries board*
 - 12993 National joint council for local gov services*
- 08 Original 'other' code, no longer valid
- 09 Pay review body/government
 - 11729 National pay review bodies*
 - 11881 Pay review bodies*
 - 12308 Central government*
 - 12529 Government pay review body*
 - 13944 National govt pay award*
- 10 Other specific answer, not codeable to 01-09
- 97 Other vague answer, not codeable to 01-10
- 98 Don't know
- 99 Not answered

FWHERE

Fwheroth

Was the decision over the most recent pay increase for [LARGEST GROUP] made at this workplace, at a higher level in the organisation or elsewhere?

Code **one only** of the following:

- 1 Workplace
- 2 Higher level
 - 11085 Recommended here and approved by ho in lagos.*
 - 11205 Head office*
 - 11833 Personnel manager based at another site*
 - 12399 Board of directors*
 - 12516 Within the company, at similar office but md is there*
 - 14168 Head office decision.*
 - 14404 Governing body*
- 3 Original 'other' code, no longer valid
- 4 Pay review body/government
 - 11219 Home office*
 - 11608 Government*
 - 11629 Scottish office*
 - 11871 Dept of education*
 - 11881 Pay review bodies*
 - 12358 Her majestys government*
 - 12529 Review body in london*
 - 12560 Central government*
 - 12767 Teachers pay and conditions advisory board and dfee*
 - 14438 Westminster !*
- 5 National/industry/multi-employer agreement
 - 11250 Determined nationally*
 - 11411 National level amongst universities*
 - 11550 Cosla*
 - 11558 National joint council*
 - 11566 Joint industries board*
 - 11867 National federation of builders and ucat*
 - 12118 Employer assoc*
 - 12191 Nnjc union*
 - 12227 Ucns, the collective negotiating bodies for universities in this country*
 - 12300 Part of a national agreement*
 - 13737 National pay award for unison members*
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

GISSUES

Gissuoth

What types of Issues are covered by collective disputes procedure?

Code as many as apply:

- 1 Pay and conditions
 - 11937 Call out payment
 - 12428 Anything to do with terms & conditions of employment
 - 13402 Hours worked allowances paidn
- 2 Redundancy
- 3 Organisation of work
- 4 Health and Safety
- 5 Original 'other' code. No longer valid
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
Anything
- 8 Don't know
- 9 Not answered

If GISSUES =only 5 and the text shows **an individual grievance or disciplinary issue** , then flag for supervisor and a as a Blaise edit change.

12424 GISSUES=5 Anyone with a grievance could be taken directly to principal

If GISSUES =5 plus any other response and answer is an individual grievance or disciplinary issue, then GISSUES should not include a code 5..

13293 GISSUES=1 2 3 5 . Disciplinary issues

13498 GISSUES=1 2 3 4 5 Where an indivual has a compaint about their manager, harrassment

14273 GISSUES=2 5 . . . Sexual and racial haras.

GBODY

Gbodyoth

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

Code as many as apply:

- 01 ACAS Conciliation
- 02 ACAS Arbitration
- 03 Independent arbitrator
- 04 Management at a higher level in the organisation
- 05 Union officials/National officer of union
- 06 Employers' Association
- 07 Original 'other' code, no longer valid
- 08 Other specific answer, not codeable to 01-06
No examples of re-coding in existing set
- 97 Other vague answer, not codeable to 01-08
- 98 Don't know
- 99 Not answered

GRESOLV2*

Gresolve

General methods for resolving disputes over pay and conditions

Code as many as apply:

- 00 Never Had a Dispute / No Disputes
- 01 Through Managers / Management:
Talk With / Go To 'Big Boss' / the boss
Managing director / Director(s)
Heads of department
Senior managers
Head teachers
Talk With / Go To Immediate Boss / line manager
Supervisor / Team leader
Foreman / forewomen
Matron / Charge wards
Discussions / Negotiations with Management
- 02 Through discussion with specialist human resources/personnel managers
HR/Personnel director/manager/officer
HR/Personnel department
- 03 Through respondent
Bring it to me/they come to me
Through myself
- 04 Discussions between union/worker reps and management
- 05 Passed up/referred up the management chain
Pass to Higher Authority / Referred to Head Office
Cascade Dispute Upwards (mediated by at least 1 manager / supervisor)
- 06 Activate grievance (or other) procedure
- 07 Other specific answer, not codeable to 00-06:
- 08 Resolved by discussion - management level not specified
combination of 1,2 or 3
- 97 Other vague answer, not codeable to 00-07
- 98 Don't know
- 99 Not answered

HRESOLV2* Hresolve
How individual grievances are resolved

Code as many as apply:

- 00 Never Had a Dispute / No Disputes
- 01 Through Managers / Management:
 - Talk With / Go To 'Big Boss' / the boss*
 - Managing director / Director(s)*
 - Heads of department*
 - Senior managers*
 - Head teachers*
 - Talk With / Go To Immediate Boss / line manager*
 - Supervisor / Team leader*
 - Foreman / forewomen*
 - Matron / Charge wards*
 - Discussions / Negotiations with Management*
- 02 Through discussion with specialist human resources/personnel managers
 - HR/Personnel director/manager/officer*
 - HR/Personnel department*
- 03 Through respondent
 - Bring it to me/they come to me*
 - Through myself*
- 04 Discussions between union/worker reps and management
- 05 Passed up/referred up the management chain
 - Pass to Higher Authority / Referred to Head Office*
 - Cascade Dispute Upwards (mediated by at least 1 manager / supervisor)*
- 06 Other specific answer, not codeable to 00-05:
- 97 Other vague answer, not codeable to 00-06
- 98 Don't know
- 99 Not answered

If response is '**through grievance procedure**' / '**activate procedure**' etc . then flag for supervisor and as a change in the Blaise questionnaire

HAWARE

Hawaroth

How are employees made aware of the procedure?

