STEPSKILLS

MEASUREMENT

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STEP Skills measurement survey

<COUNTRY>

Employer Survey
2012

Interviewer's Manual

August 22, 2012

1   Introduction

1.1   Background

Skills are at the core of improving employment outcomes and increasing productivity and growth. Across countries, unemployment and low productivity employment can often be the result of workers not having the right skills to match the requirements in available job openings, or having limited opportunities to access high quality pre-employment or skills upgrading training programs. In many countries education and training systems often lack quality and labor market relevance, leaving workers ill-prepared for the labor market.

Against this background, the World Bank launched a multi-country research program that finances country-level studies to determine how different skill sets affect individuals' labor market opportunities. The studies are expected to fill critical knowledge gaps on the role and demand for different types of skill sets in the labor market and assist in the design of tailored education and training policies to boost employability and productivity.

The research program has the following two objectives: (1) develop and apply harmonized survey instruments to: (i) assess the distribution of cognitive, non-cognitive, and technical skills in the labor force of middle-and low-income countries and the demand for these skills by employers, (ii) assess the impact of different types of skills on labor market outcomes, and (iii) analyze the extent to which there are skill mismatches in participating countries; and (2) support country research teams to adapt and implement the surveys in several countries, analyze the results, and identify policy interventions that may be useful to step up the supply of skill sets needed to improve employability and productivity. The application of harmonized surveys in a broad range of country contexts will provide an opportunity to validate findings across countries and distill lessons that may be applicable beyond the countries under review.

1.2   Employer Survey

As part of this study, an **EMPLOYER** survey will be carried out in each of the participating countries. The analysis of the **EMPLOYER** survey will provide insights into the workplace relevance of skills acquired at school and tertiary education institutions, the presence or absence of skill gaps and skill mismatches, and how the demand for skills might vary across **EMPLOYERS** by size, sector and geographic region.

It is estimated that the implementation of the **EMPLOYER** survey will last a maximum of 1 hour 45 minutes. The **EMPLOYER** Survey will be based on face-to-face interviews with the owners, general managers, or other top managers who are knowledgeable about the firm and its personnel practices. The type of information to be collected is objective and sometimes quantitative. While some evaluations of the firm's employees are requested, this is not a survey of subjective opinions.

The objective of this manual is (1) to help you to become familiar with the survey methodology that will be used to implement the survey (sampling strategy, fieldwork method and data management); and (2) understand the contents of the two questionnaires and learn how to administer them in the field.

2 Interviewer's Tasks and Obligations

Interviewers, who successfully complete the training course, will sign a contract with the survey firm <**FIRM**>, which will define their status and obligations while carrying out the survey. Interviewers will receive a training course, material, and the resources required to get to the place of their work. They will also be given proper accreditations. Besides, each interviewer will integrate a working group.

Data collection will last <**XXX**> months. All Interviewers will have to make themselves available during this period and arrange to have the personal belongings they need to ensure smooth work.

Interviewers will be responsible for locating selected **EMPLOYERS**, interviewing designated respondents to obtain information from **EMPLOYERS** in line with norms, procedures and instructions contained in this manual.

The interviewers' work is without doubt, one of the most important tasks in this survey. Coverage, quality and accuracy of information mainly depend on whether the interviewer does his/her job well and is responsible and cooperative.

The Interviewer is responsible for filling out questionnaires for all selected **EMPLOYERS**. Interviewers' tasks, functions and obligations cannot be delegated to another person.

Interviewers, as crucial participants in a survey of high significance for the country, should behave in line with the following norms and rules.

2.1 Interviewer's Tasks

1 To participate actively in and to complete the training course.

2 To study carefully the Manual and other instructions in order to understand them fully.

3 To comply with instructions and recommendations contained in the Manual and with any instruction given by persons in charge of the survey, including the supervisor and Survey Management Team.

4 To carry out interviews through personal visits to each **EMPLOYER'S PLACE,** to interview each respondent as specified in the questionnaire and this manual, and in the process, to directly collect information. It is reminded that an interviewer's task cannot be delegated or transferred to anybody else.

5 To complete interviews with all selected respondents. This includes visiting an **EMPLOYER'S PLACE** as many times as necessary in order to find the appropriate respondent, to correct and complete inaccurate or incomplete information. Remember: an interviewer is obligated by contract to make him/herself fully available for work in the survey, thus he/she must be available for carrying out the survey at any time a respondent specifies as the most convenient for him/her: weekend, holidays, evenings, etc.

6 To behave professionally and formally during the interview, in accordance with the importance of the work he/she is performing.

7 To visit each **EMPLOYER'S PLACE** in a correct and professional outfit, keeping in mind that it is an important factor in ensuring cooperation from the respondent and collecting good quality data.

8   To come to work on time according to supervisors' instructions.

9   To make him/herself available at the times when he/she is needed during the survey implementation.

10   To carry out his/her duty and complete the given assignment. This includes handing over to the supervisor, every day, all questionnaires properly filled out with the information obtained from the respondents.

11   To perform all scheduled interviews at the time they are planned. If unable to interview a selected **EMPLOYER,** the interviewer should inform his/her supervisor, who will determine necessary changes in accordance with procedures. Remember that the interviewer is not allowed to select on his/her own replacement **EMPLOYERS** to interview.

2.2   What the Interviewer must NOT do

1   The work of the interviewer is personal and cannot be transferred to anybody else. In other words, no one else can do the interviewer's work.

2   No one involved in the survey (interviewer, supervisor, data entry operator) can be engaged in any other job during the survey. Work on the survey is a full-time job throughout the duration of the survey.

3   The interviewer is not allowed to amend any information obtained from the respondent.

4   The interviewer must not disclose, repeat or comment information obtained from the respondent, nor show a completed questionnaire to anyone but his/her supervisor or other project staff. Remember that information given by the respondent is strictly confidential.

5   Do not bring anybody who is not a work team member to interviews with respondents.

6   Do not pressure respondents in any way, nor encourage them to answer through false promises or offers.

7   All collected information must be handed over to the supervisor without any amendment or destruction.

2.3   Material for the Interviewers

At the onset of the survey, the supervisor will provide interviewers with all documents and material required to perform their task.

These documents include:

- ID card provided by the firm List and addresses of **EMPLOYERS** to be interviewed,

- **LETTER TO** the **EMPLOYER**, requesting cooperation,

- Questionnaire,

- Instruction manual,

- Stationery needed for work.

Interviewers are reminded to bring along their Interviewer Manual and consult it and/or discuss with their supervisor should a problem occur in order to come to a quick and appropriate solution.

2.3.1 Addresses

Before starting interviews, the interviewer should, together with his/her supervisor, familiarize him/herself with the exact location of the selected EMPLOYERS. The interviewer should properly understand the distribution of the sample (of selected EMPLOYERS), interconnections, roads and other communication means in order to plan his/her work appropriately.

2.3.2 Material and Reports

The interviewer should hand over to his/her supervisor properly filled out questionnaires and detailed reports on completed fieldwork, in the required format. This includes:

1   Summary of results of conducted interviews: number of filled out questionnaires, list of EMPLOYERS who could not be located, are no longer operating, or refused to cooperate partly or entirely (and at which stage). The same report should include the number of replacements approved by the supervisor and drawn from the list of replacement.

2   Any issue or problem faced in the field, so as to solve it swiftly, e.g. address issues, identifying an EMPLOYER'S location, incomplete questionnaires, respondents' behavior and/or opinion, further visits scheduled, absent respondents, etc.

3   Any other observation the interviewer thinks the supervisor should be informed of for the sake of the work's success.

These reports should be prepared using the dedicated forms.

3   Survey Methodology and Procedures

This chapter describes and explains in a comprehensive manner the methodology used in the STEP Skills Measurement surveys, as well as the techniques, the strategies, the procedures and the norms to be followed for proper implementation of the survey.

3.1 Instruments

The STEP Skills Measurement Study collects information through the Household and the Employer's questionnaires.

This manual describes only the EMPLOYER'S questionnaire. The latter is structured in five sections. The first section asks basic information about the respondent, the enterprise, and then asks about current workers and workers the firm tried to hire in the past year (if any). The questions are asked for ten types of positions. Sections 2-4 ask questions about skills, hiring practices, training, and compensation for two types of workers, one white collar and one blue collar, randomly chosen within the firm. The mechanism for choosing the two types of workers is explained in the questionnaire and must be precisely followed. The fifth section collects background information on the firm, including some financial data, and registry or government ID numbers (if registered) so that the firm information may be matched to other data sets.

3.2   Sampling

The list of **EMPLOYERS** in the sample will be provided to you by <**FIRM**>. Sampled **EMPLOYERS** will have been randomly chosen from a pool of firms. . The sample size will be [**400-600**] firms []. The list will contain information on the name, address or approximate location, phone number, size, and activity (industry or sector) of the firm. No other list should be used to include firms in the sample.

It will be the interviewers' responsibility to contact the employers on the list and persuade them to provide information for the project. Cooperation may be difficult to obtain, but this study relies on persistent interviewers able to skillfully persuade managers of selected firms to share some of their time.

The survey will target the Human Resources (HR) manager and a Production Manager for larger enterprises, the Owner/Manager for medium and small enterprises.

3.3   Fieldwork Organization

Prior to visiting each **EMPLOYER'S PLACE**, the interviewers should complete a basic survey form containing information discovered (as much as possible) in the process of making contact. This information includes the **EMPLOYER'S** name, address, owner or manager name, phone number, email address, firm's website, and legal status.

3.4   Interview Technique

The following instructions focus on the form and procedures required to ensure that the interview is performed in an adequate and appropriate manner.

It is important to emphasize the need for all project staff to fully understand the questionnaire as well as the manual with the instructions and maps: these elements are crucial to the success of the survey and to the accuracy of its results.

Keep in mind that the **EMPLOYERS** to be interviewed might have different cultural backgrounds, reactions, attitudes, and behaviors regarding the survey. The interviewer might have to interact with **EMPLOYERS** from different structures, social and economic statuses, levels of education, habits, religions, etc. As obtaining reliable and high quality survey results requires building trust with respondents, interviewers will need significant understanding and communication skills in order to establish good relations with different profiles of participants and to overcome difficulties that may arise.

