

Industry 6 - Natural Resources

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1.0 Current Employees

1.1 Provincial Overview

1.1 Provincial Overview (N=318)

Most commonly, businesses operating in the natural resources industry employ general farm workers (20%, n=62), farmers and farm managers (15%, n=48) and heavy equipment operators (except crane) (13%, n=41).

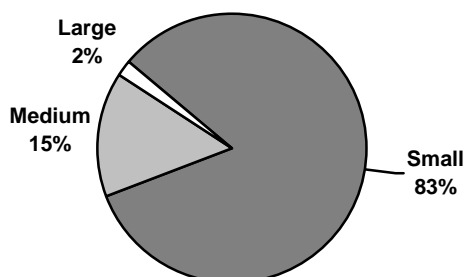
Table E1: Top Six Occupations of Surveyed Businesses* - Natural Resources - Provincial Overview

NOC Code	Occupation Name	n	% (N=318)
8431	General farm workers	62	19.5
8251	Farmers and farm managers	48	15.2
7421	Heavy equipment operators (except crane)	41	13.0
7411	Truck drivers	29	9.1
1241	Secretaries (except legal and medical)	23	7.4
8262	Fishing vessel skippers and fishermen/women	23	7.2

*Multiple responses allowed.

On average, natural resources businesses employ ten paid employees. Furthermore, these surveyed businesses employ a total of 4,544 employees¹. Most businesses are small, employing one to 19 employees (83%, n=263).

Figure E1: Business Size - Natural Resources - Provincial Overview (N=318)



Over one-half of employees among surveyed businesses (59%) are permanent. Of permanent employees, almost all (97%) are employed on a full-time basis.

Table E2: Profile of Employees – Natural Resources - Provincial Overview

Employee Classification	n	%
Permanent	2,689	59.2
Casual/Contract	157	3.5
Seasonal	1,698	37.4
Employee Total	4,544	100.0
Business Total	301	-

Status of Permanent Positions	n	%
Full-time	2,603	96.9
Part-time	84	3.1
Employee Total	2,687	100.0
Business Total	214²	-

¹ Businesses with missing data were excluded from this analysis.

² Businesses with missing data were excluded from this analysis.

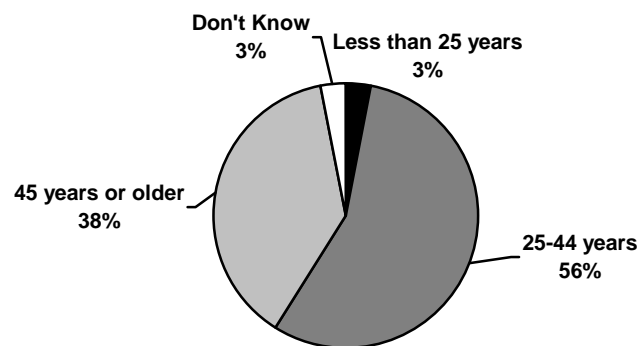
Just over one-half of employees from surveyed businesses (56%) have a high school diploma as their highest level of education, while 18% have less than a high school education.

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

	<i>n</i>	%
University degree	432	9.5
Journey person certification	339	7.5
College certificate or diploma	379	8.3
High school	2,556	56.3
Less than high school	838	18.4
Employee Total	4,544	100.0
Business Total	301	-

Just over one-half of businesses in the natural resources industry (56%, n=180) report their employees to be, on average, between the ages of 25 and 44 years. More than one-third (38%, n=121) report an average age of 45 years or older.

Figure E2: Average Age of Workforce - Natural Resources - Provincial Overview (N=318)



1.2 Urban/Rural Subdivision

1.2.1 Urban Subdivision

1.2.2 Rural Subdivision

1.2.1 Urban Subdivision (N=97)

Most commonly, urban businesses operating in the natural resources industry employ general farm workers (16%, n=15), farmers and farm managers (12%, n=12) and heavy equipment operators (except crane) (11%, n=11).

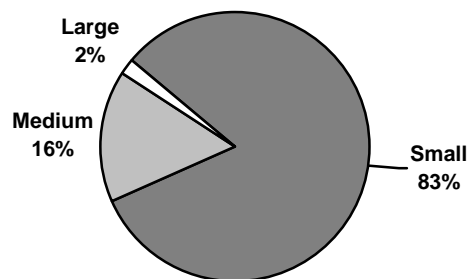
Table E4: Top Five Occupations of Surveyed Businesses* - Natural Resources – Urban Subdivision

NOC Code	Occupation Name	n	% (N=97)
8431	General farm workers	15	15.5
8251	Farmers and farm managers	12	12.4
7421	Heavy equipment operators (except crane)	11	11.3
1221	Administrative officers	8	8.2
2223	Forestry technologists and technicians	7	7.2

*Multiple responses allowed.

On average, natural resources businesses in urban areas employ ten paid employees. Furthermore, these surveyed businesses employ a total of 1,333 employees³. Most businesses are small, employing one to 19 employees (83%, n=80).

Figure E3: Business Size – Natural Resources – Urban Subdivision (N=97)



Among surveyed businesses, almost one-half of employees are seasonal (47%) or permanent (46%). Of permanent employees, most (93%) are employed on a full-time basis.

Table E5: Profile of Employees – Natural Resources – Urban Subdivision

Employee Classification	n	%
Permanent	607	45.5
Casual/Contract	98	7.4
Seasonal	628	47.1
Employee Total	1,333	100.0
Business Total	91	-

Status of Permanent Positions	n	%
Full-time	561	92.7
Part-time	44	7.3
Employee Total	605	100.0
Business Total	63⁴	-

³ Businesses with missing data were excluded from this analysis.

⁴ Businesses with missing data were excluded from this analysis.

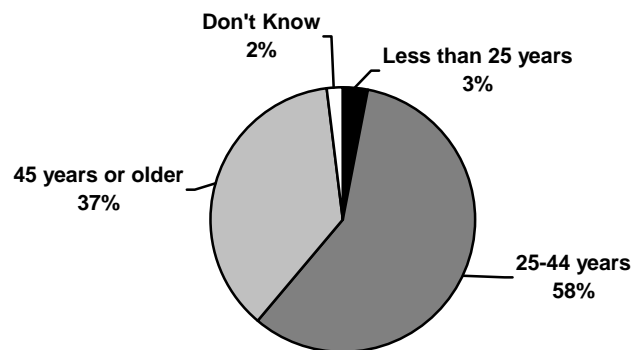
Just over one-half of employees from surveyed businesses (56%) have a high school diploma as their highest level of education, while 20% have less than a high school education.

Table E6: Highest Education Level of Employees – Natural Resources – Urban Subdivision

	<i>n</i>	%
University degree	159	11.9
Journey person certification	74	5.6
College certificate or diploma	97	7.3
High school	740	55.5
Less than high school	263	19.7
Employee Total	1,333	100.0
Business Total	91	-

Over one-half of urban businesses in the natural resources industry (58%, n=56) report their employees to be, on average, between the ages of 25 and 44 years. More than one-third (37%, n=36) report an average age of 45 years or older.

Figure E4: Average Age of Workforce – Natural Resources – Urban Subdivision (N=97)



1.2.2 Rural Subdivision (N=246)

Most commonly, rural businesses operating in the natural resources industry employ general farm workers (22%, n=53), farmers and farm managers (17%, n=41) and heavy equipment operators (except crane) (14%, n=34).

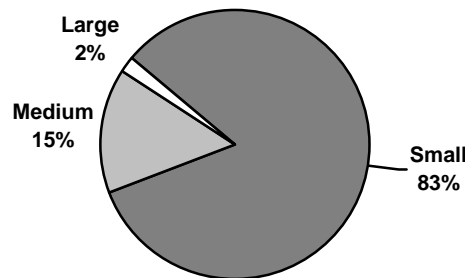
Table E7: Top Five Occupations of Surveyed Businesses* - Natural Resources – Rural Subdivision

NOC Code	Occupation Name	n	% (N=246)
8431	General farm workers	53	21.5
8251	Farmers and farm managers	41	16.7
7421	Heavy equipment operators (except crane)	34	13.8
7411	Truck drivers	26	10.6
1241	Secretaries (except legal and medical)	21	8.5

*Multiple responses allowed.

On average, natural resources businesses in rural areas employ ten paid employees. Furthermore, these surveyed businesses employ a total of 3,578 employees⁵. Most businesses are small, employing one to 19 employees (83%, n=203).

Figure E5: Business Size – Natural Resources – Rural Subdivision (N=246)



Among surveyed businesses, two-thirds of employees (66%) are permanent, while one-third (33%) are seasonal. Of permanent employees, almost all (98%) are employed on a full-time basis.

Table E8: Profile of Employees – Natural Resources – Rural Subdivision

Employee Classification	n	%
Permanent	2,358	65.9
Casual/Contract	55	1.5
Seasonal	1,165	32.6
Employee Total	3,578	100.0
Business Total	233	-

Status of Permanent Positions	n	%
Full-time	2,317	98.3
Part-time	41	1.7
Employee Total	2,358	100.0
Business Total	168	-

⁵ Businesses with missing data were excluded from this analysis.

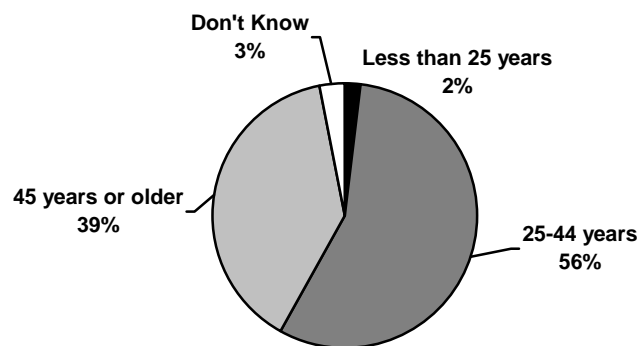
Over one-half of employees from surveyed businesses (57%) have a high school diploma as their highest level of education, while 18% have less than a high school diploma.

Table E9: Highest Education Level of Employees – Natural Resources – Rural Subdivision

	<i>n</i>	%
University degree	298	8.3
Journeyperson certification	300	8.4
College certificate or diploma	317	8.9
High school	2,026	56.6
Less than high school	637	17.8
Employee Total	3,578	100.0
Business Total	233	-

Just over one-half of rural businesses in the natural resources industry (56%, n=137) report their employees to be, on average, between the ages of 25 and 44 years. Thirty-nine percent (n=95) report an average age of 45 years or older.

Figure E6: Average Age of Workforce – Natural Resources – Rural Subdivision (N=246)



1.3 Economic Regions

- 1.3.1 Central Region**
- 1.3.2 Northeast Region**
- 1.3.3 Northwest Region**
- 1.3.4 Southeast Region**
- 1.3.5 Southwest Region**

1.3.1 Central Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Most commonly, Central New Brunswick businesses operating in the natural resources industry employ farmers and farm managers (22%, n=10), heavy equipment operators (except crane) (18%, n=8) and general farm workers (17%, n=7).

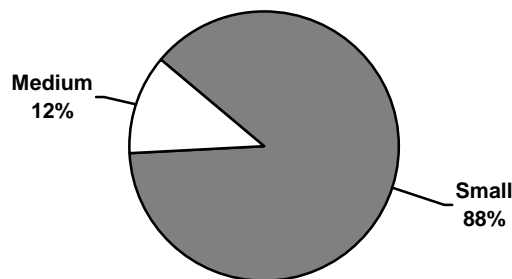
Table E10: Top Five Occupations of Surveyed Businesses* - Natural Resources - Central Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=44)</i>
8251	Farmers and farm managers	10	22.3
7421	Heavy equipment operators (except crane)	8	17.8
8431	General farm workers	7	16.5
1221	Administrative officers	6	14.6
7411	Truck drivers	6	14.0

*Multiple responses allowed.

On average, natural resources businesses in Central New Brunswick employ eight paid employees. Furthermore, these surveyed businesses employ a total of 339 employees⁶. Most businesses are small, employing one to 19 employees (88%, n=39).

Figure E7: Business Size – Natural Resources - Central Region (N=44)



⁶ Businesses with missing data were excluded from this analysis.

Among surveyed businesses, just over three-quarters of employees (78%) are employed on a permanent basis. Of permanent employees, most (90%) are employed full-time.

Table E11: Profile of Employees – Natural Resources - Central Region

Employee Classification	n	%
Permanent	265	78.2
Casual/Contract	22	6.5
Seasonal	52	15.3
Employee Total	339	100.0
Business Total	43	-

Status of Permanent Positions	n	%
Full-time	238	89.8
Part-time	27	10.2
Employee Total	265	100.0
Business Total	39	-

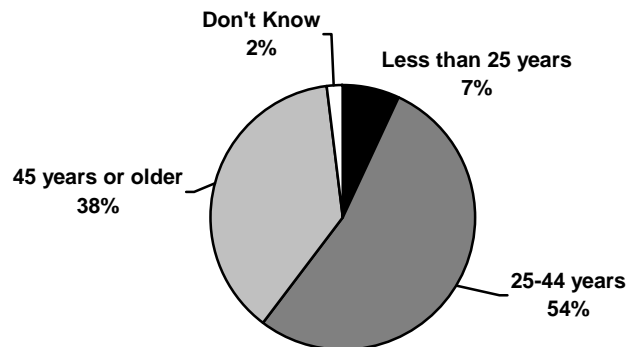
Just over one-half of employees from surveyed businesses (55%) have a high school diploma as their highest level of education, while 16% have a journeyperson certification and 15% have a university education.

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

	n	%
University degree	50	14.7
Journeyperson certification	53	15.6
College certificate or diploma	25	7.4
High school	187	55.2
Less than high school	23	6.8
Employee Total	339	100.0
Business Total	43	-

Just over one-half of Central area businesses in the natural resources industry (54%, n=24) report their employees to be, on average, between the ages of 25 and 44 years. More than one-third (38%, n=17) report an average age of 45 years or older.

Figure E8: Average Age of Workforce – Natural Resources - Central Region (N=44)



1.3.2 Northeast Region (N=115)

Most commonly, Northeast New Brunswick businesses operating in the natural resources industry employ fishing vessel skippers and fishermen/women (19%, n=22).

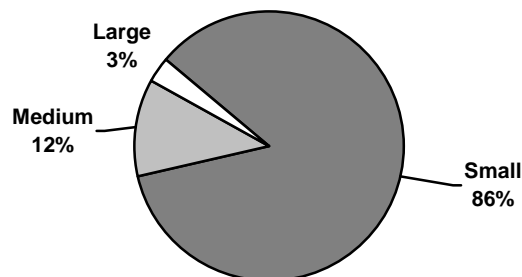
Table E13: Top Six Occupations of Surveyed Businesses* - Natural Resources - Northeast Region

NOC Code	Occupation Name	n	% (N=115)
8262	Fishing vessel skippers and fishermen/women	22	19.2
7421	Heavy equipment operators (except crane)	14	12.6
8431	General farm workers	11	9.4
7433	Deck crew, water transport	10	8.9
8251	Farmers and farm managers	10	8.6
8261	Fishing masters and officers	17	4.5

*Multiple responses allowed.

On average, natural resources businesses in Northeast New Brunswick employ 11 paid employees. Furthermore, these surveyed businesses employ a total of 1,686 employees⁷. Most businesses are small, employing one to 19 employees (86%, n=98).

Figure E9: Business Size – Natural Resources – Northeast Region (N=115)



Among surveyed businesses, almost all employees are employed on a permanent (50%) or seasonal (49%) basis. Of permanent employees, almost all (98%) are employed full-time.

Table E14: Profile of Employees – Natural Resources - Northeast Region

Employee Classification	n	%
Permanent	846	50.2
Casual/Contract	23	1.4
Seasonal	817	48.5
Employee Total	1,686	100.0
Business Total	108	-

Status of Permanent Positions	n	%
Full-time	826	97.6
Part-time	20	2.4
Employee Total	846	100.0
Business Total	52	-

⁷ Businesses with missing data were excluded from this analysis.

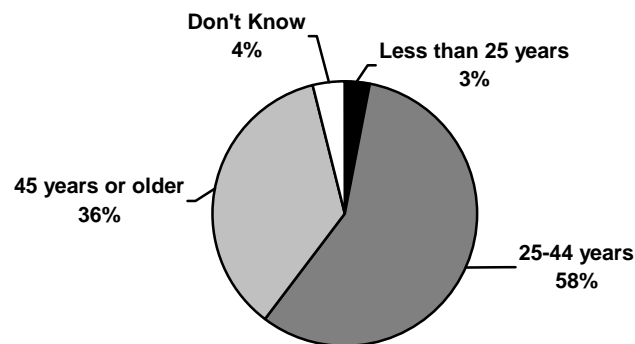
Approximately one-half of employees from surveyed businesses (49%) have a high school diploma as their highest level of education, while 30% have less than a high school diploma.

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

	<i>n</i>	%
University degree	121	7.2
Journey person certification	80	4.7
College certificate or diploma	157	9.3
High school	817	48.5
Less than high school	512	30.4
Employee Total	1,686	100.0
Business Total	108	-

Over one-half of Northeast area businesses in the natural resources industry (58%, n=66) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-third (36%, n=41) report an average age of 45 years or older.

Figure E10: Average Age of Workforce – Natural Resources - Northeast Region (N=115)



1.3.3 Northwest Region (N=81)

Most commonly, Northwest New Brunswick businesses operating in the natural resources industry employ general farm workers (38%, n=30) and farmers and farm managers (26%, n=21).

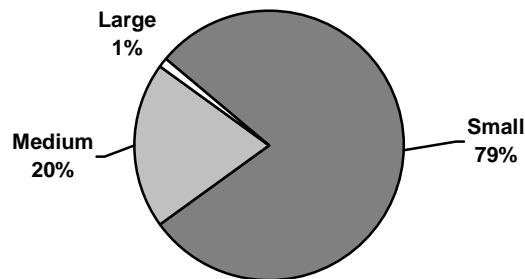
Table E16: Top Five Occupations of Surveyed Businesses* - Natural Resources - Northwest Region

NOC Code	Occupation Name	n	% (N=81)
8431	General farm workers	30	37.6
8251	Farmers and farm managers	21	25.6
1241	Secretaries (except legal and medical)	10	13.0
7411	Truck drivers	10	12.7
7421	Heavy equipment operators (except crane)	9	11.6

*Multiple responses allowed.

On average, natural resources businesses in Northwest New Brunswick employ seven paid employees. Furthermore, these surveyed businesses employ a total of 521 employees⁸. The majority of businesses are small, employing one to 19 employees (79%, n=64).

Figure E11: Business Size – Natural Resources – Northwest Region (N=81)



Among surveyed businesses, almost all employees are employed on a seasonal (51%) or permanent (44%) basis. Of permanent employees, most (92%) are employed full-time.

Table E17: Profile of Employees – Natural Resources - Northwest Region

Employee Classification	n	%
Permanent	229	44.0
Casual/Contract	27	5.2
Seasonal	265	50.9
Employee Total	521	100.0
Business Total	75	-

Status of Permanent Positions	n	%
Full-time	211	92.1
Part-time	17	7.4
Employee Total	229	100.0
Business Total	62	-

⁸ Businesses with missing data were excluded from this analysis.

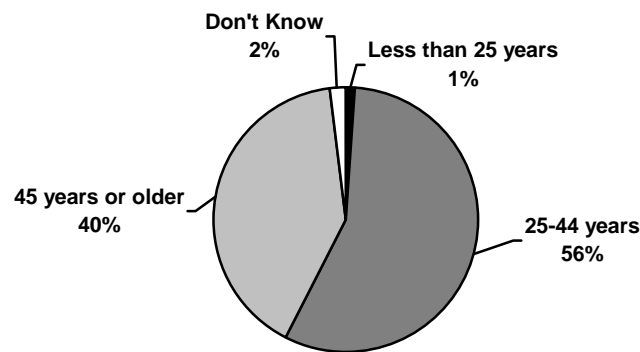
Just over one-half of employees from surveyed businesses (55%) have a high school diploma as their highest level of education, while 25% have less than a high school diploma.

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

	<i>n</i>	%
University degree	45	8.6
Journey person certification	25	4.8
College certificate or diploma	36	6.9
High school	285	54.7
Less than high school	130	25.0
Employee Total	521	100.0
Business Total	75	-

Just over one-half of Northwest area businesses in the natural resources industry (56%, n=45) report their employees to be, on average, between the ages of 25 and 44 years. Forty percent (n=33) report an average age of 45 years or older.

Figure E12: Average Age of Workforce – Natural Resources - Northwest Region (N=81)



1.3.4 Southeast Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Most commonly, Southeast New Brunswick businesses operating in the natural resources industry employ retail salespersons and sales clerks (18%, n=8).

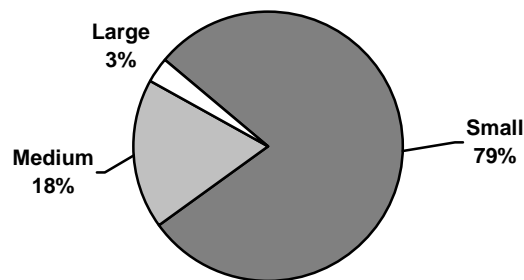
Table E19: Top Four Occupations of Surveyed Businesses* - Natural Resources - Southeast Region

NOC Code	Occupation Name	n	% (N=44)
6421	Retail salespersons and sales clerks	8	17.5
7265	Welders and related machine operators	7	15.6
8431	General farm workers	7	14.9
0621	Retail trade managers	6	13.0

*Multiple responses allowed.

