

1998 Workplace Employee Relations Survey

User Guide

**Volume 3: Cross-Section Questionnaires
Part A: Management Questionnaire**

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Key to using this document

The interview with the manager was carried out using Computer Aided Personal Interviewing (CAPI). The survey ‘instrument’ is, therefore, a computer programme, the structure of which is not as straightforward as a conventional pen and paper questionnaire. Subsequently, the purpose of this document is to make the understanding of what went on when a manager was interviewed as easy as possible, in a paper format, for both the interested observer and the researcher who intends to analyse the data in more detail. It is presented in two parts the first being an account of every question asked in the interview. This is followed by a precise description of the routing rules upon which the interview hangs.

The following questionnaire is but one part of the management data set. Initially, the *Employee Profile Questionnaire (EPQ)* was posted to the management respondent and they were asked to fill it out and have it ready for the interviewer to collect and input either before they began, or at the start of the interview. The reasons for this were twofold:

- the information asked for in the EPQ is not necessarily readily available from memory. In the vast majority of cases, especially if the workplace is large and complex, the respondent will need to reflect on the questions and refer to their records.
- The EPQ answers are used for routing purposes throughout the *Management Questionnaire (MQ)*. Also, the CAPI program contains a number of checks, which are activated if answers are inconsistent; for example, choosing professionals as the answer to a question when no professionals were recorded as employees within the EPQ.

The presentation of the CAPI questionnaire follows a consistent structure which is shown by the following example.

If a committee dealing with a range of issues

DISSWHO1-DISSWHO9[^]*

Which groups of employees are covered by the dealings of the [name of committee]?

0. All employees at this workplace
1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

The first line “*If a committee dealing with a range of issues*” is a brief description of the routing for the question, which is fully specified in part 2 of this document. Where there is no italicised comment preceding the variable name, the question has been asked of all respondents.

The variable name appears in capitals and bold (e.g. “**DISSWHO1-DISSWHO9**”) and this corresponds to the name used in the SPSS file that will eventually accompany this document. When the name is followed by “[^]” this signifies that the question can have more than one answer (i.e. a multiple response). “*” appears where a show card has been used.

Where a piece of text appear in brackets, for example [name of committee], this indicates that a textfill has been used. A textfill is an insert to a question that is based on an answer given in a previous question. The variable from which this type of textfill has been derived is described briefly in the questionnaire and in detail in the routing rules section.

The other format that a textfill can take on occurs where there are two parts to the routing instruction as shown in **HOTHACCM**.

If formal procedure / if NO formal procedure

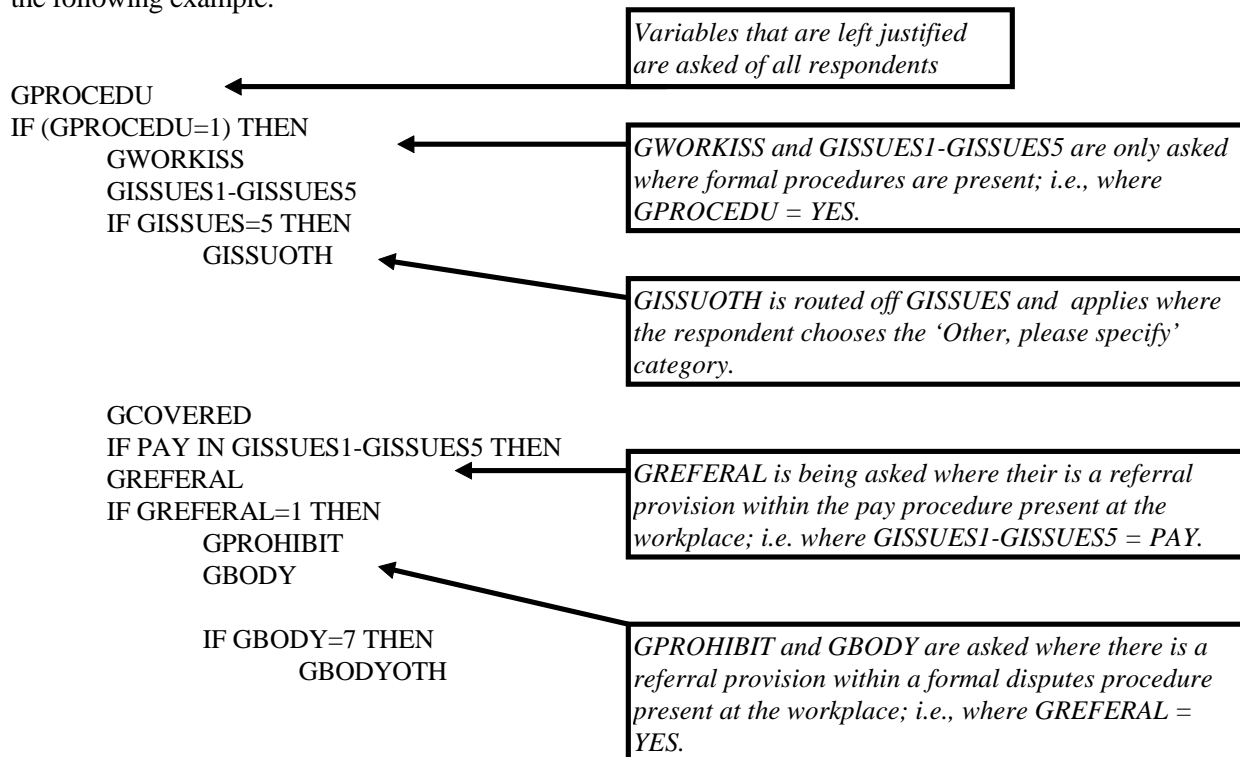
HOTHACCM^

Do employees have a right to be accompanied in actions made under the procedure, and, if so, by whom? / In disciplining or dismissing an employee, are they able to be accompanied, and, if so, by whom?

Where there is a '/' this indicates that there are two ways in which the question could be asked. If there is a formal disciplinary procedure, the respondent will be asked, 'Do employees have a right to be accompanied in actions made under the procedure, and, if so, by whom?', whereas a workplace with no formal disciplinary procedure will be routed through the question following the '/'.

All questions contain a complete code frame. Where any additional codes have been added they are shown in italics. This applies o completely open and partially open questions.

Part 2, the Routing Rules, is a more detailed description of the structure of the survey outlining which groups or sub-groups are asked particular questions. Details of how to read this section are shown in the following example.



Conventions for coding

Where a question does not apply to a particular case, (i.e. the condition which is shown at the top of each question in *italics*), the case will be blank (i.e. a system missing in SPSS).

Genuine missing values are of two types: where the respondent refused to answer the question and where the respondent did not know the answer. The former has been coded as 'Not Answered' and takes on the following values - 9,99,999,9999,... etc. - and the latter has been coded as 'Don't know' and takes on the following values - 8,98,998,9998,... etc. Most questions only use these two missing value codes. A few use additional ones such as 'Other vague answer' and the convention is for these to be coded with the following values - 7,97,997,9997, ... etc. All of these codes have been assigned as missing values in the SPSS data sets.

Missing values in questions which permit multiple answers always appear in the first of the series of possible responses.

Additional data items

a) Workplace identifier

SERNO

Establishment identifier. Used to link data to and from the Worker Representative Questionnaire and the Survey of Employees Questionnaire.

b) Weights

EST_WT

Establishment weight. Based to sum to total number of interviews: 2,191 (See Technical appendix for details).

GROSSWT

Establishment weight. Based to sum to total population of Great British workplaces with 10 or more employees.

EMP_WT

Employee weight. Used to weight data to the number of employees in each workplace. Based to sum to total number of interviews: 2,191 (See Technical appendix for details). **THIS IS NOT THE WEIGHT THAT IS USED FOR THE SEQ DATA.**

c) Overcodes

Overcodes are used in the cross-section data sets to identify where editing has been done to the original data. They appear in the following variables **XCODE1-XCODE5** and take on the following values.

1. EPQ data contained information about the organisation. **ZALLEMPS to ZALLFTE** refer to establishment. All other data in EPQ is missing.
2. Total number of employees changed at the edit stage
3. EPQ data contained information about the organisation. **ZALLEMPS** refers to the establishment. All other data in the EPQ is missing.
4. Query whether the correct worker representative was interviewed and/or answer at **AREPTYPE**
5. Query whether the interviewer ask questions about the correct largest occupational group

d) Location of Interview

Data on the location at which the management interview was held is stored in the variable **MQLOC** and this takes on the following values:

1. At the selected workplace (only)
2. At head office (only)
3. At regional / area office (only)
4. At more than one site

Part 1: The Questionnaires

Employee Profile Questionnaire (EPQ)

The following questions should be read in relation to their component parts in the EPQ proper. Please reference the routing rules to discern their sequence.

ZTOTMEN

CAPI derived variable:

Total number of male employees at the establishment.

ZTOTWOM

CAPI derived variable:

Total number of female employees at the establishment.

ZALLFTE

CAPI derived variable:

Total number of full time employees at the establishment.

ZALLPTE

CAPI derived variable:

Total number of part time employees at the establishment.

If two or more groups are of equal size, then ask about the 'lower' of the SOC groups, e.g. if 'Routine unskilled' and 'Clerical and Secretarial' are the same size, ask about the Routine unskilled

ZSOCDESC

From what you have said, the largest group of employees at this workplace is classified as [largest group]. How would you describe the main tasks and activities of this largest group? **PROBE FOR DETAILS AND RECORD VERBATIM**

SOC code of largest group NOTE - Excluding managerial employees.

If don't know the number of employees aged 20 years or under at the establishment

ZUND20PC

INTERVIEWER NOTE - Enter estimated percentage of employees aged 20 or under.

WRITE IN PERCENT

If don't know the number of employees aged 51 years or over at the establishment

ZOVER51P

INTERVIEWER NOTE - Enter estimated percentage of employees aged 51 or over.

WRITE IN PERCENT

If don't know the number of employees with a disability at the establishment

ZDISABP

INTERVIEWER NOTE - Enter estimated percentage of employees who have a disability.

WRITE IN PERCENT

If don't know the number of employees from a non-white ethnic group

ZETHNICP

INTERVIEWER NOTE - Enter estimated percentage of employees who are from a non-white ethnic group.

WRITE IN PERCENT

If don't know the number of employees who are trade union or independent staff association members

ZTU_PC

INTERVIEWER NOTE - Enter estimated percentage of employees at this workplace who are members of a trade union or independent staff association.

WRITE IN PERCENT

If respondent does not know percentage

ZANYMEM

Can I just check, are any employees here members of a trade union or independent staff association?

NO REFUSAL, NO DON'T KNOW

1. Yes, members
2. No, no members

ZTFFLT9

CAPI derived variable:

Total number of employees at the establishment earning less than £9,000 per annum.

ZTFFLT12

CAPI derived variable:

Total number of employees at the establishment earning £9,000 to less than £12,000 per annum.

ZTFFLT16

CAPI derived variable:

Total number of employees at the establishment earning £12,000 to less than £16,000 per annum.

ZTFFLT22

CAPI derived variable:

Total number of employees at the establishment earning £16,000 to less than £22,000 per annum.

ZTFFLT29

CAPI derived variable:

Total number of employees at the establishment earning £22,000 to less than £29,000 per annum.

ZFTTMT29

CAPI derived variable:

Total number of employees at the establishment earning £29,000 or more per annum.

Section A: Background

I would like to begin by asking you some general questions about this establishment.

ASIC

What is the main activity of this establishment? **IF NECESSARY, PROBE FOR CLARIFICATION**

OPEN - ENDED (To be coded to SIC 92)

ASICPROD

Can I just check, is this establishment part of the production sector, by which I mean manufacturing, or electricity, gas or water supply, or construction?

1. Yes
2. No

ASINGLE*

Looking at this card, is this establishment one of a number of different workplaces in the UK belonging to the same organisation, a single independent establishment, or the sole UK establishment of a foreign organisation? **NO REFUSAL, NO DONT KNOW**

1. One of a number of different establishments within a larger organisation
2. Single independent establishment not belonging to another body
3. Sole UK establishment of a foreign organisation

If part of a larger organisation

AORGNAM

What is the name of the organisation of which your establishment is part?

WRITE IN NAME - (NOTE: not included in the final data set)

If part of a larger organisation in the UK

AESTNUM

How many establishments, including this one, are there within [name of organisation] in the UK?

Range=2...9997

If part of a larger organisation in the UK

AUKTOT

How many employees **in total** are there within [name of organisation] in the UK?

1. Less than 50
2. 50 to less than 100
3. 100 to less than 200
4. 200 to less than 500
5. 500 to less than 1,000
6. 1,000 to less than 2,000
7. 2,000 to less than 5,000
8. 5,000 to less than 10,000
9. 10,000 to less than 50,000
10. 50,000 to less than 100,000
11. 100,000 or more

ASTATUS*

How would you describe the formal status of [this establishment / name of organisation]? Is it privately or publicly owned? ? **NO REFUSAL, NO DONT KNOW**

1. Private sector company (PLC)
2. Private sector - other
3. Public sector

If private sector

AFRANCH

Is this workplace part of a franchise operation?

1. Yes
2. No

If private sector, but not PLC

ACONINT

Does a single individual or family have controlling interest over this company? PROMPT: by controlling interest we mean at least 50 per cent ownership.

1. Yes
2. No

If controlling interest

AOWNMAN

Are any of the controlling owners actively involved in day-to-day management of this workplace on a full-time basis?

1. Yes
2. No

If private sector

ACONTROL

Which of the following statements best describes the ownership of [this workplace / name of organisation]?

1. UK owned/controlled
2. Predominantly UK owned (51% or more)
3. UK and foreign owned
4. Predominantly foreign owned (51% or more)
5. Foreign owned/controlled

If part of larger organisation in UK

ACONHEAD

Is this establishment the controlling Head Office of [name of organisation]?

1. Yes
2. No

If multi & private sector & not head office, or soleuk

AHEADOFF

Where is the controlling Head Office of [name of organisation]?

0. There is no controlling head office
1. United Kingdom
2. United States
3. Germany
4. France
5. Italy
6. Japan
7. Canada
8. Blank
9. *Other European Union member state country*
10. *Other non-EU country*

97. *Other vague answer, not codeable to 0-9*

If multi and controlling head office is in the UK

ASUBSID

Does [name of organisation] own or control subsidiary companies or establishments outside the UK?

1. Yes
2. No

AHOWLONG

For how long has this establishment been operating here at this address?

Range=0...997

ADDRESS2

Has it always been here or has it had a previous address?

1. Always here
2. Previous address

If previous address

APREV5YR

How long was it operating at the previous address?

Range=0...997

ALONGDV

CAPI Derived Variable. Has establishment been operating at present or previous address for 5 years or more?

1. \geq 5 years
2. $<$ 5 years

If previous address & at present workplace for 10 years or less

APREV*

What happened at **this address** before this establishment started operating here?

1. No activity involving substantial employment. The premises were newly built on a greenfield / derelict site
2. There were premises involving employment, but these were replaced or refurbished before we started using them.
3. Same or similar activity, but under different ownership
4. Different activity - and under different ownership
5. Different activity - but under same ownership

If private sector

AOWNCHAN

Has the controlling ownership of [this workplace / name of organisation] changed over the past five years?

1. Yes
2. No

If owner changed

AHOWCHA1-AHOWCHA3^*

What change of ownership or control has occurred?

1. An agreed takeover / merger
2. A takeover / merger formally opposed
3. Sold by parent organisation
4. Ex-public sector, now privatised / denationalised
5. Management buyout
6. Buy-out by employees generally
7. Blank
8. *Change in partners/major shareholders*
9. *Other specific answer, not codeable to 1-8*

97. Other vague answer, not codeable to 1-9

APHRAS01-APHRAS10*

That is the end of the background questions. Now, before we begin the more detailed questions, I would like to obtain **your** views, as a manager at this workplace, about a number of employee relations issues. I'm going to read out ten statements, and for each of them, I'd like you to tell me what you think about these issues. Please use the categories on this card.

