

# Measuring U.S. Management

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**Any opinions and conclusions expressed herein are those of the author and do not necessarily represent the views of the U.S. Census Bureau. All results have been reviewed to ensure that no confidential information is disclosed.**

# Management and Organizational Practices Survey (MOPS)

- First large-scale survey of management practices in United States
- Developed in partnership with Nick Bloom, Erik Brynjolfsson, and John Van Reenen
  - Steve Davis and Kristina McElheran also developed content for MOPS 2015
- Covers manufacturing sector as defined by the North American Industry Classification System (NAICS)

# Supplement to the Annual Survey of Manufactures (ASM)

- Approximately 50,000 establishments in ASM sample
- Can be matched to high-quality input and outcome data at the establishment level
- Both paper and electronic collection
- ASM is mailed to “business address”
- MOPS is mailed to “physical address”
- Response is required by law

# Two Survey Waves:

## Reference Year 2010

- Three sections:
  1. Management Practices
  2. Organization
  3. Background Characteristics
- Approximately 60% electronic response
- 70% response rate
- Processed in partnership with research team
- Results released as working paper

## Reference Year 2015

- Two new sections and one expanded section:
  1. Data and Decision Making
  2. Uncertainty
  3. Background Characteristics (Expanded)
- Approximately 80% electronic response
- 71% response rate
- Processed internally at Census Bureau
- Official tables published

# Content Development Process

## 2010

1. Sponsors suggest content
2. Expert review by Census Bureau Response Improvement Research Staff
3. Two rounds of cognitive testing:
  - a. Exploratory (14 locations in San Jose, CA and Chicago)
  - b. Confirmatory (13 locations in San Francisco and Philadelphia)
4. Usability Testing

## 2015

1. Sponsors suggest content changes
2. Two rounds of cognitive testing:
  - a. Exploratory (18 locations in DC, Detroit, and Houston)
  - b. Confirmatory (14 locations in San Francisco and Boston)
3. Usability Testing (20 establishments in Los Angeles and New York City)

# Additional Sectors

- Annual Survey of Entrepreneurs (ASE) 2015
  - Annual survey covering all nonfarm employer *businesses*
    - Not *establishments*
  - Over-samples small, young businesses
  - Approximately 290,000 businesses
  - Core questions on economic and demographic characteristics
  - Rotating module – 2015 module on management practices
  - Cannot be matched to as detailed input and outcome data as MOPS

# Additional Sectors, Continued

- Economic Census 2017
  - All establishments surveyed every five years in years ending in '2' and '7'
  - New content on management be included for establishments in Health Care subsectors
  - Census includes detailed input and outcome data

# Comparing ASE and MOPS Content

## ASE 2015

## MOPS 2015

### MANAGING SERVICE OR PRODUCTION PROBLEMS

In 2015, what best describes what happened at this business when a service or production problem arose? *For example, finding a quality defect in a product or piece of equipment breaking down.*

- We fixed it but did not take further action
- We fixed it and took action to make sure that it did not happen again
- 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
- No action was taken
- No service or production problem arose

### NUMBER OF KEY PERFORMANCE INDICATORS

In 2015, how many key performance indicators were monitored at this business? Key performance indicators are formal, quantifiable measures of performance or quality at this business.

- 1-2 key performance indicators
- 3-9 key performance indicators
- 10 or more key performance indicators
- No key performance indicators – Skip to Business Targets

### BUSINESS TARGETS

In 2015, what best describes the time frame of business, service, or production targets at this business? **Select ONE box only.** *Examples of business, service, or production targets include number of customers, production, quality, efficiency, sales, waste, on-time delivery.*

- Main focus was on short term (less than one year) targets
- Main focus was on long term (one year or more) targets
- Combination of short-term and long-term targets
- No targets - Skip to Employee Promotion

**1** In 2010 and 2015, what best describes what happened at this establishment when a problem in the production process arose?

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

**Mark one box for each year**

	2010	2015
We fixed it but did not take further action . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
We fixed it and took action to make sure that it did not happen again . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
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 . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No action was taken . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**2** In 2010 and 2015, how many key performance indicators were monitored at this establishment?

Examples: Metrics on production, cost, waste, quality, inventory, energy, absenteeism and deliveries on time.

**Mark one box for each year**

	2010	2015
1-2 key performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
3-9 key performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
10 or more key performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No key performance indicators (If no key performance indicators in both years, SKIP to <b>6</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**6** In 2010 and 2015, what best describes the time frame of production targets at this establishment?

