

Inside the Workplace: Findings from the 2004 Workplace Employment Relations Survey

Additional Web Tables

Background

As a complement to the numerous tables provided within *Inside the Workplace*, this annex makes available an additional set of tables in which a selection of headline data items are cross-tabulated by some basic workplace characteristics. These 'web tables' are referred to on page 11 of the book.

The aim of providing the additional tabulations is to extend the amount of statistical analysis that is publicly available, in a way that could not be accommodated within the confines of the printed volume.

A further annex makes available the detailed and complex statistical analysis that lies behind the discussion presented in Chapter 10 of the book.

Selection of data items

The data items which feature in this annex are selected from Chapters 3-5 and 7-9 of the book. The selection focuses on data items that represent prominent features of employment relations, but for which no comprehensive tabulations were provided in the manuscript.

The selected data items are each tabulated by the same set of basic workplace characteristics, namely:

- Workplace size (number of employees)
- Organization status
- Organization size
- Sector of ownership
- Industry
- Union recognition

Notes on the interpretation of tables

Each table has a title that gives a broad indication of the content. The title also provides a page reference identifying the passage within which the main data item is discussed in *Inside the Workplace*.

In keeping with the analysis in the book, all of the analysis presented here is based on workplaces with 10 or more employees. Figures are weighted and indicate the percentage of workplaces with the specified arrangement (or, on occasion, the percentage of employees giving a particular response).

Like other sample surveys, WERS 2004 is subject to sampling errors whereby the results computed from the sample provide only an estimate of the true figure within the population as a whole. It is possible to quantify the degree of error through the calculation of standard errors and confidence intervals. The Technical Appendix to *Inside the Workplace* includes tables which allow the reader to approximate standard errors for various percentages, based on average design effects.

The final column in each table indicates the number of observations on which each figure is based. Readers should note that these web tables do not follow the conventions of *Inside the Workplace* in highlighting figures based on particularly low numbers of observations.

Conditions of use

Readers wishing to refer to the figures contained within these web tables are requested to include the following bibliographic reference within any published material, also citing the URL from which the tables were downloaded and the date of downloading:

Kersley B, Alpin C, Forth J, Bryson A, Bewley H, Dix G and Oxenbridge S (2006)
*Inside the Workplace: Findings from the 2004 Workplace Employment
Relations Survey (Additional Web Tables)*, London: Department of Trade and
Industry.

WERS Research Team
July 2006

Web Table 3.1: Job title of senior manager with day-to-day responsibility for employment relations [ITW pp37-39]

		Job title of senior manager with day-to-day responsibility for employment relations						
		Personnel manager/ officer	HR manager/ officer	Proprietor/ owner	Employee/ industrial/ staff relations manager/ officer	Financial manager/ company secretary	General manager	Number of observations
All workplaces	All workplaces	9	12	22	0	6	51	1713
Workplace size	10 to 24 employees	8	5	31		6	50	338
	25 to 49 employees	6	11	17	0	5	60	279
	50 to 99 employees	13	18	6		4	59	255
	100 to 199 employees	16	41	3	0	5	35	241
	200 to 499 employees	27	45	0	1	1	26	248
	500 or more employees	21	61	0	3	1	13	352
Workplaces with 25+ employees	Workplaces with 25+ employees	10	20	11	0	5	54	1375
Organization status	Single independent establishment	7	5	44	0	10	33	400
	Part of a larger organisation	10	15	9	0	3	62	1313
Organization size	Less than 100	6	4	44		10	37	346
	100 to less than 1000	11	25	9		7	48	325
	1,000 to less than 10,000	14	17	2	1	2	64	519
	10,000 or more	11	15	1	0	0	72	512
Sector of ownership	Private sector	9	12	27	0	7	46	1255
	Public sector	10	12	0	0	1	77	458
Industry: SIC(2003)	Manufacturing	10	15	29	0	11	36	264
	Electricity, gas and	2	47		3		48	27
	Construction	17	12	40	0	5	26	80
	Wholesale and retail	11	12	19	0	8	50	230
	Hotels and restaurants	7	4	37		4	48	80
	Transport and communication	6	9	29	1	4	51	111
	Financial services	5	14	3	0	6	71	95
	Other business services	8	15	33	0	9	35	181
	Public administration	18	28		0		54	108
	Education	6	3	3	0	1	87	185
	Health	10	14	16	0		60	264
Other community	5	9	17	1	2	65	88	
Union recognition	No union recognised	8	10	31	0	7	44	801
	At least one recognised union	11	16	1	0	1	70	850

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 10 or more employees where the interview is conducted on site

Web Table 3.2: Proportion of time spent on employment relations by senior manager with day-to-day responsibility for ER [ITW p39]

		Time spent on ER issues					Number of observations
		91% or more	Between 51% and	Between 11% and	10% or less	No time on ER matters	
All workplaces	All workplaces	3	14	51	32	1	1732
Workplace size	10 to 24 employees	1	8	49	41	1	345
	25 to 49 employees	2	18	54	25	1	283
	50 to 99 employees	4	18	57	20	0	259
	100 to 199 employees	8	31	49	12	1	242
	200 to 499 employees	16	39	37	8		249
	500 or more employees	21	42	32	4		354
Workplaces with 25+ employees	Workplaces with 25+ employees	5	21	53	20	1	1387
Organization status	Single independent establishment	1	7	48	43	1	404
	Part of a larger organisation	3	18	53	26	0	1328
Organization size	Less than 100	1	6	47	45	1	352
	100 to less than 1000	7	20	52	21	0	329
	1,000 to less than 10,000	4	19	51	25		524
	10,000 or more	2	20	57	20	1	516
Sector of ownership	Private sector	2	13	50	33	1	1271
	Public sector	3	16	53	27	1	461
Industry: SIC(2003)	Manufacturing	3	12	42	44	0	264
	Electricity, gas and	5	31	30	34		28
	Construction	5	7	38	49	2	83
	Wholesale and retail	0	16	47	36		231
	Hotels and restaurants	0	11	50	38		82
	Transport and communication	5	13	45	33	4	112
	Financial services	7	21	48	24		98
	Other business services	4	13	57	26		187
	Public administration	11	28	40	22		109
	Education	1	8	59	31	2	184
	Health	2	17	66	14	1	262
Union recognition	Other community	3	10	46	41		92
	No union recognised	2	12	49	37	1	813
	At least one recognised union	5	18	55	21	1	856

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 10 or more employees where the interview is conducted on site

Web Table 3.3: Qualifications of senior manager with day-to-day responsibility for employment relations
ITW nn42-441

		Do you have any formal qualifications in personnel management or a closely related subject?		Number of observations
		Yes	No	
All workplaces	All workplaces	35	65	1204
Workplace size	10 to 24 employees	27	73	182
	25 to 49 employees	31	69	166
	50 to 99 employees	39	61	159
	100 to 199 employees	65	35	179
	200 to 499 employees	67	33	206
	500 or more employees	81	19	312
Workplaces with 25+ employees	Workplaces with 25+ employees	43	57	1022
Organization status	Single independent establishment	26	74	238
	Part of a larger organisation	39	61	966
Organization size	Less than 100	22	78	177
	100 to less than 1000	50	50	235
	1,000 to less than 10,000	49	51	396
	10,000 or more	35	65	389
Sector of ownership	Private sector	32	68	884
	Public sector	49	51	320
Industry: SIC(2003)	Manufacturing	30	70	193
	Electricity, gas and water	95	5	21
	Construction	36	64	47
	Wholesale and retail	27	73	163
	Hotels and restaurants	29	71	54
	Transport and communication	41	59	84
	Financial services	28	72	68
	Other business services	36	64	126
	Public administration	83	17	76
	Education	37	63	108
	Health	45	55	203
Other community	23	77	61	
Union recognition	No union recognised	29	71	513
	At least one recognised union	49	51	641

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 10 or more employees where the interview is conducted on site, and managers major job responsibility is ER or where equally responsible for ER and other issues

Web Table 3.4: Job tenure of senior manager with day-to-day responsibility for employment relations [ITW pp.42-44]

