

Interviewer no:

Interviewer name:

Date: /

Time interview started: :

Recruitment Questionnaire

Good morning/afternoon/evening. My name is from Accent and I am carrying out research for the Research Institute for Economy, Trade and Industry (RIETI) with the co-operation of the Small and Medium Enterprise Agency in Japan. The research is looking into work-life balance policies in companies within the UK (NL/SE). Please could I speak to **[NAMED CONTACT FROM SAMPLE]**.

WHEN SPEAKING TO NAMED CONTACT SAY: You may have received a letter from Accent telling you about this research and asking your company to take part. The interview will take about 15 minutes. There is also the opportunity to take part in a second stage of the project which will consist of an online survey with other employees within your company, the results of which would be reported to you free of charge. You don't need to commit to the employee survey at this point as we would send you further information at the end of the interview. Would you be interested in participating? Any answer you give will be treated in confidence in accordance with the Code of Conduct of the Market Research Society.

IF NO NAMED CONTACT SAY: Please could I speak to someone senior within the HR or personnel function?

We are carrying out research for the Research Institute for Economy, Trade and Industry (RIETI) with the co-operation of the Small and Medium Enterprise Agency in Japan. The research is looking into work-life balance policies in companies within the UK (NL/SE). The research is in two stages; the first stage is a 15 minute telephone interview with yourself or another senior person within the company's HR or personnel function. This would involve providing us with some information about your company background. The second stage, which you don't need to commit to at this point, consists of an online survey of a sample of your employees. We would email you a link to an online survey for you to distribute to your colleagues by email. In exchange for your company's participation you will receive a summary report of the results from your company and a comparison between your own results and those of the total results from other participating companies in the UK (NL/SE). Any answer you give will be treated in confidence in accordance with the Code of Conduct of the Market Research Society.

Q1. **ASK ALL:** Can I just confirm how many employees you have at your company in total?

<250 **THANK & CLOSE**
250-499
500-999
1,000-9,999
Over 10,000

Q2. question deleted

Q3. question deleted

Main Questionnaire – when calling back

Part 1: In this section, we will be asking about your employees and an overview of your company

The questionnaire will take about fifteen minutes. You do not have to answer questions you do not wish to and you can terminate the interview at any point.

Q4. As of December 2008, or the end of the 2008 fiscal year, please would you tell us the number of permanent employees (excluding board members) employed at your firm in this country. Please round to the nearest hundred if that's easier. **PLEASE ENTER IN THE BOXES BELOW.**

1. Total permanent employees

Q4a: How many of these are full time and how many are part time permanent employees?

1. Full-time **GO TO Q4C**
2. Part-time **GO TO Q4C**
3. Don't know

Q4b: In that case can you tell me the approximate proportion that are full time?

.....%

COMPUTE FULL TIME AS Q4 X Q4B%, PART TIME AS Q4 MINUS FULL TIME

Q4c: **IF FULL TIME = 0 GO TO Q4E** Of your [FULL TIME NUMBER FROM Q4A/B] full time employees, how many are male and how many are female?

1. Male **GO TO Q4E**
2. Female **GO TO Q4E**
3. Don't know

Q4d: In that case can you tell me the approximate proportion that are female?

.....%

COMPUTE FEMALE AS [FULL TIME NUMBER] X Q4D%, MALE AS FULL TIME NUMBER MINUS FEMALE

Q4e: **IF PART TIME=0 GO TO Q5** Of your [PART TIME NUMBER FROM Q4A/B] part time employees, how many are male and how many are female?

1. Male **GO TO Q5**
2. Female **GO TO Q5**
3. Don't know

Q4f: In that case can you tell me the approximate proportion that are female?

.....%

COMPUTE FEMALE AS [PART TIME NUMBER] X Q4F%, MALE AS PART TIME NUMBER MINUS FEMALE

Q5. As of December 2008, or the end of the 2008 fiscal year, among permanent employees please would you tell us the number of people employed at a managerial level within your firm in this country. Please round to the nearest hundred if that's easier. **PLEASE ENTER IN THE BOXES BELOW.**

1. Total

Q5a: How many of these are full time and how many are part time employees?

