



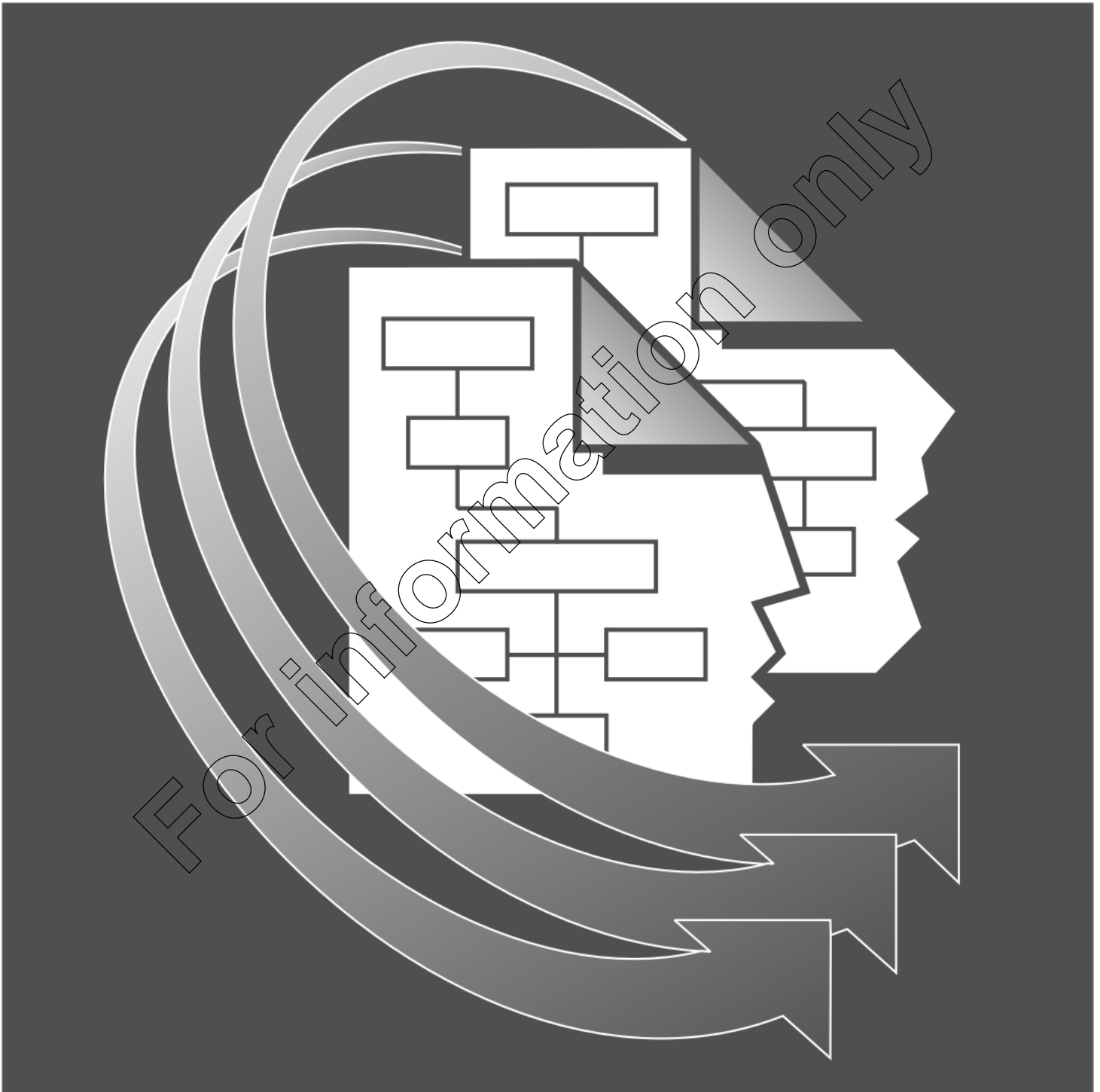
Business and Labour Market Analysis Division and  
Labour Statistics Division

## 2002 Workplace and Employee Survey

Confidential when completed

Collected under the authority of the  
*Statistics Act*, Revised Statutes of  
Canada, 1985, Chapter S19.

Version française disponible sur  
demande.



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Statistics  
Canada

Statistique  
Canada

Canada

## Survey Objective

**The Workplace and Employee Survey** will provide valuable information on the "business of business" by looking at the practices that help firms succeed. It will poll Canadian employees and employers on a range of workplace concerns. Survey results will provide unique insight into the relationship between employment practices and firms' performance, as well as more in-depth information on the effect of technology, training and human resource practices.

## Your Participation

**Your business' participation** in this survey is critical to ensure that the results are an accurate reflection of your industry, your region, and your type of business.

## Confidentiality

The law protects what you tell us. Your information is kept strictly confidential. No one, not the courts, Canada Customs and Revenue Agency or even the RCMP, can access your information. Your information cannot be made available under any other law such as the *Access to Information Act*.

**We never release any information that could identify a particular individual or business without their consent.**

## 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.

**To reduce your response burden, please do not answer these questions: 6 (a), 6 (b), 8, 13, 17, 18, 19, 24, 26 (a), 26 (b), 28 (a), 28 (b), 29 (c), 34, 36, 36 (a), 37 and 38. They are clearly marked in the questionnaire.**

**You must not return this questionnaire by mail.**

## You need help?

We would be most happy to answer any questions you might have.

Please feel free to call. The telephone number is given in the included letter.

You may also visit Statistics Canada's web site at [www.statcan.ca](http://www.statcan.ca).