		Years in job					Number of observations
		11 years or more	Between 5 and 10 years	Between 2 and 4 years	Between 6 months and 1 year	5 months or less	
All workplaces	All workplaces	17	24	32	15	12	1204
Workplace size	10 to 24 employees	20	26	28	14	12	182
	25 to 49 employees	19	21	37	13	11	166
	50 to 99 employees	12	24	33	18	12	159
	100 to 199 employees	6	20	42	21	10	179
	200 to 499 employees	12	22	37	14	16	206
	500 or more employees	9	17	36	23	15	312
Workplaces with 25+ employees	Workplaces with 25+ employees	14	22	37	16	12	1022
Organization status	Single independent establishment	27	27	27	12	7	238
	Part of a larger organisation	13	23	34	16	14	966
Organization size	Less than 100	29	28	25	12	6	177
	100 to less than 1000	9	28	36	11	15	235
	1,000 to less than 10,000	8	19	38	19	16	396
	10,000 or more	11	19	35	19	16	389
Sector of ownership	Private sector	19	24	31	15	11	884
	Public sector	11	26	35	14	13	320
Industry: SIC(2003)	Manufacturing	31	27	33	7	3	193
	Electricity, gas and water	12	48	23	11	7	21
	Construction	21	25	16	24	14	47
	Wholesale and retail	19	21	30	18	13	163
	Hotels and restaurants	20	27	20	21	12	54
	Transport and communication	9	27	41	5	18	84
	Financial services	3	14	32	20	31	68
	Other business services	8	25	38	20	9	126
	Public administration	12	12	51	12	13	76
	Education	19	25	28	14	13	108
Union recognition	Health	16	27	34	11	13	203
	Other community	21	29	40	8	2	61
	No union recognised	20	26	29	14	11	513
	At least one recognised union	12	19	37	18	14	641

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 10 or more employees where the interview is conducted on site, and managers major job responsibility is ER or where equally responsible for ER and other issues

Web Table 3.5: Career experience of senior manager with day-to-day responsibility for employment relations [ITW pp.42-44]

		Years in personnel					Number of observations
		10 or more years	Between 5 and 10 years	Between 2 and 4 years	Between 6 months and 1 year	5 months or less	
All workplaces	All workplaces	56	27	12	3	2	1204
Workplace size	10 to 24 employees	52	28	14	4	2	182
	25 to 49 employees	64	21	9	2	4	166
	50 to 99 employees	56	30	11	2	1	159
	100 to 199 employees	57	32	9	1	1	179
	200 to 499 employees	58	29	9	2	2	206
	500 or more employees	71	22	5	1	0	312
Workplaces with 25+ employees	Workplaces with 25+ employees	61	26	9	2	2	1022
Organization status	Single independent establishment	61	21	11	5	3	238
	Part of a larger organisation	55	30	12	2	1	966
Organization size	Less than 100	61	22	11	3	2	177
	100 to less than 1000	53	33	9	1	4	235
	1,000 to less than 10,000	51	31	12	4	1	396
	10,000 or more	56	28	14	2	0	389
Sector of ownership	Private sector	54	28	12	3	2	884
	Public sector	67	20	10	2	1	320
Industry: SIC(2003)	Manufacturing	62	24	10	2	2	193
	Electricity, gas and water	79	19	2			21
	Construction	68	28	0	0	3	47
	Wholesale and retail	64	23	10	3	1	163
	Hotels and restaurants	41	28	15	10	7	54
	Transport and communication	54	29	16	0	1	84
	Financial services	29	52	17		2	68
	Other business services	46	30	21	4		126
	Public administration	69	28	2	1	1	76
	Education	74	20	1	3	2	108
Union recognition	Health	57	27	12	2	2	203
	Other community	65	19	13	0	2	61
	No union recognised	55	27	13	4	2	513
	At least one recognised union	60	27	10	1	2	641

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 10 or more employees where the interview is conducted on site, and managers major job responsibility is ER or where equally responsible for ER and other issues

Web Table 3.6: Strategic plan covering employee development [ITW pp67-68]

		Strategic plan covers employee development			Number of observations
		Strategy covers employee	Strategy covers other issues	No strategy	
All workplaces	All workplaces	60	11	29	2049
Workplace size	10 to 24 employees	51	11	38	412
	25 to 49 employees	66	10	24	333
	50 to 99 employees	78	11	11	304
	100 to 199 employees	78	11	11	285
	200 to 499 employees	79	11	10	299
	500 or more employees	84	10	5	416
Workplaces with 25+ employees	Workplaces with 25+ employees	72	11	18	1637
Organization status	Single independent establishment	36	11	53	435
	Part of a larger organisation	71	11	18	1614
Organization size	Less than 100	36	10	53	381
	100 to less than 1000	60	18	23	398
	1,000 to less than 10,000	79	12	10	658
	10,000 or more	87	6	7	601
Sector of ownership	Private sector	55	11	35	1479
	Public sector	84	10	6	570
Industry: SIC(2003)	Manufacturing	39	15	46	292
	Electricity, gas and water	81	14	5	43
	Construction	43	7	51	98
	Wholesale and retail	61	11	28	255
	Hotels and restaurants	40	10	50	89
	Transport and communication	49	8	43	138
	Financial services	81	12	7	114
	Other business services	55	13	31	235
	Public administration	91	8	1	133
	Education	90	9	1	204
	Health	74	7	18	330
	Other community	60	10	30	118
	Union recognition	No union recognised	51	10	39
At least one recognised union		80	13	7	1043

WERS 2004 Cross-Section Survey of Managers
Base: All workplaces with 10 or more employees

Web Table 3.7: HR involvement in preparing a strategic plan [ITW pp67-68]

		Were you or anyone else responsible for employment relations matters involved in the preparation of a strategic plan?		Number of observations
		Yes	No	
All workplaces	All workplaces	52	48	2057
Workplace size	10 to 24 employees	46	54	414
	25 to 49 employees	56	44	334
	50 to 99 employees	65	35	307
	100 to 199 employees	69	31	286
	200 to 499 employees	67	33	301
	500 or more employees	79	21	415
Workplaces with 25+ employees	Workplaces with 25+ employees	61	39	1643
Organization status	Single independent establishment	42	58	435
	Part of a larger organisation	57	43	1622
Organization size	Less than 100	40	60	382
	100 to less than 1000	56	44	400
	1,000 to less than 10,000	58	42	662
	10,000 or more	66	34	602
Sector of ownership	Private sector	49	51	1485
	Public sector	69	31	572
Industry: SIC(2003)	Manufacturing	44	56	294
	Electricity, gas and water	69	31	43
	Construction	43	57	100
	Wholesale and retail	42	58	255
	Hotels and restaurants	37	63	89
	Transport and communication	45	55	138
	Financial services	63	37	115
	Other business services	54	46	235
	Public administration	65	35	134
	Education	83	17	203
Union recognition	Health	65	35	332
	Other community	55	45	119
	No union recognised	46	54	938
	At least one recognised union	68	32	1048

WERS 2004 Cross-Section Survey of Managers
 Base: All workplaces with 10 or more employees

Web Table 3.8: Investors in People status [ITW pp67-68]

		Is (Name of Organisation) accredited as an Investor in People?		Number of observations
		Yes	No	
All workplaces	All workplaces	38	62	1989
Workplace size	10 to 24 employees	31	69	394
	25 to 49 employees	44	56	316
	50 to 99 employees	52	48	298
	100 to 199 employees	46	54	280
	200 to 499 employees	54	46	292
	500 or more employees	54	46	409
Workplaces with 25+ employees	Workplaces with 25+ employees	47	53	1595
Organization status	Single independent establishment	11	89	435
	Part of a larger organisation	52	48	1554
Organization size	Less than 100	11	89	379
	100 to less than 1000	41	59	391
	1,000 to less than 10,000	51	49	644
	10,000 or more	78	22	568
Sector of ownership	Private sector	31	69	1447
	Public sector	74	26	542
Industry: SIC(2003)	Manufacturing	13	87	290
	Electricity, gas and water	53	47	42
	Construction	27	73	99
	Wholesale and retail	38	62	243
	Hotels and restaurants	34	66	85
	Transport and communication	28	72	129
	Financial services	73	27	111
	Other business services	31	69	234
	Public administration	62	38	131
	Education	76	24	186
	Health	43	57	322
	Other community	46	54	117
	Union recognition	No union recognised	26	74
At least one recognised union		68	32	1006

