



# 2015 MANAGEMENT AND ORGANIZATIONAL PRACTICES SURVEY

**MP-10002**

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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.

10002012



**Section A - Management Practices**

**1** In 2010 and 2015, 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*

	2010	2015
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 2010 and 2015, 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*

	2010	2015
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 2010 and 2015, 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.

	2010	2015
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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**4** During 2010 and 2015, 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**.

	2010	2015
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 2010 and 2015, where were the production display boards showing output and other key performance indicators located at this establishment? *Check one box for each year*

	2010	2015
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 2010 and 2015, 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.

	2010	2015
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>13</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**7** In 2010 and 2015, how easy or difficult was it for this establishment to achieve its production targets?

*Check one box for each year*

	2010	2015
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 2010 and 2015, who was aware of the production targets at this establishment? *Check one box for each year*

	2010	2015
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 2010 and 2015, what were **non-managers'** performance bonuses usually based on? *Mark all that apply*

	2010	2015
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 2010 and 2015, when production targets were met, what percent of **non-managers** at this establishment received performance bonuses? *Check one box for each year*

	2010	2015
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 2010 and 2015, what were **managers'** performance bonuses usually based on? *Mark all that apply*

	2010	2015
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>15</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**12** In 2010 and 2015, when production targets were met, what percentage of **managers** at this establishment received performance bonuses? *Check one box for each year*

	2010	2015
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 2010 and 2015, what was the primary way **non-managers** were promoted at this establishment?

*Check one box for each year*

	2010	2015
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 2010 and 2015, what was the primary way **managers** were promoted at this establishment?

*Check one box for each year*

	2010	2015
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 2010 and 2015, when was an under-performing **non-manager** reassigned or dismissed? *Check one box for each year*

	2010	2015
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 2010 and 2015, when was an under-performing **manager** reassigned or dismissed? *Check one box for each year*

	2010	2015
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 2010 and 2015, was the headquarters for this company at the same location as this establishment?

*Check one box for each year*

	2010	2015
Yes (If yes in both years, SKIP to <b>24</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

If no, what state (if in the US) or country (if abroad)?

**18** In 2010 and 2015, where were decisions on **hiring permanent full-time employees** made?

*Check one box for each year*

	2010	2015
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 style="width: 200px;" type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**19** In 2010 and 2015, where were decisions to **give an employee a pay increase of at least 10%** made?

*Check one box for each year*

	2010	2015
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 style="width: 200px;" type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

**20** In 2010 and 2015, where were decisions on **new product introductions** made? *Check one box for each year*

	2010	2015
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 style="width: 200px;" type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**21** In 2010 and 2015, where were **product pricing** decisions made? *Check one box for each year*

	2010	2015
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 2010 and 2015, where were **advertising** decisions for products made? *Check one box for each year*

	2010	2015
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 2010 and 2015, 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*

	2010	2015
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"/>

**Section C - Data Driven Decisions**

**24** In 2010 and 2015, what best describes the **availability** of data to support decision making at this establishment?

*Check one box for each year*

	2010	2015
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"/>

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**25** In 2010 and 2015, what best describes the **use** of data to support decision making at this establishment?

*Check one box for each year*

	2010	2015
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"/>

**26** In 2010 and 2015, who chose what type of data to collect? **Mark all that apply.**

	2010	2015
Managers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Production workers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Engineers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Suppliers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Customers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Government regulations or agencies . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**27** a) Consider each of the following sources of data and rate how frequently each source was used in decision making at this establishment **in 2015**.

**Mark all that apply.**

	Daily	Weekly	Monthly	Yearly	Never
Production performance indicators and instruments . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee-specific performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data from outside the firm (suppliers, customers, outside data providers) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee input/feedback . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Results of controlled experiments (e.g., A/B testing) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b) Now think back to five years ago. How frequently was each source of data used in decision making at this establishment **in 2010**?

**Mark all that apply.**

	Daily	Weekly	Monthly	Yearly	Never
Production performance indicators and instruments . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee-specific performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data from outside the firm (suppliers, customers, outside data providers) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee input/feedback . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Results of controlled experiments (e.g., A/B testing) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**28** a) How often was each of these activities influenced by data analysis in 2015?

**Mark all that apply.**

	Daily	Weekly	Monthly	Yearly	Never
Design of new products or services . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demand forecasting . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply chain management . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compensation (including bonuses) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b) Now think back to five years ago. How often was each of these activities influenced by data analysis in 2010?

**Mark all that apply.**

	Daily	Weekly	Monthly	Yearly	Never
Design of new products or services . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demand forecasting . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply chain management . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compensation (including bonuses) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**29** To what extent has the number of labor hours required for the following tasks changed over the past five years?

*Check one for each line*

	Decreased by more than 50%	Decreased by less than 50%	No Effect	Increased
Design of new products or services . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demand forecasting . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply chain management . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compensation (including bonuses) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**30** Decision making at this establishment typically relied on predictive analytics (e.g. output from statistical models of demand or production that anticipate how things will be in the future):

*Check all that apply*

	2010	2015
Daily . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Weekly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Monthly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Yearly . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Never . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

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**Section D - Uncertainty**

**31** What is the approximate value of **products shipped** and other receipts (excluding freight charges and excise taxes) you anticipate for the 2016 calendar year for your establishment?

