# Human Resources:
## BDC ViewPoints Study

March 2012

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*Entrepreneurs first*

Canada

# Executive summary

## Human resources

### Human resources professional

> The vast majority of businesses (76%) do not have someone specially dedicated to human resources (HR) in their organization.

> When firms near the 20-employee mark, more and more of them integrate an HR representative into the company.

> By size, the proportions of businesses that have someone dedicated to HR are as follows.
  - Fewer than 5 employees: 11%
  - Between 5 and 19 employees: 23%
  - Between 20 and 49 employees: 41%
  - 50 employees or more: 70%

### Potential benefits of an HR professional

> Better recruitment and retention strategies
> Better communication between employees and management
> Greater productivity

- *One concept entrepreneurs may want to further investigate is **shared human resources**, whereby multiple businesses use the same HR professionals to respond to their HR needs and enhance related activities.*

### Top HR challenges resolved

> Recruiting employees
> Recruiting skilled workers
> Retaining good employees
> Managing employee performance
> Offering competitive wages
> Offering training/coaching to employees
> Offering employee coverage/benefits

Several entrepreneurs found dealing with an HR professional to be beneficial.

Word-of-mouth and networking channels are excellent for hiring. Diversifying recruitment channels can also help considerably.

Government services are useful for both hiring and training.

Strong two-way communication and regular employee involvement in the decision-making process have helped several businesses address HR issues.

### Top upcoming HR challenges

> Recruiting skilled workers
> Retaining good employees
> Managing employee performance
> Offering competitive wages
> Recruiting employees
> Carrying out succession planning
> Developing internal leadership

### Probation period

> Support staff: 72% have three months
> Core personnel: 62% have three months
> Management: 33% have three months, 24% have six months and "it depends" for 23%

### Employee performance review

> Informal process: 41%
> Both formal and informal: 26%
> Formal process: 17%

Formal, or both formal and informal, employee performance reviews tend to be conducted annually (53%).

### Employee motivation

Beyond monetary compensation, important components of employee motivation are autonomy, mastery and purpose.

Business is about people! People deal with individuals they like and trust.

Trust is rooted in two key vectors: competence and character.

### Generational differences

Although generational differences exist, these traits are generalizations. They may help people understand certain age groups; however, it is important to learn about individuals on a case-by-case basis to fully grasp their motivations and aspirations. We are all unique and we can all learn from one another.

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# Background and survey methodology

## Background

> The BDC Market Intelligence team continues its ongoing research among Canadian entrepreneurs. The topic of this study was **human resources**. In this study, the team wanted to determine:

  – the proportion of entrepreneurs who have someone dedicated to human resources

  – the types of human resources problems entrepreneurs have managed to resolve

  – the biggest human resources challenges entrepreneurs will be facing in the coming years

  – the duration of the typical probation period

  – the structure and frequency of employee performance reviews

  – the way entrepreneurs determine employee salaries and salary increases

  – the level of autonomy granted to various types of employees in terms of time, tasks, technique and team

  – the perceived level of control employees have over their ability to further master their job, role or involvement in the organization

  – the perceived level of purpose and meaning employees have with regard to their job, role or involvement in the organization

  – the perceived intergenerational differences among employees in different age groups

## Survey methodology

> Entrepreneurs who were members of the BDC ViewPoints panel as of February 21, 2012, were surveyed. Panellists received an e-mail invitation to participate in the online survey, which was conducted between **February 21 and March 5, 2012**.

> BDC's Marketing Intelligence team analyzed the survey results.

> A total of **420 entrepreneurs completed the survey**. Details pertaining to distribution are provided in the "Respondent Profile" section of this report.

> Entrepreneurial results were **weighted** according to the **size of the firm** and the **region**.

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# Detailed results of the survey

# Human resources personnel

**Few entrepreneurs have someone on their payroll dedicated to human resources.**

> For the most part, respondents do not have someone dedicated to human resources in their organization (76%).

> Of those who do, 7% have a full-time employee, 10% have a part-time employee and 4% have an employee on contract.

– It is not surprising to see that **the proportion of businesses that have someone dedicated to human resources** - whether on a full-time, part-time or contractual basis - **increases as the number of employees rises**. In fact, the proportions nearly double as one moves from one company size bracket to the next.

• Fewer than 5 employees: 11% have an HR person on payroll

• Between 5 and 19 employees: 23% have an HR person on payroll

• Between 20 and 49 employees: 41% have an HR person on payroll

• 50 employees or more: 70% have an HR person on payroll

> Many entrepreneurs indicated that someone within the organization assigned to other functions is also responsible for human resources. **In small businesses, many employees wear multiple hats.**

> These results seem to highlight the fact that once businesses get closer to the **20-employee mark, their needs evolve and HR functions require more time and attention**. At this point, most businesses tend to assign HR functions to someone on a full-time, part-time or contract basis.

**Do you currently have someone dedicated to human resources in your organization?** *(n=417)*

Yes, we have someone on payroll on a full-time basis — 7%

Yes, we have someone on payroll on a part-time basis — 10%

Yes, we have someone who's hired on a contractual basis — 4%

No, we don't have anyone specially dedicated to HR in our business — 76%

Other — 4%

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*

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# Potential benefits of a human resources professional

**The case can often be made for bringing in a human resources professional. Furthermore, a business does not have to be large to have an HR professional.**

> A dedicated human resources person can be quite beneficial for an organization on multiple fronts.

  – First, **HR professionals can help businesses develop a recruitment plan**. Furthermore, they have the expertise to **set up a consistent interview process**. This is important, since you want to be able to compare candidates on the same basis. An experienced HR professional will also be able to determine the types of tests needed to assess the competencies and evaluate the character of potential hires in order to find the best match for the organization.

  – Secondly, an **HR professional can act as an intermediary between employees and management**. Like an assistant coach on a sports team, an HR professional can sometimes relay information and expectations in a more effective and efficient manner than management can. Moreover, employees are sometimes intimidated by their superiors. In such cases, HR professionals can help employees convey their message clearly to management. Conversely, they can also help management communicate with employees, thus improving two-way communication.

  – Third, an HR professional can help **set up a constructive performance review** for all employees, as well as a **career plan for high-potential employees**.

  – Finally, with their knowledge and experience, HR professionals can help **implement various salary structures**, **incentive programs** and **employee benefits**, which will enhance employee satisfaction, motivation and loyalty.

> It appears that most businesses do not have the funds or the willingness to dedicate someone to HR. For the most part, someone in the organization who wears multiple hats takes on HR functions. Some organizations have joined forces with suppliers, clients, or businesses in their area or industry to pool their HR needs. Sharing an **HR professional among multiple firms** allows all of the firms to reap benefits without having to assign someone to a function that is not core to the business or not essential due to the small number of employees.

> Some businesses may wish to explore the **shared HR professional option**. An increased effort in HR may have a tremendous positive impact on employee services and diminish costs.

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# Resolved human resources problems

**Three quarters of businesses have experienced human resources problems in the last couple of years that they managed to resolve.**

> Overall, only one quarter of respondents (25%) claimed that they did not face or resolve any human resources problems in the last two years.

  – This ratio climbs to 38% among businesses with fewer than five employees.

> Among those who experienced and resolved human resources problems, half (51%) said that they resolved some issues relating to **employee recruitment**. A slightly smaller proportion (47%) managed to **recruit much-needed skilled workers**, while 42% made progress **retaining good employees**. Employee recruitment and retention, especially among skilled workers, is a nationwide issue affecting several industries - namely, construction, trades and high-tech businesses.

> Other human resources problems that entrepreneurs addressed pertained to individuals within the organization: **managing employee performance** (39%), **offering competitive wages** (35%), **offering training/coaching to employees** (35%) and **offering employee coverage/benefits** (26%).

**What were some of the human resources problems your organization faced in the past two years that it managed to resolve?**
*(n=345)*

| Recruiting employees | Recruiting skilled workers | Retaining good employees | Managing employee performance | Offering competitive wages | Offering training/coaching to employees | Offering employee coverage/benefits |
|---|---|---|---|---|---|---|
| 51% | 47% | 42% | 39% | 35% | 35% | 26% |

Base: Respondents who answered "I prefer not to answer" or "We have not faced or resolved any HR problems recently" were excluded from the total base.

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# Resolved human resources problems (cont'd)

**More than one in five respondents faced and resolved issues pertaining to leadership, flexible working conditions, downtime and seasonal work.**

> Nearly one quarter of respondents (23%) said they resolved **internal leadership issues.**

> Having more employees available has enabled some businesses to resolve issues related to **flexible working conditions**.

  – In fact, while 13% of respondents who operate a business with fewer than five employees addressed flexible working conditions, this ratio increases to 31% or more when we look at firms with more than five employees.

> More than one in five entrepreneurs has experienced some difficulties with **managing downtime** (22%) and/or **managing seasonal work** and staff (21%).

  – A greater percentage of entrepreneurs in Quebec said they were successful in addressing downtime efficiently (32%).

> Fewer than one in five respondents carried out **succession planning** (15%), **filled temporary vacancies** (14%) or **offered a profit-sharing program** (9%).

  – Roughly one third of businesses with 20 or more employees were able to fill temporary vacancies.

**What were some of the human resources problems your organization faced in the past two years that it managed to resolve?**
*(n=345)*

| Developing internal leadership | Offering flexible working conditions | Managing downtime efficiently | Managing seasonal work and staff more efficiently | Carrying out succession planning | Filing temporary vacancies | Offering a profit-sharing program | Other |
|---|---|---|---|---|---|---|---|
| 23% | 23% | 22% | 21% | 15% | 14% | 9% | 4% |

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# Tips on resolving human resources problems

**Entrepreneurs offered some great insights into dealing with human resources problems.**

## HIRING

> Working with **professionals**, such as **human resources experts**, **consultants** and **agencies**, both when hiring and when managing personnel, was seen as very helpful.

> Many entrepreneurs highlighted the value of **hiring** through **word-of-mouth** or **networking** channels.

> Some found it very useful to use **government services** for employee training or hiring.

> Often, entrepreneurs dealt with personnel shortages by using **temporary staff**, **subcontractors** or **interns**.

> **Diversifying recruitment channels** makes it easier to hire new personnel.

## RETENTION and MANAGEMENT

> Offering **flexible working conditions** was the most common panellist suggestion.

> **Fostering open communication** and encouraging **employee feedback** also helped resolve many human resources problems.

> To keep employees content, employers suggested offering not only **competitive wages**, but also **profit sharing** and other **benefits**.

> **Involving employees** in the **decision-making process** was identified as another way to retain good employees.

> Demonstrating **employer loyalty** (e.g., not laying people off during crises) was another suggested way to keep great staff.

> Panellists reported striving to create the conditions for and encourage **internal leadership** at all levels.

> Entrepreneurs also tried to offer regular **training** and **personal development** sessions.

