

SBA SURVEY  
AUGUST, 1992  
UK SURVEY RESEARCH CENTER

ID # /\_\_/\_/\_\_\_/\_\_\_/

ATTACH LABEL HERE

Contact Name  
Company Name  
City, State  
Phone Number

Hello, my name is \_\_\_\_\_.

IF RETURNED CARD: May I speak with (CONTACT NAME)? I'm calling from the Survey Research Center at the University of Kentucky. Our records show that you have returned a card to our office and have agreed to participate in our research on large and small businesses for a project sponsored by the Small Business Administration. We appreciate your willingness to cooperate. The interview should take about 15 minutes and focuses on how new employees are trained at their jobs. Would this be a good time for us to conduct the interview?

IF DID NOT RETURN CARD: May I speak with (CONTACT NAME or THE PERSONNEL MANAGER)? I'm calling from the Survey Research Center at the University of Kentucky. A letter was sent to your company recently requesting your participation in our study of large and small businesses for a project sponsored by the Small Business Administration. The interview should take about 15 minutes and focuses on how new employees are trained at their jobs. Would you be the appropriate person to talk to about this?

IF NOT: ASK TO SPEAK TO THE PROPER PERSON AND REPEAT INTRODUCTION

CALL RECORD:

<u>FIRST</u>	<u>SECOND</u>	<u>THIRD</u>	<u>FOURTH</u>	<u>FIFTH</u>	<u>SIXTH</u>	<u>SEVENTH</u>
Day:	Day:	Day:	Day:	Day:	Day:	Day:
Time:	Time:	Time:	Time:	Time:	Time:	Time:
Disp:	Disp:	Disp:	Disp:	Disp:	Disp:	Disp:
Int:	Int:	Int:	Int:	Int:	Int:	Int:

CALL BACK APPOINTMENTS:

TIME:	DAY:	INTERVIEWER:
_____	_____	_____
_____	_____	_____

I'd like to remind you that all responses you give to any of the questions in this study will be kept strictly confidential and will be used in the aggregate only. Your responses will not be released in any way that might permit your company to be identified. We would like to begin by asking a few questions about your company. We realize that some companies may not have all of the information requested. In those cases, please provide your best estimate.

1. Our records indicate that (INDUSTRY CATEGORY FROM LABEL) is the major business activity of your company. Is that correct?

- 1. Yes
  - 2. No
  - 8. DK
- |
- |
- |
- V

SKIP TO Q3

2. How would you best describe the major business activity of your company?

- 00. agriculture, forestry, fisheries
- 01. mining
- 02. construction
- 03. manufacturing
- 04. transportation, communications, or public utilities
- 05. wholesale trade
- 06. retail trade
- 07. finance, insurance, or real estate
- 08. services
- 09. OTHER (SPECIFY:) \_\_\_\_\_
- 10. REFUSED

3. How many individuals are employed by your company at your location?

/\_\_/\_/\_\_\_/\_\_\_/ EMPLOYEES

3A. (IF UNSURE, PROBE FOR A RANGE & CIRCLE APPROPRIATE NUMBER BELOW.)

- 1. less than 10
- 2. 10-24
- 3. 25-49
- 4. 50-99
- 5. 100-249
- 6. 250-499
- 7. 500-999

- 8. 1000-4999
- 9. 5000 or more
- 0. DK/REF

4. What percentage of these individuals are permanent full-time employees (35 or more hours per week)?

/\_\_/\_/\_\_\_/ percent 998=DK 999=REF

5. Does your company operate at more than one location?

1. Yes



2. No

8. DK

9. REF

SKIP TO Q8

6. How many locations?

/\_\_\_/\_\_\_/\_\_\_/\_\_\_/ LOCATIONS

6A. (IF UNSURE, PROBE FOR A RANGE AND CIRCLE APPROPRIATE NUMBER BELOW.)

- 1. 2
- 2. 3-5
- 3. 5-9
- 4. 10-24
- 5. 25-49
- 6. 50-99
- 7. 100 or more
- 9. DK/REF

7. How many individuals are employed for your company at all locations? (IF UNSURE, PROBE FOR A RANGE.)

/\_\_\_/\_\_\_/\_\_\_/\_\_\_/ EMPLOYEES

7A. (IF UNSURE, PROBE FOR A RANGE AND CIRCLE APPROPRIATE NUMBER BELOW.)

