

SAWIES WINE & GRAPE INDUSTRY EMPLOYER SURVEY (May/June 2007)

Section ONE: Wine and grape business demographics

1 What type of business structure do you use?

PLEASE CIRCLE ONE NUMBER ONLY

- [1] sole operator
- [2] family business
- [3] trust
- [4] company
- [5] partnership
- [6] other – please specify

2 Is this the only location you operate from?

IF NO: is this the head office or a branch?

PLEASE CIRCLE ONE NUMBER ONLY

- [1] sole location
- [2] head office/main office
- [3] branch

3 How many hectares of vines in SA does your business have under production on your own land?

Current	ha
Projected future 2010	ha

4 How many tonnes of grapes in SA does your business crush [including grapes bought in]?

Current	tonnes
Projected future 2010	tonnes

5 What is the \$ value of the tonnes of grapes your business crushed in SA?

Current	\$
Projected future 2010	\$

6 If you are a wine manufacturing business, how many litres of wine does your business produce in SA?

Current	litres
Projected future 2010	litres

Not a wine manufacturing business - GO TO Q 8

7 What is the average \$ value per litre of wine your business produced in SA?

Current	\$
Projected future 2010	\$

8 What is your business turnover? PLEASE CIRCLE ONE NUMBER ONLY

- [1] < 50K
- [2] 51–100K
- [3] 101–500K
- [4] 501–750K
- [5] 751K– \$5mill
- [6] \$5.1–\$10mill
- [7] over \$10million

9 Compared to a year ago has your productivity ...

- [1] Increased (greater output with less/same staff)
- [2] Decreased (lower output with more/same staff)
- [3] Stayed the same?

10 IF CHANGED: What is the main reason for this change?

11 Does your organization have plans for expansion/capital investment between now and 2012?

- [1] yes
- [2] no

12 IF YES please elaborate:

13 What is the approximated total labour cost as a percentage of your turnover?

%

14 How many people do you currently employ (includes owners)?

15 Can you give me an approximate dollar value spent on contractors in the last twelve months?

16 Could you give me a Full Time Equivalent figure for your temporary/seasonal workers?

17 Compared to a year ago, has there been any significant change in the number of employees in the following categories?

** Casual refers to employees without leave benefits)*

RECORD % CHANGE and CIRCLE +VE OR -VE FOR EACH CATEGORY.

Full-time permanent employees	+ve	-ve	%
Part-time permanent employees	+ve	-ve	%
Full-time casual employees *	+ve	-ve	%
Part-time casual employees *	+ve	-ve	%
Employees on fixed term contracts	+ve	-ve	%
Temporary/seasonal workers	+ve	-ve	%
Apprentices/trainees	+ve	-ve	%

18 What number of your permanent employees are paid based on an award (NAPSA) OR an enterprise agreement OR a workplace agreement?

19 Can you estimate the gender breakdown of your current workforce?

(Number)	Male	Female
Full time permanent		
Part time permanent		
Full time casual		
Part time casual		

20 Can estimate the age breakdown of your current workforce?

(Number)	Full time permanent	Part time permanent	Full time casual	Part time casual
15-24				
[25-34				
35-44				
45-64				
65 and over				

21 How many employees work in each of these areas?

(select one area only for each employee – where they spend most time)

Vineyard (wine grape growing)	
Cellar operations	
Cellar door sales	
Administration and Management	
Laboratory operations	
Marketing and sales	
Warehouse and distribution	
Bottling and Packaging	

22 Can you estimate the number of employees from non-English speaking background in each of these areas?

Permanent employees	
Seasonal workers	

23 Have you identified any specific occupations or groups of employees that are critical to business success? What are they?

Section TWO: Workforce planning

24 Which of the following workforce planning activities does your business undertake? These activities could be formal or informal.

PLEASE CIRCLE AS MANY AS APPLY

- [1] Identify skills/labour needed in the future
- [2] Collect employee demographic information (age, gender, ethnicity)
- [3] Identify employees' retirement intentions
- [4] Succession planning
- [5] Identify employees' working preferences
- [6] Other, PLEASE SPECIFY⇒
- [7] None of these

25 Do you have formal HR databases and processes for gathering and storing workforce information, such as total no. of current employees, qualifications/skills of employees and turnover rates?

