

**PRINCETON SURVEY RESEARCH ASSOCIATES
WORKER REPRESENTATION AND PARTICIPATION SURVEY**

**SECRETARY OF LABOR-S TASK FORCE ON EXCELLENCE IN STATE AND
LOCAL GOVERNMENT THROUGH LABOR-MANAGEMENT COOPERATION
FINAL QUESTIONNAIRE**

November 21, 1995

Field dates: November 27 - December 10 (tentative)

N= 1,000 workers (not top management) in government departments, agencies, and schools (25+ employees)

Quotas: NEA (285), AFT (115), IAFF (70), IUPA (20), SEIU (125), AFSCME (185), Georgia (200)

INTRODUCTION: Hello, I am _____ calling for Princeton Survey Research in Princeton, New Jersey. We're conducting a national public opinion survey and I'd like to speak with **(NAME OF RESPONDENT)**. **(IF RESPONDENT IS NOT AT HOME, MAKE APPOINTMENT FOR A CALL-BACK)**

[IF RESPONDENT ASKS HOW WE GOT HIS OR HER NAME: Although we are a private research company, several worker organizations and government agencies are helping us with this survey. Your name would have come to us from one of these organizations or agencies. Your answers are completely confidential and none of these organizations or agencies will ever know the answers that individual respondents gave.]

[IF RESPONDENT ASKS WHAT THE STUDY IS ABOUT, OR WHO IT IS FOR: I'd be happy to tell you a little more about that at the end of the interview.]

S1. We're calling people across the country for a research study about work in America. I'd like to ask you some questions about your own work situation. Your responses are completely confidential. Are you now employed at a paying job?

- 1 Yes
- 2 Not employed/Student/Retired/Disabled C **FAILED SCREENER (NOT EMPLOYED)**
- 9 Refused C **FAILED SCREENER (STATUS NOT ASCERTAINED)**

S2. Are you employed by...(READ) (INTERVIEWER: IF MORE THAN ONE JOB ASK ABOUT MAIN JOB)

- 1 A PRIVATE FOR PROFIT company C **FAILED SCREENER**
- 2 A PRIVATE NON-PROFIT organization C **FAILED SCREENER**
- 3 The local, county, state or federal GOVERNMENT
- 4 A PUBLIC institution, such as a public school, public utility, city hospital or county hospital
- 5 OR are you SELF-employed in a business or professional practice? C **FAILED SCREENER**
- 9 Refused C **FAILED SCREENER**

INTERVIEWERS NOTE: IF "OTHER" RESPONSE TO S2, PROBE TO DETERMINE CATEGORY THAT BEST FITS RESPONSE

S3. Including all its locations and work sites, not just your own, about how many people are employed by the department, agency or school district you work for? Just stop me when I get to the right category. Would you say there are...(READ CATEGORIES 1-5) (INTERVIEWER: IF MORE THAN ONE JOB ASK ABOUT MAIN JOB)

- 1 Fewer than 25 employees C **FAILED SCREENER**
- 2 25 to 99 employees
- 3 100 to 499 employees
- 4 500 to 999 employees, or
- 5 1000 or more employees?
- 9 Don't know/Refused

S4. Are you one of the managers at your place of work?

- 1 Yes, manager
- 2 No, - **GO to Q1**
- 9 Refused

S5. Would you say you are part of ... (READ)

- 1 Lower management
- 2 Middle management, or
- 3 Upper management? C **FAILED SCREENER**
- 9 Don't know/Refused

S6. What kind of work do you do? **(DO NOT READ, PROBE TO CLASSIFY)**

- 1 Professional worker (including teacher, nurse, librarian, social worker, analyst, examiner)
- 2 Skilled Tradesperson (including carpenter, computer programmer)
- 3 Clerical or office worker (including secretary, word processor, data entry clerk)
- 4 Public Safety worker (including police, fire fighter, corrections)
- 5 Service worker (including food service, teacher's aide)
- 6 Laborer (including janitor)
- 7 Other **(SPECIFY)**
- 9 Refused

