

HOW TO COMPLETE THIS QUESTIONNAIRE

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

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

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

- a. **Is your organisation part of a larger Group of companies/institution?** Yes ☐₁ No ☐₀
- b. **If yes, are you answering for the whole Group in your country?** Yes ☐₁ No ☐₀

The questionnaire has been created for simultaneous use by private, public and not for profit sector employers in 40 countries; some questions may therefore be phrased in a slightly unfamiliar way.

THANK YOU FOR YOUR CO-OPERATION

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SECTION I: HRM ACTIVITY IN THE ORGANISATION

1.	Approximately, how many people are employed (on the payroll) by your organisation?	
	In total _____	Male _____ Female _____
2.	Please give proportions for the following:	
	A. Managers	_____ % of workforce
	B. Professionals (without managerial responsibility)	_____ % of workforce
	C. Clerical and/or Manual employees	_____ % of workforce
	TOTAL <u>100 %</u>	
3a.	Do you have a personnel/human resources (HR) department?	
	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₀
3b.	If <u>yes</u>, approximately how many people are employed in the personnel/human resources (HR) department by your organisation?	
	In total _____	Male _____ Female _____
4.	Does the person responsible for HR have a place on the Board or equivalent top executive team?	
	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₀
5.	From where was the person responsible for HR recruited? (Please tick only one).	
	A. From within the personnel/HR department	<input type="checkbox"/> ₁
	B. From non-personnel/HR specialists in your organisation	<input type="checkbox"/> ₂
	C. From personnel/HR specialists outside of the organisation	<input type="checkbox"/> ₃
	D. From non-personnel/HR specialists outside of the organisation	<input type="checkbox"/> ₄
6.	Does your organisation have a written...:	
	A. Mission statement	Yes, <input type="checkbox"/> ₁
	B. Business/service strategy	<input type="checkbox"/> ₁
	C. Personnel/HRM strategy	<input type="checkbox"/> ₁
	D. HR recruitment strategy	<input type="checkbox"/> ₁
	E. HR training & development strategy	<input type="checkbox"/> ₁
	F. Corporate Social Responsibility (CSR)* statement	<input type="checkbox"/> ₁
	G. Diversity statement	<input type="checkbox"/> ₁
	H. None of the above	<input type="checkbox"/> ₁
	* CSR generally refers to the practice of operating a business in a manner that goes beyond what is normally required by law to meet broader ethical and public expectations.	

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

- | | |
|------------------------------------|-----------------------------|
| A. From the outset | <input type="checkbox"/> _3 |
| B. Through subsequent consultation | <input type="checkbox"/> _2 |
| C. On implementation | <input type="checkbox"/> _1 |
| D. Not consulted | <input type="checkbox"/> _0 |
| E. Not applicable | <input type="checkbox"/> _9 |

8. Who has primary responsibility for major policy decisions on the following issues?
(Please tick one per row)

	Line Management	Line Mgt. in consultation with HR dept.	HR dept. in consultation with line Mgt.	HR Department
A. Pay and benefits	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
B. Recruitment and selection	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
C. Training and development	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
D. Industrial relations	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
E. Workforce expansion/reduction	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4

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

Not at all				To a very great extent
<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4

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

	Not outsourced			Completely outsourced	
A. Payroll and benefits	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
B. Pensions	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
C. Training and development	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
D. Workforce outplacement/reduction	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
E. Human resource information systems/technology	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
F. Recruitment	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
G. Selection	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4
H. Processing routine queries from Managers/employees (e.g. HR call centre)	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4

11. To what extent do you use the following HRM activities?

	Not at all	To a very great extent		
A. Manager self-service*	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
*System giving managers access to information and ability to handle HR tasks rather than relying on HR department.				
B. Employee self-service*	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3

* System giving employees access to information and ability to handle HR tasks themselves (e.g. changing personal details, claiming expenses etc.)	0	1	2	
C. HR shared services (i.e., concentration of administrative HR activities into a centralised, commonly shared, function)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 3
	0	1	2	
D. HR information systems / e-HRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 3
	0	1	2	
E. Algorithm-based HR processes (e.g., automation, robotics)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 3
	0	1	2	
F. HR analytics (e.g., HR data-based decision support)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 3
	0	1	2	

