

## ***Industry 1 - Construction***

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## **1.0 Current Employees**

## **1.1 Provincial Overview**

## 1.1 Provincial Overview (N=625)

Most commonly, businesses operating in the construction industry employ construction trades helpers and labourers (22%, n=139), construction managers (18%, n=114) and carpenters (18%, n=110).

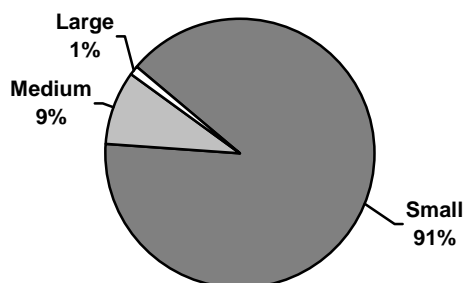
**Table E1: Top Six Occupations of Surveyed Businesses\* - Construction - Provincial Overview**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=625)</b>
7611	Construction trades helpers and labourers	139	22.2
0711	Construction managers	114	18.2
7271	Carpenters	110	17.6
7421	Heavy equipment operators (except crane)	93	14.9
7241	Electricians (except industrial and power system)	82	13.1
1241	Secretaries (except legal and medical)	82	13.1

\*Multiple responses allowed.

On average, construction businesses employ ten paid employees. Furthermore, surveyed businesses employ a total of 6,567 employees<sup>1</sup>. Most businesses are small, employing one to 19 employees (91%, n=566).

**Figure E1: Business Size - Construction - Provincial Overview (N=625)**



The majority of employees among surveyed businesses (70%) are permanent. Of permanent employees, most (92%) are employed on a full-time basis.

**Table E2: Profile of Employees – Construction - Provincial Overview**

<b>Employee Classification</b>	<b>n</b>	<b>%</b>
Permanent	4,620	70.4
Casual/Contract	458	7.0
Seasonal	1,489	22.7
<b>Employee Total</b>	<b>6,567</b>	<b>100.0</b>
<b>Business Total</b>	<b>619</b>	<b>-</b>

<b>Status of Permanent Positions</b>	<b>n</b>	<b>%</b>
Full-time	4,228	91.5
Part-time	393	8.5
<b>Employee Total</b>	<b>4,620</b>	<b>100.0</b>
<b>Business Total</b>	<b>519</b>	<b>-</b>

<sup>1</sup> Businesses with missing data were excluded from this analysis.

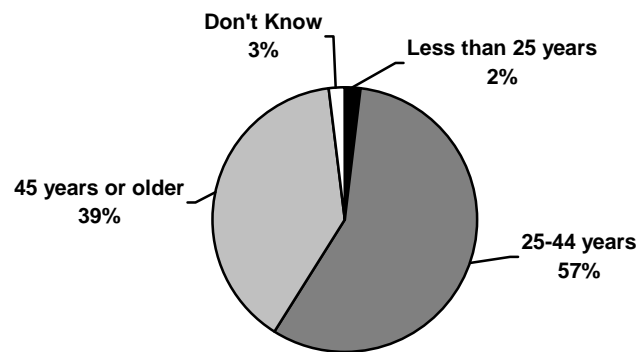
Forty-one percent of employees from surveyed businesses have a high school diploma as their highest level of education, while 25% have journeyperson certification.

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

	<i>n</i>	%
University degree	510	7.8
Journeyperson certification	1,661	25.3
College certificate or diploma	843	12.8
High school	2,699	41.1
Less than high school	855	13.0
<b>Employee Total</b>	<b>6,567</b>	<b>100.0</b>
<b>Business Total</b>	<b>619</b>	<b>-</b>

Over one-half of businesses in the construction industry (57%, n=354) report their employees to be, on average, between the ages of 25 and 44 years. More than one-third (39%, n=242) report an average age of 45 years or older.

**Figure E2: Average Age of Workforce - Construction - Provincial Overview (N=625)**



## **1.2 Urban/Rural Subdivision**

**1.2.1 Urban Subdivision**

**1.2.2 Rural Subdivision**

### 1.2.1 Urban Subdivision (N=365)

Most commonly, urban businesses operating in the construction industry employ construction trades helpers and labourers (23%, n=82), construction managers (19%, n=68) and carpenters (18%, n=65).

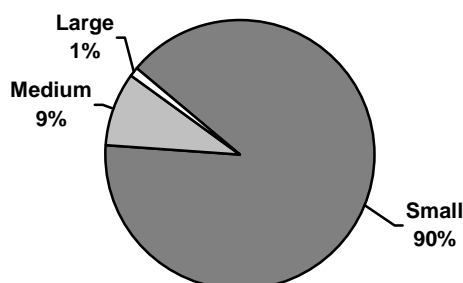
**Table E4: Top Five Occupations of Surveyed Businesses\* - Construction – Urban Subdivision**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=365)</b>
8431	Construction trades helpers and labourers	82	22.5
8251	Construction managers	68	18.6
7421	Carpenters	65	17.8
1221	Electricians (except industrial and power system)	54	14.8
2223	Heavy equipment operators (except crane)	50	13.7

\*Multiple responses allowed.

On average, construction businesses in urban areas employ 12 paid employees. Furthermore, surveyed businesses employ a total of 4,287 employees<sup>2</sup>. Most businesses are small, employing one to 19 employees (90%, n=329).

**Figure E3: Business Size – Construction – Urban Subdivision (N=365)**



Among the surveyed businesses, almost three-quarters of employees are permanent (71%). Of permanent employees, most (95%) are employed on a full-time basis.

**Table E5: Profile of Employees – Construction – Urban Subdivision**

<b>Employee Classification</b>	<b>n</b>	<b>%</b>
Permanent	3,033	70.7
Casual/Contract	308	7.2
Seasonal	946	22.1
<b>Employee Total</b>	<b>4,287</b>	<b>100.0</b>
<b>Business Total</b>	<b>363</b>	<b>-</b>

<b>Status of Permanent Positions</b>	<b>n</b>	<b>%</b>
Full-time	2,867	94.5
Part-time	166	5.5
<b>Employee Total</b>	<b>3,033</b>	<b>100.0</b>
<b>Business Total</b>	<b>309</b>	<b>-</b>

<sup>2</sup> Businesses with missing data were excluded from this analysis.



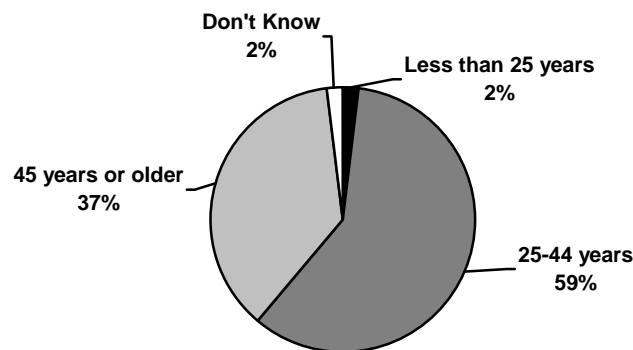
Over one-third of employees (37%) from surveyed businesses have a high school diploma as their highest level of education, while 29% have journeyman certification.

**Table E6: Highest Education Level of Employees – Construction – Urban Subdivision**

	<i>n</i>	%
University degree	390	9.1
Journeyman certification	1,226	28.6
College certificate or diploma	604	14.1
High school	1,574	36.7
Less than high school	493	11.5
<b>Employee Total</b>	<b>4,287</b>	<b>100.0</b>
<b>Business Total</b>	<b>363</b>	<b>-</b>

Over one-half of urban businesses in the construction industry (59%, n=216) report their employees to be, on average, between the ages of 25 and 44 years. More than one-third (37%, n=135) report an average age of 45 years or older.

**Figure E4: Average Age of Workforce – Construction – Urban Subdivision (N=365)**



### 1.2.2 Rural Subdivision (N=252)

Most commonly, rural businesses operating in the construction industry employ construction trades helpers and labourers (22%, n=55).

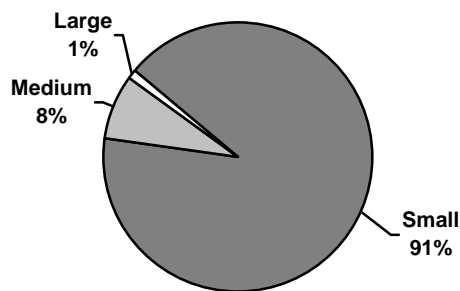
**Table E7: Top Five Occupations of Surveyed Businesses\* - Construction – Rural Subdivision**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=252)</i>
7611	Construction trades helpers and labourers	55	21.8
0711	Construction managers	44	17.5
7271	Carpenters	43	17.1
7421	Heavy equipment operators (except crane)	43	17.1
1241	Secretaries (except legal and medical)	42	16.7

\*Multiple responses allowed.

On average, construction businesses in rural areas employ six paid employees. Furthermore, surveyed businesses employ a total of 2,052 employees<sup>3</sup>. Most businesses are small, employing one to 19 employees (91%, n=230).

**Figure E5: Business Size – Construction – Rural Subdivision (N=252)**



Among surveyed businesses, just over two-thirds of employees are permanent (69%), while approximately one-quarter (24%) are seasonal. Of permanent employees, 83% are employed on a full-time basis.

**Table E8: Profile of Employees – Construction – Rural Subdivision**

<i>Employee Classification</i>	<i>n</i>	<i>%</i>
Permanent	1,421	69.2
Casual/Contract	131	6.4
Seasonal	500	24.4
<b>Employee Total</b>	<b>2,052</b>	<b>100.0</b>
<b>Business Total</b>	<b>248</b>	<b>-</b>

<i>Status of Permanent Positions</i>	<i>n</i>	<i>%</i>
Full-time	1,179	83.0
Part-time	242	17.0
<b>Employee Total</b>	<b>1,421</b>	<b>100.0</b>
<b>Business Total</b>	<b>201</b>	<b>-</b>

<sup>3</sup> Businesses with missing data were excluded from this analysis.

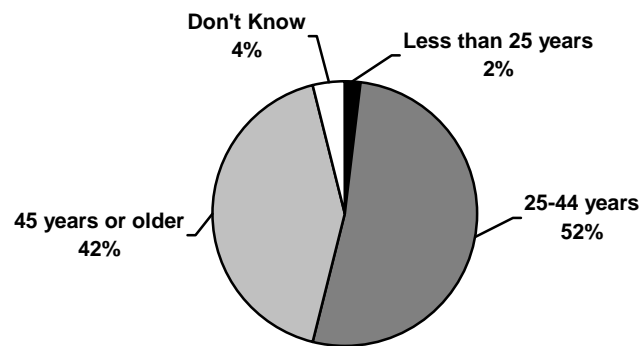
Just over one-half of employees (53%) from surveyed businesses have a high school diploma as their highest level of education.

**Table E9: Highest Education Level of Employees – Construction – Rural Subdivision**

	<i>n</i>	%
University degree	84	4.1
Journeyman certification	332	16.2
College certificate or diploma	192	9.4
High school	1,091	53.2
Less than high school	353	17.2
<b>Employee Total</b>	<b>2,052</b>	<b>100.0</b>
<b>Business Total</b>	<b>248</b>	<b>-</b>

Approximately one-half of rural businesses in the construction industry (52%, n=130) report their employees to be, on average, between the ages of 25 and 44 years. Forty-two percent (n=106) report an average age of 45 years or older.

**Figure E6: Average Age of Workforce – Construction – Rural Subdivision (N=252)**



## **1.3 Economic Regions**

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

### 1.3.1 Central Region (N=134)

Most commonly, Central New Brunswick businesses operating in the construction industry employ construction trades helpers and labourers (22%, n=29) and carpenters (21%, n=28).

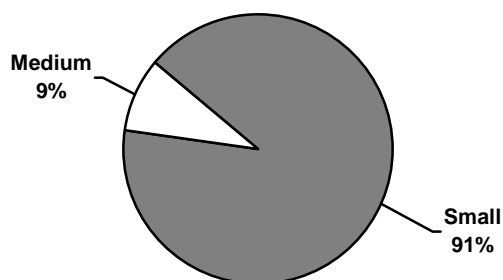
**Table E10: Top Four Occupations of Surveyed Businesses\* - Construction - Central Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=134)</b>
7611	Construction trades helpers and labourers	29	21.8
7271	Carpenters	28	20.8
7421	Heavy equipment operators (except crane)	23	17.4
0711	Construction managers	22	16.4

\*Multiple responses allowed.

On average, construction businesses in Central New Brunswick employ nine paid employees. Furthermore, surveyed businesses employ a total of 1,231 employees<sup>4</sup>. Most businesses are small, employing one to 19 employees (91%, n=123).

**Figure E7: Business Size – Construction - Central Region (N=134)**



Among surveyed businesses, just over three-quarters of employees (79%) are employed on a permanent basis. Of permanent employees, most (93%) are employed full-time.

**Table E11: Profile of Employees – Construction - Central Region**

<b>Employee Classification</b>	<b>n</b>	<b>%</b>
Permanent	977	79.4
Casual/Contract	30	2.4
Seasonal	225	18.3
<b>Employee Total</b>	<b>1,231</b>	<b>100.0</b>
<b>Business Total</b>	<b>133</b>	<b>-</b>

<b>Status of Permanent Positions</b>	<b>n</b>	<b>%</b>
Full-time	913	93.4
Part-time	63	6.4
<b>Employee Total</b>	<b>977</b>	<b>100.0</b>
<b>Business Total</b>	<b>118</b>	<b>-</b>

<sup>4</sup> Businesses with missing data were excluded from this analysis.

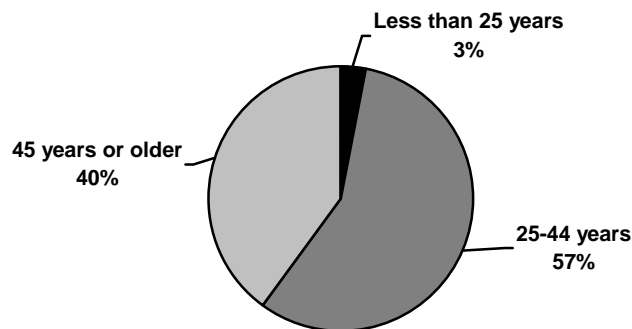
Less than one-half of employees (42%) from surveyed businesses have a high school diploma as their highest level of education.

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

	<i>n</i>	%
University degree	119	9.7
Journeyperson certification	276	22.4
College certificate or diploma	224	18.2
High school	520	42.2
Less than high school	93	7.6
<b>Employee Total</b>	<b>1,231</b>	<b>100.0</b>
<b>Business Total</b>	<b>133</b>	<b>-</b>

Over one-half of Central area businesses in the construction industry (57%, n=77) report their employees to be, on average, between the ages of 25 and 44 years. Forty percent (n=53) report an average age of 45 years or older.

**Figure E8: Average Age of Workforce – Construction - Central Region (N=134)**



### 1.3.2 Northeast Region (N=130)

Most commonly, Northeast New Brunswick businesses operating in the construction industry employ construction trades helpers and labourers (25%, n=33).

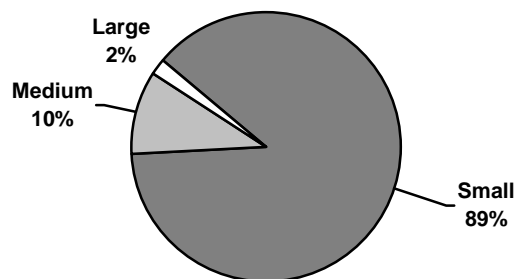
**Table E13: Top Five Occupations of Surveyed Businesses\* - Construction - Northeast Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=130)</b>
7611	Construction trades helpers and labourers	33	25.3
0711	Construction managers	30	23.4
1241	Secretaries (legal and medical)	28	21.4
7271	Carpenters	26	19.9
7421	Heavy equipment operators (except crane)	21	16.0

\*Multiple responses allowed.

On average, construction businesses in Northeast New Brunswick employ ten paid employees. Furthermore, surveyed businesses employ a total of 1,523 employees<sup>5</sup>. Most businesses are small, employing one to 19 employees (89%, n=116).

**Figure E9: Business Size – Construction – Northeast Region (N=130)**



Among surveyed businesses, most employees are employed on a permanent (54%) or seasonal (38%) basis. Of permanent employees, just over three-quarters (77%) are employed full-time.

**Table E14: Profile of Employees – Construction - Northeast Region**

<b>Employee Classification</b>	<b>n</b>	<b>%</b>
Permanent	825	54.2
Casual/Contract	120	7.9
Seasonal	577	37.9
<b>Employee Total</b>	<b>1,523</b>	<b>100.0</b>
<b>Business Total</b>	<b>129</b>	<b>-</b>

<b>Status of Permanent Positions</b>	<b>n</b>	<b>%</b>
Full-time	637	77.2
Part-time	189	22.9
<b>Employee Total</b>	<b>825</b>	<b>100.0</b>
<b>Business Total</b>	<b>89</b>	<b>-</b>

<sup>5</sup> Businesses with missing data were excluded from this analysis.

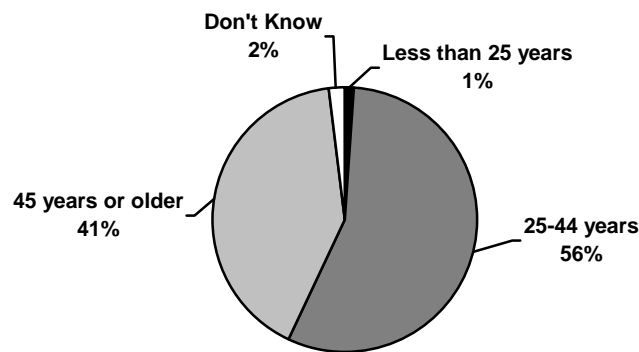
Less than one-half of employees (43%) from surveyed businesses have a high school diploma as their highest level of education.

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

	<i>n</i>	%
University degree	104	6.8
Journeyperson certification	305	20.0
College certificate or diploma	194	12.7
High school	649	42.6
Less than high school	272	17.9
<b>Employee Total</b>	<b>1,523</b>	<b>100.0</b>
<b>Business Total</b>	<b>129</b>	<b>-</b>

Just over one-half of Northeast area businesses in the construction industry (56%, n=73) report their employees to be, on average, between the ages of 25 and 44 years. Forty-one percent (n=53) report an average age of 45 years or older.

**Figure E10: Average Age of Workforce – Construction - Northeast Region (N=130)**





### 1.3.3 Northwest Region (N=82)

Most commonly, Northwest New Brunswick businesses operating in the construction industry employ construction trades helpers and labourers (29%, n=24).

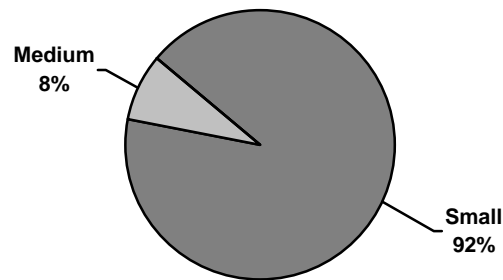
**Table E16: Top Five Occupations of Surveyed Businesses\* - Construction - Northwest Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=82)</b>
7611	Construction trades helpers and labourers	24	29.4
7421	Heavy equipment operators (except crane)	16	19.4
0711	Construction managers	13	16.2
7271	Carpenters	12	14.9
1241	Secretaries (except legal and medical)	11	13.5

\*Multiple responses allowed.

On average, construction businesses in Northwest New Brunswick employ seven paid employees. Furthermore, surveyed businesses employ a total of 540 employees<sup>6</sup>. Most businesses are small, employing one to 19 employees (92%, n=76).