1. Full-time **GO TO Q5C**
2. Part-time **GO TO Q5C**
3. Don't know

Q5b: In that case can you tell me the approximate proportion that are full time?

.....%

COMPUTE FULL TIME AS Q5 X Q5B%, PART TIME AS Q5 MINUS FULL TIME

Q5c: **IF FULL TIME=0 GO TO Q5E** Of your [FULL TIME NUMBER FROM Q5A/B] full time employees, how many are male and how many are female?

1. Male **GO TO Q5E**
2. Female **GO TO Q5E**
3. Don't know

Q5d: In that case can you tell me the approximate proportion that are female?

.....%

COMPUTE FEMALE AS [FULL TIME NUMBER] X Q5D%, MALE AS FULL TIME NUMBER MINUS FEMALE

Q5e: **IF PART TIME=0 GO TO Q6** Of your [PART TIME NUMBER FROM Q5A/B] part time employees, how many are male and how many are female?

1. Male **GO TO Q6**
2. Female **GO TO Q6**
3. Don't know

Q5f: In that case can you tell me the approximate proportion that are female?

.....%

COMPUTE FEMALE AS [PART TIME NUMBER] X Q5F%, MALE AS PART TIME NUMBER MINUS FEMALE

Q6. As of December 2008, or the end of the 2008 fiscal year, please would you tell me the average length of service of male and female permanent employees employed at your firm in this country. **IF UNABLE TO GIVE SEPARATE FIGURES FOR MALE & FEMALE, ASK FOR TOTAL**

1. Male years
2. Female years
3. Total years

Q7. As of December 2008, or the end of the 2008 fiscal year, please would you tell us the average age of male and female permanent employees employed at your firm. Please round to the nearest 5 years. .
IF UNABLE TO GIVE SEPARATE FIGURES FOR MALE & FEMALE, ASK FOR TOTAL

	Male	Female	Total
20-24			
25-29			
30-34			
35-39			
40-44			
45-49			
50-54			
55-59			
60 or more			

Q8. What is the main business of your company? **SINGLE CODE.**

1. Mining
2. Construction
3. Manufacturing
4. Electricity/ Gas/ Heating/ Water supply
5. Information and Telecommunications
6. Transportation or Postal Services
7. Wholesale
8. Retail
9. Finance or Insurance
10. Real Estate or Rental Market
11. Catering or Lodging
12. Education or Learning Support
13. Other Services
14. Other **PLEASE SPECIFY** _____

Q9. deleted

Q10. deleted

Q11. In which year was your company established?

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Q12. Has your company undergone any mergers or business acquisitions since 1990?

1. Yes
2. No
3. Don't know

Q13. deleted

In this survey, Specialist/ Technical, Management, Clerical, Sales representative (sales calls, etc.), and Sales/ Services employees are called 'white-collar workers'. The term 'employees' is used to mean 'white-collar workers'.

Q14. Approximately what percentage of all permanent employees are so called 'white-collar workers'?
ENTER 999 FOR DON'T KNOW

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 %

Q15. Are any of your board members female?

1. Yes
2. No
3. Not applicable

Part II. In this section, we will be asking about your personnel management

Q16. At your company, how much importance is placed on each of the following aspects of personnel management compared to at other companies in the same industry? Please answer on a scale of 1 to 5 where 1 means very important and 5 means not at all important. **PLEASE PROVIDE ONE ANSWER ONLY FOR EACH ITEM BELOW.**

	Very important	Quite important	Neutral	Not very important	Not at all important
Ensuring long-term employment for employees	1	2	3	4	5
Personal development	1	2	3	4	5
Employee's feeling of commitment	1	2	3	4	5
Creating realistic career development plans for employees ..	1	2	3	4	5
Encouraging employees to fulfil their potential, regardless of gender	1	2	3	4	5
Appraising employees based on results and achievements.....	1	2	3	4	5
Appraising employees based on motivation and attitude	1	2	3	4	5
Providing employees with transferable skills for their future careers with you, or at other companies	1	2	3	4	5

Q17. Who has the decision-making authority to increase or decrease the number of staff to respond to changes in volume of demand for your products or services? For each of the following is it mainly the HR department, mainly the HR department but reflecting the views of other departmental managers, mainly the departmental managers rather than HR, or is it decided on a case by case basis?

