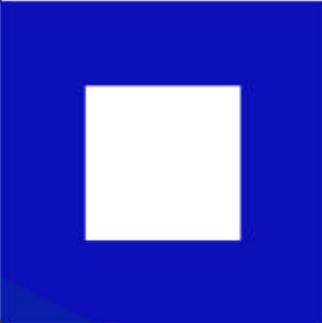


**Canadian Labour  
and Business Centre**

# **Viewpoints 2002**

**The Perspective of Business, Labour  
and Public Sector Leaders, Spring 2002**



**Labour - Management  
Relations in Canada**





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**The Perspective of Business, Labour and Public Sector Leaders  
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## **Labour-Management Relations In Canada**



**Canadian Labour  
and Business Centre**

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Spring 2002 – Labour-Management Relations in Canada

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The Canadian Labour and Business Centre was established in 1984 and has evolved as a centre for business-labour dialogue and consensus building. Effective public policy in labour market and skills issues requires broadly based stakeholder engagement. In addition to labour and business, the Centre enjoys active Board participation from federal, provincial and territorial governments; and from universities and community colleges. This combination has enabled the Centre to build a unique Canadian forum.

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## Preface

The health of the relationship between management and labour has a very real impact on the economic and social well being of all Canadians. Our biennial survey, Viewpoints, began in 1996, gathering perceptions from labour and management on industry and workplace relations.

*The focus is on respondents' perceptions of particular issues.*

In April and May, 2002, the Centre surveyed about 6,000 leaders from the business, labour and public sector (education, health, and government) communities to determine their perspectives on a range of issues including:

- challenges facing the economy and potential directions for solution;
- skills and skill shortages;
- healthy workplace practices; and
- the current state of labour/management relations in Canada;

Our survey provides an opportunity to assess how the perspectives of these leaders on key issues have changed over six years. The 2002 survey received an 18% response rate, normal for surveys of this type.

This report summarizes the survey's key findings on the state of labour-management relations. It highlights changes in leaders' perceptions between 1996 and 2002, and allows some insights into the expectations for relations in the near term.

The focus is on respondents' *perceptions* of particular issues. Since perceptions will influence attitudes and actions, it is important through this survey to identify the different perceptions among constituencies, and how they are changing.

CLBC was established in 1984 and has evolved as a centre for business-labour dialogue and consensus building. Effective public policy in labour market and skills issues requires broadly-based stakeholder engagement. In addition to labour and business, the Centre enjoys active Board participation from federal, provincial and territorial governments; and from universities and community colleges. This combination has enabled the Centre to build a unique Canadian forum.

Throughout our history, we have been recognized for our balanced and inclusive approach. Whether exploring human resource issues in different sectors of the economy, analyzing new workplace arrangements, or surveying private and public sector leaders about their policy priorities and practices, the Centre engages all parties constructively.

## Methodology

In April and May 2002, CLBC mailed 6,100 survey questionnaires to business, labour and public sector leaders. The questionnaires were identical in content. By mid-June, 1,145 responses had been received, for an overall response rate of 18%. The responses were as follows:

<b>Private sector managers</b> CEOs, Presidents, CFOs <b>36% (n=409)</b>	<b>Private sector labour leaders</b> National representatives <b>23% (n=264)</b>
<b>Public sector managers</b> Government Education Health Care <b>25% (n=291)</b>	<b>Public sector labour leaders</b> Government Education Health Care <b>16% (n=181)</b>

The sample was drawn primarily using the Dun & Bradstreet (D&B) database, which included private firms, labour organizations, schools and hospitals. Since the survey sought to identify the perspectives of opinion leaders from each constituency, it was essential to identify, by name, the senior representative at each of the locations included in the database. Personalized letters and questionnaires were sent to these individuals. This database was supplemented by individual lists from particular organizations.

For individual constituencies, the identification of respondents was as follows:

***Private Sector and Public Sector Labour:*** Questionnaires were sent to the senior local representative at labour organizations listed in the D&B database. In some cases these included unions' national offices, in others, local offices. This list was supplemented by names from the website of the Directory of Labour Organizations in Canada, maintained by the Workplace Information Directorate of Human Resources Development Canada. Responses were grouped into *Public Sector Labour* and *Private Sector Labour*.

***Private Sector Business:*** Questionnaires were sent to the senior local representative at business organizations selected (based on regional and establishment size stratification) from the D&B database. In some cases these were corporate offices, in others, individual plants or locations. For large firms, the questionnaires were sent to the Vice-President of Human Resources, while for small and medium-sized firms/locations the questionnaires went to owners, CEOs, or general managers. The D&B database was supplemented by lists of the Board members of Canadian Manufacturers & Exporters and the Canadian Chamber of Commerce, as well as corporate members of the Canadian Construction Association. In the analysis and text that follows, this constituency is also referred to as *Business* and *Private Sector Management*.