Code as many as apply:

- 01 In letter of appointment/contract of employment/written statement of particulars
 - 11135 Job contract*
 - 11205 Given a copy in their terms of conditions*
 - 11323 Terms of employment*
 - 11330 In contract of employment*
 - 11825 Written statement of particulars*
- 02 In the staff handbook
 - 13694 Manual*
- 03 Notice board
 - 12426 On notice board*
- 04 Part of Induction Programme
 - 12864 Through induction*
- 05 Told by supervisor/line manager/foreman
 - 12672 Will be told when they go to a manager when they go with a grievance*
- 06 Original 'other' code, no longer valid
- 07 Other specific answer, not codeable to 01-06
- 97 Other vague answer, not codeable 01-07
- 98 Don't know
- 99 Not answered

HNOT2***Hwhynot**

Reasons why individual grievances procedure not used in past 12 months

Code as many as apply:

- 00 Never had any grievances:
Never had a dispute
Never needed to use it
Nothing to complain about
Employees never needed to use it
- 01 Good Management - Employee Relations:
Satisfied Workforce
Good employee relations
Good staff / employee / industrial relations
Fair to employees
Good working conditions
Responsible employees
Happy workforce / employees
Good level of consultation / communication
- 02 Disputes Raised and Resolved Informally, Before Need to Use Procedures:
Dealt with before it becomes a problem
Sorted out on shop floor
Procedure is last resort
Open door policy / Come to me (respondent)
Go to/resolved by supervisor / manager / foreman / matron / line manager / headmaster / head of dept. / directors / head office
Quicker & easier for management to resolve
- 03 Resolved through Worker Representative:
TU Rep.
Committee / Works Council Rep.
Other Rep.
Worker rep & management discussion
- 04 Procedure doesn't work
Little / no confidence in procedure
Too much red tape
Nothing would get done
- 05 Fear of Negative Outcome:
Dare not complain / risk of reprisal
Sacked / dismissed /leave
- 06 Other specific answer, not codeable to 0-5:
Because they're stupid / don't know about the procedure
More important things to do
Apathy / people not interested

97 Other vague answer, not codeable to 0-6

98 Don't know

99 Not answered

HTYPE Htypeoth
Types of grievances raised in past year

Code as many as apply:

- 00 None (re-coded from 14)
- 01 Pay and conditions issues
 - 12468 Bank holiday entitlement
 - 13944 Amount of relocation allowance
 - 14284 Sick pay
- 02 Job Grading/classification
- 03 Promotion/career development/internal transfers
- 04 Physical working conditions/health and safety
 - 13541 An injury at work
- 05 Work practices/work allocation/pace of work
 - 12227 About restructuring p areas of work p
- 06 Working time/annual leave/time off work
- 07 Performance appraisal
- 08 Sex or race or other discrimination
- 09 Sexual harassment
- 10 Relation with supervisors/line managers (i.e. unfair treatment, victimisation)
- 11 Bullying at work
- 12 Racial harassment
- 13 Original 'other' code, no longer valid
- 14 Original 'none' code, no longer valid
- 15 Other specific answer, not codeable to 00-14

*Examples below are disciplinary cases, not grievances (i.e. of employees). Note, however, that it is a valid response where an employee instigates the grievance procedure to complain about a disciplinary case being mounted against them (e.g. unfair treatment) **Flag for supervisor.***

*not=13 12663 He was rude to a visiter and he had elready had a warning
not=13 13730 She said she was sick, but was malingering, so she was sacked.
not=13 13802 Dough throwing
not=13 13945 Dismissal for absence*

- 97 Other vague answer, not codeable to 00-15
- 98 Don't know
- 99 Not answered

HOTHAWA Hothaoth

How employees made aware of disciplinary procedure

Code as many as apply:

- 01 In letter of appointment/contract of employment/written statement of particulars
 - 11135 Throught their job contract*
 - 11205 Given terms and conditions*
 - 11229 Full terms and conditions given to all staff at start of employment*
 - 11323 Terms of employment*
 - 11330 Separate letter for every new employee*
 - 11825 Statement of written particulars*

- 02 In staff handbook
 - 12771 Manual*
 - 13268 Each member of staff has a copy of the grievance and disciplinary procedures handbook*

- 03 Staff Noticeboard
 - 12426 Notice board*

- 04 Part of Induction Programme

- 05 Told by supervisor/line manager/foreman
 - 12672 National agreement. would be informed by managers as necessary*
 - 12923 Through head if need to know*

- 06 Original 'other' code, no longer valid

- 07 Other specific answer, not codeable to 01-06

- 97 Other vague answer not codeable 01-07

- 98 Don't know

- 99 Not answered

HREASON Hreasoth
Jurisdiction for industrial tribunal applications

Code as many as apply:

- 01 Unfair dismissal
 - 11754 Summary dismissal
 - 12777 Felt their job was not redundant
 - 12932 Constructive dismissal
- 02 Redundancy payment
 - 14349 Payment of redundancy pay
- 03 Sex discrimination
- 04 Race discrimination
- 05 Wages Act
 - 12125 He left and is disputing pay owed to him*
 - 12413 Profit related bonus*
 - 12812 Holiday entitlements.*
 - 14130 Short payment on notice*
- 06 Breach of contract
- 07 Original 'other' code, no longer valid
- 08 Other specific answer, not codeable to 01-07
- 97 Other vague answer, not codeable to 01-08
- 98 Don't know
- 99 Not answered

HDEAL

Hdealoth

Approach to dealing with unfair dismissal applications

Code **one only** of the following:

- 01 Aim to resolve by mutual agreement without ACAS involvement
11916 Direct personal negotiation
12010 Discuss with employee
- 02 Aim to resolve using ACAS conciliation service
- 03 Decide after taking independent advice upon merits of the case
12313 Consult with e.e.f
12507 Ask advice from committee of registered clubs associations
12663 Consult with company solicitor
13246 I go to my trade association/retail motor trade rmi
13275 Call in the lawyers//
- 04 Go to full tribunal hearing
- 05 Original 'other' code, no longer valid
- 06 Decide after taking internal advice
11235 This would be dealt with by head office
11414 I would consult with my district personnel officer first, and she would take advice from our legal dept
12048 Send to our own legal department who would advise on the merits of the case
12191 Head office decision
12411 Get personnel involved from ;head office
12430 Independent advise of area manager
12467 Go to the governing body
12824 It would be handled by a higher body in the organisation.
- 07 Other specific answer, not codeable to 01-06
- 97 Other vague answer, not codeable to 01-07
- 98 Don't know
- 99 Not answered

ITOLD

Itoldoth

How is the Equal Opportunities policy made known to employees?

