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Business Use of LMI: Survey of Small and Medium 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 SMEs in Canada to determine the current use of labour market information (LMI) and related tools by employers to support business and HR management and planning decisions and activities in order to determine 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.

A national telephone survey was conducted with 2,204 representatives of SMEs in Canada. For the purposes of the survey SMEs were defined as individual establishments (or locations or worksites of an organization) with between five and 100 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). The overall sample of 2,204 completed cases carries with it a level of precision of as wide as ± 2.1 per cent for the sample overall at a 95 per cent confidence interval (i.e., 19 times out of 20).

Of the 2,204 employers in this sample, the majority of employers are from the retail sector (495), or the services sector (476)¹. Relatively few are drawn from primary industry (75), or finance (75). Almost half of employers in the sample employ fewer than 20 employees (1052), although the proportion is much higher (84 per cent) in the population.

HR Activities and Issues

The level of engagement in human resource activities is high among small- and medium-sized employers. 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 (88 per cent), and most have made decisions regarding training and development (72 per cent) or employee retention (70 per cent) in this time-frame. Furthermore, three in ten employers are engaged in two of these activities (recruitment, training and retention), and over four in ten are engaged in all three.

Most employers also actively engage in a range of human resource activities: most maintain job descriptions and regularly monitor labour market issues, and well over half conduct annual performance appraisals and develop training and development plans. Most also have some type of planning processes for business, financial and human resource domains, although for many this process is informal. Most small and medium employers are facing human resource issues and challenges that LMI could help them to address. Retaining workers, attracting workers and skills enhancement are central issues for most, followed by healthy workplaces and productivity enhancement. Furthermore, finding and retaining skilled employees

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

is identified as the single most common challenge facing small and medium employers over the next five years. It is interesting, and perhaps disconcerting, to note that relatively few employers cite aging workforces as a challenge that they are facing in the near future.

The level of engagement in human resource activities and formalization of human resource planning tends to be much greater among larger organizations, those with more work-sites and those under expansion. The same is true of unionized organizations and NGOs. Those organizations most actively engaged in human resource activities and planning are naturally also more apt to identify human resource and retention issues, and to specify future challenges to address (with need likely driving their interest and engagement in planning and activity). Regionally, employers in Alberta (that are in a growth economy) are more apt to be engaged in human resource activities and to be facing significant issues, while those in Quebec (who are less likely to be expanding) are less apt to be engaged in HR activities, or to face human resource and organizational issues which would necessitate a greater level of human resource planning and engagement.

Wages and working conditions are by far the main issues or difficulties identified by employers with respect to employee retention². Furthermore, many employers (half) are facing difficulties in filling positions. Employers identify a shortage of skilled applicants and of applicants with specialized skills being the two primary difficulties experienced in filling positions, followed by a small local labour force to draw upon. It is interesting to note that while wages and working conditions are the key issue in retention, they are not a significant issue in recruitment (while finding employees with the right skill set is). However, difficulties experienced in recruitment are linked, at least in part, to the reasons organizations are recruiting. Employers who are expanding or addressing retirement turnover are looking for specialized skills. Those that are backfilling positions (e.g., high turnover, seasonal work) are more concerned with wages and working conditions, and with personal suitability.

General LMI Usage

General use of LMI is quite high among employers. In terms of general LMI activities and usage, close to half have visited a federal internet site in the past year, and over one-third have posted a position in a job bank. While two-thirds describe their LMI needs as unchanging, a not insignificant number (28 per cent) describe their LMI needs as increasing. New and expanding organizations tend to be experiencing the greatest increase in demand, and four in ten employers indicate that their business is undergoing expansion. In terms of LMI, employers are most often seeking general ideas, past trends or forecasts, "how to" information and assistance in finding, attracting and keeping employees.

A significant number of employers used information, tools or services outside their organization to support decisions made in training and career development (47 per cent), worker retention

² This is in line with results from a 2004-2005 study, *Rethinking Work*, conducted by EKOS Research and the Graham Lowe Group, indicating that wages is ranked as having the single largest gap between what workers consider important and what they believe they have in a current position (among a series of roughly 20 job characteristics). It is also the third most cited reason for an actual change in job or career in the recent past.

(41 per cent), and recruitment (37 per cent). It is interesting to note that LMI is used less for recruitment – the HR activity employers were most apt to have engaged in and an area where many are experiencing challenges. A not insignificant minority however (between 12 and 18 per cent) did NOT seek any LMI to support their HR decisions. The most common reason cited for not seeking information to support decisions is that they already have sufficient information. Further research to understand how that information base is developed and maintained could be instructive.

NGOs, unionized, older and larger organizations all tend to be engaged in a larger number of target activities and to be more extensive users of LMI. Furthermore, those involved in all three target activities and those more proactive in HR (engaging in activities such as monitoring, appraisals, etc.) are greater consumers of LMI and more sophisticated in their use of it (e.g., more demanding, less apt to say it is very useful, more apt to point to a need for greater specificity). As with human resource engagement, employers in Quebec are also less apt to identify LMI needs or be using LMI.

Profile of Recruitment and Training Activities

Most employers have recruited for positions within the past year (88 per cent). The most common reason for recruitment is to replace turnover, followed by recruitment for expansion. Word of mouth is most commonly cited as a method used to recruit employees, followed by advertising and use of job boards or the Internet. Recruitment of service or production labour is most common (57 per cent), followed by clerical and administrative assistance, technical employees and apprenticeship trades.

Not surprisingly, patterns of involvement in recruitment (and recruitment methods used) follow the same patterns found for human resource engagement, HR activities and LMI usage in general. Quebec employers are less apt to be recruiting for a range of positions, and more often rely on less formalized methods of recruitment, such as word of mouth than other employers. Employers located in western provinces, in unionized organizations, NGOs, and those engaged in a variety of HR activities are more apt to be recruiting, and typically use a variety of recruitment methods.

Most employers (86 per cent) provided employees with some type of training in the 12 months preceding the survey. The most common reason for training provided is employee skill development (identified by 55 per cent), followed by new employee orientation, the need to meet regulatory requirements, and new equipment or technology. The type of training provided is generally linked to the reasons the employer is hiring or staffing difficulties experienced.

Most training (62 per cent on average) is delivered in-house, and less than half of training (47 per cent on average) can be described as formal training (with specific objectives and evaluation of learning achievement). Informal mentoring, on-site training, and job shadowing are the most popular training methods used.

As with other areas, employers in Quebec report a lower than average incidence of training. Conversely, larger employers, those undergoing expansion, and those more actively engaged in a range of

HR activities report a higher than average incidence of training. NGOs and unionized organizations tend to provide a smaller proportion of formal training and less training in-house.

Difficulties Locating LMI and LMI Used to Support Target Activities

In each target activity, some employers report being unable to find the LMI needed to support decisions (17 per cent were unable to find all the information they sought in relation to recruitment, 12 per cent in relation to training, and 15 per cent in relation to retention). 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 indicate being unable to locate information on wage rates and benefits, job descriptions and availability of workers. The types of LMI most often used by employers in making recruitment decisions include job banks, wage rates and benefits and job descriptions, followed by legal requirements, employer recruiting and availability of workers.

In seeking LMI to support training decisions, employers more often report being unable to find information on the type of training available (cited by 41 per cent). Much smaller proportions report being unable to find information on where to get training, information on credential requirements or occupational standards, and training needs analysis. The types of LMI employers most commonly report using include information on the type of training available (40 per cent), followed by where to get training, career development processes, occupational standards, training needs analysis, and selecting a training provider.

In seeking LMI to support retention decisions, employers more often report being unable to find information on wage rates and benefits (cited by 39 per cent). Much smaller proportions report being unable to find information on job descriptions, enhancing work satisfaction, training institutions, working conditions, and human resource management skills. The most common type of LMI employers report using in making retention decisions is information on wage rates and benefits (by 44 per cent). Other types of LMI commonly used in this situation include information on working conditions, human resource planning, enhancing work satisfaction, enhancing productivity, and job description information (all cited by 20 per cent or more).

Sources of LMI

Federal websites and publications are the most common source of LMI identified for recruitment and retention (used by 29 per cent in recruitment and 23 per cent in retention) but are only the third most frequently cited source in terms of training (by 14 per cent). Provincial government publications or web-sites are also often cited as an LMI source for all three activities (used by 23 per cent in recruitment, 14 per cent in training and 13 per cent in retention decisions). Colleagues and professional associations or unions are also commonly cited as sources of LMI for recruitment and retention; while professional

associations or unions and sectoral councils or industry associations are most commonly cited as LMI sources for training.

Scope of LMI

Employers most commonly use locally-based information sources to assist them in decisions (in relation to recruitment, training and retention), although many also rely on local and broader (regional, provincial and national) sources simultaneously. The scope of information used is often driven by organization context; those looking for more senior staff, expanding their business, larger and unionized organizations tend to look more broadly for information, while those with high staff turnover look more locally. Organizations using broader information sources are also more apt to be spurred on by difficulties in filling positions.

The availability of information specific to the local community is considered very important by many (by 44 per cent in relation to recruitment, and by 51 per cent in relation to training and retention decisions). Organizations whose LMI needs are increasing are more apt to place high importance on local information, while larger employers, unionized employers, and NGOs place less emphasis on this. While locally-based information sources are most commonly used in recruitment, the importance of availability of local information for recruitment tends to receive less emphasis.

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 (where 54 per cent consider the LMI to be somewhat useful and only 32 per cent describe it as very useful) and more likely to describe LMI used in training and retention decisions as very useful (47 and 46 per cent, respectively). The most common complaint and suggestion for improvement of LMI (in relation to all three target activities) involves greater specificity and detail in the information available. Other suggestions for improvement (made less often) involve making information easier to find, and updating information more frequently. Employers whose business is expanding, whose LMI needs are increasing and those unable to locate all the LMI they wanted are more apt to suggest improvements.

Assistance with LMI

Over one-quarter of employers obtained assistance from outside their organization to locate, access or interpret LMI (26 per cent obtained assistance with recruitment LMI, 33 per cent with training LMI, and 28 per cent with retention). Human resource consultants are most often cited as the source of assistance for recruitment and retention LMI, while local business associations are the most frequent source of assistance with training LMI. Business colleagues and government offices or websites are cited as the second and third most common sources of assistance with LMI for all three activities.

Employers who obtained assistance are generally no more positive than others about the usefulness of LMI used. Furthermore, employers who obtained assistance are more apt to suggest making information easier to find, or to have been unable to obtain information they were looking for, suggesting that they tried to obtain information on their own and then sought assistance because they were initially unsuccessful.

Over four in ten employers agree that they would have benefited from assistance in finding appropriate LMI relevant to recruitment, training and retention. Many also agree that they would benefit from assistance in interpreting the information (19 per cent in the case of recruitment, 36 per cent with respect to training, and 39 per cent with respect to retention); and applying the information to their specific situation (31 per cent in the case of recruitment, 36 per cent with respect to training, and 41 per cent with respect to retention).

The greatest demand for assistance is among the intense users (those involved in all three activities), which is perhaps not surprising given that these employers are less apt to say they are finding what they are looking for. Generally, employers who believe that they could benefit from assistance in one area believe that they would benefit from assistance in all three areas (finding, interpreting and applying information). Expanding and non-unionized organizations indicate greater demand for assistance with respect to finding information.

Format of Information

Most employers obtain LMI through the Internet, and report a preference for obtaining information on-line. Information on training and retention is more commonly obtained and preferred on-line (over half prefer and use this format), while it is slightly less popular for information on recruitment (where 48 per cent use the Internet and 46 per cent prefer this source). Print is the second most popular format in which to obtain information to support recruitment, as well as to support training (and it is equal to the preference for telephone delivery for retention LMI).

Most employers are obtaining the information in their preferred format. This is particularly true for those that indicate a preference for the Internet (as more than three-quarters of employers who prefer the Internet are obtaining information this way for all three activities). Employers are having less success obtaining information in-person on recruitment or retention (46 and 68 per cent, respectively of those who prefer this format are receiving information this way), or in print for recruitment and training (62 and 69 per cent, respectively of those preferring information in print are receiving it this way for these activities).

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.

Typology of Employers

Clearly there are a significant number of patterns of responses in the degree to which organizations face HR challenges, the type of HR activities that they engage in and the extent to which they use LMI to support their activities. Their size drives their demand for employees, as well as their ability to be more focused and formalized in their approach (and therefore, use of LMI). As part of the analytical approach to the survey findings and in an attempt to better understand these linkages and patterns of organizations, a typology of Canadian SMEs was created on the basis of the four or five most key distinguishing characteristics of organizations: size (and whether they have multiple locations or not), union environment, whether they are expanding or not, and whether they are facing shortages and unfilled positions or not. This typology of organizations describes five fairly unique and homogeneous groups of employers facing different types and levels of HR challenges, and involvement in HR activities. As such, they also use LMI to different extents and do or do not have issues with and suggestions regarding the products that they use.

Group 1 - Minimal Users

These employers (29 per cent) represent smaller employers in the private sector that have been in operation for 11 to 20 years, have one worksite in Canada, and do not plan to expand in the near future. The group is prevalent in the service industry and among employers who report no hiring issues. They tend to anticipate few foreseeable challenges in ensuring their organization's business goals or know little about it. They have no issues hiring employees and tend to have fewer issues keeping them. *Minimal Users* employers are more likely to have an informal business plan and are least likely to have engaged in recruiting and hiring of employees, more often citing a lack of need. They are no different from other employers with regard to training and labour force retention activities. When engaged in hiring, they mostly use word of mouth. This group mostly trains on essential skills.

Minimal Users employers typically show little demand for LMI and are least likely to have used or looked for information to support recruiting decisions. These employers recently either advertised jobs in local media, or did not pursue any job advertising activities at all. They generally do not seek outside sources of LMI and the majority of them believe that they have sufficient internal sources regarding all three HR areas. This group typically finds information through federal government websites or publications, local business associations or equipment suppliers. They are more likely to use outside sources to gather training information on training needs analysis, evaluation of training investment, tools to assist employees, and to select training providers. They are generally very positive in assessing the usefulness of information, tools and services used, although they would also appreciate more detailed and updated information, and would benefit from assistance in interpreting it.

Group 2 - Larger Unionized

Larger Unionized employers (12 per cent) represent larger employers that have been in operation for more than ten years, are unionized, have more than one worksite, and tend to be in expansion

mode. These employers are more often found in the non-profit sector and in construction and manufacturing industries. They are mostly engaged in all three HR activities and are less likely to experience recruiting difficulties. They tend to identify attracting workers, general organization of HR, and succession planning as HR issues that will need to be addressed. They are particularly concerned about competition and aging workforce and report hiring difficulties such as skill shortages and remote locations. This group is less likely to anticipate foreseeable challenges. Those who do, cite finding more employees, shortage of skilled workforce, and replacing skilled workers who leave.

Larger Unionized employers describe their business plan and training as formal and are engaged in all three HR areas, particularly in recruitment and training/career development. This group typically recruits for clerical, administrative, and professional and managerial positions. Company website and unions are more common methods to recruit. Workers in these organizations are provided training and development plans, employee orientation manuals and work descriptions or profiles. Most common methods of training are apprenticeship, internship, and hiring a trainer.

Larger Unionized employers rely heavily on outside resources to support their efforts in recruiting, training, and workforce retention. They typically use HR placement agencies and post on national or private sites. For recruitment, this group typically finds information through professional associations and unions, while for training, they find information through sector/industry associations, equipment suppliers, or general publications. Information related to workforce retention is mostly found through professional associations or non-government online sources. This group shows no distinctive features in regard to LMI use, except that they are more sceptical and least knowledgeable. They use outside sources to find LMI on funding for training and training needs analysis and are very satisfied with its usefulness.

Group 3 - Larger Pro-active

Larger Pro-active employers (17 per cent) represent larger non-unionized employers that have been in operation for more than 20 years, are in expansion mode, and work primarily in retail, finance and transportation industries. Employers in this group are heavily engaged in all three HR activities, and report some recruiting difficulties. They tend to identify workforce retention, training, and job satisfaction of employees as HR issues that need to be addressed. They are particularly concerned about wages and working conditions of employees. Lack of interest and shortage of applicants are the biggest problems in filling positions. Challenges anticipated are retention of present staff and finding skilled workers.

Larger Pro-active employers are more likely to describe their business plan and training as formal and are actively engaged in all three HR areas, particularly in training and retention of workforce. Compared to other employers, this group is more likely to be engaged in all activities related to recruitment and training such as long-range workforce recruitment, annual employee performance, and training and development plans. They typically recruit using advertising and headhunters, and report using on-line training and sending employees to courses.

Larger Pro-active employers are the heaviest users of LMI in general, particularly in supporting their efforts in training and recruiting. Their demand for information is increasing. Recently these employers were engaged in all ways to advertise and seek for information. They generally look for hard numbers, general ideas, trends and forecasts. They seek information on wages and benefits, cite sector or industry associations as information sources, and are more apt to use locally and regionally based hiring information and nationally based training information. In terms of improvements, these employers more often suggest a need for more specific and up-to-date information. They tend to find training information through online sources and generally have no problems finding the information they need.

Group 4 - Smaller High Recruitment

Smaller High Recruitment employers (20 per cent) represent smaller employers who have been in operation for just over 10 years, are not currently planning on expanding, and who work primarily in the retail industry. All employers in this group are experiencing recruiting difficulties, yet, they are only engaged in one or two HR activities. They are more likely to believe their HR planning needs to address attracting workers. They are particularly concerned about workforce retention. Laziness, personal suitability, and shift work are more often cited as big problems in filling positions, while retention of present staff is anticipated to be the biggest challenge. Wages and working conditions, and seasonal work are more likely to be the main issues in keeping employees.

Smaller High Recruitment employers are more likely to have an informal business plan and are HR passive compared to other employers (despite the hiring issues they face). They are particularly less involved in activities to retain their workforce. Interestingly, replacement of turnover is the most common reason for recruitment. This segment typically recruits for service or production labour, and when recruiting, is likely to use advertising and job boards. For training, these employers tend to provide new employee orientation and in-house training.

Smaller High Recruitment employers are least likely to have used or looked for outside information sources, especially to support their efforts in retaining their workforce (because they do not use this information), and believe their demand for information is staying the same. Recently, they are more likely to have only posted a job in Job Bank. They typically seek recruiting information such as job resume banks and find it through federal government or public web-sites. For these employers, it is important to have hiring and workforce retention information specific to their local community, while for training they tend to use regionally-based information. Those who used outside sources to support recruiting decisions tend to be satisfied with information and believe no improvements are necessary. Nonetheless, they would appreciate assistance in interpreting information. Those who use outside information to support training decisions (mainly on where to get training), are generally less satisfied as they need more and better access. This group needs and gets outside assistance to access, work, and interpret training information. They express the same need for information pertaining to workforce retention issues.

Group 5 - Smaller Expanding

Smaller Expanding employers (22 per cent) represent smaller employers who have been in operation for 10 years or less, are expanding, and work primarily in manufacturing and wholesale industries. The majority of employers in this group have recruiting difficulties and are typically engaged in two HR activities. They are more likely to believe skill enhancement and expanding workforce are unresolved HR issues. They are more apt to anticipate that finding and retaining skilled workers and continuous need for specialised skills are the biggest challenges for the next five years. Competition and transitional jobs are more often cited as the main issues in keeping employees, while expansion is a more common reason for recruitment. These employers tend to have an informal business plan and are less involved in training activities. They are more likely to provide on-site training and focus on such issues as new equipment and technical training. They mostly recruit for technical positions and identify word of mouth as their most important recruitment method.

Smaller Expanding employers are less likely to have used or looked for outside sources to support their efforts in training (did not think of getting it or did not have time). Their demand for information is increasing and these employers are more likely to look for forecasts and past trends. Recently, they are likely to have posted a job in Job Bank and contacted a business association. This group tends to seek specific information related to occupational shortages and supply, hiring specific employee groups, availability of workers, and training institutions, and generally find this information through educational institutions. They are also more likely to use outside sources to make decisions on wage rates and benefits, enhancing work satisfaction, availability of workers, and inclusive workplace, and this information is generally found through professional associations. For hiring, they mostly use regional information, but it is very important that training information is specific to their local community. These employers tend to use outside assistance to find and interpret recruitment information, usually through an HR consultant, appreciate the help received, and suggest improvements to the quality of the assistance available by applying information to specific needs. These employers are generally less satisfied with outside sources on training as they need more specific information. They also say they would have benefited from assistance in applying this information. To improve the quality of services they are more likely to suggest facilitating access, updating the information, and providing more specific information. These employers are also less satisfied with outside sources designed to support their efforts in workforce retention (because they needed assistance to find or interpret it) and suggest improving access and communications.

Conclusions

Study findings provide a rich level of detail that can be analysed from a variety of perspectives to inform LMI policy and program development. Findings indicate that the level of HR activity among sampled SMEs is fairly high. Employers emphasize the need for LMI that is specific and detailed in order to be useful in supporting their efforts. Given the connection between problems with labour shortages and increasing participation in HR activities and use of LMI, it is not surprising to see that the need and demand for LMI is high and increasing among a reasonably high proportion of organizations (particularly newer and expanding organizations).

In spite of the issues that employers describe (in their considerable and increasing need for LMI), relatively 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. Findings suggest that government is not currently an obvious choice for this type of assistance. Results point to an opportunity to fill an as yet unfulfilled role for many SMEs – helping them find, interpret and use existing LMI to support them in facing their increasing HR challenges. Given that the federal government is a top source for two types of LMI, and that organizations obtaining assistance from the federal government with the use of LMI in their recruitment efforts, the federal government would appear to be one good choice for filling that gap.

MORE INFORMATION

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To obtain more information on this study, please send an email to por-rop@hrsdc-rhdcc.gc.ca

1. INTRODUCTION

a) Context

Small and medium-sized enterprises (SMEs) are an important source of growth and employment in Canada. There are about over 425,000 organizations with between five and 100 employees, representing approximately 40 per cent of Canadian enterprises³. Currently one-half of Canadian workers are employed in SMEs. SMEs are typically defined as organizations with fewer than 500 employees. For the purposes of the current study, the survey sampled organizations with 100 or fewer employees at the worksite or location sampled.

While together SMEs account for a significant portion of the Canadian workforce, individually these companies sometimes lack the time and diversity of function in the organization to develop extensive knowledge in the area of Human Resources (HR), including recruiting, training and maintaining their workforce and gathering information to support HR strategies and decisions. Other challenges for SMEs are: jobs requiring skills from multiple occupations, difficulty in competing with wages and working conditions of larger firms, and limited capacity for the design and implementation workplace training.

The current study relies on a national telephone survey of SMEs in Canada to determine the current use of labour market information (LMI) and related tools by employers to support business and HR management and planning decisions and activities in order to determine potential gaps in information, tools and services.

b) Methodology

To examine employer practices and preferences with respect to labour market information, EKOS conducted a telephone survey with 2,204 representatives of SMEs in Canada. For the purposes of the survey SMEs were defined as individual establishments (or locations or worksites of an organization) with between five and 100 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). 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. For the most part, however, the organizations included in this survey were small and medium-sized with 100 employees or less.

³ <http://strategis.ic.gc.ca/epic/internet/insbrp-rppe.nsf/en/rd01226e.html>

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 labour market information, 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 who is using what and how and what the shortcomings or gaps 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, tools or services 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 (and reasons for limited usefulness);
- suggestions for improving LMI (based on what was used);
- use of assistance in finding, accessing or working with the LMI (and source);
- perceptions about benefits of assistance in these areas; and,
- format of used information 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 general approach to HR and use of LMI to support HR, more acute HR challenges and a number of questions about recent recruitment and training activities (incidence, who, 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 so that an incidence of LMI use could be established for each of the three sets of activities (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

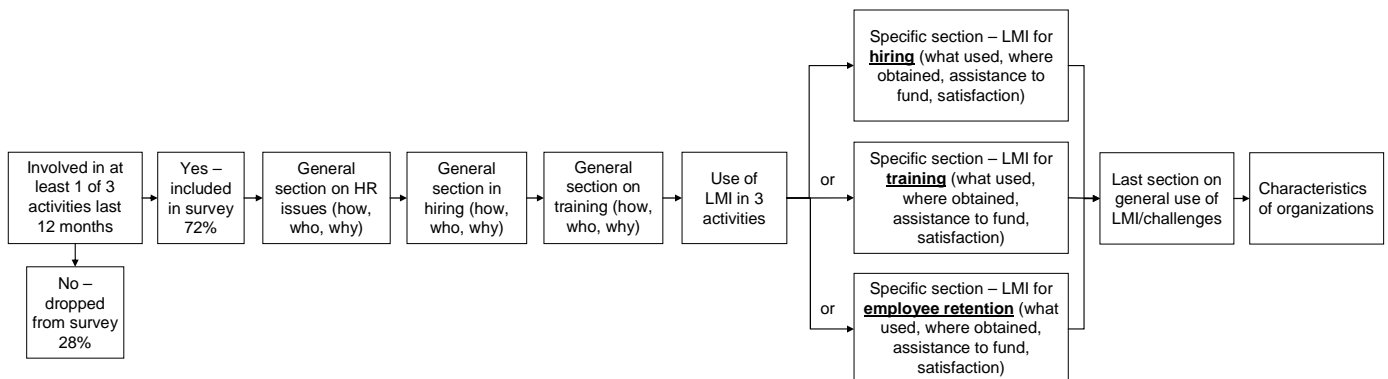
in the computer randomly assigned the organization one set), and the fuller set of detailed questions was asked with regard to only that one HR activity. The full survey questionnaire can be found in Appendix A.

Survey data were collected using EKOS' centralized Computer-Assisted Telephone Interviewing (CATI) network. Prior to the conduct of the survey, the survey instrument was tested with 40 cases (in English and French). Testing was done in iterations, with changes made after the first five to ten and then again after 10 interviews, to ensure that any changes address the 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 were collected over a period of a month in July and August. The average length of interview was 15 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 contacted organizations for the survey, 875 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 72 per cent. The overall response rate to the survey was 31 per cent. The response rate is summarized in the following table.

a. Organizations contacted	9932
b. Number of organizations agreeing to respond	3079
c. Number screened out (did not engage in recruitment, training or retention)	875
d. Total respondents (b-c)	2204
e. Incidence rate (proportion of organizations engaging in one of the three target activities) (d/b)	72%
f. Response rate (proportion of organizations contacted agreeing to respond) (b/a)	31%

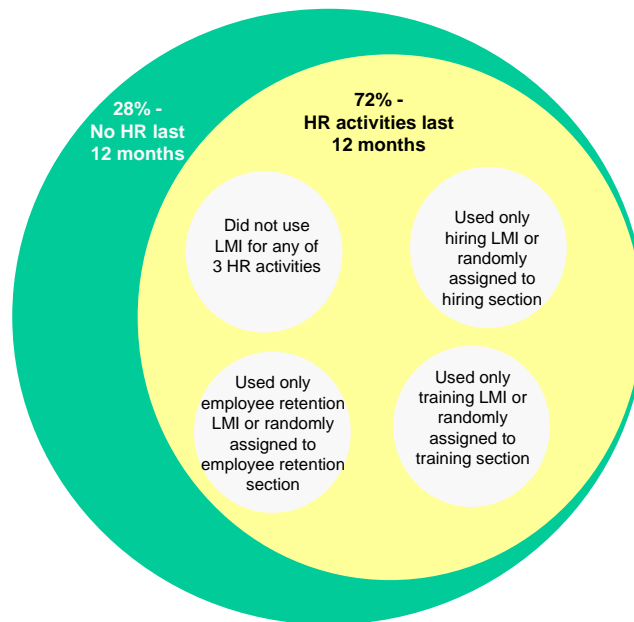
The following is a graphic representation of the process by which sample members were filtered into the survey and guided through the major blocks of the questionnaire.

Flow of Questionnaire



Note: Completed section where activity took place or random assignment to [if did more than] activity

All small/medium 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, since the sampling included a 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 SMEs in Canada stratified by organization size (i.e., number of employees under 20, between 20 and 49, and between 50 and 100) 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, in order for all results to be examined within these segments in the analysis. The listing of Canadian organizations from which the sample was drawn is InfoCanada, which is populated from the Yellow Pages. The listing is updated yearly, so it is a reasonably up to date listing. This lists individual locations rather than whole organizations, 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 nine chapters. Chapter Two presents a general portrait of the organizations in the survey sample in terms of characteristics, level of HR activity and use of LMI to support the three HR areas: recruitment and hiring; training and career development; and workforce retention. The third chapter examines more specifically the area of recruitment and use of LMI to support their recruitment activities. Chapter Four provides the same type of information regarding training activities and use of LMI to support training. Chapter Five presents information about the use of LMI to support workforce retention activities. Chapter Six 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 Seven presents a typology of SMEs based on survey data, in an attempt to distil patterns of HR issues, activity and resulting use of LMI. Chapter Nine presents a summary of the survey findings.

2. GENERAL PROFILE OF ORGANIZATIONS

Chapter Two presents a general snapshot of small and medium 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 labour market information 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 2,204 completed cases carries with it a level of precision of as wide as +/- 2.1 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, 3,079 organizations agreed to conduct the survey and of these 2,204 organizations actually completed an interview (with the remaining 875 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 72 per cent and the response rate to the survey was 31 per cent (see Appendix B for detailed calculation of response rate).

Of the 2,204 employers in this sample, the majority of employers are from the retail sector (495), or the services sector (476)⁴ (see Table 2.1 for characteristics of the sample). Relatively few are drawn from primary industry (75), or finance (75). Almost half of employers in the sample employ fewer than 20 employees (1052), although the proportion is much higher (84 per cent) in the population. As shown in Table 2.2, the sample is a very close reflection of the population by industry sector. Only manufacturing is marginally overrepresented (13 per cent instead of nine per cent in the population) and retail and "other" are marginally underrepresented (by three per cent in each). Appendix C presents a detailed listing of the industries classified under each major grouping described in this report.

Those in the manufacturing and transportation sectors are more likely to have larger numbers of staff; employers in the manufacturing sector in particular are more apt than others to have between 50

⁴ The service sector includes business and personal services, household and miscellaneous services, engineering/architecture/accounting services, and other miscellaneous services.

and 99 staff (eight per cent). Employers with higher numbers of staff are more apt than smaller organizations to say that their need for information, tools and services to help their business is increasing over time. Smaller organizations (with fewer than 20 employees) are more apt than others to report that business is stable, and are less likely than larger organizations to be in expansion mode.

In terms of regional distribution, those in the primary and construction industries are more likely than others to be found in Alberta. Employers in the manufacturing sector are more apt to be in Ontario than in other regions, while employers in the wholesale industry have a greater tendency than others to be located in Quebec.

Table 2.1: Sample Characteristics

	Sample Size (Unweighted)	Margin of Error (%)
TOTAL	2204	2.1
Industry		
Primary	75	11.4
Construction	158	7.8
Manufacturing	277	5.9
Transportation	142	8.3
Wholesale	201	6.9
Retail	495	4.4
Finance	75	11.4
Services	476	4.5
Other ⁵	305	5.6
Region		
British Columbia	277	5.9
Alberta	289	5.8
Saskatchewan	142	8.3
Manitoba	154	7.9
Ontario	575	4.1
Quebec	393	4.9
Atlantic Canada	374	5.1
Size		
5-19 employees	1052	3.0
20-49 employees	556	4.2
50-99 employees	596	4.0

⁵ Other includes health, education, legal, social services, and membership organizations.

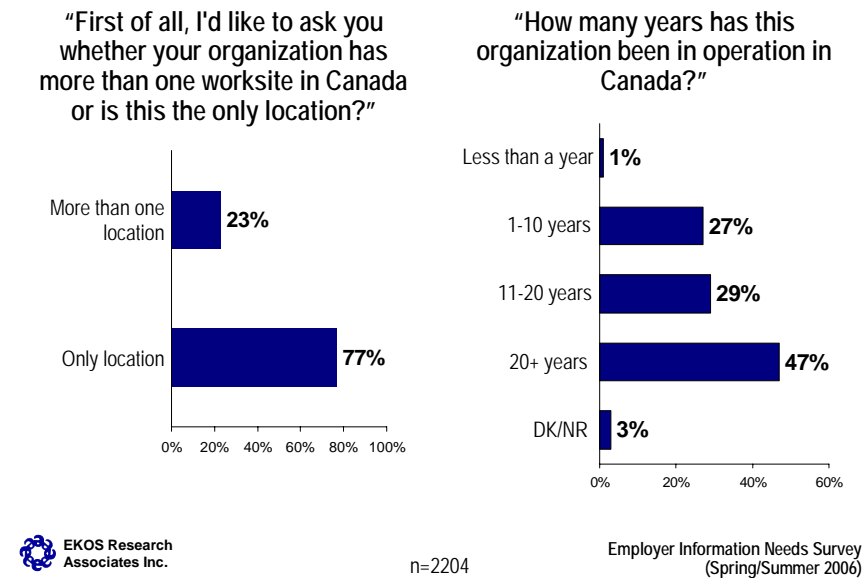
Table 2.2: Comparison of Industry proportions in population and survey sample

Industry	Population	Sample
Primary	2%	3%
Construction	9%	7%
Manufacturing	9%	13%
Transportation	6%	6%
Wholesale	10%	9%
Retail	26%	23%
Finance	4%	3%
Services	20%	25%
Other	14%	11%
Total	100%	100%

Over three-quarters of organizations in the sample have only one location in Canada, while 23 per cent report multiple worksites. Almost half (47 per cent) say their organization has been in operation in Canada for more than 20 years; three in ten have been in operation between 11 and 20 years, and 28 per cent have been in existence for ten years or less.

Those in the construction industry (56 per cent) are the most established businesses (often having been in business for over 20 years). Those in the retail industry are the newest on average (although 40 per cent of employers in the retail sector have been in business over 20 years, this figure is still relatively high). Employers in the retail industry are also the most likely to have only one location, whereas those in the financial sector are the most likely to report multiple locations. (Size of organization is correlated with number of locations, although not all large organizations have multiple sites and not all smaller organizations have only one.)

Characteristics of Organization

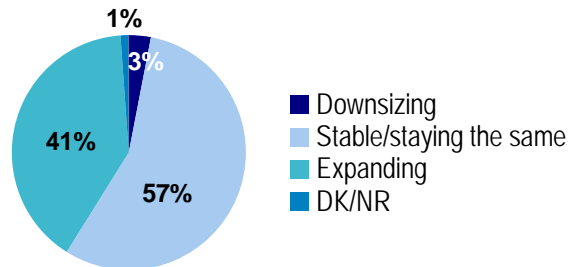


- Employers in Atlantic Canada are more likely to have multiple locations than those in other parts of the country.
- Unionized organizations are more likely to have more than one worksite than others. They are also typically more established, with many having been in operation in Canada for more than 20 years. (Number of locations is also correlated with the length of establishment, with more established organizations reporting multiple locations.)
- NGOs are more likely than private industry to have been in existence in Canada for more than 20 years.

With respect to organizations' business cycle, the majority (57 per cent) of employers report that their organization is currently stable or staying the same, while four in ten are expanding; only three per cent are downsizing. Those in the financial sector are more likely than others to be in expansion mode, as are medium-sized organizations, and those with multiple locations. Smaller organizations (with less than 20 employees) are more likely than others to be stable, and less apt to be expanding.

Business Cycle

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



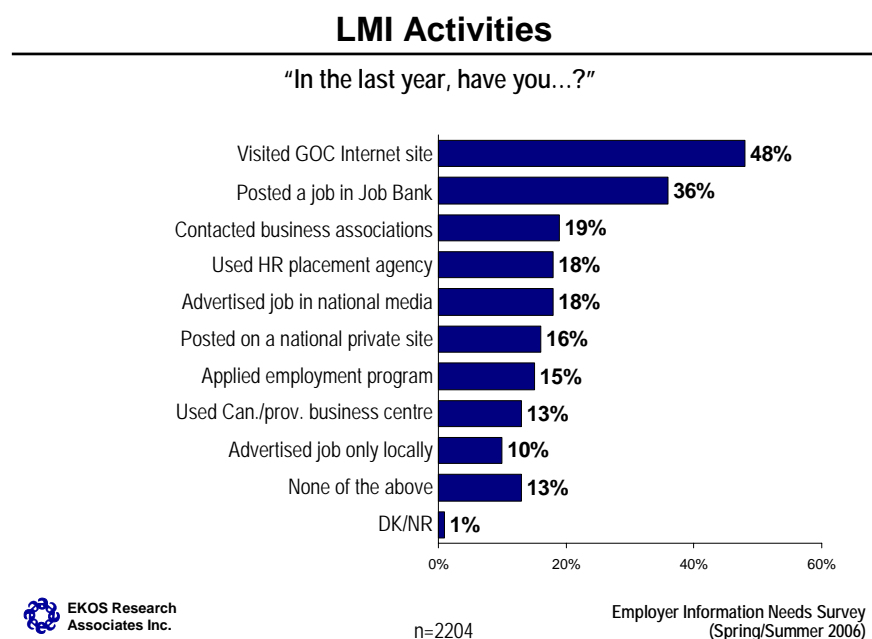
- Less established organizations (in operation for ten years or less) are more likely to be in the process of expanding than others, while those that have been established for over 20 years are more apt than others to be stable.

2.2 GENERAL USE OF EXTERNAL SOURCES OF INFORMATION

In the past year, almost half of employers have visited a Government of Canada Internet site, and over one-third have posted a job in Job Bank. Two in ten have contacted business associations, used an HR placement agency, or advertised a job in the national media. Sixteen per cent have posted a job on a national private site, and a similar proportion (15 per cent) has applied for an employment program. Canadian or provincial business centres have been used by 13 per cent of employers, while ten per cent have advertised a job only locally. Only thirteen per cent have undertaken none of these actions in the past year.

Employers in the transportation sector are more likely than others to have used a Canadian or provincial business centre in the past year. The use of an HR placement agency is more likely among employers in the financial sector, and less likely for those in the retail and service industry; employers in the service industry are more apt to have posted on a national private website than others.

Larger organizations are more likely than those with fewer employees to have undertaken most of these actions in the past year (as is the case with multiple location organizations).



