Labour & Immigration
Research Centre

Te Pokapū a Mahi me Te Manene Rangahau

A Changing Landscape: Recruitment Challenges Following the Canterbury Earthquakes

Evidence from the Canterbury Employers Survey

DOL 12018 JULY 12

Ministry of Business, Innovation & Employment

Labour

Labour and Immigration Research Centre
Labour Group
Ministry of Business, Innovation and Employment

Acknowledgement

The Labour and Immigration Research Centre would like to acknowledge Peter Townsend (Canterbury Employers' Chamber of Commerce), Carrie Murdoch (Business New Zealand), Canterbury Employment and Skills Board, Canterbury Development Corporation, Canterbury Earthquake Recovery Agency (CERA) and Statistics New Zealand for their assistance with the original design and development of the Canterbury Employers Survey.

ISBN 978-0-478-39114-5
July 2012

Ministry of Business, Innovation and Employment
Labour Group
PO Box 3705
Wellington
New Zealand
www.dol.govt.nz
www.mbie.govt.nz

Visit the Labour and Immigration Research Centre online at www.dol.govt.nz/research or email research@dol.govt.nz.

The Department of Labour was integrated into the new Ministry of Business, Innovation and Employment on 1 July 2012. All information included in this report continues to apply after 1 July 2012.
All references to "Department of Labour" now refer to the Labour Group, Ministry of Business, Innovation and Employment.

EXECUTIVE SUMMARY

Introduction

This is the second report from the Canterbury Employers Survey that was run by the Department of Labour in October 2011.[1] It focuses on employers' perceptions of recruitment and skills issues and looks at how they have responded to the initial challenges of recruitment following the earthquakes.

Survey results showed that in the year to September 2011, of those employers that tried to hire staff, between a third and half said that the earthquakes had made it more difficult. These difficulties often related to employers finding that as businesses began to recover from the earthquakes, fewer people were available to fill a gradually increasing number of jobs. As the rebuild and restoration work in the region gathers pace, more employers are likely to face the same difficulties already being experienced by those who have begun to recruit.

Who is recruiting and who isn't?

Around half of firms in greater Christchurch recruited staff during the year to September 2011. The construction industry had the highest proportion of employers recruiting. Recruitment rates appear to be similar to those before the earthquakes for those firms that survived. Over two thirds of firms intending to expand in the coming year had already been recruiting after the first earthquake in September 2010.

Who is having difficulty recruiting staff?

Overall 43.8% of firms that tried to recruit in the year to September 2011 (or 23.6% of all firms) experienced difficulties because of the earthquakes. The construction and primary, transport and utilities industries had the highest proportion of employers that found vacancies hard to fill. Difficulties recruiting new workers were also reported across a range of other industries experiencing different economic conditions, and among firms facing different impacts from the earthquakes. Across all firms, those facing recruitment difficulties were also more likely to face difficulties retaining existing staff.

Why is recruitment more difficult?

The two most common reasons employers gave, as to why recruitment was harder since the earthquakes, were: workers leaving Christchurch (31.0% of employers) and workers less likely to move to Christchurch (22.4%). People leaving Christchurch was reported by lower-skilled service industries, such as hospitality and retail trade, whereas the problem of attraction affected the higher-skilled professional, scientific and technical services industry. This suggests that for many employers the cause of their recruitment difficulties was due to the disruption to the Canterbury labour market caused by the earthquakes. Few employers said that earthquake disruption to their workplace was making recruitment harder. Employers in construction reported that recruitment was

[1] http://www.dol.govt.nz/publications/research/earthquakes-impact-in-christchurch-workplaces/impacts-chch-summary.asp

more difficult due to other factors such as competition from other firms likely to be involved in the rebuild.

What types of skills are hard to find?

Four out of five firms reported specific skills were not hard to find since the earthquakes. Trades' skills were the most widely reported skills in shortage followed by professional and technical skills. Construction was the industry most likely to report skills shortages and most likely to report trades' skill shortages.

How well are skill needs being met through training?

The majority of the firms reporting skills shortages were confident, at the time of the survey in September 2011, they could respond by training the staff they need. Over half of firms that were already providing training or intending to provide training had used external training providers.

Meeting skill needs through migration

A relatively low share of employers (12.8%) said they intended to recruit overseas migrants. Large firms were more likely to be planning to recruit migrants than small firms. Two-thirds of employers who intended to recruit from overseas had not recruited from overseas before.

The construction industry

The construction industry had one of the highest proportions of recruiting firms saying the earthquakes had made recruitment harder (54.7%) and the industry with the highest proportion of firms saying it is difficult to retain staff (35.0%). It is also the industry where specific skills issues (mainly trades related) are most apparent, with 36.0% of employers reporting they have specific skills in shortage. Also, when asked, in September 2011, why they are having difficulties recruiting staff, construction firms were far less likely to report a general concern about people leaving or not entering the city. Instead, they were more likely to identify competition from other firms and to report the need to hire workers with specific skills. Shortages of trades' skills were also reported in other industries with growth prospects, such as manufacturing, which may heighten the demand pressures for trades' workers as the rebuild gets underway.

Future recruitment challenges in Canterbury

Since the survey was run in September 2011, a number of changes have occurred in the region. In particular, the timing of the rebuild has been pushed back by the further tremors around Christmas 2011. The size of the Canterbury region's working age population has fallen, as shown in the December quarter Household Labour Force Survey (HLFS), while there has been continuing growth in job vacancies. This means that the recruitment challenges identified in this report are likely to still exist. Indeed they may have worsened.

Issues around labour supply and demand, including ways to retain and attract employees will be addressed as part of the Economic Recovery Programme that CERA is developing. The Canterbury Employment and Skills Board is developing a supporting labour market strategy that will include a series of projects to help drive the labour market's contribution to the recovery.

Table 1 shows the key findings from the survey about recruitment, retention and skills difficulties due to the earthquakes over the year to September 2011.

Table 1. Percentage of workplaces reporting Recruitment, Retention and Skills difficulties due to the earthquakes

Industry	Tried to recruit	Had difficulty recruiting[2]	Had difficulty retaining staff	Difficulty finding the right skills
Construction	61.2%	54.7%	35.0%	36.0%
Hospitality	56.2%	42.5%	31.6%	19.0%
Manufacturing	53.8%	37.7%	28.3%	25.2%
Primary, Transport, Utilities	55.6%	54.0%	27.3%	23.6%
Professional, Scientific and Technical Services	39.8%	49.0%	29.3%	24.0%
Public, Health, Education	56.0%	35.7%	29.8%	16.8%
Retail, Wholesale	55.1%	41.6%	25.5%	17.8%
Other Services	52.7%	39.5%	24.1%	17.2%
Total	**53.9%**	**43.8%**	**28.1%**	**21.7%**

Source: Canterbury Employers Survey

[2] This column shows the number of workplaces that had difficulty recruiting as a proportion of all workplaces that tried to recruit.

CONTENTS

FIGURES

TABLES

1 OVERVIEW OF THE CANTERBURY EMPLOYERS SURVEY

The Canterbury Employers Survey provides a detailed source of information about labour market issues facing employers following the earthquakes. Around 1,750 employers were interviewed in workplaces that were still operating in September 2011. The survey covered workplaces located in Christchurch City, Selwyn, Banks Peninsula and Waimakariri Districts.

The initial findings from the survey were released in a report called *A Changing Landscape: The Impact of the Earthquakes on Christchurch Workplaces.*[3] This showed that, as might be expected, the earthquakes had a negative impact on employment levels and revenue in many businesses. However, they also showed that many surviving businesses responded quickly; for example, by relocating to new or temporary premises. Despite the severity of the earthquakes some firms had been positively impacted, for instance some firms in the outer suburbs benefitted from the loss of business in the central city, or by the creation of new earthquake recovery-related jobs.