	HR department	HR department but reflects manager's views	Mainly departmental managers	Case-by -case basis
Transfer of permanent employees between departments.....	1	2	3	4
Increasing or decreasing the number of permanent employees	1	2	3	4
Transfer of temporary workers between departments.....	1	2	3	4
Increasing or decreasing the number of temporary workers.....	1	2	3	4
Increasing or decreasing the number of agency workers.....	1	2	3	4

Part III. In this section, we will be asking about how your company deals with the work-life balance

Q18. Thinking of tangible examples to back up your score – to what extent does your company consider the outside lives of its employees? Please give a score between 0 and 10 to reflect your company's attitude where 0 means 'absolutely no need to consider' and 10 means 'of course they should be considered' **ENTER 11 FOR DON'T KNOW**

Absolutely no need to consider	Of course they should be considered
0.....1.....2.....3.....4.....5.....6.....7.....8.....9.....10	

Q19. Does your company deal proactively with the work-life balance compared to other companies in the same industry? Please give a score between 0 and 10 to reflect your company's attitude where 0 means 'the company doesn't deal with this' and 10 means 'the company does deal with this'

Doesn't deal with it Deals with it
0 1 2 3 4 5 6 7 8 9 10

Q20. Does your company have any of the following policies or systems? If so, please tell us the date it was first introduced or carried out.

	Yes	No	Year introduced
Parental/adoption leave policy over and above statutory minimums	1	2
Dependents' leave policy over and above statutory minimum	1	2
Part time working system (allowing employees to work less than their scheduled hours)	1	2
Flexitime system (allowing employees to work their hours at different times)	1	2
Ad hoc flexible working system (at managers and employees' discretion on a case by case basis)	1	2
Working from home/ telecommuting/system	1	2
Job sharing	1	2
Work life balance policy*	1	2

READ OUT IF NECESSARY

* A policy to promote a work-life balance has been articulated and/or a framework is in place. It includes establishing a particular department or position to promote the policy as well as setting it

Q21. For each of those, I would now like you to tell me whether or not you find the policy difficult to operate overall in terms of resource or expense (thinking about both direct and indirect costs)? **ASK FOR EACH CODED YES AT Q20**

	Difficult	Not difficult
Parental/adoption leave policy over and above statutory minimums	1	2
Dependents' leave policy over and above statutory minimum	1	2
Part time working system (allowing employees to work less than their scheduled hours)	1	2
Flexitime system (allowing employees to work their hours at different times)	1	2
Ad hoc flexible working system (at managers and employees' discretion on a case by case basis)	1	2
Working from home/ telecommuting system	1	2
Job sharing	1	2
Work life balance policy*	1	2

READ OUT IF NECESSARY

* A policy to promote a work-life balance has been articulated and/or a framework is in place. It includes establishing a particular department or position to promote the policy as well as setting it

Q22. And for each of those policies, does it have a positive or negative effect on productivity or has it had no effect?

