

# The Workplace Survey: Job Vacancies and Skills Shortages

This document is confidential when completed.

*Si vous préférez recevoir ce questionnaire en français veuillez composer le numéro qui se trouve sur l'étiquette du questionnaire.*

If necessary, please make address label corrections in the boxes below (please print).

Legal Business Name  
C0001 \_\_\_\_\_

Operational Business Name  
(if different from legal business name)  
C0002 \_\_\_\_\_

First Name of Contact  
C0008 \_\_\_\_\_

Last Name of Contact  
C0028 \_\_\_\_\_

Address (number and street)  
C0004 \_\_\_\_\_

City  
C0005 \_\_\_\_\_

Province/Territory Postal Code  
C0006 C0007 \_\_\_\_\_

Preferred Language of Correspondence  
C0010 <sup>1</sup>  English <sup>2</sup>  French

## INTRODUCTION

### Survey Objective

The Workplace Survey will provide valuable information on the demand side of the labour market. It will collect information from Canadian employers on a range of labour issues, such as labour turnover, green jobs, foreign workers, job vacancies, hard-to-fill jobs and their impacts for employers, as well as current and future skills-shortage vacancies in the economy.

Human resources professionals and employers alike will obtain unique insights into both the nature and extent of recruitment difficulties and skills shortages in the labour market as well as valuable information on industry training needs.

As the respondent, you will benefit from completing this questionnaire by having the ability to use the data to establish benchmarks for your company's labour dynamics.

### Confidentiality

Statistics Canada is prohibited by law from publishing any statistics which would divulge information relating to any identifiable business without the previous written consent of that business. The data reported on this questionnaire will be treated in strict confidence. They will be used exclusively for statistical purposes and will be published in an aggregate form only.

### Your Participation

**The participation of your business** in this survey is critical to ensure that the results are an accurate reflection of your industry, region and type of business. This survey is collected under the authority of the *Statistics Act*, Revised Statutes of Canada, 1985, Chapter S-19. Completion of this survey is a **legal requirement** under the *Statistics Act*. We thank you for your cooperation and support.

### Instructions

A Statistics Canada interviewer will contact you to arrange a convenient time to conduct a telephone interview. This questionnaire is a working tool to inform you ahead of time of the questions that are being asked and to help you in preparing the answers. Filling out this questionnaire prior to being contacted will facilitate data capture and reduce the interview time. Alternatively, please return this completed paper questionnaire in the enclosed pre-paid envelope within 21 days of receipt.

### Coverage

Please complete this questionnaire for the business location appearing on the label of this questionnaire. For the purpose of this survey, "location" refers to the specific address appearing on the label of this questionnaire.

### Record Linkages

To enhance the data from this survey, Statistics Canada may combine it with information from other surveys or from administrative sources.

### Need Help?

Please see the guide '**Concepts and definitions for your reference**' for further explanation.

For assistance and information please call the number provided in the label area.

You may also visit Statistics Canada's website at [www.statcan.gc.ca](http://www.statcan.gc.ca) for this questionnaire and FAQ's.



## The Workplace Survey

For the purpose of this survey, "location" refers to the specific address appearing on the label of this questionnaire. Please consult the label on the front page, and report for only this address. Do not combine information with any other location.

### Please include only paid employees of this location receiving a T4 slip (not a T4a).

Employees include those who work on-site, off-site (such as customer service representatives or telecommuters) and those who are on paid leave as well as temporary help and casual workers.

## SECTION A: WORKFORCE CHARACTERISTICS

### Demographics

This section includes questions relating to the characteristics of the employees at this location.

#### A1. Was this location in operation during the entire 12-month period between **January 1, 2011** and **December 31, 2011**?

1101011 1  Yes ➤ **Go to Question A2**

3  No ➤ **Specify period of operation:**

1101012  
From:

1101013  
To:

#### A2. In the last pay period of **December 2011** and the last pay period of **December 2010**, how many employees receiving a T4 statement (but not a T4A statement) were working at this location?

Please do not include independent contractors.

**Independent Contractor:** A person providing products or services under contract at your location but for whom the completion of a Canada Revenue Agency T4 statement is not required. This person may be an employee of another business or a home worker (computer consultant, piecework seamstress, etc.). Independent contractors should not be included in Questions A1 to D4. Independent contractors may receive a T4A statement from this location.

1102011         **December 2011**

1102012         **December 2010**

**If you reported zero employees in last pay period of December 2011, ➤ Go to Question A3**  
**Otherwise ➤ Go to Question A4.**

#### A3. Why did this location have no paid employees in **December 2011**?

1103011 1  Seasonal operation ➤ **Go to Question B1**

2  Temporarily closed ➤ **Go to Question B1**

3  Ceased operation ➤ **Go to Question B1**

**A4.** Of the total number of employees in **December 2011**, as reported in **Question A2**, how many were male and how many were female?