This report aims to build on initial findings from this survey by identifying the challenges and needs of employers as they start hiring the workforce required to rebuild and restore Christchurch. By October 2011, despite the on-going effects of the earthquakes, the Christchurch economy was showing resilience, and many workplaces were beginning to experience difficulty in hiring staff and obtaining the skills they needed, as noted by the Department of Labour in its Employment Opportunities in Canterbury report.[4]

The report is structured as follows:

- The main body of the report and Appendix A contains relevant survey findings.
- Appendix B provides an overview of vacancy and employment trends in Canterbury and New Zealand.
- Appendix C contains detail on the structure of the survey and the sampling methods used in this research.
- Appendix D contains a copy of the questionnaire used to gather the information.

[3] http://www.dol.govt.nz/publications/research/earthquakes-impact-in-christchurch-workplaces/impacts-chch-summary.asp
[4] http://www.dol.govt.nz/publications/research/employment-opportunities-canterbury/04.asp

2 SKILLS AND RECRUITMENT ISSUES AMONG CANTERBURY WORKPLACES

Background

Before the earthquakes, the Canterbury labour market was growing, with falling unemployment and rising job vacancies (see Appendix B for a summary of vacancy and employment trends in Canterbury and New Zealand).

In the year following the start of the earthquakes the labour market faced a period of readjustment. Unemployment rose briefly then fell again, and there were signs that labour demand recovered quickly. For instance, the Department of Labour's Jobs Online series showed a rebound in Canterbury vacancies following the impact of the February earthquake. Between February and October 2011, growth in this series (up 44.9%) was significantly above the New Zealand rate (down 0.4%). This rise in vacancies indicates a resurgence in demand for workers, especially in jobs that support construction. Appendix B also shows that this rise brought the vacancy rate[5] from below that of the rest of the country to a level slightly higher, at around 1.2% by September 2011. While the vacancy rate rose compared to the rest of the country it was not markedly higher.

Perhaps more significantly, the labour supply in the region fell over this period as shown by the Household Labour Force Survey (HLFS), with the size of the working-age population in Canterbury falling by an estimated 13,500 people or 2.7%.[6] After the earthquakes, the proportion of the population in work also fell (Appendix B, figure B2). This is because some people moved out of the workforce, at least temporarily, or left the city. This means that fewer people were available to meet an increasing demand for labour.

2.1 Who is recruiting and who isn't?

- Around half of all firms (53.9% of those in greater Christchurch) recruited staff during the year to September 2011.
- The construction industry had the lowest proportion of employers not recruiting.
- Most firms that intend to expand in the coming months had already begun recruiting by September 2011.

In the 12 months after the earthquakes began, just above half (53.9%) of workplaces in the greater Christchurch area had recruited staff (Table A1).

Size tended to influence the likelihood of recruitment more than industry, with large firms recruiting more than small firms (see Table A2). For example, 63.0% of firms with fewer than five staff did not recruit in this period, compared with only 8.2% of firms employing 100 or more staff. This makes sense, as smaller

[5] The number of job vacancies recorded as a proportion of the sum of employment and vacancies. This measures the fraction of jobs that are open but haven't yet been filled.
[6] As noted in the Department's *Employment Opportunities in Canterbury* report.

firms are less likely to recruit over a given time period – the 2008 Business Operations Survey (BOS) also found that smaller firms were less likely to have vacancies over the preceding year.

Table A1 shows some variation across industries in the proportion of firms that recruited in the 12 months after the earthquakes began.[7] Construction had the lowest proportion not recruiting (38.8%) in this period, whereas, 60.2% of firms in the professional, scientific and technical services did not recruit in this period. The proportion of firms within the remaining industries that did not recruit ranged from 43.8% to 47.3%. The high level of recruitment in the construction sector, relative to other industries in Canterbury, may reflect the fact that the industry is getting ready to rebuild the region. Workplaces in the professional, scientific and technical services industry tend to be smaller than those in other industries, which explains the relatively lower levels of recruitment.

It is difficult to evaluate whether industry recruitment levels are lower because of the disruption caused by the earthquakes. One method is to compare recruitment levels to the 2008 BOS. It found that recruitment levels were similar once firm size differences were controlled for. This would indicate that recruitment rates are similar to those before the earthquakes for the firms that survived.

Finally, firms planning to increase staff in the future were also more likely to have already begun recruiting staff. For example, Table A4 shows that 69.7% of firms that planned to further increase staff numbers had already begun recruiting by September 2011.

2.2 Who is having difficulty recruiting staff?[8]

- Overall, 43.8% of firms that tried to recruit in the 12 months to September 2011, experienced difficulties because of the earthquakes.
- Workplaces facing recruitment difficulties were also more likely to face difficulties retaining existing staff.
- Construction had the highest proportion of workplaces reporting difficulties recruiting staff, as well as the highest proportion having difficulties retaining staff.

The impact of the earthquakes on difficulty in recruiting

The survey asked firms whether the earthquakes had made recruiting new staff more difficult. Of the workplaces that tried to recruit new staff following the earthquakes in the 12 months to September 2011, just over two fifths (43.8%)

---

[7] For definitions of the industries contained within the eight industry sectors, see Appendix C.
[8] Note that the term 'recruitment difficulties' is used in this report to broadly define a shortage rather than to describe a situation where the supply of workers is adequate but, for various reasons, employers are still unable to attract and recruit suitable employees (for example, see http://www.skillsinfo.gov.au/skills/SkillShortages). The question in the survey was: 'Has the earthquake made it more difficult to recruit staff?' There might be a variety of reasons for recruitment difficulty, and these are examined in Section 2.3. Specific skill related shortages are covered in Section 2.4

reported that the earthquakes had made it more difficult to recruit new staff (this was 23.6% of all firms). The construction and primary, transport and utilities industries were the most likely to report difficulties recruiting due to the earthquakes, with just over half of employers (54.7% and 54.0% respectively) who tried to recruit reporting difficulties. Employers in the public, health and education industry were the least likely to report recruitment difficulties due to the earthquakes (35.7%).

Table 2. Recruitment and retention difficulties by industry

Industry	% workplaces reporting recruitment difficulties[9]	% workplaces reporting staff retention difficulties
Construction	54.7%	35.0%
Hospitality	42.5%	31.6%
Manufacturing	37.7%	28.3%
Primary, Transport, Utilities	54.0%	27.3%
Prof, Sci and Tech Services	49.0%	29.3%
Public, Health, Education	35.7%	29.8%
Retail, Wholesale	41.6%	25.5%
Other Services	39.5%	24.1%
All industries	**43.8%**	**28.1%**

Source: Canterbury Employers Survey

There is no clear relationship between firm size and whether the earthquakes made it more difficult to recruit new staff (Table A2).

The link between retention and recruitment difficulty by industry

Many employers who found it more difficult to recruit new staff because of the earthquakes also had difficulty retaining existing staff. Nearly two-thirds (63.6%) of firms that said the earthquakes had made recruiting new staff more difficult also reported that the earthquakes had made it harder to retain staff. Whereas, among firms that that did not find recruiting more difficult due to the earthquakes, only 18.6% said the earthquakes had made staff retention harder (Table A3).

The construction industry had the highest proportion of workplaces reporting difficulties retaining staff due to the earthquakes (35.0%), compared with 25.5% of employers in the retail and wholesale industry and 24.1% in the other services industry.

[9] This column shows the number of workplaces that had difficulty recruiting as a proportion of all workplaces that tried to recruit.

2.3 Why is recruitment more difficult?

- Employers who reported that recruitment was harder since the earthquakes gave two main reasons: people leaving Christchurch (31.0% of employers) and difficulties attracting new staff to Christchurch (22.4%).
- People leaving Christchurch was reported by employers in the lower-skilled service industries like the hospitality industry and the retail and wholesale trade industry.
- Difficulties in attracting new staff to Christchurch was reported by the higher-skilled industries like the professional, scientific and technical services industry.
- Employers in construction felt recruitment was harder due to other factors, in particular, competition from other firms involved in the rebuild.

