



2007 Survey of Service Industries: Consulting Services

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Reporting Guide

This guide is designed to assist you as you complete the 2007 Survey of Service Industries. If you need more information, please call the Statistics Canada Help Line at the number below.

Help Line: 1-888-881-3666

Your answers are confidential.

The *Statistics Act* protects the confidentiality of information collected by Statistics Canada. All Statistics Canada employees take an oath of secrecy and face severe penalties for any breach of confidentiality. The collected information cannot be disclosed under the *Access to Information Act* or any other Act. **The Canada Revenue Agency cannot access any individual survey records from Statistics Canada.**

All survey results are carefully screened before publication to ensure they cannot be used to derive information about a particular business.

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B - Main business activity

1. Please describe the nature of your business.

To ensure that you have received the appropriate questionnaire, you are asked to describe the nature of your business. The description should briefly state the main activities of your business unit.

The main activity of an enterprise engaged in consulting services is to provide expert advice and to make recommendations to client firms such as the adoption of approaches and processes and the establishment of strategies. Such a consulting services enterprise **can** also undertake itself the work that arises from its own recommendations for the client firm, i.e., their actual implementation.

However, for this survey, to be considered a consulting services enterprise, the enterprise **must** generate the majority of its revenues from advice that it provides to client firms **and not from** the implementation of its own recommendations.

2. Please check the one main activity which most accurately represents your main source of revenue.

Below is a description of each main activity.

Administrative management consulting and general management consulting services

This Canadian industry comprises establishments primarily engaged in providing advice and assistance to other organizations on administrative management issues, such as:

- financial planning and budgeting;
- equity and asset management;
- records management;
- office planning;
- strategic and organizational planning;
- site selection;
- new business start-up;
- business process improvement.

This Canadian industry also includes general management consultants that provide to their clients a full range of administrative, human resource, marketing, process, physical distribution and logistics consulting services or other management consulting services:

- administrative management;
- human resource management;
- marketing management;
- process management;
- physical distribution management;

- logistics consulting services management;
- other management consulting services.

Include:

- administrative management consultants;
- business start-up consulting services;
- financial management consulting services (except investment advice);
- general management consulting services;
- records management consulting services;
- reorganization consulting services;
- site selection consulting services;
- strategic planning consulting services.

Exclude establishment where the principal activity is:

- providing office or general administrative services on a day-to-day basis (561110, Office Administrative Services).

Human resources consulting services

This Canadian industry comprises establishments primarily engaged in providing advice and assistance to other organizations on human resource management issues, such as:

- human resource and personnel policies, practices and procedures;
- employee benefits planning, communication, and administration;
- compensation systems planning;
- wage and salary administration.

Include the following consulting services:

- actuarial;
- benefit;
- compensation;
- labour relations;
- employee assessment;
- employee compensation;
- human resource;
- organization development;
- personnel management.

Exclude establishments where the principal activity is:

- executive search consultants (56131, Employment Placement Agencies and Executive Search Services);
- providing professional and management development training (61143, Professional and Management Development Training).

Other management consulting services

This Canadian industry comprises establishments, not classified to any other Canadian industry, primarily engaged in providing advice and assistance to other organizations on management issues.

Include:

- customer services management consulting services;
- customs consulting services;
- efficiency experts;
- freight rate consulting services;
- inventory planning and control management consulting services;
- logistics management consulting services;
- manufacturing operations improvement consulting services;
- materials management consulting services;
- new product development consulting services;
- operations research consulting services;
- physical distribution consulting services;
- production planning and control consulting services;
- productivity improvement consulting services;
- sales management consulting services;
- tariff consulting services;
- telecommunications management consulting services.

Environmental consulting services

This Canadian industry comprises establishments primarily engaged in providing advice and assistance to other organizations on environmental issues, such as the control of environmental contamination from pollutants, toxic substances and hazardous materials. These establishments identify problems, measure and evaluate risks, and recommend solutions. They employ a multi-disciplined staff of scientists, engineers and other technicians, with expertise in areas such as

- air and water quality;
- asbestos contamination;
- remediation;
- environmental law.

Examples of establishments in this industry are environmental consultants, sanitation consultants and site remediation consultants.

Other scientific and technical consulting services

This Canadian industry comprises establishments, not classified to any other industry, primarily engaged in providing advice and assistance to other organizations on scientific and technical issues

Include the following consulting services:

- agricultural (technical);
- agrology;
- agronomy;
- economic;
- energy;
- hydrology;
- livestock breeding;
- motion picture;
- nuclear energy;
- occupational health and safety;
- physics;
- safety.

None of the above — Please call **1-888-881-3666** for further instructions.

