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The Northern Ireland Skills Monitoring Survey 2008 Main Report

A report prepared by IFF Research Ltd

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Northern Ireland Skills Monitoring Survey 2008

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1 Executive Summary

1.1 This report provides analysis from a major survey of employers across Northern Ireland designed to provide DEL and its partners with robust and reliable information on skills deficiencies and workforce development to serve as a common basis to develop policy and assess the impact of skills initiatives.

1.2 The survey covers:

- Labour turnover and current recruitment difficulties;
- Recruitment difficulties over the previous year;
- Difficulties in retaining staff;
- Skill gaps among the workforce;
- Recruitment of graduates;
- Training and workforce development and expenditure.

1.3 The survey was conducted between October and December 2008.

Current Recruitment Difficulties

1.4 The labour turnover rate for Northern Ireland employers stands at 17%, marking a four percentage point rise from 13% in 2005, though close to the 16% witnessed in 2002.

1.5 At the time of the survey, 12% of employers had a vacancy and collectively they were looking to fill just over 17,000 posts. A third of employers with vacancies (35%, 4% of all employers) described at least some of these vacancies as difficult-to-fill and most of these (69% of employers with difficult-to-fill vacancies, 24% of those with vacancies or 3% of the total population) attributed at least some of their recruitment difficulties to a lack of applicants with the required skills, experience or qualifications.

1.6 Around half of all skill-shortage vacancies (52%) were open due to a lack of applicants with the required technical or practical skills specific to the industry. Communication skills are the second most commonly reported skill lacking among applicants (cited by 47%).

1.7 Around half (52%) of all employers with difficult-to-fill vacancies mention that – as a result of these recruitment issues – they face difficulties in meeting their customer service objectives. Other impacts of difficult-to-fill vacancies include difficulties in meeting required quality standards (36%), increased operating / running costs (34%) and difficulties in introducing new working practices (30%). The most common responses to overcoming difficult-to-fill vacancies are to use a more extensive range of recruitment channels (49%), considering a wider range of applicants (26%) and hiring part-time staff (16%).

Recruitment Difficulties in the Last Year

- 1.8 Approaching half of all Northern Ireland employers (46%) report having had a vacancy either at the time of interview or within the last year, equating to approximately 100,470 vacancies over this 12-month period. Of all employers with either a current vacancy or one in the past 12 months, 28% report vacancies having been difficult-to-fill and – more specifically – 17% report that vacancies have been difficult-to-fill for skills-related reasons (i.e. candidates lacking the required skills, qualifications or experience).
- 1.9 Employers with current skill-shortage vacancies or ones over the previous year were most likely to report technical, practical and job-specific skills as lacking in potential candidates (52%). For 45% of employers with a skill-shortage vacancy, communication skills and customer handling skills were each felt to be lacking among applicants.
- 1.10 Of those employers reporting difficult-to-fill vacancies at the time of interview and/or over the last year, just over half (54%) regard these vacancies as having caused difficulties in relation to meeting their customer service objectives. Increased operating costs (43%) and difficulties meeting quality standards (37%) were both cited as impacts by around two in five employers who have experienced difficult-to-fill vacancies.

Retention Difficulties

- 1.11 Approaching one in ten employers (7%) reported that they had specific jobs in which there is a high level of staff turnover. Nearly half (49%) of these reported staff not wanting long term commitment as a contributory factor to their difficulties in staff retention. Two fifths (43%) reported a lack of people interested in doing the work as a reason for retention difficulties, with a lack of career progression cited as the reason by a similar proportion (44%).
- 1.12 The overwhelming response from employers in terms of the impact retention difficulties had on their business was to cause an increased strain on the management of existing staff in covering the staff shortage, reported by 77% of those employers with retention difficulties.
- 1.13 The response to retention difficulties was most frequently centred around increased pay and training with 30% reporting that they had offered higher pay and/or incentives than normal and 28% that they had introduced further training and development opportunities. Approaching one in three establishments (31%) reported that they had not taken any measures to try and overcome high levels of staff turnover in specific jobs.

Skill Gaps

- 1.14 Around one in seven employers (14%) identified a gap between the skills of their current employees and the skills they need to meet their business objectives. Of the employers identifying a gap between the skills of their current employees and the skills they need to meet their business objectives, 93% report that this has had at least some effect on their actual ability to meet business objectives, with this effect regarded as very significant for 17%.
- 1.15 One in five employers (22%) report that they currently have proficiency-based skill gaps within their existing workforce, that's to say having at least one employee deemed not "able to do their job to the required level". Around 58,700 workers are currently reported by employers in Northern Ireland as having proficiency-based skill gaps. This equates to 8% of the total number of staff employed.
- 1.16 Among employers with skill gaps, the most common skills reported as lacking are generic skills such as problem solving (60%), customer handling (57%), oral communication (50%) and team working skills (47%). Technical / practical skills are cited as lacking by half (50%) of employers reporting skill gaps amongst their workforce.
- 1.17 Lack of experience or staff being recently recruited is the most frequently cited reason by employers for skill gaps, reported by 70% of employers with skill gaps. Insufficient training/development and partial completion of training programmes are other frequently given reasons for skill gaps (cited respectively by 46% and 45% of employers with skill gaps).
- 1.18 Of those employers with skill gaps, nearly half (46%) reported that skill gaps have led to difficulties in their ability to meet customer service objectives. Around two in five (42%) reported skill gaps resulting in difficulties meeting required quality standards.
- 1.19 The overwhelming response by employers in Northern Ireland to skill gaps within their workforce was to provide further training and development, with four in five employers with skill gaps (81%) responding in this way. Similarly, 46% report that they increased or expanded trainee programmes within their organisations.

Recruitment of Graduates

- 1.20 One of ten employers (11%) had taken on graduates in the 12 months prior to the survey to their first job on leaving university or any other Higher Education Institution. Government financed bodies are more likely to take on graduates than those employers that seek a profit or operate within the charity/voluntary sector.
- 1.21 An overwhelming majority (82%) of those taking on graduates reported that they had been either very well or well prepared for work. Just 14% cited graduates as being poorly (13%) or very poorly (2%) prepared for work.

Training and Workforce Development

- 1.22 Around three quarters of employers (74%) reported that they had funded or arranged some form of training for their employees during the last year. Three fifths of employers (61%) provided on-the-job training and just over a half (53%) off-the-job training. Approximately one quarter (26%) reported that they had not funded or arranged any training for their staff.
- 1.23 Employers who reported providing off-the-job training in the last 12 months did so for 247,000 of their employees, equating to 34% of the total number in employment within all establishments and 45% of those employed within establishments stating they had provided off-the-job training in the last 12 months. Employers provided almost two million off-the-job training days for their employees. This is the equivalent of every worker in Northern Ireland receiving 2.6 days off-the-job training over the course of the year.
- 1.24 Of the employers funding or arranging off-the-job training, 58% reported that some of the training was designed to lead to a qualification.
- 1.25 Of those employers that had funded or arranged off-the-job training in the last 12 months, four fifths (79%) reported that at least some of that training had been delivered by a provider outside of their organisation. By comparison, the majority of on-the-job training provided by employers was carried out by in-house services.

Training Expenditure

- 1.26 Employer expenditure on training (including labour costs) in the 12 months prior to NISMS08 was £1.45bn. Labour costs of those receiving training and those delivering or organising training account for a large proportion of total training expenditure (51% and 32% respectively). Fees to external providers represent only 8% of total training expenditure.
- 1.27 The average annual employer investment in training is equivalent to £2,000 per employee and £2,900 per person trained off-the-job.
- 1.28 Large employers spend far less per trainee than small employers. The average spend per off-job trainee amongst the smallest employers (with fewer than five staff) is approximately £6,425 compared with £2,250 among those with 50 or more staff, demonstrating the marked economies of scale from which larger establishments benefit.

2 Introduction

Aims and Objectives

- 2.1 The Department for Employment and Learning (DEL) is implementing Success through Skills, a Skills Strategy to better ensure that individuals have the skills they need to enhance their employability, and that employers will have access to the necessary skills to develop their businesses successfully. One of the themes that underpins Success through Skills is understanding the demand for skills.
- 2.2 The NI Skills Monitoring Survey (SMS) informs this theme by providing DEL and its partners with robust and reliable information from employers in Northern Ireland on skills deficiencies and workforce development to serve as a common basis to develop policy and assess the impact of skills initiatives.
- 2.3 Against this aim, NISMS08 has been designed specifically to provide robust measures, by employee sizeband, sector (both SSCs and broad industries) and at Workforce Development Forum (WDF) level, of:
- how many employers have difficulty finding suitably skilled new recruits to fill vacant positions; how many vacancies remain unfilled because of skill-shortages among applicants in each of the major occupational categories; and which skills are in short supply. A new area for NISMS08 is the recruitment and quality of young people taken on straight from higher education;
 - how many employers face skill deficiencies among their workforce; how many (and which) employees are affected; and the nature of the skill challenges they face; and
 - the extent to which employers develop the skills and assess the skill needs of their workforce.

The Scope of the Survey

- 2.4 The survey was designed to incorporate employers across all sectors of business activity in Northern Ireland, with the exception of the agricultural sector.
- 2.5 Reflecting the need for information that indicates how skill challenges impact differently in different parts of the country, 'employers' were defined as establishments (individual sites) rather than enterprises; hence some enterprises may be represented in the survey by more than one of their sites.
- 2.6 All establishments with at least one employee were within the scope of the sample, but establishments made up solely of one or more working proprietors were excluded.
- 2.7 Data measuring this population were established through the Office for National Statistics (ONS), based on the Inter-departmental Business Register (IDBR) counts for March 2008. These indicated a total Northern Ireland business population of 57,800 employers, with 723,000 people employed within them.

Key Methodological Details

- 2.8 In terms of sampling approach, half the target number of 4,000 interviews was distributed evenly by the 25 SSCs and two "non-SSC employer" group, and then half the interviews in proportion to the IDBR units each sector accounts for. Within each SSC, interviews were then distributed in proportion to IDBR employment. An additional "rim" quota was also set geographically, such that the 4,000 interviews were split in proportion to the unit populations within each WDF area.
- 2.9 The sample was primarily drawn from Experian. The targets set as described above were subject to a final check against the available Experian sample, and where the initial target number of interviews exceeded the available sample, the target was adjusted down accordingly.
- 2.10 The overall response rate achieved from the sample was 55% which is slightly lower than that of NISMS 2005 (70%). This compares favourably, however, with the 45% response rate achieved for Scottish Skills 2008, and the 35% response rate for NESS07.

Survey Fieldwork

- 2.11 During the main NISMS08 fieldwork, 4,000 interviews were conducted using computer-aided telephone interviewing (CATI) technology.
- 2.12 Interviews were conducted with the most senior person at the site with responsibility for human resource and personnel issues.
- 2.13 Fieldwork took place between October and December 2008. The survey questionnaire is included within Appendix A of this report.

Economic Context

- 2.14 Up to the summer of 2008, NI saw nearly a decade and a half of uninterrupted improvement in the labour market. Since then, the NI economy and labour market, along with the rest of the developed world, has faced many uncertainties.
- 2.15 At the time of the main NISMS08 fieldwork (October to December 2008), measures of economic performance indicate sharp falls in employment and rises in unemployment. Therefore respondents to this survey were working in an increasingly challenging environment, although the full impact of the downturn may not have been realised.

Structure of the NISMS 2008 Report

- 2.16 The remainder of the report is structured as follows:
- Section 3: Current Recruitment Difficulties
 - Section 4: Recruitment Difficulties in the Last Year
 - Section 5: Retention Difficulties
 - Section 6: Skill Gaps
 - Section 7: Recruitment of Graduates
 - Section 8: Training and Workforce Development
 - Section 9: Training Expenditure
 - Section 10: Technical Appendix
- 2.17 Through each of these sections, as well as looking at longitudinal trends, the reporting also seeks to describe differences against key variables, in particular whether the establishment belongs to the public/private/voluntary sector, industry, size of establishment and occupation.

3 Current Recruitment Difficulties

Summary

The labour turnover rate for Northern Ireland employers currently stands at 17%, marking a four percentage point rise from 13% in 2005, though close to the 16% witnessed in 2002. Labour turnover decreases as the size of employer increases.

At the time of the survey, 12% of employers had a vacancy and collectively they were looking to fill just over 17,000 posts.

Most employers were not anticipating any difficulty filling their vacancies, although a third of employers with vacancies (35%, 4% of all employers) described at least some of these vacancies as difficult-to-fill and most of these (69% of employers with difficult-to-fill vacancies, 24% of those with vacancies or 3% of the total population) attributed at least some of their recruitment difficulties to a lack of applicants with the required skills, experience or qualifications.

In volume terms, three in ten (29%) vacant posts were described as proving difficult-to-fill, equating to just over 5,000 difficult-to-fill vacancies; three fifths of these (62%) were skill-shortage vacancies – i.e. just over 3,000 vacancies were difficult-to-fill because of a lack of applicants with the required skills, experience or qualifications.

Occupationally, vacancies that are difficult-to-fill represent a relatively high proportion of the total number of vacancies for Skilled Trades (55%), Personal Services (40%), Managers (38%) and Associate Professionals (33%). These occupations are also relatively more likely to be the location of skill-shortages. Applicants lacking the required skills, experience and qualifications is a particular problem for Skilled Trades vacancies where 51% of vacancies are SSVs.

Around half of all skill-shortage vacancies (52%) were open due to a lack of applicants with the required technical or practical skills specific to the industry. Communication skills have now become the second most commonly reported skill lacking among applicants (cited by 47%). More specifically, 42% report candidates lacking the required oral communication skills and three in ten cite a lack of written communication skills.

Around half (52%) of all employers with difficult-to-fill vacancies now mention that – as a result of these recruitment issues – they face difficulties in meeting their customer service objectives. Other impacts of difficult-to-fill vacancies include difficulties in meeting required quality standards (36%), increased operating / running costs (34%) and difficulties in introducing new working practices (30%).

The most common responses to overcoming difficult-to-fill vacancies are to use a more extensive range of recruitment channels (49%), considering a wider range of applicants (26%) and hiring part-time staff (16%).

Introduction and Key Definitions

- 3.1 In this first section we focus on Northern Ireland employers' current¹ experience of vacancies and recruitment difficulties, and explore the role that a lack of skills plays in making vacancies difficult-to-fill. Two key definitions underpin the analysis presented here, and these are described in the box below.

Difficult-to-fill vacancies: Recruitment difficulties relate to vacancies that employers find difficult-to-fill (DtFVs). The reasons why vacancies may be difficult-to-fill are wide and varied and encompass skills issues as well as issues relating to the nature of the vacant position, e.g. the job being unattractive because it requires shift work or unsociable hours.

Skill-shortage vacancies: These are those vacancies that employers describe as difficult-to-fill because there is a lack of applicants with the required skills, experience or qualifications that are demanded by the employer. These types of difficult-to-fill vacancies are grouped together as skill-shortage vacancies (SSVs).

- 3.2 As well as looking at the experience of difficult-to-fill vacancies (DtFVs) and skill-shortage vacancies (SSVs) at the overall level, the chapter considers how this experience varies among employers of different sizes and in different business sectors, and for different occupational groups. To set a context for this exploration of vacancies and recruitment difficulties, we first consider labour turnover within the Northern Ireland workforce, and expected workforce growth.

Labour Turnover and Growth of the Workforce

- 3.3 Staff turnover has an impact on the amount of time and resources an employer needs to spend on recruitment. It also affects productivity when skilled roles are left open for long periods of time.
- 3.4 In **Table 3.1** below, we present the turnover rates for the most recent Skills Monitoring Survey as well as the two waves prior in 2005 and 2002. We see that although the labour turnover rate has risen four percentage points from 13% in 2005 to 17% in 2008, the 2008 figure is much closer to that of 16% in 2002.

Table 3.1: Employee turnover rate – trends over time (2002 - 2008)

	2002	2005	2008
Employee labour turnover rate	16%	13%	17%
Unweighted establishment	4,444	4,072	4,000

Source: NISMS02 / NISMS05 / NISMS08

Base: All establishments, excluding those who did not have employees 12 months ago.

¹ "Current" at the time of the survey fieldwork, in October to December 2008

- 3.5 Labour turnover decreases as the size of employer increases. This may be a result of larger employers having more (sophisticated) systems / structures in place that either directly or indirectly help with staff retention.

Table 3.2: Employee turnover by size of establishment, 2008

	Northern Ireland	1-4	5-10	11-49	50+
% Employee turnover	17%	22%	19%	17%	14%
Unweighted establishments	4,000	1,098	1,006	1,395	501

Source: NISMS08.

Base: All establishments, excluding those who did not have employees 12 months ago.

- 3.6 **Table 3.3** below shows the breakdown of labour turnover by industry. We see that Hotels & Restaurants experience by far the highest level of staff turnover, with a rate of 36%, more than double the 17% national average. Turnover rates for the Business Services and Wholesale & Retail sectors are also above average (21% and 19% respectively).
- 3.7 Conversely, it is in the Education sector that turnover rates are lowest (7%).

Table 3.3: Labour turnover within the last year by industry, 2008

	Establishments unweighted	Labour Turnover Rate
Northern Ireland	4,000	17%
Manufacturing	522	16%
Construction	280	18%
Wholesale & Retail	787	19%
Hotels & Restaurants	226	36%
Transport & Communications	216	12%
Financial Services	133	12%
Business Services	557	21%
Public Administration	178	14%
Education	313	7%
Health & Social Care	362	13%
Other Services	394	15%

Source: NISMS08.

Base: All establishments, excluding those who did not have employees 12 months ago.

Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments.

- 3.8 In terms of growth expectations over the coming 12 months, although employers are most likely to anticipate their headcount being at a similar level in a year's time (69%), it is encouraging that – despite the economic downturn – a greater proportion nonetheless anticipate that their workforce size will increase (17%) than decrease (13%).

Vacancies, Difficult-to-Fill and Skill-Shortage Vacancies

- 3.9 At the time of the survey, 12% of employers in Northern Ireland had a vacancy and collectively they were looking to fill just over 17,000 posts (**Table 3.4**).
- 3.10 Those with vacancies were most likely to try and fill them by placing adverts in local/national newspapers (65%) or by advertising the posts online (43%). Less formally, approaching three in five employers with vacancies (58%) were seeking to fill them simply by “word of mouth”. Just 2% were not actively seeking recruits to fill the open positions.
- 3.11 Most employers were not anticipating any difficulty filling their vacancies, although a third of employers with vacancies (35%, 4% of all employers) described at least some of these vacancies as difficult-to-fill and most of these (69% of employers with difficult-to-fill vacancies, a quarter of those with vacancies (24%) or 3% of the total population) attributed at least some of their recruitment difficulties to a lack of applicants with the required skills, experience or qualifications.
- 3.12 In volume terms, three in ten (29%) vacant posts were described as proving difficult-to-fill, equating to just over 5,000 DtFVs; three fifths of these (62%) were SSVs – i.e. just over 3,000 vacancies were difficult-to-fill because of a lack of applicants with the required skills, experience or qualifications.

Table 3.4: Current vacancies and recruitment difficulties

Northern Ireland	
Total employment	723,100
Number of vacancies	17,400
Number of DtFVs	5,050
Number of SSVs	3,100
Vacancies as a proportion of all employment	2%
DtFVs as a proportion of vacancies	29%
SSVs as a proportion of vacancies	18%
SSVs as a proportion of DtFVs	62%
SSVs per 1,000 in employment	4.3
Unweighted establishments	4,000

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

Note: Vacancies numbers are rounded to the nearest 25.

Vacancies and Recruitment Difficulties over Time

- 3.13 The proportion of establishments experiencing vacancies is at similar levels to in 2005, but lower than in 2002 when recruitment activity was at its highest. Fewer employers are experiencing DtFVs than in 2005, although the drop is not as marked as between 2002 and 2005. The proportion of employers experiencing SSVs is marginally lower than in 2005.

Table 3.5: Current vacancies and recruitment difficulties – trends over time (2002 - 2008)

	2002	2005	2008
% of establishments with any vacancies	16%	11%	12%
% of establishments with any DtFVs	10%	6%	4%
% of establishments with any SSVs	3%	4%	3%
<u>Unweighted establishment</u>	<u>4,504</u>	<u>4,126</u>	<u>4,000</u>

Source: NISMS02 / NISMS05 / NISMS08

Base: All establishments, unweighted = 4,504 (NISMS02) / 4,126 (NISMS05) / 4,000 (NISMS08).

- 3.14 So in overall terms, while recruitment activity is relatively stable, and difficult-to-fill vacancies receding, there remains a persistent core of employers experiencing SSVs. The question this starts to raise is whether it is the same employers experiencing SSVs or whether the location of the SSVs has shifted.

Recruitment Difficulties by Size of Employer

- 3.15 Larger establishments, due to their size, are more likely to report vacancies and recruitment difficulties than smaller employers. However, when smaller employers report vacancies, these vacancies are relatively more likely to be difficult-to-fill, both in general and because of a lack of the required skills, experience and qualifications among applicants. Although large employers are more likely to report vacancies, they are the least likely to have **difficulty filling** their vacancies.
- 3.16 **Figure 3.1** illustrates patterns by workforce size in the proportion of employers experiencing recruitment difficulties and in the volumes of recruitment difficulties they experience.
- 3.17 Half of establishments with 50 or more staff reported vacancies (48%) at the time of the survey and one in five reported DtFVs (18%). One in eight (12%) were experiencing skill-shortage vacancies. At the other end of the scale, only one in twenty of the smallest employers reported vacancies (5%) and only 2% reported DtFVs. One percent reported SSVs.
- 3.18 In volume terms, the vast majority of vacancies are for positions within establishments with 50 or more existing employees, and these establishments also account for a large proportion of DtFVs and SSVs. The smallest employers account for a smaller number of DtFVs and SSVs.

Figure 3.1: Vacancy type by size of employer, 2008



Source: NISMS08.

Base: Vacancy base, unweighted = 2,847. All establishments, unweighted = 4,000.

3.19 The gap between the smallest and the largest employers is much less marked in terms of the proportion of all DtFVs and SSVs they account for. Indeed, it is among the smallest employers that vacancies and DtFVs are most likely to be explained by a lack of applicants with the required skills, qualifications and/or experience. There are three times as many SSVs per 1,000 in employment in establishments with 1-4 staff compared to establishments with 50 or more staff.

Table 3.6: Distribution of current vacancies, DtFVs and SSVs, and density of current recruitment difficulties by size of establishment, 2008

	1-4	5-10	11-49	50+	Total
Share of employment	9%	12%	31%	48%	100%
Share of all vacancies	12%	17%	30%	42%	100%
Share of all DtFVs	13%	17%	36%	33%	100%
Share of all SSVs	19%	16%	36%	29%	100%
DtFVs as % of vacancies	33%	30%	35%	23%	29%
SSVs as % of vacancies	29%	17%	22%	13%	18%
SSVs as a proportion of DtFVs	87%	56%	61%	55%	62%
All SSVs per 1000 total employment	8.9	5.6	4.9	2.7	4.3
Unweighted establishments	1,098	1,006	1,395	501	4,000

Source: NISMS08.

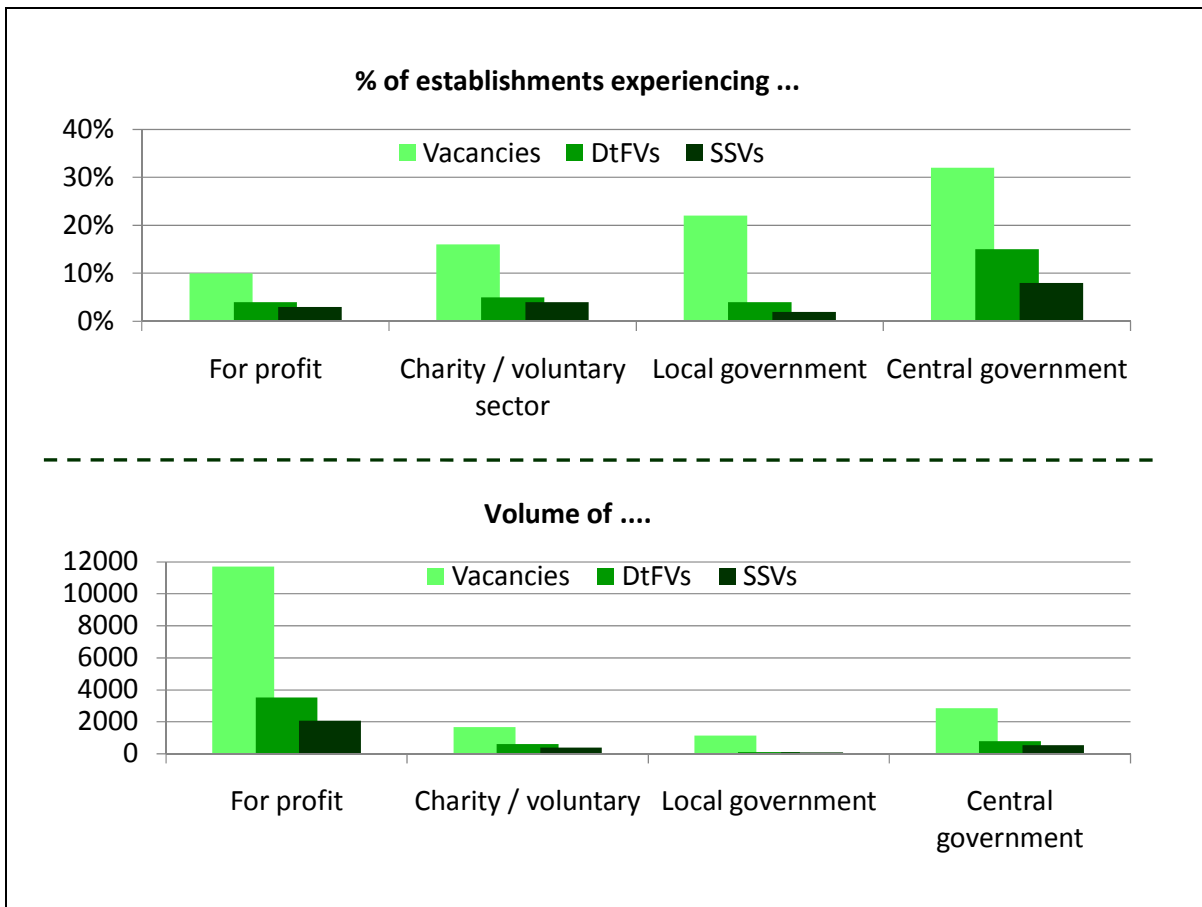
Base: All establishments, unweighted = 4,000.

Effect of Business Type on Vacancies and Recruitment Difficulties

- 3.20 The majority of employers (81%) are in the private sector and these commercial employers employ the majority of the workforce (67%). Central and Local government accounts for a small minority of employers (3% and 4% respectively) but a disproportionate share of the workforce (15% and 11% respectively).
- 3.21 **Figure 3.2** shows that employers in the for-profit sector were less likely to experience vacancies than those in the charity and government sectors. Employers in central government were considerably more likely to experience vacancies, recruitment difficulties and skill-shortages than those in other sectors, all of which experienced DtFVs and SSVs at similar levels.

3.22 In volume terms, however, reflecting the predominance of the for-profit sector, the vast majority of vacancies, DtFVs and SSVs are found among commercial employers.

Figure 3.2: The incidence and volume of vacancies and recruitment difficulties, 2008



Source: NISMS08.

Base: Vacancy base, unweighted = 2,847. All establishments, unweighted = 4,000.

3.23 The distribution of recruitment difficulties (DtFVs and SSVs) in the commercial sector is broadly in line with the relative size of its existing workforce. However, outside the commercial sector, local government accounts for relatively few vacancies and recruitment difficulties while the charity / voluntary sector accounts for relatively many.

3.24 SSVs in the charity / voluntary sector equate to 7.4 vacancies per 1,000 of the workforce, considerably higher than among other sectors. Vacancies in this sector are most likely to be difficult-to-fill because of a lack of suitably skilled, experienced and qualified applicants.

- 3.25 There are only 1.2 SSVs per 1,000 of the workforce in local government, and vacancies in this sector are relatively unlikely to be difficult-to-fill. When a vacancy in this sector is difficult-to-fill, however, this is very likely to be because of skills reasons.

Table 3.7: Distribution of current vacancies, DtFVs and SSVs, and density of current recruitment difficulties by establishment type, 2008

	Seeking a profit	Charity / voluntary sector	Local government financed body	Central government financed body
Share of employment	67%	7%	11%	15%
Share of all vacancies	67%	10%	7%	16%
Share of all DtFVs	70%	12%	2%	16%
Share of all SSVs	67%	13%	3%	18%
DtFVs as % of vacancies	30%	37%	11%	28%
SSVs as % of vacancies	18%	23%	8%	19%
SSVs as a proportion of DtFVs	59%	63%	71%	69%
All SSVs per 1000 total employment	4.3	7.4	1.2	5
Unweighted establishments	3,141	309	269	278

Source: NISMS08.

Base: All establishments, unweighted = 4,000

Effect of Sector on Vacancies and Recruitment Difficulties

- 3.26 In terms of the distribution of vacancies within industry sectors, the largest share of vacancies tends to be in industries with the largest overall employment, namely Wholesale & Retail (21% of all vacancies), Health & Social Care (20%), Business Services (14%), and Public Administration (12%).
- 3.27 In relation to recruitment difficulties, vacancies are more likely to be proving difficult-to-fill than average (29%) for:
- Health & Social Care (49%)
 - Financial Services (41%)
 - Manufacturing (41%)
 - Hotels & Restaurants (33%)
- 3.28 Conversely, for the Public Administration, Construction and Other Services sectors, vacancies are considerably less likely than average to be proving difficult-to-fill (13%, 17% and 19% respectively).

3.29 Across Northern Ireland as a whole, skill-shortage vacancies account for just under one in five (18%) of all vacancies. Critically, though, for the following sectors, a much larger proportion of vacancies are proving difficult-to-fill because of a lack of the required skills, qualifications or work experience among potential candidates:

- Financial Services (35%)
- Health & Social Care (32%)
- Manufacturing (30%)
- Business Services (24%)

3.30 Although vacancies are most likely to be skill-shortage related in the Financial Services sector, when expressed as a proportion of total employment, the figure for this sector is in line with the national average of 4.3 vacancies per 1,000. As a proportion of total employment, skill-shortage vacancies are most prevalent for the Health & Social Care and Business Services sectors (9.8 and 7.3 SSVs respectively per 1,000 employees).

Table 3.8: Distribution of current vacancies, DtFVs and SSVs, and density of current recruitment difficulties by industry, 2008

	Unweighted base	Share of all vacancies	DtFVs as % of all vacancies	All SSVs as % of all vacancies	SSVs as a % of DtFVs	Vacancies as a % of employment	All SSVs per 1,000 total employment
Northern Ireland	4000	100%	29%	18%	62%	2%	4.3
Manufacturing	522	5%	41%	30%	73%	1%	3.5
Construction	280	3%	17%	12%	70%	2%	1.9
Wholesale & Retail	787	21%	23%	10%	42%	2%	2.4
Hotels & Restaurants	226	9%	33%	16%	48%	3%	5.1
Transport & Communications	216	3%	27%	19%	69 %	2%	3.6
Financial Services	133	1%	41%	35%	87%	1%	4.3
Business Services	557	14%	27%	24%	87%	3%	7.3
Public Administration	178	12%	13%	6%	43%	3%	1.8
Education	313	6%	21%	15%	71%	1%	1.8
Health & Social Care	362	20%	49%	32%	65%	3%	9.8
Other Services	394	7%	19%	8%	40%	3%	2.2

Source: NISMS08.

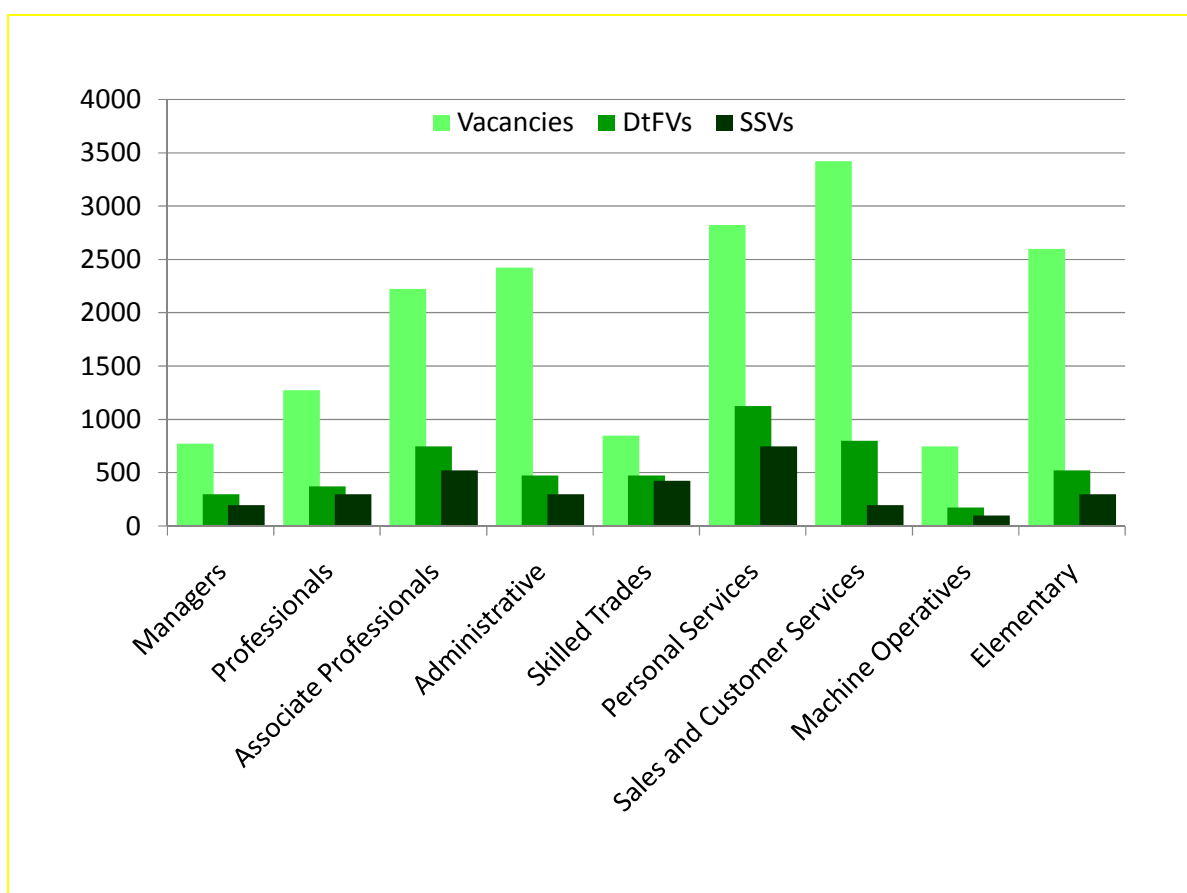
Base: Vacancy base, unweighted = 2,847. All establishments, unweighted = 4,000.

Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments.

Occupational Profile of Vacancies and Recruitment Difficulties

- 3.31 In volume terms, the largest numbers of reported vacancies were for Sales & Customer Service occupations, with considerable numbers in the Personal Services, Elementary, Administrative and Associate Professional occupational groups also. As we see in **Figure 3.3**, fewest vacancies were reported for Skilled Trades, Managers and Machine Operatives.
- 3.32 The pattern of recruitment difficulties looks slightly different. The greatest number of DtFVs and SSVs were for Personal Service occupations, followed by Associate Professionals. Sales & Customer Service occupations which accounted for most vacancies, accounted for among the smallest number of SSVs, alongside Machine Operatives. By contrast, Skilled Trades occupations were among the least likely locations of vacancies but accounted for one of the largest volumes of SSVs.

Figure 3.3: Volume of vacancies, DtFVs and SSVs by occupation, 2008



Source: NISMS08.

Base: Vacancy base, unweighted = 2,847. All establishments, unweighted = 4,000.

- 3.33 **Table 3.9** confirms these analyses by highlighting the distribution of vacancies and recruitment difficulties across occupations.

- 3.34 The table demonstrates that vacancies that are difficult-to-fill represent a relatively high proportion of the total number of vacancies for Skilled Trades (55%), Personal Services (40%), Managers (38%) and Associate Professionals (33%). These occupations are also relatively more likely to be the location of skill-shortages. Applicants lacking the required skills, experience and qualifications is clearly a particular problem for Skilled Trades vacancies where 51% of vacancies are SSVs.
- 3.35 The proportion of vacancies due to skill-shortages is particularly low within Sales & Customer Service occupations.

Table 3.9: Distribution of current vacancies, DtFVs and SSVs, and density of current recruitment difficulties by occupation, 2008

	Share of all vacancies	Share of all DtFVs	Share of all SSVs	DtFVs as % of all vacancies	SSVs as % of all vacancies
Northern Ireland	100%	100%	100%	29%	18%
Managers	4%	6%	6%	38%	25%
Professionals	7%	7%	10%	29%	23%
Associate Professionals	13%	15%	17%	33%	24%
Administrative	14%	10%	10%	20%	12%
Skilled Trades	5%	9%	14%	55%	51%
Personal Services	16%	22%	24%	40%	26%
Sales & Customer Services	20%	16%	6%	24%	5%
Machine Operatives	4%	4%	3%	23%	14%
Elementary	15%	11%	10%	20%	12%
Unweighted base: vacancies	2,847	705	394	2,847	2,847

Source: NISMS08.

Base: Vacancy base, unweighted = 2,847. All establishments, unweighted = 4,000.

Duration of Recruitment Difficulties

- 3.36 **Table 3.10** shows the length of time employers have had difficult-to-fill vacancies open for, broken down by occupation.
- 3.37 At the overall level, employers are most likely to report difficult-to-fill vacancies as having been open for between 2 weeks to 1 month (31%), though for a quarter (26%) these vacancies have already been open for over 6 months.
- 3.38 We see that vacancies for Professional and Personal Services occupations tend to have been open for the longest. Indeed two in five employers (40%) with vacancies for these occupational groups report these vacancies having been open for in excess of 6 months (compared with an all-occupation average of 26%).
- 3.39 Interestingly, for vacancies for Sales & Customer Services positions, one in seven employers (14%) report that they have been open for fewer than 2 weeks, despite already regarding them as being difficult-to-fill.

Table 3.10: Length of time DtFVs have been open by occupation, 2008

	Less than 2 weeks	2 weeks to 1 month	1 to 2 months	2 to 3 months	3 to 6 months	More than 6 months
Northern Ireland	6%	31%	18%	14%	16%	26 %
Managers	7%	37%	23%	13%	9%	19%
Professionals	8%	11%	1%	27%	13%	40%
Associate Professionals	2%	30%	12%	15%	25%	23%
Administrative	5%	15%	30%	6%	21%	31%
Skilled Trades	2%	43%	8%	7%	22%	22%
Personal Services	0%	36%	3%	12%	9%	40%
Sales & Customer Services	14%	43%	21%	7%	0%	16%
Machine Operatives	0%	21%	15%	21%	36%	7%
Elementary	8%	14%	32%	13%	25%	9%

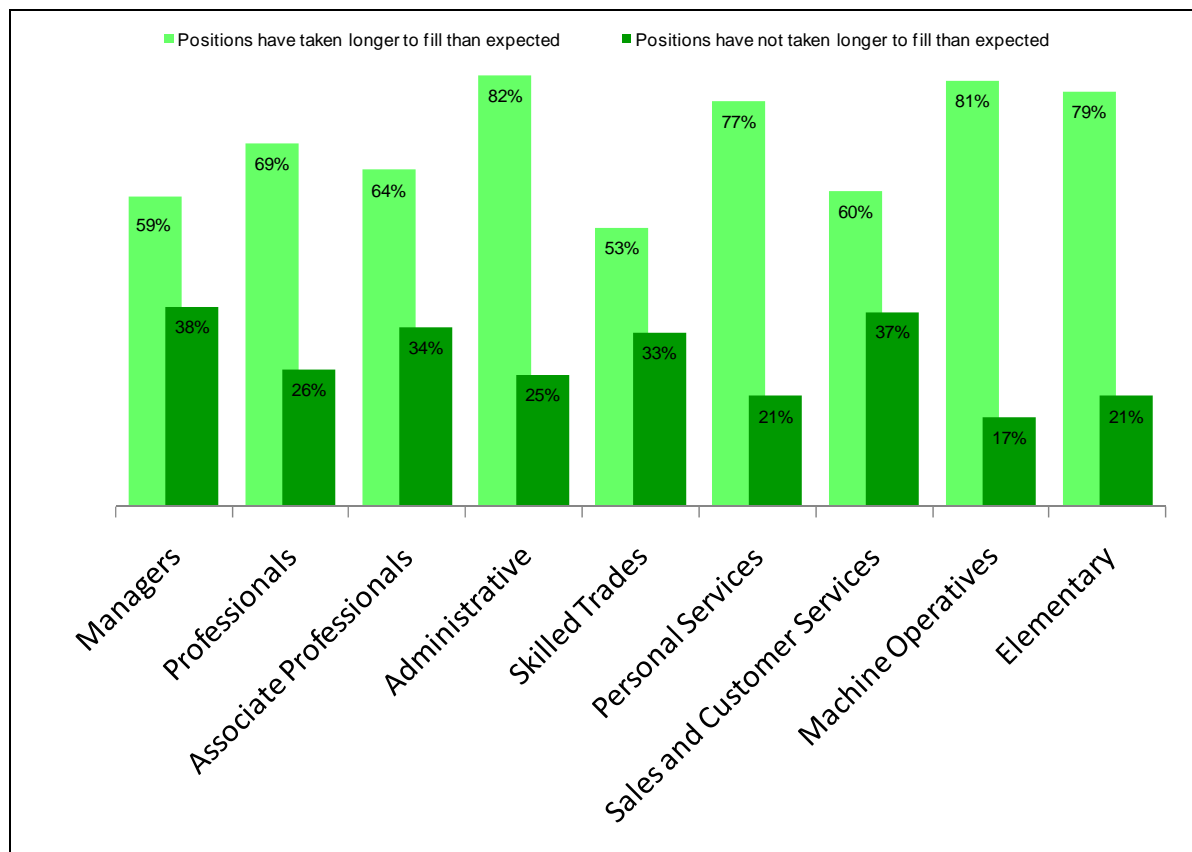
Source: NISMS08.

Base: All establishments with DtFVs, unweighted = 274

Note: Percentage estimates may sum to more than 100%, as employers may report on two types of DtFV within one occupation.

- 3.40 As we see in **Figure 3.4** below, across all occupations, a majority of difficult-to-fill vacancies identified by employers have taken longer to fill than expected. This is particularly likely to be the case for difficult-to-fill Administrative, Personal Service, Machine Operative and Elementary positions (82%, 77%, 81% and 79% respectively).

Figure 3.4: Whether difficult-to-fill vacancies have taken longer than expected to fill by occupation, 2008



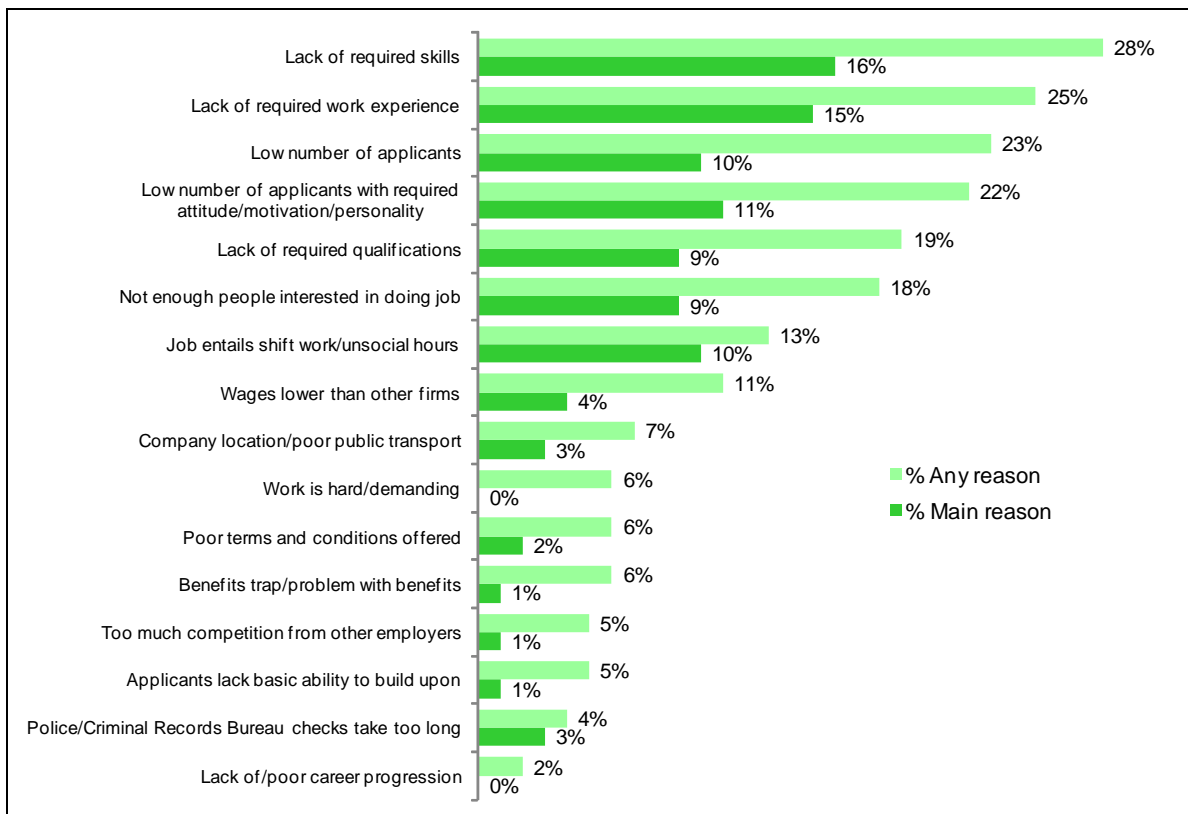
Source: NISMS08.

Base: All difficult-to-fill vacancies, unweighted = 705

Reasons for Recruitment Difficulties

- 3.43 Employers were asked about the reasons behind vacancies being difficult-to-fill. In **Figure 3.5**, we present the proportions of employers mentioning *any* reason being a factor and also the proportions identifying each factor as being the *main* reason.
- 3.44 We see that the reasons why vacancies may be difficult-to-fill are wide ranging. Almost three in ten employers with difficult-to-fill vacancies (28%) attribute them – at least in part – to candidates lacking the required skills. Furthermore, one in four (25%) mention applicants lacking the necessary work experience and around one in five (19%) report them lacking the required qualifications. These skills-related reasons are regarded as being the *main* reason for vacancies being difficult-to-fill by 16%, 15% and 9% of employers with difficult-to-fill vacancies respectively.
- 3.45 Although skills-related reasons figure highly, there being a low number of applicants *per se* is reported by almost one in four employers with current difficult-to-fill vacancies (23%) and is regarded as the main reason for one in ten (10%). Related to this, almost one in five (18%) report that not enough people are interested in doing the particular type of work, this being the main reason for 9%. Of those citing a lack of interest in doing the particular type of work, 28% reported it was due to the job entailing shift work or unsociable/long hours, and 17% said it was because the work was “too demanding”.
- 3.46 There has been some movement in the hierarchy of reasons since 2005, at which time the main factor behind vacancies being hard to fill related to candidates lacking the required attitudes, motivation and/or personality (38%). Currently, this is cited by one in five (22%) employers with difficult-to-fill vacancies, with more directly skills-related issues having since increased in importance.

