

ManufacturingGPS – Sample 2020 Employer Survey

Excellence in Manufacturing Consortium (EMC) is happy to launch its 2020 ManufacturingGPS initiative.

As you may know, EMC has been collecting and updating labour market information and HR benchmarks, such as compensation levels and turnover rates since 2015. This interactive online resource provides key information and benchmarking tools to help manufacturers develop the workforce they need.

To complete the survey, you may need to access your company's administrative data (e.g., number of staff by occupation, turnover rates, salaries/wages).

Experience in training

This year, EMC has partnered with the Social Research and Demonstration Corporation (SRDC) to test a pay for performance funding model as part of EMC's innovative Manufacturing Essentials Certification training program. This project is funded by the Future Skills Centre and will be launched in January 2021.

As part of this project, we have added a section to the ManufacturingGPS survey exploring your experiences in training, preferences for financial and non-financial incentives, and various funding models that can encourage investment in training.

Confidentiality

The information you share in this survey will remain confidential. We will never identify you or your company, and we will only use aggregate results in our analysis.

How to Complete or Update the survey

Complete the survey online.

If you prefer to complete the survey over the phone or if you require assistance, please contact Linda Carter, Survey Associate, by email at lcarter@emccanada.org or by phone at 1-866-323-4362.

Please provide your company's name in the space provided below:

SECTION A

Company Profile

This first section deals with the characteristics of your company. All responses will be kept confidential.

What are the first three characters of the postal code of your company's manufacturing location? Please type your postal code and then select from the drop down that appears.

(Format: A1B)

Company Profile

Which of the following industries most accurately reflects your company's manufacturing activities?

- Aerospace
- Computer & appliances
- Food, beverage & tobacco
- Machinery
- Non-metallic mineral
- Primary metal
- Textiles, clothing & leather
- Miscellaneous
- Chemical, petroleum & coal
- Fabricated metal
- Furniture
- Motor vehicle & parts
- Plastics & rubber
- Printing
- Wood & paper

Workforce Overview

What proportion of your workforce falls within the following categories?

(Please provide the percentage of full-time equivalents - FTEs)

| Indicator | Definition | Percent of FTEs | Don't Know/ No Response |
|---|--|------------------------|--------------------------|
| Women | Any person who self-identifies as a woman. | <input type="text"/> % | <input type="checkbox"/> |
| Post-secondary completion | Those whose highest level of educational attainment is: <ul style="list-style-type: none"> Apprenticeship or trades certificate or diploma (including 'centres de formation professionnelle'); College, CEGEP or other non-university certificate or diploma; University certificate or diploma below bachelor level or A university degree (bachelor's degree or higher). | <input type="text"/> % | <input type="checkbox"/> |
| Foreign trained professional | Someone who has successfully completed a formal credential in a country other than Canada. | <input type="text"/> % | <input type="checkbox"/> |
| Newcomers (within the last 5 years) to Canada | Any person who has entered Canada within the last five years. | <input type="text"/> % | <input type="checkbox"/> |
| Indigenous Peoples | Indigenous peoples include persons who are First Nations (status or non-status), Inuit, or Métis. | <input type="text"/> % | <input type="checkbox"/> |
| Members of a visible minority (or racialized group) | Any person who is non-Caucasian in race or non-white in colour, and who is not an Indigenous person. A "racialized group" is an equivalent term used by some provinces in place of visible | <input type="text"/> % | <input type="checkbox"/> |

minority (e.g. Ontario's Human Rights Commission uses racialized group).

Individuals who have:

- physical, mobility and/or sensory impairments;
- cognitive or intellectual disabilities;
- mental health issues or illnesses;
- neurological disorders; or
- other health issues that result in barriers to employment, accessibility or full participation.

Persons with disabilities

%

Next

Employment

Does your company employ workers in any of the following nine functional groups?

