

Industry 8 – Public Administration

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1.0 Current Employees

1.1 Provincial Overview

1.1 Provincial Overview (N=193)

Most commonly, businesses operating in the public administration industry employ general office clerks (40%, n=77), followed distantly by secretaries (except legal and medical) (23%, n=44) and senior government managers and officials (22%, n=42).

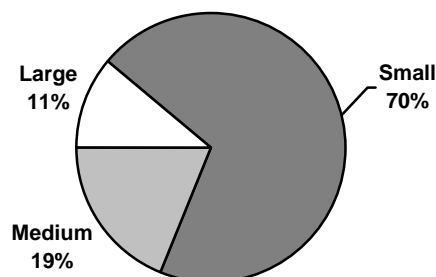
Table E1: Top Five Occupations of Surveyed Businesses* - Public Administration - Provincial Overview

NOC Code	Occupation Name	n	% (N=193)
1411	General office clerks	77	39.8
1241	Secretaries (except legal and medical)	44	22.8
0012	Senior government managers and officials	42	21.9
6663	Janitors, caretakers and building superintendents	31	15.8
7621	Public works and maintenance labourers	30	15.6

*Multiple responses allowed.

On average, public administration businesses employ 24 paid employees. Furthermore, these surveyed businesses employ a total of 9,375 employees¹. The majority of businesses are small, employing one to 19 employees (70%, n=136).

Figure E1: Business Size – Public Administration - Provincial Overview (N=193)



The large majority of employees among surveyed businesses (84%) are permanent. Of permanent employees, most (94%) are employed on a full-time basis.

Table E2: Profile of Employees – Public Administration - Provincial Overview

Employee Classification	n	%
Permanent	7,842	83.6
Casual/Contract	1,003	10.7
Seasonal	530	5.7
Employee Total	9,375	100.0
Business Total	189	-

Status of Permanent Positions	n	%
Full-time	7,341	93.6
Part-time	501	6.4
Employee Total	7,842	100.0
Business Total	186	-

¹ Businesses with missing data were excluded from this analysis.

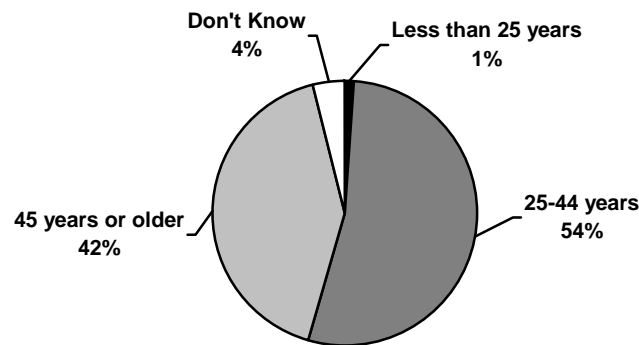
Less than one-half of employees from surveyed businesses (41%) have a high school diploma as their highest level of education, while 35% have a university degree.

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

	<i>n</i>	%
University degree	3,263	34.8
Journey person certification	378	4.0
College certificate or diploma	1,547	16.5
High school	3,840	41.0
Less than high school	347	3.7
Employee Total	9,375	100.0
Business Total	189	-

Just over one-half of businesses in the public administration industry (54%, n=103) report their employees to be, on average, between the ages of 25 and 44 years. Less than one-half (42%, n=80) report an average age of 45 years or older.

Figure E2: Average Age of Workforce – Public Administration - Provincial Overview (N=193)



1.2 Urban/Rural Subdivision

1.2.1 Urban Subdivision

1.2.2 Rural Subdivision

1.2.1 Urban Subdivision (N=88)

One-half of urban businesses operating in the public administration industry employ general office clerks (50%, n=44).

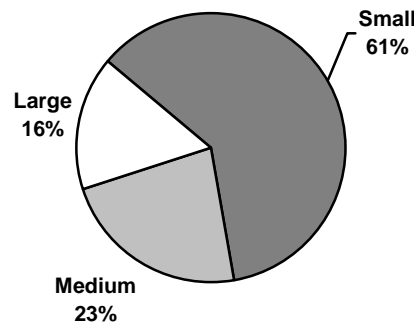
Table E4: Top Six Occupations of Surveyed Businesses* - Public Administration – Urban Subdivision

NOC Code	Occupation Name	n	% (N=88)
1411	General office clerks	44	50.0
0012	Senior government managers and officials	14	15.9
1221	Administrative officers	13	14.8
6663	Janitors, caretakers and building superintendents	12	13.6
1241	Secretaries (except legal and medical)	11	12.5
1121	Specialists in human resources	11	12.5

*Multiple responses allowed.

On average, public administration businesses in urban areas employ 34 paid employees. Furthermore, these surveyed businesses employ a total of 6,628 employees². Almost two-thirds of businesses are small, employing one to 19 employees (61%, n=54).

Figure E3: Business Size – Public Administration – Urban Subdivision (N=88)



Among surveyed businesses, the large majority of employees are permanent (83%). Of permanent employees, most (93%) are employed on a full-time basis.

Table E5: Profile of Employees – Public Administration – Urban Subdivision

Employee Classification	n	%
Permanent	5,493	82.9
Casual/Contract	761	11.5
Seasonal	374	5.6
Employee Total	6,628	100.0
Business Total	86	-

Status of Permanent Positions	n	%
Full-time	5,116	93.1
Part-time	377	6.9
Employee Total	5,493	100.0
Business Total	85	-

² Businesses with missing data were excluded from this analysis.

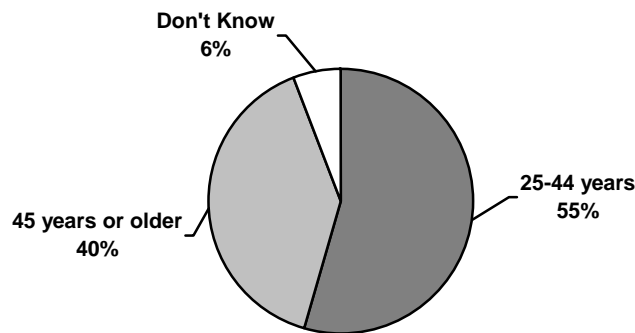
Less than one-half of employees from surveyed businesses (42%) have a high school diploma as their highest level of education, while 36% have a university degree.

Table E6: Highest Education Level of Employees – Public Administration – Urban Subdivision

	<i>n</i>	%
University degree	2,385	36.0
Journey person certification	273	4.1
College certificate or diploma	907	13.7
High school	2,807	42.4
Less than high school	256	3.9
Employee Total	6,628	100.0
Business Total	86	-

Just over one-half of urban businesses in the public administration industry (55%, n=48) report their employees to be, on average, between the ages of 25 and 44 years. Forty percent (n=35) report an average age of 45 years or older.

Figure E4: Average Age of Workforce – Public Administration – Urban Subdivision (N=88)



1.2.2 Rural Subdivision (N=110)

Most commonly, rural businesses operating in the public administration industry employ secretaries (except legal and medical) (34%, n=37), general office clerks (29%, n=32) and senior government managers and officials (28%, n=31).

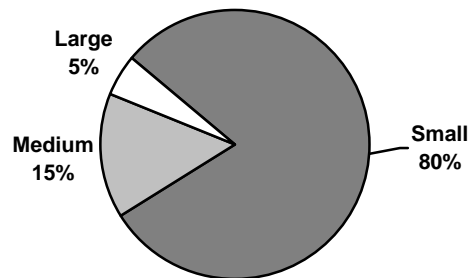
Table E7: Top Five Occupations of Surveyed Businesses* - Public Administration – Rural Subdivision

NOC Code	Occupation Name	n	% (N=110)
1241	Secretaries (except legal and medical)	37	33.6
1411	General office clerks	32	29.1
0012	Senior government managers and officials	31	28.2
7621	Public works and maintenance labourers	22	20.0
6663	Janitors, caretakers and building superintendents	20	18.2

*Multiple responses allowed.

On average, public administration businesses in rural areas employ 15 paid employees. Furthermore, these surveyed businesses employ a total of 2,257 employees³. The large majority of businesses are small, employing one to 19 employees (80%, n=88).

Figure E5: Business Size – Public Administration – Rural Subdivision (N=110)



Among surveyed businesses, the large majority of employees (87%) are permanent. Of permanent employees, most (95%) are employed on a full-time basis.

