



National Small Business Poll

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Small Business Poll

Time Allocation

NFIB National Small Business Poll

The **National Small Business Poll** is a series of regularly published survey reports based on data collected from national samples of small business employers. The initial volume was published in 2001. The **Poll** is designed to address small business-oriented topics about which little is known but interest is high. Each survey report treats different subject matter.

The survey reports in this series generally contain three sections. The first section is a brief Executive Summary outlining a small number of themes or salient points from the survey. The second is a longer, generally descriptive, exposition of results. This section is not intended to be a thorough analysis of the data collected nor to explore a group of formal hypotheses. Rather, it is intended to textually describe that which appears subsequently in tabular form. The third section consists of a single series of tables. The tables display each question posed in the survey broken-out by employee size of firm.

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William J. Dennis, Jr.
NFIB Research Foundation
Series Editor



The Goldman Sachs Foundation
200 West Street
New York, NY 10282
gs.com/10000smallbusinesses



1201 "F" Street, NW
Suite 200
Washington, DC 20004
nfib.com

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Table of Contents

Executive Summary.....	1
Time Allocation.....	3
Tables.....	10
Data Collection Methods.....	27

Executive Summary

- In September/October of 2012, small-business owners worked an average of 50 hours in the prior week. Forty-eight (48) percent of them worked between 50 and 69 hours. The week was typical according to 79 percent of small employer respondents with the remainder virtually split between those working unusually long hours (11%) and those working unusually short hours (10%).
- The number of hours worked appears unrelated to the major demographic factors examined, such as employee size-of-business, industry or years of ownership. The exception is personal age. Once an owner reaches 65, hours are reduced.
- Small-business owners spent two-thirds (67%) of their working hours at the firm's primary business location (home, for a home-based business), 6 percent at home and 27 percent working neither in the firm's primary location nor the home. The latter could include work at job sites, on sales calls, making deliveries, etc.
- Thirteen (13) percent spent one or more nights away from home last week on business.
- The two business activities or functions occupying the most time for the largest number of small employers was producing goods and services and customer relations or service.
- Nine percent spent the entire week performing one business activity. Another 56 percent spent at least 50 percent of their time on the one consuming the most time. While owners must be flexible and prepared to bounce from problem to problem, most focus their time on one or two activities in a single week. These data are at odds with the more traditional image of small employers hopping from activity to activity all day long.
- The most frequent number of activities performed in a week was two (28%). However, nearly as many small employers performed six (21%) activities, five (16%) or seven (11%).
- Thirty-five (35) percent thought that they were misallocating their time, that they should be spending more time on some business activities and less time on others. Of those who thought their time misallocated, 31 percent believed that they should be spending more time on selling or marketing and another 20 percent said they should spend more on planning and strategizing. Less consensus appeared over the activities on which they should be spending less time. Eighteen (18) percent identified producing goods and services, and another 17 percent identified finance as areas occupying too much of their time. Thirteen (13) percent who thought they should spend more time on at least one activity, volunteered that they are spending too little time in no area. In effect, this group thinks that it is not putting in enough hours overall!
- Small-business owners clearly prefer some business tasks to others. The most frequent favorite of 34 percent is customer service or relations. Customer care is followed by 25 percent best liking producing goods and services, such as a contractor actively participating in the construction of a house or a medical practitioner taking care of patients, and 14 percent preferring selling or marketing. The least liked business tasks focus on finance (37%) and employee-related matters (26%), from hiring/firing to training and benefits.
- Small-business owners begin developing a management hierarchy when they are still quite small, perhaps as a necessity to cover when they are not immediately present. Thus, 43 percent of those with fewer than 10 employees have at least one who has managerial or supervisory responsibilities as part of their job. That figure rises to 96 percent in enterprises employing 20 or more people. However, the number having one or more employees who are primarily managers or supervisors with few if any other responsibilities is considerably smaller (12%).

Time Allocation

A small-business owner's time is perhaps his/her most valuable asset. The result is that the way he allocates time embodies the focus and/or priorities of the organization. As the business becomes larger and employees are added, the owner can delegate more specified responsibilities to others. The choice of tasks delegated may be based on expertise, preferences (likes/dislikes), etc. But regardless of how or where done in the organization, delegation of responsibility potentially alters, perhaps drastically, the time an owner allots to specific business activities or tasks. This issue of the *National Small Business Poll*, therefore, focuses on the small-business owner's Time Allocation.

Americans believe small-business owners work hard. A Rasmussen poll published on July 23, 2012, indicates that 77 percent of the public think small-business owners work harder than the typical American; just 2 percent hold the opposite view. The data presented here, though self-reported and therefore subject to exaggeration, support the popular view. Small-business owners worked an average of just over 50 hours (median also 50 hours) during the prior week (late September or early October depending on the interview data) (Q#2). Almost half (48%) labored between 50 and 70 hours in that period. Just 18 percent worked less than 40 hours, a portion of those for reasons such as ill health. (The comparable figure for all workers in the United States was about 37½ hours.)¹

Less experienced owners, particularly those with fewer than 15 years in the business, work somewhat longer hours than those with more. However, personal age does not appear a significant difference in hours worked, except among owners over 65. The latter group of small employers clearly has reduced its hours, though owners in it still work noticeably longer than the typical American. In addition, there is a modestly positive, but statistically insignif-

icant relationship between hours worked and growth, measured by employee change over the last three years.

The owner/manager factor provides the greatest differential in hours worked and not necessarily in the manner anticipated. Eighty-three (83) percent of respondents are owner-managers; 8 percent owners, but not managers; and 9 percent managers, but not owners (Q#D1). While the one without equity (managers, but not owners) would have been the position expected to put in the fewest hours, it was the owner who is not a manager that did. Forty-five (45) percent of that group worked less than 40 hours in the prior week, compared to 16 percent for owner-managers and 17 percent for manager non-owners. The principal difference between the latter two groups is the extreme hours put in by some owner-managers. Manager non-owners just put in very long hours. These data suggest that it is management more than ownership that demands time, a controversial proposition at best.

The time selected to interview small-business owners for the survey was designed to occur in a normal operating period, not one

¹ http://www.bls.gov/news.release/archives/atus_06222011.pdf. The American Time Use Survey also reported that "self-employed" worked about one hour a day less than wage and salary workers. There are important differences between "self-employed" in the American Time Use Survey and "small employers" which are the unit of analysis for this survey. Self-employed includes anyone, full- or part-time, who works for him or herself and may or may not have employees. Employers own larger firms, often much larger firms, typically requiring greater attention than "one-man" or part-time operations.

influenced by strong seasonal factors, such as Christmas (December) or a typical vacation period (July or August). To examine the success achieving this intent, the survey asked owners if the prior week was “typical”. Seventy-nine (79) percent reported the week was not unusual (Q#2a); 21 percent reported that it was. However, owners reporting an unusual work-week were almost evenly divided between those claiming the week was unusually short (11%) and those claiming it was unusually long (10%). Long hours were typically “somewhat” longer than usual compared to a few with a “lot” longer hours, while short hours were accompanied by more frequent reports of a “lot” shorter hours.

