



EDMONTON
CHAMBER OF COMMERCE

Analysis of Findings:

Diversity Study



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Susan Maneden, NorQuest College
Tamina Selig, EmployAbilities
Wayne Shillington, NorQuest College
Wilfred Barranoik, Edmonton Chamber of Commerce
Zohra Halani, Husky Energy

Workforce Diversity Edmonton Business to Business (B2B) committee:

Jeff Sundquist, Co-chair, Zedi Inc.
Dale Nally, Co-chair, Sears Canada
Chantal Aird, Golder Associates Ltd.
Dale Alton, Venture2Venture Ltd.
Debra Morin, Spherion Staffing Solutions
Gord Oppen, Ricoh Canada
Heather Ruhl, Workforce Diversity Edmonton
Jessi Duffy, HR Consultant
Keith Dottin, Safeway Canada Limited
Stephanie Duncan, Safeway Canada Limited
Komala Pepin, Alberta Health Services
Liz Tweddle, Edmonton Chamber of Commerce
Mathew Malek, Sobeys
Stephanie Duncan, Safeway Canada Limited
Wes Kaminski, TELUS

Special thanks to:

Martin Salloum, President & CEO, Edmonton Chamber of Commerce
Service Canada

For any additional information, contact:

Dennis Gane
Diversity Business Development Specialist
Workforce Diversity Edmonton
Edmonton Chamber of Commerce
World Trade Centre Edmonton
600-9990 Jasper Avenue
Edmonton, Alberta T5J 1P7
Phone: (780) 409-2628 Fax: (780) 424-7946
Email: dgane@edmontonchamber.com
www.edmontonchamber.com

Julie Ball
Executive Director
Talent Pool
Calgary Chamber of Commerce
100 6th Avenue S.W.
Calgary, AB T2P 0P5
Phone: (403) 750-0439
Email: talentpool@calgarychamber.com
www.chambertalentpool.com

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APPENDIX A: QUESTIONNAIRE

APPENDIX B: STASTICAL TOLERANCES

1. Background and Objectives

The Alberta Congress Board's 9th Annual Workplace Conference titled: THE DIVERSITY IMPERATIVE - SURVIVE OR THRIVE brought senior management and key decision-makers of private and public sector organizations together to share their knowledge, experience and insight into some of the most interesting issues taking place in today's workplaces. During the conference, a subcommittee facilitated by Critical Link Management Group, met and discussed the challenges employers have in tapping into people of diversity (Aboriginal Peoples, people with disabilities, visible minorities, women...). This subcommittee, along with feedback from small group meetings led to the development and passing by the general assembly of one particular resolution: *That a Diversity Toolkit is developed by the Diversity Project for general and free distribution to stakeholders.* Participants viewed the toolkit as a one stop shop for employers to access where they can be directed to agencies providing services to people of diversity. Many of the agencies receive funding from government as result they are often a free resource to employers. Are employers using this resource?

Building on the ACB conference, a subsequent meeting involving key individuals was held at the World Trade Centre Edmonton. The question on what would this toolkit would look like was asked. Would this involve a telephone service featuring a 1-800 number employers could call? Would it be a website employers could access listing all of the services locally available?

Workforce Diversity Edmonton and the Talent Pool (initiatives of the Edmonton and Calgary Chambers of Commerce respectively), were asked to take the leadership role in developing this project further. In consultation with the Talent Pool, Workforce Diversity Edmonton was successful in submitting a proposal to conduct a telephone survey of Alberta employers. Leger Marketing was contracted to conduct the survey. This report is a result of these activities.

Overall, the purpose of the research is to gauge and test a new service that could be funded by government and provides employers with a means of accessing and obtaining information about external services that could assist in the employment of groups of diversity. This study has established valuable information for the partners involved in this project to understand the need for the proposed service and how will it be defined.

The specific objectives of the research are to:

- ✓ Describe Alberta businesses' understanding of diversity;
- ✓ Ascertain motivations and barriers to employing groups of diversity;
- ✓ Determine awareness, use, and satisfaction regarding existing support services for workforce diversity;
- ✓ Assess the need and potential use of a cohesive, central resource for employers to hire and retain employees from non-traditional labour sources;
- ✓ Explore the potential motivations and barriers to using a central employment resource;
- ✓ Understand employer needs and preferences regarding communication about the potential resource and information content requirements for the proposed service; and
- ✓ Identify any meaningful differences in awareness, use and perceptions of diversity employment services by employer region, industry and employee skill level.

Results of this research may be used as a baseline against which future actions and initiatives can be assessed.

2. Strategic Conclusions

Employer Perceptions of Diversity in the Alberta Workforce

Alberta employers see a need for more diversity in the workforce, but are less apt to express concern about future workforce in relation to their own organization.

Alberta employers consider some groups of diversity more challenging to successfully employ than others. Employers also assign different levels of priority to different groups of diversity, but to a lesser extent than they distinguish differences in the amount of challenge that exists in employing people in those groups. Furthermore, if a particular group of diversity is considered more challenging, that does not always mean that employers assign a higher level of priority to that group. In this light, it appears that employers view increasing diversity as a broad exercise that should be directed to employing many different groups rather than targeting one or two.

People with disabilities are considered the most challenging group of diversity to employ, and employers assign them somewhat higher priority than other groups. Women are assigned the next highest level of priority, and while they are viewed as the least challenging group to employ, almost one-third of employers consider them challenging.

About two-thirds of Alberta employers recall their organizations having hired either aboriginal peoples or people with disabilities. As might be anticipated, Alberta's smallest employers are the least likely to have hired these groups of diversity in the past.

While the reported incidence of hiring aboriginal peoples is higher than for people with disabilities, caution should be used when interpreting this finding as it does not take into account non-disclosure and non-visibility of disabilities or aboriginal status to employers.

Awareness, Use and Perceptions of External Employment Services

Employer awareness and use of the external employment services currently available for groups of diversity in Alberta is low. Reflecting this general lack of awareness and use, employers do not tend to express strong opinions about these services, their effectiveness, capacity, and potential duplication of efforts. Furthermore, substantial proportions of employers indicate they do not have opinions on these issues.

The low awareness demonstrated regarding employment of groups of diversity suggests an overall lack of experience employers have in targeting and finding ways to seek out diverse groups. The current attitude and practice of many employers is to use the same employment practices that are used to employ traditional workers, with the expectation that groups of diversity will fall out naturally. A major challenge to increasing employment diversity will be creating employer buy-in to the concepts that workers of diversity can make a difference to their organization, and that it is worth the effort to try new methods of recruiting and retention that are specifically targeted to workers of diversity.

Among the limited proportion of organizations that have used external employment services for groups of diversity in the past, opinions are mixed. Most consider the services effective; however, almost one-quarter do not feel the services were effective.

Previous users of external employment services who had positive experiences have the potential to play an important role in expansion of awareness and use of the services through actions such as referrals and testimonials. The Edmonton Chamber of Commerce should make efforts to identify these employers and find ways to incorporate their enthusiasm for the external employment strategies into communication strategies.

It is also important to understand and address the concerns held by employers who have had predominantly negative experiences, both to mitigate potential for negative word-of-mouth regarding the external employment services and to potentially convert these employers into a position of holding more positive perceptions and perhaps using the services again. As awareness of these services increases, it is essential that the services deliver on their promises. This will create more advocates of the services and limit the proportion communicating negative information.

The likelihood of using external employment services for groups of diversity in the future is similar to the proportion of organizations that have previously used these types of services. Increasing awareness of external employment services, illustrating the key benefits, and addressing and removing the potential barriers would be expected to increase the proportion using the services.

The primary motivations for using external employment services for groups of diversity are that the services are easy to work with and make hiring easy, and they provide high quality and skilled employees.

Barriers to use of external employment services include the perceptions among Alberta employers that there is no need for the services and that the employers can employ workers of diversity themselves, concerns regarding quality and skill level of employees, cost and effort, and a general lack of hiring. A key challenge will be to persuade employers that employing workers of diversity is relevant to them, that the external employment services can make the process easier, and that in many cases the costs are small or can be offset by external funding.

Need for Centralized Resource

The concept of a centralized resource offering information about workforce diversity services is well received by Alberta employers, with most indicating they would be at least somewhat likely to use such a service. The majority of employers view the proposed service as something that would help address workforce needs.

Alberta employers are more receptive to the idea of offering the centralized information service as a website than a toll-free number, with almost half of employers indicating a strong likelihood of using the service if offered as a website.

The proposed service is more attractive to larger organizations than smaller ones, with small employers having a greater tendency to believe that they do not have a need for the service.

If the centralized resource were offered, employers express a need to have access to a complete list of the services available, services that provide quality and skilled workers,

explanations of what the services are and what they do, and area specific information regarding service availability. If offered through a website, it should be easy for visitors to navigate and find information. A toll-free number would need to have knowledgeable staff.

The fact that the new service would be offered by government is seen as either making no difference, or as a positive, with substantially fewer employers considering the government's involvement as negative.

While having a centralized resource in place is seen as a positive, the potential challenge remains that employers' attitudes need to change such that they see a need to seek out and employ workers of diversity. Unless that happens, it will be difficult to convey the potential value and outcomes of the proposed service, and to build the levels of awareness and word-of-mouth required to sustain it.

3. Methodology

3.1 Methodology Overview

Leger Marketing conducted telephone interviews with 500 randomly selected Alberta employers between November 23rd and December 3rd, 2009.

3.2 Target Respondents

The target respondents for the research are Alberta employers. Within each organization contacted in the research, Leger Marketing asked to speak to the person in Alberta with the greatest responsibility for hiring within the organization.

Leger Marketing contacted employers of all sizes, regions and industries within Alberta. For the purpose of this study, regions have been categorized into Edmonton, Calgary and other Alberta. Broadly defined categories were assigned to each organization to describe their size (as measured by number of employees), percentage of skilled workers, presence of a human resources department, industry sector, and gender of the respondent. For further details, refer to the questionnaire in Appendix A of this report.

3.3 Sampling and Survey Accuracy

A total of 500 interviews were completed with randomly selected Alberta employers. As is standard practice in marketing research, the overall results were weighted to ensure they were representative according to employer size and region within Alberta.

It is possible, when dealing with random sample surveys, to set what are called confidence bounds or limits around an observed percentage and assert that such limits are correct 95 percent of the time (for example). These confidence limits are valuable indicators of the reliability of observed results. When interpreting data, confidence limits should always be kept in mind because these limits vary dramatically by sample size, or cell size, within tables.

A table of these confidence limits is located in Appendix B. Such tables do not provide any indicator of whether an observed percentage is meaningful, as that depends upon the context and the interpretation which will be made, not confidence level alone. For this reason, this report will highlight results that are interpreted as interesting and meaningful, rather than deal exclusively with references to statistical significance.

The level of accuracy for a survey involving random sampling of 500 Alberta employers is ± 4.4 percentage points, 19 times out of 20.

Leger Marketing purchased the random sample of Alberta employers that was used to obtain the survey respondents by telephone. The sample database included information on the organizations' name, size, industry and location.

3.4 Questionnaire Design

Leger Marketing developed the questionnaire (Appendix A) in close consultation with Edmonton Chamber of Commerce to fully address the objectives of the research and support decision making and actions.

3.5 Data Collection

Leger Marketing conducted all of the 500 telephone interviews by telephone between November 23rd and December 3rd, 2009. All interviews were conducted from Leger Marketing's centralized call centre using Computer Aided Telephone Interviewing (CATI). A series of procedures were used to ensure a random, representative sample, including call backs to telephone numbers for which an immediate outcome could not be obtained, variation of the dates and times interviewers were calling, and appointment setting for busy respondents.