Please check all that apply, including any functional groups and any occupations of interest within each group. These occupations of interest may not account for all your employees.

| Functional Group | Employ |
|---|--------------------------|
| Production Managers | <input type="checkbox"/> |
| Administration Managers | <input type="checkbox"/> |
| Sales and Business Development | <input type="checkbox"/> |
| Shipping and Receiving | <input type="checkbox"/> |
| Development, Engineering and Quality Control | <input type="checkbox"/> |
| Maintenance Trades | <input type="checkbox"/> |
| Production - Supervisors | <input type="checkbox"/> |
| Production - Machine Operators and Assemblers | <input type="checkbox"/> |
| Production - Labourers | <input type="checkbox"/> |

Employment

The following section asks about your current workforce. You may need to access your company's administrative data to provide answers.

Please provide information on the expected hires in the next 12 months for each of the functional groups and other specific occupations your company employs.

| Functional Group/ Occupation | Expected Hires in the next 12 Months | |
|--|--------------------------------------|--------------------------|
| | # of FTEs | Don't Know |
| Production Managers | <input type="text"/> | <input type="checkbox"/> |
| Administration Managers | <input type="text"/> | <input type="checkbox"/> |
| Sales and Business Development | <input type="text"/> | <input type="checkbox"/> |
| Shipping and Receiving | <input type="text"/> | <input type="checkbox"/> |
| Development, Engineering and Quality Control | <input type="text"/> | <input type="checkbox"/> |
| Biologists and food scientists | <input type="text"/> | <input type="checkbox"/> |
| Chemical technologists and technicians | <input type="text"/> | <input type="checkbox"/> |

Please provide information on Voluntary and Involuntary Turnover for the past 12 months

| | Percentage | Don't Know |
|--|------------------------|--------------------------|
| Overall Voluntary Turnover Termination initiated by the employee or mutually agreed upon with the employer (ex: resignations, retirement) | <input type="text"/> % | <input type="checkbox"/> |
| Overall Involuntary Turnover Employer ends employment (ex: dismissal, layoff, downsizing) | <input type="text"/> % | <input type="checkbox"/> |

How to calculate Turnover

$$\frac{\text{\# of employees who have left}}{\text{average \# of employees at full staff}} \times 100 = \text{turnover rate}$$

Employment

Please provide the average wage/salary for each functional group and occupation your company employs.
(Please indicate if the amount is an annual salary or an hourly wage)

| Functional Group/ Occupation | Average Wage/Salary | | | |
|--|----------------------|-----------------------|-----------------------|-------------------------------------|
| | \$ | \$/Hour | \$/Year | Don't Know |
| Production Managers | <input type="text"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="checkbox"/> |
| Administration Managers | <input type="text"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="checkbox"/> |
| Sales and Business Development | <input type="text"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="checkbox"/> |
| Shipping and Receiving | <input type="text"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="checkbox"/> |
| Development, Engineering and Quality Control | <input type="text"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="checkbox"/> |
| Biologists and food scientists | <input type="text"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="checkbox"/> |
| Chemical technologists and technicians | <input type="text"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="checkbox"/> |

Employment

By what percentage do you expect wages to increase next year?

- Decrease
- 0% (No change)
- 1% - 1.9%
- 2% - 2.9%
- 3% - 3.9%
- 4% - 4.9%
- 5% - 5.9%
- 6% or higher
- Don't know/No Response

Workplace Skills Development

Over the past 12 months, how much did your company spend per employee on skills development activities?

Please include amounts spent on non-legislated external courses, internal training staff, salaries for workers while on training and administrative time to organize the activities.

- \$0
- \$1 - \$250
- \$251 - \$500
- \$501 - \$750
- \$751 - \$1,000
- \$1,001 - \$1,500
- \$1500+
- Don't know/No Response

Recruitment

What are the causes of hard-to-fill vacancies?

(Please check all that apply)

- Applicants lack the skills required
- Applicants lack the work experience required
- Not enough people trained / applicants lack the educational qualifications
- Low number of applicants
- Competition from other employers
- The skilled labour we need are located in other regions
- Lack of good work ethic and job commitment
- Other reasons (please specify):
- Don't know/No Response

What recruitment method has been most successful at your organization when advertising job vacancies?

