

Survey questionnaire for Better Work Jordan – Financial Manager Better Work Impact Assessment	
Question Number/Label	Question/Instruction
Intro	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.
Voluntary	Please understand that participation in this survey is voluntary. You may refuse to participate.
Risk	<p>You may not know the answers to some of our questions. If that is the case, you can click on the red button that says “I do not know,” then click on the green forward arrow to go to the next question.</p> <p>Some of our questions may make you feel uncomfortable. You can skip uncomfortable questions by clicking on the red button that says “I do not want to answer,” then click on the green forward arrow to go to the next question.</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>
Follow	After you have completed the survey you may have some questions or concerns. We will provide you with contact information for Better Work Jordan and the name of a person who can help you.
Co1	Do you consent to participate in our evaluation of the <u>Better Work Program</u> ?
	1. Yes

	2. No
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>
	<p>1. Yes</p> <p>2. No</p>
	<p>If "yes" on Decline go to A01. If "no" on Decline: Thank you for your time. Terminate.</p>
A01	<p>Thank you for agreeing to participate.</p> <p>Click on the green forward button to begin.</p>
FID1	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.
FID2	<p>The number you entered is _____. Is this correct?</p> <p>Yes</p> <p>No</p>
A2	<p>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.</p>
	<p>1. Chief Executive/President/Vice President</p> <p>2. Owner or Proprietor</p> <p>3. Partner</p> <p>4. Chairman of the Board of Management</p> <p>5. General Director or Manager</p> <p>6. Vice or Deputy General Director or Manager</p> <p>7. Manager or Director</p> <p>8. Deputy or Vice Manager</p> <p>9. Production Manager</p> <p>10. Sales Manager</p> <p>11. Purchasing Manager</p> <p>12. Industrial Engineer/Mechanical Engineer</p> <p>13. Finance Officer</p> <p>14. Human Resource Manager or Director</p> <p>15. Human Resource Assistant Manager</p> <p>16. Chairman of Trade Union</p> <p>17. Compliance Manager</p>
B1	<p>What was the net book value, the value of assets after depreciation, of the following at the end of Month xx 20xx?</p>
	<p>Machinery, vehicles, and equipment</p> <p>Land and buildings</p>
B2A	<p>For the time period Month x to Month x 20xx, please record the number of new employees.</p> <p>Newly recruited employees within the quarter</p> <p>Total new employees</p> <p>New male employees</p>
B2B	<p>For the time period Month x to Month x 20xx, please record the number of reduced employees. (Include employees that left the establishment in all cases of retirement,</p>

	contract termination, fire, resign, quit...)
	Total reduced employees Reduced male employees
B2C	Please record the number of current employees hired before x Month x, 20xx.
	Total employees one quarter or longer Male employees one quarter or longer
B3	Please record employees' compensation and the establishment's contribution to other labor payments such as an insurance or trade union fund for the time period Month x to Month x 20xx.
	Employees' compensation Enterprise's contribution to other labor payments such as an insurance or trade union fund
B4	For the time period Month x to Month x 20xx, please provide the following information about this establishment:
	Total cost of raw materials and intermediate goods used in production Total cost of electricity Total cost of communications services Total cost of fuel Total cost of transport for goods (not including fuel) Total cost of water Total cost of rental of land/building, equipment, furniture
Debrief	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. After today, you may have some questions or concerns about this survey. You can contact [contact info] to talk about your concerns.

Survey questionnaire for Better Work Jordan – General Manager/Director Survey Better Work Impact Assessment	
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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">• In advance• Day of delivery• 7-14 days• 15-29 days• 30 -59 days• 60 - 89 days• 90 or more days
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	<p>How many years have you had a business relationship with this customer? If less than one year, enter 1 year.</p> <p>Customer 2 year or years</p>								
A13B	<p>How would you characterize the business relationship with this customer? Is your establishment a</p> <p>1. Preferred supplier 2. Contractor 3. Sub-contractor</p>								
A14B	<p>What is the order size this customer typically places with your factory each year?</p> <p>pieces</p>								
A45B	<p>How much time elapses between your delivery of an order and the receipt of payment?</p> <ul style="list-style-type: none">• In advance• Day of delivery• 7-14 days• 15-29 days• 30 -59 days• 60 - 89 days• 90 or more days								
A15B	<p>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?</p> <table><tr><td>Sourcing</td><td>visits per year</td></tr><tr><td>Code compliance</td><td>visits per year</td></tr><tr><td>Quality control</td><td>visits per year</td></tr><tr><td>Machinery or equipment</td><td>visits per year</td></tr></table>	Sourcing	visits per year	Code compliance	visits per year	Quality control	visits per year	Machinery or equipment	visits per year
Sourcing	visits per year								
Code compliance	visits per year								
Quality control	visits per year								
Machinery or equipment	visits per year								
	<p>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</p> <ul style="list-style-type: none">• Not considering the change• Planning the change• Implementing the change• Change implemented								
A25	<ul style="list-style-type: none">• Additional production line(s)?• Altering production line organization or the production system?• Additional factory building(s)?• Automated stitching machinery?• Automated cutting machinery?• Using computer-aided design (CAD)?• Using Economic Resource Planning (ERP)?								
A25	<p>Are you considering...</p> <p>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>								

	<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"> • Low skill of workers • Shortage of skilled workers • High workforce turnover • Low efficiency rate • Stress level of supervisors • Technical skills of managers and supervisors • Labor management skills of managers and supervisors • Union activity • Conflict between workers and supervisors • Strike activity • Worker complaints about working conditions • Worker resistance to overtime • Disruptions in electricity • Inadequate water supply • Delays in receiving materials • Discontent around minimum wage • Legal limits on overtime • Uncertain orders from customers • Change in technical requirements by the customer after production has begun • Customers' lack of knowledge of Jordan's labor law • Each customer has its own technical requirements • Each customer has its own working conditions requirements • Too many rush orders • Customer penalties for late delivery • Customer penalties for production defects • Customer requirements for production machinery • Customer requirements for safety equipment • Customer requirements for other equipment (such as punch clock, computers, etc.) • Change in the size of the order • Replenishment orders

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>



Survey questionnaire for Better Work Jordan – Human Resources Manager Survey Better Work Impact Assessment	
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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.
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Voluntary	Please understand that participation in this survey is voluntary. You may refuse to participate.
Risk	<p>You may not know the answers to some of our questions. If that is the case, you can click on the red button that says “I do not know,” then click on the green forward arrow to go to the next question.</p> <p>Some of our questions may make you feel uncomfortable. You can skip uncomfortable questions by clicking on the red button that says “I do not want to answer,” then click on the green forward arrow to go to the next question.</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. To return to a previous question, click on the green back arrow.</p>
Follow	After you have completed the survey you may have some questions or concerns. We will provide you with contact information for Better Work_Jordan 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	If “yes” on Consent go to A01. If “no” on Consent: You selected that you do not want to