Figure 3.5: Any / Main reasons for vacancies being difficult-to-fill, 2008



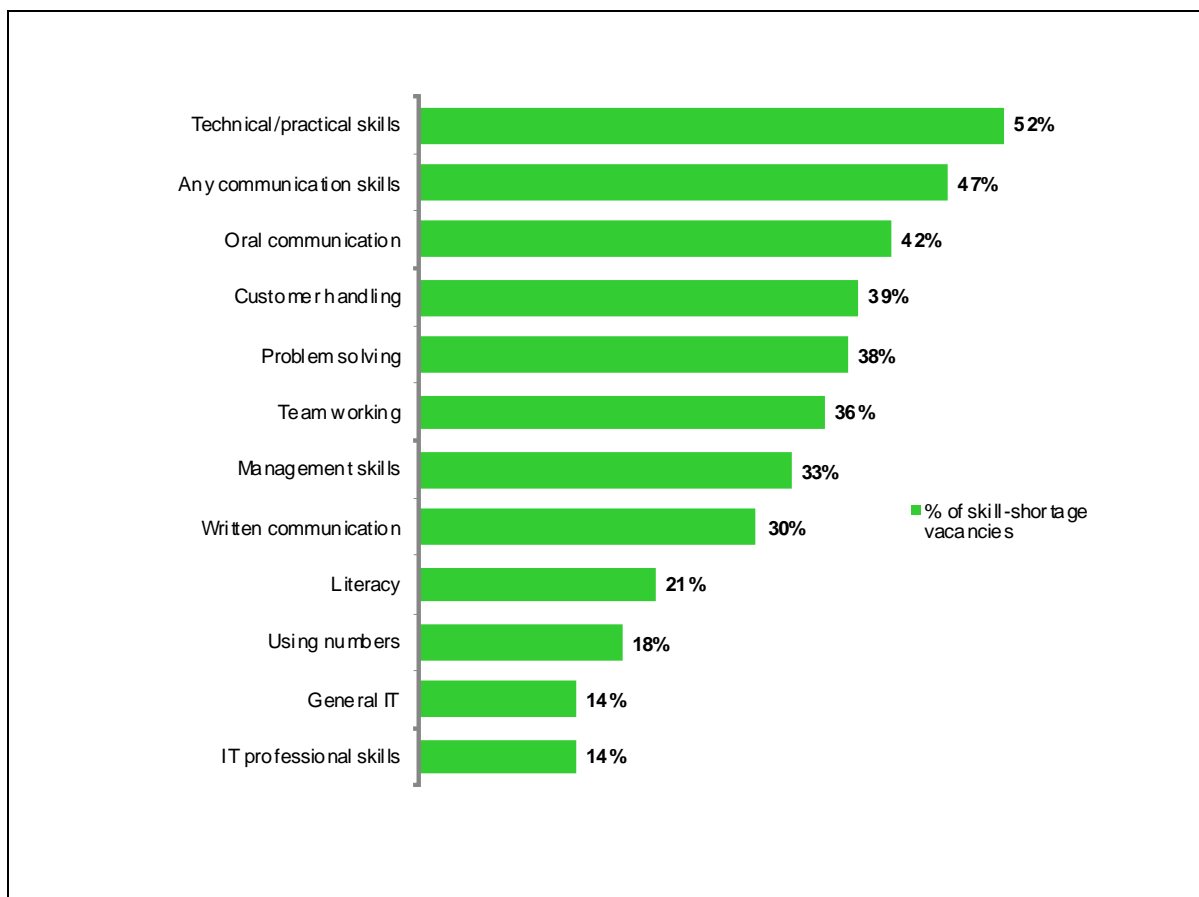
Source: NISMS08

Base: All establishments with DtFVs, unweighted = 274

Skills Lacking in Skill-Shortage Vacancies

- 3.47 We saw in **Table 3.4** that 18% of all vacancies were deemed to be as a result of a shortage in skills, qualifications or work experience. For each vacancy identified as such, employers were asked to identify the particular skills that candidates lacked.
- 3.48 Around half of all skill-shortage vacancies (52%) were open due to a lack of applicants with the required technical or practical skills specific to the industry. This was also the most commonly cited skill in 2005 (then cited as the cause of 35% skill-shortage vacancies).
- 3.49 Communication skills have now become the second most commonly reported skill lacking among applicants (47% cf. 30% in 2005). More specifically, 42% report candidates lacking the required oral communication skills and three in ten (30%) mention written communication skills.
- 3.50 Customer handling, problem solving and team working skills are other more generic skills that applicants tend to lack that apply for skill-shortage vacancy positions (cited by 39%, 38% and 36% respectively).

Figure 3.6: Skills lacking in skill-shortage vacancies, 2008



Source: NISMS08

Base: All employers with skill-shortage vacancies, unweighted = 180

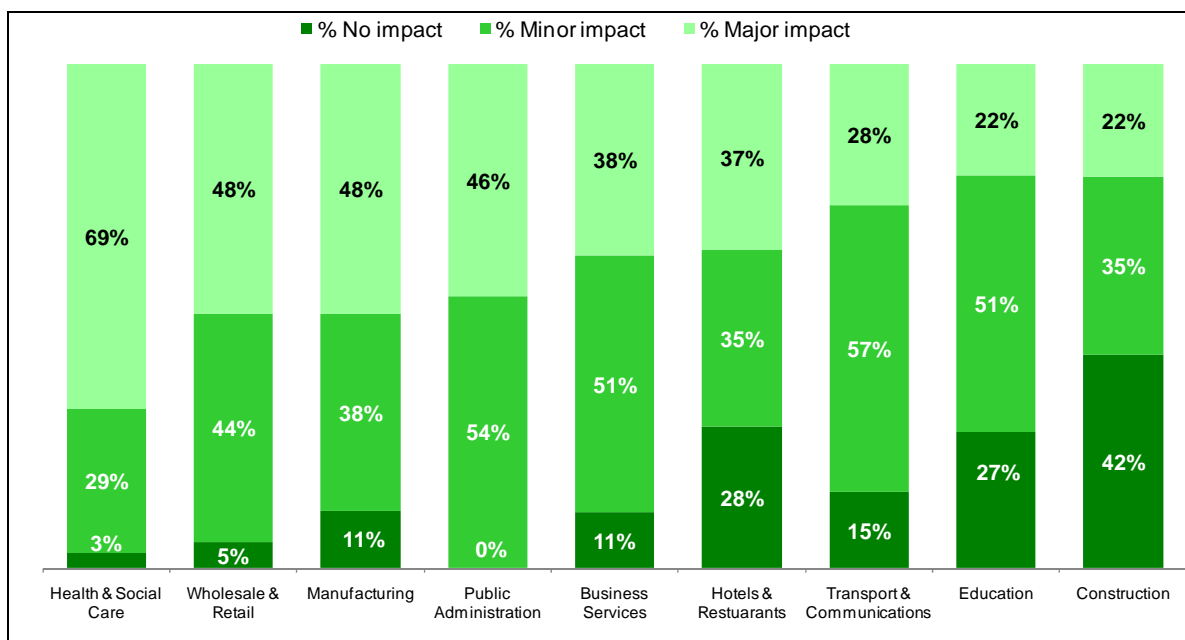
Impact of Difficult-to-Fill Vacancies

3.51 **Figure 3.7** shows the impact that current difficult-to-fill vacancies have on employers in Northern Ireland.

3.52 We see that having a difficult-to-fill vacancy has had the greatest impact on employers within the Health & Social Care industries, where 69% report there being a “major impact”. For Public Administration employers, a little under half (46%) cite a “major impact”, with the remainder (54%) saying difficult-to-fill vacancies have had a “minor impact”.

3.53 Employers in the Construction and Education sectors are the least likely to have experienced a “major impact” from difficult-to-fill vacancies (22%), with a further 42% claiming to have felt “no impact” at all.

Figure 3.7: Impact of difficult-to-fill vacancies, by industry, 2008



Source: NISMS08.

Base: All establishments with DtFVs, unweighted = 274

Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments.

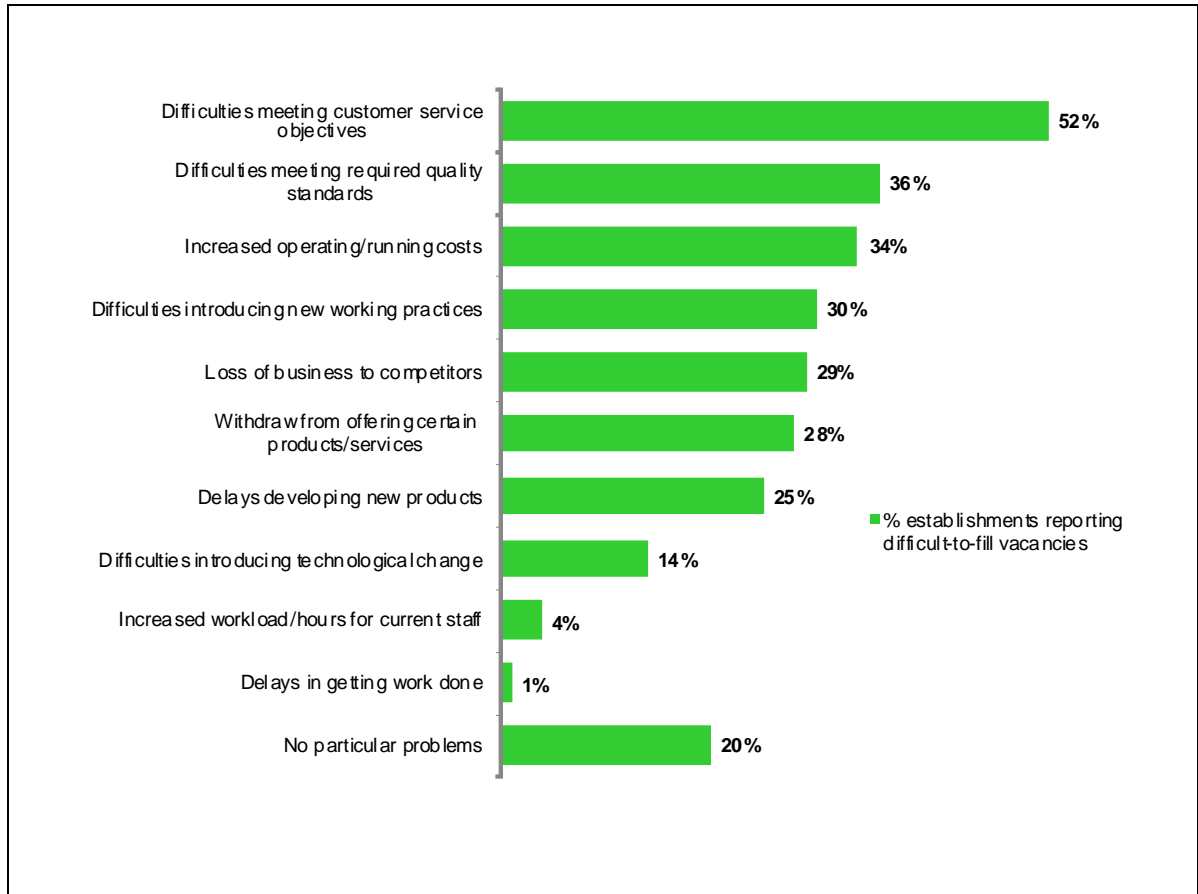
3.54 **Figure 3.8** shows the effect difficult-to-fill vacancies are having on establishments.

3.55 It appears that having a difficult-to-fill vacancy now causes employers less problems than was the case in 2005. Twelve percent of employers reported that no particular problems resulted from difficult-to-fill vacancies in 2005, rising to one in five (20%) for the current survey.

3.56 Around half (52%) of all employers with difficult-to-fill vacancies now mention that – as a result of these recruitment issues – they face difficulties in meeting their customer service objectives. This has risen slightly since 2005 where 47% of employers with difficult-to-fill vacancies cited this as a repercussion.

3.57 Other impacts of difficult-to-fill vacancies include difficulties in meeting required quality standards (36%), increased operating / running costs (34%) and difficulties in introducing new working practices (30%).

Figure 3.8: Effect of difficult-to-fill vacancies, 2008



Source: NISMS08

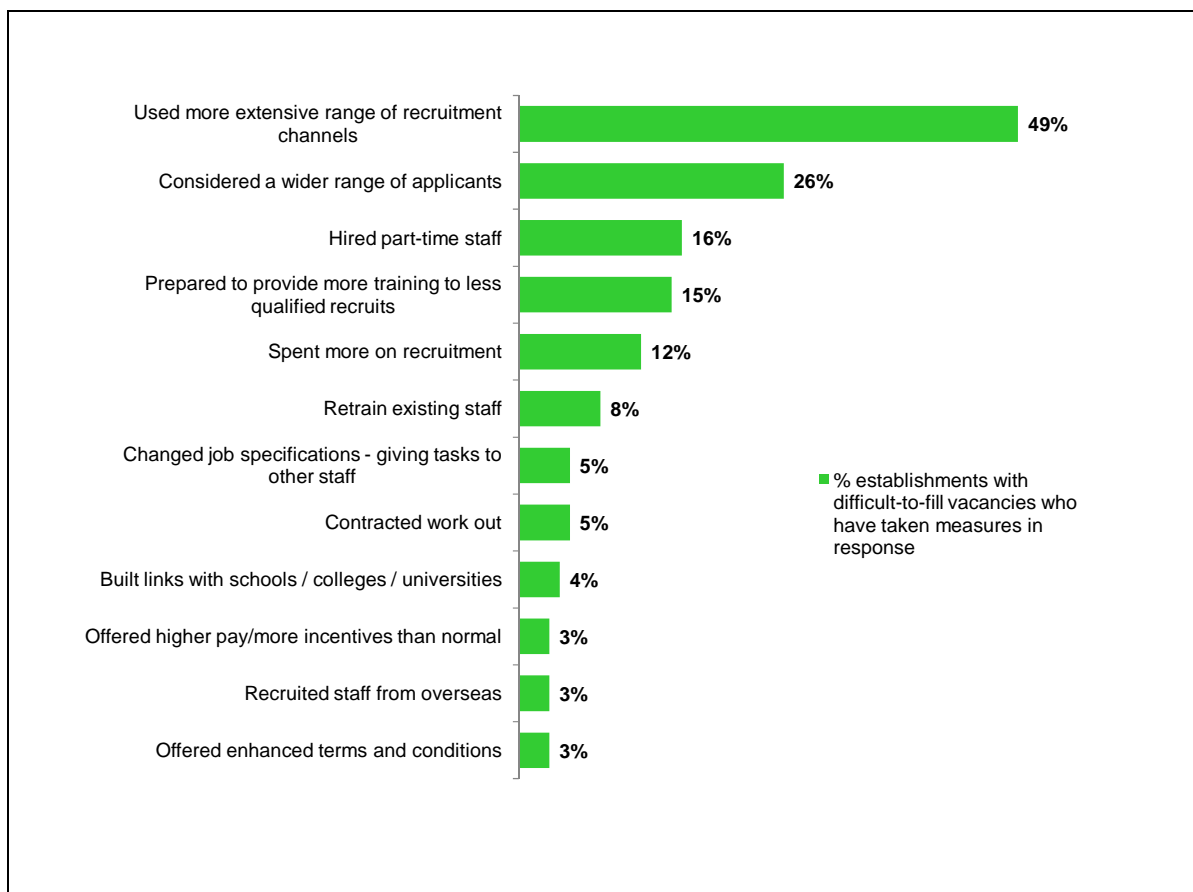
Base: All establishments with DtFVs, unweighted = 274

Note: The final two responses above “No particular reason” were unprompted and have been coded from “other specify” verbatim responses

Measures Taken to Overcome Difficult-to-Fill Vacancies

- 3.58 Of those employers with a difficult-to-fill vacancy, one in three (34%) have already taken additional measures to try to recruit for the positions in question, with a further quarter (24%) planning to do so. Of the 43% of employers who do not plan to take any additional actions to fill their difficult-to-fill vacancies, two in five (39%) claim that nothing can be done and one in four (25%) say it is too early in the process.
- 3.59 In **Figure 3.9** we present the actions that employers have taken to try and overcome difficult-to-fill vacancies. The most common responses are using a more extensive range of recruitment channels (49%), considering a wider range of applicants (26%) and hiring part-time staff (16%).
- 3.60 Actions not focussing directly on filling difficult-to-fill vacancies include retraining existing staff (8%) and changing job specifications to redistribute work amongst existing employees (5%).

Figure 3.9: Measures taken to overcome difficult-to-fill vacancies, 2008



Source: NISMS08

Base: All establishments with DtFVs who have taken measures in response to difficult-to-fill vacancies, unweighted = 95

4 Recruitment Difficulties in the Last Year

Summary

Overall, approaching half of all Northern Ireland employers (46%) report having had a vacancy either at the time of interview or within the last year, equating to approximately 100,470 vacancies over this 12-month period.

Of all employers with either a current vacancy or one in the past 12 months, 28% report vacancies having been difficult-to-fill and – more specifically – 17% report that vacancies have been difficult-to-fill for skills-related reasons (i.e. candidates lacking the required skills, qualifications or experience).

Larger employers are considerably more likely to experience vacancies. As establishment size increases, so too does the proportion reporting that they found at least one of their vacancies currently or in the past 12 months to be difficult-to-fill, ranging from a quarter (24%) of employers with 1 to 4 employees to two in five (38%) of those with at least 50 employees. Similarly, larger employers are much more likely to have experienced a skill-shortage vacancy, with two in five (21%) reporting having had one at the time of interview or in the previous 12 months, compared to 8% for the Northern Ireland business population as a whole.

Employers within the Public Administration sector were most likely to report either current vacancies or ones open over the previous year (73%), considerably higher than the Northern Ireland average of 46%. However, it is in the Manufacturing and Health & Social Care sectors where – critically – employers with vacancies were most likely to be skill-shortage vacancies (28% and 22% respectively), that's to say the result of candidates lacking the requisite skills, qualifications or work experience.

More specifically, candidates lacking the requisite skills is the most commonly cited reason for current vacancies / vacancies over the last year being difficult-to-fill, and is reported by one in three employers with difficult-to-fill vacancies (32%). A lack of work experience is reported by almost three in ten (28%) and a lack of the required qualifications by around one in five (19%). By comparison, 18% of employers who have experienced vacancies being difficult-to-fill cite issues relating to a low number of applicants.

Employers with current skill-shortage vacancies or ones over the previous year were most likely to report technical, practical and job-specific skills as lacking in potential candidates (52%). For 45% of employers with a skill-shortage vacancy, communication skills and customer handling skills were each felt to be lacking among applicants.

Of those employers reporting difficult-to-fill vacancies at the time of interview and/or over the last year, just over half (54%) regard these vacancies as having caused difficulties in relation to meeting their customer service objectives. Increased operating costs (43%) and difficulties meeting quality standards (37%) were both cited as impacts by around two in five employers who have experienced difficult-to-fill vacancies.

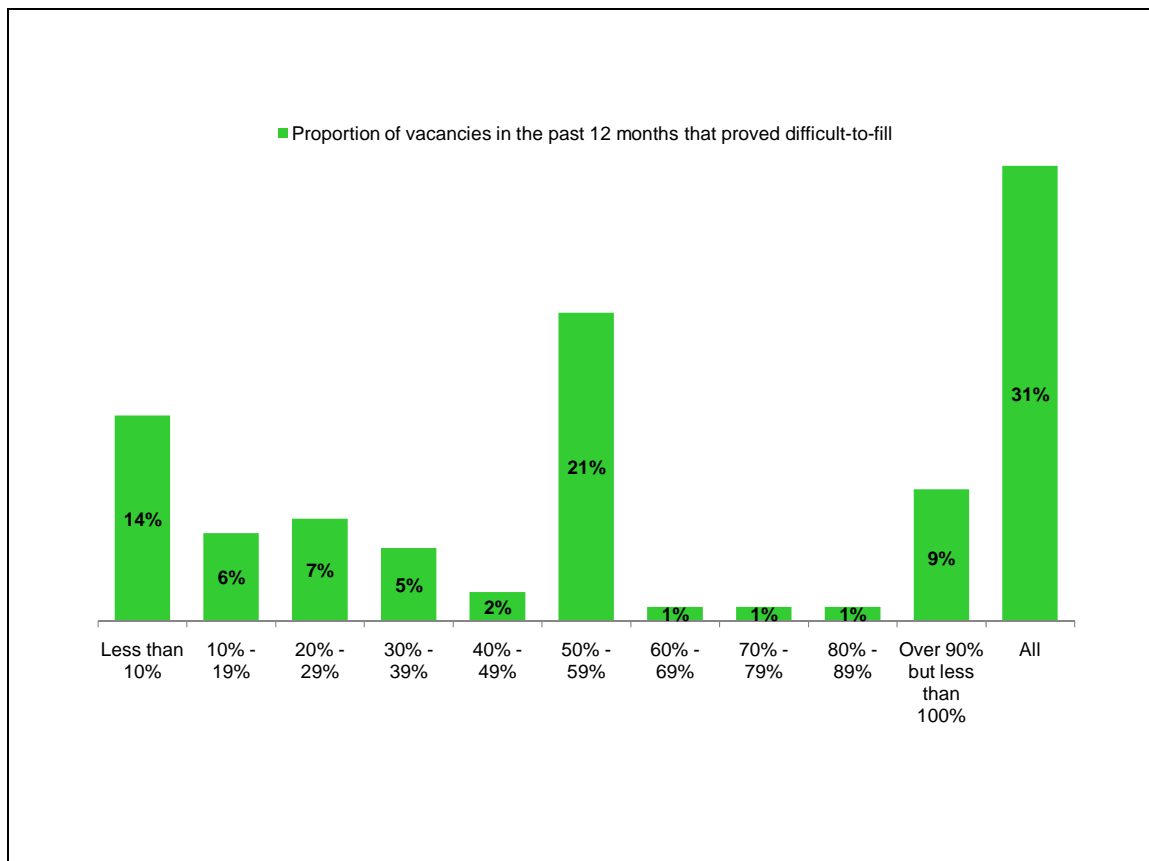
Introduction

- 4.1 In this section, we turn to the broader recruitment situation reported by employers in Northern Ireland over the whole year prior to the survey, combining both data relating to the current situation (explored in **Chapter 3**) and also data from the previous 12 months (unless specified otherwise).

Vacancies, Difficult-to-Fill and Skill-Shortage Vacancies – Current and over the Previous Year

- 4.2 Whilst 12% of Northern Ireland employers currently have at least one vacancy, approaching half (46%) reported having had a vacancy either at the time of interview or within the last year for either part-time or full-time staff. This equates to approximately 100,000 vacancies during this 12-month period (100,470).
- 4.3 Of all employers with either a current vacancy or one in the past 12 months, 28% report vacancies having been difficult-to-fill and – more specifically – 17% report that vacancies have been difficult-to-fill for skills-related reasons (i.e. candidates lacking the required skills, qualifications or experience).
- 4.4 Looking specifically (and solely) at the proportion of vacancies that proved difficult-to-fill in the past 12 months (excluding those that were still open at the time of interview), we see in **Figure 4.1** that three in ten employers with difficult-to-fill vacancies over the last year (31%) reported that all their vacancies had proved difficult-to-fill, with almost two thirds (64%) reporting that at least half had been difficult-to-fill.

Figure 4.1: Proportion of vacancies over the last year that proved difficult-to-fill, 2008



Source: NISMS08.

Base: All establishments with difficult-to-fill vacancies in the last year, unweighted = 496.

Recruitment Difficulties by Size of Employer

- 4.5 Following trends seen in the previous chapter, larger employers are considerably more likely to experience vacancies, with 90% of employers with 50 or more staff reporting vacancies in the last year or currently compared to 32% of employers with 1-4 staff and a national average of 46%. These breakdowns are presented in **Table 4.1**.
- 4.6 As establishment size increases, so too does the proportion reporting that they found at least one of their vacancies currently or in the past 12 months to be difficult-to-fill, ranging from a quarter (24%) of employers with 1 to 4 employees to two in five (38%) of those with at least 50 employees.
- 4.7 Similarly, larger employers are much more likely to have experienced a skill-shortage vacancy, with two in five (21%) reporting having had one at the time of interview or in the previous 12 months, compared to 8% for the Northern Ireland business population as a whole.

Table 4.1: Current vacancies / vacancies within the last year by establishment size, Northern Ireland, 2008

	% of establishments with vacancies	% of establishments with vacancies that found any of them difficult-to-fill	% of establishments with vacancies that found any difficult-to-fill due to SSVs	% of establishments with difficult-to-fill vacancies reporting SSVs	% of all establishments with SSVs
Northern Ireland	46%	28%	17%	60%	8%
1-4	32%	24%	16%	65%	5%
5-10	51%	27%	15%	55%	8%
11-49	75%	30%	18%	59%	13%
50+	90%	38%	24%	62%	21%
<i>Unweighted base</i>	4,000	2,408	2,408	720	4,000

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

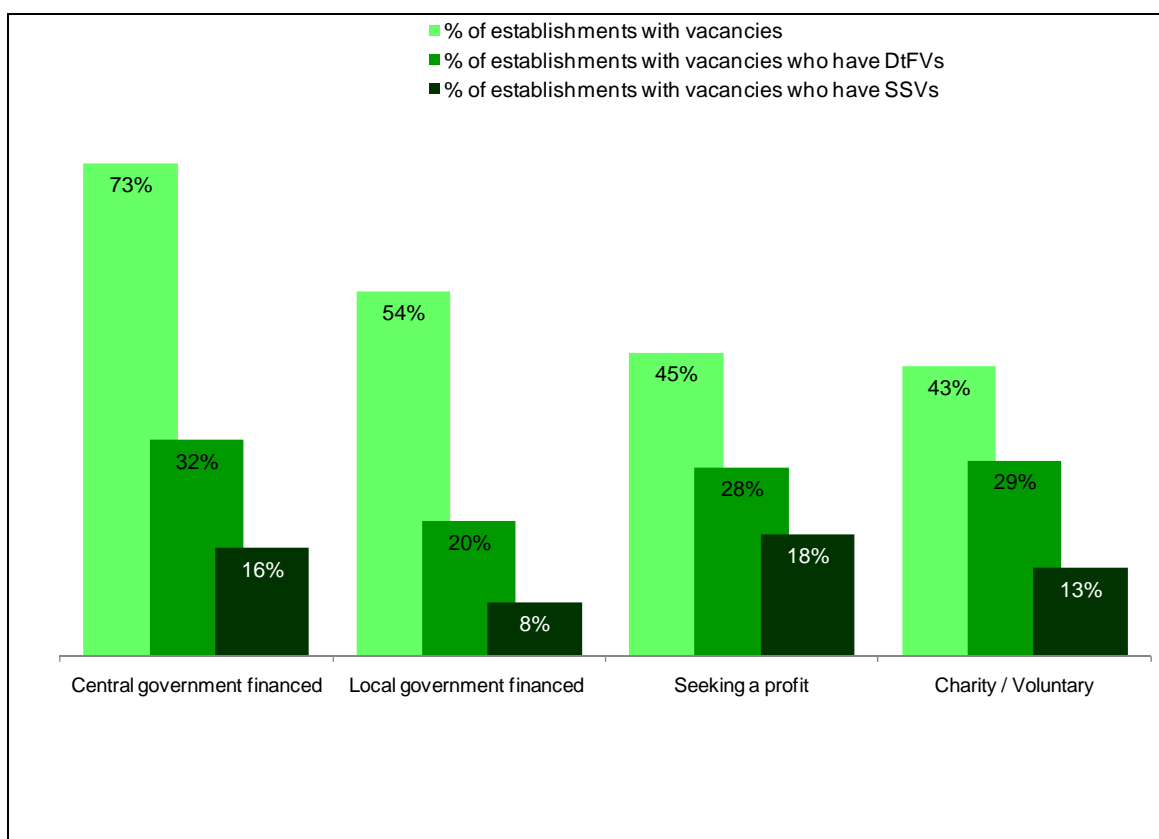
All establishments with current vacancies or ones in the last year, unweighted = 2,408.

All establishments with current difficult-to-fill vacancies or ones in the last year, unweighted = 720.

Effect of Business Type on Vacancies and Recruitment Difficulties

- 4.8 As **Figure 4.2** demonstrates, almost three quarters (73%) of Central Government establishments had a vacancy at either the time of interview or over the course of the previous 12 months. Moreover, just under one in three Central Government establishments with vacancies (32%) found any of them to be difficult-to-fill.
- 4.9 Despite just over half (54%) of Local Government establishments reporting vacancies (either current or over previous year), just one in five (20%) of those found any of these vacancies difficult-to-fill and – more specifically – 8% reported that any were difficult-to-fill due to applicants lacking skills, qualifications and/or work experience (i.e. skill-shortage vacancies).
- 4.10 Although employers operating in the private sector are less likely than those in the public sector to report having had vacancies, where they do have vacancies, they are slightly more likely than other sector types to report any stemming from skills-related reasons (18%).

Figure 4.2: Proportion of establishments who have had vacancies, difficult-to-fill vacancies and skill-shortage vacancies by business type within the past 12 months, 2008



Source: NISMS08.

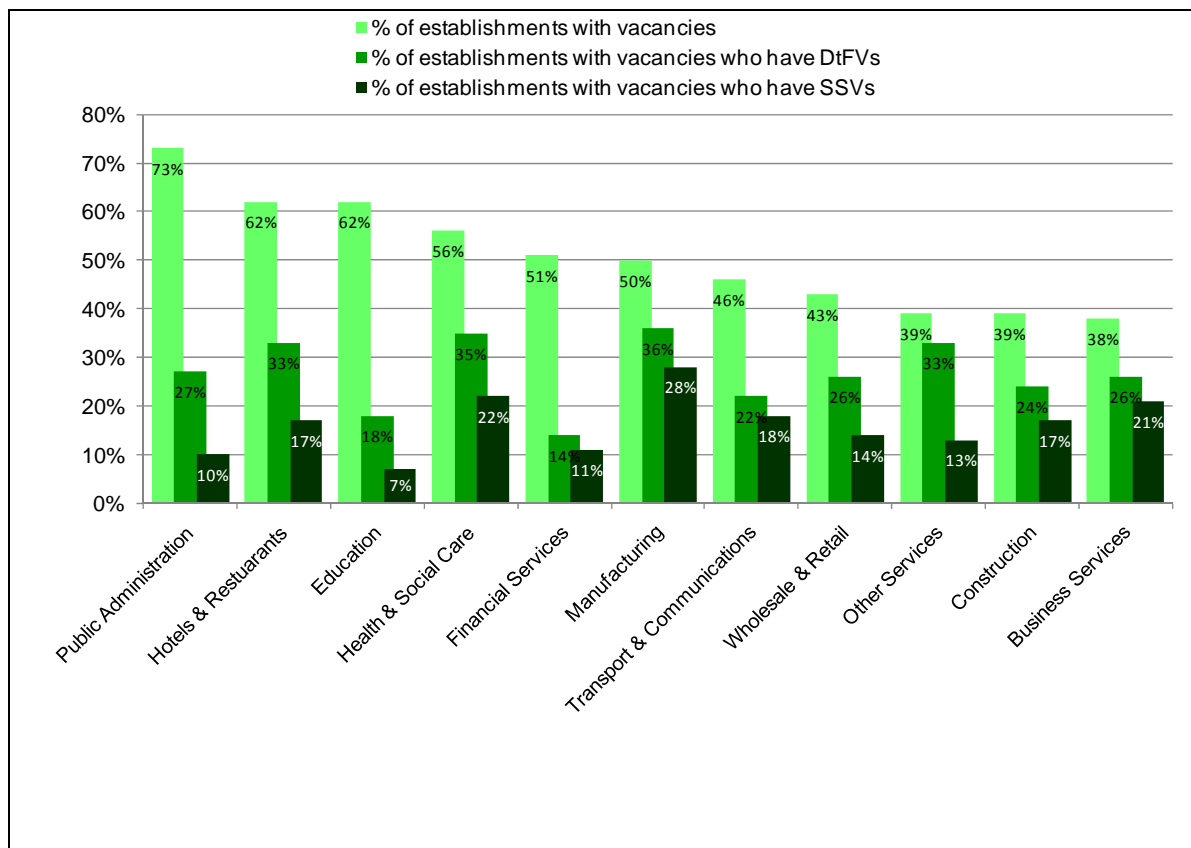
Base: All establishments, unweighted = 4,000.

All establishments with current vacancies or ones in the last year, unweighted = 2,408.

Recruitment Difficulties by Sector

- 4.11 In **Figure 4.3**, we summarise the more detailed sectoral recruitment picture. In line with what we have seen above, employers within the Public Administration sector were most likely to report either current vacancies or ones open over the previous year (73%), considerably higher than the Northern Ireland average of 46%.
- 4.12 It is in the Manufacturing and Health & Social Care sectors, however, where employers with vacancies were most likely to cite any having proved difficult-to-fill (36% and 35% respectively). Conversely, in the Financial Services sector, just 14% of employers with vacancies reported any as having been difficult-to-fill, half the national average (28%).
- 4.13 Critically, it is also in the Manufacturing and Health & Social Care sectors where employers with vacancies were most likely to say that any had been skills-related (28% and 22% respectively), that's to say the result of candidates lacking the requisite skills, qualifications or work experience.
- 4.14 Despite being less likely than average to have a current vacancy or having had vacancies over the previous year, one in five employers operating in Business Services who did report a vacancy found at least one of these difficult-to-fill for skills-related reasons (21%).

Figure 4.3: Proportion of establishments who have had vacancies, difficult-to-fill vacancies and skill-shortage vacancies by industry within the past 12 months, 2008



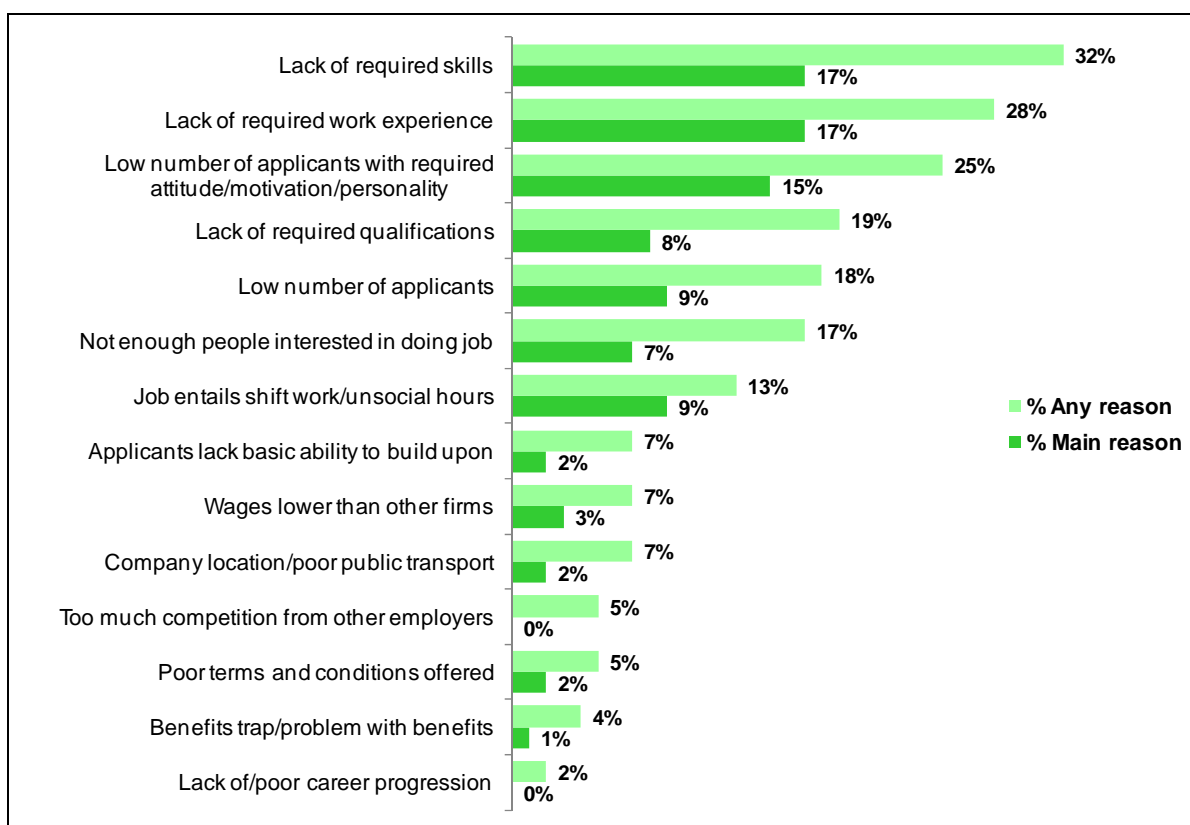
Source: NISMS08.

Base: All establishments, unweighted = 4,000. All vacancies (current and previous 12 months) unweighted = 2,408. Note: Mining & Quarrying and Utilities not included as unweighted bases below 25 establishments.

Reasons for Recruitment Difficulties

- 4.15 As discussed in **Chapter 3**, the underlying reasons for vacancies being difficult-to-fill are wide ranging.
- 4.16 As **Figure 4.4** demonstrates, candidates lacking the requisite skills is the most commonly cited reason for current vacancies / vacancies over the last year being difficult-to-fill, and is reported by one in three employers with difficult-to-fill vacancies (32%). More specifically, this is cited as the *main* reason by 17% of these employers.
- 4.17 Furthermore, a lack of work experience is reported by almost three in ten (28%) and a lack of the required qualifications by around one in five (19%). Such vacancies are also classed as skill-shortage vacancies.
- 4.18 Approaching one in five employers who have experienced vacancies being difficult-to-fill cite issues relating to low numbers of applicants (18%) and not enough people interested in doing the job (17%).

Figure 4.4: Any /Main reasons cited by employers for current vacancies / those over the last year being difficult-to-fill, 2008



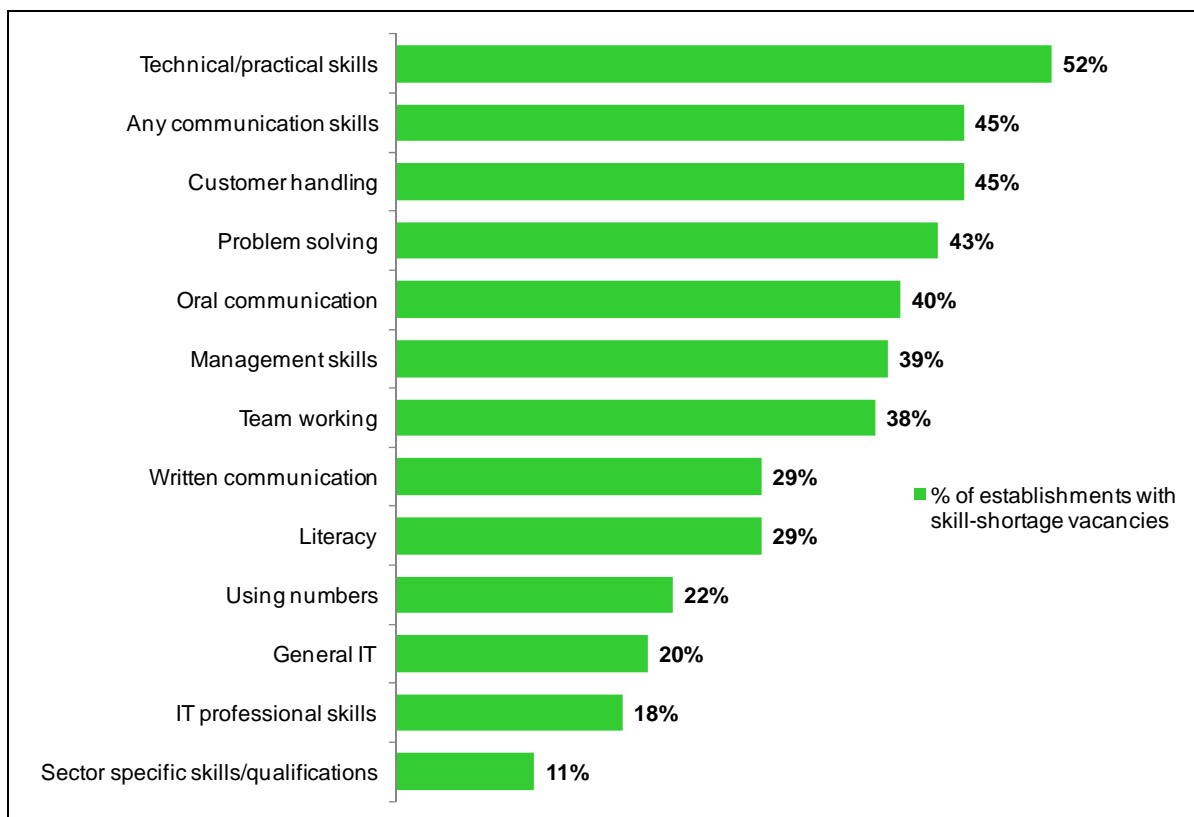
Source: NISMS08.

Base: All establishments with difficult-to-fill vacancies currently or in the last year, unweighted = 720.

Skills Lacking in Skill-Shortage Vacancies Currently and over the Last Year

- 4.19 Employers with current skill-shortage vacancies or ones over the previous year were most likely to report technical, practical and job-specific skills as lacking in potential candidates (52%).
- 4.20 This was followed by customer skills and communication skills, both of which approaching half of employers with a skill-shortage vacancy felt that candidates were lacking (both 45%). A similar proportion cited a lack of problem solving skills (43%), management skills (39%), and team working skills (38%).
- 4.21 This hierarchy closely mirrors that seen in **Chapter 3** in relation to current skill-shortage vacancies.

Figure 4.5: Skills lacking in connection with skill-shortage vacancies currently and in the last year, 2008



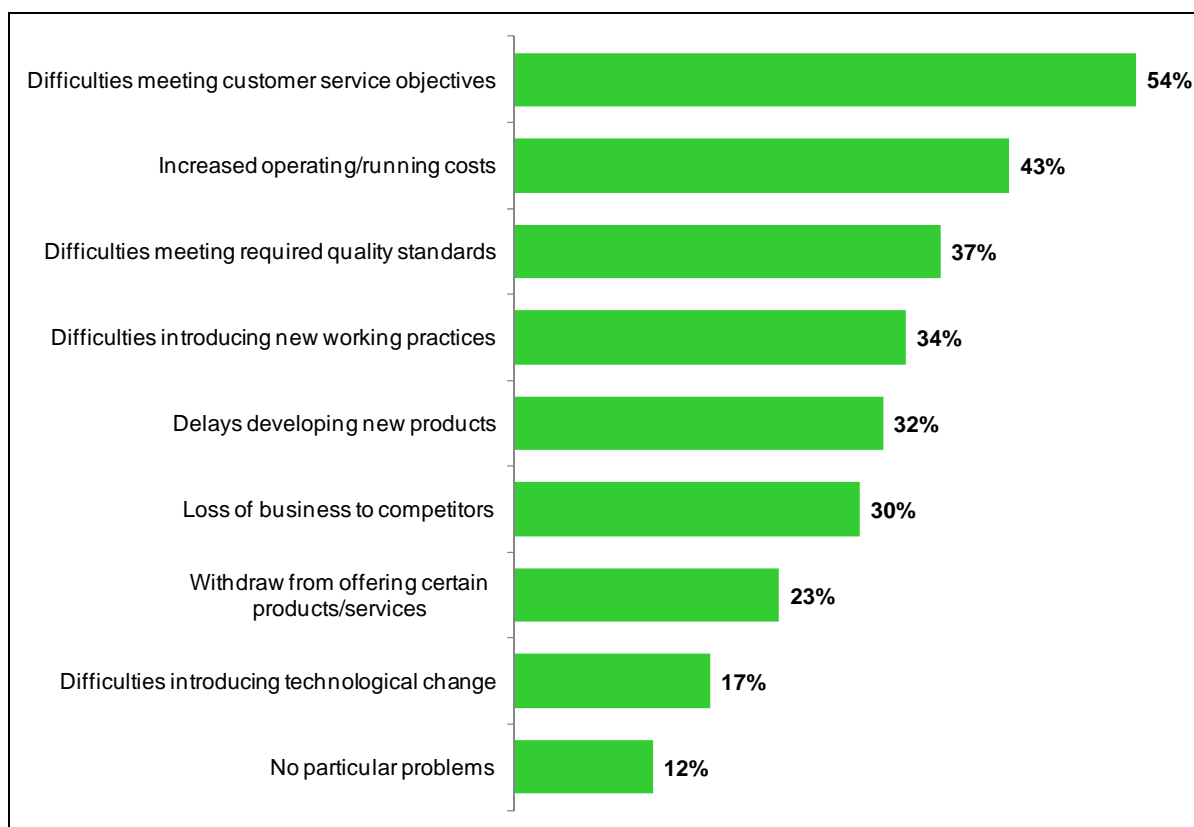
Source: NISMS08.

Base: All establishments with skill-shortage vacancies currently and in the last year, unweighted = 443.

Impact of Recruitment Difficulties

- 4.22 The effects that difficult-to-fill vacancies have on employers are also wide ranging.
- 4.23 Of those employers reporting difficult-to-fill vacancies at the time of interview and/or over the last year, just over half (54%) regard these vacancies as having caused difficulties for them in relation to meeting their customer service objectives.
- 4.24 Increased operating costs, difficulties in meeting quality standards, difficulties in introducing new working practices and delays in developing new products/services were also effects cited by at least three in ten employers (43%, 37%, 34%, 32% respectively) with either current difficult-to-fill vacancies or ones over the previous year.

Figure 4.6: Effects of recruitment difficulties, 2008



Source: NISMS08.

Base: All establishments with difficult-to-fill vacancies currently and within the past 12 months, unweighted = 720.

5 Retention Difficulties

Summary

Seven percent of employers reported that they had specific jobs in which there is a high level of turnover.

The proportion of employers reporting jobs in which there is a high level of staff turnover rises consistently with employer size. Figures rise from 3% of establishments with 1-4 staff, 6% of those with 5-10 staff, 14% with 11-49 staff and 26% for those with 50 or more staff, nearly four times the national average (7%).

Employers within the Hotels & Restaurants and Public Administration sectors are the most likely to have retention difficulties with 14% and 13% of employers respectively reporting that they had specific jobs in which there is a high level of turnover. Industries such as Financial Services, Business Services and Other Services as well as Construction have 5% or fewer employers reporting staff retention difficulties.

Nearly half (49%) of employers with jobs in which there is a high level of staff turnover reported staff not wanting long term commitment as a contributory factor to their difficulties in staff retention. Two fifths (43%) reported a lack of people interested in doing the work as a reason for retention difficulties. A lack of career progression was a reason given for two fifths (44%) of such employers.

The overwhelming response from employers in terms of the impact retention difficulties had on their business was to cause an increased strain on the management of existing staff in covering the staff shortage, reported by 77% of those employers with retention difficulties.

The response to retention difficulties was most frequently centred around increased pay and training with 30% reporting that they had offered higher pay and/or incentives than normal and 28% that they had introduced further training and development opportunities. Approaching one in three establishments (31%) reported that they had not taken any measures to try and overcome high levels of staff turnover in specific jobs.

Introduction

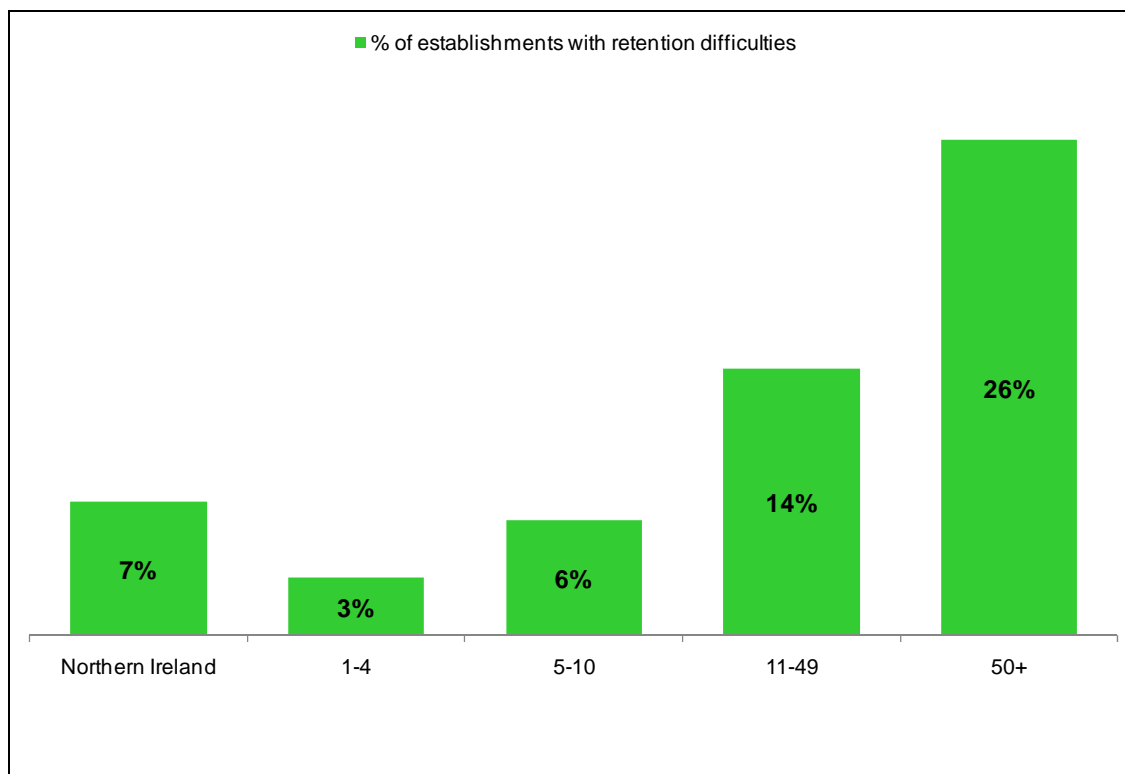
- 5.1 This section moves from looking at the difficulties that employers face in recruiting staff, and sufficiently skilled staff in particular, to difficulties faced in retaining existing staff. This section considers the responses from employers as to whether there are jobs in which there is a high level of staff turnover; the reasons behind any difficulties in retaining staff; the methods used to overcome these difficulties; and the effect that these retention issues have on their businesses.

