

The Global Call Centre Industry Project

A Global Benchmarking Survey of Human Resource Practices, Customer Management, and Performance in Call Centres

**In-country research team
Names and Contact info**

What is this survey about?

This survey is part of a global benchmarking study of human resource management and performance in call centres. The study is being conducted by independent researchers in universities in several countries in the European Community, North America, Africa, Indian subcontinent, Southeast Asia, and Australia. The purpose is to understand the range of management practices in call centres and how these practices influence economic performance and employee well-being.

In exchange for your participation you will receive a copy of both the UK-based report and global benchmarking report.

Your participation is extremely important as it is the only way that consistent and accurate data on this global industry can be obtained.

Who will see my answers?

- The information you provide will be treated as strictly confidential. We guarantee that no one outside of our research team will ever have access to your responses.
- We will analyse the findings in a way that no one individual or organisation may be identified.
- We ask for your name only so that we can feed the results back to you and link your responses to this questionnaire to any future survey, and to your past responses if you were involved in the 2001 survey.

How do I complete the questionnaire?

- Please complete the questionnaire for the call centre you currently work in, or if you work in more than one site, the largest of those sites.
- Please do not omit any question. Occasionally you will find items that do not quite fit your circumstances. In this case, give the answer closest to your views.
- Feel free to add any additional comments you think would be useful, either by the side of the question or at the end.

If you have any queries or concerns about the study please contact Prof. Stephen Wood, Institute of Work Psychology, University of Sheffield, Mushroom Lane, Sheffield, S10 2TN, England, Email: s.j.wood@sheffield.ac.uk, Tel.: 44 (0) 114 2223230, or Louise Reilly Email: Louise@cca.org.uk.

Section One: Background Information on You and Your Call Centre

1. Your Name _____

2. Name and address of Call Centre _____

3. E-mail _____

4. Your gender Male [] Female []

5. What is your main role?
 Head of Call Centre [] Head of HR at Call Centre [] Senior Manager []
 HR Manager [] Other (please specify) _____

6. How long have you worked in call centres? _____ Years _____ Months

7. Is this call centre part of a larger organisation? Yes [] No []

8. How many other call centres are there in your organisation? _____

For the rest of the questionnaire, please answer all the questions with regard to the call centre you work in and not for others in your organisation. If you work at more than one call centre, please answer for the largest of those sites.

9. In what year was this call centre established? _____

10. How would you best describe your call centre – as an in-house centre providing services to your company or as a sub-contractor providing services to other companies? (Please tick one)
 In-house [] Sub-contractor []

11. From the following list, which industry sector or sectors do you serve?

- | | | | |
|------------------------------|----------------|-----------------------------|----------------|
| Insurance | Yes [] No [] | Local Government | Yes [] No [] |
| Banking (Financial Services) | Yes [] No [] | Central Government | Yes [] No [] |
| Charity/Voluntary | Yes [] No [] | Health Care (including NHS) | Yes [] No [] |
| Manufacturing | Yes [] No [] | Distribution | Yes [] No [] |
| Utilities | Yes [] No [] | Pharmaceuticals | Yes [] No [] |
| Retail | Yes [] No [] | Construction | Yes [] No [] |
| Telecommunications | Yes [] No [] | Housing | Yes [] No [] |
| Hotels, Lodging | Yes [] No [] | Food and Drink | Yes [] No [] |
| Airlines | Yes [] No [] | Recreation and Leisure | Yes [] No [] |
| Media | Yes [] No [] | Publishing and Printing | Yes [] No [] |
| Public Sector Services | Yes [] No [] | Other | _____ |

12. If you serve more than one sector, please can you state in which single industry you do the most business?

13. Which type of calls comprises the largest volume of calls at your centre?

Inbound [] Outbound []

14. Which one of the following is the primary type of customer interaction at this centre? That is, which type makes up the largest volume of business at this centre.