**Thank you for participating in this survey.**



# 2002 Workplace and Employee Survey

## Section A : Workforce Characteristics and Job Organization

This section includes questions relating to the characteristics of the employees at this location only. Please include only paid employees of this location receiving a T4 slip who work on-site, off-site such as customer service representatives or telecommuters, and employees who are on paid leave. (See Employee Category Definitions on page 38.)

1 (a) In the last pay period of March 2002, how many employees receiving a T4 slip were employed at this location? (See Employee Category Definitions on page 38.)

\_\_\_\_\_ March 2002

1 (b) Of the total employment in March 2002 (as reported in Question 1(a)), how many were in the following categories?

A. Permanent <sup>1</sup> Full-time employees <sup>3</sup>	_____	
B. Permanent Part-time <sup>4</sup> employees	_____	
C. Total Permanent employees	(A+B=C)	_____
D. Non-permanent <sup>2</sup> Full-time employees	_____	
E. Non-permanent <sup>2</sup> Part-time employees	_____	
F. Total Non-permanent employees	(D+E=F)	_____
G. Total of Employees reported in Question 1(a)	(C+F=1 (a))	_____

1. Permanent employees are those who have no set termination date.
2. Non-permanent employees have a set termination date or a specific period of employment.
3. Full-time employees: working 30 or more hours per week.
4. Part-time employees: working less than 30 hours per week.



**1 (f)** Of the total of **NON-MANAGEMENT EMPLOYEES COVERED BY A COLLECTIVE AGREEMENT** reported in **Question 1(d) C.**, how many were in the following categories? (See *Employee Category Definitions on page 38.*)

	Full-time	Part-time
A. Professionals	_ _ _ _ _ _ _	_ _ _ _ _ _ _
B. Technical /Trades	_ _ _ _ _ _ _	_ _ _ _ _ _ _
C. Marketing /Sales	_ _ _ _ _ _ _	_ _ _ _ _ _ _
D. Clerical /Administrative	_ _ _ _ _ _ _	_ _ _ _ _ _ _
E. Production workers with no trade/certification	_ _ _ _ _ _ _	_ _ _ _ _ _ _
F. Other	_ _ _ _ _ _ _	_ _ _ _ _ _ _

**1 (g)** Of the total employment in March 2002 (as reported in **Question 1(a)**), how many were on-site or off-site employees?

A. On-site employees	_ _ _ _ _ _ _
B. At another workplace (off-site employees)	_ _ _ _ _ _ _
C. At home (off-site employees)	_ _ _ _ _ _ _
D. Total number of employees reported in Question 1(a) (A+B+C = Q1(a))	_ _ _ _ _ _ _

**1 (h)** During the month of March 2002, how many independent contractors provided products or services to your location? Please include contract workers working at home. (See *Employee Category Definitions on page 38.*)

**These contract workers should not have been reported in the previous Question 1(a) to Question 1(g).**

A. At this workplace	_ _ _ _ _ _ _
B. Outside this workplace	_ _ _ _ _ _ _

**2.** Do you have seasonal peaks in employment?

<sup>1</sup>  Yes

<sup>3</sup>  No → **Go to Question 3**

**2 (a)** What is the maximum employment during that (these) peak(s)?

|\_|\_|\_|\_|\_|\_|\_|

**2 (b)** During which months do they occur?

- |  |   |
|--|---|
| <sup>01</sup> <input type="radio"/> January  | <sup>07</sup> <input type="radio"/> July      |
| <sup>02</sup> <input type="radio"/> February | <sup>08</sup> <input type="radio"/> August    |
| <sup>03</sup> <input type="radio"/> March    | <sup>09</sup> <input type="radio"/> September |
| <sup>04</sup> <input type="radio"/> April    | <sup>10</sup> <input type="radio"/> October   |
| <sup>05</sup> <input type="radio"/> May      | <sup>11</sup> <input type="radio"/> November  |
| <sup>06</sup> <input type="radio"/> June     | <sup>12</sup> <input type="radio"/> December  |

**Hiring**

**3.** Were there any new employees hired **between April 1, 2001 and March 31, 2002** at this location? *(Please exclude the filling of positions through recalls from lay-offs or the ending of labour disputes.)*

- <sup>1</sup>  Yes
- <sup>3</sup>  No → **Go to Question 4 (a)**

**3 (a)** How many new employees did you hire **between April 1, 2001 and March 31, 2002**?

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**3 (b)** How many new employees did you hire in each of the following categories **between April 1, 2001 and March 31, 2002**? *(See Employee Category Definitions on page 38.)*

- |   |       |   |  |  |  |  |  |  |  |  |
|---|-------|---|--|--|--|--|--|--|--|--|
| A. Managers                                       | _____ | <table border="1"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> |  |  |  |  |  |  |  |  |
|   |       |   |  |  |  |  |  |  |  |  |
| B. Professionals                                  | _____ | <table border="1"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> |  |  |  |  |  |  |  |  |
|   |       |   |  |  |  |  |  |  |  |  |
| C. Technical /Trades                              | _____ | <table border="1"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> |  |  |  |  |  |  |  |  |
|   |       |   |  |  |  |  |  |  |  |  |
| D. Marketing /Sales                               | _____ | <table border="1"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> |  |  |  |  |  |  |  |  |
|   |       |   |  |  |  |  |  |  |  |  |
| E. Clerical /Administrative                       | _____ | <table border="1"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> |  |  |  |  |  |  |  |  |
|   |       |   |  |  |  |  |  |  |  |  |
| F. Production workers with no trade/certification | _____ | <table border="1"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> |  |  |  |  |  |  |  |  |
|   |       |   |  |  |  |  |  |  |  |  |
| G. Other, specify _____                           | _____ | <table border="1"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> |  |  |  |  |  |  |  |  |
|   |       |   |  |  |  |  |  |  |  |  |

## Vacancies

**4 (a)** How are vacant positions **usually** filled? For all applicable categories, check only the most frequently used method. (See *Employee Category Definitions* on page 38.)