The previous sections have shown that the earthquakes appear to be associated with more hard-to-fill vacancies across a wide range of industries facing different economic conditions. The survey asked employers, who had tried to recruit and found it more difficult since the earthquakes, why it was harder to recruit. Answers were open, unprompted and then coded into different categories. Multiple reasons were allowed. The full results are shown in Table A5.

The two most common responses were employers saying it was harder to recruit because potential employees had left Christchurch (31.0%), and because potential employees were less likely to move to Christchurch (22.4%). The third most common reason given was that employers thought people were sticking with their existing employer rather than job seeking after the earthquakes (10.7%), while 9.1% reported competition from sectors involved in the rebuild.

Only a small percentage noted higher wage expectations as a barrier (3.3%). This could suggest that employers don't feel wage rates are a barrier to attracting the workers they need. However, we should be cautious about this finding as employers weren't asked a specific question on wages. When employers noted competition from other sectors, this might be taken as a reflection of wage competition.

The two main reasons given for recruitment difficulties are not specific to the conditions within firms or the industry they are in, but relate to a 'gap' in the Christchurch labour supply from workers no longer in the area or less willing to relocate to the city. Reports of people leaving the city are consistent with the considerable retention and recruitment problems noted earlier.

They are also supported by official statistics. During the four quarters to September 2011, the size of the working-age population in Christchurch fell by an estimated 13,500 people or 2.7% (as noted in the Department's *Employment Opportunities in Canterbury* report). The size of the labour force fell even further by 26,800 people (8.0%) in this period, but this was partly due to people staying in Canterbury but withdrawing at least temporarily from the labour force. Far fewer survey respondents in the Canterbury Employers Survey identified withdrawal of people from the labour market[10] as an issue compared to people actually leaving the city.

Table 3 below shows the main reasons given by employers in different industries for hiring difficulties. The industries with a relatively higher proportion of employers reporting 'people leaving Christchurch' as a reason for recruitment difficulties were the retail and wholesale, hospitality, or other services industries, which tend to employ more younger service-based workers. Those reporting 'people were less likely to move to Christchurch' were more commonly those in professional, scientific and technical services, or public services workplaces. These tend to employ higher-skilled professional or 'knowledge workers'.

Table 3. Major reasons given by employers for recruitment difficulties

Industry	% reporting people leaving ChCh	% reporting people less likely to move to ChCh	% reporting fewer people changing jobs	% reporting competition from the rebuild
Construction	18%	8%	7%	20%
Hospitality	40%	21%	6%	1%
Manufacturing	32%	23%	23%	6%
Primary, Transport, Utilities	27%	19%	20%	22%
Professional, Scientific and Tech Services	28%	43%	12%	13%
Public, Health, Education	24%	38%	3%	3%
Retail, Wholesale	35%	17%	16%	2%
Other Services	44%	26%	3%	3%
All industries	**31%**	**22%**	**11%**	**9%**

Source: Coded employer responses from Canterbury Employers Survey (n=549) Note: Columns do not add up to 100% as multiple responses are allowed

In contrast, relatively fewer construction employers reported people leaving or not moving to Christchurch as reasons for their recruitment difficulties. A number of other reasons were given in this industry for vacancies being hard to fill. For example, Table 3 shows that compared with other industries, a high proportion of construction firms reported competition from other firms likely to be involved in the rebuild. This is the type of shortage that we would expect when there has been an increase in demand within a sector. Primary, transport and utilities also shows a relatively high proportion giving this reason, and it includes workers in transport and utilities companies who will support the rebuild and repair work.

Note that the reasons employers gave for their recruitment difficulties are based on their perceptions, and some had imperfect knowledge about why some vacancies were hard to fill. When interviewed, some employers experiencing

[10] When reasons for recruitment difficulties were recorded, employee withdrawal from the labour market, due for example to wanting to stay close to family and homes, was captured under the category 'people concerned about living conditions'.

recruitment difficulties said they could only guess at why people were not answering their job advertisements, with Table A5 showing that 9.1% of respondents said they were unsure of the reason. Nevertheless, the general lack of labour (and not necessarily skilled labour) in Christchurch and the unattractiveness of the area to those outside the city were commonly identified.

2.4 What types of skills are hard to find?

- About 22% of workplaces reported that skills were hard to find since the earthquakes began.
- Trades were the most widely reported skill in shortage followed by professional and technical skills.
- Construction was the industry most likely to report skills in shortage (36% of construction firms reported skill shortages) and most likely to report trades' skill shortages (82% of workplaces that reported shortages).

As well as being asked about recruitment difficulties, firms were asked if specific skills were hard to find since the earthquakes began. Around one fifth (21.7%) did experience skill shortages – similar to the total proportion saying they faced recruitment difficulties (see Table A7). Skill shortages may differ from recruitment difficulties as, for example, some firms may require few specific skills yet still have had difficulty finding staff. However, there was a strong link between survey responses in these two areas, with two-thirds of those reporting recruitment difficulties also saying that specific skills were hard to find since the earthquake.

Respondents could choose more than one type of skill in shortage, and the results are shown in Table A6. Skills ranged from generic (like customer service) to more specific skills (like trades).

The type of skill that was most hard to find was trade skills (reported by 52.0% of firms reporting skill shortages), followed by professional/technical skills (46.8%) and management skills (23.2%). More generic skills such as customer service skills were less frequently mentioned.

Looking at overall skill shortages by industry, Table A7 shows construction was the industry most likely to report skills in shortage (36.0% reported skill shortages), followed by manufacturing (25.2%). This supports the earlier findings that construction firms were more likely to report problems meeting specific requirements rather than a general difficulty finding labour from in or outside Christchurch. The higher incidence of construction firms reporting competition from other sectors also highlights the demand for transferable and often desirable trades' skill sets.

Table A9 maps the types of skills reported to be in shortage against each industry sector. Not surprisingly, construction was the industry most likely to report trades' skill shortages (82% of workplaces that reported shortages). However, shortages in trades' skills were common among workplaces reporting skill shortages, with over half reporting such shortages in four other industries. Widespread trades' skill shortages are a concern. Some trades don't transfer across industries (e.g. bakers). Nevertheless, many trades' skills essential for the rebuilding work (e.g. electricians) span a range of industries. Therefore, given the widespread shortages of trades' skills reported, there is a risk that the flow of workers into construction may impact on recruitment in other industries like manufacturing.

Table A8 shows that larger firms tend to be more likely to report specific skills in shortage than smaller firms.

2.5 How well are skill needs being met through training?

- Most industries, including construction, were confident they can respond to skill shortages through training at the time of the survey.
- Over half of workplaces that were already providing training or were intending to provide training used external training providers.
- In construction, a considerable proportion of training is expected to be delivered in-house.
- Most firms who were delivering or planning to provide training did not report any difficulties (89%).

Training is an important response to meeting skills shortages, and Table A10 shows that most firms that reported shortages were responding by training when surveyed in September 2011. Four out of five firms reported they are either delivering (47.3%) or will deliver training (32.6%) to develop skills identified as being in shortage.

The propensity to train was similar in all industries. Construction had the highest proportion of firms reporting they had delivered or aimed to deliver training (90.1%). It was however, the industry with the lowest proportion of firms (40.1%) saying they had actually delivered training, and the highest proportion saying they will deliver training (50.0%). Although construction was the industry most likely to report skill shortages, employers appeared comfortable that they would be able to deliver the training needed.

The sector where the highest proportion reported not delivering training was primary, transport and utilities, (28.5% of firms). This is an industry with many lower-skilled workers and as noted earlier includes some who will be needed to support the rebuild and repair work.

By size, propensity to train varied considerably and seemed strongest amongst medium-sized firms. Firms employing 100 or more people were most likely to say they were not delivering training to address skill shortages or didn't know (35.0%), followed by the smallest firms (28.3%) (Table A11).

