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Start	Not Attempted	📄

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SECTION B - ORGANIZATION

18. In 2021, where were the following decisions made for this establishment?

Select one for each row

Decisions	Only at this establishment	Only at headquarters	Both at this establishment and at headquarters	Other
Decisions on hiring permanent full-time employees	○	○	○	○
Decisions to give an employee a pay increase of at least 10%	○	○	○	○
Decisions on new product introductions	○	○	○	○
Product pricing decisions	○	○	○	○
Advertising decisions	○	○	○	○

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SECTION B - ORGANIZATION

19. In 2021, where were decisions to use the firm's own employees, contractors, temporary staff, or leased workers for the following activities made for this establishment?
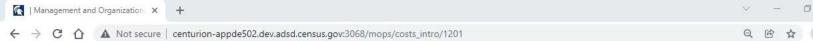
Select one for each row

Activities	Only at this establishment	Only at headquarters	Both at this establishment and at headquarters	Other
Cleaning and janitorial services	○	○	○	○
Physical security services including decisions related to hiring security personnel (for example, guards) and monitoring services	○	○	○	○
Direct production	○	○	○	○

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SECTION C - COSTS AND PURCHASED SERVICES

This section relates to the use of **this firm's own employees, contractors, temporary staff, and leased workers**. You will be asked a series of questions about the following categories of business expenses:

- Cleaning and janitorial services
- Repairs and maintenance
- Physical security services
- Transportation, logistics, and distribution services
- Direct production

For **total annual payroll for this firm's own employees**, report the annual payroll for employees at this establishment contributing to the indicated this category of business expenses, before deductions.

Include employees' Social Security contributions, withholding taxes, group insurance premiums, union dues, and savings bonds; commissions, dismissal pay, paid bonuses, employee contributions to pension plans such as 401(k), vacation and sick leave pay, and the cash equivalent of compensation paid in kind; spread on stock options that are taxable to employees as wages; salaries of officers of this establishment, if a corporation; paid leave; and non-production bonuses.

Exclude payroll for temporary staff and leased workers (report this figure in **Contractors, temporary staff, and leased workers**); employer's cost for fringe benefits; payments to fisherman, agricultural crews, members of the Armed Forces, and pensioners carried on your active payroll; and payments to proprietors or partners, if this is an unincorporated concern.

For expenses for **contractors, temporary staff, and leased workers**, include the **full cost** of all contracts for this category of expenses. For example, if the contract includes both labor and materials costs, include both.

Contractors can be companies or individuals.

Temporary staff and leased workers include staffing obtained from a staffing service or workers whose payroll was filed under an employee leasing company's EIN.

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SECTION C - COSTS AND PURCHASED SERVICES

21. In 2021 and 2019, what were this establishment's expenses for CLEANING AND JANITORIAL SERVICES for:

Estimates are acceptable

	2021	2019
Total annual payroll for this firm's own employees?	$ _____ ,000.00	$ _____ ,000.00
Contractors, temporary staff, and leased workers?	$ _____ ,000.00	$ _____ ,000.00

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SECTION C - COSTS AND PURCHASED SERVICES

22. In 2021 and 2019, what were this establishment's expenses for REPAIRS AND MAINTENANCE for:

Estimates are acceptable

	2021	2019
Total annual payroll for this firm's own employees?	$ _____ ,000.00	$ _____ ,000.00
Contractors, temporary staff, and leased workers?	$ _____ ,000.00	$ _____ ,000.00

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SECTION C - COSTS AND PURCHASED SERVICES

23. In 2021 and 2019, what were this establishment's expenses for PHYSICAL SECURITY SERVICES for:
Include expenses for security personnel (for example, guards) and monitoring services.

