



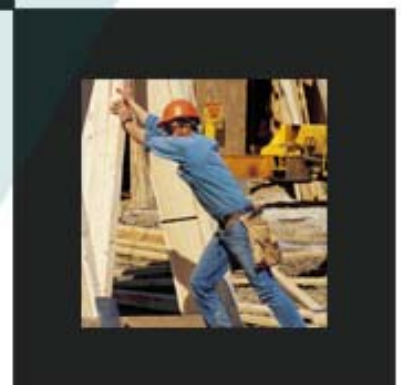
**Canadian Labour
and Business Centre**

Viewpoints 2002

**The Perspective of Business, Labour
and Public Sector Leaders, Spring 2002**



**Issues and
Policy Solutions**



Viewpoints 2002 Contents

Nearly 1200 managers and labour leaders in the public and private sector participated in the Viewpoints 2002 survey. This unique survey has been conducted by the CLBC on a biennial basis since 1996.

The following Viewpoints 2002 reports are now available:



[Viewpoints 2002: Skills and Skill Shortages.](#)

This report summarizes the survey's key findings on the skills and skill shortage issues facing the economy.



[Viewpoints 2002: Labour-Management Relations in Canada.](#)

This report summarizes the survey's findings on the state of Canada's labour-management relations.



[Viewpoints 2002: Issues and Policy Solutions.](#)

This report captures the ranking of 39 "serious issues" and 29 possible "policy solutions"

Viewpoints 2002: Issues and Policy Solutions

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In the Viewpoints 2002 survey, participants were asked to consider 39 policy issues and rate each – “not a problem”, “moderate problem” or “serious problem”. Participants were also asked to consider 29 possible policy solutions and asked to rate each – “less emphasis”, “emphasis is right” or “need more emphasis”. Although the range of issues and solutions has been modified over time, the following charts capture results from the 2002 survey and where possible, the tracking results from previous Viewpoints research.

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1. Methodology

In April and May 2002, CLBC mailed 6,100 survey questionnaires to business, labour and public sector leaders. The questionnaires were identical in content. By mid-June, 1,145 responses had been received, for an overall response rate of 18%. The responses were as follows:

Private sector managers CEOs, Presidents, CFOs 36% (n=409)	Private sector labour leaders National representatives 23% (n=264)
Public sector managers Government Education Health Care 25% (n=291)	Public sector labour leaders Government Education Health Care 16% (n=181)

The sample was drawn primarily using the Dun & Bradstreet (D&B) database, which included private firms, labour organizations, schools and hospitals. Since the survey sought to identify the perspectives of opinion leaders from each constituency, it was essential to identify, by name, the senior representative at each of the locations included in the database. Personalized letters and questionnaires were sent to these individuals. This database was supplemented by individual lists from particular organizations.

For individual constituencies, the identification of respondents was as follows:

Private Sector and Public Sector Labour: Questionnaires were sent to the senior local representative at labour organizations listed in the D&B database. In some cases these included unions' national offices, in others, local offices. This list was supplemented by names from the website of the Directory of Labour Organizations in Canada, maintained by the Workplace Information Directorate of Human Resources Development Canada. Responses were grouped into *Public Sector Labour* and *Private Sector Labour*.

Private Sector Business: Questionnaires were sent to the senior local representative at business organizations selected (based on regional and establishment size stratification) from the D&B database. In some cases these were corporate offices, in others, individual plants or locations. For large firms, the questionnaires were sent to the Vice-President of Human Resources, while for small and medium-sized firms/locations the questionnaires went to owners, CEOs, or general managers. The D&B database was supplemented by lists of the Board members of Canadian Manufacturers & Exporters

and the Canadian Chamber of Commerce, as well as corporate members of the Canadian Construction Association. In the analysis and text that follows, this constituency is also referred to as *Business and Private Sector Management*.

Public Sector Management: Questionnaires were sent to the senior representatives of hospitals (usually hospital CEOs or Administrators) and elementary/secondary schools (usually principals) listed in the D&B database. The D&B database was supplemented by a representative database of senior municipal government administrators supplied by the Federation of Canadian Municipalities. Also included were lists of presidents of Canadian universities and community colleges, and senior federal and provincial government officials at the Deputy Minister/Assistant Deputy Minister level, with responsibility for employment, labour, or labour market matters.



2. Issues Ranking, 2002

The following Table shows the percentage of managers and labour leaders in the private and public sectors who felt that the specified issue was a “serious problem” facing the Canadian economy and labour market. The Table also shows how each issue ranked out of the 39 listed.

For example, 33% of managers in the private sector felt that Canadian firms’ international competitiveness was a “serious problem”. Among private sector managers, this issue ranked 14th.