Table A12 shows that of those who have delivered or will deliver training, 56.3% of firms said they were using an external training provider (such as a polytechnic or private trainer). For construction, with the highest proportion of workplaces reporting skill shortages, it was notable that a relatively small proportion of firms (17.2%) had used an external training provider, while another 31.4% said they planned to. This suggests that many construction firms plan to do their own training, which they have traditionally done through apprenticeships. While 90.1% of construction firms are planning or doing training and they clearly require quite specific technical skills, not many seem to be linked with external training providers, which may reflect their use of apprentices that learn on the job. Size is a factor, however, as bigger firms were more likely to use external providers than smaller firms (Table A13), and construction has a relatively high proportion of small firms.

Finally, most firms who were delivering or planning training to develop skills in need reported no difficulties or anticipated any difficulties in organising training (89%).

2.6 Meeting skill needs through migration

- A relatively low share of employers (12.8%) said they intended to recruit overseas migrants.
- Large firms were far more likely to be planning to recruit migrants than small firms.
- Two-thirds of employers who intended to recruit from overseas had not recruited from overseas before.

Immigration is an important source of labour in New Zealand. For example, between 2001 and 2006, 60% of New Zealand's workforce growth came from permanent and temporary migrants[11]. In Canterbury it will be an important source of labour, particularly in skilled areas.

Survey results show that overall a relatively low share of employers (12.8%) said they intended to recruit overseas migrants. Before they were asked if they intended to use migrants, employers were asked if they felt they would have problems recruiting in New Zealand in the next year. Table A14 shows that about one-quarter anticipated problems recruiting within New Zealand, yet only half of these (equating to the 12.9% noted above) said that they expected to use migrants.

Professional, scientific and technical services was the industry sector most likely to recruit migrants (Table A15) along with construction, which had the highest expectation of problems recruiting within New Zealand (37.5% expected difficulties recruiting in the next 12 months as shown in table A14). A higher-skilled industry such as professional, scientific and technical services is probably less likely to find the specialist skills required locally, and therefore more migrant recruitment may be needed.

Intentions to use migrants grew strongly with the size of the firm, with over 40% of firms employing 100 or more saying they intend recruiting from overseas (Table A16). This figure for large firms' recruitment intentions is comparable to recent findings from ManpowerGroup New Zealand's research reported in

[11] http://www.dol.govt.nz/services/LMI/tools/skillsinsight/slm/index.asp

November 2011.[12] The survey found that 39.0% of employers in New Zealand were looking overseas to address skill shortages, with foreign talent most important in 'engineers', 'technicians' and 'skilled manual trade' job categories and primarily coming from the United Kingdom, South Africa and India.

Table A17 shows that two-thirds of employers who intend to recruit from overseas have not recruited offshore before. By industry, those with the highest proportion intending to recruit overseas for the first time were construction (79.0%) and primary, transport and utilities (71.0%). These were also the industry sectors with the highest proportion reporting recruitment difficulties. The great majority of firms intending to recruit overseas indicated they were seeking migrants with permanent residence status rather than temporary migrants (see Table A18).

[12] A reference to this report can be found in http://www.scoop.co.nz/stories/BU1111/S00754/employers-in-nz-rely-on-foreign-talent-to-fill-vacancies.htm

APPENDIX A: SUMMARY DATA TABLES[13]

Table A1. Earthquake impact on recruitment by industry

Industry	A:Difficulty recruiting	B:No difficulty recruiting	Did not recruit	Percentage that had difficulty when recruiting (A/A+B)
Construction	33.5%	27.7%	38.8%	54.7%
Hospitality	23.9%	32.3%	43.8%	42.5%
Manufacturing	20.3%	33.5%	46.2%	37.7%
Primary, Transport, Utilities	30.0%	25.6%	44.5%	54.0%
Professional Scientific and Technical Services	19.5%	20.3%	60.2%	49.0%
Public, Health, Education	20.0%	36.0%	44.0%	35.7%
Retail, Wholesale	22.9%	32.2%	44.9%	41.6%
Other Services	20.8%	31.9%	47.3%	39.5%
Total	**23.6%**	**30.3%**	**46.1%**	**43.8%**

Source: Canterbury Employers Survey (n=1,689, 2 of which did not answer this question)

Table A2. Earthquake impact on recruitment by staff size

Staff size	A:Difficulty recruiting	B:No difficulty recruiting	Did not recruit	Percentage that had difficulty when recruiting (A/A+B)
1 to 5	14.1%	22.8%	63.0%	38.2%
6 to 9	29.1%	37.9%	33.0%	43.4%
10 to 24	39.4%	38.6%	22.0%	50.5%
25 to 49	32.5%	52.5%	14.9%	38.2%
50 to 99	54.7%	35.4%	9.9%	60.7%
100+	45.3%	46.5%	8.2%	49.3%
Total	**23.6%**	**30.3%**	**46.1%**	**43.8%**

Source: Canterbury Employers Survey (n=1,689, 2 of which did not answer this question)

[13] Note that all results are for the weighted survey population unless specified.

Table A3. Recruitment difficulties compared with retention difficulties

Staff retention	Difficulty recruiting	No difficulty recruiting	Did not recruit	Total
Easier to retain staff	5.4%	14.0%	5.6%	8.1%
Staff retention stayed the same	30.9%	63.7%	75.9%	61.6%
Harder to retain staff	63.6%	18.6%	16.1%	28.1%
Don't Know	0.1%	3.6%	2.4%	2.2%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Source: Canterbury Employers Survey (n=1,469)

Table A4. Recruitment difficulties among workplaces planning to increase employment in next 12 months

Industry	A:Difficulty recruiting	B:No difficulty recruiting	Did not recruit	Percentage that had difficulty when recruiting (A/A+B)
Construction	42.5%	30.0%	27.4%	58.6%
Hospitality	35.4%	26.1%	38.5%	57.6%
Manufacturing	25.0%	39.2%	35.8%	38.9%
Primary, Transport, Utilities	42.4%	25.4%	32.3%	62.5%
Professional Scientific and Technical Services	44.3%	23.8%	31.9%	65.1%
Public, Health, Education	30.7%	37.0%	32.4%	45.3%
Retail, Wholesale	32.2%	37.0%	30.7%	46.5%
Other Services	31.7%	44.7%	23.6%	41.5%
Total	**35.1%**	**34.6%**	**30.3%**	**50.4%**

Source: Canterbury Employers Survey (n=629)

Table A5. Reasons why the earthquake have made recruitment more difficult

Reason given	% of workplaces who reported each category
People are leaving the greater ChCh area	31.0%
Potential employees less likely to move to greater ChCh area	22.4%
People less likely to change jobs	10.7%
Competition with sectors involved in rebuild	9.1%
Unsure	9.1%
Quake-related safety concerns	7.9%
Specific skills in shortage	7.5%
Other	6.3%
People concerned about living conditions	4.6%
Higher wage expectations	3.3%
Potential employee can't find housing/insurance	3.0%

Source: Canterbury Employers Survey (n=549) – note that total does not add up to 100% as multiple choices allowed

Table A6. Types of skill in shortage, for workplaces reporting skill shortages

Skill type	% of workplaces who reported this shortage
Customer service and sales skills	17.1%
Computer skills	10.4%
Health and safety skills	8.1%
Management/supervisory skills	23.2%
Marketing skills	7.1%
Numeric skills	8.1%
Oral communication skills	13.9%
Professional/Technical skills	46.8%
Team-working skills	14.3%
Trade skills	52.0%
Written communication skills	10.0%
Other	18.3%

Source: Canterbury Employers Survey (n=467) – note that total does not add up to 100% as multiple choices allowed. Note 'other' category captures mostly occupation-specific skills, those most commonly mentioned related to driving capability like heavy vehicle licensing.

