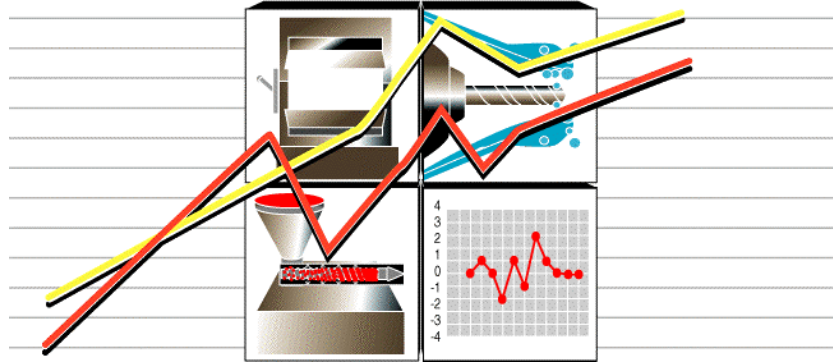




Instructions for Using This Electronic Form



At any time, you may elect to print this document and handwrite your responses, and return by either fax or by mail.

This form is designed to be **completed electronically**. To do so, you will need the newest form of Adobe Acrobat Reader software, version 9.0. A free copy is available for download from their website at <http://get.adobe.com/reader>

You can use your mouse or the tab key to move from one answer box to another. (To make the answer boxes visible, look for and click on the "Highlight Fields" button in the upper right hand corner of your screen.)

If you are using an earlier version of acrobat, please be aware of the following:

You may not have the ability to save your answers as part of the file. Alternatively, you may find that you are able to save your answers **ONLY ONCE** and that if you reopen the file, you are unable to make further changes.

We recommend printing a blank copy of this form as backup or go to www.performancebenchmarking.org to download another copy of this form.

To **submit** your data, you may:

Print a hard copy with your responses and fax or mail it to us.

Save your answers as part of the file and submit by email (using the button in the upper right hand corner). This opens a link to your email service (either outlook or internet mail) in order to create an email message with your responses attached. You may have to then open your email account and manually click the send button.

Save your answers and this file on your computer under another file name and attach it in a separate email to pbs@mmtc.org.

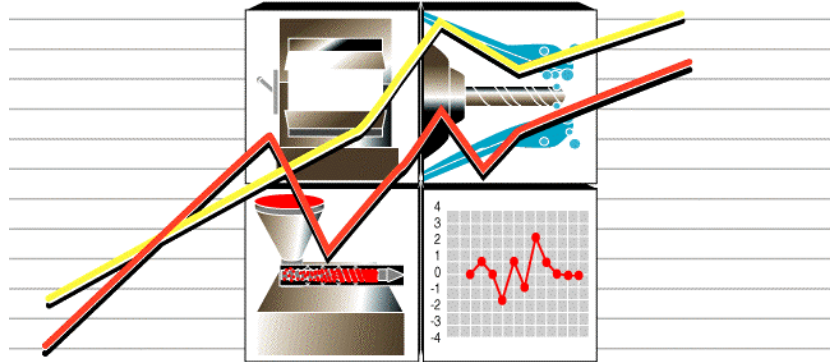
PERFORMANCE BENCHMARKING

For Benchmarking Use Only

Site ID

Svkey

Machine Building (Valid through 4/15/11)



This form is for plants whose primary business is **building powered machines** used in industrial or commercial applications that cost \$10,000 or more. We have other forms for other industries. Call us or go to www.performancebenchmarking.org to download other forms.

- Please try to report all of your data (financial and other) for the same 12-month period, preferably calendar 2009.
- Please indicate currency units if not U.S. Dollars: _____
- If you operate more than one plant, please provide data for each plant separately.

Company Contact Person

Contact Person: _____

Company Name: _____

(This is how it will appear on your report.)