The principal reason that 21 percent worked unusual hours the prior week was seasonality. Thirty-four (34) percent of the group working unusual hours or 7 percent of the entire population cited their working hours influenced by a seasonal cause (Q#2a1). The second most common reason for unusual hours (19%) was personal reasons, matters ranging from family illnesses to vacations. Other reasons cited were highly varied, such as a special project, but appear consistent with normal business operations. Given the number claiming a normal week plus the reasonably symmetrical distribution of the unusual hours they claim, the data support the proposition that the week was normal.²

“In-the-Office” or Out

Small-businessmen and women have three places from which they can work: their primary business location, their home, or a place outside either the primary business location or the home. The latter could be a job site, a client’s office, or scouting the purchase of a new machine. In cases of home-based businesses, the principal business location and the home are the same thing. About one-quarter (26%) of small employers operate from the home (home-based business) (Q#1). The following examines the proportion of working time spent in each of these possible job locations.

Small employers whose primary location is outside the home are likely to spend a substantially greater share of their time at that location, that is, “in the office”, than those business-owners operating principally in the home.

Sixty-five (65) percent spend three-quarters or more of their work time at their principal business location (Q#2c); 31 percent spend all of their work time there. In contrast, 43 percent of home-based business owners spend three-quarters or more of their working hours operating from their primary business location – the home (Q#2b); 22 percent work at home exclusively. Similarly, just 13 percent of non-home-based business owners spend less than 25 percent of their time in the office while 34 percent of home-based owners do. Thus, the average amount of time spent “in-the-office” by owners of home-based businesses is 55 percent; the equivalent figure for non-home-based businesses is 71 percent.

Even with a principal location in typical business settings, some small employers bring work home. However, only 53 percent reported that they do while 47 percent said they leave their work at the office (Q#2c1). Of those who do, virtually all spend less than 25 percent of their total working hours at home. The average is about 7.5 percent of total working hours. As a result, small-business owners with a primary business location outside the home spend between 40 and 50 percent more of their time in the office (primary location and home) than do home-based business owners.

Small-business owners spent a large portion of their working hours outside of the office – 22 percent among those with a primary business location outside the home and 45 percent among home-based business owners (calculated as a residual). That represents a significant share of a day’s work, and is therefore notable. The questionnaire did not delve into the reason for these absences from the office. However, working at a job site or in a client’s office, making sales calls, investigating purchases, making deliveries, and serving customers are all common tasks that occur away from the venture’s principal location. Another possible reason they may be working “out-of-the-office” is business travel.

An unknown portion of the working hours spent outside either the primary business location or the home are spent “on the road”, that is, far away enough from home that distance requires an over-night stay elsewhere. Thirteen (13) percent spent at least one night away from home on business during the prior

² The American Time Use Survey reported that 82 percent worked a normal week in its reference period.

week (Q#3). Owners of larger, small firms are twice as likely to do so as are owners of smaller, small firms (24% to 12%). The difference is likely tied to the greater breadth of markets. However, the latter is also a function of industry, growth patterns, etc., factors that often entail greater travel.

The size of the enterprise bears some relationship to amount of time spent at the firm's primary location. Owners of smaller firms spend relatively less time there and owners of larger firms relatively more. For example, 34 percent of home-based business owners spend less than 25 percent of their time "in-the-office". That likely stems from the ability of those owning larger firms to delegate tasks to employees. One surveyed owner of a very small firm, for example, spent a substantial amount of time "picking up parts." That is not likely to occur in a larger venture. It was noted above that owners of larger, small businesses travel more often than owners of smaller, small ones. This suggests the possibility of a parabolic relationship between firm size and the proportion of time owners spend out-of-the-office. If a parabolic relationship exists, it was not immediately evident from the data, perhaps due to the number of cases available.

There is an industry effect. Retail, for example, has traditionally been based on a location, typically the venture's primary location. The owner is typically at the firm's primary location. A construction business moves the location of its work continually. The owner usually moves with the job site.

Summarizing the work location of all small employers, the survey found that they averaged two-thirds (67%) of their working hours at the firm's primary business location (home, for a home-based business), 6 percent at home and 27 percent working neither in the firm's primary location nor the home ("out-of-the-office").

Time Allocation on the Job

Over half of small employers spent the most time during the prior week either producing goods or services (27%), or serving customers/clients (26%) (Q#4). Twelve (12) percent spent most of their time on marketing and/or sales, 11 percent on finance, and 10 percent on planning or strategizing. Fewer worked primarily on employee-related matters (3%) or learning/gathering information (3%). Administration was purposefully omitted from the list of possible activities; though 1 percent

mentioned it anyway as did another 1 percent who indicated they spread their time across all of these activities and perhaps others as well. Three percent identified other things.

Nine percent of small employers reported that they spent 100 percent of their work time in the past week on a single activity (Q#4a.) Thirty-three (33) percent said they spent between 75 percent and 99 percent of their time on one and another 33 percent spent between 50 percent and 74 percent on one. The popular image of a small-business owner is of someone who is constantly in motion, moving from problem to opportunity to problem and back to opportunity again. This is likely true, but it conceals the fact that most owners (75%) spend a majority of their time during a week performing a single activity. That specific function (activity) varies considerably across the population, though owners usually spend considerable time on the one selected. Just 25 percent claim to have spent less than half of their work hours the prior week on a single activity. Small employer time allocation, therefore, suggests considerably more focus, at least for a limited period, than popularly thought.

The second most time-consuming business activity among owners who did not spend all of their work hours during the prior week on only a single activity was customer/client service or relations. Seventeen (17) percent cited it (Q#5). However, the second most time consuming business activity was broadly dispersed. Just after the 17 percent naming customer/client service or relations came selling or marketing (16%), planning/strategizing (15%), finance (12%), and employee-related matters (11%). Particularly noteworthy is that activities supporting production and sales become much more common in a secondary role (at least as far as owner time is concerned). Finance and employee-related functions are examples. Few spend the greatest amount of their time on them, but considerably more spend their second greatest amount of time on them.

Time allocated to the second most time consuming function tends to be modest. While 8 percent said that they spent 50 percent (most of these split their time 50-50 between two activities) or more (not mathematically possible for the second most time consuming activity), 57 percent allocated less than 25 percent of their time to their second most time consuming activity (Q#5a).

