CRANET: Strategic Human Resource Management

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 $\square_1$ No $\square_0$

b. **If yes, are you answering for the whole Group in your country?** Yes $\square_1$ No $\square_0$

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

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. Clericals and/or Manuals   ____% of workforce

TOTAL   100 %

3a.	**Do you have an HR department?**

Yes $\square_1$ No $\square_0$

3b.	**If yes, 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 $\square_1$ No $\square_0$

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

A. From within the personnel/HR department $\square_1$
B. From non-personnel/HR specialists in your organisation $\square_2$
C. From personnel/HR specialists outside of the organisation $\square_3$
D. From non-personnel/HR specialists outside of the organisation $\square_4$

6.	**Does your organisation have a written**

	Yes,	No
A. Mission statement	$\square_1$	$\square_0$
B. Business/service strategy	$\square_1$	$\square_0$
C. Personnel/HRM strategy	$\square_1$	$\square_0$
D. HR recruitment strategy	$\square_1$	$\square_0$
E. HR training & development strategy	$\square_1$	$\square_0$
F. Corporate Social Responsibility (CSR)* statement	$\square_1$	$\square_0$
G. Diversity statement	$\square_1$	$\square_0$

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

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 $\square_3$
B. Through subsequent consultation $\square_2$
C. On implementation $\square_1$
D. Not consulted $\square_0$
E. Not applicable (do not have a business strategy $\square_{-9}$

8. | **Who has <u>primary responsibility</u> 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	$\square_1$	$\square_2$	$\square_3$	$\square_4$
B. Recruitment and selection	$\square_1$	$\square_2$	$\square_3$	$\square_4$
C. Training and development	$\square_1$	$\square_2$	$\square_3$	$\square_4$
D. Industrial relations	$\square_1$	$\square_2$	$\square_3$	$\square_4$
E. Workforce expansion/reduction	$\square_1$	$\square_2$	$\square_3$	$\square_4$

9. | **To what extent do you outsource the following areas to external providers**

	Not outsourced				Completely outsourced
A. Payroll	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
B. Pensions	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
C. Benefits	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
D. Training and development	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
E. Workforce outplacement/reduction	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
F. HR Information systems	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
G. Recruitment	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
H. Selection	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
I. Processing routine queries from Managers/employees (e.g. HR call centre)	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$

10. | **Do you use the following to deliver HRM activities?**

	Yes,	No
A. Human resource information system (HRIS) or electronic HRM system	$\square_1$	$\square_0$
B. Manager self-service*	$\square_1$	$\square_0$

*Functionality of an electronic HR system that allows managers to handle many HR-related tasks for their employees directly, rather than relying on the HR department to do these

C. Employee self-service*	$\square_1$	$\square_0$

* Functionality of an electronic HR system that allows an employee to handle many HR-related tasks themselves e.g. changing personal details, booking holiday; claiming expenses

11. | **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
$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$

SECTION II: RESOURCING PRACTICES

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

Decreased to a great extent		Not changed		Increased to a great extent
$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

2. | **Have you used any of the following methods to downsize the organisation (through reducing the number of people employed or other means to decrease cost)?**

	Managers	Professionals	Clericals and/or Manuals	Generally not used
A. Recruitment freeze	$\square_1$	$\square_1$	$\square_1$	$\square_0$
B. Early retirement	$\square_1$	$\square_1$	$\square_1$	$\square_0$
C. Internal transfer (redeployment)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
D. Voluntary redundancies/Attrition	$\square_1$	$\square_1$	$\square_1$	$\square_0$
E. No renewal of fixed term/ temporary contracts	$\square_1$	$\square_1$	$\square_1$	$\square_0$
F. Unpaid study leaves/vacations	$\square_1$	$\square_1$	$\square_1$	$\square_0$
G. Outsourcing	$\square_1$	$\square_1$	$\square_1$	$\square_0$
H. Management pay-cut	$\square_1$	$\square_1$	$\square_1$	$\square_0$
I. Ban on overtime	$\square_1$	$\square_1$	$\square_1$	$\square_0$
J. Wage freeze	$\square_1$	$\square_1$	$\square_1$	$\square_0$
K. Reduced job proportions	$\square_1$	$\square_1$	$\square_1$	$\square_0$
L. Job sharing	$\square_1$	$\square_1$	$\square_1$	$\square_0$
M. Reduced benefits	$\square_1$	$\square_1$	$\square_1$	$\square_0$
N. Employee pay-cut	$\square_1$	$\square_1$	$\square_1$	$\square_0$
O. Individual layoffs (1-4% of workforce laid off in 12 months period)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
P. Concentrated layoffs (5-9% laid off in 12 months period)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
Q. Mass layoffs/compulsory redundancies (10% or more of workforce in 1-3 months period)	$\square_1$	$\square_1$	$\square_1$	$\square_0$