**Figure E11: Business Size – Construction – Northwest Region (N=82)**



Among surveyed businesses, the majority of employees are employed on a permanent basis (70%). Of permanent employees, most (88%) are employed full-time.

**Table E17: Profile of Employees – Construction - Northwest Region**

<b>Employee Classification</b>	<b>n</b>	<b>%</b>
Permanent	380	70.4
Casual/Contract	25	4.6
Seasonal	134	24.8
<b>Employee Total</b>	<b>540</b>	<b>100.0</b>
<b>Business Total</b>	<b>80</b>	<b>-</b>

<b>Status of Permanent Positions</b>	<b>n</b>	<b>%</b>
Full-time	336	88.4
Part-time	44	11.6
<b>Employee Total</b>	<b>380</b>	<b>100.0</b>
<b>Business Total</b>	<b>65</b>	<b>-</b>

<sup>6</sup> Businesses with missing data were excluded from this analysis.

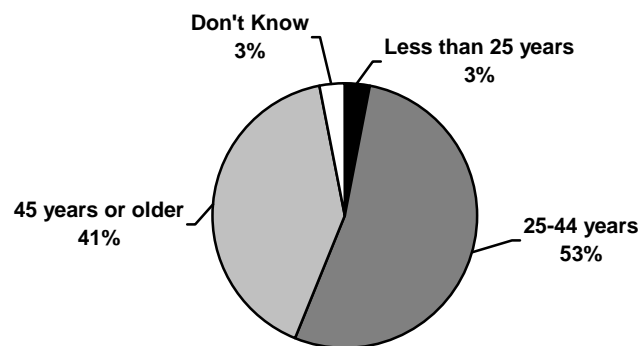
Less than one-half of employees (43%) from surveyed businesses have a high school diploma as their highest level of education.

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

	<i>n</i>	%
University degree	20	3.7
Journey person certification	136	25.2
College certificate or diploma	38	7.0
High school	230	42.6
Less than high school	116	21.5
<b>Employee Total</b>	<b>540</b>	<b>100.0</b>
<b>Business Total</b>	<b>80</b>	<b>-</b>

Just over one-half of Northwest area businesses in the construction industry (53%, n=44) report their employees to be, on average, between the ages of 25 and 44 years. Forty-one percent (n=33) report an average age of 45 years or older.

**Figure E12: Average Age of Workforce – Construction - Northwest Region (N=82)**



### 1.3.4 Southeast Region (N=148)

Most commonly, Southeast New Brunswick businesses operating in the construction industry employ construction trades helpers and labourers (17%, n=26) and construction managers (17%, n=26).

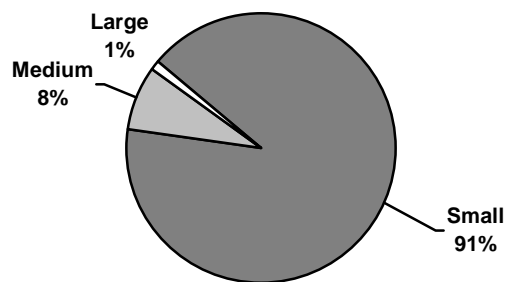
**Table E19: Top Five Occupations of Surveyed Businesses\* - Construction - Southeast Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=148)</b>
7611	Construction trades helpers and labourers	26	17.3
0711	Construction managers	26	17.3
7271	Carpenters	22	14.7
7241	Electricians (except industrial and power system)	17	11.8
1241	Secretaries (legal and medical)	16	10.7

\*Multiple responses allowed.

On average, construction businesses in Southeast New Brunswick employ ten paid employees. Furthermore, surveyed businesses employ a total of 1,709 employees<sup>7</sup>. Most businesses are small, employing one to 19 employees (91%, n=134).

**Figure E13: Business Size – Construction – Southeast Region (N=148)**



Among surveyed businesses, nearly three-quarters of employees (74%) are employed on a permanent basis. Of permanent employees, most (93%) are employed full-time.

**Table E20: Profile of Employees – Construction - Southeast Region**

<b>Employee Classification</b>	<b>n</b>	<b>%</b>
Permanent	1,264	74.0
Casual/Contract	109	6.4
Seasonal	335	19.6
<b>Employee Total</b>	<b>1,709</b>	<b>100.0</b>
<b>Business Total</b>	<b>147</b>	<b>-</b>

<b>Status of Permanent Positions</b>	<b>n</b>	<b>%</b>
Full-time	1,180	93.4
Part-time	84	6.6
<b>Employee Total</b>	<b>1,264</b>	<b>100.0</b>
<b>Business Total</b>	<b>128</b>	<b>-</b>

<sup>7</sup> Businesses with missing data were excluded from this analysis.

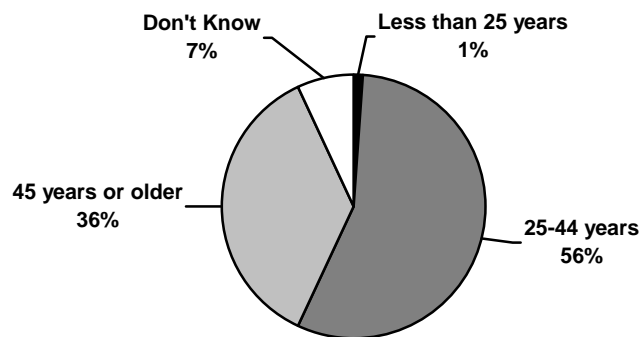
Forty percent of employees from surveyed businesses have a high school diploma as their highest level of education.

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

	<i>n</i>	%
University degree	134	7.8
Journey person certification	387	22.6
College certificate or diploma	260	15.2
High school	676	39.6
Less than high school	251	14.7
<b>Employee Total</b>	<b>1,709</b>	<b>100.0</b>
<b>Business Total</b>	<b>147</b>	<b>-</b>

Just over one-half of Southeast area businesses in the construction industry (56%, n=83) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-third (36%, n=53) report an average age of 45 years or older.

**Figure E14: Average Age of Workforce – Construction - Southeast Region (N=148)**



### 1.3.5 Southwest Region (N=130)

Most commonly, Southwest New Brunswick businesses operating in the construction industry employ construction trades helpers and labourers (21%, n=27).

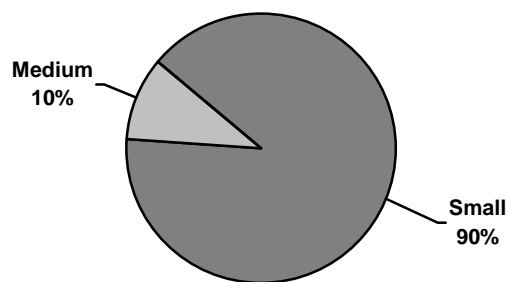
**Table E22: Top Five Occupations of Surveyed Businesses\* - Construction - Southwest Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=130)</i>
7611	Construction trades helpers and labourers	27	20.7
1221	Administrative officers	23	17.7
7241	Electricians (except industrial and power system)	23	17.7
0711	Construction managers	23	17.3
7271	Carpenters	22	16.8

\*Multiple responses allowed.

On average, construction businesses in Southwest New Brunswick employ 12 paid employees. Furthermore, surveyed businesses employ a total of 1,565 employees<sup>8</sup>. Most businesses are small, employing one to 19 employees (90%, n=118).

**Figure E15: Business Size – Construction – Southwest Region (N=130)**



Among surveyed businesses, three-quarters of employees (75%) are employed on a permanent basis. Of permanent employees, almost all (99%) are employed full-time.

**Table E23: Profile of Employees – Construction - Southwest Region**

<i>Employee Classification</i>	<i>n</i>	<i>%</i>
Permanent	1,174	75.0
Casual/Contract	173	11.1
Seasonal	218	13.9
<b>Employee Total</b>	<b>1,565</b>	<b>100.0</b>
<b>Business Total</b>	<b>130</b>	<b>-</b>

<i>Status of Permanent Positions</i>	<i>n</i>	<i>%</i>
Full-time	1,162	99.0
Part-time	12	1.0
<b>Employee Total</b>	<b>1,174</b>	<b>100.0</b>
<b>Business Total</b>	<b>118</b>	<b>-</b>

<sup>8</sup> Businesses with missing data were excluded from this analysis.

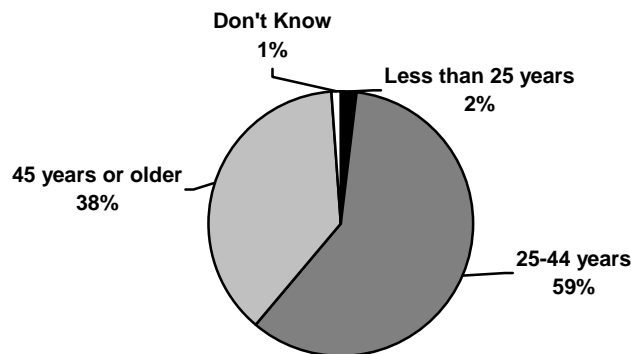
Forty percent of employees from surveyed businesses have a high school diploma as their highest level of education, while 36% have journeyperson certification.

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

	<i>n</i>	%
University degree	133	8.5
Journeyperson certification	558	35.7
College certificate or diploma	126	8.1
High school	624	39.9
Less than high school	124	7.9
<b>Employee Total</b>	<b>1,565</b>	<b>100.0</b>
<b>Business Total</b>	<b>130</b>	<b>-</b>

Over one-half of Southwest area businesses in the construction industry (59%, n=77) report their employees to be, on average, between the ages of 25 and 44 years. More than one-third (38%, n=50) report an average age of 45 years or older.

**Figure E16: Average Age of Workforce – Construction - Southwest Region (N=130)**



## **2.0 Hiring and Recruitment Practices**

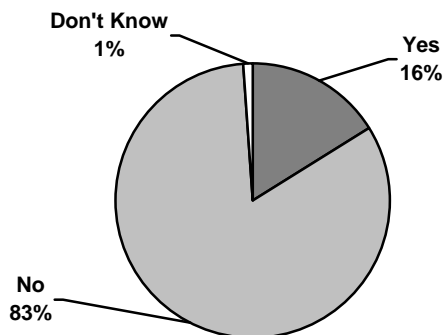
## **2.1 Provincial Overview**



## 2.1 Provincial Overview (N=625)

Sixteen percent of businesses in the construction industry (n=99) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

**Figure E17: Businesses with a Formal Human Resources Plan - Construction - Provincial Overview (N=625)**



Over one-half of businesses in this industry (58%, n=363) hired at least one new employee over the past 12 months. Of those who hired (n=363), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 1,788 employees.

Construction trades helpers and labourers (31%, n=112) was the top occupation hired over the past 12 months.

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

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=363)</i>
7611	Construction trades helpers and labourers	112	30.9
7271	Carpenters	50	13.9
7241	Electricians (except industrial and power system)	42	11.6
7421	Heavy equipment operators (except crane)	39	10.6
7411	Truck drivers	28	7.6

\*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=363), 67% (n=245) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=118) reported, on average, that they were not satisfied with 38% of the new employees they hired. A minority of businesses (8%, n=10) were not satisfied with all new employees hired over the past 12 months.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (36%, n=42) and being unreliable (20%, n=24).

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

	<i>n</i>	<i>% (N=118)</i>
Lacking work ethic/motivation	42	35.9
Unreliable	24	20.3
Inexperienced	12	9.8
Lacking adequate training/skills	9	7.7
Unhappy with performance	8	7.2
Not suited/qualified for position	4	3.6
Poor attitude	3	2.4
Too young	2	1.7
Not a good fit within the company	2	1.7
Difficulty adapting to position	1	1.0
Untrustworthy/dishonest	1	0.7
Other	4	3.6
Don't know/unsure	5	4.5

Of the 1,788 new employees hired by surveyed businesses over the past 12 months, over one-half (57%) have a high school diploma as their highest level of education, while 27% have public community college.

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

	<i>n</i>	<i>%</i>
University	37	2.1
Public Community College	480	26.8
Private Training Institution	85	4.8
High School	1,011	56.5
Less than High School	175	9.8
<b>New Employee Total</b>	<b>1,788</b>	<b>100.0</b>
<b>Business Total</b>	<b>363</b>	<b>-</b>

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=27) – Ten employers rated job readiness as excellent, 12 rated it as good, and four rated it as fair.
- Public Community College graduates (n=126) – 25% of employers (n=32) rated job readiness as excellent, 51% (n=64) rated it as good, 16% (n=21) rated it as fair, 3% (n=4) rated it as poor, and 4% (n=5) were unsure.
- Private Training Institution graduates (n=37) – 14% of employers (n=5) rated job readiness as excellent, 55% (n=20) rated it as good, 20% (n=7) rated it as fair, and 11% (n=4) rated it as poor.
- High School graduates (n=256) – 11% of employers (n=29) rated job readiness as excellent, 52% (n=132) rated it as good, 26% (n=67) rated it as fair, 6% (n=14) rated it as poor, and 6% (n=14) were unsure.

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

**Table E28: Classifications of New Employees - Construction – Provincial Overview**

	<i>n</i>	%
Immigrants	17	1.0
Co-op students hired for work placement	51	3.0
Persons with disabilities	21	1.2
Aboriginals	34	2.0
<b>New Employee Total</b>	1,693	7.2
<b>Business Total</b>	357 <sup>9</sup>	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (58%, n=359).

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

	<i>n</i>	% ( <i>N=625</i> )
Use word of mouth/employee referrals	359	57.5
Place ad in newspaper	155	24.8
Place ad/use Service Canada Employment Centre	134	21.4
Use unsolicited resumes	94	15.1
Place ad on or check internet/websites	38	6.0
Don't hire/never have vacancies/self-employed	30	4.8
Union	25	4.0
Place ad in student employment centres at colleges/universities	20	3.2
Post internally in your company/organization	19	3.0
Use an employment agency/headhunter	13	2.1
Place ad in trade/professional/association journals	10	1.6
Radio	8	1.4
Colleges/schools/universities (co-op program)	6	1.0
Former employees, personal connections, family members	4	0.6
Other	14	2.2
Don't know	28	4.4

\*Multiple responses allowed.

Over the past 12 months, 47% of businesses in the construction industry (n=293) have had at least one vacant position available. Those with at least one vacancy (n=293) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 1,312 vacant positions.

Of the 1,312 vacant positions available among these surveyed businesses, 457 or 35% of positions were vacant more than once throughout the past 12 months.

<sup>9</sup> Businesses with missing data were excluded from this analysis.

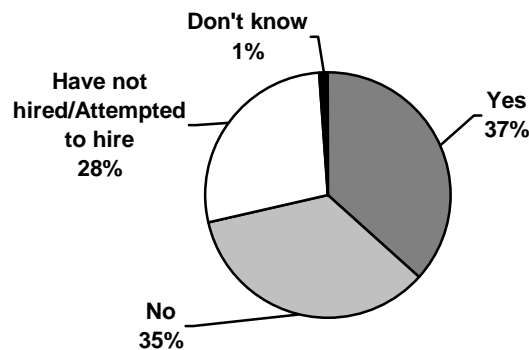
Furthermore, among these surveyed businesses, almost one-half (46%) of the positions available were permanent, while 31% were seasonal.

**Table E30: Classification of Vacancies - Construction – Provincial Overview**

	<i>n</i>	%
Permanent	606	46.3
Casual/Contract	298	22.7
Seasonal	406	31.0
<b>Vacancy Total</b>	<b>1,310</b>	<b>100.0</b>
<b>Business Total</b>	<b>292<sup>10</sup></b>	<b>-</b>

Businesses were asked if they have experienced any difficulty in filling vacancies. Over one-third (37%, n=231) have experienced difficulty, 35% (n=218) have not, and 28% (n=174) have not hired or attempted to hire.

**Figure E18: Businesses Experiencing Difficulty Filling Vacancies - Construction - Provincial Overview (N=625)**



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (36%, n=84), a workforce shortage (32%, n=74), and potential hires lacking experience (30%, n=70).

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

	<i>n</i>	% (N=231)
Lacking educational/training qualifications	84	36.3
Workforce shortage	74	31.9
Lacking experience	70	30.3
Lacking specific technical skills	49	21.2
Difficult working conditions	19	8.4
Lacking soft skills (such as communication/teamwork)	19	8.4
Lacking proper license/permit	18	7.9
Salary expectations too high	15	6.3
People not interested in employment	11	4.6
Other	7	2.8
Don't know/unsure	4	1.8

\*Multiple responses allowed.

<sup>10</sup> Businesses with missing data were excluded from this analysis.

Among businesses experiencing difficulty in filling vacancies (n=231), carpenters (18%, n=42) was the most difficult occupation to fill over the past 12 months.

**Table E32: Top Six Occupations That Were Difficult to Fill Over the Past 12 Months\* - Construction - Provincial Overview**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=231)</i>
7271	Carpenters	42	18.3
7241	Electricians (except industrial and power system)	32	13.9
7611	Construction trades helpers and labourers	26	11.3
7421	Heavy equipment operators (except crane)	21	9.3
7411	Truck drivers	16	6.9
7251	Plumbers	16	6.9

\*Multiple responses allowed.

The large majority of businesses in the construction industry (92%, n=574) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=51), a total of 75 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=51), heavy equipment operators (except crane) (16%, n=8) and carpenters (12%, n=6) were the top occupations from which employees retired.

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

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=51)</i>
7421	Heavy equipment operators (except crane)	8	15.9
7271	Carpenters	6	11.6
7411	Truck drivers	5	9.9
0711	Construction managers	4	8.2

\*Multiple responses allowed.

Just over one-half of businesses in this industry (55%, n=345) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=280), an average of two employees are expected to retire, with retirement totaling 681 employees.

Most commonly, employees are expected to retire from the construction managers occupation (16%, n=45).

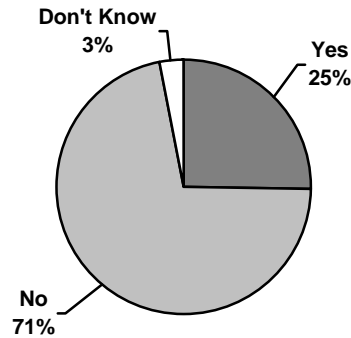
**Table E34: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years\* - Construction - Provincial Overview**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=280)</i>
0711	Construction managers	45	15.9
7271	Carpenters	32	11.5
7421	Heavy equipment operators (except crane)	23	8.2
7241	Electricians (except industrial and power system)	22	8.0
7411	Truck drivers	22	7.8

\*Multiple responses allowed.

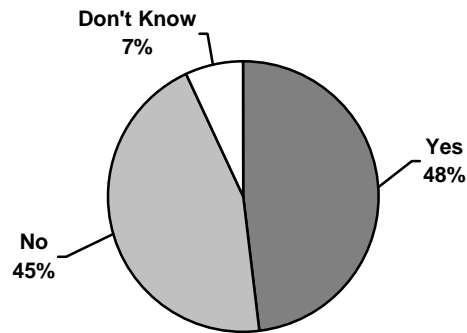
Of businesses in the construction industry, one-quarter (25%, n=158) expect their owner/manager/CEO to retire within the next five years.

**Figure E19: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction - Provincial Overview (N=625)**



Of those that expect their owner/manager/CEO to retire within the next five years (n=158), nearly one-half (48%, n=76) have a formal or informal succession plan in place.

