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Business Use of LMI: Survey of Medium and Large Sized Employers on Labour Market Information Needs

FINAL REPORT

Ce rapport est également disponible en français

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EXECUTIVE SUMMARY

The current study relied on a national telephone survey of medium and large sized organizations in Canada to determine the current use of labour market information (LMI) and related tools by employers to support business, HR management, and planning decisions and activities, for the purposes of determining potential gaps in information, tools and services. Use of LMI was explored in the context of three general HR areas: recruitment and hiring; training and development; and workforce retention. This survey also offers a comparison to results from an earlier survey conducted with small and medium sized enterprises (SMEs) in 2006.

A national telephone survey was conducted with 1,321 representatives of medium and large sized employers in Canada. For the purposes of the survey, medium and large employers/organizations were defined as individual establishments (or locations or worksites of an organization) with 100 or more employees at that site. Organizations were sampled by location in order to ensure that we could capture the HR activity and usage of LMI at an individual site (rather than across an entire organization, where multiple sites are involved), although in some cases Head Office representatives were designated to respond for the sampled site. The overall sample of 1,321 completed cases carries with it a level of precision of as low as +/-2.7 per cent at a 95 per cent confidence interval (i.e., 19 times out of 20).

Of the 1,321 employers in this sample, three sectors dominate: manufacturing (352), services (266)¹ and the retail (254). Relatively few are drawn from primary industry (47), finance (55), or construction (61). Just over half of the organizations in the sample employ between 100 and 249 employees (1,052), although the proportion is much higher (88 per cent) in the population of medium and large employers in Canada.

HR Activities and Issues

The level of engagement in human resource activities is very high among medium and large sized employers (and significantly higher in comparison to small and medium sized employers surveyed). In terms of the three key HR activities explored in the survey, almost all employers screened into the survey have made decisions relating to recruitment activities in the past year (96 per cent) and to training and development (95 per cent). Most have also made decisions relating to employee retention (86 per cent) in this time-frame. Furthermore, a majority of employers (81 percent) are engaged in all of these activities (recruitment, training and retention), and 15 per cent are engaged in two of the three activities.

There is a very high level of formal and proactive HR activity that employers build into their normal business routine to address recruitment and retention of staff. Most employers actively engage in a range of human resource activities: conducting annual performance appraisals, maintaining job descriptions,

¹ The service sector includes business and personal services, household and miscellaneous services, engineering/architecture/accounting services, and other miscellaneous services.

developing training and development plans, and providing an employee orientation manual. Not surprisingly, medium and large sized organizations are more likely than SMEs to have formal HR processes in place. Most medium and large sized employers are facing human resource issues and challenges that LMI could help them to address. Retaining and attracting workers are central issues for most, followed by skill enhancement. Furthermore, finding qualified or skilled employees and a shrinking labour market are identified as the most common challenges facing medium and large sized employers over the next five years, followed by workforce retention. Retaining and attracting workers are far more often primary concerns for medium and large sized employers than for SMEs.

General LMI Usage

Medium and large sized organizations use a number of methods to stay up-to-date on labour market issues affecting their business. The most prevalent methods include networking with other businesses, government publications, and internal reports (used by roughly one-third of the employers surveyed); followed by information from business associations, sector/industry associations and occupational associations.

Over half of medium and large sized employers describe their LMI needs as increasing (56 per cent), while four in ten indicate that their need for information is stable over time. Medium and large sized employers are much more likely than SMEs to indicate an increasing need for LMI. Expanding organizations tend to be experiencing the greatest increase in demand, and just over half of employers indicate that their business is undergoing expansion. Employers whose LMI needs are increasing more often point to changes in their market, business expansion, or labour market challenges as reasons for this increasing need. Conversely, employers who indicate that their LMI need is declining suggest that they have all the information required, or point to a decline in their market as the main reason for their declining information needs. Finally, employers that are experiencing an increase in their need for LMI have requirements in a number of different areas, including wage rates and benefits (17 per cent), availability of workers (13 per cent), finding workers with specific skills (nine per cent), and current market conditions (eight per cent).

For most medium and large sized employers, LMI has at least some influence on business decisions. About one-quarter (27 per cent) say that information on the availability of workers and skills or wages (as examples of LMI) influence their business decisions to a great extent, while this information has at least some influence for over half (56 per cent). In terms of types of LMI, employers are most often seeking information about current trends in the labour market, a general idea of what is happening in the economy, and forecasts of future patterns in the labour market. This is followed by a need for hard numbers, information on how to do things, and assistance from others. Interest in hard numbers and current trends in the labour market increases with company size; while interest in information on how to do things and assistance from others tends to decline with company size. When asked to elaborate on the type of information sought on how to do things or the type of assistance sought, employers most commonly cited a need for information or assistance on how to do things relating to recruitment and retention, on best practices information, or information specific to an industry or group.

Most medium and large sized employers used LMI to support decisions made in recruitment (72 per cent), workforce retention (71 per cent), and training and career development (69 per cent). Again, use of LMI is significantly higher among medium and large sized employers than among SMEs (based on the 2006 survey). As with SMEs, organizations with more than one work location, those whose information needs are growing and those engaged in all three target activities are more apt to have used LMI to support decisions in all three areas of HR planning. NGOs and employers in expansion mode are more apt to use LMI for recruitment.

Employers who used LMI in recruitment most often recruited service and production labour (55 per cent) and professional (48 per cent) employees based on the LMI obtained; followed closely by technical, managerial or supervisory, and clerical administrative positions. Close to one-quarter recruited employees for apprenticeship trades based on LMI obtained.

Profile of Recruitment, Training and Retention Activities

As noted, almost all employers have engaged in recruitment activities within the past year (96 per cent). Recruitment of service or production labour is most common (69 per cent), followed closely by managerial and supervisory positions, and clerical/administrative positions. Recruitment for technical employees and professional workers is reported by just over half, while just over one-third report recruitment for apprenticeship trades.

The categories in which recruitment activities are taking place follow similar industry patterns as seen with the SMEs. Recruitment for clerical/administrative positions and professional staff was highest within the financial sector, while demand for service and production labour employees is highest in the retail and manufacturing industry. Technical employees are also in higher demand in the manufacturing sector, and recruitment of apprenticeship trades is significantly higher in the construction industry, manufacturing, and transportation sectors.

Large employers recruit in a similar way to SMEs, using two primary methods: word of mouth (90 per cent) and advertising (80 per cent). Three-quarters also use their company website for recruitment, while roughly two-thirds use the JobBank, or recruit employees through college or universities. Finally, over half use private sector job sites or seek out staff at job or career fairs.

A significant number of medium and large size employers experienced some difficulties in recruitment within the past year. Just over four in ten experienced difficulties in recruiting or hiring managerial/supervisory staff; followed quite closely by difficulties in recruiting service/production labour; professional, and technical staff. The most common reason cited for recruitment difficulties is a shortage of labour, followed by a need for specialized skills, difficulties being competitive in wages and benefits, and a local labour force that is too small.

Difficulties in recruiting managers/supervisory staff appear to go hand in hand with difficulties in recruiting and hiring professional staff. Those that are experiencing difficulties in recruiting professional

staff, as well, are experiencing challenges in recruiting technical personnel. There is also a link between challenges in recruiting service/production labour and challenges in recruitment of apprentices. The perceived reasons for the staffing difficulties vary somewhat depending on the type of staff in demand: difficulties in recruiting service/production labour, for example, is more apt to be related to difficulty in maintaining competitive wages and benefits, and working conditions (e.g., shift work), while difficulties in recruiting technical staff is one of a shortage of personnel with specialized skills.

Just under half of medium and large sized employers use specialized recruiting methods for particular employee groups (i.e., one special method used just for one category of employee). Specialized recruiting methods are used more often for managers/supervisors, professional staff and service/production labour. Specialized recruitment methods most commonly used include professional recruiters, advertising, and word of mouth; followed by a specialized sector job site, company website, college/university recruitment, or other job bank.

Most employers (95 per cent) provided employees with some type of training in the 12 months preceding the survey. Two-thirds of medium and large employers rely on a combination of formal and informal methods to train staff, while less than one in five rely primarily on either formal or informal training methods. Manufacturers are more likely than employers in other sectors to use strictly informal methods and are less apt to use formal methods. Very large employers are more likely than employers with fewer employees to rely on formal training methods.

As noted, the majority of employers have put in place strategies to increase retention of their employees within the last year (86 per cent). The most common retention strategy employed is review of staff wages and benefits (42 per cent). Roughly one in five employers addressed staff retention through career development assistance, additional work incentives (e.g., shares, international travel), review of working conditions, or personal learning plans.

Difficulties Locating LMI and LMI Used to Support Target Activities

In each target activity, some employers report an inability to find the LMI needed to support decisions (12 per cent were unable to find all the information they sought in relation to recruitment, seven per cent in relation to training, and six per cent in relation to retention). This is somewhat lower than the proportion of SMEs who reported such difficulties. The type of information employers have been unable to locate varies according to the activity. It is interesting to note, however, that information some employers were unable to find is also identified as the type of information others did find and use (suggesting that some employers are experiencing less difficulty or have greater internal resource or external assistance in finding the information they need than others).

With respect to recruitment, employers most often report an inability to locate information on wage rates and benefits, followed by job descriptions, customized information or information on hiring particular employee groups. The types of LMI most often used by employers in making recruitment

decisions include wage rates and benefits (by 44 per cent) and job descriptions (by 40 per cent); followed by recruiting practices, availability of workers, legal requirements, hiring special groups, training institutions and occupational shortages.

In seeking LMI to support training decisions, employers more often report an inability to find information on the type of training available, followed by a difficulty finding information on where to get training, or in obtaining funding for training. The types of LMI employers most commonly report using include information on the type of training available (45 per cent), followed by where to get training (33 per cent), training needs analysis, and occupational standards. Roughly one in five report using LMI on how to deliver training, career development processes, and obtaining funding for training.

In seeking LMI to support retention decisions, employers more often report an inability to find information on wage rates and benefits. Much smaller proportions report an inability to find information on what other employers do, industry-specific information, and job descriptions. The most common type of LMI employers report using in making decisions related to the retention of staff is information on wage rates and benefits (by 44 per cent). Other types of LMI commonly used in this situation include job description information, information on HR planning, on what other employers do, on working conditions, work-life balance, and enhancing work satisfaction (all cited by 20 per cent or more).

Sources of LMI

Medium and large employers most frequently rely on LMI obtained from sources internal to their own organization in making recruitment, training and retention decisions (cited by 42 per cent supporting training decisions, by 40 per cent supporting retention activities, and 32 per cent supporting recruitment). The next most often used sources of LMI for recruitment and training are federal and provincial government websites and professional associations. Sector councils, private consulting firms and colleagues are also used, but to a lesser degree.

Scope of LMI

Employers use locally-based information sources most often (relative to provincially or nationally-based information) to assist them in making decisions pertaining to recruitment (72 per cent), while over half (58 per cent) use provincially-based information in the context of recruitment. Medium and large sized employers are equally likely to use locally and provincially-based information in making training and retention decisions (each cited by 60 per cent or more in the context of these decisions). Nationally-based information is used less often in making decisions (used by 41 per cent in the context of recruitment, by 46 per cent with respect to retention, and by 49 per cent with respect to training). Medium and large employers are more likely than SMEs to use information at each level (local, provincial and national) in making decisions in each area (with one exception – they are equally likely to use local information for retention decisions).

Employers consider the availability of information specific to the local community to be very important, particularly in the context of retention (72 per cent consider it to be very important) and recruitment (63 per cent). Medium and large employers are much more apt than SMEs to consider locally-based information to be valuable in making recruitment and retention decisions. Locally-based information is perhaps less critical in the context of training and development (47 per cent consider it very important, similar to results for SMEs).

Usefulness of LMI Used

Employers generally consider the LMI used in making decisions to be somewhat or very useful. Employers are least enthusiastic about LMI used in making recruitment decisions (54 per cent consider recruitment LMI to be somewhat useful and 38 per cent describe it as very useful) and more likely to describe LMI used in training and retention decisions as very useful (49 and 45 per cent, respectively). The views of medium and large sized employers on the usefulness of LMI largely mirror the responses of SMEs.

Satisfaction with Outcome

Most medium and large sized employers are satisfied with the outcomes they obtained, when they take both the decisions made and the LMI used to support these decisions into consideration. This is particularly true for decisions pertaining to recruitment and training, where eight in ten employers report satisfaction with outcomes. Seven in ten employers (71 per cent) report being satisfied with outcomes pertaining to staff retention, when both the decisions made and LMI used to support these are considered.

Assistance with LMI

Three in ten employers obtained assistance from outside their organization to locate, access or interpret training and retention LMI (31 per cent in both instances), and a similar proportion (27 per cent) obtained outside assistance with recruitment LMI. This is very similar to the proportion of SMEs that obtained outside assistance with LMI.

Employers that obtained outside assistance in locating, accessing or interpreting staff retention or training and development information most often got it from a human resources/career development consultant (55 and 46 per cent, respectively). Professional associations (34 per cent), government office or website (32 per cent) and human resources/career development consultant (29 per cent) are the most frequent sources of assistance with recruitment LMI. Business colleagues (32 per cent) and professional associations (24 per cent) are also frequently cited as sources of assistance with staff retention LMI.

Furthermore, many medium and large sized employers who used LMI to make decisions believe that they could have benefited from assistance. In particular, employers believe that they would benefit from assistance in finding (53 per cent), applying (46 per cent) and interpreting (40 per cent) information relevant to retention decisions. Many also indicated that they could have benefited from

assistance finding LMI (47 and 41 per cent, respectively); applying (40 and 39 per cent); and interpreting (40 and 33 per cent) recruitment and training LMI. As suggested by overall results, assistance with finding the information is the most common request. Unlike SMEs, help with interpreting LMI is the second most often cited category of help; while help with applying the information to their specific situation is cited last. Like SMEs, however, employers who have obtained assistance in the past are more apt to recognize the potential benefits to be reaped from outside assistance.

Format of Information

Most employers report a preference for obtaining LMI through the Internet (between 80 and 84 per cent report obtaining information pertinent to recruitment, training and retention decisions on-line). Print is the second most popular format in which to obtain information to support retention (56 per cent), training (47 per cent), and recruitment (45 per cent). One-third of employers prefer to obtain training LMI in-person (33 per cent), while in-person is less often a preferred format for retention or recruitment (26 and 25 per cent respectively prefer to obtain this information in-person). Less than one-quarter prefer to obtain information via telephone to support retention, recruitment or training.

Employers who did not obtain outside assistance with LMI are more apt than those who did to report having obtained information for training and retention through the Internet.

Conclusions

Survey results indicate that medium and large employers are highly engaged in human resources activities. Additionally, they make ongoing efforts to stay up to date on labour market issues, and are regular users of LMI in the context of recruitment, training and retention. Their level of HR engagement and LMI use is significantly greater than reported by SMEs. They appear to be more experienced and knowledgeable users of LMI, drawing on internal and external information sources to support them in decisions, and consulting information at several levels (local, provincial, and in many cases national). Results also indicate that large and medium employers are far more uniform in terms of their LMI needs and usage than SMEs.

While medium and large sized employers are more regular users of LMI and do not often experience difficulty locating information, they do indicate an increasing need for LMI and identify a number of challenges they are facing or expect to face where LMI can be of benefit. Furthermore, few have reached out for assistance in finding, interpreting and using LMI, even though most say that they would benefit from this type of assistance. Many do, however, look to government publications as one way to stay abreast of labour market issues affecting their business, and look to government offices and websites as a source of LMI (particularly for recruitment and training). The results suggest that there is a strong and continuing role for the federal government in providing medium and large sized employers with LMI; making them aware of the type of assistance available; and helping them to locate the information needed.

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To obtain more information on this study, please e-mail por-rop@hrsdc-rhdcc.gc.ca

1. INTRODUCTION

a) Context

In 2006, HRSDC commissioned EKOS to conduct a survey of small and medium sized employers (with less than 100 employees) to examine their needs and uses for labour market information (LMI). The results of the survey provided a comprehensive view of the use of LMI by small and medium employers (SMEs). The greater complexity of the business and HR environment for medium and large sized employers (100 employees or more) implies that the results from the SME survey can not be assumed to be indicative of the needs of medium and large employers. The business environment may be more complex, necessitating a different type or level of information, or differences in where and how LMI is accessed. In addition, larger businesses are more likely to have dedicated HR staff that may have increased expertise in finding, interpreting and applying LMI to their HR processes. HRSDC has, therefore, commissioned an Employer Information Needs Survey, to explore the use of LMI, tools and services by medium and large organizations to support business and HR management and planning decisions and activities and to determine potential gaps in information, tools and services. Results are also compared to those of small and medium sized organizations, drawn from the survey of SMEs conducted in 2006.

b) Methodology

To examine employer practices and preferences with respect to LMI, EKOS conducted a telephone survey with 1,321 representatives of medium and large sized employers or organizations in Canada. For the purposes of the survey, employers/organizations were defined as individual establishments (or locations or worksites of an organization) with 100 or more employees at that site. Where individual work locations did their own HR, the interview was conducted with a respondent at that location. Where the HR function resided with the head office, someone from the head office was contacted for the interview. Organizations were sampled by location in order to ensure that we could capture the HR activity and usage of LMI at an individual site (rather than across an entire organization, where multiple sites are involved). It should be understood that while most Canadian employers have only one site, roughly one in six have more than one. In some cases these are relatively small sites (with relatively few employees), but in some cases the organization has multiple medium sized sites, making it a large organization.

The primary mandate of the study was to understand LMI needs strictly on the basis of what businesses have already looked for (and found or not found) and used. The questions are focused on actual organizational experiences with LMI, rather than more tenuous perceptions and possibilities about potential use and future interest, to provide the most accurate account of LMI demand and profile of use. In order to better understand what LMI is being used, how it is being used, and what shortcomings or gaps there might

be, a considerable level of detail about LMI use was needed, and the information needed to be related to a specific activity. Detailed questions were therefore developed to address:

- whether an organization engaged in an area of HR activity;
- whether they used LMI (defined as information outside of their organization) to support the activity;
- (if they did not) whether they looked for LMI and did not find it or simply determined from the outset that they would not be using any supporting LMI.

Once this initial layer of detail related to overall use and reasons for non-use of LMI were established, LMI users were then asked a detailed series of questions about the LMI they used, including:

- what they used;
- where they found it;
- the scope typically required (and importance of community-based information);
- usefulness of the information used;
- use of assistance in finding, accessing or working with the LMI (and source);
- perceptions about benefits of assistance in these areas; and,
- general preference for format of LMI.

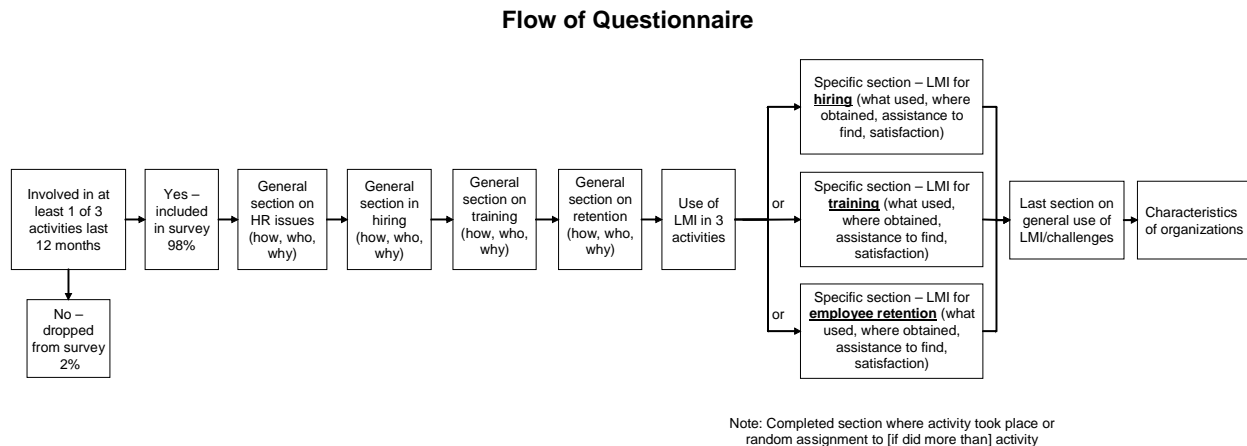
This full set of details about use of LMI was asked in the context of three general HR areas: recruitment and hiring; training and development; and workforce retention. Additional questions were also posed about the general approach to HR and the use of LMI to support HR, more acute HR challenges, and a number of questions about recent recruitment and training activities (incidence, why, what used, etc.) in order to form a context for use of LMI in these areas. Because the general background information was fairly extensive and a full set of detailed questions about LMI use was also quite long, only one set of questions about LMI use to support one HR area could be asked of any individual organization. The questionnaire was therefore designed so that, for any individual organization, all general questions were asked to ensure that an incidence of LMI use could be established for each of the three sets of activities. This included: did the organization engage in the activity in the last 12 months, was LMI used, if not, was it looked for and not found, or was it determined in advance that none would be used? Following this sequence of questions, one HR activity that an organization identified and had engaged in was selected (if more than one was engaged in the computer randomly assigned the organization one set), and the fuller set of detailed questions was asked with regard to only that one HR activity. The full survey questionnaire can be found in Appendix A.

Survey data was collected using EKOS' centralized Computer-Assisted Telephone Interviewing (CATI) network. Prior to conducting of the survey, the survey instrument was tested with 30 cases (in English and French). Testing was done in iterations, with changes made after the first five to ten

interviews and then again after 10 interviews, to ensure that any changes addressed difficulties experienced in the interviews. Once started, the survey was monitored for sample efficiency (e.g. rotation and number of call-backs) and regional quotas, as well as for general data quality. The survey data was collected over a two month period during April and May 2007. The average length of interview was 19 minutes. Given that sampled organizations were required to have engaged in at least one of the three key HR areas under study (recruitment, training and career development, and employee retention) some organizations did not qualify for the survey. Of all organizations contacted for the survey, 27 indicated at the outset that they had not been involved in any of these activities over the previous 12 months, and were screened out. As such, the incidence of involvement in at least one of these activities is 98 per cent. The overall response rate to the survey was 22 per cent. The response rate is summarized in the following table:

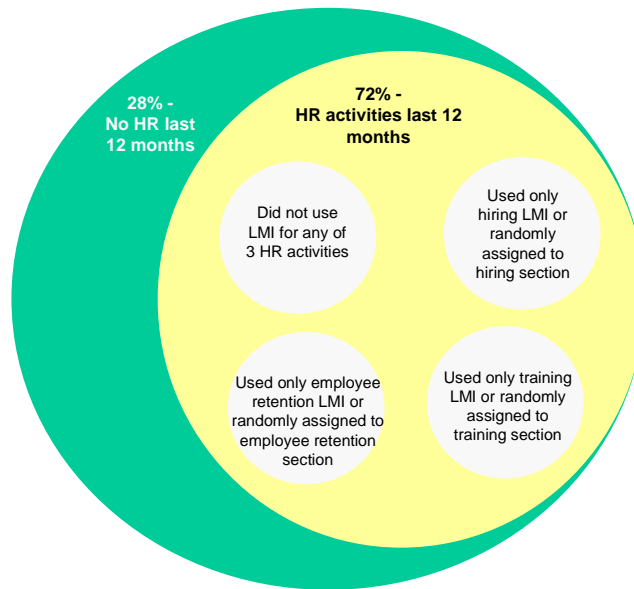
a. Organizations contacted	6,127
b. Number of organizations agreeing to respond	1,348
c. Number screened out (did not engage in recruitment, training or retention)	27
d. Total respondents (b-c)	1,321
e. Incidence rate (proportion of organizations engaging in one of the three target activities) (d/b)	98%
f. Response rate (proportion of organizations contacted agreeing to respond) (b/a)	22%

The following is a graphic representation of the process by which sample members were filtered into the survey and guided through the major blocks of the questionnaire.

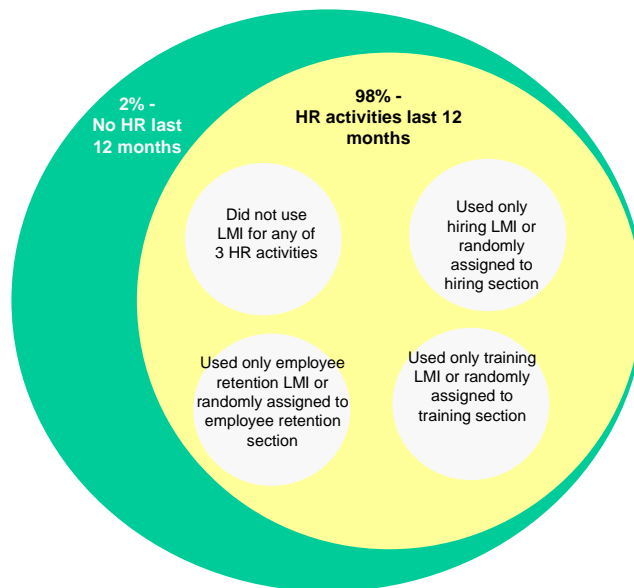


The following chart depicts the sample for both the survey of small/medium employers and medium/large employers, illustrating the number of respondents screened out in each survey and the questionnaire blocks respondents would be assigned to complete based on their HR activity profile.

All small/medium organizations contacted



All medium/large organizations contacted



Prior to analysis, the database was reviewed for data quality and coding requirements. The survey sample was then compared to the national population distribution and weighted accordingly. In particular, minimum stratification weights were put in place to restore representativeness by size and region. Statistics Canada population figures for organizations were used as the source for population figures.

The sampling approach for the survey featured a random sampling of medium and large sized employers in Canada stratified by organization size (i.e., number of employees) and region. Stratification was imposed to ensure sufficient numbers of organizations in the sample from the Atlantic and Prairie provinces, as well as in the middle and larger size categories (i.e., establishments with 250 or more employees), in order for all results to be examined within these segments in the analysis. The sample was drawn primarily from InfoCanada (populated from the Yellow Pages) which provides a listing of Canadian organizations, but was also augmented by other sources. The listing is updated yearly, so it is a reasonably up-to-date listing. It lists individual locations rather than the organization's headquarters, so an organization with 12 locations across the country would be listed 12 times (one for each location). This type of listing suited the needs of the study as the requirement is for detailed information about LMI use, which is likely to come from those using LMI at a particular location (rather than from an organizational response in the case of large, multiple site organizations). As such, the survey instrument was designed to ask about HR activities and use of LMI to support HR activities at the specific location. Related to this, another key sample issue was the criterion for selecting the individual respondent representing the sampled organization. The introduction to the survey asked for the most senior individual (at the sampled location) responsible for making human resource decisions.

Readers should note that findings are presented for the entire sample, as well as for individual segments (and across linkages in the different questions in the survey) when they are statistically and substantively different (at the .05 level or higher). Results are often presented for sub-groups in tabular format in order to present differences in key findings across a range of segments. Attention has been paid to only presenting results where cell sizes are at least 30 or more; however, not all results are statistically significant for each segment. Where tables of results are presented, the report text can be relied upon to highlight the statistically significant results. (For example, where results are presented by industry, all industries with at least 30 representatives may be presented in a table, however, the text may point to differences only for two specific industries, in which case, only those two differences should be considered significantly different.)

1.2 ORGANIZATION OF THE REPORT

The report is organized into ten chapters. Chapter Two presents a general portrait of the organizations in the survey sample in terms of characteristics, expected future challenges, formalization of HR, and level of HR activity. Chapter Three provides an overview of the general retention, recruitment and training activities of employers within the twelve months preceding the survey. Chapter Four examines the general use of LMI, and the extent to which the information needs of employers are changing over time. Chapter Five examines results related to specific use of LMI, information employers were unable to find, and reasons for non-use. Chapters Six, Seven and Eight provide more detailed information on activities and LMI use pertaining to the three HR areas: recruitment and hiring; training and career development; and workforce retention. In each chapter, the use of LMI to support that activity, sources used, usefulness of information used, assistance obtained, preferred format for information and satisfaction with outcomes are examined. Chapter Nine provides a series of profiles of key segments of the sample (either in terms of the systematic differences in their results from the rest of the sample, or because of a specific interest in the segment from a labour market information perspective). Chapter Ten presents overall conclusions drawn from survey findings.

2. GENERAL PROFILE OF ORGANIZATIONS

Chapter Two presents a general snapshot of medium and large sized organizations in the sample, along with a profile of their Human Resource activities and the challenges they face in the areas of staffing and HR. Overall incidence of activities and decisions related to recruitment and hiring, training and career development, workforce retention are also explored along with the incidence of using LMI to support these HR activities.

2.1 CHARACTERISTICS OF THE SAMPLE

The following table provides the proportional distribution of the sample by industry, region and size, along with the associated level of precision or margin of error for each of these individual segments of the sample (as these are among the most primary variables used in describing patterns of differentiation in the results). The overall sample of 1,321 completed cases carries with it a level of precision of as wide as +/- 2.7 per cent for the sample overall at a 95 per cent confidence interval (i.e., 19 times out of 20). As indicated in the last chapter, 1,348 organizations agreed to conduct the survey and of these 1,321 organizations actually completed an interview (with the remaining 27 being screened out given that they were not engaged in recruitment, training and development, or retention activities). The incidence rate of finding organizations that had engaged in at least one of the three HR areas under study was 98 per cent and the response rate to the survey was 22 per cent (see Appendix B for detailed calculation of response rate).

Of the 1,321 employers in this sample, three sectors predominate: manufacturing (n=352), services sector (n=266)² and the retail sector (n=254) (see Table 2.1 for characteristics of the sample). Relatively few are drawn from primary industry (n=47), finance (n=55) or construction (n=61). Just over half of employers in the sample employ between 100 and 249 employees (n=1,052), although the proportion is much higher (88 per cent) in the population, because the current survey sample was designed to augment the larger sized enterprises in the survey to ensure ability to isolate results in different sized organizations in the analysis. As shown in Table 2.2, the sample is a very close reflection of the population by industry sector. The sample over-represents manufacturers and services and under-represents retail and “other”, however, in each case the difference is five to six percentage points. Appendix C presents a detailed listing of the industries classified under each major grouping described in this report.

² The service sector includes business and personal services, household and miscellaneous services, engineering/architecture/accounting services, and other miscellaneous services.

Considering company size, retailers are more likely to be medium sized employers, employing between 100 and 249 staff. In terms of regional distribution, those in the primary and construction industries are more likely than others to be found in Alberta (similar to SMEs).

Table 2.1: Sample Characteristics

	Sample Size (Unweighted)	Margin of Error (%)
TOTAL	1321	2.7
Industry		
Primary	47	14.4
Construction	61	12.7
Manufacturing	352	5.2
Transportation	113	9.3
Wholesale	137	8.4
Retail	254	6.2
Finance	55	13.3
Services	266	6.0
Other ³	36	16.6
Region		
British Columbia	176	7.4
Alberta	178	7.4
Saskatchewan	55	13.3
Manitoba	65	12.2
Ontario	416	4.8
Quebec	298	5.7
Atlantic Canada	133	8.5
Size		
100-249 employees	706	3.7
250-499 employees	386	5.0
500+ employees	229	6.5

³ Other includes health, education, legal, social services, and membership organizations.

Table 2.2: Comparison of Industry proportions in population and survey sample

Industry	Population	Sample
Primary	3%	4%
Construction	5%	5%
Manufacturing	22%	27%
Transportation	8%	9%
Wholesale	10%	10%
Retail	25%	19%
Finance	5%	4%
Services	14%	20%
Other	8%	3%
Total	100%	100% ⁴

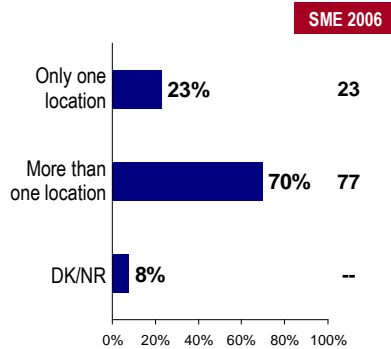
Seven in ten organizations in the sample have more than one location in Canada, while 23 per cent report only one worksite and eight per cent did not know or declined to answer. Just over two-thirds of organizations (68 per cent) say their organization has been in operation in Canada for more than 20 years; 15 per cent have been in operation between 11 and 20 years, and 10 per cent have been in existence for ten years or less.

Organizations in the retail and financial sectors are more apt to report having multiple locations (retail also being more likely to report having 20 locations or more in the country). Unionization is linked to number of locations, being over-represented among employers reporting 20 locations or more. Medium sized organizations, manufacturing sector organizations and sites located in Quebec are more likely to indicate a single location in Canada. With respect to years of operation, the average is roughly 54 years. Two in three have been in operation for more than 20 years. Medium and large sized organizations in the current survey sample are considerably older than those found in the SME sample.

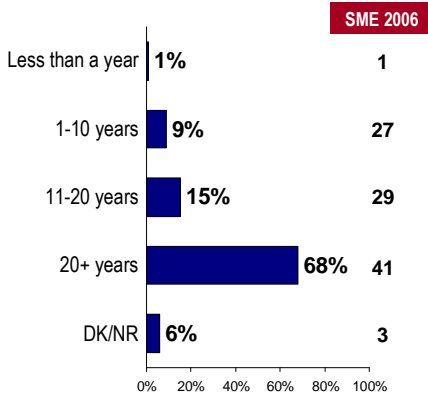
⁴ Numbers may add up to over 100 due to rounding

Characteristics of Organization

“How many worksites does your organization have in Canada?”



“How many years has this organization been in operation in Canada?”



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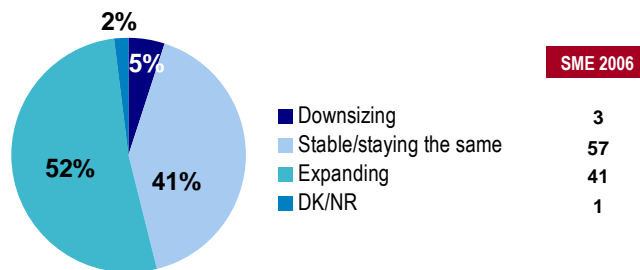
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With respect to organizations' business cycle, just over half of employers (52 per cent) report that their organization is expanding, while four in ten (41 per cent) employers report that their organization is currently stable or staying the same. Only five per cent are downsizing. Medium and large organizations are more apt to be expanding than reported in the SME survey. Those in the construction sector are more likely than others to be in expansion mode (among SMEs, it was businesses in the financial sector that were most likely to be expanding).

Business Cycle

“Is your organization currently expanding, downsizing or staying the same?”



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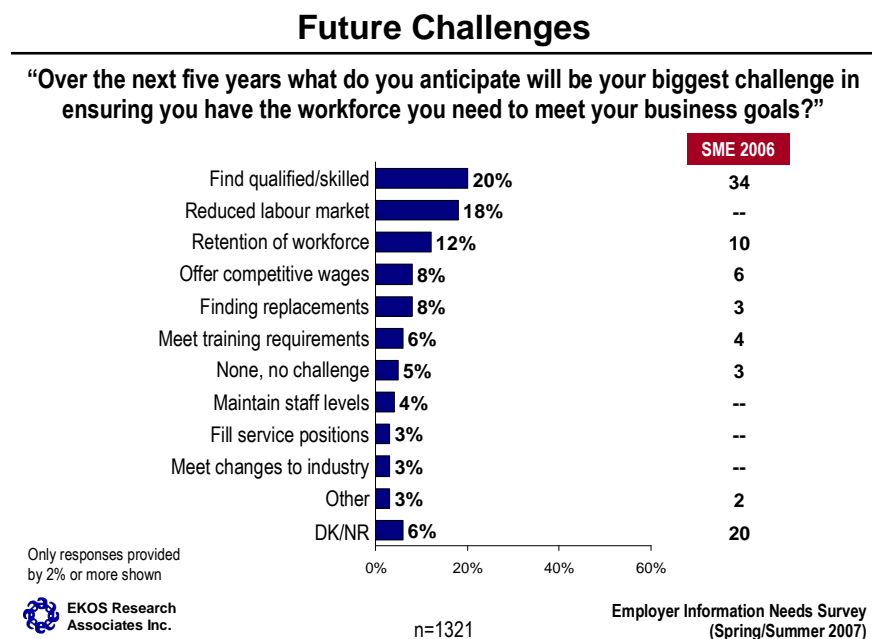
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Employer Information Needs Survey
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- Across regions, businesses in Saskatchewan are more likely to be expanding, while organizations in Quebec are more likely than others to be stable, and less apt to be expanding.
- Like SMEs, organizations that have been in operation less than 20 years are more likely to be expanding and single location organizations more often say that they are staying the same.

