

Survey questionnaire for Better Work Jordan – General Manager/Director Survey Better Work Impact Assessment	
Question Number/Label	Question/Instruction
Intro	Beginning in 2008, the Better Work Program was introduced in apparel factories like yours. Tufts University in Medford Massachusetts (USA) has been selected by the International Labour Organization and the International Finance Corporation to conduct an impact evaluation of Better Work.
Purpose	The evaluation is designed to identify program impact on factory organization, productivity, profitability and business opportunities.
Benefit	Your participation in our evaluation will help us identify aspects of the Better Work Program that are effective and those that need to be revised.
Confide	All of your answers will remain confidential. Your answers will only be used to assess the effectiveness of the Better Work Program. No individual factory responses will be released. Reports based on the analysis of the data provided by factories will only summarize the responses of all participating factories.
Risk	<p>You may not know the answers to some of our questions. If that is the case, you can click on the green square that says “I do not know the answer.”</p> <p>Some of our questions may make you feel uncomfortable. You can skip uncomfortable questions by clicking on the green square that says “I do not want to answer.”</p> <p>Some of our questions may have more than one right answer. In these cases, we will ask you to check all of the choices that apply to your factory.</p> <p>At some points, you may feel that you answered incorrectly. To correct an answer click on the button that says “Revise Response.” To return to a previous question, click on the green back arrow.</p>
Voluntary	Please understand that participation in this survey is voluntary. You may refuse to participate.
Follow	After you have completed the survey you may have some questions or concerns. We will provide you with contact information for <u>Better Work</u> and the name of a person who can help you.
Consent	Do you consent to participate in our evaluation of the <u>Better Work Program</u> ?
	1. Yes 2. No
Arrow	After you have made your selection, click on the green forward arrow.
Decline	<p>If “yes” on Consent go to A01. If “no” on Consent”: You selected that you do not want to participate. Remember, all your answers are kept confidential and are very important to us.</p> <p>Do you consent to participate in our evaluation of the <u>Better Work Program</u>?</p>
	1. Yes 2. No
	If “yes” on Decline go to A01. If “no” on Decline: Thank you for your time.
A01	Thank you for agreeing to participate.
FactoryID	In the e-mail that asked you to participate in this survey, you were given a confidential factory identification number. Please enter that number below.

	After entering the number, click on the green forward arrow.
A02	What is your job title? Please note that if you have more than one job title we are interested in the title or responsibilities that you regard as the most important.
	Chief Executive/President/Vice President Owner/proprietor Partner Chairman Board of Management General Director or Manager Vice or Deputy General Director or Manager Manager or Director Deputy or Vice Manager Production Manager Sales Manager Purchasing Manager Technical Manager/Mechanical Engineer/Industrial Engineer Finance Officer Human Resource Manager or Director Human Resource Assistant Manager Chairman of Trade Union Compliance Manager
A16	What is the current legal status of the enterprise that owns this factory?
	Publicly listed Privately held, limited liability Co. Private enterprise Joint stock company Joint venture 100% foreigned owned company State owned enterprise Other
A17	What percentage of the enterprise is owned by each of the following?
	% Private domestic individuals, companies or organizations % Private foreign individuals, companies or organizations % Government/State % Other
A18	Does your factory currently sell its products or services directly to customers or vendors outside this country?
	Yes No
A15X	If “yes” on A18: What percentage of your total sales do such exports represent?
	Export Sales %
A19	Does your establishment have holdings or operations in other countries?
	Yes No
A20	How many factories (separate operating facilities) does the enterprise have legal ownership of in this country?
	Number of factories:
A21	In what year did this factory begin operations in this country?
	Year:

A22	What is the age of the oldest factory building in this establishment?
	Age:    in years
A24	Approximately how many other apparel enterprises are located within one kilometer of your factory?
	None 1 to 2 3 to 5 6 to 10 11 or more
A07	In the last quarter [Month x to Month x 20xx], what were this factory's two main products?
	Note: The main products are those that have generated the largest proportion of annual sales.
	First Product:
	Second Product:
A08	Which production activities occur in this factory?
	(Check all that apply.)
	Cut Make Pack/Trim Free on Board Washing Dyeing Embroidery Applique Printing Samples Design Weaving
A09	What fabric types were most commonly used in this factory over the past year?
	Check all that apply.
	Knits Wovens
A10	Which of the following garment types were assembled in this factory over the past year?
	Check all that apply.
	Tops Pants Skirts Dresses Jackets Suits Undergarments Socks, hats or ties Other
A05	When operating at full capacity for this factory's primary product, what is monthly output?
	pieces