Estimates are acceptable

	2021	2019
Total annual payroll for this firm's own employees?	$ [ ],000.00	$ [ ],000.00
Contractors, temporary staff, and leased workers?	$ [ ],000.00	$ [ ],000.00

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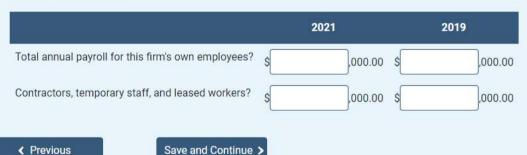## 2021 Management and Organizational Practices Survey

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SECTION C - COSTS AND PURCHASED SERVICES

24. In 2021 and 2019, what were this establishment's expenses for TRANSPORTATION, LOGISTICS, AND DISTRIBUTION SERVICES for:
Include expenses related to freight in/freight out and use of common carriers.

Estimates are acceptable

	2021	2019
Total annual payroll for this firm's own employees?	$ [ ] ,000.00	$ [ ] ,000.00
Contractors, temporary staff, and leased workers?	$ [ ] ,000.00	$ [ ] ,000.00

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SECTION C - COSTS AND PURCHASED SERVICES

25. In 2021 and 2019, what were this establishment's expenses for DIRECT PRODUCTION for:

Estimates are acceptable

	2021	2019
Total annual payroll for this firm's own employees?	$,000.00	$,000.00
Contractors, temporary staff, and leased workers? Include work done by others on your materials (work contracted to others).	$,000.00	$,000.00

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

26. In 2021, how much of the information related to each of the following functions for this establishment was STORED IN A DIGITAL FORMAT?

Select one for each row

Functions	None	Up to 50%	More than 50%, but not all	All or nearly all	Function not performed at this establishment
Production scheduling and monitoring	○	○	○	○	○
Quality control	○	○	○	○	○
Environmental or safety compliance	○	○	○	○	○
Equipment maintenance	○	○	○	○	○
Supply chain management and logistics	○	○	○	○	○
Sales forecasting	○	○	○	○	○

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

27. In 2021, who decided what type of digital information (data) to collect for this establishment?

Select all that apply

☐ Managers at this establishment
☐ Managers at headquarters and/or other establishments
☐ Production workers at this establishment
☐ Engineers at this establishment
☐ Customers
☐ Government regulations or agencies
☐ Consultants (including system integrators)

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

28A. In 2021, what descriptive analyses of data were TYPICALLY used to support making key decisions at this establishment?

Select all that apply

☐ Little to no use of descriptive analyses
☐ Use of summary statistics (examples: maximum, average, count per category, variance)
☐ Use of trends and comparisons across time periods
☐ Use of real-time dashboards reflecting current data (possibly along with past data)
☐ Use of customized or interactive descriptive analysis requested by decision makers

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

28B. In 2021 and 2019, how often did decision makers rely on descriptive analyses of data when making key decisions at this establishment?

Select one for each year

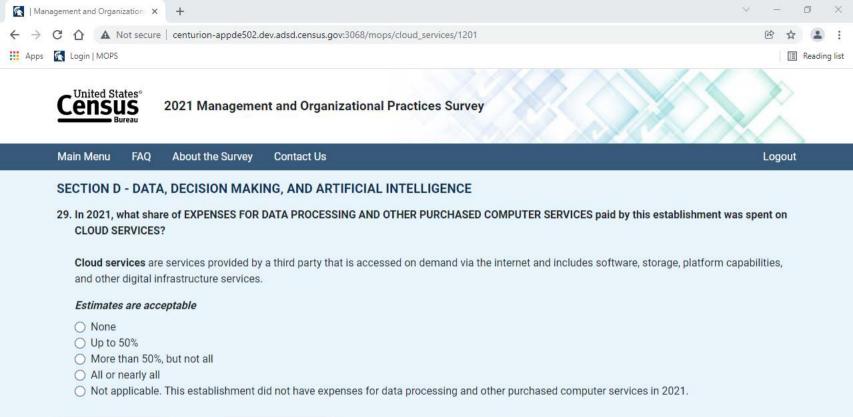|	2021	2019
Did not use	○	○
Up to 50% of the time	○	○
More than 50% of the time, but not all of the time	○	○
All or nearly all of the time	○	○

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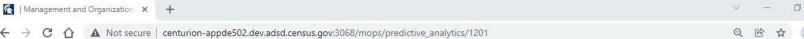
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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

29. In 2021, what share of EXPENSES FOR DATA PROCESSING AND OTHER PURCHASED COMPUTER SERVICES paid by this establishment was spent on CLOUD SERVICES?