	From within the workplace	From another workplace within the same legal company or business enterprise	From outside the company
A. Same for all occupations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Technical /Trades	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Marketing /Sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Clerical /Administrative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Production workers with no trade/ certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Other, <i>specify</i> _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4 (b)** At this location, are there any vacant positions that you are **currently** trying to fill?

<sup>1</sup>  Yes

<sup>3</sup>  No → **Go to Question 5 (a)**

**4 (c)** In total, how many vacant positions are **currently** unfilled at this location?

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**4 (d)** Of those unfilled positions reported in **Question 4 (c)**, how many have **remained vacant for four months or longer** in the following categories? (See *Employee Category Definitions* on page 38.)

For each group with vacant positions for four months or longer, identify the reason(s) for the vacancies.  
(Check all that apply.)

	Number of positions that, despite active recruitment, have remained vacant for four months or longer	Too few applicants	Most applicants lacked educational requirements	Most applicants lacked job experience	Most applicants declined job offer
A. Managers	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Professionals	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Technical /Trades	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Marketing /Sales	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Clerical / Administrative	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Production workers with no trade/certification	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Other	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





## Section B : Compensation

This section focuses on wage and non-wage benefits and compensation practices.

6 (a) Does your compensation system include the following incentives?

	Yes	No
A. Individual incentive systems <sup>1</sup>	1 <input type="radio"/>	3 <input type="radio"/>
B. Group incentives systems <sup>2</sup>	1 <input type="radio"/>	3 <input type="radio"/>
C. Profit-sharing plan <sup>3</sup>	1 <input type="radio"/>	3 <input type="radio"/>
D. Merit pay and skill-based pay <sup>4</sup>	1 <input type="radio"/>	3 <input type="radio"/>
E. Employee stock plans <sup>5</sup>	1 <input type="radio"/>	3 <input type="radio"/>

1. "**Individual incentive systems**" such as bonuses, piece-rate and commissions are systems that reward individuals on the basis of individual output or performance
2. "**Group incentives systems**" such as productivity /quality gain-sharing are systems that reward individuals on the basis of group output or performance. Commonly, these benefits can be in the form of money payments in the primary industries.
3. "**Profit-sharing plan**" is any plan by which employees receive a share of the profits from the workplace.
4. "**Merit pay or skill-based pay**" is a reward or honour given for superior qualities, great abilities or expertise that comes from training, practice, etc.
5. "**Employee stock plans**" are employee stock purchase plans, ownership plans or stock options.

If you have answered "No" to all of these questions, **go to Question 7.**

**6 (b)** To which group of employees are these incentives offered? (Check all that apply.) (See Employee Category Definitions on page 38.)

Compensation	Individual incentive systems	Productivity / quality gain-sharing and other group incentive	Profit-sharing plan	Merit pay and skill-based pay	Employee stock plans
A. Same for all occupations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Technical /Trades	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Marketing /Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Clerical / Administrative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Production workers with no trade/certification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For information only  
Do not answer this question



9. Are non-wage benefits, such as health related benefits (e.g. dental care, life insurance), pay related benefits (e.g. severance, supplements to E.I. or related expenses) or pension related benefits (e.g. pension plans, group RRSPs), available to full-time or part-time employees?

<sup>1</sup>  Yes

<sup>3</sup>  No → **Go to Question 12**

If you do not have any permanent full-time employees (as reported in **Question 1 (b) A.**), then **go to Question 10 (c).**

10 (a) Please indicate which of the following non-wage benefits are available to **permanent full-time** employees at this location?

	Not available	Available to...			
		All	Management	Non-Management	
				Non-Union	Union
A. Pension plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Life and / or disability insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Supplemental medical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Dental care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Group RRSP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Stock purchase or other savings plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Supplements to Employment Insurance (E.I.) benefits (e.g. for maternity or layoff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Worker's Compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Severance allowances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Flexible benefit plan *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J.a) Annual reimbursement for an employee opting out of the flexible plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Other (specify) _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* If your answer to **Question 10 (a) J.** Flexible benefit plan = not available, **please go to Question 10 (a) K.**

**10 (b)** How are these benefits funded?

	Not applicable	Funded by...		
		Employer only	Employee only	Employee and Employer
A. <u>Pension plan</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. <u>Life and/or disability insurance</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. <u>Supplemental medical</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. <u>Dental care</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. <u>Group RRSP</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. <u>Stock purchase or other savings plan</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. <u>Supplements to Employment Insurance (E.I.) benefits (e.g. for maternity or layoff)</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. <u>Worker's Compensation</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. <u>Severance allowances</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. <u>Flexible benefit plan</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. <u>Other</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you do not have any part-time employees (as reported in **Question 1 (b) B.** and **Question 1 (b) E.**), then ***please go to Question 11.***

**10 (c)** Are the following non-wage benefits available to **any part-time** employees at this location?

	<b>Yes</b>	<b>No</b>
A. Pension plan	1 <input type="radio"/>	3 <input type="radio"/>
B. Life and / or disability insurance	1 <input type="radio"/>	3 <input type="radio"/>
C. Supplemental medical	1 <input type="radio"/>	3 <input type="radio"/>
D. Dental care	1 <input type="radio"/>	3 <input type="radio"/>
E. Group RRSP	1 <input type="radio"/>	3 <input type="radio"/>
F. Stock purchase plan or other savings plan	1 <input type="radio"/>	3 <input type="radio"/>
G. Supplements to Employment Insurance (E.I.) benefits (e.g. for maternity or layoff)	1 <input type="radio"/>	3 <input type="radio"/>
H. Worker's Compensation	1 <input type="radio"/>	3 <input type="radio"/>
I. Severance allowances	1 <input type="radio"/>	3 <input type="radio"/>
J. Flexible benefit plan *	1 <input type="radio"/>	3 <input type="radio"/>
J.a) Annual reimbursement for an employee opting out of the flexible plan	1 <input type="radio"/>	3 <input type="radio"/>
K. Other, <i>specify</i> _____	1 <input type="radio"/>	3 <input type="radio"/>

