



# 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.

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**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.

**Mark 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.

**Mark 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?

**Mark 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?

**Mark 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?

**Mark 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?

**Mark 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 at this establishment?

**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?

**Mark 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 at this establishment?

**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>13</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?

**Mark 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?

**Mark 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?

**Mark 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 at this establishment?

**Mark 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"/>

**16** In 2010 and 2015, when was an under-performing **manager** reassigned or dismissed at this establishment?

**Mark 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"/>

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**Section B - Organization**

**17** Was the headquarters for this company at the same location as this establishment?

**Mark 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 for this establishment?

**Mark 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"/>

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

**Mark 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"/>

**20** In 2010 and 2015, where were decisions on **new product introductions** made for this establishment?

**Mark 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"/>

**21** In 2010 and 2015, where were **product pricing** decisions made for this establishment?

**Mark 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"/>

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**22** In 2010 and 2015, where were **advertising** decisions for products made for this establishment?

**Mark 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 for this establishment without prior authorization from headquarters?

**Mark 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 and Decision Making**

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

**Mark 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"/>

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

**Mark 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"/>

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**26** In 2010 and 2015, who chose what type of data to collect at this establishment?

**Mark all that apply**

	2010	2015
Managers at this establishment . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Managers at headquarters and/or other establishments . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Production workers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Engineers . . . . .	<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
Performance indicators from production technology or instruments . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal or informal feedback from managers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal or informal feedback from production workers . . . . .	<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"/>

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
Performance indicators from production technology or instruments . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal or informal feedback from managers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal or informal feedback from production workers . . . . .	<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"/>

**28** a) How frequently was each of these activities influenced by data analysis at this establishment **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"/>
Supply chain management . . . . .	<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 of these activities influenced by data analysis at this establishment **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"/>
Supply chain management . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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29 How frequently does this establishment typically rely on predictive analytics (statistical models that provide forecasts in areas such as demand, production, or human resources)?

Mark 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"/>

**Section D - Uncertainty**

The following examples illustrate how a plant could complete the type of questions asked in this section. All examples are fictional. If your forecasts do not include the level of detail requested or do not exist, please report according to your best judgement. **Estimates are acceptable.**

**Example A:** Jane Doe is filling out this survey for Plant A. In 2015, Plant A had approximately \$4,500,000 in products shipped, with a forecast of \$4,750,000 in 2016.

For calendar years 2015 and 2016, what are the approximate dollar values of **products shipped**, including interplant transfers, exports and other receipts at this establishment? Exclude freight charges and excise taxes.

	\$Bil.	Mil.	Thou.
For 2015 calendar year . . . . .	<input type="text"/>	<input type="text"/> 4	<input type="text"/> 500
Estimate for 2016 calendar year . . . . .	<input type="text"/>	<input type="text"/> 4	<input type="text"/> 750

**Example B:** Jane also knows that business at Plant A is forecasted to grow approximately an additional 5% in 2017, with predicted annual value of products shipped of \$5 million. However, Jane knows there is some uncertainty with that forecast and that the value of products shipped next year could be more or less than \$5 million depending on consumer demand, price of materials, and other uncertainties in the market. Given this uncertainty, this is how Jane would complete the following uncertainty forecast table for Plant A's value of products shipped for 2017.

Looking ahead to the 2017 calendar year, what is the approximate dollar value of **products shipped** you would anticipate for this establishment 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)	
	\$Bil.	Mil.	Thou.		%
LOWEST	<input type="text"/>	<input type="text"/> 2	<input type="text"/> 800	<input type="text"/> 5	%
LOW	<input type="text"/>	<input type="text"/> 4	<input type="text"/> 200	<input type="text"/> 10	%
MEDIUM	<input type="text"/>	<input type="text"/> 5	<input type="text"/> 000	<input type="text"/> 60	%
HIGH	<input type="text"/>	<input type="text"/> 6	<input type="text"/> 300	<input type="text"/> 20	%
HIGHEST	<input type="text"/>	<input type="text"/> 7	<input type="text"/> 500	<input type="text"/> 5	%
<b>Total</b>				<input type="text"/> 100	%

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**30** For calendar years 2015 and 2016, what are the approximate dollar values of **products shipped**, including interplant transfers, exports and other receipts at this establishment? Exclude freight charges and excise taxes.