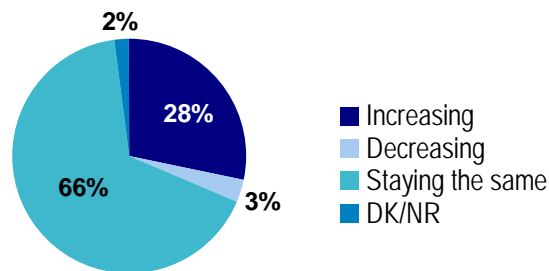
- Employers in Quebec are less likely than those in other regions to have undertaken most of these actions in the past year. Those in Ontario are more apt than others to have visited a Government of Canada Internet site, or applied for an employment program (the latter is also more likely to be true among employers in Atlantic Canada). Those in Saskatchewan have a greater tendency to have used a Canadian or provincial business centre than others, while employers in British Columbia are more likely than others to have contacted a business association, or used an HR placement agency.
- Those with unionized employees are more apt than others to have posted on a national private site, used an HR placement agency or advertised a job in the national media.
- NGOs are more likely than those in the private sector to have undertaken many of these actions (with the exceptions being posting on a national private site, advertising a job in the national media, or advertising a job only locally).

Although most employers (two-thirds) say that their need for information, tools and services to help their business is stable over time, about three in ten say this need is rising. Only three per cent believe their need is decreasing over time.

Larger organizations and those with multiple locations are more likely than those with fewer employees or only one work site to say that their need for this kind of support is increasing over time, while smaller organizations are more apt to say their need is stable.

Need for LMI Support

"Considering your organization's use of information, tools and services to help your business, would you say that your need for this type of support is increasing or decreasing over time (or is it staying about the same)?"



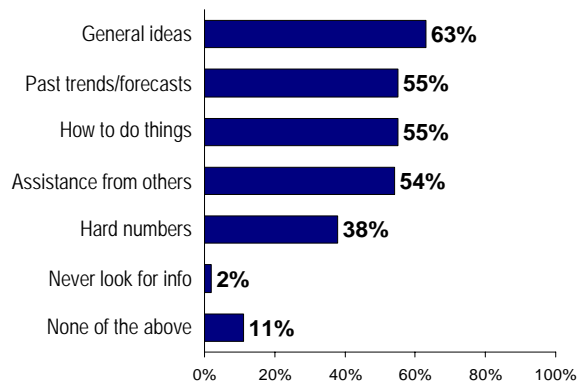
- Employers in the West (Alberta, British Columbia and Manitoba) are more likely than those in other regions to say their need for information, tools and services to help their business is increasing; this is less likely to be the view in Quebec than in most regions. This is likely driven by the expanding western economies.
- Newer organizations (those in business for ten years or less) are also more likely than others to say their need for support is increasing over time.

When asked about the kinds of tools, services or information their organization generally looks for, most employers say they typically look for general ideas (63 per cent). Large proportions also look for past trends and forecasts (55 per cent), how to do things (55 per cent), or assistance from others (54 per cent), while just over one-third seek out hard numbers⁶.

Employers in the financial sector are more likely than others to seek out hard numbers as are those in transportation (but to a lesser degree). The financial sector is also more likely to access information about how to do things that other sectors are, and to generally look for assistance from others. Employers in the retail sector are more apt than others to look for general ideas. Employers in the wholesale industry are less likely than others to look for assistance.

Type of Information Sought by Organization

"Thinking generally about the type of information, tools, and services that your organization typically looks for, which of the following would they include?"



EKOS Research
Associates Inc.

n=1802

Employer Information Needs Survey
(Spring/Summer 2006)

⁶ Responses not available for Quebec employers for this items due to a difference in administration of the survey (with few multiple responses in Quebec compared with elsewhere in the country).

Larger organizations and those with multiple locations are more likely than those with fewer employees or only one work site to look for hard numbers, general ideas, past trends and forecasts, or how to do things, as well as generally looking for more assistance from others.

Table 2.3: Information Requirements by Sample Characteristics

Variable	Type of Information				
	General Idea's %	Past Trends/ Forecasts %	How To Do Things %	Assistance From Other %	Hard Numbers %
Overall	63	55	55	54	38
Industry					
Primary	57	38	50	53	35
Construction	65	53	49	53	40
Manufacturing	62	50	51	55	30
Transportation	68	54	59	62	50
Wholesale	53	45	49	40	31
Retail	68	60	57	50	36
Financial Services	70	66	75	69	62
Service	59	57	49	51	35
Other	65	56	64	66	42
Size					
5-19	63	54	54	53	37
20-49	64	59	58	57	42
50+	75	66	62	59	52
Region					
BC	68	55	50	55	39
Alberta	66	60	54	51	33
Saskatchewan	59	55	45	48	36
Manitoba	67	50	59	69	40
Ontario	62	55	57	52	39
Atlantic	59	54	60	59	37
Type					
Private	63	54	54	52	37
NGO	67	61	64	68	42

- Private sector employers are less likely than NGOs to say they look for past trends or forecasts, how to do things, or assistance from others.
- Expanding organizations are more apt to have looked for all of the listed types of information compared with those that are stable (or downsizing).

- Older organizations are more likely than others to say they typically look for assistance from others.

2.3 BUSINESS PLANNING

The largest and most central issues that Canadian small and medium sized employers face in Canada today are retaining and attracting workers, along with skill enhancement. Significant proportions report that their HR planning needed to address retaining workers (21 per cent), skill enhancement (18 per cent), and attracting workers (16 per cent). Smaller, but still important numbers of employers are addressing healthy workplaces & work-life balance (14 per cent), productivity enhancement (12 per cent), and general organization of HR (10 per cent). Other issues include succession planning, training, workplace relations, and health and safety, are less top-of-mind; however, when healthy workplaces, work-life balance and health and safety are pooled a total of 14 per cent indicated issues related to a healthy work environment, placing it fourth on the list after attracting workers.

Further analysis indicates that the most frequently cited combinations of issues are employee retention along with enhancing productivity, skills enhancement, attracting employees and healthy workplaces. Enhancing productivity is also frequently used in combination with skill enhancement and healthy workplace issues. Also, it is interesting to note that just over half (58 per cent) of small and medium employers indicated at least one of the top five issues as central to their HR planning (suggesting fairly concentrated areas of focus for those involved in the development of LMI).

Those in the manufacturing industry are more likely than other employers to identify skill enhancement as an issue to be addressed by HR planning, while workplace relations is a higher than average priority for those in the financial industry. Concerns about a healthy workplace in HR planning are less prevalent in the service industry than in other industries.

Larger businesses more often identify both retaining and attracting workers as HR planning issues, compared with smaller employers, while mid-sized companies (with 20 to 49 employees in the sampled location) are more likely than others to cite enhancing productivity. Organizations with more than one location are more apt than others to report that enhancing productivity and attracting workers are issues of importance.

Central HR Issues (I)

“What are the main issues your HR planning needed to address?”



EKOS Research
Associates Inc.

n=1953

Employer Information Needs Survey
(Spring/Summer 2006)

- Employers located in Quebec are more likely than others to identify a wide range of issues, including retaining workers, enhancing productivity, skill enhancement, and healthy workplaces. Retaining workers and attracting workers are more critical issues in Alberta than in other regions, while employers in Manitoba are more concerned than most about an expanding workforce and less worried about skills enhancement.
- Employers with unionized employees have a greater tendency to identify succession planning and attracting workers as issues that their HR planning needed to address (perhaps because unionized environments are more prevalent among larger employers.)
- The general organization of HR, along with succession planning, tends to be more of a concern for non-governmental organizations than for the private sector.
- Newer organizations (that have been in operation in Canada for ten years or less) have a greater tendency to cite workforce expansion as a central HR issue.

- Employers that are in the process of expanding are more likely than those who are stable or downsizing to say their main issues to be addressed by HR include retaining workers, skill enhancement, and expanding workforce.

2.4 EMPLOYEE RETENTION – KEY ISSUES

When asked about the main difficulties employers face in keeping their current employees in a top of mind (open-ended) question, issues related to wages and working conditions (35 per cent) are cited far more frequently than any other one issue. This is very much in line with results collected from an EKOS Research/Grahame Lowe Group syndicated study in 2004-2005 on workplace issues. Wages and benefits were found to have the single workplace characteristic with the largest gap between what the level of importance that employees placed on it and their level of satisfaction in their current job. Also, it was among the top three motivators for an employee having changed jobs or careers in the recent past⁷. About one-quarter of employers are concerned about competition in some form - mostly from other employers (11 per cent), or other industries (seven per cent), and to a lesser extent, from other communities or provinces. Employers are also worried about issues relating to seasonal or part-time work (seven per cent), employee satisfaction (six per cent), and performance and skill levels (five per cent). One in ten do not have any issues or problems when it comes to employee retention, and 17 per cent did not have an answer to this question.

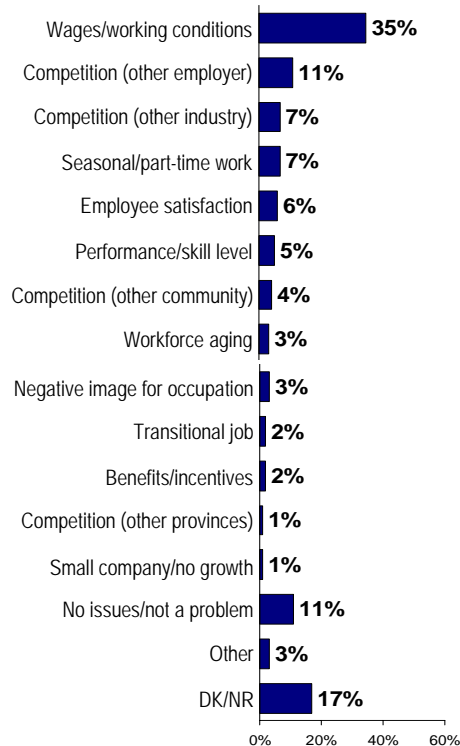
Employers in the retail industry are more likely than others to point to issues related to wages or working conditions as a concern in keeping their employees; this is less likely to be true among the service industry. Issues related to seasonal and part-time work are more likely to be of concern in the primary and service industries than it is for others. Employers in the wholesale industry are more likely than others to express concerns over competition with other industries, performance or skill levels, and a negative image of the occupation (the latter is also true of those in the transportation industry) as major issues in employee retention. Those in the financial sector are significantly less likely than other industries to report problems or issues to resolve when it comes to employee retention.

Larger organizations are more likely to say that competition from other employers and an aging workforce are more critical issues in keeping their employees than smaller organizations. Organizations with more than one location are also more likely to identify competition with other employers as a pressing issue in this area.

⁷ *Rethinking Work*, EKOS Research-Graham Lowe Group, 2005.

Central HR Issues (II)

"What are the main issues in keeping your employees?"



EKOS Research
Associates Inc.

n=1953

Employer Information Needs Survey
(Spring/Summer 2006)

- Employers in Quebec are more likely than others to be concerned about a number of issues related to employee retention, including competition (from other employers, industries, communities and provinces), and workforce aging (while for all of these items, those in Ontario are less likely to cite these as concerns for employee retention). However, employers in Quebec are less likely to say that wages or working conditions are concerns when it comes to keeping employees.
- Employers in Ontario typically claim fewer issues or problems in employee retention.
- Employers with unionized staff have a greater tendency to cite competition with other employers and workforce aging as major issues in employee retention, but are less likely to say that wages and working conditions are concerns.
- NGOs are less likely to say that competition with other industries is a problem in keeping their workforce, but are more likely to point to workforce aging and benefits and incentives as more pressing issues.

- Newer organizations are more likely than more established organizations to point to wages and working conditions as primary factors in keeping employees.

2.5 DIFFICULTIES IN FILLING POSITIONS

Half of employers (51 per cent) have had difficulty in filling positions that they had been recruiting for over the past 12 months, while half (49 per cent) have not. Of the specific difficulties encountered, seven in ten cite problems in relation to skill requirements – four in ten employers say they found a skill shortage, while three in ten report that specialized skills are needed. About one-quarter say the local labour force is too small, 14 per cent report difficulties due to personal suitability, and similar proportions (13 per cent) say they cannot compete in terms of wages or benefits. Smaller proportions refer to lack of interest or applicants, or poor work ethic. It is interesting to note that while wages and working conditions is the primary concern in keeping employees it is only a very small barrier in attracting employees.

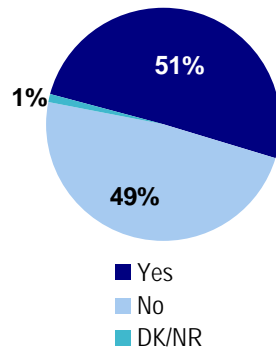
Those who recruited to fulfill the demands of expansion are more likely than others to say that they have experienced staffing difficulties related to skill shortage, or the need for specialized skills, but are less apt than others to attribute their staffing difficulties to an inability to compete for wages or benefits, or personal suitability. Employers that recruited to respond to seasonal demands are more likely than most to say their difficulties are related to personal suitability, or lack of interest, but less likely to point to skill shortage; the latter is also more apt to be cited as a difficulty by those who recruited to replace turnover (related to retirement) but less likely to be cited among those recruiting to replace turnover other than retirement. Finally, those who recruited to backfill employees are more likely to link their staffing difficulties to an inability to compete for wages or benefits than others, while those who recruited out of a need for new skills are more likely than others to point to a small local labour force as the source of their staffing problems.

Employers in the retail industry are more likely than others to report having difficulty because of personal suitability, and are less likely than average to claim difficulties because of specialized skills needed.

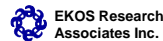
Larger organizations have a greater tendency than others to say they encountered difficulties due to a skill shortage, while smaller organizations are more apt than others to report difficulties as a result of personal suitability. Problems with a small local labour force, along with lack of interest or applicants, are cited more often by organizations with multiple locations than by single site organizations.

Difficulties in Filling Positions

"In the recruiting that you have done over the past 12 months, have you had any difficulties in filling positions?"



n=2089



"What kinds of staffing difficulties has your organization experienced?"



Note: Only responses provided by 4% or more shown

n=1171

Employer Information Needs Survey (Spring/Summer 2006)

- Employers in Quebec are more likely to experience staffing difficulties related to skill shortages or inability to compete with wages or benefits, but are less likely to say their difficulties are related to the need for specialized skills. The need for specialized skills is also less likely to be a difficulty for employers in Alberta; employers in this province – along with those in Saskatchewan – are less likely than others to say that skill shortages are a staffing problem, but are more likely than others to cite a small local labour force.
- Employers in Atlantic Canada and in Ontario are less likely than others to have staffing difficulties related to an inability to compete in terms of wages and benefits; employers in Ontario are also less likely to cite a small local labour force as a difficulty, but are more likely than others to identify staffing problems related to the need for specialized skills.
- Organizations with unionized employees are more likely than others to claim that skill shortages are a staffing difficulty, but less likely than others to identify geographic remoteness as an issue.
- Employers that have recruited for managerial positions, apprenticeship trades and service or production labour are all more apt to have experienced difficulties in filling positions. Furthermore, employers recruiting for service or production labour are more apt to experience staffing difficulties in terms of competitive wages and benefits, small labour force, lack of personal suitability or lack of interested applicants; and are less likely than employers recruiting for other positions to have experienced a lack of specialized skills. Those recruiting for professional, technical or apprenticeship trades are more apt to have experienced skill shortages.

- Those who say their typical method of recruitment is through word of mouth are less likely to have had difficulties in filling positions in the last 12 months.
- Employers that have been active in training and career development in the past 12 months are less likely to report that they experienced staffing difficulties related to a lazy work force, or poor work ethic.
- Employers that have been actively working on staff retention in the past 12 months are more likely to have experienced staffing difficulties related to a small local labour force (likely a primary driver in their focus on retention).

2.6 EXPECTED FUTURE CHALLENGES

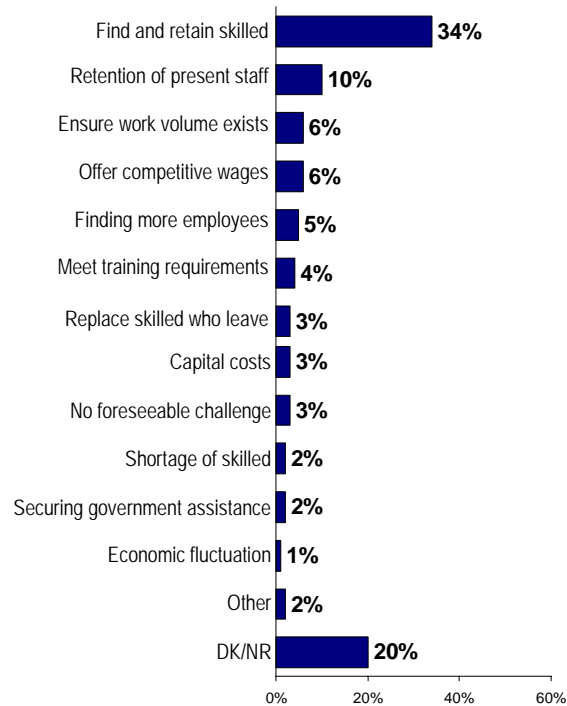
A third of employers (34 per cent) say that their biggest challenge over the next five years in ensuring that their organization has the workforce required to meet their business goals will be to find and retain skilled employees. Fewer say the following would be their biggest challenge: the retention of present staff (ten per cent), ensuring that work volume exists or offering competitive wages (six per cent respectively), or finding more employees (five per cent). Even smaller proportions cite issues such as meeting training requirements, replacing skilled workers who leave, or capital costs.

Employers in the transportation and manufacturing sectors are more likely than others to say their biggest challenge will be finding and retaining skilled workers, while employers in the financial sector are more apt than others to say their biggest challenge will be finding more employees.

Larger organizations have a greater tendency than most to identify their biggest challenge as finding and retaining skilled workers, while those with multiple locations are more apt than others to say it will be retaining present staff.

Future Challenges

"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?"



- Employers in British Columbia and Atlantic Canada are more concerned about finding and retaining skilled employees than those in other regions.
- In Alberta and in Quebec, employers are more concerned about finding more employees than those in other regions; Quebec employers are also more concerned than others about ensuring work volume exists, and meeting training requirements, but are much less worried than most about the challenges of finding and retaining skilled workers.
- Employers with unionized staff are less likely than most to say their biggest challenge over the next five years will be finding and retaining skilled workers, but are more apt than others to cite replacing skilled workers who leave, shortage of skilled workers, finding more employees, or to say there are no foreseeable challenges at all.

- Private sector employers have a greater tendency than NGOs to identify finding and retaining skilled workers as their biggest challenge, but are less likely than others to cite capital costs or securing government assistance as primary concerns for the next five years.
- Newer, less established organizations are more apt than older ones to say their major challenge in the next five years will be to find and retain skilled workers.

2.7 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 activities 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. Seven in ten employers say that their location provides work descriptions or profiles, and the same proportion also report that they regularly monitor issues. Six in ten provide annual employee performance evaluations, or training and development plans. Even just under half (48 per cent) have employee orientation manuals. Considerably fewer (29 per cent) build on long-range workforce recruitment. Virtually no organization (seven per cent) uses none of these methods to address workforce management (and many use three or four).

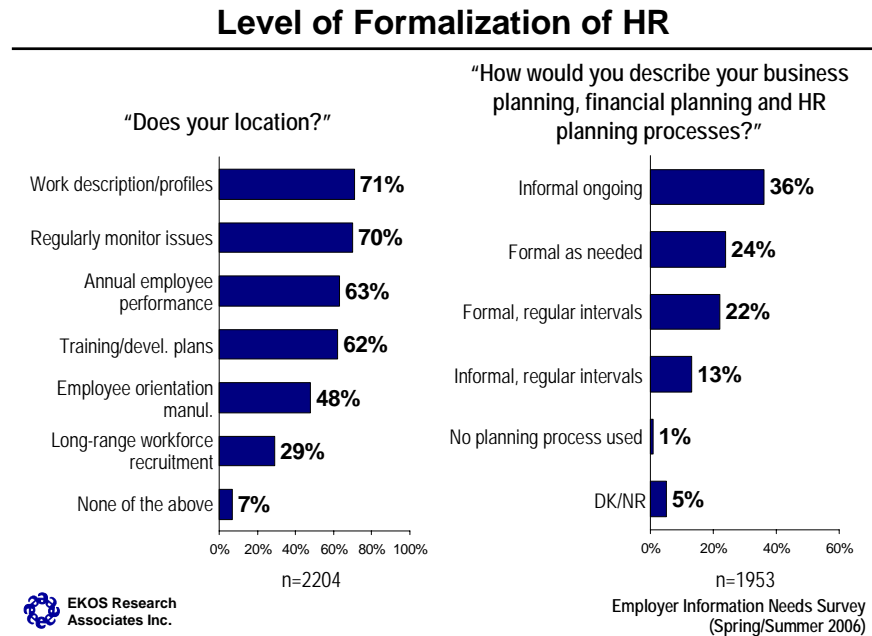
Those organizations with more formalized HR activities are also more likely to have engaged in recruiting and hiring in the past 12 months. Employers engaged in recruitment, training and retention, as well as those that are currently in the process of expanding are more likely than others to engage in each of the types of HR activities listed.

At the same time, more than one in three (36 per cent) describe their business, financial and HR planning as informal (but ongoing). Another quarter say that their approach is formal (but on an as needed basis). Slightly fewer (22 per cent) describe their planning as formal and regular. Relatively few (13 per cent) describe their planning as both informal and at regular intervals. Organizations engaged in all three target activities are more likely than others to describe their business planning, financial planning and HR planning processes as formal, and occurring at regular intervals.

Employers in primary industries are more likely to offer long-range workforce recruitment, employee orientation manuals, training and development plans, and annual employee performance evaluations (the latter is also more likely to be true of those in the financial, manufacturing and transportation industries). Those in the financial sector are also more apt to provide training and development plans than others. Employers in wholesale industries are less likely than others to be active in most of these HR-related areas.

Larger organizations and employers with more than one location have a greater tendency than smaller ones to be proactive in these HR areas (except for regularly monitoring issues, where there is no

difference between larger and smaller organizations, or between those with one location versus those with multiple locations).



- Employers in Alberta are the most likely of all regions to do most of these HR activities, while those in Quebec are the least likely to do so.
- NGOs are more likely than private sector employers to be active in each of these HR areas.
- Employers with unionized staff have a greater tendency to have employee orientation manuals, training and development plans and work descriptions and profiles than others, but are less likely to say they regularly monitor issues.

2.8 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, just over one in four (28 per cent) had not engaged in activities related to any of these three areas (and therefore not interviewed or included in the survey findings)⁸. Among the employers that were included in the survey and among the

⁸ Although these employer organizations were not included within the scope of the study, they are an important group to remember. Figures such as 88% of employers engaging in recruitment is actually 88% of the 72 per cent of SMEs eligible to participate in the survey (and therefore an inflated number when thinking about the universe of small and medium sized employers).

three activities, those related to employee recruitment and hiring was the most prevalent, with 88 per cent of small and medium employers having made decisions about, engaged in, or implemented strategies in recruiting and hiring of employees (translating into 63 per cent of the organizations initially agreeing to participate in the survey). Decisions, activities and strategies to address training and career development and HR areas designed to keep their current workforce are not far behind, at about seven in ten cases (or half, 52 and 50 per cent respectively, of the total number of organizations initially agreeing to participate in the survey).

Employers in the wholesale industry and in transportation are less likely than employers in other sectors to have made decisions or engaged in activities with respect to recruiting and hiring of employees in the past twelve months. Employers in the wholesale industry are also less apt to have made decisions or engaged in activities in the area of training and career development.

In terms of size, smaller organizations were less active than larger organizations in engaging in activities in any of the three areas. Similarly, employers with multiple locations are more likely to have recruited and hired employees, and focused on training and career development in the past year than those with a single location.

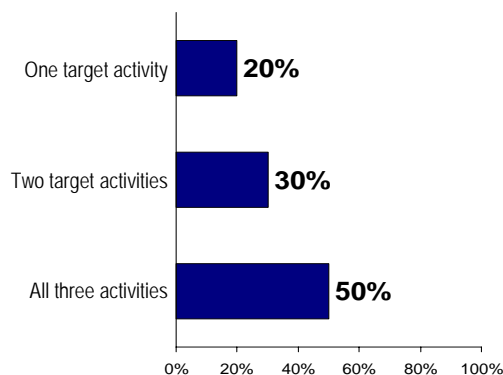


- Quebec organizations are less likely than those in other regions to have made decisions about or engaged in training and career development, or in areas designed to keep their current workforce. Activities designed to keep current workforce were more common in Alberta than elsewhere in the country (where there is greater difficulty reported with regard to labour shortages).
- Employers with unionized employees have a greater tendency to have undertaken recruitment and hiring activities, or training and career development in the past year.
- NGOs are more likely than others to have focused on training and career development in the past year than private industry.
- Employers that are expanding are more likely than others to have made decisions about recruiting and hiring, training and career development, and workforce retention in the past 12 months.

Half of employers (50 per cent) are engaged in all three target activities – recruiting and hiring, training and career development, and employee retention. Three in ten are engaged in two of the three activities, while 20 per cent are only active in one area.

Organizations with fewer employees and those with only one location are more likely to be engaged in one target activity, while those with multiple locations are more apt than average to be engaged in all three target activities.

Level of Activity (II)



In terms of specific patterns of those involved in two activities, 65 per cent of employers recruit and train. Unionized, medium and larger employers, NGO business, and those that have more than one location are more likely to be simultaneously engaged in recruiting and training of employees. Fifty-five per cent of employers are engaged in training and retention activities. Again, unionized, medium and large employers, NGO business, and those who have more than one location are more likely to be simultaneously engaged in these two activities. Also, employers in finance industry are more likely to train and retain their employees. Sixty one per cent of surveyed employers are active in recruitment and retaining areas. Unionized, medium and large employers, and those that have more than one location are more likely to be engaged in both recruiting and training of their workforce. Employers in Alberta, BC, and Manitoba are more likely to be engaged in these two activities.

- Employers in Quebec have a greater tendency than those in other regions to only be active in one target activity, while those in Manitoba and Alberta are more apt to be engaged in all three.
- Employers with unionized staff, and NGOs have a greater tendency to be active in more target activities than those without unionized staff and private sector employers.
- Employers engaged in all three target activities are more likely than others to be in the process of expanding.

2.9 USE OF LMI

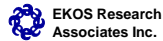
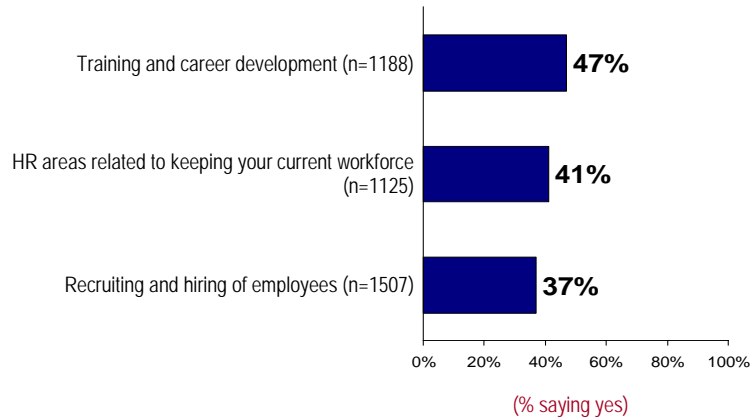
Of the small and medium employers that were recently involved in any decisions or activities related to training, about half (47 per cent) relied on some type of information, tools or services outside of their own organization to support their efforts. Of all organizations in the sample (which are only those who have engaged in at least one of recruitment, training or staff retention), a total of 34 per cent used LMI to support training and career development. Roughly four in ten of those involved in workforce retention decisions or activities reported that they used outside resources to keep their current workforce, representing a total of 29 per cent of all employers in the sample. A similar proportion (37 per cent) of those engaged in recruitment also used outsider resources to support them, representing 41 per cent of employer in the sample.

Employers in the wholesale industry are less apt than employers in other industries surveyed to have used LMI to support recruiting and hiring of employees. Those in the construction industry are more likely to have used LMI to support training and career development, and workforce retention. On the other hand, LMI were used least often by the retail industry for training and career development, as well as for workforce retention.

Larger organizations, as well as those with multiple locations, have a greater tendency than others to use outside information in each of the three areas of HR planning.

Use of Information

"First of all, did your organization USE any information, tools or services, outside of your organization, to support decisions you made regarding...?"



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- NGOs have a greater tendency than others to use outside information, tools or services in each of the three areas of HR. Employers with unionized workers are also more likely to have used outside services relating to training and development, and in workforce retention (but no more likely than non-unionized employers to have used LMI for recruitment and hiring).
- Employers located in the Atlantic provinces are less likely than others to use information to make recruitment and hiring decisions. The same pattern is true in Manitoba with regard to keeping current workforce.
- Those who provided training primarily to improve service quality are less likely than others to have used outside resources to support decisions made on training and career development of employees.

Table 2.4: 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	37	47	41
Industry			
Primary	33	39	30
Construction	39	58	54
Manufacturing	38	51	45
Transportation	38	45	33
Wholesale	21	41	41
Retail	32	38	31
Financial Services	47	38	51
Service	37	48	41
Other	52	61	55
Region			
BC	34	54	46
Alberta	42	45	43
Saskatchewan	37	51	31
Manitoba	21	35	29
Ontario	40	46	41
Atlantic	35	49	44
BC	31	47	39
Size			
5-19	35	45	40
20-49	41	55	46
50+	51	60	58
Years in Operation			
1-10	35	45	42
11-20	42	46	39
20+	37	51	41
Number of Target Activities			
1	21	41	24
2	26	33	30
3	50	54	48
Business Cycle			
Downsizing	43	47	41
Stable	35	42	38
Expanding	40	54	45

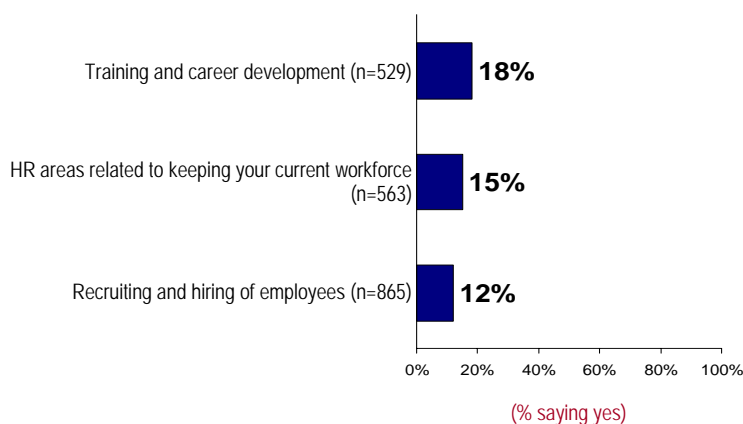
2.10 NON-USERS AND THEIR REASONS

Of those who were involved in an activity, that did not use LMI, only a small proportion said that they actually looked for information to support them. In terms of training and career development, among those that did not use information, just under two in ten say they actively looked for information. Although this is a fairly significant proportion of non-users of information, it is only ten per cent of all of the employers that are involved in training and career development. In fact, of all employers in the survey, only seven per cent said that they looked for something and did not find it (and therefore did not use LMI in this area). Usage of information to support workforce retention is even smaller. Fifteen per cent of the employers that were involved in retention that did not use LMI said that they actively looked for that information. This represents nine per cent of organizations addressing workforce retention (and only six per cent of all organizations in the sample). Similarly, 12 per cent of those involved in recruitment issues that did not use LMI said that they actively looked (representing eight per cent of those involved in recruitment and just under seven per cent of all employers in the sample). So, only six to seven per cent of employers surveyed did not use LMI because they did not find the LMI they were looking for.

Employers in retail and service industries are less likely than others to have looked for resources related to training and career development, while those in the wholesale industry are less likely to have sought guidance on keeping their current workforce.

Non-Users Search Levels

“Did your organization look for any information, tools or services, outside of your organization, to support decisions you made regarding...?”



- More Quebec employers typically looked for LMI related to recruitment and hiring than others across the country.
- Organizations with multiple locations are more apt than others to have looked to outside resources to support recruitment and hiring.
- Employers with unionized staff were greater users than others of information on training and career development, but the least likely consumers of information on keeping their current workforce.
- Private companies are less likely than non-governmental organizations to have looked for outside resources related to all three areas.
- Employers active in three target activities are more likely than others to have looked for outside resources to keep their current workforce.

Table 2.5: Non-Users Who Searched for Outside Resources

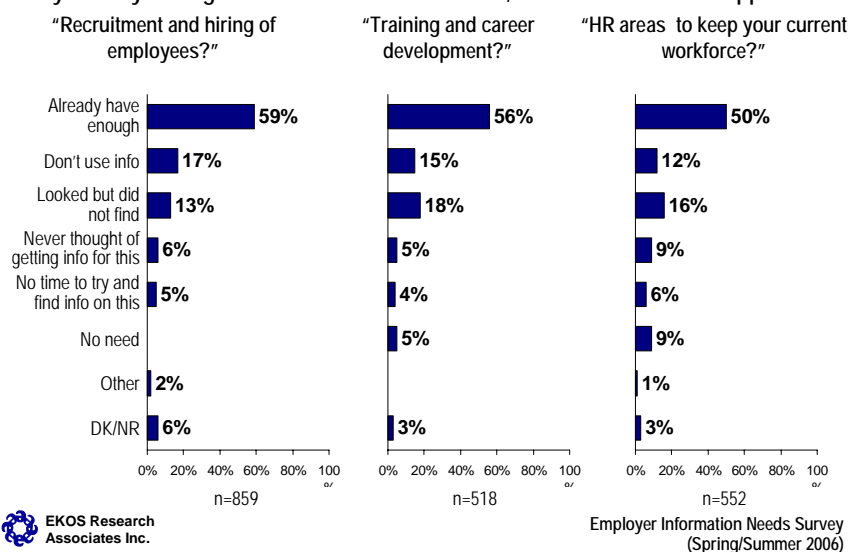
Variable	Information Searched For		
	Recruiting and Hiring of Employees (%)	Training and Career Development (%)	HR Areas Related to Keeping Current Workforce (%)
Overall	12	18	15
Industry			
Primary	1	14	18
Construction	8	17	19
Manufacturing	17	11	16
Transportation	16	20	16
Wholesale	9	18	1
Retail	15	11	13
Financial Services	9	59	34
Service	9	11	20
Other	14	39	18
Size			
5-19	12	18	15
20-49	15	19	18
50+	13	12	17
Years in Operation			
1-10	10	20	10
11-20	11	19	19
20+	11	18	16
Number of Target Activities			
1	8	18	4
2	13	21	11
3	13	16	20

Business Cycle			
Downsizing	27	9	2
Stable	11	19	16
Expanding	12	18	16

Considerably larger proportions of employers involved in decisions and activities in these three 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 seven in ten employers that chose not to seek outside assistance for recruitment and hiring. It is also true of a similar proportion regarding LMI for training and career development, and six in ten provided the same response regarding resources to assist with workforce retention. In all three cases, much smaller but still important proportions say they did not look for these resources because they (generally) do not use this information.

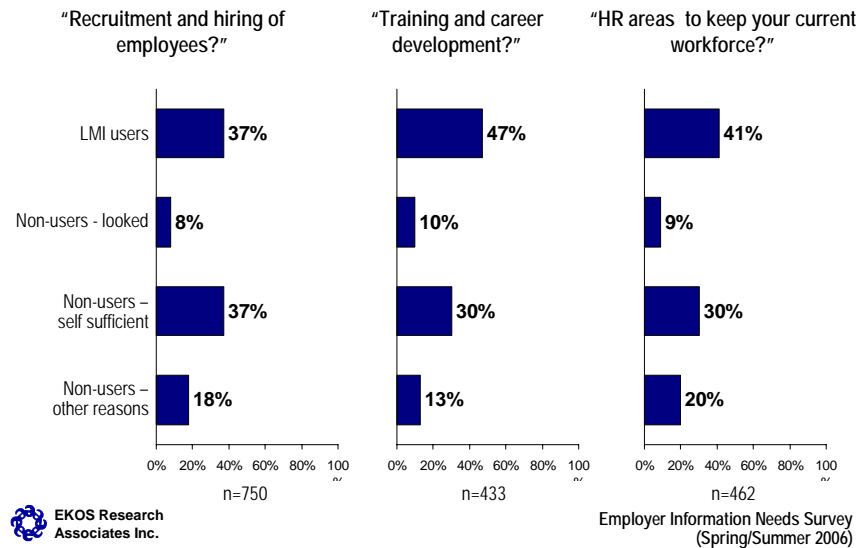
Reasons for Non-Use

"Why didn't your organization look for information, tools or services to support...?"



Putting the information all together, with regard to recruitment and hiring, of the 88 per cent of organizations that were engaged in this area last year, one-third (37 per cent) used information outside the organization, eight per cent looked for some, but did not find it, 37 per cent did not use any because they believe that they are self-sufficient in this area, and the remaining 18 per cent did not use information for other reasons (typically do not use information, never thought about it, no time to find it or other reasons).

Total Picture



When it comes to training and career development, of the 72 per cent who undertook these activities in the last year, 47 per cent used information, tools or services outside of their organization, 10 per cent looked for some but did not find it, 30 per cent believed that they already have the information they need, and the other 13 per cent did not use LMI for other reasons (largely related to lack of need).

For the 70 per cent of employers engaged in employee retention, 41 per cent used outside resources to support decisions in this area, nine per cent looked for information but did not find it, 30 per cent believed that they already have enough information, and the remaining 20 per cent did not use LMI for other reasons (largely driven by a perceived lack of need).

With regard to sector patterns of reasons for non-use, employers in the manufacturing industry are less apt to say that they already have enough information on recruiting and hiring of employees, and are more likely to say they never thought of getting this assistance, or lacked the time to find it. The transportation industry was more likely than other sectors to cite a lack of time as a reason why they do not look for outside resources relating to recruiting and hiring; they are also more likely than others to say their main reason for not seeking guidance on workforce retention is because they do not generally use this information. Employers in wholesale industries have a greater tendency than others to say that they do not

seek out resources relating to training and career development because they generally do not use that information.

