



# European Company Survey 2012 Quality Management

## A sustainable alliance of ESS and Comparative Survey Methodology Approaches

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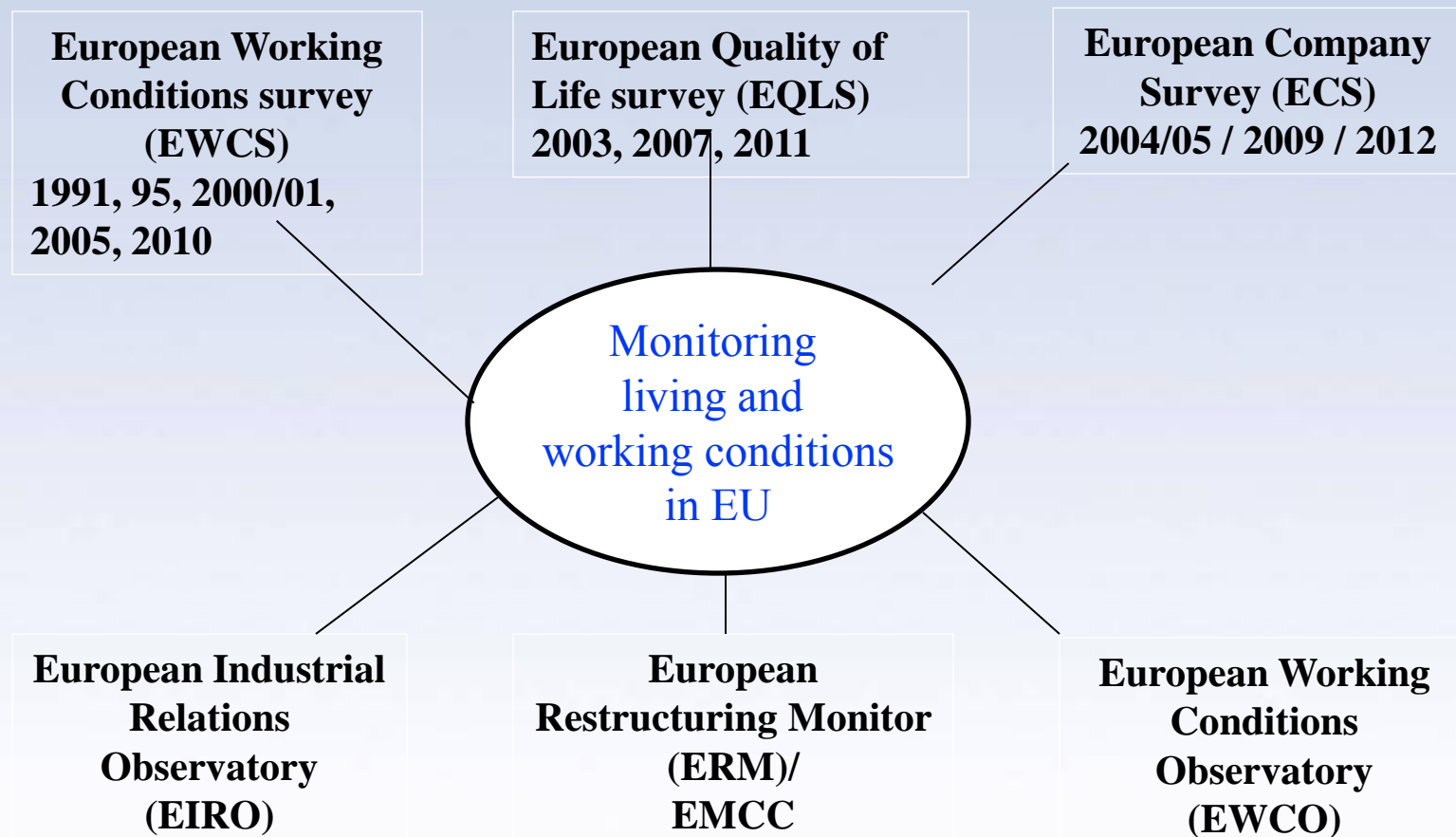
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CSDI 2012

- Eurofound (The European Foundation for the Improvement of Living and Working Conditions)
- Eurofound surveys and observatories
- ECS – 2004/2005 – 2009 -2012
- Methodological Challenges
- Quality Assurance Plan
- Examples
- Current state of affaires
- Outlook

# Eurofound monitoring activities : Our surveys and observatories (NEO)



- Target population in each country :
  - ▶ establishments 10+ employees without agriculture or fishing no private households no extraterritorial activity
  - ▶ establishment = “local business of a company”
- Topic: workplace practices, workplace innovation and how they are negotiated in European establishments
- Sampling: Full probability
- Respondents: HR manager and Employee representative in selected establishment
- Mode of interview: CATI
- Length of interview:
  - ▶ HR manager 20 minutes
  - ▶ Employee representative 15 minutes
- Number of languages: ~38
- Number of countries : up to 32