On average, natural resources businesses in Southeast New Brunswick employ 14 paid employees. Furthermore, these surveyed businesses employ a total of 1,078 employees⁹. The majority of businesses are small, employing one to 19 employees (79%, n=34).

Figure E13: Business Size – Natural Resources – Southeast Region (N=44)



Among surveyed businesses, most employees are employed on a permanent (47%) or seasonal (47%) basis. Of permanent employees, most (96%) are employed full-time.

Table E20: Profile of Employees – Natural Resources - Southeast Region

Employee Classification	n	%
Permanent	504	46.8
Casual/Contract	74	6.9
Seasonal	501	46.5
Employee Total	1,078	100.0
Business Total	41	-

Status of Permanent Positions	n	%
Full-time	485	96.2
Part-time	19	3.8
Employee Total	504	100.0
Business Total	33	-

⁹ Businesses with missing data were excluded from this analysis.

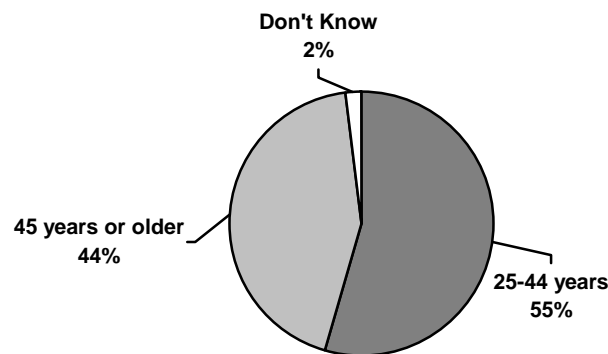
Almost two-thirds of employees from surveyed businesses (63%) have a high school diploma as their highest level of education.

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

	<i>n</i>	%
University degree	132	12.2
Journey person certification	52	4.8
College certificate or diploma	86	8.0
High school	680	63.1
Less than high school	129	12.0
Employee Total	1,078	100.0
Business Total	41	-

Just over one-half of Southeast area businesses in the natural resources industry (55%, n=24) report their employees to be, on average, between the ages of 25 and 44 years. Less than one-half (44%, n=19) report an average age of 45 years or older.

Figure E14: Average Age of Workforce – Natural Resources - Southeast Region (N=44)



1.3.5 Southwest Region (N=35)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Most commonly, Southwest New Brunswick businesses operating in the natural resources industry employ general farm workers (20%, n=7) and general office clerks (17%, n=6).

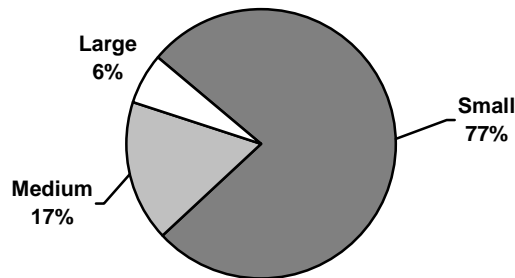
Table E22: Top Five Occupations of Surveyed Businesses* - Natural Resources - Southwest Region

NOC Code	Occupation Name	n	% (N=35)
8431	General farm workers	7	20.2
1411	General office clerks	6	17.0
7421	Heavy equipment operators (except crane)	5	15.3
8251	Farmers and farm managers	5	14.5
6663	Janitors, caretakers and building superintendents	4	10.5

*Multiple responses allowed.

On average, natural resources businesses in Southwest New Brunswick employ 11 paid employees. Furthermore, these surveyed businesses employ a total of 920 employees¹⁰. Most businesses are small, employing one to 19 employees (77%, n=27).

Figure E15: Business Size – Natural Resources – Southwest Region (N=35)



Among surveyed businesses, most employees (92%) are employed on a permanent basis. Of permanent employees, all except one are employed full-time.

Table E23: Profile of Employees – Natural Resources - Southwest Region

Employee Classification	n	%
Permanent	846	92.0
Casual/Contract	11	1.2
Seasonal	63	6.8
Employee Total	920	100.0
Business Total	33	-

Status of Permanent Positions	n	%
Full-time	843	99.9
Part-time	1	0.1
Employee Total	844	100.0
Business Total	28¹¹	-

¹⁰ Businesses with missing data were excluded from this analysis.

¹¹ Businesses with missing data were excluded from this analysis.

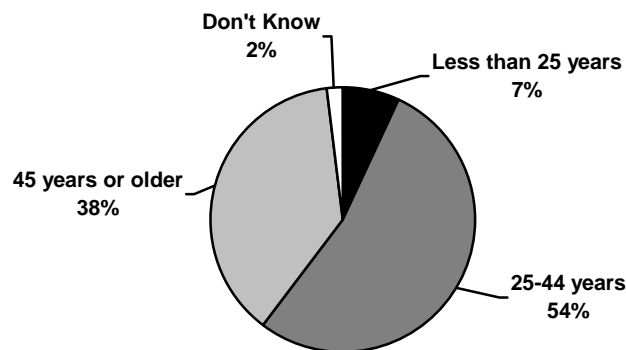
Almost two-thirds of employees from surveyed businesses (64%) have a high school diploma as their highest level of education.

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

	<i>n</i>	%
University degree	84	9.1
Journeyperson certification	129	14.0
College certificate or diploma	76	8.3
High school	587	63.8
Less than high school	45	4.9
Employee Total	920	100.0
Business Total	33	-

The majority of Southwest area businesses in the natural resources industry (60%, n=21) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-third (36%, n=12) report an average age of 45 years or older.

Figure E16: Average Age of Workforce – Natural Resources - Southwest Region (N=35)



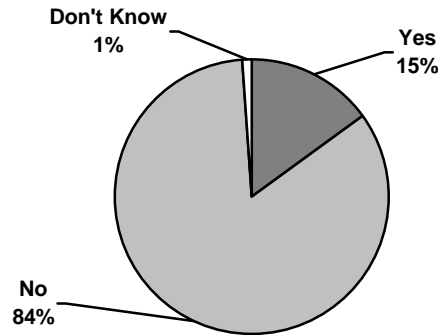
2.0 Hiring and Recruitment Practices

2.1 Provincial Overview

2.1 Provincial Overview (N=318)

Approximately 15% of businesses in the natural resources industry (n=47) 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 - Natural Resources - Provincial Overview (N=318)



Less than one-half of businesses in this industry (43%, n=138) hired at least one new employee over the past 12 months. Of those who hired (n=138), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 1,003 employees.

General farm workers (26%, n=36) was the top occupation hired over the past 12 months.

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

NOC Code	Occupation Name	n	% (N=138)
8431	General farm workers	36	25.8
7421	Heavy equipment operators (except crane)	12	8.4
7411	Truck drivers	8	5.7
6421	Retail salespersons and sales clerks	7	5.3
8254	Nursery and greenhouse workers	6	4.5

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=138), 70% (n=96) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=42) reported on average that they were not satisfied with 30% of the new employees hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (33%, n=14) and being unreliable (20%, n=8).

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

	<i>n</i>	<i>% (N=42)</i>
Lacking work ethic/motivation	14	32.7
Unreliable	8	20.4
Lacking adequate training/skills	4	9.5
Not suited/qualified for position	3	7.5
Inexperienced	3	6.8
Poor attitude	2	4.8
Unhappy with performance	2	4.1
Not a good fit within the company	2	4.1
Difficulty adapting to position	1	2.0
Other	3	8.2

Of the 1,003 new employees hired by surveyed businesses over the past 12 months, a large proportion (79%) have a high school diploma or less than a high school diploma as their highest level of education.

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

	<i>n</i>	<i>%</i>
University	65	6.5
Public Community College	132	13.2
Private Training Institution	13	1.3
High School	582	58.0
Less than High School	212	21.1
New Employee Total	1,003	100.0
Business Total	138	-

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=29) – 11 employers rated job readiness as excellent, 14 rated it as good, four rated it as fair, and one rated it as poor.
- Public Community College graduates (n=31) – 32% of employers (n=10) rated job readiness as excellent, 59% (n=18) rated it as good, 6% (n=2) rated it as fair, and one employer was unsure.
- Private Training Institution graduates (n=5) – Three employers rated job readiness as excellent and three rated it as good.
- High School graduates (n=96) – 19% of employers (n=18) rated job readiness as excellent, 54% (n=51) rated it as good, 20% (n=19) rated it as fair, 5% (n=5) rated it as poor, and 3% (n=3) were unsure.

Among surveyed businesses in the natural resources industry that hired over the past 12 months, 12% of the new employees hired were aboriginals.

Table E28: Classifications of New Employees - Natural Resources – Provincial Overview

	<i>n</i>	%
Immigrants	14	1.4
Co-op students hired for work placement	14	1.4
Persons with disabilities	6	0.6
Aboriginals	116	11.6
New Employee Total	1,002	15.0
Business Total	137 ¹²	-

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 (65%, n=208).

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

	<i>n</i>	% (N=318)
Use word of mouth/employee referrals	208	65.4
Place ad in newspaper	59	18.7
Place ad/use Service Canada Student Employment Centre	59	18.6
Use unsolicited resumes	36	11.2
Place ad on or check internet/websites	14	4.4
Post internally in your company/organization	13	4.0
Don't hire/never have vacancies/self-employed	10	3.2
Place ad in student employment centres at colleges/universities	10	3.1
Place ad on bulletin boards in local community	9	2.7
Use an employment agency/headhunter	9	2.7
Radio	7	2.2
Place ad in trade/professional/association journals	4	1.3
Recruit from other companies	3	1.1
Other	15	4.8
Don't know	17	5.2

*Multiple responses allowed.

Over the past 12 months, 38% of businesses in the natural resources industry (n=120) have had at least one vacant position available. Those with at least one vacancy (n=120) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 742 vacant positions.

Of the 742 vacant positions available among these surveyed businesses, 230 or 31% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, almost two-thirds (63%) of the positions available were seasonal.

Table E30: Classification of Vacancies - Natural Resources – Provincial Overview

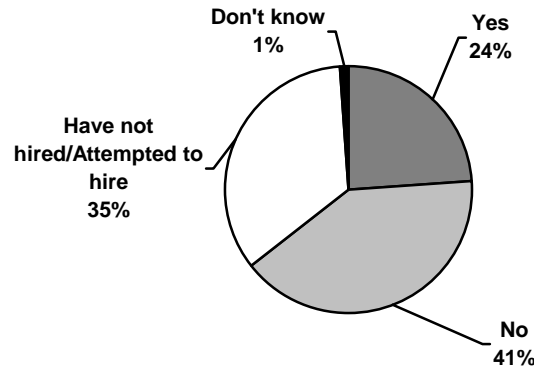
	<i>n</i>	%
Permanent	206	27.8
Casual/Contract	67	9.0
Seasonal	469	63.3
Vacancy Total	741	100.0
Business Total	119 ¹³	-

¹² Businesses with missing data were excluded from this analysis.

¹³ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Nearly one-quarter (24%, n=75) have experienced difficulty, 41% (n=131) have not, and 35% (n=111) have not hired or attempted to hire.

Figure E18: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources - Provincial Overview (N=318)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking experience (31%, n=23).

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

	<i>n</i>	<i>% (N=75)</i>
Lacking experience	23	31.0
Workforce shortage	18	24.3
Difficult working conditions	17	22.3
Lacking educational/training qualifications	16	21.2
Salary expectations too high	13	17.8
Lacking specific technical skills	13	17.8
Lacking soft skills (such as communication/teamwork)	6	8.0
People not interested in employment	4	5.7
Lacking proper license/permit	3	3.8
Position did not provide enough hours	2	2.3
Location	2	2.3
Other	6	8.3

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=75), general farm workers (26%, n=19) 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* - Natural Resources - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=75)</i>
8431	General farm workers	19	25.8
7411	Truck drivers	6	8.0
7421	Heavy equipment operators (except crane)	6	8.0
8262	Fishing vessel skippers and fishermen/women	5	6.1

*Multiple responses allowed.

The large majority of businesses in the natural resources industry (90%, n=285) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=33), a total of 69 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=33), general farm workers (17%, n=6) and heavy equipment operators (except crane) (15%, n=5) were the top occupations from which employees retired.

Table E33: Top Five Occupations From Which Employees Retired Over the Past 12 Months* - Natural Resources - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=33)</i>
8431	General farm workers	6	16.9
7421	Heavy equipment operators (except crane)	5	15.3
9619	Other labourers in processing, manufacturing and utilities	3	7.6
7312	Heavy-duty equipment mechanics	2	5.9
7411	Truck drivers	2	5.1

*Multiple responses allowed.

Almost two-thirds of businesses in this industry (62%, 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=120), an average of three employees are expected to retire, with retirement totaling 446 employees.

Most commonly, employees are expected to retire from the general farm workers occupation (15%, n=18).

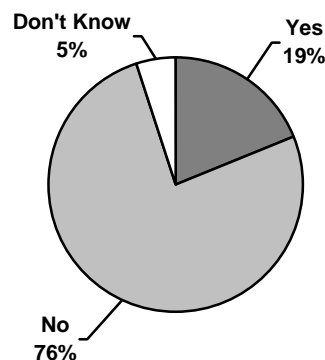
Table E34: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Natural Resources - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=120)</i>
8431	General farm workers	18	15.3
8251	Farmers and farm managers	13	10.8
7421	Heavy equipment operators (except crane)	10	8.5
7411	Truck drivers	7	6.1
0621	Retail trade managers	6	4.7

*Multiple responses allowed.

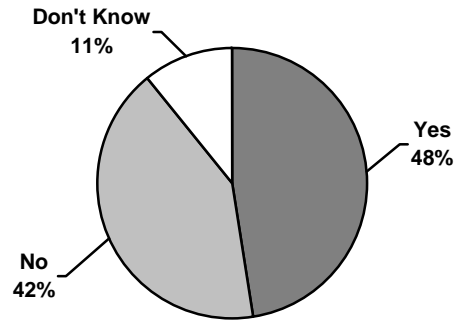
Nineteen percent of businesses in the natural resources industry (n=60) expect their owner/manager/CEO to retire within the next five years.

Figure E19: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Natural Resources - Provincial Overview (N=318)



Of those that expect their owner/manager/CEO to retire within the next five years (n=60), almost one-half (48%, n=29) have a formal or informal succession plan in place.

Figure E20: Businesses with a Succession Plan - Natural Resources - Provincial Overview (N=60)



2.2 Urban/Rural Subdivision

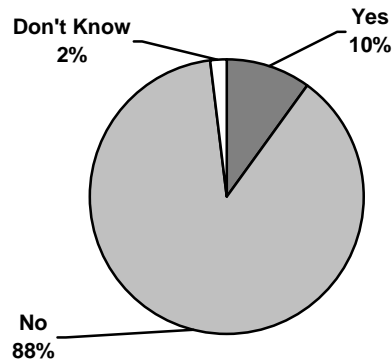
2.2.1 Urban Subdivision

2.2.2 Rural Subdivision

2.2.1 Urban Subdivision (N=97)

Ten percent of urban businesses in the natural resources industry (n=10) 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 - Natural Resources – Urban Subdivision (N=97)



Less than one-half of urban businesses in this industry (42%, n=41) hired at least one new employee over the past 12 months. Of those who hired (n=41), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 395 employees.

General farm workers (22%, n=9) was the top occupation hired over the past 12 months.

Table E35: Top Three Occupations Hired in the Past 12 Months* - Natural Resources - Urban Subdivision

NOC Code	Occupation Name	n	% (N=41)
8431	General farm workers	9	22.0
6421	Retail salespersons and sales clerks	5	12.2
8421	Chainsaw and skidder operators	3	7.3

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=41), 71% (n=29) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=12) reported on average, that they were not satisfied with 28% of the new employees hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (n=3), being unreliable (n=3), lacking adequate training/skills (n=2), not suited/qualified for position (n=2) and other responses (n=2).

Of the 395 new employees hired by surveyed businesses over the past 12 months, many (77%) have a high school diploma or less than a high school diploma as their highest level of education.

Table E36: Highest Education Level of New Employees - Natural Resources – Urban Subdivision

	<i>n</i>	%
University	26	6.6
Public Community College	65	16.5
Private Training Institution	1	0.3
High School	223	56.5
Less than High School	80	20.3
New Employee Total	395	100.0
Business Total	41	-

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=10) – Five employers rated job readiness as excellent, four rated it as good, and one rated it as fair.
- Public Community College graduates (n=9) – Two employers rated job readiness as excellent and seven rated it as good.
- Private Training Institution graduates (n=1) – This employer rated job readiness as good.
- High School graduates (n=27) – Seven employers rated job readiness as excellent, 17 rated it as good, and three rated it as fair.

Among surveyed businesses that hired over the past 12 months, nearly one-quarter of the new employees hired (23%) were aboriginals.

Table E37: Classifications of New Employees - Natural Resources – Urban Subdivision

	<i>n</i>	%
Immigrants	5	1.3
Co-op students hired for work placement	3	0.8
Persons with disabilities	2	0.5
Aboriginals	90	22.9
New Employee Total	393	25.5
Business Total	40 ¹⁴	-

¹⁴ 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. By far, the most popular method used is word of mouth/employee referrals (66%, n=64).

Table E38: Methods Used to Fill Staffing Vacancies* - Natural Resources - Urban Subdivision

	<i>n</i>	<i>% (N=97)</i>
Use word of mouth/employee referrals	64	66.0
Place ad/use Service Canada Student Employment Centre	20	20.6
Place ad in newspaper	15	15.5
Use unsolicited resumes	9	9.3
Place ad on or check internet/websites	5	5.2
Use an employment agency/headhunter	4	4.1
Post internally in your company/organization	3	3.1
Don't hire/never have vacancies/self-employed	3	3.1
Recruit from other companies	3	3.1
Place ad in student employment centres at colleges/universities	2	2.1
Radio	1	1.0
Signs/flyers/pamphlets	1	1.0
Other	4	4.1
Don't know	5	5.2

*Multiple responses allowed.

Over the past 12 months, 32% of urban businesses in the natural resources industry (n=31) have had at least one vacant position available. Those with at least one vacancy (n=31) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 296 vacant positions.

Of the 296 vacant positions available among these surveyed businesses, 92 positions or 31% were vacant more than once throughout the past 12 months.

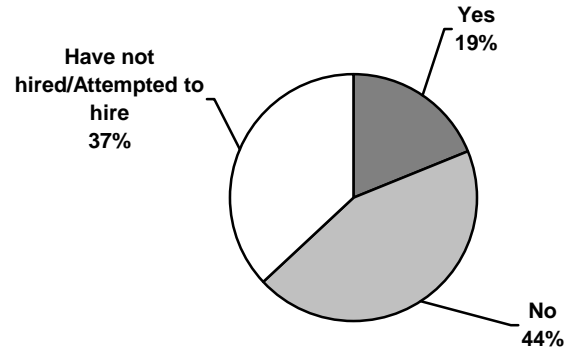
Furthermore, among these surveyed businesses, almost two-thirds (63%) of the positions available were seasonal.

Table E39: Classification of Vacancies - Natural Resources – Urban Subdivision

	<i>n</i>	<i>%</i>
Permanent	71	24.0
Casual/Contract	39	13.2
Seasonal	186	62.8
Vacancy Total	296	100.0
Business Total	31	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Nineteen percent (n=18) have experienced difficulty, 44% (n=43) have not, and 37% (n=36) have not hired or attempted to hire.

Figure E22: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources – Urban Subdivision (N=97)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking experience (n=7).

Table E40: Main Reason for Experiencing Difficulty in Filling Vacancies* - Natural Resources - Urban Subdivision

	<i>n</i>	% (N=18)
Lacking experience	7	38.9
Difficult working conditions	5	27.8
Lacking educational/training qualifications	5	27.8
Salary expectations too high	5	27.8
Lacking specific technical skills	5	27.8
Workforce shortage	1	5.6
Lacking proper license/permit	1	5.6
Other	1	5.6

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=18), general farm workers (n=5) was the most difficult occupation to fill over the past 12 months.

Table E41: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Natural Resources - Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	% (N=18)
8431	General farm workers	5	27.8
7411	Retail salespersons and sales clerks	2	11.1
7611	Construction trades helpers and labourers	2	11.1

*Multiple responses allowed.

The large majority of businesses in the natural resources industry (90%, n=87) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=10), a total of 14 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=10), general farm workers (n=2) was the top occupation from which employees retired.

Almost two-thirds of businesses in this industry (62%, n=60) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=37), an average of three employees are expected to retire, with retirement totaling 117 employees.

Most commonly, employees are expected to retire from the general farm workers occupation (14%, n=5).

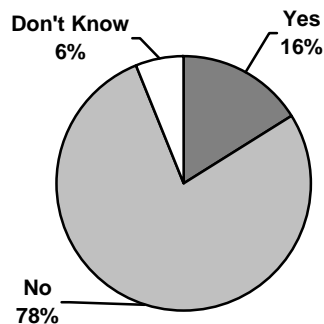
Table E42: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Natural Resources - Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=37)</i>
8431	General farm workers	5	13.5
8251	Farmers and farm managers	4	10.8
7414	Delivery and courier service drivers	3	8.1

*Multiple responses allowed.

