

Management and Expectations Survey (MES) 2020

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1. Management practices and business characteristics

This section asks for information about the management practices and organisational characteristics of your business in both the 2019 calendar year and now (your current practices).

Select the answers that best capture your general management practices across the whole business.

Management practices refers to the working methods that managers use within the business.

Approximately, what was the workforce size of [your business] during the following periods?

- During the first quarter of 2019
- During the first quarter of 2020

In the first quarter of 2019, approximately what was the number of managers at [your business]?

- Number of managers

In 2019, approximately what proportion of managers in [your business] had a university degree or equivalent?

- None
- Fewer than 20%
- 20 to 49%
- 50 to 80%
- More than 80%
- All

In 2019, approximately what proportion of non-managers had a university degree or equivalent?

- None
- Fewer than 20%
- 20 to 49%
- 50 to 80%
- More than 80%
- All

In 2019, which of the following applied to [your business]'s ownership structure?

- The owner founded it
- A relative of the founder owned it (For example, daughter, son, sister, brother, grandson, husband or wife)
- A family not related to the founder owned it
- Not a family-owned business

In 2019, did the managing director or equivalent have any form of family connection or relationship with the business owners? (Only asked if business is family-owned)

- Yes
- No

In 2019, in general what was the most common response to problems faced within [your business]?

- We resolved the problems but did not take further action
- We resolved the problems and took action to try to ensure they do not happen again
- We resolved the problems and had a continuous improvement process to anticipate similar problems in advance
- No action was taken

As of now, in general what is the most common response to problems faced within [your business]?

- We resolved the problems but did not take further action
- We resolved the problems and took action to try to ensure they do not happen again
- We resolved the problems and had a continuous improvement process to anticipate similar problems in advance
- No action was taken

In 2019, how many key performance indicators (KPIs) did [your business] monitor?

- 1-2 key performance indicators
- 3-9 key performance indicators
- 10 or more key performance indicators
- No key performance indicators

In 2019, how frequently was progress against the key performance indicators (KPIs) reviewed by managers? (Only asked if KPIs were monitored in 2019)

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Hourly or more frequently
- Never

In 2019, how frequently was progress against the key performance indicators (KPIs) reviewed by non-managers? (Only asked if KPIs were monitored in 2019)

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Hourly or more frequently
- Never

As of now, how many key performance indicators (KPIs) does [your business] monitor?

- 1-2 key performance indicators
- 3-9 key performance indicators
- 10 or more key performance indicators
- No key performance indicators

As of now, how frequently is progress against the key performance indicators (KPIs) reviewed by managers? (Only asked if KPIs are monitored as of now)

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Hourly or more frequently
- Never

As of now, how frequently is progress against the key performance indicators (KPIs) reviewed by non-managers? (Only asked if KPIs are monitored as of now)

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Hourly or more frequently
- Never

In 2019, which of the following best describes the main timeframes for achieving targets within [your business]?

- Main timeframe was less than one year
- Main timeframe was one year or more
- Combination of timeframes of less than and more than a year
- There were no targets

In 2019, how easy or difficult was it to achieve these targets? (Only relevant if targets used)

- Very easy (Possible to achieve without much effort)
- Quite easy (Possible to achieve with some effort)
- Neither easy nor difficult (Possible to achieve with normal effort)
- Quite difficult (Possible to achieve with more than normal effort)
- Very difficult (Possible to achieve with extraordinary effort)

In 2019, approximately what proportion of managers were aware of these targets? (Only relevant if targets used)

- All
- Most
- Some
- None

In 2019, approximately what proportion of non-managers were aware of these targets? (Only relevant if targets used)

- All
- Most
- Some
- None

As of now, which of the following best describes the main timeframes for achieving targets set within [your business]?

- Main timeframe was less than one year
- Main timeframe was one year or more
- Combination of timeframes of less than and more than a year
- There were no targets

As of now, how easy or difficult is it to achieve these targets? (Only relevant if targets used)

- Very easy (Possible to achieve without much effort)
- Quite easy (Possible to achieve with some effort)
- Neither easy nor difficult (Possible to achieve with normal effort)
- Quite difficult (Possible to achieve with more than normal effort)
- Very difficult (Possible to achieve with extraordinary effort)

As of now, approximately what proportion of managers are aware of these targets? (Only relevant if targets used)

- All
- Most
- Some
- None

As of now, approximately what proportion of non-managers are aware of these targets? (Only relevant if targets used)

- All
- Most
- Some
- None

In 2019, what were performance bonuses for managers usually based on within [your business]?

- Their own performance as measured by targets
- Their team's or shift's performance as measured by targets
- Their site's performance as measured by targets (A site is an individual business premise, for example an office, factory or workshop)
- The business's performance as measured by targets
- Performance bonuses were not related to targets
- No performance bonuses

As of now, what are performance bonuses for managers usually based on within [your business]?

- Their own performance as measured by targets
- Their team's or shift's performance as measured by targets
- Their site's performance as measured by targets (A site is an individual business premise, for example an office, factory or workshop)
- The business's performance as measured by targets
- Performance bonuses were not related to targets
- No performance bonuses

In 2019, what were performance bonuses for non-managers usually based on?