In your view, how serious are the following issues facing the economy and labour market?	Private Sector				Public Sector			
	Managers		Labour Leaders		Managers		Labour Leaders	
	% saying serious problem	Rank among 39 issues	% saying serious problem	Rank among 39 issues	% saying serious problem	Rank among 39 issues	% saying serious problem	Rank among 39 issues
Canadian firms international competitiveness	33%	14	35%	26	35%	12	26%	28
Impacts of globalization on Canadian business environment	26%	20	63%	7	38%	9	57%	10
International trade issues	31%	16	66%	5	46%	4	66%	5
Canada-US economic integration	32%	15	51%	12	38%	10	55%	11
Health Care issues	55%	3	81%	1	63%	1	89%	1
Federal/Provincial relations	38%	11	37%	20	32%	14	37%	23
Reduced government spending on social programs	27%	19	77%	2	45%	5	81%	2
Uncertainties regarding national	14%	33	18%	37	8%	39	13%	

	Private Sector				Public Sector			
	Managers		Labour Leaders		Managers		Labour Leaders	
unity								37
Poor productivity performance	39%	8	19%	35	28%	18	19%	33
Poor labour-management relations	23%	22	36%	23	17%	31	44%	16
Unemployment rate	13%	35	50%	13	16%	33	41%	19
Environmental degradation	31%	17	55%	9	36%	11	64%	6
Lack of national consensus on economic priorities	38%	10	47%	16	23%	24	40%	21
Increased government deregulation	12%	38	65%	6	14%	35	62%	7
Increased government regulation	43%	6	18%	36	21%	26	13%	36
Privatization of government services	13%	36	67%	4	18%	29	78%	3
Government deficits/debts	53%	4	34%	28	42%	6	26%	29
High personal taxes	75%	1	53%	11	49%	3	40%	20
High corporate taxes	60%	2	17%	38	30%	16	16%	34
High interest rates	29%	18	33%	29	26%	23	21%	32
Canadian dollar exchange rate	40%	7	35%	25	38%	8	40%	22
Lack of capital for small business	39%	9	35%	27	31%	15	28%	27
Lack of innovation	37%	13	36%	24	42%	7	28%	26
Shortage of skilled labour	48%	5	55%	10	57%	2	59%	9

	Private Sector				Public Sector			
	Managers		Labour Leaders		Managers		Labour Leaders	
								9
Under-utilization of available skills	22%	24	46%	18	35%	13	47%	13
Inadequate literacy among current workers	15%	31	24%	31	23%	25	23%	30
Inadequate literacy among new labour force entrants	22%	23	31%	30	27%	19	32%	25
Polarization of work hours	19%	28	74%	3	29%	17	77%	4
Lack of jobs	20%	26	58%	8	21%	27	51%	12
Issues of workplace security	7%	39	50%	14	10%	38	43%	17
Income inequality	12%	37	46%	19	18%	30	62%	8
Quality of education received by Canadians	19%	27	20%	34	16%	32	23%	31
Accessibility of post-secondary education	14%	34	37%	22	27%	21	46%	14
Amount of workplace training	17%	29	48%	15	26%	22	44%	15
Quality of workplace training	16%	30	47%	17	20%	28	42%	18
Brain Drain	38%	12	37%	21	27%	20	34%	24
Too-high immigration levels	22%	25	23%	33	14%	34	14%	35
Too-low immigration levels	14%	32	10%	39	14%	36	11%	38
Poor interprovincial labour mobility	24%	21	24%	32	12%	37	11%	39



3. Policy Solutions, 2002

The following Table shows the percentage of managers and labour leaders in the private and public sectors who felt that a specified “solution” needed more emphasis. The Table also shows how each solution ranked out of the 29 listed.

For example, 53% of private sector labour leaders felt that improving federal-provincial relations needed more emphasis. This issue ranked 14th among these labour leaders.

What emphasis should be given to the following potential solutions?	Private Sector				Public Sector			
	Managers		Labour Leaders		Managers		Labour Leaders	
	% saying needs more emphasis	Rank among 29 solutions	% saying needs more emphasis	Rank among 29 solutions	% saying needs more emphasis	Rank among 29 solutions	% saying needs more emphasis	Rank among 29 solutions
Improve federal-provincial relations	59%	6	53%	14	46%	14	51%	13
Address health care funding issues	72%	2	93%	1	80%	1	90%	1
Improve social security provisions	23%	25	70%	5	34%	17	74%	3
Improve access to capital for small business	52%	11	49%	17	43%	15	35%	19
Increase private sector R&D	56%	8	42%	18	50%	12	32%	21
Increase government support for R&D	45%	15	52%	15	51%	11	52%	11
Lower personal taxes	78%	1	56%	12	55%	5	43%	16
Lower corporate taxes	66%	3	18%	27	30%	20	9%	28
Reduce government spending	64%	4	29%	23	34%	18	20%	24
Reduce government regulation	60%	5	28%	24	32%	19	23%	22
Slow down/stop government deregulation	21%	26	64%	8	22%	24	59%	8
Lower interest rates	21%	27	30%	22	21%	25	18%	26
Increase private sector	54%	10	56%	13	54%	6	38%	18

	Private Sector				Public Sector			
	Managers		Labour Leaders		Managers		Labour Leaders	
investment in plant, equipment, technology								
Increase public sector investment in infrastructure	44%	16	59%	10	53%	7	55%	10
Accelerate privatization of government services	39%	19	5%	29	14%	28	5%	29
Slow down/stop privatization of government services	13%	28	59%	9	21%	26	70%	6
Improve education quality and content	55%	9	67%	7	52%	9	57%	9
Improve accessibility to post-secondary education	46%	14	70%	6	56%	4	73%	5
Increase government investment in education and training	46%	13	77%	3	63%	2	82%	2
Improve workplace training	42%	18	78%	2	60%	3	74%	4
Promote alternative working arrangements	25%	23	35%	21	41%	16	48%	14
Reduce work time	9%	29	50%	16	15%	27	40%	17
Improve labour-management relations	33%	20	76%	4	30%	21	67%	7
Improve inter-provincial recognition of worker credentials	50%	12	57%	11	51%	10	52%	12
Improve recognition of foreign-trained workers credentials	43%	17	38%	19	52%	8	43%	15
Focus immigrant selection on skills in shortage	56%	7	36%	20	49%	13	34%	20
Improve Canada/US border security	27%	21	26%	25	25%	23	18%	25
Increase immigration	24%	24	19%	26	29%	22	22%	23
Decrease immigration	26%	22	17%	28	14%	29	15%	27



4. Tracking Data – Serious Issues

Viewpoints 2002 is the fourth survey of managers and labour leaders carried out since 1996. The Viewpoints database allows us to track changing perspectives on issues of national relevance.