	<p>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>
	<p>1. Yes</p> <p>2. No</p>
	<p><i>If "yes" on Decline go to A01. If "no" on Decline: Thank you for your time.</i></p>
A01	<p>Thank you for agreeing to participate.</p> <p>Click on the green forward arrow to begin.</p>
FID1	<p>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.</p> <p>After entering the number, click on the green forward arrow.</p>
A2	<p>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.</p>
	<ol style="list-style-type: none"> 1. Chief Executive/President/Vice President 2. Owner/proprietor 3. Partner 4. Chairman Board of Management 5. General Director or Manager 6. Vice or Deputy General Director or Manager 7. Manager or Director 8. Deputy or Vice Manager 9. Production Manager 10. Sales Manager 11. Purchasing Manager 12. Technical Manager/Mechanical Engineer/Industrial Engineer 13. Finance Officer 14. Human Resource Manager or Director 15. Human Resource Assistant Manager 16. Chairman of Trade Union 17. Compliance Manager
	<p>During the last fiscal quarter, how many employees...</p>
B2	<p>Were hired?</p> <p>Total new employees:</p> <p>New male employees:</p>
B2	<p>Stopped working at the factory? Include employees that left the factory for any reason (for example, retirement, contract termination, fired, resigned, quit...)</p> <p>Total reduced employees:</p> <p>Reduced male employees:</p>
B2	<p>How many of the factory's current employees were hired before [month x] (first month of the previous quarter)</p> <p>New employees hired before [month x]:</p> <p>New male employees hire before [month x]:</p>
	<p>At the end of the last fiscal quarter...</p>
D3	<p>How many permanent full-time employees did this factory employ?</p> <p>Total permanent full time employees:</p> <p>Total male employees:</p>
D3	<p>How many <u>non-production</u> employees did this establishment employ?</p>

	Non-production employees include managers, administration, sales, etc. Total non-proudction employees: Male non-production employees:
D5	What is the total monthly pay and benefits for a typical supervisor in this factory?
D5	What percentage of a typical supervisor's pay is based on the performance of the workers he or she supervises?
	None. Supervisor pay does not depend on line production. Less than 10 percent 10 to 19 percent 20 to 29 percent 30 to 39 percent 40 to 49 percent 50 to 59 percent 60 to 69 percent 70 to 79 percent 80 to 89 percent A supervisor's pay depends only on line production.
D5E	What is the typical monthly pay and benefits for a sewer in this factory?
D5F	What are the most important factors considered when this factory sets a worker's pay?
	Check all that apply. Number of <u>pieces</u> completed by the worker Number of <u>hours</u> worked Number of <u>pieces</u> completed by the <u>production line</u> Number of <u>errors</u> made by the <u>worker</u> Number of <u>errors</u> made by the <u>production line</u> Number of <u>years</u> working in <u>this factory</u> Number of <u>years</u> working in the <u>apparel industry</u> Number of years of <u>education</u> of the worker Other factors
D5C	What fraction of a sewer's pay is based on her own production?
	None Less than 10 percent 10 to 19 percent 20 to 29 percent 30 to 39 percent 40 to 49 percent 50 to 59 percent 60 to 69 percent 70 to 79 percent 80 to 89 percent All of a sewer's pay depends on her number of pieces completed.
D5D	What fraction of a sewer's pay is based on the production of her line?
	None Less than 10 percent 10 to 19 percent

	20 to 29 percent 30 to 39 percent 40 to 49 percent 50 to 59 percent 60 to 69 percent 70 to 79 percent 80 to 89 percent All of a sewer's pay depends on the line's production.
D6	What was the annual bonus this year for a typical sewer in this factory?
D7	What is the daily meal allowance for a sewer in this factory?
D8	What information is required on an application for employment at this factory? Check all that apply.
	None. We do not have an application form. Birth year Age Age verification Gender Previous employment experience Educational attainment Residency status Marital status Number of children Pregnancy status Health status Other information
D9	What percent of new employees hired in the last quarter had no previous experience working in a footwear or apparel factory? percent of new employees had no experience.
D9	What percent of current <u>supervisors</u> were promoted from production positions within this establishment? A production position includes cutters, sewers, packers, checkers, etc. percent of supervisors promoted from production positions.
D9	What percent of current <u>sewers</u> were promoted from lower skilled positions within this establishment? percent of sewers promoted in this factory.
D10	How many years of education are required for a newly hired supervisor in this factory? Enter 0 if this establishment has no educational requirement for supervisors.
D10	How many years of education are required for a newly hired sewer in this factory?

	Enter 0 if this establishment has no educational requirement for sewers.
D11A	Are any tests given to applicants for a sewing job? Check all that apply.
	No Yes, sewing test Yes, reading test Yes, arithmetic test Yes, hand or eye tests Yes, other tests
D11B	Are any tests given to applicants for a supervisor job? Check all that apply.
	No Yes, sewing test Yes, reading test Yes, arithmetic test Yes, hand or eye tests Yes, other tests
D12	How long is the probationary period for a sewer in this factory?
	We do not have a probationary period Less than one week. 1 to 4 weeks 5 to 12 weeks 4 to 6 months 7 to 9 months 10 to 12 months 1 year More than one year
D13	Who provides new employees information about factory procedures, e.g., pay, bonus, benefits, work hours, overtime, fines, promotion?
	No one Line/batch supervisor Co-workers HR manager at workstation/production floor HR manager in meeting off the production floor Trade union representative at workstation/production floor Trade union representative off the production floor Other
D14	Which topics are discussed in induction training? Check all that apply.
	This establishment does not have induction training Work hours Overtime Base pay

	Annual bonus Other bonuses Fines Incentive pay Overtime pay Safety equipment Safety procedures Job assignment Collective bargaining agreement Grievance or complaints procedures
D15A	How are inexperienced workers trained in basic skills?
	By the line supervisor at workstation By co-worker at workstation Training line in factory Training center in factory Training center outside factory
D15B	How much time is spent on basic skills training for a typical new employee?
	Less than 10 minutes 10 to 30 minutes 31 to 60 minutes 1 to 2 hours 3 to 4 hours 5 to 8 hours 1 to 3 days 4 to 6 days 1 to 2 weeks 3 to 4 weeks 1 to 2 months 3 to 4 months 5 to 6 months More than 6 months
D16A	How is skills training provided to <u>new employees</u> with <u>previous</u> work experience in the footwear or apparel industry?
	This factory does not hire experienced workers Line supervisor at workstation Co-worker at workstation Training line in factory Training center in factory Training center outside factory
D16B	How much time does such training require?
	Less than 10 minutes 10 to 30 minutes 31 to 60 minutes 1 to 2 hours 3 to 4 hours 5 to 8 hours 1 to 3 days 4 to 6 days