3.6 Analysis

Throughout the questionnaire, a seven-point scale was used for respondents to rate their opinions. The rating scale used in the study is:

- ✓ **Agreement:** 1 means do not agree at all, 4 means somewhat agree and 7 means agree completely.
- ✓ **Likelihood:** 1 means not at all likely, 4 means likely and 7 means very likely.
- ✓ **Priority:** 1 Not a priority, 4 moderate priority, 7 top priority.
- ✓ **Challenges:** 1 Not challenging at all, 4 somewhat challenging, 7 very challenging.

For the purpose of analysis and discussion, the numerical ratings were consolidated, where appropriate, into three groups:

| Rating on the 1 to 7 scale | Interpretative Level |
|----------------------------|---|
| 6, 7 | These respondents express <i>top-box</i> positive responses. |
| 4, 5 | These respondents disclose <i>mid-range</i> responses about a particular factor, or provide a moderately positive response. |
| 1, 2, 3 | These respondents provide <i>negative</i> responses. |

4. Diversity in the Alberta Labour Force

4.1 Employer Attitudes Regarding Workforce Diversity

Alberta employers see a need for more diversity in the workforce, but do not demonstrate as much concern about the future workforce in relation to their own organization.

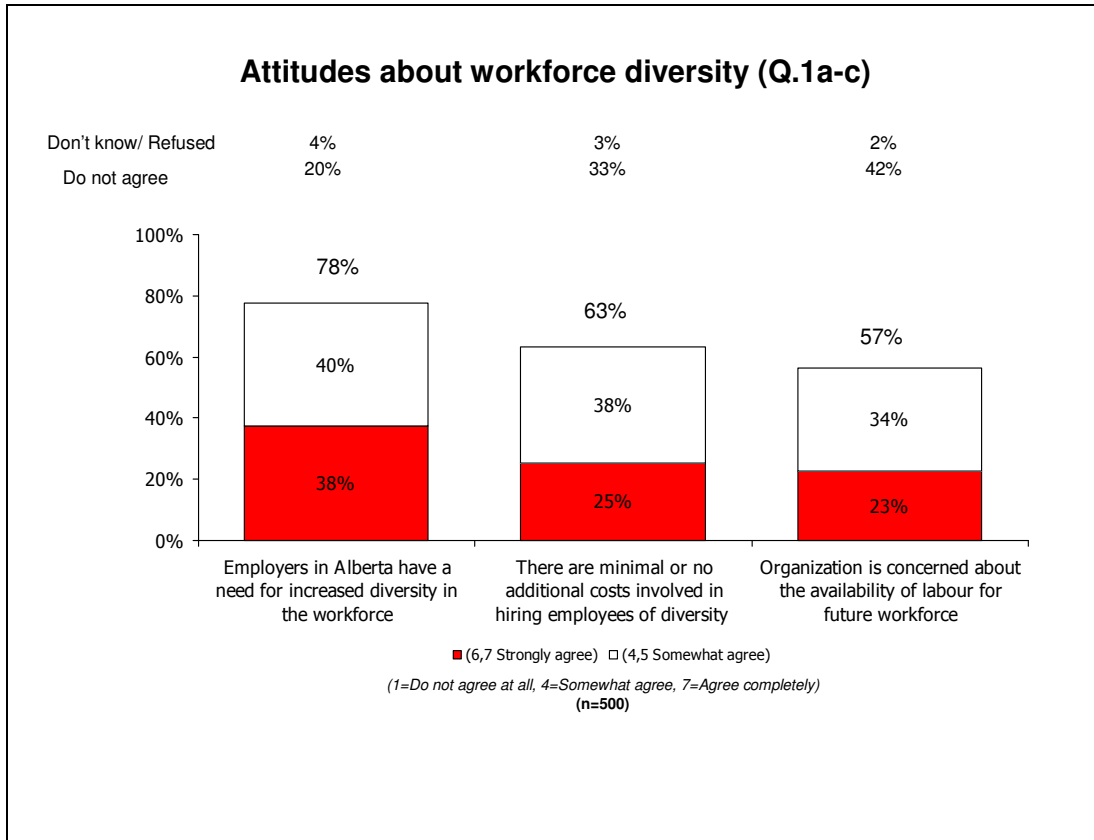
Three-quarters (78%) of hiring decision makers agree that Alberta employers in general have a need for increased diversity in the workforce. Specifically, 38% strongly agree and 40% somewhat agree, while 20% do not agree.

A lower proportion, but still a majority (57%), agree their own organization is concerned about the availability of labour for the future workforce, while a substantial proportion do not agree (42%). More specifically, 23% express strong agreement and 34% somewhat agree.

Alberta employers with 50 or more employees (86%) are more apt to agree their organization is concerned about availability of labour for their future workforce than those having 1 to 4 employees (52%), 5 to 9 employees (64%), 10 to 19 employees (55%) and 20 to 49 employees (51%).

Close to two-thirds (63%) of Alberta employers believe there are minimal or no additional costs involved in hiring employees of diversity, including 25% who strongly agree and 38% who somewhat agree. One-third of Alberta employers (33%) do not agree, demonstrating cost could be a significant barrier for them.

Figure 1



Q.1 Please rate your agreement with the following statements related to the Alberta workforce, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely.

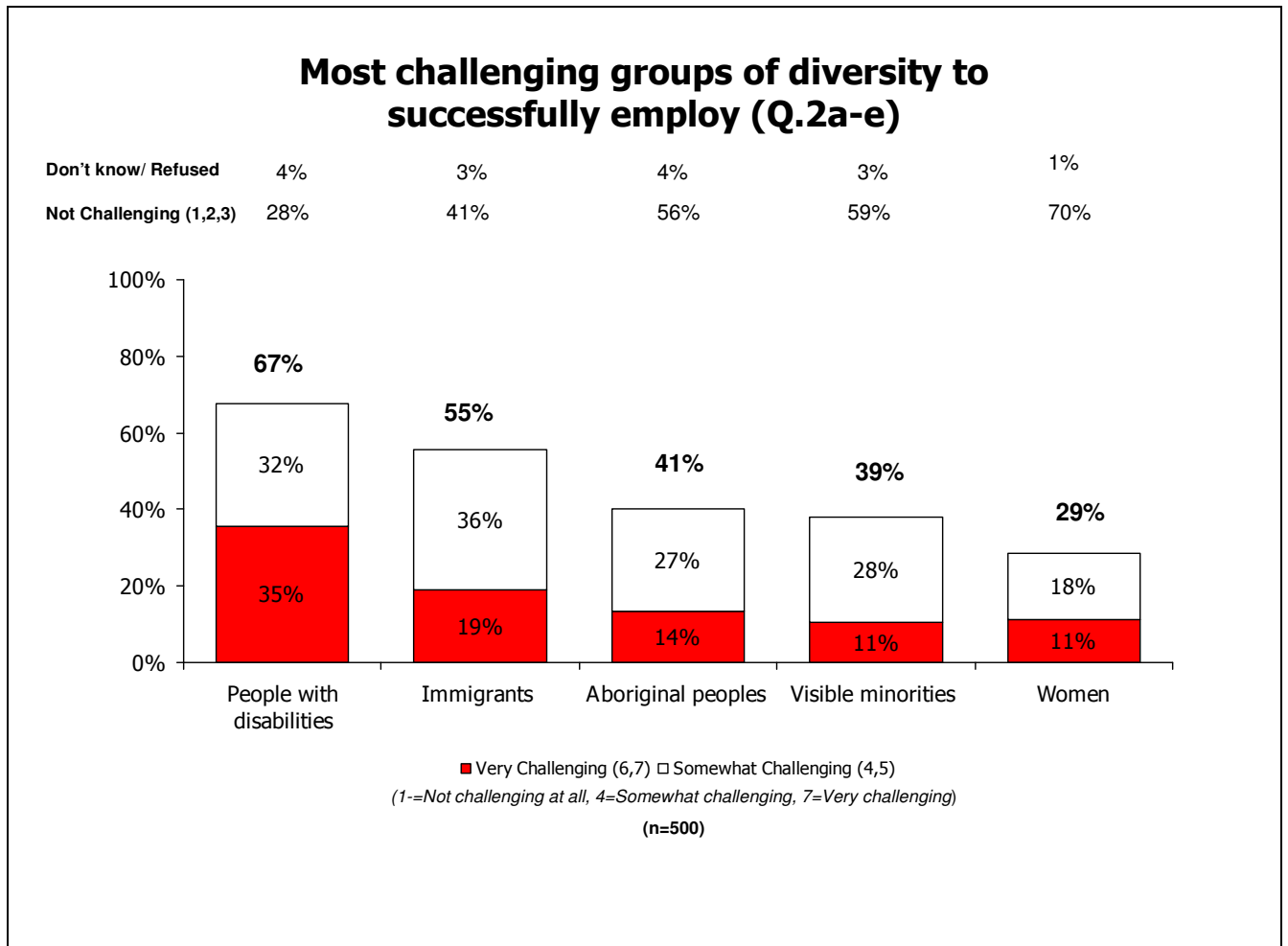
4.2 Groups Perceived to Be Most Challenging to Employ

Alberta employers perceive that some groups of diversity are more challenging to employ than others. Employers believe the most challenging group of diversity to successfully employ within their organization are people with disabilities (67% agree). This is followed by immigrants (55%), aboriginal peoples (41%), and visible minorities (39%). While women are considered the least challenging to employ among these groups, a substantial proportion (29%) of Alberta employers consider it challenging to successfully employ them.

A similar pattern is demonstrated through employers' 'very challenging' ratings. Alberta employers are most apt to believe it is very challenging to successfully employ people with disabilities (35%), followed by immigrants (19%).

Employers for whom skilled workers make up less than 50% of their workforce report higher proportions of 'very challenging' ratings for people with disabilities (44%) and aboriginal peoples (21%) than those with a predominantly skilled workforce.

Figure 2



Q.2 How challenging would you say it is for your organization to successfully employ workers in the following groups? Use the scale from 1 to 7 where 1 means not challenging at all, 4 means somewhat challenging and 7 means very challenging.