For each of the following issues, changes between 1996 and 2002 are shown.

[**Uncertainties Regarding National Unity**](#)

[**Lack of Jobs**](#)

[**Government Deficits/Debts**](#)

[**Lack of National Consensus on Economic Priorities**](#)

[**Quality of Education Received by Canadians**](#)

[**Canadian Firms' International Competitiveness**](#)

[**Shortage of Skilled Labour**](#)

[**Poor Productivity Performance**](#)

[**Quality of Workplace Training**](#)

[**Environmental Degradation**](#)

[**Lack of Innovation**](#)

[**High Interest Rates**](#)

[**Poor Labour/Management Relations**](#)

[**Lack of Capital for Small Business**](#)

[**International Trade Issues**](#)

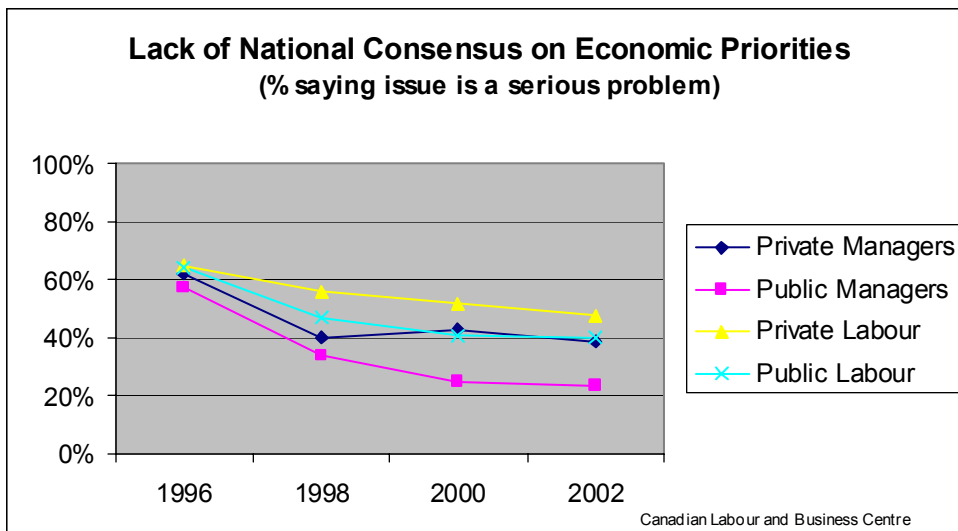
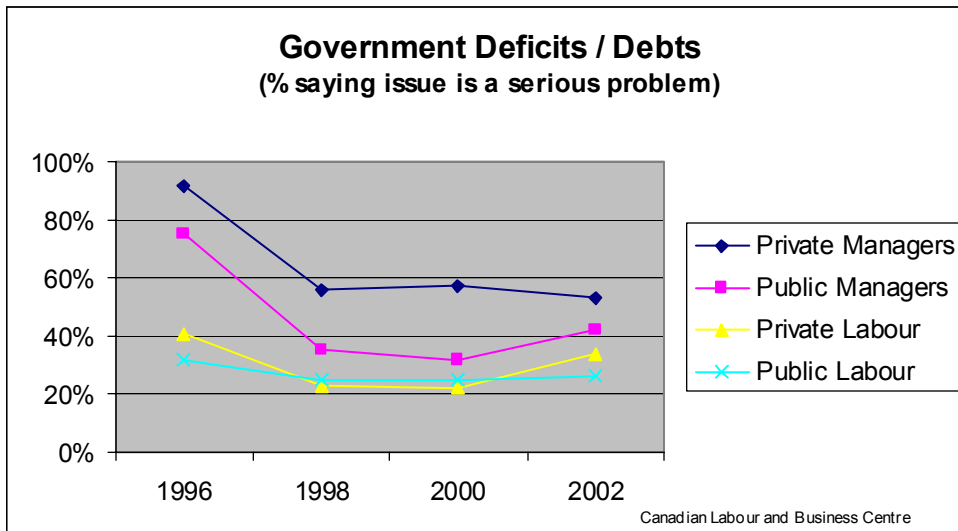
[**Income Inequality**](#)