2.2 EXPECTED FUTURE CHALLENGES

The most significant challenge over the next five years that organizations identify in ensuring that their organization has the workforce required to meet their business goals will be to find qualified/skilled staff (20 per cent) and, related to this, a shrinking labour market (18 per cent), although the top reason is still not reported by as large a proportion of organizations as found among SMEs. Fewer say the following would be their biggest challenge: the retention of present staff (12 per cent), offering competitive wages (eight per cent), or finding replacements (eight per cent). Only five per cent of employers did not foresee any challenges. The proportion of employers who are uncertain as to the main challenge they will face in the coming five years (6 per cent answering “don’t know”) is much lower than found among SMEs.



There are few significant differences in responses across the sub-groups of organizations.

- Employers in Manitoba more often cite meeting training requirements as a future human resource challenge.
- Organizations in business between 11 and 20 years are more likely than newer and older (over 20 years in business) organizations to mention employee retention as a future human resource challenge.

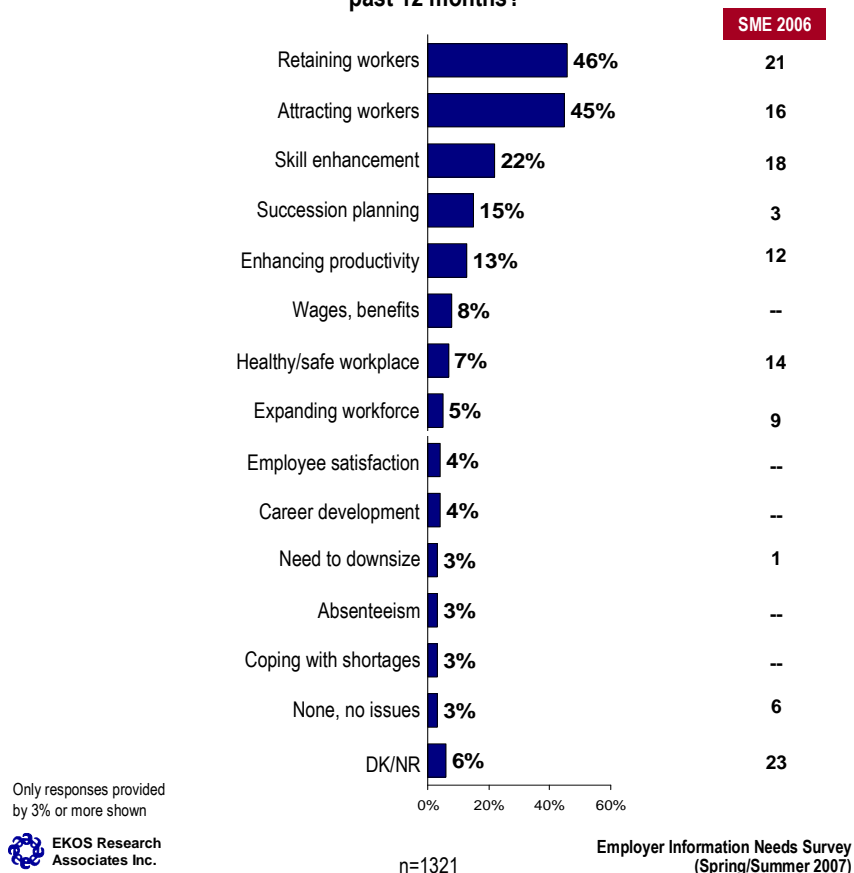
2.3 BUSINESS PLANNING

The main issues for HR planning for Canadian medium and large sized employers are attracting and retaining workers. A substantial proportion of organizations have addressed issues pertaining to employee retention in the last 12 months (46 per cent). Similarly, close to half of organizations report that their HR planning needed to address attracting workers over the past 12 months (45 per cent, and when issues related to an expanding workforce are combined with this response the total is 50 per cent). Smaller, but still important numbers of employers cited issues related to skill enhancement (22 per cent), succession planning (15 per cent) and productivity enhancement (13 per cent). Further analysis indicates that the need to enhance skills and enhance productivity frequently go hand in hand. Other issues such as wages and benefits, and healthy/safe workplace were cited by fewer than 10 per cent. Attracting and retaining employees is more often an issue among the medium and large employers than cited by SMEs as is succession planning. Healthy workplace is a central focus less often for MLE's than SME's..

Those in the manufacturing sector are more apt to cite employee retention as a key issue for HR planning compared to other businesses. Employers in the financial sector more frequently cited skill enhancement and enhancing productivity as pressing HR issues.

Central HR Issues (I)

“What are the main issues your HR planning needed to address over the past 12 months?”



- *Employee retention* was cited more often as a pressing HR issue by employers in Quebec and Alberta, and less often by Ontario organizations and single location organizations.
- The proportion of employers citing *attracting workers* as a key issue is quite consistent across the various sub-groups. Businesses that are expanding and that have indicated that their need for LMI is increasing are more likely to indicate attracting workers as an important HR issue. Employers in Ontario and those in business between 11 and 20 years are slightly less likely to mention this issue.
- Quebec organizations were more apt to cite *skill enhancement* as a pressing HR issue compared to organizations in other regions.
- Employers located in Quebec are more likely than others to identify *enhancing productivity* as a key issue for HR planning.

- Organizations that are unionized are more likely than non-unionized organizations to mention *succession planning* as an issue, as are employers in Quebec.
- Not-for-profit organizations/NGOs as well as employers in Alberta are more apt to have dealt with issues related to *wages and benefits* compared to other organizations.

2.4 LEVEL OF FORMALIZATION OF HR

Perhaps because of these deep concerns about keeping and recruiting staff to support business operations, there is a very high level of formal and pro-active HR activity that employers build into their normal business routine to address recruitment and retention of staff. Most employers have a variety of HR materials at their disposal. Most medium and large sized employers say that their location provides annual employee appraisals (87 per cent) and work descriptions or profiles (86 per cent). A similar proportion say they provide training and development plans (84 per cent) and 81 per cent have an employee orientation manual. About three-quarters of organizations surveyed regularly monitor workplace issues. Somewhat fewer have a formal employee engagement strategy (63 per cent) or have a long-range plan (53 per cent). Virtually no organization (one per cent) uses none of these methods to address workforce management (and many use three or four).

Not surprisingly, medium and large sized organizations are more likely than SMEs to have formal HR processes in place. With the exception of monitoring of workplace issues, medium and large sized organizations are more apt to have formal HR tools compared to SMEs by a 15 to 33 percentage point margin.

There are few differences by sector or organization size. Employers in the manufacturing sector are less likely to conduct long-range planning, monitor workplace issues or have an employee engagement strategy. Very large sized organizations (500 employees or more) are more apt to have an employee engagement strategy than medium sized organizations.

Level of Formalization of HR

“Does your company have...?”



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- Similar to SMEs, employers in Alberta and Ontario are the most likely (compared to organizations in other regions) to do most of these HR activities, while those in Quebec are the least likely to do so.
- Businesses that are in expansion mode are more apt to engage in all of the HR activities cited compared to organizations that are stable or downsizing.
- Employers with only one location are less proactive in these HR areas (long-range planning, work descriptions, engagement strategy) than those with multiple locations; a relationship also found in the survey of SMEs.
- Also like SMEs, NGOs are more likely than private sector employers to have work descriptions and to monitor workplace issues.

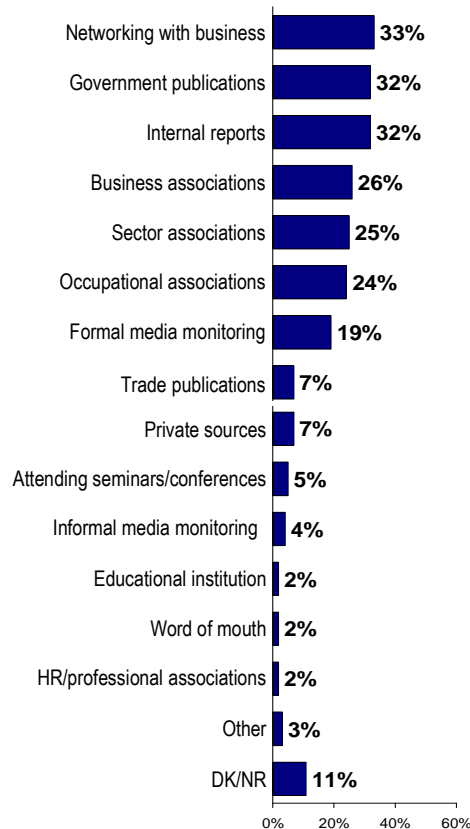
2.5 KEEPING CURRENT ON LABOUR MARKET ISSUES

Organizations use a number of methods to stay up-to-date on labour market issues affecting their business. About one-third of medium and large sized employers say they network with other businesses (33 per cent) or use government publications or internal reports (both at 32 per cent). One in four employers cites information from business associations (26 per cent), sector associations (25 per cent) or occupational associations (24 per cent). Formal media monitoring is conducted by about one in five (19 per cent) to stay current on labour market issues.

Retail sector organizations are more likely to use internal reports and less apt to use material from associations compared to other employers. Medium sized organizations are also slightly less likely to make use of information from associations to stay current compared to larger sized employers.

Methods to Stay Current on Labour Market Issues

“How does your location stay up to date on labour market issues that affect their business?”



- Employers in Quebec are more likely than those in other regions to cite methods such as networking, media monitoring, associations and government publications to keep current on labour market issues. Employers in Alberta and Manitoba are more likely to use informal media monitoring, while organizations in Saskatchewan more often cited seminars and conferences compared to those in other regions. Atlantic employers rely on networking to a lesser extent than other employers and employers in BC are less likely to mention government publications as a way to stay current.
- NGOs are more apt to mention networking as a way to stay current on labour market information.
- Use of formal media monitoring increases with employers' years in operation. Newly established organizations (less than 10 years in business) are less likely to use networking, government publications or internal reports.
- Organizations that have participated in only one target activity (one of recruitment/hiring, training/career development, staff retention) tend to make less use of most methods and are much more apt to have indicated a "don't know/no response" to this question compared to organizations that participated in two or more target activities.

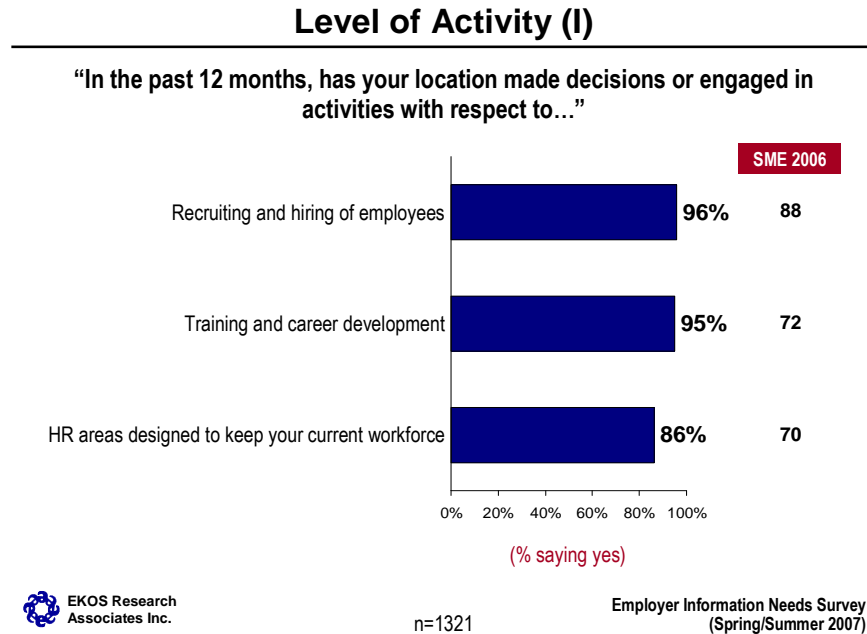
2.6 LEVEL OF HR ACTIVITY

As previously described, the survey sampled only organizations that had been involved in activities related to either recruitment and hiring, training and career development or workforce retention in the 12 months prior to the survey. Of all organizations initially screened for the survey, only 2 per cent had not engaged in activities related to any of these three areas (and therefore not interviewed or included in the survey findings).

Among the employers that were included in the survey, activities related to employee recruitment and hiring, and training and career development were virtually equally prevalent; with 96 and 95 per cent of medium and large sized employers respectively having made decisions about, engaged in, or implemented strategies in these areas. Decisions, activities and strategies designed to keep their current workforce are somewhat less frequent at 86 per cent.

Compared to SMEs, large and medium sized organizations are more likely to have made decisions or engaged in activities with respect to training and career development (by 23 percentage points) and workforce retention (a difference of 16 percentage points). Likelihood of making recruitment and hiring decisions is more similar (a difference of only eight percentage points).

There are few sub-group differences with respect to engagement in recruiting and hiring, and in training and career development. With respect to workforce retention strategies, organizations in the manufacturing sector are somewhat less likely to have engaged in activities in this area. Very large organizations (500 employees or more) are somewhat more likely to have undertaken strategies in this area, while organizations with a single location are less likely to have done so. The latter findings with respect to size and number of locations mirror relationships in the SME data (though among the SMEs the differences are evident across the different types of activities).

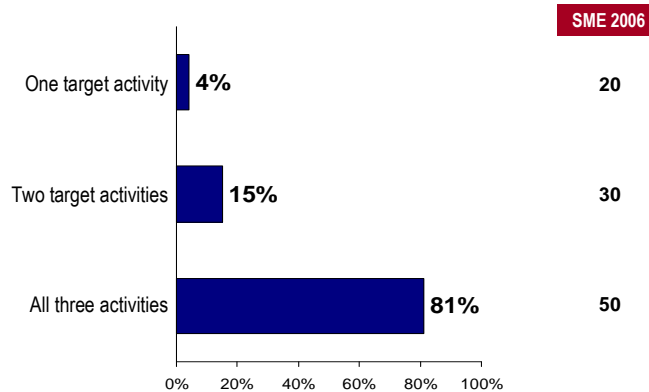


While participation in HR activities among small and medium sized employers varied according to a number of variables such as region, unionization and business cycle, these relationships were not significant among medium and large sized employers. Organizations that are expanding are more likely to have made decisions with respect to recruiting and hiring of employees and retention compared to those that are downsizing.

The majority of employers (81 per cent) are engaged in all three target activities – recruiting and hiring, training and career development, and employee retention. Fifteen per cent are engaged in two of the three activities, while just four per cent are active in only one area. Participation in multiple HR activities is much more prevalent among medium and large sized businesses compared to SMEs.

Very large organizations are more likely to be engaged in all three target activities; while manufacturers and those with fewer employees are less apt to be making decisions in all three target activities (the latter finding with respect to size mirrors the SME data). By comparison, the medium and large organizations are much more likely than SMEs to be making HR decisions on a range of topics.

Level of Activity (II)



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n=1321

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- Organizations that are downsizing are less likely to have undertaken decisions or activities in all three target areas; this is primarily driven by a lower likelihood compared to other employers to have undertaken activities in the areas of recruitment and retention.
- Organizations that say their need for LMI is increasing are also more likely to have engaged in all three activities, owing to a greater propensity to have undertaken activities in the area of recruitment and hiring in the last 12 months.
- Organizations in Quebec and those with one location only are less apt to be engaged in more than one target activity.

3. GENERAL RETENTION, RECRUITMENT AND TRAINING ACTIVITY

This chapter explores the general activities of large and medium employers in retention, recruitment and training, as well as the extent of influence LMI is perceived to have on their business decisions. Staff retention strategies employed, recruitment difficulties experienced within the last year, use of specialized recruitment methods, and use of formal and informal training methods are all discussed.

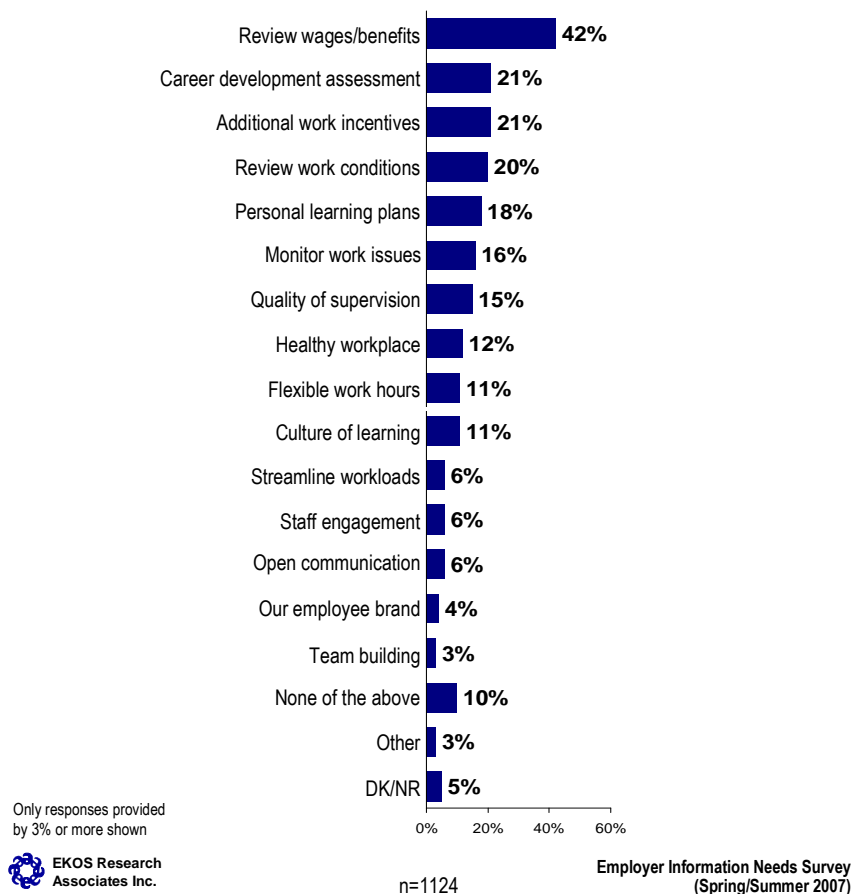
3.1 STAFF RETENTION STRATEGIES

As noted, the vast majority of medium and large sized organizations have put in place strategies to increase retention of their employees (86 per cent). The most common strategy is review of staff wages and benefits (42 per cent). One in five businesses addressed staff retention through career development assistance (21 per cent); additional work incentives (e.g., shares, international travel) (21 per cent); review of working conditions (20 per cent); or help for employees to develop personal learning plans (18 per cent). A number of other strategies were cited by a smaller number of respondents (e.g. monitoring work issues such as stress and work-life balance, improving the quality of supervision/HR management, healthy workplace strategies, and increased flexibility of work hours and scheduling). A minority of businesses did not mention any strategies (10 per cent) or did not know of any (five per cent).

Reviewing wages and benefits is a more common strategy among construction sector employers and least so in the retail industry. Retailers are less likely to review working conditions compared to employers in other sectors. Financial sector employers are more likely than others to cite career development assistance, monitoring work issues, flexible work hours and creating a culture of learning as staff retention strategies. Service sector businesses are more apt to consider additional work incentives to increase staff retention compared to other employers. Very large organizations (500 employees or more) are marginally more likely to have implemented strategies such as flexible work hours/scheduling, healthy workplaces and generally reviewing working conditions.

Staff Retention Strategies

“What strategies, if any, have you put in place to increase staff retention?”



- *Reviewing wages and benefits* is more common as a staff retention strategy among Alberta employers and organizations that say their need for LMI is increasing.
- *Career development assistance* was cited more often by Quebec employers (that were proactive in implementing many of the staff retention strategies) and by those undertaking decisions/activities in all three of the target areas.
- Offering *additional work incentives* is more prevalent in Alberta, and less so in Quebec.
- *Reviewing working conditions* and *providing assistance with employees' personal learning plans* were both cited more often by Quebec employers, and less often by employers from BC.
- *Monitoring workplace issues* occurs more frequently among Quebec employers, and less often among employers in business for between 11 and 20 years.

- *Improving the quality of supervision and human resource management* was cited more often by Quebec employers and those that are downsizing, and appears to occur less often in more recently established employers (in business for 20 years or less).

3.2 RECRUITING DIFFICULTIES

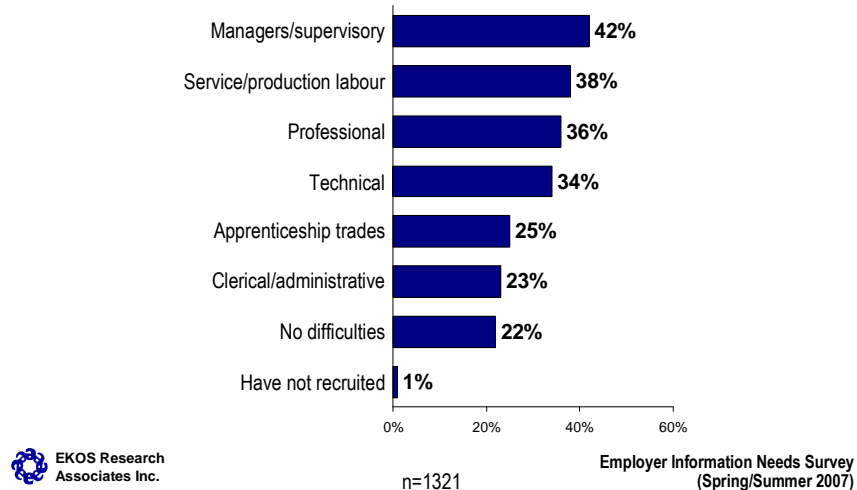
Just over four in ten medium and large sized employers say they have experienced difficulties in recruiting or hiring managers/supervisory staff over the past 12 months (42 per cent). This is followed quite closely by service/production labour (38 per cent); professional staff (36 per cent) and technical staff (34 per cent). A smaller, though still substantial proportion of businesses, have had difficulties hiring trades and clerical/administrative staff (25 and 23 per cent, respectively). About one in five organizations say they have experienced no difficulties in recruiting or hiring in these areas.

Difficulties in recruiting managers/supervisory staff appear to go hand in hand with difficulties in recruiting and hiring professional staff. Those that are experiencing difficulties in recruiting professional staff, as well, are experiencing challenges in recruiting technical personnel. There is also a link between challenges in recruiting service/production labour and challenges in recruitment of apprentices. The perceived reasons for the staffing difficulties vary somewhat depending on the type of staff in demand: difficulty in recruiting service/production labour, for example, is more apt to be related to difficulty in maintaining competitive wages and benefits, and working conditions (e.g., shift work); while difficulty in recruiting technical staff is one of a shortage of personnel with specialized skills.

Transportation sector employers are least likely to have experienced any staffing difficulties in the last 12 months, particularly in the management and professional categories. Construction and manufacturing sector employers more often cited difficulties in recruiting trades, while retailers were more likely to mention challenges in staffing service/production labour. Employers in the “other” category were more likely than those in other sectors to have difficulties in recruiting professional and clerical/administrative staff. Very large employers (with 500 employees or more) are more apt to have had difficulties hiring in the management and professional categories compared to smaller employers (with between 100 and 500 employees).

Difficulties in Recruiting/Hiring by Occupation

“Have you experienced any difficulties in recruiting or hiring in any of the following categories over the past 12 months?”



- Alberta employers are more likely than others to indicate challenges in recruiting or hiring across all of the occupational categories; only eight per cent of Alberta employers say they have no recruiting difficulties. Conversely, businesses in Ontario are less likely to have experienced difficulties across all of the occupational categories; 29 per cent say they have experienced no recruiting or hiring difficulties. Considering other regional patterns, BC employers are experiencing staffing difficulties in the trades, clerical/administrative and service production areas. Saskatchewan employers indicate challenges in recruiting tradespersons and service/production staff. Manitoba employers are more apt to mention difficulties in recruiting managers and technical staff. Hiring clerical/administrative staff has been more of a challenge for Quebec employers (and less so in the service/production area). Atlantic employers are somewhat more likely to have had difficulty recruiting service/production staff (but less difficulty in filling professional or clerical/administrative positions).
- Businesses in an expansion cycle are only marginally more likely to have experienced difficulties in recruiting and hiring for managers, technical staff and service/production labour.
- Employers that say their need for LMI is increasing are consistently more apt to say they are having difficulties finding personnel in all categories.
- Unionized organizations are more apt to cite difficulty in finding tradespersons.
- Single location businesses are less likely than multiple location organizations to have had difficulties in staffing in areas such as management and professional positions and clerical/administrative positions.

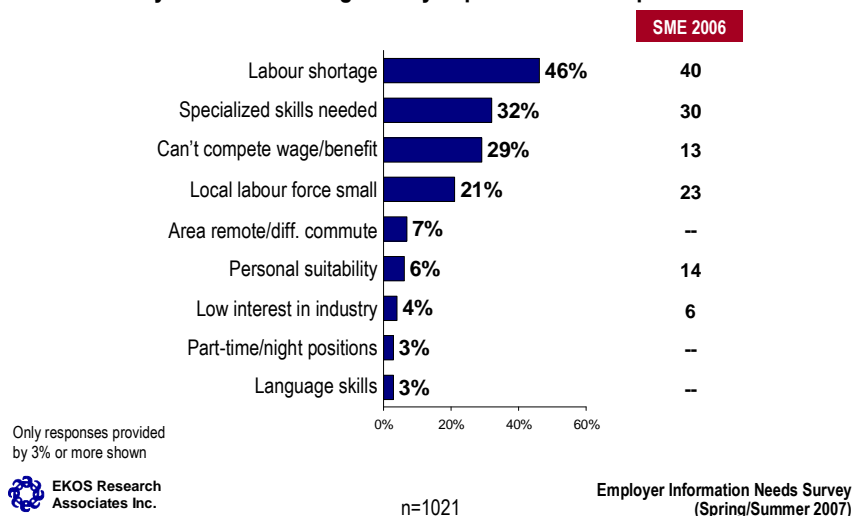
- Employers in operation between 11 and 20 years are less apt to have experienced recruiting difficulties in most of the occupational categories in the last 12 months.
- Organizations that have undertaken decisions/activities in only one or two of the three target activities are less likely to have experienced recruiting or hiring difficulties across most of the occupational categories.

Employers having difficulties filling positions were asked about the primary reasons behind the staffing difficulties. The most common response – cited by 46 per cent of employers – was a shortage of labour. About one-third indicated the need for specialized skills (32 per cent) and one in three businesses are having difficulty being competitive in wages and benefits (29 per cent) – significantly higher compared to SMEs. One in five (21 per cent) felt the local labour force was too small.

Difficulty offering competitive wages and benefits was cited more often by retailers compared to businesses in other sectors as a cause of recruiting challenges. Businesses with between 250 to 500 employees were more apt to mention the need for specialized skills as a reason.

Difficulties in Filling Positions

“What, in your opinion, are the primary reasons or causes behind the staffing difficulties your location has generally experienced in the past 12 months?”



- A *shortage of labour* was cited less often by employers in Ontario (as well as NGOs), but more often by those in BC, Alberta, Manitoba and Quebec.
- *Difficulty offering competitive wages and benefits* was more often cited as a cause of recruiting shortages by employers in Alberta and Saskatchewan compared to those in other regions. This is an issue faced more often by NGOs compared to private businesses.

- Quebec employers were also more likely than those in other provinces to name a small labour pool, need for specialized skills and lack of personal suitability of the candidates as reasons for recruiting difficulties.

3.3 SPECIALIZED RECRUITING

Just under half of medium and large sized employers use specialized recruiting methods for particular employee groups (i.e., one special method used just for one category of employee). Specialized recruiting methods are used more often for managers/supervisors (12 per cent), professional staff (12 per cent) and service/production labour (ten per cent); while fifty-three per cent of the employers who took part in the survey do not use any specialized recruiting methods.

Transportation sector employers are more likely to have specialized recruiting methods in place for service/production labour, and construction employers indicate specialized recruitment methods for personnel in the trades. Very large sized employers (500 employees or more) are more likely than those with fewer employees to have a specialized recruitment program for professional staff.

Specialized Recruiting: Occupational Groups

“Is there a particular employee group with whom you use a different recruitment method (i.e., one special method used just for this one category of employees). If so, which category of employees do you use a different method for?”



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n=1133

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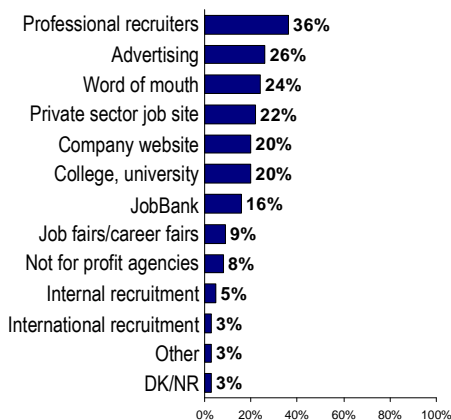
- Across regions, specialized recruitment methods are more common for management/supervisory staff in Alberta, for trades in Saskatchewan and for service/production staff in Ontario.
- Unionized employers and organizations that have undertaken decisions/activities in only two or fewer of the target activities are less likely to have any recruitment strategies targeted to a specific occupational group.

Of those medium and large sized employers that use specialized recruiting methods for a particular occupational group, the method most commonly used is professional recruiters (36 per cent). About one-quarter of employers say they use advertising (26 per cent) and word of mouth (24 per cent). One in five employers use a specialized sector job site (22 per cent), company website (20 per cent), college/university recruitment (20 per cent), or JobBank (16 per cent).

The transportation sector is more apt to use advertising and job or career fairs as specialized recruiting methods. Manufacturers report a greater use of professional recruiters compared to other employers. Retailers are more apt to indicate internal recruitment as a method. Medium sized employers (fewer than 250 employees) are more likely to use word of mouth as a specialized recruitment method, while very large sized companies are more likely than others to use college/university recruitment.

Specialized Recruiting: Methods

“And what method of recruitment do you use specifically when recruiting for (group) that is different?”



Only responses provided
by 3% or more shown



n=550

Employer Information Needs Survey
(Spring/Summer 2007)

- Employers in Manitoba and Alberta are more likely than those in other regions to use professional recruiters to fill certain positions within their firm. Word of mouth and not for profit agencies are cited more frequently by Alberta employers compared to those in other regions.
- Organizations that have been established for between 11 and 20 years are more apt to list a number of different strategies than both younger and older employers, including college/university recruitment, job fairs/career fairs, and not for profit agencies.
- Employers that are involved in all three of the target activities are more likely to use a private sector job site as a method of recruitment compared to other organizations.

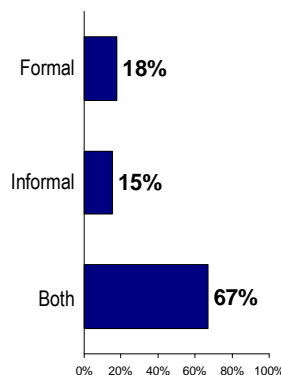
3.4 USE OF FORMAL AND INFORMAL TRAINING

Two-thirds of medium and large sized employers (67 per cent) rely on formal and informal methods of training employees about equally. About one in five (18 per cent) rely more on formal training methods, while 15 per cent say they rely mostly on informal methods of training.

Manufacturers are more likely than employers in other sectors to use strictly informal training methods and less apt to use only formal training. Very large employers are more likely than employers with fewer employees to rely on formal training methods.

Reliance on Formal or Informal Training Methods

“Thinking about all of the categories of staff that your location has trained, does your organization generally tend to rely on more formal or informal methods of training or both equally?”



EKOS Research
Associates Inc.

n=1249

Employer Information Needs Survey
(Spring/Summer 2007)

- Quebec employers are more likely than those in other regions to rely specifically on formal training methods and less so on informal methods only, or both formal and informal training. Employers in Saskatchewan are less likely to use formal methods only and more likely to say they use a combination of formal and informal training methods. Employers in Manitoba are more likely to say they rely strictly on informal training methods.
- Unionized employers are more apt to rely solely on formal training methods than non-unionized organizations.
- Organizations with one location are more apt to rely on only informal methods and less likely to utilized both formal and informal methods of training.
- Businesses that are engaged in all three target activities are more likely to rely equally on formal and informal training methods compared to those that are engaged in one or two target activities.

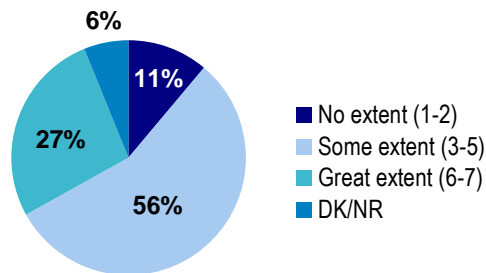
3.5 INFLUENCE OF LMI

About one in four medium and large sized employers (27 per cent) say that information on the availability of workers and skills or wages (as examples of LMI) influence business decisions to a great extent, including decisions about whether to expand, relocate, outsource or invest in skills development or technology. Just over half of employers (56 per cent) indicate that this type of information does influence business decisions to some extent while one in ten (11 per cent) say that labour market information has little influence.

Retailers are somewhat less apt to indicate that labour market information influences their business decision, while employers in the financial sector indicate a greater impact.

Influence of Information on Business Decisions

“To what extent does information on the availability of workers and skills, or wages for example, influence business decisions, such as whether to expand, relocate, outsource, or invest in skills development, or technology?”



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n=1321

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- Employers in Saskatchewan and Alberta are more likely than organizations in other regions to say that information has a great impact on their business decisions.
- Businesses that are in expansion mode are somewhat more likely to indicate an impact of information, as do those that say their need for LMI is increasing.
- Single location organizations and those in business between 11 and 20 years are less apt to say that information has an impact on their business decisions.
- Organizations that are involved in one or two of the three target activities – recruitment, training, retention – are also less likely to indicate an impact of labour market information on business decisions.

4. GENERAL USE OF LMI

This chapter presents findings related to medium and large sized employers' general use of labour market information, including their evolving need for LMI over time and the reasons that their use of LMI is increasing or decreasing. The chapter also examines what types of information and assistance are in greatest demand.

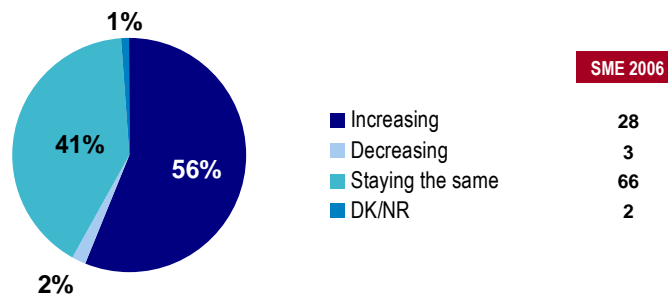
4.1 NEED FOR LMI

Over half of medium and large sized employers (56 per cent) say that their need for labour market information, tools and services to help their business make HR decisions is increasing. Four in ten (41 per cent) say that their need for information is stable over time. Only two per cent believe their need is decreasing over time. This increasing demand for labour market information is quite different from SMEs that were much more likely to say that their need for information is staying about the same.

Manufacturers are somewhat less likely than other medium and large sized firms to say that need for labour market information support is increasing over time.

Need for LMI Support

“Considering your organization's use of labour market information to help your business make HR decisions, would you say that your need for this type of support is increasing or decreasing over time (or is it staying about the same)?”



- Similar to SMEs, medium and large sized employers in British Columbia and Manitoba are more likely than those in other regions to say their need for information, tools and services to

help their business make HR decisions is increasing; this is less likely to be the view in Quebec.

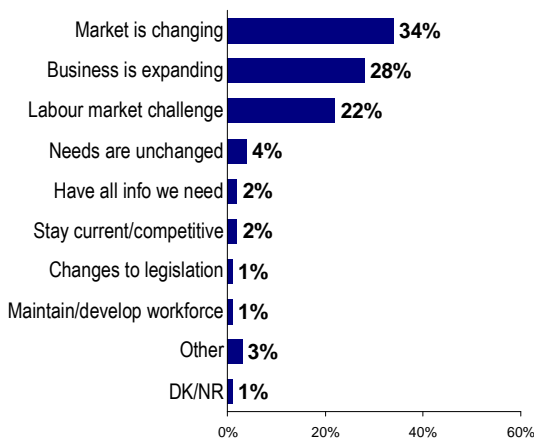
- Organizations that are expanding are also more likely to indicate that their need for LMI is increasing. Employers that report that information on the labour market has a significant impact on their business decisions also report an increasing need for LMI.
- Again, like SMEs, single location organizations in this survey are somewhat less likely to say that their need for labour market information is increasing and more apt to say their information needs have remained the same.
- Organizations involved in only one or two of the three target activities are less apt to say that their need for information is increasing over time.

4.2 REASONS FOR CHANGES IN NEED FOR INFORMATION

Employers that say their need for LMI is increasing indicate that the reasons for the increase are: change in their market (34 per cent); business expansion (28 per cent); and to address labour market challenges (22 per cent). Among employers that say their need for labour market information is decreasing, this trend is primarily attributed to having all the information they need (34 per cent); declining business (25 per cent); or a change in their market (17 per cent).

Reasons for Increasing Use of LMI

“What is the primary reason your organization's use of labour market information is increasing?”