SECTION II: RESOURCING PRACTICES

1. **How has the total number of employees in your organisation changed since three years ago?**
(Please indicate the percentage variation and round up to the nearest whole percentage)

_____ % increase OR _____ % decrease

2. **To what extent have you used any of the following methods as part of your workforce management strategy to change the number or composition of your workforce (in the last 3 years)?**

	Not at all			To a very great extent
A. Recruitment freeze	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
B. Early retirement	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
C. Voluntary layoffs/Attrition	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
D. Compulsory lay-offs	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
E. Internal transfer (redeployment)	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
F. No renewal of fixed term/ temporary contracts	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
G. Outsourcing	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
H. Individual layoffs (1-4% of workforce laid off in 12 months period)	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
I. Concentrated layoffs (5-9% laid off in 12 months period)	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3
J. Mass layoffs/compulsory redundancies (10% or more of workforce in 1-3 months period)	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3

3. **Please indicate which of the following recruitment methods are used in your organisation?**
(Please tick all that apply)

	Managers/ professionals	Clerical and/or Manual
A. Internally	<input type="checkbox"/> _1	<input type="checkbox"/> _1
B. Word of Mouth/employee referrals	<input type="checkbox"/> _1	<input type="checkbox"/> _1
C. Vacancies in news papers	<input type="checkbox"/> _1	<input type="checkbox"/> _1
D. Vacancy page on company website	<input type="checkbox"/> _1	<input type="checkbox"/> _1
E. Vacancies on commercial job websites	<input type="checkbox"/> _1	<input type="checkbox"/> _1
F. Social Media (e.g. Facebook, Instagram)	<input type="checkbox"/> _1	<input type="checkbox"/> _1
G. Walk-ins	<input type="checkbox"/> _1	<input type="checkbox"/> _1
H. Career Fairs	<input type="checkbox"/> _1	<input type="checkbox"/> _1
I. Recruitment agencies/ consultancies/ executive search	<input type="checkbox"/> _1	<input type="checkbox"/> _1
J. Job centres (public)	<input type="checkbox"/> _1	<input type="checkbox"/> _1
K. Trainee program	<input type="checkbox"/> _1	<input type="checkbox"/> _1
L. Directly from educational institution	<input type="checkbox"/> _1	<input type="checkbox"/> _1

4. Please indicate which of the following selection methods are used in your organisation? (Please tick all that apply)

	Managers/ professionals	Clerical and/or Manual
A. Interview panel	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
B. One-to-one interviews	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
C. Application forms	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
D. Psychometric tests	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
E. Assessment centre	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
F. Social media profiles	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
G. References	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
H. Tests (ability, technical, numeracy)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁

5. Does your organisation have action programmes covering any of the following groups to improve their participation in the workforce. (Please tick all that apply):

	Recruitment	Training/career progression
A. Minority ethnics	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
B. Older workers (aged 50 plus)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
C. People with disabilities	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
D. Women	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
E. Immigrants	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
F. Refugees	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
G. Younger workers (aged under 25)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
H. LGBTQ+	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁

6. Please indicate the approximate proportion of those working for your organisation under the following working arrangements:

	Not used	1-5%	6-20%	21-50%	>50%
A. Weekend work	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
B. Shift work	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
C. Overtime	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
D. Contract work (independent or freelance)	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
E. Part-time work	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
F. Flexi-time	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
G. Temporary/Casual	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
H. Remote work/Teleworking (before the COVID-19 pandemic)	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
I. Remote work/Teleworking (during the COVID-19 pandemic)	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
J. Remote work/Teleworking (after the COVID-19 pandemic)	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄

SECTION III: EMPLOYEE DEVELOPMENT

1. Do you have a formal appraisal system?

Yes ☐₁ No ☐₀

2. If you have an appraisal system, who formally is expected to make an input/provide data for the appraisal process for these different employee groups?

