2008 Employer Survey

Summary Report

Prepared for:

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Foreword

The 2008 Employer Survey Summary Report represents the findings of the 2008 employer survey, conducted by MarketQuest Research Group on behalf of the New Brunswick Career Development Action Group (NBCDAG), in partnership with the Department of Post-Secondary Education, Training and Labour.

This survey involved conducting interviews with 6,213 employers in the province of New Brunswick. The purpose of this research was to:

- Develop a profile of the business community in New Brunswick by economic region and industry classification; by urban/rural subdivision and industry classification; and on a provincial basis, by industry classification and business size (small, medium or large); and

- Provide an analysis of various issues, needs and trends pertaining to businesses in New Brunswick by economic region and industry classification; by urban/rural subdivision and industry classification; and on a provincial basis, by industry classification and business size (small, medium or large).

It is anticipated that this research will lead to further analysis and interpretation.

We would like to thank the employers who participated in this survey; their input has been invaluable. We would also like to thank the Department of Post-Secondary Education, Training and Labour for funding this survey, and Service Canada, Enterprise Network, and the Executive Council Office (Women's Issues Branch) for participating on the Steering Committee.

As always, your comments and suggestions are welcome. Please forward all communication on this year's survey to:

Department of Post-Secondary Education, Training and Labour
Labour Market Analysis Branch
(506)457-4859
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Executive Summary

STUDY BACKGROUND

This summary report presents the findings of the *2008 Employer Survey*, conducted by MarketQuest Research on behalf of the New Brunswick Career Development Action Group (NBCDAG), in partnership with the Department of Post-Secondary Education, Training and Labour (PETL). This research is being conducted to provide a detailed picture of the labour market in New Brunswick. More specifically, the purpose of this research is:

- To develop a profile of the business community in New Brunswick by economic region and industry classification; by urban/rural subdivision and industry classification; and on a provincial basis, by industry classification and business size (small, medium, or large); and

- To provide an analysis of various issues, needs and trends pertaining to businesses in New Brunswick by economic region and industry classification; by urban/rural subdivision and industry classification; and on a provincial basis, by industry classification and business size (small, medium, or large).

This summary report is a presentation of the information that was collected. It is anticipated that this report will lead to further analysis and interpretation.

By collecting and analyzing information from businesses throughout New Brunswick, NBCDAG and PETL can obtain a more comprehensive picture of employers and current and future issues, needs and trends.

METHODOLOGY

The sampling frame for this study consisted of a database of 19,020 businesses in the province of New Brunswick. To ensure statistically reliable data (confidence level of 95% and margin of error of ± 5% or less), sampling for this survey was conducted according to the following four scenarios:

- *Scenario 1:* A sample of employers representative by economic region and industry classification;
- *Scenario 2:* A sample of employers representative by urban/rural subdivision and industry classification;
- *Scenario 3:* A sample of employers for the province representative by specific industry classifications; and
- *Scenario 4:* A sample of employers for the province representative by business size (small, medium or large).

In total, interviews were conducted with 6,213 businesses in the province of New Brunswick, providing an overall margin of error of approximately ±1.02% at the 95% confidence level. To ensure that the sample was a proportionate representation of the business community in New Brunswick, data was weighted by urban/rural subdivision and industry classification.

The questionnaire for this survey was developed by MarketQuest Research, in close consultation with PETL and took approximately 15 minutes to administer. Data was collected between the dates of November 20th, 2007 and May 26th, 2008.

SUMMARY OF KEY FINDINGS

Current Employees

Provincial Overview (N=6,213)

Most commonly, businesses in New Brunswick operate in the retail trade industry (22%, n=1,365), with the most common occupations being related to this industry (retail trade managers- 17%, n=1,062; retail salespersons and sales clerks- 16%, n=965).

Most New Brunswick businesses (86%, n=5,340) are small, having an average of 13 paid employees, and surveyed businesses employ a total of 107,102 employees. The large majority of employees from surveyed businesses are permanent (83%), with a similar number of permanent employees (81%) employed on a full-time basis[1].

Almost one-half of the 107,102 employees from surveyed businesses (47%) have a high school diploma as their highest level of education, while 20% have a university degree. Over one-half of businesses (59%, n=3,680) estimate the average age of their employees to be between 25 and 44 years.

Urban/Rural Subdivision

Urban Subdivision (N=3,386)

Urban businesses in New Brunswick most commonly operate in the retail trade industry (22%, n=750), with the most common occupations being related to this industry (retail trade managers- 18%, n=593; retail salespersons and sales clerks- 17%, n=583).

Most urban businesses (85%, n=2,866) are small, having an average of 15 paid employees, and surveyed businesses employ a total of 67,249 employees. The large majority of employees from surveyed businesses are permanent (86%), with 80% of permanent employees employed on a full-time basis[2].

Almost one-half of the 67,249 employees from surveyed urban businesses (45%) have a high school diploma as their highest level of education, followed distantly by a university degree (22%). The majority of urban businesses (60%, n=2,036) estimate the average age of their employees to be between 25 and 44 years.

Rural Subdivision (N=2,826)

Rural businesses in New Brunswick most commonly operate in the retail trade industry (22%, n=619), with the most common occupations being related to this industry (retail trade managers- 16%, n=462; retail salespersons and sales clerks- 13%, n=365).

Most rural businesses (88%, n=2,496) are small, having an average of 11 paid employees, and surveyed businesses employ a total of 35,467 employees. Just over three-quarters of employees from surveyed businesses are permanent (78%), with 81% of permanent employees employed on a full-time basis[3].

One-half of the 35,467 employees from surveyed rural businesses (50%) have a high school diploma as their highest level of education. Over one-half of rural businesses (58%, n=1,643) estimate the average age of their employees to be between 25 and 44 years.

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[1] Businesses with missing data were excluded from this analysis.
[2] Businesses with missing data were excluded from this analysis.
[3] Businesses with missing data were excluded from this analysis

Business Size

Small Businesses (N=5,340)

Small businesses in New Brunswick most commonly operate in the retail trade industry (23%, n=1,221), with the most common occupations being related to this industry (retail trade managers- 17%, n=921; retail salespersons and sales clerks- 16%, n=849).

On average, small businesses employ eight paid employees. Furthermore, surveyed small businesses employ a total of 51,905 employees. Most employees from surveyed businesses are permanent (84%), with 80% of permanent employees employed on a full-time basis[4].

Nearly one-half of the 51,905 employees from surveyed businesses (49%) have a high school diploma as their highest level of education. Over one-half of small businesses (58%, n=3,080) estimate the average age of their employees to be between 25 and 44 years.

Medium Businesses (N=735)

Medium-sized businesses in New Brunswick most commonly operate in the retail trade industry (18%, n=129), with general office clerks being the most common occupation (23%, n=170).

On average, medium-sized businesses employ 36 paid employees. Furthermore, surveyed medium-sized businesses employ a total of 26,642 employees. Most employees from surveyed businesses are permanent (86%), with 78% of permanent employees employed on a full-time basis[5].

Nearly one-half of the 26,642 employees from surveyed businesses (48%) have a high school diploma as their highest level of education. The majority of medium-sized businesses (70%, n=512) estimate the average age of their employees to be between 25 and 44 years.

Large Businesses (N=138)

Large businesses in New Brunswick most commonly operate in the manufacturing industry (25%, n=35), with general office clerks being the most common occupation (35%, n=48).

On average, large businesses employ 96 paid employees. Furthermore, surveyed large businesses employ a total of 28,555 employees. Most employees from surveyed businesses are permanent (80%), with 85% of permanent employees employed on a full-time basis[6].

Most commonly, employees from surveyed businesses have a high school diploma as their highest level of education (42%), followed by a university degree (29%). Almost two-thirds of large businesses (64%, n=88) estimate the average age of their employees to be between 25 and 44 years.

Economic Regions

Central Region (N=1,333)

Businesses in the Central region of New Brunswick most commonly operate in the retail trade industry (22%, n=296), with the most common occupations being general office clerks (16%, n=211), retail trade managers (15%, n=205) and retail salespersons and sales clerks (15%, n=201).

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[4] Businesses with missing data were excluded from this analysis.
[5] Businesses with missing data were excluded from this analysis.
[6] Businesses with missing data were excluded from this analysis.

Most Central businesses (86%) are small, having an average of 13 paid employees, and surveyed businesses employ a total of 23,405 employees. Most employees from surveyed businesses are permanent (86%), with 81% of permanent employees employed on a full-time basis[7].

Most commonly, employees from surveyed Central region businesses have a high school diploma as their highest level of education (40%), followed by a university degree (28%). Over one-half of businesses in this area (57%, n=756) estimate the average age of their employees to be between 25 and 44 years.

Northeast Region (N=1,278)

Businesses in the Northeast region of New Brunswick most commonly operate in the retail trade industry (25%, n=314), with retail trade managers being the most common occupation (20%, n=253).

Most Northeast businesses (87%, n=1,113) are small, having an average of 12 paid employees, and surveyed businesses employ a total of 17,818 employees. Three-quarters of employees from surveyed businesses are permanent (75%), with a similar number of permanent employees (78%) employed on a full-time basis[8].

Just over one-half of employees from surveyed Northeast region businesses have a high school diploma as their highest level of education (52%). The majority of businesses in this area (60%, n=768) estimate the average age of their employees to be between 25 and 44 years.

Northwest Region (N=854)

Businesses in the Northwest region of New Brunswick most commonly operate in the retail trade industry (27%, n=226), with retail trade managers (19%, n=164) and retail salespersons and sales clerks (16%, n=134) being the most common occupations.

Most Northwest businesses (85%, n=724) are small, having an average of 11 paid employees, and surveyed businesses employ a total of 12,078 employees. Most employees from surveyed businesses are permanent (85%), with 79% of permanent employees employed on a full-time basis[9].

Employees from surveyed Northwest region businesses most often have a high school diploma (47%) or a university degree (21%) as their highest level of education. The majority of businesses in this area (60%, n=509) estimate the average age of their employees to be between 25 and 44 years.

Southeast Region (N=1,474)

Businesses in the Southeast region of New Brunswick most commonly operate in the retail trade industry (19%, n=272), with retail trade managers (17%, n=244) and retail salespersons and sales clerks (16%, n=242) being the most common occupations.

Most Southeast businesses (86%, n=1,268) are small, having an average of 15 paid employees, and surveyed businesses employ a total of 30,339 employees. Most employees from surveyed businesses are permanent (84%), with a similar number of permanent employees (83%) employed on a full-time basis[10].

Employees from surveyed Southeast region businesses most often have a high school diploma as their highest level of education (48%). The majority of businesses in this area (60%, n=888) estimate the average age of their employees to be between 25 and 44 years.

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[7] Businesses with missing data were excluded from this analysis
[8] Businesses with missing data were excluded from this analysis
[9] Businesses with missing data were excluded from this analysis
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Southwest Region (N=1,273)

Businesses in the Southwest region of New Brunswick most commonly operate in the retail trade industry (20%, n=256), with the most common occupations being related to this industry (retail salespersons and sales clerks- 17%, n=212; retail trade managers- 15%, n=196).

Most Southwest businesses (86%, n=1,094) are small, having an average of 13 paid employees, and surveyed businesses employ a total of 23,462 employees. Most employees from surveyed businesses are permanent (86%), with 80% of permanent employees employed on a full-time basis[11].

Employees from surveyed Southwest region businesses most often have a high school diploma (47%) or a university degree (20%) as their highest level of education. The majority of businesses in this area (60%, n=758) estimate the average age of their employees to be between 25 and 44 years.

Hiring and Recruitment Practices

Provincial Overview (N=6,213)

The majority of New Brunswick businesses (61%, n=3,758) hired at least one new employee over the past 12 months, with an average of five new employees hired. In total, these surveyed businesses hired 25,755 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (14%, n=516). Just over two-thirds of the 25,755 new employees hired by surveyed businesses (69%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Many of the businesses that hired new employees (68%, n=2,572) were fully satisfied with their new employees.

Over the past 12 months, 54% of businesses (n=3,359) had at least one vacancy, with an average of five vacancies. In total, these surveyed businesses had 20,110 vacant positions. Just over two-thirds of vacancies among these surveyed businesses (69%) were for permanent positions. Approximately one-third of all businesses (34%, n=2,082) have experienced difficulty filling vacancies, with the main reason being potential hires lacking educational/training qualifications (28%, n=586), and the occupation most difficult to fill being retail salespersons and sales clerks (10%, n=202).

A minority of businesses (10%, n=621) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, 1,354 employees retired from these surveyed businesses. Employees most often retired from the retail salespersons and sales clerks occupation (8%, n=46). Forty-two percent of businesses (n=2,623) expect employees to retire in the next five years, with an average of three employees expected to retire. In total, these surveyed businesses expect 8,912 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (12%, n=316).

Urban/Rural Subdivision

Urban Subdivision (N=3,386)

Almost two-thirds of urban businesses (64%, n=2,178) hired at least one new employee over the past 12 months, with an average of six new employees hired. In total, these surveyed businesses hired 16,570 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (15%, n=332). Just over two-thirds of the 16,570 new employees hired by these surveyed businesses (68%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent.

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[11] Businesses with missing data were excluded from this analysis

Many of the businesses that hired new employees (66%, n=1,433) were fully satisfied with their new employees.

Over the past 12 months, 58% of urban businesses (n=1,973) had at least one vacancy, with an average of five vacancies. In total, these surveyed businesses had 12,853 vacant positions. Nearly three-quarters of vacancies among these surveyed businesses (74%) were for permanent positions. Just over one-third of all urban businesses (37%, n=1,236) have experienced difficulty filling vacancies, with the main reason being potential hires lacking educational/training qualifications (30%, n=369), and the occupation most difficult to fill being retail salespersons and sales clerks (11%, n=142).

A minority of urban businesses (10%, n=345) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, these surveyed businesses report that 853 employees retired. Employees most often retired from the retail salespersons and sales clerks occupation (9%, n=32). Forty-three percent of urban businesses (n=1,443) expect employees to retire in the next five years, with an average of three employees expected to retire. In total, these surveyed businesses expect 5,274 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (12%, n=173).

Rural Subdivision (N=2,826)

Just over one-half of rural businesses (54%, n=1,534) hired at least one new employee over the past 12 months, with an average of four new employees hired. In total, these surveyed businesses hired 8,082 new employees. New employees were most commonly hired for the retail salespersons and sales clerks (11%, n=170) and cashiers (11%, n=163) occupations. Three-quarters of the 8,082 new employees hired by these surveyed businesses (75%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Many of the businesses that hired new employees (73%, n=1,116) were fully satisfied with their new employees.

Over the past 12 months, almost one-half of rural businesses (47%, n=1,329) had at least one vacancy, with an average of four vacancies. In total, these surveyed businesses had 6,230 vacant positions. Over one-half of vacancies among these surveyed businesses (58%) were for permanent positions, while 28% were seasonal. Fewer than one-third of all rural businesses (29%, n=806) have experienced difficulty filling vacancies, with the main reasons being potential hires lacking educational/training qualifications (24%, n=196) and lacking experience (24%, n=191), and the occupation most difficult to fill being cooks (8%, n=66).

A minority of rural businesses (9%, n=267) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, 450 employees retired from these surveyed businesses. Employees most often retired from the retail trade managers occupation (6%, n=17). Forty-one percent of rural businesses (n=1,171) expect employees to retire in the next five years, with an average of two employees expected to retire. In total, these surveyed businesses expect 3,404 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (12%, n=139).

Business Size

Small Businesses (N=5,340)

Over one-half of small businesses (57%, n=3,023) hired at least one new employee over the past 12 months, with an average of four new employees hired. In total, these surveyed businesses hired 15,004 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (15%, n=443). Almost three-quarters of the 15,004 new employees hired by these surveyed businesses (71%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent.

Many of the businesses that hired new employees (71%, n=2,151) were fully satisfied with their new employees.

Over the past 12 months, 51% of small businesses (n=2,701) had at least one vacancy, with an average of four vacancies. In total, these surveyed businesses had 11,441 vacant positions. The majority of vacancies among these surveyed businesses (70%) were for permanent positions. Thirty percent of all small businesses (n=1,608) have experienced difficulty filling vacancies, with the main reason being potential hires lacking educational/training qualifications (27%, n=437), and the occupation most difficult to fill being retail salespersons and sales clerks (11%, n=179).

A minority of small businesses (7%, n=352) had at least one employee retire over the past 12 months, with an average of one employee per business. In total, these surveyed businesses report that 534 employees retired. Employees most often retired from the retail salespersons and sales clerks occupation (8%, n=29). Thirty-seven percent of small businesses (n=2,003) expect employees to retire in the next five years, with an average of two employees expected to retire. In total, these surveyed businesses expect 4,356 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (14%, n=276).

Medium Businesses (N=735)

Most medium-sized businesses (83%, n=611) hired at least one new employee over the past 12 months, with an average of nine new employees hired. In total, these surveyed businesses hired 5,995 new employees. New employees were most commonly hired for the cashiers occupation (13%, n=79). Three-quarters of the 5,995 new employees hired by these surveyed businesses (75%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Over one-half of the businesses that hired new employees (58%, n=352) were fully satisfied with their new employees.

Over the past 12 months, three-quarters of medium-sized businesses (75%, n=549) had at least one vacancy, with an average of seven vacancies. In total, these surveyed businesses had 4,356 vacant positions. Almost three-quarters of vacancies among these surveyed businesses (72%) were for permanent positions. Just over one-half of all medium-sized businesses (53%, n=387) have experienced difficulty filling vacancies, with the main reason being potential hires lacking educational/training qualifications (32%, n=124), and the occupation most difficult to fill being cooks (8%, n=31).

One-quarter of medium-sized businesses (25%, n=185) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, 326 employees retired from these surveyed businesses. Employees most often retired from the retail trade managers occupation (8%, n=14). Approximately two-thirds of medium-sized businesses (68% n=501) expect employees to retire in the next five years, with an average of four employees expected to retire. In total, these surveyed businesses expect 1,980 employees to retire. Employees are most commonly expected to retire from the general office clerks (7%, n=37), retail salespersons and sales clerks (7%, n=36) and retail trade managers (7%, n=34) occupations.

Large Businesses (N=138)

Most large businesses (89%, n=124) hired at least one new employee over the past 12 months, with an average of 18 new employees hired. In total, these surveyed businesses hired 4,755 new employees. New employees were most commonly hired for the general office clerks occupation (18%, n=22). Over one-half of the 4,755 new employees hired by these surveyed businesses (57%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Over one-half of the businesses that hired new employees (56%, n=69) were fully satisfied with their new employees.

Over the past 12 months, 79% of large businesses (n=109) had at least one vacancy, with an average of 17 vacancies. In total, these surveyed businesses had 4,314 vacant positions. Almost two-thirds of

vacancies among these surveyed businesses (64%) were for permanent positions. Almost two-thirds of all large businesses (63%, n=87) have experienced difficulty filling vacancies, with the main reasons being potential hires lacking educational/training qualifications (29%, n=5) and a workforce shortage (29%, n=25), and the occupations most difficult to fill being registered nurses (10%, n=8) and licensed practical nurses (8%, n=7).

The majority of large businesses (61%, n=84) had at least one employee retire over the past 12 months, with an average of four employees per business. In total, these surveyed businesses report that 494 employees retired. Employees most often retired from the general office clerks occupation (12%, n=10). Most large businesses (86%, n=118) expect employees to retire in the next five years, with an average of ten employees expected to retire. In total, these surveyed businesses expect 2,575 employees to retire. Employees are most commonly expected to retire from the general office clerks occupation (21%, n=25).

Economic Regions

Central Region (N=1,333)

Many Central region businesses (60%, n=804) hired at least one new employee over the past 12 months, with an average of six new employees hired. In total, these surveyed businesses hired 5,595 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (14%, n=112). Of the 5,595 new employees hired by these surveyed businesses, 51% have a high school education, while 18% have a university education. In general, the job readiness of new employees was described by the majority of businesses as good or excellent. Many of the businesses in this area that hired new employees (69%, n=555) were fully satisfied with their new employees.

Over the past 12 months, 55% of businesses in Central New Brunswick (n=727) had at least one vacancy, with an average of five vacancies. In total, these surveyed businesses had 4,577 vacant positions. Just over two-thirds of vacancies among these surveyed businesses (69%) were for permanent positions. Thirty percent of all Central area businesses (n=405) have experienced difficulty filling vacancies, with the main reason being potential hires lacking educational/training qualifications (30%, n=119), and the occupation most difficult to fill being cooks (7%, n=27).

A minority of Central businesses (9%, n=117) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, these surveyed businesses report that 252 employees retired. Employees most often retired from the general office clerks occupation (11%, n=12). Thirty-nine percent of Central businesses (n=515) expect employees to retire in the next five years, with an average of two employees expected to retire. In total, these surveyed businesses expect 1,550 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (13%, n=68).

Northeast Region (N=1,278)

Over one-half of Northeast region businesses (58%, n=741) hired at least one new employee over the past 12 months, with an average of four new employees hired. In total, these surveyed businesses hired 3,736 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (13%, n=96). Nearly three-quarters of the 3,736 new employees hired by these surveyed businesses (73%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Many of the businesses in this area that hired new employees (76%, n=562) were fully satisfied with their new employees.

Over the past 12 months, 51% of businesses in Northeast New Brunswick (n=646) had at least one vacancy, with an average of four vacancies. In total, these surveyed businesses had 2,676 vacant positions. Almost two-thirds of vacancies among these surveyed businesses (64%) were for permanent positions. Thirty-four percent of all Northeast area businesses (n=432) have experienced difficulty filling

vacancies, with the main reason being potential hires lacking educational/training qualifications (27%, n=118), and the occupation most difficult to fill being retail salespersons and sales clerks (10%, n=41).

A minority of Northeast businesses (9%, n=113) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, 219 employees retired from these surveyed businesses. Employees most often retired from the retail trade managers occupation (9%, n=10). Forty-four percent of Northeast businesses (n=557) expect employees to retire in the next five years, with an average of two employees expected to retire. In total, these surveyed businesses expect 1,618 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (12%, n=64).

Northwest Region (N=854)

Just over one-half of Northwest region businesses (55%, n=467) hired at least one new employee over the past 12 months, with an average of four new employees hired. In total, these surveyed businesses hired 2,432 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (13%, n=60). Approximately three-quarters of the 2,432 new employees hired by these surveyed businesses (74%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Many of the businesses in this area that hired new employees (69%, n=320) were fully satisfied with their new employees.

Over the past 12 months, approximately one-half of businesses in Northwest New Brunswick (49%, n=417) had at least one vacancy, with an average of four vacancies. In total, these surveyed businesses had 2,225 vacant positions. The majority of vacancies among these surveyed businesses (70%) were for permanent positions. Thirty-two percent of all Northwest area businesses (n=270) have experienced difficulty filling vacancies, with the main reasons being potential hires lacking educational/training qualifications (27%, n=74) and lacking experience (27%, n=73), and the occupation most difficult to fill being retail salespersons and sales clerks (13%, n=34).

A minority of Northwest businesses (9%, n=79) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, 143 employees retired from these surveyed businesses. Employees most often retired from the truck drivers and retail trade managers occupations (10% each, n=8 each). Forty percent of businesses in this area (n=345) expect employees to retire in the next five years, with an average of two employees expected to retire. In total, these surveyed businesses expect 1,313 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (14%, n=47).

Southeast Region (N=1,474)

Two-thirds of Southeast region businesses (66%, n=965) hired at least one new employee over the past 12 months, with an average of six new employees hired. In total, these surveyed businesses hired 8,829 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (15%, n=142). The majority of the 8,829 new employees hired by these surveyed businesses (71%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Many of the businesses in this area that hired new employees (62%, n=603) were fully satisfied with their new employees.

Over the past 12 months, 60% of businesses in Southeast New Brunswick (n=879) had at least one vacancy, with an average of five vacancies. In total, these surveyed businesses had 5,940 vacant positions. Three-quarters of vacancies among these surveyed businesses (75%) were for permanent positions. Thirty-eight percent of all Southeast area businesses (n=563) have experienced difficulty filling vacancies, with the main reason being potential hires lacking educational/training qualifications (28%, n=155), and the occupation most difficult to fill being retail salespersons and sales clerks (9%, n=52).

A minority of Southeast businesses (13%, n=186) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, these surveyed businesses report that 437 employees retired. Employees most often retired from the retail salespersons and sales clerks occupation (10%, n=19). Forty-five percent of businesses in this area (n=670) expect employees to retire in the next five years, with an average of three employees expected to retire. In total, these surveyed businesses expect 2,604 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (11%, n=75).

Southwest Region (N=1,273)

The majority of Southwest region businesses (61%, n=780) hired at least one new employee over the past 12 months, with an average of five new employees hired. In total, these surveyed businesses hired 5,163 new employees. New employees were most commonly hired for the retail salespersons and sales clerks occupation (14%, n=106). Just over two-thirds of the 5,163 new employees hired by these surveyed businesses (69%) were reported to have a high school or less than high school education, and in general, the job readiness of new employees was described by the majority of businesses as good or excellent. Many of the businesses in this area that hired new employees (68%, n=532) were fully satisfied with their new employees.

Over the past 12 months, 54% of businesses in Southwest New Brunswick (n=689) had at least one vacancy, with an average of five vacancies. In total, these surveyed businesses had 4,692 vacant positions. Nearly two-thirds of vacancies among these surveyed businesses (64%) were for permanent positions, while 23% were casual/contract. Thirty-two percent of all Southwest area businesses (n=411) have experienced difficulty filling vacancies, with the main reason being potential hires lacking educational/training qualifications (31%, n=129), and the occupation most difficult to fill being retail salespersons and sales clerks (12%, n=49).

A minority of Southwest businesses (10%, n=126) had at least one employee retire over the past 12 months, with an average of two employees per business. In total, 303 employees retired from these surveyed businesses. Employees most often retired from the general office clerks occupation (7%, n=8). Forty-two percent of businesses in this area (n=535) expect employees to retire in the next five years, with an average of three employees expected to retire. In total, these surveyed businesses expect 1,826 employees to retire. Employees are most commonly expected to retire from the retail trade managers occupation (12%, n=62).

Business Outlook and Confidence

Provincial Overview (N=6,213)

On a scale of 1 to 10, with 1 being "not at all optimistic" and 10 being "very optimistic", businesses in New Brunswick were generally optimistic about the future, with a mean rating of 8.1. The main reason identified for an optimistic rating (7 or higher, n=5,084) was the business doing well (39%, n=1,980).

One-half of businesses (50%, n=3,102) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (50%, n=1,554).

Urban/Rural Subdivision

Urban Subdivision (N=3,386)

Urban businesses were generally optimistic about the future, with a mean rating of 8.3 out of 10. The main reason identified for an optimistic rating (7 or higher, n=2,905) was the business doing well (41%, n=1,175).

Almost one-half of urban businesses (47%, n=1,577) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (49%, n=765).

Rural Subdivision (N=2,826)

Rural businesses were generally optimistic about the future, with a mean rating of 7.8 out of 10. The main reason identified for an optimistic rating (7 or higher, n=2,145) was the business doing well (36%, n=776).

Just over one-half of rural businesses (54%, n=1,537) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (53%, n=811).

Business Size

Small Businesses (N=5,340)

Small businesses were generally optimistic about the future, with a mean rating of 8.1 out of 10. The main reason identified for an optimistic rating (7 or higher, n=4,332) was the business doing well (39%, n=1,702).

Approximately one-half of small businesses (49%, n=2,638) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (51%, n=1,340).

Medium Businesses (N=735)

Medium-sized businesses were generally optimistic about the future, with a mean rating of 8.3 out of 10. The main reason identified for an optimistic rating (7 or higher, n=633) was the business doing well (37%, n=234).

Just over one-half of medium-sized businesses (52%, n=384) have experienced significant changes to their external operating environment over the past two years, with the biggest changes being an increase in fuel prices (46%, n=177) and a change in exchange rates (34%, n=129).

Large Businesses (N=138)

Large businesses were generally optimistic about the future, with a mean rating of 8.5 out of 10. The main reason identified for an optimistic rating (7 or higher, n=119) was the business doing well (38%, n=45).

Over one-half of large businesses (57%, n=79) have experienced significant changes to their external operating environment over the past two years, with the biggest changes being an increase in fuel prices (47%, n=38) and a change in exchange rates (41%, n=33).

Economic Regions

Central Region (N=1,333)

Businesses in the Central region of New Brunswick were generally optimistic about the future, with a mean rating of 8.4 out of 10. The main reason identified for an optimistic rating (7 or higher, n=1,141) was the business doing well (42%, n=480).

Fewer than one-half of Central area businesses (44%, n=587) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (47%, n=278).

Northeast Region (N=1,278)

Businesses in the Northeast region of New Brunswick were generally optimistic about the future, with a mean rating of 7.8 out of 10. The main reason identified for an optimistic rating (7 or higher, n=960) was the business doing well (37%, n=359).

Just over one-half of Northeast area businesses (55%, n=700) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (52%, n=362).

Northwest Region (N=854)

Businesses in the Northwest region of New Brunswick were generally optimistic about the future, with a mean rating of 7.7 out of 10. The main reason identified for an optimistic rating (7 or higher, n=636) was the business doing well (33%, n=212).

Almost two-thirds of Northwest area businesses (62%, n=534) have experienced significant changes to their external operating environment over the past two years, with the biggest changes being an increase in fuel prices (48%, n=258) and a change in exchange rates (38%, n=201).

Southeast Region (N=1,474)

Businesses in the Southeast area of New Brunswick were generally optimistic about the future, with a mean rating of 8.3 out of 10. The main reason identified for an optimistic rating (7 or higher, n=1,260) was the business doing well (40%, n=501).

Approximately one-half of Southeast area businesses (48%, n=712) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (51%, n=366).

Southwest Region (N=1,273)

Businesses in the Southwest area of New Brunswick were generally optimistic about the future, with a mean rating of 8.3 out of 10. The main reason identified for an optimistic rating (7 or higher, n=1,087) was the business doing well (39%, n=428).

Less than one-half of Southwest area businesses (45%, n=569) have experienced significant changes to their external operating environment over the past two years, with the biggest change being an increase in fuel prices (51%, n=289).

Training and Employment Development

Provincial Overview (N=6,213)

Almost one-half of all businesses (47%, n=2,912) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (62%, n=1,817).

Urban/Rural Subdivision

Urban Subdivision (N=3,386)

One-half of urban businesses (50%, n=1,687) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (66%, n=1,105).

Rural Subdivision (N=2,826)

Forty-two percent of rural businesses (n=1,193) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (57%, n=674).

Business Size

Small Businesses (N=5,340)

Less than one-half of small businesses (44%, n=2,338) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (60%, n=1,405).

Medium Businesses (N=735)

Almost two-thirds of medium-sized businesses (63%, n=463) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (69%, n=319).

Large Businesses (N=138)

Most large businesses (80%, n=110) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (85%, n=93).

Economic Regions

Central Region (N=1,333)

Approximately one-half of Central area businesses (51%, n=679) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (61%, n=411).

Northeast Region (N=1,278)

Thirty-nine percent of Northeast area businesses (n=502) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (55%, n=275).

Northwest Region (N=854)

Fewer than one-half of Northwest area businesses (40%, n=341) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (61%, n=207).

Southeast Region (N=1,474)

Approximately one-half of Southeast area businesses (49%, n=729) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (68%, n=493).

Southwest Region (N=1,273)

Just over one-half of Southwest area businesses (52%, n=660) have offered some type of formal training to employees over the past two years, with the most common source of formal training being internal staff (65%, n=431).

Family Friendly Policies and Procedures

Provincial Overview (N=6,213)

Flexible work arrangements (72%, n=4,468) is the most common family-oriented benefit offered provincially. Regarding gender practices and policies, many businesses in New Brunswick (69%, n=4,295) employ women in key decision-making positions, and one-quarter (25%, n=1,529) have developed and implemented a formal, gender-neutral process for job evaluation.

Urban/Rural Subdivision

Urban Subdivision (N=3,386)

In terms of family-oriented benefits, flexible work arrangements (73%, n=2,480) is the most common benefit offered in urban areas. Regarding gender practices and policies, many urban businesses (71%, n=2,390) employ women in key decision-making positions, and approximately one-quarter (26%, n=883) have developed and implemented a formal, gender-neutral process for job evaluation.

Rural Subdivision (N=2,826)

Flexible work arrangements (70%, n=1,982) is the most common family-oriented benefit offered in rural areas. Regarding gender practices and policies, two-thirds of rural businesses (67%, n=1,895) employ women in key decision-making positions, and nearly one-quarter (23%, n=692) have developed and implemented a formal, gender-neutral process for job evaluation.

Business Size

Small Businesses (N=5,340)

The most common family-oriented benefit offered by small businesses is flexible work arrangements (72%, n=3,846). Regarding gender practices and policies, two-thirds of small businesses (67%, n=3,585) employ women in key decision-making positions, and almost one-quarter (22%, n=1,153) have developed and implemented a formal, gender-neutral process for job evaluation.

Medium Businesses (N=735)

In terms of family-oriented benefits, flexible work arrangements (71%, n=523) is the most common benefit offered by medium-sized businesses. Regarding gender practices and policies, most medium-sized businesses (80%, n=591) employ women in key decision-making positions, and 39% (n=288) have developed and implemented a formal, gender-neutral process for job evaluation.

Large Businesses (N=138)

Paid leave (76%, n=105), flexible work arrangements (72%, n=99) and employee/family assistance programs (72%, n=99) are the most common family-oriented benefits offered by large businesses. Regarding gender practices and policies, most large businesses (86%, n=119) employ women in key decision-making positions, and almost two-thirds (64%, n=88) have developed and implemented a formal, gender-neutral process for job evaluation.

Economic Regions

Central Region (N=1,333)

The most common family-oriented benefit offered by businesses in the Central region is flexible work arrangements (76%, n=1,009). Regarding gender practices and policies, nearly three-quarters of

businesses in this area (73%, n=969) employ women in key decision-making positions, and nearly one-quarter (23%, n=312) have developed and implemented a formal, gender-neutral process for job evaluation.

Northeast Region (N=1,278)

Flexible work arrangements (67%, n=851) is the most common family-oriented benefit offered in the Northeast region. Regarding gender practices and policies, almost two-thirds of businesses in this area (63%, n=800) employ women in key decision-making positions, and nearly one-quarter (23%, n=299) have developed and implemented a formal, gender-neutral process for job evaluation.

Northwest Region (N=854)

In terms of family-oriented benefits, flexible work arrangements (71%, n=607) is the most common benefit offered in the Northwest region. Regarding gender practices and policies, two-thirds of businesses in this area (66%, n=562) employ women in key decision-making positions, and almost one-quarter (22%, n=190) have developed and implemented a formal, gender-neutral process for job evaluation.

Southeast Region (N=1,474)

The most common family-oriented benefit offered by businesses in the Southeast region is flexible work arrangements (72%, n=1,054). Regarding gender practices and policies, many businesses in this area (70%, n=1,030) employ women in key decision-making positions, and more than one-quarter (28%, n=409) have developed and implemented a formal, gender-neutral process for job evaluation.

Southwest Region (N=1,273)

In terms of family-oriented benefits, flexible work arrangements (74%, n=946) is the most common benefit offered in the Southwest region. Regarding gender practices and policies, nearly three-quarters of businesses in this area (73%, n=934) employ women in key decision-making positions, and one-quarter (25%, n=318) have developed and implemented a formal, gender-neutral process for job evaluation.

Literacy

Provincial Overview (N=6,213)

A small percentage of businesses have at least one employee who experiences difficulty with reading (11%, n=652) or numeracy skills (8%, n=477). Of businesses with at least one employee who experiences such difficulty (n=795), 21% (n=168) have initiatives or programs in place to support these employees.

Urban/Rural Subdivision

Urban Subdivision (N=3,386)

In urban areas of the province, a small percentage of businesses have at least one employee who experiences difficulty with reading (11%, n=366) or numeracy skills (8%, n=282). Of businesses with at least one employee who experiences such difficulty (n=454), 24% (n=108) have initiatives or programs in place to support these employees.

Rural Subdivision (N=2,826)

In rural areas of the province, a small percentage of rural businesses have at least one employee who experiences difficulty with reading (10%, n=279) or numeracy skills (7%, n=192). Of businesses with at

least one employee who experiences such difficulty (n=331), 18% (n=58) have initiatives or programs in place to support these employees.

Business Size

Small Businesses (N=5,340)

A minority of small businesses have at least one employee who experiences difficulty with reading (8%, n=435) or numeracy skills (6%, n=336). Of businesses with at least one employee who experiences such difficulty (n=557), 21% (n=114) have initiatives or programs in place to support these employees.

Medium Businesses (N=735)

Nearly one-quarter of medium-sized businesses (23%, n=171) have at least one employee who experiences difficulty with reading, while 15% (n=105) have at least one employee who experiences difficulty with numeracy skills. Of businesses with at least one employee who experiences such difficulty (n=187), 17% (n=32) have initiatives or programs in place to support these employees.

Large Businesses (N=138)

Approximately one-third of large businesses (34%, n=46) have at least one employee who experiences difficulty with reading, while 24% (n=34) have at least one employee who experiences difficulty with numeracy skills. Of businesses with at least one employee who experiences such difficulty (n=51), 42% (n=22) have initiatives or programs in place to support these employees.

Economic Regions

Central Region (N=1,333)

A small percentage of Central businesses have at least one employee who experiences difficulty with reading (8%, n=111) or numeracy skills (7%, n=94). Of businesses with at least one employee who experiences such difficulty (n=152), one-quarter (25%, n=37) have initiatives or programs in place to support these employees.

Northeast Region (N=1,278)

Of Northeast businesses, a small percentage have at least one employee who experiences difficulty with reading (11%, n=134) or numeracy skills (7%, n=91). Of businesses with at least one employee who experiences such difficulty (n=155), 20% (n=31) have initiatives or programs in place to support these employees.

Northwest Region (N=854)

In terms of literacy, a small percentage of Northwest businesses have at least one employee who experiences difficulty with reading (12%, n=103) or numeracy skills (8%, n=69). Of businesses with at least one employee who experiences such difficulty (n=118), 15% (n=18) have initiatives or programs in place to support these employees.

Southeast Region (N=1,474)

A small percentage of Southeast businesses have at least one employee who experiences difficulty with reading (12%, n=174) or numeracy skills (9%, n=131). Of businesses with at least one employee who experiences such difficulty (n=218), 19% (n=44) have initiatives or programs in place to support these employees.

Southwest Region (N=1,273)

Of Southwest businesses, a small percentage have at least one employee who experiences difficulty with reading (10%, n=130) or numeracy skills (7%, n=92). Of businesses with at least one employee who experiences such difficulty (n=152), one-quarter (25%, n=38) have initiatives or programs in place to support these employees.

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APPENDIX A: GLOSSARY

APPENDIX B: SAMPLING PLAN

APPENDIX C: WEIGHTING DESIGN

APPENDIX D: QUESTIONNAIRE

1.0 Introduction

This summary report presents the findings of the *2008 Employer Survey*, conducted by MarketQuest Research on behalf of the New Brunswick Career Development Action Group (NBCDAG), in partnership with the Department of Post-Secondary Education, Training and Labour (PETL). NBCDAG is a non-profit partnership organization committed to career development in New Brunswick. The organization plays a leadership role in the career development field by encouraging cooperation, coordination, networking and information-sharing among members and other groups. NBCDAG also leads or participates in projects that impact human resources and career development in the province of New Brunswick.

This research is being conducted to provide a detailed picture of the labour market in New Brunswick. More specifically, the purpose of this research is:

- To develop a profile of the businesses community in New Brunswick by economic region and industry classification; by urban/rural subdivision and industry classification; and on a provincial basis, by industry classification and business size (small, medium, or large); and

- To provide an analysis of various issues, needs and trends pertaining to businesses in New Brunswick by economic region and industry classification; by urban/rural subdivision and industry classification; and on a provincial basis, by industry classification and business size (small, medium, or large).

Please refer to the glossary in Appendix A for definitions of urban/rural subdivision, business size, industry classifications and economic regions.

This summary report is a presentation of the information that was collected. It is anticipated that this report will lead to further analysis and interpretation.

By collecting and analyzing information from businesses throughout New Brunswick, NBCDAG and PETL can obtain a more comprehensive picture of employers and current and future issues, needs and trends.

2.0 Methodology

2.1   SAMPLE SELECTION

The sampling frame for this project was provided to MarketQuest by PETL, and consisted of a database of 19,020 businesses in New Brunswick. A goal of this study was to have statistically reliable data (confidence level of 95% and margin of error of ± 5% or less) for each of the following four scenarios:

- *Scenario 1:* A sample of employers representative by economic region and industry classification;
- *Scenario 2:* A sample of employers representative by urban/rural subdivision and industry classification;
- *Scenario 3:* A sample of employers for the province representative by specific industry classifications; and
- *Scenario 4:* A sample of employers for the province representative by business size.

Using the employer database as population estimates, MarketQuest developed a detailed sampling plan based on the above scenarios. The detailed sampling plan appears in Appendix B. As a result of having multiple locations in the province, several businesses may have been represented more than once in the database. These duplicate cases were not removed as the goal was to conduct an interview for all locations of a business. The survey respondent was defined as the person who is responsible for human resources and hiring for that particular location of the business.

In total, interviews were conducted with 6,213 businesses in the province of New Brunswick, providing an overall margin of error of approximately ±1.02 percentage points at the 95% confidence level.

When results are based on a sample of the entire population, the margin of error is a measure of how *precise* the results are. More specifically, the margin of error is a range in which the true population value is estimated to be. For example, if the margin of error is ±5 percentage points and 60% of respondents exercise once a week, this means that the true value in the population is between 55% and 65%. Margins of error that fall at or below 10% are generally considered to be within an acceptable range.

Sample sizes and margins of error for business size, economic regions and urban/rural segmentations are presented in Table 1. As shown below, the margins of error for each segmentation fall within the acceptable range.

<u>Table 1</u>:   Margins of Error

Strata	Population Size	Sample Size	Margin of Error (Percentage Points)*
Urban/Rural Subdivision[12]			
Urban	11,649	3,383	±1.42
Rural	7,371	2,829	±1.45
Business Size			
Small	16,659	5,281	±1.11
Medium	1,907	780	±2.70
Large	454	152	±6.49
Economic Regions			
Central	3,935	1,204	±2.35
Northeast	4,458	2,349	±1.39
Northwest	2,446	951	±2.48
Southeast	4,444	1,458	±2.10
Southwest	3,737	1,251	±2.26
Overall Province	*19,020*	*6,213*	*±1.02*

* 19 times out of 20 or at the 95% confidence level.

[12] One business could not be classified due to a lack of information.

To ensure that the sample was a proportionate representation of the business community in New Brunswick, data was weighted by urban/rural subdivision and industry classification. Population proportions by industry classification within urban/rural subdivision, as well as the unweighted and weighted sample distributions are provided in Appendix C.

2.2 QUESTIONNAIRE DESIGN

The questionnaire for the *2008 Employer Survey Summary Report* was developed by MarketQuest Research, in close consultation with PETL (See Appendix D). The questionnaire was designed to provide a profile of the business community in New Brunswick and to assess issues, needs and trends among New Brunswick employers.

To address these issues, the questionnaire included questions related to the following theme areas:

- Employer profile and background;
- Current employees;
- Hiring and recruitment practices;
- Business outlook and confidence;
- Training and employment development;
- Family-friendly policies and procedures; and
- Literacy.

Following final questionnaire review and approval, a pretest was conducted as a quality control procedure to confirm survey length, and to ensure clarity of survey questions and instructions, an effective and efficient flow of information, and that the desired information was being obtained.

2.3 DATA COLLECTION AND ANALYSIS

Data was collected for this study using a two-tiered approach. Using a Computer-Assisted Telephone Interviewing System (CATI), New Brunswick employers were contacted by MarketQuest interviewers between the dates of November 20th, 2007 and May 26th, 2008 and asked if they would be willing to complete the survey. Those who did not complete the survey via telephone were asked if they would be willing to complete the survey via fax or email. In total, 6,184 surveys were completed via telephone, 21 via fax and 8 via email.

During the first part of the interview, interviewers confirmed that the business that was reached matched the business name on file, and then confirmed/updated the business' address and contact information.

The questionnaire was administered in the language preferred by the respondent (English or French) and took approximately 15 minutes to administer.

2.4 THIS REPORT

This report summarizes the findings of the 2008 Employer Survey.

To provide a comprehensive overview of the study results, and to satisfy the objectives of the study objectives, this report is organized by the six theme areas. Within each theme area, results are presented as follows:

- Provincial Overview;
- Urban/Rural Subdivision;
- Business Size (small, medium, large); and
- Economic Regions (Central, Northeast, Northwest, Southeast, Southwest).

A combination of text, data tables and data figures are used throughout this report to present survey results. Questions where more than one response could be indicated are referred to as multiple response questions, and are noted throughout this report. For multiple response questions, percentages may sum to greater than 100%, and the n's for each response may not always add up to the total N's that are presented. It is also important to note that, due to rounding, percentages presented throughout this report may not always add up to exactly 100%. Furthermore, results presented throughout this report are weighted, meaning that the n's for each response may not always add up to the total N's that are presented.

This summary report is a presentation of the information that was collected. It is anticipated that this report will lead to further analysis and interpretation.

3.0 Detailed Research Findings

3.1 CURRENT EMPLOYEES

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3.1.1　　Provincial Overview

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3.1.1   Provincial Overview (N=6,213)

Almost one-quarter of New Brunswick businesses surveyed (22%, n=1,365) operate in the retail trade industry, followed distantly by accommodation and food services (10%, n=631) and construction (9%, n=570).

Table 2:   **Top Ten Industries of Surveyed Businesses* - Provincial Overview**

NAICS Code	Industry Name	n	% (N=6,213)
44-45	Retail trade	1,365	22.0
72	Accommodation and food services	631	10.2
23	Construction	570	9.2
62	Health care and social assistance	542	8.7
54	Professional, scientific and technical services	515	8.3
31-33	Manufacturing	457	7.4
41	Wholesale trade	281	4.5
52	Finance and insurance	272	4.4
48-49	Transportation and warehousing	262	4.2
11	Agriculture, forestry, fishing and hunting	248	4.0

*Multiple responses allowed.

Most commonly, businesses employ retail trade managers (17%, n=1,062), retail salespersons and sales clerks (16%, n=965) and general office clerks (12%, n=768).