Employers in different industries report facing different challenges with respect to groups of diversity:

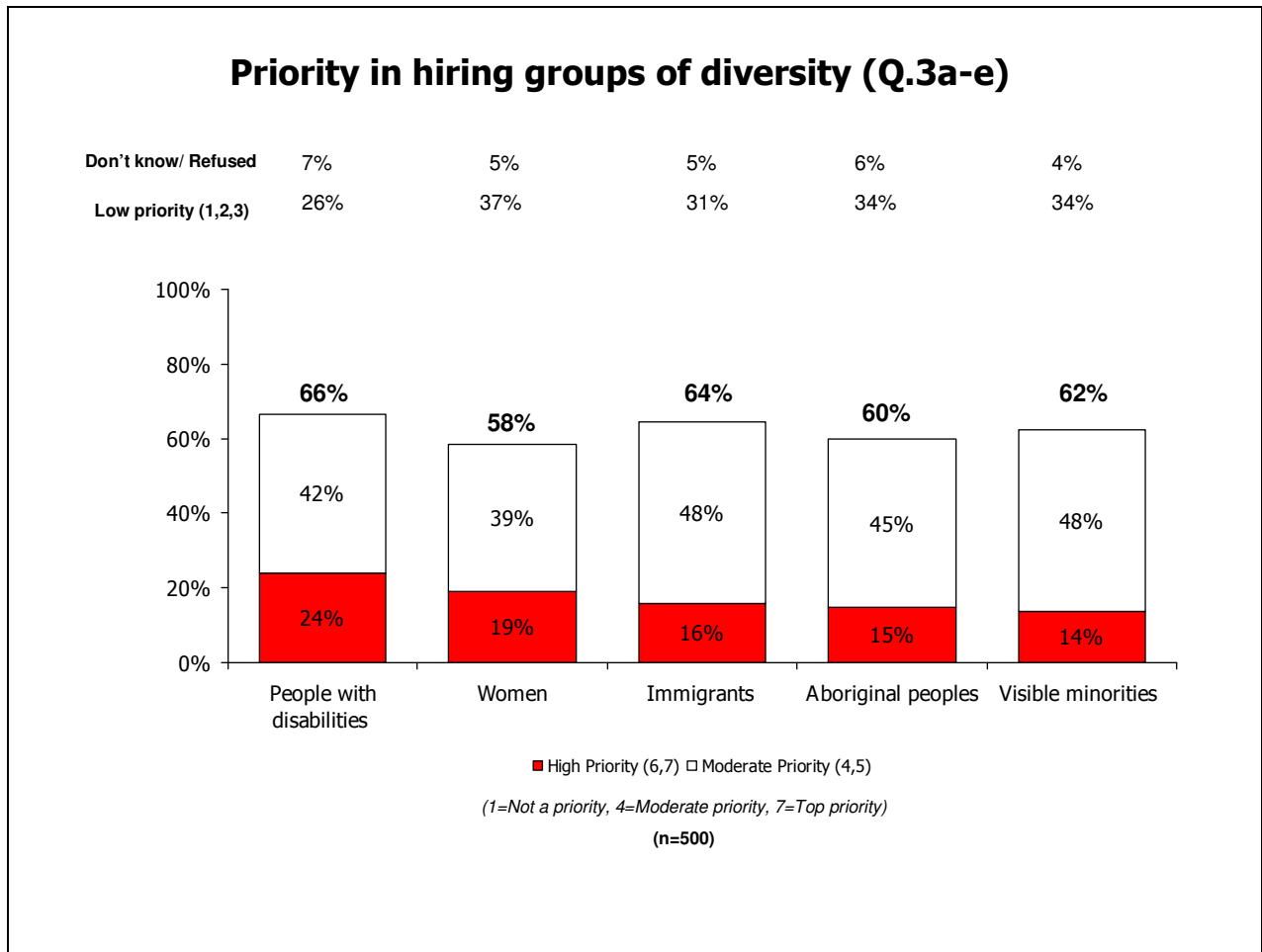
- ✓ Women are perceived to be more challenging to employ in construction (40% rate very challenging) and transportation (42% very challenging) than other industries;
- ✓ Visible minorities are more challenging to employ in hospitality (20% very challenging) and transportation (54% very challenging);
- ✓ Immigrants are more challenging to employ in hospitality (32% very challenging), but least challenging to employ in retail (9% very challenging);
- ✓ People with disabilities are more challenging to employ in retail (41% very challenging) and construction (45% very challenging), but least challenging to employ in the financial sector (3% very challenging); and
- ✓ Aboriginal peoples are more challenging to employ in hospitality (51% challenging) but least challenging to employ in education (22% challenging).

4.3 Perceived Priorities in Hiring Groups of Diversity

While Alberta employers identify some groups of diversity as being more challenging to employ than others, the levels of priority they assign to these groups are more comparable (a range of 58% to 66% provide moderate to high priority ratings, including 14% to 24% who provide high priority ratings).

People with disabilities, considered the most challenging group to employ, is also the group most frequently rated as high priority. Conversely, while women are considered the least challenging group to employ, they are second most frequently rated as high priority.

Figure 3



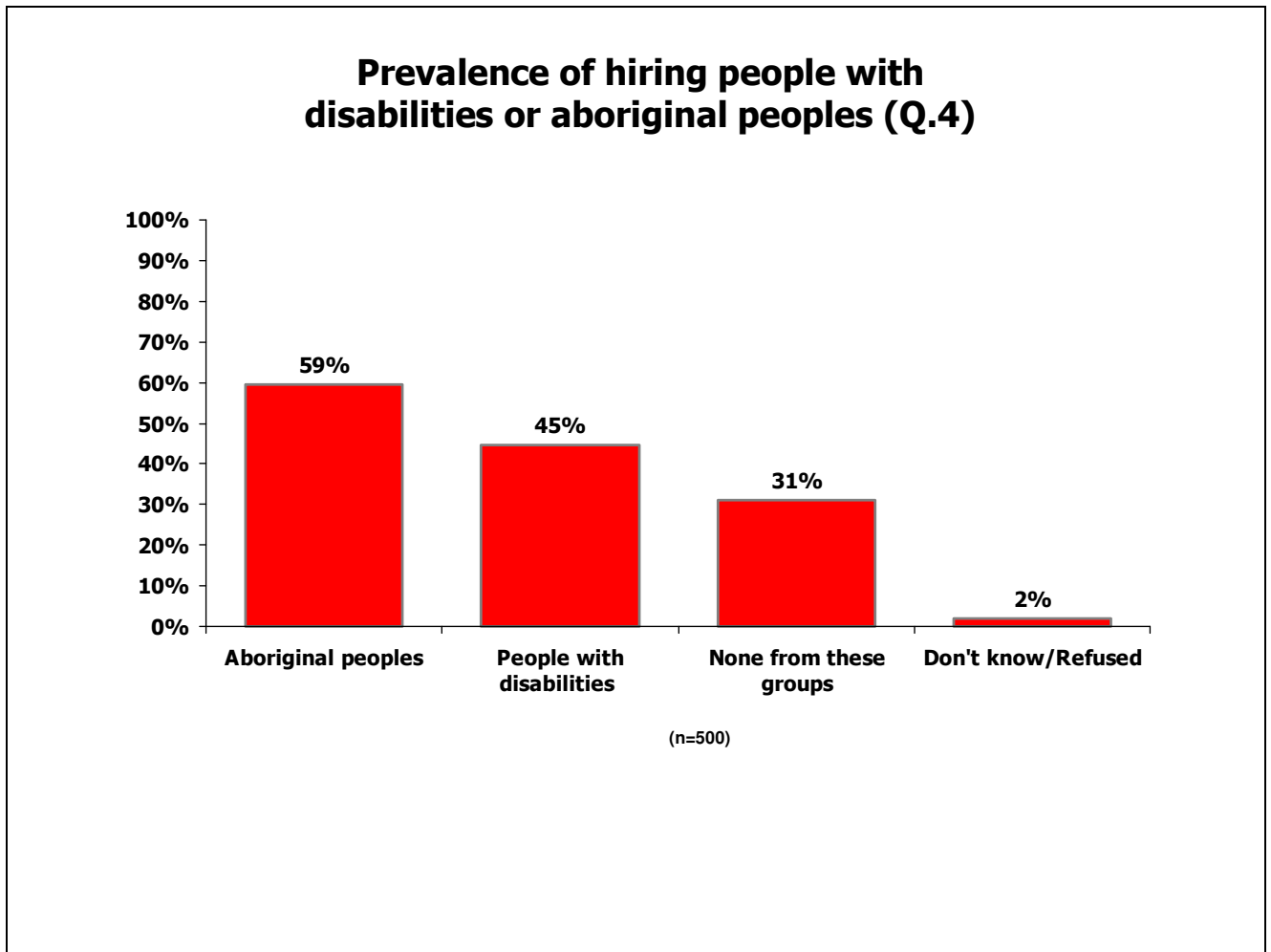
Q.3 How high a priority would you say it is to provide additional support for the employment of workers in the following groups? Use the scale from 1 to 7 where 1 means it is not a priority, 4 is moderate priority and 7 is top priority.

4.4 Experience Hiring Workers of Diversity

Over half (59%) of Alberta employers report that their organization has hired aboriginal peoples, while 45% have hired people with disabilities. One-third (31%) of Alberta businesses have not hired any employees from either of these groups.

Alberta employers with 1 to 4 employees (46%) are more likely than those with 5 to 9 employees (22%), 10 to 19 employees (8%), 20 to 49 employees (8%) and those with 50 or more employees (10%) to never have hired any people with disabilities or aboriginal peoples.

Figure 4



Q.4 Has your organization ever hired workers in the following groups?

5. Awareness, Use and Perceptions of Employment Services

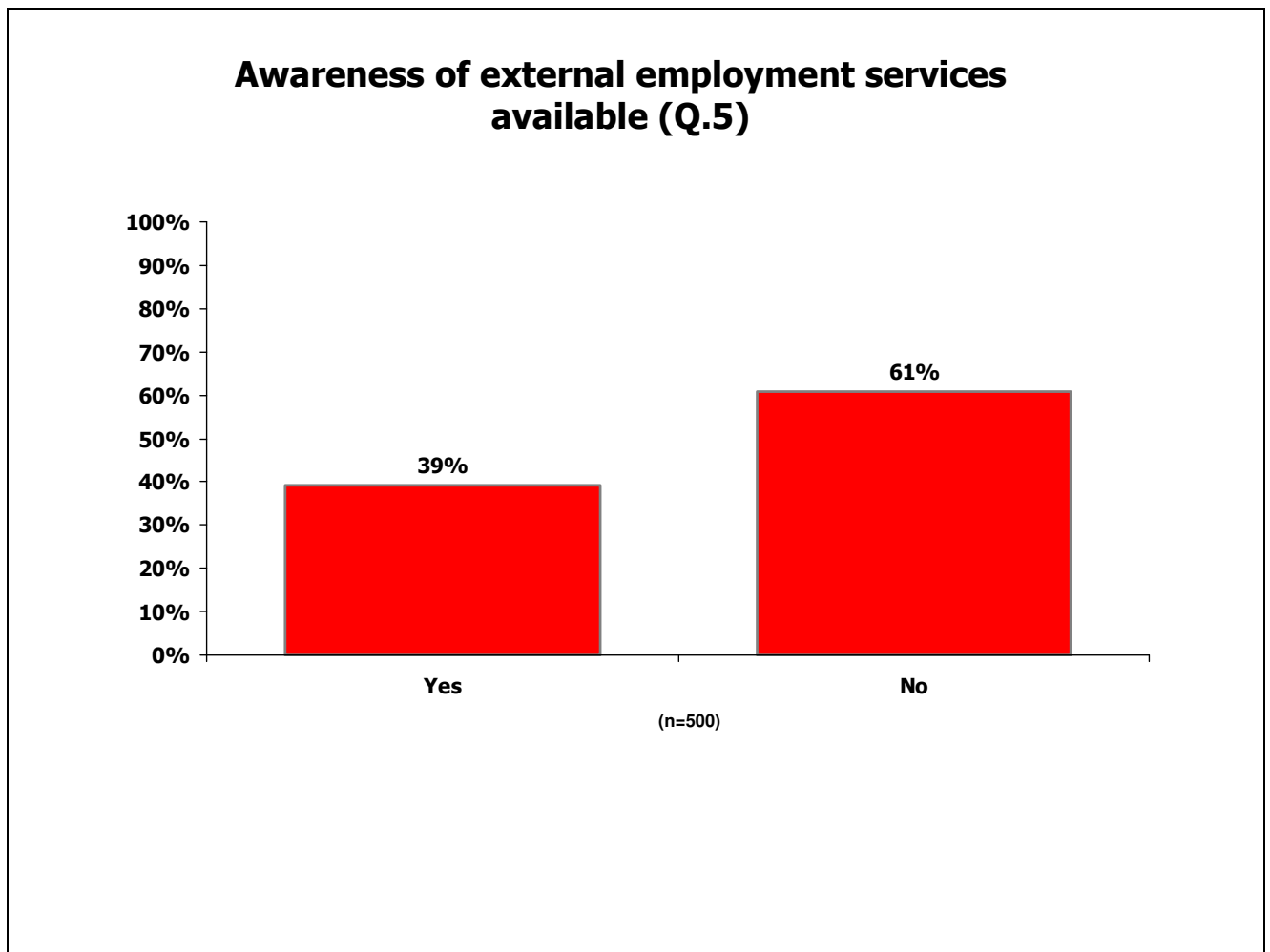
5.1 Awareness of External Employment Services Available

Over one-third (39%) of Alberta employers are aware of any services currently available to organizations in their area that help successfully employ workers of diversity.

