

Industry 7 – Other Knowledge

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1.0 Current Employees

1.1 Provincial Overview

1.1 Provincial Overview (N=673)

Most commonly, businesses operating in the other knowledge industry employ general office clerks (16%, n=106).

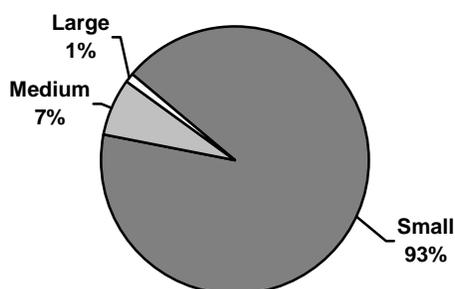
Table E1: Top Five Occupations of Surveyed Businesses* - Other Knowledge - Provincial Overview

NOC Code	Occupation Name	n	% (N=673)
1411	General office clerks	106	15.8
1221	Administrative officers	66	9.8
1414	Receptionists and switchboard operators	62	9.2
1111	Financial auditors and accountants	60	8.9
6231	Insurance agents and brokers	58	8.6

*Multiple responses allowed.

On average, other knowledge businesses employ nine paid employees. Furthermore, these surveyed businesses employ a total of 7,317 employees¹. The large majority of businesses are small, employing one to 19 employees (93%, n=623).

Figure E1: Business Size – Other Knowledge - Provincial Overview (N=673)



The large majority of employees among surveyed businesses (90%) are permanent. Of permanent employees, a similar percentage (89%) are employed on a full-time basis.

Table E2: Profile of Employees – Other Knowledge - Provincial Overview

Employee Classification	n	%
Permanent	6,546	89.5
Casual/Contract	525	7.2
Seasonal	245	3.3
Employee Total	7,317	100.0
Business Total	668	-

Status of Permanent Positions	n	%
Full-time	5,802	89.4
Part-time	689	10.6
Employee Total	6,491	100.0
Business Total	636²	-

¹ Businesses with missing data were excluded from this analysis.

² Businesses with missing data were excluded from this analysis.

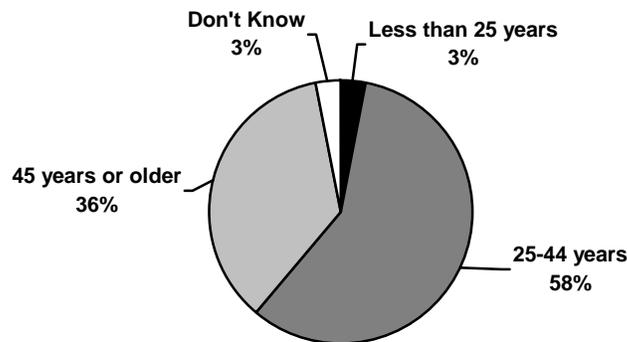
Over one-third of employees from surveyed businesses (37%) have a high school diploma as their highest level of education, while 27% have a college certificate or diploma and 26% have a university degree.

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

	<i>n</i>	%
University degree	1,883	25.7
Journey person certification	520	7.1
College certificate or diploma	1,969	26.9
High school	2,725	37.2
Less than high school	221	3.0
Employee Total	7,317	100.0
Business Total	668	-

Over one-half of businesses in the other knowledge industry (58%, n=388) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-third (36%, n=243) report an average age of 45 years or older.

Figure E2: Average Age of Workforce – Other Knowledge - Provincial Overview (N=673)



1.2 Urban/Rural Subdivision

1.2.1 Urban Subdivision

1.2.2 Rural Subdivision

1.2.1 Urban Subdivision (N=354)

Most commonly, urban businesses operating in the other knowledge industry employ general office clerks (21%, n=75).

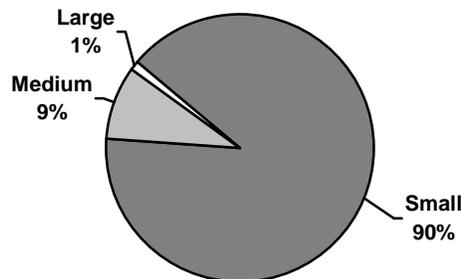
Table E4: Top Five Occupations of Surveyed Businesses* - Other Knowledge – Urban Subdivision

NOC Code	Occupation Name	n	% (N=354)
1411	General office clerks	75	21.2
1221	Administrative officers	42	11.9
1111	Financial auditors and accountants	35	9.9
1414	Receptionists and switchboard operators	34	9.6
1231	Bookkeepers	26	7.3

*Multiple responses allowed.

On average, other knowledge businesses in urban areas employ ten paid employees. Furthermore, these surveyed businesses employ a total of 5,071 employees³. The large majority of businesses are small, employing one to 19 employees (90%, n=318).

Figure E3: Business Size – Other Knowledge – Urban Subdivision (N=354)



Among surveyed businesses, the large majority of employees (90%) are permanent. Of permanent employees, a similar percentage (91%) are employed on a full-time basis.

Table E5: Profile of Employees – Other Knowledge – Urban Subdivision

Employee Classification	n	%
Permanent	4,552	89.8
Casual/Contract	390	7.7
Seasonal	129	2.5
Employee Total	5,071	100.0
Business Total	353	-

Status of Permanent Positions	n	%
Full-time	4,094	90.9
Part-time	409	9.1
Employee Total	4,503	100.0
Business Total	343⁴	-

³ Businesses with missing data were excluded from this analysis.

⁴ Businesses with missing data were excluded from this analysis.

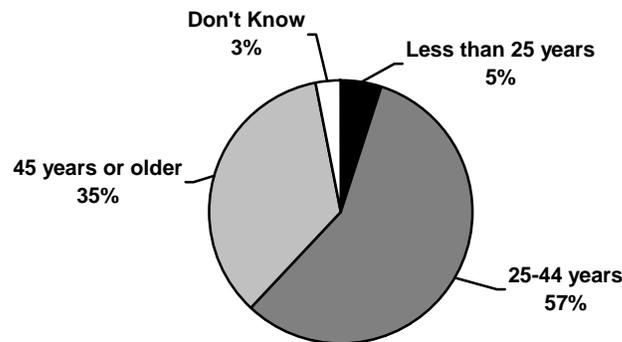
Just over one-third of employees from surveyed businesses (36%) have a high school diploma as their highest level of education, while 27% have a college certificate or diploma and 26% have a university degree.

Table E6: Highest Education Level of Employees – Other Knowledge – Urban Subdivision

	<i>n</i>	%
University degree	1,340	26.4
Journey person certification	385	7.6
College certificate or diploma	1,387	27.4
High school	1,840	36.3
Less than high school	119	2.3
Employee Total	5,071	100.0
Business Total	353	-

Over one-half of urban businesses in the other knowledge industry (57%, n=200) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-third (35%, n=125) report an average age of 45 years or older.

Figure E4: Average Age of Workforce – Other Knowledge – Urban Subdivision (N=354)



1.2.2 Rural Subdivision (N=323)

Most commonly, rural businesses operating in the other knowledge industry employ insurance agents and brokers (14%, n=44).

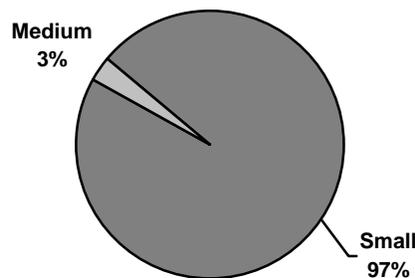
Table E7: Top Five Occupations of Surveyed Businesses* - Other Knowledge – Rural Subdivision

NOC Code	Occupation Name	n	% (N=323)
6231	Insurance agents and brokers	44	13.6
1433	Customer service representatives – financial services	41	12.7
0121	Insurance, real estate and financial brokerage managers	38	11.8
1241	Secretaries (except legal and medical)	34	10.5
1414	Receptionists and switchboard operators	28	8.7

*Multiple responses allowed.

On average, other knowledge businesses in rural areas employ six paid employees. Furthermore, these surveyed businesses employ a total of 1,897 employees⁵. Almost all businesses are small, employing one to 19 employees (97%, n=312).

Figure E5: Business Size – Other Knowledge – Rural Subdivision (N=323)



Among surveyed businesses, the large majority of employees (88%) are permanent. Of permanent employees, 84% are employed on a full-time basis.

Table E8: Profile of Employees – Other Knowledge – Rural Subdivision

Employee Classification	n	%
Permanent	1,677	88.4
Casual/Contract	102	5.4
Seasonal	118	6.2
Employee Total	1,897	100.0
Business Total	319	-

Status of Permanent Positions	n	%
Full-time	1,408	84.0
Part-time	269	16.0
Employee Total	1,677	100.0
Business Total	294	-

⁵ Businesses with missing data were excluded from this analysis.

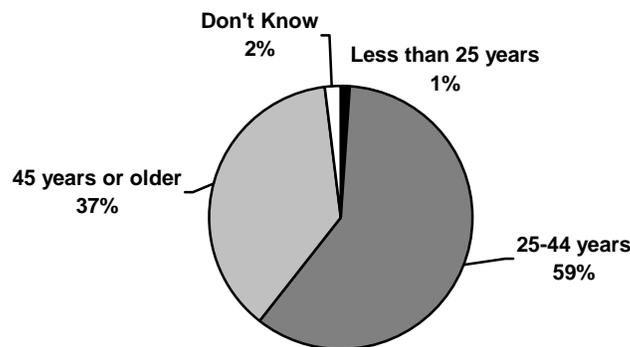
Forty-one percent of employees from surveyed businesses have a high school diploma as their highest level of education, while 25% have a college certificate or diploma and 23% have a university degree.