- [1] yes
- [2] no

26 How do you currently assess future employment and skill needs for your company/business?

27 Has your organisation integrated workforce planning into business plans?

[1] yes

PLEASE CIRCLE ONE NUMBER ONLY

[2] no

28 Are you facing or expecting to face labour shortages? When?

[1] yes - current

[2] yes - next 3 years

[3] yes - next 5 years [2012]

[4] yes - next 10 years

[5] yes – but no idea of timing

[6] no – GO TO Q 30

29 IF ANY: Involving which jobs/areas?

30 Which of the following (if any) has your business implemented to accommodate demographic changes (eg work-life balance, phased retirement)? PLEASE CIRCLE AS MANY AS APPLY

[1] Family friendly policies and practices

[2] Mentoring/coaching schemes

[3] Phased retirement/flexible practices for older workers

[4] Job redesign or rotation

[5] Profit sharing or share ownership schemes

[6] Flexible working hours

[7] None of these

31 Have you intentionally reduced the size of the workforce in the past 12 months?

[1] Yes

[2] No – GO TO Q 35

32 How many staff did you reduce?

33 IF REDUCED STAFF: what was the main reason for this?

[1] Reduced demand for the product or service

[2] Reduced grape harvest due to seasonal factors

[3] Reduced grape harvest due to financial considerations

[3] Technological change

[4] business restructuring

[5] Financial problems or difficulties

[6] To decrease costs or increase efficiency

[7] Other PLEASE SPECIFY⇒

34 How did you carry out this reduction? PLEASE CIRCLE AS MANY AS APPLY

- [1] Natural attrition
- [2] Redeployment to another area within the business
- [3] Early retirement
- [4] Voluntary redundancies
- [5] Compulsory redundancies or retrenchments
- [6] Shift from full time to part time/casual hours
- [7] Other PLEASE SPECIFY⇒

35 What kinds of issues, if any, do you see your business facing as a result of our ageing workforce over the next 10 years?

36 In your view, what external information do workplaces/industries need to be able to plan for future workforce needs?

37 Is this information available?

- [1] Yes
- [2] No

38 Can you think of any kinds of support government and industry bodies could provide in order to support wine and grape businesses plan and address future workforce needs?

Section THREE: Wine and grape industry trends

39 Which of the following will be significantly different in the grape and wine production business in 2010? PLEASE CIRCLE AS MANY AS APPLY

- [1] Markets
- [2] Business climate
- [3] Types of business
- [4] Product
- [5] Technology
- [6] Production
- [7] Workload cycles
- [8] Other - PLEASE SPECIFY⇒
- [9] None of these – GO TO Q 43

40 Which one of these factors above will have the most impact on your business?

41 Will the impact be positive or negative? Why?

- [1] positive
- [2] negative

42 What changes do you envisage to your business structure as a result (people, processes, infrastructure)?

43 What are the other key external factors impacting on the industry generally?

44 What external factors or infrastructure issues specific to your region are impacting on your business? PLEASE CIRCLE AS MANY AS APPLY

- [1] Public Transport availability
- [2] Lack of affordable housing
- [3] Limited temporary accommodation for seasonal workers
- [4] Water (quality, scarcity)
- [5] Transportation
- [6] Land availability/zoning
- [7] Environmental (salinity, greenhouse gas emissions)
- [8] Lack of suitable employment for employee spouses
- [9] Lack of suitable education facilities
- [10] Other - PLEASE SPECIFY⇒
- [11] None

Section FOUR: Recruitment, turnover and retention

Recruitment

45 What attracts people to the wine and grape industry?

46 What deters people from entering the wine and grape industry?

47 From which of these sources do most of your staff come from?

PLEASE CIRCLE AS MANY AS APPLY

- [1] Schools
- [2] TAFE
- [3] University
- [4] Local networks
- [5] Industry networks
- [6] Recruitment agencies
- [7] Other - PLEASE SPECIFY⇒

48 Do you think these sources have enough staff to meet your business's future needs?

- [1] yes
- [2] no
- [3] don't know

49 What will be the main strategies you adopt to ensure that you have a sufficient supply of skilled labour to meet demand in 2010?