Code as many as apply:

- 01 In letter of appointment/contract of employment/written statement of particulars
11205 *In terms and conditions of employment*
11881 *Contract*
11934 *Contract of employment*
12502 *A separate document sent after the contract*
12957 *Statement of terms*
13392 *Distributed with their contract*
- 02 In staff Handbook
12672 *Terms and conditions booklet given to all employees*
12702 *Rule book*
12771 *Manual*
13414 *We have a formal manual that can be accessed by any member of staff*
13759 *Procedures manual*
13760 *Council manual*
- 03 Noticeboard
=4&2 14116 *Induction and handbook*
13980 *Notice available in office*
- 04 Part of induction programme
- 05 Told by supervisor/line-manager/foreman
- 06 Original 'other' code, no longer valid
- 07 Informed as part of job application process
11390 *It is sent to everyone applying for a job*
12118 *At point of application, included in pack*
12567 *In adverts for jobs*
12767 *Application forms spell it out*
12783 *On application form*
13576 *Stated in the job advertisements*
13596 *Part of advert and on application form for job*
- 08 Other specific answer, not codeable to 01-07
- 97 Other vague answer, not codeable to 01-08
- 98 Don't know
- 99 Not answered

If ITOLD =6 only and answer is 'don't have one' / 'no policy' then flag **S** for supervisor and as a Blaise questionnaire change

11494 *Never had a need for one, so we don't have one.*

IEFFECT2*

Ieffects

Measured effects of equal opportunities policy

Code as many as apply:

- 00 Didn't Make Any/Much Difference:
No effect / little effect
Minimal / little change
- 01 Identified areas for improvement/raised awareness:
Awareness of gender / ethnic imbalance
Awareness of difficulties of people with disabilities
Improved understanding of the issues
Increased employees knowledge / awareness of EO policy / problems
- 02 Changed Procedures/practices:
Continuous monitoring
Provided facilities for women, e.g. crèche
Corrected advertisements to reflect equal opps. agenda
Reviewed procedure
- 03 Improved Morale:
Improvement in employee relations
Creates good will
Increased fairness
- 04 More diverse workforce
Increased recruitment in underrepresented areas
Employed / promoted more women
Targeted women returning to work after starting a family
Employed / promoted more ethnic minorities
Employed / promoted more disabled staff
- 05 Other specific answer, not codeable to 00-04:
Increased performance
Working OK
- 97 Other vague answer, not codeable to 00-05 :
- 98 Don't know
- 99 Not answered

IWHYNOT

Iwhynoth

Could you tell me why there is no formal written equal opportunity policy at this establishment?

Code as many as apply:

- 01 We have a policy, but have not written it down
13141 Finalising fine details before committing to writing
13206 A given policy would have to apply across the group and we haven't been able to agree- we do have an unwritten policy here
13221 No situation has ever arisen for it to be written
13674 We operate an informal one and don't see necessity of a formal one
- 02 Not considered it
11782 Never been an issue never been raised
- 03 In the process of developing a policy
13150 Its on my list of things to do
13791 Being introduced in January
- 04 We aim at being an equal opportunities employer
12765 We look at people as they come, we don't bar people because of discrimination, in effect we take any one on for a trial period
13118 I personally would give anyone an equal opportunity anyway
13189 Because there is no discrimination here - it is in my head
13500 We are not really large enough and we don't discriminate against anyone
13959 I run it as fairly as possible
- 05 Unnecessary
11512 Its not required by law, and we do not see it as an issue, under present circumstances.
12180 No need for one
12367 Not relevant here
12895 Don't need it
- 06 Employ none or few people from disadvantaged groups
- 07 Original other code, no longer valid
- 08 Other specific answer, not codeable to 01-07
- 97 Other vague answer, not codeable to 01-08
- 98 Don't know
- 99 Not answered

IFMOFF

Ifmoth

If an employee needed to take a day off at short notice, for example if they had a problem with child care or if their child is sick, how would they generally take this time off?

Code **one only** of the following:

- 01 Take time off but make it up later
flexitime/swap shifts/rota
- 02 As leave without pay
11229 Something like that would be leave without pay, but a death in the family would be discretionary time off with pay
- 03 As sick leave
- 04 As special paid leave
11934 Special leave policy provides a maximum of five days a year
12712 They have 3 days compassionate leave per year
- 05 As annual leave
- 06 Not allowed/would not be granted
- 07 Never been asked
- 08 Original 'other' code, no longer valid
- 09 Depends on individual/circumstances
11083 Depends on circumstances
11293 At manager's discretion
11428 Varies-depends on project supervisor.no specific guidelines for this
11746 Its variable with each individual
12007 Each case is at managers discretion
12029 Each would be judged on merit
- 10 Other specific answer, not codeable to 01-09
- 11 Combination of 1& 2 = **UNPAID**
- 12 Combinations of 3,4 & 5 = **PAID**
- 13 Combinations of 1,2 & 5 = **INDIVIDUAL DECIDES**
- 14 Other combinations = **OTHER MULTIPLE ANSWER**
- 97 Other vague answer, not codeable to 01-10
- 98 Don't know
- 99 Not answered

NB: if paid leave up to a limit, then put in relevant code [i.e.3,4 or 5]

IFAMBEN2* Ifamben
Benefits arising from family friendly policies

Code as many as apply:

- 00 No Benefits:
- 01 Happier Staff / Employees:
 - Greater job satisfaction*
 - Greater staff satisfaction*
 - Better employee morale*
 - Greater employee / staff contentment*
 - Improved employee relations*
 - Greater commitment to organisation / workplace*
 - Increased motivation*
- 02 Increased Workplace Performance:
 - Greater flexibility*
 - Reduced absenteeism*
 - Reduced sickness*
- 03 Increased Retention of Employees:
 - Continuity of staff / workforce*
 - Lower staff / employee turnover*
 - Keep good employees*
- 04 Easier to Attract/Recruit New Employees / Workers:
- 05 Other specific answer, not codeable to 0-4:
 - Keep within law*
 - Seen to be a good employer*
 - Better company image*
- 97 Other vague answer, not codeable to 00-05 :
- 98 Don't know
- 99 Not answered

IREPNUM

Irepnoth

How are employee representatives appointed to the committee?

