Industry 5 - Manufacturing

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1.0 Current Employees

1.1 Provincial Overview

1.1 Provincial Overview (N=649)

Most commonly, businesses operating in the manufacturing industry employ manufacturing managers (34%, n=222).

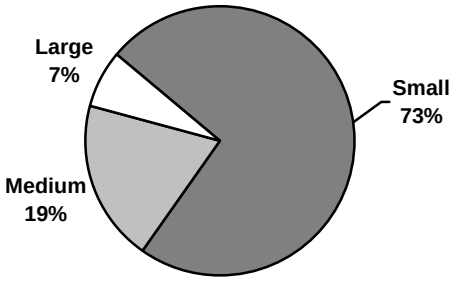
Table E1: Top Five Occupations of Surveyed Businesses* - Manufacturing - Provincial Overview

NOC Code	*Occupation Name*	*n*	*% (N=649)*
0911	Manufacturing managers	222	34.3
1411	General office clerks	89	13.7
7265	Welders and related machine operators	79	12.2
6421	Retail salespersons and sales clerks	78	12.0
9619	Other labourers in processing, manufacturing and utilities	78	12.0

*Multiple responses allowed.

On average, manufacturing businesses employ 19 paid employees. Furthermore, surveyed businesses employ a total of 17,354 employees[1]. Most businesses are small, employing one to 19 employees (73%, n=476).

Figure E1: Business Size - Manufacturing - Provincial Overview (N=649)



Just over three-quarters of employees among surveyed businesses (77%) are permanent. Of permanent employees, most (95%) are employed on a full-time basis.

Table E2: Profile of Employees – Manufacturing - Provincial Overview

Employee Classification	*n*	*%*
Permanent	13,212	77.0
Casual/Contract	630	3.7
Seasonal	3,325	19.4
Employee Total	17,167	100.0
Business Total	644[2]	-

Status of Permanent Positions	*n*	*%*
Full-time	12,552	95.0
Part-time	660	5.0
Employee Total	13,212	100.0
Business Total	610	-

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

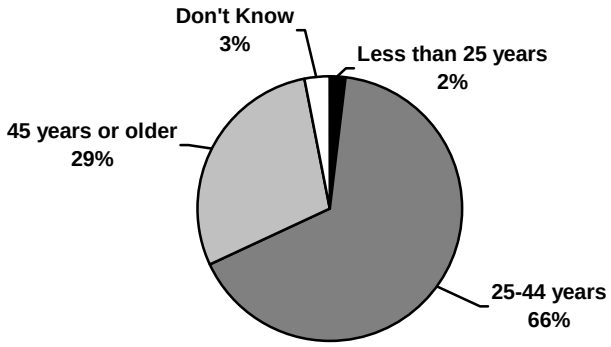
One-half of employees (50%) from surveyed businesses have a high school diploma as their highest level of education.

Table E3: Highest Education Level of Employees – Manufacturing - Provincial Overview

	n	*%*
University degree	1,523	8.8
Journeyperson certification	2,067	11.9
College certificate or diploma	2,173	12.5
High school	8,687	50.1
Less than high school	2,905	16.7
Employee Total	17,354	100.0
Business Total	645	-

Two-thirds of businesses in the manufacturing industry (66%, n=428) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-quarter (29%, n=189) report an average age of 45 years or older.

Figure E2: Average Age of Workforce - Manufacturing - Provincial Overview (N=649)



1.2 Urban/Rural Subdivision

1.2.1 Urban Subdivision
1.2.2 Rural Subdivision

1.2.1 Urban Subdivision (N=357)

Most commonly, urban businesses operating in the manufacturing industry employ manufacturing managers (31%, n=110).

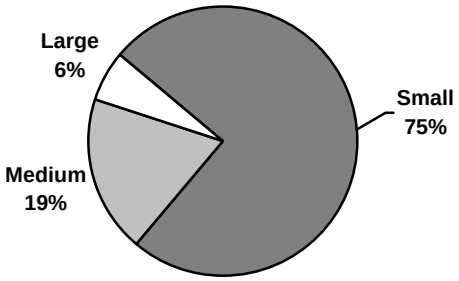
Table E4: Top Six Occupations of Surveyed Businesses* - Manufacturing – Urban Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=357)*
0911	Manufacturing managers	110	30.8
1411	General office clerks	51	14.3
6421	Retail salespersons and sales clerks	48	13.4
6411	Sales representatives – wholesale trade (non-technical)	41	11.5
7265	Welders and related machine operators	38	10.6
9619	Other labourers in processing, manufacturing and utilities	38	10.6

*Multiple responses allowed.

On average, manufacturing businesses in urban areas employ 17 paid employees. Furthermore, surveyed businesses employ a total of 7,481 employees[3]. Most businesses are small, employing one to 19 employees (75%, n=268).

Figure E3: Business Size – Manufacturing – Urban Subdivision (N=357)



Among surveyed businesses, most employees are permanent (93%). Of permanent employees, most (96%) are employed on a full-time basis.

Table E5: Profile of Employees – Manufacturing – Urban Subdivision

Employee Classification	*n*	*%*
Permanent	6,937	92.7
Casual/Contract	247	3.3
Seasonal	297	4.0
Employee Total	7,481	100.0
Business Total	356	-

Status of Permanent Positions	*n*	*%*
Full-time	6,622	95.5
Part-time	315	4.5
Employee Total	6,937	100.0
Business Total	344	-

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

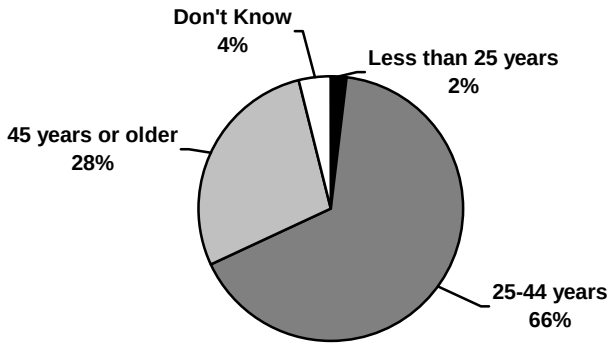
Approximately one-half of employees (49%) from surveyed businesses have a high school diploma as their highest level of education.

Table E6: Highest Education Level of Employees – Manufacturing – Urban Subdivision

	n	*%*
University degree	922	12.3
Journeyperson certification	1,104	14.8
College certificate or diploma	1,123	15.0
High school	3,683	49.2
Less than high school	649	8.7
Employee Total	7,481	100.0
Business Total	356	-

Two-thirds of urban businesses in the manufacturing industry (66%, n=237) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-quarter (28%, n=100) report an average age of 45 years or older.

Figure E4: Average Age of Workforce – Manufacturing – Urban Subdivision (N=357)



1.2.2 Rural Subdivision (N=291)

Most commonly, rural businesses operating in the manufacturing industry employ manufacturing managers (40%, n=116).

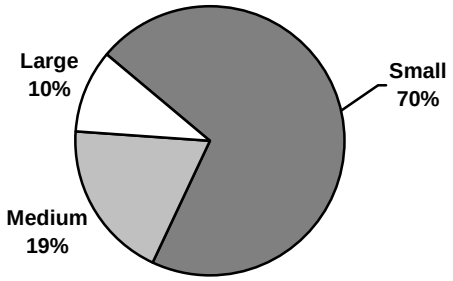
Table E7: Top Five Occupations of Surveyed Businesses* - Manufacturing – Rural Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=291)*
0911	Manufacturing managers	116	39.9
7265	Welders and related machine operators	43	14.8
9619	Other labourers in processing, manufacturing and utilities	41	14.1
1241	Secretaries (except legal and medical)	39	13.4
1411	General office clerks	37	12.7

*Multiple responses allowed.

On average, manufacturing businesses in rural areas employ 22 paid employees. Furthermore, surveyed businesses employ a total of 10,507 employees[4]. Most businesses are small, employing one to 19 employees (70%, n=205).

Figure E5: Business Size – Manufacturing – Rural Subdivision (N=291)



Among surveyed businesses, almost two-thirds of employees are permanent (62%), while approximately one-third (34%) are seasonal. Of permanent employees, most (94%) are employed on a full-time basis.

Table E8: Profile of Employees – Manufacturing – Rural Subdivision

Employee Classification	*n*	*%*
Permanent	6,358	61.8
Casual/Contract	414	4.0
Seasonal	3,515	34.2
Employee Total	10,287	100.0
Business Total	286[5]	-

Status of Permanent Positions	*n*	*%*
Full-time	5,999	94.4
Part-time	359	5.6
Employee Total	6,358	100.0
Business Total	262	-

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

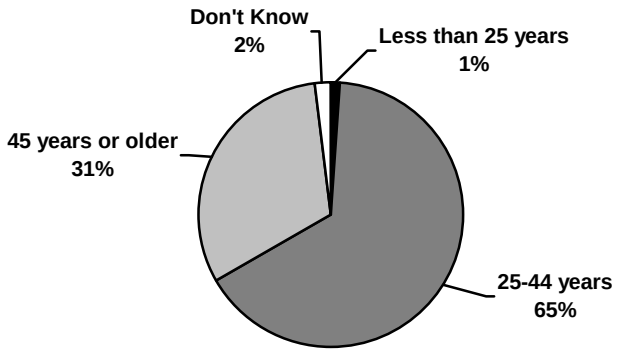
Approximately one-half of employees (51%) from surveyed businesses have a high school diploma as their highest level of education, while 24% have less than a high school diploma.

Table E9: Highest Education Level of Employees – Manufacturing – Rural Subdivision

	n	*%*
University degree	571	5.4
Journeyperson certification	970	9.2
College certificate or diploma	1,069	10.2
High school	5,341	50.8
Less than high school	2,556	24.3
Employee Total	10,507	100.0
Business Total	287	-

Nearly two-thirds of rural businesses in the manufacturing industry (65%, n=190) report their employees to be, on average, between the ages of 25 and 44 years. Thirty-one percent (n=90) report an average age of 45 years or older.

Figure E6: Average Age of Workforce – Manufacturing – Rural Subdivision (N=291)



1.3 Economic Regions

1.3.1 Central Region (N=105)

Most commonly, Central New Brunswick businesses operating in the manufacturing industry employ manufacturing managers (29%, n=31).

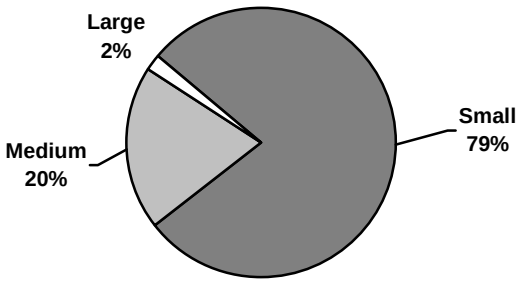
Table E10: Top Six Occupations of Surveyed Businesses* - Manufacturing - Central Region

NOC Code	*Occupation Name*	*n*	*% (N=105)*
0911	Manufacturing managers	31	29.1
1411	General office clerks	18	17.1
6421	Retail salespersons and sales clerks	16	15.5
9619	Other labourers in processing, manufacturing and utilities	16	15.5
1471	Shippers and receivers	12	11.2
1231	Bookkeepers	12	11.0

*Multiple responses allowed.

On average, manufacturing businesses in Central New Brunswick employ 13 paid employees. Furthermore, surveyed businesses employ a total of 1,828 employees[6]. Most businesses are small, employing one to 19 employees (79%, n=83).

Figure E7: Business Size – Manufacturing - Central Region (N=105)



Among surveyed businesses, most employees (94%) are employed on a permanent basis. Of permanent employees, almost all (97%) are employed full-time.

Table E11: Profile of Employees – Manufacturing - Central Region

Employee Classification	*n*	*%*
Permanent	1,714	93.8
Casual/Contract	77	4.2
Seasonal	37	2.0
Employee Total	1,828	100.0
Business Total	104	-

Status of Permanent Positions	*n*	*%*
Full-time	1,660	96.8
Part-time	54	3.2
Employee Total	1,714	100.0
Business Total	99	-

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

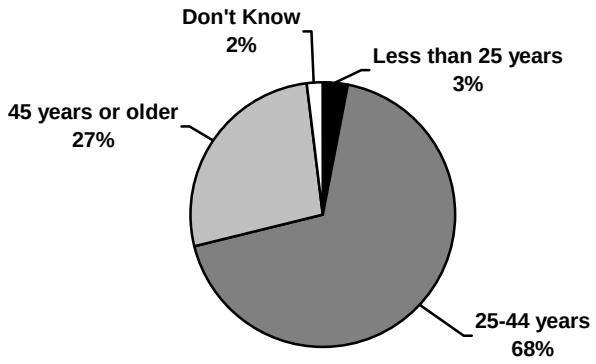
Approximately one-half of employees (49%) from surveyed businesses have a high school diploma as their highest level of education.

Table E12: Highest Education Level of Employees – Manufacturing - Central Region

	n	*%*
University degree	231	12.6
Journeyperson certification	356	19.5
College certificate or diploma	241	13.2
High school	889	48.6
Less than high school	111	6.1
Employee Total	1,828	100.0
Business Total	104	-

Just over two-thirds of Central area businesses in the manufacturing industry (68%, n=71) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-quarter (27%, n=29) report an average age of 45 years or older.

Figure E8: Average Age of Workforce – Manufacturing - Central Region (N=105)



1.3.2 Northeast Region (N=107)

Most commonly, Northeast New Brunswick businesses operating in the manufacturing industry employ manufacturing managers (39%, n=41).

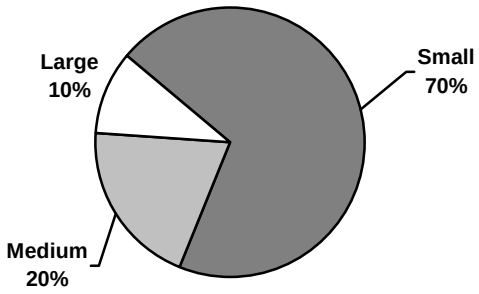
Table E13: Top Six Occupations of Surveyed Businesses* - Manufacturing - Northeast Region

NOC Code	*Occupation Name*	*n*	*% (N=107)*
0911	Manufacturing managers	41	38.5
1241	Secretaries (except legal and medical)	22	20.8
7265	Welders and related machine operators	21	20.0
7231	Machinists and machining and tooling inspectors	16	14.5
6421	Retail salespersons and sales clerks	11	10.5
1411	General office clerks	11	10.0

*Multiple responses allowed.

On average, manufacturing businesses in Northeast New Brunswick employ 21 paid employees. Furthermore, surveyed businesses employ a total of 3,197 employees[7]. Most businesses are small, employing one to 19 employees (70%, n=75).

Figure E9: Business Size – Manufacturing – Northeast Region (N=107)



Among surveyed businesses, almost all employees are employed on a permanent (51%) or seasonal (48%) basis. Of permanent employees, most (92%) are employed full-time.

Table E14: Profile of Employees – Manufacturing - Northeast Region

Employee Classification	*n*	*%*
Permanent	1,625	50.8
Casual/Contract	35	1.1
Seasonal	1,538	48.1
Employee Total	3,197	100.0
Business Total	106	-

Status of Permanent Positions	*n*	*%*
Full-time	1,496	92.1
Part-time	129	7.9
Employee Total	1,625	100.0
Business Total	96	-

[7] Businesses with missing data were excluded from this analysis.

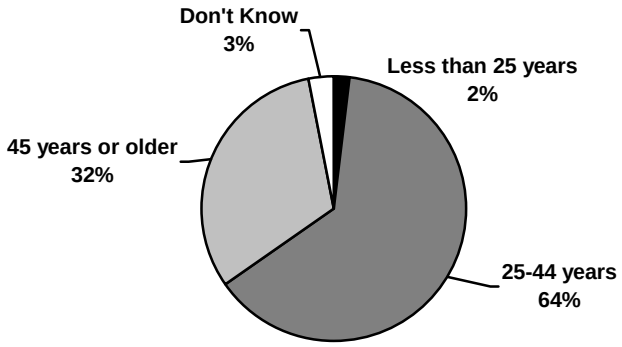
One-half of employees (50%) from surveyed businesses have a high school diploma as their highest level of education, while 22% have less than a high school diploma.

Table E15: Highest Education Level of Employees – Manufacturing - Northeast Region

	n	*%*
University degree	147	4.6
Journeyperson certification	387	12.1
College certificate or diploma	356	11.1
High school	1,599	50.0
Less than high school	708	22.1
Employee Total	3,197	100.0
Business Total	106	-

Almost two-thirds of Northeast area businesses in the manufacturing industry (64%, n=68) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-third (32%, n=34) report an average age of 45 years or older.

Figure E10: Average Age of Workforce – Manufacturing - Northeast Region (N=107)



1.3.3 Northwest Region (N=85)

Most commonly, Northwest New Brunswick businesses operating in the manufacturing industry employ manufacturing managers (40%, n=34).

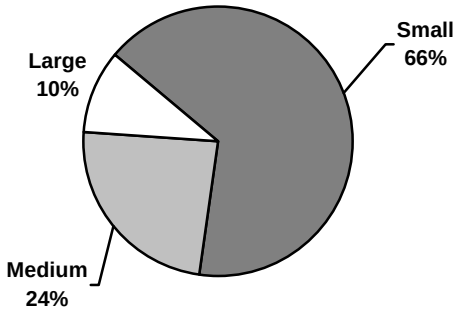
Table E16: Top Five Occupations of Surveyed Businesses* - Manufacturing - Northwest Region

NOC Code	*Occupation Name*	*n*	*% (N=85)*
0911	Manufacturing managers	34	39.8
7265	Welders and related machine operators	18	20.7
9619	Other labourers in processing, manufacturing and utilities	15	17.4
1241	Secretaries (except legal and medical)	12	14.0
7231	Machinists and machining and tooling inspectors	11	12.7

*Multiple responses allowed.

On average, manufacturing businesses in Northwest New Brunswick employ 21 paid employees. Furthermore, surveyed businesses employ a total of 3,129 employees. Two-thirds of businesses are small, employing one to 19 employees (66%, n=56).

Figure E11: Business Size – Manufacturing – Northwest Region (N=85)



Among surveyed businesses, the large majority of employees are employed on a permanent basis (89%). Of permanent employees, most (95%) are employed full-time.

Table E17: Profile of Employees – Manufacturing - Northwest Region

Employee Classification	*n*	*%*
Permanent	2,773	88.6
Casual/Contract	226	7.2
Seasonal	130	4.2
Employee Total	3,129	100.0
Business Total	85	-

Status of Permanent Positions	*n*	*%*
Full-time	2,626	94.7
Part-time	147	5.3
Employee Total	2,773	100.0
Business Total	78	-

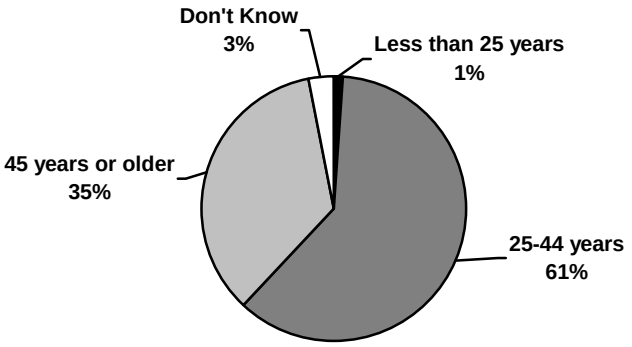
Just over one-half of employees (54%) from surveyed businesses have a high school diploma as their highest level of education.

Table E18: Highest Education Level of Employees – Manufacturing - Northwest Region

	n	*%*
University degree	192	6.1
Journeyperson certification	419	13.4
College certificate or diploma	226	7.2
High school	1,701	54.4
Less than high school	591	18.9
Employee Total	3,129	100.0
Business Total	85	-

The majority of Northwest area businesses in the manufacturing industry (61%, n=51) report their employees to be, on average, between the ages of 25 and 44 years. Thirty-five percent (n=30) report an average age of 45 years or older.

Figure E12: Average Age of Workforce – Manufacturing - Northwest Region (N=85)



1.3.4 Southeast Region (N=241)

Most commonly, Southeast New Brunswick businesses operating in the manufacturing industry employ manufacturing managers (33%, n=80).

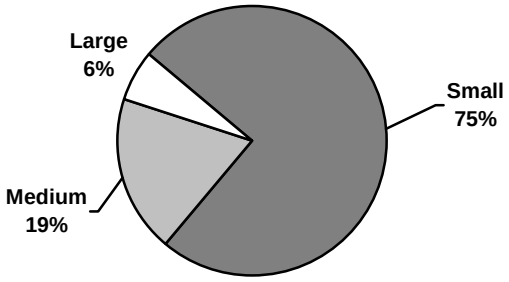
Table E19: Top Five Occupations of Surveyed Businesses* - Manufacturing - Southeast Region

NOC Code	*Occupation Name*	*n*	*% (N=241)*
0911	Manufacturing managers	80	33.2
6421	Retail salespersons and sales clerks	35	14.6
1411	General office clerks	31	12.7
6411	Sales representatives – wholesale trade (non-technical)	29	12.1
1221	Administrative officers	26	10.6

*Multiple responses allowed.

On average, manufacturing businesses in Southeast New Brunswick employ 21 paid employees. Furthermore, surveyed businesses employ a total of 5,560 employees[8]. Most businesses are small, employing one to 19 employees (75%, n=181).

Figure E13: Business Size – Manufacturing – Southeast Region (N=241)



Among surveyed businesses, just over three-quarters of employees (78%) are employed on a permanent basis. Of permanent employees, most (94%) are employed full-time.

Table E20: Profile of Employees – Manufacturing - Southeast Region

Employee Classification	*n*	*%*
Permanent	4,214	78.4
Casual/Contract	151	2.8
Seasonal	1,008	18.8
Employee Total	5,373	100.0
Business Total	240[9]	-

Status of Permanent Positions	*n*	*%*
Full-time	3,945	93.6
Part-time	269	6.4
Employee Total	4,214	100.0
Business Total	227	-

[8] Businesses with missing data were excluded from this analysis.
[9] Businesses with missing data were excluded from this analysis.

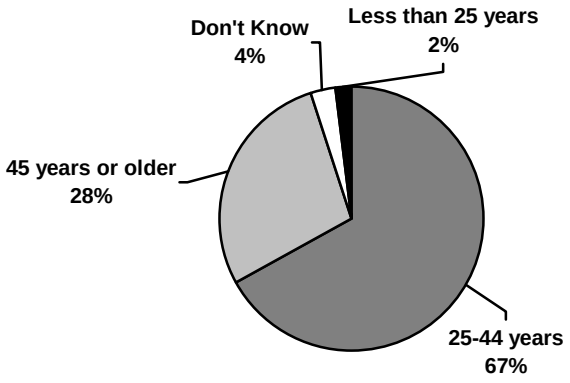
Approximately one-half of employees (49%) from surveyed businesses have a high school diploma as their highest level of education.