- [1] Recruit and train new staff
- [2] Upskill existing workers
- [3] Increased use of contractors
- [4] Increase shifts/rosters
- [5] Rely on migration
- [6] Improve productivity
- [7] Introduce new technology
- [8] Work closely with education and training providers to source workers
- [9] Job redesign/rotation
- [10] none of these
- [11] other - PLEASE SPECIFY⇒

50 And what will be your main method of recruiting workers.....?

- [1] Newspaper ads
- [2] Internet
- [3] Recruitment firm
- [4] Job Network
- [5] Australian Job Search
- [6] Word of mouth
- [7] Migration
- [8] Directly from school/TAFE/higher education institution
- [9] other - PLEASE SPECIFY⇒

51 Are you planning to hire additional staff (excluding replacements) between now and 2010?

- [1] yes
- [2] no – GO TO Q 54

52 How many additional staff do you think you will need in 2010?

53 Which occupations will these positions mainly be in?

54 The last time you hired staff did you have any difficulties finding suitable applicants?

- [1] yes
- [2] no – GO TO Q 57

55 IF YES: In what occupation areas did you have difficulties in finding suitable applicants?

- [1] Vineyard (wine grape growing)
- [2] Cellar operations
- [3] Cellar door sales
- [4] Administration and Management
- [5] Laboratory operations
- [6] Marketing and sales
- [7] Warehouse and distribution
- [8] Bottling and Packaging

56 IF YES IN Q 54: What were the main reasons applicants were not suitable?

- [1] Not suited to type of work
- [2] Too young/too old
- [3] Poor attitude or presentation
- [4] Lack of relevant skills and/or experience
- [5] Inadequate qualifications
- [6] other - PLEASE SPECIFY⇒

57 Are there any special factors that make it difficult to attract suitable applicants for your business?

- [1] Insufficient local training positions
- [2] Wages/remuneration not competitive
- [3] Specialised skill needs
- [4] Type of work not perceived well
- [5] Location remote/not perceived well
- [6] Specific licensing or registration required
- [7] School leavers lack of skills/experience
- [8] Poor attitudes of applicants
- [9] Terms and conditions of employment
- [10] Other - PLEASE SPECIFY⇒

58 And are there any other barriers in your business to hiring staff?

- [1] I cannot find anyone who wants to work in my industry.
- [2] I cannot find staff with the appropriate skill set.
- [3] I cannot find staff at the right price.
- [4] I can find staff but they cannot find a place to live.
- [5] Other - PLEASE SPECIFY⇒
- [6] No barriers - GO TO Q 62

59 To attract suitable applicants and/or fill positions have you recently had to offer more favourable working conditions, such as?

- [1] Flexible working hours
- [2] Relocation expenses
- [3] Child care
- [4] Car parking
- [5] Assistance with vehicle expenses
- [6] Housing
- [7] Higher pay
- [8] Other - PLEASE SPECIFY⇒
- [9] No

60 If you intend to recruit from overseas, in which areas will you be seeking to fill jobs through skilled migration?

- [1] Vineyard (wine grape growing)
- [2] Cellar operations
- [3] Cellar door sales
- [4] Administration and Management
- [5] Laboratory operations
- [6] Marketing and sales
- [7] Warehouse and distribution
- [8] Bottling and Packaging

61 What proportion of new recruits will be sourced in this way?

62 Have you considered strategies to attract

- [1] Indigenous workers
- [2] Women returning to the workforce
- [3] Workers with disabilities
- [4] Young people
- [5] Older workers
- [6] none of these

63 IF SO, can you describe what types of strategies?

Turnover and Retention

64 How many, if any, of your employees have left in the last twelve months?

Number dismissed	Number resigned	Number retired

65 Have staff left your business in the past 12 months for any of the following reasons?

- [1] Wages not high enough
- [2] Working hours not suited to employee
- [3] Limited career path
- [4] Interpersonal conflict
- [5] Employee wanted better conditions
- [6] Fixed term contract expired
- [7] None of these

66 Do you conduct exit interviews with staff that leave your business?

- [1] yes
- [2] no

67 Do you intend to replace workers who leave in the next 12 months?

- [1] yes
- [2] yes - some
- [3] no
- [4] don't know

68 Have you considered any of these strategies to retain existing workers?

- [1] Introduce family friendly policies and practices
- [2] Recognition/reward programs; profit sharing or share ownership schemes
- [3] Review remuneration packages and employee entitlements
- [4] Access to education and training, new technology
- [5] Mentoring/coaching schemes
- [6] Phased retirement/flexible practices for older workers
- [7] Commitment to apprentices/traineeships
- [8] Job redesign or rotation
- [9] Providing/subsidising child care
- [10] Training for managers/supervisors
- [11] Other services eg transport, accommodation, education
- [12] None of these

69 When will employee retirements hit you the hardest?

- [1] next 12 months
- [2] 12 - 24 months
- [3] 3 – 5 years' time
- [4] after 2012
- [5] don't know

Section FIVE: Training and skills development

Apprenticeships and traineeships

70 In the last 5 years, have you employed or attempted to employ apprentices/trainees under a formal contract of training to fill job openings (directly or through Group Training Companies)?

