

Jordan NOW Firm Survey

A.1 Firm ID	
A.2 Date of the interview	_____/_____/ 2011
A.3 Start time	_____:_____
A.4 Interviewer Code	

Module A: Introduction

"HELLO, My name is _____; I am representing Dajani Consulting and we are conducting a short study for the World Bank to understand the obstacles to youth employment in Jordan. I would like to ask you some questions about your enterprise.

Your answers to this survey are extremely important. The information you and others provide will help policymakers understand, and improve active labor market policies in Jordan.

In accordance with the law and our codes of conduct, your answers to these questions will be kept completely confidential and your name and firm's name will not be DISCLOSED under any circumstances. The individual information you provide will be kept strictly confidential, and your answers will be aggregated with others and presented only in summary aggregate form.

We thank you in advance for your cooperation and interest."

RESPONDENT INFORMATION	
A.5 Firm Name (Arabic):	
A.6 Firm Name (English):	
A.7 Seat number (Employee) [for voucher student firms only]	
A.8 Street Address	
A.9 Local District	
A.10 Governorate:	
A.11 Work Phone:	0 (_ _) (_ _ _ _ _)
A.12 Personal Cell:	0 (_ _) (_ _ _ _ _)

Respondent's Signature: _____

Interviewer: Please make sure that respondent is responsible for hiring before beginning survey

Module B: Employment Information

B1.	Are you in charge of hiring decisions at this firm?	1. Yes 2. No ► End interview and ask to speak with someone with responsibility over hiring decisions at this firm	c.1.										
B2.	What is your name?	Name	c.2.										
B3.	What's your position in this organization	1. Owner 2. Manager 3. Human Resources 4. Other (specify)	c.3.										
B4.	Sex of respondent:	1. Male 2. Female	c.4.										
B5.	Age of respondent:	Age	c.5.										
B6.	Are any of the owners female?	1. Yes 2. No	c.6.										
B7.	What does this business do?	Detailed description of business	c.7.										
B8.	How many male/female full-time employees work at this business?	Male full-time employees	c.8.										
		Female full-time employees	c.9.										
B9.	How many male/female part-time employees work at this business?	Male part-time employees	c.10.										
		Female part-time employees	c.11.										
B10	How many male/female unpaid employees work at this business?	Male unpaid employees	c.12.										
		Female unpaid employees	c.13.										
B11	In 2011, how many new employees did this firm hire?	Employees hired 2011	c.14.										
B12	In 2011, how many workers left this firm?	Employees exited in 2011	c.15.										
B13	In 2010, how many new employees did this firm hire?	Employees hired 2010	c.16.										
B14	In 2010, how many workers left this firm?	Employees exited in 2010	c.17.										
B15	How likely is it that you'll hire a new employee in the next 6 months?	1. Very likely 2. Somewhat likely 3. Very unlikely 4. No intention of hiring a new employee	c.18.										
B16	Could your firm benefit from young recent graduates as additional workers?	1. Yes 2. No	c.19.										
B17	What makes it difficult to find fresh graduates who would be good candidates for new hires?	<table border="1"> <tr> <td>A. Difficulty distinguishing between good and bad candidates</td> <td>1. Yes 2. No</td> </tr> <tr> <td>B. Difficult finding a competent graduate who lives nearby</td> <td>1. Yes 2. No</td> </tr> <tr> <td>C. Difficulty finding a fresh graduate who understands work culture</td> <td>1. Yes 2. No</td> </tr> <tr> <td>D. All work at this firm requires lots of experience, which fresh graduates don't have</td> <td>1. Yes 2. No</td> </tr> <tr> <td colspan="2">E. Other _____</td> </tr> </table>	A. Difficulty distinguishing between good and bad candidates	1. Yes 2. No	B. Difficult finding a competent graduate who lives nearby	1. Yes 2. No	C. Difficulty finding a fresh graduate who understands work culture	1. Yes 2. No	D. All work at this firm requires lots of experience, which fresh graduates don't have	1. Yes 2. No	E. Other _____		c.20.
A. Difficulty distinguishing between good and bad candidates	1. Yes 2. No												
B. Difficult finding a competent graduate who lives nearby	1. Yes 2. No												
C. Difficulty finding a fresh graduate who understands work culture	1. Yes 2. No												
D. All work at this firm requires lots of experience, which fresh graduates don't have	1. Yes 2. No												
E. Other _____													
For the following questions, please ask about the last employee hired													
B18	Are you related to this worker by either blood or marriage?	1. Yes 2. No → B18	c.21.										
B19	How are you related to the worker?	1. Sibling 2. Sibling-in-law 3. Parent 4. Parent-in-law 5. Child 6. Child-in-law	c.22.										