> *"There are three C's to a happy employee: **compensation**, **challenge** and **contribution**. If there is an issue with one C, you have a problem. If there is an issue with two or more C's, that employee will leave."*
>
> BDC ViewPoints panellist

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# Upcoming HR challenges

**The current transitional period, where baby boomers are gradually exiting the workforce and a new generation is entering the labour market, will continue to cause some difficulties for Canadian businesses.**

> The main human resources problems that many entrepreneurs have already faced and resolved will also be the challenges of the future. In fact, 53% of **entrepreneurs foresee recruiting skilled workers as the main challenge** in the next three years. **Employee retention** (48%) will also be critical in the coming years. It is interesting to note that only one quarter of respondents (27%) mentioned **recruiting employees**. That emphasizes the importance of finding **skilled workers**, not simply **employees**.

> – A greater percentage of respondents in Quebec (69%) mentioned recruiting skilled workers. Although the figures are not statistically significant, it seems that finding skilled workers and retaining them will be important concerns for those in construction, primary industries and high technology.

> **Managing employee performance** (31%) is going to be quite the challenge. Getting the most out of employees is a real tour de force. When measuring employee performance, one has to be careful that the measures are not counterproductive or do not lead to behaviours that help employees attain their objectives but could harm the organization in the long run. Think of the overzealous salesperson!

> **Competitive wages** are one of the key variables candidates look at, but they are not the only one. That said, businesses that can't compete with larger companies on salary will have to emphasize other positive aspects of their organization, such as flexible working hours, dress code, career growth opportunities and so on. Respondents in the retail industry seem to be among those most affected by concerns about wages.

> With an aging Canadian population, many businesses will face **succession planning** issues (27%) and will need **to develop internal leadership** (24%).

**What will your biggest challenges be in terms of human resources in the next three years?** *(n=386)*

| Recruiting skilled workers | Retaining good employees | Managing employee performance | Offering competitive wages | Recruiting employees | Carrying out succession planning | Developing internal leadership |
|---|---|---|---|---|---|---|
| 53% | 48% | 31% | 29% | 27% | 27% | 24% |
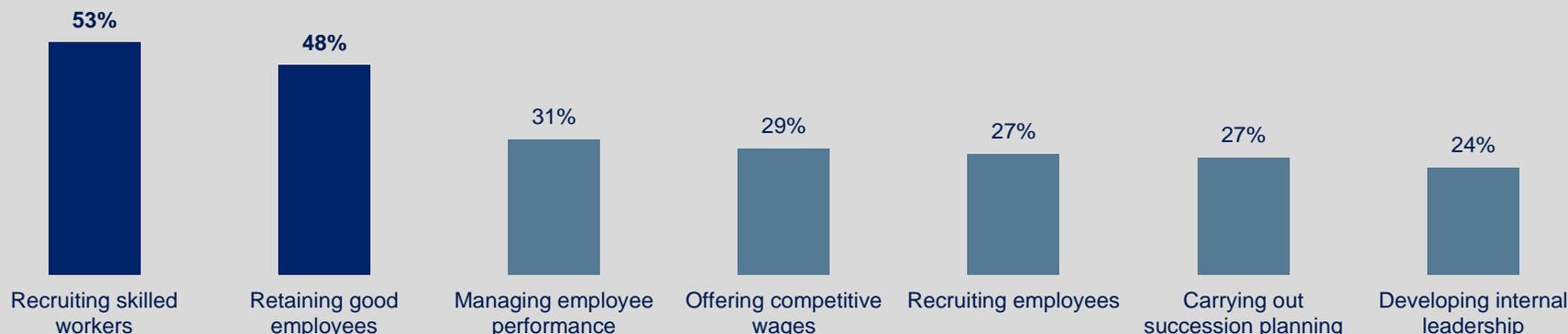
Base: Respondents who answered "I prefer not to answer" or "We do not foresee any challenges pertaining to HR" were excluded from the total base.

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# Upcoming HR challenges (cont'd)

**Most human resources challenges that do not pertain to recruitment, retention and salary apply to fewer than one in four respondents.**

> Planning is going to be critical for respondents anticipating challenges in terms of **managing downtime and/or seasonal work and staff**. Successful businesses facing these issues will have developed partnerships or different work procedures to address them. The best option is to develop an organization that is agile in the business environment. The idea is to be proactive rather than reactive. It is better to respond than react!

> Some of the **key differentiators** that will enable businesses to attract and retain skilled workers are **employee coverage and benefits, and training and coaching**. For these components, Canadian entrepreneurs should consider pooling their resources with other businesses. A business with fewer than 10 employees may not be able to offer significant employee coverage, but bringing together several businesses can create critical mass that would make such perks economically feasible for both the employer and employees.

> Offering a profit-sharing program (11%), filling temporary vacancies (7%) and offering flexible working conditions (6%) are challenges a relatively small number of entrepreneurs believe they will face.

**What will your biggest challenges be in terms of human resources in the next three years?** *(n=386)*

| Managing downtime efficiently | Offering employee coverage/benefits | Offering training/coaching to employees | Managing seasonal work and staff more efficiently | Offering a profit-sharing program | Filing temporary vacancies | Offering flexible working conditions | Other |
|---|---|---|---|---|---|---|---|
| 21% | 21% | 19% | 14% | 11% | 7% | 6% | 2% |

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# Probation period of employees

**Generally speaking, the probation period for core and support staff is three months. It does, however, vary considerably for members of the management or executive team.**

> Support employees, whom we define as administrative or technical support staff, are present in the organization to ensure that core employees and management can successfully do their jobs. For the most part, the probation period for such workers is three months (72%).

> Core employees can be viewed as the heart and soul of the organization. These are the individuals who create and deliver a company's products and services. In over 80% of the cases, the probation period is limited to three months (62%) or six months (20%).

> Finally, the probation period for members of management or the executive suite seems to vary on a case-by-case basis. One third of respondents said that the probation period is three months (33%), and one quarter of them allocate six months (24%) to determine whether or not to keep an executive. It is also worth noting that a significant proportion of respondents (23%) said that the duration of the probation period depends on several factors, including need, executive experience and availability.

**Upon recruitment, what is the typical probation period associated with the following types of employees?**

Three months
- 33%
- 62%
- 72%

Six months
- 24%
- 20%
- 12%

One year
- 10%
- 6%
- 2%

No probation period
- 11%
- 7%
- 7%

It depends
- 23%
- 6%
- 7%

- Management and executive suite (n=364)
- Core employees (n=410)
- Support staff (n=402)

*Base: Respondents who answered "Don't know/Prefer not to answer" were excluded from the total base.*

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# Employee performance reviews

**Most employee performance reviews are informal.**

> Two out of five respondents (41%) said that their employee performance review process is informal.

– This ratio is higher among companies with fewer than 20 employees.
  • It is 42% in companies with fewer than 5 employees.
  • It is 47% in companies with between 5 and 19 employees.

> One quarter of respondents said that the performance review process is both formal and informal (26%). With adequate resources, it is probably the most relevant type of performance review. The formal component makes it easier to track the progress of an employee based on previously agreed objectives and metrics. The informal process enables employees and managers to share positive and negative aspects on an ongoing basis, as needed.

– The proportion of respondents who indicated that their review process was both formal and informal is significantly greater among business with 20 to 49 employees (41%) and those with 50 or more employees (47%).

> Just under one in five respondents (17%) mentioned that their employee review process is a formal process.

– This is the case for 29% of businesses with 20 to 49 employees.

> Lastly, 14% of those surveyed do not conduct any employee performance reviews.

– This tends to be case mostly for firms with fewer than five employees (19%).

**Are your employee performance reviews a formal or informal process?** *(n=418)*
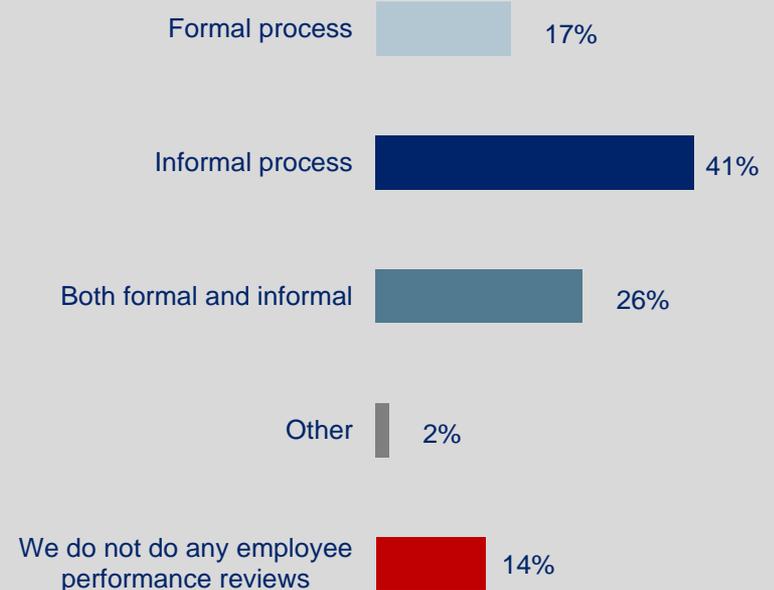
| | |
|---|---|
| Formal process | 17% |
| Informal process | 41% |
| Both formal and informal | 26% |
| Other | 2% |
| We do not do any employee performance reviews | 14% |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*

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# Frequency of employee performance reviews

**Over half of formal employee performance reviews are conducted annually.**

> Formal employee performance reviews tend to be conducted annually (53%). This ratio surpasses the 60% mark when we look at firms with more than five employees.

> The second-most common frequency is twice a year (15%).

> Monthly performance reviews were mentioned by 11% of respondents.

  – This ratio climbs to 20% among businesses with fewer than five employees that conduct formal or both formal and informal reviews.

> Quarterly reviews are not that common (5%).

> Respondents who indicated that they conduct formal reviews on an "as needed," "it depends" or "other" basis tend to do so during downtime or when overall performance is affected.

> Performance reviews need **not to be complicated**. In fact, they should be **simple and relevant**.

  – Several websites offer free performance review templates. These templates are often checklists that can be adapted to meet organizational needs.

  – For instance, using **SMART** (specific, measureable, achievable, result oriented, time-bound) performance goals can contribute to effective performance management.