Table 3:   **Top Ten Occupations of Surveyed Businesses* - Provincial Overview**

NOC Code	Occupation Name	n	% (N=6,213)
0621	Retail trade managers	1,062	17.1
6421	Retail salespersons and sales clerks	965	15.5
1411	General office clerks	768	12.4
6611	Cashiers	574	9.2
1241	Secretaries (except legal and medical)	502	8.1
6242	Cooks	479	7.7
1221	Administrative officers	423	6.8
6663	Janitors, caretakers and building superintendents	357	5.7
1414	Receptionists and switchboard operators	338	5.4
1231	Bookkeepers	320	5.1

*Multiple responses allowed.

On average, surveyed businesses employ 13 paid employees. Furthermore, surveyed businesses employ a total of 107,102 employees[13]. Most businesses are classified as small, employing one to 19 employees (86%, n=5,340).

Figure 1:   **Business Size - Provincial Overview (N=6,213)**

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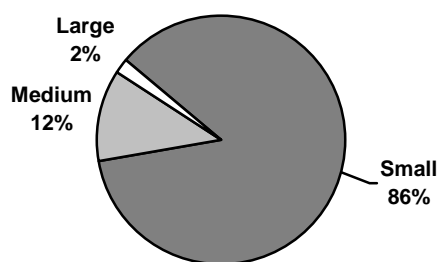
[13] 60 businesses were excluded from this analysis due to missing data.

The large majority of employees among surveyed businesses (83%) are employed on a permanent basis. Of permanent employees, 81% are full-time, while the remaining 19% are part-time.

Table 4:   **Profile of Employees – Provincial Overview**

Employee Classification	*n*	*%*
Permanent	88,770	83.4
Casual/Contract	9,200	8.6
Seasonal	8,438	7.9
Employee Total	106,407	100.0
Business Total	6,147[14]	-

| *Status of Permanent Positions*	*n*	*%*
Full-time	71,500	80.7
Part-time	17,134	19.3
Employee Total	88,634	100.0
Business Total	5,731[15]	-

Nearly one-half of employees from surveyed businesses (47%) have a high school diploma as their highest level of education, while 20% have a university degree.

Table 5:   **Highest Education Level of Employees – Provincial Overview**

	n	*%*
University degree	21,652	20.2
Journeyperson certification	7,950	7.4
College certificate or diploma	16,653	15.5
High school	49,862	46.6
Less than high school	10,985	10.3
Employee Total	107,102	100.0
Business Total	6,153	-

Over one-half of businesses (59%, n=3,680) report their employees to be, on average, between the ages of 25 and 44 years. Almost one-third (31%, n=1,916) estimate an average age of 45 years or older.

Figure 2:   **Average Age of Workforce - Provincial Overview (N=6,213)**

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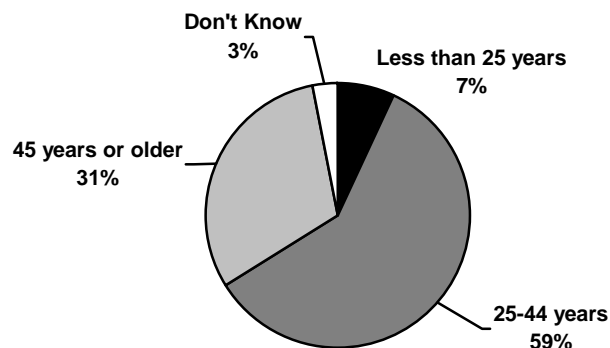
[14] Six businesses were excluded from this analysis due to missing data.
[15] 15 businesses were excluded from this analysis due to missing data.

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3.1.2 Urban/Rural Subdivision

3.1.2.1　　　Urban Subdivision (N=3,386)

Almost one-quarter of urban businesses in New Brunswick operate in the retail trade industry (22%, n=750), followed by accommodation and food services (11%, n=366) and construction (10%, n=337).

Table 6:　　　**Top Ten Industries of Businesses* - Urban Subdivision**

NAICS Code	Industry Name	n	% (N=3,386)
44-45	Retail trade	750	22.2
72	Accommodation and food services	366	10.8
23	Construction	337	10.0
62	Health care and social assistance	302	8.9
54	Professional, scientific, technical services	286	8.4
31-33	Manufacturing	252	7.4
42	Wholesale trade	179	5.3
48-49	Transportation and warehousing	137	4.1
53	Real estate and rental and leasing	123	3.6
52	Finance and insurance	118	3.5

*Multiple responses allowed.

Retail trade managers (18%, n=593), retail salespersons and sales clerks (17%, n=583) and general office clerks (14%, n=474) round out the top three occupations among urban businesses in New Brunswick.

Table 7:　　　**Top Ten Occupations of Businesses* - Urban Subdivision**

NOC Code	Occupation Name	n	% (N=3,386)
0621	Retail trade managers	593	17.5
6421	Retail salespersons and sales clerks	583	17.2
1411	General office clerks	474	14.0
6611	Cashiers	322	9.5
6242	Cooks	267	7.9
1221	Administrative officers	262	7.7
1241	Secretaries (except legal and medical)	217	6.4
0631	Restaurant and food service managers	200	5.9
1414	Receptionists and switchboard operators	191	5.6
6663	Janitors, caretakers and building superintendents	181	5.3

*Multiple responses allowed.

On average, urban businesses employ 15 paid employees. Furthermore, surveyed businesses employ a total of 67,249 employees[16]. Most urban businesses are small, employing between one and 19 employees (85%, n=2,866).

Figure 3: **Business Size - Urban Subdivision (N=3,386)**
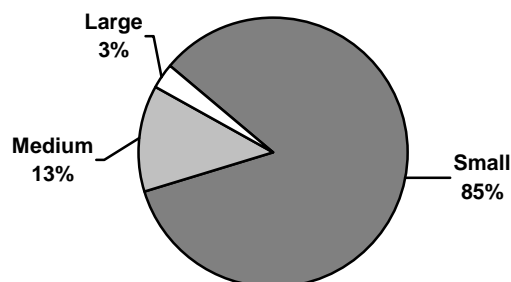
Most employees from surveyed businesses (86%) are employed on a permanent basis. Of permanent employees, 80% are full-time and 20% are part-time.

Table 8: **Profile of Employees – Urban Subdivision**

Employee Classification	n	%
Permanent	57,267	85.7
Casual/Contract	6,225	9.3
Seasonal	3,306	4.9
Employee Total	66,799	100.0
Business Total	3,366[17]	-

Status of Permanent Positions	n	%
Full-time	45,704	79.9
Part-time	11,470	20.1
Employee Total	57,174	100.0
Business Total	3,193[18]	-

Among surveyed urban businesses, employees most often have a high school diploma as their highest level of education (45%), followed distantly by a university degree (22%).

Table 9: **Highest Education Level of Employees – Urban Subdivision**

|	n	%
University degree	15,035	22.4
Journeyperson certification	5,340	7.9
College certificate or diploma	10,766	16.0
High school	30,426	45.2
Less than high school	5,682	8.4
Employee Total	67,249	100.0
Business Total	3,370	

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[16] 16 businesses were excluded from this analysis due to missing data.
[17] Four businesses were excluded from this analysis due to missing data.
[18] Ten businesses were excluded from this analysis due to missing data.

The majority of urban businesses (60%, n=2,036) estimate their workforce to be between the ages of 25 and 44 years.

Figure 4:   **Average Age of Workforce - Urban Subdivision (N=3,386)**
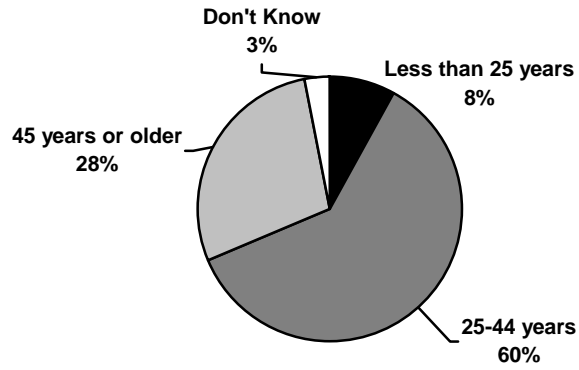
3.1.2.2   *Rural Subdivision (N=2,826)*

Almost one-quarter of rural businesses in New Brunswick operate in the retail trade industry (22%, n=619), followed distantly by accommodation and food services (9%, n=265) and health care and social assistance (9%, n=240).

Table 10:   **Top Ten Industries of Businesses* - Rural Subdivision**

NAICS Code	Industry Name	n	% (N=2,826)
44-45	Retail trade	619	21.9
72	Accommodation and food services	265	9.4
62	Health care and social assistance	240	8.5
23	Construction	233	8.2
31-33	Manufacturing	205	7.3
54	Professional, scientific, technical services	205	7.2
52	Finance and insurance	189	6.7
11	Agriculture, forestry, fishing, hunting	181	6.4
48-49	Transportation and warehousing	124	4.4
56	Administrative and support, waste management and remediation	106	3.7

*Multiple responses allowed.

Top occupations among rural businesses include retail trade managers (16%, n=462), retail salespersons and sales clerks (13%, n=365) and secretaries (except legal and medical) (11%, n=305).

Table 11:   **Top Ten Occupations of Businesses* - Rural Subdivision**

NOC Code	Occupation Name	n	% (N=2,826)
0621	Retail trade managers	462	16.4
6421	Retail salespersons and sales clerks	365	12.9
1241	Secretaries (except legal and medical)	305	10.8
6611	Cashiers	260	9.2
1411	General office clerks	253	8.9
6663	Janitors, caretakers and building superintendents	180	6.4
6242	Cooks	211	7.5
7411	Truck drivers	155	5.5
1231	Bookkeepers	150	5.3
1221	Administrative officers	144	5.1

*Multiple responses allowed.

Rural businesses employ an average of 11 paid employees. Furthermore, surveyed businesses employ a total of 35,467 employees[19]. Most rural businesses are small, employing between one and 19 employees (88%, n=2,496).

Figure 5:　　　**Business Size - Rural Subdivision (N=2,826)**
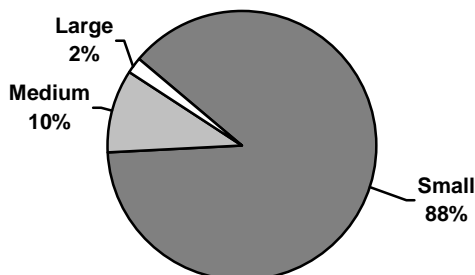
Just over three-quarters of employees from surveyed rural businesses (78%) are employed on a permanent basis. Of permanent employees, 81% are full-time, while the remaining 19% are part-time.

Table 12:　　　**Profile of Employees – Rural Subdivision**

Employee Classification	*n*	*%*
Permanent	27,639	78.4
Casual/Contract	2,504	7.1
Seasonal	5,120	14.5
Employee Total	35,263	100.0
Business Total	2,778[20]	-

Status of Permanent Positions	*n*	*%*
Full-time	22,308	80.7
Part-time	5,325	19.3
Employee Total	27,633	100.0
Business Total	2,523[21]	-

Among surveyed rural businesses, one-half of employees have a high school diploma (50%) as their highest level of education, followed distantly by less than high school (15%), a university degree or a college certificate or diploma (14% each).

Table 13:　　　**Highest Education Level of Employees - Rural Subdivision**

|	*n*	*%*
University degree	5,124	14.4
Journeyperson certification	2,211	6.2
College certificate or diploma	5,012	14.1
High school	17,832	50.3
Less than high school	5,287	14.9
Employee Total	35,467	100.0
Business Total	2,780	-

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[19] 47 businesses were excluded from this analysis due to missing data.

[20] Two businesses were excluded from this analysis due to missing data.

[21] Three businesses were excluded from this analysis due to missing data.

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Over one-half of rural businesses (58%, n=1,643) estimate their workforce to be between the ages of 25 and 44 years.

Figure 6:   **Average Age of Workforce - Rural Subdivision (N=2,826)**
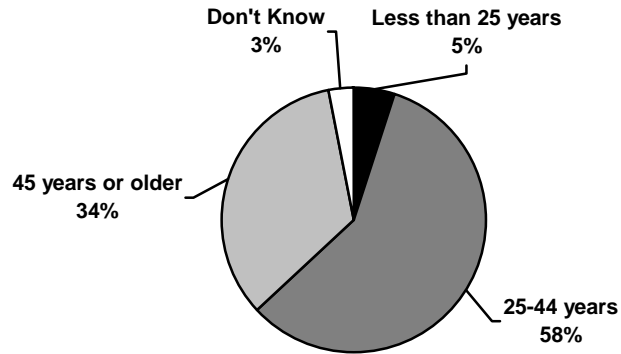
3.1.3   Business Size

3.1.3.1   *Small Businesses (N=5,340)*

Among small businesses in New Brunswick, retail trade is the most common industry (23%, n=1,221), followed by accommodation and food services (10%, n=520) and construction (10%, n=516).

Table 14:   **Top Ten Industries of Businesses* - Small Businesses**

NAICS Code	Industry Name	n	% (N=5,340)
44-45	Retail trade	1,221	22.9
72	Accommodation and food services	520	9.7
23	Construction	516	9.7
54	Professional, scientific, technical services	484	9.1
62	Health care and social assistance	463	8.7
31-33	Manufacturing	334	6.3
42	Wholesale trade	253	4.7
52	Finance and insurance	241	4.5
11	Agriculture, forestry, fishing, and hunting	215	4.0
48-49	Transportation and warehousing	204	3.8

*Multiple responses allowed.

Retail trade managers (17%, n=921), retail salespersons and sales clerks (16%, n=849) and general office clerks (10%, n=550) round out the top three occupations among small businesses in New Brunswick.

Table 15:   **Top Ten Occupations of Businesses* - Small Businesses**

NOC Code	Occupation Name	n	% (N=5,340)
0621	Retail trade managers	921	17.3
6421	Retail salespersons and sales clerks	849	15.9
1411	General office clerks	550	10.3
6611	Cashiers	462	8.7
1241	Secretaries (except legal and medical)	404	7.6
6242	Cooks	377	7.1
1221	Administrative officers	345	6.5
1231	Bookkeepers	282	5.3
1414	Receptionists and switchboard operators	260	4.9
6453	Food and beverage servers	244	4.6

*Multiple responses allowed.

On average, small businesses employ eight paid employees. Furthermore, surveyed businesses employ a total of 51,905 employees[22].

Of employees from surveyed small businesses, 84% are considered permanent. Of permanent employees, 80% are full-time, with the remaining 20% being part-time.

Table 16:   Profile of Employees – Small Businesses

Employee Classification	n	%
Permanent	43,360	83.9
Casual/Contract	4,644	9.0
Seasonal	3,675	7.1
Employee Total	51,678	100.0
Business Total	5,280[23]	-

Status of Permanent Positions	n	%
Full-time	34,598	79.9
Part-time	8,729	20.1
Employee Total	43,327	100.0
Business Total	4,897[24]	-

Among surveyed small businesses, employees most often have a high school diploma as their highest level of education (49%), followed distantly by a university degree (18%) or a college certificate or diploma (17%).

Table 17:   Highest Education Level of Employees - Small Businesses

	n	%
University degree	9,249	17.8
Journeyperson certification	3,732	7.2
College certificate or diploma	8,676	16.7
High school	25,252	48.7
Less than high school	4,996	9.6
Employee Total	51,905	100.0
Business Total	5,283	-

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[22] 56 businesses were excluded from this analysis due to missing data.

[23] Three businesses were excluded from this analysis due to missing data.

[24] 11 businesses were excluded from this analysis due to missing data.

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Over one-half of small businesses (58%, n=3,080) estimate their workforce to be between the ages of 25 and 44 years, while 32% (n=1,726) estimate an average age of 45 years or older.

Figure 7: **Average Age of Workforce - Small Businesses (N=5,340)**
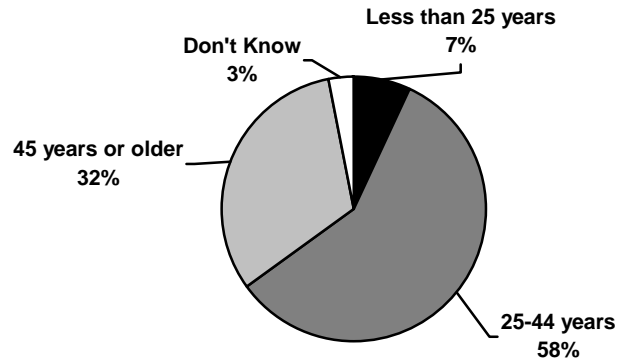
3.1.3.2   *Medium Businesses (N=735)*

Among medium-sized businesses in New Brunswick, retail trade is the most common industry (18%, n=129), followed by accommodation and food services (14%, n=105) and manufacturing (12%, n=88).

Table 18:   **Top Ten Industries of Businesses* - Medium Businesses**

NAICS Code	Industry Name	n	% (N=735)
44-45	Retail trade	129	17.6
72	Accommodation and food services	105	14.3
31-33	Manufacturing	88	12.0
62	Health care and social assistance	61	8.3
23	Construction	50	6.8
48-49	Transportation and warehousing	48	6.5
92	Public administration	33	4.5
11	Agriculture, forestry, fishing, and hunting	31	4.2
54	Professional, scientific, technical services	31	4.2
52	Finance and insurance	31	4.2

*Multiple responses allowed.

The top three occupations among medium-sized businesses in New Brunswick include general office clerks (23%, n=170), retail trade managers (18%, n=128) and janitors, caretakers, and building superintendents (16%, n=118).

Table 19:   **Top Ten Occupations of Businesses* - Medium Businesses**

NOC Code	Occupation Name	n	% (N=735)
1411	General office clerks	170	23.1
0621	Retail trade managers	128	17.5
6663	Janitors, caretakers and building superintendents	118	16.0
6421	Retail salespersons and salesclerks	100	13.6
6611	Cashiers	99	13.5
6242	Cooks	92	12.5
1111	Financial auditors and accountants	86	11.7
6641	Food counter attendants, kitchen helpers, and related	80	10.8
1241	Secretaries (except legal and medical)	79	10.7
1431	Accounting and related clerks	68	9.3

*Multiple responses allowed.

On average, medium-sized businesses employ 36 paid employees. Furthermore, surveyed businesses employ a total of 26,642 employees[25].

Of employees from surveyed medium-sized businesses, 86% are considered permanent. Of employees considered permanent, 78% are full-time and 22% are part-time.

Table 20:　　　**Profile of Employees – Medium Businesses**

Employee Classification	n	%
Permanent	22,957	86.3
Casual/Contract	1,422	5.3
Seasonal	2,223	8.4
Employee Total	26,602	100.0
Business Total	733	-

Status of Permanent Positions	n	%
Full-time	17,958	78.2
Part-time	4,999	21.8
Employee Total	22,957	100.0
Business Total	708	-

Among surveyed medium-sized businesses, employees most often have a high school diploma as their highest level of education (48%), followed distantly by a university degree (16%) or a college certificate or diploma (15%).

Table 21:　　　**Highest Education Level of Employees - Medium Businesses**

	n	%
University degree	4,126	15.5
Journeyperson certification	2,221	8.3
College certificate or diploma	3,973	14.9
High school	12,715	47.7
Less than high school	3,607	13.5
Employee Total	26,642	100.0
Business Total	733	-

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[25] Two businesses were excluded from this analysis due to missing data.

The majority of medium-sized businesses (70%, n=512) estimate their workforce to be between the ages of 25 and 44 years.

Figure 8:   **Average Age of Workforce - Medium Businesses (N=735)**
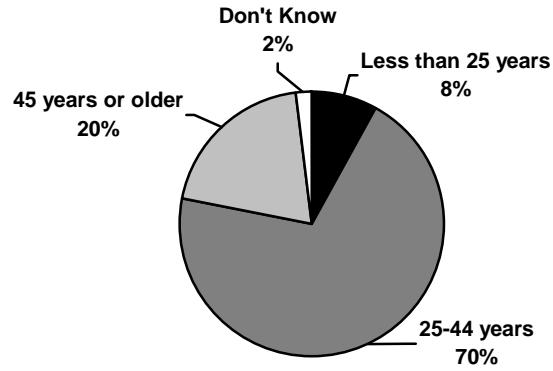
3.1.3.3 Large Businesses (N=138)

One-quarter of large businesses in New Brunswick operate in the manufacturing industry (25%, n=35), followed by public administration (14%, n=19), health care and social assistance (12%, n=17) and retail trade (10%, n=14).

Table 22: Top Thirteen Industries of Businesses* - Large Businesses

NAICS Code	Industry Name	n	% (N=138)
31-33	Manufacturing	35	25.3
92	Public administration	19	14.0
62	Health care and social assistance	17	12.3
44-45	Retail trade	14	10.3
48-49	Transportation and warehousing	9	6.9
61	Educational services	6	4.1
72	Accommodation and food services	5	3.9
56	Administrative and support, waste management and remediation	5	3.5
42	Wholesale trade	4	3.2
71	Arts, entertainment, and recreation	4	2.9
21	Mining, quarrying and oil and gas extraction	4	2.9
51	Information and cultural industries	4	2.8
23	Construction	4	2.6

*Multiple responses allowed.

The top two occupations among large businesses in New Brunswick include general office clerks (35%, n=48) and janitors, caretakers, and building superintendents (23%, n=31).

Table 23: Top Ten Occupations of Businesses* - Large Businesses

NOC Code	Occupation Name	n	% (N=138)
1411	General office clerks	48	34.6
6663	Janitors, caretakers, and building superintendents	31	22.5
1431	Accounting and related clerks	26	18.9
0911	Manufacturing managers	25	18.3
1111	Financial auditors and accountants	22	15.7
1241	Secretaries (except legal and medical)	19	13.7
0112	Human resources managers	17	12.6
1121	Specialists in human resources	17	12.4
6661	Light duty cleaners	17	12.1
6421	Retail salespersons and salesclerks	15	11.2

*Multiple responses allowed.

On average, large businesses employ 96 paid employees. Furthermore, surveyed businesses employ a total of 28,555 employees[26].

Most employees from surveyed large businesses (80%) are permanent. Of permanent employees, 85% are full-time, with the remaining 15% being part-time.

Table 24: **Profile of Employees – Large Businesses**

Employee Classification	n	%
Permanent	22,453	79.8
Casual/Contract	3,133	11.1
Seasonal	2,540	9.0
Employee Total	28,127	100.0
Business Total	134[27]	-

Status of Permanent Positions	n	%
Full-time	18,944	84.8
Part-time	3,406	15.2
Employee Total	22,350	100.0
Business Total	126[28]	-

Among surveyed large businesses, employees most often have a high school diploma as their highest level of education (42%), followed by a university degree (29%).

Table 25: **Highest Education Level of Employees - Large Businesses**

	n	%
University degree	8,278	29.0
Journeyperson certification	1,996	7.0
College certificate or diploma	4,004	14.0
High school	11,894	41.7
Less than high school	2,382	8.3
Employee Total	28,555	100.0
Business Total	136	-

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[26] Two businesses were excluded from this analysis due to missing data.
[27] Two businesses were excluded from this analysis due to missing data.
[28] Four businesses were excluded from this analysis due to missing data.

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Almost two-thirds of large businesses (64%, n=88) estimate their workforce to be between the ages of 25 and 44 years, while 30% (n=41) estimate an average age of 45 years or older.

Figure 9: **Average Age of Workforce - Large Businesses (N=138)**

3.1.4   Economic Regions

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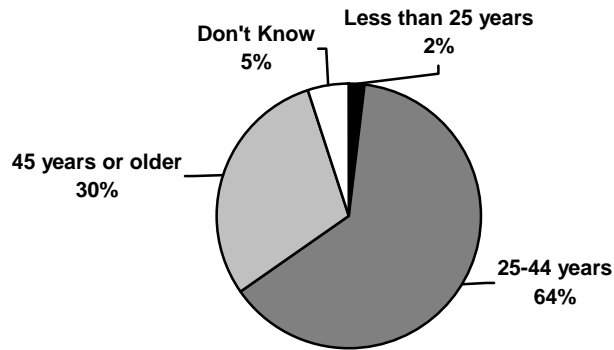
3.1.4.1   Central Region (N=1,333)

Among businesses in the Central region of New Brunswick, the top industries include retail trade (22%, n=296) and professional, scientific, technical services (13%, n=178).

Table 26:   **Top Ten Industries of Businesses* - Central Region**

NAICS Code	Industry Name	n	% (N=1,333)
44-45	Retail trade	296	22.2
54	Professional, scientific, technical services	178	13.4
62	Health care and social assistance	124	9.3
72	Accommodation and food services	121	9.1
23	Construction	119	8.9
53	Real estate and rental and leasing	77	5.8
31-33	Manufacturing	71	5.4
52	Finance and insurance	52	3.9
92	Public administration	41	3.1
61	Educational services	41	3.1

*Multiple responses allowed.

The top occupations include general office clerks (16%, n=211), retail trade managers (15%, n=205) and retail salespersons and sales clerks (15%, n=201).

Table 27:   **Top Eleven Occupations of Businesses* - Central Region**

NOC Code	Occupation Name	n	% (N=1,333)
1411	General office clerks	211	15.8
0621	Retail trade managers	205	15.4
6421	Retail salespersons and salesclerks	201	15.1
6611	Cashiers	115	8.6
1221	Administrative officers	107	8.1
6242	Cooks	91	6.8
1231	Bookkeepers	84	6.3
1414	Receptionists and switchboard operators	76	5.7
1111	Financial auditors and accountants	64	4.8
1241	Secretaries (except legal and medical)	60	4.5
6453	Food and beverage servers	60	4.5

*Multiple responses allowed.

On average, businesses in the Central region employ 13 paid employees. Furthermore, surveyed businesses employ a total of 23,405 employees[29]. Most businesses located in the Central region are small, employing one to 19 employees (86%, n=1,141).

Figure 10:   **Business Size - Central Region (N=1,333)**
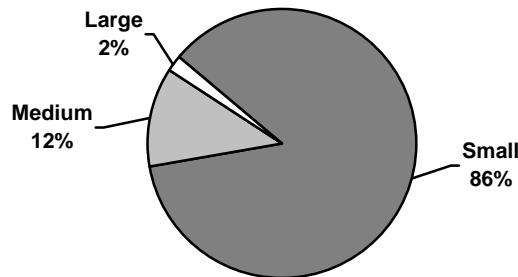
Most employees from surveyed Central area businesses (86%) are permanent. Of permanent employees, 81% are full-time and 19% are part-time.

Table 28:   **Profile of Employees – Central Region**

Employee Classification	*n*	*%*
Permanent	19,806	85.7
Casual/Contract	2,114	9.2
Seasonal	1,183	5.1
Employee Total	23,102	100.0
Business Total	1,322[30]	-

Status of Permanent Positions	*n*	*%*
Full-time	15,997	81.1
Part-time	3,716	18.9
Employee Total	19,713	100.0
Business Total	1,259[31]	-

Among surveyed businesses in the Central region, employees most often have a high school diploma as their highest level of education (40%), followed by a university degree (28%).

Table 29:   **Highest Education Level of Employees - Central Region**

	n	*%*
University degree	6,491	27.8
Journeyperson certification	1,405	6.0
College certificate or diploma	4,412	18.9
High school	9,434	40.3
Less than high school	1,663	7.1
Employee Total	23,405	100.0
Business Total	1,325	-

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[29] Eight businesses were excluded from this analysis due to missing data.
[30] Three businesses were excluded from this analysis due to missing data.
[31] Five businesses were excluded from this analysis due to missing data.

Over one-half of businesses in the Central region (57%, n=756) estimate their workforce to be between the ages of 25 and 44 years, while 31% (n=413) estimate an average age of 45 years or older.

Figure 11: **Average Age of Workforce - Central Region (N=1,333)**
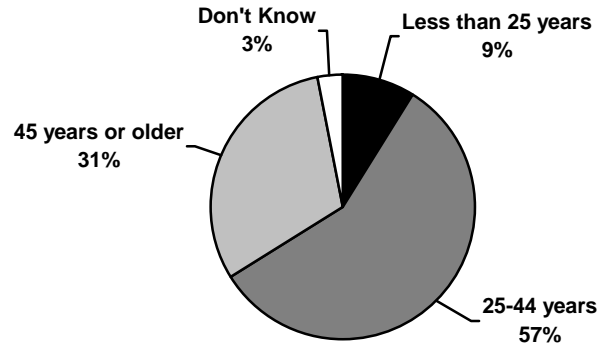
3.1.4.2   Northeast Region (N=1,278)

Among businesses in the Northeast region of New Brunswick, retail trade is the most common industry (25%, n=314), followed by accommodation and food services (12%, n=152) and construction (10%, n=121).

Table 30:   Top Eleven Industries of Businesses* - Northeast Region

NAICS Code	Industry Name	n	% (N=1,278)
44-45	Retail trade	314	24.6
72	Accommodation and food services	152	11.9
23	Construction	121	9.5
62	Health care and social assistance	117	9.1
11	Agriculture, forestry, fishing, and hunting	90	7.1
31-33	Manufacturing	76	5.9
54	Professional, scientific, technical services	59	4.6
48-49	Transportation and warehousing	58	4.5
52	Finance and insurance	55	4.3
42	Wholesale trade	40	3.1
71	Arts, entertainment, and recreation	40	3.1

*Multiple responses allowed.

Retail trade managers (20%, n=253), retail salespersons and sales clerks (14%, n=176) and secretaries (except legal and medical) (13%, n=164) round out the top three occupations among businesses in Northeast New Brunswick.

Table 31:   Top Ten Occupations of Businesses* - Northeast Region

NOC Code	Occupation Name	n	% (N=1,278)
0621	Retail trade managers	253	19.8
6421	Retail salespersons and salesclerks	176	13.8
1241	Secretaries (except legal and medical)	164	12.8
6611	Cashiers	141	11.0
6242	Cooks	115	9.0
1411	General office clerks	105	8.2
6663	Janitors, caretakers, and building superintendents	79	6.2
1111	Financial auditors and accountants	75	5.8
6453	Food and beverage servers	72	5.7
1414	Receptionists and switchboard operators	72	5.6

*Multiple responses allowed.

On average, businesses in the Northeast region employ 12 paid employees. Furthermore, surveyed businesses employ a total of 17,818 employees[32]. Most businesses in the Northeast region are small, employing between one and 19 employees (87%, n=1,113).

Figure 12:   **Business Size - Northeast Region (N=1,278)**
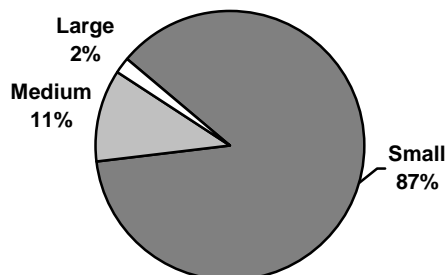
Three-quarters of employees from surveyed Northeast area businesses (75%) are employed on a permanent basis. Of permanent employees, 78% are full-time, while the remaining 22% are part-time.

Table 32:   **Profile of Employees – Northeast Region**

Employee Classification	n	%
Permanent	13,246	75.1
Casual/Contract	1,426	8.1
Seasonal	2,966	16.8
Employee Total	17,638	100.0
Business Total	1,265[33]	-

Status of Permanent Positions	n	%
Full-time	10,293	77.7
Part-time	2,951	22.3
Employee Total	13,244	100.0
Business Total	1,119[34]	-

Among surveyed businesses in the Northeast region, approximately one-half of employees have a high school diploma as their highest level of education (52%), followed distantly by less than high school (15%) or a college certificate or diploma (15%).

Table 33:   **Highest Education Level of Employees - Northeast Region**

	n	%
University degree	2,188	12.3
Journeyperson certification	1,139	6.4
College certificate or diploma	2,664	15.0
High school	9,180	51.5
Less than high school	2,648	14.9
Employee Total	17,818	100.0
Business Total	1,266	-

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[32] 13 businesses were excluded from this analysis due to missing data.

[33] One business was excluded from this analysis due to missing data.

[34] Two businesses were excluded from this analysis due to missing data.

The majority of businesses in the Northeast region (60%, n=768) estimate their workforce to be between the ages of 25 and 44 years, while 34% (n=429) estimate an average age of 45 years or older.

Figure 13:   **Average Age of Workforce - Northeast Region (N=1,278)**
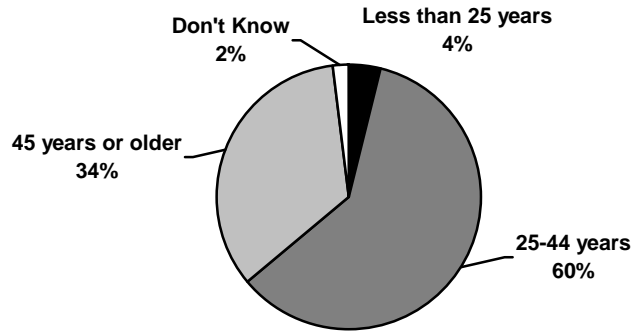
3.1.4.3   Northwest Region (N=854)

Among businesses in Northwest New Brunswick, retail trade (27%, n=226) was most often identified as the top industry.

Table 34:   Top Ten Industries of Businesses* - Northwest Region

NAICS Code	Industry Name	n	% (N=854)
44-45	Retail trade	226	26.5
23	Construction	79	9.3
72	Accommodation and food services	77	9.0
11	Agriculture, forestry, fishing, and hunting	70	8.2
31-33	Manufacturing	64	7.5
62	Health care and social assistance	61	7.1
48-49	Transportation and warehousing	46	5.4
54	Professional, scientific, technical services	43	5.1
52	Finance and insurance	41	4.8
42	Wholesale trade	31	3.6

*Multiple responses allowed.

The top occupations include retail trade managers (19%, n=164), retail salespersons and sales clerks (16%, n=134) and secretaries (except legal and medical) (12%, n=98).

Table 35:   Top Ten Occupations of Businesses* - Northwest Region

NOC Code	Occupation Name	n	% (N=854)
0621	Retail trade managers	164	19.2
6421	Retail salespersons and salesclerks	134	15.6
1241	Secretaries (except legal and medical)	98	11.5
1411	General office clerks	67	7.9
6242	Cooks	62	7.3
6611	Cashiers	62	7.2
6663	Janitors, caretakers, and building superintendents	60	7.0
7411	Truck drivers	55	6.5
6453	Food and beverage servers	45	5.3
1414	Receptionists and switchboard operators	40	4.7

*Multiple responses allowed.

On average, businesses in the Northwest region employ 11 paid employees. Furthermore, surveyed businesses employ a total of 12,078 employees[35]. Most businesses in the Northwest region are small, employing between one and 19 employees (85%, n=724).

Figure 14: **Business Size - Northwest Region (N=854)**
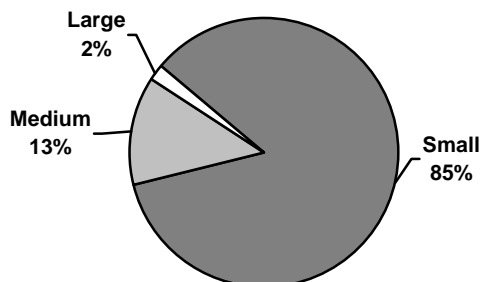
Most employees (85%) from surveyed businesses in this area are employed on a permanent basis. Of permanent employees, 79% are full-time and 21% are part-time.

Table 36: **Profile of Employees – Northwest Region**

Employee Classification	n	%
Permanent	10,312	85.4
Casual/Contract	996	8.2
Seasonal	770	6.4
Employee Total	12,078	100.0
Business Total	840	-

Status of Permanent Positions	n	%
Full-time	8,137	78.9
Part-time	2,173	21.1
Employee Total	10,310	100.0
Business Total	779	-

Among surveyed businesses in the Northwest region, employees most often have a high school diploma as their highest level of education (47%), followed distantly by a university degree (21%).

Table 37: **Highest Education Level of Employees - Northwest Region**

	n	%
University degree	2,563	21.2
Journeyperson certification	1,089	9.0
College certificate or diploma	1,470	12.2
High school	5,680	47.0
Less than high school	1,277	10.6
Employee Total	12,078	100.0
Business Total	840	-

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[35] 14 businesses were excluded from this analysis due to missing data.

The majority of businesses in the Northwest region (60%, n=509) estimate their workforce to be between the ages of 25 and 44 years, while 32% (n=277) estimate an average age of 45 years or older.

Figure 15:   **Average Age of Workforce - Northwest Region (N=854)**
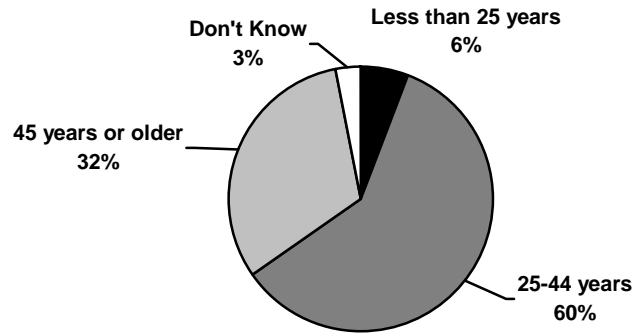
3.1.4.4   Southeast Region (N=1,474)

Among businesses in the Southeast region of New Brunswick, the top industries include retail trade (19%, n=272), manufacturing (11%, n=168) and accommodation and food services (10%, n=143).

Table 38:   Top Ten Industries of Businesses* - Southeast Region

NAICS Code	Industry Name	n	% (N=1,474)
44-45	Retail trade	272	18.5
31-33	Manufacturing	168	11.4
72	Accommodation and food services	143	9.7
23	Construction	134	9.1
54	Professional, scientific, technical services	130	8.8
62	Health care and social assistance	109	7.4
42	Wholesale trade	97	6.6
52	Finance and insurance	68	4.6
48-49	Transportation and warehousing	66	4.5
56	Administrative and support, waste management and remediation	52	3.5

*Multiple responses allowed.

The top occupations include retail trade managers (17%, n=244), retail salespersons and sales clerks (16%, n=242) and general office clerks (14%, n=201).

Table 39:   Top Eleven Occupations of Businesses* - Southeast Region

NOC Code	Occupation Name	n	% (N=1,474)
0621	Retail trade managers	244	16.6
6421	Retail salespersons and salesclerks	242	16.4
1411	General office clerks	201	13.6
6611	Cashiers	145	9.8
1241	Secretaries (except legal and medical)	125	8.5
1221	Administrative officers	116	7.9
6242	Cooks	115	7.8
6663	Janitors, caretakers, and building superintendents	91	6.2
1414	Receptionists and switchboard operators	82	5.5
7452	Material handlers	81	5.5
1433	Customer service, information and related clerks	81	5.5

*Multiple responses allowed.

On average, businesses in the Southeast region employ 15 paid employees. Furthermore, surveyed businesses employ a total of 30,339 employees[36]. Most businesses in the Southeast region are small, employing between one and 19 employees (86%, n=1,268).

Figure 16:   **Business Size - Southeast Region (N=1,474)**
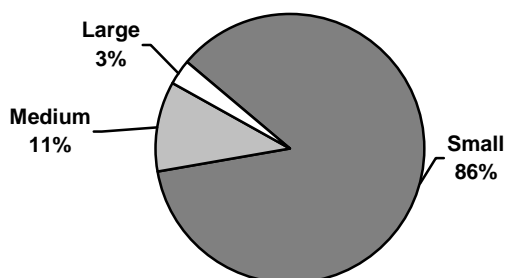
Most employees from surveyed businesses in this region (84%) are employed on a permanent basis. Of permanent employees, 83% are full-time, with the remaining 17% being part-time.

Table 40:   **Profile of Employees – Southeast Region**

Employee Classification	*n*	*%*
Permanent	25,356	84.0
Casual/Contract	2,648	8.8
Seasonal	2,185	7.2
Employee Total	30,189	100.0
Business Total	1,460[37]	-

Status of Permanent Positions	*n*	*%*
Full-time	21,073	83.2
Part-time	4,255	16.8
Employee Total	25,329	100.0
Business Total	1,368[38]	-

Among surveyed businesses in the Southeast region, employees most often have a high school diploma as their highest level of education (48%), followed distantly by a university degree (19%).

Table 41:   **Highest Education Level of Employees - Southeast Region**

	n	*%*
University degree	5,769	19.0
Journeyperson certification	1,898	6.3
College certificate or diploma	4,751	15.7
High school	14,633	48.2
Less than high school	3,288	10.8
Employee Total	30,339	100.0
Business Total	1,461	-

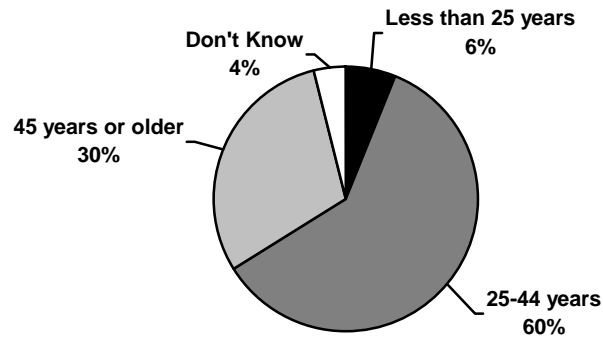[36] 14 businesses were excluded from this analysis due to missing data.
[37] One business was excluded from this analysis due to missing data.
[38] Five businesses were excluded from this analysis due to missing data.

The majority of businesses in the Southeast region (60%, n=888) estimate their workforce to be between the ages of 25 and 44 years.

Figure 17: **Average Age of Workforce - Southeast Region (N=1,474)**
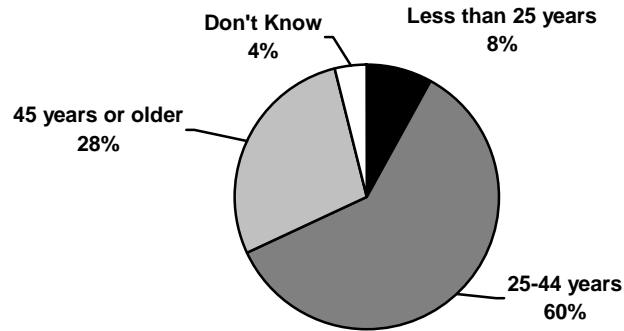
3.1.4.5   Southwest Region (N=1,273)

Among Southwest businesses, retail trade (20%, n=256), accommodation and food services (11%, n=139) and health care and social assistance (10%, n=132) round out the top industries.

Table 42:   **Top Ten Industries of Businesses* - Southwest Region**

NAICS Code	Industry Name	n	% (N=1,273)
44-45	Retail trade	256	20.1
72	Accommodation and food services	139	10.9
62	Health care and social assistance	132	10.3
23	Construction	117	9.2
54	Professional, scientific, technical services	104	8.2
31-33	Manufacturing	78	6.1
42	Wholesale trade	74	5.8
48-49	Transportation and warehousing	56	4.4
52	Finance and insurance	55	4.3
56	Administrative and support, waste management and remediation	49	3.9

*Multiple responses allowed.

The top occupations include retail salespersons and sales clerks (17%, n=212), retail trade managers (15%, n=196) and general office clerks (14%, n=184).

Table 43:   **Top Eleven Occupations of Businesses* - Southwest Region**

NOC Code	Occupation Name	n	% (N=1,273)
6421	Retail salespersons and salesclerks	212	16.6
0621	Retail trade managers	196	15.4
1411	General office clerks	184	14.4
6211	Cashiers	111	8.7
1221	Administrative officers	110	8.6
6242	Cooks	96	7.5
1231	Bookkeepers	90	7.1
0631	Restaurant and food service managers	69	5.4
6661	Light duty cleaners	69	5.4
1414	Receptionists and switchboard operators	68	5.4
6663	Janitors, caretakers and building superintendents	68	5.3

*Multiple responses allowed.

On average, businesses in the Southwest region employ 13 paid employees. Furthermore, surveyed businesses employ a total of 23,462 employees[39]. Most businesses in the Southwest region are small, employing between one and 19 employees (86%, n=1,094).

Figure 18:   **Business Size - Southwest Region (N=1,273)**
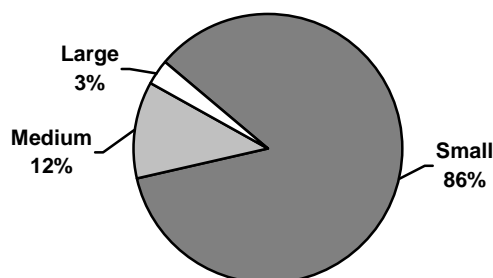
Most employees from surveyed businesses in the Southwest region (86%) are considered permanent. Of permanent employees, 80% are full-time, while the remaining 20% are part-time.

Table 44:   **Profile of Employees – Southwest Region**

Employee Classification	*n*	*%*
Permanent	20,050	85.7
Casual/Contract	2,016	8.6
Seasonal	1,335	5.7
Employee Total	23,401	100.0
Business Total	1,261[40]	-

Status of Permanent Positions	*n*	*%*
Full-time	15,999	79.8
Part-time	4,038	20.2
Employee Total	20,038	100.0
Business Total	1,206[41]	-

Among surveyed businesses in the Southwest region, employees most often have a high school diploma as their highest level of education (47%), followed distantly by a university degree (20%).

Table 45:   **Highest Education Level of Employees - Southwest Region**

	n	*%*
University degree	4,641	19.8
Journeyperson certification	2,419	10.3
College certificate or diploma	3,357	14.3
High school	10,936	46.6
Less than high school	2,109	9.0
Employee Total	23,462	100.0
Business Total	1,262	-

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[39] 11 businesses were excluded from this analysis due to missing data.
[40] One business was excluded from this analysis due to missing data.
[41] Three businesses were excluded from this analysis due to missing data.

The majority of businesses in the Southwest region (60%, n=758) estimate their workforce to be between the ages of 25 and 44 years, while 30% (n=385) estimate an average age of 45 years or older.

Figure 19:   **Average Age of Workforce - Southwest Region (N=1,273)**

3.2 HIRING AND RECRUITMENT PRACTICES

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3.2.1   Provincial Overview

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3.2.1   Provincial Overview (N=6,213)

Nearly one-third of New Brunswick businesses (31%, n=1,896) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 20:   Businesses With a Formal Human Resources Plan - Provincial Overview (N=6,213)
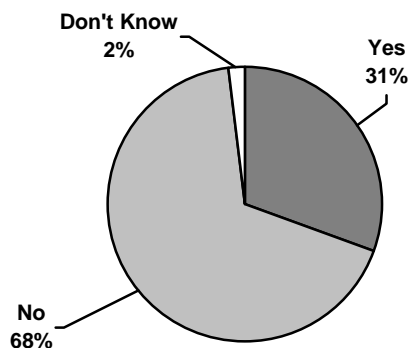
Approximately six in ten New Brunswick businesses (61%, n=3,758) hired at least one new employee over the past 12 months. Of those who hired (n=3,758), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 25,755 employees.

Retail salespersons and sales clerks (14%, n=516) and cashiers (10%, n=375) were the top occupations hired over the past 12 months.

