

<u>Question</u>	<u>Responses</u>	<u>Total</u>	<u>% of Responses</u>	<u>% of Sample</u>
<b>A. General</b>				
1 What businesses is your company or organization active in? (Multiple responses possible)	Lodging - hotel or motel	70	22.6%	29.7%
	Food and beverage	65	21.0%	27.5%
	Other	52	16.8%	22.0%
	Agriculture	39	12.6%	16.5%
	Recreation	33	10.6%	14.0%
	Culture or entertainment	22	7.1%	9.3%
	Travel agency or tour operator	14	4.5%	5.9%
	Meeting or event planning/hosting	10	3.2%	4.2%
	Gaming	3	1.0%	1.3%
	Transportation provider	2	0.6%	0.8%
	Total Responses	310	100.0%	
<u>Detail/Comments</u>				
"Other" clusters included RV parks and campgrounds, retail businesses and spas.				
2 Are you closed for any part of the year? (Multiple responses possible)	Winter	75	66.4%	31.8%
	Fall	22	19.5%	9.3%
	Spring	13	11.5%	5.5%
	Summer	3	2.7%	1.3%
	Total Responses	113	100.0%	
<b>B. Recruitment and Retention</b>				
3 How many employees/contract workers did you have in the most recent high season?	Full-time (30 hours per week or more):	197		83.5%
	Average is 14.4, Median 4, Range 0 to 250			
4	Part-time: Average is 7.5, Median 3, Range 0 to 95	193		81.8%
5 How many employees/contract workers did you have in the most recent low season?	Full-time (30 hours per week or more):	194		82.2%
	Average is 7.4, Median 2, Range 0 to 130			
6	Part-time: Average is 3.6, Median 1, Range 0 to 50	184		78.0%
7 What percentage of your year-round employees has turned over in the last year?	Less than 10%	109	54.8%	46.2%
	Between 10% and 20%	19	9.5%	8.1%
	Between 20% and 30%	25	12.6%	10.6%
	Between 30% and 40%	15	7.5%	6.4%
	Between 40% and 50%	4	2.0%	1.7%
	More than 50%	27	13.6%	11.4%
	No response	37		15.7%
	Totals	236		100.0%
	Total Responses	199	100.0%	
8 What percentage of your seasonal employees has turned over in the last year?	Less than 10%	60	30.9%	25.4%
	Between 10% and 20%	16	8.2%	6.8%
	Between 20% and 30%	26	13.4%	11.0%
	Between 30% and 40%	20	10.3%	8.5%
	Between 40% and 50%	12	6.2%	5.1%
	More than 50%	60	30.9%	25.4%
	No response	42		17.8%
	Totals	236		100.0%
	Total Responses	194	100.0%	
9 Please indicate if any of the following groups are important sources of staff for your business (Multiple responses possible)	College or university students	141	22.4%	59.7%
	High school students	92	14.6%	39.0%
	Workers from other Canadian provinces	76	12.1%	32.2%
	Women returning to the workforce	68	10.8%	28.8%
	Recent immigrants to Canada	62	9.8%	26.3%
	First Nations	60	9.5%	25.4%

<u>Question</u>	<u>Responses</u>	<u>Total</u>	<u>% of Responses</u>	<u>% of Sample</u>
	Recently retired or semi-retired	60	9.5%	25.4%
	Foreign workers (requiring visa)	37	5.9%	15.7%
	Other	34	5.4%	14.4%
	Total Responses	630	100.0%	

Detail/Comments

Clusters in "other" included: the general population (9), family and personal contacts (4). One respondent mentioned disabled individuals.

10 Please indicate any of these groups you now consider it important to recruit which were NOT a priority for your business 2 years ago (Multiple responses allowed)	College or university students	63	18.9%	26.7%
	Recently retired or semi-retired	42	12.6%	17.8%
	Recent immigrants to Canada	40	12.0%	16.9%
	Women returning to the workforce	39	11.7%	16.5%
	Foreign workers (requiring visa)	36	10.8%	15.3%
	High school students	31	9.3%	13.1%
	Workers from other provinces	29	8.7%	12.3%
	Other	28	8.4%	11.9%
	First Nations	25	7.5%	10.6%
	Total Responses	333	100.0%	

Detail/Comments

There do not seem to be clear patterns in the "other" responses; it may be the category was used primarily by those who did not find the question relevant to their experience.