**Approximately how often do you do formal employee performance reviews?** *(n=209)*

| Category | Percentage |
|---|---|
| Monthly | 11% |
| Quarterly | 5% |
| Bi-annually | 15% |
| Annually | 53% |
| As needed/It depends | 13% |
| Other | 3% |
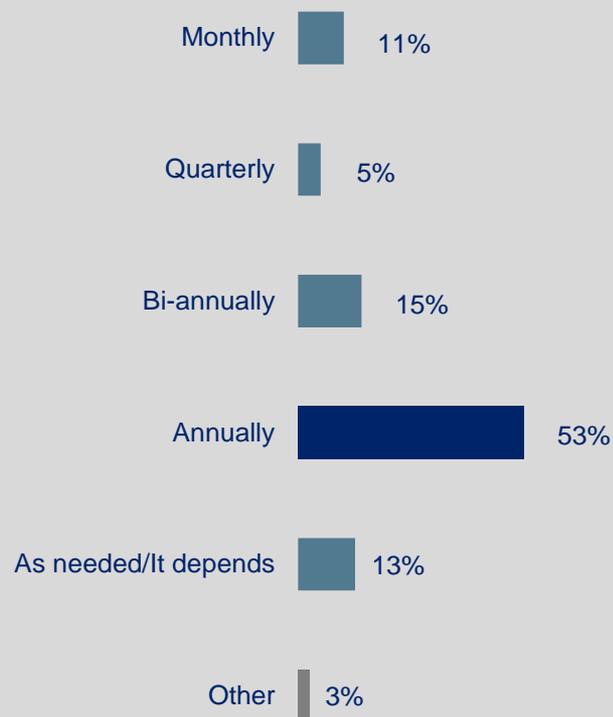
*Base: Respondents who said they conducted either "formal" or "both formal and informal" performance reviews of their employees. Those who answered "I prefer not to answer" were excluded from the total base.*

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# Tips on salary determination

**Panellists shared their experiences in determining employees' salaries and offering increases.**

## TO DETERMINE SALARY

**...entrepreneurs most often go with the market and survey their competitors.**

> Consulting **industry averages** and **standards** for benchmarking purposes is another common strategy.

> Many take an **individual approach**, considering the **candidate's experience**, **abilities** and **education**.

> **Budget** constraints and/or **company performance** play a role in shaping starting salary offers, according to a number of panellists.

> Finally, a few respondents said they always try to **set a salary a little above** what the **average** for the position is.

## TO DETERMINE INCREASES

**...entrepreneurs evaluate individual performance on a regular (annual) basis.**

> Quite often, salary increases reflect **company profitability**.

> Many business owners compensate their employees to adjust for an increasing **cost of living** and/or **inflation**.

> Once again, **competitors' wages** serve as a **benchmark** when entrepreneurs are determining pay increases.

> Employers also recognize that, for some employees, priorities have shifted from monetary to **non-monetary** recognition (e.g., vacation time) and offer non-monetary **incentives** as **performance rewards**.

> Finally, **government recommendations** also serve as a basis for determining increases.

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# Maximizing employee participation and contribution

**Employee satisfaction and motivation go far beyond salaries and benefits.**

> Many panellists have asked BDC ViewPoints to further research aspects that could help them attract and retain good employees. We found that, beyond monetary compensation, employees look for other key elements when selecting an employer.

> Author Daniel Pink highlights the fact that salary is an important element but not the only one. His suggestion is to pay slightly more than the industry average and get the money part out of the way. From there, Mr. Pink recommends that an employer lay the foundations for an **organization that encourages autonomy, mastery and purpose**. Several experts, such as Guy Kawasaki, echo these recommendations.

> The cornerstone to achieving higher levels of employee motivation, satisfaction and productivity is trust. Not blind trust, but deserved trust. **Trust, according to Stephen R. Covey, rests upon two vectors: competence and character**.

– Competence refers to an individual's ability to effectively and efficiently complete a task or project.

– Character, on the other hand, refers to the personality traits and values of an individual.

– Although relatively simple, the idea that trust is rooted in two dimensions emphasizes the importance of testing these two dimensions during the recruitment process. The idea is to find a potential candidate with the right blend of competence and character. An incredibly competent worker who lacks character will become very difficult to manage or work with. Conversely, individuals with strong character and values may be pleasant to be around and work with, but if the quality of their work is not reliable, they are not much use to the organization.

> One last word on the concept of trust. Trust is a precious commodity! The idea is not to be gullible and trust everyone but, rather, to develop a smart sense of trust. **To trust and be trusted, one needs to trust and be trusted.** Trust is a two-way street!

> At the end of the day, **business is about people!** No matter how you twist it or bend it, yes, one is in business to make money. But one will remain in business only as long as one helps someone meet a need.

> The following slides will explore the concepts of autonomy, mastery and purpose further. The rationale behind these elements is not to let employees do whatever they want but, rather, to empower them with the resources and high levels of trust that will enable them to reach new levels of performance and satisfaction.

# Employees' autonomy over their time

**Autonomy does not mean laissez-faire.**

> In the chart at right, we see that employees' level of autonomy over their time varies considerably, based on their position within the organization.

> The level of autonomy over their time is significantly greater among members of management or executives than among core employees or support staff. Part of the explanation may lie in the nature of the job itself. However, it is a worthwhile exercise to ask trustworthy core employees or support staffers about their perception of the level of freedom they have regarding their time.

> If employees are content and feel that they have enough autonomy over their time on the job to perform their duties, then all is well. However, if trusted employees feel they lack leverage over their schedule, it may be worthwhile to sit down and discuss potential ways to enhance the level of autonomy.

> Employees, for the most part, want to be given a direction but not be micro-managed. When employees deserve trust, it can be quite beneficial to provide them with an environment in which they can express themselves more freely.

**Please indicate the level of autonomy the following types of employees have over their time in your business.**

*In this case, the concept of "time" refers to the autonomy an employee may have to set his or her schedule, the time required, and the timeframe for completing a task or procedure.*
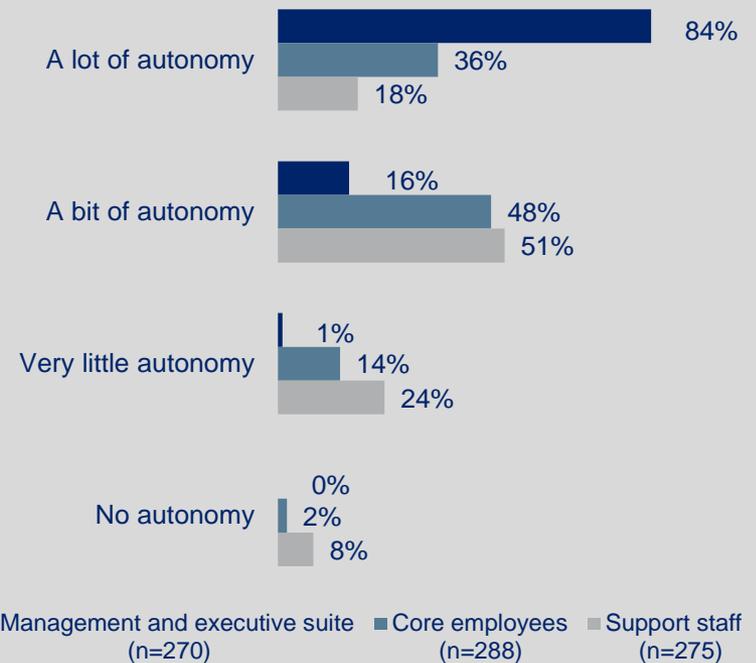
| Level | Management and executive suite (n=270) | Core employees (n=288) | Support staff (n=275) |
|---|---|---|---|
| A lot of autonomy | 84% | 36% | 18% |
| A bit of autonomy | 16% | 48% | 51% |
| Very little autonomy | 1% | 14% | 24% |
| No autonomy | 0% | 2% | 8% |

■ Management and executive suite (n=270)  ■ Core employees (n=288)  ■ Support staff (n=275)

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base.*

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# Employees' autonomy over tasks and technique

**Granting higher levels of warranted autonomy is often equivalent to saying "I trust you to perform this task the best way you see fit."**

> Once again, it seems that the level of autonomy granted to members of the management team with regard to tasks and technique is significantly greater than the autonomy given to core employees or support staff.

> Allocating higher levels of autonomy to core employees or support staff is not always feasible or a good idea. However, when possible, granting these employees greater levels of autonomy over their tasks and technique to do their job can be a powerful motivator.

> Employees who operate in such a favourable environment often have **higher levels of satisfaction**.

> Furthermore, their higher satisfaction often translates into **higher levels of productivity** and **better customer service**.

**Please indicate the level of autonomy the following types of employees have over their tasks in your business.**

*In this case, "tasks" refers to the steps or procedures involved in completing an assigned piece of work.*
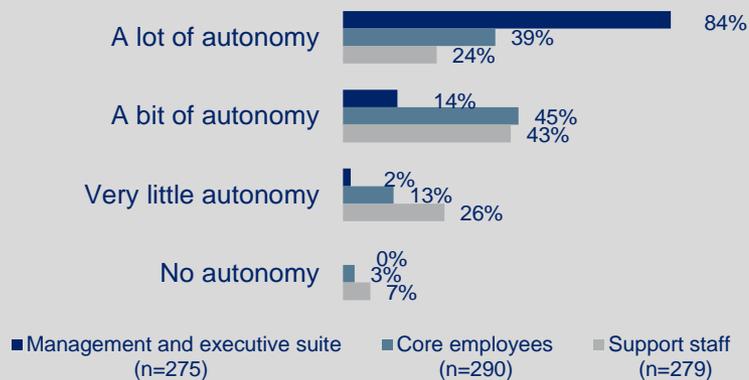
| | A lot of autonomy | A bit of autonomy | Very little autonomy | No autonomy |
|---|---|---|---|---|
| Management and executive suite (n=275) | 84% | 14% | 2% | 0% |
| Core employees (n=290) | 39% | 45% | 13% | 3% |
| Support staff (n=279) | 24% | 43% | 26% | 7% |

**Please indicate the level of autonomy the following types of employees have over their technique in your business.**

*In this case, "technique" refers to the resources and means used to complete a task.*
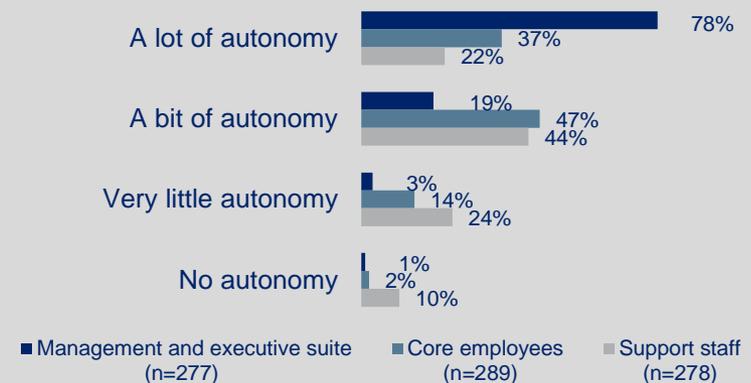
| | A lot of autonomy | A bit of autonomy | Very little autonomy | No autonomy |
|---|---|---|---|---|
| Management and executive suite (n=277) | 78% | 19% | 3% | 1% |
| Core employees (n=289) | 37% | 47% | 14% | 2% |
| Support staff (n=278) | 22% | 44% | 24% | 10% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base.*

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# Employees' autonomy over their team

**Wishful thinking, maybe? Maybe not!**

> The reality is that most of us spend more time with our colleagues than with anyone else in our lives. Given this fact, why not try to create the most favourable and positive environment for employees to excel in?