\* If your answer to **Question 10 (c) J.** Flexible benefit plan = no (3), **please go to Question 10 (c) K.**





## Hours of work

If you do not have any full-time employees (as reported in **Question 1 (d) A.**), *please go to Question 14 (a).*

**12.** Excluding all overtime, how many paid hours do **full-time employees** in each category work in a normal week? (See *Employee Category Definitions on page 38.*)

A. Same for all occupations	□□ . □
B. Managers	□□ . □
C. Professionals	□□ . □
D. Technical /Trades	□□ . □
E. Marketing /Sales	□□ . □
F. Clerical /Administrative	□□ . □
G. Production workers with no trade/certification	□□ . □
H. Other	□□ . □

**13.** How is overtime work compensated for **full-time employees** in each category? (Check all that apply.) (See *Employee Category Definitions on page 38.*)

	Not applicable (no overtime worked)	Hourly overtime premiums	At normal rate	Compen- satory time off	Not compen- sated
A. Same for all occupations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Technical /Trades	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Marketing /Sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Clerical /Administrative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Production workers with no trade/certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section C : Training

This section covers the nature and extent of workplace training. It is meant to include all types of training intended to develop your employees' skills and/or knowledge through a structured format (Question 14 (a)) or on-the-job training (Question 16 (c)) whether it takes place inside or outside the location.

**14 (a)** Between April 1, 2001 and March 31, 2002, did this workplace pay for or provide any of the following types of classroom job-related training? (Check all that apply).

Classroom training includes:

- all training activities which have a pre-determined format, including a pre-defined objective;
- specific content;
- progress that may be monitored and/or evaluated.

- <sup>01</sup> No classroom training → **Go to Question 16 (a)**
- <sup>02</sup> Orientation for new employees
- <sup>03</sup> Managerial /supervisory training
- <sup>04</sup> Professional training
- <sup>05</sup> Apprenticeship training
- <sup>06</sup> Sales and marketing training
- <sup>07</sup> Computer /hardware
- <sup>08</sup> Computer /software
- <sup>09</sup> Other office and non-office equipment
- <sup>10</sup> Group decision-making or problem-solving
- <sup>11</sup> Team building, leadership, communication
- <sup>12</sup> Occupational health and safety, environmental protection
- <sup>13</sup> Literacy or numeracy
- <sup>14</sup> Other training, *specify* \_\_\_\_\_

**14 (b)** Please estimate the number of employees who received classroom training between April 1, 2001 and March 31, 2002. (Include full-time, part-time, permanent and temporary employees.)

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**16 (a)** Does this workplace subsidize, assist or reimburse employees for training or courses taken outside of their paid working hours?

*This question is meant to be inclusive. Besides direct subsidies (i.e. helping with tuition or fees), assistance could include helping with registration, arranging travel, arranging discounts or offering salary incentives to training.*

<sup>1</sup>  Yes

<sup>3</sup>  No → **Go to Question 16 (c)**

**16 (b)** Between April 1, 2001 and March 31, 2002, how many employees has this workplace subsidized, reimbursed or assisted?

--	--	--	--	--

**16 (c)** Between April 1, 2001 and March 31, 2002, did this workplace pay for or provide any of the following types of on-the-job training? (Check all that apply).

<sup>01</sup>  No on-the-job training → **Go to Question 20**

<sup>02</sup>  Orientation for new employees

<sup>03</sup>  Managerial /supervisory training

<sup>04</sup>  Professional training

<sup>05</sup>  Apprenticeship training

<sup>06</sup>  Sales and marketing training

<sup>07</sup>  Computer /hardware

<sup>08</sup>  Computer /software

<sup>09</sup>  Other office and non-office equipment

<sup>10</sup>  Group decision-making or problem-solving

<sup>11</sup>  Team-building, leadership, communication

<sup>12</sup>  Occupational health and safety, environmental protection

<sup>13</sup>  Literacy or numeracy

<sup>14</sup>  Other training, specify \_\_\_\_\_

**16 (d)** Please estimate the number of employees who received on-the-job training between April 1, 2001 and March 31, 2002. (Include full-time, part-time, permanent and temporary employees.)

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## Section D : Human Resources Practices

17. Which statement best describes the responsibility for human resources matters at this location?

- 1  There is a separate human resources unit in this workplace employing more than one person.
- 2  One full-time person in this workplace is responsible for human resources matters.
- 3  Human resources matters comprise part of one person's job in this workplace, such as owner or manager.
- 4  Human resources matters for this workplace are the responsibility of a person or unit in another workplace.
- 5  Human resources matters are handled as they arise in this workplace (i.e. are not assigned to one person in particular).
- 6  Some other arrangement, *specify* \_\_\_\_\_

For information only

## Work Organization

18. For **non-managerial employees**, which of the following practices exist on a formal basis in your workplace? In what year were they implemented?