Please include only employees of this location. Your best estimate is acceptable.

1104011 **Male**

1104012 **Female**

**A5.** Of the total number of employees in **December 2011**, as reported in **Question A2**, how many were in the following categories? Your best estimate is acceptable.

Please make sure that the total number of employees reported in **Question A5** agrees with the total reported in **Question A2**. Please do not include independent contractors.

Under 25 years of age 1105011

25 to 44 years of age 1105012

45 to 54 years of age 1105013

55 to 64 years of age 1105014

65 to 69 years of age 1105015

70 years of age and older 1105016

**Total employees** 1105017

**A6.** Of the total number of employees in **December 2011**, as reported in **Question A2**, how many were in the following categories?

Please make sure that the total number of employees reported in **Question A6** agrees with the total reported in **Question A2**. Please do not include independent contractors.

**Permanent employee:** An employee who has no set termination date (include tenured teachers).

**Non-permanent employee:** An employee who has a set termination date or an agreement covering the period of employment (temporary, seasonal or casual).

Permanent employees 1106011

Non-permanent employees 1106012

**Total employees** 1106013

**A7.** Of the total number of employees in **December 2011**, as reported in **Question A2**, how many were in the following categories?

Please make sure that the total number of employees reported in **Question A7** agrees with the total reported in **Question A2**. Please do not include independent contractors.

**Full-time employee:** An employee working 30 or more hours per week, excluding overtime.  
**Part-time employee:** An employee working less than 30 hours per week, excluding overtime.

Full-time	1107011	<input type="text"/>
Part-time	1107012	<input type="text"/>
<b>Total employees</b>	1107013	<input type="text"/>

**A8.** Of the total number of employees in **December 2011**, as reported in **Question A2**, how many were in the following categories?

Please see the employee category definitions in the guide '**Concepts and Definitions for your Reference**'.

Please include only employees at this location.

Please make sure that the total number of employees reported in **Question A8** agrees with the total reported in **Question A2**. Please do not include independent contractors.

Managers and Executives	1108011	<input type="text"/>
Professionals (including professional supervisors)	1108012	<input type="text"/>
Technical (including technical supervisors)	1108013	<input type="text"/>
Trades	1108014	<input type="text"/>
Apprentices	1108015	<input type="text"/>
Sales and Marketing	1108016	<input type="text"/>
Administrative and Clerical	1108017	<input type="text"/>
Production or Service Workers	1108018	<input type="text"/>
Other	1108019	<input type="text"/>
<b>Total employees</b>	1108020	<input type="text"/>

**A9.** Of the total number of employees in **December 2011**, as reported in **Question A2**, how many were covered by a collective agreement?

1109011	<input type="text"/>
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**SECTION B:**

**JOB VACANCIES AND LABOUR TURNOVER**

**B1.** Please complete the table below.

*If there were no hirings, no separations and no vacancies, in 2011 enter zero for each category and ➤ Go to Question D1  
Otherwise ➤ Go to Question B2*

	Include	Exclude
<p><b>Total number of hires from January 1 to December 31, 2011</b></p> <p>1201011</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div>	<p>A hire is <b>any addition</b> to your payroll from <b>January 1 to December 31, 2011</b> and includes:</p> <ul style="list-style-type: none"> <li>• New hire or a previously separated rehire</li> <li>• The position can be permanent, temporary or seasonal</li> <li>• Recall from layoff</li> <li>• On-call employees who returned to work after having been separated</li> <li>• Workers who were hired and separated during the year</li> <li>• Transfers from other locations</li> </ul>	<ul style="list-style-type: none"> <li>• Transfers or promotions within this location</li> <li>• Employees returning from a strike</li> <li>• Independent contractors or consultants</li> <li>• Employees of temporary help agencies (unless your business is a temporary help agency)</li> <li>• Volunteers</li> <li>• Substitute teachers returning during the same school year</li> </ul>
<p><b>Total number of separations from January 1 to December 31, 2011</b></p> <p>1201012</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div>	<p>All separations from <b>January 1 to December 31, 2011</b> (quits, retirements, dismissals, permanent layoffs, temporary layoffs and other separations)</p>	<ul style="list-style-type: none"> <li>• Transfers within this location</li> <li>• Employees on strike</li> <li>• Employees of temporary help agencies (unless your business is a temporary help agency)</li> <li>• Independant contractors or consultants</li> <li>• Volunteers</li> <li>• Substitute teachers who are between assignments</li> </ul>
<p><b>Total number of vacant positions on December 31, 2011</b></p> <p>1201013</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div>	<p>A job is vacant if it meets <b>all three conditions</b>:</p> <ul style="list-style-type: none"> <li>• A specific position exists</li> <li>• Work could start within 30 days</li> <li>• You are actively seeking workers from outside this location to fill the position</li> </ul> <p>The position can be full-time or part-time, temporary, permanent, seasonal or on call, etc.</p>	<ul style="list-style-type: none"> <li>• Positions to be filled by promotion/ demotion, internal transfers or recall from layoffs</li> <li>• Positions with start dates more than 30 days in the future</li> <li>• Positions for which employees have been hired, but the employees have not yet reported for work</li> <li>• Positions to be filled by employees of temporary help agencies, volunteers, independent contractors or consultants</li> </ul>
<p><b>Total number of hard-to-fill positions from January 1 to December 31, 2011</b></p> <p>1201014</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div>	<p>Hard-to-fill positions are hirings <b>in 2011</b> or vacancies on <b>December 31, 2011</b> that an employer struggles to fill.</p> <p>These are positions for which the search for workers takes longer than usual or lasts longer than originally planned.</p>	

