

***Market study report:
Identification of employment needs***

***Calgary, Canmore and Banff
Alberta***

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Executive summary

Companies surveyed

Two-thirds of the sample companies employ less than 50 people.

All of them function in a language other than English. For 92% of them, the other language is French.

For 79% of the positions, bilingualism is not required. However, being bilingual is certainly an advantage for many positions, on average, compared with 34 for which this is not the case.

As for the type of positions involved, the survey shows that the greatest concentration of positions is in the area of project management and in customer services. Half of the companies state that experience is required, while 39% state that education is more important.

Being bilingual is a real advantage during the hiring process, particularly in the areas of customer services, the restaurant industry and administration, with percentages of 69, 21 and 25 respectively. Once again, experience and education are the most important criteria.

Discussions with colleagues and oral communication with members of the public and clients are the areas in which French is most used. In fact, every day and several times per week, 56% et 49% of such activities are carried out in French. Communication with supervisors also occurs frequently in this language, to the extent of 20% on a daily basis and 15% several times per week.

Interpretation, translation, document writing and reading are also tasks for which French is widely used.

A proportion of 28% of the companies surveyed plan to increase their staff over the course of the next two years. On average, the survey respondents each expect to add 26 new positions. It should be noted that two firms stated that they would increase staff by between 100 and 150 positions. This data should therefore be weighted accordingly.

In all of this projected workforce expansion, the number of job positions considered to be bilingual is an average of one, compared to six for which bilingualism would be an asset.

In the case of a unilingual Francophone candidate, about four out of five companies confirm that they are not in a position to offer him/her a job. About three quarters of these jobs are in the restaurant or housekeeping sectors. On average, four such positions were available at the time of the survey.

The Employment Centre, whose mission is to assist employers to recruit bilingual and Francophone candidates, is not known by 64% of the survey respondents.

For recruitment purposes, individuals often have access to newspaper advertisements, word-of-mouth suggestions, internal references and the Internet.

In 56% of cases, employers have no trouble recruiting bilingual employees, while 30% confirm that they have difficulty doing so. Challenges arise initially because of the low number of qualified candidates, the lack of a sufficient knowledge of English and the length of their stay.

Training programs are offered for new and previously hired members of staff by 77% of employers. These programs are either informal orientation classes (81%), or formal training classes (45%).

Employees are encouraged to offer service in other languages, wherever possible in 64% of the companies surveyed.

Young people surveyed

The data shows that 75% of the young people surveyed hold down a paid job position, 81% of whom work full time, mostly in the restaurant industry, education sector, accommodation services and government services.

These young people most often speak English rather than French in the work place.

About 50% of the survey participants managed to find a job thanks to their knowledge of French. Furthermore, the same proportion worked for the last time in 2003, while 25% had never worked before. At their last job, six out of ten used mostly English.

Several unemployed people surveyed are not actively looking for work (40%), while those who are looking for work would prefer a full-time position, representing a proportion of 72%.

Less than 50% of young people showed any interest in training programs, and only 53% said that they preferred French as the language for training classes, which could be difficult for employers to offer.

This preference is explained when we note that a great majority of them speak French every day in their work sites.

Based on the demographic data, the parameters of the actual survey sample are sufficient with a higher proportion in the group of young people who have a high school diploma.

For the majority of the survey participants, French is their mother tongue. Most of them are also Canadian citizens who were born in Canada.

A little over one quarter of participants hold a university diploma, while 18% did not finish high school. They are predominantly single (60%) and without any dependents (80%).

Introduction

The Chambre économique de l'Alberta (the CÉA) (Alberta Francophone Business Development Agency) took the initiative to develop a register of available Francophone and bilingual workers in the Calgary, Canmore and Banff area. Working towards this goal, the CEA now wants to assess the current situation in relation to the needs of employers and young people in the area, in conjunction with the Réseau de Développement économique (RDÉE) (Economic Development Network), whose mission statement reads as follows :

“It is important to highlight the fact that over one million Francophone people live as a linguistic minority in Canada. Their impact on the economy of the country is significant. Their presence in the business world adds value to exchanges and allows for greater diversification in the economic sector. The RDEE acts as a link between the members of this community across the country ¹.”

This current research is aimed at assisting the CEA to calculate the potential added value offered by young Francophone/bilingual people. It also highlights the advantages from which their employers can benefit, given the presence of a French-speaking pool of workers in the area.

¹ Description of RDÉE mission: <http://www.rdee.ca/index.cfm/2,0,1321,7866,0,0,html>

Research objectives

Given the size of the Francophone community in Alberta, the merging of a register of employers' needs and the availability of a qualified workforce, with respect to the use of French in the workplace, presents numerous challenges that the various organizations are trying to resolve. Identifying the supply and demand as well as the means to implement a system to promote easier links remains problematic and requires a solution involving co-operation between the various players, both in the private and government sectors.

The varied training requirements for the young French-speaking workforce are the subject of programs which should correspond as closely as possible to the requirements of companies.

Employers looking for workers with a good knowledge of French sometimes do not know about the Employment Centres, thus denying themselves access to a very precious source of potential candidates. At the same time, a good number of young Francophones arrive in the area and do not have any recourse to the training sessions being offered.

Amongst these newly arrived people who come to work and learn English, some of them find themselves in resorts or elsewhere in an urban setting and they decide to leave their jobs earlier than planned, while others decide to extend their stay, thus complicating things for personnel managers in these establishments. Also in their case, the opportunity to continue with their training is sometimes neglected.

The spreading of information and the identification of resources available to all employment creators and seekers remain areas which require sufficient strategies to support the efforts of young Francophone/bilingual people in their career development paths.

Goals

One of the major goals lies in determining the manpower needs as well as the requirements for the available positions, for which mastery of the French language is necessary or desirable, through meetings with company management and young Francophone/bilingual workers living in the area. At the same time, problems encountered at the candidate recruitment and placement level will be discussed in order to eventually be capable of coming up with leads to solve them.

The survey will also identify areas that can provide employment opportunities for this clientele.

Similarly, training programs that are the subject of this survey and their degree of conformity with the requirements of employers will be considered with a view to promoting them to young people in order to improve their employability, while putting their knowledge of French to good use.

Methodology

Claros Research Corporation was hired to carry out this survey and worked in concert with the CEA to prepare the questionnaires. This task was carried out via telephone and e-mail, in co-operation with a small group of stakeholders who were consulted in order to validate the content and to adapt it the target Francophone clientele.

The draft of these questionnaires was tested on three respondents, to ensure the questions were clear, and that the order in which they were presented was correct. The final version was approved by the CEA in advance.

The surveys were carried out by telephone and in person, on young people and employers in the area, from lists provided by the CEA, as well as other lists compiled by Claros Research, based on telephone directory information.

An interviewer went to the area to carry out the interviews with respondents in person in Calgary, Canmore and Banff.

A certain number of questionnaires were also distributed to several organizations and collected personally, or returned by facsimile to the Claros offices.

One questionnaire per employer (sample = 61), as well as one questionnaire per young person (sample = 206) were filled out.

The interviews were carried out in French, as far as possible, or in English, where necessary. A majority of the questionnaires destined for the employers were filled out in English.

Data entry, analysis and report

In accordance with its mandate, Claros Research Corporation compiled all of the information gathered during the course of these interviews and analyzed the data contained in the questionnaires using MS Excel and SPSS software. This report sets forth the results and describes the situation currently facing young people and employers in the area's job marketplace.