S7. What kind of service does your department or agency provide? **(DO NOT READ, PROBE TO CLASSIFY)**

- 01 K-12 Education
- 02 Other education (college, university, vocational)
- 03 Public Safety (police, fire, prisons)
- 04 Health Services
- 05 Social Services (welfare, counseling)
- 06 Construction
- 07 Recreation
- 08 Budget or Finance
- 09 Environmental Protection or Land Management
- 10 Legal or Regulatory
- 11 Commerce or Economic Development
- 12 Other **(SPECIFY)**
- 99 Don't know/Refused

S8. For how many years have you worked for this department or agency at any job or at any of its locations?

- 1 Less than one year
- 2 1-2 years
- 3 3-5 years
- 4 6-10 years
- 5 10-19 years
- 6 More than 20 years
- 9 Don't know/Refused

1. As an official part of your job, do you supervise the work of other employees or tell other employees what to do?
 - 1 Yes
 - 2 No
 - 9 Don't know/Refused

2. On an average day, what best describes your feeling about going to work? Would you say you usually **[READ AND ROTATE CATEGORIES 1 AND 2]** ...
 - 1 Look forward to it, (or)
 - 2 Wish you didn't have to go (or)
 - 3 Don't care one way or the other/Mixed feelings (**VOLUNTEERED**)
 - 9 Don't know/Refused

3. Overall, how would you rate relations between employees and management at your workplace? Would you say they are ... (**READ**)
 - 1 Excellent
 - 2 Good
 - 3 Only fair, OR
 - 4 Poor?
 - 9 Don't know/Refused (**DO NOT READ**)

4. If you were to rate the performance of management at your workplace on a scale similar to school grades **C** A for excellent, B for good, C for Fair, D for Poor and F for failure **C** what grade would you give **MANAGEMENT** in the following areas? (**ROTATE ITEMS**)
 - a. Overall leadership
 - b. Concern for employees
 - c. Giving fair pay increases and benefits
 - d. Understanding and knowledge of the business
 - e. Willingness to share power and authority
 - 1 A . . . Excellent
 - 2 B . . . Good
 - 3 C . . . Fair
 - 4 D . . . Poor
 - 5 F . . . Failure
 - 9 Don't know

5. Now I want to ask about your involvement in different decisions on the job. How much direct involvement and influence do YOU have in ... **(ITEM)**-- a lot, some, only a little, or no direct involvement and influence at all?

- a. Deciding HOW to do your job and organize the work
- b. Deciding what TRAINING is needed for people in your work group or department
- c. Deciding how much of a RAISE in pay the people in your work group should get
- d. Setting GOALS for your work group or department
- e. Setting SAFETY standards and practices

CATEGORIES:

- 1 A lot of direct involvement and influence
- 2 Some direct involvement and influence
- 3 Only a little direct involvement and influence
- 4 No direct involvement or influence at all
- 5 Does not apply (**VOLUNTEERED**)
- 9 Don't know/Refused

6. Suppose you COULD have A LOT of influence in all these areas at work **C** whether you do now or not. As I read each area again, please tell me how important it would be to you to have A LOT of influence on these decisions **C** very important, somewhat important, not too important, or not important at all. (First,) how important would it be to you to have influence in ...

- a. Deciding HOW to do your job
- b. Deciding what TRAINING is needed
- c. Deciding how much of a RAISE in pay the people in your work group should get
- d. Setting GOALS for your work group
- e. Setting SAFETY standards and practices

CATEGORIES:

- 1 Very important
- 2 Somewhat important
- 3 Not too important
- 4 Not important at all
- 9 Don't know/Refused (**DO NOT READ**)

7. Overall, how satisfied are you with the influence you have in company decisions that affect your job or work life? Would you say you are .. **(READ)**

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Not too satisfied, OR
- 4 Not satisfied at all?
- 9 Don't know/Refused **(DO NOT READ)**

8a. Some workplaces are organizing decision-making in new ways to get employees more involved **C** using things like self-directed work teams, total quality management, quality circles, or other employee involvement programs. Is anything like this now being done in your workplace?