11 How many prospects, on average, do you interview for each new hire you make?	1 to 2	85	41.3%	36.0%
	3 to 5	73	35.4%	30.9%
	More than 5	30	14.6%	12.7%
	Not applicable	18	8.7%	7.6%
	No response	30		12.7%
	Totals	236		100.0%
	Total Responses	206	100.0%	

12 How many prospects, on average, did you interview 2 years ago for each new hire you made?	1 to 2	63	31.8%	26.7%
	3 to 5	55	27.8%	23.3%
	More than 5	47	23.7%	19.9%
	Not applicable	33	16.7%	14.0%
	Don't recall	7		3.0%
	No response	31		13.1%
	Totals	236		100.0%
	Total Responses	198	100.0%	

13 What are the most common reasons for failing to fill your vacant positions? (Multiple responses possible)	Candidates take jobs elsewhere for higher wages	94	24.6%	39.8%	
	We can't identify appropriate prospects to hire	66	17.3%	28.0%	
	Candidates find local cost of living/housing too high	59	15.4%	25.0%	
	Other	48	12.6%	20.3%	
	Candidates cannot arrange convenient or reliable transportation to work	47	12.3%	19.9%	
	Candidates take jobs elsewhere for better benefits	41	10.7%	17.4%	
	We cannot offer candidates their preferred work hours	27	7.1%	11.4%	
		Total Responses	382	100.0%	

Detail/Comments

Within the "other" group were 17 respondents who said they had no difficulties filling their positions and 12 who mentioned that workers find the seasonality or content of the work they offer unattractive.

14 Please give the most common reasons for new hires failing to	Employee returns to school, college or university	71	17.6%	30.1%
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<u>Question</u>	<u>Responses</u>	<u>Total</u>	<u>% of Responses</u>	<u>% of Sample</u>
complete their probationary period for your company. (Multiple responses possible)	Employee is deemed unsuitable by the company	71	17.6%	30.1%
	Employee leaves for better wages elsewhere	70	17.4%	29.7%
	Employee leaves for better hours elsewhere	46	11.4%	19.5%
	Employee doesn't enjoy the work	45	11.2%	19.1%
	Employee's reasons for leaving are unknown	31	7.7%	13.1%
	Employee leaves for better benefits elsewhere	28	6.9%	11.9%
	Other (detailed comments)	41	10.2%	17.4%
	Total Responses	403	100.0%	

Detail/Comments

Comments under "other" included several mentions of challenges with younger workers being under-skilled, unreliable, immature. Several expressed concern that they are forced by the shortage to hire candidates that are not really suitable who then don't work out. About 10 respondents indicated that this is not a problem for their organization.

15 Please indicate the channels that are successful for you in identifying good hiring prospects. (Multiple responses possible)	Referrals from current employees, customers or suppliers	133	22.6%	56.4%
	Customer, supplier or friends approaches us	102	17.3%	43.2%
	Advertising in newspapers or other print media	93	15.8%	39.4%
	On-site advertising	65	11.0%	27.5%
	Advertising on our company's website	47	8.0%	19.9%
	Advertising on other websites	46	7.8%	19.5%
	Recruitment thru college/university placement services and/or campus advertising	39	6.6%	16.5%
	Job fairs or networking events	26	4.4%	11.0%
	Referrals from government agencies	22	3.7%	9.3%
	Referrals from recruiting agencies	16	2.7%	6.8%
Total Responses	589	100.0%		

Detail/Comments

26 voluntary comments were received and recorded. 40% of comments mentioned word-of-mouth or some other informal channel. A small number indicated that they are trying campus advertising or websites.