	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
APHRAS01 We frequently ask employees at our workplace to help us in ways not specified in their job	1	2	3	4	5
APHRAS02 Given the chance, employees at our workplace sometimes try to take unfair advantage of management	1	2	3	4	5
APHRAS03 Employees are led to expect long-term employment in this organisation	1	2	3	4	5
APHRAS04 It is up to individual employees to balance their work and family responsibilities	1	2	3	4	5
APHRAS05 Those at the top are best placed to make decisions about this workplace	1	2	3	4	5
APHRAS06 Unions help find ways to improve workplace performance	1	2	3	4	5
APHRAS07 We would rather consult directly with employees than with unions	1	2	3	4	5
APHRAS08 We do not introduce any changes here without first discussing the implications with employees	1	2	3	4	5
APHRAS09 Employees here are fully committed to the values of this organisation	1	2	3	4	5
APHRAS10 Most decisions at this workplace are made without consulting employees	1	2	3	4	5

Section B: Management of Personnel Function

I now want to ask some questions about yourself and how personnel matters are dealt with at this workplace. Throughout I will be using the phrase “employee relations”.

BSEX

INTERVIEWER SELF-CODE Is the respondent:

1. Male
2. Female

BTITLE

What is the title of your job? **PROBE FULLY**

1. Human Resources Manager / Officer
2. Personnel Manager / Officer
3. Employee Relations ~ Industrial Relations ~ Staff Relations ~ Manager / Officer
4. Proprietor / Owner / Managing Director / Partner
5. Financial Manager / Company Secretary
6. General Manager (**not** including specialist personnel / HR / ER / IR)
7. Other specific answer, not codeable to 1-6

97 Other vague answer, not codeable to 1-7

BYOURJ01-BYOURJ09^*

I am now going to show you a list of different work responsibilities. Can you tell me for each one whether or not it forms part of your job or the job of someone responsible to you?

1. Pay or conditions of employment
2. Recruitment or selection of employees
3. Training of employees
4. Systems of payment
5. Handling grievances
6. Staffing or manpower planning
7. Equal opportunities
8. Health and safety
9. Performance appraisals

10. None of these

BUMANAGE

Are you the manager who is primarily responsible for these and other employee relations matters at this workplace?

1. Yes
2. No

BRELATE

Is employee relations your major job responsibility or are you more concerned with other matters such as financial management or administration at this workplace?

1. Employee relations
2. Other responsibilities
3. Equally responsible for employee relations and other responsibilities

BPROPORT

Approximately what proportion of your time do you spend on employee relations matters?

WRITE IN %

BLENGTH

How long have you been doing this job at this workplace?

**WRITE IN YEARS (TO NEAREST YEAR)
OR LESS THAN 6 MONTHS CODE 00**

If employee relations major or equal job responsibility

BSERVICE

How many years experience do you have in personnel or employee relations management, either in this establishment or elsewhere?

**WRITE IN YEARS (TO NEAREST YEAR)
OR LESS THAN 6 MONTHS CODE 00**

If employee relations is major or equal job responsibility

BHAVQUAL

Apart from your experience, do you have any formal qualifications in personnel management or a closely related subject?

1. Yes
2. No

BASSIST

Do you have any staff to assist you in managing personnel or employee relations matters here? *If yes - How many staff? If no, code None. (Prompt: include any clerical and secretarial staff who assist you.)*

1. None - 0
2. **WRITE IN NUMBER**

I now want to ask some questions about the involvement of supervisors in employee relations matters.

BINVMANG*

First, approximately what proportion of non-managerial employees here have job duties that involve supervising other employees? Please include line-managers and foremen.

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If any non-managerial employees supervise other workers

BLINEJ01-BLINEJ09^*

Which of these employee relations matters forms part of the job of supervisors at this workplace?

1. Pay or conditions of employment
2. Recruitment or selection of employees
3. Training of employees
4. Systems of payment
5. Handling grievances
6. Staffing or manpower planning
7. Equal opportunities
8. Health and safety
9. Performance appraisals
10. None of these

If any non-managerial employees supervise other workers

BAUTHOR1-BAUTHOR3

Do supervisors have the authority to make final decisions on ...

	<i>Yes</i>	<i>No</i>
BAUTHOR1 ... taking on people who work for them?	1	2
BAUTHOR2 ... deciding on pay rises for people who work for them?	1	2
BAUTHOR3 ... dismissing workers for unsatisfactory performance?	1	2

If any non-managerial employees supervise other workers

BSUPTRAI*

What proportion of supervisors here have been trained in people management skills?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

I would now like to ask you about how much involvement managers at higher levels in this organisation have in employee relations matters here.

If multi and not head office

BSEPAR

Is there a Manager or Director at a higher level and at a **separate** establishment in your organisation in the UK who spends a major part of his/her time on personnel or employee relations matters?

1. Yes
2. No

If multi and head office in the UK and private sector

BBOARD

Is there someone on the Board of Directors of your organisation with specific responsibility for employee relations?

1. Yes
2. No

If multi, not head office or soleuk / if single

BPOLIC01-BPOLIC09^*

Looking at Show Card D once more, on which of these matters must you follow a policy or procedure set by managers [at another workplace in your organisation / in another organisation]?

If multi, not head office or soleuk / if single

BCONSU01-BCONSU09^*

And, on which of these matters are managers here able to make decisions **without** consulting with managers [at another workplace in your organisation / in another organisation]?

If multi, not head office or soleuk / if single

BREPOR01-BREPOR09^*

Lastly, on which of these matters do you regularly **report** to managers [at another workplace in your organisation / in another organisation]?

	BPOLIC	BCONSU	BREPOR
Pay or conditions of employment	1	1	1
Recruitment or selection of employees	2	2	2
Training of employees	3	3	3
Systems of payment	4	4	4
Handling grievances	5	5	5
Staffing or manpower planning	6	6	6
Equal opportunities	7	7	7
Health and safety	8	8	8
Performance appraisals	9	9	9
None of these	0	0	0

BMEMBER1-BMEMBER4^*

Is this establishment [either directly or through the parent organisation] a member of any of the following organisations?

1. Employers Association
2. Trade Association
3. Chamber of Commerce
4. Federation of Small Businesses
5. Some other similar group

6. None of these

BADVICE1-BADVICE7^{^*}

Looking at this card, have you sought advice from any of these bodies on any **employee relations issues** during the last 12 months?

0. None of these
1. ACAS
2. Blank
3. Management consultants
4. External lawyers
5. External Accountants
6. Employers' association
7. Other professional bodies (e.g. Institute of Personnel and Development, Industrial Society)
8. Blank
9. *Other Government agency*

97. Other vague answer, not codeable to 00-09

If advice sought from ACAS

BAISSUE1- BAISSUE3

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

1. *Advice on disciplinary action*
2. *Advice on dismissals*
3. *Advice on redundancies*
4. *Advice on other aspects of employment law*
5. *Advice on collective disputes*
6. *Industrial tribunal case / conciliation (where explicitly stated)*
7. *Guidance/advice on improved employee relations (not legal)*
8. *Other specific answer, not codeable to 01-07*

97. Other vague answer, not codeable to 00-08

BSTRATEG

Is this workplace covered by a formal strategic plan which sets out objectives and how they will be achieved?

1. Yes
2. No

If strategic plan

BMANAGE1-BMANAGE5^{^*}

Which of the following issues are covered in the plan?

1. Product or service development
2. Employee development
3. Improving quality of product or service
4. Forecasts of staffing requirements
5. Market strategy / developing new markets

6. None of these

If strategic plan

BPREPARE

Were you or anyone else responsible for employee relations matters at this workplace involved in the preparation of the plan?

1. Yes
2. No

BAWARD

Is [this workplace/ name of organisation] accredited as an Investor in People?

1. Yes
2. No

*If not recognised as IiP **and** workplace 5 years old or over*

BAPPLIED

Has this establishment applied for Investor in People recognition in the past 5 years?

1. Yes
2. No

Section C: Recruitment and Training

Now I would like to ask you some questions about employee selection and training.

CVACANT1-CVACANT9^{^*}

In which occupational groups have you had vacancies at this workplace in the past 12 months?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

10. None of these

If vacancies

CVACDIF1-CVACDIF9^{^*}

Of those you mentioned, are there any in which you have had difficulties filling vacancies?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

10. None of these

CFILLVAC^{*}

Which of these statements best describes your approach to filling vacancies at this workplace?

1. Internal applicants are only source, no external recruitment
2. Internal applicants are given preference, other things being equal, over external applicants
3. Internal and external applicants are treated equally
4. No recruitment in the last 5 years

If vacancies

CPROPOR*

What percentage of vacancies in the past 12 months have been filled by employees from within this organisation?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

CFACTOR1-CFACTOR9^*

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

1. References
 2. Availability
 3. Recommended by another employee
 4. Skills
 5. Age
 6. Qualifications
 7. Experience
 8. Motivation
 9. Blank
 10. *Other specific answer, not codeable to 1-8*
- 97. Other vague answer, not codeable to 1-10*

CSPECIA1-CSPECIA5*^

When filling vacancies, do you have any special procedures to encourage applications from the following groups?

1. Women returning to work after having children
2. Members of ethnic minorities
3. Older workers
4. Disabled people
5. People who have been unemployed for 12 months or more
6. None of these

CATESTS

When filling vacancies at this workplace, do you ever conduct any type of **personality or attitude** test?

1. Yes
2. No

If tests

CTESTWH1-CTESTWH9^{^*}

For which occupational groups are personality or attitude tests routinely used in filling vacancies?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

10. None of these

CPTESTS

When filling vacancies at this workplace, do you ever conduct any type of **performance or competency** test?

1. Yes
2. No

If tests

CWHODO1-CWHODO9^{^*}

For which occupational groups are performance or competency tests routinely used in filling vacancies?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

10. None of these

Now I would like to ask you about the largest group of employees here, that is, the [employees in the largest occupational group]

CINDUCT

Is there a standard induction programme designed to introduce new [employees in the largest occupational group] to this workplace? **INTERVIEWER INSTRUCTION:** Do not include probation periods

1. Yes
2. No

If programme

CLONGCH/CLONGHR / CLONGDY

How long does this programme take to complete?

1. Hours
2. Days

WRITE IN HOURS (CLONGHR)

OR

WRITE IN DAYS (CLONGDY)

CSTUCKIN*

About how long does it normally take before new [employee in the largest occupational group] are able to do their job as well as more experienced employees already working here?

1. One week or less
2. More than one week, up to one month
3. More than one month, up to six months
4. More than six months, up to one year
5. More than one year

COFFJOB*

What proportion of experienced [employees in the largest occupational group] have had formal off-the-job training over the past 12 months? **PROMPT:** off-the-job training is training away from the normal place of work, but either on or off the premises

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If any with training

CTRAIN

On average, about how much time did these **experienced** [employees in the largest occupational group] spend in formal off-the-job training sessions over the past 12 months?

1. No time
2. Less than 1 day
3. 1 to less than 2 days
4. 2 to less than 5 days
5. 5 to less than 10 days
6. 10 days or more

If any with training

CHOW01-CHOW10^{^*}

Did this training cover any of the matters listed on this card?

1. Computing skills
2. Teamworking
3. Improving communication
4. Operation of new equipment
5. Customer service/liaison
6. Health and safety
7. Problem-solving methods
8. Equal opportunities
9. Reliability and working to deadlines
10. Quality control procedures

11. None of these

CJOBDE01-CJOBDE09^{^*}

What are the main methods by which [employees in the largest occupational group] are made aware of their job responsibilities?

1. Job descriptions
2. Standard operating procedures
3. Induction and initial training
4. Staff handbook / manual
5. Supervision
6. Individual objectives and targets
7. Team targets
8. Competency standards
9. On-going training
10. Blank
11. *Other specific answer, not codeable to 1-9*

97. *Other vague answer, not codeable to 1-11*

CLASSIF

Among [employees in the largest occupational group], how many distinctly different job classifications are there?

WRITE IN NUMBER

COTHJOB^{*}

Approximately, what proportion of [employees in the largest occupational group] are formally trained to be able to do jobs other than their own?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

CVARIETY / CDISCRETE / CONTROL*

Using the scale on this card, to what extent would you say that individual [employees in the largest occupational group] here have ...

	<i>A lot</i>	<i>Some</i>	<i>A little</i>	<i>None</i>
CVARIETY ... variety in their work?	1	2	3	4
CDISCRET ... discretion over how they do their work?	1	2	3	4
CONTROL ... control over the pace at which they work?	1	2	3	4

CTEAMS*

What proportion, if any, of [employees in the largest occupational group] at this workplace work in formally designated teams?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If teamworking

CTEAMHOA-CTEAMHOD

Which, if any, of the following statements apply to the way that teamworking operates at this workplace?

	<i>Yes</i>	<i>No</i>
CTEAMHOA Teamworking depends on team members working together	1	2
CTEAMHOB Team members are able to appoint their own team leaders	1	2
CTEAMHOC Teams members jointly decide how the work is to be done	1	2
CTEAMHOD Teams are given responsibility for specific products or services	1	2

Section D: Consultation and Communication

I would now like to ask some questions about the methods used at this workplace by which management communicates or consults with employees here.

DBRIEF

Do you have a system of briefings for any section or sections of the workforce here?

1. Yes
2. No

If any briefings

DBRIEFU1-DBRIEFU4^

Is the briefing generally for ...

1. a work group/section/team
2. a department
3. the whole workplace
4. Blank
5. *Managers/supervisors only*
6. *Other specific answer, not codeable to 1-5*

97. *Other vague answer, not codeable to 1-6*

If any briefings

DBRIEFN

In practice, how frequent are the briefings?

1. daily
2. weekly
3. fortnightly
4. monthly
5. quarterly
6. less often

If any briefings

DTWOWAY*

What proportion of the time at the meetings is given over to questions from employees, or for employees to offer their views?

- | | |
|-----------------------|---------------|
| 1. None | 0% |
| 2. A small proportion | Less than 10% |
| 3. Up to a quarter | 10-24% |
| 4. A quarter or more | 25% or more |

DJOINT

Are there any **committees** of managers **and** employees at this workplace primarily concerned with **consultation**, rather than negotiation? These committees may also be called joint consultative committees, works councils or representative forums.

1. Yes
2. No

If no committee and workplace 5 years or older

DHADANY

Has there been any such committee here during the past five years?

1. Yes
2. No

If any committee

DHOWMANY

How many such committees are there?

Range: 1-97

If any committee

DWHICH01-DWHICH12^*

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

1. Production issues (e.g. level of production or sales, quality of product or service)
2. Employment issues (e.g. avoiding redundancies, reducing labour turnover)
3. Financial issues (e.g. financial performance, budgets or budgetary cuts)
4. Future plans or trends (e.g. general company policy, development or expansion or contraction programme)
5. Pay issues (e.g. wage or salary reviews, bonuses, regrading, job evaluation)
6. Welfare services and facilities (e.g. child care, rest rooms, car parking, canteens, recreation)
7. Government regulations (e.g. EC Directives, Local Authority regulations)
8. Working practices (e.g. changes in traditional practices, multi-skilling, labour flexibility)
9. Health and safety
10. Equal opportunities
11. Training
12. Blank
13. *Other specific answer, not codeable to 1-12*

97. Other vague answer, not codeable to 1-13

If one committee / If more than one committee

DISSUES

Does the committee deal with a range of issues, or with a single topic, such as health and safety? /

Of all the committees, is there one which deals with a range of issues, or do all of the committees cover single topics, such as health and safety?

1. Range of issues
2. Single topic(s)
3. Both

If one committee / if more than one committee dealing with range of issues

D1COMM

What is the name of the committee? / I'd now like to focus on the committee which deals with the **widest** range of issues. What is the name of this committee? INTERVIEWER NOTE: if respondent unable to identify the committee dealing with the widest range of issues, ask for the name of the committee considered to be the most important.

