

**Table 2. Measures Included in High Performance Work Practices Index**

Percents are percent of establishments with the practice.

	1994	1997
1. Self-managed work teams for more than 50% of non-managerial employees	7.8%	11.9%
1. Work-related meetings for more than 50% of non-managerial employees covering most issues	40.9%	47.2%
Work-related meetings for more than 50% of non-managerial employees	43.8%	50.2%
Work-related meetings covering most issues	40.9%	47.2%
1. Recruitment expenditures above the mean controlling for industry and size	19.5%	13.9%
1. Flat organization controlling for industry group and size	17.3%	19.3%
Low average organizational levels controlling for industry and size	46.0%	52.8%
High average reports to supervisors controlling for industry and size	31.2%	31.4%
1. Above average compensation for every employee class controlling for industry and size, and establishment has pension and health benefits	5.8%	7.6%
Above average compensation for every employee category	6%	10.8%
Availability of pension and health benefits	51.9%	57.0%
6. Benchmarking	20.6%	19.1%
7. Above average training hrs. in last yr. For every employee category, and training covers teamwork	2.7%	4.7%
8. Job rotation for more than 50% of non-managerial employees	12.8%	16.0%

Source: National Employer Survey, analysis by Joseph Blasi and Douglas Kruse.