***Public Sector Management:*** Questionnaires were sent to the senior representatives of hospitals (usually hospital CEOs or Administrators) and elementary/secondary schools (usually principals) listed in the D&B database. The D&B database was supplemented by a representative database of senior municipal government administrators supplied by the Federation of Canadian Municipalities. Also included were lists of presidents of Canadian universities and community colleges, and senior federal and provincial government officials at the Deputy Minister/Assistant Deputy Minister level, with responsibility for employment, labour, or labour market matters.

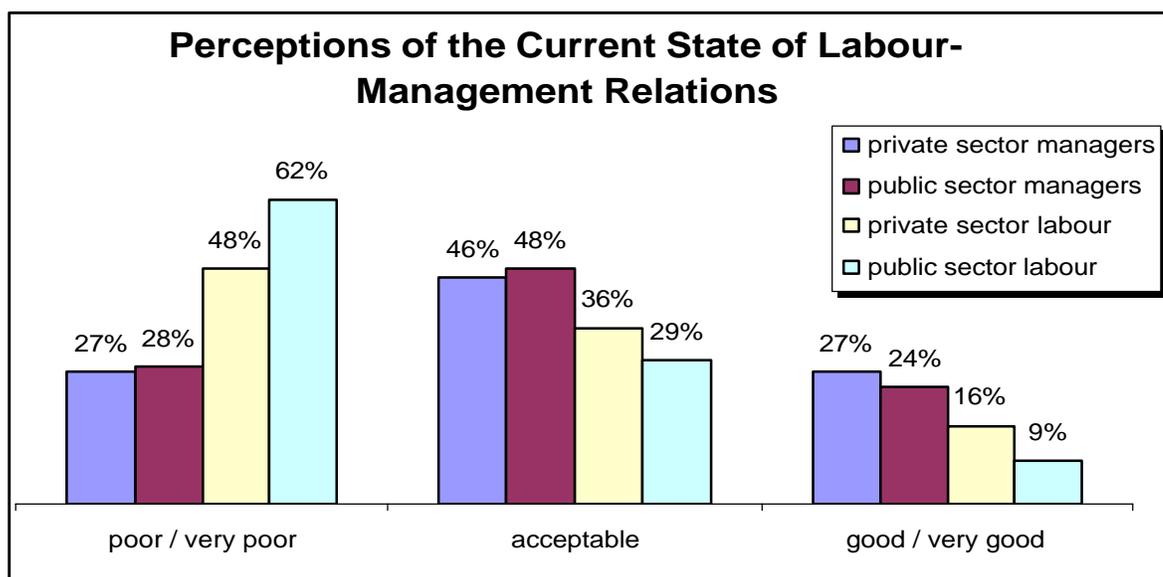
## Labour — Management Relations in Canada: Detailed Findings

### Perspectives on the State of Labour-Management Relations

Business, labour and public sector leaders were asked to evaluate the current state of labour-management relations within their respective industry sectors. A five point scale ranging from ‘very poor’ to ‘very good’ (with ‘acceptable’ being the middle category) was used for the evaluation. The results, shown in Chart 1, can be summarized as follows:

- Managers were more likely than labour leaders to have a positive view of relations. Three-quarters of private and public sector managers felt that the state of labour-management relations in their respective industry sectors was acceptable or better. In contrast, this positive view was held by about one-half of private sector labour leaders (52%) and by only 38% of public sector labour leaders in the Viewpoints survey.
- Only about one quarter of private and public sector managers could describe relations within their sectors as “good” or “very good”. Labour leaders were even less likely to say relations were good: only 16% of private sector labour leaders and fewer than one in ten public sector labour leaders.
- A very high percentage of public sector labour leaders (62%) said that at the industry level, labour-managements relations are poor. Only 28% of public sector managers felt relations were poor. Breaking down the public sector further, labour leaders in health care were most likely to say relations were poor (66%), followed by education (60%) and government (54%).

Chart 1



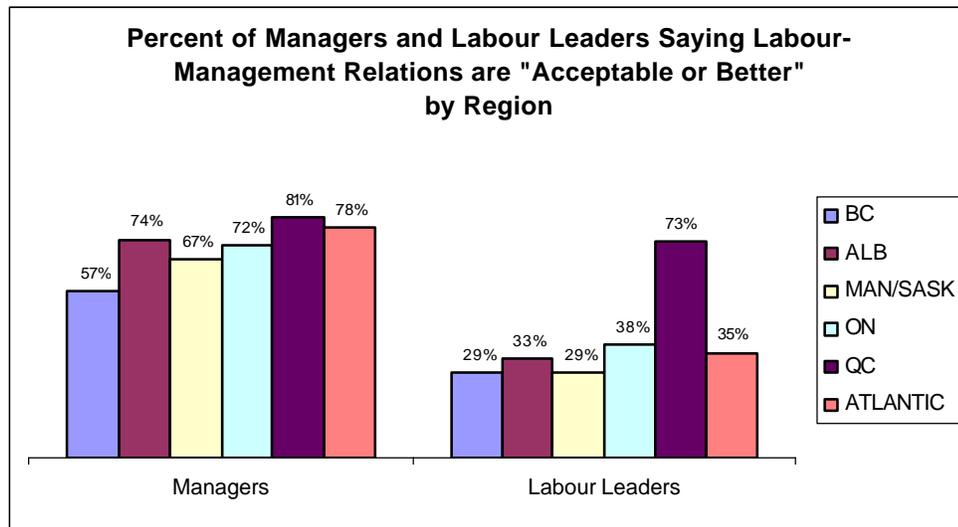
## Views on Labour-Management Relations by Province /Region