Table E21: Highest Education Level of Employees – Manufacturing - Southeast Region

	n	*%*
University degree	526	9.5
Journeyperson certification	462	8.3
College certificate or diploma	752	13.5
High school	2,707	48.7
Less than high school	1,112	20.0
Employee Total	5,560	100.0
Business Total	241	-

Two-thirds of Southeast area businesses in the manufacturing industry (67%, n=161) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-quarter (28%, n=68) report an average age of 45 years or older.

Figure E14: Average Age of Workforce – Manufacturing - Southeast Region (N=241)



1.3.5 Southwest Region (N=111)

Most commonly, Southwest New Brunswick businesses operating in the manufacturing industry employ manufacturing managers (33%, n=37).

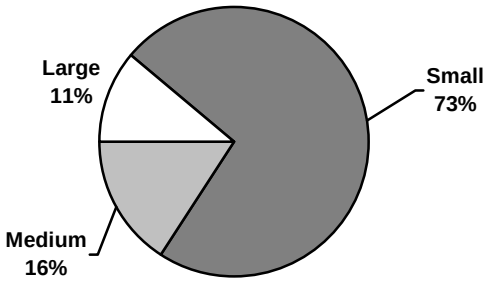
Table E22: Top Six Occupations of Surveyed Businesses* - Manufacturing - Southwest Region

NOC Code	*Occupation Name*	*n*	*% (N=111)*
0911	Manufacturing managers	37	33.1
1411	General office clerks	21	19.1
1431	Accounting and related clerks	14	12.3
7265	Welders and related machine operators	14	12.5
9619	Other labourers in processing, manufacturing and utilities	13	12.0
6411	Sales representatives – wholesale trade (non-technical)	13	11.5

*Multiple responses allowed.

On average, manufacturing businesses in Southwest New Brunswick employ 16 paid employees. Furthermore, surveyed businesses employ a total of 3,640 employees[10]. Most businesses are small, employing one to 19 employees (73%, n=81).

Figure E15: Business Size – Manufacturing – Southwest Region (N=111)



Among surveyed businesses, most employees (79%) are employed on a permanent basis. Of permanent employees, almost all (98%) are employed full-time.

Table E23: Profile of Employees – Manufacturing - Southwest Region

Employee Classification	*n*	*%*
Permanent	2,886	79.3
Casual/Contract	142	3.9
Seasonal	613	16.8
Employee Total	3,640	100.0
Business Total	109	-

Status of Permanent Positions	*n*	*%*
Full-time	2,825	97.9
Part-time	61	2.1
Employee Total	2,886	100.0
Business Total	109	-

[10] Businesses with missing data were excluded from this analysis.

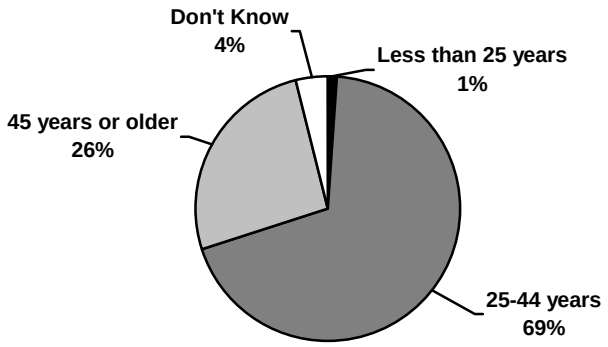
Approximately one-half of employees (49%) from surveyed businesses have a high school diploma as their highest level of education.

Table E24: Highest Education Level of Employees – Manufacturing - Southwest Region

	n	*%*
University degree	427	11.7
Journeyperson certification	443	12.2
College certificate or diploma	598	16.4
High school	1,790	49.2
Less than high school	383	10.5
Employee Total	3,640	100.0
Business Total	109	-

Just over two-thirds of Southwest area businesses in the manufacturing industry (69%, n=77) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-quarter (26%, n=28) report an average age of 45 years or older.

Figure E16: Average Age of Workforce – Manufacturing - Southwest Region (N=111)



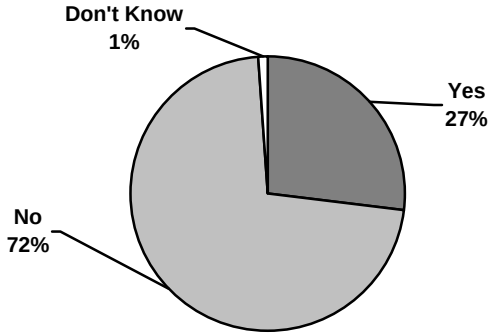
2.0 Hiring and Recruitment Practices

2.1 Provincial Overview

2.1 Provincial Overview (N=649)

Approximately 27% of businesses in the manufacturing industry (n=177) 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 E17: Businesses with a Formal Human Resources Plan - Manufacturing - Provincial Overview (N=649)



Almost two-thirds of businesses in this industry (62%, n=403) hired at least one new employee over the past 12 months. Of those who hired (n=403), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 3,044 employees.

Other labourers in processing, manufacturing and utilities (13%, n=52) was the top occupation hired over the past 12 months.

Table E25: Top Five Occupations Hired in the Past 12 Months* - Manufacturing - Provincial Overview

NOC Code	*Occupation Name*	*n*	*% (N=403)*
9619	Other labourers in processing, manufacturing and utilities	52	12.9
7265	Welders and related machine operators	40	9.8
6421	Retail salespersons and sales clerks	27	6.6
9618	Labourers in fish processing	20	5.0
7231	Machinists and machining and tooling inspectors	19	4.8

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=403), 67% (n=270) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=132) reported, on average, that they were not satisfied with 35% of the new employees they hired. A minority of businesses (9%, n=11) 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 (40%, n=52).

Table E26: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Provincial Overview

	n	*% (N=132)*
Lacking work ethic/motivation	52	39.7
Unreliable	20	14.9
Unhappy with performance	14	10.6
Lacking adequate training/skills	14	10.5
Not suited/qualified for position	8	6.4
Inexperienced	6	4.7
Poor attitude	3	1.9
Difficulty adapting to position	2	1.5
Not a good fit within the company	2	1.3
Too young	1	0.8
Untrustworthy/dishonest	1	0.8
Other	7	5.3
Don't know	2	1.5

Of the 3,044 new employees hired by surveyed businesses over the past 12 months, a large proportion (75%) have high school or less than high school as their highest level of education.

Table E27: Highest Education Level of New Employees – Manufacturing - Provincial Overview

	n	*%*
University	185	6.1
Public Community College	450	14.8
Private Training Institution	115	3.8
High School	1,739	57.1
Less than High School	555	18.2
New Employee Total	3,044	100.0
Business Total	403	-

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:

- University graduates (n=70) – 31% of employers (n=22) rated job readiness as excellent, 59% (n=41) rated it as good, 6% (n=4) rated it as fair, one rated it as poor and 3% (n=2) were unsure.
- Public Community College graduates (n=144) – 27% of employers (n=39) rated job readiness as excellent, 53% (n=77) rated it as good, 13% (n=19) rated it as fair, 4% (n=6) rated it as poor and 3% (n=4) were unsure.
- Private Training Institution graduates (n=42) – 10% of employers (n=4) rated job readiness as excellent, 63% (n=26) rated it as good, 12% (n=5) rated it as fair, 8% (n=3) rated it as poor and 7% (n=3) were unsure.
- High School graduates (n=280) – 14% of employers (n=39) rated job readiness as excellent, 52% (n=146) rated it as good, 25% (n=70) rated it as fair, 6% (n=16) rated it as poor, and 3% (n=9) were unsure.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 7% were hired from each of the groups shown below.

Table E28: Classifications of New Employees - Manufacturing – Provincial Overview

	n	*%*
Immigrants	80	2.7
Co-op students hired for work placement	76	2.5
Persons with disabilities	31	1.0
Aboriginals	30	1.0
New Employee Total	3,001	7.2
Business Total	398[11]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (48%, n=312).

Table E29: Methods Used to Fill Staffing Vacancies* - Manufacturing - Provincial Overview

	n	*% (N=649)*
Use word of mouth/employee referrals	312	48.0
Place ad in newspaper	246	37.9
Place ad/use Service Canada Employment Centre	187	28.8
Use unsolicited resumes	80	12.4
Place ad on or check internet/websites	78	12.1
Post internally in your company/organization	46	7.2
Place ad in student employment centres at colleges/universities	32	4.9
Use an employment agency/headhunter	31	4.8
Don't hire/never have vacancies/self-employed	23	3.5
Radio	20	3.0
Signs, flyers, pamphlets	15	2.3
Place ad in trade/professional/association journals	9	1.3
Place ad on bulletin boards in local community	8	1.2
Former employees, personal connections, family members	6	1.0
Other	19	2.8
Don't know	28	4.3

*Multiple responses allowed.

Over the past 12 months, 56% of businesses in the manufacturing industry (n=365) have had at least one vacant position available. Those with at least one vacancy (n=365) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 2,502 vacant positions.

Of the 2,502 vacant positions available among these surveyed businesses, 833 or 33% of positions were vacant more than once throughout the past 12 months.

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

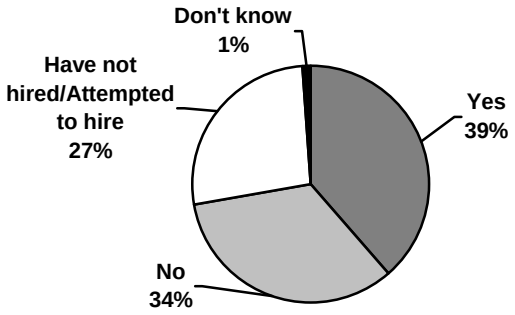
Furthermore, among these surveyed businesses, just over two-thirds (68%) of the positions available were permanent.

Table E30: Classification of Vacancies - Manufacturing – Provincial Overview

	n	*%*
Permanent	1,685	67.5
Casual/Contract	132	5.3
Seasonal	679	27.2
Vacancy Total	2,496	100.0
Business Total	363[12]	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Over one-third (39%, n=253) have experienced difficulty, 34% (n=218) have not, and 27% (n=177) have not hired or attempted to hire.

Figure E18: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing - Provincial Overview (N=649)



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking experience (30%, n=76) and lacking educational/training qualifications (28%, n=71).

Table E31: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing - Provincial Overview

	n	*% (N=253)*
Lacking experience	76	30.2
Lacking educational/training qualifications	71	28.0
Workforce shortage	62	24.4
Lacking specific technical skills	47	18.7
Lacking soft skills (such as communication/teamwork)	30	11.8
Difficult working conditions	30	11.7
Salary expectations too high	30	11.7
Lacking proper license/permit	13	5.0
Location	10	4.1
Position did not provide enough hours	6	2.2
People not interested in employment	5	2.1
Lacking bilingual skills	2	0.8
Other	19	7.7
Don't know	3	1.3

*Multiple responses allowed.

[12] Businesses with missing data were excluded from this analysis.

Among businesses experiencing difficulty in filling vacancies (n=253), welders and related machine operators (9%, n=22) was the most difficult occupation to fill over the past 12 months.

Table E32: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Manufacturing - Provincial Overview

NOC Code	*Occupation Name*	*n*	*% (N=253)*
7265	Welders and related machine operators	22	8.7
9619	Other labourers in processing, manufacturing and utilities	17	6.6
7231	Machinists and machining and tooling inspectors	15	5.8
7271	Carpenters	11	4.2

*Multiple responses allowed.

The large majority of businesses in the manufacturing industry (85%, n=552) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=97), a total of 226 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=97), other labourers in processing, manufacturing and utilities (14%, n=13) was the top occupation from which employees retired.

Table E33: Top Four Occupations From Which Employees Retired Over the Past 12 Months* - Manufacturing - Provincial Overview

NOC Code	*Occupation Name*	*n*	*% (N=97)*
9619	Other labourers in processing, manufacturing and utilities	13	13.7
9618	Labourers in fish processing	8	8.2
0911	Manufacturing managers	6	6.4
9614	Labourers in wood, pulp and paper processing	6	6.1

*Multiple responses allowed.

Just over one-half of businesses in this industry (53%, n=345) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=304), an average of three employees are expected to retire, with retirement totaling 1,560 employees.

Most commonly, employees are expected to retire from the manufacturing managers occupation (18%, n=56).

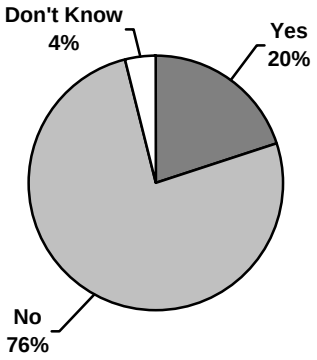
Table E34: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Manufacturing - Provincial Overview

NOC Code	*Occupation Name*	*n*	*% (N=304)*
0911	Manufacturing managers	56	18.3
9619	Other labourers in processing, manufacturing and utilities	24	7.8
0621	Retail trade managers	20	6.5
1411	General office clerks	19	6.2
9618	Labourers in fish processing	17	5.7

*Multiple responses allowed.

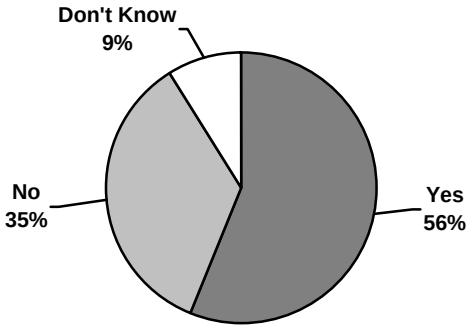
Twenty percent of businesses in the manufacturing industry (n=130) expect their owner/manager/CEO to retire within the next five years.

Figure E19: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing - Provincial Overview (N=649)



Of those that expect their owner/manager/CEO to retire within the next five years (n=130), just over one-half (56%, n=73) have a formal or informal succession plan in place.

Figure E20: Businesses with a Succession Plan - Manufacturing - Provincial Overview (N=130)



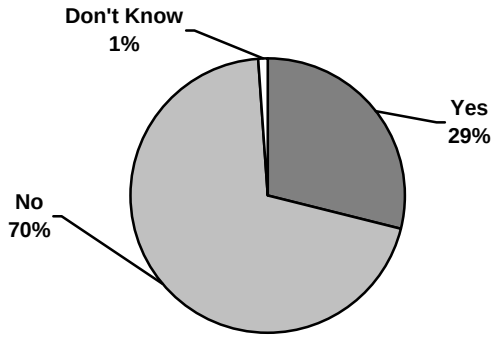
2.2 Urban/Rural Subdivision

2.2.1 Urban Subdivision
2.2.2 Rural Subdivision

2.2.1 Urban Subdivision (N=357)

Twenty-nine percent of urban businesses in the manufacturing industry (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 E21: Businesses with a Formal Human Resources Plan - Manufacturing – Urban Subdivision (N=357)



The majority of urban businesses in this industry (61%, n=218) hired at least one new employee over the past 12 months. Of those who hired (n=218), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 1,260 employees.

Other labourers in processing, manufacturing and utilities (10%, n=22) was the top occupation hired over the past 12 months.

Table E35: Top Five Occupations Hired in the Past 12 Months* - Manufacturing - Urban Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=218)*
9619	Other labourers in processing, manufacturing and utilities	22	10.1
7265	Welders and related machine operators	20	9.2
6421	Retail salespersons and sales clerks	16	7.3
7231	Machinists and machining and tooling inspectors	14	6.4
0911	Manufacturing managers	12	5.5

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=218), 69% (n=151) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=67) reported, on average, that they were not satisfied with 38% of the new employees they hired. Ten percent (n=7) 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 (40%, n=27).

Table E36: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Urban Subdivision

	n	*% (N=67)*
Lacking work ethic/motivation	27	40.3
Unhappy with performance	11	16.4
Unreliable	10	14.9
Lacking adequate training/skills	4	6.0
Inexperienced	4	6.0
Not suited/qualified for position	3	4.5
Difficulty adapting to position	1	1.5
Too young	1	1.5
Untrustworthy/dishonest	1	1.5
Other	4	6.0
Don't know	1	1.5

Of the 1,260 new employees hired by surveyed businesses over the past 12 months, many (70%) have high school or less than high school as their highest level of education.

Table E37: Highest Education Level of New Employees - Manufacturing – Urban Subdivision

	n	*%*
University	71	5.6
Public Community College	251	19.9
Private Training Institution	55	4.4
High School	730	57.9
Less than High School	153	12.1
New Employee Total	1,260	100.0
Business Total	218	-

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.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=39) – 36% of employers (n=14) rated job readiness as excellent, 54% (n=21) rated it as good, 8% (n=3) rated it as fair and one was unsure.
- Public Community College graduates (n=86) – 28% of employers (n=24) rated job readiness as excellent, 56% (n=48) rated it as good, 11% (n=9) rated it as fair, 4% (n=3) rated it as poor and 2% (n=2) were unsure.
- Private Training Institution graduates (n=22) – Three employers rated job readiness as excellent, 12 rated it as good, two rated it as fair, three rated it as poor and two were unsure.
- High School graduates (n=151) – 14% of employers (n=21) rated job readiness as excellent, 52% (n=78) rated it as good, 27% (n=40) rated it as fair, 5% (n=8) rated it as poor and 3% (n=4) were unsure.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 10% were hired from each of the groups shown below.

Table E38: Classifications of New Employees - Manufacturing – Urban Subdivision

	n	*%*
Immigrants	45	3.7
Co-op students hired for work placement	49	4.0
Persons with disabilities	12	1.0
Aboriginals	16	1.3
New Employee Total	1,222	10.0
Business Total	214[13]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (48%, n=172).

Table E39: Methods Used to Fill Staffing Vacancies* - Manufacturing - Urban Subdivision

	n	*% (N=357)*
Use word of mouth/employee referrals	172	48.2
Place ad in newspaper	134	37.5
Place ad/use Service Canada Employment Centre	110	30.8
Place ad on or check internet/websites	53	14.8
Use unsolicited resumes	38	10.6
Post internally in your company/organization	33	9.2
Use an employment agency/headhunter	21	5.9
Place ad in student employment centres at colleges/universities	16	4.5
Don't hire/never have vacancies/self-employed	12	3.4
Signs/flyers/pamphlets	7	2.0
Radio	6	1.7
Place ad in trade/professional/association journals	4	1.1
Former employees, personal connections, family members	4	1.1
Other	12	3.4
Don't know	17	4.8

*Multiple responses allowed.

Over the past 12 months, 56% of urban businesses in the manufacturing industry (n=201) have had at least one vacant position available. Those with at least one vacancy (n=201) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 960 vacant positions.

Of the 960 vacant positions available among these surveyed businesses, 330 positions or 34% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, 87% of the positions available were permanent.

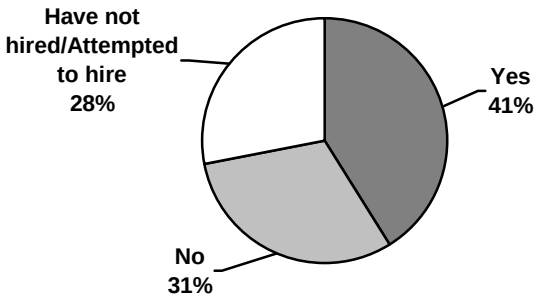
Table E40: Classification of Vacancies - Manufacturing – Urban Subdivision

	n	*%*
Permanent	839	87.4
Casual/Contract	23	2.4
Seasonal	98	10.2
Vacancy Total	960	100.0
Business Total	201	-

[13] Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Forty-one percent (n=147) have experienced difficulty, 31% (n=110) have not, and 28% (n=100) have not hired or attempted to hire.

Figure E22: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing – Urban Subdivision (N=357)



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking experience (31%, n=46) and lacking educational/training qualifications (30% (n=44).

Table E41: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing - Urban Subdivision

	n	*% (N=147)*
Lacking experience	46	31.3
Lacking educational/training qualifications	44	29.9
Workforce shortage	36	24.5
Lacking specific technical skills	27	18.4
Difficult working conditions	18	12.2
Lacking soft skills	16	10.9
Salary expectations too high	15	10.2
Lacking proper license/permit	6	4.1
Location	4	2.7
Position did not provide enough hours	2	1.4
Other	14	9.6
Don't know	3	2.0

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=147), machinists and machining and tooling inspectors (7%, n=10) was the most difficult occupation to fill over the past 12 months.

Table E42: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Manufacturing - Urban Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=147)*
7231	Machinists and machining and tooling inspectors	10	6.8
6421	Retail salespersons and sales clerks	9	6.1
7265	Welders and related machine operators	9	6.1
7271	Carpenters	8	5.4
9619	Other labourers in processing, manufacturing and utilities	8	5.4

*Multiple responses allowed.

The large majority of businesses in the manufacturing industry (86%, n=307) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=50), a total of 103 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=50), other labourers in processing, manufacturing and utilities (10%, n=5) was the top occupation from which employees retired.

Table E43: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Manufacturing – Urban Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=50)*
9619	Other labourers in processing, manufacturing and utilities	5	10.0
6421	Retail salespersons and sales clerks	4	8.0
0911	Manufacturing managers	4	8.0

*Multiple responses allowed.

Just over one-half of businesses in this industry (56%, n=199) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=158), an average of three employees are expected to retire, with retirement totaling 692 employees.

Most commonly, employees are expected to retire from the manufacturing managers occupation (15%, n=23).

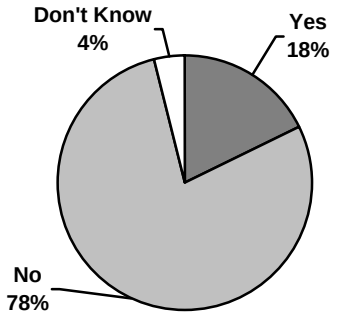
Table E44: Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Manufacturing - Urban Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=158)*
0911	Manufacturing managers	23	14.6
1411	General office clerks	13	8.2
6411	Sales representatives – wholesale trade (non-technical)	13	8.2
0621	Retail trade managers	10	6.3
6421	Retail salespersons and sales clerks	10	6.3
7231	Machinists and machining and tooling inspectors	10	6.3

*Multiple responses allowed.

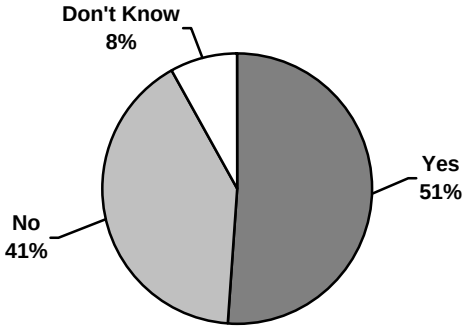
Eighteen percent of urban businesses in the manufacturing industry (n=63) expect their owner/manager/CEO to retire within the next five years.

Figure E23: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing – Urban Subdivision (N=357)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=63), 51% (n=32) have a formal or informal succession plan in place.