Limitations of this survey

The lists provided by the CEA often turned out to be inaccurate and out-of-date, given the number of people listed who do not live permanently in the area. This situation partly explains the presence of a greater number of seasonal workers in the travel and hotel industry, compared to other areas.

Tight deadlines also limited the scope of the research. The results reflect this reality, but they still provide valuable leads to be followed up on by the parties responsible for implementing the resulting recommendations.

It should be noted that several large companies, such as Esso Imperial, Petro Canada, etc., whose coordinates do not appear on the lists, were not taken into consideration in the samples. In fact, their small numbers within the CEA on the one hand, and on the other hand the complexity of their needs and the inherent challenges in trying to quantify their situation in terms of availability of a bilingual work force, would have made their participation in this research rather difficult.

Results

Survey of employers

The reader will find tables to refer to that give an idea of the data gathered. It should be noted that for certain questions, the respondents had the opportunity to make more than one choice. In such situations, the percentages may total more than 100%.

Given that the survey was carried out in the area of Calgary, Banff and Canmore, there is obviously a concentration of companies in the tourism industry including hotels, restaurants and business services. On examining the table below, it should also be noted that there is a wide size range of participating companies, from those with between 1 and 5 employees, up to those with over 300 employees. The majority (67%) of the participating companies, employ between 1 and 50 people.

1. In which business sector or industry would you place your company?		
	Number	Percentage
Hotel industry	20	33%
Restaurant business	8	13%
Business services	6	10%
Tourism industry	6	10%
Finance and insurance	4	7%
Retail industry	3	5%
Construction	3	5%
Health care and social services	3	5%
Communications	2	3%
Education	2	3%
Manufacturing industry	2	3%
Government services	2	3%
Wholesale business	1	2%
Real estate	1	2%
Passenger transportation	1	2%
Total	64	105%

2. How many people do you employ in the Calgary, Canmore and Banff area?		
	Number	Percentage
1-5	13	21%
6-10	9	15%
11-50	19	31%
51-100	9	15%
101-150	6	10%
151-300	1	2%
Over 300	4	7%
Total	61	100%

Given that the population of Canada is made up of a large proportion of immigrants, it is not surprising to note that all of the companies contacted by way of this survey have employees who use languages other than English in the work place, including French (93%), German (36%), Spanish (34%), Japanese (34%) and Chinese (16%).

3. Do you have employees who use languages other than English in the work place?		
	Number	Percentage
Yes	61	100%

4. Apart from English – what are the languages used in your work place?		
	Number	Percentage
French	57	93%
German	22	36%
Spanish	21	34%
Japanese	21	34%
Others	12	20%
Chinese	10	16%
Punjabi	4	7%
Unknown	1	2%
Total	148	

The results of this study confirm that there are few positions in these organizations, where a knowledge of French and English is required, with on average only one position per company requiring that employees be bilingual. However, the management teams of these companies recognize the added value when they can offer services in other languages, with 79% of organizations which consider the fact that they can offer service in languages other than English as an advantage, with on average 17 positions for which being bilingual is considered an asset. Having said this, there is a greater need for positions where the fact that one is bilingual is not considered to be important, with an average of 34 positions per company (table on the next page).

5. How many positions are there in your company for which bilingualism (English-French) is a REQUIREMENT...?		
Positions available	Number of companies	Percentage
0	48	79%
1	6	10%
2	2	3%
3	2	3%
5	2	3%
30	1	2%
	61	
Average: 1 employee per company		

5. How many positions are there in your company for which bilingualism (English-French) is considered to be AN ASSET...?		
Positions available	Number of companies	Percentage
0	13	21%
1	4	7%
2	6	10%
3	9	15%
5	10	16%
7	1	2%
10	9	15%
15	1	2%
20	1	2%
30	1	2%
50	3	5%
56	1	2%
60	1	2%
500	1	2%
	61	
Average: 17 employees per company		

5. How many positions are there in your company for which bilingualism (English-French) is considered as UNNECESSARY...?

Positions available	Number	Percentage
0	18	30%
1	1	2%
2	2	3%
4	3	5%
5	2	3%
6	4	7%
7	2	3%
10	3	5%
16	1	2%
17	1	2%
20	2	3%
22	1	2%
25	2	3%
30	3	5%
32	1	2%
35	1	2%
50	1	2%
60	1	2%
65	1	2%
72	1	2%
110	1	2%
118	1	2%
130	2	3%
170	1	2%
250	1	2%
400	1	2%
Not sure	3	5%
	61	100%
Average: 34 employees per company		

The majority of positions for which French is required, or at least considered to be an asset, are positions which involve customer services, for 60 and 69% of the participating companies, respectively. In both cases, solid previous experience seems to help candidates to secure jobs, followed by a sound education.

6. What are the types of positions for which bilingualism is a requirement?		
	Number	Percentage
Customer service	9	60%
Translation	3	20%
Administration	1	7%
Other	1	7%
Project management	1	7%
Total	15	100%

7. What are the skills and qualifications required for these positions?		
	Number	Percentage
Previous experience	9	50%
Education	7	39%
Personality	2	11%
Total	18	100%

8. What types of positions do you have in your company for which being bilingual is considered as an asset?		
	Number	Percentage
Customer service	42	69%
Restaurant industry	13	21%
Administration	15	25%
Sales	10	16%
Other	4	7%
Translation	2	3%
Housekeeping	3	5%
Accounting	1	2%
Programmers, designers, sales directors	1	2%
	91	

9. What are the skills and qualifications required for the position?		
	Number	Percentage
Experience	39	64%
Education	23	38%
Personality	7	11%
Other	3	5%
Language skills	2	3%
Not sure	1	2%
Total	75	123%

The following table provides a summary of the proportions in which employers require bilingual workers, or workers who speak French, in order to be able to complete the selected work tasks. It is interesting to note the significant proportion of organizations in which French is used by employees « on a daily basis» or « several times a week », for discussions with their co-workers (56%), or for oral communications with the general public or their clients (49%). The summary table appears below, followed by detailed tables for each individual work situation.

Summary Table: You use French for the following work tasks, on a daily basis OR several times per week	Percentage
Discussions with co-workers	55.7%
Oral communication with the general public or clients	49.2%
Discussions with a supervisor	34.4%
Oral interpretation (consecutive translation of conversations)	27.9%
Reading letters, e-mail messages and Internet sites in French	21.3%
Composing letters, e-mail messages and Internet texts in French	14.8%
Document translation	13.1%
Written document translation	11.5%
Detailed report and document writing in French	11.5%
Reading reports in French	8.2%
Reading work place policy manuals and regulations in French	4.9%

How often do you have discussions with co-workers?		
	Number	Percentage
On a daily basis	25	41%
Several times per week	9	15%
Several times per month	4	7%
Less than several times per month	4	7%
Never	12	20%
Not applicable	5	8%
Not sure	2	3%
Total	61	100%

How often do you enter into oral communications with the general public or clients?		
	Number	Percentage
On a daily basis	20	33%
Several times per week	10	16%
Several times per month	12	20%
Less than several times per month	14	23%
Never	2	3%
Not applicable	1	2%
Not sure	2	3%
Total	61	100%

How often do you have discussions with a supervisor ?		
	Number	Percentage
On a daily basis	12	20%
Several times per week	9	15%
Several times per month	3	5%
Less than several times per month	3	5%
Never	26	43%
Not applicable	7	11%
Not sure	1	2%
Total	61	100%

