



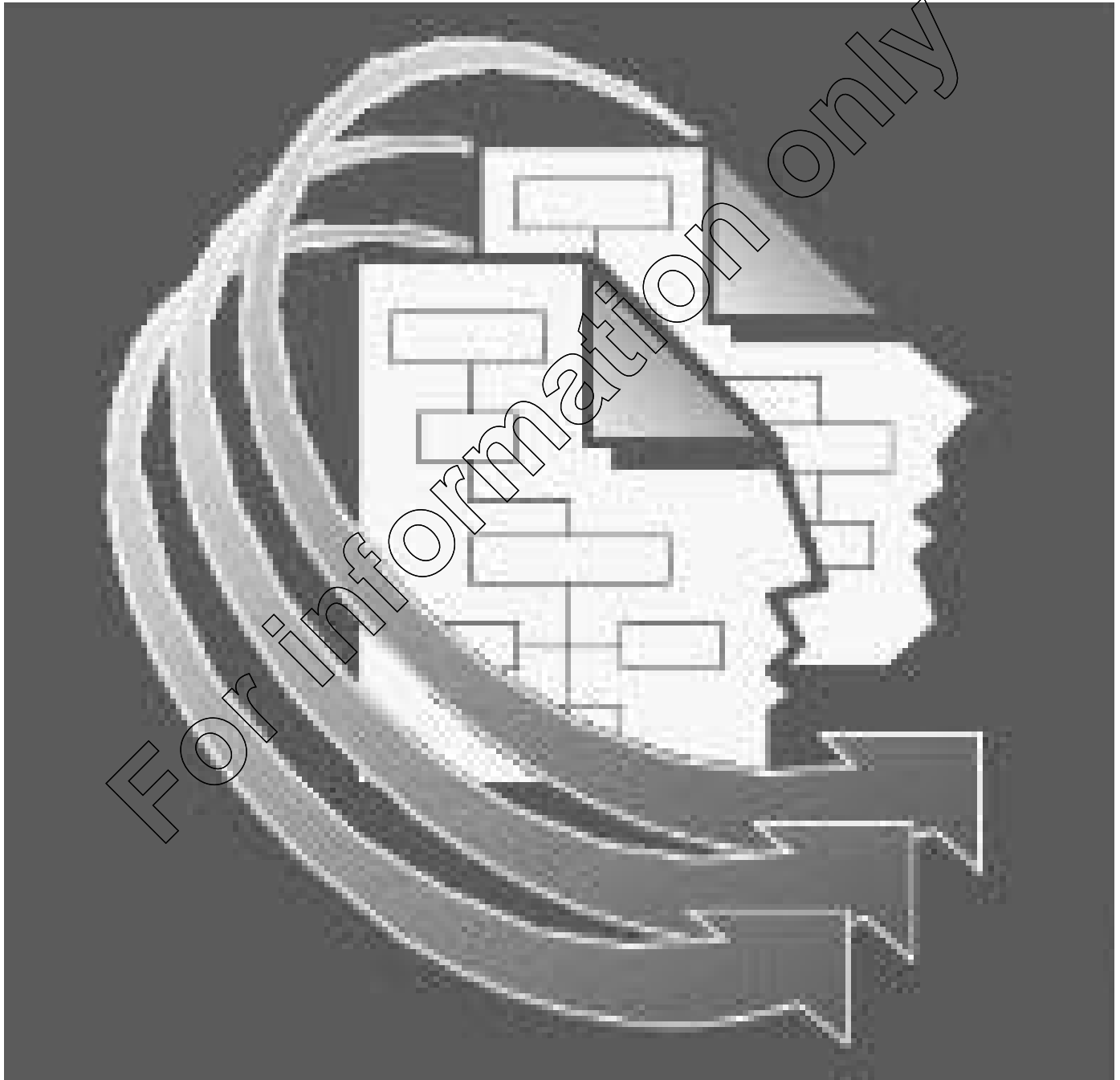
Business and Labour Market Analysis Division & Labour Statistics Division

1999 Workplace and Employee Survey

Confidential when completed

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

Si vous préférez ce questionnaire en
français, veuillez cocher



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SECTION A: WORKFORCE CHARACTERISTICS AND JOB ORGANIZATION

This questionnaire includes questions relating to the characteristics of the employees at this physical location only. Please include only paid employees of this workplace receiving a T4 Supplementary slip who work on-site, off-site such as customer service representatives or telecommuters, and employees who are on paid leave.