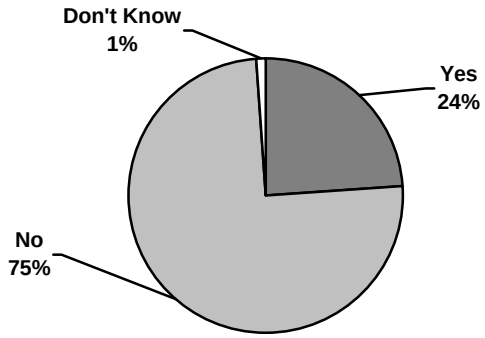
Figure E24: Businesses with a Succession Plan - Manufacturing – Urban Subdivision (N=63)



2.2.2 Rural Subdivision (N=291)

Twenty-four percent of rural businesses in the manufacturing industry (n=69) 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 E25: Businesses with a Formal Human Resources Plan - Manufacturing – Rural Subdivision (N=291)



Almost two-thirds of rural businesses in this industry (64%, n=185) hired at least one new employee over the past 12 months. Of those who hired (n=185), an average of seven new employees were hired. Furthermore, these surveyed businesses hired a total of 1,912 employees.

Other labourers in processing, manufacturing and utilities (17%, n=32) was the top occupation hired over the past 12 months.

Table E45: Top Six Occupations Hired in the Past 12 Months* - Manufacturing - Rural Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=185)*
9619	Other labourers in processing, manufacturing and utilities	32	17.3
7265	Welders and related machine operators	20	10.8
9618	Labourers in fish processing	17	9.2
9614	Labourers in wood, pulp and paper processing	13	7.0
6421	Retail salespersons and sales clerks	10	5.4
9617	Labourers in food, beverage and tobacco processing	10	5.4

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=185), 64% (n=118) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=67) reported, on average, that they were not satisfied with 32% of the new employees they hired. A minority (6%, n=4) 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 (39%, n=26).

Table E46: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Rural Subdivision

	n	*% (N=67)*
Lacking work ethic/motivation	26	38.8
Unreliable	10	14.9
Lacking adequate training/skills	11	16.4
Inexperienced	2	3.0
Unhappy with performance	2	3.0
Not a good fit within the company	2	3.0
Not suited/qualified for position	6	9.0
Poor attitude	3	4.5
Difficulty adapting to position	1	1.5
Other	3	4.5
Don't know	1	1.5

Of the 1,912 new employees hired by surveyed businesses over the past 12 months, the large majority (80%) have high school or less than high school as their highest level of education.

Table E47: Highest Education Level of New Employees - Manufacturing – Rural Subdivision

	n	*%*
University	124	6.5
Public Community College	197	10.3
Private Training Institution	62	3.2
High School	1,079	56.4
Less than High School	450	23.5
New Employee Total	1,912	100.0
Business Total	185	-

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.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=31) – 23% of employers (n=7) rated job readiness as excellent, 68% (n=21) rated it as good, one rated it as fair, one rated it as poor and one was unsure.
- Public Community College graduates (n=56) – 25% of employers (n=14) rated job readiness as excellent, 48% (n=27) rated it as good, 18% (n=10) rated it as fair, 5% (n=3) rated it as poor and 4% (n=2) were unsure.
- Private Training Institution graduates (n=20) – One employer rated job readiness as excellent, 15 rated it as good, three rated it as fair and one was unsure.
- High School graduates (n=129) – 14% of employers (n=18) rated job readiness as excellent, 54% (n=69) rated it as good, 23% (n=29) rated it as fair, 6% (n=8) rated it as poor, and 4% (n=5) were unsure.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 5% were hired from each of the groups shown below.

Table E48: Classifications of New Employees - Manufacturing – Rural Subdivision

	n	*%*
Immigrants	35	1.8
Co-op students hired for work placement	24	1.3
Persons with disabilities	20	1.0
Aboriginals	14	0.7
New Employee Total	1,912	4.8
Business Total	185[14]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (48%, n=139).

Table E49: Methods Used to Fill Staffing Vacancies* - Manufacturing - Rural Subdivision

	n	*% (N=291)*
Use word of mouth/employee referrals	139	47.8
Place ad in newspaper	112	38.5
Place ad/use Service Canada Employment Centre	74	25.4
Use unsolicited resumes	44	15.1
Place ad on or check internet/websites	22	7.6
Place ad in student employment centres at colleges/universities	16	5.5
Radio	15	5.2
Post internally in your company/organization	11	3.8
Don't hire/never have vacancies/self-employed	11	3.8
Use an employment agency/headhunter	9	3.1
Signs, flyers, pamphlets	8	2.7
Place ad on bulletin boards in local community	5	1.7
Place ad in trade/professional/association journals	5	1.7
Job fairs	3	1.0
Other	9	3.0
Don't know	10	3.4

*Multiple responses allowed.

Over the past 12 months, 56% of rural businesses in the manufacturing industry (n=163) have had at least one vacant position available. Those with at least one vacancy (n=163) reported an average of six vacancies. Furthermore, these surveyed businesses reported a total of 1,671 vacant positions.

Of the 1,671 vacant positions available among surveyed businesses, 543 positions or 32% were vacant more than once throughout the past 12 months.

Furthermore, approximately one-half (52%) of the positions available among surveyed businesses were permanent, while 40% were seasonal.

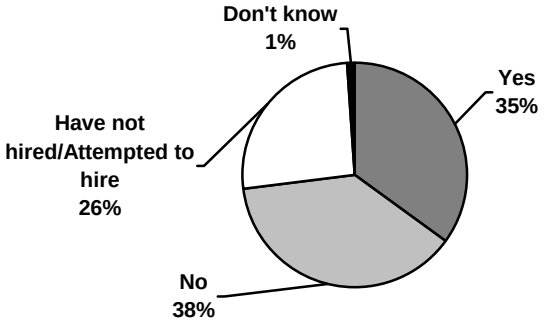
Table E50: Classification of Vacancies - Manufacturing – Rural Subdivision

	n	*%*
Permanent	871	52.3
Casual/Contract	125	7.5
Seasonal	668	40.1
Vacancy Total	1,664	100.0
Business Total	161[15]	-

[14] Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Just over one-third (35%, n=103) have experienced difficulty, 38% (n=111) have not, and 26% (n=76) have not hired or attempted to hire.

Figure E26: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing – Rural Subdivision (N=291)



The most common reasons for experiencing difficulty in filling vacancies were potential hires were lacking experience (28%, n=29), a workforce shortage (24%, n=25) and lacking educational/training qualifications (24%, n=25).

Table E51: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing - Rural Subdivision

	n	*% (N=103)*
Lacking experience	29	28.2
Workforce shortage	25	24.3
Lacking educational/training qualifications	25	24.3
Lacking specific technical skills	20	19.4
Salary expectations too high	15	14.6
Lacking soft skills (such as communication/teamwork)	14	13.6
Difficult working conditions	11	10.7
Lacking proper license/permit	7	6.8
Location	7	6.8
People not interested in employment	5	4.9
Position did not provide enough hours	4	3.9
Lacking bilingual skills	1	1.0
Other	7	6.8

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=103), welders and related machine operators (14%, n=14) was the most difficult occupation to fill over the past 12 months.

Table E52: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Manufacturing - Rural Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=103)*
7265	Welders and related machine operators	14	13.6
9619	Other labourers in processing, manufacturing and utilities	9	8.7
9617	Labourers in food, beverage and tobacco processing	5	4.9

*Multiple responses allowed.

[15] Businesses with missing data were excluded from this analysis.

The large majority of businesses in the manufacturing industry (84%, n=243) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=48), a total of 129 employees retired, averaging three employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=48), other labourers in processing, manufacturing and utilities (19%, n=9) was the top occupation from which employees retired.

Table E53: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Manufacturing – Rural Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=48)*
9619	Other labourers in processing, manufacturing and utilities	9	18.8
9618	Labourers in fish processing	8	16.7
9617	Labourers in food, beverage and tobacco processing	5	10.4

*Multiple responses allowed.

Approximately one-half of businesses in this industry (49%, n=143) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=148), an average of four employees are expected to retire, with retirement totaling 919 employees.

Most commonly, employees are expected to retire from the manufacturing managers occupation (24%, n=35).

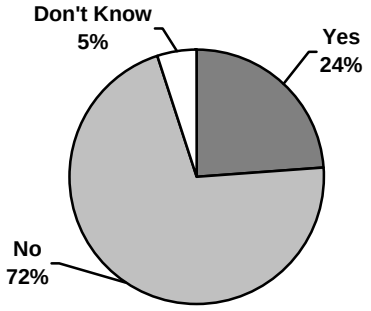
Table E54: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Manufacturing - Rural Subdivision

NOC Code	*Occupation Name*	*n*	*% (N=148)*
0911	Manufacturing managers	35	23.6
9619	Other labourers in processing, manufacturing and utilities	16	10.8
9618	Labourers in fish processing	15	10.1
0621	Retail trade managers	10	6.8
7265	Welders and related machine operators	10	6.8

*Multiple responses allowed.

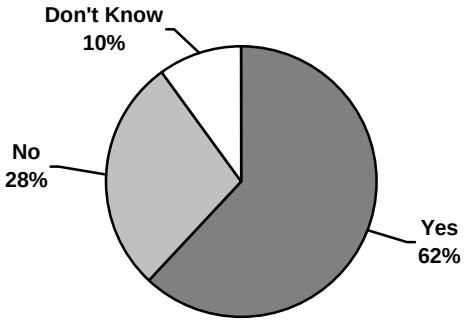
Almost one-quarter of rural businesses in the manufacturing industry (24%, n=69) expect their owner/manager/CEO to retire within the next five years.

Figure E27: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing – Rural Subdivision (N=291)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=69), almost two-thirds (62%, n=43) have a formal or informal succession plan in place.

Figure E28: Businesses with a Succession Plan - Manufacturing – Rural Subdivision (N=69)

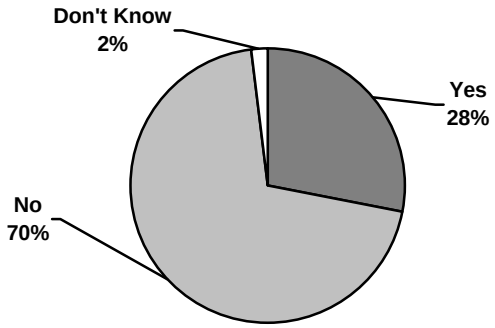


2.3 Economic Regions

2.3.1 Central Region (N=105)

Twenty-eight percent of Central area businesses in the manufacturing industry (n=29) 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 E29: Businesses with a Formal Human Resources Plan - Manufacturing – Central Region (N=105)



Two-thirds of Central area businesses in this industry (67%, n=70) hired at least one new employee over the past 12 months. Of those who hired (n=70), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 404 employees.

Retail salespersons and sales clerks (16%, n=11) and other labourers in processing, manufacturing and utilities (12%, n=8) were the top occupations hired over the past 12 months[16].

Almost three-quarters of businesses that hired new employees over the past 12 months (73%, n=51) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=19) reported, on average, that they were not satisfied with 56% of the new employees they hired. Six businesses were not satisfied with all new employees hired over the past 12 months.

The primary reasons identified for dissatisfaction were new employees being unreliable (n=4), lacking work ethic/motivation (n=4) and being unhappy with employees' performance (n=4).

Table E55: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Central Region

	n	*% (N=19)*
Unhappy with performance	4	23.1
Lacking work ethic/motivation	4	20.3
Unreliable	4	20.3
Inexperienced	2	11.6
Untrustworthy/dishonest	1	5.8
Lacking adequate training/skills	1	4.4
Poor attitude	1	4.4
Don't know	2	10.2

[16] Multiple responses allowed.

Of the 404 new employees hired by surveyed businesses over the past 12 months, many (62%) have a high school diploma as their highest level of education.

Table E56: Highest Education Level of New Employees - Manufacturing – Central Region

	n	*%*
University	32	7.9
Public Community College	80	19.8
Private Training Institution	22	5.4
High School	251	62.1
Less than High School	19	4.7
New Employee Total	404	100.0
Business Total	70	-

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.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=17) – Two employers rated job readiness as excellent, 13 rated it as good, and two rated it as fair.
- Public Community College graduates (n=17) – Three employers rated job readiness as excellent, ten rated it as good and four rated it as fair.
- Private Training Institution graduates (n=10) – One employer rated job readiness as excellent, one rated it as good, three rated it as fair, two rated it as poor and two were unsure
- High School graduates (n=51) – 24% of employers (n=12) rated job readiness as excellent, 55% (n=28) rated it as good, 12% (n=6) rated it as fair, 4% (n=2) rated it as poor and 4% (n=2) were unsure.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 11% were hired from each of the groups shown below.

Table E57: Classifications of New Employees - Manufacturing – Central Region

	n	*%*
Immigrants	18	4.5
Co-op students hired for work placement	12	3.0
Persons with disabilities	6	1.5
Aboriginals	8	2.0
New Employee Total	396	11.0
Business Total	69[17]	-

[17] Businesses with missing data were excluded from this analysis.

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (47%, n=50).

Table E58: Methods Used to Fill Staffing Vacancies* - Manufacturing - Central Region

	n	*% (N=105)*
Use word of mouth/employee referrals	50	47.3
Place ad/use Service Canada Employment Centre	41	39.0
Place ad in newspaper	39	37.4
Use unsolicited resumes	13	12.1
Place ad on or check Internet/websites	12	11.7
Post internally in your company/organization	10	9.6
Use an employment agency/headhunter	4	4.3
Former employees, personal connections, family members	3	2.9
Don't hire/never have vacancies/self-employed	2	2.1
Place ad in student employment centres at colleges/universities	2	1.9
Place ad on bulletin boards in local community	2	1.9
Colleges/school/universities (co-op program)	1	1.1
Place ad in trade/professional/association journals	1	1.1
Other	4	4.0
Don't know	5	5.1

*Multiple responses allowed.

Over the past 12 months, 57% of Central area businesses in the manufacturing industry (n=60) have had at least one vacant position available. Those with at least one vacancy (n=60) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 273 vacant positions.

Of the 273 vacant positions available among these surveyed businesses, 106 positions or 39% were vacant more than once throughout the past 12 months.

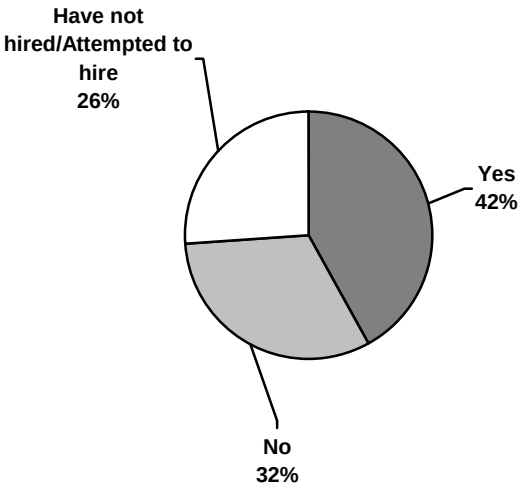
Furthermore, among these surveyed businesses, most of the positions available (89%) were permanent.

Table E59: Classification of Vacancies - Manufacturing – Central Region

	n	*%*
Permanent	244	89.4
Casual/Contract	14	5.1
Seasonal	15	5.5
Vacancy Total	273	100.0
Business Total	60	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Forty-two percent (n=44) have experienced difficulty, 32% (n=33) have not, and 26% (n=28) have not hired or attempted to hire.

Figure E30: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing – Central Region (N=105)



Of businesses that have experienced difficulty in filling vacancies (n=44), the main reason for experiencing difficulty was potential hires lacking experience (43%, n=19).

Table E60: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing – Central Region

	n	*% (N=44)*
Lacking experience	19	43.0
Lacking educational/training qualifications	16	36.7
Lacking specific technical skills	11	25.3
Workforce shortage	7	16.5
Lacking soft skills (such as communication/teamwork)	5	11.4
Difficult working conditions	3	7.0
Salary expectations too high	2	4.4
Lacking proper license/permit	1	2.5
Other	1	2.5

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=44), sales representatives – wholesale trade (non-technical) (10%, n=4), carpenters (10%, n=4) and other labourers in processing, manufacturing and utilities (9%, n=4) were the most difficult occupations to fill over the past 12 months[18].

The large majority of businesses in the manufacturing industry (84%, n=88) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=17), a total of 23 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=17), other labourers in processing, manufacturing and utilities (n=4) was the top occupation from which employees retired[19].

[18] Multiple responses allowed.
[19] Multiple responses allowed.

Over one-half of businesses in this industry (59%, n=62) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=44), an average of three employees are expected to retire, with retirement totaling 112 employees.

Most commonly, employees are expected to retire from the sales representatives – wholesale trade (non-technical) (13%, n=6), general office clerks (12%, n=5), and manufacturing managers (12%, n=5) occupations over the next five years.

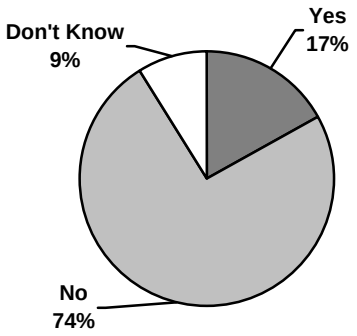
Table E61: Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Manufacturing - Central Region

NOC Code	*Occupation Name*	*n*	*% (N=44)*
6411	Sales representatives – wholesale trade (non-technical)	6	12.9
0911	Manufacturing managers	5	12.2
1411	General office clerks	5	11.6
9619	Other labourers in processing, manufacturing and utilities	3	7.8
0621	Retail trade managers	3	7.7
7265	Welders and related machine operators	3	5.8

*Multiple responses allowed.

Seventeen percent of Central area businesses in the manufacturing industry (n=18) expect their owner/manager/CEO to retire within the next five years.

Figure E31: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing – Central Region (N=105)

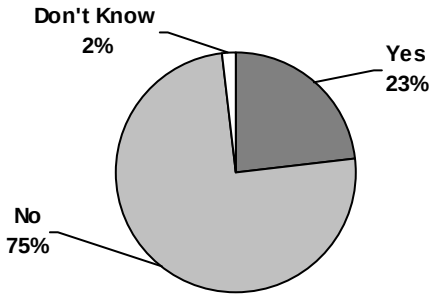


Nine of the 18 businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

2.3.2 Northeast Region (N=107)

Twenty-three percent of Northeast area businesses in the manufacturing industry (n=25) 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 E32: Businesses with a Formal Human Resources Plan - Manufacturing – Northeast Region (N=107)



Almost two-thirds of Northeast area businesses in this industry (63%, n=68) hired at least one new employee over the past 12 months. Of those who hired (n=68), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 656 employees.

Welders and related machine operators (20%, n=13) and other labourers in processing, manufacturing and utilities (11%, n=8) were the top occupations hired over the past 12 months.

Table E62: Top Four Occupations Hired in the Past 12 Months* - Manufacturing – Northeast Region

NOC Code	*Occupation Name*	*n*	*% (N=68)*
7265	Welders and related machine operators	13	19.6
9619	Other labourers in processing, manufacturing and utilities	8	11.3
7231	Machinists and machining and tooling inspectors	5	7.9
7411	Truck drivers	5	7.5

*Multiple responses allowed.

Almost three-quarters of businesses that hired new employees over the past 12 months (71%, n=48) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=20) reported, on average, that they were not satisfied with 31% of the new employees they hired. One business was 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 (n=8).

Table E63: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Northeast Region

	n	*% (N=20)*
Lacking work ethic/motivation	8	42.2
Not suited/qualified for position	3	14.1
Inexperienced	2	11.2
Lacking adequate training/skills	2	8.5
Unhappy with performance	1	5.6
Poor attitude	1	4.2
Unreliable	1	4.2
Other	2	9.9

Of the 656 new employees hired by surveyed businesses over the past 12 months, the large majority (81%) have high school or less than high school as their highest level of education.

Table E64: Highest Education Level of New Employees - Manufacturing – Northeast Region

	n	*%*
University	29	4.4
Public Community College	77	11.7
Private Training Institution	17	2.6
High School	401	61.1
Less than High School	131	20.0
New Employee Total	656	100.0
Business Total	68	-

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.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=5) – Two employers rated job readiness as excellent, two rated it as good, one rated it as fair, and one rated it as poor.
- Public Community College graduates (n=28) – Eight employers rated job readiness as excellent, 14 rated it as good, four rated it as fair and two rated it as poor.
- Private Training Institution graduates (n=6) – All employers rated job readiness as good.
- High School graduates (n=41) – 14% of employers (n=6) rated job readiness as excellent, 52% (n=21) rated it as good, 29% (n=12) rated it as fair, 2% (n=1) rated it as poor, and one employer was unsure.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 3% were hired from each of the groups shown below.

Table E65: Classifications of New Employees - Manufacturing – Northeast Region

	n	*%*
Immigrants	-	-
Co-op students hired for work placement	17	2.6
Persons with disabilities	3	0.5
Aboriginals	2	0.3
New Employee Total	656	3.4
Business Total	68	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (54%, n=58).

Table E66: Methods Used to Fill Staffing Vacancies* - Manufacturing - Northeast Region

	n	*% (N=107)*
Use word of mouth/employee referrals	58	53.7
Place ad in newspaper	38	35.6
Place ad/use Service Canada Employment Centre	31	28.9
Use unsolicited resumes	18	16.4
Place ad on or check internet/websites	11	10.5
Radio	8	7.1
Don't hire/never have vacancies/self-employed	4	4.2
Post internally in your company/organization	4	3.9
Place ad in student employment centres at colleges/universities	4	3.4
Use an employment agency or headhunter	4	3.4
Signs, flyers, pamphlets	2	2.1
Place ad in trade/professional/association journals	2	1.8
Place ad on bulletin board in local community	1	1.0
Recruit from other companies	1	1.0
Former employees, personal connections, family members	1	1.0
Union	1	1.0
Job fairs	1	0.8
Don't know	3	3.1

*Multiple responses allowed.

Over the past 12 months, 54% of Northeast area businesses in the manufacturing industry (n=58) have had at least one vacant position available. Those with at least one vacancy (n=58) reported an average of seven vacancies. Furthermore, these surveyed businesses reported a total of 548 vacant positions.

Of the 548 vacant positions available among surveyed businesses, 260 positions or 47% were vacant more than once throughout the past 12 months.

Furthermore, over one-half (59%) of the positions available among surveyed businesses were seasonal, while 38% were permanent.

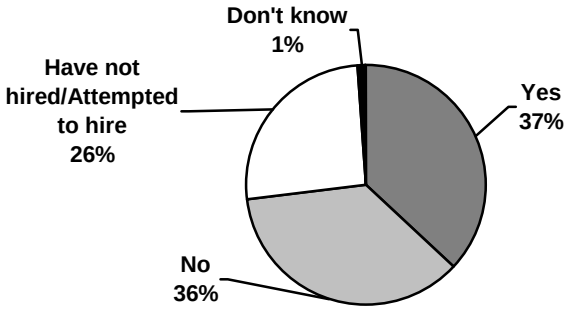
Table E67: Classification of Vacancies - Manufacturing – Northeast Region

	n	*%*
Permanent	206	37.8
Casual/Contract	16	2.9
Seasonal	323	59.3
Vacancy Total	545	100.0
Business Total	57[20]	-

[20] Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-seven percent (n=40) have experienced difficulty, 36% (n=39) have not, and 26% (n=28) have not hired or attempted to hire.