Cloud services are services provided by a third party that is accessed on demand via the internet and includes software, storage, platform capabilities, and other digital infrastructure services.

Estimates are acceptable

○ None
○ Up to 50%
○ More than 50%, but not all
○ All or nearly all
○ Not applicable. This establishment did not have expenses for data processing and other purchased computer services in 2021.

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

30. In 2021, to what extent did this establishment use PREDICTIVE ANALYTICS to support each of the following functions?

Predictive analytics are statistical or algorithm-based models that analyze historical and current data to make predictions about future or unknown events in areas such as demand forecasting, production planning, or human resources management.

Select one for each row

Functions	None	Up to 50%	More than 50%, but not all	All or nearly all	Function not performed at this establishment
Production scheduling and monitoring	○	○	○	○	○
Quality control	○	○	○	○	○
Environmental or safety compliance	○	○	○	○	○
Equipment maintenance	○	○	○	○	○
Supply chain management and logistics	○	○	○	○	○
Sales forecasting	○	○	○	○	○

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

31. In 2021, to what extent did this establishment use ARTIFICIAL INTELLIGENCE (including machine learning algorithms in software applications) to support each of the following functions?

Select one for each row

Functions	None	Up to 50%	More than 50%, but not all	All or nearly all	Function not performed at this establishment
Production scheduling and monitoring	○	○	○	○	○
Quality control	○	○	○	○	○
Environmental or safety compliance	○	○	○	○	○
Equipment maintenance	○	○	○	○	○
Supply chain management and logistics	○	○	○	○	○
Sales forecasting	○	○	○	○	○

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

32. In 2021, to what extent did this establishment use the following TECHNICAL APPLICATIONS OF ARTIFICIAL INTELLIGENCE?

Artificial intelligence is a machine-based system that can perceive and learn about its environment and then make relevant predictions, recommendations, or decisions for an objective that is determined by humans.

Select one for each row

Applications	Did not use	Testing or piloting only	Up to 50% of direct production	More than 50% of direct production, but not all	All direct production	Don't know
Machine vision	○	○	○	○	○	○
Speech recognition	○	○	○	○	○	○
Predictive maintenance	○	○	○	○	○	○
Artificial intelligence-enabled industrial robots	○	○	○	○	○	○
Automated guided vehicles (AGV)	○	○	○	○	○	○

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

33. In 2019, to what extent did this establishment use the following TECHNICAL APPLICATIONS OF ARTIFICIAL INTELLIGENCE?
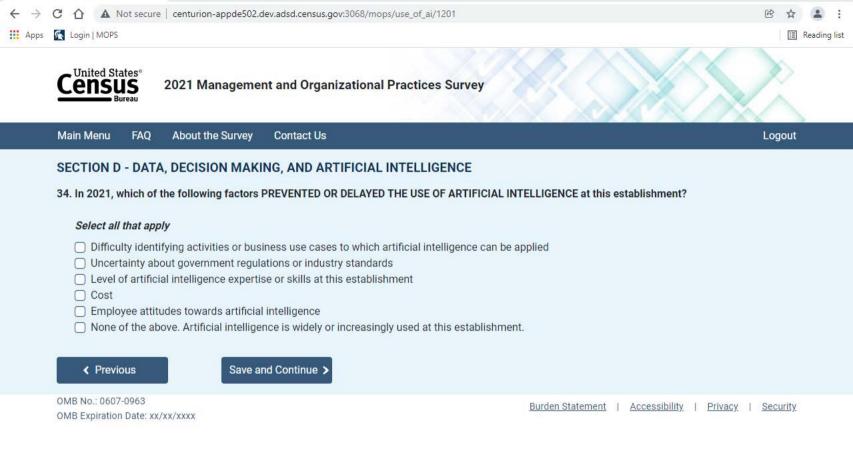
Select one for each row