Code as many as apply:

- 01 Elected by employees
 - 12320 Consensus of employyes opinions*
 - 12692 Elected by non managerial work force*
 - 14477 Nominated by colleagues*

- 02 Appointed by management
 - 14047 By invitation*
 - 14273 Management volenteers them*

- 03 Chosen by unions or staff associations
 - 12784 Appointment from tu*
 - 13753 Trade union nominated*

- 04 Volunteered

- 05 Original 'other' code, no longer valid

- 06 All employees involved/invited
 - Consistent with DAPPOIN but no examples in this set*

- 07 Other specific answer, not codeable to 01-06

- 97 Other vague answer, not codeable to 01-07

- 98 Don't know

- 99 Not answered

ISELECT Iseleoth

How were these health and safety representatives selected?

Code as many as apply:

- 1 Elected by employees
- 2 Appointed by management
- 3 Chosen by unions or staff associations
12702 Usually the union rep but doesn't have to be
- 4 Volunteered
- 5 Original 'other' code, no longer valid
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

ICONSUL Iconsoth

If a health and safety issue arises at this workplace, what steps, if any, do you take to inform and consult with employees?

Code as many as apply:

- 0 No steps/none (re-coded from 1)
- 1 Original 'none' code, no longer valid
- 2 Newsletters/notice board/EMail
- 3 Communicate through management chain/cascade
 - 11422 Told in the course of their work
 - 11571 Convene meeting to discuss/resolve issue
 - 11846 Just tell employees about anything relevant
 - 12471 They just come and talk to us
- 4 Management-staff meetings/consult directly with workforce
- 5 Original 'other' code, no longer valid
- 6 Other specific answer, not codeable to 0-5
- 7 Other vague answer, not codeable to 0-6
- 8 Don't know
- 9 Not answered

JWHYOUT

Jwhyout

Why was this activity or service contracted-out?

Code as many as apply:

- 01 Cost savings
- 02 Improved service
 - 13486 To make sure it was actually done(cleaning)*
 - 13490 It is better/they can devote more time to it than we can/eg 24 hour security*
- 03 Able to focus more on core business activities
- 04 Greater flexibility
- 05 Original 'other' code, no longer valid
- 06 Compulsory competitive tendering/government regulations
 - 11053 Government policy*
 - 11076 Compulsory competitive tendering*
 - 11510 Government contract enforced on the establishment*
 - 12358 Act of parliament*
 - 12472 Government legislation*
 - 12611 Statutory requirement*
 - 12829 Government brought in competitive tendering*
 - 13553 Government legislation forced to put catering out*
 - 14054 Changes in the law i think*
 - 14199 Because of tendering regulation brought in by the govt*
 - 14359 Government privatisation*
 - 14461 Legislation*
- 07 Other specific answer, not codeable to 01-06
- 97 Other vague answer, not codeable to 01-07
- 98 Don't know
- 99 Not answered

JCSTOUT

Jcstouot

Do these activities or services cost you more, less or about the same as when they were undertaken by employees of this workplace?

Code one only of the following:

- 1 More
- 2 About the same
- 3 Less
- 4 Original 'other' code, no longer valid
- 5 Other specific answer, not codeable to 1-4
- 7 Other vague answer, not codeable to 1-5
- 8 Don't know
- 9 Not answered

JWHYTEM

Jwhyteot

Why are you using temporary agency employees?

Code as many as apply:

- 01 Matching staff to peaks in demand
 - 11334 Waiting to see if we need a full time post*
 - 11502 Not really economic to run our ownpool ofpeople on a floating basis*
- 02 Short-term cover for staff absence/vacancies
- 03 Cover for maternity leave or annual leave
- 04 Unable to fill vacancies
- 05 Obtain specialist skills
 - 12820 Need for new pc system to convert to dollar currency*
- 06 Freeze on permanent staff numbers
- 07 Original 'other' code, no longer valid
- 08 Other specific answer, not codeable to 01-07
- 97 Other vague answer, not codeable to 01-08
- 98 Don't know
- 99 Not answered

JWHYFIT

Jwhyfiot

Why are you using fixed-term employees?

Code as many as apply:

- 01 Spur to improved performance
- 02 Obtain specialist skills
 - 12625 Specialised teacher in subject needed*
 - 13011 Specialist contract which has a fixed time*
- 03 As a trial for a permanent job
 - 11647 Hiring in advance of new sales to allow time for training if it dosent work they can be let go*
 - 11652 Trainee solicitors are on 2 yr contracts as part of their training*
 - 12633 Doubts as to suitability of person*
 - 12771 Modern appretritces*
 - 13603 Standardwithn industry doctors on traing posts*
 - 13966 Everybody starts with a 12 month contract*
- 04 Freeze on permanent staff numbers
- 05 Temporary increase in demand
- 06 Original 'other' code, no longer valid
- 07 Cover for maternity leave/long-term absence
 - 11139 Maternity*
 - 11509 Maternity leave*
 - 11520 Maternity cover*
 - 12382 Covering maternity leave*
 - 12542 Sickness of permanent employees*
 - 12574 To cover for leave of absence*
- 08 Other specific answer, not codeable to 01-07
- 97 Other vague answer, not codeable to 01-08
- 98 Don't know
 - 12908 We dont*
 - 12915 None*
 - 14090 Not using any*
- 99 Not answered

JREDREAS Jredreot

What have been the main reasons for the workforce reductions?