Table E8: Profile of Employees – Public Administration – Rural Subdivision

Employee Classification	n	%
Permanent	1,956	86.7
Casual/Contract	173	7.7
Seasonal	128	5.7
Employee Total	2,257	100.0
Business Total	109	-

Status of Permanent Positions	n	%
Full-time	1,866	95.4
Part-time	90	4.6
Employee Total	1,956	100.0
Business Total	106	-

³ Businesses with missing data were excluded from this analysis.

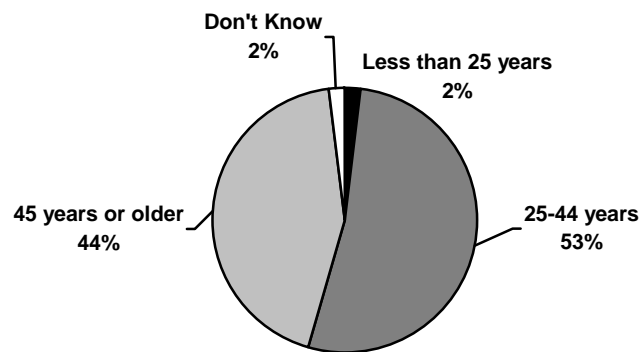
Just over one-third of employees from surveyed businesses (36%) have a high school diploma as their highest level of education, while 30% have a university degree and 27% have a college certificate or diploma.

Table E9: Highest Education Level of Employees – Public Administration – Rural Subdivision

	<i>n</i>	%
University degree	683	30.3
Journey person certification	83	3.7
College certificate or diploma	619	27.4
High school	803	35.6
Less than high school	69	3.1
Employee Total	2,257	100.0
Business Total	109	-

Just over one-half of rural businesses in the public administration industry (53%, n=58) report their employees to be, on average, between the ages of 25 and 44 years. Forty-four percent (n=48) report an average age of 45 years or older.

Figure E6: Average Age of Workforce – Public Administration – Rural Subdivision (N=110)



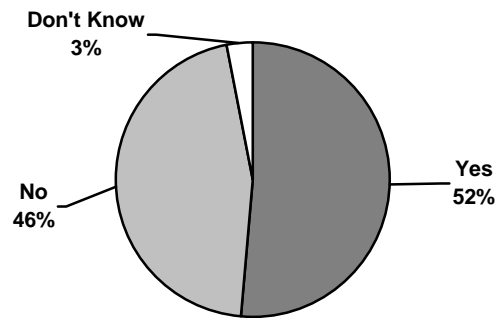
2.0 Hiring and Recruitment Practices

2.1 Provincial Overview

2.1 Provincial Overview (N=193)

Approximately one-half of businesses in the public administration industry (52%, n=100) 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 – Public Administration - Provincial Overview (N=193)



Seventy percent of businesses in this industry (n=135) hired at least one new employee over the past 12 months. Of those who hired (n=135), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 967 employees.

General office clerks (25%, n=34) was the top occupation hired over the past 12 months.

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

NOC Code	Occupation Name	n	% (N=135)
1411	General office clerks	34	25.4
6261	Police officers (except commissioned)	12	9.0
6663	Janitors, caretakers and building superintendents	12	9.0
1241	Secretaries (except legal and medical)	10	7.5
1414	Receptionists and switchboard operators	7	5.0

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=135), 87% (n=118) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=17) reported, on average, that they were not satisfied with 21% of the new employees hired. One business was not satisfied with all new employees that were hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (n=5).

Table E11: Primary Reason for Dissatisfaction with New Employees – Public Administration – Provincial Overview

	<i>n</i>	% (<i>N=17</i>)
Lacking work ethic/motivation	5	27.9
Not suited/qualified for position	2	9.9
Unreliable	1	6.5
Lacking adequate training/skills	1	6.5
Unhappy with performance	1	6.5
Difficulty adapting to position	1	6.5
Untrustworthy/dishonest	1	4.9
Poor attitude	1	4.9
Not a good fit within the company	1	4.9
Other	3	14.8
Don't know	1	6.5

Of the 967 new employees hired by surveyed businesses over the past 12 months, 43% have university as their highest level of education, while 29% have a high school diploma.

Table E12: Highest Education Level of New Employees – Public Administration - Provincial Overview

	<i>n</i>	%
University	413	42.7
Public Community College	171	17.7
Private Training Institution	42	4.3
High School	283	29.3
Less than High School	58	6.0
New Employee Total	967	100.0
Business Total	135	-

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=75) – 54% of employers (n=40) rated job readiness as excellent, 35% (n=26) rated it as good, 5% (n=4) rated it as fair, and 6% (n=4) were unsure.
- Public Community College graduates (n=55) – 44% of employers (n=24) rated job readiness as excellent, 54% (n=30) rated it as good, and one employer rated it as fair.
- Private Training Institution graduates (n=16) – Five employers rated job readiness as excellent, eight rated it as good, and three rated it as fair.
- High School graduates (n=65) – 22% of employers (n=14) rated job readiness as excellent, 46% (n=30) rated it as good, 17% (n=11) rated it as fair, one employer rated it as poor, and 14% (n=9) were unsure.

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

Table E13: Classifications of New Employees – Public Administration – Provincial Overview

	<i>n</i>	%
Immigrants	16	2.0
Co-op students hired for work placement	31	3.9
Persons with disabilities	12	1.5
Aboriginals	22	2.8
New Employee Total	786	10.2
Business Total	129⁴	-

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 placing an ad in the newspaper (66%, n=126).

Table E14: Methods Used to Fill Staffing Vacancies* - Public Administration - Provincial Overview

	<i>n</i>	% (<i>N=193</i>)
Place ad in newspaper	126	65.5
Place ad on or check internet/websites	62	32.2
Place ad/use Service Canada Student Employment Centre	57	29.8
Post internally in your company/organization	52	27.0
Use word of mouth/employee referrals	30	15.4
Use unsolicited resumes	14	7.0
Place ad on bulletin boards in local community	8	4.4
Place ad in student employment centres at colleges/universities	7	3.5
Use an employment agency/headhunter	6	2.9
Place ad in trade/professional/association journals	4	2.1
Other	25	13.2
Don't know	5	2.4

*Multiple responses allowed.

Over the past 12 months, two-thirds of businesses in the public administration industry (66%, n=126) have had at least one vacant position available. Those with at least one vacancy (n=126) reported an average of six vacancies. Furthermore, among these surveyed businesses, there were a total of 1,034 vacant positions.

Of the 1,034 vacant positions available among these surveyed businesses, 80 positions or 8% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, almost three-quarters (71%) of the positions available were permanent.

Table E15: Classification of Vacancies – Public Administration – Provincial Overview

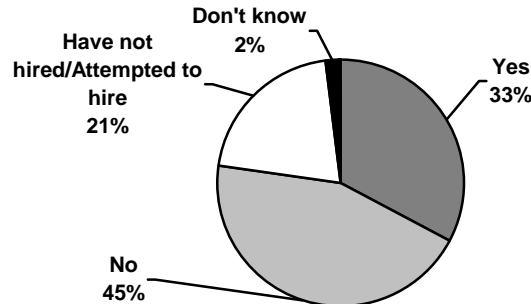
	<i>n</i>	%
Permanent	730	70.9
Casual/Contract	196	19.0
Seasonal	104	10.1
Vacancy Total	1,030	100.0
Business Total	126⁵	-

⁴ Businesses with missing data were excluded from this analysis.

⁵ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. One-third (33%, n=64) have experienced difficulty, 45% (n=86) have not, and 21% (n=40) have not hired or attempted to hire.

Figure E8: Businesses Experiencing Difficulty Filling Vacancies – Public Administration - Provincial Overview (N=193)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking educational/training qualifications (37%, n=23).

Table E16: Main Reason for Experiencing Difficulty in Filling Vacancies* - Public Administration - Provincial Overview

	<i>n</i>	<i>% (N=64)</i>
Lacking educational/training qualifications	23	36.7
Lacking specific technical skills	12	19.0
Workforce shortage	12	18.6
Lacking experience	10	16.4
Lack bilingual skills	6	10.2
Salary expectations too high	4	6.2
Lacking soft skills (such as communication/teamwork)	4	5.8
Location	3	5.3
Position did not provide enough hours	3	4.9
Lacking proper license/permit	2	3.5
People not interested in employment	2	3.1
Difficult working conditions	1	1.3
Other	7	10.2

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=64), general office clerks (14%, n=9) was the most difficult occupation to fill over the past 12 months.