- 1 Yes
- 2 No -- **GO TO 9**
- 9 Don't know/Refused -- **GO TO 9**

8b. Are you personally involved in any of these programs at work?

- 1 Yes
- 2 No - **GO TO 8e**
- 9 Don't know/Refused - **GO TO 8e**

8c. How effective would you say these programs have been in improving productivity or quality? Would you say . . . **(READ)**

- 1 Very effective
- 2 Somewhat effective
- 3 Not too effective
- 4 Not effective at all
- 9 Don't know/Refused **(DO NOT READ)**

8d. If employees, as a group, had **MORE SAY** in how these programs are run at your workplace, do you think they would be **MORE** effective, or **LESS** effective?

- 1 More
- 2 Less
- 3 No change/stay the same **(VOLUNTEERED)**
- 9 Don't know/Refused

8e. What kinds of issues do employees work on as part of these programs? **(DO NOT READ, RECORD ALL MENTIONS)**

- 1 Management
- 2 Production and Quality
- 3 Job advancement or performance
- 4 Use of technology
- 5 Pay or benefits
- 6 Other
- 9 Don't know/Refused

18. How are employees selected for these programs? Does management pick them, does the union or employee organization pick them, are they volunteers, or do employees elect them?

- 1 Management picks them
- 2 Union or employee organization picks them
- 3 Volunteers
- 4 Employees elect them
- 5 Everyone participates **(VOLUNTEERED)**
- 9 Don't know/Refused

19. If it was your decision alone, and everyone went along with it, what do you think would be the BEST way for employees to be selected for these programs? **(READ ONLY IF NECESSARY)**

- 1 Management should pick them
- 2 The union or employee organization should pick them
- 3 They should be volunteers, OR
- 4 They should be elected by employees?
- 5 Other **(VOLUNTEERED, DO NOT READ)**
- 9 Don't know/Refused **(DO NOT READ)**

19a. As far as you know, how dedicated is the upper management of your workplace to continuing these kinds of programs-- completely dedicated, mostly dedicated, not too dedicated, or not dedicated at all?

- 1 Completely dedicated
- 2 Mostly dedicated
- 3 Not too dedicated
- 4 Not dedicated at all
- 9 Don't know/Refused

9. How would YOU prefer to solve a workplace problem of your own? Would you feel more comfortable dealing directly with management YOURSELF, or would you feel more comfortable having a GROUP of your fellow employees HELP you deal with management?

- 1 Deal directly
- 2 Have help of fellow employees
- 9 Don't know/Refused

10. Which of the following, if any, does your workplace have to deal with issues that affect employees as a GROUP? (First,) (is/are) there... **(READ)**?

- a. Regular "town" meetings with employees, called by management
- b. An open door policy for GROUPS of employees to raise issues about policies with upper management
- c. A committee of employees that discusses problems with management on a regular basis
- d. A union or other employee organization that negotiates a collective bargaining agreement with management
- e. A union or other employee organization that discusses problems with management, but doesn't negotiate a collective bargaining agreement

CATEGORIES:

- 1 Yes
- 2 No
- 9 Don't know/Refused

IF S4=1 (MANAGER), GO TO Q.21

11b. **(IF 10d OR 10e=1)** Are you a member of the union or employee organization at your workplace?

- 1 Yes
- 2 No
- 9 Refused

13A. **(IF 11b=1)** How would you describe your personal experience with the union or employee organization at your workplace? Has it been ... **(READ)**

- 1 Very good
- 2 Good
- 3 Bad
- 4 Very bad, OR
- 5 Neither good nor bad?
- 9 Don't know/Refused **(DO NOT READ)**

13C. **(IF NEITHER 10d NOR 10e IS 1)** How would you describe your opinion of unions? Would you say it is ... **(READ)**

- 1 Very good
- 2 Good
- 3 Bad
- 4 Very bad, OR
- 5 Neither good nor bad?
- 9 Don't know/Refused

14A. **(IF 10d=1 OR 10e=1)** If you had to decide today whether to keep the union or employee organization at your workplace, would you choose to keep it or get rid of it?