Figure E33: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing – Northeast Region (N=107)



Of businesses that have experienced difficulty in filling vacancies (n=40), the main reason for experiencing difficulty was a workforce shortage (43%, n=17).

Table E68: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing – Northeast Region

	n	*% (N=40)*
Workforce shortage	17	42.9
Lacking educational/training qualifications	12	30.3
Lacking experience	12	29.6
Lacking specific technical skills	7	16.9
Salary expectations too high	7	16.2
Location	3	7.7
Difficult working conditions	3	7.1
Position did not provide enough hours	3	7.1
Lacking soft skills (such as communication/teamwork)	2	4.2
People not interested in employment	1	2.8
Other	4	9.9

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=40), welders and related machine operators (18%, n=7) was the most difficult occupation to fill over the past 12 months.

Table E69: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Manufacturing – Northeast Region

NOC Code	*Occupation Name*	*n*	*% (N=40)*
7265	Welders and related machine operators	7	18.3
7411	Truck drivers	4	9.9
7231	Machinists and machining and tooling inspectors	4	9.9
5241	Graphic designers and illustrators	3	7.1

*Multiple responses allowed.

The large majority of businesses in the manufacturing industry (92%, n=98) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=9), a total of 27 employees retired, averaging three employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=9), labourers in fish processing (n=3) was the top occupation from which employees retired[21].

One-half of businesses in this industry (50%, n=53) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=54), an average of four employees are expected to retire, with retirement totaling 277 employees.

Most commonly, employees are expected to retire from the manufacturing managers occupation (17%, n=9) and the retail salespersons and sales clerks occupation (12%, n=6).

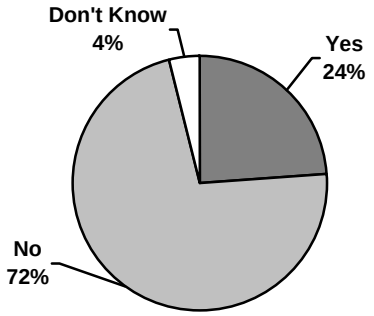
Table E70: Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Manufacturing - Northeast Region

NOC Code	*Occupation Name*	*n*	*% (N=54)*
0911	Manufacturing managers	9	16.8
6421	Retail salespersons and sales clerks	6	11.5
1411	General office clerks	4	7.3
9619	Other labourers in processing, manufacturing and utilities	4	7.3
7265	Welders and related machine operators	4	7.3
1241	Secretaries (except legal and medical)	4	6.8

*Multiple responses allowed.

Approximately one-quarter of Northeast area businesses in the manufacturing industry (24%, n=26) expect their owner/manager/CEO to retire within the next five years.

Figure E34: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing – Northeast Region (N=107)



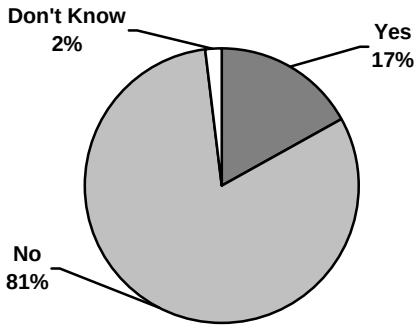
Of the 26 businesses that expect their owner/manager/CEO to retire within the next five years, 11 have a formal or informal succession plan in place.

[21] Multiple responses allowed.

2.3.3 Northwest Region (N=85)

Seventeen percent of Northwest area businesses in the manufacturing industry (n=15) 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 E35: Businesses with a Formal Human Resources Plan - Manufacturing – Northwest Region (N=85)



Over one-half of Northwest area businesses in this industry (58%, n=49) hired at least one new employee over the past 12 months. Of those who hired (n=49), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 447 employees.

Other labourers in processing, manufacturing and utilities (21%, n=10) was the top occupation hired over the past 12 months.

Table E71: Top Five Occupations Hired in the Past 12 Months* - Manufacturing – Northwest Region

NOC Code	*Occupation Name*	*n*	*% (N=49)*
9619	Other labourers in processing, manufacturing and utilities	10	20.9
7265	Welders and related machine operators	8	15.7
9614	Labourers in wood, pulp and paper processing	6	12.2
7452	Material handlers	3	7.0
6663	Janitors, caretakers and building superintendents	3	5.2

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=49), 67% (n=33) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=16) reported, on average, that they were not satisfied with 21% of the new employees they hired.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (n=8).

Table E72: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Northwest Region

	n	*% (N=16)*
Lacking work ethic/motivation	8	54.5
Unreliable	3	18.2
Lacking adequate training/skills	2	10.9
Inexperienced	1	5.5
Not a good fit with company	1	5.5
Poor attitude	1	5.5

Of the 447 new employees hired by surveyed businesses over the past 12 months, many (78%) have high school or less than high school as their highest level of education.

Table E73: Highest Education Level of New Employees - Manufacturing – Northwest Region

	n	*%*
University	15	3.4
Public Community College	53	11.9
Private Training Institution	29	6.5
High School	289	64.7
Less than High School	61	13.6
New Employee Total	447	100.0
Business Total	49	-

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.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=11) – Five employers rated job readiness as excellent and six rated it as good.
- Public Community College graduates (n=15) – Four employers rated job readiness as excellent, five rated it as good, five rated it as fair and one rated it as poor.
- Private Training Institution graduates (n=4) – All employers rated job readiness as good.
- High School graduates (n=40) – 9% of employers (n=4) rated job readiness as excellent, 56% (n=22) rated it as good, 31% (n=12) rated it as fair and 4% (n=2) rated it as poor.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 2% were hired from each of the groups shown below.

Table E74: Classifications of New Employees - Manufacturing – Northwest Region

	n	*%*
Immigrants	1	0.2
Co-op students hired for work placement	4	0.9
Persons with disabilities	2	0.4
Aboriginals	4	0.9
New Employee Total	447	2.4
Business Total	49	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (46%, n=38).

Table E75: Methods Used to Fill Staffing Vacancies* - Manufacturing - Northwest Region

	n	*% (N=85)*
Use word of mouth/employee referrals	38	45.5
Place ad in newspaper	30	35.1
Place ad/use Service Canada Employment Centre	19	22.7
Use unsolicited resumes	18	21.4
Don't hire/never have vacancies/self-employed	7	8.0
Radio	7	8.0
Place ad on or check internet/websites	5	5.4
Place ad in student employment centres at colleges/universities	4	4.3
Place ad in trade/professional/association journals	3	3.3
Use an employment agency/headhunter	3	3.0
Post internally in your company/organization	2	2.3
Colleges/schools/universities (co-op program)	2	2.0
Former employees, personal connections, family members	1	1.0
Television	1	1.0
Other	2	2.3
Don't know	6	7.0

*Multiple responses allowed.

Over the past 12 months, 51% of Northwest area businesses in the manufacturing industry (n=43) have had at least one vacant position available. Those with at least one vacancy (n=43) reported an average of seven vacancies. Furthermore, among these surveyed businesses, there were a total of 517 vacant positions.

Of the 517 vacant positions available among these surveyed businesses, 76 positions or 15% were vacant more than once throughout the past 12 months.

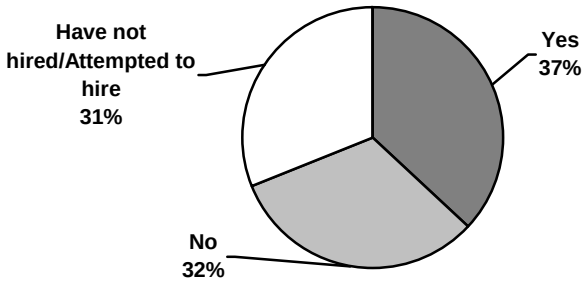
Furthermore, the majority (71%) of the positions available among these surveyed businesses were permanent.

Table E76: Classification of Vacancies - Manufacturing – Northwest Region

	n	*%*
Permanent	366	70.8
Casual/Contract	80	15.5
Seasonal	70	13.5
Vacancy Total	517	100.0
Business Total	43	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-seven percent (n=31) have experienced difficulty, 32% (n=27) have not, and 31% (n=27) have not hired or attempted to hire.

Figure E36: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing – Northwest Region (N=85)



Of businesses that have experienced difficulty in filling vacancies (n=31), the main reason for experiencing difficulty was potential employees lacking specific technical skills (34%, n=11).

Table E77: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing – Northwest Region

	n	*% (N=31)*
Lacking specific technical skills	11	34.2
Lacking experience	9	28.8
Workforce shortage	8	26.2
Lacking educational/training qualifications	8	25.2
Lacking proper license/permit	5	14.4
Lacking soft skills (such as communication/teamwork)	4	11.7
Difficult working conditions	3	9.0
Salary expectations too high	1	2.7
People not interested in employment	1	2.7
Lack bilingual skills	1	2.7
Other	2	6.3

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=31), welders and related machine operators (n=8) was the most difficult occupation to fill over the past 12 months[22].

The large majority of businesses in the manufacturing industry (85%, n=72) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=12), a total of 31 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=12), other labourers in processing, manufacturing and utilities (n=3) and labourers in food, beverage and tobacco processing (n=3) were the top occupations from which employees retired[23].

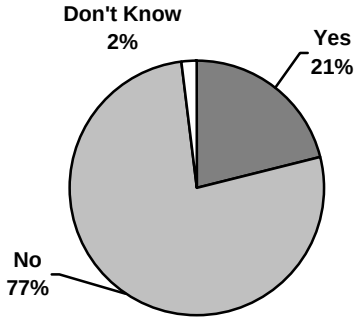
Just over one-half of businesses in this industry (58%, n=49) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=36), an average of four employees are expected to retire, with retirement totaling 450 employees.

[22] Multiple responses allowed.
[23] Multiple responses allowed.

Most commonly, employees are expected to retire from the manufacturing managers (31%, n=11) and welders and related machine operators (11%, n=4) occupations[24].

Twenty-one percent of Northwest area businesses in the manufacturing industry (n=18) expect their owner/manager/CEO to retire within the next five years.

Figure E37: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing – Northwest Region (N=85)



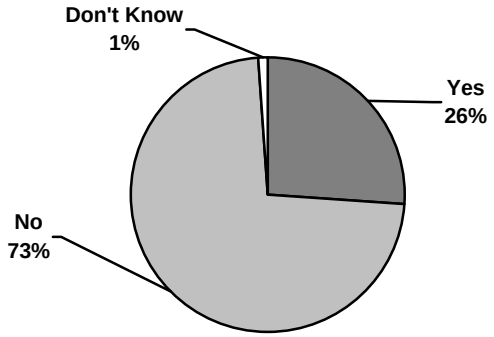
Twelve of the 18 businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

[24] Multiple responses allowed.

2.3.4 Southeast Region (N=241)

Twenty-six percent of Southeast area businesses in the manufacturing industry (n=63) 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 E38: Businesses with a Formal Human Resources Plan - Manufacturing – Southeast Region (N=241)



The majority of Southeast area businesses in this industry (61%, n=148) hired at least one new employee over the past 12 months. Of those who hired (n=148), an average of seven new employees were hired. Furthermore, these surveyed businesses hired a total of 1,085 employees.

Other labourers in processing, manufacturing and utilities (13%, n=19) and labourers in fish processing (10%, n=15) were the top occupations hired over the past 12 months.

Table E78: Top Six Occupations Hired in the Past 12 Months* - Manufacturing – Southeast Region

NOC Code	*Occupation Name*	*n*	*% (N=148)*
9619	Other labourers in processing, manufacturing and utilities	19	12.8
9618	Labourers in fish processing	15	10.1
6421	Retail salespersons and sales clerks	10	6.5
9617	Labourers in food, beverage and tobacco processing	9	5.9
7265	Welders and related machine operators	8	5.7
0911	Manufacturing managers	8	5.5

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=148), 61% (n=91) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=57) reported, on average, that they were not satisfied with 32% of the new employees they hired. A minority (5%, n=3) 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 (42%, n=24).

Table E79: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Southeast Region

	n	*% (N=57)*
Lacking work ethic/motivation	24	42.4
Unreliable	7	12.8
Unhappy with performance	7	12.8
Lacking adequate training/skills	7	12.3
Not suited/qualified for position	4	6.4
Difficulty adapting to position	2	3.5
Too young	1	2.0
Not a good fit within the company	1	1.5
Inexperienced	1	1.5
Other	3	4.9

Of the 1,085 new employees hired by surveyed businesses over the past 12 months, many (79%) have high school or less than high school as their highest level of education.

Table E80: Highest Education Level of New Employees - Manufacturing – Southeast Region

	n	*%*
University	63	5.8
Public Community College	123	11.3
Private Training Institution	37	3.4
High School	587	54.1
Less than High School	275	25.3
New Employee Total	1,085	100.0
Business Total	148	-

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.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=24) – Nine employers rated job readiness as excellent, 12 rated it as good, one rated it as fair and two were unsure.
- Public Community College graduates (n=53) – 24% of employers (n=13) rated job readiness as excellent, 59% (n=31) rated it as good, 10% (n=5) rated it as fair, one rated it as poor, and one was unsure.
- Private Training Institution graduates (n=17) – Three employers rated job readiness as excellent, 11 rated it as good, one rated it as fair, one rated it as poor and one was unsure.
- High School graduates (n=111) – 13% of employers (n=14) rated job readiness as excellent, 49% (n=54) rated it as good, 29% (n=32) rated it as fair, 6% (n=6) rated it as poor and 4% (n=5) were unsure.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 7% were hired from each of the groups shown below.

Table E81: Classifications of New Employees - Manufacturing – Southeast Region

	n	*%*
Immigrants	39	3.6
Co-op students hired for work placement	17	1.6
Persons with disabilities	7	0.7
Aboriginals	12	1.1
New Employee Total	1076	7.0
Business Total	147[25]	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular methods used include word of mouth/employee referrals (46%, n=111) and placing ads in newspapers (41%, n=98).

Table E82: Methods Used to Fill Staffing Vacancies* - Manufacturing - Southeast Region

	n	*% (N=241)*
Use word of mouth/employee referrals	111	46.1
Place ad in newspaper	98	40.7
Place ad/use Service Canada Employment Centre	64	26.5
Place ad on or check internet/websites	33	13.8
Use unsolicited resumes	21	8.5
Post internally in your company/organization	17	6.9
Use an employment agency/headhunter	13	5.4
Place ad in student employment centres at colleges/universities	12	4.9
Signs/flyers/pamphlets	10	4.0
Don't hire/never have vacancies/self-employed	6	2.5
Radio	5	2.1
Place ad on bulletin boards in local community	5	1.9
Other	5	2.8
Don't know	9	3.7

*Multiple responses allowed.

Over the past 12 months, 57% of Southeast area businesses in the manufacturing industry (n=136) have had at least one vacant position available. Those with at least one vacancy (n=136) reported an average of six vacancies. Furthermore, these surveyed businesses reported a total of 772 vacant positions.

Of the 772 vacant positions available among surveyed businesses, 268 positions or 35% were vacant more than once throughout the past 12 months.

Furthermore, approximately three-quarters (76%) of the positions available among surveyed businesses were permanent.

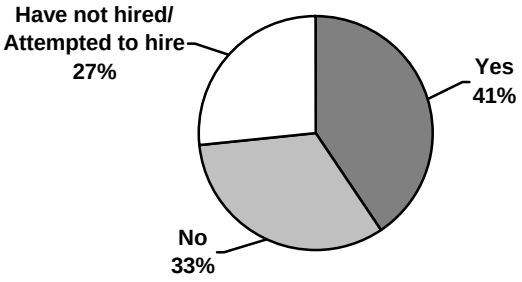
Table E83: Classification of Vacancies - Manufacturing – Southeast Region

	n	*%*
Permanent	583	75.8
Casual/Contract	15	2.0
Seasonal	170	22.1
Vacancy Total	769	100.0
Business Total	136[26]	-

[25] Businesses with missing data were excluded from this analysis.
[26] Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Forty-one percent (n=98) have experienced difficulty, 33% (n=79) have not, and 27% (n=65) have not hired or attempted to hire.

Figure E39: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing – Southeast Region (N=241)



Of businesses that have experienced difficulty in filling vacancies (n=98), the main reasons for experiencing difficulty were potential employees lacking experience (25%, n=25), a workforce shortage (25%, n=24) and potential employees lacking educational/training qualifications (24%, n=24).

Table E84: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing – Southeast Region

	n	*% (N=98)*
Lacking experience	25	25.4
Workforce shortage	24	24.8
Lacking educational/training qualifications	24	24.2
Difficult working conditions	16	16.7
Salary expectations too high	16	15.8
Lacking soft skills	14	14.7
Lacking specific technical skills	11	11.2
Lacking proper license/permit	6	6.3
Location	6	5.8
Position did not provide enough hours	2	2.0
People not interested in employment	2	1.7
Other	6	6.3
Don't know	1	1.1

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=98), other labourers in processing, manufacturing and utilities (8%, n=8) was the most difficult occupation to fill over the past 12 months.

Table E85: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Manufacturing – Southeast Region

NOC Code	*Occupation Name*	*n*	*% (N=98)*
9617	Labourers in food, beverage and tobacco processing	8	8.1
9619	Other labourers in processing, manufacturing and utilities	7	7.2
6421	Retail salespersons and sales clerks	7	6.9
9618	Labourers in fish processing	5	5.2

*Multiple responses allowed.

The large majority of businesses in the manufacturing industry (85%, n=204) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=37), a total of 57 employees retired, averaging two employees per business. The top occupations from which employees retired are presented in the table below.

Table E86: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Manufacturing – Southeast Region

NOC Code	*Occupation Name*	*n*	*% (N=37)*
9619	Other labourers in processing, manufacturing and utilities	5	12.2
9618	Labourers in fish processing	5	12.2
7321	Automotive service technicians, truck mechanics and mechanical repairers	3	9.1

*Multiple responses allowed.

One-half of businesses in this industry (50%, n=121) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=120), an average of three employees are expected to retire, with retirement totaling 465 employees.

Most commonly, employees are expected to retire from the manufacturing managers occupation (15%, n=18).

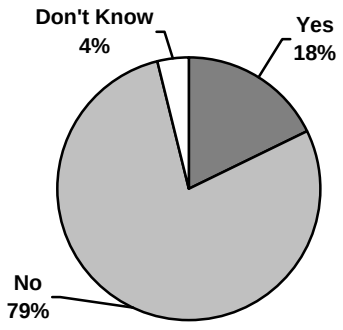
Table E87: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Manufacturing - Southeast Region

NOC Code	*Occupation Name*	*n*	*% (N=120)*
0911	Manufacturing managers	18	15.2
9618	Labourers in fish processing	13	10.8
9616	Other labourers in processing, manufacturing and utilities	10	8.0
0621	Retail trade managers	8	7.0
6411	Sales representatives – wholesale trade (non-technical)	7	5.6

*Multiple responses allowed.

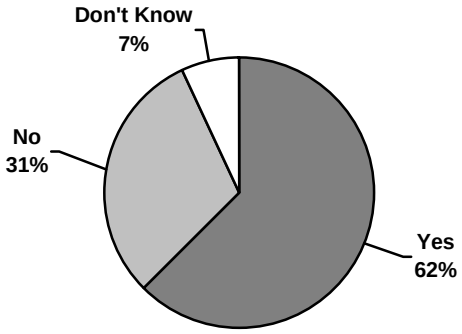
Eighteen percent of Southeast area businesses in the manufacturing industry (n=42) expect their owner/manager/CEO to retire within the next five years.

Figure E40: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing – Southeast Region (N=241)



Almost two-thirds of businesses that expect their owner/manager/CEO to retire within the next five years (62%, n=27) have a formal or informal succession plan in place.

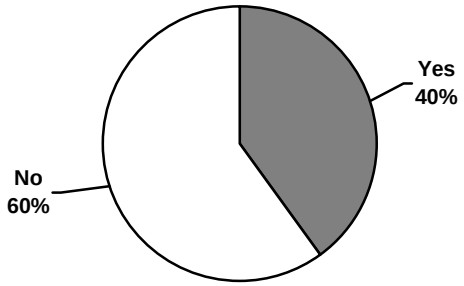
Figure E41: Businesses with a Succession Plan - Manufacturing – Southeast Region (N=42)



2.3.5 Southwest Region (N=111)

Forty percent of Southwest area businesses in the manufacturing industry (n=44) 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 E42: Businesses with a Formal Human Resources Plan - Manufacturing – Southwest Region (N=111)



The majority of Southwest area businesses in this industry (62%, n=68) hired at least one new employee over the past 12 months. Of those who hired (n=68), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 452 employees.

Other labourers in processing, manufacturing and utilities (10%, n=7) and welders and related machine operators (10%, n=7) were the top occupations hired over the past 12 months[27].

Of the businesses that hired new employees over the past 12 months (n=68), 71% (n=48) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=20) reported, on average, that they were not satisfied with 39% of the new employees they hired. One business was 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 (n=7).

Table E88: Primary Reason for Dissatisfaction with New Employees - Manufacturing – Southwest Region

	n	*% (N=20)*
Lacking work ethic/motivation	7	36.7
Unreliable	5	23.9
Lacking adequate training/skills	3	12.7
Not suited/qualified for position	2	9.8
Unhappy with performance	1	5.6
Other	2	11.2

[27] Multiple responses allowed.

Of the 452 new employees hired by surveyed businesses over the past 12 months, 47% have a high school diploma as their highest level of education, while 26% have public community college.

Table E89: Highest Education Level of New Employees - Manufacturing – Southwest Region

	n	*%*
University	46	10.2
Public Community College	117	25.9
Private Training Institution	9	2.0
High School	212	46.9
Less than High School	68	15.0
New Employee Total	452	100.0
Business Total	68	-

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.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=12) – Four employers rated job readiness as excellent and eight rated it as good.
- Public Community College graduates (n=31) – 35% of employers (n=11) rated job readiness as excellent, 52% (n=16) rated it as good, one rated it as fair, and 10% (n=3) were unsure.
- Private Training Institution graduates (n=5) – Four employers rated job readiness as good and one rated it as fair.
- High School graduates (n=36) – 8% of employers (n=3) rated job readiness as excellent, 57% (n=21) rated it as good, 20% (n=7) rated it as fair, 14% (n=5) rated it as poor and one was unsure.

Among surveyed businesses in the manufacturing industry that hired new employees over the past 12 months, a total of 15% were hired from each of the groups shown below.

Table E90: Classifications of New Employees - Manufacturing – Southwest Region

	n	*%*
Immigrants	22	5.2
Co-op students hired for work placement	25	5.9
Persons with disabilities	12	2.8
Aboriginals	4	0.9
New Employee Total	426	14.8
Business Total	66[28]	-

[28] Businesses with missing data were excluded from this analysis.

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (49%, n=54).