Incidence of Staff Retention Difficulties

- 5.2 The Skills Monitoring Survey asked establishments whether there were specific jobs in which there is a high level of staff turnover, this being when a high number of staff leave but not as a direct result of downsizing or redundancy.
- 5.3 7% of all employers reported that they had specific jobs in which there is a high level of turnover. This proportion remains unchanged from 2005 (down from 10% in 2002).
- 5.4 The proportion of establishments reporting jobs in which there is a high level of staff turnover rises consistently with establishment size. As **Figure 5.1** demonstrates, figures rise from 3% of establishments with 1-4 staff, 6% of those with 5-10 staff, 14% with 11-49 staff and 26% for those with 50 or more staff, nearly four times the national average (7%)². Again this mirrors the picture from three years ago.

² Of course, one must consider that larger establishments are by their nature more likely to have a broader range of occupations and therefore their *capacity* or *potential* to experience higher levels of staff turnover will be greater

Figure 5.1: Proportion of establishments with retention difficulties by establishment size, 2008

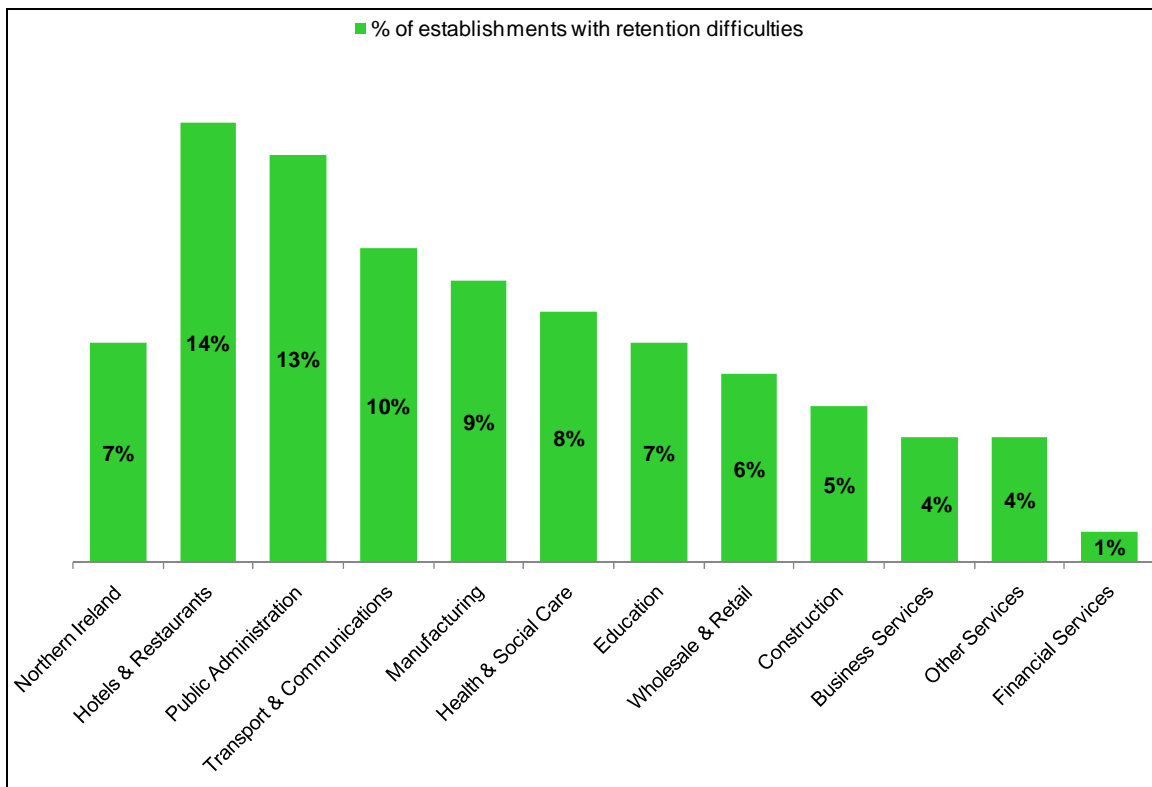


Source: NISMS08.

Base: All establishments, unweighted = 4,000.

- 5.5 We see in **Figure 5.2** that employers within the Hotels & Restaurants and Public Administration sectors are the most likely to have retention difficulties with 14% and 13% of employers respectively reporting that they had specific jobs in which there is a high level of turnover. Employers in the Financial Services, Business Services and Other Services as well as Construction sectors were less likely to report staff retention difficulties. Financial Services employers were particularly unlikely to report specific jobs with a high level of turnover.
- 5.6 Although they were relatively more likely to report difficulties than employers in all sectors bar Hotels & Restaurants, those in the Public Administration sector were less likely to report difficulties than in 2005. Despite the above changes in reported retention difficulties, the average across the whole of Northern Ireland remained the same at 7%.

Figure 5.2: Proportion of establishments with retention difficulties by industry, 2008



Source: NISMS08.

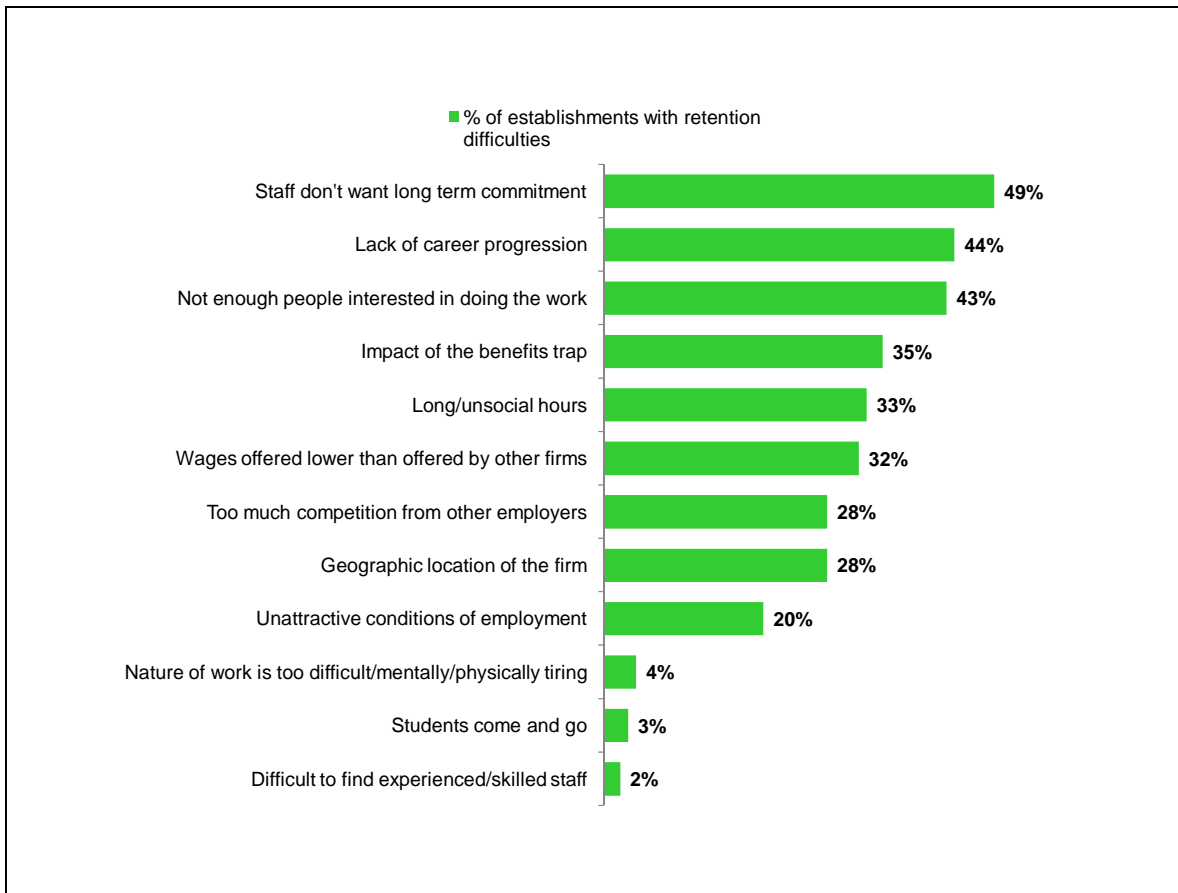
Base: All establishments, unweighted = 4,000.

Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments.

Main Reasons for Staff Retention Difficulties

- 5.7 Those employers who had reported that they had specific jobs in which there is a high level of turnover were asked to identify the main reasons for the difficulties in staff retention.
- 5.8 As **Figure 5.3** demonstrates, nearly half (49%) of employers with specific jobs in which there is a high level of turnover reported staff not wanting long term commitment as a contributory factor to their difficulties in staff retention. Two fifths (43%) reported a lack of people interested in doing the work as a reason for retention difficulties while a similar proportion (44%) stated that a lack of career progression was a factor.
- 5.9 Various issues relating specifically to the job such as long/unsociable hours (33%), low wages in comparison to other employers (32%) and unattractive conditions of employment (20%) were reported by between one third and one fifth of employers with retention difficulties while the location of the organisation was a factor for a quarter of employers with such difficulties (28%).
- 5.10 The pull of external factors was also evident with one third of establishments with retention difficulties (35%) citing the impact of the benefits trap and a quarter (28%) too much competition from other employers.

Figure 5.3: Main reasons for difficulties in staff retention, 2008



Source: NISMS08.

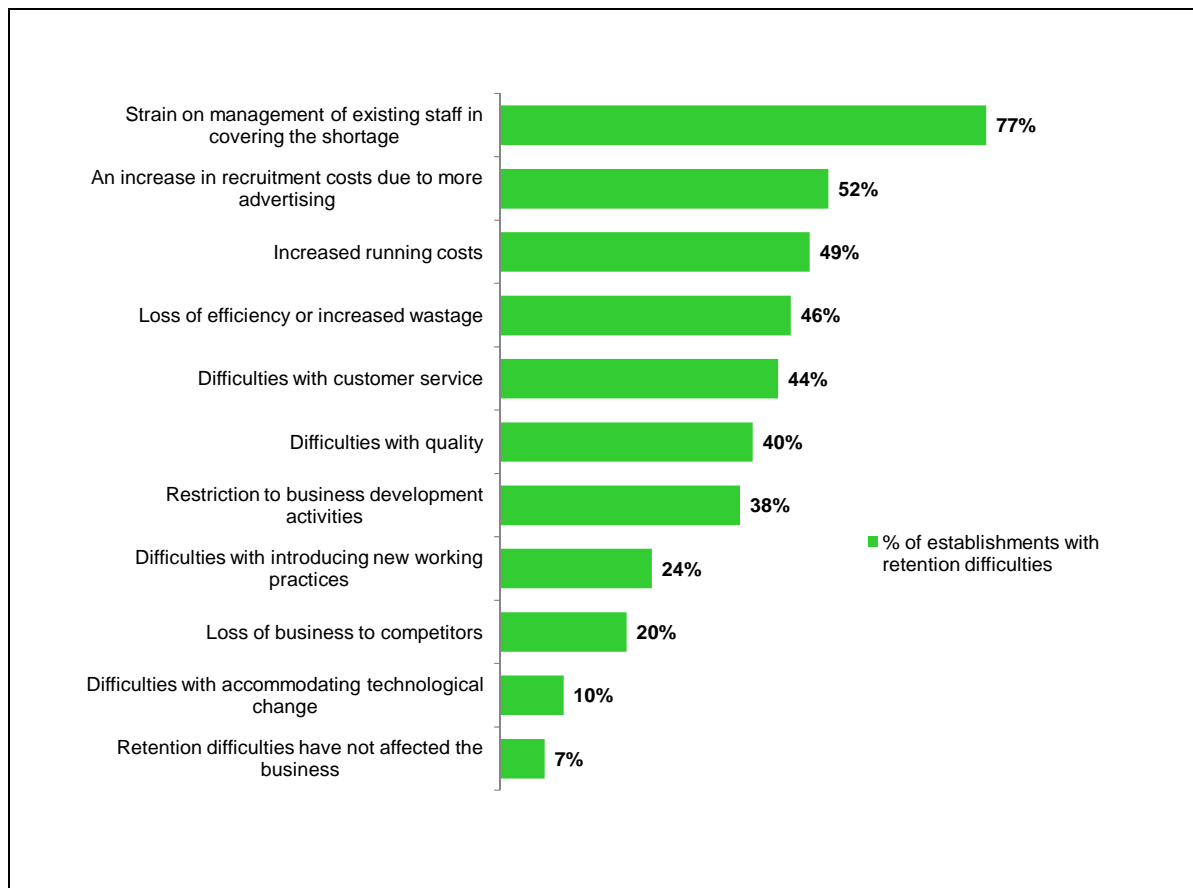
Base: All establishments reporting difficulties in retaining staff, unweighted = 453.

Note: The final three responses were unprompted and have been coded from "other specify" verbatim responses

Effect of Retention Difficulties

- 5.11 The survey asked employers reporting jobs with a high level of staff turnover about the impact retention difficulties had on their establishments.
- 5.12 As we see in **Figure 5.4**, the overwhelming response from employers in terms of the impact staff retention difficulties had on their business was to cause an increased strain on the management of existing staff in covering the staff shortage, reported by 77% of those employers with retention difficulties.
- 5.13 Approximately half of employers with retention difficulties reported an increase in recruitment costs due to more advertising (52%) and an increase in running costs (49%). Loss of efficiency (46%), difficulties with customer service (44%) and difficulties with quality (40%) were reported by over two fifths of employers.
- 5.14 Only 7% of employers reported that retention difficulties had not affected the business.

Figure 5.4: Effect of Retention Difficulties, 2008



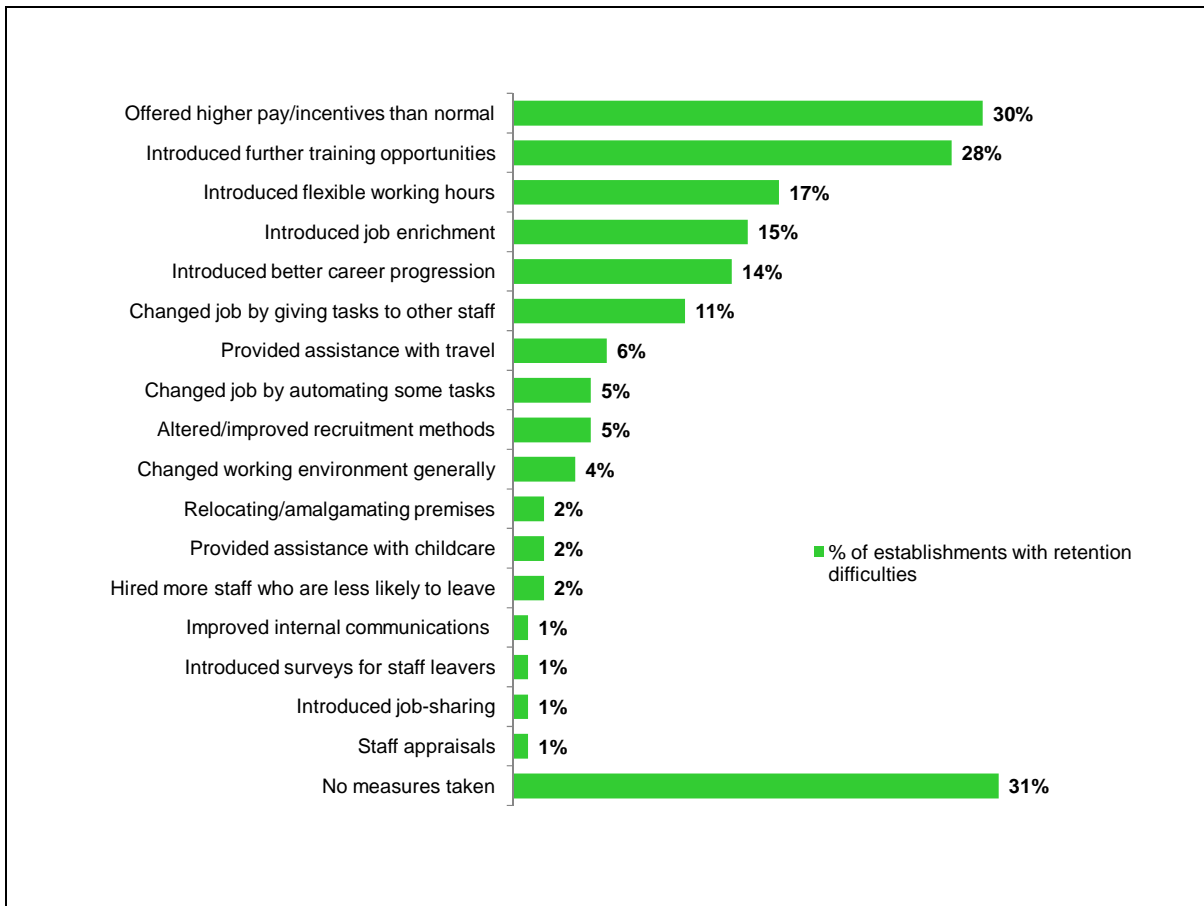
Source: NISMS08.

Base: All establishments reporting difficulties in retaining staff, unweighted = 453.

Measures Taken to Overcome Difficulties

- 5.15 Employers reporting jobs with a high level of staff turnover were asked about the measures they had taken to overcome their retention difficulties.
- 5.16 **Figure 5.5** demonstrates that the response to retention difficulties was most frequently centred around increased pay and training with 30% reporting that they had offered higher pay and/or incentives than normal and 28% that they had introduced further training and development opportunities.
- 5.17 The introduction of flexible working hours, job enrichment, better career progression and changes to jobs by giving tasks to other staff were reported by between one tenth and one fifth of employers (17%, 15%, 14% and 11% respectively).
- 5.18 Approaching one in three employers (31%) reported that they had not taken any measures to try and overcome high levels of staff turnover in specific jobs.

Figure 5.5: Measures taken to overcome retention difficulties, 2008



Source: NISMS08.

Base: All establishments reporting difficulties in retaining staff, unweighted = 453.

6 Skill Gaps

Summary

Overall, 14% of employers in Northern Ireland identified a gap between the skills of their current employees and the skills they need to meet their business objectives. This is a higher proportion than seen in 2005 (9%), though in line with the 13% of employers reporting gaps using this measure in 2002.

Of the employers identifying a gap between the skills of their current employees and the skills they need to meet their business objectives, 93% report that this has had at least some effect on their actual ability to meet business objectives, with this effect regarded as very significant for 17%.

22% of employers report that they currently have *proficiency-based* skill gaps within their existing workforce, that's to say having at least one employee deemed not "able to do their job to the required level".

Around 58,700 workers are currently reported by employers in Northern Ireland as having proficiency-based skill gaps. This equates to 8% of the total number of staff employed.

Sales & Customer Service, Elementary and Skilled Trades occupations have the highest *density* of skill gaps in comparison with other occupational groups. Twelve percent of those working within Sales & Customer Services and 10% within Elementary and Skilled Trades occupations are described as lacking proficiency compared to an average of 8% for all occupational groups. Professional and Personal Service occupations have the fewest skill gaps relative to employment at 4% and 5% respectively.

Among employers with skill gaps, the most common skills reported as lacking are generic skills such as problem solving (60%), customer handling (57%), oral communication (50%) and team working skills (47%). Technical / practical skills are cited as lacking by half (50%) of employers reporting skill gaps amongst their workforce.

As in 2005, lack of experience or staff being recently recruited is the most frequently cited reason by employers for skill gaps, reported by 70% of employers with skill gaps. Insufficient training/development and partial completion of training programmes are other frequently given reasons for skill gaps (cited respectively by 46% and 45% of employers with skill gaps).

Of those employers with skill gaps, nearly half (46%) reported that skill gaps have led to difficulties in their ability to meet customer service objectives. Around two in five (42%) reported skill gaps resulting in difficulties meeting required quality standards. However, nearly one quarter (23%) of employers with skill gaps identified that they experienced no particular problems as a result of skill gaps amongst their staff.

The overwhelming response by employers in Northern Ireland to skill gaps within their workforce was to provide further training and development, with four in five of all employers with skill gaps (81%) responding in this way. Similarly, 46% report that they increased or expanded trainee programmes within their organisations.

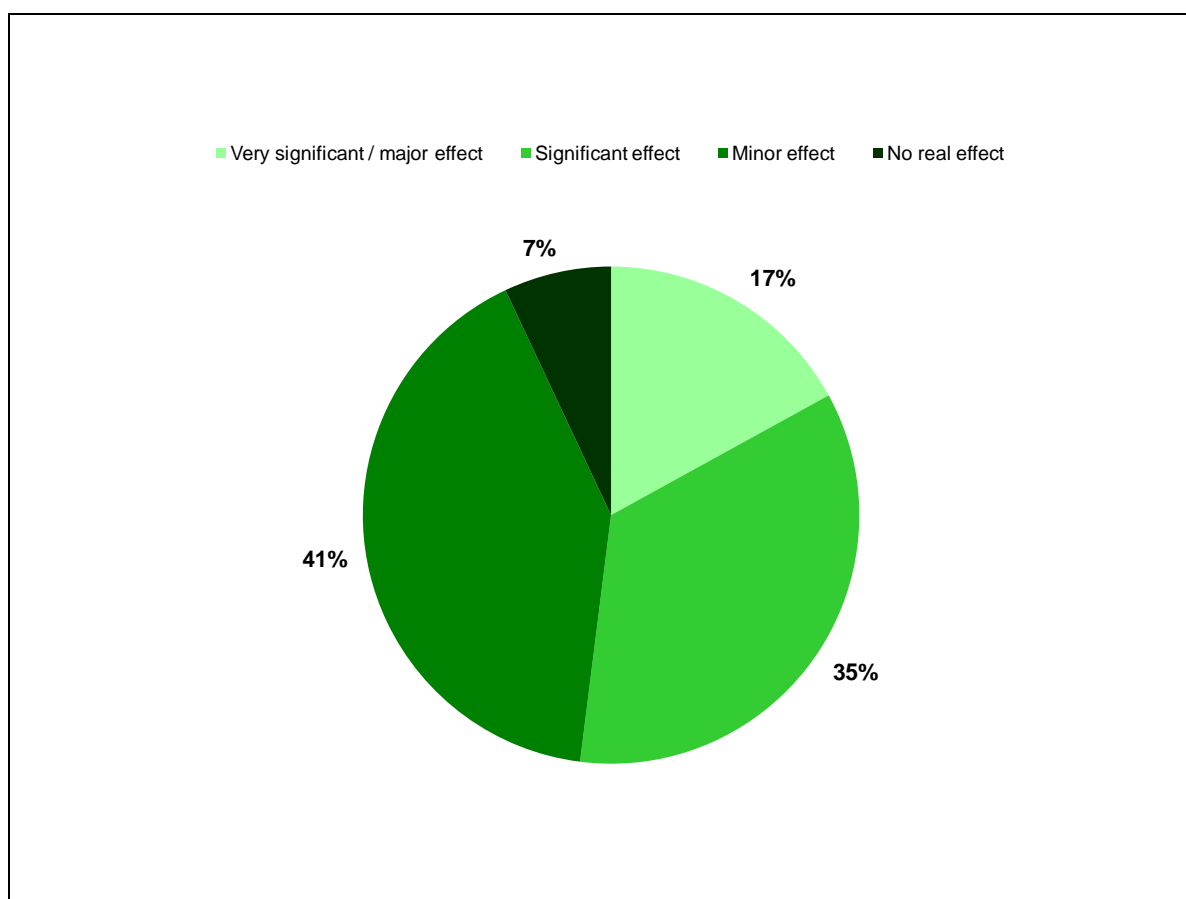
Introduction

- 6.1 In this chapter, we turn to the skill deficiencies or skill gaps observed by employers amongst their existing workforce. More specifically, we focus on: the incidence and distribution of skill gaps; the types of skills that employers find missing from their staff; the reasons underlying and impacts of these skill gaps and how employers respond to their perceived skill gaps.

Incidence and Distribution of Skill Gaps

- 6.2 Around one in seven employers in Northern Ireland (14%) identify a gap between the skills of their current employees and the skills they need to meet their business objectives. This is a higher proportion than seen in 2005 (9%) but in line with the 13% reporting such gaps in 2002.
- 6.3 Of the employers identifying a gap between the skills of their current employees and the skills they need to meet their business objectives, we see in **Figure 6.1** that 93% report that this has had some effect on their actual ability to meet business objectives. More specifically, 17% report this effect to be very significant, 35% significant and 41% minor.

Figure 6.1: Effect of skill gaps on the ability of establishments to meet their business objectives, 2008



Source: NISMS08.

Base: All establishments reporting gap between employee skills and skills required to meet business objectives, unweighted = 638.

- 6.4 Having identified that, when thinking about their current employees, there is a gap between the skills of their employees and those skills needed for the business to meet its objectives, employers were then asked about how proficient they felt their existing staff are at doing their job. A proficient employee is defined as someone who is “able to do the job to the required level”.
- 6.5 Overall, 22% of employers currently report that they have such proficiency-based skill gaps within their existing workforce. This represents an increase in the percentage of employers who said they have staff who are not fully proficient (10% in 2005).
- 6.6 Around 58,700 workers are reported by employers in Northern Ireland as having proficiency-based skill gaps. This equates to 8% of the total number of staff employed.

Proficiency-Based Skill Gaps by Size of Employer³

- 6.7 As **Table 6.1** demonstrates, the proportion of employers reporting proficiency-based skill gaps increases with business size, rising from 12% for those with 1-4 staff, to just over half (52%) for those with 50 or more staff.
- 6.8 Whilst the number of skill gaps reported naturally follows employment levels in that the larger the employer, the more people employed and the larger the number of skill gaps, the actual proportion of staff with skill gaps varies little between the different sizes of employer with proportions broadly in line with the national average of 8% for all sizes of employer.

Table 6.1: Proficiency-based skill gaps by establishment size, 2008

Establishment size	Unweighted base	% of establishments with skill gaps	Number of skill gaps	% share of skill gaps	Skill gaps as % of total employment
Northern Ireland	4,000	22%	58,700	100%	8%
1-4	1,098	12%	4,500	8%	7%
5-10	1,006	28%	7,700	13%	9%
11-49	1,395	39%	18,600	32%	8%
50+	501	52%	27,900	47%	8%

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

Note: Weighted skill gaps rounded to the nearest 100.

³ There are no detailed longitudinal comparisons in this section due to changes in the way skill gaps were measured in 2008, bringing them in line with the measures used by the National Employer Skills Survey (England) and the Scottish Employer Skills Survey.

Proficiency-Based Skill Gaps and Business Type

- 6.9 As we see in **Table 6.2**, central government financed bodies are most likely to report proficiency-based skill gaps (27%), five percentage points above the national average of 22%. Charity and voluntary sector organisations are least likely to report such skill gaps (12%).
- 6.10 Not surprisingly, in terms of the number of skill gaps, employers seeking a profit have the largest share of skill gaps (75% of the total number of reported skill gaps). However, as a proportion of total employment, there is much less variation across the business types with those seeking a profit and central government financed bodies in and around the 8% seen nationally. Only local government financed bodies have a lower proportion of staff with skill gaps (4%) than the national average (8%).

Table 6.2: Skill gaps by establishment type, 2008

	Unweighted base	% of establishments with skill gaps	Number of skill gaps	% share of skill gaps	Skill gaps as % of total employment
Northern Ireland	4,000	22%	58,700	100%	8%
Central government financed body	278	27%	8,500	15%	8%
Seeking a profit	3,141	23%	44,100	75%	9%
Local government financed body	269	21%	2,900	5%	4%
Charity / voluntary sector	309	12%	3,200	5%	6%

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

Note: Weighted skill gaps rounded to the nearest 100.

Industrial Profile of Proficiency-Based Skill Gaps

- 6.11 Employers within the Hotels & Restaurants and Public Administration sectors are most likely to report proficiency-based skill gaps amongst their workforce (37% and 32% respectively compared with a national average of 22%).
- 6.12 In volume terms, one quarter of the total number of reported proficiency-based skill gaps are within the Wholesale & Retail sector (25%), 15% of the total number of skill gaps are reported within Health & Social Care, and 13% within Business Services.

- 6.13 Critically, as well as the highest volumes of proficiency-based skill gaps, the Hotel & Restaurants, Wholesale & Retail and Business Services sectors have the highest density of skill gaps. Sixteen percent of those working within Hotels & Restaurants are reported as having a proficiency-based skill gap, double the average for all industries (8%). For the Wholesale & Retail and Business Services sectors, one in ten (10%) of all employees display skill gaps. Conversely, the Education sector has the smallest proportion of skill gaps amongst their workforce (3%).

Table 6.3: Skill gaps by industry, 2008

	Unweighted base	% of establishments with skill gaps	Number of skill gaps	% share of all skill gaps	Skill gaps as % of total employment
Northern Ireland	4,000	22%	58,700	100%	8%
Manufacturing	522	28%	5,500	9%	7%
Construction	280	19%	2,500	4%	8%
Wholesale & Retail	787	24%	14,400	25%	10%
Hotels & Restaurants	226	37%	7,300	12%	16%
Transport & Communications	216	21%	1,900	3%	7%
Financial Services	133	26%	1,300	2%	7%
Business Services	557	19%	7,700	13%	10%
Public Administration	178	32%	4,000	7%	6%
Education	313	22%	2,300	4%	3%
Health & Social Care	362	17%	8,700	15%	8%
Other Services	394	13%	2,900	5%	7%

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

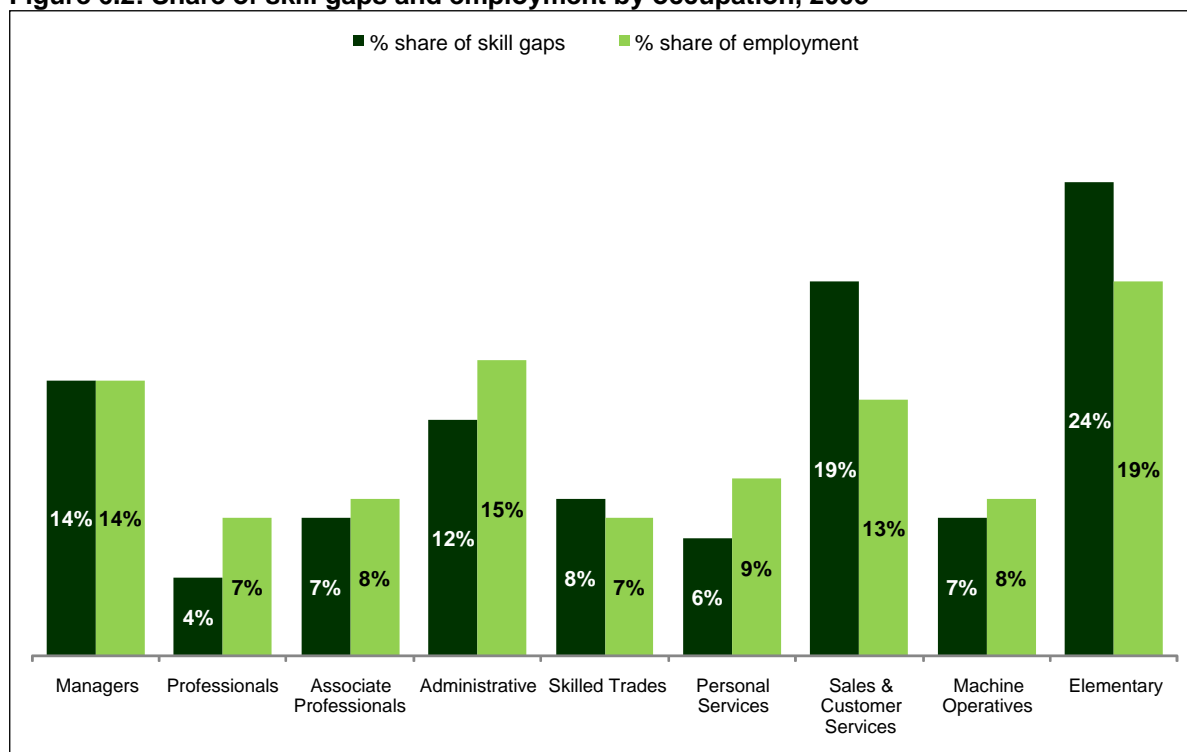
Note: Weighted skill gaps rounded to the nearest 100.

Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments.

Occupational Distribution of Proficiency-Based Skill Gaps

- 6.14 In absolute volume terms, levels of skill gaps broadly follow levels of employment, with the largest employing occupations also having the largest number of workers who are not fully proficient.
- 6.15 Elementary and Sales & Customer Service occupations have 14,000 and 10,900 workers respectively who are not fully proficient. Elementary occupations account for 24% of the total number of skill gaps and 19% of the total number in employment in Northern Ireland; Sales & Customer service occupations account for 19% of gaps and 13% of employment.
- 6.16 Whilst accounting for 7% of all Northern Ireland workers, Professional occupations account for just 4% of all skill gaps.

Figure 6.2: Share of skill gaps and employment by occupation, 2008



Source: NISMS08.

Base: All in employment, unweighted = 124,421. All establishments with skill gaps, unweighted = 1,186.

- 6.17 As well as in volume terms, critically, as we see in **Table 6.4**, Sales & Customer Service and Elementary occupations also have a high *density* of skill gaps in comparison with other occupational groups. Twelve percent of those working within Sales & Customer Services and 10% within Elementary occupations are described as lacking proficiency compared to an average of 8% for all occupational groups. At 10%, Skilled Trades occupations also have a relatively high proportion of their workforce seen as having skill gaps. Professional and Personal Service occupations have the fewest skill gaps relative to employment at 4% and 5% respectively.

Table 6.4: Skill gaps by occupation, 2008

	No. of skill gaps	% share of skill gaps	% share of employment	Skill gaps as % of total employment
Northern Ireland	58,700	100%	100%	8%
Managers	8,000	14%	14%	8%
Professionals	2,100	4%	7%	4%
Associate Professionals	4,300	7%	8%	7%
Administrative	7,100	12%	15%	7%
Skilled Trades	4,800	8%	7%	10%
Personal Services	3,500	6%	9%	5%
Sales & Customer Services	10,900	19%	13%	12%
Machine Operatives	3,900	7%	8%	7%
Elementary	14,000	24%	19%	10%

Source: NISMS08.

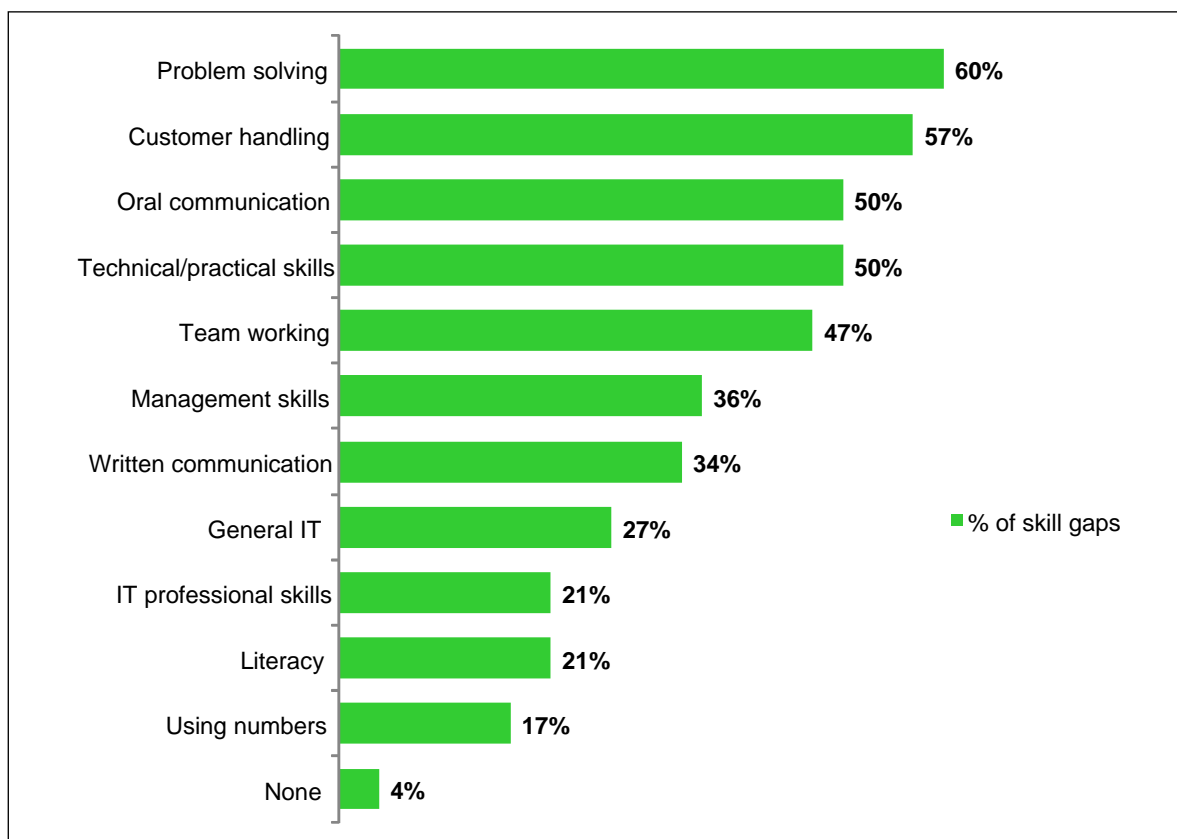
Base: All establishments, unweighted = 4,000.

Note: Weighted skill gaps rounded to the nearest 100.

Skills Requiring Improvement

6.18 Employers with proficiency-based skill gaps were asked about the specific skills they felt needed improving among staff that are not fully proficient. Of employers with skill gaps, the most common skills reported as lacking are generic skills such as problem solving (60%), customer handling (57%), oral communication (50%) and team working skills (47%). Technical / practical skills are cited as lacking by half (50%) of employers reporting skill gaps amongst their workforce.

Figure 6.3: Proportion of employers with skill gaps citing specific skills lacking, 2008



Source: NISMS08

Base: All establishments with skill gaps, unweighted = 1,186.

6.19 Not surprisingly, occupational analysis of the skills employers feel need improving amongst staff identified as having a skill gap shows that many of the skills lacking are those most closely related to the job. For example, as we see in **Table 6.5**, management skills are a factor for three quarters of employers with skill gaps amongst Managers (75%). Similarly, technical, practical or job-specific skills are most prevalently lacking within Skilled Trades occupations, cited by two thirds (66%) of employers with skill gaps amongst Skilled Trades.

6.20 However, looking at the more generic skills, so those that are less intuitively occupation-specific, highlights:

- IT skills – Both general IT (48%) and professional IT (34%) skills are felt to be most lacking amongst Administrative occupations where employers report them as lacking full proficiency.
- Oral and written communication skills – These skills are felt to be most lacking for more ‘front-line’ occupational groups such as Managers, Associate Professionals, Administrative and Personal Service staff.
- Literacy and numeracy skills – A lack of literacy skills and numeracy skills is most acutely felt amongst Machine Operatives where employers report skill gaps amongst this occupational group.

Table 6.5: Occupational profile of skills lacked by staff with skill gaps, 2008

	Northern Ireland	Managers	Professionals	Associate Professionals	Administrative	Skilled Trades	Personal Services	Sales & Customer Services	Machine Operatives	Elementary
Problem solving	60%	58%	52%	52%	56%	59%	55%	58%	49%	51%
Customer handling	57%	43%	39%	60%	59%	32%	56%	69%	25%	60%
Oral communication	50%	51%	42%	56%	45%	27%	59%	54%	44%	50%
Technical/practical skills	50%	37%	54%	59%	40%	66%	54%	30%	57%	40%
Team working	47%	55%	30%	39%	41%	36%	44%	48%	47%	55%
Management skills	36%	75%	49%	38%	38%	21%	18%	28%	8%	14%
Written communication	34%	31%	29%	39%	41%	17%	39%	28%	37%	26%
General IT	27%	35%	38%	23%	48%	14%	19%	18%	22%	10%
IT professional skills	21%	29%	27%	31%	34%	9%	12%	10%	11%	6%
Literacy	21%	10%	14%	11%	29%	18%	17%	11%	34%	21%
Using numbers	17%	12%	6%	5%	19%	13%	9%	12%	34%	17%
<i>Unweighted number of skill gaps</i>	<i>1,186</i>	<i>298</i>	<i>71</i>	<i>120</i>	<i>328</i>	<i>176</i>	<i>107</i>	<i>299</i>	<i>115</i>	<i>292</i>

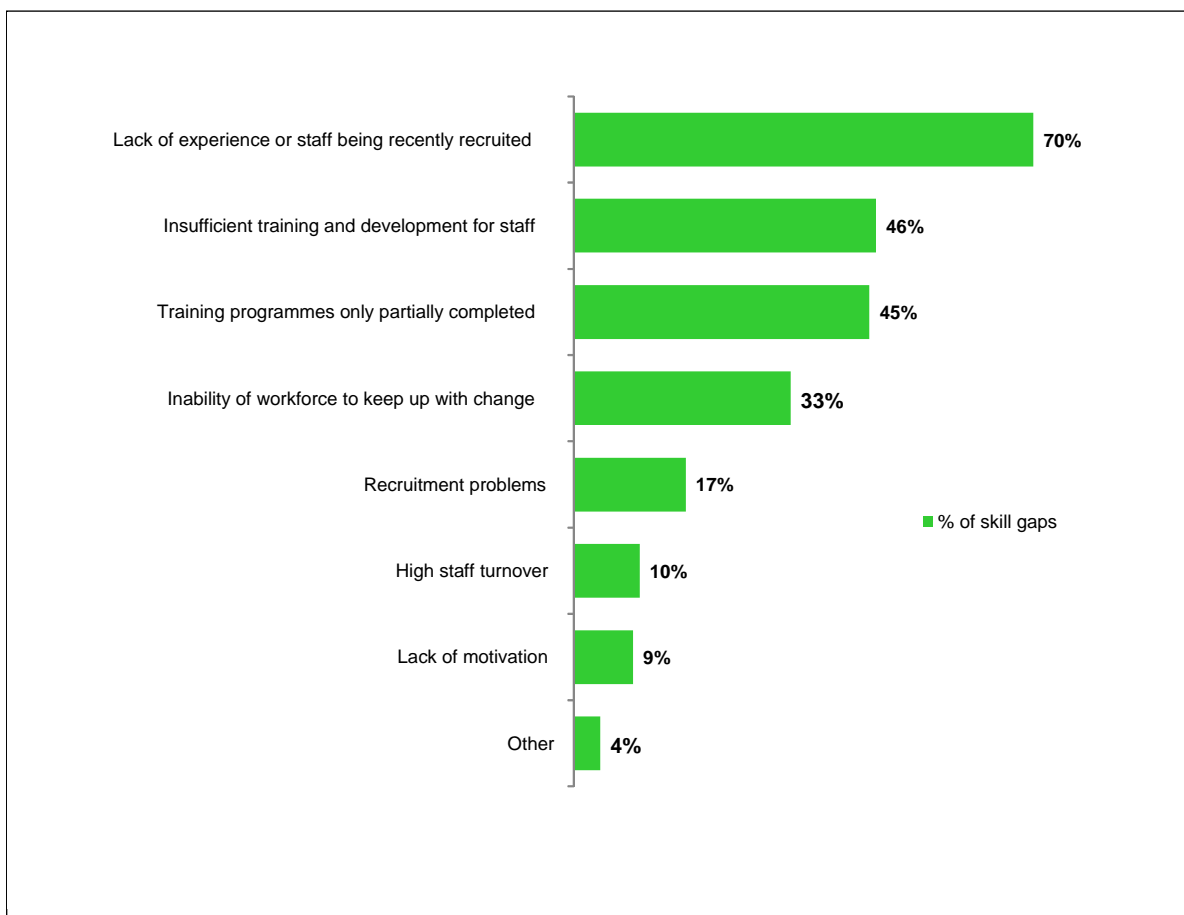
Source: NISMS08

Base: All establishments with skill gaps, unweighted = 1,186.

Reasons for Skill Gaps

- 6.21 Employers were asked to identify the main causes of skill gaps among their staff. Survey respondents were able to give more than one reason for skill gaps and so figures do not sum to 100%.
- 6.22 **Figure 6.4** shows that – as in 2005 – lack of experience or staff being recently recruited is the most frequently cited reason by employers for skill gaps, reported by 70% of employers with skill gaps.
- 6.23 Insufficient training/development and partial completion of training programmes are other frequently given reasons for skill gaps (cited respectively by 46% and 45% of employers with skill gaps).

Figure 6.4: Reasons for skill gaps, 2008



Source: NISMS08

Base: All skill gaps, unweighted = 9,330. All establishments with skill gaps, unweighted = 1,186.

- 6.24 For one in three employers with skill gaps (35%), the introduction of new working practices was reported as a reason *underlying changing skill needs*. Three in ten (29%) said that the development of new products/services was bringing about a shift in skills requirements, with a similar proportion (30%) referring to the introduction of new technology.

6.25 On an occupational basis, employers were most likely to attribute skill gaps to the following causes:

- Lack of experience or staff being recently recruited: Associate Professional and Sales & Customer Service occupations
- Insufficient training and development for staff: Managers and Machine Operatives
- Training programmes only partially completed: Personal Service occupations, Skilled Trades and Sales & Customer Services
- Inability of workforce to keep up with change: Managers and Machine Operatives
- Recruitment problems: Elementary staff
- High staff turnover: Elementary staff

Table 6.6: Reasons for skill gaps by occupation, 2008

	Northern Ireland	Managers	Professionals	Associate Professionals	Administrative	Skilled Trades	Personal Services	Sales & Customer Services	Machine Operatives	Elementary
Lack of experience or staff being recently recruited	70%	58%	60%	73%	67%	61%	59%	73%	61%	64%
Insufficient training and development for staff	46%	51%	32%	46%	48%	34%	49%	39%	51%	44%
Training programmes only partially completed	45%	40%	36%	41%	42%	44%	54%	44%	39%	39%
Inability of workforce to keep up with change	33%	40%	35%	19%	31%	20%	21%	35%	38%	34%
Recruitment problems	17%	17%	14%	13%	12%	10%	19%	18%	14%	23%
High staff turnover	10%	8%	5%	8%	7%	5%	8%	9%	8%	18%
<i>Unweighted number of skill gaps</i>	1,186	298	71	120	328	176	107	299	115	292

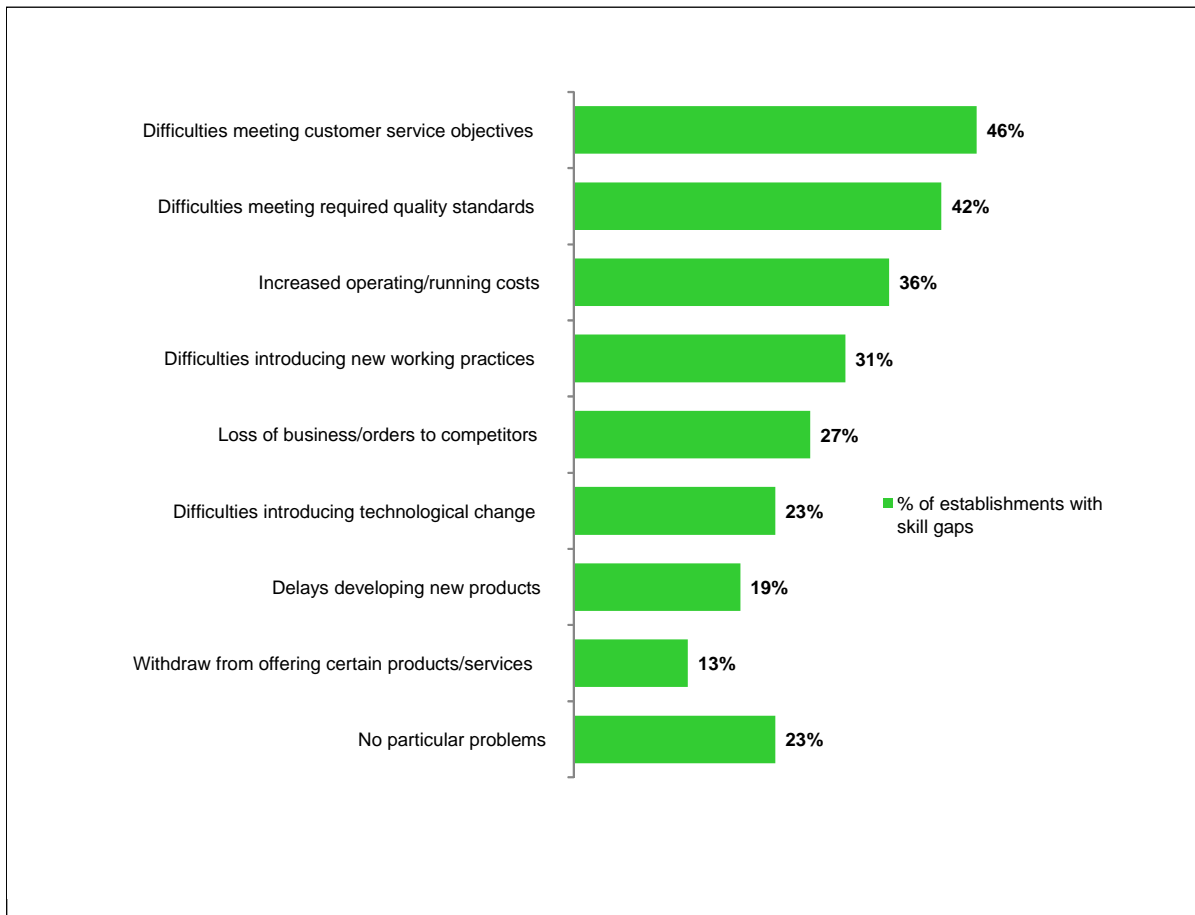
Source: NISMS08

All establishments with skill gaps, unweighted = 1,186.

