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Employment Relations

in the South East of England

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Foreword

As set out in the current Regional Economic Strategy, the South East region's workforce is one of the most effective in Europe. We work more productively than any other region in the UK except London and sustain an economy that is the 20th largest in the world. The South East has one of the highest employment rates in Europe and economic activity is significantly higher than the UK as a whole. Our economy also continues to demand more labour, with high job vacancy rates in many parts of Europe.

However, economic and demographic changes mean that we cannot afford to be complacent. An ageing population and tight labour market coupled with a significant number of economically inactive residents are making it increasingly difficult to sustain growth.

So ensuring that the region's workforce continues to be able to support a rapidly changing economy is vital to our success. Amongst other things, this will necessitate developing new skills, more flexible approaches to how and where we work and employer/employee relationships which are open, consultative and participative.

The following report was produced for the South East England Development Agency (SEEDA) by Kingston University using data gathered as part of the national 2004 Workplace Employment Relations Survey. We believe it provides a helpful baseline picture to inform our workforce-related activities and hope you will find it useful.



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Executive Director, Smart Growth
SEEDA



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of SEEDA's Social Dialogue Forum

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Thanks also to Chris Hand and in particular Mark Farmer, for assistance with analysing the survey data.



Executive Summary

About the Report

This report presents a range of information about the nature and conduct of employment relations in the South East of England, derived from the 2004 Workplace Employment Relations Survey (WERS 2004), which is acknowledged to be the most authoritative source of survey data on employment relations in Britain. The report has been prepared for SEEDA and is intended to inform economic development plans for the region.

The WERS 2004 study, which was sponsored by the Department for Business, Enterprise & Regulatory Reform (BERR) and the Advisory, Conciliation and Arbitration Service (ACAS) among others, comprised a representative survey of British workplaces with five or more employees, and involved face-to-face interviews with managers and questionnaire surveys of employees. Interviews were undertaken with managers at 315 workplaces in the South East, whilst 2,762 employees from these workplaces completed a questionnaire.



Workplace & Workforce Profile

- 30% of private sector employment in the South East was based in companies that were at least partly foreign owned or controlled, while 26% of employees in the South East were working in family-owned workplaces
- Only 18% of workplaces in the South East had a specialist manager with responsibility for personnel issues, but these workplaces employed 51% of the South East's employees
- 44% of workplaces in the South East had Investors in People accreditation, with 52% of employees working in IIP accredited workplaces
- Managers at 53% of workplaces in the South East had sought external advice on employment relations issues in the previous 12 months. Advice was most commonly sought from lawyers, but significant use was also made of the Small Business Service, ACAS and other professional bodies
- One in 10 workplaces in the South East made use of temporary agency workers, with these generally representing 10% or less of total employees
- Contracting out of labour services was common at workplaces in the South East. Cleaning and building maintenance were outsourced at over 60% of workplaces, while around a third outsourced training, payroll and computing services and a quarter security and transportation of documents/goods
- 60% of workplaces had a strategic plan that incorporated employment relations issues. Over half had a strategic plan that included employee development as a particular objective, while two-fifths had a plan that cited employee job satisfaction and over a third had one including employee diversity

- The South East has relatively high proportions of higher-skilled workers, with Managers, Professionals, Associate Professionals, Technical Occupations and Skilled Trades combined accounting for over half of employees.

Training, Appraisals & Work Organisation

- The use of 'human resource management' practices such as appraisals, teamworking and off-the-job training, was widespread in the region.
- However advanced forms of teamworking were present at only 17% of workplaces (covering 21% of employees), while nearly 60% of employees had received less than two days off-the-job training in the 12 months prior to the survey

Employee Representation & Involvement

- 21% of employees surveyed were union members
- 18% of the South East's workplaces recognised trade unions for negotiating the pay and conditions of at least some staff, but in reality the pay of only 23% of the South East's employees was set by collective bargaining
- The large majority of managers were neither in favour of, nor against union membership, but they did not support unions' involvement in workplace affairs
- Just 8% of the South East's workplaces operated a 'joint consultative committee' (JCC), although these covered two-fifths of employees in the region
- Only 3% of workplaces in the South East had stand alone non-union representatives, but these workplaces employed 23% of employees

- Formal arrangements for direct communication were extensive. At over four-fifths of the South East's workplaces regular meetings were held between senior managers and the whole workforce, while 40% had recently conducted a formal survey of employees
- Employees viewed managers as quite good at seeking employees' views, but less good at responding to employee suggestions and, in particular, allowing employees or their representatives to influence final decisions

Employee Relations Climate & the Resolution of Conflict

- Almost all the managers interviewed believed that relationships with their employees were good or very good. However only 63% of employees agreed with this, with 13% stating that manager-employee relations were poor
- Employees had raised individual grievances at 38% of the South East's workplaces. Only 3% of employees had been subject to an Employment Tribunal claim, although these included some of the larger workplaces in the region, as combined they employed 24% of employees
- Workplaces in the South East had lost 4.7% of work days due to sickness or unauthorised absence in the previous 12 months
- The vast majority of the South East's workplaces had formal procedures for dealing with individual grievances and disciplinary issues. The majority also followed the three step statutory procedures introduced by the Employment Act 2002, although this was rather limited in relation to employee grievances

Equal Opportunities Policies

- Formal written equal opportunities policies were present at 68% of the South East's workplaces, which together employed 87% of the region's employees

Work-life Balance & Flexible Working

- 31% of workplaces in the South East allowed at least some employees to work from home in normal working hours, while 63% permitted at least some employees to reduce their hours. Job-sharing schemes were available at 29% of workplaces, flexitime in 36% and compressed hours at 14%
- Only 2% of workplaces in the South East had a workplace nursery
- 61% of workplaces in the South East provided for fathers to take a dedicated period of paternity leave around the time of childbirth
- The majority of workplaces in the South East made it possible for employees to take time off to deal with emergencies; in around half of cases, this right constituted a special form of paid leave
- Only 3% of workplaces provided leave to carers of older adults.
- 78% of employees in the South East worked full-time hours and 22% part-time. Long hours working was significant in the region, with 29% of employees working more than 48 hours in a week at least once a month
- Levels of work strain were found to be relatively high: three-quarters of employees reported that they were required to 'work very hard', while 40% noted that they never had enough time to get their work done and 28% that they worried a lot about work outside working hours

Employee Satisfaction & Organisational Commitment

- A clear majority of employees expressed satisfaction with the nature of their work, the scope it provided for using their own initiative and their level of job security. In contrast, just over a third of employees were satisfied with their pay, while a fifth expressed dissatisfaction with the training they received
- Three-quarters of the South East's employees reported that they felt loyal to their organisation, while nearly two-thirds said that they were proud to tell people who they worked for

Comparisons with London & the East of England

As well as providing information on employee relations in the South East, WERS 2004 enables comparisons to be made with employee relations in other regions. The report therefore compares the results for the South East with those for London and the East of England, which together with the South East can be said to make up the 'Greater South East' area.

Overall a great deal of similarity was identified between the three regions in terms of employment and HR practices adopted. The figures however do suggest that the practice of employment relations in the South East is somewhat more formal and sophisticated than in the East of England, but also somewhat less so than in London.

Breakdown of Employee Responses on an Industry basis

In addition to providing overall figures, the employee responses to WERS 2004 were broken down on an industry basis, with separate results provided for employees in private sector production industries, private sector service industries and the public sector. The final section of the report highlights some of the principal differences in the survey responses in each of these industries.

Introduction

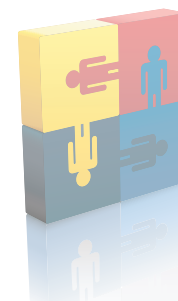
The purpose of this report is to present an overview of the nature and practice of employment relations in the South East of England based on the findings of the 2004 Workplace Employment Relations Survey (WERS 2004), which is widely regarded as the most authoritative source of evidence on employment relations in Britain. WERS 2004 provides information on a wide variety of topics and includes responses from both managers and employees, thereby providing a comprehensive picture of employment relations and working life.



The increasing development of a regional focus in economic development and policy-making serves to emphasise the value of regional data on employment relations. It is widely recognised that the ways in which work is organised, the extent to which skills are developed and utilised, and the manner in which managers and employees interact, each have an important bearing on productivity and the quality of employees' working lives. These in turn affect levels of competitiveness and employment. Therefore developing a greater understanding of the nature of employment relations within a region's workplaces can play an important role in helping to identify the potential facilitators and barriers to further economic development.

Using regional data from WERS 2004 which has been made available by ACAS, this report has been prepared for SEEDA and is intended to inform economic development plans for the region.

The report fills a notable gap in the evidence base. Although data is available for the South East on a wide range of demographic, social and economic issues, with the exception of data on wage levels, training, union membership and labour disputes, there is comparatively little data on employment practices or employees' experiences of work. Specifically, there is little or no data for the South East on the nature of the personnel function, the use of different forms of work organisation, the extent of employee consultation and involvement, the use of incentive pay or the availability of flexible and family-friendly working arrangements. Equally, little is known about levels of job satisfaction or employee commitment. The aim of this report is to address this gap by presenting a range of tabulations from WERS 2004.



The Nature and Conduct of WERS 2004

WERS 2004 was jointly sponsored by BERR, The Economic and Social Research Council, ACAS, and the Policy Studies Institute.

WERS 2004 comprises a nationally representative survey of workplaces with five or more employees, located in Great Britain (England, Scotland and Wales) and engaged in activities within Sections D (Manufacturing) to O (Other Community, Social and Personal Services) of the Standard Industrial Classification (2003). A workplace is defined as comprising the activities of a single employer at a single set of premises, e.g. a single branch of a bank, a car factory or a school. The survey covered both the private and the public sectors.



Data from three elements of the survey are used in this report:

- Face-to-face interviews with the senior person at the workplace with day-to-day responsibility for industrial relations, employee relations or personnel matters (average two hours)
- Self-completion questionnaires completed by the same manager about the composition of the workforce (four pages)
- Self-completion questionnaires distributed to a random selection of up to 25 employees, where permission was given (eight pages)

Interviews were undertaken with managers at 315 workplaces in the South East, while 2,762 people from these workplaces completed the employee questionnaire. The response rates for the South East were 61% for the main management interview and 60% for the survey of employees.

The Nature of the Analysis

The analysis presented in this report centres on a range of tabulations in which key data items from WERS 2004 are tabulated by a standard variable identifying the Government Office for the region in which the surveyed workplace was located. This work was commissioned by ACAS, who published a report containing the tabulations (Forth and Stokes 2006). A selection of tabulations from the latter is included in [Appendix II](#) to aid the discussion.



Our focus is on those workplaces located in the South East. However, throughout the report we make comparisons with the results for the other regions in the 'Greater South East' area, namely London and the East of England, as this was requested by SEEDA.

Average results will be presented for all workplaces in the South East, i.e. without breaking the results down on an industry by industry basis. However, the results of the survey of employees were also disaggregated on an industry by industry basis, with separate results given for private sector production industries, private sector service industries and the public sector. Notable differences between these industries will be highlighted towards the end of the report.

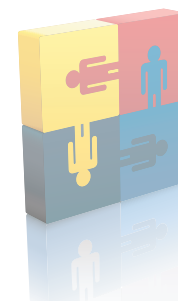
Interpreting the Estimates

WERS 2004 was a survey of a sample of workplaces in Britain and its various regions; it was not a census of all workplaces. Although the survey undertaken was designed to be representative and the figures are the best we have, this means that the results presented in this report may not reflect exactly what is happening across the entire population of firms in the South East region. For example, the technical guidance on the WERS 2004 regional data (Forth and Stokes 2006: 5-12), outlines that an estimate of 50% produced on a base of the 315 workplaces in the South East will have what is known as a 'standard error' of 5.0 percentage points. This means that, according to statistical theory, we can be 95% confident that the true population value lies somewhere in the interval 40-60% (calculated as two standard errors either side of the survey estimate).

This illustration should prompt us to be cautious in interpreting the findings presented; they are the best evidence we have got but they are not conclusive.

Statistical theory also allows us to quantify the extent to which differences between two estimates (for example between the results for the South East and London in relation to a particular item) are 'statistically significant', i.e. likely to be in fact evident across the broader populations from which the samples are drawn. In order to ascertain whether identified differences are indeed statistically significant, it is necessary to undertake one or more statistical tests on the raw data. A number of such tests were undertaken for the purposes of this report, using the SPSS software package. The tests undertaken and an explanation of how the results may be analysed are outlined towards the end of the report and in [appendix I](#).

Finally, it should be noted that the figures presented in the report relate to workplaces with five or more employees (the population covered by WERS 2004). Accordingly, the estimates do not account for the situation of the self-employed, small traders with fewer than five employees, or very small workplaces that belong to larger organisations. However, nationally the population covered by WERS 2004 accounted for one-third of all workplaces but 89% of all employees (similar figures are not available on a regional basis).



Workplace Profile

The practice of employment relations varies considerably between industry sectors, between workplaces of different sizes and according to patterns of ownership. Accordingly this first section of the report summarises the profile of workplaces and employment in the South East across some of these dimensions. An appreciation of the composition of the population of workplaces in the South East may help us to understand some of the patterns in employment relations that are presented in later sections of the report.



Industry & Sector

If we categorise workplaces in the South East using the Standard Industrial Classification (2003), we find that in 2004 one-quarter operated in the Wholesale and Retail sector, and one-fifth in each of the Other Business Services and Health sectors. The most prominent other sector was Hotels and Restaurants, which accounted for 9% of workplaces. Manufacturing represented only 5% of workplaces in the South East (as did Financial Services) ([table 1.3](#)). Manufacturing appears to account for substantially fewer workplaces in the South East than in the East of England, where 17% of workplaces were in the manufacturing sector.

In terms of a breakdown of employment figures, 10% of employees in the South East work in manufacturing (cf. 20% in the East of England and 6% in London), 19% in Wholesale and Retail and 6% in financial services (cf. 13% in London). The South East appears to employ significantly more people in Other Business Services than the East of England (17% compared to 9%), but somewhat less than London (21%).

17% of employees in the South East's workplaces work in the health sector, compared to 14% in the East of England and 13% in London, while 6% work in hotels and restaurants (compared to 5% and 7%).

The public sector accounts for one-fifth of total employment in the South East (and East), compared to a quarter in London.

Foreign & Family Ownership

18% of workplaces in the South East's private sector are at least partly foreign owned or controlled, compared to 17% in the East of England and 21% in London ([table 1.7](#)). Such establishments account for 30% of the South East's private sector employment, which compares with figures of 27% in the East of England and 40% in London.

42% of workplaces in the South East were family-owned, compared with 46% in the East of England and 38% in London ([table 1.6](#)). These workplaces accounted for 26% of employees in the region (cf. 27% in London and 35% in the East of England).

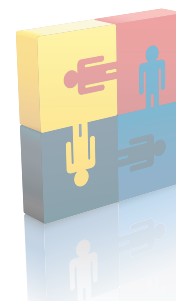
Size & Age of Workplaces

In keeping with national averages, most of the South East's workplaces are small: more than three-quarters (76%) employ between five and 24 employees ([table 1.1](#)). But, as in other regions, employment is disproportionately located in larger sites, so that these smaller workplaces employ only one-quarter of all employees. In contrast, 39% of the South East's employees work in the 3% of establishments that employ 200 or more workers

The distribution of employment by workplace size was similar in London, however in the East of England smaller workplaces accounted for a larger proportion of total employment.

70% of workplaces in the South East belong to a larger organisation, with 30% being single independent establishments ([table 1.4](#)).

13% of the South East's workplaces were less than five years old, 12% between five and nine years old, 40% from 10 to 24 years old and 35% were 25 or more years old. Three-quarters of workplaces in the region are therefore well established, while a quarter are relatively new. Workplaces in the East of England were comparatively more mature, with 50% being 25 or more years old. In contrast, London appears to have more workplaces in the five to nine years category ([table 1.8](#)).



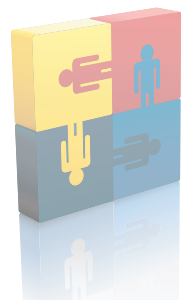
Workforce Profile

The South East has relatively high proportions of higher-skilled workers, with Managers, Professionals and Associate Professional and Technical Occupations, and Skilled Trades combined accounting for 52% of employees ([table 10.1](#)). This figure was the same in London but somewhat lower in the East of England, at 42%. Lower skilled occupations (Elementary Occupations; Process, Plant and Machine Operatives; Sales, Customer Service Occupations; Personal Service Occupations and Administrative and Secretarial Occupations) comprised 49% of employment in the South East, 48% in London and 58% in the East of England. The workforce in the South East therefore appears to have somewhat higher skills than that in the East of England, but has the same level as the workforce in London. The differences with the East of England may be attributable to the differences in the industrial composition between the two regions referred to above.



55% of employees in the South East are female and 45% are male ([table 10.2](#)). The workforces in London and the East of England have a very similar makeup. There are however greater differences between the regions in terms of ethnic origin. 3% of employees in both the South East and East of England stated that they belonged to a non-white ethnic group, compared with 22% of those in London ([table 10.3](#)).

The survey also included a question on health and wellbeing. 89% of employees in the South East reported that they had no long-term health problem, 7% that they had a long-term health problem which did not affect their work; and 4% that they had a long term health problem which did affect their work. These figures suggest that the vast majority of employees in the South East are fit and well, although a significant minority does have health problems ([table 10.4](#)).



Use of Temporary Agency Workers & Contracting-Out

Only 9% of workplaces in the South East made use of temporary agency workers ([table 1.9](#)). This figure was slightly higher in the East of England (12%) and considerably higher in London (20%). In the South East and East, where temporary agency workers were used, they generally represented 10% or less of total employees in the workplace in question. In London, agency temps accounted for 25-50% of employment in 5% of workplaces and 50-75% in 2% of workplaces.



Although only a relatively small number of workplaces in the South East make use of temporary agency workers, these evidently include some of the larger workplaces in the region, as in total 38% of employees in the South East are based at workplaces that make use of such workers.