With regard to size, medium-sized organizations are less likely than others to report that they already have enough resources on recruiting and hiring employees; they are more likely than others to claim the reason they did not look for outside guidance on workplace retention is because they do not have a problem in this area.

- Quebec employers are more apt to cite a lack of time to find outside resources to assist with hiring and recruiting issues, and less likely to say that they typically do not use it. They are also less likely to identify their reason for not seeking assistance in training and career development as already having sufficient internal information in this area (this reason is cited more often among employers in British Columbia than in other regions.) Quebecers are more likely to claim that they did not look for outside guidance on keeping their current workforce because they did not have time to try and find this kind of information.
- Newer organizations (those operating in Canada for ten years or less) are less apt than more established ones to say that they already had enough information about recruitment and hiring; they are also less likely to claim they did not seek out guidance on workplace retention because they do not generally use this information, and are more likely to say it was because they never thought of getting this information. Those in operation between 11 and 20 years are more likely than others not to have looked for guidance on training and career development because they generally have enough internal information to guide them in this area.
- Private sector employers are less likely than others not to have opted to look for outside assistance in terms of training and career development because they have enough internal information in this area, but are more likely to say the reason is because they do not generally use the information.
- Employers with unionized staff are more likely than others not to have looked for outside guidance on keeping their current workforce because they do not generally use that information.
- Organizations with more than one location have a greater tendency to report that they did not look for outside assistance with employee retention because they have enough information internally.
- Those engaged in all three target activities are significantly more likely than others to say they did not look for outside resources related to employee retention because they do not generally use this type of information, as well as they did not look for information to support training because they have enough internal information or they never thought of getting this information.

2.11 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, about one-quarter were looking for job or resume banks or job descriptions. Another 21 per cent wanted information on the availability of workers. Others mentioned wage rates and benefits (14 per cent), hiring special employee groups (12 per cent) or customized information (10 per cent). Fewer still sought assistance with employer recruiting, occupational shortages or surpluses, legal requirements or labour code issues, licensing or credential requirements, or training institutions.

What Could Not Find – Recruitment

“What type of information, tools or services were you looking for to help with recruitment and hiring of employees that you couldn't find?”



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n=66

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- More established organizations (that have been operating in Canada for more than twenty years) are more likely than less established ones to say they were looking for customized information (that they could not find). Few other differences can be detected with this sample size of employers.

Of the few employers that could not find the information they needed related to training and career development, when asked more specifically, about one-quarter say that they were unsuccessful in finding information on how to deliver training, while two in ten wanted information on the type of training available, credential requirements or occupational standards, or where to get training. About one in ten were unsuccessful in locating LMI related to selecting training providers, or training needs analysis. Fewer identified evaluations of training investments, tools to assist employees, career development processes, or funding for training as areas where they were unsuccessful in finding information. Of the three in ten referring to other types of LMI, no single theme stands out.

What Could Not Find – Training & Career Development

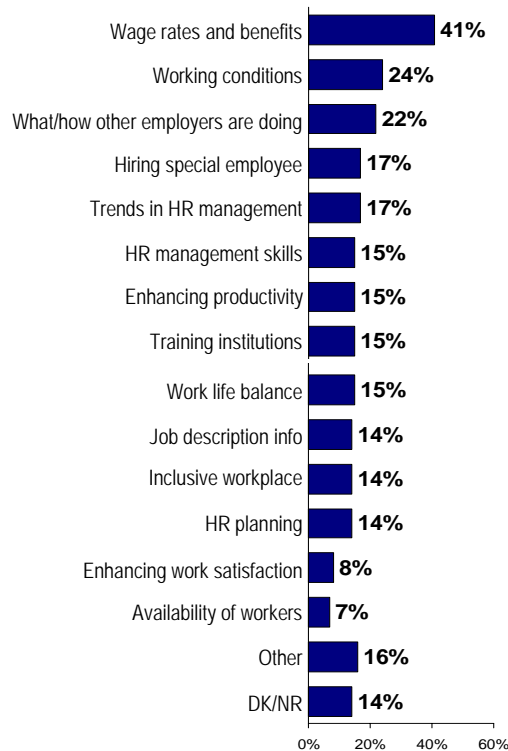
“What type of information, tools or services were you looking for to help with training and career development of employees that you couldn't find?”



Among the few employers that were not able to find the outside resources they were looking for to support efforts to keep their current workforce, the largest proportion (41 per cent) were looking for information related to wage rates and benefits. About one-quarter were unsuccessful in finding information on working conditions, while 22 per cent wanted to know what or how other employers were doing. Other gaps in information include hiring special employees or trends in HR management (17 per cent each), HR management skills, enhancing productivity, training institutions and work-life balance (15 per cent each), followed closely by outside resources relating to job description information, inclusive workplaces, and HR planning (14 per cent each). Fewer say they were looking for resources relating to enhancing work satisfaction, or availability of workers.

What Could Not Find – Keeping Staff

“What type of information, tools or services were you looking for to help with in HR areas related to keeping your current workforce?”



EKOS Research
Associates Inc.

n=49

Employer Information Needs Survey
(Spring/Summer 2006)

3. 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.

3.1 GENERAL PROFILE OF RECRUITMENT ACTIVITIES

As described in the last chapter, activities related to employee recruitment and hiring were the most widely engaged in (88 per cent of small and medium employers in the sample). Also, employers in the wholesale industry and in transportation are less likely than employers in other sectors to have made decisions or engaged in activities with respect to recruiting and hiring of employees, as were smaller organizations (whereas larger organizations and those with multiple locations are more likely to have recruited and hired employees).

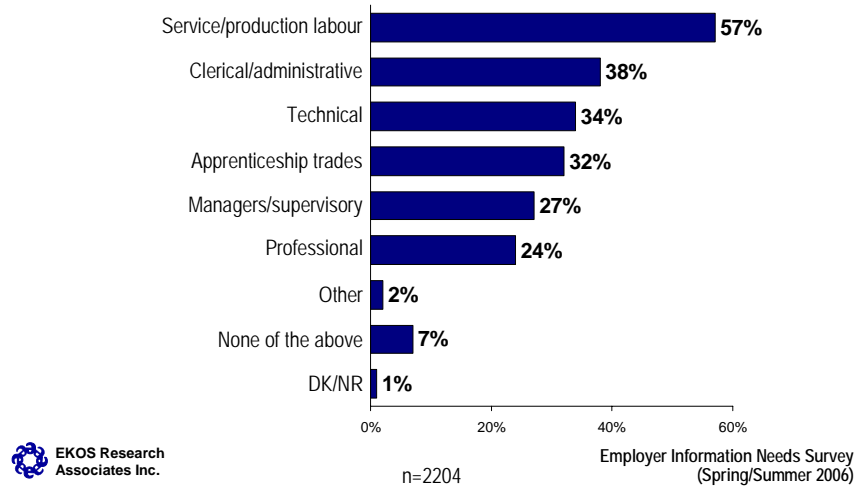
Recruitment of service or production labour is the most common, significantly more so than any other single type of worker. Over half of employers have recruited in the past 12 months or expect to recruit for service or production labour (57 per cent), while four in ten have or expect to recruit for clerical and administrative assistance. About one-third require technical employees or apprenticeship trades employees. Smaller, but still significant, proportions have or will recruit for managers or supervisory employees, or professional employees.

Recruitment of managerial staff and supervisors is higher in the financial sector and the service industry, and lower in the construction and wholesale industry. The financial and service sectors are also more likely to recruit for professional staff, and less likely to be looking for service or production labour employees; 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 than in other industries. Interest in recruiting apprenticeship trades employees is significantly higher in the construction industry than in any other sector, while demand for clerical and administrative help is more in demand in the financial sector than in others.

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.

Position Recruited

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



- Employers in Quebec are less likely than those in other regions to have or to plan to recruit for any of these categories in the next 12 months (with the exception of those in the apprenticeship trades, where the difference between results in Quebec and other regions is not significant).
- Employers in Alberta, Manitoba and British Columbia are more likely to be interested in recruiting both managers and supervisors, and clerical or administrative staff. Service and production labour is also more in demand among Manitoban employers than those in other regions.
- Those with unionized employees are generally more likely to have recruited (for all of the categories listed) 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, who were more likely to be in demand among private sector employers).
- Employers that are engaged in all three target activities and those who are in the process of expanding are more likely than others to have recruited for all the positions listed.
- Those who have been recruiting for professional staff are more likely than organizations recruiting other types of staff to use a variety of LMI to support workforce retention (i.e. resources related to work-life balance, inclusive workplace, HR planning, hiring special employee groups, trends in HR management, HR management skills and procedures, enhancing productivity and enhancing work satisfaction).

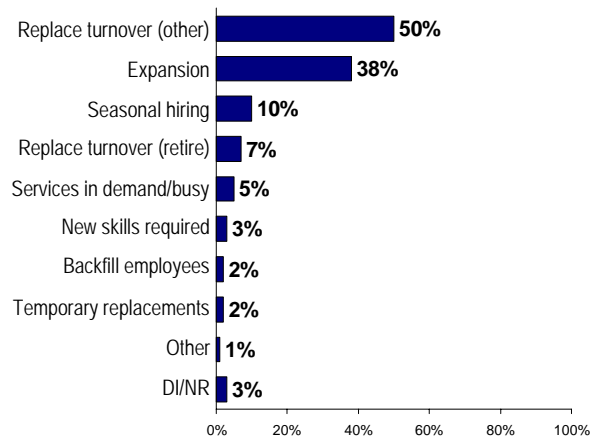
The most common reasons for the recruitment of new employees – cited by half of employers – is to replace turnover (not including retirement), followed by expansion (38 per cent). Seasonal hiring accounts for ten per cent of recruitment, followed by replacing employees who have retired, services that are in increasing demand, requiring new skills, backfilling employees, or temporary replacements.

Employers in the construction and manufacturing industries are more likely than others to have recruited because of expansion; those in the construction industry are also more likely than others to have recruited as a result of increasing demand, but are less likely to say they are recruiting because of turnover (excluding retiring employees). Employers in the retail industry are less likely to have recruited as a result of expansion, but are more likely to have done so to replace turnover (excluding retiring employees) and as a result of seasonal hiring. Seasonal hiring is also more likely to be a reason for recruitment among the primary industry than for others, while the need for new skills is more likely to be a factor for the transportation sector than for others.

Larger organizations are more likely than others to say they have recruited to replace turnover (both to replace retiring employees, and for other types of turnover), and to backfill employees, while smaller organizations with fewer than 20 employees are less likely to have recruited as a result of expansion. Employers with multiple locations are also more likely than those with only one location to have recruited in response to turnover (both to replace retiring employees and for other types of turnover.)

Reasons for Recruitment

“What are the reasons your location recruited?”



- Employers in Quebec are less likely than others to have recruited in response to business expansion, or to address employee turnover (excluding retiring employees), but are more likely to have recruited to replace retiring employees, to backfill positions, new skills were required, or because of seasonal hiring. Those in Atlantic Canada are also more likely than others to have recruited because of seasonal hiring. Employers in Alberta are more likely to have recruited because of high demand for services and volume of work.
- Organizations with unionized employees are more likely than others to cite expansion and replacement of retiring employees as reasons for recruitment, while non-unionized organizations are more apt to have recruited because of staff turnover.
- Private sector employers are more likely than NGOs to report having recruited in response to business expansion, while NGOs are more likely than those in the private sector to have done so to replace retiring employees, or to find temporary replacements for employees.
- Expansion is more likely to be the reason for recruitment for newer organizations (those in existence for ten years or less) than for more established organizations. Employers that have been established in Canada for more than 20 years are more likely than others to say they recruited to replace retiring employees.
- Employers that have recruited for or expect to hire managers or supervisors are more likely than others to say they are doing so to replace turnover (other than retiring employees), while this is less likely to be true for those recruiting for employees in the apprenticeship trades. Employers recruiting for service or production labour employees are less likely than others to say they are expanding.
- Employers using LMI to support workforce retention are more likely than those not using this information to have recruited employees because of demand and high volume of work, rather than to replace staff.
- Employers using LMI related to enhancing work satisfaction, training institutions, and HR management skills are more likely than others to be expanding their business. Those using LMI for hiring special employee groups are less likely than others to cite expansion as their reason for recruiting.

Employers recruit using three primary methods: word of mouth, advertising, and the Internet or job boards. The vast majority (80 per cent) of employers use word of mouth to find new employees, and six in ten rely on advertising. Forty-four per cent say they use job boards or the Internet, while about one-quarter recruit employees through the company website. Smaller proportions use professional recruiters to fill their staffing needs, or seek out staff at job or career fairs. Few say they recruit through schools, help wanted signs, or unions.

Employers using word of mouth tend to rely quite heavily on this approach, and are often less apt to use other approaches (Table 3.1). Employers using job or career fairs as a recruitment approach tend

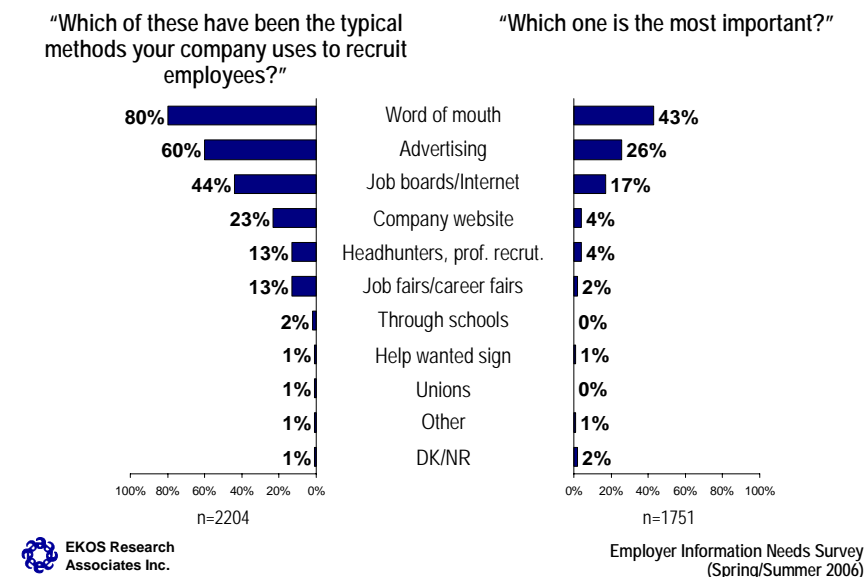
to employ the greatest variety of number of tools in their recruitment activities. Most employers rely on a number of methods to recruit employees, typically using word of mouth in combination with other approaches such as advertising and job boards.

When asked about the importance of each of these methods of recruitment, the ranking remains exactly the same. Word of mouth is rated as the most important method to find a new employee (43 per cent), followed by advertising (26 per cent) and job boards or the internet (17 per cent). The remaining methods of recruitment were significantly less likely to be mentioned.

Employers in the construction industry are more likely than others to recruit employees through schools or unions, but are less apt than others to use advertising, their company's website, job boards, or the Internet. Recruitment via job boards and the Internet is also less common in the transportation sector than elsewhere, but employers in the transportation industry are more likely than most to use word of mouth (this is also more likely to be true of the retail industry). Employers in the retail industry are less likely to use professional recruiters to find employees – these methods, however, are more likely to be used in the financial and manufacturing industries.

Larger companies and those with multiple work sites are more likely than smaller companies and those with only one work site to recruit in almost all of the ways listed (with the exception of recruiting through schools, help wanted signs or unions, in which case there is little difference).

Methods of Recruitment



- Employers in Alberta are more likely than those in other regions to use headhunters or professional recruiters, or job and career fairs to find employees. They, along with those in Manitoba and British Columbia are also more apt to have typically used advertising to recruit new employees. Employers in Quebec are less likely than others to have done so, and are also much less likely than those in other regions to typically use word of mouth.
- Organizations with unionized employees are more likely than others to typically use the company website, headhunters and professional recruiters, job and career fairs, and unions to recruit new employees; they are less likely than non-unionized organizations to depend on word of mouth.
- Private sector employers are less likely than NGOs to use many of the most popular methods to recruit employees (with the exception of headhunters and professional recruiters, where there is no difference); however, they are more likely to depend on word of mouth than NGOs are.
- Employers in the process of expanding are more likely than others to have used all of the methods of recruitment offered.
- 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 multiple methods of recruitment, compared with those using fewer HR strategies.

Table 3.1 Combined Use of Most Popular Recruitment Methods

	Methods Typically Used to Recruit Employees					
	Word of Mouth %	Advertising %	Company Website %	Job Boards %	Head-hunters %	Job/Career Fairs %
Overall:	80	60	23	44	13	13
Word of Mouth	100	61	24	46	14	14
Advertising	81	100	29	52	15	17
Company website	82	74	100	64	20	27
Job boards/The Internet	83	71	34	100	17	20
Headhunters	83	65	34	57	100	27
Job/career fairs	91	79	50	68	29	100

3.2 USE OF LMI TO SUPPORT RECRUITMENT AND HIRING

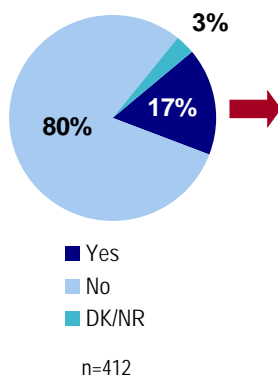
Of the organizations that recruited and used LMI to support their efforts, 17 per cent reported that there was information they were looking for, but could not find. Eight in ten had no such problems. This represents six per cent of all organizations involved in recruitment. Pooled together with the ten per cent of employers that recruited and looked for information but did not find it and, therefore, did not use any LMI, this presents a total picture of 16 per cent of all employers involved in recruitment that look for some type of LMI to support their activities, but were unable to find it (some of who used other LMI and some of whom used no LMI to support their recruitment).

Among those that used LMI but were unable to find the information, tools or services to help with recruitment and hiring of employees that they were looking for (see chart below), most were looking for wage rates and benefits or job descriptions (23 and 21 per cent, respectively), followed by information on availability of workers (17 per cent). Small proportions were seeking assistance relating to occupational shortages or surpluses, training institutions, job or resume banks, legal requirements or labour codes, employer recruiting, licensing or credentials requirements, or hiring special employee groups. Overall, among LMI users, the types of information that they could not find do not look substantially different from the type that they did find (with wage and benefit information and job descriptions up near the top of both lists, followed by information about legal requirements and availability of workers).

Compared with those employers that recruited but did not use LMI (because they could not find what they were looking for), LMI users are looking for more sophisticated information. For example, the number one thing that non-users could not find were job banks, which was not an issue for users. They were also less apt to have an issue in finding information on hiring special employee groups. More LMI users than non-users had difficulty finding information related to occupational shortages and surpluses (13 per cent did), legal requirements/labour code (14 per cent), licensing/credentials (nine per cent) and training institutions (14 per cent).

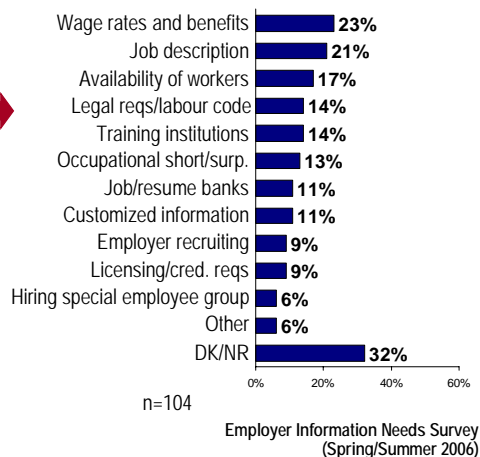
Information Not Found – Recruitment

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



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Associates Inc.

“What type of information, tools or services were you looking for to help with recruitment and hiring of employees that you couldn't find?”



- Employers recruiting for professional staff are the most likely to say that the information must be specific to their local community. This is even more the case among employers that have been experiencing difficulties in filling positions because of small labour markets.
- Quebec employers, as well as those in the retail industry, and the least established organizations (with less than ten years) are more likely than others to say there was information on recruitment and hiring they could not find. This is also true of those recruiting professional staff.
- In particular, organizations with more than one location have a greater tendency to report an inability to find LMI related to hiring special employee groups.
- Employers whose reason for recruitment was expansion are less likely to identify job descriptions, or occupational shortages or surpluses as outside resources that they could not find. These two reasons, however, are more likely to be cited by employers hiring to replace turnover (other than retirement).

Table 3.2: Information Not Found

Variable	Employers Unable to Find Information They Needed – Recruitment %
Overall	17
Industry	
Primary	0
Construction	2
Manufacturing	19
Transportation	17
Wholesale	5
Retail	27
Financial Services	4
Service	22
Other	16
Size	
5-19	16
20-49	21
50+	16
Years in Operation	
1-10	28
11-20	16
20+	14
Number of Target Activities	
1	14
2	14
3	19
Business Cycle	
Downsizing	42
Stable	12
Expanding	22

In terms of the types of information services or tools used to support hiring and recruitment, resume banks (35 per cent) and information about wages and benefits (31 per cent), and job descriptions (30 per cent) are most commonly accessed, followed by information about each of legal requirements (23 per cent), employer recruiting (21 per cent), availability of workers (20 per cent), licensing or credential requirements (15 per cent), and occupational shortages or surpluses (13 per cent). Fewer mentioned information about training institutions, or hiring special employee groups. A total of 71 per cent of employers that used some form of LMI for recruitment used one of the top five types of information.

It is also interesting to note the groupings of information that employers use. While all manner of combinations were selected across the sample, occupation shortages are often used in combination with job banks, as are legal requirements, wage and benefit information, and availability of workers.

Employers in the construction industry are more likely than others to have used information about licensing and credential requirements, and legal requirements when making decisions about recruitment and hiring; they are less apt than other sectors to have used information on training institutions. Representatives in the manufacturing industry are less likely than others to have used most types of information for recruitment and hiring, including accessing job descriptions, job or resume banks, information about employer recruiting, or information about requirements related to licensing or credentials. Information on licensing and credential requirements is typically less of a requirement in the retail industry. The service industry has a greater than average consumption of LMI related to wage rates and benefits, and availability of workers.

Larger organizations (with 50 to 99 employees at the sampled location) are less likely than others to go outside their organizations to access job descriptions when hiring and recruiting employees. Organizations with a single location are more likely than those with multiple locations to use job or resume banks, or access information about legal requirements, or training institutions.

Types of Information Used – Recruitment

“What kinds of information, tools or services, outside your organization, did you USE in making your decisions related to recruitment and hiring of employees?”



- Employers recruiting managers and supervisors looked in job/resume banks less often (but are no more apt to use other sources). Those recruiting for tradespersons were more apt to access information about licensing and accreditation requirements, as well as legal requirements. Those looking for clerical help were more apt to be looking for job descriptions, and wage and benefit information.
- When the reason for recruitment is seasonal changes in employment, employers are much more likely than average to use job banks and be looking for information about legal requirements.
- Organizations in British Columbia are less likely than those in other regions to use many categories of information or resources to assist with hiring and recruitment, including those related to job descriptions, occupational shortages or surpluses, licensing or credentials requirements, employer recruiting, wage rates and benefits, availability of workers, or training institutions (and do not stand out as being more apt to use any particular category). Alberta employers are more likely than those in other regions to have made use of resources related to wage rates and benefits, while Ontario employers are less likely to have depended on information relating to job banks or resume banks.
- Employers with unionized employees are less likely to have used resources relating to job or resume banks, or availability of workers in their efforts to recruit and hire employees.
- Private companies are less apt than NGOs to depend on information relating to job descriptions, or employer recruiting.
- Employers that have been in operation in Canada for eleven to twenty years are more likely than others to have used resources relating to job or resume banks, and licensing and credential requirements (those in operation the longest – over twenty years – are less likely to have done so in both cases) and are less apt than others to have relied on resources relating to wage rates and benefits.
- Employers engaged in all three target activities are more likely than others to have used outside information related to job descriptions and wage rates and benefits. Job and resume banks are more likely to have been used by those engaged in one or two target activities.
- Employers recruiting for managers or supervisors are less likely than most to have used information on job or resume banks. Those recruiting for employees in the apprenticeship trades are more apt than others to have used information on licensing or credential requirements, or legal requirements. Employers looking to recruit clerical or administrative staff have a greater tendency than others to have used information related to wage rates and benefits.
- Those who hired seasonally are more likely than others to have used job or resume banks.

Table 3.3: Top Three Types of Information Used

Variable	Top Three Types of Information Used		
	Job/Resume Banks %	Wage Rates and Benefits %	Job Descriptions %
Overall	35	31	30
Industry			
Primary	35	39	24
Construction	39	24	22
Manufacturing	23	23	18
Transportation	26	19	11
Wholesale	18	10	34
Retail	34	29	26
Financial Services	42	51	60
Service	39	44	35
Other	42	28	35
Size			
5-19	36	30	30
20-49	31	36	29
50+	27	32	21
Years in Operation			
1-10	32	33	30
11-20	48	24	30
20+	29	35	26
Number of Target Activities			
1	44	21	25
2	41	32	19
3	31	38	35
Business Cycle			
Downsizing	19	37	9
Stable	34	25	26
Expanding	37	37	35

3.3 SOURCES OF LMI USED FOR RECRUITMENT

Among the employers that used information, services or tools to hire and recruit, 29 per cent found their information on a federal government website or publication. Another 23 per cent found it on a provincial government website or publication. Other popular sources of information include professional associations or unions, and colleagues (about two in ten, respectively). Fewer found the information they

were looking for through a private consulting firm, sectoral council or industry association⁹, local business association, or educational institution.

Because of the relatively small sample size and large number of types of information used, coupled with the variety of sources cited, there are no distinct patterns apparent in the survey data of "typical" or more frequently used sources for finding specific types of LMI.

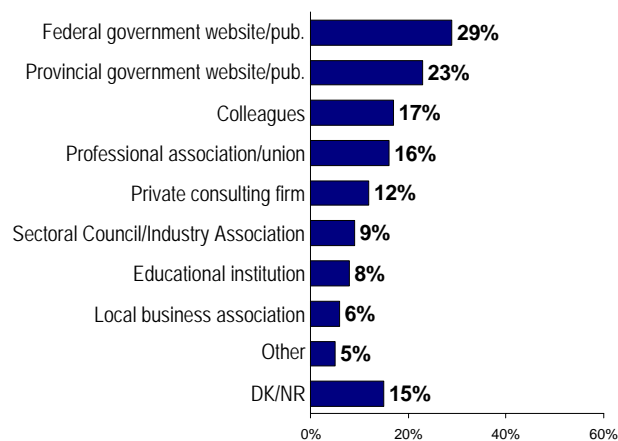
Of interest is the fact that a large proportion (65 per cent) of the employers that say they typically rely on job boards on the Internet as a primary method of recruitment, also said that they went to either a federal or provincial website in their recent recruitment activities, suggesting that this is a standard practice for them (that has yielded results in the past).

Manufacturing representatives are less likely than others to have gone to a federal government website or publication, and more likely than others to have accessed a private consulting firm (which is also true of the service industry). Service industry representatives are less likely than others to have gone to professional associations or unions.

Larger organizations are more apt than smaller ones to have gone to a private consulting firm. Professional associations, unions, sectoral councils and industry associations are each more likely sources among organizations with more than one location (than they are among those with a single location). Single location organizations are more apt to identify educational institutions as a source.

Sources of Information – Recruitment

"Where did you find the information that you were looking for?"



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n=377

Employer Information Needs Survey
(Spring/Summer 2006)

⁹ Sector councils and industry associations were cited together as a source, and therefore refer to all sector/industry associations and councils.

- Employers recruiting for apprentices and trades people are more likely to have found the information through a federal or provincial government website or publication, which is also true of employers recruiting because of seasonality. The latter also goes to education institutions much more often than average (25 per cent)¹⁰.
- Those employers that are experiencing difficulties in filling positions because of a need for very specific skills rely more often on professional associations and unions.
- Those in British Columbia have less of a tendency to go to government websites or publications, or professional associations or unions. They are more likely than others across the country, however, to go through colleagues (and Ontario employers are the least likely to have done so). Quebec organizations are more likely than those in other regions to go to provincial government websites or publications for recruitment and hiring information.
- Organizations with unionized employees are more likely to go to professional associations or unions than employers are in non-unionized environments. Non-unionized organizations are more likely than unionized organizations to go to federal government websites or publications, and sectoral councils or industry associations.
- Private companies have less of a tendency than NGOs to go to colleagues or educational institutions.
- Newer, less established organizations have a greater tendency than more established ones to access private consulting firms. Older organizations are more likely than newer ones to have gotten this information from colleagues.
- Employers that are in the process of expanding are more likely than others to say they found the information they were looking for through federal government websites or publications.
- Those who have recruited for employees in the apprenticeship trades are more likely than others to have found the information they were looking for through federal or provincial websites or publications.
- Employers experiencing staffing difficulties related to competition on wages or benefits are more likely than others to have found information on recruitment and hiring from colleagues, while those whose difficulties relate more to the need for specialized skills are more likely than others to say they found the information they needed from professional associations or unions.
- Those who recruited to replace retiring employees are less likely than others to have accessed information to support recruitment and hiring through federal government websites and publications, but are more apt than others to have accessed it through local business

¹⁰ Some caution should be used in the use and interpretation of this finding as it is based on a relatively small sample (n=43 cases).

associations. Those reporting seasonal hiring have a greater tendency to cite both provincial government websites or publications, and educational institutions as sources of information.

- Organizations that typically use job boards or the Internet to recruit employees are more likely than most to say they found the information they needed through federal or provincial websites or publications, while those who typically use headhunters or professional recruiters have a greater tendency to cite private consulting firms as their source of information about hiring and recruiting.
- Employers engaged in all three target activities are more likely than others to have found their information through professional associations.

Table 3.4: Top Five Sources of Information Used

Variable	Top Five Sources of Information Used				
	Federal Govt Website/Pub.	Provincial Govt Website/Pub.	Colleagues	Professional Assoc./Union	Private Consulting Firm
	%	%	%	%	%
Overall	29	23	17	16	12
Industry					
Primary	18	28	15	35	0
Construction	29	37	7	27	5
Manufacturing	13	21	8	22	25
Transportation	59	8	1	2	1
Wholesale	32	4	25	25	18
Retail	34	22	22	13	7
Financial Services	39	17	21	44	9
Service	26	25	13	4	21
Other	27	24	28	14	7
Size					
5-19	30	23	18	15	11
20-49	27	26	12	22	14
50+	22	18	13	16	23
Years in Operation					
1-10	25	24	12	19	20
11-20	34	22	19	16	5
20+	23	26	16	15	13
Number of Target Activities					
1	25	27	13	14	11
2	25	18	20	9	15
3	32	24	16	20	12

Business Cycle					
Downsizing	16	11	3	0	11
Stable	25	23	18	17	9
Expanding	34	23	15	17	18

3.4 SCOPE OF LMI USED

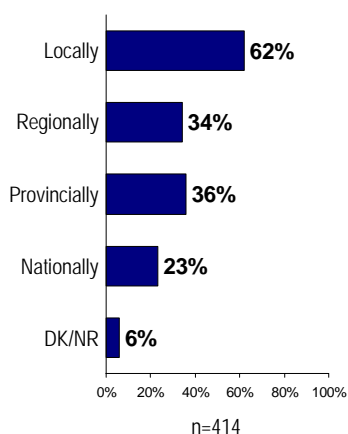
Small and medium sized employers that used outside information most often use locally-based information to assist them in decisions regarding the recruitment and hiring of employees. Just over six in ten employers rely on local information (62 per cent), while one-third rely on regionally-based information (34 per cent) and a similar number utilize information that is provincially-based. Just under one-quarter utilize information at the national level (23 per cent).

Employers that use national information also use local, regional and provincial sources. On the other hand, those relying on local sources are more apt to focus only locally.

Those in the retail industry are more likely than other employers to rely on locally-based information (81 per cent) when making decisions regarding recruitment, while employers in manufacturing and the service industry rely on local information less than average.

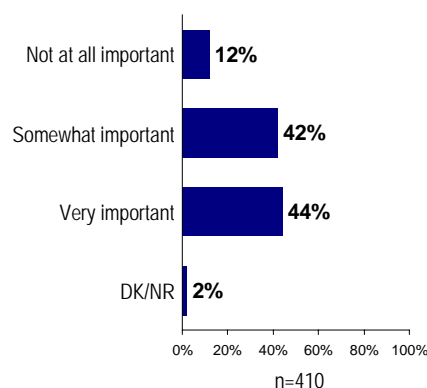
Scope of Information Used – Recruitment

“Does your location typically use information that is based locally, regionally, provincially or nationally?”



EKOS Research
Associates Inc.

“How important is it to your organization to have information on recruitment and hiring that is specific to your local community?”



Employer Information Needs Survey
(Spring/Summer 2006)

- The type of information utilized varies with the age of the organization; the proportion of employers utilizing regional-based or national-based LMI in the recruitment and hiring of employees declines with the number of years in operation, while relatively new organizations tend to cast their net more broadly.
- Employers engaged in activities in recruitment, training and retention are more apt to use recruitment information that is regional, provincial and even national in scope. Similarly, use of regional, provincial and national information sources coincides with engagement in a full array of human resource activities (i.e., performance review, long-range recruitment, orientation manual, training plans, work descriptions, and issue monitoring).
- Organizations undergoing expansion are more likely than stable or downsizing organizations to make use of provincial or national information sources.
- Employers obtaining information through industry associations/sector councils or a government website were more apt to be looking nationally or provincially for information than those using other sources, while those obtaining information from job banks and on availability of workers were more apt to be looking provincially.
- It is interesting to note that employers reporting difficulties filling positions over the last year are more apt to have used local or regional information sources for recruitment.
- Employers whose need for LMI is increasing are more apt to use information sources at each level (from local to national).
- Those using national and regional information sources are more apt to indicate that they were unable to find all the information they were looking for (although the sample sizes are too small to examine what specific information they were unable to find).
- Those who use regional and national information sources are also more apt to indicate that they require more specific information.
- Those using regional sources are somewhat more likely to have obtained assistance from outside the organization, and to indicate that they could benefit from assistance in finding and interpreting information. Those using local sources are more apt to feel that they do not require any assistance with information.

Table 3.5: Scope of Information Used by Employer Variables

Variable	Type of Information Used			
	Local %	Regional %	Provincial %	National %
Overall	62	34	36	23
Industry				
Primary	-	-	-	-
Construction	67	26	29	20
Manufacturing	43	27	33	12
Transportation	-	-	-	-
Wholesale	-	-	-	-
Retail	81	35	38	22
Financial Services	-	-	-	-
Service	50	43	37	26
Other	62	47	51	30
Years in Operation				
1-10	63	55	38	33
11-20	63	24	38	24
20+	59	29	33	15
Number of Target Activities				
1	60	23	27	8
2	65	30	18	13
3	62	39	46	31
Business Cycle				
Downsizing	86	41	35	32
Stable	63	32	32	16
Expanding	61	41	43	31
Need for LMI				
Increasing	70	40	40	31
Decreasing	51	28	9	15
Staying the same	57	31	34	17
Unable to Find all LMI Looking for				
Yes	72	45	38	44
No	61	33	36	18

Most employers consider it somewhat or very important that they obtain information on recruitment specific to their local community (not surprising given the tendency to rely on local information). A total of 44 per cent consider it very important that they obtain local LMI to assist in recruitment and hiring, and a similar number (42 per cent) consider it somewhat important. Naturally, employers relying on locally-based information sources typically place high importance on the availability of this information, while one in five organizations (19 per cent) that typically uses nationally-based recruitment information rate LMI specific to their community as not very important.

- Employers in manufacturing place less importance than employers in other industries on obtaining recruitment LMI specific to their local community.
- Employers with unionized staff typically place less importance than non-unionized employers on local LMI in recruitment or hiring (26 per cent consider it not at all important).
- Although organizations engaged in three activities are no more likely to consult locally based sources than other organizations, the importance of having information specific to the local community on recruitment and hiring increases with the number of activities an employer has engaged in within the past year.
- Employers that have not experienced staffing difficulties are less apt to rate local information as highly important. Among the organizations experiencing difficulties, it is those citing small labour pools that find LMI specific to the local community to be critically important.
- It is interesting to note that employers emphasizing the importance of community-specific LMI on recruitment and hiring more often cite job fairs, advertising and their company website as typical methods of recruitment.
- Employers reporting an increasing need for LMI are more apt to place high importance on the availability of local information sources.
- Employers who have recruited because of expansion are less likely to place a strong importance on the availability of local information sources.

3.5 USEFULNESS OF LMI AND SUGGESTIONS FOR IMPROVEMENTS

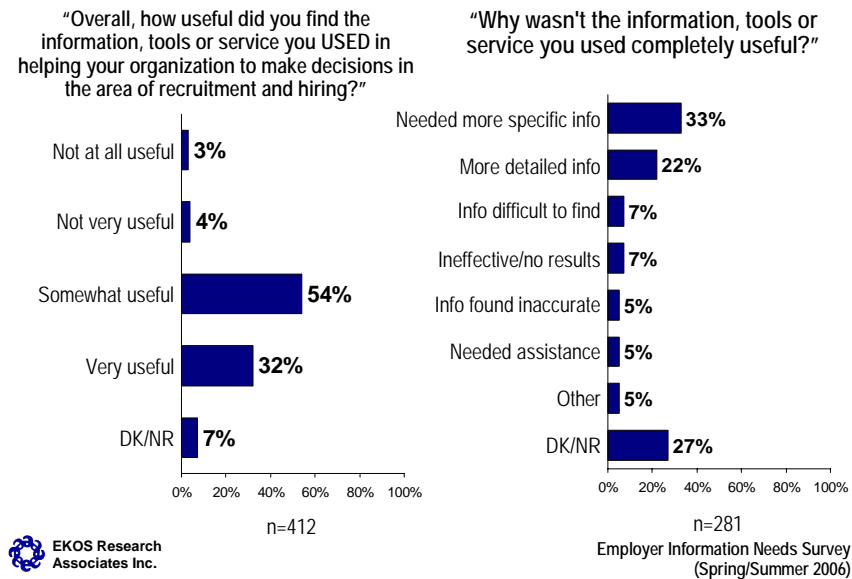
Most employers that used LMI for recruitment and hiring consider it somewhat or very important that they obtain information on recruitment specific to their local community (not surprising given the tendency to rely on local information). A total of 44 per cent consider it very important that they obtain local LMI to assist in recruitment and hiring, and a similar number (42 per cent) consider it somewhat important. Naturally, employers relying on locally-based information sources typically place high importance on the availability of this information. Fully one in five (19 per cent) of organizations that typically uses nationally-based recruitment information rate information that is specific to their community as not very important.