Table E91: Methods Used to Fill Staffing Vacancies* - Manufacturing - Southwest Region

	n	*% (N=111)*
Use word of mouth/employee referrals	54	49.2
Place ad in newspaper	41	36.7
Place ad/use Service Canada Employment Centre	31	28.3
Place ad on or check internet/websites	17	15.3
Post internally in your company/organization	14	12.2
Use unsolicited resumes	11	10.2
Place ad in student employment centres at colleges/universities	10	9.4
Use an employment agency/headhunter	8	6.9
Don't hire/never have vacancies/self-employed	3	3.1
Signs, flyers, pamphlets	3	2.6
Union	1	1.0
Colleges/schools/universities (co-op program)	1	1.0
Place ad in trade/professional/association journals	1	0.8
Don't know	4	3.6

*Multiple responses allowed.

Over the past 12 months, 61% of Southwest area businesses in the manufacturing industry (n=67) have had at least one vacant position available. Those with at least one vacancy (n=67) reported an average of three vacancies. Furthermore, these surveyed businesses reported a total of 393 vacant positions.

Of the 393 vacant positions available among these surveyed businesses, 124 positions or 32% were vacant more than once throughout the past 12 months.

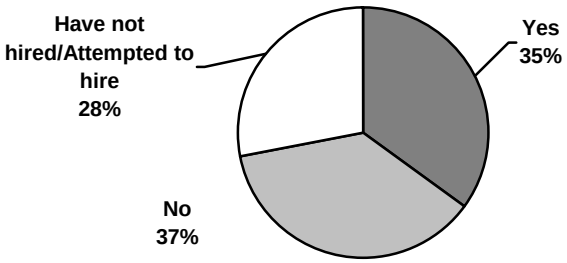
Furthermore, almost three-quarters (73%) of the positions available among these surveyed businesses were permanent.

Table E92: Classification of Vacancies - Manufacturing – Southwest Region

	n	*%*
Permanent	285	72.5
Casual/Contract	7	1.8
Seasonal	101	25.7
Vacancy Total	393	100.0
Business Total	67	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Just over one-third (35%, n=39) have experienced difficulty, 37% (n=41) have not, and 28% (n=30) have not hired or attempted to hire.

Figure E43: Businesses Experiencing Difficulty Filling Vacancies - Manufacturing – Southwest Region (N=111)



Of businesses that have experienced difficulty in filling vacancies (n=39), the main reasons for experiencing difficulty were potential employees lacking experience (30%, n=12) and lacking educational/training qualifications (27%, n=11).

Table E93: Main Reason for Experiencing Difficulty in Filling Vacancies* - Manufacturing – Southwest Region

	n	*% (N=39)*
Lacking experience	12	29.5
Lacking educational/training qualifications	11	27.4
Lacking specific technical skills	8	19.4
Lacking soft skills (such as communication/teamwork)	5	12.9
Salary expectations too high	5	12.2
Workforce shortage	5	12.2
Difficult working conditions	4	11.5
People not interested in employment	2	4.3
Location	2	4.3
Lacking bilingual skills	1	2.9
Lacking proper license/permit	1	2.2
Position did not provide enough hours	1	2.2
Other	7	18.7
Don't know	1	2.9

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=39), residential and commercial installers and servicers (8%, n=3), carpenters (7%, n=3) and welders and related machine operators (7%, n=3) were the most difficult occupations to fill over the past 12 months[29].

The large majority of businesses in the manufacturing industry (81%, n=89) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=21), a total of 88 employees retired, averaging three employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=21), manufacturing managers (n=3) and labourers in wood, pulp and paper processing (n=3) were the top occupations from which employees retired[30].

[29] Multiple responses allowed.
[30] Multiple responses allowed.

Just over one-half of businesses in this industry (55%, n=61) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=50), an average of four employees are expected to retire, with retirement totaling 257 employees.

Most commonly, employees are expected to retire from the manufacturing managers occupation (24%, n=12).

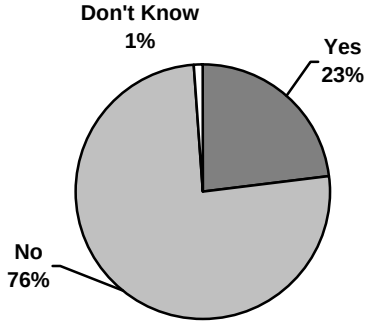
Table E94: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Manufacturing - Southwest Region

NOC Code	*Occupation Name*	*n*	*% (N=50)*
0911	Manufacturing managers	12	23.8
9619	Other labourers in processing, manufacturing and utilities	6	11.9
1411	General office clerks	4	8.5
1221	Administrative officers	4	7.4

*Multiple responses allowed.

Almost one-quarter of Southwest area businesses in the manufacturing industry (23%, n=26) expect their owner/manager/CEO to retire within the next five years.

Figure E44: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Manufacturing – Southwest Region (N=111)



Fourteen of the 26 businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

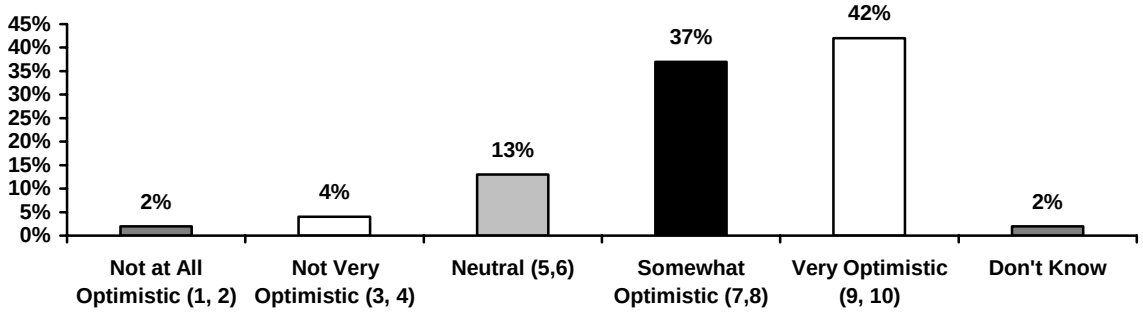
3.0 Business Outlook and Confidence

3.1 Provincial Overview

3.1 Provincial Overview (N=649)

Businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.9 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". The majority of businesses provided a somewhat optimistic (37%, n=238) or very optimistic (42%, n=273) outlook toward the future.

Figure E45: Level of Optimism About the Future - Manufacturing – Provincial Overview (N=649)



Businesses that provided an optimistic rating (7 or higher out of 10, n=511) explained their positive outlook by their business doing well (41%, n=210).

Businesses with a neutral rating (5 or 6 out of 10, n=86) mainly indicated that the economy is unstable (33%, n=28), while businesses that provided a pessimistic rating (4 or lower out of 10, n=40) also indicated that the economy is unstable (36%, n=14).

Table E95: Reasons for Rating Provided* - Manufacturing – Provincial Overview

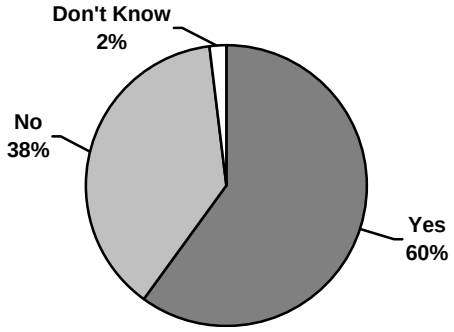
Optimistic	***n***	***% (N=511)***
Business is doing well	210	41.1
Growing industry/company	146	28.6
Well established company	72	14.2
Economy is unstable	20	3.9
Future is uncertain	17	3.4
Workforce shortage	10	1.9
Change in exchange rates	8	1.5
Increase in competition	5	1.1
Business not doing well	5	1.0
Other	56	11.0
Don't know/no answer	31	6.0
Neutral	***n***	***% (N=86)***
Economy is unstable	28	33.0
Future is uncertain	16	18.5
Business is not doing well	9	10.9
Change in exchange rates	7	8.3
Increase in operating costs	7	7.9
Business is doing well	6	6.6
Workforce shortage	5	5.6
Increase in competition	3	3.3
Well established company	2	2.3
Growing industry/company	1	1.3
Other	11	12.9
Don't know/no answer	5	6.3

Pessimistic	***n***	***% (N=40)***
Economy is unstable	14	36.4
Business is not doing well	8	20.7
Future is uncertain	7	16.4
Change in exchange rates	3	8.6
Increase in competition	3	6.5
Increase in operating costs	2	5.0
Workforce shortage	2	5.0
Growing industry/company	1	2.8
Other	4	10.0
Don't know/no answer	2	5.7

*Multiple responses allowed.

The majority of businesses operating in the manufacturing industry (60%, n=389) have experienced significant changes to their external operating environment over the past two years.

Figure E46: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Provincial Overview (N=649)



Businesses that experienced changes (n=389) identified the biggest changes as an increase in fuel prices (46%, n=180) and a change in exchange rates (45%, n=176).

Table E96: Changes Experienced* - Manufacturing – Provincial Overview

	n	***% (N=389)***
Increase in fuel prices	180	46.3
Change in exchange rates	176	45.2
Increase in cost of supplies/overhead	71	18.3
Downturn in economy	30	7.6
Government legislation	28	7.1
Decline in particular industries	23	5.9
Increase in competition	18	4.6
Growth in economy	10	2.5
Minimum wage increases	6	1.5
Increase in insurance rates	5	1.3
Workforce shortage	4	1.1
Other	65	16.8
Don't know/no answer	1	0.2

*Multiple responses allowed.

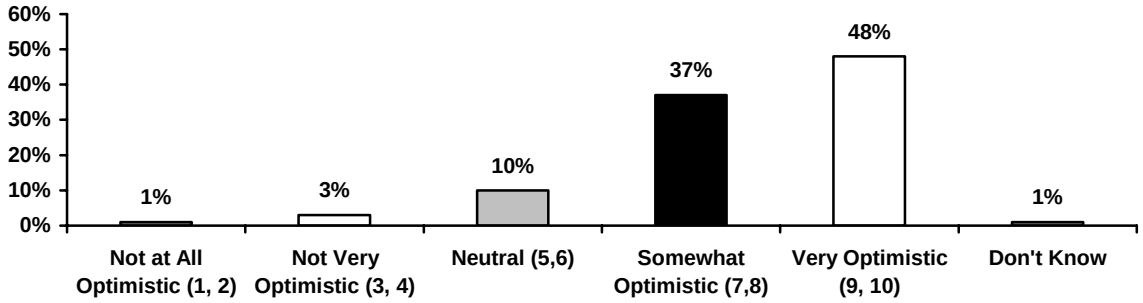
3.2 Urban/Rural Subdivision

3.2.1 Urban Subdivision
3.2.2 Rural Subdivision

3.2.1 Urban Subdivision (N=357)

Urban businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.2 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Most often, businesses provided a somewhat optimistic (37%, n=132) or very optimistic (48%, n=170) outlook toward the future.

Figure E47: Level of Optimism About the Future - Manufacturing – Urban Subdivision (N=357)



Businesses that provided an optimistic rating (7 or higher out of 10, n=302) explained their positive outlook by their business doing well (41%, n=123).

Businesses with a neutral rating (5 or 6 out of 10, n=36) mainly indicated that the economy is unstable (36%, n=13), while businesses that provided a pessimistic rating (4 or lower out of 10, n=14) also indicated that the economy is unstable (n=6).

Table E97: Reasons for Rating Provided* - Manufacturing – Urban Subdivision

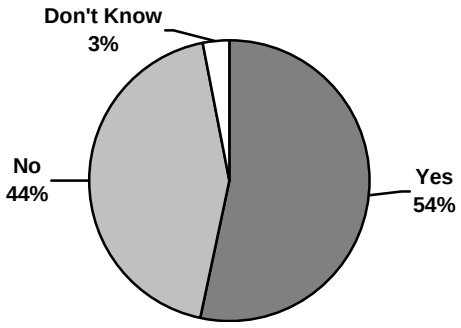
Optimistic	***n***	***% (N=302)***
Business is doing well	123	40.7
Growing industry/company	89	29.5
Well established company	47	15.6
Future is uncertain	11	3.6
Economy is unstable	10	3.3
Workforce shortage	8	2.6
Change in exchange rates	4	1.3
Business is not doing well	3	1.0
Other	33	10.8
Don't know/no answer	19	6.3
Neutral	***n***	***% (N=36)***
Economy is unstable	13	36.1
Future is uncertain	8	22.2
Business is not doing well	6	16.7
Increase in operating costs	3	8.3
Business is doing well	2	5.6
Workforce shortage	2	5.6
Change in exchange rates	1	2.8
Increase in competition	1	2.8
Well established company	1	2.8
Growing industry/company	1	2.8
Other	3	8.3
Don't know/no answer	1	2.8

Pessimistic	***n***	***% (N=14)***
Economy is unstable	6	42.9
Business is not doing well	2	14.3
Future is uncertain	2	14.3
Workforce shortage	1	7.1
Increase in operating costs	1	7.1
Other	3	21.4
Don't know/no answer	2	14.3

*Multiple responses allowed.

Just over one-half of urban businesses operating in the manufacturing industry (54%, n=191) have experienced significant changes to their external operating environment over the past two years.

Figure E48: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Urban Subdivision (N=357)



Businesses that experienced changes (n=191) identified the biggest changes as an increase in fuel prices (45%, n=86) and a change in exchange rates (40%, n=77).

Table E98: Changes Experienced* - Manufacturing – Urban Subdivision

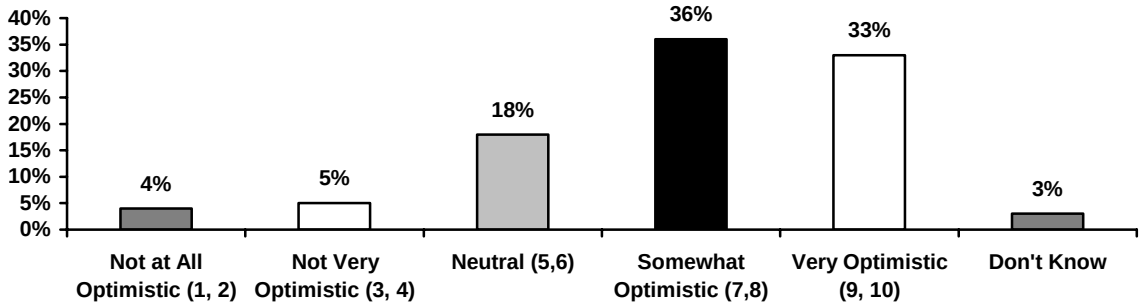
	n	***% (N=191)***
Increase in fuel prices	86	45.0
Change in exchange rates	77	40.3
Increase in cost of supplies/overhead	33	17.3
Government legislation	17	8.9
Downturn in economy	15	7.9
Decline in particular industries	13	6.8
Increase in competition	10	5.2
Growth in economy	7	3.7
Increase in insurance rates	3	1.6
Minimum wage increases	2	1.0
Other	31	16.2

*Multiple responses allowed.

3.2.2 Rural Subdivision (N=291)

Rural businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.4 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Most often, businesses provided a somewhat optimistic (36%, n=105) or very optimistic (33%, n=96) outlook toward the future.

Figure E49: Level of Optimism About the Future - Manufacturing – Rural Subdivision (N=291)



Businesses that provided an optimistic rating (7 or higher out of 10, n=201) explained their positive outlook by their business doing well (42%, n=84).

Businesses with a neutral rating (5 or 6 out of 10, n=53) mainly indicated that the economy is unstable (30%, n=16), while businesses that provided a pessimistic rating (4 or lower out of 10, n=28) also indicated that the economy is unstable (n=9).

Table E99: Reasons for Rating Provided* - Manufacturing – Rural Subdivision

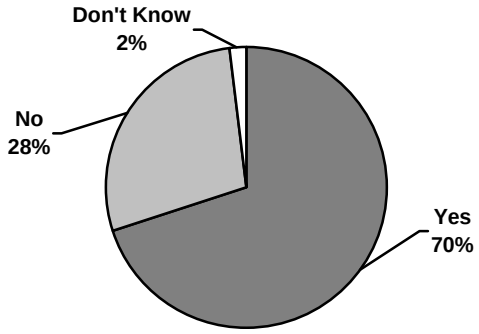
Optimistic	***n***	***% (N=201)***
Business is doing well	84	41.8
Growing industry/company	54	26.9
Well established company	23	11.4
Economy is unstable	10	5.0
Future is uncertain	6	3.0
Increase in competition	5	2.5
Change in exchange rates	4	2.0
Other	27	13.4
Don't know/no answer	11	5.5
Neutral	***n***	***% (N=53)***
Economy is unstable	16	30.2
Future is uncertain	8	15.1
Change in exchange rates	7	13.2
Increase in operating costs	4	7.5
Business is doing well	4	7.5
Business is not doing well	3	5.7
Workforce shortage	3	5.7
Increase in competition	2	3.8
Well established company	1	1.9
Other	9	17.0
Don't know/no answer	5	9.4

Pessimistic	***n***	***% (N=28)***
Economy is unstable	9	32.1
Business is not doing well	7	25.0
Future is uncertain	5	17.9
Change in exchange rates	4	14.3
Increase in competition	3	10.7
Increase in operating costs	1	3.6
Workforce shortage	1	3.6
Other	2	7.1

*Multiple responses allowed.

The majority of rural businesses operating in the manufacturing industry (70%, n=205) have experienced significant changes to their external operating environment over the past two years.

Figure E50: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Rural Subdivision (N=291)



Businesses that experienced changes (n=205) identified the biggest changes as a change in exchange rates (51%, n=105) and an increase in fuel prices (48%, n=98).

Table E100: Changes Experienced* - Manufacturing – Rural Subdivision

	n	***% (N=205)***
Change in exchange rates	105	51.2
Increase in fuel prices	98	47.8
Increase in cost of supplies/overhead	40	19.5
Downturn in economy	15	7.3
Government legislation	10	4.9
Decline in particular industries	10	4.9
Increase in competition	8	3.9
Workforce shortage	5	2.4
Minimum wage increases	4	2.0
Increase in insurance rates	2	1.0
Growth in economy	2	1.0
Other	36	17.6
Don’t know	1	0.5

*Multiple responses allowed.

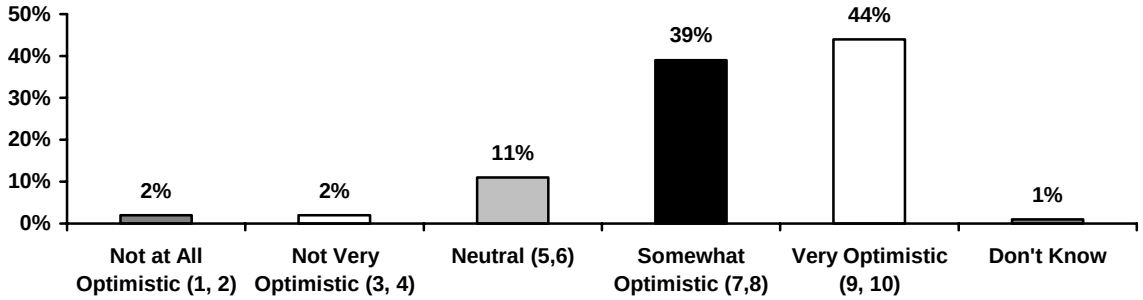
3.3 Economic Regions

3.3.1 Central Region
3.3.2 Northeast Region
3.3.3 Northwest Region
3.3.4 Southeast Region
3.3.5 Southwest Region

3.3.1 Central Region (N=105)

Central region businesses operating in this industry 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". Most often, businesses provided a somewhat optimistic (39%, n=41) or very optimistic (44%, n=47) outlook toward the future.

Figure E51: Level of Optimism About the Future - Manufacturing – Central Region (N=105)



Businesses that provided an optimistic rating (7 or higher out of 10, n=88) explained their positive outlook by their business is doing well (44%, n=39) and the fact that the industry/company is growing (32%, n=28).

Businesses with a neutral rating (5 or 6 out of 10, n=12) mainly indicated that their business is doing well (n=3), while businesses that provided a pessimistic rating (4 or lower out of 10, n=5) indicated that their business is not doing well (n=3).

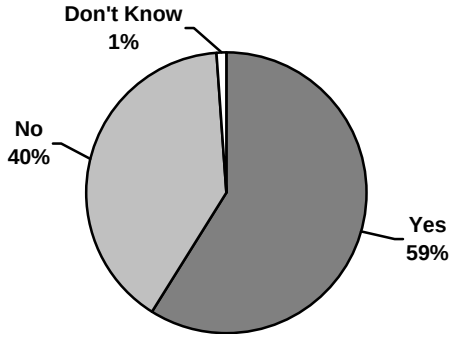
Table E101: Reasons for Rating Provided* - Manufacturing – Central Region

Optimistic	***n***	***% (N=88)***
Business is doing well	39	43.8
Growing industry/company	28	32.2
Well established company	13	14.4
Economy is unstable	6	7.0
Future is uncertain	5	6.1
Workforce shortage	1	1.3
Change in exchange rates	1	1.3
Offering an essential service	1	1.3
Other	10	11.5
Don't know	4	4.8
Neutral	***n***	***% (N=12)***
Business is doing well	3	26.8
Future is uncertain	2	19.5
Business is not doing well	2	19.5
Economy is unstable	2	14.7
Growing industry/company	1	9.7
Well established company	1	9.7
Workforce shortage	1	9.7
Increase in operating costs	1	7.4
Don't know	1	9.7
Pessimistic	***n***	***% (N=5)***
Business is not doing well	3	62.4
Economy is unstable	2	37.6

*Multiple responses allowed.

Over one-half of Central area businesses operating in the manufacturing industry (59%, n=63) have experienced significant changes to their external operating environment over the past two years.

Figure E52: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Central Region (N=105)



Businesses that experienced changes (n=63) identified the biggest changes as an increase in fuel prices (49%, n=30) and a change in exchange rates (47%, n=29).

Table E102: Changes Experienced* - Manufacturing – Central Region

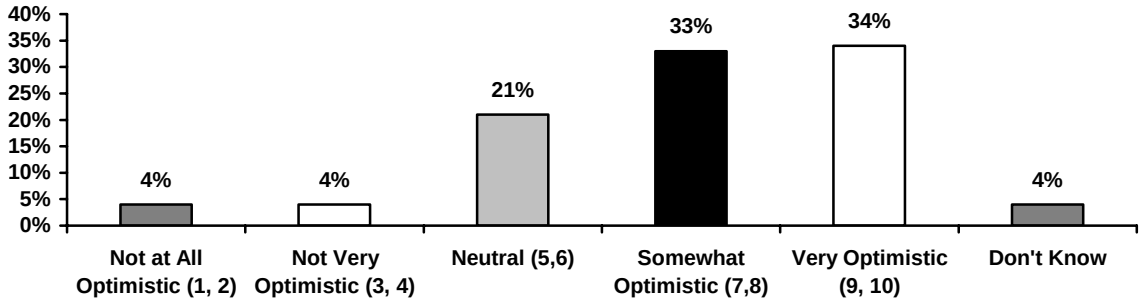
	n	*% (N=63)*
Increase in fuel prices	30	48.6
Change in exchange rates	29	46.8
Increase in cost of supplies/overhead	7	11.7
Government legislation	4	7.2
Increase in competition	4	6.3
Growth in economy	3	5.4
Downturn in economy	3	5.0
Decline in particular industries	1	1.8
Increase in insurance rates	1	1.8
Minimum wage increases	1	1.8
Other	11	18.0

*Multiple responses allowed.