C - Reporting period information

Please report information for your **fiscal year** (normal business year) **ending between** April 1, 2007 and March 31, 2008. Please indicate the reporting period covered by this questionnaire.

F - Industry characteristics

Management consulting services

1. Strategic management consulting services

Providing advice and guidance concerning the overall strategic direction, planning, structuring and control of an organization.

Include consulting on:

- business strategy and planning;
- corporate development and restructuring;
- crisis management;
- the development of an organization's overall direction and objectives;
- the determination of the organization's strategy to achieve the selected direction and objectives;
- the selection of a method for carrying out the strategy, including selection among such methods as a merger or acquisition, joint venture, outsourcing, or other alliance, divestiture, new business venture or use of new technology;
- designing or redesigning the organizational structure.

2. Financial management consulting services

Providing advice and guidance concerning financial strategies, planning and control.

Include:

- advice and guidance on projects related to working capital and liquidity management;
- the determination of an appropriate capital structure;
- capital investment proposals, asset management;
- accounting policy and procedures;
- budgeting and budgetary controls;
- financial consulting services related to mergers, acquisitions, and divestitures such as advice on methods of valuations, methods of payment, and methods of control;
- international finance.

3. Marketing management consulting services

Providing advice and guidance on projects related to marketing strategy, market development and sales management and development.

Include:

- identifying external opportunities and challenges that can be addressed by marketing;
- analysing internal strengths and weaknesses;
- determining which goods and services to offer;
- target markets;
- competitive position;
- features of goods and services including customer service programs;
- pricing;
- advertising, and distribution channels (including franchising);
- marketing expenditure level;
- sales management and development.

4. Compensation and benefits consulting services

Providing advice and guidance related to compensation and benefits systems.

Include:

- base salary or hourly wages;
- fringe benefits, and incentive compensation;
- non-cash compensation;
- employee services and benefits such as pension and retirement and savings plans, welfare and health plans;
- early retirement proposals.

Scope of services may consist of:

- job evaluation and job rating systems;
- performance appraisals;
- executive compensation;
- incentive and bonus plans;
- job and positions analysis and evaluations;
- comparative wage-and-salary surveys;
- pay for performance programs, profit sharing plans, executive compensation, termination packages.

5. Other human resources management consulting services

Providing advice and guidance concerning the development or modification of human resource strategies, policies, practices and procedures except concerning compensation and benefits.

Include:

- consulting on recruitment;
- organizational development (improving functioning within and between groups);
- employee training and development needs;
- outplacement procedures and plans for assistance to employees;
- succession planning;
- compliance with government regulations in areas such as health, safety, workers' compensation and employment equity;
- labour-management relations;
- employee assistance programs;
- human resources audits.

6. Operations and supply chain management consulting services

Operations management is concerned with the management of physical, financial and human resources with the objective of producing goods and services. Supply chain management is a bundled service.

Include:

- inventory management services;
- warehousing and storage services and distribution services.

May include advice and guidance concerning:

- productivity improvement;
- cost reduction;
- quality improvements in goods and services;
- registration for quality management systems;

- improvements to logistical operations such as production planning and control;
- the management of supply sources, inventories, distribution networks, and transportation.

7. Other management consulting services

Services, related to the field of management consulting, that are provided by management consulting firms.

Include:

- economic and social research services;
- arbitration and conciliation services (except by lawyer, attorney, or paralegal offices);
- other related products such as:

Actuarial consulting services, except for employee pensions and other benefits

Providing advice and guidance on actuarial matters such as life insurance and annuities; property and casualty insurance; public pension, health and other social insurance plans; and income loss and marriage breakdown.

Expert witness services

Providing testimony before a court or administrative body, by a witness who, by virtue of experience, training, skill or knowledge, is recognized as being qualified to render an informed opinion on matters relating to a field or subject.

Training services, management

Providing management-related training and education services, in fields such as strategic management, financial management, marketing management, human resources management, and operations and logistics management on a stand-alone basis.

Information technology (IT)

The provision of advice or expert opinion on technical matters related to the use of information technology. This **includes** advice on matters such as hardware and software requirements and procurement, systems integration, and systems security.

The provision of technical expertise to design and/or develop an IT solution such as custom applications, networks, and computer systems.

Project management

Planning, supervising, and co-ordinating the activities involved in carrying out a project, with regard to time, cost, project team membership, performance requirements, and other

constraints. This product refers only to those situations in which project management is offered as a stand-alone service.

Executive/retained search

Specialized search and recruitment service limited to filling highly paid executive, senior manager, and professional positions, according to client specifications.