Table 46:   Top Five Occupations Hired in the Past 12 Months* - Provincial Overview

NOC Code	Occupation Name	n	% (N=3,758)
6421	Retail salespersons and sales clerks	516	13.7
6611	Cashiers	375	10.0
6242	Cooks	227	6.0
1411	General office clerks	183	4.9
6453	Food and beverage servers	182	4.8

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=3,758), 68% (n=2,572) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=1,186) reported on average, that they were not satisfied with one-third (33%) of the new employees they hired. A small minority of businesses (5%, n=61) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (31%, n=373).

Table 47:   **Primary Reason for Dissatisfaction with New Employees – Provincial Overview**

	n	*% (N=1,186)*
Lacking work ethic/motivation	373	31.4
Unreliable	198	16.7
Unhappy with performance	138	11.6
Lacking adequate training/skills	81	6.9
Not suited/qualified for position	57	4.8
Poor attitude	47	3.9
Difficulty adapting to position	44	3.7
Inexperienced	38	3.2
Not a good fit within the company	24	2.1
Too young**	25	2.1
Untrustworthy/dishonest**	22	1.9
Other	103	8.7
Don't know	37	3.2

**In this and all other applicable tables, these categories represent the actual responses provided by businesses.

Of the 25,755 new employees hired by surveyed businesses over the past 12 months, the majority (69%) have a high school or less than high school education.

Table 48:   **Highest Education Level of New Employees – Provincial Overview**

	n	*%*
University	3,115	12.1
Public Community College	3,586	13.9
Private Training Institution	1,173	4.6
High School	13,699	53.2
Less than High School	4,181	16.2
New Employee Total	25,755	100.0
Business Total	3,758	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses who rated job readiness as excellent was slightly lower for high school graduates (18%, n=452).

Figure 21:   **Businesses Ratings' of Job Readiness of New Employees – Provincial Overview**
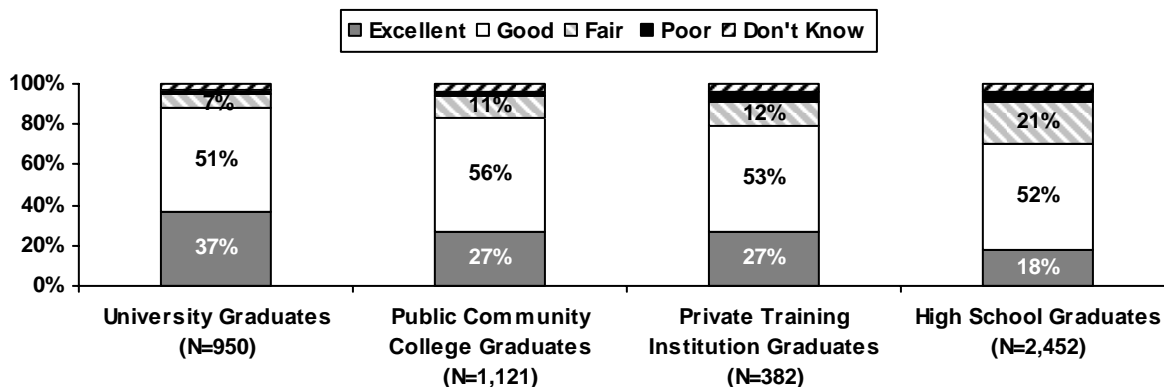
Among surveyed businesses that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table 49:   Classifications of New Employees – Provincial Overview

	n	*%*
Immigrants	618	2.7
Co-op students hired for work placement	530	2.3
Persons with disabilities	267	1.2
Aboriginals	434	1.9
New Employee Total	22,974	7.9
Business Total	3,683[42]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular methods used include word of mouth/employee referrals (44%, n=2,710), placing an ad in the newspaper (37%, n=2,270) and using the Service Canada Student Employment Centre (29%, n=1,811).

Table 50:   Methods Used to Fill Staffing Vacancies* - Provincial Overview

	n	*% (N=6,213)*
Use word of mouth/employee referrals	2,710	43.6
Place ad in newspaper	2,270	36.5
Place ad/use Service Canada Student Employment Centre	1,811	29.1
Place ad on or check Internet/websites	863	13.9
Use unsolicited resumes	820	13.2
Post internally in your company/organization	656	10.6
Place ad in student employment centres at colleges/universities	317	5.1
Place ad on bulletin boards in local community	209	3.4
Use an employment agency/headhunter	200	3.2
Signs/flyers/pamphlets	180	2.9
Don't hire/never have vacancies/self employed	152	2.5
Radio	148	2.4
Place ad in trade/professional/association journals	118	1.9
Other	277	4.5
Don't know	291	4.7

*Multiple responses allowed.

Over the past 12 months, 54% of businesses (n=3,359) have had at least one vacant position available. Those with at least one vacancy (n=3,359) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 20,110 vacant positions.

Of the 20,110 vacant positions available among these surveyed businesses, 5,153 or 26% of positions were vacant more than once throughout the past 12 months.

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[42] 75 businesses were excluded from this analysis due to missing data.

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Furthermore, among these surveyed businesses, just over two-thirds (69%) of the positions available were permanent.

Table 51:   Classification of Vacancies – Provincial Overview

	n	*%*
Permanent	13,862	69.0
Casual/Contract	3,214	16.0
Seasonal	3,000	14.9
Vacancy Total	20,076	100.0
Business Total	3,349[43]	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, businesses appear to be evenly split on the issue, with 34% (n=2,082) saying they have experienced difficulty, 38% (n=2,382) saying they have not, and 28% (n=1,716) saying they have not hired or attempted to hire.

Figure 22:   Businesses Experiencing Difficulty Filling Vacancies - Provincial Overview (N=6,213)
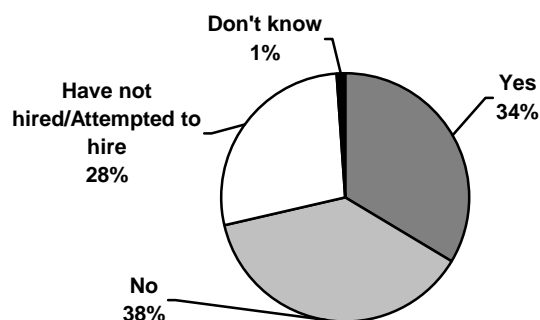
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (28%, n=586) and lacking experience (24%, n=490), as well as a workforce shortage (22%, n=462).

Table 52:   Main Reason for Experiencing Difficulty in Filling Vacancies* - Provincial Overview

	n	*% (N=2,082)*
Lacking educational/training qualifications	586	28.1
Lacking experience	490	23.5
Workforce shortage	462	22.2
Salary expectations too high	367	17.6
Lacking specific technical skills	258	12.4
Difficult working conditions	230	11.0
Lacking soft skills (such as communication/teamwork)	227	10.9
Position did not provide enough hours	120	5.8
People not interested in employment	76	3.7
Lacking proper license/permit	72	3.5
Location	41	2.0
Other	157	7.5
Don't know	25	1.2

*Multiple responses allowed.

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[43] Ten businesses were excluded from this analysis due to missing data.

Among businesses experiencing difficulty in filling vacancies (n=2,082), retail salespersons and sales clerks was the most difficult occupation to fill over the past 12 months (10%, n=202).

Table 53: **Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Provincial Overview**

NOC Code	Occupation Name	n	% (N=2,082)
6421	Retail salespersons and sales clerks	202	9.7
6242	Cooks	145	7.0
6611	Cashiers	120	5.7
7411	Truck drivers	80	3.8
6641	Food counter attendants, kitchen helpers and related	60	2.9

*Multiple responses allowed.

The large majority of businesses (90%, n=5,592) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=621), a total of 1,354 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=621), retail salespersons and sales clerks (8%, n=46) was the top occupation from which employees retired.

Table 54: **Top Five Occupations From Which Employees Retired Over the Past 12 Months* - Provincial Overview**

NOC Code	Occupation Name	n	% (N=621)
6421	Retail salespersons and sales clerks	46	7.5
0621	Retail trade managers	39	6.4
1411	General office clerks	34	5.6
7411	Truck drivers	28	4.5
6611	Cashiers	22	3.5

*Multiple responses allowed.

Over one-half of businesses (58%, n=3,590) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=2,623), retirement is expected to total 8,912 employees, with an average of three employees expected to retire.

Most commonly, employees are expected to retire from the retail trade managers occupation (12%, n=316).

Table 55: **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Provincial Overview**

NOC Code	Occupation Name	n	% (N=2,623)
0621	Retail trade managers	316	12.0
6421	Retail salespersons and sales clerks	216	8.2
1411	General office clerks	129	4.9
6242	Cooks	89	3.4
6611	Cashiers	88	3.3

*Multiple responses allowed.

Almost one-quarter of businesses (22%, n=1,337) expect their owner/manager/CEO to retire within the next five years.

Figure 23: **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Provincial Overview (N=6,213)**
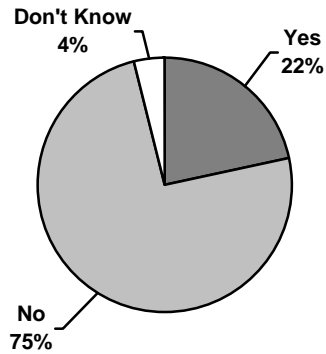
Of those that expect their owner/manager/CEO to retire within the next five years (n=1,337), just over one-half (54%, n=727) have a formal or informal succession plan in place.

Figure 24: **Businesses With a Succession Plan - Provincial Overview (N=1,337)**
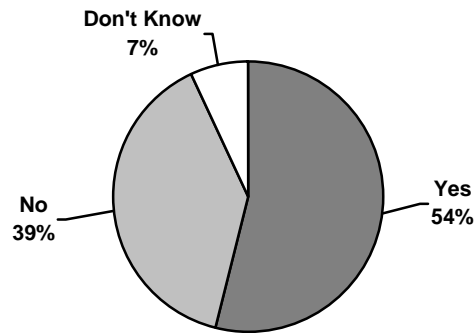
3.2.2   Urban/Rural Subdivision

3.2.2.1   *Urban Subdivision (N=3,386)*

Approximately one-third of urban businesses (34%, n=1,137) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 25:   Businesses With a Formal Human Resources Plan – Urban Subdivision (N=3,386)
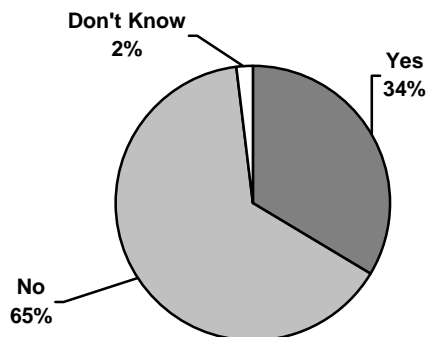
Nearly two-thirds of urban businesses (64%, n=2,178) hired at least one new employee over the past 12 months. Of those who hired (n=2,178), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 16,570 employees.

Retail salespersons and sales clerks (15%, n=332) and cashiers (10%, n=217) were the top occupations hired by urban businesses over the past 12 months.

Table 56:   Top Five Occupations Hired in the Past 12 Months* - Urban Subdivision

NOC Code	Occupation Name	n	% (N=2,178)
6421	Retail salespersons and sales clerks	332	15.3
6611	Cashiers	217	10.0
6242	Cooks	129	5.9
6641	Food counter attendants, kitchen helpers and related	118	5.4
1411	General office clerks	118	5.4

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=2,178), 66% (n=1,433) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=745) reported on average, that they were not satisfied with one-third (33%) of the new employees they hired. A small minority of urban businesses (5%, n=36) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (31%, n=233).

Table 57:   **Primary Reason for Dissatisfaction with New Employees – Urban Subdivision**

	n	*% (N=745)*
Lacking work ethic/motivation	233	31.3
Unreliable	132	17.8
Unhappy with performance	96	12.9
Lacking adequate training/skills	47	6.3
Not suited/qualified for position	34	4.6
Poor attitude	31	4.2
Difficulty adapting to position	27	3.7
Inexperienced	22	3.0
Too young	15	2.0
Untrustworthy/dishonest	15	2.0
Not a good fit within the company	13	1.7
Other	57	7.7
Don't know	20	2.7

Of the 16,570 new employees hired by surveyed businesses over the past 12 months, just over two-thirds (68%) have a high school or less than high school education.

Table 58:   **Highest Education Level of New Employees - Urban Subdivision**

	n	*%*
University	2,123	12.8
Public Community College	2,350	14.2
Private Training Institution	790	4.8
High School	8,772	52.9
Less than High School	2,535	15.3
New Employee Total	16,570	100.0
Business Total	2,178	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses who rated job readiness as excellent was slightly lower for high school graduates (17%, n=249).

Figure 26:   **Businesses Ratings' of Job Readiness of New Employees – Urban Subdivision**
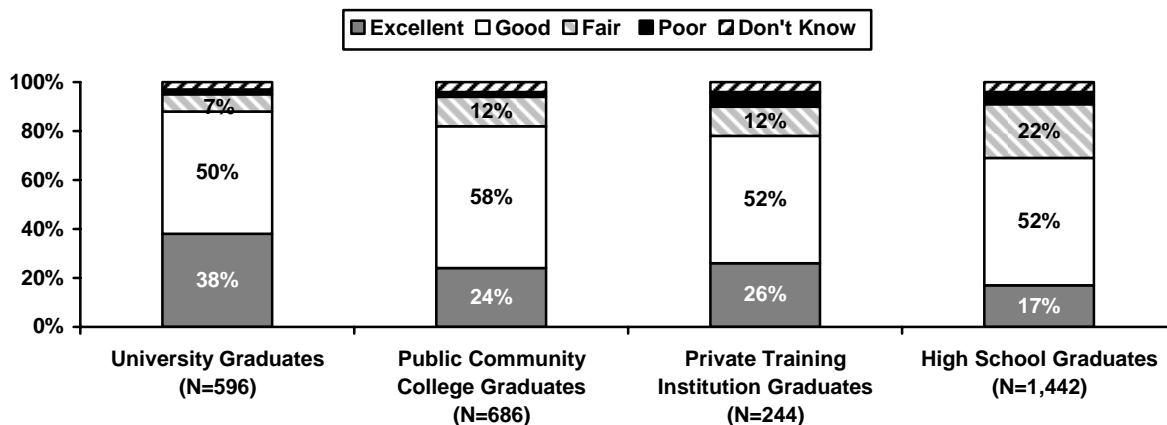
Among surveyed businesses that hired new employees over the past 12 months, a total of 9% were hired from each of the groups shown below.

Table 59:   Classifications of New Employees – Urban Subdivision

	n	*%*
Immigrants	430	3.0
Co-op students hired for work placement	348	2.4
Persons with disabilities	186	1.3
Aboriginals	325	2.2
New Employee Total	14,541	8.9
Business Total	2,121[44]	-

By far, the most popular methods used by urban businesses to fill staffing vacancies include word of mouth/employee referrals (42%, n=1,415), placing ads in the newspaper (38%, n=1,301) and using the Service Canada Student Employment Centre (34%, n=1,136).

Table 60:   Methods Used to Fill Staffing Vacancies* - Urban Subdivision

	n	*% (N=3,386)*
Use word of mouth/employee referrals	1,415	41.8
Place ad in newspaper	1,301	38.4
Place ad/use Service Canada Student Employment Centre	1,136	33.6
Place ad on or check Internet/websites	585	17.3
Use unsolicited resumes	414	12.2
Post internally in your company/organization	379	11.2
Place ad in student employment centres at colleges/universities	181	5.3
Use an employment agency/headhunter	134	4.0
Signs/flyers/pamphlets	113	3.3
Place ad on bulletin boards in local community	101	3.0
Don't hire/never have vacancies/self employed	77	2.3
Place ad in trade/professional/association journals	70	2.1
Radio	69	2.0
Other	151	4.5
Don't know	143	4.2

*Multiple responses allowed.

Over the past 12 months, 58% of businesses (n=1,973) have had at least one vacant position available. Those with at least one vacancy (n=1,973) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 12,853 vacant positions.

Of the 12,853 vacant positions available among these surveyed businesses, 3,303 or 26% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, nearly three-quarters (74%) of the positions available were permanent.

Table 61:   Classification of Vacancies – Urban Subdivision

	n	*%*
Permanent	9,443	73.6
Casual/Contract	2,089	16.3
Seasonal	1,306	10.2
Vacancy Total	12,838	100.0
Business Total	1,969[45]	-

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[44] 57 businesses were excluded from this analysis due to missing data.

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Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, 37% of urban businesses (n=1,236) have experienced difficulty, while 38% (n=1,281) have not and 25% (n=849) have not hired or attempted to hire.

Figure 27:   Businesses Experiencing Difficulty Filling Vacancies – Urban Subdivision (N=3,386)
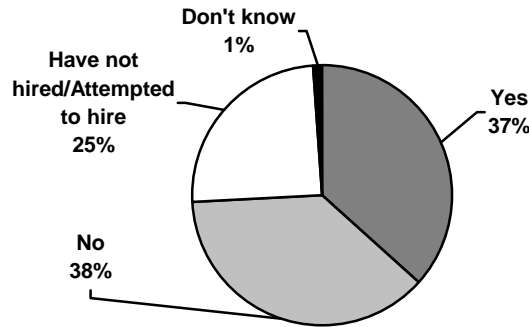
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (30%, n=369) and lacking experience (23%, n=290), as well as a workforce shortage (22%, n=273).

Table 62:   Main Reason for Experiencing Difficulty in Filling Vacancies* – Urban Subdivision

	n	% (N=1,236)
Lacking educational/training qualifications	369	29.8
Lacking experience	290	23.4
Workforce shortage	273	22.1
Salary expectations too high	224	18.1
Lacking specific technical skills	167	13.5
Difficult working conditions	141	11.4
Lacking soft skills (such as communication/teamwork)	138	11.2
Position did not provide enough hours	67	5.4
People not interested in employment	39	3.1
Lacking proper license/permit	38	3.0
Other	94	7.7
Don't know	18	1.5

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=1,236), retail salespersons and sales clerks was the most difficult occupation to fill over the past 12 months (11%, n=142).

Table 63:   Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* – Urban Subdivision

NOC Code	Occupation Name	n	% (N=1,236)
6421	Retail salespersons and sales clerks	142	11.4
6242	Cooks	79	6.4
6611	Cashiers	73	5.9
6641	Food counter attendants, kitchen helpers and related	47	3.8
7411	Truck drivers	37	3.0

*Multiple responses allowed.

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[45] Four businesses were excluded from this analysis due to missing data.

The large majority of urban businesses (90%, n=3,040) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=345), a total of 853 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=345), retail salespersons and sales clerks (9%, n=32) was the top occupation from which employees retired.

Table 64:   **Top Five Occupations From Which Employees Retired Over the Past 12 Months* – Urban Subdivision**

NOC Code	Occupation Name	n	% (N=345)
6421	Retail salespersons and sales clerks	32	9.2
0621	Retail trade managers	22	6.4
1411	General office clerks	21	6.2
6611	Cashiers	15	4.4
7411	Truck drivers	15	4.3

*Multiple responses allowed.

Over one-half of urban businesses (57%, n=1,943) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=1,443), an average of three employees are expected to retire, with retirement totaling 5,274 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (12%, n=173).

Table 65:   **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Urban Subdivision**

NOC Code	Occupation Name	n	% (N=1,443)
0621	Retail trade managers	173	12.0
6421	Retail salespersons and sales clerks	129	8.9
1411	General office clerks	82	5.7
6611	Cashiers	54	3.7
6242	Cooks	42	2.9

*Multiple responses allowed.

Twenty-one percent of urban businesses (n=708) expect their owner/manager/CEO to retire within the next five years.

Figure 28:   **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Urban Subdivision (N=3,386)**

Don't Know 3%
Yes 21%
No 76%
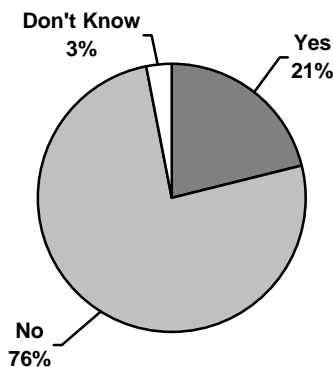
Of those that expect their owner/manager/CEO to retire within the next five years (n=708), over one-half (58%, n=407) have a formal or informal succession plan in place.

Figure 29:   **Businesses With a Succession Plan – Urban Subdivision (N=708)**
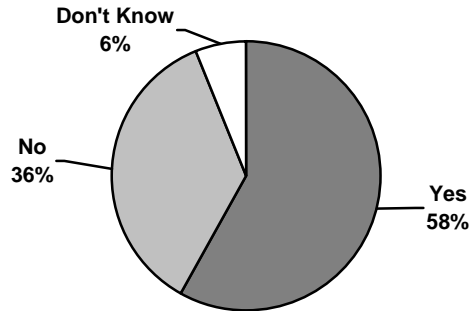
3.2.2.2   *Rural Subdivision (N=2,826)*

Approximately one-quarter of rural businesses (26%, n=734) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 30:   **Businesses With a Formal Human Resources Plan – Rural Subdivision (N=2,826)**
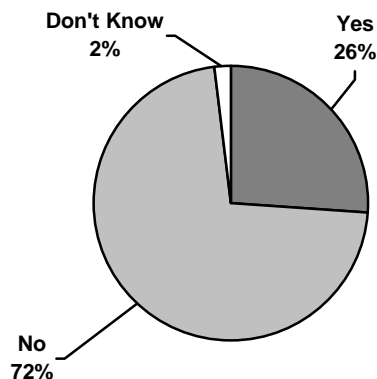
Just over one-half of rural businesses (54%, n=1,534) hired at least one new employee over the past 12 months. Of those who hired (n=1,534), an average of four new employees were hired. Furthermore, among these surveyed businesses, hiring totaled 8,082 employees.

Retail salespersons and sales clerks (11%, n=170) and cashiers (11%, n=163) were the top occupations hired by rural businesses over the past 12 months.

Table 66:   **Top Five Occupations Hired in the Past 12 Months* - Rural Subdivision**

NOC Code	Occupation Name	n	% (N=1,534)
6421	Retail salespersons and sales clerks	170	11.1
6611	Cashiers	163	10.7
6242	Cooks	99	6.4
7411	Truck drivers	68	4.4
6453	Food and beverage servers	67	4.4

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=1,534), 73% (n=1,116) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=418) reported on average, that they were not satisfied with one-third (33%) of the new employees they hired. A small minority of businesses (6%, n=26) were not satisfied with all new employees hired over the past 12 months.

The primary reason for dissatisfaction was new employees lacking work ethic/motivation (32%, n=135).

Table 67:   Primary Reason for Dissatisfaction with New Employees – Rural Subdivision

	n	*% (N=4,18)*
Lacking work ethic/motivation	135	32.4
Unreliable	57	13.7
Unhappy with performance	37	8.8
Lacking adequate training/skills	32	7.6
Not suited/qualified for position	24	5.8
Inexperienced	16	3.8
Difficulty adapting to position	13	3.1
Poor attitude	12	2.8
Not a good fit within the company	10	2.5
Too young	10	2.3
Other	53	12.8
Don't know	19	4.5

Of the 8,082 new employees hired by surveyed businesses over the past 12 months, three-quarters (75%) have a high school or less than high school education.

Table 68:   Highest Education Level of New Employees - Rural Subdivision

	n	*%*
University	764	9.5
Public Community College	982	12.2
Private Training Institution	287	3.6
High School	4,412	54.6
Less than High School	1,637	20.3
New Employee Total	8,082	100.0
Business Total	1,534	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses rating job readiness as excellent was slightly lower for high school graduates (20%, n=199).

Figure 31:   Businesses Ratings' of Job Readiness of New Employees – Rural Subdivision
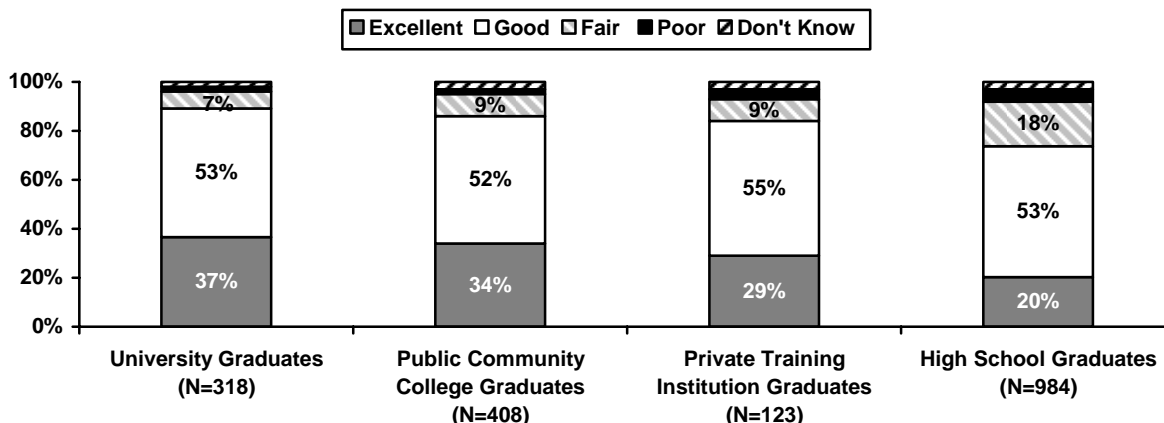
Among surveyed businesses that hired new employees over the past 12 months, a total of 6% were hired from each of the groups shown below.

Table 69:   Classifications of New Employees – Rural Subdivision

	n	*%*
Immigrants	157	2.0
Co-op students hired for work placement	153	2.0
Persons with disabilities	71	0.9
Aboriginals	103	1.3
New Employee Total	7,815	6.2
Business Total	1,524[46]	-

By far, the most popular methods used by rural businesses to fill staffing vacancies include word of mouth/employee referrals (47%, n=1,316), placing ads in newspapers (34%, n=960) and using the Service Canada Student Employment Centre (23%, n=647).

Table 70:   Methods Used to Fill Staffing Vacancies* - Rural Subdivision

	n	*% (N=2,826)*
Use word of mouth/employee referrals	1,316	46.5
Place ad in newspaper	960	34.0
Place ad/use Service Canada Student Employment Centre	647	22.9
Use unsolicited resumes	424	15.0
Post internally in your company/organization	275	9.7
Place ad on or check Internet/websites	231	8.2
Place ad in student employment centres at colleges/universities	133	4.7
Place ad on bulletin boards in local community	110	3.9
Radio	86	3.0
Don't hire/never have vacancies/self employed	76	2.7
Signs/flyers/pamphlets	68	2.4
Use an employment agency/headhunter	54	1.9
Place ad in trade/professional/association journals	44	1.5
Other	124	4.2
Don't know	148	5.3

*Multiple responses allowed.

Over the past 12 months, just under one-half of rural businesses (47%, n=1,329) have had at least one vacant position available. Those with at least one vacancy (n=1,329) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 6,230 vacant positions.

Of the 6,230 vacant positions available among these surveyed businesses, 1,670 or 27% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, over one-half of the positions available were permanent (58%), while almost three in ten were seasonal (28%).

Table 71:   Classification of Vacancies – Rural Subdivision

	n	*%*
Permanent	3,609	58.1
Casual/Contract	888	14.3
Seasonal	1,717	27.6
Vacancy Total	6,214	100.0
Business Total	1,324[47]	-

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[46] Ten businesses were excluded from this analysis due to missing data.

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Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, 29% of rural businesses (n=806) have experienced difficulty, while 39% (n=1,104) have not and 32% (n=901) have not hired or attempted to hire.

Figure 32:   Businesses Experiencing Difficulty Filling Vacancies – Rural Subdivision (N=2,826)
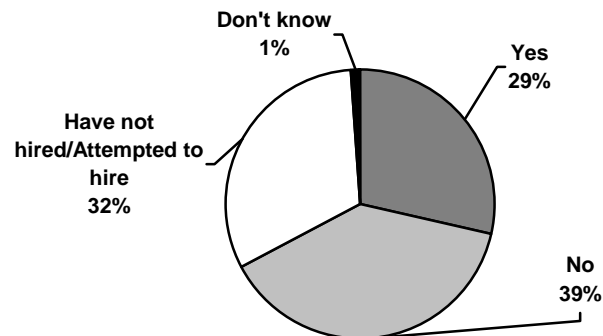
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (24%, n=196) and lacking experience (24%, n=191), as well as a workforce shortage (23%, n=185).

Table 72:   Main Reason for Experiencing Difficulty in Filling Vacancies* – Rural Subdivision

	n	% (N=806)
Lacking educational/training qualifications	196	24.3
Lacking experience	191	23.7
Workforce shortage	185	23.0
Salary expectations too high	130	16.1
Lacking soft skills (such as communication/teamwork)	87	10.7
Lacking specific technical skills	79	9.8
Difficult working conditions	84	10.5
Position did not provide enough hours	55	6.8
Lacking proper license/permit	37	4.6
Location	34	4.3
People not interested in employment	37	4.6
Other	73	9.0
Don't know	6	0.8

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=806), cooks was the most difficult occupation to fill over the past 12 months (8%, n=66).

Table 73:   Top Six Occupations That Were Difficult to Fill Over the Past 12 Months* – Rural Subdivision

NOC Code	Occupation Name	n	% (N=806)
6242	Cooks	66	8.2
6421	Retail salespersons and sales clerks	55	6.8
6611	Cashiers	47	5.8
7411	Truck drivers	41	5.0
7421	Heavy equipment operators (except crane)	22	2.8
6453	Food and beverage servers	22	2.7

*Multiple responses allowed.

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[47] Five businesses were excluded from this analysis due to missing data.

The large majority of rural businesses (91%, n=2,559) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=267), a total of 450 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=267), retail trade managers (6%, n=17) was the most common occupation from which employees retired.

Table 74:   **Top Five Occupations From Which Employees Retired Over the Past 12 Months* – Rural Subdivision**

NOC Code	Occupation Name	n	% (N=267)
0621	Retail trade managers	17	6.2
6421	Retail salespersons and sales clerks	13	4.9
7411	Truck drivers	13	4.8
6231	Insurance agents and brokers	12	4.5
7421	Heavy equipment operators (except crane)	12	4.3

*Multiple responses allowed.

Over one-half of rural businesses (59%, n=1,656) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=1,171), an average of two employees are expected to retire, with retirement totaling 3,404 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (12%, n=139).

Table 75:   **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Rural Subdivision**

NOC Code	Occupation Name	n	% (N=1,171)
0621	Retail trade managers	139	11.9
6421	Retail salespersons and sales clerks	86	7.3
6242	Cooks	49	4.2
1241	Secretaries (except legal and medical)	46	3.9
1411	General office clerks	41	3.5

*Multiple responses allowed.

Nearly one-quarter of businesses (22%, n=624) expect their owner/manager/CEO to retire within the next five years.

Figure 33:   **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Rural Subdivision (N=2,826)**
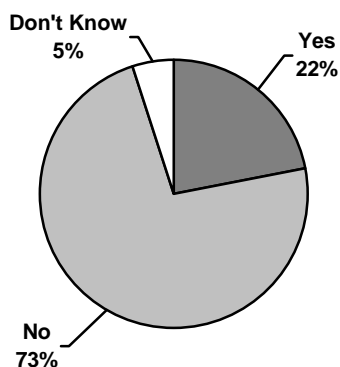
Of those that expect their owner/manager/CEO to retire within the next five years (n=624), one-half (50%, n=314) have a formal or informal succession plan in place.

Figure 34:   Businesses With a Succession Plan – Rural Subdivision (N=624)
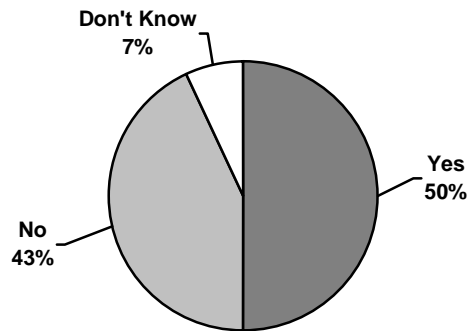
3.2.3   Business Size

3.2.3.1   *Small Businesses (N=5,340)*

Approximately one-quarter of small New Brunswick businesses (26%, n=1,409) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 35:   **Businesses With a Formal Human Resources Plan – Small Businesses (N=5,340)**
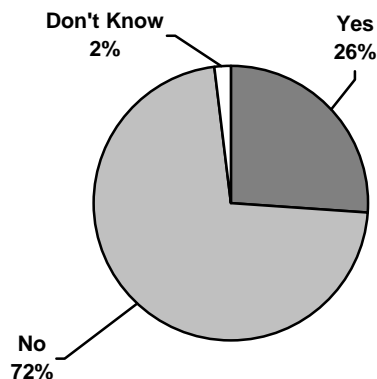
Over one-half of small businesses (57%, n=3,023) hired at least one new employee over the past 12 months. Of those who hired (n=3,023), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 15,004 employees.

Retail salespersons and sales clerks (15%, n=443) was the top occupation hired by small businesses over the past 12 months.

Table 76:   **Top Five Occupations Hired in the Past 12 Months* – Small Businesses**

NOC Code	Occupation Name	n	% (N=3,023)
6421	Retail salespersons and sales clerks	443	14.7
6611	Cashiers	286	9.5
6242	Cooks	173	5.7
6453	Food and beverage servers	139	4.6
1411	General office clerks	114	3.8

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=3,023), 71% (n=2,151) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=873) reported on average, that they were not satisfied with 36% of the new employees they hired. A minority of businesses (7%, n=58) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (33%, n=284).

Table 77:   Primary Reason for Dissatisfaction with New Employees – Small Businesses

	n	*% (N=873)*
Lacking work ethic/motivation	284	32.6
Unreliable	128	14.6
Unhappy with performance	95	10.9
Lacking adequate training/skills	57	6.5
Not suited/qualified for position	42	4.8
Poor attitude	39	4.5
Difficulty adapting to position	30	3.5
Inexperienced	30	3.4
Too young	20	2.3
Untrustworthy/dishonest	19	2.2
Not a good fit within the company	18	2.0
Other	81	9.2
Don't know	31	3.5

Of the 15,004 new employees hired by surveyed businesses over the past 12 months, 71% have a high school or less than high school education.

Table 78:   Highest Education Level of New Employees – Small Businesses

	n	*%*
University	1,551	10.3
Public Community College	2,122	14.1
Private Training Institution	661	4.4
High School	8,241	54.9
Less than High School	2,430	16.2
New Employee Total	15,004	100.0
Business Total	3,023	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of small businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses rating job readiness as excellent was slightly lower for high school graduates (20%, n=386).

Figure 36:   Businesses Ratings' of Job Readiness of New Employees – Small Businesses
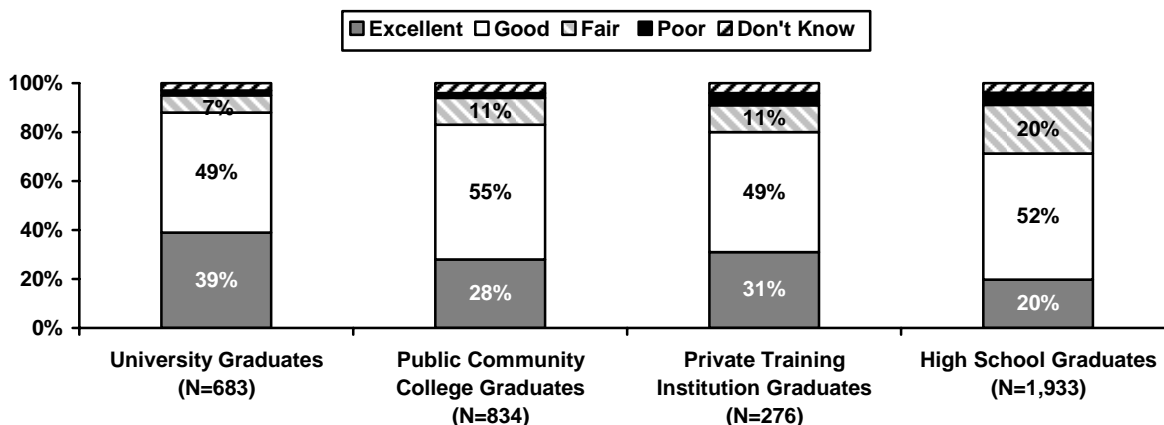
Among surveyed businesses that hired new employees over the past 12 months, a total of 6% were hired from each of the groups shown below.

Table 79:   Classifications of New Employees – Small Businesses

	n	*%*
Immigrants	275	2.1
Co-op students hired for work placement	255	1.9
Persons with disabilities	133	1.0
Aboriginals	182	1.4
New Employee Total	13,364	6.4
Business Total	2,980[48]	-

By far, the most popular methods used by small businesses to fill staffing vacancies include word of mouth/employee referrals (45%, n=2,387), placing ads in newspapers (33%, n=1,778) and using the Service Canada Student Employment Centre (28%, n=1,491).

Table 80:   Methods Used to Fill Staffing Vacancies* - Small Businesses

	n	*% (N=5,340)*
Use word of mouth/employee referrals	2,387	44.7
Place ad in newspaper	1,778	33.3
Place ad/use Service Canada Student Employment Centre	1,491	27.9
Use unsolicited resumes	673	12.6
Place ad on or check Internet/websites	646	12.1
Post internally in your company/organization	493	9.2
Place ad in student employment centres at colleges/universities	264	5.0
Place ad on bulletin boards in local community	163	3.0
Use an employment agency/headhunter	157	2.9
Don't hire/never have vacancies/self employed	149	2.8
Signs/flyers/pamphlets	147	2.7
Radio	107	2.0
Place ad in trade/professional/association journals	95	1.8
Other	227	4.2
Don't know	285	5.3

*Multiple responses allowed.

Over the past 12 months, approximately one-half of small businesses (51%, n=2,701) have had at least one vacant position available. Those with at least one vacancy (n=2,701) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 11,441 vacant positions.

Of the 11,441 vacant positions available among these surveyed businesses, 3,060 or 27% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, 70% of the positions available were permanent.

Table 81:   Classification of Vacancies – Small Businesses

	n	*%*
Permanent	7,976	69.8
Casual/Contract	2,070	18.1
Seasonal	1,378	12.1
Vacancy Total	11,425	100.0
Business Total	2,694[49]	-

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[48] 43 businesses were excluded from this analysis due to missing data.

Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, 30% of small businesses (n=1,608) have experienced difficulty, while 39% (n=2,079) have not and 30% (n=1,625) have not hired or attempted to hire.

Figure 37:   **Businesses Experiencing Difficulty Filling Vacancies – Small Businesses (N=5,340)**
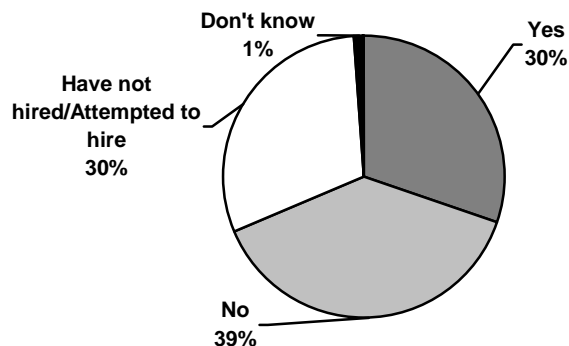
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (27%, n=437) and lacking experience (23%, n=361), as well as a workforce shortage (21%, n=337).

Table 82:   **Main Reason for Experiencing Difficulty in Filling Vacancies* – Small Businesses**

	n	*% (N=1,608)*
Lacking educational/training qualifications	437	27.2
Lacking experience	361	22.5
Workforce shortage	337	20.9
Salary expectations too high	285	17.7
Lacking specific technical skills	198	12.3
Lacking soft skills (such as communication/teamwork)	192	11.9
Difficult working conditions	162	10.1
Position did not provide enough hours	93	5.8
People not interested in employment	69	4.3
Lacking proper license/permit	54	3.4
Location	33	2.0
Other	128	7.9
Don't know	19	1.2

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=1,608), retail salespersons and sales clerks was the most difficult occupation to fill over the past 12 months (11%, n=179).

Table 83:   **Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* – Small Businesses**

NOC Code	*Occupation Name*	*n*	*% (N=1,608)*
6421	Retail salespersons and sales clerks	179	11.2
6242	Cooks	112	6.9
6611	Cashiers	96	6.0
7411	Truck drivers	49	3.0
6453	Food and beverage servers	45	2.8

*Multiple responses allowed.

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[49] Seven businesses were excluded from this analysis due to missing data.

The large majority of small businesses (93%, n=4,988) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=352), a total of 534 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=352), retail salespersons and sales clerks (8%, n=29) and retail trade managers (7%, n=25) were the top occupations from which employees retired.

Table 84:   **Top Five Occupations From Which Employees Retired Over the Past 12 Months* – Small Businesses**

NOC Code	Occupation Name	n	% (N=352)
6421	Retail salespersons and sales clerks	29	8.1
0621	Retail trade managers	25	7.0
1411	General office clerks	16	4.6
7411	Truck drivers	12	3.4
6242	Cooks	12	3.4

*Multiple responses allowed.

Almost two-thirds of small businesses (63%, n=3,337) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=2,003), an average of two employees are expected to retire, with retirement totaling 4,356 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (14%, n=276).

Table 85:   **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Small Businesses**

NOC Code	Occupation Name	n	% (N=2,003)
0621	Retail trade managers	276	13.8
6421	Retail salespersons and sales clerks	174	8.7
6611	Cashiers	71	3.5
1411	General office clerks	66	3.3
6242	Cooks	64	3.2

*Multiple responses allowed.

Twenty-one percent of small businesses (n=1,141) expect their owner/manager/CEO to retire within the next five years.

Figure 38:   **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Small Businesses (N=5,340)**
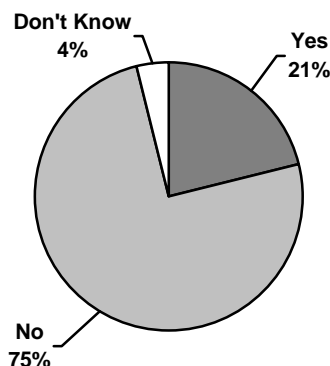
Of those that expect their owner/manager/CEO to retire within the next five years (n=1,141), one-half (50%, n=575) have a formal or informal succession plan in place.

Figure 39:   Businesses With a Succession Plan – Small Businesses (N=1,141)
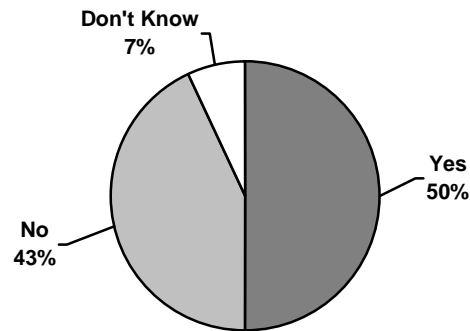
3.2.3.2   *Medium Businesses (N=735)*

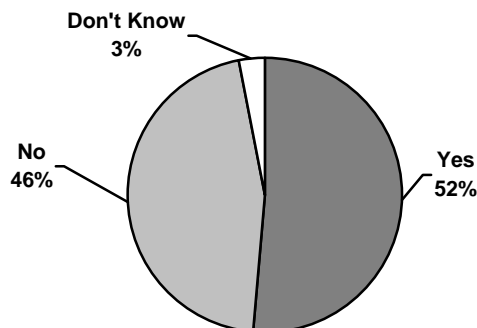Approximately one-half of medium-sized businesses (52%, n=381) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 40:   **Businesses With a Formal Human Resources Plan – Medium Businesses (N=735)**

Most medium-sized businesses (83%, n=611) hired at least one new employee over the past 12 months. Of those who hired (n=611), an average of nine new employees were hired. Furthermore, these surveyed businesses hired a total of 5,995 employees.

Cashiers (13%, n=79) was the top occupation hired by medium-sized businesses over the past 12 months.

Table 86:   **Top Five Occupations Hired in the Past 12 Months* – Medium Businesses**

NOC Code	Occupation Name	n	% (N=611)
6611	Cashiers	79	12.9
6421	Retail salespersons and sales clerks	63	10.3
6641	Food counter attendants, kitchen helpers and related	59	9.6
6242	Cooks	49	8.0
1411	General office clerks	47	7.7

*Multiple responses allowed.

Of medium-sized businesses that hired new employees over the past 12 months (n=611), 58% (n=352) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=259) reported on average, that they were not satisfied with one-quarter (25%) of the new employees they hired. A very small minority of businesses (1%, n=3) were not satisfied with all new employees hired over the past 12 months.

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The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (30%, n=78) and being unreliable (22%, n=58).

Table 87:   Primary Reason for Dissatisfaction with New Employees – Medium Businesses

	n	*% (N=259)*
Lacking work ethic/motivation	78	30.0
Unreliable	58	22.3
Unhappy with performance	30	11.7
Lacking adequate training/skills	19	7.3
Not suited/qualified for position	14	5.6
Difficulty adapting to position	11	4.1
Poor attitude	8	3.1
Inexperienced	7	2.6
Not a good fit within the company	6	2.2
Other	24	9.1
Don't know	5	1.8

Of the 5,995 new employees hired by surveyed businesses over the past 12 months, 75% have a high school or less than high school education.

Table 88:   Highest Education Level of New Employees – Medium Businesses

	n	*%*
University	643	10.7
Public Community College	698	11.6
Private Training Institution	172	2.9
High School	3,314	55.3
Less than High School	1,168	19.5
New Employee Total	5,995	100.0
Business Total	611	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses who rated job readiness as excellent was slightly lower for high school graduates (13%, n=58).

Figure 41:   Businesses Ratings' of Job Readiness of New Employees – Medium Businesses
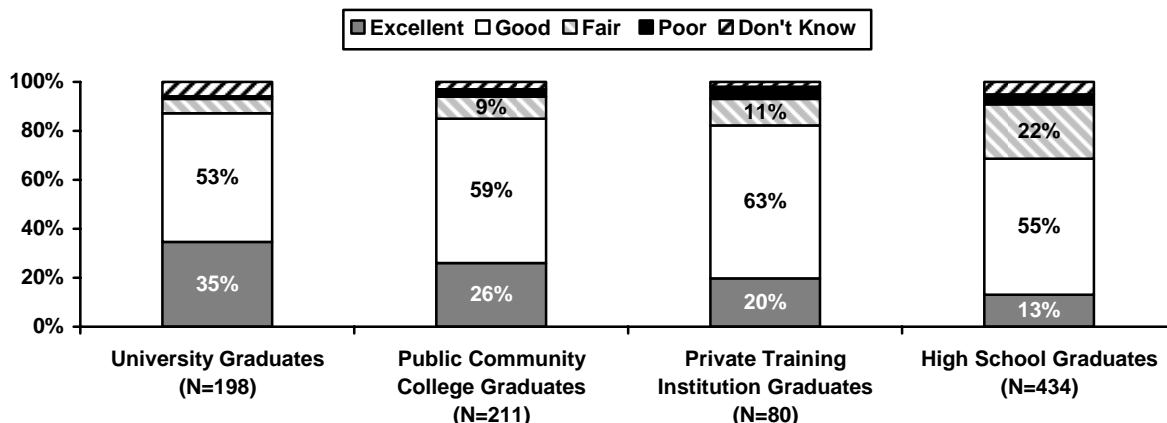
Among surveyed businesses that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table 89:   Classifications of New Employees – Medium Businesses

	n	*%*
Immigrants	146	2.6
Co-op students hired for work placement	119	2.1
Persons with disabilities	68	1.2
Aboriginals	107	1.9
New Employee Total	5,701	7.8
Business Total	594[50]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. Placing ads in newspapers (54%, n=395), word of mouth/employee referrals (39%, n=286) and using the Service Canada Student Employment Centre (35%, n=260) ranked as the top methods used.