**Figure E20: Businesses with a Succession Plan - Construction - Provincial Overview (N=158)**



## **2.2 Urban/Rural Subdivision**

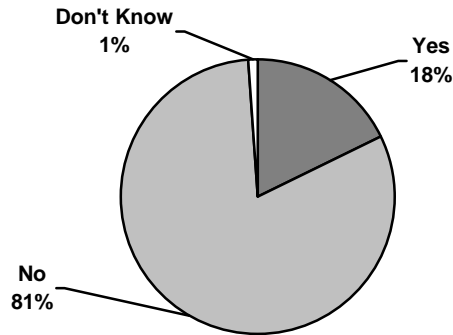
### **2.2.1 Urban Subdivision**

### **2.2.2 Rural Subdivision**

### 2.2.1 Urban Subdivision (N=365)

Eighteen percent of urban businesses in the construction industry (n=65) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

**Figure E21: Businesses with a Formal Human Resources Plan - Construction – Urban Subdivision (N=365)**



Almost two-thirds of urban businesses in this industry (63%, n=230) hired at least one new employee over the past 12 months. Of those who hired (n=230), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 1,188 employees.

Construction trades helpers and labourers (28%, n=65) was the top occupation hired over the past 12 months.

**Table E35: Top Four Occupations Hired in the Past 12 Months\* - Construction - Urban Subdivision**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=230)</b>
7611	Construction trades helpers and labourers	65	28.3
7271	Carpenters	35	15.2
7241	Electricians (except industrial and power system)	29	12.6
7421	Heavy equipment operators (except crane)	23	10.0

\*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=230), 68% (n=157) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=73) reported, on average, that they were not satisfied with 38% of the new employees they hired. Ten percent of businesses (n=7) were not satisfied with all new employees hired over the past 12 months.



The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (33%, n=24) and being unreliable (22%, n=16).

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

	<i>n</i>	% ( <i>N=73</i> )
Lacking work ethic/motivation	24	32.9
Unreliable	16	21.9
Inexperienced	8	11.0
Unhappy with performance	6	8.2
Lacking adequate training/skills	5	6.8
Not suited/qualified for position	3	4.1
Poor attitude	1	1.4
Too young	1	1.4
Not a good fit within the company	1	1.4
Difficulty adapting to position	1	1.4
Other	3	4.1
Don't know/unsure	4	5.5

Of the 1,188 new employees hired by surveyed businesses over the past 12 months, over one-half (57%) have a high school diploma as their highest level of education, while 27% have public community college.

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

	<i>n</i>	%
University	25	2.1
Public Community College	316	26.6
Private Training Institution	58	4.9
High School	677	57.0
Less than High School	112	9.4
<b>New Employee Total</b>	<b>1,188</b>	<b>100.0</b>
<b>Business Total</b>	<b>230</b>	<b>-</b>

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

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

- University graduates (n=17) – Seven employers rated job readiness as excellent, seven rated it as good, and three rated it as fair.
- Public Community College graduates (n=80) – 21% of employers (n=17) rated job readiness as excellent, 51% (n=41) rated it as good, 20% (n=16) rated it as fair, 3% (n=2) rated it as poor, and 5% (n=4) were unsure.
- Private Training Institution graduates (n=26) – Three employers rated job readiness as excellent, n=15 rated it as good, five rated it as fair, and three rated it as poor.
- High School graduates (n=165) – 9% of employers (n=15) rated job readiness as excellent, 52% (n=86) rated it as good, 27% (n=44) rated it as fair, 6% (n=9) rated it as poor and 7% (n=11) 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 E38: Classifications of New Employees - Construction – Urban Subdivision**

	<i>n</i>	%
Immigrants	11	1.0
Co-op students hired for work placement	38	3.4
Persons with disabilities	13	1.2
Aboriginals	24	2.2
<b>New Employee Total</b>	1,106	7.8
<b>Business Total</b>	225 <sup>11</sup>	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (56%, n=206).

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

	<i>n</i>	% (N=365)
Use word of mouth/employee referrals	206	56.4
Place ad in newspaper	104	28.5
Place ad/use Service Canada Employment Centre	85	23.3
Use unsolicited resumes	58	15.9
Place ad on or check internet/websites	29	7.9
Union	20	5.5
Don't hire/never have vacancies/self-employed	17	4.7
Place ad in student employment centres at colleges/universities	14	3.8
Post internally in your company/organization	12	3.3
Use an employment agency/headhunter	10	2.7
Place ad in trade/professional/association journals	9	2.5
Radio	6	1.6
Other	9	2.6
Don't know	11	3.0

\*Multiple responses allowed.

Over the past 12 months, 51% of urban businesses in the construction industry (n=187) have had at least one vacant position available. Those with at least one vacancy (n=187) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 912 vacant positions.

Of the 912 vacant positions available among these surveyed businesses, 319 positions or 35% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, one-half (50%) of the positions available were permanent.

**Table E40: Classification of Vacancies - Construction – Urban Subdivision**

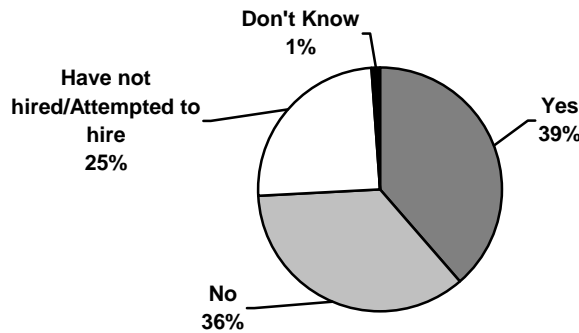
	<i>n</i>	%
Permanent	455	50.0
Casual/Contract	199	21.9
Seasonal	256	28.1
<b>Vacancy Total</b>	910	100.0
<b>Business Total</b>	187 <sup>12</sup>	-

<sup>11</sup> Businesses with missing data were excluded from this analysis.

<sup>12</sup> Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-nine percent (n=143) have experienced difficulty, 36% (n=130) have not, and 25% (n=90) have not hired or attempted to hire.

**Figure E22: Businesses Experiencing Difficulty Filling Vacancies - Construction – Urban Subdivision (N=365)**



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (39%, n=55) and a workforce shortage (32%, n=46).

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

	<i>n</i>	<i>% (N=143)</i>
Lacking educational/training qualifications	55	38.5
Workforce shortage	46	32.2
Lacking experience	42	29.4
Lacking specific technical skills	33	23.1
Lacking soft skills	15	10.5
Difficult working conditions	12	8.4
Lacking proper license/permit	8	5.6
People not interested in employment	8	5.6
Salary expectations too high	7	4.9
Other	1	0.7
Don't know/unsure	3	2.1

\*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=143), carpenters (19%, n=27) was the most difficult occupation to fill over the past 12 months.

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

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=143)</i>
7271	Carpenters	27	18.9
7241	Electricians (except industrial and power system)	18	12.6
7611	Construction trades helpers and labourers	15	10.5
7421	Heavy equipment operators (except crane)	10	7.0
7313	Refrigeration and air conditioning mechanics	10	7.0

\*Multiple responses allowed.

The large majority of businesses in the construction industry (90%, n=330) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=35), a total of 55 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=35), heavy equipment operator (except crane) (14%, n=5) was the top occupation from which employees retired<sup>13</sup>.

Just over one-half of businesses in this industry (55%, n=201) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=164), an average of three employees are expected to retire, with retirement totaling 464 employees.

Most commonly, employees are expected to retire from the construction managers occupation (18%, n=29).

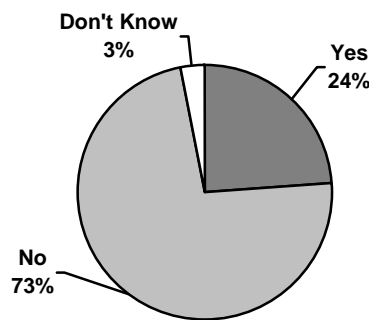
**Table E43: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years\* - Construction - Urban Subdivision**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=164)</i>
0711	Construction managers	29	17.7
7271	Carpenters	21	12.8
7411	Truck drivers	14	8.5
7241	Electricians (except industrial and power system)	13	7.9
7611	Construction trades helpers and labourers	13	7.9

\*Multiple responses allowed.

Approximately one-quarter of urban businesses in the construction industry (24%, n=87) expect their owner/manager/CEO to retire within the next five years.

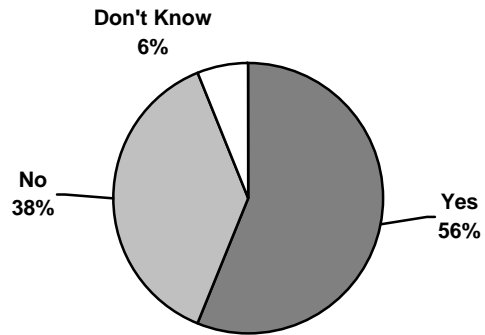
**Figure E23: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction – Urban Subdivision (N=365)**



<sup>13</sup> Multiple responses allowed.

Of businesses that expect their owner/manager/CEO to retire within the next five years (n=87), 56% (n=49) have a formal or informal succession plan in place.

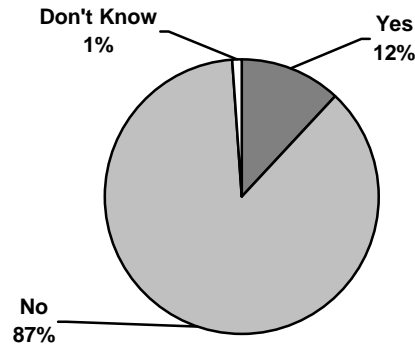
**Figure E24: Businesses with a Succession Plan - Construction – Urban Subdivision (N=87)**



## 2.2.2 Rural Subdivision (N=252)

Twelve percent of rural businesses in the construction industry (n=30) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

**Figure E25: Businesses with a Formal Human Resources Plan - Construction – Rural Subdivision (N=252)**



Approximately one-half of rural businesses in this industry (49%, n=123) hired at least one new employee over the past 12 months. Of those who hired (n=123), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 531 employees.

Construction trades helpers and labourers (37%, n=46) was the top occupation hired over the past 12 months.

**Table E44: Top Five Occupations Hired in the Past 12 Months\* - Construction - Rural Subdivision**

NOC Code	Occupation Name	n	% (N=123)
7611	Construction trades helpers and labourers	46	37.4
7421	Heavy equipment operators (except crane)	15	12.2
7411	Truck drivers	14	11.4
7271	Carpenters	13	10.6
7241	Electricians (except industrial and power system)	11	8.9

\*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=123), 66% (n=81) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=42) reported, on average, that they were not satisfied with 39% of the new employees they hired. A minority (5%, n=2) were not satisfied with all new employees hired over the past 12 months.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (43%, n=18) and being unreliable (17%, n=7).

**Table E45: Primary Reason for Dissatisfaction with New Employees - Construction – Rural Subdivision**

	<i>n</i>	% ( <i>N=42</i> )
Lacking work ethic/motivation	18	42.9
Unreliable	7	16.7
Lacking adequate training/skills	4	9.5
Inexperienced	3	7.1
Unhappy with performance	2	4.8
Poor attitude	2	4.8
Not a good fit within the company	1	2.4
Not suited/qualified for position	1	2.4
Too young	1	2.4
Untrustworthy/dishonest	1	2.4
Other	1	2.4
Don't know/unsure	1	2.4

Of the 531 new employees hired by surveyed businesses over the past 12 months, just over one-half (55%) have a high school diploma as their highest level of education, while 28% have public community college.

**Table E46: Highest Education Level of New Employees - Construction – Rural Subdivision**

	<i>n</i>	%
University	10	1.9
Public Community College	147	27.7
Private Training Institution	23	4.3
High School	293	55.2
Less than High School	58	10.9
<b>New Employee Total</b>	<b>531</b>	<b>100.0</b>
<b>Business Total</b>	<b>123</b>	<b>-</b>

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=9) – Three employers rated job readiness as excellent, five rated it as good, and one rated it as fair.
- Public Community College graduates (n=42) – 36% of employers (n=15) rated job readiness as excellent, 50% (n=21) rated it as good, 7% (n=3) rated it as fair, 5% (n=2) rated it as poor and one was unsure.
- Private Training Institution graduates (n=9) – Two employers rated job readiness as excellent, four rated it as good, two rated it as fair and one rated it as poor.
- High School graduates (n=83) – 17% of employers (n=14) rated job readiness as excellent, 51% (n=42) rated it as good, 24% (n=20) rated it as fair, 6% (n=5) 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 6% were hired from each of the groups shown below.

**Table E47: Classifications of New Employees - Construction – Rural Subdivision**

	<i>n</i>	%
Immigrants	6	1.1
Co-op students hired for work placement	10	1.9
Persons with disabilities	7	1.3
Aboriginals	8	1.5
<b>New Employee Total</b>	528	5.8
<b>Business Total</b>	122 <sup>14</sup>	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (60%, n=150).

**Table E48: Methods Used to Fill Staffing Vacancies\* - Construction - Rural Subdivision**

	<i>n</i>	% (N=252)
Use word of mouth/employee referrals	150	59.5
Place ad in newspaper	45	17.9
Place ad/use Service Canada Employment Centre	45	17.9
Use unsolicited resumes	34	13.5
Don't hire/never have vacancies/self-employed	13	5.2
Post internally in your company/organization	6	2.4
Place ad on or check internet/websites	6	2.4
Place ad in student employment centres at colleges/universities	5	2.0
Place ad on bulletin boards in local community	4	1.6
Former employees, personal connections, family members	3	1.2
Union	3	1.2
Other	13	5.2
Don't know	18	7.1

\*Multiple responses allowed.

Over the past 12 months, 39% of rural businesses in the construction industry (n=97) have had at least one vacant position available. Those with at least one vacancy (n=97) reported an average of three vacancies. Furthermore, among these surveyed businesses, there were a total of 337 vacant positions.

Of the 337 vacant positions available among these surveyed businesses, 116 positions or 34% were vacant more than once throughout the past 12 months.

Furthermore, almost one-half (41%) of the positions available among these surveyed businesses were seasonal, while 33% were permanent.

**Table E49: Classification of Vacancies - Construction – Rural Subdivision**

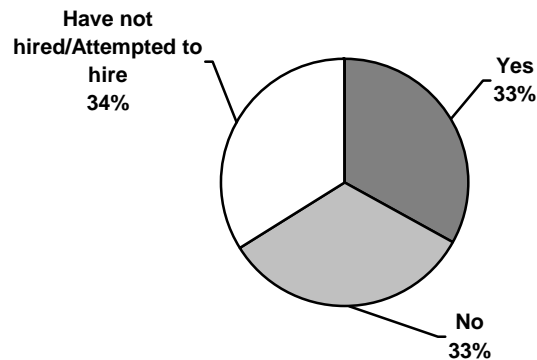
	<i>n</i>	%
Permanent	111	32.9
Casual/Contract	87	25.8
Seasonal	139	41.2
<b>Vacancy Total</b>	337	100.0
<b>Business Total</b>	97	-

<sup>14</sup> 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=83) have experienced difficulty, 33% (n=84) have not, and 34% (n=85) have not hired or attempted to hire.

**Figure E26: Businesses Experiencing Difficulty Filling Vacancies - Construction – Rural Subdivision (N=252)**



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking experience (33%, n=27), a workforce shortage (31%, n=26) and potential hires lacking educational/training qualifications (31%, n=26).

**Table E50: Main Reason for Experiencing Difficulty in Filling Vacancies\* - Construction - Rural Subdivision**

	<i>n</i>	<i>% (N=83)</i>
Lacking experience	27	32.5
Workforce shortage	26	31.3
Lacking educational/training qualifications	26	31.3
Lacking specific technical skills	14	16.9
Lacking proper license/permit	11	13.3
Salary expectations too high	8	9.6
Difficult working conditions	7	8.4
Lacking soft skills (such as communication/teamwork)	3	3.6
People not interested in employment	2	2.4
Position did not provide enough hours	1	1.2
Location	1	1.2
Other	4	4.8
Don't know/unsure	1	1.2

\*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=83), carpenters (17%, n=14) and electricians (except industrial and power system) (17%, n=14) were the most difficult occupations to fill over the past 12 months.

**Table E51: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months\* - Construction - Rural Subdivision**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=83)</i>
7241	Electricians (except industrial and power system)	14	16.9
7271	Carpenters	14	16.9
7421	Heavy equipment operators (except crane)	12	14.5
7611	Construction trades helpers and labourers	11	13.3

\*Multiple responses allowed.

The large majority of businesses in the construction industry (94%, n=238) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=14), a total of 16 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=14), heavy equipment operators (except crane) (n=3) and carpenters (n=3) were the top occupations from which employees retired.

**Table E52: Top Four Occupations From Which Employees Retired Over the Past 12 Months\* - Construction – Rural Subdivision**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=14)</i>
7421	Heavy equipment operators (except crane)	3	21.4
7271	Carpenters	3	21.4
7411	Truck drivers	2	14.3
7611	Construction trades helpers and labourers	2	14.3

\*Multiple responses allowed.

Just over one-half of businesses in this industry (56%, n=140) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=112), an average of two employees are expected to retire, with retirement totaling 187 employees.

Most commonly, employees are expected to retire from the construction managers occupation (13%, n=14).

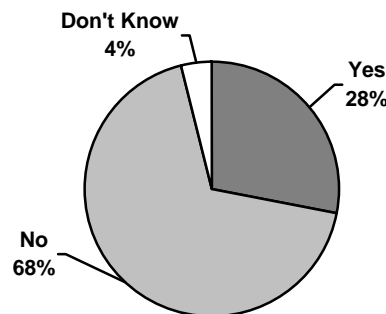
**Table E53: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years\* - Construction - Rural Subdivision**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=112)</i>
0711	Construction managers	14	12.5
7421	Heavy equipment operators (except crane)	11	9.8
7271	Carpenters	10	8.9
7241	Electricians (except industrial and power system)	9	8.0
1241	Secretaries (except legal and medical)	9	8.0

\*Multiple responses allowed.

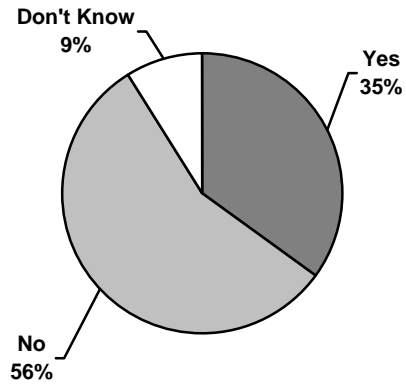
Just over one-quarter of rural businesses in the construction industry (28%, n=71) expect their owner/manager/CEO to retire within the next five years.

**Figure E27: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction – Rural Subdivision (N=252)**



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=71), just over one-third (35%, n=25) have a formal or informal succession plan in place.

**Figure E28: Businesses with a Succession Plan - Construction – Rural Subdivision (N=71)**



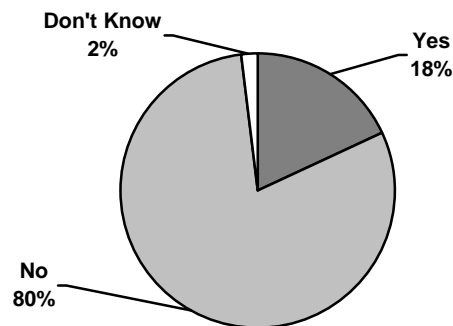
## **2.3 Economic Regions**

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

### 2.3.1 Central Region (N=134)

Eighteen percent of Central area businesses in the construction industry (n=24) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

**Figure E29: Businesses with a Formal Human Resources Plan - Construction – Central Region (N=134)**



The majority of Central area businesses in this industry (60%, n=80) hired at least one new employee over the past 12 months. Of those who hired (n=80), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 480 employees.