Views about the current state of labour-management relations differ significantly in some provinces. Most notable in this respect is Quebec, where a large majority of managers (81%) *and* labour leaders (73%) felt that relations were acceptable or better (Chart 2). In fact, Quebec is the only province in which there appears to be no significant “disconnect” between managers and labour leaders about the state of their relationship.

British Columbia also stands out among the provinces. Managers in that province were least likely among their peers to rate the current state of labour-management relations as “acceptable or better”. Only slightly more than one-half (57%) held this view, a proportion that is well below the national average of 73%.

With the exception of Quebec, only about one-third of labour leaders in each province judged labour-management relations to be acceptable.

Chart 2



## Perceptions on How Labour-Management Relations Have Changed

The majority of managers in the private and public sectors – roughly two-thirds — judged the state of labour-management relations in their respective industry sectors as about the same as they were two years ago. This perception of stable relations was held by less than one-half of labour leaders.

Labour leaders, particularly those in the public sector, have a considerably more negative assessment of how labour-management relations have changed over the past two years. Commenting on the industry sectors in which their members are employed, one-half (56%) of public sector labour leaders said labour-management relations were worse now compared to two years ago. Only 5% said relations were better. In contrast, about 26% of public sector managers said relations were worse, and only 11% said that relations were better.

**Table 1**  
**Perceived Changes in Labour-Management Relations over the last two years**

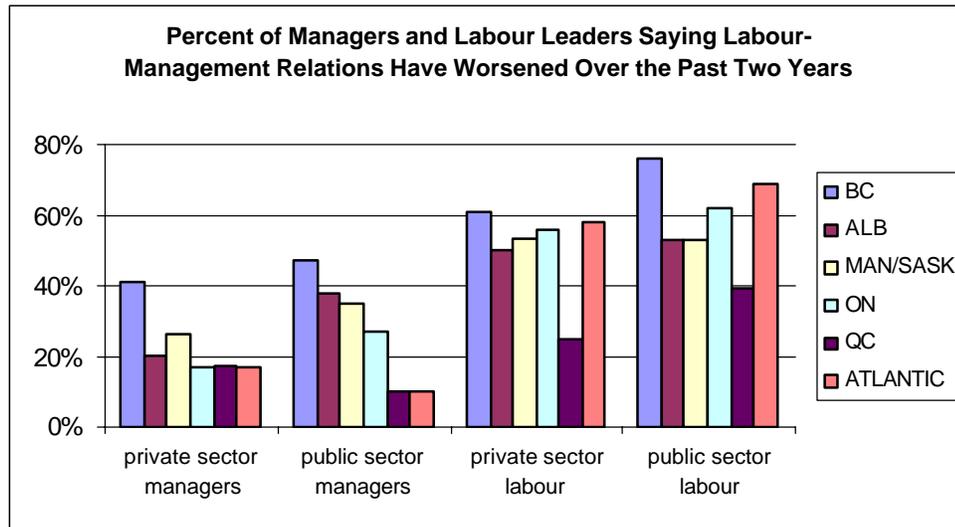
	Private Sector		Public Sector	
	Managers	Labour leaders*	Managers	Labour leaders*
Worse	21	44	26	56
About the same	64	44	63	39
Better	<u>15</u>	<u>12</u>	<u>11</u>	<u>5</u>
	100%	100%	100%	100%

\* Labour leaders were asked to consider how management-labour relations changed in the industry sectors in which their members work.

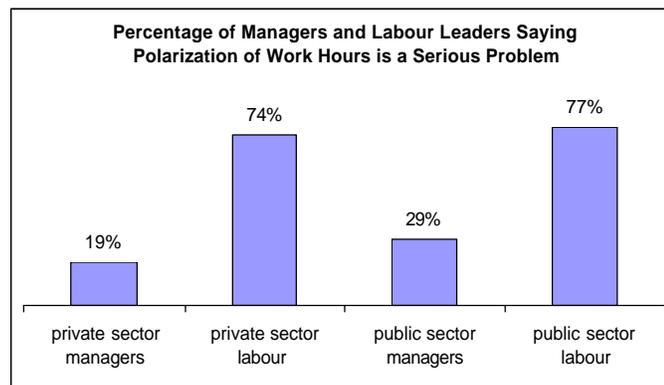
Among the provinces, managers and labour leaders in British Columbia were most likely to indicate a worsening of labour-management relations (see Chart 3). In that province, 47% of public sector managers and 41% of private sector managers felt that relations had worsened since 2000. Contrast this with Ontario, where only 27% of public sector managers and only 17% of private sector managers felt relations had worsened.