**B2.** Of the total number of separations from **January 1 to December 31, 2011**, as reported in **Question B1**, how many were in the following categories?

Please make sure that the total number of separations reported in **Question B2** agrees with the total reported in **Question B1**.

**Include**

**Quits**

1202011

Voluntary separations from  
**January 1 to December 31, 2011**

**Retirements**

1202012

Retirements from  
**January 1 to December 31, 2011**

**Dismissals and permanent layoffs**

1202013

Involuntary separations from  
**January 1 to December 31, 2011**  
which includes:

- Dismissals/firings or other discharges for cause
- Discharges resulting from mergers, downsizing or closings
- Permanent layoffs (layoffs with no intent to rehire)

**Temporary layoffs**

1202014

Temporary layoffs from  
**January 1 to December 31, 2011**

- Employees that are expected to be recalled
- Terminations of short-term, or seasonal employees that are expected to return next season

**Other separations**

1202015

Other separations from  
**January 1 to December 31, 2011**

- Transfers to other locations
- Employee disability (long term) or deaths

***If the business is temporarily closed or has ceased operation ➤ Go to Section E***

**B3.** Of the number of hires, separations, vacancies and hard-to-fill positions at this location, as reported in **Question B1**, how many were in the following categories?

Please make sure that the number of hires, the number of separations, the number of vacancies and the number of hard-to-fill positions reported **in the last row of Question B3** agree with the same numbers reported in **Question B1**.

Please see the employee category definitions in the guide ‘Concepts and Definitions for your Reference’.

	Hires in 2011 (Positions filled)	Separations in 2011 (quits, layoffs/ dismissals, retirements and other)	Vacancies as of December 31, 2011 (unfilled positions)	Hard-to-fill positions from January 1 to December 31, 2011 (filled or vacant positions)
Managers and Executives	1203011 <input type="text"/>	1203012 <input type="text"/>	1203013 <input type="text"/>	1203014 <input type="text"/>
Professionals (including professional supervisors)	1203021 <input type="text"/>	1203022 <input type="text"/>	1203023 <input type="text"/>	1203024 <input type="text"/>
Technical (including technical supervisors)	1203031 <input type="text"/>	1203032 <input type="text"/>	1203033 <input type="text"/>	1203034 <input type="text"/>
Trades	1203041 <input type="text"/>	1203042 <input type="text"/>	1203043 <input type="text"/>	1203044 <input type="text"/>
Apprentices	1203051 <input type="text"/>	1203052 <input type="text"/>	1203053 <input type="text"/>	1203054 <input type="text"/>
Sales and Marketing	1203061 <input type="text"/>	1203062 <input type="text"/>	1203063 <input type="text"/>	1203064 <input type="text"/>
Administrative and Clerical	1203071 <input type="text"/>	1203072 <input type="text"/>	1203073 <input type="text"/>	1203074 <input type="text"/>
Production or Service Workers	1203081 <input type="text"/>	1203082 <input type="text"/>	1203083 <input type="text"/>	1203084 <input type="text"/>
Other	1203091 <input type="text"/>	1203092 <input type="text"/>	1203093 <input type="text"/>	1203094 <input type="text"/>
<b>TOTAL</b>	1203101 <input type="text"/>	1203102 <input type="text"/>	1203103 <input type="text"/>	1203104 <input type="text"/>

**B4. What were the impacts of the hard-to-fill positions identified in Question B3?**

Please check all that apply.

- 1204011  No particular problems
- 1204012  Lose business to competitors
- 1204013  Delay developing new products or services
- 1204014  Have difficulties meeting quality standards
- 1204015  Increase operating costs
- 1204016  Have difficulties introducing new work practices
- 1204017  Increase workload for other staff
- 1204018  Outsource work or contract out
- 1204019  Decrease productivity
- 1204020  Other impacts 1204021  
Please specify: ➤

**B5. Of the total number of hires in 2011, how many were filled through your active use of the temporary foreign worker program or permanent immigration system?**

Canadian employers can hire an individual who is not a permanent resident of Canada to work temporarily in the country. This can be accomplished through:

**Temporary Foreign Worker Program** – employers recruit foreign workers (with a variety of skill levels) to meet temporary labour shortages.