Table E9: Highest Education Level of Employees – Other Knowledge – Rural Subdivision

	<i>n</i>	%
University degree	442	23.3
Journey person certification	102	5.4
College certificate or diploma	481	25.4
High school	770	40.6
Less than high school	102	5.4
Employee Total	1,897	100.0
Business Total	319	-

Over one-half of rural businesses in the other knowledge industry (59%, n=192) report their employees to be, on average, between the ages of 25 and 44 years. Over one-third (37%, n=120) report an average age of 45 years or older.

Figure E6: Average Age of Workforce – Other Knowledge – Rural Subdivision (N=323)



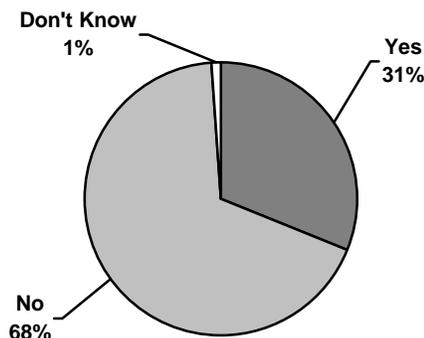
2.0 Hiring and Recruitment Practices

2.1 Provincial Overview

2.1 Provincial Overview (N=673)

Almost one-third of businesses in the other knowledge industry (31%, n=210) 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 E7: Businesses with a Formal Human Resources Plan – Other Knowledge - Provincial Overview (N=673)



Just over one-half of businesses in this industry (53%, n=358) hired at least one new employee over the past 12 months. Of those who hired (n=358), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 1,967 employees.

Customer service representatives – financial services (10%, n=35) was the top occupation hired over the past 12 months.

Table E10: Top Five Occupations Hired in the Past 12 Months* - Other Knowledge - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=358)</i>
1433	Customer service representatives – financial services	35	9.7
1411	General office clerks	24	6.6
1453	Customer service, information and related clerks	22	6.1
1414	Receptionists and switchboard operators	18	5.0
1111	Financial auditors and accountants	16	4.3

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=358), 78% (n=278) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=80) reported, on average, that they were not satisfied with 36% of the new employees hired. A minority (7%, n=6) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (29%, n=23).

Table E11: Primary Reason for Dissatisfaction with New Employees – Other Knowledge – Provincial Overview

	<i>n</i>	<i>% (N=80)</i>
Lacking work ethic/motivation	23	29.2
Unhappy with performance	11	14.1
Lacking adequate training/skills	8	10.6
Unreliable	7	8.4
Poor attitude	4	5.6
Difficulty adapting to position	4	5.6
Untrustworthy/dishonest	3	3.9
Not suited/qualified for position	3	3.2
Not a good fit within the company	2	2.8
Too young	2	2.5
Inexperienced	1	1.1
Other	8	9.9
Don't know	3	3.2

Of the 1,967 new employees hired by surveyed businesses over the past 12 months, 47% have a high school diploma as their highest level of education, while 24% have public community college.

Table E12: Highest Education Level of New Employees – Other Knowledge - Provincial Overview

	<i>n</i>	<i>%</i>
University	362	18.4
Public Community College	469	23.8
Private Training Institution	126	6.4
High School	920	46.8
Less than High School	90	4.6
New Employee Total	1,967	100.0
Business Total	358	-

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=143) – 34% of employers (n=49) rated job readiness as excellent, 54% (n=78) rated it as good, 6% (n=8) rated it as fair, 3% (n=4) rated it as poor and 3% (n=4) were unsure.
- Public Community College graduates (n=125) – 26% of employers (n=32) rated job readiness as excellent, 58% (n=73) rated it as good, 9% (n=11) rated it as fair, 3% (n=3) rated it as poor, and 5% (n=6) were unsure.
- Private Training Institution graduates (n=46) – 41% of employers (n=19) rated job readiness as excellent, 41% (n=19) rated it as good, 10% (n=4) rated it as fair, one rated it as poor, and 7% (n=3) were unsure.
- High School graduates (n=172) – 22% of employers (n=38) rated job readiness as excellent, 53% (n=91) rated it as good, 17% (n=30) rated it as fair, 6% (n=10) rated it as poor, and 2% (n=4) were unsure.

Among surveyed businesses in the other knowledge industry that hired new employees over the past 12 months, a total of 9% were hired from each of the groups shown below.

Table E13: Classifications of New Employees – Other Knowledge – Provincial Overview

	<i>n</i>	%
Immigrants	43	3.2
Co-op students hired for work placement	52	3.8
Persons with disabilities	13	1.0
Aboriginals	14	1.0
New Employee Total	1,360	9.0
Business Total	347 ⁶	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. Overall, the most popular methods include placing an ad in the newspaper (41%, n=278) and word of mouth/employee referrals (38%, n=253).

Table E14: Methods Used to Fill Staffing Vacancies* - Other Knowledge - Provincial Overview

	<i>n</i>	% (N=673)
Place ad in newspaper	278	41.3
Use word of mouth/employee referrals	253	37.7
Place ad/use Service Canada Student Employment Centre	175	26.0
Place ad on or check internet/websites	127	18.8
Post internally in your company/organization	56	8.4
Use unsolicited resumes	52	7.7
Place ad in student employment centres at colleges/universities	50	7.4
Use an employment agency/headhunter	23	3.5
Don't hire/never have vacancies/self-employed	21	3.1
Place ad in trade/professional/association journals	17	2.6
Place ad on bulletin boards in local community	13	1.9
Colleges/schools/universities (co-op program)	9	1.4
Other	26	3.9
Don't know	51	7.6

*Multiple responses allowed.

Over the past 12 months, almost one-half of businesses in the other knowledge industry (47%, n=318) have had at least one vacant position available. Those with at least one vacancy (n=318) reported an average of three vacancies. Furthermore, among these surveyed businesses, there were a total of 1,690 vacant positions.

Of the 1,690 vacant positions available among these surveyed businesses, 269 positions or 16% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, almost three-quarters of the positions available (72%) were permanent.

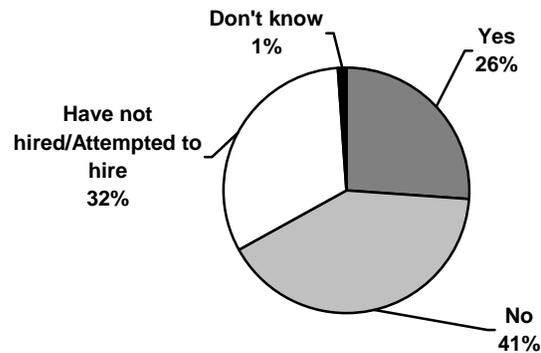
Table E15: Classification of Vacancies – Other Knowledge – Provincial Overview

	<i>n</i>	%
Permanent	1,206	71.6
Casual/Contract	358	21.3
Seasonal	119	7.1
Vacancy Total	1,684	100.0
Business Total	317 ⁷	-

⁶ 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=177) have experienced difficulty, 41% (n=278) have not, and 32% (n=214) have not hired or attempted to hire.

Figure E8: Businesses Experiencing Difficulty Filling Vacancies – Other Knowledge - Provincial Overview (N=673)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking educational/training qualifications (38%, n=68).

Table E16: Main Reason for Experiencing Difficulty in Filling Vacancies* - Other Knowledge - Provincial Overview

	<i>n</i>	<i>% (N=177)</i>
Lacking educational/training qualifications	68	38.4
Lacking experience	41	23.3
Workforce shortage	33	18.8
Salary expectations too high	27	15.3
Lacking specific technical skills	24	13.8
Lacking soft skills (such as communication/teamwork)	17	9.4
Difficult working conditions	9	5.3
Lacking proper license/permit	8	4.8
Location	6	3.5
Position did not provide enough hours	6	3.2
People not interested in employment	5	2.9
Lack bilingual skills	3	1.9
Other	11	6.2
Don't know/no answer	3	1.8

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=177), financial auditors and accountants (7%, n=13) was the most difficult occupation to fill over the past 12 months.

Table E17: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Other Knowledge - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=177)</i>
1111	Financial auditors and accountants	13	7.2
1453	Customer service, information and related clerks	11	6.0
2131	Civil engineers	10	5.7
1433	Customer service representatives – financial services	9	5.0
6663	Janitors, caretakers and building superintendents	8	4.6

*Multiple responses allowed.

⁷ Businesses with missing data were excluded from this analysis.

The large majority of businesses in the other knowledge industry (91%, n=615) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=58), a total of 78 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=58), insurance agents and brokers (12%, n=7) was the top occupation from which employees retired.

Table E18: Top Five Occupations From Which Employees Retired Over the Past 12 Months* - Other Knowledge - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=58)</i>
6231	Insurance agents and brokers	7	12.2
1411	General office clerks	5	9.2
0621	Retail trade managers	4	7.3
0611	Sales, marketing and advertising managers	4	6.8
0121	Insurance, real estate and financial brokerage managers	4	6.3

*Multiple responses allowed.