3.4.1   Access to Information

The first impression made by the interviewer is crucial to the interview's success: an interviewer's appearance, his/her attitude at the very beginning and what he/she says are essential to establish a good rapport. Interviewers should be properly and professionally dressed for their work.

Once selected **EMPLOYERS' PLACES** are located, the interviewer should ask to talk to the Human Resources (HR) manager, the Production Manager for larger enterprises, or Owner/Manager for the medium enterprises.

He/she should kindly and friendly greet the person, introduce him/herself and hand over the *introduction letter*. Then the interviewer should explain briefly and concisely the purpose of the survey, importance of the project and the need for cooperation.

One of the ways the interviewer could introduce him/herself, is the following:

"*Hello, my name is [insert your name] I am collecting data for a World Bank Study. The study is trying to understand the skills that are being used by employers, what they look for when hiring and how skills affect training and compensation.*

*Your workplace has been chosen randomly, along with several hundred others, to provide a representative sample of all employers. The information you provide is strictly confidential and will be used only in aggregated form for research. The World Bank hopes to use the findings to provide recommendations to policymakers on ways to improve firms' access to skills. We intend to prepare a report that contains the aggregated responses to the questions I am about to ask. **Please be assured that all answers will be treated as strictly confidential**.*"

It is important that the interviewer has a friendly and confident attitude towards the respondent. If the interviewer gives the impression of being nervous or insecure, he/she will not convey enough conviction to secure the respondent's cooperation, participation, and attention.

You should always try to maintain the same mood throughout the interview: if the respondent for any reason gets tired or disturbed, take a few minutes' break before resuming the interview.

3.4.2   Communicating on the Purpose of the Survey

Communication on the purpose of the survey is to be established after the interviewer introduces him/herself and while getting ready to start filling out the questionnaire. The interviewer should explain that this survey is implemented throughout the country and that respondents' cooperation will enable the analysis of employment dynamics, including the level of skills obtained by the labor force through training, primary and secondary schools, and tertiary education institutions, the presence or absence of skill gaps and skill mismatches, and the variation of the demand for skills across employers by size, sector and geographic region. The interviewer should further explain that the findings of the study will ultimately help the authorities to improve skills formation of the labor force. During this short period, the interviewer must explain the purpose of the survey, and emphasize that collected data are strictly confidential. The latter point is crucial to avoid any fear of misuse of the answers given. All data will be used for statistical purposes, and the data identifying in any way a specific enterprise will not be used.

Keep in mind that at the beginning of the interview, the level of attention, communication, confidence, participation, and data provision is low. The interviewer's task is to increase the respondent's attention and interest gradually and to maintain time at the highest possible level throughout the interview. The rhythm of the survey, tone of questions, adequate speed in question formulation, dynamics of the interview itself, knowledge about the questions and their order are all factors that determine success of the interview. If the interviewer reads questions with a monotonous or nervous voice, or without any rhythm, obtained information are likely to be of poor quality and the respondent will not be interested in answering.

The interviewer should not give the impression that he/she considers him/herself an important person because of the assignment he/she performs on behalf of <**FIRM**>. He/she should be open, friendly and decisive, showing that he/she is an experienced person. He/she should not be authoritative or aggressive. Best communication can be established when the respondent sees that the interviewer is honest and up to the task.

3.4.3   Interview

When the interview starts, try to comply continuously with the following instructions:

- Plan sufficient time for the interview.

- Behave appropriately throughout the interview.

- Do not give any information about which you are not sure, it is better to seem uninformed, but honest. Avoid any conversation or attitude which could lead to a discussion or argument with the respondent. Limit the conversation to the survey topics only.

- Neither make promises nor offer anything as an incentive for the respondent to participate in the survey.

- Do not conduct the interview in the presence of a person other than an appropriate respondent from the **EMPLOYER'S PLACE**, as the respondent's answers could differ in presence of another person.

- Do not act surprised by any answer given by the respondent, either by the tone of your voice or facial expression.

- Comply strictly with the order and format when asking questions from the questionnaire. In other words, comply strictly with instructions given. Any modification could jeopardize uniformity and quality of information.

- Read questions without pressuring the respondent in any way. Never assume that you know the answer in advance.

- Regarding the rhythm of the interview, keep in mind that it consists of questions, answers, moments of silence, and breaks. Try to maintain the same rhythm throughout the interview. Allow time for the respondent to think about his/her answers. The interviewer must assess the respondent's level of understanding: the speed at which questions are read should vary accordingly. Besides, the interviewer must pronounce clearly every single word he/she reads.

- Read questions exactly as they are written in the questionnaire (without any modification). In case the respondent does not understand a question, read it again. If the respondent still does not understand it after a second reading, explain carefully to him/her the purpose of the question, taking care not to amend in any way the original meaning of the question and without influencing the answer in any way.

- Allow enough time for the respondent to answer the question. Try to ensure that the respondent does not amend the meaning of the question. Do so in a friendly way: experience will teach you which are the best ways to achieve this.

- At the end of the interview, check the questionnaire carefully to make sure that no answer is missing or entered in the wrong box. If there is, take advantage of the respondent's presence to correct it. Keep in mind, that the supervisor will check the questionnaire once again and that in case an answer is missing or incorrectly entered the interviewer will have to return to the firm to correct errors.

- Do not offer copies of the questionnaire or any other material that the interviewer is not authorized to distribute.

- Upon leaving the **EMPLOYER'S PLACE** thank all respondents for their cooperation, time and efforts.

Remember – the interviewer's work should mainly consist of:

Reading verbatim questions from the questionnaire to the respondent, exactly as they are written in the questionnaire, following the predetermined order, and in a way enabling the respondent to

> *easily understand and answer them.*
>
> *Careful listening and entering answers exactly as given by the respondent, complying with defined procedures (offered and entered code, format of boxes for data entry, etc.)*

3.4.4   Concepts and Main Definitions

In order to manage the survey properly, a list of the classification of occupations, which should help you in carrying out your work is provided below. This list of professions will be available for you on a handout card to give to the respondents as well, so they may properly judge in which category their workers should be classified:

Employer Survey 2012 (Show card 1)
International Standard Classification of Occupations (ISCO 08)

1) Managers
a. Chief executives, senior officials and legislators
- Legislators and senior officials
- Managing directors and chief executives

b. Administrative and commercial managers
- Business services and administration managers
- Sales, marketing and development managers

c. Production and specialized services managers
- Production managers in agriculture, forestry and fisheries
- Manufacturing, mining, construction, and distribution managers
- Information and communications technology service managers
- Professional services managers

d. Hospitality, retail and other services managers
- Hotel and restaurant managers
- Retail and wholesale trade managers
- Other services managers

2) Professionals
a. Science and engineering professionals
- Physical and earth science professionals
- Mathematicians, actuaries and statisticians
- Life science professionals
- Engineering professionals (excluding electrotechnology)
- Electrotechnology engineers
- Architects, planners, surveyors and designers

b. Health professionals
- Medical doctors
- Nursing and midwifery professionals
- Traditional and complementary medicine professionals
- Paramedical practitioners
- Veterinarians
- Other health professionals

c. Teaching professionals
- University and higher education teachers
- Vocational education teachers
- Secondary education teachers
- Primary school and early childhood teachers
- Other teaching professionals

d. Business and administration professionals

- Finance professionals
- Administration professionals
- Sales, marketing and public relations professionals
  e. Information and communications technology professionals
- Software and applications developers and analysts
- Database and network professionals
  f. Legal, social and cultural professionals
- Legal professionals
- Librarians, archivists and curators
- Social and religious professionals
- Authors, journalists and linguists
- Creative and performing artists

3) - Technicians and associate professionals
  a. Science and engineering associate professionals
- Physical and engineering science technicians
- Mining, manufacturing and construction supervisors
- Process control technicians
- Life science technicians and related associate professionals
- Ship and aircraft controllers and technicians
  b. Health associate professionals
- Medical and pharmaceutical technicians
- Nursing and midwifery associate professionals
- Traditional and complementary medicine associate professionals
- Veterinary technicians and assistants
- Other health associate professionals
  c. Business and administration associate professionals
- Financial and mathematical associate professionals
- Sales and purchasing agents and brokers
- Business services agents
- Administrative and specialized secretaries
- Regulatory government associate professionals
  d. Legal, social, cultural and related associate professionals
- Legal, social and religious associate professionals
- Sports and fitness workers
- Artistic, cultural and culinary associate professionals
  e. Information and communications technicians
- Information and communications technology operations and user support technicians
- Telecommunications and broadcasting technicians

4 - Clerical support workers
  a. General and keyboard clerks
- General office clerks
- Secretaries (general)
- Keyboard operators
  b. Customer services clerks
- Tellers, money collectors and related clerks
- Client information workers
  c. Numerical and material recording clerks
- Numerical clerks
- Material-recording and transport clerks
  d. Other clerical support workers
- Other clerical support workers

5 - Service workers

a. Personal service workers
- Travel attendants, conductors and guides
- Cooks
- Waiters and bartenders
- Hairdressers, beauticians and related workers
- Building and housekeeping supervisors
- Other personal services workers

6 Sales workers
a. Sales workers
- Street and market salespersons
- Shop salespersons
- Cashiers and ticket clerks
- Other sales workers
b. Personal care workers
- Child care workers and teachers' aides
- Personal care workers in health services
c. Protective services workers
- Protective services workers

7- Skilled agricultural, forestry and fishery workers
a. Market-oriented skilled agricultural workers
- Market gardeners and crop growers
- Animal producers
- Mixed crop and animal producers
b. Market-oriented skilled forestry, fishery and hunting workers
- Forestry and related workers
- Fishery workers, hunters and trappers
c. Subsistence farmers, fishers, hunters and gatherers
- Subsistence crop farmers
- Subsistence livestock farmers
- Subsistence mixed crop and livestock farmers
- Subsistence fishers, hunters, trappers and gatherers

