

# Appendix 3

**Dundee College of Technology**  
Faculty of Management & Social Studies  
Department of Business Studies

## **Personnel Specialists in Scotland**

### **Questionnaire**

Loose insert Appendix 3 forms part of the  
Doctoral thesis:

Personnel Specialists in Scotland: a Study  
of Managerial Work and Knowledge Use

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**Strictly confidential**  
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A6. QUALIFICATIONS

A6.1 Do you have any of the qualifications or have you passed any of the examinations listed as examples below? (Tick all that apply)

- a) None .....
- b) Scottish Leaving Certificate (SLC) - lower .....
- c) Scottish Leaving Certificate (SLC) - higher .....
- d) Scottish Certificate of Education (SCE) - ordinary .....
- e) Scottish Certificate of Education (SCE) - higher .....
- f) Scottish University Preliminary Exam (SUPE) - higher .....
- g) Recognised trade apprenticeship completed.....
- h) Certificate of Secondary Education (CSE) .....
- i) General Certificate of Education (GCE) - O level ..
- j) General Certificate of Education (GCE) - A level ..
- k) School Certificate .....
- l) Higher School Certificate .....
- m) Clerical/commercial qualifications e.g. shorthand, typing, book-keeping, RSA Commercial Certificate ..
- n) City and Guilds Certificate .....
- o) Ordinary National Certificate (ONC) or Diploma (OND)
- p) Higher National Certificate (HNC) or Diploma (HND).   
HNDs please answer A6.2 below
- q) Nursing qualifications .....
- r) Teaching qualifications .....
- s) University/Central Institution/Polytechnic diploma.
- t) University/Central Institution/Polytechnic degree .   
Please answer A6.3 below
- u) University/Central Institution/Polytechnic higher   
Please answer A6.4 below degree..
- v) Professional Institution qualification (other than   
Please answer A6.5 below IPM).....
- w) Institute of Personnel Management qualification ...   
Please answer A6.6 below
- x) Other qualifications, specify as fully as possible   
.....  
.....

A6.2 If you have an HND, please write,

(i) the name(s) of the institution(s) attended   
.....

(ii) The main subject(s) studied .....   
.....

Not applicable

A6.3 If you have a degree, please write,

(i) The name(s) of the institution(s) attended

.....  
(ii) The type and title of degree (e.g. B.A., B.Sc., etc.)

.....  
(iii) The main subject(s) studied (e.g. Biology, History)

.....  
Not applicable

A6.4 If you have a higher degree, please write,

(i) The name(s) of the institution(s) attended

.....  
(ii) The type or title of the degree

.....  
(iii) Main subject(s) studied

Not applicable

A6.5 If you have a professional institution qualification (other than IPM), please name it (write)

.....  
Not applicable

A6.6 If you have an Institute of Personnel Management qualification please state the means by which you obtained it (Tick one)

a) Not applicable  e) Night classes

b) One year full-time course  f) Other (please specify)

c) Correspondence course

d) Under the experience provisions

A6.7 What grade of IPM membership, if any, do you hold? (please write)

.....  
Not applicable

A6.8 If you are currently a student member of the IPM, please indicate the study method you are using (Tick one)

a) Not applicable  d) Night classes

b) Day-release  e) Other (please specify)

c) Correspondence course

A6.9 Are you currently paying a subscription to the Institute of Personnel Management? (Tick one)

Yes  No

A7. How long have you worked in personnel? Please state the number of years/months. .... years ..... months

A7.1 What proportion of your working life does this represent? Please write, (e.g. all of it, about half of it, etc.)

A7.2 What age were you when you started your personnel career?.....

A8. We are interested in how you first came into the personnel field, and would like you to select from the list of statements below, one which most nearly corresponds to your own experience (tick one)

- (a) Personnel was more or less my initial career
- (b) I was not happy with my previous type of job and saw a job in personnel as a way out
- (c) I worked in another type of occupation and came to think of a job in personnel as a way of advancing my career
- (d) Although I had not worked in personnel before, some of my bosses asked me to move into personnel work because they apparently thought it would be good for the organisation and for my career
- (e) Other (please write) .....