**Mark one box for each year**

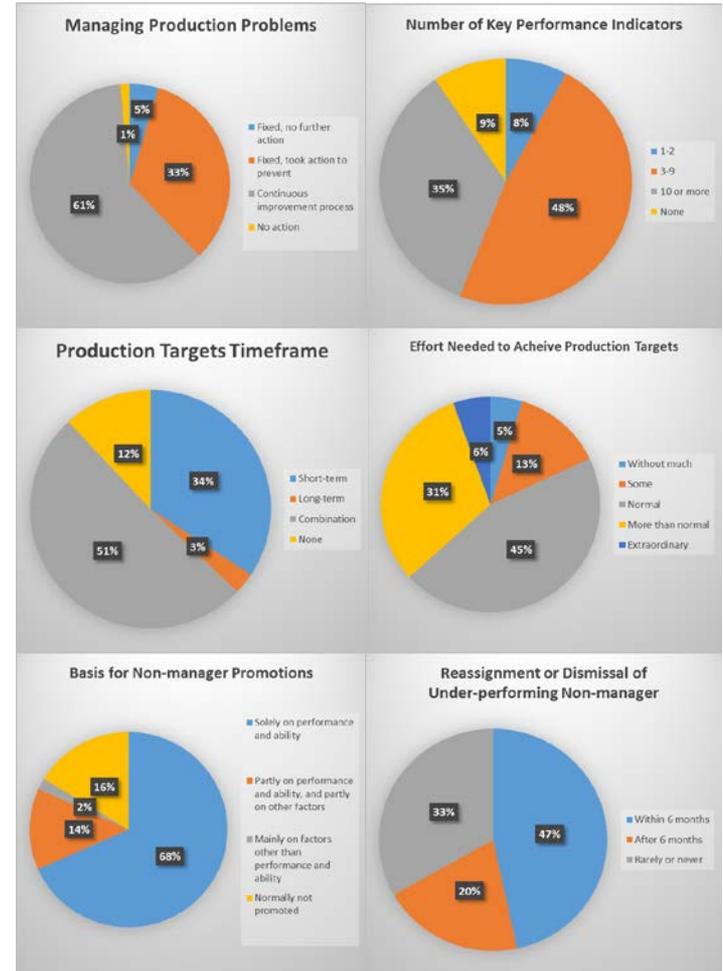
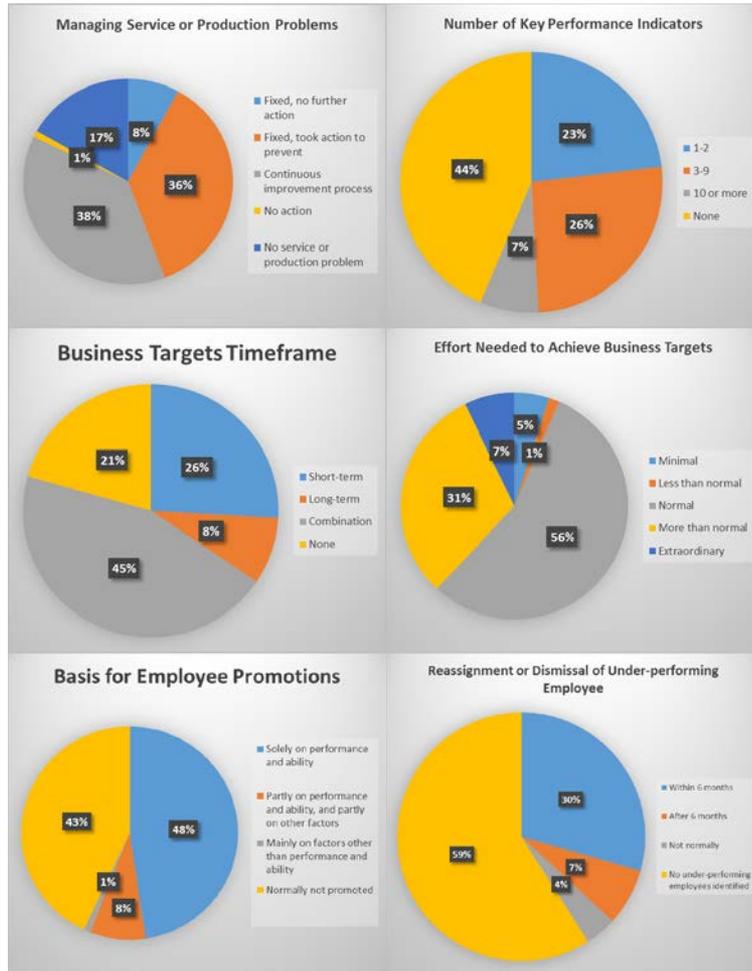
Examples of production targets are: production, quality, efficiency, waste, on-time delivery.