Table A7. Skills hard to find, by industry

Industry	Yes	No	Total
Construction	36.0%	64.0%	100.0%
Hospitality	19.0%	80.7%	100.0%
Manufacturing	25.2%	74.8%	100.0%
Primary, Transport, Utilities	23.6%	76.4%	100.0%
Professional Scientific and Technical Services	24.0%	76.0%	100.0%
Public, Health, Education	16.8%	83.2%	100.0%
Retail, Wholesale	17.8%	81.9%	100.0%
Other Services	17.2%	82.8%	100.0%
Total	**21.7%**	**78.3%**	**100.0%**

Source: Canterbury Employers Survey (n=1,689, 3 of which did not answer this question)

Table A8. Skills hard to find, by size

Size	Yes	No	Total
1 to 5	15.2%	84.8%	100.0%
6 to 9	24.9%	75.1%	100.0%
10 to 24	34.2%	65.8%	100.0%
25 to 49	24.6%	75.4%	100.0%
50 to 99	44.8%	55.2%	100.0%
100+	35.1%	64.9%	100.0%
Total	**21.7%**	**78.3%**	**100.0%**

Source: Canterbury Employers Survey (n=1,689, 3 of which did not answer this question)

Table A9. Most common types of skills in shortage, for workplaces reporting skill shortages, by industry

Industry	Customer service and sales	Manage-ment skills	Prof/Tec hnical	Trades	Other
Construction	8.2%	26.0%	39.2%	81.7%	10.6%
Hospitality	43.0%	43.8%	24.7%	41.7%	24.5%
Manufacturing	12.2%	21.9%	41.6%	70.3%	23.7%
Primary, Transport, Utilities	7.4%	16.3%	38.3%	62.1%	28.1%
Professional Scientific and Technical Services	8.9%	9.6%	80.0%	3.8%	12.8%
Public, Health, Education	2.4%	25.9%	52.0%	13.6%	31.1%
Retail, Wholesale	41.2%	24.2%	27.2%	52.5%	14.0%
Other Services	19.3%	25.3%	66.0%	55.7%	16.0%
Total	**17.1%**	**23.2%**	**46.8%**	**52.0%**	**18.3%**

Source: Canterbury Employers Survey (n=467)

Table A10. Training to address skill shortages, for workplaces reporting skill shortages, by industry

Industry	Yes delivered	Yes will deliver	No/don't know	Total
Construction	40.1%	50.0%	9.9%	100.0%
Hospitality	48.0%	26.5%	25.5%	100.0%
Manufacturing	46.7%	30.3%	23.0%	100.0%
Primary, Transport, Utilities	44.2%	27.3%	28.5%	100.0%
Professional Scientific and Technical Services	53.4%	22.4%	24.1%	100.0%
Public, Health, Education	43.8%	36.2%	20.0%	100.0%
Retail, Wholesale	52.4%	25.5%	22.1%	100.0%
Other Services	51.1%	30.3%	18.6%	100.0%
Total	**47.3%**	**32.6%**	**20.1%**	**100.0%**

Source: Canterbury Employers Survey (n=467)

Table A11. Training to address skill shortages, for workplaces reporting skill shortages, by size

Staff size	Yes delivered	Yes will deliver	No/don't know	Total
1 to 5	33.0%	38.6%	28.3%	100.0%
6 to 9	54.1%	32.2%	13.7%	100.0%
10 to 24	58.1%	27.8%	14.1%	100.0%
25 to 49	48.2%	36.5%	15.4%	100.0%
50 to 99	80.3%	13.5%	6.3%	100.0%
100+	35.3%	29.7%	35.0%	100.0%
Total	**47.3%**	**32.6%**	**20.1%**	**100.0%**

Source: Canterbury Employers Survey (n=467)

Table A12. Use of external training provider, for workplaces reporting skill shortages and undertaking training, by industry

Industry	Yes have used	Yes will use	No	Total
Construction	17.2%	31.4%	51.4%	100.0%
Hospitality	18.3%	21.2%	60.5%	100.0%
Manufacturing	30.0%	17.9%	52.0%	100.0%
Primary, Transport, Utilities	49.5%	23.7%	26.8%	100.0%
Professional Scientific and Technical Services	40.4%	20.8%	38.8%	100.0%
Public, Health, Education	35.2%	27.2%	37.7%	100.0%
Retail, Wholesale	36.9%	21.6%	41.5%	100.0%
Other Services	32.7%	25.7%	41.6%	100.0%
Total	**31.6%**	**24.7%**	**43.7%**	**100.0%**

Source: Canterbury Employers Survey (n=390)

Table A13. Use of external training providers, for workplaces reporting skill shortages and undertaking training, by size

Staff size	Yes have used	Yes will use	No	Total
1 to 5	24.1%	26.3%	49.6%	100.0%
6 to 9	24.0%	27.7%	48.3%	100.0%
10 to 24	34.8%	19.9%	45.3%	100.0%
25 to 49	36.3%	31.2%	32.6%	100.0%
50 to 99	69.2%	14.1%	16.7%	100.0%
100+	38.4%	44.2%	17.4%	100.0%
Total	**31.6%**	**24.7%**	**43.7%**	**100.0%**

Source: Canterbury Employers Survey (n=390)

Table A14.Difficulty recruiting within New Zealand in next 12 months by industry

Industry	Will have difficulty	Will not have difficulty	Don't know	Total
Construction	37.5%	57.5%	5.0%	100.0%
Hospitality	19.6%	71.2%	9.2%	100.0%
Manufacturing	22.8%	72.7%	4.5%	100.0%
Primary, Transport, Utilities	31.4%	67.0%	1.7%	100.0%
Professional Scientific and Technical Services	28.1%	66.0%	5.9%	100.0%
Public, Health, Education	17.9%	77.5%	4.6%	100.0%
Retail, Wholesale	23.8%	73.2%	2.9%	100.0%
Other Services	24.1%	70.5%	5.4%	100.0%
Total	**25.6%**	**69.8%**	**4.6%**	**100.0%**

Source: Canterbury Employers Survey (n=1,689, 6 of which did not answer this question)

Table A15. Intention to recruit migrants, by industry

Industry	Will recruit from overseas	Will not recruit from overseas	Don't know	Total
Construction	17.6%	77.4%	5.1%	100.0%
Hospitality	13.4%	82.6%	3.7%	100.0%
Manufacturing	14.7%	79.2%	6.1%	100.0%
Primary, Transport, Utilities	12.8%	82.8%	4.3%	100.0%
Professional Scientific and Technical Services	17.4%	76.5%	4.0%	100.0%
Public, Health, Education	11.7%	86.2%	1.7%	100.0%
Retail, Wholesale	12.0%	86.4%	1.4%	100.0%
Other Services	8.4%	85.5%	6.1%	100.0%
Total	**12.8%**	**82.9%**	**4.0%**	**100.0%**

Source: Canterbury Employers Survey (n=1,689, 5 of which did not answer this question)

Table A16. Intention to recruit migrants, by size

Staff size	Will recruit from overseas	Will not recruit from overseas	Don't know	Total
1 to 5	9.2%	86.6%	4.2%	100.0%
6 to 9	13.4%	83.1%	3.5%	100.0%
10 to 24	17.4%	79.8%	2.8%	100.0%
25 to 49	19.1%	77.2%	3.7%	100.0%
50 to 99	22.9%	69.1%	8.1%	100.0%
100+	40.5%	54.8%	4.6%	100.0%
Total	**12.8%**	**82.9%**	**4.0%**	**100.0%**

Source: Canterbury Employers Survey (n=1,689, 5 of which did not answer this question)

Table A17. Intention to recruit migrants by previous recruitment of migrants

Recruitment intention	Have recruited overseas before	Have not recruited overseas before	Total
Will recruit offshore	36.9%	62.4%	100.0%
Will not recruit offshore	5.1%	94.6%	100.0%
Don't know	9.7%	85.8%	100.0%
Total	**9.4%**	**90.1%**	**100.0%**

Source: Canterbury Employers Survey (n=1,689, 5 of which did not answer this question)

Table A18. Are workplaces that intend to recruit migrants seeking temporary or permanent migrants?

Temporary or permanent	% of total
On temporary work permits/visas	5.1%
Permanent residents	54.8%
No preference	37.6%
Don't know	2.5%
Total	**100.0%**

Source: Canterbury Employers Survey (n=321)

APPENDIX B: EMPLOYMENT AND VACANCY RATES, CANTERBURY VERSUS NEW ZEALAND

The unemployment rate (number of unemployed divided by the total labour force) and vacancy rate (numbers of vacancies listed in relation to total number of jobs) are shown in Figure B1 for Canterbury region and all of New Zealand as a time series up to September 2011 (when this survey was run).