- Employers in manufacturing place less importance than other industries do on obtaining recruitment LMI specific to their local community.
- Employers with unionized staff typically place less importance than non-unionized employers on local LMI in recruitment or hiring (26 per cent consider it not at all important).
- Although organizations engaged in three activities are no more likely to consult locally-based sources than other organizations, the importance of having information specific to the local community on recruitment and hiring increases with the number of activities an employer has engaged in within the past year.
- Employers that have not experienced staffing difficulties are less apt to rate local information as highly important. Among the organizations experiencing difficulties, it is those citing small labour pools that find LMI that is specific to the community to be critically important.
- It is interesting to note that the employers emphasizing the importance of community-specific LMI on recruitment and hiring more often cite job fairs, advertising and their company website as typical methods of recruitment.
- Employers reporting an increasing need for LMI are more apt to place high importance on the availability of local information sources.
- Employers that have recruited because of expansion are less likely to place a strong importance on the availability of local information sources.

Of employers using recruitment LMI, most found it to be only somewhat useful (54 per cent), and roughly one-third (32 per cent) found it to be very useful. Employers that found the information, tools or service to be not completely useful most often indicate that they needed more specific (33 per cent) or detailed (22 per cent) information. Less than one in ten identified other reasons for the information, tools or

service not being completely useful, including difficulty in finding it, ineffective and inaccurate information, or that they required assistance to be able to make it useful.

Usefulness of Information – Recruitment



- Employers with unionized employees are less apt to feel that the information, tools or service used in recruitment was useful.
- Perhaps to underscore their difficulties, organizations reporting problems in filling gaps were generally less positive about the usefulness of the information that they used.
- Organizations recruiting for the purposes of expansion were somewhat more positive about the usefulness of the information than other employers.
- Remarkably, there are very few differences in the recorded usefulness of information across types of LMI used. The exception is perhaps, legal requirements, which engendered marginally less positive results than other types of LMI. There are also relatively few differences in perceived usefulness based on information source, with the exception of professional associations and sector councils which are also seen as marginally less useful.
- Those using provincial and regional information sources are more apt to indicate that they require more specific information.
- Employers that obtained assistance from a government office or website in locating, interpreting or applying information are more apt than those using other sources of assistance to consider the information used to be very useful.

- Employers that only engaged in one target activity in the last year are more apt to find the information they used to be useful.
- Employers that generally seek out LMI providing trends or forecasts are more apt to find the information they used to be only somewhat useful, while those who seek out information on how to do things are more apt than other employers to consider the information they used to be very useful (although survey responses are not helpful in identifying why these particular types of LMI are more (or less) useful).
- Employers with an increasing need for LMI are more apt to consider the information they used to be only somewhat useful, while those whose needs are unchanged (and who perhaps have sources they are comfortable with) are more apt to rate the information used as very useful.

Table 3.6: Usefulness of LMI Used in Recruitment By Employer Variables

	Overall, how useful did you find the information, tools or service you used in helping your organization make decisions in the area of recruitment?
	Very Useful (%)
Overall	32
Unionized	
Yes	22
No	34
Number of Target Activities	
1	44
2	29
3	31
Difficulties Filling Positions in Past Year	
Yes	28
No	40
Reasons for Recruitment in Past Year	
Expansion	38
Replacement/turnover	31
Types of LMI used in Recruitment	
Occupational shortages	35
Hiring special employee groups	31
Employer recruiting	36
Legal requirements	23

	Overall, how useful did you find the information, tools or service you used in helping your organization make decisions in the area of recruitment?
	Very Useful (%)
Type of LMI generally look for	
Hard numbers	36
General ideas	32
Past trends/forecasts	27
How to do things	39
Assistance from others	32
Need for LMI	
Increasing	26
Staying the same	36
Unable to find all information looking for	
Yes	23
No	36

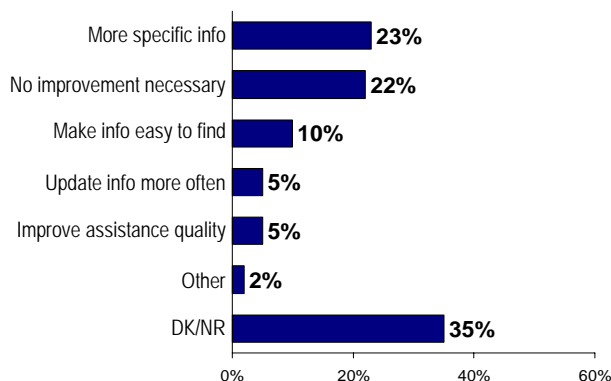
Close to one in four employers say that, by way of improvement, LMI pertaining to recruitment could be made more specific (23 per cent), and one in ten suggested that it be easier to obtain. A minority suggested that it could be updated more often, or that the quality of assistance be improved. On the other hand, 22 per cent feel that no improvement is necessary and over one-third were unable to provide concrete suggestions for improvement.

Not surprisingly, the type of improvement suggested is closely tied to the reason given for the information not being useful. For example, employers that suggested that information be made more specific are more apt to have stated that they required more specific or detailed information. There are too few survey cases to determine more about reasons for suggested improvements.

Employers in the manufacturing and service industries were more apt than other employers to suggest more specific information.

Areas for Improvement – Recruitment

“How could the information, tools or service you used have been improved?”



n=405

Employer Information Needs Survey
(Spring/Summer 2006)

- Organizations with more than one location and newer organizations (in operation for ten years or less) were more apt than others to suggest more specific information, as were expanding organizations, and those that have experienced difficulty filling positions. These examples likely reflect a situation where the context is unfamiliar necessitating greater specificity.
- Employers using regionally-based information sources were somewhat more apt than others to suggest that information be made easier to find.
- Employers whose need for LMI is increasing were more apt than others to identify a need for more specific information, while those whose needs are unchanged are more inclined to feel that no improvements are necessary.
- Employers that were unable to find all the information they were looking for were more apt to provide a number of suggestions for improvement to LMI, including more specific information, improving the quality of assistance, and updating information more often.
- Because of the small number of cases, there are few other clues about the reasons suggested for improvements.

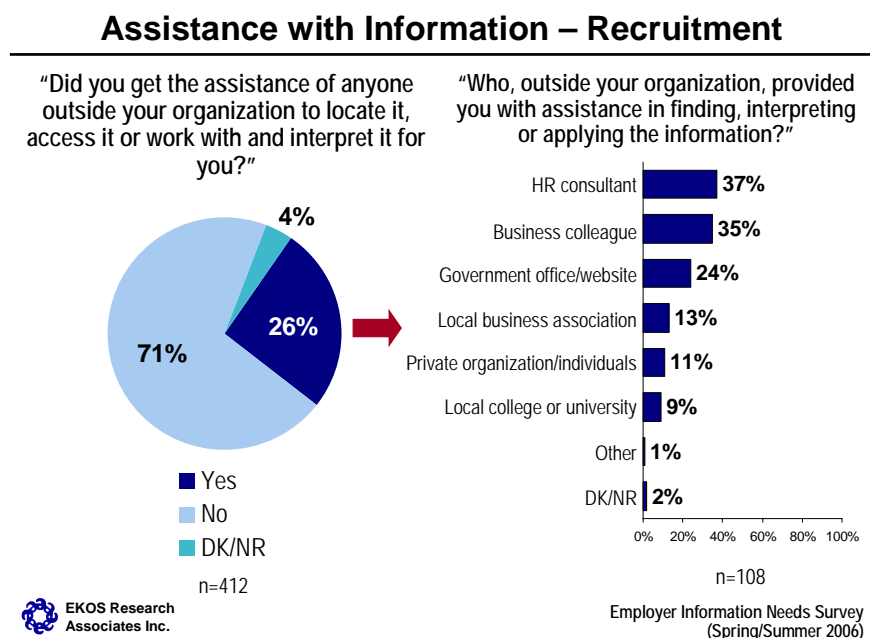
Table 3.7: Suggested Improvements to LMI by Employer Background Variables

	Improvement Suggested				
	No Improvement Necessary %	More Specific Information %	Info Easier to Find %	Update More Often %	Improve Assistance Quality %
Overall	22	23	10	5	5
Number of Work Locations					
More than One	18	37	9	8	2
One location	23	18	10	4	7
Years in Operation					
1-10	17	30	14	7	8
11-10	29	18	9	8	1
20+	18	21	8	4	6
Business Cycle					
Downsizing	-	-	-	-	-
Stable	29	17	11	3	5
Expanding	13	29	11	8	6
Unable to Find LMI Looking For					
Yes	1	41	14	12	12
No	27	20	9	4	4

3.6 ASSISTANCE WITH LMI

One in four (26 per cent) of the employers that used LMI for recruitment and hiring purposes obtained assistance from outside their organization in locating, accessing or interpreting it. Employers that obtained outside assistance most often got it from a human resources consultant (37 per cent), business colleague (35 per cent) or government office/website (24 per cent). Employers less often obtained assistance from a local business association, private organization, college or university.

Employers in manufacturing are far more likely than employers from other industries to have obtained outside assistance in locating, accessing or interpreting LMI in their recruitment activities (55 per cent).



- Employers from Quebec are more apt than others to have obtained outside assistance to locate, access or interpret recruitment LMI.
- Those organizations that accessed information about hiring specialized employee groups were more likely than average to have obtained outside assistance (as were those who typically go to a headhunter and those who found their most recent LMI through a professional association or through colleagues).
- Unfortunately, those who generally obtained assistance were no more positive about the usefulness of the information, although those who obtained assistance specifically from a

government office or website are more apt than those who used other information sources to consider the information to be very useful (as noted earlier).

- Organizations that suggested making the information easier to find, were particularly likely to have obtained assistance (suggesting that they tried to find it on their own and ended up getting assistance because they were initially unsuccessful). Similarly, employers that were not able to find all the information they were seeking are more likely to have obtained assistance from outside the organization.
- Those employers that were recruiting to replace staff (as a result of turnover) were more likely than average to go to business colleges), as were those looking on job boards. There are few other differences in sources of assistance used that provide any better understanding of who is using what (as a result of the limited number of cases responding to the question).

Table 3.8: Whether Obtained Assistance with Recruitment LMI by Employer Variables

	Obtained Assistance From Someone Outside the Organization to Locate, Access or Interpret LMI %
Overall	26
Suggested Improvements to LMI Used	
No improvement necessary	31
More Specific information	24
Make information easier to find	58
Don't Know/No Response	19
Where Found LMI Looking for	
Federal website or publication	24
Provincial website or publication	36
Professional Association	44
Colleagues	45
Don't Know/no response	14

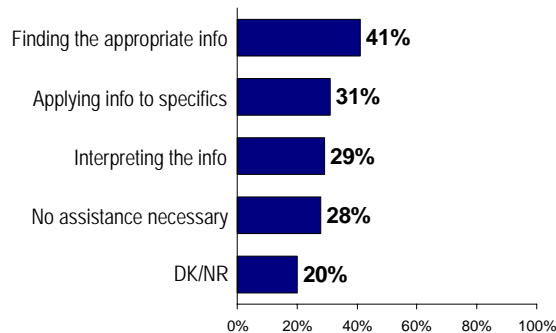
Many small and medium employers that used recruitment information, but did not obtain assistance in finding or interpreting it believe that they could have benefited from this type of assistance. In particular, four in ten feel that they would have benefited from assistance in locating appropriate information (41 per cent), three in ten from assistance in applying the information to their specific situation (31 per cent), or in interpreting the information (29 per cent). Close to three in ten believe that they do not require any assistance (28 per cent). As suggested by the overall results, more employers only looking for help with one are interested in help with finding the LMI. Interpretation is the element that is typically added last (i.e., when employers are looking for help with all three). Those that selected two were more apt to request assistance with finding and applying the information.


Employers in the construction industry are less likely than employers from other industries to feel that they could have benefited from assistance in locating or interpreting information.

Employers who 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 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...?”



 **EKOS Research
Associates Inc.**

n=412

**Employer Information Needs Survey
(Spring/Summer 2006)**

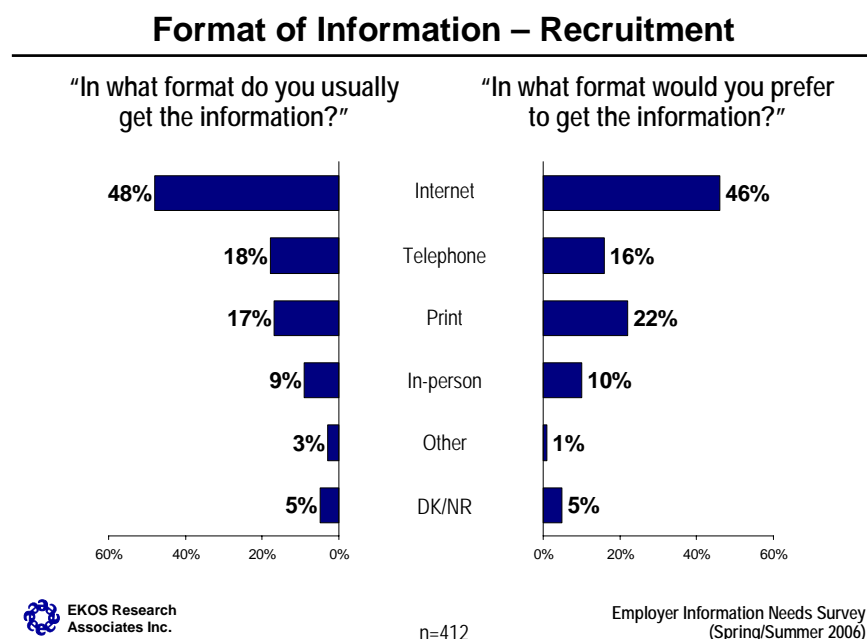
- Employers from non-unionized organizations are far more likely than unionized employers to say they would have benefited from assistance in finding and applying this information.
- Employers with stable organizations are more apt to indicate that they would not have benefited from assistance compared to those undergoing expansion.
- Organizations that would have liked more detailed information are more likely to want assistance in finding appropriate information, as well as with applying and interpreting it.
- Organizations using information related to occupational shortages or surpluses or accessing job banks were less likely than others to indicate a need for assistance.
- Employers looking for information on legal requirements are more apt to suggest they could benefit from assistance in finding information, while those looking for job or resume banks or licensing requirements are more inclined to believe that they would not benefit from any assistance.

- Organizations that accessed provincial government websites for LMI were more likely than average to say that they would have benefited from assistance in interpreting and applying the information. Similarly, those who obtained their information from colleagues also indicated a greater demand for assistance in interpreting the information.
- Employers using local information sources are more inclined to suggest that they would not benefit from such assistance.
- Naturally, employers that did not find all the information they were seeking are more apt to agree that they could benefit from assistance in finding the appropriate information.
- Employers with an increasing need for LMI are more likely than others to feel that they could benefit from assistance in finding and applying information to their situation, while those with stable LMI needs more often believe that they would not benefit from assistance.
- Employers that have experienced difficulties with skill shortages are more inclined than others to feel that they could benefit from assistance in applying information to their specific situation.
- 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 who feel that they could benefit from assistance in interpreting and applying the information.

3.7 FORMAT OF LMI

The Internet is the most popular medium or format for obtaining LMI in support of recruitment activities (48 per cent), although close to two in ten obtain information in print (17 per cent) or by telephone (18 per cent). Only one in ten obtain information in-person.

The preferred format for obtaining information closely reflects the actual format in which employers currently obtain information. Close to half prefer to obtain information online (46 per cent), while two in ten prefer information in print. Having said that, one-third of those using information by telephone say that either Internet or print are their preferred method of receiving the information (see Table 3.8). Similarly, only half of those who get it in-person prefer this method. Some would prefer information through the Internet (24 per cent), print (19 per cent) or telephone (11 per cent). These results seem to suggest that Internet and print are the preferred and most often used formats for obtaining LMI, and where improvement efforts would best be focused.



- Employers with expanding organizations are more likely to obtain information online, and to indicate a preference for this format.

Table 3.9: Format Recruitment LMI Obtained in by Employer Variables

	In what format do you usually obtain information?			
	Internet %	Telephone %	Print %	In-Person %
Overall	48	18	17	9
Business Cycle				
Downsizing	-	-	-	-
Stable	43	22	16	9
Expanding	55	10	20	8
Type of Information Typically used				
Local	43	20	22	7
Regional	49	20	10	16
Provincial	61	12	17	5
National	59	13	17	3
Preferred Format:				
Internet	80	8	7	5
Print	14	80	0	2
Telephone	15	12	62	7
In-person	24	19	11	46

4. TRAINING AND CAREER DEVELOPMENT

Chapter Four presents the context in which small and medium sized organizations have recently used labour market information. This includes their reasons for training, their typical method of training and extent of training that is formal or informal and conducted internally or externally to the organization. A detailed profile of use of labour market information is also presented.

4.1 GENERAL PROFILE OF TRAINING ACTIVITY

About seven in ten employers undertook decisions, activities and strategies to address training and career development. Employers in the wholesale industry are less apt than others to have made decisions or engaged in activities in the area of training and career development. Smaller organizations were less active than larger organizations in engaging in training and career development. Similarly, employers with multiple locations are more likely to have focused on training and career development in the past year than those with a single location.

Earlier in the report, results found that 72 per cent of employers say their location had made decisions about, engaged in or implemented strategies in training and career development in the last 12 months. However, in a different question (asked of the same respondents), 86 per cent of small and medium employers indicate that employees working at their location received some type of training in the twelve months preceding the survey. The difference in these two answers could be attributed to the fact that some employers that offer training to their employees may not think of this as part of a formal organizational training and career development strategy. Overall, however, most employers who made decisions regarding training also provided training to employees within the past year (95 per cent).

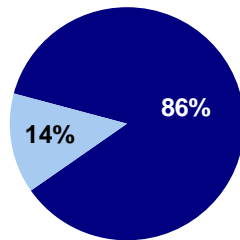
Employers provide a host of reasons for providing training, the most common of which is skill development (cited by 55 per cent). Over one-third cited new employee orientation or regulatory requirements as reasons for training, and over one-quarter cited the need to train employees on new equipment or technology. Two in ten indicate were motivated by the need to meet licensing or certification requirements, provide essential skills, to keep up with the competition, or to address specific training needs.

Training is more prevalent in the financial services industry than elsewhere, and least prevalent in manufacturing. Prevalence also increases with the size of the organization. Employers in the construction industry are more likely to be training to meet regulatory or licensing and certification requirements. Employers in manufacturing are more often concerned with new equipment or technology,

and to ensure employee skills development. Finally, employers in the retail industry are more often motivated by staff turnover (and the need for orientation for new employees).

Training Activity and Reasons

"Did employees at this location receive any training over the past year?"



■ Yes ■ No

n=2204



"What are the main reasons for your organization providing training in the last year?"



n=1961

Employer Information Needs Survey
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- Prevalence of training is lowest in Quebec.
- Prevalence is higher among multiple location organizations.
- Non-unionized employees are more apt than unionized ones to have received new employee orientation training or essential skills training.
- NGOs are more apt to have provided skills development or management/leadership training, while private sector employers are more likely to have provided new employee orientation training, training on new equipment or technology, and training to meet licensing or certification requirements.
- The likelihood that employees have received training in the past year rises with the general intensity of HR activities that the employer has engaged in.
- Employers that say their business is stable are less likely than others to say their employees have received training in the past year.
- Those engaged in more HR activities are more likely than others to cite new employee orientation, employee skill development, essential skills, and management or leadership training.

- Employers that are in the process of expanding are more apt than others to say that employee skill development, and the use of new equipment or technology were the main reasons for the provision of training in the past year.
- Organizations that provided new employee orientation training are less apt than others to have looked for information, tools or services outside of their organization to assist them.

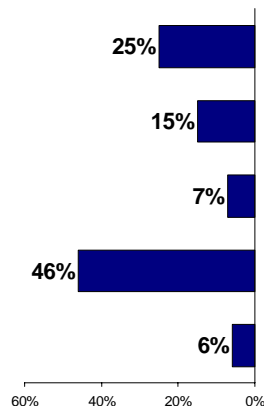
In the past year, small and medium employers more commonly delivered training in-house. On average, 62 per cent of all training conducted in the past year was delivered in-house. Close to half of employers (46 per cent) delivered three-quarters or more of their training in-house.

Less than half (47 per cent) of the training provided by small and medium employers in the last year could be described as formal training; involving planned, directed learning with specific objectives and an evaluation of learning achievement. One-quarter of employers (26 per cent) indicate that three-quarters or more of the training provided was formal training, and 36 per cent indicate that over half the training qualified as formal training.

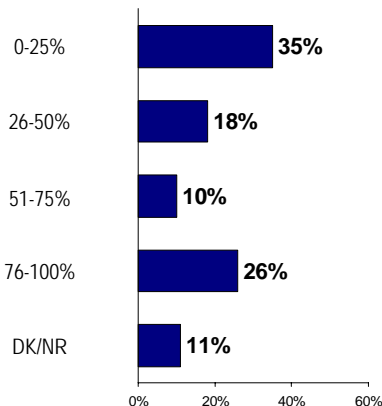
Employers in the retail industry provide the highest proportion of training in-house, while those in the financial services sector are least likely to deliver training in-house. Furthermore, employers in the manufacturing, retail and service industries are more apt to state that less than one-quarter of the training provided in the past year could be described as formal training (Table 4.1). Finally, the proportion of training delivered in-house, and the amount of formal training provided in the past year both increase with the size of the organization.

Formalization of Training

"About what proportion of training in the last year has been delivered in-house (as opposed to by an external provider)?"



"About what proportion of the training last year was formal training?"



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n=1961

Employer Information Needs Survey
(Spring/Summer 2006)

- Employers with non-unionized employees are more apt to provide the bulk of their training (more than three-quarters) in-house when compared to employers with unionized employees. Conversely, employers with unionized employees are more likely to indicate that most training provided is formal in nature.
- NGOs provide considerably less training in-house when compared to private sector employers (NGOs provided 48 per cent of training in-house, compared to 64 per cent by private-sector employers). Furthermore, NGOs indicate that a much larger proportion of training is formal, compared with private sector employers.
- Employers with more than one location provide a higher proportion of formal training.
- Employers in Quebec are less likely to say that formal training was a smaller proportion of their overall training (but they are also much more likely to not have provided an answer to this question).
- Organizations that are downsizing had slightly higher proportions of in-house, and less formal training than others.
- The proportion of in-house training provided is lower than average among employers whose reasons for providing training in the past year were to meet licensing requirements, or to keep up with other companies. The proportion of in-house training provided by an organization is higher among those that say their main reasons for providing training were for new employee orientation, or to improve service quality (employers that cited these two reasons for providing training also report lower levels of formal training than others.)
- Those employers that report using informal mentoring, job shadowing, or having employees read books and manuals as training methods are more likely than others to be heavier users of in-house and informal training. Employers that report hiring a trainer to come in, or sending employees to either a course at an institution or to a private course also report lower proportions of in-house training, and higher proportions of formal training than others. The driver seems to be whether employers tend to train internally or sent employees out for training (rather than the method that they actually use to train).

Table 4.1: Delivery of Training by Industry

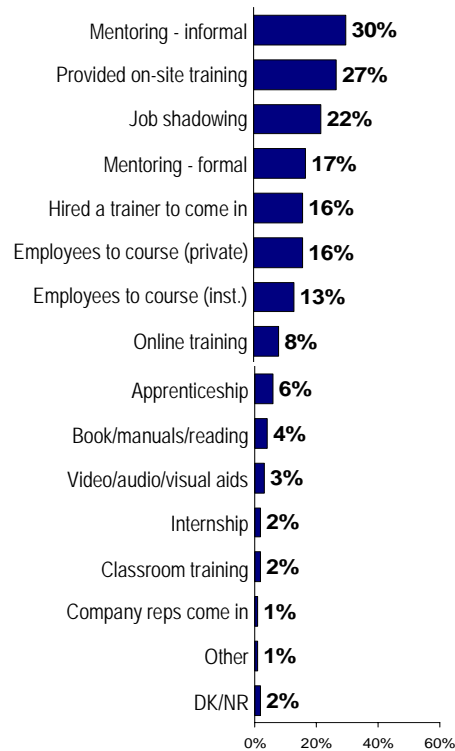
Industry	Proportion of Training Delivered In-House			
	0 to 25%	26% to 50%	51% to 75%	76% to 100%
Primary	22	21	4	45
Construction	30	21	8	32
Manufacturing	20	15	11	51
Transportation	29	9	3	49
Wholesale	22	17	7	44
Retail	18	11	6	60
Financial	33	25	7	30
Services	27	17	6	45
Other	35	15	10	33
	Proportion of Training that is Formal			
	0 to 25%	26% to 50%	51% to 75%	76% to 100%
Primary	28	14	18	26
Construction	25	19	11	32
Manufacturing	41	20	6	19
Transportation	25	18	9	36
Wholesale	36	19	8	23
Retail	42	18	9	24
Financial	41	25	5	21
Services	40	16	9	26
Other	22	19	17	29

Consistent with the fact that most training provided is of an informal nature and delivered in-house, employers identify informal mentoring (30 per cent), on-site training (27 per cent), and job shadowing (22 per cent) as the most common training methods used for work place training. Less than two in ten cite formal mentoring (17 per cent), hiring a trainer to come in (16 per cent), or sending employees to attend courses at private (16 per cent) or educational institutions (13 per cent) as the training methods most commonly used.

Employers in the construction and manufacturing industries are more apt than others to send employees to training courses at educational institutions (not surprising given that they are also more apt to recruit in apprenticeship trades and must meet regulatory and certification requirements through training); employers in the retail industry tend to make greater use of formal and informal mentoring; employers in the financial sector more often use online training or job shadowing; and employers in other industries are more apt to hire a trainer to come in and provide training. The smallest organizations (with less than 20 employees) are less apt than larger employers to provide on-site training or hire a trainer to come in, and are somewhat more likely to make use of job shadowing.

Training Methods Used

“What training methods did you use for work place training?”



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n=1961

Employer Information Needs Survey
(Spring/Summer 2006)

- Employers with unionized employees are more likely than their non-unionized counterparts to provide on-site training or hire a trainer to come in, and are somewhat more likely to make use of apprenticeship training.
- NGOS are more likely to hire a trainer to come in or send employees to private training courses, while private sector employers are more apt to make use of mentoring and job shadowing in terms of training methods.
- Employers that engaged in all three target activities are more likely than others to have provided on-site training, private courses, and formal mentoring.
- Those whose method of training was to send employees to private courses are more likely than others to say they did not look for outside resources related to training and career development because they had no need for any information in this area.

- There is some overlap in the types of training methods used. Employers using formal mentoring are also more apt to employ informal mentoring. Use of internship and apprenticeship training also often go hand-in-hand.

4.2 USE OF LMI TO SUPPORT TRAINING AND CAREER DEVELOPMENT

Like employers seeking information to support decisions related to hiring and recruiting, most of the employers that were engaged in training and career development that used LMI to support their activities (84 per cent of those that used training LMI) were successful in finding the information they were looking for to help with training and career development of employees, although 12 per cent say there was information that they were looking for but could not find.

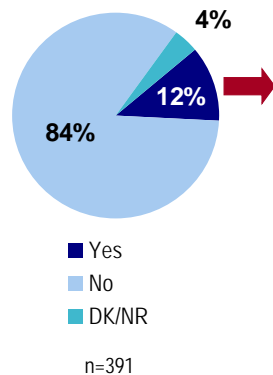
Of those who used LMI, but were unable to find certain information that they were looking for, the largest share were looking for LMI regarding the types of training available (41 per cent). Smaller proportions wanted to know where to get training (18 per cent), information on credentials required or occupational standards, or a training needs analysis (13 per cent each). Fewer than ten per cent were looking for LMI relating to career development processes, how to deliver training, an evaluation of training investment, help in selecting a training provider, funding for training, or tools to assist employees. (Three in ten employers were unsure what they were looking for, which is an interesting result in itself in terms of providing assistance to organizations.)

As cited in Chapter Two, a small percentage of employers involved in training did not use any LMI because they could not find what they were looking for. Compared with the types of information that users were looking for and could not find, non-users biggest gap was in finding information on how to deliver training (24 per cent) which is not a very large issue with LMI users. The other key difference is with regard to the type of training available, which is by far the key gap for LMI users, but was not as large of a gap for non-users (19 per cent of non-users could not find information about types available compared with 41 per cent of users).

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

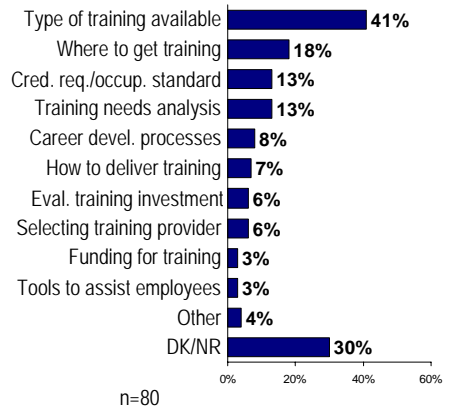
Information Not Found – Training & Career Dev.

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



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“What type of information, tools or services were you looking for to help with training and career development of employees that you couldn't find?”



Employer Information Needs Survey
(Spring/Summer 2006)

- Atlantic employers are less likely than those in other regions to have been successful in finding the information they were looking for. This is also true of organizations currently in the process of expanding.
- When asked about specific types of information they could not find, employers with multiple locations were less likely than others to know what they were looking for, although this result is based on a small number of cases.

In 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 (40 per cent), and to find out where to get training (27 per cent). About two in ten used LMI related to training and career development processes, credential requirements or occupational standards, training needs analysis, or the selection of a training provider. Smaller proportions referred to outside resources to find out how to deliver training, find tools to assist employees in career decision making, evaluate training investments, find funding for training, or conduct comparisons with similar companies.

Those in the service industry are more likely than others to have used outside information, tools or services relating to training delivery, tools to assist employees, and career development processes; employers in the retail sector are less apt than others to have used outside resources to make decisions related to training delivery, or the selection of a training provider. Employers in the manufacturing industry are less likely to have used outside resources relating to training needs analysis than those in other industries.

Larger organizations are less likely to have used outside resources relating to career development processes and the selection of training providers.

Types of Information Used – Training & Career Dev.

“What kinds of information, tools or services, outside your organization, did you USE in making your decisions related to training and career development of employees?”



- Employers in Alberta are less likely than others to have used outside resources related to funding for training, credentials required or occupational standards, or career development processes; they are also more apt to say they did not look for or use any such resources. Quebec employers are less likely than others to have used LMI related to where to get training, credentials required or occupational standards, or how to deliver training, but are more likely to have sought assistance in funding for training, or in relation to training needs analysis. Employers in Atlantic Canada have a greater tendency to have used LMI for finding out where to get training, and credentials required or occupational standards.
- Unionized organizations are more likely than others to have used information on training needs analysis.
- Private sector employers are less apt than NGOs to have used outside resources for this purpose related to the types of training available, or training needs analysis.
- Naturally, the method of training that is “typical” for the organization drives their need for training LMI. For example, those who used informal mentoring to train employees are less likely than others to have accessed information about funding for training. At the same time, they were also less apt to look for tools to assist employees, and career development processes. Employers that hired a trainer to come in to the work place more often used information on where to get training, credential requirements or occupational standards, how to deliver training, career development processes, and the selection of training providers.

Employers that sent their employees to private courses are more apt to have used information on credential requirements or occupational standards, or training needs analysis. Employers that used formal mentoring more often used information that allowed them to make comparisons with other (similar) companies.

- Motivation for training is another primary indicator of the types of LMI used. Those whose main reason for training was to develop employee skills were less likely than others to have used many of the listed types of information (e.g., types of training available, where to get training, funding for training, tools to assist employees). Employers that say their main reason for providing training was to promote essential skills are more likely than others to have used many types of information. Employers that provided training primarily to meet licensing or certification requirements are more likely than others to have used information about types of training available. Those who trained mainly to keep up with other companies are more apt than others to have used resources to assist with funding for training.
- Employers who say that between 51 and 75 per cent of their training is provided in-house are more apt than others to have used information on getting funding for training, types of training available, and tools to assist employees. Employers who report that formal training constitutes more than 75 per cent of their total training are more apt to have used information to select training providers.

4.3 SOURCES OF TRAINING LMI

When asked where they found the information they were looking for, most employers say they found the information either through either a business or professional association of some kind, or through a website. Twenty-three per cent found the information that they were looking for through a professional association or union, while 15 per cent cited a sectoral council or industrial association as the source of information¹¹. Federal and provincial government websites and publications were used by 14 per cent in each case. About one in ten found the information they were looking for through a local business association, colleagues, equipment suppliers, or educational institutions. The least frequently cited sources of information included unspecified online sources, general printed publications, private consulting firms, or private Internet sites.

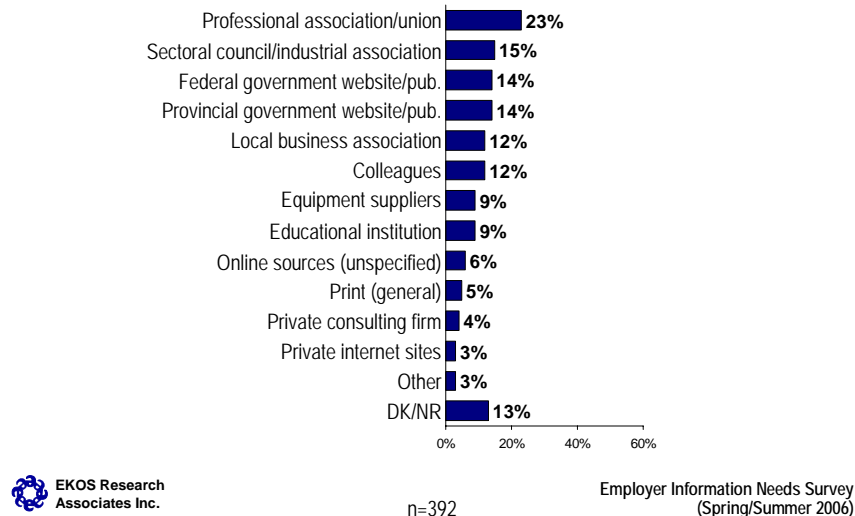
Employers in the manufacturing sector are more likely than those in other sectors to say they found the information they were looking for through provincial government websites or publications, equipment suppliers, or private Internet sites, but are less apt to cite professional associations or unions as their source.

¹¹ Sector councils and industry associations were cited together as a source, and therefore refer to all sector/industry associations and councils.

Larger organizations are more likely to say they found the information they were looking for through a private consulting firm. Those with multiple locations have a greater tendency than others to say they found their information through unspecified online sources, or through equipment suppliers.

Sources of Information – Training & Career Dev.

“Where did you find the information that you were looking for?”



- Employers in Ontario are less likely to say they found the information they were looking for on federal government websites or publications (but do not stand out as being more apt to find it from any other specific source). Atlantic employers are more likely than others to cite educational institutions as their source of information, but are less apt to have used equipment suppliers.
- Organizations with unionized employees are more likely than others to say they found the information they were looking for through sector councils or industrial associations, or general print publications, but are less apt to have gotten the information through federal government websites or publications.
- Private sector employers have a greater tendency than NGOs to say they got the information they needed from federal government websites or publications.
- More mature organizations (those who have been in operation in Canada for more than 20 years) are more apt than others to cite sectoral councils or industrial associations, or equipment suppliers as sources of information.
- Employers that are engaged in all three target activities are more likely than others to say they used federal government publications or websites.

- Those in the process of expanding are more likely than others to cite local business associations as their source of information on training and career development.
- Sources of information are also different depending on the “typical” method of training for an organization. Employers that hired a trainer to come in go more often to sectoral councils or industry associations. Those who sent their employees to private courses went to equipment suppliers more often than others. Employers that used job shadowing as a training method (an informal, internal source of training and career development) generally sought are less likely than others to have looked for outside resources to support decisions made in this area, while those non-users of outside resources who used online training are more likely to have looked for this type of information, tools or services.
- Employers that say their source of information on training and career development was a provincial government website or publication are more apt than others to have used outside resources relating to credential requirements or occupational standards. Those who report their source of information as professional associations or unions are more apt to have used resources related to training delivery, as well as for selecting a training provider.
- Employers that found the information they needed through equipment suppliers are more likely to have used training needs analysis, while those who report going to a sectoral council or industry association are more apt to have used LMI to select a training provider.
- Employers reporting a low proportion of in-house training (under 25 per cent) are less likely to have consulted colleagues for information, while those who deliver more than three-quarters of training in-house are more apt to have done so (consulted colleagues). Those reporting that in-house training represents between 26 and 50 per cent of total training are more apt than others to identify local business associations or educational institutions as their source of LMI. Finally, employers reporting in-house training proportions of between 51 and 75 per cent are more apt to have used federal websites or publications as their information source.
- Employers who report low proportions of formal training (less than 25 per cent) are less likely to have obtained information through provincial sources or educational institutions, and are more apt to have obtained it in print. Those reporting slightly higher proportions of formal training (between 26 and 50 per cent), are more apt to cite provincial publications and websites or local business associations as sources of LMI.