- ▶ Focus: working time and work life balance
- ▶ Questions around a number of WTA :
  - Flexible working time arrangements and working time accounts
  - Part-time work
  - Overtime and non-standard working hours
  - Parental and other long-term leave
  - Phased and early retirement
  - Specific policies to support work-life balance
  - Social dialogue concerning these topics
  - Outcomes (performance, HR bottlenecks)

- 2009 ECS
  - ▶ Focus : flexibility practices and social dialogue in European companies  
some issues deepened, others more shallow
  - ▶ Complemented with a wider range of flexibility practices
    - Working time flexibility practices
      - From flexi-time to working time accounts
      - Overtime
      - Working at unusual hours
      - Part time work
    - Organisational practices (autonomous team work, training)
    - Contractual flexibility & recruitment strategies
    - Variable pay and financial participation (profit sharing and share ownership schemes)
    - Social dialogue at work-place level in-depth
    - Outcomes (performance, HR bottlenecks)

- New topic (shifting) :
  - ▶ Work organisation : structures, and practices
  - ▶ Employee participation
  - ▶ in decision making, in organisational innovation
  - ▶ ‘workplace innovation’ or organisational innovation
  - ▶ Social dialogue at workplace level
- Revised design and new framework for quality management
  - ▶ Push for organisational learning : new business unit team responsible for all 3 eurofound surveys, new project team.
  - ▶ Internal audit service
  - ▶ Strategy : transparency, access to the dataset to researchers, (EU) policy use
  - ▶ Development of a system for quality management of all surveys
  - ▶ ... External contract to assist in the development of an integrated framework



1. Representative survey of businesses (establishments of companies).
  - Target population different from household surveys in its structure, regional distribution and accessibility.
2. Identifying, contacting and interviewing the appropriate informants ( 2 respondents : management and employee representative)
  - is quite different from randomly selecting a respondent in a selected household.
3. Comparative reporting on European business policies and human resources facts.
  - Requires careful balancing local appropriate measurement (instruments) with requirements of comparability.



- ❖ Literature screening
  - ❖ Taking stock: reports from 2004 and 2009
  - ❖ Combing through
    - European Statistical System (ESS) quality framework
    - US OMB Standards (Office of Management and Budget)
    - ISO Standards
    - Cross-cultural Survey Guidelines (CCSG)
    - Survey process quality literature

## ❖ Merging:

### ❖ ESS quality criteria

- Static six-fold classification system
  - relevance, coherence, comparability, accuracy, timeliness/punctuality, and accessibility

### ❖ Survey Methodology

- Dynamic process focus (total survey error –TSE)
  - Errors on all stages of the survey production process (survey life cycle)

### ❖ Comparative Survey Methodology

- Focus on comparability
  - Incomparability can result in 100% error

- ❖ Adapting quality assurance models to ECS needs:
  - ESS quality criteria
    - Reorder the original sequence (cf. LEG)
  - Re-group survey production stages
    - From 13 in CCSG to 8
    - Thus accommodating procurement requirements and delineation of Eurofound's and contractor's responsibilities
  - Observing population specifics
    - Focus on sample design issues (public administration, establishments versus companies, national differences etc)
    - Focus on respondent cooperation (2 respondents)

- ❖ System of quality indicators
  - ❖ Measurable quality indicators for ECS.
  - ❖ Each indicator is linked to a specific production process outcome.
  - ❖ System allows to map ESS quality criteria into the survey production scheme.
- ❖ A new tender perspective
  - ❖ Maieutic perspective
    - Eurofound formulates its quality standards
    - Asks tenderers to propose appropriate procedures that allow to achieve those standards (cf .OMB 2006)

- ❖ Delineating tasks and responsibilities for different actors
  - ❖ “Sharing responsibilities” is delineated by clearly defining sub-stages where responsibilities are not-shared
  - ❖ Focusing on contractor’s strengths and Eurofound competency
  
- ❖ Systemizing quality monitoring
  - ❖ Mapping ESS 6 quality criteria across 8 ECS production stages
  - ❖ Each quality indicator is linked to a specific cell in the quality map.

# Mapping quality criteria across production stages

	<i>Lead Actors</i>	<b>1 Relevance</b>	<b>2 Coherence</b>	<b>3 Comparability</b>	<b>4 Accuracy</b>	<b>5 Timelines &amp; Punctuality</b>	<b>6 Accessibility</b>
<b>A</b> Survey planning							
<b>B</b> Survey Design							
<b>C</b> Procurement							
<b>D</b> Preparation for fieldwork: Sampling, Pre-testing, Translation, Piloting, Training							
<b>E</b> Fieldwork implementation (Data collection)							
<b>F</b> Data Processing							
<b>G</b> Data Storage							
<b>H</b> Analysis and Reporting							