Impact of Skill Gaps

- 6.26 Employers were asked about the impact on their businesses of having some staff not being fully proficient.
- 6.27 Of those employers with skill gaps, nearly half (46%) reported that skill gaps had led to difficulties in their ability to meet customer service objectives. This is a particular issue in the Business Services and Hotels & Restaurants sectors, where around three in five of those with gaps report these skills deficiencies impacting on the customer service they are able to deliver (60% and 57% respectively).
- 6.28 Around two in five (42%) reported skill gaps resulting in difficulties in meeting required quality standards.
- 6.29 Increased operating costs (36%) and difficulties in introducing new working practices (31%) were cited by approximately one in three employers with skill gaps in each case. Just over one in four (27%) reported skill gaps had led to a loss of business and/or orders to competitors.
- 6.30 However, nearly one quarter (23%) of employers with skill gaps identified that they experienced no particular problems as a result of skill gaps amongst their staff.
- 6.31 It is important to note that whilst an employer may report that skill gaps have no particular impact, the survey is unable to identify whether this is actually the case, or whether it is as a result of the employer not having the processes in place to identify or measure the impact skill gaps may be having. Therefore, employers may indeed acknowledge that they have skill gaps but be unable to accurately identify the impact they may be having on their business.

Figure 6.5: Impact of skill gaps, 2008



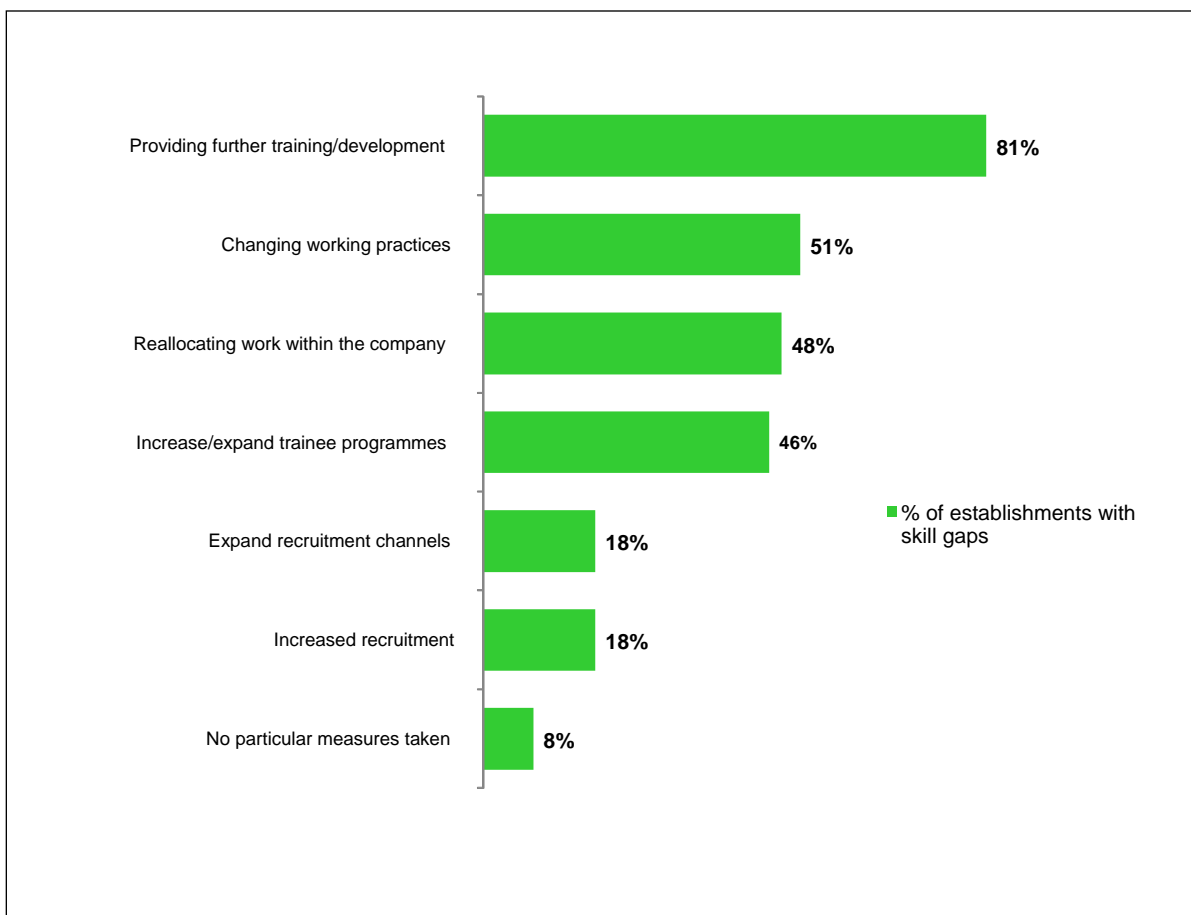
Source: NISMS08

Base: All establishment with skill gaps, unweighted = 1,186.

Measures Taken to Overcome Skill Gaps

- 6.32 The overwhelming response by employers in Northern Ireland to skill gaps within their workforce was to provide further training and development, with four in five of all employers with skill gaps (81%) responding in this way, though falling to 71% amongst the smallest employers with 1-4 staff. This training-based response is almost universal for those with skill gaps in the Public Administration and Education sectors (cited by 98% and 97% respectively), though relatively less common for Construction employers (64%).
- 6.33 Similarly, 46% detail that they increased or expanded trainee programmes within their organisations, though again this is less likely to be cited by smaller employers (41% among those with 1-10 employees, rising to 52% of those with 11-49 and 61% of those with 50+ staff).
- 6.34 Half of employers with skill gaps respond to them by changing working practices (51%) and/or reallocating work within the company (48%).
- 6.35 Just under one in five (18%) report that they have expanded recruitment channels and a further 18% increased recruitment generally.

Figure 6.6: Measures taken to overcome skill gaps, 2008



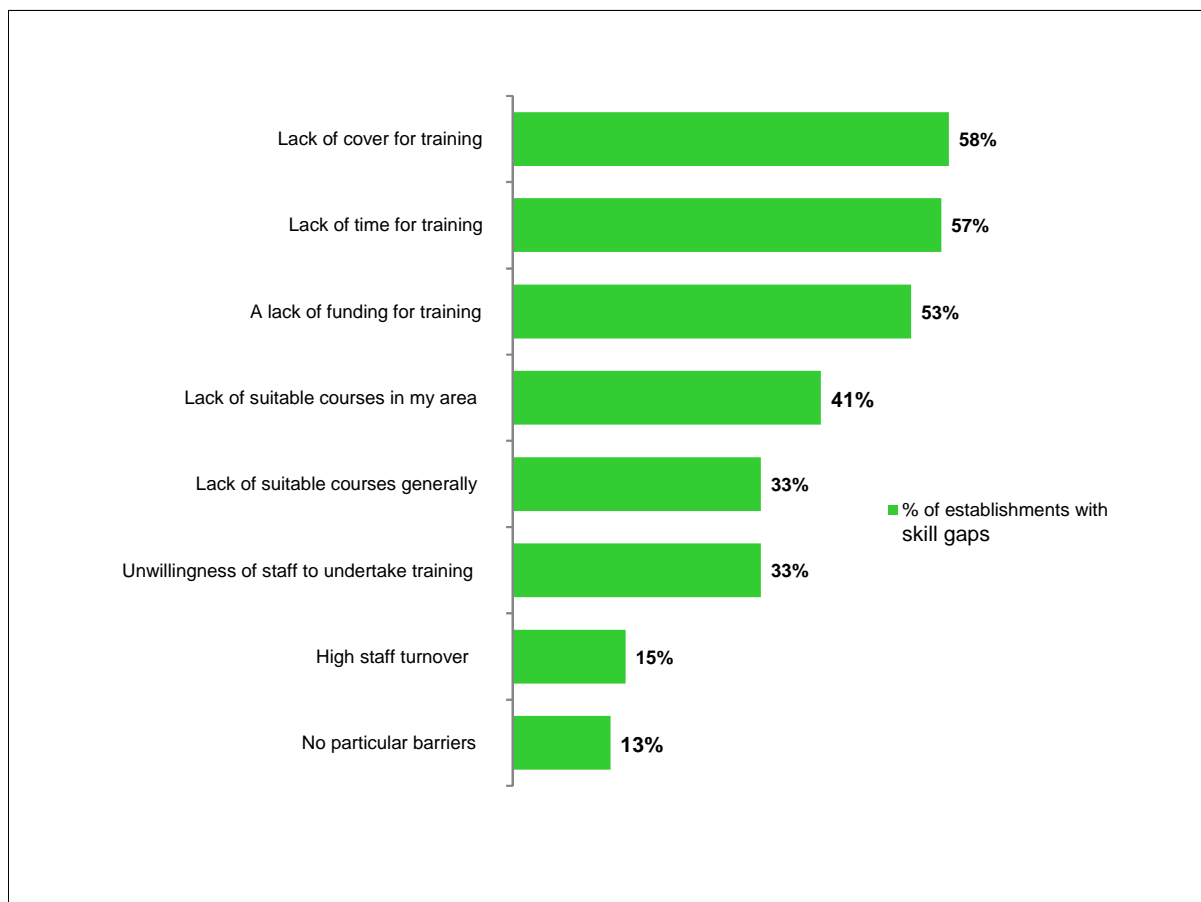
Source: NISMS08.

Base: All establishment with skill gaps, unweighted = 1,186.

Barriers to Developing and Maintaining Workforce Proficiency

- 6.36 Employers that reported skill gaps were asked about the barriers they felt existed to their *developing* a proficient team of staff in the future.
- 6.37 A lack of cover (58%), time (57%) and funding for training (53%) were the most frequently cited barriers reported by employers with skill gaps to developing a more proficient team of staff in the future.
- 6.38 Fifteen percent of all employers with a skill gap identified high staff turnover as a barrier to developing a more proficient workforce. As employer size increases, so too does the likelihood of this being cited as a barrier, ranging from 8% of employers (with gaps) with 1-4 employees to 20% among those with 50+ employees.

Figure 6.7: Barriers to developing a more proficient team of staff in the future, 2008

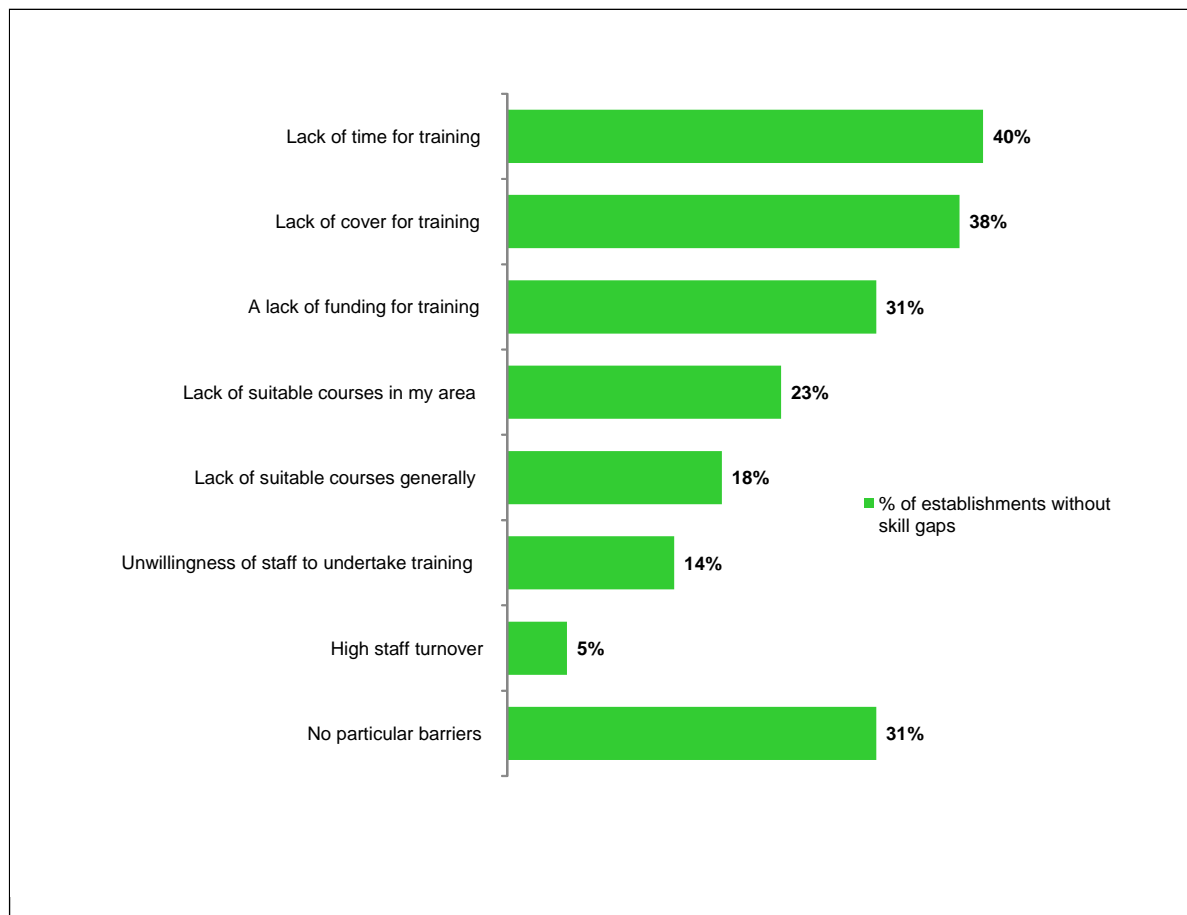


Source: NISMS08.

Base: All establishment with skill gaps, unweighted = 1,186.

- 6.39 Employers that had not reported skill gaps were asked about the barriers they felt may exist to their *maintaining* a proficient team of staff in the future.
- 6.40 In line with the pattern of responses for employers experiencing skill gaps within their current workforce, a lack of time, cover and funding for training also represent major barriers to maintaining a proficient team of staff for those employers reporting no current skill gaps (cited by 40%, 38% and 31% respectively).
- 6.41 Encouragingly, almost one in three employers with no current skill gaps (31%) could not foresee any potential barriers to their maintaining a proficient workforce. This was particularly likely to be the case amongst employers in the Hotels & Restaurants sector (48%), though least likely amongst those in the Education sector (14%).

Figure 6.8: Barriers to maintaining a proficient team of staff in the future, 2008



Source: NISMS08.

Base: All establishment without skill gaps, unweighted = 2,814.

7 Recruitment of Graduates

Summary

Overall, 11% of employers had taken on graduates in the last 12 months to their first job on leaving university or any other Higher Education Institution.

The propensity for establishments to take on graduates increases with business size with only 5% of the smallest businesses (1-4 staff) taking on graduates in the last 12 months compared to 38% of the largest (50 or more staff).

Government financed bodies are more likely to take on graduates than those establishments that seek a profit or those within the charity/voluntary sector.

A greater proportion of establishments in the Public Administration and Education sectors take on graduates than any other sector. Nearly one quarter of establishments (24%) in each of these sectors took on graduates in the last year compared to the national average of 11%. Business Services (15%) and Manufacturing (13%) were also more likely to take on graduates than the average for all industries. Transport & Communications and Construction sectors had the smallest proportion of establishments taking on graduates in the last year.

Overall, 82% reported that the graduates they had recruited were either very well or well prepared for work. Only 14% cited graduates as being poorly (13%) or very poorly (2%) prepared for work. Establishments with 5-10 staff were most likely to report that graduates that they had taken on were poorly prepared for work.

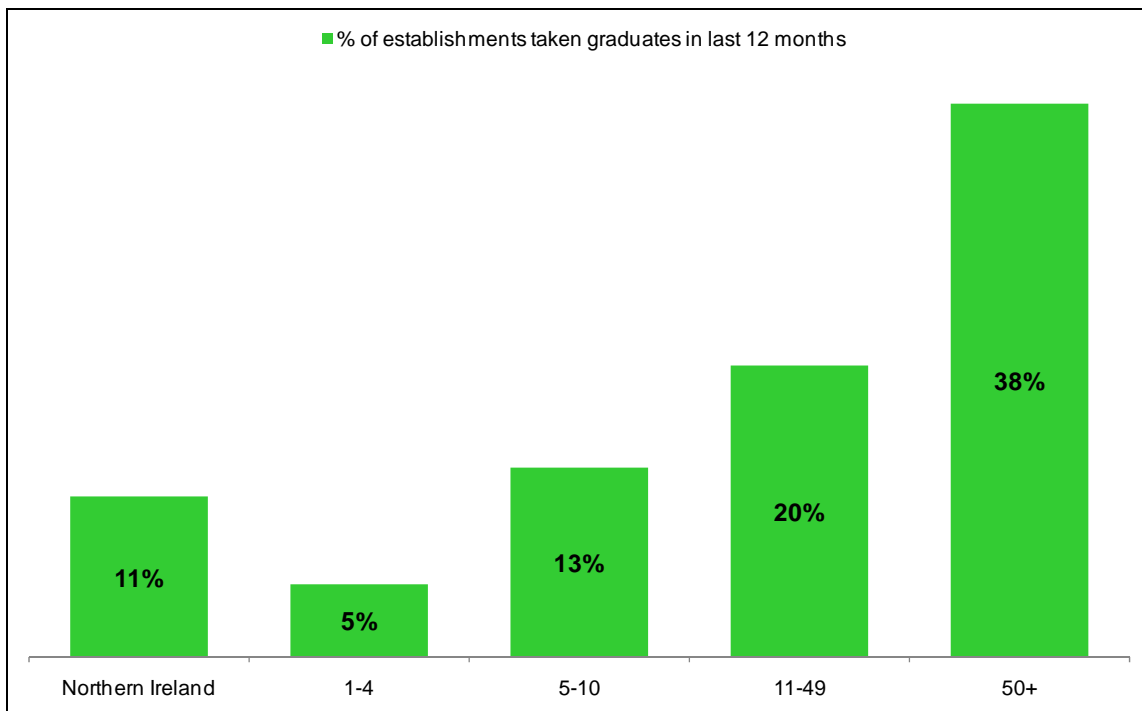
Introduction

- 7.1 This section looks at Northern Ireland employers' recruitment of graduates into their first job on leaving University or any other Higher Education Institution (HEI), and the extent to which the graduates recruited were assessed as being work ready.

Recruitment of Graduates

- 7.2 Overall, just over one in ten employers (11%) had taken on graduates to their first job on leaving university or any other Higher Education Institution in the 12 months leading up to the survey.
- 7.3 Reflecting levels of recruitment more generally, the larger the employer the more likely it is that they will have taken on graduates into their first job role. **Figure 7.1** shows that only one in twenty (5%) of the smallest employers (with 1-4 employees) have taken on graduates in the last 12 months compared to two fifths (38%) of the largest (with 50 or more employees).

Figure 7.1: Establishments taking on graduates in the last year by establishment size, 2008

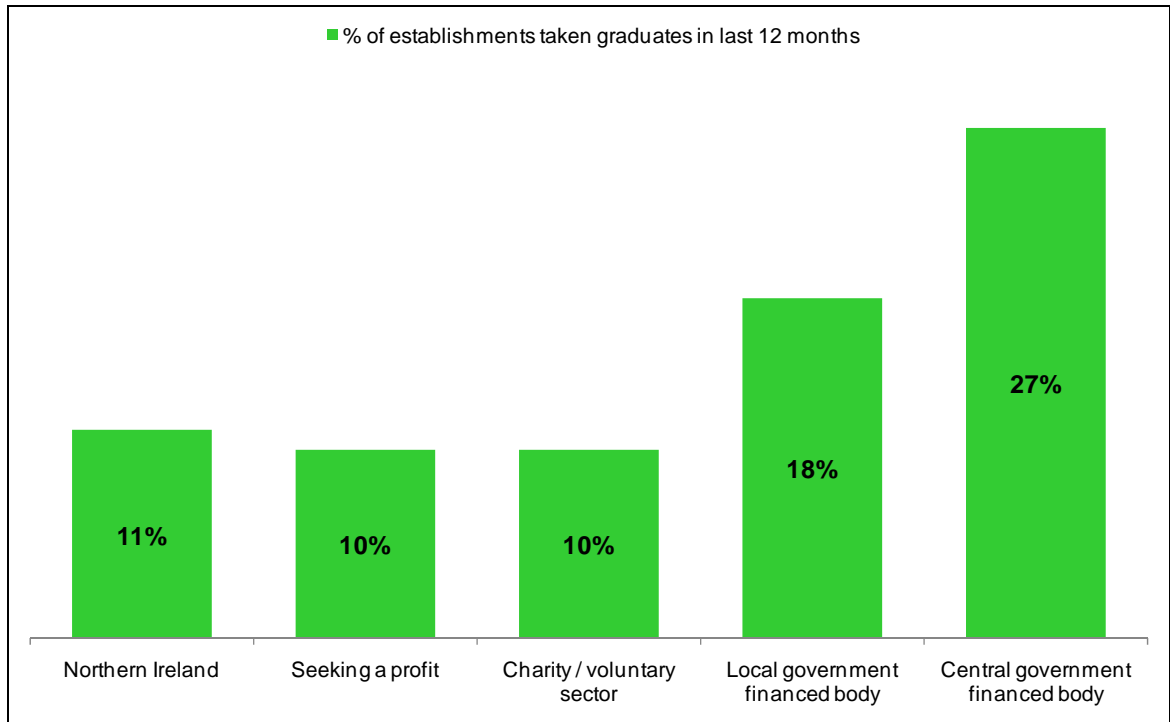


Source: NISMS08.

Base: All establishment, unweighted = 4,000.

- 7.4 Public sector employers are more likely to take on graduates than commercial establishments or those in the charity / voluntary sector, with central government financed bodies particularly likely to have done so (27% of central government bodies had taken on graduates in the last year compared to a national average of 11%).

Figure 7.2: Establishments taking on graduates in the last year by establishment type, Northern Ireland, 2008

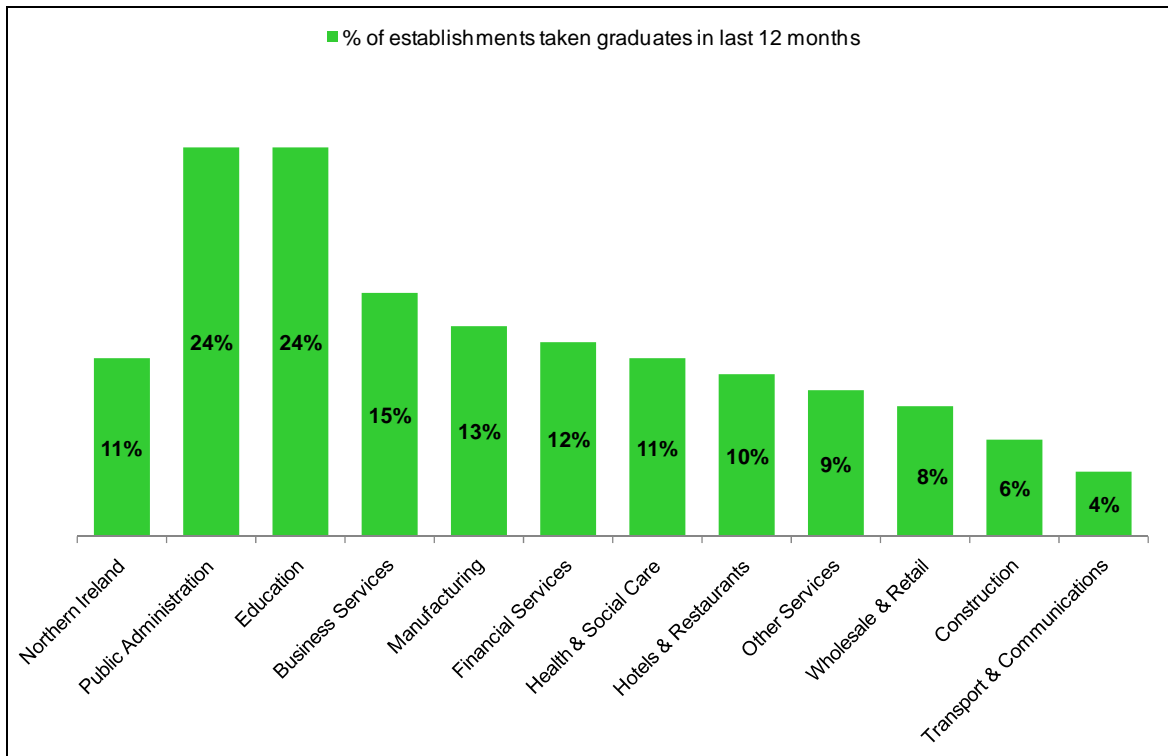


Source: NISMS08.

Base: All establishment, unweighted = 4,000.

- 7.5 Looking at the recruitment of graduates by broad sector reflects these patterns. Employers in the Public Administration and Education sectors (the former wholly public sector, and the latter dominated by the public sector) are more likely to take on graduates (both 24%) than those in any other sector (although employers in the Health & Social Care sector which is also in parts government funded are no more likely to take on graduates (11%)).
- 7.6 Within the commercially dominated sectors there is quite a wide range of levels of recruitment of graduates into their first jobs. As we see in **Figure 7.3**, Employers in Business Services (15%) and Manufacturing (13%) were more likely than average to take on graduates while those in the fields of Transport & Communications and Construction were least likely.

Figure 7.3: Establishments taking on graduates in the last year by industry, 2008



Source: NISMS08.

Base: All establishment, unweighted = 4,000.

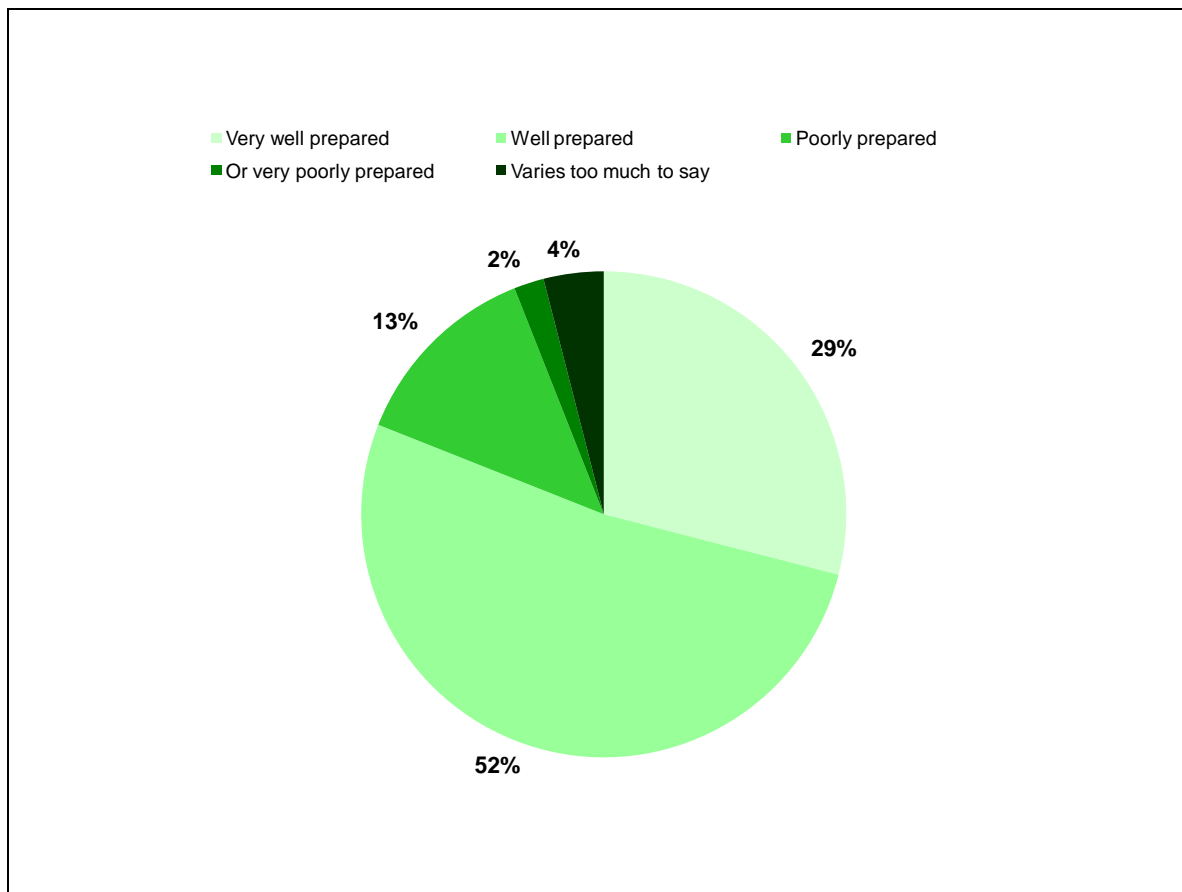
Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments.

7.7 Employers with difficult-to-fill vacancies and those who report a problem with the proficiency of their staff are much more likely to have taken on graduates to their first job on leaving university or any other Higher Education Institution in the 12 months leading up to the survey. Around a quarter (24%) of those with recruitment difficulties and just under one fifth (18%) of those with skill gaps have recruited graduates

Preparedness of Graduates

7.8 Employers that had recruited any graduates in the last 12 months were asked about the preparedness of their graduate recruits. Overall, we see in **Figure 7.4** that four fifths (82%) reported that the graduates they had recruited were either very well or well prepared for work (29% reported graduates to be very well prepared and over half (52%) to be well prepared). Only 14% cited graduates as being poorly (13%) or very poorly (2%) prepared for work.

Figure 7.4: Preparedness of graduate recruits, 2008



Source: NISMS08.

Base: Establishment having recruited a graduate in the last 12 months, unweighted = 664.

7.9 Larger employers were more likely to report that graduates that they had recruited were well prepared with only 5% of employers with at least 50 employees stating that their graduate recruits were poorly prepared for work. This contrasts to a quarter of employers with 5-10 employees (24%) and 15% of those with less than 5 employees.

8 Training and Workforce Development

Summary

Just under three quarters of employers (74%) reported that they had funded or arranged some form of training for their employees during the last year. Three fifths of employers (61%) provided on-the-job training and just over a half (53%) off-the-job training. Approximately one quarter (26%) reported that they had not funded or arranged any training for their staff.

The proportion of Northern Ireland employers providing any form of training has risen from 68% in 2005 to 74% by 2008. Underlying this headline increase has been a considerable increase in off-the-job training.

The propensity to train rises with employers size with a notable difference between those employers with 1-4 staff and those with 5 or more staff.

Employers within Public and Financial Services sectors are the most likely to have provided any training in the last year with proportions well above the average for all industries.

Off-the-job training: Employers who reported providing off-the-job training in the last 12 months did so for 247,000 of their employees, equating to 34% of the total number in employment within all establishments and 45% of those employed within establishments stating they had provided off-the-job training in the last 12 months.

In absolute terms, more Managers receive off-the-job training than any other occupational group. However, relative to the numbers employed in each occupation, Professional and Associate Professional employees are the most likely to benefit from employer funded off-the-job training (55% and 51% of them having done so respectively).

Employers provided almost two million off-the-job training days for their employees. This is the equivalent of every worker in Northern Ireland receiving 2.6 days off-the-job training over the course of the year.

Four fifths (78%) of all employers providing off-the-job training had funded or arranged job-specific training. Health and Safety or First Aid and induction training was provided by 66% and 44% of employers who reported as providing off-the-job training.

Of the employers funding or arranging off-the-job training, 58% reported that some of the training was designed to lead to a qualification.

Of those employers that had funded or arranged off-the-job training in the last 12 months, four fifths (79%) reported that at least some of that training had been delivered by a provider outside of their organisation.

The vast majority of those who had provided off-the-job training in the last 12 months (87%) reported that they had experienced no difficulty in finding an appropriate training provider.

On-the-job training: Three fifths (61%) of establishments reported that they had provided on-the-job training for some of their staff in the 12 months to the survey date.

The majority of on-the-job training provided by employers was provided by in-house services.

Introduction

- 8.1 As well as exploring the skill deficiencies that employers face, the NISMS explores the ways in which employers develop the skills of their workforce. We focus particularly on the extent and nature of the training provided and the proportion of staff receiving these development opportunities. More specifically, we explore employers' propensity to train, the nature of training activity and whether training is designed to lead towards qualifications, the use of external training providers, and the perceived benefits of – and barriers to – (further) training.
- 8.2 There are many ways in which employers can develop the skills of their workforce, and a number of terms are used to describe such activity. In this chapter we focus on **off-the-job training** and **on-the-job and informal training and development**. These concepts refer and were explained to respondents as:

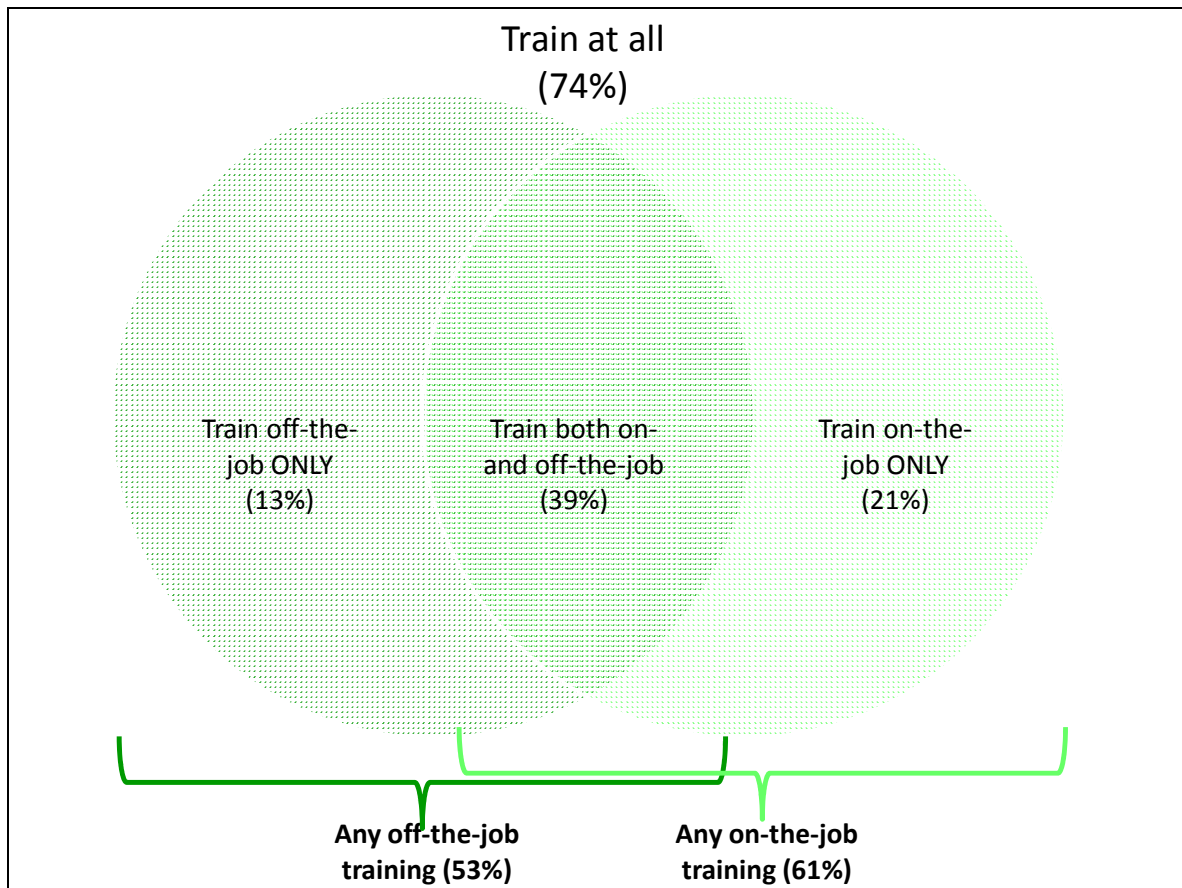
Off-the-job training and development [means training that] takes place away from the individual's immediate work position, whether on the employer's premises or elsewhere

On-the-job and informal training and development is training that is given at the desk or place where the person usually works, but would be recognised as training by the staff, and not the sort of learning by experience which could take place all the time

Extent of Training and Workforce Development Activity

- 8.3 Employers in Northern Ireland commonly engage in training. As **Figure 8.1** demonstrates, just under three quarters had funded or arranged some form of training for their employees in the 12 months prior to the survey (74%); three fifths (61%) had funded or arranged on-the-training job and just over half (53%) had funded or arranged off-the-job training. Approximately one quarter (26%) had not funded or arranged any training for their staff while two fifths (39%) had arranged both forms of provision.

Figure 8.1: Provision of on- and off-the-job training, 2008



Source: NISMS08.

Base: All establishments, unweighted = 4,000.

- 8.4 The proportion of Northern Ireland employers providing any form of training has risen from 68% in 2005 to 74% by 2008. Underlying this headline increase has been a considerable increase in off-the-job training which was previously seen to decrease between 2002 and 2005. Levels of employers providing on-the-job training have remained stable since 2002.

Table 8.1: Trends in training provision by establishments, 2002, 2005 and 2008

	2002	2005	2008
% of establishments providing any training	72%	68%	74%
% of establishments providing on-the-job training	61%	60%	61%
% of establishments providing off-the-job training	42%	34%	53%

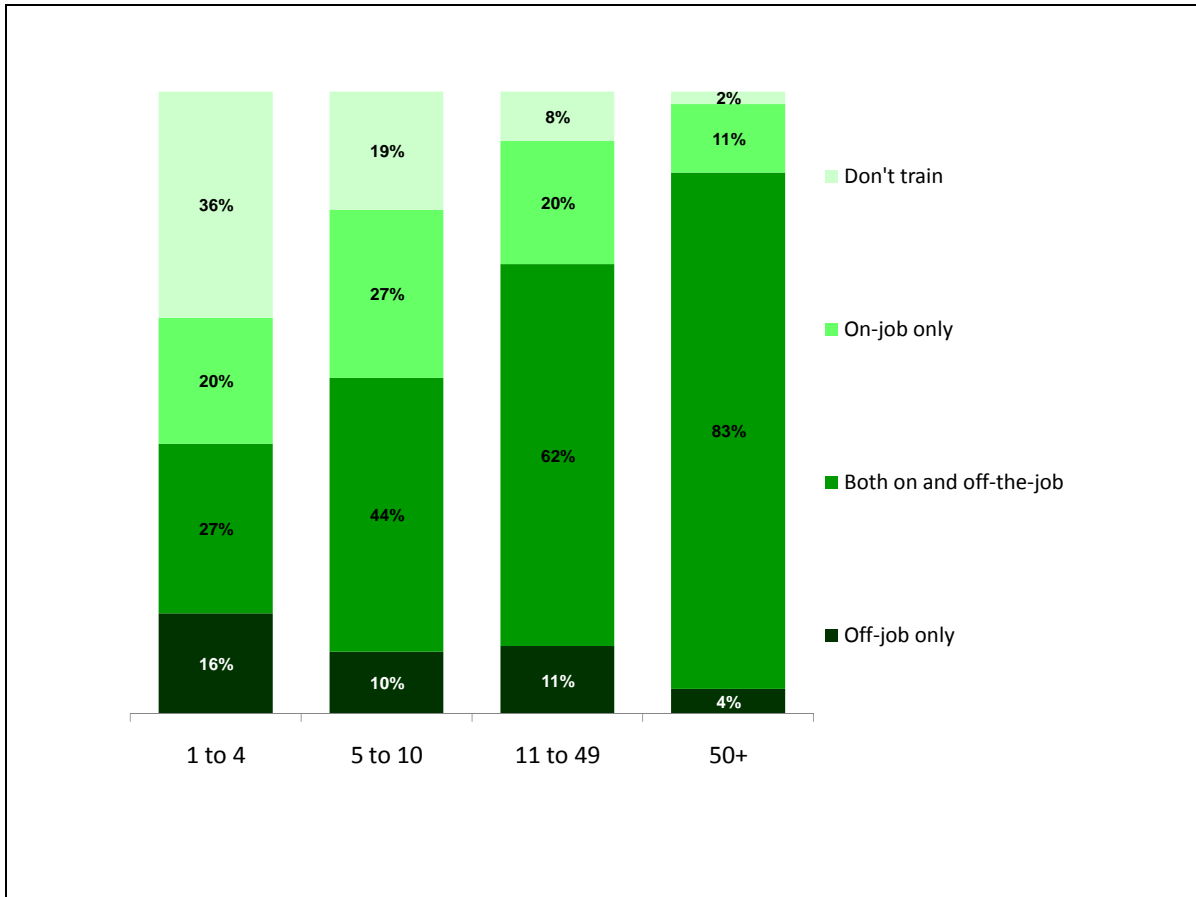
Source: NISMS02 / NISMS05 / NISMS08

Base: All establishments, unweighted = 4,504 (NISMS02) / 4,126 (NISMS05) / 4,000 (NISMS08).

Training Activity by Size of Employer

- 8.5 The larger the employer the more likely it is to train and the more likely it is that both on- and off-the-job training will be provided to staff. The main increase in the propensity to train comes between those employers with 1-4 staff and those with 5 or more staff. The proportion of employers funding or arranging any training in the last year rises from 64% amongst those with 1-4 staff to 81% for those with 5-10 staff. The provision of training is almost universal among employers with 50 or more employees. On-the-job training is more common than off-the-job training overall, and across different sizes of employers.

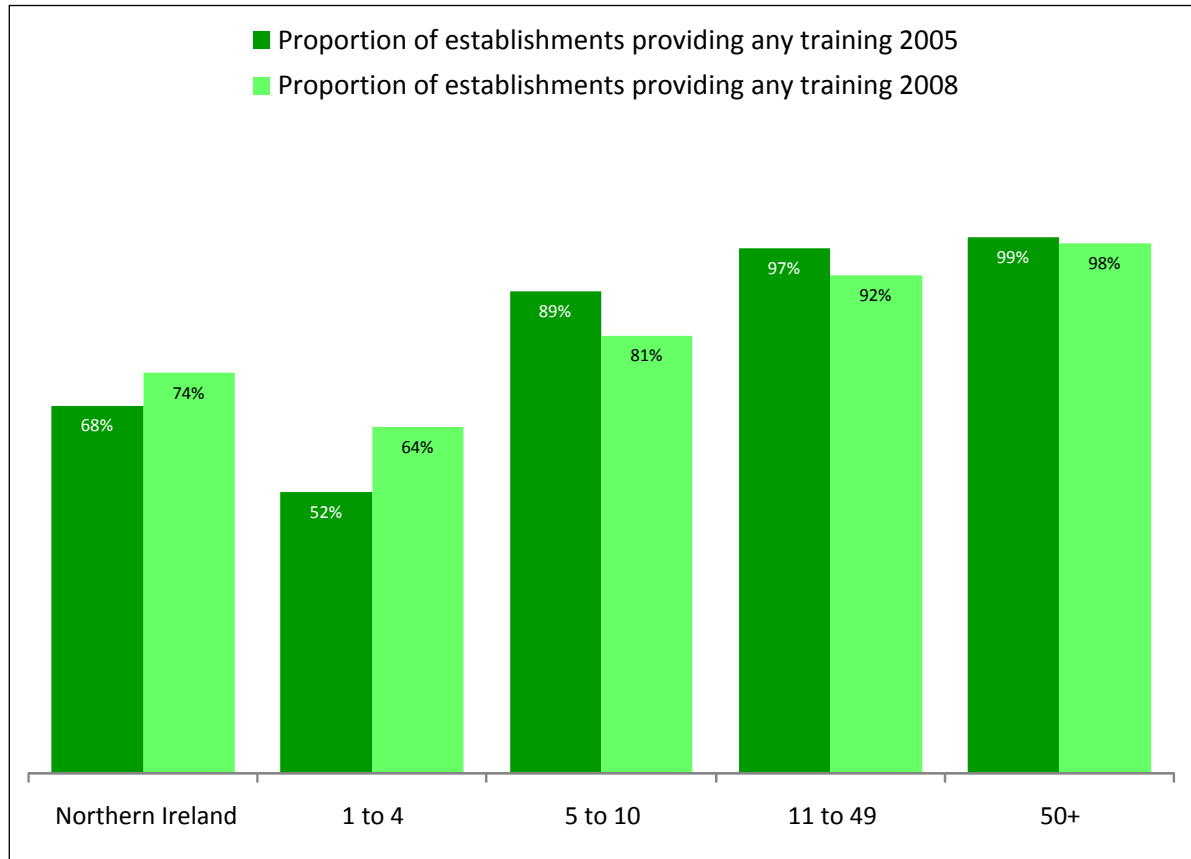
Figure 8.2: Establishments funding or arranging training in the last 12 months by establishment size, 2008



Source: NISMS08.
Base: All establishments, unweighted = 4,000.

- 8.6 **Figure 8.3** compares employers providing any training in 2008 compared to 2005 by employer size. It is clear that the increase in training at an overall level has been driven by an increase in training activity amongst the smallest employers (64% of employers with less than five staff provided training compared to 52% in 2005). Because the smallest employers make up such a large proportion of the total number of employers in Northern Ireland this has a strong impact on the overall incidence of training despite a reported *decrease* in training activity for employers with between five and 49 staff.
- 8.7 Employers with 50 or more staff remain the most likely to train their employees with virtually all offering training in 2005 and 2008 (99% and 98% respectively).