Still, small-business owners often did spend at least a little bit of time in many identifiable areas. The average number was four of the seven business activities evaluated. For example, though 41 percent listed customer services or relations as the area to which they either allocated most of their time or second most time, another 32 percent spent at least some of their time on the activity (Q#6F). Only 26 percent spent no time at all the prior week on customer service or relations. The most common number (mode) of functions undertaken was two (28%). However, 21 percent engaged in six, 16 percent in five, and 11 percent in all seven.

The activity most frequently ignored (no time spent) was employee-related matters. Over half, 55 percent, spent no time on them (Q#6E). About 40 percent allocated no time to the remaining activities assessed during the week. Forty (40) percent did no planning or strategizing in the prior week (Q#6D); 42 percent did no finance (Q#6C); 43 percent did no selling or marketing (Q#6A); 43 percent no learning or gathering information (Q#6G); and, 44 percent did no producing of goods and/or services (Q#6B).

The “Correct” Distribution of Time

Small-business owners work long hours. Yet, a frequent complaint one hears from them is that there never seems to be enough time. Long hours combined with insufficient time raises the possibility that their time is not allocated efficiently, that too much is spent on some activities and not enough on others. The survey asked owners about a time misallocation possibility and 35 percent agreed it occurs in their case (Q#7). They spend too much time on some things and not enough on others, including time-off. Sixty (60) percent thought their time was allocated appropriately and 6 percent did not know.

Small employers, who thought their time was misallocated, identified producing goods and services (17%) as the activity they were most likely to spend too much time on (Q#9). However, other areas vied for the most frequently cited. Finance (17%) and customer service or relations (14%) followed goods and service production. Thirteen (13) percent volunteered “not spending too much time on anything”, effectively meaning they needed to spend more hours working. Twelve (12) percent named employee-related matters as

the area they were spending too much time, though few spent much time there (relatively) to begin with.

Forty-two (42) percent thought that they also spent too much time on a second area of business activity (Q#9a). Finance was the area mentioned most often (28%) with employee-related matters following (22%) (Q#9a1). The number of cases involved in evaluation of the second activity on which too much time is spent is small however ($n = 51$), meaning one must be cautious in assessing the data’s meaning. However, they re-enforce reports of the most prominent areas where too much time is spent.

The largest share of owners who thought their time misallocated (31%) thought that they spent too little time on selling or marketing (Q#8). Small employers having that perspective were also typically those most likely already heavily engaged in selling and marketing, at least as represented by time spent on it the prior week. The second greatest number (20%) believed that they were shorting planning and strategizing. The third greatest number identified producing goods and services (12%). Given that a large number also believed that they were spending too much time on producing goods and services, the number suggesting that they are spending too little time on the activity suggests that the time allocated to producing goods and or services is difficult to get right.

Comparatively few thought that they were spending too little time on any other specific activity. But 8 percent volunteered that they were spending too little time with the family, on personal matters, etc. In other words, they were spending too much time at work. The survey did not specifically ask a values question about hours spent working and their trade-off with personal and/or family time.

Almost two-thirds (62%) of small employers who thought they spent too little time on one activity also thought they shorted a second activity (Q#8a). Selling or marketing was again mentioned most frequently (17%) (Q#8a1). The same number cited planning and strategizing. Customer service and relations, and time-off followed, both with 13 percent. As a result, 15 percent of the total population thought they did not spend enough time on selling or marketing and 11 percent thought they short-changed planning and strategizing. The remainder of shorted activities appear scattered.

Preferred Business Activities and Not

Most people like to perform certain work tasks better than others. Small-business owners are no different. The issue for present purposes is the extent to which likes and dislikes complement or impede a small-business owner's efficient allocation of time.

The activity most commonly considered the most enjoyable to small employers is customer service or relations. One in three (34%) said that they find interacting with customers the most enjoyable part of their work (Q#13). The second most frequently cited task is producing goods or services. One in four (25%) reported that doing something or making something was their most enjoyable part of the job. The remaining listed activities were not as popular. Fourteen (14) percent thought selling or marketing was most enjoyable and 10 percent identified planning, strategizing. No other activity obtained double-digit mention.

Sixty-eight (68) percent reported that they had a second most enjoyable task (Q#13a). That list is headed by planning, strategizing (20%) and customer relations or service (20%) (Q#13a1). Producing goods or services and selling or marketing placed next (15%). In total, 47 percent of the entire population identified customer service or relations as one of the top two most enjoyable business activities with a non-mutually exclusive 47 percent named production of goods or services.

The least enjoyable activity tended to be the exact opposite of the most enjoyable. For example, few enjoyed finance or employee-related matters most while a large percentage enjoyed them least. Thirty-seven (37) percent enjoyed finance least (Q#14). Another 25 percent enjoyed employee-related matters least. Neither activity found many who liked them a lot.

Both finance and employee-related matters have strong firm size relationships. Owners of smaller, small enterprises are much more likely to enjoy finance least (40%) than are those owning larger, small firms (26%). The reverse appears with employee-related matters. Owners of larger, small enterprises are much more likely to enjoy employee-related matters least (44%) than are those owning smaller, small firms (22%). Responsibilities in these issues areas are often delegated. A potential reason for them to be delegated as often as they are is that business owners do not like

to perform them; they would rather do other things. More will be said about this later.

The other named least enjoyable activities varied significantly. Eight percent named selling or marketing. The next largest group contained only 5 percent of the population. Particularly instructive were the volunteered comments. Two were notable: the first was cleaning, including cleaning toilets. Several small employers explicitly pointed out that they did not like cleaning at all. But they did it! Another common volunteered complaint was paperwork, especially government-generated paperwork. That provided an area of pointed commentary.

Thirty-four (34) percent claimed to have a second least favorite business activity (Q#14a). The two second least favorites were employee-related matters (27%) and finance (23%) (Q#14a). So, when one of the two was not the absolutely least enjoyable, it often proved the second least enjoyable. In total, 45 percent considered finance as one of their two least favorite business activities while 36 percent named employee-related matters as one of their two. Customer service or relations (13%) received the third greatest number of negative mentions, at odds with the activity's typical popularity. Still, only 4 percent of the entire population identified customer service or relations as one of their two least favorite activities.

There appears to be no systematically paired most liked activities and least liked activities. The most frequently linked pair (15%) was customer relations and service (most liked) and finance (least liked) followed by selling or marketing (most liked) and finance (least liked) (11%). Another 8 percent selected customer relations and service (most liked) and employee-related matters (least liked).

Help/Other Managers

Small employers can obtain help to perform their managerial tasks simply by hiring employees designated to execute those responsibilities in whole or in part. Owners of the very smallest ventures typically delegate few, if any, managerial responsibilities; they usually handle such responsibilities themselves and perform other tasks as well. However, as the size of the firm becomes larger, though not necessarily very large, a management structure emerges with both line and staff employees. Employees take over

the performance of designated business activities from owners and managers. The relevant issue for present purposes is whether the introduction of additional people changes the small employer's allocation of time, and how.

