**Appendix I**

**Employer Questionnaire**

**Updated 10.3.12**

The U.S. Department of Health and Human Services and the U.S. Department of Labor have contracted with MDRC to evaluate innovative subsidized and transitional employment models targeting TANF recipients, noncustodial parents, former prisoners, and other low-income parents. The goal is to better understand what kinds of employment programs are most effective at helping people with these kinds of disadvantages gain and hold regular employment.

As part of our research, we are speaking with employers who work with STED/ETJD participants to learn about their experiences with the program and working with subsidized workers through the program. This document is a short questionnaire. It should take about 10 minutes to complete. All of your responses on this questionnaire will be kept private; the research staff has been trained in protecting private information and your name will not appear in any written reports we produce. Your responses to these questions are also completely voluntary; you are not required to answer any questions you do not wish to answer. All of the study results will be reported for groups of individuals; no results will be analyzed or reported for individuals.

According to the Paperwork Reduction Act (PRA), an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB control number for this collection is 0970-XXXX and it expires XX/XX/XXXX.

Thanks in advance for your time helping us with this valuable research. If you have any questions or would like any more information about the project, please contact Dan Bloom, the project director, at 212-340-8611 or at [dan.bloom@mdrc.org](mailto:dan.bloom@mdrc.org).

**Employer Questionnaire**

*Subsidized and Transitional Employment Demonstration (STED)/Enhanced Transitional Jobs Demonstration (ETJD)*

**The first set of questions is about your role in the company/organization where you work.**

1. What is the name of your company or organization?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What is your title?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Do you directly supervise subsidized workers from the **<PROGRAM NAME>** program?

🞎1Yes

🞎2No

1. When it comes to your responsibilities:
2. Were you the person responsible for agreeing to take on subsidized workers from the <PROGRAM NAME> program?

🞎1Yes

🞎2No

1. Did you conduct interviews with job applicants from the <PROGRAM NAME> program?

🞎1Yes

🞎2No

c. Were you involved in the hiring decisions for the subsidized workers from the <PROGRAM NAME> program?

🞎1Yes

🞎2No

**IF YOU ANSWERED NO TO 4a, 4b AND 4c, PLEASE STOP HERE.**

1. How long have you worked (*write in* ***either*** *the number of months or the number of years*):
2. At this company/organization? \_\_\_\_\_\_ months or \_\_\_\_\_years
3. In this industry/field? \_\_\_\_\_ months or \_\_\_\_\_years

**The next set of questions is about characteristics of the company/organization where you work.**

1. Is your company/organization:

🞎1 For profit

🞎2Non-profit

🞎3Government/Public

1. What does your company/organization do? **(Select one.)**

🞎1 Retail

🞎2 Construction

🞎3 Health Care

🞎4 Automotive service/repair

🞎5 Manufacturing

🞎6 Food Service

🞎7 Cleaning/janitorial

🞎8 Child care

🞎9 Education

🞎10 Other social services

🞎11 Recreation, arts, entertainment

🞎12 Transportation

🞎13 Other (please describe):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What percentage of your non-supervisory workers is covered by collective bargaining agreements? \_\_\_\_\_\_\_%
2. Before you employed any of the **<PROGRAM NAME>** program workers, how many employees were on your payroll at this location?

*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

9a.) Of this number, how many would you classify as low-skill or entry-level? *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

1. Does this company/organization have a human resources (HR) manager and/or an HR department?

🞎1Yes **(go to Question 11)**

🞎2No **(go to Question 10a)**

10a.) [**If No to Question 10**] Is someone designated to be responsible for human resource management?

🞎1Yes

🞎2No

1. What are the most common ways you usually recruit new workers? **(Select up to three responses.)**

🞎1Internet job boards or job sites

🞎2Job fair

🞎3Help wanted signs

🞎4Newspaper ads

🞎5Walk-ins

🞎6Referral from current employee

🞎7Public employment agency

🞎8Private employment agency

🞎9School placement officer referral

🞎10Referral from friend or acquaintance

🞎11Other (please describe):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Questions 12-19 ask about your experiences with the <PROGRAM NAME>** **program.**

1. How many people from the **<PROGRAM NAME>** program have worked at your company/organization since **<MONTH YEAR>**?

*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

1. What are the most important reasons that prompted you to participate in the **<PROGRAM NAME>**’s program? **(Select up to three responses.)**

🞎1We wanted to test new workers without risk but with the potential to hire them later.

🞎2We wanted to help people upgrade their skills and get trained.

🞎3We wanted low-cost labor for a few months.

🞎4We wanted to help our struggling community with new jobs.

🞎5We wanted to test run a partnership for job placement services.

🞎6Other (please describe):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. When hiring workers from the **<PROGRAM NAME>** program, what did you look for in selecting individuals for the subsidized positions? **(Select up to three responses.)**

🞎1Recommendation from the **<PROGRAM NAME>** program

🞎2Participant’s job-specific skills

🞎3Participant’s education level

🞎4Participant’s interpersonal and communication skills in interview

🞎5Participant’s work experience

🞎6Participant’s motivation or desire to improve him/herself

🞎7Other (please describe):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

🞎8Not applicable: We place *all* referrals from **<PROGRAM NAME>** in subsidized positions regardless of their qualifications.