16 Please give details of the most successful channels you use .	102 responses were received. 35 comments referred to word-of-mouth or personal recruiting. 29 mentioned print media or a specific local newspaper. 14 comments referenced websites or other web-based vehicles; of these Castanet.net was mentioned by name 6 times. One respondent said, "I only hire current customers... they already know and love my business..."			
17 Please indicate any initiatives you believe could usefully be undertaken by governments to make hiring and retaining good employees easier. (Multiple responses possible)	Provide more low-income housing	120	21.7%	50.8%
	Improve public transportation	98	17.7%	41.5%
	Provide rental subsidies to more people	76	13.7%	32.2%
	Provide incentives for those receiving public benefits to look for or take jobs	63	11.4%	26.7%
	Make it easier for foreign workers to come to B.C.	63	11.4%	26.7%
	Provide better education/training opportunities	55	9.9%	23.3%
	Make B.C. Labour Code more flexible	52	9.4%	22.0%
	Other	26	4.7%	11.0%

<u>Question</u>	<u>Responses</u>	<u>Total</u>	<u>% of Responses</u>	<u>% of Sample</u>
	Total Responses	553	100.0%	

Detail/Comments

Comments under "other" included references to training subsidies and better practical training for students. There were specific requests for changes to foreign worker programs to allow for longer visas and to allow these workers to transfer between positions in a business (i.e. eliminate restriction to just one position).

- 18** Please make any other comments you would like on recruitment or retention strategies that you have found particularly successful in today's labour market.
- 43 responses were received. Selected examples:
- "It is important to show appreciation for your employees and reward their efforts often."
- "Feedback from current employees helps us improve our benefits, our processes and our recruitment for the following season."
- "Our corporate culture brings back people year after year and we never have any trouble hiring people."
- "Our employees are all First Nations and we make them proud to be involved with our work."

**C. Human Resources Management**

**19** Regarding your company's HR staffing: is there someone in your organization with designated responsibility for Human Resources?

Yes	124	61.4%	52.5%
No	78	38.6%	33.1%
No response	34		14.4%
Totals	236		100.0%
Total responses	202	100.0%	

- 20** If "yes" to 19, what is their title?
- 122 responses were received, of which 14 gave a title readily identifiable as being specific to a HR function. Other frequent responses included "owner", "manager" or "general manager."

**21** If "yes" to 19, does this person have other responsibilities?

Yes	120	80.0%	50.8%
No	30	20.0%	12.7%
No response	86		36.4%
Totals	236		100.0%
Total Responses	150	100.0%	

**22** If "no" to 19, if you could hire and HR professional on a part-time or as-needed basis, would you be interested in doing so?

Yes	15	14.6%	6.4%
No	88	85.4%	37.3%
No response	133		56.4%
Totals	236		100.0%
Total Responses	103	100.0%	

**23** With regards to training and development of HR management, has anyone in your organization recently participated in a training or development program in HR?

Yes	49	24.5%	20.8%
No	151	75.5%	64.0%
No response	36		15.3%
Totals	236		100.0%
Total Responses	200	100.0%	

- 24** If yes, please indicate name or provider of program.
- 45 responses were received but not all were specific. Most frequently mentioned programs include Okanagan College and other college-level programs (9), BC Human Resources Management Association (4), Community Futures (3) and Superhost or Go2 (3).

**25** What are your present challenges in HR management? (Multiple answers possible)

Retaining good employees is more difficult than in the past	108	18.6%	45.8%
Wage rates increasing faster than revenues	107	18.4%	45.3%
More difficult to find qualified applicants than in the past	96	16.5%	40.7%
Need to spend more management time on recruitment, training and retention than in the past	72	12.4%	30.5%
New employees less well-prepared than in the past	69	11.9%	29.2%