A8.1 If you have ticked (b), (c), (d) or (e) above, please give the title of the job you had immediately prior to your entry to personnel (please write)

A9. Are you currently a member of a trade union? (Tick one)

Yes  No

A9.1 If your answer to Q.A9 was "yes", please write the name of the union

and indicate if this union has negotiating rights with your employer. (Tick one)

- A9.2 (a) Full negotiating rights
- (b) Is in process of obtaining negotiating rights
- (c) Does not have negotiating rights
- (d) Don't know

A9.3 If your answer to QA9. was "yes", we should like to know if you ever feel any "conflicts of interest" arising in your work as a result of your trade union membership. (Tick one)

- (a) I do, frequently
- (b) I do, from time to time
- (c) I do, but only rarely
- (d) No
- (e) Don't know

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A9.4 If your answer to A9 was "No", please indicate if you have ever been a member of a trade union (Tick one)

Yes  No

A9.5 If your answer to A9.4 was "Yes", please say why you are no longer a trade union member. (Tick one)

- (a) Not applicable
- (b) I did not agree with union policy, so I resigned
- (c) I left the employer/sector/specialism to which my union membership applied
- (d) I came to personnel from another job, and didn't think union membership appropriate
- (e) I was promoted within the personnel function, and didn't think union membership appropriate to the level of my new job
- (f) Other (please specify)
- .....
- .....

A10. What type of work was your father doing when you left school? (Tick one)

- |   |                          |                       |                          |
|---|--------------------------|-----------------------|--------------------------|
| a) apprentice/trainee                   | <input type="checkbox"/> | h) managerial         | <input type="checkbox"/> |
| b) unskilled manual                     | <input type="checkbox"/> | i) other professional | <input type="checkbox"/> |
| c) semi-skilled manual                  | <input type="checkbox"/> | j) self-employed      | <input type="checkbox"/> |
| d) skilled manual                       | <input type="checkbox"/> | k) Forces/Services    | <input type="checkbox"/> |
| e) supervisory/foreman                  | <input type="checkbox"/> | l) not working        | <input type="checkbox"/> |
| f) clerical/secretarial/<br>office      | <input type="checkbox"/> | m) don't know         | <input type="checkbox"/> |
| g) technical/scientific/<br>engineering | <input type="checkbox"/> | n) not applicable     | <input type="checkbox"/> |

A10.1 Give the job title if known .....

All. What type of work was your mother doing when you left school? (Tick one)

- |   |                          |                       |                          |
|---|--------------------------|-----------------------|--------------------------|
| a) apprentice/trainee                   | <input type="checkbox"/> | i) other professional | <input type="checkbox"/> |
| b) unskilled manual                     | <input type="checkbox"/> | j) self-employed      | <input type="checkbox"/> |
| c) semi-skilled manual                  | <input type="checkbox"/> | k) Forces/Services    | <input type="checkbox"/> |
| d) skilled manual                       | <input type="checkbox"/> | l) housewife          | <input type="checkbox"/> |
| e) supervisory/foreman                  | <input type="checkbox"/> | m) not working        | <input type="checkbox"/> |
| f) clerical/secretarial/<br>office      | <input type="checkbox"/> | n) don't know         | <input type="checkbox"/> |
| g) technical/scientific/<br>engineering | <input type="checkbox"/> | o) not applicable     | <input type="checkbox"/> |
| h) managerial                           | <input type="checkbox"/> |                       |                          |

All.1 Give the job title if known .....

