

2020 GLOBAL EMPLOYER SURVEY OF OECD COUNTRIES: Annotated Questionnaire

August 2020

Sample: n=5,998
36 OECD Countries
Fielding dates for Phase 1: Oct 29-Nov11, 2019 (n=1,760)
Fielding dates for Phase 2: March 26-June 2, 2020 (n=4,238)

GENERAL QUESTIONS [screening questions]

S1. What is your current title:

Chief Executive Officer (CEO)	27%
Chief Operating Officer (COO)	7%
Chief Financial Officer (CFO)	6%
Chief Human Resources Officer (CHRO)	7%
Chief Diversity and Inclusion Officer (CDIO)	1%
Chief Marketing Officer (CMO)	2%
Chief strategy Officer (CSO)	2%
Executive/Senior vice president	5%
Vice president	2%
Director	11%
Manager	21%
Other (please specify)	8%

S2. Do you currently have any duties, knowledge, or responsibilities related to human resources in your organization?

Yes	95%
No	5%
Don't know	1%

S3. Do you currently have any duties, knowledge, or responsibilities related to strategic planning in your organization?

Yes	95%
No	5%
Don't know	0%

[IF NO on S2 AND S3, TERMINATE]

S4. Which of the following human resources-related functions are you responsible for as part of your current role? Please select all that apply.

a. Influencing or setting human resources policy for my organization - Which of the following human resources-related functions are you responsible for as part of your current role?	67%
b. Retaining current employees/ talent	66%
c. Finding, recruiting and screening job candidates	64%
d. Hiring new employees and/or setting up employment contracts	65%
e. Making decisions about strategic planning	70%
f. None of the above	0%

S5. Is your company headquartered in the country where you work?

Yes, my company is headquartered in the country I work	96%
No, my company is headquartered in another country	4%

F1. What is the number of employees across all offices in your organization?

Up to 10	25%
11 to 99	18%
100 to 249	14%
250 to 499	12%
500 to 999	13%
1000 to 4999	11%
5000+	7%

F1a. [If S5=2, also ask] What is the number of employees in your organization in the country where you work? (n=233)

Up to 10	15%
11 to 99	17%
100 to 249	18%
250 to 499	15%
500 to 999	17%
1000 to 4999	11%
5000+	7%

S6. How long have you worked for your current organization?

Less than 6 months (TERMINATE)	0%
6 months to less than 1 year	5%
1 year to less than 5 years	26%
5 years to less than 10 years	32%
10 years or more	36%

S7. What is the name of the company you currently work for?

Open end:

The next series of questions refer to your organization’s workforce needs and more generally how your organization approaches hiring. This section also asks questions related to a multigenerational workforce. A multigenerational workforce represents the population at large, with reasonable representation from at least three generations, spanning ages 18 to 65 or over.

General workforce needs

GW1. **Currently**, how difficult is it for your organization to find qualified people to fill job openings?

Very difficult	16%
Somewhat difficult	51%
Not too difficult	26%
Not at all difficult	8%

GW2. ***In the next 5 years***, how difficult do you believe it will be to find qualified people to fill job openings in your organization?

Very difficult	17%
Somewhat difficult	46%
Not too difficult	29%
Not at all difficult	8%

GW3. During normal working conditions, which of the following flexible work arrangements does your organization offer to its employees? PHASE 2 ONLY (n=4,238)

[Randomize list: anchor None of these at bottom of list]

Periodic telecommuting (working from home or another location on occasion)	47%
Full-time teleworking (employee works outside of the organization’s offices full-time)	37%
Phased retirement (allowing a worker to reduce hours as they near or reach retirement age)	31%
Compressed work schedules (allowing a worker to complete their hours in fewer days than is typical)	42%
None of these	17%

DI1. Does your organization have a formal Diversity & Inclusion*strategy as it relates to employees?

Yes	64%
No	28%
Not sure	8%

* Diversity is the range of human differences, including but not limited to race, ethnicity, and gender. Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognized.

DI1.5. [If DI1=No] What is the primary reason you do not have a Diversity and Inclusion strategy? [Randomize list: anchor None of these at bottom of list] PHASE 2 ONLY (n=1,236)

Our organization is not large enough to need a Diversity & Inclusion strategy	52%
It is too expensive to have someone on staff take on the responsibility for creating and implementing a Diversity & Incl	13%
Other human resource functions are more important than a Diversity & Inclusion strategy	17%
We include diversity goals in other ways	26%
None of these	13%

DI2. [All]¹ Which of the following dimensions are included in your organization’s workforce Diversity & Inclusion strategy? [check all that apply; keep Other (please specify:) last] [Randomize list] (asked of n=3,837; percentages computed from entire base and reflect percent of employers that include each characteristic in a D&I policy)

a. Gender	41%
b. Race/Ethnicity	37%
c. Sexual orientation	29%
d. Gender identity	30%
e. Age	47%
f. Disability	36%
g. Veteran’s status	17%
h. Religion	28%
i. Other (please specify:)	1%

DI3. [If DI1=Yes, How important is it that an organization include age as part of its Diversity & Inclusion strategy? (n=3,837)

Very important	42%
Somewhat important	45%
Not too important	11%
Not very important	2%

¹ Question was asked of those with a D&I Policy, but results are presented for the entire sample in order to understand impact to all workers.