[Type text]

		7. Uncle/Aunt 8. Nephew/Niece 9. Grandparent 10. Grandchild 11. Cousin 12. Other relative → B21	
B20	Did you know this employee before hiring him/her?	1. Yes 2. No	c.23.
B21	How long have you known this employee?	Months	c.24.
		Years	c.25.
B22	How did you first meet him/her	1. Family 2. Friends 3. Neighbors 4. Other employee 5. Did not know him/her before starting job	c.26.
B23	Had the person previously worked for you in this or a different enterprise?	1. Yes 2. No	c.27.
B24	Is this employee still working for you	1. Yes → C1 2. No	c.28.
B25	Did you fire the employee or did he/she quit?	1. Fired 2. Quit → C1	c.29.
B26	Why did you fire the worker?	1. I realized that an additional employee did not increase revenues enough to justify the wages I was paying (his work didn't cover his wages) 2. This particular worker was not good enough 3. I realized I was not good at/did not want to manage employees 4. Other please specify	c.30.

Module C: Employment Preferences

C1.	How do you find potential job candidates for entry level positions? 1. Yes 2. No	A. Referrals from friends and family	c.31.
		B. Referrals from business network	c.32.
		C. Newspaper ads	c.33.
		D. Direct applications from company website	c.34.
		E. Campus recruiting	c.35.
		F. Employment office	c.36.
		G. Online job search engine (i.e. Bayt.com)	c.37.
		H. Other (please specify)	c.38.
C2.	What is the most common way you find new employees?	1. Referrals from friends and family 2. Referrals from business network 3. Newspaper ads 4. Direct application from website 5. Campus recruiting 6. Employment Office 7. Online job search engine (i.e. Bayt.com) 8. Other (please specify)	c.39.
C3.	In general, do you need to hire fresh graduates for your business?	1. Yes 2. No	c.40.
C4.	Have you ever hired a fresh graduate?	1. Yes 2. No → C6	c.41.
C5.	How long in weeks do you train fresh graduates before they start doing real work?	Weeks	c.42.

C6.	Would your firm be more inclined to hire a recent graduate if he/she received a month long general soft skills training course?	1. Yes 2. No 3. Don't Know	c.43.
C7.	Would your firm be more inclined to hire or consider a recent graduate if he/she passed a pre-employment screening process with regards to?	Accounting skills	1. Yes 2. No c.44.
		Computer skills (excel, word, PowerPoint)	1. Yes 2. No c.45.
		IQ test	1. Yes 2. No c.46.
		Personality Assessment	1. Yes 2. No c.47.
		Creativity Assessment	1. Yes 2. No c.48.
		Soft Skills Assessment	1. Yes 2. No c.49.
		English ability	1. Yes 2. No c.50.
C8.	What are the most important personal traits you look for in job candidates?	Traits (open ended)	c.51.
C9.	INTERVIEWER DO NOT READ: Did these qualities include:	Trust	1. Yes 2. No c.52.
		Hard work	1. Yes 2. No c.53.
		Intelligence	1. Yes 2. No c.54.
		Creativity	1. Yes 2. No c.55.
		Ambition	1. Yes 2. No c.56.
		Part of a good family	1. Yes 2. No c.57.
		Conservative values	1. Yes 2. No c.58.
		Outgoing/extroverted personality	1. Yes 2. No c.59.
C10.	In terms of fresh graduates, do you mostly hire males, females, or about equal?	1. Males 2. Females 3. About equal	c.60.
C11.	What are the important qualities you consider when you hire a new graduate? 1 Very Important, 2 Slightly Important, 3 Hardly Important, 4 Not Important	A. Course of Study	c.61.
		B. Grades	c.62.
		C. Previous work experience	c.63.
		D. English proficiency	c.64.
		E. Family connections (influential family)	c.65.
		F. Conservative values	c.66.
		G. Liberal values (open mindedness)	c.67.
		H. Format of Resume/CV	c.68.
		I. Confidence	c.69.
		I. Where the fresh graduate lives	c.70.
		J. Teamwork potential	c.71.
		K. Leadership potential	c.72.
		L. Extracurricular activities	c.73.
		M. Computer Skills	c.74.
C12.	Do you prefer (1) employees who show initiative and who will speak up if they think you are incorrect or (2) employees who just do what they are told without questioning?	1. Employees who show initiative and speak up 2. Employees who do what they are told without questioning	c.75.
C13.	Do you prefer (1) employees who are efficient, organized, and strict or (2) employees who are spontaneous and easy going	1. Employees who are efficient, organized, and strict 2. Employees who are spontaneous and easy going	c.76.
C14.	Do you prefer (1) employees who seek intricate solutions to problems or (2) employees who prefer concrete to abstract interpretations	1. Employees who seek intricate solutions to problems 2. Employees who prefer concrete to abstract	c.77.