Services may include:

- conducting detailed interviews with the client organization's management team;
- developing job profiles;
- conducting original research and advertising to locate potential job candidates;
- screening possible candidates;
- preparing, presenting, and discussing a confidential list of highly qualified applicants with the client;
- making interview arrangements;
- negotiating compensation;
- providing post-hire follow-up.

The search firm typically provides two assurances to the client firm:

- repeat the search at no extra charge (out-of-pocket expenses only) should a placed candidate subsequently fail for reasons attributed to lack of due diligence by the search firm;
- not to recruit from the client firm for a stated period of time. The client makes the decision as to which candidate to hire. The search agency's fee is charged whether or not the candidate is hired. This product is also known as retained search.

Environmental consulting services

8. Environmental assessments

Objective studies undertaken for any one or more of the following purposes:

- identify whether or not environmental contamination exists at a particular site, and if so, determine the source, nature, and extent of the contamination;
- assess the risk to public health and safety from environmental contamination associated with a project that is proposed or in place;
- evaluate the impact on the ecology, society, or economy of environmental contamination resulting from human or natural activity.

9. Environmental audits

An independent assessment of the current status of a party's compliance with applicable environmental requirements or of a party's environmental compliance policies, practices, and controls.

10. Site remediation planning services

Preparation of a plan for the abatement of environmental contamination, usually at a specific site, and incorporating such technical or other criteria as may be prescribed by law or regulation.

11. Natural resource management consulting services

The provision of objective information, advice, and guidance concerning the best practices for the ecologically sustainable development and use of:

- lands and forests;
- bodies of water;
- oil, gas, and mineral deposits;
- wildlife populations;
- other natural resources.

12. Waste management consulting services

The provision of objective information, advice, and guidance concerning the best practices for the minimization, transport, handling, disposal, and/or recycling of waste.

13. Environmental policy development consulting services

Advising public or private institutions on the design, development, and implementation of environmental statutes, regulations, standards, or practices. Consulting services of this type may extend to the drafting of such statutes, regulations, standards or practices on behalf of the client.

14. Other environmental consulting services

All other advisory services not elsewhere classified that are provided by environmental consultants.

Scientific and technical consulting services

15. Economic consulting services

Providing advice related to the description and analysis of the production, distribution, and consumption of goods and services.

Include:

- consulting services related to macroeconomic modeling;
- economic forecasting;
- economic issues arising from competition, regulations, public policy and finance;
- expert witness services;

- consulting in agricultural economics.

16. Geological and geophysical consulting services

Providing advice concerning the geology of mineral, oil and natural gas resource exploration and development.

Include:

- geophysical methods;
- expert witness services;
- resource and reserve estimates, audits and reviews;
- independent valuations of mineral, oil and natural gas properties;
- preparation of independent reports for stock exchange listings;
- feasibility studies of mineral, oil and natural gas properties;
- mineral, oil and natural gas property and project evaluation services;
- geophysical survey design, including selection of methods;
- appraisal of geological, geophysical or geochemical anomalies.

17. Soil management, crop and animal production consulting services

Providing advice in relation to the scientific management of agricultural land as well as crop or animal production. Includes expert witness services and consulting services.

Include:

- related to tree farming;
- crop fertilization;
- animal breeding;
- soil conservation.

18. Heritage consulting services

Providing advice concerning the identification, investigation, preservation and interpretation of historical or heritage resources. Includes advice related to the use of historical and archaeological research and expert witness services.

Include:

- built heritage assessments;
- archaeological site impact or mitigation;
- advice on local, national or international regulations and standards for heritage sites or properties;
- advice on obtaining government grants concerning heritage sites;

- traditional uses of land, water and natural resources by aboriginal peoples.

19. Occupational health and safety consulting services

Providing advice concerning health and related safety standards in commercial, industrial, and government workplaces and facilities. Includes expert witness services.

Include:

- industrial hygiene;
- workplace health risk assessments;
- ergonomics;
- confined space entry;
- health hazard testing and evaluations;
- safety standard requirements.

20. Other scientific and technical consulting services

Providing advice on scientific and technical matters not elsewhere classified. Includes expert witness services.

Include:

- pharmaceutical;
- chemistry;
- atomic energy.

G - Personnel

To fully measure the contribution of all human capital in this industry, we require information on the number of partners and proprietors as well as the number and classification of workers.

1. Number of partners and proprietors, non-salaried (if salaried, report at question 2 below)

For unincorporated businesses, please report the number of partners and proprietors for whom earnings will be the net income of the partnership or proprietorship.

2. Paid employees

a) Average number of paid employees during the reporting period

To calculate the average number employed, add the number of employees in the last pay period of each month of the reporting period and divide this sum by the number of months (usually 12).