	1 to 2 weeks 3 to 4 weeks 1 to 2 months 3 to 4 months 5 to 6 months More than 6 months
D17	What percent of supervisors working in this factory have received the following types of training in the last three month? percent <u>supervisors</u> receiving training in <u>sewing skills</u>
D17	percent <u>supervisors</u> receiving training in <u>quality control</u>
D17	percent <u>supervisors</u> receiving training in <u>production line organization</u>
D17	percent <u>supervisors</u> receiving training in <u>communicating with workers or solving problems</u>
D18	What percent of <u>sewers</u> working in this factory have received the following types of training in the last three month? percent <u>sewers</u> receiving training in <u>sewing skills</u>
D18	percent <u>sewers</u> receiving training in <u>quality control</u>
D18	percent <u>sewers</u> receiving training in <u>grievance procedures</u>
D18	percent <u>sewers</u> receiving training in <u>supervisory skills</u>
D18	percent <u>sewers</u> receiving training in <u>health</u> or <u>safety</u> procedures
D19	Does this establishment use NGOs (Non-Government Organizations) in any training? Check all that apply. No, all training is in-house. Yes, NGOs come to this facility to provide training. Yes, supervisors and/or managers are sent to training programs outside this factory.
D20	How often are sewers in this establishment evaluated for performance, promotion and/or pay rate change? Once each year Less often than once every year More often than once every year At style change
D21	Thinking about the total annual pay of a typical <u>supervisor</u> in this factory, what percent of pay is determined by each of following pay categories? percent of pay based on Hourly Wage percent of pay based on Piece Rate Pay percent of pay based on Individual Production Bonus percent of pay based on Line Production Incentives percent of pay based on Annual Bonus

	percent of pay based on Attendance Bonus percent of pay based on Annual Bonus percent of pay based on Other Bonuses
D22	Thinking about the total annual pay of a typical <u>sewer</u> in this factory, what percent of pay is determined by each of following pay categories?
	percent of pay based on Hourly Wage percent of pay based on Piece Rate Pay percent of pay based on Individual Production Bonus percent of pay based on Line Production Incentives percent of pay based on Annual Bonus percent of pay based on Attendance Bonus percent of pay based on Annual Bonus percent of pay based on Other Bonuses
D25	Which of the following items are included on a production worker's pay statement? Check all that apply.
	None, we don't have a pay statement. The date Worker's name Worker's factory identification number Regular hours Over-time hours Wage rate Piece rate Number of pieces Bonuses Deductions Union dues Fines
E1	On a typical weekday, what percentage of workers are absent?
E2	On a typical weekday, what percentage of workers are tardy?
E3	What percentage of workers received an attendance bonus in the last pay period?
D26	Which of the following benefits are provided to production workers at this facility? Check all that apply.
	Free water Free or subsidized breakfast Free or subsidized lunch Free or subsidized dinner Free or subsidized housing Daily transportation Gifts for special occasions such as a wedding Health care beyond that required by law General health information Child care beyond that required by law Loans

D27	What health services are available in the factory?
	Treatment for workplace injuries Treatment for headaches or backaches Treatment for general illness Health checkups Health check-up for pregnant women Health check-up for women after giving birth Health education
Dx	In the last week, how many workers were treated for...
	Workplace injuries Illness Other
D28A	Does this establishment have a collective bargaining agreement?
	<ul style="list-style-type: none"> • Yes • No
D28B	<i>If "yes" to D28A: What issues are covered by the collective bargaining agreement?</i>
	Wages Work hours Overtime Grievance or complaints procedures Strikes Bathroom breaks Water breaks Meal allowance Fines
D29A	How many days of work were lost to strike activity in this factory over the past 12 months?
	Enter zero if there were no strikes.
	Work days lost to strike
D29B	<i>If greater than zero on D29A: Were these strikes legal or illegal?</i>
	All strike activity was legal All strike activity was illegal Some strike activity was legal and some was illegal.
D29C	What complaints have led to strikes in this factory?
	Indecent behavior by line leaders, chiefs, or supervisors, such as yelling or hitting Poor treatment of a union leader or activist Too much work on Sundays Chemical smells Dangerous equipment Polluted air Excessive heat in the factory Too much overtime Deductions from pay Low pay

	Other
D30	What are the most common reasons for workers to leave employment at this factory? Check all that apply.
	Marriage Children Return home Work in family enterprise Cost of living Wages Long work hours Not enough work Illness Fatigue Conflict with supervisor Terminated for low work productivity Terminated for poor work quality I do not know
D31	We would like to ask about worker concerns in this factory. For each concern indicate whether workers are: Very concerned Somewhat concerned Slightly concerned Not concerned Not applicable
	Work hours? Too much overtime? Too much work on Sundays? Pay being too low? Late payment of wages? Excessive deductions from wages? Broken or inaccurate punch clock? Working conditions in this factory? Sexual harassment or sexual touching in this factory? Verbal abuse such as yelling or vulgar language? Physical abuse such as hitting or shoving? Excessive heat in the factory? Dangerous equipment or machinery? Accidents or injuries? Dusty or polluted air? Bad chemical smells?
E6	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

	<p>think the following mechanisms would be in helping resolve the conflict?</p> <p><i>For each mechanism, respondents must choose whether they believe it would be:</i></p> <p>Very effective Somewhat effective I don't know Ineffective Very ineffective</p>
	<p>Trade union representative Worker committee PICC</p>
C1	How heavy was your workload during the last month?
	<p>Often not enough to keep me busy Sometimes not enough Just the right amount Sometimes too much Entirely too much for me to handle</p>
C2	In the last month, how often did difficult problems arise in your work for which there were no immediate solutions?
	<p>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</p>
C3	During a normal workweek, how frequently do unexpected issues arise in your work?
	<p>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</p>
C4	How hard is it to maintain the level of performance that is expected of you?
	<p>Extremely easy Easy Moderately hard Hard Extremely hard</p>
	<p><i>For E7-17, responses given on the scale:</i></p> <p>Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree</p>
E7	The workers in this factory are very perceptive.
E8	The workers in this factory do not think at a very high level.
E9	The workers in this factory do not understand complicated ideas.
E10	The workers in this factory respond better to threats than encouragement.
E11	The workers in this factory are more productive if they feel comfortable and safe at work.

E12	The workers in this factory will not work hard unless they are forced to.
E13	Happy workers are more productive than unhappy workers.
E14	When working conditions for workers improve, factory performance goes down.
E15	You can learn new things, but you can't really change your basic intelligence.
E16	You have a certain amount of intelligence, and you can't really do much to change it.
E17	You can always substantially change how intelligent you are.
E18	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 <i>lower</i> productivity. Yes, paying workers as promised is linked to <i>higher</i> productivity. No, there's no relationship.
E19	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.
E20	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 E21-29, responses given on the scale:</i> Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
E21	According to my own beliefs, it's sometimes necessary to force workers to work hard.
E22	In this factory, it's seen as sometimes necessary to force workers to work hard.
E23	In the apparel industry in Jordan, it's seen as sometimes necessary to force workers to work hard.
E24	According to my own beliefs, it's important that workers are paid fairly and on time.
E25	In this factory, it's seen as important that workers are paid fairly and on time.
E26	In the apparel industry in Jordan, it's seen as important that workers are paid fairly and on time.
E27	According to my own beliefs, it's important that workers have safe and comfortable working conditions.
E28	In this factory, it's seen as important for workers to have safe and comfortable working conditions.
E29	In the apparel industry in Jordan, it's seen as important for workers to have safe and comfortable working conditions.
	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.
E30	It would be extremely risky for her to make a formal complaint against him.