Table 90:   Methods Used to Fill Staffing Vacancies* - Medium Businesses

	n	*% (N=735)*
Place ad in newspaper	395	53.7
Use word of mouth/employee referrals	286	38.8
Place ad/use Service Canada Student Employment Centre	260	35.3
Place ad on or check Internet/websites	162	22.1
Use unsolicited resumes	126	17.2
Post internally in your company/organization	119	16.2
Place ad in student employment centres at colleges/universities	45	6.1
Place ad on bulletin boards in local community	39	5.3
Use an employment agency/headhunter	35	4.8
Radio	31	4.2
Signs/flyers/pamphlets	31	4.2
Place ad in trade/professional/association journals	16	2.2
Other	39	5.0
Don't know	7	0.9

*Multiple responses allowed.

Over the past 12 months, three-quarters of medium-sized businesses (75%, n=549) have had at least one vacant position available. Those with at least one vacancy (n=549) reported an average of seven vacancies. Furthermore, among these surveyed businesses, there were a total of 4,356 vacant positions.

Of the 4,356 vacant positions available among these surveyed businesses, 1,055 or 24% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, 72% of the positions available were permanent.

**Table 91:   Classification of Vacancies – Medium Businesses**

	n	*%*
Permanent	3,139	72.1
Casual/Contract	422	9.7
Seasonal	791	18.2
Vacancy Total	4,353	100.0
Business Total	548[51]	-

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[50] 17 businesses were excluded from this analysis due to missing data.
[51] One business was excluded from this analysis due to missing data.

Businesses were asked if they have experienced any difficulty in filling vacancies. Just over one-half of medium-sized businesses (53%, n=387) have experienced difficulty, while 36% (n=262) have not. A minority (11%, n=83) have not hired or attempted to hire.

Figure 42: **Businesses Experiencing Difficulty Filling Vacancies – Medium Businesses (N=735)**
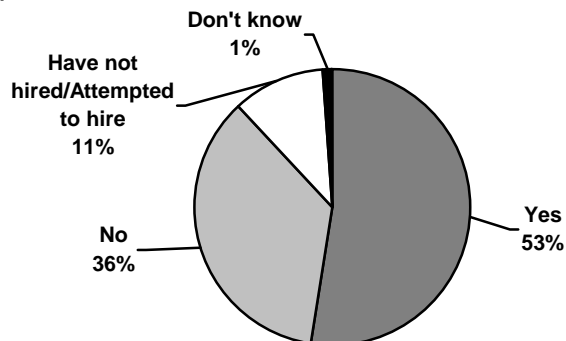
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (32%, n=124) and lacking experience (28%, n=108), as well as a workforce shortage (26%, n=100).

Table 92: **Main Reason for Experiencing Difficulty in Filling Vacancies* – Medium Businesses**

	n	*% (N=387)*
Lacking educational/training qualifications	124	32.0
Lacking experience	108	27.9
Workforce shortage	100	25.9
Salary expectations too high	70	18.0
Difficult working conditions	51	13.3
Lacking specific technical skills	48	12.5
Lacking soft skills (such as communication/teamwork)	27	6.9
Position did not provide enough hours	22	5.8
Lacking proper license/permit	13	3.2
Lacking bilingual skills	10	2.7
Other	27	7.0
Don't know	6	1.6

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=387), cooks was the most difficult occupation to fill over the past 12 months (8%, n=31).

Table 93: **Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* – Medium Businesses**

NOC Code	*Occupation Name*	*n*	*% (N=387)*
6242	Cooks	31	8.0
7411	Truck drivers	26	6.8
6421	Retail salespersons and sales clerks	23	5.9
6611	Cashiers	22	5.7
6641	Food counter attendants, kitchen helpers and related	20	5.2

*Multiple responses allowed.

Three-quarters of medium-sized businesses (75%, n=550) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=185), a total of 326 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=185), retail trade managers (8%, n=14), truck drivers (7%, n=14) and retail salespersons and sales clerks (7%, n=13) were the top occupations from which employees retired.

Table 94: **Top Six Occupations From Which Employees Retired Over the Past 12 Months* – Medium Businesses**

NOC Code	Occupation Name	n	% (N=185)
0621	Retail trade managers	14	7.7
7411	Truck drivers	14	7.3
6421	Retail salespersons and sales clerks	13	6.9
6611	Cashiers	9	5.1
1411	General office clerks	9	4.6
7421	Heavy equipment operators (except crane)	9	4.6

*Multiple responses allowed.

Approximately one-third of medium-sized businesses (32%, n=234) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=501), an average of four employees are expected to retire, with retirement totaling 1,980 employees.

Most commonly, employees are expected to retire from the general office clerks (7%, n=37), retail salespersons and sales clerks (7%, n=36) and retail trade managers (7%, n=34) occupations.

Table 95: **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Medium Businesses**

| NOC Code	Occupation Name	n	% (N=501)
1411	General office clerks	37	7.4
6421	Retail salespersons and sales clerks	36	7.1
0621	Retail trade managers	34	6.8
7411	Truck drivers	27	5.5
6242	Cooks	21	4.2

*Multiple responses allowed.

Almost one-quarter of medium-sized businesses (22%, n=164) expect their owner/manager/CEO to retire within the next five years.

Figure 43: **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Medium Businesses (N=735)**

Don't Know 5%
Yes 22%
No 73%
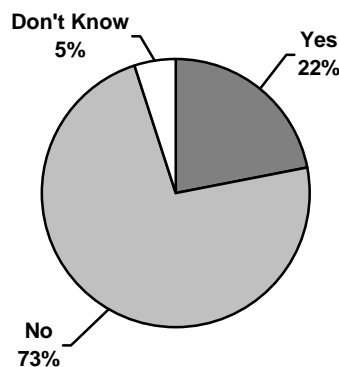
Of those that expect their owner/manager/CEO to retire within the next five years (n=164), just over three-quarters (78%, n=128) have a formal or informal succession plan in place.

Figure 44: **Businesses With a Succession Plan – Medium Businesses (N=164)**
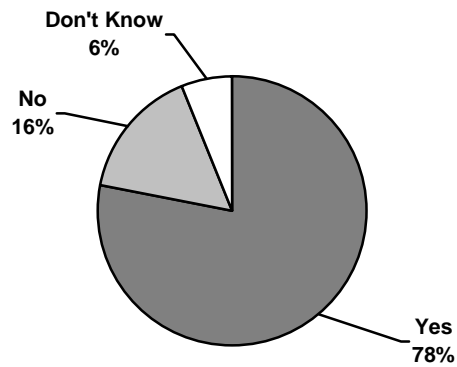
3.2.3.3   *Large Businesses (N=138)*

Approximately three-quarters of large New Brunswick businesses (76%, n=105) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 45:   **Businesses With a Formal Human Resources Plan – Large Businesses (N=138)**
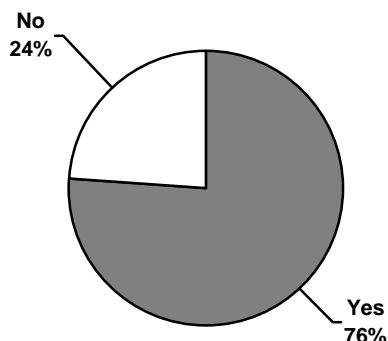
Most large businesses (89%, n=124) hired at least one new employee over the past 12 months. Of those who hired (n=124), an average of 18 new employees were hired. Furthermore, these surveyed businesses hired a total of 4,755 employees.

General office clerks (18%, n=22) was the top occupation hired by large businesses over the past 12 months.

Table 96:   **Top Five Occupations Hired in the Past 12 Months* – Large Businesses**

NOC Code	Occupation Name	n	% (N=124)
1411	General office clerks	22	17.8
6611	Cashiers	10	8.1
6421	Retail salespersons and sales clerks	9	7.3
7452	Material handlers	9	7.0
9619	Other labourers in processing, manufacturing and utilities	8	6.1

*Multiple responses allowed.

Of large businesses that hired new employees over the past 12 months (n=124), 56% (n=69) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=55) reported on average, that they were not satisfied with 17% of the new employees they hired. One business was not satisfied with all new employees hired over the past 12 months.

The primary reasons identified for dissatisfaction were businesses being unhappy with performance, employees being unreliable (22% each, n=12 each) and employees lacking work ethic/motivation (20%, n=11).

Table 97:   **Primary Reason for Dissatisfaction with New Employees – Large Businesses**

	n	*% (N=55)*
Unhappy with performance	12	22.0
Unreliable	12	21.9
Lacking work ethic/motivation	11	20.0
Lacking adequate training/skills	6	10.4
Difficulty adapting to position	2	4.4
Other	10	17.5
Don't know	2	3.7

Of the 4,755 new employees hired by surveyed businesses over the past 12 months, 57% have a high school or less than high school education. Nineteen percent have a university education.

Table 98:   **Highest Education Level of New Employees – Large Businesses**

	n	*%*
University	921	19.4
Public Community College	765	16.1
Private Training Institution	341	7.2
High School	2,145	45.1
Less than High School	583	12.3
New Employee Total	4,755	100.0
Business Total	124	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses rating job readiness as excellent was slightly lower for private training institution graduates (11%, n=3) and high school graduates (9%, n=8).

Figure 46:   **Businesses Ratings' of Job Readiness of New Employees – Large Businesses**
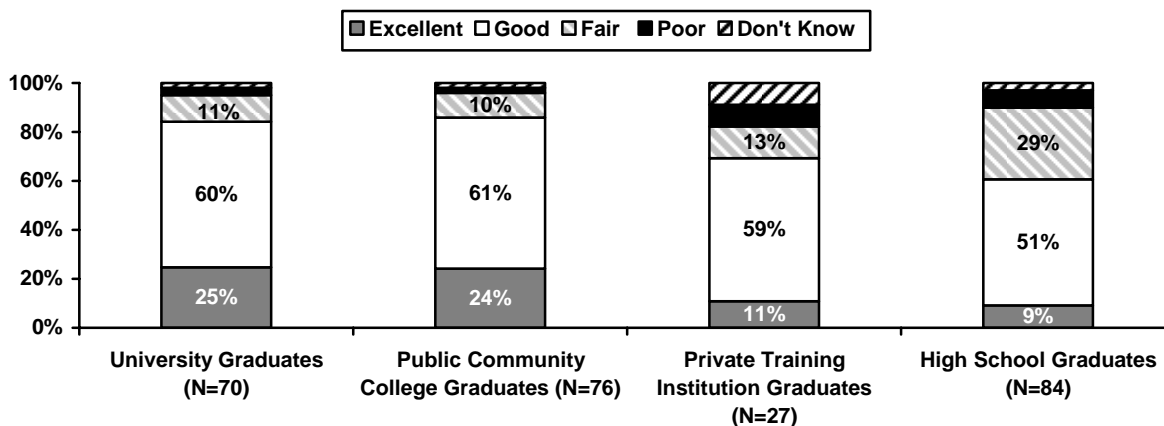
Among surveyed businesses that hired new employees over the past 12 months, a total of 15% were hired from each of the groups shown below. Five percent of new employees were immigrants, while 4% were aboriginals or co-op students hired for a work placement.

Table 99:   Classifications of New Employees – Large Businesses

	n	*%*
Immigrants	198	5.1
Co-op students hired for work placement	156	4.0
Persons with disabilities	65	1.7
Aboriginals	144	3.7
New Employee Total	3,909	14.5
Business Total	110[52]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, placing ads in newspapers (70%, n=97) ranks as the top method used, followed distantly by using the Service Canada Student Employment Centre (44%, n=60) and placing ads on/checking the Internet (40%, n=55).

Table 100:   Methods Used to Fill Staffing Vacancies* - Large Businesses

	n	*% (N=138)*
Place ad in newspaper	97	70.2
Place ad/use Service Canada Student Employment Centre	60	43.6
Place ad on or check Internet/websites	55	39.6
Post internally in your company/organization	43	31.0
Use word of mouth/employee referrals	37	26.9
Use unsolicited resumes	21	15.2
Radio	10	7.6
Place ad in student employment centres at colleges/universities	8	5.8
Use an employment agency/headhunter	8	5.8
Place ad on bulletin boards in local community	7	5.4
Place ad in trade/professional/association journals	7	5.0
Colleges/Schools/Universities (co-op programs)	3	2.2
Other	15	10.7

*Multiple responses allowed.

Over the past 12 months, 79% of large businesses (n=109) have had at least one vacant position available. Those with at least one vacancy (n=109) reported an average of 17 vacancies. Furthermore, among these surveyed businesses, there were a total of 4,314 vacant positions.

Of the 4,314 vacant positions available among these surveyed businesses, 1,038 or 24% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, 64% of the positions available were permanent.

**Table 101:   Classification of Vacancies – Large Businesses**

	n	*%*
Permanent	2,747	63.9
Casual/Contract	722	16.8
Seasonal	830	19.3
Vacancy Total	4,299	100.0
Business Total	107[53]	-

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[52] 14 businesses were excluded from this analysis due to missing data.
[53] Two businesses were excluded from this analysis due to missing data.

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Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, almost two-thirds of large businesses (63%, n=87) have experienced difficulty.

Figure 47:   Businesses Experiencing Difficulty Filling Vacancies – Large Businesses (N=138)
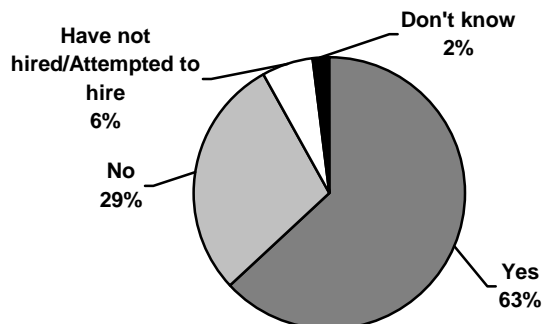
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (29%, n=25), a workforce shortage (29%, n=25) and new hires lacking experience (24%, n=21).

Table 102:   Main Reason for Experiencing Difficulty in Filling Vacancies* – Large Businesses

	n	% (N=87)
Lacking educational/training qualifications	25	29.2
Workforce shortage	25	29.2
Lacking experience	21	23.7
Difficult working conditions	16	18.8
Salary expectations too high	12	14.1
Lacking specific technical skills	11	13.1
Lacking soft skills (such as communication/teamwork)	9	9.8
Lacking proper license/permit	5	6.2
Position did not provide enough hours	5	6.1
Location	3	3.2
Other	5	5.1

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=87), nursing occupations were the most difficult to fill over the past 12 months (registered nurses - 10%, n=8; licensed practical nurses - 8%, n=7).

Table 103:   Top Six Occupations That Were Difficult to Fill Over the Past 12 Months* – Large Businesses

NOC Code	Occupation Name	n	% (N=87)
3152	Registered nurses	8	9.6
3233	Licensed practical nurses	7	8.3
7452	Material handlers	6	7.5
7411	Truck drivers	5	5.7
3413	Nurse aides, orderlies and patient service associates	4	4.8
6663	Janitors, caretakers and building superintendents	4	4.2

*Multiple responses allowed.

Over one-third of large businesses (39%, n=54) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=84), a total of 494 employees retired, averaging four employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=84), general office clerks (12%, n=10) was the top occupation from which employees retired.

Table 104:   **Top Six Occupations From Which Employees Retired Over the Past 12 Months* – Large Businesses**

NOC Code	Occupation Name	n	% (N=84)
1411	General office clerks	10	11.6
3152	Registered nurses	8	9.0
9619	Other labourers in processing, manufacturing and utilities	7	8.1
6663	Janitors, caretakers and building superintendents	6	7.0
6421	Retail salespersons and sales clerks	5	5.9
3413	Nurse aides, orderlies, and patient service associates	5	5.4

*Multiple responses allowed.

A minority of large businesses (14%, n=20) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=118), an average of ten employees are expected to retire, with retirement totaling 2,575 employees.

Most commonly, employees are expected to retire from the general office clerks occupation (21%, n=25).

Table 105:   **Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Large Businesses**

NOC Code	Occupation Name	n	% (N=118)
1411	General office clerks	25	21.2
3152	Registered nurses	8	7.1
0911	Manufacturing managers	8	6.7
3413	Nurse aides, orderlies, and patient service associates	8	6.4
9619	Other labourers in processing, manufacturing and utilities	7	6.3
0111	Financial managers	7	5.9

*Multiple responses allowed.

Nearly one-quarter of large businesses (23%, n=31) expect their owner/manager/CEO to retire within the next five years.

Figure 48:   **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Large Businesses (N=138)**
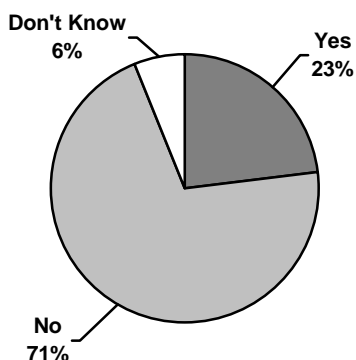
Of those that expect their owner/manager/CEO to retire within the next five years (n=31), just over three-quarters (78%, n=24) have a formal or informal succession plan in place.

Figure 49: **Businesses With a Succession Plan – Large Businesses (N=31)**
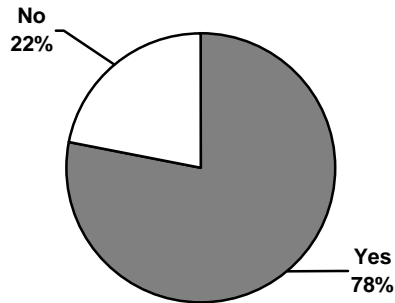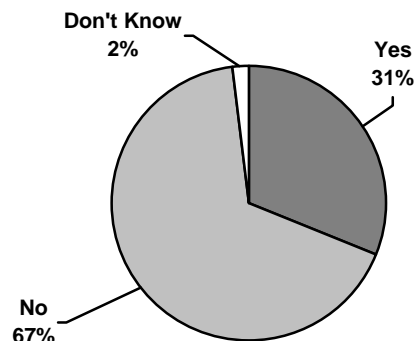
3.2.4   Economic Regions

3.2.4.1   Central Region (N=1,333)

Nearly one-third of Central area businesses (31%, n=409) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 50:   Businesses With a Formal Human Resources Plan – Central Region (N=1,333)

Many businesses from the Central region (60%, n=804) hired at least one new employee over the past 12 months. Of those who hired (n=804), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 5,595 employees.

Retail salespersons and sales clerks (14%, n=112) and cashiers (10%, n=81) were the top occupations hired by Central businesses over the past 12 months.

Table 106:   Top Five Occupations Hired in the Past 12 Months* – Central Region

NOC Code	Occupation Name	n	% (N=804)
6421	Retail salespersons and sales clerks	112	13.9
6611	Cashiers	81	10.0
1411	General office clerks	53	6.6
6242	Cooks	43	5.4
6641	Food counter attendants, kitchen helpers and related	41	5.1

*Multiple responses allowed.

Of Central area businesses that hired new employees over the past 12 months (n=804), 69% (n=555) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=250) reported on average, that they were not satisfied with 36% of the new employees they hired. A minority of businesses (7%, n=18) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (33%, n=83).

Table 107:   Primary Reason for Dissatisfaction with New Employees – Central Region

	n	*% (N=250)*
Lacking work ethic/motivation	83	33.2
Unreliable	46	18.6
Unhappy with performance	24	9.8
Poor attitude	18	7.4
Difficulty adapting to position	14	5.6
Lacking adequate training/skills	11	4.5
Inexperienced	9	3.5
Not suited/qualified for position	6	2.6
Untrustworthy/dishonest	4	1.8
Other	26	10.5
Don't know	7	2.6

Of the 5,595 new employees hired by surveyed businesses over the past 12 months, 51% have a high school education, while 18% have a university education.

Table 108:   Highest Education Level of New Employees – Central Region

	n	*%*
University	1,027	18.4
Public Community College	828	14.8
Private Training Institution	259	4.6
High School	2,845	50.8
Less than High School	636	11.4
New Employee Total	5,595	100.0
Business Total	804	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses rating job readiness as excellent was slightly lower for high school graduates (18%, n=90).

Figure 51:   Businesses Ratings' of Job Readiness of New Employees – Central Region
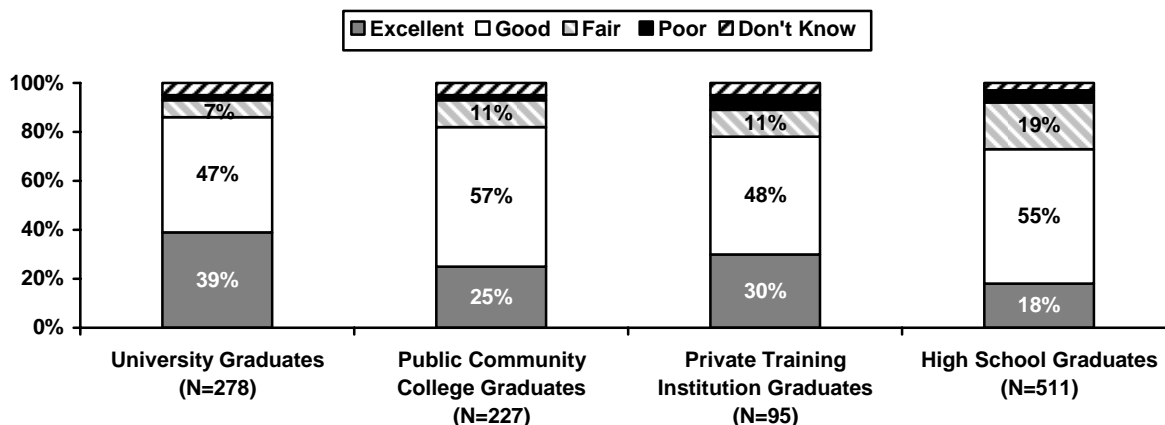
Among surveyed businesses that hired new employees over the past 12 months, a total of 12% were hired from each of the groups shown below.

Table 109:   Classifications of New Employees – Central Region

	n	*%*
Immigrants	211	3.9
Co-op students hired for work placement	183	3.4
Persons with disabilities	77	1.4
Aboriginals	180	3.3
New Employee Total	5,418	12.0
Business Total	784[54]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular methods used include word of mouth/employee referrals (43%, n=576), placing ads in newspapers (38%, n=509) and using the Service Canada Student Employment Centre (31%, n=415).

Table 110:   Methods Used to Fill Staffing Vacancies* - Central Region

	n	*% (N=1,333)*
Use word of mouth/employee referrals	576	43.2
Place ad in newspaper	509	38.2
Place ad/use Service Canada Student Employment Centre	415	31.1
Place ad on or check Internet/websites	211	15.8
Post internally in your company/organization	161	12.1
Use unsolicited resumes	137	10.3
Place ad in student employment centres at colleges/universities	76	5.7
Use an employment agency/headhunter	40	3.0
Place ad in trade/professional/association journals	36	2.7
Don't hire/never have vacancies/self employed	36	2.7
Signs/flyers/pamphlets	34	2.6
Place ad on bulletin boards in local community	30	2.3
Radio	18	1.4
Other	58	4.4
Don't know	56	4.2

*Multiple responses allowed.

Over the past 12 months, 55% of businesses in Central New Brunswick (n=727) have had at least one vacant position available. Those with at least one vacancy (n=727) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 4,577 vacant positions.

Of the 4,577 vacant positions available among these surveyed businesses, 1,186 or 26% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, 69% of the positions available were permanent.

Table 111:   Classification of Vacancies – Central Region

	n	*%*
Permanent	3,138	68.8
Casual/Contract	784	17.2
Seasonal	641	14.1
Vacancy Total	4,562	100.0
Business Total	725[55]	-

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[54] 20 businesses were excluded from this analysis due to missing data..

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Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, 30% of Central businesses (n=405) have experienced difficulty, while 43% (n=576) have not and 26% (n=347) have not hired or attempted to hire.

Figure 52:   **Businesses Experiencing Difficulty Filling Vacancies – Central Region (N=1,333)**
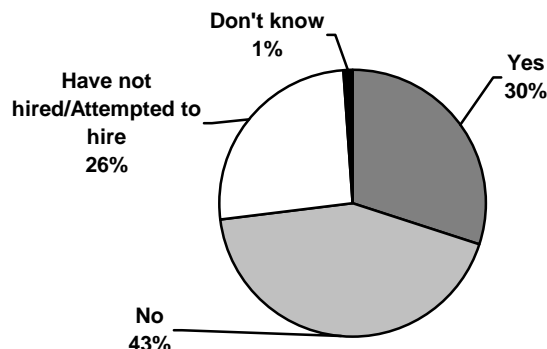
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (30%, n=119) and lacking experience (21%, n=85).

Table 112:   **Main Reason for Experiencing Difficulty in Filling Vacancies* – Central Region**

	n	% (N=405)
Lacking educational/training qualifications	119	29.5
Lacking experience	85	21.0
Workforce shortage	73	18.1
Lacking specific technical skills	60	14.8
Salary expectations too high	59	14.5
Difficult working conditions	46	11.3
Lacking soft skills (such as communication/teamwork)	44	10.7
Position did not provide enough hours	17	4.2
People not interested in employment	11	2.8
Lacking bilingual skills	10	2.4
Location	8	2.1
Lacking proper license/permit	7	1.8
Other	18	4.5
Don't know	8	1.9

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=405), cooks (7%, n=27) and retail salespersons and sales clerks (6%, n=25) were the most difficult occupations to fill over the past 12 months.

Table 113:   **Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* – Central Region**

NOC Code	Occupation Name	n	% (N=405)
6242	Cooks	27	6.7
6421	Retail salespersons and sales clerks	25	6.2
6611	Cashiers	20	4.8
7271	Carpenters	17	4.1
6611	Light duty cleaners	16	3.9

*Multiple responses allowed.

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[55] Two businesses were excluded from this analysis due to missing data.

The large majority of businesses in Central New Brunswick (91%, n=1,216) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=117), a total of 252 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=117), general office clerks (11%, n=12) and retail salespersons and sales clerks (10%, n=12) were the top occupations from which employees retired.

Table 114: **Top Seven Occupations From Which Employees Retired Over the Past 12 Months* – Central Region**

NOC Code	Occupation Name	n	% (N=117)
1411	General office clerks	12	10.5
6421	Retail salespersons and sales clerks	12	10.0
0621	Retail trade managers	10	8.3
6611	Cashiers	5	4.5
7412	Bus drivers and subway and other transit operators	4	3.5
9619	Other labourers in processing, manufacturing and utilities	4	3.4
0611	Sales, marketing and advertising managers	4	3.0

*Multiple responses allowed.

Sixty-one percent of Central businesses (n=818) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=515), an average of two employees are expected to retire, with retirement totaling 1,550 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (13%, n=68).

Table 115: **Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Central Region**

NOC Code	Occupation Name	n	% (N=515)
0621	Retail trade managers	68	13.2
6421	Retail salespersons and sales clerks	50	9.7
1411	General office clerks	27	5.3
1111	Financial auditors and accountants	24	4.7
1221	Administrative officers	15	2.9
6611	Cashiers	15	2.9

*Multiple responses allowed.

Twenty-one percent of businesses in Central New Brunswick (n=283) expect their owner/manager/CEO to retire within the next five years.

Figure 53: **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Central Region (N=1,333)**

Don't Know 3%
Yes 21%
No 76%
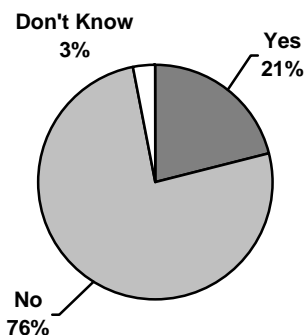
Of those that expect their owner/manager/CEO to retire within the next five years (n=283), approximately one-half (51%, n=145) have a formal or informal succession plan in place.

Figure 54:   Businesses With a Succession Plan – Central Region (N=283)
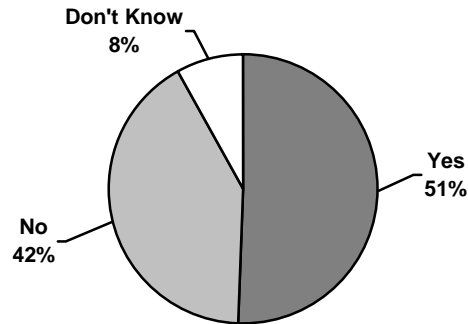
3.2.4.2   *Northeast Region (N=1,278)*

Just over one-quarter of Northeast area businesses (27%, n=342) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 55:   Businesses With a Formal Human Resources Plan – Northeast Region (N=1,278)
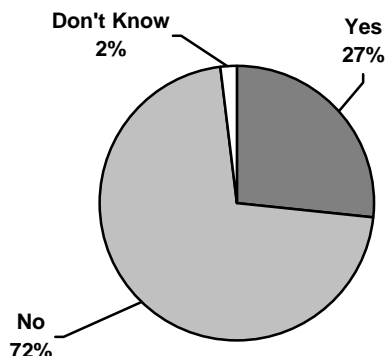
Over one-half of businesses from the Northeast region (58%, n=741) hired at least one new employee over the past 12 months. Of those who hired (n=741), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 3,736 employees.

Retail salespersons and sales clerks (13%, n=96) and cashiers (12%, n=86) were the top occupations hired by Northeast businesses over the past 12 months.

Table 116:   Top Five Occupations Hired in the Past 12 Months* – Northeast Region

NOC Code	Occupation Name	n	% (N=741)
6421	Retail salespersons and sales clerks	96	13.0
6611	Cashiers	86	11.6
6242	Cooks	53	7.1
6453	Food and beverage servers	34	4.6
6641	Food counter attendants, kitchen helpers and related	29	3.9

*Multiple responses allowed.

Of businesses in the Northeast region that hired new employees over the past 12 months (n=741), approximately three-quarters (76%, n=562) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=180) reported on average, that they were not satisfied with 30% of the new employees they hired. A small minority of businesses (5%, n=8) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (23%, n=42).

Table 117:   **Primary Reason for Dissatisfaction with New Employees – Northeast Region**

	n	% (N=180)
Lacking work ethic/motivation	42	23.2
Unreliable	23	12.9
Unhappy with performance	22	12.4
Not suited/qualified for position	15	8.5
Lacking adequate training/skills	14	7.5
Inexperienced	9	4.8
Too young	6	3.6
Difficulty adapting to position	6	3.5
Poor attitude	6	3.5
Untrustworthy/dishonest	5	3.0
Not a good fit within the company	5	2.9
Other	22	12.1
Don't know	3	1.9

Of the 3,736 new employees hired by surveyed businesses over the past 12 months, 73% have a high school or less than high school education.

Table 118:   **Highest Education Level of New Employees – Northeast Region**

	n	%
University	285	7.6
Public Community College	532	14.2
Private Training Institution	178	4.8
High School	2,001	53.6
Less than High School	740	19.8
New Employee Total	3,736	100.0
Business Total	741	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses who rated job readiness as excellent was slightly lower for private training institution graduates (17%, n=11) and high school graduates (21%, n=99).

Figure 56:   **Businesses Ratings' of Job Readiness of New Employees – Northeast Region**
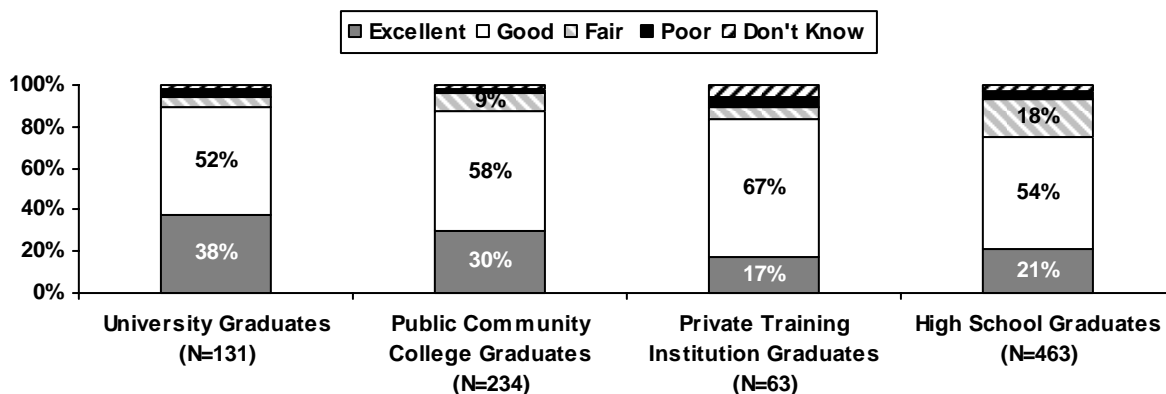
Among surveyed businesses that hired new employees over the past 12 months, a total of 7% were hired from each of the groups shown below.

Table 119:   Classifications of New Employees – Northeast Region

	n	*%*
Immigrants	50	1.4
Co-op students hired for work placement	80	2.2
Persons with disabilities	50	1.4
Aboriginals	59	1.6
New Employee Total	3,590	6.6
Business Total	732[56]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used include word of mouth/employee referrals (45%, n=576), placing ads in newspapers (30%, n=385) and using the Service Canada Student Employment Centre (26%, n=331).

Table 120:   Methods Used to Fill Staffing Vacancies* - Northeast Region

	n	*% (N=1,278)*
Use word of mouth/employee referrals	576	45.0
Place ad in newspaper	385	30.2
Place ad/use Service Canada Student Employment Centre	331	25.9
Use unsolicited resumes	225	17.6
Place ad on or check Internet/websites	117	9.1
Post internally in your company/organization	110	8.6
Radio	54	4.2
Place ad on bulletin boards in local community	51	4.0
Place ad in student employment centres at colleges/universities	49	3.8
Signs/flyers/pamphlets	39	3.0
Don't hire/never have vacancies/self employed	37	2.9
Place ad in trade/professional/association journals	20	1.6
Use an employment agency/headhunter	19	1.4
Other	65	5.2
Don't know	63	4.9

*Multiple responses allowed.

Over the past 12 months, approximately one-half of businesses in Northeast New Brunswick (51%, n=646) have had at least one vacant position available. Those with at least one vacancy (n=646) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 2,676 vacant positions.

Of the 2,676 vacant positions available among these surveyed businesses, 769 or 29% of positions were vacant more than once throughout the past 12 months.

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[56] Nine businesses were excluded from this analysis due to missing data.

Furthermore, among these surveyed businesses, 64% of the positions available were permanent.

Table 121: **Classification of Vacancies – Northeast Region**

	n	*%*
Permanent	1,715	64.4
Casual/Contract	301	11.3
Seasonal	646	24.3
Vacancy Total	2,662	100.0
Business Total	640[57]	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, businesses appear to be evenly split on the issue, with 34% (n=432) saying they have experienced difficulty, 37% (n=478) saying they have not, and 28% (n=361) saying they have not hired or attempted to hire.

Figure 57: **Businesses Experiencing Difficulty Filling Vacancies – Northeast Region (N=1,278)**
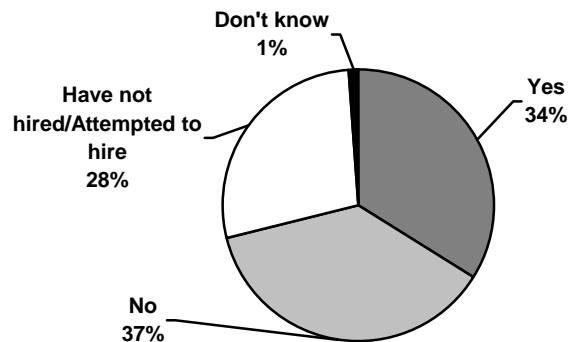
The most common reasons for experiencing difficulty in filling vacancies were a workforce shortage (27%, n=118), potential hires lacking experience (26%, n=114) and lacking educational/training qualifications (25%, n=109).

Table 122: **Main Reason for Experiencing Difficulty in Filling Vacancies* – Northeast Region**

	n	*% (N=432)*
Workforce shortage	118	27.4
Lacking experience	114	26.3
Lacking educational/training qualifications	109	25.1
Salary expectations too high	81	18.8
Lacking specific technical skills	64	14.8
Difficult working conditions	46	10.6
Position did not provide enough hours	32	7.3
Lacking soft skills (such as communication/teamwork)	31	7.2
People not interested in employment	23	5.3
Lacking proper license/permit	15	3.4
Location	9	2.1
Lacking bilingual skills	8	1.8
Other	40	9.2
Don't know	5	1.2

*Multiple responses allowed.

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[57] Six businesses were excluded from this analysis due to missing data.

Among businesses experiencing difficulty in filling vacancies (n=432), retail salespersons and sales clerks (10%, n=41) was the most difficult occupation to fill over the past 12 months.

Table 123:   **Top Six Occupations That Were Difficult to Fill Over the Past 12 Months* – Northeast Region**

NOC Code	Occupation Name	n	% (N=432)
6421	Retail salespersons and sales clerks	41	9.5
6242	Cooks	32	7.5
6611	Cashiers	31	7.1
7411	Truck drivers	17	3.9
6453	Food and beverage servers	12	2.7
7421	Heavy equipment operators (except crane)	12	2.7

*Multiple responses allowed.

Most businesses in Northeast New Brunswick (91%, n=1,165) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=113), a total of 219 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=113), retail trade managers (9%, n=10) was the top occupation from which employees retired.

Table 124:   **Top Eight Occupations From Which Employees Retired Over the Past 12 Months* – Northeast Region**

NOC Code	Occupation Name	n	% (N=113)
0621	Retail trade managers	10	8.8
7421	Heavy equipment operators (except crane)	9	7.7
7411	Truck drivers	8	7.3
3152	Registered nurses	5	4.8
6242	Cooks	5	4.6
6411	Sales representatives – wholesale trade (non-technical)	5	4.3
6661	Cashiers	5	4.0
6421	Retail salespersons and sales clerks	5	4.0

*Multiple responses allowed.

Over one-half of Northeast businesses (56%, n=721) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=557), an average of two employees are expected to retire, with retirement totaling 1,618 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (12%, n=64).

Table 125:   **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Northeast Region**

NOC Code	Occupation Name	n	% (N=557)
0621	Retail trade managers	64	11.5
6421	Retail salespersons and sales clerks	41	7.3
6242	Cooks	30	5.4
1241	Secretaries (except legal and medical)	26	4.6
7421	Heavy equipment operators (except crane)	17	3.1

*Multiple responses allowed.

Nearly one-quarter of businesses (23%, n=291) expect their owner/manager/CEO to retire within the next five years.

Figure 58:   Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Northeast Region (N=1,278)
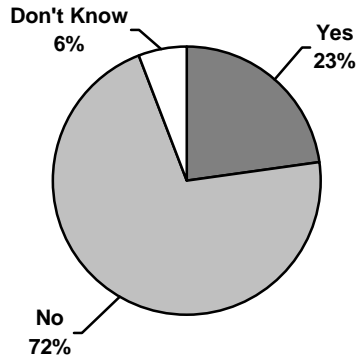
Of those that expect their owner/manager/CEO to retire within the next five years (n=291), just over one-half (53%, n=154) have a formal or informal succession plan in place.

Figure 59:   Businesses With a Succession Plan – Northeast Region (N=291)
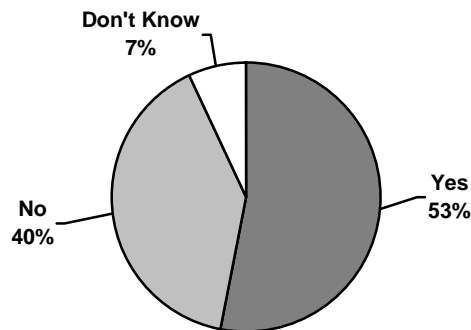
3.2.4.3   Northwest Region (N=854)

Nearly one-quarter of Northwest area businesses (24%, n=207) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 60:   **Businesses With a Formal Human Resources Plan – Northwest Region (N=854)**
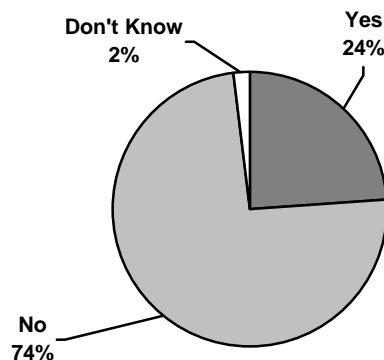
Just over one-half of businesses from the Northwest region (55%, n=467) hired at least one new employee over the past 12 months. Of those who hired (n=467), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 2,432 employees.

Retail salespersons and sales clerks (13%, n=60) was the top occupation hired by Northwest businesses over the past 12 months.

Table 126:   **Top Six Occupations Hired in the Past 12 Months* – Northwest Region**

NOC Code	Occupation Name	n	% (N=467)
6421	Retail salespersons and sales clerks	60	12.8
6611	Cashiers	37	8.0
6242	Cooks	27	5.9
7611	Construction trades helpers and labourers	24	5.1
6453	Food and beverage servers	23	5.0
7411	Truck drivers	23	4.9

*Multiple responses allowed.

Of businesses in the Northwest region that hired new employees over the past 12 months (n=467), many (69%, n=320) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=147) reported on average, that they were not satisfied with 33% of the new employees they hired. A small minority of businesses (4%, n=6) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (32%, n=47).

Table 127:   Primary Reason for Dissatisfaction with New Employees – Northwest Region

	n	*% (N=147)*
Lacking work ethic/motivation	47	32.0
Unhappy with performance	20	13.6
Unreliable	17	11.5
Lacking adequate training/skills	11	7.2
Not suited/qualified for position	9	6.4
Poor attitude	7	4.4
Inexperienced	6	4.2
Difficulty adapting to position	4	2.8
Not a good fit within the company	3	1.8
Untrustworthy/dishonest	3	1.8
Other	15	9.9
Don't know	6	4.3

Of the 2,432 new employees hired by surveyed businesses over the past 12 months, 74% have a high school or less than high school education.

Table 128:   Highest Education Level of New Employees – Northwest Region

	n	*%*
University	237	9.7
Public Community College	295	12.1
Private Training Institution	93	3.8
High School	1,329	54.6
Less than High School	479	19.7
New Employee Total	2,432	100.0
Business Total	467	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses rating job readiness as excellent was slightly lower for high school graduates (17%, n=52).

Figure 61:   Businesses Ratings' of Job Readiness of New Employees – Northwest Region
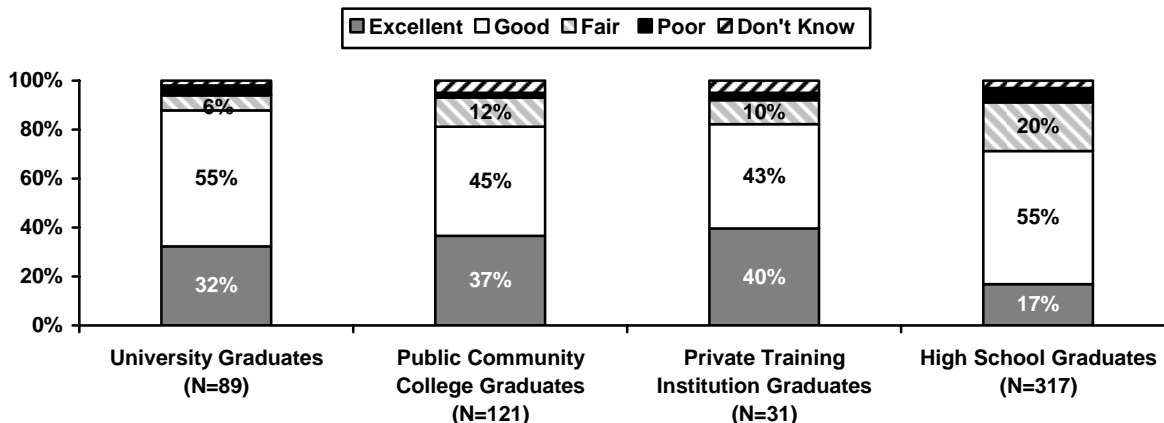
Among surveyed businesses that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table 129:   Classifications of New Employees – Northwest Region

	n	*%*
Immigrants	73	3.2
Co-op students hired for work placement	45	2.0
Persons with disabilities	21	0.9
Aboriginals	47	2.1
New Employee Total	2,287	8.2
Business Total	462[58]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular methods used include word of mouth/employee referrals (45%, n=383), placing ads in newspapers (35%, n=298) and using the Service Canada Student Employment Centre (25%, n=211).

Table 130:   Methods Used to Fill Staffing Vacancies* - Northwest Region

	n	*% (N=854)*
Use word of mouth/employee referrals	383	44.8
Place ad in newspaper	298	34.9
Place ad/use Service Canada Student Employment Centre	211	24.7
Use unsolicited resumes	155	18.2
Place ad on or check Internet/websites	82	9.6
Post internally in your company/organization	73	8.5
Radio	50	5.8
Place ad in student employment centres at colleges/universities	34	4.0
Don't hire/never have vacancies/self employed	30	3.5
Place ad on bulletin boards in local community	18	2.1
Use an employment agency/headhunter	18	2.1
Place ad in trade/professional/association journals	14	1.7
Signs/flyers/pamphlets	13	1.5
Other	39	4.6
Don't know	47	5.5

*Multiple responses allowed.

Over the past 12 months, approximately one-half of businesses in Northwest New Brunswick (49%, n=417) have had at least one vacant position available. Those with at least one vacancy (n=417) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 2,225 vacant positions.

Of the 2,225 vacant positions available among these surveyed businesses, 510 or 23% of positions were vacant more than once throughout the past 12 months.

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[58] Five businesses were excluded from this analysis due to missing data..

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Furthermore, among these surveyed businesses, 70% of the positions available were permanent.