8 - Craft and related trades workers
a. Building and related trades workers, excluding electricians
- Building frame and related trades workers
- Building finishers and related trades workers
- Painters, building structure cleaners and related trades workers
b. Metal, machinery and related trades workers
- Sheet and structural metal workers, moulders and welders, and related workers
- Blacksmiths, toolmakers and related trades workers
- Machinery mechanics and repairers
c. Handicraft and printing workers
- Handicraft workers
- Printing trades workers
d. Electrical and electronic trades workers
- Electrical equipment installers and repairers
- Electronics and telecommunications installers and repairers
e. Food processing, wood working, garment and other craft and related trades workers
- Food processing and related trades workers
- Wood treaters, cabinet-makers and related trades workers
- Garment and related trades workers
- Other craft and related workers

9 - Plant and machine operators, and assemblers
  a. Stationary plant and machine operators
    - Mining and mineral processing plant operators
    - Metal processing and finishing plant operators
    - Chemical and photographic products plant and machine operators
    - Rubber, plastic and paper products machine operators
    - Textile, fur and leather products machine operators
    - Food and related products machine operators
    - Wood processing and papermaking plant operators
    - Other stationary plant and machine operators
  b. Assemblers
    - Assemblers
  c. Drivers and mobile plant operators
    - Locomotive engine drivers and related workers
    - Car, van and motorcycle drivers
    - Heavy truck and bus drivers
    - Mobile plant operators
    - Ships' deck crews and related workers

10 - Elementary occupations
  a. Cleaners and helpers
    - Domestic, hotel and office cleaners and helpers
    - Vehicle, window, laundry and other hand cleaning workers
  b. Agricultural, forestry and fishery labourers
    - Agricultural, forestry and fishery labourers
  c. Labourers in mining, construction, manufacturing and transport
    - Mining and construction labourers
    - Manufacturing labourers
    - Transport and storage labourers
  d. Food preparation assistants
    - Food preparation assistants
  e. Street and related sales and service workers
    - Street and related service workers
    - Street vendors (excluding food)
  f. Refuse workers and other elementary workers
    - Refuse workers

3.4.5   Other elementary workersQuestionnaire Filling

The questionnaire includes different elements:

Question: it is to be literarily read to the respondent in order to obtain information required by the survey. Each question is numbered.

Answer modality or code: these are possible answers; the interviewer selects the answer code closest to the respondent's answer. (Note that in many questions no modalities are proposed; instead measure units to be used in the answer (days, percentage, etc.) are indicated).

Answer box: it is a place in which to enter the respondent's answer

Instructions for interviewer: these are printed in BOLD / ITALIC letters to facilitate survey implementation. **Skip patterns**: Questions are normally asked in order, one after the other. However, in some cases answers will define which question to ask next, or which question to skip. The questionnaire uses specific marks indicating which questions to skip.

3.4.6 Question Types

There are two types of questions used in the questionnaire:

1 *Closed questions*
  - Both the question text and response codes must be read: for this type of question the interviewer must read the question and, slowly, one by one, the list of proposed answer codes. In such instances, instructions will indicate "READ ALL RESPONSES".

2 *Open questions*

  - Only the question text is read: for this type of question, the interviewer reads only the question text and then enters the answer exactly as given by the respondent. For such questions no answers are proposed and the interviewer enters either words or numbers in the answer box depending on the question and answer.
    Example: in question 5.10 below, "Name of the respondent" is an example of open question in which the interviewer enters words:

(5.10)	Finally, we have a few questions about the recent results at your firm. All information that you give in this survey is completely confidential. If necessary, these may be answered by the accounting department:	
	Name of the respondent (if different):	JOHN SMITH
	Position:	ACCOUNTANT
	Phone number and email address:	123-450-789 john.smith@employer.com

3.4.7 Note for the Interviewer

Anything printed in BOLD/ITALIC letters presents instructions for the interviewer and should not be read out loud. CAPITAL letters are used in three cases:

  - ***Instructions for interviewer***: these are instructions for the interviewer on how to ask questions, how to enter data, what to do after the answer is given.
    Example: As shown in question 1.03 below, the whole question is printed in lowercase letters. This means that the interviewer should read the whole question exactly as it is written. Note that there are instructions for the interviewer that should not be read out loud: in this case, the instruction is "IF DON'T KNOW, WRITE 9999":

(1.03)	In what year did the parent company begin operations in this country? IF DON'T KNOW, WRITE '9999'	☐☐☐☐

  - ***Brackets and*** bold/italic ***letters***: this requests the interviewer to replace the word in brackets by the appropriate word when asking the question. In certain sections of the questionnaire, the word "worker type" is often written in brackets [WORKER TYPE]. In such cases the brackets should be replaced by the actual worker type under discussion at that moment. For example, if the occupation types selected in Module 2 are (A) Managers and (B) Elementary Occupations, then question (3.01) should be:

Because:
[Worker Type A] is Managers
[Worker Type B] is Elementary Occupations

3.4.8 Skip Pattern

In order to maintain a logical sequence in filling out the questionnaire, a system of skip patterns has been developed. This system enables interviewers to follow the course of the interview based on respondents' answers. Depending on the answer given to a particular question, some specific questions will be asked while others will be skipped. To this end, the questionnaire is to be filled out in the order of the questions while properly following the skip patterns. This enables interviewers to carry out the interview without going back and forth and checking previous answers.

The questionnaire is to be filled out in the order, question by question: unless a special instruction is given, everybody is to be asked question 1, then question 2, question 3 etc.

There are numerous instructions for skipping questions and moving on to another part of the questionnaire in the most efficient and logical way. Examples of such questions are given below: since they are key components of the questionnaire, their proper understanding will have a significant impact on the quality of the answers and on the duration of the interview.

The following signs are used to identify skip patterns: >>

- If there is no sign, then all the respondents are asked the next question, irrespectively of their answer to the previous question.
- Conditional skips: The interviewer must skip to another question, depending on the answer given by the respondent, for example:

If the answer is "No" the interviewer should write the code 2 in the right-hand side box, and then skip to question 1.04, leaving question 1.03 blank.

3.4.9   Correcting Errors in the Questionnaire

The questionnaire is to be filled out with a pen. In case of error, strike out the data clearly, and enter the correct answer in the same box.

4   Instruction for Filling Out the Modules

4.1   MODULE 1: BASIC INFORMATION AND WORK FORCE

Question (1.01)- (1.05):

Question 1.01: *What is your job title (main responsibility)?*

This question asks the respondent his/her job title. There may be some overlap – i.e., the Owner may also be the President or CEO, or the General Manager. Try to determine the respondent's main job responsibility.

Notes:

- A **CEO** typically sets a company's general strategy and reports to a board of directors. He/she is responsible for the firm's overall management and presides over day-to-day operations.
- In small companies **Owners** carry out CEO's functions, whereas in larger ones, Owners may not be actively involved in managing the organization and CEOs are in charge of running the business.
- A **General Manager** is typically in charge of a sizeable division within a large company and reports directly to the CEO.
- **Managers** plan, direct, coordinate, and evaluate activities of a given department or plant.

Question 1.02: *Is your workplace part of a larger establishment/firm?*

This question asks about the parent company and the workplace.

Definitions:

- **The parent company** is the overall entity that owns the workplace in which the interview is being held. A parent company can possess several or many workplaces. If a workplace is the only part of a company, answer NO in Q 1.02.
- **The workplace** consists of this actual location of business. It is one location, which can include several buildings or one single building, but they must all be in the same location, without other businesses or buildings separating them.

In many cases there may not be a parent company, and the workplace will be the only location from which the enterprise operates.

Question 1.03: *In what year did the parent establishment begin operations in [Country]?*

Enter the year in the answer box. If the respondent does not know in which year the parent company started operations in the country, or cannot get the information in any way, enter "9999".

Question 1.04: "*What functions does this workplace perform?*

This question aims at determining what is done in the workplace.

Definitions:

- **HEADQUARTERS**: A headquarters is the entity at the top of a corporation that takes full responsibility for the overall success of the corporation. Corporate headquarters is a key element of a corporate structure and covers different corporate functions such as strategic planning, corporate communications, tax, legal, marketing, finance, HR, IT, procurement.
  If a workplace has no parent company, it is considered as its own headquarters.
- **WAREHOUSE/LOGISTICS**: Generally speaking, a warehouse is a hub in a logistics network where goods are temporarily stored or rerouted to a different channel in the network.
- **SALES**: The main function of a sales department is to attract and retain customers. They study consumers psychology, market fluctuations, prepare sales budgets, explore new markets, train sales staff, etc.
  If a workplace has no parent company, it will do sales from its location. (Sales can be sales of goods or sales of services.)
  FACTORY/PRODUCTION: Production is the functional area responsible for turning inputs into finished outputs through a series of production processes. The Production Manager is responsible for making sure that raw materials are provided and made into finished goods effectively. He or she must make sure that work is carried out smoothly, and must supervise procedures for making work more efficient.
  Of course, any sort of factory does production, but restaurants or other food outlets are also examples of production.

Question 1.05: *"In what year did your workplace begin operations?"*

Enter the year in the answer box. If the respondent does not know in which year the workplace started operations, or cannot get the answer in any way, enter "9999".

Question 1.06: "*What is the legal status of this workplace?*

A firm's legal status determines its owner's level of responsibility for the firm's obligations.

Definitions:

- **SOLE PROPRIETORSHIP**: A sole proprietorship is a business owned and operated by one individual person. (A person is a real human being, as opposed to an artificial legal entity such as a corporation or organization.) Under limited liability each owner is only responsible for the proportion of his/her shares.
- **PARTNERSHIP**: A partnership allows two or more people to share profits and liabilities, with or without privately held shares. In a partnership, the parties could be individuals, corporations, trusts, other partnerships, or a combination of all of the above. The essential characteristic of this partnership is the unlimited liability of every partner.
- **LIMITED LIABILITY CORPORATION**: Limited partnership is a legal form that includes one or several general partners and one or more limited partners who invest capital into the partnership, but do not take part in the daily operation or management of the business. The limited partners limit their amount of liability to the amount of capital invested in the partnership. The general partners personally shoulder all debts and obligations of the partnership. Business operations are governed, unless otherwise specified in a written agreement, by majority vote of voting partners. Limited liability partnerships are separate legal entities that provide liability protection for all general partners as well as management rights in the business.
- **PART OF A MULTI-NATIONAL FIRM**: Can be thought of as a foreign investment enterprise. The firm has workplaces in more than one country, usually many countries.
- **COOPERATIVE**: A cooperative is an association of persons who voluntarily cooperate for their mutual social, economic, and cultural benefit. Cooperatives include non-profit community organizations and businesses that are owned and managed by the people who use its services (a consumer cooperative) and/or by the people who work there (a worker cooperative).