OPEN - ENDED - (NOTE: not in final data set)

If a committee dealing with a range of issues

DISSWHO1-DISSWHO8^{^*}

Which groups of employees are covered by the dealings of the [name of committee]?

0. All employees at this workplace
1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

If a committee dealing with a range of issues

DAPPOIN1-DAPPOIN4[^]

How are employee representatives appointed to the [name of committee]?

1. Elected by employees
 2. Appointed by management
 3. Chosen by unions or staff associations
 4. Volunteered
 5. Blank
 6. *All employees involved/invited*
 7. *Other specific answer, not codeable to 1-6*
97. *Other vague answer, not codeable to 1-7*

If a committee dealing with a range of issues

DUNION

Are any of the employee representatives on the [name of committee] also union representatives at this workplace?

1. Yes
2. No

If a committee dealing with a range of issues

DMEET

How many times has the [name of committee] met during the last 12 months?

Number: 0-97

If a committee dealing with a range of issues

DINFLUEN

Generally speaking, how **influential** do you think this committee is on management's decisions affecting the workforce? Do you think it is ... **(READ OUT)** ...

1. ... very influential
2. ... fairly influential
3. ... not very influential
4. ... or not at all influential

If part of a wider organisation, but not head office

DHIGHLEV

Apart from Health and Safety and other single topic committees, is there a consultative committee of managers and employees in your organisation that operates **at a higher level** than this establishment?

PROMPT IF NECESSARY: For instance, at divisional, regional or Head Office level?

1. Yes
2. No

*If part of a wider organisation **and** own or control foreign establishments **or** controlling head office is outside UK*

DCOUNCIL

Does the organisation of which you are part operate a European Works Council?

1. Yes
2. No

If European Works Council

DCOUNUK

Does the Council cover as part of its remit operations within the United Kingdom?

1. Yes
2. No

I'd now like to ask you some questions about methods you might use to involve employees in improving performance.

DCIRCLES

Do you have groups at this workplace that solve specific problems or discuss aspects of performance or quality? They are sometimes known as quality circles or problem-solving groups or continuous improvement groups.

1. Yes
2. No

If group

DCALLGRP

What do you call these groups?

OPEN - ENDED (NOTE: not in final data set)

If no group and workplace at least 5 years old

DCIRC5YR

Have you used any such groups at this workplace at any stage during the past five years?

1. Yes
2. No

If group

DCIRCLIF

Are the [name of groups] predominantly for a fixed term or are they permanent?

1. Finite life
2. Permanent
3. A mixture of both

If group

DPROPOR*

In the last twelve months, roughly what proportion of **non-managerial** employees have been involved in them?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If group

DPERFOR1-DPERFOR3^

In what ways, if any, do you recognise outstanding performance or suggestions from the [name of groups]?

0. None
1. Financial reward
2. Blank
3. Blank
4. *Non-financial reward*
5. *Public acknowledgement/thanks*
6. *Noted on staff record/appraisal*
7. *Other specific answer, not codeable to 1-6*

97. *Other vague answer, not codeable to 1-7*

If group / If no group

DOTHWAY1-DOTHWAY5

Apart from [name of groups], do you have any other channels through which employees can make suggestions for improving working methods? / Do you have any channels through which employees can make suggestions for improving working methods?

0. *None / No*
1. *Through Managers / Management*
2. *Suggestion schemes*
3. *Staff meetings / Committees*
4. *Staff representatives*
5. *Staff notices*
6. *Other specific answer, not codeable to 0-5*

97. *Other vague answer, not codeable to 0-6*

I'd now like to ask you about the use of attitude surveys at this workplace.

If workplace 5 years or Older

DSURVEY

Have you or a third party conducted a formal survey of your employees' views or opinions during the past five years?

1. Yes
2. No

If survey

DRESULTS

Were the full results of the survey made available **in written form** to all employees?

1. Yes
2. No

DCONSUL1-DCONSUL6^*

Besides the schemes we have discussed, are there any other ways in which management communicates or consults with employees at this establishment? Any others? Until 'No'

0. None
1. Regular meetings with entire workforce present
2. Systematic use of management chain/cascading of information
3. Suggestion schemes
4. Regular newsletters distributed to all employees
5. Blank
6. Blank
7. *Email*
8. *Noticeboards*
9. *Other individual personal communication*
10. *Other written communication*
11. *Other meetings*
12. *Other specific answer, not codeable to 0-11*

97. *Other vague answer, not codeable to 0-12*

DINVPLAN-DSTAFFIN

Does management regularly give employees, or their representatives, any information about ...

	<i>Yes</i>	<i>No</i>
DINVPLAN ... internal investment plans?	1	2
DFINANCE ... the financial position of the establishment?	1	2
<i>If part of larger organisation or sole UK establishment</i> DWHOLEFI ... the financial position of the whole organisation?	1	2
DSTAFFIN ... staffing plans?	1	2

Section E: Representation at Work

I now want to ask some questions about trade unions.

EANYEMP

CAPI Derived Variable from the EPQ

1. Union / staff association members at workplace
2. No union / staff association members at workplace

If union members - X union members present / % of employees union members / some union members

EEMPLOY1-EEMPLOY9^{^*}

You said that there are [X number] members here. In which of the following groups are there union members? / You said that [X percent] of employees here are union members. In which of the following groups are there union members? / In which of the following groups are there union members?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

If no union members at present and workplace is 5 or more years old

EFORMERL

Were there any union members at this workplace five years ago?

1. Yes
2. No

If known number / percentage of union members at present and workplace is 5 or more years old

ECHANGE

You have said that about [X%] of employees here are union members. Is that percentage higher, lower or about the same as it was five years ago?

1. Higher
2. Lower
3. About the same

If decrease in union membership or had been members 5 years ago

EHOWCHGD1-EHOWCHD3

How did this decrease come about?

1. Union members left workplace
2. New/existing workers have not joined unions
3. Derecognition
4. Change in trade unions
5. Other specific answer, not codeable to 1-4

97. Other vague answer, not codeable to 1-5

If increase in union membership

EHOWCHGI1-EHOWCHGI2

How did this increase come about?

1. *New employees were union members*
2. *Employees joined union for protection*
3. *Active union presence*
4. *Encouraged by employer*
5. *Other specific answer, not codeable to 1-4*

97. *Other vague answer, not codeable to 1-5*

If no union members at present

ERECRUIT

So far as you know, during the last 5 years, has any union attempted to **recruit** members from the workforce here?

1. Yes
2. No

EVIEWES

How would you describe management's general attitude towards trade union membership among employees at this establishment? Is management ... **(READ OUT) ... AND CODE ONE ONLY**

1. ... in favour of trade union membership
2. ... not in favour of it
3. ... or neutral about it?
4. Blank
5. *Not an issue*
6. *Other specific answer, not codeable to 1-4*
7. *Other vague answer, not codeable to 1-5*

ECHECKS

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?

1. Yes, by requiring it to be stated
2. Yes, by some other method
3. No, no steps taken
4. Blank
5. *Both 1 and 2 could be coded*
6. *Other specific answer, not codeable to 1-5*
7. *Other vague answer, not codeable to 1-6*

If any union members

EKEEPJOB

Are there any employees here who have to be members of unions in order to get or keep their jobs?

1. Yes
2. No

If any have to be union members

EHAVETO

Do these new recruits have to be union members **BEFORE** starting work?

1. Yes
2. No

If any union members

EOUGHTO

Are there any employees here who management strongly recommends should be union members?

1. Yes
2. No

If any union members

EDEDUCT

Do you deduct trade union or staff association subscriptions from any employees pay?

1. Yes
2. No

I would now like to ask you about the unions themselves at this workplace.

If any union members

EUNIONUM

How many separate unions or independent staff associations have members at this workplace?

WRITE IN NUMBER

If one union / if more than one union

EUNIONA1-EUNIOA10

What is its name? / Beginning with the union with the **most** members here, what are their names? Which others are there?

If any union

ERECOG01

Is the [name of first union] **recognised** by management for negotiating pay and conditions for any sections of the workforce in this establishment? INTERVIEWER NOTE - if agreements are negotiated at a higher level in the organisation or by an employers' association, but apply to union / staff association members here, count as recognised.

1. Yes
2. No

If more than one union at workplace

ERECOG02-ERECOG10

What about [name of subsequent unions]? Is that recognised?

<i>Name of union</i>	<i>Recognised</i>	
	<i>Yes</i>	<i>No</i>
ETUNAM01	1	2
ETUNAM02	1	2
ETUNAM03	1	2
ETUNAM04	1	2
ETUNAM05	1	2
ETUNAM06 etc., etc.,	1	2

If any unions

ETOTREC

CAPI Derived Variable = Total number of recognised unions

If any recognised unions

EMOSTMEM

Which of these unions has the most members at this workplace?

WRITE IN NAME - (NOTE: not included in the final data set)

If only one union recognised

EFORMAL

Do you have a **formal agreement** to recognise [union name] or has it just worked out that way?

1. Formal agreement
2. Just worked out that way

If more than one recognised union

EJOINT

Does management negotiate **jointly** with the recognised unions, or are there separate negotiations?

1. Jointly
2. Separately - each recognised union
3. Separately - groups of recognised unions

If negotiate separately

EGROUPS

How many separate negotiating groups are there?

WRITE IN NUMBER

If workplace 5 years or older and any union members or members 5 years ago

ENUM5YR

You say that there are [now no / number] recognised unions at this establishment. Please can you tell me how many recognised unions there were 5 years ago?

WRITE IN NUMBER

If number 5 years ago differs from number now

EHOWCOM1-EHOWCOM2^

How did this [increase / decrease] come about?

1. Unions merged
2. Newly recognised
3. Derecognition
4. Blank
5. *Other specific answer, not codeable to 1-4*

97. Other vague answer, not codeable to 1-5

If union members at present or some 5 years ago

EREQUEST

So far as you know, during the last 5 years, has there been any **request for recognition** from any union or group of workers at this establishment?

1. Yes
2. No

I would now like to ask you a few questions about any union representatives that are present at this workplace.

If any recognised union

ESTEWARD

Do the members of the recognised unions have any representatives or stewards here - apart from any concerned exclusively with Health and Safety?

1. Yes
2. No

If any steward

ESTEWNUM

Approximately how many representatives or stewards are there?

INCLUDE SENIOR STEWARDS AND REPRESENTATIVES IN THIS TOTAL

WRITE IN NUMBER

If multi and no stewards

ESTEWEXT

Does the [name of largest recognised union] have any representatives or stewards from another establishment in this organisation who represent members here?

1. Yes
2. No

If any stewards

ESTEWTIM

Are there any representatives or stewards here who in practice spend all, or nearly all, of their working time on union affairs concerning this establishment?

1. Yes
2. No

if any stewards / if no stewards

EOTHREPS

Apart from the union representatives or stewards and / **Apart** from health and safety matters, are there any employees here who act as representatives of other employees in dealings with management? /

Apart from health and safety matters, are there any employees here who act as representatives of other employees in dealings with management?

1. Yes
2. No

If non-union representatives

ENUMREPS

Approximately how many of these representatives are there?

WRITE IN NUMBER

If non-union representatives

ECHOSEN1-ECHOSEN2^

How were these employee representatives selected?

1. Elected by employees
2. Appointed by management
3. Chosen by unions or staff associations
4. Volunteered
5. Blank
6. *Other specific answer, not codeable to 1-5*

97. *Other vague answer, not codeable to 1-6*

*If non-union representatives **and** joint consultative committee covering wide range of issues*

ESITON

Do any of these employee representatives sit on the [name of committee]?

1. Yes
2. No

If union representative(s)

EPAYA-EPERFORA

[I would like you to think first of the **union** representatives] For each of these issues I'd like to know whether management at this workplace normally negotiates, consults, informs, or does not involve union representatives at all over these matters.

If non-union representative(s)

EPAYB-EPERFORB

[And, now thinking of non-union employee representatives. Again] For each of these issues I'd like to know whether management at this workplace normally negotiates, consults, informs, or does not involve employee representatives at all over these matters.

	<i>Union representatives</i> (A)				<i>Non-union representatives</i> (B)			
	Neg	Con	Inf	None	Neg	Con	Inf	None
EPAYA / EPAYB Pay or conditions of employment	1	2	3	0	1	2	3	0
ESELECTA / ESELECTB Recruitment or selection of employees	1	2	3	0	1	2	3	0
ETRAINA / ETRAINB Training of employees	1	2	3	0	1	2	3	0
ESYTEMA/ ESYTEMB Systems of payment	1	2	3	0	1	2	3	0
EDISCIPA / EDISCIPB Handling grievances	1	2	3	0	1	2	3	0
ESTAFFA / ESTAFFB Staffing or manpower planning	1	2	3	0	1	2	3	0
EQUALOPA / EQUALOPB Equal opportunities	1	2	3	0	1	2	3	0
EHEALTHA / EHEALTHB Health and safety	1	2	3	0	1	2	3	0
EPERFORA / EPERFORB Performance appraisals	1	2	3	0	1	2	3	0

If union representatives and unions recognised five years ago

ETALK5YR

Compared with five years ago, is management here **more** or **less** likely to negotiate with union representatives over matters at this workplace, or has there been no change?

1. More
2. Less
3. No change

If more negotiation

EWHYMOR1-EWHYMOR2

Why do you think that is?

1. *Better relationship between management and unions*
2. *Change in management*
3. *Appointment of specialist human resources/personnel manager*
4. *Conflict / change necessitates dialogue with unions*
5. *Other specific answer, not codeable to 1-4*

97. *Other vague answer, not codeable to 1-5*

If less negotiation

EWHYLES1-EWHYLES2

Why do you think that is?

1. *Union / employee apathy*
2. *Change in management*
3. *Appointment of specialist human resources/personnel manager*
4. *Conflict / change necessitates dialogue with unions*
5. *Other specific answer, not codeable to 1-4*

97. *Other vague answer, not codeable to 1-5*

Section F: Payment Systems and Pay Determination

I would now like to ask you about payment systems and pay determination at this workplace.

FFACTO01-FFACTO10^{^*}

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

12. None so, **all** full-time [employees in the largest group] receive the same amount of pay?

Yes

No

please select from the list the factors which explain why some [employees in the largest occupational group] are paid more than others

0. None

1. Hours worked

2. Overtime

3. Shift premiums

4. Age of employees

5. Years of service

6. Skills / core competences

7. Formal qualifications

8. Job grade/classification

9. Incentive or performance-related pay

10. Performance appraisal or assessment

11. Blank

12. Blank

13. *Other specific answer, not codeable to 0-12*

97. *Other vague answer, not codeable to 0-13*

FVARPAY1-FVARPAY5^{^*}

Do **any** employees at this workplace receive payments or dividends from any of the following variable pay schemes?

1. Profit-related payments or bonuses

2. Deferred profit sharing scheme

3. Employee share ownership schemes

4. Individual or group performance-related schemes

5. Other cash bonus

6. None of these

If profit-related pay

FPRPAYIR

Is this profit-related pay scheme an approved Inland Revenue scheme?