Table 131:   Classification of Vacancies – Northwest Region

	n	*%*
Permanent	1,551	69.8
Casual/Contract	306	13.8
Seasonal	366	16.5
Vacancy Total	2,223	100.0
Business Total	416[59]	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, businesses appear to be evenly split on the issue, with 32% (n=270) saying they have experienced difficulty, 36% (n=303) saying they have not, and 32% (n=277) saying they have not hired or attempted to hire.

Figure 62:   Businesses Experiencing Difficulty Filling Vacancies – Northwest Region (N=854)
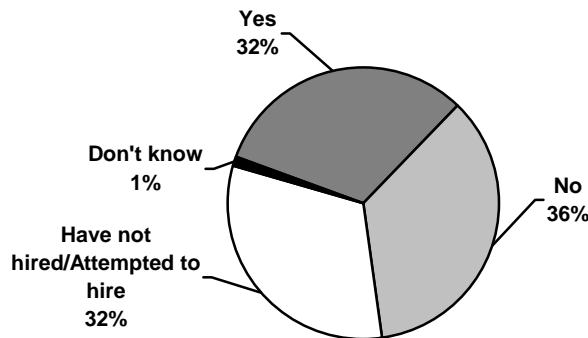
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (27%, n=74) and lacking experience (27%, n=73).

Table 132:   Main Reason for Experiencing Difficulty in Filling Vacancies* – Northwest Region

	n	*% (N=270)*
Lacking educational/training qualifications	74	27.3
Lacking experience	73	26.9
Workforce shortage	59	21.8
Lacking soft skills (such as communication/teamwork)	45	16.8
Lacking specific technical skills	40	14.8
Salary expectations too high	35	12.9
Difficult working conditions	29	10.6
Lacking proper license/permit	26	9.5
Position did not provide enough hours	11	4.2
People not interested in employment	9	3.4
Other	30	11.2
Don't know	2	0.7

*Multiple responses allowed.

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[59] One business was excluded from this analysis due to missing data.

Among businesses experiencing difficulty in filling vacancies (n=270), retail salespersons and sales clerks (13%, n=34) was the most difficult occupation to fill over the past 12 months.

Table 133:   **Top Five Occupations That Were Difficult to Fill Over the Past 12 Months – Northwest Region**

NOC Code	Occupation Name	n	% (N=270)
6421	Retail salespersons and sales clerks	34	12.7
6242	Cooks	19	7.2
7411	Truck drivers	16	5.7
6611	Cashiers	11	4.1
7271	Carpenters	10	3.8

Most businesses in Northwest New Brunswick (91%, n=776) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=79), a total of 143 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=79), truck drivers and retail trade managers (10% each, n=8 each) were the top occupations from which employees retired.

Table 134:   **Top Nine Occupations From Which Employees Retired Over the Past 12 Months* – Northwest Region**

NOC Code	Occupation Name	n	% (N=79)
7411	Truck drivers	8	9.9
0621	Retail trade managers	8	9.8
3152	Registered nurses	4	4.5
8431	General farm workers	3	4.4
6242	Cooks	3	4.2
6231	Insurance agents and brokers	3	3.8
6421	Retail salespersons and sales clerks	3	3.7
7421	Heavy equipment operators (except crane)	3	3.3
7271	Carpenters	3	3.3

*Multiple responses allowed.

Sixty percent of Northwest businesses (n=510) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=345), an average of two employees are expected to retire, with retirement totaling 1,313 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (14%, n=47).

Table 135:   **Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Northwest Region**

NOC Code	Occupation Name	n	% (N=345)
0621	Retail trade managers	47	13.5
6421	Retail salespersons and sales clerks	29	8.6
7411	Truck drivers	16	4.6
6663	Janitors, caretakers and building superintendents	14	4.1
6242	Cooks	12	3.6
1241	Secretaries (except legal and medical)	12	3.4

*Multiple responses allowed.

Twenty-one percent of businesses in Northwest New Brunswick (n=178) expect their owner/manager/CEO to retire within the next five years.

Figure 63:   **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Northwest Region (N=854)**
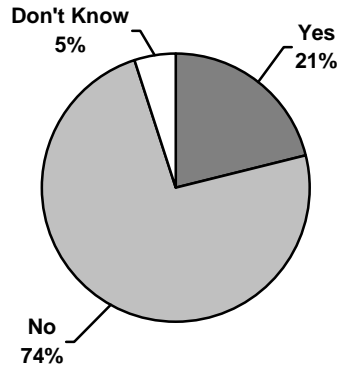
Of those that expect their owner/manager/CEO to retire within the next five years (n=178), nearly one-half (48%, n=86) have a formal or informal succession plan in place.

Figure 64:   **Businesses With a Succession Plan – Northwest Region (N=178)**
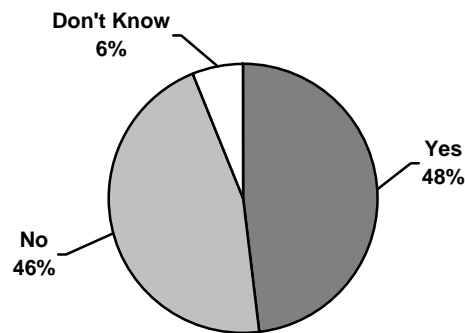
3.2.4.4 Southeast Region (N=1,474)

Approximately one-third of Southeast region businesses (34%, n=497) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 65: **Businesses With a Formal Human Resources Plan – Southeast Region (N=1,474)**
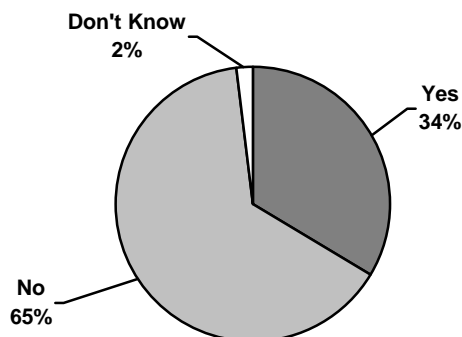
Two-thirds of businesses from the Southeast region (66%, n=965) hired at least one new employee over the past 12 months. Of those who hired (n=965), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 8,829 employees.

Retail salespersons and sales clerks (15%, n=142) and cashiers (11%, n=102) were the top occupations hired by Southeast businesses over the past 12 months.

Table 136: **Top Five Occupations Hired in the Past 12 Months* – Southeast Region**

NOC Code	Occupation Name	n	% (N=965)
6421	Retail salespersons and sales clerks	142	14.7
6611	Cashiers	102	10.6
6242	Cooks	54	5.6
6453	Food and beverage servers	48	5.0
1411	General office clerks	47	4.9

*Multiple responses allowed.

Of businesses in the Southeast region that hired new employees over the past 12 months (n=965), many (62%, n=603) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=362) reported on average, that they were not satisfied with 31% of the new employees they hired. A small minority of businesses (4%, n=14) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (31%, n=110).

Table 137:   **Primary Reason for Dissatisfaction with New Employees – Southeast Region**

	n	*% (N=362)*
Lacking work ethic/motivation	110	30.5
Unreliable	62	17.1
Unhappy with performance	47	13.1
Lacking adequate training/skills	31	8.6
Not suited/qualified for position	17	4.8
Difficulty adapting to position	13	3.5
Inexperienced	11	2.9
Not a good fit within the company	10	2.7
Too young	9	2.6
Poor attitude	6	1.7
Untrustworthy/dishonest	6	1.6
Other	24	6.5
Don't know	16	4.5

Of the 8,829 new employees hired by surveyed businesses over the past 12 months, 71% have a high school or less than high school education.

Table 138:   **Highest Education Level of New Employees – Southeast Region**

	n	*%*
University	1,039	11.8
Public Community College	1,096	12.4
Private Training Institution	427	4.8
High School	4,742	53.7
Less than High School	1,525	17.3
New Employee Total	8,829	100.0
Business Total	965	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses rating job readiness as excellent was slightly lower for high school graduates (16%, n=99).

Figure 66:   **Businesses Ratings' of Job Readiness of New Employees – Southeast Region**
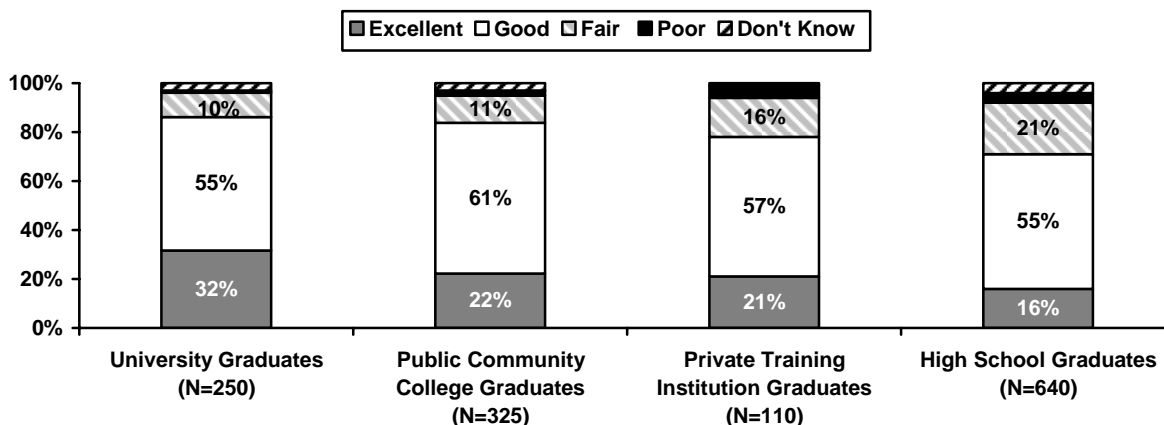
Legend: ■ Excellent □ Good □ Fair ■ Poor ▨ Don't Know

University Graduates (N=250): Excellent 32%, Good 55%, Don't Know 10%
Public Community College Graduates (N=325): Excellent 22%, Good 61%, Don't Know 11%
Private Training Institution Graduates (N=110): Excellent 21%, Good 57%, Don't Know 16%
High School Graduates (N=640): Excellent 16%, Good 55%, Don't Know 21%

Among surveyed businesses that hired new employees over the past 12 months, a total of 6% were hired from each of the groups shown below.

Table 139:   **Classifications of New Employees – Southeast Region**

	n	*%*
Immigrants	167	2.2
Co-op students hired for work placement	114	1.5
Persons with disabilities	71	1.0
Aboriginals	120	1.6
New Employee Total	7,423	6.3
Business Total	947[60]	-

By far, the most popular methods used to fill staffing vacancies include word of mouth/employee referrals (41%, n=607), placing ads in newspapers (38%, n=557) and using the Service Canada Student Employment Centre (30%, n=441).

Table 140:   **Methods Used to Fill Staffing Vacancies* - Southeast Region**

	n	*% (N=1,474)*
Use word of mouth/employee referrals	607	41.2
Place ad in newspaper	557	37.8
Place ad/use Service Canada Student Employment Centre	441	29.9
Place ad on or check Internet/websites	256	17.4
Post internally in your company/organization	174	11.8
Use unsolicited resumes	163	11.0
Place ad in student employment centres at colleges/universities	96	6.5
Use an employment agency/headhunter	64	4.4
Place ad on bulletin boards in local community	61	4.1
Signs/flyers/pamphlets	60	4.0
Don't hire/never have vacancies/self employed	31	2.1
Place ad in trade/professional/association journals	24	1.7
Radio	21	1.4
Other	56	3.8
Don't know	65	4.4

*Multiple responses allowed.

Over the past 12 months, 60% of businesses in Southeast New Brunswick (n=879) have had at least one vacant position available. Those with at least one vacancy (n=879) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 5,940 vacant positions.

Of the 5,940 vacant positions available among these surveyed businesses, 1,628 or 27% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, 75% of the positions available were permanent.

Table 141:   **Classification of Vacancies – Southeast Region**

	n	*%*
Permanent	4,472	75.3
Casual/Contract	733	12.3
Seasonal	732	12.3
Vacancy Total	5,937	100.0
Business Total	878[61]	-

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[60] 18 businesses were excluded from this analysis due to missing data..
[61] One business was excluded from this analysis due to missing data.

Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, businesses appear to be evenly split on the issue, with 38% (n=563) saying they have experienced difficulty and 38% (n=554) saying they have not.

Figure 67:   **Businesses Experiencing Difficulty Filling Vacancies – Southeast Region (N=1,474)**
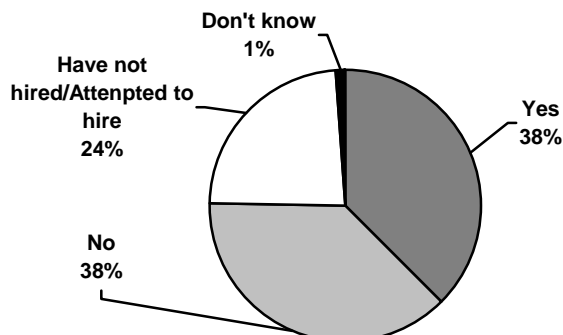
The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (28%, n=155) and lacking experience (24%, n=137), as well as a workforce shortage (22%, n=122).

Table 142:   **Main Reason for Experiencing Difficulty in Filling Vacancies* – Southeast Region**

	n	% (N=563)
Lacking educational/training qualifications	155	27.6
Lacking experience	137	24.4
Workforce shortage	122	21.6
Salary expectations too high	114	20.3
Difficult working conditions	65	11.5
Lacking specific technical skills	58	10.3
Lacking soft skills (such as communication/teamwork)	54	9.6
Position did not provide enough hours	34	6.1
People not interested in employment	18	3.1
Lacking proper license/permit	17	3.0
Location	9	1.6
Other	30	5.4
Don't know	8	1.4

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=563), retail salespersons and sales clerks (9%, n=52) was the most difficult occupation to fill over the past 12 months.

Table 143:   **Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* – Southeast Region**

NOC Code	Occupation Name	n	% (N=563)
6421	Retail salespersons and sales clerks	52	9.3
6611	Cashiers	41	7.2
6242	Cooks	34	6.0
1453	Customer service, information and related clerks	26	4.6
7411	Truck drivers	22	3.9

*Multiple responses allowed.

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Most businesses in Southeast New Brunswick (87%, n=1,288) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=186), a total of 437 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=186), retail salespersons and sales clerks (10%, n=19) was the top occupation from which employees retired.

Table 144:   **Top Five Occupations From Which Employees Retired Over the Past 12 Months* – Southeast Region**

NOC Code	Occupation Name	n	% (N=186)
6421	Retail salespersons and sales clerks	19	10.3
1411	General office clerks	9	4.9
7411	Truck drivers	8	4.3
1453	Customer service, information and related clerks	8	4.1
6663	Janitors, caretakers and building superintendents	7	3.7

*Multiple responses allowed.

Just over one-half of Southeast businesses (55%, n=804) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=670), an average of three employees are expected to retire, with retirement totaling 2,604 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (11%, n=75).

Table 145:   **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Southeast Region**

NOC Code	Occupation Name	n	% (N=670)
0621	Retail trade managers	75	11.2
6421	Retail salespersons and sales clerks	52	7.8
1411	General office clerks	43	6.5
6611	Cashiers	34	5.0
7411	Truck drivers	27	4.0

*Multiple responses allowed.

Almost one-quarter of Southeast area businesses (22%, n=320) expect their owner/manager/CEO to retire within the next five years.

Figure 68:   **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Southeast Region (N=1,474)**

Don't Know 4%
Yes 22%
No 75%
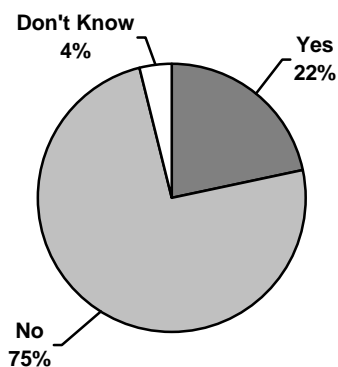
Of those that expect their owner/manager/CEO to retire within the next five years (n=320), over one-half (56%, n=178) have a formal or informal succession plan in place.

Figure 69:   **Businesses With a Succession Plan – Southeast Region (N=320)**
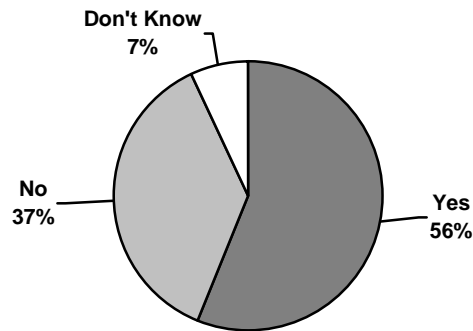
3.2.4.5   Southwest Region (N=1,273)

Just over one-third of Southwest region businesses (35%, n=441) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure 70:   **Businesses With a Formal Human Resources Plan – Southwest Region (N=1,273)**
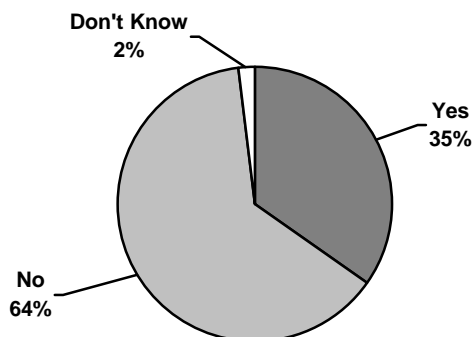
Sixty-one percent of businesses from the Southwest region (n=780) hired at least one new employee over the past 12 months. Of those who hired (n=780), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 5,163 employees.

Retail salespersons and sales clerks (14%, n=106) was the top occupation hired by Southwest businesses over the past 12 months.

Table 146:   **Top Five Occupations Hired in the Past 12 Months* – Southwest Region**

NOC Code	Occupation Name	n	% (N=780)
6421	Retail salespersons and sales clerks	106	13.6
6611	Cashiers	69	8.8
6242	Cooks	50	6.3
1411	General office clerks	48	6.2
6641	Food counter attendants, kitchen helpers and related	40	5.1

*Multiple responses allowed.

Of businesses in the Southwest region that hired new employees over the past 12 months (n=780), many (68%, n=532) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=248) reported on average, that they were not satisfied with 34% of the new employees they hired. A small minority of businesses (6%, n=15) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (37%, n=91).

Table 147:   Primary Reason for Dissatisfaction with New Employees – Southwest Region

	n	*% (N=248)*
Lacking work ethic/motivation	91	36.7
Unreliable	49	19.7
Unhappy with performance	24	9.6
Lacking adequate training/skills	15	6.1
Poor attitude	9	3.8
Not suited/qualified for position	8	3.2
Difficulty adapting to position	7	2.6
Too young	6	2.5
Not a good fit within the company	5	2.0
Other	30	11.9
Don't know	5	2.0

Of the 5,163 new employees hired by surveyed businesses over the past 12 months, 69% have a high school or less than high school education.

Table 148:   Highest Education Level of New Employees – Southwest Region

	n	*%*
University	527	10.2
Public Community College	836	16.2
Private Training Institution	216	4.2
High School	2,783	53.9
Less than High School	801	15.5
New Employee Total	5,163	100.0
Business Total	780	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level. However, the percentage of businesses rating job readiness as excellent was slightly lower for high school graduates (21%, n=111).

Figure 71:   Businesses Ratings' of Job Readiness of New Employees – Southwest Region
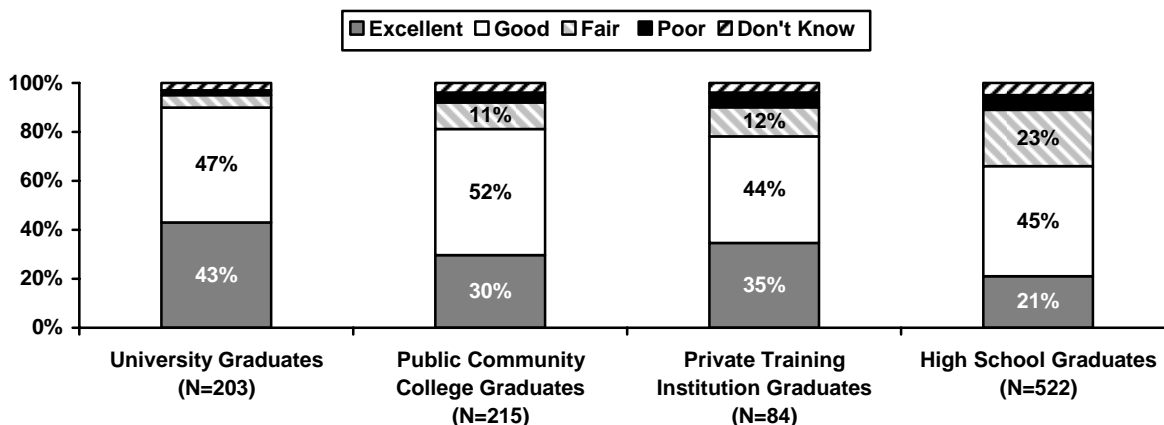
Among surveyed employees that hired new employees over the past 12 months, a total of 7% were hired from each of the groups shown below.

Table 149:   Classifications of New Employees – Southwest Region

	n	*%*
Immigrants	117	2.7
Co-op students hired for work placement	108	2.5
Persons with disabilities	49	1.2
Aboriginals	27	0.6
New Employee Total	4,256	7.0
Business Total	758[62]	-

By far, the most popular methods used to fill staffing vacancies include word of mouth/employee referrals (45%, n=569), placing ads in newspapers (41%, n=520) and using the Service Canada Student Employment Centre (32%, n=412).

Table 150:   Methods Used to Fill Staffing Vacancies* - Southwest Region

	n	*% (N=1,273)*
Use word of mouth/employee referrals	569	44.7
Place ad in newspaper	520	40.9
Place ad/use Service Canada Student Employment Centre	412	32.4
Place ad on or check Internet/websites	197	15.5
Use unsolicited resumes	141	11.1
Post internally in your company/organization	137	10.8
Place ad in student employment centres at colleges/universities	63	5.0
Use an employment agency/headhunter	60	4.7
Place ad on bulletin boards in local community	49	3.9
Signs/flyers/pamphlets	35	2.7
Place ad in trade/professional/association journals	23	1.8
Don't hire/never have vacancies/self employed	19	1.5
Other	40	4.8
Don't know	60	4.7

*Multiple responses allowed.

Over the past 12 months, just over one-half of businesses in Southwest New Brunswick (54%, n=689) have had at least one vacant position available. Those with at least one vacancy (n=689) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 4,692 vacant positions.

Of the 4,692 vacant positions available among these surveyed businesses, 1,059 or 23% of positions were vacant more than once throughout the past 12 months.

Furthermore, among the surveyed businesses, 64% of the positions available were permanent, while 23% were casual/contract.

Table 151:   Classification of Vacancies – Southwest Region

	n	*%*
Permanent	2,987	63.7
Casual/Contract	1,090	23.2
Seasonal	614	13.1
Vacancy Total	4,692	100.0
Business Total	689	-

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[62] 22 businesses were excluded from this analysis due to missing data..

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Businesses were asked if they have experienced any difficulty in filling vacancies. Overall, Southwest businesses appear to be evenly split on the issue, with 32% (n=411) saying they have experienced difficulty, 37% (n=470) saying they have not, and 30% (n=383) saying they have not hired or attempted to hire.

Figure 72: **Businesses Experiencing Difficulty Filling Vacancies – Southwest Region (N=1,273)**
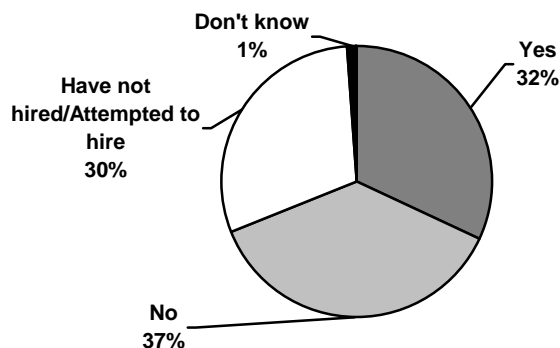
The most common reason for experiencing difficulty in filling vacancies was potential hires lacking educational/training qualifications (31%, n=129).

Table 152: **Main Reason for Experiencing Difficulty in Filling Vacancies* – Southwest Region**

	n	% (N=411)
Lacking educational/training qualifications	129	31.3
Workforce shortage	90	21.9
Lacking experience	81	19.7
Salary expectations too high	77	18.8
Lacking soft skills (such as communication/teamwork)	53	13.0
Difficult working conditions	44	10.8
Lacking specific technical skills	36	8.8
Position did not provide enough hours	26	6.3
People not interested in employment	16	3.8
Location	11	2.8
Lacking proper license/permit	8	1.9
Other	24	5.7
Don't know	3	0.7

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=411), retail salespersons and sales clerks (12%, n=49) was the most difficult occupation to fill over the past 12 months.

Table 153: **Top Six Occupations That Were Difficult to Fill Over the Past 12 Months* – Southwest Region**

NOC Code	Occupation Name	n	% (N=411)
6421	Retail salespersons and sales clerks	49	11.9
6242	Cooks	32	7.9
6641	Food counter attendants, kitchen helpers and related	18	4.4
6611	Cashiers	17	4.2
7411	Truck drivers	13	3.2
6661	Light duty cleaners	13	3.1

*Multiple responses allowed.

Most businesses in Southwest New Brunswick (90%, n=1,147) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=126), a total of 303 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=126), general office clerks (7%, n=8) and retail salespersons and sales clerks (6%, n=8) were the top occupations from which employees retired.

Table 154:   **Top Six Occupations From Which Employees Retired Over the Past 12 Months* – Southwest Region**

NOC Code	Occupation Name	n	% (N=126)
1411	General office clerks	8	6.7
6421	Retail salespersons and sales clerks	8	6.3
0621	Retail trade managers	6	4.8
6611	Cashiers	6	4.7
6661	Light duty cleaners	5	4.3
3413	Nurse aides, orderlies and patient service associates	5	4.0

*Multiple responses allowed.

Over one-half of Southwest businesses (58%, n=738) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=535), an average of three employees are expected to retire, with retirement totaling 1,826 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (12%, n=62).

Table 155:   **Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* – Southwest Region**

NOC Code	Occupation Name	n	% (N=535)
0621	Retail trade managers	62	11.6
6421	Retail salespersons and sales clerks	44	8.3
1411	General office clerks	37	6.8
6611	Cashiers	18	3.4
6242	Cooks	17	3.1

*Multiple responses allowed.

Twenty-one percent of Southwest businesses (n=265) expect their owner/manager/CEO to retire within the next five years.

Figure 73:   **Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Southwest Region (N=1,273)**
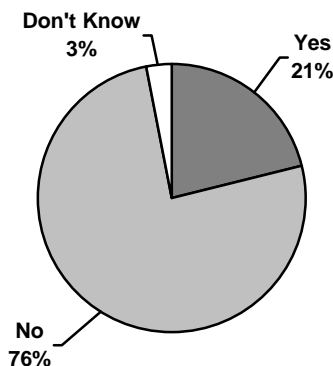
Of those that expect their owner/manager/CEO to retire within the next five years (n=265), almost two-thirds (62%, n=164) have a formal or informal succession plan in place.

Figure 74:   Businesses With a Succession Plan – Southwest Region (N=265)
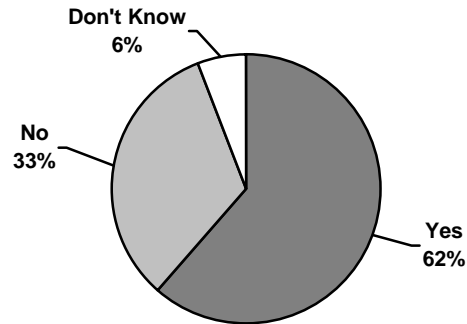
3.3 BUSINESS OUTLOOK AND CONFIDENCE

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3.3.1   Provincial Overview

3.3.1   *Provincial Overview (N=6,213)*

New Brunswick businesses were generally optimistic about the future, providing a mean rating of 8.1 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Provincially, most businesses provided a somewhat optimistic (35%, n=2,174) or very optimistic (47%, n=2,909) outlook toward the future.

Figure 75:   **Level of Optimism About the Future – Provincial Overview (N=6,213)**
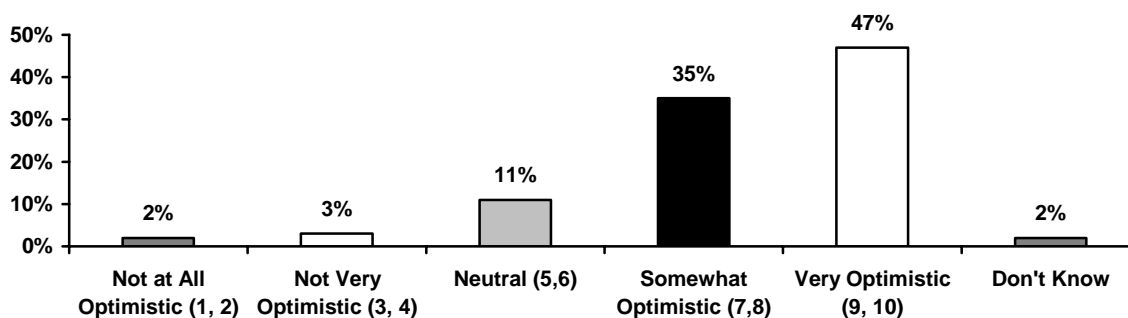
Businesses that provided an optimistic rating (7 or higher out of 10, n=5,084) explained their positive outlook by their business doing well (39%, n=1,980) and the fact that the industry/company is growing (24%, n=1,227).

Businesses with a neutral rating (5 or 6 out of 10, n=708) mainly indicated that the economy is unstable (24%, n=172) or expressed uncertainty about the future (20%, n=141), while businesses that provided a pessimistic rating (4 or lower out of 10, n=306) were uncertain about the future (26%, n=78) or indicated that the economy is unstable (25%, n=75).

Table 156:   **Reasons for Rating Provided* – Provincial Overview**

Optimistic	*n*	*% (N=5,084)*
Business is doing well	1,980	38.9
Growing industry/company	1,227	24.1
Well established company	854	16.8
Offering an essential service	217	4.3
Future is uncertain	128	2.5
Economy is unstable	113	2.2
Workforce shortage	101	2.0
Operating in the public sector	85	1.7
Other	832	16.3
Don't know/no answer	283	5.6
Neutral	*n*	*% (N=708)*
Economy is unstable	172	24.3
Future is uncertain	141	19.9
Business is not doing well	84	11.9
Workforce shortage	54	7.7
Increase in competition	45	6.4
Increase in operating costs	43	6.1
Business is doing well	37	5.3
Business relies on limited outside funding	25	3.5
Change in exchange rates	20	2.9
Well established company	11	1.6
Growing industry/company	10	1.4
Other	102	14.3
Don't know/no answer	48	6.7

Pessimistic	*n*	*% (N=306)*
Future is uncertain	78	25.5
Economy is unstable	75	24.5
Business is not doing well	50	16.4
Workforce shortage	32	10.5
Increase in operating costs	25	8.1
Increase in competition	17	5.6
Change in exchange rates	15	5.0
Business relies on limited outside funding	6	1.8
Other	49	16.2
Don't know/no answer	7	2.1

*Multiple responses allowed.

One-half of businesses in New Brunswick (50%, n=3,102) have experienced significant changes to their external operating environment over the past two years.

Figure 76:   **Experienced Significant Change to External Operating Environment Over the Past Two Years – Provincial Overview (N=6,213)**
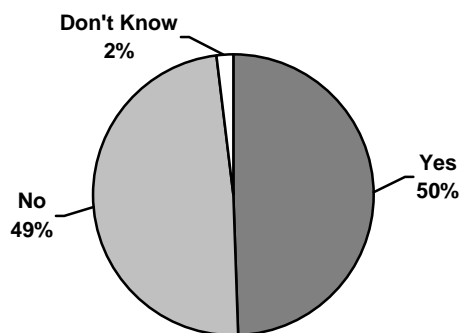
Businesses that experienced changes (n=3,102) identified the two biggest changes as an increase in fuel prices (50%, n=1,554) and a change in exchange rates (26%, n=815).

Table 157:   **Changes Experienced* – Provincial Overview**

	n	*% (N=3,102)*
Increase in fuel prices	1,554	50.1
Change in exchange rates	815	26.3
Increase in cost of supplies/overhead	513	16.5
Government legislation	381	12.3
Downturn in economy	252	8.1
Decline in particular industries	202	6.5
Increase in competition	160	5.2
Minimum wage increases	103	3.3
Increase in insurance rates	73	2.4
Growth in economy	69	2.2
Workforce shortage	52	1.7
Other	614	19.8
Don't know	17	0.6

*Multiple responses allowed.

3.3.2   Urban/Rural Subdivision

3.3.2.1   Urban Subdivision (N=3,386)

Urban businesses were generally optimistic about the future, providing a mean rating of 8.3 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, most urban businesses provided a somewhat optimistic (35%, n=1,179) or very optimistic (51%, n=1,727) outlook toward the future.

Figure 77:   **Level of Optimism About the Future – Urban Subdivision (N=3,386)**
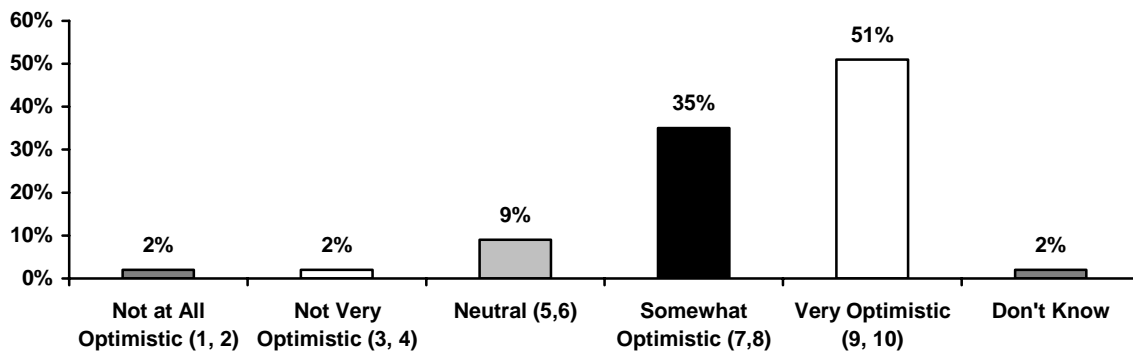
Urban businesses that provided an optimistic rating (7 or higher out of 10, n=2,905) explained their positive outlook by their business doing well (41%, n=1,175) and the fact that the industry/company is growing (26%, n=767).

Urban businesses with a neutral rating (5 or 6 out of 10, n=317) mainly indicated uncertainty about the future (24%, n=75) or indicated that the economy is unstable (22%, n=70), while businesses that provided a pessimistic rating (4 or lower out of 10, n=112) expressed uncertainty about the future (34%, n=38).

Table 158:   **Reasons for Rating Provided* – Urban Subdivision**

Optimistic	*n*	*% (N=2,905)*
Business is doing well	1,175	40.5
Growing industry/company	767	26.4
Well established company	528	18.2
Offering an essential service	92	3.2
Future is uncertain	69	2.4
Economy is unstable	58	2.0
Workforce shortage	53	1.8
Other	480	16.5
Don't know/no answer	144	5.0
Neutral	*n*	*% (N=317)*
Future is uncertain	75	23.8
Economy is unstable	70	22.1
Business is not doing well	32	10.1
Increase in competition	25	7.9
Workforce shortage	23	7.2
Increase in operating costs	19	6.0
Business is doing well	18	5.5
Business relies on limited outside funding	15	4.6
Growing industry/company	7	2.2
Well established company	5	1.7
Other	42	13.2
Don't know/no answer	24	7.6

Pessimistic	*n*	*% (N=112)*
Future is uncertain	38	34.3
Economy is unstable	19	17.3
Workforce shortage	15	13.3
Business is not doing well	12	10.9
Increase in operating costs	11	9.8
Increase in competition	6	5.6
Change in exchange rates	5	4.1
Business relies on limited outside funding	4	3.3
Other	20	17.2
Don't know/no answer	4	3.9

*Multiple responses allowed.

Almost one-half of urban businesses (47%, n=1,577) have experienced significant changes to their external operating environment over the past two years.

Figure 78:   **Experienced Significant Change to External Operating Environment Over the Past Two Years – Urban Subdivision (N=3,386)**
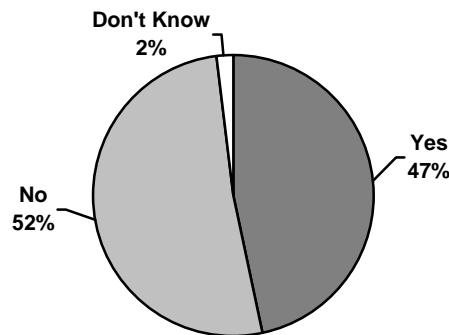
Urban businesses that experienced changes (n=1,577) identified the two biggest changes as an increase in fuel prices (49%, n=765) and a change in exchange rates (25%, n=395).

Table 159:   **Changes Experienced* – Urban Subdivision**

	n	*% (N=1,577)*
Increase in fuel prices	765	48.5
Change in exchange rates	395	25.0
Increase in cost of supplies/overhead	259	16.4
Government legislation	211	13.4
Downturn in economy	110	6.9
Decline in particular industries	97	6.2
Increase in competition	90	5.7
Minimum wage increases	62	3.9
Growth in economy	49	3.1
Increase in insurance rates	36	2.3
Workforce shortage	28	1.8
Other	307	19.5
Don't know	10	0.7

*Multiple responses allowed.

3.3.2.2   *Rural Subdivision (N=2,826)*

Rural businesses were generally optimistic about the future, providing a mean rating of 7.8 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Approximately three-quarters of rural businesses provided a somewhat optimistic (35%, n=999) or very optimistic (41%, n=1,146) outlook toward the future.

<u>**Figure 79**</u>:   **Level of Optimism About the Future – Rural Subdivision (N=2,826)**
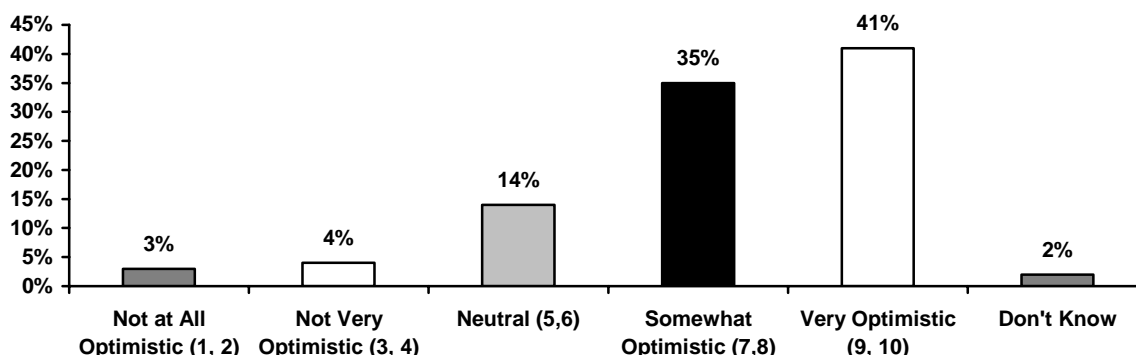
Rural businesses that provided an optimistic rating (7 or higher out of 10, n=2,145) explained their positive outlook by their business doing well (36%, n=776).

Rural businesses with a neutral rating (5 or 6 out of 10, n=409) mainly indicated that the economy is unstable (26%, n=106), while businesses that provided a pessimistic rating (4 or lower out of 10, n=206) also indicated that the economy is unstable (30%, n=62).

<u>**Table 160**</u>:   **Reasons for Rating Provided* – Rural Subdivision**

Optimistic	*n*	*% (N=2,145)*
Business is doing well	776	36.2
Growing industry/company	423	19.7
Well established company	310	14.5
Offering an essential service	134	6.2
Economy is unstable	58	2.7
Future is uncertain	59	2.7
Workforce shortage	49	2.3
Operating in the public sector	44	2.0
Other	399	18.6
Don't know/no answer	140	6.5
Neutral	*n*	*% (N=409)*
Economy is unstable	106	26.0
Future is uncertain	65	15.8
Business is not doing well	56	13.8
Workforce shortage	33	8.1
Increase in operating costs	24	6.0
Business is doing well	21	5.2
Increase in competition	21	5.1
Change in exchange rates	17	4.1
Business relies on limited outside funding	10	2.5
Other	82	19.8
Don't know/no answer	23	5.5

Pessimistic	*n*	*% (N=206)*
Economy is unstable	62	30.2
Business is not doing well	40	19.2
Future is uncertain	38	18.4
Workforce shortage	18	8.8
Increase in operating costs	14	6.8
Increase in competition	13	6.4
Change in exchange rates	11	5.5
Other	34	16.2
Don't know/no answer	2	1.0

*Multiple responses allowed.

Just over one-half of rural businesses (54%, n=1,537) have experienced significant changes to their external operating environment over the past two years.

Figure 80:   **Experienced Significant Change to External Operating Environment Over the Past Two Years – Rural Subdivision (N=2,826)**
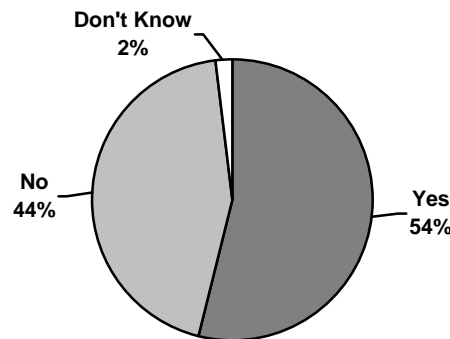
Rural businesses that experienced changes (n=1,537) identified the two biggest changes as an increase in fuel prices (53%, n=811) and a change in exchange rates (28%, n=424).

Table 161:   **Changes Experienced* – Rural Subdivision**

	n	*% (N=1,537)*
Increase in fuel prices	811	52.7
Change in exchange rates	424	27.6
Increase in cost of supplies/overhead	257	16.7
Government legislation	160	10.4
Downturn in economy	153	9.9
Decline in particular industries	104	6.8
Increase in competition	67	4.4
Minimum wage increases	42	2.7
Increase in insurance rates	39	2.6
Other	309	22.6
Don't know	7	0.5

*Multiple responses allowed.

3.3.3 Business Size

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3.3.3.1   Small Businesses (N=5,340)

Small businesses were generally optimistic about the future, providing a mean rating of 8.1 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, most small businesses provided a somewhat optimistic (35%, n=1,888) or very optimistic (46%, n=2,440) outlook toward the future.

Figure 81:   **Level of Optimism About the Future – Small Businesses (N=5,340)**
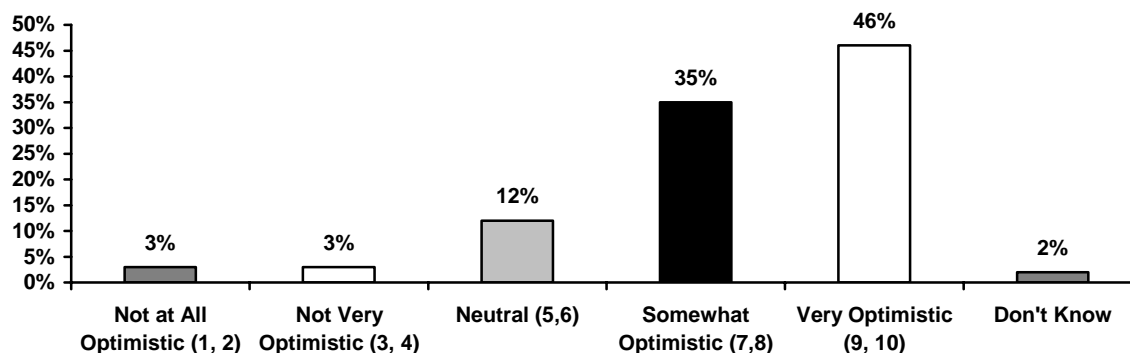
Small businesses that provided an optimistic rating (7 or higher out of 10, n=4,332) explained their positive outlook by their business doing well (39%, n=1,702).

Small businesses with a neutral rating (5 or 6 out of 10, n=632) indicated that the economy is unstable (24%, n=150) or the future is uncertain (21%, n=132), while businesses that provided a pessimistic rating (4 or lower out of 10, n=272) were uncertain about the future (26%, n=71) or indicated that the economy is unstable (25%, n=67).

Table 162:   **Reasons for Rating Provided* – Small Businesses**

Optimistic	*n*	*% (N=4,332)*
Business is doing well	1,702	39.3
Growing industry/company	1,068	24.7
Well established company	704	16.3
Offering an essential service	170	3.9
Future is uncertain	110	2.5
Economy is unstable	96	2.2
Workforce shortage	87	2.0
Other	781	18.1
Don't know/no answer	249	5.8
Neutral	*n*	*% (N=632)*
Economy is unstable	150	23.8
Future is uncertain	132	20.9
Business is not doing well	78	12.3
Workforce shortage	43	6.7
Increase in operating costs	40	6.3
Increase in competition	40	6.3
Business is doing well	37	5.9
Business relies on limited outside funding	19	3.0
Change in exchange rates	18	2.8
Other	107	16.8
Don't know/no answer	43	6.8

Pessimistic	*n*	*% (N=272)*
Future is uncertain	71	25.9
Economy is unstable	67	24.7
Business is not doing well	46	16.9
Workforce shortage	28	10.3
Increase in operating costs	20	7.3
Increase in competition	16	6.0
Change in exchange rates	11	4.1
Other	47	17.4
Don't know/no answer	7	2.4

*Multiple responses allowed.

Approximately one-half of small businesses (49%, n=2,638) have experienced significant changes to their external operating environment over the past two years.

Figure 82:   **Experienced Significant Change to External Operating Environment Over the Past Two Years – Small Businesses (N=5,340)**
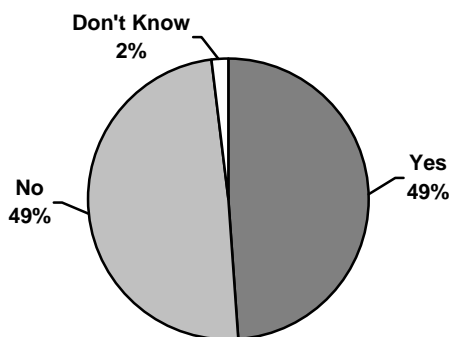
Small businesses that experienced changes (n=2,638) identified the two biggest changes as an increase in fuel prices (51%, n=1,340) and a change in exchange rates (25%, n=653).