> Experts describe various ways to enhance the relationships among members of a team, such as the following.

– Key employees can be invited to help recruit and interview new hires.

– A team leader could solicit the participation of various employees interested in working together on a special project.

> One particularly interesting example is the 20% of business time given to Google employees. In sum, Google employees have one day a week to work on special projects that must benefit either the organization or its customers. Employees are free to partner with other employees of their choice. As a multidisciplinary team, they are responsible for presenting the outcome of their project to the rest of the staff in due time. This initiative at Google has generated ideas for new products or improved procedures that contribute to Google's bottom line while enhancing the environment in which its employees evolve.

> It may not be possible to replicate such examples in a relatively small organization, but entrepreneurs can adapt them to meet their own needs.

**Please indicate the level of autonomy the following types of employees have over their team in your business.**

*In this case, "team" refers to the various people an employee works with.*

A lot of autonomy
- 76%
- 28%
- 18%

A bit of autonomy
- 18%
- 42%
- 31%

Very little autonomy
- 6%
- 21%
- 28%

No autonomy
- 1%
- 10%
- 23%
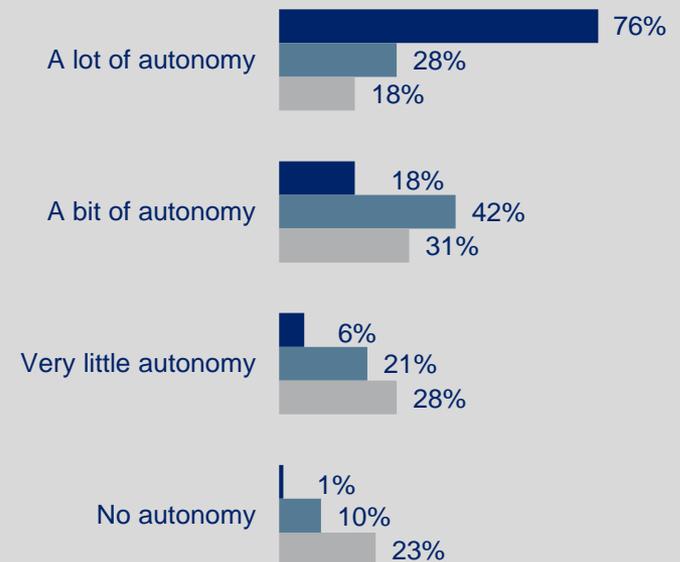
■ Management and executive suite (n=269)   ■ Core employees (n=258)   ■ Support staff (n=243)

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base.*

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# Employees' control over mastery

**Most entrepreneurs have implemented mechanisms that encourage ongoing development and training.**

> The vast majority of entrepreneurs surveyed believe their employees have a significant amount of control over their ability to improve and further master their job, role or involvement in the organization.

> Each individual has different dreams and aspirations. Entrepreneurs feel it is important that employees who aspire to more, whether in terms of responsibility or challenges, feel that management is open and willing to work with them to help them further excel in their job or elsewhere within the organization.

> Tapping into employees at such a level can tremendously improve their motivation and potentially compensate for other elements, such as salary.

> Ultimately, it seems that to fully take advantage of training and development, it is important to engage in open and honest two-way communication.

**To what extent do the following types of employees have control over their ability to improve (e.g., paid training, higher education, coaching, pairing)? In other words, to what extent are they able to further master their job, role or involvement in the organization?**

A lot of control
- 67%
- 43%
- 32%

A bit of control
- 30%
- 40%
- 40%

Very little control
- 2%
- 14%
- 21%

No control
- 1%
- 2%
- 7%

■ Management and executive suite (n=275)　■ Core employees (n=281)　■ Support staff (n=273)

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base.*

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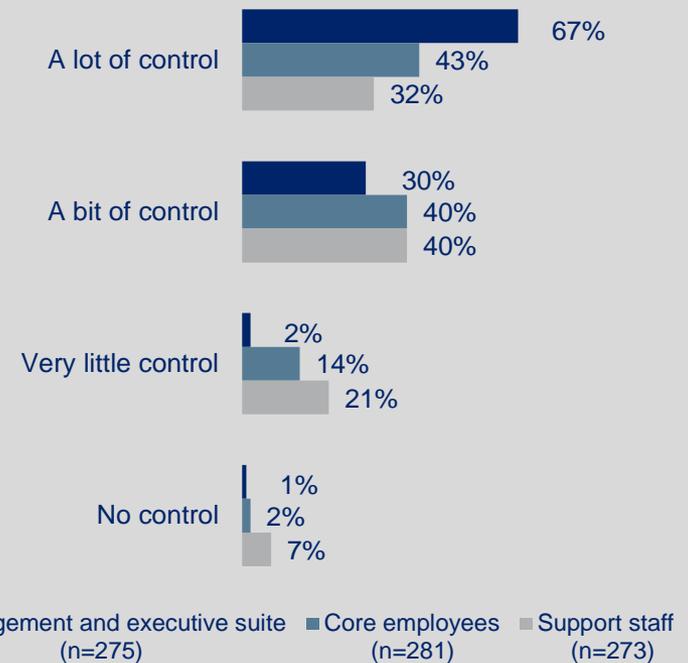
# Purpose and meaning associated with work

**Elevating employees' sense of purpose and meaning on the job can help an organization thrive in good times and bad times.**

> Employees within an organization are assigned different roles and titles. Sometimes, individuals take on multiple roles in the company but, in the end, employees - regardless of their role and title - want to feel they are making a difference, that they are contributing to the attainment of objectives and that they are an integral part of the success of the organization.

> It is true that some employees have more responsibility or that their work contributes more to the bottom line. This, however, does not mean that they should be the only ones who find purpose and meaning in their work. It is of the utmost importance that all employees feel a sense of purpose and meaning. No job is pointless, and it is critical that employees be aware of their impact on and contribution to the firm. From the janitor to the president, a company is a team, and all members need to be driven in order for the organization to achieve excellence!

> In the words of Robin Sharma: "An employee need not have a title to be a leader." It is important that employees understand that within each of us lies a leader waiting to come out. Successful businesses are those that manage to tap into the wealth of their human capital.

**In your opinion, to what extent do the following types of employees feel they have purpose and meaning associated with their job, role or involvement in the organization? In other words, to what extent do employees have intrinsic motivation to do their work?**

Very purposeful and meaningful
- 82%
- 45%
- 25%

Somewhat purposeful and meaningful
- 17%
- 48%
- 58%

Not very purposeful or meaningful
- 0%
- 7%
- 13%

Not purposeful or meaningful at all
- 1%
- 0%
- 4%

■ Management and executive suite (n=283)  ■ Core employees (n=291)  ■ Support staff (n=288)

*Base: Respondents who answered "Don't know/Prefer not to answer" were excluded from the total base.*

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# Generational differences among employees

**Most panellists identified some generational differences among members of their teams.**

> Most panellists identified a downward progression - starting with Baby Boomers and moving through Generation X to Generation Y—in terms of **employee engagement**, **work ethic**, **expertise**, **company loyalty** and **work-life balance**. Here are their comments in a nutshell.

## BABY BOOMERS

> They are depicted as **experienced**, **dependable**, **honest**, **task oriented**, **career driven**, **autonomous** and **proactive**, with an overall **great work ethic**.

> They are also seen as **less technologically adept**, **reluctant to change**, **eager to avoid added responsibility** and **lacking** in **skill development** ambitions.

## GENERATION X

> They are described as a **"faster,"** more **ambitious version** of the Baby Boomers, with **better work-life balance**. They are seen as equally **hard working**, **more willing to accept added responsibility** and driven by a **belief that everything is achievable**.

> This generation also wants **instant gratification**, has **less company loyalty**, and needs **more motivation** and **direction**.

## GENERATION Y

> They are viewed by some as **creative**, **technologically-savvy** and **dedicated, fast-learning** employees.

> However, employers generally dislike them because they believe these workers exhibit **a sense of entitlement**, overall **inability to work unsupervised**, **lack of commitment** and **loyalty**, **exaggerated self-focus**, **reluctance to place work first**, desire for **flexibility** and **freedom**, need for **constant motivation** and **professional development** opportunities, and overall **poor work ethic**.

> **However, many entrepreneurs did not see generational differences and some believed that differences were rooted at the individual level.**

> For panellists, overcoming generational differences meant being flexible, varying their approach (e.g., offering Generation Y flexible hours), not hiring very young employees, pairing younger with older generations for mentoring purposes and, last but not least, treating everyone with respect.

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# Each employee is unique!

**Generational differences often stem from generalizations.**

> Although panellists identified several common traits among personnel of different ages, the fact of the matter is that, in most cases, these are **generalizations**, which are part of human nature. However, there are lessons to be learned from them.

> To understand what gets employees motivated and what turns them off, it is important to learn who they are as individuals. The generational differences presented on the previous slide highlight some high-level traits. These personality traits may or may not exist within different people. The generalizations illuminate certain particularities of a given age group, but **limiting oneself to such generalizations is erroneous and can actually be quite detrimental**.

> *Inc. Magazine* author Tom Searcy recently did a two-part series on things the two age groups could learn from one another. The following is a quick summary of the points raised in the articles.

## 8 Old-School Rules for Gen Y

1. Wake up earlier.
2. Details matter.
3. Experience trumps education.
4. Never be too good to get the coffee.
5. Commitments mean more than just "best effort."
6. Multitask, yes; multi-*think*, no.
7. Organization is speed.
8. "Why?" is fine for context, but not for choice.

*Click on the following link to access the full article.*

## 6 Gen Y Rules for Older Workers

1. "Why" really matters.
2. ABC: Always Be Clarifying.
3. Stop being scared of technology.
4. Communicate frequently and briefly.
5. Vary your language and method.
6. Explain your rules.