The majority of labour leaders in all provinces/regions, again with the notable exception of Quebec, felt that relations have worsened in the past two years. This view of deteriorating relations was most prevalent among public sector labour leaders in British Columbia (76%) and least prevalent among private sector labour leaders in Quebec (25%).

**Chart 3**



*Labour and management views on major issues facing the economy can vary widely. One example is the “polarization of work hours” (more overtime and part-time workers, fewer working normal hours). The CLBC survey found that 74% of private sector labour and 77% of public sector labour leaders view polarization as a serious problem facing the labour market. Managers, on the other hand, do not generally view polarization of work hours as a serious issue.*



*Further analysis of perceptions of major issues facing the Canadian economy is the subject of a forthcoming CLBC report.*

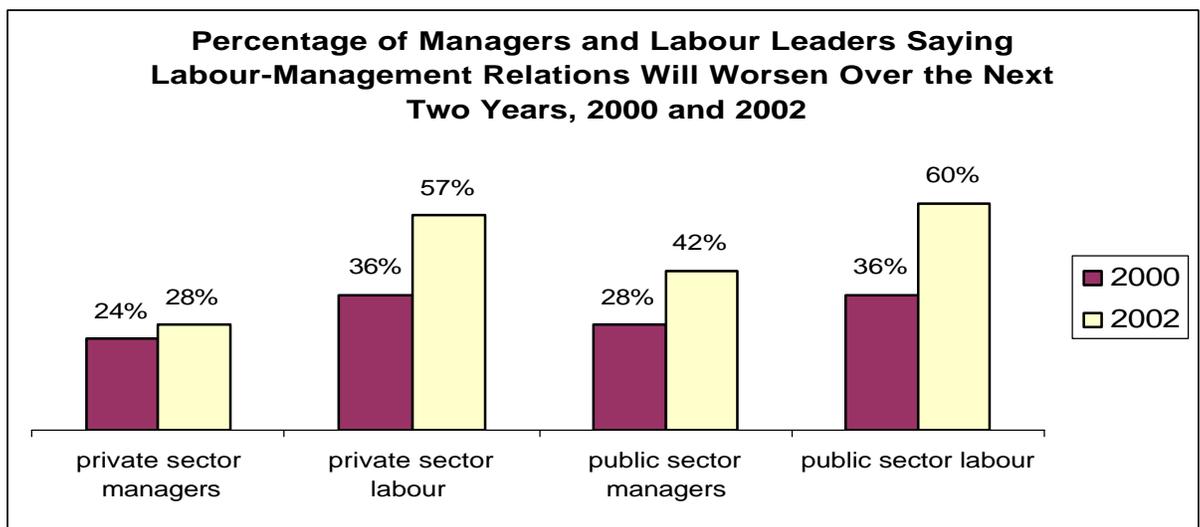
### **Outlook on Labour-Management Relations over the Next Two Years**

Viewpoints respondents were asked how they saw labour-management relations changing over the *next* two years. Consistent with CLBC’s past surveys, managers are generally more optimistic than labour leaders about the near-term future of labour-management relations. They are more likely to say relations will improve, and less likely to say they

will worsen. However, both managers and labour leaders are *more pessimistic* in their outlook than they were two years ago (see Chart 4):

- In 2000, 24% of private sector managers and 36% of private sector labour leaders felt that industry level labour-management relations would worsen over the coming two years. The Viewpoints 2002 survey shows that the percentages with these negative outlooks have increased to 28% and 57% respectively. Similarly, the percentage seeing improved relations ahead has declined, from 35% to 25% among private sector managers, and from 31% to 18% among labour leaders.
- Increased pessimism is even more apparent in the public sector. In 2000, 36% of labour leaders expected a worsening of labour-management relations over the coming two years. In this year's survey, well over one-half (60%) of public sector labour leaders held this view. On the other hand, the share of public sector labour leaders with an optimistic outlook declined, from 21% in 2000 to just 10% in 2002.
- Growing pessimism is also evident among public sector managers. The percentage expecting labour-management relations to worsen has increased from 28% in 2000 to 42% in 2002.
- It is also notable that for the first time since CLBC introduced the Viewpoint Survey, the proportion of managers – in both the private and public sectors – with a pessimistic outlook has exceeded the proportion with an optimistic outlook. For the first time, managers are more likely to say relations will worsen than they are to say that they'll improve.