Table 163:   **Changes Experienced* – Small Businesses**

	n	*% (N=2,638)*
Increase in fuel prices	1,340	50.8
Change in exchange rates	653	24.8
Increase in cost of supplies/overhead	447	16.9
Government legislation	323	12.2
Downturn in economy	221	8.4
Decline in particular industries	170	6.5
Increase in competition	134	5.1
Minimum wage increases	83	3.2
Increase in insurance rates	68	2.6
Growth in economy	55	2.1
Workforce shortage	38	1.5
Other	504	19.1
Don't know	16	0.6

*Multiple responses allowed.

3.3.3.2   Medium Businesses (N=735)

Medium-sized businesses were generally optimistic about the future, providing a mean rating of 8.3 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, most medium-sized businesses provided a somewhat optimistic (34%, n=251) or very optimistic (52%, n=382) outlook toward the future.

Figure 83:   **Level of Optimism About the Future – Medium Businesses (N=735)**
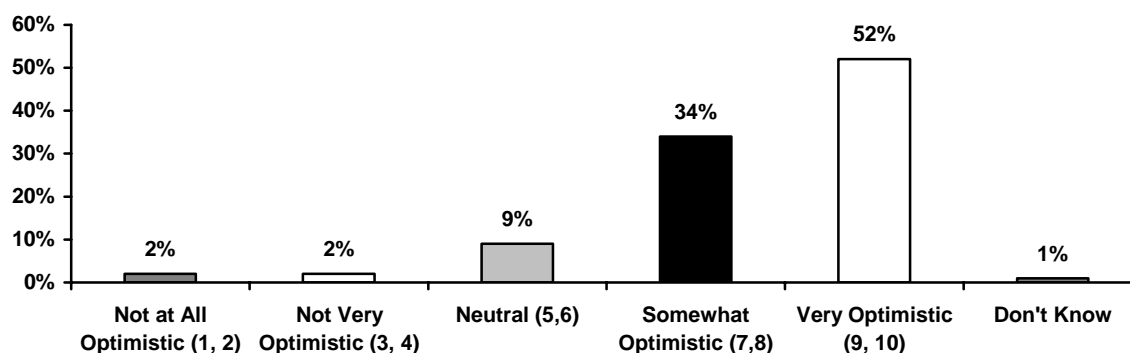
Medium-sized businesses that provided an optimistic rating (7 or higher out of 10, n=633) explained their positive outlook by their business doing well (37%, n=234).

Medium-sized businesses with a neutral rating (5 or 6 out of 10, n=66) mainly indicated that the economy is unstable (32%, n=21), while businesses that provided a pessimistic rating (4 or lower out of 10, n=26) also indicated that the economy is unstable (n=5).

Table 164:   **Reasons for Rating Provided* – Medium Businesses**

Optimistic	n	% (N=633)
Business is doing well	234	36.9
Well established company	127	20.1
Growing industry/company	124	19.6
Offering an essential service	36	5.6
Operating in the public sector	18	2.8
Future is uncertain	17	2.7
Increase in competition	17	2.7
Economy is unstable	16	2.6
Other	89	14.1
Don't know/no answer	31	4.9
Neutral	**n**	**% (N=66)**
Economy is unstable	21	31.6
Workforce shortage	11	16.9
Business is not doing well	7	10.3
Future is uncertain	6	9.5
Increase in competition	6	8.6
Business relies on limited outside funding	5	7.1
Increase in operating costs	4	5.6
Change in exchange rates	2	3.2
Other	13	19.5
Don't know/no answer	4	5.4

Pessimistic	n	% (N=26)
Economy is unstable	5	18.8
Workforce shortage	3	11.6
Increase in operating costs	4	13.5
Business is not doing well	4	14.2
Increase in competition	1	2.6
Future is uncertain	6	22.2
Change in exchange rates	4	13.7
Other	5	18.3

*Multiple responses allowed.

Just over one-half of medium-sized businesses (52%, n=384) have experienced significant changes to their external operating environment over the past two years.

Figure 84: **Experienced Significant Change to External Operating Environment Over the Past Two Years – Medium Businesses (N=735)**
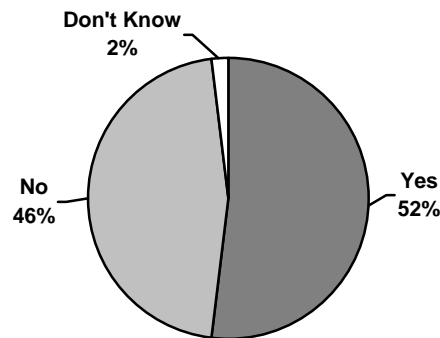
Medium-sized businesses that experienced changes (n=384) identified the two biggest changes as an increase in fuel prices (46%, n=177) and a change in exchange rates (34%, n=129).

Table 165: **Changes Experienced* – Medium Businesses**

	n	% (N=384)
Increase in fuel prices	177	46.0
Change in exchange rates	129	33.7
Increase in cost of supplies/overhead	55	14.2
Government legislation	46	12.1
Decline in particular industries	27	7.1
Downturn in economy	25	6.4
Increase in competition	22	5.6
Minimum wage increases	20	5.1
Growth in economy	12	3.2
Workforce shortage	10	2.7
Other	92	24.1
Don't know	1	0.2

*Multiple responses allowed.

3.3.3.3   *Large Businesses (N=138)*

Large businesses were generally optimistic about the future, providing a mean rating of 8.5 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, most large businesses provided a somewhat optimistic (26%, n=36) or very optimistic (60%, n=83) outlook toward the future.

Figure 85:   Level of Optimism About the Future – Large Businesses (N=138)
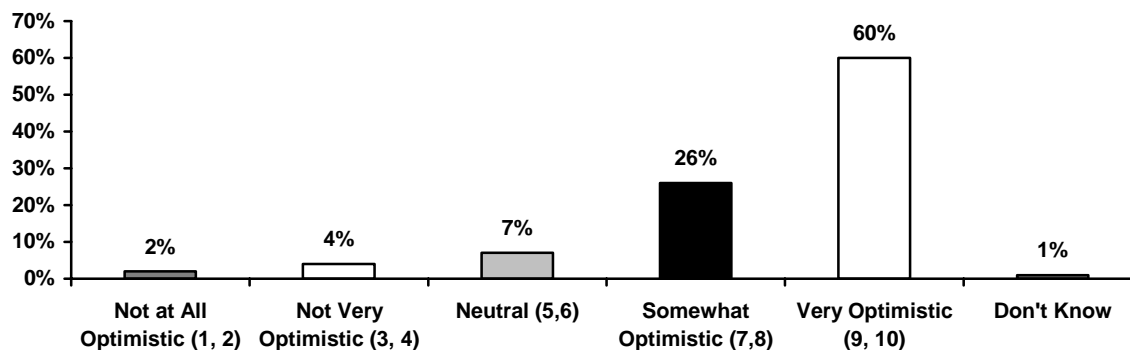
Large businesses that provided an optimistic rating (7 or higher out of 10, n=119) explained their positive outlook by their business doing well (38%, n=45) or indicating that the industry/company is growing (29%, n=34).

Large businesses with a neutral rating (5 or 6 out of 10, n=10) were uncertain about the future (n=3), while businesses that provided a pessimistic rating (4 or lower out of 10, n=8) were also uncertain about the future (n=2).

Table 166:   Reasons for Rating Provided* – Large Businesses

Optimistic	*n*	*% (N=119)*
Business is doing well	45	37.5
Growing industry/company	34	28.7
Well established company	23	19.0
Offering an essential service	11	9.2
Operating in the public sector	7	5.7
Other	22	17.6
Don't know/no answer	2	1.8
Neutral	*n*	*% (N=10)*
Future is uncertain	3	26.6
Business relies on limited outside funding	1	11.4
Economy is unstable	1	8.3
Workforce shortage	1	6.9
Change in exchange rates	1	6.9
Other	4	38.5
Don't know/no answer	1	15.1

Pessimistic	*n*	*% (N=8)*
Future is uncertain	2	20.2
Increase in operating costs	1	17.4
Workforce shortage	1	14.0
Business relies on limited outside funding	1	14.0
Business is not doing well	1	8.5
Change in exchange rates	1	8.5
Economy is unstable	3	34.4
Other	2	23.0

*Multiple responses allowed.

Over one-half of large businesses (57%, n=79) have experienced significant changes to their external operating environment over the past two years.

Figure 86: **Experienced Significant Change to External Operating Environment Over the Past Two Years – Large Businesses (N=138)**
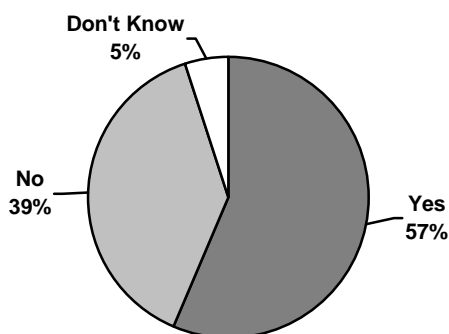
Large businesses that experienced changes (n=79) identified the two biggest changes as an increase in fuel prices (47%, n=38) and a change in exchange rates (41%, n=33).

Table 167: **Changes Experienced* – Large Businesses**

	n	*% (N=79)*
Increase in fuel prices	38	47.3
Change in exchange rates	33	41.0
Government legislation	12	14.9
Increase in cost of supplies/overhead	11	14.0
Downturn in economy	6	8.0
Decline in particular industries	5	6.2
Increase in competition	4	4.9
Workforce shortage	3	3.6
Growth in economy	2	2.1
Other	23	28.4
Don't know	1	1.4

*Multiple responses allowed.

3.3.4   Economic Regions

3.3.4.1   *Central Region (N=1,333)*

Businesses from the Central region of the province were generally optimistic about the future, providing a mean rating of 8.4 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, most businesses provided a somewhat optimistic (33%, n=439) or very optimistic (53%, n=703) outlook toward the future.

Figure 87:   **Level of Optimism About the Future – Central Region (N=1,333)**
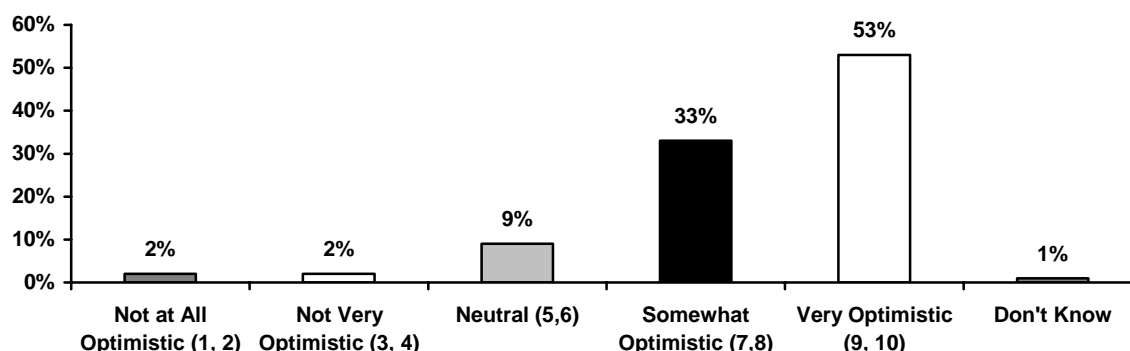
Central businesses that provided an optimistic rating (7 or higher out of 10, n=1,141) explained their positive outlook by their business doing well (42%, n=480).

Central businesses with a neutral rating (5 or 6 out of 10, n=121) were uncertain about the future (28%, n=34), while businesses that provided a pessimistic rating (4 or lower out of 10, n=54) were also uncertain about the future (33%, n=18).

**Table 168:**   **Reasons for Rating Provided* – Central Region**

Optimistic	*n*	*% (N=1,141)*
Business is doing well	480	42.0
Growing industry/company	298	26.1
Well established company	231	20.3
Offering an essential service	47	4.1
Operating in the public sector	22	2.0
Future is uncertain	23	2.0
Other	200	17.5
Don't know/no answer	39	3.4
Neutral	*n*	*% (N=121)*
Future is uncertain	34	28.1
Economy is unstable	14	11.9
Business is not doing well	14	11.3
Workforce shortage	10	8.5
Business is doing well	9	7.3
Business relies on limited outside funding	8	6.3
Increase in operating costs	7	6.0
Increase in competition	6	4.6
Growing industry/company	3	2.2
Other	23	18.6
Don't know/no answer	7	5.7

Pessimistic	n	% (N=54)
Future is uncertain	18	32.8
Economy is unstable	10	18.3
Business is not doing well	9	16.8
Increase in operating costs	7	13.1
Increase in competition	4	7.7
Workforce shortage	3	6.4
Other	10	17.6
Don't know/no answer	1	2.3

*Multiple responses allowed.

Less than one-half of Central area businesses (44%, n=587) have experienced significant changes to their external operating environment over the past two years.

Figure 88:   **Experienced Significant Change to External Operating Environment Over the Past Two Years – Central Region (N=1,333)**
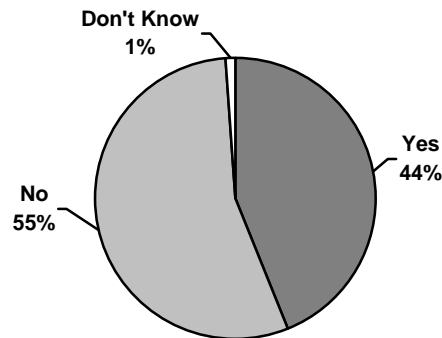
Central area businesses that experienced changes (n=587) identified the two biggest changes as an increase in fuel prices (47%, n=278), followed distantly by a change in exchange rates (21%, n=125).

Table 169:   **Changes Experienced* – Central Region**

	n	% (N=587)
Increase in fuel prices	278	47.4
Change in exchange rates	125	21.3
Government legislation	86	14.7
Increase in cost of supplies/overhead	74	12.6
Downturn in economy	41	7.0
Increase in competition	38	6.5
Decline in particular industries	24	4.2
Minimum wage increases	23	3.9
Increase in insurance rates	18	3.0
Growth in economy	14	2.4
Other	133	22.7
Don't know	3	0.6

*Multiple responses allowed.

3.3.4.2 *Northeast Region (N=1,278)*

Businesses from the Northeast region of the province were generally optimistic about the future, providing a mean rating of 7.8 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, approximately three-quarters of businesses provided a somewhat optimistic (34%, n=429) or very optimistic (42%, n=530) outlook toward the future.

Figure 89: Level of Optimism About the Future – Northeast Region (N=1,278)
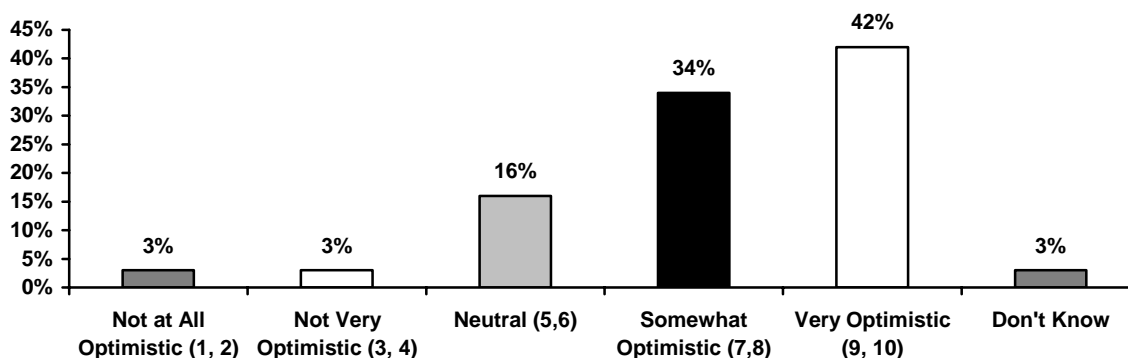
Northeast businesses that provided an optimistic rating (7 or higher out of 10, n=960) explained their positive outlook by their business doing well (37%, n=359).

Northeast businesses with a neutral rating (5 or 6 out of 10, n=199) mainly indicated that the economy is unstable (35%, n=69), while businesses that provided a pessimistic rating (4 or lower out of 10, n=83) also indicated that the economy is unstable (32%, n=27).

Table 170: Reasons for Rating Provided* – Northeast Region

Optimistic	*n*	*% (N=960)*
Business is doing well	359	37.4
Growing industry/company	190	19.8
Well established company	140	14.6
Offering an essential service	42	4.4
Economy is unstable	34	3.5
Workforce shortage	32	3.4
Future is uncertain	31	3.2
Other	187	19.5
Don't know/no answer	63	6.6
Neutral	*n*	*% (N=199)*
Economy is unstable	69	34.8
Future is uncertain	32	16.2
Workforce shortage	23	11.8
Business is not doing well	23	11.8
Increase in operating costs	13	6.7
Increase in competition	13	6.6
Business is doing well	6	3.3
Business relies on limited outside funding	5	2.5
Other	34	16.6
Don't know/no answer	12	6.1

Pessimistic	n	% (N=83)
Economy is unstable	27	32.4
Future is uncertain	17	20.4
Business is not doing well	15	18.2
Workforce shortage	11	13.3
Increase in operating costs	5	5.5
Increase in competition	4	4.7
Change in exchange rates	3	4.0
Other	14	16.6

*Multiple responses allowed.

Just over one-half of Northeast area businesses (55%, n=700) have experienced significant changes to their external operating environment over the past two years.

Figure 90:   **Experienced Significant Change to External Operating Environment Over the Past Two Years – Northeast Region (N=1,278)**
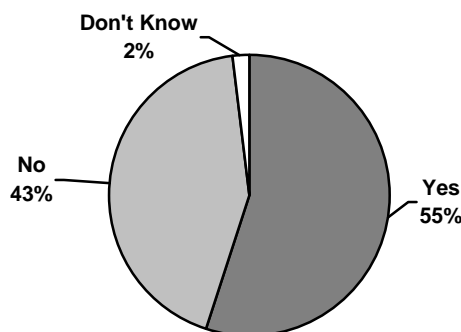
Northeast area businesses that experienced changes (n=700) identified the biggest changes as an increase in fuel prices (52%, n=362), followed distantly by an increase in the cost of supplies/overhead (22%, n=154) and a change in exchange rates (19%, n=131).

Table 171:   **Changes Experienced* – Northeast Region**

	n	% (N=700)
Increase in fuel prices	362	51.8
Increase in cost of supplies/overhead	154	22.1
Change in exchange rates	131	18.7
Decline in particular industries	81	11.5
Downturn in economy	66	9.4
Government legislation	55	7.9
Increase in competition	23	3.3
Minimum wage increases	20	2.9
Growth in economy	15	2.1
Other	155	22.1
Don't know	2	0.3

*Multiple responses allowed.

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3.3.4.3   *Northwest Region (N=854)*

Businesses from the Northwest region of the province were generally optimistic about the future, providing a mean rating of 7.7 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, three-quarters of businesses provided a somewhat optimistic (36%, n=303) or very optimistic (39%, n=333) outlook toward the future.

Figure 91:   **Level of Optimism About the Future – Northwest Region (N=854)**
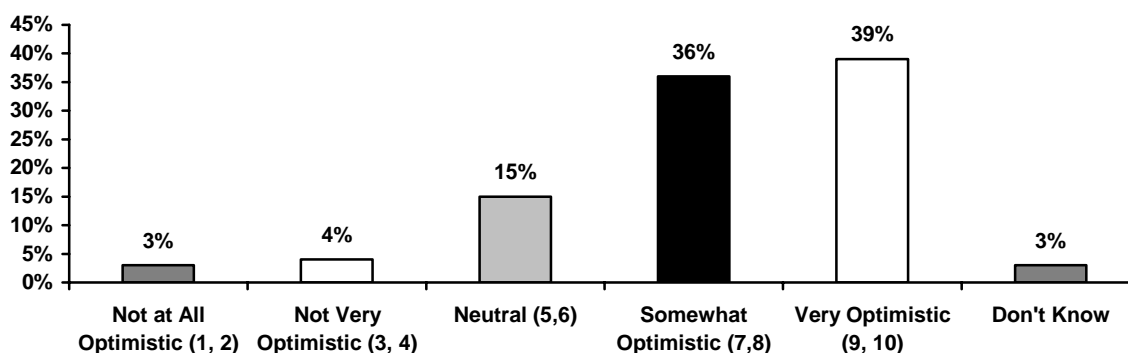
Northwest businesses that provided an optimistic rating (7 or higher out of 10, n=636) explained their positive outlook by their business doing well (33%, n=212).

Northwest businesses with a neutral rating (5 or 6 out of 10, n=132) mainly indicated that the economy is unstable (33%, n=43), while businesses that provided a pessimistic rating (4 or lower out of 10, n=64) also indicated that the economy is unstable (30%, n=19) or were uncertain about the future (22%, n=14).

Table 172:   **Reasons for Rating Provided* – Northwest Region**

Optimistic	*n*	*% (N=636)*
Business is doing well	212	33.4
Growing industry/company	112	17.7
Well established company	94	14.9
Offering an essential service	39	6.2
Economy is unstable	25	3.9
Future is uncertain	20	3.1
Other	148	23.5
Don't know/no answer	56	8.8
Neutral	*n*	*% (N=132)*
Economy is unstable	43	32.5
Future is uncertain	22	16.5
Business is not doing well	16	12.0
Increase in operating costs	7	5.5
Business is doing well	7	5.2
Increase in competition	6	4.4
Change in exchange rates	5	4.1
Workforce shortage	4	3.1
Well established company	3	2.2
Other	18	13.7
Don't know/no answer	12	9.0

Pessimistic	n	% (N=64)
Economy is unstable	19	30.1
Future is uncertain	14	21.8
Business is not doing well	11	16.7
Workforce shortage	5	8.5
Increase in operating costs	4	6.1
Change in exchange rates	3	4.7
Increase in competition	2	2.9
Other	12	19.4
Don't know/no answer	2	3.3

*Multiple responses allowed.

Almost two-thirds of Northwest area businesses (62%, n=534) have experienced significant changes to their external operating environment over the past two years.

Figure 92: **Experienced Significant Change to External Operating Environment Over the Past Two Years – Northwest Region (N=854)**
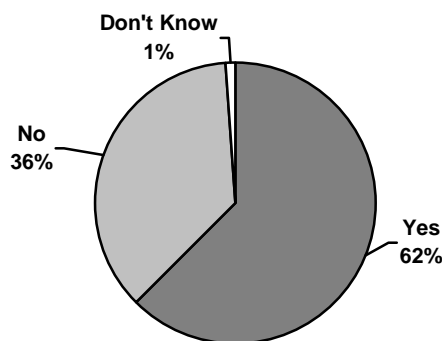
Northwest area businesses that experienced changes (n=534) identified the two biggest changes as in increase in fuel prices (48%, n=258) and a change in exchange rates (38%, n=201).

Table 173: **Changes Experienced* – Northwest Region**

	n	% (N=534)
Increase in fuel prices	258	48.4
Change in exchange rates	201	37.6
Increase in cost of supplies/overhead	116	21.7
Downturn in economy	63	11.8
Government legislation	53	10.0
Decline in particular industries	33	6.2
Increase in competition	30	5.6
Increase in insurance rates	15	2.9
Minimum wage increases	10	1.9
Other	115	21.6
Don't know	2	0.3

*Multiple responses allowed.

3.3.4.4   Southeast Region (N=1,474)

Businesses from the Southeast region of the province were generally optimistic about the future, providing a mean rating of 8.3 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, most businesses provided a somewhat optimistic (37%, n=546) or very optimistic (48%, n=714) outlook toward the future.

Figure 93:   **Level of Optimism About the Future – Southeast Region (N=1,474)**
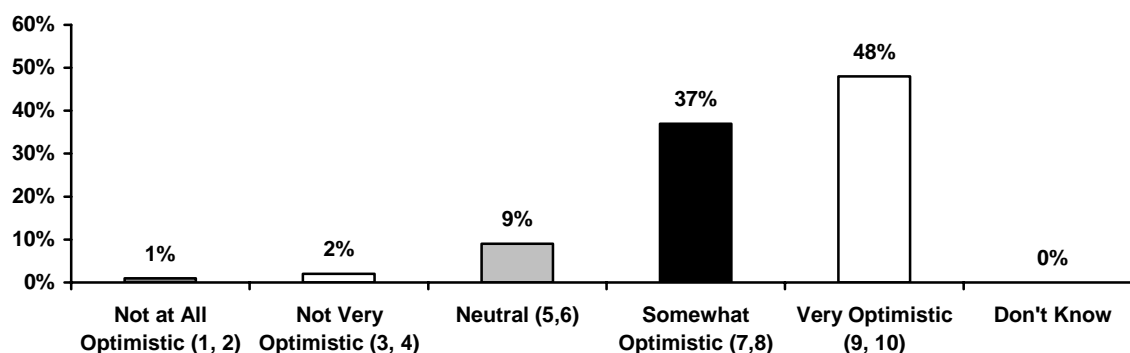
Southeast businesses that provided an optimistic rating (7 or higher out of 10, n=1,260) explained their positive outlook by their business doing well (40%, n=501) and the fact that the industry/company is growing (27%, n=339).

Southeast businesses with a neutral rating (5 or 6 out of 10, n=134) were mainly uncertain about the future (25%, n=34), while businesses that provided a pessimistic rating (4 or lower out of 10, n=54) were also uncertain about the future (30%, n=16).

Table 174:   **Reasons for Rating Provided* – Southeast Region**

Optimistic	n	% (N=1,260)
Business is doing well	501	39.7
Growing industry/company	339	26.9
Well established company	206	16.3
Offering an essential service	40	3.2
Future is uncertain	29	2.3
Other	250	19.8
Don't know/no answer	85	6.7
Neutral	**n**	**% (N=134)**
Future is uncertain	34	25.4
Economy is unstable	20	14.9
Business is not doing well	15	11.4
Increase in competition	13	9.6
Workforce shortage	11	8.2
Increase in operating costs	10	7.2
Business is doing well	9	6.6
Change in exchange rates	5	4.1
Business relies on limited outside funding	4	2.9
Well established company	3	2.3
Other	20	15.1
Don't know/no answer	5	3.8

Pessimistic	*n*	*% (N=54)*
Future is uncertain	16	30.0
Business is not doing well	9	16.9
Economy is unstable	8	14.2
Workforce shortage	7	12.6
Increase in operating costs	6	11.9
Business relies on limited outside funding	3	5.8
Change in exchange rates	3	5.0
Increase in competition	2	2.8
Other	9	17.3
Don't know/no answer	2	4.2

*Multiple responses allowed.

Approximately one-half of Southeast area businesses (48%, n=712) have experienced significant changes to their external operating environment over the past two years.

Figure 94: **Experienced Significant Change to External Operating Environment Over the Past Two Years – Southeast Region (N=1,474)**
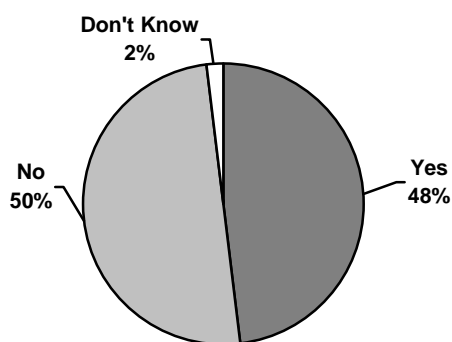
Southeast area businesses that experienced changes (n=712) identified the two biggest changes as an increase in fuel prices (51%, n=366) and a change in exchange rates (27%, n=194).

Table 175: **Changes Experienced* – Southeast Region**

	n	*% (N=712)*
Increase in fuel prices	366	51.4
Change in exchange rates	194	27.3
Government legislation	106	14.9
Increase in cost of supplies/overhead	105	14.8
Downturn in economy	45	6.3
Increase in competition	38	5.4
Decline in particular industries	35	5.0
Minimum wage increases	31	4.3
Workforce shortage	18	2.5
Growth in economy	17	2.4
Increase in insurance rates	12	1.7
Other	131	18.4
Don't know	8	1.2

*Multiple responses allowed.

3.3.4.5   *Southwest Region (N=1,273)*

Businesses from the Southwest region of the province were generally optimistic about the future, providing a mean rating of 8.3 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Indeed, most businesses provided a somewhat optimistic (36%, n=458) or very optimistic (49%, n=630) outlook toward the future.

Figure 95:   **Level of Optimism About the Future – Southwest Region (N=1,273)**
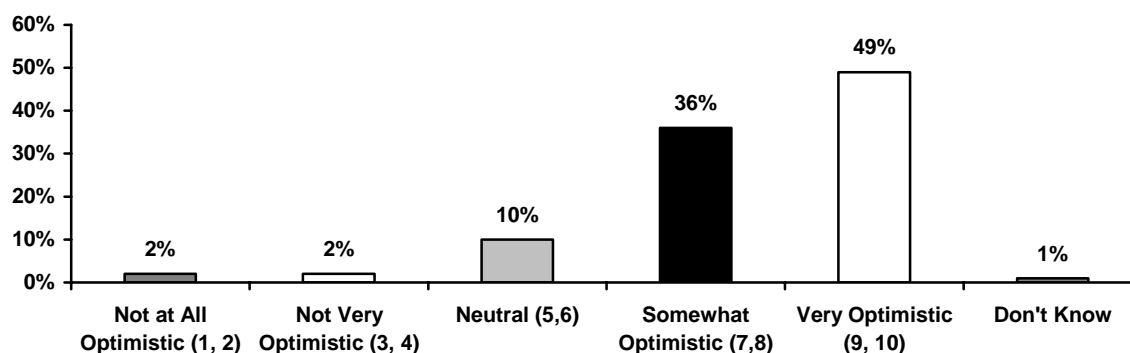
Southwest businesses that provided an optimistic rating (7 or higher out of 10, n=1,087) explained their positive outlook by their business doing well (39%, n=428).

Southwest businesses with a neutral rating (5 or 6 out of 10, n=122) indicated that the economy is unstable (21%, n=25), while businesses that provided a pessimistic rating (4 or lower out of 10, n=53) were uncertain about the future (26%, n=14) or indicated that the economy is unstable (22%, n=12).

Table 176:   **Reasons for Rating Provided* – Southwest Region**

Optimistic	*n*	*% (N=1,087)*
Business is doing well	428	39.4
Growing industry/company	287	26.4
Well established company	183	16.8
Offering an essential service	48	4.5
Future is uncertain	26	2.4
Other	231	21.2
Don't know/no answer	40	3.6
Neutral	*n*	*% (N=122)*
Economy is unstable	25	20.7
Future is uncertain	19	15.5
Business is not doing well	16	13.3
Increase in competition	8	6.7
Business is doing well	6	5.1
Business relies on limited outside funding	6	4.9
Increase in operating costs	6	4.8
Workforce shortage	6	4.6
Change in exchange rates	6	4.6
Well established company	2	2.0
Other	24	19.6
Don't know/no answer	12	9.5

Pessimistic	n	% (N=53)
Future is uncertain	14	25.8
Economy is unstable	12	22.0
Business is not doing well	7	12.5
Increase in competition	6	10.9
Change in exchange rates	6	10.7
Workforce shortage	6	10.6
Increase in operating costs	3	5.6
Other	9	15.7
Don't know/no answer	1	1.8

*Multiple responses allowed.

Less than one-half of Southwest area businesses (45%, n=569) have experienced significant changes to their external operating environment over the past two years.

Figure 96:   **Experienced Significant Change to External Operating Environment Over the Past Two Years – Southwest Region (N=1,273)**
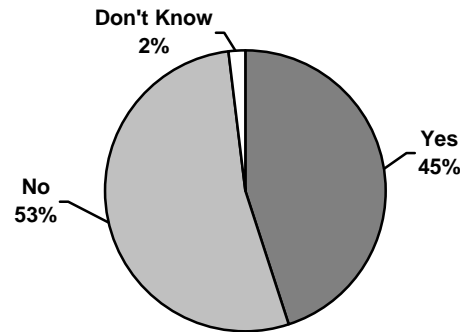
Southwest area businesses that experienced changes (n=569) identified the two biggest changes as an increase in fuel prices (51%, n=289) and a change in exchange rates (29%, n=165).

Table 177:   **Changes Experienced* – Southwest Region**

	n	% (N=569)
Increase in fuel prices	289	50.8
Change in exchange rates	165	28.9
Government legislation	81	14.2
Increase in cost of supplies/overhead	63	11.1
Downturn in economy	37	6.5
Increase in competition	30	5.3
Decline in particular industries	29	5.1
Growth in economy	20	3.5
Minimum wage increases	19	3.3
Increase in insurance rates	17	3.1
Other	128	22.5
Don't know	2	0.3

*Multiple responses allowed.

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3.4. TRAINING AND EMPLOYMENT DEVELOPMENT

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3.4.1   Provincial Overview

3.4.1   *Provincial Overview (N=6,213)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

At the provincial level, two-thirds of businesses (67%, n=4,183) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=4,183), 30% (n=1,271) did not offer formal training, while the remaining 70% (n=2,912) made this training available.

Figure 97:   Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Provincial Overview (N=6,213)
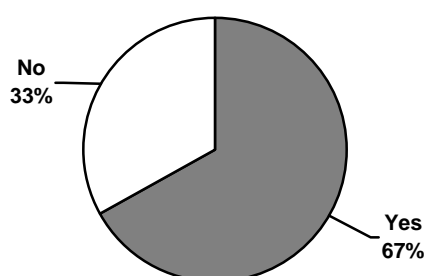
Of businesses that offered formal training to their employees (n=2,912), the most common source of formal, structured training was internal staff (62%, n=1,817), followed distantly by a non-profit organization/professional association (28%, n=815).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 178:   Sources of Formal, Structured Training* - Provincial Overview

	n	*% (N=2,912)*
Internal staff	1,817	62.4
A non-profit organization/professional association	815	28.0
A private training institution	427	14.7
NBCC or CCNB	385	13.2
Another public educational institution	366	12.6
Private consultant	223	7.7
Manufacturers training/new equipment training	205	7.0
Conferences, trade shows, seminars	82	2.8
Courses offered by government	78	2.7
Other	487	16.7
Don't know	29	1.0

*Multiple responses allowed.

3.4.2   Urban/Rural Subdivision

3.4.2.1 *Urban Subdivision (N=3,386)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Seventy percent of urban businesses (n=2,383) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=2,383), 29% (n=696) did not offer formal training, while the remaining 71% (n=1,687) made formal training available.

Figure 98: **Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Urban Subdivision (N=3,386)**
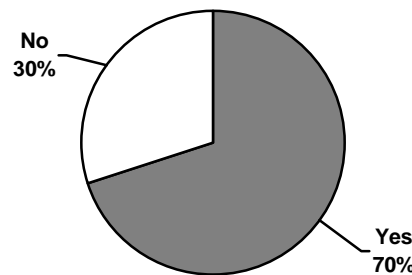
Of urban businesses that offered formal training to their employees (n=1,687), the most common source of formal, structured training was internal staff (66%, n=1,105), followed distantly by a non-profit organization/professional association (27%, n=459).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 179: **Sources of Formal, Structured Training* - Urban Subdivision**

|	*n*	*% (N=1,687)*
Internal staff	1,105	65.5
A non-profit organization/professional association	459	27.2
A private training institution	251	14.9
NBCC or CCNB	220	13.0
Another public educational institution	216	12.8
Private consultant	135	8.0
Manufacturers training/new equipment training	133	7.9
Conferences, trade shows, seminars	47	2.8
Courses offered by government	42	2.5
Other	267	15.8
Don't know	11	0.6

*Multiple responses allowed.

3.4.2.2   *Rural Subdivision (N=2,826)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Almost two-thirds of rural businesses (62%, n=1759) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=1,759), 32% (n=566) did not offer formal training, while the remaining 68% (n=1,193) made this training available.

Figure 99: **Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Rural Subdivision (N=2,826)**
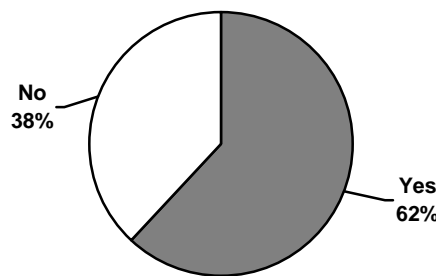
Of rural businesses that offered formal training to their employees (n=1,193), the most common source of formal, structured training was internal staff (57%, n=674), followed distantly by a non-profit organization/professional association (29%, n=342).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 180: **Sources of Formal, Structured Training* - Rural Subdivision**

	n	*% (N=1,193)*
Internal staff	674	56.5
A non-profit organization/professional association	342	28.7
A private training institution	168	14.0
NBCC or CCNB	159	13.4
Another public educational institution	136	11.4
Private consultant	84	7.0
Manufacturers training/new equipment training	67	5.6
Courses offered by government	36	3.1
Conferences, trade shows, seminars	33	2.7
Other	223	18.7
Don't know	19	1.6

*Multiple responses allowed.

3.4.3   Business Size

3.4.3.1 *Small Businesses (N=5,340)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Nearly two-thirds of small businesses (65%, n=3,451) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=3,451), 32% (n=1,113) did not offer formal training, while the remaining 68% (n=2,338) made this training available.

Figure 100: **Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Small Businesses (N=5,340)**
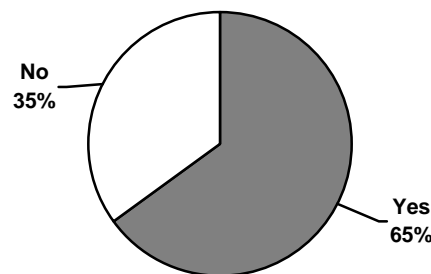
Of small businesses that offered formal training to their employees (n=2,338), the most common source of formal, structured training was internal staff (60%, n=1,405), followed distantly by a non-profit organization/professional association (27%, n=635).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 181: **Sources of Formal, Structured Training* - Small Businesses**

	n	*% (N=2,338)*
Internal staff	1,405	60.1
A non-profit organization/professional association	635	27.1
A private training institution	318	13.6
NBCC or CCNB	271	11.6
Another public educational institution	268	11.5
Manufacturers training/new equipment training	171	7.3
Private consultant	166	7.1
Conferences, trade shows, seminars	68	2.9
Courses offered by government	65	2.8
Other	392	16.8
Don't know	26	1.1

*Multiple responses allowed.

3.4.3.2   *Medium Businesses (N=735)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

The large majority of medium-sized businesses (83%, n=608) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=608), 24% (n=145) did not offer formal training, while the remaining 76% (n=463) made formal training available.

Figure 101:   **Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Medium Businesses (N=735)**
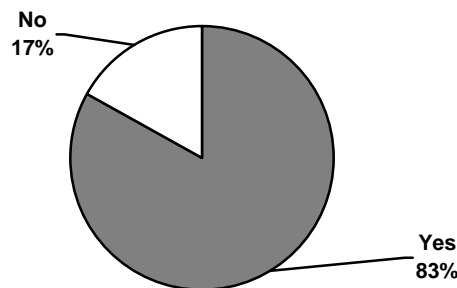
Of medium-sized businesses that offered formal training to their employees (n=463), the most common source of formal, structured training was internal staff (69%, n=319), followed distantly by a non-profit organization/professional association (29%, n=135).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 182:   **Sources of Formal, Structured Training* - Medium Businesses**

|	*n*	*% (N=463)*
Internal staff	319	68.9
A non-profit organization/professional association	135	29.2
NBCC or CCNB	84	18.1
A private training institution	83	17.8
Another public educational institution	66	14.2
Private consultant	44	9.6
Manufacturers training/new equipment training	33	7.2
Conferences, trade shows, seminars	12	2.7
Courses offered by government	10	2.1
Other	79	16.9
Don't know	2	0.4

*Multiple responses allowed.

3.4.3.3   *Large Businesses (N=138)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Most large businesses (89%, n=123) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=123), a minority (11%, n=13) did not offer formal training, while the remaining 89% (n=110) made formal training available.

Figure 102:   **Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Large Businesses (N=138)**
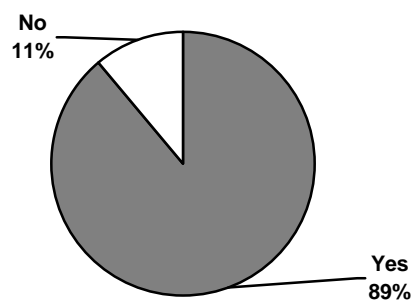
Of large businesses that offered formal training to their employees (n=110), the most common source of formal, structured training was internal staff (85%, n=93), followed distantly by a non-profit organization/professional association (41%, n=45).

Overall, formal training sessions offered by these businesses account for an average of 4% of overall operating budgets.

Table 183:   **Sources of Formal, Structured Training* - Large Businesses**

	n	*% (N=110)*
Internal staff	93	84.7
A non-profit organization/professional association	45	40.7
Another public educational institution	32	29.3
NBCC or CCNB	30	27.3
A private training institution	26	23.9
Private consultant	12	11.0
Courses offered by government	3	2.7
Other	21	18.0
Don't know	1	1.2

*Multiple responses allowed.

3.4.4　Economic Regions

3.4.4.1   *Central Region (N=1,333)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Almost three-quarters of businesses from Central New Brunswick (71%, n=945) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=945), 28% (n=266) did not offer formal training, while the remaining 62% (n=679) made this training available.

Figure 103:   Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Central Region (N=1,333)
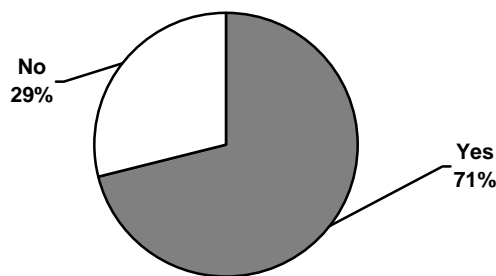
Of Central area businesses that offered formal training to their employees (n=679), the most common source of formal, structured training was internal staff (61%, n=411), followed distantly by a non-profit organization/professional association (30%, n=201).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 184:   Sources of Formal, Structured Training* - Central Region

	n	% (N=679)
Internal staff	411	60.5
A non-profit organization/professional association	201	29.6
A private training institution	114	16.9
Another public educational institution	97	14.3
NBCC or CCNB	66	9.7
Private consultant	59	8.7
Manufacturers training/new equipment training	51	7.6
Conferences, trade shows, seminars	27	3.9
Courses offered by government	17	2.4
Other	125	18.2
Don't know	8	1.2

*Multiple responses allowed.

3.4.4.2   *Northeast Region (N=1,278)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Over one-half of businesses from Northeast New Brunswick (57%, n=724) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=724), 31% (n=222) did not offer formal training, while the remaining 69% (n=502) made this training available.

Figure 104:   **Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Northeast Region (N=1,278)**
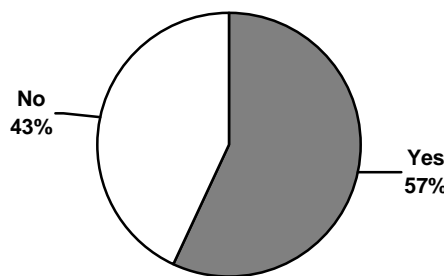
Of Northeast businesses that offered formal training to their employees (n=502), the most common source of formal, structured training was internal staff (55%, n=275), followed distantly by a non-profit organization/professional association (26%, n=130).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 185:   **Sources of Formal, Structured Training* - Northeast Region**

	n	*% (N=502)*
Internal staff	275	54.8
A non-profit organization/professional association	130	25.9
NBCC or CCNB	83	16.5
A private training institution	71	14.1
Another public educational institution	63	12.5
Private consultant	36	7.2
Manufacturers training/new equipment training	23	4.5
Courses offered by government	14	2.8
Conferences, trade shows, seminars	13	2.6
Other	92	18.5
Don't know	5	1.1

*Multiple responses allowed.

3.4.4.3   *Northwest Region (N=854)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

The majority of businesses from Northwest New Brunswick (60%, n=510) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=510), 33% (n=169) did not offer formal training, while 67% (n=341) made formal training available.

Figure 105:   **Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Northwest Region (N=854)**
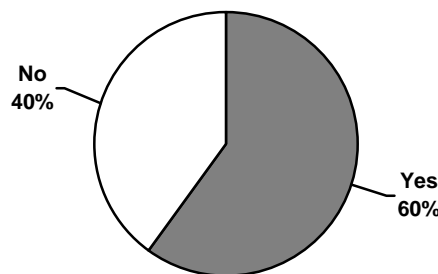
Of Northwest businesses that offered formal training to their employees (n=341), the most common source of formal, structured training was internal staff (61%, n=207), followed distantly by a non-profit organization/professional association (22%, n=76).

Overall, formal training sessions offered by these businesses account for an average of 6% of overall operating budgets.

Table 186:   **Sources of Formal, Structured Training* - Northwest Region**

	n	% (N=341)
Internal staff	207	60.5
A non-profit organization/professional association	76	22.3
NBCC or CCNB	51	14.8
A private training institution	49	14.3
Another public educational institution	28	8.1
Manufacturers training/new equipment training	25	7.3
Private consultant	20	5.9
Courses offered by government	15	4.4
Conferences, trade shows, seminars	8	2.3
Other	59	17.4
Don't know	5	1.4

*Multiple responses allowed.

3.4.4.4   *Southeast Region (N=1,474)*

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Nearly three-quarters of businesses from Southeast New Brunswick (72%, n=1,057) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=1,057), 31% (n=328) did not offer formal training, while the remaining 69% (n=729) made this training available.

Figure 106:   Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Southeast Region (N=1,474)
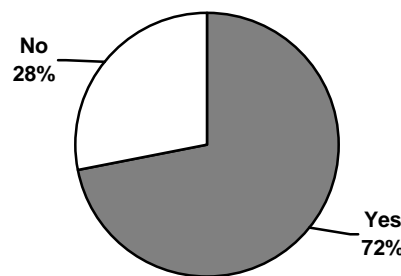
Of Southeast businesses that offered formal training to their employees (n=729), the most common source of formal, structured training was internal staff (68%, n=493), followed distantly by a non-profit organization/professional association (26%, n=192).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 187:   Sources of Formal, Structured Training* - Southeast Region

	n	% (N=729)
Internal staff	493	67.6
A non-profit organization/professional association	192	26.3
A private training institution	99	13.6
NBCC or CCNB	88	12.1
Another public educational institution	75	10.3
Private consultant	59	8.1
Manufacturers training/new equipment training	55	7.5
Courses offered by government	19	2.6
Conferences, trade shows, seminars	16	2.3
Other	107	14.5
Don't know	5	0.7

*Multiple responses allowed.

3.4.4.5   Southwest Region (N=1,273)

Informal training is unstructured, on-the-job training such as coaching and mentoring, while formal training is more structured and typically involves on-site training with an internal or external trainer, or off-site training.

Nearly three-quarters of businesses from Southwest New Brunswick (74%, n=946) have offered some form of informal or formal training to their employees over the past two years.

Of businesses that made training available to their employees (n=946), 30% (n=286) did not offer formal training, while 70% (n=660) made formal training available.