Figure B1. Unemployment and vacancy rate for New Zealand and Canterbury

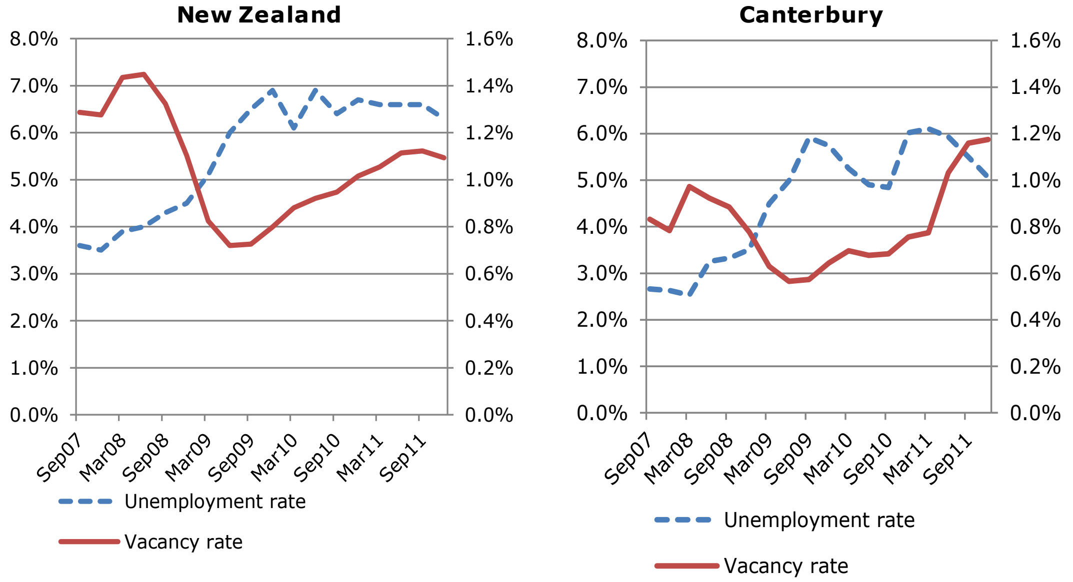
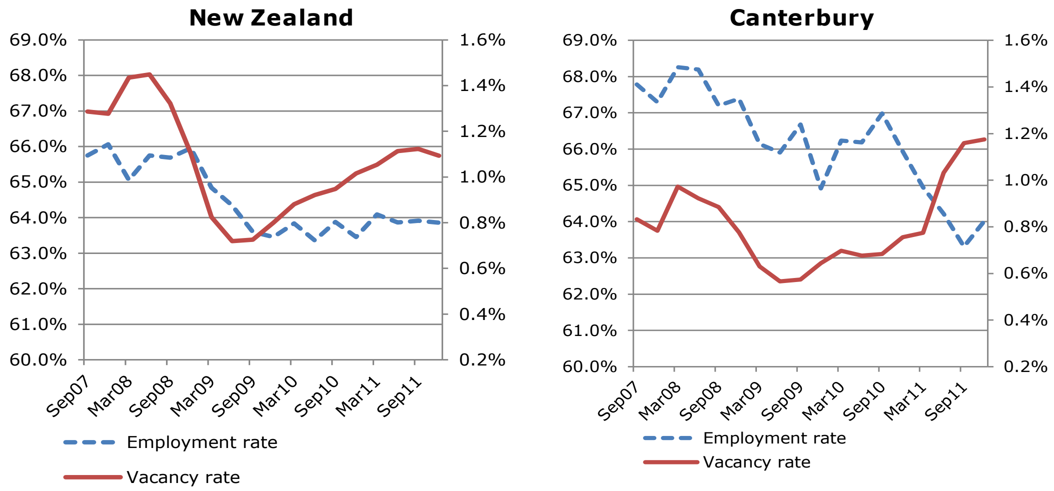


Figure B2 shows the employment rate (number employed divided by the total population aged 15+) and the vacancy rate in Canterbury and all of New Zealand up to September 2011.

Figure B2. Employment and vacancy rate for New Zealand and Canterbury



APPENDIX C: SURVEY METHOD

The survey sample was drawn in August 2011 from the Statistics New Zealand Business Frame, which comprised a target population of about 17,000 geographic units (i.e. workplaces) located in Central Christchurch, Waimakariri, Selwyn and Banks Peninsula. The survey was based on a stratified random sample of 3,400 workplaces with one or more employee. The strata were based on industry and firm size. The proportion of firms sampled in each stratum varied. Nearly all large firms, a high proportion of medium-sized firm and a small proportion of the more numerous small firms were surveyed.

The survey was conducted by telephone and completed in October 2011. Of the 3,400 employers selected, 2,586 were successfully contacted and 1,750 responded. The response rate among those contacted was 68%. A small number of ineligible responses were removed (mainly those who were currently operating as sole traders) leaving an analysis sample of 1,689 responses. Note that employers that were still operating during September 2011 were interviewed as part of the survey. The survey did not interview worksites that closed due to the disruption, and those that stayed open following the earthquakes may have been better able to cope with business disruption.

The results were weighted to reflect the total population of firms in the greater Christchurch region by industry and size. Note that, for the purpose of this study employers were grouped on the basis of their employee count (1–4, 5–9, 10–24, 25–50,50–100 and 100+) reflecting micro, small, medium and large organisations. The industry categories used are shown below.

Industry grouping	**SNZ ANZSIC 06 codes**
Primary, Transport and Utilities	A. Agriculture, Forestry and Fishing
	B. Mining
	D. Electricity, Gas, Water and Waste Services
	I. Transport, Postal and Warehousing
Other Services	J. Information Media and Telecommunications
	K. Financial and Insurance Services
	L. Rental, Hiring and Real Estate Services
	N. Administrative and Support Services
	R. Arts and Recreation Services
	S. Other Services
Public, Health and Education	O. Public Administration and Safety
	P. Education and Training
	Q. Health Care and Social Assistance
Professional, Scientific and Technical Services	M. Professional, Scientific and Technical Services
Manufacturing	C. Manufacturing
Construction	E. Construction
Retail/Wholesale	F. Wholesale Trade
	G. Retail Trade
Hospitality	H. Accommodation and Food Services

Number of responses per question

Some employers were not required to answer some questions (such as public employers answering the revenue question); therefore, the total number of respondents in Appendix A varies. Missing or incomplete responses are noted underneath each table.

Where some employers answered more than one response to a question (for example, the type of skills they felt were in shortage), the cumulative percentage responses to questions will exceed 100%.

APPENDIX D: LIST OF SURVEY QUESTIONS

To start with, we'd like to ask a few details about your current circumstances...

INTERVIEWER NOTE: If necessary define "workplace" as "the establishment that you are working at"...
1 Is your workplace...? (INTERVIEWER: Read Out)
currently trading (go to Q5)
temporarily ceased (go to Q3)
no longer trading (go to Q2)

2 Have you closed as a result of the earthquake activity?
Yes (go to Q2b)
No (go to END)

2b. If yes, what are the reasons? (INTERVIEWER: Do not prompt, code all mentions)
Building damage
Building inaccessible
Staff gone
No customers
No insurance cover
Other:

3 Do you intend to remain open/ reopen despite any earthquake issues?
Yes (go to Q5)
No (go to Q4)

4 Why do you intend to close/ not reopen?

INTERVIEWER: Please select "Yes" if you arrived at this question.... . . . . Yes (go to END)

5. Was your business trading prior to September 4, 2010? . . . . Yes
No

Thinking about whether your location has changed due to the earthquakes...