		interpretations	
C15.	Do you prefer (1) employees who are interested in learning about a diversity of things or (2) employees who have a narrow range of interests	1. Employees who are interested in learning about a diversity of things 2. Employees who have a narrow range of interests	c.78.
C16.	Do you prefer (1) employees who are creative and like to improvise or (2) employees who are conservative thinkers and prefer routine activities	1. Employees who are creative and like to improvise 2. Employees who are conservative thinkers and prefer routine activities	c.79.
C17.	Do you prefer (1) employees who tend to identify closely with other people and their problems or (2) employees who do not allow emotions to intrude on their decision making	1. Employees who tend to identify closely with other people and their problems 2. Employees who do not allow emotions to intrude on their decision making	c.80.
C18.	Do you prefer (1) employees who are apprehensive about the future or (2) employees who takes things as they come without worrying	1. Employees who are apprehensive about the future 2. Employees who takes things as they come without worrying	c.81.
C19.	Do you prefer (1) employees who tend to modify behavior to be consistent with standards set by others or (2) employees who refuses to go along with the crowd	1. Employees who tend to modify behavior to be consistent with standards set by others 2. Employees who refuse to go along with the crowd	c.82.
C20.	Do you prefer (1) employees who are actively social or (2) employees who keep to themselves	1. Employees who are actively social 2. Employees who keep to themselves	c.83.
C21.	Do you prefer (1) employees who possess confidence when dealing with others or (2) employees who prefer to remain unnoticed at social events	1. Employees who possess confidence when dealing with others 2. Employees who prefer to remain unnoticed at social events	c.84.
C22.	Do you prefer (1) employees who are skillful at persuading others sometimes by indirect, manipulative means or (2) employees who speak in a straight forward manner	1. Employees who are skillful at persuading others sometimes by indirect, manipulative means 2. Employees who speak in a straight forward manner	c.85.
C23.	Do you prefer (1) employees who willingly expose themselves to situations with uncertain outcomes or (2) employees who are cautious about unpredictable situations	1. Employees who willingly expose themselves to situations with uncertain outcomes 2. Employees who are cautious about unpredictable situations	c.86.
C24.	Do you prefer (1) employees who always seem to have a plan or (2) employees who rarely plan before doing things	1. Employees who always seem to have a plan 2. Employees who rarely plan before doing things	c.87.
C25.	Do you prefer (1) employees who value traditional customs and beliefs or (2) employees who are critical of tradition	1. Employees who value traditional customs and beliefs 2. Employees who are critical of tradition	c.88.

Module D: Screening Demand

D1.	Please state the degree to which you agree or disagree with the following statements. 1 Strongly Disagree 2 Disagree 3 Neither Agree nor Disagree 4 Agree 5 Strongly Agree	A. In terms of young job candidates, I prefer to hire people with one or two years of experience to a fresh graduate	c.89.
		B. In terms of young job candidates, I almost always hire people whom are referred to me by family, friends, or other co-workers	c.90.
		C. In terms of hiring young job candidates, I find it difficult to find well qualified employees	c.91.
		D. It's risky to hire a young job candidate because it's difficult to figure out if the new employee will be productive	c.92.
		E. In terms of hiring young job candidates, I prefer to hire women	c.93.
		F. I would pay a reasonable price to learn more about job candidates for better informed hiring decisions	c.94.
D2.	Do you consider hiring an employee more like a game of chance or a game of skill?	1. Chance 2. Skill	c.95.
D3.	Do you need an employee who is	1. Fluent in speaking, reading, and writing English 2. Has a good command of English i.e. can make a dialogue and read and write small documents 3. Basic English skills i.e. can make short conversation, answering phone calls, searching internet 4. No English	c.96.
D4.	Do you need an employee who has	1. Knows how to use write and design computer programs, familiar with many software programs 2. Can use Microsoft Office and internet searches	c.97.