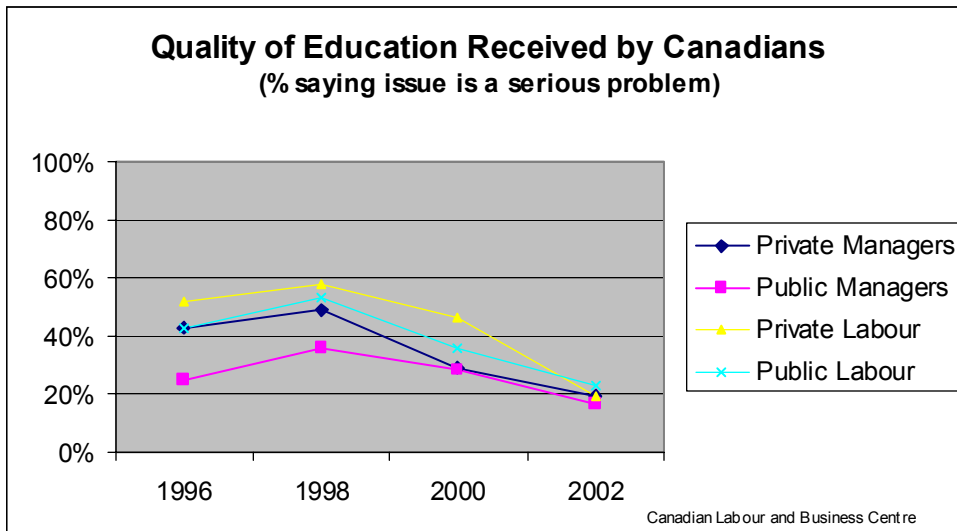
[**Brain Drain \(Loss of Skills to U.S.\)**](#)

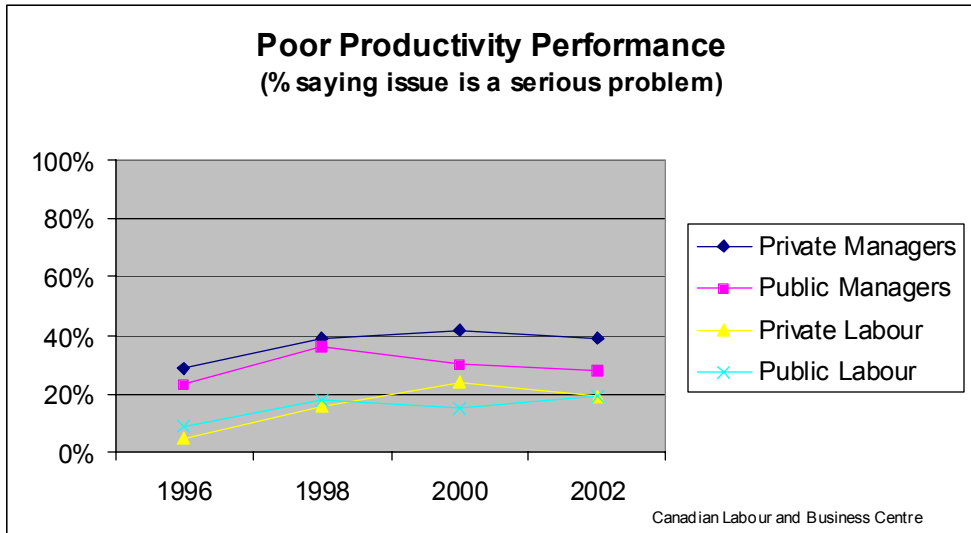
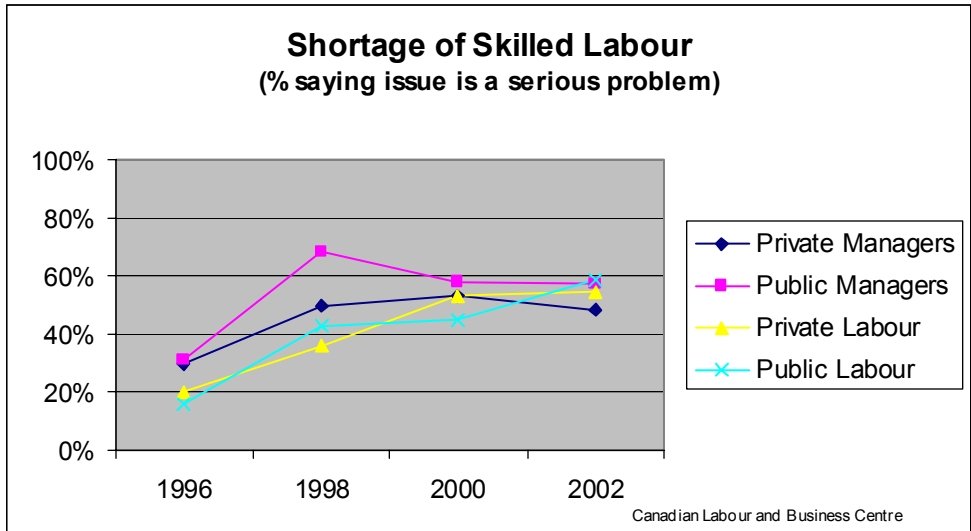
[**Unemployment Rate**](#)