1 (a) In the last pay period of March 1999, how many people were employed at this location?

[][][][][]

1 (b) At this location, please estimate how many employees were in the following categories.

| | Last pay period in March 1999 | Last pay period in March 1998 |
|---|----------------------------------|----------------------------------|
| A. Full-time, permanent employees | [][][][][] | [][][][][] |
| B. All other employees, contractors or agents managed at or attached to this workplace | [][][][][] | [][][][][] |

1 (c) Do you have seasonal peaks in employment?

- 1 Yes
3 No -----> **Go to Question 2.**

1 (d) During which months do they occur?

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

1 (e) What is the maximum employment during that (these) peak(s)?

[][][][][]

HIRING

2. Talking about employees at this location, were there any new employees hired *between April 1, 1998 and March 31, 1999?* (Please exclude the filling of positions through recalls from lay-offs or the ending of labour disputes.)

- 1 Yes
3 No -----> **Go to Question 3 (a)**

2 (a) How many new employees did you hire *between April 1, 1998 and March 31, 1999?*

[][][][][]

2 (b) How many new employees did you hire in each of the following categories *between April 1, 1998 and March 31, 1999?*

| | |
|---|-----------------|
| A. Managers | [][][][][] |
| B. Professionals | [][][][][] |
| C. Technical / Trades | [][][][][] |
| D. Marketing / Sales | [][][][][] |
| E. Clerical / Administrative | [][][][][] |
| F. Production workers with no trade/certification | [][][][][] |
| G. Other, specify _____ | [][][][][] |

VACANCIES

FILLED VACANCIES

3 (a) How are vacant positions usually staffed? For all applicable categories, check only the most frequently used method.

| | 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Managers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Professionals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Technical / Trades | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Marketing / Sales | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Clerical / Administrative | <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"/> |
| H. Other, specify _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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

¹ Yes

³ No -----> **Go to Question 4 (a)**

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

[][][][][]

3 (d) Of those, how many positions have remained vacant for four months or longer in the following categories?

| | Number of positions that, despite active recruitment, have remained vacant for four months or longer | For each group with vacant positions for four months or longer, identify the reason(s) for the vacancies. (Check all that apply.) | | | |
|---|--|---|---|---------------------------------------|------------------------------------|
| | | 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"/> |
| B. Professionals | [][][][][] | <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"/> |
| D. Marketing / Sales | [][][][][] | <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"/> |
| F. Production workers with no trade/certification | [][][][][] | <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"/> |

4 (a) In the last pay period of March 1999, please estimate how many employees receiving T4 slips at this location were in the following categories.

Part-time employees are those who normally work less than 30 hours per week.
 Full-time employees normally work 30 hours or more per week.
 Permanent employees are those with no set termination date.

| | | |
|--|--|-----------------|
| Total number of employees on- or off-site | A. Full-time | [][][][][] |
| | B. Part-time | [][][][][] |
| | C. Total | [][][][][] |
| | D. Permanent | [][][][][] |
| | E. Other non-permanent (temporary, seasonal) | [][][][][] |
| | F. Total | [][][][][] |
| Off-site employees | G. In other workplace | [][][][][] |
| | H. At home | [][][][][] |
| Independent contractors and contract workers, including home workers | I. At this workplace | [][][][][] |
| | J. Outside this workplace | [][][][][] |

4 (b) How many employees at this location were in the following categories?

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

SEPARATIONS

5 (a) Please estimate the number of employees who have permanently left this location *between April 1, 1998 and March 31, 1999*, by reason.

| Reason | Number of employees |
|---|---------------------|
| A. Resignations (No special incentives) | [][][][][] |
| B. Lay-offs (No recall expected) ¹ | [][][][][] |
| C. Special workforce reductions ² | [][][][][] |
| D. Dismissal for cause | [][][][][] |
| E. Retirement (No special incentives) | [][][][][] |

¹ Involuntary lay-offs with enhanced severance packages should be included with "Lay-

² Special workforce reductions include resignations and early retirements induced through special financial incentives (i.e. where employees voluntarily leave).

