



Higher Education
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Bringing the Divide, Part II: What Canadian Job Ads Produced – Appendix

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Table of Contents

- Appendix A.....3
- Employer Survey.....3
- Part I: Introduction.....4
- Part II: Education6
- Part III: Work Experience6
- Part IV: Skills.....7
- Part V: General8

Appendix A



Employer Survey

SCREENER QUESTIONS (TELEPHONE & ONLINE)

Thank you for agreeing to participate in this survey and further our understanding of the skills gaps in Canada.

The questions you will be asked relate to the job posting for a [insert position], advertised on [insert search engine name] in January 2014. The location of this job was advertised as [insert location]. The reference number for the job advertisement is [insert reference #].

S1. Please confirm that you had a role in the hiring decision for this position.

- Yes
- No

[IF S1 = "NO" ASK S2]

S2. Please provide the contact information for the person who would be able to speak to us about the job posting and/or hiring decisions at your company.

Title/role	
First name	
Last name	
Phone	
Email	

PART I: INTRODUCTION

1. How many applications did you receive for the [insert position] position?

1a. How many applicants did you interview for this position?

2. Have you hired someone for this position?

Yes [SKIP TO Q6]

No [GO TO Q3]

3. Why were you unable to fill this position? (Select all that apply)

	Yes	No
A. Applicants did not have the required education		
B. Applicants did not have enough work experience		
C. Applicants did not have the required “soft skills”		
D. Other (please specify) _____		

[IF Q2 = 2 ASK Q4 AND Q5]

4. What “soft skills” were missing among the applicants for this position? (Select all that apply)

	Yes	No
A. Writing skills (communicating by arranging words, numbers and symbols on paper or a computer screen)		
B. Reading skills (understanding materials written in sentences or paragraphs)		
C. Document use skills (the ability to find, understand and enter information in various types of documents/forms)		
D. Oral communication skills (using speech to exchange thoughts and information)		
E. Teamwork skills (the ability to work with others to complete tasks)		
F. Numeracy skills (the ability to use, apply, interpret and communicate mathematical information and ideas)		
G. Analytical (thinking) skills (finding and evaluating information to make rational decisions)		
H. Computer skills (using computers and other technology)		
I. Organization skills		
J. Time management skills (managing workload and priorities)		
K. Attention to detail		
L. The ability to work independently		
M. Visual skills (eye for design)		
N. Professional responsibility and judgement skills		
O. Other (please specify) _____		

5. Were there any other reasons why you were unable to fill this position? Please be as specific as possible.

6. Was this the first time you posted a job advertisement for this position?

1 Yes

2 No

[IF Q6 = 2 ASK Q6A]

- 6a. Were you able to fill this position when it was advertised previously?

1 Yes

2 No

[IF Q6A = 2 ASK Q7]

7. Why were you unable to fill this position when it was advertised previously?

[IF Q2 = 2 SKIP TO Q23 AFTER Q7]

8. Was the employee you hired an internal or external applicant? (An internal applicant already works for your company in a different role)

1 Internal

2 External

9. Does the employee you hired report directly to you?

1 Yes

2 No

PART II: EDUCATION

10. Does the employee you hired have a postsecondary degree?

- Yes [GO TO Q11]
 No

11. What postsecondary credential do they have?

- Diploma
 Certificate
 Undergraduate degree
 Graduate degree
 Other (please specify) _____

[IF Q11 = 3 ASK Q12]

12. Was this undergraduate degree obtained at a college or university?

- College
 University
 Other (please specify) _____

13. How important was the employee's educational background in your hiring decision?

- Not important
 Somewhat important
 Very important

PART III: WORK EXPERIENCE

14. How many years of previous work experience did the successful applicant have?

- No work experience
 Less than 1 year of work experience
 1-2 years of work experience
 3-5 years of work experience
 More than 5 years of work experience

15. How important was the employee's past work experience in your hiring decision?

- Not important
 Somewhat important
 Very important

PART IV: SKILLS

16. We would like you to think about the specific skills that are needed for the [insert position] position. Using a scale of 1 to 5, where 1 is “Not at all important,” and 5 is “Very important,” please indicate how important the following skills are for this position. When answering, please try and distinguish between those skills that are not needed for this position, those skills that are preferred but not critical, and those skills that are critical for this position.

	1 Not at all important	2	3	4	5 Very important
A. Writing skills (communicating by arranging words, numbers and symbols on paper or a computer screen)					
B. Reading skills (understanding materials written in sentences or paragraphs)					
C. Document use skills (the ability to find, understand and enter information in various types of documents/forms)					
D. Oral communication skills (using speech to exchange thoughts and information)					
E. Teamwork skills (the ability to work with others to complete tasks)					
F. Numeracy skills (the ability to use, apply, interpret and communicate mathematical information and ideas)					
G. Analytical (thinking) skills (finding and evaluating information to make rational decisions)					
H. Computer skills (using computers and other technology)					
I. Organization skills					
J. Time management skills (managing workload and priorities)					
K. Attention to detail					
L. The ability to work independently					
M. Visual skills (eye for design)					
N. Professional responsibility and judgement skills					
O. Other (please specify) _____					

17. Did the employee you hired have all of the necessary skills for this position?

- Yes
- No

[IF Q17 = 2 ASK Q18]

18. Please indicate which skills you feel the employee is missing from the list below.
[RECALL THE SKILLS SELECTED IF Q16 GE 3]
[PROVIDE A VERBATIM RESPONSE BOX IF ALL SKILLS AT Q16 LE 2 OR DK]

19. Generally, are you satisfied with the employee you hired?
1 Yes
2 No
3 Unable to comment/too early to tell

[IF Q19 = 1 ASK Q20]

20. Why are you satisfied with the employee you hired? Please try and be as specific as possible.

[IF Q19 = 2 ASK Q21]

21. Why aren't you satisfied with the employee you hired? Please try and be as specific as possible.

PART V: GENERAL

22. If you were to post a job advertisement for the same position in the future, what would you change?



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