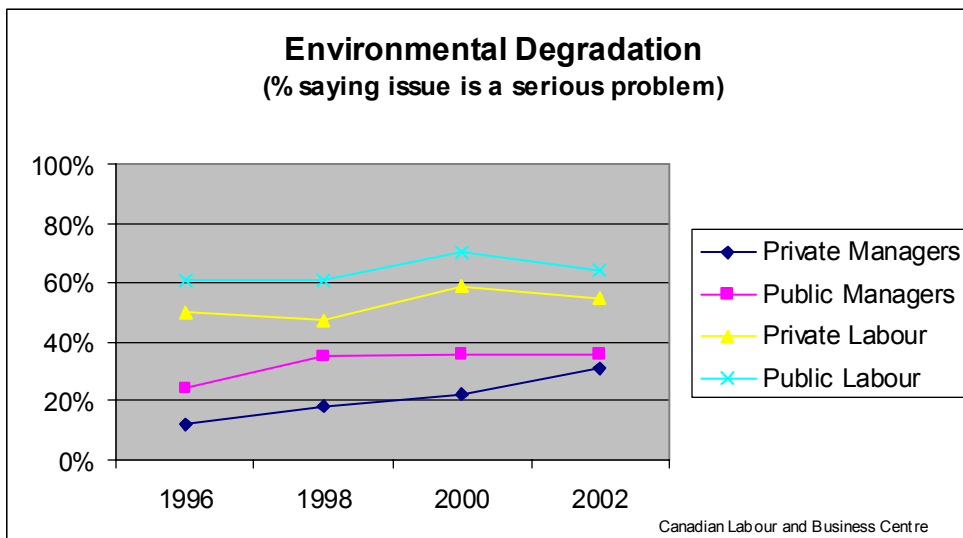
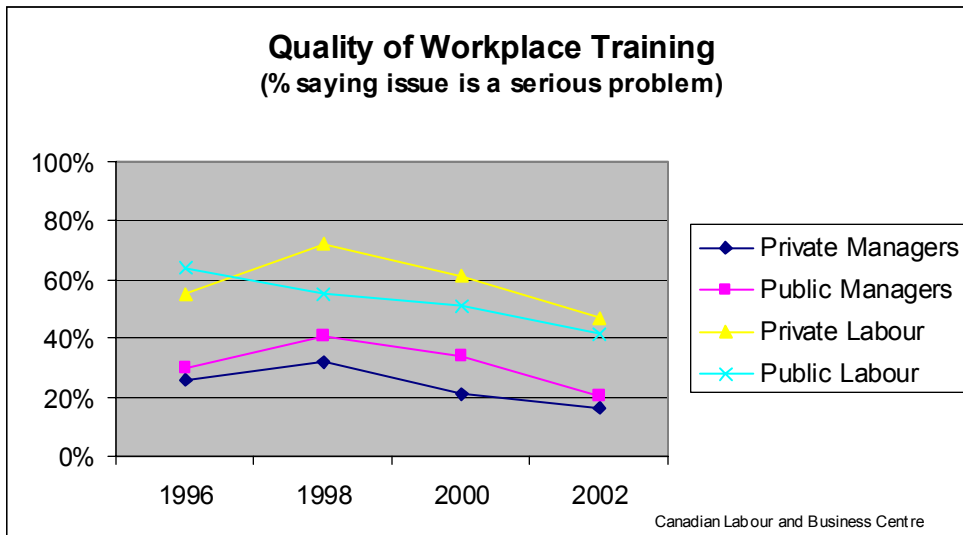
[**Reduced Government Spending on Social Programs**](#)

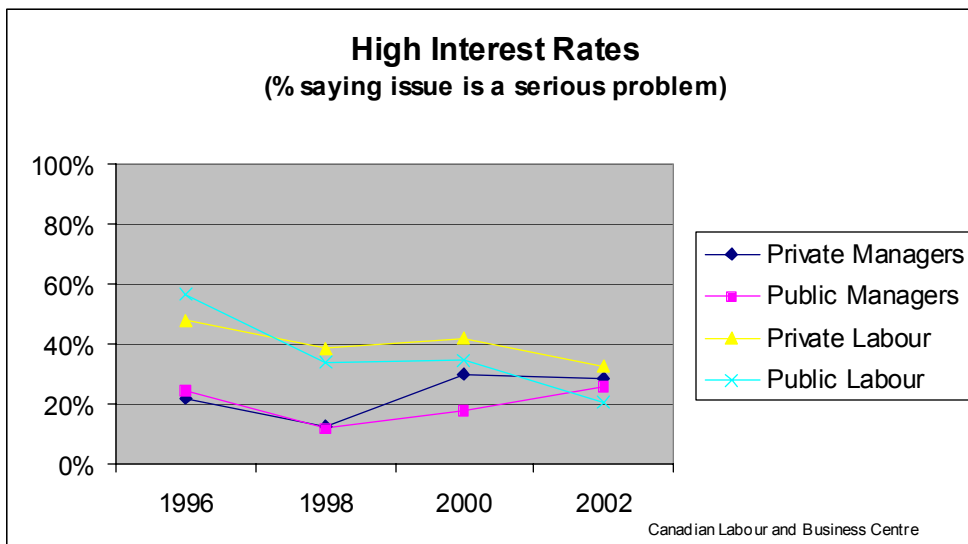
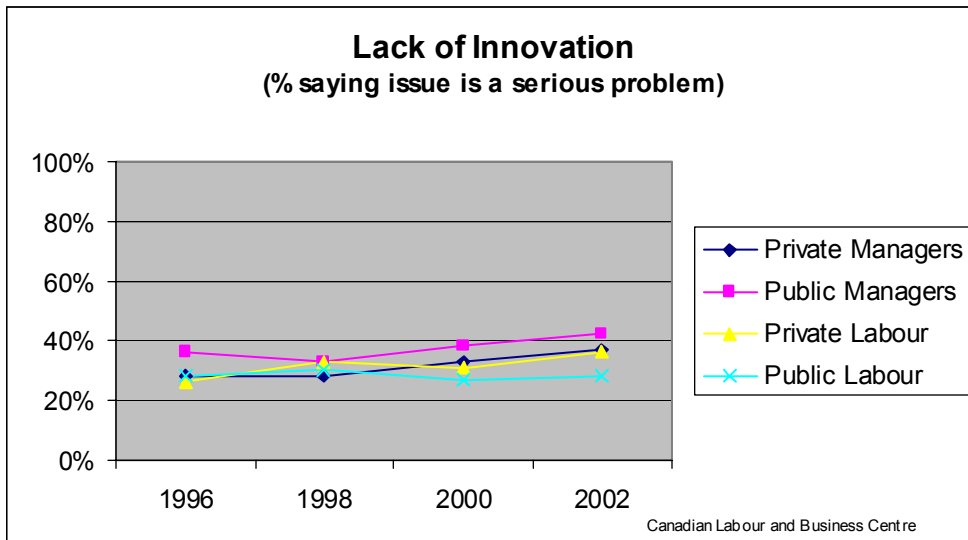
[**Canadian Dollar Exchange Rate**](#)