Construction trades helpers and labourers (38%, n=31) was the top occupation hired over the past 12 months.

**Table E54: Top Three Occupations Hired in the Past 12 Months\* - Construction – Central Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=80)</b>
7611	Construction trades helpers and labourers	31	38.3
7271	Carpenters	18	22.1
7421	Heavy equipment operators (except crane)	13	15.8

\*Multiple responses allowed.

Sixty-three percent of the businesses that hired new employees over the past 12 months (n=50) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=30) reported, on average, that they were not satisfied with 44% of the new employees they hired. Fifteen 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 (41%, n=12).

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

	<i>n</i>	% ( <i>N=30</i> )
Lacking work ethic/motivation	12	40.6
Unreliable	7	22.6
Inexperienced	3	11.3
Unhappy with performance	3	11.3
Lacking adequate training/skills	1	3.8
Difficulty adapting to position	1	3.8
Not a good fit within the company	1	2.9
Other	1	3.8

Of the 480 new employees hired by surveyed businesses over the past 12 months, nearly two-thirds (65%) have a high school diploma as their highest level of education.

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

	<i>n</i>	%
University	7	1.5
Public Community College	108	22.5
Private Training Institution	23	4.8
High School	314	65.4
Less than High School	27	5.6
<b>New Employee Total</b>	480	100.0
<b>Business Total</b>	80	-

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

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

- University graduates (n=5) – Three employers rated job readiness as excellent, one rated it as good, and one rated it as fair.
- Public Community College graduates (n=30) – 22% of employers (n=6) rated job readiness as excellent, 51% (n=15) rated it as good, 23% (n=7) rated it as fair, and one employer rated it as poor.
- Private Training Institution graduates (n=8) – Four employers rated job readiness as good, two rated it as fair and one rated it as poor.
- High School graduates (n=60) – 5% of employers (n=3) rated job readiness as excellent, 57% (n=34) rated it as good, 26% (n=15) rated it as fair, 8% (n=4) rated it as poor and 5% (n=3) 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 E57: Classifications of New Employees - Construction – Central Region**

	<i>n</i>	%
Immigrants	3	0.6
Co-op students hired for work placement	7	1.5
Persons with disabilities	6	1.3
Aboriginals	23	4.8
<b>New Employee Total</b>	<b>480</b>	<b>8.2</b>
<b>Business Total</b>	<b>80</b>	<b>-</b>

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (56%, n=75).

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

	<i>n</i>	% ( <i>N=134</i> )
Use word of mouth/employee referrals	75	55.6
Place ad in newspaper	38	28.5
Place ad/use Service Canada Employment Centre	27	20.1
Use unsolicited resumes	19	14.0
Don't hire/never have vacancies/self-employed	11	8.0
Place on or check Internet/websites	9	6.7
Union	4	3.1
Place ad in student employment centres at colleges/universities	3	2.5
Use an employment agency/headhunter	2	1.7
Colleges/schools/universities (co-op program)	2	1.7
Post internally in your company/organization	2	1.7
Other	4	3.0
Don't know	4	3.1

\*Multiple responses allowed.

Over the past 12 months, 49% of Central area businesses in the construction industry (n=66) have had at least one vacant position available. Those with at least one vacancy (n=66) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 313 vacant positions.

Of the 313 vacant positions available among these surveyed businesses, 150 positions or 48% were vacant more than once throughout the past 12 months.

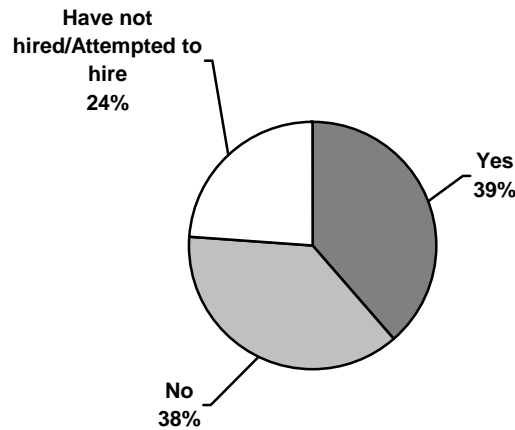
Furthermore, among these surveyed businesses, 35% of positions were permanent, while 34% were seasonal and 32% were casual/contract.

**Table E59: Classification of Vacancies - Construction – Central Region**

	<i>n</i>	%
Permanent	108	34.5
Casual/Contract	99	31.6
Seasonal	106	33.9
<b>Vacancy Total</b>	<b>313</b>	<b>100.0</b>
<b>Business Total</b>	<b>66</b>	<b>-</b>

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-nine percent (n=52) have experienced difficulty, 38% (n=51) have not, and 24% (n=32) have not hired or attempted to hire.

**Figure E30: Businesses Experiencing Difficulty Filling Vacancies - Construction – Central Region (N=134)**



Of businesses that have experienced difficulty in filling vacancies (n=52), the main reasons for experiencing difficulty were a workforce shortage (37%, n=19) and potential hires lacking educational/training qualifications (32%, n=16).

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

	<i>n</i>	<i>% (N=52)</i>
Workforce shortage	19	37.0
Lacking educational/training qualifications	16	31.5
Lacking experience	13	25.0
Lacking specific technical skills	11	21.2
Lacking soft skills (such as communication/teamwork)	8	15.2
Difficult working conditions	6	10.9
People not interested in employment	3	6.5
Salary expectations too high	3	6.0
Lacking proper license/permit	1	2.2
Location	1	1.6
Other	1	1.6
Don't know/unsure	1	1.6

\*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=52), carpenters (25%, n=13) was the most difficult occupation to fill over the past 12 months.

**Table E61: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months\* - Construction – Central Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=52)</i>
7271	Carpenters	13	24.5
7421	Heavy equipment operators (except crane)	10	18.5
7611	Construction trades helpers and labourers	8	14.7

\*Multiple responses allowed.



The large majority of businesses in the construction industry (95%, n=128) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=7), a total of 11 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=7), heavy equipment operators (except crane) (n=2) was the top occupation from which employees retired<sup>15</sup>.

The majority of businesses in this industry (61%, n=81) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=53), an average of two employees are expected to retire, with retirement totaling 109 employees.

Most commonly, employees are expected to retire from the construction managers (16%, n=8) and truck drivers (15%, n=8) occupations.

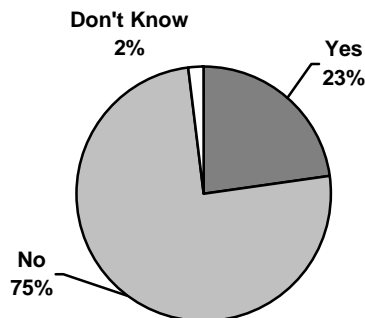
**Table E62: Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years\* - Construction - Central Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=53)</i>
0711	Construction managers	8	16.0
7411	Truck drivers	8	14.9
0621	Retail trade managers	4	8.0
7421	Heavy equipment operators (except crane)	4	8.0
7271	Carpenters	4	8.5
7251	Plumbers	4	8.5

\*Multiple responses allowed.

Almost one-quarter of Central area businesses in the construction industry (23%, n=31) expect their owner/manager/CEO to retire within the next five years.

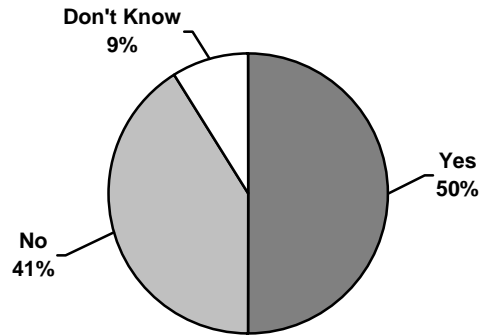
**Figure E31: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction – Central Region (N=134)**



<sup>15</sup> Multiple responses allowed.

One-half of the businesses that expect their owner/manager/CEO to retire within the next five years (50%, n=15) have a formal or informal succession plan in place.

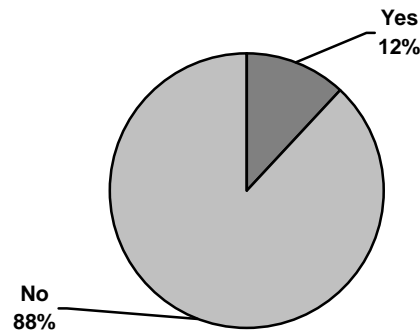
**Figure E32: Businesses with a Succession Plan - Construction – Central Region (N=31)**



### 2.3.2 Northeast Region (N=130)

Twelve percent of Northeast area businesses in the construction industry (n=16) 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 E33: Businesses with a Formal Human Resources Plan - Construction – Northeast Region (N=130)**



Over one-half of Northeast area businesses in this industry (57%, n=75) hired at least one new employee over the past 12 months. Of those who hired (n=75), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 350 employees.

Construction trades helpers and labourers (29%, n=21) was the top occupation hired over the past 12 months.

**Table E63: Top Five Occupations Hired in the Past 12 Months\* - Construction – Northeast Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=75)</i>
7611	Construction trades helpers and labourers	21	28.7
7241	Electricians (except industrial and power system)	13	17.7
7271	Carpenters	12	16.6
7411	Truck drivers	10	13.2
7421	Heavy equipment operators (except crane)	9	12.4

\*Multiple responses allowed.

Just over three-quarters of businesses that hired new employees over the past 12 months (79%, n=59) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=16) reported on average, that they were not satisfied with 29% of the new employees they hired. One business was not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees being unreliable (n=5).

**Table E64: Primary Reason for Dissatisfaction with New Employees – Construction – Northeast Region**

	<i>n</i>	% ( <i>N=16</i> )
Unreliable	5	31.0
Not suited/qualified for position	3	20.0
Lacking work ethic/motivation	2	14.5
Inexperienced	2	14.5
Too young	1	7.3
Not a good fit within the company	1	7.3
Untrustworthy/dishonest	1	5.5

Of the 350 new employees hired by surveyed businesses over the past 12 months, the majority (61%) have a high school diploma as their highest level of education.

**Table E65: Highest Education Level of New Employees - Construction – Northeast Region**

	<i>n</i>	%
University	8	2.3
Public Community College	91	26.0
Private Training Institution	20	5.7
High School	213	60.9
Less than High School	19	5.4
<b>New Employee Total</b>	<b>350</b>	<b>100.0</b>
<b>Business Total</b>	<b>75</b>	<b>-</b>

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=7) – Two employers rated job readiness as excellent, four rated it as good, and one rated it as fair.
- Public Community College graduates (n=24) – Five employers rated job readiness as excellent, 15 rated it as good and three rated it as fair.
- Private Training Institution graduates (n=8) – Two employers rated job readiness as excellent, four rated it as good and one rated it as poor.
- High School graduates (n=56) – 23% of employers (n=13) rated job readiness as excellent, 50% (n=28) rated it as good, 18% (n=10) rated it as fair, 4% (n=2) rated it as poor, and 6% (n=3) were unsure.

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

**Table E66: Classifications of New Employees - Construction – Northeast Region**

	<i>n</i>	%
Immigrants	1	0.3
Co-op students hired for work placement	12	3.4
Persons with disabilities	6	1.7
Aboriginals	2	0.6
<b>New Employee Total</b>	<b>348</b>	<b>6.0</b>
<b>Business Total</b>	<b>74<sup>16</sup></b>	<b>-</b>

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (62%, n=80).

**Table E67: Methods Used to Fill Staffing Vacancies\* - Construction - Northeast Region**

	<i>n</i>	% (N=130)
Use word of mouth/employee referrals	80	61.5
Use unsolicited resumes	27	21.0
Place ad in newspaper	26	19.7
Place ad/use Service Canada Employment Centre	21	16.4
Post internally in your company/organization	6	4.5
Don't hire/never have vacancies/self-employed	6	4.3
Radio	5	4.1
Place ad in student employment centres	4	3.0
Place ad on or check internet/websites	3	2.4
Union	3	2.2
Use an employment agency or headhunter	2	1.7
Place ad in trade/professional/association journals	2	1.7
Former employees, personal connections, family members	2	1.5
Done through district/head office	2	1.5
Other	3	2.3
Don't know	3	2.0

\*Multiple responses allowed.

Over the past 12 months, 43% of Northeast area businesses in the construction industry (n=56) have had at least one vacant position available. Those with at least one vacancy (n=56) reported an average of five vacancies. Furthermore, these surveyed businesses reported a total of 258 vacant positions.

Of the 258 vacant positions available among surveyed businesses, 37 positions or 14% were vacant more than once throughout the past 12 months.

Furthermore, over one-third (39%) of the positions available among surveyed businesses were seasonal, while 31% were permanent and 30% were casual/contract.

**Table E68: Classification of Vacancies - Construction – Northeast Region**

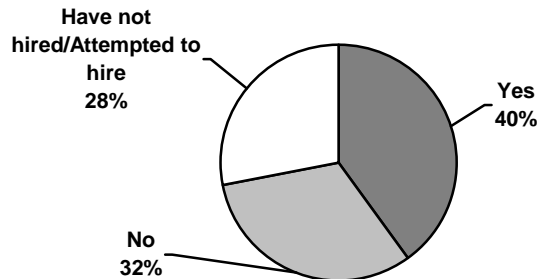
	<i>n</i>	%
Permanent	80	30.9
Casual/Contract	77	30.0
Seasonal	100	39.0
<b>Vacancy Total</b>	<b>256</b>	<b>100.0</b>
<b>Business Total</b>	<b>54<sup>17</sup></b>	<b>-</b>

<sup>16</sup> Businesses with missing data were excluded from this analysis.

<sup>17</sup> Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Forty percent (n=52) have experienced difficulty, 32% (n=42) have not, and 28% (n=37) have not hired or attempted to hire.

**Figure E34: Businesses Experiencing Difficulty Filling Vacancies - Construction – Northeast Region (N=130)**



Of businesses that have experienced difficulty in filling vacancies (n=52), the main reason for experiencing difficulty was a workforce shortage (44%, n=23).

**Table E69: Main Reason for Experiencing Difficulty in Filling Vacancies\* - Construction – Northeast Region**

	<i>n</i>	<i>% (N=52)</i>
Workforce shortage	23	43.5
Lacking experience	16	31.0
Lacking educational/training qualifications	16	31.0
Lacking specific technical skills	13	25.0
Difficult working conditions	6	11.4
Lacking proper license/permit	6	10.9
Salary expectations too high	2	3.3
People not interested in employment	1	2.2
Other	1	1.6
Don't know	2	4.3

\*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=52), electricians (except industrial and power system) (22%, n=12) was the most difficult occupation to fill over the past 12 months.

**Table E70: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months\* - Construction – Northeast Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=52)</i>
7241	Electricians (except industrial and power system)	12	22.3
7271	Carpenters	10	19.0
7251	Plumbers	5	9.3
7421	Heavy equipment operators (except crane)	5	8.7

\*Multiple responses allowed.

The large majority of businesses in the construction industry (91%, n=119) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=12), a total of 18 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=12), heavy equipment operators (except crane) (n=4) was the top occupation from which employees retired<sup>18</sup>.

Approximately one-half of businesses in this industry (52%, n=68) 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 two employees are expected to retire, with retirement totaling 164 employees.

Most commonly, employees are expected to retire from the construction managers occupation (22%, n=14)<sup>19</sup>.

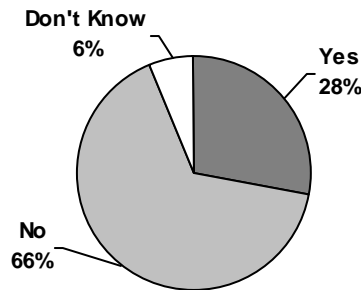
**Table E71: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years\* - Construction - Northeast Region**

NOC Code	Occupation Name	n	% (N=63)
0711	Construction managers	14	21.6
1241	Secretaries (except legal and medical)	7	10.4
7271	Carpenters	6	9.5
7421	Heavy equipment operators (except crane)	6	9.0

\*Multiple responses allowed.

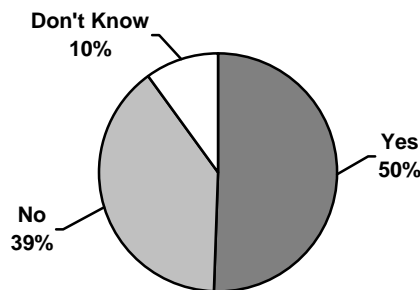
Just over one-quarter of Northeast area businesses in the construction industry (28%, n=36) expect their owner/manager/CEO to retire within the next five years.

**Figure E35: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction – Northeast Region (N=130)**



Of the 36 businesses that expect their owner/manager/CEO to retire within the next five years, 50% (n=18) have a formal or informal succession plan in place.

**Figure E36: Businesses with a Succession Plan - Construction – Northeast Region (N=36)**



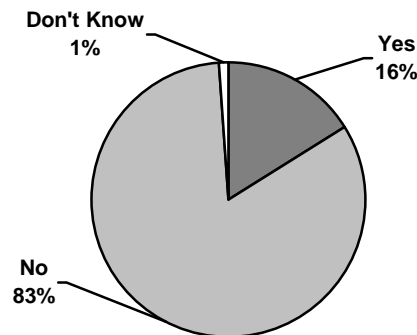
<sup>18</sup> Multiple responses allowed.

<sup>19</sup> Multiple responses allowed.

### 2.3.3 Northwest Region (N=82)

A minority of Northwest area businesses in the construction industry (16%, n=13) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

**Figure E37: Businesses with a Formal Human Resources Plan - Construction – Northwest Region (N=82)**



Just over one-half of Northwest area businesses in this industry (56%, n=46) hired at least one new employee over the past 12 months. Of those who hired (n=46), an average of three new employees were hired. Furthermore, these surveyed businesses hired a total of 135 employees.

Construction trades helpers and labourers (48%, n=22) was the top occupation hired over the past 12 months.

**Table E72: Top Seven Occupations Hired in the Past 12 Months\* - Construction – Northwest Region**

NOC Code	Occupation Name	n	% (N=46)
7611	Construction trades helpers and labourers	22	48.4
7241	Electricians (except industrial and power system)	5	9.9
7251	Plumbers	3	6.2
7411	Truck drivers	3	7.5
7421	Heavy equipment operator (except crane)	3	6.2
1411	General office clerks	3	5.6
7271	Carpenters	3	5.6

\*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=46), 61% (n=28) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=18) reported, on average, that they were not satisfied with 38% of the new employees they hired. One business was not satisfied with all new employees hired over the past 12 months.



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

**Table E73: Primary Reason for Dissatisfaction with New Employees - Construction – Northwest Region**

	<i>n</i>	% ( <i>N=18</i> )
Lacking work ethic/motivation	8	42.9
Unreliable	2	11.1
Inexperienced	2	11.1
Unhappy with performance	2	9.5
Lacking adequate training/skills	2	9.5
Poor attitude	1	4.8
Other	1	6.3
Don't know	1	4.8

Of the 135 new employees hired by surveyed businesses over the past 12 months, almost two-thirds (63%) have a high school diploma as their highest level of education.

**Table E74: Highest Education Level of New Employees - Construction – Northwest Region**

	<i>n</i>	%
University	2	1.5
Public Community College	33	24.4
Private Training Institution	2	1.5
High School	85	63.0
Less than High School	14	10.4
<b>New Employee Total</b>	135	100.0
<b>Business Total</b>	46	-

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

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

- University graduates (n=1) – This employer rated job readiness as good.
- Public Community College graduates (n=16) – Five employers rated job readiness as excellent, five rated it as good, two rated it as fair, two rated it as poor and one employer was unsure.
- Private Training Institution graduates (n=1) – This employer rated job readiness as poor.
- High School graduates (n=32) – 6% of employers (n=2) rated job readiness as excellent, 58% (n=18) rated it as good, 30% (n=10) rated it as fair and 5% (n=2) rated it as poor.