Employers can also offer a full-time job to an individual who is not a permanent resident of Canada and support their permanent immigration to Canada. This can be accomplished through a number of ways:

**Arranged Employment Offer (Permanent)** – employers recruit or retain skilled workers to fill a full-time, permanent position in their organization.

**Provincial Nominee Program (Permanent)** – employers work with a province or territory to recruit or retain workers (with a variety of skill levels) on a permanent, full-time basis.

If you have not hired employees through the active use of the temporary foreign worker program or permanent immigration system, please report zero in each field below.

Number of Temporary Foreign Workers recruited

1205011

Number of skilled workers recruited or retained with an Arranged Employment Offer

1205012

Number of workers recruited or retained with a Provincial Nomination

1205013



**B6.** Of the total number of hires in 2011, how many were to fill “Green Jobs”?

**Green jobs are jobs whose main responsibility or function is to directly protect, conserve, or restore the natural environment or support the transition to a greener economy, either through technology, innovative processes or specialized skills and knowledge.**

The main activities of workers in green jobs may include, but are not limited to one or more of the following:

**Environmental Protection** – e.g., environmental remediation, carbon capture and storage, pollution prevention technologies.

**Green Energy** – e.g., solar panels, smart grid technologies, biofuels.

**Energy Efficient Construction** – e.g., the construction of new green buildings, energy retrofit, geothermal heating, solar panel installation.

**Green Manufacturing and Transportation** – e.g., hybrid, electric and fuel cell vehicles.

**Green Services** – e.g., Green House Gas (GHG) auditing, GHG trading, carbon trading, green building architectural services.

If you have not hired any employees in the following categories, please report zero in each field below.

Number of Green jobs filled

1206011

Number of Green jobs that were vacant on December 31, 2011

1206012

Number of Green jobs that were hard-to-fill (both hires and vacancies)

1206013

**SECTION C:****SPECIFIC OCCUPATIONS FILLED AND UNFILLED IN 2011**

**C1.** Of the total hires at this location in 2011, as reported in Question B1 please provide the job titles as well as a description of the most important activities or duties for the **3 most frequent hirings**.

If you had multiple hirings with the same job title and description, please report all hirings for that occupation only once. Please start with the occupation for which you hired the most employees in 2011 (**i.e. most frequent**).

For example, if you hired 5 sales clerks, please report 'sales clerk' as the job title and 5 as the number of hires **with the same job title and job description**.

Please report separations, vacancies and hard-to-fill positions in the same manner.

**Occupation 1: most frequently hired occupation during the year**

**A. Job Title** (e.g., construction worker, waiter/waitress, retail sales clerk, or financial analyst):

1301011

**B. Job Description** (e.g., pouring concrete, waiting on tables, selling goods to consumers, or collecting and analyzing financial information):

1301012

In 2011, how many employees were hired at this location **with the same job title and job description**?

1301013

In 2011, how many employees separated from their jobs at this location **with the same job title and job description**?

1301014

On December 31, 2011, how many job vacancies were there at this location **with the same job title and job description**?

1301015

How many of these positions filled in 2011 or vacant on December 31, 2011 were hard-to-fill?

1301016

**Occupation 2: second most frequently hired occupation during the year**

**A. Job Title** (e.g., construction worker, waiter/waitress, retail sales clerk, or financial analyst):

1301017

**B. Job Description** (e.g., pouring concrete, waiting on tables, selling goods to consumers, or collecting and analyzing financial information):

1301018

**In 2011, how many employees were hired at this location with the same job title and job description?**

1301019

**In 2011, how many employees separated from their jobs at this location with the same job title and job description?**

1301020

**On December 31, 2011, how many job vacancies were there at this location with the same job title and job description?**

1301021

How many of these positions filled in 2011 or vacant on December 31, 2011 were hard-to-fill?

1301022

### Occupation 3: third most frequently hired occupation during the year

**A. Job Title** (e.g., construction worker, waiter/waitress, retail sales clerk, or financial analyst):

1301023

**B. Job Description** (e.g., pouring concrete, waiting on tables, selling goods to consumers, or collecting and analyzing financial information):

1301024

**In 2011, how many employees were hired at this location with the same job title and job description?**

1301025

**In 2011, how many employees separated from their jobs at this location with the same job title and job description?**

1301026

**On December 31, 2011, how many job vacancies were there at this location with the same job title and job description?**

1301027

How many of these positions filled in 2011 or vacant on December 31, 2011 were hard-to-fill?

1301028

***If the sum of the three most frequent hires, reported in Question C1 is equal to the number of hires reported in Question B1, ➤ Go to Question C3  
Otherwise ➤ Go to Question C2***

**C2.** Please now report for the **3 most recently** hired occupations in **2011**, not counting the occupations reported in **Question C1**.