Applications	Did not use	Testing or piloting only	Up to 50% of direct production	More than 50% of direct production, but not all	All direct production	Don't know
Machine vision	○	○	○	○	○	○
Speech recognition	○	○	○	○	○	○
Predictive maintenance	○	○	○	○	○	○
Artificial intelligence-enabled industrial robots	○	○	○	○	○	○
Automated guided vehicles (AGV)	○	○	○	○	○	○

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SECTION D - DATA, DECISION MAKING, AND ARTIFICIAL INTELLIGENCE

34. In 2021, which of the following factors PREVENTED OR DELAYED THE USE OF ARTIFICIAL INTELLIGENCE at this establishment?

Select all that apply

- ☐ Difficulty identifying activities or business use cases to which artificial intelligence can be applied
- ☐ Uncertainty about government regulations or industry standards
- ☐ Level of artificial intelligence expertise or skills at this establishment
- ☐ Cost
- ☐ Employee attitudes towards artificial intelligence
- ☐ None of the above. Artificial intelligence is widely or increasingly used at this establishment.

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SECTION F - BACKGROUND CHARACTERISTICS

46. In 2021, did your company retain an external Certified Public Accountant to conduct an audit, review, or compilation of its financial statements?

An **audit** is the examination of an entity's accounting records and the physical inspection of the company's assets. The audit is conducted by a certified public accountant who reports the results of the audit in a written audit opinion given to the company.

A **review** is a reduced form of an audit. The main difference between a review and an audit is that the review does not involve any tests of balances, which are a core part of the steps involved in an audit. This means there are no independent verifications of the client's account balances.

A **compilation** refers to a company's financial statements that have been prepared or compiled by an outside accountant. Unlike a review or audit, in a compilation the outside accountant only converts the client's data into financial statements without providing any assurances or auditing services.

- ○ Yes - To conduct an audit
- ○ Yes - To conduct a review
- ○ Yes - To conduct a compilation
- ○ No
- ○ Do not know

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SECTION F - BACKGROUND CHARACTERISTICS

47. In 2021, did the external Certified Public Accountant visit THIS ESTABLISHMENT IN PERSON in association with the company's audit, review, or compilation?

○ Yes, the external Certified Public Accountant visited this establishment **in person**

○ No, but the external Certified Public Accountant visited this establishment **remotely** (for example, telephone interview or videoconference)

