



**Canadian Labour
and Business Centre**

Viewpoints 2002

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



**Skills and
Skill Shortages**



Viewpoints 2002: The Perspective of Business Labour and Public Sector Leaders,
Spring 2002 – Skills and Skill Shortages

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The Canadian Labour and Business Centre was established in 1984 and has evolved as a centre for business-labour dialogue and consensus building. Effective public policy in labour market and skills issues requires broadly based stakeholder engagement. In addition to labour and business, the Centre enjoys active Board participation from federal, provincial and territorial governments; and from universities and community colleges. This combination has enabled the Centre to build a unique Canadian forum.

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

Skills and Skill Shortages



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Preface

The Canadian economy is facing significant challenges that are evolving over time. Competitive pressures are a continuing part of the economic environment. Demographic trends combined with anticipated growth in demands for skills increasingly point to skill shortages as a serious issue to be faced by business, labour, governments, and the educational community. These and other issues must be addressed at the national level. The attitudes of business, labour and public sector leaders to issues such as these will colour the actions they take to deal with them.

These economic and demographic forces have important impacts in workplaces across Canada, and on the main workplace parties: labour and management. As an independent organization which seeks to improve the dialogue between labour and business in Canada, the Canadian Labour and Business Centre (CLBC) has sought to monitor these developments over time.

In April and May, 2002, the Centre surveyed about 6,000 leaders from the business, labour and public sector (education, health, and government) communities to determine their perspectives on a range of issues including:

The focus is on respondents' perceptions of particular issues.

- challenges facing the economy and potential directions for solution;
- skills and skill shortages;
- healthy workplace practices; and
- the current state of labour/management relations in Canada;

This biennial survey was the fourth in a series initiated in 1996, and provides an opportunity to assess how the perspectives of these leaders on key issues have changed over six years. The 2002 survey received an 18% response rate, normal for surveys of this type.

This report summarizes the survey's key findings on the skills and skill shortages challenge facing the economy. In doing so, it also highlights the changes in leaders' perceptions between 1996 and 2002, identifying noteworthy evolution in their attitudes on these issues.

The focus is on respondents' *perceptions* of particular issues. Since perceptions will influence attitudes and actions, it is important through this survey to identify the different perceptions among constituencies, and how they are changing. The sources of these perceptions can be the platform for further dialogue.

CLBC was established in 1984 and has evolved as a centre for business-labour dialogue and consensus building. Effective public policy in labour market and skills issues requires broadly-based stakeholder engagement. In addition to labour and business, the

Centre enjoys active Board participation from federal, provincial and territorial governments; and from universities and community colleges. This combination has enabled the Centre to build a unique Canadian forum.

Throughout our history, we have been recognized for our balanced and inclusive approach. Whether exploring human resource issues in different sectors of the economy, analyzing new workplace arrangements, or surveying private and public sector leaders about their policy priorities and practices, the Centre engages all parties constructively.

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.

Summary

The CLBC's *Viewpoints* leadership survey conducted this year included a new focus on the looming skill shortages issue. Tracking since 1996 shows there has been a significant increase in levels of concern with this human resource challenge among all four of our target communities, managers and labour leaders in the public and private sectors. From a relatively modest share of mind in 1996, we now see that the skill shortages issue ranks among the top five concerns for managers and the top ten for labour leaders.

While the relative ranking of skill shortages as a "serious problem" varies among the sub-sectors of the survey, as low as tenth for private sector labour and as high as second for public sector managers, the levels of concern and the menu of preferred solutions are converging.

Levels of concern and the menu of preferred solutions are converging.

Explaining this dramatic increase in the perception of the issue as a serious problem is, in part, because most workplaces are experiencing or expecting a significant increase in the retirement of co-workers. For example, *Viewpoints* asked respondents to estimate the percentage of their workforce that would retire in the next five years. A third of private sector managers believe 10 to 25% of their workforce will retire in this near-term period. By contrast, that view is held by 52% of the public sector managers.

Clearly, perceptions of skill shortages can be influenced by many factors including rates of retirement, unemployment rates and the ebb and flow of the economy throughout the business cycle. The recent slowing of the Canadian economy may have been responsible for a small decline among private sector managers citing the issue as a serious problem. However, the tracking numbers demonstrate the rising levels of concern in each "community" (increasing from 30% to 48% among private sector managers from 1996 to 2002).

Although *Viewpoints* did identify a significant level of concern among those surveyed with the current level of response to the retirement of skilled workers, it is important to add replacement of all such workers is not a given. We asked managers and labour leaders what percentage of retiring workers is expected to be replaced. Less than 50% of retiring workers being replaced was the view of 21% of private sector managers, 14% of public sector managers, 39% of private sector labour and 32% of public sector labour.