Address: _____

City/Town: _____

State/Province: _____

Country/Postal Code: _____

Phone: _____

Fax: _____

E-Mail: _____

Please return this questionnaire, and direct any questions to:

Performance Benchmarking Service
MMTC

47911 Halyard

Plymouth, MI 48170

(P) 888-414-6682

(F) 734-451-4202

E-mail pbs@mmtc.org

<http://www.performancebenchmarking.org>

Plant Location (If Different)

City/Town: _____

State/Province: _____

Country: _____

Please keep a copy of this questionnaire in the event that we need to contact you for clarification.

Plant Information: What do you make at this plant? Using what processes? What materials? For what types of customers?	1. (You <u>must</u> provide a written description.)																	
Please enter your industry code (whether U.S. SIC, NAICS, or other classification system), if you know it.	2. _____ <input type="checkbox"/> SIC <input type="checkbox"/> NAICS <input type="checkbox"/> Other _____																	
Is this the only location of your company? [If no:] How many people work at your company, at all of its locations world-wide?	3. Only location <input type="checkbox"/> Yes <input type="checkbox"/> No [If no:] 4. Total company employment (check one box): <input type="checkbox"/> 1-19 <input type="checkbox"/> 20-99 <input type="checkbox"/> 100-499 <input type="checkbox"/> 500+																	
Which of the following do you consider to be your core business(es)? Roughly what percent of your sales did they account for in the past year? <ul style="list-style-type: none"> Standards – machines built from your own proprietary, pre-existing designs (except for some customized options) Specials – machines or systems that you substantially designed and engineered for a particular order Built-to-Print/Rebuilds – machines that you built (or rebuilt) from a design provided to you. 	If none of these are core businesses for your plant, this is the wrong form for you. Download another form from our website, or call us for help. <table border="0" style="width: 100%;"> <thead> <tr> <th></th> <th style="text-align: center;">% Sales</th> <th style="text-align: center;">Core Business?</th> </tr> </thead> <tbody> <tr> <td>• Standards</td> <td style="text-align: center;">5. _____%</td> <td style="text-align: center;">6. <input type="checkbox"/> Yes <input type="checkbox"/> No</td> </tr> <tr> <td>• Specials</td> <td style="text-align: center;">7. _____%</td> <td style="text-align: center;">8. <input type="checkbox"/> Yes <input type="checkbox"/> No</td> </tr> <tr> <td>• Built-to-Print/Rebuilds</td> <td style="text-align: center;">9. _____%</td> <td style="text-align: center;">10. <input type="checkbox"/> Yes <input type="checkbox"/> No</td> </tr> </tbody> </table>				% Sales	Core Business?	• Standards	5. _____%	6. <input type="checkbox"/> Yes <input type="checkbox"/> No	• Specials	7. _____%	8. <input type="checkbox"/> Yes <input type="checkbox"/> No	• Built-to-Print/Rebuilds	9. _____%	10. <input type="checkbox"/> Yes <input type="checkbox"/> No			
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Please describe the range of prices or invoice sizes on machines/systems you shipped in the past year. Roughly what was your typical or average machine price? Your lowest machine price? Your highest machine price?	11. Invoice Size, Average Machine \$ _____	12. Invoice Size, Low Price Machine \$ _____	13. Invoice Size, High Price Machine \$ _____															