	Yes	No	Year implemented
A. Employee's suggestion program	1 <input type="radio"/>	3 <input type="radio"/>	_____
B. Flexible job design	1 <input type="radio"/>	3 <input type="radio"/>	_____
C. Information sharing with employees	1 <input type="radio"/>	3 <input type="radio"/>	_____
D. Problem-solving teams	1 <input type="radio"/>	3 <input type="radio"/>	_____
E. Joint labour-management committees	1 <input type="radio"/>	3 <input type="radio"/>	_____
F. Self-directed work groups	1 <input type="radio"/>	3 <input type="radio"/>	_____

- A. **Employee's suggestion program:** Includes employee survey feedback.
- B. **Flexible job design:** Includes job rotation, job enrichment/redesign (broadened job definitions), job enrichment (increased skills, variety or autonomy of work).
- C. **Information sharing with employees:** For example, with respect to firm's performance, colleagues' wages, technological or organizational changes, etc. This implies that employees have some feedback on policies.
- D. **Problem-solving teams:** Responsibilities of teams are limited to specific areas such as quality or work flow (i.e. narrower range of responsibilities than F).
- E. **Joint labour-management committees:** Include non-legislated joint labour-management committees and task teams that generally cover a broad range of issues, yet tend to be consultative in nature.
- F. **Self-directed work groups:** Semi-autonomous work groups or mini-enterprise work groups that have a high level of responsibility for a wide range of decisions /issues.

19. Who normally makes decisions with respect to the following activities? (Check all that apply.)

Decision	Non-managerial employee	Work group	Work supervisor	Senior manager / business owner	Individual or group outside workplace
A. Daily planning of individual work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Weekly planning of individual work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Follow-up of results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Customer relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Quality control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Purchase of necessary supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Maintenance of machinery and equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Setting staffing levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Filling vacancies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Choice of production technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L. Product /service development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Organizational Change

Organizational change refers to a change in the way in which work is organized within your workplace or between your workplace and others.

20. Has your workplace experienced any of the following forms of organizational change **between April 1, 2001 and March 31, 2002?**

	Yes	No
A. <u>Greater integration among different functional areas</u>	1 <input type="radio"/>	3 <input type="radio"/>
B. <u>Increase in the degree of centralization</u>	1 <input type="radio"/>	3 <input type="radio"/>
C. <u>Downsizing (reducing the number of employees on payroll to reduce expenses; it is part of a reorganization in the workplace and not simply a response to a drop in demand)</u>	1 <input type="radio"/>	3 <input type="radio"/>
D. <u>Decrease in the degree of centralization</u>	1 <input type="radio"/>	3 <input type="radio"/>
E. <u>Greater reliance on temporary workers</u>	1 <input type="radio"/>	3 <input type="radio"/>
F. <u>Greater reliance on part-time workers</u>	1 <input type="radio"/>	3 <input type="radio"/>
G. <u>Re-engineering (redesigning processes to improve performance and cost)</u>	1 <input type="radio"/>	3 <input type="radio"/>
H. <u>Increase in overtime hours</u>	1 <input type="radio"/>	3 <input type="radio"/>
I. <u>Adoption of flexible working hours</u>	1 <input type="radio"/>	3 <input type="radio"/>
J. <u>Reduction in the number of managerial levels (delaying)</u>	1 <input type="radio"/>	3 <input type="radio"/>
K. <u>Greater reliance on job rotation, multi-skilling</u>	1 <input type="radio"/>	3 <input type="radio"/>
L. <u>Implementation of total quality management</u>	1 <input type="radio"/>	3 <input type="radio"/>
M. <u>Greater reliance on external suppliers of products /services (outsourcing)</u>	1 <input type="radio"/>	3 <input type="radio"/>
N. <u>Greater inter-firm collaboration in R&amp;D, production or marketing</u>	1 <input type="radio"/>	3 <input type="radio"/>
O. <u>Other, specify _____</u>	1 <input type="radio"/>	3 <input type="radio"/>

If the answer to all of these questions is "No", **go to Question 25**. Otherwise, **go to Question 21 (a)**.



**21 (a)** Which organizational change affected the greatest number of employees **between April 1, 2001 and March 31, 2002?** (Check one answer only.)

- 01 Greater integration among different functional areas
- 02 Increase in the degree of centralization with elimination of decentralized sub-offices
- 03 Downsizing (reducing the number of employees on payroll to reduce expenses; it is part of a reorganization in the workplace and not simply a response to a drop in demand)
- 04 Decrease in the degree of centralization
- 05 Greater reliance on temporary workers
- 06 Greater reliance on part-time workers
- 07 Re-engineering (focusing on the redesign of business processes to improve performance and cost)
- 08 Increase in overtime hours
- 09 Adoption of flexible working hours
- 10 Reduction in the number of managerial levels (delaying)
- 11 Greater reliance on job rotation, multi-skilling
- 12 Implementation of total quality management
- 13 Greater reliance on external suppliers of products /services (outsourcing)
- 14 Greater inter-firm collaboration in R&D, production or marketing
- 15 Other

**21 (b)** If you answered "Downsizing", by how many employees did you reduce your workforce?

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**22.** What were the objectives of this most significant organizational change? (Check all that apply.)

- 01 To introduce new technology
- 02 To reduce costs
- 03 To respond to an amalgamation or a take-over
- 04 To increase product differentiation
- 05 To increase product and service quality
- 06 To increase hours of operation
- 07 To reduce inventories
- 08 To reduce the time between orders and deliveries
- 09 To raise productivity
- 10 To increase the pace of innovation
- 11 Other, specify \_\_\_\_\_

23. Between April 1, 2001 and March 31, 2002, what was the impact of the most significant organizational change for your location?