For the first time, *Viewpoints* asked how actively "your organization is addressing the question of replacing workers who retire?" 68% of public sector managers said "somewhat" or "very active". A fairly comparable 56% of public sector labour leaders shared that view. The convergence was even greater on the private sector side - 47% among managers and 52% among labour.

We listed 15 possible actions asking respondents whether the action was "not important", "somewhat important" or "very important" in terms of addressing the skill shortage issue. Most significantly, the real headline was the symmetry of views on these actions on both the public and private sector sides. While the menu of preferred actions varied somewhat from public to private - there is an impressive level of agreement on the hierarchy of solutions.

There is an impressive level of agreement on the hierarchy of solutions.

The number one option for private sector managers and private sector labour was upgrading the skills of current employees, 59% and 70% respectively. Succession planning was the number one choice for both public sector managers and public sector labour.

Most of the top choices for action pertained to the existing workforce. Upgrading employee skills, mentoring, retention measures and succession planning were popular with all four *Viewpoints* communities. There was also much agreement between the four groups about the actions that are less important in addressing skill requirements.

For the most part, hiring workers with disabilities, visible minorities, aboriginals or foreign-trained workers are not commonly seen as "very important" actions. For example, hiring foreign-trained workers was cited as "not important" by 64% of private sector managers, 55% of private sector labour, 53% of public sector managers and 43% of public sector labour leaders.

This finding vis-à-vis foreign trained workers was held across the country, and not heavily skewed to those provinces with traditionally low levels of immigrant populations. For example, over half of new immigrants settle in Ontario and yet 51% of private sector managers and 59% of public sector managers say hiring foreign trained workers is "not important" in addressing their organization's skill requirements.

Although the possible contribution of aboriginal workers was viewed as "not important" by managers and labour in most parts of Canada - the story was different on the Prairies. In Manitoba and Saskatchewan, for example, 63% of private sector labour cited hiring aboriginals as "very important", 53% among public sector labour, 40% for public sector managers and 23% among private sector managers.

While managers and labour leaders have similar views about the relative importance of the actions needed to meet skills needs, they have rather more varied perspectives on the problems and barriers that will be faced.

The difficulty of increasing compensation was most frequently cited among public sector managers and public sector labour, 56% and 72% respectively. Competition from other workers topped the list of barriers for private sector managers - 39%, while private sector labour was more likely to cite compensation as a barrier - 57%.

Managers did agree on the top five "very important barriers" - competition for new workers, compensation to attract workers, lack of qualified new graduates, lack of needed skills available internally and increased efforts by other employers to retain employees.

Private sector labour was far more likely to cite other potential barriers - poor succession planning, low management priority on meeting skills needs, inaccurate picture of what new skills are needed and a lack of internal training resources.

The *Viewpoints 2002* findings suggest that managers and labour leaders are no longer debating the likelihood of skill shortages - the consensus in each of the four communities is that a serious human resource challenge lies ahead. The survey findings also suggest that organizations are already active in efforts to replace retiring workers. Perhaps most striking is the evident consensus in each of the public and private sector workplaces on the menu of actions most likely to contribute to a positive resolution of the challenge.

It must be acknowledged that consensus is not the same as unanimity, and agreement on best practices is not the same as action. The underlying

The consensus in each of the four communities is that a serious human resource challenge lies ahead.

demographic factors that will shape the Canadian workforce in the next 20 years are easy to quantify - an aging workforce and a declining population of younger Canadians entering the workforce. The *Viewpoints 2002* findings demonstrate an understanding of those demographic forces and an encouraging convergence on what actions are worthy of serious exploration.

Skills and Skill Shortages: Detailed Findings

Skill Shortages: a Major Concern

Viewpoints 2002 Leadership Survey respondents were asked to consider a broad range of issues facing the Canadian economy and labour market. The issues probed ranged from international competitiveness, to health care to unemployment. In total, we presented 39 different issues to determine how respondents viewed each issue whether it was "not a problem", a "moderate problem" or a "serious problem".

57% of public sector managers from federal, provincial and municipal governments considered the skill shortages issue a "serious problem" second only to health care issues.

48% of private sector managers viewed skill shortages as a "serious problem", ranking the issue fifth overall, behind their concerns with high personal and corporate taxes, health care issues and Government deficits/debt.

As in previous CLBC surveys, labour leaders in both the public and private sectors ranked the skill shortages issue somewhat lower in their rankings - it was the ninth most serious issue among public sector labour leaders and tenth among private sector labour leaders. While the relative ranking is lower, roughly equal percentages of all four constituency leaders view a shortage of skilled labour as a serious problem (see the last column in the Table below).