Question 1.07: "*Which of the following describes the largest shareholders in your firm?"*

GENERAL PUBLIC (option 4) refers to companies whose shares can be bought on the stock exchange by anyone; it does not require any specific association with the company.

Question 1.08: *"Use the following list to identify the broad sector of your economic activity"*

Please enter the code number corresponding to the company's economic activity in the answer box. If the company is involved in different types of activities, please select the category corresponding to its core business.

Question 1.09: "*What is the main economic activity of this workplace?"*

Please write in detail what the activity of the workplace is. Your description will be used to code the activity, and if you do not give enough detail the coder will not be able to properly code. For reference to see how the coders will classify the activity , you can look at the list at the back of this manual in Annex 1. International Standard Industrial Classification of Economic Activities, Rev.4.*INSTRUCTION: "Now I would like to ask questions about the workforce at this workplace. Please think about all the workers currently working here even if not formally employed by your firm (i.e. include independent contractors, unpaid workers, etc). Exclude workers employed by another enterprise who are assigned to work at your workplace."*

Please make sure the respondent fully understands that the question refers both to formal and non formal employees, including independent contractors, unpaid workers, etc, before proceeding to Question 1.10.

Question 1.10: "*How many workers does your workplace currently employ?"*

This refers to the number of workers employed by the workplace on the day of the interview.

Please enter, for each category, the total number of workers in Column A, the number of male workers in column B and the number of female workers in column C.

In some cases, the respondent may know the total per category but not the male/female breakdown. In this case, ask the respondent to estimate the male/rfemale numbers.

Definitions:

Full-time employment consists of persons who usually work 35 hours or more per week at their main or only job.

Part-time employment consists of persons who usually work less than 35 hours per week at their main or only job.

Casual employment. There is no standard definition of casual employment. They are typically paid on an hourly or daily basis, and must comply with company rules, policies, and obligations, such as performance goals, safety rules, and company business practices. Casual employees generally are typically entitled to limited or no company benefits, such as health benefits, vacation and sick time, paid holidays, and unemployment compensation, among others, unless required by state labor laws and/or company policies.

This question refers to full-time and part-time workers with or without payroll tax deductions. Employees with payroll tax deductions are formally employed, whereas employees without payroll tax deductions may be informal workers.

INSTRUCTION: "In order for us to measure the use of skills, we would like to ask questions about the breakdown of total employment at this workplace by primary occupational (job title)"

Questions 1.11-1.17

This first table refers to the most skilled categories of employees – the first three categories listed on the Showcard 1

- **Managers**
- **Professionals**
- **Technicians and Associate Professionals**

You should give the worker category card (SHOW CARD #1) to the respondent and ask, for each of the first three categories [POSITIONS], whether the workplace currently employs people in that category. Question 1.11 should be asked for each of the three categories before proceeding to questions 1.12 and following.

For example, assume the respondent says the enterprise has a manager, no professionals, and technicians when answering question 1.11. On line 1.11 you would enter 1 (for yes) under "managers", 2 (for no) under "professionals", and 1 under "technicians and associate professionals".

				POSITION:	(1) MANAGERS	(2) PROFESSIONALS	(3) TECHNICIANS AND ASSOCIATE PROFESSIONALS
(1.11)	Do you have any [POSITION] working in your workplace?						
		YES	1		1	2	1
	FILL ALL COLUMNS IN THIS ROW THEN FOR THE 'YESES' ASK QUESTIONS 1.12 - 1.17	NO	2				

Then you would go to the "manager" column, and ask questions 1.12-1.16 for managers. You would not ask anything for the "professionals" column, and you would ask questions 1.12-1.16 column for "technicians and associate professionals".

Note that question 1.17 asks: "*How many total [POSITION] do you expect to have in 12 months time? (Including present workers)*"

This is not the number of [POSITIONS] the firm intends to **add** in the year, but rather **the total number it expects to have** in that [POSITION] at the end of the year.

Example: If a respondent says that the company has 8 technicians now and expects to keep these workers and add 2 more in the next 12 months, then the correct answer to enter in 1.17 is **10**.

Or if the respondent says that it now has 8 workers in [POSITION] but plans to reduce the number by 3 in the next 3 months, then you would write '5' here.

Questions 1.18-1.24

This table has the same format as the table on the previous page, but in this case we are asking about the 7 less skilled categories of workers. These are the final 7 categories listed on SHOWCARD #1:

- **Clerical Support Workers**
- **Service Workers**
- **Sales Workers**
- **Skilled Agriculture**
- **Craft and Related Trades Workers**
- **Plant and Machine Operators, and Assemblers**
- **Elementary Occupations**

You now should ask the respondent to look at categories 4-10 on the worker category card (SHOWCARD #1) and ask, for each category [POSITION], if the enterprise has workers in that category. Do this for Question 1.17 for each of the [POSITIONS] before proceeding.

Questions 1.25-1.27

This third table is done in the same manner as the first one, on the first three most skilled categories of workers, but it asks about attempted hiring in each category of worker over the past 12 months. Note that the firm does not have to have hired anyone in the position, but only **"attempted**" to hire someone in [POSITION}. It may be because of problems in hiring, or other internal problems, that no one was actually hired.

Questions 1.27 there is a list of potential problems the employer may have had when trying to fill the [POSITION]. For option 4, (applicant did not like the working conditions) this could be a variety of conditions – for instance, the applicant did not want to work weekend, evenings or shift work, the applicant did not want to travel, or found that the work environment was noisy, dusty, dangerous, etc..

 Questions 1.28-1.30

This fourth table is done in the same manner as the second one, on the last 7 least skilled categories of workers, and asks about attempted hiring in each of the last 7 types of workers.

4.2   MODULE 2: SKILLS USED BY THE CURRENT WORKFORCE

INTERVIEWER: Look at the responses in the table on Page 5. For each type of position, check if the firm had that type of worker, and indicate yes or no.

(2.01) Occupation Type	Occupation Type Name	yes	no
1	Managers		
2	Professionals		
3	Technicians and associate professionals		

INTERVIEWER: You will now choose ONE of the above three position types to ask the firm additional questions about workers in this type of position. Follow these steps: (1) Look at the left hand column (for A positions) on the sticker on the cover page of the questionnaire. (2) Look at the first line, with the number and corresponding job position in that left column. (3) Check if the workplace has workers in this position type, by looking above. (4) If so, write the position type number and position type name below. If not, go to the next number and job position in the left hand column, and repeat until you have a position Type A for which the workplace has workers.

(Example, if the first line of the left hand column of the sticker says (2) Professionals, see if the firm reported Professionals in Module 1 (checked Yes above), If so, then Professionals is the Worker Type A, and you write the Position Type number and Position Name below. If there were no Professionals, go to the next line of the left hand column and check if the firm had that Position Type.)

(2.02) **Worker Type A:**
Position Type Number   Position Type Name:

_____   _____

A similar process is to be followed to select Worker Type B.

INTERVIEWER: Now you are going to choose Worker Type B. Look at the responses to the table on page 6. For each type of position below, check whether the firm employed such a type of worker, and check yes or no.

(2.03) Position Type	Position Type Name	yes	no
4	Clerical support workers		
5	Service workers		
6	Sales workers		
7	Skilled agricultural, forestry and fishery workers		
8	Craft and related trades workers		
9	Plant and machine operators, and assemblers		
10	Elementary occupations		

INTERVIEWER: You will now choose ONE of the above position types to ask the firm about Worker Type B. [1] Look at the right hand column of the sticker, which has the B type positions. [2] Follow the same steps as above to determine the Worker Type B. [3] Write the Position Type Number and Position Type Name below.

(2.04) **Worker Type B:**
Position Type Number   Position Type Name:

_____   _____

For example, let's assume we are in the process of selecting Worker Type A and that the table in question 2.01 is the following:

(2.01) Occupation Type	Occupation Type Name	yes	no
1	Managers	✓	
2	Professionals		✓
3	Technicians and associate professionals	✓	

You must check "✓" an answer (yes/no) for each type of occupation.

Let's further assume that the sticker provided on the cover page of the questionnaire is the following:

Worker Type A			Worker Type B	
1	Managers	10	Elementary Occupations	
3	Technicians	5	Service Workers	
2	Professionals	6	Sales Workers	
		9	Operators & Assemblers	
		4	Clerical Support Workers	
		7	Agriculture, Forestry & Fishing	
		8	Craft and Trades Workers	

As we are selecting Worker Type A, we will look at the left hand column of the sticker, labeled "Worker Type A".

The **first** occupation listed in the column "Worker Type A" is "1: Managers". As there are managers in the workplace, we don't need to go any further. We can just copy the occupation number and name as follows:

(2.02)   **Worker Type A:**
Position Type Number

      1

Position Type Name:

      Managers

Now let's select Worker Type B and let's assume that the table in question 2.03 is the following:

(2.03) Position Type	Position Type Name	yes	no
4	Clerical support workers	✓	
5	Service workers		✓
6	Sales workers	✓	
7	Skilled agricultural, forestry and fishery workers		✓
8	Craft and related trades workers		✓
9	Plant and machine operators, and assemblers		✓
10	Elementary occupations	✓	

You must check "✓" an answer (yes/no) for each type of occupation.

As we are selecting Worker Type B, we will look at the right hand column of the sticker this time, which is labeled "Worker Type B".

The **first** occupation listed in the column "Worker Type B" is "10: Elementary occupations". But in the firm there are no such workers as reported in table 2.03.

We will then proceed to the **second** occupation listed in the column "Worker Type B", which in the example is "5: Service Workers". But once again, in the firm, there are no such workers.