For your typical or average standard machine order – and again for a “typical” special machine order – roughly what percent of machine components and systems were: <ul style="list-style-type: none"> Custom designed and engineered for a particular order? Previously designed, but manufactured or purchased only to order? Previously designed, and manufactured or purchased to stock? 	<table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Avg. Machine Content that was:</th> <th style="text-align: center;">Standards</th> <th style="text-align: center;">Specials</th> </tr> </thead> <tbody> <tr> <td>Custom designed</td> <td style="text-align: center;">14. _____%</td> <td style="text-align: center;">15. _____%</td> </tr> <tr> <td>Purchased or made to order</td> <td style="text-align: center;">16. _____%</td> <td style="text-align: center;">17. _____%</td> </tr> <tr> <td>Purchased or made to stock</td> <td style="text-align: center;">18. _____%</td> <td style="text-align: center;">19. _____%</td> </tr> <tr> <td>Total (should sum to 100)</td> <td style="text-align: center;">%</td> <td style="text-align: center;">%</td> </tr> </tbody> </table>			Avg. Machine Content that was:	Standards	Specials	Custom designed	14. _____%	15. _____%	Purchased or made to order	16. _____%	17. _____%	Purchased or made to stock	18. _____%	19. _____%	Total (should sum to 100)	%	%
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Total (should sum to 100)	%	%																
In the past year, roughly what percent of your sales were:	<ul style="list-style-type: none"> • Direct to industrial customers? 20. _____% • To industrial market, via wholesalers/distributors? 21. _____% • To commercial/institutional market? 22. _____% Total (should sum to 100) %																	
In the past year, roughly what percent of your sales were:	<ul style="list-style-type: none"> • Defense/military-related? 23. _____% • Medical/healthcare-related? 24. _____% 																	
In the past year, roughly what percent of your sales were to customers in the following industries?	<ul style="list-style-type: none"> • Automotive 25. _____% • Aircraft/Aerospace 26. _____% • Computer, Communications, or Electronic Equipment 27. _____% 																	
In the past year, what percent of your sales were from:	<ul style="list-style-type: none"> • Products you didn't make three years ago? 28. _____% • Customers you didn't serve three years ago? 29. _____% • Industries you didn't serve three years ago? 30. _____% 																	
In the past year, what percent of your sales were shipped outside your home continent or trade area (e.g., North America/NAFTA, European Union, Asia/Pacific, etc.)?	31. _____% sales exported beyond trade area																	
Financial: What were your total sales at this location in the past year? (Use calendar 2009 or your most recent fiscal year.) What were your sales <i>two years</i> earlier (i.e., calendar 2007)?	Annual Sales: <ul style="list-style-type: none"> • Calendar 2009 or most recent fiscal year 32. \$ _____ • Two years earlier (e.g., 2007) 33. \$ _____ 																	
Labor Costs: What was your total payroll in the past year? (<u>Include</u> payments for Social Security, Medicare, bonuses, and overtime. <u>Exclude</u> payments for health care, pension plans, and other fringe benefits. Also <u>exclude</u> any payments made to people who are not your employees.) How much of payroll was for :	34. Hourly employees who work on the shop floor? \$ _____ 35. All others who work in the shop or factory (e.g., foremen & supervisors) <u>plus</u> all design/engineering staff? \$ _____ 36. All other non-shop, non-engineering employees? \$ _____ 37. Total Payroll (Q34+Q35+Q36) \$ _____																	
What was the average wage rate, <u>excluding</u> overtime, for hourly shop employees (from Q34)? Please include all skill/seniority levels in this average.	38. Avg. hourly wage \$ _____ per hour																	