E31	There is a very good chance she would be taken seriously if she made a formal complaint.
E32	There would be very serious consequences for him if she made a formal complaint.
E33	According to my own beliefs, it's acceptable for supervisors to make sexual comments to or try to sexually touch workers.
E34	In this factory, it's common for supervisors to make sexual comments to or try to sexually touch workers.
E35	In this factory, it's seen as acceptable for supervisors to make sexual comments to or try to sexually touch workers.
E36	According to my own beliefs, it's acceptable for supervisors to link treatment or pay to workers' willingness to have sexual relationships with them.
E37	In this factory, it's common for supervisors to link treatment or pay to workers' willingness to have sexual relationships with them.
E38	In this factory, it's seen as acceptable for supervisors to link treatment or pay to workers' willingness to have sexual relationships with them.
	<i>Responses to SAP1_0 – SAP2_0 given on the scale:</i> No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with Trade Union Representative Yes, considered quitting Yes, almost caused a strike Yes, caused a strike
SAP1_0	Are workers in your factory concerned with freedom to change or leave their employer without penalty?
SAP2_0	Are workers in your factory concerned with living conditions?
SAP7	Do workers in your factory keep their passport themselves?
	Yes, all of them Yes, some None
SAP7.1	Are workers in your factory concerned with the factory keeping their passport (or ID documents) themselves?
	No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with Trade Union Representative Yes, considered quitting Yes, almost caused a strike Yes, caused a strike
SAP3	In which countries did you recruit workers in the last three years?
	Bangladesh China Egypt India Jordan Nepal Sri Lanka Vietnam
SAP3.1b	For the workers that you recruited in (X country(ies), based on answer to SAP3), how did you

	recruit workers?
	Through a RA in Jordan Through a RA in X country We send staff from our factory to make direct interviews in X country
SAP3.2b	Why did you choose to recruit workers from (X country)?
	Because of their practical skills in garments. Because workers from X country usually stay many years in Jordan. Because workers from X country are hard workers. Because wages for workers from X country are lower. Because workers from X country are not trouble makers. Because the RA from X country are reliable. Because it is cheaper to hire workers from X country.
SAP4	When you decide to work with a recruitment agency in a country of origin, what credentials do you check?
	Nothing Accounts/financial statements Legal status/registration Recruitment fees paid by applicants Comments from other employers in Jordan Comments on the agency from all possible sources
SAP5	Have you ever stopped using a recruitment agency?
	No Yes
SAP-6	If Yes, Why did you stop using a recruiting agency?
	The workers were not as skilled as promised by the agency Workers from this agency complained about recruitment fees Workers from this agency are trouble makers Agency appeared to be illegal, not registered Agency imposed strict rules for the working conditions Agency was not able to provide enough workers Fees to get workers were too high for you Fees imposed to workers were too high
	<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</p> <p>[contact info]</p> <p>to talk about your concerns.</p>

Survey questionnaire for Better Work Jordan – Mechanical or Industrial Engineer 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.
Voluntary	Please understand that participation in this survey is voluntary. You may refuse to participate.
Risk	<p>You may not know the answers to some of our questions. If that is the case, you can click on the red square that says “I do not know,” then click on the green forward arrow to go to the next question.</p> <p>Some of our questions may make you feel uncomfortable. You can skip uncomfortable questions by clicking on the red button that says “I do not want to answer,” then clicking on the green forward arrow to go to the next question.</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>To return to a previous question, click on the green back arrow.</p>
Follow	After you have completed the survey you may have some questions or concerns. We will provide you with contact information for Better Work Jordan and the name of a person who can help you.
Consent	Do you consent to participate in our evaluation of the Better Work Program?
	Yes No
Arrow	After you have made your selection, click on the green forward arrow.
Decline	<i>If “yes” on Consent go to A01. If “no” on Consent:</i> You selected that you do not want to participate. Remember, all your answers are kept confidential and are very important to

	us.																				
	Do you consent to participate in our evaluation of the <u>Better Work Program</u> ?																				
	Yes No																				
	<i>If "yes" on Decline go to A01. If "no" on Decline: Thank you for your time.</i>																				
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.																				
A2	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.																				
	<ol style="list-style-type: none"> 1. Chief Executive/President/Vice President 2. Owner or Proprietor 3. Partner 4. Chairman of the Board of Management 5. General Director or Manager 6. Vice or Deputy General Director or Manager 7. Manager or Director 8. Deputy or Vice Manager 9. Production Manager 10. Sales Manager 11. Purchasing Manager 12. Technical Manager/Mechanical Engineer or Industrial Engineer 13. Finance Officer 14. Human Resource Manager or Director 15. Human Resource Assistant Manager 16. Chairman of Trade Union 17. Compliance Manager 																				
C1A	Please indicate the number of machines of each type used in this factory.																				
	<table border="0"> <tr> <td>Sewing Machines</td><td>machines</td></tr> <tr> <td>Computers</td><td>machines</td></tr> <tr> <td>Computer Aided Design (CAD)</td><td>machines</td></tr> <tr> <td>Automatic Spreader</td><td>machines</td></tr> <tr> <td>Automatic Cutter</td><td>machines</td></tr> <tr> <td>Automatic Pocket Opener</td><td>machines</td></tr> <tr> <td>Welt Pocket Opener</td><td>machines</td></tr> <tr> <td>Automatic Pocket Setter</td><td>machines</td></tr> <tr> <td>Automatic Hemmer</td><td>machines</td></tr> <tr> <td>Automatic Label Attachment</td><td>machines</td></tr> </table>	Sewing Machines	machines	Computers	machines	Computer Aided Design (CAD)	machines	Automatic Spreader	machines	Automatic Cutter	machines	Automatic Pocket Opener	machines	Welt Pocket Opener	machines	Automatic Pocket Setter	machines	Automatic Hemmer	machines	Automatic Label Attachment	machines
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Automatic Pocket Setter	machines																				
Automatic Hemmer	machines																				
Automatic Label Attachment	machines																				
C2	Which of the following sewing floor production systems do you employ in this factory? Check all that apply.																				
	<table border="0"> <tr> <td>Straight-line</td></tr> <tr> <td>Chain</td></tr> <tr> <td>Progressive Bundling</td></tr> </table>	Straight-line	Chain	Progressive Bundling																	
Straight-line																					
Chain																					
Progressive Bundling																					

