



## Management Practices Survey

00001 23610  
CONTACT NAME  
OFFICE FOR NATIONAL STATISTICS  
GOVERNMENT BUILDINGS  
CARDIFF ROAD  
NEWPORT  
NP10 8XG  
\*\*\*\*\* EXAMPLE PRINT \*\*\*\*\*

Please write any changes to your name and address in the box below, using black ink

**To be completed for:** THE BUSINESS NAMED ABOVE

**Please complete and return by 29 April 2016**

Dear Sir or Madam,

Please find the questionnaire for the Management Practices Survey attached. Please complete for the period 1 January 2015 to 31 December 2015. The questions in this survey are aimed primarily at the Production or Plant Manager. Once complete, the questionnaire can be returned by post or fax using the details in the box below.

The Office for National Statistics (ONS) is responsible for producing key economic statistics that are used across Government to respond to and manage the UK economy. The management practices of businesses play a central role in the productivity of individual businesses and Great Britain as a whole. Understanding the drivers of productivity growth is essential to understanding the dynamics of the British economy.

**Please note**

- This is a voluntary survey.
- **Your response to this survey is of great value to government.**

**We request that you complete this questionnaire for the business named above.** All the information you provide is kept strictly confidential. It is illegal for us to reveal your data or identify your business to unauthorised persons.

Thank you for your co-operation,  
Office for National Statistics

**Questionnaire return details**

**To return via fax:** 01633 652707

**To return via post:** Please use the prepaid envelope provided which is addressed to:  
Office for National Statistics, Government Buildings, Cardiff Road, Newport, NP10 8XG

**Contact numbers**

Er mwyn gwneud cais am ffurflen Gymraeg (To request a questionnaire in Welsh) 0300 1234 921

If you would like to use our Minicom service for the Deaf 01633 815 044

For any other queries, please contact the **Management Practices Survey Team** 01633 456209  
or go to [www.ons.gov.uk/surveys](http://www.ons.gov.uk/surveys)

**When contacting the office you may be asked for the following information**

**Survey code:** 092      **Reference number:** 4990 0000 000S      **Period:** 201512

- Telephone calls may be recorded for training and quality purposes



## Introduction to the Management Practices Survey

### Purpose of this survey

The purpose of this survey is to provide information on management practices of firms and businesses in Great Britain, including the use of performance indicators, targets, and employment decisions. The results will offer a better understanding of the benefits from these practices when measured in terms of firm productivity and firm market value.

### Coverage

- Please provide information for the business named on the front of the questionnaire
- Include information on activity in England, Scotland and Wales, but exclude Northern Ireland, the Channel Islands and the Isle of Man
- Please exclude overseas branches, subsidiaries and agencies

### This questionnaire will be scanned, therefore please:

- Complete in **black ink**
- Ensure the  is placed in the centre of each box

### How to complete the questionnaire:

- Please provide information relating only to the business named on the front of this questionnaire
- Please select the answers that best capture your business' management practices



1. In 2015, what generally best describes what happened at this business when a production problem arose?

Examples: Finding a quality defect in a product or deliverable, or piece of machinery breaking down.

Please  one box only

- a. we fixed it but did not take further action.....
- b. we fixed it and took action to make sure that it did not happen again.....
- c. we fixed it and took action to make sure that it did not happen again, and had a continuous improvement process to anticipate problems like these in advance.....
- d. no action was taken.....

MRW

2. In 2015, how many key performance indicators were monitored at this business?

Examples: Data on sales, production, cost, waste, quality, inventory, customer satisfaction and deliveries on time.

Please  one box only

- a. 1-2 key performance indicators.....
- b. 3-9 key performance indicators.....
- c. 10 or more key performance indicators.....
- d. no key performance indicators.....

MRW

If the business has **NO** key performance indicators please **SKIP** to **Question 4**

3. In 2015, how frequently were the key performance indicators reviewed at this business?

Please  all that apply

- a. annually.....
- b. quarterly.....
- c. monthly.....
- d. weekly.....
- e. daily.....
- f. hourly or more frequently.....
- g. never.....

MRD



4. In 2015, what best describes the time frame of production targets at this business?

Examples of production targets are: number of customers, quality, efficiency, waste, on-time delivery.

Please  one box only

- a. main focus was on short term (less than one year) targets.....
- b. main focus was on long term (one year or more) targets.....
- c. combination of short-term and long-term targets.....
- d. no targets.....

If **NO** production targets please **SKIP** to **Question 6**

5. In 2015, how easy or difficult was it for this business to achieve its production targets?

Please  one box only

- a. possible to achieve without much effort.....
- b. possible to achieve with some effort.....
- c. possible to achieve with normal amount of effort.....
- d. possible to achieve with more than normal effort.....
- e. possible to achieve with extraordinary effort.....

6. In 2015, how were employees usually promoted at this business?

Please  one box only

- a. based solely on performance and ability.....
- b. based partly on performance and ability and partly on other factors, such as tenure.....
- c. based mainly on factors other than performance and ability, such as tenure.....
- d. employees are not normally promoted.....

MRW

MRX

MRW



7. In 2015, when was an under-performing employee moved from their current role?

Examples: reassignment, dismissal

Please  one box only

- a. within 6 months of identifying employee under-performance.....
- b. after 6 months of identifying employee under-performance.....
- c. rarely or never.....

MRV

8. In 2015, who made decisions over the hiring of permanent full-time employees?

Please  one box only

- a. only the owner(s).....
- b. mostly the owner(s) with some input from other employees.....
- c. jointly the owner(s) and other employees.....
- d. other employees.....

MRW

9. Is this business family owned?

Please  one box only

- a. yes, the founder owns it.....
- b. yes, a relative of the founder owns it, such as daughter, son, sister, brother.....
- c. yes, a family not related to the founder owns it.....
- d. no, not a family owned business.....

MRW

If NO, please SKIP to Question 11

10. Is the Managing Director of the business also a family member?

Please  one box only

- Yes.....
- No.....

MRZ



11. Is this business part of a multinational business which has units in other countries?

Please  one box only

Yes.....

No.....

If NO, please SKIP to Question 13

Please  one box only

12. Is the head office of this business based outside of the UK?

Yes.....

No.....

13. How long did it take you to complete this questionnaire?

Please include:

- the time taken to become familiar with the questionnaire
- the time of everyone who helped you to complete the questionnaire
- the time spent extracting and preparing information from your systems
- any other time spent in relation to completing the questionnaire

Hours

Minutes

14. If there were any external costs involved in completing this questionnaire, please report them below.

Please include only external costs incurred in providing answers to this questionnaire.

Accountant/bookkeeper .....

£  .  P

Other .....

£  .  P



MRZ

MRZ

NCR

AOP

AOP

15. Questionnaire Feedback

Please use the space below to provide additional information about the answers you have supplied and any comments on the questionnaire.

Including:

- Explanation of information provided
- Suggestions of improvements to questionnaire (instructions, terminology, layout)

SAMPLE

FST

16. Contact details

Please write the details of the person we should contact if we have any queries regarding the information returned on this questionnaire.

Contact Name																														
Position in business																														
Telephone Number																			Ext											
Fax Number																														
E-mail address																														

QVA

QVA

QVE

QVF

QVI

Thank you for completing this questionnaire



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