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

**Table E75: Classifications of New Employees - Construction – Northwest Region**

	<i>n</i>	%
Immigrants	4	3.1
Co-op students hired for work placement	3	2.3
Persons with disabilities	-	-
Aboriginals	5	3.9
<b>New Employee Total</b>	129	9.3
<b>Business Total</b>	43 <sup>20</sup>	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (55%, n=45).

**Table E76: Methods Used to Fill Staffing Vacancies\* - Construction - Northwest Region**

	<i>n</i>	% ( <i>N=82</i> )
Use word of mouth/employee referrals	45	55.0
Place ad/use Service Canada Employment Centre	17	20.4
Place ad in newspaper	15	18.3
Use unsolicited resumes	13	15.6
Don't hire/never have vacancies/self-employed	6	7.2
Place ad on or check internet/websites	3	3.1
Radio	2	2.4
Post internally in your company/organization	2	2.1
Place ad in student employment centres at colleges/universities	1	1.4
Signs/flyers/pamphlets	1	1.0
Colleges/schools/universities (co-op program)	1	1.0
Other	2	2.1
Don't know	5	5.5

\*Multiple responses allowed.

Over the past 12 months, 48% of Northwest area businesses in the construction industry (n=39) have had at least one vacant position available. Those with at least one vacancy (n=39) reported an average of three vacancies. Furthermore, these surveyed businesses reported a total of 108 vacant positions.

Of the 108 vacant positions available among these surveyed businesses, 31 positions or 29% were vacant more than once throughout the past 12 months.

Furthermore, 54% of the positions available among these surveyed businesses were permanent, while 39% were seasonal.

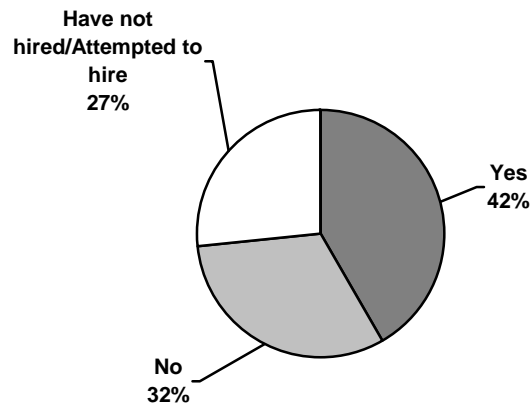
**Table E77: Classification of Vacancies - Construction – Northwest Region**

	<i>n</i>	%
Permanent	58	53.7
Casual/Contract	8	7.4
Seasonal	42	38.9
<b>Vacancy Total</b>	108	100.0
<b>Business Total</b>		-

<sup>20</sup> Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Forty-two percent (n=34) have experienced difficulty, 32% (n=26) have not, and 27% (n=22) have not hired or attempted to hire.

**Figure E38: Businesses Experiencing Difficulty Filling Vacancies - Construction – Northwest Region (N=82)**



Of businesses that have experienced difficulty in filling vacancies (n=34), the main reasons for experiencing difficulty were new hires lacking educational/training qualifications (40%, n=14) and lacking experience (40%, n=14).

**Table E78: Main Reason for Experiencing Difficulty in Filling Vacancies\* - Construction – Northwest Region**

	<i>n</i>	% (N=34)
Lacking experience	14	40.0
Lacking educational/training qualifications	14	40.0
Lacking specific technical skills	10	28.3
Workforce shortage	6	16.7
Lacking proper license/permit	5	15.8
Difficult working conditions	5	14.1
Lacking soft skills	3	9.1
People not interested in employment	1	2.5
Salary expectations too high	1	2.5
Position did not provide enough hours	1	2.5
Other	2	5.0
Don't know	1	3.3

\*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=34), carpenters (21%, n=7) and construction trades helpers and labourers (19%, n=7) were the most difficult occupations to fill over the past 12 months.

**Table E79: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months\* - Construction – Northwest Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	% (N=34)
7271	Carpenters	7	20.9
7611	Construction trades helpers and labourers	7	19.2
7241	Electricians (except industrial and power system)	5	13.3

\*Multiple responses allowed.

The large majority of businesses in the construction industry (93%, n=76) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=6), a total of 6 employees retired, averaging one employee per business.

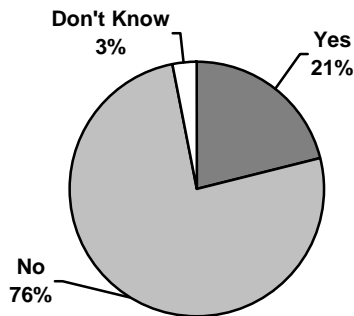
Of businesses that experienced employee retirement over the past 12 months (n=6), carpenters (n=3) was the top occupation from which employees retired<sup>21</sup>.

Over one-half of businesses in this industry (59%, n=48) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=33), an average of two employees are expected to retire, with retirement totaling 58 employees.

Most commonly, employees are expected to retire from the contractors and supervisors, pipefitting trades (16%, n=5), construction managers (12%, n=4) and electricians (except industrial and power system) (11%, n=4) occupations<sup>22</sup>.

Twenty-one percent of Northwest area businesses in the construction industry (n=17) expect their owner/manager/CEO to retire within the next five years.

**Figure E39: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction – Northwest Region (N=82)**



Five of the 17 businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

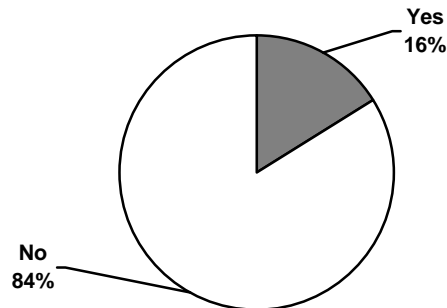
<sup>21</sup> Multiple responses allowed.

<sup>22</sup> Multiple responses allowed.

### 2.3.4 Southeast Region (N=148)

Sixteen percent of Southeast area businesses in the construction industry (n=23) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

**Figure E40: Businesses with a Formal Human Resources Plan - Construction – Southeast Region (N=148)**



The majority of Southeast area businesses in this industry (60%, n=88) hired at least one new employee over the past 12 months. Of those who hired (n=88), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 381 employees.

Construction trades helpers and labourers (19%, n=16) was the top occupation hired over the past 12 months.

**Table E80: Top Three Occupations Hired in the Past 12 Months\* - Construction – Southeast Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=88)</i>
7611	Construction trades helpers and labourers	16	18.6
7241	Electricians (except industrial and power system)	8	8.6
7271	Carpenters	8	8.6

\*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=88), 67% (n=59) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=29) reported, on average, that they were not satisfied with 32% of the new employees they hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (n=10), being unreliable (n=6) and lacking adequate training/skills (n=4).

**Table E81: Primary Reason for Dissatisfaction with New Employees - Construction – Southeast Region**

	<i>n</i>	% ( <i>N=29</i> )
Lacking work ethic/motivation	10	35.3
Unreliable	6	21.6
Lacking adequate training/skills	4	13.7
Unhappy with performance	2	7.8
Inexperienced	2	6.9
Too young	1	3.0
Other	1	3.9
Don't know	2	7.8

Of the 381 new employees hired by surveyed businesses over the past 12 months, almost two-thirds (64%) have high school or less than high school as their highest level of education.

**Table E82: Highest Education Level of New Employees - Construction – Southeast Region**

	<i>n</i>	%
University	12	3.1
Public Community College	106	27.8
Private Training Institution	19	5.0
High School	182	47.8
Less than High School	62	16.3
<b>New Employee Total</b>	<b>381</b>	<b>100.0</b>
<b>Business Total</b>	<b>88</b>	<b>-</b>

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=9) – Six employers rated job readiness as excellent, two rated it as good and one rated it as fair.
- Public Community College graduates (n=32) – 25% of employers (n=8) rated job readiness as excellent, 48% (n=15) rated it as good, 16% (n=5) rated it as fair and 11% (n=3) were unsure.
- Private Training Institution graduates (n=10) – One employer rated job readiness as excellent, six rated it as good and two rated it as fair.
- High School graduates (n=57) – 10% of employers (n=6) rated job readiness as excellent, 55% (n=32) rated it as good, 27% (n=15) rated it as fair, one rated it as poor and 6% (n=3) were unsure.

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

**Table E83: Classifications of New Employees - Construction – Southeast Region**

	<i>n</i>	%
Immigrants	1	0.3
Co-op students hired for work placement	14	3.7
Persons with disabilities	5	1.3
Aboriginals	1	0.3
<b>New Employee Total</b>	<b>375</b>	<b>5.6</b>
<b>Business Total</b>	<b>87<sup>23</sup></b>	<b>-</b>

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. By far, the most popular method used is word of mouth/employee referrals (61%, n=90).

**Table E84: Methods Used to Fill Staffing Vacancies\* - Construction - Southeast Region**

	<i>n</i>	% (N=148)
Use word of mouth/employee referrals	90	60.6
Place ad in newspaper	40	27.0
Place ad/use Service Canada Employment Centre	37	24.7
Use unsolicited resumes	16	10.8
Place ad on or check internet/websites	12	8.4
Post internally in your company/organization	8	5.1
Place ad in student employment centres at colleges/universities	6	4.4
Union	4	3.0
Don't hire/never have vacancies/self-employed	4	2.5
Place ad in trade/professional/association journals	2	1.5
Place ad on bulletin boards in local community	2	1.2
Former employees, personal connections, family members	2	1.2
Other	5	3.6
Don't know	9	5.9

\*Multiple responses allowed.

Over the past 12 months, 51% of Southeast area businesses in the construction industry (n=75) have had at least one vacant position available. Those with at least one vacancy (n=75) reported an average of four vacancies. Furthermore, these surveyed businesses reported a total of 307 vacant positions.

Of the 307 vacant positions available among these surveyed businesses, 61 positions or 20% were vacant more than once throughout the past 12 months.

Furthermore, just over one-half (54%) of the positions available among these surveyed businesses were permanent.

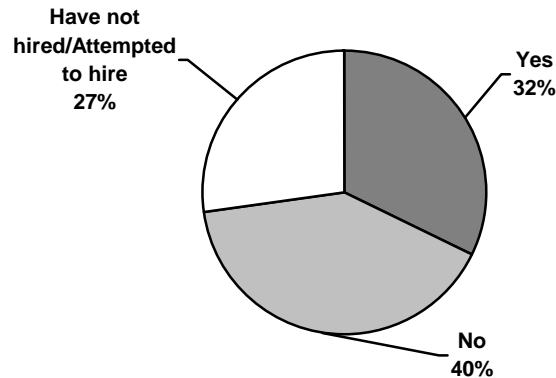
**Table E85: Classification of Vacancies - Construction – Southeast Region**

	<i>n</i>	%
Permanent	167	54.4
Casual/Contract	32	10.4
Seasonal	107	34.9
<b>Vacancy Total</b>	<b>307</b>	<b>100.0</b>
<b>Business Total</b>	<b>75</b>	<b>-</b>

<sup>23</sup> Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-two percent (n=47) have experienced difficulty, 40% (n=59) have not, and 27% (n=40) have not hired or attempted to hire.

**Figure E41: Businesses Experiencing Difficulty Filling Vacancies - Construction – Southeast Region (N=148)**



Of businesses that have experienced difficulty in filling vacancies (n=47), the main reasons for experiencing difficulty were potential employees lacking educational/training qualifications (41%, n=19) and lacking experience (35%, n=17).

**Table E86: Main Reason for Experiencing Difficulty in Filling Vacancies\* - Construction – Southeast Region**

	<i>n</i>	<i>% (N=47)</i>
Lacking educational/training qualifications	19	41.0
Lacking experience	17	35.1
Workforce shortage	10	20.8
Lacking specific technical skills	8	16.1
Lacking soft skills	6	11.9
Lacking proper license/permit	4	8.9
Salary expectations too high	3	6.0
Difficult working conditions	2	4.2
People not interested in employment	1	2.4

\*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=47), carpenters (17%, n=8) and electricians (except industrial and power system) (13%, n=6) were the most difficult occupations to fill over the past 12 months<sup>24</sup>.

The large majority of businesses in the construction industry (88%, n=131) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=17), a total of 27 employees retired, averaging two employees per business.

<sup>24</sup> Multiple responses allowed.



The top occupations from which employees retired were bricklayers (n=2) and construction trades helpers and labourers (n=2)<sup>25</sup>.

Approximately one-half of businesses in this industry (51%, n=76) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=72), an average of three employees are expected to retire, with retirement totaling 213 employees.

Most commonly, employees are expected to retire from the construction managers occupation (15%, n=11).

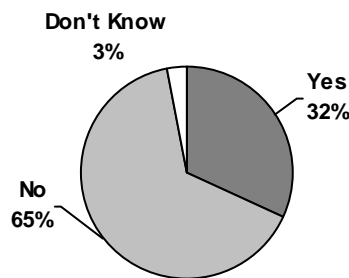
**Table E87: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years\* - Construction - Southeast Region**

NOC Code	Occupation Name	n	% (N=72)
0711	Construction managers	11	14.8
7271	Carpenters	10	13.6
0621	Retail trade managers	8	10.5
7421	Heavy equipment operators (except crane)	6	8.9
7411	Truck drivers	6	7.8

\*Multiple responses allowed.

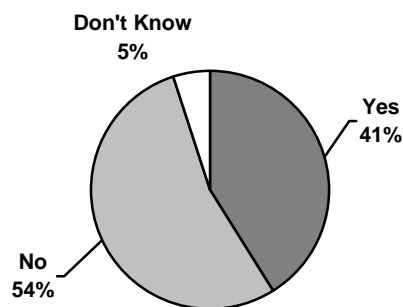
Thirty-two percent of Southeast area businesses in the construction industry (n=47) expect their owner/manager/CEO to retire within the next five years.

**Figure E42: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction – Southeast Region (N=148)**



Of the businesses that expect their owner/manager/CEO to retire within the next five years (n=47), 41% (n=19) have a formal or informal succession plan in place.

**Figure E43: Businesses with a Succession Plan - Construction – Southeast Region (N=47)**

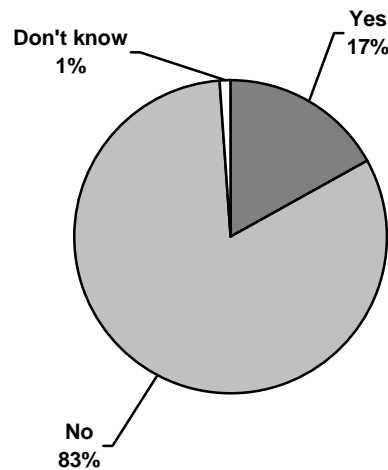


<sup>25</sup> Multiple responses allowed.

### 2.3.5 Southwest Region (N=130)

Seventeen percent of Southwest area businesses in the construction industry (n=22) 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 E44: Businesses with a Formal Human Resources Plan - Construction – Southwest Region (N=130)**



Over one-half of Southwest area businesses in this industry (57%, n=75) hired at least one new employee over the past 12 months. Of those who hired (n=75), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 442 employees.

Construction trades helpers and labourers (29%, n=22) was the top occupation hired over the past 12 months.

**Table E88: Top Four Occupations Hired in the Past 12 Months\* - Construction – Southwest Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=75)</b>
7611	Construction trades helpers and labourers	22	29.1
7271	Carpenters	10	13.6
7241	Electricians (except industrial and power system)	9	11.7
7421	Heavy equipment operators (except crane)	8	11.4

\*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=75), 65% (n=49) were fully satisfied with their new hires. Those not satisfied with at least one employee (n=26) reported, on average, that they were not satisfied with 44% of the new employees they hired.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (n=10).

**Table E89: Primary Reason for Dissatisfaction with New Employees - Construction – Southwest Region**

	<i>n</i>	% ( <i>N=26</i> )
Lacking work ethic/motivation	10	39.2
Unreliable	4	16.3
Lacking adequate training/skills	2	8.7
Inexperienced	2	7.6
Poor attitude	2	7.6
Unhappy with performance	1	4.3
Not suited/qualified for position	1	4.3
Other	1	3.3
Don't know	2	8.7

Of the 442 new employees hired by surveyed businesses over the past 12 months, 49% have a high school diploma as their highest level of education, while 32% have public community college.

**Table E90: Highest Education Level of New Employees - Construction – Southwest Region**

	<i>n</i>	%
University	8	1.8
Public Community College	141	31.9
Private Training Institution	21	4.8
High School	217	49.1
Less than High School	54	12.2
<b>New Employee Total</b>	<b>442</b>	<b>100.0</b>
<b>Business Total</b>	<b>75</b>	<b>-</b>

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

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

- University graduates (n=6) – Four employers rated job readiness as good and one rated it as fair.
- Public Community College graduates (n=25) – Seven employers rated job readiness as excellent, 13 rated it as good, three rated it as fair, one rated it as poor and one employer was unsure.
- Private Training Institution graduates (n=11) – Two employers rated job readiness as excellent, six rated it as good, three rated it as fair and one rated it as poor.
- High School graduates (n=51) – 9% of employers (n=4) rated job readiness as excellent, 40% (n=21) rated it as good, 32% (n=16) rated it as fair, 9% (n=5) rated it as poor and 9% (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 E91: Classifications of New Employees - Construction – Southwest Region**

	<i>n</i>	%
Immigrants	8	2.2
Co-op students hired for work placement	15	4.1
Persons with disabilities	4	1.1
Aboriginals	2	0.6
<b>New Employee Total</b>	<b>362</b>	<b>8.0</b>
<b>Business Total</b>	<b>72<sup>26</sup></b>	<b>-</b>

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular methods used include word of mouth/employee referrals (54%, n=70).

**Table E92: Methods Used to Fill Staffing Vacancies\* - Construction - Southwest Region**

	<i>n</i>	% (N=130)
Use word of mouth/employee referrals	70	53.6
Place ad in newspaper	36	27.9
Place ad/use Service Canada Employment Centre	32	24.6
Use unsolicited resumes	19	14.7
Union	13	10.3
Place ad on or check internet/websites	11	8.2
Use an employment agency/headhunter	8	5.8
Place ad in student employment centres at colleges/universities	5	3.9
Place ad in trade/professional/association journals	4	3.4
Don't hire/never have vacancies/self-employed	4	3.2
Colleges/schools/universities (co-op program)	2	1.5
Post internally in your company/organization	1	0.9
Don't know	8	5.8

\*Multiple responses allowed.

Over the past 12 months, 44% of Southwest area businesses in the construction industry (n=57) have had at least one vacant position available. Those with at least one vacancy (n=57) reported an average of five vacancies. Furthermore, these surveyed businesses reported a total of 326 vacant positions.

Of the 326 vacant positions available among surveyed businesses, 179 positions or 55% were vacant more than once throughout the past 12 months.

