



| Survey questionnaire for Better Work Jordan – Human Resources Manager 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 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> |
| | <i>If "yes" on Decline go to A01. If "no" on Decline: Thank you for your time.</i> |
| 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 |
| | |
| | During the last fiscal quarter, how many employees... |
| 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> |
| | |
| | At the end of the last fiscal quarter... |
| 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 | How many <u>non-production</u> employees did this establishment employ? |

| | |
|-----|---|
| | 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 | <p>What are the most common reasons for workers to leave employment at this factory?</p> <p>Check all that apply.</p> <p>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</p> |
| D31 | <p>We would like to ask about worker concerns in this factory. For each concern indicate whether workers are:</p> <p>Very concerned Somewhat concerned Slightly concerned Not concerned Not applicable</p> <p>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?</p> |
| E6 | <p>How do you think your firm's compliance record compares to that of its closest competitors?</p> <p>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.</p> |
| 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> |