If you had multiple hirings with the same job title and description, please report all hirings for that occupation only once.

For example, if you hired 5 sales clerks, please report 'sales clerk' as the job title and 5 as the number of hires **with the same job title and job description**.

Please report separations, vacancies and hard-to-fill positions in the same manner.

**Occupation 4: most recent hired occupation during the year**

**A. Job Title** (e.g., construction worker, waiter/waitress, retail sales clerk, or financial analyst):

1302011

**B. Job Description** (e.g., pouring concrete, waiting on tables, selling goods to consumers, or collecting and analyzing financial information):

1302012

**In 2011**, how many employees were hired at this location **with the same job title and job description**?

1302013

**In 2011**, how many employees separated from their jobs at this location **with the same job title and job description**?

1302014

**On December 31, 2011**, how many job vacancies were there at this location **with the same job title and job description**?

1302015

How many of these positions filled **in 2011** or vacant **on December 31, 2011** were hard-to-fill?

1302016

**Occupation 5: second most recent hired occupation during the year**

**A. Job Title** (e.g., construction worker, waiter/waitress, retail sales clerk, or financial analyst):

1302017

**B. Job Description** (e.g., pouring concrete, waiting on tables, selling goods to consumers, or collecting and analyzing financial information):

1302018

**In 2011**, how many employees were hired at this location **with the same job title and job description**?

1302019

**In 2011**, how many employees separated from their jobs at this location **with the same job title and job description**?

1302020

**On December 31, 2011**, how many job vacancies were there at this location **with the same job title and job description**?

1302021

How many of these positions filled **in 2011** or vacant **on December 31, 2011** were hard-to-fill?

1302022

### Occupation 6: third most recent hired occupation during the year

**A. Job Title** (e.g., construction worker, waiter/waitress, retail sales clerk, or financial analyst):

1302023

**B. Job Description** (e.g., pouring concrete, waiting on tables, selling goods to consumers, or collecting and analyzing financial information):

1302024

**In 2011**, how many employees were hired at this location **with the same job title and job description**?

1302025

**In 2011**, how many employees separated from their jobs at this location **with the same job title and job description**?

1302026

**On December 31, 2011**, how many job vacancies were there at this location **with the same job title and job description**?

1302027

How many of these positions filled **in 2011** or vacant **on December 31, 2011** were hard-to-fill?

1302028

**C3.** Considering now only the **hard-to-fill vacancies** identified in **Question C1** and in **Question C2**, what were the reasons they were hard-to-fill?  
 If there were no hard-to-fill positions for an occupation, please leave the corresponding column blank.

**Please check all that apply for each occupation.**

	Most frequent hires (Question C1)			Most recent hires (Question C2)		
	Occupation #1	Occupation #2	Occupation #3	Occupation #4	Occupation #5	Occupation #6
No applicants at all	1303011 <input type="checkbox"/>	1303012 <input type="checkbox"/>	1303013 <input type="checkbox"/>	1303014 <input type="checkbox"/>	1303015 <input type="checkbox"/>	1303016 <input type="checkbox"/>
Not enough applicants	1303021 <input type="checkbox"/>	1303022 <input type="checkbox"/>	1303023 <input type="checkbox"/>	1303024 <input type="checkbox"/>	1303025 <input type="checkbox"/>	1303026 <input type="checkbox"/>
<b>Applicants not meeting the following requirements:</b>						
Qualifications (education level/credentials)	1303031 <input type="checkbox"/>	1303032 <input type="checkbox"/>	1303033 <input type="checkbox"/>	1303034 <input type="checkbox"/>	1303035 <input type="checkbox"/>	1303036 <input type="checkbox"/>
Skills	1303041 <input type="checkbox"/>	1303042 <input type="checkbox"/>	1303043 <input type="checkbox"/>	1303044 <input type="checkbox"/>	1303045 <input type="checkbox"/>	1303046 <input type="checkbox"/>
Work experience	1303051 <input type="checkbox"/>	1303052 <input type="checkbox"/>	1303053 <input type="checkbox"/>	1303054 <input type="checkbox"/>	1303055 <input type="checkbox"/>	1303056 <input type="checkbox"/>
Motivation, attitude, or interpersonal abilities	1303061 <input type="checkbox"/>	1303062 <input type="checkbox"/>	1303063 <input type="checkbox"/>	1303064 <input type="checkbox"/>	1303065 <input type="checkbox"/>	1303066 <input type="checkbox"/>
Language requirements	1303071 <input type="checkbox"/>	1303072 <input type="checkbox"/>	1303073 <input type="checkbox"/>	1303074 <input type="checkbox"/>	1303075 <input type="checkbox"/>	1303076 <input type="checkbox"/>
Other	1303081 <input type="checkbox"/>	1303082 <input type="checkbox"/>	1303083 <input type="checkbox"/>	1303084 <input type="checkbox"/>	1303085 <input type="checkbox"/>	1303086 <input type="checkbox"/>
Inability to assess a foreign educational qualification or credential	1303091 <input type="checkbox"/>	1303092 <input type="checkbox"/>	1303093 <input type="checkbox"/>	1303094 <input type="checkbox"/>	1303095 <input type="checkbox"/>	1303096 <input type="checkbox"/>
<b>Inability to compete with other employers due to:</b>						
Pay and benefits	1303101 <input type="checkbox"/>	1303102 <input type="checkbox"/>	1303103 <input type="checkbox"/>	1303104 <input type="checkbox"/>	1303105 <input type="checkbox"/>	1303106 <input type="checkbox"/>
Promotion opportunities	1303111 <input type="checkbox"/>	1303112 <input type="checkbox"/>	1303113 <input type="checkbox"/>	1303114 <input type="checkbox"/>	1303115 <input type="checkbox"/>	1303116 <input type="checkbox"/>
Nature of work (seasonal, shift work, irregular hours, job content)	1303121 <input type="checkbox"/>	1303122 <input type="checkbox"/>	1303123 <input type="checkbox"/>	1303124 <input type="checkbox"/>	1303125 <input type="checkbox"/>	1303126 <input type="checkbox"/>
Remote location/poor public transit	1303131 <input type="checkbox"/>	1303132 <input type="checkbox"/>	1303133 <input type="checkbox"/>	1303134 <input type="checkbox"/>	1303135 <input type="checkbox"/>	1303136 <input type="checkbox"/>