Sixteen percent of urban businesses in the natural resources industry (n=15) 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 - Natural Resources – Urban Subdivision (N=97)

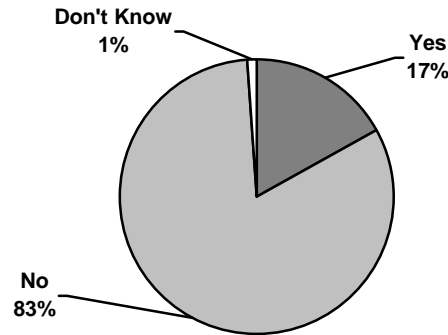


Of businesses that expect their owner/manager/CEO to retire within the next five years (n=15), five have a formal or informal succession plan in place.

2.2.2 Rural Subdivision (N=246)

Seventeen percent of rural businesses in the natural resources industry (n=42) 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 E24: Businesses with a Formal Human Resources Plan - Natural Resources – Rural Subdivision (N=246)



Less than one-half of rural businesses in this industry (44%, n=108) hired at least one new employee over the past 12 months. Of those who hired (n=108), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 657 employees.

General farm workers (28%, n=30) was the top occupation hired over the past 12 months.

Table E43: Top Five Occupations Hired in the Past 12 Months* - Natural Resources - Rural Subdivision

NOC Code	Occupation Name	n	% (N=108)
8431	General farm workers	30	27.8
7421	Heavy equipment operators (except crane)	11	10.2
7411	Truck drivers	8	7.4
8432	Nursery and greenhouse workers	6	5.6
8262	Fishing vessel skippers and fishermen/women	4	3.7

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=108), 69% (n=75) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=33) reported on average, that they were not satisfied with 30% of the new employees hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (36%, n=12) and being unreliable (18%, n=6).

Table E44: Primary Reason for Dissatisfaction with New Employees - Natural Resources – Rural Subdivision

	<i>n</i>	% (<i>N=33</i>)
Lacking work ethic/motivation	12	36.4
Unreliable	6	18.2
Lacking adequate training/skills	2	6.1
Inexperienced	2	6.1
Unhappy with performance	2	6.1
Not a good fit within the company	2	6.1
Not suited/qualified for position	1	3.0
Poor attitude	1	3.0
Difficulty adapting to position	1	3.0
Other	4	12.1

Of the 657 new employees hired by surveyed businesses over the past 12 months, most (81%) have a high school diploma or less than a high school diploma as their highest level of education.

Table E45: Highest Education Level of New Employees - Natural Resources – Rural Subdivision

	<i>n</i>	%
University	42	6.4
Public Community College	69	10.5
Private Training Institution	14	2.1
High School	389	59.2
Less than High School	143	21.8
New Employee Total	657	100.0
Business Total	108	-

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=21) – Six employers rated job readiness as excellent, 11 rated it as good, three rated it as fair and one rated it as poor.
- Public Community College graduates (n=24) – Nine employers rated job readiness as excellent, 12 rated it as good, two rated it as fair, and one was unsure.
- Private Training Institution graduates (n=5) – Three employers rated job readiness as excellent and two rated it as good.
- High School graduates (n=77) – 16% of employers (n=12) rated job readiness as excellent, 49% (n=38) rated it as good, 23% (n=18) rated it as fair, 8% (n=6) rated it as poor, and 4% (n=3) were unsure.

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

Table E46: Classifications of New Employees - Natural Resources – Rural Subdivision

	<i>n</i>	%
Immigrants	10	1.5
Co-op students hired for work placement	12	1.8
Persons with disabilities	4	0.6
Aboriginals	17	2.6
New Employee Total	657	6.5
Business Total	108	-

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 (65%, n=160).

Table E47: Methods Used to Fill Staffing Vacancies* - Natural Resources - Rural Subdivision

	<i>n</i>	% (N=246)
Use word of mouth/employee referrals	160	65.0
Place ad in newspaper	50	20.3
Place ad/use Service Canada Student Employment Centre	43	17.5
Use unsolicited resumes	30	12.2
Post internally in your company/organization	11	4.5
Place ad on or check internet/websites	10	4.1
Place ad on bulletin boards in local community	10	4.1
Place ad in student employment centres at colleges/universities	9	3.7
Don't hire/never have vacancies/self-employed	8	3.3
Radio	7	2.8
Place ad in trade/professional/association journals	5	2.0
Use an employment agency/headhunter	5	2.0
Other	11	4.5
Don't know	13	5.3

*Multiple responses allowed.

Over the past 12 months, 41% of rural businesses in the natural resources industry (n=100) have had at least one vacant position available. Those with at least one vacancy (n=100) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 481 vacant positions.

Of the 481 vacant positions available, 149 positions or 31% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, almost two-thirds (64%) of the positions available were seasonal.

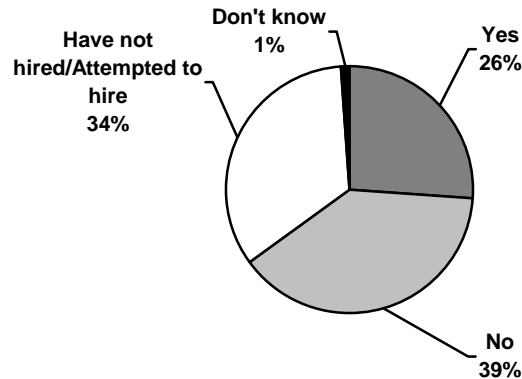
Table E48: Classification of Vacancies - Natural Resources – Rural Subdivision

	<i>n</i>	%
Permanent	148	30.8
Casual/Contract	27	5.6
Seasonal	305	63.5
Vacancy Total	480	100.0
Business Total	99¹⁵	-

¹⁵ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Approximately one-quarter (26%, n=64) have experienced difficulty, 39% (n=97) have not, and 34% (n=83) have not hired or attempted to hire.

Figure E25: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources – Rural Subdivision (N=246)



The most common reasons for experiencing difficulty in filling vacancies were a workforce shortage (31%, n=20) and potential hires lacking experience (28%, n=18).

Table E49: Main Reason for Experiencing Difficulty in Filling Vacancies* - Natural Resources - Rural Subdivision

	<i>n</i>	% (N=64)
Workforce shortage	20	31.3
Lacking experience	18	28.1
Difficult working conditions	13	20.3
Lacking educational/training qualifications	12	18.8
Salary expectations too high	9	14.1
Lacking specific technical skills	9	14.1
Lacking soft skills (such as communication/teamwork)	7	10.9
People not interested in employment	5	7.8
Position did not provide enough hours	2	3.1
Lacking proper license/permit	2	3.1
Location	2	3.1
Other	6	9.4

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=64), general farm workers (25%, n=16) was the most difficult occupation to fill over the past 12 months.

Table E50: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Natural Resources - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	% (N=64)
8431	General farm workers	16	25.0
7421	Heavy equipment operators (except crane)	7	10.9
7411	Truck drivers	7	10.9
8262	Fishing vessel skippers and fishermen/women	4	6.3

*Multiple responses allowed.

The large majority of businesses in the natural resources industry (89%, n=220) did not have any employees retire over the past 12 months. Of those surveyed businesses that did experience retirement (n=26), a total of 63 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=26), heavy equipment operators (except crane) (n=6) was the top occupation from which employees retired.

Table E51: Top Four Occupations From Which Employees Retired Over the Past 12 Months* - Natural Resources – Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=26)</i>
7421	Heavy equipment operators (except crane)	6	23.1
8431	General farm workers	4	15.4
9619	Other labourers in processing, manufacturing and utilities	3	11.5
7411	Truck drivers	2	7.7

*Multiple responses allowed.

Almost two-thirds of businesses in this industry (63%, n=154) do not expect any employees to retire in the next five years. Of those surveyed businesses that do expect employee retirement over this period (n=92), an average of three employees are expected to retire, with retirement totaling 370 employees.

Most commonly, employees are expected to retire from the general farm workers occupation (16%, n=15).

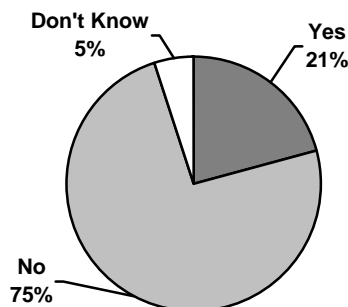
Table E52: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Natural Resources - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=92)</i>
8431	General farm workers	15	16.3
7421	Heavy equipment operators (except crane)	12	13.0
8251	Farmers and farm managers	10	10.9
7411	Truck drivers	6	6.5

*Multiple responses allowed.

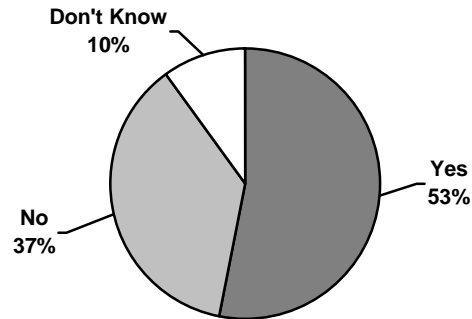
Almost one-quarter of rural businesses in the natural resources industry (21%, n=51) expect their owner/manager/CEO to retire within the next five years.

Figure E26: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Natural Resources – Rural Subdivision (N=246)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=51), just over one-half (53%, n=27) have a formal or informal succession plan in place.

Figure E27: Businesses with a Succession Plan - Natural Resources – Rural Subdivision (N=51)



2.3 Economic Regions

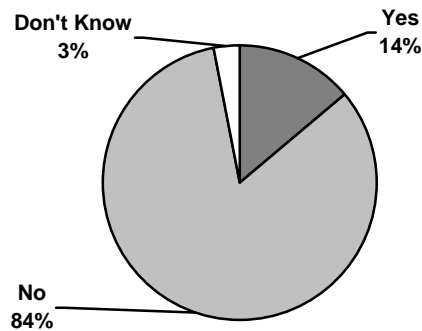
- 2.3.1 Central Region**
- 2.3.2 Northeast Region**
- 2.3.3 Northwest Region**
- 2.3.4 Southeast Region**
- 2.3.5 Southwest Region**

2.3.1 Central Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Fourteen percent of Central area businesses in the natural resources industry (n=6) 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 E28: Businesses with a Formal Human Resources Plan - Natural Resources – Central Region (N=44)



Less than one-half of Central area businesses in this industry (43%, n=19) hired at least one new employee over the past 12 months. Of those who hired (n=19), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 88 employees.

General farm workers (n=4) and truck drivers (n=3) were the top occupations hired over the past 12 months¹⁶.

Fourteen of the 19 businesses that hired new employees over the past 12 months were fully satisfied with their new hires. Those not satisfied with at least one employee (n=5) reported on average, that they were not satisfied with 38% of the new employees hired.

The primary reasons identified for dissatisfaction were new employees being unreliable (n=3), lack of work ethic/motivation (n=1) and not suited/qualified for position (n=1).

Of the 88 new employees hired by surveyed businesses over the past 12 months, most (92%) have high school or less than high school as their highest level of education.

Table E53: Highest Education Level of New Employees - Natural Resources – Central Region

	<i>n</i>	%
University	5	5.7
Public Community College	2	2.3
Private Training Institution	-	-
High School	57	64.8
Less than High School	24	27.3
New Employee Total	88	100.0
Business Total	19	-

¹⁶ Multiple responses allowed.

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=4) – One employer rated job readiness as excellent, two rated it as good, and one rated it as fair.
- Public Community College graduates (n=1) – This employer rated job readiness as good.
- High School graduates (n=17) – Four employers rated job readiness as excellent, nine rated it as good, three rated it as fair and one rated it as poor.

Among surveyed businesses that hired over the past 12 months, 17% of the new employees hired were aboriginals.

Table E54: Classifications of New Employees - Natural Resources – Central Region

	<i>n</i>	%
Immigrants	5	5.7
Co-op students hired for work placement	1	1.1
Persons with disabilities	-	-
Aboriginals	15	17.0
New Employee Total	88	23.8
Business Total	19	-

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 (64%, n=28).

Table E55: Methods Used to Fill Staffing Vacancies* - Natural Resources - Central Region

	<i>n</i>	% (N=44)
Use word of mouth/employee referrals	28	63.7
Place ad/use Service Canada Student Employment Centre	7	15.9
Place ad in newspaper	6	13.4
Use an employment agency/headhunter	3	7.6
Use unsolicited resumes	3	7.0
Recruit from other companies	1	2.5
Place ad in student employment centres at colleges/universities	1	2.5
Radio	1	2.5
Place ad on bulletin boards in local community	1	1.9
Post internally in your company/organization	1	1.9
Other	3	7.0
Don't know	2	4.5

*Multiple responses allowed.

Over the past 12 months, 33% of Central area businesses in the natural resources industry (n=15) have had at least one vacant position available. Those with at least one vacancy (n=15) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 73 vacant positions.

Of the 73 vacant positions available among these surveyed businesses, 27 positions or 37% were vacant more than once throughout the past 12 months.

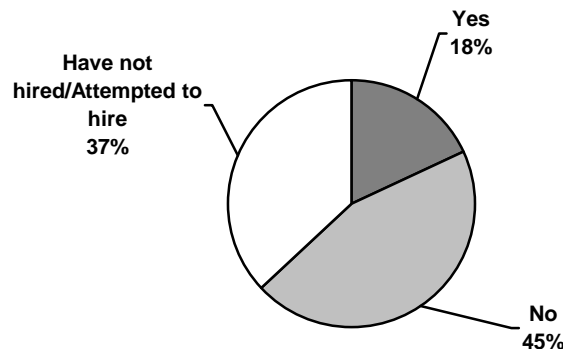
Furthermore, among these surveyed businesses, over one-half (59%) of the positions available were seasonal.

Table E56: Classification of Vacancies - Natural Resources – Central Region

	<i>n</i>	%
Permanent	23	31.5
Casual/Contract	7	9.6
Seasonal	43	58.9
Vacancy Total	73	100.0
Business Total	15	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Eighteen percent (n=8) have experienced difficulty, 45% (n=20) have not, and 37% (n=16) have not hired or attempted to hire.

Figure E29: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources – Central Region (N=44)



Of businesses that have experienced difficulty in filling vacancies (n=8), the main reasons for experiencing difficulty were potential hires lacking educational training/qualifications (n=3), lacking experience (n=3), not being interested in employment (n=2) and other reasons (n=3)¹⁷.

Among businesses experiencing difficulty in filling vacancies (n=8), general farm workers (n=2) was the most difficult occupation to fill over the past 12 months¹⁸.

The large majority of businesses in the natural resources industry (85%, n=38) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=6), a total of 8 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=6), general farm workers (n=2) was the top occupation from which employees retired¹⁹.

¹⁷ Multiple responses allowed.

¹⁸ Multiple responses allowed.

¹⁹ Multiple responses allowed.

Over one-half of businesses in this industry (59%, n=26) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=18), an average of three employees are expected to retire, with retirement totaling 52 employees.

Most commonly, employees are expected to retire from the general farm workers and heavy equipment operators (except crane) occupations (n=3 each).

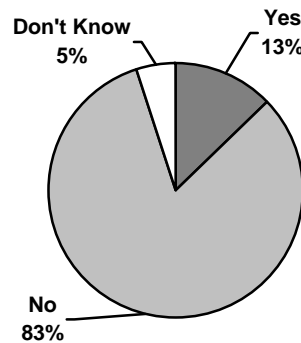
Table E57: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Natural Resources - Central Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=18)</i>
8431	General farm workers	3	18.7
7421	Heavy equipment operators (except crane)	3	14.1
7411	Truck drivers	2	10.9
0621	Retail trade managers	2	10.9
7414	Delivery and courier service drivers	2	12.5

*Multiple responses allowed.

A minority of Central area businesses in the natural resources industry (13%, n=6) expect their owner/manager/CEO to retire within the next five years.

Figure E30: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Natural Resources – Central Region (N=44)

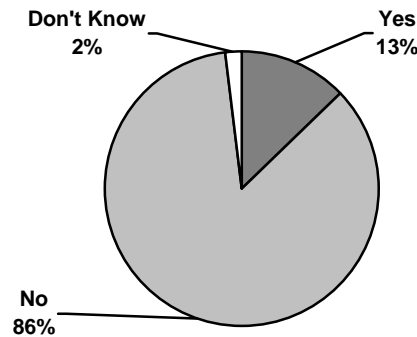


None of the six businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

2.3.2 Northeast Region (N=115)

Thirteen percent of Northeast area businesses in the natural resources industry (n=14) 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 E31: Businesses with a Formal Human Resources Plan - Natural Resources – Northeast Region (N=115)



Less than one-half of Northeast area businesses in this industry (40%, n=46) hired at least one new employee over the past 12 months. Of those who hired (n=46), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 267 employees.

General farm workers (14%, n=7) and heavy equipment operators (except crane) (13%, n=6) were the top occupations hired over the past 12 months.

Table E58: Top Six Occupations Hired in the Past 12 Months* - Natural Resources – Northeast Region

NOC Code	Occupation Name	n	% (N=46)
8431	General farm workers	7	14.1
7421	Heavy equipment operators (except crane)	6	12.9
8262	Fishing vessel skippers and fishermen/women	3	7.4
7433	Deck crew, water transport	3	6.1
8432	Nursery and greenhouse workers	3	6.1
7612	Other trades helpers and labourers	3	5.5

*Multiple responses allowed.

Just over three-quarters of businesses that hired new employees over the past 12 months (78%, n=36) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=10) reported on average, that they were not satisfied with 20% of the new employees hired.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (n=4).

Table E59: Primary Reason for Dissatisfaction with New Employees - Natural Resources – Northeast Region

	n	% (N=10)
Lacking work ethic/motivation	4	42.9
Lacking adequate training/skills	1	11.4
Inexperienced	1	11.4
Unhappy with performance	1	8.6
Not a good fit within the company	1	8.6
Other	2	17.2

Of the 267 new employees hired by surveyed businesses over the past 12 months, 62% have a high school diploma as their highest level of education.

Table E60: Highest Education Level of New Employees - Natural Resources – Northeast Region

	<i>n</i>	%
University	20	7.5
Public Community College	38	14.2
Private Training Institution	10	3.7
High School	165	61.8
Less than High School	34	12.7
New Employee Total	267	100.0
Business Total	46	-

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=8) – Three employers rated job readiness as excellent, three rated it as good, one rated it as fair, and one rated it as poor.
- Public Community College graduates (n=12) – Seven employers rated job readiness as excellent and six rated it as good.
- Private Training Institution graduates (n=3) – Two employers rated job readiness as excellent and one rated it as good.
- High School graduates (n=32) – 19% of employers (n=6) rated job readiness as excellent, 48% (n=15) rated it as good, 25% (n=8) rated it as fair, 5% (n=2) rated it as poor, and one employer was unsure.

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

Table E61: Classifications of New Employees - Natural Resources – Northeast Region

	<i>n</i>	%
Immigrants	5	1.9
Co-op students hired for work placement	7	2.6
Persons with disabilities	2	0.8
Aboriginals	1	0.4
New Employee Total	265	5.7
Business Total	45²⁰	-

²⁰ 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. By far, the most popular method used is word of mouth/employee referrals (74%, n=85).

Table E62: Methods Used to Fill Staffing Vacancies* - Natural Resources - Northeast Region

	<i>n</i>	% (N=115)
Use word of mouth/employee referrals	85	73.9
Place ad/use Service Canada Student Employment Centre	17	14.7
Use unsolicited resumes	16	13.8
Place ad in newspaper	15	13.3
Radio	3	3.0
Place ad on or check internet/websites	3	2.5
Don't hire/never have vacancies/self-employed	3	2.2
Post internally in your company/organization	3	2.2
Other	9	6.6
Don't know	5	4.7

*Multiple responses allowed.

Over the past 12 months, 31% of Northeast area businesses in the natural resources industry (n=35) have had at least one vacant position available. Those with at least one vacancy (n=35) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 141 vacant positions.

Of the 141 vacant positions available, 25 positions or 18% were vacant more than once throughout the past 12 months.

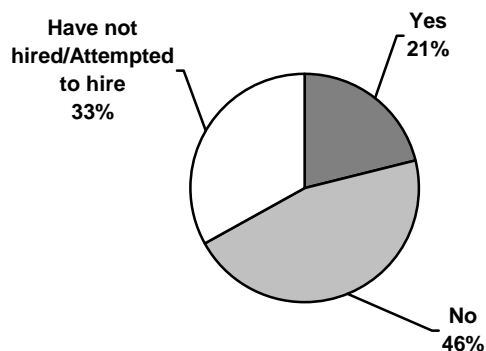
Furthermore, among these surveyed businesses, almost one-half (46%) of the positions available were seasonal, while 39% were permanent.

Table E63: Classification of Vacancies - Natural Resources – Northeast Region

	<i>n</i>	%
Permanent	55	39.3
Casual/Contract	20	14.3
Seasonal	65	46.4
Vacancy Total	140	100.0
Business Total	34 ²¹	-

Twenty-one percent of businesses (n=24) have experienced difficulty in filling vacancies, 46% (n=53) have not, and 33% (n=38) have not hired or attempted to hire.

Figure E32: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources – Northeast Region (N=115)



²¹ Businesses with missing data were excluded from this analysis.