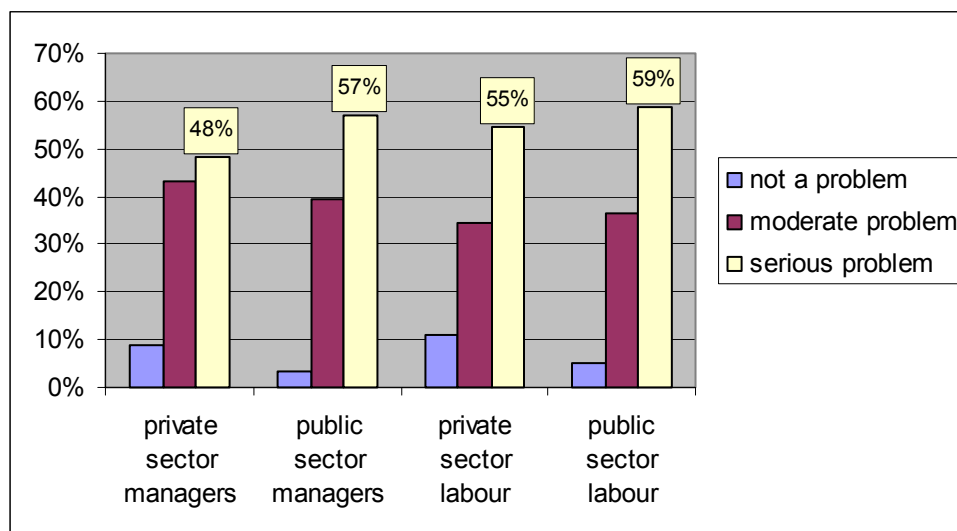
How Skill Shortages Rank as an Issue of Serious Concern

Leadership	Shortage of Skilled Labour Rank Among 39 Issues*	Percent viewing shortage of skilled labour as a "serious problem"
Public Sector Managers	# 2	57%
Private Sector Managers	# 5	48%
Public Sector Labour	# 9	59%
Private Sector Labour	# 10	55%

* Ranking is based on the percent of leaders viewing issues as a "serious problem".

The skill shortages issue is seen as a serious problem by about one half of all respondents - and across all four of our survey sectors - private sector business and labour, public sector managers and labour. Very few said it was "not a problem" - about 10% in each group. To summarize, approximately 90% of Leaders surveyed ranked skill shortages as an issue of concern.

Leadership Views on Skill Shortages, Viewpoints 2002



Changing Concerns about Skill Shortages (1996 – 2002)

CLBC has tracked attitudes to skills shortages since 1996. Over the past six years the Canadian economy has traveled across a period of rising prosperity and a more recent experience with market declines and economic uncertainty. Although perceptions of a skill shortage problem have risen dramatically over this six year period, we can see some fluctuations linked to the business cycle.

All four survey sectors have recorded a steep increase in those viewing skill shortages as a serious problem - with public sector labour leaders showing the most dramatic shift, going from 17% in 1996 to 59% in 2002.

Since our last survey in 2000, the level of concern has continued to rise within the public and private sector labour leaders and stayed about the same among public sector managers. It is interesting to note the decline among private sector managers - from 53% citing a serious problem in 2000 to 48% in 2002. Two years ago the booming high tech sector earned front page attention as it scrambled to find workers. Given the reversal of fortunes in that sector of the economy, the modest decline from 53% to 48% might be considered surprising.

Percent Viewing Shortages as a Serious Problem

	1996	1998	2000	2002
Private Sector Managers	30%	50%	53%	48%
Public Sector Managers	32%	68%	58%	57%
Private Sector Labour	20%	35%	53%	55%
Public Sector Labour	17%	43%	45%	59%

As seen in the above table, the key changes in attitudes to skill shortages since 1996 have been the dramatic increase in the percentage seeing this issue as a serious problem and the convergence of opinion across the four sectors in our survey.

Different Viewpoints on Skill Shortages

A shortage of skilled labour is viewed as a “serious problem” by managers and labour leaders throughout all sectors of the economy. Whether in construction, manufacturing, education or health care, a large share - very often a majority - say the issue is a serious problem facing the economy and labour market.

Among managers, those in the public health sector are the most likely to view the skill shortage issue as a “serious problem”, (61%). Labour agrees. 77% of labour leaders share managers view. Less than 3% of the public health care sector leaders surveyed said the shortage of skilled labour was "not a problem".