[Type text]

		3. Basic skills like typing and data entry 4. No computer experience	
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Module E: Voucher Effects *** PLEASE NOTE THIS IS ONLY FOR FIRMS WHO HIRED WOMEN WHO PARTICIPATED IN THE VOUCHER PROGRAM

E1.	Has an employee or potential employee ever presented you with a job voucher?	1. Yes 2. No ► F1 , AFTER DOUBLE CHECKING THAT RESPONSE FITS WITH TREATMENT STATUS	c.98.
E2.	When did you first hire this employee?	Year → Month →	c.99. c.100.
E3.	At that time, were you looking to hire a new employee?	1. Yes ► E5 2. No	c.101.
E4.	If you weren't looking to hire a new employee, why did you hire this employee at this time (please choose most important reason)?	1. She was an extraordinary candidate who we couldn't pass up 2. She was recommended to me by friends or family 3. At a subsidized wage, the business could benefit from an extra employee 4. At a subsidized wage, the business could train and test out this new employee free of risk 5. Charity Other (please specify) ► E6	c.102.
E5.	Why did you hire this employee (please choose most important reason)?	1. In terms of skills and experience, she was the best candidate for the job 2. She was recommended to me from friends or family 3. Although she was similar to the other candidates, she was the most cost effective candidate due to the voucher offer 4. Although she was worse than the other candidates, she was the most cost effective candidate due to the voucher offer Other (please specify)	c.103.
E6.	Would you have hired this employee if she didn't have an employment voucher	1. Yes ► E9 2. No	c.104.
E7.	Why wouldn't you have hired this employee?	A. Hiring an employee would have been too expensive B. I prefer to hire males C. I would've hired someone else D. I had no need for an extra employee E. What are the other reasons you wouldn't have hired this employee	1. Yes 2. No 1. Yes 2. No 1. Yes 2. No 1. Yes 2. No c.105. c.106. c.107. c.108. c.109.
E8.	Would you have hired this employee if the voucher was only 50 JD?	1. Yes 2. No	c.110.
E9.	How many more recent graduates with diplomas would you hire if they all had the same 150 JD vouchers?	Hypothetical hires	c.111.
E10.	Did this employee replace an employee who recently left or was this employee an addition to the firm?	1. Replacement 2. Addition	c.112.
E11.	Does this employee still work for you?	1. Yes → E14 2. No	c.113.
E12.	Why does this employee no longer work with you?	1. Employee quit and found another job 2. Employee quit and got married 3. Employee quit and gave birth	c.114.

[Type text]

		4. Employee was fired/asked to leave 5. Without the salary subsidy, we couldn't afford to pay the employee's salary 6. Other (please specify) → E15	
E13.	How many more months do you expect this employee to continue working for you?	Months left 222 if indefinitely	c.115.
E14.	How much do/did you pay this employee per month? (This sum should include all money including the voucher paid to the employee).	Monthly income	c.116.
E15.	How many hours a week does/did this employee work?	Hours worked per week	c.117.
E16.	After your experience with this employee, do you expect to hire more young women with diplomas in the future?	1. Yes 2. No	c.118.
E17.	Why?	Why?	c.119.
E18.	On a scale from one to ten with ten meaning the best, how would you rate your overall experience with your employees who had a voucher from Jordan NOW.	Overall Experience Scale	c.120.