Figure 107:   Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Southwest Region (N=1,273)
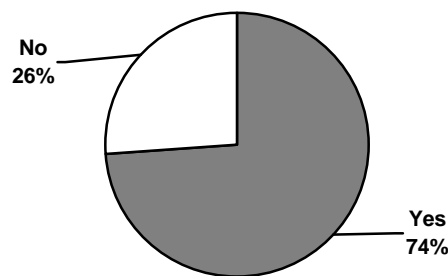
Of Southwest businesses that offered formal training to their employees (n=660), the most common source of formal, structured training was internal staff (65%, n=431), followed distantly by a non-profit organization/professional association (33%, n=216).

Overall, formal training sessions offered by these businesses account for an average of 5% of overall operating budgets.

Table 188:   Sources of Formal, Structured Training* - Southwest Region

	n	% (N=660)
Internal staff	431	65.4
A non-profit organization/professional association	216	32.7
Another public educational institution	104	15.7
NBCC or CCNB	97	14.7
A private training institution	93	14.1
Manufacturers training/new equipment training	52	7.8
Private consultant	48	7.3
Conferences, trade shows, seminars	18	2.7
Courses offered by government	13	1.9
Other	107	15.9
Don't know	5	0.8

*Multiple responses allowed.

3.5 FAMILY-FRIENDLY POLICIES AND PROCEDURES

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3.5.1   Provincial Overview

3.5.1 Provincial Overview (N=6,213)

At the provincial level, the most common form of family-oriented benefits offered by businesses is flexible work arrangements (72%, n=4,468). Only a small minority of businesses offer childcare/eldercare initiatives and support (6%, n=371).

Figure 108: **Types of Family-Friendly Benefits Offered by Businesses – Provincial Overview (N=6,213)**
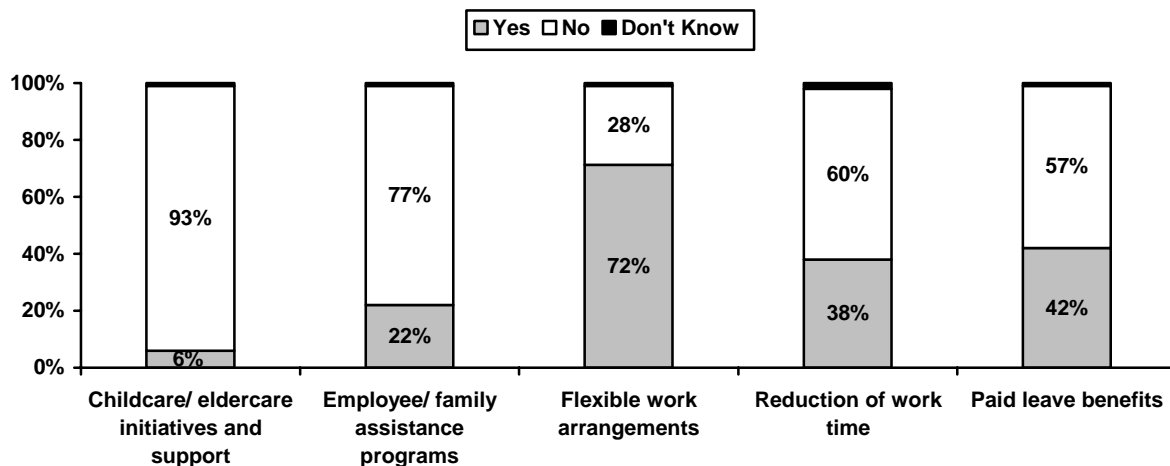
Just over two-thirds of businesses in New Brunswick (69%, n=4,295) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=4,295), women account for an average of 59% of all key decision-making positions.

Figure 109: **Percentage of Businesses that Employ Women in Key Decision-Making Positions - Provincial Overview (N=6,213)**
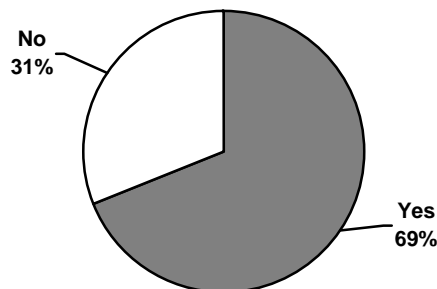
To ensure that jobs of equal value earn equal pay, one-quarter of businesses (25%, n=1,529) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 110: **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Provincial Overview (N=6,213)**
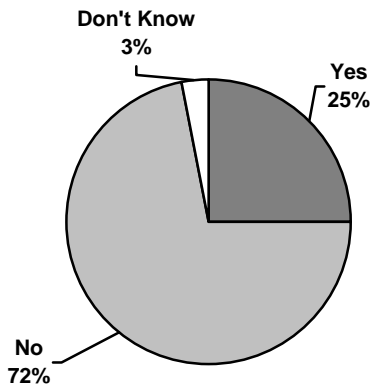
3.5.2   Urban/Rural Subdivision

3.5.2.1   Urban Subdivision (N=3,386)

The most common form of family-oriented benefits offered by urban businesses is flexible work arrangements (73%, n=2,480). Only a minority of urban businesses offer childcare/eldercare initiatives and support (7%, n=221).

Figure 111:   Types of Family-Friendly Benefits Offered by Businesses – Urban Subdivision (N=3,386)
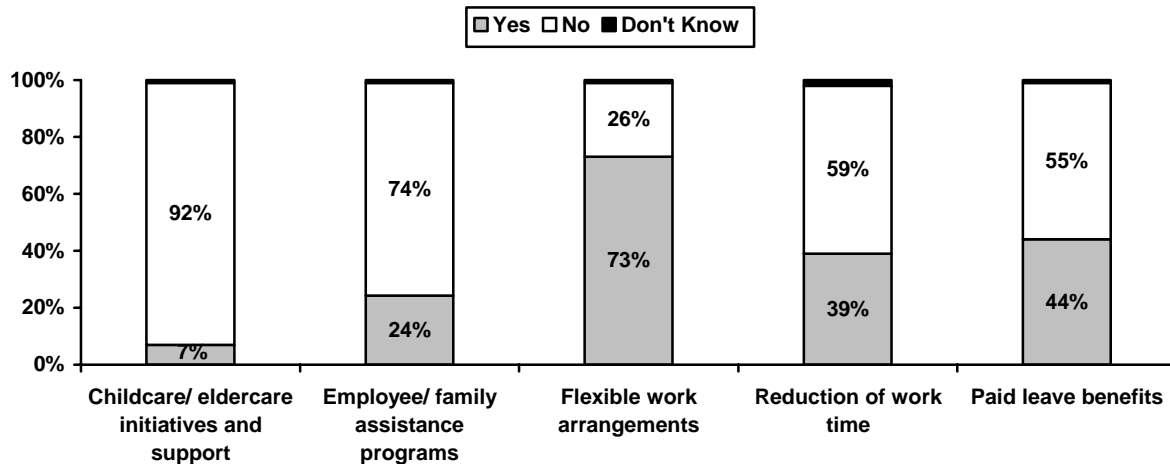
Almost three-quarters of urban businesses (71%, n=2,390) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=2,390), women account for an average of 57% of all key decision-making positions.

Figure 112:   Percentage of Businesses that Employ Women in Key Decision-Making Positions – Urban Subdivision (N=3,386)

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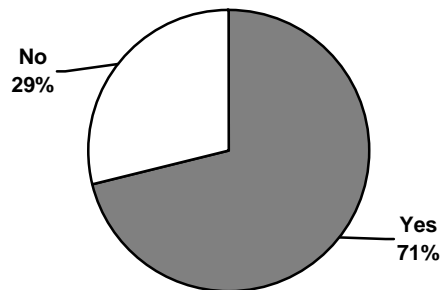
To ensure that jobs of equal value earn equal pay, approximately one-quarter of urban businesses (26%, n=883) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

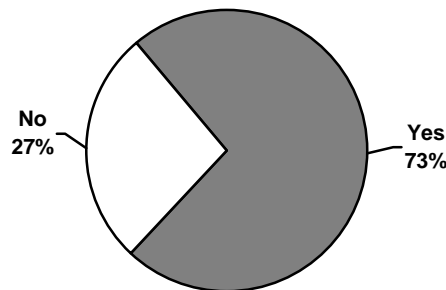**Figure 113:** **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Urban Subdivision (N=3,386)**
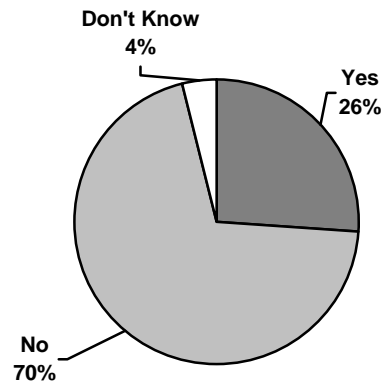
3.5.2.2   *Rural Subdivision (N=2,826)*

The most common form of family-oriented benefits offered by rural businesses is flexible work arrangements (70%, n=1,982). Only a small minority of rural businesses offer childcare/eldercare initiatives and support (5%, n=146).

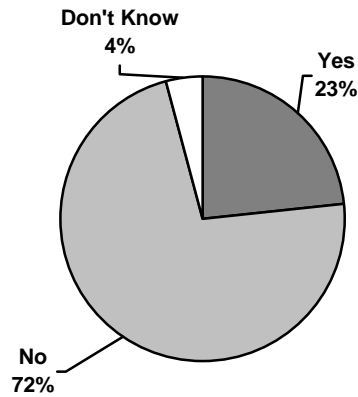**Figure 114:   Types of Family-Friendly Benefits Offered by Businesses – Rural Subdivision (N=2,826)**
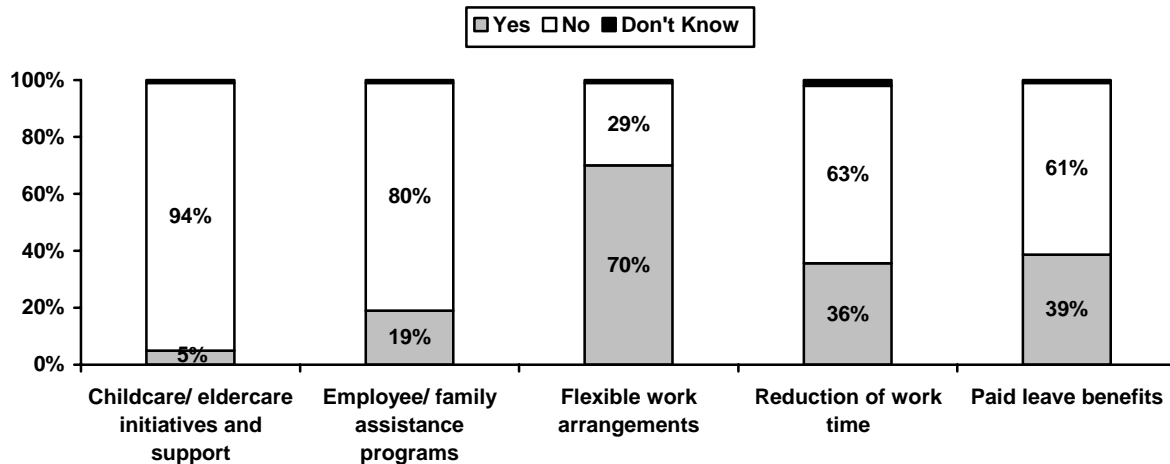
Two-thirds of rural businesses (67%, n=1,895) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=1,895), women account for an average of 61% of all key decision-making positions.

Figure 115:   Percentage of Businesses that Employ Women in Key Decision-Making Positions – Rural Subdivision (N=2,826)
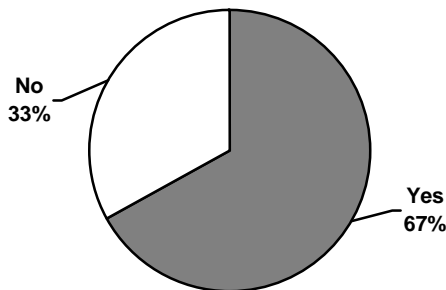
To ensure that jobs of equal value earn equal pay, nearly one-quarter of rural businesses (23%, n=642) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 116:   **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Rural Subdivision (N=2,826)**
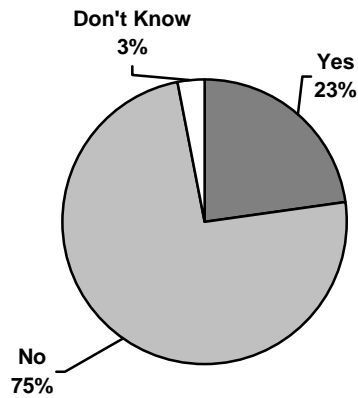
3.5.3   Business Size

3.5.3.1   Small Businesses (N=5,340)
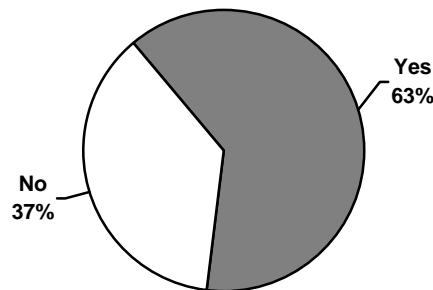
The most common form of family-oriented benefits offered by small businesses is flexible work arrangements (72%, n=3,846). Only a small minority of small businesses offer childcare/eldercare initiatives and support (5%, n=283).

Figure 117:   Types of Family-Friendly Benefits Offered by Businesses – Small Businesses (N=5,340)
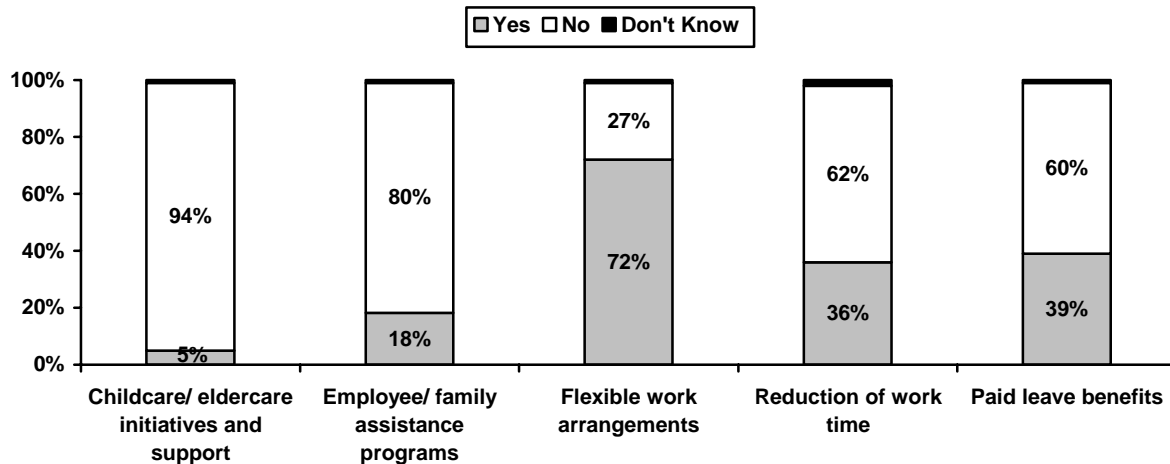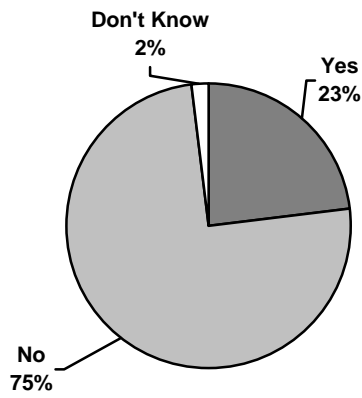

Two-thirds of small businesses (67%, n=3,585) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=3,585), women account for an average of 61% of all key decision-making positions.

Figure 118:   Percentage of Businesses that Employ Women in Key Decision-Making Positions – Small Businesses (N=5,340)
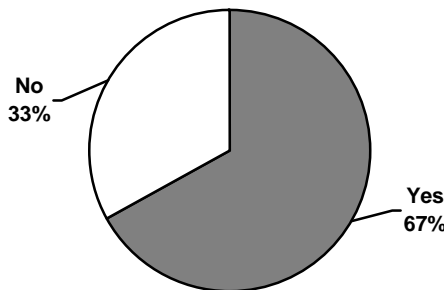
To ensure that jobs of equal value earn equal pay, almost one-quarter of small businesses (22%, n=1,153) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 119: **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Small Businesses (N=5,340)**
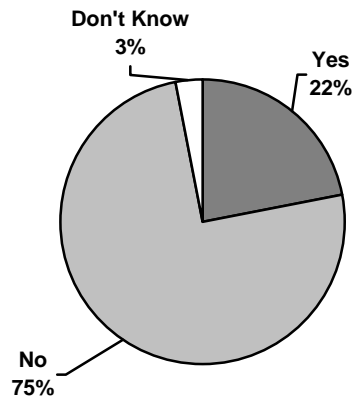
3.5.3.2　　Medium Businesses (N=735)

The most common form of family-oriented benefits offered by medium-sized businesses is flexible work arrangements (71%, n=523). Only a minority of medium-sized businesses offer childcare/eldercare initiatives and support (9%, n=65).

Figure 120:　Types of Family-Friendly Benefits Offered by Businesses – Medium Businesses (N=735)
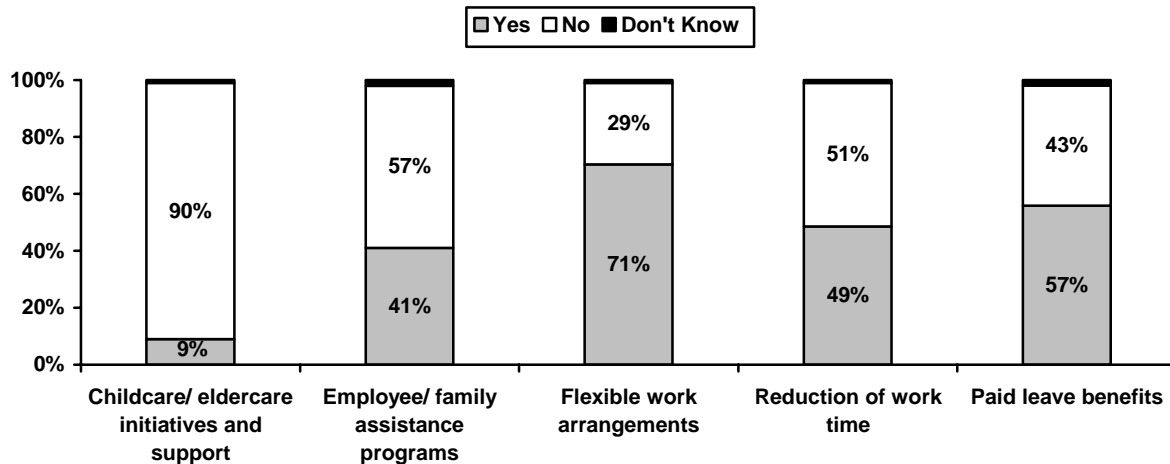
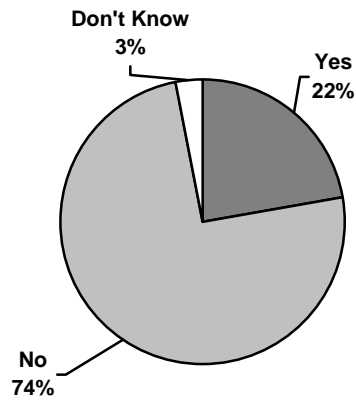Most medium-sized businesses (80%, n=591) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=591), women account for an average of 49% of all key decision-making positions.

Figure 121:　Percentage of Businesses that Employ Women in Key Decision-Making Positions – Medium Businesses (N=735)
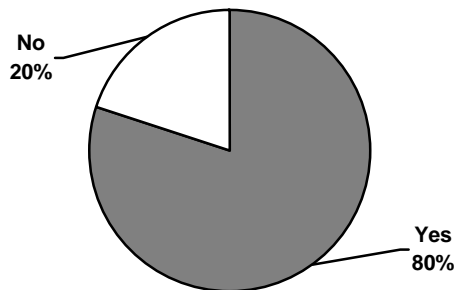
To ensure that jobs of equal value earn equal pay, 39% of medium-sized businesses (n=288) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 122: **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Medium Businesses (N=735)**
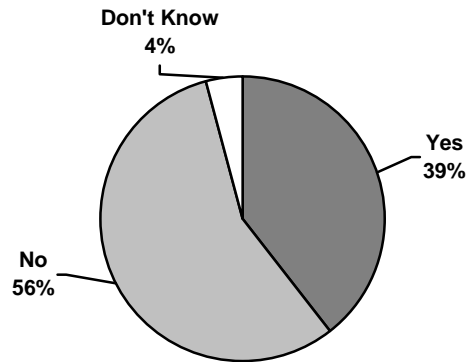
3.5.3.3   *Large Businesses (N=138)*

The most common forms of family-oriented benefits offered by large businesses include paid leave benefits (76%, n=105), flexible work arrangements (72%, n=99) and employee/family assistance programs (72%, n=99).

Figure 123:   **Types of Family-Friendly Benefits Offered by Businesses – Large Businesses (N=138)**
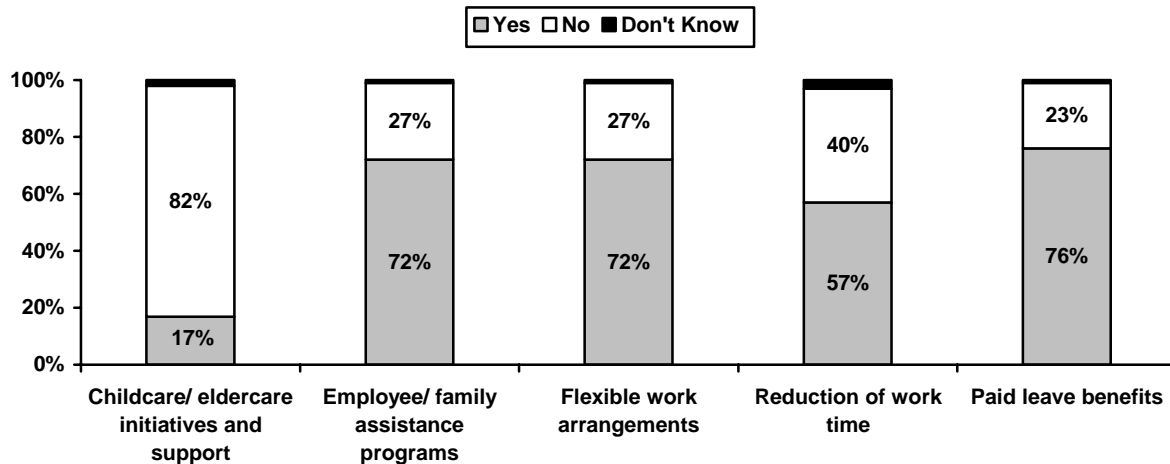
Most large businesses (86%, n=119) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=119), women account for an average of 42% of all key decision-making positions.

Figure 124:   **Percentage of Businesses that Employ Women in Key Decision-Making Positions – Large Businesses (N=138)**
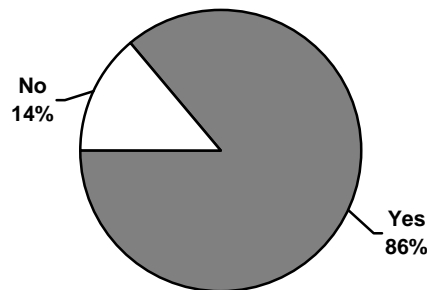
To ensure that jobs of equal value earn equal pay, almost two-thirds of large businesses (64%, n=88) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 125:   **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Large Businesses (N=138)**
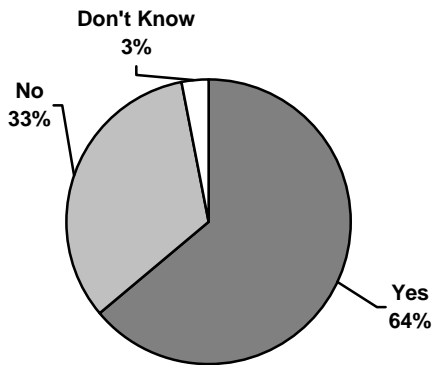
3.5.4   Economic Regions
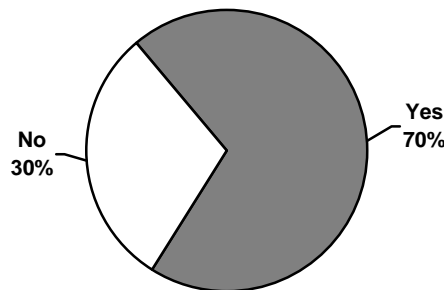
3.5.4.1   *Central Region (N=1,333)*

The most common form of family-oriented benefits offered by businesses in Central New Brunswick is flexible work arrangements (76%, n=1,009). Only a small minority of businesses in this area of the province offer childcare/eldercare initiatives and support (5%, n=72).

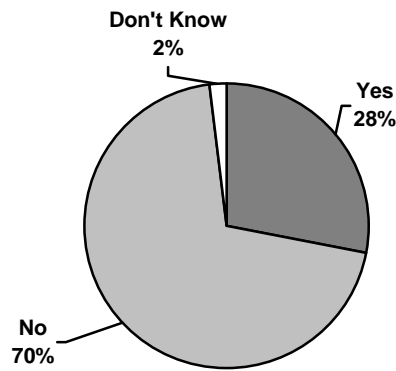**Figure 126:   Types of Family-Friendly Benefits Offered by Businesses – Central Region (N=1,333)**
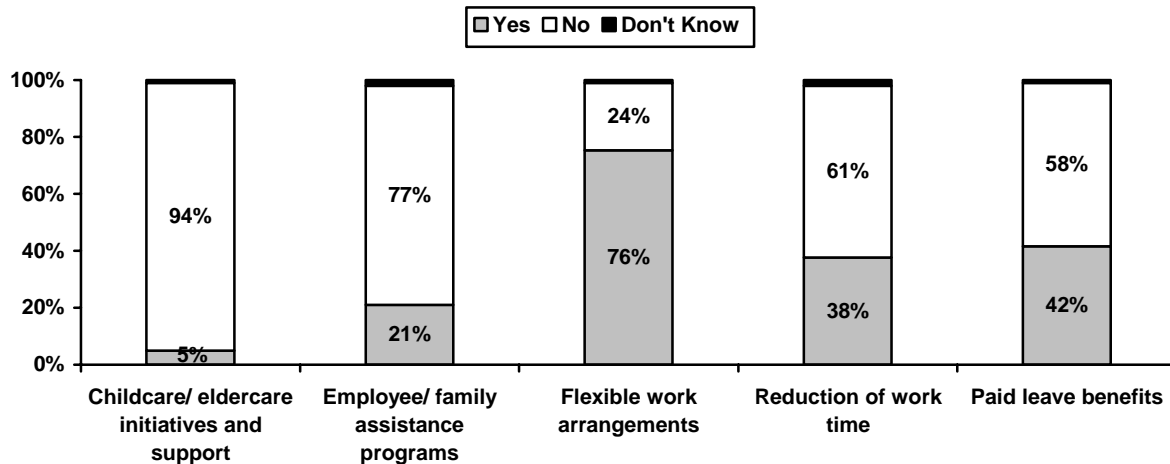
Nearly three-quarters of Central area businesses (73%, n=969) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=969), women account for an average of 59% of all key decision-making positions.

Figure 127:   Percentage of Businesses that Employ Women in Key Decision-Making Positions – Central Region (N=1,333)

To ensure that jobs of equal value earn equal pay, nearly one-quarter of businesses in the Central region (23%, n=312) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 128: **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Central Region (N=1,333)**
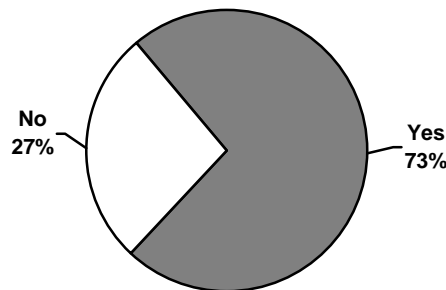
3.5.4.2 *Northeast Region (N=1,278)*

The most common form of family-oriented benefits offered by businesses in Northeast New Brunswick is flexible work arrangements (67%, n=851). Only a minority of businesses in this area of the province offer childcare/eldercare initiatives and support (7%, n=83).

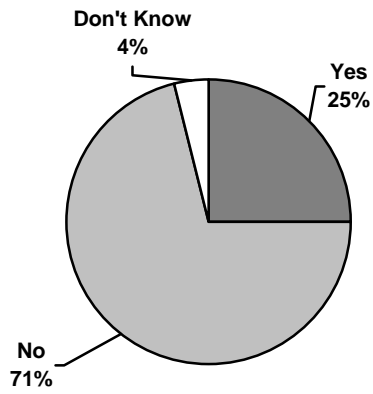**Figure 129:** **Types of Family-Friendly Benefits Offered by Businesses – Northeast Region (N=1,278)**
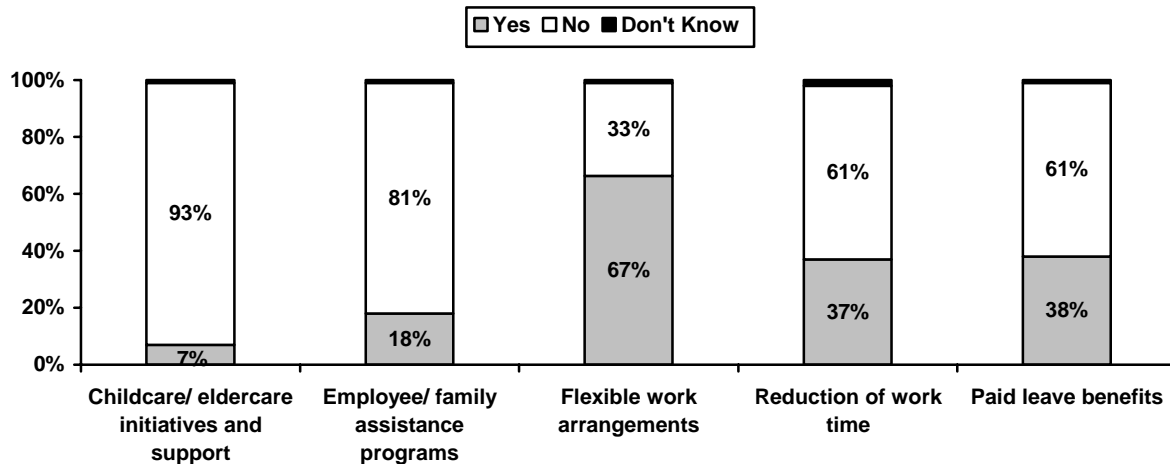
Almost two-thirds of Northeast area businesses (63%, n=800) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=800), women account for an average of 62% of all key decision-making positions.

Figure 130: **Percentage of Businesses that Employ Women in Key Decision-Making Positions – Northeast Region (N=1,278)**

To ensure that jobs of equal value earn equal pay, nearly one-quarter of businesses in the Northeast region (23%, n=299) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 131:   **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Northeast Region (N=1,278)**

3.5.4.3   *Northwest Region (N=854)*

The most common form of family-oriented benefits offered by businesses in Northwest New Brunswick is flexible work arrangements (71%, n=607). Only a small minority of businesses in this area of the province offer childcare/eldercare initiatives and support (4%, n=37).

Figure 132:   Types of Family-Friendly Benefits Offered by Businesses – Northwest Region (N=854)
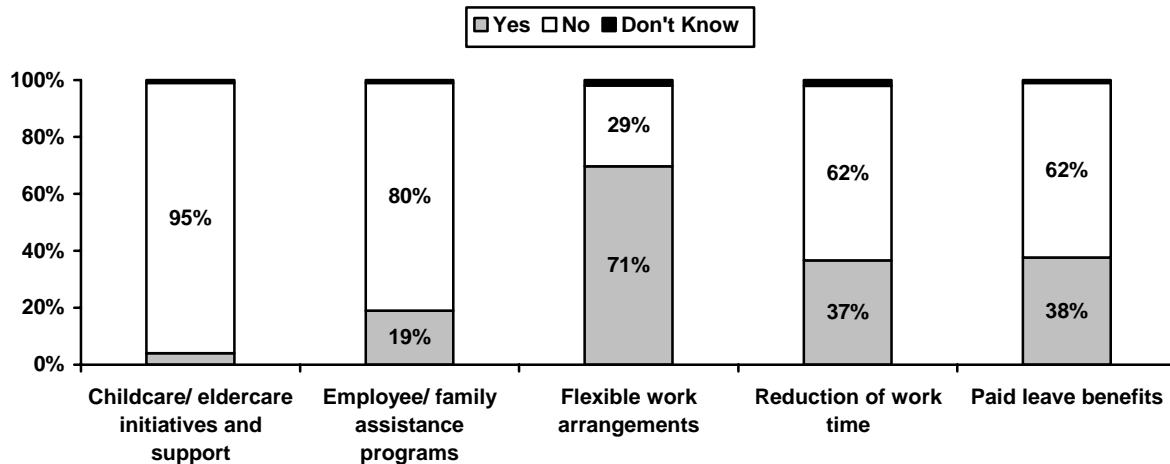
Two-thirds of Northwest area businesses (66%, n=562) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=562), women account for an average of 59% of all key decision-making positions.

Figure 133:   Percentage of Businesses that Employ Women in Key Decision-Making Positions – Northwest Region (N=854)
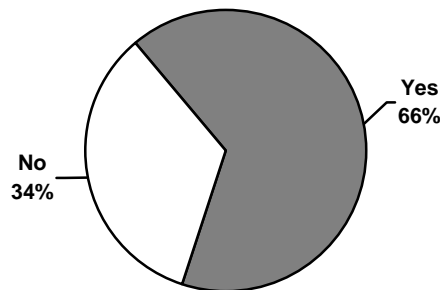
To ensure that jobs of equal value earn equal pay, almost one-quarter of businesses in the Northwest region (22%, n=190) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 134:   **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Northwest Region (N=854)**

3.5.4.4   *Southeast Region (N=1,474)*

The most common form of family-oriented benefits offered by businesses in Southeast New Brunswick is flexible work arrangements (72%, n=1,054). Only a small minority of businesses in this area of the province offer childcare/eldercare initiatives and support (6%, n=87).

Figure 135:   Types of Family-Friendly Benefits Offered by Businesses – Southeast Region (N=1,474)
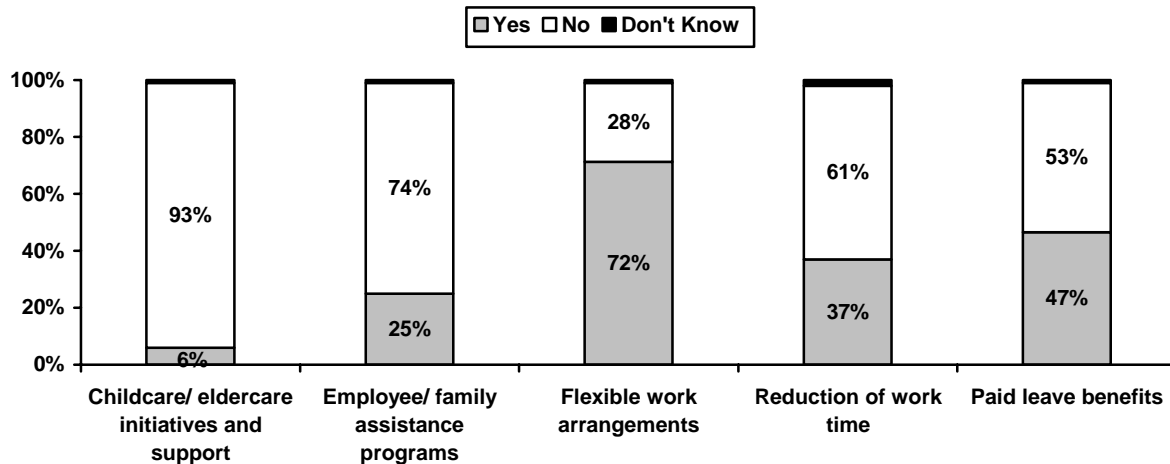
The majority of Southeast area businesses (70%, n=1,030) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=1,030), women account for an average of 56% of all key decision-making positions.

Figure 136:   Percentage of Businesses that Employ Women in Key Decision-Making Positions – Southeast Region (N=1,474)

To ensure that jobs of equal value earn equal pay, just over one-quarter of businesses in the Southeast region (28%, n=409) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 137: **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Southeast Region (N=1,474)**

3.5.4.5 *Southwest Region (N=1,273)*

The most common form of family-oriented benefits offered by businesses in Southwest New Brunswick is flexible work arrangements (74%, n=946). Only a minority of businesses in this area of the province offer childcare/eldercare initiatives and support (7%, n=92).

Figure 138: **Types of Family-Friendly Benefits Offered by Businesses – Southwest Region (N=1,273)**
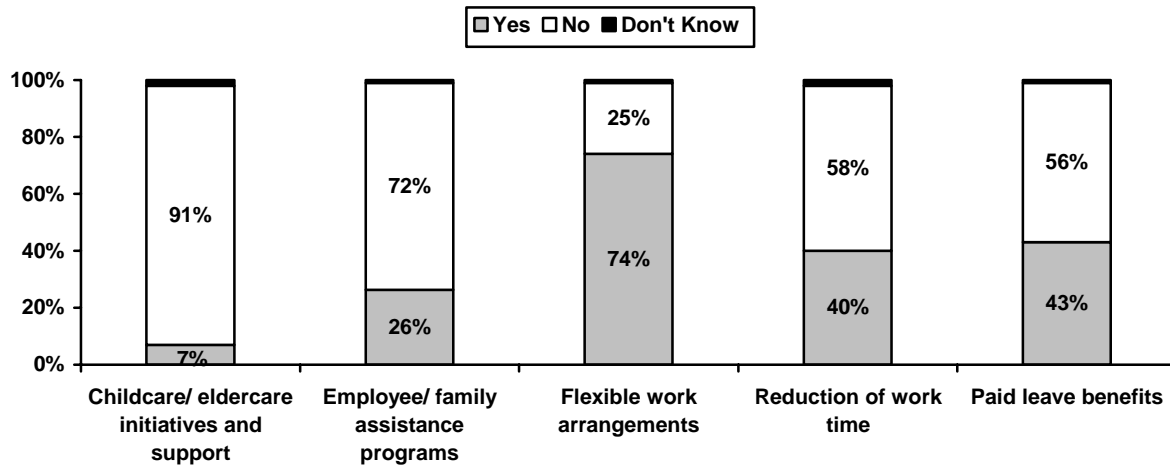
Nearly three-quarters of Southwest area businesses (73%, n=934) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=934), women account for an average of 59% of all key decision-making positions.

Figure 139: **Percentage of Businesses that Employ Women in Key Decision-Making Positions – Southwest Region (N=1,273)**

To ensure that jobs of equal value earn equal pay, one-quarter of businesses in the Southwest region (25%, n=318) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure 140: **Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Southwest Region (N=1,273)**

3.6 LITERACY

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3.6.1   Provincial Overview

3.6.1 Provincial Overview (N=6,213)

Overall, a minority of New Brunswick businesses (11%, n=652) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=652), it is estimated that an average of 12% of employees experience this problem.

Figure 141: **Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Provincial Overview (N=6,213)**

Furthermore, a minority of businesses (8%, n=477) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=477), it is estimated that an average of 14% of employees experience this problem.

Figure 142: **Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Provincial Overview (N=6,213)**
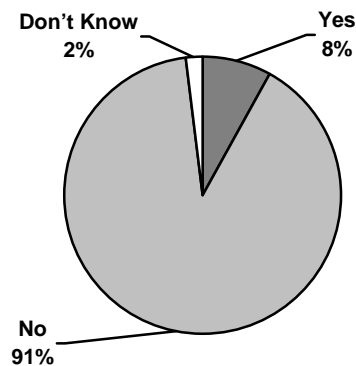
Businesses with at least one employee who experiences a reading or numeracy difficulty (n=795) were asked if they have any initiatives or programs in place to support these employees.

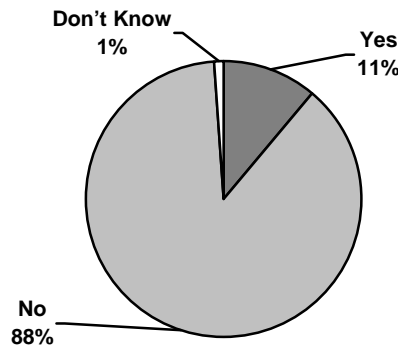Provincially, just over three-quarters of these businesses (77%, n=611) do not have any initiatives or programs in place.

Figure 143: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Provincial Overview (N=795)**
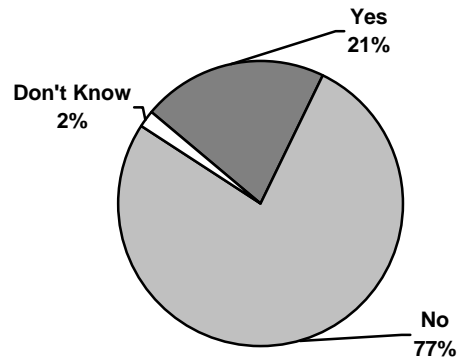
Businesses that have such initiatives or programs in place (n=168) were asked to describe them. The most popular initiatives/programs include internal training opportunities (51%, n=86) and paying for educational upgrades/courses (21%, n=35)[63].

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[63] Multiple responses allowed.

3.6.2   Urban/Rural Subdivision

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3.6.2.1   *Urban Subdivision (N=3,386)*

Overall, a minority of urban businesses (11%, n=366) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=366), it is estimated that an average of 11% of employees experience this problem.

Figure 144:   Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Urban Subdivision (N=3,386)
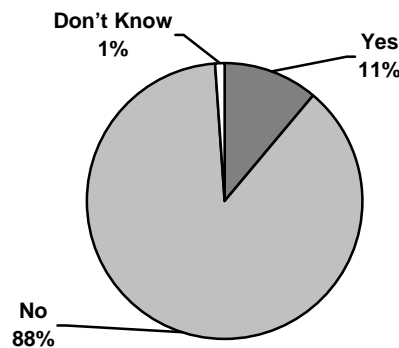
Furthermore, a minority of urban businesses (8%, n=282) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=282), it estimated that an average of 14% of employees experience this problem.

Figure 145:   Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Urban Subdivision (N=3,386)

Urban businesses with at least one employee who experiences a reading or numeracy difficulty (n=454) were asked if they have any initiatives or programs in place to support these employees.

Approximately three-quarters of these businesses (74%, n=338) do not have any initiatives or programs in place.

Figure 146: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Urban Subdivision (N=454)**

Urban businesses that have such initiatives or programs in place (n=108) were asked to describe them. The most popular initiatives/programs include internal training opportunities (52%, n=56) and paying for educational upgrades/courses (19%, n=21)[64].

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[64] Multiple responses allowed.
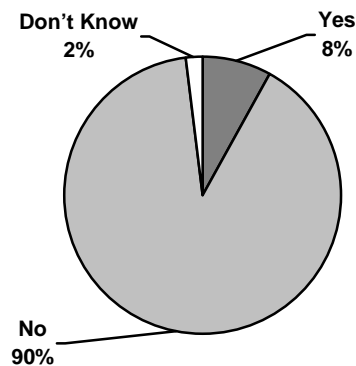
3.6.2.2 Rural Subdivision (N=2,826)

Overall, a minority of rural businesses (10%, n=279) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=279), it is estimated that an average of 14% of employees experience this problem.

Figure 147: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Rural Subdivision (N=2,826)
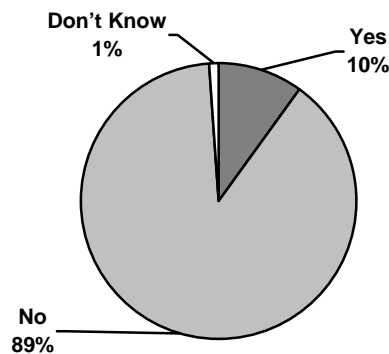
Furthermore, a minority of rural businesses (7%, n=192) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=192), it is estimated that an average of 15% of employees experience this problem.
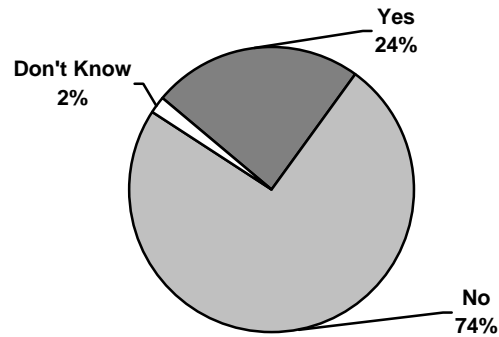
Figure 148: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Rural Subdivision (N=2,826)
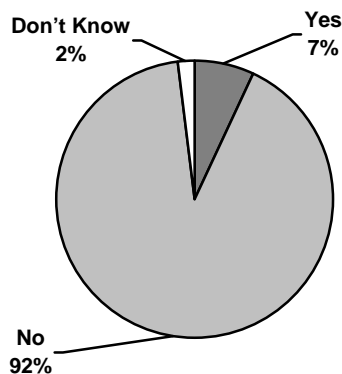
Rural businesses with at least one employee who experiences a reading or numeracy difficulty (n=331) were asked if they have any initiatives or programs in place to support these employees.

Most of these businesses (80%, n=265) do not have any initiatives or programs in place.

Figure 149:   **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Rural Subdivision (N=331)**

Yes
18%

Don't Know
2%

No
80%
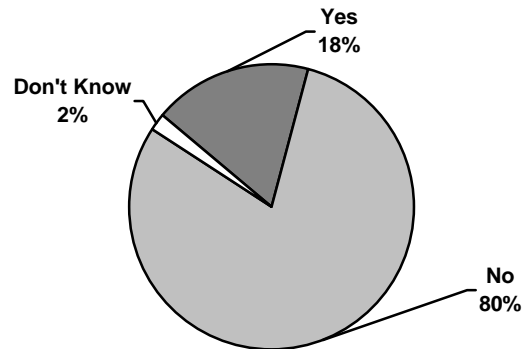
Rural businesses that have such initiatives or programs in place (n=58) were asked to describe them. The most popular initiatives/programs include internal training opportunities (52%, n=30) and paying for educational upgrades/courses (24%, n=14)[65].

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[65] Multiple responses allowed.

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3.6.3   Business Size

3.6.3.1   Small Businesses (N=5,340)

Overall, a minority of small businesses (8%, n=435) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=435), it is estimated that an average of 15% of employees experience this problem.