	Managers/ professionals	Clerical and/or Manual
A. Immediate supervisor	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
B. Supervisor's superior	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
C. The employee himself/herself	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
D. Subordinates	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
E. Peers	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁

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

	Not at all		To a very great extent	
A. Pay	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
B. Training and development	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
C. Career moves	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
D. Workforce planning	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃

4. Do you systematically estimate the need for training of employees in your organisation?

Yes ☐₁ No ☐₀

5. Approximately, what proportion of the annual payroll costs is currently spent on training?
(Please round up to the nearest whole percentage)

_____ %

6. Approximately, how many days training per year do employees in each category below receive on average?

A. Managers/professionals	_____ days per year per employee
B. Clerical and/or Manual employees	_____ days per year per employee

7. Do you systematically evaluate the *effectiveness* of training of employees in your organisation?

Yes ☐₁ No ☐₀

8. If yes, which of the following techniques does your organisation use to evaluate training effectiveness? (Please tick all that apply)

	Used
A. Total number of days training undertaken per employee per year	<input type="checkbox"/> ₁
B. Meeting the objectives set out in the training and development plan	<input type="checkbox"/> ₁
C. Reaction evaluation immediately after training	<input type="checkbox"/> ₁
D. Measured job performance before and after training	<input type="checkbox"/> ₁
E. Informal feedback from line managers	<input type="checkbox"/> ₁
F. Informal feedback from employees	<input type="checkbox"/> ₁
G. Return on investment	<input type="checkbox"/> ₁
H. Not applicable	<input type="checkbox"/> ₁

9. To what extent do you use the following methods for development or career management:

	Not at all		To a very great extent	
A. Job enrichment	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
B. External training (off-the-job)	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
C. Training on-the-job	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
D. Developmental assignments/project	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
E. Formal networking schemes	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
F. Formal career plans	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
G. Assessment and development centres	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
H. Succession plans	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
I. Planned lateral move and/or job rotation	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
J. "High flier" schemes/ High potentials	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
K. International assignments	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
L. Coaching	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
M. Mentoring	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
N. E-learning and digital learning	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
O. Career counselling and/or workshops	<input type="checkbox"/> ₀	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃

SECTION IV: COMPENSATION AND BENEFITS

1. At what level(s) is basic pay determined for the following staff categories?

	Managers	Professionals	Clerical and/or Manual
A. National/industry-wide (collective bargaining)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
B. Regional collective bargaining	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
C. Company/division, etc.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
D. Establishment/site	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
E. Individual	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁

2. Do you offer any of the following:

	Managers	Professionals	Clerical and/or Manual
A. Employee share schemes	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
B. Profit sharing	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
C. Stock options	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
D. Flexible benefits	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
E. Individual performance related pay	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
F. Bonus based on individual goals/performance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
G. Bonus based on team goals/performance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
H. Bonus based on organizational goals/performance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁
I. Non-monetary incentives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁	<input type="checkbox"/> ₁

3. Do you offer any of the following schemes in excess of statutory requirements? (Tick all that apply)

	Yes
A. Workplace childcare (subsidized or not)	<input type="checkbox"/> ₁
B. Childcare allowances	<input type="checkbox"/> ₁
C. Career break programs	<input type="checkbox"/> ₁
D. Maternity leave	<input type="checkbox"/> ₁
E. Paternity leave	<input type="checkbox"/> ₁
F. Parental leave*	<input type="checkbox"/> ₁
G. Pension schemes	<input type="checkbox"/> ₁
H. Education/training break	<input type="checkbox"/> ₁
I. Private health care schemes	<input type="checkbox"/> ₁
J. None of the above	<input type="checkbox"/> ₁