	U-line Modular Single-piece flow Other
C4	When determining daily production targets, which SAM (Standard Allowable Minutes) or SMV (Standard Minute Value) standard does your factory use?
	International General Sewing Data (GSD) Actual
C5	How many work shifts do you operate at this factory?
	One daily shift One daily shift + one overtime shift Two daily shifts Two daily shifts + one overtime shift
C6	Do operators rework their own defects?
	Please check all that apply.
	Yes, during lunch Yes, at the end of the work day Yes, during the regular work day Yes, immediately after the work error is detected No, repairs are shared by the line/batch No, defects are repaired in a separate factory section No, defects are repaired by the worker who failed to detect the mistake
C7	On average, how many workers report to a single supervisor in each department?
	Laying/Cutting workers Sewing workers Finishing/Packaging workers
C8	Are line workers required to monitor work quality?
	Please check all that apply.
	No, work quality is monitored by checkers and supervisors. Yes, each worker checks her/his own work. Yes, each worker checks the work from the preceding operator in the line.
C9	When do you have production meetings that include all/most workers on a production line?
	Check all that apply.
	Rarely or never At the beginning of a new style Regularly during production runs During production runs to discuss technical production issues During production runs to discuss worker's suggestions for improved production Once per week Once per month Once per quarter
C10	Which employees can easily see data displays showing target to actual production?
	Check all that apply.

	Managers Line/batch supervisor Production workers
C11	Does this factory post flags or markers over work stations? Check all that apply. No Yes, to indicate individual productivity Yes, to indicate product quality problems Yes, to indicate machine malfunction
C12	Consider the following list of garments and seams. For each garment and seam made in your factory during the past year, what is the hourly production target for the most productive sewing line in this factory? Enter zero for any garment not produced in this factory.
	Jean - Waistband attachment pieces Dress pant - Waistband attachment pieces Sports pant - Waistband attachment pieces Formal shirt - Collar attachment pieces T-shirt - Collar attachment or neck open round pieces Sport shirt - Collar attachment pieces Underpants - Waistband attachment pieces Women's skirt - Waistband attachment pieces Women's dress - Collar attachment pieces
C13	Consider the following list of garments and seams. During production planning, how many minutes are allocated to complete the sewing task? Enter zero for any garment not produced in this factory.
	Jean - Waistband attachment minutes Dress pant - Waistband attachment minutes Sports pant - Waistband attachment minutes Formal shirt - Collar attachment minutes T-shirt - Collar attachment or neck open round minutes Sport shirt - Collar attachment minutes Underpants - Waistband attachment minutes Women's skirt - Waistband attachment minutes Women's dress - Collar attachment minutes
C14	Consider the following list of garments and seams. For each garment and seam made in your factory during the past year, what is the actual hourly output for the most productive sewing line in this factory? Enter zero for any garment not produced in this factory.
	Jean - Waistband attachment pieces Dress pant - Waistband attachment pieces Sports pant - Waistband attachment pieces

	<p>Formal shirt – Collar attachment pieces</p> <p>T-shirt – Collar attachment or neck open round pieces</p> <p>Sport shirt – Collar attachment pieces</p> <p>Underpants – Waistband attachment pieces</p> <p>Women's skirt – Waistband attachment pieces</p> <p>Women's dress – Collar attachment pieces</p>
Debrief	<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>

Better Work Impact Assessment Survey questionnaire for Better Work Jordan – Workers	
Question Number/Label	Question/Instruction
[Program begins with computer tutorial]	
Purpose	In 2008, a program named Better Work was introduced in Jordanian apparel factories like yours. Our purpose today is to learn about factory life. We would like to ask you several questions about your life and experience working in your factory.
Benefits	Your participation gives you the opportunity to share your own ideas about how programs like <u>Better Work</u> can help factory workers and their families.
Confide	All of your answers will remain confidential. We will keep your answers private. Your answers will only be used to assess how the Better Work Program affects factory life.
Voluntary	Please understand that participation in this study is voluntary. You may refuse to participate. If, for any reason, you wish to stop the interview, you will be free to go. Simply raise your hand and tell one of the staff that you would like to leave.
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 sound confusing. If you need us to read the question again, just click on the replay button at the bottom of the screen.</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 you.</p> <p>If you have a question during the survey, raise your hand. A staff person will help you.</p>
Follow	After you have completed the survey you may have some questions or concerns. We will provide you with contact information for Better Work Jordan and the name of a person who you can talk to. We would also like to offer you a small gift showing our appreciation for your participation.
A01	Do you consent to participate in this study of the Better Work Program?
	Yes
	No

A02	If yes on A01: Thank you for agreeing to participate. Please click on the green forward arrow to continue.
A03	When you arrived today, you were given a card with a number on it. First, we would like you to enter the number using the number pad. Range: 11-98
	We would like to begin by asking some questions about you and your background
B1	Are you Female or Male?
	Female Male
B2	How old are you?
	Younger than 16 16-17 18-20 21-25 26-30 30-35 36-40 40 or older
	[If 16-17 or under 16:] Thank you for your time. Please raise your hand and let a staff person know that you are done.
B3	Where were you born?
	Jordan Bangladesh Sri Lanka Pakistan China Other
B4 [if migrant]	Where do you reside now?
	In a factory dormitory With my family With friends or coworkers outside of the factory
C1	What is your highest level of education?
	No formal education Primary school Lower secondary school Upper secondary school Short-term technical training Long-term technical training Professional secondary school Junior college diploma Bachelor's degree
	Now we would like to ask you some questions about work experience
D5	Where did you work before starting your job in your factory?
	Another apparel factory in Jordan Another apparel factory outside of Jordan

	Non apparel factory – in Jordan Non apparel factory – outside of Jordan Another business in Jordan Household enterprise non agricultural At home taking care of my family None, this is my first job Other
D6A [if Jordanian]	Who decided for you to come to work in this factory?
	I did My mother My father My Spouse Another family member A family friend An acquaintance A recruiter A coworker or supervisor
D6B (if migrant)	Who decided for you to come to work in Jordan?
	I did My mother My father My Spouse Another family member A family friend An acquaintance A recruiter A coworker or supervisor
D7 (if migrant)	Do you have a Jordanian residency permit?
	No Yes, but the factory keeps it Yes, I keep it
D9 (if migrant)	Do you have a passport?
	No Yes, but the factory keeps it Yes, I keep it
D10 (if migrant)	Do you have a Jordanian work permit?
	No Yes, but the factory keeps it Yes, I keep it
D12	How much money did you have to pay to get a contract to work at your factory? Enter 0 if you did not have to pay any money for a contract.
D13 (if migrant)	Where did you get the money to come to Jordan? (Check all that apply)
	I or my family borrowed the money My family sold land or property My family used their savings The factory paid for me Other