**Chart 4**

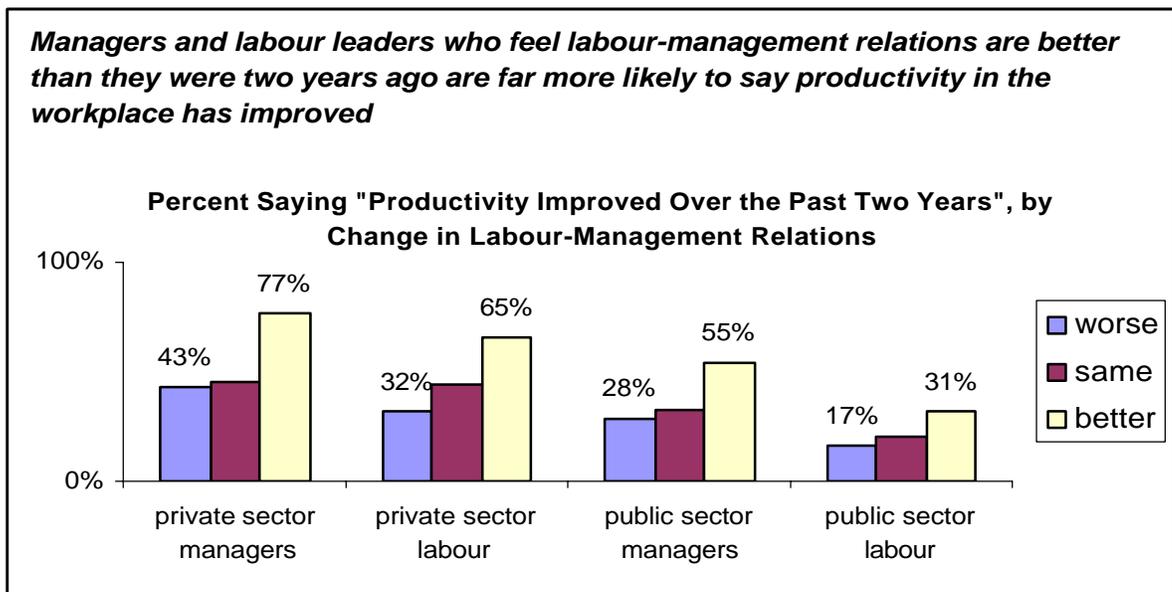


## Does it matter? The Impact of Labour-Management Relations on Workplace Performance

The importance of good labour-management relations is evident in its association with workplace performance and the well-being of employees. In the 2002 Viewpoints survey, managers and labour leaders were asked how 12 key measures of workplace performance — including productivity, recruitment, retention, injuries and worker motivation — had changed over the past two years. In virtually every performance measure, and among managers and labour leaders alike, those who said labour-management relations had improved over the past two years were more likely to say performance had increased.

Using the example of productivity, Chart 5 demonstrates the association between labour-management relations and workplace performance. Among private sector managers who claimed that labour-management relations in their workplace are better now than two years ago, 77% believed there were improvements in productivity. In contrast, among private sector managers who felt that labour management relations were worse than they were two years ago, only 43% felt workplace productivity increased. In the case of private sector labour leaders, those saying labour-management relations were better were twice as likely as those who said relations were worse to cite improvements in productivity.

Chart 5



But just as good relations appear to benefit performance, poor relations appear to hinder it. For example, among private sector managers who said that labour-management relations had worsened over the past two years, nearly one-third (32%) said there were declines in productivity. Again in contrast, managers saying relations improved were very unlikely to report worsening productivity (only 4%).

While the Viewpoints data is based on the perceptions of managers and labour leaders rather than “hard” numbers, what makes the findings compelling and credible is the consistency of the responses among managers and labour leaders alike. These two groups may disagree on the current state of labour management relations. But they do agree that when relations improve, so too does workplace performance<sup>1</sup>.

Consider the following examples:

- Among private sector managers who reported better labour-management relations, 63% said their ability to attract employees had improved. Only 16% said their ability to attract employees improved among managers reporting a worsening of labour management relations.
- When public sector managers reported improved relations with labour, they were far more likely to say that their ability to retain employees had increased (45%). Only 9% saw an improvement in retention when labour-management relations had worsened.
- When private sector labour leaders reported improved relations in the workplaces where their members are employed, they were six times more likely than those reporting worsened relations to say that workplace injuries had decreased (45% compared with 7%).
- Among public sector labour leaders who felt relations had improved, 31% said there had been an improvement in the motivation of the workers they represent. Among those who said relations had worsened, only 2% felt motivation had improved.

In addition to measures of productivity, recruitment, retention, injuries and worker motivation, the Viewpoints survey also examined absenteeism, stress levels, worker morale, work-family pressures, working relationships, environmental safety and workplace violence. In each of these areas, business and labour leaders who said labour-management relations had improved were more likely to report improved performance.