6 At 4 September 2010, was this workplace based in the Greater Christchurch area? (That is Christchurch
city, Selwyn, Waimakariri and Banks Peninsula)
Yes
No (go to Q10)

7 Has this workplace relocated any of its business following the earthquake activity?
Yes
No (go to Q10)

7b If yes; Where has this business been relocated to?
Within the Greater Christchurch area
Outside the Greater Christchurch area

8 Can I check, is/are your new location(/s) temporary or permanent?
Temporary
Permanent
Both
Don't know (DO NOT READ)

9 What is the **main** reason why you relocated?
(INTERVIEWER: Do not prompt. Probe for clarity,
code one only)

Can't access property
Safety/ concerns of staff
Building 'red stickered'
Loss of customers following earthquake
Didn't have amenities (e.g. power, water, sewer)
Not covered by insurance
Don't know (DO NOT READ)
Refused (DO NOT READ)
Other:

9b What are the **secondary** reasons why you relocated? (INTERVIEWER: Do not prompt. Probe for clarity. Code all mentions)
Can't access property
Safety/ Concerns of staff
Building 'red stickered'
Loss of customers following earthquake
Didn't have amenities (e.g. power, water, sewer)
Not covered by insurance
Don't know (DO NOT READ)
Refused (DO NOT READ)
Other:

Impacts on business/ organisation performance
10 Since September 2010, including any staff who have had to relocate to other locations, has the number of people employed at your workplace... (INTERVIEWER: Read all options, code only one response)
Increased Stayed the same (go to Q12) Decreased Don't know (DO NOT READ) (go to Q12)

10b If increased/ decreased: By how many (net)? (INTERVIEWER: If respondent doesn't know, ask for a rough percentage and code into second field accordingly)
Net number . . . . (or) Percentage . . . .

11 Has the earthquake activity been the main reason for the change in the number of staff?
Yes
No

12 I have a couple of questions to ensure we speak to a range or organisations. How many **employees** are employed at the site you currently work from? Please exclude working owners. (If needed; Please include part-time employees) . . . .

12b INTERVIEWER NOTE: Clarify **employee number** grouping. Code appropriately.
No Employees: INTERVIEWER STATE: Thank you for your time. This survey is focused on issues of staffing. As you do not employ staff, we will require no further information (go to END)
1 - 5
6 - 9
10 - 24
25 - 49
50 - 99
100 or more
Don't know (DO NOT READ)

13 Is your workplace part of a larger organisation (such as a branch of a national chain)?
Yes
No
Don't know (DO NOT READ)
Refused (DO NOT READ)

14 Is this organisation a private firm or public limited company, a public sector organisation, or a charity,
voluntary organisation or trust?
A private firm or public limited company
A public sector organisation (go to Q16)
A charity, voluntary organisation or trust (go to Q16)
Don't know (DO NOT READ)
Refused (DO NOT READ)

INTERVIEWER NOTE: If Q13 and Q14 are Don't know or Refused: Obtain name and contact number of
person who should be interviewed. Thank and Terminate.

INTERVIEWER NOTE: If Q14 is answered 1: use the word "business" for the remainder of the survey. If
answered 2 or 3: use the word "organisation".

15 Is your business/ organisation... (INTERVIEWER: Read out and code)
Locally owned
Partly overseas owned
Fully overseas owned
Don't know (DO NOT READ)
Refused (DO NOT READ)

16 How do you usually describe the industry or sector your business/ organisation belongs to?
(INTERVIEWER: Ideally do not read unless required. Read MOST LIKELY OPTIONS if necessary. Code
one only if possible)
Agriculture, Forestry and Fishing
Mining
Manufacturing
Electricity, Gas and Water supply
Construction
Wholesale Trade
Retail Trade
Hospitality (Accommodation, Cafes/Restaurants,
Travel/Tourism)
Transport, Postal and Storage
Communication Services (Information media,
telecommunications)
Finance and Insurance
Property and Business Services
Government Administration and Defence
Education
Health and Community Services
Cultural and Recreation Services
Personal and Other Services
Professional, Scientific and Technical Services
Administrative and Support Services
Don't know (DO NOT READ)
Refused (DO NOT READ)

INTERVIEWER NOTE: Public Organisations (including charity, voluntary organisation or trust)?
Yes (go to Q19)
No

17 Since the first earthquake in September 2010, has your revenue...

Increased
Stayed the same (go to Q19)
Decreased
Don't know (DO NOT READ) (Go to Q19)

17b If increased/ decreased: By how much?
Increased by up to 20%
Increased by over 20%
Decreased by less than 20%
Decreased by over 20%

18 Has the earthquake activity been the main reason for the change in revenue?
Yes
No

INTERVIEWER NOTE: If the scale has gone up or down in **one** or **both** of the staff and revenue questions
AND the earthquake activity is a factor (from Q11 and Q18), ask the following:
19 Why has the earthquake affected the number of staff and/ or your revenue?
(INTERVIEWER: Read out)
Has it changed...
access to customers
access to suppliers
the availability of workers
the competitive environment
the availability of finance
the unit costs of production
Don't know (DO NOT READ)
Other:

20 Has the earthquake activity changed...
the way you produce your goods and services
the way you sell your goods and services
the way you promote your goods and services
No change
Don't know (DO NOT READ)
Other:

21a. Thinking about your insurance arrangements, since September 2010 has your business renewed any of
the following insurance policies? (INTERVIEWER: Read out, code all that apply)
Business Interruption or Business Continuity insurance
Contents insurance
Property insurance
Contract Works insurance
Indemnity insurance
Other insurances
No renewals due since September 2010 (DO NOT READ) (go to Q22)
Not handled by local branch/ interviewee (DO NOT READ) (go to Q22)
21b. Did you have difficulty renewing any of these insurance policies?
Yes (go to Q21c)
No (go to Q22)

21c. Please specify which policies...
Business Interruption or Business Continuity insurance
Contents insurance
Property insurance
Contract work insurance
Indemnity insurance
Other insurances

Now thinking about what support you may have had over the past year, since the September 2010
earthquake...

22 Since the September 2010 earthquake, what support services, if any, has your workplace used to help
your business/ organisation recover? (INTERVIEWER: Read out full list)
Canterbury Business Recovery Trust fund
Canterbury Employers' Chamber of Commerce
Enterprise North Canterbury
Jobs for a local (Work & Income)
Recover Canterbury
Enterprise Allowance (Work & Income)
Exporter Recovery Fund (NZTE)
IRD's earthquake related tax relief
Don't know (DO NOT READ)
Other:

INTERVIEWER NOTE: Public Organisation (including charity, voluntary organisation or trust)?
Yes (go to Q26)
No

23 Did your business/ organisation access the Earthquake Support Subsidy?
Yes (continue)
No (go to Q26)
Not eligible (go to Q26)

24 Thinking about the Earthquake Support Subsidy, how important was it to your survival?
Did it...
Help a lot
Help somewhat
Make no difference
Unsure/ depends (DO NOT READ)

25 In your opinion, was the period it was available...
too short
about right
too long
unsure/ depends (DO NOT READ)

Now thinking about the effect the earthquake activity may have had on your staffing arrangements...
26 Since the earthquakes began, have the average hours worked by your staff at this workplace...
Increased
Stayed the same
Decreased
Don't know (DO NOT READ)

27 Have the earthquakes made it easier or harder to retain staff?
Easier
Stayed the same
Harder
Don't know (DO NOT READ)

28 Has the earthquake activity led you to employ more temporary staff?
Yes
No (go to Q30)

29 If yes, what sort of temporary contracts are you using?
More fixed term
More casual
More contracting (external contractors)

30 Has the earthquake activity led you to change your employment arrangement in any of the following areas...
Yes No DK NA

(INTERVIEWER - ROTATE ORDER. REPEAT CODE FRAME IF NECESSARY)
More allowance for unpaid leave 1 2 3 4
More flexible working hours 1 2 3 4
More staff allowed to work off-site or at home 1 2 3 4
More allowance for sick leave 1 2 3 4

31 As a result of the earthquake activity, is this workplace having more, the same or fewer employment
relations problems or disputes that have required action or involvement by management?
(INTERVIEWER: Does not include work accidents)
More (go to Q32)
The same (go to Q32)
Fewer (go to Q34)
None (go to Q34)
Don't know (DO NOT READ) (go to Q34)
Refused (DO NOT READ) (go to Q34)