(Tick one only)

Customer Service only (that is, inquiries, billing for current customers, etc) []

Sales to existing customers only []

Customer Service and Sales []

Direct sales to prospective customers (e.g., telemarketing) []

Marketing []

Collections (on past due accounts) []

Repair services []

Operator services (e.g., directory assistance) []

Reservations []

IT Help Desk []

Other type of help desk (such as getting advice or counseling) []

Other *(please specify)* _____

15. Which of the following is the most important element in your call centre's strategy?

(Tick one only)

Price Leadership (e.g., being a low cost provider) []

Service differentiation (e.g., providing a unique service) []

Customer loyalty []

One stop shopping/service bundling []

Brand identification []

Other *(please specify)* _____

16. Is the primary market served by your call centre local (city or county), regional (state or province), national, or international? *(Tick one only)*

Local []

Regional []

National []

International []

17. What is the total number of seats (i.e. work stations) at your call centre? _____

Section Two: About Your Employees
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The following questions are about the employees of your call centre.

1. How many of the following categories of permanent employees work at this call centre? Part-time employees work less than 35 hours per week. Do not include temporary employees.

Type of Employee	No. of full-time employees	No. of part-time employees
Managers (i.e., above Team Leaders)	_____	_____
Team Leader/First-Line Supervisors	_____	_____
Customer Contact Employees (e.g., customer service or sales staff)	_____	_____

2. How many temporary Customer Contact Employees do you employ? (Temporary employees are those hired directly or through agencies for short-term or temporary contracts.)

Full-time _____ Part-time _____

3. At the beginning of 2002 what was the total number of:

- i. Permanent employees (including managers, supervisors, and workers) _____
- ii. Temporary employees _____

- 4a. Which customer segments do your customer contact employees serve?

(Please answer Yes or No to all questions)

Large business customers	Yes [] No []
Small business customers	Yes [] No []
High margin mass market customers (e.g., who buy higher value added products or services)	Yes [] No []
General mass market customers or the general public	Yes [] No []
Other (please specify)	_____

If you answered 'Yes' to only one segment above, please go to question 5 on the next page and answer all remaining questions in this survey as they apply to all your employees. We will refer to these employees as your "CORE EMPLOYEES". We will have a specific section on temporary workers, so please answer this set of questions for core permanent employees only.

- 10.** In the previous year, what percentage of your core permanent employees:
- a. Quit? _____ %
 - b. Were promoted to other jobs in your call centre? _____ %
 - c. Were promoted outside the call centre or transferred to other parts of the business? _____ %
 - d. Were dismissed? _____ %
 - e. Retired? _____ %

11. In the first column, please indicate the typical tenure in the organisation for your core employees. In the second column, please provide the percentage of each group who have worked at this call centre for less than a year; in the third, the percentage with tenure of more than 5 years.

	Typical tenure (Years)	% with tenure of less than 1 Year	% with tenure of more than 5 yrs
Managers (exclude first line supervisors)	_____	_____ %	_____ %
Core employees	_____	_____ %	_____ %

12. What is the typical educational level of core employees?

No qualifications	[]
‘O’ Level, GCSE/, NVQ Levels 1-3	[]
‘A’ level, B.Tec, ONC, SVQ	[]
Diploma, HNC	[]
First Degree level	[]
Post Graduate Degree	[]

13. What is the typical educational level of managers at your centre (excluding first-line supervisors)?

No qualifications	[]
‘O’ Level, GCSE/, NVQ Levels 1-3	[]
‘A’ level, B.Tec, ONC, SVQ	[]
Diploma, HNC	[]
First Degree level	[]
Post Graduate Degree	[]

14. What percentage of your core employees are women? _____ %

Section Three: Human Resource (HR) Practices

This section focuses on the HR practices at your call centre. Again please answer the survey as it applies to your core permanent employees and their supervisors and managers where specified.

1. Payment Systems and Performance Appraisal

1.1. In the following table please fill in:

- a. The typical total gross annual earnings of full-time employees. By typical we mean that about half are paid more and about half are paid less.
- b. The percentage of the total annual pay that is based on individual commission.
- c. The percentage of the total annual pay that is based on group performance (e.g., team-based performance related pay, profit sharing).
- d. The percentage of annual pay that comes from overtime.

