



U.S. DEPARTMENT OF COMMERCE  
Economics and Statistics Administration  
U.S. CENSUS BUREAU

FORM

**MP-10002** (DRAFT)

# 2010 MANAGEMENT AND ORGANIZATIONAL PRACTICES SURVEY

OMB No. XXXX-XXXX: Approval Expires XX/XX/XXXX

**MP-10002**

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An Office of Management and Budget (OMB) approval number is printed in the upper right corner of this form. Without displaying this number, we could not collect this information or require your response.

The reporting unit for this form is an **establishment** which is generally a single physical location where business is conducted or where services or industrial operations are performed.

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**Section A - Management Practices**

**1** In 2005 and 2010, 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.

*Check one box for each year*

	2005	2010
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 2005 and 2010, how many key performance indicators were monitored at this establishment?

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

*Check one box for each year*

	2005	2010
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"/>

**3** During 2005 and 2010, how frequently were the key performance indicators **reviewed** by **managers** at this establishment? **Mark all that apply**

A manager is someone who has employees directly reporting to them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with, e.g., Plant Manager, Human Resource Manager, Quality Manager.

	2005	2010
Yearly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Quarterly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Monthly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Weekly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Daily . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Hourly or more frequently . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Never . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**If not shown, please enter your 11-digit Census File Number (CFN) from the mailing address.**

**4** During 2005 and 2010, how frequently were the key performance indicators **reviewed** by **non-managers** at this establishment? **Mark all that apply**

Non-managers are all employees at the establishment who are not managers as defined in **3**.

	2005	2010
Yearly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Quarterly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Monthly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Weekly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Daily . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Hourly or more frequently . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Never . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**5** During 2005 and 2010, where were the production display boards showing output and other key performance indicators located at this establishment? **Check one box for each year**

	2005	2010
All display boards were located in one place (e.g. at the end of the production line) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Display boards were located in multiple places (e.g. at multiple stages of the production line) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
We did not have any display boards . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**6** In 2005 and 2010, what best describes the time frame of production targets at this establishment?

*Check one box for each year*

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

	2005	2010
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>15</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**7** In 2005 and 2010, how easy or difficult was it for this establishment to achieve its production targets?

*Check one box for each year*

	2005	2010
Possible to achieve without much effort . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Possible to achieve with some effort . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Possible to achieve with normal amount of effort . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Possible to achieve with more than normal effort . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Only possible to achieve with extraordinary effort . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**8** In 2005 and 2010, who was aware of the production targets at this establishment? *Check one box for each year*

	2005	2010
Only senior managers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Most managers and some production workers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Most managers and most production workers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
All managers and most production workers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**9** In 2005 and 2010, what were **non-managers'** performance bonuses usually based on? *Mark all that apply*

	2005	2010
Their own performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their team or shift performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their establishment's performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their company's performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No performance bonuses (If no performance bonuses in both years, SKIP to <b>11</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**10** In 2005 and 2010, when production targets were met, what percent of **non-managers** at this establishment received performance bonuses? *Check one box for each year*

	2005	2010
0% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
1-33% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
34-66% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
67-99% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
100% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Production targets not met . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**11** In 2005 and 2010, what were **managers'** performance bonuses usually based on? *Mark all that apply*

	2005	2010
Their own performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their team or shift performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their establishment's performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their company's performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No performance bonuses (If no performance bonuses in both years, SKIP to <b>13</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**12** In 2005 and 2010, when production targets were met, what percentage of **managers** at this establishment received performance bonuses? *Check one box for each year*

	2005	2010
0% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
1-33% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
34-66% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
67-99% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
100% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Production targets not met . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**13** In 2005 and 2010, what was the primary way **non-managers** were promoted at this establishment?

*Check one box for each year*

	2005	2010
Promotions were based solely on performance and ability . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Promotions were based partly on performance and ability, and partly on other factors (for example, tenure or family connections) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Promotions were based mainly on factors other than performance and ability (for example, tenure or family connections) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Non-managers are normally not promoted . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**14** In 2005 and 2010, what was the primary way **managers** were promoted at this establishment?

*Check one box for each year*

	2005	2010
Promotions were based solely on performance and ability . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Promotions were based partly on performance and ability, and partly on other factors (for example, tenure or family connections) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Promotions were based mainly on factors other than performance and ability (for example, tenure or family connections) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Managers are normally not promoted . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**15** In 2005 and 2010, when was an under-performing **non-manager** reassigned or dismissed? *Check one box for each year*

	2005	2010
Within 6 months of identifying non-manager under-performance . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
After 6 months of identifying non-manager under-performance . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Rarely or never . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**16** In 2005 and 2010, when was an under-performing **manager** reassigned or dismissed? *Check one box for each year*

	2005	2010
Within 6 months of identifying manager under-performance . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
After 6 months of identifying manager under-performance . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Rarely or never . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**Section B - Organization**

**17** In 2005 and 2010, was the headquarters for this company at the same location as this establishment?

*Check one box for each year*

	2005	2010
Yes (If yes in both years, SKIP to <b>24</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**18** In 2005 and 2010, where were decisions on **hiring permanent full-time employees** made?