- 1 Keep it
- 2 Get rid of it
- 9 Don't know/Refused

14B. **(IF NEITHER 10d NOR 10e=1)** If you were asked today whether employees like you should be represented by a union, would you be for or against forming one?

- 1 For the union
- 2 Against the union
- 9 Don't know/Refused

15. **(IF 11b=1)** How satisfied are you with the influence you and fellow members have in union or employee organization decisions about ... **(ITEM) C** very satisfied, somewhat satisfied, not too satisfied, or not satisfied at all? **(ROTATE ITEMS)**
- a. Choosing local leaders
 - b. Choosing national leaders of your union or organization
 - c. Bargaining about wages and benefits
 - d. Endorsements of candidates in political campaigns
 - e. Union or organization positions on national political issues

CATEGORIES:

- 1 Very satisfied
 - 2 Somewhat satisfied
 - 3 Not too satisfied
 - 4 Not satisfied at all
 - 9 Don't know/Refused **(DO NOT READ)**
16. **(PROGRAMMER IF Q.10d OR Q.10e = 1 USE THIS TEXT)** If your workplace didn't already have a union or employee organization and employees tried to form one, can you imagine how management would react? Do you think they would ... **(READ)**
- (PROGRAMMER IF NEITHER Q.10d NOR Q.10e = 1 USE THIS TEXT)** If a group of employees tried to form a union now at your workplace, how do you think management would react? Do you think they would ... **(READ)**
- 1 Welcome it
 - 2 Oppose it with information only
 - 3 Oppose it by threatening or harassing some supporters
 - 4 Or, do you think they would do nothing?
 - 9 Don't know/Refused **(DO NOT READ)**

21. Thinking now of all different kinds of employee organizations, including unions and committees, how would YOU like them to work? If it was your decision alone to make, and everybody went along with it, would you prefer **(INSERT ITEM. DO NOT ROTATE)**. Would you prefer **(NEXT ITEM)** . . .
- a. an organization run by employees, or one run **JOINTLY** by employees and management?
- 1 Employee run
 - 2 Run jointly by employees and management
 - 3 Don't want any organization (**VOLUNTEERED**) **C GO TO Q22**
 - 9 Don't know/Refused
- b. an organization that can use an **OUTSIDE** referee or arbitrator to settle issues, or one where **MANAGEMENT** makes the final decisions about issues?
- 1 Outside arbitrator
 - 2 Management decides
 - 9 Don't know/Refused
- c. an organization where the key employee participants are **VOLUNTEERS**, one where they are **ELECTED**, or one where they are **APPOINTED** by management?
- 1 Volunteers
 - 2 Elected by employees
 - 3 Appointed by management
 - 9 Don't know/Refused
- d. an organization that has its **OWN** budget and staff paid through **EMPLOYEE** contributions, or one that conducts its business with the budget and staff given by the **DEPARTMENT OR AGENCY**?
- 1 Own budget and staff
 - 2 Agency budget and staff
 - 9 Don't know/Refused

e. an organization that deals only with issues like pay, job security and grievances, one that only deals with how work gets done, or an organization that deals with both kinds of issues?

- 1 Pay, security, grievances only
- 2 How work is done only
- 3 Both issues
- 9 Don't know/Refused

ROTATE QUESTIONS 22 AND 23

22. Do you think employee organizations can be effective EVEN IF management does not cooperate with them, or do you think they can ONLY be effective if management cooperates?

- 1 Can be effective without cooperation
- 2 Can only be effective if cooperate
- 9 Don't know/Refused

23. Which ONE of these employee organizations would you prefer (**ROTATE ORDER**): One that management cooperated with in discussing issues, but had no power to make decisions. OR, One that had more power (to make decisions), but management opposed.