- Their own performance as measured by targets
- Their team's or shift's performance as measured by targets
- Their site's performance as measured by targets (A site is an individual business premise, for example an office, factory or workshop)
- The business's performance as measured by targets
- Performance bonuses were not related to targets
- No performance bonuses

As of now, what are performance bonuses for non-managers usually based on?

- Their own performance as measured by targets
- Their team's or shift's performance as measured by targets
- Their site's performance as measured by targets (A site is an individual business premise, for example an office, factory or workshop)
- The business's performance as measured by targets
- Performance bonuses were not related to targets
- No performance bonuses

In 2019, how were managers usually promoted within [your business]?

- Based solely on performance or ability
- Based partly on performance or ability, and partly on other factors (For example, partly based on length of service or business restructuring)
- Based mainly on factors other than performance or ability (For example, length of service or business restructuring)
- No managers were promoted

As of now, how would managers usually be promoted?

- Based solely on performance or ability
- Based partly on performance or ability, and partly on other factors (For example, partly based on length of service or business restructuring)
- Based mainly on factors other than performance or ability (For example, length of service or business restructuring)
- No managers were promoted

In 2019, how were non-managers usually promoted?

- Based solely on performance or ability

- Based partly on performance or ability, and partly on other factors (For example, partly based on length of service or business restructuring)
- Based mainly on factors other than performance or ability (For example, length of service or business restructuring)
- No non-managers were promoted

As of now, how would non-managers usually be promoted?

- Based solely on performance or ability
- Based partly on performance or ability, and partly on other factors (For example, partly based on length of service or business restructuring)
- Based mainly on factors other than performance or ability (For example, length of service or business restructuring)
- No non-managers were promoted

In 2019, on average how many days training and development did managers undertake within [your business]?

- Less than a day
- 1 day
- 2 to 4 days
- 5 to 10 days
- More than 10 days

As of now, on average how many days training and development do managers undertake in a year?

- Less than a day
- 1 day
- 2 to 4 days
- 5 to 10 days
- More than 10 days

In 2019, on average how many days training and development did non-managers undertake?

- Less than a day
- 1 day
- 2 to 4 days
- 5 to 10 days
- More than 10 days

As of now, on average how many days training and development do non-managers undertake in a year?

- Less than a day
- 1 day
- 2 to 4 days
- 5 to 10 days
- More than 10 days

In 2019, which of the following best describes the timeframe that action was taken to address under-performance among managers within [your business]?

- Within 6 months of identifying under-performance
- After 6 months of identifying under- performance
- No action was taken to address under-performance
- There was no under-performance

As of now, which of the following best describes the timeframe that action is taken to address under-performance among managers?

- Within 6 months of identifying under-performance
- After 6 months of identifying under- performance
- No action was taken to address under-performance
- There was no under-performance

In 2019, which of the following best describes the timeframe that action was taken to address under-performance among non-managers?

- Within 6 months of identifying under-performance
- After 6 months of identifying under- performance
- No action was taken to address under-performance
- There was no under-performance

As of now, which of the following best describes the timeframe that action is taken to address under-performance among non-managers?

- Within 6 months of identifying under-performance
- After 6 months of identifying under- performance
- No action was taken to address under-performance
- There was no under-performance

In 2019, approximately what share of your managers and non-managers mainly worked remotely?

- Managers (%)
- Non-managers (%)

As of now, approximately what share of your managers and non-managers mainly work remotely?

- Managers (%)
- Non-managers (%)

In December 2021, approximately what share of your managers and non-managers do you expect to be mainly working remotely?

- Managers (%)
- Non-managers (%)

2. Organisation

This section asks for information about how the business was organised in terms of location and sites in the 2019 calendar year.

In 2019, did [your business] operate across multiple sites in Great Britain?

- Yes
- No

In 2019, where were the decisions on recruiting permanent full-time employees made for [your business]? (Only asked if business operates across multiple sites)

- Only at individual sites
- Only at headquarters
- Both at individual sites and at headquarters
- Other

In 2019, where were decisions on new product introductions made? (Only asked if business operates across multiple sites)

- Only at individual sites
- Only at headquarters
- Both at individual sites and at headquarters
- Other

In 2019, what was the maximum amount that could be used to purchase a capital asset for a site without prior authorisation from headquarters? (Only asked if business operates across multiple sites)

- Under £1,000
- £1,000 to £9,999
- £10,000 to £99,999
- £100,000 to £999,999
- £1 million or more

3. Expectations

This section asks for information about your business's outcomes in 2019 and how current outcomes for 2020 have differed from expectations going into 2020. We also ask about expectations for how your business, and the wider economy, will operate in 2021.

The questions in this section ask for your expectations for a range of scenarios. Go to the guidance page to see some examples of how to answer these questions.

If you do not hold the precise information, please use your best judgement. You can provide informed estimates if actual figures are not available.

What was [your business]'s turnover for the following periods?