Contracting out of labour services (e.g. cleaning, security, catering) was common at workplaces in the South East. Cleaning and building maintenance were outsourced at over 60% of workplaces, while around a third of workplaces outsourced training, payroll and computing services ([table 1.10](#)). Security and transport of documents/goods were outsourced in a quarter of workplaces, with recruitment and catering outsourced at 13% and 14% respectively. The level of contracting out in the South East was similar to that in the East of England and London in relation to most items.



The Management of Employees

Only 18% of workplaces in the South East had a specialist manager with responsibility for personnel issues (a personnel manager, human resource manager or employee relations manager) ([table 2.2](#)). In comparison, 9% of workplaces in the East of England and 12% in London had a personnel specialist.



In 52% of workplaces in the South East, employment relations is the responsibility of a general manager, while in 21% of cases it is the responsibility of a proprietor/owner and 9% a financial manager or company secretary.

While the number of workplaces with a personnel specialist was relatively low, those workplaces in the South East that did have specialist managers employed large numbers of the region's workforce, and in fact over half (51%) of the South East's employees worked in sites with a personnel specialist. This compared with a figure of 40% in the East of England and 54% in London. These figures would suggest that a more formal approach to employee relations is adopted in the South East and London compared with the East of England, with the greater prominence of smaller workplaces in the East of England arguably likely to account for this difference (see Forth and Stokes 2007).

Sources of Advice on Employment Relations Issues

Managers at 56% of workplaces in the South East had sought external advice on employment relations issues in the previous 12 months. Advice had been sought from lawyers (25% of all workplaces), 'other professional bodies' (18%), Business Link/the Small Business Service (17%) and ACAS (16%), among others ([table 2.3](#)).

Membership of Employers Organisations

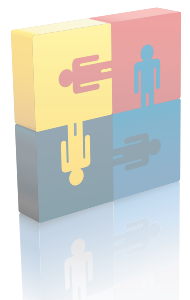
54% of workplaces in the South East held memberships of employer organisations, for example employers associations, trade associations or chambers of commerce ([table 2.4](#)). Membership levels were very similar in London and the East of England.

Employment Considerations in Strategic Planning Activities

One of the most prominent questions in current debates in the HR field is the extent to which employment relations issues form part of strategic planning activities. 60% of workplaces in the South East had a strategic plan that incorporated employment relations issues, compared with 70% in London and 52% in the East of England ([table 2.6](#)).



In terms of the contents of those plans, 55% of the South East's workplaces had a strategic plan that included employee development as a particular objective, 43% a plan that cited employee job satisfaction and 36% a plan citing employee diversity ([table 2.5](#)). In London, 67% of workplaces had a strategic plan covering employee development, 45% job satisfaction and 40% employee diversity. The integration of employment relations issues into strategic plans was therefore evidently somewhat higher in London. In contrast it was apparently rather lower in the East of England, where the relevant figures were 51%, 35% and 20% respectively.



Investors in People (IIP) Accreditation

44% of workplaces in the South East had Investors in People (IIP) Accreditation, compared with 29% in the East of England and 51% in London ([table 2.7](#)).

Notably, the overall percentage of employees working in IIP accredited workplaces in the South East was higher than in London, 52% compared to 41% (41% of employees in the East of England were also working in IIP accredited workplaces). Slightly over half of the employees in the South East are therefore working in IIP accredited workplaces, although this is not very different to the national average of 47%.



Training and Appraisals

Training

The continual upskilling of the workforce is a key focus as Britain seeks to narrow the productivity gap with other major economies (see for example, Leitch, 2006). Over two-thirds (68%) of employees in the South East had received off-the job training (excluding health and safety training) in the 12 months prior to the survey ([table 8.2](#)). Despite this relatively high coverage of training provision, the extent of training provided was limited: including those who had received no training, 57% of employees in the region had received less than two days training. In comparison, only a fifth (18%) had received five or more days. Training patterns in London were almost identical, while those in the East of England were also broadly similar (albeit with training levels apparently somewhat lower there).

The WERS management interview asked about the topics covered in off-the-job training for core employees. In addition to training in direct operational and customer service issues, the extent of training in generic skills or competencies was noteworthy. In this regard, 43% of the South East's workplaces trained core staff in computing and teamworking skills, 42% in communication skills and 38% in leadership skills ([table 3.3](#)). A quarter of workplaces trained core employees in equal opportunities, while a fifth (21%) trained their staff in problem-solving techniques. Training levels in these areas were somewhat lower than in London and somewhat higher than in the East of England (although they were lagging slightly in relation to teamworking and communication skills).



Appraisals

Formal appraisals provide an opportunity for employees' performance to be monitored and their skill development needs evaluated. Most (72%) of the South East's employees worked in establishments where all non-managerial employees were regularly appraised ([table 8.3](#)). A further 13% worked in establishments where some or most non-managerial employees were regularly appraised, leaving 16% in workplaces with no regular appraisals. Appraisal levels were slightly lower than in London but a good deal higher than in the East of England (only 56% of employees in the latter region worked in workplaces where all non-managerial employees were appraised regularly, while 29% were at workplaces where no regular appraisals were held).

In almost all cases across the three regions, appraisals resulted in an evaluation of employees' training needs ([table 8.4](#)). A third of employees (34%) in the South East had their pay linked to the outcome of appraisals (cf. 41% in London and 24% in the East of England).

Work Organisation

Particular forms of work organisation that encourage collaboration, flexibility and innovation such as team-working, multi-skilling or the use of ‘problem-solving groups’, have also been at the forefront of recent debates about workplace productivity (Delbridge et al, 2006). In addition, there is evidence to suggest that adopting a number of such practices in tandem may be particularly advantageous (e.g. Pil and MacDuffie, 1996). This section will examine the work organisation systems used at workplaces in the South East.



Teamworking

WERS 2004 asked managers whether any members of the largest occupational group in their workplaces worked in formally designated teams. This was the case in 59% of the South East's workplaces, compared with 61% of workplaces in the East of England and 72% in London ([table 3.5](#)). In just over half of the South East's workplaces (52%), all or most core employees worked in teams. This figure was identical in the East of England but rather higher in London, at 64%.

17% of employees in the South East were working at workplaces where no members of the largest occupational group were in formally dedicated teams. In contrast, 69% of employees worked in establishments where all or most core employees worked in formally dedicated teams. The latter figure was identical in the East of England, while in London it was significantly higher, at 79%.

In relation to the degree of freedom and responsibility provided to teams, in 63% of cases, teams in the South East were able to decide jointly how work was to be done ([table 3.6](#)). In 69% of cases they were given responsibility for specific products or services, while in 71% tasks or roles were rotated among team members. In contrast, in only 7% of cases could teams appoint their own team leaders.

Advanced forms of teamworking (combining interdependence of team members, task rotation, decision-making autonomy and responsibility for particular products or services) were only present at 17% of workplaces in the South East ([table 3.7](#)), covering 21% of employees. The proportion of employees covered by such advanced forms of teamworking was slightly higher in both London and the East of England, at 25%.

Multi-skilling

Multi-skilling entails training employees to be able to do jobs other than their own, thus providing the workforce with some degree of functional flexibility. Just under half of the South East's workplaces (48%) trained at least some core employees to be functionally flexible, with a quarter (24%) training 40% or more in this way ([table 3.8](#)). In London, 27% of workplaces had trained at least 40% of their core staff to be functionally flexible, while in the East of England the figure was 34%.

45% of the South East's workplaces in practice had employees doing jobs other than their own at least once a week, but this mainly tended to involve only small numbers of staff ([table 3.9](#)). It was evident that the incidence of multi-skilling was significantly higher in the East of England: here all or most of the largest occupational group were being functionally flexible at least once a week in a quarter of workplaces, compared with 13% in the South East and 15% in London.

Problem-solving Groups

Problem-solving groups involving non-managerial employees are another practice often considered to enhance productivity. One-fifth of workplaces in the South East (19%) operated such groups, compared to 22% in London and only 8% in the East of England ([table 3.10](#)). Although these figures would suggest that problem-solving groups are substantially less significant in the East of England, the proportion of employees working in workplaces with such groups was quite similar across the three regions – 34% in the South East, 37% in London and 27% in the East of England.

Bundling of Work Practices

Some of the academic literature on productivity emphasises the additional advantage that may be obtained from operating a number of task involvement practices in tandem (see, for example, Pil and MacDuffie, 1996). One in 10 of the South East's workplaces (11%) had formal arrangements for team-working, practiced functional flexibility and operated problem-solving groups (cf. 11% in London and 7% in the East of England) ([table 3.11](#)). These workplaces employed just under a quarter of the region's employees (24%), compared with 27% of employees in London and 22% in the East of England.

More broadly, 29% of workplaces in the South East had formal arrangements in place and/or training in those areas. Accordingly, three out of 10 workplaces in the South East can arguably be said to be following a concerted approach in the area of task involvement. 47% of employees in the region were based at workplaces which had formal arrangements and/or training in these areas (cf. 55% in London and 43% in the East of England).

Employee Representation and Communication

At the heart of the employment relationship is the need for managers and employees to communicate. The arrangements in place to facilitate employee representation, consultation and communication are varied, with union organisation perhaps the most widely discussed. However, the incidence of union membership and representation has declined markedly over the past two decades (Kersley et al, 2006). This has been accompanied, not by a rise in non-union forms of collective representation, but by an increase in the prevalence of arrangements for direct communication between managers and employees. This section will provide an overview of these issues in the South East (see [tables 4.1 - 4.6](#)).



Union Membership & Representation

Just over one-fifth (21%) of employees in the South East's workplaces were union members at the time of the survey, with 16% having been a member in the past and 62% never having been a union member. Membership levels were lower than in London and the East of England, where they were 28% and 27% respectively.

Only 14% of the South East's employees worked at a site where at least half of the employees were union members, whilst 53% worked at sites with no union members at all.

Lay union representatives (often called 'shop stewards') take on much of the work of consulting and articulating members' views within the workplace. In the South East, only 7% of workplaces had a lay union representative on site, although these workplaces did cover 27% of all employees in the region.

It should be noted that whilst union reps were clearly absent at a large majority of workplaces in the region, employees at the latter workplaces may have had access to a representative based at another site in the organisation, or a full-time union official.

Collective Bargaining

The traditional indicator of union influence is the presence of a recognition agreement. Less than a fifth (18%) of the South East's workplaces recognised trade unions for negotiating the pay and conditions of at least some staff. Recognition tends to be more common in larger workplaces, and so the proportion of all employees working in an establishment where unions were recognised was somewhat higher, at 36%. In London, a quarter of workplaces recognised trade unions for the purposes of collective bargaining, covering 42% of employees. The position in the East of England was almost identical to that in

London, with 25% of workplaces and 43% of employees covered by collective bargaining there.

Attitudes to Union Membership & Involvement

The survey asked workplace managers about their views on trade union membership and union involvement. Managers in the South East were in favour of union membership in 16% of workplaces and not in favour in another 16%, while in 69% they were neutral.

Views on unions do not always translate into active support or opposition to union organising. In this regard, managers actively supported union organising in only 10% of the South East's workplaces, while in only 1% did they admit to actively discouraging it.

Notwithstanding these views on union membership, managers did not generally support unions' involvement in workplace affairs. Three-quarters of managers (73%) said they would rather consult directly with employees than with unions (3% disagreed and 24% neither agreed nor disagreed with this statement). Only 20% agreed that unions help to find ways to improve workplace performance, while 36% disagreed (the remaining 44% neither agreed nor disagreed with this). Attitudes to union membership and involvement were similar in London and the East of England.

Joint Consultative Committees (JCCs)

Negotiating directly with unions is, of course, only one means of involving employees in workplace decision-making. Joint consultative committees (committees of managers and employees primarily concerned with consultation rather than negotiation) provide another mechanism. Just 8% of the South East's workplaces operated a joint consultative committee (cf. 11% in London and 3% in the East of England) ([table 4.10](#)). 39% of employees in the South East worked in workplaces with an on-site committee, compared to 38% in London and 28% in the East of England.

Although only 8% of workplaces in the South East had an on-site joint consultative committee, a further 26% of workplaces belonged to organisations with a consultative committee at a higher level in the organisation. Therefore 58% of employees in the South East were covered by a JCC at some level in their organisation (cf. 56% of employees in London and 48% in the East of England).

In unionised workplaces, the representatives on consultative committees may often have union connections, but JCCs also constitute the most common form of employee representation in workplaces without a union presence (Kersley et al, 2006: 126). One purely non-union form of representation is the 'stand-alone' non-union representative: someone without union connections who performs general representative duties on behalf of colleagues in dealings with managers. Only 3% of workplaces in the South East had stand-alone non-union representatives ([table 4.11](#)), but these workplaces employed 23% of the region's employees. In contrast, 14% of employees in the East of England and 16% in London were employed in workplaces with such representatives.

It is clear from the figures cited above, that collective forms of representation exist in only a minority of workplaces. Formal arrangements for direct communication are considerably more extensive and these will now be examined.

Direct Communication Mechanisms

Over four-fifths (84%) of the South East's workplaces held regular meetings between senior managers and the whole workforce, whilst two-thirds (64%) held regular meetings between line managers/supervisors and the workers for whom they were responsible ([table 4.12](#)).

40% of the South East's workplaces had conducted a formal survey of their employees' views or opinions during the two years prior to WERS 2004 (compared with 47% in London and 29% in the East of England) ([table 4.13](#)), while 80% were using some form of downward direct communication (i.e. notice boards, systematic use of the management chain, newsletters or an intranet) ([table 4.14](#)).

Direct communication mechanisms therefore appear to be widespread in the South East. However it is also important to consider the attitudes of the South East's employers towards employee involvement, and WERS 2004 contained a number of questions on this ([tables 4.7 – 4.9](#)). Most managers (77%) 'agreed' or 'strongly agreed' that they did not introduce changes without first discussing the implications with employees at their workplace (14% 'disagreed' with this statement). Similarly, 77% of managers disagreed with the statement that 'most decisions at this workplace are made without consulting employees' (14% agreed). These figures would suggest that managers in the South East place a high emphasis on involving and consulting with their employees. However this conclusion is qualified somewhat by the fact that 64% of managers agreed that 'those at the top are best placed to make decisions about this workplace' (only 22% disagreed with this statement). The latter figures would suggest that the commitment to consulting and involving employees may not be as strong as the other figures might indicate.

Pay Determination

We noted above that 18% of the South East's workplaces recognised trade unions. However, it is clear from other research that some of these agreements are effectively dormant, with managers taking a more unilateral approach to pay setting despite the continued existence of the recognition agreement. Accordingly, only 13% of the South East's workplaces reported that the pay of at least some of their staff was set by collective bargaining ([table 5.1](#)). Overall, the pay of 23% of the South East's employees was set by collective bargaining. In contrast, 70% of employees' pay was set by management and only 5% by individual negotiation between employees and their manager. In London, 29% of employees had their pay set by collective bargaining, 66% by management and 5% by individual negotiation, while in the East of England the relevant figures were 27%, 67% and 6% respectively.



Use of Incentive Pay

30% of the South East's workplaces operated a system of payment-by-results for at least some of their staff ([table 5.2](#)), whilst 8% offered merit payments to at least some staff (an additional 7% of workplaces operated both).

32% of the South East's workplaces operated profit related pay or bonus systems, while 19% operated employee share-ownership schemes ([tables 5.3 & 5.4](#)). Levels of adoption of such pay systems were similar in London and the East of England, although the proportion of workplaces operating employee share ownership schemes was rather higher in London, at 29%.

The Industrial Relations Climate & Workplace Conflict

Official statistics show that the number of days lost due to industrial action in the South East is comparatively low, five days per thousand employees in 2006 compared with 28 days for the UK as a whole (Hale 2007). There is little other evidence on the state of employment relations in the South East's workplaces, but WERS 2004 usefully offers a number of indicators in this regard.



The Employee Relations Climate

The survey asked both managers and employees to rate management-employee relations at their workplace on a five-point scale from 'very good' to 'very poor'. 95% of workplace managers in the South East were of the view that the relationship with employees at their workplace was either 'good' or 'very good' ([table 6.1](#)). However the same was true of only 63% of employees, while 13% of employees rated relations as either 'poor' or 'very poor' ([table 11.1](#)). The corresponding figures for employee views in London and the East of England were very similar, at 64%/13% and 59%/17% respectively.

Industrial Action & Collective Disputes

4% of workplaces in the South East had witnessed a collective dispute with a group of workers over pay and conditions in the previous twelve months, while only 1% had seen any industrial action ([table 6.2](#)). Levels of collective conflict were apparently somewhat higher in London: here 9% of workplaces had witnessed a collective dispute over pay or conditions and 5% industrial action.

Although collective disputes and levels of industrial action were clearly very low, two-thirds of workplaces (64%) in the South East did not have a formal procedure for dealing with collective disputes raised by non-managerial employees ([table 6.3](#)). This was a somewhat higher proportion of workplaces than in London or the East of England.

Individual Disputes

Individual disputes were much more common than collective disputes. In the 12 months prior to the survey, employees had raised individual grievances in 38% of the South East's workplaces ([table 6.5](#)). The most widespread reasons for grievances were pay and conditions (raised at 13% of workplaces), relations with line managers or supervisors (11%) and working hours or leave (8%). Grievances relating to working conditions, working practices and promotion/career development issues were also relatively prominent (each of these had been raised at 7% of workplaces). Grievances relating to bullying had been raised in 6% of the South East's workplaces, while those relating to sexual/racial discrimination or harassment were uncommon (grievances relating to sexual harassment and racial discrimination were both raised at 1% of workplaces). The level and nature of grievances raised were similar in London and the East of England.

3% of workplaces in the South East had been subject to claims made by employees (or ex employees) to an Employment Tribunal ([table 6.9](#)). This compared with 2% of workplaces in the East of England and 9% in London. Although the number of workplaces subject to such claims was therefore comparatively low, these workplaces accounted for 24% of employees in the South East (cf. 36% in London and 21% in the East of England).