- 1 Management cooperation, no power
- 2 More power, management opposes
- 3 Do not prefer either (**VOLUNTEERED**)
- 9 Don't know/Refused

24. If management always LISTENS to what employees have to say, but doesn't FOLLOW their advice, is management being cooperative or uncooperative in dealing with employees?

- 1 Cooperative
- 2 Uncooperative
- 9 Don't know/Refused

24a. Would you like an employee organization to have MORE power, LESS power, or the SAME power as management, assuming management would still be cooperative?

- 1 More power than management
- 2 Less power than management
- 3 Same power
- 9 Don't know/Refused

25. In general, what do you think American workers MOST need? Is it . . . **(READ. ROTATE FIRST 3 CATEGORIES)**

- 1 More power to MAKE DECISIONS about how their workplaces operate (OR)
- 2 More opportunities to give ADVICE to management about how to improve their workplaces (OR)
- 3 Better pay and benefits, (OR)
- 4 Or, is it something else **(SPECIFY)**
- 9 Don't know **(DO NOT READ)**

D1. Now I have a few background questions that we'll use for statistical purposes only....First, what was your age on your last birthday?

- _____ Exact age
- 97 97 or older
- 99 Refused

D2. What is the last grade or class that you completed in school? **(DO NOT READ)**

- 1 None, or grade 1 to 8
- 2 High school incomplete (Grades 9 - 11)
- 3 High school graduate (Grades 12 or 13)
- 4 Business, technical, or vocational school after high school
- 5 Some college or university, no four-year degree
- 6 College or university graduate, four-year degree
- 7 Post-graduate or professional schooling, after university
- 9 Refused

D3. **RECORD RESPONDENT'S SEX:**

- 1 Male
- 2 Female

D4. Are you of Hispanic or Latino background such as Mexican , Puerto Rican, Cuban, or some other Spanish background?

- 1 Yes
- 2 No
- 9 Refused

D4a. What is your race, are you white, black, Asian, or some other race?

- 1 White
- 2 Black or African-American
- 3 Asian
- 4 Other or mixed race
- 9 Refused

D5. In your job, are you salaried, paid by the hour, or some other way?

- 1 Salaried
- 2 Paid by the hour
- 3 Other (**SPECIFY**)
- 9 Refused

D6. (**ASK IF D5 = 1**) What is your current salary, **BEFORE** taxes and deductions are taken out?

- 000001 - 999997 Current salary up to \$999,997 (**PROBE FOR ONE NUMBER**)
- 999998 \$999,998 or more
- 999999 Refused

- 1 Per week
- 2 Per two week period
- 3 Per month
- 4 Per year
- 5 Other period (**SPECIFY**)
- 9 Don't know/Refused

D7. (**ASK IF D5 = 2**) What is your current hourly wage?

- 00.01 - 99.97 Current hourly wage up to \$99.97 (**PROBE FOR ONE NUMBER. BE SURE TO USE DECIMAL POINT**)
- 99.98 \$99.98 or more
- 99.99 Refused

D8. Is there a civil service system at your workplace?

- 1 Yes
- 2 No
- 9 Don't know/Refused

D9. **(IF D8=1)** In your view, does this system make it MORE likely or LESS likely that employees will be treated fairly?

- 1 More likely
- 2 Less likely
- 3 No effect (**VOLUNTEERED**)
- 9 Don't know/Refused

D10. **(IF D8=1)** In your view, does this system make the quality of the service provided by your department, agency, or district BETTER or WORSE than it would be otherwise?

- 1 Improve
- 2 Makes quality worse
- 3 No effect (**VOLUNTEERED**)
- 9 Don't know/Refused

END OF INTERVIEW. THANK RESPONDENT: That completes the interview. Thank you VERY MUCH for your cooperation.

(IF RESPONDENT WANTS MORE INFORMATION) Princeton Survey Research is administering this survey on behalf of a special task force in the U.S. Department of Labor. They are studying the ways workers participate in making decisions on the job.