3.	**Please indicate which of the following recruitment methods are used in your organisation?**				
		Managers	Professionals	Clericals and/or Manuals	Generally not used
	A. Internally	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	B. Word of Mouth/employee referrals	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	C. Vacancies in news papers	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	D. Vacancy page on company website	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	E. Vacancies on commercial job websites	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	F. Social Media (e.g. Facebook)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	G. Speculative applications/walk-ins (directly from educational institution)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	H. Career Fairs	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	I. Recruitment agencies/ consultancies/ executive search	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	J. Job centres (public)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	K. Trainee program	$\square_1$	$\square_1$	$\square_1$	$\square_0$

4.	**Please indicate which of the following selection methods are used in your organisation?**				
		Managers	Professionals	Clericals and/or Manuals	Generally not used
	A. Interview panel	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	B. One-to-one interviews	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	C. Application forms	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	D. Psychometric test	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	E. Assessment centre	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	F. Social media profiles	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	G. References	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	H. Ability tests/ Work sample	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	I. Technical tests	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	J. Numeracy test	$\square_1$	$\square_1$	$\square_1$	$\square_0$
	K. Online selection tests	$\square_1$	$\square_1$	$\square_1$	$\square_1$

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

For following groups of people:	Recruitment	Training	Career progression	Group not addressed
A. Minority ethnics	$\square_1$	$\square_1$	$\square_1$	$\square_0$
B. Older workers (aged 50 plus)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
C. People with disabilities	$\square_1$	$\square_1$	$\square_1$	$\square_0$
D. Women	$\square_1$	$\square_1$	$\square_1$	$\square_0$
E. Women returners	$\square_1$	$\square_1$	$\square_1$	$\square_0$
F. Low skilled labour	$\square_1$	$\square_1$	$\square_1$	$\square_0$
G. Younger workers (aged under 25)	$\square_1$	$\square_1$	$\square_1$	$\square_0$

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

	Not used	1-5%	6-10%	11-15%	16-20%	21-50%	>50%
A. Weekend work	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
B. Shift work	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
C. Overtime	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
D. Annual hours contract	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
E. Part-time work	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
F. Job sharing	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
G. Flexi-time	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
H. Temporary/casual	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
I. Fixed-term contracts	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
J. Home-based work (workers who do not have permanent electronic links to a fixed workplace)	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
K. Teleworking (workers who can link electronically to a fixed workplace)	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$
L. Compressed working week	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$

SECTION III: EMPLOYEE DEVELOPMENT

1. | **Do you have a formal appraisal system the following categories of the workforce?**

	Yes	No
A. Management	$\square_1$	$\square_0$
B. Professionals without managerial responsibility	$\square_1$	$\square_0$
C. Clericals and/or Manuals	$\square_1$	$\square_0$

2. | **If you have an appraisal system, who formally is expected to make an input/provide data for the appraisal process?**

	Managers	Professionals	Clericals and/or Manuals	Generally not used
A. Immediate supervisor	$\square_1$	$\square_1$	$\square_1$	$\square_0$
B. Supervisor's superior	$\square_1$	$\square_1$	$\square_1$	$\square_0$
C. The employee himself/herself	$\square_1$	$\square_1$	$\square_1$	$\square_0$
D. Subordinates	$\square_1$	$\square_1$	$\square_1$	$\square_0$
E. Peers	$\square_1$	$\square_1$	$\square_1$	$\square_0$