## **Implications**

The Viewpoints 2002 survey points to a worsening labour-management relationship in the next two years, particularly within Canada’s public sector. Given the negative implications for productivity and job satisfaction, both “sides” have cause for concern.

---

<sup>1</sup> It must be acknowledged that the Viewpoints data does not demonstrate causality between improving labour-management relations and workplace performance. Indeed, it is likely that in some instances, improved workplace performance contributes to better labour-management relations. But irrespective of the direction of causality, the important observation is that superior performance was not associated with deteriorating labour-management relations.

The growing number of leaders forecasting trouble could also be an important warning sign for a nation confronting the human resource challenges of an aging workforce. The demographic crunch is already being played out in several sectors, including health care, education and the public service, where workers are on average older and retire younger. Efforts to improve productivity, or to retain and attract skilled workers will not be helped by a fractious industrial relations environment.

## Appendix A – Business Survey

### A. Challenges Facing the Economy

#### 1. In your view, how serious are the following issues facing the economy and labour market?

	Not a problem	Moderate problem	Serious problem
Canadian firms' international competitiveness.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impacts of globalization on Canadian business environment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International trade issues (WTO, etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canada-U.S. economic integration .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health care issues.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal/Provincial relations .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced government spending on social programs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainties regarding national unity .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor productivity performance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor labour-management relations .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unemployment rate .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental degradation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of national consensus on economic priorities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government deregulation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privatization of government services .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government deficits/debts .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High personal taxes .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High corporate taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High interest rates .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canadian dollar exchange rate .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of capital for small business .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of innovation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shortage of skilled labour .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Under-utilization of available skills .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among current workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among new labour force entrants .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Polarization' of work hours (more overtime and part-time workers, fewer working normal hours) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of jobs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issues of workplace security .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income inequality .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of education received by Canadians .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility of post-secondary education.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amount of workplace training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Brain Drain' (loss of skills to U.S.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too-high immigration levels .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too-low immigration levels .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor interprovincial labour mobility.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. What emphasis should be given to the following potential solutions?**

	Need less emphasis	Emphasis is right	Need more emphasis
Improve federal-provincial relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Address health care funding issues.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve social security provisions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve access to capital for small business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government support for research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower personal taxes .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower corporate taxes .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government spending .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop government deregulation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower interest rates .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector investment in plant, equipment, technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase public sector investment in infrastructure .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accelerate privatization of government services .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop privatization of government services .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve education quality and content .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve accessibility to post-secondary education.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government investment in education and training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve workplace training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote alternate working arrangements (telework, flexible hours, etc).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce work time .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve labour-management relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve inter-provincial recognition of worker credentials .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve recognition of foreign-trained worker credentials .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus immigrant selection on skills in shortage .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve Canada/U.S. border security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase immigration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decrease immigration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C. Healthy Workplace**

**13. Please indicate which of the following safety/health/wellness features are present in your organization.**

- Joint labour/management occupational safety/health committees
- Lifestyle information (nutrition, smoking, weight, fitness)
- Active lifestyle programs/assistance (nutrition, smoking, weight, fitness)
- Joint labour/management wellness committees
- Wellness needs assessment mechanisms (surveys, etc.)
- Regular monitoring of safety/health/wellness program impacts
- Flexible working hours
- Self directed work teams
- Employee involvement initiatives
- Work/life balance initiatives

**14. How have the following aspects of your workplace changed over the past two years?**

	Worsened significantly	Worsened somewhat	No change	Improved somewhat	Improved significantly
Absenteeism	<input type="checkbox"/>				
Stress levels	<input type="checkbox"/>				
Worker morale	<input type="checkbox"/>				
Productivity	<input type="checkbox"/>				
Workplace injuries	<input type="checkbox"/>				
Work/family pressures	<input type="checkbox"/>				
Worker motivation	<input type="checkbox"/>				
Working relationships	<input type="checkbox"/>				
Environmental safety	<input type="checkbox"/>				
Workplace violence	<input type="checkbox"/>				
Ability to attract employees	<input type="checkbox"/>				
Ability to retain employees	<input type="checkbox"/>				

**15a. Referring to the workplace aspects listed in the previous question, how has the overall health of your workplace changed over the past two years?**

Worsened significantly	Worsened somewhat	No change	Improved somewhat	Improved significantly
<input type="checkbox"/>				

**15b. If you responded ‘Worsened significantly’ or ‘Worsened somewhat’ in (a) above, what are the major factors behind this worsening in workplace health? (Mark all that apply)**

- Increased workloads
- Worsened communications/trust
- Decreased focus on safety and health
- Decreased focus on workplace wellness
- Increased technological change
- Reduced employee influence over work and work organization
- Other (Specify) \_\_\_\_\_
- Reduced employee training
- Worsened work/family balance
- Worsened job security
- Reduced organizational success/profitability