Use of Disciplinary Sanctions

Managers were also asked whether they had issued any of a range of disciplinary sanctions in the year prior to the survey. Formal verbal warnings had been issued in 41% of the South East's workplaces, formal written warnings in 32%, suspension without pay in 12%, internal transfers in 3% and deductions from pay in 3% ([table 6.7](#)). Arguably most importantly, employees had been dismissed for disciplinary reasons in 22% of workplaces in the year preceding the survey. Overall 48% of the South East's workplaces had issued at least one of these disciplinary sanctions in the year prior to the survey, a figure that was mirrored closely in London and the East of England.

Days lost to Sickness or Unauthorised Absence

Levels of employee absence due to sickness or unauthorised absence are also seen to provide something of an indication of the employee relations climate. In this regard, the WERS data show that workplaces in the South East reported that they had lost 4.7% of work days due to sickness or unauthorised absence in the previous twelve months ([table 6.10](#)). This was somewhat lower than the figure for London (5.6%) but slightly higher than that for the East of England (4.1%).

Procedures Used in Handling Employee Grievances & Disciplinary Issues

Formal procedures for handling individual grievances and disciplinary matters have become increasingly widespread over the past two decades (Millward et al, 1992; Kersley et al, 2006). WERS 2004 found that in the South East most employers had formal dispute resolution procedures. Over four-fifths (88%) of the South East's workplaces had formal

procedures for dealing with individual grievances raised by employees ([table 6.6](#)), whilst roughly the same proportion (89%) had formal procedures for dealing with disciplinary issues ([table 6.8](#)). These figures were very similar in London but somewhat lower in the East of England.

With regard to the nature of these procedures, the Employment Act 2002 makes it compulsory for employers to adopt a three-stage procedure when handling individual grievances and disciplinary matters. In summary, this requires that the issue is set out in writing, that a meeting is held to discuss the matter and that the employee has the right of appeal over any decision. WERS enables us to assess the extent to which the South East's employers match up to this framework. In the case of grievances, the vast majority (91%) offered the right of appeal, while two-thirds always required that a formal meeting take place. A notably smaller proportion (41%) always required that the issue was first put in writing. However in an additional fifth and a quarter of workplaces respectively, the requirement for a meeting to be held or grievance to be put in writing was sometimes followed, depending on the nature of the particular issue in question.

Although there were close similarities in a number of areas, workplaces in the South East appear to adopt a somewhat more formal approach to the handling of grievances and disciplinary issues than those in the East of England. In comparison to workplaces in London, their practice is apparently less formal in relation to the handling of employee grievances, but almost identical in relation to disciplinary issues.



Equality, diversity and work-life balance

Initiatives to ensure equality of opportunity and to address employees' demands for work-life balance are among the most high profile areas of current debate and activity, as both the UK government and European Union seek to ensure fair treatment and encourage optimal use of the skills and abilities present in the workforce.



Equal Opportunities Policies

Formal written equal opportunities policies were present at 68% of the South East's workplaces ([table 7.1](#)), which together employed 87% of the South East's employees. Three-quarters of workplaces in London had a formal equal opportunities policy, covering 89% of employees there. A lower number of workplaces in the East of England, 58%, had such a policy (however this difference was not found to be statistically significant), although these did account for 75% of employees in that region.

Work-life Balance Policies

Work-life balance practices take many forms, with some aiming to provide employees with greater flexibility in working hours or location, and others aimed more at the provision of care or leave to cope with particular events (such as childbirth or family emergencies). WERS 2004 asked workplace managers about the availability and use of a range of different practices in this area and these are now discussed in turn.

Flexible Working

WERS 2004 asked workplace managers whether a specific range of flexible working practices were made available for any employees in their establishment ([table 7.2](#)). On this measure, 31% of workplaces in the South East were found to allow employees to work from home in normal working hours, compared with 30% in London and 22% in the East of England. 63% of workplaces allowed employees to reduce their hours (cf. 71% in

London and 66% in the East of England). Job-sharing schemes were available in 29% of workplaces, flexitime in 36% and compressed hours in 14%. The results for London and the East of England were similar with regard to the latter practices.

Maternity Leave & Childcare

Employers are obliged by legislation to provide women on maternity leave 90% of their pay for the first six weeks of leave. Therefore, if employers in practice pay women on maternity leave their full rate of pay - for at least a period of that leave - this reflects a level of sophistication or generosity in the support provided. WERS 2004 tells us that at 60% of workplaces in the South East, at least some female employees (i.e. one or more) going on maternity leave would receive their normal, full rate of pay ([table 7.4](#)). This compares with 70% of workplaces in London and 59% in the East of England.

Similarly, the provision of workplace nursery facilities or financial assistance with childcare is also reflective of a sophisticated, resource-intensive approach. However, only 2% of workplaces in the South East had a workplace nursery ([table 7.3](#)). The same proportion of workplaces in the East of England ran a workplace nursery, while 5% of workplaces in London did so.

Only 6% of workplaces in both the South East and East provided financial assistance for childcare, compared with 9% in London.

Leave available to Men at Childbirth

61% of workplaces in the South East specifically provided for fathers to take a dedicated period of paternity leave around the time of childbirth ([table 7.5](#)). Provision of paternity leave was higher in London (79% of workplaces), but somewhat lower in the East of England (58%). 64% of workplaces in the South East provided at least some fathers with their normal, full rate of pay for the paternity leave period, compared with 77% in London and 62% in the East of England ([table 7.6](#)). These figures suggest that employers in London are better at providing paternity leave for fathers.

Parental Leave

The Maternity & Parental Leave Regulations 1999 entitle employees to take 13 weeks unpaid parental leave up to the fifth birthday of each child they have, for the purposes of caring for that child (similar provisions are mandated for parents of adopted children, while parents of disabled children are also provided with specific rights to parental leave). 30% of workplaces in the South East operated a policy of providing unpaid parental leave, while 9% provided for paid parental leave ([table 7.8](#)). A further 22% provided for parental leave by means of another policy relating to special paid leave. The presence of dedicated parental leave policies in the South East was apparently somewhat lower than in London or the East of England.

Time Off for Emergencies

The Employment Rights Act 1996 provides employees a right to take unpaid time off to deal with unforeseen emergencies in a number of specified situations. The vast majority of workplaces in the South East make it possible for employees to take time off to deal with emergencies that arise. In 47% of cases, the right to take time off for emergencies constituted a special form of paid leave, whereas in 36% of cases the leave was provided without pay ([table 7.7](#)). Provision of time off for emergencies as a form of special paid leave was at a similar level in the East of England (48% of workplaces), but somewhat higher in London (54%).

Actual Working Hours

78% of employees in the South East worked full-time hours (i.e. 30 or more per week) and 22% part-time, with the latter broken down into 4% working less than 16 hours a week and 18% between 16 and 29 hours ([table 10.8](#)). Part-time working was higher than in London, but somewhat lower than in the East of England (where it accounted for 17% and 25% of employees respectively).

Long hours working and a culture of 'presenteeism' have long been notable features of the working environment in the UK. 10% of employees in the South East reported that they worked more than 48 hours every week (the notional maximum permitted under the Working Time Regulations 1998). Another 10% noted that they worked more than 48 hours two or three times a month, while 9% said they did so once a month. Long hours working was therefore a reality for 29% of the employees surveyed ([table 10.9](#)). Levels of

long hours working were the same in the East of England but higher in London, at 38% of employees.

Leave to Care for Older People

Carers of adults have been eligible to apply for flexible working since April 2007. The evidence from WERS 2004 suggests that the vast majority of businesses in the South East will have to introduce new policies to account for this change, as in 2004 only 3% of workplaces there provided leave to carers of older adults ([table 7.9](#)). This compared with a figure of 15% in London and 6% in the East of England. 15% of employees in the South East reported that they had caring responsibilities for disabled or older adults ([table 10.6](#)), indicating that there is indeed a need for more employer action in this area.

Managers' Attitudes to Work-life Balance

Although figures on the take-up and implementation of particular policies in practice are clearly of the greatest importance, it is also instructive to examine the views of managers with regard to the issue of work-life balance.

60% of managers in the South East agreed or strongly agreed with the statement that 'it is up to individual employees to balance their work and family responsibilities.' In comparison, only 16% disagreed or strongly disagreed with this statement ([table 7.10](#)). These figures suggest that many employers in the South East may not recognise the extent to which the demands of jobs place pressure on employees' work-life balance.

Employee Views and their Experience of Working Life

In this section of the report, the findings of WERS 2004 in relation to employees' perceptions of their levels of job satisfaction, work strain and organisational commitment will be outlined.



Job Satisfaction

The survey asked employees to report on their job satisfaction in seven areas, rating their satisfaction in each area on a five-point scale from 'very satisfied' to 'very dissatisfied'.

The principal results in this regard (outlined in [tables 11.2 – 11.8](#)) were as follows:

- 74% of employees were either satisfied or very satisfied with the sense of achievement they get from work, with 9% dissatisfied or very dissatisfied
- 75% were satisfied with the scope they had for using their own initiative in their work, with 9% again dissatisfied
- 61% were satisfied with the amount of influence they had over their job and 12% dissatisfied
- 75% were satisfied with the work itself and only 7% dissatisfied
- 52% of employees were satisfied with the training they received, whereas 21% were dissatisfied with this
- 35% were satisfied with the level of pay they received; in contrast 40% were dissatisfied
- 65% of employees were satisfied with their levels of job security and 13% dissatisfied

These results show that the large majority of employees in the South East are satisfied with the nature of their work and their levels of independence and influence in it. A large majority

are also satisfied with their levels of job security. However there is substantial dissatisfaction with levels of pay and also significant dissatisfaction with training provision. Levels of satisfaction and dissatisfaction in each of these areas were similar to those in London and the East of England, although employees in the South East appear to be slightly more satisfied than their counterparts in these regions.

Work Strain

The principal results relating to the questions in the survey on work strain are as follows (tables 11.9 – 11.11):

- 75% of the South East's employees either agreed or strongly agreed that their job requires them to "work very hard"; only 6% disagreed with this statement
- 40% of employees agreed with the statement that "I never seem to have enough time to get my work done", with 30% disagreeing
- 28% of employees agreed that they "worry a lot about my work outside working hours"; in contrast, 48% disagreed

Employee responses to these questions were very similar in London and the East of England. These figures arguably highlight the extent to which business and organisational demands are placing many employees in the South East under considerable pressure, which in a sizable number of cases is affecting their home lives.

Employee Commitment

60% of the South East's employees agreed that they shared many of the values of their organisation, with 9% disagreeing with this statement ([table 11.12](#)). Almost three-quarters (73%) reported that they felt loyal to their organisation, with only 7% asserting the opposite ([table 11.13](#)); while 62% agreed that they were proud to tell people who they worked for (8% disagreed with this) ([table 11.14](#)). These figures point to relatively high levels of organisational commitment among employees in the South East.

Perceptions of Managers' Support on Work-life Balance

62% of employees in the South East agreed with the statement that “managers at this workplace understand about employees having to meet responsibilities outside work”, while 15% of employees disagreed ([table 11.15](#)). These figures arguably contradict those outlined earlier in relation to managers' attitudes, which highlighted that 60% of managers in the South East were of the view that it was up to individual employees to find ways of balancing their work and family responsibilities.

Views on Consultation Levels & Participation in Decision-making

We have seen that managers in the South East frequently hold a range of face-to-face meetings with employees and also operate various communication and involvement mechanisms such as notice boards, employee surveys etc. We also found that the large majority of managers claimed that employees were involved and consulted in decision-

making, but that at the same time many expressed the view that those at the top were best placed to make decisions about the workplace.

WERS 2004 asked employees in the South East what they thought about management consultation and employee or employee representative involvement in decision making (tables 9.2 - 9.4). The principal results in this regard are as follows:

- 49% of employees felt that managers were good or very good at seeking the views of employees or their representatives; in contrast, 25% thought they were poor or very poor (the remaining 26% thought they were neither good nor poor)
- 43% felt that managers were good at responding to suggestions from employees or employee representatives, although 25% again felt managers were poor in this regard
- 32% of employees felt that managers were good at allowing employees or employee representatives to influence final decisions, but the same number thought they were poor

These figures show that, from an employee perspective, managers are seen to be quite good at seeking employees' views but less good at responding to employee suggestions and, in particular, allowing employees or employee representatives to influence final decisions. Responses to these questions were similar in both London and the East of England.

Results of Statistical Analysis

As outlined at the beginning of this report, it is possible to conduct a number of statistical tests on the raw survey data using the software package SPSS, in order to ascertain whether identified differences between the South East and London and the South East and the East of England in relation to particular items are 'statistically significant.' This is arguably of particular interest to SEEDA and other policy related organisations in the South East, interested in getting as much information as possible on how the South East compares with London and the East of England in terms of human resource management practices and employee relations.



To this end, the results for a selection of variables have been statistically analysed (see the list of variables outlined in [Appendix I](#)). The statistical test used for this purpose was a Pearson chi-square test for independence. The test statistic reports the significance of any difference between two or more sets of data. The chi-square test statistic is said to be significant if the result is less than the stated probability value (p value). It is common practice in social science research to test significance at the 5% level ($p < .05$). A 5% significance level was therefore used in order to establish which identified differences between the regions were statistically significant. Where an identified difference is statistically significant at the 5% level, this implies that 95 out of 100 equivalent surveys would also show a difference between the two groups.

This statistical analysis found that there was no statistically significant difference between the South East, London and the East of England in relation to the large majority of items. However those items for which statistically significant differences were identified, arguably reinforce a theme that was rather apparent throughout the report. Namely that the human resource management strategies adopted in the South East were somewhat more advanced or sophisticated than in the East of England, but somewhat less so than those adopted by organisations in London. For example, as outlined in [Appendix I](#) the tests undertaken established that workplaces in the South East were more likely to be IIP accredited, have a strategic plan incorporating employee diversity and undertake appraisals for non-managerial staff than those in the East of England. This arguably demonstrates that the South East was somewhat more advanced or sophisticated than the East of England in terms of HR policies and strategies.

In contrast, the tests established that workplaces in London made greater provision for workplace nurseries, parental leave and leave for carers of older adults than those in the South East. Although the fact that workplaces in London were statistically more likely to be subject to an employment tribunal claim is noteworthy, these results arguably highlight the greater prevalence of sophisticated/advanced HR policies in that region.



Comparisons between Industry Sectors in the South East

In addition to providing overall figures, the employee responses to WERS 2004 were broken down on an industry basis, with separate results provided for employees in private sector production industries (incorporating manufacturing, utilities and construction); private sector service industries (comprising wholesale and retail, hotels and restaurants, transport and communication, financial services and other business services); and public sector workplaces (comprising public administration, education, health and other community services).



While many similarities were identified, this section of the report will highlight some of the key differences between these industries in the South East, as follows:

- Gender breakdown: while private sector production industries in the South East were predominantly male (with only 23% of employees in those industries being female), women dominated both private sector services industries and the public sector (accounting for 58% and 65% of employment respectively)
- The age profile of the public sector is higher than private production or private services: only 33% of public sector employees were under the age of 40, while 35% were over 50. In contrast, 47% of employees in private production were under 40, with 27% over 50; while in private services, 51% were under 40 and only 24% over 50
- Part-time working: only 5% of employees in private sector production industries worked part-time, while 23% of employees in private sector service and 30% of public sector workers did so. One would expect that these figures are closely related to those on the gender breakdown outlined above
- Temporary working appears to be somewhat higher in the public sector (9% of employees) than either private production (5%) or private service industries (7%)
- Long hours working was higher in private production industries, with 38% of employees reporting that they worked more than 48 hours a week at least once a month. The equivalent figures for private sector services and the public sector were 30% and 23% respectively
- An apparent difference in the employee relations climate was identified between the three industries: 62% of employees in private production and 66% in private service industries agreed that relations between managers and employees were good or very good, whereas the figure in the public sector was somewhat lower, at 53%. However

there was a close similarity in the responses from employees in the three sectors relating to questions on job satisfaction, perceptions of job security, organisational commitment and loyalty etc.

- In contrast, satisfaction with training provided appears to be higher in the public than the private sectors. Well over half (57%) of public sector employees were satisfied with the training they received, with 21% being dissatisfied. In contrast, only 44% of employees in private production industries were satisfied, with 23% dissatisfied. The picture in private services was between these two: here 51% were satisfied and 20% dissatisfied
- While levels of satisfaction with training were evidently higher in the public sector, levels of work strain were found to be higher there. Over half (51%) of employees in the public sector agreed that they never seem to have enough time to get their work done. This compared with 42% of employees in private production and 37% in private sector services. Similarly, a higher percentage of employees in the public sector reported that they worried a lot about work outside working hours: 33% compared to 27% in private services and 25% in private production
- The provision of flexible working arrangements was higher in the public sector than either private sector production or service industries. Flexi-time was available to 42% of employees in the public sector, job sharing to 26%, reduced working hours to 38% and working from home to 13%. In private sector services, flexi-time was available to 38% of employees, job sharing to 16%, reduced working hours to 31% and working from home to 20%. In private production industries, flexi-time was available to 30%, job sharing to 11%, reduced working hours to 16% and working from home to 14%

- Provision of workplace nurseries or assistance with childcare costs is also evidently higher in the public sector: here 11% of employees reported that they had access to a workplace nursery or help with childcare costs. This compared with 5% of employees in private sector services and 6% in private production industries. (It should however be noted that in each of these industries, around a third of employees answered 'do not know' to the question on this topic)
- Public sector employees appear to have greater caring responsibilities: the survey found that 17% of public sector employees had caring responsibilities for disabled or older adults, compared with 13% of employees in private services industries and 10% in private production industries

Overall Summary & Conclusion

On the basis of a number of figures presented in this report, the South East appears to be relatively sophisticated or advanced in terms of the HR and employee relations strategies it adopts and, consequently, the nature of HR and employment outcomes in the region. Over half of employees work at IIP accredited workplaces and at workplaces that have dedicated HR managers. Nearly 70% of the region's employees receive off-the-job training, over 70% are based at establishments where all non-managerial employees are regularly appraised and 69% at workplaces where all or most core employees work in formal teams. Almost two-thirds of employees in the South East state that management-employee relations are good, with only 13% describing them as poor. Levels of employee satisfaction are very high across a number of relevant variables.