The majority of businesses in this industry (60%, n=401) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=272), an average of two employees are expected to retire, with retirement totaling 549 employees.

Most commonly, employees are expected to retire from the customer service representatives – financial services occupation (9%, n=23).

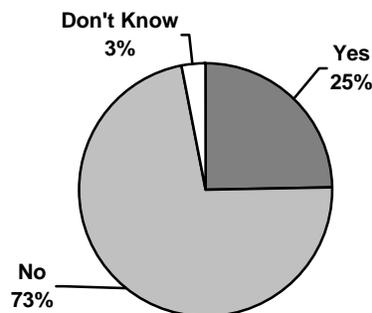
Table E19: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Other Knowledge - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=272)</i>
1433	Customer service representatives – financial services	23	8.5
1111	Financial auditors and accountants	21	7.6
0121	Insurance, real estate and financial brokerage managers	16	5.8
6231	Insurance agents and brokers	16	5.7
0621	Retail trade managers	15	5.5

*Multiple responses allowed.

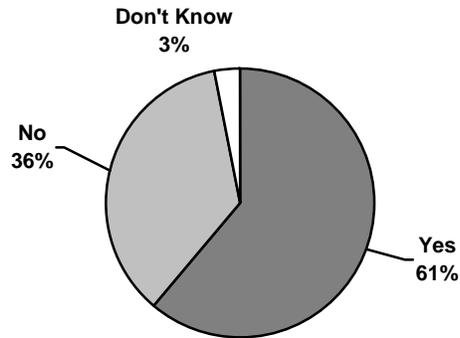
One-quarter of businesses in the other knowledge industry (25%, n=166) expect their owner/manager/CEO to retire within the next five years.

Figure E9: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Other Knowledge - Provincial Overview (N=673)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=166), 61% (n=101) have a formal or informal succession plan in place.

Figure E10: Businesses with a Succession Plan – Other Knowledge - Provincial Overview (N=166)



2.2 Urban/Rural Subdivision

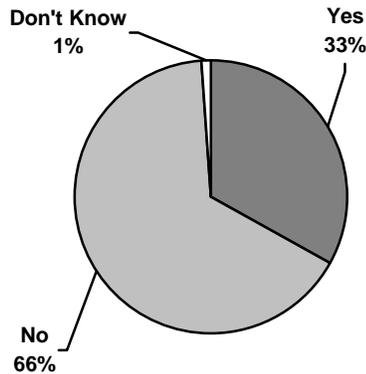
2.2.1 Urban Subdivision

2.2.2 Rural Subdivision

2.2.1 Urban Subdivision (N=354)

One-third of urban businesses in the other knowledge industry (33%, n=116) 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 E11: Businesses with a Formal Human Resources Plan – Other Knowledge – Urban Subdivision (N=354)



Over one-half of urban businesses in this industry (58%, n=206) hired at least one new employee over the past 12 months. Of those who hired (n=206), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 1,435 employees.

General office clerks (9%, n=18) was the top occupation hired over the past 12 months.

Table E20: Top Five Occupations Hired in the Past 12 Months* - Other Knowledge - Urban Subdivision

NOC Code	Occupation Name	n	% (N=206)
1411	General office clerks	18	8.7
1453	Customer service, information and related clerks	15	7.3
1433	Customer service representatives – financial services	12	5.8
1414	Receptionists and switchboard operators	12	5.8
1111	Financial auditors and accountants	10	4.9

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=206), 76% (n=156) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=50) reported, on average, that they were not satisfied with 33% of the new employees hired. A minority (4%, n=2) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (28%, n=14).

Table E21: Primary Reason for Dissatisfaction with New Employees – Other Knowledge – Urban Subdivision

	<i>n</i>	% (<i>N=50</i>)
Lacking work ethic/motivation	14	28.0
Unhappy with performance	7	14.0
Lacking adequate training/skills	6	12.0
Unreliable	6	12.0
Poor attitude	4	8.0
Difficulty adapting to position	4	8.0
Untrustworthy/dishonest	2	4.0
Not a good fit within the company	2	4.0
Too young	1	2.0
Other	4	8.0

Of the 1,435 new employees hired by surveyed businesses over the past 12 months, almost one-half (46%) have a high school diploma as their highest level of education, while 25% have public community college.

Table E22: Highest Education Level of New Employees – Other Knowledge – Urban Subdivision

	<i>n</i>	%
University	257	17.9
Public Community College	361	25.2
Private Training Institution	100	7.0
High School	664	46.3
Less than High School	53	3.7
New Employee Total	1,435	100.0
Business Total	206	-

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=88) – 34% of employers (n=30) rated job readiness as excellent, 55% (n=48) rated it as good, 6% (n=5) rated it as fair, 2% (n=2) rated it as poor, and 3% (n=3) were unsure.
- Public Community College graduates (n=74) – 22% of employers (n=16) rated job readiness as excellent, 61% (n=45) rated it as good, 8% (n=6) rated it as fair, 3% (n=2) rated it as poor, and 7% (n=5) were unsure.
- Private Training Institution graduates (n=32) – 41% of employers (n=13) rated job readiness as excellent, 41% (n=13) rated it as good, 13% (n=4) rated it as fair, and 6% (n=2) were unsure.
- High School graduates (n=100) – 22% of employers (n=22) rated job readiness as excellent, 51% (n=51) rated it as good, 19% (n=19) rated it as fair, 6% (n=6) rated it as poor, and 2% (n=2) were unsure.

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

Table E23: Classifications of New Employees – Other Knowledge – Urban Subdivision

	<i>n</i>	%
Immigrants	36	4.0
Co-op students hired for work placement	39	4.3
Persons with disabilities	10	1.1
Aboriginals	9	1.0
New Employee Total	897	10.4
Business Total	197 ⁸	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. In urban areas, the most popular method used is placing an ad in the newspaper (41%, n=146).

Table E24: Methods Used to Fill Staffing Vacancies* - Other Knowledge - Urban Subdivision

	<i>n</i>	% (N=354)
Place ad in newspaper	146	41.2
Use word of mouth/employee referrals	124	35.0
Place ad/use Service Canada Student Employment Centre	94	26.6
Place ad on or check internet/websites	84	23.7
Place ad in student employment centres at colleges/universities	27	7.6
Post internally in your company/organization	26	7.3
Use unsolicited resumes	21	5.9
Use an employment agency/headhunter	17	4.8
Don't hire/never have vacancies/self-employed	11	3.1
Place ad in trade/professional/association journals	10	2.8
Place ad on bulletin boards in local community	7	2.0
Colleges/schools/universities (co-op program)	6	1.7
Other	10	2.9
Don't know	29	8.2

*Multiple responses allowed.

Over the past 12 months, 53% of urban businesses in the other knowledge industry (n=188) have had at least one vacant position available. Those with at least one vacancy (n=188) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 1,282 vacant positions.

Of the 1,282 vacant positions available among these surveyed businesses, 204 positions or 16% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, three-quarters of the positions available (75%) were permanent.

Table E25: Classification of Vacancies – Other Knowledge – Urban Subdivision

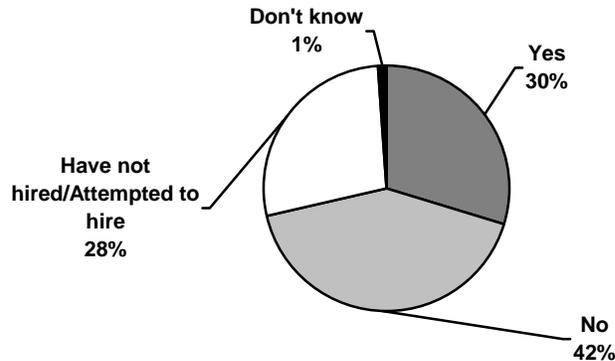
	<i>n</i>	%
Permanent	959	75.2
Casual/Contract	270	21.2
Seasonal	47	3.7
Vacancy Total	1,276	100.0
Business Total	187 ⁹	-

⁸ Businesses with missing data were excluded from this analysis.

⁹ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Almost one-third (30%, n=106) have experienced difficulty, while 42% (n=148) have not and 28% (n=99) have not hired or attempted to hire.

Figure E12: Businesses Experiencing Difficulty Filling Vacancies – Other Knowledge – Urban Subdivision (N=354)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking educational/training qualifications (41%, n=43).

Table E26: Main Reason for Experiencing Difficulty in Filling Vacancies* - Other Knowledge - Urban Subdivision

	<i>n</i>	<i>% (N=106)</i>
Lacking educational/training qualifications	43	40.6
Lacking experience	23	21.7
Workforce shortage	19	17.9
Lacking specific technical skills	18	17.0
Salary expectations too high	18	17.0
Lacking soft skills (such as communication/teamwork)	8	7.5
Difficult working conditions	6	5.7
People not interested in employment	3	2.8
Lacking bilingual skills	3	2.8
Lacking proper license/permit	3	2.8
Position did not provide enough hours	2	1.9
Location	1	0.9
Other	6	5.7
Don't know/no answer	2	1.9

*Multiple responses allowed.