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

SECTION V: EMPLOYEE RELATIONS AND COMMUNICATION

1.	What proportion of the total number of employees in your organisation are members of a trade union? (Please indicate the approximate percentage if the exact percentage is unknown')																														
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">0%</td> <td style="text-align: center;">1-5%</td> <td style="text-align: center;">6-20%</td> <td style="text-align: center;">21-50%</td> <td style="text-align: center;">>50%</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/>_0</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_2</td> <td style="text-align: center;"><input type="checkbox"/>_3</td> <td style="text-align: center;"><input type="checkbox"/>_4</td> </tr> </table>	0%	1-5%	6-20%	21-50%	>50%	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4																				
0%	1-5%	6-20%	21-50%	>50%																											
<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4																											
2.	To what extent do trade unions influence your organisation?																														
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Not at all</td> <td></td> <td></td> <td></td> <td style="text-align: center;">To a very great extent</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/>_0</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_2</td> <td style="text-align: center;"><input type="checkbox"/>_3</td> <td style="text-align: center;"><input type="checkbox"/>_4</td> </tr> </table>	Not at all				To a very great extent	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4																				
Not at all				To a very great extent																											
<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4																											
3.	Do you recognise trade unions for the purpose of collective bargaining?																														
	Yes <input type="checkbox"/> _1 No <input type="checkbox"/> _0																														
4.	Do you have a joint consultative committee or works council?																														
	Yes <input type="checkbox"/> _1 No <input type="checkbox"/> _0																														
5.	Which employee categories are formally briefed about the following issues?																														
	<table style="width: 100%; border: none;"> <tr> <th></th> <th style="text-align: center;">Managers/ professionals</th> <th style="text-align: center;">Clerical and/or Manual</th> </tr> <tr> <td>A. Business strategy</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>B. Financial performance</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>C. Organisation of work</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> </table>		Managers/ professionals	Clerical and/or Manual	A. Business strategy	<input type="checkbox"/> _1	<input type="checkbox"/> _1	B. Financial performance	<input type="checkbox"/> _1	<input type="checkbox"/> _1	C. Organisation of work	<input type="checkbox"/> _1	<input type="checkbox"/> _1																		
	Managers/ professionals	Clerical and/or Manual																													
A. Business strategy	<input type="checkbox"/> _1	<input type="checkbox"/> _1																													
B. Financial performance	<input type="checkbox"/> _1	<input type="checkbox"/> _1																													
C. Organisation of work	<input type="checkbox"/> _1	<input type="checkbox"/> _1																													
6.	Through which of the following communications channels do you inform and/or consult employees? (Please tick all that apply)																														
	<table style="width: 100%; border: none;"> <tr> <th></th> <th style="text-align: center;">Informing top-down</th> <th style="text-align: center;">Consulting bottom-up</th> </tr> <tr> <td>A. Direct to/from senior managers</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>B. Through immediate superior</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>C. Through trade union representatives</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>D. Through works council</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>E. Through regular workforce meetings</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>F. Through electronic communication</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>G. Through team briefings</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> <td style="text-align: center;">n/a</td> </tr> <tr> <td>H. Through suggestion schemes</td> <td style="text-align: center;">n/a</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> <tr> <td>I. Through employee/ attitude surveys</td> <td style="text-align: center;">n/a</td> <td style="text-align: center;"><input type="checkbox"/>_1</td> </tr> </table>		Informing top-down	Consulting bottom-up	A. Direct to/from senior managers	<input type="checkbox"/> _1	<input type="checkbox"/> _1	B. Through immediate superior	<input type="checkbox"/> _1	<input type="checkbox"/> _1	C. Through trade union representatives	<input type="checkbox"/> _1	<input type="checkbox"/> _1	D. Through works council	<input type="checkbox"/> _1	<input type="checkbox"/> _1	E. Through regular workforce meetings	<input type="checkbox"/> _1	<input type="checkbox"/> _1	F. Through electronic communication	<input type="checkbox"/> _1	<input type="checkbox"/> _1	G. Through team briefings	<input type="checkbox"/> _1	n/a	H. Through suggestion schemes	n/a	<input type="checkbox"/> _1	I. Through employee/ attitude surveys	n/a	<input type="checkbox"/> _1
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SECTION VI: ORGANISATIONAL DETAILS