Fifty-three (53) percent of small businesses have one or more employees working in the business who have managerial or supervisory responsibilities as a part of their job (Q#10). That figure excludes the principal manager. Most have one (47%) or two (27%) employees with such responsibilities (Q#10a). However, 7 percent have more than five. Employment of such people is strongly related to firm size. Forty-three (43) percent among the smallest firms (defined as fewer than 10 employees) have at least one compared to 96 percent among the largest (defined as 20 or more employees).

A substantial number of employees with managerial or supervisory responsibilities have other responsibilities in the business as well. Fifty-two (52) percent of small enterprises possessing employees with managerial or supervisory responsibilities have at least one employee who assumes those responsibilities full-time (Q#10b). That means just over one in four of all small businesses have at least one such employee. Yet, half (51%) employ only one. Another 34 percent employ two. Those with three or more typically are larger, small firms, employing 20 or more people.

The ratio of additional managerial or supervisory employees to total employees in the firm bears a relationship to owner hours worked. The larger the managerial ratio, that is, the relatively larger the number of managerial employees, the fewer hours the owner works. In other words, the owner effectively is substituting his capital for his labor. And, he is paying for time-off, if one can call more than 40 hours per week time-off, by paying for another's time. While this relationship is not unexpected, the data presented here are more suggestive than definitive due to the number of cases available to examine.

The two least liked business activities are finance and employee-related matters. It is possible that small employers who do not like to perform them hire people, either line or staff officers, to do that type of work in their stead. While at some point growth will dictate that both be delegated, a personal dislike for them

may stimulate small-business owners to introduce this type of employee earlier than they otherwise might. Thirty-two (32) percent of small businesses have a chief financial officer, or the equivalent, someone largely responsible for handling the firm's budget and/or books (Q#11). Owners of larger, small firms are somewhat more likely to have one (45%) than owners of smaller, small firms (30%), though the difference is less than might have been expected. The limited presence of CFO-type employees means that small-business owners and managers undertake the finance function themselves in a majority (55%) of instances. That does not necessarily mean they perform all finance functions, such as taxes, but it does indicate that they carry the day-to-day burden.

No relationship appears between an owner's like/dislike of finance and the presence of a chief financial officer or its equivalent. Owner attitudes toward the function seem to play little or no role in engaging another person to perform it. However, a relationship between engagement of a chief financial officer and an owner's hours exists, but is not linear. It is modestly parabolic with the owner most likely to have one at the two time extremes and least likely to have one when working 60-69 hours. The reason for the shape of the relationship is not clear.

Hiring/firing is a subset of the employee-related matters activity that most small employers find so relatively distasteful. Yet, 80 percent of small employers do ALL of the hiring and firing (Q#13). That percentage varies substantially by firm size. Owners of smaller, small firms retain the function in 85 percent of cases while 53 percent retain it in larger, small firms. However, no relation appears between the owner's like/dislike for the function and control of hiring/firing. The possibility of one may be shielded by the overwhelming importance of firm size and the number of cases.

Absentee Owners

Nine percent of survey respondents were managers, but not owners of the firm (Q#D1). That raises several questions about the role firm owners, such as where they are and what do they do in/for their business. About half (48%) spend time in the venture's day-to-day management.³ The number of cases is unfor-

³ For more information about the role of non-owner managers in small firms, see *Owners and Managers*, [www.411sbfacts.com/sbpoll.php?POLLID=0074](http://www411sbfacts.com/sbpoll.php?POLLID=0074)

unately too small when inquiring about their hours and/or the functions they perform for the firm. However, they are more likely to spend their time engaged in planning, strategizing than other owners.

Final Comments

Small employers undoubtedly spend considerable time at work, reporting hours that would make most people in the labor force cringe. Such commitment, even single-mindedness, often stems from a passion and/or drive few can appreciate, let alone comprehend. But it can also lead to serious misunderstandings: the owner, for example, can fail to understand why an employee is not as concerned or interested in working as hard as he or she does. The employee cannot understand why the owner does not “get a life” beyond the business. Outsiders cannot appreciate that the business is often an extension of the owner’s person, and the owner cannot understand why outsiders cannot understand that. Still, the public largely admires their dedication, and their dedication largely pays them some type of dividend or else they would not do it.

Owners occupy their time on a myriad of tasks; they face numerous interruptions. However, this survey shows that small employers spend large chunks of their week concentrating on one or two business activities. They do not typically devote reasonably equal time to a wide variety of them; they may not even touch important activities during a week. The business activities they choose to concentrate on are not always the ones they prefer to perform. However, they tend to be, most of the time. That should not surprise – who goes into the business to do what one does not like to do? Therefore, producing goods and/or services or working with customers, customer service and relations, consume the largest amount of time for most small employers and in a majority of cases are the most liked activity performed. The question that cannot be answered here is whether that time allocation yields the optimal personal satisfaction result, the optimal business result, neither or both. A substantial percentage (35%) certainly thinks that they could be allocating their time better. Too many of those unfortunately think that the improvement would come from allocating even more time to work.

Time Allocation

(Please review notes at the table's end.)

Employee Size of Firm

	1-9 emp	10-19 emp	20+ emp	All Firms
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1. Is this business operated primarily from the home, including any associated structures such as a garage or a barn?

	1-9 emp	10-19 emp	20+ emp	All Firms
1. Yes	31.3%	6.3%	5.4%	26.1%
2. No	68.6	93.8	94.6	73.8
3. (DK/Refuse)	0.2	—	—	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

2. Last week, about how many hours did you spend working for this business regardless of location or time of day? An estimate is fine.

	1-9 emp	10-19 emp	20+ emp	All Firms
1. < 20 Hours	6.4%	5.0%	1.3%	5.7%
2. 20 – 29 Hours	6.0	1.3	1.3	5.1
3. 30 – 39 Hours	8.4	5.0	6.7	7.8
4. 40 – 49 Hours	19.8	21.3	13.3	19.3
5. 50 – 59 Hours	23.3	22.5	26.7	23.5
6. 60 – 69 Hours	23.1	26.3	29.3	24.1
7. 70 – 79 Hours	7.0	12.5	10.7	8.0
8. 80+ Hours	5.9	5.0	10.7	6.3
9. (DK/Refuse)	0.2	1.3	—	0.3
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

2a. Was that a typical week, or did you spend more time or less time working for the business than usual? Is that a lot more time or somewhat more time? Is that a lot less time or somewhat less time?