Table E17: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Public Administration - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=64)</i>
1411	General office clerks	9	13.7
3152	Registered nurses	4	7.1
2121	Biologists and related scientists	3	4.9
6261	Police officers (except commissioned)	3	4.4

*Multiple responses allowed.

Just over two-thirds of businesses in the public administration industry (69%, n=134) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=59), a total of 215 employees retired, averaging three employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=59), general office clerks (20%, n=12) was the top occupation from which employees retired.

Table E18: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Public Administration - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=59)</i>
1411	General office clerks	12	20.1
6261	Police officers (except commissioned)	6	10.5
6663	Janitors, caretakers and building superintendents	4	7.2

*Multiple responses allowed.

Almost one-third of businesses in this industry (30%, n=58) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=135), an average of five employees are expected to retire, with retirement totaling 933 employees.

Most commonly, employees are expected to retire from the general office clerks occupation (18%, n=24).

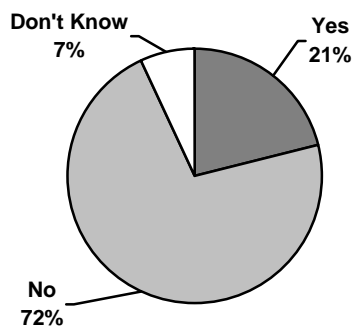
Table E19: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Public Administration - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=135)</i>
1411	General office clerks	24	18.2
0012	Senior government managers and officials	13	9.7
1241	Secretaries (except legal and medical)	10	7.8

*Multiple responses allowed.

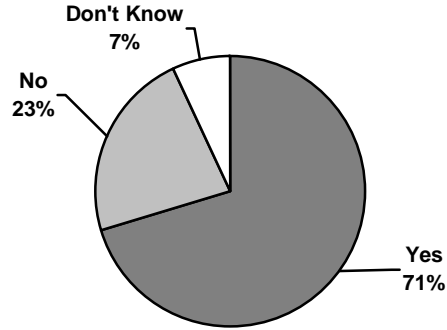
Twenty-one percent of businesses in the public administration industry (n=41) expect their owner/manager/CEO to retire within the next five years.

Figure E9: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Public Administration - Provincial Overview (N=193)



Of those that expect their owner/manager/CEO to retire within the next five years (n=41), almost three-quarters (71%, n=29) have a formal or informal succession plan in place.

Figure E10: Businesses with a Succession Plan – Public Administration - Provincial Overview (N=41)



2.2 Urban/Rural Subdivision

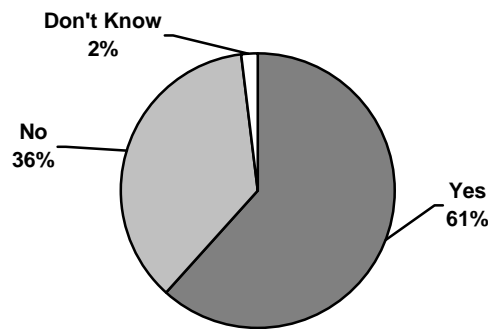
2.2.1 Urban Subdivision

2.2.2 Rural Subdivision

2.2.1 Urban Subdivision (N=88)

Almost two-thirds of urban businesses in the public administration industry (61%, n=54) 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 – Public Administration – Urban Subdivision (N=88)



The large majority of urban businesses in this industry (81%, n=71) hired at least one new employee over the past 12 months. Of those who hired (n=71), an average of eight new employees were hired. Furthermore, these surveyed businesses hired a total of 683 employees.

General office clerks (37%, n=26) and janitors, caretakers and building superintendents (10%, n=7) were the top occupations hired over the past 12 months⁶.

Of those who hired new employees over the past 12 months (n=71), 90% (n=64) 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 28% of the new employees hired. The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (n=2), lacking adequate training/skills (n=1), difficulty adapting to position (n=1), unhappy with performance (n=1) and unreliable (n=1), while one business was unsure.

Of the 683 new employees hired by surveyed businesses over the past 12 months, almost one-half (47%) have a university degree as their highest level of education, while 27% have a high school diploma.

Table E20: Highest Education Level of New Employees – Public Administration – Urban Subdivision

	<i>n</i>	%
University	322	47.1
Public Community College	123	18.0
Private Training Institution	21	3.1
High School	182	26.6
Less than High School	35	5.1
New Employee Total	683	100.0
Business Total	71	-

⁶ 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=46) – 50% of employers (n=23) rated job readiness as excellent, 39% (n=18) rated it as good, one rated it as fair, and 9% (n=4) were unsure.
- Public Community College graduates (n=33) – 39% of employers (n=13) rated job readiness as excellent, 58% (n=19) rated it as good, and one rated it as fair.
- Private Training Institution graduates (n=8) – Two employers rated job readiness as excellent, four rated it as good, and two rated it as fair.
- High School graduates (n=33) – 18% of employers (n=6) rated job readiness as excellent, 46% (n=15) rated it as good, 18% (n=6) rated it as fair, one rated it as poor, and 15% (n=5) were unsure.

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

Table E21: Classifications of New Employees – Public Administration – Urban Subdivision

	<i>n</i>	%
Immigrants	11	2.1
Co-op students hired for work placement	24	4.5
Persons with disabilities	8	1.5
Aboriginals	15	2.8
New Employee Total	530	10.9
Business Total	66 ⁷	-

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 placing an ad in the newspaper (65%, n=57).

Table E22: Methods Used to Fill Staffing Vacancies* - Public Administration - Urban Subdivision

	<i>n</i>	% (N=88)
Place ad in newspaper	57	64.8
Place ad on or check internet/websites	37	42.0
Place ad/use Service Canada Student Employment Centre	29	33.0
Post internally in your company/organization	28	31.8
Use word of mouth/employee referrals	12	13.6
Use unsolicited resumes	6	6.8
Place ad in student employment centres at colleges/universities	3	3.4
Place ad on bulletin boards in local community	3	3.4
Use an employment agency/headhunter	2	2.3
Place ad in trade/professional/association journals	2	2.3
Other	9	10.1
Don't know	1	1.1

*Multiple responses allowed.

Over the past 12 months, 80% of urban businesses in the public administration industry (n=70) have had at least one vacant position available. Those with at least one vacancy (n=70) reported an average of eight vacancies. Furthermore, among these surveyed businesses, there were a total of 714 vacant positions.

⁷ Businesses with missing data were excluded from this analysis.

Of the 714 vacant positions available among these surveyed businesses, 46 positions or 6% were vacant more than once throughout the past 12 months.

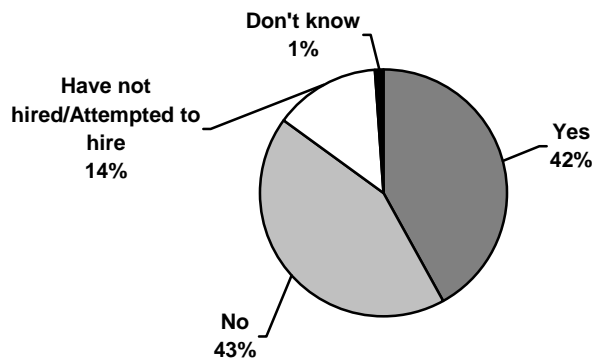
Furthermore, among these surveyed businesses, almost three-quarters (72%) of the positions available were permanent.

Table E23: Classification of Vacancies – Public Administration – Urban Subdivision

	<i>n</i>	%
Permanent	516	72.2
Casual/Contract	161	22.5
Seasonal	37	5.2
Vacancy Total	714	100.0
Business Total	70	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Forty-two percent (n=37) have experienced difficulty, while 43% (n=38) have not and 14% (n=12) have not hired or attempted to hire.

Figure E12: Businesses Experiencing Difficulty Filling Vacancies – Public Administration – Urban Subdivision (N=88)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking educational/training qualifications (46%, n=17).

