

Additional survey to the IAB Establishment Panel on

## **Human resource work and corporate culture**

Employer survey 2012  
on behalf of the Federal Employment Agency  
(Bundesagentur für Arbeit)

Your answers will be treated confidentially in compliance with the current data protection legislation and will be anonymised for analysis to ensure that individual establishments or organisations may not be traced.

## ***Important information for the interviewer***

- The survey has to be conducted **following the IAB establishment panel interview** (same lists and serial number as the establishment panel).
- **Important:** when performing the interview, the information has to apply **to the same operation unit** as in the establishment panel.
- As a general rule, the contact person is the same as in the establishment panel. If the **subject person changes** or there are **more than one respondent** in the establishment panel, please **enter name, function and telephone number in the address protocol of the additional survey.**

## ***Transition to the questionnaire of the additional survey***

*Interv.: Please read out!*

*The survey addresses areas of the company, which are important for the success of the establishment. Worth mentioning are for example processes, procedures, practices but also strategies, corporate culture or mission statements.*

*At some points we have to link to aspects, which have already been dealt with in the answered questionnaire of the IAB establishment panel. This is necessary in order to ask specific right questions.*

*In the following, some questions will additionally differentiate between positions and employees **with or without management responsibility**. The management structure of your establishment/office has already been dealt with in question 59 and 60 of the IAB establishment panel questionnaire. Please use the data on the top management employees and, if necessary, those of the second tier management level as a basis when responding to this questionnaire.*

## HR planning and recruitment

**1. Does your establishment/office have a staffing plan?**

- Yes
- No → *go to question 4!*

**2. Is the staffing plan available in written form?**

- Yes
- No

**3. How long-term is the staffing plan? For less than 3 years or for 3 years and more?**

- For less than 3 years
- For 3 years and more

**4. Do you systematically analyse the age structure of employees in your establishment/office?**

- Yes
- No

**5. Does your establishment/office use social networks for personnel recruitment, e.g. Facebook, Xing or LinkedIn?**

- Yes
- No
- I do not know

**6. Do you recruit graduates to become employees of your establishment/office?**

- Yes
- No → *go to question 10!*

**7. Do you recruit applicants from a specific university, college or university of applied sciences?**

- Yes
- No → *go to question 10!*

**8. Is this university, college or university of applied sciences located in your town/city?**

- Yes → *go to question 10!*
- No

**9. How far away is the university, college or university of applied sciences from your town/city?**

Distance: approx. \_\_\_\_\_ km

**10. Have you recruited applicants in the past two years, who were employed by another company, with the help of a private recruitment agency or HR consulting?**

- Yes
- No → go to question 12!

**11. Were the applicants designated for jobs with or without management responsibility?**

*Interv.: Please read out! Several answers possible!*

- For jobs with management responsibility
- For jobs without management responsibility

**12. Have you directly addressed applicants employed by another company via social networks such as Xing, LinkedIn etc. in the past two years?**

- Yes
- No → go to question 14!

**13. Were the applicants designated for jobs with or without management responsibility?**

*Interv.: Please read out. Several answers possible!*

- For jobs with management responsibility
- For jobs without management responsibility

**14. Have you purposefully recruited people from abroad for skilled jobs requiring vocational training, corresponding work experience or a university degree over the past two years?**

- Yes
- No

**15. Now please think of the last two years: how many applications on average did you receive for a vacancy requiring professional skills? Or did you have no such vacancies in the last two years?**

*Interv.: If precise answer is not possible, please estimate! If there are "no applications": Please enter "0"!*

Number of applications \_\_\_\_\_

In the past two years we had no skilled job vacancies

**16. To fill a vacancy for a skilled job: how long do you need on average from the moment the vacancy was advertised to the signing of the contract?**

- Less than 1 month
- 1 to less than 3 months
- 3 to less than 6 months
- 6 months and more

**17. How many hours do you require to check a successful applicant in job interviews, test etc.? Here, an average overall time spent by an applicant in the selection procedure is meant? Please indicate separately for jobs with and for those without management responsibilities.**