What were your expenses for health care, pension plans, workers' comp, and other fringe benefits not included in payroll? How much of those expenses were for: • Factory employees (working in the shop or in design/engineering)? • Non-factory employees?	39. \$ _____ factory employees 40. \$ _____ non-factory employees																																			
What did you spend for temporary or contract personnel in the past year? How much of your spending was for: • Factory temps (working in the shop or in design/engineering)? • Non-factory temps?	41. \$ _____ factory temps 42. \$ _____ non-factory temps																																			
Purchases from Other Firms and Locations: In the past year, how much did you spend on purchased raw material, parts, supplies, and perishable tools? (Do <u>not</u> include energy costs here.) Approximately what percent of these purchases were from supplier locations outside your home continent or trade area (e.g., North America/NAFTA, European Union, Asia/Pacific, etc.)?	43. \$ _____ raw material, parts, supplies 44. _____ % not from home continent or trade area																																			
In the past year, how much did you spend on services you paid others to provide? How much of this spending was for: • Manufacturing-related services? (e.g., subcontracted processing, outside repair & maintenance, design services, waste disposal, etc.) Include factory insurance and property taxes here. • Non-manufacturing-related services? (e.g., outside payroll, legal and accounting services; phone, postage, shipping, sales commissions to non-employees, etc.)	45. \$ _____ manufacturing services 46. \$ _____ non-manufacturing services																																			
In the past year, how much did you spend on energy, across all fuels (electricity, natural gas, fuel oil, etc.)? What percent of that was for the factory (i.e., <i>not</i> for the office)?	47. \$ _____ energy costs 48. _____ % for factory																																			
Plant & Equipment Costs: In the past year, what were your expenses for depreciation, rent, and leases? Be sure to include: 1) depreciation & amortization of factory buildings & equipment you own; 2) factory rent; and 3) factory equipment lease payments.	49. \$ _____ depreciation, rent, and lease payments																																			
Roughly what is the replacement value of all the machines and equipment you use? Please include the value of machines that you <u>lease</u> as well as those you <u>own</u> . By replacement value, we mean that if you use a 20-year-old machine, how much it would cost to replace it with a roughly identical 20-year-old machine. (Please do NOT include the value of your building or land, and do NOT report book value.)	50. \$ _____ machinery/equipment replacement value																																			
Receivables: On average during the past year, what were your receivables – the amount that your customers owed you?	51. \$ _____ average receivables																																			
Quoting and Estimating Which cost components do you calculate separately for each new job? Which costs do you sometimes calculate, but only for unusual jobs? Which costs do you roll into your hourly billing rates? Check NA for any costs that do not apply to your business, or for items that are bought and owned directly by your customers (“consigned”). - direct material - tools, punches, fixtures, etc. - engineering/design labor - factory indirect labor - order processing - inventory holding costs	<table border="1"> <thead> <tr> <th></th> <th>Calculated Separately for Each Job</th> <th>Calculated for Special Jobs</th> <th>Included in Usual Hourly Billing Rates</th> <th>NA</th> </tr> </thead> <tbody> <tr> <td>52.</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>53.</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>54.</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>55.</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>56.</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>57.</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		Calculated Separately for Each Job	Calculated for Special Jobs	Included in Usual Hourly Billing Rates	NA	52.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	53.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	54.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	55.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	56.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	57.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Inventory, Scheduling and Delivery: Is yours a business that requires almost no inventory? By this we mean that you do work on consigned material or components, so that most inventory is on your customers' books and not on yours.	58. <input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, SKIP TO QUESTION 61.]																																			
How much total inventory (raw, WIP, and final) did you have on hand at the <u>end</u> of the past year?	59. \$ _____ year-end																																			
How much total inventory at the <u>beginning</u> of the year?	60. \$ _____ beginning-of-year																																			
In the past year, how many total machines did you ship? What percent of those machines were shipped on time? (By “on time,” we mean by your customer’s definition.) What percent of your machines were shipped more than 1 month late? What percent of deliveries made by your suppliers were made on time?	61. _____ Number of machines shipped 62. _____ % machines delivered on time 63. _____ % machines delivered > 1 month late 64. _____ % deliveries your suppliers made on time																																			