How often do you provide oral interpretation (translating conversations) ?		
	Number	Percentage
On a daily basis	7	11%
Several times per week	10	16%
Several times per month	8	13%
Less than several times per month	14	23%
Never	16	26%
Not applicable	4	7%
Not sure	2	3%
Total	61	100%

How often do you provide document translations?		
	Number	Percentage
On a daily basis	5	8%
Several times per week	3	5%
Several times per month	5	8%
Less than several times per month	16	26%
Never	26	43%
Not applicable	4	7%
Not sure	2	3%
Total	61	100%

How often do you read letters, e-mails and Internet sites in French?		
	Number	Percentage
On a daily basis	8	13%
Several times per week	5	8%
Several times per month	4	7%
Less than several times per month	14	23%
Never	26	43%
Not applicable	3	5%
Not sure	1	2%
Total	61	100%

How often do you read work place policy manuals and regulations in French?		
	Number	Percentage
On a daily basis	1	2%
Several times per week	2	3%
Several times per month	5	8%
Less than several times per month	3	5%
Never	36	59%
Not applicable	13	21%
Not sure	1	2%
Total	61	100%

How often do you read reports in French?		
	Number	Percentage
On a daily basis	4	7%
Several times per week	1	2%
Several times per month	4	7%
Less than several times per month	7	11%
Never	37	61%
Not applicable	7	11%
Not sure	1	2%
Total	61	100%

How often do you provide written translations?		
	Number	Percentage
On a daily basis	4	7%
Several times per week	3	5%
Several times per month	2	3%
Less than several times per month	21	34%
Never	26	43%
Not applicable	4	7%
Not sure	1	2%
Total	61	100%

How often do you compose letters, e-mail messages and Internet site text in French?		
	Number	Percentage
On a daily basis	7	11%
Several times per week	2	3%
Several times per month	4	7%
Less than several times per month	15	25%
Never	28	46%
Not applicable	4	7%
Not sure	1	2%
Total	61	100%

How often do you write detailed reports and documents in French?		
	Number	Percentage
On a daily basis	5	8%
Several times per week	2	3%
Several times per month	2	3%
Less than several times per month	5	8%
Never	39	64%
Not applicable	7	11%
Not sure	1	2%
Total	61	100%

The majority (61%) of the participating organizations plan to keep the same number of employees for the next two years, but for about three companies out of a total of ten (28%), an increase is planned, adding an average of 26 new employees per company. In accordance with the preceding results, only one position out of 26 will require a knowledge of French, and for six others, on average, being bilingual will be considered to be an asset.

11. Over the next 2-year period do you expect to... ?		
	Number	Percentage
Keep the same number of employees	37	61%
Increase the number of positions in your company	17	28%
Reduce the number of positions in your company	1	2%
Not sure	6	10%
Total	61	100%

12. How many positions do you expect to add?	
Number of positions	Number of companies
1	1
2	2
5	2
10	4
15	2
20	1
25	1
30	1
100	1
150	1
	16
Average: 26 employees per company	

13. How many new jobs will be considered as bilingual positions?	
Number of jobs	Number of companies
0	9
1	2
2	3
3	1
8	1
	16
Average: 1 employee per company	

13. For how many jobs will being bilingual be considered an asset?	
Number of jobs	Number of companies
0	1
1	2
2	5
5	1
7	1
10	3
15	1
25	1
	15
Average: 6 employees per company	

It is interesting to note that only one company stated that it is planning job cutbacks.

14. How many jobs do you plan to eliminate?		
Jobs	Number	Percentage
0	60	98%
2	1	2%

Participants were also asked about the availability of jobs in their companies for individuals who speak only French. As expected, one fifth (21%), are able to offer such jobs and they are found mostly in the tourism industry, particularly in the restaurant business and hotels (for housekeeping). On average, these companies include about four positions for which a good working knowledge of English is not required.

15. Are there jobs within your company for which an individual who speaks only French could be hired?		
	Number	Percentage
No	48	79%
Yes	13	21%
Total	61	100%

16. What type of job would be available?		
	Number	Percentage
Food Service	5	36%
Housekeeping	5	36%
Customer Service	1	7%
Maintenance	1	7%
Web site creation	1	7%
Manual Labour	1	7%
Total	14	100%

17. How many jobs are currently available?		
	Number	Percentage
2	6	46%
5	5	38%
16	1	8%
Not sure	1	8%
	13	100%
Average: 4 employees per company		

About two thirds of the participating companies were aware of the existence of an employment centre that could assist them in finding bilingual and Francophone employees. When asked how they go about hiring new employees, most (59%) stated that they advertise in the newspapers, about four out of ten (38-43%) said they rely on word-of-mouth recommendations or internal references and the Internet. Less than one third (28%) mentioned the use of employment agencies or job banks.

18. Did you know that there is an employment centre that assists employers in finding bilingual and Francophone employees?		
	Number	Percentage
No	39	64%
Yes	22	36%
Total	61	100%

19. How do you recruit employees?		
	Number	Percentage
Newspaper advertisements	36	59%
Word-of-mouth	26	43%
Internal references	25	41%
Internet broadcasting	23	38%
Employment agency	17	28%
Job bank	17	28%
In person	6	10%
Recruitment agency (for management positions)	5	8%
Posters	2	3%
Not sure	1	2%

For most of the survey participants (56%), they do not experience any difficulty hiring bilingual employees. However, several employers did mention that there is a « lack of qualified candidates» (48%), and the fact that quite a number of them are here « on a short-term basis» (23%), or these candidates have weak English skills having just arrived from Quebec or elsewhere (see table on next page).

20. Have you encountered any difficulty in recruiting bilingual employees?		
	Number	Percentage
No	34	56%
Yes	18	30%
Not sure	9	15%
Total	61	100%

21. What kind of difficulties did you encounter?		
	Number	Percentage
Lack of qualified candidates	13	48%
Candidates only here on short-term basis	7	23%
Candidates have weak English skills	4	15%
Knowing what skills they have before hiring them	1	4%
Lack of suitable accommodations for employees	1	4%
Bilingual candidates do not have a good enough knowledge of one of the official languages	1	4%
Candidates do not want to do seasonal work	1	4%
Candidates' training is not specific enough	1	4%
Candidates are too young, unreliable	1	4%
Total	30	111%

Most of the participating companies (77%) offer training programs to their employees. For 81% of them training is provided through a formal training program, as compared to rather informal training sessions (45% of sample companies). It should be noted that certain companies use two types of training approach in order to ensure that they have skilled and reliable personnel.

Finally, it should be noted that 35% of the participating companies in this survey do not actively encourage offering service in another language (French), quite possibly because they are not aware of the added value the offer of services in a client's language can represent.

22. Do you offer a training program (s) for employees (new and established) ?		
	Number	Percentage
Yes	47	77%
No	13	21%
Not sure	1	2%
	61	100%
23. Is it a formal training program or rather an informal orientation session?		
	Number	Percentage
Informal orientation session	38	81%
Formal training	21	45%
	59	126%
23. In your training programs, do you actively encourage employees to offer service in other languages, where possible?		
	Number	Percentage
Yes	35	64%
No	19	35%
Not sure	1	2%
	55	100%

Survey of young people

Most survey participants (75%) reported that they are gainfully employed. Out of 154 people who work, 81% of them work full-time, and a great majority (95%) are employed by others, rather than self-employed.

A great majority of those who work have jobs in the restaurant industry, education sector, accommodation industry and government services.