**C4.** What was the minimum education level required for the **3 most frequent hires** identified in **Question C1** and the **3 most recent hires** identified in **Question C2**?

	Most frequent hires (Question C1)			Most recent hires (Question C2)		
	Occupation #1	Occupation #2	Occupation #3	Occupation #4	Occupation #5	Occupation #6
None	1304011 <input type="radio"/>	1304012 <input type="radio"/>	1304013 <input type="radio"/>	1304014 <input type="radio"/>	1304015 <input type="radio"/>	1304016 <input type="radio"/>
High school diploma or equivalent	1304021 <input type="radio"/>	1304022 <input type="radio"/>	1304023 <input type="radio"/>	1304024 <input type="radio"/>	1304025 <input type="radio"/>	1304026 <input type="radio"/>
Some postsecondary education	1304031 <input type="radio"/>	1304032 <input type="radio"/>	1304033 <input type="radio"/>	1304034 <input type="radio"/>	1304035 <input type="radio"/>	1304036 <input type="radio"/>
Trade certificate	1304041 <input type="radio"/>	1304042 <input type="radio"/>	1304043 <input type="radio"/>	1304044 <input type="radio"/>	1304045 <input type="radio"/>	1304046 <input type="radio"/>
College diploma	1304051 <input type="radio"/>	1304052 <input type="radio"/>	1304053 <input type="radio"/>	1304054 <input type="radio"/>	1304055 <input type="radio"/>	1304056 <input type="radio"/>
Undergraduate	1304061 <input type="radio"/>	1304062 <input type="radio"/>	1304063 <input type="radio"/>	1304064 <input type="radio"/>	1304065 <input type="radio"/>	1304066 <input type="radio"/>
Professional accreditation or graduate degree	1304071 <input type="radio"/>	1304072 <input type="radio"/>	1304073 <input type="radio"/>	1304074 <input type="radio"/>	1304075 <input type="radio"/>	1304076 <input type="radio"/>

**C5.** What kind of work experience was required for the **3 most frequent hires** identified in **Question C1** and the **3 most recent hires** identified in **Question C2**?

	Most frequent hires (Question C1)			Most recent hires (Question C2)		
	Occupation #1	Occupation #2	Occupation #3	Occupation #4	Occupation #5	Occupation #6
Specialized work experience (e.g., with a specific machine or system or in a specific industry)	1305011 <input type="radio"/>	1305012 <input type="radio"/>	1305013 <input type="radio"/>	1305014 <input type="radio"/>	1305015 <input type="radio"/>	1305016 <input type="radio"/>
General work experience (e.g., sales or human resources management)	1305021 <input type="radio"/>	1305022 <input type="radio"/>	1305023 <input type="radio"/>	1305024 <input type="radio"/>	1305025 <input type="radio"/>	1305026 <input type="radio"/>
No experience required	1305031 <input type="radio"/>	1305032 <input type="radio"/>	1305033 <input type="radio"/>	1305034 <input type="radio"/>	1305035 <input type="radio"/>	1305036 <input type="radio"/>

**C6.** What was the minimum number of years of work experience required for the **3 most frequent hires** identified in **Question C1** and the **3 most recent hires** identified in **Question C2**?