Employers from Calgary (30%) demonstrate a lower proportion of awareness of these types of services than those located in Edmonton (41%) and other areas of Alberta (45%). Employers with 20 to 49 employees (54%) are more likely than those with 1 to 4 employees (34%) to be aware of such external employment services.

Employers in the education sector (63%) report the highest proportion of awareness of external employment services of all industries.

Figure 5



Q.5 Are you aware of any services available to organizations in your geographic area that help you successfully employ workers of diversity?

Awareness of specific external employment services among Alberta businesses is very low. Close to two-thirds (61%) are not aware of any services and 18% cannot recall them by name. Even for specific services the interviewers prompted the employers with by name, awareness for these organizations is 3% for EmployAbilities and 1% for Women Building Futures. Unprompted recall for specific services is 1% at best, even for government, and many services are not mentioned at all.

Table 1: Awareness of specific external employment services (Q.6)

| Organization name | TOTAL (n=500) |
|---|----------------------|
| <i>Recall with prompting</i> | |
| EmployAbilities | 3% |
| Women Building Futures | 1% |
| <i>Recall without prompting</i> | |
| Community employment services | 1% |
| Colleges/ Universities | 1% |
| Federal government (General) | 1% |
| Staffing agencies | 1% |
| Centres for people with disabilities or diseases (MS, CNIB) | 1% |
| Service Canada (Canada Employment, Canada Job Bank) | 1% |
| Catholic Social services/ Catholic charity groups | 1% |
| Alberta government/ Provincial government | 1% |
| Government agencies/ Government (unspecified) | 1% |
| Mennonite Centre for Newcomers/ Mennonite organizations | 1% |
| Alberta Employment and Immigration | 1% |
| 5th on 5th Youth services | 1% |
| Other Aboriginal services | 1% |
| Other mentions | 9% |
| Not aware of any services | 61% |
| I can't recall any names | 18% |

Q.6 What are the names of the organizations you can recall that provide these kinds of services for employers?

***Bold indicates recall (with prompting) of the name of the organization**

5.2 Use of External Employment Services

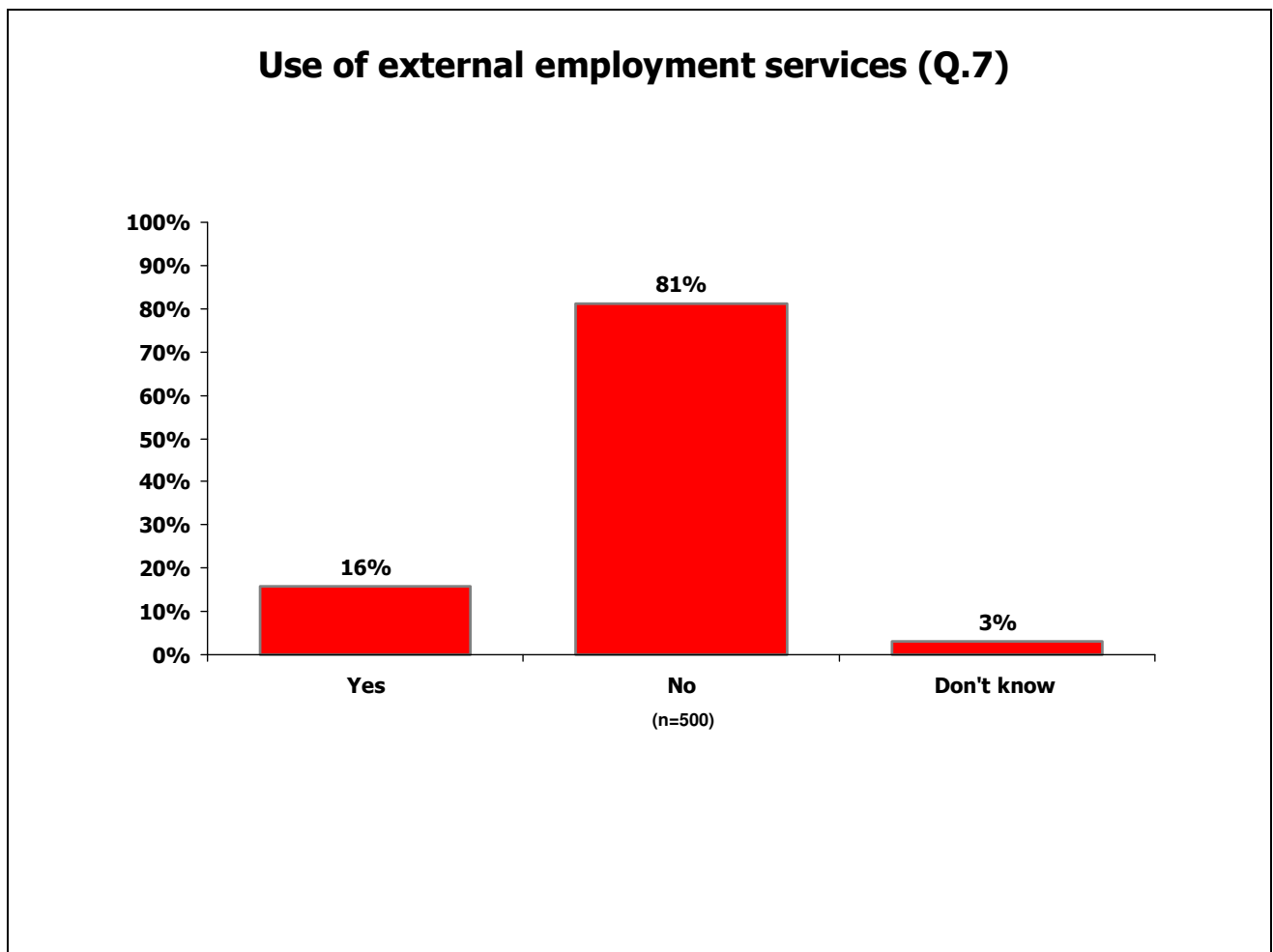
A small proportion of Alberta employers (16%) report that their organizations have used external employment services to hire employees of diversity while 81% have never used this type of service.

The larger an organization is, the higher incidence they have of having used an external employment service. Specifically, organizations with 50 or more employees (40%) report the highest incidence of having used external employment services followed by those with 20 to 49 (28%), 10 to 19 (22%), 5 to 9 employees (22%) and those with 1 to 4 employees (8%).

Employers whose workforce consists of 100% skilled employees (9%) report a lower incidence of using external employment services than those having unskilled employees (20% of those with less than 50% skilled workers and 21% of those with 50%-99% skilled workers).

Employers in the hospitality industry (38%) report the highest incidence of use of external employment services of all industries.

Figure 6

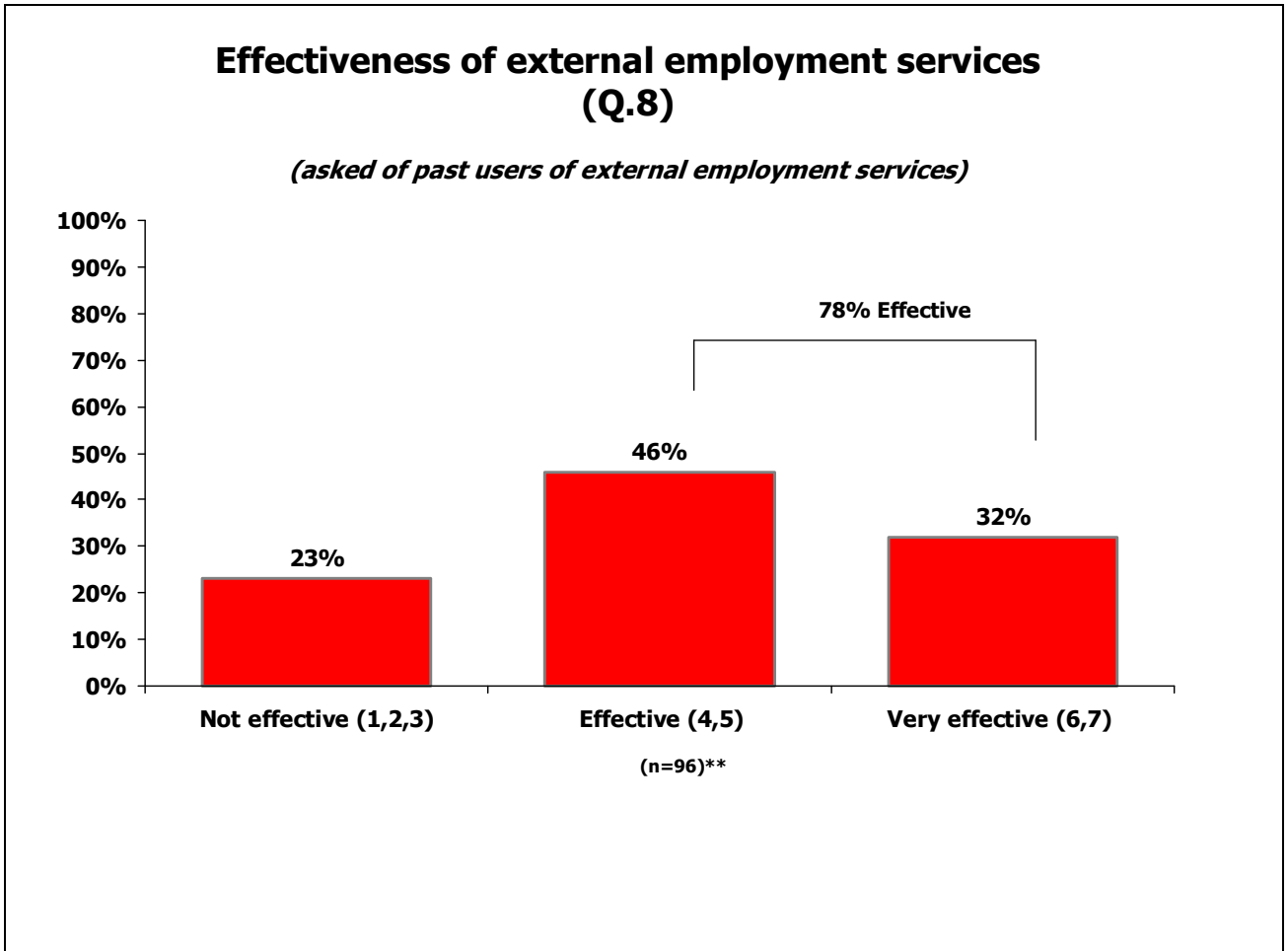


Q.7 Has your organization ever used any external employment services for workers of diversity?

5.3 Perceived Effectiveness of External Employment Services

Among previous users of external employment services (16%), over three-quarters (78%) perceive that the service was effective, including 32% who rate the service very effective, and 46% who rate it somewhat effective. About one-quarter (23%) of past users rate the service as not effective.

Figure 7



Q.8 How effective were those employment services in terms of successfully employing qualified workers for your organization? Use the scale from 1 to 7 where 1 means not at all effective, 4 means effective and 7 means very effective.