1. Do you have a paying job at the moment?		
	Number	Percentage
No	52	25%
Yes	154	75%
Total	206	100%

2. Is it a full-time or part-time position?		
	Number	Percentage
Full-time	124	81%
Part-time	30	19%
Total	154	100%

3. Are you...		
	Number	Percentage
Employed by a company	147	95%
Self-employed (without employees)	7	5%
Total	154	100%

4. What sector does your employer work in?		
	Number	Percentage
Restaurant business	26	17%
Education sector	24	16%
Hotel / Accommodation	21	14%
Government services	14	9%
Construction	13	8%
Retail business	11	7%
Communications	6	4%
Oil & Gas industry	6	4%
Manufacturing	6	4%
Business Services	4	3%
Finance and insurance	2	1%
Health care and social services	2	1%
Transportation and warehousing	2	1%
Real Estate	1	1%
Mining	1	1%
Other(s), kindly specify	16	10%
Total	154	100%

The survey participants confirmed that they speak English much more often at work than French. In order to facilitate the analysis, the table below shows the percentage of respondents who speak either English or French on a daily basis, or several times per week.

As they are in a minority setting, it is hardly surprising that the employees speak English with the general public more often than French, although 50% of them confirmed that they speak French with their clients and the general public.

While you are at work, how often do you speak...	On a daily basis + Several times per week
English - a) with your supervisors	79,9%
English - b) with your co-workers	79,9%
English - c) with the general public or clients	89,0%
French – a) with your supervisors	35,1%
French – b) with your co-workers	63,6%
French – c) with the general public or clients	50,0%

6. While you are at work, how often do you speak English - a) with your supervisors		
	Number	Percentage
On a daily basis	114	74%
Several times per week	9	6%
Several times per month	2	1%
Less than several times per month	3	2%
Never	20	13%
Not applicable	6	4%
Total	154	100%

6. While you are at work, how often do you speak English - b) with your co-workers		
	Number	Percentage
On a daily basis	111	72%
Several times per week	12	8%
Several times per month	3	2%
Less than several times per month	6	4%
Never	14	9%
Not applicable	8	5%
Total	154	100%

6. While you are at work, how often do you speak English - c) with the general public or clients		
	Number	Percentage
On a daily basis	124	81%
Several times per week	13	8%
Several times per month	5	3%
Less than several times per month	4	3%
Never	3	2%
Not applicable	5	3%
Total	154	100%

7. While you are at work, how often do you speak French - a) with your supervisors		
	Number	Percentage
On a daily basis	45	29%
Several times per week	9	6%
Several times per month	5	3%
Less than several times per month	5	3%
Never	84	55%
Not applicable	6	4%
Total	154	100%

7. While you are at work, how often do you speak French - b) with your co-workers		
	Number	Percentage
On a daily basis	70	45%
Several times per week	28	18%
Several times per month	6	4%
Less than several times per month	11	7%
Never	33	21%
Not applicable	6	4%
Total	154	100%

7. While you are at work, how often do you speak French - c) with the general public or clients		
	Number	Percentage
On a daily basis	42	27%
Several times per week	35	23%
Several times per month	26	17%
Less than several times per month	31	20%
Never	14	9%
Not applicable	6	4%
Total	154	100%

For approximately half of the survey participants, knowledge of French was a requirement or considered an asset when being hired for their job. Similarly, 49% believe that their ability to speak French is very or quite important in their job.

8. When you applied for your current job, was a good knowledge of French considered...		
	Number	Percentage
A requirement	40	26%
An asset	41	27%
Insignificant	73	47%
Total	154	100%

9. In your current job, do you consider your ability to speak French to be ...?		
	Number	Percentage
Very important	54	35%
Fairly important	21	14%
Not very important	46	30%
Insignificant	34	22%
Total	154	100%

The following tables include data gathered from respondents who were not working at the time of the survey interview.

For half of the survey participants, the last time that they worked was in 2003, but a large percentage of them (25%) had never worked before. For those who had already had a job, about half of them had worked in Alberta, and one quarter in the Province of Quebec. It is interesting to note that six out of ten young people confirmed that their last job was one at which they worked in English.

10. In which year did you last have a paying job for a minimum period of six consecutive weeks?		
	Number	Percentage
2004	7	14%
2003	25	49%
2002	1	2%
2001	4	8%
Prior to 2001	1	2%
I have never worked	13	25%
Total	51	100%

10. In which province or country?		
	Number	Percentage
Alberta	14	54%
Quebec	7	27%
Australia	1	4%
British Columbia	1	4%
France	1	4%
Romania	1	4%
Northwest Territories	1	4%
Total	26	100%

10. Did you work mostly in French or in English?		
	Number	Percentage
French	11	38%
English	17	59%
Both, equally often	1	3%
Total	29	100%

It should also be mentioned that 40% of those who are currently unemployed are not actively looking for work. Amongst those participants who are looking for work, 72% are looking for full-time jobs, while 28% would prefer part-time work. For just under half of the group of unemployed young people interviewed, (41%) said that they did not care what language they would have to speak at any job they applied for, but 19% stated that they wanted a job in English, as compared to 13% who wanted to work in French.

11. Are you actively looking for work?		
	Number	Percentage
No	21	40%
Yes	32	60%
Total	53	100%

12. What kind of job are you looking for?		
	Number	Percentage
Full-time	23	72%
Part-time	9	28%
Total	32	100%

13. Are you looking for a job that requires ...		
	Number	Percentage
French	4	13%
English	6	19%
Bilingual skills (English-French)	9	28%
No importance	13	41%
Total	32	100%

It is extremely important to assist young people in their search for employment in a timely manner, as about one third of those interviewed had no steady source of income at the time of the survey. It would be easier for them to find employment if they were assisted in some way, as half of them confirmed that they had difficulty looking for suitable work. As described in the table below, the challenges to be overcome were: « lack of language skills» (61%), « not enough experience» (41%), and «insufficient training» (20%).

14. Do you currently have a source of income?		
	Number	Percentage
Yes	11	34%
No	19	59%
No response	2	6%
Total	32	100%

15. While job hunting, have you experienced any difficulties?		
	Number	Percentage
Yes	83	46%
No	87	49%
No response	9	5%
Total	179	100%

16. Type of challenges faced		
	Number	Percentage
Lack of language skills	51	61%
Not enough experience	34	41%
Insufficient training	17	20%
Other, kindly specify	24	29%
Total	104	125%

With a view to assisting young people to find employment, they were surveyed in relation to the various kinds of training that could be offered to them. The goal was to identify the needs and tendencies with respect to training, both from a professional development point of view and for purposes of personal growth.

It was observed that none of the professional, personal or workplace integration training programs was of sufficient interest to the respondents to reach the 50% level of demand. Also, only 53%, on average, identified French as their preferred language for training program purposes.

Such low demand, coupled with the fact that the areas targeted in the survey are so far apart, seriously put in doubt the feasibility of offering training programs in French to be made available to the young people of the region.