- 1. less than 10
- 2. 10-24
- 3. 25-49
- 4. 50-99
- 5. 100-249
- 6. 250-499
- 7. 500-999
- 8. 1000-4999

- 9. 5000 or more
- 0. DK/REF

8. In what year was your company established?

/\_\_\_/\_\_\_/\_\_\_/\_\_\_/                      9998=DK      9999=REF

9. What is the legal form of your company's organization? Is it a:

- 1. sole proprietorship,
- 2. a partnership,
- 3. a for-profit Chapter S corporation,
- 4. some other for-profit corporation,
- 5. a not-for-profit organization, or
- 6. something else? (SPECIFY) \_\_\_\_\_
- 8. DK
- 9. REF

10. As of right now, does one person or a husband and wife have at least 51 percent of the company's ownership, management, and control?

- |                              |  |   |
|------------------------------|--|---|
| 1. Yes, one person<br> <br>V | 2. Yes,<br>husband/wife<br> <br><div style="border: 1px solid black; padding: 2px; display: inline-block;">SKIP TO Q14</div> | 3. No<br>8. DK<br>9. REF<br> <br><div style="border: 1px solid black; padding: 2px; display: inline-block;">SKIP TO Q16</div> |
|------------------------------|--|---|

11. Is this person a male or female?

- 1. Male
- 2. Female
- 8. DK
- 9. REF

12. What is (his/her) age?

/\_\_\_/\_\_\_/                      98=DK      99=REF

13. What is his/her ethnic background?

- 1. American Indian or Alaskan Native
- 2. Asian or Pacific Islander
- 3. Spanish-speaking Origin
- 4. Black (African American), not of Spanish-speaking Origin
- 5. White, not of Spanish-speaking Origin
- 8. DK

9. REF

SKIP TO Q16

14. What are their ages?

/\_\_\_/\_\_\_/        /\_\_\_/\_\_\_/        98=DK        99=REF

15. What are their ethnic backgrounds?

/\_\_\_/ HUSBAND        /\_\_\_/ WIFE

ENTER ETHNIC NUMBER OF EACH FROM LIST BELOW

1. American Indian or Alaskan Native
2. Asian or Pacific Islander
3. Spanish-speaking Origin
4. Black (African American), not of Spanish-speaking Origin
5. White, not of Spanish-speaking Origin
8. DK
9. REF

16. I'd like to ask you to think of the last new permanent part-time or full-time employee your company hired at this location prior to May 1, 1992 regardless of whether that person is still employed by your company. I'm going to ask you some questions about that person and the position he or she was hired to fill. To make it easier to refer to him/her during the rest of the interview, could you please give me his/her name?

\_\_\_\_\_

16A. Is (NAME) a male or female?

1. Male
2. Female
8. DK
9. REF

17. What was the title of the position (NAME) was hired for? (PROBE FOR DETAIL)

\_\_\_\_\_ TITLE        /\_\_\_/\_\_\_/\_\_\_/

18. What are the most important duties of this job? (PROBE FOR SPECIFIC TYPE OF PRODUCT OR SERVICE WORKED ON OR WITH.)

\_\_\_\_\_

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19. In what month and year did (NAME) begin working for your company?

/\_\_\_/\_\_\_/      /\_\_\_/\_\_\_/      9898=DK      9999=REF  
MONTH              YEAR

IF PRIOR TO MAY 1, **1991**, SKIP TO Q21.

20. How many individuals have been hired into (NAME'S) type of position at this location from May 1, 1991 until April 30, 1992?

/\_\_\_/\_\_\_/\_\_\_/ EMPLOYEES HIRED 996=More than 995 998=DK 999=REF

20A. How many individuals have been hired into all positions at this location from May 1, 1991 until April 30, 1992?