We will then proceed to the **third** occupation listed in the column "Worker Type B", which in the example is "6: Sales Workers". As the firm employs Sales Workers, the Occupation Type "Sales Workers" will be selected as Worker Type B. We will thus copy the type number and name of the occupation in the space provided. In our example, it should be:

(2.04)	**Worker Type B:**	
	Position Type Number	Position Type Name:
	6	**Sales Workers**

"Next, we would like to ask you about the skills that your employees may use on their jobs. For this purpose, let's talk about two types (occupational categories of workers)"

Questions 2.05 to 2.11:

"For this [WORKER TYPE], please think of one particular person who is typical of that type when answering the following questions."

This means we are asking the respondent to have in **mind one particular person** as a representative of that [WORKER TYPE] – so for instance, think of one manager in particular, as Worker Type A, and think of one sales worker in particular as Worker Type B.

The answer's options for these questions are:

YES	1
NO	2
REFUSE TO ANSWER	8
DON'T KNOW	9

Ask first for the Worker Type A, a manager in our example, then for Worker Type B, the sales worker in our example, reminding the respondent to think of the particular person he/she thought of when responding for each of these questions. If the respondent is willing to tell you the names of the persons he/she is thinking about, you can say the name when asking to make things clearer.

Question 2.05: *"Does their job regularly involve reading?" (E.g. Books, letters, financial reports, Operation guides etc., either in paper or computer)*

Question 2.06: *"Does their job regularly involve writing using correct spelling and grammar?"*

Question 2.07: *"Does their job regularly involve maths, that is, adding, subtracting, multiplying or dividing numbers - using a calculator or computer if necessary?"*

Question 2.08: *"Does their job regularly involve solving problems that take 30 minutes or more of thinking time to find a good solution?"*

Question 2.09: *"Does their job regularly involve speaking a language other than [OFFICIAL LANGUAGE OF AREA IN WHICH WORKPLACE IS BASED]?"*

Question 2.10: *"Does their job regularly require making formal presentations to clients or colleagues to persuade them of a point of view?"*

Question 2.11: *"Does their job regularly involve interacting with a team of co-workers?"*

Question 2.12: *"What is the highest level of computer use involved in the job?"*

There are 5 categories, from NONE to SPECIALIZED. You should use the examples to try to get the right level. If you are not sure, you can write what the respondent says and discuss with your supervisor.

Question 2.13: *"Thinking of the last month, what percentage of the days in the month did the worker arrive at work on time (within 15 minutes)?"*

The answer should be entered in the box as a percentage, i.e. ranging between 0% and 100%.

Question 2.14: "*What is the <u>average monthly gross compensation</u> over the last 12 months for this worker? (or since hiring if less than 12 months) INCLUDE OVERTIME, BONUSES, COMMISSIONS, PER DIEMS, ETC*"

The answer is labeled in the local currency. All payments to the employee over the past 12 months should be used to calculate the average gross compensation. For instance, if the employee received salary, plus a 13th month bonus, and was paid for overtime, all that should be added, and then divided by 12, to get the average monthly compensation.

Question 2.12: "*How long has it been since the last promotion (increase in job responsibility, change in job title, salary increase) for this worker? WRITE ANSWER IN MONTHS*"

The answer is a number of months. If the employee was promoted in the month prior to the interview, enter "1" in the answer box. If the worker has not been promoted over the past 12 months, enter "999" in the answer box.

Question 2.16: "*What is the highest education level of this worker?*"

[This question will be adapted for each country's education system: Please write the responses below in the manual as you have used in the questionnaire.]

9. Don't know

Question 2.17: "*Does this worker have a technical or vocational certificate, diploma, or degree?*"

4.3   MODULE 3: HIRING PRACTICES

"*Next, we would like to ask some questions about the importance to your firm of certain worker characteristics. Again, we would like to know for each occupational group, separately. Please this time think of the type of workers, not a particular worker.*"

We are still referring to the two categories of workers: in our example Worker Type A is "Manager" and Worker Type B is "Sales worker". <u>But in this module, as opposed to Module 2, we are not asking the respondent to think about a particular manager, or a particular sales worker, but to think of all the managers as one group (A), and all the sales workers as the other (B).</u>

Questions 3.01 – 3.04: This series of questions asks about attributes which are important to the employer when hiring.

It may be easier for the respondent to mark directly on the questionnaire how he/she ranks these attributes – the team should decide if they wish to use this method.

Questions 3.01: "*Please look at the card and tell me what is the most important of these **personal characteristics** in deciding which new employees should be retained after a probation period. And the second most important? And the third most important?* SHOW CARD #2"

This is the first in a series of questions where the respondent is asked to rank the attributes of each group of workers. In this question, using SHOW CARD #2, we show the respondent the 4 personal characteristics and ask him/her to say which one is the most important when deciding which new employees should be retained.

We first ask the respondent to think about Worker Type A, in our example Managers, and ask which is the most important personal characteristic in retaining such an employee. For example if the respondent answers "Family relations/ personal ties", we will enter a "1" in column A on the "Family relations/ personal ties" line. Then if the respondent report "Age" to be the second most important attribute, we will enter a "2" in column A on the "Age" line. And finally if gender is identified as the third most important attribute, we will enter a "3" in column A on the "Gender" line.

(3.01)	Please look at this card and tell me what is the most important of these **personal characteristics** when deciding which new employees should be retained after a probation period. And the second most important? And the third most important? **SHOW CARD #2**		
		[Type A]	[Type B]
1	Age	2	
2	Appearance		
3	Gender	3	
4	Family relations/ personal ties	1	

Once question 3.01 is fully answered for Worker Type A (in our example Managers), we will move on to Worker Type B. We will therefore ask the respondent to now think about Worker Type B, in our example Sales Workers, and will show him/her SHOW CARD #2. We will then ask the respondent what is the most important personal characteristic when considering retaining a Worker Type B employee, in our example a Sales Worker. If he/she reports "Appearance" to be the most important attribute, we will enter a "1" in column B on the "Appearance" line. And so forth on for second and third most important personal characteristic.

Question 3.02: *"What is the most important of these **job-related skills** when deciding which new employees should be retained after a probation period. And the 2nd most important? And the 3rd most important? And the 4th most important? And the 5th most important?* SHOW CARD #3"

This question uses the same technique as in 3.01. The respondent is shown SHOW CARD #3 and asked which is the most important skill, the 2nd most important, and so forth until the 5th most important skill out of the 10 listed "Job-Related Skills". As in question 3.01, we ask first about the Worker Type A, then Worker Type B.

Question 3.03: *"And please look at this final card and tell me what is the most important of these **personality traits** when deciding which new employees should be retained? And the 2nd most important? And the 3rd most important? And the 4th most important?* SHOW CARD #4"

This question uses the same technique as in questions 3.01 and 3.02. The respondent is shown SHOW CARD #4 and asked which is the most important, the 2nd most important, the 3rd most important, and the 4th most important trait out of the 5 listed "Personality Traits". Again, we ask first about the Worker Type A, then Worker Type B.

Question 3.04: "*You have just ranked the importance of particular characteristics, skills or traits within groups. Now we would like you to look at this card of the three groups and tell us <u>which of these groups you feel is the most important</u> when deciding which employee should be retained? And the second?* SHOW CARD #5"

Finally after asking the respondent to rank attributes within each groups we ask which of the three groups – personal characteristics, job-related skills, and personality traits - is the most important, and 2nd most important, when thinking which new hire should be retained.

Question 3.05- 3.11: This series of questions asks about new hires. You should proceed question by question, asking first about the Worker Type A, then about Worker Type B.

Question 3.05: "*Do you recruit [WORKER TYPE] from the following sources...?*"

The options for this question are:

- A. [Public Employment Services]
- B. Private Employment Services
- C. Job Fairs
- D. Other firms
- E. Direct contact with educational institutions, schools, training centers, universities, etc.
- F. Media advertisements/postings
- G. Internet
- H. Informal channels

The interviewer should ask first about Worker Type A and go through each source with the respondent, entering, line by line, either "1" for yes, "2" for no, or "9" for don't know in the answer box in column A.

Answer codes:

YES	1
NO	2
DON'T KNOW	9

The interviewer should then ask about Worker Type B and enter answers in column B.

In our example, for Questions 3.05 the interviewer would start by asking:

Do you recruit <u>managers</u> from the following sources...?

And once answers for each of the sources was given for managers, the interviewer would ask:

Do you recruit <u>sales workers</u> from the following sources...?

You must enter "1" (for YES), "2" (for NO), or "9" (for DON'T KNOW) for each of the listed sources for both Worker Types.

Option B - Private Employment Services**:** Note that private employment services are provided by firms whose business it is to screen, select, and recruit employees on behalf of the company. If a company needs a certain type of employee it can hire a private employer service provider to find such an employee.

Option C – A job fair (also known as a career fair) is a recruiting event where job seekers meet with multiple employers.

Attending a job fair allows job seekers to meet with a variety of employers at one convenient location, usually a hotel or conference center. Attending a job fair will give job seekers the chance to meet with representatives from a variety of companies. The company representatives provide information about general career opportunities as well as specific details on current openings.

Option D - Offers to experienced people in other firms: You should answer YES to this option if the firm went looking on its own for people in other firms.

Option H – Informal channels: this is all word of mouth, talking to other people in the field, to family, friends, etc.

Question 3.06: "*Over the past 12 months, on average for [WORKER TYPE _] how many days does it take to fill a position from the time the position becomes open or is created?*"

INTERVIEWER INSTRUCTION: "IF NO POSITIONS WERE OPEN/ CREATED IN THE PAST 12 MONTHS, WRITE '999' AND >>3.08"

This question refers to the time it takes for a vacancy to be filled from the first day it is advertized to the day it is filled (i.e. someone is hired for the position).

If no position was opened or created in the past 12 months, skip question 3.07 and go to 3.08.

Question 3.07: "*Over the past 12 months, how many persons have you made offers to, on average, before you filled a [WORKER TYPE _] position?*"

The answer is a number of offers. So for instance, if the firm was trying to hire a manager, and it offered the job (after interviewing, checking references, and so forth) to two people who turned down the offer before a third person accepted it, you would write 3 as the answer.

Question 3.08: "*What is the education level of the most recent person hired as a [WORKER TYPE _]?*" (no matter how long ago that hiring took place)

NOTE: In Questions 3.06 we were asking if anyone had been hired in [WORKER TYPE] POSITION in the past 12 months,. If so , we ask the number of days it took to fill the position, and in Questions 3.07, how many offers were made to fill the position.

