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:

<table>
<thead>
<tr>
<th>FIRST</th>
<th>SECOND</th>
<th>THIRD</th>
<th>FOURTH</th>
<th>FIFTH</th>
<th>SIXTH</th>
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</table>

CALL BACK APPOINTMENTS:

TIME: ___________________ DAY: ___________________ INTERVIEWER: ___________________

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
   SKIP TO Q3
   V

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
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

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    2. Yes, husband/wife
   3. No
      8. DK
      9. REF

      SKIP TO Q14

      SKIP TO Q16

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
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.)
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
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?

1. Yes
2. No

8. DK
9. REF

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.)

1. Hourly only
2. Salary only
3. 100 % commission
4. Piece rate
5. Hourly plus tips, incentives and commissions
6. Salary plus tips, incentives and commissions,
7. Or some other pay schedule?
   (SPECIFY) ___________
8. DK
9. REF

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

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

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
35. Is this compensation:

1. per week,
2. biweekly,
3. per month,
4. per year,
5. or just part of the year?  

35a. How many weeks per year?

8. DK
9. REF  

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

$ /__/__/__/__, /__/__/__/ /9999998=DK 9999999=REF

37. Would this compensation be:

1. per week,
2. biweekly,
3. per month,
4. per year,
5. or just part of the year?  

37a. How many weeks per year?

8. DK
9. REF  

38. How many hours did (NAME) usually work per week when (he/she) started with the company?

/__/__/__/ HOURS PER WEEK 98=DK 99=REF

39. Which of the following fringe benefits was (NAME) eligible for and the company paid for when (he/she) was first hired?

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

   V

   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

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.

<table>
<thead>
<tr>
<th>Skill Description</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Not Usually</th>
<th>Never</th>
<th>NA</th>
<th>DK</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Good work habits, like showing up on time</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>b. Ability to work with others</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>c. Reading skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>d. Ability to deal with the public or customers in an appropriate manner</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
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<tr>
<td>e. General problem solving ability</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
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<tr>
<th>Skill Description</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Not Usually</th>
<th>Never</th>
<th>NA</th>
<th>DK</th>
</tr>
</thead>
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<tr>
<td>f. Ability to work with minimum supervision</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>g. Math skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>h. Writing skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>i. Ability to listen and follow directions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>j. Oral communication skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>k. Basic computer skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
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</table>

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

2. No

8. DK

9. REF

SKIP TO Q55

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

__________________________________________________________________
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)

55. Now, think about the possible make-up of your company's workforce five years from now. As I read the list of same 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.

<table>
<thead>
<tr>
<th>Skill Description</th>
<th>GROW</th>
<th>DECLINE</th>
<th>NO CHANGE</th>
<th>DK</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Good work habits, like showing up on time</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>8</td>
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<td>b. Ability to work with others</td>
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<td>2</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>c. Reading skills</td>
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<td>3</td>
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<td>8</td>
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<td>3</td>
<td>8</td>
</tr>
<tr>
<td>h. Writing skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>i. Ability to listen and follow directions</td>
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<td>2</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>j. Oral communication skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>8</td>
</tr>
</tbody>
</table>
k. Basic computer skills  1  2  3  8

56. Have you ever heard of the Job Training Partnership Act or other government financed training programs?

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

V

SKIP TO Q60

57. Have you ever hired a worker through one of these programs?

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

V

SKIP TO Q59

58. Which program?

1. JTPA (Job Training Program Act)  2. Other Federal Program  3. State funded training program  4. City/municipal training program  5. Other (SPECIFY) ________________________________

8. DK  9. REF

SKIP TO Q60

59. What is the main reason you haven't hired a worker through a government training program?

1. Workers not adequately trained  2. Workers have poor work habits  3. Workers are likely to quit or be fired  4. Workers have low productivity  5. Workers never applied  6. Did not know how to go about hiring a JTPA person
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
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.

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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 #:    /____/____/