Of businesses that have experienced difficulty in filling vacancies (n=24), the main reason for experiencing difficulty was potential hires lacking experience (n=11).

Table E64: Main Reason for Experiencing Difficulty in Filling Vacancies* - Natural Resources – Northeast Region

	<i>n</i>	<i>% (N=24)</i>
Lacking experience	11	47.1
Lacking educational/training qualifications	8	34.1
Lacking specific technical skills	7	27.0
Workforce shortage	6	24.7
Difficult working conditions	5	22.3
Salary expectations too high	3	14.1
Lacking soft skills (such as communication/teamwork)	2	7.1
Lacking proper license/permit	2	7.1
Location	2	7.1
People not interested in employment	1	3.5
Position did not provide enough hours	1	3.5
Other	1	4.7

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=24), general farm workers (n=5) was the most difficult occupation to fill over the past 12 months.

Table E65: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Natural Resources – Northeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=24)</i>
8262	Fishing vessel skippers and fishermen/women	5	18.8
8431	General farm workers	4	15.3
7421	Heavy equipment operators (except crane)	3	14.1

*Multiple responses allowed.

The large majority of businesses in the natural resources industry (89%, n=102) did not have any employees retire over the past 12 months. Of those surveyed businesses that did experience retirement (n=12), a total of 25 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=12), heavy equipment operators (except crane) and other labourers in processing, manufacturing and utilities (n=2 each) were the top occupations from which employees retired²².

Almost two-thirds of businesses in this industry (63%, n=72) do not expect any employees to retire in the next five years. Of those surveyed businesses that do expect employee retirement over this period (n=43), an average of three employees are expected to retire, with retirement totaling 172 employees.

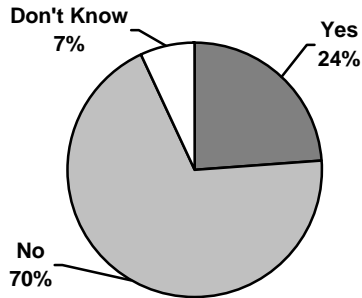
Most commonly, employees are expected to retire from the heavy equipment operators (except crane) occupation (10%, n=4) and the farmers and farm managers occupation (9%, n=4)²³.

²² Multiple responses allowed.

²³ Multiple responses allowed.

Approximately one-quarter of Northeast area businesses in the natural resources industry (24%, n=27) expect their owner/manager/CEO to retire within the next five years.

Figure E33: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Natural Resources – Northeast Region (N=115)

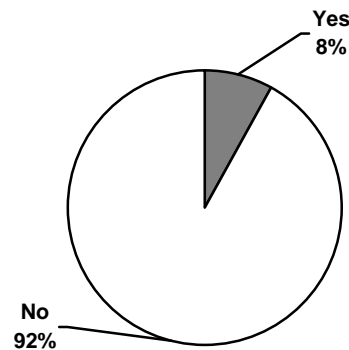


Of the 27 businesses that expect their owner/manager/CEO to retire within the next five years, 14 have a formal or informal succession plan in place.

2.3.3 Northwest Region (N=81)

A minority of Northwest area businesses in the natural resources industry (8%, n=7) 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 E34: Businesses with a Formal Human Resources Plan - Natural Resources – Northwest Region (N=81)



Less than one-half of Northwest area businesses in this industry (43%, n=35) hired at least one new employee over the past 12 months. Of those who hired (n=35), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 150 employees.

General farm workers (49%, n=17) was the top occupation hired over the past 12 months.

Table E66: Top Three Occupations Hired in the Past 12 Months* - Natural Resources – Northwest Region

NOC Code	Occupation Name	n	% (N=35)
8431	General farm workers	17	49.2
8421	Chainsaw and skidder operators	3	9.0
7411	Truck drivers	3	7.4

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=35), 74% (n=26) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=9) reported on average, that they were not satisfied with 32% of the new employees hired.

The primary reasons identified for dissatisfaction were new employees being unreliable (n=3) and lacking work ethic/motivation (n=2).

Table E67: Primary Reason for Dissatisfaction with New Employees - Natural Resources – Northwest Region

	n	% (N=9)
Unreliable	3	32.2
Lacking work ethic/motivation	2	19.4
Lacking adequate training/skills	1	9.7
Inexperienced	1	9.7
Unhappy with performance	1	9.7
Poor attitude	1	9.7
Other	1	9.7

Of the 150 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 E68: Highest Education Level of New Employees - Natural Resources – Northwest Region

	<i>n</i>	%
University	11	7.3
Public Community College	20	13.3
Private Training Institution	1	0.7
High School	73	48.7
Less than High School	46	30.7
New Employee Total	150	100.0
Business Total	35	-

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) – One employer rated job readiness as excellent, three rated it as good, and one rated it as fair.
- Public Community College graduates (n=7) – Three employers rated job readiness as excellent and four rated it as good.
- Private Training Institution graduates (n=1) – This employer rated job readiness as excellent.
- High School graduates (n=21) – Six employers rated job readiness as excellent, 11 rated it as good, two rated it as fair and two rated it as poor.

Among surveyed businesses that hired over the past 12 months, 6% of the new employees hired were aboriginals.

Table E69: Classifications of New Employees - Natural Resources – Northwest Region

	<i>n</i>	%
Immigrants	-	-
Co-op students hired for work placement	2	1.3
Persons with disabilities	1	0.7
Aboriginals	9	6.0
New Employee Total	150	8.0
Business Total	35	-

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 (61%, n=49).

Table E70: Methods Used to Fill Staffing Vacancies* - Natural Resources - Northwest Region

	<i>n</i>	% (<i>N=81</i>)
Use word of mouth/employee referrals	49	60.7
Place ad in newspaper	13	16.5
Place ad/use Service Canada Student Employment Centre	12	14.4
Use unsolicited resumes	10	11.9
Place ad in student employment centres at colleges/universities	4	4.6
Don't hire/never have vacancies/self-employed	3	4.2
Place ad on or check internet/websites	3	3.8
Use an employment agency/headhunter	3	3.2
Post internally in your company/organization	3	3.2
Recruit from other companies	2	2.8
Radio	2	2.1
Place ad on bulletin boards in local community	2	2.1
Other	7	7.8
Don't know	5	5.6

*Multiple responses allowed.

Over the past 12 months, 41% of Northwest area businesses in the natural resources industry (n=33) have had at least one vacant position available. Those with at least one vacancy (n=33) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 135 vacant positions.

Of the 135 vacant positions available, 41 positions or 30% were vacant more than once throughout the past 12 months.

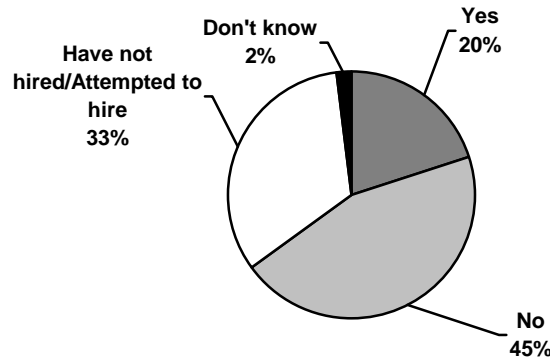
Furthermore, among these surveyed businesses, the large majority (81%) of the positions available were seasonal.

Table E71: Classification of Vacancies - Natural Resources – Northwest Region

	<i>n</i>	%
Permanent	13	9.6
Casual/Contract	13	9.6
Seasonal	109	80.7
Vacancy Total	135	100.0
Business Total	33	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Twenty percent (n=16) have experienced difficulty, 45% (n=37) have not, and 33% (n=26) have not hired or attempted to hire.

Figure E35: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources – Northwest Region (N=81)



Of businesses that have experienced difficulty in filling vacancies (n=16), the main reasons for experiencing difficulty were a workforce shortage (n=5) and difficult working conditions (n=5).

Table E72: Main Reason for Experiencing Difficulty in Filling Vacancies* - Natural Resources – Northwest Region

	<i>n</i>	% (N=16)
Workforce shortage	5	31.6
Difficult working conditions	5	29.8
Lacking experience	4	22.8
Lacking specific technical skills	3	17.5
Lacking soft skills (such as communication/teamwork)	3	15.8
Lacking educational/training qualifications	1	5.3
Salary expectations too high	1	5.3
Position did not provide enough hours	1	5.3
Other	1	5.3

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=16), general farm workers (n=7), truck drivers (n=3) and farmers and farm managers (n=2) were the most difficult occupations to fill over the past 12 months²⁴.

Almost all businesses in the natural resources industry (95%, n=76) did not have any employees retire over the past 12 months. Of those surveyed businesses that did experience retirement (n=4), a total of 4 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=4), general farm workers (n=3) was the top occupation from which employees retired²⁵.

Two-thirds of businesses in this industry (66%, n=53) do not expect any employees to retire in the next five years. Of those surveyed businesses that do expect employee retirement over this period (n=27), an average of one employee is expected to retire, with retirement totaling 39 employees.

Most commonly, employees are expected to retire from the general farm workers (n=10) and farmers and farm managers (n=5) occupations²⁶.

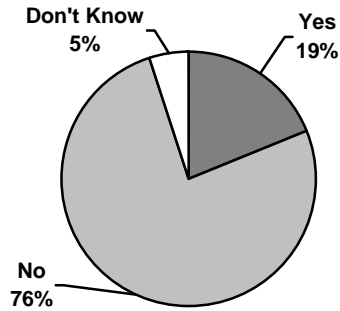
²⁴ Multiple responses allowed.

²⁵ Multiple responses allowed.

²⁶ Multiple responses allowed.

Nineteen percent of Northwest area businesses in the natural resources industry (n=16) expect their owner/manager/CEO to retire within the next five years.

Figure E36: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Natural Resources – Northwest Region (N=81)



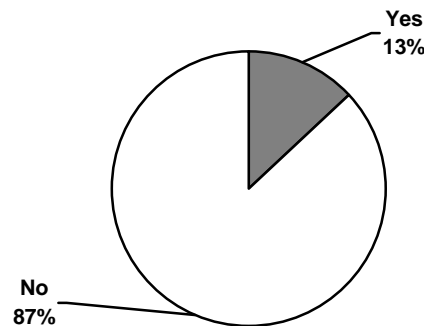
Nine of the 16 businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

2.3.4 Southeast Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Thirteen percent of Southeast area businesses in the natural resources industry (n=6) 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 E37: Businesses with a Formal Human Resources Plan - Natural Resources – Southeast Region (N=44)



Approximately one-half of Southeast area businesses in this industry (52%, n=23) hired at least one new employee over the past 12 months. Of those who hired (n=23), an average of nine new employees were hired. Furthermore, these surveyed businesses hired a total of 383 employees.

General farm workers (n=5) and retail salespersons and sales clerks (n=4) were the top occupations hired over the past 12 months²⁷.

Of the businesses that hired new employees over the past 12 months (n=23), 52% (n=12) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=11) reported on average, that they were not satisfied with 30% of the new employees they hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation and being unreliable (n=3 each).

Table E73: Primary Reason for Dissatisfaction with New Employees - Natural Resources – Southeast Region

	<i>n</i>	% (<i>N=11</i>)
Lacking work ethic/motivation	3	29.9
Unreliable	3	25.1
Not suited/qualified for position	2	17.5
Lacking adequate training/skills	1	10.0
Poor attitude	1	10.0
Inexperienced	1	7.5

²⁷ Multiple responses allowed.

Of the 383 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 E74: Highest Education Level of New Employees - Natural Resources – Southeast Region

	<i>n</i>	%
University	19	5.0
Public Community College	63	16.4
Private Training Institution	1	0.3
High School	205	53.5
Less than High School	96	25.1
New Employee Total	383	100.0
Business Total	23	-

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=6) – Two employers rated job readiness as excellent and four rated it as good.
- Public Community College graduates (n=6) – Five employers rated job readiness as good and one rated it as fair.
- Private Training Institution graduates (n=1) – This employer rated job readiness as good.
- High School graduates (n=15) – 13 employers rated job readiness as good and two rated it as fair.

Among surveyed businesses that hired over the past 12 months, 24% of the new employees hired were aboriginals.

Table E75: Classifications of New Employees - Natural Resources – Southeast Region

	<i>n</i>	%
Immigrants	1	0.3
Co-op students hired for work placement	2	0.5
Persons with disabilities	2	0.5
Aboriginals	90	23.5
New Employee Total	383	24.8
Business Total	23	-

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 (62%, n=27).

Table E76: Methods Used to Fill Staffing Vacancies* - Natural Resources - Southeast Region

	<i>n</i>	% (N=44)
Use word of mouth/employee referrals	27	61.7
Place ad/use Service Canada Student Employment Centre	10	23.4
Place ad in newspaper	7	16.2
Don't hire/never have vacancies/self-employed	4	9.7
Use unsolicited resumes	4	8.4
Place ad in student employment centres at colleges/universities	3	5.9
Place ad on or check internet/websites	2	4.5
Place ad on bulletin boards in local community	2	3.9
Use an employment agency/headhunter	1	2.6
Post internally in your company/organization	1	2.6
Signs/flyers/pamphlets	1	2.6
Place ad in trade/professional/association journals	1	2.0
Radio	1	2.0
Other	1	2.0
Don't know	3	7.1

*Multiple responses allowed.

Over the past 12 months, 44% of Southeast area businesses in the natural resources industry (n=19) have had at least one vacant position available. Those with at least one vacancy (n=19) reported an average of seven vacancies. Furthermore, among these surveyed businesses, there were a total of 314 vacant positions.

Of the 314 vacant positions available, 113 positions or 36% were vacant more than once throughout the past 12 months.

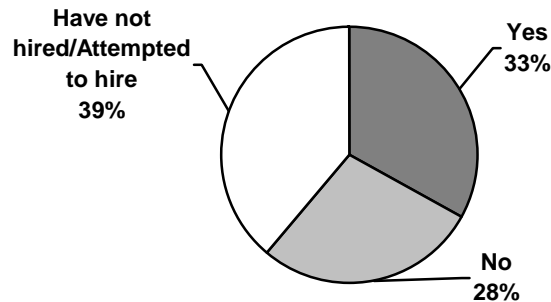
Furthermore, among these surveyed businesses, approximately three-quarters (76%) of the positions available were seasonal.

Table E77: Classification of Vacancies - Natural Resources – Southeast Region

	<i>n</i>	%
Permanent	55	17.5
Casual/Contract	22	7.0
Seasonal	237	75.5
Vacancy Total	314	100.0
Business Total	19	-

Businesses were asked if they have experienced any difficulty in filling vacancies. One-third (33%, n=14) have experienced difficulty, 28% (n=12) have not, and 39% (n=17) have not hired or attempted to hire.

Figure E38: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources – Southeast Region (N=44)



Of businesses that have experienced difficulty in filling vacancies (n=14), the main reasons for experiencing difficulty were salary expectations being too high (n=5) and a workforce shortage (n=5).

Table E78: Main Reason for Experiencing Difficulty in Filling Vacancies* - Natural Resources – Southeast Region

	<i>n</i>	<i>% (N=14)</i>
Salary expectations too high	5	37.1
Workforce shortage	5	31.4
Lacking experience	4	27.4
Difficult working conditions	3	21.5
Lacking educational/training qualifications	3	19.6
Lacking specific technical skills	3	19.6
Other	2	11.8

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=14), general farm workers (n=3) was the most difficult occupation to fill over the past 12 months.

Table E79: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Natural Resources – Southeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=14)</i>
8431	General farm workers	3	19.6
6421	Retail salespersons and sales clerks	2	15.6
7421	Heavy equipment operators (except crane)	2	11.8

*Multiple responses allowed.

The large majority of businesses in the natural resources industry (84%, n=37) did not have any employees retire over the past 12 months. Of those surveyed businesses that did experience retirement (n=7), a total of 18 employees retired, averaging three employee per business.

The top occupations from which employees retired are presented in the table below.

Table E80: Top Eight Occupations From Which Employees Retired Over the Past 12 Months* - Natural Resources – Southeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=7)</i>
7312	Heavy-duty equipment mechanics	1	16.6
6421	Retail salespersons and sales clerks	1	16.6
7611	Construction trades helpers and labourers	1	16.6
9617	Labourers in food, beverage and tobacco processing	1	16.6
7421	Heavy equipment operators (except crane)	1	12.6
9431	Sawmill machine operators	1	12.6
9619	Other labourers in processing, manufacturing and utilities	1	12.6
9618	Labourers in fish processing	1	12.6

*Multiple responses allowed.

Over one-half of businesses in this industry (57%, n=25) do not expect any employees to retire in the next five years. Of those surveyed businesses that do expect employee retirement over this period (n=19), an average of seven employees are expected to retire, with retirement totaling 124 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (n=3).

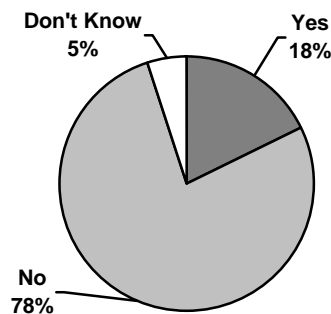
Table E81: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Natural Resources - Southeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=19)</i>
0621	Retail trade managers	3	14.9
7411	Construction trades helpers and labourers	2	11.9
1221	Administrative officers	2	11.9
8431	General farm workers	2	9.0
7421	Heavy equipment operators (except crane)	2	9.0

*Multiple responses allowed.

Eighteen percent of Southeast area businesses in the natural resources industry (n=8) expect their owner/manager/CEO to retire within the next five years.

Figure E39: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Natural Resources – Southeast Region (N=44)



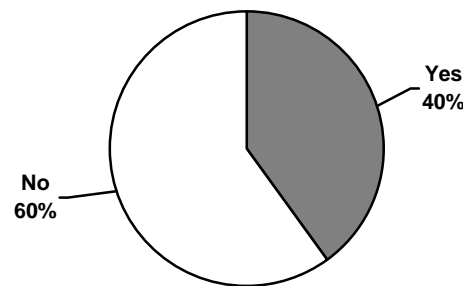
Three of the eight businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

2.3.5 Southwest Region (N=35)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Forty percent of Southwest area businesses in the natural resources industry (n=14) 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 E40: Businesses with a Formal Human Resources Plan - Natural Resources – Southwest Region (N=35)



Under one-half of Southwest area businesses in this industry (45%, n=16) hired at least one new employee over the past 12 months. Of those who hired (n=16), an average of seven new employees were hired. Furthermore, these surveyed businesses hired a total of 115 employees.

General farm workers (n=4) and mine labourers (n=3) were the top occupations hired over the past 12 months²⁸.

Of the businesses that hired new employees over the past 12 months (n=16), 56% (n=9) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=7) reported on average, that they were not satisfied with 33% of the new employees they hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (n=3), lacking adequate training/skills (n=1), not a good fit within the company (n=1), difficulty adapting to position (n=1) and other reasons (n=1).

Of the 115 new employees hired by surveyed businesses over the past 12 months, the large majority (83%) have high school or less than high school as their highest level of education.

Table E82: Highest Education Level of New Employees - Natural Resources – Southwest Region

	<i>n</i>	%
University	10	8.7
Public Community College	9	7.8
Private Training Institution	1	0.9
High School	83	72.2
Less than High School	12	10.4
New Employee Total	115	100.0
Business Total	16	-

²⁸ Multiple responses allowed.

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=6) – Four employers rated job readiness as excellent, two rated it as good, and one rated it as fair.
- Public Community College graduates (n=5) – One employer rated job readiness as excellent, three rated it as good, one rated it as fair, and one was unsure.
- Private Training Institution graduates (n=1) – This employer rated job readiness as good.
- High School graduates (n=11) – Two employers rated job readiness as excellent, three rated it as good, four rated it as fair, one rated it as poor and two were unsure.

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

Table E83: Classifications of New Employees - Natural Resources – Southwest Region

	<i>n</i>	%
Immigrants	3	2.6
Co-op students hired for work placement	2	1.7
Persons with disabilities	1	0.9
Aboriginals	-	-
New Employee Total	115	5.2
Business Total	16	-

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 (55%, n=19) and placing ads in the newspaper (51%, n=18).

Table E84: Methods Used to Fill Staffing Vacancies* - Natural Resources - Southwest Region

	<i>n</i>	% (<i>N=35</i>)
Use word of mouth/employee referrals	19	54.8
Place ad in newspaper	18	50.8
Place ad/use Service Canada Student Employment Centre	13	37.9
Place ad on or check internet/websites	6	17.7
Post internally in your company/organization	6	16.1
Use unsolicited resumes	3	9.7
Place ad on bulletin boards in local community	3	7.3
Place ad in trade/professional/association journals	2	4.8
Use an employment agency/headhunter	1	2.4
Place ad in student employment centres at colleges/universities	1	2.4
Other	2	5.6
Don't know	2	4.8

*Multiple responses allowed.

Over the past 12 months, 50% of Southwest area businesses in the natural resources industry (n=18) have had at least one vacant position available. Those with at least one vacancy (n=18) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 78 vacant positions.

Of the 78 vacant positions available, 24 positions or 31% were vacant more than once throughout the past 12 months.