If no minimum number of years of work experience was required for a position, please report zero in the field below.

	Most frequent hires (Question C1)			Most recent hires (Question C2)		
	Occupation #1	Occupation #2	Occupation #3	Occupation #4	Occupation #5	Occupation #6
	1306011	1306012	1306013	1306014	1306015	1306016
Number of years	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**C7.** What was the annual salary range offered, in **Canadian dollars** for the **3 most frequent hires** identified in **Question C1** and the **3 most recent hires** identified in **Question C2**?

	Minimum	Maximum	Average
<b>Most frequent hires (Question C1)</b>			
Occupation #1	1307011 <input type="text"/>	1307012 <input type="text"/>	1307013 <input type="text"/>
Occupation #2	1307021 <input type="text"/>	1307022 <input type="text"/>	1307023 <input type="text"/>
Occupation #3	1307031 <input type="text"/>	1307032 <input type="text"/>	1307033 <input type="text"/>
<b>Most recent hires (Question C2)</b>			
Occupation #4	1307041 <input type="text"/>	1307042 <input type="text"/>	1307043 <input type="text"/>
Occupation #5	1307051 <input type="text"/>	1307052 <input type="text"/>	1307053 <input type="text"/>
Occupation #6	1307061 <input type="text"/>	1307062 <input type="text"/>	1307063 <input type="text"/>



**C8.** What were the 3 most frequently used recruitment methods in order to fill the **3 most frequent hires** identified in **Question C1** and the **3 most recent hires** in **Question C2**?

	Most frequent hires (Question C1)			Most recent hires (Question C2)		
	Occupation #1	Occupation #2	Occupation #3	Occupation #4	Occupation #5	Occupation #6
Word of mouth/ personal contacts/ referrals/informal networks	1308011 <input type="radio"/>	1308012 <input type="radio"/>	1308013 <input type="radio"/>	1308014 <input type="radio"/>	1308015 <input type="radio"/>	1308016 <input type="radio"/>
On-site job signs or posters	1308021 <input type="radio"/>	1308022 <input type="radio"/>	1308023 <input type="radio"/>	1308024 <input type="radio"/>	1308025 <input type="radio"/>	1308026 <input type="radio"/>
Unsolicited resumes	1308031 <input type="radio"/>	1308032 <input type="radio"/>	1308033 <input type="radio"/>	1308034 <input type="radio"/>	1308035 <input type="radio"/>	1308036 <input type="radio"/>
Company's own internet site	1308041 <input type="radio"/>	1308042 <input type="radio"/>	1308043 <input type="radio"/>	1308044 <input type="radio"/>	1308045 <input type="radio"/>	1308046 <input type="radio"/>
Online job boards/postings	1308051 <input type="radio"/>	1308052 <input type="radio"/>	1308053 <input type="radio"/>	1308054 <input type="radio"/>	1308055 <input type="radio"/>	1308056 <input type="radio"/>
On-site recruitment at schools, colleges or universities	1308061 <input type="radio"/>	1308062 <input type="radio"/>	1308063 <input type="radio"/>	1308064 <input type="radio"/>	1308065 <input type="radio"/>	1308066 <input type="radio"/>
Job fairs	1308071 <input type="radio"/>	1308072 <input type="radio"/>	1308073 <input type="radio"/>	1308074 <input type="radio"/>	1308075 <input type="radio"/>	1308076 <input type="radio"/>
Trade or professional association publications/sites	1308081 <input type="radio"/>	1308082 <input type="radio"/>	1308083 <input type="radio"/>	1308084 <input type="radio"/>	1308085 <input type="radio"/>	1308086 <input type="radio"/>
Government employment centres or websites	1308091 <input type="radio"/>	1308092 <input type="radio"/>	1308093 <input type="radio"/>	1308094 <input type="radio"/>	1308095 <input type="radio"/>	1308096 <input type="radio"/>
Non-government or community employment service centres or websites	1308101 <input type="radio"/>	1308102 <input type="radio"/>	1308103 <input type="radio"/>	1308104 <input type="radio"/>	1308105 <input type="radio"/>	1308106 <input type="radio"/>
Executive search companies and temporary help agencies	1308111 <input type="radio"/>	1308112 <input type="radio"/>	1308113 <input type="radio"/>	1308114 <input type="radio"/>	1308115 <input type="radio"/>	1308116 <input type="radio"/>
Newspaper ads	1308121 <input type="radio"/>	1308122 <input type="radio"/>	1308123 <input type="radio"/>	1308124 <input type="radio"/>	1308125 <input type="radio"/>	1308126 <input type="radio"/>
Other	1308131 <input type="radio"/>	1308132 <input type="radio"/>	1308133 <input type="radio"/>	1308134 <input type="radio"/>	1308135 <input type="radio"/>	1308136 <input type="radio"/>

**C9.** For the **3 most frequent hires** identified in **Question C1** and the **3 most recent hires** identified in **Question C2**, which of the following geographic areas were the targets of this location's recruitment efforts?