DI4. [If DI2e=No (i.e. age not selected) Why is age not included as part of your Diversity & Inclusion strategy? (n=1,027)

We never thought of it.	19%
Other dimensions of diversity are more important than age.	48%
Age is not important to address.	33%
Legal restrictions make it difficult to address age.	19%
Other (please specify:)	2%

DI5. If you had to estimate how multigenerational* your organization's current workforce is, would you say it is?

Very multigenerational	25%
Somewhat multigenerational	53%
Not too multigenerational	16%
Not at all multigenerational	7%

* A multigenerational workforce represents the population at large, with reasonable representation from within and across at least three generations, spanning ages 18 to 65 or over.

DI6. Does your organization offer managers any training or support related to the following: (Please check all that apply) PHASE 2 ONLY (n=4,238)

How to avoid age discrimination in recruitment or hiring	39%
How to avoid age discrimination in access to training opportunities	38%
How to manage a multigenerational workforce	42%
None of these	33%

DI7. Have you experienced any of the following multigenerational workforce issues: (Randomize; keep 'none of these' last) (Please check all that apply) PHASE 2 ONLY (n=4,238)

Difficulty integrating employees of varied age groups	22%
Higher productivity as a result of mixed-age teams	36%
Older workers uncomfortable with younger managers	25%
Younger managers uncomfortable managing older workers	24%
Increased empathy for workers of different generations	33%

Increased informal mentoring between workers of varied age groups **26%**
None of these **23%**

The next series of questions are about topics related to a multigenerational workforce.

MG1. If you were interested in finding external information and resources related to hiring a multigenerational workforce for your organization, how confident are you that you could easily find such information and sources?

Very confident **23%**
Somewhat confident **53%**
Not too confident **20%**
Not at all confident **3%**

MG6. Have you ever looked for external information or resources related to multigenerational workforces? (PHASE 2 ONLY; n=4,238)

Yes **49%**
No **51%**

MG7. [If MG6=Yes] How useful were the resources you found related to multigenerational workforces? (PHASE 2 ONLY; n=2,069)

Very useful **38%**
Somewhat useful **54%**
Not too useful **8%**
Not at all useful **0%**

MG2. How interested would you be in obtaining more information about each of the following multigenerational workforce topics?

Scale for each: Very interested, somewhat interested, not too interested, not at all interested

	Very interested	Somewhat interested	Not too interested	Not at all interested
a. Data on global workforce & longevity trends	29%	40%	21%	10%
b. Data on the business value and strategic advantage of multigenerational workforces	32%	44%	16%	8%

c. Promising workforce practices and insights from companies and countries (i.e. 'best practices')	32%	45%	16%	8%
d. Tools for assessing the degree to which your organization currently meets the needs of a multigenerational workforce	30%	43%	18%	8%
e. Tools for benchmarking your organization against other companies related to multigenerational workforces	29%	42%	19%	9%
f. Help creating a network of peers and experts for information sharing and advice related to multigenerational workforces	31%	42%	18%	9%

MG3. How useful would each of the following types of information be to your organization, in order to build or sustain a multigenerational workforce? **[Ask scale for each; Randomize, but anchor "Other (please specify:)" at end]**

	Very useful	Somewhat useful	Not too useful	Not at all useful
a. Practices and insights related to family caregiving	29%	44%	20%	8%
b. Practices and insights related to lifelong learning, education & training	36%	45%	13%	5%
c. Information related to financial planning resources for your employees	33%	45%	16%	7%
d. Practices and insights related to total compensation packages, including compensation, health and wellness benefits, and retirement savings	34%	46%	14%	6%
e. Practices and insights related to recruitment and retention	36%	45%	14%	6%
f. Practices and insights related to flexible work arrangements, such as telecommuting or flexibility in work hours	34%	44%	14%	7%
g. Practices and insights related to exiting the workforce, such as part-time work and phased retirement programs	32%	46%	15%	7%

h. Information on how to design a workplace that meets the needs of a multigenerational workforce	32%	44%	16%	7%
i. Practices and insights related to the management of multigenerational workforces and teams	33%	45%	16%	7%

MG4. If provided with examples of promising practices and “how-to” guides on a multigenerational workforce, how likely are you to **implement** or **explore implementing** programs or strategies in each of the following areas?