19. Would you be interested in completing	Yes	Percentage	French	English	Either
a) A high school diploma	53	26%	53%	40%	8%
b) A college/technical school course	48	23%	54%	38%	8%
c) A college/technical school diploma	45	22%	56%	36%	9%
d) A university degree	75	37%	45%	48%	7%
e) A post-graduate university degree	62	31%	48%	47%	5%

20. Would you be interested in taking continuing education courses , such as:	Yes	Percentage	French	English	Either
g) Languages	88	43%	39%	32%	6%
a) Computers	78	38%	44%	50%	6%
b) Small business management	70	34%	57%	36%	7%
f) Communications	67	33%	51%	42%	7%
e) Accounting	49	24%	59%	39%	8%
c) Community development	33	16%	64%	36%	0%
h) Social welfare	32	16%	63%	34%	3%
j) Seniors' care	20	10%	70%	30%	0%
l) Cosmetology	19	9%	58%	37%	5%
d) Secretarial training	17	8%	47%	47%	6%

21. Would you like to attend workplace integration workshops, such as	Yes	Percentage	French	English	Either
c) Resume writing	51	25%	45%	47%	8%
d) Workplace training sessions	50	24%	54%	42%	4%
a) Employment search techniques	46	22%	48%	43%	4%
b) Skills refresher courses	34	17%	53%	44%	3%

22. Would you like to take personal development courses, such as	Yes	Percentage	French	English	Either
c) Photography	95	46%	48%	39%	13%
j) Sports	90	44%	57%	34%	9%
o) English as a second language	74	36%	18%	73%	7%
b) Music	64	31%	42%	45%	13%
a) Visual Arts	56	27%	48%	39%	13%
l) Dance	50	24%	48%	38%	14%
h) Interior design	47	23%	55%	36%	9%
n) Drama	46	22%	61%	28%	11%
g) Stress management	45	22%	60%	36%	4%
k) Reading	42	20%	62%	31%	7%
d) Health and beauty	41	20%	54%	37%	10%
e) Gardening	39	19%	54%	41%	5%
m) Mathematics	36	17%	64%	28%	8%
l) Writing skills	33	16%	64%	27%	9%
f) Flower arranging	25	12%	68%	28%	4%

A large proportion of survey participants make use of French on a daily basis, either with friends, during leisure activities or at work.

23. In your social life, when relaxing and enjoying leisure pursuits, how often do you use French?	On a daily basis + Several times per week
a) With your parents	72.8%
b) With your brothers and sisters	67.6%
c) With your friends	82.4%
d) With your children	80.4%
e) During leisure pursuits	64.0%
f) With the general public or with clients	53.9%

Demographic data

Our demographic survey sample was quite broad, crossing gender and age lines, with the greatest proportion of participants falling into the age category of 19 to 24 years old, and more between 25 and 30 years, which marks the age at which university graduates are entering the work force.

For those who are not from the Calgary, Canmore and Banff area (94% of sample), a little under half (41%) arrived in the past twelve-month period. Similarly, the same percentage (41%) are not certain about their plans to stay in Alberta, while 15% will leave within one year, and a third, within four years.

A. How old are you?		
	Number	Percentage
25-30	103	50%
19-24	73	35%
15-18	30	15%
Total	206	100%

B. What gender are you?		
	Number	Percentage
Male	93	45%
Female	113	55%
Total	206	100%

30. If you are not from the general Calgary, Canmore and Banff area, when did you arrive here...?		
	Number	Percentage
About 0-1 year ago	80	41%
About 2-3 years ago	44	23%
About 4-5 years ago	16	8%
Over 5 years ago	36	19%
I am from this area	18	9%
Total	194	100%

24. How long do you intend to stay in Alberta?		
	Number	Percentage
Under one year	30	15%
1-2 years	20	10%
3-4 years	14	7%
5 years or more	58	28%
Not sure	84	41%
Total	206	100%

A large proportion of survey participants (83%) stated that French is their mother tongue. Nine out of ten young people interviewed said they are Canadian citizens, and 85% were born in Canada. It should be noted that 56% of the sample is made up of people born in Quebec.

27. What is your mother tongue? (the first language learned and still understood)		
	Number	Percentage
French	171	83%
English	26	13%
Other	9	4%
Total	206	100%

28. Are you a Canadian citizen?		
	Number	Percentage
Yes	185	91%
No	19	9%
Total	204	100%

29. Where were you born?		
	Number	Percentage
Alberta	25	12%
Quebec	115	56%
Elsewhere in Canada	36	17%
Outside of Canada	30	15%
Total	206	100%

31. Where do you live currently?		
	Number	Percentage
Calgary	148	72%
Banff	26	13%
Canmore	25	12%
Cochrane	1	0%
Airdrie	2	1%
Elsewhere	4	2%
Total	206	100%

32. What are your living arrangements?		
	Number	Percentage
With your parents or a member of your family	45	22%
Are you renting an apartment / house, etc.	114	55%
Employee accommodations	15	7%
Do you own your home	32	16%
Total	206	100%

33. What is the highest level of education that you have completed?		
	Number	Percentage
Secondary level(incomplete)	37	18%
Secondary level (complete)	39	19%
Technical certificate or diploma	29	14%
College diploma	44	21%
Undergraduate university (degree)	53	26%
Graduate studies degree (Masters, Ph.D.)	4	2%
Total	206	100%

34. What is your marital status?		
	Number	Percentage
Single	124	60%
Common law relationship	46	22%
Married (not separated)	26	13%
Separated	5	2%
Divorced	2	1%
Widowed	2	1%
Total	205	100%

35. Do you have any dependents?		
	Number	Percentage
Yes	41	20%
No	161	80%
Total	202	100%

Company profiles

There are four distinct company profiles that stand out in this survey: companies working in the hotel industry, those that operate in the restaurant industry (combined, they represent a large part of the tourism industry) and finally, business services.

Generally speaking, the companies operating within these industries understand the concept of « added value », whenever the general public can be served in French. They represent the sectors in which young workers can find the best opportunities to demonstrate the fact that they are bilingual or can speak French. However, it should be pointed out that these are not the only fields in which jobs are available.

It is also important to specify here that approximately two thirds of the companies that make up the sample surveyed have 50 employees or less, mainly concentrated in business services and the restaurant industry. In many cases, in the hotel industry many more people are employed by each operator.

Hotels

The hotel industry in the Calgary, Canmore and Banff area offers numerous opportunities for Francophones.

The industry operators are well aware of the advantages attached to having young employees who are able to offer customer service in French, however, in order to do this, they must have adequate skills in English. The hotel industry therefore shows potential as a source of jobs in reservations, marketing and customer service.

It should be noted that employers will demand that employees who work directly with members of the public have a pleasant personality, tidy personal appearance and good grooming.

Francophones who have a less advanced knowledge of English may also work in this industry, but only in certain jobs where they will most likely not need to speak English, such as cleaning rooms and conference centres, or in general facility maintenance.

This industry stresses the importance of job applicants' previous work experience, rather than their college or university level educational qualifications. In other words, companies will favour those who can show that they have acquired work experience in a similar job in the past.

Restaurants

The profile of this industry is similar to that of the hotel industry. Restaurant managers also insist on a good knowledge of English, a pleasant personality, as well as tidy appearance and good grooming for all those employees who have direct contact with the general public and clients.

Previous experience is desirable for those employees taking care of clients (waiters, waitresses, Maitre d's, administration), as well as chefs. However, experience is not required for bus boys or kitchen staff.

Tourism and business services

Once again, this industry has a similar profile to the previous two. However, in certain jobs, applicants' educational qualifications play a much greater role. Examples of such jobs include travel agents, tourist guides, and the managers who administer these operations.

Conclusions and recommendations

Conclusions

This survey, which regrouped some 60 companies in various sectors of the economy and over 200 young Francophones and bilingual individuals, has shown that there are certain problems to be faced requiring solutions which could easily be implemented through currently available programs.

The promotion of services provided in the employment centres does not seem to be reaching some of the potential employers. Furthermore, young people do not give the impression that they have as much recourse as they should to the various opportunities for skills development that are available to them.