Code as many as apply:

- 01 Lack of demand for products/services
12672 Variation in demand for work
- 02 Shortage of materials
- 03 Automation/mechanisation/new equipment
11701 New computer
- 04 Reorganised working methods/relocation/integration
14272 Merge of organisation
- 05 Improved competitiveness/efficiency/cost reduction
12911 Customer pressure to move production elsewhere, and strategic decisions in the group
- 06 Industrial disputes
- 07 Reductions in budget/cash limits
11881 Reduction in nhs management costs
- 08 Original 'other' code, no longer valid
- 09 Subcontracting of work
11608 Transfer of our service to private sector
13949 Outsourcing
- 10 Impending closure of establishment
Consistent with WIRS3, but no examples in this set
- 11 Staff shortages
11530 Replacements not found
12122 Can't find any replacements for staff who have left
13482 They just resigned, i didn't want to lose them and we haven't been able to replace them
13607 Skill shortage
- 12 Other specific answer, not codeable to 01-11
- 97 Other vague answer, not codeable to 01-12
- 98 Don't know
- 99 Not answered

What issues did the consultation cover?

Code as many as apply:

- 01 Reasons for Redundancies:
Completion of contract
Financial difficulties
Restructuring
Poor performance
- 02 Details of applying redundancies:
Period of notice / time scale
Redundancy payments / package
Methods of selection / Areas target / how they were picked
Number of employees
- 03 Methods for reducing workforce:
Voluntary redundancies
Compulsory redundancies
Early retirement
Natural wastage
Redeployment
Reduction in hours
New areas of work
Retraining
Other solutions
- 04 Preparing Employees for Redundancy:
Help with CV's & application forms/interview technique
Counselling / support services
Information about benefit system
- 05 Discuss Redundancies with Worker Reps:
TU reps
Committee reps
Other reps
- 06 Other specific answer, not codeable to 01-05:
Reassure rest of workforce
- 97 Other vague answer, not codeable to 01-06
- 98 Don't know
- 99 Not answered

KHOWMON

Khowmoth

How do you monitor the quality of the work undertaken at this workplace?

Code as many as apply:

- 00 None, quality not monitored [recoded from 07]
- 01 Managers/supervisors monitor quality
12403 My wife and i keep an eye on things/everyone helps each other
- 02 Inspectors in a separate department/section monitor quality
12215 Internal quality check on all products leaving the factory
12974 We have a quality assured personnel person to check products
13558 Internal audit team
14215 Company inspectors
- 03 Individual employees monitor quality
- 04 Keep records on level of faults, complaints
11060 Help desk statistics
11789 Customer complaints
12113 Refunds through customer service desk
13015 Through customers reaction or complaints
- 05 Customer surveys/customer feedback
11677 Residents committee
12414 Customer surveys - we integrate with some customers to ensure joint quality targets
12439 Have user voice
12814 Have constant dialogue with customers
- 06 Original 'other' code, no longer valid
- 07 Original 'none' code, no longer valid
- 08 External auditing/inspections
11122 External audit or inspection
11390 We are subject to quality audit by the higher education funding council and the dfce and also by research sponsors
11502 Teaching and quality assessment nationally
11520 Hm inspector of schools
11586 Mystery visitor/auditor
11866 Mystery guests
- 09 Other specific answer, not codeable to 00-08
- 97 Other vague answer, not codeable to 00-09
- 98 Don't know
- 99 Not answered

Which of these measures corresponds most closely to your interpretation of financial performance?

Code **one only** of the following:

- 01 Profit or value added
- 02 Sales, fees, budget
- 03 Costs or expenditure
- 04 Stock market indicators (eg. share price)
- 05 Original 'other' code, no longer valid
- 06 Other specific answer, not codeable to 01-05
- 97 Other vague answer, not codeable to 01-06
- 98 Don't know
 - 12661 Not applicable*
 - 12663 Does not feel able to answer*
 - 13754 Not a meaningful question*
- 99 Not answered

Most important factors in bringing about recent changes

Code as many as apply:

- 01 Changes in Ownership / Control:
Change in ownership / take-over / merger / privatisation / management buyout
Became trust / fund-holder / 'opted out'
Change in funding structure
- 02 Company Reorganisation / restructuring:
Disposal of non performing sections / divisions / areas
Company growth / expansion
Serious internal review
Change in corporate culture / philosophy / ethos
Change in company strategy
- 03 Managerial Changes:
New managerial structures
Increased managerial responsibility
Management more flexible/approachable
New MD. / directors / managers
Creation of human resources / personnel role / dept.
- 04 Change in the Type, Use & Conditions of Employees:
Workforce restructuring / redundancies
Greater job flexibility
Greater use of temporary workers (fixed term / agency / casual)
New employee contracts/terms & conditions
Employed better staff
Developed better training
New work practices
Change in conditions of service
Improved employees conditions
Greater security of employment
Skill shortage
- 05 Increased Consultation / Communication and/or improved employee relations:
Better Employee / Industrial Relations
Better (change in) attitudes all around
Better working relations
Improved communications / co-operation
Increased employee involvement
New forms of employee representation
More consultation / negotiation
Investors in People accreditation / attempt
- 06 Increased Influence of Trade Unions:

- 07 Decreased Influence of Trade Unions
- 08 Customer Pressure:
Customers demand increased quality
Customers demand quicker delivery
Increased public fear of crime
- 09 Quality Issues:
Quality accreditation
Euro quality standards
External appraisals (e.g. OFSTED)
Creation of quality control
Increase in quality of service / product
- 10 Change in market conditions/competitive situation:
Constant change of business
Diversification into new markets
Necessity / survival / financial constraints
Increased competition
Market forces (internal & external)
Increased productivity
Increased profits
- 11 Changes in Legislation / Government Policy
Implementation of competitive tendering
- 12 Introduction of new technology
Technological changes
Global communication systems / info. techno.
- 13 Other specific answer, not codeable to 01-12
Greater experience of company
Worse employee relations
Poorer managers
Less communication
- 97 Other vague answer, not codeable to 01-13
- 98 Don't know
- 99 Not answered

LYNOCHA

Lynochot

Why were management here unable to introduce this change?