- 2019 turnover
- 2020 turnover (Approximate or expected turnover is acceptable)

Approximately, what percentage of [your business]'s turnover came from online sales in the following periods?

- 2019 approximate percentage from online sales (%)
- 2020 approximate percentage from online sales (%)

How does turnover in 2020 compare to what was expected at the start of the year?

(Select all that apply)

- Turnover in 2020 is higher than expected
- Turnover in 2020 is lower than expected
- Turnover derived from some types of product or activities is higher than expected while others lower than expected
- Turnover derived from types of product or service not expected at the start of 2020 (For example, a restaurant that started delivering meals during 2020 or a manufacturer of alcoholic drinks that started producing hand sanitiser)
- Turnover in 2020 is as expected

Approximately, how much higher do you estimate turnover is in 2020 relative to expectations at the beginning of the year? (Only asked if turnover is higher than expected)

- Estimated percentage higher than expected (%)

Approximately, how much lower do you estimate turnover is in 2020 relative to expectations at the beginning of the year? (Only asked if turnover is lower than expected)

- Estimated percentage lower than expected (%)

Looking ahead to the 2021 calendar year, what is the approximate turnover you would anticipate for this business in the following scenarios?

- Lowest turnover
- Low turnover
- Medium turnover

- High turnover
- Highest turnover

For the approximate turnover values you have just given for 2021, how likely do you think each scenario is to occur?

- Likelihood of lowest turnover occurring
- Likelihood of low turnover occurring
- Likelihood of medium turnover occurring
- Likelihood of high turnover occurring
- Likelihood of highest turnover occurring

What was [your business]'s total expenditure on energy, goods, materials and services for the following periods?

- 2019 expenditure (£)
- 2020 expenditure (£) (Approximate or expected expenditure is acceptable)

In 2019, approximately how many suppliers did [your business] use to get energy, goods, material and services?

- Number of suppliers

In 2019, approximately what share of the 100 suppliers were internationally-based businesses?

- Percentage of internationally based businesses (%)

How has [your business]'s supplier network changed during 2020?

(select all that apply)

- We used some new domestic suppliers
- We stopped using some domestic suppliers
- We used some new international suppliers
- We stopped using some international suppliers
- We did not change our suppliers

Why did your supplier network change in 2020? (Only asked if supply network changed in some way)

(select all that apply)

- Previous suppliers were operational, but unable to fulfil our requirements
- Logistical problems with previous suppliers
- Previous suppliers were temporarily closed or out of business
- New suppliers were more price competitive
- New suppliers offered superior products or service
- Product requirements changed
- Other

What impact did changes to your supplier network in 2020 have on business operations? (Only asked if supply network changed in some way)

- Large positive impacts
- Small positive impacts
- Minimal or no impacts
- Small negative impacts
- Large negative impacts

What was [your business]'s total capital expenditure for the following periods?

- 2019 total capital expenditure (£)
- 2020 total capital expenditure (£) (Approximate or expected capital expenditure is acceptable)

How has [your business]'s capital expenditure changed during 2020, relative to what was expected at the beginning of the year?

(select all that apply)

- Capital expenditure in 2020 is higher than expected
- Capital expenditure in 2020 is lower than expected
- Expenditure on some types of capital increased while others decreased
- Capital expenditure projects was cancelled
- Capital expenditure in types and activities new to the business
- Capital expenditure did not change

Approximately, how much higher than expected is capital expenditure in 2020? (Only asked if capital expenditure higher than expected)

- Estimated percentage higher than expected (%)

Approximately, how much lower than expected is capital expenditure in 2020? (Only asked if capital expenditure lower than expected)

- Estimated percentage lower than expected (%)

Looking ahead, approximately how many employees would you anticipate to be on [your business]'s payroll in December 2021 in the following scenarios?

- Lowest scenario
- Low scenario
- Middle scenario
- High scenario
- Highest scenario

For the approximate number of employees you have just given for December 2021, how likely do you think each scenario is to occur?

- Likelihood of lowest number of employees occurring (%)
- Likelihood of low number of employees occurring (%)
- Likelihood of medium number of employees occurring (%)

- Likelihood of high number of employees occurring (%)
- Likelihood of highest number of employees occurring (%)

What likelihood would you give to the following scenarios happening to the UK economy growth rate (GDP), for 2021?

- Strong decline (%) (-4% or less)
- Moderate decline (%) (-2 to -3%)
- Slight Decline (%) (-1%)
- No change (%)
- Slight Increase (%) (+1%)
- Moderate increase (%) (+2% to 3%)
- Strong increase (%) (+4% or more)

4. Feedback and Comments

This section provides the opportunity to request feedback on the management practices score and provide any additional information that will help us understand the answers you have provided.

Would you like to receive [Ru Name]'s management practices score?

To show our appreciation for taking part in this survey, ONS would like to provide your business with its own "management practices" score based on the information you have provided.

- Yes, I would like to receive feedback
- No, I would prefer not to receive feedback

How long did it take you to complete this questionnaire?

- Hours
- Minutes

Please provide any additional information that will help us understand the answers you have provided