Figure 8.3: Comparison between 2005 and 2008 in establishments offering training, 2005 and 2008



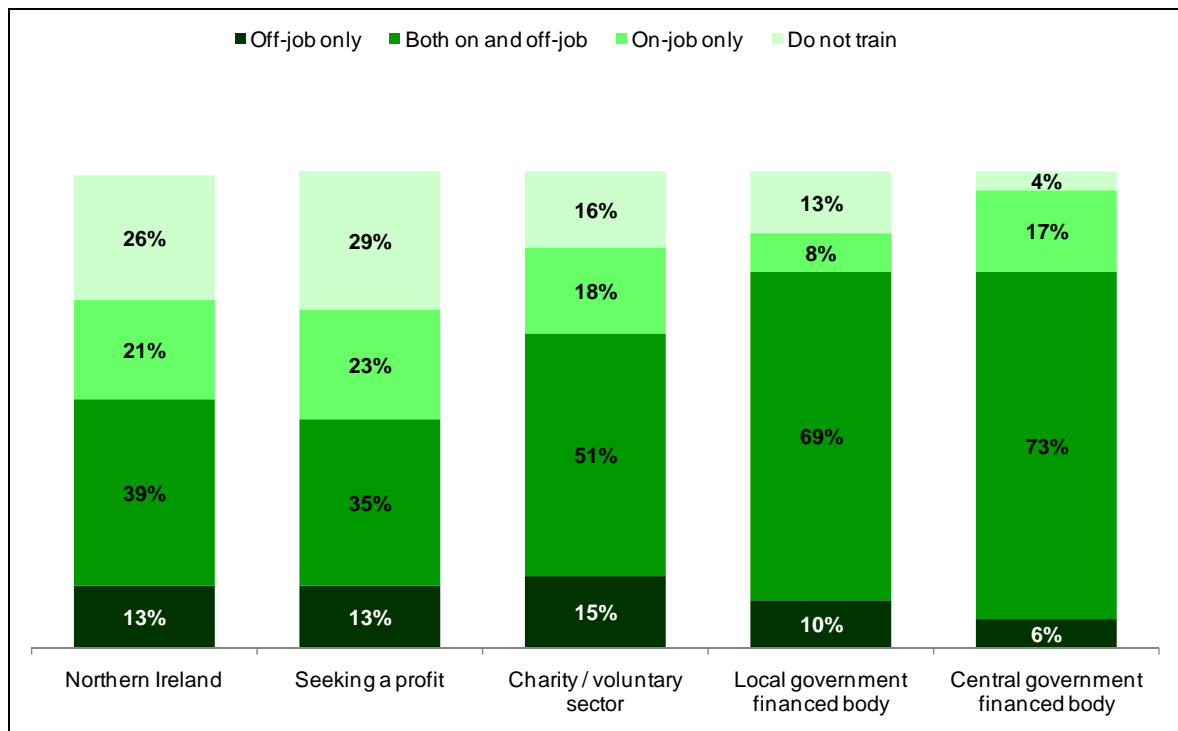
Source: NISMS05 / NISMS08

Base: All establishments, unweighted = 4,074 (NISMS05) / 4,000 (NISMS08).

Effect of Business Type and Sector on Training Activity

- 8.8 Centrally or locally government funded establishments are more likely to have funded or arranged training in the last 12 months than those outside the public sector. As we see in **Figure 8.4**, almost all central government employers (96%) and the vast majority of local government employers (87%) funded or arranged training for their employees (in total, on- and off-the-job) in the 12 months before the survey. Employers within the charity/voluntary sector (84%) were also relatively likely to have funded training. Employers in the commercial sector, which make up the majority of all employers, are less likely to fund or arrange training, although the majority of them still do so (71%).

Figure 8.4: Establishments funding or arranging any training in the last 12 months by establishment type, 2008

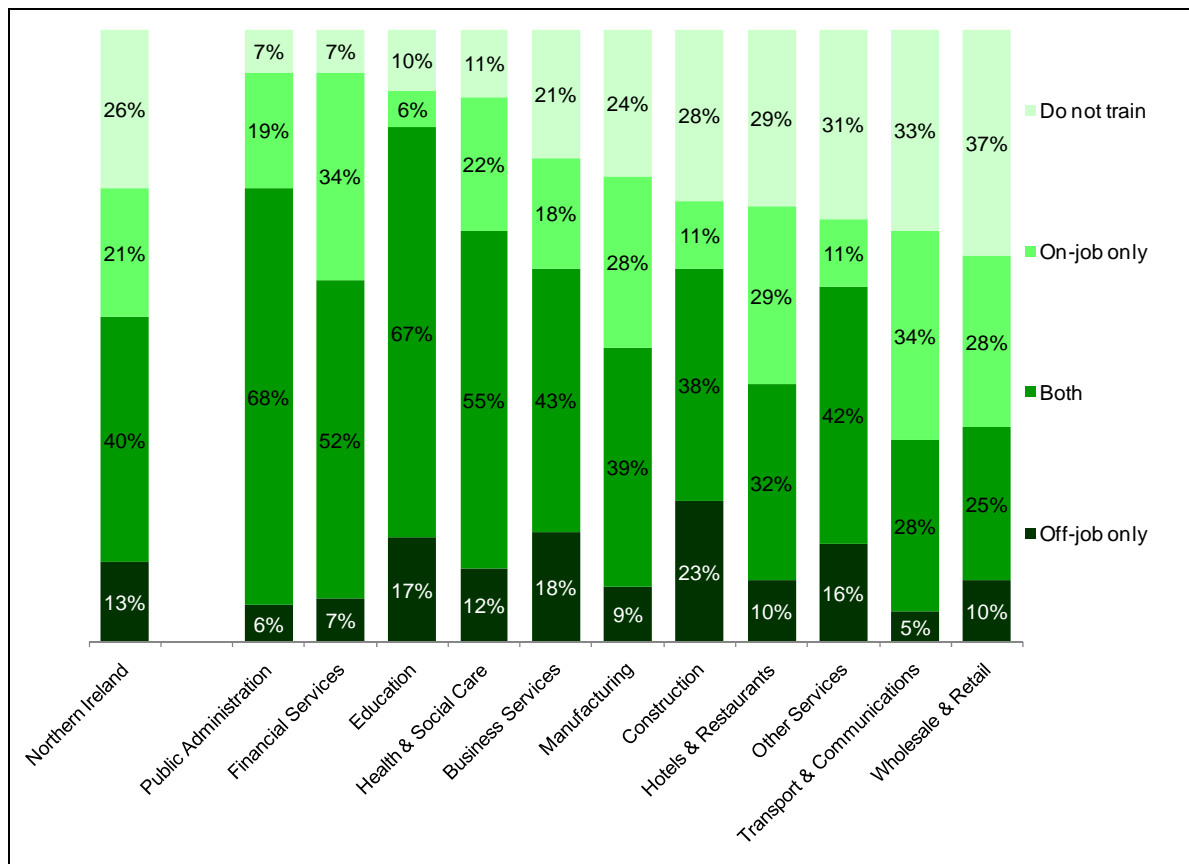


Source: NISMS08.

Base: All establishments, unweighted = 4,000.

- 8.9 Reflecting the patterns by employer type, employers in the Public Administration, Education and Health & Social Care sectors are among the most likely to fund or arrange training. Some commercial sector employers, in particular those in the Financial Services sector, are also very likely to fund or arrange training.
- 8.10 At the other end of the scale, as many as a third of employers in the Wholesale & Retail, Transport & Communications and Other Services (37%, 33% and 31% respectively) sectors do not fund or arrange training for any of their staff.

Figure 8.5: Establishments funding or arranging any training in the last 12 months by industry



Source: NISMS08.

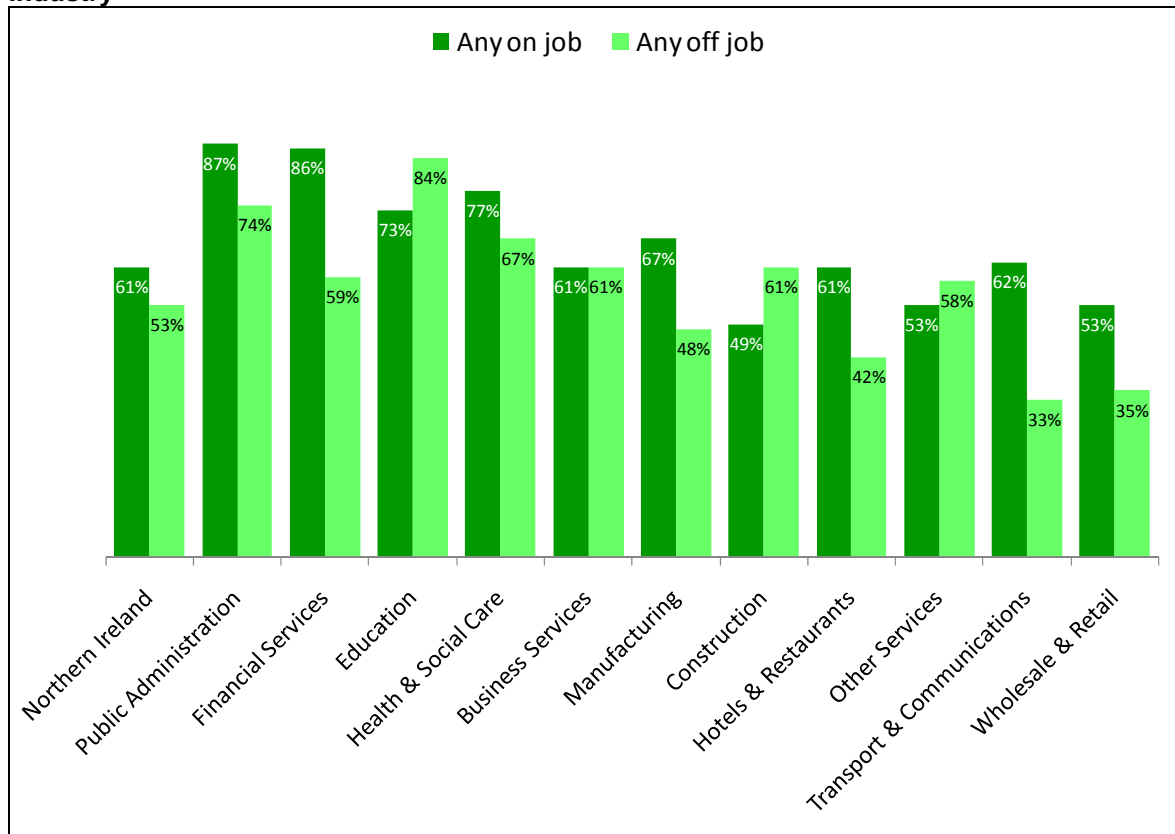
Base: All establishments, unweighted = 4,000.

Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments.

Note - percentages may not add to 100 due to rounding.

- 8.11 The increase in training provision from 2005 to 2008 was reported in all sectors apart from Public Administration and Wholesale & Retail, where the proportion of employers providing any training to staff has reduced slightly (from 97% to 93% and from 66% to 63% respectively). The largest increases in training activity have been seen in Financial Services (81% to 93%), Business Services (65% to 79%), Manufacturing (60% to 76%) and Construction (64% to 72%) sectors.
- 8.12 As highlighted earlier, on-the-job training is more common than off-the-job training, and this is the pattern in most sectors as **Figure 8.6** illustrates. However the reverse is true in the Education, Construction and Other Services sectors, where employers are now more likely to fund or arrange off-the-job training than on-the-job. The Financial Services sector stands out as a sector with a particularly high level of training activity, but where off-the-job training plays a relatively small role (although still more than the Northern Ireland cross-sector average of 53%).

Figure 8.6: Establishments funding and arranging of on- and off-the-job training by industry



Source: NISMS08.

Base: All establishments, unweighted = 4,000.

Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments

8.13 Reflecting the much lower levels of off-the-job training reported, employers across all sectors in 2005 were more likely to provide on-the-job for their staff than off-the-job training. In fact, only in the areas of Public Administration⁴, Health & Social Care and Education were a majority of employers in 2005 providing off-the-job training. As **Figure 8.6** shows, this situation has changed significantly with off-the-job training now also more prevalent across a number of commercial sectors.

The Nature of Off-the-Job Training

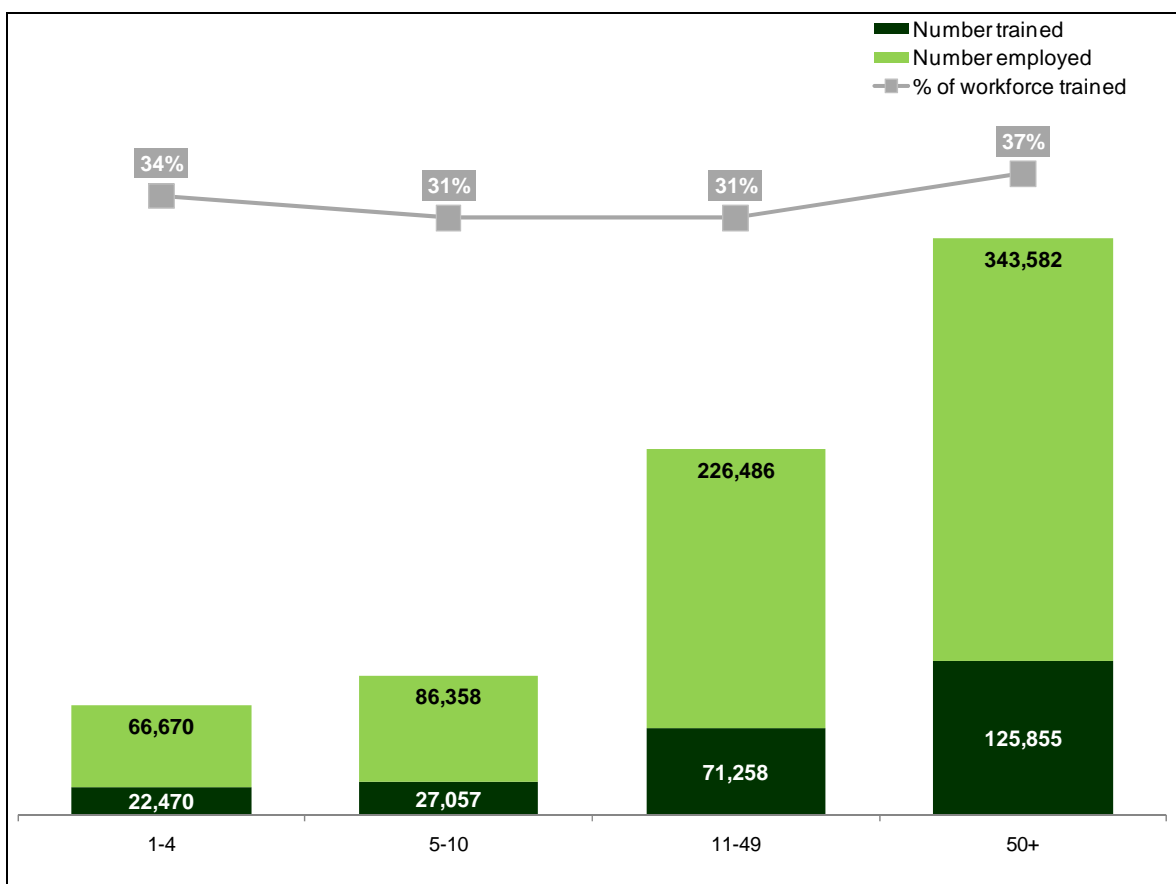
8.14 Employers who had funded or arranged off-the-job training were asked a series of questions about the nature of that training, and in this section of the analysis we look at how much training employers fund or arrange, the occupations which benefit, the types of training delivered and the types of provider used to deliver it.

⁴ Caution small numbers for Public Administration in 2005.

The Proportion of the Workforce Receiving Off-the-Job Training

- 8.15 Employers in 2008 reported providing off-the-job training over the previous 12 months for 247,000 employees⁵. This is equivalent to 34% of the total current workforce⁶ across the country and 45% of the workforce in employers that provide off-the-job training.
- 8.16 The proportion of their workforce that employers arrange or fund off-the-job training for varies a little by size of employer. As illustrated in **Figure 8.7**, a larger proportion of employees had received off-the-job training in the previous 12 months in the largest and smallest employers. As a proportion of current employment, 37% of all staff employed in with at least 50 employees had received training in the previous 12 months as against 31% of those employed in establishments with between 5 and 49 employees.

Figure 8.7: Proportion of staff receiving off-the-job training by employment size, 2008



Source: NISMS08

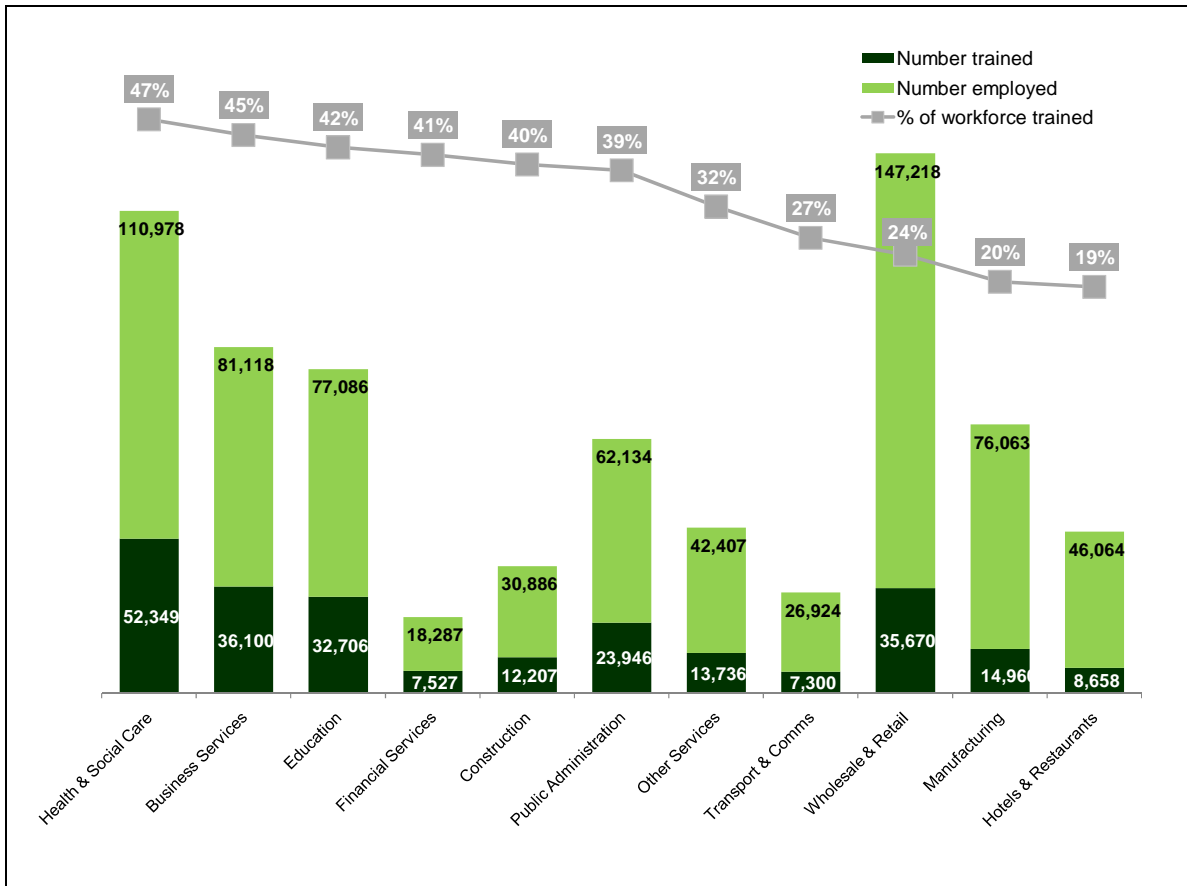
Base: All in employment, unweighted = 124,421. All establishments, unweighted = 4,000.

⁵ Through the rest of this section, for the purposes of brevity, we often refer to workers who received training as 'trainees'. Please note that, in this sense, the term 'trainees' does not indicate the employment status of the individuals concerned (in the sense of indicating workers on a probationary period and/or who have not yet fully assumed their job role).

⁶ The survey asks employers how many staff at the establishment they had funded or arranged training for in the *previous 12 months*. For some employers this could include training for employees who have since left. This means that employers can give a figure for the number of staff trained over the previous 12 months which is higher than their current number of employees. One implication is that the overall number of staff trained as a proportion of the workforce reported across Northern Ireland is likely to be something of an overestimate: employees who were trained by one employer in the previous 12 months, then changed employer and received training in their new position, will be counted twice.

8.17 We saw earlier that off-the-job training activity was most common amongst sectors dominated by Public Service establishments as well as amongst the Business and Financial Services and Construction sectors. Similarly, as we see in **Figure 8.8**, employees of establishments in these sectors are the most likely to receive off-the-job training. Over two fifths (47% of employees in Health & Social Care, 45% Business Services, 42% Education, 41% Financial Services and 40% of employees within the Construction industry) of the workforce in these sectors had received off-the-job training in the last 12 months compared to only one fifth of the workforce in Manufacturing and Hotels & Restaurants sectors (20% and 19% respectively).

Figure 8.8: Proportion of staff receiving off-the-job training by industry, 2008



Source: NISMS08

Base: All in employment, unweighted = 124,421. All establishments, unweighted = 4,000.

Number of Off-the-Job Training Days

8.18 Establishments provided almost two million off-the-job training days for their employees (1.87 million). This is the equivalent of every worker in Northern Ireland receiving 2.6 days off-the-job training over the course of the year.

8.19 Looking purely at those employers which provide off-the-job training, the total number of training days provided equates to 3.4 days per employee in these establishments, or 7.5 per person trained. **Table 8.2** summarises these headline figures.

Table 8.2: Off-the-job training days per annum (overall and per capita).

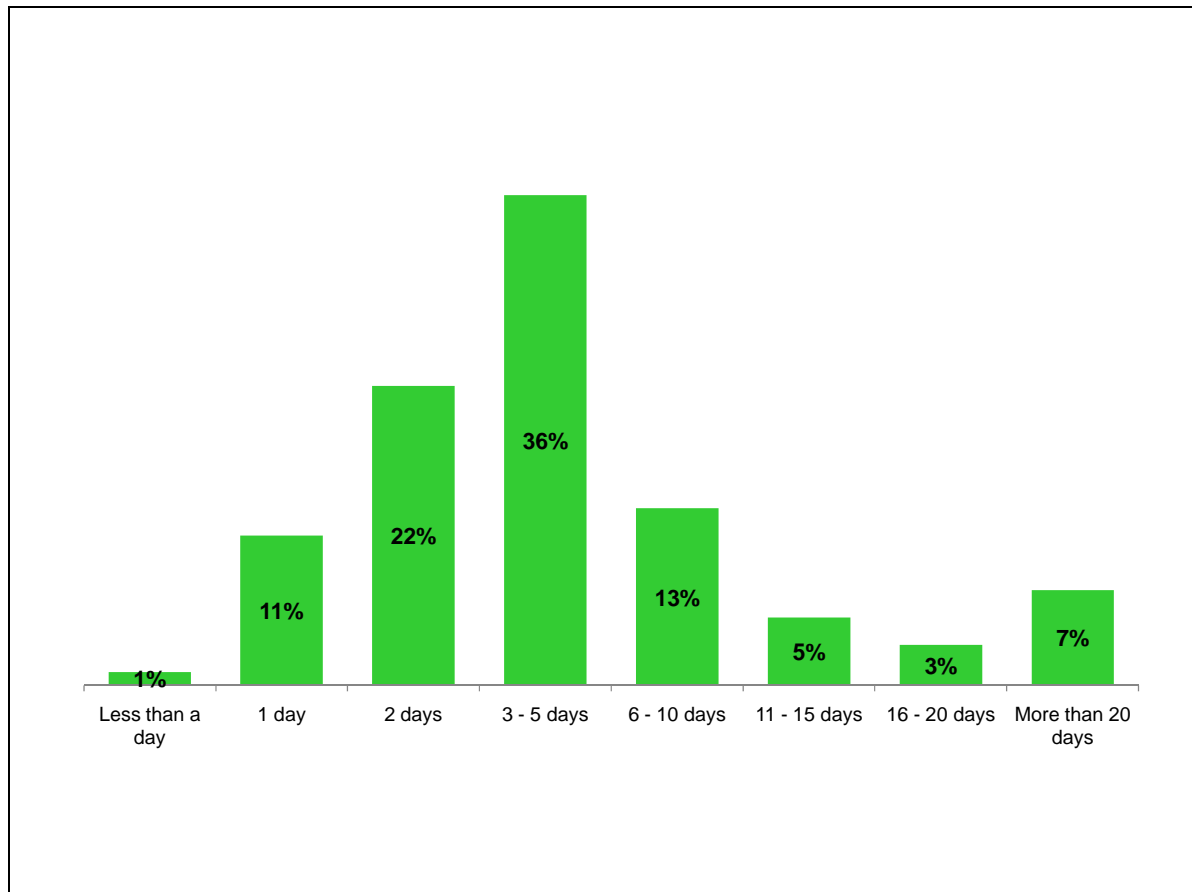
	2008
Total off-the-job training days (millions)	1.87
Per capita off-the-job training days (total workforce)	2.6
Per capita off-the-job training days (training employers' workforce)	3.4
Per trainee off-the-job training days	7.5

Source: NISMS08.

Base: All in employment, unweighted = 124,421. All establishments, unweighted = 4,000.

8.20 Amongst those employers providing off-the job training for their workforce, the modal number of days training arranged or funded per trainee is 3-5 days. However, with 15% of employers sending their staff on at least 11 days training a year and 7% more than 20 days, this average increases to 7.5 when calculating the mean.

Figure 8.9: Average number of days off-the-job training received by each member of staff, 2008



Source: NISMS08.

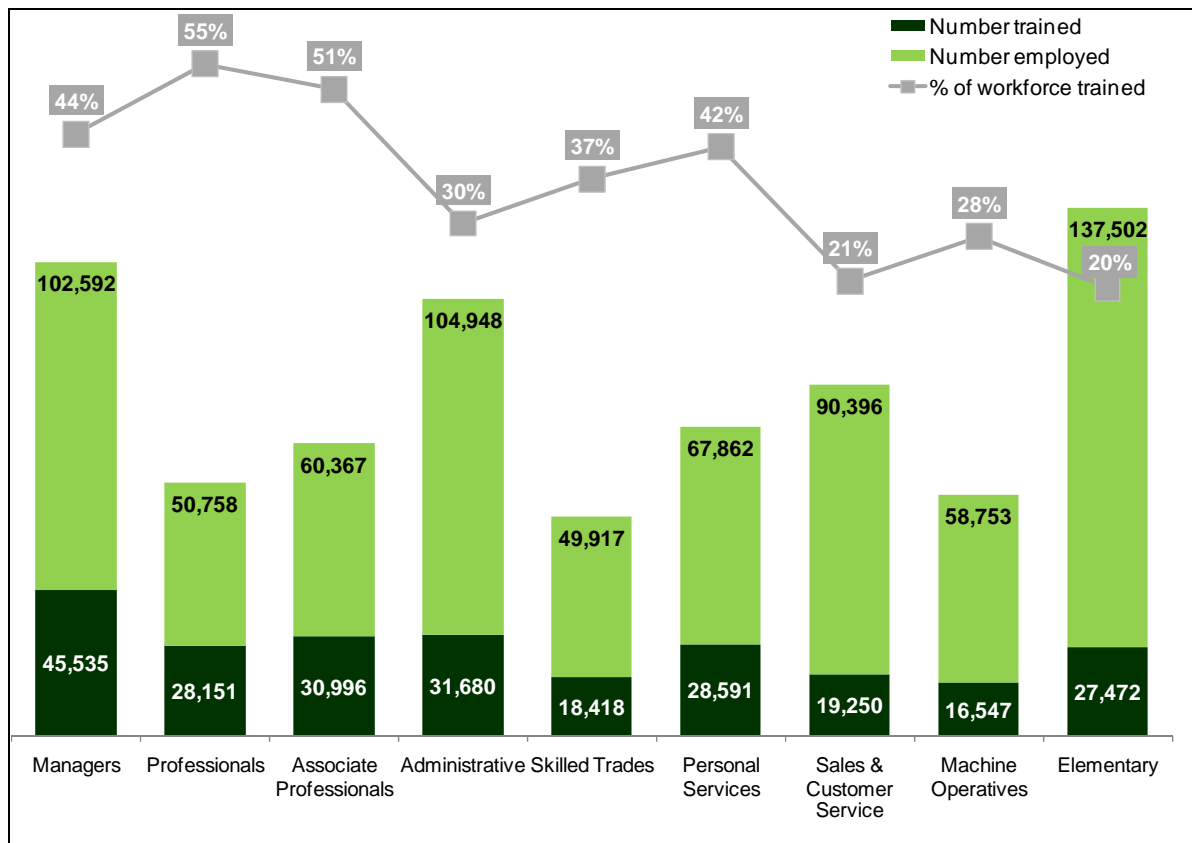
Base: All establishments, unweighted = 4,000.

- 8.21 Although the largest employers are the most likely to arrange off-the-job training for their staff, and for a larger proportion of their employees to receive off-the-job training in the previous 12 months, the average number of days training amongst employers providing off-the-job training is slightly less than for smaller employers (6.5 days compared to 7.2 days amongst employers with less than 5 employees and 8 days amongst those with 5-49 employees).
- 8.22 There is relatively little variation by sector, with average number of days training ranging from 6.6 (Manufacturing and Transport & Communications) to 8.7 (Business Services).

Occupational Patterns of Off-the-Job Training

- 8.23 In absolute terms, more Managers receive off-the-job training than any other occupational group, accounting for almost one in five of all employees benefiting from off-the-job training (18%).
- 8.24 This in part reflects the size of the Managerial workforce, but this is not the only factor. In fact the share of the total Northern Ireland workforce represented by Managers is less than its share of all trainees (14% cf. 18%). By contrast, more people are employed in Elementary roles, but they account for a smaller proportion of trainees; only one in five (20%) of the Elementary workforce received off-the-job training making them the least likely occupational group to receive training, followed closely by Sales & Customer Service staff. As discussed earlier, these were the two occupational groups in which employers were most likely to report a high density of skill gaps.
- 8.25 Relative to the numbers employed in each occupation, Professionals are the most likely to benefit from employer funded off-the-job training – 55% of them having done so – closely followed by Associate Professional employees (51%).

Figure 8.10: Proportion of workforce receiving off-the-job training by occupation, 2008



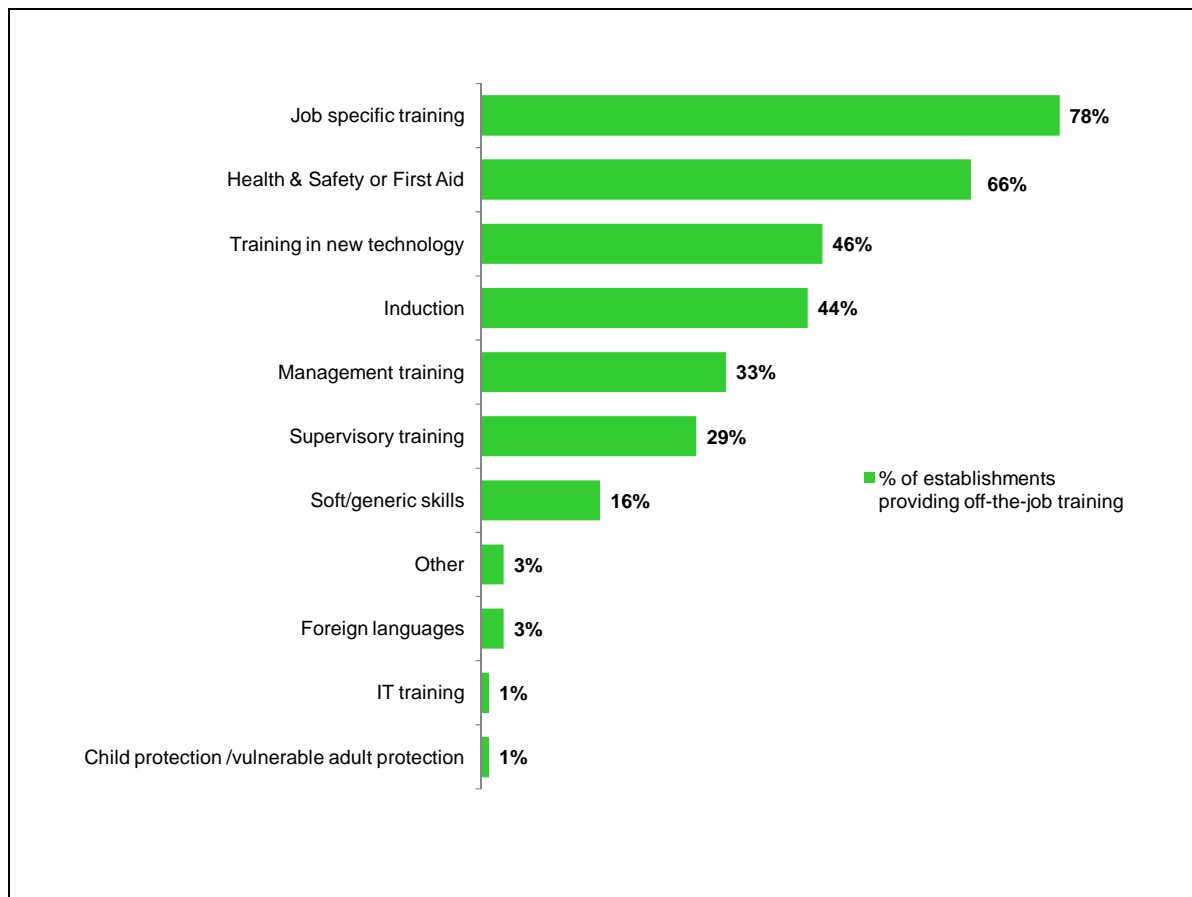
Source: NISMS08

Base: All in employment, unweighted = 124,421. All establishments, unweighted = 4,000.

Types of Training

- 8.26 Employers who funded or arranged off-the-job training were asked which types of training were provided, with the types described in terms of subject, skill or learning areas. The most common type of training provided is job-specific training, which was provided by four fifths (78%) of employers who fund or arrange off-the-job training. Two thirds of employers (66%) funded or arranged Health and Safety or First Aid training, while 44% provided off-the-job induction training. Whilst Health and Safety or First Aid and induction training are important in enabling both the safe functioning of workplaces and the integration of workers, these types of training are not skills-based in the same way as the other types explored and are not necessarily geared towards improving performance or productivity; much Health and Safety or First Aid training, for example, is delivered as a result of legislative requirement.
- 8.27 In terms of more generic skills-based training, 46% of employers who had provided off-the-job training in the last 12 months had provided training in new technology, a third (33%) had provided management training and three in ten had provided supervisory training. One in six (16%) had provided off-the-job training in soft or generic skills.

Figure 8.11: Type of training provided by off-the-job training establishments, 2008



Source: NISMS08.

Base: All establishments arranging/funding off-the-job training, unweighted = 2,434

Note: The final two responses were unprompted and have been coded from "other specify" verbatim responses

- 8.28 All forms or types of training were more commonly provided by larger employers; for example the majority of the employers with at least 50 employees who provided any off-the-job training for their staff provided job specific training (89%), Health and Safety or First Aid (88%), management training (69%), induction training (64%), supervisory training (60%) and training in new technology (59%).
- 8.29 **Table 8.3** shows the types of off-the-job training provided by industry type. All forms of training were more likely to be provided by employers in Public Administration sector and, to a lesser extent amongst those in Education (except supervisory training). Job specific training was also particularly prominent amongst Financial Services employers while provision of Health and Safety or First Aid training was particularly high amongst Manufacturing and Construction employers (15 and 21 percentage points above national average respectively).

Table 8.3: Type of training provided by off-the-job training establishments, by industry, 2008

	Northern Ireland	Manufacturing	Construction	Wholesale & Retail	Hotels & Restaurants	Transport & Communications	Financial Services	Business Services	Public Administration	Education	Health & Social Care	Other Services
Job specific training	78%	78%	63%	81%	73%	83%	91%	82%	93%	85%	86%	65%
Health & Safety / First Aid training	66%	81%	87%	64%	70%	61%	49%	57%	85%	77%	60%	56%
Training in new technology	46%	43%	31%	48%	19%	42%	54%	52%	61%	57%	43%	50%
Induction training	44%	39%	39%	44%	45%	58%	46%	40%	58%	48%	47%	48%
Management training	33%	23%	18%	38%	24%	37%	47%	23%	67%	54%	40%	31%
Supervisory training	29%	26%	28%	30%	32%	28%	45%	21%	59%	29%	31%	32%
Soft / generic skills	16%	10%	7%	13%	13%	29%	38%	17%	48%	19%	16%	14%
Training in foreign languages	3%	2%	0%	0%	1%	5%	1%	1%	6%	11%	4%	4%
Other	3%	0%	-	1%	2%	-	3%	2%	3%	15%	5%	4%
<i>Unweighted Base</i>	2434	257	204	404	117	113	81	328	142	269	279	219

Source: NISMS08.

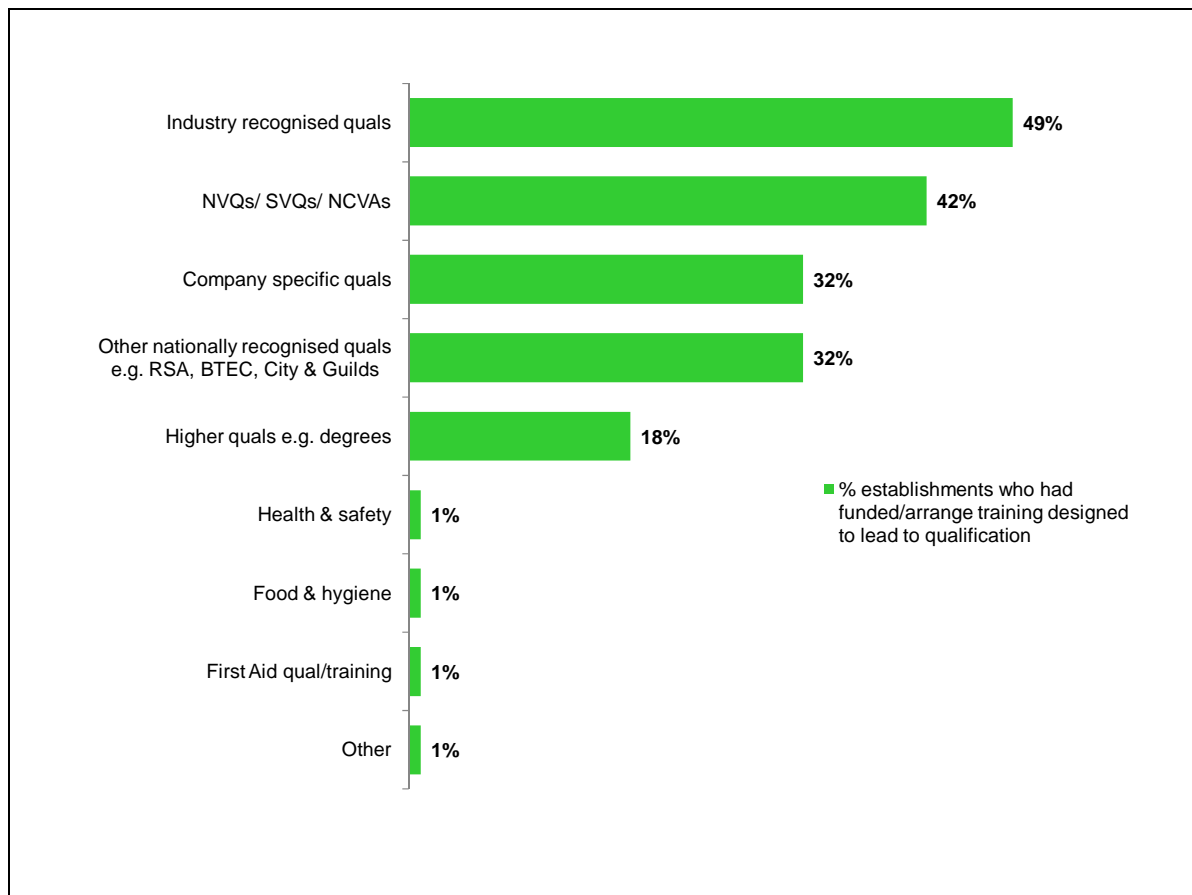
Base: All establishments arranging/funding off-the-job training, unweighted = 2,434.

Note: Mining & Quarrying and Utilities are not included as their unweighted bases are below 25 establishments

Training towards Qualifications

- 8.30 Three in five (58%) employers who funded or arranged off-the-job training for their staff reported that at least some of the training was designed to lead to a qualification. This proportion increases to 71% amongst those with at least 50 employees. Such training was more prevalent amongst employers providing off-the-job training in Public Administration (70%), Hotels & Restaurants (69%) and Construction sectors (66%).
- 8.31 In most cases, the fact that the training was designed to lead to a recognised qualification was important in the choice of training. Those providing off-the-job training designed to lead to a qualification were asked how important the qualification aim was and nine out of ten (88%) said that it was important with two-thirds (66%) saying that it was very important.
- 8.32 However, for one in eight, the qualification aim was not important (not very for 9% and not at all for 3%). This feeling was more common amongst employers providing training designed to lead to a qualification in the Manufacturing and Transport & Communication sectors (21% and 17% respectively stated that the aim was not very or not at all important). Of those that claimed the qualification aim was not important, 42% had employees training towards NVQs/SVQs/SVCAs and 40% towards industry specific qualifications.
- 8.33 **Figure 8.12** demonstrates that just short of half (49%) of those providing off-the-job training with a qualification objective had funded or arranged training towards industry recognised qualifications (15% of all employers). 42% had done so towards national vocational qualifications such as NVQs, SVQs and NCVAs (13% of all employers). Company specific and other nationally recognised qualifications such as RSA, BTEC and City and Guilds were each provided by one third of employers (32%, 10% of all employers). One fifth (18%) provided higher level qualifications such as degrees.

Figure 8.12: Attempted qualification outcome of off-the-job training, 2008



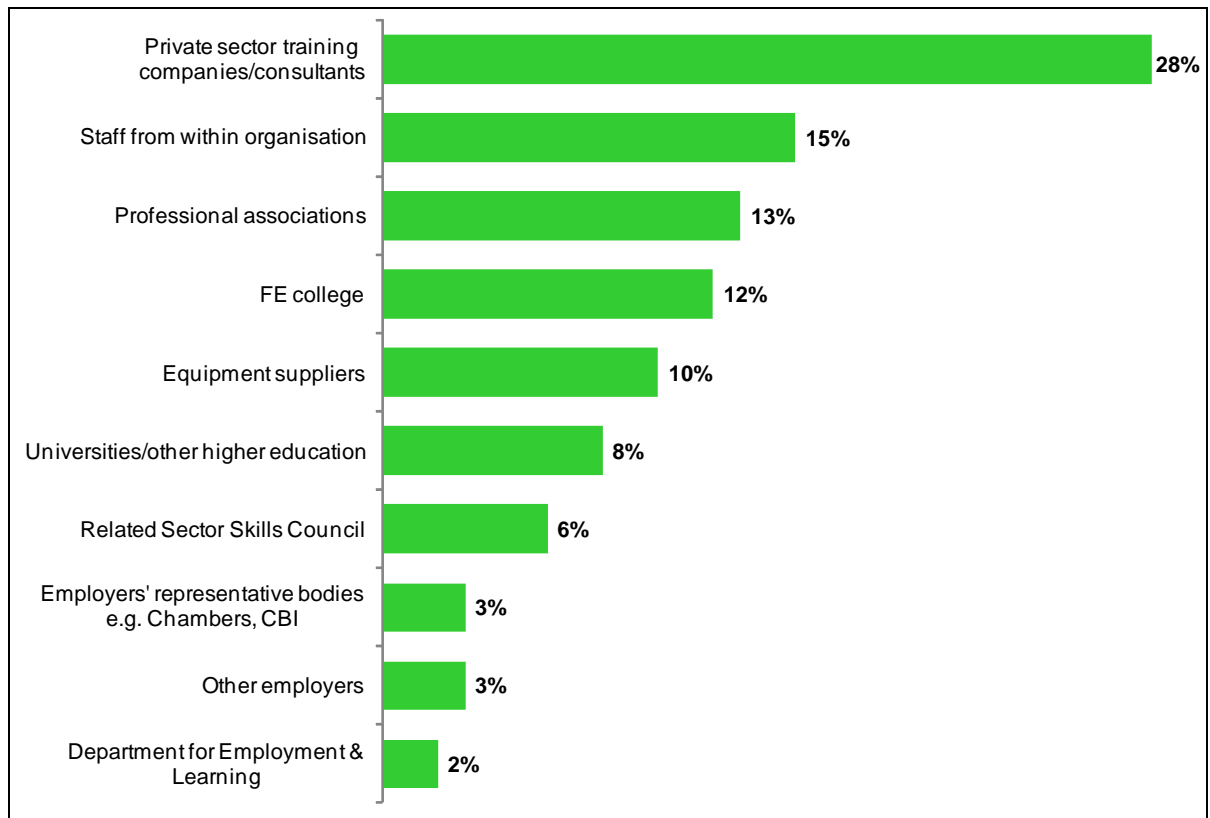
Source: NISMS08.

Base: All establishments arranging/funding off-the-job training leading to a qualification, unweighted = 1,421.

Delivery of Off-the-Job Training

- 8.34 Off-the-job training, in the definition adopted in this survey, means training or development away from the individual's immediate work position, whether on the employer's premises or elsewhere. It can be delivered entirely internally, by trainers employed within the organisation, but most employers who train staff off-the-job - 79% of them - do so, at least in part, by engaging external providers (down from 83% from 2005). This means that 42% of all Northern Ireland employers have engaged external training providers.
- 8.35 **Figure 8.13** highlights who provided this training and whether this is delivered externally or internally (shown as a proportion of all employers).

Figure 8.13: Provider of off-the-job training, 2008



Source: NISMS08.

Base: All establishments, unweighted = 4,000

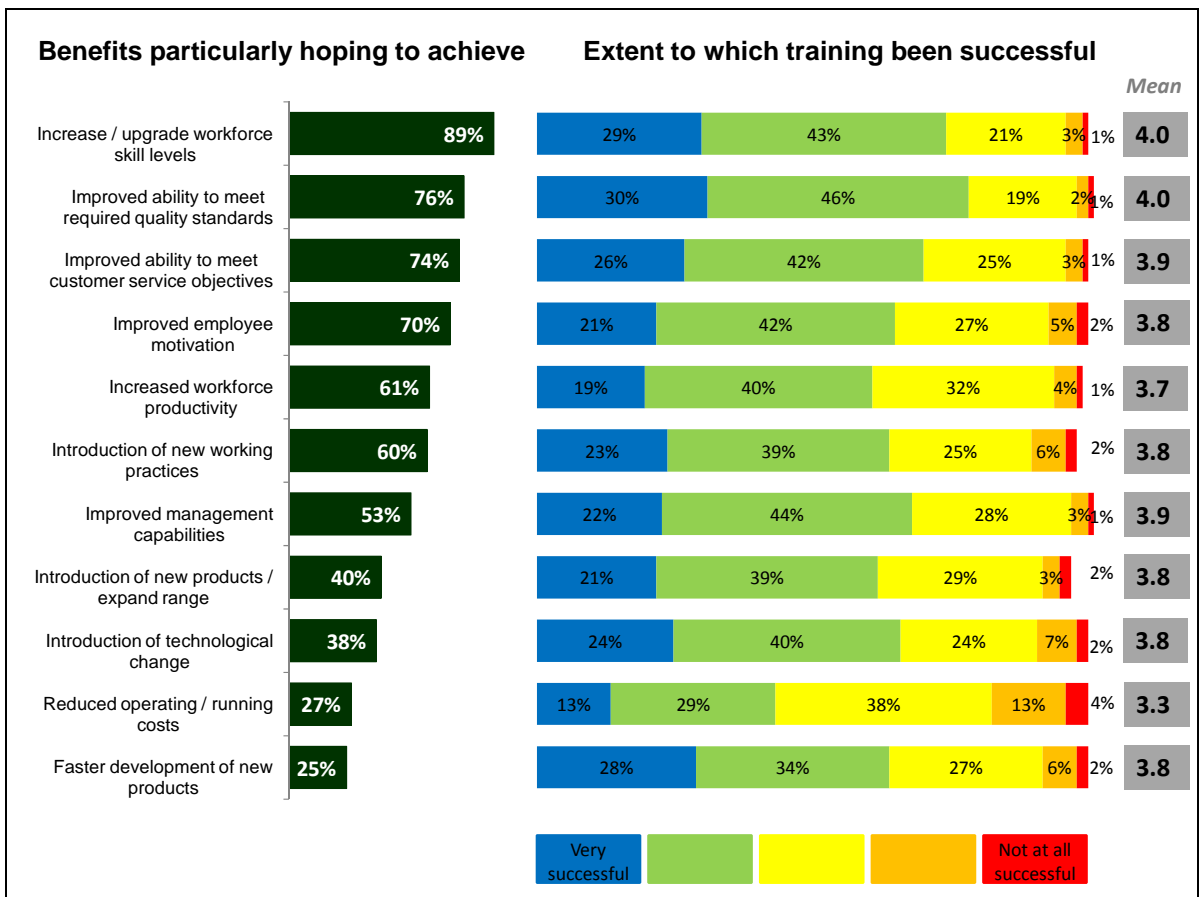
- 8.36 Private sector training companies / consultants were by far and away the most commonly used *external* training providers, with two thirds (67%) of employers who train off-the-job and 28% of *all* employers using them for at least some of their off-the-job training.
- 8.37 Just under a third of employers that provided off-the-job training to their employees (29%) used staff from within their own organisations, at least in part, to do so. This equates to 15% of employers nationally.
- 8.38 Professional associations and equipment suppliers provide a considerable degree of support for training; although it is less common for training employers to use more general employers' representative bodies or (perhaps unsurprisingly) other employers.
- 8.39 In terms of public provision, employers who train off-the-job quite frequently source at least some of that training through FE Colleges or HEIs (30% and 19% respectively of employers who fund off-the-job training, 12% and 8% of all employers). It is much less common for employers to turn to SSCs or to the Department for Employment and Learning for training purposes.
- 8.40 Most employers funding or arranging off-the-job training experienced no difficulty finding a provider appropriate to their needs (87%) (the right type of training or the quality required), but one in nine of them (11%) did experience some difficulty. Employers with 5-10 staff (16%) and those in the Hotels & Restaurants (18%) and Manufacturing (16%) sectors were the most likely to encounter problems finding a suitable provider. Establishments in the Education, Health & Social Care and Public Administration sector were also more likely to experience difficulties (14%).