*Check one box for each year*

	2005	2010
Only at this establishment . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Only at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Both at this establishment and at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**19** In 2005 and 2010, where were decisions to **give an employee a pay increase of at least 10%** made?

*Check one box for each year*

	2005	2010
Only at this establishment . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Only at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Both at this establishment and at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**20** In 2005 and 2010, where were decisions on **new product introductions** made? *Check one box for each year*

	2005	2010
Only at this establishment . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Only at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Both at this establishment and at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**21** In 2005 and 2010, where were **product pricing** decisions made? *Check one box for each year*

	2005	2010
Only at this establishment . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Only at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Both at this establishment and at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**22** In 2005 and 2010, where were **advertising** decisions for products made? *Check one box for each year*

	2005	2010
Only at this establishment . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Only at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Both at this establishment and at headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**23** In 2005 and 2010, what was the dollar amount that could be used to purchase a fixed/capital asset at this establishment without prior authorization from headquarters? *Check one box for each year*

	2005	2010
Under \$1,000 . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
\$1,000 to \$9,999 . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
\$10,000 to \$99,999 . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
\$100,000 to \$999,999 . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
\$1 million or more . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**24** In 2005 and 2010, what was the number of employees reporting directly to the plant manager at this establishment?

A plant manager's direct report is someone in the organizational level directly below them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with.

	2005	2010
Number of direct reports (Estimates are acceptable) . . . . .	<input type="text"/>	<input type="text"/>

**25** In 2005 and 2010, how many layers of direct reports were there in this establishment from the factory floor to the plant manager, inclusive?

Example: For a site with a factory floor, factory supervisors and a plant manager, the number of layers would be 3.

	2005	2010
Number of layers (Estimates are acceptable) . . . . .	<input type="text"/>	<input type="text"/>

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**26** In 2005 and 2010, who prioritized or allocated tasks to production workers at this establishment?

*Check one box for each year*

	2005	2010
Only managers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Mostly managers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Managers and production workers jointly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Mostly production workers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Only production workers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**27** In 2005 and 2010, what best describes the **availability** of data to support decision making in this establishment?

*Check one box for each year*

	2005	2010
Data to support decision making are not available. . . . .	<input type="checkbox"/>	<input type="checkbox"/>
A small amount of data to support decision making is available . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
A moderate amount of data to support decision making is available . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
A great deal of data to support decision making is available . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
All the data we need to support decision making is available . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**28** In 2005 and 2010, what best describes the **use** of data to support decision making in this establishment?

*Check one box for each year*

	2005	2010
Decision making does not use data . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Decision making relies slightly on data . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Decision making relies moderately on data . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Decision making relies heavily on data . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Decision making relies entirely on data . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**29** In 2005 and 2010, did the **managers** at this establishment learn about management practices from any of the following?

**Mark all that apply**

	2005	2010
Consultants . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Competitors . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Suppliers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Customers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Trade associations or conferences . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
New employees . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Headquarters . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
None of the above . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**Section C - Background Characteristics**

**30** What was your level of seniority in 2010?

- CEO or Executive Officer, e.g., CFO
- Manager of multiple establishments, e.g., Division Manager
- Manager of one establishment, e.g., Plant Manager or Controller
- Non-manager
- Other (please specify)

**31** What year did you start working at this establishment? . . . . .

Year	

**32** What was the number of **managers** at this establishment for the pay periods including March 12, 2005 and March 12, 2010?

A manager is someone who has employees directly reporting to them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with, e.g., Plant Manager, Human Resource Manager, Quality Manager.

	2005	2010
Number of managers at this establishment (Estimates are acceptable) . . . . .		

**33** What was the number of all full and part-time **employees** at this establishment for the pay periods including March 12, 2005 and March 12, 2010?

	2005	2010
Number of employees at this establishment (Estimates are acceptable) . . . . .		

**34** In 2005 and 2010, what was the percent of **managers** at this establishment with a bachelors degree?

<i>Check one box for each year</i>	2005	2010
20% or less . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
21%-40% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
41%-60% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
61%-80% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
More than 80% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**35** In 2005 and 2010, what was the percent of **non-managers** at this establishment with a bachelors degree?

<i>Check one box for each year</i>	2005	2010
0% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
1-10% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
11-20% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
More than 20% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**36** In 2005 and 2010, what percent of all **employees** at this establishment were members of a labor union?

Check one box for each year

	2005	2010
0% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
1-20% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
21-40% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
41-60% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
61-80% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
More than 80% . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS (Please use this space for any explanations that may be essential in understanding your reported data.)

**37** CERTIFICATION - This report is substantially accurate and was prepared in accordance with the instructions.

Is the time period covered by this report a calendar year?

Yes

No - Enter time period covered →

FROM	Month	Year	TO	Month	Year

Name of person to contact regarding this report

Title

Telephone	Area code	Number	Extension
		-	

Fax	Area code	Number
		-

Internet e-mail address

Date completed →

Month	Day	Year

**Thank you for completing your 2010 MANAGEMENT AND ORGANIZATIONAL PRACTICES form.**

**PLEASE PHOTOCOPY THIS FORM FOR YOUR RECORDS AND RETURN THE ORIGINAL.**

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