*Click on the following link to access the full article.*

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# Respondent profile

# Respondent profile

**Region**

22%

7%

36% 35%

**n=420**

Fewer than 5, 55%

5 to 19, 33%

20 to 49, 8%

50 or more, 4%

**Number of employees**

**Age**

0% — 18 to 24 years
5% — 25 to 34 years
16% — 35 to 44 years
36% — 45 to 54 years
29% — 55 to 64 years
13% — 65+ years
1% — Unknown
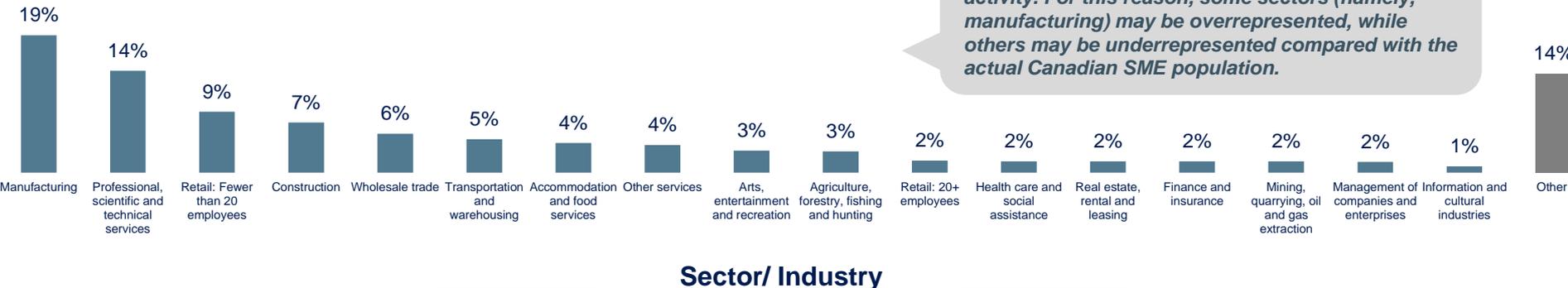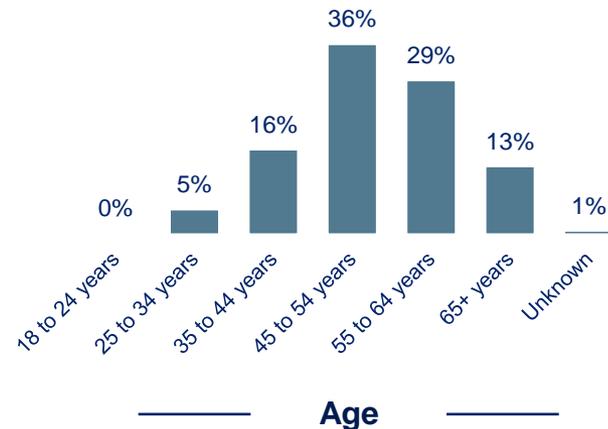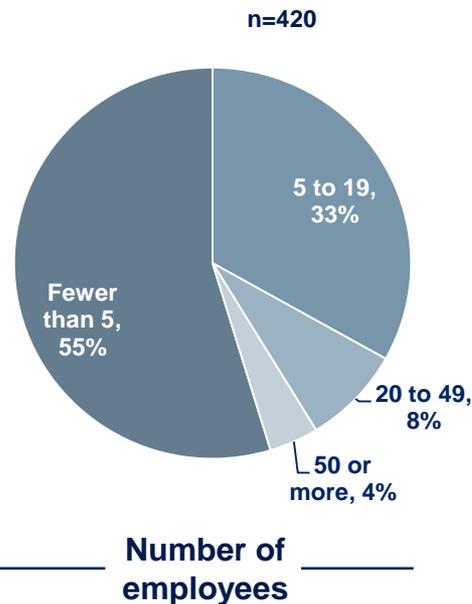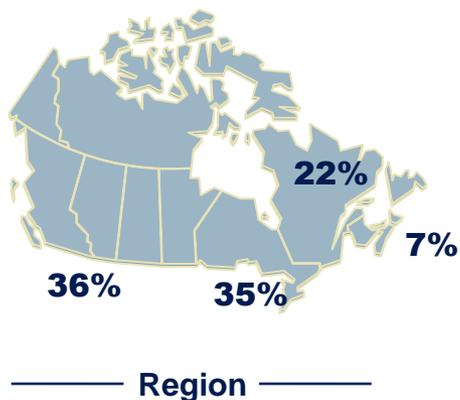
*Note that results were not weighted by sector of activity. For this reason, some sectors (namely, manufacturing) may be overrepresented, while others may be underrepresented compared with the actual Canadian SME population.*

**Sector/ Industry**

| Sector | % |
|---|---|
| Manufacturing | 19% |
| Professional, scientific and technical services | 14% |
| Retail: Fewer than 20 employees | 9% |
| Construction | 7% |
| Wholesale trade | 6% |
| Transportation and warehousing | 5% |
| Accommodation and food services | 4% |
| Other services | 4% |
| Arts, entertainment and recreation | 3% |
| Agriculture, forestry, fishing and hunting | 3% |
| Retail: 20+ employees | 2% |
| Health care and social assistance | 2% |
| Real estate, rental and leasing | 2% |
| Finance and insurance | 2% |
| Mining, quarrying, oil and gas extraction | 2% |
| Management of companies and enterprises | 2% |
| Information and cultural industries | 1% |
| Other | 14% |

*Base: All respondents. Note that results have been weighted by region and business size*

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# Appendix

# Human resources professionals

> *Do you currently have someone dedicated to human resources in your organization?*

| | Total (n=417) | Atlantic Canada (n=39) | Quebec (n=109) | Ontario (n=131) | Western Canada (n=138) |
|---|---|---|---|---|---|
| Yes, we have someone on our payroll on a full-time basis | 7% | 6% | 8% | 7% | 7% |
| Yes, we have someone on our payroll on a part-time basis | 10% | 5% | 21% | 7% | 6% |
| Yes, we have someone who's hired on a contractual basis | 4% | 2% | 1% | 3% | 6% |
| No, we don't have anyone specially dedicated to HR in our business | 76% | 82% | 68% | 80% | 77% |
| Other | 4% | 5% | 3% | 3% | 5% |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*
*Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Human resources professionals (cont'd)

> *Do you currently have someone dedicated to human resources in your organization?*

| | Total (n=417) | Fewer than 5 employees (n=110) | 5 to 19 employees (n=176) | 20 to 49 employees (n=83) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Yes, we have someone on our payroll on a full-time basis | 7% | 5% | 5% | 11% | 34% |
| Yes, we have someone on our payroll on a part-time basis | 10% | 3% | 14% | 22% | 34% |
| Yes, we have someone who's hired on a contractual basis | 4% | 3% | 3% | 9% | 2% |
| No, we don't have anyone specially dedicated to HR in our business | 76% | 87% | 73% | 53% | 26% |
| Other | 4% | 3% | 5% | 6% | 4% |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*
*Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Resolved human resources problems

| | Total (n=345) | Atlantic Canada (n=33) | Quebec (n=99) | Ontario (n=102) | Western Canada (n=111) |
|---|---|---|---|---|---|
| Recruiting employees | 51% | 43% | 56% | 47% | 52% |
| Recruiting skilled workers | 47% | 41% | 52% | 43% | 47% |
| Retaining good employees | 42% | 53% | 39% | 43% | 40% |
| Managing employee performance | 39% | 52% | 41% | 33% | 41% |
| Offering competitive wages | 35% | 47% | 37% | 27% | 38% |
| Offering training/coaching to employees | 35% | 44% | 45% | 23% | 36% |
| Offering employee coverage/benefits | 26% | 38% | 24% | 16% | 33% |
| Developing internal leadership | 23% | 44% | 22% | 18% | 24% |
| Offering flexible working conditions | 23% | 26% | 26% | 18% | 24% |
| Managing downtime efficiently | 22% | 21% | 32% | 12% | 24% |
| Managing seasonal work and staff more efficiently | 21% | 21% | 14% | 19% | 27% |
| Carrying out succession planning | 15% | 14% | 17% | 10% | 19% |
| Filling temporary vacancies | 14% | 16% | 14% | 11% | 15% |
| Offering a profit-sharing program | 9% | 13% | 8% | 5% | 13% |
| Other | 4% | 1% | 2% | 8% | 3% |

*Base: Respondents who answered "I prefer not to answer" or "We have not faced or resolved any HR problems recently" were excluded from the total base. Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Resolved human resources problems (cont'd)

> *What were some of the human resources problems your organization faced in the past two years that it managed to resolve?*

| | Total (n=345) | Fewer than 5 employees (n=69) | 5 to 19 employees (n=155) | 20 to 49 employees (n=75) | 50 or more employees (n=46) |
|---|---|---|---|---|---|
| Recruiting employees | 51% | 48% | 49% | 59% | 68% |
| Recruiting skilled workers | 47% | 45% | 48% | 44% | 55% |
| Retaining good employees | 42% | 40% | 42% | 45% | 46% |
| Managing employee performance | 39% | 35% | 41% | 41% | 53% |
| Offering competitive wages | 35% | 36% | 30% | 44% | 41% |
| Offering training/coaching to employees | 35% | 28% | 38% | 40% | 55% |
| Offering employee coverage/benefits | 26% | 16% | 34% | 31% | 46% |
| Developing internal leadership | 23% | 17% | 28% | 28% | 35% |
| Offering flexible working conditions | 23% | 13% | 31% | 31% | 35% |
| Managing downtime efficiently | 22% | 18% | 24% | 25% | 32% |
| Managing seasonal work and staff more efficiently | 21% | 23% | 16% | 24% | 23% |
| Carrying out succession planning | 15% | 18% | 12% | 9% | 27% |
| Filling temporary vacancies | 14% | 7% | 14% | 31% | 33% |
| Offering a profit-sharing program | 9% | 8% | 10% | 6% | 22% |
| Other | 4% | 5% | 4% | 8% | 0% |

*Base: Respondents who answered "I prefer not to answer" or "We have not faced or resolved any HR problems recently" were excluded from the total base. Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Upcoming HR challenges

> *What will your biggest challenges be in terms of human resources in the next three years?*

| | Total (n=386) | Atlantic Canada (n=37) | Quebec (n=102) | Ontario (n=121) | Western Canada (n=126) |
|---|---|---|---|---|---|
| Recruiting skilled workers | **53%** | 41% | **69%** | **43%** | 54% |
| Retaining good employees | **48%** | 40% | 55% | 42% | 50% |
| Managing employee performance | **31%** | 29% | 31% | 29% | 33% |
| Offering competitive wages | **29%** | 26% | 20% | 33% | 30% |
| Recruiting employees | **27%** | 27% | 27% | 25% | 30% |
| Carrying out succession planning | **27%** | 24% | 39% | 22% | 23% |
| Developing internal leadership | **24%** | 15% | 23% | 20% | 31% |
| Managing downtime efficiently | **21%** | 14% | 21% | 14% | 29% |
| Offering employee coverage/benefits | **21%** | 16% | 14% | 19% | 28% |
| Offering training/coaching to employees | **19%** | 13% | 23% | 17% | 20% |
| Managing seasonal work and staff more efficiently | **14%** | 7% | 12% | 11% | 18% |
| Offering a profit-sharing program | **11%** | 6% | 11% | 7% | 16% |
| Filling temporary vacancies | **7%** | 13% | 1% | 4% | 11% |
| Offering flexible working conditions | **6%** | 7% | 8% | 4% | 6% |
| Other | **2%** | 5% | 5% | 2% | 0% |