Percentage of Managers and Labour Leaders Saying Shortage of Skilled Labour is a Serious Problem, by selected Industry Sectors

	Managers (%)	Labour Leaders (%)
Private Sector		
Construction	53	52
Resources / Communications / Utilities	49	58
Manufacturing	44	61
Services	41	61
Transportation and Wholesale Trade	57	42
Public Sector		
Education	58	61
Health Care	61	77
Government (all levels)	49	36

Just as the shortage of skilled labour is seen as a problem across industry sectors, it is also viewed as an issue of concern across the country. What provincial/regional differences

do exist are for the most part a matter of degree. Managers in Quebec have the highest levels of concern in both the private and public sector, 57% and 71% respectively. British Columbia reported the lowest levels of concern among managers - 44% for private sector managers and 40% among public sector managers.

Regional trends among labour leaders were less clear. For example, the lowest level of concern among private sector labour leaders was just 42% in the Atlantic Provinces - in contrast to the above average levels of concern found among public sector labour leaders in that region - 61%.

Demographics behind the Skills Shortage Story

The *Viewpoints* survey demonstrates a significant increase in concern with skill shortages since 1996. Respondents were asked to comment on the severity of various concerns and for the most part, leaders would be commenting on the "current" circumstance. However, it is interesting to consider how views on the current skills shortage might be fused with perceptions of the near term future. Canada's demographics, of an aging workforce and lower birthrate are clearly issues receiving more attention in the mainstream media.

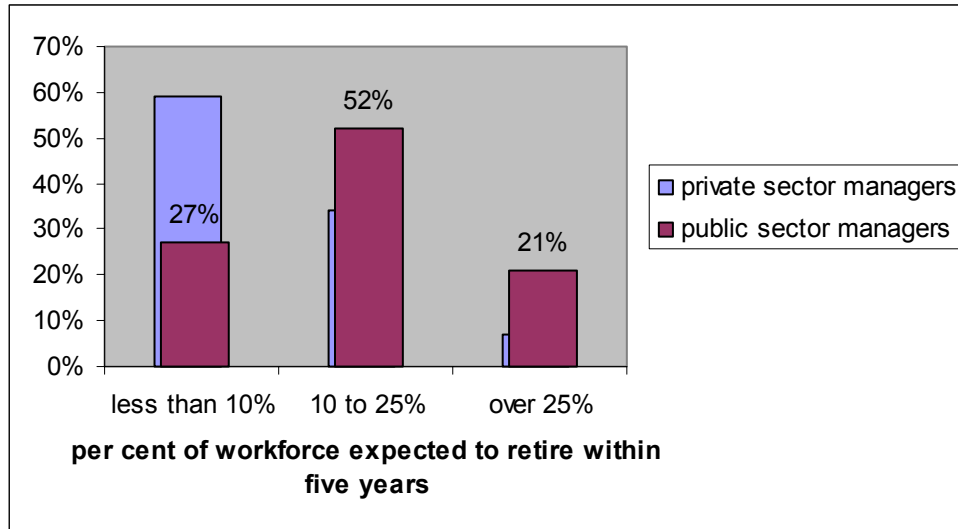
Since 1996, public sector managers are now three times more likely to view skill shortages as a serious problem, 17% in 1996 and 59% in 2002. This dramatic shift is understandable when factoring in two key trends that are well documented. The average age of retirement for public sector workers has dropped from 65 in 1981 to 58.5 years of age in 1999. To further strain this picture, the "near-retirement" population, (those over 55 years of age), is rising quickly in some areas of the public sector.

In our *Viewpoints 2002* survey, we explored aspects of this issue by asking respondents their expectations of retirement populations in their own workplace. Most private sector managers, (59%) expect that less than 10% of the workers in their respective organizations will retire within five years time. This is, in fact, consistent with what we know about the age structure of the current labour force.

Since 1996, public sector managers are now three times more likely to view skill shortages as a serious problem.

However, one third of private sector managers expect between 10% and 25% of their workforce to retire within five years. This too is consistent with what we know about the age profile of certain sectors of the economy. For example, construction and transportation are two sectors characterized by relatively large near-retirement populations.

