

# Survey 2013

## Enterprises' organizational and managerial practices

CEPS/INSTEAD guarantees the confidential treatment of the individual data of the enterprises which are used **exclusively for the compilation of statistics and/or in the carrying out of scientific studies.**

### Introduction

#### **Objectives of the survey:**

The aim of this survey is to collect data from enterprises to compile statistics on organizational and managerial practices. Enriched by a survey on a large sample of resident and cross-border employees, the information you provide will allow us to make the link between organizational and managerial practices offered by enterprises in Luxembourg and employees' working conditions.

#### **Scope of the survey:**

The present survey is aimed at resident businesses, employing 15 or more persons, carrying out market activities on or from the Luxembourgish economic territory.

The definition of the enterprise unit used in this survey includes resident natural persons, legal persons incorporated under Luxembourgish Law or Luxembourgish branches of legal units incorporated under foreign law.

## How to respond to this questionnaire?

This questionnaire is intended primarily for the head of Human Resources of your enterprise:

XXXX

Please do not ask your fiduciary to fill it out if you have one.

To facilitate the automated reading of your answers, we kindly ask you to:

- Use a black pen;
- Check the boxes with a cross whenever it's necessary, e.g.:  ;
- In case you selected an erroneous answer, please shade the box completely, e.g.  and tick the correct answer.



Technical terms marked with a number (e.g. [1]) are explained in a glossary at the end of the questionnaire.

### Remarks:

Aside from the questions in Part A - Firm Characteristics, all questions regarding your employees should be understood "**Out managers and senior executives**<sup>[1]</sup>". Thank you not to consider this type of executives in your answers.

**DK:** Don't know. Type of response to avoid as far as possible. Thank you for your understanding.

In case of doubt between several choices, select the one you consider most important.

## Part A. Firm Characteristics

**A1. How many employees do you have on 1 January 2013?**

Less than 15

15 to 49

50 to 99

100 to 249

250 or more

**A2. How many years has your enterprise been in operation?** (all addresses, names, legal status included)

0 to 4 years

5 to 9 years

10 to 14 years

15 to 20 years

21 to 24 years

25 years or more

**A3. Does your enterprise belong to a group?**

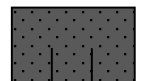
Yes

No, *go to question A5.*

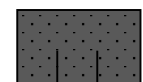
**A4. Where is the head of your group located?** (tick only one answer)

a.  Luxembourg

b.  Another country in the European Union (EU) , specify:



c.  Another country out of the EU, specify:



**A5. In which principal geographic market does your enterprise sell its goods and/or services?** (tick only one answer)

Luxembourg

European

Extra-european

**A6. On how many site(s) on the Luxembourgish territory is your enterprise located?**

1

2

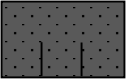
3 to 5

6 or more

**A7. What proportion of the employees has the following diplomas of higher education?**

	0% to 5%	6% to 24%	25% to 49%	50% to 74%	75% to 94%	95% to 100%	DK
BAC+4 /+5, Master, PhD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**A8. What are the main working languages used in your enterprise?**

	Yes	No		Yes	No
a. Luxembourgish	<input type="checkbox"/>	<input type="checkbox"/>	b. English	<input type="checkbox"/>	<input type="checkbox"/>
c. German	<input type="checkbox"/>	<input type="checkbox"/>	d. Portuguese	<input type="checkbox"/>	<input type="checkbox"/>
e. French	<input type="checkbox"/>	<input type="checkbox"/>	f. Italian	<input type="checkbox"/>	<input type="checkbox"/>
g. Another	<input type="checkbox"/>	specify:	<input type="text"/>		

**A9. Does your enterprise resort to temporary agency work?**

No, never	Yes, in case of a peak in business activity	Yes, all the time
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Part B. Organization chart**

**B1. How many organizational levels are there in your enterprise (including the highest level (for example, senior management) and the lowest level (for example, production staff)?**