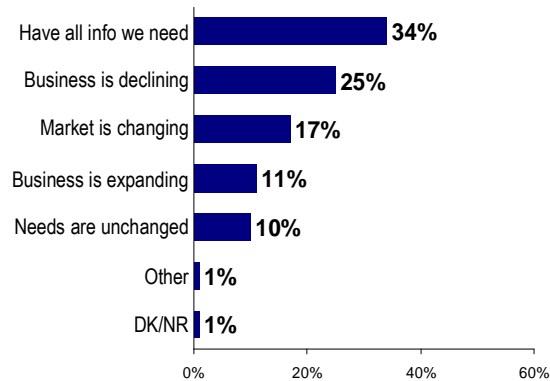
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n=725

Employer Information Needs Survey
(Spring/Summer 2007)

Reasons for Decreasing Use of LMI

“What is the primary reason your organization's use of labour market information is decreasing?”



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n=35

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- Increasing need for labour market information as a result of a changing market is more often cited by employers in Atlantic Canada, while employers in Manitoba and Quebec are more likely to say they need more labour market information because of business expansion. Employers in BC are more apt to indicate that labour market challenges are driving their increased need for labour market information.
- For organizations that are in expansion mode, the main reason their need for LMI is increasing is that their need for workers is increasing. For stable and downsizing organizations, however, their need for LMI is increasing to address changes in their market or a labour market challenge (stable organizations only).
- Organizations with one location and more recently established businesses more often indicate business expansion as the reason their need for labour market information is increasing.

4.3 INFORMATION IN HIGH DEMAND

Employers that are experiencing an increase in their need for labour market information have requirements in a number of different areas. Information for which employers are experiencing the greatest demand includes: wage rates and benefits (17 per cent); availability of workers (13 per cent) and, related to this, finding specific workers (nine per cent); and current market conditions (eight per cent). All other categories were cited by five per cent or fewer employers. One in five (21 per cent) did not provide any specific response⁵.

There are few significant differences based on organization sector or size. Organizations in the construction sector are somewhat more likely to be experiencing a demand for information related to staff retention strategies, while wholesalers are more apt to be interested in information related to finding specific types of workers. Very large organizations more often indicate a need for information on current market conditions.

Type of Information in Greatest Demand

“What type of information is your organization experiencing the greatest demand for?”



⁵ Employers were asked to identify only one type or category of information.



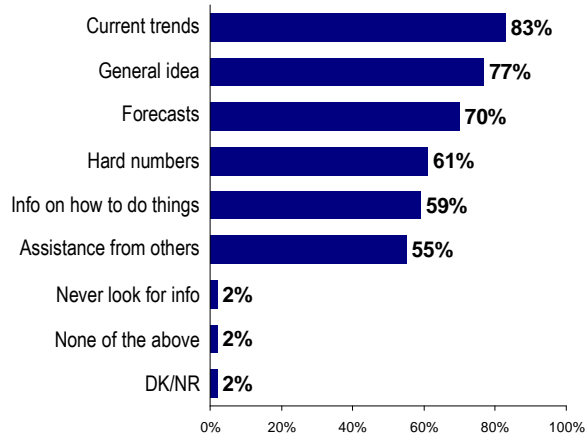
- Employers in Alberta are more likely than organizations in other regions to be experiencing a demand for information on wages and benefits (less so in Quebec). Saskatchewan employers are more apt to need information on availability of workers, while those in BC are interested in information pertaining to finding specific workers and Manitoba employers indicate an interest in information on current market conditions.


When asked what types of labour market information they typically look for, organizations most commonly identified current trends in the labour market (83 per cent); a general idea of what is happening in the economy (77 per cent); and forecasts of future patterns in the labour market (70 per cent). Six in ten employers said they are looking for hard numbers (61 per cent) or information on how to do things (e.g., processes) (59 per cent). Just over half (55 per cent) were looking for assistance from others (e.g., where to find information, how to interpret and apply information, etc.).

Interest in hard numbers and current trends in the labour market increases with company size; while interest in information on how to do things and assistance from others tends to decline with company size.

Types of LMI Typically Looking For

“Which of the following types of labour market information does your organization typically look for?”



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n=1321

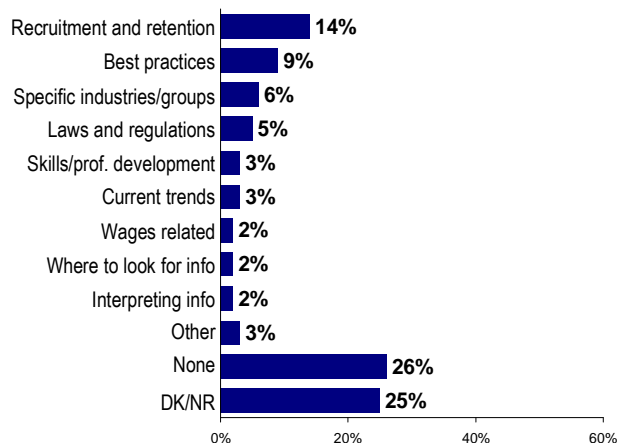
**Employer Information Needs Survey
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- Across the different types of LMI, employers located in Quebec are less apt to indicate looking for information in any of the categories offered. Employers in BC, Alberta and Saskatchewan are more likely to say they typically look for information in the categories of general idea of economic conditions, current trends, forecasts, information and assistance.
- Businesses that say that LMI has a great influence on their business decisions are more likely than others to be looking for hard numbers and for assistance.
- Organizations with one location only are less apt to look for information on hard numbers and current labour market trends.
- Employers that indicate that labour market information influences their business decisions to a great extent are more likely to look for information on hard numbers, how to do things, and assistance from others.
- Employers that are engaged in all three target activities and those with an increasing need for information are more likely to have looked for information across all of the types.

A follow-up question asking employers to elaborate on their response related to how they typically look for information on “how to do things”, yielded a variety of responses. Fourteen per cent typically look for information on how to do things with respect to recruitment and retention and nine per cent look for information on best practices. A smaller number cited additional information on “how to do things” with respect to a specific group or industry, or in terms of a specific law or regulation (six and five per cent respectively). The remaining responses were cited by fewer than five per cent of employers. Half of employers, however, could not elaborate on their response (indicated a “none” or “don’t know” response).

Areas for More Information: How to do things

“Can you tell me more about what you would like information/assistance with regard to “how to do things”?”



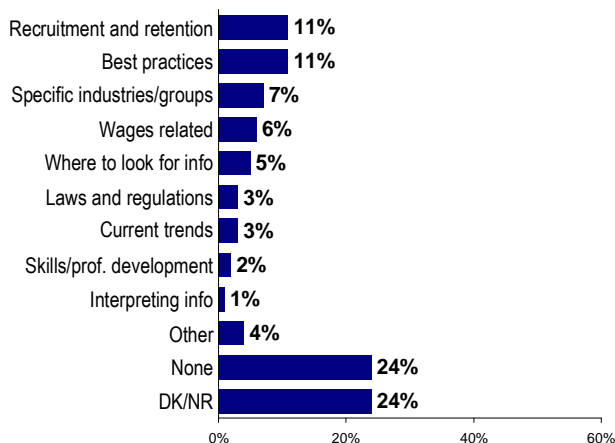
- Employers in Manitoba indicated greater interest in information on how to do things with respect to recruitment and retention, while employers in Alberta more often cited information pertaining to laws and regulations. Quebec employers were less likely to provide further elaboration of their response.
- NGOs are more likely than private employers to be looking for information on how to do things in the areas of recruitment and retention and general trends.
- Those with increasing information needs are more apt to want information in the recruitment and retention category.

Among employers that indicated that they typically look for assistance from others, again the most common responses in terms of the specific type of assistance pertained to recruitment and retention, and best practices (both cited by 11 per cent of employers). The next most common responses were assistance related to specific groups/industries, wage-related assistance and assistance in terms of where to locate labour market information.

Transportation sector employers were more apt to say they typically looked for information/assistance from others for recruitment and retention matters, while wholesalers were more apt to be seeking best practices. Employers with between 250 and 500 employees are more often seeking assistance with information pertaining to a specific industry or group, and best practices information.

Areas for More Information: Assistance from others

“Can you tell me more about what you would like information/assistance with in terms of assistance from others?”



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n=653

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- Organizations in Manitoba were more often seeking assistance on issues related to recruitment and retention, while employers in BC were more likely to be seeking assistance on wage-related matters. Again, employers in Quebec were less apt than organizations in other regions to provide an elaboration on this response.
- Those that are downsizing are more apt to be looking for assistance from others regarding laws and regulations.
- Employers experiencing an increased need for information are more likely to seek assistance on recruitment and retention, wages, and specific industries.

5. SPECIFIC USE OF LMI AND REASONS FOR NON-USE

The purpose of this chapter is to explore in more detail medium and large sized employers' use of LMI to support decisions specifically related to recruitment and hiring of employees, training and development and workforce retention. Reasons for not using LMI in these HR decisions are also examined.

5.1 USE OF LMI

Of the medium and large sized employers that were recently involved in any decisions or activities related to recruitment and hiring, seven in ten (72 per cent) relied on some type of LMI to support their efforts. Of the organizations in the sample (which are only those that have engaged in at least one of recruitment, training or staff retention), 69 per cent used LMI to support hiring and recruitment. A similar proportion of employers (71 per cent) involved in workforce retention decisions or activities reported that they used LMI to keep their current workforce, representing 61 per cent of *all* employers in the sample (not only those recently involved in retention decisions). Finally, 69 per cent of those engaged in training and career development also used LMI to support their decisions, representing 65 per cent of *all* employers in the sample.

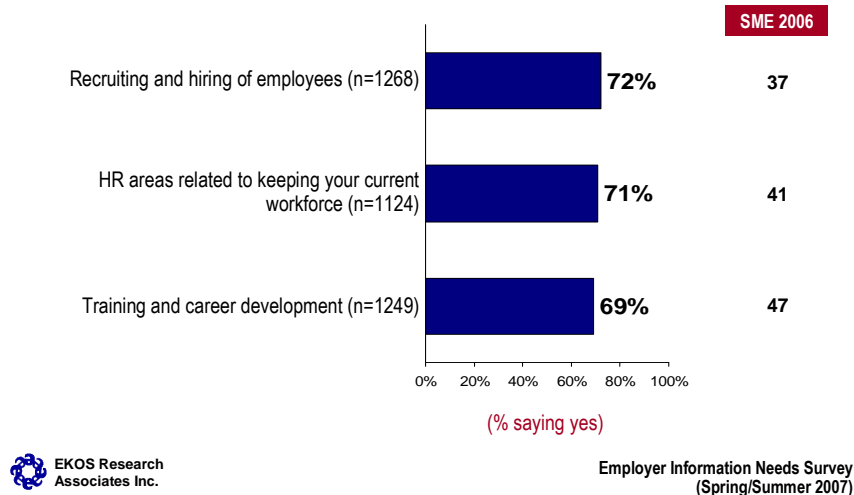
Use of LMI to support decisions is much higher among medium and large employers than among smaller employers. Less than half of SMEs had used outside information or services to make decisions⁶. Specifically, 47 per cent of small and medium sized employers used information, tools or services outside of their own organization to make training and career development decisions; 41 per cent to make workforce retention decisions; and 37 per cent to make decisions relating to recruitment and hiring.

As in the survey of small and medium sized employers, organizations with more than one work location are more apt to have used LMI to support decisions in each of the three areas of HR planning.

⁶ Note that the question wording changed from "outside information, tools or services" in the SME survey to "information" in the survey of medium and large employers, which may account for some of the difference. Many medium and large employers identify use of LMI internal to their own organization.

Use of Information

“Did your organization USE any information to support the decisions you made on...?”



Can we really compare these between SME and MLE- are we comparing external LMI use to external LMI use or external LMI use to LMI use including internal ?

- Employers from Manitoba⁷ are more apt than those in other regions to use information to support recruitment and training, while those from BC and Alberta are more apt to use information to support workforce retention decisions. Employers from BC are less apt, however, to utilize LMI for recruitment decisions, while employers from Quebec are less likely to employ LMI in either retention or recruitment decisions.
- NGOs are much more likely than private sector employers to use LMI to support recruitment and hiring (note that smaller NGOs were also more apt to use LMI in all three areas of HR decision making in the survey of SMEs).
- As in the survey of small and medium sized employers, medium and large sized employers that engage in all three human resource activities are also far more likely to use LMI to support decisions in each of the three areas of decision-making.
- Employers in expansion mode are more apt to employ LMI in recruitment and hiring than are stable employers (expanding employers were more apt to use LMI in all three areas of decision-making in the survey of SMEs also).
- Naturally, employers that describe their information needs as growing are more apt to make use of information in all three areas of HR decision-making, as are employers that indicate that their decisions are influenced by LMI.

⁷ Based on a small sample of n=47 (weighted) for Manitoba.

Table 5.1: Use of Outside Resources by Employer Variables

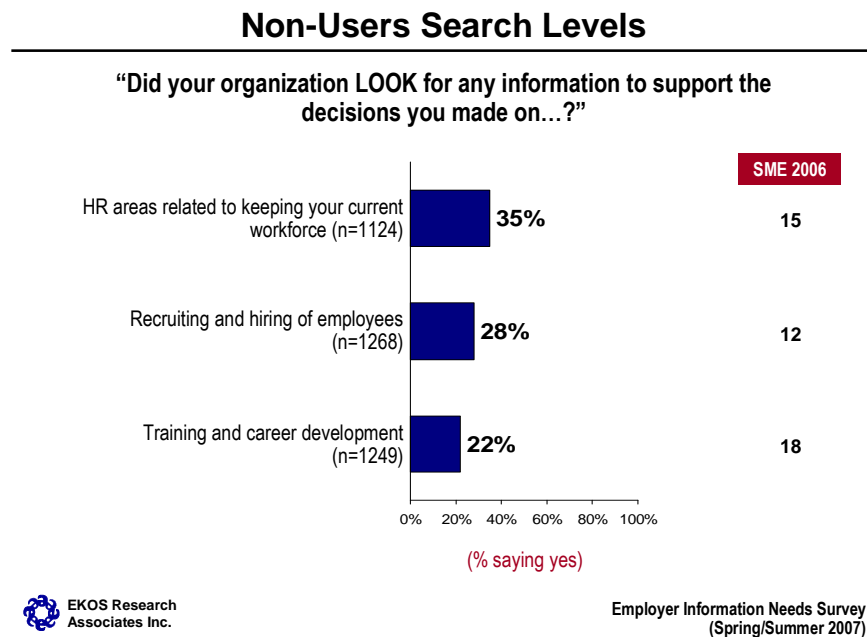
Variable	Recruiting and Hiring of Employees (%)	Training and Career Development (%)	HR Areas Related to Keeping Current Workforce (%)
Overall	72	69	71
Region			
BC	66	71	80
Alberta	75	66	80
Saskatchewan	77	72	71
Manitoba	90	82	72
Ontario	75	67	68
Quebec	65	68	61
Atlantic	74	70	76
Type			
NGO	90	73	78
Private sector	70	68	70
Number of Target Activities			
1	--	--	--
2	59	55	58
3	74	71	72
Business Cycle			
Downsizing	--	--	--
Stable	67	66	68
Expanding	76	71	73
Number of Locations			
More than one	74	70	73
One	67	64	61
Need for LMI			
Decreasing	--	--	--
Same	61	65	62
Increasing	80	73	77
Decisions Influenced by LMI			
No	59	64	53
Somewhat	70	66	69
To a great extent	84	77	83

5.2 NON-USERS AND THEIR REASONS

Of those that were involved in making HR decisions in the last 12 months, but did not use LMI, only a small proportion said that they actually looked for information to support them. In terms of recruitment and hiring, among those that did not use information, just over one-quarter (28 per cent) say they actively looked for information. Although this is a fairly significant proportion of non-users of LMI, it is only nine per cent of all employers involved in recruitment and hiring. Furthermore, of those employers that actively looked for information relating to recruitment decisions (and that did not use LMI), 21 per cent indicated that there was information that they were looking for that they could not find. Note that this represents a very small proportion of employers in the total sample (18 employers or just over one per cent of the overall sample).

Similarly, 22 per cent of employers that did not use LMI for training and career development decisions indicate that they actively looked for labour market information to support their decision. This represents seven per cent of employers engaged in training and career development. Of these, a very small number (12 per cent or nine employers in the sample) were unable to find the information they were looking for.

Finally, 35 per cent of employers that were involved in making workforce retention decisions that did not use LMI said that they actively looked for that information. This represents ten per cent of *all* organizations addressing workforce retention (not only those not using LMI). Of these employers, only four per cent indicate that there was information they were looking for that they were unable to find. So, in total, roughly one per cent of *all* employers surveyed did not use LMI because they did not find the LMI they were looking for.



- Non-users that say their business is expanding are more apt to have looked for information to support decisions relating to recruitment and retention than are stable employers.
- Employers that describe their LMI needs as increasing are more apt than those that say information needs are unchanging to have sought information to support recruitment decisions.

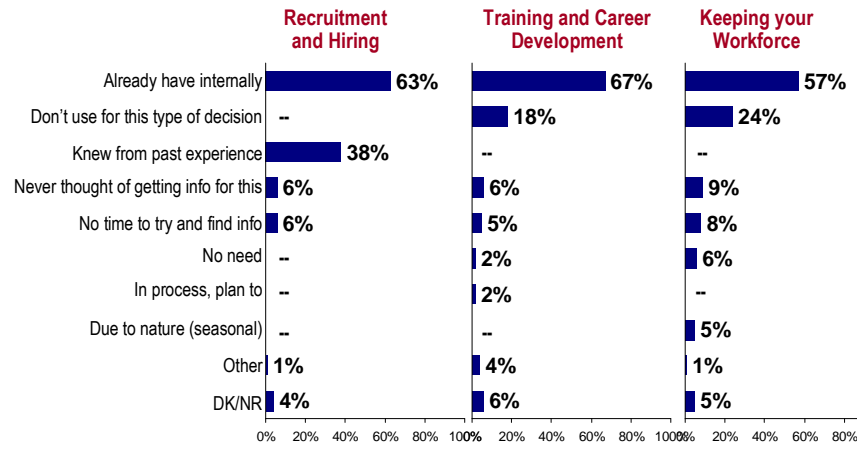
Table 5.2: Non-Users That Searched for Outside Resources

Variable	Information Searched For		
	Recruiting and Hiring of Employees (%)	Training and Career Development (%)	HR Areas Related to Keeping Current Workforce (%)
Overall	28	22	35
Business Cycle			
Downsizing	-	-	-
Stable	20	23	28
Expanding	36	21	42
Need for Information			
Decreasing	-	-	-
Constant	22	18	37
Increasing	37	25	36

Considerably larger proportions of employers involved in decisions and activities in the three HR areas that did not use LMI to support their efforts, did not actively look for information. Most employers in this situation made this choice because they felt they already had sufficient information. This is true of 63 per cent of employers that chose not to seek outside resources for recruitment and hiring. It is also true of a similar proportion regarding LMI for training and career development (67 per cent), and over half provided the same response regarding resources to assist with workforce retention. The second most common reason for not seeking information, in the case of recruitment and hiring is that employers already knew all they needed from past experience (38 per cent). With respect to training and retention, the reason cited second most often by employers is that they do not use LMI for this type of decision-making (cited by 24 per cent with respect to retention, and 18 per cent with respect to training and career development). Other reasons cited by a small proportion of employers include that it did not occur to them to obtain LMI to support this type of decision-making, or that they had no time to do so.

Reason for Non-Use

“Why didn’t your organization look for information to support...?”



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n=217

Non-users only

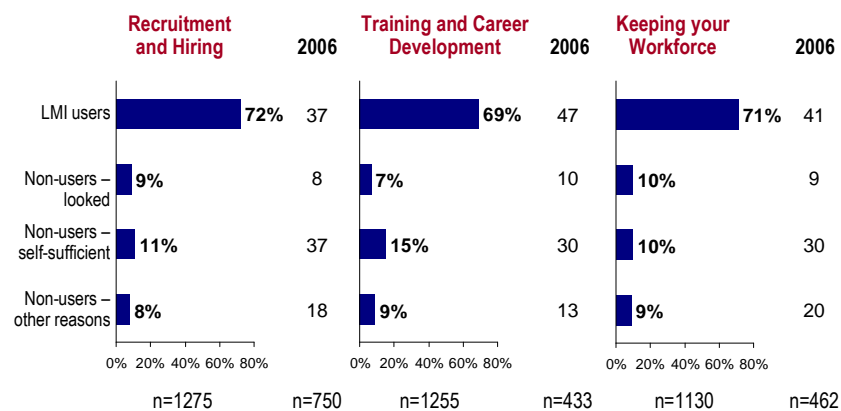
n=258

Employer Information Needs Survey
(Spring/Summer 2007)

n=183

Putting the information all together, with regard to recruitment and hiring, of the 96 per cent of organizations that were engaged in decision-making in this area last year, 72 per cent used LMI, nine per cent looked for some, but did not find it, 11 per cent did not use any because they believe that they are self-sufficient in this area, and the remaining eight per cent did not use information for other reasons (typically knew from past experience, never thought about it, had no time to find it or other reasons). Use of LMI across all three activities is significantly greater than reported by SMEs, while the number of employers seeking information (and unable to find it) is similar.

Total Picture



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(Spring/Summer 2007)

When it comes to training and career development, of the 95 per cent that undertook these activities in the last year, 69 per cent used LMI, seven per cent looked for some but did not find it, 15 per cent believed that they already have the information they need, and the other nine per cent did not use LMI for other reasons (largely related to lack of need).

For the 86 per cent of employers engaged in employee retention activities, 71 per cent used LMI to support decisions in this area, one in ten looked for information but did not find it, one in ten believed that they already have enough information, and the remaining nine per cent did not use LMI for other reasons (they do not use LMI for these decisions, never had time or never thought to).

With regard to size, medium sized organizations are more likely than others to report that they had sufficient information from past experience or from internal sources and therefore did not need information for recruiting and hiring employees or for workforce retention.

- Employers that engage in all three HR activity areas are more apt than others to state that they had sufficient internal information with respect to recruitment and hiring.

- Naturally, organizations that indicate that their information needs are unchanged are more apt to indicate that they had sufficient internal information for decisions relating to workforce retention.

5.3 INFORMATION NOT FOUND – NON-USERS

Among the relatively small number of employers that say they were engaged in recruitment and looked for information, but could not find it (n=18), over half were looking for information on wage rates and benefits. Others were seeking job descriptions, information on licensing or credential requirements, and occupational shortages or surpluses.

Of the few employers that could not find the information they needed related to training and career development (n=8), when asked more specifically, most indicate they were unsuccessful in finding information on the type of training available, where to obtain training or funding for training.

The few employers that were not able to find the outside resources they were looking for to support efforts to keep their current workforce (n=4) indicate seeking information on wage rates and benefits, what or how other employers are doing, or trends in HR management.

6. PROFILE OF RECRUITMENT AND HIRING

The following chapter presents a profile of recruitment and hiring activities conducted by organizations in the past 12 months, including the types of employees recruited, the typical methods used for recruitment, and reasons for the recruitment. This provides a useful backdrop against which to understand the recent use of labour market information to support recruitment and any difficulties that organizations had in finding or using the information or services.

6.1 GENERAL PROFILE OF RECRUITMENT ACTIVITIES

As described in the last chapter, of the three HR activities that were the focus of the study, activities related to employee recruitment and hiring were the most common. Ninety-six per cent of organizations were engaged in recruitment and hiring activities in the last year, slightly higher than the 88 per cent of small and medium sized employers reported in 2006. While still reporting a high occurrence (92 per cent), those involved in the manufacturing industry were the least likely to be engaged in recruitment activities in the last 12 months. As expected, organizations that are expanding are more likely to be involved in activities relating to recruiting and hiring of employees, and are more apt to indicate an increasing need for information to support these decisions.

The most common occupational category in which recruitment has been done in the last 12 months, or will be done in the next 12 months is for service or production labour (69 per cent). This is followed closely by manager and supervisory positions (68 per cent) and clerical/administrative (63 per cent). Recruitment for technical employees is reported by just over half (57 per cent), as is professional workers (56 per cent). Finally, recruitment activities for apprenticeship trades are reported by 37 per cent of medium and large sized employers. The gap between categories was much wider in the SME study, where recruitment of service or production labour was the most common (57 per cent), significantly more so than any other single type of worker.

The categories in which recruitment activities are taking place follow similar industry patterns as seen with the SMEs. Recruitment for clerical/administrative positions and professional staff was highest within the financial sector. Congruently, the financial sector is less likely than other industries to be looking for service or production labour employees and apprenticeship trades. Also consistent with the SME organizations, demand for service and production labour employees is highest in the retail and manufacturing industry. Technical employees are in higher demand in the manufacturing sector than in

other industries. Recruiting apprenticeship trades employees is significantly higher in the construction industry, manufacturing, and transportation sectors.

Employers with multiple locations and with more employees are more likely to have recruited for all of the positions cited above than those with only one worksite or fewer staff.



- Employers in Quebec are less likely than those in other regions to have or to plan to recruit for managers and supervisors, along with service or production workers in the next 12 months.
- Employers in Alberta, Manitoba and Saskatchewan are more likely to be interested in recruiting service and production labour. Apprenticeship trades are more in demand among Alberta and Saskatchewan employers than those in other regions. Recruitment activities are more likely to occur in British Columbia and Alberta for clerical and administrative positions.
- Employers recruiting managerial/supervisory and professional employees are more likely to list specialized skills needed as the reasons for staffing difficulties. Those recruiting for service/production labour are more apt to indicate that they can't compete with wages of other companies as the source of their staffing difficulties.

Consistent with the SMEs, are the following findings:

- Those with unionized employees are generally more likely to have recruited from all categories than those without unionized employees.

- Private sector employers are less likely to have recruited for almost all of the categories listed in comparison to NGOs (with the exception of apprenticeship trades employees, and service and production labour staff, that were more likely to be in demand among private sector employers).
- Employers that are engaged in all three target activities are more likely than others to have recruited for all the positions listed.

Medium and large sized employers recruit in a similar way to SME organizations, using two primary methods: word of mouth and advertising. The vast majority (90 per cent) of employers use word of mouth to find new employees, and eight in ten rely on advertising. Three-quarters of these large organizations of over 100 employees also use their company website for recruitment. Sixty-seven per cent say they use JobBank or its provincial affiliates, while about two-thirds recruit employees through colleges or universities. A substantial proportion use private sector job sites (59 per cent), seek out staff at job or career fairs (51 per cent), use professional recruiters (45 per cent), or not for profit agencies to fill their staffing needs (34 per cent). Few say they recruit through help wanted signs, or internal methods.

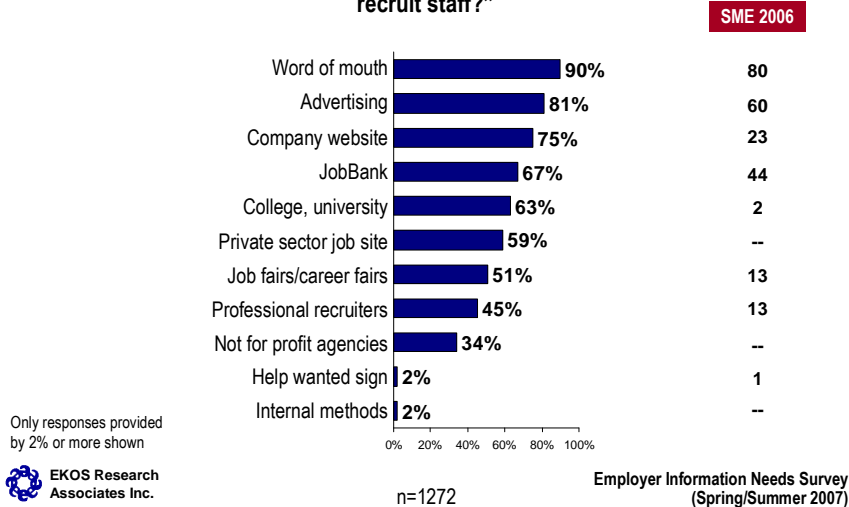
Employers using word of mouth tend to rely quite heavily on this approach, and are often less apt to use other approaches (Table 6.1). Most employers rely on a number of methods to recruit employees, typically using word of mouth in combination with other approaches such as advertising and job boards.

Employers in the construction industry are more likely than others to recruit employees by word of mouth. Recruitment via job fairs is most likely with the retail and service sectors, and least likely in the manufacturing sector. As with SMEs, employers in the retail industry are less likely to use professional recruiters to find employees – this method, however, is more likely to be used in the financial, wholesale, and manufacturing industries.

Larger companies with over 500 employees are more likely to recruit by private sector job sites, professional recruiters, job fairs and through colleges and universities than organizations with fewer employees. Those with multiple work sites are more likely than those with only one work site to recruit in almost all of the ways listed (with the exception of recruiting through word of mouth or advertising, where there is little difference among the sub-groups).

Methods of Recruitment

“Thinking about all the categories that your location has recruited for, which of the following have been the typical methods your company generally uses to recruit staff?”



In the chart above: in the SME survey about 17% of employers stated they used private sector job sites- was in the generic questions at the end where we asked specifically about the use of Job Bank vs private sector job sites.

- Employers in Alberta are more likely than those in other regions to use many of the recruiting methods; word of mouth, advertising, company website, college/university, and job fairs. Organizations in Ontario are more likely than any other region to use professional recruiters to find employees. Employers in Quebec are less likely than others to have used the three main methods of recruitment; word of mouth, advertising, and company website.
- As with the SME organizations, those with unionized employees are less likely than non-unionized organizations to depend on word of mouth.
- Private sector employers are more likely to use private sector job sites for recruitment, and NGOs are more likely to use not for profit agencies.
- Consistent with the SMEs, employers that are more intensely involved in HR activities (citing the use of long-range workforce recruitment, employee orientation manuals, etc) are more likely to use all methods of recruitment, compared with those using fewer HR strategies.

Table 6.1 Combined Use of Most Popular Recruitment Methods

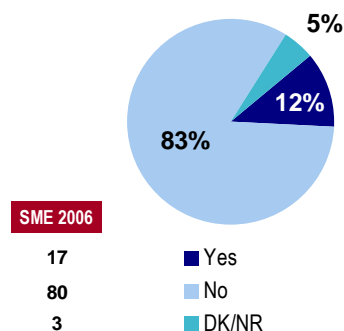
	Methods Typically Used to Recruit Employees					
	Word of Mouth %	Advertising %	Company Website %	Job Bank %	College/University %	Private Sector Job Site %
Overall:	90	81	75	67	63	59
Word of Mouth	100	93	95	93	95	94
Advertising	84	100	84	85	85	84
Company website	79	78	100	78	84	84
Job Bank	70	71	70	100	77	72
College/University	67	66	70	72	100	70
Private Sector Job Site	62	61	66	63	66	100

6.2 USE OF LMI TO SUPPORT RECRUITMENT AND HIRING

When asked whether there was labour market information to support recruitment and hiring that they looked for, but couldn't find, most employers responded in the negative (83 per cent). Just over one in ten medium and large employers (12 per cent) who engaged in recruitment activities were unable to locate information they were looking for in the context of recruitment decisions. Over eight in ten had no such problems. This is slightly lower than the number of smaller employers that reported being unable to locate recruitment LMI (17 per cent).

Information Not Found – Recruitment

“Was there any information that you were looking for but couldn't find?”



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n=904

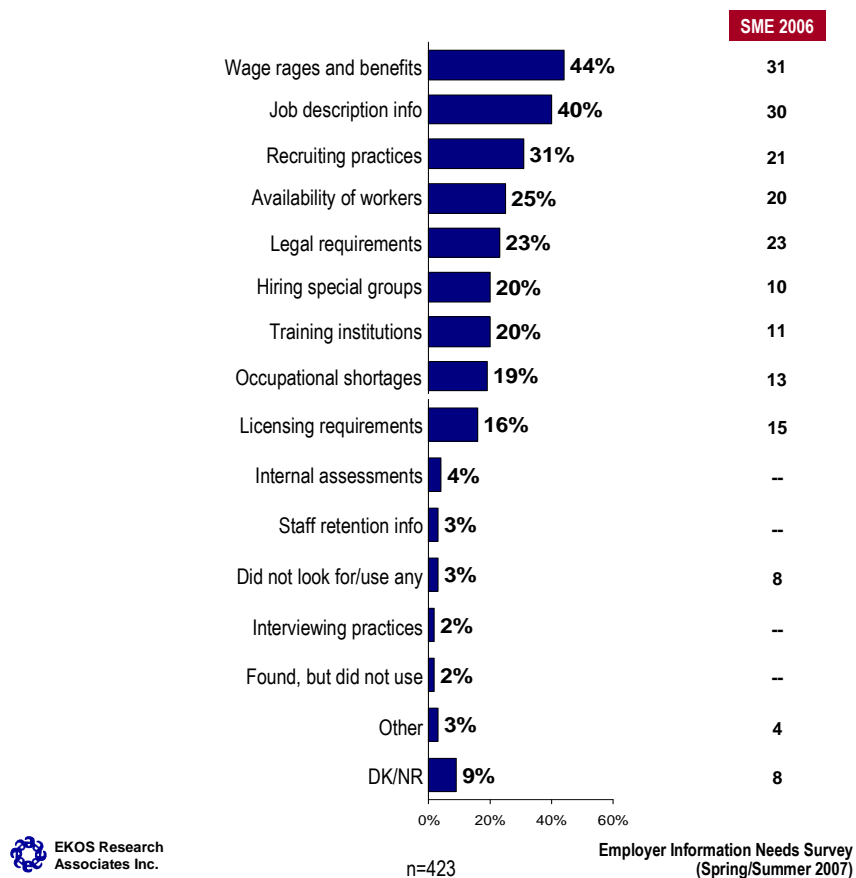
Employer Information Needs Survey
(Spring/Summer 2007)

In terms of the types of information services or tools used to support hiring and recruitment, information about wages and benefits (44 per cent), job description information (40 per cent), and recruiting practices (31 per cent) are most commonly accessed. These are followed by information about availability of workers (25 per cent), legal requirements (23 per cent), hiring special groups (20 per cent), training institutions (20 per cent), occupational shortages and surpluses (19 per cent), and licensing agreements (16 per cent). Fewer cited information about internal assessments, staff retention information, and interviewing practices.

It is also interesting to note the groupings of information that employers use. While all manner of combinations were selected across the sample, information on occupational shortages is often used in combination with information on hiring special groups, legal requirements, and availability of workers. Information regarding training is used in combination with job description information, recruiting practices, legal requirements, wage rates and availability of workers. When searching for legal requirements, businesses are also likely to search for job description information, hiring special groups, recruiting practices, availability of workers, and training institutions.

Types of Information Used – Recruitment

“What kinds of information did you USE in making your decisions related to recruitment and hiring of staff?”



In chart above should be industry/sector

- Employers in the retail industry are less likely to use information regarding wage rates and benefits than other industries.
- Newer organizations (in operation for less than 10 years) are more apt to use information on training institutions than those that have been in business longer.
- Organizations in British Columbia are more apt to report that they found information relating to recruitment, but did not use the information. Alberta employers are less likely than those in other regions to use information relating to job descriptions and recruiting practices, whereas those in Ontario are more likely to have made use of resources related to recruiting practices. Organizations in Quebec are more likely to use information relating to job descriptions and training institutions.

- Employers engaged in all three target activities are more likely than others to have used information related to occupational shortages, licensing requirements, and wage rates and benefits.
- Organizations that have indicated their business cycle to be stable are more likely to be using information relating to job descriptions.
- Organizations that have indicated that their need for information is increasing are more likely than those that have indicated their need is decreasing or the same to have used the information on recruitment and hiring.