How much did you spend in the past year on "premium freight" charges for which customers did not reimburse you?	65. \$ _____ premium freight
In the past year, to what extent did you "bump" work from your planned production schedules in order to get "rush" or "hot" jobs done on time? That is, roughly what percent of shop labor hours were spent doing "rush" tasks that required bumping other previously-scheduled work?	66. _____ % of shop labor hours that bumped scheduled work [If you do not schedule jobs, enter NA.]
What percent of your sales were from orders you got over the internet?	67. _____ % of sales from internet orders
What percent of your purchases were made over the internet?	68. _____ % of purchases made over internet
Is your order entry and/or production scheduling system(s) integrated with EDI or the internet, so that orders can be processed and scheduled automatically, without human intervention?	69. <input type="checkbox"/> Yes <input type="checkbox"/> No
In the past year, did you do any significant purchasing of pre-assembled modules or kits?	70. <input type="checkbox"/> Yes <input type="checkbox"/> No
Human Resources: On average in the past year, how many individuals worked at this location? Please include part-time and contract labor. (If your employment counts changed significantly over the past year, please be careful to report AVERAGE, not YEAR-END counts.)	71. _____ average number of individuals working at this location
How many of the personnel from your answer to Q71 were contractors, rather than people on your own payroll?	72. _____ contract personnel
Over the past year, how many different people did you have <u>on your payroll</u> for at least one day? That is, how many W2's did you generate? [Note: Your answer should not be less than Q71 minus Q72.]	73. _____ people on payroll for at least one day
How many of your total personnel (from Q71) were hourly people who worked on the shop floor? How many of your shop floor workers (from Q74):	74. _____ hourly shop floor personnel Number of these shop floor workers:
<ul style="list-style-type: none"> • Were represented by labor unions? • Were covered by company-subsidized health insurance, for which you paid at least \$3000 per worker? • Will reach retirement age within 5 years? 	75. _____ in unions 76. _____ for whom you paid >= \$3000 in health premiums 77. _____ will reach retirement age within 5 years
On average in the past year, how many hours per week did these shop workers (from Q74) work?	78. _____ average hours per week, per worker
In the past year, roughly what percent of your shop labor time was spent doing work manually or with hand tools? That is, what percent was spent doing manual or hand-tool assembly, packaging, finishing, or other light manufacturing work?	79. _____ % shop labor time doing manual or hand-tool work
In the past year, what percent of your personnel at this location (from Q71) used a computer or programmable machine controller at least once a week as part of their job?	80. _____ % personnel using computer or programmable machine controller
Design and Manufacturing: In the past year, did you regularly do design or engineering work at this location? [If no, skip to Q87.] In the past year, which of the following types of engineering or design analysis did you do at this location?	81. Design/Engineering at this site? <input type="checkbox"/> Yes <input type="checkbox"/> No [If no, skip to Q87.]
<ul style="list-style-type: none"> • Solid modeling? • Computer-aided engineering (CAE) analysis, such as finite element analysis, kinematics, or mold flow analysis? • Failure Mode and Effects Analysis (FMEA)? • A formal assessment and improvement program on the reliability and maintainability of your machines? 	82. Solid modeling? <input type="checkbox"/> Yes <input type="checkbox"/> No 83. CAE analysis? <input type="checkbox"/> Yes <input type="checkbox"/> No 84. FMEA? <input type="checkbox"/> Yes <input type="checkbox"/> No 85. Reliability/Maintainability program? <input type="checkbox"/> Yes <input type="checkbox"/> No
In the past year, what percent of your labor hours (in design/engineering and in the shop) were due to customer-initiated engineering changes?	86. _____ % design/engineering hours 87. _____ % shop labor hours
How many regular-use, production metalworking machines (lathes, mills, nibblers, presses, etc.) do you have? Please describe their age and features. If you do no little or no metalworking at this site, please answer "0" to Q88, then answer Q97, and then skip to Q100.	Regular-use, metalworking machines 88. _____ Number of these that are: <ul style="list-style-type: none"> • Less than 5 years old 89. _____ • 5+ years, but upgraded 90. _____ • 20+ years old and not upgraded 91. _____ • NC/CNC 92. _____ • Programmed with instructions generated from CAD models (i.e., CAD/CAM) 93. _____