Change	Not applicable	Increase	No effect (an organizational change was tried but it didn't work)	Decrease
A. Profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Labour-management relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Product /service differentiation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Labour turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Automation of production processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Level of inventories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Utilization time for physical plant and equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Absenteeism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Number of levels in hierarchy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L. Quality of products /services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M. Time between order and delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
N. Ability to measure performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section E : Collective Bargaining

If your company has **NO NON-MANAGEMENT EMPLOYEES COVERED BY A COLLECTIVE BARGAINING AGREEMENT** please go to **Question 25**.

24. Does the agreement with the largest bargaining unit define how to deal with the following provisions?  
(Check all that apply.)

	Written agreements	Regular discussions	Ad hoc agreements	No provision
A. Technological change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Workplace reorganization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Employee participation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Occupational health and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Employment equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Pay equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Job security /lay-offs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Contracting out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Education and training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Cost of living adjustments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Did any of the following situations occur at this location **between April 1, 2001 and March 31, 2002**? If so, for how many days did it last?

	Yes	No	Number of days
A. Work-to-rule	<sup>1</sup> <input type="radio"/>	<sup>3</sup> <input type="radio"/>	□□□□, □
B. Work slowdown	<sup>1</sup> <input type="radio"/>	<sup>3</sup> <input type="radio"/>	□□□□, □
C. Strikes	<sup>1</sup> <input type="radio"/>	<sup>3</sup> <input type="radio"/>	□□□□, □
D. Lockouts	<sup>1</sup> <input type="radio"/>	<sup>3</sup> <input type="radio"/>	□□□□, □
E. Other labour-related actions	<sup>1</sup> <input type="radio"/>	<sup>3</sup> <input type="radio"/>	□□□□, □

**26 (a)** Does this workplace have a dispute, complaint or grievance system for employees?

<sup>1</sup>  Yes, formal

<sup>2</sup>  Informal only

<sup>3</sup>  No → **Go to Question 28**

**26 (b)** Who has **final** authority to settle disputes, grievances or complaints?

<sup>1</sup>  Management

<sup>2</sup>  Labour-management committee

<sup>3</sup>  Outside arbitrator

**27 (a)** How many disputes, grievances or complaints were filed **between April 1, 2001 and March 31, 2002?**

--	--	--	--

**27 (b)** How would you rate your labour-management relations?

<sup>1</sup>  Good

<sup>2</sup>  Fair

<sup>3</sup>  Poor



**30 (b)** Does this amount represent the expenditure for only this location?

<sup>1</sup>  Yes

<sup>3</sup>  No, specify \_\_\_\_\_

**31.** What percentage of the assets of this workplace are held by foreign interests?

□ □ □ □ • □ %

**32.** Approximately how long has this workplace been located at this address? Please do not exclude periods of temporary shutdown from your answer.

□ □ □ □ • □ months OR □ □ □ • □ years

**33 (a)** How has your workplace performance in each of the following areas changed **between April 1, 2001 and March 31, 2002?**

	Increased	Remained the same	Decreased
A. Productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Product quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Customer satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**33 (b)** **Between April 1, 2001 and March 31, 2002** has your unit production cost (including the production of services):

<sup>1</sup>  increased

<sup>2</sup>  remained the same

<sup>3</sup>  decreased

## Section G : Business Strategy

34. Please rate the following factors with respect to their relative importance in your workplace general business strategy.

	Not applicable	Not important	Slightly important	Important	Very important	Crucial
A. Undertaking research and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Developing new products / services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Developing new production / operating techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Expanding into new geographic markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Total quality management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Improving product /service quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Reducing labour costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Using more part-time, temporary or contract workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Reducing other operating costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Reorganizing the work process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Enhancing labour-management cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L. Increasing employees' skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M. Increasing employees' involvement /participation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
N. Improving coordination with customers and suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O. Improving measures of performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**If you answered "YES" to Question 28 (non-profit operation), go to Question 40.**

**35.** Between April 1, 2001 and March 31, 2002, what percentage of your total sales from all products and services were in each of the following market areas?

A. Local market (same municipality or county)	_ _ _  %
B. Rest of Canada	_ _ _  %
C. U.S.A.	_ _ _  %
D. Rest of the world	_ _ _  %
<hr/>	
Total (A. + B. + C. + D. should total 100%)	100 %

**36.** Do you directly compete with locally, Canadian or internationally-owned firms? (Check all that apply.)

- <sup>1</sup> Yes, locally-owned firms
- <sup>2</sup> Yes, Canadian-owned enterprises
- <sup>3</sup> Yes, American-owned enterprises
- <sup>4</sup> Yes, other internationally-owned enterprises (other than american)
- <sup>5</sup> No → Go to Question 40

**36 (a)** To what extent do these firms offer significant competition to your business?

**Significant competition** refers to a situation where other firms' market products /services similar to yours which could be purchased by your customers

	Not applicable	Not important	Slightly important	Important	Very important	Crucial	Don't know
A. Locally-owned	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Canadian-owned	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. American-owned	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Other internationally-owned	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



37. Please indicate how many firms (whether based in Canada or not) offer products /services directly competing with yours in your most important market. Your most important market is represented by the highest percentage in Question 35.

**Products directly competing** refers to products /services, whether brand name or generic, that compete directly with yours in the same market. In other words, products /services which compete with yours to satisfy the same needs of the same customers.

<sup>1</sup>  0 → **Go to Question 39**

<sup>2</sup>  1 to 5

<sup>3</sup>  6 to 20

<sup>4</sup>  Over 20

38. Please indicate the general price level of your products /services relative to the price level of your main competitors in your most important market.

<sup>1</sup>  Higher

<sup>2</sup>  About the same

<sup>3</sup>  Lower

39. Compared to your main competitors, how would you rate your workplace performance **between April 1, 2001 and March 31, 2002** in each of the following areas?