(Please select one)

- | | |
|---|---|
| <input type="radio"/> Employee Referral program | <input type="radio"/> LinkedIn |
| <input type="radio"/> Newspaper ads | <input type="radio"/> Career Fairs |
| <input type="radio"/> Employment Agencies | <input type="radio"/> College/University Job Boards |
| <input type="radio"/> Canadian Job Bank | <input type="radio"/> Company Website – Careers |
| <input type="radio"/> Indeed | <input type="radio"/> Other, please specify: |

Are you currently hiring or planning to hire High School, College, University, co-op, or internship students in the next 12 months?

- | | |
|---------------------------|--------------------------|
| <input type="radio"/> Yes | <input type="radio"/> No |
|---------------------------|--------------------------|

Experiences in Training

This year, the ManufacturingGPS survey is exploring experiences in training across the manufacturing sector. Through this survey, we will be able to learn about employers' motivations for investing in skills training, as well as their preferences for funding models that support their investments.

The Social Research and Demonstration Corporation (SRDC), a Canadian non-profit research firm, is our research partner leading this national study. The project is funded by the Future Skills Centre.

The information you and other employers provide will help inform governments about how they can best support skills training in Canada's manufacturing sector.

Confidentiality

The information you share in this survey will remain confidential. We will never identify you or your company, and we will only use aggregate results in our analysis.

As part of this project, SRDC will access data shared in the **Experiences in Training** section. SRDC is held to strict security protocols for the protection and use of information collected (for more information, see its [Code of Practice](#)).

Click next to respond to the survey. This section should take about 15 minutes to complete.

Has your company participated in workplace training programs?

- Yes
- No
- Don't Know/Unsure

Have you made any changes to your training plans as a direct result of the COVID-19 pandemic or its associated economic downturn?

- Yes, we have changed our training plans, **or we will be making changes to them.**
- No, we have not changed our training plans
- Our firm did not have a training plan in place prior to COVID-19
- Don't Know/Unsure

How likely is it that your firm will do the following in the next 12 months?

| | Very unlikely | Somewhat unlikely | Unsure | Somewhat likely | Very likely |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Participate in in-person workplace training programs | <input type="radio"/> |
| Use company funds to pay for workplace training programs | <input type="radio"/> |
| Participate in online-only workplace training programs | <input type="radio"/> |

Please identify your level of agreement for each statement below.

Workplace training programs...

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| prepare employees well for work | <input type="radio"/> |
| help our employees gain the skills they need to do their work | <input type="radio"/> |
| are a cost-effective investment | <input type="radio"/> |
| improve how our employees work with each other | <input type="radio"/> |
| are tailored to the specific knowledge gaps of our workers | <input type="radio"/> |
| are tailored to the specific needs of our business | <input type="radio"/> |
| increase our workers' productivity | <input type="radio"/> |
| help employees build on their current knowledge and skills | <input type="radio"/> |
| increase the capacity of our employees to meet the demands of work | <input type="radio"/> |

Please identify your level of agreement for each statement below.

Workers who participate in workplace training programs...

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| enjoy participating in them | <input type="radio"/> |
| are more likely to be promoted | <input type="radio"/> |
| are more likely to stay with the company | <input type="radio"/> |

Please identify your level of agreement for the statement below.

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I recommend workplace training programs to other employers | <input type="radio"/> |

Reasons for not investing in training

Investment in skills development programs is lower in manufacturing than some other sectors of the Canadian economy. Listed below are some reasons why firms may not invest in training.

Please indicate your level of agreement with each statement below.