WERS 2004 Cross-Section Survey of Managers
 Base: All workplaces with 10 or more employees

Web Table 4.1: Performance appraisals for non-managerial employees [ITW pp87-89]

		Proportion of non-managerial employees who are regularly appraised				Number of observations	
		All appraised regularly	Most (60-99%) appraised regularly	Some (1-59%) appraised regularly	No regular appraisals for non-managers		
All workplaces	All workplaces	59	5	7	29	2023	
Workplace size	10 to 24 employees	55	5	5	35	405	
	25 to 49 employees	62	5	9	23	327	
	50 to 99 employees	65	7	9	19	304	
	100 to 199 employees	69	6	8	18	281	
	200 to 499 employees	67	7	15	11	300	
	500 or more employees	75	6	10	9	406	
Workplaces with 25+ employees	Workplaces with 25+ employees	64	6	10	20	1618	
Organization status	Single independent establishment	42	5	6	47	427	
	Part of a larger organisation	67	5	7	20	1596	
Organization size	Less than 100	44	5	5	46	374	
	100 to less than 1000	66	3	4	27	394	
	1,000 to less than 10,000	68	5	10	17	655	
	10,000 or more	76	7	9	9	588	
Sector of ownership	Private sector	58	3	6	32	1461	
	Public sector	63	14	9	14	562	
Industry: SIC(2003)	Manufacturing	38	4	9	49	291	
	Electricity, gas and water	76	1	13	10	43	
	Construction	35	3	6	56	100	
	Wholesale and retail	59	2	5	33	251	
	Hotels and restaurants	44	4	5	46	88	
	Transport and communication	47	2	10	42	135	
	Financial services	96	0		4	111	
	Other business services	70	4	7	19	230	
	Public administration	74	6	5	16	133	
	Education	57	21	19	4	201	
	Health	76	7	5	11	325	
	Other community	59	8	0	33	115	
	Union recognition	No union recognised	55	4	6	35	921
		At least one recognised union	68	8	10	14	1032

WERS 2004 Cross-Section Survey of Managers
 Base: All workplaces with 10 or more employees

Web Table 4.2: Teamworking amongst core non-managerial employees [ITW pp89-92]

		Proportion of core employees that work in teams							Number of observations
		All (100%)	Almost all (80-99%)	Most (60-79%)	Around half	Some (20-39%)	Just a few (1-19%)	None (0%)	
All workplaces	All workplaces	37	13	7	4	5	5	28	2050
Workplace size	10 to 24 employees	33	9	5	4	5	5	39	412
	25 to 49 employees	40	15	10	5	6	7	17	333
	50 to 99 employees	45	18	9	5	5	4	14	307
	100 to 199 employees	39	30	10	6	4	4	7	287
	200 to 499 employees	41	29	12	5	4	5	4	302
	500 or more employees	35	38	12	6	5	2	3	409
Workplaces with 25+ employees	Workplaces with 25+ employees	41	19	10	5	5	6	14	1638
Organization status	Single independent establishment	27	12	8	3	7	6	38	433
	Part of a larger organisation	41	14	7	5	4	5	24	1617
Organization size	Less than 100	29	11	7	4	6	6	37	382
	100 to less than 1000	39	17	10	6	4	5	18	397
	1,000 to less than 10,000	47	13	5	2	6	5	21	659
	10,000 or more	41	16	6	6	3	5	24	600
Sector of ownership	Private sector	32	13	8	5	5	6	32	1483
	Public sector	60	13	4	3	4	3	12	567
Industry: SIC(2003)	Manufacturing	35	12	7	6	6	6	28	295
	Electricity, gas and water supply	79	16	4	0				43
	Construction	20	24	19	8	10	8	11	99
	Wholesale and retail trade	22	8	6	5	3	7	49	256
	Hotels and restaurants	29	13	7	5	9	6	30	89
	Transport and communication	30	9	5	4	1	5	45	139
	Financial services	49	16	6	4	1		24	115
	Other business services	35	17	11	6	6	7	17	233
	Public administration	76	10	4		0	0	9	133
	Education	60	15	4	2	5	3	12	202
Union recognition	Health	49	15	4	2	5	3	22	329
	Other community	36	16	9	4	7	3	25	117
	No union recognised	30	13	7	5	5	5	34	938
	At least one recognised union	52	16	6	3	4	5	15	1042

WERS 2004 Cross-Section Survey of Managers
 Base: All workplaces with 10 or more employees

Web Table 4.3: Multi-skilling and functional flexibility amongst core non-managerial employees [ITW pp92-93]

		Proportion of core employees trained to be functionally flexible							Proportion of core employees being functionally flexible once a week							Number of observations
		All (100%)	Almost all (80-99%)	Most (60-79%)	Around half (40-59%)	Some (20-39%)	Just a few (1-19%)	None (0%)	All (100%)	Almost all (80-99%)	Most (60-79%)	Around half (40-59%)	Some (20-39%)	Just a few (1-19%)	None (0%)	
All workplaces	All workplaces	7	5	6	9	14	25	34	5	5	6	6	12	31	35	2011
Workplace size	10 to 24 employees	9	6	6	8	12	20	39	7	7	6	5	11	23	40	410
	25 to 49 employees	6	2	7	8	15	30	31	4	1	5	10	10	39	31	330
	50 to 99 employees	5	5	6	10	18	30	26	3	3	2	4	11	44	33	304
	100 to 199 employees	3	3	8	14	20	33	19	1	4	8	7	14	46	21	284
	200 to 499 employees	3	4	6	17	20	39	13	1	2	3	8	22	49	15	296
	500 or more employees	2	6	10	9	16	46	11	1	3	4	7	16	53	16	387
Workplaces with 25+ employees	Workplaces with 25+ employees	5	3	7	10	17	31	26	3	2	5	8	12	42	29	1601
Organization status	Single independent establishment	8	5	6	9	13	19	41	5	7	6	8	10	24	40	427
	Part of a larger organisation	7	5	7	9	15	27	30	6	4	5	5	12	35	33	1584
Organization size	Less than 100	8	6	5	8	13	18	42	6	7	6	7	11	23	40	379
	100 to less than 1000	4	2	10	6	18	32	28	6	3	5	3	11	38	33	393
	1,000 to less than 10,000	8	3	5	10	13	32	29	6	3	4	6	10	36	35	644
	10,000 or more	7	7	7	13	17	24	25	4	4	6	6	14	37	28	584
Sector of ownership	Private sector	8	5	7	9	14	24	33	6	6	6	7	12	30	34	1468
	Public sector	7	3	4	6	14	30	36	2	0	4	4	11	36	43	543
Industry: SIC(2003)	Manufacturing	11	11	11	9	15	20	24	7	8	13	9	21	22	21	290
	Electricity, gas and water	2	7	1	12	41	33	4			28	4	19	38	12	43
	Construction	1	4	4	14	16	31	31	5	4	1	8	9	33	39	97
	Wholesale and retail	8	7	5	11	14	20	35	7	7	5	7	12	28	34	254
	Hotels and restaurants	12	2	5	19	13	21	29	7	8	7	11	10	24	33	88
	Transport and communication	1	1	9	5	13	44	27	1	0	4	1	10	55	29	138
	Financial services	12	3	14	18	16	17	19	12	4	2	6	19	31	26	112
	Other business services	4	3	6	3	14	25	44	1	6	2	3	12	30	46	235
	Public administration	1	2	10	9	15	40	23	1	2	0	6	20	33	38	127
	Education	5	2	3	7	7	26	50	4	0	2	5	5	29	54	199
	Health	10	4	3	5	20	27	32	5	3	9	2	6	40	34	312
	Other community services	10	3	7	6	13	26	36	8	5	4	9	5	34	35	116
	Union recognition	No union recognised	8	5	6	9	14	23	35	6	7	6	6	10	30	36
At least one recognised union		7	3	7	10	14	29	29	4	2	5	6	15	34	33	1011