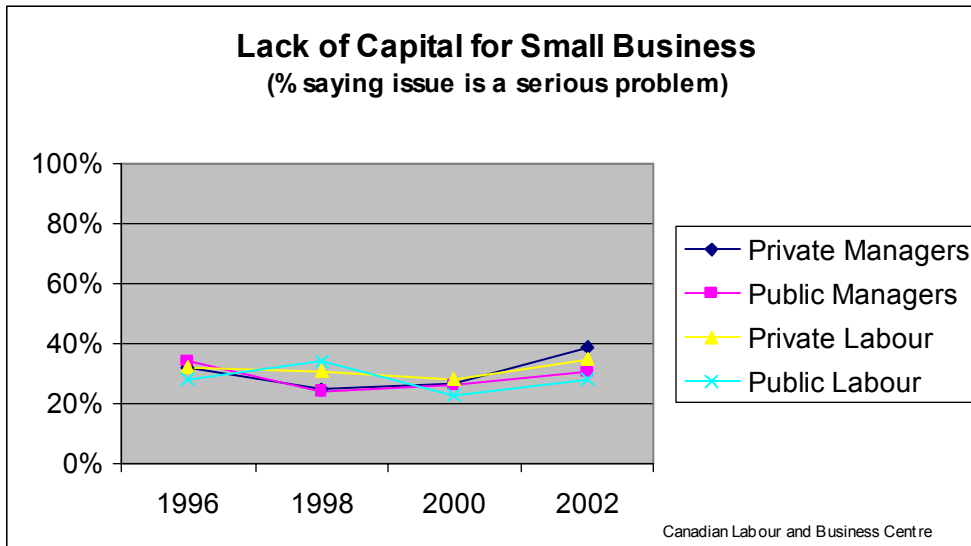
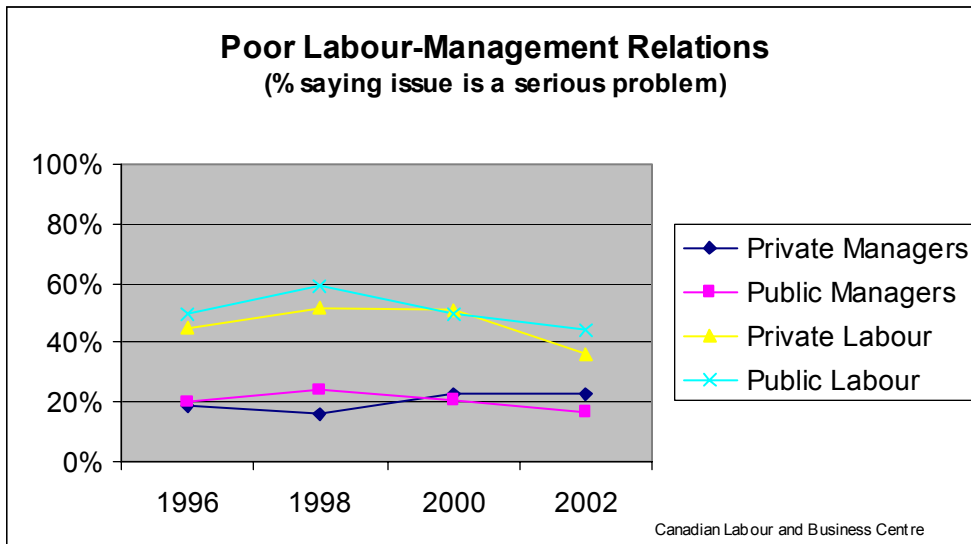