/\_\_\_/\_\_\_/\_\_\_/ EMPLOYEES HIRED 996=More than 995 998=DK 999=REF

21. What was (NAME'S) age at the time (he/she) was hired?

/\_\_\_/\_\_\_/              98=DK              99=REF

22. What was the last year of school (NAME) completed?

/\_\_\_/\_\_\_/              98=DK              99=REF

(IF NO # GIVEN, PROMPT WITH CATEGORIES BELOW):

(COMPLETED) GRAMMAR SCHOOL	08	COMPLETED COLLEGE	16
INCOMPLETE HIGH SCHOOL	10	GRADUATE SCHOOL INCOMPLETE	17
COMPLETED HIGH SCHOOL	12	MASTERS/LAW/MBA	18
VOCATIONAL/TECHNICAL SCHOOL	13	PH.D/MD/DDS	20
INCOMPLETE COLLEGE	14		

OTHER (Specify) \_\_\_\_\_ 90

23. What is (NAME'S) ethnic background?

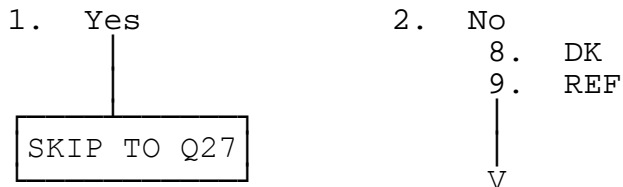
1. American Indian or Alaskan Native
2. Asian or Pacific Islander
3. Spanish-speaking Origin
4. Black (African American), not of Spanish-speaking Origin
5. White, not of Spanish-speaking Origin

- 8. DK
- 9. REF

24. How many months of experience in jobs that had some application to the position did (NAME) have before he/she started working for your company?

/\_\_\_/\_\_\_/\_\_\_/      SOME, DK HOW MUCH=996      DK=998      REF=999

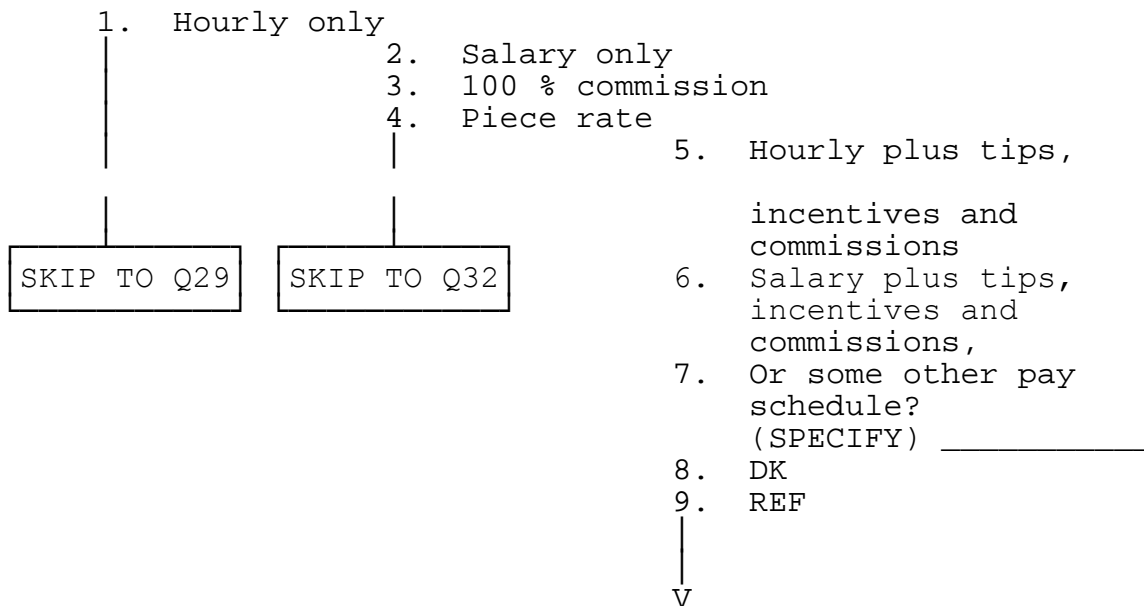
25. Is (NAME) still with your company?



26. How many weeks did (NAME) work for your company?

/\_\_\_/\_\_\_/      WEEKS      98=DK      99=REF

27. The following questions ask about employee earnings. When (NAME) was hired, how was he/she paid? (READ CATEGORIES IF NECESSARY.)