The most difficult occupations to fill over the past 12 months are presented in the table below.

Table E27: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Other Knowledge – Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=106)</i>
1111	Financial auditors and accountants	9	8.5
2131	Civil engineers	9	8.5
1453	Customer service, information and related clerks	8	7.5

*Multiple responses allowed.

The large majority of businesses in the other knowledge industry (91%, n=322) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=32), a total of 45 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=32), general office clerks (n=4) and retail trade managers (n=3) were the top occupations from which employees retired¹⁰.

The majority of businesses in this industry (60%, n=212) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=142), an average of two employees are expected to retire, with retirement totaling 326 employees.

Most commonly, employees are expected to retire from the financial auditors and accountants occupation (9%, n=13).

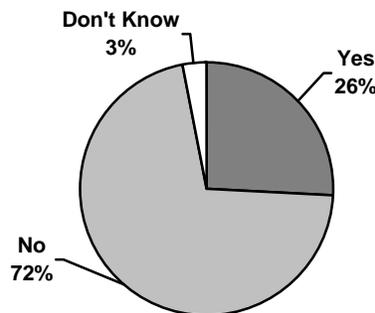
Table E28: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Other Knowledge - Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=142)</i>
1111	Financial auditors and accountants	13	9.2
0621	Retail trade managers	11	7.7
1433	Customer service representatives – financial services	7	4.9

*Multiple responses allowed.

Approximately one-quarter of urban businesses in the other knowledge industry (26%, n=92) expect their owner/manager/CEO to retire within the next five years.

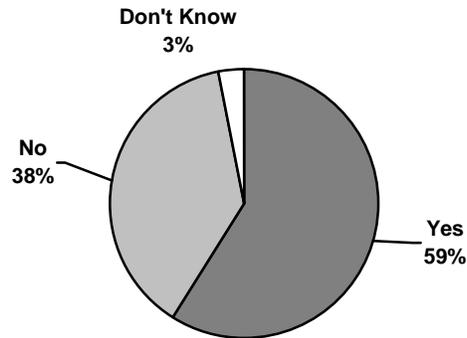
Figure E13: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Other Knowledge – Urban Subdivision (N=354)



¹⁰ Multiple responses allowed.

Of businesses that expect their owner/manager/CEO to retire within the next five years (n=92), 59% (n=54) have a formal or informal succession plan in place.

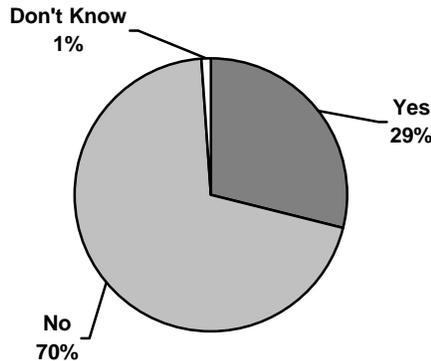
Figure E14: Businesses with a Succession Plan – Other Knowledge – Urban Subdivision (N=92)



2.2.2 Rural Subdivision (N=323)

Over one-quarter of rural businesses in the other knowledge industry (29%, n=94) 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 E15: Businesses with a Formal Human Resources Plan – Other Knowledge – Rural Subdivision (N=323)



Almost one-half of rural businesses in this industry (46%, n=148) hired at least one new employee over the past 12 months. Of those who hired (n=148), an average of three new employees were hired. Furthermore, these surveyed businesses hired a total of 415 employees.

Customer service representatives – financial services (17%, n=25) was the top occupation hired over the past 12 months.

Table E29: Top Five Occupations Hired in the Past 12 Months* - Other Knowledge - Rural Subdivision

NOC Code	Occupation Name	n	% (N=148)
1433	Customer service representatives – financial services	25	16.9
6231	Insurance agents and brokers	8	5.4
1453	Customer service, information and related clerks	6	4.1
6663	Janitors, caretakers and building superintendents	6	4.1
8612	Landscaping and grounds maintenance labourers	6	4.1

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=148), 81% (n=120) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=28) reported, on average, that they were not satisfied with 43% of the new employees hired. Fourteen percent (n=4) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (n=9).

Table E30: Primary Reason for Dissatisfaction with New Employees – Other Knowledge – Rural Subdivision

	<i>n</i>	% (<i>N=28</i>)
Lacking work ethic/motivation	9	32.1
Unhappy with performance	4	14.3
Not suited/qualified for position	3	10.7
Lacking adequate training/skills	2	7.1
Untrustworthy/dishonest	1	3.6
Too young	1	3.6
Inexperienced	1	3.6
Other	4	14.3
Don't know	3	10.7

Of the 415 new employees hired by surveyed businesses over the past 12 months, 49% have a high school diploma as their highest level of education, while 21% have a university degree.

Table E31: Highest Education Level of New Employees – Other Knowledge – Rural Subdivision

	<i>n</i>	%
University	86	20.7
Public Community College	74	17.8
Private Training Institution	16	3.9
High School	203	48.9
Less than High School	36	8.7
New Employee Total	415	100.0
Business Total	148	-

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

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

- University graduates (n=52) – 35% of employers (n=18) rated job readiness as excellent, 54% (n=28) rated it as good, 6% (n=3) rated it as fair, 4% (n=2) rated it as poor, and one was unsure.
- Public Community College graduates (n=49) – 35% of employers (n=17) rated job readiness as excellent, 53% (n=26) rated it as good, 10% (n=5) rated it as fair, and one rated it as poor.
- Private Training Institution graduates (n=12) – Five employers rated job readiness as excellent, five rated it as good, one rated it as poor, and one was unsure.
- High School graduates (n=70) – 21% of employers (n=15) rated job readiness as excellent, 56% (n=39) rated it as good, 14% (n=10) rated it as fair, 6% (n=4) rated it as poor, and 3% (n=2) 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 E32: Classifications of New Employees – Other Knowledge – Rural Subdivision

	<i>n</i>	%
Immigrants	3	0.7
Co-op students hired for work placement	9	2.2
Persons with disabilities	2	0.5
Aboriginals	5	1.2
New Employee Total	413	4.6
Business Total	147 ¹¹	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. In rural areas, the most popular methods include placing an ad in the newspaper (42%, n=134) and word of mouth/employee referrals (42%, n=134).

Table E33: Methods Used to Fill Staffing Vacancies* - Other Knowledge - Rural Subdivision

	<i>n</i>	% (N=323)
Place ad in newspaper	134	41.5
Use word of mouth/employee referrals	134	41.5
Place ad/use Service Canada Student Employment Centre	81	25.1
Place ad on or check internet/websites	38	11.8
Use unsolicited resumes	33	10.2
Post internally in your company/organization	32	9.9
Place ad in student employment centres at colleges/universities	23	7.1
Don't hire/never have vacancies/self-employed	10	3.1
Place ad in trade/professional/association journals	7	2.2
Place ad on bulletin boards in local community	6	1.9
Radio	6	1.9
Use an employment agency/headhunter	5	1.5
Other	14	4.2
Don't know	22	6.8

*Multiple responses allowed.

Over the past 12 months, 39% of rural businesses in the other knowledge industry (n=125) have had at least one vacant position available. Those with at least one vacancy (n=125) reported an average of two vacancies. Furthermore, among these surveyed businesses, there were a total of 292 vacant positions.

Of the 292 vacant positions available among these surveyed businesses, 46 positions or 16% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, approximately one-half of the positions available (51%) were permanent, while 27% were seasonal and 22% were casual/contract.

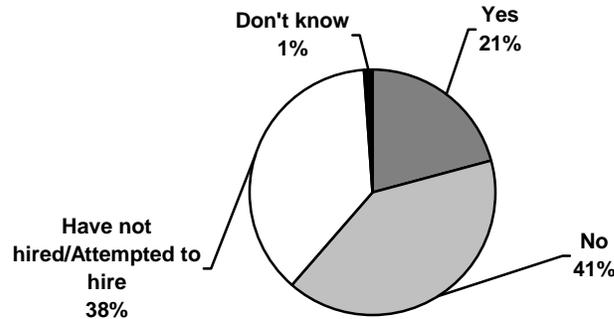
Table E34: Classification of Vacancies – Other Knowledge – Rural Subdivision

	<i>n</i>	%
Permanent	150	51.4
Casual/Contract	64	21.9
Seasonal	78	26.7
Vacancy Total	292	100.0
Business Total	125	-

¹¹ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Almost one-quarter (21%, n=68) have experienced difficulty, 41% (n=131) have not, and 38% (n=121) have not hired or attempted to hire.

Figure E16: Businesses Experiencing Difficulty Filling Vacancies – Other Knowledge – Rural Subdivision (N=323)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking educational/training qualifications (34%, n=23).

Table E35: Main Reason for Experiencing Difficulty in Filling Vacancies* - Other Knowledge - Rural Subdivision

	<i>n</i>	<i>% (N=68)</i>
Lacking educational/training qualifications	23	33.8
Lacking experience	18	26.5
Workforce shortage	14	20.6
Lacking soft skills (such as communication/teamwork)	9	13.2
Salary expectations too high	8	11.8
Lacking proper license/permit	6	8.8
Location	6	8.8
Lacking specific technical skills	5	7.4
Position did not provide enough hours	4	5.9
Difficult working conditions	3	4.4
People not interested in employment	2	2.9
Other	5	7.4
Don't know/no answer	1	1.5

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=68), customer service representatives – financial services (13%, n=9) was the most difficult occupation to fill over the past 12 months.