32 To help resolve any of these disputes, did you get assistance from an external organisation?
Yes (go to Q33)
No (go to Q34)
Don't know (DO NOT READ) (go to Q34)
Refused (DO NOT READ) (go to Q34)

33 Who provided this external assistance? (INTERVIEWER: Do not prompt. Code all mentioned)
The Department of Labour Mediation Service
An Industry Association
Canterbury Employers' Chambers of Commerce
Union or Unions
A lawyer
None of these (specify in other)
Don't know (DO NOT READ)
Refused (DO NOT READ)
Other:

Now thinking about the health, safety and wellbeing of staff following the earthquake...
34 Were any of your staff injured at work during the September 2010 or susequent earthquakes?
Yes
No

35 Can I check, have you had any (other) work accidents since the earthquakes began?
Yes
No (go to Q37)
Don't know (go to Q37)

Q36 Were any of these due to...? (INTERVIEWER: Read out)
Yes No

Staff doing unfamiliar tasks 1 2

Staff in unfamiliar locations 1 2
Very long work hours 1 2
Staff operating quake damaged equipment 1 2
Staff working in quake damaged premises 1 2
Other (Specify below) 1 2
Other:

37 Since the earthquake activity began, has there been an increase, decrease or no change in the following staff safety and wellbeing issues?
Increase Decrease
No
change DK NA
Stress 1 2 3 4 5
Fatigue 1 2 3 4 5
Sick leave 1 2 3 4 5
Bullying 1 2 3 4 5

INTERVIEWER NOTE: ASK IF Q35 = Yes and/or Q37 = INCREASED FOR ANY…
38 Did you use external assistance to help you manage these staff safety and wellbeing issues, or have they
been managed internally?
Internally (go to Q40)
Externally (go to Q39)
Both (go to Q39)
Have not been addressed or resolved (go to Q38b)
Don't know (go to Q40)

38b Why have these issues not been addressed or resolved? (INTERVIEWER NOTE: Specify, then go to Q40)
39 Who provided the external assistance to help you manage these issues (INTERVIEWER: Do not prompt.
Code all mentioned)
The Department of Labour (include Occupational Health and OSH)
An Industry Associate
Canterbury Employers' Chamber of Commerce
Canterbury Development Corporation
Recover Canterbury
A lawyer
A union
A medical specialist
ACC/ Workplace insurer
None of these (specify in other)
Don't know (DO NOT READ)
Refused (DO NOT READ)
Other:

Now thinking about your staff recruitment needs since the start of the earthquake activity...

40 Has your workplace tried to recruit any new staff since the first earthquake in September 2010?
Yes
No (go to Q44)

41 Have you tried to recruit from…
Yes No

a) Within Greater Christchurch 1 2
b) Nationally (outside Greater Christchurch) 1 2

c) Outside NZ 1 2

INTERVIEWER NOTE: Ask each where any in Q41 indicated Yes
Yes No
42 Have the earthquakes made it more difficult to recruit new staff from...
a) Within Greater Christchurch 1 2
b) Nationally (Outside Greater Christchurch) 1 2
c) Outside NZ 1 2

43 Why has the earthquake activity made it more difficult to recruit staff? (INTERVIEWER: Do not read.
Prompt only if necessary)
Potential employees can't find housing
Potential employees have no insurance cover
Potential employees concerned about living conditions
People are leaving the greater Christchurch area
Potential employees are less likely to want to move to
the greater Christchurch area
Other:

44 Have certain skills been difficult to find since the earthquake?
Yes (go to M1a) No (go to 45)

MODULE 1: Those finding skills harder to find since the earthquake (for only those who answered Yes in
Q44)
You have said that you are having difficulty getting certain skills...
M1a Were any of the following skills hard to find? (INTERVIEWER: Code all that apply, including any that
respondents say were always hard to find)
Customer service and sales skills
Computer skills
Health and safety skills
Management and supervisory skills
Marketing skills
Numbers and measures skills
Oral communication skills
Professional and technical skills
Team working skills
Trade related skills
Written communication skills
Don't know (DO NOT READ)
Other:

M1b Has your business/ organisation delivered, or will it deliver, any training to develop these skills?
Yes, delivered
Yes, will deliver
No (go to Q45)
Don't know

M1c Have you used, or will you use, an external provider for any form of this training?
Yes, have used (go to M1d)
Yes, will use (go to M1d)
No (go to Q45)

M1d Have you had any difficulty organising training to develop these skills?
Yes (go to M1e)
No (go to Q45)

M1e What types of difficulties have you had? (INTERVIEWER: Probe to clarify. Code all mentions)
Not enough/ no trainers
Financial constraints
Earthquake activity disruption
Staff not motivated to learn
We're too busy to train
No courses currently available
Training is low quality
Don't know (DO NOT READ)
Other:

INTERVIEWER NOTE: Module 1 ends. Continue...

Now thinking about your future recruitment, in the next 12 months...

45 Do you think your staff numbers at this workplace will...
Increase
Decrease
Remain the same
Don't know (DO NOT READ)

46 Do you think you will have difficulties/ continue to have difficulties recruiting from within New Zealand?
Yes
No
Don't know (DO NOT READ)
47 Do you think you will need to recruit migrants from overseas?
Yes
No (go to Q50)
Don't know (DO NOT READ) (go to Q50)

48 Are you more likely to seek migrants who are on temporary work permits/ visas, migrants who have
permanent residency, or do you have no preference?
Migrants on temporary work permits/ visas
Permanent residents
No preference
Don't know (DO NOT READ)

49 Settlement Support NZ provides a point of contact for settlement information for new migrants. Have you
heard of Settlement Support NZ?
Yes
No
Don't know (DO NOT READ)

50 Have you recruited migrants **directly** from overseas before? (INTERVIEWER: Does not include migrants
already in NZ)
Yes (go to Module 2)
No (go to Q51)
Don't know (DO NOT READ) (go to Q51)

Module 2 - those who have recruited migrants directly from overseas

M2a How did your workplace find and recruit migrants **directly** from overseas? (INTERVIEWER: Read out.
Code all mentioned)
Word of mouth
Through private firms
Overseas web sites
Contact with Immigration New Zealand

Don't know (DO NOT READ)
Other:

M2b What barriers, if any, have you faced **recruiting** migrants from overseas?
M2c What barriers, if any, have you faced **settling** migrants from overseas?
INTERVIEWER NOTE: Module 2 ends. Continue...

Now thinking about the outlook for your workplace and the greater Christchurch area...
51 Firstly, thinking about the Rugby World Cup, will the loss of RWC games in Christchurch positively or
negatively impact your business/ organisation, or will it have no impact? (INTERVIEWER: Read out)
Better for business
No impact
Worse for business
Don't know (DO NOT READ)

52 Looking ahead, do you think that the CERA residential housing decisions will have an impact on your
business/ organisation?
Yes
No (go to Q54)
Don't know (DO NOT READ) (go to Q54)

53 If yes… Do you think it will influence… (INTERVIEWER: Read out. Code all mentioned)
Suppliers
Customers/ clients
Staff
Transport arrangements
Don't know (DO NOT READ)
Other:

54 In 12 months from now, do you believe that the greater Christchurch area as a place to live and work will
be better, worse, or the same as it is now?
Better
Same
Worse
Don't know (DO NOT READ)

55 In 5 years from now, do you believe that the greater Christchurch area as a place to live and work will be
better, worse or the same as it is now?
Better
Same
Worse
Don't know (DO NOT READ)

56 Just a few more questions…
What else that we haven't already mentioned today, if anything, could help your workplace and your staff to
recover from impacts of the earthquake activity?
Don't know (DO NOT READ)
Other:

More information

www.dol.govt.nz

0800 20 90 20

Information, examples and answers to your questions about the topics covered here can be found on our website www.dol.govt.nz or by calling us free on 0800 20 90 20.