**15c. If you responded ‘Improved significantly’ or ‘Improved somewhat’ in (a) above, what are the major factors behind this improvement in workplace health? (Mark all that apply)**

- Improved communications/trust
- Improved safety/health programs
- Improved wellness programs
- Improved organizational success/profitability
- Improved alternate work arrangements (job sharing, etc.)
- Increased employee influence over work and work organization
- Other (Specify) \_\_\_\_\_
- Increased employee training
- Improved work/family balance
- Redistribution of work to balance workloads
- Improved job security

**D. Labour Management Relations and Consultations**

**16. How do you view the current state of labour-management relations?**

	Very poor	Poor	Acceptable	Good	Very good
In the economy as a whole	<input type="checkbox"/>				
At the industry level	<input type="checkbox"/>				
At the organization level	<input type="checkbox"/>				

**17. How in your view have labour-management relations changed during the last two years?**

	Much worse	Worse	About the same	Better	Much better
In the economy as a whole	<input type="checkbox"/>				
At the industry level	<input type="checkbox"/>				
At the organization level	<input type="checkbox"/>				

**18. How have changes in the following factors affected labour-management relations in the last two years within your organization?**

	Factor did not change	Very negative impact	Somewhat negative impact	Little or no impact	Somewhat positive impact	Very positive impact
Workplace reorganization	<input type="checkbox"/>					
New technologies	<input type="checkbox"/>					
Work-life balance	<input type="checkbox"/>					
Stress levels	<input type="checkbox"/>					
Changes in business conditions	<input type="checkbox"/>					
The organization's health & safety performance	<input type="checkbox"/>					
Compensation and benefits issues	<input type="checkbox"/>					
Trust/communications	<input type="checkbox"/>					
Job security	<input type="checkbox"/>					
Government finances/regulation	<input type="checkbox"/>					
Increased contracting out	<input type="checkbox"/>					
Collective agreement flexibility	<input type="checkbox"/>					
Other (Specify) _____	<input type="checkbox"/>					

**19. If your organization is unionized, how would you expect the issues referred to above (skills, demographics, workplace health) to affect your unions' bargaining agenda in the next five years?**

---

**20. Over the next two years, how do you see labour-management relationships changing?**

	Significant worsening	Some worsening	No change	Some improvement	Significant improvement
In the economy as a whole	<input type="checkbox"/>				
At the industry level	<input type="checkbox"/>				
At the organization level	<input type="checkbox"/>				

**21. What factors do you feel will most affect labour-management relationships over the next two years?**

---

**22. In your view what are the priority issues which business and labour should address jointly at the national level over the next few years?**

---

## Appendix B – Labour Survey

### A. Challenges Facing the Economy

#### 1. In your view, how serious are the following issues facing the economy and labour market?

	Not a problem	Moderate problem	Serious problem
Canadian firms' international competitiveness .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impacts of globalization on Canadian business environment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International trade issues (WTO, etc.) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canada-U.S. economic integration .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health care issues .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal/Provincial relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced government spending on social programs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainties regarding national unity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor productivity performance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor labour-management relations .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unemployment rate .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental degradation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of national consensus on economic priorities .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government deregulation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privatization of government services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government deficits/debts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High personal taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High corporate taxes .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High interest rates .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canadian dollar exchange rate .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of capital for small business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of innovation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shortage of skilled labour.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Under-utilization of available skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among current workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate literacy among new labour force entrants .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Polarization' of work hours (more overtime and part-time workers, fewer working normal hours) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issues of workplace security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income inequality.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of education received by Canadians .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility of post-secondary education.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amount of workplace training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of workplace training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Brain Drain' (loss of skills to U.S.) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too-high immigration levels .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too-low immigration levels .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor interprovincial labour mobility.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. What emphasis should be given to the following potential solutions?**

	Need less emphasis	Emphasis is right	Need more emphasis
Improve federal-provincial relations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Address health care funding issues .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve social security provisions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve access to capital for small business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government support for research & development .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower personal taxes .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower corporate taxes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government spending .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce government regulation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop government deregulation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower interest rates .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase private sector investment in plant, equipment, technology .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase public sector investment in infrastructure.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accelerate privatization of government services .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow down/stop privatization of government services .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve education quality and content.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve accessibility to post-secondary education .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase government investment in education and training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve workplace training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote alternate working arrangements (telework, flexible hours, etc).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce work time .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve labour-management relations .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve inter-provincial recognition of worker credentials.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve recognition of foreign-trained worker credentials .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus immigrant selection on skills in shortage .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve Canada/U.S. border security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase immigration .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decrease immigration.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C. Healthy Workplace**

**13. Thinking about organizations where your members work, what percentage of these organizations have the following safety/health/wellness features?**