<u>Question</u>	<u>Responses</u>	<u>Total</u>	<u>% of Responses</u>	<u>% of Sample</u>
	Need to provide more on-the-job training than in the past	66	11.4%	28.0%
	Difficulty in accessing programs to hire foreign workers	36	6.2%	15.3%
	Other	27	4.6%	11.4%
	Total Responses	581	100.0%	
<b>26</b> Please identify any programs you have developed to improve productivity and average tenure of your workforce. (Multiple responses possible)	On-the-job training by more experienced staff	112	19.3%	47.5%
	Individual tailoring of work schedules to accommodate other commitments	96	16.5%	40.7%
	Social events for staff	96	16.5%	40.7%
	Mentoring by more experienced staff	91	15.7%	38.6%
	Sales or performance incentives - financial	57	9.8%	24.2%
	Sales or performance incentives - non-financial	39	6.7%	16.5%
	Partial or full payment of wages for time spent in outside training programs	36	6.2%	15.3%
	Tuition assistance with attending outside training/skills development programs	31	5.3%	13.1%
	Other	23	4.0%	9.7%
	Total Responses	581	100.0%	
<b>27</b> Please give details of any program referenced in question 26 that you have found particularly effective	42 responses were received. Examples: "On-job training by .. the owner insures that my staff have all been trained in similar ways... insures far more productive staff." "Bonuses for the kitchen staff for staying a certain length of time...kitchen staff is 99% of the problem." "Big annual staff event... gets employees excited and they want to stick around for the season." "Both financial and non-financial incentives. Recongnition is key." "Cash incentives are extremely successful."			
<b>28</b> Where do you usually get a new idea or knowledge that helps you improve your HR management capability? (Multiple responses accepted)	From peers at other companies	104	25.1%	44.1%
	From our employees	100	24.1%	42.4%
	From industry associations or publications	90	21.7%	38.1%
	From research on the internet	48	11.6%	20.3%
	Other	34	8.2%	14.4%
	From courses offered by educational institutions	20	4.8%	8.5%
	From consultants or professional advisors	19	4.6%	8.1%
	Total Responses	415	100.0%	
<u>Detail/Comments</u>				
Frequent responses under "other" included 11 references to "experience."				
<b>29</b> What additional information will you and your management group require in the foreseeable future to improve you HR programs? (Multiple responses possible)	How to motivate employees	84	14.6%	35.6%
	How to recruit students	78	13.5%	33.1%
	How to recruit foreign workers	61	10.6%	25.8%
	How to provide cost-effective on-the-job training	58	10.1%	24.6%
	How to evaluate employees	56	9.7%	23.7%
	How to structure and administer a compensation and benefits program	55	9.5%	23.3%

<u>Question</u>	<u>Responses</u>	<u>Total</u>	<u>% of Responses</u>	<u>% of Sample</u>
	How to recruit women returning to the workforce	53	9.2%	22.5%
	How to recruit semi-retirees	47	8.2%	19.9%
	How to recruit First Nations workers	40	6.9%	16.9%
	How to recruit out-of-province workers	30	5.2%	12.7%
	Other	14	2.4%	5.9%
	<b>Total Responses</b>	<b>576</b>	<b>100.0%</b>	

Detail/Comments

Of the 14 "other" responses, 4 indicated they are doing fine. One respondent wanted to learn about how to retain employees in a seasonal business.

