

Management and Expectations Survey (MES) 2023

Sections:

1. Business Characteristics
2. Management Practices
3. Expectations
4. Learning & Training
5. Artificial Intelligence & Technology

1. Business Characteristics

This section asks for information about the organisational characteristics and practices of this business in the 2023 calendar year.

- 1) For the period 1st January 2023 to 31st March 2023, what was the number of employees at this business?
 - Number of employees

- 2) For the period 1st January 2023 to 31st March 2023, what was the number of managers at this business?
 - Number of managers

- 3) In 2023, what percentage of managers in this business have a recognised management qualification?
 - None
 - Fewer than 20%
 - 20 to 49%
 - 50 to 80%
 - More than 80%
 - All
 - We do not hold this information

- 4) In 2023, what percentage of managers in this business have a university degree or equivalent?
 - None
 - Fewer than 20%
 - 20 to 49%
 - 50 to 80%
 - More than 80%
 - All

5) In 2023, what percentage of non-managers in this business have a university degree or equivalent?

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

6) In 2023, which of the following applied to this business's ownership structure?

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

6b) In 2023, does the managing director or equivalent have any form of family connection or relationship with the business owners?

- Yes
- No

7) In 2023, is this business a member of any of the following organisations?

- Employers Association
- Industry or Trade Association
- Chamber of Commerce
- Federation of Small Businesses
- Another employer association or network (please specify)
- None of these

8) In 2023, how many days per week on average do managers in this business work from home? (If you do not know the exact number, please provide your best guess)

- Days per week

9) In 2023, how many days per week on average do non-managers in this business work from home? (If you do not know the exact number, please provide your best guess)

- Days per week

10) In 2023, does this business operate across multiple sites in the United Kingdom?

- Yes
- No

10b) In 2023, where are the decisions on recruiting permanent full-time employees made for this business?

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

10c) In 2023, where are decisions on new product or new services introductions made?

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

10d) In 2023, what is the maximum amount that could be used to purchase a capital asset for a site without prior authorisation from headquarters?

- Under £1,000 (including £0)
- £1,000 to £9,999
- £10,000 to £99,999
- £100,000 to £999,999
- £1 million or more

11) In 2023, what type of data analyses are typically used to support key decisions in this business?

- Little to no analyses
- Use of summary statistics (e.g. mean, variance, maximum)
- Use of trends and comparisons across time periods
- Use of dashboards and interactive analysis
- Use of statistical or forecasting models
- Use of algorithmic models (e.g. machine learning)
- Other (please specify)

2. Management Practices

This section asks about the management practices used in your business in 2023. 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.

12) In 2023, in general what is the most common response to problems faced within this business?

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

13) In 2023, what best describes your managers' usual approach to involving non-managers when resolving problems within this business?

- We decide on the solution without involving non-managers
- We ask non-managers for feedback on our preferred solution
- We ask non-managers for feedback on a range of options
- We ask non-managers to suggest solutions to the problem

14) In 2023, how many key performance indicators (KPIs) does this business monitor?

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

14b) In 2023, how frequently is progress against the key performance indicators (KPIs) reviewed by managers?

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

14c) In 2023, how frequently is progress against the key performance indicators (KPIs) reviewed by non-managers?

- Annually

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

15) In 2023, what type of involvement do non-managers have when setting key performance indicators (KPIs) for this business?

- They have no involvement
- They are informed
- They are consulted
- KPIs are negotiated with employees

16) In 2023, which of the following best describes the main timeframes for achieving targets within this business?

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

16b) In 2023, how easy or difficult is it to achieve these targets?

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

16c) In 2023, approximately what proportion of managers are aware of these targets?

- All
- Most
- Some
- None

16d) In 2023, approximately what proportion of non-managers are aware of these targets?

- All
- Most

- Some
- None

17) In 2023, what are performance bonuses for managers usually based on within this 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 are not related to targets
- No performance bonuses

18) In 2023, what share of managers have a performance-based compensation component? (If you do not know the exact number, please provide your best guess) 0-100%

- Percentage of managers (%)

19) In 2023, 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 are not related to targets
- No performance bonuses

20) In 2023, what share of non-managers have a performance-based compensation component? (If you do not know the exact number, please provide your best guess)

- Percentage of non-managers (%)

21) In 2023 how are managers usually promoted within this 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 are promoted

22) In 2023, how are 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 are promoted

23) In 2023, which of the following recruitment practices are used when hiring managers in this business?

- All candidates for a position are asked the same pre-planned questions
- Candidates' answers are scored using a pre-planned rating system
- Candidates undertake task simulation activities (aptitude or competency tests)
- Candidates undertake psychometric tests (personality or attitude tests)
- Other (please specify)

24) In 2023, which of the following recruitment practices are used when hiring non-managers in this business?

- All candidates for a position are asked the same pre-planned questions
- Candidates' answers are scored using a pre-planned rating system
- Candidates undertake task simulation activities (aptitude or competency tests)
- Candidates undertake psychometric tests (personality or attitude tests)
- Other (please specify)

25) In 2023, 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

26) In 2023, 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

27) In 2023, which of the following best describes the timeframe that action is taken to address under-performance among managers within this business?

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

28) In 2023, which of the following best describes the timeframe that action is taken to address under-performance among non-managers within this business?

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

29) In 2023, on average how frequently do senior managers meet the whole workforce (together or in groups) to discuss work issues?

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Never

Expectations

This section asks for information about your business's outcomes in 2023. We also ask about expectations for how your business, and the wider economy, will operate in 2024.

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.

30) In 2023, what is this business's total turnover for the full calendar year?

- 2023 turnover (£)

31) In 2023, what percentage of this business's turnover comes from online sales?