Type of employee	a. Typical total annual earnings	b. % based on individual commission	c. % based on group performance	d. % overtime
Managers (exclude first line supervisors)	£ _____	_____ %	_____ %	_____ %
Core employees	£ _____	_____ %	_____ %	_____ %

1.2. As a proportion of the total annual earnings, what is the total value of the benefits (such as employer's contribution to health insurance and pensions) that core employees receive on top of their total earnings? Please exclude items not at the organisation's discretion, such as superannuation and national insurance.

_____ %

1.3. What percentage of core employees by a formal performance appraisal are assessed on a scheduled basis (e.g. bi-monthly, 6-monthly, annually)? _____ %

2. Training and Development

2.1. Below we ask you about the training you give to your core employees. *(If the answer is zero to any of the 3 questions please put zero.)*

- a. How many days of initial training do core employees receive in their first year (including orientation/induction and job-related training)? _____ Days
- b. How much time does it take for a full-time core employee to become fully competent on the job? E.g. so that they are able to train someone else. _____ Weeks
- c. After the first year, how many days of formal training per year does the typical core employee receive? Please include on-line, vendor, classroom or other formal training. _____ Days

2.2. How much formal training do you provide the typical core employee in the following areas?

	None	A little	Moderate level	A lot	A great deal
a. Updates on product or service information	[]	[]	[]	[]	[]
b. Customer interaction skills (e.g., handling difficult customers, negotiating skills)	[]	[]	[]	[]	[]
c. Interpersonal or team-building skills	[]	[]	[]	[]	[]
d. Stress management	[]	[]	[]	[]	[]

3. Recruitment, Staffing, Employment Relations

Now we would like to ask you some questions about your recruitment and employee relations practices, again answer for permanent core employees.

3.1. About how much does it cost to recruit, screen, and train a new core employee?

£ _____ per new employee

3.2. Below are questions about recruitment and selection, teamwork, communication, employee relations and flexibility.

	% of core employees
a. What percentage of core employees have been selected using systematic selection tests? (e.g., psychometric, aptitude, work sampling)	_____ %
b. Of the people who apply for core employee jobs at your call centre, what percentage actually gets hired (e.g., if 5 out of 10 applicants get hired, that would be 50%)?	_____ %
c. What percentage of core employees routinely perform their job as part of a self-managed or semi-autonomous team? (i.e., a team in which employees make their own decisions about task assignments and work methods)?	_____ %
d. What percentage of core employees are currently involved in quality circles or process/product improvement teams?	_____ %
e. What percentage of core employees have access to flexible work arrangements, such as job sharing, telecommuting and flexi-time?	_____ %
f. What percentage of core employees have flexible job descriptions not linked to specific tasks?	_____ %

3.3a. What percentage of core employees of your call centre are members of a Trade Union?

_____%

3.3b. Do you recognise one or more Trade Unions for collective bargaining for core employees?

Yes [] No []

3.4a. Do you have a works council that covers core employees?

Yes [] No []

3.4b. Do you have a formal staff association (or equivalent) for core employees?

Yes [] No []

3.5. Do you have a Joint Consultative Committee (involving management and core employee representatives) or equivalent for core employees?

Yes [] No []

3.6. In general, how would you describe relations between management and core employees in your call centre?

Very bad	Bad	Neither good nor bad	Good	Very good
[]	[]	[]	[]	[]

3.7. In general, how would you describe relations between management and the union(s) at your call centre (if applicable)?

Very bad	Bad	Neither good nor bad	Good	Very good	Not applicable
[]	[]	[]	[]	[]	[]

3.8. In general, how would you describe relations between management and the works council, staff association, or equivalent (if applicable)?

Very bad	Bad	Neither good nor bad	Good	Very good	Not applicable
[]	[]	[]	[]	[]	[]

4. Performance Monitoring

The following questions focus on the way in which you monitor and coach core employees.

4.1. Computer-based work creates the opportunity for continuous monitoring. What percentage of core employees' work activity is monitored continuously throughout the day regardless of whether the information is used? _____ %

4.2. How often are core employees given statistical information on their performance (e.g., number of calls taken, call length, number of sales)?

Never	Sporadically	Quarterly or above	Monthly	Every few weeks	Once a week	A few times a week	Daily
[]	[]	[]	[]	[]	[]	[]	[]

4.3. In practice, how often do supervisors or other staff listen on a regular basis to the calls of experienced core employees (those with more than one year of tenure)?