	<b>Much worse</b>	<b>Worse</b>	<b>About the same</b>	<b>Better</b>	<b>Much better</b>	<b>Don't know</b>
A. <u>Productivity</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. <u>Sales growth</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. <u>Profitability</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section H : Innovation

40. Between April 1, 2001 and March 31, 2002, has this workplace introduced...

- |  | Yes                                | No                                 |
|--|------------------------------------|------------------------------------|
| A. new products or services? <sup>1</sup>      | <sup>1</sup> <input type="radio"/> | <sup>3</sup> <input type="radio"/> |
| B. improved products or services? <sup>2</sup> | <sup>1</sup> <input type="radio"/> | <sup>3</sup> <input type="radio"/> |
| C. new processes? <sup>3</sup>                 | <sup>1</sup> <input type="radio"/> | <sup>3</sup> <input type="radio"/> |
| D. improved processes? <sup>4</sup>            | <sup>1</sup> <input type="radio"/> | <sup>3</sup> <input type="radio"/> |

<sup>1</sup> New products or services differ significantly in character or intended use from previously produced goods or services.

<sup>2</sup> Improved products or services are those whose performance has been significantly enhanced or upgraded.

<sup>3</sup> New processes include the adoption of new methods of goods production or service delivery.

<sup>4</sup> Improved processes are those whose performance has been significantly enhanced or upgraded.

If you have answered "No" to A, B, C and D, **go to Question 43.**

41. What was your most important innovation between April 1, 2001 and March 31, 2002? *By most important, we mean the one which cost the most to implement.*

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42. Was this innovation:

- <sup>1</sup>  a world first?
- <sup>2</sup>  a Canadian first?
- <sup>3</sup>  a first in the local market?
- <sup>4</sup>  none of the above.

## Section I : Technology Use

The next few questions deal with the investment in three types of technology (computer hardware / software, computer controlled or assisted technology and other technology or machinery) and the use of computers and other technologies in this workplace.

43. At this location, how many employees currently use computers as part of their normal working duties?

*By computers, we mean a microcomputer; personal computer; minicomputer; mainframe computer or laptop that can be programmed to perform a variety of operations.*

<sup>0</sup>  None → **Go to Question 45 (a)**

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44 (a) Between April 1, 2001 and March 31, 2002, has your workplace implemented a major new software application and/or hardware installation? By this we refer to hardware installations or entirely new applications rather than upgrades.

<sup>1</sup>  Yes

<sup>3</sup>  No → **Go to Question 45 (a)**

44 (b)

	Most recent implementation	Next most recent implementation																																										
A. When was the most recent implementation of new software or hardware?	<table border="0"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>Month</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>Year</td> </tr> </table>					Month					Year	<table border="0"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>Month</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>Year</td> </tr> </table>					Month					Year																						
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B. How many employees use this new software or hardware?	<table border="1"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>							<table border="1"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>																																				
C. What was the approximate cost of implementing this new software or hardware in this workplace?	\$ <table border="1"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>													\$ <table border="1"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>																														
D. How many employees received training directly related to this software or hardware?	<table border="1"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>							<table border="1"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>																																				
E. What was the usual duration of the training? Include only the formal training period; do not include the apprenticeship period in adapting to this technological change.	<table border="0"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>•</td> <td style="width: 20px; height: 20px;"></td> <td>hours</td> </tr> <tr> <td colspan="7" style="text-align: center;">or</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>•</td> <td style="width: 20px; height: 20px;"></td> <td>days</td> </tr> </table>					•		hours	or											•		days	<table border="0"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>•</td> <td style="width: 20px; height: 20px;"></td> <td>hours</td> </tr> <tr> <td colspan="7" style="text-align: center;">or</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td>•</td> <td style="width: 20px; height: 20px;"></td> <td>days</td> </tr> </table>					•		hours	or											•		days
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F. Which of the following groups use this software or hardware?	<ol style="list-style-type: none"> <li><sup>1</sup> <input type="radio"/> Managers</li> <li><sup>2</sup> <input type="radio"/> Professionals</li> <li><sup>3</sup> <input type="radio"/> Technical /Trade</li> <li><sup>4</sup> <input type="radio"/> Marketing /Sales</li> <li><sup>5</sup> <input type="radio"/> Clerical /Administrative</li> <li><sup>6</sup> <input type="radio"/> Production workers with no trade/certification</li> <li><sup>7</sup> <input type="radio"/> Other</li> </ol>	<ol style="list-style-type: none"> <li><sup>1</sup> <input type="radio"/> Managers</li> <li><sup>2</sup> <input type="radio"/> Professionals</li> <li><sup>3</sup> <input type="radio"/> Technical /Trade</li> <li><sup>4</sup> <input type="radio"/> Marketing /Sales</li> <li><sup>5</sup> <input type="radio"/> Clerical /Administrative</li> <li><sup>6</sup> <input type="radio"/> Production workers with no trade/certification</li> <li><sup>7</sup> <input type="radio"/> Other</li> </ol>																																										





47. What effects has the **implementation of the new technology with the largest cost** had on the following factors?

	Not applicable	Positive effect	No effect (a new technology was implemented but it had no effect)	Negative effect
<b>OVERALL EFFECTS</b>				
A. Profit margin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Quality of products or services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Technological capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Lead times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Range of products or services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>FACTORS OF PRODUCTION</b>				
G. Labour requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Energy requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Capital requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Material requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Design costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>MARKET SHARES</b>				
L. Shares in local market (municipality or county)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M. Shares in regional or national markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
N. Shares in foreign markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>INTERACTIONS WITH OUTSIDE PARTIES</b>				
O. Interactions with customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
P. Interactions with suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>RESPONSE TO GOVERNMENT REGULATORY REQUIREMENTS</b>				
Q. Environmental regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R. Health and safety regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S. Other, <i>specify</i> _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>OTHER</b>				
T. Other, <i>specify</i> _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
U. Other, <i>specify</i> _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**48 (a)** As a result of the implementation of this technology, has the number of non-management employees in this workplace...