8.41 Of those employers that did have difficulty in finding appropriate external training suppliers, 71% used private sector training companies / consultants, 41% Further Education colleges, 35% equipment suppliers and 29% professional associations. This reflects the top four external training providers used by all employers and it would be difficult to say whether employers having difficulties used these providers as an alternative to their original choice or whether they were their first choice of provider but took more work finding / engaging with them.

Benefits of Off-the-Job Training

8.42 Employers who had provided off-the-job training were prompted with a list of potential benefits of training and asked which they were particularly hoping to achieve through the off-the-job training they provided. For each benefit they were seeking, they were asked how successful the training had been in delivering against the objective. **Figure 8.14** shows the benefits that employers were hoping to achieve (in the bar chart on the left-hand side) and then the extent to which these benefits were delivered (the stacked bars to the right).

Figure 8.14: Expected benefits of off-the-job training and success to which benefits delivered



Source: NISMS08.

Base (Benefits): All establishments arranging/funding off-the-job training, unweighted = 2,434.

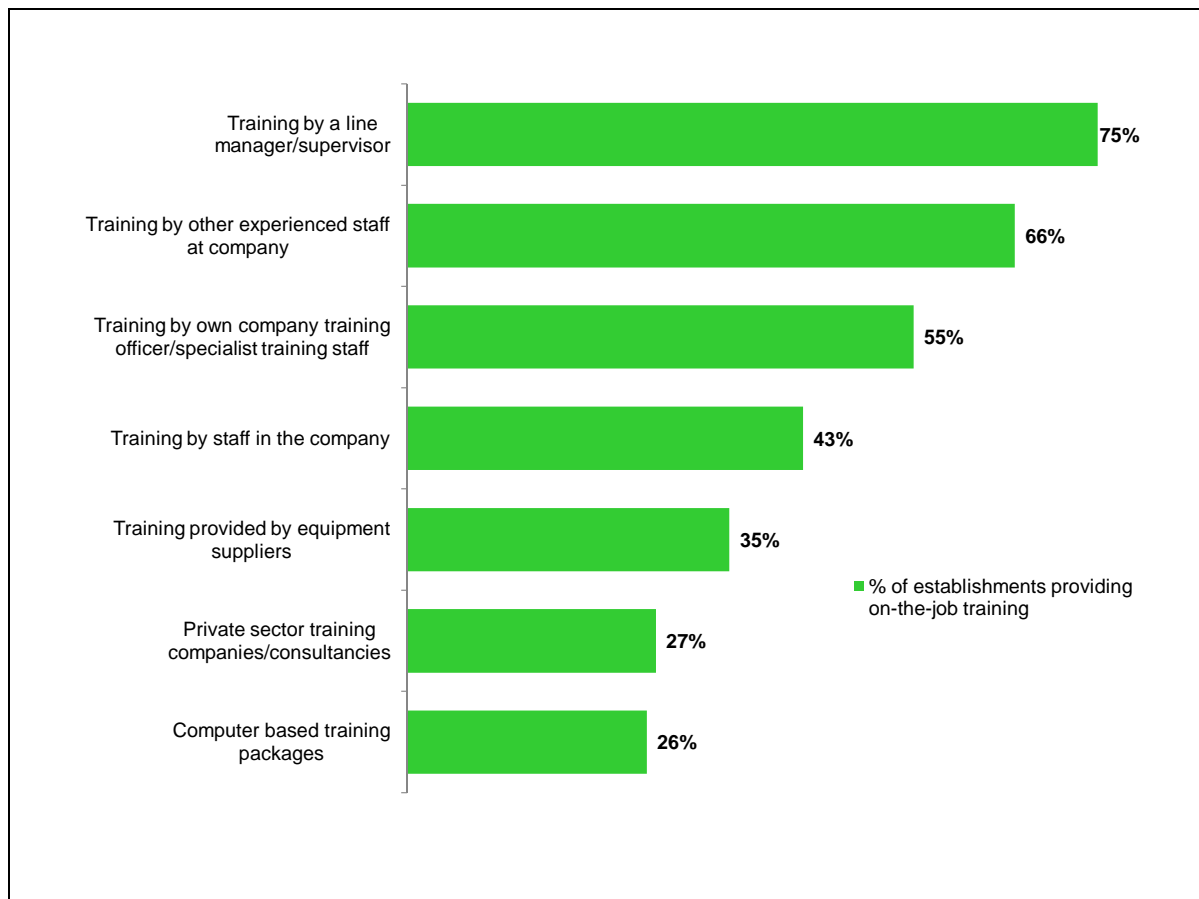
Base (Success): All establishments stating each benefit, unweighted = range from 2,175 (upgrade skills level) to 590 (faster development of new products).

- 8.43 Employers who had provided off-the-job training overwhelmingly expected an increase or upgrade in workforce skill levels (89%). The aim of upskilling was most commonly intended to meet current imperatives in terms of improved ability to meet quality standards and meet customer service objectives (each reported by three quarters of employers, 76% and 74% respectively).
- 8.44 Improved motivation and productivity were also common objectives of off-the-job training: 70% of employers reported that they expected an improvement in staff motivation, with three fifths (61%) expecting to see improvements in productivity.
- 8.45 It was less common for off-the-job training to be focused on facilitating innovation. Although a majority of employers (60%) providing off-the-job training were looking to introduce new working practices, it was less common for them to be introducing new products or technologies (each around two fifths, 40%, of training employers).
- 8.46 There is little variation in the extent to which off-the-job training is assessed as being successful in meeting its objectives. For each expected benefit, bar reducing operating running costs, the majority of employers described the training as successful with the proportion rating the success of each objective a 4 or 5 ranging from 75% with regards improving ability to meet required quality standards to 59% in terms of improving workplace productivity. Only in terms of reducing operating / running costs did a minority rate the training as a success although even with this very objective only a relatively small proportion of employers rated the training as unsuccessful (17%).

The Nature of On-the-Job Training

- 8.47 Three fifths of employers (61%) reported that they had provided on-the-job training for some of their staff in the previous 12 months. These employers were asked about the type of on-the-job training they had arranged or funded.
- 8.48 The majority of on-the-job training provided by employers was provided by in-house staff / services. As we see in **Figure 8.15**, three quarters (75%) of employers had provided training by a line manager or supervisor to their staff within the last year, two thirds (66%) had provided training by other experienced staff within their respective organisations and just over half (55%) had training provided by their own company training officers.
- 8.49 It is less common for employers to use external providers to facilitate on-the-job training, although some did so and they most commonly used equipment suppliers (35%); a quarter used private sector consultancies to provide in-house training (27%).

Figure 8.15: Type of on-the-job training provided, 2008



Source: NISMS08.

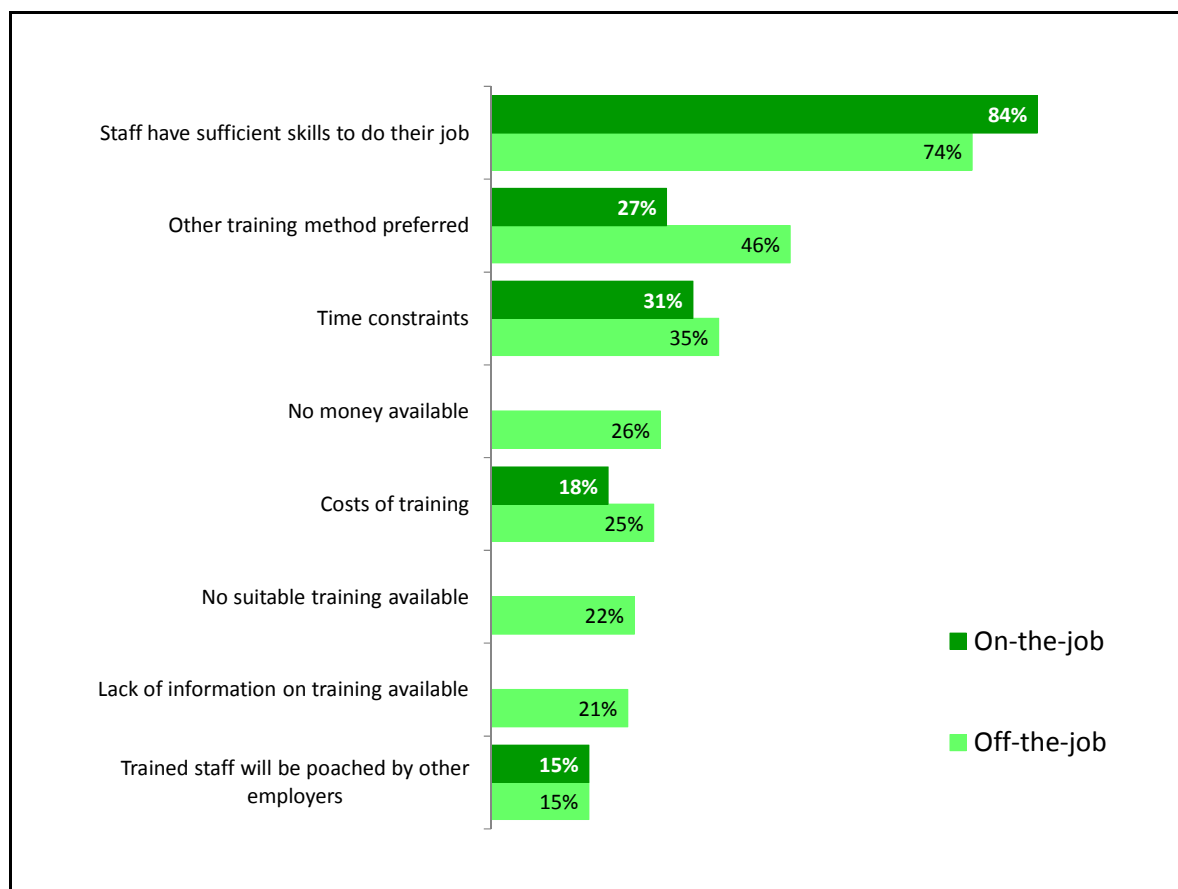
Base: All establishments arranging/funding on-the-job training, unweighted = 2,877.

Reasons for Not Providing Training

- 8.50 Nearly half (47%) of establishments in Northern Ireland did not provide off-the-job training for their staff in the 12 months to the survey date and two in five (39%) of establishments in Northern Ireland did not provide on-the-job training.
- 8.51 In both cases (deciding not to fund or arrange off or on-the-job training) an overwhelming majority of employers said that this was because their staff already had sufficient skills to do their job (84% of those who did not provide on-the-job training and 74% of those not providing off-the-job training). In most cases these employers also reported that all of their staff were fully proficient (i.e. they had no skill gaps), although a small minority (around one in ten in each case) had staff lacking proficiency.
- 8.52 Half of employers (46%) who did not fund off-the-job training preferred to train on-the-job whilst, on the other hand, a quarter (27%) of those who did not arrange on-the-job training preferred to train off-the-job.
- 8.53 In terms of factors which constrain employers from providing training, time constraints were the most commonly cited reasons both in terms of on- and off-the-job training, followed by financial reasons.
- 8.54 There remains a core of employers who do not train because they see this as creating a risk that their employees will be poached.

8.55 Around a fifth (22%) of employers who did not provide off-the-job training believe there to be no suitable training available to them, and a similar proportion feel that they lack information on what is available.

Figure 8.16: Reasons for not providing training in the last 12 months, 2008



Source: NISMS08.

Base: All establishments who didn't arrange/fund on-the-job training, unweighted = 1,123.

All establishments who didn't arrange/fund off-the-job training, unweighted = 1,566.

Training Activity's Relation to Skill Gaps

8.56 This final section explores whether the propensity of establishments to engage in training is related to whether they have experienced skill gaps.

8.57 Employers which report skill gaps are more likely than those who do not to engage in training activity and are likely to arrange and fund more extensive training for their employees. As we see in **Table 8.4**, 86% of employers with skill gaps arranged or funded some form of training during the last year for their employees compared to 71% of those without skill gaps.

- 8.58 Two thirds of employers with skill gaps (64%) provided off-the-job training compared to half of those without skill gaps (49%). For on-the-job training there is an even greater difference between the likelihood of training provision. Here, nearly four fifths (78%) of employers with skill gaps provided on-the-job training for some of their staff in the last year compared to 56% of those employers reporting no skill gaps (a 22 percentage point difference between those with and without skill gaps).

Table 8.4: Training by whether have skill gaps, 2008

	Northern Ireland	Establishments without skill gaps	Establishments with skill gaps
% of establishments that provide any training	74%	71%	86%
% of establishments that providing off-the-job training	53%	49%	64%
% of establishments that provide on-the-job training	61%	56%	78%
<i>Unweighted establishments</i>	4,000	1,186	2,814

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

Perceived Trends in Skills Challenges

- 8.59 All employers were asked for their overarching views on how difficult it has been – and is likely to be – to recruit and retain staff with the requisite skills.
- 8.60 As we see in **Table 8.5**, compared with 12 months prior to the survey, relatively few agree that it is currently more difficult to recruit and/or retain employees with the skills the establishment needs (8% agree “strongly” that this has been the case, and the same proportion agree “slightly”).
- 8.61 Interestingly, differences are relatively slight by size of employer and also industry sector.

Table 8.5: Extent to which establishments agree with the statement, “Compared with 12 months ago, our establishment is finding it more difficult to recruit and / or retain employees with the skills that we need”, 2008

	Northern Ireland	1 to 4	5 to 10	11-49	50+
Agree strongly	8%	7%	9%	9%	9%
Agree slightly	8%	7%	9%	11%	13%
Disagree slightly	22%	23%	21%	22%	22%
Disagree strongly	32%	28%	36%	36%	33%

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

- 8.63 Undoubtedly tied in with the current economic situation, employers are similarly positive about the skills picture when looking to a year's time in the future. As we see in **Table 8.6**, just 16% anticipate it becoming more difficult to recruit and retain employees with the necessary skills.
- 8.64 Employers in the Transport & Communications sector are, however, slightly more likely than average to anticipate recruitment / retention difficulties (11% agreeing strongly with this statement and 15% agreeing slightly).

Table 8.6: Extent to which establishments agree with the statement, "In a year's time it will be more difficult than it is now to recruit and / or retain employees with the skills that we need", 2008

	Northern Ireland	1 to 4	5 to 10	11-49	50+
Agree strongly	8%	8%	8%	8%	6%
Agree slightly	8%	7%	9%	9%	11%
Disagree slightly	25%	26%	23%	26%	26%
Disagree strongly	34%	34%	34%	33%	33%

Source: NISMS08.

Base: All establishments, unweighted = 4,000.

9 Training Expenditure

Summary

The survey estimates overall employer expenditure on training (including labour costs) in the 12 months prior to NISMS08 to be £1.45bn.

Labour costs of those receiving training and those delivering or organising training account for a large proportion of total training expenditure (51% and 32% respectively). Fees to external providers represent only 8% of total training expenditure.

The average annual employer investment in training is equivalent to £2,000 per employee and £2,900 per person trained off-the-job.

Large employers spend far less per trainee than small employers. The average spend per off-job trainee amongst the smallest employers (with fewer than five staff) is approximately £6,425 compared with £2,250 among those with 50 or more staff, demonstrating the marked economies of scale from which larger establishments benefit.

By sector, spend was highest for Wholesale & Retail (£239m), Health & Social Care (£237m) and Public Administration (£197m). Generally, the distribution of training expenditure by sector quite closely reflects the employment distribution in the sector. However, average training expenditure per employee was noticeably higher than average in the following sectors: Public Administration, Hotels & Restaurants and Construction; and lower among employers operating in Manufacturing, Transport & Communications and Wholesale & Retail.

Per off-job trainee, employers in the following sectors have above average expenditure: Public Administration (£4,375), Hotels & Restaurants (£4,225), Other Services (£3,750) and Construction (£3,475). Conversely, spend per off-job trainee was far lower than average among employers operating in Manufacturing (£1,225), Transport & Communications (£1,700) and Financial Services (£1,950).

Introduction

- 9.1 We conducted a follow-up survey to measure employer training expenditure among establishments who reported during the main survey that they had funded or arranged training in the previous 12 months.
- 9.2 To allow respondents time to collect the relevant information on their establishment's training expenditure over the previous 12 months, employers agreeing to take part were sent a datasheet. The datasheet information was collected by telephone a few days later.
- 9.3 Information on training expenditure was collected from 977 employers.
- 9.4 Results have been grossed-up to the profile of trainers derived from the main NISMS08 survey findings. Population figures for establishments providing training were drawn from the weighted NISMS08 survey data, using a grid interlocking training type (on-the-job training only, off-the-job training only, both) by size, with an additional 'rim' sector weight added at the national level. Findings, therefore, are representative of all employers.

Overall Training Expenditure

- 9.5 Total employer expenditure on training is estimated to have been £1.45bn over the course of the 12 months prior to NISMS08. Just over half this expenditure is accounted for by the costs of delivering on-the-job training (£740m); the remainder (£714m) is spent on delivering off-the-job training. The bulk of the outlay on off-the-job training is for the provision of education or training courses (£616m), with other off-the-job training (seminars, workshops, and open and distance learning, for example) forming a far smaller component (£98m).

Table 9.1: Training expenditure over the previous 12 months

	2008
Total	£1,455m
Off-the-job training:	£714m
Course Related	£616m
Other (seminars, workshops etc.)	£98m
On-the-job training	£740m

Base: All employers that train completing the Cost of Training survey, unweighted = 977.

The Components of Training Expenditure

9.6 **Table 9.1** presents the breakdown of total training expenditure between off- and on-the-job elements. **Table 9.2** presents a more detailed breakdown of the individual elements contributing to the total training spend, and shows the expenditure on each element, with the proportion of total expenditure it represents. The numbers in brackets refer to the datasheet questions from which each element is derived (the datasheet is provided in Appendix B).

Table 9.2: The components of training expenditure.

	Overall Cost	%
Off-the-job training: course-related:		
(a) Trainee labour costs (Q1-3)	£169m	12%
(b) Fees to external providers (Q4)	£78m	5%
(c) On-site training centres (Q6a/b)	£88m	6%
(d) Off-site training centre (in the same company) (Q7a)	£19m	1%
(e) Training management (Q8-Q10)	£228m	16%
(f) Non-training centre equipment and materials (Q11)	£18m	1%
(g) Travel and subsistence (Q12)	£19m	1%
(h) Levies minus grants (Q13-14)	-£2m	-*%
Off-the-job training: other (seminars, workshops etc.):		
(i) Trainee labour costs (Q15-Q17)	£67m	5%
(j) Fees to external providers (Q18)	£32m	2%
On-the-job training:		
(k) Trainee labour costs (Q19-Q21)	£502m	35%
(l) Trainers' labour costs (Q22-Q24)	£238m	16%

Base: All trainers completing the Cost of Training survey, unweighted=977.

Note: "*" denotes a figure greater than 0 per cent but less than 0.5 per cent.

9.7 The labour costs of trainees attending off-the-job courses (12%) and of trainees receiving other off-the-job training (5%) along with the labour costs of on-the-job training (elements (a), (i) and (k)) still form the bulk of employer training expenditure (£738m: 51% of the total). Labour costs of those delivering on-the-job training (£238m) and of managing training (£228m) account for a further 32% of total expenditure.

9.8 By comparison, the direct costs of fees to external providers for courses (£78m) and for other off-the-job training (£32m) (elements (b) and (j) in **Table 9.2**) account for a relatively small share of the total training expenditure (8%).

Training Expenditure per Capita

9.9 The total workforce falling within the scope of NISMS08 is a little over 723,000 people with the total number of (off-the-job) trainees at slightly more than 246,000. As we see in **Table 9.3**, the average annual expenditure on training is £2,000 for every employee in the workforce. Looking only at employers that train, training expenditure in 2008 was £2,200 per capita with a slightly larger amount spent per capita on off-the-job training (£1,300) than on-the-job (£1,225).

Table 9.3: Training expenditure per capita and per trainee.

	All Trainers	All off-the-job trainers	All on-the-job trainers
Total training expenditure	£1,455m	£714m	£740m
Per capita training expenditure (total workforce)	£2,000		
Per capita training expenditure (training employers' workforce)	£2,200	£1,300	£1,225
Per trainee training expenditure		£2,900	
<i>Unweighted establishments</i>	977	749	859
<i>Weighted establishments</i>	42,764	30,372	35,086

Base: All trainers completing the Cost of Training survey.

Note: Per capita and per trainee figures are calculated using respondents' employment and trainee numbers from main NISMS08 data. Per capita and per trainee expenditure rounded to the nearest £25. Per trainee expenditure is only available for off-the-job training as the number of on-the-job trainees was not recorded in the main NISMS08 survey.

Training Expenditure by Size

9.10 **Table 9.4** shows how training expenditure varies by size of establishment. It shows total training expenditure as well as expenditure on off- and on-the-job training separately. The table also displays the share of total training expenditure accounted for by employers in each size band compared to the proportion of all trainees that they account for.

Table 9.4: Total training expenditure by size.

	<i>Unweighted base</i>	<i>Weighted Base</i>	Total	Off-the-job training	On-the-job training	% of total training expenditure	% share of off-the-job trainees
Employees:							
1 to 4	189	20,617	£264m	£144m	£119m	18%	9%
5 to 10	256	10,215	£208m	£87m	£121m	14%	11%
11 to 49	389	9,558	£384m	£200m	£184m	26%	29%
50+	143	2,374	£598m	£282m	£316m	41%	51%
Northern Ireland	977	42,764	£1,455m	£714m	£740m	100%	100%

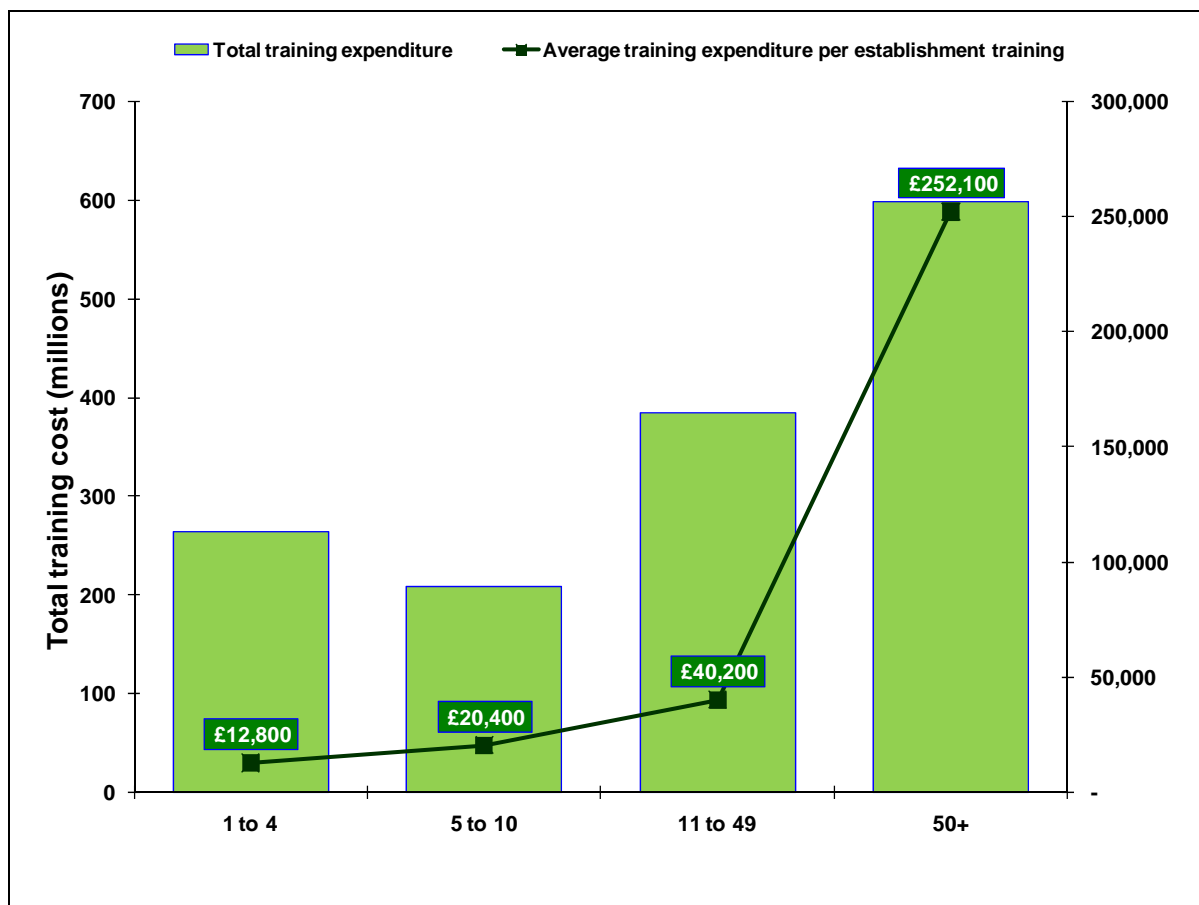
Base: All trainers completing the Cost of Training survey, unweighted=977.

Note: Trainee distribution is calculated using respondents' trainee numbers from main NISMS08 data.

9.11 Results show that smaller employers account for a much higher share of total training expenditure than the proportion of staff that they train would suggest. Although from the main NISMS08 survey figures are only available for the number of staff trained *off-the-job*, this shows that nine per cent of staff receiving off-the-job training work in establishments with fewer than five staff. Despite this, these establishments account for 18% of *total* training expenditure (and 20% of off-the-job training expenditure). On the other hand, 51% of all *off-the-job* trainees work in establishments employing 50 or more staff, but these establishments account for a disproportionately lower amount of the *total* training expenditure (41%). Part of the difference is likely to be accounted for by economies of scale and greater 'purchasing power' for larger employers; and also the fact that larger employers are more likely to have access to internal training facilities and dedicated training staff and hence be less dependent on bought-in services. It is also the case that establishments with greater than 50 staff spend more on on-the-job training than they do on off-the-job training.

9.12 **Figure 9.1** shows how the total and average amount spent on training varies by size of establishment.

Figure 9.1: Total training expenditure and mean training expenditure by size



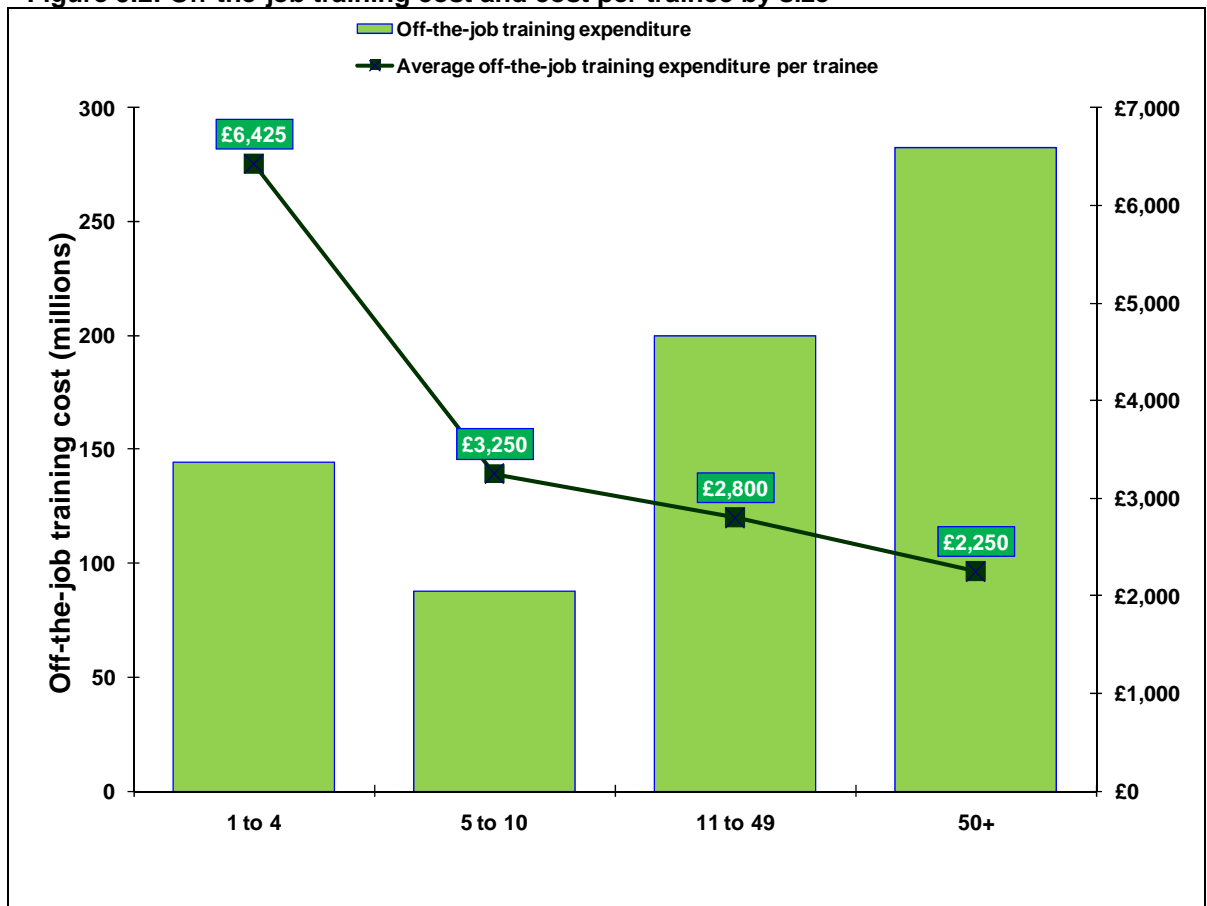
Base: All trainers completing the Cost of Training survey, unweighted=997 .

Note: Training expenditure per establishment training rounded to the nearest £100.

9.13 The average (mean) expenditure on training per establishment providing training increases sharply with size: the very largest establishments spend around £252,100 on average on training their staff. Although only 6% of training establishments fall into this size category, they employ 51% of all staff trained in the last 12 months and account for 41% of all training expenditure. The establishments employing fewest staff account for less than a fifth of total expenditure on training (18%), however a larger proportion of these contribute to this total (48% of all training establishments) resulting in the smallest average training cost for each (£12,775).

9.14 **Figure 9.2** shows how off-the-job training expenditure per off-the-job trainee varies by size. It shows that generally speaking the larger the employer, the less spent per off-the-job trainee. The average cost per off-the-job trainee falls from £6,425 in the smallest establishments to around £2,250 in the largest.

Figure 9.2: Off-the-job training cost and cost per trainee by size



Base: All trainers providing off-the-job training and completing the Cost of Training survey, unweighted=749.

Note: Per off-the-job trainee figures are calculated using respondents' trainee numbers from main NISMS08 data. Per trainee training figures rounded to the nearest £25.

Training Expenditure and liP Status

- 9.15 **Table 9.5** shows how training expenditure varies by liP status of the establishment (recognised as an Investor in People, working towards that status, lapsed, or no involvement with liP).

Table 9.5: Training expenditure by liP status

	<i>Unweighted base</i>	<i>Weighted Base</i>	% of all trainers	Total cost of training	Mean cost per training establishment
Recognised as an Investor in People	169	5,399	13%	£468m	£86,800
Working towards Investors in People Standard	133	5,738	13%	£217m	£37,800
Lapsed	42	1,689	4%	£74m	£43,800
No involvement with liP	599	28,292	66%	£664m	£23,500
Don't know	34	1,646	4%	£31m	£18,800
Northern Ireland	977	42,764	100%	£1,455m	£34,000

Base: All trainers completing the Cost of Training survey, unweighted=977.

Notes: Mean costs rounded to the nearest £100.

- 9.16 The Cost of Training survey estimates that around two-thirds of employers providing training have no involvement with liP (66%). Of the rest, 13% are recognised Investors in People, 13% are working towards the status and 4% had lapsed.
- 9.17 Results show that those employers with liP status that train typically spend more on training (£86,800) than those that train who have never been involved with the standard (£23,500). Employers that train who are working towards the Standard or who previously were Investors in People but who have lapsed also spend more on training than average.
- 9.18 This does not necessarily demonstrate that liP status drives investment in training: it is likely that the causation works in both directions – those who spend more heavily on training are more likely to be the sorts of employers with well-developed HR functions and who tend to become involved in schemes / programmes such as liP. Also, there is a strong size influence, as larger employers are far more likely to be Investors in People: 32% of establishments employing 50 or more staff who provide training are recognised as liP, compared with 8% of those with fewer than five staff that train.

Training Expenditure by Sector

9.19 **Table 9.6** shows how total training expenditure breaks down by sector. We also show the average spend per employee, a measure that takes the size of the sector in employment terms into account.

Table 9.6: Total and per capita training expenditure by sector

	Unweighted base	Weighted base	Total	% of total expenditure	% of all employment	Training spend per employee
Manufacturing	111	3,030	£54m	4%	11%	£700
Construction	74	3,771	£101m	7%	4%	£3,275
Wholesale & Retail	161	8,634	£239m	16%	20%	£1,625
Hotels & Restaurants	48	3,170	£152m	10%	6%	£3,300
Transport & Communications	48	1,880	£39m	3%	4%	£1,425
Financial Services	25	1,257	£32m	2%	3%	£1,750
Business Services	140	8,016	£169m	12%	11%	£2,100
Public Administration	49	838	£197m	14%	9%	£3,175
Education	112	2,829	£147m	10%	11%	£1,900
Health & Social Care	109	4,633	£237m	16%	15%	£2,125
Other Services	96	4,514	£87m	6%	6%	£2,050
Northern Ireland	977	42,764	£1,455m	100%	100%	£2,000

Base: All trainers completing the Cost of Training survey, 977 unweighted.

Notes: i) Training spend per employee rounded to the nearest £25. ii) Per employee figures calculated using respondents' employment numbers from main NISMS08 data.

9.20 The Wholesale & Retail sector accounts for the largest proportion of training expenditure (16%) but this is to be expected due to it being the largest employing sector (20%). Establishments from the Health & Social Care sector provide a similar level of total training expenditure (16%) although they form a smaller proportion of the workforce (15%).

9.21 On the whole, each sector's share of total training expenditure fairly closely matches its share of employment. However, employers covered by the following sectors reported particularly high training expenditure relative to their employment:

- Public Administration
- Hotels & Restaurants
- Construction

9.22 In contrast, those employers covered by the following sectors reported a lower training expenditure per employee than average, indicating particularly low expenditure relative to employment:

- Manufacturing
- Transport & Communications
- Wholesale & Retail

9.23 **Table 9.7** shows the distribution of training expenditure between off- and on-the-job elements. The final column shows the proportion of expenditure in each sector accounted for by off-the-job training.

Table 9.7: Total training expenditure by sector: on- and off-the-job training

	Total	Off-the-job	On-the-job	% of training expenditure accounted for by off-the-job training
Manufacturing	£54m	£18m	£36m	34%
Construction	£101m	£42m	£59m	42%
Wholesale & Retail	£239m	£105m	£134m	44%
Hotels & Restaurants	£152m	£36m	£115m	24%
Transport & Communications	£39m	£12m	£26m	32%
Financial Services	£32m	£15m	£17m	46%
Business Services	£169m	£94m	£76m	55%
Public Administration	£197m	£105m	£92m	53%
Education	£147m	£105m	£42m	71%
Health & Social Care	£237m	£129m	£108m	55%
Other Services	£87m	£52m	£35m	59%
Northern Ireland	£1,455m	£714m	£740m	49%

Base: All trainers completing the Cost of Training survey, unweighted= 977.

9.24 The balance between expenditure on off- and on-the-job training differs substantially between sectors. Across all sectors, 49% of training expenditure is on off-the-job training. Only in two sectors is this proportion noticeably higher than the average, for Education (71%) and Other Services (59%).

9.25 For employers covered by the following sectors, off-the-job training accounts for a considerably lower than average share of total training expenditure, suggesting greater reliance on less formal, on-the-job learning and development: Hotels & Restaurants (24%), Transport & Communications (32%) and Manufacturing (34%). The results indicate that there is a tendency for manufacturing / primary industries and what might be termed customer-facing sectors (retail, hospitality and passenger transport) to place more emphasis than other sectors on on-the-job training. This may be because these employers are generally looking for hands-on, practical training so that their employees develop the skills they need in dealing with the public or using machinery; and employers may often feel this is best achieved in the actual workplace environment.

9.26 **Table 9.8** shows the average training expenditure per training establishment, and average off-the-job training expenditure per trainee.

Table 9.8: Average training expenditure per trainee by sector

	Mean expenditure per training establishment	Average off-the-job training spend per off-the-job trainee
Manufacturing	£17,700	£1,225
Construction	£26,800	£3,475
Wholesale & Retail	£27,700	£2,950
Hotels & Restaurants	£47,900	£4,225
Transport & Communications	£20,500	£1,700
Financial Services	£25,400	£1,950
Business Services	£21,100	£2,600
Public Administration	£235,500	£4,375
Education	£52,000	£3,200
Health & Social Care	£51,100	£2,475
Other Services	£19,300	£3,750
Northern Ireland	£34,000	£2,900

Base: All trainers completing the Cost of Training survey, unweighted=977.

Notes: Per trainee figures calculated using respondents' trainee numbers from main NISMS08 data. Average expenditure rounded to the nearest £100. Costs per trainee rounded to the nearest £25.

9.27 Those establishments within the Public Administration sector show clearly the highest average expenditure (£235,500) and also the highest average off-the-job training spend per off-the-job trainee (£4,375). Training spend per establishment is also above the overall average for the Education (£52,000), Health & Social Care (£51,100) and Hotels & Restaurants (47,900) sectors. Off-the-job training spend per off-the-job trainee is also above average for Hotels & Restaurants (4,225), Other Services (3,750) and Construction (£3,475).

9.28 Manufacturing and Transport & Communications each reported the lowest per establishment training expenditure (£17,700 and £20,500 respectively) as well as the lowest per off-the-job trainee expenditure (£1,225 and £1,700 respectively).

10 Technical Appendix

10.1 The following section provides further details on the key aspects of the survey methodology employed for the Northern Ireland Skills Monitoring Survey 2008 (NISMS08).

Sampling

10.2 The key elements of the sample design were as follows:

- Stage 1 – Initially, half the 4,000 interviews were distributed evenly between the 25 SSCs and two “non-SSC employer” groups (c. 75 interviews to each), and then half the interviews in proportion to the IDBR units each sector accounts for.
- Stage 2 – Within each SSC, interviews were then distributed by sizeband in proportion to IDBR employees.
- Stage 3 – Targets were then pegged down to available Experian sample (capped at 4:1 for establishments with 50+ employees, and 6:1 for remaining sizebands).
- Stage 4 – To ensure geographic representation, additional “rim” quota targets were also set for each of the six WDF areas in proportion to the IDBR units each area accounts for.

10.3 In line with previous waves of the Skills Monitoring Survey, Experian’s Business Database was used as the core sample source. This is the most comprehensive source of establishment-based data that is commercially available with telephone numbers.

10.4 Skills for Justice, Government Skills and Energy and Utility Skills are three SSCs where there is a particular shortfall in Experian’s coverage, however. In light of this, we submitted an application to ONS’ Micro Data Release Panel to obtain details of all the records they hold for these SSCs. These records then supplemented the Experian sample.

10.5 The targets set as described above were subject to a final check against the available sample, with some targets adjusted accordingly.

10.6 Prior to the survey, an advance letter was sent to sampled employers with at least 50 staff.

Survey Fieldwork

- 10.7 A total of 4,000 interviews were conducted by telephone using computer-aided telephone interviewing (CATI) technology.
- 10.8 Interviews were conducted with ‘the most senior person at the site with responsibility for human resource and personnel issues’.
- 10.9 Fieldwork took place from October to December 2008.

Industry Coding

- 10.10 Each establishment was allocated to a sector using the following method. Using the four-digit Standard Industrial Classification (SIC) supplied for each record from the Experian database, a description of business activity was read out to each respondent. If they agreed that this description matched the main activity undertaken at the establishment, then the SIC on Experian’s database was assumed to be correct. If the respondent felt the description did not correspond to their main business activity at the site, a series of up to three follow-up questions was asked in order to determine the SSC whose footprint they fell within. Verbatim responses were also collected, to ensure all records could be coded to a four-digit SIC post-fieldwork.

Occupational Coding

- 10.11 The occupational data collected in the survey were collected both pre-coded and verbatim. The former included the occupational breakdown of employment (question D1 to D1c) where respondents were asked how many of their workforce fell into each of the nine major (one-digit) Standard Occupation Classification (SOC) 2000 categories (Managers through to Elementary occupations). However, on vacancy measures (for example the occupations in which vacancies exist – question B2) this information was collected verbatim. This was then coded at the analysis stage, where possible to a three-digit level SOC, if not two- or one-digit level.
- 10.12 It should be noted that the 2008 report uses slightly different terminology to describe the nine occupational groups compared with the 2005 report.

2008 Report	2005 Report
Managers	Managers & Senior Officials
Professionals	Professionals
Associate Professionals	Associate Professionals
Administrative	Administrative & Secretarial
Skilled Trades	Skilled Trades
Personal Services	Personal Service
Sales & Customer Services	Sales
Machine Operatives	Operatives
Elementary	Elementary Occupations

Design of the Questionnaire

10.13 The questionnaire for the survey was developed by IFF Research in conjunction with the DEL Research Team, and revised following a pilot exercise. Although the questionnaire drew heavily on previous NISMS questionnaires to maximise comparability, a number of new question areas were introduced covering:

- Challenges faced over the previous year, and also anticipated new/ongoing skills challenges over the coming year. The aim of these questions was to further contextualise current skills issues.
- A section on graduate skills and (perceived) “preparedness for work”.
- A series of questions to gauge SSC awareness, understanding and dealings.

Grossing-up

10.14 Data for the survey were grossed-up to population estimates of establishments (some 57,800 establishments) and to the population of employees (723,000). These population estimates were derived from the 2008 Inter-Departmental Business Register (IDBR).

10.15 The grossing-up procedure on which this report has been based was undertaken at WDF level. Within each WDF area, the grossing-up took place on a 27-sector and five-size band interlocking grid (i.e. 135 cells). There were instances where within a region no interviews were conducted in cells where the IDBR indicated that establishments existed. There were also instances where a low number of interviews were conducted in relation to the population of that cell, which would have resulted in high relative weights being applied to these establishments. In both instances, cells were merged. This was done primarily by merging different sectors within a size band (though in some cases also by merging across size bands within a sector).

APPENDIX A - The “Core Survey” Questionnaire

PRIVATE & CONFIDENTIAL

Northern Ireland Skills
Monitoring Survey 2008
Mainstage Screener

J4604
October 2008

SCREENING OUTCOMES (TAKE FROM S1/S2/S3)

Hard Appointment	S1/3 OR S2/3 OR S3/3
Soft appointment	S1/4 OR S2/4 OR S3/4
Refusal	S1/5 OR S2/5 OR S3/5
Refusal (Company Policy)	S1/6 OR S2/6 OR S3/6
Refusal (Taken part in recent survey)	S1/7 OR S2/7 OR S3/7
Nobody at site able to answer questions	S1/8 OR S2/8 OR S3/8
Not available in deadline	S1/9 OR S2/9 OR S3/9
Company too small / 0 employees	S1/10 OR S2/10 S3/10
Engaged	S1/11
Fax line	S1/12
No reply / Answering phone	S1/13
Residential number	S1/14
Dead line	S1/15
Company closed	S1/16
Duplicate – already called about this survey	S1/12 OR S2/11

Out of size quota From SIZE RAN

[NOTE – IF SSC/sub-sector quota filled, sample is removed immediately]

ASK ALL

S1. **Good morning/afternoon, my name is XXX and I am calling from IFF Research, an independent research organisation, on behalf of the Department for Employment and Learning Northern Ireland. Can I just check, is this ... COMPANY ...?**

SINGLE CODE

Yes	1	<i>Continue</i>
No – incorrect name	2	<i>Record correct company name</i>
Definite appointment	3	<i>Make definite appointment / soft call back</i>
Soft appointment	4	
Refusal – no reason given	5	<i>Close</i>
Refusal – company policy	6	
Refusal – taken part in other survey recently	7	
Nobody at site able to answer the questions	8	
Not available in deadline	9	
Company too small / 0 employees	10	
Engaged	11	
Fax	12	
No reply / Answering machine	13	
Residential number	14	
Dead line	15	
Company closed	16	
Duplicate – already called about this survey	17	

S2. **We are conducting a survey about workforce and skills issues in Northern Ireland. May I speak to the most senior person at this site who has responsibility for human resource and personnel issues?**

PROMPT IF NECESSARY:

ESTABLISHMENTS WITH 25 OR MORE EMPLOYEES: **Your human resources or personnel director / manager**

ESTABLISHMENTS WITH 1-24 EMPLOYEES: **The owner, managing director or general manager**

SINGLE CODE

Yes – transferred	1	<i>Continue</i>
Yes – correct respondent speaking	2	
Definite appointment	3	<i>Make definite appointment / soft call back</i>
Soft appointment	4	
Refusal	5	<i>Close</i>
Refusal – company policy	6	
Refusal – taken part in other survey recently	7	
Nobody at site able to answer the questions	8	
Not available in deadline	9	
Company too small / 0 employees	10	
Duplicate – already called about this survey	11	

S3. **Good morning/afternoon, my name is XXX and I am calling from IFF Research, an independent research organisation. We have been commissioned by the Department for Employment and Learning to conduct a survey on workforce and skills issues in Northern Ireland. We are interested in finding out whether your business has experienced difficulties in filling vacant positions or retaining staff, any methods of recruitment that you have used, any perceived skill gaps among your staff and the types of training methods that you use.**

The interview will take on average 20 minutes depending on the answers given. Would it be convenient to conduct the interview now?

ADD IF NECESSARY

- Your co-operation will ensure that the views expressed are representative of all employers
- The results will be available in Spring 2009 and will be posted on the Department for Employment and Learning's website: www.delni.gov.uk
- All information collected will be treated in the strictest confidence. Responses will not be attributed to any individual or company.
- We work strictly within the Market Research Society Code of Conduct
- Contacts at IFF Research are Catherine Riley, Tim Riley and Ben Davies, if they would like to find out more about the survey (020 7250 3035)
- Contact at DEL Gayle Kennedy (Tel: 028 9025 7777)
- Establishments have been randomly chosen from BT's Yellow Pages and Thomson's Directories (now owned by Experian)

I would like to ask you some general questions about the activities carried out here, and then about human resource issues specifically. Can I confirm you are the best person at this location to talk to?

Yes	1	ASK S4
Someone else at establishment NAME..... JOB TITLE.....	2	TRANSFER AND RE-INTRODUCE
Hard appointment	3	MAKE APPOINTMENT
Soft Appointment	4	
Refusal	5	THANK AND CLOSE
Refusal – company policy	6	
Refusal – Taken part in recent survey	7	
Nobody at site able to answer questions	8	
Not available in deadline	9	
No employees	10	

S4. I would like to begin by asking you some general questions about this establishment or site. By establishment or site, I mean this single location, even if it encompasses more than one building.