**B2. Since 1 January 2010, the number of hierarchical levels in the organization of your enterprise has...**

increased?	decreased?	remained stable?	The enterprise did not exist on 1 January 2010
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B3. Do the following separate functional services exist?** (tick only one answer per line)

	internally	externally	does not exist
a. Research and Development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Supply chain management: purchasing and logistics .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Marketing and sales .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Production and engineering .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Information system (IT) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Human Resources Administration (excluding salaries).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Salaries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Financial Management: Accounting and Control .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Administration .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Tax and legal .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B4. How many separate functional services report directly to the senior management of this enterprise?**

1
---

**B5. Who makes the following operational decisions?** (tick only one answer per line)

	Operators or agents themselves	The supervisor (team or service leader)	A higher level (head of department)	A specific service of the enterprise (e.g. HR, purchasing...)	Senior management
a. Daily work planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Weekly work planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Definition of tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Quality control of the work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Replenishment of raw materials and supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B6. Who makes the following strategic decisions? (tick only one answer per line)**

	Team, service leader autonomously	Head of department autonomously	Head of Department in consultation with senior management	Senior management and/or the board of directors	The head of the group
a. Investments (machinery / equipment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Hiring and dismissal of employees (not senior executives)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Hiring and dismissal of senior executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Development of new products / services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Marketing and sale of new products / services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Organizational changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Award of compensation/bonus or promotion to employees (not senior executives)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Implementation of CSR <sup>[2]</sup> / Sustainable Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Part C. Quality management**

**C1. Does your enterprise monitor on a continuous basis the quality of its production processes or service delivery?**

Yes       No

**C2. Does your enterprise monitor frequently customer satisfaction through questionnaires, focus groups, analysis of complaints?**

Yes       No

**C3. Do employees in your enterprise regularly up-date databases that document good work practices or lessons learned?**

Yes       No

**C4. What proportion of employees is currently involved in groups who meet voluntarily and regularly to identify and solve problems related to their work? (they are sometimes known as groups or quality circles)**

0% à 5%	6% à 24%	25% à 49%	50% à 74%	75% à 94%	95% à 100%	DK
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C5. Is your enterprise certified or inspired by the following standards? (tick only one answer per line)**

	is certified	is inspired by	No	DK
a. Systems of quality management (ISO9001, EAQF) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Quality of dialogue and stakeholder participation (standards AA1000) ..... .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Environment (ISO14001, EMAS, quality label SuperDrecksKëscht fir Betriber) ..... .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Social responsibility and sustainable development (e.g. ISO 26000, GRI, INDR's label).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Management of health and safety at work (e.g. OHSAS 18 001) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C6. Which of the following best describe the main products or services produced in your enterprise? (tick only one answer)**

Standardized  According to specific customer requirements

**C7. Does your enterprise use an automated system to minimize inventories, supplies, work-in-progress or delivery time? (these are often known as just-in-time or lean production systems or as working according to a zero buffer principle)**

Yes  No

**C8. What is the horizon for your enterprise to plan its business volume? (or with which timescale the order book of your enterprise is fulfilled?) (tick only one answer)**

less than one week	<input type="checkbox"/>	less than 1 month	<input type="checkbox"/>
less than 3 months	<input type="checkbox"/>	less than 6 months	<input type="checkbox"/>
less than 12 months	<input type="checkbox"/>	1 year or more	<input type="checkbox"/>

## Part D. Work organization

**D1. What proportion of the employees (not senior executives) currently works in a team where the members jointly decide how work is done?** (a work team is sometimes called an autonomous team or a self-directed team)

0% to 5%	6% to 24%	25% to 49%	50% to 74%	75% to 94%	95% to 100%	DK
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**D2. What proportion of the employees (not senior executives) can choose the time at which they begin and end their work day?**

0% to 5%	6% to 24%	25% to 49%	50% to 74%	75% to 94%	95% to 100%	DK
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**D3. What proportion of employees (not senior executives) may have to work outside the enterprise premises?** (e.g., sales representatives, teleworkers at home...)