For jobs with management responsibility

Approx. \_\_\_\_\_ , \_\_\_ hours

For jobs without management responsibility

Approx. \_\_\_\_\_ , \_\_\_ hours

**18. Please make a ranking for the criteria given below, which reflects the importance when filling a vacancy in your establishment/office. 1 stands for the most important criterion, 2 means the second most important one and so on till the least important criterion graded 4.**

*Interv.: Present list 1 and fill in the numbers for the ranking!*

- A Professional competence \_\_\_\_\_
- B Personal skills, e.g. communication, presentation, self-management \_\_\_\_\_
- C Ethical values such as integrity, social responsibility \_\_\_\_\_
- D General intelligence and cognitive abilities \_\_\_\_\_

**19. Referring to all new hires in your establishment/office in the past two years: what was the proportion of employees who dropped out voluntarily during the probationary period? And what was the proportion of those who dropped out involuntarily during the probationary period over the same period? Or did you have no employees having their probationary period or no new hires in the past two years?**

*Interv.: If precise information is not possible, please estimate! If "none" please enter "0"!*

Voluntary drop outs \_\_\_\_\_ %

Involuntary drop outs \_\_\_\_\_ %

- We had no employees in probationary period in the past two years
- We had no new hires in the past two years

**20. Have you employed temporary workers in the past two years?**

- Yes
- No → go to question 22!

**21. Have any temporary workers become permanent employees in your establishment/office in the past two years?**

- Yes
- No

## HR development

**22. Do you conduct structured appraisal interviews in your establishment/office at least once a year?**

- Yes
- No → go to question 24!

**23. With whom do you conduct the structured appraisal interviews?**

*Interv.: Please read out. Several answers possible!*

- With management staff
- With some of the employees without management responsibility
- With all employees

**24. Does your establishment/office have target agreements?**

- Yes
- No → go to question 27!

**25. Are the target agreements available in written form?**

- Yes
- No → go to question 27!

**26. For whom are the written target agreements available?**

*Interv.: Please read out. Several answers possible!*

- For management staff
- For some of the employees without management responsibility
- For all employees

**27. Are there any development plans for employees in your establishment/office?**

- Yes
- No → go to question 30!

**28. For whom are development plans available?**

*Interv.: Please read out. Several answers possible!*

- For management staff
- For some of the employees without management responsibility
- For all employees

**29. Do you systematically review the implementation of the development plans?**

- Yes
- No

**30. Is a review of the performance of the employees carried out by the respective supervisor in your establishment/office at least once a year?**

- Yes
- No → go to question 36!

**31. For whom are the annual performance appraisals issued?**

*Interv.: Please read out. Several answers possible!*

- For management staff
- For some of the employees without management responsibility
- For all employees

**32. Do you have recommendations regarding distribution of performance appraisal? Recommendations regarding performance appraisal include information on what percentage of employees should, for instance, receive the best performance appraisal, the second best performance appraisal etc.**

- Yes
- No → go to question 34!

**33. For whom are distribution recommendations issued?**

*Interv.: Please read out. Several answers possible!*

- For management staff
- For some of the employees without management responsibility
- For all employees

**34. Is the performance appraisal generally conducted by just one superior or collectively by a group of superiors (evaluation round), meaning not only by one superior?**

- By one superior → go to question 36!
- Collectively by a group of superiors, meaning not only by one superior

**35. For whom are these evaluation rounds meant?**

*Interv.: Please read out. Several answers possible!*

- For management staff
- For some of the employees without management responsibility
- For all employees



**36. How do you and your management staff deal with employees, whose performance is not satisfactory? Please evaluate to what extent the following statements are applicable to your establishment/office. 1 means “is not applicable”, 5 “is fully applicable”. You can grade your answers with the numbers in between.**

*Interv.: Present list 2!*

is not applicable ----- is fully applicable

1            2            3            4            5

- |   |                                                                                                                       |                                |                                |                                |                                |                                |
|---|-----------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| A | The management staff openly discusses the problems with the employee in question.                                     | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> |
| B | HR development measures are purposefully offered to correct performance problems.                                     | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> |
| C | We try to find another position in the establishment/office if there are permanent performance problems.              | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> |
| D | Employees who permanently show poor working performance will be dismissed or urged to leave the establishment/office. | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> | ----- <input type="checkbox"/> |