	2010	2015
Main focus was on short-term (less than one year) production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Main focus was on long-term (more than one year) production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Combination of short-term and long-term production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No production targets (If no production targets in both years, SKIP to <b>6</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

# Comparing Results

## ASE 2015 Manufacturing Only

## MOPS 2015



# Economic Census Content

Measures of Clinical Performance	
# 1	<p>Who sees your organization's measures of clinical performance?</p> <p><i>Measures of clinical performance include counts, incidence rates, and other measures of specific clinical processes and outcomes.</i>  <a href="#">{see examples of measures of clinical performance at end of document}</a></p> <p><i>Check all appropriate boxes.</i></p> <ul style="list-style-type: none"> <li>- Managers</li> <li>- Employees (non-managers)</li> <li>- Patients and their responsible parties</li> <li>- On public display</li> </ul>
# 2	<p>Who chooses which measures of clinical performance to collect?</p> <p><i>Check all appropriate boxes</i></p> <ul style="list-style-type: none"> <li>- Managers at this establishment</li> <li>- Managers at other establishments and/or headquarters</li> <li>- Insurance providers</li> <li>- Government regulators or agencies</li> </ul>
# 3	<p>How frequently did managers at this organization review the measures of clinical performance?</p> <p><i>Check one box.</i></p> <ul style="list-style-type: none"> <li>- Yearly or quarterly</li> <li>- Monthly or weekly</li> <li>- Daily or more often</li> <li>- Never</li> </ul>

Electronic Health Records	
# 4	<p>What best describes the <b>availability</b> of electronic health records to measure clinical performance at this organization?  <i>Exclude billing record systems.</i></p> <p><i>Check one box.</i></p> <ul style="list-style-type: none"> <li>- Unavailable</li> <li>- Available for less than 50% of clinical performance measures</li> <li>- Available for at least 50% but not all clinical performance measures</li> <li>- Available for all clinical performance measures</li> </ul>
# 5	<p>What best describes the <b>reliance on</b> data from electronic health records to support clinical decision making at this organization?</p> <p><i>For example, a health information system may use data from electronic health records to provide automated guidelines for treatment or to check errors in prescription orders.</i></p> <p><i>Check one box.</i></p> <ul style="list-style-type: none"> <li>- No reliance</li> <li>- Relied upon for less than 50% of clinical decision making</li> <li>- Relied upon for at least 50% but not all clinical decision making</li> <li>- Relied upon for all clinical decision making</li> </ul>

# The Future of Management Measurement

- Additional survey waves (MOPS 2020)
- Continued expansion into additional sectors
- Collaborative research around the world

# Comparing Results

## ASE 2015 Manufacturing Only

Question	Response	Percent of Respondents (%)
Managing service or production problems	We fixed it but did not take further action	7.9
	We fixed it and took action to make sure that it did not happen again	36.4
	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	37.9
	No action was taken	1.0
	No service or production problem arose	16.8
Number of key performance indicators	1-2 key performance indicators	23.1
	3-9 key performance indicators	26.0
	10 or more key performance indicators	7.2
	No key performance indicators	43.6
Business targets timeframe	Main focus was on short-term (less than one year) targets	25.9
	Main focus was on long-term (more than one year) targets	8.5
	Combination of short-term and long-term targets	44.9
	No targets	20.6
Effort needed to achieve business targets	Possible to achieve with minimal effort	4.9
	Possible to achieve with less than normal effort	1.5
	Possible to achieve with normal amount of effort	55.6
	Possible to achieve with more than normal effort	30.8
	Only possible to achieve with extraordinary effort	7.2
Employee promotions	Promotions were based solely on performance and ability	47.7
	Promotions were based partly on performance and ability, and partly on other factors	8.3
	Promotions were based mainly on factors other than performance and ability	1
	Employees are normally not promoted	43.1
Under-performing employee	Within 6 months of identifying non-manager under-performance	29.4
	After 6 months of identifying non-manager under-performance	7.4
	Under-performing employees are not normally reassigned or dismissed	4.1
	No under-performing employees identified	59.0

## MOPS 2015

Question	Response	Percent of Respondents (%)
Managing production problems	We fixed it but did not take further action	4.61
	We fixed it and took action to make sure that it did not happen again	33.19
	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	60.67
	No action was taken	1.53
Number of key performance indicators	1-2 key performance indicators	7.95
	3-9 key performance indicators	47.97
	10 or more key performance indicators	34.65
	No key performance indicators	9.43
Production targets timeframe	Main focus was on short-term (less than one year) production targets	34.29
	Main focus was on long-term (more than one year) production targets	2.92
	Combination of short-term and long-term production targets	50.85
	No production targets	11.94
Effort needed to achieve production targets	Possible to achieve without much effort	4.19
	Possible to achieve with some effort	11.82
	Possible to achieve with normal amount of effort	40.26
	Possible to achieve with more than normal effort	27.76
	Only possible to achieve with extraordinary effort	4.91
Non-manager promotions	Promotions were based solely on performance and ability	68.33
	Promotions were based partly on performance and ability, and partly on other factors	13.50
	Promotions were based mainly on factors other than performance and ability	1.86
	Non-managers are normally not promoted	16.31
Reassignment or dismissal of under-performing non-managers	Within 6 months of identifying non-manager under-performance	46.62
	After 6 months of identifying non-manager under-performance	20.15
	Rarely or never	33.23