0% to 5%	6% to 24%	25% to 49%	50% to 74%	75% to 94%	95% to 100%	DK
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**D4. Are your employees (not senior executives) able to perform the tasks of other colleagues in their absence?**

No, no-one	Yes, but only for a few strategic positions	Yes, at the team level	Yes, for all positions	DK
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Part E. Human Resource Management

**E1. During the period 1 January 2010 to 31 December 2012, did your enterprise encounter difficulties to recruit new employees for ... positions?**

a. unskilled.....	<input type="checkbox"/>	<input type="checkbox"/>
b. skilled.....	<input type="checkbox"/>	<input type="checkbox"/>



**E2. Your enterprise offer to prospective employees...: (tick only one answer)**

Less attractive conditions than exist in your business area

Conditions comparable to those that exist in your business area

More attractive conditions than exist in your business area

**E3. During a recruitment, does your enterprise give priority to applicants who are in special conditions: the unemployed, people with family problems...?**

Yes

No

**E4. During the period 1 January 2010 to 31 December 2012, did your enterprise encounter difficulties to retain employees ... positions?**

**Yes**

**No**

a. unskilled.....

b. skilled.....

**E5. What do you propose to a star performer employee (not senior executives) who wants to leave the enterprise but that you would like to keep?**

**Yes**

**No**

a. Nothing, we let him go.....

b. A greater remuneration .....

c. Additional benefits in kind .....

d. Better career prospects.....

e. The assignment of different tasks .....

f. Work time arrangements.....

g. Other, specify:

**E6. Does your enterprise have internal mechanisms to promote diversity (in terms of gender, age ...)?**

Yes

No

**E7. Does your enterprise have a HRIS (Human Resource Information System)?** (that is to say a system based on a set of software applications that automate human resources management tasks)

Yes       No, **go to question F1.**

**E8. Does this Human Resource Information System allow to manage the following tasks?**

	<b>Yes</b>	<b>No</b>
a. Administrative (management of absences, timetable, expense reports...) .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Services related to the employee's career (management of training, skills...) .....	<input type="checkbox"/>	<input type="checkbox"/>
c. Communication and information (internal rules, collective agreement, labor law, job offers, memos...) .....	<input type="checkbox"/>	<input type="checkbox"/>

**E9. Does this Human Resource Information System integrate a "reporting" and/or a "decision" component?**

Yes       No

## Part F. Evaluation and Compensation

**F1. How often do you evaluate employees' key performance indicators (KPIs)?** (tick only one answer)

Never

At regular but uncommon intervals: biannual or annual

At regular intervals that are more frequent: weekly, monthly or quarterly

**F2. Among your employees (not senior executives), how many benefit from an annual appraisal?**

0% to 5%	6% to 24%	25% to 49%	50% to 74%	75% to 94%	95% to 100%
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**F3. Does a recognition system such as "employee of the month", "reward of the best suggestion", ... exist in your enterprise?**

Yes       No

**F4. Does your compensation system include the following elements?**

	<b>Yes</b>	<b>No</b>
a. Premiums or bonuses linked to individual performance.....	<input type="checkbox"/>	<input type="checkbox"/>
b. Premiums or bonuses related to team performance.....	<input type="checkbox"/>	<input type="checkbox"/>
c. Profit-sharing plan.....	<input type="checkbox"/>	<input type="checkbox"/>
d. Employees' shareholding schemes.....	<input type="checkbox"/>	<input type="checkbox"/>
e. Bonus(es) linked to employee engagement in CSR actions / sustainable development of the enterprise.....	<input type="checkbox"/>	<input type="checkbox"/>