	Less than 10%	10% - 25%	26% - 50%	Over 50%	Don't know
Joint labour/management occupational safety/health committees	<input type="checkbox"/>				
Lifestyle information (nutrition, smoking, weight, fitness)	<input type="checkbox"/>				
Active lifestyle programs/assistance (nutrition, smoking, weight, fitness)	<input type="checkbox"/>				

Joint labour/management wellness committees	<input type="checkbox"/>				
Wellness needs assessment mechanisms (employee surveys, etc.)	<input type="checkbox"/>				
Regular monitoring of safety/health/wellness program impacts	<input type="checkbox"/>				
Flexible working hours	<input type="checkbox"/>				
Self directed work teams	<input type="checkbox"/>				
Employee involvement initiatives	<input type="checkbox"/>				
Work/life balance initiatives	<input type="checkbox"/>				

**14. How have the following aspects of workplaces where your members work changed over the past two years?**

	Worsened significantly	Worsened somewhat	No change	Improved somewhat	Improved significantly
Absenteeism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worker morale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workplace injuries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work/family pressures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worker motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workplace violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to attract employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to retain employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**15a. Referring to the workplace aspects listed in the previous question, how has the overall health of workplaces where your members work changed over the past two years?**

Worsened significantly	Worsened somewhat	No change	Improved somewhat	Improved significantly
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**15b. If you responded ‘Worsened significantly’ or ‘Worsened somewhat’ in (a) above, what are the major factors behind this worsening in workplace health? (Mark all that apply)**

- |   |  |
|---|--|
| <input type="checkbox"/> Increased workloads  | <input type="checkbox"/> Reduced employee training                       |
| <input type="checkbox"/> Worsened communications/trust                              | <input type="checkbox"/> Worsened work/family balance                    |
| <input type="checkbox"/> Decreased focus on safety and health                       | <input type="checkbox"/> Worsened job security                           |
| <input type="checkbox"/> Decreased focus on workplace wellness                      | <input type="checkbox"/> Reduced organizational<br>success/profitability |
| <input type="checkbox"/> Increased technological change                             |  |
| <input type="checkbox"/> Reduced employee influence over work and work organization |  |
| <input type="checkbox"/> Other (Specify) _____                                      |  |

**15c. If you responded ‘Improved significantly’ or ‘Improved somewhat’ in (a) above, what are the major factors behind this improvement in workplace health? (Mark all that apply)**

- Improved communications/trust
- Improved safety/health programs
- Improved wellness programs
- Improved organizational success/profitability
- Improved alternate work arrangements (job sharing, etc.)
- Increased employee influence over work and work organization
- Other (Specify) \_\_\_\_\_
- Increased employee training
- Improved work/family balance
- Redistribution of work to balance workloads
- Improved job security

**D. Labour Management Relations and Consultations**

**16. How do you view the current state of labour-management relations?**

	Very poor	Poor	Acceptable	Good	Very good
In the economy as a whole	<input type="checkbox"/>				
At the industry level	<input type="checkbox"/>				
At the organization level	<input type="checkbox"/>				

**17. How in your view have labour-management relations changed during the last two years?**

	Much worse	Worse	About the same	Better	Much better
In the economy as a whole	<input type="checkbox"/>				
At the industry level	<input type="checkbox"/>				
At the organization level	<input type="checkbox"/>				

**18. How have changes in the following factors in the last two years affected labour-management relations in organizations where your members work?**

	Factor did not change	Very negative impact	Somewhat negative impact	Little or no impact	Somewhat positive impact	Very positive impact
Workplace reorganization	<input type="checkbox"/>					
New technologies	<input type="checkbox"/>					
Work-life balance	<input type="checkbox"/>					
Stress levels	<input type="checkbox"/>					
Changes in business conditions	<input type="checkbox"/>					
The organizations’ health & safety performance	<input type="checkbox"/>					
Compensation and benefits issues	<input type="checkbox"/>					
Trust/communications	<input type="checkbox"/>					
Job security	<input type="checkbox"/>					
Government finances/regulation	<input type="checkbox"/>					
Increased contracting out	<input type="checkbox"/>					
Collective agreement flexibility	<input type="checkbox"/>					
Other (Specify) _____						

**19. How would you expect the issues referred to above (skills, demographics, workplace health) to affect your bargaining agenda in the next five years?**

\_\_\_\_\_

**20. Over the next two years, how do you see labour-management relationships changing?**

	Significant worsening	Some worsening	No change	Some improvement	Significant improvement
In the economy as a whole	<input type="checkbox"/>				
At the industry level	<input type="checkbox"/>				
At the organization level	<input type="checkbox"/>				

**21. What factors do you feel will most affect labour-management relationships over the next two years?**

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**22. In your view what are the priority issues which labour and business should address jointly at the national level over the next few years?**

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