3.3.2 Northeast Region (N=107)

Northeast region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.5 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Most often, businesses provided a somewhat optimistic (33%, n=36) or very optimistic (34%, n=36) outlook toward the future.

Figure E53: Level of Optimism About the Future - Manufacturing – Northeast Region (N=107)



Businesses that provided an optimistic rating (7 or higher out of 10, n=72) explained their positive outlook by their business doing well (39%, n=28).

Businesses with a neutral rating (5 or 6 out of 10, n=22) mainly indicated that the economy is unstable (n=10), while businesses that provided a pessimistic rating (4 or lower out of 10, n=8) also indicated that the economy is unstable (n=5).

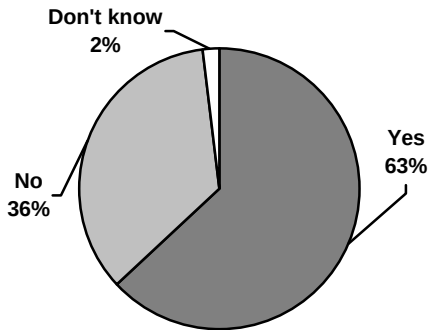
Table E103: Reasons for Rating Provided* - Manufacturing – Northeast Region

Optimistic	***n***	***% (N=72)***
Business is doing well	28	39.2
Growing industry/company	20	28.3
Well established company	14	18.8
Future is uncertain	3	4.7
Economy is unstable	3	3.9
Workforce shortage	2	3.1
Increase in competition	1	1.2
Other	7	10.2
Don't know/no answer	5	7.4
Neutral	***n***	***% (N=22)***
Economy is unstable	10	46.8
Business is not doing well	3	13.9
Workforce shortage	3	12.7
Change in exchange rates	2	7.6
Increase in operating costs	1	5.0
Future is uncertain	1	3.8
Increase in competition	1	3.8
Other	5	22.8
Pessimistic	***n***	***% (N=8)***
Economy is unstable	5	56.6
Business is not doing well	2	23.3
Workforce shortage	2	23.3
Growing industry/company	1	13.3
Future is uncertain	1	10.0
Increase in competition	1	10.0

*Multiple responses allowed.

Almost two-thirds of Northeast area businesses operating in the manufacturing industry (63%, n=67) have experienced significant changes to their external operating environment over the past two years.

Figure E54: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Northeast Region (N=107)



Businesses that experienced changes (n=67) identified the biggest change as an increase in fuel prices (44%, n=30).

Table E104: Changes Experienced* - Manufacturing – Northeast Region

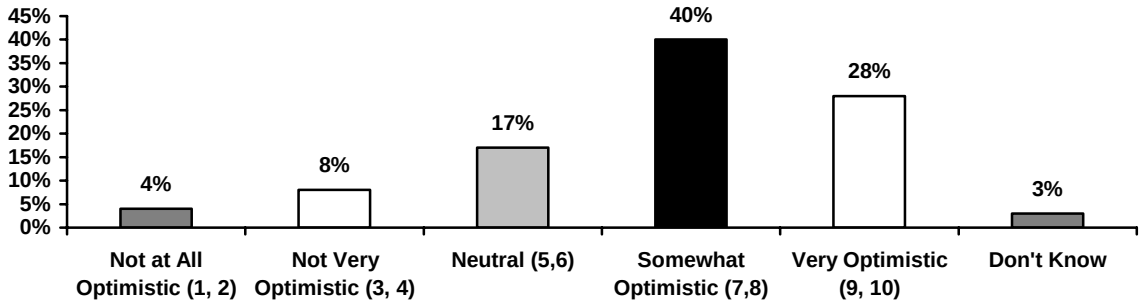
	n	*% (N=67)*
Increase in fuel prices	30	44.1
Change in exchange rates	22	32.8
Increase in cost of supplies/overhead	20	29.5
Decline in particular industries	7	10.9
Downturn in economy	7	10.1
Government legislation	4	6.3
Increase in competition	4	5.9
Growth in economy	2	3.3
Workforce shortage	2	2.5
Increase in insurance rates	1	1.7
Other	10	14.7

*Multiple responses allowed.

3.3.3 Northwest Region (N=85)

Northwest region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.3 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Most often, businesses provided a somewhat optimistic (40%, n=34) or very optimistic (28%, n=23) outlook toward the future.

Figure E55: Level of Optimism About the Future - Manufacturing – Northwest Region (N=85)



Businesses that provided an optimistic rating (7 or higher out of 10, n=58) explained their positive outlook by their business doing well (32%, n=19) and the fact that the industry/company is growing (28%, n=16).

Businesses with a neutral rating (5 or 6 out of 10, n=14) mainly indicated that the economy is unstable (n=6), while businesses that provided a pessimistic rating (4 or lower out of 10, n=10) also indicated that the economy is unstable (n=5).

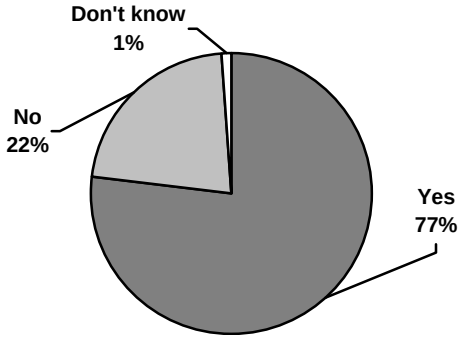
Table E105: Reasons for Rating Provided* - Manufacturing – Northwest Region

Optimistic	***n***	***% (N=58)***
Business is doing well	19	32.4
Growing industry/company	16	27.9
Economy is unstable	7	11.7
Well established company	6	9.8
Workforce shortage	1	1.9
Change in exchange rates	1	1.9
Increase in operating costs	1	1.9
Future is uncertain	1	1.5
Increase in competition	1	1.5
Other	7	11.7
Don't know/no answer	4	6.4
Neutral	***n***	***% (N=14)***
Economy is unstable	6	39.9
Increase in operating costs	3	20.0
Future is uncertain	2	12.0
Business is doing well	1	6.0
Workforce shortage	1	6.0
Other	2	12.0
Don't know/no answer	3	18.0
Pessimistic	***n***	***% (N=10)***
Economy is unstable	5	47.2
Change in exchange rates	2	16.7
Increase in operating costs	1	11.0
Future is uncertain	1	8.4
Other	3	27.8

*Multiple responses allowed.

Just over three-quarters of Northwest area businesses operating in the manufacturing industry (77%, n=65) have experienced significant changes to their external operating environment over the past two years.

Figure E56: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Northwest Region (N=85)



Businesses that experienced changes (n=65) identified the biggest changes as a change in exchange rates (54%, n=35) and an increase in fuel prices (51%, n=33).

Table E106: Changes Experienced* - Manufacturing – Northwest Region

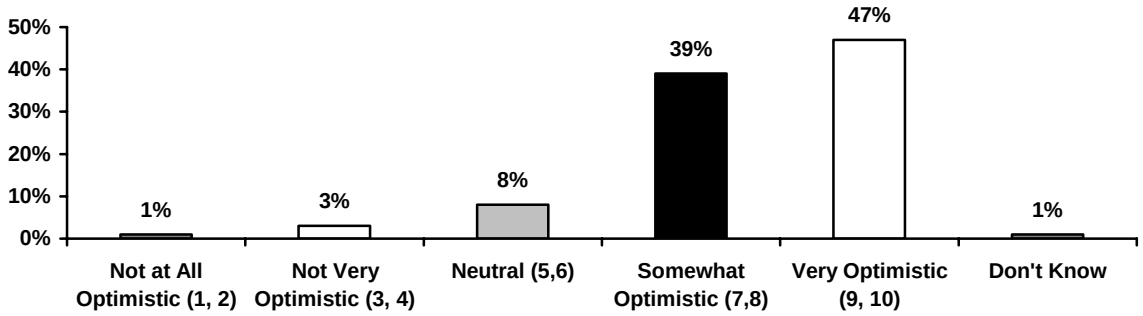
	n	*% (N=65)*
Change in exchange rates	35	54.2
Increase in fuel prices	33	50.7
Increase in cost of supplies/overhead	10	16.2
Government legislation	5	7.0
Downturn in economy	4	5.7
Decline in particular industries	4	5.7
Increase in competition	2	3.5
Increase in insurance rates	1	1.3
Minimum wage increases	1	1.3
Other	11	16.6

*Multiple responses allowed.

3.3.4 Southeast Region (N=241)

Southeast region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.2 on a scale of 1 to 10, where 1 was "not at all optimistic" and 10 was "very optimistic". Most often, businesses provided a somewhat optimistic (39%, n=94) or very optimistic (47%, n=113) outlook toward the future.

Figure E57: Level of Optimism About the Future - Manufacturing – Southeast Region (N=241)



Businesses that provided an optimistic rating (7 or higher out of 10, n=207) explained their positive outlook by their business doing well (43%, n=90).

Businesses with a neutral rating (5 or 6 out of 10, n=20) mainly indicated that the economy is unstable (n=7), while businesses that provided a pessimistic rating (4 or lower out of 10, n=11) indicated that the future is uncertain (n=4).

Table E107: Reasons for Rating Provided* - Manufacturing – Southeast Region

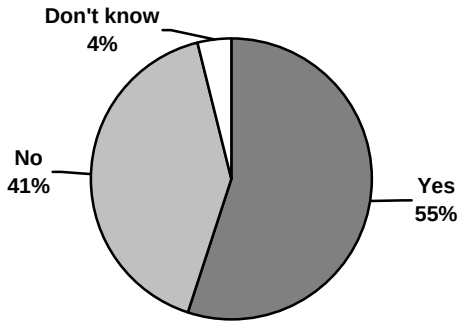
Optimistic	***n***	***% (N=207)***
Business is doing well	90	43.3
Growing industry/company	55	26.7
Well established company	30	14.7
Future is uncertain	6	3.0
Workforce shortage	3	1.6
Change in exchange rates	3	1.4
Increase in competition	3	1.2
Economy is unstable	2	1.0
Other	28	13.5
Don't know/no answer	9	4.5
Neutral	***n***	***% (N=20)***
Economy is unstable	7	33.8
Future is uncertain	4	21.1
Business is not doing well	2	9.8
Change in exchange rates	2	9.8
Increase in competition	2	9.8
Business is doing well	2	8.5
Increase in operating costs	1	5.6
Other	3	12.7
Don't know/no answer	1	4.2

Pessimistic	***n***	***% (N=11)***
Future is uncertain	4	32.5
Business is not doing well	3	30.1
Economy is unstable	2	17.5
Increase in operating costs	1	7.5
Change in exchange rates	1	7.5
Increase in competition	1	7.5
Don't know/no answer	2	19.9

*Multiple responses allowed.

Just over one-half of Southeast area businesses operating in the manufacturing industry (55%, n=133) have experienced significant changes to their external operating environment over the past two years.

Figure E58: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Southeast Region (N=241)



Businesses that experienced changes (n=133) identified the biggest changes as a change in exchange rates (50%, n=66) and an increase in fuel prices (45%, n=60).

Table E108: Changes Experienced* - Manufacturing – Southeast Region

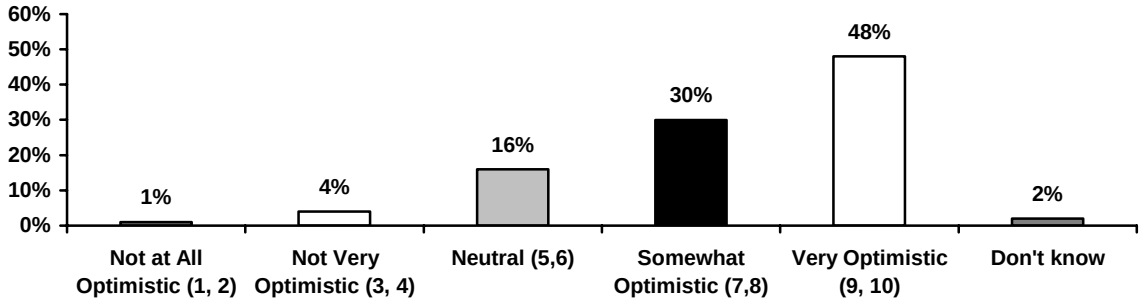
	n	***% (N=133)***
Change in exchange rates	66	49.8
Increase in fuel prices	60	45.3
Increase in cost of supplies/overhead	20	15.3
Government legislation	11	8.5
Downturn in economy	9	6.6
Decline in particular industries	8	6.2
Increase in competition	6	4.3
Minimum wage increases	4	2.8
Growth in economy	3	2.1
Increase in insurance rates	2	1.5
Workforce shortage	2	1.3
Other	21	15.9

*Multiple responses allowed.

3.3.5 Southwest Region (N=111)

Southwest region businesses operating in this industry 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". Approximately one-half of businesses provided a very optimistic (48%, n=53) outlook toward the future.

Figure E59: Level of Optimism About the Future - Manufacturing – Southwest Region (N=111)



Businesses that provided an optimistic rating (7 or higher out of 10, n=86) explained their positive outlook by their business doing well (40%, n=35).

Businesses with a neutral rating (5 or 6 out of 10, n=18) indicated that the future is uncertain (n=7), while businesses that provided a pessimistic rating (4 or lower out of 10, n=5) indicated a variety of reasons.

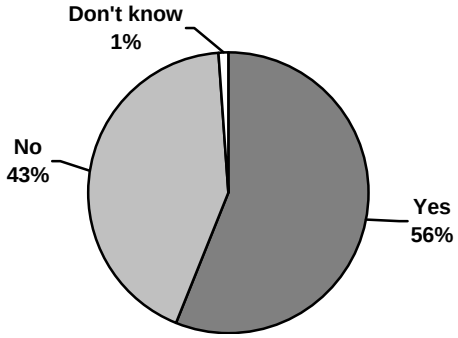
Table E109: Reasons for Rating Provided* - Manufacturing – Southwest Region

Optimistic	***n***	***% (N=86)***
Business is doing well	35	40.3
Growing industry/company	26	30.2
Well established company	10	11.8
Change in exchange rates	3	3.3
Economy is unstable	2	2.3
Business is not doing well	2	2.3
Workforce shortage	2	2.3
Future is uncertain	2	2.0
Increase in competition	1	1.3
Other	5	5.6
Don't know/no answer	8	9.5
Neutral	***n***	***% (N=18)***
Future is uncertain	7	38.6
Economy is unstable	4	21.0
Change in exchange rates	3	19.4
Business is not doing well	2	11.3
Increase in operating costs	1	4.9
Well established company	1	4.9
Other	2	9.7
Don't know/no answer	1	4.9
Pessimistic	***n***	***% (N=5)***
Future is uncertain	1	22.2
Economy is unstable	1	22.2
Change in exchange rates	1	16.8
Increase in competition	1	16.8
Other	1	22.2

*Multiple responses allowed.

Just over one-half of Southwest area businesses operating in the manufacturing industry (56%, n=62) have experienced significant changes to their external operating environment over the past two years.

Figure E60: Experienced Significant Change to External Operating Environment Over the Past Two Years - Manufacturing – Southwest Region (N=111)



Businesses that experienced changes (n=62) identified the biggest changes as an increase in fuel prices (44%, n=27) and a change in exchange rates (38%, n=23).

Table E110: Changes Experienced* - Manufacturing – Southwest Region

	n	*% (N=62)*
Increase in fuel prices	27	43.7
Change in exchange rates	23	37.8
Increase in cost of supplies/overhead	13	21.3
Downturn in economy	7	11.8
Government legislation	3	5.0
Decline in particular industries	3	4.6
Increase in competition	2	3.6
Growth in economy	1	1.8
Workforce shortage	1	1.4
Other	12	20.0
Don't know	1	1.4

*Multiple responses allowed.

4.0 Training and Employment Development

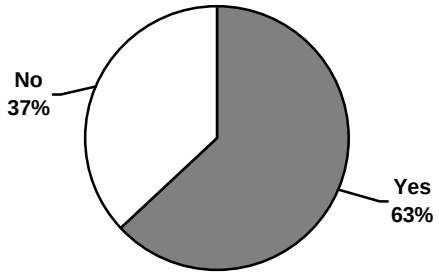
4.1 Provincial Overview

4.1 Provincial Overview (N=649)

Among businesses in the manufacturing industry, almost two-thirds (63%, n=408) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=408), 34% (n=140) did not offer formal training, while the remaining 66% (n=269) made formal training available.

Figure E61: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing - Provincial Overview (N=649)



Of businesses that offered formal training to their employees (n=269), the most common source of formal, structured training was internal staff (64%, n=172).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E111: Sources of Formal, Structured Training* - Manufacturing - Provincial Overview

	n	*% (N=269)*
Internal staff	172	64.1
A non-profit organization/professional association	88	32.6
NBCC or CCNB	50	18.8
A private training institution	38	14.3
Private consultant	29	10.7
Another public educational institution	28	10.4
Manufacturers training/new equipment training	26	9.6
Other	33	12.4
Don't know	5	2.0

*Multiple responses allowed.

4.2 Urban/Rural Subdivision

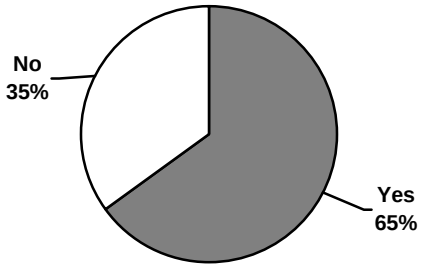
4.2.1 Urban Subdivision
4.2.2 Rural Subdivision

4.2.1 Urban Subdivision (N=357)

Among businesses in the manufacturing industry, almost two-thirds (65%, n=233) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=233), 32% (n=75) did not offer formal training, while the remaining 68% (n=158) made formal training available.

Figure E62: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing – Urban Subdivision (N=357)



Of businesses that offered formal training to their employees (n=158), the most common source of formal, structured training was internal staff (66%, n=104).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E112: Sources of Formal, Structured Training* - Manufacturing - Urban Subdivision

	n	*% (N=158)*
Internal staff	104	65.8
A non-profit organization/professional association	53	33.5
NBCC or CCNB	29	18.4
A private training institution	22	13.9
Another public educational institution	18	11.4
Private consultant	18	11.4
Manufacturers equipment/new training equipment	17	10.8
Conferences, trade shows, seminars	2	1.3
Online/internet	2	1.3
Courses offered by government	1	0.6
Other	18	11.4
Don't know	1	0.6

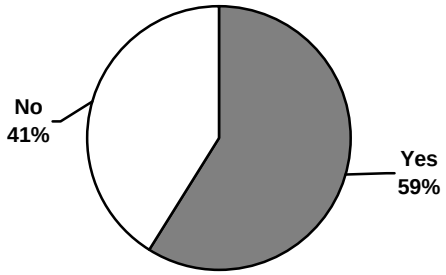
*Multiple responses allowed.

4.2.2 Rural Subdivision (N=291)

Among businesses in the manufacturing industry, over one-half (59%, n=172) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=172), 38% (n=65) did not offer formal training, while the remaining 62% (n=107) made formal training available.

Figure E63: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing – Rural Subdivision (N=291)



Of businesses that offered formal training to their employees (n=107), the most common sources of formal, structured training were internal staff (61%, n=65).

Overall, formal training sessions account for approximately 3% of these businesses' overall operating budgets.

Table E113: Sources of Formal, Structured Training* - Manufacturing - Rural Subdivision

	n	*% (N=107)*
Internal staff	65	60.7
A non-profit organization/professional association	33	30.8
NBCC or CCNB	21	19.6
A private training institution	16	15.0
Private consultant	10	9.3
Another public educational institution	9	8.4
Manufacturers training/new equipment training	8	7.5
Workers compensation	3	2.8
Conferences, trade shows, seminars	1	0.9
Other	5	4.7
Don't know	5	4.7

*Multiple responses allowed.

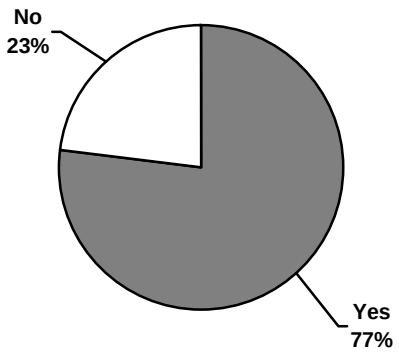
4.3 Economic Regions

4.3.1 Central Region (N=105)

Just over three-quarters of businesses in the manufacturing industry in Central New Brunswick (77%, n=81) have offered informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=81), 35% (n=28) did not offer formal training, while the remaining 65% (n=53) made formal training available.

Figure E64: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing – Central Region (N=105)



Of businesses that offered formal training to their employees (n=53), the most common source of formal, structured training was internal staff (61%, n=32).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E114: Sources of Formal, Structured Training* - Manufacturing - Central Region

	n	*% (N=53)*
Internal staff	32	60.8
A non-profit organization/professional association	15	29.1
A private training institution	7	13.8
Private consultant	6	11.7
NBCC or CCNB	6	10.6
Manufacturers training/new equipment training	4	8.5
Another public educational institution	2	4.2
Conferences, trade shows, seminars	1	2.1
Courses offered by government	1	2.1
Workers compensation	1	1.6
Other	5	10.1
Don't know	2	3.7

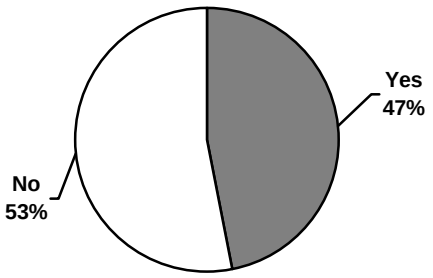
*Multiple responses allowed.

4.3.2 Northeast Region (N=107)

Businesses in the manufacturing industry in Northeast New Brunswick are almost evenly split in their offering of informal or formal training to their employees over the past two years (47% offered, n=51; 53% did not offer, n=57).

Of those businesses that made training available to their employees (n=51), 33% (n=17) did not offer formal training, while the remaining 67% (n=34) made formal training available.

Figure E65: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing – Northeast Region (N=107)



Of businesses that offered formal training to their employees (n=34), the most common source of formal, structured training was internal staff (64%, n=22).

Overall, formal training sessions account for approximately 6% of these businesses' overall operating budgets.