*Base: Respondents who answered "I prefer not to answer" or "We do not foresee any challenges pertaining to human resources" were excluded from the total base. Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Upcoming HR challenges (cont'd)

> *What will your biggest challenges be in terms of human resources in the next three years?*

| | Total (n=386) | Fewer than 5 employees (n=91) | 5 to 19 employees (n=169) | 20 to 49 employees (n=80) | 50 or more employees (n=46) |
|---|---|---|---|---|---|
| Recruiting skilled workers | 53% | 49% | 56% | 59% | 59% |
| Retaining good employees | 48% | 50% | 42% | 52% | 57% |
| Managing employee performance | 31% | 28% | 31% | 40% | 47% |
| Offering competitive wages | 29% | 27% | 32% | 29% | 26% |
| Recruiting employees | 27% | 24% | 28% | 31% | 47% |
| Carrying out succession planning | 27% | 26% | 24% | 32% | 38% |
| Developing internal leadership | 24% | 19% | 27% | 32% | 41% |
| Managing downtime efficiently | 21% | 24% | 19% | 20% | 16% |
| Offering employee coverage/benefits | 21% | 25% | 18% | 11% | 12% |
| Offering training/coaching to employees | 19% | 21% | 17% | 21% | 15% |
| Managing seasonal work and staff more efficiently | 14% | 15% | 13% | 18% | 5% |
| Offering a profit-sharing program | 11% | 12% | 9% | 11% | 7% |
| Filling temporary vacancies | 7% | 8% | 6% | 6% | 2% |
| Offering flexible working conditions | 6% | 4% | 7% | 7% | 12% |
| Other | 2% | 1% | 3% | 5% | 4% |

*Base: Respondents who answered "I prefer not to answer" or "We do not foresee any challenges pertaining to human resources" were excluded from the total base. Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Probation period (management and executive suite employees)

> *Upon recruitment, what is the typical probation period associated with this type of employee?*

| | Total (n=364) | Atlantic Canada (n=37) | Quebec (n=98) | Ontario (n=113) | Western Canada (n=116) |
|---|---|---|---|---|---|
| Three months | **33%** | 36% | 20% | 33% | 41% |
| Six months | **24%** | 27% | 31% | 18% | 24% |
| One year | **10%** | 2% | 16% | 8% | 10% |
| No probation period | **11%** | 13% | 15% | 16% | 3% |
| It depends | **23%** | 23% | 19% | 26% | 22% |

| | Total (n=364) | Fewer than 5 employees (n=93) | 5 to 19 employees (n=147) | 20 to 49 employees (n=76) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Three months | **33%** | 29% | 36% | 45% | 36% |
| Six months | **24%** | 20% | 27% | 31% | 29% |
| One year | **10%** | 10% | 9% | 7% | 17% |
| No probation period | **11%** | 13% | 9% | 9% | 6% |
| It depends | **23%** | **28%** | 19% | **9%** | 13% |

*Base: Respondents who answered "Don't know/Prefer not to answer" were excluded from the total base. Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Probation period (core employees)

> *Upon recruitment, what is the typical probation period associated with this type of employee?*

| | Total (n=410) | Atlantic Canada (n=39) | Quebec (n=106) | Ontario (n=127) | Western Canada (n=138) |
|---|---|---|---|---|---|
| Three months | **62%** | 66% | 60% | 56% | 67% |
| Six months | **20%** | 24% | 21% | 23% | 16% |
| One year | **6%** | 4% | 6% | 3% | 8% |
| No probation period | **7%** | 1% | 10% | 10% | 4% |
| It depends | **6%** | 5% | 3% | 8% | 5% |

| | Total (n=410) | Fewer than 5 employees (n=106) | 5 to 19 employees (n=175) | 20 to 49 employees (n=81) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Three months | **62%** | 57% | 64% | 74% | 75% |
| Six months | **20%** | 17% | 24% | 19% | 21% |
| One year | **6%** | 8% | 4% | 1% | 2% |
| No probation period | **7%** | **11%** | **2%** | 2% | 2% |
| It depends | **6%** | 7% | 5% | 4% | 0% |

*Base: Respondents who answered "Don't know/Prefer not to answer" were excluded from the total base. Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Probation period (support staff employees)

> Upon recruitment, what is the typical probation period associated with this type of employee?

| | Total (n=402) | Atlantic Canada (n=39) | Quebec (n=104) | Ontario (n=124) | Western Canada (n=135) |
|---|---|---|---|---|---|
| Three months | **72%** | 75% | 65% | 67% | 80% |
| Six months | **12%** | 13% | 17% | 11% | 9% |
| One year | **2%** | 2% | 5% | 2% | 0% |
| No probation period | **7%** | 1% | 8% | 10% | 6% |
| It depends | **7%** | 9% | 7% | 10% | 5% |

| | Total (n=402) | Fewer than 5 employees (n=103) | 5 to 19 employees (n=169) | 20 to 49 employees (n=82) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Three months | **72%** | 65% | 80% | 82% | 81% |
| Six months | **12%** | 11% | 14% | 8% | 12% |
| One year | **2%** | 3% | 1% | 0% | 0% |
| No probation period | **7%** | 11% | 3% | 5% | 4% |
| It depends | **7%** | 11% | 3% | 5% | 2% |

*Base: Respondents who answered "Don't know/Prefer not to answer" were excluded from the total base.*

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# Employee performance reviews

> *Are your employee performance reviews formal or informal?*

| | Total (n=418) | Atlantic Canada (n=39) | Quebec (n=108) | Ontario (n=133) | Western Canada (n=138) |
|---|---|---|---|---|---|
| Formal process | **17%** | 36% | 16% | 17% | 15% |
| Informal process | **41%** | 38% | 41% | 43% | 39% |
| Both formal and informal | **26%** | 23% | 26% | 22% | 32% |
| We do not do any employee performance reviews | **14%** | 3% | 13% | 19% | 13% |
| Other | **2%** | 0% | 4% | 0% | 2% |

| | Total (n=418) | Fewer than 5 employees (n=111) | 5 to 19 employees (n=176) | 20 to 49 employees (n=83) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Formal process | **17%** | 16% | 15% | 29% | 25% |
| Informal process | **41%** | 42% | 47% | 22% | 22% |
| Both formal and informal | **26%** | 21% | 29% | 41% | 47% |
| We do not do any employee performance reviews | **14%** | 19% | 9% | 7% | 2% |
| Other | **2%** | 2% | 1% | 1% | 4% |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*
*Numbers in red and green highlight statistically significant differences between sub-groups.*

*Human resources survey - March 2012*

# Frequency of employee performance reviews

> *Approximately how often do you do formal employee performance reviews?*

| | Total (n=209) | Atlantic Canada (n=22*) | Quebec (n=54) | Ontario (n=60) | Western Canada (n=73) |
|---|---|---|---|---|---|
| Monthly | 11% | 0% | 11% | 13% | 12% |
| Quarterly | 5% | 14% | 1% | 8% | 3% |
| Bi-annually | 15% | 11% | 20% | 13% | 15% |
| Annually | 53% | 59% | 53% | 52% | 52% |
| As needed/It depends | 13% | 17% | 16% | 10% | 14% |
| Other | 3% | 0% | 0% | 4% | 4% |

| | Total (n=209) | Fewer than 5 employees (n=41) | 5 to 19 employees (n=77) | 20 to 49 employees (n=58) | 50 or more employees (n=33) |
|---|---|---|---|---|---|
| Monthly | 11% | 20% | 1% | 4% | 6% |
| Quarterly | 5% | 7% | 4% | 2% | 8% |
| Bi-annually | 15% | 15% | 16% | 15% | 13% |
| Annually | 53% | 40% | 61% | 70% | 64% |
| As needed/It depends | 13% | 15% | 14% | 10% | 9% |
| Other | 3% | 3% | 4% | 0% | 0% |

*Base: Respondents who indicated conducting either "formal" or "both formal and informal" performance reviews of their employees. Those who answered "I prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution. Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Autonomy over their time (management and executive suite employees)

> *Please indicate the level of autonomy these employees have over their time in your business.*

| | Total (n=270) | Atlantic Canada (n=18*) | Quebec (n=76) | Ontario (n=86) | Western Canada (n=90) |
|---|---|---|---|---|---|
| A lot of autonomy | **84%** | *64%* | 93% | 82% | 82% |
| A bit of autonomy | **16%** | *32%* | 7% | 17% | 19% |
| Very little autonomy | **1%** | *4%* | 0% | 1% | 0% |
| No autonomy | **0%** | *0%* | 0% | 0% | 0% |

| | Total (n=270) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=144) | 20 to 49 employees (n=79) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **84%** | *100%* | 84% | 80% | 82% |
| A bit of autonomy | **16%** | *0%* | 15% | 19% | 19% |
| Very little autonomy | **1%** | *0%* | 1% | 1% | 0% |
| No autonomy | **0%** | *0%* | 0% | 0% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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# Autonomy over their time (core employees)

> *Please indicate the level of autonomy these employees have over their time in your business.*

| | Total (n=288) | Atlantic Canada (n=21*) | Quebec (n=79) | Ontario (n=90) | Western Canada (n=98) |
|---|---|---|---|---|---|
| A lot of autonomy | **36%** | 46% | 42% | 30% | 35% |
| A bit of autonomy | **48%** | 23% | 41% | 54% | 51% |
| Very little autonomy | **14%** | 26% | 16% | 13% | 13% |
| No autonomy | **2%** | 6% | 2% | 3% | 0% |

| | Total (n=288) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=162) | 20 to 49 employees (n=78) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **36%** | 19% | 37% | 37% | 34% |
| A bit of autonomy | **48%** | 42% | 48% | 52% | 46% |
| Very little autonomy | **14%** | 40% | 13% | 9% | 18% |
| No autonomy | **2%** | 0% | 2% | 1% | 2% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

*Human resources survey - March 2012*

BDC

# Autonomy over their time (support staff employees)

> *Please indicate the level of autonomy these employees have over their time in your business.*

| | Total (n=275) | Atlantic Canada (n=20*) | Quebec (n=76) | Ontario (n=83) | Western Canada (n=96) |
|---|---|---|---|---|---|
| A lot of autonomy | **18%** | 24% | 26% | 11% | 17% |
| A bit of autonomy | **51%** | 24% | 53% | 54% | 51% |
| Very little autonomy | **24%** | 37% | 20% | 25% | 23% |
| No autonomy | **8%** | 15% | 2% | 10% | 9% |

| | Total (n=275) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=153) | 20 to 49 employees (n=77) | 50 or more employees (n=41) |
|---|---|---|---|---|---|
| A lot of autonomy | **18%** | 0% | 20% | 14% | 13% |
| A bit of autonomy | **51%** | 24% | 53% | 48% | 54% |
| Very little autonomy | **24%** | 50% | 20% | 30% | 24% |
| No autonomy | **8%** | 27% | 7% | 8% | 10% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