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Base: All workplaces with 10 or more employees

Web Table 4.4: Problem-solving groups involving non-managerial employees [ITW pp93-95]

		Problem-solving groups involving non-managerial employees				Number of observations
		None	Temporar	Permanent	Mixture of	
All workplaces	All workplaces	79	7	10	4	2048
Workplace size	10 to 24 employees	85	4	8	3	412
	25 to 49 employees	77	7	11	6	334
	50 to 99 employees	66	13	15	6	307
	100 to 199 employees	60	16	20	4	283
	200 to 499 employees	59	20	13	7	300
	500 or more employees	49	27	12	12	412
Workplaces with 25+ employees	Workplaces with 25+ employees	70	11	13	6	1636
Organization status	Single independent establishment	86	3	8	2	435
	Part of a larger organisation	75	9	11	5	1613
Organization size	Less than 100	87	4	7	2	382
	100 to less than 1000	76	8	13	3	398
	1,000 to less than 10,000	73	10	12	5	659
	10,000 or more	71	10	12	7	597
Sector of ownership	Private sector	81	6	9	3	1485
	Public sector	67	12	14	7	563
Industry: SIC(2003)	Manufacturing	76	9	11	5	294
	Electricity, gas and	45	14	24	17	43
	Construction	88	6	6		100
	Wholesale and retail	87	3	5	4	255
	Hotels and restaurants	89	2	5	3	89
	Transport and communication	85	6	5	4	139
	Financial services	66	10	14	10	114
	Other business services	76	8	15	1	236
	Public administration	58	14	20	8	130
	Education	68	9	15	8	201
	Health	74	9	13	4	329
	Other community	79	7	12	2	118
	Union recognition	No union recognised	84	5	9	2
At least one recognised union		67	11	14	8	1041

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 Base: All workplaces with 10 or more employees

Web Table 5.1: Managers attitudes towards union membership [ITW pp112-115]

		Management attitudes towards union membership					Number of observations
		Active support	Passive, but in favour	Neutral	Passive, but not in favour	Active discouragement	
All workplaces	All workplaces	13	10	60	14	3	2047
Workplace size	10 to 24 employees	9	8	62	17	4	411
	25 to 49 employees	16	13	58	10	2	328
	50 to 99 employees	18	10	59	10	2	305
	100 to 199 employees	20	17	52	10	0	287
	200 to 499 employees	23	20	43	14		302
	500 or more employees	30	18	38	12	2	414
Workplaces with 25+ employees	Workplaces with 25+ employees	18	14	56	11	2	1636
Organization status	Single independent establishment	3	5	73	17	3	431
	Part of a larger organisation	18	13	54	13	3	1616
Organization size	Less than 100	2	4	72	18	3	376
	100 to less than 1000	11	11	55	22	1	400
	1,000 to less than 10,000	18	14	53	10	4	660
	10,000 or more	29	17	45	6	2	601
Sector of ownership	Private sector	7	5	67	17	3	1480
	Public sector	40	33	24	3		567
Industry: SIC(2003)	Manufacturing	2	8	62	22	6	294
	Electricity, gas and water	15	39	46	0		43
	Construction	8	3	64	19	5	100
	Wholesale and retail	6	1	74	16	3	253
	Hotels and restaurants	1	4	75	17	3	89
	Transport and communication	14	19	53	11	3	138
	Financial services	39	13	34	15		114
	Other business services	5	5	67	21	3	234
	Public administration	50	26	23			133
	Education	46	28	25	0		201
	Health	13	19	61	6	1	330
Other community	19	11	43	21	6	118	
Union recognition	No union recognised	2	3	71	20	4	933
	At least one recognised union	39	27	31	2	0	1043

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 Base: All workplaces with 10 or more employees

Web Table 5.2: Summary of arrangements for direct communication between managers and employees [ITW

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		Method of direct communication (hierarchically coded)					
		Regular meetings with feedback	Other meetings or written two-way communication	Downward communication only	None		Number of observations
All workplaces	All workplaces	63	30	4	2		2017
Workplace size	10 to 24 employees	59	33	5	4		406
	25 to 49 employees	67	29	4	1		325
	50 to 99 employees	75	23	2			307
	100 to 199 employees	67	31	2			279
	200 to 499 employees	69	30	1			298
	500 or more employees	69	29	2			402
Workplaces with 25+ employees	Workplaces with 25+ employees	69	27	3	0		1611
Organization status	Single independent establishment	49	40	6	6		425
	Part of a larger organisation	70	26	3	0		1592
Organization size	Less than 100	51	37	7	5		375
	100 to less than 1000	61	37	3			388
	1,000 to less than 10,000	71	27	2			651
	10,000 or more	82	17	1			592
Sector of ownership	Private sector	59	33	5	3		1463
	Public sector	81	17	1			554
Industry: SIC(2003)	Manufacturing	52	41	5	1		291
	Electricity, gas and	79	21				43
	Construction	51	43	6			99
	Wholesale and retail	57	31	8	5		253
	Hotels and restaurants	53	36	7	5		88
	Transport and communication	63	35	2			138
	Financial services	85	13		2		113
	Other business services	64	30	3	3		230
	Public administration	74	26				129
	Education	85	14	1			192
	Health	71	29	0			325
	Other community	65	27	6	2		116
Union recognition	No union recognised	58	34	6	3		923
	At least one recognised union	76	23	1			1024

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Base: All workplaces with 10 or more employees

Web Table 5.3: Information-sharing by managers [ITW pp140 and FF p18]

		Does management regularly give employees, or their representatives, any information about ... internal investment		Does management regularly give employees, or their representatives, any information about ... the financial position of the establishment?		Does management regularly give employees, or their representatives, any information about ... staffing plans?		Number of observations
		Yes	No	Yes	No	Yes	No	
All workplaces	All workplaces	41	59	55	45	64	36	2060
Workplace size	10 to 24 employees	36	64	49	51	63	37	413
	25 to 49 employees	46	54	57	43	67	33	334
	50 to 99 employees	50	50	67	33	65	35	307
	100 to 199 employees	54	46	72	28	64	36	287
	200 to 499 employees	55	45	75	25	58	42	303
	500 or more employees	69	31	84	16	73	27	416
Workplaces with 25+ employees	Workplaces with 25+ employees	49	51	63	37	66	34	1647
Organization status	Single independent establishment	31	69	35	65	61	39	435
	Part of a larger organisation	46	54	65	35	66	34	1625
Organization size	Less than 100	30	70	33	67	60	40	381
	100 to less than 1000	43	57	52	48	51	49	400
	1,000 to less than 10,000	51	49	77	23	69	31	663
	10,000 or more	53	47	81	19	78	22	604
Sector of ownership	Private sector	40	60	51	49	61	39	1488
	Public sector	50	50	76	24	81	19	572
Industry: SIC(2003)	Manufacturing	43	57	45	55	52	48	295
	Electricity, gas and water supply	66	34	90	10	90	10	43
	Construction	27	73	28	72	45	55	100
	Wholesale and retail trade	41	59	59	41	60	40	256
	Hotels and restaurants	39	61	52	48	66	34	89
	Transport and communication	37	63	58	42	62	38	139
	Financial services	59	41	85	15	77	23	115
	Other business services	42	58	51	49	59	41	235
	Public administration	50	50	71	29	84	16	134
	Education	49	51	77	23	87	13	204
Union recognition	Health	35	65	46	54	72	28	331
	Other community	47	53	65	35	66	34	119
	No union recognised	36	64	47	53	59	41	939
	At least one recognised union	54	46	76	24	76	24	1050

WERS 2004 Cross-Section Survey of Managers
Base: All workplaces with 10 or more employees

Web Table 5.4: Employees ratings of how good managers are at keeping them up to date with ... [ITW pp140-141]