A12. If you do not mind saying, were you brought up in any particular religious or moral faith? (Tick one)

- |                              |                          |   |                          |
|------------------------------|--------------------------|---|--------------------------|
| a) None                      | <input type="checkbox"/> | e) Protestant (C. of E., C. of S.)      | <input type="checkbox"/> |
| b) Roman Catholic            | <input type="checkbox"/> | f) Protestant Non-Conformist            | <input type="checkbox"/> |
| c) Humanist/Agnostic/Atheist | <input type="checkbox"/> | g) Other                                | <input type="checkbox"/> |
| d) Jewish                    | <input type="checkbox"/> | h) I prefer not to answer this question | <input type="checkbox"/> |

A13. What about now; do you hold any religious or moral faith? (Tick one)

- |                              |                          |   |                          |
|------------------------------|--------------------------|---|--------------------------|
| a) None                      | <input type="checkbox"/> | e) Protestant (C. of E., C. of S.)      | <input type="checkbox"/> |
| b) Roman Catholic            | <input type="checkbox"/> | f) Protestant Non-Conformist            | <input type="checkbox"/> |
| c) Humanist/Agnostic/Atheist | <input type="checkbox"/> | g) Other                                | <input type="checkbox"/> |
| d) Jewish                    | <input type="checkbox"/> | h) Don't know                           | <input type="checkbox"/> |
|                              |                          | i) I prefer not to answer this question | <input type="checkbox"/> |

A14. Have you ever served with H.M. Forces?

Yes  No

If you answered "Yes" to A14, please write,

A14.1 the basis of your service (e.g. National, War, etc.)

.....

A14.2 the branch of the Forces (Royal Navy etc.)

.....

A14.3 the highest rank you obtained .....

A14.4 your length of service .....

A14.5 your reason for leaving .....

.....

A14.6 the year in which you left .....

A14.7 the job title of your first job after leaving

.....

Thank you for completing the first part of the questionnaire. Please proceed to Section B which concerns your job and your organisation.

## SECTION B

We would like to look at your job in the context of the organisation in which you work. The next few questions refer to ESTABLISHMENT as well as to ORGANISATION. It may help to think of an establishment as a workplace, or the premises in which you work, and to think of the organisation as the larger organisation of which your establishment is a part.

B1. What is the main activity of the establishment at which you work?  
(Please tick one)

 

1. Agriculture, forestry and fishing .....
2. Coal, oil and natural gas extraction and processing .....
3. Electricity, gas, other energy and water supply .....
4. Metal manufacturing, ore and other mineral extraction ....
5. Chemicals and man-made fibres .....
6. Mechanical engineering .....
7. Office machinery, electrical engineering and instruments .
8. Motor vehicles and parts .....
9. Other transport equipment .....
10. Metal goods not elsewhere specified .....
11. Food, drink and tobacco .....
12. Textiles, leather, footwear and clothing .....
13. Timber, wooden furniture, rubber, plastics, etc. ....
14. Paper products, printing and publishing .....
15. Construction .....
16. Wholesale distribution and repairs .....
17. Retail distribution .....
18. Hotels and catering .....
19. Transport .....
20. Postal services and telecommunications .....
21. Banking, finance and insurance .....
22. Public administration etc. ....
23. Education .....
24. Medical and other health services .....
25. Other services .....
26. Amalgamations : Manufacturing .....
27. Amalgamations : Services .....

B2. /-



B2. What is the formal status of your establishment (or the organisation of which it is part?). Please tick one.

- a) Limited company (private or public)
- b) Partnership/self proprietorship
- c) Trust/Company limited by guarantee
- d) Cooperative
- e) Public Corporation (Trading)/Nationalised Industry
- f) Other Public Corporation
- g) Quasi-Autonomous Non-Government Organisation (QUANGO)
- h) Local/Central Government (inc. N.H.S. and Local Education Authorities)
- i) Other (please specify) .....

B3. Is the establishment at which you work a SINGLE INDEPENDENT establishment or one of several belonging to the same organisation or group within the U.K.? (Tick one)

- a) Single establishment
- b) Part of a multi-establishment organisation
- c) Other (please specify) .....

.....

If you have ticked Q.B3(b) please answer Q.B4.

If you have ticked Q.B3(a) or Q.B3(c) please go to Q.B5.