5 (b) Were there any temporary lay-offs *between April 1, 1998 and March 31, 1999* at this location? (By temporary lay-offs, we mean that all laid-off employees are expected to be recalled.)

¹ Yes

³ No -----> **Go to Question 6 (a)**

5 (c) Please estimate the number of person-days (e.g. number of days on lay-off multiplied by the number of employees affected) that employees spent on temporary lay-off *between April 1, 1998 and March 31, 1999*.

[][][][][][][][][][]

SECTION B: COMPENSATION

This section focuses on compensation practices.

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

(i) Individual incentive systems (bonuses, piece-rate, commissions and stock options)

¹ Yes

³ No

(ii) Productivity / quality gain-sharing and other group incentives

¹ Yes

³ No

(iii) Profit-sharing plan

¹ Yes

³ No

(iv) Merit pay and skill-based pay

¹ Yes

³ No

“**Productivity gain-sharing**” means benefits to employees for gains realized by increase productivity. Commonly, these benefits can be in form of money payments in the primary industries.

“**Profit-sharing plan**” means any plan by which employees receive a share of the profits from the workplace.

“**Merit pay or skill-based pay**” means a reward or honour given for superior qualities, great abilities or expertness that comes from training, practice, etc.

If all responses are “No”, **Go to Question 7.**

6 (b) For which group of employees are these incentives included? (Check all that apply.)

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

Individual incentive systems are systems that reward individuals on the basis of individual output or performance. These include:

- *Bonuses (for individual performance)*
- *Piece-rate*
- *Commissions*
- *Employee stock purchase plans*

Group incentive systems are systems that reward individuals on the basis of group output or performance. These include:

- *Bonuses (for group performance)*
- *Small team rewards*
- *Employee stock ownership plans*
- *Stock options*

7. What was the total gross payroll for all employees at this location *between April 1, 1998 and March 31, 1999?* (If the information is not available for the specified period, give the total gross payroll for the calendar year.)

\$ [][][][][][][][][][][]

Gross payroll is the total remuneration paid to employees before deductions. The amount should be equivalent to the sum of the monthly taxable employment income reported in box 14 of the T4 slip and on the Revenue Canada "Remittance Form for Current Source Deductions."

It includes:

- regular wages and salaries
- commissions
- overtime pay
- paid leave
- piecework payments
- special payments
- taxable allowances and benefits that are recognized by Revenue Canada

It excludes:

- employer's contributions to pension plans
- employment insurance premiums and other employee benefits
- compensation in kind
- travel expenses
- non-taxable allowances and benefits
- recreational facilities provided by the employer
- moving expenses paid by the employer and employee counselling services

8. Please estimate the number of permanent full-time and part-time employees in each of the following annual earnings categories.

A. \$80,001 and above [][][][][][]

B. \$60,001 – \$80,000 [][][][][][]

C. \$40,001 – \$60,000 [][][][][][]

D. \$20,001 – \$40,000 [][][][][][]

E. \$20,000 and below [][][][][][]

9. What was the total expenditure on non-wage benefits at this location *between April 1, 1998 and March 31, 1999*? **Please exclude statutory payments such as CPP/QPP, EI and health taxes.**

\$ [][][][][][][][][][][][]

Monthly

OR

Annually

EMPLOYEE BENEFITS

10. Are non-wage benefits, such as pension plans, life insurance, dental care or group RRSPs, available to any employees at this location?