4.4 SCOPE OF LMI

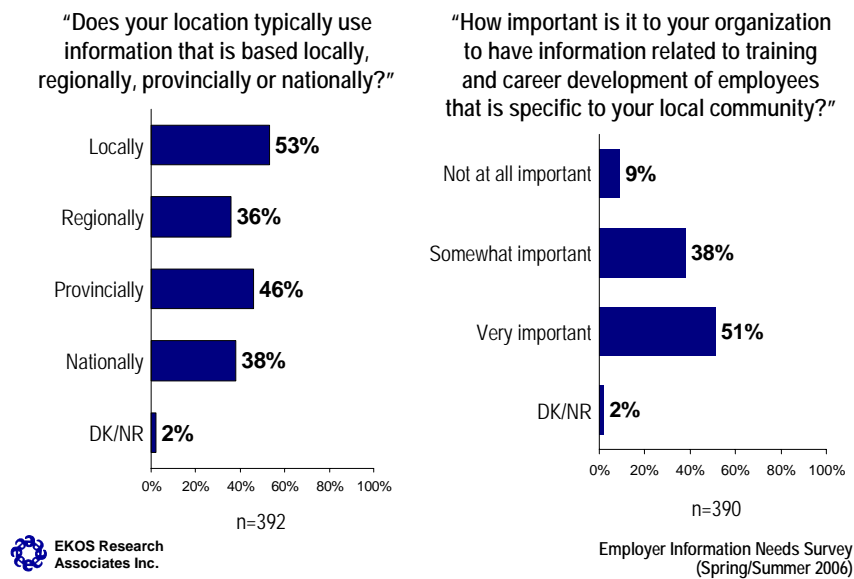
As with employers that use LMI to support hiring and recruiting, and workplace retention, just over half (53 per cent) of employers typically use information that is locally-based when it comes to training and career development. Forty-six per cent use information that is provincially-based, while 38 per cent use nationally-based information and 36 per cent use regionally-based information. The importance of local information is reinforced insofar as half of employers say it is very important for their organizations to have

information related to training and career development of employees that is specific to their local community, although almost four in ten say it is somewhat important. Fewer than one in ten said this is unimportant.

There is a slightly greater tendency for employers using regional, provincial or national sources to also use other sources (local or national). For example, only 35 per cent of employers using local sources also use national sources, while 66 per cent of those using regional sources also use local sources (and 50 per cent of those using regional sources also use national sources). So there is a general tendency to rely on slightly smaller scopes of information, whatever level organizations are using as their widest scope.

Organizations with multiple locations are more likely than those with only one site to say they typically use sources of information that are nationally-based. Furthermore, these employers (with multiple locations) are less apt to place a high level of importance on the availability of local information.

Scope of Information Used – Training & Career Dev.



- Employers in Quebec are less apt to use nationally-based information.
- Organizations with unionized staff are more apt than others to say they typically use information that is provincially-based.
- NGOs have a greater tendency than private sector employers to use regionally-based information.
- Older organizations are more apt than newer, less established organizations to typically use provincially-based information.

- Employers that have trained to meet licensing or certification requirements are more apt to have used provincial information sources (not surprisingly given that many licenses or certification programs are provincially-based).
- Employers that describe their planning processes as informal and ongoing are more apt to indicate that they use provincial information sources, while those whose planning process is formal at regular intervals are more inclined to make use of national sources.
- Employers in Ontario are less apt than others across the country to believe that it is important for their organization to have training and career development LMI that is specific to their local community, which is also true of organizations that have been in operation in Canada for more than 20 years.
- Employers that indicate that their LMI needs are increasing are more apt to place high importance on the availability of local information pertinent to training and development than are employers whose information needs are stable.
- Employers unable to find all the information they were looking for are more apt to place high importance on the availability of local information.
- Employers providing primarily training of a formal nature are more apt than others to place high importance on the availability of local information.

Table 4.2: Scope of LMI Used for Training by Employer Variables

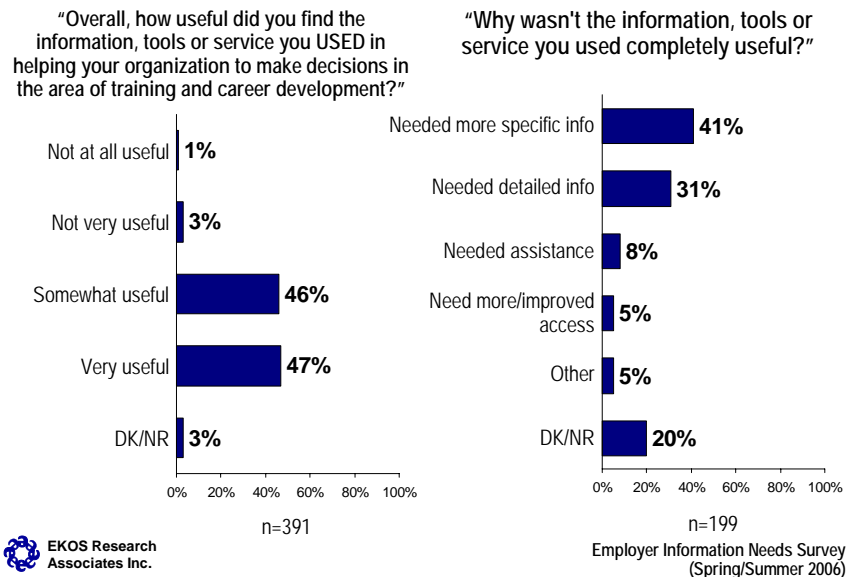
Variable	Type of Information Used			
	Local %	Regional %	Provincial %	National %
Overall	53	36	46	38
Type of Information Used				
Local	100	44	49	35
Regional	66	100	65	50
Provincial	57	51	100	46
National	50	49	57	100
Years in Operation				
1-10	47	27	35	41
11-20	53	45	40	30
20+	58	41	54	40
Number of Locations				
More than one	50	36	50	48
One	55	36	45	33
Unionized				
Yes	61	37	61	37
No	52	36	43	38

4.5 USEFULNESS OF LMI AND SUGGESTIONS FOR IMPROVEMENTS

Almost all small and medium 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 32 per cent of information used in recruitment decisions was rated as very useful).

Employers that were not completely satisfied with the usefulness of information utilized in training and development decisions most often indicate that more specific (41 per cent) or detailed (31 per cent) information is required (which is even more of a concentrated response than found in reasons for limited usefulness of recruitment LMI).

Usefulness of Information – Training & Career Dev.



- Employers whose LMI needs are increasing are more likely to consider the information they used to be only somewhat useful, while those whose needs are unchanged are more apt to rate the information used as very useful.
- Naturally, employers that were able to find all the information they were seeking are more apt to consider the information they used to be very useful, while those who were not successful in obtaining the information they desired are less satisfied.

- Employers that rate the information used as only somewhat useful are more apt (than those who consider the information very useful) to suggest the information be improved by making it easier to access, making more specific information available, and providing more detailed information.
- Employers that obtained assistance from outside the organization with LMI relating to training and development are more apt to consider the information used in decision-making to be very useful.
- Employers that conducted all training externally are more apt to find the information used to be very useful, while those who conducted 51 to 75 per cent of their training in-house are more inclined to consider it only somewhat useful.
- Employers with non-unionized employees are more apt to indicate that they require more specific or detailed information (whereas unionized organizations are less apt to know how information could be improved).

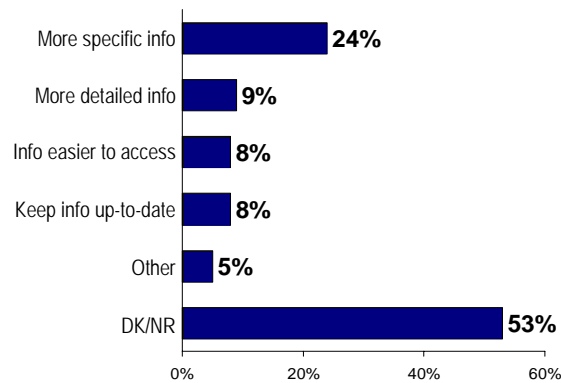
Table 4.3: Usefulness of LMI Used in Training by Employer Variables


	Overall, how useful did you find the information, tools or service you used in helping your organization make decisions in the area of recruitment?	
	Not at all useful %	Very Useful %
Overall	1	47
Unionized		
Yes	2	52
No	1	46
Need for LMI		
Increasing	0	40
Staying the same	0	53
Whether Able to Find all LMI Looking For		
Yes	0	49
No	7	39
Obtained assistance with LMI from outside organization		
Yes	2	55
No	1	43
Proportion of training delivered in-house		
0-25%	1	55
26-50%	0	49
51-75%	0	32
76-100%	1	42

When asked to identify means of improving the information available for making training and career development decisions, small and medium employers most often suggest making information more specific (24 per cent) validating their previous response in terms of reasons for limited usefulness. Fewer than one in ten suggest more detailed information, making information easier to access, or keeping information up-to-date.

Areas for Improvement – Training & Career Dev.

“How could the information, tools or service you used have been improved?”



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- As with areas of weakness in information, employers with non-unionized employees are more apt to suggest that information be made more specific, while employers of unionized organizations are less apt to provide suggestions.
- Employers whose LMI needs are increasing are more likely to suggest that information could be improved by making it more detailed, while those whose information needs are unchanged are more apt to provide no response to this question.
- Employers that were unable to find all the information they were seeking are more apt to suggest that more specific information would be an improvement, while those who did obtain the information they required are less apt to provide any suggestions.
- Employers in the process of expanding are far more likely than those whose business is stable to suggest keeping information up-to-date or that more specific information is required.
- Employers that deliver more than half their training in-house are more apt to suggest improvements to the information used, whether it is making it easier to access, more specific or more detailed.

- Employers that obtained assistance from outside their organization with LMI relating to training are more apt to suggest that information be improved by keeping it up to date, while those who did not obtain assistance are less apt to suggest any potential improvements.
- Employers that obtained information from provincial websites, sectoral councils or industry associations are more apt than others to suggest that information be made easier to access, while those who obtained information from a professional association or union are more likely to suggest that information be kept up-to-date.

Table 4.4: Suggested Improvements to Training LMI by Employer Background Variables

	How could the information, tools or service be improved?			
	Keep Information Up-to-date %	Make Info Easier to Access %	More Specific Information %	More Detailed Information %
Overall	8	8	24	9
Unionized				
Yes	9	2	8	4
No	7	9	27	10
Business Cycle				
Stable	4	9	17	6
Expanding	12	8	32	10
LMI Needs				
Increasing	10	10	28	18
Unchanged	5	7	19	4
Proportion of Training delivered in-house				
0-25%	10	10	16	7
26%-50%	10	3	13	11
51% - 75%	1	21	23	20
76%-100%	8	2	31	8
Unable to find all LMI looking for				
Yes	13	14	44	13
No	7	8	21	8
Obtained Assistance from outside organization with LMI				
Yes	14	11	26	7
No	5	7	23	10

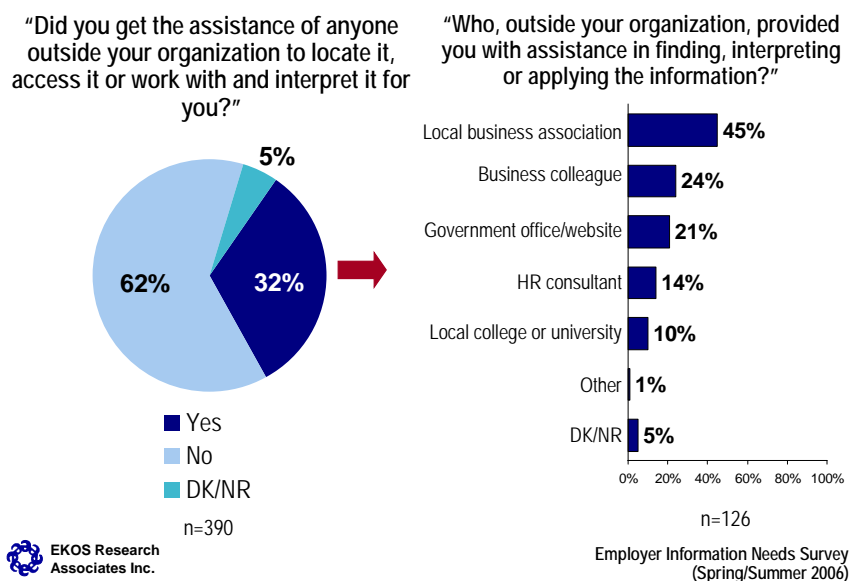
4.6 ASSISTANCE WITH LMI

Close to one-third of small and medium employers (32 per cent) obtained assistance from outside their organization to locate, access or interpret LMI used to support training. This is higher than the proportion who sought assistance with LMI for recruitment (26 per cent obtained outside help with information relating to recruitment).

Employers that had assistance with training LMI most often obtained it from a local business association (45 per cent), although one in five got it from a business colleague (24 per cent) or government office/website (21 per cent). Employers obtained assistance from a human resources consultant, or local college or university considerably less often.

Employers in the manufacturing industry are least likely to have obtained outside help in locating, accessing or interpreting information relating to training decisions (although they were most likely to obtain assistance with information pertaining to recruitment).

Assistance with Information – Training & Career Dev.



- Employers with non-unionized organizations are more apt than those with unionized employees to have obtained outside assistance with information relating to training and development.
- Employers with moderate proportions of both in-house training and formal training (between 26 and 75 per cent of total training) are more likely than others to have used outside resources.

- There are no other variations to shed light on differences between employers that did or did not obtain assistance with information relating to training and development.

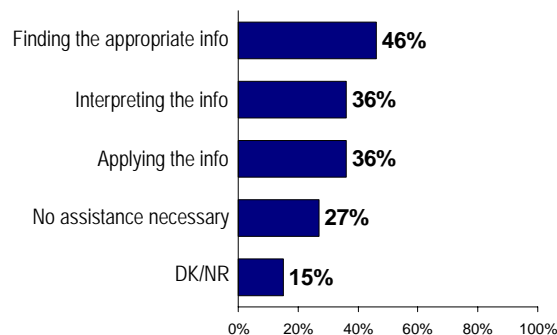
Many small and medium employers believe that they could have benefited from assistance in locating or interpreting information used in making training and development decisions. In particular, close to half feel that they would have benefited from assistance in locating appropriate information (46 per cent), and one-third from assistance in applying the information to their specific situation (36 per cent), or in interpreting the information (36 per cent). Over one-quarter believe that they do not require any assistance (27 per cent). As suggested by the overall results, assistance with finding the information is the most common request and many 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 with applying the information typically coming from those requesting assistance on all three).

Employers in the service industry are more apt than other employers to indicate that they would have benefited from assistance in finding, interpreting and applying the information.

There is no difference between employers that did and did not receive outside assistance in terms of perceived benefit of assistance in finding, interpreting and applying training LMI.

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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- 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 possibly due to the differences in their economies.
- Employers engaging in all three target activities are less likely (than those engaging in only one activity) to indicate that they did not require assistance (likely reflecting some employers' greater LMI needs or their greater sophistication and demand for detailed and specific LMI).
- Employers recruiting due to expansion are more apt than employers recruiting for other reasons to indicate that they could benefit from assistance in finding, interpreting and applying LMI linked to training.
- Employers whose LMI needs are increasing are also more apt to feel that they would benefit from assistance in finding and applying information, while those whose LMI needs are unchanged are more inclined to believe that they would not benefit from assistance.
- Naturally, employers that were unable to find all the information they were looking for in relation to training decisions are more apt to believe that they could benefit from assistance in locating information, while those who did obtain the information they needed are more likely to feel that they do not require any assistance.
- Employers using locally-based information for training decisions are more apt to indicate that they could benefit from assistance in finding, interpreting and applying information (in contrast to recruitment, where employers who used local sources were less apt to believe that they could benefit from assistance).
- Not surprisingly, employers identifying a need to make LMI relating to training easier to access (as a suggested improvement) are most likely to identify a need for assistance in finding, interpreting and applying information.

Table 4.5: Type of Assistance with Training LMI could Benefit From by Employer Variables

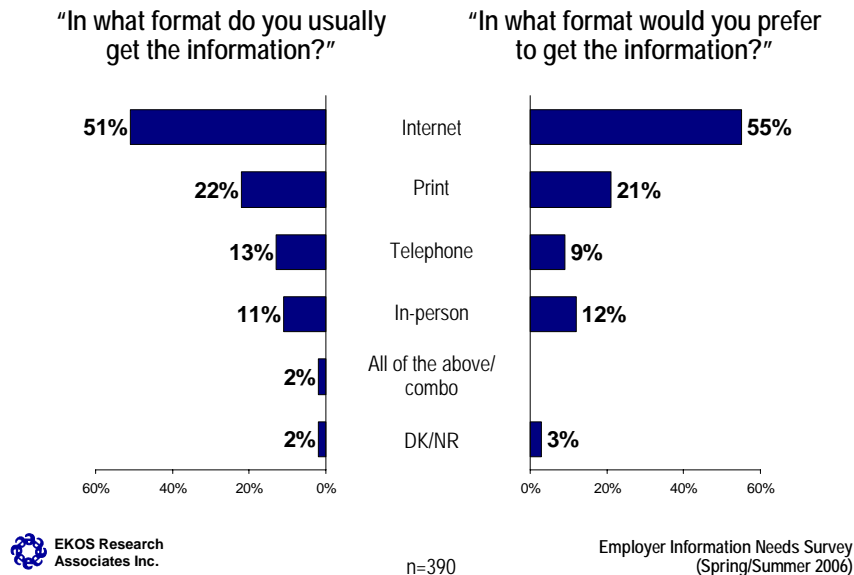
	When looking for or using the information, would you have benefited from assistance in...			
	Finding the Information %	Interpreting the information %	Applying the information %	No Assistance Necessary %
Overall	46	36	36	27
Number of target activities				
1	40	32	29	40
2	44	36	36	35
3	47	37	37	23
LMI Needs				
Increasing	56	39	43	22
Unchanged	39	35	34	32
Unable to Find all LMI Looking for				
Yes	63	46	43	14
No	43	36	34	30
Type of Information Used				
Local	55	47	43	26
Regional	44	33	27	31
Provincial	40	30	32	33
National	42	27	36	30

4.7 FORMAT OF LMI

As with information pertinent to recruitment, employers most often obtain information relevant to training and career development decisions through the Internet (51 per cent do). Two in ten employers obtain information in print format (22 per cent), while 13 per cent rely on information obtained by phone, and 11 per cent obtain information in-person. The preferred format for obtaining information closely reflects the actual format in which employers currently obtain information. Over half prefer to obtain information online (55 per cent), while two in ten prefer information in print.

Employers in the retail industry are more apt than employers from other industries to obtain information by phone, and to indicate a preference for this format.

Format of Information – Training & Career Dev.



- Employers in Quebec are less likely to indicate a preference for obtaining information online, and more apt (than employers from other regions) to prefer obtaining information by phone or in-person.
- Employers with unionized employees are more apt to indicate a preference for information obtained in print, while employers of non-unionized organizations prefer information obtained online.
- Employers that did not obtain assistance from outside the organization are more apt to have obtained information through the Internet, while those who did obtain assistance are more likely to have obtained information by phone. Similarly, those who obtained assistance from outside the organization indicate a preference to obtain information by phone or in-person, while those who did not obtain information identify a preference for the Internet.
- Employers that have engaged in three target activities are somewhat more likely to have obtained information in print or in-person, while those who have engaged in only one activity are more apt to have used the Internet to obtain information.
- Employers that indicate that less than one-quarter of training provided in the past year is formal training are more likely to have obtained information in print and less apt to have used the Internet (than those who have conducted a larger proportion of formal training). They are also less likely to demonstrate a preference for the Internet.

- Employers that obtained information from federal or provincial publications or websites are not surprisingly more apt to obtain information via the Internet, while employers that obtained information from professional associations, private firms and local business associations are more apt to obtain information in print format.

Table 4.6: Format Training LMI Obtained in by Employer Variables

	In what format do you usually obtain information?			
	Internet %	Print %	Telephone %	In-Person %
Overall	51	22	13	11
Number of Target Activities				
1	76	3	21	1
2	59	20	10	7
3	45	25	13	14
Unionized				
Yes	34	32	19	13
No	54	20	12	11
Obtained assistance from outside organization				
Yes	47	16	22	12
No	56	24	7	8
Proportion of Training that is Formal				
0-25%	38	38	14	6
26%-50%	56	19	14	9
51% - 75%	72	10	10	6
76%-100%	51	20	11	15
Preferred Format				
Internet	78	13	5	2
Print	17	65	12	4
Telephone	19	9	69	3
In-Person	20	2	4	73

5. LABOUR FORCE RETENTION

The following chapter provides an examination of details regarding use of labour market information in support of workforce retention activities that small and medium sized organizations have been recently involved in.

As discussed in Chapter Two, the issue Canadian small and medium employers most often identify as central to their HR planning is the retention of workers. This issue is particularly key for organizations under expansion. 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.

5.1 USE OF LMI TO SUPPORT LABOUR FORCE RETENTION

About seven in ten employers undertook decisions, activities and strategies to address HR areas designed to keep their current workforce. Generally, smaller organizations are less active than larger organizations in engaging in activities related to workforce retention.

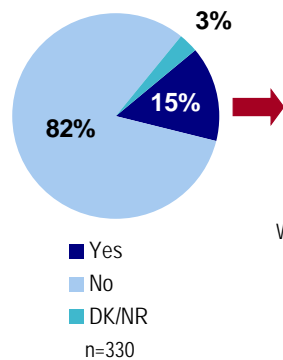
Again, as with hiring and recruiting, and training and career development, employers looking for information related to keeping their current employees were largely successful in finding what they needed. Only 15 per cent say there was information that they were looking for but could not find. At the top of the list of specific information not found were wages and benefits (39 per cent). Smaller proportions had difficulty finding information on job descriptions (16 per cent), enhancing work satisfaction (15 per cent), training institutions (14 per cent), working conditions, and HR management skills (13 per cent each). Fewer still say that they had been looking for information on training programs, what and how other employers are doing, inclusive workplaces, HR planning, trends in HR management, enhancing productivity, hiring special employee groups, work-life balance, or availability of workers.

As cited in Chapter Two, some organizations did not use LMI because they were unable to find what they were looking for. By comparison, LMI users are much more apt to have had a problem finding information on HR planning an enhancing employee satisfaction. Far higher proportions of non-users reported a problem finding information on what other employers are doing (which was much less of an issue for users).

Employers in the retail industry are more likely than others to say that there was information that they were looking for to support employee retention that they could not find.

Information Not Found – Keeping Staff

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



“What type of information, tools or services were you looking for to help with in HR areas related to keeping your current workforce that you couldn't find?”



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(Spring/Summer 2006)

- Those in Atlantic Canada are less likely than organizations located elsewhere in Canada to say that there was information that they could not find to support employee retention.
- Employers that are currently expanding were less likely to report that they found what they were looking for, although caution should be used in interpreting the result because of small sample size.

Recall from Chapter Two (page 26-28) that 41 per cent of the small and medium size 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 used outside information, tools or services related to wage rates and benefits (44 per cent) to support workforce retention efforts. About one-quarter relied on information about working conditions, HR planning, or enhancing work satisfaction. Two in ten used information on enhancing productivity, job descriptions, inclusive workplaces, or HR management skills or procedures.

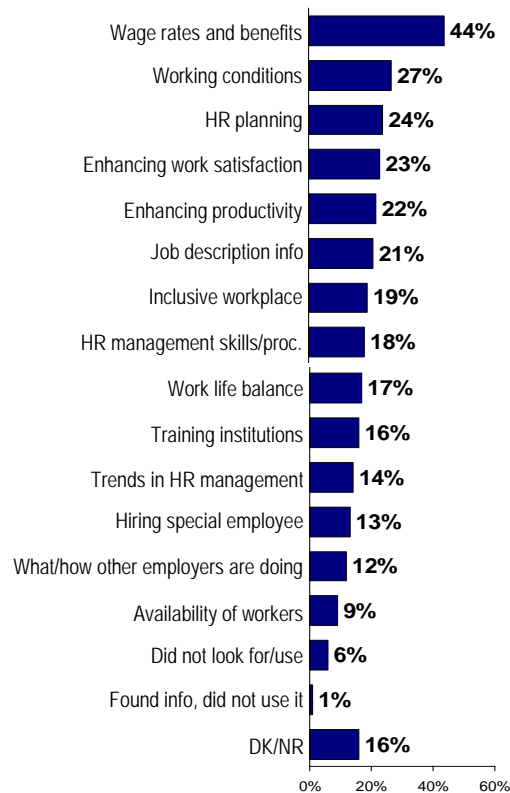
Among employers using LMI to support workforce retention activities, there is slightly lower usage of information relating to work-life balance (17 per cent), training institutions (16 per cent), trends in HR management (14 per cent), hiring special employee groups (13 per cent), monitoring what other employers are doing and how they are doing it (12 per cent), or availability of workers (nine per cent).

Those in the manufacturing sector were more likely than others to use LMI on job descriptions, HR management skills and procedures, and enhancing productivity to support their workforce retention efforts. LMI related to enhancing productivity, inclusive workplaces, and work-life balance were less apt to be used by employers in the wholesale sector. Employers in the retail industry are more likely to have used information on trends in HR management (although their use of LMI was generally lower than found in most other sectors). Finally, those in service have a greater tendency to have used information about enhancing productivity.

Employers with multiple locations are more likely than others to have used outside resources in the area of hiring special employee groups to support decisions in HR areas related to keeping their current workforce.

Types of Information Used – Keeping Staff

“What kinds of information, tools or services, outside your organization, did you USE in making your decisions in HR areas related to keeping your current workforce?”



- Employers in Alberta are less likely than others to have used information related to inclusive workplaces, or enhancing productivity (and are generally less likely to have used these types of retention LMI). Employers in British Columbia are also less likely than most to say they used information on enhancing productivity. 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 as 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 job description information, working conditions, or training institutions.
- Private sector employers are less likely than NGOs to have used information on inclusive workplaces.
- Newer organizations (that have been in operation in Canada for ten years or less) are more likely than more established organizations to have used information on work-life balance in their efforts at employee retention.
- Organizations that are currently expanding are more likely than others to have used most of the outside resources listed in keeping employees.

5.2 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. About one-quarter (23 per cent) point to federal government websites or publications as their source of information. Professional associations and unions (16 per cent), provincial government websites and publications, and colleagues (15 per cent each), sectoral council or industry associations¹² (13 per cent), and private consulting firms (12 per cent) are also cited as sources of information.

Less commonly identified sources of information include local business associations, non-governmental online sources, other businesses, educational institutions, trade journals or books, equipment suppliers, and head office.

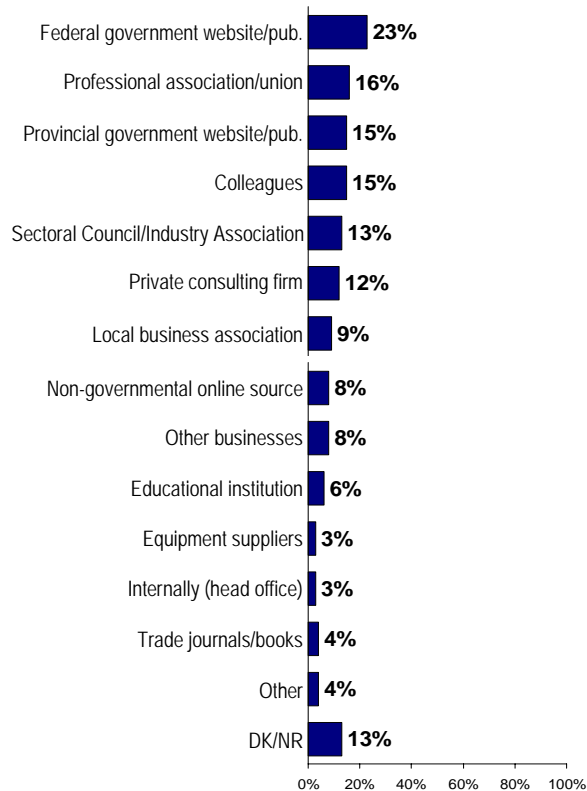
Employers in the wholesale industry are more likely than others to cite private consulting firms and trade journals or books as sources of information on employee retention. Those in the retail industry are less apt than others to say they went through a sectoral council or industry association. Those in the service sector were less likely to identify their colleagues as their sources of information.

¹² Sector councils and industry associations were cited together as a source, and therefore refer to all sector/industry associations and councils.

Organizations with more employees have a greater tendency than others to cite sectoral councils or industry associations, or educational institutions as their sources of information on employee retention. Organizations with multiple locations are more likely than others to list educational institutions, or internal sources (head office).

Sources of Information – Keeping Staff

“Where did you find the information that you were looking for?”



- Employers in British Columbia and Alberta are less apt than those in other regions to use federal government websites or publications. Alberta employers are more likely than others to say their source of information was internal (head office). Meanwhile, those in Quebec are more apt than others to have used educational institutions.
- Organizations with unionized staff are more likely than others to have used professional associations or unions, sectoral councils or industry associations, or non-governmental online sources.
- NGOs have a greater tendency than private sector employers to report the use of professional associations or unions.
- Organizations in operation for between 11 and 20 years are more likely than those who are older or newer to have gone through other businesses.
- Those engaged in two target activities are more likely to say they found the information they were looking for through equipment suppliers or internally.
- Employers that are expanding are more apt than average to have found information through professional associations or unions.

5.3 SCOPE OF LMI

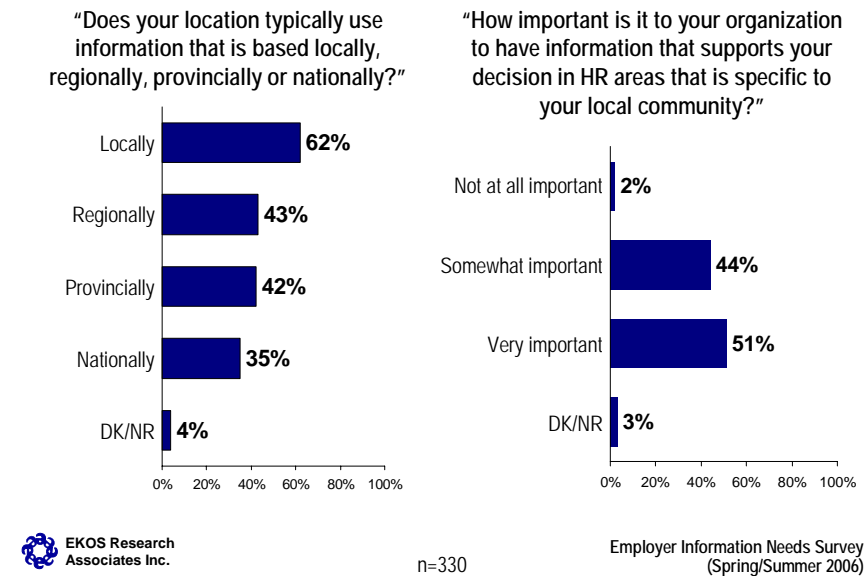
As with recruitment and training decisions, small and medium employers most often rely on locally-based information in making decisions regarding retaining their current workforce. Over six in ten employers rely on locally-based information (62 per cent), while over four in ten consult regionally (43 per cent) or provincially (42 per cent) based information in making decisions concerning retaining their workforce. Just over one-third use nationally-based information sources. While similar to patterns found in the use of information for recruitment and training decisions, employers are more apt to utilize regionally-based information in decisions concerning retaining their workforce.

The vast majority of small and medium employers consider it somewhat or very important that they access information specific to their local community in making decisions regarding retaining their workforce (with half considering this to be very important). This is consistent with the importance placed on local information sources in decisions regarding recruitment or training.

As with recruitment and to a lesser extent training, employers using local sources of LMI in workforce retention decision-making are least likely to use other (regional, provincial or national) sources, while those using national sources are most inclined to utilize sources at all levels (local, regional, provincial and national).

Employers in the retail industry are less apt than other employers to rely on nationally-based information sources in making these types of decisions (retaining workers). Furthermore, employers in the manufacturing and wholesale industries are less apt to consider locally-based information to be very important compared with employers in other industries.

Scope of Information Used – Keeping Staff



- NGOs are more apt to make use of provincial or national information sources in making decisions pertaining to retention when compared to private sector employers.
- Employers whose LMI needs are stable are less apt to make use of regional, provincial and national sources for workforce retention issues, while those whose needs are increasing are more likely to do so. Employers whose LMI needs are increasing are also more apt to place high importance on the availability of local information.
- Employers that could not find all the information they were looking for with regards to retention are more apt to use regional sources.
- Employers who describe their planning processes (business, financial and human resource planning) as formal at regular intervals are more apt to use both provincial and national information sources.
- Employers that have undertaken recruitment for turnover/replacement reasons in the past year are more apt to place high importance on the availability of local information (whereas those recruiting for expansion reasons are more apt to consider this somewhat important).
- Employers whose LMI needs are increasing are much more likely to place high importance on the availability of local information.

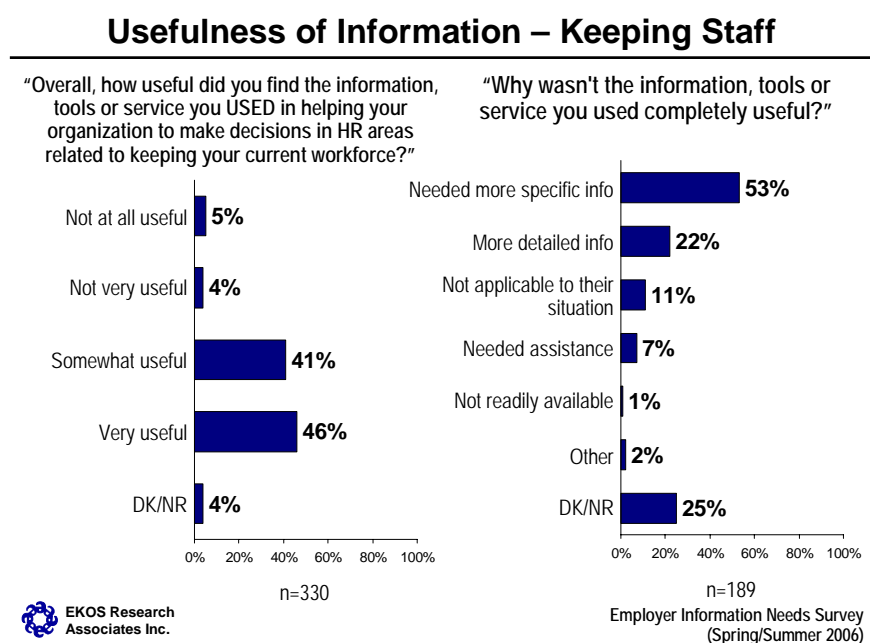
Table 5.1: Scope of LMI Used for Retention by Employer Variables

Variable	Type of Information Used			
	Local	Regional	Provincial	National
Overall	65	48	47	41
Type				
Private Sector	62	41	38	30
NGO	65	52	65	56
Type of Information Used				
Local	100	49	46	38
Regional	71	100	62	46
Provincial	67	63	100	56
National	67	68	68	100
Need for LMI				
Increasing	65	48	47	41
Unchanged	60	38	36	31
Unable to find all LMI looking for				
Yes	61	59	39	28
No	63	40	44	37
Obtained outside assistance with LMI				
Yes	56	51	46	40
No	65	41	41	34

5.4 DEGREE OF USEFULNESS AND SUGGESTIONS FOR IMPROVEMENT

Almost all small and medium employers found the information they used to make decisions relating to the retention of their workforce to be somewhat or very useful (with 46 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.

Employers that were not completely satisfied with the usefulness of information utilized in workforce retention decisions most often indicate that they needed more specific information (53 per cent do). Two in ten (22 per cent) required more detailed information. (These same patterns were found for recruitment and training.)



- Employers that typically look for information on how to do things are more likely to indicate that the information they used in making retention decisions was very useful.
- Employers whose LMI needs are increasing are more apt than others to indicate that the information they used in making retention decisions was very useful.
- Naturally, employers that do not identify any need for improvement to the information they used are much more apt to consider this information very useful, while those identifying a need for more detailed or more specific information are more likely to consider the information to be somewhat useful.

- Employers in the process of expansion are more apt to suggest a need for more detailed information or for assistance with information.

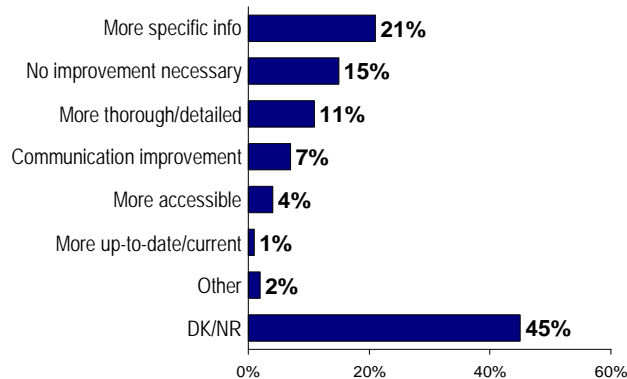
Table 5.2: Usefulness of LMI Used in Retention by Employer Variables

	Overall, how useful did you find the information, tools or service you used in helping your organization make decisions in the area of recruitment?
	Very Useful %
Overall	49
Need for LMI	
Increasing	56
Staying the same	42
Unable to find all LMI looking for	
Yes	35
No	49
Type of LMI typically look for	
Hard numbers	49
General ideas	48
Past trends/forecasts	48
How to do things	56
Assistance from others	44

Two in ten employers (21 per cent) suggest that the information could be improved by making it more specific, although most employers could not suggest any specific improvements to the information used (45 per cent) in making retention decisions, and 15 per cent suggest that no improvements are necessary.

Areas for Improvement – Keeping Staff

“How could the information, tools or service you used have been improved?”



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- Employers that obtained assistance from outside the organization are more likely than others to suggest that the communication of information could be improved.
- Employers involved in all three target activities are much more likely to suggest that more specific information is required.
- Employers whose business is expanding are also more apt to suggest more specific information, in comparison to employers whose business is stable.
- Private sector employers are more likely to suggest the need for more detailed information, while NGOs are more apt to request that information be more accessible.
- Employers that were able to find all the information they were looking for are not surprisingly less likely to suggest that improvements are needed.