		Changes to the way the organisation is being run					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
All workplaces	All workplaces	13	38	23	17	9	21242
Workplace size	10 to 24 employees	20	39	22	12	7	2801
	25 to 49 employees	14	38	24	16	8	3492
	50 to 99 employees	15	39	22	17	7	3534
	100 to 199 employees	11	36	24	18	10	3638
	200 to 499 employees	11	36	24	18	10	3609
	500 or more employees	10	39	24	18	9	4168
Workplaces with 25+ employees	Workplaces with 25+ employees	12	38	24	18	9	18441
Organization status	Single independent establishment	17	37	23	16	8	3753
	Part of a larger organisation	12	38	23	17	9	17489
Organization size	Less than 100	19	38	21	14	8	3064
	100 to less than 1000	12	36	24	18	10	4326
	1,000 to less than 10,000	12	38	24	17	9	7401
	10,000 or more	13	39	23	17	8	6387
Sector of ownership	Private sector	13	38	23	16	9	14321
	Public sector	13	39	23	17	8	6921
Industry: SIC(2003)	Manufacturing	9	32	26	19	14	3212
	Electricity, gas and	10	37	23	15	15	400
	Construction	12	37	25	18	8	990
	Wholesale and retail	14	39	24	15	8	1951
	Hotels and restaurants	19	40	19	16	6	508
	Transport and communication	10	32	25	19	14	1380
	Financial services	12	44	22	17	6	1333
	Other business services	15	40	22	15	8	2350
	Public administration	10	40	23	18	9	1842
	Education	15	39	25	16	6	2619
	Health	16	41	21	15	7	3442
	Other community	12	36	23	18	10	1215
Union recognition	No union recognised	16	39	23	15	8	8260
	At least one recognised union	11	37	24	18	10	12320

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 10 or more employees

Web Table 5.5: Employees ratings of how good managers are at keeping them up to date with ... [ITW pp140-141]

		Changes in staffing					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
All workplaces	All workplaces	10	35	27	19	9	21084
Workplace size	10 to 24 employees	18	39	25	12	7	2783
	25 to 49 employees	12	36	26	18	9	3468
	50 to 99 employees	12	38	25	18	7	3511
	100 to 199 employees	9	31	28	22	10	3618
	200 to 499 employees	8	32	27	22	12	3561
	500 or more employees	7	33	28	22	10	4143
Workplaces with 25+ employees	Workplaces with 25+ employees	9	34	27	20	10	18301
Organization status	Single independent establishment	14	35	27	17	8	3711
	Part of a larger organisation	10	34	27	20	10	17373
Organization size	Less than 100	16	37	25	15	8	3034
	100 to less than 1000	9	34	27	19	10	4294
	1,000 to less than 10,000	9	34	27	20	10	7341
	10,000 or more	10	34	26	20	9	6351
Sector of ownership	Private sector	10	34	27	19	9	14206
	Public sector	11	35	26	19	9	6878
Industry: SIC(2003)	Manufacturing	7	29	28	22	14	3190
	Electricity, gas and	7	32	26	20	16	400
	Construction	7	32	33	20	8	977
	Wholesale and retail	10	36	27	19	8	1932
	Hotels and restaurants	15	36	27	16	6	506
	Transport and communication	7	28	28	23	14	1366
	Financial services	7	39	26	20	8	1329
	Other business services	12	36	26	17	8	2332
	Public administration	8	34	25	22	11	1840
	Education	14	39	25	16	6	2607
Union recognition	Health	14	38	25	17	7	3400
	Other community	10	34	28	19	10	1205
	No union recognised	12	37	26	17	8	8211
	At least one recognised union	9	33	27	21	10	12221

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Base: All employees in workplaces with 10 or more employees

Web Table 5.6: Employees ratings of how good managers are at keeping them up to date with ... [ITW pp140-141]

		Changes to the way you do your job					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
All workplaces	All workplaces	11	38	31	14	6	21099
Workplace size	10 to 24 employees	18	42	27	9	5	2772
	25 to 49 employees	12	39	32	11	6	3479
	50 to 99 employees	12	40	30	13	5	3506
	100 to 199 employees	8	37	31	16	7	3613
	200 to 499 employees	9	36	32	16	8	3581
	500 or more employees	7	37	33	16	7	4148
Workplaces with 25+ employees	Workplaces with 25+ employees	9	38	32	15	7	18327
Organization status	Single independent establishment	14	39	31	12	5	3706
	Part of a larger organisation	10	38	31	14	7	17393
Organization size	Less than 100	16	40	30	9	5	3040
	100 to less than 1000	8	37	33	14	7	4290
	1,000 to less than 10,000	9	37	32	15	7	7350
	10,000 or more	11	39	29	15	6	6356
Sector of ownership	Private sector	11	38	31	14	7	14216
	Public sector	10	38	31	14	6	6883
Industry: SIC(2003)	Manufacturing	8	30	34	17	10	3198
	Electricity, gas and	7	31	29	19	14	398
	Construction	9	38	36	11	6	983
	Wholesale and retail	11	42	28	13	6	1947
	Hotels and restaurants	17	42	24	13	4	502
	Transport and communication	8	34	30	17	11	1373
	Financial services	8	43	30	14	5	1329
	Other business services	12	40	32	12	5	2325
	Public administration	7	38	32	16	7	1836
	Education	13	40	32	12	4	2590
	Health	14	41	28	11	5	3413
	Other community	11	36	33	13	7	1205
Union recognition	No union recognised	13	40	30	12	6	8212
	At least one recognised union	9	36	32	16	7	12233

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Base: All employees in workplaces with 10 or more employees

Web Table 5.7: Employees ratings of how good managers are at keeping them up to date with ... [ITW pp140-141]

		Financial matters, including budgets or profits					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
All workplaces	All workplaces	10	30	30	18	13	20013
Workplace size	10 to 24 employees	14	27	32	15	12	2578
	25 to 49 employees	10	28	30	17	15	3261
	50 to 99 employees	11	31	29	17	12	3309
	100 to 199 employees	8	29	30	19	14	3438
	200 to 499 employees	9	29	29	19	14	3438
	500 or more employees	7	31	31	18	12	3989
Workplaces with 25+ employees	Workplaces with 25+ employees	9	30	30	18	13	17435
Organization status	Single independent establishment	11	26	31	18	14	3470
	Part of a larger organisation	9	30	30	18	13	16543
Organization size	Less than 100	12	25	30	17	16	2807
	100 to less than 1000	9	30	30	18	14	4138
	1,000 to less than 10,000	9	30	30	19	12	6984
	10,000 or more	10	32	30	16	12	6035
Sector of ownership	Private sector	10	30	29	17	13	13553
	Public sector	8	28	33	18	13	6460
Industry: SIC(2003)	Manufacturing	7	27	28	20	18	3086
	Electricity, gas and	7	34	30	17	12	392
	Construction	7	32	31	15	15	922
	Wholesale and retail	14	33	29	14	10	1862
	Hotels and restaurants	14	31	27	18	11	462
	Transport and communication	8	23	32	19	19	1316
	Financial services	11	39	28	15	7	1297
	Other business services	11	32	29	16	12	2240
	Public administration	6	23	38	20	13	1732
	Education	10	30	32	18	10	2423
	Health	10	28	31	19	11	3145
	Other community	8	27	29	20	16	1136
Union recognition	No union recognised	11	30	29	16	13	7753
	At least one recognised union	8	29	31	19	13	11638

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Base: All employees in workplaces with 10 or more employees

Web Table 7.1: Payment by results and merit pay [ITW pp190-191]