**37. Please make a ranking for the criteria given below, which reflects the importance of promotions of employees in your establishment/office. 1 stands for the most important criterion, 2, means the second most important one and so on till the least important criterion graded 5.**

*Interv.: Present list 3 and enter numbers for the ranking!*

- |   |                                                                      |       |
|---|----------------------------------------------------------------------|-------|
| A | Professional competence                                              | _____ |
| B | Personal skills such as communication, presentation, self-management | _____ |
| C | Ethical values, e.g. integrity, social responsibility                | _____ |
| D | General intelligence and cognitive skills                            | _____ |
| E | Period of employment                                                 | _____ |

**38. Have you actively promoted employees' qualification activities leading to a higher educational qualification, e.g. by releasing from work or partially bearing costs? This includes e.g. further training to master craftsmen, technician, postgraduate program, MBA, doctorate.**

- Yes
- No → go to question 40!

**39. Which of the following groups did the employees you promoted with further training previously represent? Did they use to be untrained employees, employees with completed vocational training, or graduates?**

*Interv.: Please read out. Several answers possible!*

- Previous untrained employees
- Employees with completed vocational training
- Graduates

**40. Within the scope of the initial education in your establishment/office, do you provide additional certified qualifications or is the initial education limited to the content stated in the training ordinance?**

- Additional certified qualifications are provided in the training ordinance
- The initial education is limited to the content stated in the training ordinance  
→ go to question 43!
- We do not train employees → go to question 44!

**41. Part of which area are the training occupations, provided by means of additional training beyond the content of the training ordinance: business area, industrial-technical sector or another recognized training occupation?**

*Interv.: Please read out. Several answers possible!*

- Business sector
- Industrial-technical sector
- Other recognized training occupation

**42. Do you have parts of these additional qualifications certified by external institutions, e.g. chambers or training providers?**

*Interv.: Please read out. Several answers possible!*

- Yes, in office occupations
- Yes, in industrial-technical occupations
- Yes, in other occupations
- None

**43. How many of 2012 training graduates have left or will leave your establishment/office at their own request, although you would like to continue employing them?**

Interv.: If none left at their own request: Please enter "0"!

Number \_\_\_\_\_

- In the year 2012 we had no training graduates

## Remuneration structure

**44. Does your establishment/office have an industrial collective agreement or a company tariff agreement concluded between your establishment/office and trade unions?**

- Yes  
 No → go to question 46!

**45. Does the collective agreement permit variable remuneration components for employees covered by collective agreement, e.g. by an escape clause?**

- Yes  
 No  
 I do not know

**46. Does your establishment/office have a salary system with variable proportions?**

- Yes  
 No → go to question 51!

**47. Is the salary system with variable proportions applicable to management staff only or also for employees without management responsibilities?**

- Only for management staff → go to question 49!  
 Also for employees without management responsibilities

**48. What percentage of the employees without management responsibilities obtains remuneration with variable proportions?**

Approx. \_\_\_\_\_ %

**49. What is the variable proportion of the performance on average, as measured against the basic salary or the fixed salary respectively? Please distinguish between management staff and employees without management responsibilities.**

**50. What is the percentage of the criteria such as business successes, success of the organisation unit that of the team or the workgroup respectively, as well as personal achievements in the variable remuneration of both occupational groups? Please give an average value.**

*Interv.: If a precise statement is not possible, please estimate! If there are variable remuneration proportions for management staff only, please make a statement for this group only!*

	Management staff	Employees <b>without</b> management responsibilities
A Business success	_____ %	_____ %
B Success of the organisation unit, team or workgroup	_____ %	_____ %
C Personal achievements	_____ %	_____ %
<b>Total</b>	<u>100</u> %	<u>100</u> %

## Commitment, values and corporate culture

**51. Does your establishment have a fixed code of values or are there any fixed corporate guidelines?**

- Yes
- No → go to question 53!

**52. Is the code of values or the corporate guidelines available in written form?**

- Yes
- No

**53. Does your establishment/office voluntarily participate in certification and auditing processes?**

- Yes
- No → go to question 56!