Table 5.3: Suggested Improvements to Retention LMI by Employer Background Variables

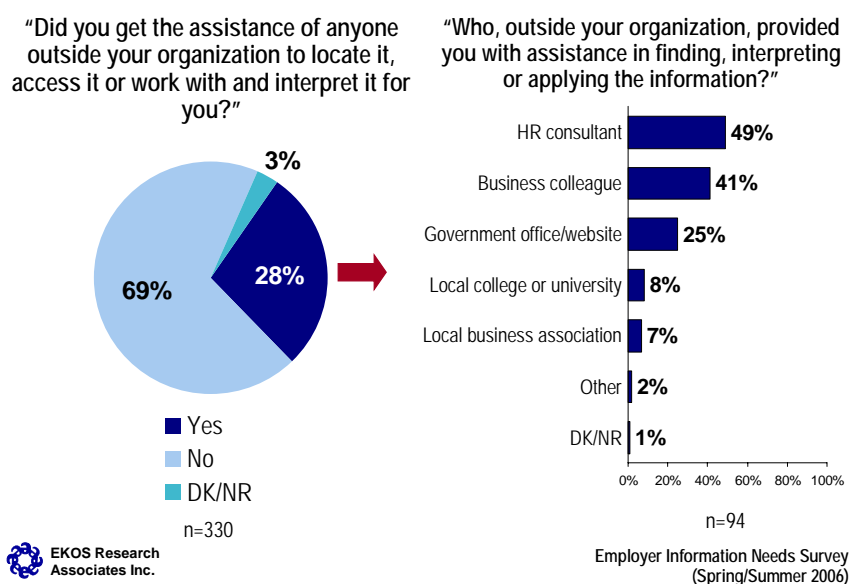
	How could the information, tools or service be improved?				
	More Specific Information %	More Detailed Information %	Communication Improvement %	More Accessible Information %	No Improvement Necessary %
Overall	21	11	7	4	15
Type of Business					
Private	20	13	6	3	16
NGO	31	1	11	12	8
Number of Target Activities					
1	0	13	12	0	19
2	13	17	3	3	17
3	27	9	7	5	14
Business Cycle					
Stable	18	12	6	4	15
Expanding	28	11	8	6	16
Unable to find all LMI looking for					
Yes	28	13	12	8	3
No	21	11	6	3	18
Obtained Assistance from outside organization with LMI					
Yes	20	8	16	3	11
No	22	12	3	5	17

5.5 USE OF ASSISTANCE IN FINDING OR INTERPRETING LMI

Just over one-quarter (28 per cent) of small and medium 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 (26 per cent) and training (32 per cent).

Employers that obtained outside assistance in locating, accessing or interpreting staff retention information most often got it from a human resources consultant (49 per cent) or business colleague (41 per cent). An additional one in four relied on a government office or website for assistance. Employers used a local college or university, or a local business association least often.

Assistance with Information – Keeping Staff



- Unionized employers are less apt to have obtained outside assistance.
- Employers involved in three target activities are more apt to have sought outside assistance.
- Employers whose LMI needs are increasing are more apt to have obtained assistance from outside their organization, while those whose needs are unchanged are less likely to have done so.
- Employers that were unable to find all the information they were looking for are more likely (than those who did) to have obtained outside assistance.

- Employers that obtained assistance from outside the organization are more apt to have used regional information sources, while those who did not seek any outside assistance are more inclined to have relied on local information sources.

Table 5.4: Whether Obtained Assistance with Retention LMI by Employer Variables

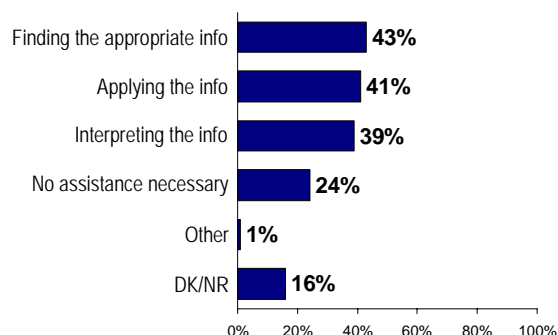
	Obtained Assistance From Someone Outside the Organization to Locate, Access or Interpret LMI %
Overall	28
Unionized	
Yes	12
No	31
Number of Target Activities	
1	20
2	20
3	32
LMI Needs	
Increasing	36
Unchanged	21
Unable to Find all LMI Looking for	
Yes	53
No	24

Many small and medium employers believe that they could have benefited from assistance in locating (43 per cent), applying (41 per cent) or interpreting (39 per cent) information relevant to workforce retention decisions. Only one-quarter believe that they do not require any assistance (24 per cent), although 16 per cent were unsure. Combinations of patterns are less clear with regard to requests for assistance with retention LMI. Requests for assistance with finding the information is somewhat more likely to be a sole request, although there are no clear patterns with regard to combinations in cases where two types of assistance are requested.

Employers who have obtained assistance in the past are more apt to recognize the potential benefits to be reaped from outside assistance. As with recruitment information, 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 did not obtain such 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...?”



EKOS Research
Associates Inc.

n=330

Employer Information Needs Survey
(Spring/Summer 2006)

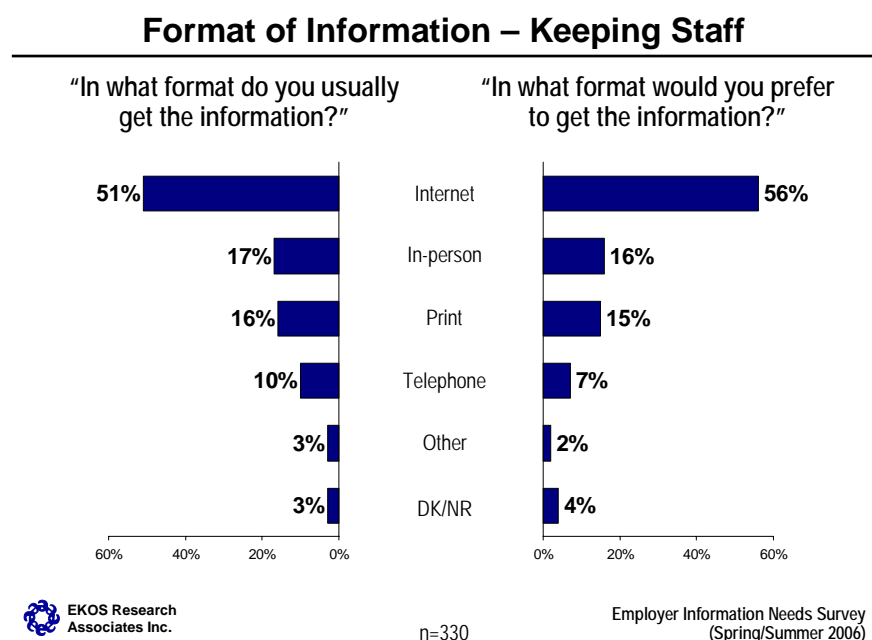
- Employers that have recruited for replacement/turnover reasons in the past year are more apt to indicate that they would benefit from assistance in interpreting and applying information.
- Employers whose LMI needs are increasing are more apt to feel that they could benefit from assistance in finding and interpreting information, while those whose needs are unchanged are less inclined to believe that they would benefit from any assistance.
- Employers that were able to find the information they were looking for to support their workforce retention decisions are more apt to indicate that no assistance is necessary.
- Employers suggesting that the information they used could be improved by making it more specific are more apt to indicate that they could also benefit from assistance in finding, interpreting and applying information. Those who did not suggest any improvements are more apt to believe that they do not require any assistance.
- Employers using information on wage rates and benefits in making retention decisions are more apt to suggest that they could benefit from assistance in finding appropriate information.

5.6 FORMAT OF LMI

As with information pertinent to recruitment or training, employers most often received information relevant to workforce retention decisions through the Internet (51 per cent do). Far fewer got information in-person (17 per cent) or in print format (16 per cent), and one in ten were given information by phone.

As with preferences for LMI to support recruitment and training, the preferred format for information relating to workforce retention closely reflects the actual format in which employers currently obtain information. Over half prefer to get information online (56 per cent), fewer than two in ten prefer to receive information in-person or in print, and less than one in ten prefer information by phone.

Table 5.5 demonstrates that most employers are obtaining the information in the format they prefer. For example, 81 per cent of those who prefer to obtain information online are doing so. Those who prefer to obtain information in print or in-person, however, are somewhat less apt to be actually receiving information in this format (68 and 60 per cent are respectively).



- Employers that generally look for hard numbers when seeking LMI are more apt to obtain information on workforce retention through the Internet.
- Employers using regional information sources are more apt to obtain information in-person, while those using national sources are least likely to do so.
- Employers that obtained outside assistance with information to support workforce retention decisions are more apt to obtain information in-person, while those who did not obtain outside assistance are more apt to have obtained information through the Internet.
- As with training, employers that obtained information from provincial or federal publications or websites are more apt to have obtained this information through the Internet.

Table 5.5: Format Retention LMI Obtained in by Employer Variables

	In what format do you usually obtain information?			
	Internet	In-Person	Print	Telephone
Overall	51	17	16	10
Type of LMI generally look for				
Hard numbers	64	13	14	6
General ideas	56	12	15	10
Past trends/forecasts	58	12	16	8
How to do things	52	14	19	9
Assistance from others	53	11	21	8
Obtained assistance from outside organization				
Yes	46	24	13	11
No	56	12	18	11
Type of Information Use				
Local	52	17	14	10
Regional	51	25	8	11
Provincial	58	14	15	8
National	59	10	16	9
Preferred LMI Format				
Internet	81	6	5	6
Print	19	68	2	7
Telephone	2	15	83	0
In-person	12	6	16	60

6. 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.

6.1 EXPANDING ORGANIZATIONS

a) General

- Although the majority (57 per cent) of employers report that their organization is currently stable or staying the same, four in ten are expanding (and only three per cent are downsizing).
- Employers in the financial sector are more likely than others to be in expansion mode, as are medium-sized organizations, and those with multiple locations. New organizations (in operation for ten years or less) are more likely to be expanding than others. Smaller organizations (with less than 20 employees) are less apt to be expanding than others.
- Organizations that are expanding are more pro-active about HR (and more likely to be engaged in recruitment, training and retention activities than organizations that are stable. Organizations that are expanding are much more likely to be involved in all three target activities (63 per cent are, compared to 41 per cent of other organizations).
- Employers that are currently expanding are more likely than others to have recruited for all types of positions in the organization. They are also more likely than others to have used all methods of recruitment available to them.
- Organizations that are expanding are more apt to have engaged in most LMI activities listed (visiting a federal Internet site, posting a position on a private site, applied to an employment program, contacted a business association, advertised in national media, and used an HR placement agency. They are more apt to state that their LMI needs are increasing (41 per cent do). They are also much more likely to identify finding and retaining skilled workers as a key HR challenge for their organization for the next five years.
- Organizations that are expanding are more apt to seek out hard numbers, past trends and forecasts, and how to information, but are less likely than others to look for general ideas from LMI.

b) Recruitment and Hiring

- Organizations undergoing expansion are more likely than stable or downsizing organizations to make use of provincial or national information sources or recruitment information. Findings also suggest that there is a greater demand for assistance in finding information related to recruitment and hiring, compared with their more stable counterparts.

c) Training and Career Development

- Employers that are in expansion mode are more often motivated by skill development and the use of new equipment or technology as primary reasons for training employees.
- Local business associations are a more popular source of information on training and career development among expanding organizations.

d) Employee Retention

- Those in expansion mode are more likely than others to have used a wide variety of outside resources in making decisions related to employee retention.
- Employers in expansion mode are more apt than average to have found the information on employee retention that they were looking for through professional associations or unions.

6.2 NOT-FOR-PROFIT ORGANIZATIONS

a) General

- NGOs are older organizations on average, more often reporting that they have been in operation 20 years or more
- NGOs are more likely to report having unionized employees (20 per cent do, compared to 10 per cent of private sector employers).
- NGO employers are more prevalent in health care and social assistance (34 per cent); arts, entertainment and recreation (14 per cent); or educational services (nine per cent), relative to other industry areas.

- NGOs more often describe their business planning, financial planning and HR planning process as conducted formally at regular intervals.
- NGOs are more apt (than private sector employers) to engage in a number of human resource activities, including annual employee performance appraisals, an employee orientation manual, training and development plans, work description/profiles, and regular monitoring of human resource issues.
- In the past year, NGOs are more likely (than private sector employers) to have used a federal or provincial business centre, visited a federal Internet site, posted a job in Job Bank, applied for an employment program, or contacted a business association.
- NGOs are more apt than private employers to typically look for LMI relating to past trends and forecasts, how to do things, and obtaining assistance from others.
- NGOs are more apt to have engaged in all three target activities (63 per cent have engaged in all three, compared to 48 per cent of private sector employers).
- NGOs are less likely to identify finding and retaining skilled workers as a key challenge for their organization for the coming five years, but are more apt to identify securing government assistance as a key challenge.

b) Recruitment and Hiring

- Almost all NGOs have made decisions or engaged in activities with respect to recruitment and hiring in the past year (93 per cent have, compared to 87 per cent of private sector employers).
- NGOs are more likely than private sector employers to have recruited for managerial/supervisory, professional, technical and clerical positions in the past year, but are less likely to have recruited for apprenticeship trades or service/production labour. Furthermore, NGOs are less likely to have experienced any difficulties in filling positions. They are more likely (than private sector employers) to identify turnover (due to retirement or other reasons) as the primary reasons for recruitment.
- NGOs are more apt to employ advertising, a company website, job boards, and career fairs as typical methods in recruitment, and are less apt to rely on word of mouth. They more commonly identify the company website as the most important recruitment method utilized.
- NGOs are also more apt to have used LMI to support recruitment decisions made (54 per cent did, compared to 34 per cent of private sector employers), or to have at least looked for such support.

c) Training and Career Development

- NGOs are more apt to have made decisions or engaged in training and career development in the past year (88 per cent have, compared to 70 per cent of private sector employers).
- NGOs are somewhat more likely to have provided training to employees in the past year (90 per cent have, compared to 85 per cent of private sector employers) although the incidence of training is high in both. They more often cite skill development or leadership training as the main reasons for training, and less often identify new employee orientation, certification or new equipment and technology as reasons.
- NGOs are less apt to rely on in-house training (an average of 48 per cent of all training was done in-house, compared to 64 per cent for private employers), and a larger proportion of the training that NGOs provide is formal (57 per cent of all training was formal on average, compared to 46 per cent for the private sector).
- NGOs more often hire trainers to come in or send employees to private training courses, and are less apt to use mentoring or job shadowing.
- As with recruitment, NGOs are also more apt to have used information, tools or services from outside their organization to support training and development decisions made (64 per cent did, compared to 45 per cent of private sector employers), or to have looked for such support.
- In making training decisions in the past year, NGOs are more likely (than private employers) to have used LMI regarding the type of training available, a training needs analysis, an evaluation of training investments, and career development processes.

d) Employee Retention

- As with recruitment and training, NGOs are also more apt to have used information, tools or services from outside their organization to support retention decisions made (60 per cent did, compared to 39 per cent of private sector employers), or to have at least looked for such support. They also rate the information used more highly in terms of its usefulness.
- NGOS are more apt than private sector employers to utilize provincial or national information sources of LMI to support retention decisions.

6.3 ORGANIZATIONS WITH UNIONIZED EMPLOYEES

a) General

- Unionized employers are much more likely to have more than one worksite in Canada (51 per cent do, compared to 19 per cent of non-unionized employers). Unionized organizations are also much older on average (65 per cent have been in operation 20 years or more). They also tend to report larger worksites.
- Respondents to the survey in unionized organizations were more apt to describe their position as that of human resource manager or support.
- Unionized employers are more apt than non-unionized employers to use employee orientation manuals, training and development plans, and work description or profiles, but are less likely to indicate that they regularly monitor human resource issues.
- Unionized employers more often describe their business planning, financial planning and HR planning process as conducted formally at regular intervals.
- Unionized employers are more apt to have engaged in all three target activities (60 per cent have engaged in all three, compared to 49 per cent of non-unionized employers).
- In the past year, unionized employers are more likely (than non-unionized) to have used a placement agency, advertised a position in the national media, or posted a position on a national private site.
- Unionized employers are more prevalent in the voluntary or not-for-profit sector (23 per cent are, compared to 11 per cent of non-unionized employers).
- Unionized employers are more common in construction or manufacturing compared with other industries.
- There is no difference between unionized and non-unionized employers in the types of information that they generally look for (e.g., hard numbers, trends, how to).

b) Recruitment and Hiring

- Almost all unionized employers have made decisions or engaged in activities with respect to hiring and recruitment in the past year (97 per cent have, compared to 87 per cent of non-unionized employers).

- Unionized employers are more likely (than non-unionized employers) to have recruited in all positions, except in the service and production labour category.
- They are less apt to have experienced any difficulties in filling positions. Those who did experience difficulties with staffing, however, are more likely to indicate that they experienced skill shortages.
- When asked to identify reasons for recruitment in the past year, unionized employers are more likely than non-unionized to have recruited for reasons of expansion, turnover due to retirement, or seasonal hiring.
- Unionized employers are more apt to utilize their company website, headhunters and job fairs in their recruitment activities, and to identify their website as the most important tool utilized.
- There is no difference between unionized and non-unionized employers in terms of their use of LMI in recruitment.
- Naturally, unionized employers are more apt to have found the LMI they were looking for through a professional association or union.
- Unionized employers more often had difficulty with the LMI they used in terms of its usefulness.
- There is less demand for assistance with finding or applying information pertinent to recruitment among unionized employers (who are more apt to have a dedicated HR manager).
- Unionized employers tend to place less importance on the availability of recruitment LMI specific to their community.
- Unionized employers are more apt than others to express a preference for obtaining recruitment information in print format.

c) Training and Career Development

- As with recruitment, most unionized employers have made decisions or engaged in activities with respect to training and career development in the past year (80 per cent have, compared to 71 per cent of non-unionized employers). They are also much more likely to have used LMI to support these decisions (62 per cent have, compared to 46 per cent of non-unionized employers), or to have looked for such information or support.
- Unionized employers are no more likely than non-unionized to have provided training, and are less likely to provide training for the reasons of new employee orientation or essential skills.

- Unionized employers have a greater tendency to conduct training outside of their organizations (reporting a lower percentage of in-house training than non-unionized organizations). Unionized employers provide a higher proportion of formal training on average. (Unionized employers indicate that an average of 54 per cent of all training was formal, compared to 46 per cent among non-unionized employers).
- In terms of training methods used, unionized employers are more apt to employ apprenticeship, internship, on-site training and hiring trainers to deliver training on-site than non-unionized organizations, but are less likely than others to employ job shadowing as a training method.
- Unionized employers are more apt to have obtained training LMI through a sectoral council or industry association or through equipment suppliers. They are also more apt to make use of provincially-based information source.
- There is less of a demand for more specific or detailed information with respect to training decisions among unionized employers (who are also far less likely to suggest any improvements to information used in making training decisions; 76 per cent did not know or not respond, compared to 48 per cent of non-unionized employers). Unionized employers are also less apt to have obtained any assistance from outside their organization with LMI.
- As with recruitment, unionized employers demonstrate a preference for obtaining information in print form.

d) Employee Retention

- Unionized employers are more apt than others to identify competition with other employers and an ageing workforce as key issues in employee retention, but are less likely to identify wages and working conditions as issues.
- Unionized employers are again more likely to have used information, tools or services to support decisions made with respect to employee retention in the past year (59 per cent have, compared to 39 per cent of non-unionized employers).
- Unionized employers are more apt to have used a number of information sources to support retention decisions, including a professional association or union, sectoral council or industry association, educational institution, non-governmental online source, or equipment supplier.
- As with training, unionized employers are less likely to have obtained assistance from outside their organization with LMI pertaining to retention (12 per cent did, compared to 31 per cent of non-unionized employers).

6.4 ORGANIZATIONS IN QUEBEC

a) General

- Those in Quebec are more likely than others to be involved in only one target activity.
- Quebec employers are less likely than those in other regions to provide or undertake long-range workforce recruitment, annual employee performances, employee orientation manuals, training or development plans, regularly monitoring of issue, or work descriptions or profiles.
- They are also less likely than others to describe their business planning, financial planning and HR planning processes as informal at regular intervals, or as informal ongoing, but are more likely than others to say they are formal as needed or formal at regular intervals.
- Those in Quebec are more apt than those in other regions to cite the following as main issues their HR planning needed to address: succession planning, retaining workers, enhancing productivity, skill enhancement, healthy workplace, work-life balance and the need to downsize. They are less likely than others to report the general organization of HR as a main issue.
- In the past year, Quebec employers are less likely than others to have visited a Government of Canada Internet site, applied for an employment program, contacted a business association, used a HR placement agency, or advertised job in the national media.
- Quebec employers are less likely than others to say their organization's use of information, tools or services to help their business is increasing (with more saying it is stable).
- They are more likely than others to consider their biggest challenges over the next five years to be finding more employees, meeting training requirements, and ensuring that work volume exists, but are less apt than others to cite finding and retaining skilled employees as a prominent future challenge.

b) Recruitment and Hiring

- Employers in Quebec are less likely than those in other regions to have recruited for almost all of the positions listed, including managers or supervisory, professional, technical, clerical or administrative, or service and production labour. They are more likely than those in other regions to have recruited to replace turnover due to retirement, to backfill employees, to respond to the need for seasonal hiring, or the need for new skills, but are less likely than others to have recruited due to expansion, or to replace turnover for reasons other than retirement.

- Employers in Quebec are less likely than others to use word of mouth or advertising as typical methods to recruit employees, and are less apt to say that word of mouth is an important method of recruitment. However, they are more likely than others to say that job boards and the Internet, and company website are important ways to recruit employees.
- Quebec employers are more apt than others to have experienced staffing difficulties related to skill shortage, and an inability to compete with wages or benefits, but are less apt to cite the need for specialized skills as a staffing difficulty that they have experienced.
- Employers in Quebec are more likely than those in other regions to have looked for information, tools or services outside of their organization to support the decisions they made in recruiting and hiring of employees. Of those who did not look for these types of outside resources, employers in Quebec are more likely than others to say they already have enough information, tools or services, or to say they had no time to try and find this information. They are less apt than those in other regions to say they do not use this information.
- Quebec employers are more likely than others to identify provincial government websites or publications as sources of information on recruitment and hiring. Those in Quebec are more likely than others to usually get the information they need on recruitment and hiring in-person. They are also more apt to say they would prefer this format, but are less likely than others to prefer getting their information in print.
- Those who were not satisfied with the usefulness of the outside resources on recruitment and hiring that they found were more apt than those in other regions to say it was not useful because they needed assistance.
- Employers in Quebec who had outside assistance in working with the information on recruitment and hiring are more likely than others to say this assistance was from government offices or websites, or business colleagues. Quebec employers are less apt than those in other regions to say they would have benefited from assistance in finding the appropriate information when looking for or using the information on recruitment and hiring.

c) Training and Career Development

- Those in Quebec are less apt than others to have provided employees with any training over the past year, and are less likely than other employers to say their main reasons for providing training to employees in the past year included new employee orientation, or to meet regulatory requirements.
- Quebec employers are less likely than others to have made decisions or engaged in the area of training or career development in the last 12 months. Of those who did not look for

information, tools or services to support training and career development, employers in Quebec are less apt to say they have enough information internally than others.

- Smaller proportions of Quebec employers report having provided either in-house training or formal training in the past year than employers in other regions (and a much larger proportion of Quebec employers did not respond to either question than in other regions). Quebec employers are more likely than others to have used internships, apprenticeships, or on-site training as methods of work place training, but are less apt to have used informal mentoring or online training.
- Employers in Quebec are less likely than others to have used outside resources relating to training delivery, credential or occupational requirements, or where to get training, but are more likely to have used outside resources related to funding for training.
- Those in Quebec are less apt than those in other regions to use information on training and career development that is nationally-based, and are more likely to say the outside resources available to them on training and career development could have been improved by keeping the information up to date.
- Employers in Quebec are more likely than others to have gotten the assistance of someone outside of their organization to locate, access or work with and interpret the information for them. When looking for or using the information, Quebec employers are less likely than others to say they would have benefited from assistance in finding the appropriate information, or applying the information.
- Quebec employers more often expressed a preference for information on training and career development that is delivered by telephone, or in-person.

d) Employee Retention

- Employers in Quebec have a greater tendency to say that competition (with other employers, industries, provinces and communities), work force ageing, and negative image for their occupation are the main issues in employee retention, but are less apt than others to cite wages or working conditions.
- Employers in Quebec are less apt than those in other regions to have made decisions or implemented strategies in HR areas designed to keep their current employees. Among those who did not look for information, tools or services to support decisions and activities in this area, employers in Quebec are more likely than those in other areas to say they had no time to try and find this information.
- Employers in Quebec are more apt than others to have used outside resources relating to hiring special employee groups, to make decisions in HR areas related to employee retention, and are more likely than others to cite educational institutions as their source of information.

- Those in Quebec are more likely than others to say the outside resources available to them on employee retention could have been improved by improved communications; they are less apt than others to say no improvements are necessary.
- Quebec employers are more likely than those in other regions to have used the assistance of someone outside of their organization to locate, access and work with or interpret the information for them on employee retention. They are less likely than others to say they would have benefited from assistance in finding the appropriate information when looking for or using the information.
- Employers in Quebec are less likely than others to typically receive information on employee retention in print (or to prefer receiving it in print, when asked about their preference), and are more apt than others to normally get this information in-person.

6.5 JOB BANK USERS

a) General

- Employers that have used national private job bank sites are more apt than others to have more than one location in Canada and have more than 20 employees in their organization.
- Both Job Bank and national private job bank users are more apt to be engaged in all three target activities compared to other employers, as well as ongoing HR activities (such as long range recruitment, employee performance appraisal, training and development plans).
- Both Job Bank and private job bank users are more apt to identify attracting workers as a primary issue they must address in HR planning. Private job bank site users are also more apt than other employers to identify an expanding workforce and the general organization of HR as issues they must address. It is not surprising, therefore, that private site users are more apt to indicate that their organization is under expansion.
- Job Bank users are more apt than other employers to identify competition from other employers, wages and working conditions, and seasonal/part-time work as key issues in terms of retaining their workforce, while private site users are more apt to identify competition from other industries.
- Private job bank site users are more likely than other employers to identify finding and retaining skilled workers as the primary challenge their organization will face in the coming five years.
- Both Job Bank and private job bank site users are more likely than other employers to describe their LMI needs as increasing. Not surprisingly, both Job Bank and private site users have used a variety of LMI sources in the past year, including national or provincial business

centres, a Government of Canada internet site, business association, HR placement agency, and national advertising.

- Private job bank site users are more apt to seek a range of LMI, including hard numbers, general ideas, trends and forecasts, and how to do things. They are also more apt than others to seek LMI on how to do things and assistance from others.

b) Recruitment and Hiring

- Naturally, employers that have used either Job Bank or national private job bank sites are more likely to have made recruitment decisions within the past year, and to have used information or services from outside the organization to support this. However, Job Bank users that did not obtain outside information or assistance are more apt to state that it never occurred to them or that they lacked time to do so (and are less apt to say they already possess sufficient information).
- Job Bank users are far more likely to have recruited service or production labour in the past year, and are somewhat more apt to have recruited for managerial/supervisory positions and clerical or administrative positions. National private job bank users are more apt than other employers to have recruited in virtually all categories listed (except apprenticeship trades).
- Job Bank users are more apt than other employers to have experienced difficulties in recruitment within the past year (66 per cent did) and to indicate that they are recruiting to replace turnover (for reasons other than retirement), while private job bank site users are more apt to be recruiting due to expansion.
- Job Bank users and national private site users are all more apt than other employers to use advertising, job boards and job or career fairs to recruit employees, and private job bank users are also more apt than others to use a company website and professional headhunters for recruitment purposes. Both Job Bank and private job bank users are much more likely to identify job boards or the Internet as the most important recruitment method for their organization.
- Private site users are more apt than other employers to use provincial and national information sources in recruitment (and are less apt to rely on local sources).
- Private site users are more apt than other employers to consider the sources used to support recruitment decisions to be only somewhat useful (and less apt to describe them as very useful). They are also more apt than other employers to indicate that they most often obtain information via the Internet.

c) Training and Career Development

- Employers that have used national private job bank sites in the past year are more apt than other employers to have made decisions regarding training and development within the last year, and to have used LMI to support these decisions.
- Both Job Bank and private job bank site users are more likely than other employers to have provided training to employees within the previous year. Job Bank users are more apt to cite new employee orientation and management or leadership training as reasons for providing training, while private job bank users are more apt to identify employee skill development, new equipment or technology, and management or leadership training as the main reasons for providing training in the past year.
- Job Bank users provide a higher proportion of training in-house in compared to other employers. Private job bank users provide a somewhat greater proportion of formal training in comparison to other employers.
- Job Bank users are more apt than other employers to indicate that they were unable to find all the information they were seeking pertaining to training and development, and to suggest that training LMI could be improved by making it more specific.

d) Employee Retention

- Employers that have used national private job bank sites within the last year are more apt to have sought information or services to support decisions made in the area of employee retention. As with recruitment, Job Bank users who did not obtain outside information to support their retention decisions are more apt to indicate that they lacked time to do so, while national private job bank users are more apt to indicate that they already had sufficient information.
- Job Bank users are more apt than other employers to place high importance on the availability of local information pertaining to employee retention, and are more apt to indicate that they were unable to find all the information they were looking for.
- Job Bank users are more apt than other employers to indicate that retention LMI could be improved by making it more specific. Job Bank users are also more likely to agree that they could have benefited from outside assistance in interpreting and applying LMI relating to employee retention.

7. TYPOLOGY OF EMPLOYERS

In addition to the basic analyses cited throughout the report, a typology of employers was created to illustrate the manner in which business characteristics, organizational needs, and use of LMI coalesce in the sample of employers. The method used was a Two-Step cluster analysis¹³, the purpose of which was to identify mutually exclusive and interpretable groups of employers. The typology of organizations was based on five business characteristics: count of HR activities; number of locations in Canada; business cycle; union status; and having hiring difficulties over the past 12 months.

Five distinct groupings or segments of employers were defined in the typology. Each segment is described in the table below, according to the average proportions of the primary category for the group on each of the five measures used to create the typology. Following the average score in each cell is an indication of (+ +), (ave), (- -) flagging higher, lower or average results on these measures compared with the overall sample.

Table 7.1: Profile of Segments by Measures

Measures	Segments					
	Total	1 Minimal Users	2 Larger Unionized	3 Larger Proactive	4 Smaller High Recruitment	5 Expanding Smaller
Count of HR activities: 1-2 <i>versus</i> 3	50%	47% (avg.)	38% (- -)	35% (- -)	56% (+)	55% (+)
Number of Locations: 1 <i>versus</i> 1+	77%	100% (+ +)	49% (- -)	0% (- -)	100% (+ +)	100% (+ +)
Business Cycle: Expanding <i>versus</i> Stable/Other	44%	24% (- -)	50% (+)	59% (+ +)	0% (- -)	100% (+ +)
Union Status: Unionized <i>versus</i> Not	11%	0% (- -)	100% (+ +)	0% (- -)	0% (- -)	0% (- -)
Hiring Difficulties: Yes <i>versus</i> Not	50%	0% (- -)	44 (-)	58 (+)	100(+ +)	70(+ +)

¹³ Two-Step cluster analysis is a hierarchical cluster analysis. The algorithm employed by this procedure has several desirable features that differentiate it from traditional k-means clustering techniques: the handling of categorical and continuous variables, and automatic selection of the number of clusters. By comparing the values of a model-choice criterion across different clustering solutions, the procedure can automatically determine the cluster membership .

Group #1: *Minimal Users*

This group represents the largest share of small and medium employers, at 29 per cent. The *Minimal Users* segment has a higher than average proportion of small organizations (fewer than 20 employees), with one location. It is overrepresented by the service industry, as well as Ontario employers, and they are generally not unionized. The majority say that their organization is currently stable or staying the same and there is an overrepresentation of organizations that have been in operation for 11 to 20 years in this segment.

Minimal Users employers are generally less concerned with HR issues. They more often report no problems in the hiring of employees and are less likely than others to identify attracting workers an issue requiring attention through their HR planning. Because employers in this group have no difficulties in filling positions over the past 12 months, there are higher than average proportions answering “don’t know” regarding HR planning issues (e.g., issues in keeping employees) and they are less able to anticipate (or anticipate no) foreseeable challenges in ensuring that their organization has the workforce required to meet its business goals.

On the other hand, the *Minimal Users* segment reports average levels and formalization of HR activity. Nonetheless, this segment reports the lowest demand for information and generally do not look for any specific information, tools, and services. In the past year, for example, these employers were more likely than others to advertise jobs in local media or not to pursue any job advertising activities at all.

The *Minimal Users* segment is least likely to have made decisions or engaged in recruiting and hiring of employees. Those who did recruit used word of mouth more often than others as a typical way to recruit employees. They are the least likely to use or even look for LMI to support recruiting or hiring decisions, primarily because they say that they have enough resources already. Employers in this group use provincially-based information more often than average and are generally more positive in their assessment of its usefulness. They would appreciate, however, more detailed information and would benefit from outside assistance in interpreting it. Internet is by far the most used and most preferred medium for obtaining LMI in support of recruitment activities.

With regard to training and career development activities, the *Minimal Users* group reports an average, if slightly lower, incidence of training employees over the past year. This group is most apt to say that they have sufficient internal sources to support decisions in training and career development. Employers in this group are most likely than average to have used outside resources relating to the type of training available, selection of a training provider, evaluation of training investments, finding tools to assist employees, and training needs analysis. They make more frequent than average use of Federal Government websites or publications. The majority of *Minimal Users* employers find the information and tools that they used to support training and career development to be very useful, but would further appreciate more detailed information, and suggest improving the response aspect of services. This segment is least likely to use outside assistance in finding, interpreting or applying information. Internet is also the most preferred medium for obtaining LMI in support of training and career development of employees.

In terms of labour force retention, the *Minimal Users* segment is as likely as other employers to address these issues, yet, they are less likely to report the use of LMI to support their retention activities (often sighting their own internal resources as the reason for not having looked for information). Among those that do use LMI in this areas, the *Minimal Users* more often than average find the information through Federal Government websites or publications, local business associations or equipment suppliers. They consider the information that they use to be very useful, although they also indicate a need for more updated information. The *Minimal Users* employers tend to find information and tools on labour force retention issues with little assistance from outside and are less concerned with this information being specific to their local community.

Group #2: Larger Unionized

The *Larger Unionized* group is the smallest proportion of employers at 12 per cent. All organizations in this group are unionized. They also tend to be larger organizations and more often report multiple worksites. They have typically been in operation for more than ten years, and have higher than average representation from the construction and manufacturing industries. They are more prevalent in the voluntary and non-profit sector, and in Quebec and BC.

Members of this segment have a slight lean toward expansion. They are more apt to identify attracting workers, general organization of HR, and succession planning as issues that their HR planning need to address, although a significant number indicate no HR planning issues at all. The *Larger Unionized* segment is more concerned than average with employee retention issues, such as competition and workforce aging, and is less likely to believe that wages or working conditions are concerns when it comes to keeping employees.

Slightly fewer employers than average in this segment report difficulties in filling positions over the past 12 months than others. Among those that did encounter difficulties, the majority cite problems related to skill shortage and remote areas. The *Larger Unionized* group is less likely than others to anticipate foreseeable challenges in ensuring that their organization has the workforce required to meet its business goals. Those anticipating challenges are more likely to cite finding more employees, shortage of skilled workforce, and replacing skilled workers as issues.

Employers in the *Larger Unionized* segment show a greater tendency to describe their business plan as formal and are more likely to be engaged in all three HR areas, particularly in recruitment and hiring activities, and training and career development. This group is more likely to say that their location provides training and development plans, employee orientation manuals and work descriptions or profiles, although they are least likely to monitor issues regularly.

Members of the *Larger Unionized* segment are the most likely to rely on information, tools or services outside of their own organization to support their efforts in training and career development, and in recruiting and hiring of employees. In the past year, this group was more likely than average to use a HR placement agency and post on a national private site. The *Larger Unionized* group is also less apt to

undertake actions in self-advertising and show no distinctive characteristics regarding their demand for information.

The *Larger Unionized* segment is most apt to have made decisions or engaged in recruiting and hiring of employees in the past twelve months. They have more often recruited for clerical and administrative assistance, apprenticeship trades employees, as well as managers or supervisory employees, and professional employees. Reasons for this recruitment are more likely to be expansion and replacement of retirees than cited by other employers. The *Larger Unionized* segment is more likely than average to cite company website, job fairs, and the services of professional recruiters as typical methods to recruit employees. Employers in this group find information they were looking for (more likely information related to employee retention issues) through professional associations and unions. This group shows few distinctive characteristics regarding LMI use to support recruitment, although they provide the least positive rating of usefulness and benefits of information and tools used (and are generally less definitive in their answers, often say that they “don’t know”. Print appears to be a more popular and most preferred medium for obtaining LMI in support of recruitment activities.

The *Larger Unionized* group is also more likely than other employers to have undertaken decisions, activities and strategies to address training and career development, although the reported proportion of employees who received training over the past year is average. Employers in this group are more likely to be training apprentices and internship employees and appear to be significantly less concerned than average with employees’ skills development and essential skills. The *Larger Unionized* segment tends to provide formal training, and employers in this group are most likely to have used LMI to support training and career development. In doing so, they are most apt to use outside resources relating to training needs analysis and funding for training. Employers in this group typically find the information through sector or industry associations, equipment suppliers, or general prints. The majority of *Larger Unionized* employers use information and tools that are provincially-based and have no opinion on how tools could be improved. Print also appears to be a more popular and most preferred medium for obtaining LMI in support of training and career development of employees.