	1-9 emp	10-19 emp	20+ emp	All Firms
1. Typical week	78.1%	84.8%	81.1%	79.1%
2. More time	9.7	8.9	8.1	9.5
Lot more	(1.2)	(—)	(1.4)	(1.1)
Somewhat more	(8.5)	(8.9)	(6.9)	(8.4)
3. Less time	11.7	5.1	10.8	10.9
Somewhat less	(4.6)	(1.3)	(2.7)	(4.1)
Lot less	(7.2)	(3.8)	(8.1)	(6.9)
4. (DK/Refuse)	0.5	1.3	—	0.5
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

2a1. Were the unusual hours related to typical seasonality, a significant no-seasonal sales change, too many/too few employees, vacation or time-off, or something else?

1. Seasonality	35.2%	—%	—%	34.2%
2. Non-seasonal sales change	9.4	—	—	9.9
3. Too many/too few employees	5.5	—	—	5.3
4. Vacation/Personal reasons	16.4	—	—	19.1
5. (Special Project(s))	5.5	—	—	6.6
6. (Combination)	7.0	—	—	7.2
7. Something else (specify)	14.1	—	—	11.8
8. (DK/Refuse)	7.1	—	—	5.9
Total	100.0%	100.0%	100.0%	100.0%
N	71	28	40	139

2b. You might have worked at your business last week or worked outside your business, such as a job site, making sales calls, or traveling. About what percent of your working hours last week did you spend working from your primary business location? (Owners of home-based businesses ONLY.)

1. < 25 percent	34.8%	—%	—%	33.7%
2. 25 – 49 percent	9.1	—	—	8.7
3. 50 – 74 percent	12.3	—	—	13.8
4. 75 – 99 percent	21.9	—	—	21.4
5. 100 percent	20.9	—	—	21.4
6. (DK/Refuse)	1.1	—	—	1.0
Total	100.0%	100.0%	100.0%	100.0%
N	96	13	14	133

2c. You might have worked at your business last week, at home, or outside your business, such as at a job site, making sales calls or traveling. About what percent of your working hours last week did you spend working from your primary business location? (Owners of businesses located primarily outside the home.)

1. < 25 percent	14.1%	12.2%	10.0%	13.4%
2. 25 – 49 percent	8.0	6.8	11.4	8.3
3. 50 – 74 percent	15.6	14.9	10.0	14.8
4. 75 – 99 percent	32.2	40.5	47.1	35.2
5. 100 percent	30.0	25.7	21.4	28.3
6. (DK/Refuse)	—	—	—	—
Total	100.0%	100.0%	100.0%	100.0%
N	254	188	186	628

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

**2c1. About what percentage did you spend working at home?
 An estimate is fine.**

1. No time	50.6%	49.3%	36.8%	48.7%
2. 1 – 24 percent	41.1	41.4	56.2	43.5
3. 25 – 49 percent	3.7	5.3	2.8	3.8
4. 50 – 74 percent	3.7	2.7	1.4	3.2
5. 75 – 99 percent	0.7	—	1.4	0.7
6. 100 percent	—	—	—	—
7. (DK/Refuse)	0.2	1.3	1.4	0.5
Total	100.0%	100.0%	100.0%	100.0%
N	254	188	186	628

3. Did you spend one or more nights during the last week away from home on business?

1. Yes	11.5%	13.9%	24.0%	13.0%
2. No	88.5	86.1	76.0	87.0
3. (DK/Refuse)	—	—	—	—
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

4. Last week, which business activity took up most of your work time? Was it:?

1. Selling or marketing	13.2%	16.0%	6.7%	12.9%
2. Producing goods or services	29.8	18.5	12.0	26.8
3. Finance	10.2	13.6	16.0	11.2
4. Planning, strategizing	8.4	12.3	21.3	10.1
5. Employee-related matters	1.7	9.9	13.3	3.7
6. Customer service or relations	26.3	17.3	20.0	24.7
7. Learning or gathering information	3.0	3.7	4.0	3.2
8. (Admin.; Management)	0.5	2.5	1.3	0.8
9. (All; Bit of everything)	1.3	1.2	—	1.2
10. (Other) specify	3.4	2.5	1.3	3.1
11. (DK/Refuse)	2.1	2.5	4.0	2.4
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

4a. Please estimate the percentage of last week's work time spent on _____?

1. < 25 percent	9.8%	6.6%	11.3%	9.6%
2. 25 – 49 percent	13.7	18.4	21.1	15.0
3. 50 – 74 percent	30.9	38.2	45.1	33.1
4. 75 – 99 percent	34.2	30.3	21.1	32.5
5. 100 percent	10.5	5.3	1.4	9.1
6. (DK/Refuse)	0.9	1.3	—	0.8
Total	100.0%	100.0%	100.0%	100.0%
N	341	195	191	727

5. Last week, which business activity took up the second most amount of your work-time? Was it:?

1. Selling or marketing	17.1%	10.7%	12.0%	15.9%
2. Producing goods or services	8.6	10.7	5.3	8.4
3. Finance	14.0	20.0	14.7	14.7
4. Planning, strategizing	15.3	13.3	17.3	15.3
5. Employee-related matters	8.8	14.7	21.3	10.8
6. Customer service or relations	17.9	18.7	13.3	17.5
7. Learning or gathering information	8.2	2.7	4.0	7.1
8. (Admin.; Management)	3.7	2.7	4.0	3.6
9. (All; Bit of everything)	0.4	—	1.3	0.4
10. (Other) specify	1.3	2.7	4.0	1.6
11. (DK/Refuse)	4.9	4.0	4.0	4.7
Total	100.0%	100.0%	100.0%	100.0%
N	317	190	196	703

5a. Please estimate the percentage of last week's work time spent on _____?

1. < 25 percent	59.4%	51.4%	47.8%	57.3%
2. 25 – 49 percent	32.0	41.4	43.3	34.2
3. 50+ percent	7.4	7.1	9.0	8.2
4. (DK/Refuse)	0.2	—	—	0.2
Total	100.0%	100.0%	100.0%	100.0%
N	301	182	187	670

6A. Last week, did you spend any time at all working on selling or marketing?

1. Yes	27.0%	28.8%	37.3%	28.2%
2. No	42.5	43.8	41.3	42.6
3. (One of the top two activities)	28.6	26.3	18.7	27.4
4. (DK/Refuse)	1.8	1.3	2.7	1.9
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

6B. Last week, did you spend any time at all working on producing goods or services?

1. Yes	18.4%	22.5%	25.7%	19.5%
2. No	42.0	46.3	52.7	43.5
3. (One of the top two activities)	37.1	28.8	17.6	34.3
4. (DK/Refuse)	2.5	2.5	4.1	2.7
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

6C. Last week, did you spend any time at all working on finance?

1. Yes	31.7%	26.6%	44.0%	32.4%
2. No	44.6	38.0	24.0	41.8
3. (One of the top two activities)	22.9	32.9	30.7	24.8
4. (DK/Refuse)	0.8	2.5	1.3	1.1
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

6D. Last week, did you spend any time at all working on planning, strategizing?