B4. (a) How many separate establishments are there, in the UK, belonging to the parent organisation?

Please state number .....

(b) What is the total number of employees, in the U.K., of that organisation? (Tick one)

- |                |                          |                 |                          |
|----------------|--------------------------|-----------------|--------------------------|
| a) Up to 100   | <input type="checkbox"/> | e) 2001 - 5000  | <input type="checkbox"/> |
| b) 101 - 500   | <input type="checkbox"/> | f) 5001 - 7500  | <input type="checkbox"/> |
| c) 501 - 1000  | <input type="checkbox"/> | g) 7501 - 10000 | <input type="checkbox"/> |
| d) 1001 - 2000 | <input type="checkbox"/> | h) 10000+       | <input type="checkbox"/> |

(c) What is the status of your establishment? (Please tick one)

- Headquarters
- Division
- Regional Office
- Branch Office
- Plant
- Other (Please specify)
- .....

(d) /-

- B4. (d) How many establishments are covered by your job description? (Tick one)
- a) Own base establishment only
  - b) All U.K. establishments (give number) .....
  - c) All Scottish establishments (give number) .....
  - d) Other (give number) .....
  - e) Not applicable (please specify) .....
- .....

- B5. Is your establishment U.K. owned, or owned by an organisation outside the U.K.? (Tick one)
- a) U.K. owned
  - b) Owned outside U.K. (please answer Q.B5.1)
  - c) Don't know
  - d) Not applicable
  - e) Other (please specify)
- .....

B5.1 Please state nationality of owners .....

B6. What is the title of your current job? (Please write)

.....

B7. Briefly describe the duties of your job. (Please write)

.....

.....

B8. How long have you worked in your current job? (Enter years/ months)

.....

- B9. Before you were appointed to your current job, were you with the same organisation? (Tick one)
- Yes  Go to Q.B10
  - No  Go to Q.B11
  - Other (please specify)  Go to Q.B12
- .....
- .....

- B10. If you answered "Yes" to Q.B9, please write,
- (a) The job title of your previous post .....
  - (b) The length of time you held that post .....yrs ..... months
  - (c) The total length of your service to date with the organisation .....yrs ..... months

Now go to Q.B12.

B11. If you answered "No" to Q.B9, please write

- (a) The job title of your previous post .....
- (b) The length of time you held that post .....yrs .....months
- (c) Give a brief description of the main activity of your former employer if it was different from that of your present employer. (If it was the same, write SAME)
- .....

B12. Are you the only personnel specialist in your organisation?  
(Tick one)

Yes  No

If "Yes", go to Q.B16.

B13. Are you the only personnel specialist in your establishment?  
(Tick one)

Yes  No

If "Yes", skip Q.B15.

B14. How many personnel specialists are employed in your organisation?  
(Write approximate number) .....

B15. How many personnel specialists are employed at your establishment?  
(Write approximate number) .....

B16. (a) What is the job title of the person to whom are responsible?  
(Please write) .....

(b) Briefly describe the responsibilities of that person

.....

B17. To what extent does that person generate your workload? (Tick one)

- (a) None of it  (d) Most of it
- (b) Some but less than half of it  (e) All of it
- (c) About half of it

B18. To what extent does that person supervise your workload? (Tick one)

- (a) None of it  (d) Most of it
- (b) Some but less than half of it  (e) All of it
- (c) About half of it

B19. Which people, if any, report to you directly? (If no-one does, please enter "None"). Please list the job titles of those concerned. Posts with more than one post-holder should be denoted as, e.g. Training Officer (3), Job Evaluation Analyst (5), etc.

- B20. If you do not mind telling us - what is your basic annual salary?  
(Please enter £ p.a., gross)

£ ..... p.a.