Table 6.2: Top Three Types of Information Used

Variable	Top Three Types of Information Used in Recruitment Decisions		
	Wage Rates and Benefits %	Job Descriptions %	Recruiting Practices %
Overall	44	40	31
Industry			
Primary	64	39	17
Construction	52	10	35
Manufacturing	50	34	24
Transportation	32	31	23
Wholesale	47	46	27
Retail	34	41	22
Financial Services	57	47	12
Service	45	44	28
Other	46	48	61
Size			
100-250	38	39	25
251-499	50	40	40
500+	49	46	34
Years in Operation			
1-10	42	47	46
11-20	56	43	41
20+	44	41	30
Number of Target Activities			
1	27	37	2
2	37	46	32
3	46	39	32
Business Cycle			
Downsizing	48	21	26
Stable	41	48	30
Expanding	46	36	33

6.3 SOURCES OF LMI USED FOR RECRUITMENT

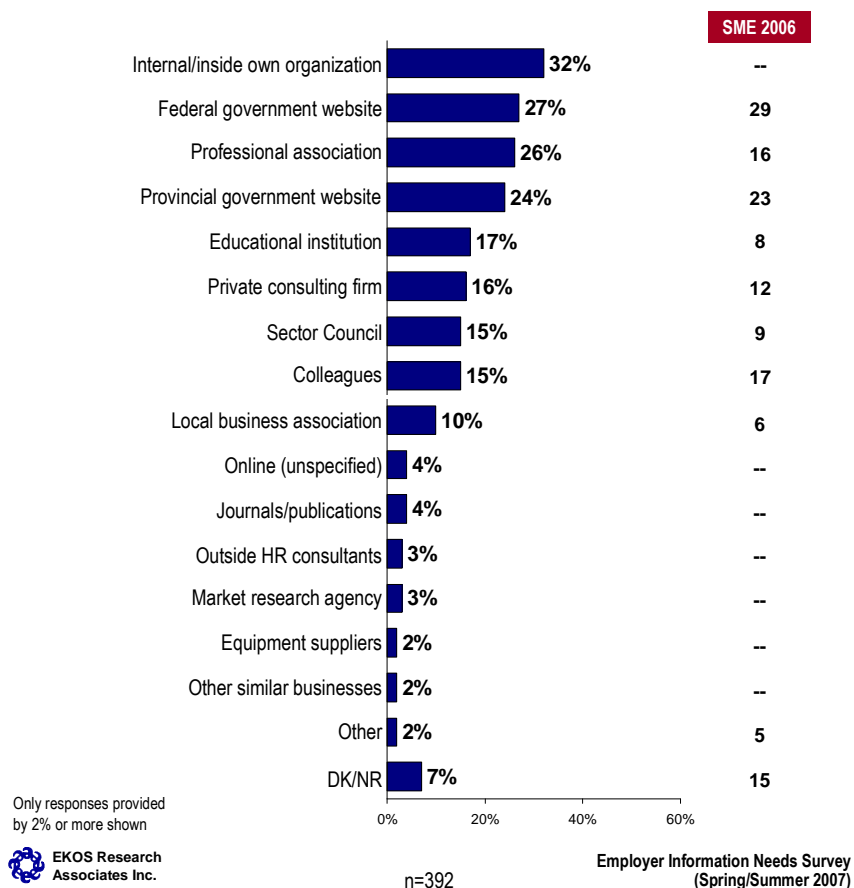
Among the employers that used information to hire and recruit, almost one-third (32 per cent) found this information internally within their own organization. External sources used include a federal government website or publication (used by 27 per cent), professional associations (26 per cent), or a provincial government website or publication (24 per cent). Other sources of information for recruitment utilized by medium and large employers include educational institutions (17 per cent), private consulting firms (16 per cent), sector or industry/sector councils (15 per cent), colleagues (15 per cent), and local business associations (10 per cent). Other sources were used by less than one in ten employers.

SMEs were only asked what external information sources they had consulted, which makes a direct comparison difficult. However, the proportion of medium and large employers consulting federal and provincial websites for information is very similar to results obtained for small organizations; while use of professional associations and educational institutions is significantly greater among large employers (26 per cent obtained information from professional associations, compared to 16 per cent of SMEs).

Medium sized organizations (less than 250 employees) are less apt than others to use a number of the information sources listed, including professional associations, industry/sector councils, private consulting firms, colleagues or internal sources (consistent with the survey of smaller employers). In fact, it is employers with 250 to 500 employees that are most likely to use professional associations, local business associations and internal sources.

Sources of Information – Recruitment

“Where did you find this information?”



- Employers in Quebec are more likely than those located in other regions to use a number of sources, including provincial websites, professional associations, colleagues and educational institutions; while those situated in Atlantic Canada are less apt to use provincial websites, local business associations, or industry/sector councils.⁸
- Unionized employers (which tend to be larger) are more apt to use internal sources, while non-unionized employers are more apt to utilize industry/sector councils and local business associations to obtain recruitment information.
- Organizations with more than one work location are more apt than others to obtain information from colleagues and internal sources (presumably trading information across locations).

⁸ This is based on a very small number of cases for Atlantic Canada however (weighted n=24, unweighted n=32).

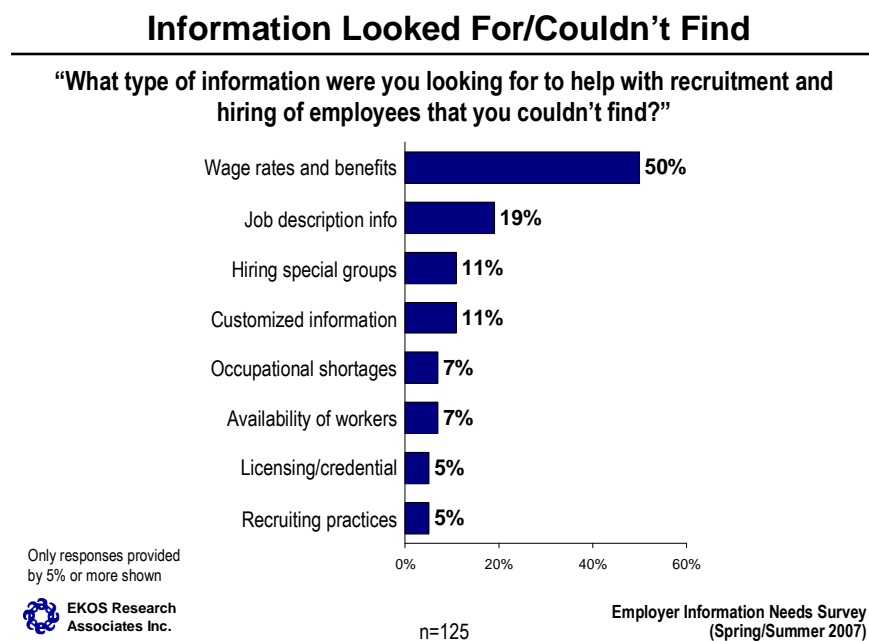
- Contrary to findings from the SME survey (where newer organizations had a greater tendency to access private consulting firms, and older organizations were more likely to have consulted colleagues) established organizations in operation for 20 years or more are more apt than others to obtain information from private consulting firms and from internal sources.
- Employers that obtained outside assistance with LMI are more apt to have consulted provincial websites or publications, while those that did not obtain assistance are more likely to have relied on internal information.

Table 6.3: Top Sources of Information Used

	Top Information Sources Used for Recruitment Decisions							
	Internal %	Fed Govt Website %	Prof. Assoc. %	Prov Govt Website %	Educational Institution %	Private Consulting Firm %	Industry/ Sector Council %	Colleagues %
Overall	32	27	26	24	17	16	15	15
Region								
BC	28	28	17	29	11	19	17	9
Alberta	11	19	17	23	8	18	19	18
Saskatchewan	-	-	-	-	-	-	-	-
Manitoba	-	-	-	-	-	-	-	-
Ontario	35	29	26	18	12	12	14	10
Quebec	40	31	39	36	31	22	17	24
Atlantic	-	-	-	-	-	-	-	-
Size								
<250	27	27	19	25	15	10	11	9
25-500	39	27	34	22	20	22	19	20
500+	34	33	28	21	15	22	21	20
Union								
Yes	39	24	23	22	16	18	11	14
No	26	30	28	25	18	14	18	15

As mentioned above, just over one in ten medium and large employers (12 per cent) were unable to locate information they were looking for in the context of recruitment decisions. This is slightly lower than the proportion of SMEs that reported being unable to locate recruitment LMI (17 per cent).

Those that report difficulty in finding information to support recruitment and hiring decisions most often indicate that they had been seeking information on wage rates and benefits (50 per cent). Others report seeking job description information (19 per cent), customized information (11 per cent), or information on hiring particular employee groups (11 per cent). Smaller numbers of employers (fewer than one in ten) report being unable to locate information on occupational shortages, availability of workers, licensing or credential requirements, or recruiting practices.



There are no significant variations based on background variables in terms of employers' ability to locate information sought in the context of recruitment decisions.

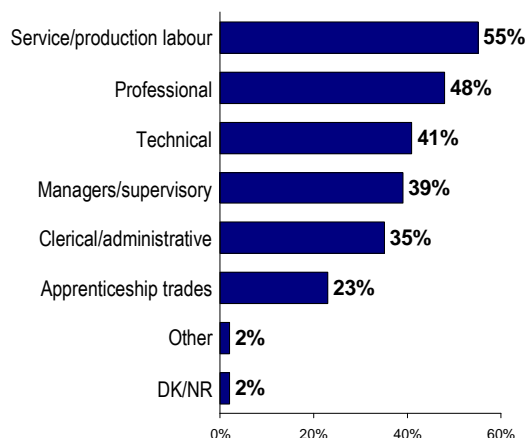
6.4 TYPE OF RECRUITMENT MADE BASED ON LMI

Employers were asked to indicate what type of employee was recruited using the information obtained. Service/production labour (55 per cent) and professional (48 per cent) were most often recruited based on the information obtained; followed closely by technical (41 per cent), managerial/supervisory (39 per cent), and clerical/administrative (35 per cent) employees. Close to one-quarter (23 per cent) recruited employees for apprenticeship trades.

Employers in the wholesale industry are more apt to have used LMI to recruit technical employees (60 per cent did), while those in the retail industry are more likely than others to have recruited service or production labour (69 per cent) based on LMI. Finally, employees in the manufacturing industry are less likely than others to indicate that they recruited an employee for service or production positions using LMI.

Type of Employee Recruited Using LMI

“And, what type of employee was this used to recruit?”



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n=392

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(Spring/Summer 2007)

- Smaller organizations (with less than 250 employees) are more apt to report using LMI to recruit employees for service or production positions (62 per cent).
- Employers in Quebec are less likely than those from other regions to recruit employees for managerial/supervisory positions or service/production labour based on LMI obtained.
- Unionized employers are more likely to have recruited for professional positions using LMI obtained (54 per cent).

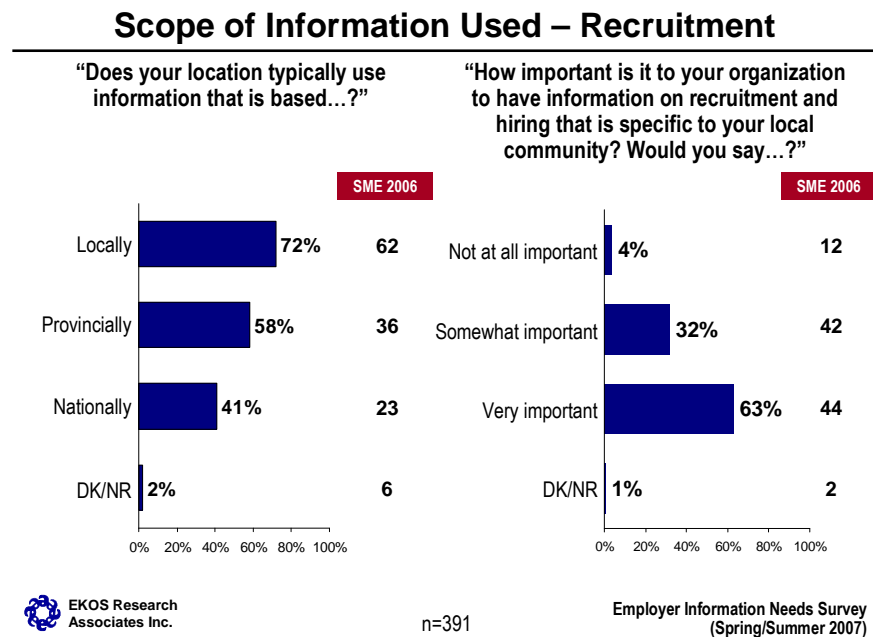
6.5 SCOPE OF LMI USED

Medium and large sized employers using LMI most often use locally-based information to assist them in decisions regarding the recruitment and hiring of employees. Close to three-quarters of employers rely on local information (72 per cent), while over half (58 per cent) utilize information that is provincially-based. Four in ten utilize information at the national level (41 per cent).

Larger employers are similar to SMEs in their propensity to rely more heavily on local information for recruitment purposes, but are much more apt than smaller employers to utilize information at the provincial or national level.

As with results obtained from smaller employers, employers using national information are more likely than others to also use provincial and local information; while those relying on local sources are somewhat less likely to cast the net broadly and consult provincial or national sources.

Employers in the transportation industry are more apt than others to rely on nationally-based information (73 per cent) and less apt to use information that is locally-based for recruitment purposes (50 per cent)⁹.



⁹ This is based on a small sample (weighted n=29)

- Locally-based information is less often used by the largest employers.
- As with SMEs, medium and large organizations engaged in activities of recruitment, training and retention are more apt to use information that is provincial or national in scope.

Table 6.4: Scope of Information Used by Employer Variables

	Scope of Information Used		
	Local %	Provincial %	National %
Overall	72	58	41
Size			
<250	71	60	38
250-500	78	54	42
500+	62	64	48
Target Activities			
1	-	-	-
2	74	37	20
3	73	63	46

Employers place significant importance on information that is specific to their local community in the context of hiring and recruitment (which is not surprising given the tendency to rely on local information). Six in ten employers (63 per cent) consider it very important that their organization have information specific to their local community, while roughly one-third (32 per cent) consider this somewhat important.

Medium and large sized employers place relatively greater emphasis on the importance of locally-based information than SMEs (where 44 per cent considered this to be very important).

- While employers engaged in all three activities (recruitment, training and retention activities) are more likely to use provincial and national information, they are more apt to consider the availability of local information to be important to them (in comparison to those engaged in only one or two of these activities). This is also consistent with results from SMEs.
- Organizations that say their business is growing are more apt than others to place high importance on local LMI (69 per cent, compared to 56 per cent of stable organizations).
- Employers that indicate that their decisions are highly influenced by LMI are more apt than others to place great importance on local LMI (78 per cent, compared to 57 per cent of employers that say decisions are only somewhat influenced).
- Employers that obtained outside assistance with recruitment LMI are more likely than those that did not to consider locally-based information to be very important to their organization (79 per cent, compared to 57 per cent of those that did not obtain assistance).

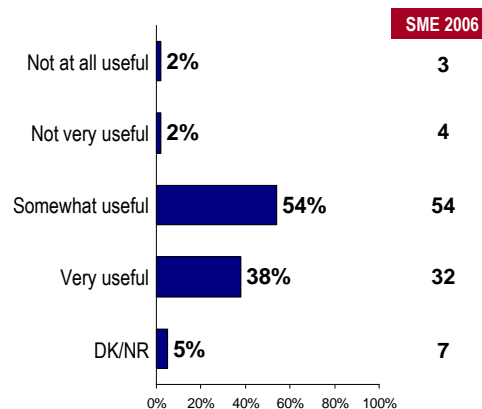
6.6 USEFULNESS OF LMI

Of employers using recruitment LMI, most found it to be somewhat useful (54 per cent), and just over one-third (38 per cent) found it to be very useful. Very few found the information to be of little practical value.

Medium and large employers, in fact, are slightly more likely to indicate that they found the information to be very useful in comparison to smaller organizations (38 per cent found it very useful, compared to 32 per cent of SMEs).

Usefulness of Information – Recruitment

“Overall, how useful did you find the information you USED in helping your organization to make decisions in the area of recruitment and hiring?”



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- Employers located in Quebec (although they tend to consult more information sources) are less likely than others to have found the information used to be useful to them (11 per cent describe the information as not at all or not very useful).
- Employers engaged in all three activities (recruitment, training and retention activities) are more apt to indicate that the information used was very useful (41 per cent consider it to be very useful) than those engaged in fewer activities.
- Naturally, employers that were unable to find specific information they were looking for are more apt than those that did not encounter such difficulties to rate the information used to be only somewhat useful. Similarly, employers satisfied with the outcome of recruitment decisions made are somewhat more likely to consider the information used to be very useful.

6.7 ASSISTANCE WITH LMI

Just over one in four (27 per cent) of the medium and large sized employers that used LMI for recruitment and hiring purposes obtained assistance from outside their organization in locating, accessing or interpreting it (virtually the same as SMEs). Employers that obtained outside assistance most often got it from a professional association (34 per cent), government office/website (32 per cent) and HR/career development organizations (29 per cent).

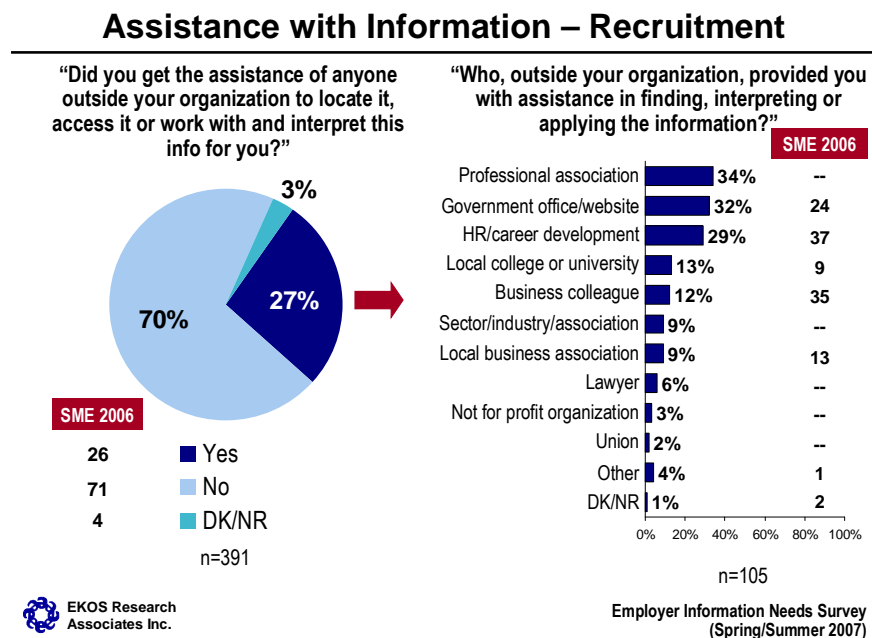


Chart above: I thought the SME had a professional/occupation association

- Like SMEs, medium and large sized employers from Quebec are more apt than others to have obtained outside assistance to locate, access or interpret recruitment LMI. Unionized employers were also more likely to have obtained assistance in using LMI for recruitment.
- Also similar to the SMEs, those organizations that accessed information about hiring specialized employee groups were more likely than average to have obtained outside assistance (along with those that accessed information on occupational shortages and legal requirements).
- Those that identified succession planning and skill enhancement of the work force as the main issues their Human Resource planning has needed to address over the past 12 months, were more likely than those identifying other issues to have used outside assistance with LMI.

Table 6.5: Employers Obtaining Assistance with Recruitment LMI by Employer Variables

	Obtained Assistance From Someone Outside the Organization to Locate, Access or Interpret LMI %
Overall	27
Suggested Improvements to usefulness of LMI Used¹⁰	
More user friendly	13
Improve quality of information	20
Don't Know/No Response	67
Where Found LMI Looking for	
Provincial government website	24
Federal government website	27
Professional association	26
Internal / inside own organization	32
Private consulting firm	16
Industry/Sector council	15
Educational institution	17
Local business association	10
Colleagues	15
Other	22
Don't Know/no response	7

Many medium and large sized employers that used LMI for recruitment, but did not obtain assistance in finding or interpreting it, believe that they could have benefited from this type of assistance. In particular, almost half feel that they would have benefited from assistance in locating appropriate information (47 per cent), four in ten from assistance in applying the information to their specific situation or in interpreting the information (both 40 per cent). Close to four in ten believe that they do not require any assistance (42 per cent). Medium and large sized employers are more likely than SMEs to say they don't require any assistance with LMI, though those that are interested in assistance are more likely to have indicated needing help in more than one area.

As suggested by the overall results, when employers are looking for help in one area, it is most likely to be help with finding the LMI. Unlike SMEs, help with interpreting LMI is the second most often cited category by medium and large sized employers (for SMEs it was applying the information to their specific situation). Help with applying the information to their specific situation was cited last by medium and large sized employers interested in assistance in all three areas.

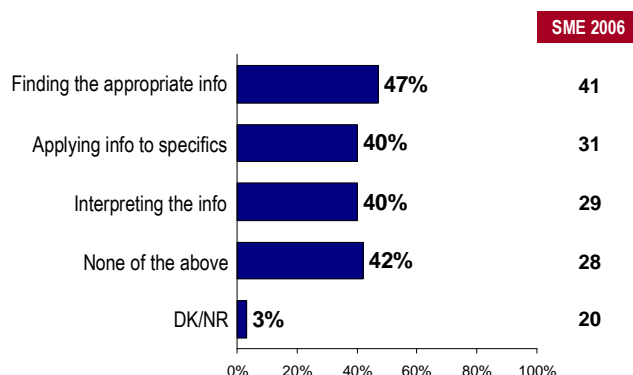
¹⁰ Small sample. Represents only those that indicated LMI information used was 'Not at all' or 'Not very' useful.

- Employers in Quebec are less interested in obtaining assistance with labour market information compared to organizations in other regions (although more Quebec employers in fact did receive assistance).
- Non-governmental organizations are consistently more likely to indicate interest in assistance in all three of the areas than private sector firms.

As with the SMEs, employers that have obtained assistance in the past are more apt to recognize the potential benefits to be reaped from outside assistance. Employers that did obtain assistance from outside their organization are more apt to agree that they could benefit from assistance in finding, interpreting or applying information, while those that did not obtain such assistance are more inclined to believe that they do not require any help.

Type of Assistance Required – Recruitment

“When looking for or using the information would you have benefited from assistance in...?”



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- As with the SMEs, employers that believe they could benefit from assistance in one area are also apt to agree that they could benefit from assistance in all three (finding, interpreting and applying the data). This is particularly true of those that feel they could benefit from assistance in finding the information.
- Organizations that typically look for information regarding current trends in the labour market are more likely to indicate that they would benefit from assistance in finding appropriate information, but less likely to indicate a benefit in interpreting or applying the information. Understandably, those that typically look for information on assistance from others are more apt to indicate they would have benefited from assistance in finding, interpreting, and applying the LMI.

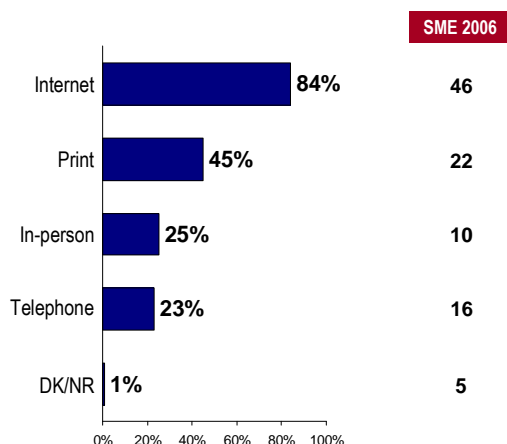
- Employers that have experienced staffing difficulties due to competing wages are more inclined than others to feel that they could benefit from assistance in finding, interpreting, and applying information to their specific situation.

6.8 FORMAT OF LMI

The Internet is by far the most popular medium or format for obtaining LMI in support of recruitment activities (84 per cent), although close to one-half would prefer to obtain information in print (45 per cent). In-person or telephone was preferred by about one in four medium and large employers (25 and 23 per cent, respectively). Compared to SMEs, medium and large employers are more apt to indicate a preference for all of the various formats; however, the margin is widest for the Internet (higher by 38 percentage points).

Format of Information – Recruitment

“In what format do you prefer to get outside information?”



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Employer Information Needs Survey
(Spring/Summer 2007)

- Quebec employers indicate less interest in print or in-person formats, while NGOs are more apt to indicate an interest in each of the formats suggested (though this finding is not statistically significant given the small number of NGO cases).

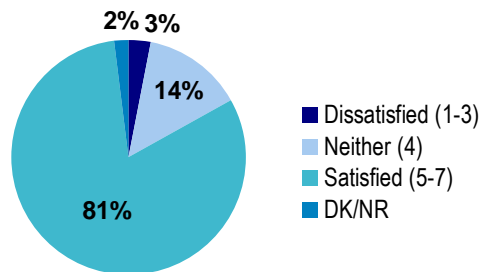
6.9 SATISFACTION WITH OUTCOME

Taking into consideration the decisions that they made with respect to recruitment and hiring and the information that was used to make them, most medium and large sized employers are satisfied with their hiring outcome (81 per cent) (responded 5, 6 or 7 on a 7-point scale). A small number are neither satisfied nor dissatisfied (14 per cent) and a small minority (three per cent) are dissatisfied.

Employers in the transportation sector indicate less satisfaction with the hiring outcome.

Satisfaction with Outcome: Hiring

“How satisfied is your organization with the hiring outcome, when you take into consideration the decisions made and the information used to make them?”



EKOS Research
Associates Inc.

n=420

Employer Information Needs Survey
(Spring/Summer 2007)

- Organizations in Ontario indicate higher levels of satisfaction with their hiring outcome, while employers in BC and Alberta tend to be less satisfied.

7. TRAINING AND CAREER DEVELOPMENT

The following chapter briefly recalls employers' training activity, and then proceeds to discuss their use of labour market information to support training activities and any difficulties that organizations had in finding or using the information or services.

7.1 GENERAL PROFILE OF TRAINING ACTIVITY

Ninety-five per cent of employers undertook decisions, activities and strategies to address training and career development. Differences between levels of training activities among categories such as industries, regions, size, and type are too small to note. However, this level of activity is much greater than that found with the SMEs in 2006 (72 per cent).

7.2 USE OF LMI TO SUPPORT TRAINING AND CAREER DEVELOPMENT

A small proportion of medium and large employers (seven per cent) were unable to find the information that they were looking for in relation to decisions regarding training and career development. This is slightly lower than the proportion of SMEs that reported the same (12 per cent).

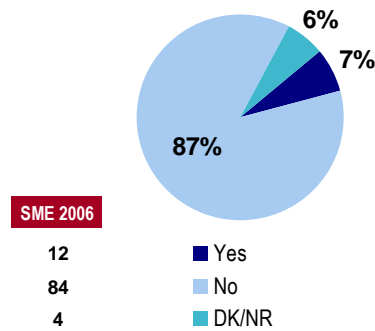
Of the few employers that could not find the information they needed related to training and career development (n=59), when asked more specifically, one-third (33 per cent) said that they were unsuccessful in finding information on the type of training available. Close to one-quarter were unsuccessful in locating information on where to obtain training (23 per cent), and slightly fewer were able to identify funding for training (19 per cent). One in ten identified job description information (10 per cent), while others cited credential requirements (eight per cent), how to deliver training (eight per cent), or evaluation of training investments (seven per cent). Fewer identified information from other companies, career development processes, conducting training needs analyses, or economic factors. Fifteen per cent of employers were unsure what they were looking for, which is an interesting result in itself in terms of providing assistance to organizations.

- Employers in the private sector are significantly more apt than others to report an inability to find training and career development LMI to support them.

Again, the unmet information needs of medium and large sized employers are not significantly different from those reported by small and medium sized employers. Unlike smaller employers, however, there is no real difference in the information needs cited by users and non-users of LMI (in part because the number of non-users is too small to be able to make comparisons).

Information Not Found – Training & Career Dev.

“Was there any information that you were looking for but couldn't find?”



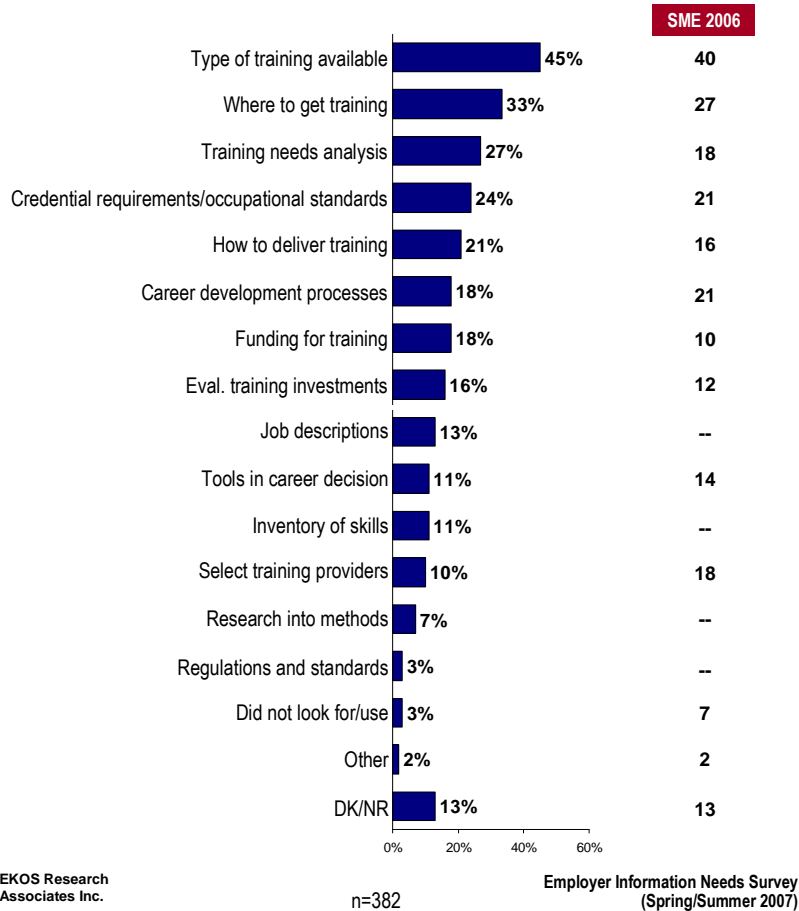
In using information for making decisions related to training and career development of employees, employers are most likely to look to outside resources to see what type of training is available (45 per cent), and to find out where to get training (33 per cent). These top factors are consistent with the type of information used for SMEs. Additionally, about one-quarter used LMI related to training needs analysis and credential requirements or occupational standards. Only slightly less, two in ten, used information on how to deliver training, career development process, funding for training, and evaluating training investments. Smaller proportions referred to outside resources to acquire information on job descriptions, tools for career decision making, inventory of skills, selecting training providers, research into training methods, and regulations and standards.

Those in the service industry are more likely than others to have used outside information, tools or services relating to how to deliver training. Employers in the retail industry are more likely to have used outside resources relating to training available than those in other industries.

Larger organizations are more likely to have used outside resources relating to career development processes.

Types of Information Used – Training & Career Dev.

“What kinds of information did you USE in making your decisions related to training and career development?”



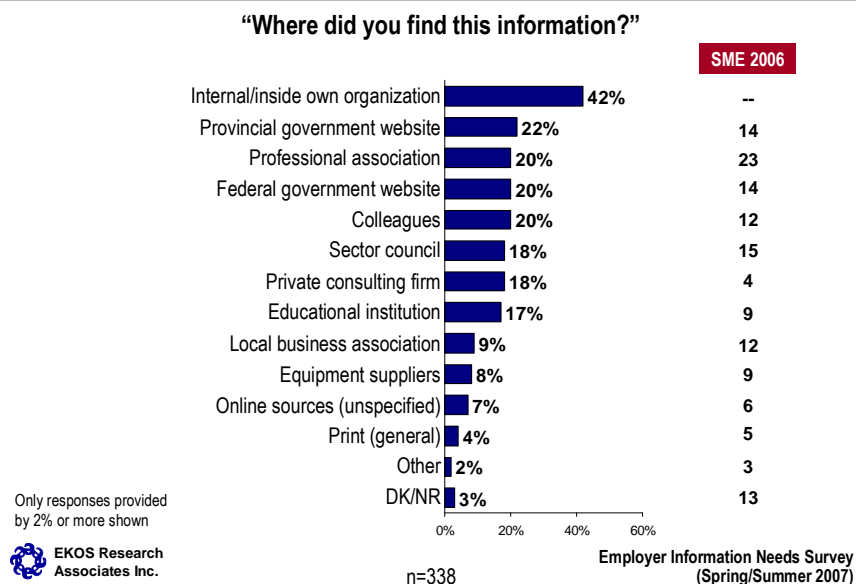
- > Employers in Alberta are less likely than others to have used outside resources related to training available and where to get training, whereas Quebec employers have a greater tendency to have used LMI related to training available and funding for training.
- > Unionized organizations are less likely than non-unionized to have used information on funding for training and how to deliver training.
- > Organizations that have indicated that their need for information is increasing are more likely to have used the information on training.

7.3 SOURCES OF TRAINING LMI

As with recruitment, medium and large sized employers most often cited sources internal to their own organization as being the source of information used to make decisions relating to training and career development (42 per cent). Two in ten employers obtain information from provincial government websites (22 per cent), professional associations (20 per cent), federal government websites (20 per cent), or colleagues (20 per cent). These sources are followed closely in terms of usage by industry/sector councils (18 per cent), private consulting employers (18 per cent) and educational institutions (17 per cent).

Medium and large sized employers are much more likely than smaller employers to consult a number of sources.

Sources of Information – Training & Career Dev.



- Employers with fewer than 250 employees are less likely to consult a number of external sources listed for information to assist with training and career development decisions. The external sources primarily used include provincial government websites (18 per cent), professional associations (15 per cent do), or colleagues (16 per cent do), but are more likely to use internal information sources (47 per cent).
- As with recruitment information, employers in Quebec are more apt than those from other regions to use a number of different sources, including federal government websites (28 per cent), provincial government websites (38 per cent), professional associations (32 per cent), educational institutions (30 per cent), and local business associations (16 per cent).

- Unionized employers are more likely than those not unionized to obtain information from private consulting employers (24 per cent, compared to 14 per cent of non-unionized employers).
- Employers with more than one work location are more likely than those with only one location to have obtained information from sector/industry councils (32 per cent compared to 15 per cent of those with one location only), from educational institutions (28 per cent compared to 14 per cent), and from equipment suppliers (15 per cent compared to five per cent).
- Employers that engage in all three target activities (recruitment, training, retention) are more apt to consult private consulting employers, but less likely to have obtained information from federal websites or professional associations.
- Employers that use formal approaches to training are more likely than others (that use informal methods or a combination of formal and informal) to consult provincial websites or publications, industry/sector councils and educational institutions.
- Naturally, employers that obtained assistance with LMI are more apt to have consulted private consulting employers and are less likely than those that did not obtain assistance to have used internal sources or educational institutions.

Table 7.1: Top Sources of Information Used

	Top Information Sources Used for Training Decisions							
	Internal %	Provincial Govt Website %	Prof. Assoc. %	Federal Govt Website %	Colleagues %	Private Consulting Firm %	Industry/ Sector Council %	Educational Institution %
Overall	42	22	20	20	20	18	18	17
Size								
<250	47	18	15	18	16	19	21	14
250-	33	25	27	20	23	16	16	25
500+	-	-	-	-	-	-	-	-
Number of Locations								
More than 1	41	22	21	24	21	17	15	14
One	36	29	21	15	25	17	32	28
Methods of Training								
Formal	30	38	19	24	22	17	31	33
Informal	-	-	-	-	-	-	-	-
Both	44	18	19	19	23	20	16	12
Got assistance								
Yes	31	22	23	23	17	30	24	10
No	45	23	19	20	23	12	16	21

7.4 SCOPE OF LMI USED

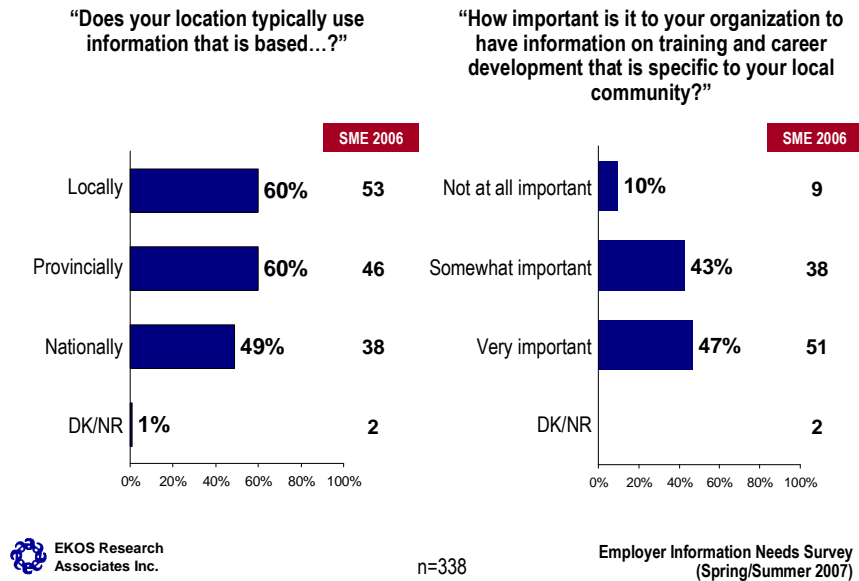
Medium and large sized employers are equally likely to consult information that is locally-based and provincially-based (60 per cent use each) in making decisions relating to training and career development. Close to half (49 per cent) typically use information that is nationally-based in making decisions related to training and career development.

Medium and large employers are more likely than SMEs to consult information at each scope or level: local (60 per cent consult locally-based information, compared to 53 per cent of smaller employers); provincial (60 per cent compared to 46 per cent); and national (49 per cent compared to 38 per cent). Unlike smaller employers, however, those using information that is nationally-based are no more likely to use provincial or local information than others.