1. Yes	34.3%	40.5%	37.3%	35.3%
2. No	42.5	32.9	22.7	39.5
3. (One of the top two activities)	22.1	25.3	38.7	24.1
4. (DK/Refuse)	1.0	1.3	1.3	1.1
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

6E. Last week, did you spend any time at all working on employee-related matters?

1. Yes	27.3%	41.3%	43.2%	30.3%
2. No	62.0	35.0	20.3	55.1
3. (One of the top two activities)	9.4	22.5	35.1	13.3
4. (DK/Refuse)	1.3	1.3	1.4	1.4
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

6F. Last week, did you spend any time at all working on customer service or relations?

1. Yes	29.5%	36.7%	48.0%	32.1%
2. No	27.5	26.6	17.3	26.4
3. (One of the top two activities)	42.4	35.4	33.3	40.7
4. (DK/Refuse)	0.6	1.3	1.3	0.8
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

6G. Last week, did you spend any time at all working on learning or gathering information?

1. Yes	41.3%	44.3%	52.0%	42.7%
2. No	46.5	49.4	38.7	46.0
3. (One of the top two activities.)	10.4	6.3	8.0	9.7
4. (DK/Refuse)	1.8	—	1.3	1.6
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

7. Do you think you are personally allocating the right amount of time on the various jobs you perform in the business, or are you spending too much time on some things and not enough on others?

1. Right allocation	60.1%	54.4%	56.8%	59.2%
2. Not right allocation	33.3	41.8	37.8	34.7
3. (DK/Refuse)	6.5	3.8	5.4	6.2
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

8. In which area do you think you are spending too LITTLE time?:

1. Selling or marketing	32.2%	21.2%	31.0%	30.7%
2. Producing goods or services	14.1	6.1	6.9	12.3
3. Finance	8.0	12.1	3.4	8.0
4. Planning, strategizing	19.6	30.3	13.8	20.3
5. Employee-related matters	2.0	3.0	10.3	3.1
6. Customer service or relations	4.5	15.2	17.2	7.3
7. Learning or gathering information	3.5	6.1	3.4	3.8
8. (Other) specify	1.0	—	—	0.8
9. (Family; personal; time-off; rest)	8.5	3.0	10.3	8.0
10. (Administration)	4.5	3.0	—	3.8
11. (Not spending too little time on anything)	0.5	—	—	0.4
12. (DK/Refuse)	1.5	—	3.4	1.5
Total	100.0%	100.0%	100.0%	100.0%
N	128	84	72	284

8a. Is there a second area where you are spending too LITTLE time?

1. Yes	60.7%	59.4%	79.2%	62.4%
2. No	38.2	37.5	20.8	36.3
3. (DK/Refuse)	1.1	3.1	—	1.3
Total	100.0%	100.0%	100.0%	100.0%
N	116	81	64	261

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

8a1. What is it?

1. Selling or marketing	16.5%	—%	—%	17.4%
2. Producing goods or services	11.0	—	—	9.4
3. Finance	9.2	—	—	10.7
4. Planning, strategizing	17.4	—	—	17.4
5. Employee-related matters	5.5	—	—	7.4
6. Customer service or relations	12.8	—	—	12.8
7. Learning or gathering information	6.4	—	—	6.7
8. (Other) specify	4.6	—	—	3.4
9. (With family; personal; time-off; rest)	14.7	—	—	12.8
10. (Administration)	1.8	—	—	2.0
11. (DK/Refuse)	—	—	—	—
Total	100.0%	100.0%	100.0%	100.0%
N	72	47	49	168

9. In which area do you think you are spending too MUCH of your time?

1. Selling or marketing	3.7%	—%	—%	4.8%
2. Producing goods or services	19.3	—	—	18.4
3. Finance	15.6	—	—	17.0
4. Planning, strategizing	4.6	—	—	3.4
5. Personnel, including employee training	8.3	—	—	12.2
6. Customer service or relations	15.6	—	—	14.3
7. Learning or gathering information	0.9	—	—	1.4
8. (Other) specify	6.4	—	—	6.8
9. (Family; personal; time-off; rest)	5.5	—	—	4.1
10. (Administration)	3.7	—	—	3.4
11. (Not spending too much time on anything)	14.7	—	—	12.9
12. (DK/Refuse)	1.8	—	—	1.4
Total	100.0%	100.0%	100.0%	100.0%
N	72	47	49	168

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

9a. Is there a second area where you are spending too MUCH time?

1. Yes	45.3%	—%	—%	41.7%
2. No	52.3	—	—	56.7
3. (DK/Refuse)	2.3	—	—	1.7
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	60	43	44	147

9a1. What is it?

1. Selling or marketing	—%	—%	—%	10.0%
2. Producing goods or services	—	—	—	6.0
3. Finance	—	—	—	28.0
4. Planning, strategizing	—	—	—	2.0
5. Employee-related matters	—	—	—	22.0
6. Customer service or relations	—	—	—	8.0
7. (Administration)	—	—	—	4.0
8. (Other) specify	—	—	—	20.0
9. (DK/Refuse)	—	—	—	—
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	26	14	11	51

10. Do you have any employees working in the business, NOT including yourself, who have managerial or supervisory responsibilities as part of their job?

1. Yes	43.1%	86.6%	95.7%	52.9%
2. No	56.5	13.4	4.3	46.8
3. (DK/Refuse)	0.4	—	—	0.3
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	306	167	185	658

10a. How many such employees do you have?

1. One	64.5%	22.8%	4.7%	46.7%
2. Two	25.9	40.4	18.8	26.9
3. Three	3.5	21.1	14.1	8.3
4. 4 – 5	4.4	14.1	31.3	10.9
5. > 5	0.9	1.8	31.3	6.6
6. (DK/Refuse)	0.9	—	—	0.6
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	152	145	175	472

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

10b. How many employees are PRIMARILY managers or supervisors and have few tasks or responsibilities other than to manage or supervise employees?

1. None	50.7%	43.9%	38.5%	47.3%
2. One	27.3	22.8	9.2	23.2
3. Two	18.1	21.1	13.8	17.8
4. Three	2.2	7.0	10.8	4.6
5. 4 – 5	0.8	3.5	15.4	4.1
6. > 5	—	1.8	12.3	2.6
7. (DK/Refuse)	0.9	—	—	0.6
Total	100.0%	100.0%	100.0%	100.0%
N	152	145	175	472

11. Not counting yourself, does this business have a Chief Financial Officer or the equivalent, someone largely responsible for handling the firm's budget and its books?