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

	Yes	No
A. Pay	$\square_1$	$\square_0$
B. Training and development	$\square_1$	$\square_0$
C. Career moves	$\square_1$	$\square_0$
D. Workforce planning	$\square_1$	$\square_0$

4. | **Do you <u>systematically</u> estimate the need for training of personnel in your organisation?**

Yes $\square_1$ No $\square_0$

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

0%	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	>10%	Don't know
$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$	$\square_7$	$\square_8$	$\square_9$	$\square_{10}$	$\square_{11}$	$\square_{-9}$

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

A. Managers	_____ days per year per employee
B. Professionals	_____ days per year per employee
C. Clericals and/or Manuals	_____ days per year per employee

7a. **Do you <u>systematically</u> evaluate the *effectiveness* of training of personnel in your organisation?**

Yes $\square_1$ No $\square_0$

7b. **<u>If yes</u>, which of the following techniques does your organisation use to evaluate training effectiveness?**

	Used	Not used
A. Total number of days training undertaken per employee per year	$\square_1$	$\square_0$
B. Meeting the objectives set out in the training and development plan	$\square_1$	$\square_0$
C. Reaction evaluation immediately after training	$\square_1$	$\square_0$
D. Measured job performance before and immediately after training	$\square_1$	$\square_0$
E. Measured job performance before and some months after training	$\square_1$	$\square_0$
F. Informal feedback from line managers	$\square_1$	$\square_0$
G. Informal feedback from employees	$\square_1$	$\square_0$
H. Return on investment	$\square_1$	$\square_0$

8. **To what extent do you use the following methods for career management:**

	Not at all				To a very great extent
A. Special tasks	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
B. Projects to stimulate learning	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
C. Training on-the-job	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
D. Participation in project team work	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
E. Formal networking schemes	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
F. Formal career plans	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
G. Development centres	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
H. Succession plans	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
I. Planned job rotation	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
J. "High flier" schemes/ High potentials	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
K. International work assignments (experience)	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
L. Coaching	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
M. Mentoring	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
N. Computer bases packages/ e-learning	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$

SECTION IV: COMPENSATION AND BENEFITS

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

	Managers	Professionals	Clericals and/or Manuals	Generally not used
A. National/industry-wide (collective bargaining)	$\square_1$	$\square_1$	$\square_1$	$\square_0$
B. Regional collective bargaining	$\square_1$	$\square_1$	$\square_1$	$\square_0$
C. Company/division, etc.	$\square_1$	$\square_1$	$\square_1$	$\square_0$
D. Establishment/site	$\square_1$	$\square_1$	$\square_1$	$\square_0$
E. Individual	$\square_1$	$\square_1$	$\square_1$	$\square_0$

2. | **Do you offer any of the following:**

	Managers	Professionals	Clericals and/or Manuals	Generally not used
A. Employee share schemes	$\square_1$	$\square_1$	$\square_1$	$\square_0$
B. Profit sharing	$\square_1$	$\square_1$	$\square_1$	$\square_0$
C. Stock options	$\square_1$	$\square_1$	$\square_1$	$\square_0$
D. Flexible benefits	$\square_1$	$\square_1$	$\square_1$	$\square_0$
E. Individual performance related pay	$\square_1$	$\square_1$	$\square_1$	$\square_0$
F. Bonus based on individual goals/ performance	$\square_1$	$\square_1$	$\square_1$	$\square_0$
G. Bonus based on team goals/ performance	$\square_1$	$\square_1$	$\square_1$	$\square_0$
H. Bonus based on organizational goals/ performance	$\square_1$	$\square_1$	$\square_1$	$\square_0$
I. Non-monetary incentives	$\square_1$	$\square_1$	$\square_1$	$\square_0$

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

	Yes	No
A. Workplace childcare (subsidized or not)	$\square_1$	$\square_0$
B. Childcare allowances	$\square_1$	$\square_0$
C. Career break schemes	$\square_1$	$\square_0$
D. Maternity leave	$\square_1$	$\square_0$
E. Paternity leave	$\square_1$	$\square_0$
F. Parental leave*	$\square_1$	$\square_0$
G. Pension schemes	$\square_1$	$\square_0$
H. Education/training break	$\square_1$	$\square_0$
I. Private health care schemes	$\square_1$	$\square_0$
J. Flexible/cafeteria benefits	$\square_1$	$\square_0$