Code as many as apply:

- 01 Resistance from senior management
- 02 Resistance from middle/line management
- 03 Resistance from employees
- 04 Resistance from trade union representatives
- 05 Resistance from other employee representatives
- 06 Skill shortages
- 07 Poor quality management
13152 Lack of understanding amongst senior management about how the business works financially
- 08 Insufficient time to introduce
12783 Just ran of time , might do in the future
- 09 Insufficient funds to introduce
- 10 Original 'other' code, no longer valid
- 11 Other specific answer, not codeable to 01-10
- 97 Other vague answer, not codeable to 01-11
- 98 Don't know
- 99 Not answered

Worker Representative Questionnaire

AREPUNI

Union to which union representative respondent belongs

To be coded to same coding frame as FWHIUN

Already done as part of the Blaise edit

AUREPCHK Not to be coded

Reason why senior union representative unavailable

Not to be coded

AWREPCHK Not to be coded

Reason why senior worker representative unavailable

Not to be coded

BWHYDOWN*

How did **decrease** in trade union members come about?

Code as many as apply:

- 01 Union Members Left Workplace:
Redundancies
Sackings
Retirement / Natural wastage
General staff turnover
Decline in the industry / workplace (size)
- 02 New/existing workers have not joined unions
No approaches to workers as potential members
Better Employee / Industrial Relations
Improved Working Conditions
Greater consultation
Better pay
No longer need to be members
Introduced Joint Consultative Committees / other committee
Employee apathy / change in attitude
Workers no longer want to strike
- 03 Derecognition:
union no longer bargains over pay
- 04 Change in Trade Unions:
Unions less effective
Increase in union subs / fees
Trade Unions Less Active
Lack of union reps
- 05 Other specific answer, not codeable to 01-04
- 97 Other vague answer, not codeable to 01-05
- 98 Don't know
- 99 Not answered

BWHYUP*

How did **increase** in trade union members come about?

Code as many as apply:

- 01 New Employees Were Union Members
- 02 Employees Joined Union for Protection:
 - Protection from restructuring*
 - Protection from redundancies*
- 03 Active Union Presence:
 - Active employee union member*
 - Active union Officials*
 - Active union employee/worker rep./s*
- 04 Encouraged by the Employer:
 - Encouraged by workplace*
 - Encouraged by organisation*
- 05 Other specific answer, not codeable to 01-04
- 97 Other vague answer, not codeable to 01-05
- 98 Don't know
- 99 Not answered

BHOWREP Bhowroth

How did you become a worker Rep.?

Code **one only** of the following:

1 Elected by employees / members

11705 = 1 "App by both union and staff"

14349 = 1 "Elected by members of union at this branch"

2 Appointed by management

3 Chosen by unions or staff associations

4 Volunteered

5 Original 'other' code, no longer valid

6 Other specific answer , not codeable 1-5

12641 = 2 "Noone was dealing with the mail so management asked me to become the rep"

12411 = 2 "Expected by the co/expect us to do the job"

14359 = 4 "Nobody else wanted to do it"

13028 = 4 "Husband used to do it after he left i took it over"

7 Other vague answer, not codeable to 1-6

8 Don't know

9 Not answered

CNEW01 CMANATT

How would you describe management's general attitude toward trade union membership among employees at this establishment?

Code **one only** of the following:

1 in favour of trade union membership",

2 not in favour of it

14488 = 2 "New head ship and at tha moment we think he is anti"

3 or neutral about it

13519 = 3 "Middle of the road"

4 Original 'other' code, no longer valid

5 Other specific answer, not codeable to 1-4

7 Other vague answer, not codeable to 1-5

8 Don't know

9 Not answered

DADDMEET Daddmoth

Besides meetings, how else do you communicate with the employees you represent?

Code as many as apply:

00 No other way - None

01 Newsletters/Mailings

11520 = 1 "Circulate any letters"

11825 = 1 "Branch magazine"

11871 = 1 "Pidgeon holes"

02 Notice boards

03 E-mail

04 Original 'other' code, no longer valid

05 Personal contacts with employees

11289 "By personal contact"

11390 "Personal conversations"

11773 "Word of mouth"

12310 "Personal meetings"

06 Other types of meetings

12118 "Meetings of small groups when necessary"

11563 "Drivers meetings"

07 Other specific answer, not codeable to 01-06

97 Other vague answer, not codeable to 01-07

98 Don't know

99 Not answered

DWTRAIN * Dwhatrai

Types of training courses

Code as many as apply:

- 01 Health and safety
Health and safety workcourse
Environmental health and safety
Stress and trauma, and health and safety follow up/
- 02 Negotiating / Collective Bargaining / Pay
5 day negotiations course
Tuc shop steward & negotiating
Stewards training and negotiating course and pay bargaining
Funding and collective bargaining training
- 03 Induction course
introductory shop stewards course
Induction for stewards, handling members' problems, bargaining for training,
bullying, harassment
Stage 1 induction course
- 04 Trade union recruitment
- 05 Employment law
Working time directive a 2 day course at demonfort uni
Shop stewards course/and employment law
Tupe and contract law. grievance and disciplinaries.
- 06 Other course related to trade union activities
Tgwu training course
Shop stewards advanced
Specifically for reps in grant maintained schools
- 07 Other specific answer, not codeable to 01-06
Finance control
- 97 Other vague answer not codeable 01-07
- 98 Don't know
- 99 Not answered

EMANAPPR Emanoth

What is the highest level of management you could directly approach to discuss a matter that affects the employees you represent?