1. Yes	29.6%	41.3%	44.6%	32.3%
2. No	70.4	58.8	55.4	67.7
3. (DK/Refuse)	—	—	—	—
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

12. Do you do ALL of the business's hiring and firing?

1. Yes	85.1%	66.3%	52.7%	79.9%
2. No	14.4	33.8	47.3	19.7
3. (DK/Refuse)	0.5	—	—	0.4
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

13. Of all the jobs you have in the business, which do you enjoy doing the most? Is it:?

1. Selling or marketing	13.4%	16.7%	14.9%	13.8%
2. Producing goods or services	28.4	14.1	10.8	25.2
3. Finance	5.0	9.0	8.1	5.7
4. Planning, strategizing	8.7	15.4	14.9	10.0
5. Employee-related matters	1.7	2.6	5.4	2.1
6. Customer service or relations	33.4	33.3	35.1	33.6
7. Learning or gathering information	3.2	2.6	2.7	3.1
8. (Other) specify	1.4	2.6	4.1	1.7
9. (DK/Refuse)	5.0	3.9	4.1	4.8
Total	100.0%	100.0%	100.0%	100.0%
N	350	201	200	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

13a. Do you have a second most favorite job?

1. Yes	66.2%	69.7%	81.7%	68.1%
2. No	33.1	28.9	16.9	31.0
3. (DK/Refuse)	0.7	1.3	1.4	0.8
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	334	194	194	722

13a1. What is it?

1. Selling or marketing	15.6%	13.0%	11.9%	14.9%
2. Producing goods or services	15.4	14.8	13.6	
3. Finance	11.7	11.1	11.9	11.6
4. Planning, strategizing	19.4	20.4	23.7	20.0
5. Employee-related matters	5.8	7.4	8.5	6.3
6. Customer service or relations	19.9	20.4	18.6	19.8
7. Learning or gathering information	6.9	9.3	5.1	6.9
8. (Other) specify	5.3	3.8	6.8	5.3
9. (DK/Refuse)				
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	227	135	156	518

14. Of all the jobs you have in the business, which do you enjoy doing the least? Is it?:

1. Selling or marketing	8.2%	5.1%	8.0%	7.9%
2. Producing goods or services	5.0	2.5	4.0	4.7
3. Finance	39.5	31.6	24.0	37.2
4. Planning, strategizing	2.2	2.5	2.7	2.3
5. Employee-related matters	22.1	36.7	44.0	25.8
6. Customer service or relations	5.0	5.1	2.7	4.8
7. Learning or gathering information	4.4	2.5	2.7	4.8
8. (Cleaning)	1.5	1.3	—	1.3
9. (Administration)	1.7	1.3	1.3	1.6
10. (Other) specify	5.4	2.5	2.7	4.8
11. (DK/Refuse)	5.0	8.9	8.0	5.7
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

14a. Do you have a second least favorite job?

1. Yes	31.9%	37.5%	48.5%	34.0%
2. No	67.3	62.5	51.5	65.3
3. (DK/Refuse)	0.9	—	—	0.7
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	334	183	191	708

14a1. What is it?

1. Selling or marketing	8.8%	7.4%	18.2%	9.9%
2. Producing goods or services	4.4	—	6.1	4.1
3. Finance	21.4	33.3	24.2	23.1
4. Planning, strategizing	6.6	7.4	—	5.8
5. Employee-related matters	26.4	33.3	24.2	26.9
6. Customer service or relations	12.6	14.8	12.1	12.8
7. Learning or gathering information	2.7	3.7	—	2.5
8. (Cleaning)	4.9	—	3.0	4.1
9. (Administration)	0.5	—	3.0	0.8
10. (Other) specify	10.4	—	9.1	9.1
11. (DK/Refuse)	1.1	—	—	0.8
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	113	69	78	260

15. Does the principal owner of this business spend time in the day-to-day management of the firm?

1. Yes	—%	—%	—%	47.8%
2. No	—	—	—	49.3
3. (DK/Refuse)	—	—	—	2.9
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	31	22	38	91

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

I 5a. What does the owner primarily do in the firm? Does he or she primarily?:

1. Sell or market	—%	—%	—%	—%
2. Produce goods or services	—	—	—	—
3. Finance	—	—	—	—
4. Planning, strategizing	—	—	—	—
5. Customer service or relations	—	—	—	—
6. Learn or gather information	—	—	—	—
7. (Other) specify	—	—	—	—
8. (DK/Refuse)	—	—	—	—
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	13	13	22	48

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

Demographics

D1. Which best describes your position in the business?

1. Owner/Manager	84.6%	77.5%	72.0%	82.6%
2. Owner, but not manager	7.7	11.3	9.3	8.2
3. Manager, but not owner	7.7	11.3	18.7	9.2
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

D2. Is your primary business activity: (NAICs code)

1. Agriculture, forestry, fishing	3.8%	1.3%	2.7%	3.4%
2. Construction	15.0	7.5	5.3	13.3
3. Manufacturing, mining	8.5	11.3	6.7	8.5
4. Wholesale trade	1.7	5.0	6.7	2.5
5. Retail trade	14.2	16.3	10.7	14.1
6. Transportation and warehousing	2.0	1.3	2.7	2.0
7. Information	1.5	1.3	1.3	1.5
8. Finance and insurance	3.2	3.8	1.3	3.1
9. Real estate and rental/leasing	4.8	2.5	1.3	4.2
10. Professional/scientific/ technical services	10.0	10.0	8.0	9.8
11. Admin. support/waste management svcs.	7.0	2.5	4.0	6.2
12. Educational services	2.8	3.8	6.7-	3.3
13. Health care and social assistance	5.8	10.0	13.3	7.0
14. Arts, entertainment or recreation	2.2	3.8	1.3	2.3
15. Accommodations or food service	4.0	8.8	18.7	6.0
16. Other service, incl. repair, personal svc.	13.0	11.1	9.3	12.5
17. Other	0.2	—	—	0.2
18. (DK/Refuse)	—	—	—	—
<hr/>				
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

D3. Which of the following best describes the place your business is located?

1. Highly urban city	18.4%	16.3%	13.5%	17.7%
2. Suburb of highly urban city	19.7	18.8	14.9	19.1
3. Mid-sized city (250,000 people) or surrounding area	14.2	13.8	20.3	14.8
4. Small city (50,000 people) or surrounding area	16.4	18.8	16.2	16.6
5. Town or rural area	30.4	30.0	35.1	30.9
6. (DK/Refuse)	0.9	2.5	—	0.9
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

D4. Regions (based on zip codes).

1. East (zips 010-219)	18.8%	17.5%	16.4%	18.4%
2. South (zips 220-427)	24.1	21.3	15.1	22.9
3. Mid-West (zips 430-567, 600-658)	22.1	26.3	26.0	22.9
4. Central (zips 570-599, 660-898)	19.8	22.5	24.7	20.5
5. West (zips 900-999)	15.2	12.5	17.8	15.2
6. (DK/Refuse)	—	—	—	—
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

D5. How long have you owned/operated this business?