Public Sector Managers Expect Higher Retirement Levels

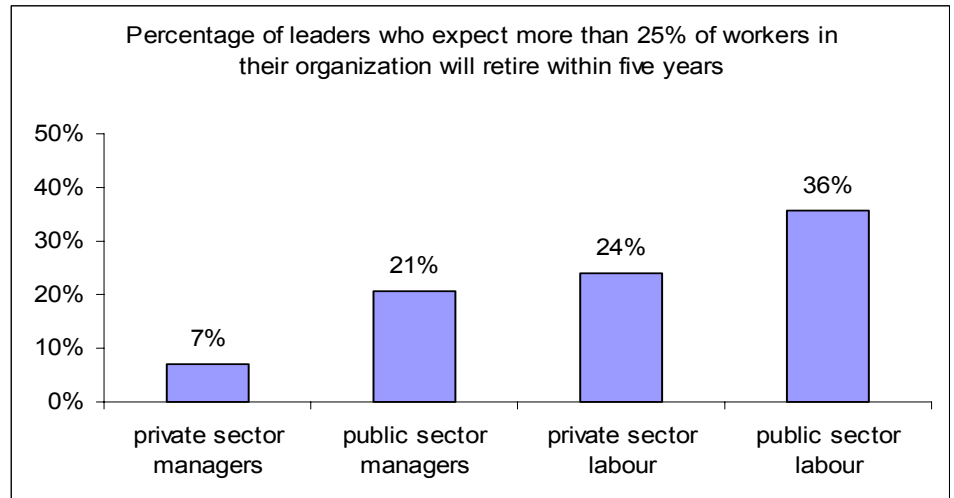


The on-set of the early retirement/skill shortage challenge has clearly taken hold within the public sector management community. 21% of this community expects that one in four of their workforce will retire within the next five years. Another 52% believe the retirement population will equal between 10 and 25% of the current workforce.

It is striking to note that among public sector labour leaders there is an even more strongly held view that retirement will soon impact their sector of the economy. 36% of public sector labour leaders share the view that more than one in four of the workers they represent will retire within five years, (21% of public sector managers held that view).

Percentage of leaders who expect more than 25% of workers in their organization will retire within five years

The perception gap on near-term retirement levels is also evident among managers and labour leaders in the private sector. Only 7% of these managers believe more than one in four workers will retire within the next five years, versus 24% of private sector labour leaders who hold that view.



This gap in perception between managers and labour leaders can be explained in small part by the fact that the unionized workforce is somewhat older than the non-unionized. However, the extent of the different perceptions is of interest and does likely impact attitudes to the urgency of the problem and the most suitable remedies.

Barriers and Solutions

We asked our survey respondents to consider the importance of various actions in addressing their organization's skill requirements, not just those stemming from retirement, but from all factors. The *Viewpoints* survey included a list of 15 possible actions and leaders told us whether the specified action was "not important", "somewhat important" or "very important".

Actions to Address Skills Requirements

Actions to Address Skills Requirements: Percent of Managers and Labour Leaders Saying Selected Action is "Very Important" (shaded figures represent top 5 actions based on % saying very important)				
	Managers		Labour Leaders	
	Private Sector	Public Sector	Private Sector	Public Sector
Upgrading skills of current employees	59	61	70	52
Improving succession planning	50	63	59	61
Specific measures to retain current employees	45	49	44	54
Mentoring of young workers by older workers	45	50	64	58
Hiring young labour market entrants	40	39	50	39
Phased-in retirement policies	14	28	43	48
Changing job descriptions / reallocating work	23	35	18	27
Attracting workers from other organizations	23	35	17	19
Substituting machinery/equipment for labour	15	6	20	8
Contracting out	13	14	22	13
Hiring Aboriginals	9	19	22	20
Hiring foreign-trained workers	9	9	10	14
Hiring visible minorities	7	13	20	22
Downsizing	7	9	19	11
Hiring workers with disabilities	5	9	17	13

Among all four groups, there is remarkable agreement on the action most important to address skills needs. Nine of the suggested actions never cracked the top five list for any of our four communities - this list included hiring aboriginals, foreign-trained workers and contracting out.

For private sector managers, "upgrading the skills of current employees" was the number one action with 59% saying it was very important. This was also the number one action cited by private sector labour (70%).

"Improving succession planning" was most often cited by both public sector managers and labour leaders. Also popular among the public sector respondents were: upgrading skills of current employees, specific measures to retain current employees and mentoring of young workers by older workers.

Our survey found the most popular solutions for all four groups tended to be those pertaining to the organization's existing workforce. Tapping into the potential of those outside their organization tended to be less popular - whether the option involved those working for other companies, coming from other countries or those underrepresented in Canada's labour force - visible minorities, aboriginals and those with disabilities.

Tapping into the potential of those outside their organization tended to be less popular.

With some exceptions, the "in-house" perspective was true across public and private sectors and across provincial and regional boundaries. Out of the list of 15 possible actions to meet skills needs, six captured the top five actions of every group - and nine of the possible initiatives were always ranked sixth or lower as very important options.