¹ Yes

³ No -----> **Go to Question 12.**

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

| | Not available | Available to... | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | All | Management | Non-management | |
| | | | | Non-union | Union |
| A. Pension plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Life and/or disability insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Supplemental medical | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Dental care | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Group RRSP | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Stock purchase or other savings plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| G. Supplements to employment benefits (e.g. for maternity or lay-off) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| H. Other, specify _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10 (b)

| | Not applicable | Funded by... | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| | | Employer only | Employee only | Employee and employer |
| A. Pension plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Life and/or disability insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Supplemental medical | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Dental care | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Group RRSP | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Stock purchase or other savings plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| G. Supplements to employment benefits (e.g. for maternity or lay-off) | <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"/> |

11. Are the following non-wage benefits available to **any part-time** employees at this location?

| | |
|---|---|
| A. Pension plan | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |
| B. Life and/or disability insurance | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |
| C. Supplemental medical | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |
| D. Dental care | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |
| E. Group RRSP | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |
| F. Stock purchase plan or other savings plan | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |
| G. Supplements to employment benefits (e.g. for maternity or lay-off) | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |
| H. Other, specify _____ | 1 <input type="radio"/> Yes 3 <input type="radio"/> No |

HOURS OF WORK

12. How many paid hours do full-time employees in each category work in a normal week (excluding all overtime)?

| | |
|---|---------------|
| 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.)

| | Not applicable | Hourly overtime premiums | At normal rate | Compensatory time off | Not normally compensated |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 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"/> |

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, whether it takes place inside or outside the location.

14 (a) *Between April 1, 1998 and March 31, 1999, did this workplace pay for or provide any of the following types of classroom job-related training?*

Classroom training includes:

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

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

14 (b) Please estimate the number of employees who received classroom training *between April 1, 1998 and March 31, 1999*. (Include full-time, part-time, permanent and temporary employees.)

[][][][][][]

15 (c) *Between April 1, 1998 and March 31, 1999, did the amount of training time for the category of employees with the largest number of employees...*

- ¹ increase?
- ² remain about the same?
- ³ decrease?

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.

- ¹ Yes
- ³ No -----> **Go to Question 16 (c)**

16 (b) *Between April 1, 1998 and March 31, 1999, how many employees has this workplace subsidized, reimbursed or assisted?*

[][][][][]

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16 (c) *Between April 1, 1998 and March 31, 1999, did this workplace pay for or provide any of the following types of on-the-job training?*

- 01 No on-the-job training -----> **Go to Question 17.**
- 02 Orientation for new employees
- 03 Managerial / supervisory training
- 04 Professional training
- 05 Apprenticeship training
- 06 Sales and marketing training
- 07 Computer / hardware
- 08 Computer / software
- 09 Other office and non-office equipment
- 10 Group decision-making or problem-solving
- 11 Team-building, leadership, communication
- 12 Occupational health and safety, environmental protection
- 13 Literacy or numeracy
- 14 Other training, specify _____

16 (d) Please estimate the number of employees who received on-the-job training *between April 1, 1998 and March 31, 1999*. (Include full-time, part-time, permanent and temporary employees.)

[][][][][]

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 _____

If Question 1 (a) is smaller or equals 10, Go to Question 19.

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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?

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

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

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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, 1998 and March 31, 1999?*

| | | |
|---|--------|---|
| A. Greater integration among different functional areas | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| B. Increase in the degree of centralization | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| C. 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) | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| D. Decrease in the degree of centralization | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| E. Greater reliance on temporary workers | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| F. Greater reliance on part-time workers | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| G. Re-engineering (redesigning processes to improve performance and cost) | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| H. Increase in overtime hours | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| I. Adoption of flexible working hours | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| J. Reduction in the number of managerial levels | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| K. Greater reliance on job rotation, multi-skilling | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| L. Implementation of total quality management | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| M. Greater reliance on external suppliers of products / services (outsourcing) | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| N. Greater inter-firm collaboration in R&D, production or marketing | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |
| O. Other, specify _____ | 1 3 | <input type="radio"/> Yes <input type="radio"/> No |

If all responses are “No”, **Go to Question 24 (a)**, otherwise **Go to Question 21 (a)**.

21 (a) Which organizational change affected the greatest number of employees *between April 1, 1998 and March 31, 1999?* (Check one response only.)

- 01 Downsizing (reducing number of employees on payrolls to reduce expenses)
- 02 Re-engineering (focusing on the redesign of business processes to improve performance and cost)
- 03 Greater integration among different functional areas
- 04 Increase in the degree of centralization with elimination of decentralized sub-offices
- 05 Decrease in the degree of centralization
- 06 Greater reliance on temporary workers
- 07 Greater reliance on part-time workers
- 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?