Module M: Gender and Maternity Leave

M1.	Please state the degree to which you agree or disagree with the following statements. 1 Strongly Disagree 2 Disagree 3 Neither Agree nor Disagree 4 Agree 5 Strongly Agree	A. I prefer hiring men to women	c.121.
		B. I pay women higher than men for the same amount of work	c.122.
		C. Young men are more productive than young women	c.123.
		D. Male employees are preferable to female employees because male employees can work longer and more flexible hours (day/night)	c.124.
		E. The extra costs of prayer rooms, bathrooms, maternity leave, and other female necessities make it too costly to hire women	c.125.
		F. Mixing women and men together at work would be inappropriate	c.126.
		G. Female employees are only looking for short term work since they don't have career ambitions	c.127.
		H. I don't want to hire women because they don't have career ambitions	c.128.
M2.	How many weeks are women entitled to paid maternity leave under the Jordanian labor laws?		c.129.
M3.	How do you feel about paid maternity leave in Jordan? Is it too long, just right, or too short?	1. Too long 2. Just right 3. Too short 4. I don't know what paid maternity leave is	c.130.
M4.	How many weeks are women entitled to unpaid maternity leave under the Jordanian labor laws?		c.131.

[Type text]

M5.	How do you feel about unpaid maternity leave in Jordan? Is it too long, just right, or too short?	1. Too long 2. Just right 3. Too short 4. I don't know what unpaid maternity leave is	c.132.
M6.	How do you feel about paternity leave in Jordan? Should a man have the right to take limited amount of time off of work after the birth of his baby?	1. Yes 2. No	c.133.
M7.	When considering hiring a new employee, do you consider the potential cost of maternity leave?	1. Yes 2. No	c.134.
M8.	Would the potential cost of maternity benefits deter you from hiring a woman over a man with a similar resume?	1. Yes 2. No	c.135.

Module R: Risk Preferences

R1.	How would you rate your overall willingness to take risk in terms of hiring a new employee on a scale from 1 to 10 where 1 means absolutely risk averse and 10 means you're willing to take on any risk	Scale from 1-10	c.136.
R2.	Would you rather hire (1) an untested job candidate who could either be the best employee you've ever had or the worst or (2) a job candidate who is known to be consistent although very mediocre.	1. Untested job candidate who could be the best or worst employee ever 2. Known job candidate who is consistent and mediocre	c.137.

Module Y: Tracking Information for Panel Survey

Y1 Are there any plans to relocate this business in the next year? 1. Yes 2. No If you do plan to move, what is the address you plan to move to? <div style="border-bottom: 1px solid black; height: 20px; margin-top: 5px;"></div>	
Y2: Personal Contact Information	
(a) Name:	(b) Home Address:
(c) District:	(d) Governorate
(e) e-mail:	(f) Home phone
(g) Cell phone:	(h) Work phone
Y3: Contact Information of Friend or Family Member in case we can't reach you. [Note to interviewer: Contacts should not typically be spouses or children, since they usually move along with the respondent. We want contacts that are likely to stay in the same place when the respondent moves.]	
(a) Name:	(b) Home Address:
(c) District:	(d) Governorate

[Type text]

(e) e-mail:	(f) Home phone
(g) Cell phone:	(h) Work phone

Module X: Firm Characteristics

X1.	Since when has this business been operating?	Year →	c.138. _ _ _ _
		Write the Month if it started in 2010 or later →	c.139. _ _
X2.	Does this firm export?	1. Yes 2. No	c.140.
X3.	How do you keep records of your business?	1. I hire an accountant 2. I keep records myself 3. An employee keeps records for me 4. I don't keep records	c.141.
X4.	Do you provide social security insurance for all, some or none of your employees?	1. All 2. Some 3. None	c.142.
X5.	What is the total annual cost of labor including wages, salaries, bonuses, social security payments, and any other cost of labor	Cost	c.143.
X6.	Do you have a business license?	Business License	c.144.
X7.	Is your business registered for taxes?	Tax Registration	c.145.
X8.	What were the business' sales in the last year?	Sales	c.146.
X9.	What were the business' profits in the last year?	Profits	c.147.
X10.	What were the business' profits in the last 3 months?	Profits	c.148.

Module Z: Interviewer Questions

Z1.	It is my perception that the responses to the questions regarding opinions and perceptions were	1. Truthful 2. Somewhat truthful 3. Not truthful	c.149.
Z3.	Interviewer Comments	Interview Comments	c.150.

Z4. End time _____

End

Thank you for taking the time to participate in this survey.