Most employers consider it to be somewhat (43 per cent) or very important (47 per cent) that their organization obtain information on training and development that is specific to their local community. Locally-based information, however, is comparatively less important in the context of training and development than it is in recruitment (where 63 per cent considered locally-based information to be very important) or retention (where 72 per cent feel that this is very important).

Locally-based training and development information is also slightly less important to medium and large sized employers than it was to SMEs, although the difference is not large enough to be statistically significant.

Scope of Information Used – Training & Career Dev.



- Organizations with more than one work location in Canada are more likely than those with only one location to describe locally-based information as very important in the context of training and development decisions.
- Employers that indicate that their need for LMI is increasing are more apt to use both local and national information compared to employers that say information needs are constant. As well, those that report LMI needs are increasing are more apt to place high importance on the availability of local information.
- Similarly, employers that indicate that their business is under expansion are more likely than those with business which is stable to indicate that local information is very important to their organization.
- Employers reporting LMI as having a significant influence on their decisions also place greater importance on the availability of local information than those less influenced by LMI.

Table 7.2: Scope of Information Used by Employer Variables

	Scope of Information Used		
	Local %	Provincial %	National %
Overall	60	60	49
Work Locations			
More than 1	59	63	51
One	67	59	36
Need for LMI			
Decreasing	--	-	-
Constant	51	61	41
Increasing	67	59	54

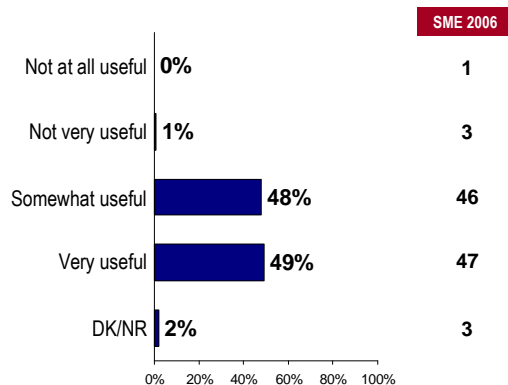
7.5 USEFULNESS OF LMI

Almost all medium and large sized employers found the training LMI they used to be somewhat or very useful (with close to half finding it very useful). In fact, more of those using LMI training information found it to be useful than was the case among organizations using LMI for recruitment (recall that 38 per cent of information in recruitment decisions was rated as very useful).

There is no significant difference between the proportion of medium and large sized employers that consider LMI used for training and recruitment useful and that of SMEs.

Usefulness of Information – Training & Career Dev.

“Overall, how useful did you find the information you USED in helping your organization to make decisions in the area of training and career development?”



There is no difference across employers in the extent to which they found LMI used to be useful.

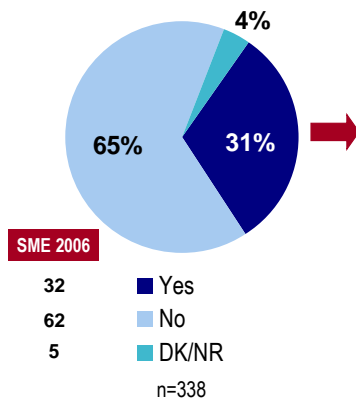
7.6 ASSISTANCE WITH LMI

Close to one-third of medium and large sized employers (31 per cent) obtained assistance from outside their organization to locate, access or interpret LMI used to support training. This is higher than the proportion that sought assistance with LMI for recruitment (27 per cent). Again, the propensity to obtain assistance with labour market information outside their organizations is virtually the same as found among SMEs.

Employers that had assistance with training LMI most often obtained it from an HR/career development specialist (46 per cent). Fewer obtain assistance from a business colleague (18 per cent), professional association (15 per cent), or sector/industry association (14 per cent).

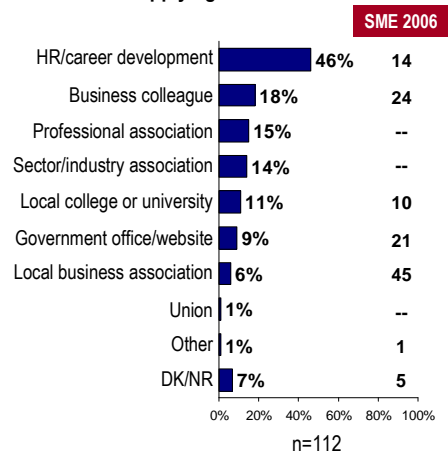
Assistance with Information – Training & Career Dev.

“Did you get the assistance of anyone outside your organization to locate it, access it or work with and interpret this info for you?”



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“Who, outside your organization, provided you with assistance in finding, interpreting or applying this information?”



Employer Information Needs Survey
(Spring/Summer 2007)

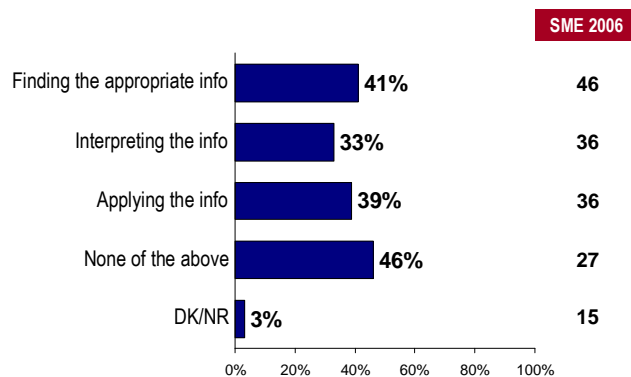
- Unlike SMEs, employers with unionized organizations are more apt than those with non-unionized employees to have obtained outside assistance with information relating to training and development.
- No other significant variations exist in terms of employers that did or did not obtain assistance with information relating to training and development.

Many medium and large sized employers who used LMI in making training and development decisions believe that they could have benefited from assistance in locating or interpreting this information. In particular, four in ten feel that they would have benefited from assistance in locating appropriate information for training and career development purposes (41 per cent), and a similar proportion from assistance in applying the information to their specific situation (39 per cent). One-third would have benefited from assistance in interpreting the information (33 per cent). Close to one half of medium and large employers, however, do not feel they require any assistance (46 per cent); a proportion substantially higher than found among SMEs at 27 per cent.

As suggested by the overall results, assistance with finding the information is the most common request and many medium and large sized employers request assistance with only this. If there is a request for assistance with two elements, it is most likely to be with finding and interpreting the information, with help in applying the information typically coming from those requesting assistance on all three.

Type of Assistance Required – Training & Career Dev.

“When looking for or using the information would you have benefited from assistance in...?”



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n=338

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(Spring/Summer 2007)

- Employers engaging in two of the three target activities are less likely than those engaging in only one activity to indicate that they require assistance.

Consistent with the SMEs, are the following:

- Perhaps driven by the economy, employers in Alberta are much more likely than those from other regions to suggest that they could benefit from assistance in finding and applying information, while those from Quebec are least likely to do so.

- Employers that say LMI needs are increasing are also more apt to feel that they would benefit from assistance in finding, interpreting, and applying information, while those with unchanged LMI needs are less inclined to think that they benefit from assistance.
- Naturally, employers that were unable to find all the information they were looking for are more apt than other employers to believe that they could benefit from assistance in locating information.

Table 7.3: Type of Assistance with Training LMI could Benefit From by Employer Variables

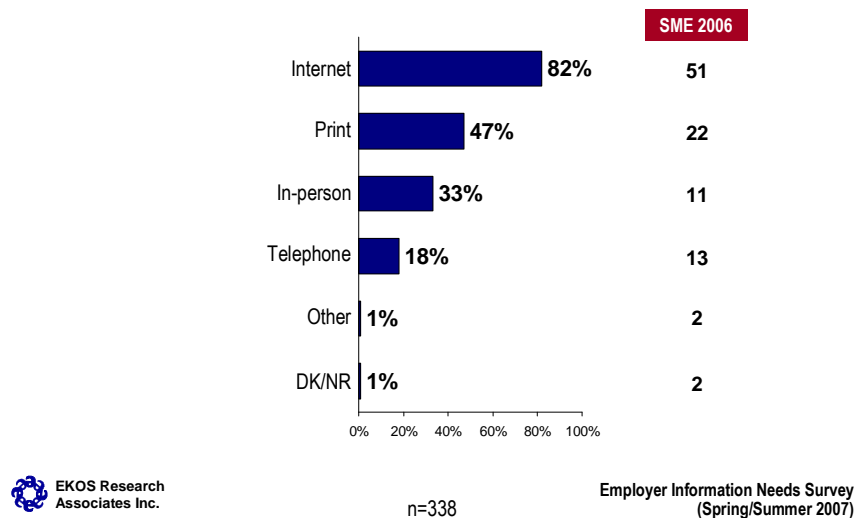
	When looking for or using the information, would you have benefited from assistance in...			
	Finding the Information %	Interpreting the information %	Applying the information %	No Assistance Necessary %
Overall	41	33	39	46
Number of target activities				
1	47	30	49	30
2	24	17	26	64
3	44	36	41	42
LMI Needs				
Increasing	49	42	46	38
Unchanged	30	21	30	54
Unable to Find all LMI Looking for				
Yes	64	44	80	6
No	41	34	39	46
Type of Information Used				
Local	41	32	37	47
Provincial	44	36	42	42
National	43	33	35	43

7.7 FORMAT OF LMI

As with recruitment information, employers indicate a strong preference for information relevant to training and career development decisions using the Internet (82 per cent). Just under half of medium and large sized employers would prefer to obtain information in print format (47 per cent), while one-third would prefer in-person consultations and 18 per cent prefer to obtain information by telephone. Although this survey was administered using a different approach from the survey with SMEs (where several answers could now be taken among medium and large sized organizations), the ordering and general order of magnitude indicates a similar pattern of usage as found among SMEs.

Format of Information – Training & Career Dev.

“In what format do you prefer to get outside information?”



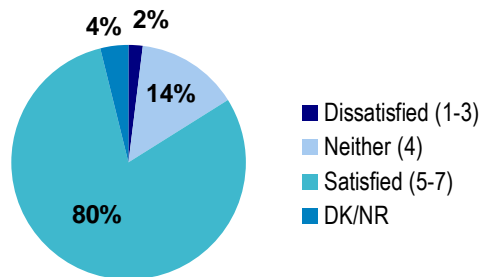
- Similar to SMEs, employers in Quebec are less likely to indicate a preference for any of the formats suggested. Employers in Ontario and those with employees between 250 and 500 employees are somewhat more apt to identify print as their preferred format.

7.8 SATISFACTION WITH OUTCOME

Considering the training and career development decisions they made and the information used to make them, eight in ten employers are satisfied with the outcome of their decision (80 per cent responding 5, 6 or 7 on a 7-point scale). Fourteen per cent are neither satisfied nor dissatisfied and two per cent are dissatisfied.

Satisfaction with Outcome: Training & Career Dev.

“How satisfied is your organization with the training and career development outcome, when you take into consideration the decisions made and the information used to make them?”



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n=379

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> Unionized employers are more likely to be satisfied than other employers with the training and career development outcome. (I take it there is no correlation between information use and satisfaction?)

8. LABOUR FORCE RETENTION

The following chapter provides an examination of details regarding use of labour market information in support of recent workforce retention activities of medium and large sized organizations

8.1 GENERAL PROFILE OF RETENTION ACTIVITY

As discussed in Chapter Two, the issue Canadian medium and large employers most often identify as central to their HR planning is the retention of workers. This is particularly key for organizations under expansion, and was of greater interest to employers in Alberta and Quebec. Similarly, employers most often identify finding and retaining skilled employees as the biggest challenge their organization will face over the next five years in terms of ensuring they have the workforce they require to attain their business goals. The primary difficulty employers report facing with respect to the retention of employees relates to wages and working conditions.

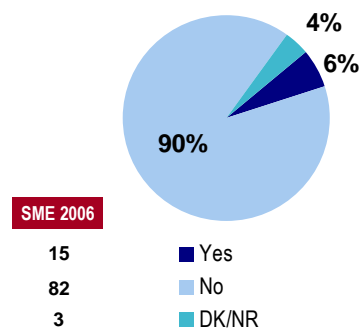
8.2 USE OF LMI TO SUPPORT LABOUR FORCE RETENTION

Among medium and large employers, 86 per cent made decisions or implemented strategies in HR areas designed to keep their current work force. Consistent with the recruiting and training activities, this level is also higher than the seven in ten employers that undertook retention decisions within SME organizations. Generally, smaller organizations are less active than larger organizations in engaging in activities related to workforce retention.

Again, as with hiring and recruiting, and training and career development, employers looking for information related to keeping their current employees were largely successful in finding what they needed. Only six per cent say there was information that they were looking for but could not find.

Information Not Found – Keeping Staff

“Was there any information that you were looking for but couldn't find?”



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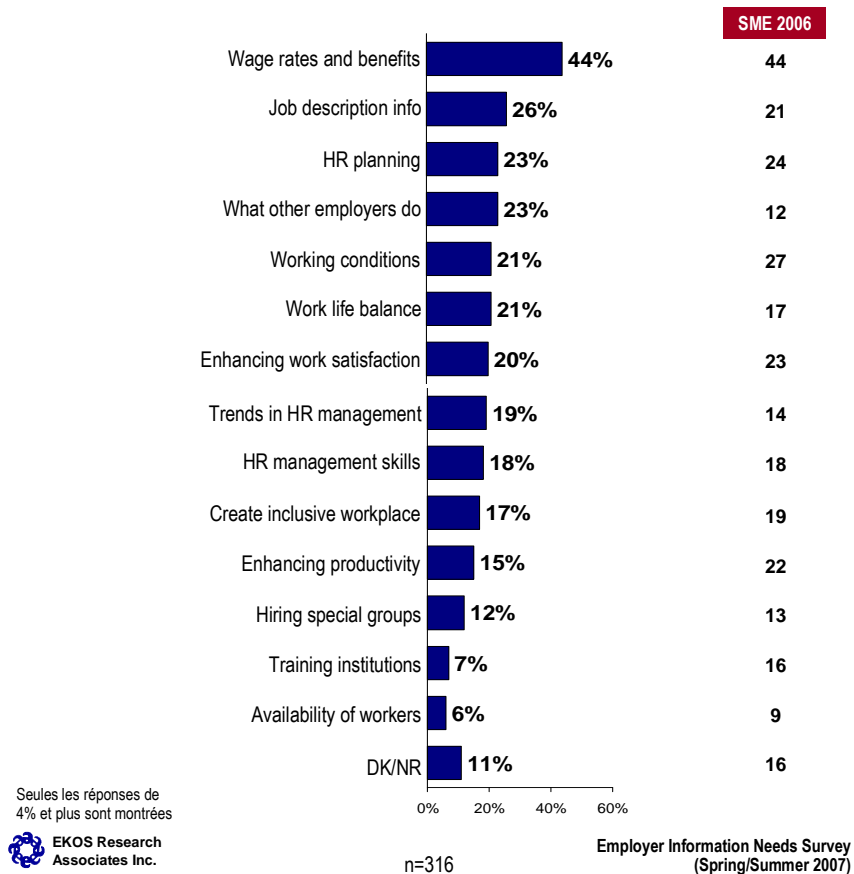
Recall from Chapter Two that 71 per cent of the organizations that engaged in activities related to workforce retention also said that they used labour market information to support them in their activities. Of those employers that used LMI in this area, four in ten employers used outside information, tools or services related to wage rates and benefits (44 per cent) to support workforce retention efforts. This top need is also reflected in the SME results. About one in four of medium to large employers relied on information about job descriptions (26 per cent), and roughly two in ten used information on HR planning, what other employers do, working conditions, work life balance, and enhancing work satisfaction.

Among employers using LMI to support workforce retention activities, there is a slightly lower order of use of information relating to trends in HR management (19 per cent), HR management skills (18 per cent), creating an inclusive workplace (17 per cent), enhancing productivity (15 per cent), hiring special groups (12 per cent), training institutions (seven per cent), and availability of workers (six per cent).

Employers with 100-250 employees are more likely than the larger organizations to have used outside resources in the areas of working conditions, what other employers do, work life balance, HR management skills, and training institutions to support decisions in HR areas related to keeping their current workforce. Those with over 500 employees are more apt to use information regarding economic factors to make decisions.

Types of Information Used – Keeping Staff

“What kinds of information did you USE in making your decisions in HR areas related to keeping your current workforce?”



- Employers in Alberta are more likely than others to have used information related to availability of workers. Employers in British Columbia are less likely than most to say they used information on job descriptions and work-life balance. As with the SMEs, those in Quebec are more likely than others to report having used outside tools, services or information related to hiring special employees but less apt than others to have used information related to what or how other employers are doing; the latter was most popular among employers in Atlantic Canada.
- Unionized organizations are more likely than others to have used information, tools or services outside of their organization related to most of the higher rated information categories, such as job description information, creating an inclusive workplace, HR planning, hiring special groups, trends in HR management, HR management skills, enhancing productivity, work satisfaction, and training institutions. They are less likely to source and use information on what other employers do.
- More established organizations (that have been in operation in Canada for 20 years or more) are more likely than younger organizations to have used information on HR planning, work-life balance, enhance work satisfaction, and enhancing productivity in their efforts at employee retention.
- Organizations that have indicated that their need for information is increasing are more likely to have used the information.

8.3 SOURCES OF LMI FOR RETENTION

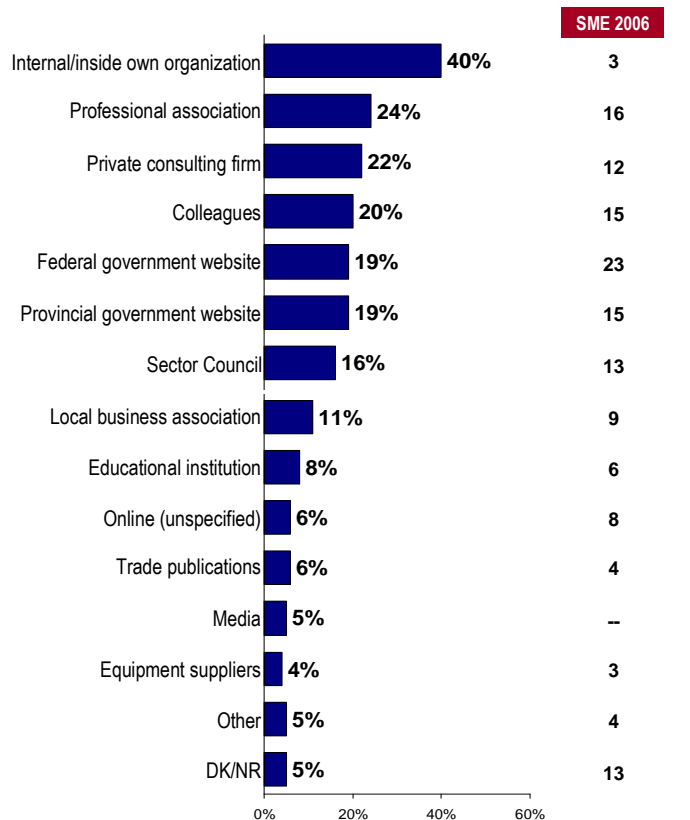
Employers looking for information on keeping their current workforce were able to find the information they wanted through a variety of sources. As with recruitment, and training and development, four in ten employers rely on information available from within their own organization. About one-quarter (24 per cent) indicate professional associations as their source of information, followed closely by private consulting employers (22 per cent). Roughly two in ten obtain information from colleagues (20 per cent), federal government websites or publications (19 per cent), or provincial government websites or publications (19 per cent) to assist them in decisions relating to staff retention. Furthermore, 16 per cent obtain information from industry/sector councils, and 11 per cent from local business associations. Educational institutions, trade publications, media, and equipment suppliers are less common sources of information.

By comparison with SMEs, medium and large sized organizations are much more likely to consult professional associations (24 per cent, compared to 16 per cent of SMEs) and private consulting employers (22 per cent, compared to 12 per cent).

Employers in the retail industry are more apt than others to consult internal sources for information (65 per cent).

Sources of Information – Keeping Staff

“Where did you find this information?”



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n=295

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- Employers with between 100 and 250 employees are more likely to consult provincial government web sites (24 per cent compared to 19 per cent).
- As with recruitment, and training and development, employers in Quebec are more apt than those from other regions to consult a number of sources, including federal and provincial websites, professional associations, local business associations, educational institutions and equipment suppliers.
- Unionized employers are more apt than non-unionized employers to consult professional associations (34 per cent of unionized employers, compared to 15 per cent of non-unionized employers), provincial government websites (24 per cent, compared to 14 per cent), colleagues (24 per cent, compared to 15 per cent), and internal sources (45 per cent, compared to 35 per cent).

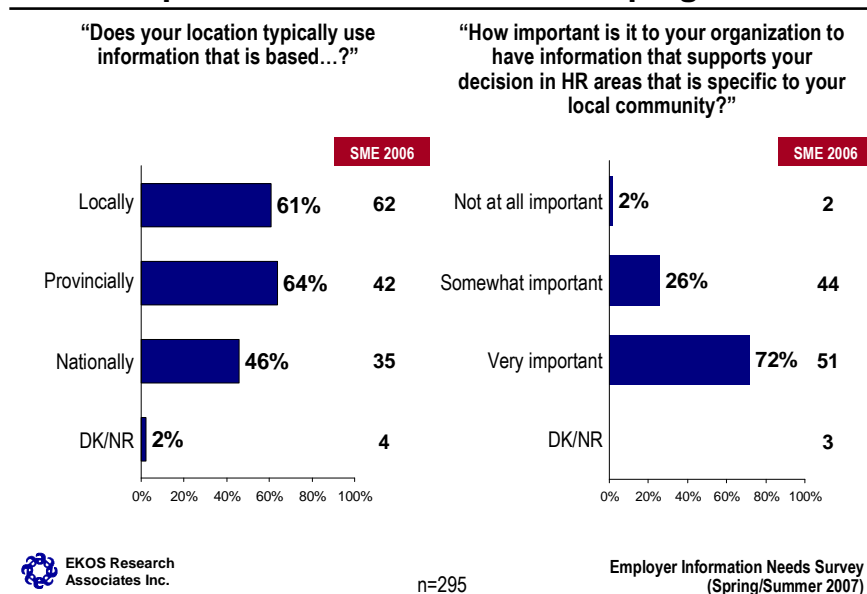
8.4 SCOPE OF INFORMATION USED

Most employers rely on information that is provincially-based (64 per cent) or locally-based (61 per cent) in making decisions relating to workforce retention. Close to half (46 per cent) also use nationally-based information in these decisions.

Workforce retention is the only activity where locally-based information is used less often than provincially-based information among medium and large sized employers. Furthermore, medium and large sized employers are much more likely to use provincially-based information in making retention decisions in comparison to smaller employers (42 per cent of SMEs used provincially-based information). Medium and large sized employers are also more apt to consult nationally-based information in retention decisions than are smaller employers (35 per cent of SMEs typically use national information). As with training and career development information, medium and large sized employers using national information are less apt to also utilize provincial or local information than SMEs.

While medium and large sized employers are less likely to use locally-based information exclusively in making workforce retention decisions, they nonetheless place high importance on the availability of locally-based information to support these decisions. A total of 72 per cent consider it very important that their organization have information specific to their local community to support these decisions. This is higher than the importance placed by medium and large sized employers on the availability of local information for recruitment, or training and development decisions. It is also much greater than the importance placed by SMEs on the availability of local information for retention decisions (where 51 per cent considered the availability of local information to be very important).

Scope of Information Used – Keeping Staff



- Not surprisingly, organizations with more than one work location in Canada are more likely to consult nationally-based information in retention decisions, while those with only one location are more apt to consult local sources.
- As with training LMI, employers that indicate that their decisions are greatly influenced by LMI are more apt to consider local information to be very important to their organization compared to those less influenced by LMI.
- Similarly, employers indicating that their LMI needs are increasing are also more apt than those with stable needs to place high importance on the availability of local information.

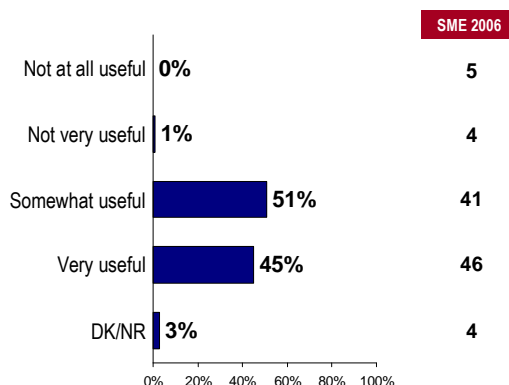
8.5 USEFULNESS OF LMI

Almost all medium and large sized employers found the information they used to make decisions relating to the retention of their workforce to be somewhat or very useful (with 45 per cent finding it very useful). The perceived levels of usefulness of information are similar across LMI used to support workforce retention, and training and career development, and greater than the usefulness of recruitment information.

The proportion of medium and large sized employers that rate LMI used in retention decisions as very useful is virtually identical to that of smaller employers, although fewer medium and large employers consider the information used to be not useful (and are more apt to describe it as somewhat useful in comparison to smaller employers).

Usefulness of Information – Keeping Staff

“Overall, how useful did you find the information, tools or service you USED in helping your organization to make decisions in HR areas related to keeping your current workforce?”



Again, there are no significant differences across employers in the extent to which they find information to be useful.

8.6 USE OF ASSISTANCE IN FINDING OR INTERPRETING LMI

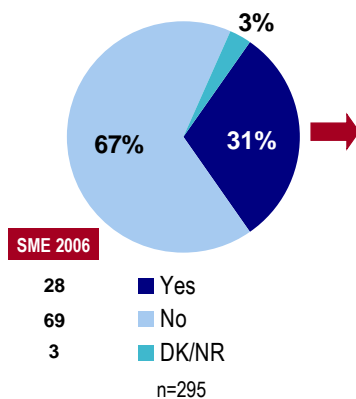
Three in ten (31 per cent) medium and large sized employers obtained assistance from outside their organization in locating, accessing or interpreting information to help them make decisions with workforce retention. This is similar to the proportion of employers that relied on outside assistance with LMI to support recruitment (27 per cent) and training (31 per cent), and also very close to the proportion of small and medium sized employers that obtained assistance with information for labour force retention (28 per cent).

Employers that obtained outside assistance in locating, accessing or interpreting staff retention information most often got it from a human resources/career development consultant (55 per cent). One-third of employers obtained information through a business colleague (32 per cent) and one-quarter through a professional association (24 per cent).

Retail sector employers are somewhat less likely to have obtained assistance from outside their organization to use labour market information.

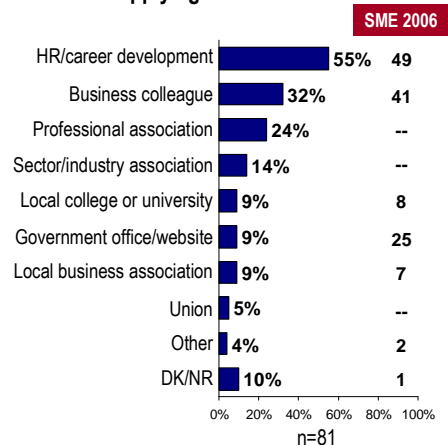
Assistance with Information – Keeping Staff

“Did you get the assistance of anyone outside your organization to locate it, access it or work with and interpret this info for you?”



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“Who, outside your organization, provided you with assistance in finding, interpreting or applying the information?”



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- Non-governmental sector employers were more likely to have obtained outside assistance. Organizations with one location only and newly established organizations were less likely to have obtained outside assistance.

- As with SMEs, employers report that LMI needs are increasing and are more apt to have obtained assistance from outside their organization, while those with needs that are unchanged are less likely to have done so.
- Employers that use internal reports to stay up to date on labour market issues are less likely than other employers to have obtained outside assistance.

Table 7.4: Whether Obtained Assistance with Retention LMI by Employer Variables

	Obtained Assistance From Someone Outside the Organization to Locate, Access or Interpret LMI %
Overall	31
Unionized	
Yes	28
No	33
Number of Target Activities	
1	18
2	9
3	32
LMI Needs	
Increasing	34
Unchanged	23
Unable to Find all LMI Looking for	
Yes	30
No	70

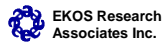
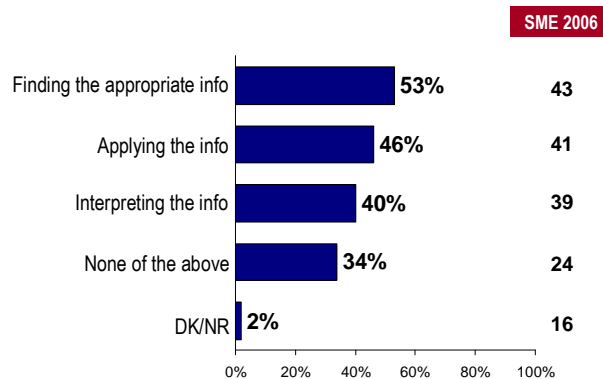
Many medium and large sized employers who used LMI in making retention decisions believe that they could have benefited from assistance in locating (53 per cent), applying (46 per cent) or interpreting (40 per cent) information relevant to workforce retention decisions. Only one-third believe that they do not require any assistance (34 per cent) – a figure that is higher compared to SMEs (at 24 per cent), but lower than comparable figures for assistance with information on recruitment and hiring (42 per cent) or training and development (46 per cent).

Like assistance with LMI for training, interest in assistance with LMI for retention focuses first on finding information (most likely to be the first mention), followed by assistance with interpreting the information. Applying the information to employers' specific situation is most likely to be named last by those wanting assistance in all three areas. Similar to the SMEs, employers that have obtained assistance in the past are more apt to recognize the potential benefits to be reaped from outside assistance. As with recruitment and training information, employers that obtained assistance from outside their organization are

more apt to agree that they could benefit from assistance in finding, interpreting or applying information, while those that did not obtain assistance are more inclined to believe that they do not require any help.

Type of Assistance Required – Keeping Staff

“When looking for or using the information would you have benefited from assistance in...?”



n=295

Employer Information Needs Survey
(Spring/Summer 2007)

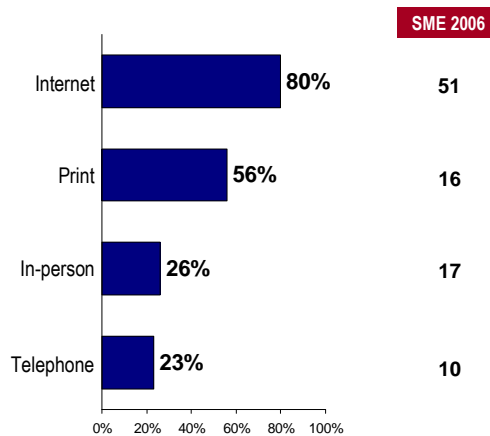
- Employers in Quebec are less apt to believe they would benefit from assistance with information in any of the three areas cited, as are long-established employers (20 years in business or more).
- Employers that say business is expanding are more apt than those in decreasing or stable business cycles to feel that they could benefit from assistance in finding, interpreting and applying information.
- Consistent with the SMEs, employers that were able to find the information they were looking for in supporting their workforce retention decisions are more apt to indicate that no assistance is necessary.

8.7 FORMAT OF LMI

As with information pertinent to recruitment or training, employers most often would prefer to receive information relevant to workforce retention decisions through the Internet (80 per cent do). Just over one-half of employers would prefer outside information in a print format, and fewer expressed a preference for in-person (26 per cent) or telephone (23 per cent). Although administered somewhat differently than with SMEs (where medium and large sized organizations were able to provide many responses), the overall pattern of use is similar to that found among SME's.

Format of Information – Keeping Staff

“In what format do you prefer to get outside information?”



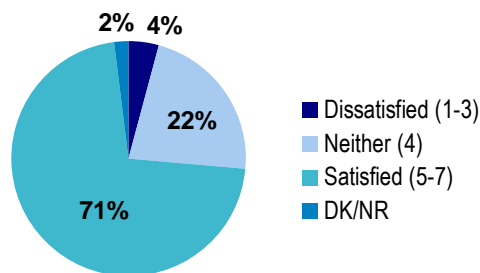
8.8 SATISFACTION

Considering the decisions made with respect to workforce retention and the information used to make them, seven in ten employers were satisfied with the outcome (71 per cent responding 5, 6 or 7 on a 7-point scale). About one in five (22 per cent) were neither satisfied nor dissatisfied and four per cent were dissatisfied.

Employers in the wholesale sector tend to indicate greater satisfaction with their staff retention decisions.

Satisfaction with Outcome: Keeping Staff

“How satisfied is your organization with the outcome related to keeping current workforce, when you take into consideration the decisions made and the information used to make them?”



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n=316

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(Spring/Summer 2007)

- Organizations in Quebec and the Atlantic indicated greater satisfaction with the outcome of staff retention decisions, while employers in BC were less satisfied.
- Satisfaction levels are lower among employers with multiple locations and among newly established employers (less than 10 years in business).

9. KEY SEGMENT PROFILES

The following section provides result highlights for a number of key segments of the survey sample. This provides a look at the findings from a slightly different vantage point.

9.1 EXPANDING ORGANIZATIONS

a) General

- With respect to organizations' business cycle, just over half of employers (52 per cent) report that their organization is expanding.
- Like SMEs, organizations that have been in operation for less than 20 years are more likely to be expanding.
- Across regions, businesses in Saskatchewan are more likely to be expanding, followed by those in Manitoba and Alberta. Businesses in Quebec are less likely to be expanding (42 per cent).
- Businesses in the construction and service industries are more apt to indicate that they are expanding. Furthermore, non-unionized employers are more apt to be expanding than are unionized employers. Younger businesses (which have been operating for 20 years or less) are more apt to be in expansion mode.
- Businesses that are in expansion mode are more apt to engage in a variety of HR activities (e.g., training and development plans, employee orientation, planning, appraisals, etc.) compared to organizations that are stable or downsizing.
- Businesses that are in expansion mode are somewhat more likely to indicate that LMI has an impact on business decisions, and also that their need for LMI is increasing.
- Non-users of LMI that say business is expanding are more apt to have looked for information to support decisions relating to recruitment and retention than stable employers.

b) Recruitment and Hiring

- Organizations that are expanding are more likely to have made decisions with respect to recruiting and hiring of employees compared to those that are downsizing.
- Employers in expansion mode are more apt to employ LMI in recruitment and hiring than are stable employers (expanding employers were more apt to use LMI in all three areas of decision-making in the survey of smaller employers).
- Businesses in an expansion cycle are marginally more likely to have experienced difficulties in recruiting and hiring for managerial, technical staff, and service/production labour.
- Organizations that say their business is growing are more apt than others to place high importance on local LMI.

c) Training and Career Development

- As with recruitment, employers under expansion are more likely than those that say business is stable to indicate that local information is very important to their organization.

d) Employee Retention

- Organizations that are expanding are more likely to have made decisions with respect to retention compared to those that are downsizing.
- Employers that say their business is expanding are more apt than those in decreasing or stable business cycles to feel that they could benefit from assistance in finding, interpreting and applying information.

9.2 NOT-FOR-PROFIT ORGANIZATIONS

a) General

- Organizations in the non-governmental sector are more apt to have dealt with issues related to *wages and benefits* compared to others organizations.
- Also like SMEs, NGOs are more likely than private sector employers to have utilized work descriptions and to monitor workplace issues.
- NGOs are more apt to list networking as a way to stay current on labour market information.

b) Recruitment and Hiring

- NGOs are much more likely than private sector employers to use LMI to support recruitment and hiring (note that smaller NGOs were more apt to use LMI in all three areas of HR decision making).
- In terms of the reasons for recruitment difficulties experienced, a *shortage of labour* was cited less often by NGOs, while *difficulty offering competitive wages and benefits* was more often cited as a cause of recruiting shortages.
- Consistent with the SMEs, in comparison to the private sector NGOs are more likely to have recruited for almost all of the categories listed in this survey (with the exception of apprenticeship trades, and service and production labour staff that were more likely to be in demand among private sector employers).
- NGOs are more likely to use not for profit agencies for recruitment, while private sector employers are more likely to use private sector job sites.
- Non-governmental organizations are consistently more likely to indicate interest in assistance in all three of the areas (locating, interpreting and applying LMI) in the context of recruitment.

c) Employee Retention

- Non-governmental sector employers are more likely to have obtained outside assistance with LMI.

9.3 ORGANIZATIONS WITH UNIONIZED EMPLOYEES

a) General

- Unionization is linked to number of locations, being overrepresented among employers reporting 20 locations or more. Similarly, unionization is linked to size, as the proportion of employers that are unionized increases with size (from 37 per cent of those with less than 250 employees to 63 per cent of those with 500 employees or more).
- Employers from Quebec are more apt to be unionized (56 per cent), while those from Alberta are least likely to be (30 per cent). The oldest employers (in operation for 20 years or more) are also more apt to be unionized.