[][][][][]

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, 1998 and March 31, 1999, 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Costs | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| C. Labour-management relationship | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| D. Product / service differentiation | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| E. Productivity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Labour turnover | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| G. Automation of production processes | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| H. Level of inventories | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I. Utilization time for physical plant and equipment | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| J. Absenteeism | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| K. Number of levels in hierarchy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| L. Quality of products / services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| M. Time between order and delivery | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| N. Ability to measure performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SECTION E: COLLECTIVE BARGAINING

24 (a) How many employees are covered by collective bargaining agreements?

[_][_][_][_][_]

If number of employees is 0, **Go to Question 26.**

24 (b) How many non-managerial employees are currently covered by a collective agreement in each category?

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

25. 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Workplace reorganization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Employee participation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Occupational health and safety | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Employment equity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Pay equity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| G. Job security / lay-offs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| H. Contracting out | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I. Education and training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| J. Cost of living adjustments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

26. Did any of the following situations occur at this location *between April 1, 1998 and March 31, 1999*?
If yes, for how many days did it last?

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

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

- ¹ Yes, formal
- ² Informal only
- ³ No -----> **Go to Question 28.**

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

- ¹ Management
- ² Labour-management committee
- ³ Outside arbitrator

27 (c) How many disputes, grievances or complaints were filed *between April 1, 1998 and March 31, 1999*?

[][][]

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

- 1 Good
- 2 Fair
- 3 Poor

For information only

SECTION F: WORKPLACE PERFORMANCE

28. At this location, is this workplace a non-profit operation?

- ¹ Yes -----> **Go to Question 30 (a)**
³ No

28 (a) Has this workplace completed one fiscal year?

- ¹ Yes
³ No

28 (b) What was the end date of your most recently completed fiscal year? (Or when will your first fiscal year end?)

Fiscal year end date [][] [][] [][][][]
 Day Month Year

If the answer to Question 28 (a) is "No", **Go to Question 31.**

29 (a) For this same fiscal year, what was the gross operating revenue from the sale or rental of all products and services for this location? (If this information is not available for this location, provide the information at whatever available level.)

\$ [][][][][][][][][][][][][][][][]

29 (b) Does this amount represent the revenues for only this location?

- ¹ Yes
³ No, specify _____

29 (c) Please estimate the percentage change in operating revenue from the previous 12-month period.

[][][] % Increase
 Decrease

30 (a) What were the gross operating expenditures for this location *for the most recently completed fiscal year?*

\$ []

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

- ¹ Yes
- ³ 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. How has your workplace performance in each of the following areas changed *between April 1, 1998 and March 31, 1999?*

| | Increased | Remained the same | Decreased |
|---|--------------------------|--------------------------|--------------------------|
| A. Unit production costs (including the production of services) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Productivity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Sales growth | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Product quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Customer satisfaction | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Profitability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Developing new products / services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Developing new production / operating techniques | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Expanding into new geographic markets | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Total quality management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Improving product / service quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| G. Reducing labour costs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| H. Using more part-time, temporary or contract workers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I. Reducing other operating costs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| J. Reorganizing the work process | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| K. Enhancing labour-management cooperation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| L. Increasing employees' skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| M. Increasing employee involvement / participation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| N. Improving coordination with customers and suppliers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| O. Improving measures of performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you have answered "Yes" to Question 28., Go to Question 40.

35. Between April 1, 1998 and March 31, 1999, 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 [][] %

- Total 100 %

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

- 1 Yes, locally-owned firms
- 2 Yes, Canadian-owned enterprises
- 3 Yes, American-owned enterprises
- 4 Yes, other internationally-owned enterprises
- 5 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 your own which might be purchased by your customers.

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

37. Please indicate how many firms (whether based in Canada or not) offer products / services directly competing with yours in your most important market. *Here market refers to the ownership of your competitors, which may be different from their physical location. 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.