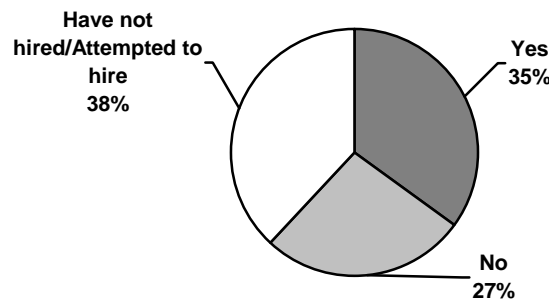
Furthermore, among these surveyed businesses, approximately three-quarters (76%) of the positions available were permanent.

Table E85: Classification of Vacancies - Natural Resources – Southwest Region

	<i>n</i>	%
Permanent	59	75.6
Casual/Contract	4	5.1
Seasonal	15	19.2
Vacancy Total	78	100.0
Business Total	18	-

Businesses were asked if they have experienced any difficulty in filling vacancies. One-third (33%, n=12) have experienced difficulty, 27% (n=10) have not, and 38% (n=13) have not hired or attempted to hire.

Figure E41: Businesses Experiencing Difficulty Filling Vacancies - Natural Resources – Southwest Region (N=35)



Of businesses that have experienced difficulty in filling vacancies (n=12), the main reason for experiencing difficulty was salary expectations being too high (n=4).

Table E86: Main Reason for Experiencing Difficulty in Filling Vacancies* - Natural Resources – Southwest Region

	<i>n</i>	% (N=12)
Salary expectations too high	4	30.2
Difficult working conditions	3	27.9
Workforce shortage	3	20.9
Lacking soft skills (such as communication/teamwork)	2	14.0
People not interested in employment	2	14.0
Lacking experience	1	7.0
Lacking educational/training qualifications	1	7.0
Other	2	14.0

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=12), general farm workers (n=4) was the most difficult occupation to fill over the past 12 months²⁹.

The large majority of businesses in the natural resources industry (90%, n=32) did not have any employees retire over the past 12 months. Of those surveyed businesses that did experience retirement (n=3), a total of 14 employees retired, averaging four employees per business.

²⁹ Multiple responses allowed.

Of businesses that experienced employee retirement over the past 12 months (n=3), general farm workers (n=1) and heavy equipment operators (except crane) (n=1) were the top occupations from which employees retired³⁰.

Nearly two-thirds of businesses in this industry (65%, n=23) do not expect any employees to retire in the next five years. Of those surveyed businesses that do expect employee retirement over this period (n=12), an average of five employees are expected to retire, with retirement totaling 59 employees.

Most commonly, employees are expected to retire from the farm and farm managers and general office clerks occupations (n=3 each).

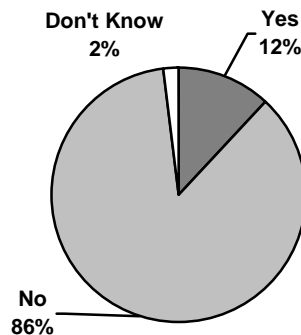
Table E87: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Natural Resources - Southwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=12)</i>
8431	Farmers and farm managers	3	27.3
1411	General office clerks	3	20.5
7241	Electricians (except industrial and power system)	2	13.7

*Multiple responses allowed.

A minority of Southwest area businesses in the natural resources industry (12%, n=4) expect their owner/manager/CEO to retire within five years.

Figure E42: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Natural Resources – Southwest Region (N=35)



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

³⁰ Multiple responses allowed.

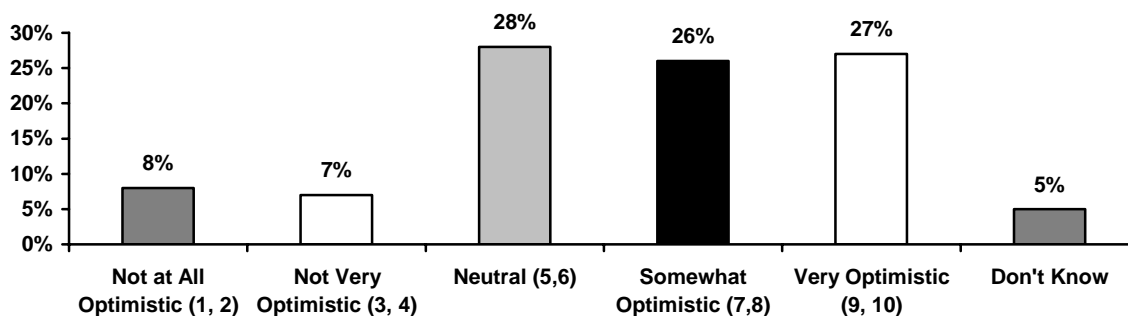
3.0 Business Outlook and Confidence

3.1 Provincial Overview

3.1 Provincial Overview (N=318)

Businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 6.8 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. The large majority of businesses provided a neutral (28%, n=88), somewhat optimistic (26%, n=83) or very optimistic (27%, n=86) outlook toward the future.

Figure E43: Level of Optimism About the Future - Natural Resources – Provincial Overview (N=318)



Businesses that provided an optimistic rating (7 or higher out of 10, n=169) explained their positive outlook by their business doing well (39%, n=66).

Businesses with a neutral rating (5 or 6 out of 10, n=89) mainly indicated that the economy is unstable (47%, n=42), while businesses that provided a pessimistic rating (4 or lower out of 10, n=46) also indicated that the economy is unstable (40%, n=18).

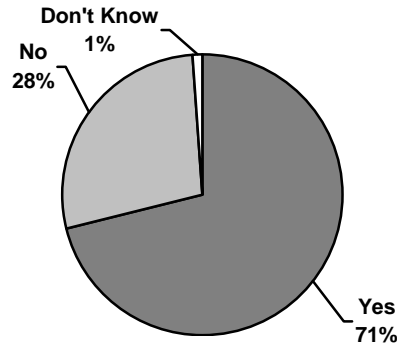
Table E88: Reasons for Rating Provided* - Natural Resources – Provincial Overview

Optimistic	n	% (N=169)
Business is doing well	66	39.4
Growing industry/company	32	19.1
Well established company	23	13.7
Economy is unstable	10	6.0
Future is uncertain	5	2.8
Other	43	24.5
Don't know/no answer	12	7.4
Neutral	n	% (N=89)
Economy is unstable	42	47.3
Future is uncertain	14	15.6
Increase in operating costs	8	9.0
Business is not doing well	7	7.7
Business is doing well	6	6.4
Change in exchange rates	5	5.4
Workforce shortage	3	3.8
Other	11	13.1
Don't know/no answer	6	6.4
Pessimistic	n	% (N=46)
Economy is unstable	18	40.1
Business is not doing well	9	20.4
Future is uncertain	5	10.5
Change in exchange rates	4	8.6
Increase in operating costs	3	7.4
Workforce shortage	3	5.6
Increase in competition	2	4.3
Other	8	17.3

*Multiple responses allowed.

Almost three-quarters of businesses operating in the natural resources industry (71%, n=225) have experienced significant changes to their external operating environment over the past two years.

Figure E44: Experienced Significant Change to External Operating Environment Over the Past Two Years - Natural Resources – Provincial Overview (N=318)



Businesses that experienced changes (n=225) identified the biggest changes as an increase in fuel prices (64%, n=145), a change in exchange rates (35%, n=79) and an increase in the cost of supplies/overhead (26%, n=58).

Table E89: Changes Experienced* - Natural Resources – Provincial Overview

	<i>n</i>	% (<i>N=225</i>)
Increase in fuel prices	145	64.4
Change in exchange rates	79	35.1
Increase in cost of supplies/overhead	58	25.9
Government legislation	26	11.6
Decline in particular industries	17	7.5
Downturn in economy	11	4.9
Workforce shortage	5	2.0
Other	46	20.4

*Multiple responses allowed.

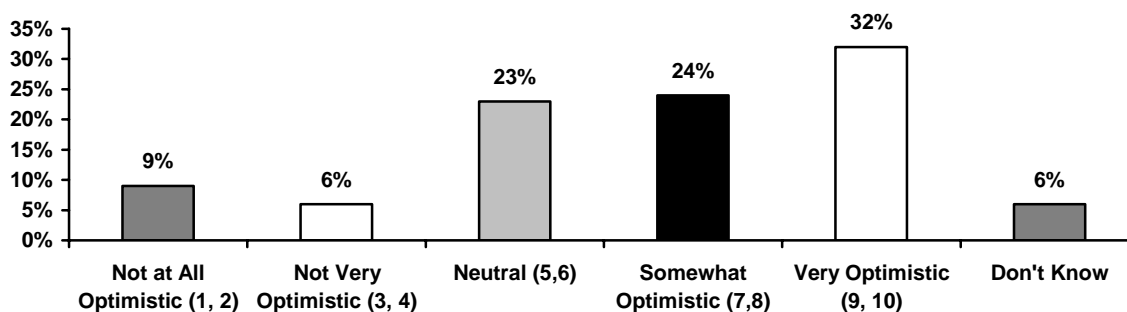
3.2 Urban/Rural Subdivision

- 3.2.1 Urban Subdivision**
- 3.2.2 Rural Subdivision**

3.2.1 Urban Subdivision (N=97)

Urban businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.0 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a neutral (23%, n=22), somewhat optimistic (24%, n=23) or very optimistic (32%, n=31) outlook toward the future.

Figure E45: Level of Optimism About the Future - Natural Resources – Urban Subdivision (N=97)



Businesses that provided an optimistic rating (7 or higher out of 10, n=54) explained their positive outlook by their business doing well (41%, n=22).

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=15) also indicated that the economy is unstable (n=5).

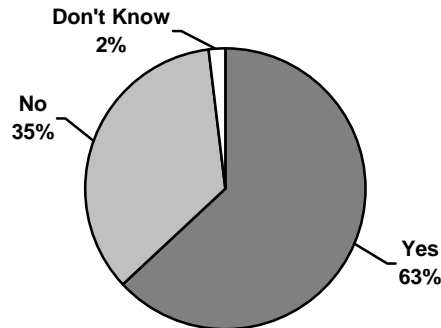
Table E90: Reasons for Rating Provided* - Natural Resources – Urban Subdivision

Optimistic	n	% (N=54)
Business is doing well	22	40.7
Growing industry/company	12	22.2
Well established company	10	18.5
Economy is unstable	3	5.6
Future is uncertain	2	3.7
Other	11	20.5
Don't know/no answer	2	3.7
Neutral	n	% (N=22)
Economy is unstable	10	45.5
Future is uncertain	4	18.2
Business is doing well	2	9.1
Change in exchange rates	2	9.1
Increase in operating costs	1	4.5
Increase in competition	1	4.5
Other	1	4.5
Don't know/no answer	2	9.1
Pessimistic	n	% (N=15)
Economy is unstable	5	33.3
Business is not doing well	3	20.0
Future is uncertain	2	13.3
Change in exchange rates	2	13.3
Increase in competition	1	6.7
Other	4	26.7

*Multiple responses allowed.

Almost two thirds of urban businesses operating in the natural resources industry (63%, n=61) 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 - Natural Resources – Urban Subdivision (N=97)



Businesses that experienced changes (n=61) identified the biggest changes as an increase in fuel prices (64%, n=39), an increase in the cost of supplies/overhead (33%, n=20) and a change in exchange rates (30%, n=18).

Table E91: Changes Experienced* - Natural Resources – Urban Subdivision

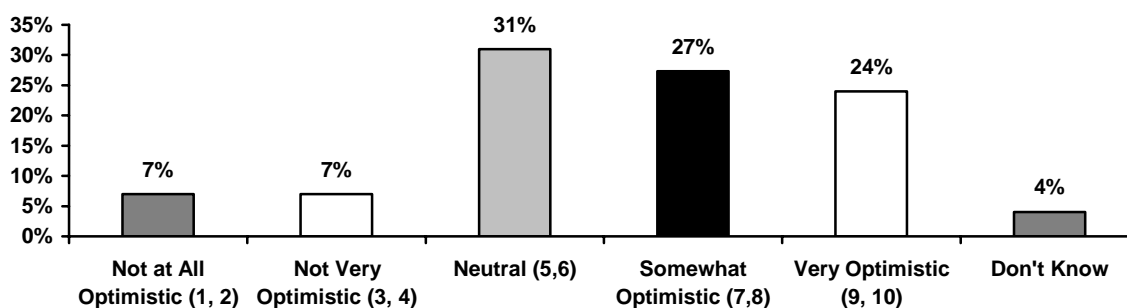
	<i>n</i>	<i>% (N=61)</i>
Increase in fuel prices	39	63.9
Increase in cost of supplies/overhead	20	32.8
Change in exchange rates	18	29.5
Decline in particular industries	6	9.8
Government legislation	5	8.2
Downturn in economy	3	4.9
Increase in competition	2	3.3
Minimum wage increases	2	3.3
Other	12	19.6

*Multiple responses allowed.

3.2.2 Rural Subdivision (N=246)

Rural businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 6.7 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a neutral (31%, n=75), somewhat optimistic (27%, n=67) or very optimistic (24%, n=60) outlook toward the future.

Figure E47: Level of Optimism About the Future - Natural Resources – Rural Subdivision (N=246)



Businesses that provided an optimistic rating (7 or higher out of 10, n=127) explained their positive outlook by their business doing well (39%, n=49).

Businesses with a neutral rating (5 or 6 out of 10, n=75) mainly indicated that the economy is unstable (48%, n=36), while businesses that provided a pessimistic rating (4 or lower out of 10, n=34) also indicated that the economy is unstable (44%, n=15).

Table E92: Reasons for Rating Provided* - Natural Resources – Rural Subdivision

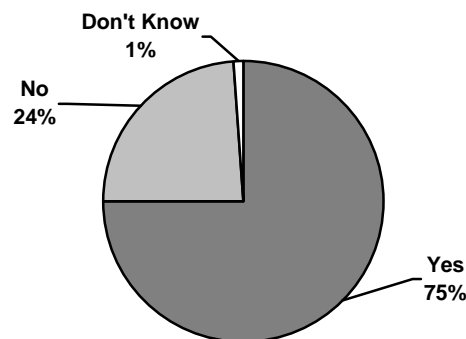
Optimistic	n	% (N=127)
Business is doing well	49	38.6
Growing industry/company	22	17.3
Well established company	14	11.0
Economy is unstable	8	6.3
Increase in operating costs	3	2.4
Future is uncertain	3	2.4
Other	31	24.5
Don't know/no answer	12	9.4
Neutral	n	% (N=75)
Economy is unstable	36	48.0
Future is uncertain	11	14.7
Business is not doing well	8	10.7
Increase in operating costs	8	10.7
Workforce shortage	4	5.3
Business is doing well	4	5.3
Change in exchange rates	3	4.0
Other	11	14.7
Don't know/no answer	4	5.3

Pessimistic	n	% (N=34)
Economy is unstable	15	44.1
Business is not doing well	7	20.6
Increase in operating costs	4	11.8
Workforce shortage	3	8.8
Future is uncertain	3	8.8
Change in exchange rates	2	5.9
Increase in competition	1	2.9
Other	4	11.8

*Multiple responses allowed.

Three-quarters of rural businesses operating in the natural resources industry (75%, n=184) 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 - Natural Resources – Rural Subdivision (N=246)



Businesses that experienced changes (n=184) identified the biggest changes as an increase in fuel prices (65%, n=119) and a change in exchange rates (38%, n=69).

Table E93: Changes Experienced* - Natural Resources – Rural Subdivision

	n	% (N=184)
Increase in fuel prices	119	64.7
Change in exchange rates	69	37.5
Increase in cost of supplies/overhead	42	22.8
Government legislation	24	13.0
Decline in particular industries	12	6.5
Downturn in economy	9	4.9
Workforce shortage	4	2.2
Other	34	18.4

*Multiple responses allowed.

3.3 Economic Regions

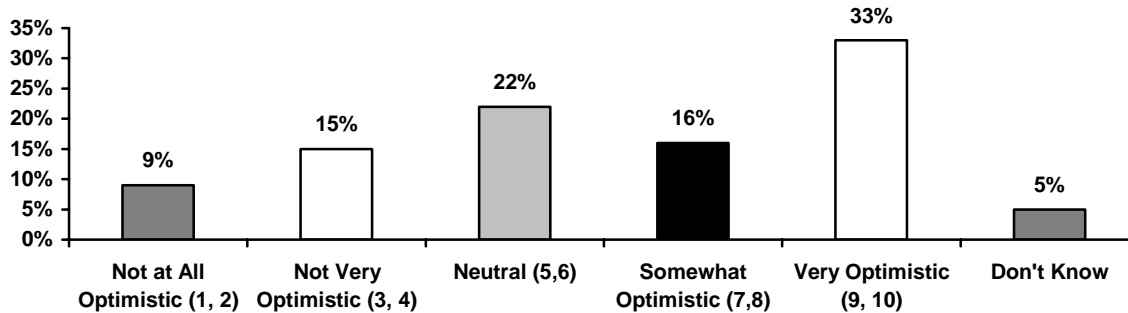
- 3.3.1 Central Region**
- 3.3.2 Northeast Region**
- 3.3.3 Northwest Region**
- 3.3.4 Southeast Region**
- 3.3.5 Southwest Region**

3.3.1 Central Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Central region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 6.6 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a neutral (22%, n=10) or very optimistic (33%, n=15) outlook toward the future.

Figure E49: Level of Optimism About the Future - Natural Resources – Central Region (N=44)



Businesses that provided an optimistic rating (7 or higher out of 10, n=22) explained their positive outlook by the fact that the industry/company is growing (n=6) and their business doing well (n=5).

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

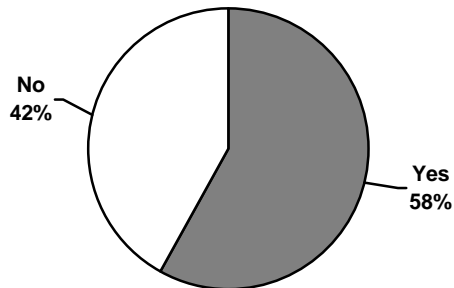
Table E94: Reasons for Rating Provided* - Natural Resources – Central Region

Optimistic	n	% (N=22)
Growing industry/company	6	29.8
Business is doing well	5	23.4
Well established company	3	15.5
Economy is unstable	3	14.3
Offering an essential service	1	3.9
Other	5	23.4
Neutral	n	% (N=10)
Economy is unstable	5	48.6
Future is uncertain	3	28.6
Change in exchange rates	1	11.4
Increase in operating costs	1	11.4
Workforce shortage	1	8.6
Business is not doing well	1	8.6
Other	1	11.4
Pessimistic	n	% (N=10)
Economy is unstable	5	43.3
Business is not doing well	3	29.7
Future is uncertain	1	10.8
Workforce shortage	1	8.1
Other	2	16.2

*Multiple responses allowed.

Over one-half of Central area businesses operating in the natural resources industry (58%, n=26) 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 - Natural Resources – Central Region (N=44)



Businesses that experienced changes (n=26) identified the biggest changes as an increase in fuel prices (n=20) and a change in exchange rates (n=10).

Table E95: Changes Experienced* - Natural Resources – Central Region

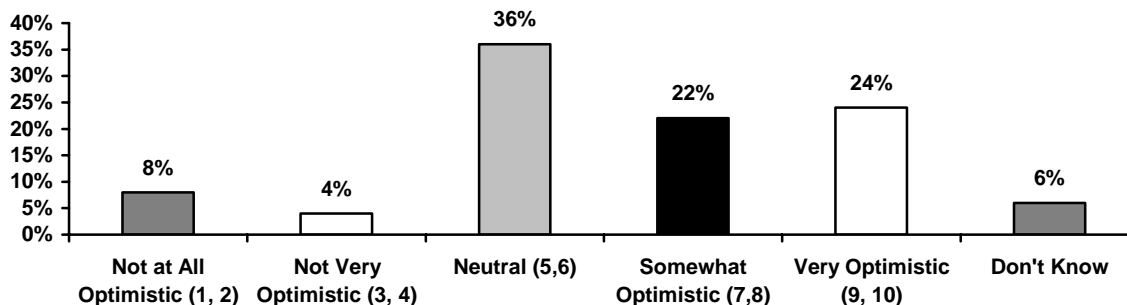
	<i>n</i>	% (<i>N=26</i>)
Increase in fuel prices	20	78.0
Change in exchange rates	10	38.5
Increase in cost of supplies/overhead	6	24.1
Decline in particular industries	3	9.9
Increase in competition	2	8.8
Increase in insurance rates	2	7.7
Minimum wage increases	1	4.4
Government legislation	1	3.3
Downturn in economy	1	3.3
Other	2	8.8

*Multiple responses allowed.

3.3.2 Northeast Region (N=115)

Northeast region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 6.6 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a neutral (36%, n=42) outlook toward the future.

Figure E51: Level of Optimism About the Future - Natural Resources – Northeast Region (N=115)



Businesses that provided an optimistic rating (7 or higher out of 10, n=53) explained their positive outlook by their business doing well (44%, n=23).

Businesses with a neutral rating (5 or 6 out of 10, n=42) mainly indicated that the economy is unstable (52%, n=22), while businesses that provided a pessimistic rating (4 or lower out of 10, n=14) also indicated that the economy is unstable (n=6).