\$Bil.	Mil.	Thou.
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

For 2015 calendar year . . . . .

Estimate for 2016 calendar year . . . . .

**31** Looking ahead to the 2017 calendar year, what is the approximate dollar value of **products shipped** you would anticipate for this establishment 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)	
	\$Bil.	Mil.	Thou.		
LOWEST	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
LOW	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
MEDIUM	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
HIGH	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
HIGHEST	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
<b>Total</b>				<b>100</b>	%

**32** For calendar years 2015 and 2016, what are the approximate dollar values of **capital expenditures** for new and used depreciable assets at this establishment? Include buildings and other structures, machinery and equipment. Exclude land.

\$Bil.	Mil.	Thou.
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

For 2015 calendar year . . . . .

Estimate for 2016 calendar year . . . . .

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**33** Looking ahead to the 2017 calendar year, what is the approximate dollar value of **capital expenditures** you would anticipate for this establishment 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)	
	\$Bil.	Mil.	Thou.		%
LOWEST	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
LOW	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
MEDIUM	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
HIGH	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
HIGHEST	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Total</b>				<b>100</b>	<b>%</b>

**34** For the following dates, what was the total number of **employees** (full-time plus part-time) on the payroll at this establishment? Exclude full- or part-time leased employees whose payroll was filed by an employee leasing company, temporary staffing obtained from a staffing service, and purchased professional and technical services.

	Number
On March 12, 2015 . . . . .	<input type="text"/>
On March 12, 2016 . . . . .	<input type="text"/>

**35** Looking ahead, approximately how many **employees** would you anticipate on this 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	<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>

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**36** For calendar years 2015 and 2016, what are the approximate dollar expenditures for this establishment on **materials, parts, containers, and packaging**?

	\$Bil.	Mil.	Thou.
For 2015 calendar year . . . . .	<input type="text"/>	<input type="text"/>	<input type="text"/>
Estimate for 2016 calendar year . . . . .	<input type="text"/>	<input type="text"/>	<input type="text"/>

**37** Looking ahead to the 2017 calendar year, what are the approximate dollar expenditures on **materials, parts, containers, and packaging** you would anticipate for this establishment in the following scenarios, and what likelihood do you assign to each scenario?

2017 scenarios, from lowest to highest	Approximate dollar cost of materials, parts, containers, and packaging in 2017			Percentage likelihood (values in this column should sum to 100)	
	\$Bil.	Mil.	Thou.		
LOWEST	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
LOW	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
MEDIUM	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
HIGH	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
HIGHEST	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	%
<b>Total</b>				<b>100</b>	<b>%</b>

**Section E - Background Characteristics**

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

Year
<input type="text"/>

**39** 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.

	2010	2015
Number of managers at this establishment (Estimates are acceptable) . . . . .	<input type="text"/>	<input type="text"/>

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

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

**Mark 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"/>

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

**Mark 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"/>

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

**Mark 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"/>

**43** In 2010 and 2015, what percent of all **employees** at this establishment could be classified in the following ways?

**Estimates are acceptable.**

	2010		2015	
Employees who were part-time . . . . .	<input type="text"/>	%	<input type="text"/>	%
Employees who were working flexible hours . . . . .	<input type="text"/>	%	<input type="text"/>	%
Employees who worked from home one day or more per week . . . . .	<input type="text"/>	%	<input type="text"/>	%
Employees who were cross-trained . . . . .	<input type="text"/>	%	<input type="text"/>	%

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**44** In 2010 and 2015, which of the following **best** described the production of this establishment?

**Mark one box for each year**

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

**45** Is this establishment owned 50% or more by its founder(s) or member(s) of a founder's family?

**Mark one box**

- Yes, founder(s) owns it
- Yes, member(s) of a founder's family owns it (e.g., daughter, son, sister, brother)
- No

If yes to either of the above, is the CEO of the firm also a founder or a member of a founder's family?

- Yes
- No

**46** Is this establishment part of a firm which has production establishments in other countries?

- Yes
- No

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

**47** 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
	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>

Name of person to contact regarding this report

Title

Area code	Number	Extension
<input type="text"/>	<input type="text"/>	<input type="text"/>

Fax	Area code	Number
	<input type="text"/>	<input type="text"/>

Internet e-mail address

Date completed →	Month	Day	Year
	<input type="text"/>	<input type="text"/>	<input type="text"/>

**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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