It may be instructive to note how few respondents cited foreign-trained workers as a very important option. We know from other data sets that the number of highly skilled foreign workers is rising in Canada and that within five to ten years any increase in Canada's overall labour force will only be possible through immigration - as the population of retiring Canadians will exceed the number of young entrants into the workforce.

We also know that immigration settlement is heavily skewed to central Canada and British Columbia - which would suggest that at least in those provinces the importance of tapping foreign-trained workers should register somewhat higher. However, the *Viewpoints* respondents were not persuaded.

Nationally, 64% of private sector managers thought hiring foreign-trained workers to address their skills needs was "not important" - and the percentage among Ontario's private sector managers was 51%. Nationally, 53% of public sector managers held this view, and the number in Ontario was actually higher - 59%. Among labour leaders, "not important" was the view of 55% on the private sector side and 43% on the public sector side.

Hiring aboriginals is also likely to be viewed as "not important" in addressing skills needs, particularly among private sector managers, (60% held this view). In this instance, however, the results are clearly related to one's province of residence. In

Manitoba and Saskatchewan, for example, the majority of managers and labour leaders said hiring aboriginals was either "somewhat" or "very important" in meeting skill needs.

Also low on the list of priority actions in dealing with skill needs are changes in organizational and/or production processes. Downsizing, contracting out and substituting machinery or technology for labour are not seen as important actions.

While managers and labour leaders have similar views about the relative importance of actions needed to meet skills needs, they have rather more varied perspectives on the problems and barriers that will be faced in trying to achieve skill requirements.

Managers in public and private sectors are most likely to cite similar barriers, including competition from other employers and problems related to increasing compensation to attract workers. The top five "very important" problems for public and private sector managers were the same - rounding out this list were a lack of qualified new graduates, lack of needed skills available internally and the increased efforts of other employers to retain employees.

Private sector labour leaders were more likely than management counterparts to cite problems from within the workplace itself. Poor succession planning, an inaccurate picture of what new skills are needed, a low management priority on meeting skill needs and a lack of training resources were frequently cited.

Public sector labour leaders were also more likely than management counterparts to cite poor succession planning, (56%) and a low management priority on recruitment, (44%) as "very important" problems.

In terms of factors most important to attract new employees there was widespread agreement that number one on this list is compensation and benefits - ranging from 74% holding this view among managers and climbing to over 90% among labour leaders. (Respondents were asked to name the three most important factors in attracting new employees.)

Perhaps most telling in terms of the gap between the views of management and labour on this question is their second choice. For both public and private sector managers, "challenging work" ranked second, (55% and 64% respectively). That consideration ranked fourth at only 44% among private sector labour and third at 46% among public sector labour leaders. However, "job security" ranked much higher at 60% for public sector labour and 78% among private sector labour - each group giving this consideration second billing after compensation and benefits. For managers, job security was viewed as less critical with just under 40% citing this as one of the top three factors.

In the following appendices, we are including the skills and skill shortages related questions asked in the *Viewpoints* survey. Although this report does capture the topline results from the survey, we welcome requests for specific crosstabs. The CLBC will also produce commissioned reports that explore the findings in greater detail.

In the next few months the CLBC will be releasing three further reports: Overall Major Issues and Solutions, Labour Management Relations and Workplace Health.

Appendix A – Business Survey

A. Challenges Facing the Economy

1. In your view, how serious are the following issues facing the economy and labour market?

	Not a problem	Moderate problem	Serious problem
Canadian firms' international competitiveness.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impacts of globalization on Canadian business environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International trade issues (WTO, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canada-U.S. economic integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health care issues.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal/Provincial relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced government spending on social programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainties regarding national unity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor productivity performance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor labour-management relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unemployment rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental degradation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of national consensus on economic priorities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government deregulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privatization of government services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government deficits/debts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High personal taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High corporate taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High interest rates.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canadian dollar exchange rate.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of capital for small business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of innovation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shortage of skilled labour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Under-utilization of available skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among current workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among new labour force entrants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Polarization' of work hours (more overtime and part-time workers, fewer working normal hours).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issues of workplace security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income inequality.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of education received by Canadians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility of post-secondary education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amount of workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Brain Drain' (loss of skills to U.S.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too-high immigration levels.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Too-low immigration levels.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor interprovincial labour mobility.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What emphasis should be given to the following potential solutions?