○ No, the external Certified Public Accountant did not visit this establishment in person or remotely
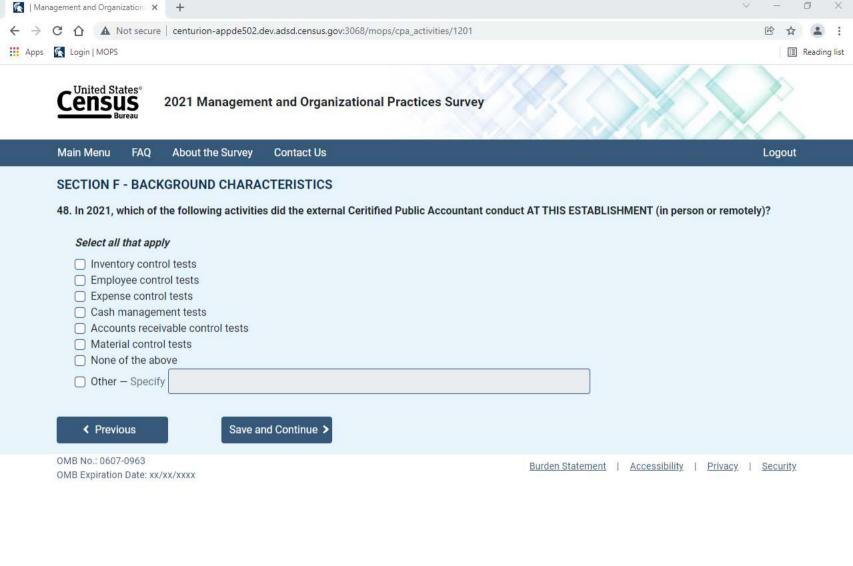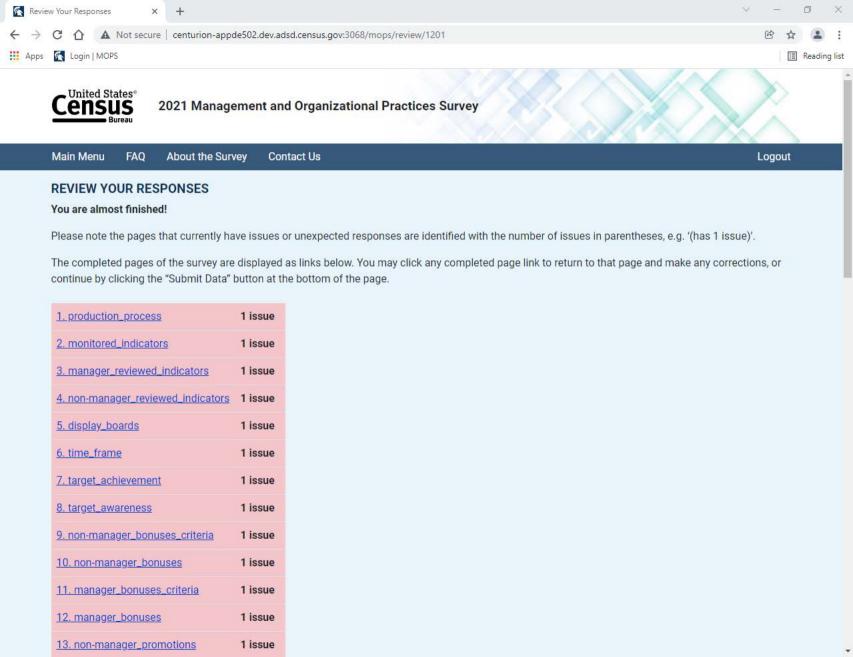
○ Do not know

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SECTION F - BACKGROUND CHARACTERISTICS

48. In 2021, which of the following activities did the external Ceritified Public Accountant conduct AT THIS ESTABLISHMENT (in person or remotely)?

Select all that apply

☐ Inventory control tests
☐ Employee control tests
☐ Expense control tests
☐ Cash management tests
☐ Accounts receivable control tests
☐ Material control tests
☐ None of the above

☐ Other — Specify [   ]

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REVIEW YOUR RESPONSES

You are almost finished!

Please note the pages that currently have issues or unexpected responses are identified with the number of issues in parentheses, e.g. '(has 1 issue)'.

The completed pages of the survey are displayed as links below. You may click any completed page link to return to that page and make any corrections, or continue by clicking the "Submit Data" button at the bottom of the page.

1. production_process	**1 issue**
2. monitored_indicators	**1 issue**
3. manager_reviewed_indicators	**1 issue**
4. non-manager_reviewed_indicators	**1 issue**
5. display_boards	**1 issue**
6. time_frame	**1 issue**
7. target_achievement	**1 issue**
8. target_awareness	**1 issue**
9. non-manager_bonuses_criteria	**1 issue**
10. non-manager_bonuses	**1 issue**
11. manager_bonuses_criteria	**1 issue**
12. manager_bonuses	**1 issue**
13. non-manager_promotions	**1 issue**

33. tech_apps_ai_prior	1 issue
34. use_of_ai	1 issue
inst. uncertainty_instructs	0 issues
35,36. prod_value	2 issues
37,38. number_employees	2 issues
39. seniority_level	1 issue
40. number_managers	1 issue
41. managers_with_bachelors	1 issue
42. non-managers_with_bachelors	1 issue
43. labor_union	1 issue
44. production	1 issue
45. multinational	1 issue
46. external_cpa	1 issue
47. cpa_visit	1 issue
48. cpa_activities	1 issue
49. certification	2 issues

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