A knowledge of English makes Francophone candidates immediately eligible for generally higher paid jobs.

Success in balancing supply and demand, with respect to employment providers and seekers, is conditioned by certain criteria flowing from the typical profile of a company most likely to be interested in Francophone and bilingual workers with adequate training. Strengthening these success factors should prove beneficial to all parties.

Recommendations

In light of the conclusions drawn from this survey, we believe it to be constructive to create a representative work group, including company managers, young workers and other concerned players, to look into finding the solutions contained in this report, for example by continuing to emphasize the promotion of services offered by the employment centres. This would no doubt be of benefit to young people, as well as companies.

An advance contribution from a focus group could be the basis for the next step. The work of the focus group could be centred on the analysis of identified problems, and particularly the articulation of the steps to be taken in order to facilitate the task of all those who are responsible for the success of this initiative and the required follow-up.

Holding regional conferences and information seminars would also seem to be worth exploring, as it would maximize the benefits to be reaped from this step. Job fairs also have great potential when supporting the efforts of workers and companies in their research.

Appendix A : Questionnaires

YOUNG PEOPLE

The Chambre économique de l'Alberta has hired Claros Research to carry out a survey of young Francophones living in the Calgary, Canmore and Banff area.

The purpose of the survey is to identify their employment needs.

The questionnaire will take between 8 and 12 minutes to complete.

We wish to assure you that any information you give us will remain anonymous and strictly confidential. Also, our company undertakes to respects the provisions of the Personal Information Protection and Electronic Documents Act

Please note that the questionnaire is aimed at young people aged between 15 and 30 years only.

Description of candidate

A) In which year were you born? _____

B) What is your gender?

Male Female

Section 1: Employment

1. Are you currently gainfully employed?
 No [Advance to question #10]
 Yes [Advance to question #2]
2. Is it a full-time or part-time job?
 Full-time
 Part-time
3. Are you...
 An employee?
 Self-employed (without any employees)?
 Contractor (with at least one employee)?
4. What is the field or nature of the industry in which your employer operates?

- O₁ Agriculture
- O₂ Retail
- O₃ Wholesale
- O₄ Communications
- O₅ Construction
- O₆ Education
- O₇ Forestry
- O₈ Oil & Gas Industry
- O₉ Finance, insurance, banking
- O₁₀ Tourism, hotel
- O₁₁ Real estate
- O₁₂ Mining
- O₁₃ Fishing and hunting
- O₁₄ Restaurants
- O₁₅ Manufacturing
- O₁₆ Business services
- O₁₇ Government services
- O₁₈ Health care and social services
- O₁₉ Transportation and warehousing
- O₂₀ Other, kindly specify: _____

5. What skills are required in your job (experience, educational qualifications, etc.)?
6. While you are at work, how often do you communicate in English...

<i>Please answer by circling the appropriate number</i>	On a daily basis	Several times per week	Several times per month	Less than several times per month	Never	Not applicable
With your supervisors	1	2	3	4	5	9
With your co-workers	1	2	3	4	5	9
With the public or clients	1	2	3	4	5	9

7. While you are at work, how often do you communicate in French...

<i>Please answer by circling the appropriate number</i>	On a daily basis	Several times per week	Several times per month	Less than several times per month	Never	Not applicable
With your supervisors	1	2	3	4	5	9
With your co-workers	1	2	3	4	5	9
With the public or clients	1	2	3	4	5	9

8. When applying for your current job position, was a knowledge of French considered to be...?
- O₁ A requirement
 - O₂ An asset, or
 - O₃ Insignificant
9. In your job position, do you consider your ability to speak French to be...?
- O₁ Very important
 - O₂ Fairly important
 - O₃ Not very important
 - O₄ Insignificant

[Advance to question #15]

Questions 10-14 are destined for those who are currently unemployed.

10. In which year did you last have a paying job position for a minimum period of six consecutive weeks?

	In which province?	Did you work mostly in French or in English?
<input type="radio"/> 2004	→	French English
<input type="radio"/> 2003	→	French English
<input type="radio"/> 2002	→	French English
<input type="radio"/> 2001	→	French English
<input type="radio"/> Prior to 2001	→	French English
<input type="radio"/> Never worked	→	French English

11. Are you actively looking for work?

- No [Advance to question #19]
- Yes [Advance to question #12]

12. What kind of job are you looking for?

- Full-time
- Part-time

13. Are you looking for a job...

- In French
- In English
- Bilingual (English – French)
- Makes no difference

14. Do you currently have a source of income?

- Yes
- No
- No answer

15. Did you encounter any challenges while searching for a job?

- Yes
- No
- No answer

16. What type of difficulty did you encounter?

- Not enough training
- Not enough experience
- Lack of language skills
- Other, kindly specify: _____

17. What kind of job were you looking for?

18. In which fields would you have required additional training?

Section 2 : Level of interest in obtaining training in French

19. Would you be interested in completing...?

<i>Please answer by circling the appropriate number</i>	Not sure	No	Yes	If yes, in which language (select only one)	In what field of study?
High school diploma	1	2	3	French English	
College or technical school course	1	2	3	French English	
College/technical school diploma	1	2	3	French English	
Undergraduate university degree	1	2	3	French English	
Post-graduate university degree	1	2	3	French English	

20. Would you be interested in taking continuing education courses such as...?

<i>Please answer by circling the appropriate number</i>	Not sure	No	Yes	If yes, in which language (select only one)
Computers	1	2	3 →	French English
Small business management	1	2	3 →	French English
Community development	1	2	3 →	French English
Secretarial	1	2	3 →	French English
Accounting	1	2	3 →	French English
Communications	1	2	3 →	French English
Languages	1	2	3 →	French English
Social welfare	1	2	3 →	French English
Cosmetology	1	2	3 →	French English
Senior care	1	2	3 →	French English
Other, kindly specify:	1	2	3 →	French English

21. Would you be interested in workshops on workplace integration training, such as ...?

	Not sure	No	Yes	If yes, in which language (select only one)
Job hunting techniques	1	2	3 →	French English
Prior learning assessment	1	2	3 →	French English
Resume writing	1	2	3 →	French English
Internship programs	1	2	3 →	French English
Other, kindly specify:	1	2	3 →	French English

22. Are you interested in taking personal development courses such as...?

	Not sure	No	Yes	If yes, in which language (select only one)
Visual art	1	2	3 →	French English
Music	1	2	3 →	French English
Photography	1	2	3 →	French English
Health care	1	2	3 →	French English
Gardening	1	2	3 →	French English
Flower arranging	1	2	3 →	French English
Stress management	1	2	3 →	French English

Interior decorating	1	2	3 →	French	English
Dance	1	2	3 →	French	English
Sports	1	2	3 →	French	English
Reading	1	2	3 →	French	English
Writing	1	2	3 →	French	English
Mathematics	1	2	3 →	French	English
Drama	1	2	3 →	French	English
English as a Second Language	1	2	3 →	French	English
Other, kindly specify:	1	2	3 →	French	English

Section 3 : Leisure time and home life

23. In your social circle and leisure activities how often do you use French?

<i>Please answer by circling the appropriate number</i>	On a daily basis	Several times per week	Several times per month	Less than several times per month	Never	Not applicable
With your parents	1	2	3	4	5	9
With your brothers and sisters	1	2	3	4	5	9
With your friends	1	2	3	4	5	9
With your children, if you have any	1	2	3	4	5	9
During leisure activities	1	2	3	4	5	9
With the public or clients	1	2	3	4	5	9