Code **one only** of the following

- 1 Most senior manager at workplace
- 2 Employee relations/ human resources manager
13434 = 2 "Personnel and development manager ..."
- 3 Your supervisor
- 4 Original 'other' code, no longer valid
- 5 Chief Executive, Managing Director, Chairman, Board of Governors
11830 "Chief executive of manweb"
12127 "Board of governors"
12574 "The md"
14385 "Chairman"
- 6 Other specific answer, not codeable to 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

EWHOMAPP Ewhomoth

In practice, who would you normally approach to discuss a matter that affects the employees you represent?

Code **one only** of the following

- 1 Most senior manager at workplace
- 2 Employee relations/ human resources manager
11622 = 2 "Personnel Manager"
- 3 Your supervisor or manager / supervisor of the affected employee
11948 = 3 "Their line manager"
12408 = 3 "Manager of that dept"
12944 = 3 "Persons immediate supervisor"
- 4 Original 'other manager' code, no longer valid
- 5 Depends on issue
- 6 Other specific not codeable 1-5
- 7 Other vague answer, not codeable to 1-6
- 8 Don't know
- 9 Not answered

FMANCONS Fmancoth

Looking at this card, does management use any of these methods to communicate or consult with employees at this establishment?

Code as many as apply:

- 01 Joint consultative committees or company/factory/works council
- 02 Team or section briefings
- 03 Performance appraisal
- 04 Quality circles or continuous improvement groups
- 05 Staff attitude surveys
- 06 Regular meetings with entire workforce present
- 07 Systematic use of management chain/cascading of information
- 08 Suggestion schemes
- 09 Regular newsletters distributed to all employees
 - 11064 = 9 "Company magazine"*
 - 13432 = 9 "Contact newspaper that goes out to ..."*
- 10 Original 'other' code, no longer valid
- 11 Email
 - 11334 "Cc mail bulletin on computers,"*
- 12 Noticeboards
 - 12596 "Notice boards & tv monitors"*
- 13 Other individual personal communications
 - 12899 "Individual conversations"*
 - 12641 "Asking individuals' opinions , informally"*
- 14 Other written communications
 - 13868 "Fax messages"*
- 15 Other meetings
 - 12127 "Task groups"*
 - 12974 "Occasional meetings with the entire workforce"*
- 16 Other specific answer, not codeable to 01-15
- 97 Other vague answer, not codeable to 01-16
- 98 Don't know
- 99 Not answered

FCOMISSU Fcomsoth

Looking at the following list, which issues are discussed by the committee(s)?

Code as many as apply

00 **Exclusive code:** *If 'none' is only answer. Also flag for DTI*

01 Production issues

02 Employment issues
11955 = 2 "Recruitment, leave of absence"

03 Financial issues

04 Future plans or trends

05 Pay issues

06 Welfare services and facilities
11053 = 6 "Entertainments"

07 Government regulation either actual or prospective

08 Working practices
12332 = 8 "General office routines"

09 Equal Opportunities

10 Training

11 Health and safety issues

12 Original 'other' code, no longer valid

13 Other specific answer, not codeable to 00-12

12864 ^=00 "None"

97 Other vague answer, not codeable to 00-13

98 Don't know

99 Not answered

FNAMRANG

Name of joint consultative committee

Not to be coded

FISSCON2* Fisscons

Issues covered in redundancy consultations

Code as many as apply:

- 01 Reasons for Redundancies:
 - Completion of contract*
 - Financial difficulties*
 - Restructuring*
 - Poor performance*

- 02 Details of applying redundancies:
 - Period of notice / time scale*
 - Redundancy payments / package*
 - Methods of selection / Areas target / how they were picked*
 - Number of employees*

- 03 Methods for reducing workforce:
 - Voluntary redundancies*
 - Compulsory redundancies*
 - Early retirement*
 - Natural wastage*
 - Redeployment*
 - Reduction in hours*
 - New areas of work*
 - Retraining*
 - Other solutions*

- 04 Preparing Employees for Redundancy:
 - Help with CV's & application forms/interview technique*
 - Counselling / support services*
 - Information about benefit system*

- 05 Discuss Redundancies with Management:
 - TU reps*
 - Committee reps*
 - Other reps*

- 06 Other specific answer, not codeable to 01-05:
 - Reassure rest of workforce*

- 97 Other vague answer, not codeable to 01-06

- 98 Don't know

- 99 Not answered

Reasons why individual grievances procedure not used in past 12 months

Code as many as apply:

- 00 Never had any grievances:
Never had a dispute
Never needed to use it
Nothing to complain about
Employees never needed to use it
- 01 Good Management - Employee Relations:
Satisfied Workforce
Good employee relations
Good staff / employee / industrial relations
Fair to employees
Good working conditions
Responsible employees
Happy workforce / employees
Good level of consultation / communication
- 02 Disputes Raised and Resolved Informally, Before Need to Use Procedures:
Dealt with before it becomes a problem
Sorted out on shop floor
Procedure is last resort
Open door policy / Come to me (respondent)
Go to/resolved by supervisor / manager / foreman / matron / line manager / headmaster / head of dept. / directors / head office
Quicker & easier for management to resolve
- 03 Resolved through respondent/other worker representative:
TU Rep.
Committee / Works Council Rep.
Other Rep.
Worker rep & management discussion
- 04 Procedure doesn't work
Little / no confidence in procedure
Too much red tape
Nothing would get done
- 05 Fear of Negative Outcome:

Dare not complain / risk of reprisal
Sacked / dismissed /leave

- 06 Other specific answer, not codeable to 00-05:
Because they're stupid / don't know about the procedure
More important things to do
Apathy / people not interested
- 97 Other vague answer, not codeable to 00-06
- 98 Don't know
- 99 Not answered