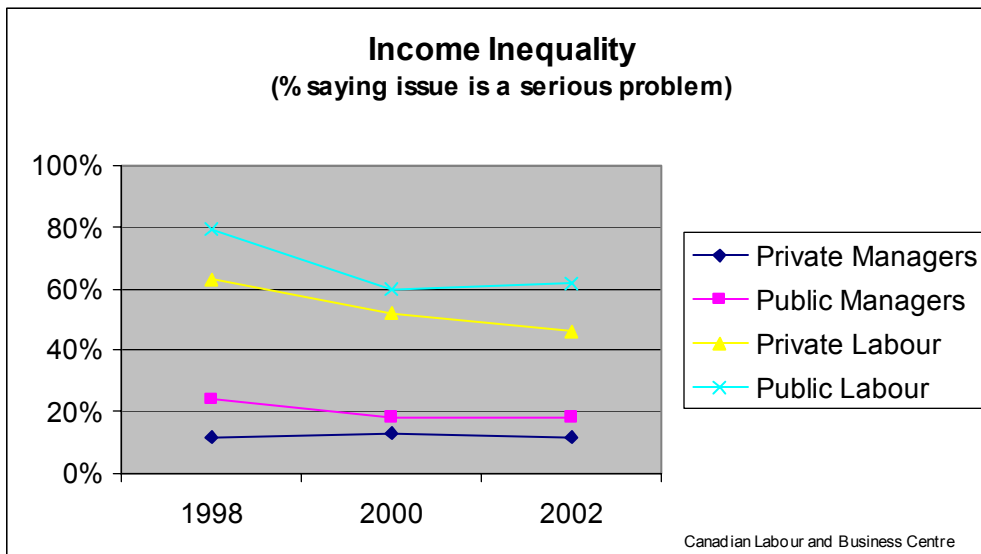
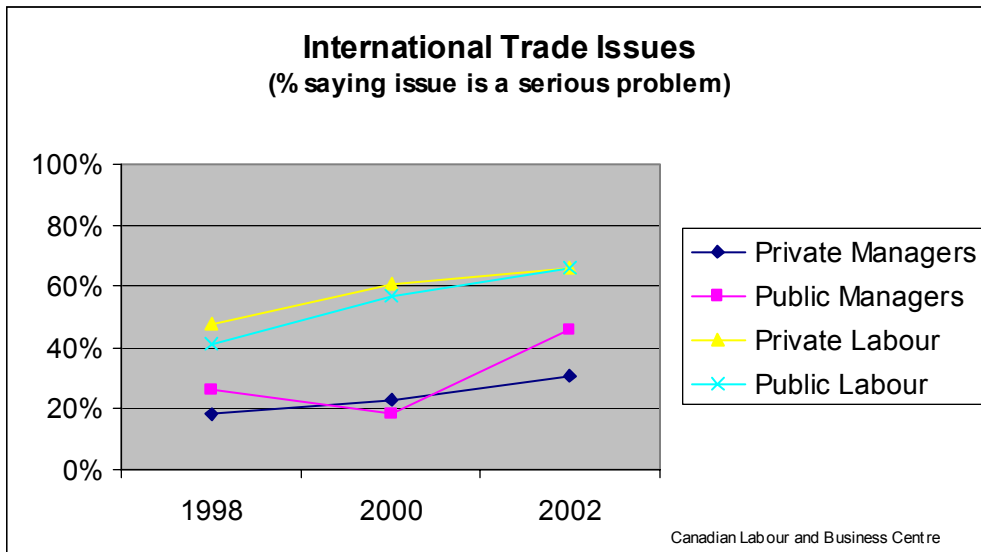


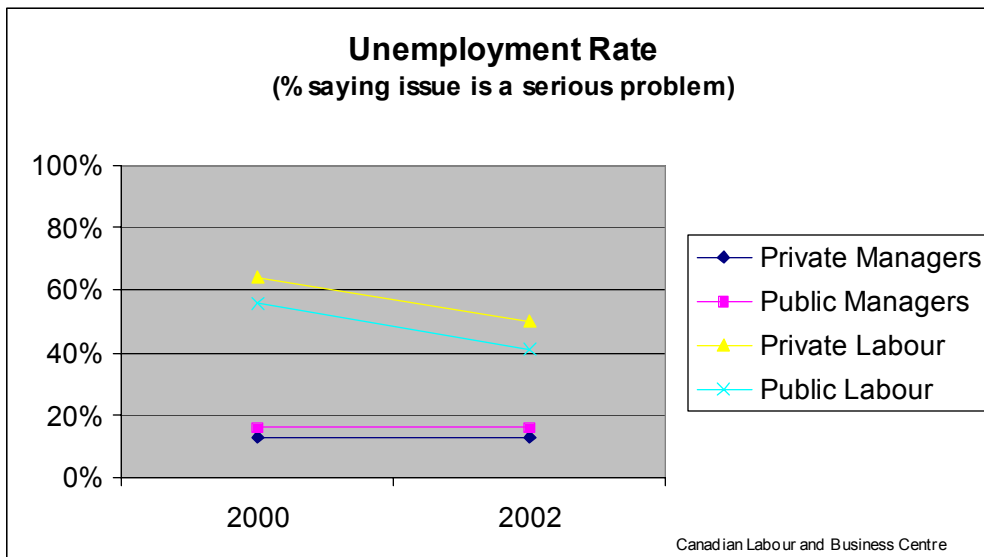
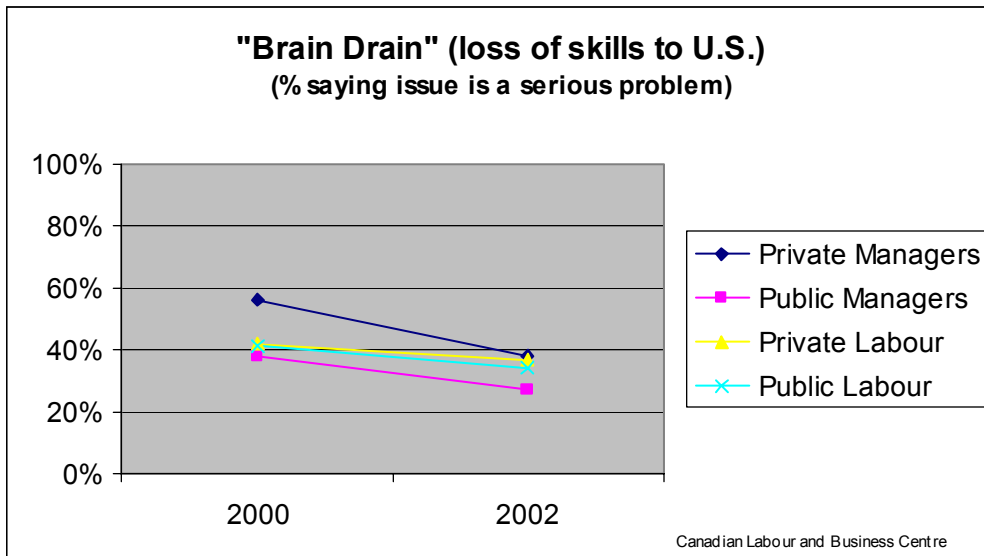