Delineating

Shared responsibility

	<b>Lead Actors</b>	<b>1 Relevance</b>	<b>2 Coherence</b>	<b>3 Comparability</b>	<b>4 Accuracy</b>	<b>5 Timelines &amp; Punctuality</b>	<b>6 Accessibility</b>
<b>A Survey planning</b>	Eurofound	Process: Expert review QA: Documentation	Process: Expert review QA: Document	Process: Expert review QA: Document	Process: Expert review QA: Document	Process: Scheduling QA: Time Management	Process: Expert Review QA: Document
<b>B Survey Design</b>	Euro- found	Process: Expert Team QA: Document	Process: Expert Team QA: Document	Process: Expert Team QA: Document	Process: Expert Team QA: Document	Process: Scheduling QA: Time Management	Process: Expert Team QA: Document
<b>C Procurement</b>	Eurofound	Process: Expert Team QA: Document	Process: Expert Team QA: Document	Process: Expert Team QA: Document	Process: ESS + ISO + other Standards QA: Document	Process: Scheduling QA: Time Management	Process: Expert Team QA: Document
<b>D Preparation for fieldwork: Sampling, Pre-testing, Translation, Piloting, Training</b>	Eurofound & Contractor	Process: Expert + Testing QA: qualitative/quantitative analyses Document	Process: Expert + Testing QA: qualitative/quantitative analyses Document	Process: Expert + Testing QA: qualitative/quantitative analyses Document	Process: Expert + Testing QA: qualitative/quantitative analyses Document	Process: Scheduling QA: Time Management	Process: Expert Team QA: Document
<b>E Fieldwork implementation (Data collection)</b>	Contractor	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: Document
<b>F Data Processing</b>	Con-tractor	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: Document
<b>G Data Storage</b>	Contractor & Eurofound	Process: Expert Team QA: Document	Process: Expert Team QA: Analyses + Document	Process: Expert Team QA: Analyses + Document	Process: Expert Team QA: Analyses + Document	Process: Scheduling QA: Time Management	Process: User studies QA: Analyses + Document
<b>H Analysis and Reporting</b>	Euro-Found & Research and policy community	Process: Expert Team QA: Supervisory Analyses + Document	Process: Expert Team QA: Supervisory Analyses + Document	Process: Expert Team QA: Supervisory Analyses + Document	Process: Expert Team QA: Supervisory Analyses + Document	Process: Scheduling QA: Time Management	Process: Expert Team QA: Supervisory Analyses + Document

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# Mapping Cells Define Quality Assurance

	<b>Lead Actors</b>	<b>1 Relevance</b>	<b>2 Coherence</b>	<b>3 Comparability</b>	<b>4 Accuracy</b>	<b>5 Timelines &amp; Punctuality</b>	<b>6 Accessibility</b>
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<b>E Fieldwork implementation (Data collection)</b>	Contractor	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: Document
<b>F Data Processing</b>	Con-tractor	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: qual/quant indicators	Process: Contractor QA: Document
<b>G Data Storage</b>	Contractor & Eurofound	Process: Expert Team QA: Document	Process: Expert Team QA: Analyses + Document	Process: Expert Team QA: Analyses + Document	Process: Expert Team QA: Analyses + Document	Process: Scheduling QA: Time Management	Process: User studies QA: Analyses + Document
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- Paradata:
  - Dates: start – end; dates of interventions
  - Geo Data – mapping of location for: raw sample, contacted sample, out of range sample, non-response, response.
  - Timing: for each contact day and time of contact attempt, for each interview key stroke timing per item
  - Checks – number of supervised contacts, classification of supervisor of such contacts. Minimum number of checks 5% of all contacts
  - Number of interviewers and interviews by gender (per shift and general)
- Metadata
  - Documentation of interventions
  - Documentation of field work in general

# Example of Specific Quality Indicators Instrument Design Within and Across Countries

- Qualitative:
  - No typical item mis-constructions such as double barrelled, double negatives, inconsistency between question and response scale, etc.
  - Qualitative interview outcomes checking for salience or respondents item interpretation
  - Translatability/Adaptability of items across countries (euro network)
- Quantitative indicators are:
  - variance of response time between respondents in a test,
  - violation of the law of positive association of attitudinal items,
  - unintended skewness of responses

- Instrument/questionnaire under way
- Tender
  - ▶ Published Dec. 21<sup>st</sup> 2011
  - ▶ Tender opened March 2<sup>nd</sup> 2012
  - ▶ Selection of contractor : ongoing
- First impression from the bids
  - ▶ Some bidders offer more than one (= their) preferred solutions
  - ▶ Some bidders have populated all the cells
  - ▶ Some bidders have expanded back the survey production stage
  - ▶ On quality, different terminology is used

- ECS 2012 quality assurance plan
  - ▶ Measurable quality
  - ▶ Measures relevant indicators only
  - ▶ requires discipline from us and contractors
- Expected benefits
  - ▶ Increased efficiency
  - ▶ Increased quality
  - ▶ Information on quality assurance will be published on our website ... we hope that the paradata and the methodological information collected will be used by the research community



**Merci,**

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<http://www.eurofound.europa.eu/surveys/index.htm>