Table E36: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Other Knowledge – Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=68)</i>
1433	Customer service representatives – financial services	9	13.2
0611	Sales, marketing and advertising managers	4	5.9
8612	Landscaping and grounds maintenance labourers	4	5.9

*Multiple responses allowed.

The large majority of businesses in the other knowledge industry (92%, n=297) did not have any employees retire over the past 12 months. Of those surveyed businesses that did experience retirement (n=26), a total of 32 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=26), insurance agents and brokers (n=7) and insurance, real estate and financial brokerage managers (n=3) were the top occupations from which employees retired¹².

Over one-half of businesses in this industry (59%, n=191) 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=132), an average of two employees are expected to retire, with retirement totaling 214 employees.

Most commonly, employees are expected to retire from the customer service representatives – financial services occupation (14%, n=18).

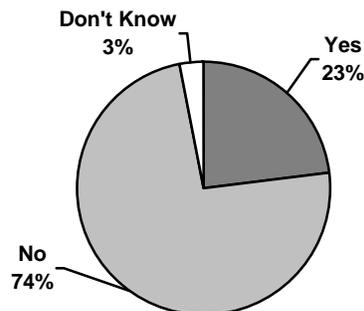
Table E37: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Other Knowledge - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=132)</i>
1433	Customer service representatives – financial services	18	13.6
0121	Insurance, real estate and financial brokerage managers	16	12.1
6231	Insurance agents and brokers	13	9.8
1111	Financial auditors and accountants	7	5.3
1241	Secretaries (except legal and medical)	7	5.3

*Multiple responses allowed.

Almost one-quarter of rural businesses in the other knowledge industry (23%, n=73) expect their owner/manager/CEO to retire within the next five years.

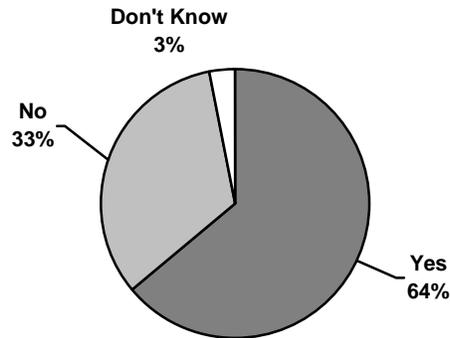
Figure E17: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Other Knowledge – Rural Subdivision (N=323)



¹² Multiple responses allowed.

Of businesses that expect their owner/manager/CEO to retire within the next five years (n=73), 64% (n=47) have a formal or informal succession plan in place.

Figure E18: Businesses with a Succession Plan – Other Knowledge – Rural Subdivision (N=73)



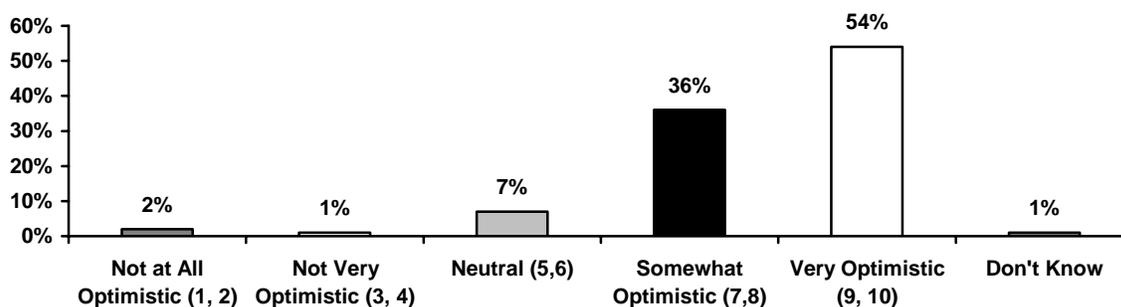
3.0 Business Outlook and Confidence

3.1 Provincial Overview

3.1 Provincial Overview (N=673)

Businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.5 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. The large majority of businesses provided a somewhat optimistic (36%, n=242) or very optimistic (54%, n=363) outlook toward the future.

Figure E19: Level of Optimism About the Future – Other Knowledge – Provincial Overview (N=673)



Businesses that provided an optimistic rating (7 or higher out of 10, n=605) explained their positive outlook by their business doing well (38%, n=230).

Businesses with a neutral rating (5 or 6 out of 10, n=47) mainly indicated that the economy is unstable (28%, n=13), while businesses that provided a pessimistic rating (4 or lower out of 10, n=16) stated that the future is uncertain (n=5).

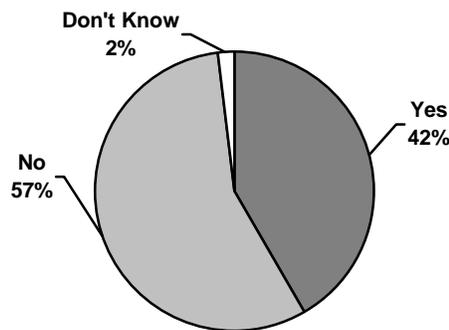
Table E38: Reasons for Rating Provided* - Other Knowledge – Provincial Overview

Optimistic	n	% (N=605)
Business is doing well	230	37.9
Growing industry/company	172	28.5
Well established company	125	20.6
Future is uncertain	14	2.3
Economy is unstable	12	2.0
Workforce shortage	9	1.4
Offering an essential service	8	1.4
Increase in competition	8	1.4
Other	75	12.3
Don't know/no answer	35	5.8
Neutral	n	% (N=47)
Economy is unstable	13	27.7
Future is uncertain	9	19.8
Business is not doing well	5	10.9
Increase in competition	4	8.4
Business is doing well	2	3.6
Growing industry/company	2	3.6
Change in exchange rates	1	2.4
Workforce shortage	1	1.8
Well established company	1	1.8
Business relies on limited outside funding	1	1.8
Other	9	19.3
Don't know/no answer	1	2.4

Pessimistic	n	% (N=16)
Future is uncertain	5	33.8
Economy is unstable	4	26.9
Increase in competition	3	16.1
Workforce shortage	1	5.4
Well established company	1	5.4
Other	2	12.5

Almost one-half of businesses operating in the other knowledge industry (42%, n=279) have experienced significant changes to their external operating environment over the past two years.

Figure E20: Experienced Significant Change to External Operating Environment Over the Past Two Years – Other Knowledge – Provincial Overview (N=673)



Businesses that experienced changes (n=279) identified the biggest change as an increase in fuel prices (35%, n=97).

Table E39: Changes Experienced* - Other Knowledge – Provincial Overview

	n	% (N=279)
Increase in fuel prices	97	34.7
Change in exchange rates	46	16.4
Government legislation	53	9.1
Downturn in economy	24	8.5
Increase in competition	18	6.6
Increase in cost of supplies/overhead	18	6.6
Decline in particular industries	13	4.7
Growth in economy	11	4.0
Insurance in insurance rates	10	3.5
Minimum wage increases	5	1.8
Workforce shortage	3	1.2
Other	64	22.9
Don't know/no answer	4	1.4

*Multiple responses allowed.

3.2 Urban/Rural Subdivision

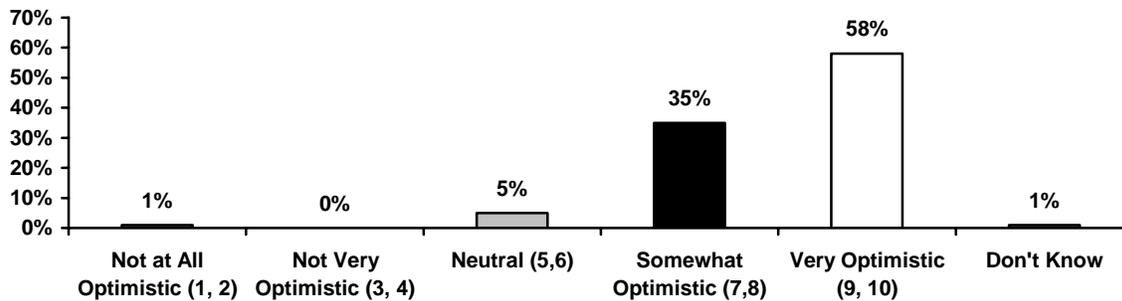
3.2.1 Urban Subdivision

3.2.2 Rural Subdivision

3.2.1 Urban Subdivision (N=354)

Urban businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.7 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 somewhat optimistic (35%, n=125) or very optimistic (58%, n=206) outlook toward the future.

Figure E21: Level of Optimism About the Future – Other Knowledge – Urban Subdivision (N=354)



Businesses that provided an optimistic rating (7 or higher out of 10, n=331) explained their positive outlook by their business doing well (39%, n=130).

Businesses with a neutral rating (5 or 6 out of 10, n=16) mainly indicated that the future is uncertain (n=6), while businesses that provided a pessimistic rating (4 or lower out of 10, n=5) also indicated that the future is uncertain (n=4).