IGRIEVIN IGRIEVTX

Stage at which worker reps get involved in grievances

Code as many as apply

- 0 Never get involved (re-coded from 1)
Never had/have any grievances
- 1-2 Original 'other' code, no longer valid
- 03 At Early Opportunity:
From the start
Generally at the beginning if made aware of it
TU members come to me first
As soon as I find out about it
- 04 If / When Asked to by the Individual:
As soon as the individual asks / requests help
When they seek advice on the correct procedure
From whenever the individual wants help
When they ask to be represented by the TU
- 05 When the Grievance Can't be resolved:
When the individual &/or management can't resolve the issue
After a bad/poor outcome with management
When it can't be resolved at supervisory level
After the individual has spoken to line manager / foreman / matron
'When it has blown up in their faces and you go in and pick up the pieces'
When it gets tricky
When the person in authority refuses to resolve the issue in employees favour
In the final stages of the procedure
When it reaches a formal stage
After it has gone through formal procedure
- 06 When Employee Has Been Sanctioned
If a formal warning is issued
If they are to be dismissed
At official disciplinary stage / hearing
- 07 Other specific answer, not codeable to 0-6:
- 97 Other vague answers, not codeable to 0-7 above
- 98 Don't know
- 99 Not answered

IGRIEVYR

Igrevoth

Which types of grievance have been raised in the past 12 months?

Code as many as apply:

- 01 Pay and conditions issues
12814 = 1 "Pension issues"
- 02 Job grading/classification
- 03 Promotion/career development/internal transfers
- 04 Physical working conditions/health and safety
11627 = 4 "Machine problems and use of dangerous materials"
- 05 Work practices/work allocation/pace of work
- 06 Working time/annual leave/time off work
- 07 Performance appraisal
- 08 Sex or race or other discrimination
- 09 Sexual harassment
- 10 Relation with supervisors/line managers (i.e. unfair treatment, victimisation)
- 11 Bullying at work
- 12 Racial harassment
- 13 Original 'other' code, no longer valid
- 14 Other specific answer, not codeable to 01-13:

- 97 Other vague answer, not codeable to 01-14
- 98 Don't know
- 99 Not answered

JFACTOR2*

Jfactors

Factors taken into account in management-employee rating

Code as many as apply:

- 01 Collective disputes/measures of conflict
level of (or lack of) strikes / stoppages
- 02 Level of grievances
level of (or lack of) grievances raised
number of complaints
- 03 Quality of relationships between management and employees/trade unions
good/poor employee relations
co-operative / everyone knows one another / friendly / family-run
way people/employees are treated
trust (or lack of)
no problems
- 04 Amount or quality of management/employee/trade union communications
do/don't listen, do/don't consult
information sharing/withhold information
open-door policy
- 05 Workforce morale
high (low) levels of job satisfaction / commitment / motivation
people/employees like (dislike) working here
- 06 Other measures of employee relations
sickness/absence
turnover, levels of resignations
health and safety issues / number of accidents
- 07 Establishment output or performance
profits, productivity
bottom line results
- 08 Success in introducing change
co-operation in introducing change
flexibility of workforce
- 09 Other internal indicators
employee/staff attitudes survey
exit interviews/resignation letters
- 10 Other external indicators
what customers say
image in the community
- 11 Other specific answer, not codeable to 01-10
- 97 Other vague answer, not codeable to 01-11
- 98 Don't know
- 99 Not answered

KFACT2* FACTCHA

Most important factors in bringing about recent changes

Code as many as apply:

- 01 Changes in Ownership / Control:
Change in ownership / take-over / merger / privatisation / management buyout
Became trust / fund-holder / 'opted out'
Change in funding structure
- 02 Company Reorganisation / restructuring:
Disposal of non performing sections / divisions / areas
Company growth / expansion
Serious internal review
Change in corporate culture / philosophy / ethos
Change in company strategy
- 03 Managerial Changes:
New managerial structures
Increased managerial responsibility
Management more flexible/approachable
New MD. / directors / managers
Creation of human resources / personnel role / dept.
- 04 Change in the Type, Use & Conditions of Employees:
Workforce restructuring / redundancies
Greater job flexibility
Greater use of temporary workers (fixed term / agency / casual)
New employee contracts/terms & conditions
Employed better staff
Developed better training
New work practices
Change in conditions of service
Improved employees conditions
Greater security of employment
Skill shortage
- 05 Increased Consultation / Communication and/or improved employee relations:
Better Employee / Industrial Relations
Better (change in) attitudes all around
Better working relations
Improved communications / co-operation
Increased employee involvement
New forms of employee representation
More consultation / negotiation
Investors in People accreditation / attempt
- 06 Increased Influence of Trade Unions:
- 07 Decreased Influence of Trade Unions
- 08 Customer Pressure:
Customers demand increased quality
Customers demand quicker delivery
Increased public fear of crime

- 09 Quality Issues:
Quality accreditation
Euro quality standards
External appraisals (e.g. OFSTED)
Creation of quality control
Increase in quality of service / product
- 10 Change in market conditions/competitive situation:
Constant change of business
Diversification into new markets
Necessity / survival / financial constraints
Increased competition
Market forces (internal & external)
Increased productivity
Increased profits
- 11 Changes in Legislation / Government Policy
Implementation of competitive tendering
- 12 Introduction of new technology
Technological changes
Global communication systems / info. techno.
- 13 Other specific answer, not codeable to 01-12
Greater experience of company
Worse employee relations
Poorer managers
Less communication
- 97 Other vague answer, not codeable to 01-13
- 98 Don't know
- 99 Not answered

KWHYNON2***KWHYNON**

Reason why unable to introduce change

Code as many as apply:

- 01 Resistance from management
- 02 Resistance from employees
 - people/staff weary or wary of change*
 - workforce opposed / voted against*
 - staff would not accept / couldn't get agreement*
- 03 Resistance from unions/union members
 - opposed by shop stewards*
 - blocked by union*
 - lads wouldn't have it*
 - caused strikes / industrial disputes*
- 04 Proposed change altered/abandoned after consultation/negotiation
 - we argued / negotiated with them*
- 05 Poor quality management
- 06 Other specific answer, not codeable to 01-05
- 97 Other vague answer, not codeable to 01-06
- 98 Don't know
- 99 Not answered