		Any employees receive payment by results (PBR), merit pay or both				Number of observations
		Neither	Merit pay	PBR only	Both	
All workplaces	All workplaces	60	9	23	7	2061
Workplace size	10 to 24 employees	65	6	22	7	414
	25 to 49 employees	55	13	25	7	334
	50 to 99 employees	57	12	24	7	308
	100 to 199 employees	53	15	27	6	287
	200 to 499 employees	44	19	26	11	302
	500 or more employees	43	22	15	19	416
Workplaces with 25+ employees	Workplaces with 25+ employees	54	13	25	8	1647
Organization status	Single independent establishment	66	7	21	6	436
	Part of a larger organisation	57	11	25	8	1625
Organization size	Less than 100	66	6	22	6	382
	100 to less than 1000	56	13	26	5	399
	1,000 to less than 10,000	54	11	26	9	664
	10,000 or more	58	10	23	9	604
Sector of ownership	Private sector	56	9	26	8	1489
	Public sector	81	9	9	1	572
Industry: SIC(2003)	Manufacturing	63	9	23	4	295
	Electricity, gas and water supply	46	25	14	15	43
	Construction	53	7	33	7	100
	Wholesale and retail trade	46	9	37	7	256
	Hotels and restaurants	67	9	19	6	89
	Transport and communication	60	4	28	8	139
	Financial services	18	6	46	31	115
	Other business services	48	13	25	14	236
	Public administration	80	8	12	0	133
	Education	79	9	11	1	204
	Health	84	11	4	1	332
	Other community services	69	8	20	3	119
	Union recognition	No union recognised	57	9	26	7
At least one recognised union		68	10	16	6	1050

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Base: All workplaces with 10 or more employees

Web Table 7.2: Employee Share Ownership Schemes [ITW pp191-192]

		Employee Share Ownership Schemes						Number of observations
		Share Incentive Plan (SIP)	Save As You Earn (SAYE or Sharesave)	Enterprise Management Incentives (EMI)	Company Share Option Plan (CSOP)	Other employee share scheme	None of these	
All workplaces	All workplaces	8	13	0	6	4	79	1528
Workplace size	10 to 24 employees	6	9	0	5	4	85	344
	25 to 49 employees	10	15	0	7	4	74	245
	50 to 99 employees	11	14	0	9	5	70	230
	100 to 199 employees	7	22	1	11	3	67	218
	200 to 499 employees	17	36		13	7	53	232
	500 or more employees	19	35	1	23	12	53	259
Workplaces with 25+ employees	Workplaces with 25+ employees	11	17	0	9	4	70	1184
Organization status	Single independent establishment	2	0	1	1	1	97	396
	Part of a larger organisation	12	20	0	10	6	68	1132
Organization size	Less than 100	1	0	1	1	1	98	375
	100 to less than 1000	2	5	0	4	3	87	332
	1,000 to less than 10,000	14	18		13	5	62	412
	10,000 or more	25	48	0	18	13	37	397
Sector of ownership	Private sector	8	13	0	7	4	79	1486
	Public sector	9	7			0	84	42
Industry: SIC(2003)	Manufacturing	4	4	0	3	2	90	293
	Electricity, gas and water	51	56		25	4	30	41
	Construction	6	9	1	2	4	86	91
	Wholesale and retail	7	18	0	7	6	73	256
	Hotels and restaurants	8	7		7	1	81	89
	Transport and communication	7	16	3	3	5	73	130
	Financial services	50	72	0	30	18	18	115
	Other business services	5	5	1	8	3	83	228
	Public administration				9		91	12
	Education						100	50
	Health	1	0		1		98	136
	Other community	5	10		4	3	82	87
Union recognition	No union recognised	5	8	0	5	3	85	904
	At least one recognised union	23	33	0	13	10	54	558

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 Base: All trading sector workplaces with 10 or more employees

Web Table 7.3: Profit-related payments [ITW pp191-192]

		Profit related payments or bonuses		Number of observations
		None	Profit related pay or bonuses	
All workplaces	All workplaces	64	36	1536
Workplace size	10 to 24 employees	69	31	345
	25 to 49 employees	56	44	246
	50 to 99 employees	56	44	231
	100 to 199 employees	60	40	220
	200 to 499 employees	53	47	235
	500 or more employees	44	56	259
Workplaces with 25+ employees	Workplaces with 25+ employees	56	44	1191
Organization status	Single independent establishment	74	26	396
	Part of a larger organisation	57	43	1140
Organization size	Less than 100	74	26	375
	100 to less than 1000	57	43	332
	1,000 to less than 10,000	59	41	414
	10,000 or more	46	54	403
Sector of ownership	Private sector	63	37	1487
	Public sector	85	15	49
Industry: SIC(2003)	Manufacturing	62	38	293
	Electricity, gas and water	41	59	42
	Construction	64	36	91
	Wholesale and retail	58	42	255
	Hotels and restaurants	67	33	89
	Transport and communication	73	27	136
	Financial services	33	67	115
	Other business services	56	44	228
	Public administration	96	4	12
	Education	63	37	51
	Health	92	8	137
Union recognition	Other community	70	30	87
	No union recognised	65	35	902
	At least one recognised union	57	43	567

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Base: All trading sector workplaces with 10 or more employees

Web Table 7.4: Health and safety consultation arrangements [ITW pp203-2055]

		Consultation over health and safety (hierarchically coded)				Number of observations
		Joint committee	Worker reps	Consult direct	No consultation	
All workplaces	All workplaces	20	22	57	0	2043
Workplace size	10 to 24 employees	7	19	73	1	412
	25 to 49 employees	27	28	45		331
	50 to 99 employees	40	28	32	0	306
	100 to 199 employees	64	16	19	1	284
	200 to 499 employees	72	13	14		298
	500 or more employees	82	11	7		412
Workplaces with 25+ employees	Workplaces with 25+ employees	39	25	36	0	1631
Organization status	Single independent establishment	10	23	66	1	433
	Part of a larger organisation	25	21	53	0	1610
Organization size	Less than 100	9	24	66	1	380
	100 to less than 1000	30	26	44	0	397
	1,000 to less than 10,000	29	18	53		657
	10,000 or more	27	20	53	0	597
Sector of ownership	Private sector	17	22	61	1	1475
	Public sector	37	22	41		568
Industry: SIC(2003)	Manufacturing	32	24	43	0	290
	Electricity, gas and water supply	72	13	15		43
	Construction	11	23	65		100
	Wholesale and retail trade	12	20	68	0	254
	Hotels and restaurants	9	17	75		89
	Transport and communication	22	21	58		139
	Financial services	6	24	69		112
	Other business services	17	21	59	3	236
	Public administration	51	21	29		134
	Education	43	23	34		201
	Health	21	24	55		328
Union recognition	Other community	21	26	53		117
	No union recognised	12	21	66	1	931
	At least one recognised union	38	24	37	0	1041

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Base: All workplaces with 10 or more employees

Web Table 8.1: Nature of arrangements for handling grievances [ITW pp216-220]

		Arrangements for handling grievances				Number of observations
		All 3 steps in place all of the time	All 3 steps in place some of time/depending on issue	1 or 2 steps in place some/all of the time	Never have any of the 3 steps in place	
All workplaces	All workplaces	43	29	27	2	2042
Workplace size	10 to 24 employees	41	24	33	3	406
	25 to 49 employees	39	38	22	1	330
	50 to 99 employees	47	36	17		305
	100 to 199 employees	62	25	13		284
	200 to 499 employees	64	30	6		301
	500 or more employees	61	32	7		416
Workplaces with 25+ employees	Workplaces with 25+ employees	46	35	18	1	1636
Organization status	Single independent establishment	26	28	42	5	432
	Part of a larger organisation	51	29	19	0	1610
Organization size	Less than 100	26	26	44	4	376
	100 to less than 1000	52	30	18	1	394
	1,000 to less than 10,000	58	32	10		662
	10,000 or more	56	31	13		598
Sector of ownership	Private sector	40	27	31	2	1475
	Public sector	55	37	8		567
Industry: SIC(2003)	Manufacturing	33	25	35	6	293
	Electricity, gas and water	69	28	2		43
	Construction	36	18	42	3	98
	Wholesale and retail	42	29	28	1	253
	Hotels and restaurants	36	16	43	4	89
	Transport and communication	49	24	26	1	139
	Financial services	61	20	19		111
	Other business services	35	32	32	1	236
	Public administration	51	38	11		133
	Education	60	35	5		199
	Health	48	36	16	0	330
	Other community	43	36	21		118
	Union recognition	No union recognised	36	28	34	3
At least one recognised union		58	31	11		1046

WERS 2004 Cross-Section Survey of Managers
 Base: All workplaces with 10 or more employees

Web Table 8.2: Nature of arrangements for handling disciplinary matters [ITW pp216-220]