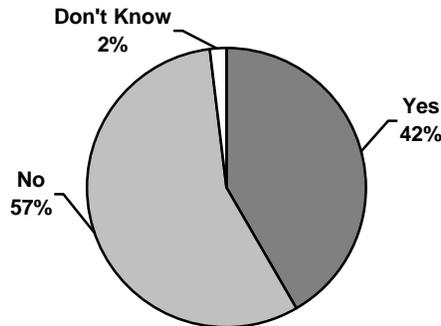
Table E40: Reasons for Rating Provided* - Other Knowledge – Urban Subdivision

Optimistic	n	% (N=331)
Business is doing well	130	39.3
Growing industry/company	104	31.4
Well established company	71	21.5
Future is uncertain	8	2.4
Economy is unstable	4	1.2
Workforce shortage	4	1.2
Other	42	12.7
Don't know/no answer	20	6.0
Neutral	n	% (N=16)
Future is uncertain	6	37.5
Economy is unstable	4	25.0
Increase in competition	2	12.5
Change in exchange rates	1	6.3
Other	2	12.5
Don't know/no answer	1	6.3
Pessimistic	n	% (N=5)
Future is uncertain	4	80.0
Other	1	20.0

*Multiple responses allowed.

Almost one-half of urban businesses operating in the other knowledge industry (42%, n=147) have experienced significant changes to their external operating environment over the past two years.

Figure E22: Experienced Significant Change to External Operating Environment Over the Past Two Years – Other Knowledge – Urban Subdivision (N=354)



Businesses that experienced changes (n=147) identified the biggest change as an increase in fuel prices (29%, n=43).

Table E41: Changes Experienced* - Other Knowledge – Urban Subdivision

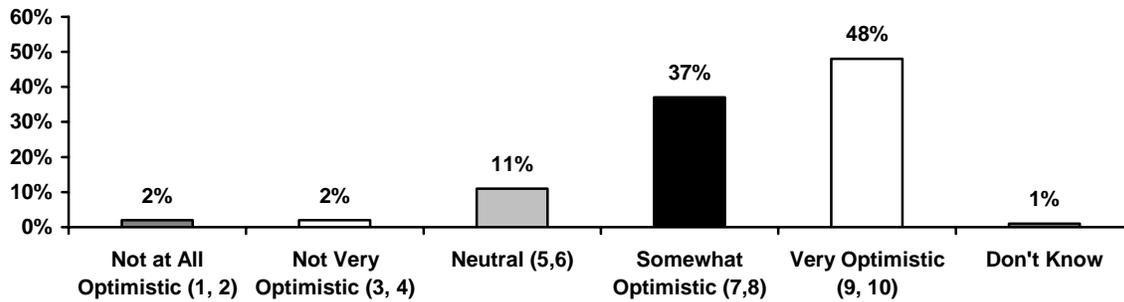
	<i>n</i>	<i>% (N=147)</i>
Increase in fuel prices	43	29.3
Government legislation	33	22.4
Change in exchange rates	21	14.3
Increase in cost of supplies/overhead	11	7.5
Increase in competition	11	7.5
Downturn in economy	9	6.1
Decline in particular industries	8	5.4
Growth in economy	7	4.8
Increase in insurance rates	5	3.4
Minimum wage increases	3	2.0
Workforce shortage	3	2.0
Other	35	23.8
Don't know/no answer	2	1.4

*Multiple responses allowed.

3.2.2 Rural Subdivision (N=323)

Rural businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.2 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. The large majority of businesses provided a somewhat optimistic (37%, n=119) or very optimistic (48%, n=155) outlook toward the future.

Figure E23: Level of Optimism About the Future – Other Knowledge – Rural Subdivision (N=323)



Businesses that provided an optimistic rating (7 or higher out of 10, n=274) explained their positive outlook by their business doing well (36%, n=98).

Businesses with a neutral rating (5 or 6 out of 10, n=34) mainly indicated that the economy is unstable (29%, n=10), while businesses that provided a pessimistic rating (4 or lower out of 10, n=12) also indicated that the economy is unstable (n=5).

Table E42: Reasons for Rating Provided* - Other Knowledge – Rural Subdivision

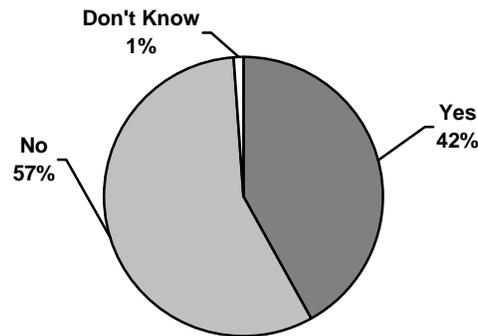
Optimistic	n	% (N=274)
Business is doing well	98	35.8
Growing industry/company	65	23.7
Well established company	53	19.3
Economy is unstable	9	3.3
Offering an essential service	7	2.6
Increase in competition	7	2.6
Future is uncertain	6	2.2
Workforce shortage	5	1.8
Other	37	13.5
Don't know/no answer	15	5.5
Neutral	n	% (N=34)
Economy is unstable	10	29.4
Business is not doing well	6	17.6
Future is uncertain	3	8.8
Business is doing well	2	5.9
Growing industry/company	2	5.9
Increase in competition	2	5.9
Well established company	1	2.9
Business relies on limited outside funding	1	2.9
Workforce shortage	1	2.9
Other	8	23.5

Pessimistic	n	% (N=12)
Economy is unstable	5	41.7
Increase in competition	3	25.0
Future is uncertain	1	8.3
Workforce shortage	1	8.3
Well established company	1	8.3
Other	1	8.3

*Multiple responses allowed.

Almost one-half of rural businesses operating in the other knowledge industry (42%, n=134) have experienced significant changes to their external operating environment over the past two years.

Figure E24: Experienced Significant Change to External Operating Environment Over the Past Two Years – Other Knowledge – Rural Subdivision (N=323)



Businesses that experienced changes (n=134) identified the biggest change as an increase in fuel prices (43%, n=57).

Table E43: Changes Experienced* - Other Knowledge – Rural Subdivision

	n	% (N=134)
Increase in fuel prices	57	42.5
Change in exchange rates	26	19.4
Government legislation	19	14.2
Downturn in economy	16	11.9
Increase in cost of supplies/overhead	7	5.2
Increase in competition	7	5.2
Decline in particular industries	5	3.7
Increase in insurance rates	5	3.7
Growth in economy	4	3.0
Minimum wage increases	2	1.5
Other	29	21.6
Don't know/no answer	2	1.5

*Multiple responses allowed.

4.0 Training and Employment Development

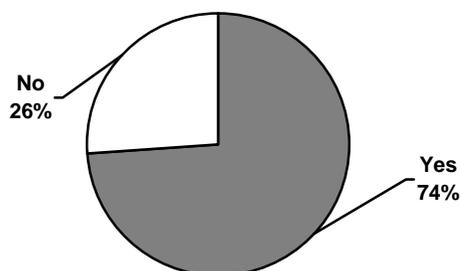
4.1 Provincial Overview

4.1 Provincial Overview (N=673)

Among businesses in the other knowledge industry, approximately three-quarters (74%, n=501) 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=501), 22% (n=108) did not offer formal training, while the remaining 78% (n=393) made formal training available.

Figure E25: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Other Knowledge - Provincial Overview (N=673)



Of businesses that offered formal training to their employees (n=393), the most common source of formal, structured training was internal staff (60%, n=235).

Overall, formal training sessions account for approximately 5% of these businesses' overall operating budgets.

Table E44: Sources of Formal, Structured Training* - Other Knowledge - Provincial Overview

	<i>n</i>	<i>% (N=393)</i>
Internal staff	235	59.9
A non-profit organization/professional association	109	27.8
Another public educational institution	63	16.0
A private training institution	56	14.4
NBCC or CCNB	40	10.3
Private consultant	35	9.0
Insurance industry training	15	3.8
Manufacturers training/new equipment training	14	3.7
Online/internet	11	2.7
Conferences, seminars, trade shows	10	2.7
Courses offered by government	9	2.2
Other	57	14.5
Don't know/no answer	5	1.2

*Multiple responses allowed.

4.2 Urban/Rural Subdivision

4.2.1 Urban Subdivision

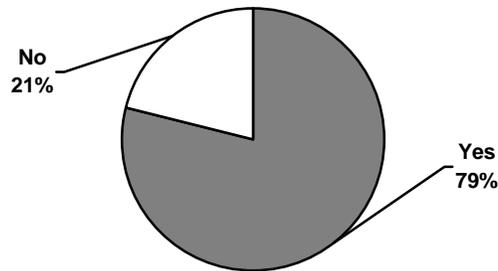
4.2.2 Rural Subdivision

4.2.1 Urban Subdivision (N=354)

Among urban businesses in the other knowledge industry, just over three-quarters (79%, n=278) 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=278), 22% (n=61) did not offer formal training, while the remaining 78% (n=217) made formal training available.

Figure E26: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Other Knowledge – Urban Subdivision (N=354)



Of businesses that offered formal training to their employees (n=217), the most common source of formal, structured training was internal staff (62%, n=135).

Overall, formal training sessions account for approximately 5% of these businesses' overall operating budgets.