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

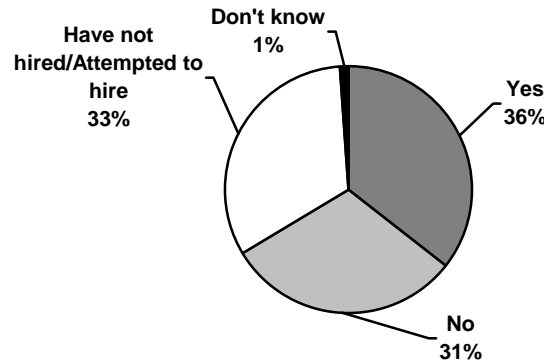
**Table E93: Classification of Vacancies - Construction – Southwest Region**

	<i>n</i>	%
Permanent	193	59.2
Casual/Contract	82	25.2
Seasonal	51	15.6
<b>Vacancy Total</b>	<b>326</b>	<b>100.0</b>
<b>Business Total</b>	<b>57</b>	<b>-</b>

<sup>26</sup> Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Just over one-third (36%, n=46) have experienced difficulty, 31% (n=40) have not, and 33% (n=43) have not hired or attempted to hire.

**Figure E45: Businesses Experiencing Difficulty Filling Vacancies - Construction – Southwest Region (N=130)**



Of businesses that have experienced difficulty in filling vacancies (n=46), the main reason for experiencing difficulty was potential employees lacking educational/training qualifications (40%, n=19).

**Table E94: Main Reason for Experiencing Difficulty in Filling Vacancies\* - Construction – Southwest Region**

	<i>n</i>	<i>% (N=46)</i>
Lacking educational/training qualifications	19	40.0
Workforce shortage	17	35.8
Lacking experience	11	23.6
Lacking specific technical skills	8	16.9
Salary expectations too high	6	13.3
People not interested in employment	4	9.1
Lacking soft skills (such as communication/teamwork)	3	6.1
Lacking proper license/permit	2	4.3
Difficult working conditions	1	2.4
Other	1	2.4

\*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=46), electricians (except industrial and power system) (14%, n=6) was the most difficult occupation to fill over the past 12 months.

**Table E95: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months\* - Construction – Southwest Region**

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=46)</i>
7241	Electricians (except industrial and power system)	6	13.9
7611	Construction trades helpers and labourers	5	10.9
7271	Carpenters	4	9.7
7291	Roofers and shinglers	4	9.7
7251	Plumbers	4	8.5

\*Multiple responses allowed.

The large majority of businesses in the construction industry (93%, n=121) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=10), a total of 13 employees retired, averaging one employees per business.

The top occupations from which employees retired are presented below.

**Table E96: Top Ten Occupations From Which Employees Retired Over the Past 12 Months\* - Construction - Southwest Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=10)</b>
0711	Construction managers	1	11.4
7271	Carpenters	1	11.4
0912	Utilities managers	1	11.4
1241	Secretaries (except legal and medical)	1	11.4
7252	Steamfitters, pipefitters and sprinkler system installers	1	11.4
7261	Sheet metal workers	1	11.4
7272	Cabinetmakers	1	11.4
7293	Insulators	1	11.4
7421	Heavy equipment operators (except crane)	1	11.4
7411	Truck drivers	1	8.6

\*Multiple responses allowed.

Just over one-half of businesses in this industry (55%, n=72) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=58), an average of two employees are expected to retire, with retirement totaling 137 employees.

Most commonly, employees are expected to retire from the carpenters (16%, n=9) and construction managers (14%, n=8) occupations.

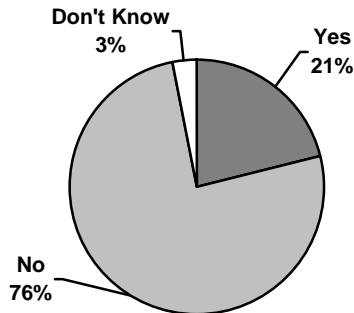
**Table E97: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years\* - Construction - Southwest Region**

<b>NOC Code</b>	<b>Occupation Name</b>	<b>n</b>	<b>% (N=58)</b>
7271	Carpenters	9	15.9
0711	Construction managers	8	13.5
7611	Construction trades helpers and labourers	6	11.1
7241	Electricians (except industrial and power system)	6	11.1
7421	Heavy equipment operators (except crane)	5	8.2

\*Multiple responses allowed.

Almost one-quarter of Southwest area businesses in the construction industry (21%, n=28) expect their owner/manager/CEO to retire within the next five years.

**Figure E46: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Construction – Southwest Region (N=130)**



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

## **3.0 Business Outlook and Confidence**

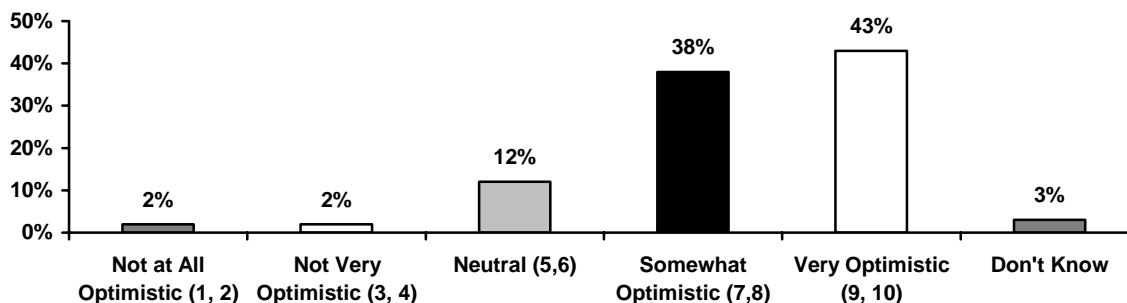


## **3.1 Provincial Overview**

### 3.1 Provincial Overview (N=625)

Businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.0 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 (38%, n=234) or very optimistic (43%, n=267) outlook toward the future.

**Figure E47: Level of Optimism About the Future - Construction – Provincial Overview (N=625)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=501) explained their positive outlook by their business doing well (37%, n=187) and the fact that the industry/company is growing (36%, n=182).

Businesses with a neutral rating (5 or 6 out of 10, n=76) mainly indicated that the future is uncertain (25%, n=19), while businesses that provided a pessimistic rating (4 or lower out of 10, n=30) also indicated that the future is uncertain (38%, n=11).

**Table E98: Reasons for Rating Provided\* - Construction – Provincial Overview**

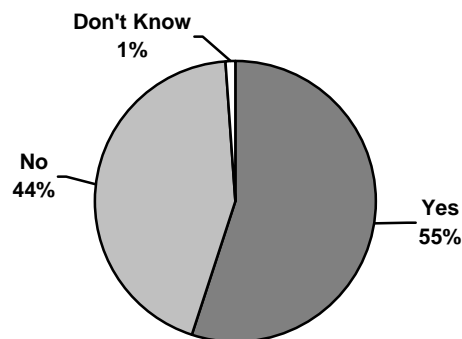
<b>Optimistic</b>	<b>n</b>	<b>% (N=501)</b>
Business is doing well	187	37.4
Growing industry/company	182	36.3
Well established company	93	18.6
Workforce shortage	27	5.4
Future is uncertain	12	2.3
Increase in competition	3	0.7
Change in exchange rates	2	0.4
Offering an essential service	1	0.2
Other	64	12.7
Don't know/no answer	20	4.1
<b>Neutral</b>	<b>n</b>	<b>% (N=76)</b>
Future is uncertain	19	24.9
Workforce shortage	12	15.3
Economy is unstable	11	14.1
Business is doing well	10	12.7
Business is not doing well	5	7.0
Well established company	3	4.4
Growing industry/company	3	4.4
Increase in operating costs	3	4.1
Increase in competition	2	2.2
Other	7	8.9
Don't know/no answer	8	10.8

<b>Pessimistic</b>	<b>n</b>	<b>% (N=30)</b>
Future is uncertain	11	38.1
Workforce shortage	6	20.9
Economy is unstable	5	16.2
Business is not doing well	3	9.5
Increase in operating costs	2	6.7
Increase in competition	2	5.7
Other	2	6.7
Don't know	1	2.9

\*Multiple responses allowed.

Just over one-half of businesses operating in the construction industry (55%, n=344) have experienced significant changes to their external operating environment over the past two years.

**Figure E48: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Provincial Overview (N=625)**



Businesses that experienced changes (n=344) identified the biggest change as an increase in fuel prices (66%, n=225).

**Table E99: Changes Experienced\* - Construction – Provincial Overview**

	<b>n</b>	<b>% (N=344)</b>
Increase in fuel prices	225	65.5
Increase in cost of supplies/overhead	71	20.7
Change in exchange rates	39	11.2
Government legislation	34	10.0
Increase in insurance rates	14	4.0
Increase in competition	13	3.7
Minimum wage increases	10	3.0
Growth in economy	9	2.6
Downturn in economy	8	2.5
Workforce shortage	8	2.5
Decline in particular industries	8	2.4
Other	49	14.1

\*Multiple responses allowed.

## **3.2 Urban/Rural Subdivision**

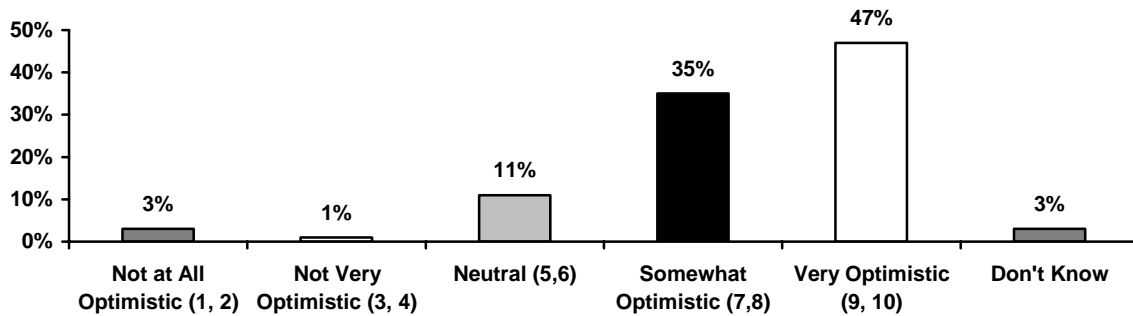
### **3.2.1 Urban Subdivision**

### **3.2.2 Rural Subdivision**

### 3.2.1 Urban Subdivision (N=365)

Urban businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.2 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most businesses provided a somewhat optimistic (35%, n=128) or very optimistic (47%, n=172) outlook toward the future.

**Figure E49: Level of Optimism About the Future - Construction – Urban Subdivision (N=365)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=300) explained their positive outlook by the fact that the industry/company is growing (38%, n=114) and by their business doing well (37%, n=112).

Businesses with a neutral rating (5 or 6 out of 10, n=41) mainly indicated that the future is uncertain (24%, n=10), while businesses that provided a pessimistic rating (4 or lower out of 10, n=15) also indicated that the future is uncertain (n=7).

**Table E100: Reasons for Rating Provided\* - Construction – Urban Subdivision**

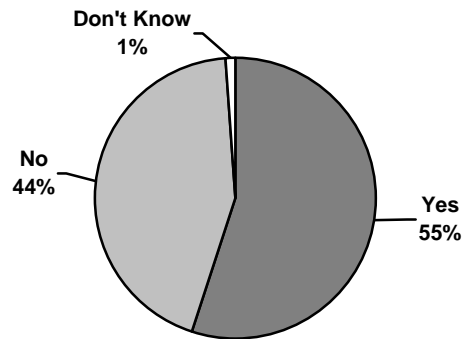
<b>Optimistic</b>	<b>n</b>	<b>% (N=300)</b>
Growing industry/company	114	38.0
Business is doing well	112	37.3
Well established company	61	20.3
Workforce shortage	14	4.7
Future is uncertain	5	1.7
Change in exchange rates	2	0.7
Offering an essential service	1	0.3
Other	37	12.3
Don't know/no answer	9	3.0
<b>Neutral</b>	<b>n</b>	<b>% (N=41)</b>
Future is uncertain	10	24.4
Economy is unstable	5	12.2
Workforce shortage	5	12.2
Business is doing well	4	9.8
Business is not doing well	4	9.8
Well established company	3	7.3
Growing industry/company	3	7.3
Increase in operating costs	2	4.9
Other	3	7.3
Don't know/no answer	5	12.2

<b>Pessimistic</b>	<b>n</b>	<b>% (N=15)</b>
Future is uncertain	7	46.7
Workforce shortage	4	26.7
Economy is unstable	2	13.3
Business is not doing well	1	6.7
Increase in operating costs	1	6.7
Other	1	6.7

\*Multiple responses allowed.

Just over one-half of urban businesses operating in the construction industry (55%, n=201) have experienced significant changes to their external operating environment over the past two years.

**Figure E50: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Urban Subdivision (N=365)**



Businesses that experienced changes (n=201) identified the biggest change as an increase in fuel prices (63%, n=127).

**Table E101: Changes Experienced\* - Construction – Urban Subdivision**

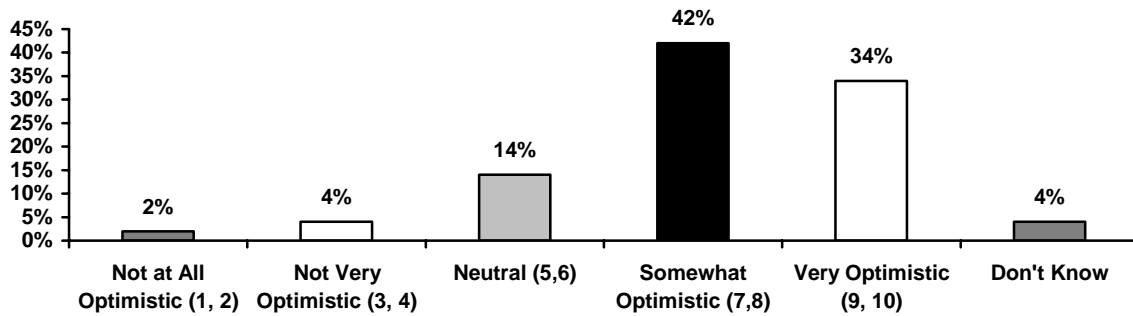
	<b>n</b>	<b>% (N=201)</b>
Increase in fuel prices	127	63.2
Increase in cost of supplies/overhead	43	21.4
Change in exchange rates	20	10.0
Government legislation	20	10.0
Growth in economy	8	4.0
Increase in insurance rates	7	3.5
Increase in competition	6	3.0
Workforce shortage	6	3.0
Decline in particular industries	5	2.5
Minimum wage increases	4	2.0
Downturn in economy	3	1.5
Other	35	17.4

\*Multiple responses allowed.

### 3.2.2 Rural Subdivision (N=252)

Rural businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.8 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (42%, n=106) or very optimistic (34%, n=86) outlook toward the future.

**Figure E51: Level of Optimism About the Future - Construction – Rural Subdivision (N=252)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=192) explained their positive outlook by their business doing well (38%, n=72) and the fact that the industry/company is growing (33%, n=63).

Businesses with a neutral rating (5 or 6 out of 10, n=35) mainly indicated that the future is uncertain (26%, n=9), while businesses that provided a pessimistic rating (4 or lower out of 10, n=15) also indicated that the future is uncertain (n=4).

**Table E102: Reasons for Rating Provided\* - Construction – Rural Subdivision**

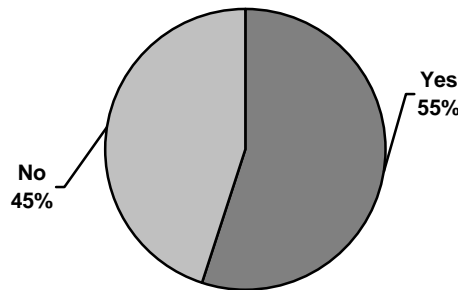
<b>Optimistic</b>	<b>n</b>	<b>% (N=192)</b>
Business is doing well	72	37.5
Growing industry/company	63	32.8
Well established company	29	15.1
Workforce shortage	13	6.8
Future is uncertain	7	3.6
Increase in competition	4	2.1
Other	26	13.6
Don't know/no answer	12	6.3
<b>Neutral</b>	<b>n</b>	<b>% (N=35)</b>
Future is uncertain	9	25.7
Workforce shortage	7	20.0
Economy is unstable	6	17.1
Business is doing well	6	17.1
Increase in competition	2	5.7
Business is not doing well	1	2.9
Increase in operating costs	1	2.9
Other	4	11.4
Don't know/no answer	3	8.6

<b>Pessimistic</b>	<b>n</b>	<b>% (N=15)</b>
Future is uncertain	4	26.7
Economy is unstable	3	20.0
Business is not doing well	2	13.3
Workforce shortage	2	13.3
Increase in competition	2	13.3
Increase in operating costs	1	6.7
Other	1	6.7
Don't know/no answer	1	6.7

\*Multiple responses allowed.

Just over one-half of rural businesses operating in the construction industry (55%, n=139) have experienced significant changes to their external operating environment over the past two years.

**Figure E52: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Rural Subdivision (N=252)**



Businesses that experienced changes (n=139) identified the biggest change as an increase in fuel prices (70%, n=97).

**Table E103: Changes Experienced\* - Construction – Rural Subdivision**

	<b>n</b>	<b>% (N=139)</b>
Increase in fuel prices	97	69.8
Increase in cost of supplies/overhead	27	19.4
Change in exchange rates	19	13.7
Government legislation	14	10.1
Increase in insurance rates	7	5.0
Increase in competition	7	5.0
Minimum wage increases	7	5.0
Downturn in economy	6	4.3
Decline in particular industries	3	2.2
Workforce shortage	2	1.4
Other	11	7.9

\*Multiple responses allowed.



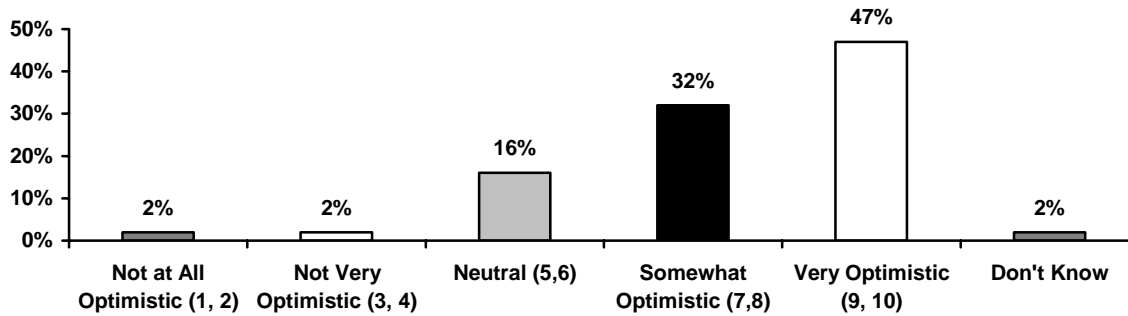
### **3.3 Economic Regions**

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

### 3.3.1 Central Region (N=134)

Central region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.0 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (32%, n=42) or very optimistic (47%, n=63) outlook toward the future.

**Figure E53: Level of Optimism About the Future - Construction – Central Region (N=134)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=105) explained their positive outlook by the fact that the industry/company is growing (36%, n=38) and their business doing well (36%, n=38).

Businesses with a neutral rating (5 or 6 out of 10, n=21) mainly indicated that the future is uncertain (n=7), while businesses that provided a pessimistic rating (4 or lower out of 10, n=5) also indicated that the future is uncertain (n=2).