	Positive	Negative	None
Parental/adoption leave policy over and above statutory minimums	1	2	3
Dependents' leave policy over and above statutory minimum	1	2	3
Part time working system (allowing employees to work less than their scheduled hours)	1	2	3
Flexitime system (allowing employees to work their hours at different times)	1	2	3
Ad hoc flexible working system (at managers and employees' discretion on a case by case basis)	1	2	3
Working from home/ telecommuting system	1	2	3
Job sharing	1	2	3
Work life balance policy*	1	2	3

READ OUT IF NECESSARY

* A policy to promote a work-life balance has been articulated and/or a framework is in place. It includes establishing a particular department or position to promote the policy as well as setting it

Part IV. In this section, we will be asking about employee working hours and salaries

Q23. As of December 2008, or the end of 2008 fiscal year, approximately how many hours did your full-time permanent employees work per person per week on average? **IF UNSURE OF 2008, ASK RESPONDENT TO THINK WHAT IT WOULD HAVE BEEN IN 2009 AND THEN ESTIMATE 2008. PLEASE DATA ENTER FIGURES.**

hours per week

Q24. How many of your full-time permanent employees work overtime (excluding those employees who don't have specified working hours and who are not eligible to work overtime)? **SINGLE CODE**

1. 0 (None)
2. Less than 20%
3. 20-39%
4. 40-59%
5. 60-79%
6. 80-99%
7. 100% (all employees)

Q25. deleted

Q25a Roughly how influential on a scale of 1 to 10, are the following factors when determining the salaries for your permanent white-collar employees at their annual review?

Not influential Very influential
1..... 2..... 3..... 4..... 5..... 6..... 7..... 8..... 9..... 10

Age
Length of service
Personal achievements.....
Personal job capability
Job content.....
Your own department's performance
Attitude to work.....
Other factors (please specify).....
.....

Q25b How influential on a scale of 1 to 10, are the following factors when determining bonuses for your permanent white-collar employees at their annual review?

Not influential Very influential
1..... 2..... 3..... 4..... 5..... 6..... 7..... 8..... 9..... 10

Age
Length of service
Personal achievements.....
Personal job capability
Job content.....
Your own department's performance
Attitude to work.....
Other factors (please specify).....
.....

Q26. deleted

Q26a Roughly how influential on a scale of 1 to 10, are the following factors when determining the salaries for the line managers who have staff working under them at their annual review?

Age
Length of service
Personal achievements.....
Personal job capability
Job content.....
Your own department's performance
Attitude to work.....
Other factors (please specify).....
.....

Q26b Roughly how influential on a scale of 1 to 10, are the following factors when determining bonuses for the line managers who have staff working under them at their annual review?

Age
Length of service
Personal achievements.....
Personal job capability
Job content.....
Your own department's performance
Attitude to work.....
Other factors (please specify).....
.....

Q27. If we call the average salary paid to employees '100', what is the range around that salary? So for white-collar permanent employees aged 25 years old, 35 years old and 45 years old what are the maximum and minimum salaries (or monthly wage) compared to the average of 100?

	Minimum	Average	Maximum	No one of that age at the company
25 years old.....	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	100	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	0
35 years old.....	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	100	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	0
45 years old.....	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	100	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	0

Part V. In this section, we will be asking about the employment of temporary workers in your company

Q28. How many temporary workers (excluding agency workers) did you employ in your company (including all branches within the country) as of December 2008, or the end of 2008 fiscal year? **NB DEFINITION OF "TEMPORARY WORKERS" = NON PERMANENT EMPLOYEES, WHO ARE EMPLOYED TEMPORARILY. ASK FOR APPROXIMATE FIGURE IF EXACT NUMBER NOT KNOWN.**

people **IF NONE, GO TO Q31**
Don't know

Q29. How would you describe the work assigned to permanent employees and temporary workers at your company? Would you say...? **READ OUT**

1. There is no difference in the work assigned
2. Most temporary workers do the same work as permanent employees
3. Some of the temporary workers do the same work as permanent employees
4. None of the temporary workers do the same work as permanent employees **GO TO Q31**
5. Not sure **DON'T READ OUT. GO TO Q31**

Q30. For those temporary workers who do the same work as permanent employees, how does their hourly pay compare on average to that of permanent employees?

1. The same (100%) or higher
2. Around 90%
3. Around 80%
4. Around 70%
5. Around 60%
6. Half or lower

Part VI. In this section, we will be asking about the status of your company

Q31. For each of the following time periods when your company was trading, how would you describe the business performance for your company at that time? Was it good, average or poor?