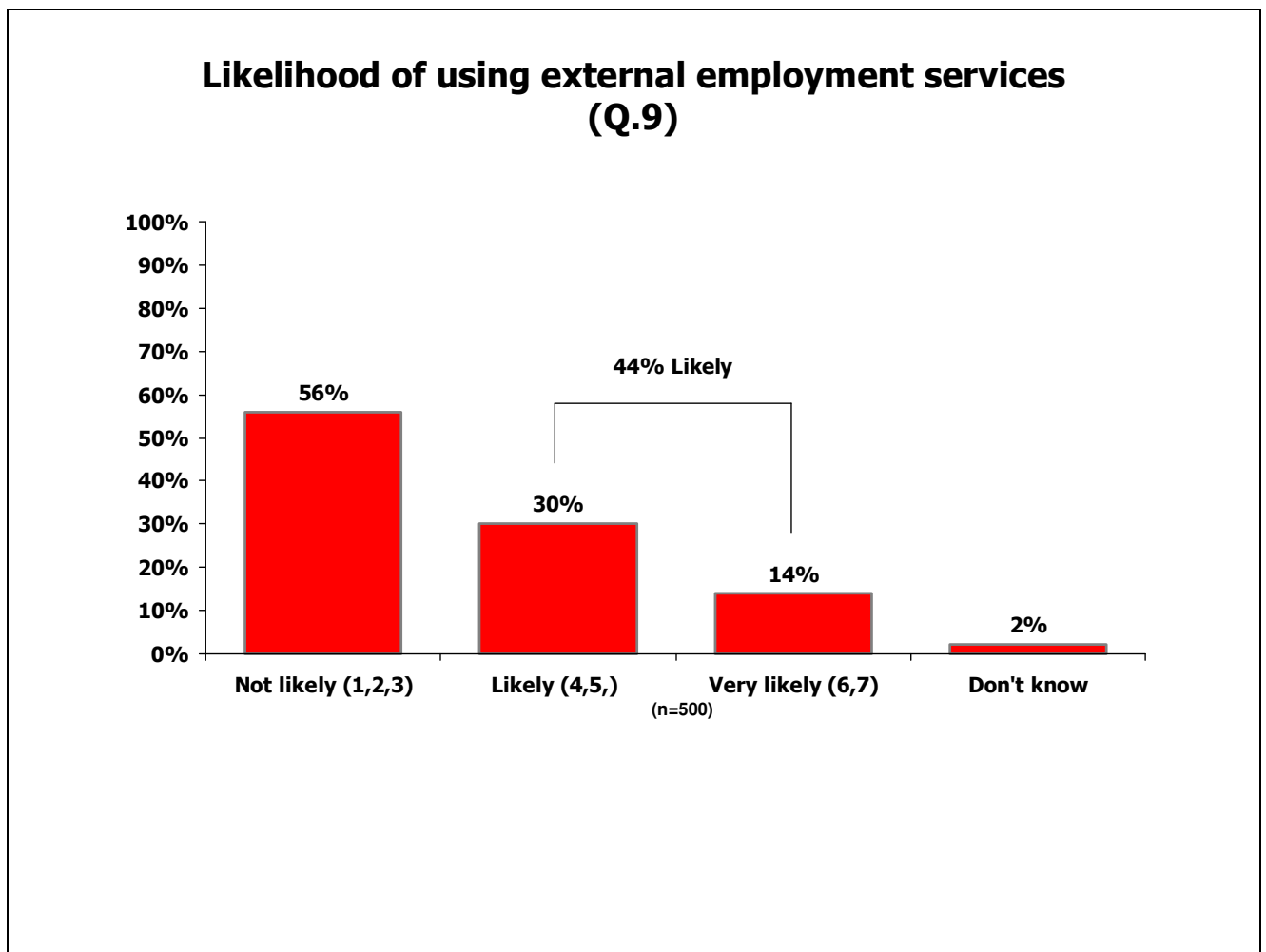
** Caution to be taken in interpretation of results due to small sample size.

5.4 Likelihood of Using External Employment Services

Close to half (44%) of Alberta employers are likely to use an external service to hire employees of diversity, including 14% who are very likely to use the service and 30% who are somewhat likely. Over half (56%) are not likely to use an external employment service.

Employers in the education (24% very likely) and hospitality (23% very likely) sectors represent the industries most likely to use external employment services to hire employees of diversity, while those in the retail sector are the least likely (7% very likely).

Figure 8



Q.9 If you had an employment need, how likely would you be to use an external employment service for workers of diversity? Use the scale from 1 to 7 where 1 means not at all likely, 4 means likely and 7 means very likely.

5.5 Barriers and Motivations to Using External Employment Services

Alberta employers who are not likely to use an external employment service cite many barriers for not doing so, with the most frequently mentioned barrier being not needing to go through external agencies or being able to do it themselves (38%). Another barrier to using an external service is concern about the quality and skill level of employees (14%). Other barriers include too much cost and effort (9%), being a small business (7%), having no need (6%), not hiring (6%), and not knowing enough about the services (5%).

Even among non-likely users, some positive comments are made, specifically that the services are easy to work with and make hiring easy (3%) and the services provide high quality skilled employees (2%).

Table 2: Not likely- barriers to using service (Q.10)

| <i>Not likely (1,2,3 rating)</i> | TOTAL (n=270) |
|---|--------------------------|
| They don't need to go through external agencies / They do it themselves | 38% |
| Concerned about the the quality / skill level of employees | 14% |
| Unfavourable mentions (services) | 9% |
| <i>Cost too high to accommodate the employee</i> | 4% |
| <i>Too much effort to accommodate</i> | 3% |
| <i>Service costs too much</i> | 3% |
| They are a small business | 7% |
| There's no need (general) | 6% |
| They don't hire / They are not hiring | 6% |
| Favourable mentions (services) | 5% |
| <i>Services are easy to work with / make hiring easy</i> | 3% |
| <i>Services provide high quality / skilled employees</i> | 2% |
| Don't know enough about the service / what services are offered | 5% |
| Ads / Advertisements | 4% |
| They follow corporate rules in the hiring process | 3% |
| Ethnic background doesn't make a difference when hiring | 3% |
| Prefer to hire locally / Prefer to hire people from our community | 3% |
| Having someone to fill the position is the most important factor / Just want to have manpower | 3% |
| Lack of success in past / Previous bad experience | 3% |
| The location of the business | 2% |
| Want to give equal opportunity to everyone / want to be fair | 1% |
| Conflict with other employees | 1% |
| Would use the service if they can't find applicants | * |
| Other | 3% |
| Refused | 6% |

* Less than 1% of respondents

Q.10 What are your reasons for providing a "(INSERT RATING FROM Q6)" rating?

Alberta employers who are somewhat likely to use an external employment service indicate they do not need to go through external agencies and they do the hiring themselves (20%) and are concerned about the quality and skill level of employees (13%). Others would use the service if they cannot find applicants (11%). Somewhat likely users also provide positive comments, citing that the services provide high quality and skilled employees (9%), services are easy to work with and make hiring easy (9%) and they have had a positive past experience (4%).

Table 3: Likely-Moderate users ratings (Q.10)

| Moderate users (4,5 rating) | TOTAL (n=149) |
|---|--------------------------|
| Don't need to go through external agencies / Do it themselves | 20% |
| Favourable mentions (services) | 19% |
| <i>Services provide high quality / skilled employees</i> | 9% |
| <i>Services are easy to work with / make hiring easy</i> | 9% |
| <i>Positive past experience with service</i> | 4% |
| Concerned about the quality / skill level of employees | 13% |
| Would use the service if they can't find applicants / If they need help | 11% |
| Don't know enough about the service / what services are offered | 4% |
| They don't hire / they are not hiring | 3% |
| Having someone to fill the position is the most important factor / They just want to have enough manpower | 3% |
| They want to give equal opportunity / be fair to everyone | 3% |
| There's no need (general) | 3% |
| Unfavourable mentions (services) | 3% |
| <i>Too much effort to accommodate</i> | 1% |
| <i>Cost too high to accommodate employee</i> | 1% |
| <i>Service costs too much</i> | 1% |
| They are a small business | 3% |
| They follow corporate rules in the hiring process | 2% |
| Ethnic background doesn't make a difference when hiring | 2% |
| Ads / Advertisements | 2% |
| Lack of success in the past/previous bad experience | 1% |
| The location of the business | 1% |
| No time / too busy | * |
| Other | 5% |
| Refused | 16% |

Less than 1% of respondents

Q.10 What are your reasons for providing a "(INSERT RATING FROM Q6)" rating?

Very likely users of external employment services report their motivations as being that the services are easy to work with and make hiring easy (30%), the service provides high quality skilled employees (17%) and they have had a positive past experience with the service (5%). Although they are very likely to use the service, even committed Alberta employers express concern about the quality and skill level of employees (14%).

Table 4: Motivators- Committed Users (Q.10)

| <i>Committed Users (6,7 rating)</i> | TOTAL (n=71)** |
|--|---------------------------|
| Favourable mentions (services) | 46% |
| <i>Services are easy to work with/make hiring easy</i> | 30% |
| <i>Services provide high quality/skilled employees</i> | 17% |
| <i>Positive past experience with the service</i> | 5% |
| Concerned about the quality / skill level of employees | 14% |
| Would use the service if they can't find applicants / if they need help | 8% |
| They want to give equal opportunity to everyone / They want to be fair to everyone | 8% |
| Ethnic background doesn't make a difference when hiring | 5% |
| Having someone to fill the position is the most important factor | 5% |
| They don't need to go through external agencies / Do it themselves | 2% |
| Minimal or no additional cost | 2% |
| They are a small business | 2% |
| Unfavourable mentions (services) | 2% |
| <i>Service costs too much</i> | 2% |
| <i>Cost too high to accommodate the employee</i> | 1% |
| They don't hire / are not hiring | 2% |
| Don't know enough about the service/what services are offered | 1% |
| No time / too busy | 1% |
| Lack of success in the past / previous bad experience | 1% |
| Other | 6% |
| Refused | 9% |

** Caution to be taken in interpretation of results due to small sample size.

Q.10 What are your reasons for providing a "(INSERT RATING FROM Q6)" rating?