I prefer not to answer this question

- B21. If you are the head of the personnel function in your organisation, or at your establishment, how would you rank your salary against those of other function heads? (Tick one)

- a) Higher than the others  d) Don't know   
 b) About the same  e) Not applicable   
 c) Lower than the others

- B22. Which of the following functions/departments within your own organisation do you have most contact with at work? (Please rank them from 1 to 6, with 1 = most, 6 = least)

- a) Accounts/finance   
 b) Operations departments (e.g. production, construction, retailing, computer)   
 c) Planning/General Management   
 d) Sales/Marketing   
 e) Work Study   
 f) Shop Stewards/Employee Representatives   
 g) Other (please specify) .....

- B23. What is the status or level of the person you contact most in those departments or functions, in comparison to your own? (tick as applicable)

- |                                    | <u>Higher</u><br>than me | <u>About</u><br>the same | <u>Lower</u><br>than me  |
|------------------------------------|--------------------------|--------------------------|--------------------------|
| a) Accounts/finance                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Operations departments          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) Planning/General Management     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Sales/Marketing                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Work Study                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Other (please specify)<br>..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- B24. Which external organisations do you have most contact with at work? (e.g. Employers Association; recruitment agency; Health and Safety Executive; Trade Union(s)). Please write, (let number one denote the most contact; number 6 the least)

- (1) .....  
 (2) .....  
 (3) .....  
 (4) .....  
 (5) .....  
 (6) .....

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B25. Do the responsibilities of your job relate to: (Tick one)

- a) All sections of the workforce?
- b) Manual workers only?
- c) Non-manual workers only?
- d) Other sections? (Please specify) .....
- .....

B26. Give the number of employees concerned in your answer to Q. B25.

.....

B27. (a) Do you have any responsibility for tasks or activities which are not strictly personnel work? (Tick one)

Yes  No

(b) If you ticked "Yes" to B27(a), please briefly describe the tasks or activities involved. (Please write)

.....

.....

B28. How is your time spent at work? Various activities found in your type of work are listed below. Please rank these activities from 1 (the activity which takes up most of your time) to 9 (the activity which takes least of your time) (enter number)

- a) Processing routine paperwork .....
- b) Telephone calls .....
- c) Walking round offices/factory/site .....
- d) Correspondence .....
- e) Formal meetings (include interviews/lecturing) .....
- f) Formulating and writing up plans .....
- g) Informal meetings .....
- h) Casual encounter discussions .....
- i) Other (please specify).....
- .....

B29. How much of your time is spent on the activities you have ranked as the "top four"? Please try to estimate the amount of your time spent on each of the activities you have ranked from 1 to 4 in Q. B28, and express this as a percentage below. An approximation is all that is required.

<u>Activity Ranking</u>	<u>Approx. % time</u>
1	.....
2	.....
3	.....
4	.....

B30. Some ways in which your work might be generated are listed below. Please indicate how frequently your work is generated by each source, by placing a tick under the applicable heading.

	Always	Frequently	Occasionally	Seldom	Never
	1	2	3	4	5
(a) Instruction from immediate supervisor					
(b) Instruction from other superiors					
(c) Problems referred from subordinates					
(d) Problems referred from colleagues					
(e) Telephone calls					
(f) Memos/letters/circulars					
(g) Action agreed at formal/informal meetings					
(h) Casual encounter discussions					
(i) Shop stewards/employee representatives					
(j) Other (please specify .....					
.....					

B31. What methods do you use to keep abreast of developments in professional knowledge related to personnel work? Please indicate the frequency of your use of the following by one tick against each method.

Method	Always	Frequently	Occasionally	Seldom	Never
	1	2	3	4	5
(a) Contact personnel specialists - in-house					
(b) Contact personnel specialists - external					
(c) In-house training course					
(d) External training course					
(e) Employers' association circulars					
(f) Personal contact employers' assoc.					
(g) Textbooks					
(h) Reading specialist publications					
(i) I.P.M.					
(j) Other (specify) .....					
.....					

- B32. Of the literature you read in connection with your job, please estimate the approximate percentage that is (a) of a general nature ..... (b) specifically related to your industry .....

B33. As an indication of the controls applied to your job, please tick all items below which apply.