**F5. Among these two criteria, which one is predominant in the promotion of an employee? (tick only one answer)**

- Seniority
- Individual performance

**F6. What happens when an employee (not senior executives) does not reach the objectives?**

	<b>Yes</b>	<b>No</b>
a. He is little or not sanctioned.....	<input type="checkbox"/>	<input type="checkbox"/>
b. He is warned without any professional and / or disciplinary consequence.....	<input type="checkbox"/>	<input type="checkbox"/>
c. He is warned with a professional and / or disciplinary consequence.....	<input type="checkbox"/>	<input type="checkbox"/>
d. He received an additional necessary training.....	<input type="checkbox"/>	<input type="checkbox"/>
e. He can be reclassified.....	<input type="checkbox"/>	<input type="checkbox"/>
f. Other, specify: <input style="width: 500px; height: 25px;" type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**F7. When do you decide to take disciplinary action against a non efficient employee?**

- Never or rarely
- We punish after a period of tolerance
- We punish as soon as we identify his weaknesses

**F8. Does the following fringe benefits are offered to your employees (not senior executives)?**

	<b>Yes</b>	<b>No</b>
a. Housing provided by the employer .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Company car or car fee participation.....	<input type="checkbox"/>	<input type="checkbox"/>
c. Preferential rate loan and interest subsidy .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Supplementary pension, life insurance and/or housing savings plan.....	<input type="checkbox"/>	<input type="checkbox"/>
e. Meal vouchers / Tickets Restaurant / Canteen.....	<input type="checkbox"/>	<input type="checkbox"/>
f. Participation in tuition.....	<input type="checkbox"/>	<input type="checkbox"/>

**F9. Do the following arrangements on employees' working time (not senior executives) exist in your enterprise?**

	Yes, for most employees	Yes, but only for some employees	No
a. Work at (or from) home during normal working hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Possibility to reduce the number of working hours (e.g. shifting from full time to part time).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**F10. Does the following extra legal benefits are offered to your employees (not senior executives)?**

	<b>Yes</b>	<b>No</b>
a. place in a nursery / childcare centre.....	<input type="checkbox"/>	<input type="checkbox"/>
b. Financial assistance for childcare .....	<input type="checkbox"/>	<input type="checkbox"/>
c. Financial assistance to take care of the elderly and / or disabled .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Days off for family reasons above the legal minimum.....	<input type="checkbox"/>	<input type="checkbox"/>
e. Unpaid leave / sabbatical year .....	<input type="checkbox"/>	<input type="checkbox"/>

## Part G. Training

**G1. Does a tutorial system of employees exist in your enterprise? (e.g. mentoring)**

Yes       No

**G2. In 2012, what proportion of employees (not senior executives) has received training days taken on working time?**

0% to 5%      6% to 24%      25% to 49%      50% to 74%      75% to 94%      95% to 100%      DK

**G3. Does your enterprise favour the access to training to the following groups?**

	Yes, but common to all employees	Yes, but specific to these employees	No
a. Older workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employees with little or no education .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**G4. In the past 12 months, what was the average number of training days per employee (not senior executives)?**

Less than 1 day      1 or 2 days      3 to 5 days      5 to 10 days      11 days or more      DK

**G5. Does the choice of courses taken is done...? (tick only one answer)**

Mainly at the initiative of the employee

Mainly at the initiative of the hierarchy

By mutual agreement

**G6. The majority of training taken by your employees allows them to acquire skills...? (tick only one answer)**

General and therefore applicable both in your enterprise and in other enterprises

Usable primarily in your enterprise

**G7. Does your enterprise have internal mechanisms to encourage employees to develop their skills and their career?**

Yes       No

## Part H. Use of digital tools

### H1. Does your enterprise use each of the following Information and Communication Technology (ICT)?

	Yes	No
a. Intranet <sup>[3]</sup> .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Video conferencing or web conference tool.....	<input type="checkbox"/>	<input type="checkbox"/>
c. Client or customer relationship software (CRM) <sup>[4]</sup> .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Enterprise Resource Planning software (ERP) <sup>[5]</sup> .....	<input type="checkbox"/>	<input type="checkbox"/>
e. Workflow software <sup>[6]</sup> , Business Process Management System (BPMS <sup>[7]</sup> ), ... ..	<input type="checkbox"/>	<input type="checkbox"/>
f. Collaborative work software or groupware <sup>[8]</sup> (e.g.: SharePoint) or web collaborative tools .....	<input type="checkbox"/>	<input type="checkbox"/>
g. Electronic data interchange with external clients or suppliers (e.g. Extranet <sup>[9]</sup> , EDI <sup>[10]</sup> ) .....	<input type="checkbox"/>	<input type="checkbox"/>
h. Employees' performance tracking software.....	<input type="checkbox"/>	<input type="checkbox"/>