Table E24: Main Reason for Experiencing Difficulty in Filling Vacancies* - Public Administration - Urban Subdivision

	<i>n</i>	% (N=37)
Lacking educational/training qualifications	17	45.9
Lacking specific technical skills	10	27.0
Workforce shortage	6	16.2
Lacking bilingual skills	5	13.5
Lacking experience	7	8.9
Position did not provide enough hours	2	5.4
Salary expectations too high	2	5.4
Lacking proper license/permit	2	5.4
People not interested in employment	1	2.7
Lacking soft skills (such as communication/teamwork)	1	2.7
Other	2	5.4

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=37), general office clerks (19%, n=7) and registered nurses (11%, n=4) were the most difficult occupations to fill over the past 12 months⁸.

The majority of businesses in the public administration industry (60%, n=53) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=35), a total of 157 employees retired, averaging three employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=35), general office clerks (26%, n=9) was the top occupation from which employees retired.

Table E25: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Public Administration – Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=35)</i>
1411	General office clerks	9	25.7
6261	Police officers (except commissioned)	4	11.4
6663	Janitors, caretakers and building superintendents	3	8.6

*Multiple responses allowed.

Just over one-quarter of businesses in this industry (28%, n=25) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=63), an average of seven employees are expected to retire, with retirement totaling 638 employees.

Most commonly, employees are expected to retire from the general office clerks occupation (29%, n=18).

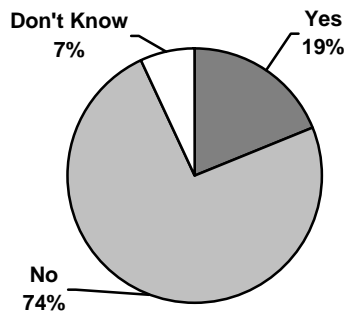
Table E26: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Public Administration - Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=63)</i>
1411	General office clerks	18	28.6
4152	Social workers	5	7.9
0111	Financial managers	5	7.9
4164	Social policy researchers, consultants and program officers	5	7.9

*Multiple responses allowed.

Nineteen percent of urban businesses in the public administration industry (n=17) 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 – Public Administration – Urban Subdivision (N=88)



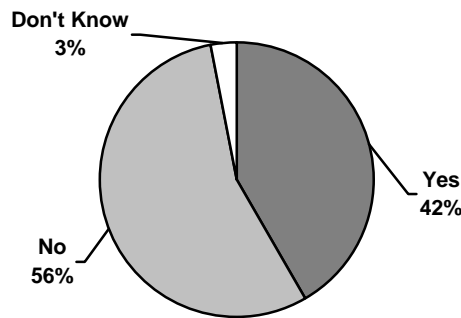
⁸ Multiple responses allowed.

Of businesses that expect their owner/manager/CEO to retire within the next five years (n=17), 13 have a formal or informal succession plan in place.

2.2.2 Rural Subdivision (N=110)

Less than one-half of rural businesses in the public administration industry (42%, n=46) 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 E14: Businesses with a Formal Human Resources Plan – Public Administration – Rural Subdivision (N=110)



Over one-half of rural businesses in this industry (59%, n=65) hired at least one new employee over the past 12 months. Of those who hired (n=65), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 234 employees.

Police officers (except commissioned) (14%, n=9) and secretaries (except legal and medical) (12%, n=8) were the top occupations hired over the past 12 months.

Table E27: Top Five Occupations Hired in the Past 12 Months* - Public Administration - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=65)</i>
6261	Police officers (except commissioned)	9	13.8
1241	Secretaries (except legal and medical)	8	12.3
1411	General office clerks	6	9.2
7621	Public works and maintenance workers	6	9.2
6663	Janitors, caretakers and building superintendents	5	7.7

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=65), 83% (n=54) 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 16% of the new employees hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (n=3) and not suited/qualified for the position (n=2).

Table E28: Primary Reason for Dissatisfaction with New Employees – Public Administration – Rural Subdivision

	<i>n</i>	% (N=11)
Lacking work ethic/motivation	3	27.3
Not suited/qualified for position	2	18.2
Untrustworthy/dishonest	1	9.1
Not a good fit within the company	1	9.1
Poor attitude	1	9.1
Other	3	27.3

Of the 234 new employees hired by surveyed businesses over the past 12 months, 39% have a high school diploma as their highest level of education, while 26% have a university degree.

Table E29: Highest Education Level of New Employees – Public Administration – Rural Subdivision

	<i>n</i>	%
University	60	25.6
Public Community College	38	16.2
Private Training Institution	22	9.4
High School	92	39.3
Less than High School	22	9.4
New Employee Total	234	100.0
Business Total	65	-

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=27) – 17 employers rated job readiness as excellent, seven rated it as good, and three rated it as fair.
- Public Community College graduates (n=21) – 11 employers rated job readiness as excellent and ten rated it as good.
- Private Training Institution graduates (n=8) – Three employers rated job readiness as excellent, four rated it as good, and one rated it as fair.
- High School graduates (n=33) – 27% of employers (n=9) rated job readiness as excellent, 46% (n=15) rated it as good, 15% (n=5) rated it as fair, and 12% (n=4) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table E30: Classifications of New Employees – Public Administration – Rural Subdivision

	<i>n</i>	%
Immigrants	5	2.2
Co-op students hired for work placement	5	2.2
Persons with disabilities	3	1.3
Aboriginals	6	2.6
New Employee Total	223	8.3
Business Total	64 ⁹	-

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 placing ads in the newspaper (66%, n=73).

Table E31: Methods Used to Fill Staffing Vacancies* - Public Administration - Rural Subdivision

	<i>n</i>	% (N=110)
Place ad in newspaper	73	66.4
Place ad/use Service Canada Student Employment Centre	29	26.4
Post internally in your company/organization	24	21.8
Place ad on or check internet/websites	24	21.8
Use word of mouth/employee referrals	19	17.3
Use unsolicited resumes	8	7.3
Place ad on bulletin boards in local community	6	5.5
Place ad in student employment centres at colleges/universities	4	3.6
Use an employment agency/headhunter	4	3.6
Radio	2	1.8
Place ad in trade/professional/association journals	2	1.8
Other	16	14.5
Don't know	4	3.6

*Multiple responses allowed.

Over the past 12 months, 51% of rural businesses in the public administration industry (n=56) have had at least one vacant position available. Those with at least one vacancy (n=56) reported an average of three vacancies. Furthermore, among these surveyed businesses, there were a total of 272 vacant positions.

Of the 272 vacant positions available, 33 positions or 12% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, two-thirds (66%) of the positions available were permanent.

Table E32: Classification of Vacancies – Public Administration – Rural Subdivision

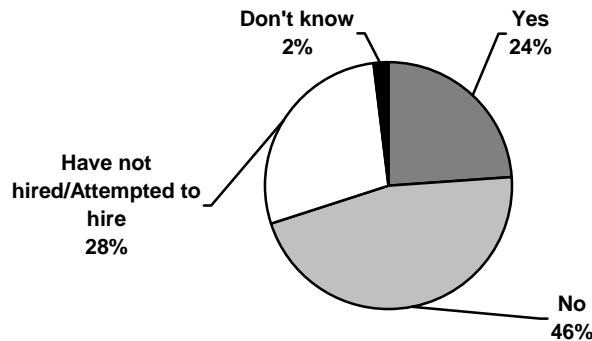
	<i>n</i>	%
Permanent	176	65.9
Casual/Contract	18	6.7
Seasonal	73	27.3
Vacancy Total	267	100.0
Business Total	55 ¹⁰	-

⁹ Businesses with missing data were excluded from this analysis.

¹⁰ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Approximately one-quarter (24%, n=26) have experienced difficulty, 46% (n=51) have not, and 28% (n=31) have not hired or attempted to hire.

Figure E15: Businesses Experiencing Difficulty Filling Vacancies – Public Administration – Rural Subdivision (N=110)



The most common reasons for experiencing difficulty in filling vacancies were a workforce shortage (n=6) and potential hires lacking educational/training qualifications (n=5).