Never	Sporadically	Quarterly or above	Monthly	Every few weeks	Once a week	A few times a week	Daily
[]	[]	[]	[]	[]	[]	[]	[]

4.4. How often does an experienced core employee receive feedback and coaching on telephone technique and service delivery from a supervisor?

Never	Sporadically	Quarterly or above	Monthly	Every few weeks	Once a week	A few times a week	Daily
[]	[]	[]	[]	[]	[]	[]	[]

4.5. To what extent is the information from performance monitoring used:

		Not at all	A little	Moderate level	A lot	A great deal
a.	To substantiate disciplinary actions for core employees?	[]	[]	[]	[]	[]
b.	To improve the performance of core employees?	[]	[]	[]	[]	[]
c.	To identify the training needs of core employees?	[]	[]	[]	[]	[]

5. Job Design

The following questions concern the job characteristics of core employees.

5.1. To what extent do core employees typically have discretion over:

	Not at all	A little	Moderate level	A lot	A great deal
a. The daily work tasks they do?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The methods or procedures they use?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The speed at which they work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. What they say to a customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The design and use of new technology?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Setting their daily lunch and break schedule?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Revising work methods?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Handling additional requests or problems that arise unexpectedly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Settling customer complaints without referral to a supervisor or other expert?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Not at all	A little	Moderate level	A lot	A great deal
5.2. To what extent are core employees required to use scripts when talking to a customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.3. Do you have a formal suggestion system for capturing the ideas of core employees?

Yes No

6. Flexible Staffing and Temporary Workers

Now we are going to ask you some questions about your use of temporary workers.

6.1. Do you have any temporary workers? Yes No

If you do not employ any temporary employees, please skip the questions in this subsection and go straight to Section Four, page 14.

6.2. What is the most important reason that you use temporary employees? (*Tick one*)

- To save costs []
- To screen for a full-time position []
- To buffer full-timers (from anti-social hours, lay-offs, etc.) []
- To cover for a particular worker (e.g. secondments or on maternity leave) []
- To fill in for absentees []
- To accommodate an unexpected increase in business (handle temporary peaks) []
- Other (*please specify*)
_____ []

6.3. What percentage of temporary employees is female? _____%

6.4. On average, how many hours per week does a typical temporary employee work?
_____ Hrs

6.5. What is the hourly wage of the typical temporary worker at your call centre (excluding overtime pay)? By 'typical' we mean that about half are paid more and about half are paid less.
_____ £/hour

6.6. As a proportion of the total annual earnings, what is the total value of the benefits (such as employer's contribution to health insurance and pensions) that temporary employees receive on top of their total earnings? Please exclude items not at the organisation's discretion such as superannuation and national insurance.
_____%

6.7a. Is the hourly wage rate for a typical full-time core employee higher, lower, or about the same as those for temporary employees?
Higher [] About the same [] Lower []

6.7b. If higher or lower, by what percentage is the difference? _____%

6.8. How many days of initial training does a typical temporary employee receive (including orientation/induction and job-related training)?
_____ Days

6.9. Annually, about how much formal training (after the initial training) does a typical temporary employee receive during company time? Include classroom training, vendor training, on-line training, or other formal training.
_____ Days _____ Weeks

6.10. Annually, about what percentage of temporary employees eventually get hired by this call centre as full-time core employees? _____%

Section Four: Performance, Customer Satisfaction and Customer Contact

1. Operational Performance

1.1. These questions relate to the operational performance of your call centre and ask you to give an overall figure for core employees.

- a. Do you have a target time (or ratio) for incoming calls to be answered by (e.g., 80% of calls answered in 20 seconds)? Yes [] No []
- b. If Yes, what is the target? _____ % calls answered in _____ seconds
- c. What percentage of calls are actually answered within the target time? _____ %
- d. What percentage of calls are abandoned (customers hanging up before their call is answered)? _____ %
- e. What is the approximate average duration of a call? _____ Mins _____ Secs
- f. What is the average number of calls that a core employee handles per day? _____ Calls per day
- g. What is the average daily number of work-related e-mails (e.g., information relating to services) that a core employee receives from management? _____ E-mails per day

1.2. What percentage of your total costs (e.g., fixed and variable) are labour costs (including wages, benefits, superannuation and other statutory payments)?
_____ %

1.3a. In the last two years, has the value of your sales (your total revenue) increased, decreased, or stayed the same?