1. The next several questions ask how workers from the **<PROGRAM NAME>** program compare with typical low-skill or entry-level workers at your company/organization (this location).
2. In terms of education, participants from the **<PROGRAM NAME>** program have:

🞎1More education

🞎2Less education

🞎3About the same education

1. In terms of job skills (or “hard skills”), participants from the **<PROGRAM NAME>** program have:

🞎1More job skills

🞎2Less job skills

🞎3About the same job skills

1. In terms of soft/interpersonal skills, participants from the **<PROGRAM NAME>** program have:

🞎1More soft/interpersonal skills

🞎2Less soft/interpersonal skills

🞎3About the same soft/interpersonal skills

1. In terms of past work experience, participants from the **<PROGRAM NAME>** program have:

🞎1More work experience

🞎2Less work experience

🞎3About the same work experience

1. Do you have any other comments on how participants from the **<PROGRAM NAME>** program compare with typical low-skill or entry-level workers at your company/organization? If so, please share these comments in the lines below:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Were any of the **<PROGRAM NAME>** program workers terminated from their subsidized jobs (before the subsidy ended) at your company/organization?

🞎1Yes **(please enter # terminated):** \_\_\_\_\_\_\_\_\_\_\_

🞎2No **(go to Question 18)**

1. For those of the **<PROGRAM NAME>** program workers who were terminated, please indicate why they were terminated. **(Check all that apply.)**

🞎1They had unexcused absences

🞎2They came to work late or left early unexcused

🞎3They did not perform job duties and tasks satisfactorily

🞎4They did not follow guidance or direction from supervisors

🞎5They argued or fought with customers, coworkers, or supervisors

🞎6They dressed inappropriately

🞎7They were under the influence of alcohol or drugs at work

🞎8They stopped coming to work

🞎9Other (please describe):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. To the best of your knowledge, how would you rate changes to your company/organization as a result of having workers from the **<PROGRAM NAME>** program? **(Circle one number for each question.)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **Decreased** | **Somewhat decreased** | **No change** | **Somewhat increased** | **Increased** |
|  | Number of customers or clients your company/ organization is able to serve | 1 | 2 | 3 | 4 | 5 |
|  | Customer or client satisfaction | 1 | 2 | 3 | 4 | 5 |
|  | Overall financial health | 1 | 2 | 3 | 4 | 5 |

1. On the whole, how would you rate your company/organization’s experience with the **<PROGRAM NAME>** program? (**Circle one number for each question.)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Very poor** | **Poor** | **Fair** | **Good** | **Very good** |  |
|  | Responsiveness to phone calls and emails | 1 | 2 | 3 | 4 | 5 |  |
|  | Timeliness in placing workers with you | 1 | 2 | 3 | 4 | 5 |  |
|  | Willingness to help address problem situations | 1 | 2 | 3 | 4 | 5 | Not  Applicable |
|  | Effectiveness in addressing problem situations | 1 | 2 | 3 | 4 | 5 | Not  Applicable |
|  | Support given to workers | 1 | 2 | 3 | 4 | 5 |  |
|  | Overall satisfaction | 1 | 2 | 3 | 4 | 5 |  |

**Questions #20-23 ask for a number or percentage. Please provide your best estimate.**

1. Have you offered an unsubsidized job to any participants from the **<PROGRAM NAME>** program?

🞎1Yes. How many? \_\_\_\_\_\_\_\_\_\_\_

🞎2No, but I would if we were hiring

🞎3No, the participants are not a good fit with our company/organization

🞎4No, other reason (please describe): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Were there any **<PROGRAM NAME>** program workers whom your company/organization wished to retain in an unsubsidized job, but could not due to financial limitations?

🞎1Yes. How many? \_\_\_\_\_\_\_\_\_\_\_

🞎2No

1. **Not including** workers from the **<PROGRAM NAME>** program or another job training program, in the last 12 months:
   1. About how many low-skill/entry-level workers did you hire at this location? If you typically hire new employee as temporary workers first, please indicate how many temps you hired. \_\_\_\_\_\_\_\_\_\_\_\_\_
   2. How many people in total did you hire at this location? \_\_\_\_\_\_\_\_\_
2. Over the next 12 months, how do you expect the number of people hired to compare with the previous year? Do you expect to hire:

🞎1More workers **(go to Question 24.)**

🞎2Fewer workers **(go to Question 23a.)**

🞎3About the same number of workers **(go to Question 24.)**

23a). If you expect to hire **fewer** workers over the next 12 months than in the previous year, what is the main reason? **(Select one.)**

🞎1Fewer available positions because we filled job slots with participants from the **<PROGRAM NAME>** program

🞎2Decrease in workload as a result of economy or other external factor(s)

🞎3Increase in expenses and cannot afford to hire as many workers

🞎4Fewer openings as a result of less turnover in these positions

🞎5Other reason (please describe):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. How would you rate the financial health of your company/organization in the year before you started working with the **<PROGRAM NAME>** program?

🞎1Very unhealthy

🞎2Unhealthy

🞎3Fair

🞎4Healthy

🞎5Very healthy

1. Considering your experience with the **<PROGRAM NAME>** program, would you participate in it or a similar program if it were offered again in the future?

🞎1Yes

🞎2No

🞎3Maybe

a. If you answered "No," why not? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­

b. If you answered "Maybe," what would make you say yes?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Thank you for completing this questionnaire!**