



# Management and Expectations Survey

00001 68310  
HARRIET ROBINSON  
DESK OB1/082  
ROOM 1127  
MICRO-DATA AND ANALYSIS BRANCH  
OFFICE FOR NATIONAL STATISTICS  
GOVERNMENT BUILDINGS  
CARDIFF ROAD  
NEWPORT  
NP10 8XG

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 18 August 2017**

Dear Sir or Madam,

Please find the questionnaire for the Management and Expectations Survey attached. Please complete for the period 1 January 2016 to 31 December 2016. The questions in this survey are aimed primarily at the most senior person responsible for day-to-day operations of this business. 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. Information from this survey will be used to better understand how businesses operate and how this relates to business performance. Understanding the drivers of business performance is essential to understanding the dynamics of the UK economy. Your response to this survey is of great value to government.

Please note this is a voluntary survey.

**We request that you complete this questionnaire for the business named above, including for any parts of the business located at other addresses within Great Britain.** 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 and Expectations Survey Team** 0300 1231 215  
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 000      **Period:** 201612

- Telephone calls may be recorded for training and quality purposes





**Section A: Service Delivery**

1. In 2016, which one of the following comes closest to the approach your business generally took when problems with your service provision arose?

Examples: Slow or late delivery of service, a piece of technology breaking down.

Please  one box only

- a. We resolved them but did not take further action.....
- b. We resolved them and took action to try to ensure they did not happen again.....
- c. We resolved them and took action to make sure that they did not happen again, and had a continuous improvement process to anticipate problems like these in advance.....
- d. No action was taken.....

MRW

**Section B: Key Performance Indicators**

2. In 2016, how many key performance indicators were monitored within this business?

Examples: Sales, cost, quality, customer satisfaction, timely service delivery, waste.

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.....

Go to Question 3

Go to Question 4

MRW

3. In 2016, how frequently was progress against the key performance indicators reviewed by managers and non-managers within this business?

A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance. **Non-managers** are all other employees.

Please  all that apply

	Managers	Non-managers
a. Annually.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Quarterly.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Monthly.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Weekly.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. Daily.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Hourly or more frequently.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Never.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX



**Section C: Targets**

**4. In 2016, which one of the following best describes the main time frames for achieving targets within this business?**

A **target** is a goal or objective that has been set by a business to achieve and is often related to financial or sales performance. Examples of targets are: rates of on-time delivery, value of sales.

Please  one box only

- a. Main time frame was less than one year .....
- b. Main time frame was one year or more .....
- c. Combination of time frames of less than and more than a year .....
- d. No targets.....

Go to Question 5

Go to Question 7

MRW

**5. In 2016, how easy or difficult was it for this business to achieve its 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.....

MRX

**6. In 2016, who was aware of the targets within this business?**

A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance. **Non-managers** are all other employees.

Please  one box for each column

- a. All.....
- b. Most.....
- c. Some.....
- d. None.....

	Managers	Non-managers
a. All.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Most.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Some.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. None.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX



**7. In 2016, what were performance bonuses for managers and non-managers usually based on within this business?**

Please  **all** that apply

	Managers	Non-managers
a. Their own performance as measured by targets.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Their team or shift performance as measured by targets.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Their site's performance as measured by targets.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. The business' performance as measured by targets.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. Performance bonuses were not related to targets.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. No performance bonuses.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX

**Section D: Employment Practices**

**8. In 2016, how were managers and non-managers usually promoted within this business?**

A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance. **Non-managers** are all other employees.

Please  one box for each column

	Managers	Non-managers
a. Based solely on performance and ability.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Based partly on performance and ability and partly on other factors, such as length of service, restructuring.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Based mainly on factors other than performance and ability, such as length of service, restructuring.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. None were promoted.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX

**9. In 2016, approximately what proportion of managers and non-managers within this business had a performance review?**

Please  one box for each column

	Managers	Non-managers
a. All.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. More than half but not all.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Around half.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Some but fewer than half.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. None.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX



**10. In 2016, did this business do any of the following to aid the development of managers and non-managers?**

Please  **all** that apply

	Managers	Non-managers
a. Provided supervision to ensure that staff are guided through their job role over time.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Provided opportunities for staff to spend time learning through watching others perform their job roles.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Allowed staff to perform tasks that go beyond their strict job role and providing them with feedback as to how well they have done.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Arranged or funded any training, education or development away from the individual's immediate work position, whether on your premises or elsewhere....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. None of the above.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX

**11. In 2016, what best describes the timeframe within which an action was taken to address under-performance among managers and non-managers?**

Examples: reassignment, demotion, dismissal, probation, training.

Please  **one** box for each column

	Managers	Non-managers
a. Within 6 months of identifying under-performance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. After 6 months of identifying under-performance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. No action was taken to address under-performance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. There was no under-performance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX

**12. In 2016, who would normally make decisions over the hiring of permanent full-time employees?**

Please  **one** box only

a. Only the owner(s) and/or Managing Director (or equivalent).....	<input checked="" type="checkbox"/>
b. Mostly the owner(s) and/or Managing Director, with some input from other employees....	<input checked="" type="checkbox"/>
c. Jointly the owner(s) and/or Managing Director and other employees.....	<input checked="" type="checkbox"/>
d. Other employees.....	<input checked="" type="checkbox"/>

MRW



**Section E: Organisation**

**13. In 2016, did this business operate across multiple sites?**

Please  one box only

a. Yes.....