If you do some CAD/CAM: What percent of your CNC operators do CAM programming?	94. _____ % operators doing CAM programming If you do not do any CAD/CAM, enter "NA".
We are interested in your machine utilization, but only for your critical machines: CNCs, EDMs, large boring and planer mills, etc. How many of these large, critical metalworking machines do you have? For these machines, do you routinely use written machine schedules that assign particular machines to particular jobs on particular dates?	95. _____ number of critical metalworking machines 96. Written schedules for critical machines? <input type="checkbox"/> Yes <input type="checkbox"/> No
How many hours was your shop open for production last year? <i>Example:</i> Two 8-hr shifts per day * 5 days per week * 50 weeks = 4000.	97. _____ hours shop was open last year
The next 2 questions refer only to those machines included in Q95. What was your total number of available machine hours in the past year? By "available," we mean <i>staffed</i> with someone assigned to run it or scheduled to run unattended. <i>Example:</i> Two CNCs were manned for two 8-hour shifts per day, 250 days per year. Thus total available machine-hours were: 2 machines x 16 hours/day x 250 days/year = 8000 machine hours.	98. _____ available machine-hours, critical machines ("available" = staffed machine-hours, <i>plus</i> machine-hours scheduled to run unattended)
How many of those available hours (from Q98) were machines actually running ? (Do NOT include any hours that the machines were idle or waiting, such as setup time, maintenance time, time spent resolving quality problems, etc.)	99. _____ running machine-hours, critical machines
How large is your production or factory area?	100. _____ sq. ft.
Roughly what percent of your assembly floor space is devoted to designated subassembly areas?	101. _____ % designated subassembly areas
Do you have a crane capacity of 10 tons or more?	102. <input type="checkbox"/> Yes <input type="checkbox"/> No
Quality Assurance: In the past year, what percent of shop labor time was spent doing rework?	103. _____ % shop labor time spent doing rework
In the past year, what was your scrap rate? By "scrap" we mean work you rejected internally due to errors, and had to restart with new parts or material. If you can, please provide the dollar value of output scrapped (costs for wasted labor and machine time plus cost for ruined parts or material). Otherwise, provide the percent of parts or components scrapped. (Answer either Q104 <i>and</i> Q105, or just Q106)	Scrap Due to Errors (Do NOT Include Offal or Design Scrap): 104. \$ _____ cost of material ruined due to errors 105. \$ _____ total scrap cost (ruined material plus cost of wasted labor and machine time) OR 106. _____ % parts or components scrapped
In the past year, what percent of the machines you shipped were initially not accepted by your customers for quality reasons or not-to-spec condition?	107. _____ % machines initially not accepted
In the past year, what were your total warranty costs? Please include both labor and parts costs. Do not include costs for doing your usual machine installation work, but only costs for dealing with post-installation problems.	108. \$ _____ warranty parts and labor costs
Standard Shop Procedures <i>Do you routinely:</i>	
108. Designate a formal project manager for your one-to-an-order type jobs?	109. <input type="checkbox"/> Yes <input type="checkbox"/> No
109. Use Gantt charts, PERT charts or similar methods to track tasks and stages?	110. <input type="checkbox"/> Yes <input type="checkbox"/> No
110. Coordinate task schedules for different jobs to develop a single, written schedule for the entire shop? (A shop schedule shows when people and machines will be assigned to particular jobs or tasks.)	111. <input type="checkbox"/> Yes <input type="checkbox"/> No
111. Have accurate information on the percent complete (in terms of either calendar days or labor hours) on all current jobs? (By "accurate," we mean within +/- 5%.)	112. <input type="checkbox"/> Yes <input type="checkbox"/> No
112. Use a formal engineering change control system <i>that documents from/to, materials implications, and date?</i>	113. <input type="checkbox"/> Yes <input type="checkbox"/> No
113. Use a formal engineering change control system <i>that computes the resulting change in job cost and/or price?</i>	114. <input type="checkbox"/> Yes <input type="checkbox"/> No
114. Tag measuring/testing equipment with date of last and next calibration?	115. <input type="checkbox"/> Yes <input type="checkbox"/> No
115. Require some major suppliers to self-certify their quality, so that you don't have to inspect?	116. <input type="checkbox"/> Yes <input type="checkbox"/> No
116. For suppliers NOT self-certified, inspect incoming parts before they are released to the shop for further work?	117. <input type="checkbox"/> Yes <input type="checkbox"/> No
117. Require QA function to assure all suppliers meet any contract requirements?	118. <input type="checkbox"/> Yes <input type="checkbox"/> No
118. Do a QA review on prints and PO's <i>before a quote is submitted?</i>	119. <input type="checkbox"/> Yes <input type="checkbox"/> No
119. Do a QA review on prints and PO's <i>before a job is released to the shop?</i>	120. <input type="checkbox"/> Yes <input type="checkbox"/> No
120. Include inspection/test steps in written project schedules?	121. <input type="checkbox"/> Yes <input type="checkbox"/> No
121. Perform short-run SPC?	122. <input type="checkbox"/> Yes <input type="checkbox"/> No