- 1  increased?
- 2  remained the same?
- 3  decreased?

**48 (b)** As a result of the implementation of this technology, has the number of managers in this workplace...

- 1  increased?
- 2  remained the same?
- 3  decreased?

**49.** As a result of the implementation of this technology, have the skill requirements of employees...

- 1  increased?
- 2  remained the same?
- 3  decreased?

**50.** Which of the following factors impede the implementation of new technology in your workplace?  
(Check all that apply.)

- 01  Lack of financial resources
- 02  Lack of skilled personnel
- 03  Lack of information on technologies
- 04  Lack of information on markets
- 05  Deficiencies in the availability of external technical services
- 06  Internal resistance to change
- 07  Barriers to cooperation with other firms
- 08  Barriers to cooperation with scientific and educational institutions
- 09  Government standards and regulations
- 10  Other, *specify* \_\_\_\_\_
- 11  None

Statistics Canada thanks you for taking the time  
to participate in this important survey.

## Employee Category Definitions

### A. Employee:

Any person receiving pay for services rendered in Canada or for paid absence, and for whom you are required to complete a Canada Customs and Revenue Agency T-4 Form.

- A. Full-time employee: An employee working 30 or more hours per week.
- B. Part-time employee: An employee working less than 30 hours per week.
- C. Permanent employee: An employee who has no set termination date.
- D. Non-permanent employee: An employee who has a set termination date or an agreement covering the period of employment (e.g. temporary or seasonal).

### B. Independent contractor:

A person providing products or services under contract with your location but for whom the completion of a Canada Customs and Revenue Agency T-4 Form is not required. This person may be an employee of another business or a home worker (e.g. computer consultant, piecework seamstresses, etc).

### C. Management:

#### 1. Managers

##### (a) Senior Managers

Include the most senior manager in the workplace and other senior managers whose responsibilities would normally span more than one internal department. Most small workplaces would only have one senior manager. Examples: president of single location company; retail store manager; plant manager; senior partners in business services firms; production superintendent; senior administrator in public services enterprise; as well as vice-presidents, assistant directors, junior partners and assistant administrators whose responsibilities cover more than one specific domain.

##### (b) Specialist Managers

Managers who generally report to senior management and are responsible for a single domain or department. This category would normally include assistant directors or the equivalent in small workplaces. Examples: department heads or managers (engineering, accounting, R&D, personnel, computing, marketing, sales, etc.); heads or managers of specific product lines; junior partners or assistant administrators with responsibilities for a specific domain; and assistant directors in small locations (without an internal department structure).

### D. Non-Management:

#### 1. Professionals

Employees whose duties would normally require at least an undergraduate university degree or the equivalent. Examples: medical doctors, lawyers, accountants, architects, engineers, economists, science professionals, psychologists, sociologists, registered nurses, marketing and market research professionals, nurse-practitioners and teaching professionals. Include computing professionals whose duties would normally require a minimum of an undergraduate degree in computer science. Include professional project managers and supervisors not included in senior managers (C.1 (a)) and specialist managers (C.1 (b)).



**2. Technical / Trades**

Composed of:

(a) Technical / Semi-professional workers

Employees whose duties would normally require a community college certificate /diploma or the equivalent and who are not primarily involved in the marketing /sales of a product or service. Examples: technologists, lab technicians, registered nursing assistants, audio-visual technicians; ECE-trained caregivers; technology trainers; legal secretaries and draftspersons. Include computer programmers and operators whose duties would normally require a community college certificate or diploma. Include semi-professional project managers and supervisors not included in managers (C.1) and professionals (D.1).

(b) Trades /Skilled production, operation and maintenance

Non-supervisory staff in positions requiring vocational /trades accreditation or the equivalent. Examples: construction trades, machinists, machine tenders, stationary engineers, mechanics, beauticians /barbers /hairdressers, butchers and repair occupations that do not normally require a post-secondary certificate or diploma.

**3. Marketing / Sales**

Non-supervisory staff primarily engaged in the marketing / sales of products or services. Examples: retail sales clerks, waiters/waitresses, telemarketers, real estate agents, insurance agents and loans officers. Exclude employees whose duties require a university degree and professional accreditation (professionals (D.1)), those whose duties require a community college certificate /diploma (technical/trades (D.2)) and those whose duties are primarily supervisory (managers (C.1)).

**4. Clerical / Administrative**

Non-supervisory staff providing clerical or administrative services for internal or external clients. Examples: secretaries, office equipment operators, filing clerks, account clerks, receptionists, desk clerks, mail and distribution clerks, bill collectors and claims adjusters. Duties do not normally require post-secondary education nor responsibility for marketing or sales.

**5. Production workers with no trade/certification, operation and maintenance**

Non-supervisory staff in production or maintenance positions that require no vocational /trades accreditation or the equivalent in on-the-job training. Examples: assemblers, packers, sorters, pilers, machine operators, transportation equipment operators (drivers), warehousemen, and cleaning staff. As a rough guideline, jobs in this category require no more than a one-month training for someone with no trade or vocational accreditation.

**6. Other**

If you have a large number of employees who do not correspond to any of the above categories, please write in their occupation(s) in the space provided below.

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