- 1 0 -----> **Go to Question 39.**
- 2 1 to 5
- 3 6 to 20
- 4 Over 20

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

- 1 Higher
- 2 About the same
- 3 Lower

39. Compared to your main competitors, how would you rate your workplace performance *between April 1, 1998 and March 31, 1999* in each of the following areas?

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

SECTION H: INNOVATION

40. *Between April 1, 1998 and March 31, 1999, has this workplace introduced...*

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

- ¹ New goods or services differ significantly in character or intended use from previously produced goods or services.
- ² Improved goods or services are those whose performance has been significantly enhanced or upgraded.
- ³ New processes include the adoption of new methods of goods production or service delivery.
- ⁴ 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 has been your most important innovation between April 1, 1998 and March 31, 1999? By most important, we mean the one which cost the most to implement.*

42. Was this innovation:

- ¹ a world first?
- ² a Canadian first?
- ³ a first in the local market?
- ⁴ 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. How many employees at this location currently use computers as part of their normal working duties?

By computers, we mean a microcomputer (or laptop), minicomputer, mid-range computer or mainframe computer that can be programmed to perform a variety of operations.

⁰ None -----> **Go to Question 45 (a)**

[][][][][]

- 44 (a) *Between April 1, 1998 and March 31, 1999, has your workplace implemented a major new software application and/or hardware installation? Here we are speaking of hardware installations or entirely new applications rather than upgrades. In either case, the implementations would affect at least half of the users in the workplace or a department within the workplace.*

¹ Yes

³ 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? | Month [][] Year [][][][] | Month [][] Year [][][][] |
| B. How many employees use this new software or hardware? | [][][][][] | [][][][][] |
| C. What was the approximate cost of implementing this new software or hardware to this workplace? | \$ [][][][][][][][][][] | \$ [][][][][][][][][][] |
| D. How many employees received training directly related to this software or hardware? | [][][][][] | [][][][][] |
| 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. | [][][][][] hours or [][][][][] days | [][][][][] hours or [][][][][] days |
| F. Which of the following groups use this software or hardware? | ¹ <input type="radio"/> Managers ² <input type="radio"/> Professionals ³ <input type="radio"/> Technical / Trade ⁴ <input type="radio"/> Marketing / Sales ⁵ <input type="radio"/> Clerical / Administrative ⁶ <input type="radio"/> Production workers with no trade/certification ⁷ <input type="radio"/> Other | ¹ <input type="radio"/> Managers ² <input type="radio"/> Professionals ³ <input type="radio"/> Technical / Trade ⁴ <input type="radio"/> Marketing / Sales ⁵ <input type="radio"/> Clerical / Administrative ⁶ <input type="radio"/> Production workers with no trade/certification ⁷ <input type="radio"/> Other |

45 (a) *Between April 1, 1998 and March 31, 1999, has your workplace implemented computer-controlled or computer-assisted technology? For example, retail scanning technologies, manufacturing robots, optical, laser, audio, photographic technologies, hydraulic or other mechanical technologies.*

¹ Yes

³ No -----> **Go to Question 46 (a)**

45 (b)

| | Most recent implementation | Next most recent implementation |
|---|--|--|
| A. When was the most recent implementation of this technology? | Month [][] Year [][][][] | Month [][] Year [][][][] |
| B. How many employees use this technology? | [][][][][] | [][][][][] |
| C. What was the approximate cost of implementing this new technology to this workplace? | \$ [][][][] [][][][][] | \$ [][][][][][][][][][] |
| D. How many employees received training directly related to this new technology? | [][][][][] | [][][][][] |
| E. What was the usual duration of the training? | [][][] . [] hours or [][][] . [] days | [][][] . [] hours or [][][] . [] days |
| F. Which of the following groups use this technology? | ¹ <input type="radio"/> Managers ² <input type="radio"/> Professionals ³ <input type="radio"/> Technical / Trade ⁴ <input type="radio"/> Marketing / Sales ⁵ <input type="radio"/> Clerical / Administrative ⁶ <input type="radio"/> Production workers with no trade/certification ⁷ <input type="radio"/> Other | ¹ <input type="radio"/> Managers ² <input type="radio"/> Professionals ³ <input type="radio"/> Technical / Trade ⁴ <input type="radio"/> Marketing / Sales ⁵ <input type="radio"/> Clerical / Administrative ⁶ <input type="radio"/> Production workers with no trade/certification ⁷ <input type="radio"/> Other |

46 (a) Between April 1, 1998 and March 31, 1999, has your workplace had any major implementations of other technologies or machinery?