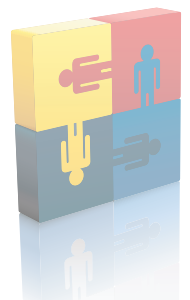


Policymakers and officials in the region are therefore entitled to be satisfied with the survey results. Indeed although figures were not presented in the report, the South East compares favourably with the results for Britain as a whole, often having a 'better' score than the national average on particular items.

However, WERS 2004 data did highlight a number of areas of concern. The extent of training provided was limited, with nearly 60% of employees receiving less than two days off-the-job training. Other recognised sophisticated HR strategies, such as the adoption of advanced forms of teamworking and 'bundles' of task involvement work practices, were also limited (although the results for the South East on these items were comparable with those for Britain as a whole).

In addition, although the statistical significance of identified differences was not estimated, the South East appears to lag slightly behind the other British regions in the provision of paternity leave (also paternity leave on full pay) and leave for carers of older adults. Further, while employees were generally satisfied, they expressed significant dissatisfaction with pay levels and training provision (with the latter perhaps reflecting the limited extent of training in practice). A sizable number of employees felt that managers were poor at allowing them to influence final decisions, while levels of work strain were relatively high and long hours working a reality for a substantial proportion of employees in the region.

There are therefore clearly areas for improvement which warrant close attention on the part of HR practitioners and policy makers alike.

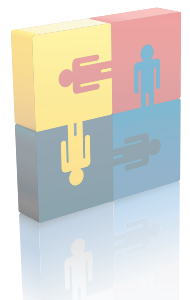


With regard to comparisons with the other regions in the 'Greater South East' area as outlined above, employment and HR practices in the South East were found on the whole to be very similar to those adopted by employers in London and the East of England.

The results of the statistical analysis undertaken however, did suggest that the practice of employment relations in the South East is somewhat more formal and sophisticated than in the East of England, but also somewhat less advanced than in London.

These are arguably important findings, particularly if the South East is seen to be competing with these regions with regard to both achieving competitive success and the adoption of 'best practice' HR policies.

The final section of the report highlighted that the three main economic sectors within the region have particular features and characteristics, and may therefore require targeted policies or interventions.



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Further information

A selection of tabulations is appended to this document in order to aid the discussion. Further information is given in Forth and Stokes (2006), which provides a more extensive set of regional tabulations. However those tabulations are without commentary.



Appendix I: Results of Statistical Analysis

Test undertaken: Pearson chi-square test for independence

Rationale: to ascertain whether there was any statistically significant difference between the survey results for the South East and London and the South East and the East of England in relation to a selection of variables

Significance level used: 5% ($p = < .05$)

Variables tested:

- Percentage of workplaces where employee relations issues are covered in strategic plan
- Percentage of workplaces where employee development is covered in strategic plan
- Percentage of workplaces where employee diversity is covered in strategic plan
- Percentage of workplaces that are IIP accredited
- Percentage of core employees that received off-the-job training in past 12 months



- Average amount of off-the-job training for core employees where there is some training
- Percentage of non-managerial employees who are regularly appraised
- Percentage of core employees in formal teams
- Nature of teamworking in largest occupational group
- Proportion of largest occupational group being functionally flexible once a week
- Incidence of problem-solving groups
- Co-existence of team working, functional flexibility and problem-solving groups (formal arrangements only)
- Presence of joint consultative committees at workplace or higher level
- Presence of stand-alone non-union representatives
- Incidence of face-to-face meetings between managers and staff
- Percentage of workplaces that conducted a formal survey of employee views during previous two years
- Use of downward direct communication (i.e. management chain, intranet etc)
- Percentage of workplaces subject to an employment tribunal claim in previous 12 months
- Percentage of workplaces having a formal grievance procedure
- Percentage of workplaces having a formal disciplinary procedure
- Presence of a formal written equal opportunities policy
- Percentage of workplaces offering flexible working policies
- Percentage of workplaces providing any maternity leave at full pay

- Percentage of workplaces providing a workplace nursery
- Percentage of workplaces providing time off for emergencies as special paid leave
- Percentage of workplaces providing paid parental leave
- Percentage of workplaces providing leave for carers of older adults

Note: for technical reasons it was not possible to test the responses to the employee survey

Variables where Statistically Significant Differences were identified & their Interpretation:

- Percentage of workplaces where employee diversity is covered in strategic plan: workplaces in the South East were more likely to have employee diversity mentioned in their strategic plan than those in the East of England
- Percentage of workplaces that are IIP accredited: workplaces in the South East were more likely to be IIP accredited than those in the East of England
- Percentage of non-managerial employees who are regularly appraised: workplaces in the South East were more likely to regularly appraise non-managerial employees than in the East of England
- Proportion of largest occupational group being functionally flexible once a week: workplaces in the East of England making greater use of functional flexibility than those in the South East

- Incidence of problem-solving groups:
greater incidence of problem-solving groups in the South East than the East
- Presence of stand-alone non-union representatives:
a higher proportion of workplaces in London had stand-alone non-union reps than in the South East
- Use of intranet as form of downward direct communication:
use of an intranet significantly higher in London than the South East
- Percentage of workplaces subject to an employment tribunal claim in previous 12 months:
tribunal claims more common in London than the South East
- Percentage of workplaces providing a workplace nursery:
provision of workplace nurseries higher in London than the South East
- Percentage of workplaces providing paid parental leave:
provision of paid parental leave higher in London than the South East
- Percentage of workplaces providing leave for carers of older adults:
provision of leave for the carers of older adults higher in London than the South East

Appendix II:

Selection of Tables



Section 1: Workplace and workforce profile

All workplaces with 5 or more employees (workplace weighted)³

Table 1.1 Workplace employment size (ZALLEMPS)

		Size of establishment							Number of observations
		5 to 9 employees	10 to 24 employees	25 to 49 employees	50 to 99 employees	100 to 199 employees	200 to 499 employees	500 or more employees	
Government Office Region	North East	45	31	14	5	2	1	1	92
	North West	35	32	19	7	4	2	1	275
	Yorkshire & The Humber	46	28	15	6	3	2	0	197
	East Midlands	44	34	12	5	3	2	1	172
	West Midlands	48	27	13	8	2	2	0	225
	East of England	47	33	12	5	2	1	0	205
	London	41	32	13	8	4	1	1	300
	South East	39	37	12	6	3	2	1	315
	South West	46	33	9	7	2	1	1	175
	Scotland	43	34	13	5	4	1	1	223
	Wales	53	30	8	4	3	1	0	116
All workplaces		44	32	13	6	3	2	1	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement



Table 1.2 Identity of largest non-managerial occupational group (EPQ Q3)

		Occupation with the most employees									
		Professional	Associate professional and technical	Administrative and secretarial	Skilled trades	Caring, leisure and personal service	Sales	Operative and assembly	Routine unskilled	Number of observations	
Government Office Region	North East	7	9	18	11	9	22	8	17	91	
	North West	5	8	12	11	7	20	18	19	274	
	Yorkshire & The Humber	8	7	15	1	6	33	12	19	197	
	East Midlands	8	3	12	13	6	25	16	17	168	
	West Midlands	6	8	10	20	9	24	8	16	223	
	East of England	4	6	15	11	10	23	18	14	205	
	London	15	7	18	5	13	25	3	14	293	
	South East	7	11	15	11	12	24	9	12	314	
	South West	6	11	12	13	14	29	8	7	175	
	Scotland	11	5	18	12	10	22	10	11	222	
	Wales	6	14	12	2	7	24	15	20	114	
All workplaces		7	8	14	10	10	24	11	15	2276	

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 1.3 Industry sector (ASIC)

		SIC 2003												Number of observations
		Manufacturing	Electricity, gas and water	Construction	Wholesale and retail	Hotels and restaurants	Transport and communication	Financial services	Other business services	Public administration	Education	Health	Other community services	
Government Office Region	North East	11	0	1	32	8	1	5	2	7	6	13	13	92
	North West	8	0	6	22	13	5	7	17	2	3	8	10	275
	Yorkshire & The Humber	15	0	1	34	6	6	2	16	4	5	5	5	197
	East Midlands	13	0	13	22	9	6	3	12	1	6	9	5	172
	West Midlands	21	0	3	30	6	2	4	15	1	3	6	8	225
	East of England	17	0	5	25	7	11	8	4	2	3	10	8	205
	London	3	0	4	14	14	8	8	21	2	8	12	6	300
	South East	5	0	6	25	9	1	5	20	1	5	20	4	315
	South West	10	0	5	25	6	1	4	21	3	7	11	7	175
	Scotland	7	1	6	23	9	3	6	14	1	6	19	3	223
	Wales	16	0	3	27	9	6	4	11	3	4	10	6	116
All workplaces		11	0	5	25	9	5	5	15	2	5	12	6	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 1: Workplace and workforce profile

All workplaces with 5 or more employees (workplace weighted)³

Table 1.4 Whether single independent or part of larger organisation (derived: see pp. 9-11)

		Whether branch site, head office or single/soleUK				Number of observations
		Branch site of larger organisation	Head office of larger organisation	Sole UK site of foreign organisation	Single independent establishment	
Government Office Region	North East	72	10	0	17	92
	North West	53	10	0	37	275
	Yorkshire & The Humber	60	6	0	34	197
	East Midlands	43	13	3	40	172
	West Midlands	44	6	4	46	225
	East of England	53	10	3	34	204
	London	58	10	5	27	300
	South East	53	14	3	30	315
	South West	49	8	2	41	174
	Scotland	52	9	0	38	223
	Wales	64	9	5	23	116
	All workplaces	53	10	3	35	2293

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 1.5 Sector of ownership (ASTATUS)

		Ownership		Number of observations
		Private sector	Public sector	
Government Office Region	North East	85	15	92
	North West	90	10	275
	Yorkshire & The Humber	85	15	197
	East Midlands	89	11	172
	West Midlands	94	6	225
	East of England	88	12	205
	London	84	16	300
	South East	88	12	315
	South West	87	13	175
	Scotland	79	21	223
	Wales	84	16	116
	All workplaces	87	13	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 1: Workplace and workforce profile

All workplaces with 5 or more employees (workplace weighted)³

Table 1.6 Family ownership (derived: see pp. 9-11)

		Family-owned private sector workplaces					
		Family-owned	Not family-owned	Private sector company, do not know family ownership	Public sector	Number of observations	
Government Office Region	North East	34	51	0	15	92	
	North West	44	42	4	10	275	
	Yorkshire & The Humber	45	39	0	15	197	
	East Midlands	61	27	1	11	172	
	West Midlands	61	30	2	6	225	
	East of England	46	42	1	12	205	
	London	38	40	6	16	300	
	South East	42	42	4	12	315	
	South West	52	34	1	13	175	
	Scotland	47	28	4	21	223	
	Wales	48	35	1	16	116	
All workplaces		47	37	3	13	2295	

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 1.7 Foreign ownership (ACONTROL)

		UK or foreign ownership			Number of observations
		Wholly UK owned	Partly foreign owned	Predominantly or wholly foreign owned	
Government Office Region	North East	83	11	6	61
	North West	78	7	15	204
	Yorkshire & The Humber	84	11	5	139
	East Midlands	83	10	7	131
	West Midlands	87	1	12	182
	East of England	83	5	12	156
	London	79	10	11	220
	South East	82	4	14	245
	South West	77	8	15	136
	Scotland	84	3	13	144
	Wales	81	6	13	72
All workplaces		82	7	12	1690

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 1: Workplace and workforce profile

All workplaces with 5 or more employees (workplace weighted)

Table 1.8 Workplace age (AHOWLONG)

		Age of workplace at present and any previous address				Number of observations
		Less than 5 years	5 to 9 years	10 to 24 years	25 or more years	
Government Office Region	North East	7	9	44	40	92
	North West	8	15	34	43	274
	Yorkshire & The Humber	22	13	35	30	194
	East Midlands	7	16	40	37	172
	West Midlands	6	19	37	38	225
	East of England	13	11	26	50	204
	London	8	21	36	35	299
	South East	13	12	40	35	315
	South West	15	19	30	37	174
	Scotland	9	11	32	48	222
	Wales	11	20	24	45	116
All workplaces		11	15	34	40	2287

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 1.9 Use of temporary agency workers (ZAGENCY)

		Temporary employees as a proportion of all employment: 6 bands						Number of observations
		No temporary employees	10% or less	More than 10% to 25%	More than 25% to 50%	More than 50% to 75%	More than 75%	
Government Office Region	North East	86	11	3	0	0	0	89
	North West	85	7	7	0	0	0	266
	Yorkshire & The Humber	87	7	6	0	0	0	185
	East Midlands	92	5	3	0	0	0	162
	West Midlands	92	6	1	1	0	0	210
	East of England	88	9	3	0	0	0	197
	London	80	7	6	5	2	0	279
	South East	90	7	2	0	0	0	299
	South West	90	7	3	0	0	0	167
	Scotland	90	5	5	0	0	0	207
	Wales	93	3	1	3	0	0	107
All workplaces		88	7	4	1	0	0	2168

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 1: Workplace and workforce profile

All workplaces with 5 or more employees (workplace weighted)

Table 1.10 Contracting out of labour services (JNONEMP)

		Type of service contracted out												Number of observations
		Cleaning of building and premises	Security	Catering	Building maintenance	Printing/ photo-c copying	Payroll	Transport of documents/g oods	Computing services	Training	Recruitment	Temporary filling of vacant posts at this workplace	None of these	
Government Office Region	North East	59	34	11	72	27	19	41	14	32	20	7	11	92
	North West	54	24	8	61	13	29	24	21	25	8	8	15	275
	Yorkshire & The Humber	45	30	10	52	11	17	30	26	22	6	12	19	196
	East Midlands	43	22	6	39	15	21	18	18	16	5	5	23	172
	West Midlands	51	25	5	62	17	18	27	16	31	5	13	19	225
	East of England	51	28	8	67	19	29	37	28	35	7	16	11	205
	London	64	39	8	57	22	33	27	30	33	13	20	14	298
	South East	61	25	14	62	13	31	27	33	37	13	15	13	314
	South West	48	14	14	74	21	29	42	24	41	14	11	9	175
	Scotland	43	22	12	61	13	22	24	25	36	10	9	16	222
Wales		37	31	5	50	3	18	32	12	14	4	9	25	116
All workplaces		51	26	10	60	16	25	29	24	30	9	12	16	2290

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 1.11 Gender division of managerial posts relative to gender composition of whole workforce (derived: see pp. 9-11)

		Gender division of managerial posts relative to gender composition of whole workforce				
		Only male managers	Male managers over-represented	Female managers equally or over-represented	Only female managers	Number of observations
Government Office Region	North East	35	19	8	38	85
	North West	38	31	9	22	262
	Yorkshire & The Humber	44	19	9	28	165
	East Midlands	42	19	14	25	156
	West Midlands	44	18	27	11	208
	East of England	50	17	10	23	182
	London	34	27	17	23	261
	South East	37	21	10	32	286
	South West	28	26	16	30	150
	Scotland	44	31	7	18	195
	Wales	34	18	15	33	104
	All workplaces	40	23	13	25	2054

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 2: The management of employees

All workplaces with 5 or more employees (workplace weighted)

Table 2.1 Full-time owner managers (derived: see pp. 9-11)

		Presence of full-time owner-manager					Number of observations
		FT owner-manager	Family-owned, but no FT owner-manager	Not family-owned	Private sector company, do not know family ownership	Public sector	
Government Office Region	North East	32	14	44	0	10	77
	North West	41	9	36	4	10	217
	Yorkshire & The Humber	33	11	40	0	16	163
	East Midlands	59	7	23	1	10	152
	West Midlands	47	14	30	3	6	200
	East of England	40	8	42	1	10	169
	London	28	11	41	7	13	248
	South East	36	7	42	5	11	259
	South West	44	8	34	0	13	152
	Scotland	41	7	30	4	18	191
	Wales	37	15	33	1	14	101
	All workplaces	40	10	36	3	12	1929

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees where manager interviewed on-site

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement



Table 2.2 Job title of manager responsible for employment relations (BTITLE)

		Job title derived from btitle and btitle2						Number of observations
		Personnel manager/officer	HR manager/officer	Proprietor/owner	Employee/industrial/staff relations manager/officer	Financial manager/company secretary	General manager	
Government Office Region	North East	3	6	26	0	6	58	77
	North West	11	13	31	0	2	43	215
	Yorkshire & The Humber	3	8	22	0	3	64	163
	East Midlands	10	10	37	0	9	35	150
	West Midlands	9	2	28	0	14	47	198
	East of England	4	5	26	0	5	61	166
	London	4	8	22	0	4	62	245
	South East	9	9	21	0	9	52	256
	South West	20	8	28	0	3	41	148
	Scotland	14	4	25	0	4	53	183
	Wales	17	8	19	0	0	56	100
All workplaces		9	7	26	0	6	52	1901

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees where manager interviewed on-site

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 2: The management of employees

All workplaces with 5 or more employees (workplace weighted)

Table 2.3 Sources of advice on employment relations issues (BADVICE)