- Employers in the manufacturing and wholesale industries are more apt to be unionized (63 and 62 per cent, respectively), followed by those in transportation and retail (52 and 50 per cent).
- Organizations that are unionized are more likely than non-unionized organizations to cite *succession planning* as an issue.

b) Recruitment and Hiring

- Unionized employers are less likely to have any recruitment strategies targeted to a specific occupational group.
- Consistent with the SMEs, organizations with unionized employees are generally more likely to have recruited from all categories than those without unionized employees.
- As with the SME organizations, those with unionized employees are less likely than non-unionized organizations to depend on word of mouth in recruitment.
- Unionized employers (which tend to be larger) are more apt to use internal sources for LMI in recruitment, while non-unionized employers more often utilize industry/sector councils and local business associations.
- When asked to indicate the type of employee recruited using LMI, unionized employers are more likely to have recruited for professional positions using LMI obtained.
- Unionized employers were more likely to have obtained assistance in using LMI for recruitment.

c) Training and Career Development

- Unionized employers are more apt to rely solely on formal training methods than the non-unionized organizations.
- In terms of types of LMI used, unionized organizations are less likely than non-unionized to have used information on funding for training and how to deliver training.
- Unionized employers are more likely than those that are not unionized to obtain information from private consulting employers.
- Unlike SMEs, employers with unionized organizations are more apt than those with non-unionized employees to have obtained outside assistance with information relating to training and development.

- Unionized employers were more likely to be satisfied with the training and career development outcome.

d) Employee Retention

- Unionized organizations are more likely than others to have used LMI related to most of the higher rated information categories, such as job description information, creating an inclusive workplace, HR planning, hiring special groups, trends in HR management, HR management skills, enhancing productivity, work satisfaction, and training institutions. They are less likely to use information on what other employers do.
- Unionized employers are more apt than non-unionized employers to consult professional associations (34 per cent of unionized employers, compared to 15 per cent of non-unionized employers), provincial government websites (24 per cent, compared to 14 per cent), colleagues (24 per cent, compared to 15 per cent), and internal sources (45 per cent, compared to 35 per cent).

9.4 ORGANIZATIONS IN QUEBEC

a) General

- Employers located in Quebec are somewhat more likely to have a single location in Canada.
- Organizations in Quebec are more likely than others to be stable, and less apt to be expanding.
- Employers located in Quebec are more likely than others to identify *enhancing productivity*, *succession planning*, and *skill enhancement* as key issues for HR planning compared to organizations in other regions.
- Similar to SMEs, employers in Quebec are the least likely compared to organizations in other regions to engage in a variety of HR activities (appraisals, planning, employee orientation, etc.).
- Employers in Quebec are more likely than those in other regions to cite methods such as networking, sector and occupational associations, and government publications to keep current on labour market issues.
- Organizations in Quebec are less apt to be engaged in all three target activities.

- Furthermore across the different types of LMI explored in the survey, those typically in demand (e.g., forecasts, hard numbers, how-to's) were cited least often among employers located in Quebec.

b) Recruitment and Hiring

- Employers from Quebec are less likely to employ LMI in recruitment decisions.
 - ◊ In terms of staff retention strategies and activities employed, employers in Quebec were more apt to mention career development assistance, reviewing working conditions, monitoring workplace issues, improving the quality of supervision and human resource management, and providing assistance with employees' personal learning plans; while additional work incentives is less frequently cited by Quebec employers.
- In terms of recruitment challenges, hiring clerical/administrative staff has been more of a challenge for Quebec employers (and less so in the service/production area).
- In terms of the reasons for recruitment difficulties experienced, a *shortage of labour* was cited more often by employers in Quebec. Quebec employers were also more likely than those in other provinces to name a *small labour pool*, need for *specialized skills* and *lack of personal suitability* of the candidates as reasons for recruiting difficulties.
- Employers in Quebec are less likely than those in other regions to have or to plan to recruit for managers and supervisors, along with service or production workers in the next 12 months.
- Employers in Quebec are less likely than others to have utilized the most commonly used methods of recruitment, such as word of mouth, advertising, and company website.
- Organizations in Quebec are more likely to use information relating to job descriptions and training institutions in the context of recruitment decisions.
- Furthermore, employers in Quebec are more likely than those located in other regions to use a number of information sources to obtain LMI in the context of recruitment decisions.
- Employers in Quebec are less likely than those from other regions to have recruited employees for managerial and supervisory positions, or service and production labour based on LMI obtained.
- Employers located in Quebec (although they tend to consult more information sources) are somewhat less likely than others to have found the information used to be useful to them in recruitment and hiring decisions.
- Like SMEs, medium and large sized employers from Quebec are more apt than others to have obtained outside assistance to locate, access or interpret recruitment LMI.

- Quebec employers indicate less interest in print or in-person formats in terms of recruitment LMI.

c) Training and Career Development

- Quebec employers are more likely than those in other regions to rely on formal training methods and less so on informal methods only or both formal and informal training.
- In terms of types of LMI used, Quebec employers have a greater tendency than others to have used LMI related to training available and funding for training.
- As with training and development, employers in Quebec are more apt than those from other regions to use a number of different sources, including federal government websites (28 per cent), provincial government websites (38 per cent), professional associations (32 per cent), educational institutions (30 per cent), and local business associations (16 per cent).
- Employers in Quebec are less likely than those from other regions to suggest that they could benefit from assistance in finding and applying information.
- Similar to SMEs, employers in Quebec are less likely to indicate a preference for a printed format.

d) Employee Retention

- *Career development assistance* was cited more often by Quebec employers as a staff retention activity.
- Employers from Quebec are less likely to employ LMI in retention decisions.
- As with the SMEs, employers in Quebec are more likely than others to report having used LMI related to hiring special employees but less apt than others to have used information for what or how other employers are doing.
- As with recruitment and training and development, employers in Quebec are more apt than those from other regions to consult a number of sources, including federal and provincial websites, professional associations, local business associations, educational institutions and equipment suppliers.
- Employers in Quebec are less apt to believe they would have benefited from assistance with information in any of the three areas cited (locating, interpreting or applying retention LMI).
- Organizations in Quebec indicated greater satisfaction with the outcome of staff retention decisions.

10. CONCLUSIONS

The level of engagement of medium and large sized employers in human resources activities is very high, with a majority of employers engaged in all three activities (recruitment, training and retention) explored in the survey. Similarly, employers engage in a high level of formal and proactive HR activity within their normal business routine. It is not surprising to note that the engagement of medium and large employers in HR activities is much greater than reported by SMEs.

Employers identify a range of challenges they expect to face over the next five years to ensure that they have the workforce needed to meet their business goals. In addition to general HR challenges identified, many indicate that they have experienced difficulties in recruiting staff in a number of categories within the last year. More so than SMEs, medium and large sized employers seem to have a clear idea of the challenges they face (while smaller employers were less apt to know), which include finding qualified and skilled workers, dealing with a shrinking workforce and retaining existing staff.

Given the engagement of employers in HR activity as well as the HR challenges they face, it is not surprising to find that use of LMI is high among medium and large employers (and significantly higher than among SMEs). LMI use is equally high for recruitment, training and retention decisions. Employers are proactive in staying up to date on labour market issues affecting their business, and use a number of sources or methods to do so (with government being one source of intelligence). Over half of medium and large sized employers describe their LMI needs as growing; and indicate that this growing need is fed by a number of issues including business expansion, market changes, and labour market challenges. Not only are medium and large size employers active users of LMI, most indicate that LMI has at least some influence on their decisions. Furthermore, only a small proportion of employers are not able to find the LMI they need to support decisions (more often reporting difficulty finding recruitment information).

Survey results suggest that medium and large employers are regular consumers of LMI, actively seeking and applying information to decisions on a regular basis. Given that they are regular users of LMI, it is perhaps not surprising to find that medium and large sized employers tend to look internally within their own organization first for information when making decisions, suggesting that they have built up internal information resources. Employers do, however, also frequently consult external sources of LMI in making decisions. It is interesting to note that government (both federal and provincial) is a less obvious source of information to support retention, although is a common source for LMI (along with professional associations) to support recruitment and training.

It is also interesting to note that relatively few (roughly three in ten) employers obtained assistance from outside their organization to locate, access or interpret LMI. Many do feel, however, that they could benefit from such assistance, particularly in terms of locating the information needed.

In addition to being more regular and active users of LMI, medium and large sized employers are more apt than SMEs to consult information that is locally, provincially and nationally-based when making decisions. While locally-based information is more often used in the context of recruitment, employers are equally likely to consult provincial-based information when making training and retention decisions. Finally, a not insignificant number also consult national sources. Despite the fact that they tend to consult information at several levels, large and medium sized employers consider the availability of locally-based information to be very important, particularly in the context of recruitment and retention decisions.

There is a clear preference for being able to access information electronically through the Internet, although a sizable number of employers also like to obtain information in print. In-person and telephone are the least preferred formats for information, although a significant number do like to obtain training information in-person.

Given that large and medium employers are consulting a range of sources and types of information to assist them in making decisions, and that relatively few are unable to find the information they need, it is perhaps not surprising to see that employers consider the information they use to be somewhat or very useful, and that most are satisfied with the outcomes of decisions that are, at least in part, based on the information used.

Findings from the survey of SMEs revealed repeated patterns in need and use of LMI related to characteristics of the organization, to the types of challenges faced, and to their recent activity and approach to HR. These patterns are not as strong or as prevalent in the survey results from medium and large employers. While there are variations in needs and use based on industry and organization characteristics, these are far less prominent and consistent than they are among SMEs. Survey results suggest that large and medium sized employers are more active, regular and experienced users of LMI, with a greater evenness in need and use of LMI across different segments of employers in this size range. They have developed internal information resources, they are perhaps more knowledgeable about where to obtain information, and more knowledgeable about what they need and how to use it.

While medium and large sized employers are more regular users of LMI and do not often experience difficulty locating information, they do indicate an increasing need for LMI and identify a number of challenges they are facing or expect to face where LMI can be of benefit. Furthermore, few have reached out for assistance in finding, interpreting and using LMI, even though most say that they would benefit from this type of assistance. Many do, however, look to government publications as one way to stay abreast of labour market issues affecting their business, and look to government offices and websites as a source of LMI (particularly for recruitment and training). The results suggest that there is a strong and continuing role for the federal government in providing medium and large employers with pertinent information; making them aware of the type of assistance it can provide; and helping them to locate the information needed.

APPENDIX A
SURVEY INSTRUMENT
(ENGLISH AND FRENCH)

Hello, may I please speak to the most senior person responsible for making key HR decisions for the company and that can speak for the company as a whole regarding decisions relating to recruitment, training and development and employee retention.

Hello, my name is ____ with EKOS Research Associates. We are conducting a survey of Canadian organizations on behalf of Human Resources and Social Development Canada on the information used to plan and to recruit, train and keep employees.

Your participation is completely voluntary and your decision to participate or not will not affect any present or future dealings you may have with the federal Government. The information you provide is being collected under the authority of the Department of Human Resources and Skills Development Act in accordance with the Privacy Act and other applicable privacy laws. The names of respondents will not be provided to the government or any other party, and the name of your organization will not be reported in any of the findings. Also, the government will receive the study findings in the form of a report, which will contain non-identifying aggregate information.

The survey will take about 15 minutes of your time.

@intro (1-Continue, SHIFT + ? to terminate)

22:

INTRO

24:

Q1

Where does the primary responsibility for making HR decisions related to things like hiring, training and employee retention lie within the company?

Here in Headquarters (talk to the right person)->continue interview 1

Headquarters -> Please get a name at HQ and phone number, update F7 notes; End the interview with this person - code as RH..... 8 => INT

Individual work units..... 2

Both 3

(DO NOT READ) DK/NR 9

25:

LOCN1

How many worksites does your organization have in Canada

\$E 1 99000

DK/NR 99999

26:

LOCAT

=> * if	IF((LOCN1==1),1,IF((LOCN1==99999),1,2))
---------	---

organization 1

location 2

27:

YOPER

How many years has this organization been in operation in Canada?

\$E 1 998

Less than a year 000

DK/NR 999

28:

SCRNA

In the past 12 months, has your <locat >: - Made decisions or engaged in activities with respect to recruiting and hiring of employees?

Yes..... 1

No..... 2

DK/NR 9

29:

SCRNB

In the past 12 months, has your <locat >: - Made decisions or engaged in activities in the area of training and career development?

Yes..... 1

No..... 2

DK/NR 9

In the past 12 months, has your <locat >: -
Made decisions or implemented strategies in HR areas designed to keep your current workforce? This might include changes to wages and working conditions, changes in HR management processes or policies, changes to improve worker productivity and satisfaction, including work/life balance and worker engagement.

1-Yes

2-No

9-DK/NR

@scrnc

30:

SCRNC

32:

SEG1

=> INT if CALC1=#1; OUT IF DIDN'T MAKE ANY DECISIONS

The first series of questions deals with your organization's current human resource practices.

33:

PROF3

READ LIST

Have you experienced any difficulties in recruiting or hiring in any of the following categories over the past 12 months?		
Managers/supervisory staff	01	
Professional (requires university degree)	02	
Technical (College diploma)	03	
Apprenticeship trades	04	
Clerical, administrative staff.....	05	
Service or Production labour (high school or less).....	06	
(DO NOT READ) Other (specify)	77	O
(DO NOT READ) No difficulties in any of the categories	98	X
(DO NOT READ) DK/NR	99	X
(DO NOT READ) Have not recruited/hired in the past 12 months.....	97	X => Q31

34:

PRF3A

=> +1 if	PROF3=#8-#9
----------	-------------

What, in your opinion, are the primary reasons or causes behind the staffing difficulties your <locat > has generally experienced in the past 12 months?		
Labour shortage/high demand/strong local economy	01	
Can't compete with wages and benefits of other companies/other economies are drawing employees away	02	
Local labour force too small	03	
Specialized skills needed	04	
Personal suitability	05	
Language skills.....	06	
Other (specify).....	77	O
DK/NR	99	X
AREA REMOTE/COMMUTE IS DIFFICULT	07	N
LOW INTEREST IN PART-TIME,LATE NIGHT POSITIONS,SCHEDULING PROBLEMS	08	N
LOW INTEREST IN INDUSTRY/TYPE OF WORK,NO RENEWAL OF AGING WORKFORCE,INDUSTRY NOT WELL PROMOTED,FEW INDUSTRY TRAINING PROGRAMS,EX.SKILLED TRADES	09	N
LAZY WORKFORCE/POOR WORK ETHIC.....	10	N
BUSINESS POORLY PROMOTED,ADVERTISED,POOR PUBLIC IMAGE..	11	N
NATURE OF THE BUSINESS,SEASONAL INDUSTRY	12	N
COST OF LIVING,HOUSING	13	N
NO NEED FOR NEW STAFF,NOT RECRUITING AT PRESENT,CURRENTLY DOWNSIZING	14	N

35:

PROF2

READ LIST

Which of the following categories have you recruited for in the last 12 months or expect to recruit for in the next 12 months?

Managers/supervisory staff	01	
Professional (requires university degree)	02	
Technical (College diploma)	03	
Apprenticeship trades	04	
Clerical, administrative staff.....	05	
Service or Production labour (high school or less).....	06	
Other (specify).....	77	O
(DO NOT READ) None of the above	98	X
(DO NOT READ) DK/NR	99	X

36:

PRF6A

=> Q31 if PROF2=#8-#9

READ LIST; SELECT ALL THAT APPLY

Thinking about all of the categories that your <locat > has recruited for, which of the following have been the typical methods your company generally uses to recruit staff?

Word of mouth	01		
Advertising - local newspaper, trade journals	02		
Company website	03		
Posted a job in JobBank (*Note: in Quebec JobBank is also known as EMploi Quebec Online Placement, in Saskatchewan - SaskJobs, in Yukon - JobsNorth).....	04		
Posted a job on a national private sector job site (Workopolis, Monster, Working Canada.com)		05	
Fee for service headhunters, professional recruiters/placement HR agency.....	06		
Not for profit employment agencies	07		
College/university career centres.....	08		
Job fairs/career fairs	09		
Other (specify).....	77	O	
DK/NR	99	X	
HELP WANTED SIGN	10	N	
INTERNAL METHODS,EX.EMPLOYEE REFERRAL PROGRAMS,INTERNAL JOB POSTINGS		11	N
INDUSTRY TRADE ASSOCIATIONS,EX.ASSOCIATION WEBSITE	12	N	
WALK-INS,ACCEPT APPLICATIONS FROM WALK-IN APPLICANTS	13	N	

38:

PRF6C

=> Q31 if	CALC6==1; SKIP IF RECRUITED ONLY ONE CATEGORY
-----------	---

READ LIST

You said that your <locat > has hired several categories of staff. Is there a particular employee group with whom you use a different recruitment method (i.e., one special method used just for this one category of employees). If so, which category of employees do you use a different method for?

Managers/supervisory staff	01	
Professional (requires university degree)	02	
Technical (College diploma)	03	
Apprenticeship trades	04	
Clerical, administrative staff.....	05	
Service or Production labour (high school or less).....	06	
(DO NOT READ) Other (specify)	77	O
(DO NOT READ) None of the above, no specific methods.....	98	X
(DO NOT READ) DK/NR	99	X

39:

PRF6B

=> +1 if	PRF6C=#8-#9
----------	-------------

READ LIST; SELECT ALL THAT APPLY

And what method of recruitment do you use specifically when recruiting for <prf6c > that is different? (*NOTE to Interviewer: This is only to capture the method used for that one "different" group.)

Word of mouth	01		
Advertising - local newspaper, trade journals	02		
Company website	03		
Posted a job in JobBank (*Note: in Quebec JobBankis also known as EMploi Quebec Online Placement, in Saskatchewan - SaskJobs, in Yukon - JobsNorth).....	04		
Posted a job on a national private sector job site (Workopolis, Monster, Working Canada.com)	05		
Fee for service headhunters, professional recruiters/placement HR agency.....	06		
Not for profit employment agencies	07		
College/university career centres.....	08		
Job fairs/career fairs	09		
(DO NOT READ) Other (specify)	77	O	
(DO NOT READ) None of the above, no specific method	98	X	
(DO NOT READ) DK/NR	99	X	
INTERNAL RECRUITMENT,EX.JOB-POSTINGS INTERNALLY,EMPLOYEE PROMOTION,EMPLOYEE REFERRAL PROGRAMS	10	N	
INTERNATIONAL RECRUITMENT,GENERAL,EX.ADVERTISEMENT,APPLYING FOR WORK PERMITS	11	N	
PROFESSIONAL,INDUSTRY ASSOCIATIONS,EX.PROFESSIONAL ASSOCIATION WEBSITE	12		N
WALK-INS,ACCEPTING APPLICATIONS/RESUMES FROM WALK-IN APPLICANTS	13		N
RADIO,TELEVISION ADVERTISEMENT	14	N	
HELP-WANTED SIGNS,POSTERS,BILLBOARDS	15	N	
APPLICANT TESTING,MORE RIGOROUS INTERVIEWING PROCESS	16	N	

40:

Q31

READ LIST, Select all that apply as they are read

Does your company:

- have a long-range workforce recruitment and retention plan 01
- undertake annual employee performance appraisals 02
- have an employee orientation manual 03
- have training and development plans for the organization, units or for employees 04
- regularly monitor or measure workplace issues such as employee satisfaction, stress or culture 05
- have work descriptions and skill profiles 06
- have employee engagement strategy (e.g., assisting employees in developing career and training plans, in obtaining work-life balance)..... 07
- Anything like these that I have not mentioned (other HR planning or management tools/processes)(specify)77 NO
- None of the above..... 98 X
- DK/NR 99 X

41:

TRAA

=> +1 if SCRNB=#2-#3

Thinking about all of the categories of staff that your <locat > has trained, does your organizations generally tend to rely on more formal or informal methods of training or both equally? By formal, I mean providing structured courses and by informal I mean more of an on-the-job approach like job shadowing and mentoring?

- Formal 1
- Informal 2
- Both 3
- DK/NR 9

42:

HOW5

PROMPT IF NECESSARY

How does your <locat > stay up to date on labour market issues that affect their business?

- Formal media monitoring 01
- Networking with business contacts 02
- Government publications, websites, contacts 03
- Business associations..... 04
- Sector associations..... 05
- Occupational associations 06
- Internal reports on hiring, exits, absenteeism, learning needs 07
- Other (specify)..... 77 O
- DK/NR 99 X
- TRADE PUBLICATIONS,MAGAZINES,JOURNALS,INCLUDES H.R.PUBLICATIONS 08 N
- EDUCATIONAL INSTITUTIONS,EX.UNIVERSITIES,COLLEGES 09 N
- PRIVATE SOURCES EXTERNALLY THROUGH REPORTING,SURVEYS,TAKING COURSES,EX.EXTERNAL CONSULTANTS,LEGAL FIRMS 10 N
- WORD-OF-MOUTH,INVOLVEMENT IN COMMUNITY 11 N
- INFORMAL MEDIA MONITORING,GENERAL,EX.NEWSPAPER,TV,MAGAZINE, INTERNET 12 N
- ATTENDING SEMINARS,CONFERENCES..... 13 N
- HR ASSOCIATIONS,PROFESSIONAL ASSOCIATIONS 14 N

43:

HOW6

OPEN ENDED; PROMPT IF NECESSARY

What are the main issues your HR planning needed to address over the past 12 months?

Succession planning- preparing for retirement of aging workforce	01		
Retaining workers- employee morale and engagement	02		
Enhancing productivity	03		
Skill enhancement of the workforce	04		
Attracting workers	05		
Expanding workforce	06		
Healthy/safe workplace	07		
Work-life balance	08		
The need to downsize (and reorganize staff)	09		
Employee stress	10		
Absenteeism	11		
Harassment and discrimination	12		
Employee satisfaction and morale	13		
Quality of supervision	14		
Career development	15		
Employee trust	16		
Respect and fairness	17		
Other (specify)	77	O	
DK/NR	99	X	
WAGES,BENEFITS,COMPENSATION STRUCTURE	18	N	
COPING WITH LABOUR MARKET SHORTAGES,SHORTAGES OF SPECIFIC SKILLS IN WORK- FORCE,EX.SKILLED TRADESPEOPLE	19	N	
NONE,NO ISSUE NEEDS ADDRESSING	20	N	
UNION BARGAINING,DISPUTES,COLLECTIVE BARGAINING AGREEMENTS	21		N
STAYING AWARE OF/COMPLIAN WITH RULES,REGULATION,LEGISLATION	22		N
IMPROVING COMMUNICATIOIN WITHIN ORGANIZATION,EX.BETWEEN MANAGERS AND EMPLOYEES	23	N	
DEVELOPING/IMPROVING STAFF EVALUATION,APPRAISAL PROCEDURES,MANAGEMENT OF EMPLOYEE PERFORMANCE	24	N	
ADAPTING TO CHANGES IN MANAGEMENT,COMPANY CULTURE,MANAGEMENT STRATEGIES,EX.DUE TO COMPANY MERGER,COMPANY GROWTH....	25	N	
CONSISTENCY IN APPLICATION OF HR POICIES,PROCEDURES ACROSS ORGANIZATION	26		N
ADMINISTRATIVE, ORGANISATIONAL, SYSTEM RELATED ISSUES, IE EMPLOYEE MANUAL, TRACKING APPLICANTS, JOB RECLASSIFICATION	27	N	
FOREIGN WORKERS, DEALING WITH REGULATIONS ETC	28	N	

44:

Q17

=> +1 if	SCRNC=#2-#3
----------	-------------

PROMPT IF NEEDED

What strategies, if any, have you put in place to increase staff retention?		
Review of wages and benefits	01	
Review of working conditions.....	02	
Streamline workloads	03	
Increase potential for flexible work hours and job flexibility (e.g., telework)	04	
Monitor work issues such as stress, work-life balance.....	05	
Provide career development assistance (help in identifying career and learning goals and ways of meeting them).....	06	
Provide employees help to develop personal learning plans (help in identifying training needs and possible courses, strategies).....	07	
Provide opportunities for healthy workplace strategies (e.g., gym membership, life insurance)	08	
Attempted to create a culture of learning in the organization.....	09	
Offer additional work incentives such as international travel, share offers, etc. ...	10	
Established our employee brand (recent fad)	11	
Focused on improving the quality of supervision and HR management	12	
Other (specify).....	77	O
None of the above.....	98	X
DK/NR	99	X
TEAM BUILDING EXCERCISES,EVENTS,ACTIVITIES,OUTINGS,ESTABLISHED SOCIAL COMMITTEES,STAFF POSITIONS TO PLAN SOCIAL ACTIVITIES,EX.PICNICS,SOCIAL EVENTS	13	N
STAFF ENGAGEMENT EXCERCISES TO INVOLVE IN DECISION-MAKING,PRIORITIZING,EX.OPINION SURVEYS,EXIT INTERVIEWS	14	N
ACTIVE EMPLOYEE RECRUITMENT STRATEGIES TO ENCOURAGE RETENTION,TARGET SPECIFIC WORKERS,EX.RIGOROUS HIRING PROCESS,RECRUITERS USED,RECRUIT AT SCHOOLS.....	15	N
OPEN COMMUNICATION,DIALOGUE,BETWEEN MANAGEMENT AND STAFF,OPEN-DOOR MANAGEMENT POLICY	16	N
REGULAR PERFORMANCE REVIEWS	17	N
INTERNAL PROMOTIONS AND SUCCESSION PLANNING	18	N
STRATEGIES NOW IN DEVELOPMENT STAGES,AGENCIES HIRED TO DEVELOP RETENTION STRATEGIES	19	N
EMPLOYEE REFERRAL PROGRAMS,BONUSES	20	N
PROMOTING,ADVERTISING ADVANTAGES OF WORKING FOR COMPANY,BOTH INTERNALLY AND EXTERNALLY,EX.ADVERTISING BONUSES,BENEFITS	21	N
REVIEW OF STAFF MORALE,JOB SATISFACTION,MOTIVATION,GENERAL	22	N

45:

SEG2

The next series of questions deal with the different types of information that you used, if any, to support your organization's human resources or business decisions.

Did your organization LOOK for any information to support the decisions you made on recruiting and hiring of employees?

This might include information on standard job descriptions, occupational or skill profiles for certain classifications of jobs, information about the availability of workers with certain skills, average wage rates or benefits offered, legal requirements/labour code.

1-Yes, look for info
2-No
9-DK/NR
@LMA1

46:

LMA1

=> LMB1 if SCRNA=#2-#3

Yes, look for info.....	1	
No.....	2	=> LMA4
DK/NR	9	=> LMA4

47:

LMA2

=> LMA4 if NOT (LMA1=#1)

Was there any information that you were looking for but couldn't find?

Yes.....	1
No.....	2
DK/NR	9

48:

LMA3

=> +1 if NOT (LMA2=#1)

What type of information were you looking for to help with recruitment and hiring of employees that you couldn't find?

Job description information/occupational and skill profiles	01	
Occupational shortages and surpluses	02	
Licensing/credential requirements.....	03	
Hiring special employee groups (e.g., employment equity groups, foreign workers)04		
Employer recruiting practices.....	05	
Legal requirements/labour code information.....	06	
Wage rates and benefits.....	07	
Availability of workers.....	08	
Training institutions for specific occupations.....	09	
Customized (customizable) information.....	10	
Other (specify).....	77	O
DK/NR	99	X
INFO MORE UP TO DATE	11	N
INFO ABOUT OTHER REGIONS/PROVINCES/COUNTRIES	12	N

49:

LMA4

=> +1 if LMA1=#1

SELECT ALL THAT APPLY

Why didn't your organization LOOK for information to support your recruitment and hiring of employees?

Already have information inside the company..... 01

I already knew what I needed to know from past experience 02

Never thought of getting information for this/ Didn't know there was information available 03

No time to try and find information on this/ Can't spare anyone to go look for this information 04

Other (specify)..... 77 O

DK/NR 99 X

50:

LMA5

Did your organization USE any information to support the decisions you made on recruiting and hiring of employees?

Yes, use info 1

No 2

DK/NR 9

51:

LMB1

=> LMC1 if SCRNB=#2-#3

Did your organization LOOK for any information to support the decisions you made on training and career development? This might include information on standard job descriptions, occupation or skill profiles for certain classifications of jobs, information about how to plan and develop training and how to find a training supplier.

Yes, look for info..... 1

No 2 => LMB4

DK/NR 9 => LMB4

52:

LMB2

=> LMB4 if NOT (LMB1=#1)

Was there any information that you were looking for but couldn't find?

Yes..... 1

No 2

DK/NR 9

53:**LMB3**

=> +1 if NOT (LMB2=#1)

What type of information were you looking for to help with training and career development that you couldn't find?

Job description information/occupational and skill profiles 01
 Type of training available (apprenticeship, basicskills, orientation, health and safety, industry specific training) 02
 Where to get training/training suppliers/ education/institutions 03
 Funding for training/tax credits 04
 Credentials requirements/occupational standards 05
 How to deliver training (methods such as classroom, on the job, web-based, mentoring) 06
 Training needs analysis 07
 Evaluating training investments 08
 Tools to assist employees in career decision making 09
 Career development processes 10
 Methods of selecting training providers 11
 Other (specify) 77 O
 DK/NR 99 X
 INFORMATION ON ECONOMIC FACTORS,EX.COST-OF-LIVING,EMPLOYMENT
 RATES,AVAILABILITY OF WORKERS 12 N
 INFORMATION ON TRAINING ACTIVITIES/EXPERIENCES OF OTHER COMPANIES 13 N

54:**LMB4**

=> +1 if LMB1=#1

SELECT ALL THAT APPLY

Why didn't your organization LOOK for information to support training and career development?

Already have information internally 01
 Don't generally use information for this type of activity 02
 Never thought of getting information for this/ Didn't know there was information available 03
 No time to try and find information on this/ Can't spare anyone to go look for this information 04
 Other (specify) 77 O
 DK/NR 99 X
 IN PROCESS OF SEEKING INFORMATION,PLAN TO LOOK FOR INFORMATION AT LATER
 STAGE OF COMPANY DEVELOPMENT 05 N
 NO NEED FOR CAREER RELATED INFORMATION,DOWNSIZING 06 N

55:**LMB5**

Did your organization USE any information to support the decisions you made on training and career development?

Yes, use info 1
 No 2
 DK/NR 9

56:**LMC1**

=> C1A if SCRNC=#2-#3

Did your organization LOOK for any information to support the decisions you made in HR areas related to keeping your current workforce? This might include

changes to wages and working conditions, changes in HR management processes or policies, changes to improve worker productivity and satisfaction, including work/life balance and worker engagement.

Yes, look for info.....	1	
No	2	=> LMC4
DK/NR	9	=> LMC4

57:	LMC2
------------	-------------

=> LMC4 if NOT (LMC1=#1)

Was there any information that you were looking for but couldn't find?

Yes.....	1
No	2
DK/NR	9

58:	LMC3
------------	-------------

=> +1 if NOT (LMC2=#1)

What type of information were you looking for to help with keeping your current workforce that you couldn't find?

Job description information/occupational and skill profiles	01	
Work life balance	02	
Creating an inclusive workplace.....	03	
HR Planning	04	
Hiring special employee groups (e.g., employment equity groups, foreign workers)05		
Trends in HR management	06	
HR management skills/processes/techniques	07	
Enhancing productivity	08	
Wage rates and benefits	09	
Working conditions	10	
Enhancing work satisfaction.....	11	
Training institutions for the occupation.....	12	
What/how other employers are doing.....	13	
Availability of workers.....	14	
Other (specify).....	77	O
DK/NR	99	X
MORE SPECIFIC INFO RE INDUSTRY, SECTOR, OR LOCAL AREA	15	N

59:

LMC4

=> +1 if LMC1=#1

SELECT ALL THAT APPLY

Why didn't your organization LOOK for information to support the decisions you made in HR areas related to keeping your current workforce?

Already have information internally..... 01

Don't generally use information for this type of activity 02

Never thought of getting information for this/ Didn't know there was information available 03

No time to try and find information on this/ Can't spare anyone to go look for this information 04

Other (specify)..... 77 O

DK/NR 99 X

NO NEED,STAFF RETENTION NOT A PROBLEM FOR ORGANIZATION. 05 N

STAFF RETENTION NOT A CONCERN DUE TO NATURE,STATE OF OPERATIONS,EX.SEASONAL EMPLOYER,BUSINESS CLOSURE 06 N

60:

LMC5

Did your organization USE any information to support the decisions you made in HR areas related to keeping your current workforce?

Yes, use info 1

No 2

DK/NR 9

80:

LMA7

What kinds of information did you USE in making your decisions related to recruitment and hiring of staff?

Job description information/occupational and skill profiles 01

Occupational shortages and surpluses 02

Licensing/credential requirements..... 03

Hiring special employee groups (e.g., employment equity groups, foreign workers)04

Employer recruiting practices..... 05

Legal requirements/labour code information..... 06

Wage rates and benefits..... 07

Availability of workers..... 08

Training institutions for specific occupations..... 09

Other (specify)..... 77 O

Found information, but didn't actually use it..... 97 X => LMA17

Didn't look for or use any information 98 X => LMA17

DK/NR 99 X => LMA17

INTERNAL ASSESSMENTS OF OWN BUSINESS,EX.HIRING NEEDS,SUCCESS OF RECRUITMENT INITIATIVES 10 N

INTERVIWEING PRACTICES,IDENTIFYING QUALIFIED APPLICANTS,LIKELIHOOD OF STAYING IN EMPLOY 11 N

STAFF RETENTION INFORMATION,RATES OF STAFF RETENTION,EX.JOB SATISFACTION,TURN-OVER RATES,WORKING CONDITIONS..... 12 N

81:**LMA9D*****SELECT ALL THAT APPLY***

And, what type of employee was this used to recruit?

Managers/supervisory staff	01	
Professional (requires university degree)	02	
Technical (College diploma)	03	
Apprenticeship trades	04	
Clerical, administrative staff.....	05	
Service or Production labour (high school or less).....	06	
Other (specify).....	77	O
(DO NOT READ) None of the above	98	X
(DO NOT READ) DK/NR	99	X

82:**LMA8*****PROMPT IF NECESSARY, SELECT ALL THAT APPLY***

Where did you find this information? (*NOTE to interviewers: If respondent says "on the Internet" Ask: "Can you tell me what type of sites you look at?" and prompt with 3-4 categories)

Federal government website/publication (Business Service Centres, JobFutures, HRDC, Industry Canada, Service Canada, Statistics Canada).....	01		
Provincial government website/publication	02		
Professional association/union/employee association/professional "user groups"	03		
Sector Council/ Industry association	04		
Private consulting firm	05		
Local business association.....	06		
Colleagues	07		
Educational institution.....	08		
Equipment suppliers	09		
Internal/inside own organization	10		
Other (specify).....	77	O	
DK/NR	99	X	
ONLINE SOURCES,UNSPECIFIC	11	N	
JOURNALS,TRADE PUBLICATIONS,PERIODICALS,GENERAL	12	N	
PRIVATE SECTOR WEBSITES,EX.MONSTER.CA.....	13	N	
OUTSIDE CONSULTANTS,PRIVATE AGENCIES,EX.HEADHUNTERS,HE CONSULTANTS	14		N
OTHER SIMILAR BUSINESSES,COMPETITORS	15	N	
MARKET RESEARCH AGENCIES,SURVEYS,POLLS.....	16	N	
NOT FOR PROFIT ORG'S	17	N	

83:**LMA9**

Overall, how useful did you find the information you USED in helping your organization to make decisions in the area of recruitment and hiring? Would you say that it was very useful, somewhat useful, not very useful, or not at all useful?

Not at all useful	1
Not very useful	2
Somewhat useful	3
Very useful	4
DK/NR	9

84:

LMA10

=> +1 if NOT (LMA9=#1-#2)

ACCEPT UP TO THREE RESPONSES

What would improve the usefulness of the information?

Response..... 77 O

DK/NR 99 X

MORE USER-FRIENDLY/EASIER TO NAVIGATE PHONE SYSTEM OR WEBSITE 01 N

IMPROVING QUALITY OF INFORMATION,EX.MORE UP-TO-DATE,CONSISTENT,COMLETE 02 N

OTHER..... 97 N

85:

LMA11

READ LIST AND ACCEPT ALL THAT APPLY

Does your <locat > typically use information that is based...?

Locally..... 1

Provincially 2

Nationally 3

(DO NOT READ) DK/NR 9 X

86:

LMA12

READ LIST

How important is it to your organization to have information on recruitment and hiring that is specific to a local community? Would you say...

Not at all important..... 1

Somewhat important 2

Very important 3

(DO NOT READ) DK/NR 9

87:

LMA13

Did you get the assistance of anyone outside your organization to locate it, access it or work with and interpret this information for you?

Yes..... 1

No 2

DK/NR 9

88:**LMA14**

=> +1 if	NOT (LMA13=#1)
----------	----------------

Who, outside your organization, provided you with assistance in finding, interpreting or applying the information?