1. Yes

2. No

*If profit-related pay **and** part of a larger organisation*

FLEVEL

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

1. Workplace
2. Division / Subsidiary company
3. Organisation as a whole
4. Blank
5. *More than one part*
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*

If profit-related pay

FPRPOC01-FPRPOC09^{^*}

In which occupational groups are there employees participating in the profit related pay scheme?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

If profit-related pay and non-managerial occupations eligible

FNONMAN*

What proportion of **non-managerial** employees at this workplace have received profit-related pay in the past 12 months?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If employee share-ownership scheme

FOCCGR01-FOCCGR09[^]*

In which occupational groups are there any employees who are eligible for the employee share ownership scheme?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

If employee share-ownership scheme and any non-managerial occupations eligible

FSHARWHO*

What proportion of **non-managerial** employees at this workplace are **eligible** for the employee share ownership scheme?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If employee share-ownership scheme and any non-managerial occupations eligible

FNONWHO*

What proportion of **non-managerial** employees at this workplace **participate** in the employee share ownership scheme?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If performance-related pay

FPERWHO1-FPERWHO8^*

In which occupational groups are there any employees at this workplace receiving performance-related pay?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

If performance-related pay and any non-managerial occupations eligible

FPERNON*

What proportion of **non-managerial** employees at this workplace have received performance-related pay in the last 12 months?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If performance-related pay and any non-managerial occupations eligible

FMEASUR1-FMEASUR4^*

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
5. Blank
6. *Other specific answer, not codeable to 1-5*
7. *Other vague answer, not codeable to 1-6*

If individual performance/output

FINDPER1-FINDPER3^

How is individual performance or output measured or assessed?

1. Piece rates
2. Other Measures of output
3. Assessment by supervisor
4. Acquisition of skills / core competences
5. Blank
6. *Other specific answer, not codeable to 1-5*
97. *Other vague answer, not codeable to 1-6*

FSOCIN01-FSOCIN09^{^*}

Do any of the following groups of employees have their performance formally appraised?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

10. None of these

If any non-managerial occupations with performance appraisal

FMEASPR^{*}

What proportion of **non-managerial** employees at this workplace have their performance formally appraised?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |

If non-managerial appraisals

FAPPWHEN

How frequently are appraisals conducted?

1. Quarterly
2. Half-yearly
3. Annually
4. Bi-annually
5. No fixed pattern
6. Blank
7. *More often than quarterly*
8. *Other specific answer, not codeable to 1-7*

97. *Other vague answer, not codeable to 1-8*

If non-managerial appraisals

FWHOAPP1-FWHOAPP4^{^*}

Typically, who carries out these appraisals? Any others?

1. An individual's immediate supervisor or foreman
2. Another manager
3. Employees at the same level / grade
4. Subordinates or employees at a lower level / grade
5. Other specific answer, not codeable to 1-4
6. Other vague answer, not codeable to 1-5

If non-managerial appraisals

FTYPEAP1-FTYPEAP7^{^*}

What are the main purposes of the appraisal? Are there any others?

0. None or not applicable
1. Assess suitability for promotion or transfers
2. Give feedback to employees on their performance
3. Give employees a chance to discuss future career moves
4. Set personal objectives and review progress against past objective(s)
5. Determine pay increases
6. Set/evaluate training and development needs
7. Promote behavioural change
8. Blank
9. *Other specific answer, not codeable to 1-8*

97. Other vague answer, not codeable to 1-9

If appraisals and pay not mentioned

FNOTPAY

So, can I just check, the performance appraisal is **not** directly linked to reviews or changes in individual employees pay?

1. Not linked to pay
2. Linked to pay

FREVIEW

How frequently is basic pay for [employees in the largest occupational group] reviewed or negotiated at this workplace?

1. More than once a year
2. Annually
3. Less than once a year

FPAYCHGE

What was the average percentage change in basic pay for [employees in the largest group] from the last review or settlement?

WRITE IN PERCENT

If change

FUPDOWN

Was that change an increase or a decrease?

1. Increase
2. Decrease

If decrease or no increase

FCHG21

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

1. *Pay increase, but no general rise in pay*
2. *Could not afford pay rise*
3. *Change in payment system*
4. *Other specific answer, not codeable to 1-3*

97. *Other vague answer, not codeable to 1-4*

If decrease or no increase and union recognition

FPAYCUT

Was the decision to have no pay rise agreed by recognised unions here?

1. Yes
2. No

If pay increase

FAWARDM-FAWARDSL

Was this increase higher, about the same, or lower than the average increase for ...

	<i>Higher</i>	<i>Same</i>	<i>Lower</i>
FAWARDM ... managers at this workplace?	1	2	3
FAWARDNM ... all other non-managerial employees?	1	2	3
FAWARDSI ... similar workers in your industry/sector as far as you know?	1	2	3
FAWARDSL ... similar workers in this locality as far as you know?	1	2	3

FLIVUP-FACTUP*

I'm now going to read out a list of factors which might have influenced the size of the pay settlement or review, and for each I wish to know if it had an **upward** effect. Was this very important, fairly important or not important in having an upward effect?

	<i>Very Imp</i>	<i>Fairly Imp</i>	<i>Not Imp</i>
FLIVUP ... Cost of living?	1	2	3
FPERFUP ... Good organisation or workplace performance?	1	2	3
FACTUP ... Industrial action threatened or taken?	1	2	3

FLIVDOWN-FREDDN*

Now, I want to know if any of these factors had a **downward** effect on the size of the pay settlement or review. Was this very important, fairly important or not important in having a downward effect?

	<i>Very Imp</i>	<i>Fairly Imp</i>	<i>Not Imp</i>
FLIVDOWN ... Cost of living?	1	2	3
FPERFDN ... Poor organisation or workplace performance?	1	2	3
FREDDN ... Risk of redundancies?	1	2	3

If pay increase

FWHODID1-FWHODID6^*

Which of the following parties were directly involved in determining or negotiating this pay rise for [employees in the largest group]?

1. Managers at this workplace
2. Managers at a higher level beyond the workplace
3. Board of Directors/Governing Body
4. Employer association officials
5. Union representatives or shop stewards
6. Non-union employee representatives
7. Full-time union officials
8. Blank
9. *Pay review body / government*
10. *Other specific answer, not codeable to 1-9*

97. *Other vague answer, not codeable to 1-10*

If increase and workplace part of a wider organisation

FWHERE

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

1. Workplace
2. Higher level
3. Blank
4. *Pay review body / government*
5. *National / Industry / multi-employer*
6. *Other specific answer, not codeable to 1-5*
7. *Other vague answer, not codeable to 1-6*

If increase and decision made at workplace

FCONSULT

Before arriving at a decision, was management at a higher level in the organisation consulted about the size of the increase?

1. Yes
2. No

If increase and worker representatives involved

FCONSNEG

Did management **consult** or did they **negotiate** with the employee representatives about this pay settlement or award for [employees in the largest group]? PROMPT: employee representatives includes full-time officials.

1. Consult
2. Negotiate

I want to now ask, for each occupational group here, how pay is determined.

FSOC1-FSOC9*

Which of the following statements most closely characterises the way that pay is set for [each occupational group present at the workplace]?

	FSOC 1 Mng	FSOC 2 Prof	FSOC 3 Tech	FSOC 4 Cler	FSOC 5 Crft	FSOC 6 Ptec	FSOC 7 Sale	FSOC 8 Oper	FSOC 9 Rout
Collective bargaining for more than one employer (e.g. industry-wide agreement)	1	1	1	1	1	1	1	1	1
Collective bargaining at an organisation level	2	2	2	2	2	2	2	2	2
Collective bargaining at this workplace	3	3	3	3	3	3	3	3	3
Set by management at a higher level in this organisation	4	4	4	4	4	4	4	4	4
Set by management at this workplace	5	5	5	5	5	5	5	5	5
Negotiation with individual employees	6	6	6	6	6	6	6	6	6
Some other way (e.g. pay review body)	7	7	7	7	7	7	7	7	7
None of these	8	8	8	8	8	8	8	8	8

FCOVER*

So, can I just check, what proportion of **all** employees here, including managers, are covered by collective bargaining either at this workplace or at a higher level?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If workplace 5 years or older

FBARGAIN

Has the importance of collective bargaining in determining pay for [employees in the largest group] increased, stayed the same or decreased compared with five years ago?

1. Increased in importance
2. Stayed the same
3. Decreased in importance
4. Not applicable

If workplace 5 years or older

FNEGOT

And, what about negotiations with individual employees in determining pay for [employee in the largest occupational group] - has this increased, stayed the same or decreased in importance compared with five years ago?

1. Increased in importance
2. Stayed the same
3. Decreased in importance
4. Not applicable

I would now like to discuss a number of aspects of employment contracts as they operate in your establishment. By employment contracts I mean everything to do with the terms and conditions of employment.

FWRITE1-FWRITE6[^]*

Looking at this card, for these terms and conditions is information made available **in writing** to your [employees in the largest occupational group]?

1. The scale, rate or method of payment
2. Hours of work
3. Sick leave arrangements
4. Grievance procedures
5. Training opportunities
6. Entitlement to holidays
7. None of these

FCIDENT*

Some organisations have standardised employment contracts for non-pay terms and conditions. What proportion of [employees in the largest occupational group] have standard employment contracts?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

FOTHIT1-FOTHIT6^*

Looking at this card, are [employees in the largest occupational group] entitled to any of these non-pay terms and conditions?

1. Employer pension scheme
2. Company car or car allowance
3. Private health insurance
4. Four weeks or more paid annual leave (excluding public holidays)
5. Sick pay in excess of statutory requirements

6. None of these

FENTITL1-FENTITL6^*

And, what about managers at this workplace, are they entitled to any of these non-pay terms and conditions?

1. Employer pension scheme
2. Company car or car allowance
3. Private health insurance
4. Four weeks or more paid annual leave (excluding public holidays)
5. Sick pay in excess of statutory requirements

6. None of these

Section G: Collective Disputes and Procedures

I would now like to ask you some questions about **collective or group disputes** which might arise at this workplace.

GPROCEDU

Are there any formal procedures for dealing with **collective** disputes raised by any **group** of non-managerial employees?

1. Yes
2. No

If disputes procedure

GWORKIS1-GWORKIS3

Are there separate procedures for different groups of workers or for different issues, or is there just a single collective disputes procedure?

1. A single procedure
2. Separate procedures for different workers
3. Separate procedures for different issues

If disputes procedure

GISSUES1-GISSUES4[^]*

What types of issues are covered by the procedures?

1. Pay and conditions
2. Redundancy
3. Organisation of work
4. Health and Safety
5. Blank
6. *Other specific answer, not codeable to 1-5*
7. *Other vague answer, not codeable to 1-6*

If disputes procedure

GCOVERED*

What proportion of non-managerial employees are covered by formal collective disputes procedures?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If pay procedure

GREFERAL

In collective disputes over pay, if there is a failure to agree at the establishment, is there a provision for the issue to be referred to a body or person outside the establishment?

1. Yes
2. No

If referral provision

GPROHIBI

Does the disputes procedure prohibit industrial action **before** the issue is referred outside the establishment?

1. Yes
2. No

If referral provision

GBODY1-GBODY6^{^*}

To which outside body are issues raised under the disputes procedure referred? Any others? (Until 'No')

1. ACAS Conciliation
 2. ACAS Arbitration
 3. Independent arbitrator
 4. Management at a higher level in the organisation
 5. Union officials/National officer of union
 6. Employers' Association
 7. Blank
 8. *Other specific answer, not codeable to 1-7*
97. *Other vague answer, not codeable to 1-8*

If no procedure

GRESOLV1-GRESOLV2

If a dispute over pay or conditions arises here, how is it generally resolved?

0. Never had a dispute / no disputes
 1. Through managers / management
 2. Through discussion with specialist human resources/personnel managers
 3. Through respondent
 4. Discussions between union/worker representatives and management
 5. Passed up/referred up the management chain
 6. Activate grievance (or other) procedure
 7. Other specific answer, not codeable to 0-6
 8. Resolved by discussion - management level not specified (combination of codes 1, 2 and 3)
97. Other vague answer, not codeable to 0-7

GDISPUTE

In the last 12 months, has there been a collective dispute with any group of workers over pay or conditions?

1. Yes
2. No

*If pay disputes procedure **and** dispute in last year*

GUSED

On the last occasion, was the disputes procedure used to resolve the dispute?

1. Yes
2. No

If any unions

GPSTYR1-GPSTYR7[^]*

In the last 12 months, have any unions here **threatened** to take any of the forms of industrial action listed on this card?

1. Strike
2. Overtime ban or restriction
3. Work to rule
4. Go slow
5. Blacking of work
6. Work in / sit in
7. Other industrial action

8. None of these

GBALLOT

In the last 12 months, have any unions here balloted their members to establish the level of support for industrial action?

1. Yes
2. No

If ballots

GNUMBER

How many ballots have been held at this workplace in the last 12 months?

Range=1-97

If only one ballot / if more than one ballot

GFAVOUR

And did this ballot result in a majority in favour of industrial action? / How many of these ballots resulted in a majority in favour of industrial action?

If 'Yes' code=1; If 'No' code=0

Range = 0-97

GACTIO01-GACTIO04^{^*}

Which, if **any**, of the forms of industrial action on this card have taken place at this establishment during the last 12 months? Any others? UNTIL 'No'

If any industrial action

GACTYR01-GACTYR10

On how many occasions in the last 12 months has a [name of action] taken place?

	<i>GACTI</i>		<i>GACTYR</i>
	<i>Yes</i>	<i>No</i>	<i>Number of Occasions</i>
1. Strikes of less than 1 day			
2. Strikes of a day but less than a week			
3. Strikes of a week or more			
4. Overtime ban or restriction by employees			
5. Work to rule			
6. Lock out			
7. Go slow			
8. Blacking of work			
9. Work in / sit in			
10. Other industrial action			
11. None of these			

If no strikes in last year and workplace 5 or more years old

GACT5YR

Have there been any strikes at this workplace in the last five years?

1. Yes
2. No

If no industrial action in last year and workplace 5 or more years old

GOTH5YR

Has there been any other form of industrial action at this workplace in the last five years?

1. Yes
2. No

GPICKET

Has this establishment been **picketed** during the last 12 months?

1. Yes
2. No

GDISRUPT

In the last 12 months, has this workplace suffered significant disruption as a result of industrial action in another organisation?

1. Yes
2. No

Section H: Grievance and Disciplinary Procedures

And now I would like to ask you about dealing with **individual** disciplinary procedures at this workplace.

HPROCEDU

Is there a formal procedure for dealing with individual grievances raised by any non-managerial employee?

1. Yes
2. No

If no procedure

HRESOLV1-HRESOLV2

If an employee has a problem with some aspect of their working conditions, how do they resolve it?

0. *Never had a dispute / No disputes*
1. *Through managers / Management*
2. *Through discussions with specialist human resources/personnel managers*
3. *Through respondent*
4. *Discussions between union/worker representatives and managers*
5. *Passed up/referred up the management chain*
6. *Other specific answer, not codeable to 0-5*

97. *Other vague answer, not codeable to 0-6*

If procedure

HCOVER*

What proportion of non-managerial employees are covered by the grievance procedure?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If procedure

HWARE1-HWARE6^

How are employees made aware of the procedure?

1. In letter of appointment
2. In staff handbook
3. Noticeboard
4. Part of induction programme
5. Told by supervisor/line manager/foreman
6. Blank
7. *Other specific answer, not codeable to 1-6*

97. *Other vague answer, not codeable to 1-7*

If procedure

HACCOMP1-HACCOMP7^*

In raising grievances, do employees have the right to be accompanied, and, if so, by whom?

1. No accompaniment
2. Friend or family member
3. Trade union representative/shop steward
4. Full-time union official
5. Other employee representative
6. A colleague
7. By supervisor/line manager/foreman
8. Anyone they choose

If procedure

HRAISED

In the last 12 months have any employees formally raised any matters through the individual grievances procedure?

1. Yes
2. No

If procedure not used

HWHYNOT1-HWHYNOT3

Why do you think that is?

0. *Never had any grievances*
1. *Good management - employee relations*
2. *Disputes raised and resolved informally, before need to use procedures*
3. *Resolved through worker representatives*
4. *Procedure doesn't work*
5. *Fear of negative outcome*
6. *Other specific answer, not codeable to 0-5*

97. *Other vague answer, not codeable to 0-6*

HTYPE01-HTYPE12^*

Which types of grievances, if any, have been raised in the past year, whether through a procedure or not?