		Sources of advice											Number of observations
		ACAS	Department of Trade and Industry	Business Link / Small Business Service	Other Government department or agency	Management consultants	External lawyers	External accountants	Employers association	Citizens Advice Bureau	Other professional bodies (e.g. CIPD)	None of these	
Government Office Region	North East	20	5	6	12	7	7	4	5	8	11	56	77
	North West	26	17	16	10	12	26	22	6	3	11	44	217
	Yorkshire & The Humber	20	9	19	12	8	21	12	3	3	21	39	163
	East Midlands	23	10	8	12	8	33	14	6	1	20	44	152
	West Midlands	20	11	11	6	9	20	11	8	1	10	53	200
	East of England	16	11	13	11	10	17	15	4	3	11	53	169
	London	24	20	11	14	12	31	15	9	2	16	37	248
	South East	16	9	17	10	9	25	14	3	7	18	44	259
	South West	23	9	15	11	13	21	19	7	6	10	48	152
	Scotland	16	6	2	8	10	21	16	2	2	11	54	191
	Wales	25	16	0	9	11	31	9	2	0	18	53	101
All workplaces		21	11	11	10	10	24	15	5	3	14	47	1929

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees where manager interviewed on-site

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 2: The management of employees

All workplaces with 5 or more employees (workplace weighted)

Table 2.4 Membership of employers organisations (BMEMBER)

		Organisational memberships						Number of observations
		Employers Association	Industry or Trade Association	Chamber of Commerce	Federation of Small Businesses	Some other similar group	None of these	
Government Office Region	North East	20	34	25	0	13	48	84
	North West	8	20	27	9	11	51	256
	Yorkshire & The Humber	10	23	21	10	10	46	183
	East Midlands	6	21	25	12	10	47	163
	West Midlands	5	16	30	12	15	41	209
	East of England	4	30	20	8	13	45	188
	London	13	20	19	6	17	45	277
	South East	11	28	17	10	17	46	300
	South West	6	22	11	8	19	52	169
	Scotland	7	16	18	13	19	42	201
	Wales	11	16	9	14	17	53	100
All workplaces		9	22	20	10	15	46	2130

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 2.5 Issues covered in formal strategic plans (BMANAGE)

		Employment issues covered								Number of observations
		Employee development	Employee job satisfaction	Employee diversity	Product or service development	Improving quality of product or service	Forecasts of staffing requirements	Market strategy/developing new markets	None of these	
Government Office Region	North East	64	39	38	71	72	46	59	22	92
	North West	53	39	23	51	58	47	45	38	275
	Yorkshire & The Humber	44	27	23	42	49	37	40	43	196
	East Midlands	49	23	19	43	50	30	38	46	170
	West Midlands	51	39	29	47	56	41	45	39	225
	East of England	51	35	20	43	51	34	43	43	204
	London	67	45	40	63	68	57	53	24	299
	South East	55	43	36	58	61	42	47	33	314
	South West	56	34	28	52	54	38	50	38	175
	Scotland	52	37	29	57	61	35	40	37	223
	Wales	56	46	37	59	57	54	47	37	116
All workplaces		54	37	29	53	57	42	46	37	2289

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 2: The management of employees

All workplaces with 5 or more employees (workplace weighted)

Table 2.6 Any coverage of employment issues in formal strategic plans (derived: see pp. 9-11)

		Strategic plan covers ER issues			Number of observations
		Strategy covers ER issues	Strategy covers other issues	No strategy	
Government Office Region	North East	64	16	19	92
	North West	55	7	38	273
	Yorkshire & The Humber	46	12	43	196
	East Midlands	49	8	43	170
	West Midlands	54	9	37	224
	East of England	52	6	43	204
	London	70	8	22	296
	South East	60	8	32	313
	South West	57	5	38	175
	Scotland	52	11	37	223
	Wales	57	7	36	115
All workplaces		56	8	36	2281

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 2.7 Investors in People accreditation (BAWARD)

		Is (Name or Organisation) accredited as an Investor in People?		Number of observations
		Yes	No	
Government Office Region	North East	45	55	85
	North West	38	62	269
	Yorkshire & The Humber	33	67	191
	East Midlands	26	74	165
	West Midlands	33	67	218
	East of England	29	71	198
	London	51	49	290
	South East	44	56	304
	South West	29	71	165
	Scotland	33	67	215
	Wales	44	56	111
All workplaces		37	63	2211

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 3: Training

All workplaces with 5 or more employees (workplace weighted)⁴

Table 3.1 Proportion of core employees receiving off-the-job training in past 12 months (COFFJOB)

		What proportion of experienced [NAME OF LARGEST OCCUPATIONAL GROUP] have been given time off from their normal daily work duties to undertake training over the past 12 months?							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%)	
Government Office Region	North East	36	3	6	12	17	12	13	88
	North West	26	6	4	9	13	19	23	270
	Yorkshire & The Humber	34	8	7	5	9	13	25	195
	East Midlands	24	7	6	5	10	8	39	167
	West Midlands	27	7	6	5	7	19	28	219
	East of England	28	8	8	11	9	9	27	204
	London	30	8	13	13	9	15	13	292
	South East	38	4	10	8	8	14	18	309
	South West	30	7	6	7	12	15	23	174
	Scotland	25	5	9	7	11	17	27	218
	Wales	28	2	1	10	7	28	25	113
All workplaces		30	6	7	8	10	15	24	2249

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement



Table 3.2 Average amount of off-the-job training for core employees, where some training (CTRAIN)

		On average, how many days of training did experienced [NAME OF LARGEST OCCUPATIONAL GROUP] undertake over the past 12 months?						Number of observations
		No time	Less than one day	1 to less than 2 days	2 to less than 5 days	5 to less than 10 days	10 days or more	
Government Office Region	North East	0	0	20	35	34	11	83
	North West	0	6	30	25	20	19	236
	Yorkshire & The Humber	1	10	31	43	7	8	164
	East Midlands	1	10	22	39	16	11	135
	West Midlands	2	6	20	39	16	17	193
	East of England	5	11	26	37	13	7	169
	London	0	3	29	36	11	21	266
	South East	0	3	23	43	18	13	271
	South West	5	8	26	28	16	17	155
	Scotland	2	1	22	37	26	12	183
	Wales	3	1	34	36	14	12	97
All workplaces		2	6	26	36	17	14	1952

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees where some training for largest occupational group in past 12 months

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 3.3 Topics covered in off-the-job training for core employees, where some training (CHOW)

		Topics covered														
		Computing skills	Teamworking	Communication skills	Leadership skills	Operation of new equipment	Customer service/liaison	Health and safety	Problem-solving methods	Equal opportunities	Reliability and working to deadlines	Quality control procedures	None of these	Number of observations		
Government Office Region	North East	44	38	47	27	58	51	68	24	22	20	44	2	84		
	North West	43	40	49	33	55	43	74	19	17	19	28	5	240		
	Yorkshire & The Humber	47	33	37	22	49	32	67	21	25	18	31	1	175		
	East Midlands	36	28	38	27	42	46	75	10	18	23	35	3	140		
	West Midlands	43	44	51	28	49	47	61	20	13	24	26	2	199		
	East of England	33	47	43	26	51	45	71	13	16	11	31	5	175		
	London	52	45	54	44	42	36	68	27	26	23	38	5	276		
	South East	43	43	42	38	47	52	71	21	25	21	43	4	284		
	South West	44	37	47	20	54	46	53	23	23	21	38	9	158		
	Scotland	38	29	40	16	41	37	69	20	16	10	34	10	198		
Wales	47	43	42	15	66	42	63	25	22	21	39	5	105			
All workplaces	43	40	45	29	49	43	68	20	20	19	35	5	2034			

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees where some training for largest occupational group in past 12 months

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 3: Training

All workplaces with 5 or more employees (workplace weighted)

Table 3.4 Whether pay is linked to performance appraisal (derived: see pp. 9-11)

		Pay linked to appraisal for non-managers			Number of observations
		Pay linked to outcome of regular appraisals for non-mgrs	Pay not linked	No regular appraisals for non-managerials	
Government Office Region	North East	24	46	30	91
	North West	23	44	33	269
	Yorkshire & The Humber	25	38	37	187
	East Midlands	19	32	48	170
	West Midlands	21	36	42	221
	East of England	23	35	42	201
	London	34	48	18	295
	South East	29	40	32	307
	South West	31	38	31	171
	Scotland	21	39	40	220
	Wales	12	48	40	115
All workplaces		25	40	35	2247

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 3.5 Proportion of core employees in formal teams (CTEAMS)

		Proportion of largest occupational group that works in teams							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%)	
Government Office Region	North East	54	2	7	4	1	0	30	90
	North West	26	12	7	7	3	2	43	273
	Yorkshire & The Humber	31	8	5	5	7	3	43	197
	East Midlands	35	12	2	3	2	3	43	172
	West Midlands	32	9	2	1	4	8	44	222
	East of England	40	9	3	4	3	2	39	205
	London	44	17	3	4	3	1	27	298
	South East	42	8	2	2	4	1	40	314
	South West	35	8	10	3	3	5	35	175
	Scotland	40	6	6	3	4	6	34	222
	Wales	47	4	1	8	3	1	37	115
All workplaces		38	9	4	4	4	3	38	2283

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 3: Training

All workplaces with 5 or more employees (workplace weighted)

Table 3.6 Operation of teamworking at the workplace, where formal teamworking among core employees (CTEAMHOA to CTEAMHOE)

		Team members depend on each others work to be able to do their job	Team members are able to appoint their own team leaders	Team members jointly decide how the work is to be done	Teams are given responsibility for specific products or services	Tasks or roles rotate among the members of the team	Number of observations
Government Office Region	North East	78	8	53	87	59	78
	North West	79	6	58	84	67	228
	Yorkshire & The Humber	83	8	77	72	70	162
	East Midlands	89	3	62	83	69	138
	West Midlands	88	9	69	87	68	169
	East of England	75	12	51	78	65	158
	London	84	10	67	87	65	260
	South East	85	7	63	69	71	257
	South West	81	1	78	84	64	148
	Scotland	87	10	60	81	66	185
	Wales	93	4	49	87	73	96
All workplaces		84	8	63	81	67	1879

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees and formal teamworking among core employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 3.7 Nature of teamworking (combination of factors) (derived: see pp. 9-11)

		Nature of teamworking in the largest occupational group			
		Interdependence, rotation, autonomy & product responsibility	All other types of teamworking	No teamworking	Number of observations
Government Office Region	North East	22	47	30	90
	North West	19	38	43	271
	Yorkshire & The Humber	20	37	43	194
	East Midlands	23	33	43	169
	West Midlands	22	34	44	219
	East of England	16	45	39	202
	London	25	49	27	289
	South East	17	43	41	312
	South West	24	41	35	174
	Scotland	25	41	34	216
	Wales	18	45	37	113
	All workplaces	21	41	38	2249

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 3: Training

All workplaces with 5 or more employees (workplace weighted)47

Table 3.8 Proportion of largest non-managerial group trained to do jobs other than their own (COTHJOB)

		Proportion of largest occupational group trained to be functionally flexible							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%)	
Government Office Region	North East	17	3	2	7	12	9	50	89
	North West	8	3	5	9	19	25	32	273
	Yorkshire & The Humber	7	7	5	8	14	18	41	194
	East Midlands	8	0	6	8	14	18	45	167
	West Midlands	12	1	2	9	18	16	41	223
	East of England	10	6	7	11	11	20	34	201
	London	12	3	5	7	12	26	35	286
	South East	8	3	6	7	10	14	52	305
	South West	14	14	1	9	17	17	27	175
	Scotland	3	3	8	11	6	17	52	217
	Wales	35	7	4	7	5	11	31	113
All workplaces		11	4	5	9	13	18	40	2243

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 3.9 Proportion of largest non-managerial group being functionally flexible (COTHDO)

		Proportion of largest occupational group 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%)	
Government Office Region	North East	3	23	2	2	11	21	38	89
	North West	8	7	4	5	13	33	31	271
	Yorkshire & The Humber	9	8	1	10	13	25	34	194
	East Midlands	10	3	2	8	14	24	39	165
	West Midlands	10	3	6	8	8	29	36	220
	East of England	14	6	5	5	15	23	31	202
	London	9	2	4	11	9	25	40	291
	South East	5	0	8	5	6	21	54	308
	South West	13	3	5	4	11	24	41	174
	Scotland	11	6	4	5	10	23	41	217
	Wales	28	13	6	1	6	12	34	113
	All workplaces	10	5	4	6	11	24	39	2244

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 3: Training

All workplaces with 5 or more employees (workplace weighted)

Table 3.10 Problem-solving groups (non-managerial employees) (DCIRCLES, DPROPOR)

		Incidence of problem solving groups		
		Problem solving groups, non-managerial employees participate	No problem solving groups	Number of observations
Government Office Region	North East	24	76	92
	North West	15	85	273
	Yorkshire & The Humber	18	82	195
	East Midlands	15	85	171
	West Midlands	22	78	225
	East of England	8	92	205
	London	22	78	297
	South East	19	81	314
	South West	14	86	174
	Scotland	15	85	222
	Wales	19	81	115
	All workplaces	17	83	2283

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 3.11 Co-existence of teamworking, functional flexibility and problem-solving groups (formal arrangements only) (derived: see pp. 9-11)

		Teamworking, functional flexibility and problem-solving groups		Number of observations
		Yes	No	
Government Office Region	North East	19	81	92
	North West	8	92	273
	Yorkshire & The Humber	11	89	193
	East Midlands	14	86	170
	West Midlands	12	88	222
	East of England	7	93	203
	London	11	89	296
	South East	11	89	310
	South West	8	92	174
	Scotland	10	90	221
	Wales	11	89	115
All workplaces		11	89	2269

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 4: Employee involvement

All workplaces with 5 or more employees (workplace weighted)

Table 4.1 Managers attitude towards union membership (derived: see pp. 9-11)

		Management attitudes towards union membership					Number of observations
		Active support	Passive, but in favour	Neutral	Passive, but not in favour	Active discouragement	
Government Office Region	North East	19	3	60	13	5	91
	North West	9	9	68	11	4	275
	Yorkshire & The Humber	14	12	53	20	0	194
	East Midlands	7	5	64	22	3	170
	West Midlands	7	5	69	14	5	225
	East of England	9	13	55	20	2	203
	London	14	10	63	9	4	299
	South East	10	6	69	15	1	311
	South West	11	7	62	19	0	175
	Scotland	16	11	59	11	2	221
	Wales	21	8	61	10	0	115
All workplaces		12	9	63	15	2	2279

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

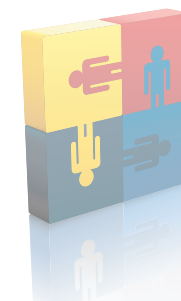


Table 4.2 Managers views about consultation via unions (APHRAS07)

		We would rather consult directly with employees than with unions.					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	28	44	13	14	1	92
	North West	40	40	13	6	1	275
	Yorkshire & The Humber	39	37	16	6	2	197
	East Midlands	49	37	11	3	0	172
	West Midlands	36	48	10	6	0	224
	East of England	43	32	16	7	1	203
	London	37	36	15	10	1	298
	South East	32	41	24	3	0	313
	South West	45	42	9	2	2	174
	Scotland	24	37	31	7	1	221
	Wales	26	51	15	8	1	116
All workplaces		37	40	16	6	1	2285

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 4: Employee involvement

All workplaces with 5 or more employees (workplace weighted)

Table 4.3 Managers views about impact of unions on performance (APHRAS06)

		Unions help find ways to improve workplace performance.					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	1	34	30	29	5	88
	North West	1	15	50	25	9	274
	Yorkshire & The Humber	0	19	44	21	16	196
	East Midlands	6	13	34	32	16	172
	West Midlands	0	14	42	33	11	223
	East of England	2	18	41	23	16	203
	London	6	23	33	26	12	296
	South East	2	18	44	19	17	312
	South West	2	25	30	25	19	175
	Scotland	2	22	39	29	8	221
	Wales	3	28	40	25	5	116
All workplaces		2	20	40	26	13	2276

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 4.4 Union membership density at the workplace (ZUNIMEM)

		Union density: banded						Members present but DK number	Number of observations
		No union members	1% to less than 25%	25% to less than 50%	50% to less than 90%	90% to less than 100%	100% union members		
Government Office Region	North East	61	8	13	9	0	8	0	92
	North West	70	8	8	9	3	2	1	275
	Yorkshire & The Humber	72	3	7	15	2	0	0	197
	East Midlands	71	10	7	8	2	1	1	172
	West Midlands	74	13	3	8	1	1	1	225
	East of England	72	9	9	8	1	0	1	205
	London	69	9	3	12	1	5	2	300
	South East	79	9	3	6	0	3	0	315
	South West	70	8	8	7	1	4	1	175
	Scotland	61	6	9	14	3	7	2	223
	Wales	65	2	10	14	3	3	2	116
All workplaces		71	8	7	10	1	3	1	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 4: Employee involvement

All workplaces with 5 or more employees (workplace weighted)

Table 4.5 Presence of on-site lay union representatives (derived: see pp. 9-11)

		Presence of on-site union reps						Number of observations
		Reps of recognised and non-recognised unions	Reps of recognised unions	Reps of non-recognised unions	Union members but no reps	Union members, but DK if any reps	No union members	
Government Office Region	North East	0	9	0	30	0	61	92
	North West	0	11	1	16	1	70	275
	Yorkshire & The Humber	0	10	0	17	1	72	197
	East Midlands	0	7	3	15	3	71	172
	West Midlands	0	9	0	15	2	74	225
	East of England	0	6	0	22	1	72	205
	London	0	6	0	23	1	69	300
	South East	0	6	1	12	3	79	315
	South West	0	6	1	21	2	70	175
	Scotland	0	8	0	28	2	61	223
	Wales	0	7	0	26	1	65	116
All workplaces		0	8	1	19	2	71	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 4.6 Recognition of trade unions for negotiations over pay and conditions (derived: see pp. 9-11)

		Union recognition		Number of observations
		No union recognised	At least one recognised union	
Government Office Region	North East	63	37	91
	North West	75	25	271
	Yorkshire & The Humber	75	25	189
	East Midlands	78	22	162
	West Midlands	83	17	217
	East of England	75	25	199
	London	75	25	289
	South East	82	18	304
	South West	77	23	171
	Scotland	68	32	213
	Wales	73	27	113
All workplaces		76	24	2219