[Very likely, Somewhat likely, Not too likely, Not at all likely, our organization currently has this program/strategy] **[Randomize order; anchor “Other (please specify:)” at bottom]**

	Very likely	Somewhat likely	Not too likely	Not at all likely	Currently has
a. Mentoring or reverse mentoring programs	26%	41%	20%	10%	4%
b. Unbiased recruiting processes	30%	40%	16%	8%	6%
c. Benefits that appeal to employees throughout the life/career course	31%	42%	15%	8%	4%
d. Re-entry or return-to-work programs	26%	41%	19%	10%	4%
e. Intergenerational employee resource groups	25%	41%	20%	11%	3%
f. Purposefully creating mixed-age teams	27%	41%	18%	10%	4%
g. Providing training and lifelong learning opportunities to employees	32%	42%	14%	7%	5%
h. Phased retirement programs	26%	40%	19%	11%	4%

MG5. How valuable to your organization's success and growth is it/would it be to create a more multigenerational workforce?

Very valuable	34%
Somewhat valuable	49%
Not too valuable	13%
Not at all valuable	4%

C1. To your knowledge, are there currently any policies in your **organization** that dictate a mandatory retirement age?

Yes	38%
No	56%
Don't know	6%

C2. To your knowledge, does your **organization** provide a defined benefit retirement program*?

Yes	48%
No	46%
Don't know	7%

*A defined-benefit retirement program is an employer-sponsored plan that typically provides retirement benefits for life and is based off of salary and length of employment. It is sometimes referred to as a pension.

Now thinking about the **country** in which you work [if S5=2 insert the text highlighted in yellow] and where your organization is head quartered, please answer the following questions.

C3. [ASK ALL] To your knowledge, are there currently any laws that dictate a mandatory retirement age in the **country** where you **work**?

Yes	68%
No	26%
Don't know	6%

C3a. [If S5=2] And, to your knowledge, are there currently any laws that dictate a mandatory retirement age in the country in which your organization is headquartered? (n=223)

Yes	51%
No	26%
Don't know	23%

C4. [ASK ALL] To your knowledge, does the country where you work provide a minimum defined benefit pension for retirees (for example, a public pension)?

Yes	76%
No	16%
Don't know	7%

C4a. [If S5=2] To your knowledge, does the country in which your organization is headquartered provide a minimum defined benefit pension for retirees (for example, a public pension)? (n=223)

Yes	58%
No	20%
Don't know	22%

C5. In your own words, how much do the laws and policies within the countries you operate affect your ability to create a multigenerational workforce? Please be specific about the things that make it both easier and more difficult. [open end]

Easier (text box)

Difficult (text box)

[INTRO text] Now thinking about your organization's response to Covid-19 also known as the novel coronavirus.

N1. Please select all the steps that your organization has taken in response to the Covid-19 (novel coronavirus) outbreak. (Please check all that apply) [Randomize] PHASE 2 ONLY (n=4,238)

Hiring more workers than previously planned	6%
Hiring fewer workers than previously planned	23%
Laying off staff	14%
Closing the business	18%
Reducing operating hours	42%
Increasing operating hours	8%
Allowing staff to work remotely more often/at all	54%
Changing how the organization provides goods or services	34%
None of the above	9%

Firmographics

F2. Approximately what percentage of your employees fall into the following age groups (mean):

Under age 20	6%
Ages 20-34	29%
Ages 35-49	36%
Ages 50-64	24%
Ages 65 and older	5%

F3. Which of the following best describes your organization?

Government	9%
Private sector, For-profit (e.g. corporation, business, etc.)	81%
Private sector, Non-profit (e.g. education or cultural organization, charity, think tank, etc.)	8%
Other (specify)	2%

F4. Which of the following best describes your organization's industry?

Health/Medical	7%
Science/ Technology/ Engineering	14%
Financial Services or Insurance	8%
Education	6%
Legal Services	3%

Transportation	4%
Energy/Oil & Natural Gas	2%
Telecommunications/ Utilities	3%
Manufacturing	13%
Construction/ Agriculture/ Mining	7%
Automobile Repair and Service	1%
Government/ Public Administration	3%
Entertainment/ Hospitality/ Travel	6%
Real Estate	2%
Retail Goods	10%
Other (specify)	12%

Respondent demographics:

D1. Which of the following represents your age?

Under 25	1%
25-34	26%
35-49	46%
50-64	27%
65-74	1%
75 or older	0%

D2. Are you

Male	59%
Female	41%
Other (specify)	0%