28. Which of the following types of incentives are offered?

- 1. Commission
- 2. Tips
- 3. Group incentive
- 4. Individual incentives
- 8. DK
- 9. REF

IF SALARIED OR OTHER ("6" OR "7" TO Q27) SKIP TO Q32

29. What was (NAME's) starting hourly rate including commissions and incentive pay?

\$ /\_\_\_/\_\_\_/\_\_\_/. /\_\_\_/\_\_\_/ PER HOUR 99998=DK 99999=REF

30. What was (NAME'S) hourly rate including commissions, bonuses and incentive pay after 3 months with the company?

\$ /\_\_\_/\_\_\_/\_\_\_/. /\_\_\_/\_\_\_/ PER HOUR 99997=LEFT 99998=DK  
BEFORE 3 MOS 99999=REF

31. What is the average hourly rate paid to workers hired in (NAME's) position after two years of employment with the company? Please include any commissions, bonuses, incentive pay or raises due to promotion.

\$ /\_\_\_/\_\_\_/\_\_\_/. /\_\_\_/\_\_\_/ PER HOUR 99998=DK 99999=REF

IF HOURLY ("1" OR "5" TO Q27) SKIP TO Q38

32. What was (NAME's) usual compensation including commissions and incentive pay when (he/she) started work? (RECORD IN WHOLE DOLLARS)

\$ /\_\_\_/\_\_\_/\_\_\_/, /\_\_\_/\_\_\_/\_\_\_/ 999998=DK 999999=REF

33. Is this compensation:

1. per week,
2. biweekly,
3. per month,
4. per year,
5. or just part of the year? —> 34a. How many weeks per year?
  8. DK
  9. REF

/\_\_\_/\_\_\_/ WEEKS 98=DK 99=REF

34. What was (NAME's) compensation including commissions, bonuses and incentive pay after 3 months with the company? (RECORD IN WHOLE DOLLARS)

\$ /\_\_\_/\_\_\_/\_\_\_/, /\_\_\_/\_\_\_/\_\_\_/ 999997=LEFT 999998=DK





40. Are there any additional benefits that the company will pay for after (NAME) has been with the company for two years? (READ LIST AGAIN IF NECESSARY.)

	YES	NO	DK	REF		
a. group health insurance			1	2	8	9
b. retirement plan			1	2	8	9
c. profit sharing or stock ownership plan			1	2	8	9
d. child or elder care			1	2	8	9
e. paid vacation	1	2	8	9		
f. paid sick leave	1	2	8	9		
g. life insurance			1	2	8	9
h. disability insurance			1	2	8	9
i. discounts on products	1	2	8	9		

41. Does your company offer an employee assistance plan (EAP) for substance abuse problems?

- 1. Yes
- 2. No
- 8. DK
- 9. REF

42. Does your company have a formal substance abuse policy?

- 1. Yes
- 2. No
- 8. DK
- 9. REF

43. Is (NAME) covered by a collective bargaining agreement?

- 1. Yes
- 2. No
- 8. DK
- 9. REF

44. When (NAME) was hired, were others hired at the same time to fill the same type of position?

- 1. Yes
- 2. No
- 8. DK
- 9. REF

SKIP TO Q45

44A. How many?

/\_\_\_/\_\_\_/\_\_\_/\_\_\_/ Some, DK #=9996 DK=9998 REF=9999

45. The next set of questions deal with your hiring procedures. Please remember that the name of your company will never be associated with the information we release. In hiring (NAME) how many people did you consider for the position(s)? Include all applications as well as individuals contacted by you.

\_\_\_\_/\_\_\_\_/\_\_\_\_/\_\_\_\_/            Some, DK #=9996            DK=9998    REF=9999

46. How many people were interviewed? (IF DK: Just your best guess)

\_\_\_\_/\_\_\_\_/\_\_\_\_/\_\_\_\_/            Some, DK #=9996            DK=9998    REF=9999

47. How many of these applicants were offered a job?  
(MUST BE AT LEAST ONE.)

\_\_\_\_/\_\_\_\_/\_\_\_\_/            Some, DK #=996    DK=998            REF=999

48. While hiring for the position(s), what was the total number of hours spent by your company personnel recruiting, screening, and interviewing all applicants? (IF DK: Just your best guess)

\_\_\_\_/\_\_\_\_/\_\_\_\_/\_\_\_\_/ TOTAL HOURS            SOME, DK #=9996            DK=9998  
REF=9999

REFER TO Q16A AND Q23 - IF RESPONDENT IS WHITE MALE, SKIP TO Q51

49. Was (NAME) hired in part for Affirmative Action reasons?  
(IF NECESSARY, REASSURE RESPONDENT OF CONFIDENTIALITY)

- 1. Yes
  - 2. No
  - 8. DK
  - 9. REF
- |
- SKIP TO Q51
- V

50. How important was this consideration?

- 1. Very important
- 2. Somewhat important
- 3. Not very important
- 4. Not at all important
- 8. DK
- 9. REF

51. These next questions ask about worker training and supervision in general in your company. I'm going to read a list of several basic skills and capabilities and I'd like to know whether finding entry-level employees who have an adequate level of the skill is: Usually a problem, sometimes a problem, is not usually a problem,

or is never a problem, or whether the skill is not applicable to your company.