Table E115: Sources of Formal, Structured Training* - Manufacturing - Northeast Region

	n	*% (N=34)*
Internal staff	22	64.1
A non-profit organization/professional association	14	41.7
NBCC or CCNB	10	29.2
Another public educational institution	5	15.0
A private training institution	4	11.7
Manufacturers training/new equipment training	3	9.2
Private consultant	3	8.3
Other	7	20.8

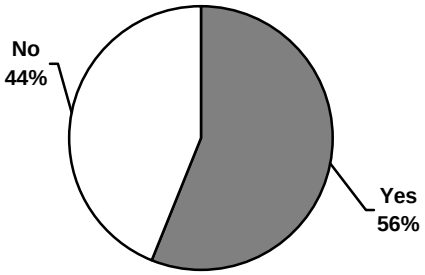
*Multiple responses allowed.

4.3.3 Northwest Region (N=85)

Among businesses in the manufacturing industry in Northwest New Brunswick, just over one-half (56%, n=47) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=47), 38% (n=18) did not offer formal training, while the remaining 62% (n=29) made formal training available.

Figure E66: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing – Northwest Region (N=85)



Of businesses that offered formal training to their employees (n=29), the most common source of formal, structured training was internal staff (n=17).

Overall, formal training sessions account for approximately 3% of these businesses' overall operating budgets.

Table E116: Sources of Formal, Structured Training* - Manufacturing - Northwest Region

	n	*% (N=29)*
Internal staff	17	57.2
NBCC or CCNB	10	34.0
A non-profit organization/professional association	8	27.2
Manufacturers training/new equipment training	4	14.6
A private training institution	4	12.6
Private consultant	4	12.6
Another public educational institution	2	6.8
Conferences, trade shows, seminars	1	2.9
Other	3	10.6

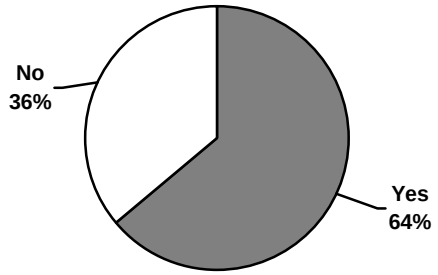
*Multiple responses allowed.

4.3.4 Southeast Region (N=241)

Among businesses in the manufacturing industry in Southeast New Brunswick, almost two-thirds (64%, n=154) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=154), 33% (n=51) did not offer formal training, while the remaining 67% (n=103) made formal training available.

Figure E67: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing – Southeast Region (N=241)



Of businesses that offered formal training to their employees (n=103), the most common source of formal, structured training was internal staff (68%, n=70).

Overall, formal training sessions account for approximately 3% of these businesses' overall operating budgets.

Table E117: Sources of Formal, Structured Training* - Manufacturing - Southeast Region

	n	*% (N=103)*
Internal staff	70	67.8
A non-profit organization/professional association	35	33.9
A private training institution	16	15.8
NBCC or CCNB	11	10.4
Manufacturers training/new equipment training	10	9.8
Another public educational institution	9	8.5
Private consultant	8	8.2
Online/Internet	2	2.2
Conferences, trade shows, seminars	1	1.1
Workers compensation	1	0.8
Other	6	5.4
Don't know	1	0.8

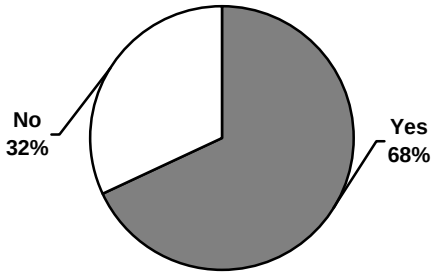
*Multiple responses allowed.

4.3.5 Southwest Region (N=111)

Among businesses in the manufacturing industry in Southwest New Brunswick, over two-thirds (68%, n=75) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=75), 35% (n=26) did not offer formal training, while the remaining 65% (n=49) made formal training available.

Figure E68: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Manufacturing – Southwest Region (N=111)



Of businesses that offered formal training to their employees (n=49), the most common source of formal, structured training was internal staff (64%, n=32).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E118: Sources of Formal, Structured Training* - Manufacturing - Southwest Region

	n	*% (N=49)*
Internal staff	32	64.0
A non-profit organization/professional association	15	30.9
NBCC or CCNB	14	29.1
Another public educational institution	10	20.0
Private consultant	8	15.4
A private training institution	7	14.3
Manufacturers training/new equipment training	4	8.0
Workers compensation	1	1.7
Other	3	6.8
Don't know	3	5.2

*Multiple responses allowed.

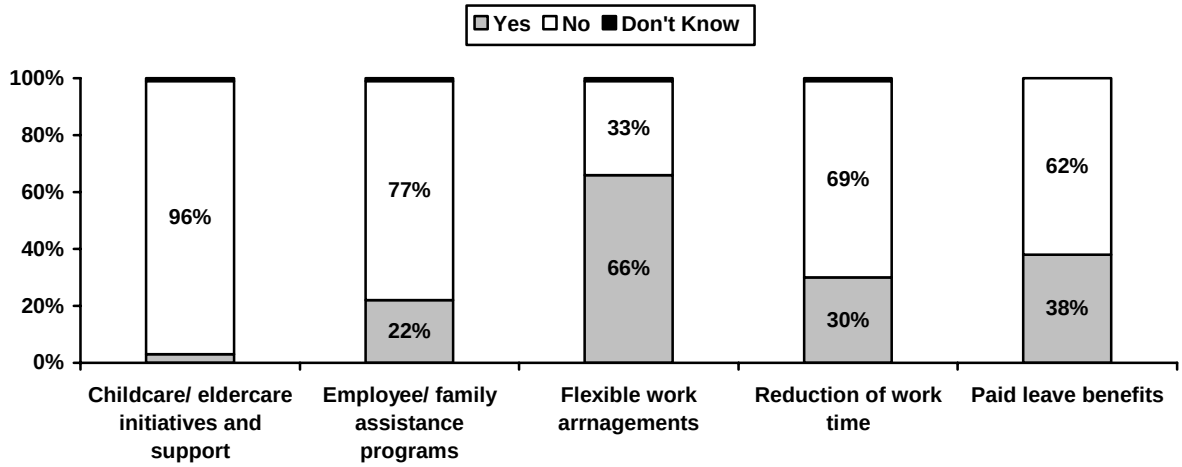
5.0 Family Friendly Policies and Procedures

5.1 Provincial Overview

5.1 Provincial Overview (N=649)

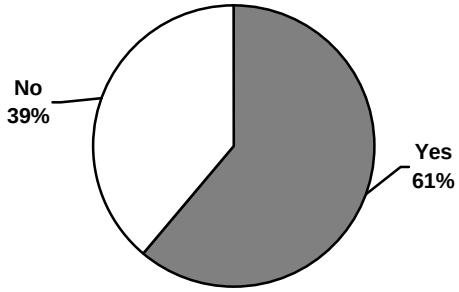
Among businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (66%, n=431).

Figure E69: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Provincial Overview (N=649)



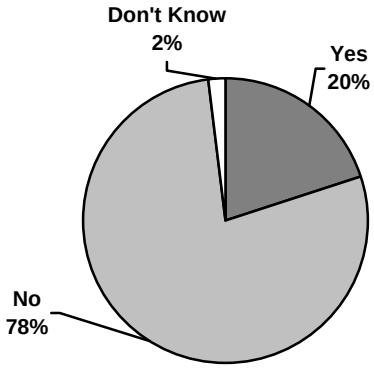
Almost two-thirds of businesses in this industry (61%, n=394) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=394), women account for an average of 43% of all key decision-making positions.

Figure E70: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing - Provincial Overview (N=649)



To ensure that jobs of equal value earn equal pay, 20% of businesses in this industry (n=129) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E71: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Provincial Overview (N=649)



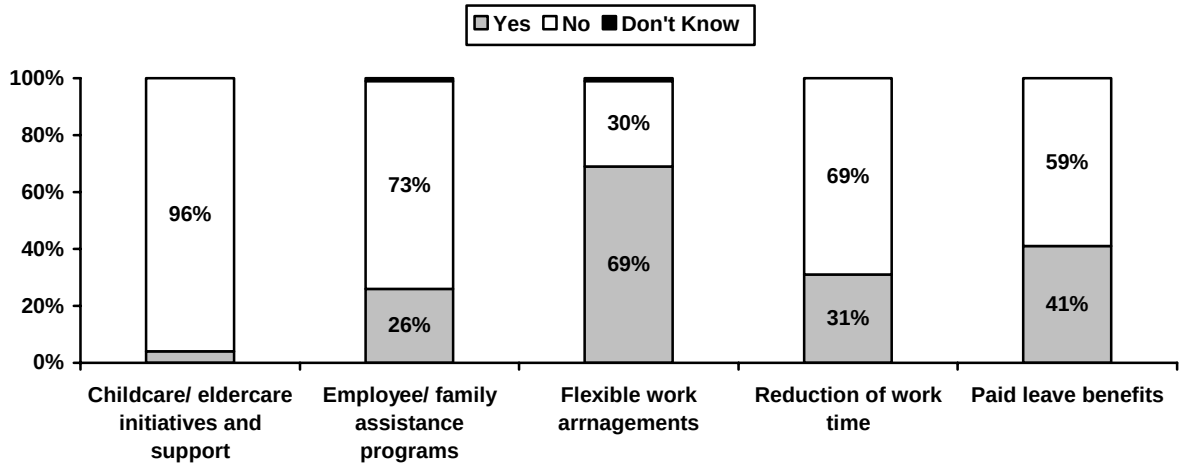
5.2 Urban/Rural Subdivision

5.2.1 Urban Subdivision
5.2.2 Rural Subdivision

5.2.1 Urban Subdivision (N=357)

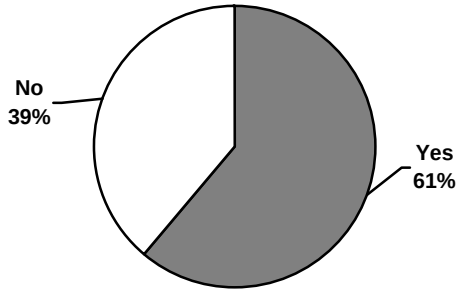
Among urban businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (69%, n=245).

Figure E72: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Urban Subdivision (N=357)



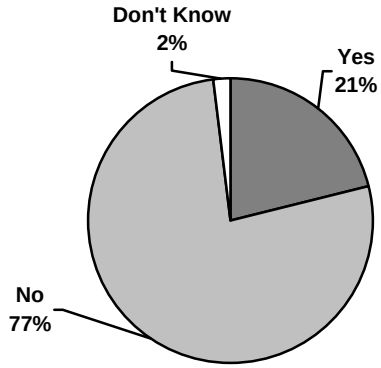
Almost two-thirds of urban businesses in this industry (61%, n=219) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=219), women account for an average of 44% of all key decision-making positions.

Figure E73: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing – Urban Subdivision (N=357)



To ensure that jobs of equal value earn equal pay, 21% of urban businesses in this industry (n=76) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

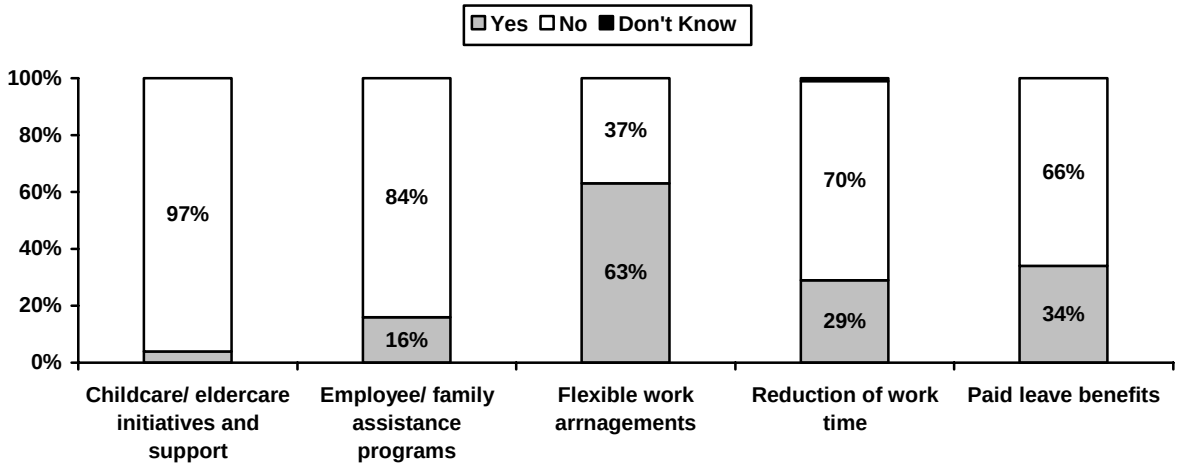
Figure E74: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Urban Subdivision (N=357)



5.2.2 Rural Subdivision (N=291)

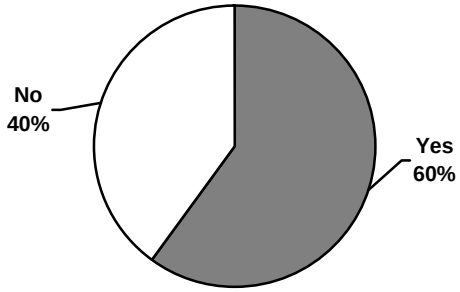
Among rural businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (63%, n=183).

Figure E75: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Rural Subdivision (N=291)



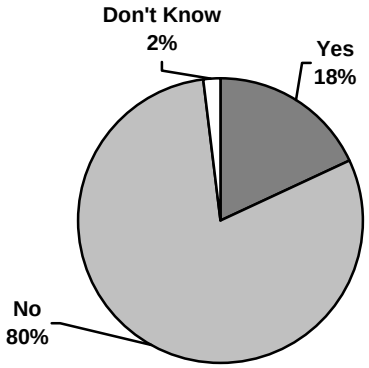
The majority of rural businesses in this industry (60%, n=174) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=174), women account for an average of 42% of all key decision-making positions.

Figure E76: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing – Rural Subdivision (N=291)



To ensure that jobs of equal value earn equal pay, 18% of rural businesses in this industry (n=51) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E77: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Rural Subdivision (N=291)

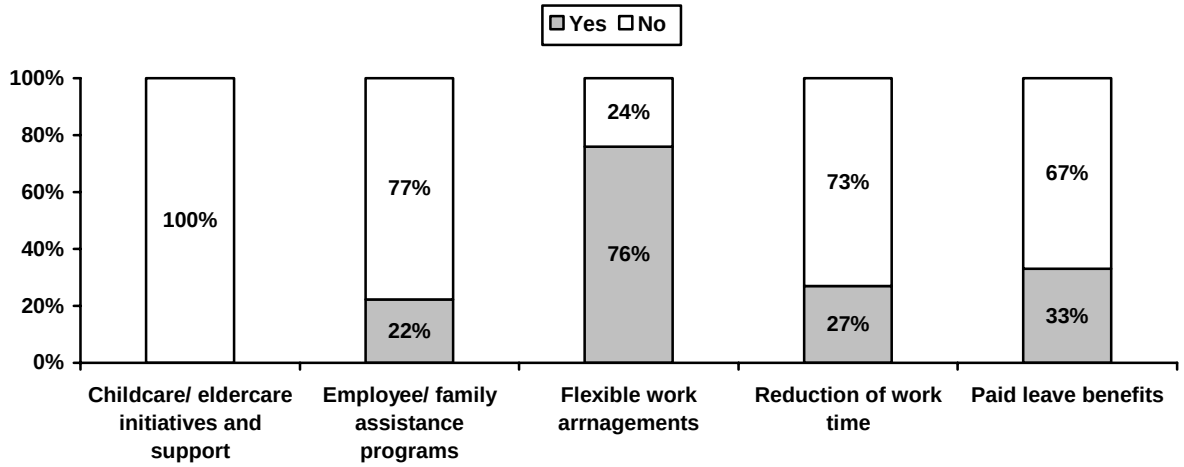


5.3 Economic Regions

5.3.1 Central Region (N=105)

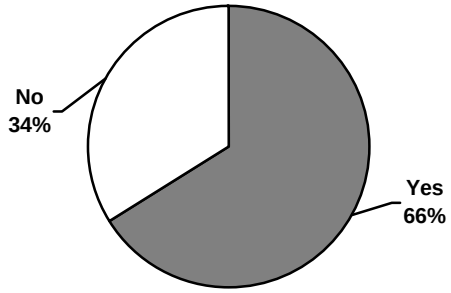
Among Central area businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (76%, n=81).

Figure E78: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Central Region (N=105)



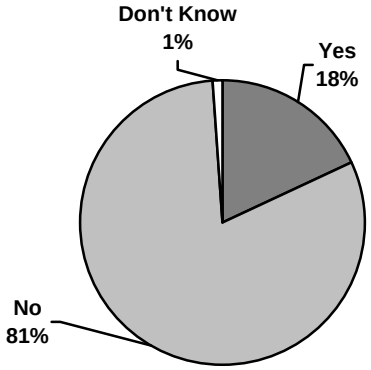
Two-thirds of businesses in this industry (66%, n=69) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=69), women account for an average of 41% of all key decision-making positions.

Figure E79: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing – Central Region (N=105)



To ensure that jobs of equal value earn equal pay, 18% of Central area businesses in this industry (n=19) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

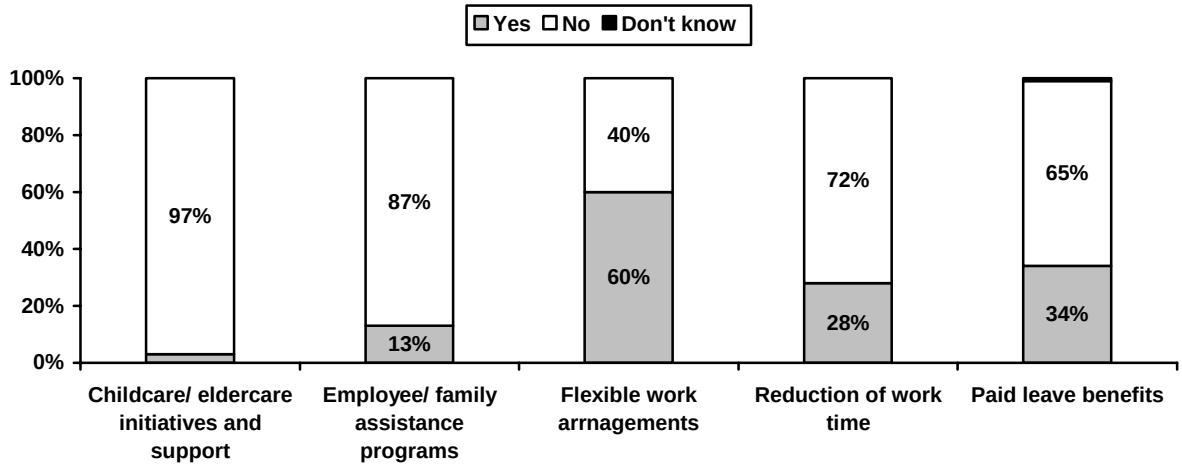
Figure E80: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Central Region (N=105)



5.3.2 Northeast Region (N=107)

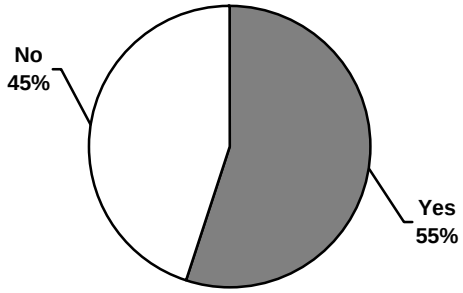
Among Northeast area businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (60%, n=64).

Figure E81: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Northeast Region (N=107)



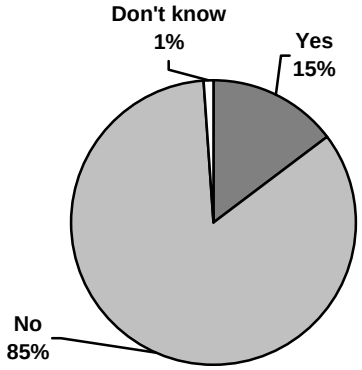
Just over one-half of businesses in this industry (55%, n=59) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=59), women account for an average of 47% of all key decision-making positions.

Figure E82: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing – Northeast Region (N=107)



To ensure that jobs of equal value earn equal pay, 15% of Northeast area businesses in this industry (n=16) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

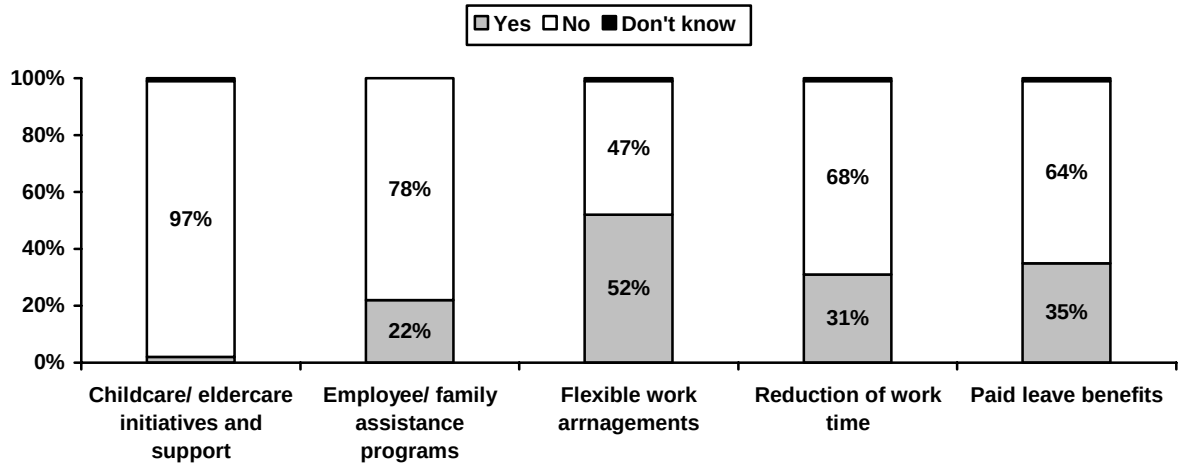
Figure E83: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Northeast Region (N=107)



5.3.3 Northwest Region (N=85)

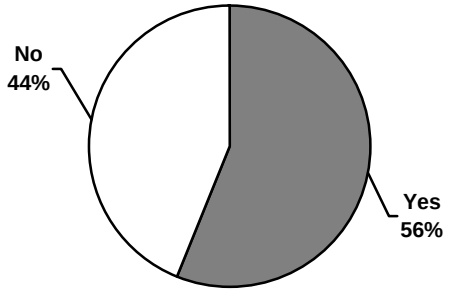
Among Northwest area businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (52%, n=44).

Figure E84: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Northwest Region (N=85)



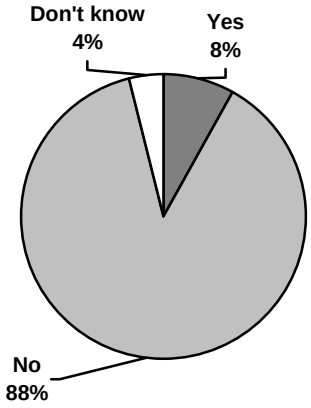
Just over one-half of businesses in this industry (56%, n=47) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=47), women account for an average of 49% of all key decision-making positions.