	Good	Average	Poor	Not trading	don't know
1990 - 1995	1.....	2.....	3.....	4.....	5.....
1996 - 2000	1.....	2.....	3.....	4.....	5.....
2001 - 2005	1.....	2.....	3.....	4.....	5.....
2006 - 2008	1.....	2.....	3.....	4.....	5.....
Now.....	1.....	2.....	3.....	4.....	5.....

Q32. And for those same time periods, how would you compare your company to other companies in the same industry in terms of business performance? Was it good, average or poor?

	Good	Average	Poor	Not trading	don't know
1990 - 1995	1.....	2.....	3.....	4.....	5.....
1996 - 2000	1.....	2.....	3.....	4.....	5.....
2001 - 2005	1.....	2.....	3.....	4.....	5.....
2006 - 2008	1.....	2.....	3.....	4.....	5.....
Now.....	1.....	2.....	3.....	4.....	5.....

Q33. To the best of your knowledge, how would you compare your company to other similar sized companies in the same industry in terms of the following items? Please answer on a scale of 1 to 5 where 1 means much better and 5 means much worse.

	Much better	A bit better	About the same	A bit worse	Much worse	Not sure
Recruitment (Quantity)	1.....	2.....	3.....	4.....	5.....	0.....
Recruitment (Quality)	1.....	2.....	3.....	4.....	5.....	0.....
Retention of employees	1.....	2.....	3.....	4.....	5.....	0.....
Sense of belonging to the organisation ...	1.....	2.....	3.....	4.....	5.....	0.....
Motivation.....	1.....	2.....	3.....	4.....	5.....	0.....

Q33a. That was almost the last question. The second stage of this project is an online survey with employees asking about their own experience of the work life balance. If you choose to take part in that stage you will receive a report of the results for your company, comparing it to the country as a whole. This is free of charge and would just need you to circulate a link to an online questionnaire. I would like to send you further details; please could I check/take your email address? **IF NECESSARY REASSURE THAT THE EMAIL ADDRESS WILL ONLY BE USED TO SEND THE INFORMATION AND THERE IS NO OBLIGATION BUT WE HOPE THEY WILL WANT TO TAKE PART ETC.**

Q34. Finally, would you be willing for us to let our end client know that your company has taken part in this research? That would involve them knowing the company name only and will be used for research purposes only. They will not contact you or use your company name in anything published. **INTERVIEWER: PLEASE REASSURE AND PERSUADE IF AT ALL POSSIBLE. IF NECESSARY EXPLAIN** The client wants the company name in order to be able to match financial data (which is in the public domain) to the company so that they can analyse by larger and smaller companies for example.

Yes
No **GO TO END**

Q35. And would you be willing for your answers to be passed back to the client alongside your company name? We will not pass on your individual name. Again this will be used for the client's analysis only and your company name or answers would not be published.

IF NO, REASSURE REGARDING ANONYMITY

Yes
No

Q36. **[UK, Netherlands and Sweden only]** Finally, we may want to conduct further qualitative research later in the year. This would consist of a face to face interview with yourself lasting about an hour as well as similar interviews with two of your colleagues, which we would ask you to help us arrange. You would be given a small payment to thank you for your time. If we wanted to get in touch with you later in the year to see whether you were interested in taking part, would you be willing for us to do so?

Yes
No

THANK YOU FOR YOUR HELP IN THIS RESEARCH. WE WILL NOW SEND FURTHER INFORMATION ABOUT THE EMPLOYEE SURVEY.

This research was conducted under the terms of the MRS code of conduct and is completely confidential. **UK ONLY SAY:** If you would like to confirm my credentials or those of Accent please call the MRS free on 0500 396999.

Please can I take a note of your name and where we can contact you for quality control purposes?

Respondent name:

Telephone: work:

Thank you

I confirm that this interview was conducted under the terms of the MRS code of conduct and is completely confidential

Interviewer's signature:

Time Interview completed:

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