**Firstly, can you tell me how many staff work at this establishment?
ADD IF NECESSARY: By that I mean both full-time and part-time employees on your payroll. Please include yourself but exclude the self-employed, non-employee trainers, outside contractor/agency staff or any employees under 16?**

WRITE IN AND CODE BELOW

CLOSE IF DK or 0

**S5. And are you including working proprietors in this total?
ADD IF NECESSARY: By working proprietor, I mean proprietors or partners who are actively engaged in the business.**

Yes	1	ASK S6
No	2	GO TO S7

**S6. ASK IF WORKING PROPRIETORS INCLUDED AT S5, OTHERS GO S7
Excluding these people, how many people are employed at this establishment?**

WRITE IN

IF ANSWER 0 OR DK THANK AND CLOSE

**IF S4 > 1500 ASK:
SIZECHK I've recorded that as [insert number from S4/S6] part-time and full-time employees on the payroll at this location, excluding contractors/agency staff, is this correct?**

Yes	1	CONTINUE
No	2	RE-ASK S4-S6

SIZERAN CATI INSTRUCTION—AUTOMATICALLY CODE TO GRID BELOW BASED ON S4-S6 RESPONSE

0	1	<i>THANK AND CLOSE</i>
1-4	2	ASK S7
5-10	3	
11-49	4	
50-99	5	
100-199	6	
200+	7	

ASK ALL

S7. I have [READ OUT SIC DESCRIPTION ON SAMPLE] as a general classification for your establishment. Does this sound about right?

Yes	1	GO TO S9
No	2	ASK S8A

ASK IF FULL CLASSIFICATION NOT CORRECT (S7/2)

S8a. Could you tell me which of the following best describes your establishment's business activity at this site?

READ OUT. SINGLE CODE ONLY

Agriculture	1	ASK S8b_1
Fishing	2	ASK S8b_2
Mining or quarrying	3	ASK S8b_3
Manufacturing or recycling (INTERVIEWER NOTE: May include industrial repair)	4	ASK S8b_4
Electricity, gas or water supply	5	ASK S8b_5
Construction	6	ASK S8b_6
Wholesale or retail trade, including fuel sales, or sale or repair of motor vehicles	7	ASK S8b_7
Hotels or restaurants, including catering, cafes, or take-aways	8	ASK S8b_8
Transport, storage or communication	9	ASK S8b_9
Financial intermediation or services	10	ASK S8b_10
Real estate, renting or business activities including legal, accountancy, management consultancy, real estate, or renting (INTERVIEWER NOTE: also includes architects, consulting engineers, recruitment, photography, security, or market research)	11	ASK S8b_11
Public administration or defence, or compulsory social security	12	ASK S8b_12
Education	13	ASK S8b_13
Health or social work, including charities, residential homes, or crèches/ nurseries	14	ASK S8b_14
Community, social or personal service activities	15	ASK S8b_15

ASK IF BROAD CLASSIFICATION IS "AGRICULTURE" (S8a/1)

S8b_1. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Farming or land production, or services to the agricultural sector, including horticulture, or plant nurseries	1	SET AS "LANTRA", AND ASK S8g
Animal health or husbandry, hunting, trapping, gaming or related activities	2	
Forestry, logging or related service activities	3	

ASK IF BROAD CLASSIFICATION IS "FISHING" (S8a/2)

S8b_2. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Sea Fishing	1	SET AS "SSDA1", AND ASK S8g
Operation of fish hatcheries or fish farms	2	SET AS "LANTRA", AND ASK S8g

ASK IF BROAD CLASSIFICATION IS "MINING OR QUARRYING" (S8a/3)

S8b_3. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Mining of coal or lignite, or extraction of peat	1	SET AS "PROSKILLS", AND ASK S8g
Extraction of crude petroleum or natural gas, or service activities incidental to oil or gas extraction excluding surveying	2	SET AS "COGENT", AND ASK S8g
Mining of uranium or thorium ores	3	SET AS "PROSKILLS", AND ASK S8g
Mining of metal ores	4	
Other mining or quarrying	5	

ASK IF BROAD CLASSIFICATION IS "MANUFACTURING" (S8a/4)

S8b_4. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

	NEW NO.	
Recycling of waste or scrap	1	SET AS "ENERGY AND UTILITY, AND ASK S8g
Manufacture of food products or beverages	2	Ask S8c_4_x
Manufacture of tobacco products	3	SET AS "SSDA1", AND ASK S8g
Manufacture of textiles	4	SET AS "SKILLFAST", AND ASK S8g
Manufacture of clothes or dyed fur	5	
Tanning or dressing of leather or manufacture of luggage, handbags, saddlery, harness or footwear	6	
Manufacture of wood or of products of wood or cork, except furniture, or manufacture of articles of straw or plaiting materials	7	ASK S8c_4_vii
Manufacture of pulp, paper or paper products	8	ASK S8c_4_i
Publishing, printing or reproduction of recorded media	9	ASK S8c_4_ii
Manufacture of coke, refined petroleum products or nuclear fuel	10	SET AS "COGENT", AND ASK S8g
Manufacture of chemicals or chemical products	11	ASK S8c_4_iii
Manufacture of rubber or plastic products	12	ASK S8c_4_iv
Manufacture of other non-metallic mineral products	13	ASK S8c_4_vi
Manufacture of basic metals	14	SET AS "SEMTA" AND ASK S8g
Manufacture of fabricated metal products, except machinery or equipment	15	
Manufacture of electrical and optical equipment including medical and precision instruments, watches or clocks	16	
Manufacture of motor vehicles, trailers or semi-trailers	17	
Manufacture of other transport equipment	18	
Manufacture of other machinery, equipment or apparatus	19	
Manufacture of furniture, or other manufacturing	20	ASK S8c_4_v

ASK IF BROAD CLASSIFICATION IS "ELECTRICITY GAS OR WATER SUPPLY" (S8a/5)

S8b_5. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Electricity, gas, steam or hot water supply	1	ASK S8c_5
Collection, purification or distribution of water	2	SET AS "ENERGY AND UTILITY", AND ASK S8g

ASK IF BROAD CLASSIFICATION IS "CONSTRUCTION" (S8a/6)

S8b_6. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Site preparation	1	SET AS "CONSTRUCTION SKILLS", AND ASK S8g
Building of complete constructions, including general building	2	SET AS "SUMMITSKILLS", AND ASK S8g
Installation of electrical wiring or fittings	3	SET AS "CONSTRUCTION SKILLS", AND ASK S8g
Insulation work activities	4	SET AS "SUMMITSKILLS", AND ASK S8g
Plumbing, including domestic heating, or ventilation	5	SET AS "CONSTRUCTION SKILLS", AND ASK S8g
Other building installation, including joinery	6	SET AS "CONSTRUCTION SKILLS", AND ASK S8g
Building completion	7	SET AS "SUMMITSKILLS", AND ASK S8g
Renting of construction or demolition equipment with operator	8	SET AS "CONSTRUCTION SKILLS", AND ASK S8g

ASK IF BROAD CLASSIFICATION IS "WHOLESALE OR RETAIL TRADE, OR REPAIR OF MOTOR VEHICLES" (S8a/7)

S8b_7. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Sale, maintenance or repair of motor vehicles or motorcycles, or retail sale of automotive fuel	1	ASK S8c_7_i
Wholesale trade or commission trade, except of motor vehicles or motorcycles	2	ASK S8c_7_ii
Retail trade, or repair of personal or household goods (except of motor vehicles, motorcycles, or vehicle parts)	3	ASK S8c_7_iii

ASK IF BROAD CLASSIFICATION IS "HOTELS OR RESTAURANTS" (S8a/8)

S8b_8. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Hotels or motels	1	SET AS "PEOPLE 1ST", AND ASK S8g
Youth hostels or mountain refuges	2	
Camping sites, including caravan sites	3	SET AS "SKILLSACTIVE", AND ASK S8g
Other provision of lodgings, including tourist accommodation	4	SET AS "PEOPLE 1ST", AND ASK S8g
Restaurants/take-aways	5	
Public houses or bars	6	
Canteens or catering	7	

ASK IF BROAD CLASSIFICATION IS "TRANSPORT, STORAGE OR COMMUNICATION" (S8a/9)

S8b_9. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Land transport, including haulage, taxis, buses, or transport via pipelines	1	ASK S8c_9_i
Water transport	2	SET AS "GOSKILLS", AND ASK S8g
Air transport	3	ASK S8c_9_ii
Supporting or auxiliary transport activities, including freight forwarding or commercial storage, or activities of travel agencies	4	ASK S8c_9_iii
Post or telecommunications	5	ASK S8c_9_iv

ASK IF BROAD CLASSIFICATION IS "FINANCIAL INTERMEDIATION" (S8a/10)

S8b_10. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Financial intermediation, except insurance or pension funding, including banking, lending, or factoring	1	SET AS "FINANCE", AND ASK S8g
Insurance or pension funding, except compulsory social security	2	
Activities auxiliary to financial intermediation, including financial advisers, stock brokers, or investment brokerage	3	

ASK IF BROAD CLASSIFICATION IS "REAL ESTATE, RENTING OR BUSINESS ACTIVITIES" (S8a/11)

S8b_11. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Real estate activities, including property development, renting, or selling	1	ASK S8c_11_i
Renting of machinery or equipment without operator or of personal or household goods	2	ASK S8c_11_ii
Computer or related activities	3	SET AS "E-SKILLS", AND ASK S8g
Research or experimental development on natural sciences and engineering	4	SET AS "SEMTA-SS8", AND ASK S8g
Research or experimental development on social sciences and humanities	5	SET AS "SSDA2", AND ASK S8g
Other business activities, including legal, accountancy, or management consultancy, (INTERVIEWER NOTE: also includes architects, consulting engineers, recruitment, photography, security, or market research)	6	ASK S8c_11_iii

ASK IF BROAD CLASSIFICATION IS "PUBLIC ADMINISTRATION OR DEFENCE, OR COMPULSORY SOCIAL SECURITY" (S8a/12)

S8b_12. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Administration of the State, including central or local government but excluding the National Health Service	1	ASK S8e – DO NOT SET SUBNUM
Foreign affairs	2	
Defence activities	3	
Justice or judicial activities	4	SET AS "JUSTICE , AND ASK S8g
Public security, law or order activities	5	
Fire service activities	6	SET AS "SSDA2", AND ASK S8g
Compulsory social security activities	7	ASK S8e – DO NOT SET SUBNUM
National Health Service activities	8	ASK S8b_14

ASK IF BROAD CLASSIFICATION IS "EDUCATION" (S8a/13)

S8b_13. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Primary education	1	SET AS "SSDA2", AND ASK S8g
General secondary education	2	
Technical or vocational secondary education	3	SET AS "LIFELONG LEARNING", AND ASK S8g
Higher or further education	4	
Driving school activities	5	SET AS "GOSKILLS" , AND ASK S8g
Other adult education or private training provision	6	SET AS "LIFELONG LEARNING", AND ASK S8g

ASK IF BROAD CLASSIFICATION IS "HEALTH OR SOCIAL WORK" (S8a/14 OR IF S8b_12/8 (NHS))

S8b_14. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Hospital activities including NHS Trusts and private sector hospitals	1	SET AS "HEALTH", AND ASK S8g
Nursing home activities	2	ASK S8c_14_i
Medical or dental practice activities	3	SET AS "HEALTH", AND ASK S8g
Other human health activities such as mental health services	4	SET AS "HEALTH", AND ASK S8g
Veterinary activities	5	SET AS "LANTRA", AND ASK S8g
Care homes (social work activities with accommodation)	6	SET AS "CARE", AND ASK S8g
Social work activities without accommodation, including crèches and counselling services such as Connexions and careers advisory services	7	ASK S8g

ASK IF BROAD CLASSIFICATION IS "COMMUNITY, SOCIAL OR PERSONAL SERVICE ACTIVITIES" (S8a/15)

S8b_15. **And, more specifically, which of these best describes your establishment's business activity at this site?**

READ OUT. SINGLE CODE ONLY

Collection and treatment of sewage or other waste	1	SET AS "ENERGY AND UTILITY, AND ASK S8g
Sanitation, remediation and similar activities	2	SET AS "SSDA2", AND ASK S8g
Activities of membership organisations, including community centres	3	SET AS "SSDA2", AND ASK S8g
Recreational, cultural or sporting activities, including fitness centres, or gymnasiums	4	ASK S8c_15_i
Other service activities, including laundry, hairdressing, or beauty treatment	5	ASK S8c_15_ii

ASK IF SECOND-LEVEL CLASSIFICATION IS "MANUFACTURE OF PULP, PAPER OR PAPER PRODUCTS" (S8b_4/8)

S8c_4_i. **Is this...**

READ OUT. SINGLE CODE ONLY

Manufacture of pulp	1	11 SET SSDA 1, AND ASK S8g
Manufacture of wallpaper	2	SET AS "PROSKILLS-SS2" AND ASK S8g
Manufacture of paper or paperboard	3	SET SSDA 1, AND ASK S8g
Manufacture of other articles made of paper or paperboard	4	SET SSDA 1, AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "PUBLISHING, PRINTING OR REPRODUCTION OF RECORDED MEDIA" (S8b_4/9)

S8c_4_ii. Is this...

READ OUT. SINGLE CODE ONLY

Publishing of sound recordings	1	SET AS "CULTURE", AND ASK S8g
Other publishing	2	SET AS "SSDA1", AND ASK S8g
Printing or activities related to printing	3	SET AS "PROSKILLS", AND ASK S8g
Reproduction of sound recording	4	SET AS "CULTURE", AND ASK S8g
Reproduction of video recording	5	SET AS "SKILLSET", AND ASK S8g
Reproduction of computer media	6	SET AS "E-SKILLS", AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "MANUFACTURE OF CHEMICALS OR CHEMICAL PRODUCTS" (S8b_4/11)

S8c_4_iii. Is this...

READ OUT. SINGLE CODE ONLY

Manufacture of basic chemicals	1	SET AS "COGENT", AND ASK S8g
Manufacture of pesticides	2	
Manufacture of paints or varnishes	3	SET AS "PROSKILLS SS2" (SUBNUM= 36), AND ASK S8g
Manufacture of pharmaceuticals	4	SET AS "COGENT", AND ASK S8g
Manufacture of soap or detergents	5	
Manufacture of explosives	6	
Manufacture of glues or gelatine	7	
Manufacture of essential oils	8	
Manufacture of photographic chemical material	9	SET AS "SKILLSET", AND ASK S8g
Manufacture of prepared unrecorded media	10	SET AS "COGENT", AND ASK S8g
Manufacture of other chemical products	11	
Manufacture of man-made fibres	12	SET AS "SKILLFAST", AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "MANUFACTURE OR RUBBER OR PLASTIC PRODUCTS" (S8b_4/12)

S8c_4_iv. **Is this...**

READ OUT. SINGLE CODE ONLY

Manufacture of rubber tyres and tubes or retreading and rebuilding of rubber tyres	1	SET AS "SEMTA-SS8", AND ASK S8g
Manufacture of other rubber products	2	SET AS "COGENT-SS8"
Manufacture of plastic plates, sheets, tubes or profiles, including packaging materials	3	
Manufacture of other plastic products, including building hardware	4	

ASK IF SECOND-LEVEL CLASSIFICATION IS "MANUFACTURE OF FURNITURE, OR OTHER MANUFACTURING" (S8b_4/20)

S8c_4_v. **Is this...**

READ OUT. SINGLE CODE ONLY

Manufacture of furniture	1	SET AS "SSDA1", AND ASK S8g
Striking of coins	2	
Manufacture of jewellery	3	SET AS "CULTURE-SS1" AND ASK S8g
Manufacture of musical instruments	4	
Manufacture of sports goods	5	SET AS "SSDA1", AND ASK S8g
Manufacture of games or toys	6	
Other manufacturing	7	

ASK IF SECOND-LEVEL CLASSIFICATION IS "MANUFACTURE OF OTHER NON-METALLIC MINERAL PRODUCTS" (S8b_4/13))

S8c_4_vi. **Is this...**

READ OUT. SINGLE CODE ONLY

Manufacture of ceramic household or ornamental articles	1	SET AS "SSDA1", AND ASK S8g
Manufacture of ceramic tiles	2	
Manufacture of ceramic sanitary fixtures	3	
Manufacture of ceramic insulators or insulating fittings	4	
Manufacture of refractory ceramic products	5	SET AS "PROSKILLS", AND ASK S8g
Manufacture of other technical ceramic products	6	SET AS "SSDA1", AND ASK S8g
Manufacture of other ceramic products	7	
Manufacture of cement, lime or plaster	8	SET AS "PROSKILLS", AND ASK S8g
Manufacture of concrete products for construction purposes	9	
Manufacture of other concrete, plaster or cement articles	10	
Cutting, shaping or finishing of ornamental or building stone	11	
Manufacture of other non-metallic mineral products including glass and bricks	12	

ASK IF SECOND-LEVEL CLASSIFICATION IS "MANUFACTURE OF WOOD OR OF PRODUCTS OF WOOD OR CORK, EXCEPT FURNITURE, OR MANUFACTURE OF ARTICLES OF STRAW OR PLAINTING MATERIALS" (S8b_4/7)

S8c_4_vii. **Is this...**

READ OUT. SINGLE CODE ONLY

Saw milling, planning and impregnation of wood	1	SET AS "LANTRA-SS", AND ASK S8g
Manufacture of veneer sheets, plywoods and other panels or boards	2	SET AS "SSDA1" AND ASK S8g
Manufacture of builders' carpentry and joinery	3	
Manufacture of wooden containers and other wood products, or articles of cork, straw and plaiting materials	4	

ASK IF SECOND-LEVEL CLASSIFICATION IS "MANUFACTURE OF FOOD PRODUCTS OR BEVERAGES" (S8b_4/2)

S8c_4_x. **Does your establishment produce ethyl alcohol from fermented materials...**
DO NOT READ OUT. SINGLE CODE ONLY

Yes	1	SET AS "SSDA1" AND ASK S8g
No	2	SET AS "IMPROVE", AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "ELECTRICITY, GAS, STEAM OR HOT WATER SUPPLY" (S8b_5/1)

S8c_5. **Is this...**
READ OUT. SINGLE CODE ONLY

Production or distribution of electricity	1	SET AS "ENERGY AND UTILITY", AND ASK S8g
Manufacture or distribution of gas	2	
Steam or hot water supply	3	SET AS "SSDA1", AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "SALE, MAINTENANCE OR REPAIR OF MOTOR VEHICLES OR MOTORCYCLES, OR RETAIL SALE OF AUTOMOTIVE FUEL" (S8b_7/1)

S8c_7_i. **Is this...**
READ OUT. SINGLE CODE ONLY

Retail sale of automotive fuel	1	SET AS "COGENT", AND ASK S8g
Sale of motor vehicles	2	SET AS "AUTOMOTIVE", AND ASK S8g
Maintenance or repair of motor vehicles	3	
Sale of motor vehicle parts or accessories	4	
Sale, maintenance or repair of motorcycles or related parts or accessories	5	

ASK IF SECOND-LEVEL CLASSIFICATION IS "WHOLESALE TRADE OR COMMISSION TRADE, EXCEPT OF MOTOR VEHICLES OR MOTORCYCLES" (S8b_7/2)

S8c_7_ii. Is this...

READ OUT. SINGLE CODE ONLY

	NEW NO.	
Wholesale of furskins and leather	1	SET AS "SKILLFAST", AND ASK S8g
Wholesale of other agricultural raw materials and live animals	2	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Wholesale trade of food, beverages or tobacco	3	ASK S8c_7_iv
Wholesale of textiles	4	SET AS "SKILLFAST", AND ASK S8g
Wholesale of clothing or footwear	5	
Wholesale of household goods	6	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Wholesale of solid, liquid or gaseous fuels or related products	7	
Wholesale of petroleum or petroleum products	8	
Wholesale of other fuels or related products	9	SET AS "SEMTA, AND ASK S8g
Wholesale of metals or metal ores	10	
Wholesale of wood, construction materials or sanitary equipment	11	
Wholesale of hardware, plumbing or heating equipment or supplies	12	
Wholesale of chemical products	13	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Wholesale of intermediate products	14	
Wholesale of waste or scrap	15	SET AS "SEMTA, AND ASK S8g
Wholesale of computers, computer peripheral equipment or software	16	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Wholesale of other office machinery or equipment	17	
Wholesale of agricultural machinery or accessories or implements, including tractors	18	SET AS "LANTRA", AND ASK S8g
Wholesale of other machinery for use in industry, trade or navigation	19	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Wholesale of textiles, clothing, footwear or leather goods on a fee or contract basis	20	SET AS "SKILLFAST", AND ASK S8g
Other wholesale on a fee or contract basis	21	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Other wholesale	22	

ASK IF SECOND-LEVEL CLASSIFICATION IS "RETAIL TRADE (EXCEPT OF MOTOR VEHICLES OR MOTORCYCLES), OR REPAIR OF PERSONAL OR HOUSEHOLD GOODS" (S8b_7/3)

S8c_7_iii. Is this...

READ OUT. SINGLE CODE ONLY

Retail sale in non-specialised stores, including supermarkets	1	SET AS "SKILLSMART", AND ASK S8g
Retail sale of fruit or vegetables	2	
Retail sale of meat or meat products	3	
Retail sale of fish, crustaceans or molluscs	4	
Retail sale of bread, cakes, flour confectionery or sugar confectionery	5	
Other retail sale of food, beverages or tobacco in specialised stores (except catering activities)	6	
Retail of pharmaceutical goods, cosmetics or toiletries	7	
Retail sale of photographic, optical or precision equipment, office supplies or equipment (including computers, etc)	8	
Retail sale of textiles, clothing or leather goods	9	
Retail sale of furniture, lighting equipment or other household goods	10	
Retail sale of electrical household appliances, or radio or television goods	11	
Retail sale of hardware, paints or glass	12	
Retail sale of books, newspapers or stationery	13	
Other retail sale, including sales via the Internet or mail order, retail of second hand goods, and retail based in stalls and markets	14	
Repair of boots, shoes or other articles of leather	15	SET AS "SKILLSFAST", AND ASK S8g
Repair of electrical household goods	16	SET AS "SUMMITSKILLS", AND ASK S8g
Repair of watches, clocks or jewellery	17	SET AS "SSDA1",
Other Repair	18	AND ASK S8g

ASK IF THIRD-LEVEL CLASSIFICATION IS "WHOLESALE TRADE OF FOOD, BEVERAGES or TOBACCO" (CODE 3 AT S8c_7_ii)

S8c_7_iv Is this...

READ OUT. SINGLE CODE ONLY

Non-specialised wholesale of food, beverages or tobacco	1	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Wholesale of fruit and vegetables	2	
Wholesale of meat and meat products	3	
Wholesale of dairy produce, eggs, or edible oils and fats	4	
Wholesale of sugar, chocolate and confectionery	5	
Wholesale of other food including fish, crustaceans and molluscs	6	SET AS "IMPROVE , AND ASK S8g
Wholesale of alcoholic and other beverages	7	SET AS "SKILLS FOR LOGISTICS" AND ASK S8g
Wholesale of tobacco products	8	
Wholesale of coffee, tea, cocoa and spices	9	

ASK IF SECOND-LEVEL CLASSIFICATION IS "LAND TRANSPORT, OR TRANSPORT VIA PIPELINES" (S8b_9/1)

S8c_9_i. **Is this...**

READ OUT. SINGLE CODE ONLY

Transport via railways	1	SET AS "GOSKILLS", AND ASK S8g
Passenger land transport such as coach travel, metro or underground, taxi services	2	
Freight transport by road	3	SET AS "LOGISTICS" AND ASK S8g
Transport via pipelines	4	SET AS "ENERGY & UTILITY, AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "AIR TRANSPORT" (S8b_9/3)

S8c_9_ii. **Is this...**

READ OUT. SINGLE CODE ONLY

Air transport	1	SET AS "SSDA2", AND ASK S8g
Space transport	2	SET AS "SSDA2", AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "SUPPORTING OR AUXILIARY TRANSPORT ACTIVITIES, OR ACTIVITIES OF TRAVEL AGENCIES" (S8b_9/4)

S8c_9_iii. **Is this...**

READ OUT. SINGLE CODE ONLY

Cargo handling or storage	1	SET AS "LOGISTICS" , AND ASK S8g
Other supporting land transport activities, including buses, taxis, chauffeurs, or haulage	2	SET AS "GOSKILLS" , AND ASK S8g
Other supporting water transport activities	3	
Other supporting air transport activities	4	SET AS "SSDA2", AND ASK S8g
Activities of travel agencies and tour operators	5	SET AS "PEOPLE 1ST", AND ASK S8g
Activities of other transport agencies	6	SET AS "LOGISTICS" , AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "POST OR TELECOMMUNICATIONS"
(S8b_9/5)

S8c_9_iv. **Is this...**

READ OUT. SINGLE CODE ONLY

Post or courier activities	1	SET AS "LOGISTICS" AND ASK S8g
Telecommunications, including Internet service provision, network provision, network management, or support services	2	SET AS "E-SKILLS", AND ASK S8g

ASK IF SECOND-LEVEL ACTIVITY IS 'REAL ESTATE ACTIVITIES' (S8b_11/1)

S8c_11_i. **Is this...**

READ OUT. SINGLE CODE ONLY

Real estate activities with or letting of own property	1	SET AS "ASSETSKILLS", AND ASK S8g
Real estate agency	2	
Management of real estate on a fee or contract basis/ facilities management	3	

ASK IF SECOND-LEVEL CLASSIFICATION IS "RENTING OF MACHINERY OR
EQUIPMENT WITHOUT OPERATOR OR OF PERSONAL OR HOUSEHOLD
GOODS"(S8b_11/2)

S8c_11_ii. **Is this...**

READ OUT. SINGLE CODE ONLY

Renting of construction or demolition equipment with operator	1	SET AS "CONSTRUCTION SKILLS", AND ASK S8g
Renting of automobiles	2	SET AS "AUTOMOTIVE, AND ASK S8g
Renting of other transport equipment	3	SET AS "SSDA2", AND ASK S8g
Renting of other machinery or equipment	4	
Renting of other personal/household goods	5	

ASK IF SECOND-LEVEL CLASSIFICATION IS "OTHER BUSINESS ACTIVITIES"(S8b_11/5)

S8c_11_iii. **Is this...**

READ OUT. SINGLE CODE ONLY

Legal or accounting activities	1	SET AS "SSDA2", AND ASK S8g
Market research, public relations or management consultancy	2	
Management activities of holding companies	3	
Architectural or engineering activities and technical consultancy	4	SET AS "CONSTRUCTION SKILLS, AND ASK S8g
Technical testing or analysis	5	SET AS "SSDA2", AND ASK S8g
Advertising	6	SET AS "CULTURE- SS1 AND ASK S8g
Labour recruitment	7	SET AS "SSDA2", AND ASK S8g
Investigation or security activities	8	
Industrial cleaning	9	SET AS "ASSETSKILLS", AND ASK S8g
Photographic activities	10	SET AS "SKILLSET", AND ASK S8g
Packaging activities	11	SET AS "SSDA2", AND ASK S8g
Secretarial or translation activities	12	
Call centre activities	13	
Credit reporting or collection agency activities	14	
Speciality design activities	15	
Activities of exhibition or fair organisers	16	
Activities of conference organisers	17	
Other business activities	18	

ASK IF SECOND-LEVEL CLASSIFICATION IS "NURSING HOME ACTIVITIES" (S8b_14/2)

S8c_14_i. **Would you say that the majority of care you provide is personal care or medical care?**

SINGLE CODE ONLY

Personal care	1	SET AS "CARE", AND ASK S8g
Medical care	2	SET AS "HEALTH", AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "RECREATIONAL, CULTURAL OR SPORTING ACTIVITIES"(S8b_15/4)

S8c_15_i. Is this...

READ OUT. SINGLE CODE ONLY

Motion picture or video production activities	1	SET AS "SKILLSET",
Radio or television broadcasting activities	2	AND ASK S8g
Artistic or literary creation or interpretation	3	SET AS "CULTURE",
Operation of arts facilities	4	AND ASK S8g
Fair or amusement park activities	5	SET AS "PEOPLE 1ST", AND ASK S8g
Dance hall or dance instructor activities	6	
Other entertainment activities	7	SET AS "CULTURE,
News agency activities (i.e. gathering and disseminating news)	8	AND ASK S8g
Library or archives activities	9	SET AS "LIFELONG LEARNING", AND ASK S8g
Museum activities or preservation of historical sites or buildings	10	SET AS "CULTURE", AND ASK S8g
Botanical or zoological gardens or nature reserves activities	11	SET AS "LANTRA", AND ASK S8g
Sporting activities, including stadiums, ice rinks, swimming pools, fitness instructors, or gymnasiums	12	SET AS "SKILLSACTIVE", AND ASK S8g
Gambling or betting activities	13	SET AS "PEOPLE 1ST", AND ASK S8g
Other recreational activities	14	SET AS "SSDA2", AND ASK S8g

ASK IF SECOND-LEVEL CLASSIFICATION IS "OTHER SERVICE ACTIVITIES" (S8b_15/5)

S8c_15_ii. Is this...

READ OUT. SINGLE CODE ONLY

Washing or dry cleaning of textile or fur products	1	SET AS "SKILLFAST", AND ASK S8g
Hairdressing or other beauty treatment	2	SET AS "SSDA2",
Funeral or related activities	3	AND ASK S8g
Physical well-being activities, including fitness or leisure centre activities, solariums, spas, saunas, steam baths, Turkish baths, or massage salons	4	SET AS "SSDA2", AND ASK S8g
Operation of coin-operated photographic machines	6	SET AS "SKILLSET", AND ASK S8g
Other service activities	7	SET AS "SSDA2", AND ASK S8g

ASK IF (SIC 2003 = 75 (EXCLUDING 75.23, 75.24, 75.25) and S8/1) OR IF (S8B_12/1 or 2 or 3 or 7). OTHERS GO TO FILTER AT S8G

S8e. Do you consider your organisation to be part of... READ OUT. SINGLE CODE.

The Northern Ireland Civil Service	1	SET AS "GOVERNMENT SKILLS" , AND ASK S8g
The Ministry of Defence	2	
The Armed Services	3	
A non-departmental public body such as the Countryside Agency; Qualifications and Curriculum Authority; Design Council; Disability Rights Commission	4	
Local government	5	SET AS SSDA2 AND ASK S8g
Counselling services such as Connexions; careers services; employment advice	6	SET AS "CARE", AND ASK S8g
Nursing homes and other care services	7	ASK S8f
Compulsory social security activities	8	SET AS "GOVERNMENT SKILLS" , AND ASK S8g
Other (specify)	9	SET AS SSDA2 AND ASK S8g
Don't know /not sure	10	

ASK IF SECOND-LEVEL CLASSIFICATION IS "NURSING HOME AND OTHER CARE SERVICES"
(S8e_10)

S8f. **Would you say that the majority of care you provide is personal care or medical care?**
SINGLE CODE ONLY

Personal care	1	SET AS "CARE", AND ASK S8g
Medical care	2	SET AS "HEALTH", AND ASK S8g

ASK IF DISAGREE WITH ORIGINAL SIC DESCRIPTION (S7/2)

S8g. **Thank you for that. I just need to record in your own words what the main business activity at this establishment is. So, to sum up, how would you describe what you do here?**

PROBE AS NECESSARY:

What is the main product or service of this establishment?

What exactly is made or done at this establishment?

What material or machinery does that involve using?

WRITE IN. CODE TO SIC 4 DIGIT AFTER INTERVIEW. THIS INFORMATION WILL THEN BE CODED INTO CORRECT SSC CATEGORY FROM PREVIOUS TABLE

ASK ALL

S9. **Would you classify your organisation as one mainly seeking to make a profit; as a charity or voluntary sector organisation; as a local-government financed body, or as a central government financed body?**

CODE ONE ONLY.

Seeking a profit	1	ASK S10
Charity / voluntary sector	2	GO TO MAIN QUESTIONNAIRE
Local government financed body	3	
Central government financed body	4	ASK S11
None of the above / other (PLEASE SPECIFY)	5	GO TO MAIN QUESTIONNAIRE

ASK ALL SEEKING A PROFIT (S9/1)

S10. **And are you...?**

READ OUT. SINGLE CODE

A Northern Ireland owned public limited company	1
A Northern Ireland owned private company	2
A subsidiary of a GB company	3
A subsidiary of a non-UK company	4
DO NOT READ OUT Other	X

ASK IF CENTRAL GOVERNMENT FINANCED (S9/4)

S11. Is this establishment part of any of the following...? READ OUT AND CODE ONE ONLY

The Civil Service, including the Foreign Office but excluding the Diplomatic Service	1
The Ministry of Defence	2
The Armed Services	3
A University / College / School	4
A health authority	5
Or is it an Executive Agency or other non-departmental public body (such as the Arts Council; Qualifications and Curriculum Authority; Design Council; Disability Rights Commission or Low Pay Commission.)	6
(DO NOT READ OUT) None of the above [WRITE IN]	7
Don't know /not sure	X

Section A: Employee turnover and graduate recruitment

ASK ALL

- A1. We are interested in the turnover of staff at this site over the last year, Could you tell me how many employees you had 12 months ago, both full-time and part-time?

WRITE IN

PROMPT WITH RANGES IF DON'T KNOW

More than now	1
About the same as now	2
Less than now	3
Don't know	X

- A2. And how many people in total have left this location in the last 12 months?

WRITE IN

PROMPT WITH RANGES IF NECESSARY.

0	0
1-4	1
5-9	2
10-14	3
15-19	4
20-24	5
25-49	6
50-99	7
100-149	8
150-199	9
200+ employees	10
Don't Know	X

- A3. Over the next 12 months, do you expect the number of people employed at this establishment to... ? READ OUT AND CODE ONE ONLY.

Increase a lot	1
Increase a little	2
Remain the same	3
Decrease a little	4
Decrease a lot	5
DO NOT READ OUT: Don't know	6

A4. **In the last 12 months, has this site taken on any graduates to their first job on leaving university or any other Higher Education Institution? SINGLE CODE**

Yes	1	ASK A5
No	2	GO TO SECTION B
Don't Know	X	

ASK IF RECRUITED ANYONE FROM UNIVERSITY / HE IN LAST 12 MONTHS (A4/1)

A5. **How well prepared for work have the graduates that you have recruited to their first job from university or other Higher Education Institutions been? Were they...? READ OUT. SINGLE CODE**

Very well prepared	1	GO TO SECTION B
Well prepared	2	
Poorly prepared	3	ASK A6
Or very poorly prepared	4	
DO NOT READ OUT: Don't know / Varies too much to say	X	GO TO SECTION B

Section B: Recruitment and difficult-to-fill vacancies

ASK ALL

- B1. **Changing the subject slightly, how many vacancies, if any, do you currently have at this establishment? Please include vacancies for both full-time and part time positions. PROBE FOR BEST ESTIMATE**

WRITE IN NUMBER _____ [ALLOW DON'T KNOW. IF 0 OR DON'T KNOW GO TO B20]

IF B1 > 100 ASK:

- B1chk **I've recorded that as** (insert number from C1), **is this correct?**

Yes	1	CONTINUE
No	2	RE-ASK B1

ASK ALL WITH CURRENT VACANCIES (B1>0). OTHERS GO TO B20.

- B2. **TEXT SUBSTITUTION: IF B1>1: In which specific occupations do you currently have vacancies at this establishment? / IF B1=1: In which specific occupation do you currently have a vacancy at this establishment?**

PROMPT FOR FULL DETAILS (E.G. IF 'MANAGER' PROBE: WHAT TYPE OF MANAGER?)
RECORD DETAILS FOR UP TO 6 OCCUPATIONS.

DUMVAC CATI DUMMY VARIABLE – LIST OF UP TO 6 OCCUPATIONS WITH VACANCIES

IF >1 OCCUPATION WITH VACANCIES AT B2, ASK B3. OTHERS GO TO B4.

- B3. **How many vacancies do you have for [EACH OCCUPATION AT B2]?**
PROBE FOR BEST ESTIMATE

CATI – NUMBER OF VACANCIES FROM B1 TO APPEAR ON SCREEN

CATI – DO NOT ALLOW DON'T KNOW. ANSWER MUST BE AT LEAST 1

B2 - occupations	B3 – number of vacancies
Occupation 1 -	(1-9999)
Occupation 2 -	(1-9999)
Occupation 3 -	(1-9999)
Occupation 4 -	(1-9999)
Occupation 5 -	(1-9999)
Occupation 6 -	(1-9999)

CATI CHECK: TOTAL OF ALL VACANCIES AT B3 MUST SUM TO B1 (UNLESS GIVE 6 OCCUPATIONS IN WHICH CASE TOTAL CANNOT BE GREATER THAN B1).

IF FAIL CATI CHECK: PROMPT RESPONDENT WITH ... **This sums to [INSERT B3 SUM] but you just told me that you had [INSERT B1] vacancies in total...** THEN RE-ASK B3

ASK ALL WITH CURRENT VACANCIES (B1>0)

B4. What method(s) of recruitment have you used to fill your vacancies?

READ OUT AND CODE ALL THAT APPLY

Adverts in local/national newspapers	1
Adverts in trade/specialist journals	2
Government Jobcentres	3
Private recruitment agencies	4
Word of mouth	5
Advertising on the Internet (inc. Jobs Online)	6
Internal recruitment service	7
Waiting for transfer of staff	8
Other (WRITE IN)	9
None of the above/ not actively seeking recruits	10

ASK IF NONE OF THE ABOVE (B4/10)

B5. Why are you not actively seeking recruits for your current vacancies?

READ OUT AND CODE ALL THAT APPLY

Waiting for approval	1
The positions are currently occupied/ not available yet	2
Just haven't got around to it yet	3
Have already recruited/ waiting for someone to start	4
Have stopped/given up looking (because cannot find suitable recruits)	5
Other (WRITE IN)	6

ASK ALL WITH CURRENT VACANCIES (B1>0).

B6. TEXT SUBSTITUTION: IF B3>1: Are any of the vacancies for [OCCUPATION AT B3] proving difficult-to-fill?/ IF B3=1: Is the vacancy for [OCCUPATION AT B3] proving difficult-to-fill?

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
Yes	1	1	1	1	1	1
No	2	2	2	2	2	2

LOOP REPEAT B7 TO B14 FOR EACH OCCUPATION GIVEN AT B3 THAT IS DIFFICULT-TO-FILL

IF MORE THAN 1 VACANCY FOR OCCUPATION AND DIFFICULT-TO-FILL (B3>1 AND B6=1)

B7. How many of the [OCCUPATION AT B3] vacancies are proving difficult-to-fill?

	B7 – Number of difficult-to-fill vacancies
Occupation 1	(1 – RESPONSE AT B3)
Occupation 2	(1 – RESPONSE AT B3)
Occupation 3	(1 – RESPONSE AT B3)
Occupation 4	(1 – RESPONSE AT B3)
Occupation 5	(1 – RESPONSE AT B3)
Occupation 6	(1 – RESPONSE AT B3)

CATI CHECK: NO. OF DIFFICULT-TO-FILL VACANCIES FOR EACH OCCUPATION AT B7 CANNOT BE GREATER THAN NO. GIVEN FOR VACANCIES FOR CORRESPONDING OCCUPATION AT B3.

ASK ALL WITH CURRENT VACANCIES (B1>0).

- B8. **How long have you had [TEXT SUB: IF B7=1 : this vacancy] [TEXT SUB: IF B7>1 these vacancies] for? [OCCUPATION GIVEN AT B3]?**
 PROMPT AS NECESSARY
 SINGLE CODE

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
Less than 2 weeks	1	1	1	1	1	1
2 weeks to 1 month	2	2	2	2	2	2
1-2 months	3	3	3	3	3	3
2-3 months	4	4	4	4	4	4
3-6 months	5	5	5	5	5	5
More than 6 months	6	6	6	6	6	6

- B9. **[TEXT SUB: IF B7=1; Is this vacancy] [TEXT SUB ;IF B7>1: are these vacancies] for [OCCUPATION GIVEN AT B3] taking longer to fill than you had expected?**
 SINGLE CODE

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
Yes	1	1	1	1	1	1
No	2	2	2	2	2	2
Unsure	3	3	3	3	3	3

- B10. **What are the main reasons the [OCCUPATION AT B3] vacancy is difficult-to-fill? DO NOT READ OUT. MULTICODE OK**

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
A)A lack of skills the company demands	1	1	1	1	1	1
B)Lack of qualifications the company demands	2	2	2	2	2	2
C)Lack of work experience the company demands	3	3	3	3	3	3
D)Low number of applicants with the required attitude, motivation or personality	4	4	4	4	4	4
E)Not enough people interested in this type of work	5	5	5	5	5	5
F)Low number of applicants generally	6	6	6	6	6	6
G)Wages lower than other firms	7	7	7	7	7	7
H)Benefits trap / problem with benefits	8	8	8	8	8	8
I)Location of the firm / poor public transport	9	9	9	9	9	9
J)Unattractive / poor terms and conditions of employment	10	10	10	10	10	10
K)Lack of / poor career progression	11	11	11	11	11	11
L)Job entails shift work / long / unsocial / irregular hours	12	12	12	12	12	12
M)Too much competition from other employers	13	13	13	13	13	13
N)Applicants lack basic ability to build upon	14	14	14	14	14	14
O)Other 1 (WRITE IN)	15	15	15	15	15	15
P)Other 2 (WRITE IN)	16	16	16	16	16	16
(DO NOT READ OUT) No particular reason	17	17	17	17	17	17
(DO NOT READ OUT) Don't know	18	18	18	18	18	18

B10A. ASK FOR EACH OCCUPATION WHERE NOT ENOUGH PEOPLE INTERESTED IN TYPE OF WORK (B10/5)

You mentioned that not enough people are interested in doing this type of job. Could you tell me a little bit more about what you mean by this? PROBE FULLY

--

ASK IF MORE THAN ONE RESPONSE GIVEN AT B10.

B11. **Of the reasons you have given, which is the single main reason for the difficulty in filling the [OCCUPATION AT B3] vacancy? PROMPT AS NECESSARY WITH CODES GIVEN AT B10. SINGLE CODE.**

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
A lack of skills the company demands	1	1	1	1	1	1
Lack of qualifications the company demands	2	2	2	2	2	2
Lack of work experience the company demands	3	3	3	3	3	3
Low number of applicants with the required attitude, motivation or personality	4	4	4	4	4	4
Not enough people interested in this type of work	5	5	5	5	5	5
Low number of applicants generally	6	6	6	6	6	6
Wages lower than other firms	7	7	7	7	7	7
Benefits trap/ problem with benefits	8	8	8	8	8	8
Location of the firm/ poor public transport	9	9	9	9	9	9
Unattractive/ poor terms and conditions of employment	10	10	10	10	10	10
Lack of/ poor career progression	11	11	11	11	11	11
Job entails shift work / long/ unsocial/ irregular hours	12	12	12	12	12	12
Too much competition from other employers	13	13	13	13	13	13
Applicants lack basic ability to build upon	14	14	14	14	14	14
[TEXT SUB; ANSWER GIVEN AT B10_O]	15	15	15	15	15	15
[TEXT SUB; ANSWER GIVEN AT B10_P]	16	16	16	16	16	16
(DO NOT READ OUT) No particular reason	17	17	17	17	17	17
(DO NOT READ OUT) Don't know	18	18	18	18	18	18

ASK IF DIFFICULT TO FILL VACANCY NOT DUE TO LACK OF SKILLS / QUALIFICATIONS / WORK EXPERIENCE (B10/NOT1-3)

B12. **Can I just check, are you finding the [OCCUPATION AT B3] vacancy difficult-to-fill because...? READ OUT. SINGLE CODE.**

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
Applicants have not been of sufficient quality	1	1	1	1	1	1
There have been few or no applicants	2	2	2	2	2	2
Or for both of these reasons	3	3	3	3	3	3
(DO NOT READ OUT) Neither of these reasons	4	4	4	4	4	4

ASK IF VACANCY DIFFICULT-TO-FILL BECAUSE OF APPLICANTS QUALITY (B12/1 OR 3).

- B13. **You said that you had problems with the quality of the candidates for [OCCUPATION AT B3]. Would you say that they had been lacking...?**
READ OUT AND CODE ALL MENTIONED

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
The skills you look for	1	1	1	1	1	1
The qualifications you look for	2	2	2	2	2	2
The work experience that you require	3	3	3	3	3	3
Or do applicants tend to have poor attitudes, motivation and/or personality	4	4	4	4	4	4

ASK FOR EACH DIFFICULT-TO-FILL VACANCY CAUSED BY LACK OF SKILLS (B10/1-3 OR B13/1-3)

- B14. **Which of the following skills, if any, have you found difficult to obtain from applicants for [OCCUPATION AT B3]? READ OUT. MULTICODE.**

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
A) General IT user skills	1	1	1	1	1	1
B) IT professional skills	2	2	2	2	2	2
C) Communication skills	3	3	3	3	3	3
D) Customer handling skills	6	6	6	6	6	6
E) Team working skills	7	7	7	7	7	7
F) Problem solving skills	8	8	8	8	8	8
G) Management skills	9	9	9	9	9	9
H) Using numbers	10	10	10	10	10	10
I) Literacy skills	11	11	11	11	11	11
J) Other technical and practical skills	12	12	12	12	12	12
Any other difficulties (WRITE IN)	13	13	13	13	13	13
(DO NOT READ OUT) None	14	14	14	14	14	14

IF COMMUNICATION SKILLS LACKING

- B14A. **You mentioned you found it difficult to obtain communication skills from applicants, were these... READ OUT. SINGLE CODE**

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6
Oral	1	1	1	1	1	1
Written	2	2	2	2	2	2
Both	3	3	3	3	3	3

LOOP REPEAT B7 TO B14A FOR EACH OCCUPATION GIVEN AT B3 THAT IS DIFFICULT-TO-FILL

ASK IF AT LEAST ONE DIFFICULT-TO-FILL VACANCY (B6/1)

- B15. **Have you taken, or do you plan to take, any measures in response to the difficulties that you are having finding candidates to fill these vacancies?**

Yes, have taken additional steps	1
Yes, plan to take additional steps	2
No, (Not doing, or going to do, anything additional)	3

ASK IF TAKEN MEASURES (B15/1)

B16. **What measures have you taken? DO NOT READ OUT. CODE ALL MENTIONED**

A)Offered higher pay or more incentives than normal	1
B)Offered enhanced terms and conditions	2
C)Considered a wider range of applicants	3
D)Changed the job specification by giving some of the tasks to other staff	4
E)Changed the job specification by automating some of the tasks	5
F)Hired part-time staff	6
G)Built links with schools/colleges/universities	7
H)Used more extensive range of recruitment channels than normal	8
I)Spent more on recruitment or used more expensive methods	9
J)Recruited staff from overseas	10
K)Been prepared to provide more training to less qualified recruits	11
L)Retrain existing staff	12
M)Contracted work out	13
Other (WRITE IN)	14

ASK IF NOT TAKEN MEASURES (B15/3).

B17. **Why have you not taken, or do not plan on taking any special measures? DO NOT READ OUT. CODE ALL THAT APPLY.**

Nothing that can be done	1
Too early in the process	2
Other (WRITE IN)	3

ASK IF DIFFICULT-TO-FILL VACANCY (ANY B6/1)

B18. **Generally speaking, how much of an impact are your difficult-to-fill vacancies having on this establishment? Are they having...? READ OUT. SINGLE CODE**

A major impact	1
A minor impact	2
No impact	3
(DO NOT READ OUT) Don't know	4

B19. **Are these difficult-to-fill vacancy causing this business any of the following problems? READ OUT. CODE ALL THAT APPLY.**

A)Loss of business or orders to competitors	1
B)Delays developing new products	2
C)To withdraw from offering certain products or services altogether	3
D)Difficulties meeting customer service objectives	4
E)Difficulties meeting required quality standards	5
F)Increased operating/ running costs	6
G)Difficulties introducing technological change	7
H)Difficulties introducing new working practices	8
OTHER (WRITE IN)	9
(DO NOT READ OUT)No particular problems	10

ASK ALL

B20. **How many** (TEXT SUBSTITUTION IF HAVE CURRENT VACANCIES: **other**) **vacancies for either full or part-time staff have you had at this establishment within the past 12 months? Please do not include any vacancies you have already told us about.**

WRITE IN NUMBER _____ [ALLOW DON'T KNOW. IF 0 OR DON'T KNOW GO TO SECTION C]

ASK IF VACANCIES IN PAST 12 MONTHS (B20>0) OTHERS GO TO SECTION C

B21. **Still thinking about the last 12 months, were any of your vacancies particularly difficult-to-fill?**
SINGLE CODE

Yes	1
No	2
Don't know	3

ASK IF DIFFICULT-TO-FILL VACANCIES IN THE PAST 12 MONTHS (B21/1 AND B20>1)

B22. **Approximately, what proportion of your other vacancies in the last 12 months proved difficult-to-fill?**

PROMPT IF NECESSARY. SINGLE CODE.