Table E33: Main Reason for Experiencing Difficulty in Filling Vacancies* - Public Administration - Rural Subdivision

	<i>n</i>	% (N=26)
Workforce shortage	6	23.1
Lacking educational/training qualifications	5	19.2
Location	4	15.4
Lacking experience	3	11.5
Lacking soft skills (such as communication/teamwork)	3	11.5
Salary expectations too high	2	7.7
Difficult working conditions	1	3.8
Lacking specific technical skills	1	3.8
People not interested in employment	1	3.8
Position did not provide enough hours	1	3.8
Lacking bilingual skills	1	3.8
Other	5	19.2

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=26), public works and maintenance workers (n=2), urban and land use planners (n=2) and program leaders in recreation and sport (n=2) were the most difficult occupations to fill over the past 12 months¹¹.

Just over three-quarters of businesses in the public administration industry (79%, n=87) did not have any employees retire over the past 12 months. Of those surveyed businesses that did experience retirement (n=23), a total of 45 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=23), general office clerks (n=2) and police officers (except commissioned) (n=2) were the top occupations from which employees retired¹².

¹¹ Multiple responses allowed.

¹² Multiple responses allowed.

Nearly one-third of businesses in this industry (32%, n=35) 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=75), an average of three employees are expected to retire, with retirement totaling 253 employees.

Most commonly, employees are expected to retire from the secretaries (except legal and medical) (15%, n=11) and senior government managers and officials (13%, n=10) occupations.

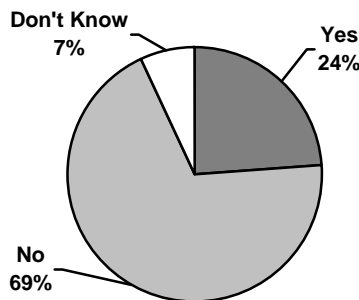
Table E34: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Public Administration - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=75)</i>
1241	Secretaries (except legal and medical)	11	14.7
0012	Senior government managers and officials	10	13.3
7621	Public works and maintenance labourers	7	9.3
1411	General office clerks	5	6.7
6663	Janitors, caretakers and building superintendents	5	6.7

*Multiple responses allowed.

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

Figure E16: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Public Administration – Rural Subdivision (N=110)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=26), 17 have a formal or informal succession plan in place.

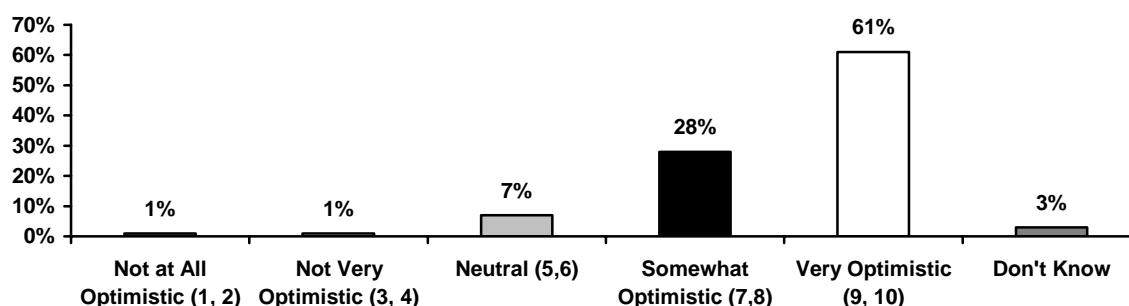
3.0 Business Outlook and Confidence

3.1 Provincial Overview

3.1 Provincial Overview (N=193)

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 (28%, n=54) or very optimistic (61%, n=118) outlook toward the future.

Figure E17: Level of Optimism About the Future – Public Administration – Provincial Overview (N=193)



Businesses that provided an optimistic rating (7 or higher out of 10, n=172) explained their positive outlook by operating in the public sector (40%, n=68).

Businesses with a neutral rating (5 or 6 out of 10, n=14) mainly indicated that there is a workforce shortage (n=4), while businesses that provided a pessimistic rating (4 or lower out of 10, n=2) were uncertain about the future (n=1).

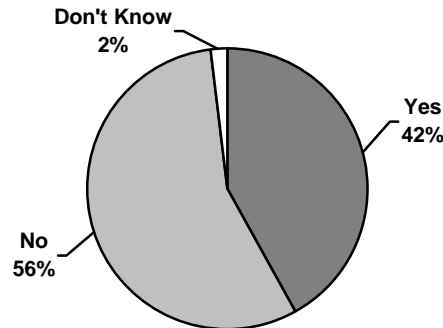
Table E35: Reasons for Rating Provided* - Public Administration – Provincial Overview

Optimistic	n	% (N=172)
Operating in the public sector	68	39.7
Business is doing well	26	14.9
Growing industry/company	14	8.4
Well established company	11	6.2
Offering an essential service	7	4.3
Workforce shortage	6	3.3
Business relies on limited outside funding	4	2.6
Future is uncertain	2	1.1
Other	29	16.9
Don't know/no answer	8	4.9
Neutral	n	% (N=14)
Workforce shortage	4	27.1
Economy is unstable	2	14.6
Business relies on limited outside funding	2	14.6
Business is not doing well	1	8.3
Operating in the public sector	1	6.3
Other	4	31.2
Don't know/no answer	1	6.3
Pessimistic	n	% (N=2)
Future is uncertain	1	56.9
Other	1	43.1

*Multiple responses allowed.

Forty-two percent of businesses operating in the public administration industry (n=81) have experienced significant changes to their external operating environment over the past two years.

Figure E18: Experienced Significant Change to External Operating Environment Over the Past Two Years – Public Administration – Provincial Overview (N=193)



Businesses that experienced changes (n=81) identified the biggest change as an increase in fuel prices (43%, n=34).

Table E36: Changes Experienced* - Public Administration – Provincial Overview

	<i>n</i>	<i>% (N=81)</i>
Increase in fuel prices	34	42.5
Increase in cost of supplies/overhead	16	20.4
Change in exchange rates	11	13.3
Government legislation	10	12.3
Decline in particular industries	5	6.6
Downturn in economy	5	6.0
Workforce shortage	2	2.8
Other	30	37.2

*Multiple responses allowed.

3.2 Urban/Rural Subdivision

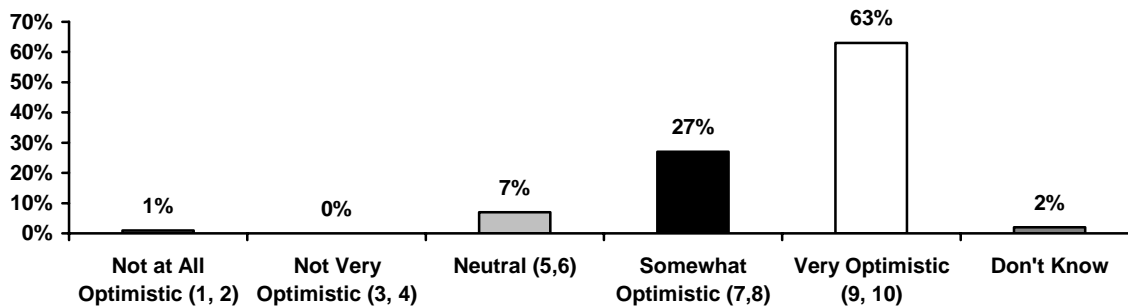
3.2.1 Urban Subdivision

3.2.2 Rural Subdivision

3.2.1 Urban Subdivision (N=88)

Urban businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.8 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 somewhat optimistic (27%, n=24) or very optimistic (63%, n=55) outlook toward the future.

Figure E19: Level of Optimism About the Future – Public Administration – Urban Subdivision (N=88)



Businesses that provided an optimistic rating (7 or higher out of 10, n=79) explained their positive outlook by operating in the public sector (41%, n=32).

Businesses with a neutral rating (5 or 6 out of 10, n=6) indicated a variety of reasons which are presented below, while the business that provided a pessimistic rating (4 or lower out of 10, n=1) was uncertain about the future.

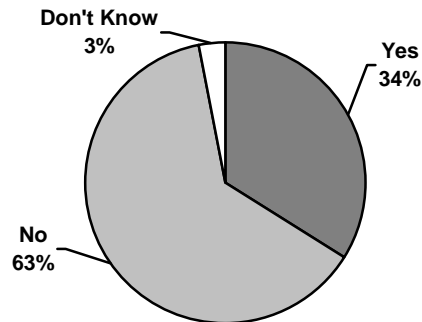
Table E37: Reasons for Rating Provided* - Public Administration – Urban Subdivision

Optimistic	n	% (N=79)
Operating in the public sector	32	40.5
Business is doing well	13	16.5
Growing industry/company	6	7.6
Well established company	5	6.3
Business relies on limited outside funding	4	5.1
Offering an essential service	2	2.5
Workforce shortage	2	2.5
Future is uncertain	1	1.3
Other	13	16.5
Don't know/no answer	3	3.8
Neutral	n	% (N=6)
Economy is unstable	1	16.7
Workforce shortage	1	16.7
Business is not doing well	1	16.7
Business relies on limited outside funding	1	16.7
Other	3	50.0
Pessimistic	n	% (N=1)
Future is uncertain	1	100.0

*Multiple responses allowed.