Figure E85: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing – Northwest Region (N=85)



To ensure that jobs of equal value earn equal pay, a minority of Northwest area businesses in this industry (8%, n=7) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

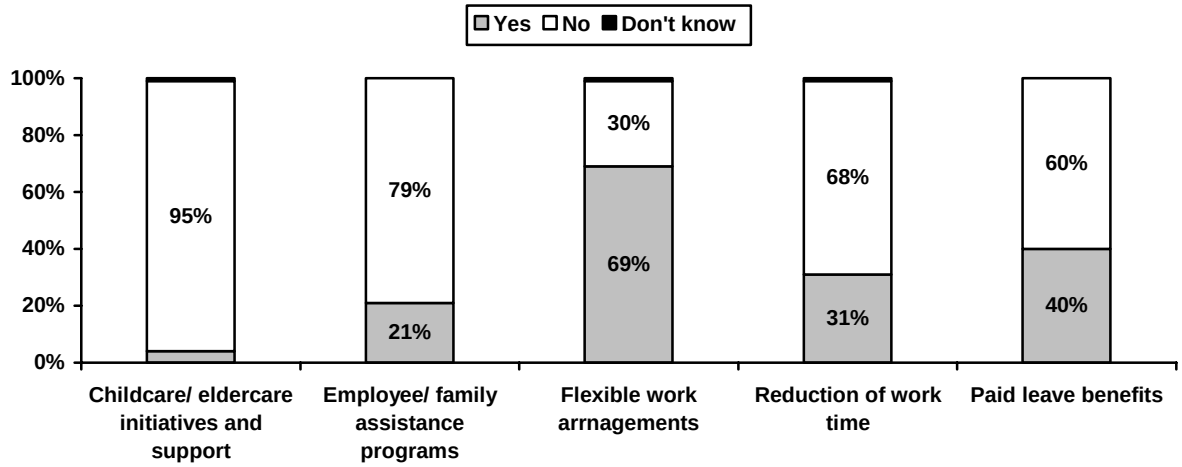
Figure E86: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Northwest Region (N=85)



5.3.4 Southeast Region (N=241)

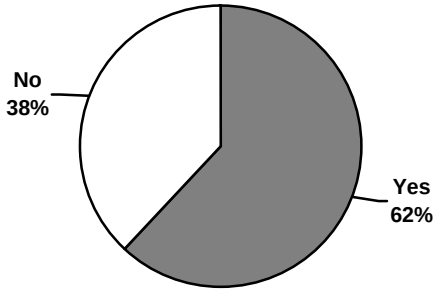
Among Southeast area businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (69%, n=166).

Figure E87: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Southeast Region (N=241)



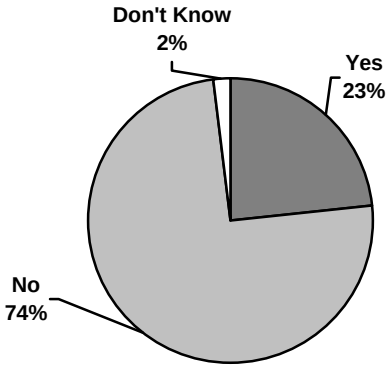
Almost two-thirds of businesses in this industry (62%, n=151) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=151), women account for an average of 43% of all key decision-making positions.

Figure E88: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing – Southeast Region (N=241)



To ensure that jobs of equal value earn equal pay, 23% of Southeast area businesses in this industry (n=56) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

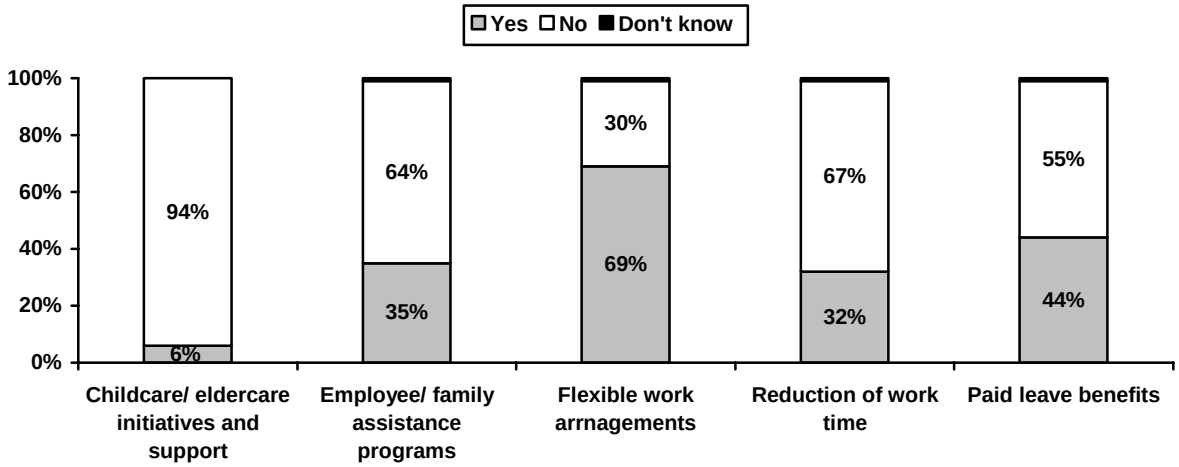
Figure E89: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Southeast Region (N=241)



5.3.5 Southwest Region (N=111)

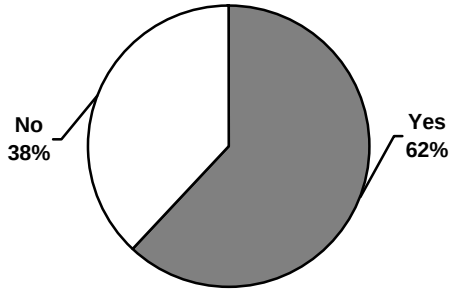
Among Southwest area businesses in the manufacturing industry, the most common form of family-oriented benefits offered is flexible work arrangements (69%, n=76).

Figure E90: Types of Family-Friendly Benefits Offered by Businesses - Manufacturing – Southwest Region (N=111)



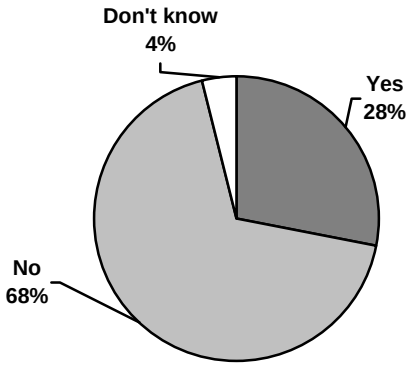
Almost two-thirds of businesses in this industry (62%, n=69) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=69), women account for an average of 41% of all key decision-making positions.

Figure E91: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Manufacturing – Southwest Region (N=111)



To ensure that jobs of equal value earn equal pay, just over one-quarter of Southwest area businesses in this industry (28%, n=31) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E92: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Manufacturing – Southwest Region (N=111)



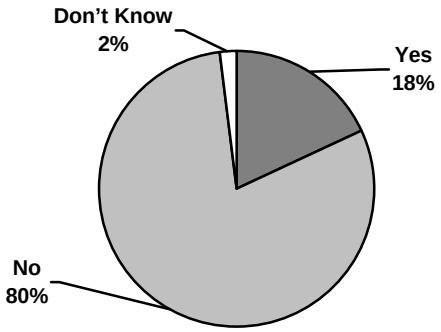
6.0 Literacy

6.1 Provincial Overview

6.1 Provincial Overview (N=649)

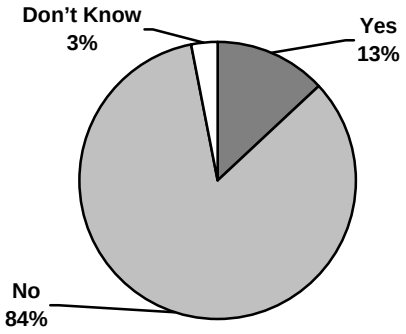
Overall, 18% of businesses in the manufacturing industry (n=116) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=116), it is estimated that an average of 12% of employees experience this problem.

Figure E93: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing - Provincial Overview (N=649)



Furthermore, a minority of businesses (13%, n=86) 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=86), it is estimated that an average of 12% of employees experience this problem.

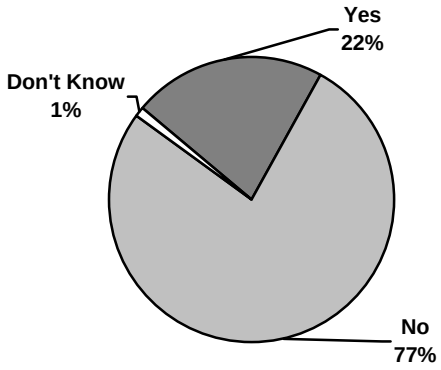
Figure E94: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Provincial Overview (N=649)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=137) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (77%, n=106) do not have any initiatives or programs in place.

Figure E95: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Manufacturing - Provincial Overview (N=137)



Businesses that have such initiatives or programs in place (n=29) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=16) and paying for educational upgrades/courses (n=7)[31].

[31] Multiple responses allowed.

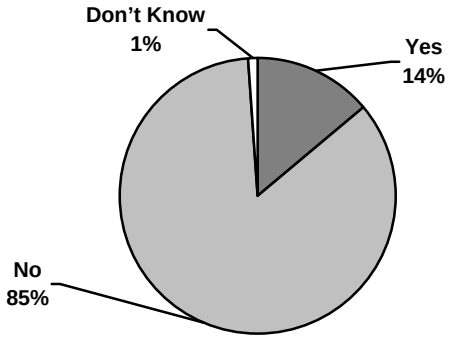
6.2 Urban/Rural Subdivision

6.2.1 Urban Subdivision
6.2.2 Rural Subdivision

6.2.1 Urban Subdivision (N=357)

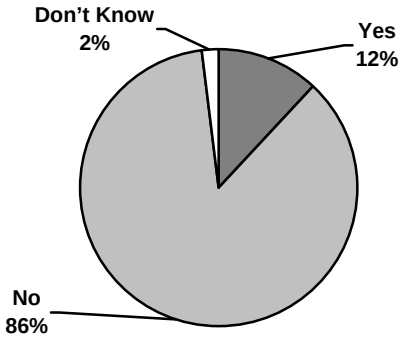
Overall, a minority of urban businesses in the manufacturing industry (14%, n=49) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=49), it estimated that an average of 13% of employees experience this problem.

Figure E96: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing – Urban Subdivision (N=357)



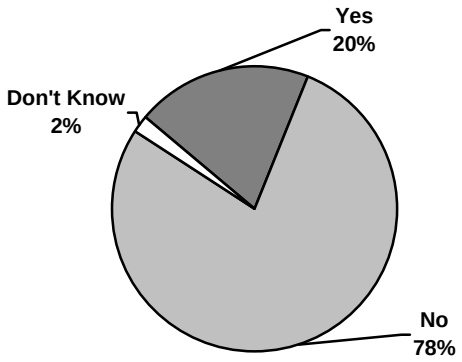
Furthermore, a minority of urban businesses (12%, n=44) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=44), it is estimated that an average of 12% of employees experience this problem.

Figure E97: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Urban Subdivision (N=357)



Urban businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=63) were asked if they have any initiatives or programs in place to support these employees. Just over three-quarters of these businesses (78%, n=49) do not have any initiatives or programs in place.

Figure E98: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Manufacturing – Urban Subdivision (N=63)



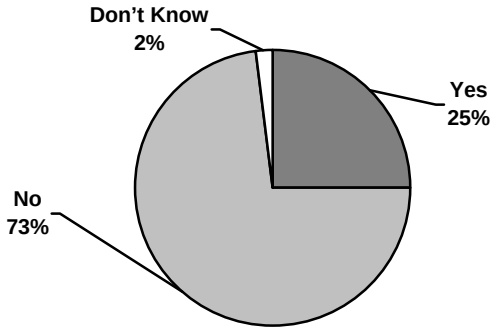
The businesses that do have initiatives or programs in place (n=13) most commonly offer internal training opportunities (n=9)[32].

[32] Multiple responses allowed.

6.2.2 Rural Subdivision (N=291)

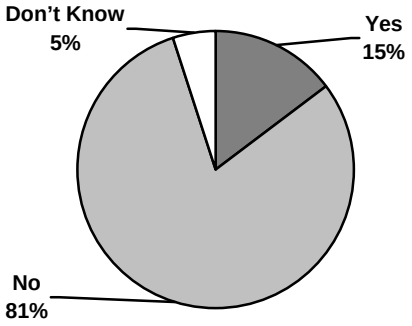
Overall, one-quarter of rural businesses in the manufacturing industry (25%, n=72) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=72), it estimated that an average of 12% of employees experience this problem.

Figure E99: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing – Rural Subdivision (N=291)



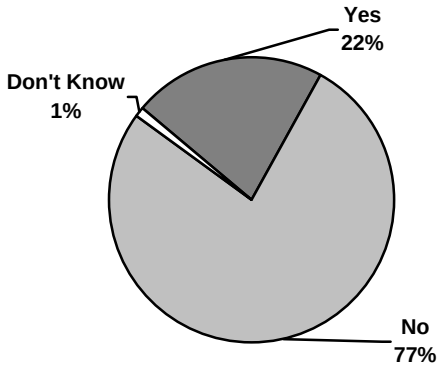
Furthermore, 15% of rural businesses (n=43) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=43), it is estimated that an average of 13% of employees experience this problem.

Figure E100: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Rural Subdivision (N=291)



Rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=78) were asked if they have any initiatives or programs in place to support these employees. Just over three-quarters of these businesses (77%, n=60) do not have any initiatives or programs in place.

Figure E101: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Manufacturing – Rural Subdivision (N=78)



Businesses that have such initiatives or programs in place (n=17) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=7) and paying for educational upgrades/courses (n=5)[33].

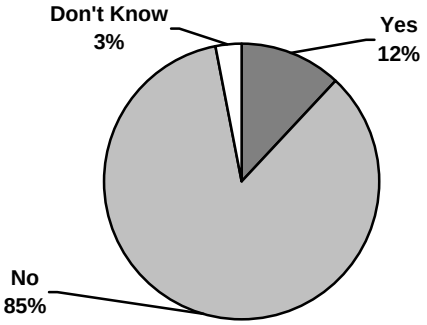
[33] Multiple responses allowed.

6.3 Economic Regions

6.3.1 Central Region (N=105)

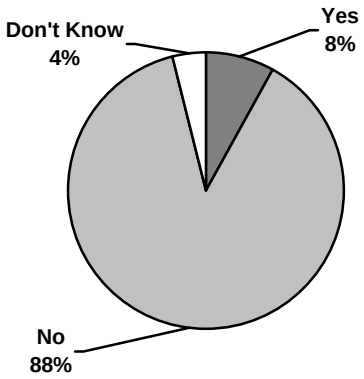
Overall, a minority of Central area businesses in the manufacturing industry (12%, n=13) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=13), it is estimated that an average of 10% of employees experience this problem.

Figure E102: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing – Central Region (N=105)



Furthermore, a minority of Central area businesses (8%, n=8) 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=8), it is estimated that an average of 12% of employees experience this problem.

Figure E103: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Central Region (N=105)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=15) were asked if they have any initiatives or programs in place to support these employees. Eleven of these 15 businesses do not have any initiatives or programs in place.

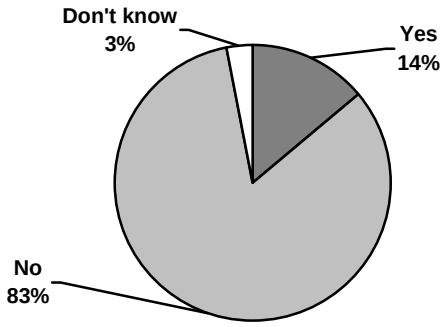
The four businesses that have initiatives/programs in place offer internal training opportunities (n=3) or other initiatives (n=1)[34].

[34] Multiple responses allowed.

6.3.2 Northeast Region (N=107)

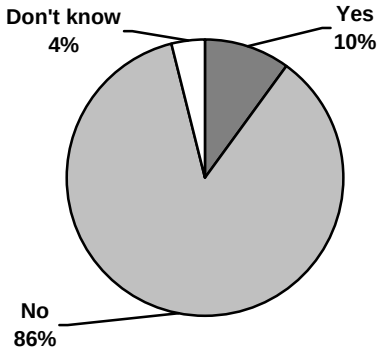
Overall, 14% of Northeast area businesses in the manufacturing industry (n=15) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=15), it is estimated that an average of 9% of employees experience this problem.

Figure E104: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing – Northeast Region (N=107)



Furthermore, a minority of Northeast area businesses (10%, n=11) 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=11), it is estimated that an average of 11% of employees experience this problem.

Figure E105: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Northeast Region (N=107)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=19) were asked if they have any initiatives or programs in place to support these employees. The majority of these businesses (n=14) do not have any initiatives or programs in place.

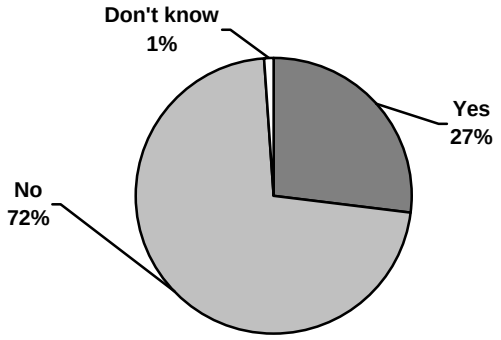
Businesses that have such initiatives or programs in place (n=5) were asked to describe them. Four of these businesses offered internal training opportunities, while the other business paid for educational upgrades/courses[35].

[35] Multiple responses allowed.

6.3.3 Northwest Region (N=85)

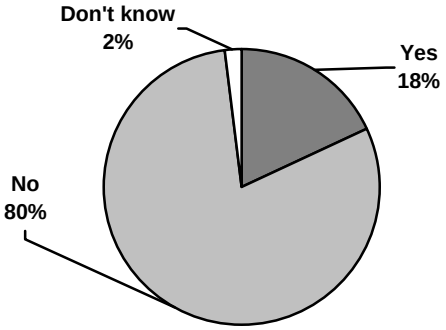
Overall, 27% of Northwest area businesses in the manufacturing industry (n=23) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=23), it is estimated that an average of 14% of employees experience this problem.

Figure E106: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing – Northwest Region (N=85)



Furthermore, 18% of Northwest area businesses (n=15) 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=15), it is estimated that an average of 15% of employees experience this problem.

Figure E107: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Northwest Region (N=85)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=25) were asked if they have any initiatives or programs in place to support these employees. Twenty of these 25 businesses do not have any initiatives or programs in place.

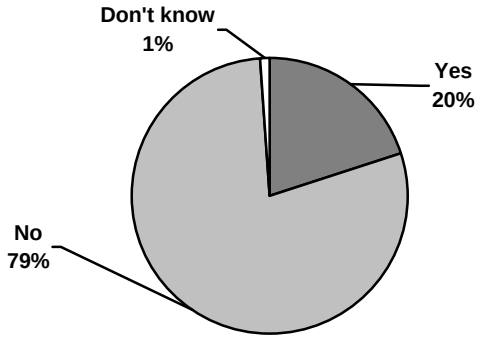
The four businesses that have initiatives/programs in place offer internal training opportunities, while one business was unsure of what initiatives/programs are offered[36].

[36] Multiple responses allowed.

6.3.4 Southeast Region (N=241)

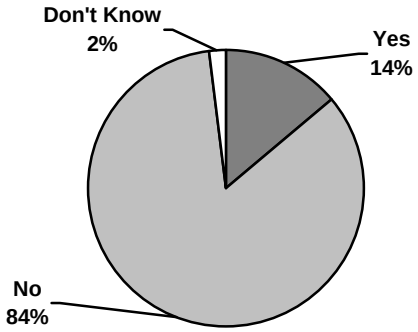
Overall, 20% of Southeast area businesses in the manufacturing industry (n=48) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=48), it is estimated that an average of 14% of employees experience this problem.

Figure E108: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing – Southeast Region (N=241)



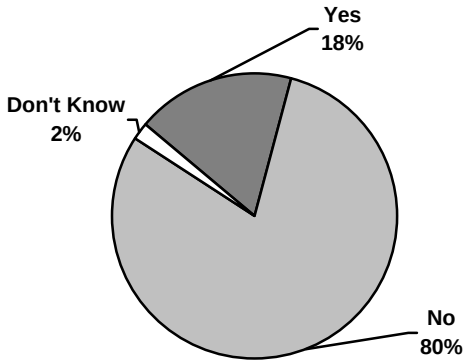
Furthermore, 14% of Southeast area businesses (n=34) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=34), it is estimated that an average of 12% of employees experience this problem.

Figure E109: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Southeast Region (N=241)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=58) were asked if they have any initiatives or programs in place to support these employees. The large majority of these businesses (80%, n=46) do not have any initiatives or programs in place.

Figure E110: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Manufacturing – Southeast Region (N=58)



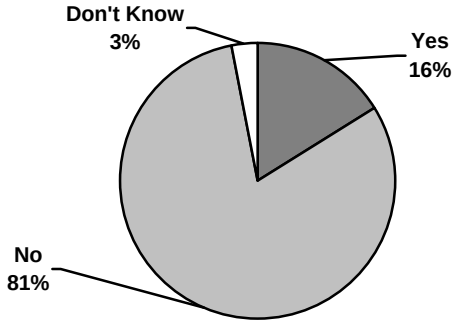
The 11 businesses that have initiatives/programs in place mostly offer internal training opportunities (n=3) and paying for educational upgrades/courses (n=5)[37].

[37] Multiple responses allowed.

6.3.5 Southwest Region (N=111)

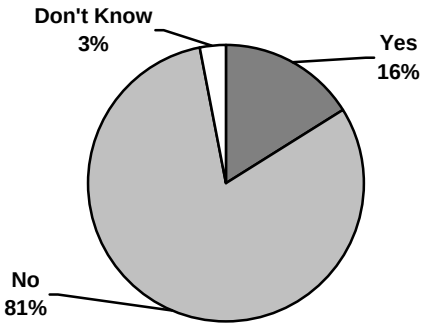
Overall, 16% of Southwest area businesses in the manufacturing industry (n=18) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=18), it is estimated that an average of 12% of employees experience this problem.

Figure E111: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Manufacturing – Southwest Region (N=111)



Furthermore, 16% of Southwest area businesses (n=18) 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=18), it is estimated that an average of 13% of employees experience this problem.

Figure E112: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Manufacturing – Southwest Region (N=111)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=21) were asked if they have any initiatives or programs in place to support these employees. Fourteen of these 21 businesses have any initiatives or programs in place.

The seven businesses that do have initiatives/program in place offer internal training opportunities (n=2), paying for educational upgrades/courses (n=1) and other initiatives/programs (n=4)[38].

[38] Multiple responses allowed.