		Arrangements for handling disciplinary matters				Number of observations
		All 3 steps in place all of the time	All 3 steps in place some of time/depending on issue	1 or 2 steps in place some/all of the time	Never have any of the 3 steps in place	
All workplaces	All workplaces	71	16	12	1	2053
Workplace size	10 to 24 employees	63	18	17	2	412
	25 to 49 employees	79	14	7		332
	50 to 99 employees	83	13	4		306
	100 to 199 employees	88	9	3		286
	200 to 499 employees	87	10	3		302
	500 or more employees	89	9	2		415
Workplaces with 25+ employees	Workplaces with 25+ employees	82	13	6		1641
Organization status	Single independent establishment	55	21	21	3	435
	Part of a larger organisation	78	14	8	0	1618
Organization size	Less than 100	55	21	22	2	379
	100 to less than 1000	81	11	8	1	396
	1,000 to less than 10,000	84	13	3		664
	10,000 or more	83	14	3		602
Sector of ownership	Private sector	68	16	14	1	1482
	Public sector	84	15	2		571
Industry: SIC(2003)	Manufacturing	66	18	15	1	293
	Electricity, gas and water	79	21			43
	Construction	58	19	17	6	100
	Wholesale and retail	71	14	14	1	254
	Hotels and restaurants	57	15	26	2	89
	Transport and communication	80	13	6		139
	Financial services	80	20			115
	Other business services	65	16	18	1	236
	Public administration	82	18	0		134
	Education	88	12	0		201
	Health	75	19	6		331
	Other community	75	14	10		118
Union recognition	No union recognised	65	17	17	2	934
	At least one recognised union	86	13	1		1049

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 Base: All workplaces with 10 or more employees

**Web Table 8.3: Percentage of working days lost to employee sickness or absence (average of workplace-level rates) [ITW
nn230-2311**

		Absenteeism	Number of observations
All workplaces	All workplaces	5.0	2062
Workplace size	10 to 24 employees	4.7	414
	25 to 49 employees	5.3	334
	50 to 99 employees	5.7	308
	100 to 199 employees	4.5	287
	200 to 499 employees	5.4	303
	500 or more employees	5.3	416
Workplaces with 25+ employees	Workplaces with 25+ employees	5.3	1648
Organization status	Single independent establishment	3.5	436
	Part of a larger organisation	5.7	1626
Organization size	Less than 100	4.0	382
	100 to less than 1000	4.8	400
	1,000 to less than 10,000	5.7	664
	10,000 or more	6.6	604
Sector of ownership	Private sector	4.5	1489
	Public sector	7.4	573
Industry: SIC(2003)	Manufacturing	3.7	295
	Electricity, gas and water	2.9	43
	Construction	5.1	100
	Wholesale and retail	3.9	256
	Hotels and restaurants	4.3	89
	Transport and communication	5.9	139
	Financial services	5.2	115
	Other business services	4.4	236
	Public administration	5.8	134
	Education	7.3	204
	Health	6.4	332
Union recognition	Other community	6.2	119
	No union recognised	4.3	940
	At least one recognised union	6.4	1051

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Base: All workplaces with 10 or more employees

Web Table 8.4: Resignations per 100 employees [ITW pp231-232]

		Resignations	Base
All workplaces	All workplaces	13.7	1890
Workplace size	10 to 24 employees	16.3	397
	25 to 49 employees	13.2	321
	50 to 99 employees	14.5	286
	100 to 199 employees	14.0	262
	200 to 499 employees	13.3	260
	500 or more employees	11.0	364
Workplaces with 25+ employees	Workplaces with 25+ employees	13.0	1493
Organization status	Single independent establishment	14.7	417
	Part of a larger organisation	13.3	1473
Organization size	Less than 100	13.8	371
	100 to less than 1000	13.9	374
	1,000 to less than 10,000	13.5	590
	10,000 or more	13.5	544
Sector of ownership	Private sector	15.7	1387
	Public sector	7.3	503
Industry: SIC(2003)	Manufacturing	9.7	283
	Electricity, gas and water	5.8	41
	Construction	14.5	98
	Wholesale and retail	20.3	230
	Hotels and restaurants	34.0	85
	Transport and communication	10.3	125
	Financial services	12.2	108
	Other business services	13.6	212
	Public administration	5.7	113
	Education	7.2	188
	Health	12.4	293
	Other community services	14.8	114
	Union recognition	No union recognised	17.8
At least one recognised union		8.9	940

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 Base: All workplaces with 10 or more employees

Web Table 9.1: Coverage of equal opportunities policies [ITW pp216-220]

		Topics covered by equal opportunities policy											Number of observations
		Sex/Gender	Race	Religion or belief	Marital status	Disability	Age	Sexual orientation	Trade Union membership	Other type of discrimination	Our policy does not specify particular groups	No policy	
All workplaces	All workplaces	63	63	59	49	61	50	51	32	13	8	28	2038
Workplace size	10 to 24 employees	54	54	51	43	52	43	44	27	13	7	38	402
	25 to 49 employees	66	66	62	52	65	52	52	35	13	13	20	327
	50 to 99 employees	82	83	76	59	80	61	64	39	12	6	10	305
	100 to 199 employees	88	88	84	68	86	69	75	52	20	7	5	286
	200 to 499 employees	89	88	85	65	87	68	76	49	18	6	5	303
	500 or more employees	93	93	92	72	92	72	85	58	18	2	4	415
Workplaces with 25+ employees	Workplaces with 25+ employees	75	76	70	57	73	58	60	39	14	10	14	1636
Organization status	Single independent establishment	36	36	32	26	33	25	25	14	6	9	54	432
	Part of a larger organisation	76	76	72	60	74	61	64	41	17	8	15	1606
Organization size	Less than 100	35	34	31	26	33	25	25	14	6	9	56	375
	100 to less than 1000	74	75	66	57	70	55	59	33	15	9	15	397
	1,000 to less than 10,000	88	88	84	67	86	70	74	50	18	7	6	657
	10,000 or more	87	87	84	71	86	74	74	51	22	9	4	597
Sector of ownership	Private sector	57	57	53	44	55	43	46	27	12	9	34	1470
	Public sector	91	91	88	73	88	77	76	59	22	6	2	568
Industry: SIC(2003)	Manufacturing	43	43	39	29	42	30	31	23	8	7	50	292
	Electricity, gas and water	95	94	94	81	94	78	85	80	25	0	5	43
	Construction	62	60	52	47	60	43	41	25	16	6	29	100
	Wholesale and retail	63	62	54	50	61	50	52	28	13	7	30	251
	Hotels and restaurants	41	41	41	35	41	36	35	22	12	9	50	89
	Transport and communication	55	55	49	41	52	44	46	38	12	7	38	138
	Financial services	90	90	87	73	90	77	82	45	23	6	4	111
	Other business services	55	55	53	40	52	40	44	28	8	13	32	232
	Public administration	95	95	93	65	90	73	86	68	14	5		134
	Education	87	87	81	64	83	72	59	43	17	11	1	200
Union recognition	Health	78	79	77	64	75	59	68	39	19	9	12	330
	Other community	69	72	66	55	68	60	56	39	16	8	20	118
	No union recognised	53	53	48	40	51	40	42	23	10	9	38	926
	At least one recognised union	87	87	84	69	85	72	73	56	22	8	5	1043

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 10 or more employees

Web Table 9.2: Availability of flexible working arrangements as reported by employers [ITW pp249-251]