Approximately one-third of urban businesses operating in the public administration industry (34%, n=30) 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 – Public Administration – Urban Subdivision (N=88)



Businesses that experienced changes (n=30) identified the biggest change as an increase in fuel prices (33%, n=10).

Table E38: Changes Experienced* - Public Administration – Urban Subdivision

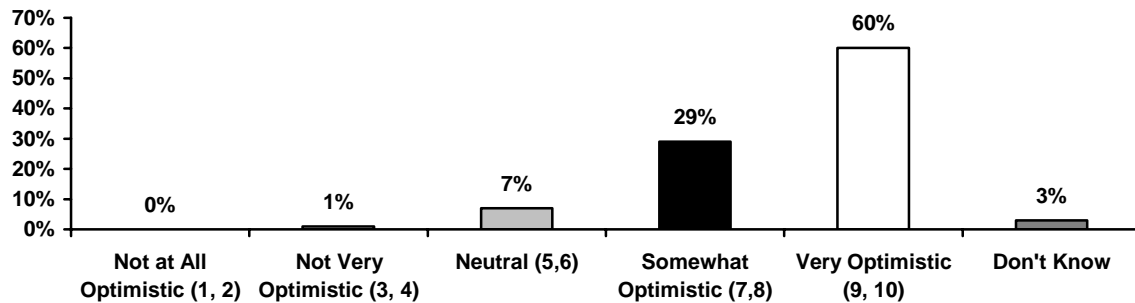
	<i>n</i>	<i>% (N=30)</i>
Increase in fuel prices	10	33.3
Change in exchange rates	5	16.7
Increase in cost of supplies/overhead	4	13.3
Decline in particular industries	4	13.3
Government legislation	2	6.7
Downturn in economy	2	6.7
Workforce shortage	2	6.7
Increase in insurance rates	1	3.3
Growth in economy	1	3.3
Other	11	36.7

*Multiple responses allowed.

3.2.2 Rural Subdivision (N=110)

Rural businesses operating in this industry were somewhat 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 (29%, n=32) or very optimistic (60%, n=66) outlook toward the future.

Figure E21: Level of Optimism About the Future – Public Administration – Rural Subdivision (N=110)



Businesses that provided an optimistic rating (7 or higher out of 10, n=98) explained their positive outlook by operating in the public sector (39%, n=38).

Businesses with a neutral rating (5 or 6 out of 10, n=8) mainly indicated a workforce shortage (n=3).

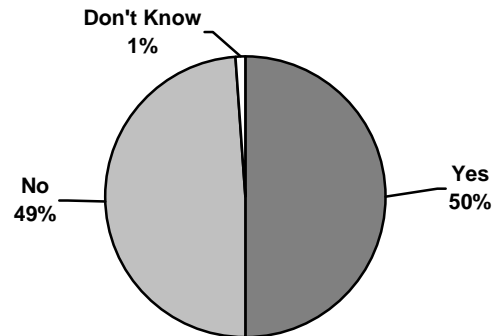
Table E39: Reasons for Rating Provided* - Public Administration – Rural Subdivision

Optimistic	n	% (N=98)
Operating in the public sector	38	38.8
Business is doing well	13	13.3
Growing industry/company	9	9.2
Well established company	6	6.1
Offering an essential service	6	6.1
Workforce shortage	4	4.1
Future is uncertain	1	1.0
Other	17	17.3
Don't know/no answer	6	6.1
Neutral	n	% (N=8)
Workforce shortage	3	37.5
Economy is unstable	1	12.5
Operating in the public sector	1	12.5
Business relies on limited outside funding	1	12.5
Other	1	12.5
Don't know/no answer	1	12.5
Pessimistic	n	% (N=1)
Other	1	100.0

*Multiple responses allowed.

One-half of rural businesses operating in the public administration industry (50%, n=55) 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 – Public Administration – Rural Subdivision (N=110)



Businesses that experienced changes (n=55) identified the biggest change as an increase in fuel prices (49%, n=27).

Table E40: Changes Experienced* - Public Administration – Rural Subdivision

	<i>n</i>	% (<i>N=55</i>)
Increase in fuel prices	27	49.1
Increase in cost of supplies/overhead	14	25.5
Government legislation	9	16.4
Change in exchange rates	6	10.9
Downturn in economy	3	5.5
Decline in particular industries	1	1.8
Increase in competition	1	1.8
Other	17	30.9

*Multiple responses allowed.

4.0 Training and Employment Development

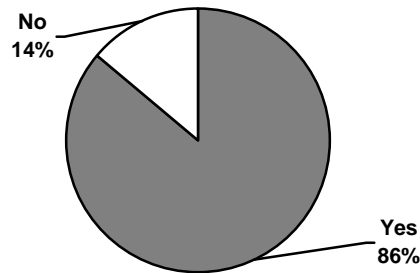
4.1 Provincial Overview

4.1 Provincial Overview (N=193)

Among businesses in the public administration industry, the large majority (86%, n=165) 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=165), 13% (n=21) did not offer formal training, while the remaining 87% (n=144) made formal training available.

Figure E23: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Public Administration - Provincial Overview (N=193)



Of businesses that offered formal training to their employees (n=144), the most common sources of formal, structured training were internal staff (49%, n=71) and a non-profit organization/professional association (42%, n=60).

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

Table E41: Sources of Formal, Structured Training* - Public Administration - Provincial Overview

	<i>n</i>	<i>% (N=144)</i>
Internal staff	71	49.4
A non-profit organization/professional association	60	42.0
Another public educational institution	48	33.5
NBCC or CCNB	42	29.4
A private training institution	27	18.8
Private consultant	21	14.7
Courses offered by government	14	9.4
Conferences, seminars, trade shows	8	5.7
Other	28	19.6

*Multiple responses allowed.

4.2 Urban/Rural Subdivision

4.2.1 Urban Subdivision

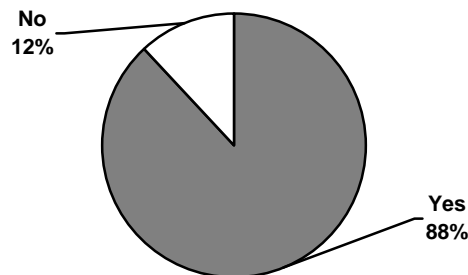
4.2.2 Rural Subdivision

4.2.1 Urban Subdivision (N=88)

Among businesses in the public administration industry, the large majority (88%, n=77) 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=77), 14% (n=11) did not offer formal training, while the remaining 86% (n=66) made formal training available.

Figure E24: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Public Administration – Urban Subdivision (N=88)



Of businesses that offered formal training to their employees (n=66), the most common source of formal, structured training was internal staff (59%, n=39).

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

Table E42: Sources of Formal, Structured Training* - Public Administration - Urban Subdivision

	<i>n</i>	<i>% (N=66)</i>
Internal staff	39	59.1
A non-profit organization/professional association	25	37.9
NBCC or CCNB	21	31.8
Another public educational institution	21	31.8
Private consultant	12	18.2
A private training institution	9	13.6
Courses offered by government	6	9.1
Conferences, seminars, trade shows	5	7.6
Other	13	19.7

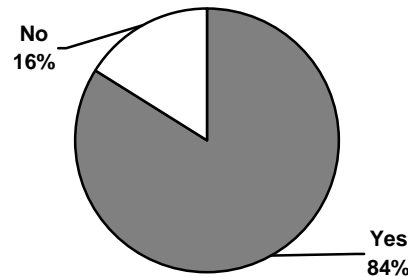
*Multiple responses allowed.

4.2.2 Rural Subdivision (N=110)

Among businesses in the public administration industry, the large majority (84%, n=92) 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=92), 11% (n=10) did not offer formal training, while the remaining 89% (n=82) made formal training available.