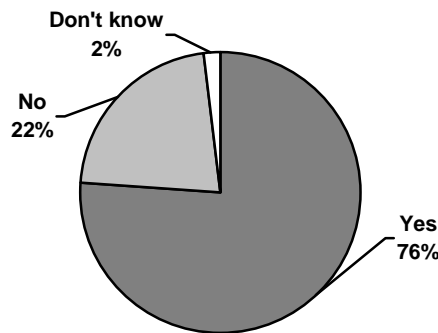
Table E96: Reasons for Rating Provided* - Natural Resources – Northeast Region

Optimistic	n	% (N=53)
Business is doing well	23	44.4
Growing industry/company	7	13.4
Well established company	6	11.8
Future is uncertain	2	3.7
Economy is unstable	2	3.2
Other	14	25.1
Don't know/no answer	4	7.0
Neutral	n	% (N=42)
Economy is unstable	22	52.4
Future is uncertain	5	12.9
Increase in operating costs	5	12.3
Business is doing well	3	7.5
Business is not doing well	3	6.1
Change in exchange rates	2	4.1
Workforce shortage	2	4.1
Increase in competition	1	2.7
Other	6	14.3
Don't know/no answer	2	4.1
Pessimistic	n	% (N=14)
Economy is unstable	6	42.9
Business is not doing well	3	20.4
Change in exchange rates	2	16.3
Future is uncertain	2	12.3
Increase in competition	1	8.1
Workforce shortage	1	6.2
Other	1	8.1

*Multiple responses allowed.

Approximately three-quarters of Northeast area businesses operating in the natural resources industry (76%, n=88) 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 - Natural Resources – Northeast Region (N=115)



Businesses that experienced changes (n=88) identified the biggest change as an increase in fuel prices (67%, n=58).

Table E97: Changes Experienced* - Natural Resources – Northeast Region

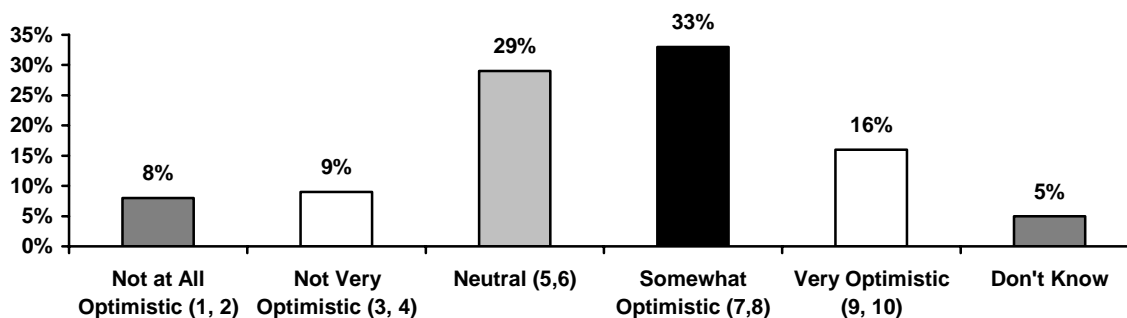
	<i>n</i>	<i>% (N=88)</i>
Increase in fuel prices	58	66.5
Change in exchange rates	25	28.1
Increase in cost of supplies/overhead	22	25.5
Decline in particular industries	11	12.5
Government legislation	7	7.4
Workforce shortage	3	3.2
Downturn in economy	3	2.9
Minimum wage increases	2	2.3
Other	17	19.4

*Multiple responses allowed.

3.3.3 Northwest Region (N=81)

Northwest region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 6.4 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a neutral (29%, n=23) or somewhat optimistic (33%, n=26) outlook toward the future.

Figure E53: Level of Optimism About the Future - Natural Resources – Northwest Region (N=81)



Businesses that provided an optimistic rating (7 or higher out of 10, n=39) explained their positive outlook by their business doing well (51%, n=20).

Businesses with a neutral rating (5 or 6 out of 10, n=24) mainly indicated that the economy is unstable (n=12), while businesses that provided a pessimistic rating (4 or lower out of 10, n=14) also indicated that the economy is unstable (n=6).

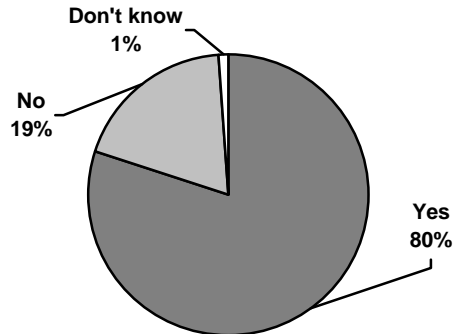
Table E98: Reasons for Rating Provided* - Natural Resources – Northwest Region

Optimistic	n	% (N=39)
Business is doing well	20	51.1
Well established company	4	10.8
Economy is unstable	3	7.2
Growing industry/company	3	6.5
Change in exchange rates	1	2.9
Increase in operating costs	1	2.2
Increase in competition	1	2.2
Other	8	18.7
Don't know/no answer	5	13.7
Neutral	n	% (N=24)
Economy is unstable	12	50.0
Future is uncertain	3	10.7
Business is not doing well	3	10.7
Change in exchange rates	2	8.3
Increase in operating costs	2	7.2
Other	1	3.6
Don't know/no answer	3	13.0
Pessimistic	n	% (N=14)
Economy is unstable	6	44.9
Business is not doing well	3	24.5
Increase in operating costs	3	18.4
Change in exchange rates	2	12.3
Future is uncertain	1	6.1
Other	2	12.2

*Multiple responses allowed.

The large majority of Northwest area businesses operating in the natural resources industry (80%, n=65) 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 - Natural Resources – Northwest Region (N=81)



Businesses that experienced changes (n=65) identified the biggest changes as an increase in fuel prices (54%, n=35) and a change in exchange rates (45%, n=29).

Table E99: Changes Experienced* - Natural Resources – Northwest Region

	<i>n</i>	% (<i>N=65</i>)
Increase in fuel prices	35	54.0
Change in exchange rates	29	45.2
Increase in cost of supplies/overhead	19	30.2
Government legislation	9	13.6
Downturn in economy	6	9.2
Decline in particular industries	2	2.6
Workforce shortage	1	1.3
Other	9	14.5

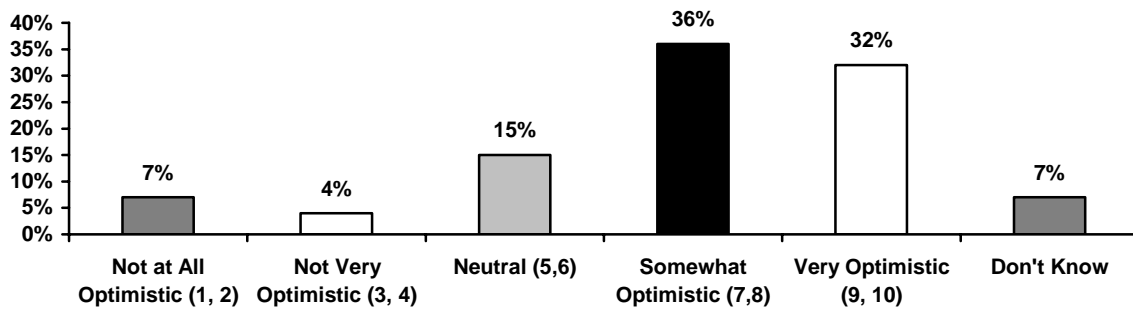
*Multiple responses allowed.

3.3.4 Southeast Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Southeast region businesses operating in this industry were generally 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 (36%, n=15) or very optimistic (32%, n=14) outlook toward the future.

Figure E55: Level of Optimism About the Future - Natural Resources – Southeast Region (N=44)



Businesses that provided an optimistic rating (7 or higher out of 10, n=30) explained their positive outlook by their business doing well (34%, n=10) and the fact that the industry/company is growing (28%, n=8).

Businesses with a neutral rating (5 or 6 out of 10, n=7) mainly indicated that the future is uncertain (n=3), while businesses that provided a pessimistic rating (4 or lower out of 10, n=5) indicated that the economy is unstable (n=2).

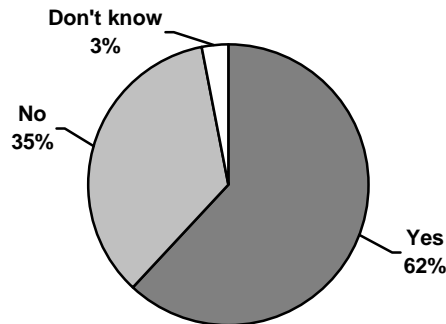
Table E100: Reasons for Rating Provided* - Natural Resources – Southeast Region

Optimistic	n	% (N=30)
Business is doing well	10	34.2
Growing industry/company	8	27.6
Well established company	6	21.8
Economy is unstable	3	8.6
Other	10	32.6
Don't know/no answer	1	2.9
Neutral	n	% (N=7)
Future is uncertain	3	47.7
Economy is unstable	2	26.2
Business is doing well	2	26.2
Workforce shortage	1	13.1
Pessimistic	n	% (N=5)
Economy is unstable	2	37.6
Increase in competition	1	18.8
Increase in operating costs	1	18.8
Other	1	24.8

*Multiple responses allowed.

Almost two-thirds of Southeast area businesses operating in the natural resources industry (62%, n=27) 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 - Natural Resources – Southeast Region (N=44)



Businesses that experienced changes (n=27) identified the biggest change as an increase in fuel prices (n=20).

Table E101: Changes Experienced* - Natural Resources – Southeast Region

	<i>n</i>	% (<i>N=27</i>)
Increase in fuel prices	20	73.9
Change in exchange rates	8	31.2
Increase in cost of supplies/overhead	7	27.1
Government legislation	4	14.6
Downturn in economy	2	6.3
Decline in particular industries	1	3.1
Increase in competition	1	3.1
Workforce shortage	1	3.1
Other	3	10.4

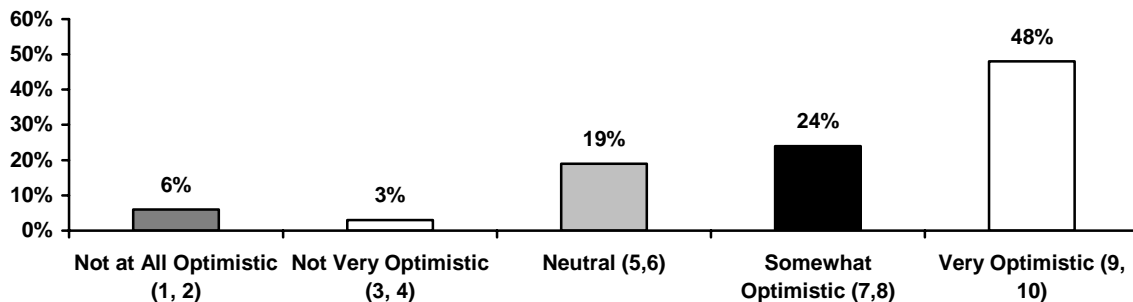
*Multiple responses allowed.

3.3.5 Southwest Region (N=35)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Southwest region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 7.7 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a very optimistic (48%, n=17) outlook toward the future.

Figure E57: Level of Optimism About the Future - Natural Resources – Southwest Region (N=35)



Businesses that provided an optimistic rating (7 or higher out of 10, n=25) explained their positive outlook by the fact that the industry/company is growing (n=8) and their business doing well (n=8).

Businesses with a neutral rating (5 or 6 out of 10, n=7) indicated that the economy is unstable (n=2), while businesses that provided a pessimistic rating (4 or lower out of 10, n=3) indicated the future is uncertain or a workforce shortage (n=1 each).

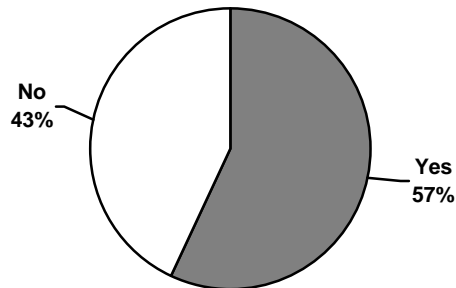
Table E102: Reasons for Rating Provided* - Natural Resources – Southwest Region

Optimistic	n	% (N=25)
Growing industry/company	8	31.4
Business is doing well	8	30.4
Well established company	3	11.2
Increase in competition	1	3.4
Other	4	16.9
Don't know/no answer	3	10.1
Neutral	n	% (N=7)
Economy is unstable	2	25.0
Business is doing well	1	12.5
Business is not doing well	1	12.5
Other	3	37.5
Don't know/no answer	1	12.5
Pessimistic	n	% (N=3)
Future is uncertain	1	36.3
Workforce shortage	1	27.4
Other	2	72.6

*Multiple responses allowed.

Over one-half of Southwest area businesses operating in the natural resources industry (57%, n=20) 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 - Natural Resources – Southwest Region (N=35)



Businesses that experienced changes (n=20) identified the biggest change as an increase in fuel prices (n=12).

Table E103: Changes Experienced* - Natural Resources – Southwest Region

	<i>n</i>	% (<i>N=20</i>)
Increase in fuel prices	12	59.2
Change in exchange rates	7	33.8
Government legislation	6	29.6
Increase in cost of supplies/overhead	3	14.0
Decline in particular industries	1	4.2
Other	6	31.0

*Multiple responses allowed.

4.0 Training and Employment Development

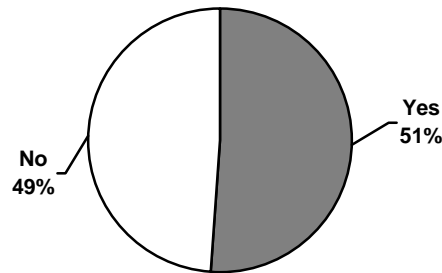
4.1 Provincial Overview

4.1 Provincial Overview (N=318)

Among businesses in the natural resources industry, approximately one-half (51%, n=163) 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=163), 46% (n=75) did not offer formal training, while the remaining 54% (n=88) made formal training available.

Figure E59: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources - Provincial Overview (N=318)



Of businesses that offered formal training to their employees (n=88), the most common sources of formal, structured training were internal staff (43%, n=38) and a non-profit organization/professional association (31%, n=27).

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

Table E104: Sources of Formal, Structured Training* - Natural Resources - Provincial Overview

	<i>n</i>	<i>% (N=88)</i>
Internal staff	38	42.7
A non-profit organization/professional association	27	30.9
A private training institution	22	24.8
NBCC or CCNB	18	20.9
Another public educational institution	13	15.1
Private consultant	10	11.2
Conferences, trade shows, seminars	3	3.2
Courses offered by government	2	2.2
Other	10	10.2
Don't know	3	2.9

*Multiple responses allowed.

4.2 Urban/Rural Subdivision

4.2.1 Urban Subdivision

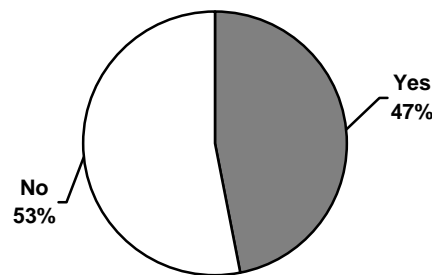
4.2.2 Rural Subdivision

4.2.1 Urban Subdivision (N=97)

Among businesses in the natural resources industry, almost one-half (47%, n=46) 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=46), 43% (n=20) did not offer formal training, while the remaining 57% (n=26) made formal training available.

Figure E60: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources – Urban Subdivision (N=97)



Of businesses that offered formal training to their employees (n=26), the most common source of formal, structured training was internal staff (n=13), followed distantly by a non-profit organization/professional association (n=6).

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

Table E105: Sources of Formal, Structured Training* - Natural Resources - Urban Subdivision

	<i>n</i>	<i>% (N=26)</i>
Internal staff	13	50.0
A non-profit organization/professional association	6	23.1
A private training institution	5	19.2
NBCC or CCNB	5	19.2
Another public educational institution	2	7.7
Private consultant	5	19.2
Conferences, trade shows, seminars	1	3.8
Courses offered by government	1	3.8
Other	2	7.7

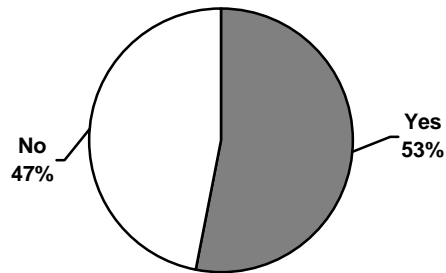
*Multiple responses allowed.

4.2.2 Rural Subdivision (N=246)

Among businesses in the natural resources industry, just over one-half (53%, n=131) 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=131), 47% (n=62) did not offer formal training, while the remaining 53% (n=69) made formal training available.

Figure E61: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources – Rural Subdivision (N=246)



Of businesses that offered formal training to their employees (n=69), the most common sources of formal, structured training were internal staff (39%, n=27) and a non-profit organization/professional association (35%, n=24).

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

Table E106: Sources of Formal, Structured Training* - Natural Resources - Rural Subdivision

	<i>n</i>	<i>% (N=69)</i>
Internal staff	27	39.1
A non-profit organization/professional association	24	34.8
A private training institution	19	27.5
NBCC or CCNB	15	21.7
Another public educational institution	13	18.8
Private consultant	5	7.2
Other	11	15.9
Don't know	3	4.3

*Multiple responses allowed.

4.3 Economic Regions

- 4.3.1 Central Region**
- 4.3.2 Northeast Region**
- 4.3.3 Northwest Region**
- 4.3.4 Southeast Region**
- 4.3.5 Southwest Region**

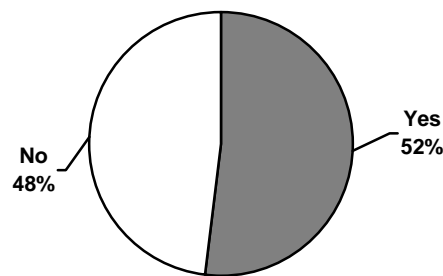
4.3.1 Central Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Businesses in the natural resources industry in Central New Brunswick are evenly split in their offering of informal or formal training to their employees over the past two years (52% offered, n=23; 48% did not offer, n=21).

Of those businesses that made training available to their employees (n=23), 43% (n=10) did not offer formal training, while the remaining 57% (n=13) made formal training available.

Figure E62: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources – Central Region (N=44)



Of businesses that offered formal training to their employees (n=13), the most common sources of formal, structured training were internal staff (n=5) and a non-profit organization/professional association (n=4).

Overall, formal training sessions account for approximately 2% of these businesses' overall operating budgets.

Table E107: Sources of Formal, Structured Training* - Natural Resources - Central Region

	<i>n</i>	<i>% (N=13)</i>
Internal staff	5	41.2
A non-profit organization/professional association	4	30.4
Another public educational institution	3	21.8
Private consultant	2	15.2
A private training institution	2	13.1
NBCC or CCNB	1	8.7
Conferences, trade shows, seminars	1	8.7

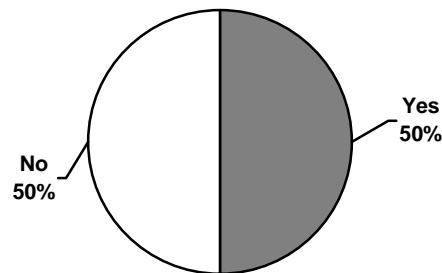
*Multiple responses allowed.

4.3.2 Northeast Region (N=115)

Businesses in the natural resources industry in Northeast New Brunswick are evenly split in their offering of informal or formal training to their employees over the past two years (50% offered, n=58; 50% did not offer, n=57).

Of those businesses that made training available to their employees (n=58), 50% (n=29) did not offer formal training, while the remaining 50% (n=29) made formal training available.

Figure E63: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources – Northeast Region (N=115)



Of businesses that offered formal training to their employees (n=29), the most common sources of formal, structured training were a private training institution (n=11), NBCC or CCNB (n=10) and internal staff (n=10).

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

Table E108: Sources of Formal, Structured Training* - Natural Resources - Northeast Region

	<i>n</i>	% (<i>N=29</i>)
A private training institution	11	38.8
NBCC or CCNB	10	35.9
Internal staff	10	33.0
A non-profit organization/professional association	7	22.3
Another public educational institution	3	11.7
Other	6	18.4
Don't know	2	5.8

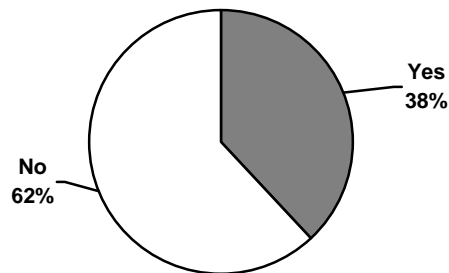
*Multiple responses allowed.

4.3.3 Northwest Region (N=81)

Among businesses in the natural resources industry in Northwest New Brunswick, more than one-third (38%, n=31) 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=31), 58% (n=18) did not offer formal training, while the remaining 42% (n=13) made formal training available.

Figure E64: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources – Northwest Region (N=81)



Of businesses that offered formal training to their employees (n=13), the most common source of formal, structured training was a non-profit organization/professional association (n=4).

Overall, formal training sessions account for approximately 1% of these businesses' overall operating budgets.