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 4: Employee involvement

All workplaces with 5 or more employees (workplace weighted)⁵

Table 4.7 Managers attitude towards employee involvement in decision-making (1) (APHRAS05)

		Those at the top are best placed to make decisions about this workplace.					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	9	36	36	14	5	92
	North West	14	35	17	32	3	275
	Yorkshire & The Humber	16	44	11	21	7	197
	East Midlands	31	31	12	25	2	172
	West Midlands	17	42	18	19	4	225
	East of England	23	32	18	23	4	205
	London	14	34	18	33	2	300
	South East	17	47	14	20	2	315
	South West	20	32	23	22	4	175
	Scotland	16	43	18	21	2	223
	Wales	12	53	13	22	1	116
All workplaces		17	39	17	24	3	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 4.8 Managers attitude towards employee involvement in decision-making (2) (APHRAS08)

		We do not introduce any changes here without first discussing the implications with employees.					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	13	61	4	18	4	92
	North West	26	47	13	11	3	275
	Yorkshire & The Humber	17	52	11	20	0	196
	East Midlands	33	50	10	6	1	172
	West Midlands	22	48	6	20	3	225
	East of England	23	44	21	9	3	205
	London	21	44	18	14	2	300
	South East	27	50	9	14	0	315
	South West	21	43	13	17	6	175
	Scotland	20	53	12	13	1	223
	Wales	11	63	13	13	0	116
All workplaces		22	49	12	14	2	2294

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 4: Employee involvement

All workplaces with 5 or more employees (workplace weighted)

Table 4.9 Managers attitude towards employee involvement in decision-making (3) (APHRAS10)

		Most decisions at this workplace are made without consulting employees.					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	0	13	15	62	10	92
	North West	1	18	7	53	21	275
	Yorkshire & The Humber	2	7	18	60	13	197
	East Midlands	10	13	15	52	10	172
	West Midlands	2	17	9	58	14	225
	East of England	1	20	17	45	17	205
	London	2	20	14	50	15	300
	South East	0	14	9	59	18	315
	South West	0	17	21	41	21	175
	Scotland	0	12	25	44	19	223
	Wales	0	18	11	60	11	116
All workplaces		2	16	14	53	16	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 4.10 Presence of joint consultative committees at the workplace or a higher level (derived: see pp. 9-11)

		Presence of consultative committees at workplace or higher level						Number of observations
		No committee(s)	Single issue workplace JCC(s) only	Multi-issue workplace JCC(s) only	Higher-level committee(s) only	Single issue workplace JCC(s) + Higher level committee(s)	Multi-issue workplace JCC(s) + Higher level committee(s)	
Government Office Region	North East	50	1	5	39	0	5	91
	North West	65	1	5	24	0	6	272
	Yorkshire & The Humber	58	1	3	34	1	3	191
	East Midlands	71	1	6	21	0	2	170
	West Midlands	70	2	4	21	1	2	218
	East of England	64	0	2	32	0	1	197
	London	62	1	5	28	0	5	295
	South East	66	0	6	26	0	2	313
	South West	66	0	2	27	0	5	173
	Scotland	59	1	4	32	1	4	220
	Wales	56	1	4	36	1	3	110
All workplaces		63	1	4	28	0	3	2250

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 4: Employee involvement

All workplaces with 5 or more employees (workplace weighted)

Table 4.11 Presence of stand-alone non-union representatives (EOTHREPS)

		Presence of stand-alone non-union representatives		Number of observations
		Yes	No	
Government Office Region	North East	6	94	92
	North West	6	94	273
	Yorkshire & The Humber	6	94	196
	East Midlands	9	91	172
	West Midlands	12	88	225
	East of England	3	97	205
	London	8	92	297
	South East	3	97	315
	South West	11	89	174
	Scotland	6	94	222
	Wales	6	94	116
All workplaces		7	93	2287

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 4.12 Incidence of face-to-face meetings (DMEETING, DBRIEF)

		Do you have meetings between senior managers and the whole workforce (either altogether or group by group)?	Do you have meetings between line managers or supervisors and all the workers for whom they are responsible?	Meetings with workforce or briefing groups	Number of observations
Government Office Region	North East	72	73	90	92
	North West	78	63	92	275
	Yorkshire & The Humber	75	50	83	197
	East Midlands	64	60	80	172
	West Midlands	71	64	87	223
	East of England	73	49	85	205
	London	82	73	89	300
	South East	84	64	91	315
	South West	77	54	88	175
	Scotland	71	61	79	223
	Wales	68	54	81	115
All workplaces		75	60	86	2292

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 4: Employee involvement

All workplaces with 5 or more employees (workplace weighted)

Table 4.13 Use of written two-way direct communication (DSURVEY, DCONSUL)

		Have you or a third party conducted a formal survey of your employees' views or opinions during the past two years?	Regular use of e-mail	Suggestion schemes	Any written two-way communication	Number of observations
Government Office Region	North East	42	36	33	62	92
	North West	33	38	28	57	275
	Yorkshire & The Humber	36	36	22	63	197
	East Midlands	29	34	29	59	172
	West Midlands	39	33	20	57	225
	East of England	29	27	32	55	204
	London	47	53	24	72	300
	South East	40	37	20	58	315
	South West	31	24	27	47	175
	Scotland	35	45	29	66	223
	Wales	40	26	33	67	116
All workplaces		36	36	26	60	2294

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 4.14 Use of downward direct communication (DCONSUL)

		Notice boards	Systematic use of management chain	Regular newsletters	Intranet	Any downward communication	Number of observations
Government Office Region	North East	81	69	59	27	91	92
	North West	71	66	42	32	87	275
	Yorkshire & The Humber	66	54	50	31	81	197
	East Midlands	55	57	36	25	73	172
	West Midlands	72	53	28	18	82	225
	East of England	69	61	34	29	83	205
	London	61	45	47	44	82	300
	South East	64	55	45	31	80	315
	South West	65	52	39	32	81	175
	Scotland	57	53	44	29	78	223
	Wales	77	50	44	34	85	116
	All workplaces	66	55	42	30	82	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 5: Determination of pay and other terms and conditions

All workplaces with 5 or more employees (workplace weighted)

Table 5.1 Methods of pay determination in use at workplace (FSOC)

		Single method of pay determination	Any collective bargaining, all employees	Any occupations have pay set by management	Any individual negotiations, all occupations	Any other pay determination for all occupations	Number of observations
Government Office Region	North East	89	30	69	2	0	91
	North West	75	19	79	16	2	270
	Yorkshire & The Humber	85	19	76	12	1	189
	East Midlands	79	13	78	13	0	165
	West Midlands	79	15	82	14	2	219
	East of England	79	16	74	10	0	199
	London	80	21	68	13	2	284
	South East	70	13	76	15	2	308
	South West	84	18	69	10	0	172
	Scotland	89	24	67	7	1	213
	Wales	88	23	75	6	4	109
All workplaces		80	18	74	12	1	2219

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement



Table 5.2 Any merit pay or payment-by-results (FPERF)

		Any employees receive PBR, merit pay or both				Number of observations
		Neither	Merit pay only	PBR only	Both	
Government Office Region	North East	49	16	33	2	92
	North West	56	18	21	5	274
	Yorkshire & The Humber	64	8	26	3	197
	East Midlands	62	7	26	5	172
	West Midlands	60	7	21	12	225
	East of England	54	7	33	6	205
	London	59	8	24	9	300
	South East	55	8	30	7	315
	South West	60	5	31	4	175
	Scotland	67	7	22	5	223
	Wales	72	12	14	1	116
	All workplaces	60	9	26	6	2294

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 5: Determination of pay and other terms and conditions

All workplaces with 5 or more employees (workplace weighted)

Table 5.3 Any profit-related pay (FPROF)

		Profit related payments or bonuses		
		None	Profit related pay or bonuses	Number of observations
Government Office Region	North East	56	44	92
	North West	68	32	275
	Yorkshire & The Humber	74	26	197
	East Midlands	69	31	172
	West Midlands	74	26	225
	East of England	67	33	205
	London	66	34	299
	South East	68	32	314
	South West	64	36	175
	Scotland	79	21	223
	Wales	79	21	116
All workplaces		70	30	2293

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 5.4 Any employee share-ownership schemes (FSHARE)

		Employee share ownership scheme		Number of observations
		None	Employee share ownership scheme	
Government Office Region	North East	75	25	63
	North West	84	16	214
	Yorkshire & The Humber	82	18	148
	East Midlands	82	18	132
	West Midlands	88	12	185
	East of England	82	18	163
	London	71	29	226
	South East	81	19	252
	South West	81	19	140
	Scotland	82	18	149
	Wales	72	28	78
All workplaces		80	20	1750

WERS 2004 Cross-Section Survey of Managers

Base: All private sector workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 6: Conflict and dissonance

All workplaces with 5 or more employees (workplace weighted)

Table 6.1 State of management-employee relations (managers rating) (MRELATE)

		Finally, looking at this scale, how would you rate the relationship between management and employees generally at this workplace?					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
Government Office Region	North East	31	56	11	2	0	92
	North West	46	51	3	0	0	275
	Yorkshire & The Humber	41	43	12	4	0	194
	East Midlands	44	50	6	0	0	168
	West Midlands	52	42	5	1	0	225
	East of England	51	43	5	1	0	204
	London	55	39	4	2	0	295
	South East	56	39	4	1	0	312
	South West	55	38	7	0	0	175
	Scotland	39	58	3	0	0	222
	Wales	63	29	8	0	0	116
All workplaces		49	44	6	1	0	2278

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement



Table 6.2 Industrial action (GACTIO, GDISPUTE)

		Any industrial action in last 12 months	Any strike action in last 12 months	Any industrial action in last 12 months other than strikes	In the last 12 months, has there been a collective dispute with any group of workers over pay or conditions?	Number of observations
Government Office Region	North East	4	0	4	9	91
	North West	2	1	2	4	275
	Yorkshire & The Humber	3	2	2	5	196
	East Midlands	1	0	0	2	172
	West Midlands	1	0	1	3	225
	East of England	0	0	0	3	204
	London	5	4	1	9	300
	South East	1	0	0	4	315
	South West	1	0	0	1	174
	Scotland	3	1	3	5	223
	Wales	5	0	5	6	116
All employees		2	1	1	4	2291

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 6: Conflict and dissonance

All workplaces with 5 or more employees (workplace weighted)

Table 6.3 Any collective disputes procedure (GPROCEDU)

		Are there any formal procedures for dealing with collective disputes raised by any group of non-managerial employees?		Number of observations
		Yes	No	
Government Office Region	North East	50	50	92
	North West	49	51	273
	Yorkshire & The Humber	41	59	192
	East Midlands	41	59	170
	West Midlands	33	67	221
	East of England	42	58	202
	London	45	55	296
	South East	36	64	311
	South West	36	64	172
	Scotland	42	58	221
	Wales	49	51	115
All workplaces		41	59	2265

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 6.4 Issues covered by collective disputes procedure (where present) (GISSUES)

		Issues					Number of observations
		Pay and conditions	Redundancy	Organisation of work	Health and Safety	Other (please specify)	
Government Office Region	North East	77	81	75	96	7	64
	North West	84	74	73	81	4	168
	Yorkshire & The Humber	88	83	81	78	9	112
	East Midlands	90	88	86	86	3	105
	West Midlands	81	64	78	76	10	111
	East of England	84	78	83	90	2	102
	London	90	79	75	89	10	153
	South East	89	68	83	81	4	157
	South West	81	69	80	87	9	87
	Scotland	88	57	77	92	11	140
	Wales	91	86	76	87	5	79
	All workplaces	86	74	79	85	7	1278

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees with a collective disputes procedure

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 6: Conflict and dissonance

All workplaces with 5 or more employees (workplace weighted)

Table 6.5 Grievances raised in past 12 months (HTYPE)

		Type of grievance																			Number of observations
		No grievances raised	Pay and conditions issues	Job grading / classification	Promotion / career development/ internal transfers	Physical working conditions / health and safety	Work practices / work allocation / pace of work	Working time / annual leave / time off work	Performance appraisal	Sex discrimination	Sexual harassment	Relations with supervisors / line managers (i.e. unfair treatment)	Bullying at work	Race discrimination	Racial harassment	Selection for redundancies	Use of disciplinary sanctions, including dismissal	Some other grievance (please specify)			
Government Office Region	North East	64	20	8	8	8	16	6	4	0	1	17	2	0	0	1	3	3	91		
	North West	57	17	3	8	10	14	8	6	1	3	16	10	2	1	2	5	3	269		
	Yorkshire & The Humber	60	11	6	7	22	10	7	2	1	1	20	5	1	1	1	4	3	194		
	East Midlands	67	15	5	5	5	8	11	3	1	1	10	5	0	0	1	2	1	167		
	West Midlands	68	13	6	9	3	8	9	1	0	1	7	2	1	0	1	2	2	221		
	East of England	57	19	5	5	11	7	8	2	0	1	10	7	1	0	7	4	4	202		
	London	58	16	3	8	8	10	12	5	2	2	13	6	3	2	1	2	3	296		
	South East	62	13	5	7	7	7	8	6	0	1	11	6	1	0	2	4	3	308		
	South West	59	21	6	13	10	11	8	6	0	1	10	4	0	1	2	3	0	175		
	Scotland	65	5	6	5	4	6	4	3	0	1	7	2	0	0	0	6	6	221		
Wales	74	5	3	3	7	4	2	0	0	1	14	3	0	0	0	3	4	116			
All workplaces		62	14	5	7	9	9	8	4	1	1	12	5	1	1	2	4	3	2260		

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 6: Conflict and dissonance

All workplaces with 5 or more employees (workplace weighted)

Table 6.6 Incidence of formal grievance procedure and nature of grievance handling (HPROCEDU, HGRVWRTE, HGRVMTG, HGRVAPL)

		Is there a formal procedure for dealing with individual grievances raised by any employee at this workplace?		In raising grievances, are employees required to set out in writing the nature of the grievance?		Are employees asked to attend a formal meeting with a manager to discuss the nature of their grievance?		Do employees have a right to appeal against a decision made under the procedure? / In raising grievances, are employees able to appeal against the decision?				
		Yes	No	Yes, always	Yes, sometimes - depends on the issue	No	Yes, always	Yes, sometimes - depends on the issue	No	Yes	No	Number of observations
Government Office Region	North East	92	8	67	22	10	85	9	5	95	5	90
	North West	87	13	36	33	31	70	22	8	92	8	274
	Yorkshire & The Humber	74	26	36	28	36	52	23	25	83	17	193
	East Midlands	73	27	45	20	35	68	19	13	97	3	170
	West Midlands	81	19	33	28	39	52	35	13	98	2	223
	East of England	80	20	34	22	44	53	30	17	89	11	203
	London	88	12	57	25	18	77	17	6	92	8	294
	South East	88	12	41	25	34	66	20	14	91	9	310
	South West	83	17	32	36	32	62	29	8	87	13	171
	Scotland	84	16	33	38	29	65	24	11	94	6	220
Wales	81	19	43	34	23	56	35	10	96	4	116	
All workplaces		83	17	40	28	32	63	24	12	92	8	2264

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 6.7 Disciplinary sanctions issued in past 12 months (HORWARN, HWARNING, HSUSPEND, HDEDUCT, HTRANSF, HDISMISS)

		During the last 12 months, have any of these disciplinary sanctions been applied to employees... formal verbal warning?	During the last 12 months, have any of these disciplinary sanctions been applied to employees ... formal written warning?	During the last 12 months, have any of these disciplinary sanctions been applied to employees ... suspension without pay?	During the last 12 months, have any of these disciplinary sanctions been applied to employees ... deduction from pay?	During the last 12 months, have any of these disciplinary sanctions been applied to employees ... internal transfer?	During the last 12 months, have any of these disciplinary sanctions been applied to employees ... dismissal?	Any sanctions in last 12 months, 6 item	Number of observations
Government Office Region	North East	32	22	6	4	3	14	33	88
	North West	42	35	21	3	6	26	48	271
	Yorkshire & The Humber	32	22	14	3	7	16	40	191
	East Midlands	38	27	9	5	4	28	46	169
	West Midlands	39	28	16	2	3	21	50	222
	East of England	40	24	12	4	3	16	47	201
	London	37	27	20	3	11	24	46	294
	South East	41	32	12	3	3	22	48	306
	South West	24	23	11	3	4	17	35	174
	Scotland	27	24	14	2	5	22	37	217
	Wales	27	19	8	2	1	10	29	113
All workplaces		35	27	14	3	5	21	43	2246

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 6.8 Incidence of formal disciplinary procedure and nature of disciplinary handling (HOTHPRO, HOTHWRT, HOTHMTG, HAPPEAL)

		Is there a formal procedure for dealing with discipline and dismissals - other than redundancies?		Is the employer required to set out in writing to the employee the reason for taking disciplinary action?			Are employees asked to attend a formal meeting with a manager to discuss the reason for taking disciplinary action?			In disciplining or dismissing an employee, are they able to appeal against the decision?		Number of observations
		Yes	No	Yes, always	Yes, sometimes - depends on the issue	No	Yes, always	Yes, sometimes - depends on the issue	No	Yes	No	
Government Office Region	North East	94	6	83	12	5	92	3	5	92	8	92
	North West	89	11	77	10	13	87	9	4	91	9	274
	Yorkshire & The Humber	81	19	82	13	5	82	14	4	87	13	194
	East Midlands	82	18	76	12	12	87	7	6	95	5	170
	West Midlands	85	15	68	19	14	73	21	5	94	6	225
	East of England	84	16	73	17	10	83	9	8	93	7	204
	London	88	12	85	7	8	85	7	7	95	5	298
	South East	89	11	84	7	8	83	9	8	96	4	314
	South West	85	15	61	22	17	68	24	8	89	11	173
	Scotland	81	19	72	13	15	78	12	11	92	8	223
	Wales	85	15	64	20	16	77	16	7	92	8	116
All workplaces		86	14	76	13	11	81	12	7	93	7	2283