D14 (if migrant)	Do you still have debt from coming to Jordan?
	No. I do not have any debt No. The debt is paid Yes. I still owe money
D15 (if migrant)	How much money did you pay toward your debt last month?
	Now we would like to ask you some questions about your work history in your factory.
E1	How long have you been working in your factory?
	0-3 months 4-6 months 7-9 months 10-12 months 13-18 months 19-23 months 2 years 3 years 4 years 5 years 5 to 8 years 9 or more years
E2	What department do you work in?
	Check all that apply.
	Sewing Cutting Printing Packing Embroidery Quality control Washing Weaving Design Marker-making Sample-making Training Finishing Other
E3	What is your job in the factory?
	Check all that apply.
	Sewer Cutter Spreader Checker

	Mechanic Packer Quality control Supervisor Helper Other
E4	How long have you been in your present position?
	0-3 months 4-6 months 7-9 months 10-12 months 12-18 months 18-23 months 2 years 3 years 4 years 5 years 6 to 8 years 9 or more years
E5	Have you been promoted since you entered your factory?
	Yes, once Yes, two times Yes, more than two times No
E6	Are there any barriers you face getting promoted in your factory?
	Check all that apply. Because I am a woman My age My education My religion Ethnic minority Family obligations My skill or ability Relationship with supervisors There are no opportunities for promotion Lack of seniority My nationality There are no barriers to promotion
	Now we would like to ask you some questions about your terms of employment.
F1	Did you sign a contract before beginning work in your factory?
	Yes No
F2	Was the contract in a language you can understand?
	Yes No
F3	Do you have a copy of this contract?
	Yes, it is in my home Yes it is in my room in the dormitory [if migrant]

	No, the factory has it
F4	What type of work agreement or contract do you have?
	Training Apprentice Home work Subcontract Bonded Probationary Temporary Fixed time Unlimited time
F5	When did this work agreement or contract begin?
	Less than 1 month ago 1 month ago 2 months ago 3 months ago 4 to 6 months ago 7 to 9 months ago 10 to 12 months ago More than 1 year ago
F6	What year does your current work contract expire?
	2013 2014 2015 2016 2017 2018 or later
F8	Are you represented by a collective bargaining agreement?
	Yes No
F9 [if Jordanian]	Are you a member of a Union?
	Yes No
F11 [if migrant]	Are you affiliated with a Union?
	Yes No
	Now we would like to ask you some questions about your health care.
G1	Does your factory have a health clinic?
	Yes No
G2	What health services are available in the factory?
	Please check all that apply.
	Treatment for workplace injuries Treatment for headaches or fatigue Treatment for general illness

	General health check-up Check-up for pregnant women Check-up for women after giving birth Health education Health care for my family No health services
G3	Have you ever used the factory clinic? Yes, Treatment for workplace injuries Yes, Treatment for headaches or fatigue Yes, Treatment for general illness Yes, General health check-up Yes, Check-up for pregnant women Yes, Check-up for women after giving birth Yes, Health education Yes, Health care for my family No, I have not used the factory clinic
G4	How would you rate the treatment you receive at the factory clinic? Excellent Very good Good Fair Poor
	We are now going to ask you about some health symptoms you may have experienced recently.
G5	How often do you experience <u>severe fatigue or exhaustion</u> ? [splits A and B] <i>Respondents choose from the scale:</i> Never Rarely Occasionally Often Every day
G10	How often do you experience <u>headache, backache or neck ache</u> ? [Split A]
G14	How often do you experience <u>severe thirst</u> ? [Split B]
	Now we would like to ask you some questions about your work hours.
H1	What days do you usually work in your factory? Check all the days that you usually work. Sunday Monday Tuesday Wednesday Thursday Friday Saturday
H2	What time do you usually begin work on Sunday?
H3	What time do you usually leave work on Sunday?
H4	What time do you usually begin work on Thursday?

H5	What time do you usually leave work on Thursday?
H6	What time do you usually being work on Friday?
H7	What time do you usually leave work on Friday?
H8	What time do you usually being work on Saturday?
H9	What time do you usually leave work on Saturday?
H20	How long do you stop work for lunch?
	10 minutes or less. 15 minutes 20 minutes 25 minutes 30 minutes 35 minutes 40 minutes 45 minutes 50 minutes 55 minutes 1 hour I do not eat Lunch in the Factory We do not stop for lunch in the Factory
H21 [if migrant]	How long do you stop work for lunch?
	10 minutes or less. 15 minutes 20 minutes 25 minutes 30 minutes 35 minutes 40 minutes 45 minutes 50 minutes 55 minutes 1 hour I do not eat dinner in the factory We do not stop for dinner in the Factory
H24	How many days were you sick last month?
H25	How many days of sick leave did you take last month?
	<p>We would like to ask about worker concerns with work hours. For each concern indicate the importance for workers in your factory.</p> <p>Was the concern</p> <p>Discussed with co-workers</p> <p>Discussed with the supervisor or manager</p> <p>Discussed with the trade union representative</p> <p>Did the concern</p> <p>Make some workers consider quitting</p>

	<p>Lead some workers to consider striking Cause a strike</p> <p>Click on the green forward arrow to begin.</p>
H27	<p>Is <u>too much overtime</u> a concern for workers in your factory?</p> <p>Check all that apply.</p> <p>No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with the trade union representative Yes, considered quitting Yes, threatened a strike Yes, caused a strike</p>
H28	Is <u>too much work on Fridays</u> a concern for workers in your factory? [Split A]
H29	Is <u>working too late on Thursday night</u> a concern for workers in your factory? [Split B]
	We now ask you some questions about work productivity.
I1	Does your supervisor set a production target or quota for you?
	Yes No
I2	What was your daily production target last week?
I7	Do you correct your own work errors or defects?
	Yes No
I8	How much time do you spend in a typical day correcting your own errors or defects? [Split A]
I9	When do you correct your errors or defects? [Split B]
	Check all times that apply.
	During the lunch, dinner or work break At the end of the regular workday During the overtime shift During the regular workday
I10	Do you correct your co-workers' errors or defects?
	Yes No
J1	Now we are going to ask some questions about the pay you receive for your work.
	Is your pay determined by piece rate?
	No, none of my pay is determined by piece rate Yes, some of my pay is determined by piece rate Yes, all of my pay is determined by piece rate

J2	<p>How do you receive your pay?</p> <p>Check all that apply.</p>
	<p>Cash</p> <p>Check</p> <p>Direct deposit or ATM</p> <p>Food</p> <p>Housing</p> <p>Other in-kind</p>
J3	<p>When you get paid, do you also receive a pay slip?</p> <p>Yes</p> <p>No</p>
J4	<p>Which of the following information is included on your pay statement?</p> <p>Check all that apply.</p>
	<p>The date</p> <p>My name</p> <p>My factory identification number</p> <p>My regular hours</p> <p>My over-time hours</p> <p>My wage rate</p> <p>My piece rate</p> <p>My number of pieces completed</p> <p>My bonuses</p> <p>My deductions</p> <p>My union dues</p> <p>My fines</p>
J5	<p>Do you receive any pay bonuses or allowances? [Split A]</p> <p>Check all that apply.</p>
	<p>No</p> <p>Attendance bonus</p> <p>Bonus for my own productivity</p> <p>Bonus for my line's productivity</p> <p>Skill bonus</p> <p>Annual bonus</p> <p>An allowance for rent</p> <p>An allowance for food</p> <p>Transportation allowance</p> <p>Other bonus</p>
J6	<p>Does your employer make any of the following deductions from your wages? [Split B]</p> <p>Check all that apply.</p>
	<p>Absent from work</p> <p>Late for work</p> <p>Food</p> <p>Housing</p> <p>Low production</p> <p>Social Security</p> <p>Union dues</p> <p>My behavior at work</p> <p>Sick Days</p>