### H2. Do you think that the use of Information and Communication Technology (ICT) in your enterprise has permitted...?

	Yes	No
a. To give more autonomy of decisions to team leader(s) .....	<input type="checkbox"/>	<input type="checkbox"/>
b. To give more autonomy of decisions to employees.....	<input type="checkbox"/>	<input type="checkbox"/>
c. To remove hierarchical levels.....	<input type="checkbox"/>	<input type="checkbox"/>
d. To improve the monitoring of work quality .....	<input type="checkbox"/>	<input type="checkbox"/>
e. To improve the supervision of employees .....	<input type="checkbox"/>	<input type="checkbox"/>

**H3. How many employees (not senior executives) use Internet for professional purposes? (tick only one answer)**

0% to 5%	6% to 24%	25% to 49%	50% to 74%	75% to 94%	95% to 100%	DK
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**H4. Do your employees (not senior executives) can use Internet for personal purposes?**

Yes       No

**H5. Does your enterprise provide digital tools such as Smartphone, laptop and/or tablet to its employees (not senior executives)?**

No	Yes, less to than 5% of employees	Yes, to 6% to 25% of employees	Yes, to more than 25% of employees
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**H6. Does your enterprise allow its employees (not senior executives) to use their own digital tools such as Smartphone, laptop and/or tablet to its employees (not senior executives)?**

Yes       No

**H7. Does your enterprise allow its employees to access remotely (via a fixed, mobile or wireless connection to the Internet) to...?**

	Yes	No
a. the e-mail system of your enterprise? .....	<input type="checkbox"/>	<input type="checkbox"/>
b. the documents of your enterprise? .....	<input type="checkbox"/>	<input type="checkbox"/>
c. dedicated business software applications of your enterprise? <i>e.g. for orders or sales management, ERP<sup>(5)</sup> (Enterprise Resource Planning) related applications etc. ..</i>	<input type="checkbox"/>	<input type="checkbox"/>

**H8. Does your enterprise resort to the virtualization of servers or applications through Cloud Computing<sup>[11]</sup>?**

Yes       No       DK

## Part I. Employees' consultation and representation

**11. What is the frequency of meetings between senior management and all employees?** (tick only one answer)

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Less than once per year  | Once per year            | Biannually               | Quarterly                | Monthly                  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**12. From your experience, what percentage of the total duration of these meetings is used by employees in order to express themselves or ask questions?** (tick only one answer)

- |                          |                             |                          |                          |
|--------------------------|-----------------------------|--------------------------|--------------------------|
| None (0%)                | Up to a quarter of the time | Up to half of the time   | More than half the time  |
| <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> |

**13. Does senior management seek to stimulate employees' participation by any of the following?**

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| a. Suggestion program, suggestion box .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Internal survey(s) (at least once since 2010) .....                                  | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Enterprise's nights, events, and/or business seminars .....                          | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Arrangement of office space to promote informal discussions among employees .....    | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Opened area for discussions on the Intranet or on the corporate social network ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**14. Does senior management use the following channels to communicate with all employees?**

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| a. Billboards or regular distribution of newsletters .....                  | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Regular dissemination of information via email or via the Intranet ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**15. How many different unions are present in your enterprise?** (tick only one answer)



None	1	2	3	4 or more	DK
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**16. Does a collective agreement apply to your enterprise?** (Tick only one answer)