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

- | | |
|--|--|
| A. Agriculture, hunting, forestry, fishing, mining and quarrying | <input type="checkbox"/> ₁ |
| B. Manufacture of food, beverages, textiles, wood and paper, coke and refined petroleum, and related products | <input type="checkbox"/> ₂ |
| C. Manufacture of chemicals, pharmaceuticals, and medicinal chemical products | <input type="checkbox"/> ₃ |
| D. Manufacture of basic metals and metal products, plastic and other non-metallic products | <input type="checkbox"/> ₄ |
| E. Manufacture of computer, electronic products, electrical equipment | <input type="checkbox"/> ₅ |
| F. Manufacture of machinery and equipment | <input type="checkbox"/> ₆ |
| G. Manufacture of transport equipment | <input type="checkbox"/> ₇ |
| H. Other manufacturing | <input type="checkbox"/> ₈ |
| I. Electricity, gas, steam, and water supply, waste management | <input type="checkbox"/> ₉ |
| J. Construction | <input type="checkbox"/> ₁₀ |
| K. Wholesale and retail trade | <input type="checkbox"/> ₁₁ |
| L. Transportation and storage | <input type="checkbox"/> ₁₂ |
| M. Accommodation and food service activities, publishing, broadcasting activities | <input type="checkbox"/> ₁₃ |
| N. Telecommunications, IT and other information services | <input type="checkbox"/> ₁₄ |
| O. Financial and insurance activities | <input type="checkbox"/> ₁₅ |
| P. Accounting, management, architecture, engineering, scientific research, and other administrative and support service activities | <input type="checkbox"/> ₁₆ |
| Q. Public administration and compulsory social security | <input type="checkbox"/> ₁₇ |
| R. Education | <input type="checkbox"/> ₁₈ |
| S. Human health services, residential care and social work activities | <input type="checkbox"/> ₁₉ |
| T. Other industry or services | <input type="checkbox"/> ₂₀ |

2a. Is your organisation:

Private sector ☐₁

If private sector, are you a Public Limited Company (on the stock market): Yes ☐₁ No ☐₀

Public sector ☐₂

If public sector are you National ☐₁ Regional ☐₂ Local ☐₃

Not for profit ☐₃

Mixed
(public and private sector) ☐₄

2b. Is the business owned and/or controlled by primarily one family?

Yes ☐₁ No ☐₀ Not applicable ☐₉

If yes, is the family also actively involved in its management? Yes ☐₁ No ☐₀

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

_____ % of operating costs Don't know ☐₉

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

- | | |
|--------------------------------------|---------------------------------------|
| A. Well in excess of costs | <input type="checkbox"/> ₅ |
| B. Sufficient to make a small profit | <input type="checkbox"/> ₄ |
| C. Enough to break even | <input type="checkbox"/> ₃ |
| D. Insufficient to cover costs | <input type="checkbox"/> ₂ |
| E. So low as to produce large losses | <input type="checkbox"/> ₁ |

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

	Poor or at the low end of the industry	Below average	Average or equal to the competition	Better than average	Superior	Not applicable
A. Service quality	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> -9
B. Level of productivity	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> -9
C. Profitability	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> -9
D. Rate of innovation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> -9
E. Stock market performance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> -9
F. Environmental matters	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> -9

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

- | | |
|-------------------|---------------------------------------|
| A. Local | <input type="checkbox"/> ₁ |
| B. Regional | <input type="checkbox"/> ₂ |
| C. National | <input type="checkbox"/> ₃ |
| D. Continent-wide | <input type="checkbox"/> ₄ |
| E. World-wide | <input type="checkbox"/> ₅ |

7. Is the market you currently serve:

- | | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Declining to a great extent | | Not changing | | Growing to a great extent |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |

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

- | | |
|--|---------------------------------------|
| | Yes |
| A. Acquisition of another organisation | <input type="checkbox"/> ₁ |
| B. Takeover by another organisation | <input type="checkbox"/> ₁ |
| C. Merger | <input type="checkbox"/> ₁ |
| D. Relocation | <input type="checkbox"/> ₁ |
| E. Demerger | <input type="checkbox"/> ₁ |
| F. None of the above | <input type="checkbox"/> ₁ |

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

- | | |
|------------------------------------|---------------------------------------|
| A. From the outset | <input type="checkbox"/> ₃ |
| B. Through subsequent consultation | <input type="checkbox"/> ₂ |
| C. On implementation | <input type="checkbox"/> ₁ |
| D. Not consulted | <input type="checkbox"/> ₀ |

10. Approximately, please provide the following information about your workforce:

- | | | |
|--|--|--|
| A. Annual employees voluntary turnover | _____ % voluntary turnover per year | Don't know <input type="checkbox"/> . ₉ |
| (Turnover is calculated as the % of the total workforce that have left the organization voluntarily in the past year) | | |
| B. Annual employees involuntary turnover | _____ % involuntary turnover per year | Don't know <input type="checkbox"/> . ₉ |
| (Turnover is calculated as the % of the total workforce that have left the organization involuntarily (e.g., laid off) in the past year) | | |
| C. Absenteeism/ sick leave | _____ average days per employee per year | Don't know <input type="checkbox"/> . ₉ |

