**Draft of Management Module for 2015 Annual Survey of Entrepreneurs** 10-08-2015 v2

1. In 2015, what best describes what happened at this business when a service or production problem arose?

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

* We fixed it but did not take further action
* We fixed it and took action to make sure that it did not happen again
* We fixed it and took action to make sure that it did not happen again, and had a continuous improvement process to anticipate problems liked these in advance
* No action was taken
1. In 2015, how many key performance indicators were monitored at this business?

*Examples: Metrics on sales, production, cost, quality, inventory, customer satisfaction, absenteeism and deliveries on time.*

* 1-2 key performance indicators
* 3-9 key performance indicators
* 10 or more key performance indicators
* No key performance indicators

1. During 2015, how frequently were the key performance indicators reviewed at this business?
* Yearly
* Quarterly
* Monthly
* Weekly
* Daily
* Hourly or more frequently
* Never
1. In 2015, what best describes the time frame of business, service, or production targets at this business?

*Examples of business, service, or production targets are: number of customers, production, quality, efficiency, waste, on-time delivery.*

* Main focus was on short term (less than one year) targets
* Main focus was on long term (one year or more) targets
* Combination of short-term and long-term targets
* No targets
1. *If YES to any of the above in Question 4:* In 2015, how easy or difficult was it for this business to achieve its service or production targets?
* Possible to achieve without much effort
* Possible to achieve with some effort
* Possible to achieve with normal amount of effort
* Possible to achieve with more than normal effort
* Possible to achieve with extraordinary effort
1. In 2015, what was the primary way employees were promoted at this business?
* Promotions were based solely on performance and ability
* Promotions were based partly on performance and ability and partly on other factors (for example, tenure or family connections)
* Promotions were based mainly on factors other than performance and ability (for example, tenure or family connections)
* Employees are not normally promoted
1. In 2015, when was an under-performing employee reassigned or dismissed?
* Within 6 months of identifying employee under-performance
* After 6 months of identifying employee under-performance
* Rarely or never

**Use of alternate forms of labor**

1. In 2015, which of the following types of workers were used by this business? *Select all that apply*.
* Full-time paid employees
* Part-time paid employees
* Paid by day laborers
* Temporary staffing obtained from a temporary help service
* Leased employees from a leasing service or a professional employer organization
* Contractors, subcontractors, independent contractors, or outside consultants
* None of the above
1. In 2015, on average how intensive was the use of {day laborers/temporary/leased/contractors} for the business?
* Less than half of workers.
* About half of workers.
* More than half of workers.
1. In 2015, how much overlap is there in the types of tasks performed by paid employees with the types of tasks performed by {day laborers/temporary/leased/contractors}?
* No overlap, the tasks are completely separate.
* Some overlap.
* Significant overlap.
* Complete overlap.

**Record Keeping**

1. In 2015, did your business have record-keeping for any of the following activities *(Select all that apply)*:
* Sales
* Purchases
* Personnel
* Finance
1. *If YES to any of the above in Question 9:* In 2015, what was the main format of record-keeping for this business?
* Paper
* General purpose software (for example spreadsheet)
* Software designed for record-keeping
1. In 2015, did your business use data from record-keeping to make any of the following decisions *(Select all that apply)*:
* Design of new products or services
* Forecasting demand for products or services
* Supply chain management