24. How long do you intend to stay in Alberta?

- ₁ Less than one year ₄ 5 years or more
₂ 1-2 years ₅ Not sure
₃ 3-4 years

25. Do you know of other people we could contact in order to invite their participation in this survey?

- ₁ Yes
₂ No

26. Would you kindly provide us with their names and telephone numbers?

- a) _____
 b) _____
 c) _____

Section 3 : Demographic profile

27. What is your mother tongue? (first language learned and still understood)

- ₁ French ₂ English ₃ Other

28. Are you a Canadian citizen?

- ₁ Yes ₂ No

29. Where were you born?

- ₁ Alberta ₃ Elsewhere in Canada
 ₂ Quebec ₄ Outside of Canada

30. If you are not from the Calgary, Canmore and Banff area, when did you arrive here...?

- ₁ Between 0-1 year ₃ Between 4-5 years ago
 ₂ Between 2-3 years ago ₄ Over 5 years ago
 ₅ I am from the area

31. Where do you currently live?

- ₁ Calgary ₄ Cochrane
 ₂ Banff ₅ Airdrie
 ₃ Canmore
 ₆ Other, kindly specify: _____

32. Do you live...

- ₁ With your parents or a family member?
 ₂ Rent an apartment/house, etc.?
 ₃ In a home that you own?
 ₄ Other, kindly specify: _____

33. What is the highest level of education that you have completed?

- ₁ Primary
 ₂ Secondary (incomplete)
 ₃ Secondary (completed)
 ₄ Technical certificate or diploma
 ₅ College diploma
 ₆ Undergraduate university (bachelor's degree)
 ₇ Post-graduate university (Masters, Ph.D.)

34. What is your marital status?

- ₁ Single
 ₂ Common law relationship
 ₃ Married (not separated)
 ₄ Separated
 ₅ Divorced
 ₆ Widowed

35. Do you have any dependents?

- ₁ Yes ₂ No

36. During your last job, what was your annual salary, or hourly rate of pay?

\$_____ per year, or \$_____ per hour

I would just like to check your name and telephone number in case my supervisor wants to review this interview.

Name: _____; Telephone number: _____

Thank you for your participation in the survey.
 Kindly send via facsimile to the following number: 1-888-265-8701

EMPLOYEUR – FRANÇAIS

Bonjour, puis-je parler à _____.

Mon nom est _____ et je travaille pour la firme Claros, une compagnie de recherche et d'études de marchés.

Nous sommes en train de faire une étude sur les besoins des employeurs de la région de Calgary, Canmore et Banff. L'étude a pour objectif d'identifier les tendances et les besoins des employeurs, en ce qui a trait à la main d'œuvre francophone disponible ainsi que les besoins des jeunes de notre région, en matière d'emploi.

Auriez-vous environ 10 minutes pour répondre à nos questions ?

- O₁ Non [Demander si nous pouvons prendre un rendez-vous]
- O₂ Oui [Commencer le questionnaire]

Nous voulons vous assurer que les informations que vous allez nous donner resteront complètement anonymes et confidentielles. De plus, notre compagnie s'engage à respecter la loi sur la protection des renseignements personnels et sur les documents électroniques.

1. À quel secteur ou quelle industrie votre entreprise appartient-elle ?

- O₁ Agricole
- O₂ Commerce de détail
- O₃ Commerce en gros
- O₄ Communication
- O₅ Construction
- O₆ Éducation
- O₇ Exploitation forestière
- O₈ Exploration/production pétrolières
- O₉ Financier et assurance
- O₁₀ Hébergement
- O₁₁ Immobilier
- O₁₂ Mines
- O₁₃ Pêche et piégeage
- O₁₄ Restauration
- O₁₅ Secteur manufacturier
- O₁₆ Services aux entreprises
- O₁₇ Services gouvernementaux
- O₁₈ Soins de santé et service sociaux
- O₁₉ Transport et entreposage
- O₂₀ Autre(s), spécifier : _____

2. Combien d'employés avez-vous dans la région de Calgary, Canmore et Banff ?

- O₁ 1-5
- O₂ 6-10
- O₃ 11-50
- O₄ 51-100
- O₅ 101-150
- O₆ 151-300
- O₇ Plus de 300
- O₉₉ Incertain

3. Avez-vous des employés qui utilisent d'autres langues que l'anglais sur votre lieu de travail ?
 O₁ Oui
 O₂ Non [Sauter à question 11]
 O₉₉ Incertain
4. Autres que l'anglais – qu'elles sont les langues qui sont utilisées sur votre lieu de travail ?
 O₁ Français
 O₂ Espagnol
 O₃ Chinois
 O₄ Japonais
 O₅ Autre(s) (préciser) _____
 O₉₉ Incertain
5. Combien de postes y a-t-il dans votre entreprise et pour lesquels le fait d'être bilingue (anglais-français) soit... ?
 Requis
 Un atout
 Sans importance
6. Quels sont les types de postes pour lesquels le fait d'être bilingue soit **requis** ?
 O₁ Service à la clientèle
 O₂ Restauration
 O₃ Vente
 O₄ Traduction
 O₅ Autre(s) spécifier : _____
 O₉₉ Incertain
7. Quelles sont les compétences et qualifications requises pour ces postes ?
 O₁ Expérience
 O₂ Éducation
 O₃ Autre(s), spécifier : _____
 O₉₉ Incertain
8. Quels types de postes avez-vous dans votre entreprise pour lesquels être bilingue représente un **atout** ?
 O₁ Service à la clientèle
 O₂ Restauration
 O₃ Vente
 O₄ Traduction
 O₅ Autre(s), spécifier : _____
 O₉₉ Incertain
9. Quelles sont les compétences et qualifications requises pour le poste ?
 O₁ Expérience
 O₂ Éducation
 O₃ Autre(s), spécifier : _____
 O₉₉ Incertain
10. Pour le personnel bilingue, à quelle fréquence utilisent-ils le français pour... ?

<i>Svp, encercler les chiffres pour indiquer vos choix</i>	Chaque jour	Quelques fois par semaine	Quelques fois par mois	Moins de quelques fois par mois	Jamais	Sans objet
Discussion avec des	1	2	3	4	5	9

collègues						
Communication orale avec le public ou les clients	1	2	3	4	5	9
Discussion avec un superviseur	1	2	3	4	5	9
Interprétation orale (traduction de conversations)	1	2	3	4	5	9
Traduction de documents	1	2	3	4	5	9
Lecture de lettres, courriels et sites Internet en français	1	2	3	4	5	9
Lecture en français des règlements internes relatifs au milieu de travail	1	2	3	4	5	9
Lecture de rapports en français	1	2	3	4	5	9
Traduction écrite de documents	1	2	3	4	5	9
Rédaction de lettres, courriels et sites Internet en français	1	2	3	4	5	9
Rédaction détaillée de rapports et documents en français	1	2	3	4	5	9

11. Pour les 2 prochaines années, croyez-vous... ?

O₁ Augmenter le nombre de postes dans votre entreprise ? [Posez la question 12]

O₂ Diminuer le nombre de postes dans votre entreprise ? [Posez la question 14]

O₃ Garder le même nombre d'employés ? [Sauter à la question 15]

O₉₉ Incertain [Sauter à la question 15]