0. None
1. Pay and conditions issues
2. Job grading/classification
3. Promotion/career development/internal transfers
4. Physical working conditions/health and safety
5. Work practices/work allocation/pace of work
6. Working time/annual leave/time off work
7. Performance appraisal
8. Sex or race or other discrimination
9. Sexual harassment
10. Relation with supervisors/line managers (i.e. unfair treatment, victimisation)
11. Bullying at work
12. Racial harassment
13. Blank
14. Blank
15. *Other specific answer, not codeable to 0-14*

97. *Other vague answer, not codeable to 0-15*

HOTHPRO

Is there a formal procedure for dealing with discipline and dismissals - other than redundancies - for non-managerial employees?

1. Yes
2. No

If procedure

HOTHCOVE*

What proportion of non-managerial employees are covered by a disciplinary procedure?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

If procedure

HOTHAWA1-HOTHAWA6^

How are employees made aware of the procedure?

1. In letter of appointment
2. In staff handbook
3. Noticeboard
4. Part of induction programme
5. Told by line manager/supervisor/foreman
6. Blank
7. *Other specific answer, not codeable to 1-6*

97. *Other vague answer, not codeable to 1-7*

If formal procedure / if no formal procedure

HOTHACC1-HOTHACC8^

Do employees have a right to be accompanied in actions made under the procedure, and, if so, by whom? / In disciplining or dismissing an employee, are they able to be accompanied, and, if so, by whom?

1. No accompaniment
2. Friend or family member
3. Trade union representative/shop steward
4. Full-time union official
5. Other employee representative
6. A colleague
7. By supervisor / line manager / foreman
8. Anyone they choose

If formal procedure / if no formal procedure

HAPPEAL

Do employees have a right to appeal against a decision made under the procedure? / In disciplining or dismissing an employee, are they able to appeal against the decision?

1. Yes
2. No

HWARNING-HSUSDED

During the last 12 months, have any of these disciplinary sanctions been applied to employees?

1. **HWARNING** ... formal written warning
2. **HSUSPEND** ... suspension with or without pay
3. **HDEDUCT** ... deduction from pay

If any sanctions

HSUSNUM

In the last 12 months, altogether how many employees have had any of these sanctions applied to them?

Range=1...9997

HCOMPLAI

During the last 12 months, has an employee or ex-employee of this workplace made a complaint to an industrial tribunal?

1. Yes
2. No

If no tribunal application in last year and workplace 5 or more years old

HCOM5YR

Have any employees or ex-employees of this workplace made a complaint to an industrial tribunal at any time over the last **five** years?

1. Yes
2. No

If tribunal application in last year

HCOMNUM

How many complaints have been made in the last 12 months?

WRITE IN NUMBER

If tribunal application in last year

HREASON1-HREASON6^*

Were the grounds any of these actions listed on this card? Any others? [Until 'No']

1. Unfair dismissal
2. Redundancy payment
3. Sex discrimination
4. Race discrimination
5. Wages Act
6. Breach of contract
7. Blank
8. *Other specific answer, not codeable to 1-7*

97. Other vague answer, not codeable to 1-8

If tribunal application in last 5 years

HREVIEW1-HREVIEW6^*

Has your experience of dealing with an industrial tribunal application resulted in you taking any of the following actions?

1. Set up formal disciplinary procedures
2. Review or redesign workplace disciplinary procedures
3. Make sure workplace procedures are followed
4. Revise terms and conditions in employees' contracts
5. Join an employers' association for legal services
6. Take out insurance against further claims
7. None of these

HDEAL

If an employee or ex-employee made an unfair dismissal application to an industrial tribunal, what would be your most likely approach to dealing with it?

1. Aim to resolve by mutual agreement without ACAS involvement
 2. Aim to resolve using ACAS conciliation service
 3. Decide after taking independent advice upon merits of the case
 4. Go to full tribunal hearing
 5. Blank
 6. *Decide after taking internal advice*
 7. *Other specific answer, not codeable to 1-6*
- 97. Other vague answer, not codeable to 1-7*

Section I: Fair Treatment at Work

I would now like to ask you some questions about Equal Opportunities policies and practices at your establishment.

IPOLICY

Does this workplace [or organisation of which it is a part of] have a formal written policy on equal opportunities or managing diversity?

1. Yes
2. No

If policy

IGROUN01-IGROUN09^*

Does the policy specifically address equality of treatment or discrimination on any of the grounds listed on this card? Are there any others?

1. Sex/Gender
2. Ethnic minority or Racial groups
3. Religion
4. Marital status
5. Disability
6. Age
7. Sexual orientation
8. Trade Union membership
9. Any other type of discrimination

10. None of these

If policy

ITOLD1-ITOLD6^*

How is the policy made known to employees

1. In letter of appointment
2. In staff handbook
3. Noticeboard
4. Part of induction programme
5. Told by supervisor/ line manager/foreman
6. Blank
7. *Informed as part of job application process*
8. *Other specific answer, not codeable to 1-7*

97. *Other vague answer, not codeable to 1-8*

If policy

IMEASUR

Have you tried to measure the effects of your equal opportunities policies on the workplace or on the employees at this establishment?

1. Yes
2. No

If measured

IEFFECT1-IEFFECT3

What were the effects of these policies? Anything else?

0. *Didn't make any / much difference*
1. *Identified areas for improvement / raised awareness*
2. *Changed procedures / practices*
3. *Improved morale*
4. *More diverse workforce*
5. *Other specific answer, not codeable to 0-4*

97. *Other vague answer, not codeable to 0-5*

If no policy

IWHYNOT1-IWHYNOT3

Could you tell me why there is no formal written equal opportunity policy at this establishment? [DO NOT SHOW SCREEN, DO NOT READ OUT]

1. We have a policy, but have not written it down
2. Not considered it
3. In the process of developing a policy
4. We aim at being an equal opportunities employer
5. Unnecessary
6. Employ none or few people from disadvantaged groups
7. Blank
8. *Other specific answer, not codeable to 1-7*

97. *Other vague answer, not codeable to 1-8*

IPRACTI1-IPRACTI6^{^*}

Can you tell me whether any of the things on this list are done or apply at this workplace?

1. Keep employee records with ethnic origin identified
2. Collect statistics on posts held by men and women
3. Monitor promotions by gender, ethnicity etc.
4. Review selection and other procedures to identify indirect discrimination
5. Review the relative pay rates of different groups
6. Make adjustment to the workplace to accommodate disabled employees

7. None of these

Now I'd like to ask you about issues to do with balancing work and family responsibilities.

IFMOFF

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?

1. Take time off but make it up later
 2. As leave without pay
 3. As sick leave
 4. As special paid leave
 5. As annual leave
 6. Not allowed/would not be granted
 7. Never been asked
 8. Blank
 9. *Depends on individual / circumstances*
 10. *Other specific answer, not codeable to 1-9*
 11. *Combination of 1 and 2 = UNPAID*
 12. *Combinations of 3,4 and 5 = PAID*
 13. *Combinations of 1,2 and 5 = INDIVIDUAL DECIDES*
 14. *Other combinations = OTHER MULTIPLE ANSWERS*
97. *Other vague answer, not codeable to 1-10*

If any male employees

IMALEOFF

What arrangements, if any, are usually made to allow your **male** employees time off work when their children are born? This is sometimes described as paternity leave.

1. Written policy giving entitlement to specific period of leave
 2. Discretionary time off
 3. Expected to arrange to take annual leave
 4. Other arrangement
 5. Has never happened
6. None of these

If any paternity leave

IPATERN

How many days of paid leave would fathers of new babies be allowed to take off?

Range=0...97

IFAMILY1-IFAMILY7^{^*}

Looking at this card, are any non-managerial employees here entitled to any of the following?

1. Parental Leave
 2. Working at or from home in normal working hours
 3. Term-time only contracts
 4. Switching from full-time to part-time employment
 5. Job sharing schemes
 6. Workplace nursery or nursery linked with workplace
 7. Financial help/subsidy to parents for child care
8. None of these

If entitled

IFAMPROP

What proportion of non-managerial employees have taken any of these entitlements during the last 12 months?

- | | |
|-----------------------|---------------|
| 1. None | 0% |
| 2. A small proportion | Less than 10% |
| 3. Up to a quarter | 10 - 24% |
| 4. A quarter or more | 25% or more |

If any non-managerial employees have taken any entitlements

ICOSTS*

Have these entitlements meant additional costs for this establishment?

1. No additional costs
2. Minimal additional cost
3. Moderate additional cost
4. Substantial additional cost
5. Not measured / not possible to say

If any non-managerial employees have taken any entitlements

IWORTHIT

Have these entitlements been cost-effective?

1. Yes
2. No

If any non-managerial employees have taken any entitlements

IFAMBEN1-IFAMBEN4

What benefits, if any, have resulted from these entitlements?

0. No benefits
 1. Happier staff / Employees
 2. Increased workplace performance
 3. Increased retention of employees
 4. Easier to attract / recruit new employees / workers
 5. Other specific answer, not codeable to 0-4
97. Other vague answer, not codeable to 0-5

Now I would like to ask you some questions about the health and safety arrangements at your workplace.

Earlier on in the interview, we discussed ways in which you consult with your workforce.

If no committees or no committees dealing with H&S matters / if committee dealing with H&S matters

ICOMMTEE

Can I just confirm that there is **no** joint committee of managers and employees at this workplace which deals with health and safety matters? / Can I just confirm that there **is** a joint committee of managers and employees at this workplace which deals with health and safety matters?

1. Yes, a joint committee
2. No, there is no committee

If general consultative committee / if no general committee

IJOINT

And, is it the [name of committee nominated in Section D], or is it a joint committee which deals specifically with health and safety matters? / And, is it a joint committee which deals specifically with health and safety matters?

1. Specific health and safety committee
2. General joint committee

If specific committee

IREPNUM1-IREPNUM4^

How are employee representatives appointed to the committee?

1. Elected by employees
2. Appointed by management
3. Chosen by unions or staff associations
4. Volunteered
5. Blank
6. *All employees involved / invited*
7. *Other specific answer, not codeable to 1-6*

97. Other vague answer, not codeable to 1-7

If no committee

IOTHREP

Are there any employees here who act as representatives of other employees in dealings with management over health and safety matters?

1. Yes
2. No

If employee reps and also TU/other employee rep

ISAMEREP

So, can I just confirm, are these the same employee representatives we talked about earlier? (Prompt: either trade union representatives/stewards or non-union employee representatives)

1. Yes, same employee representatives
2. No, not the same

If reps, but not same

ISELECT1-ISELECT3^

How were these health and safety representatives selected?

1. Elected by employees
2. Appointed by management
3. Chosen by unions or staff associations
4. Volunteered
5. Blank
6. *Other specific answer, not codeable to 1-5*

97. Other vague answer, not codeable to 1-6

If committee or reps

ITRAIN

Are the employee representatives provided with any training to help them perform their duties as health and safety representatives?

1. Yes
2. No

If no committee and no reps

ICONSUL1-ICONSUL3^

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

0. No steps
1. Blank
2. Newsletters/notice board/e-mail
3. Communicate through management chain/cascade
4. Management-staff meetings/consult directly with workforce
5. Blank
6. *Other specific answer, not codeable to 0-5*

97. Other vague answer, not codeable to 0-6

IINJURY1-IINJURY7^*

Please look at this card. Have any employees of this establishment sustained **any** of these types of injury during working hours in the last 12 months?

1. Bone fracture
2. Amputation
3. Loss of sight
4. Loss of consciousness
5. Burn
6. Acute illness
7. Physical injury resulting from a work-related physical assault
8. Any other injury which resulted in immediate hospitalisation for more than 24 hours
9. No injuries

If injuries

INUMINJ

During the last 12 months, how many employees in all have sustained any of these types of injury?

Range=1...9997

IILLNES1-IILLNES4^

In the last 12 months, have any employees suffered from any of the following illnesses, disabilities or other physical problems that were caused or made worse by their work?

1. Skin problem
2. Asthma or other lung/breathing problems
3. Stress
4. Bone, joint, muscle or limb disorder (including RSI)
5. None of these

If ill health

ILLNUM

How many employees have been absent owing to these problems over the last 12 months?

Range=1...9997

Section J: Workplace Flexibility

JNONEM01-JNONEM11^{^*}

I now want to ask you about different types of working arrangements

Are any of the activities or services on this card carried out for this workplace by independent contractors? **PROBE:** Any others? Until 'No'.

1. Cleaning of building and premises
2. Security
3. Catering
4. Building maintenance
5. Printing/photocopying
6. Pay roll
7. Transport of documents/goods
8. Computing services
9. Training
10. Recruitment
11. Temporary filling of vacant posts at this workplace

12. None of these

If contractors and workplace 5 years or older

JYR5EMP

Are any of these contractors doing work which five years ago would have been done by employees of this establishment [or organisation]?

1. Yes
2. No

If work had been done by employees

JPREEMP

Are any of these contractors former employees of this establishment [or organisation]?

1. Yes
2. No

If work had been done by employees

JWHYOUT1-JWHYOUT5[^]

Why was this activity or service contracted-out?

1. Cost savings
2. Improved service
3. Able to focus more on core business activities
4. Greater flexibility
5. Blank
6. *Compulsory competitive tendering / government regulations*
7. *Other specific answer, not codeable to 1-6*

97. *Other vague answer, not codeable to 1-7*

If work had been done by employees

JCSTOUT

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

1. More
2. About the same
3. Less
4. Blank
5. Other specific answer, not codeable to 1-4
6. Blank
7. *Other vague answer, not codeable to 1-5*

JAGENCY

Are there any temporary agency employees presently working at this workplace? (Prompt: temporary agency employees are people that you hire on a temporary basis from an employment agency.)

1. Yes
2. No

If temps

JNUMAGCY

On average, how many are there?

Range=1...997

If temps

JSOCTEM1-JSOCTEM6^{^*}

In which occupational groups are temporary agency employees presently working?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

If temps

JEMPTM

Are any of these temporary agency employees carrying out work which used to be done by permanent staff?

1. Yes
2. No

If temps

JWHYTEM1-JWHYTEM6^{^*}

Why are you using temporary agency employees, Please choose from this card? Any others?

1. Matching staff to peaks in demand
2. Short-term cover for staff absence/vacancies
3. Cover for maternity leave or annual leave
4. Unable to fill vacancies
5. Obtain specialist skills
6. Freeze on permanent staff numbers
7. Blank
8. *Other specific answer, not codeable to 1-7*

97. Other vague answer, not codeable to 1-8

JTEMPLYR

Are there any employees at this workplace who are working on a temporary basis or have fixed-term contracts for less than one year?

1. Yes
2. No

JTEMPMYR

Are there any employees at this workplace who have fixed-term contracts for one year or more?

1. Yes
2. No

If any employees on fixed term contracts

JFITERM

What proportion of all employees at this workplace are working on fixed-term contracts? **PROMPT:** people whose contract is for a specified period of time, but who may work on a full- or part-time basis.

- | | |
|---------------------------|--------------|
| 1. Half or more | 50% + |
| 2. A quarter up to a half | 25-49% |
| 3. Up to a quarter | 10-24% |
| 4. A small proportion | 5-9% |
| 5. Hardly any | Less than 5% |
| 6. None | 0% |

If any employees on fixed term contracts

JSOCFIT1-JSOCFIT8^{^*}

In which occupational groups are there fixed-term employees presently working? Any others?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

If fixed-term employees of more than one year

JFXTEMP

Have any of your fixed-term employees agreed to waive the right to complain of unfair dismissal?

1. Yes
2. No

If any employees on fixed term contracts

JEMPFIT

Are any of these fixed-term employees carrying out work which used to be done by permanent staff?

1. Yes
2. No

If any employees on fixed term contracts

JWHYFIT1-JWHYFIT4^*

Why are you using fixed-term employees, please choose from this card?

1. Spur to improved performance
2. Obtain specialist skills
3. As a trial for a permanent job
4. Freeze on permanent staff numbers
5. Temporary increase in demand
6. Cover for maternity leave / long-term absence
7. Blank
8. *Other specific answer, not codeable to 1-7*

97. Other vague answer, not codeable to 1-8

JWRKFREE

Are there any people presently working for this establishment on a freelance basis?