1. < 4 years	13.2%	8.6%	11.0%	12.5%
2. 4 – 6 years	10.9	12.3	9.6	10.9
3. 7 – 9 years	10.4	4.9	5.5	9.3
4. 10 – 14 years	14.7	14.8	9.6	14.2
5. 15 – 19 years	12.7	12.3	8.2	12.2
6. 20 – 29 years	20.7	22.3	24.6	21.3
7. 30 – 39 years	9.5	16.1	19.2	11.2
8. 40+ years	6.7	8.6	12.3	7.4
9. (DK/Refuse)	1.2	—	—	0.9
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

D6. What is your highest level of formal education?

1. < H.S.	1.7%	—%	—%	1.3%
2. H.S. diploma/GED	18.7	13.9	9.5	17.3
3. Some college or associate's degree	26.6	26.6	27.0	26.6
4. Vocational or technical school degree	3.8	5.1	2.7	3.9
5. College diploma	28.9	30.4	35.1	29.7
6. Advanced or professional degree	19.9	24.1	25.7	20.9
7. (DK/Refuse)	0.4	—	—	0.2
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

D7. Please tell me your age.

1. < 25 years	0.3%	—%	—%	0.3%
2. 25 – 34 years	5.5	3.8	5.3	5.3
3. 35 – 44 years	15.2	10.0	14.7	14.6
4. 45 – 54 years	31.0	28.8	21.3	29.8
5. 55 – 64 years	28.1	35.0	40.0	30.1
6. 65 — 74 years	13.7	18.8	14.7	14.4
7. 75+ years	5.4	2.5	2.7	4.8
8. (Refuse)	0.7	1.3	1.3	0.8
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

D8. Compared to last year at this time, is this business currently much more profitable, somewhat more profitable, about as profitable, somewhat less profitable, or much less profitable?

1. Much more profitable	7.4%	7.5%	8.1%	7.5%
2. Somewhat more profitable	19.3	23.8	28.4	20.6
3. About as profitable	32.3	32.5	35.1	32.6
4. Somewhat less profitable	20.8	22.5	14.9	20.4
5. Much less profitable	16.8	12.5	10.8	15.7
6. (DK/Refuse)	3.5	1.3	2.8	3.2
Total	100.0%	100.0%	100.0%	100.0%
N	300	184	179	663

Employee Size of Firm
1-9 emp 10-19 emp 20+ emp All Firms

D9. Net employment change over the last three years (Calculated. Only firms more than three years old.)

1. 10 or more employee gain	—%	4.1%	18.2%	2.3%
2. 5 – 9 employee gain	0.8	6.8	10.6	2.5
3. 1 – 4 employee gain	19.6	16.2	9.1	18.2
4. No change in employees	35.3	36.5	33.3	35.2
5. 1 – 4 employee loss	25.3	17.6	3.0	22.2
6. 5 – 9 employee loss	8.8	9.5	4.5	8.5
7. 10 employee or more loss	8.4	8.1	18.2	9.4
8. (DK/Refuse)	1.8	1.4	3.0	1.8
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

D10. In the next three to five years, do you want this business to grow a lot, grow a little, stay about the same size, contract a little, or contract a lot?

1. Grow a lot	42.8%	43.2%	46.7%	43.2%
2. Grow a little	30.1	37.0	34.7	31.3
3. Stay the same	20.1	14.8	12.0	18.7
4. Contract a little	1.0	1.2	1.3	1.1
5. Contract a lot	3.8	1.2	—	3.2
6. (DK/Refuse)	2.2	2.4	5.3	2.5
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

D11. Sex

1. Male	64.0%	67.5%	68.0%	64.8%
2. Female	36.0	32.5	32.0	35.2
Total	100.0%	100.0%	100.0%	100.0%
N	350	200	201	751

Table Notes

1. All percentages appearing are based on **weighted** data.
2. All “Ns” appearing are based on **unweighted** data.
3. Data are not presented where there are fewer than 50 unweighted cases.
4. ()s around an answer indicate a volunteered response.

WARNING – When reviewing the table, care should be taken to distinguish between the percentage of the population and the percentage of those asked a particular question. Not every respondent was asked every question. All percentages appearing on the table use the number asked the question as the denominator.

Data Collection Methods

The data for this survey report were collected for the NFIB Research Foundation by Left Right Research of Ronkonkoma, New York. The interviews for this edition of the *Poll* were conducted in September and October 2012 from a sample of small employers. “Small employer” was defined for purposes of this survey as a business owner employing no fewer than one individual in addition to the owner(s) and no more than 250.

The sampling frame used for the survey was drawn at the Foundation’s direction from the files of the Dun & Bradstreet Corporation, an imperfect file but the best currently available for public use. A random stratified sample design is typically employed to compensate for the highly skewed distribution of small-

business owners by employee size of firm (Table A1). Almost 60 percent of employers in the United States employ just one to four people meaning that a random sample would yield comparatively few larger, small employers to interview. Since size within the small-business population is often an important differentiating variable, it is important that an adequate number of interviews be conducted among those employing more than 10 people. The interview quotas established to achieve these added interviews from larger, small-business owners are arbitrary but adequate to allow independent examination of the 10-19 and 20-250 employee size classes as well as the 1-9 employee size group.

TABLE A1
SAMPLE COMPOSITION UNDER VARYING SCENARIOS

Employee Size of Firm	Expected from Random Sample*		Obtained from Stratified Random Sample			
	Interviews Expected	Percent Distribution	Interview Quotas	Percent Distribution	Completed Interviews	Percent Distribution
1-9	593	79	350	47	350	52
10-19	82	11	200	27	200	25
20+	75	10	200	27	201	23
All Firms	750	100	750	101	751	100

* Sample universe developed from the Bureau of the Census (2007 data) and published by the Office of Advocacy at the Small Business Administration.

The Sponsors

The **NFIB Research Foundation** is a small-business-oriented research and information organization affiliated with the National Federation of Independent Business, the nation's largest small and independent business advocacy organization. Located in Washington, DC, the Foundation's primary purpose is to explore the policy-related problems small-business owners encounter. Its periodic reports include **Small Business Economic Trends**, **Small Business Problems and Priorities**, and now the **National Small Business Poll**. The Foundation also publishes ad hoc reports on issues of concern to small-business owners.

The study was conducted with support from **Goldman Sachs 10,000 Small Businesses**, a \$500 million initiative designed to help small businesses create jobs and economic growth by providing greater access to business education, financial capital and business support services. More information about **10,000 Small Businesses** can be found at, gs.com/10000smallbusinesses.



The Goldman Sachs Foundation
200 West Street
New York, NY 10282
gs.com/10000smallbusinesses

1201 "F" Street, NW
Suite 200
Washington, DC 20004
nfib.com