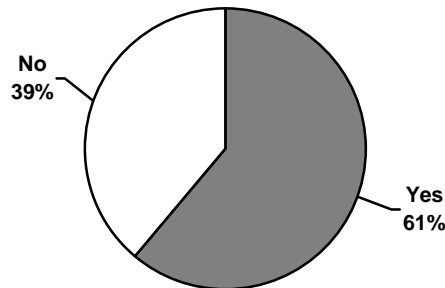
**Table E104: Reasons for Rating Provided\* - Construction – Central Region**

<b>Optimistic</b>	<b>n</b>	<b>% (N=105)</b>
Growing industry/company	38	36.1
Business is doing well	38	36.1
Well established company	22	20.6
Workforce shortage	6	5.9
Future is uncertain	3	2.9
Other	16	15.0
Don't know/no answer	3	2.7
<b>Neutral</b>	<b>n</b>	<b>% (N=21)</b>
Future is uncertain	7	32.0
Workforce shortage	4	21.3
Business is doing well	3	14.7
Growing industry/company	2	10.7
Increase in operating costs	2	10.7
Business is not doing well	2	10.7
Economy is unstable	1	5.3
Other	1	5.3
<b>Pessimistic</b>	<b>n</b>	<b>% (N=5)</b>
Future is uncertain	2	38.9
Economy is unstable	1	22.2
Workforce shortage	1	22.2
Increase in competition	1	16.8

\*Multiple responses allowed.

The majority of Central area businesses operating in the construction industry (61%, n=82) have experienced significant changes to their external operating environment over the past two years.

**Figure E54: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Central Region (N=134)**



Businesses that experienced changes (n=82) identified the biggest change as an increase in fuel prices (73%, n=60).

**Table E105: Changes Experienced\* - Construction – Central Region**

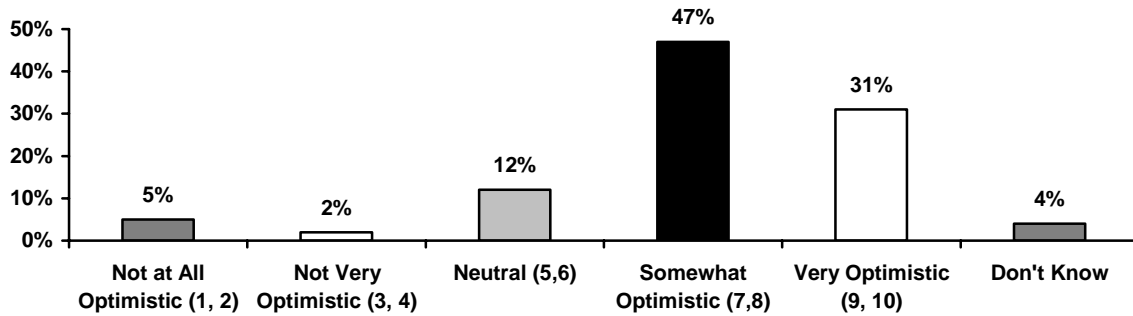
	<i>n</i>	<i>% (N=82)</i>
Increase in fuel prices	60	73.3
Increase in cost of supplies/overhead	13	16.1
Government legislation	12	14.4
Increase in insurance rates	6	6.8
Change in exchange rates	5	6.5
Workforce shortage	2	2.7
Increase in competition	2	2.4
Decline in particular industries	1	1.4
Minimum wage increases	1	1.4
Downturn in economy	1	1.4
Growth in economy	1	1.4
Other	16	19.2

\*Multiple responses allowed.

### 3.3.2 Northeast Region (N=131)

Northeast region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.8 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (47%, n=61) or very optimistic (31%, n=41) outlook toward the future.

**Figure E55: Level of Optimism About the Future - Construction – Northeast Region (N=131)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=102) explained their positive outlook by their business doing well (38%, n=38) and the fact that the industry/company is growing (33%, n=34).

Businesses with a neutral rating (5 or 6 out of 10, n=16) mainly indicated that the economy is unstable, a workforce shortage or the future is uncertain (n=5 each), while businesses that provided a pessimistic rating (4 or lower out of 10, n=8) indicated that the economy is unstable (n=3).

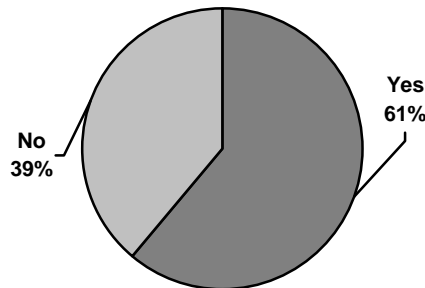
**Table E106: Reasons for Rating Provided\* - Construction – Northeast Region**

<b>Optimistic</b>	<b>n</b>	<b>% (N=102)</b>
Business is doing well	38	37.7
Growing industry/company	34	33.2
Well established company	14	13.3
Workforce shortage	9	8.9
Future is uncertain	2	1.9
Increase in competition	1	0.8
Other	18	17.4
Don't know/no answer	6	5.6
<b>Neutral</b>	<b>n</b>	<b>% (N=16)</b>
Economy is unstable	5	28.6
Future is uncertain	5	28.6
Workforce shortage	5	28.6
Business is doing well	2	12.5
Increase in operating costs	1	5.4
Don't know/no answer	2	12.5
<b>Pessimistic</b>	<b>n</b>	<b>% (N=8)</b>
Economy is unstable	3	35.8
Workforce shortage	2	25.0
Business is not doing well	1	14.2
Future is uncertain	1	14.2
Increase in operating costs	1	10.8

\*Multiple responses allowed.

The majority of Northeast area businesses operating in the construction industry (61%, n=80) have experienced significant changes to their external operating environment over the past two years.

**Figure E56: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Northeast Region (N=130)**



Businesses that experienced changes (n=80) identified the biggest change as an increase in fuel prices (65%, n=52).

**Table E107: Changes Experienced\* - Construction – Northeast Region**

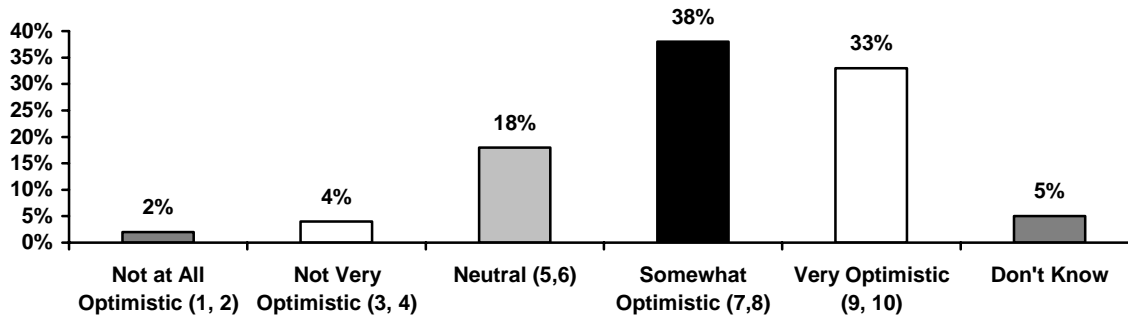
	<i>n</i>	<i>% (N=80)</i>
Increase in fuel prices	52	64.7
Increase in cost of supplies/overhead	21	26.9
Change in exchange rates	8	9.5
Decline in particular industries	6	7.4
Minimum wage increases	6	7.1
Increase in insurance rates	5	5.7
Increase in competition	4	4.6
Downturn in economy	3	3.5
Government legislation	2	2.8
Growth in economy	2	2.8
Other	12	14.5

\*Multiple responses allowed.

### 3.3.3 Northwest Region (N=82)

Northwest region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.6 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (38%, n=31) or very optimistic (33%, n=27) outlook toward the future.

**Figure E57: Level of Optimism About the Future - Construction – Northwest Region (N=82)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=58) explained their positive outlook by their business doing well (32%, n=18) and the fact that the industry/company is growing (32%, n=18).

Businesses with a neutral rating (5 or 6 out of 10, n=14) mainly indicated that the economy is unstable (n=3) or the future is uncertain (n=3), while businesses that provided a pessimistic rating (4 or lower out of 10, n=5) indicated that the future is uncertain (n=2).

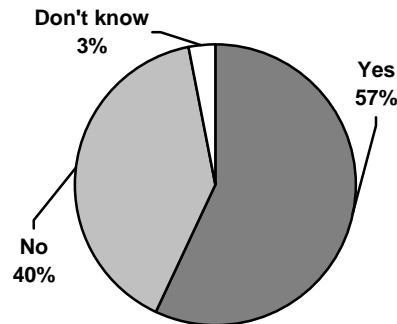
**Table E108: Reasons for Rating Provided\* - Construction – Northwest Region**

<b>Optimistic</b>	<b>n</b>	<b>% (N=58)</b>
Growing industry/company	18	31.7
Business is doing well	18	31.2
Well established company	12	20.5
Future is uncertain	3	4.9
Workforce shortage	3	4.4
Increase in competition	1	1.5
Other	9	14.6
Don't know/no answer	4	6.3
<b>Neutral</b>	<b>n</b>	<b>% (N=14)</b>
Economy is unstable	3	21.5
Future is uncertain	3	17.7
Business is doing well	2	13.7
Workforce shortage	2	11.8
Growing industry/company	1	7.8
Well established company	1	7.8
Business is not doing well	1	5.9
Other	3	19.6
Don't know/no answer	1	7.8
<b>Pessimistic</b>	<b>n</b>	<b>% (N=5)</b>
Future is uncertain	2	36.7
Economy is unstable	1	15.8
Business is not doing well	1	15.8
Increase in competition	1	15.8
Workforce shortage	1	15.8
Don't know/no answer	1	15.8

\*Multiple responses allowed.

Over one-half of Northwest area businesses operating in the construction industry (57%, n=47) have experienced significant changes to their external operating environment over the past two years.

**Figure E58: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Northwest Region (N=82)**



Businesses that experienced changes (n=47) identified the biggest change as an increase in fuel prices (62%, n=29).

**Table E109: Changes Experienced\* - Construction – Northwest Region**

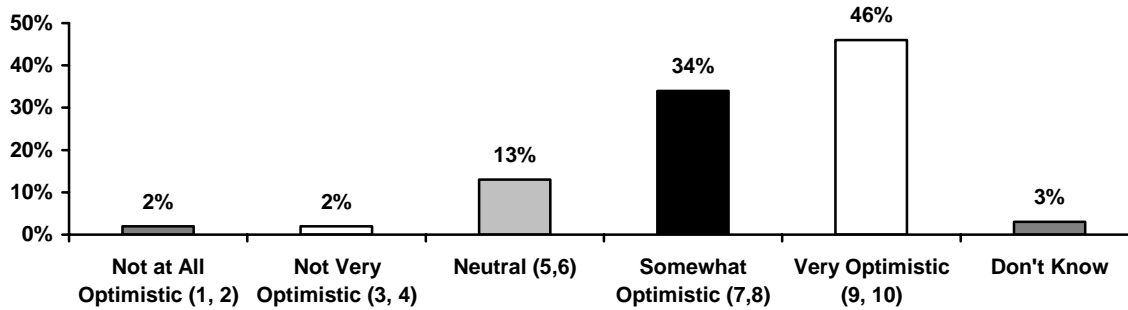
	<i>n</i>	<i>% (N=47)</i>
Increase in fuel prices	29	61.5
Increase in cost of supplies/overhead	14	30.1
Change in exchange rates	8	16.9
Government legislation	7	15.1
Downturn in economy	4	7.8
Increase in insurance rates	2	4.2
Increase in competition	2	4.2
Decline in particular industries	1	2.4
Workforce shortage	1	1.8
Other	5	10.2

\*Multiple responses allowed.

### 3.3.4 Southeast Region (N=148)

Southeast region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.1 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most businesses provided a somewhat optimistic (34%, n=51) or very optimistic (46%, n=68) outlook toward the future.

**Figure E59: Level of Optimism About the Future - Construction – Southeast Region (N=148)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=119) explained their positive outlook by the fact that the industry/company is growing (41%, n=49) and by their business doing well (40%, n=47).

Businesses with a neutral rating (5 or 6 out of 10, n=19) mainly indicated that the future is uncertain (n=4), while businesses that provided a pessimistic rating (4 or lower out of 10, n=7) also indicated that the future is uncertain (n=3).

**Table E110: Reasons for Rating Provided\* - Construction – Southeast Region**

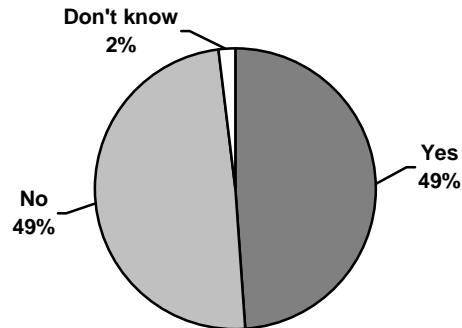
<b>Optimistic</b>	<b>n</b>	<b>% (N=119)</b>
Growing industry/company	49	41.1
Business is doing well	47	39.9
Well established company	25	21.3
Change in exchange rates	2	1.9
Workforce shortage	2	1.9
Other	11	9.4
Don't know/no answer	5	4.0
<b>Neutral</b>	<b>n</b>	<b>% (N=19)</b>
Future is uncertain	4	21.2
Business is doing well	3	13.7
Business is not doing well	2	12.1
Economy is unstable	2	10.6
Well established company	1	6.0
Workforce shortage	1	4.6
Other	2	10.6
Don't know/no answer	4	21.2
<b>Pessimistic</b>	<b>n</b>	<b>% (N=7)</b>
Future is uncertain	3	50.0
Workforce shortage	2	33.3
Increase in operating costs	1	16.7
Other	1	16.7

\*Multiple responses allowed.



Approximately one-half of Southeast area businesses operating in the construction industry (49%, n=72) have experienced significant changes to their external operating environment over the past two years.

**Figure E60: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Southeast Region (N=148)**



Businesses that experienced changes (n=72) identified the biggest change as an increase in fuel prices (61%, n=44).

**Table E111: Changes Experienced\* - Construction – Southeast Region**

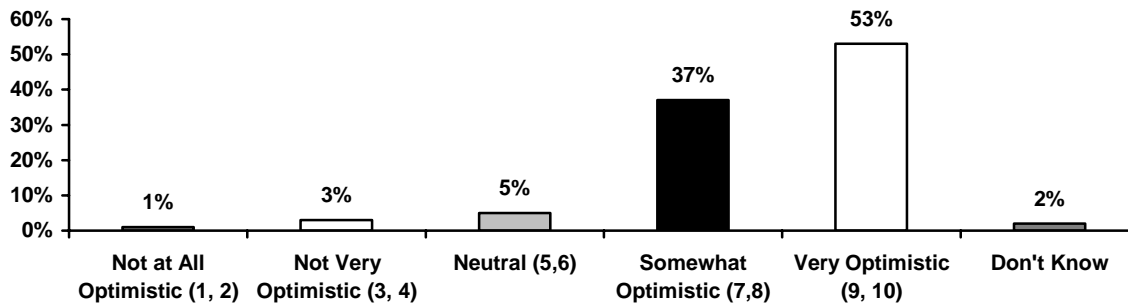
	<i>n</i>	% ( <i>N=72</i> )
Increase in fuel prices	44	61.1
Increase in cost of supplies/overhead	12	17.1
Change in exchange rates	10	13.6
Government legislation	6	8.6
Workforce shortage	4	5.8
Growth in economy	3	4.7
Increase in competition	2	3.1
Minimum wage increases	2	2.3
Downturn in economy	1	1.2
Other	10	13.2

\*Multiple responses allowed.

### 3.3.5 Southwest Region (N=130)

Southwest region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.6 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=48) or very optimistic (53%, n=69) outlook toward the future.

**Figure E61: Level of Optimism About the Future - Construction – Southwest Region (N=130)**



Businesses that provided an optimistic rating (7 or higher out of 10, n=117) explained their positive outlook by their business doing well (39%, n=45) and the fact that the industry/company is growing (37%, n=43).

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

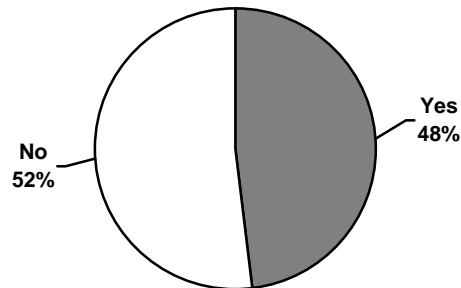
**Table E112: Reasons for Rating Provided\* - Construction – Southwest Region**

<b>Optimistic</b>	<b>n</b>	<b>% (N=117)</b>
Business is doing well	45	38.8
Growing industry/company	43	36.6
Well established company	21	17.8
Workforce shortage	7	5.8
Future is uncertain	3	2.4
Other	14	12.1
Don't know/no answer	3	2.9
<b>Neutral</b>	<b>n</b>	<b>% (N=6)</b>
Increase in competition	2	28.7
Future is uncertain	1	19.0
Well established company	1	19.0
Other	1	14.4
Don't know/no answer	1	19.0
<b>Pessimistic</b>	<b>n</b>	<b>% (N=5)</b>
Future is uncertain	3	62.4
Business is not doing well	1	18.8
Other	1	18.8

\*Multiple responses allowed.

Approximately one-half of Southwest area businesses operating in the construction industry (48%, n=63) have experienced significant changes to their external operating environment over the past two years.

**Figure E62: Experienced Significant Change to External Operating Environment Over the Past Two Years - Construction – Southwest Region (N=130)**



Businesses that experienced changes (n=63) identified the biggest change as an increase in fuel prices (64%, n=40).

**Table E113: Changes Experienced\* - Construction – Southwest Region**

	<i>n</i>	% ( <i>N=63</i> )
Increase in fuel prices	40	64.2
Increase in cost of supplies/overhead	10	16.1
Change in exchange rates	8	12.6
Government legislation	7	11.2
Increase in competition	3	4.5
Growth in economy	2	3.6
Minimum wage increases	2	3.1
Increase in insurance rates	2	2.7
Workforce shortage	1	1.8
Other	7	11.2

\*Multiple responses allowed.

## **4.0 Training and Employment Development**

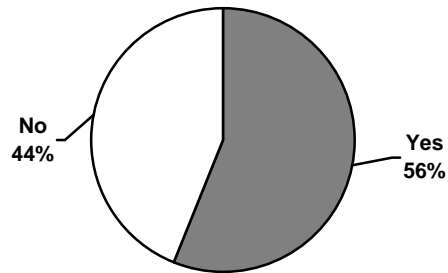
## **4.1 Provincial Overview**

#### 4.1 Provincial Overview (N=625)

Among businesses in the construction industry, just over one-half (56%, n=350) 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=350), 38% (n=133) did not offer formal training, while the remaining 62% (n=217) made formal training available.

**Figure E63: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction - Provincial Overview (N=625)**



Of businesses that offered formal training to their employees (n=217), the most common source of formal, structured training was internal staff (46%, n=101).

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

**Table E114: Sources of Formal, Structured Training\* - Construction - Provincial Overview**

	<i>n</i>	<i>% (N=217)</i>
Internal staff	101	46.4
A non-profit organization/professional association	65	29.9
NBCC or CCNB	55	25.3
A private training institution	31	14.1
Another public educational institution	21	9.5
Private consultant	20	9.1
Manufacturers training/New equipment training	16	7.3
Construction association	13	5.8
Courses offered by government	4	1.8
Workers compensation	4	1.8
Conferences, trade shows, seminars	2	1.0
Online/internet	2	1.0
Other	34	15.5

\*Multiple responses allowed.

