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| **Survey questionnaire for Better Work Nicaragua – Human Resources Manager Survey**  Better Work Impact Assessment | |
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| **Question Number/Label** | **Question/Instruction** |
| Intro | Beginning in 2008, the Better WorkProgram 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 | 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.    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.  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. |
| Follow | After you have completed the survey you may have some questions or concerns. We will provide you with contact information for Better Work Nicaragua and the name of a person who can help you. |
| Consent | Do you consent to participate in our evaluation of the Better Work Program? |
|  | 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 participate. Remember, all your answers are kept confidential and are very important to us.  Do you consent to participate in our evaluation of the Better Work Program? |
|  | 1. Yes 2. No |
|  | *If “yes” on Decline go to A01. If “no” on Decline*: Thank you for your time. |
| A1 | Thank you for agreeing to participate.  Click on the green forward arrow to begin. |
| 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.  After entering the number, click on the green forward arrow. |
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| 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. |
|  | 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 |
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|  | During the last fiscal quarter, how many employees… |
| B2 | Were hired?  Total new employees:  New male employees: |
| B2 | Stopped working at the factory? Include employees that left the factory for any reason (for example, retirement, contract termination, fired, resigned, quit…)  Total reduced employees:  Reduced male employees: |
| B2 | How many of the factory’s current employees were hired before [month x] (first month of the previous quarter)  New employees hired before [month x]:  New male employees hire before [month x]: |
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|  | At the end of the last fiscal quarter… |
| D3 | How many permanent full-time employees did this factory employ?  Total permanent full time employees:  Total male employees: |
| D3 | How many non-production employees did this establishment employ?  Non-production employees include managers, administration, sales, etc.  Total non-proudction employees:  Male non-production employees: |
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| D5A | What is the total monthly pay and benefits for a typical supervisor in this factory? [Nicaraguan Cordoba] |
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| 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. |
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| D5E | What is the typical monthly pay and benefits for a sewer in this factory? [Nicaraguan Cordoba] |
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| D5F | What are the most important factors considered when this factory sets a worker’s pay?  Check all that apply. |
|  | Number of pieces completed by the worker  Number of hours worked  Number of pieces completed by the production line  Number of errors made by the worker  Number of errors made by the production line  Number of years working in this factory  Number of years working in the apparel industry  Number of years of education 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. |
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| 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. |
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| D6 | What was the annual bonus this year for a typical sewer in this factory? [Nicaraguan Cordoba] |
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| D7 | What is the daily meal allowance for a sewer in this factory? [Nicaraguan Cordoba] |
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| 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 |
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| 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. |
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| D9 | What percent of current supervisors were promoted from production positions within this establishment? A production position includes cutters, sewers, packers, checkers, etc.        percent of supervisors promoted from production positions. |
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| D9 | What percent of current sewers were promoted from lower skilled positions within this establishment?        percent of sewers promoted in this factory. |
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| 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. |
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| 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 |
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| 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 |
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| 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 |
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| 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 |
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| D16A | How is skills training provided to new employees with previous work experience in the 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 |
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| 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 |
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| D17 | What percent of supervisors working in this factory have received the following types of training in the last three month?        percent supervisors receiving training in sewing skills |
| D17 | percent supervisors receiving training in quality control |
| D17 | percent supervisors receiving training in production line organization |
| D17 | percent supervisors receiving training in communicating with workers or solving problems |
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| D18 | What percent of sewers working in this factory have received the following types of training in the last three month?        percent sewers receiving training in stitching skills |
| D18 | percent sewers receiving training in quality control |
| D18 | percent sewers receiving training in grievance procedures |
| D18 | percent sewers receiving training in supervisory skills |
| D18 | percent sewers receiving training in health or safety 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 establisment 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 supervisor 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 sewer 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 |
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| 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 |
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| 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 |
|  |  |
| E4 | In the last week, how many workers were treated for… |
|  | Workplace injuries  Illness  Other |
|  |  |
| D28A | Does this establisment have a collective bargaining agreement? |
|  | Yes  No |
|  |  |
| D28B | *If “yes” to D28A:* What issues are covered by the collective bargaining agreement?  Check all that apply. |
|  | 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 | *If greater than zero on D29A:* Were these strikes legal or illegal? |
|  | All strike activity was legal  All strike activity was illgal  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 of 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.  *Respondent rates each concern on the scale:*  Very concerned  Somewhat concerned  Slightly concerned  Not concerned  Not applicable |
|  | How concerned are workers about…  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 think the following mechanisms would be in helping resolve the conflict?  *For each mechanism, respondents must choose whether they believe it would be*:  Very effective  Somewhat effective  I don’t know  Ineffective  Very ineffective  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 |
|  |  |
|  | *For E7-17, responses given on the scale:*  Strongly disagree  Disagree  Neither agree nor disagree  Agree  Strongly agree |
| 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 *lower* productivity.  Yes, paying workers as promised is linked to *higher* 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. |
|  |  |
|  | *For E21-38, responses given on the scale:*  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 Nicaragua, 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 this country, 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 apprel industry in this country, 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. |
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|  | 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  Amy Lucia  Tel: 2254 7995 Ext 108  Email: [sosa@betterwork.org](mailto:sosa@betterwork.org)  Edificio 8, Oficina 836  Managua, Nicaragua  to discuss your concerns. |