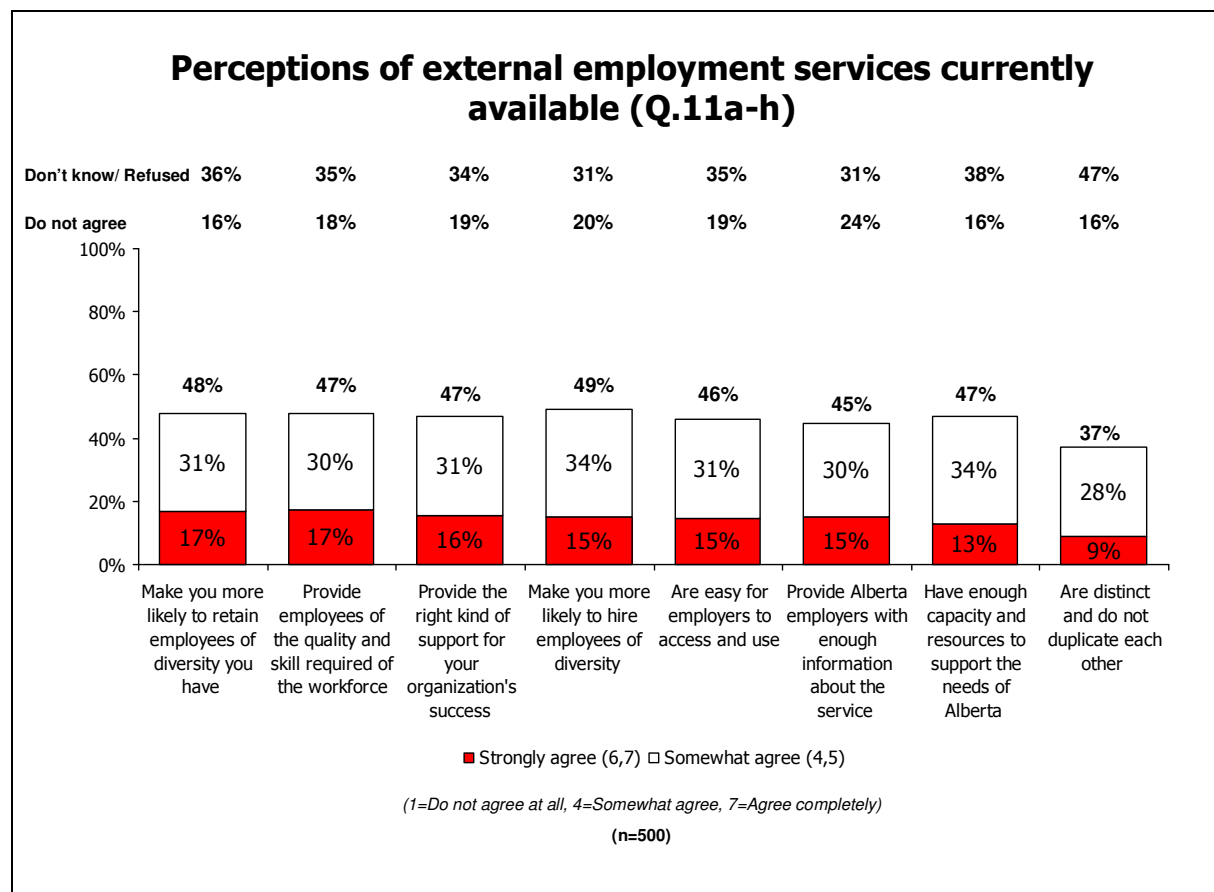
5.6 Perceptions of External Employment Services Currently Available

Reflecting employers' low general awareness about external employment services, opinions regarding various attributes and potential outcomes of the services tend to be relatively uncommitted. Perceptions are similar across almost all attributes, with the exception being a relatively lower proportion of agreement (37% agree, 9% strongly agree) and a high proportion of "don't know" responses (47%) for the services being distinct and not duplicating each other.

Half of Alberta employers agree with most statements about their perception of external employment services with a higher proportion of moderate than strong agreement (a range of 37-48% agree, and 9-17% strongly agree). A substantial proportion of 'don't know' responses across all statements demonstrates a general lack of knowledge regarding external employment services.

The highest proportion of non-agreement is provided for having enough information about the external employment services (24%). Results are similar for those who are aware of external employment services and those who are not.

Figure 9



Q.1

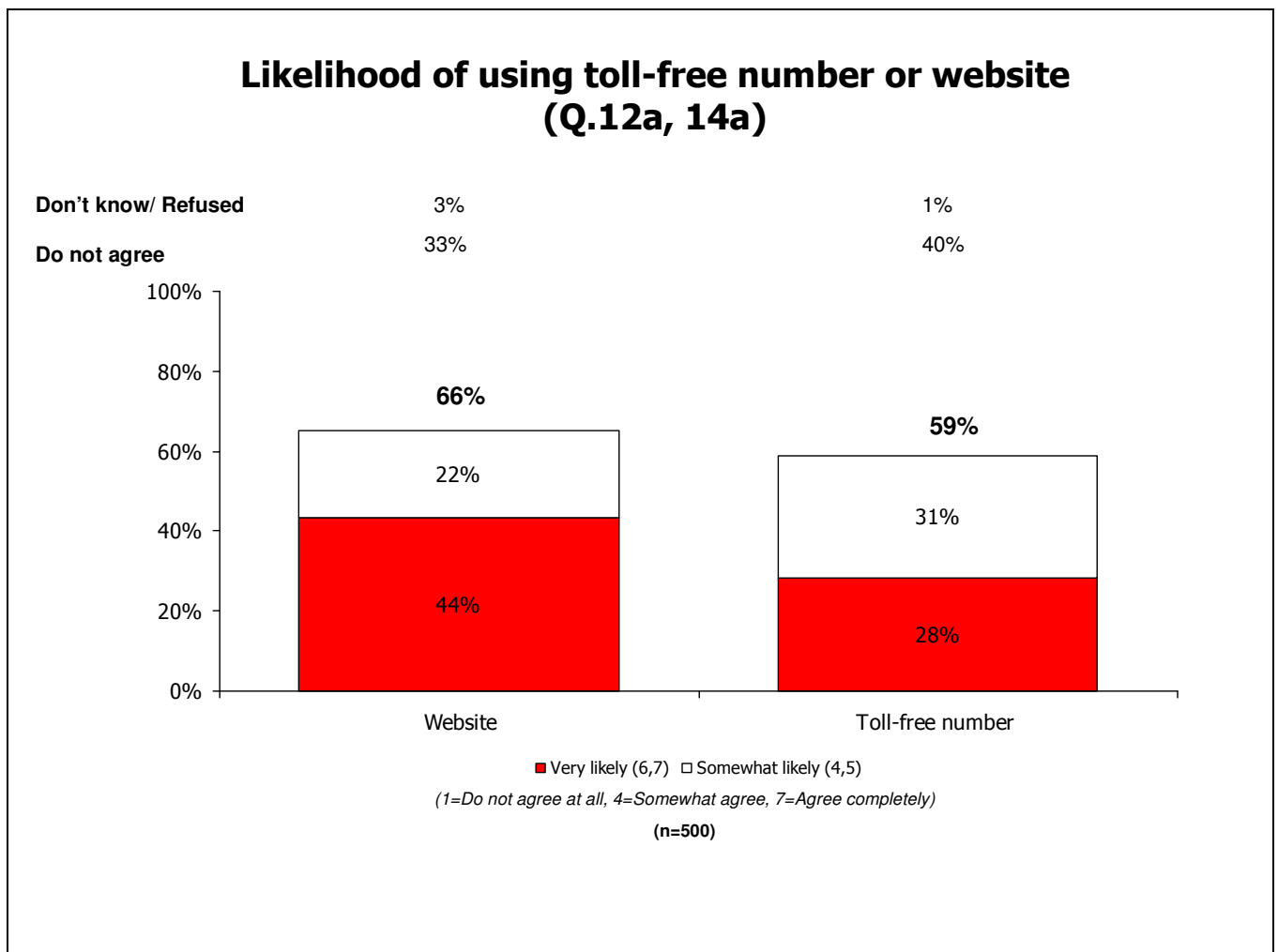
1 Please rate your agreement with the following statements about the services currently available to help Alberta employers successfully employ workers of diversity, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. These services...

6. Need for Centralized Resource for Employment Services

6.1 Likelihood of Using Centralized Resource

Two-thirds (66%) of Alberta employers are likely to use a website that offers information about workforce diversity services available in their area. Fewer employers (59%) would use the service if it was offered through a toll-free number. Preference for the website is particularly strong when considering the difference between “very likely” ratings for the two options. Specifically, 44% would be very likely to use the website versus 28% for the toll-free number. Employers in the hospitality sector are the most likely of all industries to use the service through a website (54% very likely) or a toll-free number (42% very likely).

Figure 10

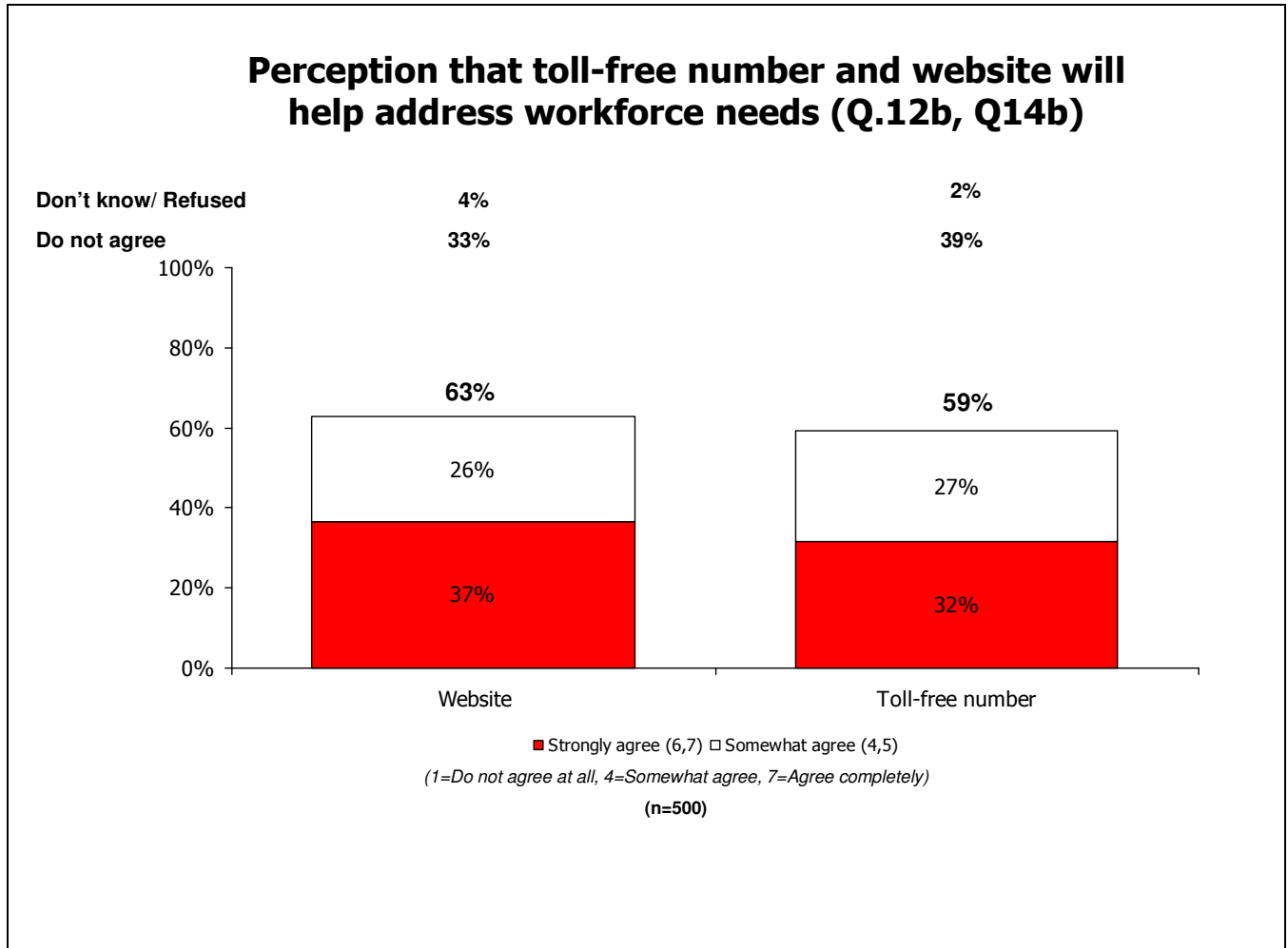


Q.12 The Edmonton and Calgary Chambers of Commerce are considering setting up a single toll-free line that would be available for you to call for information about the workforce diversity services available to employers in your area. Assuming this toll-free line was made available, rate your agreement with the following statements, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. a. You would be likely to call the toll-free line when you need to hire workers; Q.14 Assuming the same service was provided but online instead of a telephone line, and you could access information about the workforce diversity services on a single website, rate your agreement with the following statements, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. a. You would be likely to visit the website when you need to hire workers

6.2 Perception that Centralized Resource Would Address Workforce Needs

Two-thirds (63%) of Alberta employers agree having a website available would help to address their workforce needs. While overall agreement is similar for a toll-free number (59%), a somewhat higher proportion express strong agreement that a website (37%) would address their needs compared to a toll-free number (32%).