Yes, concluded at your enterprise level

Yes, concluded at your industry (branch) level

No

**17. With regard to the Delegation of Personnel, on the following subjects, the senior management ...**  
(tick only one answer per line)

	Informs	Consults for opinion	Searches for a negotiated solution
a. The economic situation of the enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The employment situation (hires, layoffs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Changes in work organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Working time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Salaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Employees' trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Health and Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Equal treatment between women and men	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**18. How would you describe the current social climate in your enterprise...?** (tick only one answer)

Tense	Somewhat tense	Somewhat calm	Calm
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Part J. Novelty management

**J1. Has your enterprise implemented a ‘monitoring’ system to identify new ideas or new technological developments that can contribute to the improvement or renewal of products, services or production processes? (tick only one answer)**

Yes, with staff assigned specifically to this task

Yes, as part of the responsibilities of general staff

No

**J2. Between early 2010 and late 2012, has your enterprise made significant organizational changes? (this can include new or changed business practices, methods of organising work responsibilities and decision making, or methods of organising relations with other firms)**

Yes

No, *go to question J4.*

**J3. Did your enterprise make these significant organizational changes in response to each of the following factors...?**

	Yes	No
a. Changes in environmental regulations .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Changes in labour regulations.....	<input type="checkbox"/>	<input type="checkbox"/>
c. Other changes in regulations .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Introduction of new technology/digital tools.....	<input type="checkbox"/>	<input type="checkbox"/>

**J4. Between early 2010 and late 2012, has your enterprise introduced any new or significantly improved products or services in terms of their characteristics? (these products or services must be new (or improved) for your enterprise, but not necessarily for your market)**

Yes

No

**J5. Between early 2010 and late 2012, has your enterprise introduced any new or significantly improved production technology or distribution method? (this technology or distribution method must be new (or improved) for your enterprise, but not necessarily for your market)**

Yes

No *If No to question J4 and J5, go to question J7.*

**J6. Who have developed these new products or services (J4) or new production technology or distribution method (J5)?**

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| a. <u>Your enterprise</u> by itself.....  | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Your enterprise, <b><u>in collaboration</u></b> with other parts of your group, other enterprises or other institutions (e.g. Universities, research institutes)....                     | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Your enterprise, <b><u>by adapting</u></b> or modifying products, services, technologies or methods originally developed by others (parts of your group, enterprises, institutions)..... | <input type="checkbox"/> | <input type="checkbox"/> |
| d. <u>Other enterprises</u> , institutes or parts of your group .....   | <input type="checkbox"/> | <input type="checkbox"/> |

**Among these propositions, what was the main used during the period 2010-2012?**

*Please indicate the corresponding letter (a., b., c. ou d.)*

**J7. Between early 2010 and late 2012, did your enterprise use any of the following methods to stimulate new ideas or creativity among your employees?**

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| a. Brainstorming sessions.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Job rotation of staff to different teams .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Financial incentives.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Non-financial incentives (e.g. free time, public recognition, more interesting work).....     | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Training on how to develop new ideas or creativity .....                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Participation of external experts (Universities, research institutes, other enterprises)..... | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Participation of experts from the group or mobility of employees within the group             | <input type="checkbox"/> | <input type="checkbox"/> |

**Part K. Implementation of Corporate Social Responsibility <sup>[2]</sup>**

**K1. Is your enterprise active in the field of Corporate Social Responsibility (CSR)?**

Yes

No, but it is scheduled within less than 2 years

*go to question K7.*

No

*go to question K7.*

**K2. What field is concerned by your CSR policy? (several answers possible)**

Economic  
(e.g. quality label)

Environmental  
(e.g. waste reduction)

Social  
(e.g. diversity management)

**K3. How many years has your enterprise been active in CSR?**

Less than 1 year

Between 1 and 5 years

5 years or more

**K4. Where is your CSR policy described? (several answers possible)**

a. In your business activity report

b. On your web site

c. In a report dedicated to CSR

d. Somewhere else

e. Nowhere

**K5. Does your enterprise...?**

**Yes**

**No**

a. Have assigned one or more persons to the application of CSR.....



b. Have set measurable objectives in terms of CSR (e.g. x% reduction in waste, increased x% of women in responsibility positions , ...).....



c. Have developed a timetable of actions to be taken .....



d. Have developed a procedure to monitor and / or control the implementation of its CSR approach.....