	Airfare Residency permit Work permit First month's pay Missing production target Medicine Uniforms Purchases from the factory store Other
J7	How often are you paid?
	Once each week Once every two weeks Once each month Once every two months I do not get paid regularly I will get paid when I return home [if migrant]
J8	When was the last time you were paid?
	Yesterday Last week 2 weeks ago 1 months ago 2 months ago I have not been paid yet
J9	How much money did you receive the last time you were paid?
J11 [if Jordanian or migrant split A]	Thinking about when you were deciding to work at your factory, how much money did you expect to earn each month?
J12 [if migrant and split B]	If you were at home, how much money could you earn each month?
J13	Do you receive overtime pay?
	Yes, after my production target is complete Yes, if I work more than 8 hours in a day Yes, if I work more than 48 hours in a week Yes, if I work on Friday No, I don't work overtime No, my factory does not pay for overtime
	We would like to ask about worker concerns with pay. For questions J16-J21, respondents choose all that apply: No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with the trade union representative Yes, considered quitting Yes, threatened a strike Yes, caused a strike
J16	Is <u>late payment of wages</u> a concern for workers in your factory? [Split A]

J 14	Are <u>excessive deductions from wages</u> a concern for workers in your factory? [Split B]
J17	Is the amount of <u>in-kind compensation</u> a concern for workers in your factory? [Split A]
J18	<u>Are low wages</u> a concern for workers in your factory? [Split A]
J19	Is <u>the piece rate</u> a concern for workers in your factory? [Split B]
J21	Is a broken or inaccurate punch clock a concern for workers in your factory? [Split B]
J22	We are going to list some workplace facilities. Check all the facilities that are available in your factory.
	Canteen Food Water Dormitory Toilet
J23	How would you rate the <u>food</u> in the canteen?
	Very good Good Fair Poor Offensive
J27	How satisfied are you with the toilet facilities in your factory?
	Very satisfied Satisfied Somewhat dissatisfied Very dissatisfied Not satisfied at all
J28	How many people do you share a dormitory room with?
J29	How satisfied are you with the dormitory?
	Very satisfied Satisfied Somewhat dissatisfied Very dissatisfied Not satisfied at all
J31	While at work, how many times do you leave your station for a drink of water?
J30	How satisfied are you with the quality and availability of drinking water in your factory?
	Very satisfied Satisfied Somewhat dissatisfied Very dissatisfied Not satisfied at all

	Now we would like to ask you some questions about training.
L1	What types of training did you receive when you first started working in your factory? [Split A] Check all that apply.
	None Basic skills Upgrading skills Worker rights Labor law Collective bargaining agreement Health and safety Safe machine operation Pay procedures Benefits Fines Work hours Over time regulations Grievance or complaints procedures
L2	What types of training have you received in the <u>past 6 months</u> ? [Split B] Check all that apply.
	None New skills New equipment New operations Worker rights Collective bargaining agreement Supervisory skills training Grievance procedures Health and safety Safe machine operation Factory organization Other training
	We would now like to ask you some questions about the communication within your factory.
M1	Does your supervisor speak your language?
	Yes No
M2	If you were having a problem at your factory, how comfortable would you feel seeking help from your <u>supervisor</u> ?
	Very comfortable Comfortable Uncomfortable Very uncomfortable Not comfortable at all
M3	If you were having a problem at your factory, how comfortable would you feel seeking help from the <u>trade union representative</u> ?
	Very comfortable Comfortable Uncomfortable

	Very uncomfortable Not comfortable at all
M4	If you were having a problem at your factory, how comfortable would you feel seeking help from the <u>police, labor court or the Ministry of Labor?</u>
	Very comfortable Comfortable Uncomfortable Very uncomfortable Not comfortable at all
M5	If you were having a problem at your factory, how comfortable would you feel seeking help from the <u>PICC?</u>
	Very comfortable Comfortable Uncomfortable Very uncomfortable Not comfortable at all This factory does not have a PICC
M6	Does your supervisor correct a worker who has made a mistake with fairness and respect?
	All of the time Most of the time Sometimes Rarely Never
M8	Have you had any complaints about work in your factory during the last year?
	Yes No
M9	Who did you discuss your complaint with?
	Check all that apply. Supervisor Factory manager Suggestion box Co-workers My family or friends Trade union representative Customer representative CSR representative PICC representative Hotline No one
M10	How satisfied were you with the outcome of your complaint?
	Very satisfied Satisfied Somewhat dissatisfied Very dissatisfied Not satisfied at all
N1A	Have you or someone you know been punished in the last month for and of

	<p>the following reasons? [Split A]</p> <p>(Check all that apply.)</p>
	<p>Asking for more food</p> <p>Asking for water</p> <p>Asking to use the toilet</p> <p>Asking for back wages</p> <p>Asking for overtime wages</p> <p>Asking for a blanket</p> <p>Asking for medicine</p> <p>Asking for health care</p> <p>Asking for help from the Union or PICC</p> <p>Asking to go home</p> <p>No</p>
N1B	<p>Have you or someone you know been punished in the last month for and of the following reasons? [Split B]</p> <p>Check all that apply.</p>
	<p>Complaining about a high production target</p> <p>Complaining about the food</p> <p>No</p>
N1C	<p>Have you or someone you know been punished in the last month for and of the following reasons?</p> <p>Check all that apply.</p>
	<p>Refusing to work overtime</p> <p>Making a mistake</p> <p>Missing work</p> <p>Speaking while at work</p> <p>Falling asleep at the workstation</p> <p>Participating in a strike</p> <p>Being Pregnant</p> <p>No</p>
N2A	<p>What punishments are common in your factory? [Split A]</p> <p>(Check all that apply.)</p>
	<p>Yelling</p> <p>Insulting language</p> <p>Vulgar language</p> <p>Slapping</p> <p>Hitting with a stick, belt or whip</p> <p>Hitting with a garment or piece of material</p> <p>Losing wages</p> <p>Extra hours of work</p> <p>Work during lunch</p> <p>Work during dinner</p> <p>None of these punishments</p>
N2B	<p>What punishments are common in your factory? [Split B]</p> <p>(Check all that apply.)</p>
	<p>Locked in a closet</p> <p>Locked in other place</p> <p>Stand for a long time</p>