12. Combien de postes comptez-vous ajouter ? _____

13. Combien d'emplois ajoutés seront considérés des postes bilingues ? _____

14. Combien de postes comptez-vous éliminer ? _____

15. Y a-t-il des postes dans votre entreprise où une personne parlant seulement français peut être embauchée ?

O₁ Non

O₂ Oui

O₉₉ Incertain

16. De quel genre d'emploi s'agit-il ?

O₁ Service à la clientèle

O₂ Restauration

O₃ Vente

O₄ Traduction

O₅ Autre, spécifier : _____

O₉₉ Incertain

17. Combien de postes sont-ils disponibles ? _____

18. Saviez-vous qu'il y a un centre d'emploi qui aide les employeurs à trouver des employés bilingues et francophones ?

O₁ Oui

- O₂ Non
- O₉₉ Incertain

19. Quelles sont vos méthodes de recrutement ?

- O₁ Annonces dans les journaux
- O₂ Diffusion via Internet
- O₃ Références internes
- O₄ Banque d'emplois
- O₅ Agence d'emploi
- O₆ Société de recrutement (pour les postes supérieurs)
- O₇ Bouche à oreille
- O₈ Autre(s), spécifier : _____
- O₉₉ Incertain

20. Avez-vous fait face à des difficultés pour recruter des employés bilingues ?

- O₁ Non
- O₂ Oui
- O₉₉ Incertain

21. Quelles sont les difficultés auxquelles vous avez fait face ?

- O₁ Manque de candidats qualifiés
- O₂ Personnel de passage à courte durée
- O₃ Candidats faibles en anglais
- O₄ Autre(s), spécifier : _____
- O₉₉ Incertain

22. Avez-vous un (des) programme(s) de formation pour les employés (nouveaux et anciens) ?

- O₁ Non
- O₂ Oui
- O₉₉ Incertain

**Cela représente toutes les questions que nous avons pour vous,
merci de votre participation, et bonne journée.**

EMPLOYER – ENGLISH

Hello, PLEASE may I speak to _____.

My name is _____ and I work for Claros Research, a research and market study company based in Calgary.

We are currently working on a study to identify the needs and preferences of employers in Calgary, Canmore and Banff. The goal is to identify needs and trends regarding the availability and usage of French-speaking employees.

Would you have about 5-8 minutes to answer a few questions right now?

- O₁ No [Ask if we can schedule a call-back]
- O₂ Yes [Start the questionnaire]

We would like to assure you that all the information that you will share with us during this interview will remain strictly confidential. Furthermore, our firm respects the provisions set forth in the Personal Information Protection and Electronic Documents Act.

23. What industry does your company work in?

- O₁ Agriculture
- O₂ Retail
- O₃ Wholesale
- O₄ Communications
- O₅ Construction
- O₆ Education
- O₇ Forestry
- O₈ Oil and Gas industry
- O₉ Finance, insurance, banking
- O₁₀ Tourism, hotel
- O₁₁ Real Estate
- O₁₂ Mining
- O₁₃ Fisheries, hunting
- O₁₄ Restaurants
- O₁₅ Manufacturing
- O₁₆ Services (business)
- O₁₇ Services (governments)
- O₁₈ Healthcare, social services
- O₁₉ Transportation, storage
- O₂₀ Other(s), specify: _____

24. How many employees do you have in the Calgary, Canmore and Banff (part-time and full-time)?

- O₁ 1-5
- O₂ 6-10
- O₃ 11-50
- O₄ 51-100
- O₅ 101-150
- O₆ 151-300
- O₇ Over 300
- O₉₉ Don't know

25. Do you have employees who speak languages other than English at your job sites?

- O₁ Yes
- O₂ No [Advance to question 11]
- O₉₉ Don't know

26. Other than English, what other languages are used within your organization?

- O₁ French
- O₂ Spanish
- O₃ Chinese
- O₄ Japanese
- O₅ Other, specify: _____
- O₉₉ Don't know

27. How many positions are there within your company, for which being bilingual (French and English) is...?

- Required
- An asset
- Not important

28. What type of positions do you have in your company where bilingual people are **required**?

- O₁ Customer service
- O₂ Restaurant
- O₃ Sales
- O₄ Translation
- O₅ Other(s) specify : _____
- O₉₉ Don't know

29. What type of skills and/or qualifications are necessary for these positions?

- O₁ Experience
- O₂ Education
- O₃ Other(s), specify: _____
- O₉₉ Don't know

30. What type of positions do you have in your company where bilingual people would be **an asset**?

- O₁ Customer service
- O₂ Restaurant
- O₃ Sales
- O₄ Translation
- O₅ Other(s) specify : _____
- O₉₉ Don't know

31. What type of skills and/or qualifications are necessary for these positions?

- O₁ Experience
- O₂ Education
- O₃ Other(s), specify: _____
- O₉₉ Don't know

32. In the case of bilingual employees, how often do they use French for...?

<i>Please answer by circling the appropriate number</i>	On a daily basis	Several times per week	Several times per month	Less than several times per month	Never	Not applicable
Discussions with co-workers	1	2	3	4	5	9
Verbal communication with the public or clients	1	2	3	4	5	9
Discussions with supervisors	1	2	3	4	5	9
Interpretation of conversations	1	2	3	4	5	9
Translation of documents	1	2	3	4	5	9

Reading letters, e-mails, French web sites	1	2	3	4	5	9
Reading of employer policies and regulations in French	1	2	3	4	5	9
Reading of reports in French	1	2	3	4	5	9
Written translation of documents	1	2	3	4	5	9
Writing letters, e-mails, or content for web sites	1	2	3	4	5	9
Detailed writing of reports and other documents in French	1	2	3	4	5	9

33. Over the next 2 years, do you believe you will...?

- O₁ Increase the number of jobs in your organization? [Ask question 12]
- O₂ Decrease the number of jobs in your organization? [Ask question 14]
- O₃ Keep the same number of jobs? [Advance to question 15]
- O₉₉ Don't know [Advance to question 15]

34. How many positions do you expect to add? _____

35. How many of these new jobs will be designated bilingual positions? _____

36. How many jobs are you likely to eliminate? _____

37. Are there jobs within your organization for which people who only speak French could be hired?

- O₁ No
- O₂ Yes
- O₉₉ Don't know

38. Those jobs would entail what kind of work?

- O₁ Customer service
- O₂ Restaurant service
- O₃ Sales
- O₄ Translation
- O₅ Other(s) specify : _____
- O₉₉ Don't know

39. How many of these jobs are available? _____

40. Did you know that there is a local French employment centre that can help you find bilingual or French-speaking employees??

- O₁ Yes
- O₂ No
- O₉₉ Don't know

41. How do you recruit new employees?

- O₁ Ads in the paper
- O₂ Ads via the Internet
- O₃ Internal references
- O₄ Job bank
- O₅ Employment agencies
- O₆ Recruiting and head-hunting firms
- O₇ Word of mouth
- O₈ Other(s), specify: _____

- O₉₉ Don't know
42. Did you face any particular challenges when recruiting bilingual employees?
- O₁ No
 - O₂ Yes
 - O₉₉ Don't know
43. What are the challenges that you faced?
- O₁ Lack of qualified candidates
 - O₂ People who did not stay, or planned to stay for a short time
 - O₃ Candidates had weak English skills
 - O₄ Other(s), specify: _____
 - O₉₉ Don't know
44. Do you have training programs for new or established employees?
- O₁ No
 - O₂ Yes
 - O₉₉ Don't know

**Those are all the questions we have for you.
Thank you for your participation, and have a great day.**