1. Yes
2. No

If workplace 5 years or older

JLABCSTA-JLABCSTD

Compared with five years ago, has the use of the following categories of workers at this establishment gone up, gone down or remained about the same?

	<i>Gone up</i>	<i>About the same</i>	<i>Gone down</i>	<i>Never used</i>
JLABCSTA Employees on fixed-term contracts	1	2	3	4
JLABCSTB Temporary agency employees	1	2	3	4
JLABCSTC Contractors	1	2	3	4
JLABCSTD Part - time employees	1	2	3	4

JHOMWRK*

What proportion of employees at this establishment, if any, ever work from home **during normal working hours**?

- | | |
|---------------------------|--------------|
| 1. Half or more | 50% + |
| 2. A quarter up to a half | 25-49% |
| 3. Up to a quarter | 10-24% |
| 4. A small proportion | 5-9% |
| 5. Hardly any | Less than 5% |
| 6. None | 0% |

If homeworkers

JALLHOM

Do any of these employees spend **all or almost all** of their normal working hours working from home?

1. Yes
2. No

JNEMPHM

Are there any people who do work for this establishment at or from their own homes, but are **not** your employees?

1. Yes
2. No

JOBSEC01-JOBSEC09^*

Is there a policy of guaranteed job security or no-compulsory redundancies for any of these groups at this workplace?

1. Managers and senior administrative occupations
2. Professional occupations
3. Technical, scientific occupations
4. Clerical and secretarial occupations
5. Craft and skilled manual occupations
6. Personal service occupations
7. Sales occupations
8. Operative and assembly manual occupations
9. Routine unskilled manual occupations

10. None of these

JREDUCT

Has there been any reductions in the number of employees in any section or sections of the workforce in the last 12 months?

1. Yes
2. No

If reductions

JREDREA1-JREDREA5^*

What have been the main reasons for the workforce reductions? Any others?

1. Lack of demand for products/services
2. Shortage of materials
3. Automation/mechanisation/new equipment
4. Reorganised working methods/relocation/integration
5. Improved competitiveness/efficiency/cost reduction
6. Industrial disputes
7. Reductions in budget/cash limits
8. Blank
9. *Subcontracting of work*
10. *Impending closure of establishment*
11. *Staff shortage*
12. *Other specific answer, not codeable to 1-11*

97. *Other vague answer, not codeable to 1-12*

If reductions

JREDMET1-JREDMET4^*

Were any of these methods listed on this card used to reduce a section or sections of the workforce? Any others

1. Natural wastage
2. Redeployment within organisation
3. Early retirement/Voluntary redundancies
4. Compulsory redundancies

5. None of these

If any redundancies

JREDCONS

Did you consult with employees or their representatives prior to making anyone redundant?

PROMPT: redundancy includes early retirement.

1. Yes
2. No

If consultation

JWHOCON1-JWHOCON4^

Who did you consult with?

1. Trade union representative/shop steward
2. Joint Consultative Committee / Works Council representatives
3. Other employee representatives
4. Directly with employees likely to be affected

If consultation

JISSCON1-JISSCON5

What issues did the consultation cover?

1. *Reasons for redundancies*
2. *Details of applying redundancies*
3. *Methods for reducing workforce*
4. *Preparing employees for redundancy*
5. *Discuss redundancies with worker representatives*
6. *Other specific answer, not codeable to 1-5*

97. *Other vague answer, not codeable to 1-6*

I now want to ask you about working time arrangements.

JDURATIO

What is the average duration of the normal working week for full-time [employees in the the largest occupational group], including any overtime hours?

WRITE IN NUMBER OF HOURS

JOVERTIM*

What proportion of [employees in the largest occupational group] at this establishment, if any, regularly work overtime or hours in excess of the normal working week, whether paid or unpaid?

- | | |
|----------------|--------|
| 1. All | 100% |
| 2. Almost all | 80-99% |
| 3. Most | 60-79% |
| 4. Around half | 40-59% |
| 5. Some | 20-39% |
| 6. Just a few | 1-19% |
| 7. None | 0% |

JTIMEAR1-JTIMEAR6^{^*}

Do you have any of the following working time arrangements for any non-managerial employees at this workplace?

1. Annualised hours
2. Regularly working in excess of 48 hours per week
3. Flexitime
4. Shift working
5. Sunday-only working
6. Zero-hour contracts
7. 9 day fortnight / 4½ day week
8. None of these

Section K: Performance at the Workplace

I would now like to ask some questions about the external environment in which this workplace operates.

KACTIVI*

Which of the following statements best describes the activity that is undertaken at this establishment?

1. We produce goods or services for consumers
2. We are a supplier of goods or services to other companies
3. We are a supplier of goods or services to other parts of the organization to which we belong.
4. We do not produce goods or provide services for sale in the open market
5. This is an administrative office only

If trading sector

KPROSER

Is the output of this establishment concentrated on one product or service or are there several different products or services?

1. Single product or service
2. Different products or services

If trading sector

KMARKET

Is the market for your [main] product or service primarily ... **(READ OUT)** ...

PROMPT: Local = within 1 hours drive; Regional = 1 or 2 standard regions; National = 3 or standard regions.

1. Local
2. Regional
3. National, or
4. International

If trading sector

KLARGE*

Thinking of this establishment's largest customer in terms of the value of goods or services supplied, roughly what proportion of the total annual value of goods and services is provided to that customer?

1. Less than 5%
2. 5-10%
3. 11-25%
4. 26-50%
5. More than 50%

If trading sector

KCOMPET

How many competitors do you have for your [main] product or service? **PROMPT:** 'few' equals 5 or less.

1. None/Organisation dominates market
2. Few competitors
3. Many competitors

If trading sector

KDEGREE*

How would you assess the degree of competition in this market? Is it ..

1. Very high
2. High
3. Neither high nor low
4. Low
5. Very low

If trading sector

KOVRSEA

Does this establishment face competition from overseas-based suppliers [for its main product or service]? If Yes, is this a lot or a little competition?

1. Yes, a lot
2. Yes, a little
3. No

If trading sector

KPCTSHAR*

What is your company's UK market share for your [main] product or service? **PROMPT:** market share is the total value of your company's goods or services as a proportion of all UK sales.

1. Less than 5%
2. 5-10%
3. 11-25%
4. 26-50%
5. More than 50%

If trading sector

KSTAMAR*

Looking at this list, which of these statements best describes the current state of the market [for the main product or service] in which you operate?

1. The market is growing
2. The market is mature
3. The market is declining
4. The market is turbulent

If trading sector

KVALSAL

Over the last 12 months, would you say that the value of sales for [the main product or service of] this establishment has been ...

1. rising
2. falling, or
3. stable

If trading sector / if non-trading sector

KPROSAL

About what proportion of this establishments [sales revenue / operating costs] is accounted for by wages, salaries and other labour costs like pensions and national insurance?

1. Less than 25%
2. 25% but less than 50%
3. 50% but less than 75%
4. 75% or more

I now want to ask some questions about monitoring of performance and quality at this workplace

KJIT

Does this workplace operate a system designed to minimise inventories, supplies or work-in-progress?
This is sometimes known as Just - in - Time

1. Yes
2. No

If trading sector

KWRKPLAC

Has this workplace attained either of the quality standards BS5750 or ISO9000?

1. Yes
2. No

KHOWMON1-KHOWMON6[^]*

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

0. None, quality not monitored
1. Managers or supervisors monitor quality
2. Inspectors in a separate department or section monitor quality
3. Individual employees monitor quality
4. Keep records on level of faults / complaints
5. Customer surveys
6. Blank
7. Blank
8. *External auditing / inspections*
9. *Other specific answer, not codeable to 0-8*

97. *Other vague answer, not codeable to 0-9*

KRECPER1-KRECPER9^*

Are any of the following records kept for this establishment?

1. Sales/Fees/Budget
2. Costs
3. Profits
4. Labour costs
5. Productivity
6. Quality of product or service
7. Labour turnover
8. Absenteeism
9. Workforce training

10. None of these

If records

KRECCON

Are the records generally confidential to management or are employees or their representatives informed about the records?

1. All confidential
2. Some confidential, some informed
3. All informed

KTARGE01-KTARGE09^*

Are **targets** set for any of the following at this establishment?

1. Sales/Fees/Budget
2. Costs
3. Profits
4. Labour costs
5. Productivity
6. Quality of product or service
7. Labour turnover
8. Absenteeism
9. Workforce training

10. None of these

If targets

KTARCON

Are any of the targets set in consultation with employees [or their representatives]?

1. Yes, set in consultation
2. No consultation

If targets and no consultation

KEMPINF

Are employees [or their representatives] informed of the targets?

1. Yes, informed
2. Not informed

I'd now like to ask you about benchmarking. By this I mean examining the way things are done at other workplaces and comparing them with this establishment.

KBNCHMA

Over the past five years, has this establishment benchmarked itself against any other workplaces?

1. Yes
2. No

If workplace benchmarks

KBNCEST1-KBNCEST3

Has this establishment benchmarked against ...

	<i>Yes</i>	<i>No</i>
KBNCEST1 ... other establishments in your industry?	1	2
<i>If part of a larger organisation</i>		
KBNCEST2 ... other establishments in your organisation?	1	2
KBNCEST3 ... establishments which are located overseas?	1	2

I now want to ask you how your workplace is currently performing **compared with other establishments in the same industry**.

KESTPER1-KESTPER3*

How would you assess your workplace's ...

	<i>A lot better than average</i>	<i>Better than average</i>	<i>About average for industry</i>	<i>Below average</i>	<i>A lot below average</i>	<i>No comparison possible</i>	<i>Relevant data not available</i>
KESTPER1 Financial performance	1	2	3	4	5	6	7
KESTPER2 Labour productivity	1	2	3	4	5	6	7
KESTPER3 Quality of product or service	1	2	3	4	5	6	7

If response to question on financial performance

KERFIS*

Looking at this card, which of these measures corresponds most closely to your interpretation of financial performance?

1. Profit or value added
 2. Sales/Fees/Budget
 3. Costs or expenditure
 4. Stock market indicators (eg. share price)
 5. Blank
 6. *Other specific answer, not codeable to 1-5*
97. *Other vague answer, not codeable to 1-6*

If workplace 5 years or older

KLABSCAL*

Looking at the scale on this card, has labour productivity at this workplace gone up or down compared with five years ago?

1. Gone up a lot
2. Gone up a little
3. Stayed the same
4. Gone down a little
5. Gone down a lot

If workplace 5 years or older

KLACOST*

And **relative to all other costs** at this workplace, have labour costs gone up or down compared with five years ago?

1. Gone up a lot
2. Gone up a little
3. Stayed the same
4. Gone down a little
5. Gone down a lot

Section L: Workplace Change

I would now like to conclude the interview by asking you a series of questions about changes that may have occurred in this workplace over the last five years. This will touch on some of the issues we talked about previously.

If workplace has been operating for at least five years

LCHANG01-LCHANG10

First, I will read out a check-list, and for each item I would like you to tell me if there has been any change at this workplace compared with five years ago, and how substantial that change has been, using the categories on this card.

	Gone up		Stayed the same	Gone down	
	<i>lot</i>	<i>little</i>		<i>little</i>	<i>lot</i>
LCHANG01 Supervisors responsibility for employee relations matters	1	2	3	4	5
LCHANG02 Importance of employee relations matters in setting organisation goals and objectives	1	2	3	4	5
LCHANG03 How hard people work here	1	2	3	4	5
LCHANG04 Flexibility to move employees from one task to another	1	2	3	4	5
LCHANG05 The amount of employee influence over the way they do their job	1	2	3	4	5
LCHANG06 The amount of information provided to employees about this workplace	1	2	3	4	5
LCHANG07 The proportion of pay for non-managerial employees which is related to measures of performance	1	2	3	4	5
LCHANG08 Amount of employee influence over managerial decision-making	1	2	3	4	5
LCHANG09 The proportion of women in managerial posts	1	2	3	4	5

If workplace has been operating for at least five years

LDEGCHA

So, to summarise, would you say that there has been a lot of change, a little change or no change at this workplace over the past five years?

1. a lot
2. a little
3. none

If a lot or little change

LIMPFAC1-LIMPFAC5

What have been the most important factors bringing about these changes? Are there any other important factors? [Repeat until 'no']

1. *Changes in ownership / control*
 2. *Company reorganisation / restructuring*
 3. *Managerial changes*
 4. *Changes in type, use and conditions of employees*
 5. *Increased consultation*
 6. *Increased influence of trade unions*
 7. *Decreased influence of trade unions*
 8. *Customer pressure*
 9. *Quality issues*
 10. *Change in market conditions / competitive situation*
 11. *Change in legislation / government policy*
 12. *Introduction of new technology*
 13. *Other specific answer, not codeable to 1-12*
97. *Other vague answer, not codeable to 1-13*

If workplace has been operating for at least five years

LMANCHA1-LMANCHA7^*

Over the past five years has management here introduced any of the changes listed on this card?

1. Changes in payment systems
 2. Introduction of new technology
 3. Changes in working time arrangements
 4. Changes in the organisation of work
 5. Changes in work techniques or procedures
 6. Introduction of initiatives to involve employees
 7. Introduction of new product or service
8. None of these

If more than one change

LIMPCA*

Which one of these had the greatest impact on employees working here?

1. Changes in payment systems
2. Introduction of new technology
3. Changes in working time arrangements
4. Changes in the organisation of work
5. Changes in work techniques or procedures
6. Introduction of initiatives to involve employees
7. Introduction of new product or service

If change

LTYPINV1-LTYPINV3*

What type of involvement did ... have in introducing and implementing this change?

LTYPINV1	trade unions at this workplace	<i>(If any recognised TU's)</i>
LTYPINV2	[name of committee]	<i>(If general consultative committee)</i>
LTYPINV3	the employees likely to be effected	

1. They decided
2. They negotiated
3. They were consulted
4. They were informed
5. There was no involvement

If workplace has been operating for at least five years

LTRICHA1-LTRICHA6^*

Over the past five years has management here **tried but been unable** to introduce any of the changes listed on this card?

1. Changes in payment systems
2. Introduction of new technology
3. Changes in working time arrangements
4. Changes in the organisation of work
5. Changes in work techniques or procedures
6. Introduction of initiatives to involve employees
7. Introduction of new product or service

8. None of these

If more than one change unable to introduce

LUNACHA

Of those mentioned, which was the most important change that management tried but were unable to introduce?

1. Changes in payment systems
2. Introduction of new technology
3. Changes in working time arrangements
4. Changes in work organisation
5. Changes in work techniques or procedures
6. Introduction of initiatives to involve employees
7. Introduction of new product or service

If unable to introduce a desired change

LYNCHA01-LYNCHA05^

Why were management here unable to introduce this change? PROBE FOR DETAILS

1. Resistance from senior management
2. Resistance from middle/line management
3. Resistance from employees
4. Resistance from trade union representatives
5. Resistance from other employee representatives
6. Skill shortages
7. Poor quality management
8. Insufficient time to introduce
9. Insufficient funds to introduce

10. Blank

11. Other specific answer, not codeable to 1-10

97. Other vague answer, not codeable to 1-11

Section M: General Information

MRELATE

Finally, looking at this scale, how would you rate the relationship between management and employees generally at this workplace?

1. Very good
2. Good
3. Neither good nor bad
4. Poor
5. Very poor

MEND

That is the end of the questions, thank you for taking part. I have a couple of small housekeeping bits to finish.

If production sector

MCENPRO

Our records show that this workplace recently completed a return for the Government's Annual Business Inquiry (formerly known as the Census of Production). Would you be willing to allow **government** researchers to use that information in conjunction with the information collected in this survey? Remember, we have undertaken that all data will be anonymised and used for research purposes only.