	Need less emphasis	Emphasis is right	Need more emphasis
Improve federal-provincial relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Address health care funding issues.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve social security provisions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve access to capital for small business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government support for research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower personal taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower corporate taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government spending.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop government deregulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower interest rates.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector investment in plant, equipment, technology.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase public sector investment in infrastructure.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accelerate privatization of government services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop privatization of government services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve education quality and content.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve accessibility to post-secondary education.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government investment in education and training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote alternate working arrangements (telework, flexible hours, etc).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce work time.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve labour-management relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve inter-provincial recognition of worker credentials.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve recognition of foreign-trained worker credentials.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus immigrant selection on skills in shortage.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve Canada/U.S. border security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase immigration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decrease immigration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Demographic and Skills Issues

3. In the next five years, what percent of the workers in your organization do you expect will retire?

- Less than 10%
 10% - 25%
 26% - 50%
 Over 50%
 Don't know

4. **In the next five years, what percent of the workers who retire from your organization do you expect to replace?**

- None Less than 50% 50% or more All
 Don't know

5. **At present, how actively is your organization addressing the question of replacing workers who retire?**

- Not at all Slightly Somewhat actively
 Very actively

6. **If you intend to replace workers over the next five years, do you expect to face:**

- No significant problems? Moderate problems?
 Very significant problems?

7. **Looking at all your skill needs (growth, retiree replacement, etc.), how important will each of the following actions be in addressing these skill needs?**

	Not Important	Somewhat important	Very important
Attracting workers from other organizations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring young labour market entrants (15-24 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring foreign-trained workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring aboriginals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring disabled workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring visible minorities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Upgrading skills of current employees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving succession planning.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Phased-in retirement policies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring of young workers by older workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing job descriptions; reallocating work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific measures to retain current employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downsizing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substituting machinery/equipment/technology for labour.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. **If you anticipate problems in meeting all your skill needs, how important do you expect the following potential problems to be?**

	Not Important	Somewhat important	Very important
Low management priority on meeting skill needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inaccurate picture of what new skills are needed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased efforts by other employers to retain employees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competition from other employers for new workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties finding qualified foreign-trained workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified new graduates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of needed skills available internally.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Low worker literacy will impede training/upgrading.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor information on employees' current skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of internal training/upgrading resources.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low management priority on recruitment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor succession planning.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties increasing compensation to attract workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. In training/upgrading employees, how important are the following methods to your organization?

	Not important	Somewhat important	Very important
Organization doesn't train employees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informal, unstructured training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-the-job training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Classroom training, lectures, etc.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apprenticeship training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer-based training (interactive, e-learning, etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conferences, seminars.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Please rank the five factors which you feel will be most important in attracting new employees to your organization. (1=most important; 2=next most important, etc.)

- Compensation and benefits _____
- Influence over work environment _____
- Challenging work _____
- Job security _____
- Quality of colleagues _____
- Work-life balance _____
- Advancement opportunities _____
- Training/development opportunities _____
- Strong organizational leadership _____
- Other (Specify) _____

11. Please rank the three main obstacles your organization would face in hiring foreign-trained workers. (1=most important; 2= next most important, etc.)(If you do not expect to hire new employees, mark N/A and proceed to the next question.)

- | | |
|--|---------------------------------------|
| N/A (go to next question) _____ | Too difficult to recruit abroad _____ |
| No major obstacles _____ | Lack of Canadian experience _____ |
| Difficulties assessing foreign credentials _____ | Language difficulties _____ |
| Cultural differences _____ | Security concerns _____ |
| Other (Specify) _____ | |

12a. In the last two years, how has the frequency of the following issues changed among older workers (over 50 years old) in your workplace?

	Decreased	No change	Increased
Requests for phased-in retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requests to work past normal retirement age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requests for leave to look after parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requests for reduced work loads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requests for pre-retirement counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Absenteeism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-job injuries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12b. Over the last two years, how has the importance of retirement issues (pensions, counselling, etc.) changed, relative to other Human Resources Management and/or collective bargaining issues in your organization?

Decreased No change Increased

Appendix B - Labour Survey

A. Challenges Facing the Economy

1. In your view, how serious are the following issues facing the economy and labour market?

	Not a problem	Moderate problem	Serious problem
Canadian firms' international competitiveness.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impacts of globalization on Canadian business environment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International trade issues (WTO, etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canada-U.S. economic integration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health care issues.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal/Provincial relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced government spending on social programs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainties regarding national unity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor productivity performance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor labour-management relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unemployment rate.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental degradation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of national consensus on economic priorities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government deregulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privatization of government services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government deficits/debts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High personal taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High corporate taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High interest rates.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canadian dollar exchange rate.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of capital for small business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of innovation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shortage of skilled labour.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Under-utilization of available skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among current workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among new labour force entrants.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Polarization' of work hours (more overtime and part-time workers, fewer working normal hours).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of jobs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issues of workplace security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income inequality.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of education received by Canadians.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility of post-secondary education.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amount of workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Brain Drain' (loss of skills to U.S.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Too-high immigration levels.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too-low immigration levels.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor interprovincial labour mobility.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What emphasis should be given to the following potential solutions?