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

SECTION V: EMPLOYEE RELATIONS AND COMMUNICATION

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

0%	1%- 10%	11%-25%	26%-50%	51-75%	76-100%	Don't know
$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$	$\square_{-9}$

2. | **To what extent do trade unions influence your organisation?**

Not at all				To a very great extent
$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$

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

Yes $\square_1$ No $\square_0$

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

Yes $\square_1$ No $\square_0$

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

	Not at all				To a very great extent
A. Direct to senior managers	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
B. Through immediate superior	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
C. Through trade union representatives	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
D. Through works council	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
E. Through regular workforce meetings	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
F. Team briefings	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
G. Electronic communication	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$

6. | **Which employee categories are formally briefed about the following issues?**

	Managers	Professionals	Clericals and/or Manuals	Generally not used
A. Business strategy	$\square_1$	$\square_1$	$\square_1$	$\square_0$
B. Financial performance	$\square_1$	$\square_1$	$\square_1$	$\square_0$
C. Organisation of work	$\square_1$	$\square_1$	$\square_1$	$\square_0$

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

	Not at all				To a very great extent
A. Direct to senior managers	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
B. Through immediate superior	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
C. Through trade union representatives	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
D. Through works council	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
E. Through regular workforce meetings	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
F. Team briefings	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
G. Suggestion schemes	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
H. Employee/ Attitude surveys	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$
I. Electronic communication	$\square_0$	$\square_1$	$\square_2$	$\square_3$	$\square_4$

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	$\square_1$
B. Manufacture of food, beverages, textiles, wood and paper, coke and refined petroleum, and related products	$\square_2$
C. Manufacture of chemicals, pharmaceuticals, and medicinal chemical products	$\square_3$
D. Manufacture of basic metals and metal products, plastic and other non-metallic products	$\square_4$
E. Manufacture of computer, electronic products, electrical equipment	$\square_5$
F. Manufacture of machinery and equipment	$\square_6$
G. Manufacture of transport equipment	$\square_7$
H. Other manufacturing	$\square_8$
I. Electricity, gas, steam, and water supply, waste management	$\square_9$
J. Construction	$\square_{10}$
K. Wholesale and retail trade	$\square_{11}$
L. Transportation and storage	$\square_{12}$
M. Accommodation and food service activities, publishing, broadcasting activities	$\square_{13}$
N. Telecommunications, IT and other information services	$\square_{14}$
O. Financial and insurance activities	$\square_{15}$
P. Accounting, management, architecture, engineering, scientific research, and other administrative and support service activities	$\square_{16}$
Q. Public administration and compulsory social security	$\square_{17}$
R. Education	$\square_{18}$
S. Human health services, residential care and social work activities	$\square_{19}$
T. Other industry or services	$\square_{20}$

2a. | **Is your organisation:**

Private sector $\square_1$

If private sector, are you a Public Limited Company (on the stock market): Yes $\square_1$ No $\square_0$

Public sector $\square_2$

If public sector are you   National $\square_1$ Regional $\square_2$ Local $\square_3$

Not for profit $\square_3$

Mixed $\square_4$
(public and private sector)

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

Yes $\square_1$ No $\square_0$ Not applicable $\square_{-9}$

If yes, is the family also actively involved in its management? Yes $\square_1$ No $\square_0$

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

_____ % of operating costs   Don't know $\square_{-9}$

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	$\square_5$
B. Sufficient to make a small profit	$\square_4$
C. Enough to break even	$\square_3$
D. Insufficient to cover costs	$\square_2$
E. So low as to produce large losses	$\square_1$

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	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_{-9}$
B. Level of productivity	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_{-9}$
C. Profitability	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_{-9}$
D. Rate of innovation	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_{-9}$
E. Stock market performance	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_{-9}$
F. Environmental matters	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_{-9}$

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

A. Local	$\square_1$
B. Regional	$\square_2$
C. National	$\square_3$
D. Continent-wide	$\square_4$
E. World-wide	$\square_5$