A06	In quarter, what was this factory's current output in comparison with the maximum output possible?
	Level of utilization of facilities %
A6	In the last quarter, how many pieces were cut?
	pieces
A6	In the last quarter, how many pieces were shipped?
	pieces
A04	What were this factory's total sales in the most recently completed quarter?
	Total Sales Total Sales CMP/CMT Total Sales FOB
	Quarterly sales (in US dollars)
A11A	We are now going to ask you some questions about your two main customers.
	Please identify the most important customer for this factory.
A12	How many years have you had a business relationship with this customer? If less than one year, enter 1 year.
	Customer 1 year or years
A13	How would you characterize the business relationship with this customer? Is your factory a
	Preferred supplier Contractor Sub-contractor
A14A	What is the order size this customer typically places with your factory each year?
	pieces
A45	How much time elapses between your delivery of an order and the receipt of payment? <ul style="list-style-type: none"><li>• In advance</li><li>• Day of delivery</li><li>• 7-14 days</li><li>• 15-29 days</li><li>• 30 -59 days</li><li>• 60 - 89 days</li><li>• 90 or more days</li></ul>
A15A	How many times per year does this customer visit your factory for the purposes of placing orders, monitoring code compliance, verifying quality, and discussing machinery and equipment?
	Sourcing visits per year Code compliance visits per year Quality control visits per year Machinery or equipment visits per year
A11B	Please identify the second most important customer for this factory.
	Customer 2

A12B	How many years have you had a business relationship with this customer? If less than one year, enter 1 year.  Customer 2 year or years
A13B	How would you characterize the business relationship with this customer? Is your establishment a
	1. Preferred supplier 2. Contractor 3. Sub-contractor
A14B	What is the order size this customer typically places with your factory each year?
	pieces
A45B	How much time elapses between your delivery of an order and the receipt of payment? <ul style="list-style-type: none"><li>• In advance</li><li>• Day of delivery</li><li>• 7-14 days</li><li>• 15-29 days</li><li>• 30 -59 days</li><li>• 60 - 89 days</li><li>• 90 or more days</li></ul>
A15B	How many times per year does this customer visit your factoryfor the purposes of placing orders, monitoring code compliance, verifying quality, and discussing machinery and equipment?
	Sourcing visits per year Code compliance visits per year Quality control visits per year Machinery or equipment visits per year
	Over the next two years, you may be considering changing factory organization. For each change listed on the following screens, please indicate whether the change is <ul style="list-style-type: none"><li>• Not considering the change</li><li>• Planning the change</li><li>• Implementing the change</li><li>• Change implemented</li></ul>
A25	<ul style="list-style-type: none"><li>• Additional production line(s)?</li><li>• Altering production line organization or the production system?</li><li>• Additional factory building(s)?</li><li>• Automated stitching machinery?</li><li>• Automated cutting machinery?</li><li>• Using computer-aided design (CAD)?</li><li>• Using Economic Resource Planning (ERP)?</li></ul>
A25	Are you considering...
	A new training program for workers? A new training program for supervisors? Altering the payment plan? Altering the worker pay package? Establishing a grievance procedure for workers to resolve their concerns in the workplace? Altering existing grievance procedures? The establishment of a labor management safety committee?