Government office, website.....	01	
HR or career development consultant, placement agency	02	
Local business association.....	03	
Business colleague.....	04	
Local college of university	05	
Sector/industry association	06	
Professional occupation association	07	
Union	08	
Other (specify).....	77	O
DK/NR	99	X
LAWYER.....	09	N
NOT FOR PROFIT AGENCY.....	10	N

89:**LMA15****READ LIST**

When looking for or using information would you have benefited from assistance in: (*Note to interviewer: this could be assistance with information they found outside their organization or that they already had internally)

Finding the appropriate information.....	01	
Interpreting the information.....	02	
Applying the information to your specific situation.....	03	
(DO NOT READ) Other (specify)	77	O
(DO NOT READ) None of the above	98	X
(DO NOT READ) DK/NR	99	X

90:**LMA16****READ LIST**

In what format do you prefer to get outside information?

Internet	01	
Print	02	
Telephone	03	
In person.....	04	
(DO NOT READ) Other (specify)	77	O
(DO NOT READ) DK/NR	99	X

91:

LMA17

READ LIST

How satisfied is your organization with the hiring outcome, when you take into consideration the decisions made and the information used to make them?

1. Very dissatisfied	1
2.....	2
3.....	3
4. Neither	4
5.....	5
6.....	6
7. Very satisfied.....	7
DK/NR	9

93:

LMB7

What kinds of information did you USE in making your decisions related to training and career development?

Type of training available (apprenticeship, basicskills, orientation, health and safety, industry specific training)

Where to get training/training suppliers/ education/institutions

Funding for training/tax credits

Credentials requirements/occupational standards.....

How to delivery training (methods such as classroom, on the job, web-based, mentoring)

Training needs analysis

Evaluating training investments

Tools to assist employees in career decision making

Career development processes.....

Methods of selecting training providers

Job descriptions

Inventory of skills required to do the job.....

Other (specify).....

Found information, but didn't actually use it.....

Didn't look for or use any information

DK/NR

RESEARCH INTO METHODS USED BY OTHER COMPANIES,COMPARISON STUDIES,EX.BEST PRACTICES RESEARCH,SUCCESSFUL TRAINING STRATEGIES

INFORMATION ON REGULATIONS AND STANDARDS,INDUSTRY AND

GOVERNMENTAL,EX.HEALTH AND SAFETY COMPLIANCE

94:

LMB8

PROMPT IF NECESSARY, SELECT ALL THAT APPLY

Where did you find this information? (*NOTE to interviewers: If respondent says "on the Internet" Ask: "Can you tell me what type of sites you look at?" and prompt with 3-4 categories)

Federal government website/publication (Business Service Centres, JobFutures, HRDC, Industry Canada, Service Canada, Statistics Canada).....	01	
Provincial government website/publication	02	
Professional association/union/employee association/professional "user groups"	03	
Sector Council/ Industry association	04	
Private consulting firm	05	
Local business association.....	06	
Colleagues	07	
Educational institution.....	08	
Equipment suppliers	09	
Internal/inside own organization	10	
Other (specify).....	77	O
DK/NR	99	X
ONLINE SOURCES,UNSPECIFIC	11	N
PRINT MEDIUM,GENERAL,EX.MAGAZINES,BOOKS,PUBLICATIONS....	12	N
NOT FOR PROFIT, NON-GOVT ORGANIZATION	13	N
HR ASSOCIATION.....	14	N

95:

LMB9

Overall, how useful did you find the information you USED in helping your organization to make decisions in the area of training and career development?
Would you say that it was very useful, somewhat useful, not very useful, or not at all useful?

Not at all useful	1	
Not very useful	2	
Somewhat useful	3	
Very useful	4	
DK/NR	9	

96:

LMB10

=> +1 if	NOT (LMB9=#1-#2)
----------	------------------

ACCEPT UP TO THREE RESPONSES

What would improve the usefulness of the information?

Response.....	77	O
DK/NR	99	X
OTHER.....	97	N

97:

LMB11

READ LIST AND ACCEPT ALL THAT APPLY

Does your <locat > typically use information that is based...?

Locally..... 1
Provincially 2
Nationally 3
(DO NOT READ) DK/NR 9 X

98:

LMB12

READ LIST

How important is it to your organization to have information on training and career development that is specific to a local community? Would you say...

Not at all important..... 1
Somewhat important 2
Very important 3
(DO NOT READ) DK/NR 9

99:

LMB13

Did you get the assistance of anyone outside your organization to locate it, access it or work with and interpret this information for you?

Yes..... 1
No..... 2
DK/NR 9

100:

LMB14

=> +1 if NOT (LMB13=#1)

Who, outside your organization, provided you with assistance in finding, interpreting or applying the information?

Government office, website..... 01
HR or career development consultant, placement agency 02
Local business association..... 03
Business colleague..... 04
Local college of university 05
Sector/industry association 06
Professional occupation association 07
Union 08
Other (specify)..... 77 O
DK/NR 99 X

101:

LMB15

READ LIST

When looking for or using information would you have benefited from assistance in: (*Note to interviewer: this could be assistance with information they found outside their organization or that they already had internally)

Finding the appropriate information	01	
Interpreting the information.....	02	
Applying the information to your specific situation	03	
(DO NOT READ) Other (specify)	77	O
(DO NOT READ) None of the above	98	X
(DO NOT READ) DK/NR	99	X

102:

LMB16

READ LIST

In what format do you prefer to get outside information?

Internet	01	
Print	02	
Telephone	03	
In person	04	
Other (specify).....	77	O
DK/NR	99	X

103:

LMB17

How satisfied is your organization with the training and career development outcome, when you take into consideration the decisions made and the information used to make them?

1. Very dissatisfied	1	
2.....	2	
3.....	3	
4. Neither	4	
5.....	5	
6.....	6	
7. Very satisfied.....	7	
DK/NR	9	

105:**LMC7**

What kinds of information did you USE in making your decisions in HR area related to keeping your current workforce?

Job description information/occupational and skill profiles	01		
Work life balance	02		
Creating an inclusive workplace.....	03		
HR Planning	04		
Hiring special employee groups (e.g., employment equity groups, foreign workers)05			
Trends in HR management	06		
HR management skills/processes/techniques	07		
Enhancing productivity	08		
Wage rates and benefits.....	09		
Working conditions	10		
Enhancing work satisfaction.....	11		
Training institutions for the occupation.....	12		
What/how other employers are doing.....	13		
Availability of workers.....	14		
Other (specify).....	77	O	
Found information, but didn't actually use it.....	97	X	=> LMC17
Didn't look for or use any information	98	X	=> LMC17
DK/NR	99	X	=> LMC17
INFORMATION ON TRAINING,EMPLOYEE DEVELOPMENT.....	15	N	
INFORMATION ON EMPLOYEE RETENTION STRATEGIES,LIKELIHOOD OF EMPLOYEE RETENTION.....	16	N	
HEALTH AND SAFETY IN THE WORKPLACE,HEALTH AND WELLNESS17	N		
INFORMATION ON REGULATIONS AND STANDARDS,INDUSTRY AND GOVERNMENT,GENERAL,EX.LABOUR LAWS.....	18	N	
INFORMATION ON FLEXIBLE WORK HOURS IN THE WORKPLACE	19	N	
INFORMATION ON ECONOMIC FACTORS IN AREA,EX.HOUSING COSTS,COST OF LIVING	20		N

106:**LMC8**

PROMPT IF NECESSARY, SELECT ALL THAT APPLY

Where did you find this information? (*NOTE to interviewers: If respondent says "on the Internet" Ask: "Can you tell me what type of sites you look at?" and prompt with 3-4 categories)

Federal government website/publication (Business Service Centres, JobFutures, HRDC, Industry Canada, Service Canada, Statistics Canada).....	01		
Provincial government website/publication	02		
Professional association/union/employee association/professional "user groups"	03		
Sector Council/ Industry association	04		
Private consulting firm	05		
Local business association.....	06		
Colleagues	07		
Educational institution.....	08		
Equipment suppliers	09		
Internal/inside own organization	10		
Other (specify).....	77	O	
DK/NR	99	X	
ONLINE SOURCES,UNSPECIFIC	11	N	
TRADE PUBLICATIONS,JOURNALS,UNSPECIFIC	12	N	
MEDIA,GENERAL,EX.NEWSPAPERS	13	N	

107:**LMC9**

Overall, how useful did you find the information you USED in helping your organization to make decisions in the area of keeping your current workforce? Would you say that it was very useful, somewhat useful, not very useful, or not at all useful?

Not at all useful 1
 Not very useful 2
 Somewhat useful 3
 Very useful 4
 DK/NR 9

108:**LMC10**

=> +1 if	NOT (LMC9=#1-#2)
----------	------------------

ACCEPT UP TO THREE RESPONSES

What would improve the usefulness of the information?

Response..... 77 O
 DK/NR 99 X
 MORE SPECIFIC, DETAILED INFORMATION, EX. SPECIFIC TO INDUSTRY 01 N
 OTHER..... 97 N

109:**LMC11***READ LIST AND ACCEPT ALL THAT APPLY*

Does your <locat > typically use information that is based...?

Locally..... 1
 Provincially 2
 Nationally 3
 (DO NOT READ) DK/NR 9 X

110:**LMC12***READ LIST*

How important is it to your organization to have information related to keeping your current workforce that is specific to a local community? Would you say...

Not at all important..... 1
 Somewhat important 2
 Very important 3
 (DO NOT READ) DK/NR 9

111:**LMC13**

Did you get the assistance of anyone outside your organization to locate it, access it or work with and interpret this information for you?

Yes..... 1
 No 2
 DK/NR 9

112:**LMC14**

=> +1 if	NOT (LMC13=#1)
----------	----------------

Who, outside your organization, provided you with assistance in finding, interpreting or applying the information?

Government office, website.....	01	
HR or career development consultant, placement agency	02	
Local business association.....	03	
Business colleague.....	04	
Local college of university	05	
Sector/industry association	06	
Professional occupation association	07	
Union	08	
Other (specify).....	77	O
DK/NR	99	X

113:**LMC15****READ LIST**

When looking for or using information would you have benefited from assistance in: (*Note to interviewer: this could be assistance with information they found outside their organization or that they already had internally)

Finding the appropriate information	01	
Interpreting the information.....	02	
Applying the information to your specific situation	03	
(DO NOT READ) Other (specify)	77	O
(DO NOT READ) None of the above	98	X
(DO NOT READ) DK/NR	99	X

114:**LMC16****READ LIST**

In what format do you prefer to get outside information?

Internet	01	
Print	02	
Telephone	03	
In person	04	
(DO NOT READ) Other (specify)	77	O
(DO NOT READ) DK/NR	99	X

115:**LMC17**

How satisfied is your organization with the outcome related to keeping current workforce, when you take into consideration the decisions made and the information used to make them?

1. Very dissatisfied 1
 2 2
 3 3
 4. Neither 4
 5 5
 6 6
 7. Very satisfied 7
 DK/NR 9

116:**NSUPT**

Considering your organization's use of labour market information to help your business make HR decisions, would you say that your need for this type of support is increasing or decreasing over time (or is it staying about the same)?

- Increasing 1
 Decreasing 2
 Staying the same 3
 DK/NR 9

117:**NSUPI**

=> +1 if	NOT (NSUPT=#1)
----------	----------------

What is the primary reason your organization's use of labour market information is increasing?

- Business is expanding 01
 Business is declining 02
 Needs are unchanged 03
 Have all the information we need 04
 Market is changing 05
 Other (specify) 77 O
 DK/NR 99 X

LABOUR MARKET CHALLENGES,EX.LABOUR SHORTAGES,SHORTAGE OF SKILLED WORKERS,COMPETITION FOR RECRUITMENT/RETENTION/AGING WORKFORCE

06

N

CHANGES TO LEGISLATION,LAWS AND REGULATION 07 N

MAINTAINING/DEVELOPING CURRENT WORKFORCE,EX.STAFF

RETENTION,DEVELOPMENT OF STAFF FOR SUCCESSION PLANNING 08 N

STAY CURRENT/COMPETITIVE/AWARE FUTURE TRENDS 09 N

118:

NSUPD

=> +1 if	NOT (NSUPT=#2)
----------	----------------

What is the primary reason your organization's use of labour market information is decreasing?

Business is expanding..... 01

Business is declining 02

Needs are unchanged..... 03

Have all the information we need..... 04

Market is changing 05

Other (specify)..... 77 O

DK/NR 99 X

119:

NSUP2

=> +1 if	NOT (NSUPT=#1)
----------	----------------

What type of information is your organization experiencing the greatest demand for?

Response..... 77 O

DK/NR 99 X

INFORMATION ON WAGE RATES AND BENEFITS,SALARY AND BENEFIT COMPARISONS WITH COMPETITION,GEOGRAPHICALLY 01 N

AVAILABILITY OF/RECRUITING SPECIFIC QUALIFIED WORKERS WITHIN CURRENT LABOUR MARKET,EX.INFO ON TRADESPEOPLE,TECHNICAL WORKERS,PROFESSIONA 02 N

INFORMATION ON/AVAILABILITY OF/RECRUITING SERVICE OR PRODUCTION LEVEL EMPLOYEES 03 N

CURRENT LABOUR MARKET CONDITIONS,GENERAL,INCLUDES DEMOGRAPHIC INFO,TRENDS AND PROJECTIONS,EMPLOYMENT RATES,EDUCATION,SKILL LEVELS,BY AREA 04 N

INFORMATION ON LEGISLATION,GOVERNMENT LAWS AND REGULATION 05 N

INFORMATION ON STAFF RETENTION STRATEGIES,TECHNIQUES 06 N

AVAILABILITY OF/RECRUITING/ATTRACTING WORKERS IN CURRENT LABOUR MARKET,UNSPECIFIC TO LEVEL..... 07 N

INFORMATION ON TRAINING,EX.WHERE OFFERES,METHODS OF DELIVERY 08 N

INFORMATION ON HR/MANAGEMENT TRENDS,SUCCESSFUL MANAGEMENT PRACTICES AND TECHNIQUES 09 N

SKILL-SET,QUALITY OF AVAILABLE WORKFORCE..... 10 N

COMPARISON STUDIES WITH OTHER ORGANIZATIONS,WHAT OTHER EMPLOYERS ARE DOING..... 11 N

INFORMATION ON WORKPLACE SATISFACTION,EMPLOYEE ENGAGEMENT,EX.JOB SATISFACTION,WORK-LIFE BALANCE,HEALTHY WORKPLACE..... 12 N

INFORMATION ON HIRING FOREIGN WORKERS,EX.FOREIGN LABOUR MARKETS,IMMIGRATION LAWS 13 N

NOTHING..... 14 N

OTHER..... 97 N

120:**GLOOK****READ LIST**

Which of the following types of labour market information does your organization typically look for?

Hard numbers	1	
A general idea of what is happening in the economy	2	
Current trends in the labour market	3	
Forecasts of future patterns in the labour market	4	
Information on how to do things (e.g., processes)	5	
Assistance from others (e.g., where to find information, how to interpret and apply information, etc.)	6	
(DO NOT READ) Never look for information	7	X
(DO NOT READ) None of the above	8	X
(DO NOT READ) DK/NR	9	X

122:**GLOKA**

=> +1 if	NOT (GLOOK=#5)
----------	----------------

Can you tell me more about what you would like information/assistance with regard to "how to do things"? (*Note the interviewers: this question is specifically referring to the category 5 they just picked in the previous question - as a follow-up)

Response	77	O
None	98	X
DK/NR	99	X

123:**GLOKB**

=> +1 if	NOT (GLOOK=#6)
----------	----------------

Can you tell me more about what you would like information/assistance with in terms of assistance from others? (*Note the interviewers: this question is specifically referring to the category 6 they just picked in the previous question - as a follow-up)

Response	77	O
None	98	X
DK/NR	99	X

124:**INFL**

To what extent does information on the availability of workers and skills, or wages for example, influence business decisions, such as whether to expand, relocate, outsource, or invest in skills development, or technology? Please respond on a 7-point scale, where 1 means to no extent, 7 - to great extent and midpoint 4 - to some extent.

1. No extent	1	
2	2	
3	3	
4. Some extent	4	
5	5	
6	6	
7. Great extent	7	
DK/NR	9	

125:**CHAL**

Over the next five years what do you anticipate will be your biggest challenge in ensuring you have the workforce you need to meet your business goals?

Response.....	77	O	
None, no challenges anticipated	98		
DK/NR	99		
FINDING/RECRUITING EMPLOYEES WITHIN REDUCED LABOUR MARKET,GENERAL	01		N
FINDING/RECRUITING AND RETAINING QUALIFIED/SKILLED EMPLOYEES WITHIN			
REDUCED LABOUR POOL,EX.SKILLED TRADESPEOPLE,TECHNICAL			
WORKERS,PROFESSIONALS	02	N	
OFFERING COMPETITIVE WAGES AND SALARIES,BENEFIT PACKAGES,DEVELOPING			
BUDGET TO MANAGE LABOUR COSTS	03	N	
RECRUITING EMPLOYEES TO FILL SERVICE,PRODUCTION LEVEL POSITIONS	04		N
LONG-TERM STAFF RETENTION,DEVELOPING RETENTION STRATEGIES,EX.ENSURING			
WORK-LIFE BALANCE,JOB SATISFACTION	05	N	
MAINTAINING STAFF LEVELS,ENSURING STAFF EXISTS TO MEET BUSINESS GOALS,LEVEL			
OF SERVICE,ALLOW FOR BUSINESS GROWTH	06	N	
FINDING REPLACEMENTS FOR AN AGING WORKFORCE,SUCCESSION PLANNING	07		N
MEETING TRAINING REQUIREMENTS OF STAFF,DEVELOPPING/MAINTAINING			
SKILLED/QUALIFIED STAFF,KEEPING UP WITH TECHNOLOGICAL CHANGE	08		N
CAREER DEVELOPMENT OF CURRENT STAFF,PROMOTABILITY,PREPARATION FOR			
MANAGEMENT POSITIONS	09	N	
FINDING/ATTRACTING EMPLOYEES WILLING TO WORK SEASONALLY,REDUCED HOURS	10		N
MEETING CHANGES TO INDUSTRY,LABOUR MARKET,STAYING GLOBALLY			
COMPETITIVE,EX.IDENTIFYING TRENDS,FINDING NEW MARKETS,USE OF NEW			
MANAGEMENT STRATEGIES	11	N	
ECONOMIC CONDITIONS AFFECTING BUSINESS,COMPANY,EX.CANADIAN			
DOLLAR,EXCHANGE RATES,PRICE OF OIL	12	N	
PROMOTING COMPANY AS EMPLOYER OF CHOICE,ESTABLISHING INTERESTING			
COMPANY CULTURE,EMPLOYEE BRAND	13	N	
WORKPLACE HEALTH AND SAFETY ISSUES	14	N	
INCREASING PROFIT,SALES,REVENUE,CUTTING COSTS	15	N	

126:**SEG4**

Finally, there are a few questions for statistical purposes.

127:**NSUP3**

Is your organization currently expanding, downsizing or staying the same?

Downsizing.....	01	
Stable/Staying the same.....	02	
Expanding.....	03	
Other (specify).....	77	O
DK/NR	99	

128:**POS**

What is your position or job title or function?

Response.....	77	O		
DK/NR	99			
PRESIDENT,CEO,OWNER,CO-OWNER.....	01	N		
HR,PERSONNEL MANAGER	02	N		
HR DIRECTOR	03	N		
HUMAN RESOUCES VP	04	N		
HR ADVISOR/CONSULTANT/COORDINATOR/OFFICER/GENERALIST/REPRESENTATIVE	05	N		
RECRUITER,RECRUITMENT SPECIALIST/OFFICER/COORDINATOR	06	N		
CONTROLLER,CFO,PAYROLL MANAGER.....	07	N		
OFFICE MANAGER	08	N		
SUPERVISOR,GENERAL	09	N		
VP,GENERAL	10	N		
DIRECTOR,GENERAL	11	N		
HEALTH AND SAFETY OFFICER/COORDINATOR	12	N		
HR ADMINSTRATOR.....	13	N		
MANAGER,GENERAL,EX.PLANT,OPERATIONS,SERVICE,PRODUCTION.....	14	N		
ADMINISTRATOR,GENERAL	15	N		
SUPPORT POSITIONS/LOWER LEVEL EMPLOYEES,EX.CLERK,ADMIN.ASSISTANT,ASSISTANT MANAGER,INCLUDES HR ASSISTANT	16	N		
ACCOUNTING/PAYROLL,EX.ACCOUNTANT,PAYROLL COORDINATOR.....	17	N		
EMPLOYEE RELATIONS PERSONNEL,EX.COORDINATOR,OFFICER	18	N		
OTHER.....	97	N		

129:**HRARE**

READ LIST; SELECT ALL THAT APPLY

Which of the following areas of HR decision-making are you personally involved in or responsible for?

Recruitment	01			
Training and Development	02			
Retention	03			
(DO NOT READ) Other (specify)	77	O		
(DO NOT READ) DK/NR	99	X		

130:**ROLE**

Within the company, is there a specific HR employee(s) role that specifically involves the analysis of workforce or labour market information? (e.g., a workforce analyst)

Yes.....	1			
No.....	2			
DK/NR	9			

131:**FUNCB**

How many staff members are formally staffed in an HR position across the entire organization?

\$E 1 9998

None	0000			
DK/NR	9999			

132:**OUTSR**

Are any of your organization's HR functions outsourced?

Yes..... 1
No..... 2
DK/NR 9

133:**OUTS2**

=> +1 if NOT (OUTSR=#1)

Which HR functions are outsourced?

Response..... 77 O
DK/NR 99 X
RECRUITMENT, HIRING (INCL INTERNATIONAL)..... 01 N
BACKGROUND CHECKS, REFERENCE CHECKS 02 N
WORKPLACE HEALTH AND ASFETY, ADHERANCE TO SAFETY REGULATION, CSST 03 N
LEGAL COUNCIL, CONSULTATION..... 04 N
RETENTION, EMLOYEE ASSISTANCE, LABOUR RELATIONS 05 N
TRAINING AND DEVELOPMENT, COACHING..... 06 N
PAYROLL, BENEFITS, PENSIONS, COMPENSATION 07 N
SURVEYS, EXIT INTERVIEWS, EVALUATION..... 08 N
ORGANIZATIONAL DEVELOPMENT,INTERNAL PROCEDURES OF COMPANY,INFORMATION
SYSTEMS..... 09 N
ALL HR FUNCTIONS,UNSPECIFIC..... 10 N
OTHER..... 97 N

How many employees are there in your entire organization including:

Full time/full year: @q41a1 (DK/NR = 999999)

Other (part time, seasonal, contract): @q41b1 (DK/NR = 999999)

134:**Q41A1**

=> Q41A if LOCAT=#1

How many employees are there at this worksite or location including:

Full time/full year: @q41a (DK/NR = 999999)

Other (part time, seasonal, contract): @q41b (DK/NR = 999999)

138:**UNION**

Does this organization have unionized employees in Canada?

Yes..... 1
No..... 2
DK/NR 9

139:

SECTR

READ LIST

How would you classify this organization?

Private sector	1
Voluntary/not-for-profit sector	3
DK/NR	9

140:

INDST

What is your organization's main industry or type of business?

Agricultural industries	01
Mining industries	02
Utilities	03
Construction	04
Manufacturing	05
Wholesale trade	06
Retail trade	07
Transportation and warehousing	08
Information	09
Finance and insurance	10
Real estate, rental and leasing	11
Professional, scientific and technical services	12
Management of companies, enterprises	13
Administration and support and waste management and remediation	14
Educational services	15
Health care and social assistance	16
Arts, entertainment, and recreation	17
Accommodation and food services	18
Other services	19
Public administration	20
Other (specify)	77 O
DK/NR	99

Thank you for your cooperation and time!

1-Complete
@thnk

Your responses will not affect your present or future involvement with the federal government. Your responses are being collected under the authority of the Human Resources and Skills Development Act and will also be administered in accordance with the Privacy Act and other applicable privacy laws. Would you like more information on this?

1-Yes
2-No
@info

141:

THNK

The report that will be written will provide aggregate results only and no comments will be linked back to you or your organization. The information regarding this research maybe requested from the department of Human Resources and Social Development under the Access to Information Act. The project name is: Labour Market Information: Intermediaries' and Medium to Large Enterprises' Employer Information Needs (Winter/Spring 2007). Instructions for making formal requests are provided in the publication 'Info Source', copies of which are located at local Service Canada centres or at the following Internet address: <http://infosource.gc.ca>

1-End of interview
@adinf

143:

ADINF

=> +1 if	NOT (INFO=#1)
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Bonjour. Puis-je parler avec la personne la plus haut placée qui est responsable dans votre organisation des principales décisions touchant les RH et qui peut parler au nom de l'organisation au sujet des décisions touchant le recrutement, la formation et le perfectionnement ainsi que le maintien en poste des employés?

Bonjour. Je suis ____ des Associés de recherche EKOS. Nous faisons un sondage auprès des organisations canadiennes pour le compte de Ressources humaines et Développement social Canada au sujet de l'information utilisée pour recruter, former et maintenir en poste les employés ainsi que pour planifier dans ces domaines. Vous êtes tout à fait libre de participer ou non à l'étude et votre décision n'aura pas d'effet sur les relations que vous pourriez avoir avec le gouvernement fédéral. Les renseignements que vous allez fournir sont recueillis en vertu de la Loi sur le ministère des ressources humaines et du développement des compétences, conformément aux dispositions de la Loi sur la protection des renseignements personnels et des autres lois pertinentes de même nature. Les noms

des répondants ne seront pas communiqués au gouvernement ni à un tiers et le nom de votre organisation ne sera associé à aucun résultat. De plus, nous ne transmettrons les résultats de l'étude au gouvernement que sous forme d'un rapport ne renfermant que des données groupées, sans aucun signe d'identification. Le sondage prend environ 15 minutes. @intro (1-Continuer, SHIFT + ? pour terminer)

22:

INTRO

24:

Q1

Où réside, au sein de votre organisation, la principale responsabilité touchant les décisions de RH sur des questions comme l'embauche, la formation et le maintien en poste des employés?

Ici même, au siège social (vous adresser à la bonne personne) -> continuer l'entrevue 1

Siège social->Obtenir les nom et numéro de télé- phone de la personne à qui s'adresser, mettre à jour les notes dans F7; terminer - coder RH..... 8 => INT

Unités de travail individuelles 2

Aux deux endroits 3

(NE PAS LIRE) NSP/PDR..... 9

25:

LOCN1

Combien d'établissements votre organisation a-t-elle au Canada?

\$E 1 99000

NSP/PDR..... 99999

26:

LOCAT

=> * si IF((LOCN1==1),1,IF((LOCN1==99999),1,2))

organisation 1

établissement 2

27:

YOPER

Depuis combien d'années cette organisation fonctionne-t-elle au Canada?

\$E 1 998

Moins d'un an 000

NSP/PDR..... 999

28:

SCRNA

Au cours des 12 derniers mois, est-ce que votre <locat > : - A pris des décisions ou entrepris des activités touchant le recrutement et l'embauche d'employés?

Oui..... 1

Non..... 2

NSP/PDR..... 9

29:

SCRNB

Au cours des 12 derniers mois, est-ce que votre <locat > : - A pris des décisions ou entrepris des activités touchant la formation et le perfectionnement professionnel?

Oui..... 1

Non..... 2

NSP/PDR..... 9

Au cours des 12 derniers mois, est-ce que votre <locat > : - A pris des décisions ou mis en œuvre des stratégies dans des domaines des RH ayant pour objet le maintien en poste de vos effectifs actuels? Il pourrait s'agir de changements apportés aux salaires et conditions de travail, de changements dans les processus ou politiques de gestion des RH, de changements pour améliorer la productivité et le niveau de satisfaction des travailleurs, y compris en ce qui concerne la conciliation travail et vie personnelle ou, encore, l'engagement des travailleurs.

@scrnc

1-Oui

2-Non

9-NSP/PDR

30:

SCRNC

32:

SEG1

=> INT si CALC1=#1; OUT IF DIDN'T MAKE ANY DECISIONS

La première série de questions concerne les pratiques actuelles de votre organisation en matière de ressources humaines.

33:**PROF3****LIRE LA LISTE**

Avez-vous eu de la difficulté à recruter ou à embaucher dans l'une ou l'autre des catégories suivantes au cours des 12 derniers mois?

Gestionnaires/superviseurs	01	
Professionnels (possédant un diplôme universitaire).....	02	
Techniciens (diplôme collégial)	03	
Apprentis (gens de métiers).....	04	
Personnel de bureau, d'administration	05	
Préposés aux services ou ouvriers (école secondaire ou moins).....	06	
(NE PAS LIRE) Autre (préciser).....	77	O
(NE PAS LIRE) Pas de difficulté dans aucune catégorie	98	X
(NE PAS LIRE) NSP/PDR.....	99	X
(NE PAS LIRE) N'ont pas recruté/embauché au cours des 12 derniers mois.....	97	X => Q31

34:**PRF3A**

=> +1 si	PROF3=#8-#9
----------	-------------

A votre avis, quelles sont les principales raisons ou causes des difficultés de dotation que votre <locat > a éprouvé en général au cours des 12 derniers mois?

Pénurie de main-d'œuvre/demande élevée/économie locale forte	01	
Ne peut concurrencer salaires et avantages sociaux d'autres compagnies/d'autre économies attirent employés.....	02	
Main-d'œuvre locale trop restreinte	03	
Besoin de compétences spécialisées	04	
Concordance des personnes avec l'emploi.....	05	
Compétences linguistiques	06	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

35:**PROF2****LIRE LA LISTE**

Dans quelles catégories parmi les suivantes avez-vous recruté dans les 12 derniers mois ou prévoyez-vous recruter dans les 12 prochains mois?

Gestionnaires/superviseurs	01	
Professionnels (possédant un diplôme universitaire).....	02	
Techniciens (diplôme collégial)	03	
Apprentis (gens de métiers).....	04	
Personnel de bureau, d'administration	05	
Préposés aux services ou ouvriers (école secondaire ou moins).....	06	
Autre (préciser).....	77	O
(NE PAS LIRE) Aucune des précédentes	98	X
(NE PAS LIRE) NSP/PDR.....	99	X

36:**PRF6A**

=> Q31 si PROF2=#8-#9

LIRE LA LISTE; SELECTIONNER TOUTE REPONSE PERTINENTE

En tenant compte de toutes les catégories dans lesquelles votre <locat > a recruté, quelles sont parmi les méthodes suivantes celles que votre entreprise utilise normalement pour recruter du personnel?

Bouche-à-oreille	01	
Publicité - journal local, revue professionnelle	02	
Site Web de l'entreprise	03	
Affichage dans Guichet emploi (*Note: aussi connu au Québec comme Emploi-Québec (OnlinePlacement), en Saskatchewan - SaskJobs, au Yukon - JobsNorth)	04	
Affichage de poste dans un site privé national (Workopolis, Monster, Working Canada.com)	05	
Chasseurs de tête, recruteurs professionnels/ agence de placement de RH	06	
Agences de placement sans but lucratif	07	
Centres de carrière dans collèges/universités	08	
Salons de l'emploi/salons des carrières	09	
Autre (préciser)	77	O
NSP/PDR	99	X

38:**PRF6C**

=> Q31 si CALC6==1; SKIP IF RECRUITED ONLY ONE CATEGORY

LIRE LA LISTE

Vous avez dit que votre <locat > a embauché du personnel dans plusieurs catégories. Y a-t-il un groupe particulier d'employés pour lequel vous utilisez une méthode de recrutement différente (i.e., une méthode utilisée uniquement pour cette catégorie d'employés). Si c'est oui, pour quelle catégorie d'employés utilisez-vous une méthode différente?

Gestionnaires/surveillants	01	
Professionnels (possédant un diplôme universitaire)	02	
Techniciens (diplôme collégial)	03	
Apprentis (gens de métiers)	04	
Personnel de bureau, d'administration	05	
Préposés aux services ou ouvriers (école secondaire ou moins)	06	
(NE PAS LIRE) Autre (préciser)	77	O
(NE PAS LIRE) Aucun des précédents, pas de méthode particulière	98	X
(NE PAS LIRE) NSP/PDR	99	X

39:

PRF6B

=> +1 si	PRF6C=#8-#9
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LIRE LA LISTE; SELECTIONNER TOUTE REPONSE PERTINENTE

Et quelle méthode de recrutement particulière utilisez-vous qui est différente lorsque vous recrutez des <prf6c >? (*ENQUETEUR: La question vise à saisir la méthode utilisée pour ce groupe "différent".)

Bouche-à-oreille	01
Publicité - journal local, revue professionnelle	02
Site Web de l'entreprise	03
Affichage dans Guichet emploi (*Note: aussi connu au Québec comme Emploi-Québec (OnlinePlacement), en Saskatchewan - SaskJobs, au Yukon - JobsNorth)	04
Affichage de poste dans un site privé national (Workopolis, Monster, Working Canada.com)	05
Chasseurs de tête, recruteurs professionnels/ agence de placement de RH	06
Agences de placement sans but lucratif	07
Centres de carrière dans collèges/universités	08
Salons de l'emploi/salons des carrières	09
(NE PAS LIRE) Autre (préciser)	77 O
(NE PAS LIRE) Aucune des précédentes, pas de méthode particulière	98 X
(NE PAS LIRE) NSP/PDR	99 X

40:

Q31

LIRE LA LISTE, sélectionner au fur et à mesure toute réponse pertinent

Est-ce que votre entreprise:

s'est dotée d'un plan à long terme de recrutement et de maintien en poste des effectifs	01
effectue des évaluations annuelles du rendement des employés	02
a un guide d'orientation des employés	03
s'est dotée de plans de formation et de perfectionnement pour l'organisation, ses divers services ou ses employés	04
assure régulièrement le suivi/mesure les enjeux du milieu de travail tels que satisfaction et stress chez le personnel, culture d'entreprise	05
possède des descriptions de fonctions et de profils des compétences	06
possède une stratégie d'engagement des employés(p.ex., les aide à établir des plans de perfectionnement et de formation, à concilier travail et vie)	07
a quoi que ce soit de cette nature que je n'ai pas mentionné (d'autres outils ou procédés de planification ou de gestion des RH) (préciser)	77 NO
Aucun des précédents	98 X
NSP/PDR	99 X

41:

TRAA

=> +1 si	SCRNB=#2-#3
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En ce qui concerne toutes les catégories d'employés que votre <locat > a formés, est-ce que votre organisation tend normalement à recourir à de la formation plutôt structurée, plutôt non structurée ou aussi bien l'une que l'autre? Par structurée, je veux dire des cours en bonne et due forme et par non structurée, des méthodes en cours d'emploi comme le jumelage et le mentorat.

Structurée	1
Non structurée	2
Les deux	3
NSP/PDR	9

42:

HOW5

SUGGERER AU BESOIN

Que fait votre <locat > pour se maintenir à jour sur les questions de marché du travail qui ont une incidence sur ses affaires?		
Suivi structuré des médias	01	
Réseautage avec contacts d'affaires.....	02	
Publications, sites Web, contacts gouvernementaux	03	
Associations commerciales	04	
Associations sectorielles.....	05	
Associations professionnelles.....	06	
Rapports internes sur l'embauche, les départs, l'absentéisme, les besoins d'apprentissage	07	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

43:

HOW6

REPONSE LIBRE; SUGGERER AU BESOIN

Quels sont les principaux enjeux sur lesquels devait porter votre plan de RH au cours des 12 derniers mois?		
Planification de la relève - se préparer en vue des départs à la retraite	01	
Maintien en poste des travailleurs - veiller à leur moral et à leur engagement	02	
Amélioration de la productivité.....	03	
Renforcement des compétences.....	04	
Attirer de travailleurs.....	05	
Élargissement des effectifs	06	
Santé et sécurité au travail.....	07	
Conciliation travail et vie personnelle	08	
Réduction des effectifs (et réorganisation du personnel).....	09	
Stress des employés.....	10	
Absentéisme	11	
Harcèlement et discrimination.....	12	
Satisfaction et moral des employés	13	
Qualité de la supervision	14	
Perfectionnement professionnel	15	
Confiance des employés	16	
Respect et équité.....	17	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

44:

Q17

=> +1 si SCRNC=#2-#3

SUGGERER AU BESOIN

Quelles stratégies avez-vous adoptées, le cas échéant, pour accroître le maintien en poste des travailleurs?	
Révisé les salaires et avantages sociaux	01
Révisé les conditions de travail	02
Rationalisé les charges de travail.....	03
Accroître la flexibilité des heures de travail et de modalités de travail (p.ex., télétravail)	04
Suivi de près les problèmes liés au travail comme le stress, le manque de conciliation travail et vie personnelle.....	05
Collaboré au perfectionnement professionnel (aidé à définir les objectifs de carrière et d'apprentissage et les moyens de les atteindre)	06
Aidé les employés à établir des plans d'apprentissage personnels (aidé à définir les besoins de formation, trouver des cours, adopter des stratégie	07
Procuré des occasions de stratégies favorables à la santé (p. ex., abonnement à un gymnase, assurance-vie).....	08
Tenté de créer une culture de l'apprentissage dans l'organisation.....	09
Offert des incitatifs supplémentaires comme des voyages à l'étranger, l'achat d'actions, etc.	10
Établi la marque distinctive de nos employés (engouement récent)	11
Mis l'accent sur l'amélioration de la qualité de la supervision et de la gestion des RH	12
Autre (préciser).....	77 O
Aucune des précédentes	98 X
NSP/PDR.....	99 X

45:

SEG2

La prochaine série de questions porte sur les divers informations que vous avez utilisée, le cas échéant, afin de soutenir les décisions de votre organisation touchant les ressources humaines ou les affaires.