Figure 150:   Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Small Businesses (N=5,340)
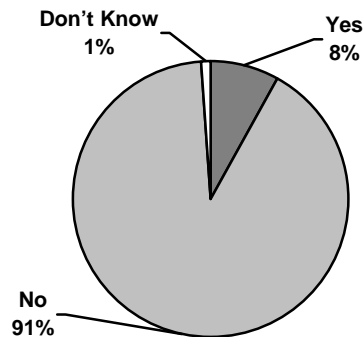
Furthermore, a small minority of small businesses (6%, n=336) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=336), it is estimated that an average of 17% of employees experience this problem.

Figure 151:   Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Small Businesses (N=5,340)
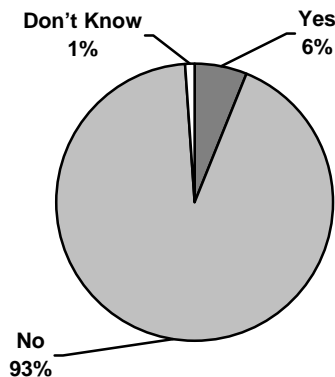
Small businesses with at least one employee who experiences a reading or numeracy difficulty (n=557) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (78%, n=435) do not have any initiatives or programs in place.

Figure 152: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Small Businesses (N=557)**
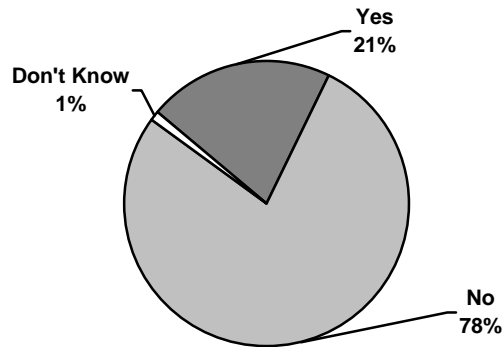
Small businesses that have such initiatives or programs in place (n=114) were asked to describe them. The most popular initiatives/programs include internal training opportunities (53%, n=60) and paying for educational upgrades/courses (20%, n=23)[66].

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[66] Multiple responses allowed.

3.6.3.2   Medium Businesses (N=735)

Nearly one-quarter of medium-sized businesses (23%, n=171) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=171), it is estimated that an average of 8% of employees experience this problem.

Figure 153:   Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Medium Businesses (N=735)

Furthermore, 15% of medium-sized businesses (n=108) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=108), it is estimated that an average of 9% of employees experience this problem.

Figure 154:   Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Medium Businesses (N=735)
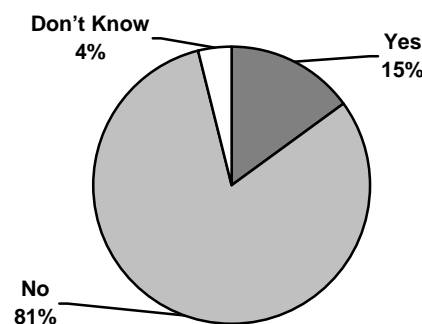
Medium-sized businesses with at least one employee who experiences a reading or numeracy difficulty (n=187) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (79%, n=148) do not have any initiatives or programs in place.

Figure 155: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Medium Businesses (N=187)**
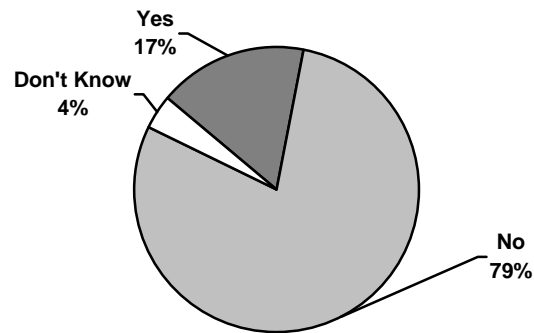
Medium-sized businesses that have such initiatives or programs in place (n=32) were asked to describe them. The most popular initiatives/programs include internal training opportunities (53%, n=17) and paying for educational upgrades/courses (25%, n=8)[67].

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[67] Multiple responses allowed.

3.6.3.3   *Large Businesses (N=138)*

Just over one-third of large businesses (34%, n=46) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=46), it is estimated that an average of 6% of employees experience this problem.

Figure 156:   **Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Large Businesses (N=138)**
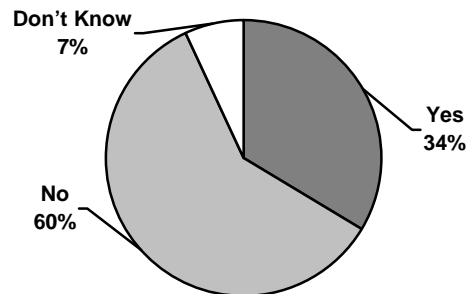
Furthermore, approximately one-quarter of large businesses (24%, n=34) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=34), it is estimated that an average of 7% of employees experience this problem.
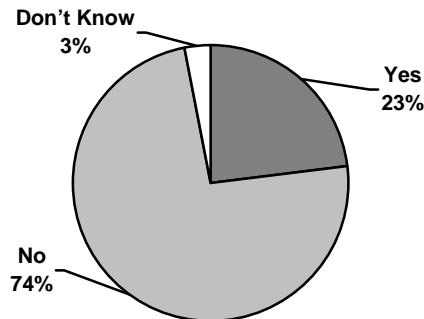
Figure 157:   **Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Large Businesses (N=138)**
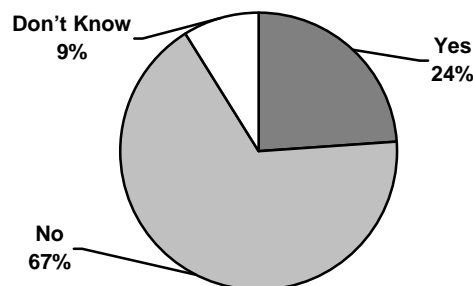
Large businesses with at least one employee who experiences a reading or numeracy difficulty (n=51) were asked if they have any initiatives or programs in place to support these employees.

Just over one-half of these businesses (54%, n=27) do not have any initiatives or programs in place.

Figure 158:   **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Large Businesses (N=51)**
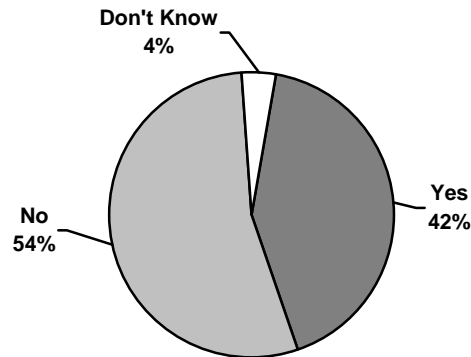
Large businesses that have such initiatives or programs in place (n=22) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=9) and paying for educational upgrades/courses (n=4)[68].

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[68] Multiple responses allowed.

3.6.4   Economic Regions

3.6.4.1 *Central Region (N=1,333)*

Overall, a minority of businesses in Central New Brunswick (8%, n=111) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=111), it is estimated that an average of 10% of employees experience this problem.

Figure 159: **Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Central Region (N=1,333)**
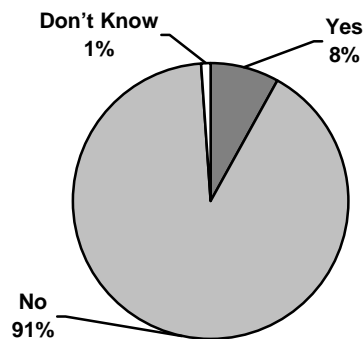
Furthermore, a minority of Central region businesses (7%, n=94) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=94), it is estimated that an average of 14% of employees experience this problem.

Figure 160: **Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Central Region (N=1,333)**
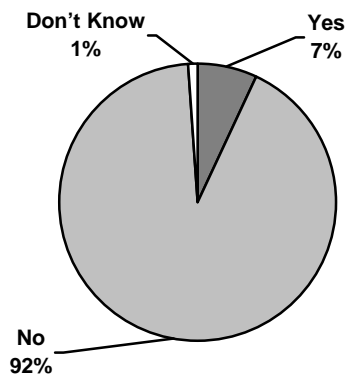
Central area businesses with at least one employee who experiences a reading or numeracy difficulty (n=152) were asked if they have any initiatives or programs in place to support these employees.

Approximately three-quarters of these businesses (74%, n=113) do not have any initiatives or programs in place.

Figure 161: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Central Region (N=152)**
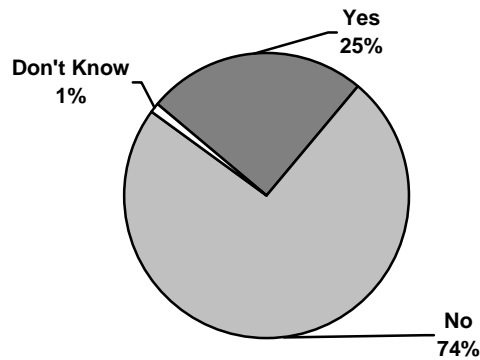
Businesses in the Central region that have such initiatives or programs in place (n=37) were asked to describe them. The most popular initiatives/programs include internal training opportunities (54%, n=20) and paying for educational upgrades/courses (19%, n=7)[69].

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[69] Multiple responses allowed.

3.6.4.2 Northeast Region (N=1,278)

Overall, a minority of businesses in Northeast New Brunswick (11%, n=134) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=134), it is estimated that an average of 13% of employees experience this problem.

Figure 162: **Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Northeast Region (N=1,278)**
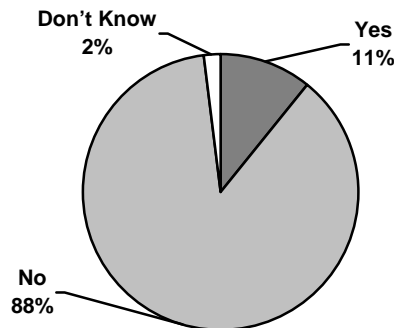
Furthermore, a minority of Northeast region businesses (7%, n=91) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=91), it is estimated that an average of 14% of employees experience this problem.

Figure 163: **Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Northeast Region (N=1,278)**
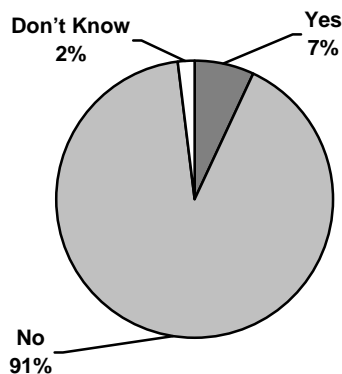
Northeast area businesses with at least one employee who experiences a reading or numeracy difficulty (n=155) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (79%, n=123) do not have any initiatives or programs in place.

Figure 164: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Northeast Region (N=155)**
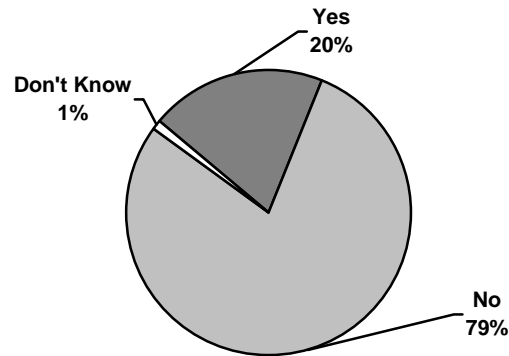
Businesses in the Northeast region that have such initiatives or programs in place (n=31) were asked to describe them. The most popular initiatives/programs include internal training opportunities (65%, n=20) and paying for educational upgrades/courses (23%, n=7)[70].

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[70] Multiple responses allowed.

3.6.4.3   Northwest Region (N=854)

Overall, 12% of businesses in Northwest New Brunswick (n=103) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=103), it is estimated that an average of 16% of employees experience this problem.

Figure 165:   Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Northwest Region (N=854)
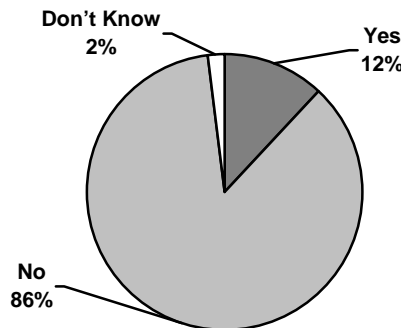
Furthermore, a minority of Northwest region businesses (8%, n=69) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=69), it is estimated that an average of 17% of employees experience this problem.

Figure 166:   Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Northwest Region (N=854)

Northwest area businesses with at least one employee who experiences a reading or numeracy difficulty (n=118) were asked if they have any initiatives or programs in place to support these employees.

Most of these businesses (83%, n=98) do not have any initiatives or programs in place.

Figure 167:   **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Northwest Region (N=118)**
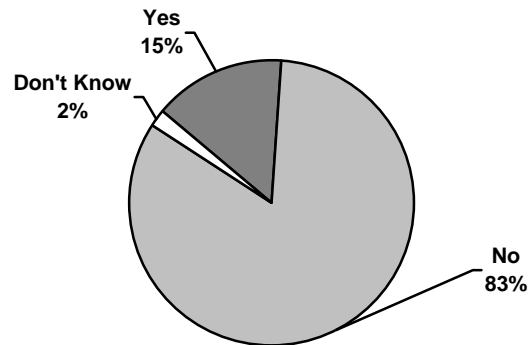

Businesses in the Northwest region that have such initiatives or programs in place (n=18) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=9) and paying for educational upgrades/courses (n=4)[71].

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[71] Multiple responses allowed.

3.6.4.4   Southeast Region (N=1,474)

Overall, 12% of businesses in Southeast New Brunswick (n=174) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=174), it is estimated that an average of 12% of employees experience this problem.

Figure 168:   Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Southeast Region (N=1,474)
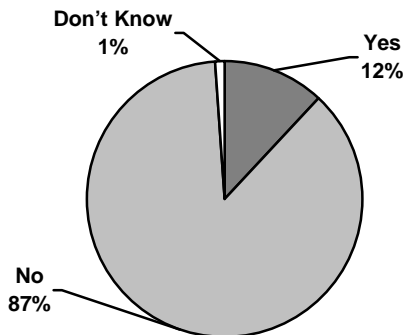
Furthermore, a minority of Southeast region businesses (9%, n=131) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=131), it is estimated that an average of 13% of employees experience this problem.

Figure 169:   Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Southeast Region (N=1,474)
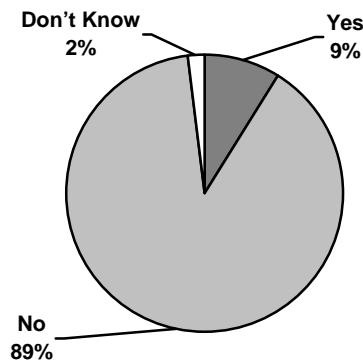
Southeast area businesses with at least one employee who experiences a reading or numeracy difficulty (n=218) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (78%, n=169) do not have any initiatives or programs in place.

Figure 170: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Southeast Region (N=218)**
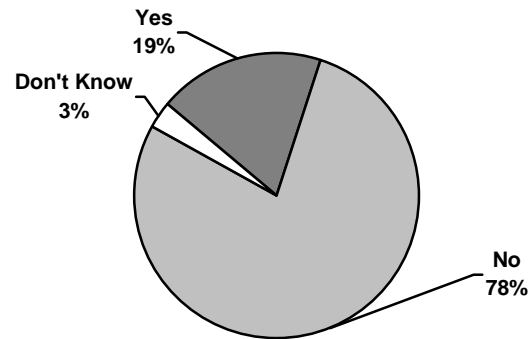

Businesses in the Southeast region that have such initiatives or programs in place (n=44) were asked to describe them. The most popular initiative/programs included internal training opportunities (48%, n=21) and paying for educational upgrades/courses (16%, n=7)[72].

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[72] Multiple responses allowed.

3.6.4.5 Southwest Region (N=1,273)

Overall, 10% of businesses in Southwest New Brunswick (n=130) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=130), it is estimated that an average of 11% of employees experience this problem.

Figure 171: **Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Southwest Region (N=1,273)**
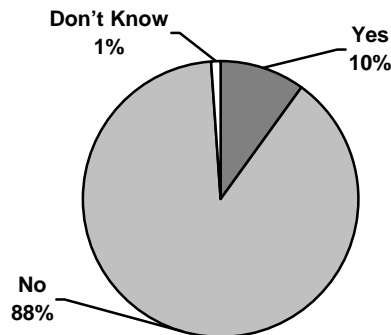
Furthermore, a minority of Southwest region businesses (7%, n=92) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=92), it is estimated that an average of 14% of employees experience this problem.

Figure 172: **Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Southwest Region (N=1,273)**
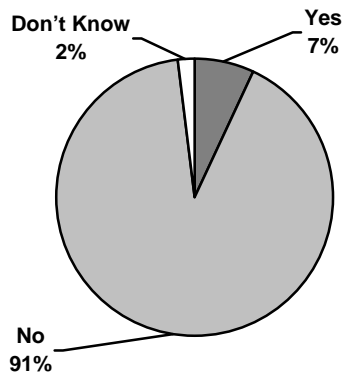
Southwest area businesses with at least one employee who experiences a reading or numeracy difficulty (n=152) were asked if they have any initiatives or programs in place to support these employees.

Almost three-quarters of these businesses (71%, n=108) do not have any initiatives or programs in place.

Figure 173: **Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Southwest Region (N=152)**
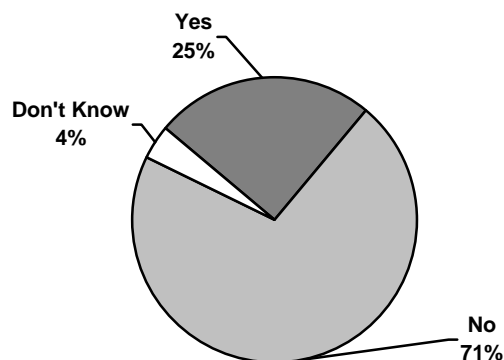
Businesses in the Southwest region that have such initiatives or programs in place (n=38) were asked to describe them. The most popular initiatives/programs include internal training opportunities (39%, n=15) and paying for educational upgrades/courses (26%, n=10)[73].

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[73] Multiple responses allowed.

Appendix A

Glossary

Presented below is a glossary of terms used throughout this report.

Business Size

Refers to small, medium and large business groupings used for business size segmentation throughout this report. Groupings include:

- *Small*: businesses with 19 employees and under;

- *Medium*: businesses with 20 to 99 employees; and

- *Large*: businesses with 100 or more employees.

Economic Regions

Refers to Statistics Canada's five economic regions in New Brunswick used for regional segmentation throughout this report. Economic regions include:

- *Northeast*: Restigouche, Gloucester and Northumberland counties;

- *Southeast*: Kent, Westmorland and Albert counties;

- *Southwest:* Kings, Saint John and Charlotte counties;

- *Central*: Queens, Sunbury and York counties; and

- *Northwest:* Carleton, Victoria and Madawaska counties.

Industry Classifications

Refers to Statistics Canada's North American Industry Classification System (NAICS 2007) used for industry segmentation throughout this report. Industry classifications include[74]:

- *Natural Resources (11-21)*: For purposes of this report, Agriculture, Forestry, Fishing and Hunting (11) and Mining, Quarrying and Oil and Gas Extraction (21) have been combined in order to create the Natural resources sector.

    o *Agriculture, Forestry, Fishing and Hunting (11)*: This sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, harvesting fish and other animals from their natural habitats and providing related support activities.
    o *Mining, Quarrying and Oil and Gas Extraction (21)*: This sector comprises establishments primarily engaged in extracting naturally occurring minerals. These can be solids, such as coal and ores; liquids, such as crude petroleum; and gases, such as natural gas. Establishments engaged in exploration for minerals, development of mineral properties and mining operations are included in this sector.

- *Utilities (22)*: This sector comprises establishments primarily engaged in operating electric, gas and water utilities. These establishments generate, transmit, control and distribute electric power; distribute natural gas; treat and distribute water; operate sewer systems and sewage treatment facilities; and provide related services.

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[74] Industry definitions have been taken from the NAICS 2007 website: http://www.statcan.ca /english/Subjects/Standard/naics/2007/naics07-menu.htm.

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- *Construction (23)*: This sector comprises establishments primarily engaged in constructing, repairing and renovating buildings and engineering works, and in subdividing and developing land. These establishments may operate on their own account or under contract to other establishments or property owners. They may produce complete projects or just parts of projects. Establishments may produce new construction, or undertake repairs and renovations to existing structures.

- *Manufacturing (31-33)*: This sector comprises establishments primarily engaged in the physical or chemical transformation of materials or substances into new products. These products may be finished, in the sense that they are ready to be used or consumed, or semi-finished, in the sense of becoming a raw material for an establishment to use in further manufacturing. Manufacturing establishments are known by a variety of trade designations, such as plants, factories or mills.

- *Trade (41-45)*: For purposes of this report, Wholesale Trade (41) and Retail Trade (44-45) have been combined in order to create the Trade sector.

    o *Wholesale Trade (41)*: This sector comprises establishments primarily engaged in wholesaling merchandise and providing related logistics, marketing and support services. The wholesaling process is generally an intermediate step in the distribution of merchandise; many wholesalers are therefore organized to sell merchandise in large quantities to retailers, and business and institutional clients. However, some wholesalers, in particular those that supply non-consumer capital goods, sell merchandise in single units to final users.

    o *Retail Trade (44-45)*: The retail trade sector comprises establishments primarily engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.

- *Transportation and Warehousing (48-49)*: This sector comprises establishments primarily engaged in transporting passengers and goods, warehousing and storing goods, and providing services to these establishments. The modes of transportation are road (trucking, transit and ground passenger), rail, water, air and pipeline. These are further subdivided according to the way in which businesses in each mode organize their establishments.

- *Information (51)*: This sector comprises establishments primarily engaged in producing and distributing (except by wholesale and retail methods) information and cultural products. Establishments providing the means to transmit or distribute these products or providing access to equipment and expertise for processing data are also included.

- *Other Knowledge (52-56)*: For purposes of this report, Finance and Insurance (52), Real Estate and Rental and Leasing (53), Professional, Scientific and Technical Services (54), Management of Companies and Enterprises (55) and Administrative and Support, Waste Management and Remediation Services (56) have been combined in order to create the Other Knowledge sector.

    o *Finance and Insurance (52)*: This sector comprises establishments primarily engaged in financial transactions (that is, transactions involving the creation, liquidation, or change in ownership of financial assets) or in facilitating financial transactions.

    o *Real Estate and Rental and Leasing (53)*: This sector comprises establishments primarily engaged in renting, leasing or otherwise allowing the use of tangible or intangible assets. Establishments primarily engaged in managing real estate for others; selling, renting and/or buying of real estate for others; and appraising real estate, are also included.

o   *Professional, Scientific and Technical Services (54)*: This sector comprises establishments primarily engaged in activities in which human capital is the major input. These establishments make available the knowledge and skills of their employees, often on an assignment basis. The individual industries of this sector are defined on the basis of the particular expertise and training of the service provider.

o   *Management of Companies and Enterprises (55)*: This sector comprises establishments primarily engaged in managing companies and enterprises and/or holding the securities or financial assets of companies and enterprises, for the purpose of owning a controlling interest in them and/or influencing their management decisions. They may undertake the function of management, or they may entrust the function of financial management to portfolio managers.

o   *Administrative and Support, Waste Management and Remediation Services (56)*: This sector comprises two different types of establishments: those primarily engaged in activities that support the day-to-day operations of other organizations; and those primarily engaged in waste management activities.

▪   *Educational Services (61)*: This sector comprises establishments primarily engaged in providing instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities and training centres. These establishments may be privately owned and operated, either for profit or not, or they may be publicly owned and operated.

▪   *Health Care and Social Assistance (62)*: This sector comprises establishments primarily engaged in providing health care by diagnosis and treatment, providing residential care for medical and social reasons, and providing social assistance, such as counselling, welfare, child protection, community housing and food services, vocational rehabilitation and child care, to those requiring such assistance.

▪   *Tourism (71-72)*: For purposes of this report, Arts, Entertainment and Recreation (71) and Accommodation and Food Services (72) have been combined in order to create the Tourism sector.

o   *Arts, Entertainment and Recreation (71)*: This sector comprises establishments primarily engaged in operating facilities or providing services to meet the cultural, entertainment and recreational interests of their patrons. These establishments produce, promote or participate in live performances, events or exhibits intended for public viewing; provide the artistic, creative and technical skills necessary for the production of artistic products and live performances; preserve and exhibit objects and sites of historical, cultural or educational interest; and operate facilities or provide services that enable patrons to participate in sports or recreational activities or pursue amusement, hobbies and leisure-time interests.

o   *Accommodation and Food Services (72)*: This sector comprises establishments primarily engaged in providing short-term lodging and complementary services to travellers, vacationers and others, in facilities such as hotels, motor hotels, resorts, motels, casino hotels, bed and breakfast accommodation, housekeeping cottages and cabins, recreational vehicle parks and campgrounds, hunting and fishing camps, and various types of recreational and adventure camps. This sector also comprises establishments primarily engaged in preparing meals, snacks and beverages, to customer order, for immediate consumption on and off the premises.

▪ *Public Administration (91)*: This sector comprises establishments primarily engaged in activities of a governmental nature, that is, the enactment and judicial interpretation of laws and their pursuant regulations, and the administration of programs based on them. Legislative activities, taxation, national defence, public order and safety, immigration services, foreign affairs and international assistance, and the administration of government programs are activities that are purely governmental in nature.

Rural Subdivision

Rural is defined as "the rest of the province" exclusive of the CMAs and CAs (see below for definitions of CMA and CA).

Urban Subdivision

Urban is defined as all of Statistics Canada's Census Metropolitan Areas (CMA) and Census Agglomerations (CA).

New Brunswick's Census Metropolitan Areas include Saint John and Moncton. New Brunswick's Census Agglomeration areas include Miramichi, Fredericton, Edmundston, Campbellton, and Bathurst.

Appendix B

Sampling Plan

Presented in the following tables are the detailed sampling plans and margins of error (MOE) for each of the four scenarios.

When results are based on a sample of the entire population, the margin of error is a measure of how *precise* the results are. More specifically, the margin of error is a range in which the true population value is estimated to be. For example, if the margin of error is ±5 percentage points and 60% of respondents exercise once a week, this means that the true value in the population is between 55% and 65%. Margins of error that fall at or below 10 percentage points are generally considered to be within an acceptable range.

As shown below, most margins of error within the four scenarios fall within the acceptable range. Instances where the margins of error are higher than 10 percentage points are noted where applicable.

Scenario 1 – Representative by Economic Region and Industry Classification

Industry	Central			Northeast			Northwest		
	Pop	Sample Size	MOE*	Pop	Sample Size	MOE*	Pop	Sample Size	MOE*
Natural Resources	112	44	**±11.6**	339	124	±7.0	186	89	±7.5
Construction	368	126	±7.1	420	132	±7.1	239	89	±8.3
Manufacturing	185	100	±6.7	247	107	±7.2	176	92	±7.1
Trade	1,064	286	±5.0	1,237	325	±4.7	607	245	±4.8
Tourism	450	194	±5.3	601	238	±4.9	299	128	±6.6

Industry	Southeast			Southwest		
	Pop	Sample Size	MOE*	Pop	Sample Size	MOE*
Natural Resources	93	46	**±10.3**	110	40	**±12.4**
Construction	394	144	±6.5	324	126	±6.8
Manufacturing	563	238	±4.8	229	111	±6.7
Trade	1,143	325	±4.6	994	293	±4.8
Tourism	598	238	±4.9	555	228	±5.0

*19 times out of 20 or at the 95% confidence level.

Scenario 2 – Representative by Urban/Rural Subdivision and Industry Classification

Industry	Rural			Urban		
	Pop	Sample Size	MOE*	Pop	Sample Size	MOE*
Natural Resources	623	246	±4.9	217	97	±7.4
Utilities	21	6	**±34.7**	31	12	**±22.5**
Construction	671	252	±4.9	1,074	365	±4.2
Manufacturing	609	291	±4.2	791	357	±3.8
Trade	1,895	642	±3.2	3,150	831	±2.9
Trans. & Ware	345	166	±5.5	456	183	±5.6
Information	109	62	±8.2	284	96	±8.2
Other Knowledge	974	323	±4.5	2,619	354	±4.8
Educational Services	185	53	**±11.4**	281	101	±7.8
Heath Care and SA	597	244	±4.8	1,061	307	±4.7
Tourism	1,111	434	±3.7	1,392	592	±3.1
Public Admin.	231	110	±6.8	293	88	±8.8

*19 times out of 20 or at the 95% confidence level.

Scenario 3 – Representative by Industry Classification

Industry	Pop	Sample Size	MOE*
Natural Resources	840	343	±4.1
Utilities	52	18	**±18.9**
Construction	1,745	617	±3.2
Manufacturing	1,400	648	±2.8
Trade	5,045	1,474	±2.2
Trans. & Ware	801	349	±3.9
Information	393	158	±6.0
Other knowledge	3,593	677	±3.4
Educational Services	466	154	±6.5
Heath Care and SA	1,658	551	±3.4
Tourism	2,503	1,026	±2.4
Public Admin.	524	198	±5.5

*19 times out of 20 or at the 95% confidence level.

Scenario 4 – Representative by Business Size

Business Size	Pop	Sample Size	MOE*
Small	16,659	5,281	±1.1
Medium	1,907	780	±2.7
Large	454	152	±6.5

*19 times out of 20 or at the 95% confidence level.

Appendix C

Weighting Design

To ensure that the sample for the 2008 Employer Survey Summary Report was a proportionate representation of the business community in New Brunswick, data was weighted by urban/rural subdivision and industry classification. Presented below is the weighting design, including population proportions by industry classification within urban/rural subdivision, as well as the unweighted and weighted sample distributions.

As shown below, the population proportions and weighted sample proportions are similar, demonstrating that the data proportionately represents the business community in New Brunswick
.

	Population		Unweighted Sample[75]		Weighted Sample	
	n	%	n	%	n	%
Urban						
Natural Resources	217	**1.1**	97	1.6	71	**1.1**
Utilities	31	**0.2**	12	0.2	10	**0.2**
Construction	1,074	**5.7**	365	5.9	351	**5.6**
Manufacturing	791	**4.2**	357	5.8	258	**4.2**
Trade	3,150	**16.6**	831	13.4	1,029	**16.6**
Transportation and Warehousing	456	**2.4**	183	3.0	149	**2.4**
Information	284	**1.5**	96	1.6	93	**1.5**
Other Knowledge	2,619	**13.8**	354	5.7	855	**13.8**
Educational Services	281	**1.5**	101	1.6	92	**1.5**
Health Care and Social Assistance	1,061	**5.6**	307	4.9	347	**5.6**
Tourism	1,392	**7.3**	592	9.5	455	**7.3**
Public Administration	293	**1.5**	88	1.4	96	**1.5**
Rural						
Natural Resources	623	**3.3**	246	4.0	203	**3.3**
Utilities	21	**0.1**	6	0.1	7	**0.1**
Construction	671	**3.5**	252	4.1	219	**3.5**
Manufacturing	609	**3.2**	291	4.7	199	**3.2**
Trade	1,895	**10.0**	642	10.3	619	**10.0**
Transportation and Warehousing	345	**1.8**	166	2.7	113	**1.8**
Information	109	**0.6**	62	1.0	36	**0.6**
Other Knowledge	974	**5.1**	323	5.2	318	**5.1**
Educational Services	185	**1.0**	53	0.9	60	**1.0**
Health Care and Social Assistance	597	**3.1**	244	3.9	195	**3.1**
Tourism	1,111	**5.8**	434	7.0	363	**5.8**
Public Administration	231	**1.2**	110	1.8	75	**1.2**
Total	**19,020**	**100.0**	**6,212**	**100.0**	**6,212**	**100.0**

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[75] One business could not be classified due to a lack of information.

Appendix D

Questionnaire

![MarketQuest Research Group Inc. logo]

Employer Survey 2007

Draft Questionnaire #4- November 8, 2007

My name is _____ and I'm calling on behalf of the Government of New Brunswick. MarketQuest Research, the company I represent, has been contracted to conduct a survey of employers in the province and your company/organization was randomly selected to participate. The purpose of the survey is to develop a profile of employers and to gain information on various issues pertaining to employers in the province. All responses to this survey are strictly confidential and no individual data will be released. The overall results of the survey will be made available on the provincial government website during the summer of 2008.

CONFIRM THAT YOU HAVE REACHED THE CORRECT BUSINESS/ORGANIZATION: Hello, is this [insert business]?

May I please speak to the person who is responsible for human resources and hiring at this location of your company/organization?

The survey will take about 15 minutes to complete. Would you be willing to participate at this time?

Yes	01	**CONTINUE**
No	02	**OBTAIN PERSON'S NAME AND ARRANGE FOR CALLBACK TIME**

(Interviewer Note: If the respondent has any questions about the survey, please provide them with the toll-free number for MQR: 1-800-560-1360).

First of all, would you like to complete the survey in English or French?

English	01
French	02

Section 1: Employer Profile and Background

Before we begin, I would like to update the contact and location information on file for this location of your company/organization.

1. The company/organization name I have is [**INSERT BUSINESS**]…is this correct?

Yes	01	**CONTINUE**
No	90	**THANK AND TERMINATE**

2. And the location I have is [**READ ADDRESS**]. Is this all correct?

    [Insert street address]
    [Insert city/town]
    [Insert postal code]

Yes	01
Change street address	90
Change city/town	90
Change postal code	90

3. And, the main phone number I have on file for you is [**INSERT PHONE NUMBER**]. Is this correct?

Yes	01
Change phone number	90

4. And can I have a fax number please? **RECORD NUMBER**

4b. And, a main email for the company? **RECORD RESPONSE**

5. What is the **primary or main industry** in which your company/organization operates? **RECORD RESPONSE; CODE BY NAICS**

SECTION 2: Employer's Current Employees

Throughout the remainder of the survey, I will ask you specific questions about your company/organization. If your company/organization has more than one location, please answer the questions based ONLY on the specific location I just referenced.

Now I would like to talk about your current paid employees…

6. First of all, how many paid employees does your company/organization <u>currently employ</u> at that location? This would include anyone who currently draws a salary or is on payroll for that location of the company/organization, including owners. **RECORD NUMBER**

7. How many of these employees are…**READ LIST**

    Permanent (A permanent employee is one who has employment with no
    specified end date)   _____
    Casual/Contract (A casual/contract employee is one who has employment
    with a specified end date)   _____
    Seasonal (A seasonal employee is one who has employment with a
    specified start and end date based on a given season of the year)   _____

RESPONSES IN Q7 MUST ADD TO Q6

IF NO PERMANENT EMPLOYEES, GO TO Q9

8. And, of the [**INSERT NUMBER OF PERMANENT EMPLOYEES FROM Q7**] permanent employees, how many are…**READ LIST**

    Full Time (that is, 30 or more hours per week)   _____
    Part Time (that is, less than 30 hours per week)   _____

9. Of the **[INSERT NUMBER OF PAID EMPLOYEES FROM Q6]** paid employees currently employed at that location, how many have [**INSERT FROM LIST**] as their highest completed level of education: delete the note that was here.

    A University Degree

    Certification as a Journeyperson (A Journeyperson has completed their apprenticeship training and is certified in their trade.)

    A College certificate or diploma (includes public or private colleges)

    High School

    Less than High School

RESPONSES IN Q9 MUST ADD TO Q6

10. Now could you tell me all of the specific occupations employed at that location? (Probe for each occupation provided: What are the main duties and responsibilities for this occupation?) **RECORD ALL OCCUPATIONS; CODE BY NOC**

11. In general, what is the average age of your workforce at that location…Is it…**READ LIST**

    Less than 25 years   01
    25-44 years   02
    45 years and older   03
    Don't Know   98

SECTION 3: Employer's Hiring and Recruitment Practices

Next, I would like to ask you some general questions about the hiring and recruitment practices of your company/organization…Again, please remember that I am only referring to the specific location I referenced at the beginning of the survey.

12. Does your company/organization have a formal human resources plan…By human resources plan, I mean a **written plan** including key elements such as recruitment, retention, compensation and benefits, training and safety?

    Yes   01
    No   02
    Don't know   98

13. How many new employees has your company/organization hired at that location over the past 12 months? This includes only new hires, and does NOT include employees who return to work after a temporary or seasonal layoff, or those who were employed on a casual basis in the past and have returned to work during the past twelve months. **RECORD RESPONSE**

IF NONE, GO TO Q20

14. What occupations did you hire at that location over the past 12 months? (Probe if necessary: What are the main duties or responsibilities of this occupation?) **RECORD ALL OCCUPATIONS**

15. Of those new employees that your company/organization hired at that location over the past 12 months, what percentage would you say you were not satisfied with? _____ %

IF NONE, GO TO Q17

16. What was the primary reason you were not satisfied with these employees? **RECORD RESPONSE**

17. Of the [**INSERT NUMBER FROM Q13**] new hires over the past 12 months how many were graduates of a [**INSERT FROM LIST**]? Delete note that was here.

> University _____
> Public Community College, such as NBCC or CCNB _____
> Private Training Institution, such as Compu College or Academy of Learning _____
> High School _____
> And how many new hires had less than a high school education? _____

18. **ASK Q18 FOR EACH TYPE OF INSTITUTION PROVIDED IN Q17:** Thinking about the [**INSERT TYPE OF INSTITUTION**] graduates hired over the past 12 months, overall, how would you rate their "job readiness" (i.e., how well prepared they were for the job)…Excellent, Good, Fair or Poor?

	Excellent	Good	Fair	Poor	DK
University	01	02	03	04	98
Public Community College	01	02	03	04	98
Private Training Institution	01	02	03	04	98
High School	01	02	03	04	98

19. Of the [**INSERT NUMBER FROM Q13**] new hires over the past 12 months, how many were from the following groups? **READ LIST**

> Immigrants _____
> Co-op students hired for a work placement _____
> Persons with disabilities _____
> Aboriginals _____

20. In general, when your company/organization has staffing vacancies, which of the following methods do you use to find people to fill them? **DO NOT READ LIST, RECORD ALL THAT APPLY**

> Place ad in Newspaper — 01
> Place ad in trade/professional/association journals — 02
> Place ad in student employment centres at college/universities/schools — 03
> Place ad on or check Internet/websites — 04
> Place ad/use Service Canada Employment Centre (HRSDC, Job Bank) — 05
> Place ad on bulletin boards in local community — 06
> Use an employment agency or headhunter — 07
> Post internally in your company/organization — 08
> Use word of mouth/employee referrals — 09
> Use unsolicited resumes — 10
> Anything else? Please specify — 90

21. In the past 12 months, how many vacant positions has your company/organization had at that location? Vacancies include replacement and new positions, and if the same position was vacant more than once, please count it as only one vacancy. (**Interviewer note**: **If you have the company/organization had one vacancy (i.e. Telephone Interviewer) and the employer was looking for fill 10 positions within that vacancy, this would be counted as 10 vacancies**). **RECORD NUMBER**

IF NONE, GO TO Q24

22. How many of these vacant positions were for a [**INSERT FROM LIST**]?

Permanent job (A permanent job is one with no specified end date) _____

Casual or contract job (A casual/contract job is one with a specified end date) _____

Seasonal job (A seasonal job is one with a specified start and end date based on a given season of the year) _____

RESPONSES IN Q22 MUST ADD TO Q21

23. Of the [**INSERT NUMBER FROM Q21**] vacant positions, how many were vacant more than once throughout the past 12 months? **RECORD NUMBER**

24. Next, I would like you to think back to all the occupations that you **have hired or have attempted to hire** in the past 12 months. Were there any occupations that you experienced difficulty staffing (i.e., experienced a shortage of qualified applicants)?

Yes	01	**CONTINUE**
No	02	**SKIP TO Q27**
Have not hired nor attempted to hire	03	**SKIP TO Q27**
Don't know	98	**SKIP TO Q27**

25. In general, what do you think was the main reason you experienced difficulty staffing these occupations? **DO NOT READ LIST- RECORD ALL THAT APPLY**

Lacking educational/training qualifications	01
Lacking proper license/permit	02
Lacking experience	03
Lacking specific technical skill(s) (i.e., hard skills)	04
Lacking soft skills (such as communication, teamwork, work ethic, being on time, dressing appropriately, etc.)	05
Difficult working conditions	06
Salary expectations too high	07
Position did not provide enough hours	08
Other – Specify	90
Don't know	98

26. What occupations have you had difficulty staffing? (Probe if necessary: What are the main duties or responsibilities of this occupation?) **RECORD RESPONSE**

Now, switching topics…I'd like to ask about the retirement of employees at that location…

27. In the past 12 months, how many employees retired from your company/organization? This would include any business owners, managers or CEOs. **RECORD NUMBER**

IF NONE, GO TO Q29

28. From which occupations did these employees retire? (Probe if necessary: What are the main duties or responsibilities of this occupation?) **RECORD RESPONSE**

29. How many employees are you expecting to retire in the next five years? Remember, this would include any business owners, managers or CEOs. **RECORD NUMBER**

IF NONE, GO TO Q31

30. From which occupations are you expecting these employees to retire in the next five years? (Probe if necessary: What are the main duties or responsibilities of this occupation?) **RECORD RESPONSE**

31. Specifically, do you expect the owner, manager or CEO of your company/organization for that location to retire in the next five years?

Yes	01	**CONTINUE**
No	02	**SKIP TO Q32**
Don't Know	98	**SKIP TO Q32**

31b. Is there a succession plan in place for the future of the company? (Interviewer Note: This does not have to be a written plan).

Yes	01
No	02
Don't Know	98

Section 4: Business Outlook and Confidence

32. On a scale of 1 to 10, with 1 being "Not at all Optimistic" and 10 being "Very Optimistic", how would you rate your level of optimism about the future for your own company/organization? Remember, please answer the question based only on the location I referenced at the beginning, and not for the company/organization overall.

NAAO									**VO**	**DK**
1	2	3	4	5	6	7	8	9	10	98

33. Why did you give this rating? **RECORD RESPONSE**

34. Have you experienced any significant changes to the external operating environment of your company/organization over the past two years (such as the rise of the Canadian dollar, change in gas / oil prices, government legislation / red tape, etc.)?

Yes	90	**CONTINUE**
No	02	**SKIP TO Q35**
Don't know	98	**SKIP TO Q35**

34b. What changes have you experienced? (Probe: **For each specified, ask whether the change had a positive or negative impact on the company/organization.)** RECORD RESPONSE

Section 5: Employer Practices/Operations

Now I would like to ask a few questions about informal and formal employee training. Informal training is unstructured, on-the-job training such as coaching and mentorship, while formal training is more structured and typically involves either on-site training with an internal or external trainer, or off-site training.

35. Over the past two years , did your company/organization make available informal or formal training for employees? This does not include any training which is mandatory for your organization because of legislation.

    Yes   01   **CONTINUE**
    No   02   **SKIP TO Q39**

REMOVE DK
36. And, over the past two years, what percentage of this training would you say was formal, structured training? As I mentioned previously, formal training typically involves either on-site training with an internal or external trainer, or off-site training. _____ percent

    None- did not offer formal training   95

IF NONE, GO TO Q39

37. Over the past two years, which of the following sources have you used to deliver formal, structured training to employees? **READ LIST; RECORD ALL THAT APPLY**

    Internal staff at your company/organization   01
    NBCC or CCNB   02
    A private training institution, such as Compu College or Academy of   03
    Learning
    Another public educational institution, such as a university or college 04
    (other than NBCC / CCNB)
    A non-profit organization or professional association such as the   05
    Conference Board of Canada or St. John Ambulance
    Any other sources? Please Specify   90
    Don't know   98

38. Thinking about your company / organization's most recent operating budget, approximately what percentage of that budget (for that location) would you say was used for formal employee training (including the use of internal training staff / facilities)? (Interviewer note: If respondent has difficulty answering this question, reassure them that an estimate is fine) _____ %

Now I would like to ask a few questions about workplace practices aimed at helping employees achieve a balance between their work life and their personal life. Again, please remember to answer the questions based only on the location I referenced at the beginning of the survey.

39. First of all, does your company/organization offer employees any of the following benefits or programs: **READ LIST; ROTATE LIST**

	Yes	No	Don't know
a. Child care and/or elder care initiatives and support	01	02	98
b. Employee and Family Assistance program (e.g., counseling services for marital, parenting, and bereavement)	01	02	98
c. Flexible work arrangements (e.g., Reduced work week, flexible hours, telework)	01	02	98
d. Reduction of work time (e.g., Regular part-time, job sharing, pre-retirement work reduction)	01	02	98
e. Paid leave benefits other than paid vacation time	01	02	98

40. Does your company/organization currently employ women in *key decision-making* positions such as positions at the management and senior management levels?

        Yes   01   **CONTINUE**
        No   02   **SKIP TO Q41**

REMOVE DK

40b. What percentage of the key decision-making positions have women employed in them? **RECORD RESPONSE**

41. Does your company / organization have a **written, formal** gender-neutral process of evaluating jobs done by men and women based on such things as skill level, effort, responsibility and working conditions, to make sure that jobs of equal value earn equal pay?

DELETE DEFINITION
        Yes   01
        No   02
        Don't know   98

42. Does your company/organization currently have any employees at that location who have difficulty reading, understanding or applying what they have read to their jobs?

        Yes   01   **Continue**
        No   02   **Skip to Q44**
        Don't know   98   **Skip to Q44**

43. What percentage of the employees at that location would you estimate this to be? **RECORD RESPONSE**

44. Does your company/organization currently have any employees at that location who have difficulty working with numbers in their jobs, including difficulty in measuring, calculating, or observing or recording results?

        Yes   01   **Continue**
        No   02   **Go to Skip Before Q46**
        Don't know   98   **Go to Skip Before Q46**

45. What percentage of the employees at that location would you estimate this to be? **RECORD RESPONSE**

IF YES TO Q42 OR Q44, CONTINUE, ELSE GO TO Q47

46. Does your company/organization currently have any initiatives or programs in place to address these issues? **IF YES**: What are they?

   Yes - Specify   90
   No   02
   Don't know   98

And just a few final questions….

47. From time to time, the Government of New Brunswick conducts research with employers to gather their opinions and obtain information to help ensure that its training programs and services meet the needs of the labour market. How would you prefer the government contact you for such research? **READ LIST ACCEPT ONLY ONE RESPONSE**

   Phone   01
   Mail   02
   Email/Web based survey   03
   Fax   04
   In-person   05
   Do not want to be contacted   95

48. Not including this survey, over the past 12 months, could you estimate how many times your company / organization has been contacted to provide information of a similar nature to this study? This would include any type of contact such as telephone, email, mail or in-person. _____ times

49. DELETE THIS QUESTION

Thank you for taking the time to complete this survey…your participation is greatly appreciated. The results of the survey will be made available on the provincial government website during summer 2008.