**K6. In 2012, as part of your CSR approach, does your enterprise come into contact with the following stakeholders to...? (tick only one answer per line)**

	inform	consult	consider their recom- mendations	develop a partnership	no relationship
--	--------	---------	---	--------------------------	--------------------

a. NGO

.....  
.....






b. Government agencies

.....  
.....






c. Investors / shareholders.....

- d. Customers / suppliers / subcontractors .....

**K7. Concerning the following items, does your enterprise...?**

- |  | <b>Yes</b>               | <b>No</b>                |
|--|--------------------------|--------------------------|
| a. describe in a document its values, concerns and motivations in social and environmental fields (code of conduct, code of ethics...) ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| b. respond to all customers complaints .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| c. provide full and accurate information on products and services to customers ..  | <input type="checkbox"/> | <input type="checkbox"/> |
| d. go beyond legal requirements (commercial law, Code of Consumption) with regard to its customers.....                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| e. give contributions to charities (e.g. NGO, Asbl, foundations)<br>.....<br>.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| f. have set up a program to reduce the amount of energy and materials wasted.  | <input type="checkbox"/> | <input type="checkbox"/> |
| g. encourage partnerships with local businesses and/or schools .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| h. negotiate directly with employees with specific needs (women, young parents, older workers...) .....                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| i. consult NGOs and/or Asbl to resolve the difficulties encountered by some groups of employees with specific needs .....                    | <input type="checkbox"/> | <input type="checkbox"/> |

**Part L. Economic context**

**L1. How many competitors do you have on your main market? (tick only one answer)**

- |                          |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| None                     | 1 to 5                   | 6 to 10                  | 11 to 15                 | 16 to 25                 | More than 25             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**L2. To what extent do the following factors describe the competitive environment on your main market? (tick only one answer per line)**

- |  | <b>High</b>              | <b>Medium</b>            | <b>Low</b>               |
|--|--------------------------|--------------------------|--------------------------|
| a. Your position on the market is threatened by new entrants.....  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Products/services are getting quickly outdated .....            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Production technologies and services are changing rapidly ..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

d. Shifts in demand are difficult to predict.....

**L3. Since 1 January 2010, your turnover has...** (tick only one answer)

increased by more than 5%?	decreased by more than 5%?	remained stable? (between -5% and +5%)	The enterprise did not exist on 1 January 2010
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**L4. Between early 2010 and late 2012, does your enterprise have experienced the following structural changes?**

	<b>Yes</b>	<b>No</b>
a. Restructuring associated with a merger, acquisition of another enterprises or group of enterprises .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Sale, closure, outsourcing of a part of business activities.....	<input type="checkbox"/>	<input type="checkbox"/>
c. Offshoring part of business activities.....	<input type="checkbox"/>	<input type="checkbox"/>

**Part M. Respondent's characteristics**

**M1. What is your position?**

Director or head of Human Resources, personnel manager	<input type="checkbox"/>
Chief Executive Officer (CEO), general manager, business owner	<input type="checkbox"/>
Secretary-General, Deputy General Manager	<input type="checkbox"/>
	<input type="checkbox"/>

**Thank you for completing the questionnaire**

# GLOSSARY

**[1] Managers and senior executives** (<http://www.guichet.public.lu/fr/citoyens/actualites/2011/06/30-cadre-superieur>): to be considered as a senior executive, several conditions must be met, including: (1) a criterion related to compensation: the senior executive must have a **much higher salary** than other employees. (2) A criterion related to functions: he must assume an authority function over other employees, he is autonomously in charge of an area of responsibility or a department. Moreover, his functions involve a **high degree of independence** in the organization of its work and a **high degree of flexibility in working hours**.