**D. Financial**

<b>30</b> What are your annual wages and benefits costs?	Less than \$1 million	111	86.0%	47.0%
	Over \$1 million	18	14.0%	7.6%
	Declined	43		18.2%
	No response	64		27.1%
	<b>Totals</b>	<b>236</b>		<b>100.0%</b>
	<b>Total responses</b>	<b>129</b>	<b>100.0%</b>	
<b>31</b> What is the hourly wage for an entry-level position with your company?	Training wage	1	0.7%	0.4%
	Minimum wage	9	6.1%	3.8%
	Between minimum wage and \$10	39	26.5%	16.5%
	Between \$10 and \$12	57	38.8%	24.2%
	Between \$12 and \$14	30	20.4%	12.7%
	Between \$14 and \$16	6	4.1%	2.5%
	Between \$16 and \$18	1	0.7%	0.4%
	Between \$18 and \$20	1	0.7%	0.4%
	Over \$20	3	2.0%	1.3%
	Declined	25		10.6%
No response	64		27.1%	
	<b>Totals</b>	<b>236</b>		<b>100.0%</b>
	<b>Total responses</b>	<b>147</b>	<b>100.0%</b>	
<b>32</b> On average, have the wage rates you are paying for hourly staff this year increased over last year?	No	29	14.8%	12.3%
	Yes, by the rate of inflation	43	21.9%	18.2%
	Yes, by more than inflation	70	35.7%	29.7%
	Declined	30		12.7%
	No response	64		27.1%
	<b>Totals</b>	<b>236</b>		<b>100.0%</b>
	<b>Total responses</b>	<b>196</b>	<b>100.0%</b>	
<b>33</b> Please estimate your annual gross sales (sales by your Okanagan-based business)	Under \$1 million	81	67.5%	34.3%
	Between \$1 million and \$2 million	19	15.8%	8.1%
	Over \$2 million	20	16.7%	8.5%
	Declined	50		21.2%
	No response	66		28.0%
	<b>Totals</b>	<b>236</b>		<b>100.0%</b>
	<b>Total responses</b>	<b>120</b>	<b>100.0%</b>	
<b>34</b> Please indicate the percentage of your sales which are attributable to local residents (i.e. People who live in the Okanagan most or all of the time)	Less than 10%	32	22.7%	13.6%
	Between 10% and 20%	10	7.1%	4.2%
	Between 20% and 30%	18	12.8%	7.6%
	Between 30% and 40%	18	12.8%	7.6%
	Between 40% and 50%	19	13.5%	8.1%
	Over 50%	44	31.2%	18.6%
	Declined	29		12.3%
	No response	66		28.0%
	<b>Totals</b>	<b>236</b>		<b>100.0%</b>
	<b>Total Responses</b>	<b>141</b>	<b>100.0%</b>	

<u>Question</u>	<u>Responses</u>	<u>Total</u>	<u>% of Responses</u>	<u>% of Sample</u>
<b>E. Questions about Ownership</b>				
<b>35</b> In which of the following categories does the business you own or manage belong?	Privately-held company	134	61.8%	56.8%
	Franchise location	9	4.1%	3.8%
	Partnership	24	11.1%	10.2%
	Publicly-traded company	3	1.4%	1.3%
	Not-for-profit organization	15	6.9%	6.4%
	None of the above - please give details	20	9.2%	8.5%
	None of the above - no detail	12	5.5%	5.1%
No response	19		8.1%	
	Totals	236		100.0%
	Total Responses	217	100.0%	

Detail/Comments

Details given by respondents who indicated they were not in the suggested categories indicate they do mostly fall into these categories.

<b>36</b> Regarding employees ownership: are there opportunities in your company for long-term employees to acquire an equity position in the business?	Yes	33	17.4%	14.0%
	No	157	82.6%	66.5%
	No response	46		19.5%
	Totals	236		100.0%
	Total Responses	190	100.0%	

**37** If "yes", can you please describe the program? 21 responses received. 12 mentioned stock option grants or share purchase opportunities. 5 mentioned profit-sharing.

<b>38</b> If your business is privately controlled, do you have another kind of succession plan in place?	Yes	42	24.9%	17.8%
	No	127	75.1%	53.8%
	No response	67		28.4%
	Totals	236		100.0%
	Total Responses	169	100.0%	

**39** If "yes" to #38, can you please give details. 25 responses were received. Most often mentioned were variants of "succession planning within the family."

**40** If you have any other comments which would help us better understand your business' HR issues, please share them with us. 54 responses were received. Examples include:  
 "Make more training available for the baby boom generation managers so they better understand what Generation Y is looking for."  
 "More training should be provided for generation Y so that they are better prepared to enter the workforce and know what the expectations are."  
 "Assistance regarding hiring retirees would be extremely helpful for us."  
 "Interested in employing semi-retirees as they have a wealth of knowledge."  
 "We use foreign workers as there is not enough local workers."  
 "Our employees are paid a guaranteed competitive hourly rate OR commission, whichever is the higher rate. We feel this is the best retention strategy because it is based on employees' motivation."  
 "One year behind..get on this sooner."