**32** Looking ahead to the 2017 calendar year, what is the approximate dollar value of **products shipped** you would anticipate in the following scenarios, and what likelihood do you assign to each scenario?

2017 scenarios, from lowest to highest	Approximate dollar value of shipments in 2017	Percentage likelihood (values in this column should sum to 100)	
LOWEST		<input type="text"/> <input type="text"/> <input type="text"/>	%
LOW		<input type="text"/> <input type="text"/> <input type="text"/>	%
MEDIUM		<input type="text"/> <input type="text"/> <input type="text"/>	%
HIGH		<input type="text"/> <input type="text"/> <input type="text"/>	%
HIGHEST		<input type="text"/> <input type="text"/> <input type="text"/>	%
<b>Total</b>		<b>100</b>	<b>%</b>

**33** What is the approximate dollar value of **capital expenditures** by your establishment that you anticipate for the 2016 calendar year? Include new and used buildings and other structures, machinery and equipment, but exclude land.

**34** Looking ahead to the 2017 calendar year, what is the approximate dollar value of **capital expenditures** you would anticipate in the following scenarios, and what likelihood do you assign to each scenario?

2017 scenarios, from lowest to highest	Approximate dollar value of capital expenditures in 2017	Percentage likelihood (values in this column should sum to 100)	
LOWEST			%
LOW			%
MEDIUM			%
HIGH			%
HIGHEST			%
<b>Total</b>		<b>100</b>	<b>%</b>

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**35** How many **employees** (full-time plus part-time) were on the payroll of your establishment as of March 12, 2016?

**36** Looking ahead, approximately how many **employees** would you anticipate on your establishment's payroll as of March 12, 2017 in the following scenarios, and what likelihood do you assign to each scenario?

2017 scenarios, from lowest to highest	Approximate number of employees on payroll as of March 12, 2017	Percentage likelihood (values in this column should sum to 100)	
LOWEST			%
LOW			%
MEDIUM			%
HIGH			%
HIGHEST			%
		100	%

**37** What is the approximate dollar **payroll** (before deductions) that you anticipate at your establishment for the 2016 calendar year? Exclude costs for fringe benefits.

**38** Looking ahead to the 2017 calendar year, what is the approximate dollar **payroll** that you would anticipate in the following scenarios, and what likelihood do you assign to each scenario?

2017 scenarios, from lowest to highest	Approximate dollar payroll in 2017	Percentage likelihood (values in this column should sum to 100)	
LOWEST			%
LOW			%
MEDIUM			%
HIGH			%
HIGHEST			%
<b>Total</b>		100	%

10002111



**39** What are the approximate dollar expenditures you anticipate for your establishment in the 2016 calendar year on **intermediate inputs**, including the cost of materials, parts, containers, packaging, the cost of products bought and sold without further processing, the cost of fuel and of work done for you by others on your materials?

**40** Looking ahead to the 2017 calendar year, what are the approximate dollar expenditures on **intermediate inputs** you would anticipate in the following scenarios, and what likelihood do you assign to each scenario?

2017 scenarios, from lowest to highest	Approximate dollar cost of intermediate inputs in 2017	Percentage likelihood (values in this column should sum to 100)	
			%
LOWEST			%
LOW			%
MEDIUM			%
HIGH			%
HIGHEST			%
<b>Total</b>		100	%

**Section E - Background Characteristics**

**41** What was your level of seniority in 2015?

- 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)

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

Year

**43** What was the number of **managers** at this establishment for the pay periods including March 12, 2010 and March 12, 2015?

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.

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

2010	2015

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

**44** What was the number of all full and part-time **employees** at this establishment for the pay periods including March 12, 2010 and March 12, 2015?

2010	2015

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

**45** In 2010 and 2015, what was the percent of **managers** at this establishment with a bachelors degree?

*Check one box for each year*

	2010	2015
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"/>

**46** In 2010 and 2015, what was the percent of **non-managers** at this establishment with a bachelors degree?

*Check one box for each year*

	2010	2015
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"/>

**47** In 2010 and 2015, what percent of all **employees** at this establishment were members of a labor union?

*Check one box for each year*

	2010	2015
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"/>

**48** Is this establishment owned by a family firm, and if so what generation?

- Yes, a 1st generation family firm (the founder still owns it)
- Yes, a 2nd+ generation family firm (a relative of the founder - e.g. daughter, son or grandson- owns it)
- No

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**49** Estimate the following (rough approximations are acceptable) for your establishment for 2010 and 2015:

	2010	2015
Percentage of workers who were part-time or working flexible hours		
Percentage of workers who were cross-trained or rotated jobs		
Days of inventory		
Percent of production (by volume) that was outsourced		
Number of major process redesigns or process re-engineering projects		

**50** Approximately how many different products did this establishment produce during the course of 2015, where a product is defined as a stock-keeping unit (SKU)?

	1-9	10-99	100-999	1,000-10K	Greater than 10K
Number of SKU's produced over the course of 2015					
Number of SKU's introduced for the first time in 2015					

**51** The production of this establishment can best be described as:

	2010	2015
Job shop . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Batch production . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Continuous flow . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Research and development or prototyping . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Cellular manufacturing . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**52** 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 2015 MANAGEMENT AND ORGANIZATIONAL PRACTICES form.**

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

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