	<p>What are the biggest production costs that are obstacles to your business success?</p> <p>Please rate each issues as a:</p> <p>Serious problem  Modest problem  Minor problem  Not a problem</p>
A26	<p>Cost of materials  Cost of electricity  Cost of water  Cost of transportation  The fluctuating value of the U.S. dollar</p>
	<p>What are the biggest production management problems that are obstacles to your business success?</p> <p>Please rate each issue.</p> <p><i>For each issue, responses given on the scale:</i>  Serious problem  Modest problem  Minor problem  Not a problem</p>
A44	<ul style="list-style-type: none"> <li>• Low skill of workers</li> <li>• Shortage of skilled workers</li> <li>• High workforce turnover</li> <li>• Low efficiency rate</li> <li>• Stress level of supervisors</li> <li>• Technical skills of managers and supervisors</li> <li>• Labor management skills of managers and supervisors</li> <li>• Union activity</li> <li>• Conflict between workers and supervisors</li> <li>• Strike activity</li> <li>• Worker complaints about working conditions</li> <li>• Worker resistance to overtime</li> <li>• Disruptions in electricity</li> <li>• Inadequate water supply</li> <li>• Delays in receiving materials</li> <li>• Discontent around minimum wage</li> <li>• Legal limits on overtime</li> <li>• Uncertain orders from customers</li> <li>• Change in technical requirements by the customer after production has begun</li> <li>• Customers' lack of knowledge of Jordan's labor law</li> <li>• Each customer has its own technical requirements</li> <li>• Each customer has its own working conditions requirements</li> <li>• Too many rush orders</li> <li>• Customer penalties for late delivery</li> <li>• Customer penalties for production defects</li> <li>• Customer requirements for production machinery</li> <li>• Customer requirements for safety equipment</li> <li>• Customer requirements for other equipment (such as punch clock, computers, etc.)</li> <li>• Change in the size of the order</li> <li>• Replenishment orders</li> </ul>

B1	How do you think your firm's compliance record compares to that of its closest competitors?
	Our firm has a better compliance record than most or all competitors. Our firm has about the same compliance record as most or all competitors. Our firm has a worse compliance record than most or all competitors. I don't know
D54	If this factory were having a conflict between managers and workers, how effective do you think the following mechanisms would be in helping resolve the conflict?  <i>For each mechanism, responses given on the scale:</i> Very effective Somewhat effective Somewhat ineffective Very ineffective I don't know Not applicable
	Trade union representative Worker committee PICC
C1	How heavy was your workload during the last month?
	Often not enough to keep me busy Sometimes not enough Just the right amount Sometimes too much Entirely too much for me to handle
C2	In the last month, how often did difficult problems arise in your work for which there were no immediate solutions?
	Once a week or less A few times a week Almost every day Once to four times a day Five or more times a day
C3	During a normal workweek, how frequently do unexpected issues arise in your work?
	Once a week or less A few times a week Almost every day Once to four times a day Five or more times a day
C4	How hard is it to maintain the level of performance that is expected of you?
	Extremely easy Easy Moderately hard Hard Extremely hard
	<i>For D1-8, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
D1	The workers in this factory are very perceptive.
D2	The workers in this factory do not think at a very high level.

D3	The workers in this factory do not understand complicated ideas.
D4	The workers in this factory respond better to threats than encouragement.
D5	The workers in this factory are more productive if they feel comfortable and safe at work.
D6	The workers in this factory will not work hard unless they are forced to.
D7	Happy workers are more productive than unhappy workers.
D8	When working conditions for workers improve, factory performance goes down.
	<i>For J1-3, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
J1	You can learn new things, but you can't really change your basic intelligence.
J2	You have a certain amount of intelligence, and you can't really do much to change it.
J3	You can always substantially change how intelligent you are.
F1	Do you believe that there is a relationship in this factory between profits and paying workers as promised?
	Yes, paying workers as promised is linked to lower productivity Yes, paying workers as promised is linked to higher productivity No, there's no relationship
F2	Do you believe that there is a relationship between productivity and working conditions in this factory?
	Yes, more comfortable working conditions are linked to lower productivity. Yes, more comfortable working conditions are linked to higher productivity. No, there's no relationship.
F3	Do you believe that there is a relationship between performance-based pay for supervisors and workers and supervisors' treatment of workers?
	Yes, performance-based pay for supervisors and workers is linked to worse treatment of workers. Yes, performance-based pay for supervisors and workers is linked to better treatment of workers. No, there's no relationship.
	<i>For G1a-c, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
G1a	According to my own beliefs, it's sometimes necessary to force workers to work hard.
G1b	In this factory, it's seen as sometimes necessary to force workers to work hard.
G1c	In the apparel industry in Jordan, it's seen as sometimes necessary to force workers to work hard.
	<i>For G2a-c, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
G2a	According to my own beliefs, it's important that workers are paid fairly and on time.
G2b	In this factory, it's seen as important that workers are paid fairly and on time.
G2c	In the apparel industry in Jordan, it's seen as important that workers are paid fairly and