- [1] yes
- [2] Attempted but not successful – WHY NOT?
- [3] No - not applicable to my business
- [4] No [other]

71 IF YES: In the last 2 years, what proportion of new workers would be contracts of training?

72 IF YES in Q70: What occupational areas?

- [1] Vineyard (wine grape growing)
- [2] Cellar operations
- [3] Cellar door sales
- [4] Administration and Management
- [5] Laboratory operations
- [6] Marketing and sales
- [7] Warehouse and distribution
- [8] Bottling and Packaging

73 If your business is not able to offer apprenticeships, what are the reasons?

- [1] Too costly (workers compensation insurance, superannuation)
- [2] Non-productive time of apprentice and supervisor when training
- [3] Lack of accessible formal training
- [4] Only recruit fully skilled staff
- [5] Don't know enough about New Apprenticeships
- [6] No-one to supervise apprentices
- [7] Other - PLEASE SPECIFY⇒

Training, Skills and career development

74 Do you currently have any skill gaps or shortages in your workplace?

- [1] yes
- [2] no – GO TO Q 76

75 IF YES, what types of skills?

76 Are you predicting any skill gaps in the medium/longer term?

- [1] yes
- [2] no GO TO Q 78

77 IF YES, what types of skills?

78 What skills do you anticipate you will need more of in 2010?

79 What skills do you anticipate you will need less of in 2010?

80 How do you train your staff?

- [1] On the job
- [2] In-house but not on the job
- [3] Trainers come to my business
- [4] I send staff away to do courses
- [5] Hiring pre-trained staff
- [6] Other

81 What, if any, practices are used to develop employees' skills?

CIRCLE AS MANY AS APPLY AND RECORD %

%	[1]	in-house training courses
%	[2]	external short courses
%	[3]	formal institutional training
%	[4]	mentoring/coaching/job shadowing
%	[5]	on the job training
%	[6]	induction
%	[7]	structured individual performance development plans for all employees
%	[8]	none in particular – employees manage own career
100%		

82 What are the barriers to increasing the knowledge/skills of your staff?

- [1] I don't know where to get the training I need for my staff/ self.
- [2] I need customised training and I can't find it.
- [3] I need customised training, but it's not locally available.
- [4] I don't have the resources to send staff away for training during business hours.
- [5] I train them and they leave.
- [6] I can't find training with the right content
- [7] Other - PLEASE SPECIFY⇒

83 What is your average annual expenditure on skills development?

\$

84 Does your organisation use mentoring, coaching or any other action to enable knowledge transfer from experienced workers to other employees?

- [1] Yes
- [2] No

85 Are there clearly defined career paths in your company/business?

- [1] yes
- [2] no

Section SIX: Workplace Entitlements/Conditions

86 During the last year, which of the following has been used by or offered to the majority of your non-managerial staff:

- [1] paid or unpaid maternity leave
- [2] paid or unpaid paternity leave
- [3] performance related pay component
- [4] bonus, profit-sharing scheme, or share ownership scheme
- [5] salary packaging
- [6] annualised salary (paid over 12 months, but work less than 12 months)
- [7] paying out accrued holidays
- [8] paying out accrued sick leave
- [9] formal disciplinary procedures
- [10] formal grievance handling
- [11] formal performance assessment
- [12] time off for personal matters
- [13] compressed work week or banking of hours
- [14] formal system of job rotation
- [15] policy of allowing employees to engage in volunteer activities
- [17] exit interviews
- [18] self-service HR system
- [19] pre-employment testing (medical or psychological)

87 How would you rate employee morale overall?

- [1] Excellent
- [2] Generally good
- [3] OK
- [4] low

88 Why do you think that?

89 Would you say that individual employees have control over how they perform their work?

- [1] yes
- [2] no

90 What do you think motivates people in your business?

91 What jobs in your organisation are best suited to part time workers?

92 Where do your operations lend themselves to flexible work arrangements?

93 How well do you think employees understand and utilise the benefits and conditions you offer?

94 Why do you think employees join, stay, or leave your business?