Figure E25: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Public Administration – Rural Subdivision (N=110)



Of businesses that offered formal training to their employees (n=82), the most common sources of formal, structured training were a non-profit organization/professional association (46%, n=38) and internal staff (39%, n=32).

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

Table E43: Sources of Formal, Structured Training* - Public Administration - Rural Subdivision

	<i>n</i>	<i>% (N=82)</i>
A non-profit organization/professional association	38	46.3
Internal staff	32	39.0
Another public educational institution	29	35.4
NBCC or CCNB	22	26.8
A private training institution	20	24.4
Private consultant	9	11.0
Courses offered by government	8	9.8
Conferences, seminars, trade shows	3	3.7
Other	16	19.5

*Multiple responses allowed.

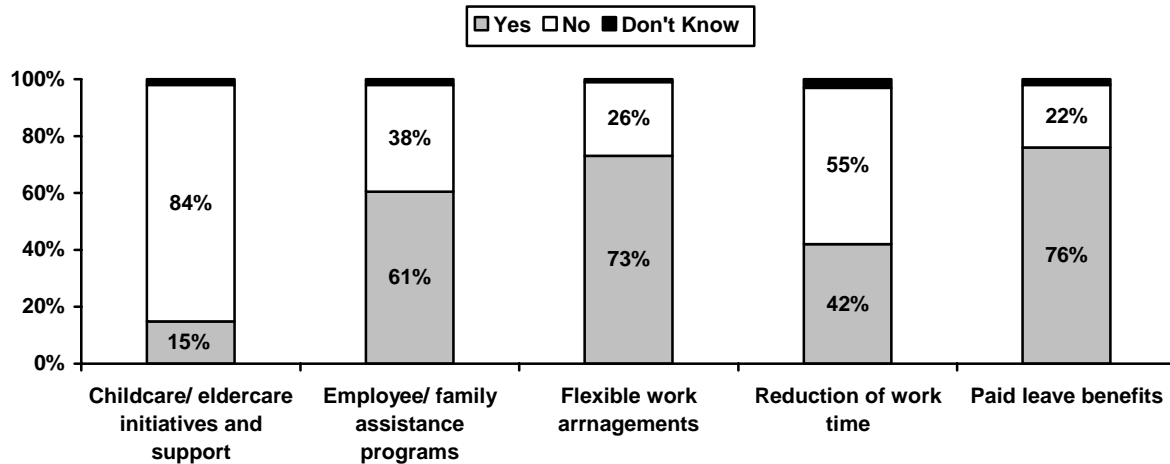
5.0 Family Friendly Policies and Procedures

5.1 Provincial Overview

5.1 Provincial Overview (N=193)

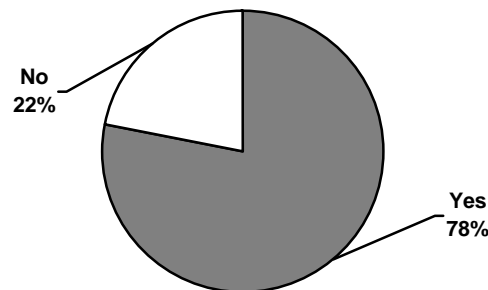
Among businesses in the public administration industry, the most common forms of family-oriented benefits offered are paid leave benefits (76%, n=147) and flexible work arrangements (73%, n=141).

Figure E26: Types of Family-Friendly Benefits Offered by Businesses – Public Administration – Provincial Overview (N=193)



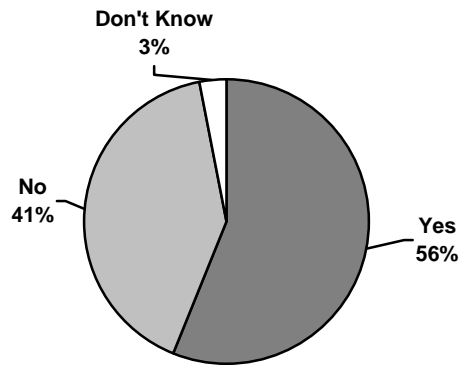
Just over three-quarters of businesses in this industry (78%, n=150) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=150), women account for an average of 51% of all key decision-making positions.

Figure E27: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Public Administration - Provincial Overview (N=193)



To ensure that jobs of equal value earn equal pay, just over one-half of businesses in this industry (56%, n=108) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E28: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Public Administration – Provincial Overview (N=193)



5.2 Urban/Rural Subdivision

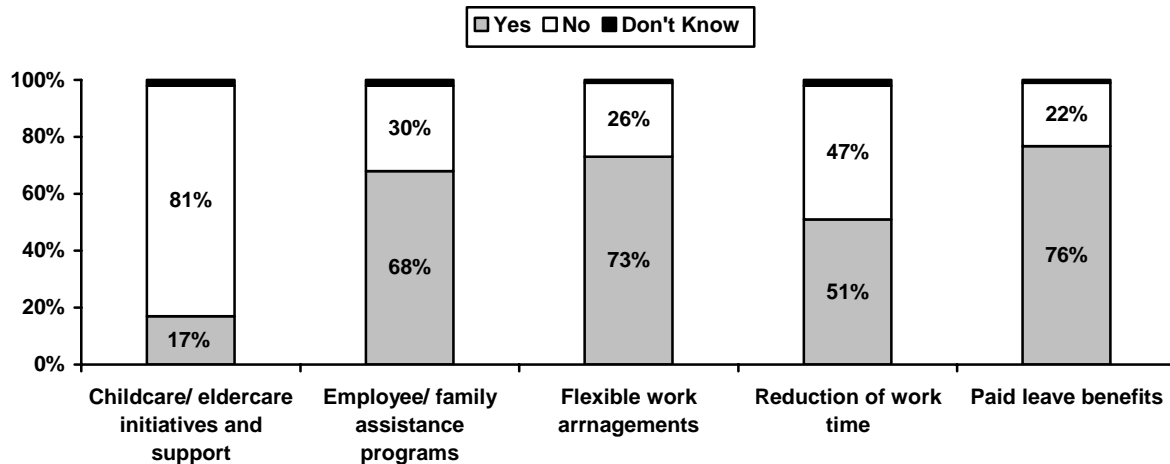
5.2.1 Urban Subdivision

5.2.2 Rural Subdivision

5.2.1 Urban Subdivision (N=88)

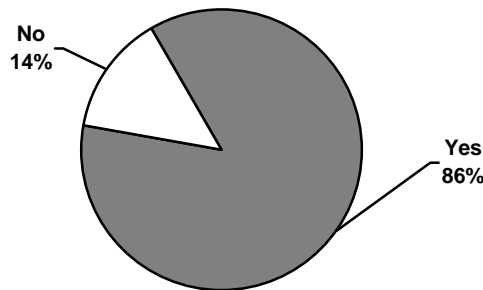
Among urban businesses in the public administration industry, the most common forms of family-oriented benefits offered are paid leave benefits (76%, n=60), flexible work arrangements (73%, n=64) and employee/family assistance programs (68%, n=60).

Figure E29: Types of Family-Friendly Benefits Offered by Businesses – Public Administration – Urban Subdivision (N=88)



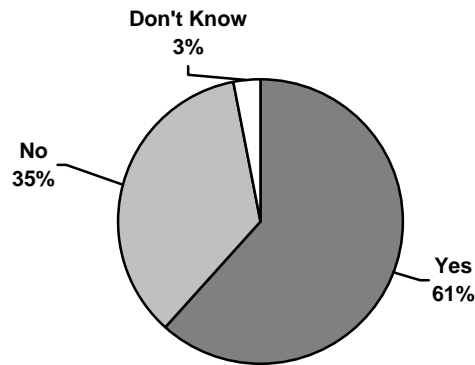
The large majority of urban businesses in this industry (86%, n=76) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=76), women account for an average of 53% of all key decision-making positions.