1. Yes - form signed
2. Yes - form NOT signed
3. No

MNEXTIME

The DTI will send you a copy of the main findings from the survey in October 1998, about six months after all the interviews have been completed. If the DTI wished to contact you again for any further information, would you be willing to be contacted?

1. Yes
2. No

MWREP

If any worker representatives:

You said earlier in the interview that there are worker representatives at this establishment. We would like to do a short interview with ...

(If any staff association or trade union representative) ... the (most senior) representative of [name of recognised TU with most members at the workplace]

(If any non - union representative) ... the (most senior) employee representative who sits on [name of committee]

Can you tell me this person's name, and how I might be able to contact them.

[Note: name not to be recorded on the computer]

ROUTING RULES

MQ: Employee Profile Questionnaire

ZALLEMPS
ZMALFULL
ZFEMFULL
ZMALPRT
ZFEMPRT
ZTOTMEN
ZTOTWOM
ZALLPTE
ZALLFTE

ZMNG_MFT
ZMNG_FFT
ZMNG_MPT
ZMNG_FPT
ZMNG_TOT
ZPRO_MFT
ZPRO_FFT
ZPRO_MPT
ZPRO_FPT
ZPRO_TOT
ZTEC_MFT
ZTEC_FFT
ZTEC_MPT
ZTEC_FPT
ZTEC_TOT
ZCLE_MFT
ZCLE_FFT
ZCLE_MPT
ZCLE_FPT
ZCLE_TOT
ZCRT_MFT
ZCRT_FFT
ZCRT_MPT
ZCRT_FPT
ZCRT_TOT
ZPTC_MFT
ZPTC_FFT
ZPTC_MPT
ZPTC_FPT
ZPTC_TOT
ZSAL_MFT
ZSAL_FFT
ZSAL_MPT
ZSAL_FPT
ZSAL_TOT
ZOPE_MFT
ZOPE_FFT
ZOPE_MPT
ZOPE_FPT
ZOPE_TOT
ZROU_MFT
ZROU_FFT
ZROU_MPT

ZROU_FPT
ZROU_TOT

ZSOCDESC
ZEMP1AGO
ZEMP5AGO
ZRESIGNE
ZDISMISS
ZREDUND
ZOTHER
ZCOMMWOR

ZUND20
IF ZUND20 = DONT KNOW THEN
 ZUND20PC

ZOVER51
IF ZOVER51= DONT KNOW THEN
 ZOVER51P

ZDISAB
IF ZDISAB = DONT KNOW THEN
 ZDISABPC

ZETHNIC
IF ZETHNIC DONT KNOW THEN
 ZETHICPC

ZTU_MEM
IF ZTU_MEM = DONT KNOW THEN
 ZTU_PC
 IF ZUNIMEM = DONT KNOW AND ZTU_PC = DONT KNOW THEN
 ZANYMEM

ZWGFT350
ZWGPT350
ZWGFT400
ZWGPT400
ZMFLT9
ZFFLT9
ZTFLT9
ZMFLT12
ZFFLT12
ZTFLT12
ZMFLT16
ZFFLT16
ZTFLT16
ZMFLT22
ZFFLT22
ZTFLT22
ZMFLT29
ZFFLT29
ZTFLT29
ZMFTMT29
ZFFTMT29
ZTFTMT29

ZABSENCE

SECTION A

ASICDESC
ASICPROD
ASINGLE

IF ASINGLE=2 THEN COMPUTE TEXT := 'this establishment'

IF ASINGLE=3 THEN

"INTERVIEWER CHECK: CONFIRM WITH RESPONDENT...So this establishment represents the whole of your organisation in the UK and does not belong to another UK body?"

IF ASINGLE=1 OR 3 THEN

AORGNAM

IF ASINGLE=1 THEN

AESTNUM

AUKTOT

ASTATUS

IF ASTATUS=1 OR 2 THEN

AFRANCH

IF ASTATUS=2 THEN

ACONINT

IF (ACONINT=1) THEN

AOWNMAN

IF ASTATUS=1 OR 2 THEN

ACONTROL

IF ASINGLE=1 THEN

ACONHEAD

IF ((ASINGLE=1) AND (ASTATUS=1 OR 2) AND (ACONHEAD=2)) OR

((ASINGLE=3) AND (ASTATUS=1 OR 2)) THEN

AHEADOFF

IF AHEADOFF=8 THEN

AHEADOTH

IF (ACONHEAD=1) OR (AHEADOFF=1) THEN

ASUBSID

AHOWLONG

ADDRESS2

IF ADDRESS2=2 THEN

APREV5YR

ALONGDV (DERIVED VARIABLE)

IF (AHOWLONG >=5) OR (AHOWLONG + APREV5YR >=5) THEN

ALONGDV=1

ELSE

ALONGDV=2

IF (ADDRESS2=2) AND (APREV5YR <=10) THEN

APREV

```
IF ASTATUS=1 OR 2 THEN
  AOWNCHAN
  IF AOWNCHAN=1 THEN
    AHOWCHA1-AHOWCHA7
    IF AHOWCHA=7 THEN
      AHOWCOTH
```

APHRAS01-APHRAS10

MQ: SECTION B

```
BSEX
BTITLE
BYOURJ01-BYOURJ10
BUMANAGE
BRELATE
BPROPORT
BLENGTH
```

```
IF BRELATE= 1 OR 3 THEN
  BSERVICE
  BHAVQUAL
```

```
BASSIST
BINVMANG
  BLINEJ01-BLINEJ10
  BAUTHOR1-BAUTHOR3
  BSUPTRAI
```

```
IF ((ASINGLE=1 OR 3) AND (ACONHEAD=2)) THEN
  BSEPAR
```

```
IF ((AHEADOFF=1) OR (ACONHEAD=1)) AND
((ASINGLE=1) AND (ASTATUS=1 OR 2)) THEN
  BBOARD
```

```
IFASINGLE=2 THEN
  BFILL03:='IN ANOTHER ORGANISATION'
ELSEIF ((ASINGLE=1) AND (ACONHEAD=2)) OR (ASINGLE=3) THEN
  BFILL03:='At another workplace in your organisation'
IF ((ASINGLE=1) AND (ACONHEAD=2)) OR (ASINGLE=2) OR (ASINGLE=3) THEN
  BPOLIC01-BPOLIC10
  BCONSU01-BCONSU10
  BREPOR01-BREPOR10
```

```
IFASINGLE=1 OR 3 THEN
  BFILL04:='EITHER DIRECTLY OR THROUGH THE PARENT ORGANISATION, '
ELSE
  BFILL04:=""
BMEMBER1-BMEMBER6
```

```
BADVICE1-BADVICE8
IF BADVICE=2 THEN
  BADVOTH
```

```
IF BADVICE=1 THEN
  BAISSUES
```

BSTRATEG
IF BSTRATEG=1 THEN
 BMANAGE1-BMANAGE6
 BPREPARE

BAWARD
IF (BAWARD=2 AND (ALONGDV=1) THEN
 BAPPLIED

MQ: SECTION C

CVACANT1-CVACANT9
IF (CVACANT1=ANY OF 1-9) AND (NOT CVACANT=10) THEN
 CVACDIF1-CVACDIF9

CFILLVAC

IF (CVACANT1=ANY OF 1-9) AND (NOT CVACANT=10) THEN
 CPROPOR

CFACTOR1-CFACTOR9
IF CFACTOR=9 THEN
 CFACTOTH

CSPECIA1-CSPECIA6
CATESTS
IF CATESTS=1 THEN
 CTESTWH1-CTESTWH9

CPTESTS
IF CPTTESTS=1 THEN
 CWHODO1-CWHODO9

CINDUCT
IF CINDUCT=1 THEN
 CLONGCH
 IF CLONGCH=HOURS THEN
 CLONGHR
 ELSEIF CLONGCH=DAYS THEN
 CLONGDY

CSTUCKIN
COFFJOB
IF COFFJOB=ANY OF 1-6 THEN
 CTRAIN
 IF CTRAIN=ANY OF 2-6 THEN
 CHOW01-CHOW10

CJOBDE01-CJOBDE10
IF CJOBDE=10 THEN
 CJOBDOH

CLASSIF
COTHJOB
CVARIETY
CDISCRET
CONTROL
CTEAMS

IF CTEAMS=ANY OF 1-6 THEN
CTEAMHOA-CTEAMHOD

MQ: SECTION D

DBRIEF

IF DBRIEF=1 THEN
DBRIEFU1-DBRIEFU4
IF DBRIEFU=4 THEN
DBRIEOTH
DBRIEFN
DTWOWAY

DJOINT

IF (DJOINT=2) AND (ALONGDV=1) THEN
DHADANY
IF DJOINT = 1 THEN
DHOWMANY
DWHICH01-DWHICH12
IF DWHICH=12 THEN
DWHICOTH
IF DHOWMANY = 1 THEN
DFILL01:= 'Does the committee deal with a range of issues, or with a single topic such as health and safety?'
DFILL03 := 'What is the name of the committee?'
ELSEIF (DHOWMANY > 1) THEN
DFILL01:= 'Of all the committees, is there one which deals with a range of issues, or do all of the committees cover single topics, such as health and safety?'
DFILL03 := 'I would now like to focus on the committee which deals with the widest range of issues. What is the name of this committee?'

DISSUES

IF DISSUES=1 OR 3 THEN
D1COMM
DISSWHO1-DISSWHO9
DAPPOIN1-DAPPOIN5
IF DAPPOIN=5 THEN
DAPPOTH
DUNION
DMEET
DINFLUEN

IF ((ASINGLE=1 OR 3) AND (ACONHEAD=2))
OR (ASINGLE=2) THEN
DHIGHLEV

IF ((ASINGLE=1 OR 3) AND (AHEADOFF<>1) OR (ASUBSID=1) THEN
DCOUNCIL
IF DCOUNCIL=1 THEN
DCOUNUK

DCIRCLES

IF (DCIRCLES=2) AND (ALONGDV=1) THEN
DCIRC5YR
ELSEIF DCIRCLES=1 THEN
DCALLGRP
DCIRCLIF
DPROPOR

DPERFOR1-DPERFOR3
IF DPERFOR=2 THEN
DPERFOTH

IF DCIRCLES = 1 THEN
COMPUTE TEXT := 'Apart from (DCALLGRP) do you have any other channels through which
employees can make suggestions for improving working methods?'
ELSEIF DCIRCLES = 2 THEN
COMPUTE TEXT := 'Do you have any channels through which employees can make suggestions for
improving working methods?'
DOTHWAY

IFALONGDV=1 THEN
DSURVEY
IF DSURVEY=1 THEN
DRESULTS

DCONSUL1-DCONSUL6
IF DCONSUL5 THEN
DCONSOTH

DINVPLAN
DFINANCE

IFASINGLE1 OR 3 THEN
DWHOLEFI
DSTAFFIN

MQ: SECTION E

IF ZUNIMEM>0 THEN
EANYEMP=1
IF UNIONPC=(ZUNIMEM*100)/(ZALLEMPS) OR (ZUNIPC>0) THEN
EANYEMP=1
IF UNIONPC=ZUNIPC
ELSE IF ZANYMEM=1 THEN
EANYEMP=1
ELSE
EANYEMP=2

IF EANYEMP=1 THEN
IF ZUNIMEM>0 THEN
TEXT:='You said that there are [ZUNIMEM] members here. In which of the following groups are
there '+' union members?'
ELSE IF ZUNIPC>0 THEN
TEXT:='You said that [ZUNIPC] percent of employees here are union members. In which of the
following groups are there union members?'
ELSE
TEXT:='In which of the following groups are there union members?'
EEMPLOY1-EEMPLOY9
IF (EEMPLOY NOT=ANY OF 1-9) AND (ALONGDV=1) THEN
EFORMERL

```

IF ((ZUNIMEM>0) OR (ZUNIPC>0)) AND (ALONGDV=1) THEN
    ECHANGE
    IF ECHANGE = 1 THEN
        TEXT5 := 'increase'
    ELSEIF (ECHANGE=2) OR (EFORMERLY=1) THEN
        TEXT5 := 'decrease'
    IF (ECHANGE=1 OR 2) OR (EFORMERLY=1) THEN
        EHOWCHGE

IF EANYEMP=2 THEN
    ERECRUIT

EVIIEWS
IF EVIEWS=4 THEN
    EVIEWOTH

ECHECKS
IF ECHECKS=4 THEN
    ECHECOTH

IF EANYEMP=1 THEN
    EKEEPJOB
    IF EKEEPJOB=1 THEN
        EHAVETO

IF EANYEMP=1 THEN
    EOUGHTO
    EDEDUCT
    EUNIONUM
    IF EUNIONUM=1 THEN
        EFILL01:='What is its name?'
    IF EUNIONUM>1 THEN
        EFILL01:='Beginning with the union with most members here, what are
there names? Which others are there? / ENTER NAME OF LARGEST UNION
HERE'
    ELSE
        EFILL01:='Which others are there? / ENTER NEXT UNION HERE' THEN
        ETUNAM01-ETUNAM10

        IF ETUNAM01-ETUNAM10>=1 THEN
            ERECOG01

        IF ETUNAM01-ETUNAM10>=2 THEN
            ERECOG02-ERECOG10
            IF ERECOG01-ERECOG10>=1 THEN
                ETOTREC=TOTREC+1 (NUMBER OF RECOGNISED UNIONS)

                IF ETOTREC>=2 THEN
                    EMOSTMEM
                ELSEIF ETOTREC=1 THEN
                    EMOSTMEM.KEEP

                IF ETOTREC=1 THEN
                    EFORMAL
                ELSEIF ETOTREC>1 THEN
                    EJOINT
                    IF EJOINT=2 OR 3 THEN
                        EGROUPS

```

```

IF (ALONGDV=1) AND ((EANYEMP=1) OR (EFORMERLY=1)) THEN
IF (ETOTREC=0) OR (EFORMERLY=1) THEN
    TEXT1:= 'You say that there are now no recognised unions at this establishment.'
ELSEIF (ETOTREC>0) THEN
    TEXT1:= 'You say that there are [ETOTREC] recognised unions at this
    establishment.'
    ENUM5YR
    IF ENUM5YR<ETOTREC THEN
        TEXT6 := 'increase'
    ELSEIF ENUM5YR>ETOTREC THEN
        TEXT6 := 'decrease'
    IF (EFORMERLY=1) AND (ENUM5YR>0) OR ((EANYEMP=1) AND
    (ETOTREC<>ENUM5YR)) THEN
        EHOWCOM1-EHOWCOM4
        IF EHOWCOM=4 THEN
            EHOWCOMO
        IF EHOWCOM=3 THEN
            EHOWCOMD

IF (EANYEMP=1) OR (EFORMERLY=1) THEN
    EREQUEST

IF ETOTREC>0 THEN
    ESTEWARD
    IF ESTEWARD=1 THEN
        ESTEWNUM
        ESTEWTIM

        IF (ESTEWARD=2) AND (.ASINGLE=1) THEN
            ESTEWEXT

IF ESTEWARD=1 THEN
    TEXT3 = 'Apart from the union representatives or stewards, and ' TEXT3 :="
ELSE
    TEXT3 = '
EOTHREPS
IF EOTHREPS=1 THEN
    ENUMREPS
    ECHOSEN1-ECHOSEN5
    IF ECHOSEN=5 THEN
        ECHOSOTH
IF (EOTHREPS=1) AND (DISSUES=1 OR 3) THEN
    ESITON

IF (ESTEWARD=1) AND (EOTHREPS=1) THEN
    EFILL02:='I would like you to think first of the union representatives'
ELSE
    EFILL02:=""
    EPAYA
    ESELECTA
    ETRAINA
    ESYTEMA
    EDISCIPA
    ESTAFFA
    EQUALOPA
    EHEALTHA
    EPERFORA