Exclude:

- partners and proprietors, non-salaried reported at question 1 above.

b) Percentage of paid employees (from question 2a) who worked full time

Full-time employment consists of persons who usually work 30 hours or more per week. Please specify the percentage of paid employees who have been working full time by rounding the percentage to the nearest whole number.

3. Number of contract workers for whom you did not issue a T4, such as freelancers and casual workers (estimates are acceptable)

Contract workers are not employees, but workers contracted to perform a specific task or project in your organization for a specific duration, such as self-employed persons, freelancers and casual workers. These workers are not issued a T4 information slip. Please report the number of contract workers employed by your organization during the fiscal year.

4. Number of volunteers during the reporting period (estimates are acceptable)

Please report the number of unpaid workers employed by your organization during the fiscal year.

5. Number of hours worked by all volunteers during the reporting period (estimates are acceptable)

Please report the number of hours recorded by your organization for the work performed by volunteers during the fiscal year.

H - Sales by type of client

This section is designed to measure which sector of the economy purchases your services.

Please provide a percentage breakdown of your sales by type of client.

Please ensure that the sum of percentages reported in this section equals 100%.

1. Clients in Canada

a) Businesses

Percentage of sales sold to the business sector should be reported here.

Include:

- sales to Crown corporations.

b) Individuals and households

Please report the percentage of sales to individuals and households who do not represent the business or government sector.

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c) Governments, not-for-profit organizations and public institutions (e.g., hospitals, schools)

Percentage of sales to federal, provincial, territorial and municipal governments should be reported here.

Include:

- sales to hospitals, schools, universities and public utilities.

2. Clients outside Canada

Please report the share of total sales to customers or clients located outside Canada including foreign businesses, foreign individuals, foreign institutions and/or governments.

Include:

- sales to foreign subsidiaries and affiliates.

I - Sales by client location

Please provide a percentage estimate of your total sales (first point of sale) by client location.

Please ensure that the sum of percentages reported in this section equals 100%.

The percentage in question 14 must equal question 2 in section H.

J - International transactions

This section is intended to measure the value of international transactions on goods, services, and royalties and licences fees. It covers **imported services and goods** purchased outside Canada as well as the value of **exported services and goods** to clients/customers outside Canada. Please report also royalties, rights, licensing and franchise fees paid to and/or received from outside Canada. Services cover a variety of industrial, professional, trade and business services.

General information

Survey purpose

Statistics Canada conducts this survey to obtain detailed and accurate data on this industry, which is recognised as being an important contributor to the Canadian economy. Your responses are critically important to produce reliable statistics used by businesses, non-profit organizations and all levels of government to make informed decisions in many areas.

The information from this survey can be used by your business to benchmark your performance against an industry standard, to plan marketing strategies or to prepare business plans for investors. Governments use the data to develop national and regional economic policies and to develop programs to promote domestic and

international competitiveness. The data are also used by trade associations, business analysts and investors to study the economic performance and characteristics of your industry.

Data-sharing agreements

To avoid duplicating surveys and to ensure more uniform statistics, Statistics Canada has entered into data-sharing agreements with many provincial and territorial statistical agencies.

The objective of these data-sharing agreements is to share data from some surveys for those business establishments operating within their respective jurisdictions. **These agreements require that the shared data be used only for statistical purposes and be kept confidential.** Survey participants are always informed at the time of collection if a sharing agreement applies to a particular survey.

There are two types of data-sharing agreements that exist under the *Statistics Act*.

Agreements under Section 11 of the *Statistics Act* allow the sharing of information from the Unified Enterprise Survey program with the statistical agencies of Newfoundland and Labrador, Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, British Columbia and Yukon. These statistical agencies have been established under provincial and territorial legislation authorizing them to collect this information on their own or jointly with Statistics Canada. Their legislation also provides the same confidentiality protection and outlines similar penalties for disclosure of confidential information as the federal *Statistics Act*.

Agreements under Section 12 of the *Statistics Act* allow the sharing of information from the Unified Enterprise Survey program with the statistical agencies of Prince Edward Island, the Northwest Territories and Nunavut. All these Section 12 agreements require that the information be kept strictly confidential.

Under Section 12, you may refuse to share your information with any of these agencies by writing a letter of objection to the Chief Statistician of Canada and returning it with your completed questionnaire. Please specify those agencies from which data shall be withheld.

Please note that Statistics Canada does not share any individual survey information with the Canada Revenue Agency.

For more information about these data-sharing agreements, please contact Statistics Canada at **1-888-881-3666** or visit our website at **www.statcan.ca**.

Thank you!