Votre organisation a-t-elle **CHERCHÉ** de l'information pour soutenir les décisions que vous avez prises touchant le recrutement et l'embauche d'employés? Il peut s'agir de renseignements sur les descriptions de fonctions standardisées, les profils d'emplois ou de compétences pour certaines catégories d'emplois, la disponibilité de travailleurs ayant des compétences particulières, les salaires et avantages sociaux offerts en moyenne, les exigences juridiques ou le code du travail.

- 1-Oui, a cherché de l'information
- 2-Non
- 9-NSP/PDR
- @LMA1

46:

LMA1

=> LMB1 si SCRNA=#2-#3

Oui, a cherché de l'information	1	
Non	2	=> LMA4
NSP/PDR.....	9	=> LMA4

47:**LMA2**

=> LMA4 si NOT (LMA1=#1)

Y a-t-il de l'information que vous avez cherchée mais que vous n'avez pu trouver?

Oui..... 1

Non..... 2

NSP/PDR..... 9

48:**LMA3**

=> +1 si NOT (LMA2=#1)

En matière de recrutement et d'embauche d'employés quelle sorte d'information avez-vous cherchée mais que vous n'avez pas trouvée?

Renseignements sur les descriptions de fonctions/profils d'emplois et de compétences 01

Pénuries et excédents de main-d'œuvre 02

Exigences de la réglementation ou de l'accréditation 03

Embauche de groupes particuliers d'employés (p.ex., employés visés par l'équité en matière d'emploi, travailleurs étrangers) 04

Méthodes de recrutement des employeurs..... 05

Exigences juridiques/code du travail 06

Salaires et avantages sociaux..... 07

Disponibilité de travailleurs..... 08

Établissements de formation pour certaines professions 09

Information personnalisée (personnalisable)..... 10

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

49:**LMA4**

=> +1 si LMA1=#1

SELECTIONNER TOUTE REPONSE PERTINENTE

Pourquoi votre organisation n'a-t-elle pas CHERCHE de l'information pour soutenir votre recrutement et votre embauche d'employés?

Bien informée à l'interne 01

Savait déjà ce qu'il fallait savoir, par expérience..... 02

N'a pas pensé à chercher de l'information à ce sujet/Ne savait pas qu'il y avait de l'information de disponible 03

Pas le temps de chercher de l'information à ce sujet/Ne peut se passer de la personne qui irait chercher cette information 04

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

50:**LMA5**

Votre organisation a-t-elle UTILISE de l'information pour soutenir les décisions que vous avez prises touchant le recrutement et l'embauche d'employés?

Oui, utilisé de l'information..... 1

Non..... 2

NSP/PDR..... 9

51:**LMB1**

=> LMC1 si SCRNB=#2-#3

Votre organisation a-t-elle CHERCHE de l'information pour soutenir les décisions que vous avez prises touchant la formation et le perfectionnement professionnel? Il peut s'agir de renseignements sur les descriptions de fonctions standardisées, les profils d'emplois ou de compétences pour certaines catégories d'emplois, la façon de procéder pour planifier la formation et le perfectionnement ou pour trouver un agent de formation.

Oui, cherché de l'information	1	
Non	2	=> LMB4
NSP/PDR.....	9	=> LMB4

52:**LMB2**

=> LMB4 si NOT (LMB1=#1)

Y a-t-il de l'information que vous avez cherchée mais que vous n'avez pu trouver?

Oui.....	1
Non	2
NSP/PDR.....	9

53:**LMB3**

=> +1 si NOT (LMB2=#1)

En matière de formation et de perfectionnement professionnel quelle sorte d'information avez-vous cherché mais que vous n'avez pas trouver?

Descriptions de fonctions/profils d'emplois et de compétences	01
Genre de formation disponible (programmes d'apprenti, compétences essentielles, orientation, santé et sécurité, formation particulière au secteur)	02
Où obtenir de la formation/fournisseurs/ établissements de formation	03
Financement de la formation/crédits d'impôt	04
Titres de compétence/normes professionnelles	05
Comment donner de la formation (méthodes comme en classe, en cours d'emploi, dans Internet, mentorat)06	
Analyse des besoins de formation	07
Évaluer les investissement de formation	08
Outils pour aider les employés à prendre des décisions touchant leur carrière.....	09
Processus de perfectionnement professionnel	10
Méthodes pour choisir des formateurs.....	11
Autre (préciser).....	77 O
NSP/PDR.....	99 X

54:**LMB4**

=> +1 si LMB1=#1

SELECTIONNER TOUTE REPONSE PERTINENTE

Pourquoi votre organisation n'a-t-elle pas CHERCHE de l'information pour soutenir la formation et le perfectionnement professionnel?

Bien informée à l'interne 01

N'utilise pas normalement de l'information pour ce genre d'activité 02

N'a pas pensé à chercher de l'information à ce sujet/Ne savait pas qu'il y avait de l'information de disponible 03

Pas le temps de chercher de l'information à ce sujet/Ne peut se passer de la personne qui irait chercher cette information 04

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

55:**LCM5**

Votre organisation a-t-elle UTILISE de l'information pour soutenir les décisions que vous avez prises concernant la formation et le perfectionnement professionnel?

Oui, utilisé de l'information 1

Non 2

NSP/PDR..... 9

56:**LCM1**

=> C1A si SCRN1=#2-#3

Votre organisation a-t-elle CHERCHE de l'information pour soutenir les décisions que vous avez prises dans les domaines des RH liés au maintien de vos effectifs actuels? Cela pourrait concerner les salaires et conditions de travail, les processus ou politiques de gestion des RH, l'amélioration de la productivité et du niveau de satisfaction des travailleurs, y compris la conciliation travail et vie personnelle ou l'engagement des travailleurs.

Oui, cherché de l'information 1

Non 2

NSP/PDR..... 9

=> LCM4

=> LCM4

57:**LCM2**

=> LCM4 si NOT (LCM1=#1)

Y a-t-il de l'information que vous avez cherchée mais que vous n'avez pu trouver?

Oui 1

Non 2

NSP/PDR..... 9

58:**LMC3**

=> +1 si NOT (LMC2=#1)

Afin de vous aider à conserver vos effectifs actuels, quelle sorte d'information avez-vous cherché mais que vous n'avez pas trouver?

Descriptions de fonctions/profils d'emplois et de compétences	01	
Conciliation travail et vie personnelle	02	
Création d'un milieu de travail inclusif.....	03	
Planification des RH.....	04	
Embauche de groupes d'employés particuliers (p.ex., groupes visés par l'équité en matière d'emploi, travailleurs étrangers)	05	
Tendances dans la gestion des RH	06	
Compétences/processus/techniques en gestion des RH.....	07	
Amélioration de la productivité.....	08	
Salaires et avantages sociaux.....	09	
Conditions de travail.....	10	
Amélioration de la satisfaction au travail	11	
Établissements de formation pour certaines professions	12	
Ce que font d'autres employeurs et comment ils procèdent.....	13	
Disponibilité de travailleurs.....	14	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

59:**LMC4**

=> +1 si LMC1=#1

SELECTIONNER TOUTE REPONSE PERTINENTE

Pourquoi votre organisation n'a-t-elle pas CHERCHE de l'information pour soutenir les décisions que vous avez prises dans les domaines des RH liés au maintien en poste de vos effectifs actuels?

Bien informée à l'interne	01	
N'utilise pas normalement de l'information pour ce genre d'activité.....	02	
N'a pas pensé à chercher de l'information à ce sujet/Ne savait pas qu'il y avait de l'information de disponible	03	
Pas le temps de chercher de l'information à ce sujet/Ne peut se passer de la personne qui irait chercher cette information	04	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

60:**LMC5**

Votre organisation a-t-elle UTILISE de l'information pour soutenir les décisions que vous avez prises dans les domaines des RH liés au maintien en poste de vos effectifs actuels?

Oui, utilisé de l'information.....	1	
Non	2	
NSP/PDR.....	9	

80:**LMA7**

Quelle sorte d'information avez-vous UTILISEE pour prendre vos décisions touchant le recrutement et l'embauche d'employés?

Descriptions de fonctions/profils d'emplois et de compétences	01		
Pénuries et excédents de main-d'œuvre	02		
Exigences de la réglementation ou de l'accréditation	03		
Embauche de groupes d'employés particuliers (p.ex., groupes visés par l'équité en matière d'emploi, travailleurs étrangers)	04		
Méthodes de recrutement des employeurs.....	05		
Exigences juridiques/code du travail	06		
Salaires et avantages sociaux.....	07		
Disponibilité de travailleurs.....	08		
Établissements de formation pour certaines professions	09		
Autre (préciser).....	77	O	
A trouvé l'information mais ne l'a pas utilisée.....	97	X	=> LMA17
N'a pas cherché ni utilisé d'information.....	98	X	=> LMA17
NSP/PDR.....	99	X	=> LMA17

81:**LMA9D****SELECTIONNER TOUTE REPONSE PERTINENTE**

Et pour le recrutement de quel genre d'employés cette information a-t-elle été utilisée?

Gestionnaires/surveillants.....	01		
Professionnel (possédant un diplôme universitaire)	02		
Techniciens (diplôme collégial)	03		
Apprentis (gens de métiers).....	04		
Personnel de bureau, d'administration	05		
Préposés aux services ou ouvriers (école secondaire ou moins).....	06		
Autre (préciser).....	77	O	
(NE PAS LIRE) Aucun des précédents	98	X	
(NE PAS LIRE) NSP/PDR.....	99	X	

82:**LMA8****SUGGERER AU BESOIN, SELECTIONNER TOUTE REPONSE PERTINENTE**

Où avez-vous trouvé cette information? (*ENQUÊTEUR: Si la réponse est "dans Internet", demander: "Pouvez-vous me dire quels genres de sites vous consultez?" et proposer 3-4 catégories.)

Site Web/publication du gouvernement fédéral (Centres de services aux entreprises, Emploi- Avenir, RHDSC, Industrie Canada, Service Canada)	01		
Site Web/publication d'un gouvernement provincial.....	02		
Association professionnelle/syndicat/association d'employés/"groupes d'utilisateurs" professionnels	03		
Conseil sectoriel/association industrielle.....	04		
Cabinet d'experts-conseil	05		
Association de gens d'affaires locale	06		
Collègues	07		
Établissement d'enseignement	08		
Fournisseurs d'équipement	09		
A l'interne/propres organisation	10		
Autre (préciser).....	77	O	
NSP/PDR.....	99	X	

83:

LMA9

Dans l'ensemble, à quel point avez-vous trouvé utile l'information que vous avez UTILISEE pour soutenir les décisions de votre organisation en matière de recrutement et d'embauche? Diriez-vous qu'elle a été très utile, plutôt utile, pas tellement utile ou pas du tout utile?

Pas du tout utile 1
Pas tellement utile 2
Plutôt utile 3
Très utile..... 4
NSP/PDR..... 9

84:

LMA10

=> +1 si NOT (LMA9=#1-#2)

ACCEPTER JUSQU'A TROIS REPONSES

Comment pourrait-on rendre l'information plus utile?

Réponse 77 O
NSP/PDR..... 99 X

85:

LMA11

LIRE LA LISTE ET ACCEPTER TOUTE REPONSE PERTINENTE

Est-ce que votre <locat > utilise normalement de l'information de portée...?

Locale 1
Provinciale..... 2
Nationale 3
(NE PAS LIRE) NSP/PDR..... 9 X

86:

LMA12

LIRE LA LISTE

Dans quelle mesure est-il important pour votre organisation d'avoir, en ce qui concerne le recrutement et l'embauche, de l'information qui est propre à une collectivité locale? Diriez-vous...

Pas du tout important..... 1
Plutôt important..... 2
Très important 3
(NE PAS LIRE) NSP/PDR..... 9

87:

LMA13

Avez-vous reçu de l'aide de quelqu'un de l'extérieur de votre organisation pour trouver cette information, y accéder ou vous en servir ou, encore, pour vous l'interpréter?

Oui..... 1
Non 2
NSP/PDR..... 9

88:**LMA14**

=> +1 si	NOT (LMA13=#1)
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Qui de l'extérieur de votre organisation vous est venu en aide pour trouver, interpréter ou mettre en application cette information?

Bureau, site Web du gouvernement.....	01	
Expert-conseil en RH ou développement, agence de placement	02	
Association de gens d'affaires locale	03	
Collègue de l'entreprise	04	
Collège ou université du milieu.....	05	
Conseil sectoriel/association industrielle.....	06	
Association professionnelle.....	07	
Syndicat	08	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

89:**LMA15****LIRE LA LISTE**

Lorsque vous avez cherché ou utilisé de l'information, auriez-vous aimé recevoir de l'aide pour: (*ENQUETEUR: il peut s'agir d'aide concernant de l'information trouvée à l'extérieur de l'organisation ou qui existait à l'interne)

Trouver l'information voulue.....	01	
Interpréter l'information.....	02	
Appliquer l'information à votre situation particulière.....	03	
(NE PAS LIRE) Autre (préciser).....	77	O
(NE PAS LIRE) Aucun des précédents	98	X
(NE PAS LIRE) NSP/PDR.....	99	X

90:**LMA16****LIRE LA LISTE**

Par quel moyen préférez-vous obtenir de l'information de l'extérieur?

Internet	01	
Document imprimé	02	
Téléphone	03	
En personne	04	
(NE PAS LIRE) Autre (préciser).....	77	O
(NE PAS LIRE) NSP/PDR.....	99	X

91:

LMA17

LIRE LA LISTE

Dans quelle mesure votre organisation est-elle satisfaite ou insatisfaite des résultats en matière d'embauche, si vous tenez compte des décisions prises et de l'information utilisée pour les prendre?

1. Très insatisfaite.....	1
2.....	2
3.....	3
4. Ni l'un ni l'autre	4
5.....	5
6.....	6
7. Très satisfaite.....	7
NSP/PDR.....	9

93:

LMB7

Quelle sorte d'information avez-vous UTILISEE pour prendre vos décisions touchant la formation et le perfectionnement professionnel?

Genre de formation disponible (programmes d'apprenti, compétences essentielles orientation, santé et sécurité, formation particulière au secteur)

01

Où obtenir de la formation/fournisseurs/ établissements de formation

02

Financement de la formation/crédits d'impôt

03

Titres de compétence/normes professionnelles

04

Comment faire de la formation (méthodes comme en classe, en cours d'emploi, dans Internet, mentorat)

05

Analyse des besoins de formation

06

Évaluation de l'investissement dans la formation

07

Outils pour aider les employés à prendre des décisions touchant leur carrière.....

08

Processus de perfectionnement professionnel

09

Méthodes pour choisir des formateurs.....

10

Descriptions des fonctions.....

11

Énumération des compétences nécessaires pour effectuer le travail

12

Autre (préciser).....

77 O

A trouvé l'information mais ne l'a pas utilisée.....

97 X => LMB17

N'a pas cherché ni utilisé d'information.....

98 X => LMB17

NSP/PDR.....

99 X => LMB17

94:**LMB8****SUGGERER AU BESOIN, SELECTIONNER TOUTE REPONSE PERTINENTE**

Où avez-vous trouvé cette information? (*ENQUETEUR: Si la réponse est "dans Internet", demander: "Pouvez-vous me dire quels genres de sites vous consultez?" et proposer 3-4 catégories.)

Site Web/publication du gouvernement fédéral (Centres de services aux entreprises, Emploi- Avenir, RHDSC, Industrie Canada, Service Canada)	01	
Site Web/publication d'un gouvernement provincial.....	02	
Association professionnelle/syndicat/association d'employés/"groupes d'utilisateurs" professionnels	03	
Conseil sectoriel/association industrielle.....	04	
Cabinet d'experts-conseil.....	05	
Association de gens d'affaires locale	06	
Collègues	07	
Établissement d'enseignement	08	
Fournisseurs d'équipement	09	
A l'intérieur/propres organisation	10	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

95:**LMB9**

Dans l'ensemble, à quel point avez-vous trouvé utile l'information que vous avez UTILISÉE pour soutenir les décisions de votre organisation en matière de formation et de perfectionnement professionnel? Diriez-vous qu'elle a été très utile, plutôt utile, pas tellement utile ou pas du tout utile?

Pas du tout utile	1	
Pas tellement utile	2	
Plutôt utile	3	
Très utile.....	4	
NSP/PDR.....	9	

96:**LMB10**

=> +1 si	NOT (LMB9=#1-#2)
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ACCEPTER JUSQU'A TROIS REPONSES

Comment pourrait-on rendre l'information plus utile?

Réponse	77	O
NSP/PDR.....	99	X

97:**LMB11****LIRE LA LISTE ET ACCEPTER TOUTE REPONSE PERTINENTE**

Est-ce que votre <local > utilise normalement de l'information de portée...?

Locale	1	
Provinciale.....	2	
Nationale	3	
(NE PAS LIRE) NSP/PDR.....	9	X

98:

LMB12

LIRE LA LISTE

Dans quelle mesure est-il important pour votre organisation d'avoir, en ce qui concerne la formation et le perfectionnement professionnel, de l'information qui est propre à une collectivité locale? Diriez-vous...

Pas du tout important.....	1
Plutôt important.....	2
Très important	3
(NE PAS LIRE) NSP/PDR.....	9

99:

LMB13

Avez-vous reçu de l'aide de quelqu'un de l'extérieur de votre organisation pour trouver cette information, y accéder ou vous en servir ou, encore, pour vous l'interpréter?

Oui.....	1
Non.....	2
NSP/PDR.....	9

100:

LMB14

=> +1 si NOT (LMB13=#1)

Qui de l'extérieur de votre organisation vous est venu en aide pour trouver, interpréter ou mettre en application cette information?

Bureau, site Web du gouvernement.....	01
Expert-conseil en RH ou développement, agence de placement	02
Association de gens d'affaires locale	03
Collègue de l'entreprise	04
Collège ou université du milieu.....	05
Conseil sectoriel/association industrielle.....	06
Association professionnelle.....	07
Syndicat	08
Autre (préciser).....	77 O
NSP/PDR.....	99 X

101:

LMB15

LIRE LA LISTE

Lorsque vous avez cherché ou utilisé de l'information, auriez-vous aimé recevoir de l'aide pour: (*ENQUETEUR: il peut s'agir d'aide concernant de l'information trouvée à l'extérieur de l'organisation ou qui existait à l'interne)

Trouver l'information voulue.....	01
Interpréter l'information.....	02
Appliquer l'information à votre situation particulière.....	03
(NE PAS LIRE) Autre (préciser).....	77 O
(NE PAS LIRE) Aucun des précédents	98 X
(NE PAS LIRE) NSP/PDR.....	99 X

102:**LMB16****LIRE LA LISTE**

Par quel moyen préférez-vous obtenir de l'information de l'extérieur?

Internet	01	
Document imprimé	02	
Téléphone	03	
En personne	04	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

103:**LMB17**

Dans quelle mesure votre organisation est-elle satisfaite ou insatisfaite des résultats en matière de formation et de perfectionnement professionnel, si vous tenez compte des décisions prises et de l'information utilisée pour les prendre?

1. Très insatisfaite.....	1	
2.....	2	
3.....	3	
4. Ni l'un ni l'autre	4	
5.....	5	
6.....	6	
7. Très satisfaite.....	7	
NSP/PDR.....	9	

105:**LMC7**

Quelle sorte d'information avez-vous UTILISEE pour prendre vos décisions dans le domaine des RH liées au maintien en poste de vos effectifs actuels?

Descriptions de fonctions/profils d'emplois et de compétences	01		
Conciliation travail et vie personnelle	02		
Création d'un milieu de travail inclusif.....	03		
Planification des RH.....	04		
Embauche de groupes d'employés particuliers (p.ex., groupes visés par l'équité en matière d'emploi, travailleurs étrangers)	05		
Tendances dans la gestion des RH	06		
Compétences/processus/techniques en gestion des RH.....	07		
Amélioration de la productivité.....	08		
Salaires et avantages sociaux.....	09		
Conditions de travail.....	10		
Amélioration de la satisfaction au travail	11		
Établissements de formation pour certaines professions	12		
Ce que font d'autres employeurs et comment ils procèdent.....	13		
Disponibilité de travailleurs.....	14		
Autre (préciser).....	77	O	
A trouvé l'information mais ne l'a pas utilisée.....	97	X	=> LMC17
N'a pas cherché ni utilisé d'information.....	98	X	=> LMC17
NSP/PDR.....	99	X	=> LMC17

106:**LMC8****SUGGERER AU BESOIN, SELECTIONNER TOUTE REPONSE PERTINENTE**

Où avez-vous trouvé cette information? (*ENQUÊTEUR: Si la réponse est "dans Internet", demander: "Pouvez-vous me dire quels genres de sites vous consultez?" et proposer 3-4 catégories.)

Site Web/publication du gouvernement fédéral (Centres de services aux entreprises, Emploi- Avenir, RHDSC, Industrie Canada, Service Canada)	01	
Site Web/publication d'un gouvernement provincial.....	02	
Association professionnelle/syndicat/association d'employés/"groupes d'utilisateurs" professionnels	03	
Conseil sectoriel/association industrielle.....	04	
Cabinet d'experts-conseil.....	05	
Association de gens d'affaires locale	06	
Collègues	07	
Établissement d'enseignement	08	
Fournisseurs d'équipement	09	
A l'intérieur/propres organisation	10	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

107:**LMC9**

Dans l'ensemble, à quel point avez-vous trouvé utile l'information que vous avez UTILISÉE pour soutenir les décisions de votre organisation touchant le maintien en poste de vos effectifs actuels? Diriez-vous qu'elle a été très utile, plutôt utile, pas tellement utile ou pas du tout utile?

Pas du tout utile	1	
Pas tellement utile	2	
Plutôt utile	3	
Très utile.....	4	
NSP/PDR.....	9	

108:**LMC10**

=> +1 si	NOT (LMC9=#1-#2)
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ACCEPTER JUSQU'À TROIS REPONSES

Comment pourrait-on rendre l'information plus utile?

Réponse	77	O
NSP/PDR.....	99	X

109:**LMC11****LIRE LA LISTE ET ACCEPTER TOUTE REPONSE PERTINENTE**

Est-ce que votre <local > utilise normalement de l'information de portée...?

Locale	1	
Provinciale.....	2	
Nationale	3	
(NE PAS LIRE) NSP/PDR.....	9	X

110:**LMC12****LIRE LA LISTE**

Dans quelle mesure est-il important pour votre organisation d'avoir, en ce qui concerne le maintien en poste de vos effectifs actuels, de l'information qui est propre à une collectivité locale? Diriez-vous...

Pas du tout important.....	1
Plutôt important.....	2
Très important	3
(NE PAS LIRE) NSP/PDR.....	9

111:**LMC13**

Avez-vous reçu de l'aide de quelqu'un de l'extérieur de votre organisation pour trouver cette information, y accéder ou vous en servir ou, encore, pour vous l'interpréter?

Oui.....	1
Non.....	2
NSP/PDR.....	9

112:**LMC14**

=> +1 si	NOT (LMC13=#1)
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Qui de l'extérieur de votre organisation vous est venu en aide pour trouver, interpréter ou mettre en application cette information?

Bureau, site Web du gouvernement.....	01
Expert-conseil en RH ou développement, agence de placement	02
Association de gens d'affaires locale	03
Collègue de l'entreprise	04
Collège ou université du milieu.....	05
Conseil sectoriel/association industrielle.....	06
Association professionnelle.....	07
Syndicat	08
Autre (préciser).....	77 O
NSP/PDR.....	99 X

113:**LMC15****LIRE LA LISTE**

Lorsque vous avez cherché ou utilisé de l'information, auriez-vous aimé recevoir de l'aide pour: (*ENQUETEUR: il peut s'agir d'aide concernant de l'information trouvée à l'extérieur de l'organisation ou qui existait à l'interne)

Trouver l'information voulue.....	01
Interpréter l'information.....	02
Appliquer l'information à votre situation particulière.....	03
(NE PAS LIRE) Autre (préciser).....	77 O
(NE PAS LIRE) Aucun des précédents	98 X
(NE PAS LIRE) NSP/PDR.....	99 X

114:**LMC16****LIRE LA LISTE**

Par quel moyen préférez-vous obtenir de l'information de l'extérieur?

Internet	01	
Document imprimé	02	
Téléphone	03	
En personne	04	
(NE PAS LIRE) Autre (préciser).....	77	O
(NE PAS LIRE) NSP/PDR.....	99	X

115:**LMC17**

Dans quelle mesure votre organisation est-elle satisfaite ou insatisfaite des résultats en matière de maintien en poste de vos effectifs, si vous tenez compte des décisions prises et de l'information utilisée pour les prendre?

1. Très insatisfaite.....	1	
2.....	2	
3.....	3	
4. Ni l'un ni l'autre	4	
5.....	5	
6.....	6	
7. Très satisfaite.....	7	
NSP/PDR.....	9	

116:**NSUPT**

Compte tenu de l'utilisation, dans votre organisation, d'information sur le marché du travail afin d'aider votre entreprise dans ses décisions en matière de RH, diriez-vous que vos besoins dans ce domaine augmentent ou diminuent au fil du temps (ou qu'ils demeurent à peu près stables)?

Augmentent	1	
Diminuent	2	
Demeurent stables	3	
NSP/PDR.....	9	

117:**NSUPI**

=> +1 si NOT (NSUPT=#1)

Quelle est la principale raison pour laquelle l'utilisation que votre organisation fait de l'information sur le marché du travail est à la hausse?

Entreprise en expansion.....	01	
Entreprise en déclin	02	
Besoins inchangés	03	
Possède toute l'information voulue.....	04	
Marché en évolution	05	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

118:**NSUPD**

=> +1 si	NOT (NSUPT=#2)
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Quelle est la principale raison pour laquelle l'utilisation que votre organisation fait de l'information sur le marché du travail est à la baisse?

Entreprise en expansion.....	01	
Entreprise en déclin.....	02	
Besoins inchangés.....	03	
Possède toute l'information voulue.....	04	
Marché en évolution.....	05	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

119:**NSUP2**

=> +1 si	NOT (NSUPT=#1)
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Pour quelle sorte d'information votre organisation éprouve-t-elle le plus grand besoin?

Réponse.....	77	O
NSP/PDR.....	99	X

120:**GLOOK****LIRE LA LISTE**

Parmi les suivants, quels genres de renseignements sur le marché du travail votre organisation recherche-t-elle normalement?

Des chiffres précis.....	1	
Une idée générale de la situation de l'économie.....	2	
Les tendances actuelles du marché du travail.....	3	
Les prévisions des futures tendances du marché du travail.....	4	
Des renseignements sur les façons de procéder (les processus).....	5	
De l'aide des autres (p.ex., pour savoir où trouver l'information, comment l'interpréter et la mettre en application, etc.).....	6	
(NE PAS LIRE) Ne cherche jamais d'information.....	7	X
(NE PAS LIRE) Aucun des précédents.....	8	X
(NE PAS LIRE) NSP/PDR.....	9	X

121:**GLOK2**

=> +1 si	1<>0; WAS REPLACED BY TWO: 1 FOR #5, 2-#6; USED TO BE- NOT (GLOOK=#5-#6)
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Pouvez-vous m'en dire un peu plus sur l'information/l'aide que vous aimeriez avoir?

Réponse.....	77	O
Rien d'autre.....	98	X
NSP/PDR.....	99	X

122:**GLOKA**

=> +1 si NOT (GLOOK=#5)

Pouvez-vous m'en dire un peu plus sur l'information/l'aide touchant "les façons de procéder"? (*ENQUETEUR: cette question - de suivi - concerne précisément la catégorie 5 ci-dessus, choisie en réponse à la question précédente)

Réponse 77 O
 Rien d'autre..... 98 X
 NSP/PDR..... 99 X

123:**GLOKB**

=> +1 si NOT (GLOOK=#6)

Pouvez-vous m'en dire un peu plus sur l'information/l'aide touchant "l'aide des autres"? (*ENQUETEUR: cette question - de suivi - concerne précisément la catégorie 6 ci-dessus, choisie en réponse à la question précédente)

Réponse 77 O
 Rien d'autre..... 98 X
 NSP/PDR..... 99 X

124:**INFL**

Veillez répondre selon une échelle de 7 points où...(LIRE LA LISTE)

Dans quelle mesure l'information sur la disponibilité des travailleurs et des compétences ou sur les salaires, par exemple, influe-t-elle sur les décisions de l'entreprise, à savoir, si elle doit prendre de l'expansion, relocaliser ses opérations, faire appel à des sous-traitants ou, encore, investir dans le développement des compétences ou bien la technologie?

1. Pas du tout 1
 2..... 2
 3..... 3
 4. Moyennement..... 4
 5..... 5
 6..... 6
 7. Énormément 7
 NSP/PDR..... 9

125:**CHAL**

Au cours des cinq prochaines années quel sera, selon vous, votre plus grand défi à relever pour faire en sorte d'avoir les effectifs nécessaires afin d'atteindre vos objectifs?

Réponse 77 O
 Aucun, pas de défi prévisible 98
 NSP/PDR..... 99

126:**SEG4**

Voici, en dernier lieu, quelques questions à des fins statistiques.

127:**NSUP3**

Est-ce qu'à l'heure actuelle votre organisation est en expansion, en réduction de ses activités ou si elle demeure stable?

En réduction de ses activités.....	01	
Demeure stable.....	02	
En expansion.....	03	
Autre (préciser).....	77	O
NSP/PDR.....	99	

128:**POS**

Quel est votre poste, votre titre ou votre fonction?

Réponse.....	77	O
NSP/PDR.....	99	

129:**HRARE**

LIRE LA LISTE; SELECTIONNER TOUTE REPONSE PERTINENTE

Dans quels domaines des RH parmi les suivants êtes-vous responsable des prises de décisions ou intervenez-vous personnellement?

Recrutement.....	01	
Formation et perfectionnement.....	02	
Maintien en poste.....	03	
(NE PAS LIRE) Autre (préciser).....	77	O
(NE PAS LIRE) NSP/PDR.....	99	X

130:**ROLE**

Au sein de l'entreprise, y a-t-il un ou des employés des RH chargés précisément d'analyser l'information sur la main-d'œuvre ou le marché du travail? (p. ex., un analyste de l'effectif)

Oui.....	1	
Non.....	2	
NSP/PDR.....	9	

131:**FUNCB**

Combien y a-t-il de membres du personnel dont la fonction concerne officiellement les RH dans l'ensemble de l'organisation?

\$E 1 9998

Aucun.....	0000	
NSP/PDR.....	9999	

132:**OUTSR**

Y a-t-il des fonctions relatives aux RH que votre organisation confie à des sous-traitants?

Oui.....	1	
Non.....	2	
NSP/PDR.....	9	

133:**OUTS2**

=> +1 si NOT (OUTSR=#1)

Quelles sont les fonctions de RH confiées à des sous-traitants?

Réponse 77 O

NSP/PDR..... 99 X

Combien d'employés compte en tout votre organisation, y compris:

Plein temps/toute l'année:@q41a1 (NSP/PDR = 999999)

Autre (temps partiel, saisonniers, contrats):@q41b1 (NSP/PDR = 999999)

134:**Q41A1**

=> Q41A si LOCAT=#1

Combien d'employés compte ce lieu de travail ou emplacement, y compris:

Plein temps/toute l'année:@q41a (NSP/PDR = 999999)

Autre (temps partiel, saisonniers, contrats):@q41b (NSP/PDR = 999999)

136:**Q41A****138:****UNION**

Votre organisation compte-t-elle des employés syndiqués au Canada?

Oui..... 1

Non..... 2

NSP/PDR..... 9

139:**SECTR****LIRE LA LISTE**

Dans quelle catégorie placeriez-vous cette organisation?

Secteur privé..... 1

Secteur bénévole/sans but lucratif..... 3

NSP/PDR..... 9

140:**INDST**

Quel est le principal secteur d'activité de votre organisation ou son genre d'entreprise?

Industrie agricole.....	01
Industrie minière.....	02
Services publics.....	03
Construction.....	04
Fabrication.....	05
Vente en gros.....	06
Vente au détail.....	07
Transports et entreposage.....	08
Information.....	09
Finances et assurances.....	10
Immobilier, location et prêts-bails.....	11
Services professionnels, scientifiques et techniques.....	12
Gestion de compagnies, d'entreprises.....	13
Administration et soutien, gestion des déchets et recyclage.....	14
Éducation.....	15
Soins de santé et aide sociale.....	16
Arts, divertissement et loisirs.....	17
Hébergement et restauration.....	18
Autres services.....	19
Administration publique.....	20
Autre (préciser).....	77 O
NSP/PDR.....	99

Merci de votre collaboration et de votre temps!

1-Complété
@thnk

Vos réponses n'auront aucune incidence sur vos relations actuelles ou futures avec le gouvernement fédéral. Elles sont recueillies en vertu de la Loi sur le ministère des ressources humaines et du développement des compétences et seront traitées conformément aux dispositions de la Loi sur la protection des renseignements personnels et des autres lois pertinentes de même nature. Aimerez-vous en savoir davantage à ce sujet?

1-Oui
2-Non
@info

141:**THNK**

Le rapport découlant du présent sondage présentera des résultats globaux seulement et vous ne serez pas associé aux commentaires y figurant. On peut se renseigner sur la présente recherche auprès de Ressources humaines et Développement social en vertu de la Loi sur l'accès à l'information. Le projet s'intitule: Besoins d'information des employeurs (hiver-printemps 2007). La marche à suivre pour la présentation d'une demande officielle se trouve dans la publication Info Source dont vous pourrez vous procurer un exemplaire au Centre Service Canada le plus près de chez vous ou à l'adresse Internet suivante: <http://infosource.gc.ca>

1-Fin de l'entrevue
@adinf

143:

ADINF

=> +1 si	NOT (INFO=#1)
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APPENDIX B

RESPONSE RATE CALCULATION

APPENDIX C

DETAILED INDUSTRY LISTING

Industry Sub-Groups

	INDUSTRY
Primary	<p> Agricultural Production - Crops Agricultural Production - Livestock Agricultural Services Forestry Fishing, Hunting & Trapping Oil & Gas Extraction Mining & Quarrying-Non-metallic Minerals </p>
Construction	<p> Building Construction-General Contractors Heavy Construction Except Building Construction - Special Trade Contractors </p>
Manufacturing	<p> Food Products Tobacco Products Textile Mill Products Apparel & Other Finished Products Lumber & Wood Products Except Furniture Furniture & Fixtures Paper & Allied Products Printing Publishing & Allied Industries Chemicals & Allied Products Petroleum Refining & Related Industries Rubber & Miscellaneous Plastics Leather & Leather Products Stone, Clay, Glass & Concrete Products Primary Metal Industries Fabricated Metal Industries Industrial & Commercial Machinery Electronic & other Electronic Equipment Transportation Equipment Measuring & Analyzing Instruments Miscellaneous manufacturing Industries </p>
Transportation	<p> Local/Suburban Transportation Motor Freight Transportation/Warehouse Water Transportation Air Transportation </p>

	Transportation Services
	Communications
	Electric, Gas & Sanitary Services
Wholesale Trade	
	Wholesale Trade - Durable Goods
	Wholesale Trade - Nondurable Goods
Retail	
	Building Materials & Hardware
	General Merchandise Stores
	Food Stores
	Automotive Dealers & Service Stations
	Apparel & Accessory Stores
	Home Furniture & Furnishings Stores
	Eating & Drinking Places
	Miscellaneous Retail
Finance	
	Depository Institutions
	Non-depository Credit Institutions
	Security & Commodity Brokers
	Insurance Carriers
	Insurance Agents, Brokers & Services
	Real Estate
Services	
	Hotel, Rooming Houses & Camps
	Personal Services
	Business Services
	Auto Repair, Services & Parking
	Miscellaneous Repair Services
	Motion Pictures
	Amusement & Recreation Services
	Engineering, Architecture & Accounting
	Household & Miscellaneous Services
	Private Households
	Miscellaneous Services Not Elsewhere Classified
Other	
	Health Services
	Legal Services
	Educational Services
	Social Services
	Non-classifiable Establishments