```

```

IF (EOTHREPS=1) AND (ESTEWARD=1) THEN
    EFILL02:='And, now thinking of non-NunionN employee representatives. Again, for'
ELSE
    EFILL02:='For '
    EPAYB
    ESELECTB
    ETRAINB
    ESYTEMB
    EDISCIPB
    ESTAFFB
    EQUALOPB
    EHEALTHB
    EPERFORB

```

```

IF (ESTEWARD=1) AND (ENUM5YR>0) THEN
    ETALK5YR
    IF (ETALK5YR=1) OR (ETALK5YR=2) THEN
        EWHYTALK

```

MQ: SECTION F

```

FFACTO01-FFACTO12
IF FFACTO=11 THEN
    FFACTOTH
IF FFACTO=12 THEN
    "So, all full-time [Largest soc group] receive the same amount of pay? IF YES, SUPPRESS
    WARNING"

```

```

FVARPAY1-FVARPAY6
IF FVARPAY=1 THEN
    FPRPAYIR
IF SECTIONA.ASINGLE=1 OR 3 THEN
    FLEVEL
    IF FLEVEL=4 THEN
        FLEVELO
    FPRPOC01-FPRPOC10
    IF FPRPOC=ANY OF 02-09 THEN
        FNONMAN

```

```

IF FVARPAY=2 OR 3 THEN
    FOCCGR01-FOCCGR10
    IF FOCCGR=ANY OF 02-09 THEN
        FSHARWHO
        IF FSHARWHO=ANY OF 1-6 THEN
            FNONWHO

```

```

IF FVARPAY=4 THEN
    FPERWHO1-FPERWHO9
    IF FPERWHO1=ANY OF 02-09 THEN
        FPERNON
        FMEASUR1-FMEASUR5
        IF FMEASUR=5 THEN
            FMEASOTH
        IF FMEASUR=1 THEN
            FINDPER1-FINDPER5
            IF FINDPER=5 THEN
                FINDPOTH

```

FSOCIN01-FSOCIN10
IF FSOCIN=ANY OF 02-09 THEN
 FMEASPR
 IF FMEASPR=ANY OF 1-6 THEN
 FAPPWHEN
 IF FAPPWHEN=6 THEN
 FAPPWHOTH
 FWHOAPP1-FWHOAPP5
 IF FWHOAPP=5 THEN
 FWHOAOTH
 FTYPEAP1-FTYPEAP8
 IF FTYPEAP=8 THEN
 FTYPEOTH
 IF FTYPEAP NOT=5 THEN
 FNOTPAY

FREVIEW
FPAYCHGE
IF FPAYCHGE>0 THEN
 FUPDOWN

IF (FUPDOWN=2) OR (FPAYCHGE=0) THEN
 FWHYCHGE

IF (FUPDOWN=2) AND (ETOTREC>0) THEN
 FPAYCUT

IF FUPDOWN=1 THEN
 FAWARDM
 FAWARDNM
 FAWARDSI
 FAWARDSL

FLIVUP
FPERFUP
FACTUP
FLIVDOWN
FPERFDN
FREDDN

IF FUPDOWN=1 THEN
 FWHODID1-FWHODID8
 IF FWHODID=8 THEN
 FWHODOTH
 IF FWHODID=5, 6 OR 7 THEN
 FCONSNEG

IF (FUPDOWN=1) AND (ASINGLE=1 OR 3) THEN
 FWHERE
 IF FWHERE=3 THEN
 FWHEROTH
 IF FWHERE=1 THEN
 FCONSULT

FSOC1-FSOC9
IF (MNG_TOT>0) THEN
 FSOC1
IF (PROF_TOT>0) THEN
 FSOC2

```
IF (TECH_TOT>0) THEN
  FSOC3
IF (CLER_TOT>0) THEN
  FSOC4
IF (CRFT_TOT>0) THEN
  FSOC5
IF (PTEC_TOT>0) THEN
  FSOC6
IF (SALE_TOT>0) THEN
  FSOC7
IF (OPER_TOT>0) THEN
  FSOC8
IF (ROUT_TOT>0) THEN
  FSOC9
```

FCOVER

```
IF ALONGDV=1 THEN
  FBARGAIN
  FNEGOT
```

```
FWRITE1-FWRITE7
FCIDENT
FOTHTIT1-FOTHTIT6
FENTITL1-FENTITL6
```

MQ: SECTION G

GPROCEDU

```
IF GPROCEDU=1 THEN
  GWORKIS1-GWORKIS3
  GISSUES1-GISSUES5
  IF GISSUES=5 THEN
    GISSUOTH
  GCOVERED
  IF GISSUES=1 THEN
    GREFERAL
    IF GREFERAL=1 THEN
      GPROHIBI
      GBODY1-GBODY7
      IF GBODY=7 THEN
        GBODYOTH
```

```
IF GPROCEDU=2 THEN
  GRESOLVE
```

GDISPUTE

```
IF (GISSUES=1) AND (GDISPUTE =1) THEN
  GUSED
```

```
IF ETUNAM01-ETUNAM10>=1 THEN
```

```
  GPSTYR1-GPSTYR8
  GBALLOT
```

```
  IF GBALLOT=1 THEN
```

```
    GNUMBER
```

```
    IF GNUMBER IN [1..97] THEN IF GNUMBER=1 THEN
```

```
      GFILL01:='And did this ballot result in a majority in favour of
      industrial action? / IF YES, CODE 1 / IF NO, CODE 0'
```

ELSE

GFILL01:='How many of these ballots resulted in a majority in favour of industrial
action?'

GFAVOUR

GACTIO01-GACTIO11

IF GACTIO01=1 THEN

GACTYR01

IF GACTIO02=1 THEN

GACTYR02

IF GACTIO03=1 THEN

GACTYR03

IF GACTIO04=1 THEN

GACTYR04

IF GACTIO05=1 THEN

GACTYR05

IF GACTIO06=1 THEN

GACTYR06

IF GACTIO07=1 THEN

GACTYR07

IF GACTIO08=1 THEN

GACTYR08

IF GACTIO09=1 THEN

GACTYR09

IF GACTIO10=1 THEN

GACTYR10

IF (GACTIO NOT=01, 02 OR 03) AND (ALONGDV=1) THEN

GACT5YR

IF GACTIO=11 THEN

GOTH5YR

GPICKET

GDISRUPT

MQ: SECTION H

HPROCEDU

IF HPROCEDU=2 THEN

HRESOLVE

IF HPROCEDU=1 THEN

HCOVER

HAWARE1-HAWARE6

IF HAWARE=6 THEN

HAWAROTH

HACCOMP1-HACCOMP8

HRAISED

IF HRAISED=2 THEN

HWHYNOT

HTYPE01-HTYPE14

IF HTYPE=13 THEN

HTYPEOTH

HOTHPRO

IF HOTHPRO=1 THEN

HOTHCOVE

HOTHAWA1-HOTHAWA6

IF HOTHAWA=6 THEN
HOTHATH

IF HOTHPRO=1 THEN

HFILL01:='Do employees have a right to be accompanied in actions made under the procedure, and, if so, by whom'

HFILL02:='Do employees have a right to appeal against a decision made under the procedure'

ELSEIF HOTHPRO=2 THEN

HFILL01:='In disciplining or dismissing an employee, are they able to be accompanied, and, if so, by whom'

HFILL02:='In disciplining or dismissing an employee, are they able to appeal against the decision'

HOTHACC1-HOTHACC8

HAPPEAL

HWARNING

HSUSPEND

HDEDUCT

IF (HWARNING =1) OR (HSUSPEND= 1) OR (HDEDUCT= 1) THEN

HSUSNUM

HCOMPLAI

IF (HCOMPLAI =2) AND (ALONGDV=1) THEN

HCOM5YR

ELSEIF HCOMPLAI=1 THEN

HCOMNUM

HREASON1-HREASON7

IF HREASON=7 THEN

HREASOTH

IF (HCOM5YR=1) OR (HCOMPLAI=1) THEN

HREVIEW1-HREVIEW7

HDEAL

IF HDEAL=5 THEN

HDEALOTH

MQ: SECTION I

IABLE

IPOLICY

IF IPOLICY=1 THEN

IGROUN01-IGROUN10

ITOLD1-ITOLD6

IF ITOLD=6 THEN

ITOLDOTH

IMEASUR

If IMEASUR=1 THEN

IEFFECTS

If IPOLICY=2 THEN

IWHYNOT1-IWHYNOT7

IF IWHYNOT=7 THEN

IWHYNOTH

IPRACTI1-IPRACTI7

IFMOFF

IF IFMOFF=8 THEN

IFMOTH

IF EPQ.TOTALS.ZTOTMEN>0 THEN

```

        IMALEOFF
        IF (IMALEOFF=1) OR (IMALEOFF=2) THEN
            IPATERN
IFAMILY1-IFAMILY8
IF IFAMILY=ANY OF 1-7 THEN
        IFAMPROP
        IF IFAMPROP=2, 3 OR 4 THEN
            ICOSTS
            IWORTHIT
            IFAMBEN

IF HEALTH IN DWHICH THEN
        IFILL01:='is a'
ELSE
        IFILL01:='is no'
ICOMMTEE
IF ICOMMTEE=1 THEN
        IF D1COMM<>EMPTY THEN
            IFILL02:=' is it the D1COMM or'
        ELSE
            IFILL02:='"
        IJOINT
        IF IJOINT=1 THEN
            IREPNUM1-IREPNUM5
            IF IREPNUM=5 THEN
                IREPNOTH

IF ICOMMTEE=2 THEN
        IOTHREP
        IF (IOTHREP=1) AND ((ESTEWARD=1) OR (EOTHREPS=1)) THEN
            ISAMEREP
        IF ((IOTHREP=1) AND (ISAMEREP=2)) OR ((ESTEWARD=2) AND (EOTHREPS=2)) THEN
            ISELECT1-ISELECT5
            IF ISELECT=5 THEN
                ISELEOTH

IF (ICOMMTEE=1) OR (IOTHREP=1) THEN
        ITRAIN
IF (ICOMMTEE=2) AND (IOTHREP=2) THEN
        ICONSUL1-CONSUL5
        IF ICONSUL=5 THEN
            ICONSOTH

IINJURY1-IINJURY9
IF IINJURY=ANY OF 1-8 THEN
        INUMINJ

IILLNES1-IILLNES5
IF IILLNES=ANY OF 1-4 THEN
        ILLNUM

```

MQ: SECTION J

```

JNONEM01-JNONEM12
IF SECTIONA.ASINGLE=1 THEN
        JFILL01:=' or organisation'
ELSE
        JFILL01:='"

```

IF (JNONEM1=ANY OF 01-11) AND (ALONGDV=1) THEN
JYR5EMP
IF JYR5EMP=1 THEN
JPREEMP
JWHYOUT1-JWHYOUT5
IF JWHYOUT=5 THEN
JWHYUOT
JCSTOUT
IF JCSTOUT=4 THEN
JCSTOUOT

JAGENCY
IF JAGENCY=1 THEN
JNUMAGCY
JSOCTEM1-JSOCTEM9
JEMPTM
JWHYTEM1-JWHYTEM7
IF JWHYTEM=7 THEN
JWHYTEOT

JTEMPLYR
JTEMPMYR
IF (JTEMPLYR)=1 OR (JTEMPMYR=1) THEN
JFITERM
JSOCFIT1-JSOCFIT9
IF JTEMPMYR=1 THEN
JFXTEMP

IF JFITERM=ANY OF 1-5 THEN
JEMPFIT
JWHYFIT1-JWHYFIT6
IF JWHYFIT=6 THEN
JWHYFIOT

JWRKFREE

IF ALONGDV=1 THEN
JLABCSTA-JLABCSTD

JHOMWRK
IF JHOMWRK=ANY OF 1-5 THEN
JALLHOM

JNEMPHM
JOBSEC01-JOBSEC10
JREDUCT
IF JREDUCT=1 THEN
JREDREA1-JREDREA8
IF JREDREA=8 THEN
JREDREOT
JREDMET1-JREDMET5
IF JREDMET=3 OR 4 THEN
JREDCONS
IF JREDCONS=1 THEN
JWHOCON1-JWHOCON4
JISSCONS

JDURATIO
JOVERTIM

MQ: SECTION K

KACTIVI

IF KACTIVI=1 OR 2 THEN

 KPROSER

 IF KPROSER=2 THEN

 KFILL02:=' for your 'main' product or service'

 ELSE:

 KFILL01:=' for your product or service'

 KMARKET

 KLARGE

 KCOMPET

 KDEGREE

 KOVORSEA

 KPCTSHAR

 IF KPROSER=2 THEN

 KFILL02:=' for the main product or service'

 ELSE:

 KFILL01:=""

 KSTAMAR

 KVALSAL

IF KACTIVI=1 OR 2 THEN

 KFILL03:='sales revenue'

ELSE IF KACTIVI=3, 4 OR 5 THEN

 KFILL03:='operating costs'

KPROSAL

KJIT

IF KACTIVI=1 OR 2 THEN

 KWRKPLAC

KHOWMON1-KHOWMON7

IF KHOWMON=6 THEN

 KHOWMOT

KRECPE01-KRECPE10

IF KRECPE=ANY OF 01-09 THEN

 KRECCON

KTARGE01-KTARGE10

IF (ESTEWARD=1) OR (EOTHREPS=1) THEN

 KFILL04:='Are any of the targets set in consultation with employees or their representatives?'

ELSEIF (ESTEWARD=2) OR (EOTHREPS=2) THEN

 KFILL04:='Are any of the targets set in consultation with employees?'

IF KTARGE=ANY OF 01-09 THEN

 KTARCON

 IF (ESTEWARD=1) OR (EOTHREPS=1) THEN

 KFILL05:='Are employees or their representatives informed of the targets?'

 ELSEIF (ESTEWARD=2) OR (EOTHREPS=2) THEN

 KFILL05:='Are employees informed of the targets?'

 IF KTARCON=2 THEN

 KEMPINF

KBNCHMA

IF KBNCHMA=1 THEN

 KBNCEST1

IF ASINGLE=1 OR 3 THEN
KBNCEST2
KBNCEST3

KESTPER1-KESTPER3
IF KESTPER1=ANY OF 1-5 THEN
KERFIS
IF KERFIS=5 THEN
KPERFIOT

IF ALONGDV=1 THEN
KLABSCAL
KLACOST

MQ SECTION L

IF ALONGDV=1 THEN
LCHANG01-LCHANG10
LDEGCHA
IF LDEGCHA=1 OR 2 THEN
LIMPFAC

LMANCHA1-LMANCHA8
IF LMANCHA= MULTI OF ANY OF 1 TO 7 THEN
LIMPCA
IF (LMANCHA=ANY OF 1-7) AND (ETOTREC>0) THEN
LTYPINV1
IF DISSUES=1 OR 3 THEN
LTYPINV2
IF LMANCHA=ANY OF 1-7 THEN
LTYPINV3

LTRICHA1-LTRICHA8
IF LTRICHA= MULTI OF ANY OF 1 TO 7 THEN
LUNACHA
IF LTRICHA=ANY OF 1-7 THEN
LYNCHA01-LYNCHA10
IF LYNCHA=10 THEN
LYNOCHOT

MQ: SECTION M

MRELATE
MEND

IF ASICPROD=1 THEN
MCENPRO

MNEXTIME

IF (ESTEWARD=1) OR (ESTEWEXT=1) THEN
IF (ESTEWNUM>1) OR (ESTEWEXT=1) THEN
MFILL01:= 'the most senior representative EMOSTMEM
ELSE
MFILL01:= 'the representative of EMOSTMEM

ELSE IF (EOTHREPS=1) AND ((ESITON=1) AND (ENUMREPS>1)) THEN

```
MFILL01:= 'the most senior employee representative who sits on D1COMM
ELSE
MFILL01:= 'the employee representative who sits on D1COMM
IF (ESTEWARD=1) OR (ESTEWEXT=1) OR ((EOTHREPS=1) AND (ESITON=1)) THEN
MWREP
```

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