- a. Increased []
- b. Decreased []
- c. Remained about the same []
- d. Not applicable []

1.3b. If sales increased, by what percentage? _____ %

If sales decreased, by what percentage? _____ %

1.4. Which of the following characterises your staffing plans in the next year? (*Tick one*)

- Hire more core employees at this location []
- Reduce the number of core employees at this location []
- Redeploy employees elsewhere in the organisation into the call centre []
- Maintain the current number of core employees at this location []

2. Customer Satisfaction and Customer Contact

This section is about how your call centre monitors customer satisfaction and deals with customer complaints.

2.1. Does your call centre have a formal mechanism for gathering customer feedback on call centre performance (such as a regular customer survey)?

Yes No

2.2. How often is customer satisfaction data fed back to core employees?

Annually	Quarterly	Monthly	Every few weeks	Once a week	A few times a week	Daily	Never	No regular pattern
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3. Based on the best information you have, what is the average level of customer satisfaction at this call centre?

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.4. With regard to how customer complaints are dealt with at your call centre, to what extent do you agree with the following statements?

	Disagree a lot	Disagree	Neither agree or disagree	Agree	Agree a lot
a. Complaints are dealt with on an <i>ad hoc</i> basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Core employees are empowered to deal with a complaint until completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. There is a formal system for handling complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. A formal system is used to identify and rectify the causes of complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.5. The following questions concern the contact that core employees have with the customer. What degree of the customer interactions with core employees involve the following?

	Not at all	A little	A moderate level	A lot	All interactions
a. Selling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Developing a rapport with a customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Problem-solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Building a relationship between the customer & the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.6. How often do individual core employees have repeated interactions with the same customer?

Never	Rarely	Sometimes	Often	Very often
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section Five: Call Centre Technology

1. About what percentage of daily customer calls are completed by a Voice Recognition Unit (VRU) or Interactive Voice Response Unit (IVR) (that is, do not require human interaction)? _____ %
2. Of the following technologies, which ones do core employees regularly use to interact with customers? (*Please answer Yes or No to all questions*)

E-mail	Yes []	No []
Fax	Yes []	No []
Media Blending	Yes []	No []
Speech Recognition	Yes []	No []
Workflow management	Yes []	No []
Electronic Customer Relationship Management	Yes []	No []
Voice Over IP	Yes []	No []
Web-enablement (joint browsing, chat, instant messaging)	Yes []	No []

Section Six: Institutional Context

Now we would like to ask you some questions about the region or metropolitan area where you are located. We are interested in the benefits of operating a centre at this location and the local labour market conditions that affect your business.

1. Please identify the single most important benefit of operating in this location from the following list: (*Tick one only*)

Presence of skilled workforce	[]
Presence of other firms important to your business	[]
Low wages	[]
Low real estate costs	[]
Infrastructure (e.g. shops, schools, power, transport)	[]
Other (<i>please specify</i>) _____	

2. To what extent has this centre used any of the following local or regional public resources?

	Not at all	A little	Moderate level	A lot	A great deal
a. Job recruitment and placement services	[]	[]	[]	[]	[]
b. Training resources or programmes	[]	[]	[]	[]	[]
c. Site location assistance	[]	[]	[]	[]	[]
d. Incentives for locating in targeted zones (e.g. Regional Aid)	[]	[]	[]	[]	[]
e. Tax abatements	[]	[]	[]	[]	[]
f. Special loans and/or grants	[]	[]	[]	[]	[]

3. What percentage of core employees:

- a. Have participated or are currently participating in a government subsidised training programme? _____ %
- b. Have worked at another call centre in the surrounding geographic area? _____ %
- c. Are currently students in a university or college? _____ %

4. Which of the following best describes how the presence of other call centres in the surrounding location affects your recruitment and retention efforts (*Tick one only*):

- Other call centres are a valuable resource for recruiting qualified core employees []
- Other call centres make it more difficult to recruit and retain qualified core employees []
- Other call centres have little effect on recruitment or retention efforts []