Table E45: Sources of Formal, Structured Training* - Other Knowledge - Urban Subdivision

	<i>n</i>	<i>% (N=217)</i>
Internal staff	135	62.2
A non-profit organization/professional association	63	29.0
Another public educational institution	40	18.4
A private training institution	32	14.7
NBCC or CCNB	23	10.6
Private consultant	20	9.2
Manufacturers training/new equipment training	9	4.1
Online/internet	8	3.7
Conferences, seminars, trade shows	7	3.2
Insurance industry training	5	2.3
Courses offered by government	4	1.8
Other	31	14.3
Don't know/no answer	2	0.9

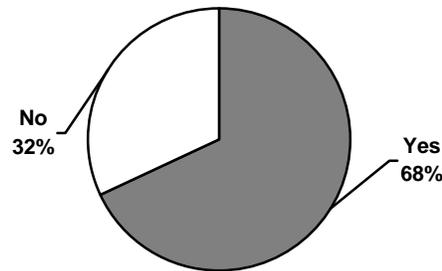
*Multiple responses allowed.

4.2.2 Rural Subdivision (N=323)

Among rural businesses in the other knowledge industry, just over two-thirds (68%, n=221) 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=221), 21% (n=46) did not offer formal training, while the remaining 79% (n=175) made formal training available.

Figure E27: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Other Knowledge – Rural Subdivision (N=323)



Of businesses that offered formal training to their employees (n=175), the most common source of formal, structured training was internal staff (56%, n=98).

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

Table E46: Sources of Formal, Structured Training* - Other Knowledge - Rural Subdivision

	<i>n</i>	<i>% (N=175)</i>
Internal staff	98	56.0
A non-profit organization/professional association	45	25.7
A private training institution	24	13.7
Another public educational institution	21	12.0
NBCC or CCNB	17	9.7
Private consultant	15	8.6
Insurance industry training	11	6.3
Manufacturers training/new equipment training	5	2.9
Courses offered by government	5	2.9
Conferences, seminars, trade shows	3	1.7
Online/internet	2	1.1
Other	26	14.9
Don't know/no answer	3	1.7

*Multiple responses allowed.

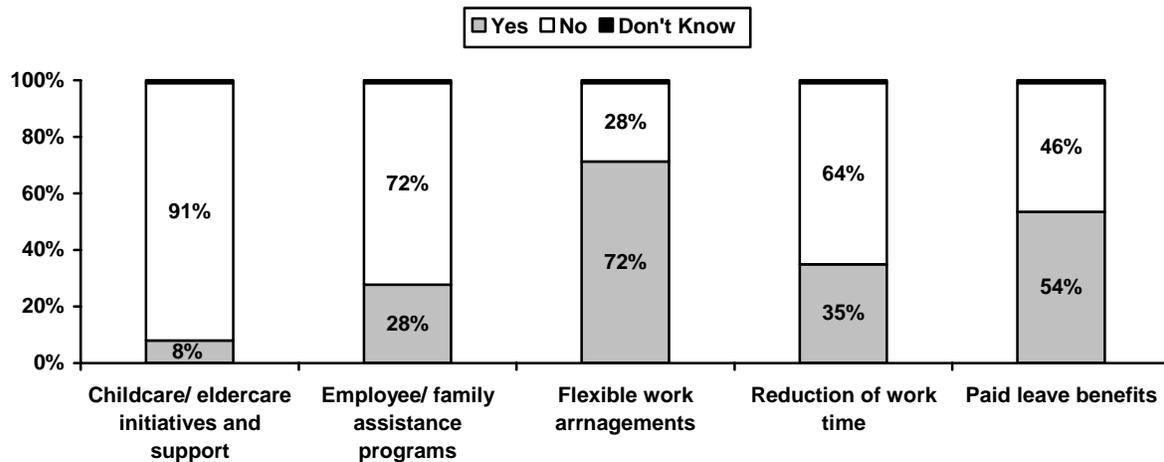
5.0 Family Friendly Policies and Procedures

5.1 Provincial Overview

5.1 Provincial Overview (N=673)

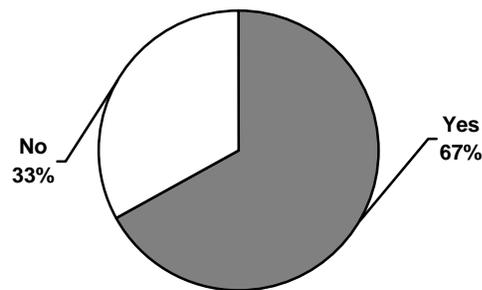
Among businesses in the other knowledge industry, the most common forms of family-oriented benefits offered are flexible work arrangements (72%, n=482) and paid leave benefits (54%, n=363).

Figure E28: Types of Family-Friendly Benefits Offered by Businesses – Other Knowledge – Provincial Overview (N=673)



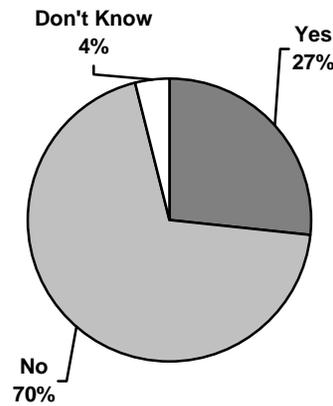
Two-thirds of businesses in this industry (67%, n=451) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=451), women account for an average of 58% of all key decision-making positions.

Figure E29: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Other Knowledge - Provincial Overview (N=673)



To ensure that jobs of equal value earn equal pay, Just over one-quarter of businesses in this industry (27%, n=180) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E30: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Other Knowledge – Provincial Overview (N=673)



5.2 Urban/Rural Subdivision

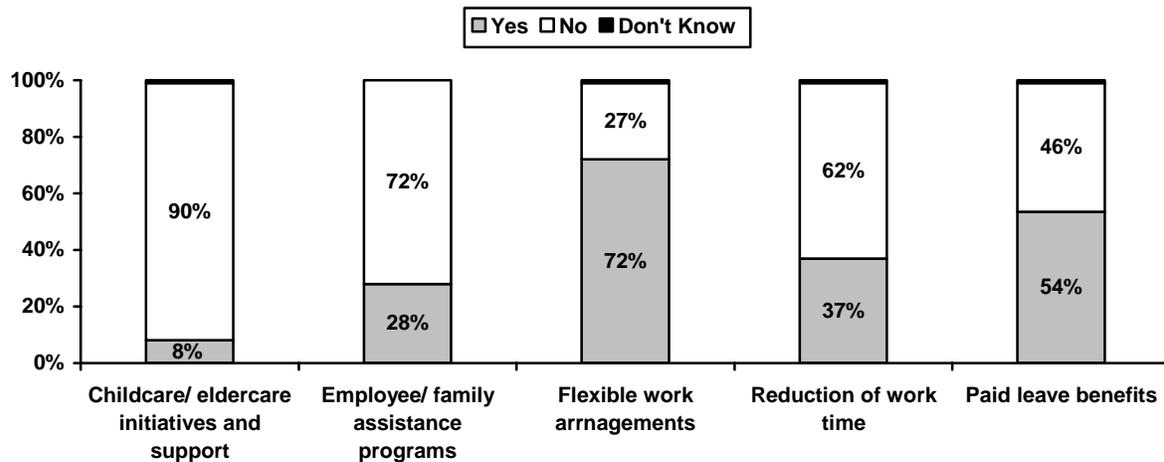
5.2.1 Urban Subdivision

5.2.2 Rural Subdivision

5.2.1 Urban Subdivision (N=354)

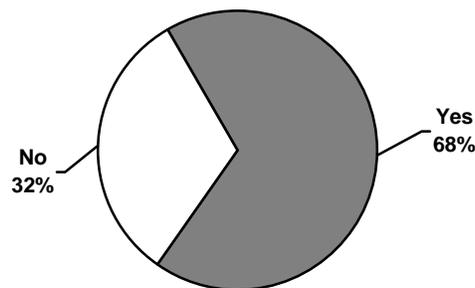
Among urban businesses in the other knowledge industry, the most common forms of family-oriented benefits offered are flexible work arrangements (72%, n=256) and paid leave benefits (54%, n=190).

Figure E31: Types of Family-Friendly Benefits Offered by Businesses – Other Knowledge – Urban Subdivision (N=354)



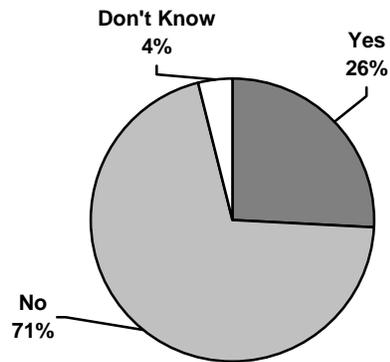
Just over two-thirds of urban businesses in this industry (68%, n=239) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=239), women account for an average of 54% of all key decision-making positions.