	Need less emphasis	Emphasis is right	Need more emphasis
Improve federal-provincial relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Address health care funding issues.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve social security provisions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve access to capital for small business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government support for research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower personal taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower corporate taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government spending.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop government deregulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower interest rates.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector investment in plant, equipment, technology.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase public sector investment in infrastructure.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accelerate privatization of government services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop privatization of government services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve education quality and content.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve accessibility to post-secondary education.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government investment in education and training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote alternate working arrangements (telework, flexible hours, etc).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce work time.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve labour-management relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve inter-provincial recognition of worker credentials.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve recognition of foreign-trained worker credentials.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus immigrant selection on skills in shortage.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve Canada/U.S. border security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase immigration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decrease immigration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Demographic and Skills Issues

3. In the next five years, what percent of the workers you represent do you expect will retire?

- Less than 10%
 10% - 25%
 26% - 50%
 Over 50%
 Don't know

4. **Looking at organizations where your members work, what percent of their retiring workforce do you expect them to replace in the next five years?**

None Less than 50% 50% or more All
 Don't know

5. **At present, how actively are organizations where your members work addressing the question of replacing workers who retire?**

Not at all Slightly Somewhat actively
 Very actively

6. **If you expect organizations where your members work to replace workers over the next five years, do you expect them to face:**

No significant problems? Moderate problems? Very significant problems?

7. **Looking at all the skill needs (growth, retiree replacement, etc.) of organizations where your members work, how important will each of the following actions be in addressing these skill needs?**

	Not important	Somewhat important	Very important
Attracting workers from other organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring young labour market entrants (15-24 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring foreign-trained workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring aboriginals.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring disabled workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiring visible minorities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Upgrading skills of current employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving succession planning.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Phased-in retirement policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring of young workers by older workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing job descriptions; reallocating work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific measures to retain current employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting out.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downsizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substituting machinery/equipment/technology for labour.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. **If you expect these employers to have problems in meeting all their skill needs, how important do you expect the following potential problems to be?**

	Not important	Somewhat important	Very important
Low management priority on meeting skill needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inaccurate picture of what new skills are needed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased efforts by other employers to retain employees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competition from other employers for new workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties finding qualified foreign-trained workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified new graduates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lack of needed skills available internally.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low worker literacy will impede training/upgrading.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor information on employees' current skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of internal training/upgrading resources.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low management priority on recruitment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor succession planning.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties increasing compensation to attract workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)..... _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. In training/upgrading employees, how important are the following training methods to organizations where your members work?

	Not Important	Somewhat important	Very important
Organizations don't train employees	<input type="checkbox"/>		
Informal, unstructured training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-the-job training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Classroom training, lectures, etc.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apprenticeship training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer-based training (interactive, e-learning, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conferences, seminars.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Please rank the five factors which you feel will be most important in attracting new employees to organizations where your members work. (1=most important; 2=next most important, etc.)

Compensation and benefits _____	Influence over work environment _____
Challenging work _____	Job security _____
Quality of colleagues _____	Work-life balance _____
Advancement opportunities _____	Training/development opportunities _____
Strong organizational leadership _____	Other (Specify) _____

11. Please rank the three main obstacles these organizations would face in hiring foreign-trained workers. (1=most important; 2= next most important, etc.)(If you do not expect them to hire foreign-trained workers, mark N/A and proceed to the next question.)

N/A (go to next question) _____	Too difficult to recruit abroad _____
No major obstacles _____	Lack of Canadian experience _____
Difficulties assessing foreign credentials _____	Language difficulties _____
Cultural differences _____	Security concerns _____
Other _____	
(Specify) _____	

12a. In the last two years, how has the frequency of the following issues changed among your members who are older workers (over 50 years old)?

	Decreased	No change	Increased
Requests for phased-in retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Requests to work past normal retirement age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requests for leave to look after parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requests for reduced work loads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requests for pre-retirement counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Absenteeism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-job injuries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12b. Over the last two years, how has the importance of retirement issues (pensions, counselling, etc.) changed, relative to other Human Resources Management and/or collective bargaining issues in workplaces where your members work?

Decreased

No change

Increased