*Human resources survey - March 2012*

**BDC**

# Autonomy over tasks
# (management and executive suite employees)

> *Please indicate the level of autonomy these employees have over their tasks in your business.*

| | Total (n=275) | Atlantic Canada (n=19*) | Quebec (n=77) | Ontario (n=86) | Western Canada (n=93) |
|---|---|---|---|---|---|
| A lot of autonomy | **84%** | *57%* | 88% | 84% | 86% |
| A bit of autonomy | **14%** | *33%* | 10% | 14% | 13% |
| Very little autonomy | **2%** | *4%* | 2% | 3% | 1% |
| No autonomy | **0%** | *7%* | 0% | 0% | 0% |

| | Total (n=275) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=149) | 20 to 49 employees (n=79) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **84%** | *100%* | 82% | 88% | 86% |
| A bit of autonomy | **14%** | *0%* | 15% | 11% | 14% |
| Very little autonomy | **2%** | *0%* | 3% | 1% | 0% |
| No autonomy | **0%** | *0%* | 1% | 0% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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BDC

# Autonomy over tasks (core employees)

> *Please indicate the level of autonomy these employees have over their tasks in your business.*

| | Total (n=290) | Atlantic Canada (n=22*) | Quebec (n=79) | Ontario (n=89) | Western Canada (n=100) |
|---|---|---|---|---|---|
| A lot of autonomy | **39%** | 36% | 37% | 40% | 39% |
| A bit of autonomy | **45%** | 39% | 47% | 44% | 47% |
| Very little autonomy | **13%** | 19% | 13% | 14% | 11% |
| No autonomy | **3%** | 6% | 3% | 3% | 3% |

| | Total (n=290) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=164) | 20 to 49 employees (n=78) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **39%** | 19% | 42% | 40% | 26% |
| A bit of autonomy | **45%** | 39% | 43% | 51% | 55% |
| Very little autonomy | **13%** | 21% | 13% | 9% | 19% |
| No autonomy | **3%** | 21% | 3% | 0% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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**BDC**

# Autonomy over tasks (support staff employees)

> *Please indicate the level of autonomy these employees have over their tasks in your business.*

| | Total (n=279) | Atlantic Canada (n=21*) | Quebec (n=77) | Ontario (n=84) | Western Canada (n=97) |
|---|---|---|---|---|---|
| A lot of autonomy | **24%** | 29% | 30% | 19% | 23% |
| A bit of autonomy | **43%** | 33% | 42% | 41% | 46% |
| Very little autonomy | **26%** | 24% | 21% | 32% | 26% |
| No autonomy | **7%** | 15% | 8% | 8% | 6% |

| | Total (n=279) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=156) | 20 to 49 employees (n=77) | 50 or more employees (n=42) |
|---|---|---|---|---|---|
| A lot of autonomy | **24%** | 24% | 25% | 21% | 17% |
| A bit of autonomy | **43%** | 0% | 45% | 44% | 48% |
| Very little autonomy | **26%** | 50% | 23% | 32% | 26% |
| No autonomy | **7%** | 27% | 7% | 4% | 10% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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**BDC**

# Autonomy over technique (management and executive suite employees)

> *Please indicate the level of autonomy these employees have over their technique in your business.*

| | Total (n=277) | Atlantic Canada (n=19*) | Quebec (n=75) | Ontario (n=87) | Western Canada (n=96) |
|---|---|---|---|---|---|
| A lot of autonomy | **78%** | 67% | 82% | 72% | 81% |
| A bit of autonomy | **19%** | 23% | 16% | 27% | 13% |
| Very little autonomy | **3%** | 4% | 2% | 1% | 5% |
| No autonomy | **1%** | 7% | 0% | 0% | 1% |

| | Total (n=277) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=153) | 20 to 49 employees (n=77) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **78%** | 100% | 74% | 80% | 88% |
| A bit of autonomy | **19%** | 0% | 23% | 13% | 12% |
| Very little autonomy | **3%** | 0% | 2% | 8% | 0% |
| No autonomy | **1%** | 0% | 1% | 0% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

*Human resources survey - March 2012*

BDC

# Autonomy over technique (core employees)

> *Please indicate the level of autonomy these employees have over their technique in your business.*

| | Total (n=289) | Atlantic Canada (n=22*) | Quebec (n=78) | Ontario (n=90) | Western Canada (n=99) |
|---|---|---|---|---|---|
| A lot of autonomy | **37%** | 39% | 24% | 41% | 42% |
| A bit of autonomy | **47%** | 39% | 55% | 43% | 46% |
| Very little autonomy | **14%** | 16% | 18% | 12% | 12% |
| No autonomy | **2%** | 6% | 3% | 4% | 0% |

| | Total (n=289) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=164) | 20 to 49 employees (n=77) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **37%** | 39% | 38% | 29% | 43% |
| A bit of autonomy | **47%** | 61% | 45% | 56% | 39% |
| Very little autonomy | **14%** | 0% | 14% | 16% | 19% |
| No autonomy | **2%** | 0% | 4% | 0% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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BDC

# Autonomy over technique (support staff employees)

> *Please indicate the level of autonomy these employees have over their technique in your business.*

| | Total (n=278) | Atlantic Canada (n=21*) | Quebec (n=76) | Ontario (n=85) | Western Canada (n=96) |
|---|---|---|---|---|---|
| A lot of autonomy | **22%** | 24% | 26% | 15% | 25% |
| A bit of autonomy | **44%** | 44% | 35% | 52% | 44% |
| Very little autonomy | **24%** | 18% | 29% | 21% | 24% |
| No autonomy | **10%** | 15% | 9% | 11% | 8% |

| | Total (n=278) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=155) | 20 to 49 employees (n=76) | 50 or more employees (n=42) |
|---|---|---|---|---|---|
| A lot of autonomy | **22%** | 19% | 24% | 16% | 24% |
| A bit of autonomy | **44%** | 20% | 44% | 48% | 55% |
| Very little autonomy | **24%** | 21% | 24% | 28% | 16% |
| No autonomy | **10%** | 40% | 8% | 8% | 5% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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**BDC**

# Autonomy over their team (management and executive suite employees)

> Please indicate the level of autonomy these employees have over their team in your business.

| | Total (n=269) | Atlantic Canada (n=19*) | Quebec (n=74) | Ontario (n=82) | Western Canada (n=94) |
|---|---|---|---|---|---|
| A lot of autonomy | **76%** | 67% | 78% | 78% | 74% |
| A bit of autonomy | **18%** | 23% | 16% | 17% | 18% |
| Very little autonomy | **6%** | 10% | 4% | 5% | 7% |
| No autonomy | **1%** | 0% | 2% | 0% | 1% |

| | Total (n=269) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=144) | 20 to 49 employees (n=78) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **76%** | 100% | 70% | 82% | 88% |
| A bit of autonomy | **18%** | 0% | 22% | 10% | 9% |
| Very little autonomy | **6%** | 0% | 6% | 8% | 3% |
| No autonomy | **1%** | 0% | 1% | 0% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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# Autonomy over their team (core employees)

> *Please indicate the level of autonomy these employees have over their team in your business.*

| | Total (n=258) | Atlantic Canada (n=18*) | Quebec (n=73) | Ontario (n=78) | Western Canada (n=89) |
|---|---|---|---|---|---|
| A lot of autonomy | **28%** | 34% | 31% | 19% | 31% |
| A bit of autonomy | **42%** | 28% | 47% | 47% | 37% |
| Very little autonomy | **21%** | 18% | 17% | 26% | 20% |
| No autonomy | **10%** | 20% | 5% | 9% | 12% |

| | Total (n=258) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=135) | 20 to 49 employees (n=76) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of autonomy | **28%** | 0% | 31% | 27% | 21% |
| A bit of autonomy | **42%** | 74% | 36% | 51% | 47% |
| Very little autonomy | **21%** | 0% | 22% | 17% | 32% |
| No autonomy | **10%** | 26% | 12% | 4% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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BDC

# Autonomy over their team (support staff employees)

> *Please indicate the level of autonomy these employees have over their team in your business.*

| | Total (n=243) | Atlantic Canada (n=18*) | Quebec (n=72) | Ontario (n=69) | Western Canada (n=84) |
|---|---|---|---|---|---|
| A lot of autonomy | **18%** | *14%* | **28%** | **5%** | *20%* |
| A bit of autonomy | **31%** | *36%* | *35%* | *28%* | *30%* |
| Very little autonomy | **28%** | *25%* | *25%* | *38%* | *23%* |
| No autonomy | **23%** | *25%* | *12%* | *28%* | *27%* |

| | Total (n=243) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=125) | 20 to 49 employees (n=75) | 50 or more employees (n=38) |
|---|---|---|---|---|---|
| A lot of autonomy | **18%** | *19%* | *20%* | *12%* | *14%* |
| A bit of autonomy | **31%** | *0%* | *33%* | *34%* | *34%* |
| Very little autonomy | **28%** | *20%* | *27%* | *33%* | *34%* |
| No autonomy | **23%** | *61%* | *21%* | *21%* | *19%* |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution. Numbers in red and green highlight statistically significant differences between sub-groups.*

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BDC

# Control over mastery (management and executive suite employees)

> *To what extent do these employees have control over their ability to improve? In other words, to what extent are they able to further master their job, role or involvement in the organization?*

| | Total (n=275) | Atlantic Canada (n=19*) | Quebec (n=77) | Ontario (n=85) | Western Canada (n=94) |
|---|---|---|---|---|---|
| A lot of control | **67%** | 73% | 57% | 63% | 76% |
| A bit of control | **30%** | 21% | 42% | 32% | 23% |
| Very little control | **2%** | 7% | 1% | 5% | 0% |
| No control | **1%** | 0% | 0% | 0% | 1% |

| | Total (n=275) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=148) | 20 to 49 employees (n=79) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of control | **67%** | 79% | 69% | 65% | 54% |
| A bit of control | **30%** | 21% | 29% | 31% | 44% |
| Very little control | **2%** | 0% | 2% | 4% | 2% |
| No control | **1%** | 0% | 1% | 0% | 0% |

*Base: Respondents who answered "Not applicable" or "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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BDC

# Control over mastery (core employees)

> To what extent do these employees have control over their ability to improve? In other words, to what extent are they able to further master their job, role or involvement in the organization?