- Approximate percentage from online sales (%)

32) Looking ahead to the 2024 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

33) For the approximate turnover values you have just given for 2024, 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 (%)

34) In 2023, what is this business's total expenditure on energy, goods, materials and services for the full calendar year?

- 2023 expenditure (£)

35) Looking ahead to the 2024 calendar year, what are the approximate expenditures on energy, goods, materials and services you would anticipate for this business in the following scenarios?

- Lowest scenario
- Low scenario
- Medium scenario
- High scenario
- Highest scenario

36) In 2023, approximately how many suppliers does this business use to get energy, goods, materials and services?

- Number of suppliers

37) In 2023, what percentage of your suppliers are based outside of the UK?

- Percentage of non-UK based suppliers (%)

38) In 2023, approximately what share of total expenditure on energy, goods, materials and services comes from suppliers based outside of the UK?

- Percentage of expenditure on goods, materials and services (%)

39) In 2023, what was this business's total capital expenditure for the full calendar year?

- 2023 total capital expenditure (£)

40) Looking ahead to the 2024 calendar year, what is the approximate capital expenditure you would anticipate for this business in the following scenarios?

- Lowest scenario
- Low scenario
- Medium scenario
- High scenario
- Highest scenario

41) For the approximate capital expenditure values you have just given for 2024, how likely do you think each scenario is to occur?

- Likelihood of lowest capital expenditure occurring %
- Likelihood of low capital expenditure occurring %
- Likelihood of medium expenditure occurring %
- Likelihood of high expenditure occurring %
- Likelihood of highest expenditure occurring %

42) Looking ahead, approximately how many employees would you anticipate being on this business's payroll in December 2024 in the following scenarios?

- Lowest scenario
- Low scenario

- Medium scenario
- High scenario
- Highest scenario

43) For the approximate number of employees, you have just given for December 2024, 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 (%)

44) What likelihood would you give to the following scenarios happening to the UK economy growth rate (GDP), for 2024?

- 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)

Learning & Training

This section asks about your business' activities to improve existing management practices.

45) In 2023, how do you think management practices in this business compare to those of other businesses in your industry?

- Much worse than average (bottom 20th percentile)
- Worse than average (20th to 40th percentile)
- Average (40th to 60th percentile)
- Better than average (60th to 80th percentile)
- Much better than average (above 80th percentile)

46) In 2023, what do managers commonly do to improve the way this business is managed?

- Participate in government-funded training programmes
- Receive formal training in person
- Receive formal training online
- Speak to mentors/peers
- Consult employees about areas for improvement
- Hire management consultants
- Conduct own experimental changes to management practices
- Read management literature
- Nothing
- Other (please specify)

47) In 2023, what is the largest barrier to improving the way this business is managed?

- Too little time to think about or implement changes
 - Changes too risky
 - Changes too expensive
 - Changes involve too much disruption
 - Employees are resistant to changes
 - Available information is too low quality
 - Available information is not specific enough to my business
 - Do not know where to get the information I needed
 - There are no barriers
 - Other (please specify)
-

Artificial Intelligence & Technology

This section asks for information about the use of artificial intelligence and technology in your business.

48) In 2023, has this business used the following technologies?

Artificial Intelligence:

This technology is not applicable to this business

Applicable, but have not tested or used

Tested or currently testing, but have not used as part of processes or methods

Used as part of processes or methods

Don't know

Cloud-Based Computing Systems and Applications:

This technology is not applicable to this business

Applicable, but have not tested or used

Tested or currently testing, but have not used as part of processes or methods

Used as part of processes or methods

Don't know

Specialized Software:

This technology is not applicable to this business

Applicable, but have not tested or used

Tested or currently testing, but have not used as part of processes or methods

Used as part of processes or methods

Don't know

Robotics:

This technology is not applicable to this business

Applicable, but have not tested or used

Tested or currently testing, but have not used as part of processes or methods

Used as part of processes or methods

Don't know

Specialized Equipment:

This technology is not applicable to this business

Applicable, but have not tested or used

Tested or currently testing, but have not used as part of processes or methods

Used as part of processes or methods

Don't know

49) Looking ahead to the 2024 calendar year, does this business plan to use any of the following technologies?

- Artificial Intelligence
- Cloud-Based Computing Systems and Applications
- Specialized Software
- Robotics

- Specialized Equipment
- No plans to use any of these technologies

50) Why has this business used or tested Artificial Intelligence technology in 2023, or is planning to do so in 2024?

- To automate tasks performed by labour
- To replace or upgrade already existing automated processes or methods
- To improve quality or efficiency of processes or methods
- To improve quality or efficiency of goods or services
- To expand the range of goods or services
- To adopt standards and accreditation
- Other reasons (please specify)

51) In 2023, which of the following factors prevented or delayed the use of artificial intelligence at this business? (Tick all that apply)

- Difficulty identifying activities or business use cases to which artificial intelligence can be applied
- Uncertainty about government regulations or industry standards
- Level of artificial intelligence expertise or skills at this establishment
- Cost
- Employee attitudes towards artificial intelligence
- Other (please specify)

Feedback

This section provides the opportunity to request feedback on the management practices score.

52) If feedback was available, would you like to receive this business's management practices score?

- Yes, I would be interested in receiving feedback
- No, I would prefer not to receive feedback

53) Who should this information be addressed to?

- Free text box

54) What is your job title?

- Free text box

55) Could you provide a telephone number to be contacted on if we have any queries regarding the information returned on this questionnaire?

- Free text box

56) Can you provide an email address to be contacted on if we have any queries regarding the information returned on this questionnaire?

- Free text box