Figure E32: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Other Knowledge – Urban Subdivision (N=354)



To ensure that jobs of equal value earn equal pay, approximately one-quarter of urban businesses in this industry (26%, n=91) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

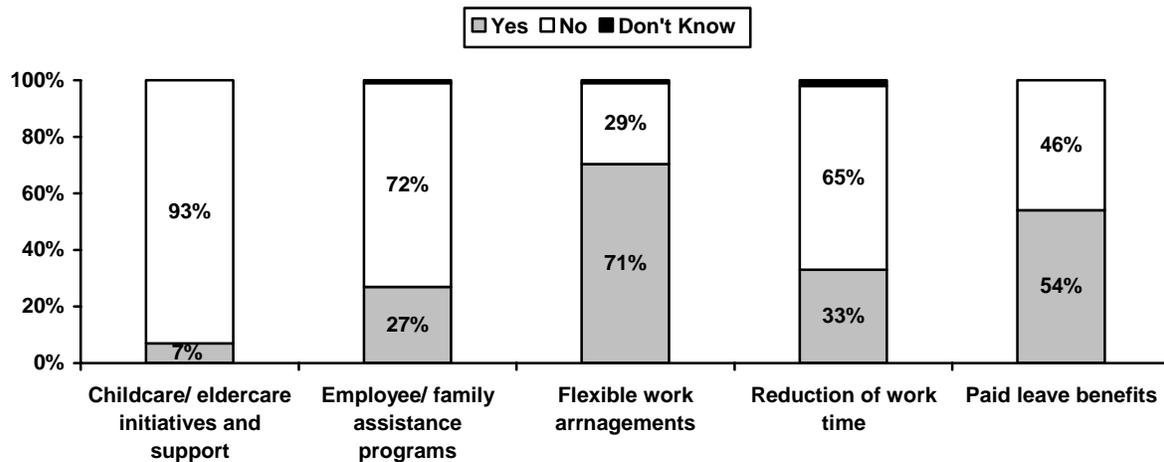
Figure E33: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Other Knowledge – Urban Subdivision (N=354)



5.2.2 Rural Subdivision (N=323)

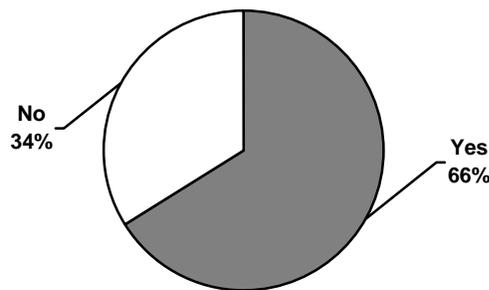
Among rural businesses in the other knowledge industry, the most common forms of family-oriented benefits offered are flexible work arrangements (71%, n=228) and paid leave benefits (54%, n=175).

Figure E34: Types of Family-Friendly Benefits Offered by Businesses – Other Knowledge – Rural Subdivision (N=323)



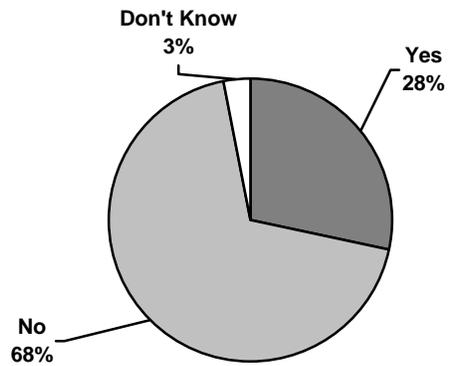
Two-thirds of rural businesses in this industry (66%, n=214) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=214), women account for an average of 62% of all key decision-making positions.

Figure E35: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Other Knowledge – Rural Subdivision (N=323)



To ensure that jobs of equal value earn equal pay, just over one-quarter of rural businesses in this industry (28%, n=91) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E36: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Other Knowledge – Rural Subdivision (N=323)



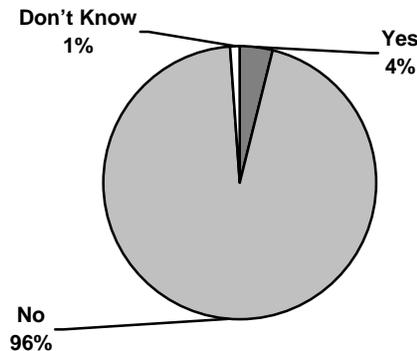
6.0 Literacy

6.1 Provincial Overview

6.1 Provincial Overview (N=673)

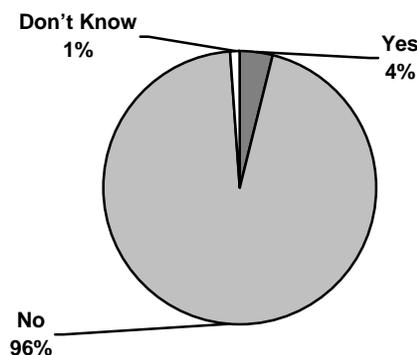
Overall, a small minority of businesses in the other knowledge industry (4%, n=26) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=26), it is estimated that an average of 8% of employees experience this problem.

Figure E37: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Other Knowledge - Provincial Overview (N=673)



Furthermore, a small minority of businesses (4%, n=24) 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=24), it is estimated that an average of 12% of employees experience this problem.

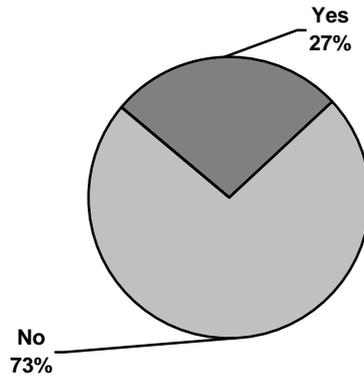
Figure E38: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Other Knowledge – Provincial Overview (N=673)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=36) were asked if they have any initiatives or programs in place to support these employees.

Almost three-quarters of these businesses (73%, n=26) do not have any initiatives or programs in place.

Figure E39: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Other Knowledge - Provincial Overview (N=36)



The businesses that have such initiatives or programs in place (n=10) mainly offer internal training opportunities (n=4) or other initiatives (n=5)¹³.

¹³ Multiple responses allowed.

6.2 Urban/Rural Subdivision

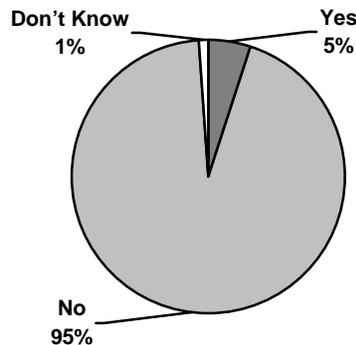
6.2.1 Urban Subdivision

6.2.2 Rural Subdivision

6.2.1 Urban Subdivision (N=354)

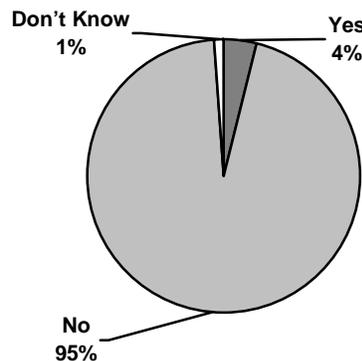
Overall, a small minority of urban businesses in the other knowledge industry (5%, n=16) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=16), it is estimated that an average of 8% of employees experience this problem.

Figure E40: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Other Knowledge – Urban Subdivision (N=354)



Furthermore, a small minority of urban businesses (4%, n=14) 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=14), it is estimated that an average of 11% of employees experience this problem.

Figure E41: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Other Knowledge – Urban Subdivision (N=354)



The 23 urban businesses in this industry with at least one employee who experiences a reading or numeracy difficulty were asked if they have any initiatives or programs in place to support these employees. Eighteen of these 23 businesses do not have any initiatives or programs in place.

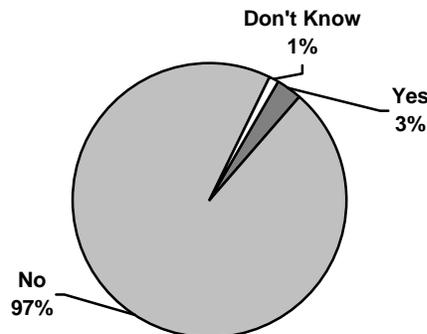
The businesses that have such initiatives or programs in place (n=5) offer internal training opportunities (n=1) or other initiatives (n=4)¹⁴.

¹⁴ Multiple responses allowed.

6.2.2 Rural Subdivision (N=323)

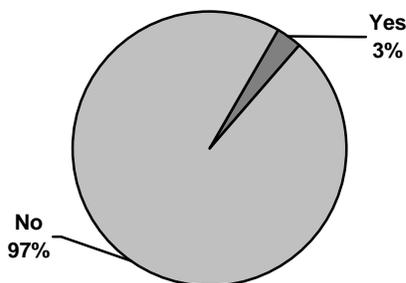
Overall, a very small minority of rural businesses in the other knowledge industry (3%, n=9) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=9), it is estimated that an average of 10% of employees experience this problem.

Figure E42: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Other Knowledge – Rural Subdivision (N=323)



Furthermore, a very small minority of rural businesses (3%, n=10) 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=10), it is estimated that an average of 14% of employees experience this problem.

Figure E43: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Other Knowledge – Rural Subdivision (N=323)



The 12 rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty were asked if they have any initiatives or programs in place to support these employees. Seven of these 12 businesses do not have any initiatives or programs in place.

The businesses that have such initiatives or programs in place (n=5) most commonly offer internal training opportunities (n=3)¹⁵.

¹⁵ Multiple responses allowed.