	USUALLY	SOME-TIMES	NOT USUALLY	NEVER	NA	DK
a. Good work habits, like showing up on time	1	2	3	4	5	8
b. Ability to work with others	1	2	3	4	5	8
c. Reading skills	1	2	3	4	5	8
d. Ability to deal with the public or customers in an appropriate manner	1	2	3	4	5	8
e. General problem solving ability	1	2	3	4	5	8
	USUALLY	SOME-TIMES	NOT USUALLY	NEVER	NA	DK
f. Ability to work with minimum supervision	1	2	3	4	5	8
g. Math skills	1	2	3	4	5	8
h. Writing skills	1	2	3	4	5	8
i. Ability to listen and follow directions	1	2	3	4	5	8
j. Oral communication skills	1	2	3	4	5	8
k. Basic computer skills	1	2	3	4	5	8

52. For the typical entry-level worker, is it necessary for your company to provide remedial training to correct for any deficiencies in any of these basic skills?

1. Yes

↓  
V

2. No

8. DK

9. REF

SKIP TO Q55

53. Which ones? (LIST LETTERS OF SKILLS FROM Q51)

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54. Where is this remedial training typically provided?

1. On-site by your company
2. On-site by a consultant or agency of some kind
3. At a public school
4. At a vocational or technical school
5. At a community college
6. Other place (SPECIFY)  

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55. Now, think about the possible make-up of your company's workforce five years from now. As I read the list of some skills, please tell me for each one whether your need for such a skill is: Likely to grow, likely to decline, or not likely to change much.

	GROW	DECLINE	NO CHANGE	DK
a. Good work habits, like showing up on time	1	2	3	8
b. Ability to work with others	1	2	3	8
c. Reading skills	1	2	3	8
d. Ability to deal with the public or customers in an appropriate manner	1	2	3	8
e. General problem solving ability	1	2	3	8
f. Ability to work with minimum supervision	1	2	3	8
g. Math skills	1	2	3	8
h. Writing skills	1	2	3	8
i. Ability to listen and follow directions	1	2	3	8
j. Oral communication skills	1	2	3	8



7. Some other reason (SPECIFY) \_\_\_\_\_

60. I'd now like to ask about the training that (NAME) received and about (NAME's) productivity. Do you feel you would be able to answer some general questions about (his/her) training experiences and productivity? (IF NO: Could I please speak to another person to obtain this information?)

1. Respondent can answer questions
2. Contact another person (SCHEDULE CALLBACK IF NECESSARY)

Name \_\_\_\_\_

Time (Minutes) \_\_\_\_\_

Phone (\_\_\_\_\_) \_\_\_\_\_-\_\_\_\_\_

61. Is there **formal** training, such as self-paced learning programs or training done by specially trained personnel inside or outside the firm, for people hired in (NAME's) position, or is all the training done as informal on the job training?

1. Formal training
2. All informal training — IF ALL INFORMAL TRAINING, SKIP TO Q64

**NOTE: FOR THE FOLLOWING QUESTIONS, IF DK, ASK R FOR BEST GUESS**

62. During the first 3 months of work what was the total number of weeks and hours per week (NAME) spent at on-site formal training such as self-paced learning programs or training or classes given by specially trained personnel?

/\_\_\_/\_\_\_/ WEEKS                      Some, DK #=96    DK=98    REF=99

/\_\_\_/\_\_\_/ HOURS PER WEEK            98=DK        99=REF

63. During the first three months of work, how many weeks and hours per week did (NAME) spend on off-site formal training programs?

/\_\_\_/\_\_\_/ WEEKS                      98=DK        99=REF

/\_\_\_/\_\_\_/ HOURS PER WEEK            98=DK        99=REF

63A. How much did the company spend to send (NAME) to these off-site formal training programs?