Now in Questions 3.08-3.10 we are asking, for this [WORKER TYPE] POSITION, about the most recently hired person in that category, even if that most recent hire was hired some years ago.

(3.08)	What is the education level of the most recent person hired as a [WORKER TYPE _] (no matter how long ago that hiring took place) ?	Type A	Type B
	Pre-primary education (ISCED 0) 1		
	Primary education (ISCED 1) 2		
	Lower secondary (ISCED 2) 3		
	Upper secondary (ISCED 3) 4		
	Post-secondary nontertiary education (ISCED 4) 5		
	First stage of tertiary education (ISCED 5) 6		
	Second stage of tertiary education (ISCED 6) 7		
	Don't know 9		

[This question will be adapted for each country's education system: Please write the responses below in the manual as you have used in the questionnaire for Question 3.08 (and in Question 2.16.)]

Question 3.09: "Does this most recently hired [WORKER TYPE] worker have a technical or vocational certificate or degree?"

Question 3.10: "*What is the average monthly gross compensation over the past 6 months (or the months since hiring) of the most recent person your firm hired as a [WORKER TYPE _]?*"

This question asks for the monthly compensation of the most recent new hire as an **average over the past 6 months**, whatever the time of hiring. So in our example, we will ask first for the average monthly compensation over the past 6 months of the most recent manager hired – and he/she could have been hired two years ago – then for the average monthly compensation over the past 6 months of the most recent sales worker – referring again to the most recent sales worker hired, no matter when. The average monthly compensation is gross and includes overtime, bonuses, commissions, and per diems.

Question 3.11: "*Is the salary for a [WORKER TYPE _] negotiable at the moment of hiring?*"

Question 3.12: "*Over the past 12 months, have you used contractors for skills shortages of [WORKER TYPE _]?*"

The firm already has some [WORKER TYPE]. This question asks if they had also to use contractors (i.e. not employees but private contractors) to fill in some skill shortage over the past 12 months. Maybe the firm had a large order and had to quickly hire some contractors to help fill the order, or maybe at a peak time of the year, they had to hire some contractors to help out. For whatever reason, if they hired any outside contractors for [WORKER TYPE] position, mark YES.

4.4 MODULE 4: TRAINING, COMPENSATION AND PROMOTION

"*We would now like to ask you a few questions about ways you improve the skills and productivity of your workers*"

Questions 4.01 to 4.09: this series of questions asks about training received by the firm's employees.

Each of these questions should be asked for both WORKER TYPES. Again the respondents should think here of the group of workers of each type, as opposed to a particular individual.

Please ask all questions 4.01 to 4.09 about WORKER TYPE A first, then when finished, go back to 4.01 and ask all questions about WORKER TYPE B. This is a change in order from previously, because this group of questions has skips so it is easier to do Worker Type A, doing the skips, then go back to do Worker Type B.

Question 4.01: "*Does your workplace have regular contacts with educational or training institutions regarding [WORKER TYPE _] positions, for recruitment, training, work placement, or another reason?*"

If the respondent answers "Yes", enter "1" in the answer box and proceed to question 4.01B. If the respondent answers "No" or "I don't know", enter either "2" or "9" as appropriate in the answer box and skip question 4.02 to proceed directly to question 4.03.

YES	1	DON'T KNOW	9 >>4.03
NO	2 >>4.03		

Question 4.02: "*For what purpose does your workplace have these contacts, for [WORKER TYPE _] positions?*"

The proposed purposes are:

- *"For the recruitment of staff?"*
- *"Your firm participates in testing students?"*
- *"Your firm gives feedback to the institution for their Curriculum development?"*
- *"Your firm uses for further training of its existing employees?"*
- *"Your firm provides work experience to students (internships and apprenticeships)?"*
- *"Other (Specify_____)"*

The interviewer should go through each purpose with the respondent, entering, line by line, either "1" for yes, "2" for no, or "9" for don't know in the answer box in the appropriate column.

Answer codes:

YES	1
NO	2
DON'T KNOW	9

Question 4.03: "*What share of [WORKER TYPE _] employees at your firm are fully qualified for the job? %*"

The answer must be expressed as a percentage of the total of "**Workers Type A**" or of the total "**Workers Type B**", depending on which Type you are asking about.

Question 4.04: "*Did the [WORKER TYPE _] employees in your workplace receive any training last year <u>on the premises of the workplace</u>, such as on-the-job training, working with or mentoring by an experienced employee , or training in special training facilities at the workplace?*"

YES	1	DON'T KNOW	9 >>**4.07**
NO	2 >>**4.07**		

If the respondent answers "no" or "don't know", the interviewer should skip to question 4.07.

Question 4.05: "*What share of the [WORKER TYPE _] employees in your workplace received training on the premises of the workplace for each of the following types in the last 12 months: (%):*"

1. On-the-job training (learning as they worked on the job, with help from more experienced workers)

2. Training by the firm's managers, technical persons, peers, etc.

3. Training by the firm's dedicated trainers

4. Training on the firm's premises with external trainers (consultants, private training companies, government institutions, etc.)

5. Other (specify_____)

Answers should be expressed as the percentage of WORKER TYPE for each type of training.

If the respondent reports that none of the employees received any of the listed trainings (i.e. responds 0% for all), the interviewer should skip to question 4.07.

Question 4.06: "*Of the employees who received such training on location at the workplace in the past year, what is the average number of days per year [WORKER TYPE] received for each of these training methods?*"

> *2. Training by the firm's managers, technical persons, peers, etc.*
>
> *3. Training by the firm's dedicated trainers*
>
> *4. Training on the workplace premises with external trainers (consultants, private training companies, government institutions, etc.)*
>
> *5. Other (specify_____)*

This question refers only to the group of workers who received training. The answer is expressed in number of days of training, thinking of the average number of days that these workers received in the past 12 months.

Note that we do not want to try to have an estimate for the number of days of –on-the-job training, asked about in 4.05, but for all the other categories asked about in 4.05.

If another type of training was specified in question 4.05 ("5: Other"), the interviewer should include it here.

Question 4.07: "*Did the [WORKER TYPE _] employees in your workplace receive any formal training organized by the firm, <u>outside the workplace</u> last year?*"

If this workplace is part of a larger firm, then any training organized by the firm, but not at this workplace, would be counted as a Yes here, even if it was in the firm's headquarters.

If this is not a part of a larger firm, then the question is just asking about training organized by the enterprise, but held outside the workplace.

<u>If none of the firm's workers</u> received outside training in the previous 12 months, then skip to question 4.09.

Question 4.08: "*What share of the [WORKER TYPE _] employees in your workplace received outside training of each of the following types in the last 12 months:*"

> *1. At a technical or vocational education and training public school*
>
> *2. Through private training providers*
>
> *3. Through equipment suppliers (for example, a company selling computers providing training on software)*
>
> *4. NGO or international organization*
>
> *5. Other (specify) _____*

Answers to this question are expressed in <u>percentage</u> of WORKER TYPE for each type of worker.

Question 4.09: "*How much did your workplace spend paying outside providers for training last year for [WORKER TYPE _] employees? (i.e. Training outside the firm or training by an outside provider in the firm's workplace).*"

This is asking for the amount the firm has spent for sending its employees outside the firm for training, OR by bringing outside trainers into the firm for training.

If the firm has not spent anything on outside training (either outside the workplace, or by bringing outside trainers into the workplace) , write '0'.

The answer to this question is expressed in local currency. If respondents do not know the answer, prompt them for their best estimate.

Interviewer instruction: INTERVIEWER: IF YOU HAVE FINISHED ASKING QUESTIONS FOR Worker Type A, GO BACK TO QUESTION 4.01 TO ASK THE QUESTIONS 4.01-4.09 FOR Worker Type B.

Question 4.10 – "*In your opinion, do you agree or disagree with the following statements describing the technical and vocational training education system [IN COUNTRY]?*"

AGREE	1	DON'T KNOW	9
DISAGREE	2		

Read out each statement. Respondents have to answer whether they agree, or disagree with each of the 6 statements. Enter the appropriate answer number in box on the right-hand-side (if they are unable to answer, enter "9" for "don't know").

Question 4.11: "*In your opinion, do you agree or disagree with the following statements describing the general educational system [IN COUNTRY]?*"?"

AGREE	1	DON'T KNOW	9
DISAGREE	2		

Read out each statement. Respondents have to answer whether they agree, or disagree with each of the 6 statements. Enter the appropriate answer number in box on the right-hand-side (if they are unable to answer, enter "9" for "does not know").

Note that general education is all public general education, including universities – it includes everything that is not technical or vocational education.

Question 4.12: "*How do you remunerate your [WORKER TYPE _] workers?*"

This question asks about the way in which each type of worker is typically remunerated. You should mark 1 (YES) for all that apply and 2 (NO) for those that do not apply, for Type A and Type B workers.

Fixed salary: part of the salary that is received for sure (e.g. as negotiated by unions if any). This should include any additional payments that will be received for sure (e.g. 13th month salary)

Variable salary: Part of the salary that is based on the performance of the employee.

Bonus: Part of the salary that is based on the performance of the firm and generally paid once a year.

Commission: part of the salary that is paid as a percentage of sales. For example sales persons may receive 10% of the amount of each sale they make.

4.5   MODULE 5: BACKGROUND CHARACTERISTICS

This module asks questions about the characteristics of the firm. Some of these questions can be sensitive.

Question 5.01.- "*How would you describe the financial performance of your company in the last fiscal year?*"

1   "Very poor (large losses over the last year)"
2   "Poor (some losses over the last year)"
3   "Stable (breaking even last year)"
4   "Good (some profits over the last year)"
5   "Very good (large profits over the last year)"

Question 5.02.- "*How would you describe the prospects for your company in the coming three years?*"

1   "Very poor (strong contraction expected)"
2   "Poor (mild contraction expected)"
3   "Stable
4   "Good (mild expansion expected)"
5   "Very good (strong expansion expected)"

Question 5.03.- "*Who is the main buyer of your products or services?*

1   Individuals/ end users/ end customers
2   Other companies
3   Government
4   NGO's or international organizations
5   Other (specify _____)

9 Don't know

Question 5.04.- "*Does your company have international business contacts with entities in other countries?*"

Question 5.05.- "*In the past 3 years, has your firm introduced any…*"

YES	1	DON'T KNOW	9
NO	2		

Read each answer and enter appropriate response number for each.