Table E109: Sources of Formal, Structured Training* - Natural Resources - Northwest Region

	<i>n</i>	% (<i>N=13</i>)
A non-profit organization/professional association	4	32.6
A private training institution	3	26.1
NBCC or CCNB	3	19.6
Internal staff	2	13.1
Other	5	34.7

*Multiple responses allowed.

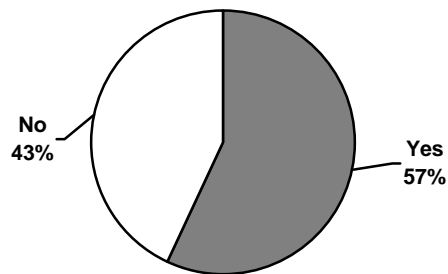
4.3.4 Southeast Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Among businesses in the natural resources industry in Southeast New Brunswick, over one-half (57%, n=25) 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=25), 44% (n=11) did not offer formal training, while the remaining 56% (n=14) made formal training available.

Figure E65: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources – Southeast Region (N=44)



Of businesses that offered formal training to their employees (n=14), the most common sources of formal, structured training were internal staff (n=6) and a non-profit organization/professional association (n=5).

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

Table E110: Sources of Formal, Structured Training* - Natural Resources - Southeast Region

	<i>n</i>	<i>% (N=14)</i>
Internal staff	6	43.0
A non-profit organization/professional association	5	31.4
Private consultant	2	15.6
A private training institution	2	13.7
Conferences, trade shows, seminars	2	11.8
Other	2	13.7
Don't know	1	5.9

*Multiple responses allowed.

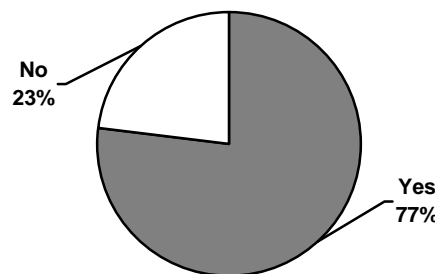
4.3.5 Southwest Region (N=35)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

Among businesses in the natural resources industry in Southwest New Brunswick, just over three-quarters (77%, n=27) 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=27), 33% (n=9) did not offer formal training, while the remaining 67% (n=18) made formal training available.

Figure E66: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Natural Resources – Southwest Region (N=35)



Of businesses that offered formal training to their employees (n=18), the most common source of formal, structured training was internal staff (n=15).

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

Table E111: Sources of Formal, Structured Training* - Natural Resources - Southwest Region

	<i>n</i>	<i>% (N=18)</i>
Internal staff	15	80.0
A non-profit organization/professional association	8	43.1
Another public educational institution	6	33.8
NBCC or CCNB	4	23.1
Private consultant	4	20.0
A private training institution	3	18.5
Other	2	10.7

*Multiple responses allowed.

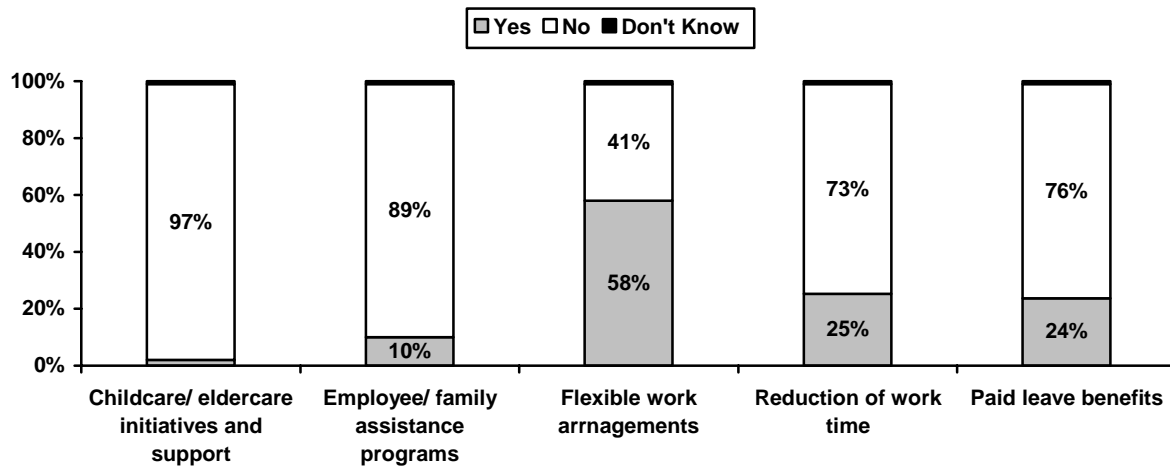
5.0 Family Friendly Policies and Procedures

5.1 Provincial Overview

5.1 Provincial Overview (N=318)

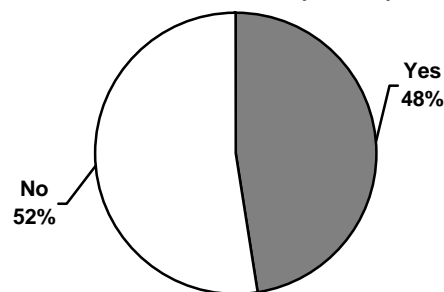
Among businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (58%, n=186).

Figure E67: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Provincial Overview (N=318)



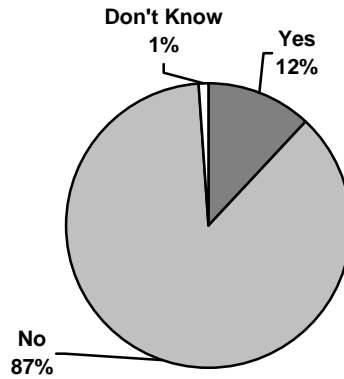
Almost one-half of businesses in this industry (48%, n=151) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=151), women account for an average of 45% of all key decision-making positions.

Figure E68: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources - Provincial Overview (N=318)



To ensure that jobs of equal value earn equal pay, a minority of businesses in this industry (12%, n=39) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E69: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Provincial Overview (N=318)



5.2 Urban/Rural Subdivision

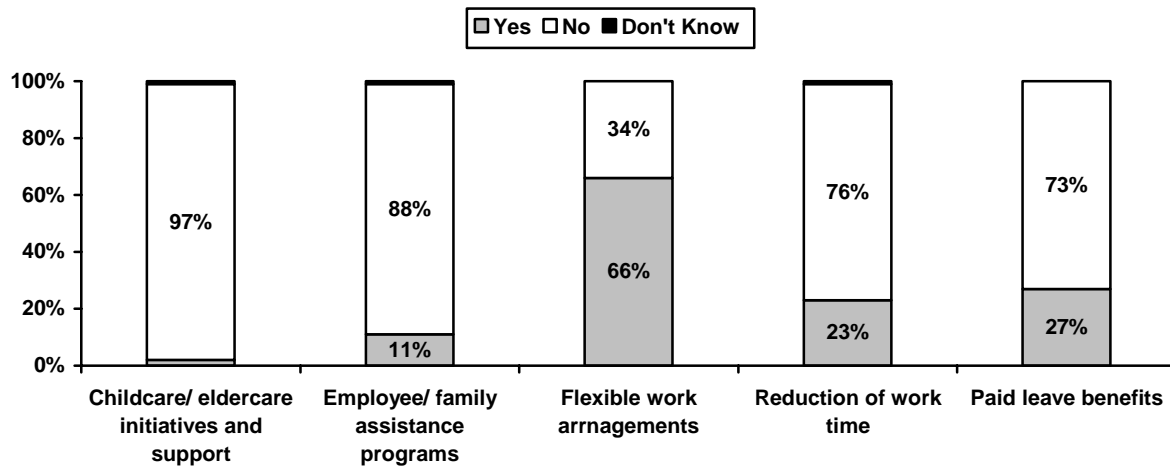
5.2.1 Urban Subdivision

5.2.2 Rural Subdivision

5.2.1 Urban Subdivision (N=97)

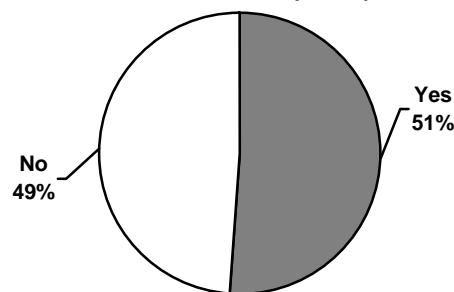
Among urban businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (66%, n=64).

Figure E70: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Urban Subdivision (N=97)



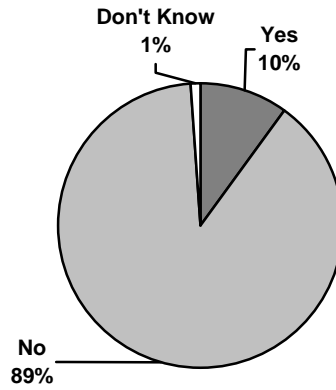
Approximately one-half of urban businesses in this industry (51%, n=49) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=49), women account for an average of 47% of all key decision-making positions.

Figure E71: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources – Urban Subdivision (N=97)



To ensure that jobs of equal value earn equal pay, a minority of urban businesses in this industry (10%, n=10) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

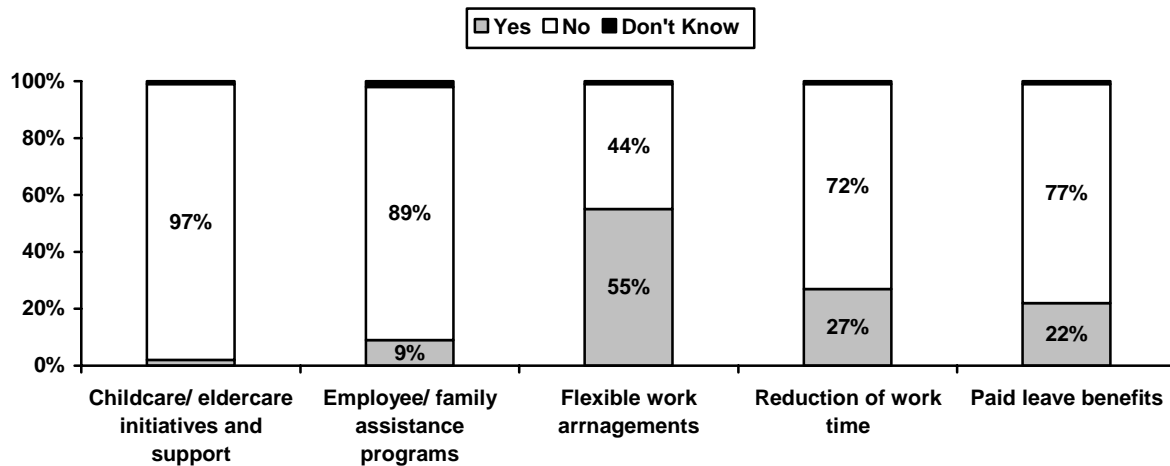
Figure E72: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Urban Subdivision (N=97)



5.2.2 Rural Subdivision (N=246)

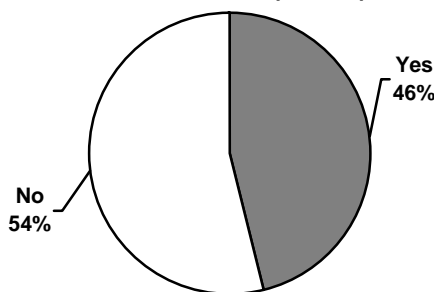
Among rural businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (55%, n=134).

Figure E73: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Rural Subdivision (N=246)



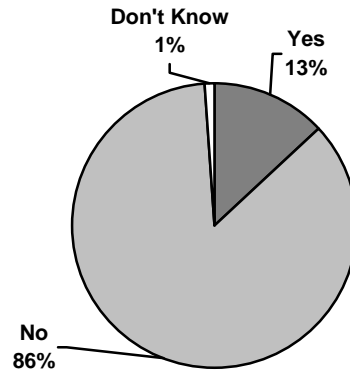
Just under one-half of rural businesses in this industry (46%, n=113) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=113), women account for an average of 44% of all key decision-making positions.

Figure E74: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources – Rural Subdivision (N=246)



To ensure that jobs of equal value earn equal pay, a minority of rural businesses in this industry (13%, n=33) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E75: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Rural Subdivision (N=246)



5.3 Economic Regions

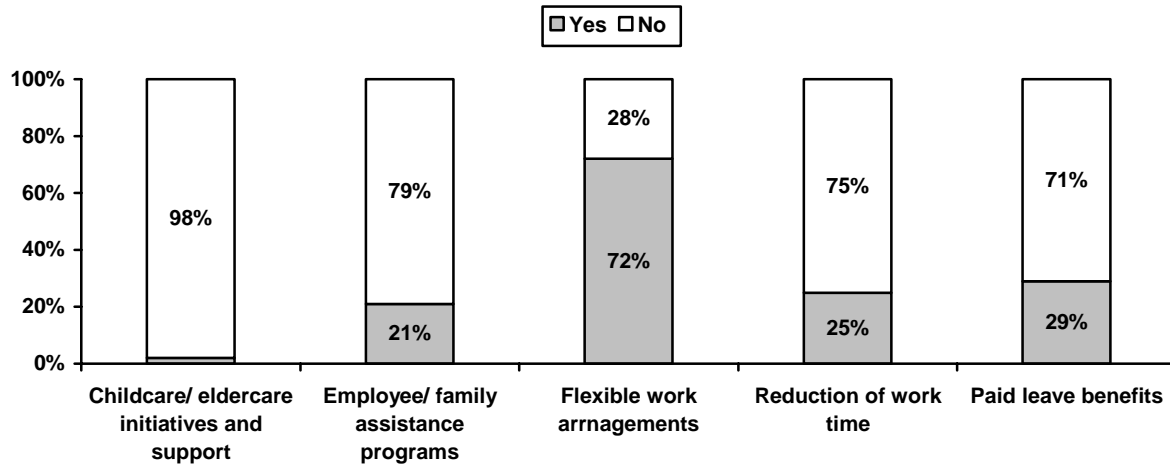
- 5.3.1 Central Region**
- 5.3.2 Northeast Region**
- 5.3.3 Northwest Region**
- 5.3.4 Southeast Region**
- 5.3.5 Southwest Region**

5.3.1 Central Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

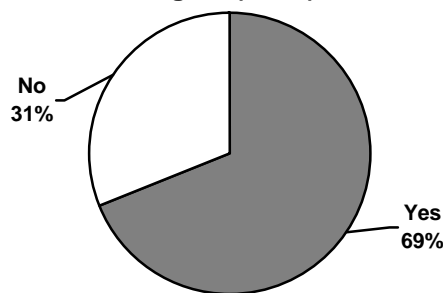
Among Central area businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (72%, n=32).

Figure E76: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Central Region (N=44)



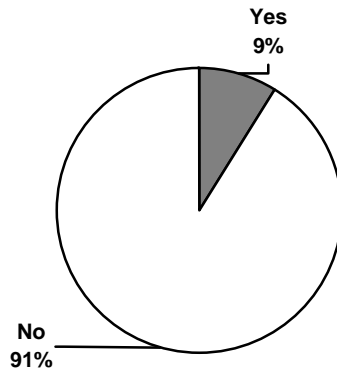
Over two-thirds of businesses in this industry (69%, n=30) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=30), women account for an average of 49% of all key decision-making positions.

Figure E77: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources – Central Region (N=44)



To ensure that jobs of equal value earn equal pay, a minority of Central area businesses in this industry (9%, n=4) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

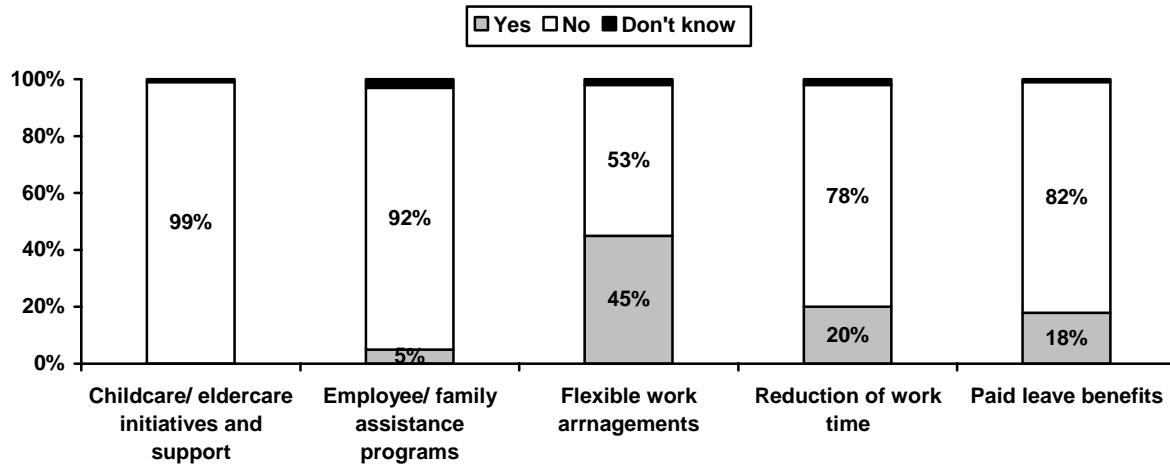
Figure E78: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Central Region (N=44)



5.3.2 Northeast Region (N=115)

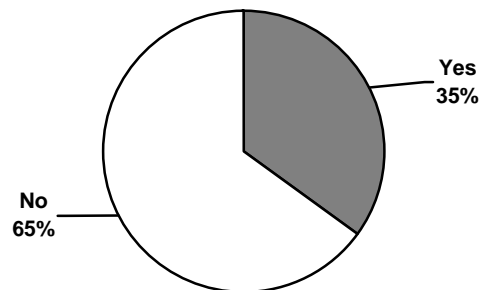
Among Northeast area businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (45%, n=52).

Figure E79: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Northeast Region (N=115)



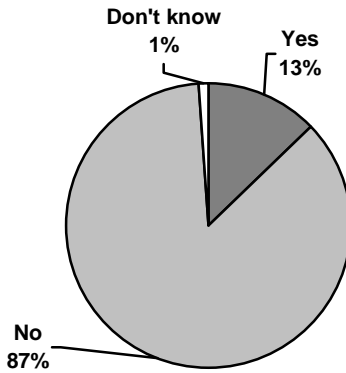
Just over one-third of businesses in this industry (35%, n=41) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=41), women account for an average of 44% of all key decision-making positions.

Figure E80: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources – Northeast Region (N=115)



To ensure that jobs of equal value earn equal pay, a minority of Northeast area businesses in this industry (13%, n=14) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

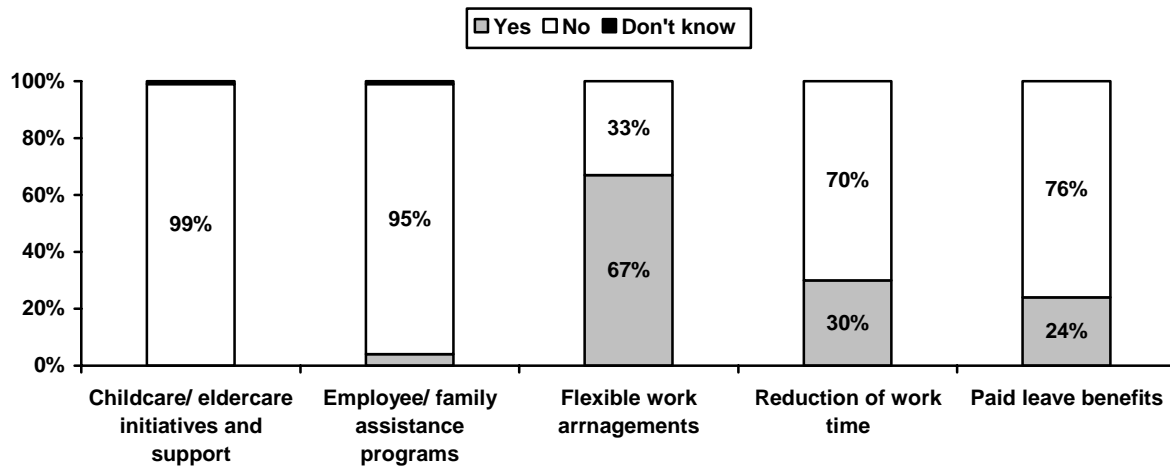
Figure E81: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Northeast Region (N=115)



5.3.3 Northwest Region (N=81)

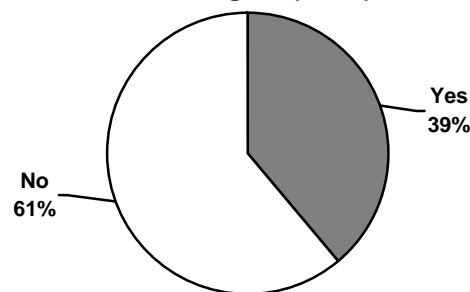
Among Northwest area businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (67%, n=54).

Figure E82: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Northwest Region (N=81)



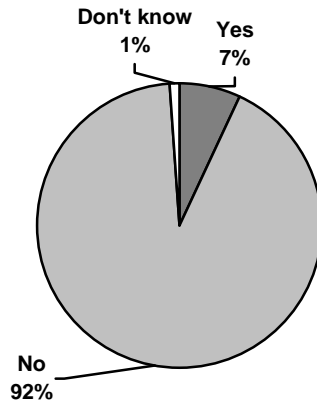
Over one-third of businesses in this industry (39%, n=31) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=31), women account for an average of 42% of all key decision-making positions.