→ Go to Question 14

b. No.....

→ Go to Question 17

MRZ

**14. In 2016, where were the decisions on recruiting permanent full-time employees made for this business?**

Please  one box only

a. Only at individual sites.....

b. Only at head office.....

c. Both at individual sites and at head office.....

d. Other.....

MRW

**15. In 2016, where were decisions on new service/product introductions made for this business?**

Please  one box only

a. Only at individual sites.....

b. Only at head office.....

c. Both at individual sites and at head office.....

d. No new service/product introductions made or considered in 2016 .....

e. Other (please specify in the box below) .....

[Empty box for specification]

MRX

**16. In 2016, what was the maximum pound sterling amount that could be used to purchase a fixed/capital asset for a site within this business without prior authorisation from head office?**

Please  one box only

a. Under £1,000.....

b. £1,000 to £9,999.....

c. £10,000 to £99,999.....

d. £100,000 to £999,999.....

e. £1 million or more.....

MRX



**Section F: Business Characteristics**

**17. What was the number of managers at this business as of 12th March 2016?**

A **manager** is someone who manages people and has employees directly reporting to them, with whom they meet regularly. Please include supervisors if they are responsible for managing staff and assessing their performance. **Non-managers** are all other employees.

Number of managers at this business (Estimates are acceptable).....

XXX

**18. In 2016, approximately what proportion of managers and non-managers at this business had a University degree or equivalent?**

Examples include: a degree or above, a graduate certificate/diploma, a degree apprenticeship or NVQ level 6. It does **NOT** include level 5 qualifications or below such as HNDs or HNCs.

Please  one box for each column

	Managers	Non-managers
a. None.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Fewer than 20%.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. 20 to 49%.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. 50 to 80%.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. More than 80%.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. All.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

XXX

**19. In 2016, was this business family owned?**

Please  all that apply

- a. Yes, the founder owned it .....
- b. Yes, a relative of the founder owned it, for example daughter, son, sister, brother, grandson, husband, wife.....
- c. Yes, a family not related to the founder owned it .....
- d. No, not a family owned business .....

→ Go to Question 20

→ Go to Section G

MRW

**20. In 2016, did the Managing Director (or equivalent) own this business or did the Managing Director (or equivalent) have any form of family connection or relationship with the business owner(s)**

E.g. through family ties or marriage.

Please  one box only

- a. Yes.....
- b. No.....

MRZ









26. For the following dates, what was the total number of **employees** (full-time plus part-time) on the payroll for this business? Exclude full or part-time contract or temporary staff on the payroll of an employment agency or another company.

Number

On 12th March 2016.....

XXX

On 12th March 2017.....

XXX

27. Looking ahead, approximately how many **employees** would you anticipate on this business' payroll as of 12th March 2018 in the following scenarios, **and** what **likelihood** do you assign to each scenario?

Please refer to **Example B** if needed which explains how this question should be completed.

2018 scenarios, from lowest to highest	Approximate number of employees on payroll as of 12th March 2018	Percentage likelihood (values in this column should sum to 100)
LOWEST	<input type="text"/>	<input type="text"/> <input type="text"/> %
LOW	<input type="text"/>	<input type="text"/> <input type="text"/> %
MEDIUM	<input type="text"/>	<input type="text"/> <input type="text"/> %
HIGH	<input type="text"/>	<input type="text"/> <input type="text"/> %
HIGHEST	<input type="text"/>	<input type="text"/> <input type="text"/> %
<b>Total</b>		<input type="text"/> <input type="text"/> <input type="text"/> %

XXX

XXX

XXX

XXX

XXX

SP





**30. Please indicate what likelihood you would attach to the possible 2018 rates of UK economic growth (real growth rate of Gross Domestic Product) below.**

Gross Domestic Product (GDP) is the main measure of the UK economy, based on the value of goods and services produced during a given period.

UK Economic Growth in 2018	Percentage likelihood (values in this column should sum to 100)	
-2% or less	<input type="text"/> <input type="text"/> <input type="text"/> %	XXX
-1%	<input type="text"/> <input type="text"/> <input type="text"/> %	XXX
0%	<input type="text"/> <input type="text"/> <input type="text"/> %	XXX
1%	<input type="text"/> <input type="text"/> <input type="text"/> %	XXX
2%	<input type="text"/> <input type="text"/> <input type="text"/> %	XXX
3%	<input type="text"/> <input type="text"/> <input type="text"/> %	XXX
4% or more	<input type="text"/> <input type="text"/> <input type="text"/> %	XXX
<b>Total</b>	<input type="text"/> 1 <input type="text"/> 0 <input type="text"/> 0 %	

SPECIMEN



**Section H: Feedback**

**31.** To show our appreciation for taking part in this survey, ONS would like to provide you with tailored feedback on the prevalence of structured management practices among firms which are similar to yours. If you would like to receive such feedback from ONS, please tick the relevant box below.

Please  one box only

Yes, I would like to receive feedback .....

No, I prefer not to receive feedback .....

MRZ

**32. What year did you start working for this business?** .....

XXX

**33. 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

NCR

**34. 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

AOP

Other .....

£  .  P

AOP

**35. 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)

FST



**36. 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  
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QVI

Thank you for completing this questionnaire

S P E C I M E N