Figure 11



Q.12 The Edmonton and Calgary Chambers of Commerce are considering setting up a single toll-free line that would be available for you to call for information about the workforce diversity services available to employers in your area. Assuming this toll-free line was made available, rate your agreement with the following statements, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. b. Having the toll-free number to call would help you address your workforce needs

Q.14 Assuming the same service was provided but online instead of a telephone line, and you could access information about the workforce diversity services on a single website, rate your agreement with the following statements, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. b. Having the website available to visit would help you address your workforce needs

6.3 Information Needed Regarding Toll Free Information Line

In order to feel confident about using a toll-free information line, Alberta employers would like to have a complete list of services available (19%), services that provide skilled and quality workers (18%), explanation of what the services are and what the organizations do (18%), and what services are available in their area (12%). Fourteen percent (14%) report that nothing would make them feel confident in using a toll-free information line and 20% do not know.

Table 5: Information needed to be confident in toll-free information line (Q.13)

| <i>Alberta employers</i> | TOTAL (n=500) |
|---|--------------------------|
| Complete list of services available | 19% |
| Services that provide / find skilled / quality workers | 18% |
| Explain what the the services are / what the organizations do | 18% |
| Services available in their area | 12% |
| Knowledgeable staff | 7% |
| Information demonstrating the line's effectiveness | 6% |
| Staff understand business's needs | 4% |
| Shows the benefit to the employer | 4% |
| Phone answered quickly | 4% |
| Provide references and information on candidates | 3% |
| Categories of candidates | 3% |
| Need to know the actual phone number | 3% |
| Explain the costs of the services | 1% |
| The availability of the workers | 1% |
| Courteous / friendly staff | 1% |
| Need to know that it is confidential | 1% |
| Information demonstrating it provides a return on investment | * |
| Include low cost services | * |
| Include free services | * |
| Nothing that would make them feel confident | 14% |
| Don't use the service | 3% |
| Other | 2% |
| Don't know | 20% |

** Less than 1% of respondents*

Q.13 What would you need to know about the toll-free information line in order for you to be confident that it would fit your organization's needs?

6.4 Information Needed Regarding Website

To feel confident about using a website, Alberta employers need an explanation of what the services are and what the organizations do (18%), a complete list of services available (15%), services that provide skilled, quality workers (13%), and identification of the services that are available in their area (11%). Alberta employers want a website that is easy to navigate and makes it easy to find information (9%). Thirteen percent (13%) say that there is nothing that would make them feel confident using the website and 22% do not know.

Table 6: Information needed to be confident in website (Q.15)

| <i>Alberta employers</i> | TOTAL (n=500) |
|--|--------------------------|
| Explains what the services are / what the organizations do | 18% |
| Provides a complete list of services available | 15% |
| Services that provide / find skilled / quality workers | 13% |
| Services available in your area | 11% |
| Is easy to navigate / intuitive / easy to find information | 9% |
| Provide references and information on the candidates | 7% |
| Need to know the location / address of the website | 5% |
| Information demonstration the line's effectiveness | 5% |
| Shows the benefit to the employer | 3% |
| Online security / Identity theft protection / No spam | 3% |
| Categories of candidates | 3% |
| Explain the cost of services | 1% |
| Understanding their organization's needs | 1% |
| Include free services | * |
| Include low cost services | * |
| Information demonstrating line provides a return on investment | * |
| There is nothing that would make them feel confident | 13% |
| They don't use the service | 2% |
| Other | 2% |
| Don't know | 22% |

* Less than 1% of respondents

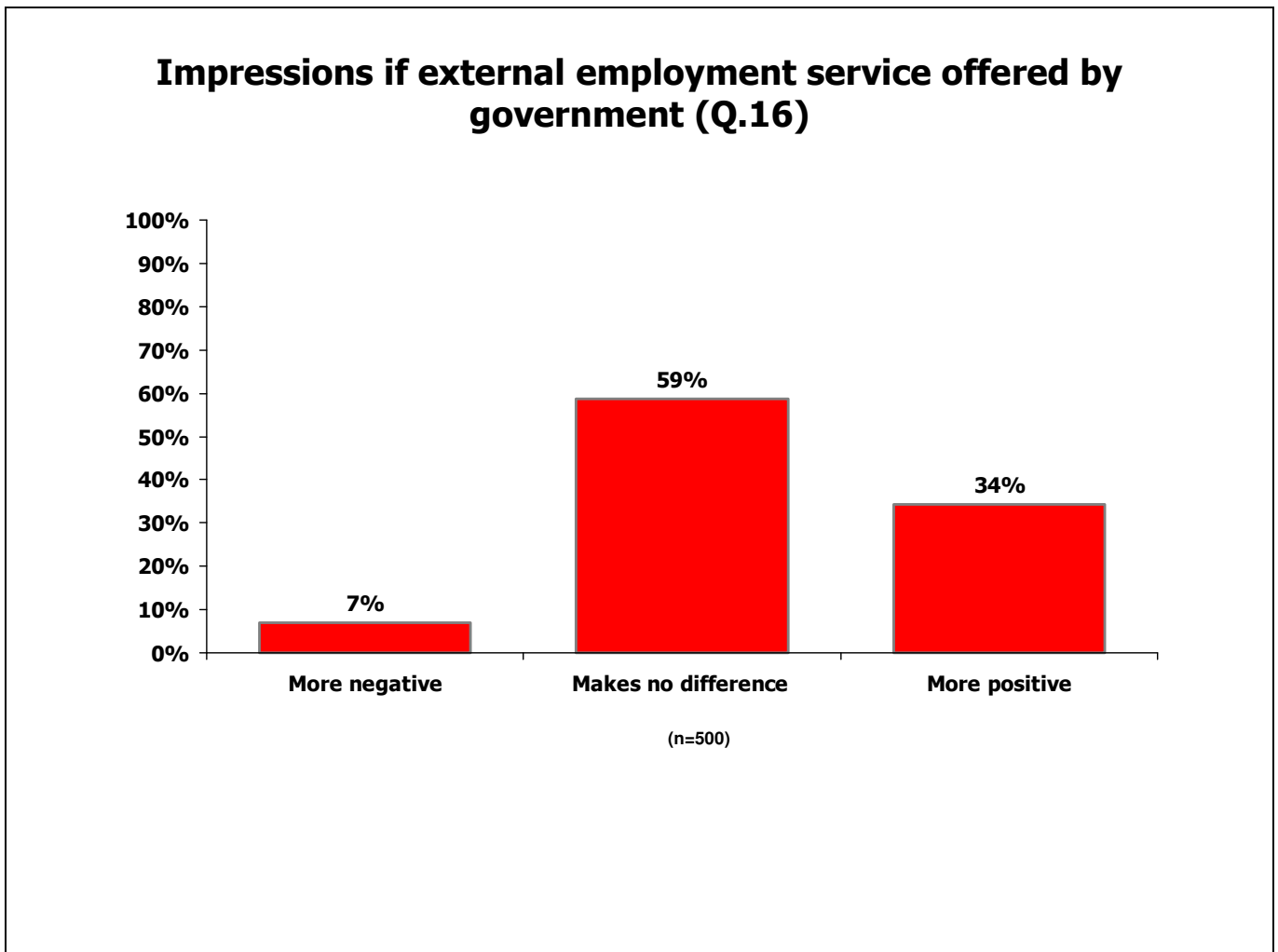
Q.15 What would you need to know about the website in order for you to be confident that it would fit your organization's needs?

6.5 Impression if Service Offered by Government

If the one-stop service for workforce diversity employment services was provided by government, over half of Alberta employers (59%) perceive that it would make no difference to them, one-third (34%) believe it would be positive and 7% think it would be negative.

Alberta employers located in Edmonton (42%) and Calgary (38%) are more likely to have a positive opinion about the service being offered by the government than those in other areas of the province (27%). Those in areas other than Edmonton (54%) and Calgary (53%) are more likely to think it would make no difference (67%).

Figure 12



Q.16 Assuming the one-stop service for workforce diversity services was provided by government, does that make your impression of the proposed service...

7. Organizational Profile

Table 7: Organizational Profile (Q.17,18,19,22)

| <i>Alberta employers</i> | TOTAL (n=500) |
|--|--------------------------|
| <i>Gender</i> | |
| Male | 52% |
| Female | 48% |
| <i>Region</i> | |
| Edmonton CMA | 27% |
| Calgary CMA | 32% |
| Other ALBERTA | 41% |
| <i>Number of Employees (TOTAL)</i> | |
| 1 to 4 employees | 53% |
| 5 to 9 employees | 21% |
| 10 to 19 employees | 13% |
| 20 to 49 employees | 9% |
| 50 to 99 employees | 3% |
| 100 to 249 employees | 1% |
| <i>Number of Employees (Alberta)</i> | |
| 25 or fewer | 78% |
| 26-50 employees | 9% |
| 51-100 employees | 5% |
| 101-200 employees | 3% |
| 201 or more | 6% |
| <i>Percentage of Skilled Workers</i> | |
| 0-9% | 15% |
| 10-25 % | 7% |
| 26-50 % | 11% |
| 51-75 % | 13% |
| 76-99 % | 12% |
| 100% | 37% |
| <i>Organization has HR Department</i> | |
| Yes | 36% |
| No | 64% |

Q.17 What is the approximate number of full-time employees in your organization's Alberta operations, including part-time workers as full-time equivalents?

Q.18 Approximately what percentage of your employees are skilled workers?

Q.19 Does your organization have a department that is responsible for Human Resources?

Q.22 Record Gender.

Table 7: Demographic Profile (Q.20-21) *cont'd*

| <i>Alberta employers</i> | TOTAL (n=500) |
|---------------------------------|--------------------------|
| <i>Business Sector</i> | |
| Retail | 18% |
| Construction | 13% |
| Resources, such as oil and gas | 9% |
| Hospitality | 9% |
| Health | 7% |
| Transportation | 7% |
| Education | 5% |
| Financial services | 5% |
| Communications | 3% |
| Utilities | 2% |
| Other mentions | 37% |
| <i>Business Location</i> | |
| Edmonton area | 44% |
| Calgary area | 42% |
| Other cities | 9% |
| Red Deer | 7% |
| Other towns | 6% |
| Grand Prairie | 5% |
| Lethbridge | 4% |
| Alberta (General) | 4% |
| Rural area | 2% |
| Medicine Hat | 2% |
| Fort McMurray | 2% |
| Vancouver | 1% |
| Saskatchewan | 1% |
| Across Canada | 1% |
| British Columbia | 1% |
| Lloydminster | 1% |
| Strathmore | 1% |
| High River | 1% |
| Slave Lake | 1% |
| Ontario (general) | 1% |
| Barrhead | 1% |
| Cold Lake | * |
| U.S.A (general) | * |

* Less than 1% of respondents

Q.20 In what sector(s) does your organization operate? Q.21 Please specify all of the locations your organization has employees that you have responsibility for in terms of hiring and retention...