**[2] Corporate Social Responsibility (CSR):** voluntary integration of enterprises' social and ecological considerations into their business operations and relations with their stakeholders. Being socially responsible means not only fully meeting the legal obligations applicable, but going still further, and investing "even more" in the human capital, the environment and relations with stakeholders (employees, customers, suppliers, non-governmental organisations, local authorities and shareholders).

**[3] Intranet:** an internal company communications network using Internet protocol allowing communications within an organisation.

**[4] Customer Relationship Management (CRM):** software to manage the whole customer relationship in a same process by consolidating the management of marketing campaigns, the sales force computerization, the monitoring of customer relations on a daily basis ...

**[5] Enterprise Resource Planning (ERP):** one or a set of software applications that integrate information and processes across the several business functions of the enterprise. The founding principle of an ERP is to build computerized applications (salary, accounting, inventory management ...) in a modular way (modules independent of each other) while sharing a single and common database.

**[6] Workflow:** software technology with the aim of improving the efficiency of internal processes of an enterprise. This involves modelling work procedures with the inclusion of actors, tasks and documents. For example: automatic circulation of e-mails to confirm a request for leave. The workflow can be part of a BPMS.

**[7] BPMS (Business Process Management System):** Software package designed to formalize the processes of an enterprise in order to automate them.

**[8] Groupware:** Software that allows users geographically separated but linked by a computer network to work together.

**[9] Extranet:** closed network that uses Internet protocols to securely share enterprise's information with business partners. It can take the form of a secure extension of an Intranet that allows external users to access some parts of the enterprise's Intranet or a private part of the enterprise's website.

**[10] EDI:** Electronic Data Interchange (EDI) refers to the structured transmission of data or documents between organizations or enterprises by electronic means. It also refers specifically to a family of standards (EDI-type) and EDI-type messages which can be automatically processed.

**[11] Cloud computing:** access via Internet to data and services on a remote server, not hosted in the premises of the enterprise.

### Autres variables disponibles dans la base de données

<b>num_drh</b>	identifiant du questionnaire
<b>langue</b>	langue du questionnaire rentré
<b>Dupli</b>	vaut 1 quand le questionnaire a été dupliqué ; <b>id_dupli</b> permet de repérer le lien avec le questionnaire rentré ayant servi pour la duplication
<b>head</b>	head de l'entreprise dans le cas des entreprises multi-unités légales
<b>weight</b>	poids ( <b>strate_pond</b> : strate de pondération)
<b>nbsalmars2013</b>	Nb de salariés en mars 2013

- **Variables de stratification utilisées pour la pondération (inverse du taux de réponse)**

<b>taille_calage</b>	1 pour 15-49 salariés ; 2 pour 50-249 salariés et 3 pour 250 salariés et plus
<b>nace_calage</b>	
1	Manufacturing and quarrying (NACE 8 + 10-33)
2	Electricity, gas, water supply; sewerage, waste management and remediation activities (NACE 35, 36-39)
3	Manufacture, wholesale trade and repair of computer and electronic products (NACE 26.1-26.4, 26.8, 46.5, 95.1)
4	Construction (41-43)
5	Wholesale trade of motor vehicles and motorcycles (NACE 45)
6	Wholesale trade (NACE 46)
7	Retail sale + repair (NACE 47 + 95.2)
8	Transportation and storage (NACE 49-53)
9	Accommodation and food service (NACE 55-56)
10	Publishing activities and motion picture, video, radio and television programming (NACE 58-60)
11	Telecommunications (NACE 61)
12	Computer programming, consultancy and related activities (NACE 62)
13	Information services activities (NACE 63)
14	Financial and insurance activities (NACE 64-66)
15	Legal and accounting activities (NACE 69)
16	Professional, scientific and technical activities (NACE 70-74)
17	Real estate activities and administrative and support service activities (NACE 68, 77, 79-82)
18	Other personal service activities (NACE 96)