	on time.
	<i>For G3a-c, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
G3a	According to my own beliefs, it's important that workers have safe and comfortable working conditions.
G3b	In this factory, it's seen as important for workers to have safe and comfortable working conditions.
G3c	In the apparel industry in Jordan, it's seen as important for workers to have safe and comfortable working conditions.
	Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
	Imagine that a supervisor in your factory has said that he can make things very difficult for a female worker by withholding pay and treating her badly unless she has sex with him.  <i>For H1a-c, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
H1a	It would be extremely risky for her to make a formal complaint against him.
H1b	There is a very good chance she would be taken seriously if she made a formal complaint.
H1c	There would be very serious consequences for him if she made a formal complaint.
	<i>For questions H2a-c, each question answered on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
H2a	According to my own beliefs, it's acceptable for supervisors to make sexual comments to or try to sexually touch workers.
H2b	In this factory, it's common for supervisors to make sexual comments to or try to sexually touch workers.
H2c	In this factory, it's seen as acceptable for supervisors to make sexual comments to or try to sexually touch workers.
	<i>For questions H3a-c, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
H3a	According to my own beliefs, it's acceptable for supervisors to link treatment or pay to workers' willingness to have sexual relationships with them.
H3b	In this factory, it's common for supervisors to link treatment or pay to workers' willingness to have sexual relationships with them.

H3c	In this factory, it's seen as acceptable for supervisors to make sexual comments to or try to sexually touch workers.
E1	<p>Did any of your customers encourage you to join Better Work?</p> <p>Choose all that apply</p> <p>Yes, at least one of my customers encouraged this factory to join Better Work</p> <p>Yes, at least one of our customers offered to pay part of the Better Work registration fee.</p> <p>Yes, at least one of my costumers required this factory to join Better Work.</p> <p>No.</p>
E2	<p>Have any of your customers contacted you about the Better Work assessment reports or progress reports?</p> <p>No, this factory has not joined Better Work yet.</p> <p>No, this factory has not had a Better Work Assessment yet.</p> <p>No, our assessment report is available but the factory has not been contacted.</p> <p>Yes, our customers have contacted the factory about our report.</p>
E3	<p>To your knowledge, have any of your customers offered you additional orders or better contract terms due to your participation in Better Work?</p> <p>No, this factory has not joined Better Work yet.</p> <p>No, this factory has not had a Better Work Assessment yet.</p> <p>No, our business relationship with our customers is unchanged.</p> <p>Yes, our relationship has improved.</p> <p>Yes, our relationship has worsened.</p>
E4	<p>Have any of your customers stopped conducting social compliance auditing since you joined Better Work?</p> <p>No, this factory has not joined Better Work yet.</p> <p>No, this factory has not had a Better Work Assessment yet.</p> <p>No, social auditing by all of our customers continues.</p> <p>Yes, some of our customers have stopped social auditing.</p> <p>Yes, all of our customers have stopped social auditing.</p>
K1	<p>How important are each of the following factors for good business performance at your factory?</p> <p><i>For each factor, respondent chooses among the following:</i></p> <p>Not at all important</p> <p>Somewhat unimportant</p> <p>Somewhat important</p> <p>Very important</p>
	<p>Punishing workers who are slow or make mistakes</p> <p>Getting a good compliance report</p> <p>Low levels of union activity</p> <p>Good relationship with customers</p> <p>Good worker skills</p> <p>Workers' job satisfaction</p> <p>Other</p>
	<p>Below is a graph illustrating the relationship between verbal abuse (yelling or insulting workers) and factory profits. The data are from real factories like yours. Each dot on the graph represents one factory. The higher the dot is on the graph, the more profits that factory earns. The farther to the right the dot is on the graph, the more verbal abuse</p>

	there is in that factory. Look at the pattern of dots. The factories with high profits are mostly on the left, with low verbal abuse. The factories with lots of verbal abuse are mostly on the bottom, with low profits.
L1a	What do you think the relationship is between verbal abuse (yelling or insulting workers) and factory profits?
	When there is a lot of verbal abuse, profits are high. When there is a lot of verbal abuse, profits are low. There is no relationship between verbal abuse and profits.
D57a	Do you know of factories like yours in this area that have been asked to pay labor auditors for a good labor report?
	Yes No
D57b if yes to D57a	About how much money do you think these factories were asked to pay? [amount]
	<p>You have now completed the survey! We want to thank you very much for taking the time to answer our questions. We will keep your answers private. Your answers will only be used to assess how the Better Work Program affects factory organization and performance.</p> <p>After today, you may have some questions or concerns about this survey. You can contact [contact info] to talk about your concerns.</p>