Figure E83: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources – Northwest Region (N=81)



To ensure that jobs of equal value earn equal pay, a minority of Northwest area businesses in this industry (7%, n=5) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E84: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Northwest Region (N=81)

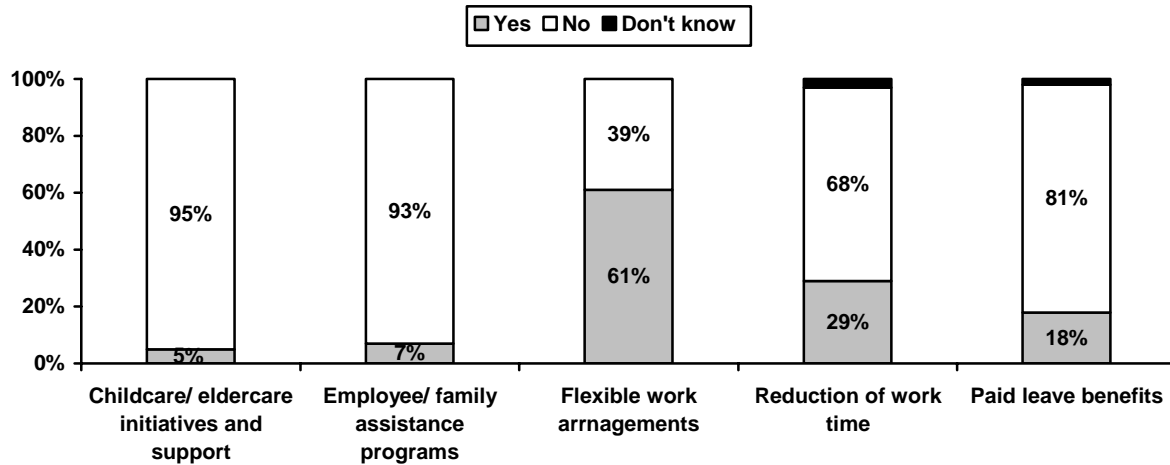


5.3.4 Southeast Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

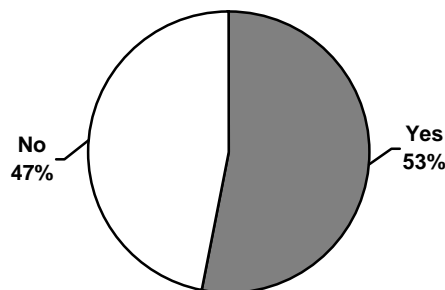
Among Southeast area businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (61%, n=27).

Figure E85: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Southeast Region (N=44)



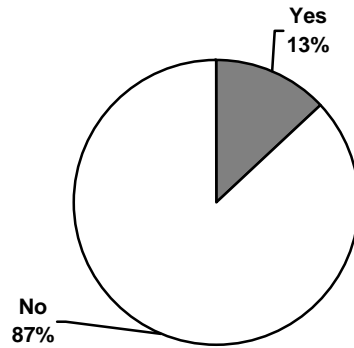
Just over one-half of businesses in this industry (53%, n=23) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=23), women account for an average of 50% of all key decision-making positions.

Figure E86: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources – Southeast Region (N=44)



To ensure that jobs of equal value earn equal pay, a minority of Southeast area businesses in this industry (13%, n=6) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E87: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Southeast Region (N=44)

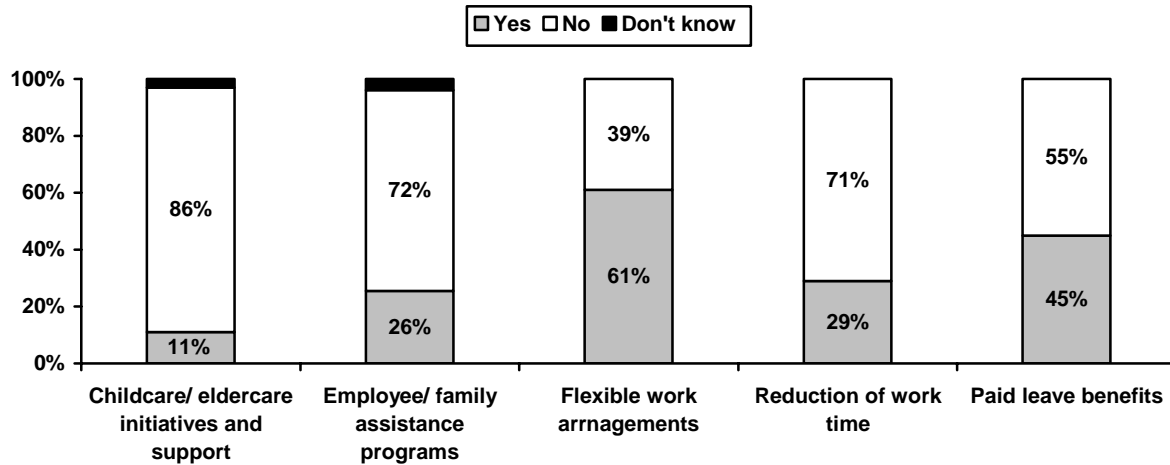


5.3.5 Southwest Region (N=35)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

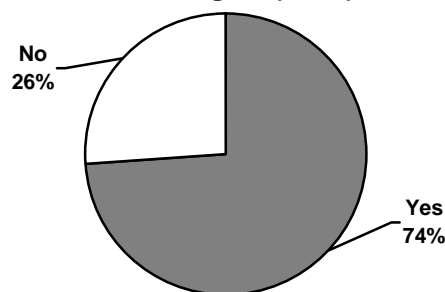
Among Southwest area businesses in the natural resources industry, the most common form of family-oriented benefits offered is flexible work arrangements (61%, n=22).

Figure E88: Types of Family-Friendly Benefits Offered by Businesses - Natural Resources – Southwest Region (N=35)



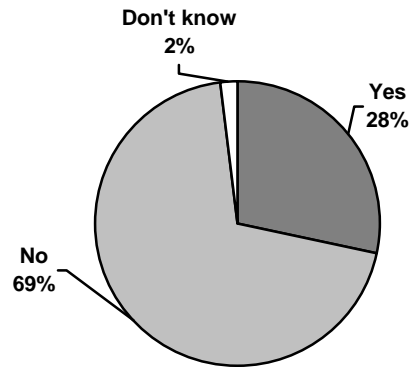
Nearly three-quarters of businesses in this industry (74%, n=26) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=26), women account for an average of 42% of all key decision-making positions.

Figure E89: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Natural Resources – Southwest Region (N=35)



To ensure that jobs of equal value earn equal pay, just over one-quarter of Southwest area businesses in this industry (28%, n=10) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E90: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Natural Resources – Southwest Region (N=35)



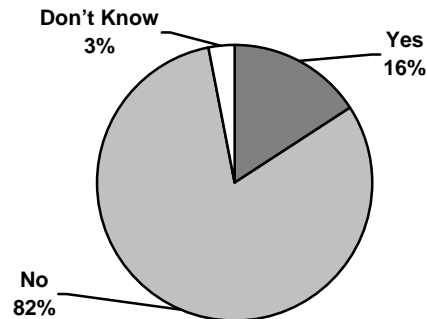
6.0 Literacy

6.1 Provincial Overview

6.1 Provincial Overview (N=318)

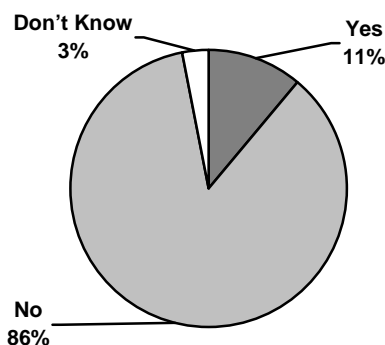
Overall, a minority of businesses in the natural resources industry (16%, n=50) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=50), it is estimated that an average of 15% of employees experience this problem.

Figure E91: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources - Provincial Overview (N=318)



Furthermore, a minority of businesses (11%, n=35) 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=35), it is estimated that an average of 14% of employees experience this problem.

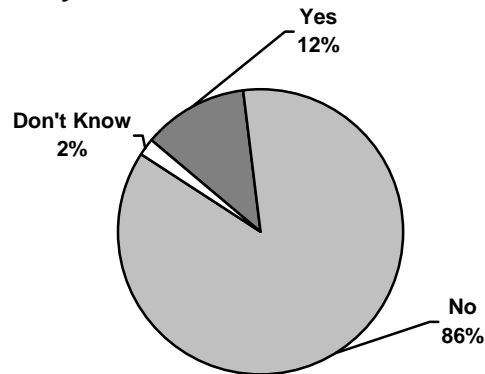
Figure E92: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Provincial Overview (N=318)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=56) were asked if they have any initiatives or programs in place to support these employees.

The large majority of these businesses (86%, n=48) do not have any initiatives or programs in place.

Figure E93: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Natural Resources - Provincial Overview (N=56)



Businesses that have such initiatives or programs in place (n=7) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=5) and paying for educational upgrades/courses (n=2)³¹.

³¹ Multiple responses allowed.

6.2 Urban/Rural Subdivision

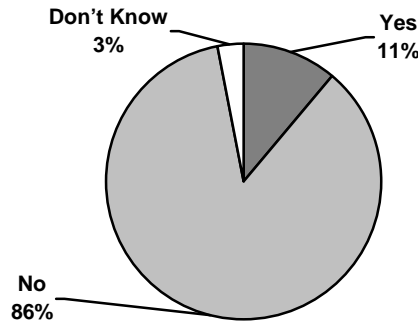
6.2.1 Urban Subdivision

6.2.2 Rural Subdivision

6.2.1 Urban Subdivision (N=97)

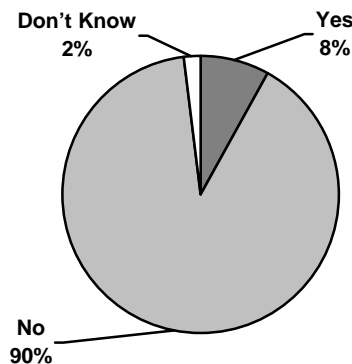
Overall, a minority of urban businesses in the natural resources industry (11%, n=11) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=11), it estimated that an average of 16% of employees experience this problem.

Figure E94: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources – Urban Subdivision (N=97)



Furthermore, a minority of urban 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 11% of employees experience this problem.

Figure E95: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Urban Subdivision (N=97)



Urban businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=13) were asked if they have any initiatives or programs in place to support these employees. Twelve of these 13 businesses do not have any initiatives or programs in place.

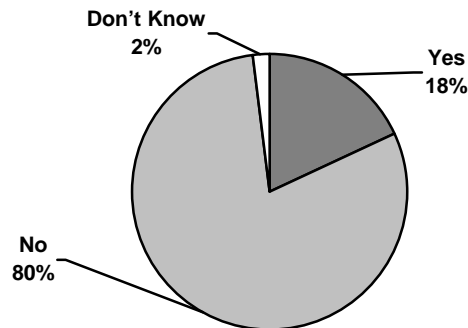
The business that does have an initiative or program in place offers internal training opportunities³².

³² Multiple responses allowed.

6.2.2 Rural Subdivision (N=246)

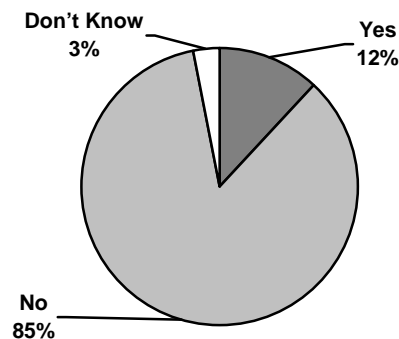
Overall, 18% of rural businesses in the natural resources industry (n=44) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=44), it estimated that an average of 15% of employees experience this problem.

Figure E96: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources – Rural Subdivision (N=246)



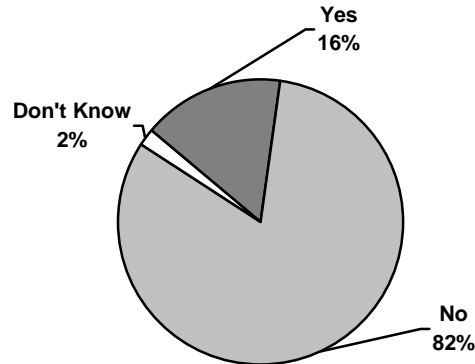
Furthermore, a minority of rural businesses (12%, n=30) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=30), it is estimated that an average of 15% of employees experience this problem.

Figure E97: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Rural Subdivision (N=246)



Rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=49) were asked if they have any initiatives or programs in place to support these employees. The large majority of these businesses (82%, n=40) do not have any initiatives or programs in place.

Figure E98: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Natural Resources – Rural Subdivision (N=49)



Businesses that have such initiatives or programs in place (n=8) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=5) and paying for educational upgrades/courses (n=2)³³.

³³ Multiple responses allowed.

6.3 Economic Regions

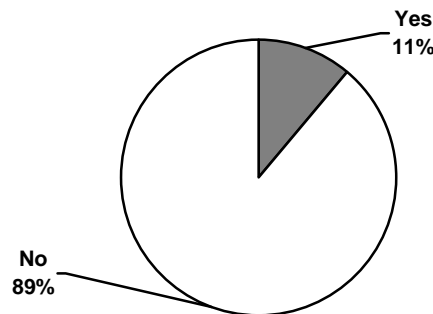
- 6.3.1 Central Region**
- 6.3.2 Northeast Region**
- 6.3.3 Northwest Region**
- 6.3.4 Southeast Region**
- 6.3.5 Southwest Region**

6.3.1 Central Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

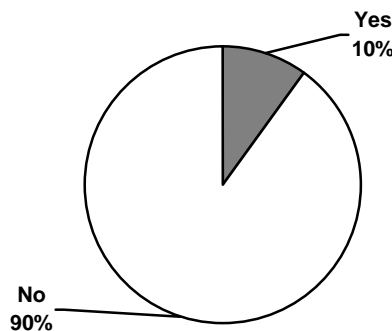
Overall, a minority of Central area businesses in the natural resources industry (11%, n=5) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=5), it is estimated that an average of 12% of employees experience this problem.

Figure E99: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources – Central Region (N=44)



Furthermore, a minority of Central area businesses (10%, n=5) 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=5), it is estimated that an average of 19% of employees experience this problem.

Figure E100: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Central Region (N=44)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=8) were asked if they have any initiatives or programs in place to support these employees. Six of these eight businesses do not have any initiatives or programs in place.

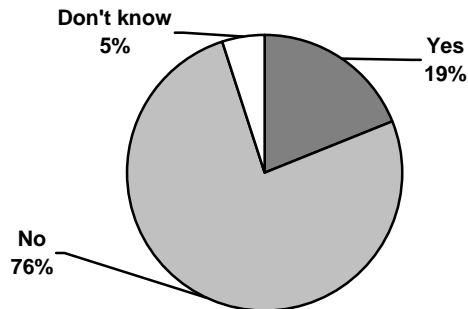
The two businesses that have initiatives/programs in place offer internal training opportunities³⁴.

³⁴ Multiple responses allowed.

6.3.2 Northeast Region (N=115)

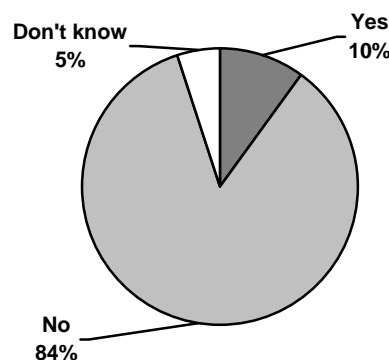
Overall, 19% of Northeast area businesses in the natural resources industry (n=22) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=22), it is estimated that an average of 17% of employees experience this problem.

Figure E101: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources – Northeast Region (N=115)



Furthermore, a minority of Northeast area businesses (10%, n=12) 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=12), it is estimated that an average of 11% of employees experience this problem.

Figure E102: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Northeast Region (N=115)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=23) were asked if they have any initiatives or programs in place to support these employees. The majority of these businesses (n=20) do not have any initiatives or programs in place.

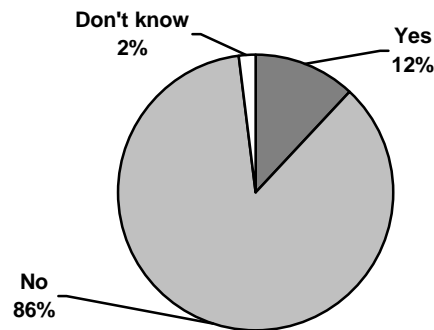
Businesses that have such initiatives or programs in place (n=3) were asked to describe them. Two of these businesses offered internal training opportunities, while the other business offered something else³⁵.

³⁵ Multiple responses allowed.

6.3.3 Northwest Region (N=81)

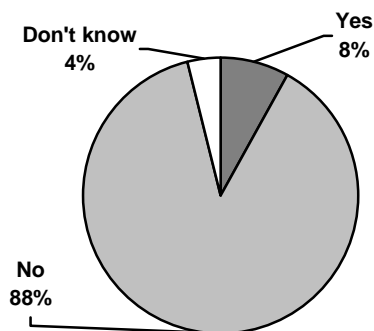
Overall, a minority of Northwest area businesses in the natural resources industry (12%, n=10) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=10), it is estimated that an average of 14% of employees experience this problem.

Figure E103: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources – Northwest Region (N=81)



Furthermore, a minority of Northwest area businesses (8%, n=7) 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=7), it is estimated that an average of 15% of employees experience this problem.

Figure E104: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Northwest Region (N=81)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=12) were asked if they have any initiatives or programs in place to support these employees. Nine of these 12 businesses do not have any initiatives or programs in place.

The two businesses that have initiatives/programs in place offer internal training opportunities and paying for educational upgrades/courses³⁶.

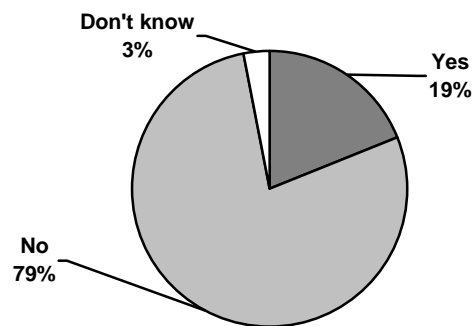
³⁶ Multiple responses allowed.

6.3.4 Southeast Region (N=44)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

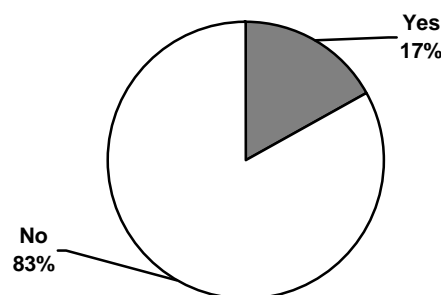
Overall, 19% of Southeast area businesses in the natural resources industry (n=8) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=8), it is estimated that an average of 11% of employees experience this problem.

Figure E105: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources – Southeast Region (N=44)



Furthermore, 17% of Southeast area businesses (n=7) 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=7), it is estimated that an average of 9% of employees experience this problem.

Figure E106: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Southeast Region (N=44)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=8) were asked if they have any initiatives or programs in place to support these employees. Six of these eight businesses do not have any initiatives or programs in place.

The two businesses that have initiatives/programs in place offer internal training opportunities and paying for educational upgrades/courses³⁷.

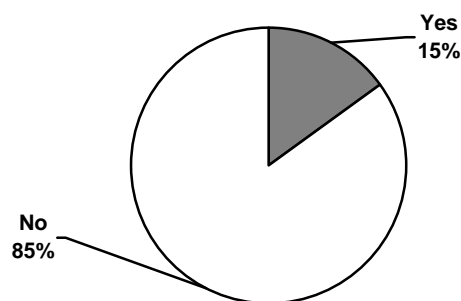
³⁷ Multiple responses allowed.

6.3.5 Southwest Region (N=35)

PLEASE NOTE THAT THE MARGIN OF ERROR FOR THIS ECONOMIC REGION IS ABOVE 10%, THEREFORE, FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

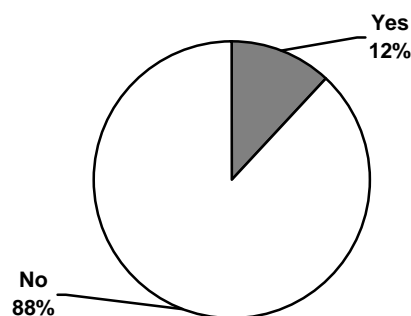
Overall, a minority of Southwest area businesses in the natural resources industry (15%, n=5) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=5), it is estimated that an average of 17% of employees experience this problem.

Figure E107: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Natural Resources – Southwest Region (N=35)



Furthermore, a minority of Southwest area businesses (12%, n=4) 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=4), it is estimated that an average of 22% of employees experience this problem.

Figure E108: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Natural Resources – Southwest Region (N=35)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=6) were asked if they have any initiatives or programs in place to support these employees. None of these six businesses have any initiatives or programs in place.