This segment reports average engagement in workforce retention issues. More organizations in this segment say that they do not use LMI in this area, citing a lack of need for this information as the main reason. Among those that do use LMI to support workforce retention activities, they report a higher than average incidence of finding the information through professional associations or non-government online sources, and generally consider this information to be very useful. Where labour force retention issues are concerned, the *Larger Unionized* employers generally find information and tools without outside assistance to locate or interpret it, and are stronger than average in their belief that they do not need this assistance. Once again, they prefer print when obtaining LMI in this area.

Group #3: Pro-active Larger

The *Larger Pro-active* group comprises 17 per cent of small and medium businesses. The *Larger Pro-active* segment represents larger and more stable organizations that have been in operation for

more than twenty years. There is a higher than average representation of the private sector, and the retail, finance and transportation industries. The group is marginally more prevalent in Alberta and the Atlantic. All organizations in this group have more than one worksite in Canada and are non-unionized.

Employers in this group are most likely to be expanding. They typically report some recruiting difficulties and are most apt to identify workforce retention, training, and job satisfaction as issues that their HR planning needs to address. Where employee retention issues are concerned, this group is particularly worried about wages and working conditions. Employers who report difficulties in filling positions over the past 12 months, cite lack of interest and shortage of applicants as their largest obstacles. The *Larger Pro-active* Larger group is more likely to anticipate such foreseeable challenges as retention of present staff and finding skilled workers.

Larger Pro-active employers show a greater tendency to describe their business plan as formal. They are also more likely than average and to be engaged in all three HR areas, particularly in training and career development, and retention of current workforce. This group is most apt to engage in all listed activities related to recruitment and training and report distinctively higher incidences of long-range workforce recruitment, annual employee performance, and training and development plans.

Members of the *Larger Pro-active* segment indicate an increasing demand for information. They heavily most rely on information, tools or services outside of their own organization to support their efforts in training and career development, and recruiting and hiring of employees. Compared to other employers, this group makes greater than average use of business centres, posts jobs in Job Bank, posts on national private site, applies to employment programs, contacts business associations, uses HR placement agency, and advertises jobs in the national media. *Larger Pro-active* organizations tend to seek various types of information: general ideas, past trends and forecasts, assistance from others, specific ideas how to do things, and hard numbers.

Although *Larger Pro-active* employers are as likely as other employers to have engaged in recruiting and hiring of employees in the past twelve months, they are more likely than average to have used outside sources to support these decisions. Replacement of turnover is cited as the most common reason for recruitment, but when recruiting, members of this segment are more likely to experience staffing difficulties related to lack of interest. The positions being recruited among *Larger Pro-active employers* tend to be clerical and administrative staff, managers or supervisory employees, and professional employees. *Larger Pro-active* employers use all available methods of recruitment and focus particularly on advertising, job fairs, and the services of professional recruiters. They are more likely to have found information they looked for (such as wage rates and benefits) through sector counsels and industry associations, and they typically use recruitment information that is based both locally and regionally. *Larger Pro-active* employers express a need for more specific and more accurate information and their recommendations on improvement pertain to the same issues. This group is least likely to receive outside assistance in finding, interpreting or applying information on recruiting.

With regard to training and career development activities, the *Larger Pro-active* group is most likely to have undertaken decisions, activities and strategies to address training and career development. Not surprisingly, they report the highest number of employees who received training over the past year. They are more likely to provide formal training, offer online training and send their employees on courses. *Pro-active Larger* employers are among the greatest users of LMI to support decisions in training and career development, more often than average finding this information through online sources. The majority of *Larger Pro-active* employers use training information and tools that are nationally based and do not believe that it is important to their organization to have information specific to the local community. Employers in this group are most likely to have found the information they looked for, and are more apt than others to receive outside assistance to locate, access or interpret training information. They prefer to obtain LMI in support of training and career development in-person.

The *Larger Pro-active* group also reports the highest incidence of decisions, activities and strategies to address workforce retention, and are the highest consumers of information and tools outside of their organization. Wages and working conditions are cited as the main issues in keeping employees. *Larger Pro-active* employers are more apt to search and use information on HR planning and to find this information through other businesses. They tend to find the information they are looking for, but would also appreciate outside assistance in applying this information. Again, *Larger Pro-active* employers prefer in-person contact when obtaining workforce retention LMI.

Group #4: Smaller High Recruitment

The *Smaller High Recruitment* group comprises 20 per cent of employers surveyed. This group represents smaller to medium organizations that have been in operation for 10 years or over. They are over-represented in the private sector, as well as in retail. All organizations in this group have one worksite in Canada, are non-unionized, and currently stable in terms of growth.

All of the *Smaller High Recruitment* employers are experiencing recruiting difficulties. They are more apt to identify such HR planning issues as attracting workers. This group is particularly worried about workforce retention issues. *Smaller High Recruitment* employers believe that laziness and personal suitability of employees, as well as shift work are biggest problems when filling positions. This segment is more likely to anticipate foreseeable challenges such as retention of present staff and finding and retaining skilled workers. They believe that wages, working conditions, and seasonal nature of work are main issues in keeping employees.

Smaller High Recruitment employers are the most passive in terms of HR decisions and activities. They tend to be involved in fewer HR areas, and are particularly less engaged in training and retention of current workforce, although replacement of turnover is one of the common reasons for recruitment. Compared to other employers, they are less likely to say that their location provides long-range workforce recruitment, annual employee performance, and employee orientation manuals.

Members of the *Smaller High Recruitment* group believe that their demand for information is stable over time. They are least likely to have looked for such information as hard numbers, past trends and forecasts, and assistance from others. They are also less likely to rely on information, tools or services outside of their own organization to support their efforts in training and recruiting of employees. *Smaller High Recruitment* employers who do not look for outside information are more likely to do so because they do not use this information. This group is most likely to post a job in Job Bank.

Smaller High Recruitment employers are as likely as other employers to have made decisions regarding recruiting and hiring of employees in the past twelve months, and to have used outside sources to support these decisions. They are more likely to report staffing difficulties related to personal suitability, insufficient hours, and work ethics, and replacement of turnover and seasonal hiring are cited as the most common reasons for recruitment. This group mostly recruits for service and production labour. As for typical recruitment methods, *Smaller High Recruitment* employers tend to rely on advertising, job boards and Internet. They are more likely to have found information they used (such as job/resume banks) through Federal Government websites or publications. This group believes that it is important to have information on recruitment and hiring that is specific to local community. *Smaller High Recruitment* employers express a need for outside assistance and more specific information pertaining to hiring and recruitment, although they are most likely to say that no improvement is necessary for this type of information and services. *Smaller High Recruitment* employers typically get LMI on recruitment in print and they prefer receiving this information in the same format.

Together with the *Expanding Smaller* (group #5 - described below), the *Smaller High Recruitment* employers are least likely to have undertaken decisions, activities and strategies to address training and career development. On the other hand, they report average proportions of employees who have received training over the past year (largely concentrating on new employees orientations). Employers in this group tend to provide informal and in-house training. Their typical training methods include informal mentoring and job shadowing, and they are less likely to offer on-site training and send their workers to courses. *Smaller High Recruitment* employers are less likely to have used or looked for outside sources to support decisions in training and career development, believing that there is enough information within the organization. Users of outside sources typically seek regionally-based information on where to get training. Fewer *Smaller High Recruitment* employers view outside information as useful because they needed more and improved access. The majority of *Smaller High Recruitment* users have received outside assistance to locate, access or interpret training information.

The *Smaller High Recruitment* group is also least likely to have undertaken decisions, activities and strategies to address retention issues. They also are less apt to have used information and tools outside of their organization to support these decisions (because they do not use or do not need this information). Users are more likely to use information that is locally-based. They would appreciate that outside information and services would have a better response and be more thorough and detailed. Once again, the *Smaller High Recruitment* group is most likely to receive outside assistance to locate, access or interpret information on retaining workforce, and employers that did not access these services note that they

would have benefited from outside assistance in interpreting information. *Smaller High Recruitment* employers prefer receiving LMI by telephone.

Group #5: Smaller Expanding

The *Smaller Expanding* group makes up the final 22 per cent of businesses. This group represents smaller to medium organizations that have been in operation for less than ten years, and overrepresents the private sector, as well as the manufacturing and wholesale industries. All organizations in this group are non-unionized, have one worksite in Canada, and are currently expanding.

The majority of employers in this group experience recruiting difficulties and are most apt to believe that skill enhancement and expanding workforce are unresolved HR issues. Where employee retention issues are concerned, this group is particularly worried about competition and transitional jobs. Employers that report difficulties in filling positions over the past 12 months, are more likely to cite the need for specialized skills and language skills. The *Smaller Expanding* group is more likely to anticipate foreseeable challenges such as continuous need for specialized skills and finding and keeping skilled workers.

Smaller Expanding employers show a greater tendency to describe their business plan as informal and on-going, and to be engaged in fewer HR areas. They are particularly less involved in training and career development of current workforce. In terms of activities related to recruitment and self-advertising, this segment is more likely to post a job in Job bank and contact business associations.

Members of the *Smaller Expanding* segment are most likely to indicate increasing demand for information and to look for information on past trends and forecasts. They are somewhat less likely, however, to rely on information, tools or services outside of their own organization to support their efforts in training and retention of employees.

Smaller Expanding employers are as likely as other employers to have engaged in recruiting and hiring of employees in the past twelve months. They also use and look for outside sources to support these decisions like other employers. Those that did not look for information cite the lack of time to do it. Expansion is cited as the most common reason for recruitment, but when recruiting, members of this segment are more likely to experience staffing difficulties related to specialized skills and language skills. *Smaller Expanding* employers mostly recruit for technical positions, and word of mouth appears to be the preferred method of recruitment. This group seeks specific information related to availability of workers, occupational shortage and surplus, hiring specific employee groups, and training institutions. They are more likely to have found information through educational institutions, and they typically use recruitment information that is based regionally. *Smaller Expanding* employers are more likely to recommend improving the quality of assistance of outside services. This group is more likely to have received outside assistance in finding, interpreting or applying information on recruiting, usually through HR consultants. Those that did not receive outside assistance are more likely to say that they would have benefited from assistance in applying

information to specific situations. This group usually receives LMI support by telephone and would further prefer receiving LMI support through the same medium.

The *Smaller Expanding* group is least likely to have undertaken decisions, activities and strategies to address training and career development and they also are less likely to use or look for information to support these decisions. Employers that did not look for information in support of training decisions are more likely to indicate a lack of thought about getting this information. These employers generally provide on-site training and send their workers to courses. Those *Smaller Expanding* employers that use outside sources to support decisions in training and career development, are more likely to find this information through professional associations and private Internet sites. A majority of *Smaller Expanding* employers use training information and tools that are locally and regionally-based and believe that it is very important to their organization to have information specific to the local community. Employers in this group are less likely to have found information they looked for as they need more specific information. They are also less satisfied with the usefulness of information and suggest a number of improvements: providing more specific information, keeping information up-to-date, and facilitating access to information. *Smaller Expanding* employers that did not receive outside assistance to locate, access or interpret training information, say they would have benefited from assistance in applying this information.

Smaller Expanding employers are as likely as other employers to have engaged in retention activities in the past twelve months, however, they are somewhat less likely to have used outside sources to support these decisions. Once again, those that did not look for information cite the lack of time. While transitional jobs and competition are cited as main issues in keeping employees, a high proportion of *Smaller Expanding* employers report no retention issues at all. This group is more likely to use outside sources to make decisions on wage rates and benefits, enhancing work satisfaction, inclusive workplace, and availability of workers. They typically find this information through professional associations and unions or private consulting firms. Employers in the *Smaller Expanding* group are less likely to find information they were looking for, and are not satisfied with its usefulness, citing that information, tools, and services were not applicable to their situation or that they needed assistance. They suggest improving communications and making LMI more accessible. *Smaller Expanding* employers prefer in-person contact when obtaining LMI on labour force retention issues.

8. CONCLUSIONS

Perhaps surprisingly among SMEs, the level of HR activity (among the screened sample of employers engaged in at least one activity in the previous 12 months), is fairly high. At the same time this is not surprising, given that the extent of problems they report themselves to be facing in terms of recruitment and retention are also high. The findings provide some interesting evidence about the differences in difficulties experienced by different size organizations, in different sectors, as well as the issues when confronting replacement of retiring staff versus a more run of the mill employee turnover. It is also interesting to see that recruitment issues are fairly different from retention issues and that employers face different challenges (and have different priorities) when trying to recruit a new employee (when skill set and fit with the employer requirements is the greatest focal point) versus keeping an existing employee (when wages and benefits play a much more pivotal role).

Throughout the results there are repeated patterns of needs and use of LMI related to characteristics of the organization (e.g., size, unionized, NGO/private) and to the types of challenges organizations face, as well as their recent activity and formalization of their approach to HR. Employers have also emphasized the need for LMI that is specific and detailed in order to be useful in supporting their efforts. Survey findings point over and over again to the fact that context is everything and that one size most definitely does not fit all. Employers need information that is developed on the basis of a detailed appreciation of their own unique circumstances and problems (whether they be expanding or backfilling positions; whether it be for highly skilled and well paid positions, or for more generalized and less stable and lower-wage positions; and whether they be new to HR activities and LMI or very sophisticated and large consumers of LMI).

Given the connection between problems with labour shortages and increasing participation in HR activities and use of LMI, it is not surprising to see that the need and demand for LMI is high and increasing among a reasonably high proportion of organizations (particularly the newer and expanding organizations). Those who recruit, but are not engaged in activities to address training and retention, are the least engaged in HR activities overall and generally less demanding and sophisticated users of LMI. Some gaps have been identified, but these seem to be related to organizations' *ability* (to find and use information the information that they need that need), rather than an actual lacuna of products or sources of LMI. The problems identified have more to do with being able to find the material and tools needed, and in material and tools that are sufficiently contextualized to their own situation. Detailed survey findings provide good information about which organizations are having difficulties finding LMI (and what they are looking for), and what problems they face with the information that they do find and use.

It is interesting to note that the federal government (and government in general) is a less obvious source of information to support training and retention activities, although a fairly common source for LMI to support recruitment. Employers have indicated that the local community is the most basic and

important scope within which to group LMI for all three activities, although they have also described use of LMI that is more broadly scoped as secondary sources (particularly for recruitment). They have described LMI that they have used in the past that is considered to be only modestly useful, pointing again to specificity and detail as the area for future concentration, as well as making the information easier to locate.

In spite of the issues that employers have described (in their increasing and high need for LMI and mostly useful products that they have used), relatively 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. Perhaps the need for this type of assistance is not immediately obvious to employers, or they are unsure of where to even find the assistance to help them find the products and tools (or because cost is a real or perceived barrier that prevents organizations from looking for assistance). Government is not currently an obvious choice for this type of assistance. Given the other findings (including the government as frequently used source of LMI and higher levels of rated usefulness among employers using government assistance), this suggests that the government has an opportunity to fill an as yet unfulfilled role for many SMEs, in making them aware of the type of assistance that it can provide in understanding their unique situation, HR environment and LMI needs, and helping them to find, interpret and use existing LMI to support them in facing their increasing HR challenges.

APPENDIX A
SURVEY INSTRUMENT
(ENGLISH AND FRENCH)

May I please speak to the senior person responsible for your company's primary human resource functions? (If more than one branch/location - Ask to speak to the person in the branch/location that you are calling.)

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 dealings you may have with the federal Government. The information is being collected under the authority of the Privacy Act and other applicable privacy laws. The names of respondents will not be provided to the government or any other third party. Also, the government will only receive non-identifying aggregate information. The survey will take about 15 minutes of your time.

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

33:

INTRO

34:

LOCN1

First of all, I'd like to ask you whether your organization has more than one worksite in Canada or is this the only location?

More than one location..... 1
Only location 2
DK/NR 9

36:

SCN2A

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

Less than a year 000
DK/NR 999

37:

SCRN1

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

38:

SCRN2

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
@SCRN3

39:

SCRN3

59:

SEG1

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

60:

PROF2

READ LIST, SELECT ALL THAT APPLY

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	=> PROF6
(DO NOT READ) DK/NR	99	X	=> PROF6

61:

Q30

In the recruiting that you have done over the past 12 months, have you had any difficulties in filling positions?

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

62:**PROF3**

=> +1 if	NOT (Q30=#1)
----------	--------------

ACCEPT UP TO THREE RESPONSES

What kinds of staffing difficulties has your organization experienced?

Skill shortage.....	01	
Can't compete with wages and benefits of larger companies	02	
Local labour force too small	03	
Specialized skills needed	04	
Personal suitability	05	
Language skills.....	06	
Response.....	77	O
DK/NR	99	X

63:**PROF4****DO NOT READ, Select all that apply**

What are the reasons your <locat > recruited?

Expansion	01	
Replace turnover due to retirement.....	02	
Replace turnover due to other reasons (quit, terminated)	03	
Backfill employees who have been promoted	04	
New skills required because of business changes.....	05	
Seasonal hiring	06	
Other (Specify)	77	O
DK/NR	99	X

64:**PROF6****Select all that apply**

Which of these have been the typical methods your company uses to recruit employees?

Word of mouth	01	
Advertising - newspaper, trade journals	02	
Company website	03	
Job boards/Internet	04	
Headhunters, professional recruiters	05	
Job fairs/career fairs	06	
Other (Specify)	77	O
DK/NR	99	X

73:

PROF7

=> +1 if PROF6==99 OR CPC2=#1

DO NOT READ, Select one

Which one is the most important?

Word of mouth 01
 Advertising - newspaper, trade journals 02
 Company website 03
 Job boards/Internet 04
 Headhunters, professional recruiters 05
 Job fairs/career fairs 06
 Other (Specify) 77 O
 DK/NR 99

74:

PRF7X

=> * if IF((CPC2=#1),PROF6,PROF7)

Word of mouth 01
 Advertising - newspaper, trade journals 02
 Company website 03
 Job boards/Internet 04
 Headhunters, professional recruiters 05
 Job fairs/career fairs 06
 Other (Specify) 77
 DK/NR 99

NOTE: READ LIST, Select all that apply as they are read

Does your <locat >:

- 1 - have a long-range workforce recruitment and retention plan
 - 2 - undertake annual employee performance appraisals
 - 3 - have an employee orientation manual
 - 4 - have training and development plans for the organization, units or for employees
 - 5 - regularly monitor or measure workplace issues such as employee satisfaction, stress or culture
 - 6 - have work descriptions and skill profiles
 - 8 - (DO NOT READ) None of the above
 - 9 - (DO NOT READ) DK/NR
- @q31

75:

Q31

76:

TRAI1

Did employees at this <locat > receive any training over the past year?

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

78:**WHY**

What are the main reasons for your organization providing training in the last year?

New employee orientation.....	01	
Employee skill development/advancement	02	
Meet regulatory requirements (e.g., health and safety)	03	
Meet licensing or certification requirements	04	
New equipment/technology.....	05	
Keep up with other companies in the industry	06	
Essential skills - literacy, numeracy, communication, team work.....	07	
To address a specific issue identified in the company	08	
Management/leadership training	09	
Other (Specify).....	77	O
DK/NR	99	X

79:**HOW1**

About what proportion of training in the last year has been delivered in-house (as opposed to by an external provider)?

DK/NR 999

80:**HOW2**

About what proportion of the training last year was formal training; by formal training I mean planned, directed learning with specific learning objectives with an evaluation of the learning achievement. Informal learning takes place during the course of other activities.

DK/NR 999

81:**HOW3**

DO NOT READ, ACCEPT ALL THAT APPLY

What training methods did you use for work place training?

Mentoring/coaching- informal.....	01	
Mentoring/coaching - formal.....	02	
Job shadowing	03	
Internship.....	04	
Apprenticeship.....	05	
Provided training courses on site.....	06	
Hired a trainer to come into the business.....	07	
Online training.....	08	
Sent employees to courses at a public training institution (college, university, etc).....	09	
Sent employees to courses at a private trainer	10	
Other (specify).....	77	O
DK/NR	99	X

82:**HOW4****READ LIST**

How would you describe your business planning, financial planning and HR planning processes?

Informal, regular intervals.....	1
Informal ongoing.....	2
Formal as needed.....	3
Formal at regular intervals.....	4
(DO NOT READ) No planning process used.....	5
DK/NR	9

83:**HOW5****DO NOT READ, Open ended, prompt if necessary**

What are the main issues your HR planning needed to address?

Succession planning- preparing for retirement of ageing workforce.....	01	
Retaining workers.....	02	
Enhancing productivity	03	
Skill enhancement of the workforce	04	
Attracting workers.....	05	
Expanding workforce	06	
Healthy workplace.....	07	
Work-life balance	08	
The need to downsize (and reorganize staff).....	09	
Other (Specify)	77	O
DK/NR	99	X

84:**HOW6****DO NOT READ, Open ended, prompt if necessary**

What are the main issues in keeping your employees?

Competition from other employers in the industry.....	01	
Competition from other industries.....	02	
Competition for labour from other communities.....	03	
Competition for workers from other provinces	04	
Work force ageing- retirement looming	05	
Wages/working conditions not competitive	06	
Negative image for occupation, industry	07	
Other (Specify)	77	O
DK/NR	99	X

85:**SEG2**

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

First of all, did your organization USE any information, tools or services, outside of your organization, 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, job banks, average wage rates or benefits offered, legal requirements/labour code.

- 1 - Yes
- 2 - No
- 9 - DK/NR
- @LMIA1

86:

LMIA1

=> LMIB1 if NOT (PICKA=#1)

87:

LMA1B

=> +1 if NOT (LMIA1=#2)

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

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

88:

LMIA2

=> +1 if NOT (LMA1B=#2)

SELECT ALL THAT APPLY

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

Already have enough 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

89:

LMIA9

=> LMIA6 if NOT (LMIA1=#1)

What kinds of information, tools or services, outside your organization, did you
USE in making your decisions related to recruitment and hiring of employees?
Job description information/occupational and skill profiles 01
Occupational shortages and surpluses 02
Job/resume banks 03
Licensing/credential requirements 04
Hiring special employee groups (e.g., employment equity groups, foreign workers)05
Employer recruiting practices 06
Legal requirements/labour code information 07
Wage rates and benefits 08
Availability of workers 09
Training institutions for specific occupations 10
Other (Specify) 77 O
Found information, but didn't actually use it 97 X
Didn't look for or use any information 98 X
DK/NR 99 X

90:

LMIA8

DO NOT READ (prompt if necessary), Select all that apply

Where did you find the information that you were looking for?
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 03
Sector Council/ Industry association 04
Private consulting firm 05
Local business association 06
Colleagues 07
Educational institution 08
Equipment suppliers 09
Other (Specify) 77 O
DK/NR 99 X

91:

LMA8B

Does your <locat >typically use information that is based locally, regionally,
provincially or nationally?
Locally 1
Regionally 2
Provincially 3
Nationally 4
(DO NOT READ) DK/NR 9 X

92:

LMA8C

READ LIST

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

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

93:

LMA5B

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

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

94:

LMIA6

=> +1 if LMA1B=#2-#3 OR LMA5B=#2-#3

What type of information, tools or services 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
Job/resume banks	03
Licensing/credential requirements.....	04
Hiring special employee groups (e.g., employment equity groups, foreign workers)05	
Employer recruiting practices.....	06
Legal requirements/labour code information.....	07
Wage rates and benefits.....	08
Availability of workers.....	09
Training institutions for specific occupations.....	10
Customized (customizable) information.....	11
Other (Specify)	77 O
DK/NR	99 X

95:

LMA19

=> LMIB1 if NOT(LMIA1=#1)

Overall, how useful did you find the information, tools or service 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?

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

96:**LA19B**

=> +1 if NOT (LMA19=#1-#3,#5)

ACCEPT UP TO THREE RESPONSES

Why wasn't the information, tools or service you used completely useful?

Needed assistance..... 01
 Needed more specific information 02
 Needed more detailed information 03
 Other (Specify)..... 77 O
 DK/NR 99 X

97:**LA19C****ACCEPT UP TO THREE RESPONSES**

How could the information, tools or service you used have been improved?

Response..... 77 O
 DK/NR 99 X

98:**LA10B**

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

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

99:**LMA11**

=> +1 if NOT (LA10B=#1)

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

Government office, website..... 01
 HR consultant, placement agency 02
 Local business association..... 03
 Business colleague 04
 Local college of university 05
 Other (Specify)..... 77 O
 DK/NR 99 X

100:**LMA12**

When looking for or using the information would you have benefited from assistance in:

Finding the appropriate information..... 01
 Interpreting the information..... 02
 Applying the information to your specific situation..... 03
 Other (specify)..... 77 O
 DK/NR 99 X

101:

LMA27

READ LIST

In what format do you usually get the information?

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

102:

LA27B

READ LIST

In what format would you prefer to get the information?

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

Now I would like to ask whether your organization USE any information, tools or services, outside of your organization, 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.

1 - Yes
2 - No
9 - DK/NR
@LMIB1

103:

LMIB1

=> LMIC1 if NOT (PICKB=#1)

104:

LMB1B

=> +1 if NOT (LMIB1=#2)

Did your organization LOOK for any information, tools or services, outside of your organization, to support the decisions you made on training and career development?

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

105:**LMIB2**

=> +1 if NOT (LMB1B=#2)

SELECT ALL THAT APPLY

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

- Already have enough 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

106:**LMIB9**

=> LMIB6 if NOT (LMIB1=#1)

What kinds of information, tools or services, outside your organization, did you USE in making your decisions related to training and career development of employees?

- Type of training available (apprenticeship, basic skills, orientation, health and safety, industry specific training) 01
 Where to get training/training suppliers/ education/institutions 02
 Funding for training/tax credits 03
 Credentials requirements/occupational standards..... 04
 How to delivery training (methods such as classroom, on the job, web-based, mentoring) 05
 Training needs analysis 06
 Evaluating training investments 07
 Tools to assist employees in career decision making 08
 Career development processes..... 09
 Methods of selecting training providers 10
 Other (Specify) 77 O
 Found information, but didn't actually use it..... 97 X
 Didn't look for or use any information 98 X
 DK/NR 99 X

107:**LMIB8*****DO NOT READ (prompt if necessary), Select all that apply***

Where did you find the information that you were looking for?

- 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 03
 Sector Council/ Industry association 04
 Private consulting firm 05
 Local business association..... 06
 Colleagues 07
 Educational institution..... 08
 Equipment suppliers 09
 Other (Specify) 77 O
 DK/NR 99 X

108:

LMB8B

Does your <locat >typically use information that is based locally, regionally, provincially or nationally?

Locally..... 1
Regionally 2
Provincially 3
Nationally 4
(DO NOT READ) DK/NR 9 X

109:

LMB8C

READ LIST

How important is it to your organization to have information related to training and career development of employees that is specific to your local community?

Would you say...

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

110:

LMB5B

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

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

111:

LMIB6

=> +1 if LMB1B=#2-#3 OR LMB5B=#2-#3

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

Type of training available (apprenticeship, basic skills, orientation, health and safety, industry specific training) 01

Where to get training/training suppliers/ education/institutions 02

Funding for training/tax credits 03

Credentials requirements/occupational standards..... 04

How to delivery training (methods such as classroom, on the job, web-based, mentoring) 05

Training needs analysis 06

Evaluating training investments 07

Tools to assist employees in career decision making 08

Career development processes..... 09

Methods of selecting training providers 10

Other (Specify) 77 O

DK/NR 99 X

112:**LMB19**

=> LMIC1 if NOT(LMIB1=#1)

Overall, how useful did you find the information, tools or service 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?

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

113:**LB19B**

=> +1 if NOT (LMB19=#1-#3,#5)

ACCEPT UP TO THREE RESPONSES

Why wasn't the information, tools or service you used completely useful?

Needed assistance 01
 Needed more specific information 02
 Needed more detailed information 03
 Other (Specify) 77 O
 DK/NR 99 X

114:**LB19C***ACCEPT UP TO THREE RESPONSES*

How could the information, tools or service you used have been improved?

Response 77 O
 DK/NR 99 X

115:**LB10B**

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

Yes 1
 No 2
 DK/NR 9

116:**LMB11**

=> +1 if NOT (LB10B=#1)

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

Government office, website 01
 HR consultant, placement agency 02
 Local business association 03
 Business colleague 04
 Local college of university 05
 Other (Specify) 77 O
 DK/NR 99 X

117:

LMB12

When looking for or using the information would you have benefited from assistance in:

Finding the appropriate information.....	01	
Interpreting the information.....	02	
Applying the information to your specific situation	03	
Other (specify).....	77	O
DK/NR	99	X

118:

LMB27

READ LIST

In what format do you usually get the information?

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

119:

LB27B

READ LIST

In what format would you prefer to get the information?

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

Now I would like to ask whether your organization USE any information, tools or services, outside of your organization, 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.

1 - Yes
2 - No
9 - DK/NR
@lmic1

120:

LMIC1

=> RECNT if NOT (PICKC=#1)

121:**LMC1B**

=> +1 if NOT (LMIC1=#2)

Did your organization LOOK for any information, tools or services, outside of your organization, to support the decisions you made in HR areas related to keeping your current workforce?

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

122:**LMIC2**

=> +1 if NOT (LMC1B=#2)

SELECT ALL THAT APPLY

Why didn't your organization LOOK for information, tools or services to support your decisions and activities in HR areas related to keeping your current workforce?

Already have enough 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

123:**LMIC9**

=> LMIC6 if NOT (LMIC1=#1)

What kinds of information, tools or services, outside your organization, did you USE in making your decisions in HR areas 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
 Didn't look for or use any information 98 X
 DK/NR 99 X

124:**LMIC8***DO NOT READ (prompt if necessary), Select all that apply*

Where did you find the information that you were looking for?

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	03	
Sector Council/ Industry association	04	
Private consulting firm	05	
Local business association.....	06	
Colleagues	07	
Educational institution.....	08	
Equipment suppliers	09	
Other (Specify)	77	O
DK/NR	99	X

125:**LMC8B**

Does your <locat >typically use information that is based locally, regionally, provincially or nationally?

Locally.....	1	
Regionally	2	
Provincially	3	
Nationally	4	
(DO NOT READ) DK/NR	9	X

126:**LMC8C***READ LIST*How important is it to your organization to have information that supports your decisions in HR areas that is specific to your local community? Would you say...
(IF needed: HR areas related to keeping your current workforce)

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

127:**LMC5B**

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

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

128:**LMIC6**

=> +1 if LMC1B=#2-#3 OR LMC5B=#2-#3

What type of information, tools or services were you looking for to help with in HR areas 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
DK/NR	99 X

129:**LMC19**

=> RECNT if NOT(LMIC1=#1)

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? Would you say that it was very useful, somewhat useful, not very useful, or not at all useful?	
1.Not at all useful	1
2.Not very useful	2
3.Somewhat useful	3
4.Very useful	4
DK/NR	9

130:**LC19B**

=> +1 if NOT (LMC19=#1-#3,#5)

ACCEPT UP TO THREE RESPONSES

Why wasn't the information, tools or service you used completely useful?	
Needed assistance.....	01
Needed more specific information	02
Needed more detailed information	03
Other (Specify)	77 O
DK/NR	99 X

131:**LC19C****ACCEPT UP TO THREE RESPONSES**

How could the information, tools or service you used have been improved?

Response..... 77 O
 DK/NR 99 X

132:**LC10B**

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

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

133:**LMC11**

=> +1 if NOT (LC10B=#1)

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

Government office, website..... 01
 HR consultant, placement agency 02
 Local business association..... 03
 Business colleague 04
 Local college of university 05
 Other (Specify)..... 77 O
 DK/NR 99 X

134:**LMC12**

When looking for or using the information would you have benefited from assistance in:

Finding the appropriate information..... 01
 Interpreting the information..... 02
 Applying the information to your specific situation..... 03
 Other (specify)..... 77 O
 DK/NR 99 X

135:**LMC27****READ LIST**

In what format do you usually get the information?

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

136:**LC27B****READ LIST**

In what format would you prefer to get the information?

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

137:**RECNT****READ LIST**

In the last year have you:

Used Canada/provincial Business Centres	01	
Visited a Government of Canada Internet site	02	
Posted a job in Job Bank	03	
Posted a job on a national private sector job site (Workopolis, Monster, Working Canada.com)		04
Applied for an employment program	05	
Contacted a community business association (e.g., Chamber of Commerce/Board of Trade for advice)		06
Used a placement HR agency	07	
Advertised a job in national media	08	
None of the Above - Advertised a job in local media ONLY	97	X
(DO NOT READ) None of the above	98	X
(DO NOT READ) DK/NR	99	X

138:**NSUPT**

Considering your organization's use of information, tools and services to help your business, 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	

139:**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
DK/NR	99	

140:**GLOOK**

Thinking generally about the type of information, tools, and services that your organization typically looks for, which of the following would they include:

Hard numbers	1	
A general idea of what is happening in the labour market	2	
Past trends and forecasts of possibilities in the future	3	
Information on how to do things (e.g., processes)	4	
Assistance from others (e.g, where to find information, how to interpret and apply information, etc)	5	
(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

141:**SEG4**

Finally, there are a few questions for statistical purposes.

142:**SCR3A**

Is your organization currently expanding, downsizing or staying the same? NOTE: may have to take different answers for different parts of organization

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

143:**Q39**

What is your position or job title or function?

President or CEO/OWNER/CO-OWNER.....	01	
Human resource manager	02	
Other manager	03	
Other position (please specify).....	77	O
DK/NR	99	X
CONTROLLER/DIRECTOR OF FINANCE/PAYROLL MANAGER.....	04	N
OPERATIONS MANAGER,OFFICE MANAGER	05	N
SUPERVISOR, GENERAL	06	N
VICE PRESIDENT	07	N
MANAGER,UNSPEC.....	08	N
SUPPORT POSITIONS/LOWER LEVEL		
EMPLOYEES,EX.CLERK,ADMIN.ASSISTANT,COUNSELLOR	09	N
EXECUTIVE DIRECTOR,GENERAL	10	N
DIRECTOR,GENERAL	11	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)

144:**Q41A1**

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)

146:

Q41A

148:

Q45

Does this organization have unionized employees in Canada?

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

149:

Q44

READ LIST

How would you classify this organization?

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

150:

Q48

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!

Your responses will not affect your present or future involvement with the federal government. Your responses will also be administered in accordance with the Privacy Act and other applicable privacy laws. The report that will be written will provide aggregate results only and no comments will be linked back to you. The information regarding this research may be requested from the department of Human Resources and Social Development under the Access to Information Act. The product name is: Employer Information Needs (Spring/Summer 2006). 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-Complete
@thnk

151:

THNK

End of Interview

Puis-je parler avec le cadre supérieur chargé des principales fonctions liées aux ressources humaines dans votre entreprise? (Si l'entreprise compte plus d'une direction ou d'un emplacement, demander à parler avec la personne responsable dans la direction ou l'emplacement où vous avez appelé.

Bonjour, je m'appelle ____ et je travaille pour Les Associés de recherche EKOS.

A la demande de Ressources humaines et Développement social Canada, nous effectuons auprès d'organisations canadiennes une étude sur les renseignements dont elles se servent dans leurs activités de planification, de recrutement, de formation et de maintien en poste de leur personnel. Vous êtes tout à fait libre

de participer ou non à l'étude, et votre décision à cet effet n'aura pas d'incidence sur vos éventuelles relations avec le gouvernement fédéral. Les renseignements sont recueillis sous le régime de la Loi sur la protection des renseignements personnels et des autres lois de même nature. Nous ne communiquerons pas les noms des répondants au gouvernement ou à une tierce partie. De plus, nous ne transmettrons au gouvernement que des renseignements globaux, qui ne permettront pas de reconnaître les participants. Il faut compter

une quinzaine de minutes pour répondre au sondage.

@intro (1-Continuer, SHIFT + ? pour achever)

33:

INTRO

34:

LOCN1

En premier lieu, est-ce que votre organisation compte plus d'un lieu de travail au Canada, ou s'agit-il de votre seul emplacement?

Plus d'un emplacement 1

Seul emplacement..... 2

NSP/PDR..... 9

36:

SCN2A

Depuis combien d'années cette organisation est-elle en activité au Canada?

Moins d'un an 000

NSP/PDR..... 999

37:

SCRN1

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

Oui..... 1

Non 2

NSP/PDR..... 9

38:

SCRN2

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

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

Au cours des douze derniers mois, est-ce que votre <locat >:
- A pris des décisions ou mis en oeuvre des stratégies dans des domaines des RH ayant pour objet le maintien en poste de vos effectifs actuels? Par exemple, des changements apportés aux salaires et aux conditions de travail, des changements aux processus et politiques de gestion des RH, ou des changements visant à améliorer la productivité et le niveau de satisfaction des effectifs, y compris en ce qui concerne l'équilibre entre le travail et la vie personnelle, ou encore l'engagement des travailleurs.

1 - Oui
2 - Non
9 - NSP/PDR
@SCRN3

39:

SCRN3

59:

SEG1

La première série de questions portent sur les pratiques de gestion des ressources humaines appliquées dans votre organisation à l'heure actuelle.

60:

PROF2

LIRE LA LISTE. SELECTIONNER TOUTES LES REPONSES PERTINENTES.

Dans lesquelles des catégories ci-dessous avez-vous recruté des travailleurs au cours des douze derniers mois ou prévoyez-vous en recruter au cours des douze prochains mois?

Cadres/personnel de supervision 01
Professionnel (diplôme universitaire)..... 02
Technique (diplôme d'études collégiales)..... 03
Métiers..... 04
Personnel de bureau ou d'administration 05
Personnel de service ou main-d'oeuvre (études secondaires ou moins) 06
Autre (préciser)..... 77 O
(NE PAS LIRE) Aucune de ces réponses..... 98 X => PROF6
(NE PAS LIRE) NSP/PDR..... 99 X => PROF6

61:

Q30

Ces douze derniers mois, dans le cadre de vos activités de recrutement, avez-vous eu de la difficulté à combler des postes?

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

62:**PROF3**

=> +1 si NOT (Q30=#1)

ACCEPTER AU PLUS TROIS REPONSES

A quel genre de défis de dotation en personnel votre organisation a-t-elle été confrontée?