**54. In which certification or auditing processes does your establishment/office participate? In certification and auditing processes....**

*Interv.: Please read out! Several answers possible!*

- on the quality of the workplace
- on work-family balance
- on health management
- on process quality (QM)
- on other issues

**55. What are the reasons for your establishment/office to participate in voluntarily certification or auditing processes?**

*Interv.: Please read out! Several answers possible!*

- To boost employer's attractiveness/ employee loyalty
- To optimize results and processes
- To improve customer's /public image
- Other reasons

} → go to question 57!

**56. What are the reasons for your establishment/office not to participate in voluntary certification and auditing processes?**

*Interv.: Please read out! Several answers possible!*

- The offerings are too confusing
- The offerings are lacking quality
- The effort is too high
- There are no benefits of a certification
- Other reasons

**57. Does your establishment/office regularly conduct employee surveys?**

- Yes
- No → go to question 60!

**58. Are the results of the survey communicated to all employees?**

- Yes
- No

**59. Is there a systematically process to develop solutions for flaws, which were identified in the employee surveys?**

- Yes
- No

60. How important are in your view the following aspects to strengthen the employee loyalty to your establishment/office? 1 means “unimportant”, 5 “very important”. You can grade your opinion with the numbers in between.

*Interv.: Produce list 4!*

	Unimportant	-----	Very important		
	1	2	3	4	5
A Flexible working hours	---□---	---□---	---□---	---□---	---□---
B Remuneration	---□---	---□---	---□---	---□---	---□---
C Voluntarily additional benefits	---□---	---□---	---□---	---□---	---□---
D Career development prospects	---□---	---□---	---□---	---□---	---□---
E General working atmosphere	---□---	---□---	---□---	---□---	---□---
F Personal contact between management and employees	---□---	---□---	---□---	---□---	---□---
G Work-family balance	---□---	---□---	---□---	---□---	---□---

61. On order to get the loyalty of particularly high-performance employees, is your establishment/office willing to adopt the following measures? In comparison to the other employees of your establishment/office, the high-performance employees...

	Yes	No
A get above-average salaries and additional benefits.	<input type="checkbox"/>	<input type="checkbox"/>
B are offered better development and career opportunities.	<input type="checkbox"/>	<input type="checkbox"/>
C are offered more flexible working conditions.	<input type="checkbox"/>	<input type="checkbox"/>

62. Do you pursue the goal to increase the proportion of women in management positions?

- Yes → go to question 64!
- No

**63. Why not?**

*Interv.: Please read out! Several answers possible!*

- The proportion of women in management positions is already very high
- There are no suitable female candidates available
- For this branch the proportion of women is specifically low
- The decision is merely based on the qualifications
- For other reasons

} → go to question 65!

**64. Which measures do you use to pursue this goal? With....**

*Interv.: Please read out! Several answers possible!*

- mentoring programs
- female promotion measures
- particular measures of further training
- a quantitative target for the proportion of women in management positions
- career development prospects also for part-time employees
- flexible working-time models
- other measures

**65. During the last two years, how many fathers in your establishment/office have been in parental leave for at least two months?**

*Inter.: If "none": Please enter "0"!*

Number \_\_\_\_\_

- I do not know

**Structural features**

**66. How many days per year on average are the employees of your establishment/office absent due to sick leave?**

Days per employee and year \_\_\_\_\_

- I do not know

**67. What are the dimensions the management of your establishment/office is structured by? By functions, e.g. distribution, production or procurement, by products or product groups, or in another manner?**

*Interv.: Only one answer is possible!*

- By functions, e.g. distribution, production, procurement
- By products and product groups
- In another manner

**68. How many levels of hierarchy does your establishment/office have? The criterion of definition for a level of hierarchy is the power to direct: A superior takes the upper level of hierarchy, when he has the authority to give orders to subordinate employees.**

Number of the levels of hierarchy \_\_\_\_\_

**69. Who is the principal owner of your establishment/office? If your establishment/office is not independent, who is the owner of the parent company?**

*Interv.: Present list 5! Only one answer is possible!*

- A Family and/or founder
- B Management, entrepreneurship
- C Financial investor, e.g. private equity, venture capital
- D Widely held stock on the capital market
- E Government property or public sector
- F Other form of ownership

**70. Has the principal owner changed in the last two years?**

- Yes
- No → go to question 72!