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 6: Conflict and dissonance

All workplaces with 5 or more employees (workplace weighted)

Table 6.9 Any claim brought to an Employment Tribunal in past 12 months (HCOMPLAI)

		During the last 12 months has an employee or ex-employee of this workplace made an application to an Employment Tribunal?		Number of observations
		Yes	No	
Government Office Region	North East	4	96	90
	North West	11	89	273
	Yorkshire & The Humber	7	93	195
	East Midlands	5	95	171
	West Midlands	5	95	225
	East of England	2	98	202
	London	9	91	298
	South East	3	97	312
	South West	4	96	175
	Scotland	3	97	223
	Wales	3	97	116
All workplaces		5	95	2280

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 6.10 Average percentage of days lost to sickness or unauthorised absence in past 12 months (ZABSENCE)

		Percentage of work days lost	Number of observations
Government Office Region	North East	5.3	92
	North West	4.4	275
	Yorkshire & The Humber	3.7	197
	East Midlands	4.8	172
	West Midlands	3.3	225
	East of England	4.1	205
	London	5.6	300
	South East	4.7	315
	South West	3.6	175
	Scotland	5.0	223
	Wales	5.2	116
	All workplaces	4.5	2295

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 7: Equality, diversity and work-life balance

All workplaces with 5 or more employees (workplace weighted)

Table 7.1 Grounds covered by formal written equal opportunities policies (IPOLICY, IGROUND)

		Grounds covered										Our policy does not specify particular groups	Number of observations
		No formal written policy	Sex/Gender	Race	Religion or belief	Marital status	Disability	Age	Sexual orientation	Trade Union membership	Other type of discrimination		
Government Office Region	North East	24	74	74	74	56	74	62	56	39	9	1	91
	North West	33	57	55	50	42	53	37	39	26	6	10	274
	Yorkshire & The Humber	31	66	66	65	50	64	51	53	36	12	4	194
	East Midlands	38	55	55	49	37	50	36	39	19	11	6	167
	West Midlands	47	44	45	41	32	41	36	37	22	11	8	223
	East of England	42	51	48	43	33	46	35	37	23	11	5	203
	London	25	64	65	62	55	63	56	60	40	17	11	297
	South East	32	55	54	52	41	53	40	44	26	9	13	309
	South West	39	52	52	49	41	52	42	42	22	8	6	173
	Scotland	36	59	60	58	50	60	48	49	34	17	4	217
	Wales	27	62	62	55	51	62	53	56	44	13	10	116
All workplaces		35	57	56	53	43	55	44	46	29	11	8	2264

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement



Table 7.2 Whether any flexible working arrangements available for any employees (IFLEX)

		Flexible working arrangements									Number of observations
		Working at or from home in normal working hours	Ability to reduce working hours (e.g. switching from full-time to part-time)	Ability to increase working hours (e.g. switching from part-time to full-time)	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	
Government Office Region	North East	19	59	55	29	30	44	16	16	29	92
	North West	20	69	59	20	34	40	11	9	12	275
	Yorkshire & The Humber	19	62	53	31	39	39	9	10	17	196
	East Midlands	22	53	42	15	33	40	4	14	20	172
	West Midlands	27	55	41	21	31	38	10	9	22	225
	East of England	22	66	53	29	34	36	9	11	19	205
	London	30	71	60	31	39	40	13	12	12	298
	South East	31	63	50	29	36	40	14	8	14	315
	South West	31	62	55	21	39	45	16	13	14	175
	Scotland	24	65	51	28	31	44	14	16	17	223
	Wales	18	54	42	27	33	31	5	7	33	116
All workplaces		25	63	51	26	35	40	11	11	17	2292

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees and a formal written equal opportunities policy

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 7.3 Whether any workplace nursery or financial help with childcare (IFAMILY)

		Workplace nursery		Financial help with childcare		Number of observations
		No workplace nursery	Workplace nursery	No financial help with childcare	Financial help with childcare	
Government Office Region	North East	98	2	97	3	92
	North West	98	2	93	7	275
	Yorkshire & The Humber	98	2	92	8	195
	East Midlands	100	0	99	1	169
	West Midlands	99	1	98	2	225
	East of England	98	2	94	6	204
	London	95	5	91	9	297
	South East	98	2	94	6	314
	South West	99	1	95	5	175
	Scotland	98	2	98	2	222
	Wales	98	2	98	2	116
All workplaces		98	2	95	5	2284

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 7.4 Any maternity leave on full pay (IMATFULL)

		Would any female employees going on maternity leave from this workplace receive their normal, full rate of pay?		Number of observations
		Yes	No	
Government Office Region	North East	54	46	88
	North West	51	49	265
	Yorkshire & The Humber	62	38	184
	East Midlands	43	57	165
	West Midlands	60	40	210
	East of England	59	41	194
	London	70	30	288
	South East	60	40	297
	South West	64	36	163
	Scotland	61	39	211
	Wales	57	43	108
All workplaces		59	41	2173

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 7.5 Forms of leave available to men at childbirth (IMALEOFF)

		Forms of leave										
		Paternity leave (a specific period of leave for fathers around the time of the birth)	Time off awarded at employer's discretion	Annual leave	Other arrangement (please specify)	Has never happened, the situation has not arisen, no men employed	None of these	Parental leave	Unpaid leave	Time off in lieu	Number of observations	
Government Office Region	North East	76	25	42	1	0	0	0	1	0	86	
	North West	73	22	30	3	8	4	0	1	1	263	
	Yorkshire & The Humber	72	30	29	7	11	0	1	3	2	181	
	East Midlands	61	29	38	3	6	1	0	2	0	165	
	West Midlands	70	28	34	2	8	2	0	1	0	219	
	East of England	58	37	36	2	7	1	0	2	1	194	
	London	79	18	32	2	4	3	0	1	0	288	
	South East	61	31	30	5	14	0	0	2	1	290	
	South West	60	24	22	2	24	2	0	2	0	161	
	Scotland	64	21	24	10	13	0	1	3	0	209	
	Wales	57	20	30	3	24	3	0	1	0	103	
All workplaces		67	26	31	4	11	2	0	2	1	2159	

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Section 7: Equality, diversity and work-life balance

All workplaces with 5 or more employees (workplace weighted)

Table 7.6 Any paternity leave on full pay (where men given time off at childbirth) (IPATPAID)

		Would any fathers taking leave from this workplace receive their normal, full rate of pay?		Number of observations
		Yes	No	
Government Office Region	North East	76	24	77
	North West	74	26	242
	Yorkshire & The Humber	62	38	166
	East Midlands	58	42	141
	West Midlands	60	40	193
	East of England	62	38	168
	London	77	23	261
	South East	64	36	251
	South West	60	40	135
	Scotland	80	20	184
	Wales	63	37	91
All workplaces		67	33	1909

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees where male employees given time off at childbirth

Figures are weighted and indicate the percentage of workplaces in each region with the specified arrangement

Table 7.7 Forms of time off for emergencies (IFMOFF)

		Forms of emergency leave									Number of observations
		Take time off but make it up later	As leave without pay	As sick leave	As special paid leave	As annual leave	Other (please specify)	Never been asked	Not allowed	Depends on individual/circumstances	
Government Office Region	North East	53	37	22	55	41	16	0	0	0	92
	North West	43	39	7	48	40	6	3	0	4	275
	Yorkshire & The Humber	58	38	8	44	30	9	0	0	2	196
	East Midlands	47	44	11	44	36	9	2	0	5	172
	West Midlands	40	35	7	42	36	8	2	0	3	225
	East of England	52	45	11	48	39	9	1	0	8	205
	London	46	33	8	54	35	7	2	0	2	298
	South East	41	36	8	47	34	10	2	0	5	315
	South West	46	37	10	43	42	4	2	0	2	175
	Scotland	37	26	10	49	31	15	0	0	5	223
	Wales	43	36	10	36	26	6	0	0	5	115
All workplaces		45	37	9	47	35	9	2	0	4	2291

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces with the specified arrangement

Section 7: Equality, diversity and work-life balance

All workplaces with 5 or more employees (workplace weighted)

Table 7.8 Forms of parental leave (IPARENT)

		Forms of leave											
		Take unpaid parental leave (a specific period of leave for mothers and fathers)	Take paid parental leave	Take annual leave	Take sick leave	Take special paid leave	Other arrangement (please specify)	Take time-off and make it up later	Time off awarded at employer's discretion	No provision - employees must make their own arrangements	Has never happened, the situation has not arisen	Number of observations	
Government Office Region	North East	24	4	73	20	16	15	6	0	5	0	92	
	North West	30	7	67	14	19	17	5	6	2	1	273	
	Yorkshire & The Humber	36	7	61	13	15	31	8	6	5	4	192	
	East Midlands	28	15	71	10	16	11	4	4	2	0	171	
	West Midlands	29	7	68	11	18	10	6	1	2	1	224	
	East of England	36	10	66	10	10	20	6	4	3	5	204	
	London	36	17	58	9	17	19	4	6	1	4	295	
	South East	30	9	64	8	22	14	3	2	3	2	309	
	South West	19	13	70	7	12	21	4	3	5	2	170	
	Scotland	21	14	59	9	21	20	4	5	4	0	219	
	Wales	33	6	63	10	11	20	7	3	3	4	116	
All workplaces		30	10	65	11	17	18	5	4	3	2	2265	

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces with the specified arrangement

Table 7.9 Financial help and leave for care of older adults (IFAMILY)

		Whether employer provides financial help with the care of older adults		Leave for the carers of older adults		Number of observations
		No financial help	Financial help with the care of older adults	No leave for carers provided	Leave for the carers of older adults	
Government Office Region	North East	100	0	91	9	92
	North West	100	0	93	7	275
	Yorkshire & The Humber	100	0	97	3	195
	East Midlands	99	1	95	5	169
	West Midlands	100	0	98	2	225
	East of England	100	0	94	6	204
	London	100	0	85	15	297
	South East	100	0	97	3	314
	South West	100	0	96	4	175
	Scotland	100	0	96	4	222
	Wales	100	0	93	7	116
All workplaces		100	0	94	6	2284

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces with the specified arrangement

Section 7: Equality, diversity and work-life balance

All workplaces with 5 or more employees (workplace weighted)

Table 7.10 Managers attitudes towards responsibility for work-life balance (APHRAS04)

		It is up to individual employees to balance their work and family responsibilities.					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	2	62	21	15	0	92
	North West	15	48	18	17	2	275
	Yorkshire & The Humber	9	54	12	23	2	196
	East Midlands	15	51	18	14	1	172
	West Midlands	11	62	9	17	0	225
	East of England	14	53	23	10	0	205
	London	16	46	20	17	1	300
	South East	8	52	25	15	1	315
	South West	23	49	15	13	0	175
	Scotland	14	50	16	20	0	222
	Wales	10	66	14	10	0	116
All workplaces		13	53	18	16	1	2293

WERS 2004 Cross-Section Survey of Managers

Base: All workplaces with 5 or more employees

Figures are weighted and indicate the percentage of workplaces with the specified arrangement

Section 8: Training

All workplaces with 5 or more employees (employee weighted)

Table 8.1 Skills match (employees) (B5)

		How well do the work skills you personally have match the skills you need to do your present job					Number of observations
		Much higher	A bit higher	About the same	A bit lower	Much lower	
Government Office Region	North East	26	32	38	4	1	927
	North West	23	32	40	4	1	3057
	Yorkshire & The Humber	24	31	40	4	1	2086
	East Midlands	21	33	42	4	0	1510
	West Midlands	20	32	45	3	1	2141
	East of England	22	32	41	5	1	1999
	London	22	31	42	4	1	2314
	South East	19	33	43	4	1	2747
	South West	22	32	43	3	1	1957
	Scotland	20	33	42	3	1	2498
	Wales	19	31	47	3	1	1066
All employees		22	32	42	4	1	22302

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic



Table 8.2 Off-the-job training (employees) (B4)

		How much training have you had during the last 12 months, paid for or organised by your employer, apart from health and safety training						Number of observations
		None	Less than 1 day	1 to less than 2 days	2 to less than 5 days	5 to less than 10 days	10 days or more	
Government Office Region	North East	37	9	12	25	9	8	926
	North West	40	9	14	19	8	10	3057
	Yorkshire & The Humber	38	10	16	21	10	6	2088
	East Midlands	39	10	16	18	10	8	1502
	West Midlands	42	9	13	19	8	9	2143
	East of England	38	9	14	22	11	6	2009
	London	31	11	17	22	10	9	2305
	South East	31	10	16	24	11	7	2736
	South West	39	8	14	22	10	8	1957
	Scotland	37	10	15	21	10	7	2493
	Wales	33	8	12	24	10	12	1065
All employees		37	9	15	21	10	8	22281

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 8: Training

All workplaces with 5 or more employees (employee weighted)

Table 8.3 Regular performance appraisals for non-managerial employees (derived: see pp. 9-11)

		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-managerials	
Government Office Region	North East	51	10	8	30	91
	North West	62	8	9	21	269
	Yorkshire & The Humber	59	6	14	20	188
	East Midlands	65	2	10	23	170
	West Midlands	59	6	10	26	221
	East of England	56	4	11	29	201
	London	79	6	3	12	294
	South East	72	6	7	16	307
	South West	60	8	14	18	171
	Scotland	67	5	6	22	220
	Wales	52	10	12	26	115
All employees		64	6	9	21	2247

WERS 2004 Cross-Section Survey of Managers

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who work in workplaces with the specified arrangement

Table 8.4 Whether performance appraisals result in evaluation of training needs (derived: see pp. 9-11)

		Appraisal used to determine training for non-managers			
		Training covered in regular appraisals for non-mgrs	Training not covered	No regular appraisals for non-managerials	Number of observations
Government Office Region	North East	69	1	30	91
	North West	78	2	21	269
	Yorkshire & The Humber	78	1	20	188
	East Midlands	74	3	23	170
	West Midlands	74	0	26	221
	East of England	69	2	29	201
	London	85	3	12	295
	South East	83	1	16	307
	South West	80	3	18	171
	Scotland	76	1	22	220
	Wales	74	0	26	115
All employees		78	2	21	2248

WERS 2004 Cross-Section Survey of Managers

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who work in workplaces with the specified arrangement

Section 9: Employee involvement

All workplaces with 5 or more employees (employee weighted)

Table 9.1 Use of downward direct communication (DCONSUL)

		Notice boards	Systematic use of management chain	Regular newsletters	Intranet	Any downward communication	Number of observations
Government Office Region	North East	82	77	72	46	94	92
	North West	81	82	57	52	95	275
	Yorkshire & The Humber	84	75	65	50	95	197
	East Midlands	76	74	62	45	90	172
	West Midlands	82	70	48	42	94	225
	East of England	78	76	53	45	93	205
	London	76	71	66	66	94	300
	South East	82	69	67	55	92	315
	South West	83	70	64	52	94	175
	Scotland	81	71	69	54	94	223
	Wales	84	68	59	49	91	116
All employees		80	73	62	52	93	2295

WERS 2004 Cross-Section Survey of Managers

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who work in workplaces with the specified arrangement



Table 9.2 Employee ratings of how good managers are at seeking views (B8A)

		Overall, how good would you say managers at this workplace are at... Seeking views of employees or employee representatives					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
Government Office Region	North East	11	32	27	18	12	906
	North West	14	35	25	17	9	2987
	Yorkshire & The Humber	11	37	25	16	10	2021
	East Midlands	14	35	27	15	9	1455
	West Midlands	12	35	27	17	9	2084
	East of England	13	34	25	17	10	1968
	London	13	34	28	15	10	2262
	South East	12	37	26	17	8	2668
	South West	15	33	27	17	8	1923
	Scotland	11	36	26	17	10	2442
	Wales	16	36	24	15	9	1038
All workplaces		13	35	26	16	9	21754

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 9: Employee involvement

All workplaces with 5 or more employees (employee weighted)

Table 9.3 Employee ratings of how good managers are at responding to suggestions (B8B)

		Overall, how good would you say managers at this workplace are at... Responding to suggestions from employees or employee representatives					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
Government Office Region	North East	9	28	31	18	13	887
	North West	12	34	28	18	9	2930
	Yorkshire & The Humber	10	32	29	18	10	1987
	East Midlands	12	30	31	18	9	1432
	West Midlands	10	35	29	18	9	2035
	East of England	11	29	31	19	10	1950
	London	11	34	29	17	9	2201
	South East	10	33	32	17	8	2610
	South West	14	30	32	16	9	1888
	Scotland	9	33	29	20	9	2387
	Wales	15	34	27	16	8	1016
All workplaces		11	32	30	18	9	21323

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 9.4 Employee ratings of how good managers are at allowing influence over final decisions (B8C)

		Overall, how good would you say managers at this workplace are at... Allowing employees or employee representatives to influence final decisions					Number of observations
		Very good	Good	Neither good nor poor	Poor	Very poor	
Government Office Region	North East	8	21	31	22	18	854
	North West	8	25	34	20	13	2737
	Yorkshire & The Humber	7	23	35	21	14	1868
	East Midlands	9	22	35	20	14	1347
	West Midlands	7	25	33	22	13	1946
	East of England	7	25	33	21	14	1832
	London	8	24	33	21	13	2071
	South East	7	25	36	20	12	2453
	South West	10	23	35	19	13	1780
	Scotland	6	24	32	23	15	2280
	Wales	11	25	31	20	12	958
All workplaces		8	24	34	21	13	20126

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 10: Workforce profile

All employees (employee weighted)

Table 10.1 Occupation: SOC(2000) Major Group (E11, E12)