New technologies and new processes refer to changes introduced in the workplace – this could be new technologies for producing things (new machines, computer aided processes), or equipping the employees with computers or communication technology. New processes could be new accounting and tracking processes, etc.

New products and new services refer to offers the firm makes in the marketplace – as part of what the firm sells.

Here respondents should give you a number between 1 and 5 where 1 means they have no problems with the relevant potential issue you mention, and 5 means that have severe problems. You should make sure they understand the scale and show them SHOWCARD #6 before proceeding to ask about each potential problem. You should read each potential problem one at a time and give time to the respondent to think about the answer and give you the number.

Question 5.06: "*Can you please indicate how problematic each of the following labor factors is for the operation and growth of your business?*"

Please answer on a scale of 1 to 5, where 1 means 'no problem' and 5 means ' severe problem'

NOT APPLICABLE   8
DON'T KNOW   9

EMPLOYMENT PROTECTION LEGISLATION/ LABOR CODE LAWS	
LABOR AVAILABILITY	
GENERAL EDUCATION OF WORKERS	
TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING OF WORKERS	
FINDING WORKERS WITH PREVIOUS EXPERIENCE	
HIGH JOB TURNOVER	
PAYROLL TAXES AND SOCIAL SECURITY CONTRIBUTIONS	
OVERALL WAGE LEVEL IN YOUR FIRM'S SECTOR	
MINIMUM WAGE (if exists in [country])	

Here respondents should provide a rating between 1 and 5, where 1 means they have no problems with the potential issue mentioned, and 5 means that they experience severe difficulties due to it. You should make sure they understand the scale before proceeding to ask about each potential problem. You should read each potential problem one at a time and give time to the respondent to think about the answer and rate the issue.

You can show the respondent SHOW CARD #6, which describes the rating scale.

Question 5.07: "*Compared to these labor issues, are the following much more, more, similar, less or much less of a constraint to doing business?*"

MUCH LESS CONSTRAINT	1	NOT APPLICABLE	8
LESS CONSTRAINT	2	DON'T KNOW	9
SIMILAR	3		
MORE CONSTRAINT	4		
MUCH MORE CONSTRAINT	5		

Electricity	
Telecommunications, Transportation	
Access to Land	
Tax rates, Tax administration	
Customs and Trade Regulations	
Business Licensing and Operating Permits	
Access to Financing (e.g. collateral), Cost of Financing (e.g. interest rates)	
Political Uncertainty; Economic and Financial Instability (inflation, exchange rate)	
Corruption; Crime, theft and disorder	
Anti-competitive or informal practices ; Legal system/conflict resolution	

Here respondents are asked to compare each potential constraint that you read out with "labor problems". These labor problems are the ones described in question 6.06. For example, if respondents say that access to electricity is much more of a constraint to doing business than labor issues, then you should enter "1" in line 1.

The interviewer should make sure that the respondent understands that each of these constraints are relative to labor issues before proceeding to go through each constraint. SHOWCARD #7 has the possible answers.

Question 5.08: "*Does your workplace have a personnel/ HR department?*"

YES	1 >> 5.10	DON'T KNOW	9
NO	2		

If the respondent answer "yes", the interviewer should skip to question 5.10.

Question 5.09: "*Who is responsible for personnel matters, if there is no personnel department?*"

Here respondents should indicate the occupation/job title of the person who is responsible for personnel matters.

Question 5.10: "*Finally, we have a few questions about the recent results at your firm.* All information that you give in this survey is completely confidential. *If necessary, these may be answered by the accounting department:*"

1. Name of the respondent (if different): _____
2. Position: _____
3. Phone number and email address: _____

The accounting questions can be a challenge to answer, please make sure you are talking to the person most able to answer such questions before proceeding with the rest of the interview. Please enter here the name and details of the new respondent if you have to interview a different person.

Question 5.11: "*Please tell us the following for the two most recent year-end reports for this firm (that is: the annual financial report for an enterprise):*"

IF REFUSE TO ANSWER/ DON'T KNOW, ASK WHO ELSE YOU CAN SPEAK WITH TO GET THIS INFORMATION	Year end report from one year ago	most recent year end report
Date of the year ending: day/mo/year		
Average number of employees in the year		
	currency:	currency:
Wage bill and compensation fund for workers		
Operating expenses (rent, electricity, inventory maintenance) and Cost of goods sold		
Sales		

The average number of employees in the year is the average of all employees – full-time, part-time and casual - averaged over the 12 months.

Question 5.12: "*Please tell us the following for last month, and one year ago for the same month?:*"

IF REFUSE TO ANSWER/ DON'T KNOW, ASK WHO ELSE YOU CAN SPEAK WITH TO GET THIS INFORMATION	last month	one year ago
Average number of employees in the month		
	currency:	currency:
Wage bill and compensation fund for workers		
Operating expenses (rent, electricity, inventory maintenance) and Cost of goods sold		
Sales		

This question is similar to the previous question but for a different time-period. Respondents should answer both questions as accurately as possible. Some respondents may find it difficult to respond to one or the other depending on the type of firms. In this case they should answer only the one for which they are the most confident.

Question 5.13: "*Is this firm registered with any government entity?*"

YES	1
NO	2>>END OF INTERVIEW

If the respondent answers "no", the interviewer should end the interview here.

Question 5.14: "*What is the statistical code (or codes) of the firm?*"

This question should be answered only by respondents who answered "yes" to question 5.13.

END OF THE INTERVIEW

After quickly going through the questionnaire/answers to check that no questions was omitted, and filling out any item that may have been missed while the respondent is still present, you should thank the respondent for his/her time and politely take leave.

Annex 1. International Standard Industrial Classification of Economic Activities, Rev.4

The following classification will be used for coding the questions referring to **economic activities (http://unstats.un.org/unsd/cr/registry/regcst.asp?Cl=27).**

A - Agriculture, forestry and fishing
01 - Crop and animal production, hunting and related service activities
   011 - Growing of non-perennial crops
   012 - Growing of perennial crops
   013 - Plant propagation
   014 - Animal production
   015 - Mixed farming
   016 - Support activities to agriculture and post-harvest crop activities
   017 - Hunting, trapping and related service activities
02 - Forestry and logging
   021 - Silviculture and other forestry activities
   022 - Logging
   023 - Gathering of non-wood forest products
   024 - Support services to forestry
03 - Fishing and aquaculture
   031 - Fishing
   032 – Aquaculture

B - Mining and quarrying
05 - Mining of coal and lignite
   051 - Mining of hard coal
   052 - Mining of lignite
06 - Extraction of crude petroleum and natural gas
   061 - Extraction of crude petroleum
   062 - Extraction of natural gas
07 - Mining of metal ores
   071 - Mining of iron ores
   072 - Mining of non-ferrous metal ores
08 - Other mining and quarrying
   081 - Quarrying of stone, sand and clay
   089 - Mining and quarrying not elsewhere classified
09 - Mining support service activities
   091 - Support activities for petroleum and natural gas extraction
   099 - Support activities for other mining and quarrying

C - Manufacturing
10 - Manufacture of food products
   101 - Processing and preserving of meat
   102 - Processing and preserving of fish, crustaceans and mollusks
   103 - Processing and preserving of fruit and vegetables
   104 - Manufacture of vegetable and animal oils and fats
   105 - Manufacture of dairy products

       106 - Manufacture of grain mill products, starches and starch products
       107 - Manufacture of other food products
       108 - Manufacture of prepared animal feeds
11 - Manufacture of beverages
       110 - Manufacture of beverages
12 - Manufacture of tobacco products
       120 - Manufacture of tobacco products
13 - Manufacture of textiles
       131 - Spinning, weaving and finishing of textiles
       139 - Manufacture of other textiles
14 - Manufacture of wearing apparel
       141 - Manufacture of wearing apparel, except fur apparel
       142 - Manufacture of articles of fur
       143 - Manufacture of knitted and crocheted apparel
15 - Manufacture of leather and related products
       151 - Tanning and dressing of leather; manufacture of luggage, handbags, saddlery and harness; dressing and dyeing of fur
       152 - Manufacture of footwear
16 - Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials
       161 - Sawmilling and planing of wood
       162 - Manufacture of products of wood, cork, straw and plaiting materials
17 - Manufacture of paper and paper products
       170 - Manufacture of paper and paper products
18 - Printing and reproduction of recorded media
       181 - Printing and service activities related to printing
       182 - Reproduction of recorded media
19 - Manufacture of coke and refined petroleum products
       191 - Manufacture of coke oven products
       192 - Manufacture of refined petroleum products
20 - Manufacture of chemicals and chemical products
       201 - Manufacture of basic chemicals, fertilizers and nitrogen compounds, plastics and synthetic rubber in primary forms
       202 - Manufacture of other chemical products
       203 - Manufacture of man-made fibres
21 - Manufacture of basic pharmaceutical products and pharmaceutical preparations
       210 - Manufacture of pharmaceuticals, medicinal chemical and botanical products
22 - Manufacture of rubber and plastics products
       221 - Manufacture of rubber products
       222 - Manufacture of plastics products
23 - Manufacture of other non-metallic mineral products
       231 - Manufacture of glass and glass products
       239 - Manufacture of non-metallic mineral products not elsewhere classified.
24 - Manufacture of basic metals
       241 - Manufacture of basic iron and steel
       242 - Manufacture of basic precious and other non-ferrous metals
       243 - Casting of metals
25 - Manufacture of fabricated metal products, except machinery and equipment
       251 - Manufacture of structural metal products, tanks, reservoirs and steam generators
       252 - Manufacture of weapons and ammunition
       259 - Manufacture of other fabricated metal products; metalworking service activities
26 - Manufacture of computer, electronic and optical products
       261 - Manufacture of electronic components and boards
       262 - Manufacture of computers and peripheral equipment
       263 - Manufacture of communication equipment

  264 - Manufacture of consumer electronics

  265 - Manufacture of measuring, testing, navigating and control equipment; watches and clocks

  266 - Manufacture of irradiation, electro-medical and electrotherapeutic equipment

  267 - Manufacture of optical instruments and photographic equipment

  268 - Manufacture of magnetic and optical media

27 - Manufacture of electrical equipment

  271 - Manufacture of electric motors, generators, transformers and electricity distribution and control apparatus

  272 - Manufacture of batteries and accumulators

  273 - Manufacture of wiring and wiring devices

  274 - Manufacture of electric lighting equipment

  275 - Manufacture of domestic appliances

  279 - Manufacture of other electrical equipment

28 - Manufacture of machinery and equipment not elsewhere classified.