Appendix A: Questionnaire

Workforce Diversity Questionnaire
Edmonton Chamber of Commerce
Prepared by Leger Marketing, project # 40308-002
Version 4, November 13, 2009

Introduction

Hello, my name is _____ from Leger Research. The Edmonton and Calgary Chambers of Commerce have commissioned us to talk to businesses in your industry about diversity in the workplace and get feedback on a new resource they are developing to help businesses with hiring. Your company has been selected as an important representative to speak to within your industry. Please note we are not selling anything.

May I please speak to the person in your organization who is responsible for hiring?

[INTERVIEWER NOTE: IF PERSON IS OUTSIDE ALBERTA: May I please speak to the person in Alberta with the greatest responsibility for hiring?]

REINTRODUCE IF CALL TRANSFERRED

Your input is very important, and should take no more than 10 minutes. Would you be able to help us out?

Great! Our conversation today is on the topic of workforce diversity, which focuses on employment of minority and disadvantaged populations. This applies to a whole range of employees from those in entry-level positions to those in office settings and highly skilled trades, as well as supervisors and managers.

1. Please rate your agreement with the following statements related to the Alberta workforce, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. READ IN ORDER

- a. Looking to the years ahead, your organization is concerned about the availability of labour for your future workforce
- b. Employers in Alberta have a need for increased diversity in the workforce
- c. There are minimal or no additional costs involved in hiring employees of diversity

2. How challenging would you say it is for your organization to successfully employ workers in the following groups? Use the scale from 1 to 7 where 1 means not challenging at all, 4 means somewhat challenging and 7 means very challenging. READ IN RANDOMIZED ORDER

- a. Women
- b. Visible minorities
- c. Immigrants
- d. People with disabilities
- e. Aboriginal peoples

3. How high a priority would you say it is to provide additional support for the employment of workers in the following groups? Use the scale from 1 to 7 where 1 means it is not a priority, 4 is moderate priority and 7 is top priority. READ IN RANDOMIZED ORDER

- a. Women
- b. Visible minorities
- c. Immigrants
- d. People with disabilities
- e. Aboriginal peoples

4. Has your organization ever hired workers in the following groups? READ IN RANDOMIZED ORDER

- a. People with disabilities
- b. Aboriginal peoples

5. Are you aware of any services available to organizations in your geographic area that help you successfully employ workers of diversity?

- 1 Yes
- 2 No

6. What are the names of the organizations you can recall that provide these kinds of services for employers? DO NOT READ. PROBE FOR MORE.

- 1 EmployAbilities
- 2 Women Building Futures
- 3 Other (specify)_____

7. Has your organization ever used any external employment services for workers of diversity?

- 1 Yes
- 2 No

ASK Q8 IF Q7=YES

8. How effective were those employment services in terms of successfully employing qualified workers for your organization? Use the scale from 1 to 7 where 1 means not at all effective, 4 means effective and 7 means very effective. ASK ALL

9. If you had an employment need, how likely would you be to use an external employment service for workers of diversity? Use the scale from 1 to 7 where 1 means not at all likely, 4 means likely and 7 means very likely.

10. What are your reasons for providing a "(INSERT RATING FROM Q6)" rating? DO NOT READ. PROBE FOR DETAIL.

- 1 Don't know enough about the service / what services are offered
- 2 Cost too high to accommodate the employee
- 3 Service costs too much
- 4 Too much effort to accommodate
- 5 Concerned about the quality/skill level of the employees
- 6 Conflict with other employees
- 7 Minimal or no additional cost
- 8 Services are easy to work with / make hiring easy
- 9 Services provide high quality/skilled employees
- 10 Other (specify)_____

11. Please rate your agreement with the following statements about the services currently available to help Alberta employers successfully employ workers of diversity, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. These services... RANDOMIZE ORDER AND READ

- a. Have enough capacity and resources to support the needs of Alberta employers
- b. Provide employees of the quality and skill required for your workforce
- c. Provide the right kind of support for your organization to successfully employ workers of diversity
- d. Provide Alberta employers with enough information about the services they provide and how they help
- e. Are easy for employers to access and use
- f. Make you more likely to hire employees of diversity
- g. Make you more likely to retain employees of diversity that you have hired for more than a year
- h. Are distinct and do not duplicate each other

12. The Edmonton and Calgary Chambers of Commerce are considering setting up a single toll-free line that would be available for you to call for information about the workforce diversity services available to employers in your area. Assuming this toll-free line was made available, rate your agreement with the following statements, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. READ IN ORDER

- a. You would be likely to call the toll-free line when you need to hire workers
- b. Having the toll-free number to call would help you address your workforce needs

13. What would you need to know about the toll-free information line in order for you to be confident that it would fit your organization's needs? DO NOT READ. PROBE FOR DETAIL.

- 1 Complete list of services available
- 2 Services available in your area

- 3 Explains what the services are/what the organizations do
- 4 Shows the benefit to the employer
- 5 Demonstrate the effectiveness
- 6 Demonstrate return on investment
- 7 Explain the cost of the services
- 8 Include low cost services
- 9 Include free services
- 10 Services that provide/find skilled/quality workers
- 11 Phone answered quickly
- 12 Knowledgeable staff
- 13 Staff understand businesses' needs
- 14 Courteous/friendly staff
- 15 Other (specify)_____
- 16 There is nothing that would make me feel confident
- 17 Don't know

14. Assuming the same service was provided but online instead of a telephone line, and you could access information about the workforce diversity services on a single website, rate your agreement with the following statements, using the scale from 1 to 7 where 1 means you do not agree at all, 4 means you somewhat agree and 7 means you agree completely. READ IN ORDER

- a. You would be likely to visit the website when you need to hire workers
- b. Having the website available to visit would help you address your workforce needs

15. What would you need to know about the website in order for you to be confident that it would fit your organization's needs?
DO NOT READ. PROBE FOR DETAIL.

- 1 Complete list of services available
- 2 Services available in your area
- 3 Explains what the services are/what the organizations do
- 4 Shows the benefit to the employer
- 5 Demonstrate the effectiveness
- 6 Demonstrate return on investment
- 7 Explain the cost of the services
- 8 Include low cost services
- 9 Include free services
- 10 Services that provide/find skilled/quality workers
- 11 Is easy to navigate/intuitive/easy to find information
- 12 Other (specify)_____
- 13 There is nothing that would make me feel confident
- 14 Don't know

16. Assuming the one-stop service for workforce diversity services was provided by government, does that make your impression of the proposed service... READ 1-2 IN RANDOM ORDER AND READ 3 LAST

- 1 More positive
- 2 More negative
- 3 Or would it make no difference to your perception of the service

Finally, I have just a few questions for classification purposes.

17. What is the approximate number of full-time employees in your organization's Alberta operations, including part-time workers as full-time equivalents?

- 1 25 or fewer employees] SMALL
- 2 26-50 employees] SMALL
- 3 51-100 employees] MEDIUM
- 4 101-200 employees] MEDIUM
- 5 201 or more employees] LARGE

18. Approximately what percentage of your employees are skilled workers? ___%

19. Does your organization have a department that is responsible for Human Resources?

- 1 Yes
- 2 No

20. In what sector(s) does your organization operate? (ALL THAT APPLY)

- 1 Communications
- 2 Construction
- 3 Education
- 4 Financial services
- 5 Health
- 6 Hospitality
- 7 Resources, such as oil and gas
- 8 Retail
- 9 Transportation
- 10 Utilities
- 11 Other (do not specify)

21. Please specify all of the locations your organization has employees that you have responsibility for in terms of hiring and retention... READ (SELECT ALL THAT APPLY)

- 1 Calgary area (includes Airdrie)
- 2 Edmonton area (includes St. Albert, Sherwood Park, Spruce Grove, etc.)
- 3 Other city (specify name)_____
- 4 Other town (specify name)_____
- 5 Rural area (specify name of closest city or town)_____

22. Gender (RECORD, DO NOT ASK)

- 1 Male
- 2 Female

That concludes my interview. Thank you very much for your time and assistance!

If you have any questions about this interview, you may contact Barry Davis, Vice President Research for Leger Marketing at 780-423-0708.

Appendix B: Statistical Tolerances

STATISTICAL TOLERANCES

Probability Level: 95% confidence interval (19 times out of 20)

| With a sample size of | Range of error is: | | | | | | | | | | | | | 50% |
|-----------------------|--------------------|-----------|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----|
| | 2% or 98% | 4% or 96% | 6% or 94% | 8% or 92% | 10% or 90% | 12% or 88% | 15% or 85% | 20% or 80% | 25% or 75% | 30% or 70% | 35% or 65% | 40% or 60% | 45% or 55% | |
| 100 | | 3.8 | 4.7 | 5.3 | 5.9 | 6.4 | 7.0 | 7.8 | 8.5 | 9.0 | 9.3 | 9.6 | 9.8 | 9.8 |
| 150 | | 3.1 | 3.8 | 4.3 | 4.8 | 5.2 | 5.7 | 6.4 | 6.9 | 7.3 | 7.6 | 7.8 | 8.0 | 8.0 |
| 200 | | 2.7 | 3.3 | 3.8 | 4.2 | 4.5 | 4.9 | 5.5 | 6.0 | 6.4 | 6.6 | 6.8 | 6.9 | 6.9 |
| 250 | 1.7 | 2.4 | 2.9 | 3.4 | 3.7 | 4.0 | 4.4 | 5.0 | 5.4 | 5.7 | 5.9 | 6.1 | 6.2 | 6.2 |
| 300 | 1.6 | 2.2 | 2.7 | 3.1 | 3.4 | 3.7 | 4.0 | 4.5 | 4.9 | 5.2 | 5.4 | 5.5 | 5.6 | 5.7 |
| 400 | 1.4 | 1.9 | 2.3 | 2.7 | 2.9 | 3.2 | 3.5 | 3.9 | 4.2 | 4.5 | 4.7 | 4.8 | 4.9 | 4.9 |
| 500 | 1.2 | 1.7 | 2.1 | 2.4 | 2.6 | 2.8 | 3.1 | 3.5 | 3.8 | 4.0 | 4.2 | 4.3 | 4.4 | 4.4 |
| 600 | 1.1 | 1.6 | 1.9 | 2.2 | 2.4 | 2.6 | 2.9 | 3.2 | 3.5 | 3.7 | 3.8 | 3.9 | 4.0 | 4.0 |
| 800 | .97 | 1.4 | 1.6 | 1.9 | 2.1 | 2.3 | 2.5 | 2.8 | 3.0 | 3.2 | 3.3 | 3.3 | 3.4 | 3.5 |
| 1,000 | .87 | 1.2 | 1.5 | 1.7 | 1.9 | 2.0 | 2.2 | 2.5 | 2.7 | 2.8 | 3.0 | 3.0 | 3.1 | 3.1 |
| 1,200 | .79 | 1.1 | 1.3 | 1.5 | 1.7 | 1.8 | 2.0 | 2.3 | 2.5 | 2.6 | 2.7 | 2.8 | 2.8 | 2.8 |
| 1,500 | .71 | 1.0 | 1.2 | 1.4 | 1.5 | 1.6 | 1.8 | 2.0 | 2.2 | 2.3 | 2.4 | 2.5 | 2.5 | 2.5 |
| 2,000 | .61 | .86 | 1.0 | 1.2 | 1.3 | 1.4 | 1.6 | 1.7 | 1.9 | 2.0 | 2.1 | 2.1 | 2.2 | 2.2 |
| 3,000 | .47 | .70 | .81 | .98 | 1.1 | 1.1 | 1.3 | 1.4 | 1.6 | 1.6 | 1.7 | 1.7 | 1.8 | 1.8 |

How to read: If sample is 500 then 4% could be plus or minus 1.7% 19 times out of 20
 Canadian Advertising Research Foundation, Media Research Standards Procedures, 1984.