**71. Who was the previous owner?**

*Interv.: Present list 5! Only one answer is possible!*

- A Family and/or founder
- B Management, entrepreneurship
- C Financial investor, e.g. private equity, venture capital
- D Widely held stock on the capital market
- E Government property or public sector
- F Other form of ownership



**72. Was there a change in the management of your establishment/office in the last two years?**

- Yes
- No → go to question 74!

**73. What was the reason for that change?**

*Interv.: Present list 6 and tick were applicable!*

- A Age-related retirement
- B Health-related retirement
- C The existing management moved to another establishment/office or company
- D Selling or merging of the establishment/office
- E Other

**74. Which of the following strategies describes your business model most likely?**

*Interv.: Only one answer is possible!*

- Low prices
- High quality
- Custom-specific solutions
- Innovative products/services
- Customer loyalty
- Something else

**75. Which of the following external sources of information have you used in the last two years as support for decision-making processes of the management?**

*Interv.: Present list 7 and tick were applicable!*

- A (Management) consultant
- B Communication with competitors/other managers
- C Organisational information
- No** external sources of information were used

**76. On which level is the management of the human resources (HR) located in your company? On the first management level, that means executive board or management, or a level below?**

- Human resource management is part of the executive board/management respectively (first management level)
- Human resource management is located below the first management level

**77. Please name the number of employees in the human resource department of your establishment/office. Please convert employees who are working part time as full-time employees (FTE).**

Number of full-time employees (FTE) in the human resource department \_\_\_\_\_

**78. Is your establishment/office an independent enterprise or an independent facility?**

- Yes → go to question 80!
- No

**79. Does your establishment/office make decisions about strategic human resource management on their own, or do you have to coordinate your decisions in part with superior units or is your establishment not involved in such decisions?**

- Decisions about strategic human resource management are made independently by ourselves
- Decisions about strategic human resource management have to be coordinated in parts with superior units
- The establishment/office is not involved in decisions concerning strategic human resource management

## Changes in chosen areas of your establishment/office

**80. Finally we would like to ask you some questions about some chosen areas referring to the performance appraisal and remuneration, with regard to work-family balance as well as the employee commitment and HR development. Please make a statement in the following table about the changes which were made in your establishment/office in the past two years for these three areas. Meant are implementation, extension, abolition, reduction or other forms of changes. Please also state if the changes concerned only employees with management responsibility or only those without management responsibility or if all employees were affected – if this is the case please tick both. Please state the reason or reasons in the following list for the changes which were made:**

*Interv.: Present the question to the subjects to fill in by themselves!*

The changes were made...

- A as a reaction to an existing problem,
- B due to legal changes or those of a collective agreement,
- C due to positive experiences in other establishments/companies,
- D due to new recommendations from external consultants or professional literature,
- E due to new standards of the parent company,
- F due to new technological possibilities, e.g. new IT-solutions.

Area	Changes: Please give a brief and precise description of the change or the changes which were made. If applicable, please with numbers.  Examples: Increase in the amount of the variable payment (from 10% to 15% of the basic salary), implementation of home working, implementation of employee surveys etc.	Reasons from list A-F (several answers possible)						Group (several answers possible)	
		A	B	C	D	E	F	Management staff	Employees
Performance appraisal and remuneration		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work-family balance		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee commitment and HR development		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**81. In this questionnaire you have kindly answered a number of questions about human resource management and corporate culture. Are there any further points which you consider as important and which weren't mentioned here? Or do you have any suggestions, annotations or tips to individual questions or to the questionnaire?**

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**82. Finally just one request: this additional survey will be repeated in the year 2014. Are we allowed to contact you again for this additional survey? For this purpose we would like to keep your address, however, separated from the information you have kindly provided us with today.**

- Yes
- No

**Thank you for your cooperation!**

**83. Interviewer – Please do not forget:**

*For the case of possible further enquiries note the name, function and telephone number of the main respondent in the address protocol of the additional survey if the respondent is new or if the function or the telephone number has changed. Additionally, please make a rough estimation of the age.*

_____	_____	_____	_____
List No.	Serial No.	Wave	Accounting number

I confirm the correct conduction of the interview and the handing over of the "Information sheet on data privacy".

_____	_____	_____
place	date	signature of the interviewer