7. | **Is the market you currently serve:**

Declining to a great extent		Not changing		Growing to a great extent
$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

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

	Yes	No
A. Acquisition of another organisation	$\square_1$	$\square_0$
B. Takeover by another organisation	$\square_1$	$\square_0$
C. Merger	$\square_1$	$\square_0$
D. Relocation	$\square_1$	$\square_0$
E. Demerger	$\square_1$	$\square_0$

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

A. From the outset	$\square_3$
B. Through subsequent consultation	$\square_2$
C. On implementation	$\square_1$
D. Not consulted	$\square_0$

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

A. Annual staff turnover	____% turnover per year	Don't know $\square_{-9}$

(Turnover is calculated as the % of the total workforce that have left the organization in the past year)

C. Absenteeism/ sick leave	____ average days per employee per year	Don't know $\square_{-9}$

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

0%	1%- 10%	11%-25%	26%-50%	51-75%	76-100%	Don't know
$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$	$\square_{-9}$

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

0%	1%- 10%	11%-25%	26%-50%	51-75%	76-100%	Don't know
$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$	$\square_{-9}$

13. | **What is the proportion of the workforce with a higher education/ university qualification?**
(First degree of higher degree, NVQ level 4)

0%	1%- 10%	11%-25%	26%-50%	51-75%	76-100%	Don't know
$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$	$\square_6$	$\square_{-9}$

14. **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)

_____

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

_____   Don't know $\square_{-9}$

16. **Is your organisation (or part that you are answering for):**
(Please tick only one)

A. Corporate HQ of an international organisation	$\square_1$
B. Corporate HQ of a national organisation	$\square_2$
C. Subsidiary of an international organisation	$\square_3$
D. Subsidiary of a national organisation	$\square_4$
E. Independent organisation with more than one site	$\square_5$
F. Independent organisation with a single site	$\square_6$

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	$\square_1$	$\square_2$	$\square_3$	$\square_4$
B. Recruitment and selection	$\square_1$	$\square_2$	$\square_3$	$\square_4$
C. Training and development	$\square_1$	$\square_2$	$\square_3$	$\square_4$
D. Industrial relations	$\square_1$	$\square_2$	$\square_3$	$\square_4$
E. Workforce expansion/ reduction	$\square_1$	$\square_2$	$\square_3$	$\square_4$
F. Management development	$\square_1$	$\square_2$	$\square_3$	$\square_4$

PERSONAL DETAILS

1. **Do you work in the HR department of your organisation?**

Yes $\square_1$ No $\square_0$

2. **If you are working in the HR department, how long have you been working as a specialist personnel/HR?**

_____ years   Not applicable $\square_{-9}$

3. **Are you the most senior personnel/HR manager in the organisation?**

Yes $\square_1$ No $\square_0$

4. **Are you:**

Male $\square_1$ Female $\square_0$

5.	**How long have you been working in this organisation?**

_____ years   Not applicable ❑$_{-9}$

6a.	**Do you have a university degree?**

Yes ❑$_1$ No ❑$_0$

6b.	**If yes, in what main academic field did you study for your most advanced degree?**

A. Business studies	❑$_1$	E. Law	❑$_5$
B. Economics	❑$_2$	F. Engineering	❑$_6$
C. Social or behavioural sciences	❑$_3$	G. Natural Sciences	❑$_7$
D. Humanities/Art/Languages	❑$_4$	H. Other	❑$_8$

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

7.	**Would you like to receive a summary of the report?**

Yes ❑$_1$ No ❑$_0$

8.	**Would you like to receive a benchmark?**

Yes ❑$_1$ No ❑$_0$

The benchmark is a standard report based on some demographic data and focused on a selection of HRM policies and practices and outcome indicators.

9.	**If summary or benchmark, please provide the following**

Name organisation:
Your name:
Addres:
Postcode:
City:
Email:

Please safe the file. We appreciate if you check if all question are answered.

You can send the saved questionnaire to hrmsurvey@fm.ru.nl

Or print and post to:
Nijmegen School of Management / CRANET Survey
Attend. Dr. E. Poutsma
Antwoordnummer 1908
6500 VC Nijmegen

If you have any questions about the survey or the international CRANET-research, please contact

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