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

2. 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

3. During 2015, how frequently were the key performance indicators reviewed at this business?

   - Yearly
   - Quarterly
   - Monthly
   - Weekly
   - Daily
   - Hourly or more frequently
   - Never

4. 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

5. *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

6. 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

7. 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

8. 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

9. 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.

10. 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

11. In 2015, did your business have record-keeping for any of the following activities *(Select all that apply)*:
    - Sales
    - Purchases
    - Personnel
    - Finance

12. *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

13. 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