- |  |                          |
|--|--------------------------|
| a) Work to an agreed set of objectives | <input type="checkbox"/> |
| b) Have project completion dates       | <input type="checkbox"/> |
| c) Have individual project budgets     | <input type="checkbox"/> |
| d) Have annual budget                  | <input type="checkbox"/> |
| e) Have few targets set                | <input type="checkbox"/> |
| f) No controls are applied             | <input type="checkbox"/> |
| g) Other (please specify) .....        | <input type="checkbox"/> |
| .....                                  |                          |

Thank you for completing the second part of the questionnaire. The third section concerns your job activities. Please proceed to Section C.

SECTION C

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YOUR JOB

We should now like to look at your job in more detail. This section of the questionnaire asks you about the activities or tasks which comprise your job.

- C1. Please give a very brief overall description of the main responsibilities of your job, (e.g. my job is one-third industrial relations and two-thirds salary administration; or my job is 100% training). (Please write)

My job is .....

.....

--	--	--	--	--

- C2. Please select up to six duties which you consider the most important in your job. Write these in rank order, using number 1 to show the most important, and so on. (Please write)

1. ....
2. ....
3. ....
4. ....
5. ....
6. ....

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- C3. Please select up to six duties which you consider consume most time in your job. Write these in rank order, using number 1 to show the most time-consuming task, and so on. (Please write)

1. ....
2. ....
3. ....
4. ....
5. ....
6. ....

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>



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- C4. A considerable range of activities may be included under the general description "personnel work". We have compiled a schedule of such activities, and are interested to know, for each activity listed,
- (a) whether it occurs in your organisation at all
  - (b) whether you are involved with the activity
  - (c) whether the nature of your involvement is advisory or executive (i.e. whether you advise others, who may execute the activity, or whether you perform/conduct/execute the activity yourself)
  - (d) whether the nature of your involvement is both advisory and executive.

TO COMPLETE THE SCHEDULE

For each stated activity:

1. Decide whether the activity is performed at all in your organisation.
2. If you do not know whether the activity occurs in your organisation, tick the ORGANISATION 'DON'T KNOW' column, and proceed to the next activity on the list.
3. If you know that the activity does not occur, place a tick in the ORGANISATION 'NO' column, and proceed to the next activity on the list.
4. If you know that the activity does occur in your organisation, place a tick in the ORGANISATION 'YES' column, and then consider whether your job involves the activity.
5. If your job does not include the activity, place a tick in the MY JOB 'NO' column and proceed to the next activity on the list.
6. If your job does include the activity, consider whether your involvement is advisory, executive (or both), and tick the relevant MY JOB column(s).

ACTIVITY	ORGANISATION				MY JOB		
	NO	YES	DON'T KNOW	NO	ADVISORY	EXECUTIVE	
	A	B	C	D	E	F	
1. Preparing annual manpower costs and budgets							
2. Producing promotion plans for managers and supervisory staff							
3. Authorising/monitoring filling of vacancies							
4. Advertising vacancies in local/national media							
5. Using recruitment consultants to engage SENIOR staff							
6. Using selection tests (e.g. Kostick; AH4; tests of verbal/mechanical aptitude)							
7. Evaluating the effectiveness of selection techniques used in your organisation							
8. Using personnel specifications in selection (e.g. 5 point plan, 7 point plan)							
9. Producing an annual statement of personnel policy/policies							
10. Producing corporate plans							
11. Maintaining personnel records system (computerised)							
12. Maintaining personnel records system (not computerised)							

ACTIVITY	ORGANISATION				MY JOB		
	NO	YES	DON'T KNOW	NO	ADVISORY	EXECUTIVE	
	A	B	C	D	E	F	
13. Processing payroll							
14. Administration of statutory sick pay regulations							
15. Compiling statistics:-							
<u>Absenteeism</u>							
<u>Accidents</u>							
<u>Disciplinary problems</u>							
<u>Disputes</u>							
<u>Grievances</u>							
<u>Labour turnover</u>							
<u>Productivity</u>							
<u>Sickness</u>							
<u>Training costs</u>							
16. Forecasting the demand for staff (by department, grade, process etc.) at least one year ahead using statistical techniques and/or judgement							
17. Forecasting labour turnover and/or absenteeism at least one year ahead using statistical techniques and/or judgement							
18. Maintaining training records							