¹ Yes

³ No -----> **Go to Question 47.**

46 (b)

| | Most recent implementation | Next most recent implementation |
|--|--|--|
| A. When was the most recent implementation? | Month [][] Year [][][][] | Month [][] Year [][][][] |
| B. How many employees use this technology or machinery? | [][][][][] | [][][][][] |
| C. What was the approximate cost of implementing this technology or machinery to this workplace? | \$ [][][][][][][][][] | \$ [][][][][][][][][][] |
| D. How many employees received training directly related to this technology or machinery? | [][][][][] | [][][][][] |
| E. What was the usual duration of that training? | [][][] . [] hours or [][][] . [] days | [][][] . [] hours or [][][] . [] days |
| F. Which of the following groups use this other technology or machinery? | ¹ <input type="radio"/> Managers ² <input type="radio"/> Professionals ³ <input type="radio"/> Technical / Trade ⁴ <input type="radio"/> Marketing / Sales ⁵ <input type="radio"/> Clerical / Administrative ⁶ <input type="radio"/> Production workers with no trade/certification ⁷ <input type="radio"/> Other | ¹ <input type="radio"/> Managers ² <input type="radio"/> Professionals ³ <input type="radio"/> Technical / Trade ⁴ <input type="radio"/> Marketing / Sales ⁵ <input type="radio"/> Clerical / Administrative ⁶ <input type="radio"/> Production workers with no trade/certification ⁷ <input type="radio"/> Other |

If Question 44 (a) has not been answered, or if the answer is "No";

AND

if the answers to Questions 45 (a) and 46(a) are "No", **Go to Question 50.**

47. Thinking now of the *implementation of the new technology with the largest approximate cost*, what effects have this implementation had on the following factors?

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

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

SECTION J: USE OF GOVERNMENT PROGRAMS

51. Between April 1, 1998 and March 31, 1999, has this workplace participated in any of the following types of government-sponsored programs:

EMPLOYEE RELATED

- A. Training subsidies

1 Yes
3 No

- B. Other training program

1 Yes
3 No

- C. Employee exchange

1 Yes
3 No

TAX RELATED

- D. R&D tax credits

1 Yes
3 No

- E. Other accelerated depreciation allowances

1 Yes
3 No

- F. Property tax relief

1 Yes
3 No

G. Payroll tax relief

- 1 Yes
3 No

H. Other tax relief

- 1 Yes
3 No

GRANTS AND LOANS

I. Research and development grants

- 1 Yes
3 No

J. Loan guarantees

- 1 Yes
3 No

K. Operating grants

- 1 Yes
3 No

L. Other

- 1 Yes
3 No

INFORMATION SERVICES

M. Technology transfer or information

- 1 Yes
3 No

For information only

N. Market information (e.g. export development)

- 1 Yes
3 No

O. Labour market information

- 1 Yes
3 No

OTHERS

P. R&D partnerships

- 1 Yes
3 No

Q. Procurement agreements

- 1 Yes
3 No

R. Other

- 1 Yes, specify _____
3 No

S. Other

- 1 Yes, specify _____
3 No

T. Other

- 1 Yes, specify _____
3 No

CATEGORY OF EMPLOYEES DEFINITIONS

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 managers, 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 managers 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 managers in small establishments (without an internal department structure).

2. 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 groups 1 (a) and 1 (b).

3. 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; physiotherapists; 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 groups 1 and 2. Exclude marketing / sales personnel with non-university accreditation.

(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 postsecondary certificate or diploma.

4. 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 (Group 2), those whose duties require a community college certificate / diploma (Group 3) and those whose duties are primarily supervisory (Group 1).

5. 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 postsecondary education nor responsibility for marketing or sales.

6. 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.

7. Other, specify

If you have a large group of employees that you can't fit into any of the above categories, please write in their occupation(s).

COMMENTS:

For information only