11. What is the proportion of employees 25 years old and under?

- | | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 0% | 1-5% | 6-20% | 21-50% | >50% |
| <input type="checkbox"/> ₀ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |

12. What is the proportion of employees 50 years old and above?

- | | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 0% | 1-5% | 6-20% | 21-50% | >50% |
| <input type="checkbox"/> ₀ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |

13. What is the proportion of the workforce with a higher education/ university qualification? (First degree or higher degree)

- | | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 0% | 1-5% | 6-20% | 21-50% | >50% |
| <input type="checkbox"/> ₀ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |

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

_____ Don't know ☐.₉

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

16. Is your organisation (i.e. the part that you are answering for):

(Please tick only one)

- | | |
|---|---------------------------------------|
| A. Corporate HQ of an international organisation | <input type="checkbox"/> ₁ |
| B. Corporate HQ of a national organisation | <input type="checkbox"/> ₂ |
| C. Subsidiary of an international organisation | <input type="checkbox"/> ₃ |
| D. Subsidiary of a national organisation | <input type="checkbox"/> ₄ |
| E. Independent organisation with more than one site | <input type="checkbox"/> ₅ |
| F. Independent organisation with a single site | <input type="checkbox"/> ₆ |

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

- | | International
HQ | National
Headquarters | Subsidiary/
Dept./
Division | Site/
Establishment/
Local offices |
|----------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|
| A. Pay and benefits | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| B. Recruitment and selection | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| C. Training and development | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| D. Industrial relations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| E. Workforce expansion/reduction | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| F. Management development | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |

PERSONAL DETAILS

1.	Do you work in the HR department of your organisation?																
	Yes <input type="checkbox"/> ₁ No <input type="checkbox"/> ₀																
2.	If you are working in the HR department, how long have you been working as a specialist personnel/HR?																
	_____ years Not applicable <input type="checkbox"/> ₋₉																
3.	Are you the most senior personnel/HR manager in the organisation?																
	Yes <input type="checkbox"/> ₁ No <input type="checkbox"/> ₀																
4.	Are you:																
	Male <input type="checkbox"/> ₁ Female <input type="checkbox"/> ₀																
5.	How long have you been working in this organisation?																
	_____ years Not applicable <input type="checkbox"/> ₋₉																
6a.	Do you have a university degree?																
	Yes <input type="checkbox"/> ₁ No <input type="checkbox"/> ₀																
6b.	If Yes, in what main academic field did you study for your most advanced degree?																
	<table><tr><td>A. Business studies</td><td><input type="checkbox"/>₁</td><td>E. Law</td><td><input type="checkbox"/>₅</td></tr><tr><td>B. Economics</td><td><input type="checkbox"/>₂</td><td>F. Engineering</td><td><input type="checkbox"/>₆</td></tr><tr><td>C. Social or behavioural sciences</td><td><input type="checkbox"/>₃</td><td>G. Natural Sciences</td><td><input type="checkbox"/>₇</td></tr><tr><td>D. Humanities/Art/Languages</td><td><input type="checkbox"/>₄</td><td>H. Other</td><td><input type="checkbox"/>₈</td></tr></table>	A. Business studies	<input type="checkbox"/> ₁	E. Law	<input type="checkbox"/> ₅	B. Economics	<input type="checkbox"/> ₂	F. Engineering	<input type="checkbox"/> ₆	C. Social or behavioural sciences	<input type="checkbox"/> ₃	G. Natural Sciences	<input type="checkbox"/> ₇	D. Humanities/Art/Languages	<input type="checkbox"/> ₄	H. Other	<input type="checkbox"/> ₈
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D. Humanities/Art/Languages	<input type="checkbox"/> ₄	H. Other	<input type="checkbox"/> ₈														
6c.	Do you have a degree/academic specialisation in the field of HRM?																
	Yes <input type="checkbox"/> ₁ No <input type="checkbox"/> ₀																

THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS
QUESTIONNAIRE