	Crouch for a long time Have identification card taken Have swipe card taken Arrested by police None of these punishments
	We would like to ask about worker concerns with working conditions.
N3	Is <u>sexual harassment or sexual touching</u> a concern for workers in your factory? Check all that apply.
	No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with the trade union representative Yes, considered quitting Yes, threatened a strike Yes, caused a strike
N4	Is <u>verbal abuse such as yelling or vulgar language</u> a concern for workers in your factory? [Split A]
	No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with the trade union representative Yes, considered quitting Yes, threatened a strike Yes, caused a strike
N5	Is <u>physical abuse such as hitting or shoving</u> a concern for workers in your factory? [Split B]
	No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with the trade union representative Yes, considered quitting Yes, threatened a strike Yes, caused a strike
N6	Over the last year, have you been denied permission to use the factory toilet during work hours?
	Never Rarely Occasionally Frequently Always
	We would like to ask about worker concerns with health and safety. <i>For questions N8-N12, respondents are asked to check all that apply:</i> No, not a concern Yes, discussed with co-workers Yes, discussed with supervisor or manager Yes, discussed with the trade union representative Yes, considered quitting

	Yes, threatened a strike Yes, caused a strike
N9	Are workers in your factory concerned about <u>dangerous equipment or machinery</u> ?
N10	Are workers concerned about <u>accidents or injuries</u> in your factory?
N11	Are workers concerned about <u>dusty or polluted air</u> in your factory? [Split A]
N12	Are workers concerned about <u>bad chemical smells</u> in your factory? [Split B]
N13 [if migrant]	Do you have hot water available in your dormitory?
	Yes, all day Yes, a few hours every day Yes, a few times a week Yes, a few times each month No, never or almost never I don't live in a dormitory
N14 [if migrant]	How often do you get a chance to bathe?
	Every day A couple of times a week Once a week A couple of times each month Rarely
N15 [if migrant & split A]	When was the last time you had an egg to eat?
	Today Sometime in the last week Sometime in the last month Not recently I do not eat eggs
N16 [if migrant & split B]	When was the last time you had a piece of fresh fruit to eat?
	Today Sometime in the last week Sometime in the last month Not recently I do not eat fresh fruit
N17 [if migrant]	Are you often uncomfortably hungry?
	Rarely, only just before meals Occasionally, sometimes during the day Often, hungry most of the time Very often, sometimes hunger keeps me awake at night All of the time
	Now we would like to ask you some questions about money that you may send home or receive from home.
O2	Do you send or give money to your parents or other family members?
	Yes, regularly Yes, occasionally Yes, rarely

	Yes, very rarely No
O3	How much money did you send or give to your family in the last 12 months?
O4	If you send money home to your family, what do they usually spend it on? Check all that apply.
	Food Clothes Household items Pay their debt Pay my debt Family business or household enterprise House building or renovation Wedding or other ceremonies Education for your children Education for your siblings Health care Farming tools Transportation Luxury goods like TV sets Leisure Travel
P3 [if migrant]	Now we would like to ask you about your longterm plans. When will you return home?
	In 6 months or less In 7-12 months In 13-18 months In 19-24 months Within 2 and a half years In three years
P4 [if migrant]	How will you afford to return home?
	I will pay for my ticket out of my savings My family will pay for my ticket A friend will pay for my ticket My employer will pay for my ticket Other
	We would like to ask you some questions about concerns in your life.
Q3	During the past month, including today, how much have you been bothered or troubled by <u>feeling fearful</u> ? [Split A]
	Not at all A little of the time Some of the time Most of the time All of the time
Q6	During the past month, including today, how much have you been bothered or troubled by crying easily? [Split B]
	Not at all A little of the time Some of the time

	Most of the time All of the time
Q12	Have you seen a co-worker fall asleep at her work station in the last 6 months?
	Everyday Often Occasionally Rarely Never
	Finally, we would like to ask you some questions about your life outside the factory.
R2	How much time do you have each day for activities you do for <u>fun</u> such as reading, writing, listening to music and visiting friends and family?
R3 [if migrant & split A]	Have you ever traveled outside the QIZ? Check all that apply.
	No, I do not have an identification card (akama) No, I do not have any transportation No, I do not have time No, I do not want to Yes
R4 [if Jordanian or migrant split B]	Do you have access to a phone that you can use to call other people outside of the factory?
	Yes, I have a cell phone Yes, I know someone who has a cell phone Yes, there is a phone in my dormitory that I can use Yes, there is a phone in the factory that I can use Yes, there is a public phone near the factory that I can use Yes, there is a public phone but it is far away from the factory No
R9 [if migrant]	Could you go back home now if you wanted to?
	No, I don't have money for airfare No, I owe too much money No, I have to complete my contract No, the factory has my passport No, the factory won't let me No, my family won't let me Yes.
R10	If you were not working in your factory what would you be doing?
	Working in another factory in Jordan Working abroad Going to school Married Taking care of my family
Gen	Have you ever participated in one or more of the following Better Work trainings? Please mark all relevant trainings.

	Workplace Cooperation Negotiation Skills PICC Training Human Resources Management Worker Induction ToT for HR managers Occupational Safety and Health Awareness Supervisory Skills Training Rights and responsibilities at work Maternal Health Care Financial Literacy Introduction to HIV and AIDS Introduction to Workplace Communication Nutrition Other Better Work Training No
6.4	The relationship between me and my direct supervisor is:
	Excellent good, most of the time not good, not bad bad, most of the time very bad
6.5	I am comfortable raising concerns about poor quality and low productivity work by my direct colleague to my direct supervisor
	All of the time Most of the time Sometimes Rarely Never
8.1	I feel valued at my job
	Strongly agree Agree Neutral Disagree Strongly disagree
8.2	I know what is expected of me in my job
	All of the time Most of the time Sometimes Rarely Never
9.2	Do you believe a strong community can help you and your family?
	very much somewhat not so much not at all
9.3	Do you believe you have a responsibility to be engaged outside the factory?

	Check all that apply.
	towards my family in my community in my neighborhood in a sport club in a religious group in a school committee in a political organization in a volunteer group in another type of group I do not think I have a responsibility outside the factory I do not see myself engaged outside the factory
13.2	Has this training help you believe a strong community is good for you and your family?
	very much somewhat not so much not at all
13.3	Has training affected your life outside the factory?
	No Changed my behavior at home with my family Changed my sense of responsibility in my community inspired me to participate politically Changed my understanding of the importance of the rights of people
Debrief	<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 <u>Better Work Program</u> affects factory life.</p> <p>After you leave today, you may have some questions or concerns about this survey. The staff person will provide you with the name, phone number and address of someone you can talk to about your concerns. We would also like to offer you a small gift showing our appreciation for your participation.</p> <p>Thank you again. Please raise your hand to let the staff person know that you are finished.</p>