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ACTIVITY	ORGANISATION				MY JOB		
	NO	YES	DON'T KNOW	NO	ADVISORY	EXECUTIVE	
	A	B	C	D	E	F	
19. Maintaining pension scheme records (computerised)							
20. Maintaining pension scheme records (not computerised)							
21. Administration of pension scheme							
22. Writing and/or providing company handbooks for employees							
23. Issuing circulars/memos to management on employee-related matters							
24. Issuing circulars/memos to employees on employment-related matters							
25. Producing company newsletter/magazine							
26. Carrying out an organisation analysis (by interviews, group discussions, questionnaires etc.) as a prelude to designing an organisational development programme							
27. Using organisation development techniques of transactional analysis							
28. Holding briefing groups as an aid to employee communication							

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ACTIVITY	ORGANISATION				MY JOB		
	NO	YES	DOV'T KNOW	NO	ADVISORY	EXECUTIVE	
	A	B	C	D	E	F	
29. Assessing training needs to produce training programme							
30. Designing annual training programme							
31. Presenting in-company training courses							
32. Presenting induction training							
33. Giving approval for attendance at external training courses							
34. Using interviews or task/skills analysis to do job analysis							
35. Producing job descriptions							
36. Using job evaluation techniques							
37. Using job re-design techniques of job enrichment, job enlargement							
38. Using appraisal techniques to review employees' performance							
39. Designing and implementing payment systems other than those laid down in national or industry-wide agreements							

ACTIVITY	ORGANISATION				MY JOB		
	NO	YES	DON'T KNOW	NO	ADVISORY	EXECUTIVE	
	A	B	C	D	E	F	
40. Conducting periodic salary reviews							
41. Using group-based incentive payment schemes							
42. Using joint consultative committees							
43. Negotiating with union representatives about pay and conditions of employment							
44. Engaging in productivity bargaining							
45. Consulting with union/employee representatives on non-pay matters, of say, new technology, or discipline							
46. Using the services of an Employers' Association, e.g. for advice/guidance							
47. Consulting with union-appointed safety representatives							
48. Conducting an annual safety audit							
49. Organising safety committees							
50. Conducting regular safety inspections							
51. Using company suggestion schemes							
52. Conducting welfare counselling interviews							
53. Visiting sick employees							
54. Providing canteen or other catering facilities							
55. Developing schemes for employee participation							

## SECTION D

## YOUR OPINION OF PERSONNEL WORK

We should like to know how you see your role, the personnel role generally, and how you think others see it. You may not like the wording of some of the questions, but please try to answer them as frankly as you can.

D1. Your role

Listed below are ten kinds of work. Please indicate the extent to which you feel you perform each kind of work, by placing a tick under the applicable heading.

	Very Important/Main Feature of my work	Important Feature	Neither Important nor Unimportant	Unimportant Feature	Totally Absent/ Insignificant/
(i) <u>Resource Allocator</u> - deciding how much time, money, material etc. may be used or conserved, and by whom.					
(ii) <u>Spokesman</u> - informing important people such as board members, senior managers and the organisation's public (e.g. suppliers, the press, employers' associations) about the work and needs of the organisation.					
(iii) <u>Monitor</u> - seeking and obtaining information about operations, external events, ideas, trends and analyses. This information is used to detect changes, to identify problems, opportunities and so on.					
(iv) <u>Entrepreneur</u> - acting as the initiator and designer of controlled change in the organisation, usually taking the form of improvement projects directly supervised and controlled by you.					
(v) <u>Figurehead</u> - performing various duties, often of a symbolic type, because of formal authority (e.g. signing documents, placating employees, attending presentations).					
(vi) <u>Disturbance handler</u> - dealing with unexpected crises and problems.					
(vii) <u>Leader</u> - conducting relationships with subordinates in such a way as to weld diverse elements into a cooperative enterprise.					