		Occupation - Major Group									Number of observations
		Managers and Senior Officials	Professional Occupations	Associate Professional and Technical Occupations	Administrative and Secretarial Occupations	Skilled Trades	Personal Service Occupations	Sales and Customer Service Occupations	Process, Plant and Machine Operatives	Elementary Occupations	
Government Office Region	North East	9	11	14	16	11	8	10	7	13	921
	North West	11	9	13	20	8	7	10	9	13	3040
	Yorkshire & The Humber	13	8	16	15	6	7	11	9	16	2074
	East Midlands	9	8	13	16	8	4	14	13	14	1493
	West Midlands	9	14	14	19	10	6	8	8	13	2136
	East of England	12	9	14	18	7	8	9	10	13	2004
	London	15	14	20	21	3	7	6	4	10	2298
	South East	16	13	17	18	6	9	8	5	9	2732
	South West	12	10	15	18	7	7	12	9	10	1948
	Scotland	10	12	14	19	10	9	9	8	10	2493
	Wales	12	12	11	16	6	9	8	13	13	1061
All employees		12	11	15	18	7	7	9	8	12	22200

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic



Table 10.2 Gender (E1)

		Gender		Number of observations
		Male	Female	
Government Office Region	North East	51	49	926
	North West	48	52	3064
	Yorkshire & The Humber	47	53	2087
	East Midlands	49	51	1511
	West Midlands	48	52	2148
	East of England	46	54	2015
	London	46	54	2318
	South East	45	55	2748
	South West	45	55	1962
	Scotland	48	52	2500
	Wales	46	54	1066
	All employees	47	53	22345

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 10: Workforce profile

All employees (employee weighted)

Table 10.3 Ethnicity (E14)

		To which of these groups do you consider you belong?																Number of observations
		British	Irish	Any other white background	White and Black Caribbean	White and Black African	White and Asian	Any other mixed background	Indian	Pakistani	Bangladeshi	Any other Asian background	Caribbean	African	Any other Black background	Chinese	Any other ethnic group	
Government Office Region	North East	98	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	920
	North West	92	1	1	0	0	0	0	2	2	0	0	0	0	0	0	0	3043
	Yorkshire & The Humber	93	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	2075
	East Midlands	92	1	1	0	0	0	0	3	0	0	0	1	0	0	0	0	1506
	West Midlands	89	1	2	0	0	0	0	3	0	0	1	1	1	0	0	1	2139
	East of England	90	1	4	0	0	0	0	1	0	0	1	0	1	0	0	0	1997
	London	66	2	10	1	1	0	1	5	1	1	2	3	5	0	1	1	2290
	South East	91	1	4	0	0	0	0	1	0	0	0	1	1	0	0	0	2733
	South West	94	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1944
	Scotland	94	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	2490
	Wales	94	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1059
All employees		89	1	3	0	0	0	0	2	1	0	1	1	1	0	0	0	22196

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 10: Workforce profile

All employees (employee weighted)

Table 10.4 Long-term illness, health problem or disability (E6)

		Long-term health problem and if affects work			Number of observations
		No long-term health problem	Long-term health problem, not affecting work	Long-term health problem, affects work	
Government Office Region	North East	88	7	5	917
	North West	88	7	5	3054
	Yorkshire & The Humber	87	7	6	2071
	East Midlands	87	8	5	1503
	West Midlands	88	7	5	2130
	East of England	88	7	5	2006
	London	88	8	4	2301
	South East	89	7	4	2742
	South West	89	7	5	1949
	Scotland	88	8	4	2490
	Wales	85	9	6	1064
All employees		88	7	5	22227

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 10.5 Age (E2)

		How old are you?									Number of observations
		16-17	18-19	20-21	22-29	30-39	40-49	50-59	60-64	65 or more	
Government	North East	1	2	3	15	23	28	23	5	0	924
Office Region	North West	2	4	3	17	24	24	20	3	1	3069
	Yorkshire & The Humber	1	4	3	18	25	26	19	3	1	2088
	East Midlands	2	3	3	18	24	24	23	4	0	1512
	West Midlands	2	3	3	15	24	24	24	4	1	2152
	East of England	1	2	3	13	25	26	23	6	1	2016
	London	1	2	3	21	28	24	18	3	1	2324
	South East	1	3	3	16	25	26	21	5	1	2746
	South West	2	2	4	15	22	25	24	4	1	1962
	Scotland	1	2	3	15	25	26	24	4	0	2503
	Wales	1	1	2	13	26	28	22	5	2	1066
All employees		1	3	3	16	25	25	22	4	1	22362

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 10: Workforce profile

All employees (employee weighted)

Table 10.6 Caring responsibilities (E5)

		Do you look after or give help or support to any disabled or older adults?						Number of observations
		No	Yes, 0-4 hours a week	Yes, 5-9 hours a week	Yes, 10-19 hours a week	Yes, 20-34 hours a week	Yes, 35 or more hours a week	
Government Office Region	North East	83	8	4	2	1	2	919
	North West	83	7	4	2	1	3	3047
	Yorkshire & The Humber	84	7	4	1	1	3	2072
	East Midlands	86	8	3	2	0	2	1498
	West Midlands	83	8	4	2	1	2	2136
	East of England	85	7	3	1	1	2	2001
	London	87	5	4	1	1	2	2308
	South East	86	8	3	2	0	2	2734
	South West	86	6	4	2	0	2	1950
	Scotland	82	8	4	3	1	2	2488
	Wales	82	6	5	2	1	4	1056
All employees		84	7	4	2	1	2	22209

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 10.7 Usual weekly working hours (A3)

		Usual weekly hours - banded				Number of observations
		Less than 16 hours per week	16 to 29 hours per week	30 to 38 hours per week	39 to 48 hours per week	
Government Office Region	North East	5	17	66	13	908
	North West	4	20	67	9	3027
	Yorkshire & The Humber	4	21	65	10	2065
	East Midlands	4	18	66	12	1480
	West Midlands	6	20	66	8	2112
	East of England	5	20	61	14	1986
	London	3	14	67	16	2274
	South East	4	18	66	12	2716
	South West	5	19	64	12	1939
	Scotland	3	18	71	8	2455
	Wales	5	20	66	8	1048
All employees		4	19	66	11	22010

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 10.8 Whether working full or part-time hours (A3)

		Full- or part-time worker		Number of observations
		Part-time (less than 30 hours per week)	Full-time (30 or more hours per week)	
Government Office Region	North East	21	79	908
	North West	24	76	3027
	Yorkshire & The Humber	25	75	2065
	East Midlands	22	78	1480
	West Midlands	26	74	2112
	East of England	25	75	1986
	London	17	83	2274
	South East	22	78	2716
	South West	24	76	1939
	Scotland	20	80	2455
	Wales	25	75	1048
All employees		23	77	22010

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 10.9 Frequency of working more than 48 hours per week (A5)

		In the last 12 months, how often have you worked more than 48 hours a week?					Number of observations
		Every week	Two or three times a month	Once a month	Less often than once a month	Never	
Government Office Region	North East	11	12	9	17	51	921
	North West	8	11	7	19	56	3060
	Yorkshire & The Humber	9	10	8	16	58	2082
	East Midlands	10	10	7	19	54	1504
	West Midlands	7	9	7	16	61	2144
	East of England	11	10	8	16	55	2009
	London	13	14	11	18	44	2305
	South East	10	10	9	17	54	2740
	South West	10	11	7	17	55	1958
	Scotland	7	12	8	20	54	2491
	Wales	6	12	6	17	58	1064
All employees		9	11	8	17	54	22278

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.1 State of management-employee relations (C3)

		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	
Government Office Region	North East	18	39	23	13	8	911
	North West	25	40	21	11	4	3031
	Yorkshire & The Humber	20	41	22	12	5	2054
	East Midlands	23	40	25	10	3	1494
	West Midlands	20	43	23	10	4	2113
	East of England	22	37	25	11	6	1987
	London	21	43	23	9	4	2291
	South East	21	42	24	10	3	2707
	South West	24	39	23	11	3	1939
	Scotland	18	39	25	13	4	2478
	Wales	25	40	22	9	4	1056
All employees		21	40	23	11	4	22061

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic



Table 11.2 Satisfaction with sense of achievement (A8A)

		How satisfied are you with..The sense of achievement you get from your work?					Number of observations
		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	
Government Office Region	North East	20	49	20	6	5	923
	North West	20	50	21	7	3	3049
	Yorkshire & The Humber	18	51	19	8	4	2081
	East Midlands	19	50	20	8	3	1495
	West Midlands	17	55	20	6	2	2129
	East of England	18	52	19	8	3	2005
	London	18	53	18	8	3	2299
	South East	21	53	18	7	2	2738
	South West	19	53	19	7	3	1950
	Scotland	16	52	21	8	4	2490
	Wales	24	49	18	6	2	1064
All employees		19	52	19	7	3	22223

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.3 Satisfaction with scope for using own initiative (A8B)

		How satisfied are you with...The scope for using your own initiative					Number of observations
		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	
Government Office Region	North East	22	49	18	8	3	921
	North West	21	51	19	7	2	3030
	Yorkshire & The Humber	20	50	19	8	3	2072
	East Midlands	21	53	18	6	2	1493
	West Midlands	20	53	18	7	2	2124
	East of England	20	53	17	7	3	1990
	London	23	50	18	7	2	2291
	South East	22	53	16	8	1	2728
	South West	21	50	18	8	3	1946
	Scotland	17	51	20	10	3	2493
	Wales	25	50	16	6	2	1057
All employees		21	51	18	8	2	22145

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 11.4 Satisfaction with influence over job (A8C)

		How satisfied are you with..The amount of influence you have over your job?					Number of observations
		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	
Government Office Region	North East	15	42	27	12	4	916
	North West	13	47	28	9	3	3015
	Yorkshire & The Humber	13	44	28	12	3	2059
	East Midlands	13	45	29	9	3	1475
	West Midlands	13	47	28	10	2	2113
	East of England	13	45	27	11	3	1985
	London	14	45	27	11	3	2279
	South East	14	47	28	10	2	2718
	South West	12	46	28	10	3	1935
	Scotland	11	42	30	12	4	2474
	Wales	16	46	25	10	3	1051
All employees		13	45	28	11	3	22020

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.5 Satisfaction with training (A8D)

		How satisfied are you with...The training you receive?					Number of observations
		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	
Government Office Region	North East	12	37	28	15	9	917
	North West	12	40	27	15	6	3001
	Yorkshire & The Humber	10	39	28	16	6	2061
	East Midlands	12	41	25	16	7	1482
	West Midlands	11	42	24	16	7	2102
	East of England	11	38	26	15	9	1978
	London	13	37	28	15	7	2276
	South East	11	41	28	16	5	2717
	South West	11	42	26	15	6	1937
	Scotland	9	40	26	17	8	2477
	Wales	12	43	24	15	6	1052
All employees		11	40	27	16	7	22000

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 11.6 Satisfaction with amount of pay (A8E)

		How satisfied are you with...The amount of pay you receive?					Number of observations
		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	
Government Office Region	North East	5	30	21	27	17	922
	North West	5	29	23	29	14	3038
	Yorkshire & The Humber	5	33	21	27	15	2070
	East Midlands	5	30	26	25	13	1494
	West Midlands	5	30	26	27	12	2126
	East of England	3	31	24	29	13	1995
	London	4	33	25	26	12	2290
	South East	4	31	25	27	13	2719
	South West	4	31	24	29	12	1942
	Scotland	4	31	22	28	14	2490
	Wales	5	29	30	25	11	1060
All employees		5	31	24	27	13	22146

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.7 Satisfaction with job security (A8F)

		How satisfied are you with...Your job security?					Number of observations
		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	
Government Office Region	North East	16	47	19	10	7	911
	North West	15	49	20	11	4	2985
	Yorkshire & The Humber	14	53	20	10	4	2047
	East Midlands	16	52	22	7	4	1464
	West Midlands	12	51	23	10	4	2085
	East of England	12	50	23	11	5	1954
	London	14	50	22	9	4	2256
	South East	14	51	22	10	3	2697
	South West	15	52	20	9	4	1922
	Scotland	14	50	21	10	5	2450
	Wales	13	50	23	9	4	1027
All employees		14	51	21	10	4	21798

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 11.8 Satisfaction with the work itself (A8G)

		How satisfied are you with...The work itself?					Number of observations
		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	
Government Office Region	North East	20	51	20	6	4	923
	North West	18	55	18	7	3	3039
	Yorkshire & The Humber	17	54	18	8	3	2071
	East Midlands	17	55	21	5	2	1494
	West Midlands	17	57	18	6	2	2129
	East of England	17	55	19	6	3	2001
	London	17	53	21	7	3	2291
	South East	19	56	18	6	1	2727
	South West	19	54	19	6	2	1947
	Scotland	14	56	19	7	4	2489
	Wales	20	55	17	5	3	1055
All employees		17	55	19	6	3	22166

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.9 Work strain (1) (A6A)

		My job requires that I work very hard					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	30	48	16	6	0	917
	North West	28	49	18	4	1	3031
	Yorkshire & The Humber	29	46	18	6	1	2070
	East Midlands	28	50	17	4	1	1494
	West Midlands	29	48	17	6	0	2117
	East of England	24	51	20	5	0	1988
	London	29	49	17	4	0	2280
	South East	25	50	20	5	1	2718
	South West	26	47	22	4	1	1942
	Scotland	26	49	20	5	1	2481
	Wales	26	52	15	6	0	1053
All employees		27	49	19	5	1	22091

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 11.10 Work strain (2) (A6B)

		I never seem to have enough time to get my work done					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	14	28	32	24	2	910
	North West	14	25	31	26	4	3000
	Yorkshire & The Humber	16	27	28	25	4	2046
	East Midlands	12	26	34	26	3	1478
	West Midlands	14	26	29	28	3	2104
	East of England	14	26	30	27	3	1967
	London	14	26	29	27	4	2253
	South East	14	26	30	27	3	2692
	South West	13	25	34	24	3	1925
	Scotland	14	26	29	28	3	2457
	Wales	14	24	32	25	4	1041
All employees		14	26	30	26	3	21873

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.11 Work strain (3) (A6D)

		I worry a lot about my work outside working hours					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	8	21	21	33	18	905
	North West	7	19	23	35	16	2979
	Yorkshire & The Humber	7	20	21	35	17	2041
	East Midlands	5	18	24	36	17	1467
	West Midlands	7	20	25	33	16	2089
	East of England	6	20	23	33	18	1958
	London	8	21	24	34	14	2235
	South East	7	21	24	34	14	2691
	South West	5	20	24	31	19	1918
	Scotland	6	20	21	36	17	2453
	Wales	6	21	22	37	13	1027
All employees		7	20	23	34	16	21763

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 11.12 Shared values (C1A)

		I share many of the values of my organisation					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	10	46	28	12	4	898
	North West	11	42	35	9	2	2927
	Yorkshire & The Humber	11	44	32	10	3	2009
	East Midlands	10	41	36	10	2	1429
	West Midlands	11	39	38	10	2	2061
	East of England	12	41	34	10	3	1938
	London	14	44	30	9	3	2237
	South East	15	45	31	7	2	2672
	South West	14	43	31	8	3	1892
	Scotland	11	42	34	10	3	2428
	Wales	13	49	29	7	2	1024
All employees		12	43	33	9	3	21515

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.13 Loyalty (C1B)

		I feel loyal to my organisation					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	17	50	19	9	4	919
	North West	22	49	21	6	2	3019
	Yorkshire & The Humber	21	49	19	9	2	2056
	East Midlands	20	49	22	7	2	1483
	West Midlands	22	50	19	6	2	2103
	East of England	21	49	20	7	4	1986
	London	23	49	19	7	2	2280
	South East	22	51	20	5	2	2718
	South West	23	50	19	6	2	1936
	Scotland	18	48	22	9	3	2483
	Wales	24	51	17	6	2	1057
All employees		21	49	20	7	3	22040

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 11.14 Pride in organisation (C1C)

		I am proud to tell people who I work for					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	17	40	27	11	4	916
	North West	21	39	28	8	3	3028
	Yorkshire & The Humber	19	40	28	8	4	2058
	East Midlands	19	36	33	9	3	1485
	West Midlands	21	41	28	7	3	2112
	East of England	19	38	32	7	4	1978
	London	25	41	25	6	4	2281
	South East	22	40	30	5	3	2723
	South West	22	41	27	6	3	1940
	Scotland	18	40	30	9	5	2483
	Wales	23	41	26	8	3	1055
All employees		21	40	29	7	3	22059

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Section 11: Employee views and experience of working life

All employees (employee weighted)

Table 11.15 Perception of managers attitudes towards responsibility for work-life balance (C2D)

		Managers at this workplace understand about employees having to meet responsibilities outside work					Number of observations
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Government Office Region	North East	14	41	22	15	9	893
	North West	16	44	21	13	5	2958
	Yorkshire & The Humber	12	46	23	13	6	2008
	East Midlands	15	43	23	13	5	1447
	West Midlands	13	48	22	12	6	2054
	East of England	13	46	21	13	6	1950
	London	14	47	22	12	5	2205
	South East	13	49	23	11	4	2659
	South West	16	44	22	12	5	1893
	Scotland	13	44	22	14	7	2408
	Wales	18	46	18	12	6	1026
All employees		14	45	22	13	6	21501

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic

Table 11.16 Gross hourly pay (E16)

		It would be helpful if you could also tell us about your hourly pay.				Number of observations
		£4.50 or less per hour (£180 or less per week for a 40-hour	£4.51-£5.00 per hour (£181-£200 per week for a 40-hour week)	£5.01-£14.99 per hour (£201-£599 week for a 40-hour week)	£15.00 or more per hour (£600 or more per week for a 40-hour	
Government Office Region	North East	9	13	69	9	833
	North West	8	14	69	9	2819
	Yorkshire & The Humber	5	12	75	8	1919
	East Midlands	5	14	75	6	1382
	West Midlands	7	14	68	11	1936
	East of England	5	11	73	12	1783
	London	3	6	62	29	1957
	South East	2	6	74	18	2420
	South West	6	8	76	10	1769
	Scotland	5	10	74	11	2282
	Wales	5	9	77	9	948
	All employees	5	10	72	13	20048

WERS 2004 Cross-Section Survey of Employees

Base: All employees in workplaces with 5 or more employees

Figures are weighted and indicate the percentage of employees in each region who have the specified characteristic