Figure E30: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Public Administration – Urban Subdivision (N=88)



To ensure that jobs of equal value earn equal pay, almost two-thirds of urban businesses in this industry (61%, n=54) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

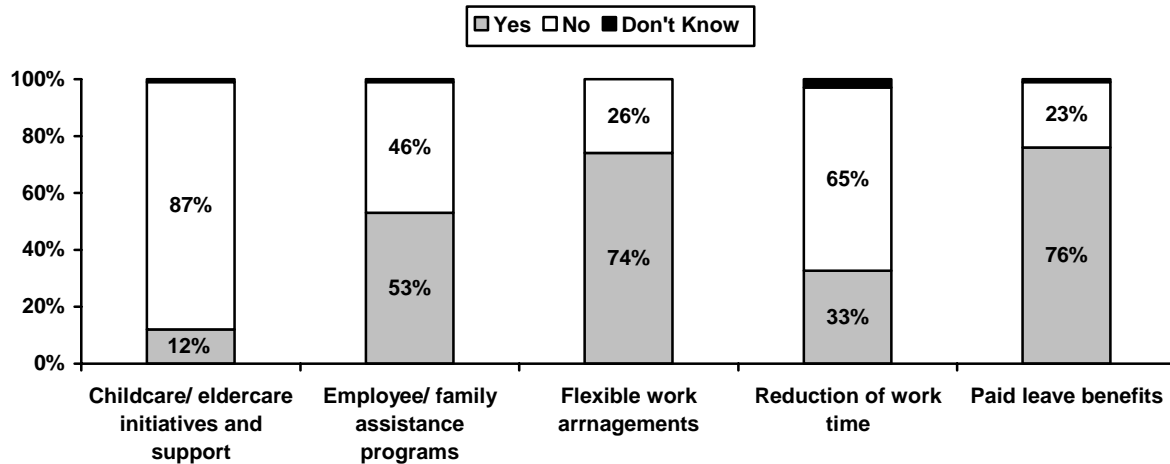
Figure E31: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Public Administration – Urban Subdivision (N=88)



5.2.2 Rural Subdivision (N=110)

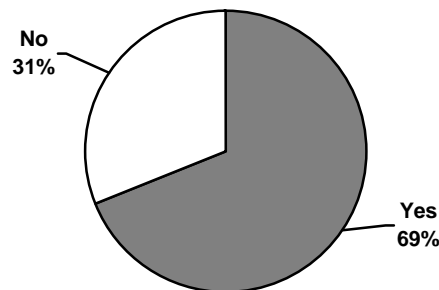
Among rural businesses in the public administration industry, the most common forms of family-oriented benefits offered are paid leave benefits (76%, n=84) and flexible work arrangements (74%, n=81).

Figure E32: Types of Family-Friendly Benefits Offered by Businesses – Public Administration – Rural Subdivision (N=110)



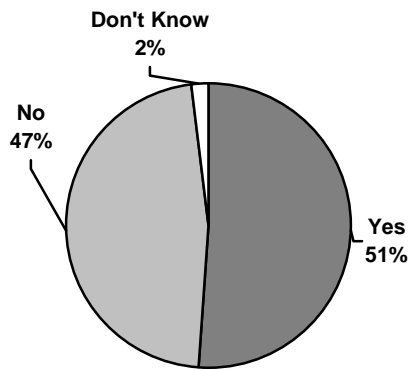
Just over two-thirds of rural businesses in this industry (69%, n=76) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=76), women account for an average of 47% of all key decision-making positions.

Figure E33: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Public Administration – Rural Subdivision (N=110)



To ensure that jobs of equal value earn equal pay, approximately one-half of rural businesses in this industry (51%, n=56) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E34: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Public Administration – Rural Subdivision (N=110)



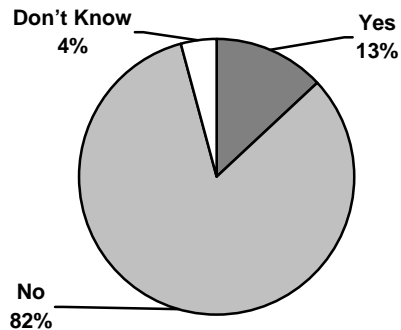
6.0 Literacy

6.1 Provincial Overview

6.1 Provincial Overview (N=193)

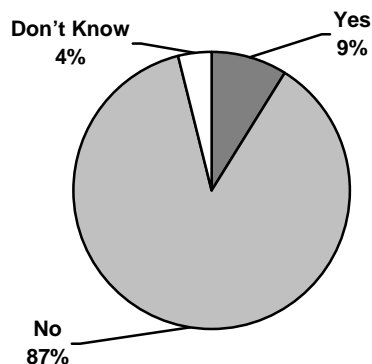
Overall, a minority of businesses in the public administration industry (13%, n=25) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=25), it is estimated that an average of 7% of employees experience this problem.

Figure E35: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Public Administration - Provincial Overview (N=193)



Furthermore, a minority of businesses (9%, n=16) 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=16), it is estimated that an average of 10% of employees experience this problem.

Figure E36: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Public Administration – Provincial Overview (N=193)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=28) were asked if they have any initiatives or programs in place to support these employees. Three-quarters of these businesses (n=21) do not have any initiatives or programs in place.

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=3) and paying for educational upgrades/courses (n=2)¹³.

¹³ Multiple responses allowed.

6.2 Urban/Rural Subdivision

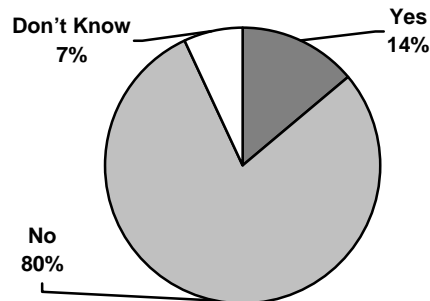
6.2.1 Urban Subdivision

6.2.2 Rural Subdivision

6.2.1 Urban Subdivision (N=88)

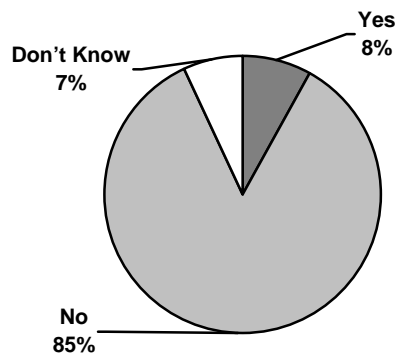
Overall, a minority of urban businesses in the public administration industry (14%, n=12) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=12), it estimated that an average of 9% of employees experience this problem.

Figure E37: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Public Administration – Urban Subdivision (N=88)



Furthermore, a minority of urban 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 13% of employees experience this problem.

Figure E38: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Public Administration – Urban Subdivision (N=88)



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. Nine of these 13 businesses do not have any initiatives or programs in place.

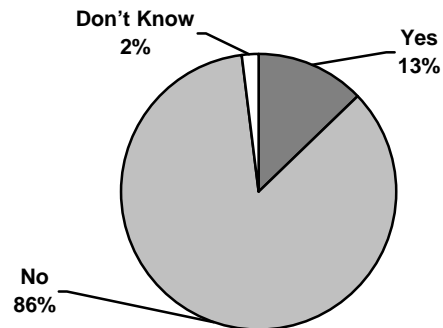
The four businesses that do have initiatives or programs in place offer internal training opportunities (n=1), paying for educational upgrades/courses (n=1) or other programs (n=2)¹⁴.

¹⁴ Multiple responses allowed.

6.2.2 Rural Subdivision (N=110)

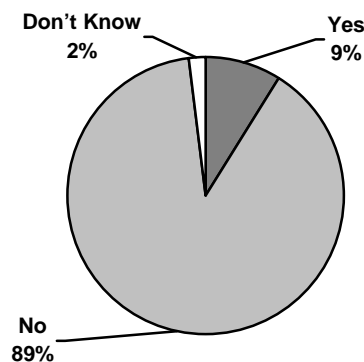
Overall, 13% of rural businesses in the public administration industry (n=14) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=14), it estimated that an average of 5% of employees experience this problem.

Figure E39: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Public Administration – Rural Subdivision (N=110)



Furthermore, a minority of rural businesses (9%, 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 7% of employees experience this problem.

Figure E40: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Public Administration – Rural Subdivision (N=110)



Rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=16) were asked if they have any initiatives or programs in place to support these employees. Thirteen of these 16 businesses do not have any initiatives or programs in place.

The three businesses that have such initiatives or programs in place offer internal training opportunities (n=2) and paying for educational upgrades/courses (n=1)¹⁵.

¹⁵ Multiple responses allowed.