		Arrangements for flexible working										
		Working at or from home in normal working hours	Ability to reduce working hours (e.g. switching from FT to PT)	Ability to increase working hours (e.g. switching from PT to FT)	Job sharing schemes (sharing a full-time job with another employee)	Flexitime (where an employee has no set start or finish time)	Ability to change shift patterns	Working compressed hours (e.g. a 9 day fortnight / 4½ day week)	Night working	None of these	Number of observations	
All workplaces	All workplaces	26	70	57	31	35	45	16	16	15	2059	
Workplace size	10 to 24 employees	21	62	52	25	34	42	14	12	17	414	
	25 to 49 employees	28	74	60	35	32	44	13	13	16	334	
	50 to 99 employees	37	84	68	41	38	50	20	22	6	308	
	100 to 199 employees	40	86	68	44	42	55	24	39	6	287	
	200 to 499 employees	42	91	78	53	41	64	29	42	2	301	
	500 or more employees	65	96	85	76	59	74	44	49	2	415	
Workplaces with 25+ employees	Workplaces with 25+ employees	33	80	65	40	36	49	18	21	11	1645	
Organization status	Single independent establishment	28	58	46	16	36	37	14	16	22	436	
	Part of a larger organisation	26	75	63	38	35	48	17	16	11	1623	
Organization size	Less than 100	28	56	45	16	36	34	13	14	21	382	
	100 to less than 1000	33	71	60	36	35	40	16	16	15	399	
	1,000 to less than 10,000	28	82	66	40	35	57	21	19	9	663	
	10,000 or more	18	83	69	47	32	56	17	15	7	603	
Sector of ownership	Private sector	24	67	57	23	33	46	15	17	16	1486	
	Public sector	37	81	60	69	45	38	21	13	8	573	
Industry: SIC(2003)	Manufacturing	29	50	43	16	38	30	18	15	33	294	
	Electricity, gas and Construction	64	84	79	66	71	84	53	39	1	43	
	Wholesale and retail	24	44	38	11	29	22	19	5	31	100	
	Hotels and restaurants	10	70	51	18	24	56	7	9	17	256	
	Transport and communication	8	70	66	20	25	73	15	20	14	89	
	Financial services	19	62	47	17	19	47	9	25	18	139	
	Other business services	27	93	85	53	41	32	23	2		113	
	Public administration	49	67	56	24	49	19	8	12	10	236	
	Education	47	89	63	68	76	36	44	12	2	134	
	Health	33	73	48	68	14	14	6	3	12	204	
Other community	34	84	77	53	50	71	33	43	3	332		
Union recognition	No union recognised	27	78	65	35	39	59	20	9	12	119	
	At least one recognised union	25	65	55	21	33	44	14	15	18	937	
		30	81	63	55	41	45	21	16	9	1051	

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Base: All workplaces with 10 or more employees

Web Table 9.3: Availability of flexible working arrangements as reported by employees [ITW pp251-254]

		Flexitime	Job-sharing	Reduced hours	Increased hours	Home-working	Changing working	Compressed hours	Number of observations
		Yes	Yes	Yes	Yes	Yes	Yes	Yes	
All workplaces	All workplaces	38	19	32	31	14	27	20	21650
Workplace size	10 to 24 employees	6	21	33	34	14	27	20	2868
	25 to 49 employees	5	20	29	29	11	24	16	3600
	50 to 99 employees	5	16	31	31	13	25	18	3604
	100 to 199 employees	6	20	30	30	13	24	18	3685
	200 to 499 employees	7	17	31	32	13	30	20	3662
	500 or more employees	10	20	34	30	16	30	24	4231
Workplaces with 25+ employees	Workplaces with 25+ employees	31	19	32	30	14	27	20	18782
Organization status	Single independent establishment	8	19	31	33	15	27	20	3861
	Part of a larger organisation	30	19	32	30	13	27	20	17789
Organization size	Less than 100	7	17	30	33	14	25	19	3172
	100 to less than 1000	8	15	25	28	17	24	17	4398
	1,000 to less than 10,000	13	20	30	28	14	25	19	7517
	10,000 or more	11	23	41	35	11	33	25	6499
Sector of ownership	Private sector	26	15	29	33	14	29	19	14603
	Public sector	12	31	39	26	14	22	22	7047
Industry: SIC(2003)	Manufacturing	5	9	13	20	9	24	13	3276
	Electricity, gas and	0	11	23	23	20	28	23	403
	Construction	1	11	12	24	13	12	12	1016
	Wholesale and retail	4	13	37	41	7	36	21	1993
	Hotels and restaurants	1	23	51	57	10	51	30	521
	Transport and communication	1	12	31	37	7	37	18	1396
	Financial services	2	19	34	33	17	25	21	1346
	Other business services	6	17	29	30	26	19	16	2402
	Public administration	5	36	45	31	18	25	31	1855
	Education	2	28	31	18	14	12	10	2685
	Health	7	30	48	37	15	36	32	3515
Union recognition	Other community	2	19	31	29	13	31	21	1242
	No union recognised	16	15	30	34	15	27	18	8454
	At least one recognised union	21	23	33	28	13	26	21	12523

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 10 or more employees

Web Table 10.1: Managers perceptions of the state of employment relations [ITW pp276-278]

		Finally, looking at this scale, how would you rate the relationship between management and employees generally					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
All workplaces	All workplaces	47	46	6	1	0	2045
Workplace size	10 to 24 employees	53	41	5	2		412
	25 to 49 employees	44	50	4	1		332
	50 to 99 employees	38	55	7	0		307
	100 to 199 employees	29	59	10	1	1	282
	200 to 499 employees	23	61	14	3		301
	500 or more employees	21	66	12	2		411
Workplaces with 25+ employees	Workplaces with 25+ employees	39	54	7	1	0	1633
Organization status	Single independent establishment	57	38	5	0		432
	Part of a larger organisation	42	50	6	2	0	1613
Organization size	Less than 100	57	38	5	1		381
	100 to less than 1000	36	54	8	2	0	396
	1,000 to less than 10,000	40	53	6	1		657
	10,000 or more	42	49	7	2	0	599
Sector of ownership	Private sector	47	46	5	1	0	1481
	Public sector	45	47	7	0	0	564
Industry: SIC(2003)	Manufacturing	40	48	10	1	0	293
	Electricity, gas and Construction	51	38	11			43
	Wholesale and retail	46	45	8	1		100
	Hotels and restaurants	41	51	4	3		256
	Transport and communication	61	36	2	1		89
	Financial services	36	58	6	0		139
	Other business services	58	40	2			113
	Public administration	43	49	6	1		234
	Education	39	56	4		1	132
	Health	62	32	6	0		200
Union recognition	Health	50	45	6	0		328
	Other community	45	46	7	2		118
	No union recognised	49	45	5	1		933
	At least one recognised union	42	48	8	2	0	1041

WERS 2004 Cross-Section Survey of Managers
Base: All workplaces with 10 or more employees

Web Table 10.2: Employees perceptions of the state of employment relations [ITW pp276-278]

		In general, how would you describe relations between managers and employees here?					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
All workplaces	All workplaces	19	41	24	12	4	21278
Workplace size	10 to 24 employees	33	40	17	7	3	2818
	25 to 49 employees	23	41	22	10	4	3516
	50 to 99 employees	21	43	23	10	3	3533
	100 to 199 employees	15	41	26	13	5	3636
	200 to 499 employees	13	41	26	15	6	3609
	500 or more employees	11	41	30	14	5	4166
Workplaces with 25+ employees	Workplaces with 25+ employees	16	41	26	13	5	18460
Organization status	Single independent establishment	25	41	21	9	3	3787
	Part of a larger organisation	17	41	25	12	5	17491
Organization size	Less than 100	31	41	19	7	3	3101
	100 to less than 1000	16	41	26	13	5	4320
	1,000 to less than 10,000	15	42	27	13	5	7401
	10,000 or more	17	41	25	13	5	6392
Sector of ownership	Private sector	19	41	24	11	4	14362
	Public sector	17	41	26	12	4	6916
Industry: SIC(2003)	Manufacturing	12	36	28	17	7	3241
	Electricity, gas and Construction	10	36	29	16	8	398
	Wholesale and retail	21	45	22	8	4	996
	Hotels and restaurants	23	40	22	11	4	1946
	Transport and communication	30	40	19	8	3	509
	Financial services	15	35	27	14	8	1371
	Other business services	14	49	24	12	2	1333
	Public administration	21	46	23	8	3	2360
	Education	12	39	30	15	4	1822
	Health	22	43	23	9	2	2642
Union recognition	Health	21	42	24	10	3	3441
	Other community	22	40	22	11	5	1219
	No union recognised	24	43	21	9	3	8309
	At least one recognised union	14	39	27	14	5	12310

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Base: All employees in workplaces with 10 or more employees