5. Does this call centre participate in any of the following organisations or networks? (*Please answer Yes or No to all questions*)

- Local call centre networking group Yes [] No []
- Employer or trade association for your industry (e.g. the Call Centre Association) Yes [] No []
- Cross-industry association or chamber Yes [] No []
- Educational Advisory Board Yes [] No []
- Other (*please specify*) _____

6. Does this call centre use consultants for any of the following activities? (*Please answer Yes or No to all questions*)

- Training programmes Yes [] No []
- Quality management Yes [] No []
- Technology adoption or re-engineering Yes [] No []

7. Finally, we would like to ask whether you have felt pressure to adopt certain practices from external influences, such as the government and trade unions. The practices are:

- a. Jobs with high discretion and/or low monitoring
- b. Collective bargaining with a trade union
- c. Sophisticated human resource practices (such as professional personnel methods for selection, training and development, and employee involvement in workplace decisions).

We are interested in whether management has felt pressure from the source, regardless of whether you have reacted to the pressure.

7.1. To what extent have you felt pressure from the government or legislation to:

	Not at all	A little	Moderate level	A lot	A great deal
a. design jobs with high discretion and/or low monitoring?	[]	[]	[]	[]	[]
b. bargain collectively with a trade union?	[]	[]	[]	[]	[]
c. use sophisticated human resource practices (such as professional methods for selection, training, and employee involvement in workplace decisions)?	[]	[]	[]	[]	[]

7.2. To what extent have you felt pressure from management consultants or technology vendors to:

	Not at all	A little	Moderate level	A lot	A great deal
a. design jobs with high discretion and/or low monitoring?	[]	[]	[]	[]	[]
b. bargain collectively with a trade union?	[]	[]	[]	[]	[]
c. use sophisticated human resource practices?	[]	[]	[]	[]	[]

7.3. To what extent have you felt pressure to follow Corporate Head Office policies to:

	Not at all	A little	Moderate level	A lot	A great deal
a. design jobs with high discretion and/or low monitoring?	[]	[]	[]	[]	[]
b. bargain collectively with a trade union?	[]	[]	[]	[]	[]
c. use sophisticated human resource practices?	[]	[]	[]	[]	[]

7.4. To what extent have you felt pressure from the existence of skill shortages in your labour market to:

	Not at all	A little	Moderate level	A lot	A great deal
a. design jobs with high discretion and/or low monitoring?	[]	[]	[]	[]	[]
b. bargain collectively with a trade union?	[]	[]	[]	[]	[]
c. use sophisticated human resource practices?	[]	[]	[]	[]	[]

7.5. To what extent have you felt pressure from the example of successful call centres to:

	Not at all	A little	Moderate level	A lot	A great deal
a. design jobs with high discretion and/or low monitoring?	[]	[]	[]	[]	[]
b. bargain collectively with a trade union?	[]	[]	[]	[]	[]
c. use sophisticated human resource practices?	[]	[]	[]	[]	[]

7.6. To what extent have you felt pressure from a national call centre association or relevant employers organisation to:

	Not at all	A little	Moderate level	A lot	A great deal
a. design jobs with high discretion and/or low monitoring?	[]	[]	[]	[]	[]
b. bargain collectively with a trade union?	[]	[]	[]	[]	[]
c. use sophisticated human resource practices?	[]	[]	[]	[]	[]

7.7. To what extent have you felt pressure from a trade union:

	Not at all	A little	Moderate level	A lot	A great deal
a. design jobs with high discretion and/or low monitoring?	[]	[]	[]	[]	[]
b. bargain collectively with the trade union?	[]	[]	[]	[]	[]
c. use sophisticated human resource practices?	[]	[]	[]	[]	[]

Comments

Are there any further points that you would like to make? Or specific characteristics of the call centre you think we should take into account in analysing your answers?

Please return the questionnaire to Professor Stephen Wood, Institute of Work Psychology, University of Sheffield, Sheffield, S10 2TN.

THANK YOU VERY MUCH FOR PARTICIPATING IN THE STUDY. WE WILL SEND YOU A COPY OF THE REPORT IN DUE COURSE.

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