  281 - Manufacture of general-purpose machinery

  282 - Manufacture of special-purpose machinery

29 - Manufacture of motor vehicles, trailers and semi-trailers

  291 - Manufacture of motor vehicles

  292 - Manufacture of bodies (coachwork) for motor vehicles; manufacture of trailers and semi-trailers

  293 - Manufacture of parts and accessories for motor vehicles

30 - Manufacture of other transport equipment

  301 - Building of ships and boats

  302 - Manufacture of railway locomotives and rolling stock

  303 - Manufacture of air and spacecraft and related machinery

  304 - Manufacture of military fighting vehicles

  309 - Manufacture of transport equipment not elsewhere classified.

31 - Manufacture of furniture

  310 - Manufacture of furniture

32 - Other manufacturing

  321 - Manufacture of jewellery, bijouterie and related articles

  322 - Manufacture of musical instruments

  323 - Manufacture of sports goods

  324 - Manufacture of games and toys

  325 - Manufacture of medical and dental instruments and supplies

  329 - Other manufacturing not elsewhere classified

33 - Repair and installation of machinery and equipment

  331 - Repair of fabricated metal products, machinery and equipment

  332 - Installation of industrial machinery and equipment

D - Electricity, gas, steam and air conditioning supply

35 - Electricity, gas, steam and air conditioning supply

  351 - Electric power generation, transmission and distribution

  352 - Manufacture of gas; distribution of gaseous fuels through mains

  353 - Steam and air conditioning supply

E - Water supply; sewerage, waste management and remediation activities

36 - Water collection, treatment and supply

  360 - Water collection, treatment and supply

37 – Sewerage

  370 - Sewerage

38 - Waste collection, treatment and disposal activities; materials recovery

  381 - Waste collection

  382 - Waste treatment and disposal

383 - Materials recovery
39 - Remediation activities and other waste management services
390 - Remediation activities and other waste management services

F - Construction
41 - Construction of buildings
410 - Construction of buildings
42 - Civil engineering
421 - Construction of roads and railways
422 - Construction of utility projects
429 - Construction of other civil engineering projects
43 - Specialized construction activities
431 - Demolition and site preparation
432 - Electrical, plumbing and other construction installation activities
433 - Building completion and finishing
439 - Other specialized construction activities

G - Wholesale and retail trade; repair of motor vehicles and motorcycles
45 - Wholesale and retail trade and repair of motor vehicles and motorcycles
451 - Sale of motor vehicles
452 - Maintenance and repair of motor vehicles
453 - Sale of motor vehicle parts and accessories
454 - Sale, maintenance and repair of motorcycles and related parts and accessories
46 - Wholesale trade, except of motor vehicles and motorcycles
461 - Wholesale on a fee or contract basis
462 - Wholesale of agricultural raw materials and live animals
463 - Wholesale of food, beverages and tobacco
464 - Wholesale of household goods
465 - Wholesale of machinery, equipment and supplies
466 - Other specialized wholesale
469 - Non-specialized wholesale trade
47 - Retail trade, except of motor vehicles and motorcycles
471 - Retail sale in non-specialized stores
472 - Retail sale of food, beverages and tobacco in specialized stores
473 - Retail sale of automotive fuel in specialized stores
474 - Retail sale of information and communications equipment in specialized stores
475 - Retail sale of other household equipment in specialized stores
476 - Retail sale of cultural and recreation goods in specialized stores
477 - Retail sale of other goods in specialized stores
478 - Retail sale via stalls and markets
479 - Retail trade not in stores, stalls or markets

H - Transportation and storage
49 - Land transport and transport via pipelines
491 - Transport via railways
492 - Other land transport
493 - Transport via pipeline
50 - Water transport
501 - Sea and coastal water transport
502 - Inland water transport
51 - Air transport
511 - Passenger air transport
512 - Freight air transport
52 - Warehousing and support activities for transportation
521 - Warehousing and storage

522 - Support activities for transportation
53 - Postal and courier activities
531 - Postal activities
532 - Courier activities

I - Accommodation and food service activities
55 – Accommodation
551 - Short term accommodation activities
552 - Camping grounds, recreational vehicle parks and trailer parks
559 - Other accommodation
56 - Food and beverage service activities
561 - Restaurants and mobile food service activities
562 - Event catering and other food service activities
563 - Beverage serving activities

J - Information and communication
58 - Publishing activities
581 - Publishing of books, periodicals and other publishing activities
582 - Software publishing
59 - Motion picture, video and television programme production, sound recording and music publishing activities
591 - Motion picture, video and television programme activities
592 - Sound recording and music publishing activities
60 - Programming and broadcasting activities
601 - Radio broadcasting
602 - Television programming and broadcasting activities
61 – Telecommunications
611 - Wired telecommunications activities
612 - Wireless telecommunications activities
613 - Satellite telecommunications activities
619 - Other telecommunications activities
62 - Computer programming, consultancy and related activities
620 - Computer programming, consultancy and related activities
63 - Information service activities
631 - Data processing, hosting and related activities; web portals
639 - Other information service activities

K - Financial and insurance activities
64 - Financial service activities, except insurance and pension funding
641 - Monetary intermediation
642 - Activities of holding companies
643 - Trusts, funds and similar financial entities
649 - Other financial service activities, except insurance and pension funding activities
65 - Insurance, reinsurance and pension funding, except compulsory social security
651 - Insurance
652 - Reinsurance
653 - Pension funding
66 - Activities auxiliary to financial service and insurance activities
661 - Activities auxiliary to financial service activities, except insurance and pension funding
662 - Activities auxiliary to insurance and pension funding
663 - Fund management activities

L - Real estate activities
68 - Real estate activities

681 - Real estate activities with own or leased property
682 - Real estate activities on a fee or contract basis

M - Professional, scientific and technical activities
69 - Legal and accounting activities
    691 - Legal activities
    692 - Accounting, bookkeeping and auditing activities; tax consultancy
70 - Activities of head offices; management consultancy activities
    701 - Activities of head offices
    702 - Management consultancy activities
71 - Architectural and engineering activities; technical testing and analysis
    711 - Architectural and engineering activities and related technical consultancy
    712 - Technical testing and analysis
72 - Scientific research and development
    721 - Research and experimental development on natural sciences and engineering
    722 - Research and experimental development on social sciences and humanities
73 - Advertising and market research
    731 - Advertising
    732 - Market research and public opinion polling
74 - Other professional, scientific and technical activities
    741 - Specialized design activities
    742 - Photographic activities
    749 - Other professional, scientific and technical activities not elsewhere classified.
75 - Veterinary activities
    750 - Veterinary activities

N - Administrative and support service activities
77 - Rental and leasing activities
    771 - Renting and leasing of motor vehicles
    772 - Renting and leasing of personal and household goods
    773 - Renting and leasing of other machinery, equipment and tangible goods
    774 - Leasing of intellectual property and similar products, except copyrighted works
78 - Employment activities
    781 - Activities of employment placement agencies
    782 - Temporary employment agency activities
    783 - Other human resources provision
79 - Travel agency, tour operator, reservation service and related activities
    791 - Travel agency and tour operator activities
    799 - Other reservation service and related activities
80 - Security and investigation activities
    801 - Private security activities
    802 - Security systems service activities
    803 - Investigation activities
81 - Services to buildings and landscape activities
    811 - Combined facilities support activities
    812 - Cleaning activities
    813 - Landscape care and maintenance service activities
82 - Office administrative, office support and other business support activities
    821 - Office administrative and support activities
    822 - Activities of call centres
    823 - Organization of conventions and trade shows
    829 - Business support service activities not elsewhere classified.

O - Public administration and defence; compulsory social security
84 - Public administration and defence; compulsory social security

841 - Administration of the State and the economic and social policy of the community
842 - Provision of services to the community as a whole
843 - Compulsory social security activities

P - Education
85 – Education
851 - Pre-primary and primary education
852 - Secondary education
853 - Higher education
854 - Other education
855 - Educational support activities

Q - Human health and social work activities
86 - Human health activities
861 - Hospital activities
862 - Medical and dental practice activities
869 - Other human health activities
87 - Residential care activities
871 - Residential nursing care facilities
872 - Residential care activities for mental retardation, mental health and substance abuse
873 - Residential care activities for the elderly and disabled
879 - Other residential care activities
88 - Social work activities without accommodation
881 - Social work activities without accommodation for the elderly and disabled
889 - Other social work activities without accommodation

R - Arts, entertainment and recreation
90 - Creative, arts and entertainment activities
900 - Creative, arts and entertainment activities
91 - Libraries, archives, museums and other cultural activities
910 - Libraries, archives, museums and other cultural activities
92 - Gambling and betting activities
920 - Gambling and betting activities
93 - Sports activities and amusement and recreation activities
931 - Sports activities
932 - Other amusement and recreation activities

S - Other service activities
94 - Activities of membership organizations
941 - Activities of business, employers and professional membership organizations
942 - Activities of trade unions
949 - Activities of other membership organizations
95 - Repair of computers and personal and household goods
951 - Repair of computers and communication equipment
952 - Repair of personal and household goods
96 - Other personal service activities
960 - Other personal service activities

T - Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use
97 - Activities of households as employers of domestic personnel
970 - Activities of households as employers of domestic personnel
98 - Undifferentiated goods- and services-producing activities of private households for own use
981 - Undifferentiated goods-producing activities of private households for own use
982 - Undifferentiated service-producing activities of private households for own use

U - Activities of extraterritorial organizations and bodies
99 - Activities of extraterritorial organizations and bodies
      990 - Activities of extraterritorial organizations and bodies