Pénurie de main-d'oeuvre qualifiée	01	
Impossibilité de rivaliser avec les salaires et avantages offerts dans les plus grandes entreprises	02	
La main-d'oeuvre locale est trop restreinte	03	
Besoin de compétences spécialisées	04	
Problèmes liés à la concordance des personnes avec l'emploi.....	05	
Compétences linguistiques	06	
Réponse	77	O
NSP/PDR.....	99	X

63:**PROF4****Ne pas lire. Sélectionner toutes les réponses pertinentes.**

Pourquoi votre <locat > a cherché à recruter du personnel?

Croissance	01	
Renouvellement du personnel suite à un départ à la retraite	02	
Renouvellement du personnel pour d'autres motifs (départs, congédiements)	03	
Remplacement d'employés suite à des promotions	04	
Besoin de nouvelles compétences suite à des changements dans l'entreprise	05	
Embauche de travailleurs saisonniers	06	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

64:**PROF6****Sélectionner toutes les réponses pertinentes.**

Parmi les méthodes suivantes, quelles sont celles auxquelles votre entreprise recourt traditionnellement pour recruter des employés?

Bouche-à-oreille	01	
Publicité - journaux, publications spécialisées	02	
Site Internet de l'entreprise	03	
Tableaux d'affichage des offres d'emploi/Internet	04	
Agences de recrutement, recruteurs professionnels.....	05	
Salons de l'emploi/forums de recrutement.....	06	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

73:

PROF7

=> +1 si PROF6==99 OR CPC2=#1

NE PAS LIRE. Sélectionner une réponse.

Quelle est la plus importante?

Bouche-à-oreille	01	
Publicité - journaux, publications spécialisées	02	
Site Internet de l'entreprise	03	
Tableaux d'affichage des offres d'emploi/Internet	04	
Agences de recrutement, recruteurs professionnels.....	05	
Salons de l'emploi/forums de recrutement.....	06	
Autre (préciser).....	77	O
NSP/PDR.....	99	

74:

PRF7X

=> * si IF((CPC2=#1),PROF6,PROF7)

Bouche-à-oreille	01	
Publicité - journaux, publications spécialisées	02	
Site Internet de l'entreprise	03	
Tableaux d'affichage des offres d'emploi/Internet.....	04	
Agences de recrutement, recruteurs professionnels.....	05	
Salons de l'emploi/forums de recrutement.....	06	
Autre (préciser).....	77	
NSP/PDR.....	99	

*LIRE LA LISTE. Sélectionner toutes les réponses pertinentes au fur et à mesure.

Est-ce que votre <locat >:

- 1 - s'est doté d'un plan à long terme de recrutement et de maintien en poste des effectifs
- 2 - effectue des évaluations annuelles du rendement des employés
- 3 - a un guide d'orientation des employés
- 4 - s'est doté de plans de formation et de perfectionnement pour l'organisation, ses divers services ou ses employés
- 5 - assure régulièrement le suivi ou la mesure d'enjeux en milieu du travail tels la satisfaction et le stress chez le personnel ou encore la culture des employés
- 6 - dispose de descriptions de travail et de profils des compétences

8 - (NE PAS LIRE) Aucune de ces réponses

9 - (NE PAS LIRE) NSP/PDR

@Q31

75:

Q31

76:

TRAI1

Est-ce que des membres du personnel de <locat > ont reçu de la formation au cours de l'année qui vient de s'écouler?

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

78:

WHY

Quels sont les principaux motifs pour lesquels votre organisation a offert de la formation au cours de l'année qui vient de s'écouler?

Orientation de nouveaux employés 01
Perfectionnement/promotion des employés..... 02
Satisfaction des exigences réglementaires (p.ex.,santé et sécurité) 03
Satisfaction des exigences de réglementation ou d'accréditation professionnelles 04
Nouvel équipement/nouvelle technologie 05
Se maintenir au niveau des autres entreprises dans lesecteur d'activité..... 06
Compétences essentielles - lire et écrire, calculer, communication, travail d'équipe07
Pour aborder un enjeu précis dans l'entreprise 08
Formation en gestion/formation des dirigeants 09
Autre (préciser)..... 77 O
NSP/PDR..... 99 X

79:

HOW1

Au cours de l'année qui vient de s'écouler, dans quelle proportion environ la formation a-t-elle été offerte en milieu de travail (plutôt que par un fournisseur de l'extérieur)?

NSP/PDR..... 999

80:

HOW2

Au cours de l'année qui vient de s'écouler, dans quelle proportion environ la formation était-elle ®structurée`. La ®formation structurée` se dit d'un programme d'apprentissage planifié et encadré comprenant des objectifs d'apprentissage précis ainsi qu'une évaluation des réalisations. L'®apprentissage non structuré` se déroule au cours d'autres activités.

NSP/PDR..... 999

81:**HOW3****NE PAS LIRE. ACCEPTER TOUTES LES REPONSES PERTINENTES.**

Quelles méthodes de formation avez-vous utilisées dans votre programme de formation en milieu de travail?	
Mentorat/encadrement- non structuré.....	01
Mentorat/encadrement- structuré.....	02
Jumelage.....	03
Stage.....	04
Apprentissage.....	05
Cours de formation sur place.....	06
Retenir les services d'un agent de formation qui est venu sur place.....	07
Formation en ligne.....	08
Faire participer les employés à des cours offerts dans un établissement du secteur public (collège, université, etc.).....	09
Faire participer les employés à des cours offerts par un agent de formation du secteur privé	10
Autre (préciser).....	77 O
NSP/PDR.....	99 X

82:**HOW4****LIRE LA LISTE**

Comment décririez-vous vos processus de planification d'entreprise, de planification financière et de planification des RH?	
Non structurés, à intervalles réguliers.....	1
Non structurés et continus.....	2
Structurés, au besoin.....	3
Structurés, à intervalles réguliers.....	4
(NE PAS LIRE) Aucun processus de planification.....	5
NSP/PDR.....	9

83:**HOW5****NE PAS LIRE. Question non dirigée, suggérer de réponse au besoin**

Quels sont les principaux enjeux sur lesquels devait porter votre plan de RH?	
Planification de la relève - Préparation en vue des départs à la retraite au sein de l'effectif vieillissant	01
Maintien en poste des travailleurs.....	02
Améliorer la productivité.....	03
Perfectionnement des compétences des effectifs.....	04
Attirer des travailleurs.....	05
Elargir les effectifs.....	06
Milieu de travail harmonieux.....	07
Equilibre travail-vie personnelle.....	08
La nécessité de réduire (et restructurer) les effectifs.....	09
Autre (préciser).....	77 O
NSP/PDR.....	99 X

84:

HOW6

NE PAS LIRE. Question non dirigée, suggérer de réponse au besoin

Quels sont les principaux enjeux liés au maintien en poste de vos employés?	
Concurrence avec les autres employeurs du secteur d'activité	01
Concurrence avec les autres secteurs d'activité	02
Concurrence pour obtenir les services de travailleurs d'autres collectivités	03
Concurrence pour obtenir les services de travailleurs d'autres provinces.....	04
Vieillessement de la population active - perspective des départs à la retraite	05
Salaires/conditions de travail non concurrentiels	06
Image négative de l'emploi, du secteur d'activité	07
Autre (préciser).....	77 O
NSP/PDR.....	99 X

85:

SEG2

La prochaine série de questions portent sur les différents types de renseignements, d'outils ou de services dont vous vous êtes peut-être servi pour appuyer des décisions prises dans l'organisation relativement aux activités ou aux ressources humaines.

Dans un premier temps, est-ce que votre organisation a UTILISÉ des renseignements, des outils ou des services, en dehors de ce qui s'offre à l'interne, pour appuyer des décisions que vous avez prises relativement au recrutement ou à l'embauche d'employés? Par exemple, des renseignements sur des descriptions de travail type, des profils d'emplois ou de compétences liés à certains systèmes de classification des emplois, des renseignements sur la disponibilité de travailleurs ayant certaines compétences, des banques d'emplois, ou encore des renseignements sur les salaires ou avantages moyens offerts ou sur les exigences juridiques ou le code du travail.

- 1 - Oui
- 2 - Non
- 9 - NSP/PDR
- @LMIA1

86:

LMIA1

=> LMIB1 si NOT (PICKA=#1)

87:

LMA1B

=> +1 si NOT (LMIA1=#2)

Est-ce que votre organisation a CHERCHE des renseignements, des outils ou des services, en dehors de ce qui s'offre à l'interne, pour appuyer des décisions que vous avez prises relativement au recrutement ou à l'embauche d'employés?

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

88:**LMIA2**

=> +1 si NOT (LMA1B=#2)

SELECTIONNER TOUTES LES REPONSES PERTINENTES

Pourquoi votre organisation n'a-t-elle pas CHERCHE des renseignements, des outils ou des services pour appuyer le recrutement ou l'embauche d'employés?

Suffisamment d'information à l'interne..... 01

En règle générale, nous ne recourons pas à des renseignements pour ce type d'activités 02

Jamais pensé à obtenir des renseignements à cet effet/Ne savait pas que de tels renseignements étaient disponibles..... 03

Pas le temps de chercher des renseignements à ce sujet/Personne n'est disponible pour chercher ce type de renseignements 04

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

89:**LMIA9**

=> LMIA6 si NOT (LMIA1=#1)

Quels types de renseignements, d'outils ou de services, en dehors de ce qui s'offre à l'interne, avez-vous UTILISES pour prendre des décisions liées au recrutement et à l'embauche d'employés?

Renseignements sur les descriptions de travail/ profils des emplois et des compétences 01

Pénuries et excédents de main-d'oeuvre 02

Banques d'emplois/de curriculum vitae 03

Exigences de réglementation ou d'accréditation professionnelles 04

Embauche de groupes précis d'employés (p. ex., groupes visés par l'équité en matière d'emploi, travailleurs étrangers) 05

Méthodes de recrutement des employeurs..... 06

Renseignements sur les exigences juridiques/le code du travail..... 07

Salaires et avantages..... 08

Disponibilité des travailleurs 09

Etablissements de formation pour certaines professions 10

Autre (préciser)..... 77 O

A trouvé des renseignements mais ne les a pas utilisés 97 X

N'a pas cherché ou utilisé de renseignements 98 X

NSP/PDR..... 99 X

90:

LMIA8

NE PAS LIRE (suggérer au besoin). Sélectionner toutes les réponses per

Où avez-vous trouvé les renseignements dont vous aviez besoin?

Site Internet/publication du gouvernement fédéral(Centres de services aux entreprises, Emploi-Ave-nir,

RHDSC, Industrie/Service/Statistique Canada) 01

Site Internet/publication d'un gouvernement provincial 02

Association professionnelle/syndicat/association d'employés 03

Conseil sectoriel/association industrielle 04

Société de conseils du secteur privé 05

Association locale de gens d'affaires 06

Collègues 07

Etablissement d'enseignement 08

Fournisseurs d'équipement 09

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

91:

LMA8B

Est-ce que votre <locat > utilise habituellement des renseignements de portée locale, régionale, provinciale ou nationale?

Locale 1

Régionale..... 2

Provinciale..... 3

Nationale 4

NSP/PDR..... 9 X

92:

LMA8C

LIRE LA LISTE

Dans votre organisation, quelle importance revêt la disponibilité de renseignements sur le recrutement et l'embauche qui sont propres à votre collectivité? Diriez-vous que ces renseignements...

Ne sont pas du tout importants 1

Sont plutôt importants 2

Sont très importants..... 3

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

93:

LMA5B

Est-ce que vous avez cherché des renseignements que vous n'êtes pas parvenu à trouver?

Oui..... 1

Non 2

NSP/PDR..... 9

94:**LMIA6**

=> +1 si LMA1B=#2-#3 OR LMA5B=#2-#3

Quels types de renseignements, d'outils ou de services avez-vous cherchés sans succès pour appuyer le recrutement et l'embauche d'employés?	
Renseignements sur les descriptions de travail/ profils des emplois et des compétences	01
Pénuries et excédents de main-d'oeuvre	02
Banques d'emplois/de curriculum vitae	03
Exigences de réglementation ou d'accréditation professionnelles	04
Embauche de groupes précis d'employés (p. ex., groupes visés par l'équité en matière d'emploi, travailleurs étrangers)	05
Méthodes de recrutement des employeurs	06
Renseignements sur les exigences juridiques/le code du travail	07
Salaires et avantages	08
Disponibilité des travailleurs	09
Etablissements de formation pour certaines professions	10
Renseignements personnalisés (personnalisables)	11
Autre (préciser)	77 O
NSP/PDR	99 X

95:**LMIA19**

=> LMIB1 si NOT(LMIA1=#1)

Dans l'ensemble, dans quelle mesure les renseignements, outils ou services que vous avez UTILISES pour appuyer les décisions liées au recrutement et à l'embauche d'employés dans votre organisation étaient-ils utiles? Diriez-vous qu'ils étaient très utiles, plutôt utiles, pas très utiles ou pas du tout utiles?	
1.Pas du tout utiles	1
2.Pas très utiles	2
3.Plutôt utiles	3
4.Très utiles	4
NSP/PDR	9

96:**LA19B**

=> +1 si NOT (LMA19=#1-#3,#5)

ACCEPTEZ AU PLUS TROIS REPONSES

Pourquoi les renseignements, outils ou services que vous avez utilisés n'étaient-ils pas tout à fait utiles?	
Aurait eu besoin d'aide	01
Aurait eu besoin de renseignements plus précis	02
Aurait eu besoin de renseignements plus détaillés	03
Autre (préciser)	77 O
NSP/PDR	99 X

97:**LA19C****ACCEPTEZ AU PLUS TROIS REPONSES**

Comment pourrait-on améliorer les renseignements, services ou outils que vous avez utilisés?

Réponse 77 O
NSP/PDR..... 99 X

98:**LA10B**

Est-ce que quelqu'un en dehors de votre organisation vous a aidé à les trouver, à y accéder, à les utiliser ou à les interpréter?

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

99:**LMA11**

=> +1 si	NOT (LA10B=#1)
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Quelle ressource en dehors de votre organisation vous a aidé à trouver, à interpréter ou à appliquer les renseignements?

Bureau, site Internet du gouvernement 01
expert-conseil en RH, agence de placement 02
association locale de gens d'affaires 03
Collègue du milieu 04
Collège ou université du milieu 05
Autre (préciser)..... 77 O
NSP/PDR..... 99 X

100:**LMA12**

Lorsque vous cherchiez ou utilisiez les renseignements, auriez-vous aimé recevoir de l'aide.

Pour trouver les renseignements indiqués 01
Pour interpréter les renseignements..... 02
Pour appliquer les renseignements à votre situation particulière..... 03
Autre (préciser)..... 77 O
NSP/PDR..... 99 X

101:**LMA27****LIRE LA LISTE**

Par quel moyen obtenez-vous habituellement les renseignements?

Internet 01
Version imprimée 02
Téléphone 03
En personne 04
Autre (préciser)..... 77 O
NSP/PDR..... 99

102:

LA27B

LIRE LA LISTE

Par quel moyen préféreriez-vous obtenir les renseignements?

Internet	01
Version imprimée	02
Téléphone	03
En personne	04
Autre (préciser).....	77 O
NSP/PDR.....	99

Est-ce que votre organisation a UTILISÉ des renseignements, des outils ou des services, en dehors de ce qui s'offre à l'interne, pour appuyer des décisions que vous avez prises relativement à la formation et au perfectionnement professionnel? Par exemple, des renseignements sur des descriptions de travail type, des profils d'emplois ou de compétences liés à certains systèmes de classification des emplois, des renseignements sur la façon de planifier et de mettre au point un programme de formation ou sur la façon de trouver un agent de formation.

- 1 - Oui
- 2 - Non
- 9 - NSP/PDR
- @LMIB1

103:

LMIB1

=> LMIC1 si NOT (PICKB=#1)

104:

LMB1B

=> +1 si NOT (LMIB1=#2)

Est-ce que votre organisation a CHERCHE des renseignements, des outils ou des services, en dehors de ce qui s'offre à l'interne, pour appuyer des décisions que vous avez prises relativement à la formation et au perfectionnement professionnel?

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

105:**LMIB2**

=> +1 si NOT (LMB1B=#2)

SELECTIONNER TOUTES LES REPONSES PERTINENTES

Pourquoi votre organisation n'a-t-elle pas CHERCHE des renseignements, des outils ou des services pour appuyer la formation et le perfectionnement professionnel?

- Suffisamment d'information à l'interne..... 01
- En règle générale, nous ne recourons pas à des renseignements pour ce type d'activités 02
- Jamais pensé à obtenir des renseignements à cet effet/Ne savait pas que de tels renseignements étaient disponibles..... 03
- Pas le temps de chercher des renseignements à ce sujet/Personne n'est disponible pour chercher ce type de renseignements 04
- Autre (préciser)..... 77 O
- NSP/PDR..... 99 X

106:**LMIB9**

=> LMIB6 si NOT (LMIB1=#1)

Quels types de renseignements, d'outils ou de services, en dehors de ce qui s'offre à l'interne, avez-vous UTILISES pour prendre des décisions liées à la formation et au perfectionnement professionnel des employés?

- Genre de formation offerte (apprentissage, compé-tences de base, orientation, santé et sécurité, formation particulière au secteur d'activité) 01
- Comment obtenir la formation/agents de formation/enseignement/établissements.....02
- Financement de la formation/crédits d'impôt 03
- Titres de compétences/normes professionnelles..... 04
- Comment offrir de la formation (des méthodes comme enclasse, en milieu de travail, sur Internet, mentorat).....05
- Analyse des besoins de formation 06
- Evaluation des investissements en formation 07
- Outils pour aider les employés à prendre des décisions liées à leur carrière 08
- Processus de perfectionnement professionnel 09
- Méthodes pour choisir un agent de formation 10
- Autre (préciser)..... 77 O
- A trouvé des renseignements mais ne les a pas utilisés 97 X
- N'a pas cherché ou utilisé de renseignements 98 X
- NSP/PDR..... 99 X

107:**LMIB8****NE PAS LIRE** (suggérer au besoin). Sélectionner toutes les réponses per

Où avez-vous trouvé les renseignements dont vous aviez besoin?

Site Internet/publication du gouvernement fédéral(Centres de services aux entreprises, Emploi-Ave-nir,

RHDSC, Industrie/Service/Statistique Canada) 01

Site Internet/publication d'un gouvernement provincial 02

Association professionnelle/syndicat/association d'employés 03

Conseil sectoriel/association industrielle 04

Société de conseils du secteur privé 05

Association locale de gens d'affaires 06

Collègues 07

Etablissement d'enseignement 08

Fournisseurs d'équipement 09

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

108:**LMB8B**

Est-ce que votre <locat > utilise habituellement des renseignements de portée locale, régionale, provinciale ou nationale?

Locale 1

Régionale..... 2

Provinciale..... 3

Nationale 4

NSP/PDR..... 9 X

109:**LMB8C****LIRE LA LISTE**

Dans votre organisation, quelle importance revêt la disponibilité de renseignements sur la formation et le perfectionnement professionnel qui sont propres à votre collectivité? Diriez-vous que ces renseignements...

Ne sont pas du tout importants 1

Sont plutôt importants 2

Sont très importants..... 3

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

110:**LMB5B**

Est-ce que vous avez cherché des renseignements que vous n'êtes pas parvenu à trouver?

Oui..... 1

Non 2

NSP/PDR..... 9

111:**LMIB6**

=> +1 si LMB1B=#2-#3 OR LMB5B=#2-#3

Quels types de renseignements, d'outils ou de services avez-vous cherchés sans succès pour appuyer la formation et le perfectionnement professionnel des employés?

Genre de formation offerte(apprentissage, compé-tences de base, orientation, santé et sécurité, formation particulière au secteur d'activités)..... 01

Comment obtenir la formation/agents de formation/enseignement/établissements.....02

Financement de la formation/crédits d'impôt 03

Titres de compétences/normes professionnelles..... 04

Comment offrir de la formation (des méthodes comme en classe, en milieu de travail, sur Internet, mentorat) 05

Analyse des besoins de formation 06

Evaluation des investissements en formation 07

Outils pour aider les employés à prendre des décisions liées à leur carrière 08

Processus de perfectionnement professionnel 09

Méthodes pour choisir un agent de formation 10

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

112:**LMB19**

=> LMIC1 si NOT(LMIB1=#1)

Dans l'ensemble, dans quelle mesure les renseignements, outils ou services que vous avez UTILISES pour appuyer les décisions liées à la formation et au perfectionnement professionnel dans votre organisation étaient-ils utiles? Diriez-vous qu'ils étaient très utiles, plutôt utiles, pas très utiles ou pas du tout utiles?

1.Pas du tout utiles..... 1

2.Pas très utiles 2

3.Plutôt utiles..... 3

4.Très utiles 4

NSP/PDR..... 9

113:**LB19B**

=> +1 si NOT (LMB19=#1-#3,#5)

ACCEPTER AU PLUS TROIS REPONSES

Pourquoi les renseignements, outils ou services que vous avez utilisés n'étaient-ils pas tout à fait utiles?

Aurait eu besoin d'aide 01

Aurait eu besoin de renseignements plus précis 02

Aurait eu besoin de renseignements plus détaillés 03

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

114:**LB19C****ACCEPTER AU PLUS TROIS REPONSES**

Comment pourrait-on améliorer les renseignements, services ou outils que vous avez utilisés?

Réponse 77 O
NSP/PDR..... 99 X

115:**LB10B**

Est-ce que quelqu'un en dehors de votre organisation vous a aidé à les trouver, à y accéder, à les utiliser ou à les interpréter?

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

116:**LMB11**

=> +1 si	NOT (LB10B=#1)
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Quelle ressource en dehors de votre organisation vous a aidé à trouver, à interpréter ou à appliquer les renseignements?

Bureau, site Internet du gouvernement 01
expert-conseil en RH, agence de placement 02
association locale de gens d'affaires 03
Collègue du milieu 04
Collège ou université du milieu 05
Autre (préciser)..... 77 O
NSP/PDR..... 99 X

117:**LMB12**

Lorsque vous cherchiez ou utilisiez les renseignements, auriez-vous aimé recevoir de l'aide.

Pour trouver les renseignements indiqués 01
Pour interpréter les renseignements..... 02
Pour appliquer les renseignements à votre situation particulière..... 03
Autre (préciser)..... 77 O
NSP/PDR..... 99 X

118:**LMB27****LIRE LA LISTE**

Par quel moyen obtenez-vous habituellement les renseignements?

Internet 01
Version imprimée 02
Téléphone 03
En personne 04
Autre (préciser)..... 77 O
NSP/PDR..... 99

119:

LB27B

LIRE LA LISTE

Par quel moyen préféreriez-vous obtenir les renseignements?

Internet	01
Version imprimée	02
Téléphone	03
En personne	04
Autre (préciser).....	77 O
NSP/PDR.....	99

Est-ce que votre organisation a UTILISÉ des renseignements, des outils ou des services, en dehors de ce qui s'offre à l'interne, pour appuyer des décisions que vous avez prises dans des domaines des RH qui ont pour objet le maintien en poste de vos effectifs actuels? Par exemple, des changements au niveau des salaires et des avantages, des changements sur le plan des processus ou politiques de gestion des RH, des changements visant à améliorer la productivité

et la satisfaction des travailleurs, y compris pour ce qui est de l'équilibre entre le travail et la vie personnelle et de l'engagement des travailleurs.

- 1 - Oui
- 2 - Non
- 9 - NSP/PDR
- @lmicl

120:

LMIC1

=> RECNT si NOT (PICKC=#1)

121:

LMC1B

=> +1 si NOT (LMIC1=#2)

Est-ce que votre organisation a CHERCHE des renseignements, des outils ou des services, en dehors de ce qui s'offre à l'interne, pour appuyer des décisions que vous avez prises dans des domaines des RH ayant pour objet le maintien en poste de vos effectifs actuels?

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

122:**LMIC2**

=> +1 si NOT (LMC1B=#2)

SELECTIONNER TOUTES LES REPONSES PERTINENTES

Pourquoi votre organisation n'a-t-elle pas CHERCHE des renseignements, des outils ou des services pour appuyer vos décisions et activités dans les domaines de RH ayant trait au maintien en poste de vos effectifs actuels?

- Suffisamment d'information à l'interne..... 01
- En règle générale, nous ne recourons pas à des renseignements pour ce type d'activités 02
- Jamais pensé à obtenir des renseignements à cet effet/Ne savait pas que de tels renseignements étaient disponibles..... 03
- Pas le temps de chercher des renseignements à ce sujet/Personne n'est disponible pour chercher ce type de renseignements 04
- Autre (préciser)..... 77 O
- NSP/PDR..... 99 X

123:**LMIC9**

=> LMIC6 si NOT (LMIC1=#1)

Quels types de renseignements, d'outils ou de services, en dehors de ce qui s'offre à l'interne, avez-vous UTILISES pour prendre des décisions dans les domaines des RH ayant trait au maintien en poste de vos effectifs actuels?

- Renseignements sur les descriptions de travail/ profils des emplois et des compétences 01
- Pénuries et excédents de main-d'oeuvre 02
- Equilibre travail-vie personnelle 03
- Créer un milieu de travail qui n'exclut personne 04
- Planification des RH..... 05
- Embauche de groupes précis d'employés (p. ex., groupes visés par l'équité en matière d'emploi, travailleurs étrangers)..... 06
- Tendances dans la gestion des RH 07
- Compétences/processus/techniques de gestion des RH..... 08
- Améliorer la productivité 09
- Salaires et avantages..... 10
- Conditions de travail..... 11
- Améliorer la satisfaction au travail..... 12
- Etablissements de formation pour une profession en particulier 13
- Que font/comment se portent les autres employeurs 14
- Disponibilité des travailleurs 77 O
- Autre (préciser)..... 97 X
- A trouvé des renseignements mais ne les a pas utilisés 98 X
- N'a pas cherché ou utilisé de renseignements 99 X

124:**LMIC8****NE PAS LIRE** (suggérer au besoin). Sélectionner toutes les réponses per

Où avez-vous trouvé les renseignements dont vous aviez besoin?

Site Internet/publication du gouvernement fédéral(Centres de services aux entreprises, Emploi-Ave-nir,

RHDSC, Industrie/Service/Statistique Canada) 01

Site Internet/publication d'un gouvernement provincial 02

Association professionnelle/syndicat/association d'employés 03

Conseil sectoriel/association industrielle 04

Société de conseils du secteur privé 05

Association locale de gens d'affaires 06

Collègues 07

Etablissement d'enseignement 08

Fournisseurs d'équipement 09

Autre (préciser)..... 77 O

NSP/PDR..... 99 X

125:**LMC8B**

Est-ce que votre <locat > utilise habituellement des renseignements de portée locale, régionale, provinciale ou nationale?

Locale 1

Régionale..... 2

Provinciale..... 3

Nationale 4

NSP/PDR..... 9 X

126:**LMC8C****LIRE LA LISTE**

Dans votre organisation, quelle importance revêt la disponibilité de renseignements propres à votre collectivité sur lesquels fonder vos décisions dans les domaines des RH? Diriez-vous que ces renseignements... (AU BESOIN ajouter: les domaines des RH ayant pour objet le maintien en poste de vos effectifs actuels

Ne sont pas du tout importants 1

Sont plutôt importants 2

Sont très importants..... 3

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

127:**LMC5B**

Est-ce que vous avez cherché des renseignements que vous n'êtes pas parvenu à trouver?

Oui..... 1

Non 2

NSP/PDR..... 9

128:**LMIC6**

=> +1 si LMC1B=#2-#3 OR LMC5B=#2-#3

Quels types de renseignements, d'outils ou de services avez-vous cherchés sans succès pour appuyer vos activités dans des domaines des RH ayant pour objet le maintien en poste de vos effectifs actuels?

Renseignements sur les descriptions de travail/ profils des emplois et des compétences	01
Equilibre travail-vie personnelle	02
Créer un milieu de travail qui n'exclut personne	03
Planification des RH.....	04
Embauche de groupes précis d'employés (p. ex., groupes visés par l'équité en matière d'emploi, travailleurs étrangers).....	05
Tendances dans la gestion des RH	06
Compétences/processus/techniques de gestion des RH.....	07
Améliorer la productivité	08
Salaires et avantages.....	09
Conditions de travail.....	10
Améliorer la satisfaction au travail.....	11
Etablissements de formation pour une profession en particulier	12
Que font/comment se portent les autres employeurs	13
Disponibilité des travailleurs	14
Autre (préciser).....	77 O
NSP/PDR.....	99 X

129:**LMC19**

=> RECNT si NOT(LMIC1=#1)

Dans l'ensemble, dans quelle mesure les renseignements, outils ou services que vous avez UTILISES pour appuyer les décisions de votre organisation dans des domaines des RH ayant trait au maintien en poste des effectifs actuels étaient-ils utiles? Diriez-vous qu'ils étaient très utiles, plutôt utiles, pas très utiles ou pas du tout utiles?

1.Pas du tout utiles.....	1
2.Pas très utiles	2
3.Plutôt utiles.....	3
4.Très utiles	4
NSP/PDR.....	9

130:**LC19B**

=> +1 si NOT (LMC19=#1-#3,#5)

ACCEPTER AU PLUS TROIS REPONSES

Pourquoi les renseignements, outils ou services que vous avez utilisés n'étaient-ils pas tout à fait utiles?

Aurait eu besoin d'aide	01
Aurait eu besoin de renseignements plus précis	02
Aurait eu besoin de renseignements plus détaillés	03
Autre (préciser).....	77 O
NSP/PDR.....	99 X

131:**LC19C****ACCEPTER AU PLUS TROIS REPONSES**

Comment pourrait-on améliorer les renseignements, services ou outils que vous avez utilisés?

Réponse 77 O
NSP/PDR..... 99 X

132:**LC10B**

Est-ce que quelqu'un en dehors de votre organisation vous a aidé à les trouver, à y accéder, à les utiliser ou à les interpréter?

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

133:**LMC11**

=> +1 si NOT (LC10B=#1)

Quelle ressource en dehors de votre organisation vous a aidé à trouver, à interpréter ou à appliquer les renseignements?

Bureau, site Internet du gouvernement 01
expert-conseil en RH, agence de placement 02
association locale de gens d'affaires 03
Collègue du milieu 04
Collège ou université du milieu 05
Autre (préciser)..... 77 O
NSP/PDR..... 99 X

134:**LMC12**

Lorsque vous cherchiez ou utilisiez les renseignements, auriez-vous aimé recevoir de l'aide.

Pour trouver les renseignements indiqués 01
Pour interpréter les renseignements..... 02
Pour appliquer les renseignements à votre situation particulière..... 03
Autre (préciser)..... 77 O
NSP/PDR..... 99 X

135:**LMC27****LIRE LA LISTE**

Par quel moyen obtenez-vous habituellement les renseignements?

Internet 01
Version imprimée 02
Téléphone 03
En personne 04
Autre (préciser)..... 77 O
NSP/PDR..... 99

136:**LC27B****LIRE LA LISTE**

Par quel moyen préféreriez-vous obtenir les renseignements?

Internet	01	
Version imprimée	02	
Téléphone	03	
En personne	04	
Autre (préciser).....	77	O
NSP/PDR.....	99	

137:**RECNT****LIRE LA LISTE**

Au cours de l'année qui vient de s'écouler, avez-vous.

Recouru aux Centres de services aux entreprises du Canada ou d'une province ...	01		
Consulté un site Internet du gouvernement du Canada	02		
Affiché un emploi au guichet emplois.....	03		
Affiché un emploi sur un site Internet privé de recherche d'emploi de portée nationale (Workopolis, Monster, Working Canada.com)	04		
Présenté votre candidature pour un programme d'emploi	05		
Communiqué avec une association locale pour les entreprises (p. ex., Chambre du commerce) afin d'obtenir des conseils.....	06		
Fait appel à une agence de placement de RH	07		
Diffusé une offre d'emploi au moyen de médias de portée nationale	08		
Aucune de ces réponses - Diffusé une offre d'emploi au moyen de médias locaux SEULEMENT	97		X
(NE PAS LIRE) Aucune de ces réponses.....	98	X	
(NE PAS LIRE) NSP/PDR.....	99	X	

138:**NSUPT**

Compte tenu de l'utilisation, dans votre organisation, de ces renseignements, outils et services afin d'appuyer vos activités, diriez-vous que vos besoins à ce chapitre augmentent ou diminuent au fil du temps (ou encore qu'ils demeurent à peu près stables)?

Augmentent	1
Diminuent.....	2
Stables	3
NSP/PDR.....	9

139:**CHAL**

Au cours des cinq prochaines années, selon vous, quel sera votre plus grand défi à relever pour faire en sorte que vous ayez les effectifs dont vous aurez besoin pour atteindre vos objectifs opérationnels?

Réponse	77	O
NSP/PDR.....	99	

140:**GLOOK**

Quel serait grosso modo le genre de renseignements, d'outils et de services que recherche habituellement votre organisation:

Chiffres précis	1	
Une idée générale de ce qui se passe sur le marché du travail	2	
Tendances rétrospectives et prévisions pour l'avenir.....	3	
Renseignements sur la façon de procéder(p. ex., processus).....	4	
Soutien d'autres ressources(p.ex., où trouver les renseignements, comment les interpréter et les appliquer, etc.).....	5	
(NE PAS LIRE) Jamais à la recherche de renseignements.....	7	X
(NE PAS LIRE) Aucune de ces réponses.....	8	X
(NE PAS LIRE) NSP/PDR.....	9	X

141:**SEG4**

Enfin, je dois vous poser quelques questions pour les données statistiques.

142:**SCR3A**

A l'heure actuelle, est-ce que votre organisation prend de l'essor, réduit ses activités ou est relativement stable? NOTE: Il faudra peut-être saisir différentes réponses pour les diverses sections de l'organisation.

Réduction des activités	01	
Stable/ne change pas.....	02	
Essor	03	
Autre (préciser).....	77	O
NSP/PDR.....	99	X

143:**Q39**

Quel est votre poste ou votre titre?

Président ou PDG/propriétaire/copropriétaire	01		
Gestionnaire des ressources humaines.....	02		
Autre poste de gestion	03		
Autre poste (veuillez préciser).....	77	O	
NSP/PDR.....	99	X	
CONTROLEUR DE GESTION/DIRECTEUR DES FINANCES/ GESTIONNAIRE DE LA PAIE	04		N
GESTIONNAIRE DE L'EXPLOITATION, CHEF DE BUREAU.....	05	N	
SUPERVISEUR, GENERAL.....	06	N	
VICE-PRESIDENT	07	N	
GESTIONNAIRE, SANS PRECISION	08	N	
POSTE DE SOUTIEN/EMPLOYES DE NIVEAU INFÉRIEUR, P. EX., COMMIS, ADJOINT			
ADMINISTRATIF, CONSEILLER.....	09	N	
DIRECTEUR EXECUTIF, GENERAL	10	N	
DIRECTEUR, GENERAL	11	N	

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)

144:

Q41A1

=> Q41A si NOT (LOCN1=#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)

146:

Q41A

148:

Q45

Est-ce que l'organisation comprend des employés syndiqués au Canada?

Oui..... 1

Non..... 2

NSP/PDR..... 9

149:

Q44

LIRE LA LISTE

Selon vous, dans quelle catégorie se situe l'organisation?

Secteur privé..... 1

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

NSP/PDR..... 9

150:

Q48

Quel est le principal secteur ou les principales activités de l'organisation?

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

Je vous remercie de votre collaboration et du temps que vous m'avez consacré!

Vos réponses n'auront aucune incidence sur vos relations actuelles ou futures avec le gouvernement fédéral. De plus, nous traiterons vos réponses en conformité avec la Loi sur la protection des renseignements personnels et avec les autres lois de même nature. 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 (printemps-été 2006). La marche à suivre pour la présentation d'une demande officielle figure dans la publication Info Source dont on peut se procurer un exemplaire au Centre Service Canada le plus près de chez vous ou à l'adresse Internet suivante: <http://infosource.gc.ca/>

@thnk
1-Complete

151:

THNK

Fin de l'entrevue

APPENDIX B

RESPONSE RATE CALCULATION

Call Results and Response Rates Table

Total Sample	11281
Numbers not in service	1201
Business fax or Modem	198
Duplicates	8
Numbers blocked by Phone companies	60
Total functional sample	9814
No answers	2152
Retired, called 10 times without success	532
Referred to Head Office	458
Language difficulty	68
Other	459
Unavailable	593
Total Asked	5552
Refusals	2473
Cooperative Callbacks	3079
Completes	2204
Ineligible.(Claims not to have had any HR issues in last year)	875
Quota filled	2
Response Rate	31.4%

APPENDIX C

DETAILED INDUSTRY LISTING

Industry Sub-Groups

	INDUSTRY
Primary	<p>Agricultural Production - Crops</p> <p>Agricultural Production - Livestock</p> <p>Agricultural Services</p> <p>Forestry</p> <p>Fishing, Hunting & Trapping</p> <p>Oil & Gas Extraction</p> <p>Mining & Quarrying-Non-metallic Minerals</p>
Construction	<p>Building Construction-General Contractors</p> <p>Heavy Construction Except Building</p> <p>Construction - Special Trade Contractors</p>
Manufacturing	<p>Food Products</p> <p>Tobacco Products</p> <p>Textile Mill Products</p> <p>Apparel & Other Finished Products</p> <p>Lumber & Wood Products Except Furniture</p> <p>Furniture & Fixtures</p> <p>Paper & Allied Products</p> <p>Printing Publishing & Allied Industries</p> <p>Chemicals & Allied Products</p> <p>Petroleum Refining & Related Industries</p> <p>Rubber & Miscellaneous Plastics</p> <p>Leather & Leather Products</p> <p>Stone, Clay, Glass & Concrete Products</p> <p>Primary Metal Industries</p> <p>Fabricated Metal Industries</p> <p>Industrial & Commercial Machinery</p> <p>Electronic & other Electronic Equipment</p> <p>Transportation Equipment</p> <p>Measuring & Analyzing Instruments</p> <p>Miscellaneous manufacturing Industries</p>
Transportation	<p>Local/Suburban Transportation</p> <p>Motor Freight Transportation/Warehouse</p> <p>Water Transportation</p> <p>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