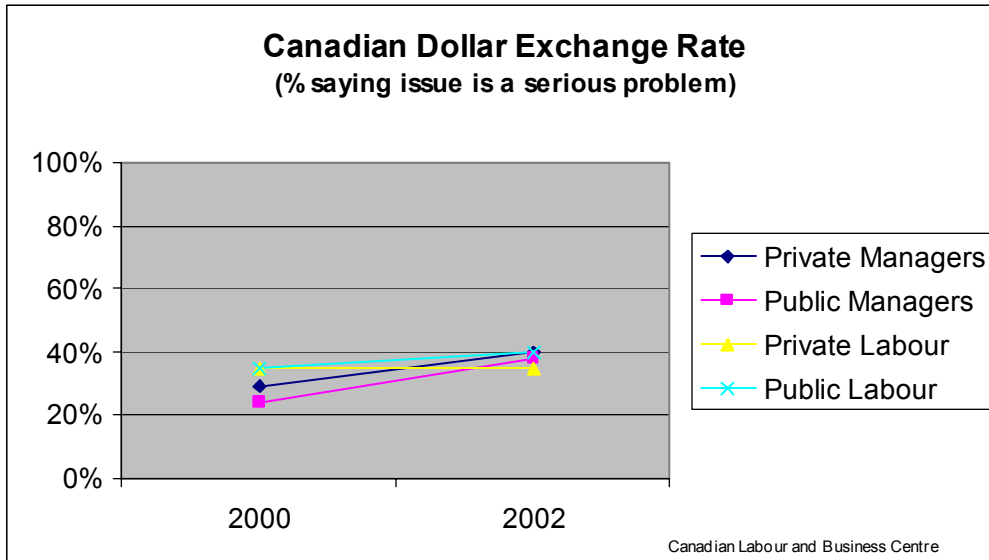
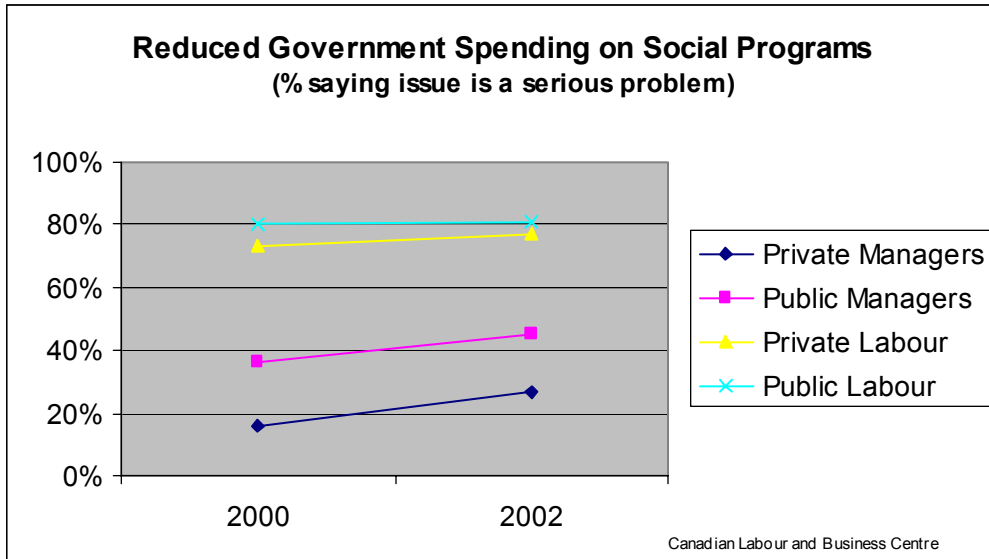














5. Tracking Data – Solutions

Viewpoints 2002 is the fourth survey of managers and labour leaders carried out since 1996. The Viewpoints database allows us to track changing perspectives on issues of national relevance.

For each of the following “solutions”, changes between 1996 and 2002 are shown.

- [Improve Education Quality and Content](#)
- [Improve Workplace Training](#)
- [Promote Alternative Work Arrangements](#)
- [Improve Labour-Management Relations](#)
- [Improve Access to Capital for Small Business](#)
- [Lower Interest Rates](#)
- [Reduce Government Spending](#)
- [Reduce Government Regulation](#)
- [Improve Social Security Provisions](#)
- [Reduce Work Time](#)
- [Improve Inter-provincial Recognition of Worker Credentials](#)
- [Increase Immigration](#)