Less than 10%	2
10% - 19%	3
20% - 29%	4
30% - 39%	5
40% - 49%	6
50% - 59%	7
60% - 69%	8
70% - 79%	9
80% - 89%	10
Over 90% but less than 100%	11
All	12
(DO NOT READ OUT) Don't know	13

ASK IF DIFFICULT-TO-FILL VACANCIES IN THE PAST 12 MONTHS (B21/1).

- B23. **What were the main reasons that some of your vacancies were particularly difficult-to-fill over the last 12 months?**
DO NOT READ OUT. CODE ALL MENTIONED

A)A lack of skills the company demands	1
B)Lack of qualifications the company demands	2
C)Lack of work experience the company demands	3
D)Low number of applicants with the required attitude, motivation or personality	4
E)Not enough people interested in this type of work	5
F)Low number of applicants generally	6
G)Wages lower than other firms	7
H)Benefits trap / problem with benefits	8
I)Location of the firm/ poor public transport	9
J)Unattractive / poor terms and conditions of employment	10
K)Lack of / poor career progression	11
L)Job entails shift work / long/ unsocial/ irregular hours	12
M)Too much competition from other employers	13
N)Applicants lack basic ability to build upon	14
O)Other 1 (WRITE IN)	15
P)Other 2 (WRITE IN)	16
(DO NOT READ OUT) No particular reason	17
(DO NOT READ OUT) Don't know	18

ASK IF MORE THAN ONE REASON GIVEN AT B23.

- B24. **Which of these was the single main reason? PROMPT IF NECESSARY WITH CODES GIVEN AT B23. SINGLE CODE**

A lack of skills the company demands	1
Lack of qualifications the company demands	2
Lack of work experience the company demands	3
Low number of applicants with the required attitude, motivation or personality	4
Not enough people interested in this type of work	5
Low number of applicants generally	6
Wages lower than other firms	7
Benefits trap/ problem with benefits	8
Location of the firm/ poor public transport	9
Unattractive/ poor terms and conditions of employment	10
Lack of/ poor career progression	11
Job entails shift work / long/ unsocial/ irregular hours	12
Too much competition from other employers	13
Applicants lack basic ability to build upon	14
TEXT SUB: [ANSWER GIVEN AT B23_O]	15
TEXT SUB: [ANSWER GIVEN AT B23_P]	16
(DO NOT READ OUT) No particular reason	17
(DO NOT READ OUT)Don't know	18

ASK IF DIFFICULT-TO-FILL VACANCIES NOT DUE TO LACK OF SKILLS / QUALIFICATIONS / WORK EXPERIENCE (B23/NOT1-3)

B24A. **Can I just check, did you find any of the vacancies difficult-to-fill over the last 12 months because...? READ OUT. SINGLE CODE.**

Applicants had not been of sufficient quality	1
There had been few or no applicants	2
Or for both of these reasons	3
(DO NOT READ OUT) Neither of these reasons	4

ASK IF VACANCIES DIFFICULT-TO-FILL BECAUSE OF APPLICANTS QUALITY (B24A/1 OR 3).

B24B. **You said that you had problems with the quality of the candidates over the last 12 months. Would you say that they had been lacking...? READ OUT AND CODE ALL MENTIONED**

The skills you look for	1
The qualifications you look for	2
The work experience that you require	3
Or do applicants tend to have poor attitudes, motivation and/or personality	4

ASK IF DIFFICULT-TO-FILL VACANCIES IN THE PAST 12 (B21/1).

B25. **Thinking about those individuals who applied for your difficult-to-fill vacancies, did they lack any of the following skills...? READ OUT AND CODE ALL MENTIONED**

A)General IT user skills	1
B)IT professional skills	2
C) Communication skills	3
E) Customer handling skills	4
F) Team working skills	5
G) Problem solving skills	6
H) Management skills	7
I) Using numbers	8
J) Literacy skills	9
K) Other technical and practical skills	10
Any other difficulties (WRITE IN)	11
(DO NOT READ OUT) None	12
(DO NOT READ OUT) Don't know	13

IF COMMUNICATION SKILLS (B25/3)

B25A. **You mentioned you found it difficult to obtain communication skills from applicants, were these... READ OUT SINGLE CODE**

Oral	1
Written	2
Both	3

ASK IF DIFFICULT-TO-FILL VACANCIES IN THE PAST 12 (B21/1).

B26. **And how did your difficult-to-fill vacancies affect your establishment? Did they cause...?**
READ OUT AND CODE ALL MENTIONED

A)Loss of business or orders to competitors	1
B)Delays developing new products	2
C)To withdraw from offering certain products or services altogether	3
D)Difficulties meeting customer service objectives	4
E)Difficulties meeting required quality standards	5
F)Increased operating/ running costs	6
G)Difficulties introducing technological change	7
H)Difficulties introducing new working practices	8
I)Other (WRITE IN)	9
(DO NOT READ OUT) No particular problems	10

Section C: Difficulties in retaining staff

I'd now like to ask you a few questions about your existing staff.

ASK ALL

- C1. **Are there specific jobs in which there is a high level of staff turnover?**
INTERVIEWER - RETENTION DIFFICULTIES ARE WHEN A HIGH NUMBER OF STAFF LEAVE (BUT NOT AS A DIRECT RESULT OF DOWNSIZING OR REDUNDANCY)

Yes	1	GO TO C2
No	2	GO TO SECTION D

ASK IF DIFFICULT TO RETAIN STAFF (C1/1)

- C2. **Which of the following would you say are the main reasons why it is difficult to retain staff?**
READ OUT. CODE ALL MENTIONED.

A)Wages offered are lower than those offered by other firms	1
B)Impact of the benefits trap	2
C)Geographic location of the firm	3
D)Unattractive conditions of employment	4
E)Lack of career progression	5
F)Long/unsocial hours	6
G)Too much competition from other employers	7
H)Not enough people interested in doing this type of work	8
I)Staff don't want long term commitment	9
J)Other (WRITE IN)	10

- C3. DELETED

ASK IF DIFFICULT TO RETAIN STAFF (C1/1)

- C4. **What measures, if any, have you taken to overcome the retention difficulties?**
DO NOT READ OUT. CODE ALL THAT APPLY

A)Offered higher pay or more incentives than normal	1
B)Introduced job enrichment	2
C)Introduced further training/development opportunities	3
D)Introduced measures to improve career progression	4
E)Provided assistance with travel	5
F)Provided assistance with childcare	6
G)Introduced flexible working hours	7
H)Changed the job specification by giving some of the tasks to other staff	8
I)Changed the job specification by automating some of the tasks	9
J)Other (WRITE IN)	10
Not taken any measures to overcome retention difficulties	11

C5. **How have the retention difficulties in the affected your business? Have they caused...?**
 READ OUT. CODE ALL THAT APPLY.

A) Loss of business to competitors	1
B) Restriction to business development activities	2
C) Increased running costs (example use of excess overtime subcontracting or use of temporary staff etc)	3
D) More strain on management of existing staff in covering the shortage	4
E) An increase in recruitment costs due to more advertising or use of a recruitment agency	5
F) Difficulties with quality	6
G)Difficulties with customer service	7
H)Loss of efficiency or increased wastage	8
I)Difficulties with accommodating technological change	9
J)Difficulties with introducing new working practices	10
K)Retention difficulties have not affected the business	11
L)Other (WRITE IN)	12

Section D: Skill gaps

I'd now like to turn to the skills within your existing workforce. Please do not think about any external recruitment problems that you may face. First of all, I need to understand the different roles that your existing staff currently fill at this establishment. (ADD AS NECESSARY: Staff should be categorised according to their primary role, i.e. the one that takes up the greatest proportion of their time)

ASK ALL

- D1. You said earlier that there were [INSERT NUMBER FROM S4/S6] staff at this establishment. How many of these are employed as managers [TEXT SUBSTITUTION IF PUBLIC SECTOR: or senior officials]?

ADD AS NECESSARY: This categorisation covers occupations where main tasks consist of direction and co ordination of organisations and businesses. This can include the management of internal departments / sections.

ADD AS NECESSARY: Staff should be categorised according to their primary role, i.e. the one that takes up the greatest proportion of their time)

(Note: this excludes supervisors)

(Note: if police force this covers inspectors and above)

WRITE IN NUMBER ____ [RESPONSE MUST NOT EXCEED S4/S6]

CATI CHECK AFTER D1: IF NUMBER OF STAFF EMPLOYED AT S4/S6 IS GREATER THAN 50 AND RESPONDENTS SAYS NO MANAGERS EMPLOYED AT D1

- D1chka Can I just check, I've recorded that there are no managers employed at this site – is this correct?

Yes	1	CONTINUE
No	2	GO BACK TO D1 AND RECODE (INTERVIEWER NOTE: TO CHANGE NUMBER OF STAFF USE '<D1')

ASK IF S4/S6 > D1, OTHERS GO TO D2

- D1A. And how many – if any – of your <insert total of S4/S6-D1> are employed in administrative or secretarial occupations?

(Note: Staff should be categorised according to their primary role, i.e. the one that takes up the greatest proportion of their time)

[IF 'MANUFACTURING' (SIC ON SAMPLE – 01 to 45) ADD AS NECESSARY: including secretaries, receptionists & PAs, telephonists, book-keepers, credit controllers/wage clerks, assistants / clerks]

[IF 'SERVICES' (SIC ON SAMPLE: 50-74 & 93) ADD AS NECESSARY: including secretaries, receptionists & PAs, telephonists and communication operators, market research interviewers, book-keepers, credit controllers/wage clerks, pension and insurance clerks, office assistants, database assistants]

[IF 'PUBLIC SECTOR' SIC ON SAMPLE 75-99 excl 93) ADD AS NECESSARY: including secretaries, receptionists & PAs, local government officers and assistants, civil service executive officers, book-keepers, credit controllers/wage clerks, office assistants, library and database assistants]

ADD IF NECESSARY: Administrative and secretarial occupations undertake general admin, clerical, secretarial work and perform a variety of specialist client orientated clerical duties. Generally speaking, all those with 'clerk', 'secretary' in the job title will fall into this group, including financial clerks and book-keepers.

WRITE IN NUMBER ____ [RESPONSE MUST NOT EXCEED S4/S6 – D1]

ASK IF S4/S6 > D1+D1A, OTHERS GO TO D2

D1B. You've told me that a total of XX of your XX staff are employed as managers or in administrative roles. I'd now like you to tell me what roles the remaining XX staff fill. I'm going to read you seven different occupational roles, and I'd like you to tell me if any of your remaining XX staff are employed in each. If staff carry out more than one role, please only include them in their main function.

First, do you employ any staff at this establishment as ... OCCUPATION...?

CATI CHECK: NUMBER OF CATEGORIES TO BE NO GREATER THAN NUMBER OF STAFF EMPLOYED NOT IN MANAGEMENT / ADMINISTRATIVE ROLES (i.e. S4/S6 – (D1 + D1a))

SET UP CHECK SO THAT ONCE OCCUPATIONS HAVE BEEN ATTRIBUTED TO TOTAL NUMBER OF STAFF NO FURTHER OCCUPATIONS ARE ASKED ABOUT

FOR EACH OCCUPATION EMPLOYED (YES AT D1B)

D1C. How many of your staff at this establishment are employed as ...? READ OUT

	D1B		D1C
	Yes	No	
<p>Elementary occupations ADD IF NECESSARY Elementary occupations require knowledge and experience necessary to perform mostly routine tasks usually involving use of simple hand held tools and in some cases physical effort. Most do not require formal educational qualifications.</p> <p>[IF 'MANUFACTURING' (SIC ON SAMPLE – 01 to 45) ADD AS NECESSARY: including labourers, packers, goods handling and storage staff, security guards, cleaners] [IF 'SERVICES' (SIC ON SAMPLE: 50-74 & 93) ADD AS NECESSARY: including bar staff, shelf fillers, kitchen/catering assistants, waitresses, postal workers, cleaners, dry cleaners, goods handling and storage staff, security guards] [IF 'PUBLIC SECTOR' SIC ON SAMPLE 75-99 excl 93) ADD AS NECESSARY: including labourers, cleaners, road sweepers, traffic wardens, security guards]</p>	1	2	(1-99999)
<p>Process, plant and machine operatives ADD IF NECESSARY: Process, plant and machine operative occupations require knowledge and experience to operate vehicles and other mobile and stationary machinery, and monitor industrial and plant equipment, or to assemble products. Most will not have a particular standard of education but will usually have formal experience related training.</p> <p>ADD IF NECESSARY: All transport and mobile machine drivers (except train drivers) belong in this group.</p> <p>ADD AS NECESSARY: including plant and machine operators plus routine operatives (sorters, assemblers) and HGV, van, fork lift, bus, taxi drivers</p>	1	2	(1-99999)

<p>Sales and customer service occupations ADD IF NECESSARY: Sales and customer services occupations require knowledge and experience necessary to sell goods and services, accept payment and replenish stocks, provide information to potential clients and additional services to customers after the point of sale.</p> <p>ADD AS NECESSARY: including sales assistants and retail cashiers, telesales, call centre agents, customer care occupations</p> <p>ADD AS NECESSARY: Buying and purchasing officers, sales representatives, estate agents or auctioneers SHOULD NOT be included in this group. These should be categorised as ASSOCIATE PROFESSIONAL AND TECHNICAL OCCUPATIONS.</p>	1	2	(1-99999)
<p>Personal service occupations ADD IF NECESSARY: Personal service occupations involve the provision of service to customers whether in a public protective or personal care capacity. Main tasks usually involve the care of the sick, elderly and children and the provision travel care and hygiene services. These job-roles generally require a good standard of general education.</p> <p>[IF 'MANUFACTURING' (SIC ON SAMPLE – 01 to 45) ADD AS NECESSARY: including such occupations as care assistants, nursery nurses.]</p> <p>[IF 'SERVICES' (SIC ON SAMPLE: 50-74 & 93) ADD AS NECESSARY: including travel agents, travel assistants, sport and leisure assistants, hairdressers and beauticians, nursery nurses/childminders, housekeepers]</p> <p>[IF 'PUBLIC SECTOR' SIC ON SAMPLE 75-99 excl 93) ADD AS NECESSARY: including care assistants and home carers, nursery nurses/childminders, ambulance staff, pest control officers, dental/veterinary nurses, caretakers, sport and leisure assistants]</p> <p>IF 'HEALTH AND SOCIAL CARE (SIC ON SAMPLE: 85)' ADD AS NECESSARY: Occupations with high level vocational qualifications such as nurses, midwives, paramedics, physiotherapists, youth workers and welfare officers SHOULD NOT be included in this group. They are categorised as ASSOCIATE PROFESSIONAL AND TECHNICAL OCCUPATIONS).</p>	1	2	(1-99999)
<p>Skilled trades occupations ADD IF NECESSARY: Skilled trades occupations require a substantial period of training. Main tasks involve the performance of complex physical duties that normally involve initiative, manual dexterity and other practical skills.</p> <p>ADD AS NECESSARY: including farmers, electricians, motor mechanics, machine setters/tool makers, TV engineers, plumbers, carpenters, plasterers, printers, chefs, butchers, furniture makers</p> <p>ADD AS NECESSARY: Science and engineering technicians SHOULD NOT be included in this group. They are categorised as ASSOCIATE PROFESSIONAL AND TECHNICAL OCCUPATIONS.</p>	1	2	(1-99999)

<p>Associate professional and technical occupations ADD IF NECESSARY: Occupations in this group will usually require an associated high level vocational qualification, often involving substantial period of full time training or further study. Main tasks require experience and knowledge to assist in <i>supporting</i> professionals or managers.</p> <p>[IF 'MANUFACTURING' (SIC ON SAMPLE – 01 to 45) ADD AS NECESSARY: including science and engineering technicians, lab technicians, IT technicians, accounting technicians.] [IF 'SERVICES' (SIC ON SAMPLE: 50-74 & 93) ADD AS NECESSARY: including insurance underwriters, finance and investment analysts and advisers, writers/journalists, buyers, sales reps, estate agents, train drivers/pilots, graphic designers, fitness instructors.] [IF 'PUBLIC SECTOR' SIC ON SAMPLE 75-99 excl 93) ADD AS NECESSARY: including nurses, midwives, junior police/fire/prison officers, therapists, paramedics, community workers, careers advisors, health and safety officers, housing officers, writers/journalists, fitness instructors]</p> <p>ADD IF NECESSARY: Most professionals in the arts, design, media or sports fields will be in this group</p> <p>ADD IF NECESSARY: Architects, surveyors, engineers, chartered accountants and management consultants SHOULD NOT be included in this group. They should be categorised as PROFESSIONAL OCCUPATIONS.</p>	1	2	(1-99999)
<p>Professional occupations ADD IF NECESSARY: Professional occupations will almost always require a degree or equivalent formal qualification. Some occupations will require postgraduate qualifications and/or a formal period of experience-related training. This categorisation includes high-level occupations in the natural sciences, engineering, life sciences, social sciences, humanities and related fields where job-holders will either be</p> <ul style="list-style-type: none"> - practically applying extensive theoretical knowledge; - increasing the stock of knowledge through research; - communicating knowledge by teaching <p>[IF 'MANUFACTURING' (SIC ON SAMPLE – 01 to 45) ADD AS NECESSARY: including professional engineers, software and IT professionals, accountants, chemists and scientific researchers] [IF 'SERVICES' (SIC ON SAMPLE: 50-74 & 93) ADD AS NECESSARY: including solicitors and lawyers, accountants, IT professionals, economists, architects, actuaries, doctors, engineers] [IF 'PUBLIC SECTOR' SIC ON SAMPLE 75-99 excl 93) ADD AS NECESSARY: including doctors, psychologists, teachers, social workers, librarians, accountants, economists, IT professionals, engineers]</p>	1	2	(1-99999)

D2. Overall, and thinking about your current employees at this site, would you say that there is a gap between the types of skills that your current employees have now, and those that your organisation needs to meet its business objectives?

Yes	1	ASK D3
No	2	GO TO D4

- D3. *ASK IF SKILL GAP (D2/1)*
How significant is this skill gap, in terms of the effect on your establishment's ability to meet its business objectives? Would you say that the skill gap is having a...
READ OUT. SINGLE CODE.

Very significant / major effect	1
Significant effect	2
Minor effect	3
No real effect	4

For each category of staff, I would like to know how many you think are fully proficient at their job. By 'a proficient employee' I mean someone who is able to do the job to the required level.

- D4. *ASK ALL, ASKING FOR EACH OCCUPATION WITH STAFF AT D1, D1A AND D1B*
How many of your existing TEXT SUB: [OCCUPATION GIVEN AT D1, D1A, D1B] **would you regard as being fully proficient at their current job?**
REPEAT FOR EACH CATEGORY IN WHICH STAFF ARE EMPLOYED.

Managers	(0-RESPONSE GIVEN AT D1)
Professional occupations	(0-RESPONSE GIVEN AT D1C_7)
Associate professional and technical occupations	(0-RESPONSE GIVEN AT D1C_6)
Administrative and secretarial occupations	(0-RESPONSE GIVEN AT D1A)
Skilled trades occupations	(0-RESPONSE GIVEN AT D1C_5)
Personal service occupations	(0-RESPONSE GIVEN AT D1C_4)
Sales and customer service occupations	(0-RESPONSE GIVEN AT D1C_3)
Process, plant and machine operatives	(0-RESPONSE GIVEN AT D1C_2)
Elementary occupations	(0-RESPONSE GIVEN AT D1C_1)

IF SUM OF D4 = S4/S6 (I.E. NO SKILL GAPS), GO TO SECTION E

OTHERS (I.E. HAVE SKILL GAPS) ASK D5

ASK IF HAVE SKILL GAPS IN ANY OCCUPATION. (IF NUMBER OF STAFF AT D1, D1A, D1C – NUMBER OF PROFICIENT STAFF AT D4>0)

- D5. **What are the main causes of some of your TEXT SUB [OCCUPATION GIVEN AT D4] not being fully proficient in their job?**
 READ OUT. ALLOW MULTI-CODE

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6	Occ 7	Occ 8	Occ 9
A)Insufficient training and development for staff	1	1	1	1	1	1	1	1	1
B)Recruitment problems	2	2	2	2	2	2	2	2	2
C)High staff turnover	3	3	3	3	3	3	3	3	3
D)Inability of workforce to keep up with change	4	4	4	4	4	4	4	4	4
E)Lack of experience or staff being recently recruited	5	5	5	5	5	5	5	5	5
F)Training programmes only partially completed	6	6	6	6	6	6	6	6	6
G)Other 1 (WRITE IN)	7	7	7	7	7	7	7	7	7
H)Other 2 (WRITE IN)	8	8	8	8	8	8	8	8	8
DO NOT READ OUT No particular reason	9	9	9	9	9	9	9	9	9

- D6. DELETED

ASK IF STAFF NOT FULLY PROFICIENT BECAUSE OF LACK OF EXPERIENCE (D5/5)

- D7. **You mentioned that a lack of experience was a main cause of your [TEXT SUB: OCCUPATION GIVEN AT D4] not being fully proficient at their job. How many of your [TEXT SUB: OCCUPATION GIVEN AT D4] would you say are not proficient at their job because of a lack of experience / being recently recruited?**

WRITE IN _____ (VALID RANGE = 0-NUMBER OF GAPS FOR OCCUPATION)

- D8. **Thinking about your TEXT SUB: [OCCUPATION GIVEN AT D4] who are not fully proficient, which, if any of the following skills do you feel need improving...?**
 READ OUT. CODE ALL MENTIONED.

	Occ 1	Occ 2	Occ 3	Occ 4	Occ 5	Occ 6	Occ 7	Occ 8	Occ 9
A) General IT user skills	1	1	1	1	1	1	1	1	1
B) IT professional skills	2	2	2	2	2	2	2	2	2
C) Communication skills	3	3	3	3	3	3	3	3	3
D) Customer handling skills	4	4	4	4	4	4	4	4	4
E) Team working skills	5	5	5	5	5	5	5	5	5
F) Problem solving skills	6	6	6	6	6	6	6	6	6
G) Management skills	7	7	7	7	7	7	7	7	7
H) Using numbers	8	8	8	8	8	8	8	8	8
I) Literacy skills	9	9	9	9	9	9	9	9	9
J) Other technical and practical skills	10	10	10	10	10	10	10	10	
Any other difficulties (WRITE IN)	11	11	11	11	11	11	11	11	11
(DO NOT READ OUT) None	12	12	12	12	12	12	12	12	12

- D8A. **ASK FOR EACH OCCUPATIONAL GROUP WHERE COMMUNICATION SKILLS LACKING (D8/3)**
You mentioned some of your current staff lack communication skills. Are these...
 READ OUT SINGLE CODE

Oral	1
Written	2
Both	3

LOOP D4-D8A FOR ALL OCCUPATIONS WHERE SKILL GAPS EXIST IN OCCUPATION (IF NUMBER OF STAFF AT D1, D1A, D1C – NUMBER OF PROFICIENT STAFF AT D4 > 0)

- D9. **ASK IF HAVE SKILL GAPS IN ANY OCCUPATION (IF TOTAL NUMBER OF STAFF AT S4 / S6 – NUMBER OF PROFICIENT STAFF AT D4 > 0)**
Is the fact that some of your staff are lacking in proficiency the result of changing skill needs for any of the following reasons...?
 READ OUT. CODE ALL MENTIONED

The development of new products and services	1
The introduction of new working practices	2
The introduction of new technology	3
(DO NOT READ OUT) None of these	4

- D10. **ASK IF HAVE SKILL GAPS IN ANY OCCUPATION (IF NUMBER OF STAFF AT D1, D1A, D1C – NUMBER OF PROFICIENT STAFF AT D4 > 0)**
Thinking more generally now about staff at all levels of the establishment, which of the following measures, if any, have you taken at this establishment to overcome lack of full proficiency amongst some of your staff.
 READ OUT. ALLOW MULTICODE.

Increased recruitment	1
Providing further training/ development	2
Changing working practices	3
Reallocating work within the company	4
Expand recruitment channels	5
Increase/ expand trainee programmes	6
Other (WRITE IN)	7
(DO NOT READ OUT) No particular measures taken	8

- D11. **Is the fact that some of your staff are not fully proficient causing any of the following problems...?**
 READ OUT. ALLOW MULTICODE.

Loss of business or orders to competitors	1
Delays developing new products	2
To withdraw from offering certain products or services altogether	3
Difficulties meeting customer service objectives	4
Difficulties meeting required quality standards	5
Increased operating/ running costs	6
Difficulties introducing technological change	7
Difficulties introducing new working practices	8
Other (WRITE IN)	9
(DO NOT READ OUT) No particular problems	10

D12. Which of the following barriers would you say may exist to your developing a more proficient team of staff in the future...?

READ OUT AND CODE ALL THAT APPLY

A lack of funding for training	1
Lack of suitable courses in my area	2
Lack of suitable courses generally	3
Unwillingness of staff to undertake training	4
High staff turnover	5
Lack of time for training	6
Lack of cover for training	7
Any other (WRITE IN)	8
(DO NOT READ OUT) No particular barriers	9
(DO NOT READ OUT) Don't know	10

ASK IF HAVE NO SKILL GAPS (SUM OF D4 = S4/S6), OTHERS GO TO SECTION E

D13. Which of the following barriers would you say may exist to your maintaining a proficient team of staff in the future?

READ OUT. CODE ALL THAT APPLY.

A lack of funding for training	1
Lack of suitable courses in my area	2
Lack of suitable courses generally	3
Unwillingness of staff to undertake training	4
High staff turnover	5
Lack of time for training	6
Lack of cover for training	7
Any other (WRITE IN)	8
(DO NOT READ OUT) No particular measures taken	9
(DO NOT READ OUT) Don't know	10

Section E: Training and staff development

I am now going to ask you some questions about staff training and development.

ASK ALL

- E1. Over the past 12 months have you funded or arranged any off-the-job training or development for employees at this site. By off-the-job training we mean training away from the individual's immediate work position, whether on your premises or elsewhere? It includes all sorts of courses – full or part time; correspondence or distance learning; Health and Safety training and so on.

Yes	1
No	2

ASK IF NOT PROVIDED OFF-THE-JOB TRAINING (E1/2)

- E1a. Why have you not arranged or funded any off-the-job training for your employees over the last 12 months?

READ OUT AND CODE ALL THAT APPLY

Staff have sufficient skills to do their job	1
Cost of off-the-job training	2
Time constraints	3
No money available for training	4
There is no suitable training available	5
Lack of information on training available	6
Other training method preferred (e.g. on the job training)	7
Trained staff will be poached by other employers	8
Other (WRITE IN)	9

ASK ALL

- E2. Turning briefly now to on-the-job and informal training and development. By on-the-job training I mean training that is given at the desk of place where the person usually works, but would be recognised as training by the staff, and not the sort of learning by experience which could take place all the time.

Have you funded or arranged any such on-the-job or informal training over the last 12 months?

Yes	1
No	2

ASK IF HAVE ARRANGED OFF-THE-JOB TRAINING (E1/1), OTHERS GO TO TEXT BEFORE E19.

- E3. I am now going to ask you some questions about off-the-job training, that is, training away from an individual's immediate work position, whether on your premises or elsewhere. For how many of your employees have you funded or arranged off-the-job training over the last 12 months?

WRITE IN NUMBER _____

- E4. Over the last 12 months, on average, how many days off-the-job training and development have you arranged **FOR EACH MEMBER OF STAFF RECEIVING TRAINING** off-the-job?
NOTE TO INTERVIEWER: If respondent says 'a week' or 'two weeks' etc check: 'So how many **WORKING** days is that?'

WRITE IN NUMBER _____ (0 TO 365)

PROMPT WITH RANGES IF NECESSARY

Less than a day	1	
1 day	2	
2 days	3	
3 – 5 days	4	
6 – 10 days	5	
11 – 15 days	6	
16 – 20 days	7	
More than 20 days	8	
DO NOT READ OUT: Don't know	X	

- E5. I'd now like you to tell me how many staff in each of the occupational categories we have been talking about have received off-the-job training away from their immediate work station over the last 12 months.

[TEXT SUB IF OCCUPATION AT D1, D1A, D1C=2 OR MORE For how many of your (OCCUPATION) has this establishment funded or arranged training away from the immediate work station over the past 12 months?]

[TEXT SUB IF OCCUPATION AT D1, D1A, D1C=1: Has your establishment arranged off-the-job training for your OCCUPATION?]

READ OUT FOR ALL OCCUPATIONS HAVE STAFF IN
NO LIMIT ON ANSWERS

Managers	
Professional occupations	
Associate professional and technical occupations	
Administrative and secretarial occupations	
Skilled trades occupations	
Personal service occupations	
Sales and customer service occupations	
Process, plant and machine operatives	
Elementary occupations	

CHECK SUMS TO TOTAL NUMBER TRAINED OFF-THE-JOB GIVEN AT E3.

- E6. Which of the following types of off-the-job training has your organisation funded or arranged for employees at this site over the past 12 months?

READ OUT AND CODE ALL THAT APPLY

Induction training	1
Health & Safety or First Aid training	2
Job specific training	3
Supervisory training	4
Management training	5
Training in new technology	6
Training in foreign languages	7
Soft/generic skills	8
Other (WRITE IN)	9

- E7. **Was any of the off-the-job training you have funded or arranged over the last year provided by a provider from outside your organisation?**

Yes	1	ASK E8
No	2	GO TO E9

IF EXTERNAL PROVIDER USED (E7/1)

- E8. **Which of the following have you used to provide off-the job training you have funded or arranged from this location in the past 12 months? Has it been provided by....?**

READ OUT AND CODE ALL THAT APPLY

Staff at this site	1
FE college	2
Universities or other higher education establishments	3
Your Sector Skills Council	4
Private sector training companies or consultants	5
Equipment suppliers, e.g. computer companies, suppliers of specialist machinery	6
Professional associations, e.g. the institute of electrical engineers	7
Employers' representative bodies, such as Chamber of Commerce or the CBI	8
Other establishments within your organisation	9
Other employers	10
Department for Employment and Learning	11
Other (WRITE IN)	12

ASK ALL WHO HAVE PROVIDED OFF-THE-JOB TRAINING (E1/1)

- E9. **Have you found any difficulty over the last year in finding an appropriate training provider for the off-the-job training you need to do - by appropriate I mean capable of providing the right type of training or the quality you require?**

DO NOT READ OUT. SINGLE CODE

Yes	1
No, have not experienced any difficulty	2
Don't know	3

ASK ALL WHO HAVE PROVIDED OFF-THE-JOB TRAINING (E1/1)

- E12. **Was any of the off-the-job training that you funded or arranged for employees over the past 12 months at this location *designed* to lead to a qualification?**

SINGLE CODE

Yes	1	ASK E13
No	2	GO TO E15
Don't know	3	

ASK IF DESIGNED TO LEAD TO A QUALIFICATION (E12/1)

- E13. **How important to you was it that the off-the-job training was designed to lead to a recognised qualification? Was it...**

READ OUT. SINGLE CODE

Very important	1
Quite important	2
Not very important	3
Not at all important	4

- E14. **Which of the following qualifications were these?**
READ OUT AND CODE ALL THAT APPLY

NVQs/ SVQs/ NCVAs (as applicable)	1
Other nationally recognised qualifications e.g. RSA, BTEC, City & Guilds	2
Qualifications specific to your company	3
Industry recognised qualifications (e.g. Microsoft accredited)	4
Higher qualifications such as degrees	5
Other (WRITE IN)	6

- E15. **ASK ALL WHO HAVE PROVIDED OFF-THE-JOB TRAINING (E1=1)**
Over the past 12 months, how much has this establishment spent in total on off-the-job training of staff? Please include only out-of-pocket expenses, not staff time.
PROBE FOR BEST ESTIMATE

WRITE IN £_____

IF DK PROMPT WITH RANGES

Nothing	1
Under £100	2
£100 – £249	3
£250 – £499	4
£500 – £999	5
£1,000 – £4,999	6
£5,000 – £9,999	7
£10,000 - £19,999	8
£20,000 – £29,999	9
£30,000 – £39,999	10
£40,000 – £49,999	11
£50,000– £74,999	12
£75,000 – £99,999	13
£100,000+	14
Don't know	X

- E16. **How does the amount that you spent on off-the-job training in the last 12 months compare with the previous 12 months? Has there been**
READ OUT. SINGLE CODE

A major increase	1
A minor increase	2
No increase or decrease	3
A minor decrease	4
A major decrease	5
(DO NOT READ OUT) Don't know	6

IF MAJOR INCREASE (E16/1)

E17. **Could you say why there has been a major increase?**
 PROBE FULLY

--

IF MAJOR DECREASE (E16/5)

E18. **Could you say why there has been a major decrease?**
 PROBE FULLY

--

ASK ALL WHO HAVE PROVIDED OFF-THE-JOB TRAINING (E1/1)

E19. **Could you say which of the following benefits you were PARTICULARLY hoping to achieve from the off-the-job training that you have funded in the past 12 months...?**
 READ OUT. CODE ALL THAT APPLY

	Yes	No
A) Increase / upgrade workforce skill levels	1	2
B) Improved management capabilities	1	2
C) Faster development of new products	1	2
D) Introduction of new products or services/ expand existing range	1	2
E) Improved ability to meet customer service objectives	1	2
F) Improved ability to meet required quality standards	1	2
G) Reduced operating/ running costs	1	2
H) Introduction of technological change	1	2
I) Introduction of new working practices	1	2
J) Improved employee motivation	1	2
K) Increased workforce productivity	1	2

IF BENEFIT MENTIONED (E19/1-11)

E20. **To what extent has the off-the-job-training been successful in [TEXT SUB: INSERT BENEFIT]?**
 Please use a scale of 1 to 5 where 1 indicates not at all successful and 5 indicates very successful...
 READ OUT FOR ALL BENEFITS MENTIONED AT E19.

	Not at all successful				Very successful	Too early to Say
A) Increasing/upgrading workforce skill levels	1	2	3	4	5	6
B) Improving management capabilities	1	2	3	4	5	6
C) Bringing about faster development of new products	1	2	3	4	5	6
D) Improving ability to introduce new products or services/ expand existing range	1	2	3	4	5	6
E) Improving ability to meet customer service objectives	1	2	3	4	5	6
F) Improving ability to meet required quality standards	1	2	3	4	5	6
G) Reducing operating/ running costs	1	2	3	4	5	6
H) Introducing technological change	1	2	3	4	5	6
I) Introducing new working practices	1	2	3	4	5	6
J) Improving employee motivation	1	2	3	4	5	6
K) Increasing workforce productivity	1	2	3	4	5	6
L) Too early to tell	1	2	3	4	5	6

LOOP ITERATIONS OF E19 AND E20

I am now going to briefly ask you some questions specifically about on-the-job training, that is, training that is given at the desk of place where the person usually works, but would be recognised as training by the staff, and not the sort of learning by experience which could take place all the time.

E22. *IF NOT PROVIDED ON-THE-JOB TRAINING (E2/2)*

Why have you not provided any on-the-job training to your employees here in the last 12 months?

READ OUT. CODE ALL THAT APPLY

Staff have sufficient skills to do their job	1
Costs associated with on-the-job training	2
Time constraints	3
Other training method preferred (e.g. off-the-job training)	4
Trained staff will be poached by other employers?	5
Other (WRITE IN)	6

IF PROVIDED ON-THE-JOB TRAINING (E2/1)

E23. **What types of on-the-job training have you provided to your employees in the last 12 months?**

READ OUT. MULTICODE.

ONLY READ OUT CODE 4 IF RESPONDENT DOES NOT MENTION EITHER CODE 2 OR CODE 3

Training by your company training officer or specialist training staff	1
Training by a line manager or supervisor	2
Training by other experienced staff at your company	3
Training by staff in the company	4
Training provided by equipment suppliers	5
Private sector training companies or consultancies	6
Computer based training packages	7
Other (WRITE IN)	8

ASK ALL

E24. **Do you help your employees to learn new skills not connected to their current job for....?**

READ OUT. CODE ALL THAT APPLY

Career development inside the organisation	1
Career development outside the organisation	2
Learning, training or education which has nothing to do with employment	3
None of the above	4

Section F: Perceived trends in skills challenges

- F1. **Turning to skills issues more generally, to what extent would you agree with the following statement: “Compared with 12 months ago, our establishment is finding it more difficult to recruit and / or retain employees with the skills that we need”?**
READ OUT. SINGLE CODE.

Agree strongly	1	ASK F2
Agree slightly	2	
Neither agree or disagree	3	GO TO F3
Disagree slightly	4	
Disagree strongly	5	

ASK ALL THOSE WHO AGREE (F1/1 OR 2)

- F2. **Could you tell me a little more about why this has been the case? PROBE FULLY**

RECORD ANSWER

ASK ALL

- F3. **To what extent would you agree with the following statement; “In a year’s time it will be more difficult than it is now to recruit and / or retain employees with the skills that we need”?**
READ OUT. SINGLE CODE

Agree strongly	1	ASK F4
Agree slightly	2	
Neither agree or disagree	3	GO TO SECTION G
Disagree slightly	4	
Disagree strongly	5	

ASK ALL THOSE WHO AGREE (F3/1 OR 2)

- F4. **In what ways do you think this will become more difficult? PROBE FULLY**

RECORD ANSWER

Section G: SSC awareness and dealings

ASK ALL COVERED BY AN SSC

- G1. **Do you know the name of the Sector Skills Council which represents your industry?**
SINGLE CODE ONLY.

Yes	1	ASK G2
No	2	GO TO G3

IF KNOW NAME OF OWN SSC (G1/1)

- G2. **What is their name?**
DO NOT READ OUT. PROBE FULLY.

Construction Skills SSC / CITB-NI	1	Proskills	15
Asset Skills	2	SEMTA	16
Automotive Skills	3	Skillfast- UK	17
Cogent SSC	4	Skills for Care & Development	18
Creative & Cultural Skills	5	Skills for Health	19
Energy and Utility Skills	6	Skills for Justice	20
e-skills UK	7	Skills for Logistics	21
Financial Services Skills Council	8	Skillsactive	22
Goskills	9	Skillset	23
Government Skills	10	Skillsmart Retail	24
Improve	11	Summitskills	25
LANTRA	12	Other (WRITE IN)	26
Lifelong Learning UK / LLUK	13	Don't know	X
People First	14		

ASK ALL WHO DO NOT KNOW NAME AT G1 OR CORRECTLY NAME THEIR SSC AT G2

- G3. **And have you heard of (INSERT 'CORRECT' NAME OF SSC)?**

Yes	1	ASK G4
No	2	GO TO SECTION H
DK	3	

ASK ALL WHO HAVE PROMPTED / UNPROMPTED KNOWLEDGE OF SSC AT G2 / G3.

- G4. **How good an understanding would you say that you have of the role and objectives of TEXT SUB [ORGANISATION'S SSC]?**

Do you just recognise the name, or do you have some understanding of the role and objectives of (SSC)?

Very detailed	1	ASK G5
Fairly detailed	2	
Patchy	3	
Name only	4	GO TO SECTION H
Don't know	5	

ASK IF HAVE AT LEAST PATCHY AWARENESS (G4/1-3)

G5. **Have you ever had any dealings with** TEXT SUB [NAME OF SSC]?

Yes	1	ASK G6
No	2	GO TO SECTION H
DK	3	

IF HAVE EVER HAD DEALINGS (G5/1)

G6. **And have you had any dealings with** TEXT SUB: [name of SSC] **in the course of the last 12 months?**

Yes	1
No – only dealings were over 12 months ago	2
DK	3

Section H: Final Section

ASK ALL

- H1. **If the government and its agencies wish to undertake further work on related issues in the future, would it be ok for them or their appointed contractors to contact you on these issues?**
PROBE & CODE ONE OF FOLLOWING:

Yes – both client & / or their contractors may re-contact	1
Only client may re-contact	2
No – neither client nor contractor may re-contact	3

- H2. **I have your postcode as [INSERT FROM SAMPLE] is this correct?**

Yes	1	ASK G3
No	2	RECORD CORRECT POSTCODE

- H3. **Could you please confirm your postal address?**

Confirm address on database

- H4. **Can I also ask for your e-mail address (This will only be for similar government research)?**
SINGLE-CODE

Yes [RECORD EMAIL]	1
Refused	2

- H5. **It is sometimes possible to link the data we have collected from you with other government surveys or datasets. In doing this, your confidentiality will be maintained, and linked data will be anonymised and only used for analysis and statistical purposes. Would you be happy for this to be done?**

Yes	1
No	2

IF HAPPY TO HAVE DATA LINKED (H5/1)

- H6. **Can you tell me either your VAT registration or company registration number?**
PROMPT IF NECESSARY: The company registration number often appears on the bottom of company letter headed paper.

Yes – VAT registration number (WRITE IN NUMBER)	1
Yes – Company registration number (WRITE IN NUMBER)	2
Don't know the numbers	3
Don't have the numbers	4
Refused	5

ASK ALL

H7. RECORD RESPONDENT'S NAME

H8. RECORD RESPONDENT'S JOB TITLE

YOU HAVE NOW REACHED THE END OF THE QUESTIONNAIRE

****THANK RESPONDENT****

I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.

Interviewer signature:

Date:

Finish time:

Interview Length

mins

**Northern Ireland Skills Monitoring Survey 2008:
Cost of Training Questionnaire**



When answering the questions, please only consider employees who are normally based at your location. If you cannot give exact answers at any question, please give your best estimate.

A. Off-the-job training or development

This section of the questionnaire covers the costs of providing off-the-job training or development for employees. By off-the-job, we mean all training given away from the individual's immediate work position. It can be given at your premises or elsewhere.

If you have not provided any off-the-job training in the last 12 months, please go straight to section B, on-the-job training, on the next page.

Training courses

1. Over the past 12 months, **how many employees** participated in an education or training course, provided either externally or internally?
_____ employees

If none, please skip to Q15. Otherwise, please answer Q2 onwards

2. **How many days** on average did each of these people spend on an education or training course over the past 12 months?
_____ days

3. What is the **average basic annual salary** of an employee who has been on any of these courses over the past 12 months? *[for any part time staff please convert their salaries to full time equivalence when calculating this average]*
£ _____

4. What was the cost of **fees to external providers** of training courses for your employees over the past 12 months? Please include the cost of fees to any external providers who ran courses on your premises.
£ _____

Training centres

5. Do you have a **training centre** at your location?
 Yes *☞ please answer Q6*
 No *☞ please skip to Q7*
If you have a training centre

6. How much did your training centre cost to run over the past 12 months? Please split the cost into:

- a) **Total basic annual salaries** of any full time or part time training centre staff
£ _____
- b) **Other costs**, including all equipment and materials used and the cost of rent paid for the space the training centre occupies.
£ _____

All providing off-the-job training please answer

7. How much did you spend on using **off-site** training centres located elsewhere within your organisation over the past 12 months?
£ _____
 Did not use off-site training centre

Training equipment and staff who train

All providing off-the-job training please answer

8. How many people do you have at your establishment who are directly involved in **providing, administering or making policy decisions about training?** (Please exclude any staff directly associated with your training centre, if you have one)
_____ employees

If none, please skip to Q11. Otherwise, please answer Q9

9. On average, what percentage of their time do these staff spend on training matters?
_____ %

10. And what is the **average basic annual salary** of these staff?
£ _____

All providing off-the-job training please answer

11. Apart from any training centre costs, what was the cost of any **equipment and materials** used for training employees over the past 12 months?
£ _____

Continued...

12. How much was spent on **travel & subsistence** payments and travelling time payments made to participants and trainers who spent time on courses over the past 12 months?
£ _____

Training organisations

13. What, if anything, have you paid in levy payments over the past 12 months to training organisations such as Sector Skills Councils (SSCs) or Industry Training Boards?
£ _____

14. What was the value of any grants or subsidies that you received over the past 12 months from training organisations such as Sector Skills Councils, Industry Training Boards or other government-related sources (including ESF) to support the cost of training?
£ _____

Other off-the-job training

Not all off-the-job training is course-based. The following few questions relate to off-the-job training that you may have provided that did **not** involve employees going on courses.

15. How many employees participated in **seminars, workshops, or open or distance learning** where the main purpose was training, over the past 12 months?
_____ employees

16. **How many days** on average did each of these spend away from their usual work position whilst engaged in any of these activities?
_____ days

17. What is the **average basic annual salary** of an employee who has taken part in any of these activities over the last 12 months? *[for any part time staff please convert their salaries to full time equivalence when calculating this average]*
£ _____

18. And what was the total cost of **fees to external providers** of providing this type of off-the-job training over the past 12 months?
£ _____

B. On-the-job and informal training & development

This section covers **on-the-job and informal** training and development. By this we mean activities that would be recognised as training by staff (not the sort of learning by experience that could take place all the time), where this activity takes place at the desk or place where the person receiving the training usually works. Please focus on a **typical month**, preferably the last calendar month, but if not a recent more typical month of your choice.

19. How many employees do you estimate receive on-the-job / informal training and development during a typical month?
_____ employees

If you do not give any such training, you do not need to answer the rest of the questionnaire.

20. Roughly how many working hours on average do you think **each of these** employees spends on on-the-job training and development during a typical month? Please think of the actual time spent in instruction or practical experience, excluding any periods of normal work.
_____ working hours

21. What is the average basic annual salary of your employees who **receive** on-the-job training and development in a typical month? *[for any part time staff please convert their salaries to full time equivalence when calculating this average]*
£ _____

22. How many employees do you estimate will **give** on-the-job training and development during a typical month? _____ employees

23. Roughly how many working hours on average do you think **each of these** people spend giving on-the-job training and development during a typical month?
_____ working hours

24. What is the average basic annual salary of your employees who **give** on-the-job training and development in a typical month? *[for any part time staff please convert their salaries to full time equivalence when calculating this average]*
£ _____

APPENDIX C - List of Occupational Examples

Occupational category	Examples
Managers	Corporate managers; Production managers; Marketing & sales managers; Quality assurance managers; Transport & distribution managers; Health & social service managers; Managers in farming, horticulture, forestry & fishing; Managers & proprietors in hospitality & leisure services.
Professionals	Chemists; Electrical engineers; Software professionals; Dental practitioners; Teaching professionals; Researchers; Solicitors & lawyers, judges & coroners; Chartered & certified accountants; Architects; Clergy; Librarians.
Associate Professionals	Laboratory technicians; Draughtspersons; IT operations technicians; Nurses; Chiropodists; Physiotherapists; Youth & community workers; Fire service officers (leading fire officer and below); Authors, writers; Graphic designers; Journalists; Photographers; Sports players; Aircraft pilots and flight engineers; Legal associate professionals; Brokers; Estate agents; Countryside & park rangers; Careers advisors & vocational guidance specialists.
Administrative	Civil service executive officers; Credit controllers; Pensions & insurance clerks; Library assistants / clerks; Telephonists; General office assistants; Medical secretaries; Typists.
Skilled Trades	Farmers; Smiths & forge workers; Metal machining setters & setter-operators; Motor mechanics, auto engineers; Electricians, electrical fitters; Computer engineers, installation & maintenance; Bricklayers, masons; Plasterers; Upholsterers; Printers; Butchers, meat cutters; Musical instrument makers & tuners; Floral arrangers.
Personal Services	Dental nurses; Childminders & related occupations; Veterinary nurses & assistants; Travel agents; Hairdressers, barbers; Housekeepers & related occupations; Undertakers & mortuary assistants; Pest control officers.
Sales & Customer Services	Sales & retail assistants; Telephone salespersons; Market & street traders and assistants; Customer care occupations.
Machine Operatives	Food, drink & tobacco process operatives; Electroplaters; Coal mine operatives; Weighers, graders, sorters, Clothing cutters; Scaffolders, staggers, riggers; Van drivers; Air transport operatives; Agricultural machinery drivers.
Elementary	Farm workers; Labourers in building & woodworking trades; Labourers in foundries; Stevedores, dockers & slingers; Postal workers, mail sorters, messengers, couriers; Bar staff; Hotel porters; Window cleaners; Launderers, dry cleaners, pressers; Traffic wardens; Car park attendants; Shelf fillers.

people:skills:jobs:



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**Employment
and Learning**
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Our aim is to promote learning and skills,
to prepare people for work and to support
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