(viii)/-

D1. (cont'd)

	Insignificant/ Totally Absent	Unimportant Feature	Neither Important Nor Unimportant	Important Feature	Very Important/Main Feature of my Work
(viii) <u>Negotiator</u> - representing your unit at major negotiations, normally with the authority to commit some of its resources					
(ix) <u>Liaison</u> - developing and maintaining a network of contacts outside your unit who provide information, usually on a reciprocal basis					
(x) <u>Disseminator</u> - transmits information obtained from both internal and external sources into the organization, and to subordinates					

The next few questions ask for your opinion on which aspects of personnel work are important and interesting.

D2. Which of the following do you think is the SINGLE most important aspect of personnel work (whether or not you are involved in it?) (Tick one)

- a) Health, Safety, Welfare .....
- b) Industrial or Employee Relations .....
- c) Personnel Administration .....
- d) Recruitment/Selection .....
- e) Training/Management Development .....
- f) Wages/Salaries Administration .....
- g) Other (please specify) .....

D3. Which do you regard as the least important aspect? (Tick one)

- a) Health, Safety, Welfare .....
- b) Industrial or Employee Relations .....
- c) Personnel Administration .....
- d) Recruitment/Selection .....
- e) Training/Management Development .....
- f) Wages/Salaries Administration .....
- g) Other (please specify).....



D4. Which do you regard as the most interesting type of personnel work (whether or not you are involved in it)? (Tick one)

- a) Health, Safety, Welfare .....
- b) Industrial or Employee Relations .....
- c) Personnel Administration .....
- d) Recruitment/Selection .....
- e) Training/Management Development .....
- f) Wages/Salaries Administration .....
- g) Other (please specify) .....
- .....

D5. Which do you regard as the least interesting type of personnel work (whether or not you are involved in it)? (Tick one)

- a) Health, Safety, Welfare .....
- b) Industrial or Employee Relations .....
- c) Personnel Administration .....
- d) Recruitment/Selection .....
- e) Training/Management Development .....
- f) Wages/Salaries Administration .....
- g) Other (please specify) .....
- .....

D6. How do you view your relationships with other departments in your organisation? Choose the phrase which describes most closely what you think (Tick one)

- a) Have good rapport and cooperation at all times .....
- b) Have good rapport and cooperation the majority of the time .....
- c) Have rapport and cooperation when we need it .....
- d) Have rapport and cooperation only when it suits them .....
- e) Have minimal rapport and cooperation .....
- f) Other (please specify) .....
- .....

D7. How do you think other managers in your organisation regard personnel people? Your frank and free response is required here! Please write a few words to say what you think.

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D8. How do you think the employees and their representatives in your organisation regard personnel people? Again, we would be grateful for your frank response. Please write a few words to say what you think.

D9. What was your own image of personnel work before you became involved in it? (Please write)

D10. Is your answer to D9 still your opinion? (Tick one)

Yes  No

D10.1 If you answered 'NO' to D10, can you please write a few words to say what image personnel work currently holds for you?

D11. Do you feel excluded from what you see as the challenging aspects of personnel work? (Tick one)

Yes  No

D11.1 If your answer to D11 is 'YES', please write a few words indicating the particular aspects from which you feel excluded.

Not applicable

D11.2 If your answer to D11 is 'YES', please state briefly why, in your opinion, you have been excluded from these aspects.

Not applicable

D12. Are you given any form of performance appraisal in the course of a year? (Tick one)

- a) Never
- b) Yes, on an informal basis
- c) Formal Annual
- d) Other

Please specify .....

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D13. Would you be willing to participate in an interview to expand some of the points raised here, at a future date? The interview would not take longer than one hour of your time. (Please tick)

- Yes  No

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THANK YOU FOR COMPLETING THE QUESTIONNAIRE