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| The costs of workplace training programs are too high | <input type="radio"/> |
| Manufacturing plants are not equipped to deliver training programs on-site | <input type="radio"/> |
| There are no relevant training programs available | <input type="radio"/> |

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| There is not enough evidence demonstrating the effectiveness of training programs | <input type="radio"/> |
| Governments already provide the necessary funding for training programs | <input type="radio"/> |
| Workers in the manufacturing sector already have the skills they need to do their work well | <input type="radio"/> |
| Manufacturers cannot afford to pull workers off the production line for training | <input type="radio"/> |
| Workers who get training are more likely to look for work elsewhere | <input type="radio"/> |
| Employers who don't invest in training will poach trained workers from companies who pay for training | <input type="radio"/> |
| It is not the responsibility of the employer to train workers | <input type="radio"/> |
| Workplace training programs do not always align with the training needs of employers | <input type="radio"/> |
| Our company had negative experiences with workplace training programs in the past | <input type="radio"/> |

Can you think of any other reasons for not investing in workplace training programs?

On a scale from 1 to 5, to what extent would the following **program elements** increase your motivation to invest in training? (1 = Would not motivate you at all; 5 = Would be a deciding factor)

| | Would not motivate at all | | | | Would be a deciding factor |
|--|---------------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| | 1 | 2 | 3 | 4 | 5 |
| A cluster delivery model, where different companies share training slots | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Online program delivery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Strong emphasis on addressing issues relevant to your workplace | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Strong emphasis on addressing specific knowledge gaps of workers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

On a scale from 1 to 5, to what extent would the following **program elements** increase your motivation to invest in training? (1 = Would not motivate you at all; 5 = Would be a deciding factor)

| | Would not motivate at all | | | | Would be a deciding factor |
|---|---------------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| | 1 | 2 | 3 | 4 | 5 |
| Workforce Competitiveness | | | | | |
| Being recognized as a company that invests in its workforce | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Increasing workplace flexibility by offering cross-training opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Effect on participants | | | | | |
| Increased engagement with work among participants | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Increased knowledge and skills of participants | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | Would not motivate at all | | | | Would be a deciding factor |
|--|---------------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| Increased productivity of workers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Reduced absenteeism | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Reduced Presenteeism | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| More collaboration among workers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Business Impact | | | | | |
| Improved health and safety outcomes in the workplace | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| More efficient workforce | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Improved quality of products | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Greater worker retention | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Greater worker promotion | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Are there any other **non-financial incentives** that could potentially increase investment in workplace training programs?

Federal, provincial, and territorial governments across Canada provide financial support to employers who deliver training programs in their workplace. The next question asks about the appeal of different types of these incentives for Canadian manufacturers.

How important would the offer of the following **financial incentives** be in your decision to invest in workplace training programs?

| | Not important | Not very important | Moderately important | Important | Very important |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Financial compensation for productivity loss during training sessions | <input type="radio"/> |
| Wage subsidies for workers over the course of the training | <input type="radio"/> |
| Tax credits for employers who enroll in workplace training programs | <input type="radio"/> |
| Outcomes-based, or performance-based funding of training costs | <input type="radio"/> |
| Per worker grants—up to a lifetime maximum—to be spent on training | <input type="radio"/> |

Are there any other **financial incentives** that could potentially increase investment in workplace training programs?



Pay for Performance Pilot Project

Starting in January 2021, EMC and SRDC will pilot a pay for performance (PFP) funding model to support the delivery of the Manufacturing Essentials Certification (MEC) program. Funding for this project is provided by the Future Skills Centre.

What is MEC?

The MEC program combines classroom-based essential skills training with a workplace performance project (WPP), where coworkers work together and apply their new skills to resolve existing problems in their workplace.

What is PFP?

The PFP funding model uses an outcomes-based formula, where employers pay for the cost of training up front and are reimbursed for up to 70% of the direct costs of the program if the training achieves specific outcomes.

How can you participate?

EMC and SRDC are seeking up to 30 employers across the manufacturing sector to participate in MEC's PFP funding model pilot project.

[If you would like to learn more about the PFP pilot project, please select the option below:](#)

- I would like more information about the PFP pilot