\$ /\_\_\_/\_\_\_/\_\_\_/\_\_\_/                      9998 = DK        9999 = REF

64. The next set of questions are about informal training provided to (NAME) by management, supervisors, and coworkers. During the first 3 months of work, what was the total number of weeks and

hours per week that management and supervisors spent away from other activities giving informal individualized training or extra supervision to (NAME)?

/\_\_\_/\_\_\_/ TOTAL WEEKS      Some, DK #=996    DK=998    REF=999

/\_\_\_/\_\_\_/ HOURS PER WEEK    Some, DK #=96    DK=98    REF=99

65. During the first 3 months of work, what was the total number of weeks and hours per week that coworkers who are not supervisors spent away from their normal work giving informal individualized training or extra supervision to (NAME):

/\_\_\_/\_\_\_/ TOTAL WEEKS      Some, DK #=96    DK=98    REF=99

/\_\_\_/\_\_\_/ HOURS PER WEEK    Some, DK #=96    DK=98    REF=99

66. During the first 3 months of work, what was the total number of weeks and hours per week that (NAME) spent observing coworkers in order to learn skills required for (his/her) position?

/\_\_\_/\_\_\_/ TOTAL WEEKS      Some, DK #=96    DK=98    REF=99

/\_\_\_/\_\_\_/ HOURS PER WEEK    Some, DK #=96    DK=98    REF=99

67. How many weeks does it take a new employee hired for (NAME's) type of position to become fully trained and qualified if he or she had no previous experience in this job, but has had the necessary school-provided training?

/\_\_\_/\_\_\_/\_\_\_/ WEEKS      DK=998      REF=999

68. Compared to the typical new hire in (NAME's) position, how would you rate (NAME's) skills when hired? Would you say:

1. Above average,
2. Below average, or
3. About average?
8. DK
9. REF

69. Did (NAME) receive more, less, or the same amount of training as the typical person hired in the same position?

1. More training
2. Less training
3. Same
8. DK



9. REF

70. Did (NAME) receive a higher, lower, or the same wage or salary as the typical person hired in the same position?

- 1. Higher wage/salary
- 2. Lower wage/salary
- 3. Same wage/salary
- 8. DK
- 9. REF

71. The last few questions are about employee productivity. Please rate (NAME) on a productivity scale of zero to 100, where 100 equals (NAME'S) productivity when (he/she) is fully trained and zero is absolutely no productivity by (NAME). For each of the following time periods compare (NAME'S) productivity on this scale. What was (NAME'S) productivity during:

a. his/her first 2 weeks of employment?      /\_\_\_/\_\_\_/\_\_\_/  
998=DK      999=REF

SKIP 71B IF LEFT BEFORE 3 MONTHS

b. After 3 months      /\_\_\_/\_\_\_/\_\_\_/  
997=Left before 3 months      998=DK      999=REF

72. What percentage of workers hired in (NAME'S) position receive a promotion to another position in the first two years on the job?

/\_\_\_/\_\_\_/\_\_\_/ %

Those are all the questions I have for you today. Thank you very much for your cooperation. Goodbye.

\*\*\*\*\*

INTERVIEWER COMPLETE:

WAS THE INTERVIEW COMPLETED WITH ONLY ONE PERSON, OR DID YOU HAVE TO SPEAK TO MORE THAN ONE PERSON?

- 1. Only one person
- 2. More than one person

GENDER OF RESPONDENT:

- 1. Female
- 2. Male

TIME OF DAY OF INTERVIEW:

1. Morning
2. Afternoon
3. Evening

DATE OF INTERVIEW:            /\_\_/\_/-/\_/\_/-92  
                                  M M            D D

TOTAL TIME OF INTERVIEW IN MINUTES:            /\_\_\_/\_\_\_/

IN GENERAL, THE RESPONDENT'S UNDERSTANDING OF THE QUESTIONS WAS:

1. Excellent
2. Good
3. Fair
4. Poor

HOW MANY TIMES WAS THIS NUMBER CALLED (BE SURE TO INCLUDE INITIAL CALL AND ANY CALLBACK ATTEMPTS)?

                                  /\_\_\_/\_\_\_/                            99=missing

WAS THIS INTERVIEW COMPLETED:

1. On the first contact
2. On a callback appointment
3. After an initial refusal

SUPERVISOR ID #:    /\_\_\_/\_\_\_/