| | Total (n=281) | Atlantic Canada (n=20*) | Quebec (n=77) | Ontario (n=86) | Western Canada (n=98) |
|---|---|---|---|---|---|
| A lot of control | 43% | 47% | 41% | 44% | 44% |
| A bit of control | 40% | 28% | 46% | 34% | 43% |
| Very little control | 14% | 22% | 12% | 17% | 12% |
| No control | 2% | 3% | 1% | 5% | 1% |

| | Total (n=281) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=156) | 20 to 49 employees (n=78) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of control | 43% | 73% | 44% | 37% | 33% |
| A bit of control | 40% | 0% | 40% | 45% | 50% |
| Very little control | 14% | 27% | 13% | 17% | 14% |
| No control | 2% | 0% | 3% | 1% | 4% |

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BDC

# Control over mastery (support staff employees)

> To what extent do these employees have control over their ability to improve? In other words, to what extent are they able to further master their job, role or involvement in the organization?

| | Total (n=273) | Atlantic Canada (n=19*) | Quebec (n=76) | Ontario (n=81) | Western Canada (n=97) |
|---|---|---|---|---|---|
| A lot of control | **32%** | 37% | 31% | 31% | 33% |
| A bit of control | **40%** | 20% | 51% | 35% | 40% |
| Very little control | **21%** | 43% | 13% | 23% | 22% |
| No control | **7%** | 0% | 4% | 12% | 5% |

| | Total (n=273) | Fewer than 5 employees (n=4*) | 5 to 19 employees (n=149) | 20 to 49 employees (n=77) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| A lot of control | **32%** | 50% | 32% | 32% | 28% |
| A bit of control | **40%** | 23% | 44% | 33% | 40% |
| Very little control | **21%** | 0% | 19% | 30% | 25% |
| No control | **7%** | 27% | 5% | 6% | 7% |

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BDC

# Purpose and meaning (management and executive suite employees)

> *In your opinion, to what extent do these employees feel they have purpose and meaning associated with their job, role or involvement in the organization? In other words, to what extent do employees have intrinsic motivation to do their work?*

| | Total (n=283) | Atlantic Canada (n=21*) | Quebec (n=78) | Ontario (n=88) | Western Canada (n=96) |
|---|---|---|---|---|---|
| Very purposeful and meaningful | **82%** | 80% | 77% | 86% | 82% |
| Somewhat purposeful and meaningful | **17%** | 21% | 23% | 11% | 18% |
| Not very purposeful and meaningful | **0%** | 0% | 0% | 0% | 0% |
| Not purposeful or meaningful at all | **1%** | 0% | 0% | 3% | 0% |

| | Total (n=283) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=156) | 20 to 49 employees (n=79) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| Very purposeful and meaningful | **82%** | 79% | 83% | 85% | 77% |
| Somewhat purposeful and meaningful | **17%** | 21% | 16% | 15% | 24% |
| Not very purposeful and meaningful | **0%** | 0% | 0% | 0% | 0% |
| Not purposeful or meaningful at all | **1%** | 0% | 1% | 0% | 0% |

*Base: Respondents who answered "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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BDC

# Purpose and meaning (core employees)

> In your opinion, to what extent do these employees feel they have purpose and meaning associated with their job, role or involvement in the organization? In other words, to what extent do employees have intrinsic motivation to do their work?

| | Total (n=291) | Atlantic Canada (n=21*) | Quebec (n=79) | Ontario (n=91) | Western Canada (n=100) |
|---|---|---|---|---|---|
| Very purposeful and meaningful | 45% | 71% | 31% | 55% | 43% |
| Somewhat purposeful and meaningful | 48% | 23% | 52% | 43% | 54% |
| Not very purposeful and meaningful | 7% | 6% | 17% | 3% | 4% |
| Not purposeful or meaningful at all | 0% | 0% | 0% | 0% | 0% |

| | Total (n=291) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=165) | 20 to 49 employees (n=78) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| Very purposeful and meaningful | 45% | 39% | 50% | 35% | 38% |
| Somewhat purposeful and meaningful | 48% | 61% | 45% | 60% | 42% |
| Not very purposeful and meaningful | 7% | 0% | 6% | 5% | 21% |
| Not purposeful or meaningful at all | 0% | 0% | 0% | 0% | 0% |

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BDC

# Purpose and meaning (support staff employees)

> *In your opinion, to what extent do these employees feel they have purpose and meaning associated with their job, role or involvement in the organization? In other words, to what extent do employees have intrinsic motivation to do their work?*

| | Total (n=288) | Atlantic Canada (n=20*) | Quebec (n=79) | Ontario (n=89) | Western Canada (n=100) |
|---|---|---|---|---|---|
| Very purposeful and meaningful | 25% | 51% | 27% | 24% | 20% |
| Somewhat purposeful and meaningful | 58% | 34% | 55% | 55% | 66% |
| Not very purposeful and meaningful | 13% | 15% | 12% | 16% | 12% |
| Not purposeful or meaningful at all | 4% | 0% | 6% | 5% | 2% |

| | Total (n=288) | Fewer than 5 employees (n=5*) | 5 to 19 employees (n=162) | 20 to 49 employees (n=78) | 50 or more employees (n=43) |
|---|---|---|---|---|---|
| Very purposeful and meaningful | 25% | 19% | 27% | 19% | 21% |
| Somewhat purposeful and meaningful | 58% | 40% | 58% | 63% | 61% |
| Not very purposeful and meaningful | 13% | 42% | 12% | 12% | 14% |
| Not purposeful or meaningful at all | 4% | 0% | 3% | 7% | 4% |

*Base: Respondents who answered "Don't know/Prefer not to answer" were excluded from the total base. *Due to the small sample size, results should be interpreted with caution.*

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# Survey evaluation: Interest

> *How would you rate this survey on a scale from 0 to 10 with regard to interest (where 0 is "Boring questionnaire" and 10 is "Interesting questionnaire")?*

| | Total (n=415) | Atlantic Canada (n=39) | Quebec (n=106) | Ontario (n=133) | Western Canada (n=137) |
|---|---|---|---|---|---|
| Positive (7–10) | **51%** | 44% | **67%** | **35%** | **56%** |
| Neutral (5–6) | **34%** | 44% | **23%** | **45%** | **28%** |
| Negative (0–4) | **16%** | 13% | 10% | 20% | 17% |
| Average | **6.3** | 6.1 | **6.8** | **5.8** | 6.4 |

| | Total (n=415) | Fewer than 5 employees (n=111) | 5 to 19 employees (n=175) | 20 to 49 employees (n=81) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Positive (7–10) | **51%** | 45% | 54% | 53% | 50% |
| Neutral (5–6) | **34%** | 29% | 34% | 35% | 40% |
| Negative (0–4) | **16%** | **26%** | **12%** | 12% | 10% |
| Average | **6.3** | 5.8 | 6.5 | 6.3 | 6.3 |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*
*Numbers in **red** and **green** highlight statistically significant differences between sub-groups.*

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# Survey evaluation: Level of ease of questionnaire

> *How would you rate this survey on a scale from 0 to 10 with regard to level of ease (where 0 is "Unpleasant to answer" and 10 is "Nice to answer")?*

| | Total (n=411) | Atlantic Canada (n=39) | Quebec (n=104) | Ontario (n=131) | Western Canada (n=137) |
|---|---|---|---|---|---|
| Positive (7–10) | **58%** | **49%** | **73%** | **49%** | 59% |
| Neutral (5–6) | **32%** | **46%** | **18%** | **37%** | 32% |
| Negative (0–4) | **10%** | 5% | 9% | 14% | 9% |
| Average | **6.7** | 6.8 | **7.1** | **6.3** | 6.8 |

| | Total (n=411) | Fewer than 5 employees (n=108) | 5 to 19 employees (n=175) | 20 to 49 employees (n=80) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Positive (7–10) | **58%** | 57% | 62% | 53% | 58% |
| Neutral (5–6) | **32%** | 34% | 29% | 33% | 33% |
| Negative (0–4) | **10%** | 9% | 9% | 15% | 8% |
| Average | **6.7** | 6.7 | 7.0 | 6.4 | 6.6 |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*
*Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Survey evaluation: Pertinence of content

> *How would you rate this survey on a scale from 0 to 10 with regard to pertinence (where 0 is "Content not pertinent" and 10 is "Pertinent content")?*

| | Total (n=414) | Atlantic Canada (n=39) | Quebec (n=105) | Ontario (n=134) | Western Canada (n=136) |
|---|---|---|---|---|---|
| Positive (7–10) | 62% | 56% | 75% | 49% | 65% |
| Neutral (5–6) | 22% | 39% | 16% | 25% | 18% |
| Negative (0–4) | 17% | 5% | 9% | 27% | 16% |
| Average | 6.8 | 6.9 | 7.4 | 6.1 | 6.9 |

| | Total (n=414) | Fewer than 5 employees (n=110) | 5 to 19 employees (n=175) | 20 to 49 employees (n=81) | 50 or more employees (n=48) |
|---|---|---|---|---|---|
| Positive (7–10) | 62% | 46% | 65% | 68% | 75% |
| Neutral (5–6) | 22% | 26% | 24% | 15% | 15% |
| Negative (0–4) | 17% | 27% | 11% | 17% | 10% |
| Average | 6.8 | 5.9 | 7.1 | 6.9 | 7.3 |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*
*Numbers in red and green highlight statistically significant differences between sub-groups.*

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# Survey evaluation: Topic usefulness

> *How would you rate this survey on a scale from 0 to 10 with regard to topic usefulness (where 0 is "Useless survey" and 10 is "Useful survey")?*

| | Total (n=411) | Atlantic Canada (n=39) | Quebec (n=104) | Ontario (n=133) | Western Canada (n=135) |
|---|---|---|---|---|---|
| Positive (7–10) | **60%** | **46%** | **77%** | **49%** | 62% |
| Neutral (5–6) | **26%** | **39%** | **14%** | **32%** | 24% |
| Negative (0–4) | **15%** | 15% | 10% | 19% | 14% |
| Average | **6.6** | 6.3 | **7.2** | **6.1** | 6.7 |

| | Total (n=411) | Fewer than 5 employees (n=109) | 5 to 19 employees (n=175) | 20 to 49 employees (n=80) | 50 or more employees (n=47) |
|---|---|---|---|---|---|
| Positive (7–10) | **60%** | 58% | 62% | 60% | 57% |
| Neutral (5–6) | **26%** | 24% | 26% | 23% | 34% |
| Negative (0–4) | **15%** | 18% | 13% | 18% | 9% |
| Average | **6.6** | 6.3 | 6.8 | 6.7 | 6.6 |

*Base: Respondents who answered "I prefer not to answer" were excluded from the total base.*
*Numbers in **red** and **green** highlight statistically significant differences between sub-groups.*

*Human resources survey - March 2012*

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# Market Intelligence at BDC          **marketingresearch@bdc.ca**

Business Development Bank of Canada          Head Office – 5 Place Ville Marie, Suite 600, Montreal, Quebec  H3B 5E7

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