Please check all that apply.

	Most frequent hires (Question C1)			Most recent hires (Question C2)		
	Occupation #1	Occupation #2	Occupation #3	Occupation #4	Occupation #5	Occupation #6
Within the local area	1309011 <input type="checkbox"/>	1309012 <input type="checkbox"/>	1309013 <input type="checkbox"/>	1309014 <input type="checkbox"/>	1309015 <input type="checkbox"/>	1309016 <input type="checkbox"/>
Within the province/territory	1309021 <input type="checkbox"/>	1309022 <input type="checkbox"/>	1309023 <input type="checkbox"/>	1309024 <input type="checkbox"/>	1309025 <input type="checkbox"/>	1309026 <input type="checkbox"/>
Within a region (involving two or more provinces)	1309031 <input type="checkbox"/>	1309032 <input type="checkbox"/>	1309033 <input type="checkbox"/>	1309034 <input type="checkbox"/>	1309035 <input type="checkbox"/>	1309036 <input type="checkbox"/>
Within all of Canada	1309041 <input type="checkbox"/>	1309042 <input type="checkbox"/>	1309043 <input type="checkbox"/>	1309044 <input type="checkbox"/>	1309045 <input type="checkbox"/>	1309046 <input type="checkbox"/>
Internationally	1309051 <input type="checkbox"/>	1309052 <input type="checkbox"/>	1309053 <input type="checkbox"/>	1309054 <input type="checkbox"/>	1309055 <input type="checkbox"/>	1309056 <input type="checkbox"/>

**SECTION D: FUTURE SKILL SHORTAGES**

**D1.** Do you anticipate any **hard-to-fill vacancies** due to skills shortages in the **next two years**?

Skills shortage vacancies are those vacancies that are hard-to-fill because of an insufficient number of applicants with the skills, experience or qualifications to do the job with an acceptable amount of on-the-job training.

1401011 1  Yes

3  No ➤ **Go to Question E1**

**D2.** What is the main reason you anticipate these vacancies in the **next two years**?

Please check only one.

1402011  Quits

1402012  Retirements

1402013  Dismissal and layoffs

1402014  Firm growth (new positions similar to existing ones)

1402015  Technological or organizational change (new positions with new skills required)

1402016  Other

Please specify: ➤

1402017

  

**D3.** For 2 vacancies you anticipate being hard-to-fill due to skills shortages in the **next two years**, please provide the following information, beginning with the harder to fill vacancy.

If you anticipate you will hire multiple workers with the same job title and job description, please report the job title and description once and indicate the number of employees you will need to hire.

For example, if you expect to hire 5 sales clerks, report 'sales clerk' as job title and 5 in Part C.

**Occupation #1**

**A. Job Title** (e.g., pharmacists, financial advisors, or nurses):

1403011

**B. Job Description** (e.g., dispense prescribed pharmaceuticals, develop and implement financial policies and systems, provide nursing care to patients):

1403012

**C.** How many employees with this title and job description do you anticipate you will need to hire in the next two years?

1403013

number of employees

## Occupation #2

**A. Job Title** (e.g., pharmacists, financial advisors, or nurses):

1403014

**B. Job Description** (e.g., dispense prescribed pharmaceuticals, develop and implement financial policies and systems, provide nursing care to patients):

1403015

**C.** How many employees with this title and job description do you anticipate you will need to hire in the next two years?

1403016

number of employees

**D4.** If you are unable to fill the hard-to-fill vacancies due to skill shortages you are anticipating in the **next two years**, what will be the impacts?

Please check all that apply.

1404011

No particular problems

1404012

Lose business or orders to competitors

1404013

Delay developing new products or services

1404014

Have difficulties meeting quality standards

1404015

Increase operating costs

1404016

Have difficulties introducing new work practices

1404017

Increase workload for other staff

1404018

Outsource work or contract out

1404019

Decrease productivity

1404020

Other impacts

Please specify: ➤

1404021

**E1.** In completing this questionnaire, did you combine information with any other location?

1501011 1  Yes

3  No ➤ **Go to end of Questionnaire.**

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**E2.** Which locations did you report for?

1501012 1  Some locations

3  All locations ➤ **Go to end of Questionnaire.**

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**E3.** In what provinces or territories did the locations you reported for operate?

1503011  Newfoundland and Labrador

1503012  Prince Edward Island

1503013  Nova Scotia

1503014  New Brunswick

1503015  Quebec

1503016  Ontario

1503017  Manitoba

1503018  Saskatchewan

1503019  Alberta

1503020  British Columbia

1503021  Yukon

1503022  Northwest Territories

1503023  Nunavut

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**E4.** In 2011, what percentage of the total employment of this company was attributable to the locations you reported for?

1504011     %