## **4.2 Urban/Rural Subdivision**

### **4.2.1 Urban Subdivision**

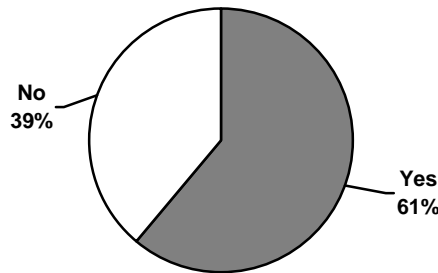
### **4.2.2 Rural Subdivision**

### 4.2.1 Urban Subdivision (N=365)

Among urban businesses in the construction industry, the majority (61%, n=224) 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=224), 36% (n=81) did not offer formal training, while the remaining 64% (n=143) made formal training available.

**Figure E64: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction – Urban Subdivision (N=365)**



Of businesses that offered formal training to their employees (n=143), the most common source of formal, structured training was internal staff (46%, n=66).

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

**Table E115: Sources of Formal, Structured Training\* - Construction - Urban Subdivision**

	<i>n</i>	<i>% (N=143)</i>
Internal staff	66	46.2
A non-profit organization/professional association	41	28.7
NBCC or CCNB	39	27.3
A private training institution	22	15.4
Another public educational institution	16	11.2
Private consultant	13	9.1
Manufacturers training/new equipment training	11	7.7
Construction association	9	6.3
Conferences, trade shows, seminars	2	1.4
Workers compensation	2	1.4
Courses offered by government	2	1.4
Online/internet	2	1.4
Other	23	16.1

\*Multiple responses allowed.

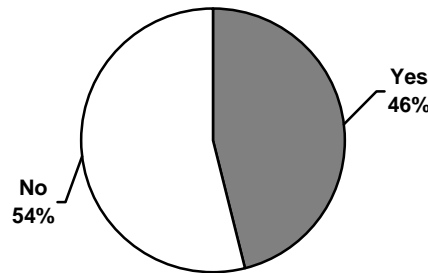


### 4.2.2 Rural Subdivision (N=252)

Among rural businesses in the construction industry, almost one-half (46%, n=115) 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=115), 43% (n=49) did not offer formal training, while the remaining 57% (n=66) made formal training available.

**Figure E65: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction – Rural Subdivision (N=252)**



Of businesses that offered formal training to their employees (n=66), the most common sources of formal, structured training were internal staff (47%, n=31) and a non-profit organization/professional association (33%, n=22).

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

**Table E116: Sources of Formal, Structured Training\* - Construction - Rural Subdivision**

	<i>n</i>	<i>% (N=66)</i>
Internal staff	31	47.0
A non-profit organization/professional association	22	33.3
NBCC or CCNB	13	19.7
A private training institution	7	10.6
Private consultant	6	9.1
Manufacturers training/new equipment training	4	6.1
Another public educational institution	3	4.5
Construction association	3	4.5
Courses offered by government	2	3.0
Workers compensation	2	3.0
Insurance industry training	1	1.5
Other	8	12.1

\*Multiple responses allowed.

## **4.3 Economic Regions**

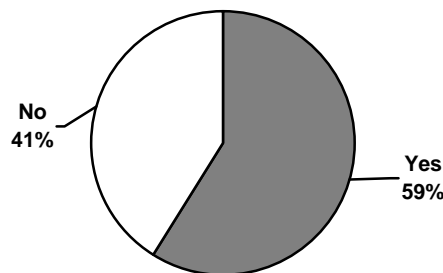
- 4.3.1 Central Region**
- 4.3.2 Northeast Region**
- 4.3.3 Northwest Region**
- 4.3.4 Southeast Region**
- 4.3.5 Southwest Region**

### 4.3.1 Central Region (N=134)

Over one-half of businesses in the construction industry in Central New Brunswick (59%, n=79) have offered informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=79), 37% (n=29) did not offer formal training, while the remaining 63% (n=50) made formal training available.

**Figure E66: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction – Central Region (N=134)**



Of businesses that offered formal training to their employees (n=50), the most common sources of formal, structured training were internal staff (42%, n=21) and a non-profit organization/professional association (30%, n=15).

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

**Table E117: Sources of Formal, Structured Training\* - Construction - Central Region**

	<i>n</i>	<i>% (N=50)</i>
Internal staff	21	41.6
A non-profit organization/professional association	15	29.8
NBCC or CCNB	12	24.2
Private consultant	7	13.5
A private training institution	6	11.2
Manufacturers training/new equipment training	6	11.2
Another public educational institution	4	9.0
Construction association	4	8.4
Workers compensation	1	2.2
Conferences, trade shows, seminars	1	2.2
Other	6	12.4

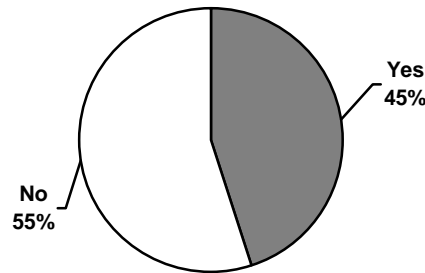
\*Multiple responses allowed.

### 4.3.2 Northeast Region (N=130)

Forty-five percent of businesses in the construction industry in Northeast New Brunswick (n=59) have offered informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=59), 34% (n=20) did not offer formal training, while the remaining 66% (n=39) made formal training available.

**Figure E67: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction – Northeast Region (N=130)**



Of businesses that offered formal training to their employees (n=39), the most common sources of formal, structured training were internal staff (45%, n=17) and NBCC or CCNB (26%, n=10).

Overall, formal training sessions account for approximately 7% of these businesses' overall operating budgets.

**Table E118: Sources of Formal, Structured Training\* - Construction - Northeast Region**

	<i>n</i>	<i>% (N=39)</i>
Internal staff	17	44.5
NBCC or CCNB	10	26.3
A non-profit organization/professional association	6	15.3
Another public educational institution	5	13.1
Construction association	4	10.2
Online/internet	2	5.8
Private consultant	2	5.1
A private training institution	2	4.4
Workers compensation	1	2.9
Manufacturers training/new equipment training	1	2.9
Conferences, trade shows, seminars	1	2.9
Courses offered by government	1	2.2
Other	6	16.1

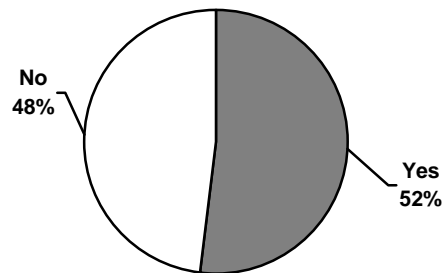
\*Multiple responses allowed.

### 4.3.3 Northwest Region (N=82)

Among businesses in the construction industry in Northwest New Brunswick, approximately one-half (52%, n=42) 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=42), 38% (n=16) did not offer formal training, while the remaining 62% (n=26) made formal training available.

**Figure E68: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction – Northwest Region (N=82)**



Of businesses that offered formal training to their employees (n=26), the most common source of formal, structured training was internal staff (n=13).

Overall, formal training sessions account for approximately 7% of these businesses' overall operating budgets.

**Table E119: Sources of Formal, Structured Training\* - Construction - Northwest Region**

	<i>n</i>	% ( <i>N=26</i> )
Internal staff	13	51.2
A non-profit organization/professional association	8	31.5
A private training institution	5	18.5
Private consultant	5	17.4
NBCC or CCNB	2	6.5
Manufacturers training/new equipment training	2	6.5
Another public educational institution	1	4.3
Other	2	8.6

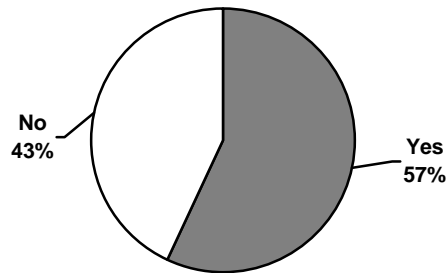
\*Multiple responses allowed.

### 4.3.4 Southeast Region (N=148)

Among businesses in the construction industry in Southeast New Brunswick, over one-half (57%, n=84) 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=84), 39% (n=33) did not offer formal training, while the remaining 61% (n=51) made formal training available.

**Figure E69: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction – Southeast Region (N=148)**



Of businesses that offered formal training to their employees (n=51), the most common sources of formal, structured training were internal staff (50%, n=25) and a non-profit organization/professional association (36%, n=18).

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

**Table E120: Sources of Formal, Structured Training\* - Construction - Southeast Region**

	<i>n</i>	<i>% (N=51)</i>
Internal staff	25	49.5
A non-profit organization/professional association	18	35.7
NBCC or CCNB	16	31.3
A private training institution	12	23.6
Another public educational institution	4	8.8
Private consultant	2	4.4
Private consultant	2	4.4
Manufacturers training/new equipment training	2	4.4
Construction association	2	4.4
Workers compensation	2	3.3
Insurance industry training	1	1.7
Other	6	12.6

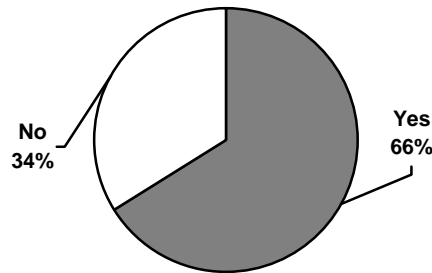
\*Multiple responses allowed.

### 4.3.5 Southwest Region (N=130)

Among businesses in the construction industry in Southwest New Brunswick, two-thirds (66%, n=86) 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=86), 41% (n=35) did not offer formal training, while the remaining 59% (n=51) made formal training available.

**Figure E70: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Construction – Southwest Region (N=130)**



Of businesses that offered formal training to their employees (n=51), the most common source of formal, structured training was internal staff (47%, n=24).

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

**Table E121: Sources of Formal, Structured Training\* - Construction - Southwest Region**

	<i>n</i>	<i>% (N=51)</i>
Internal staff	24	47.0
A non-profit organization/professional association	17	34.3
NBCC or CCNB	15	29.3
A private training institution	6	12.7
Another public educational institution	5	10.5
Manufacturers training/new equipment training	5	10.0
Private consultant	4	8.3
Courses offered by government	3	6.1
Construction association	2	4.4
Other	12	22.6

\*Multiple responses allowed.

## **5.0 Family Friendly Policies and Procedures**

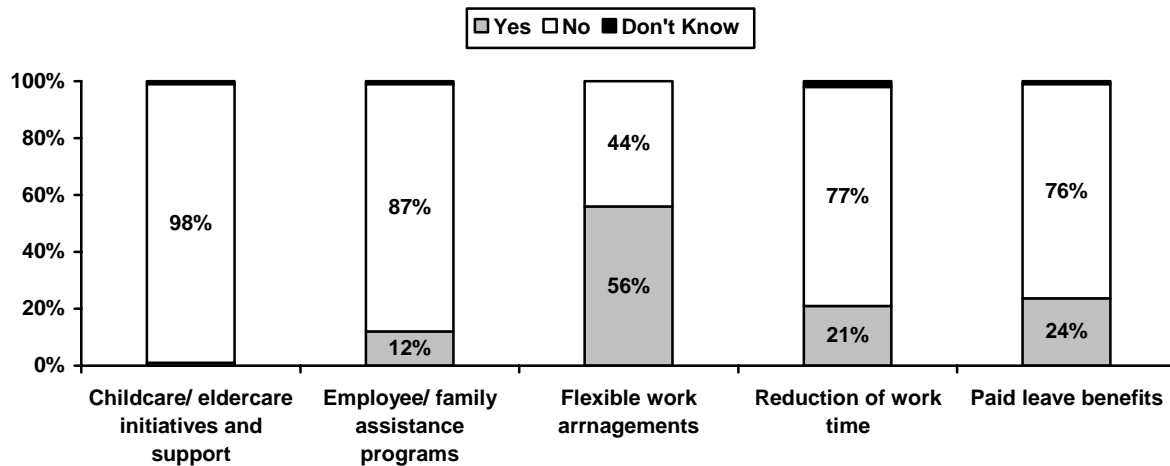


## **5.1 Provincial Overview**

### 5.1 Provincial Overview (N=625)

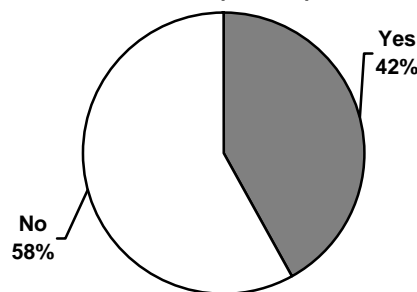
Among businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (56%, n=350).

**Figure E71: Types of Family-Friendly Benefits Offered by Businesses - Construction – Provincial Overview (N=625)**



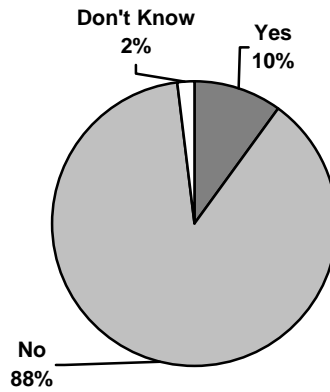
Almost one-half of businesses in this industry (42%, n=264) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=264), women account for an average of 37% of all key decision-making positions.

**Figure E72: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction - Provincial Overview (N=625)**



To ensure that jobs of equal value earn equal pay, a minority of businesses in this industry (10%, n=61) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

**Figure E73: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Provincial Overview (N=625)**



## **5.2 Urban/Rural Subdivision**

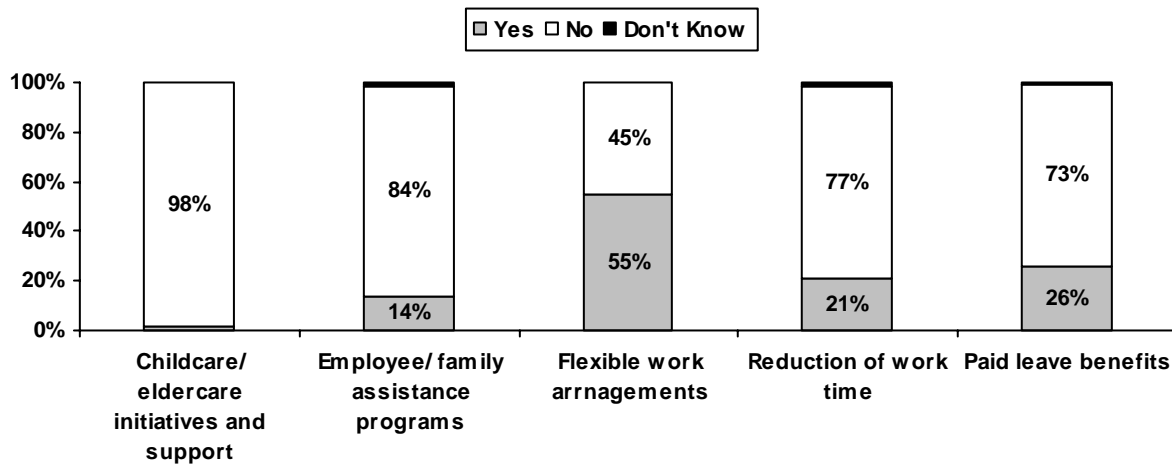
### **5.2.1 Urban Subdivision**

### **5.2.2 Rural Subdivision**

### 5.2.1 Urban Subdivision (N=365)

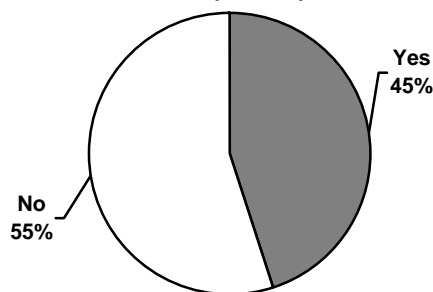
Among urban businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (55%, n=199).

**Figure E74: Types of Family-Friendly Benefits Offered by Businesses - Construction – Urban Subdivision (N=365)**



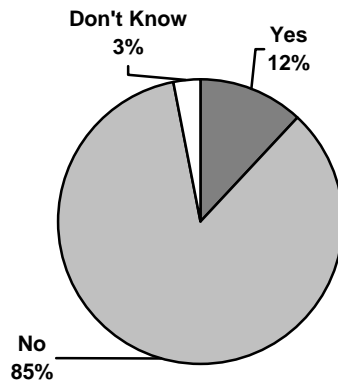
Almost one-half of urban businesses in this industry (45%, n=165) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=165), women account for an average of 36% of all key decision-making positions.

**Figure E75: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction – Urban Subdivision (N=365)**



To ensure that jobs of equal value earn equal pay, a minority of urban businesses in this industry (12%, n=43) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

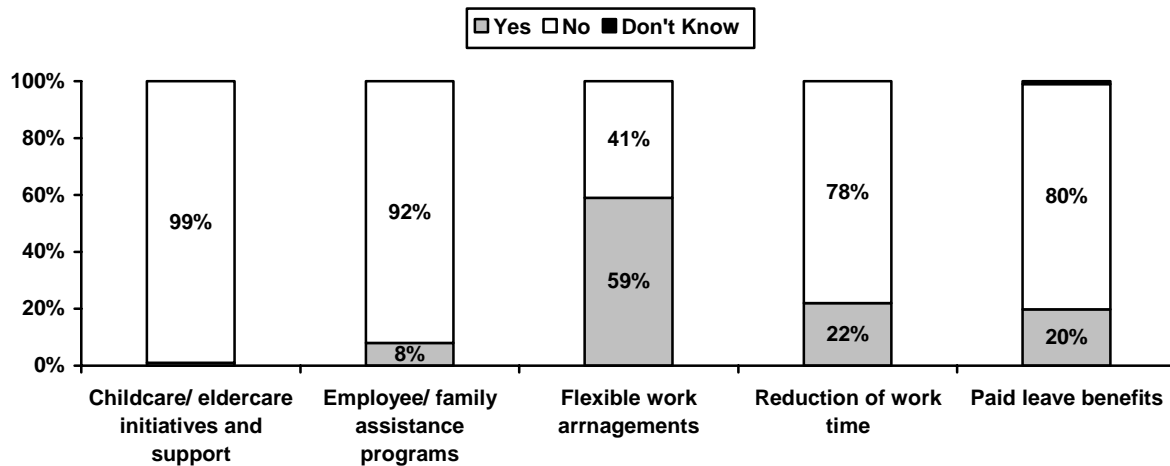
**Figure E76:** Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Urban Subdivision (N=365)



### 5.2.2 Rural Subdivision (N=252)

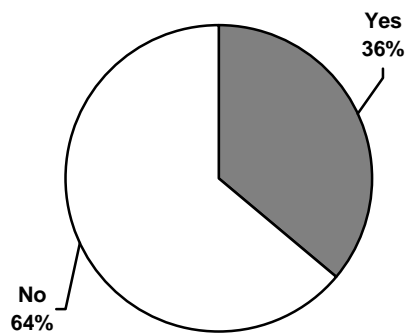
Among rural businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (59%, n=148).

**Figure E77: Types of Family-Friendly Benefits Offered by Businesses - Construction – Rural Subdivision (N=252)**



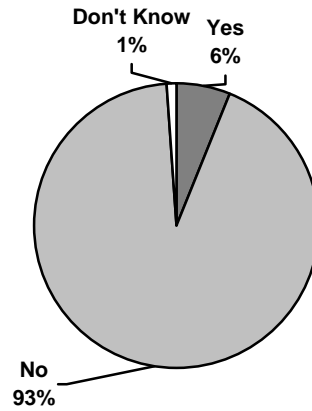
Just over one-third of rural businesses in this industry (36%, n=92) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=92), women account for an average of 40% of all key decision-making positions.

**Figure E78: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction – Rural Subdivision (N=252)**



To ensure that jobs of equal value earn equal pay, a minority of rural businesses in this industry (6%, n=15) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

**Figure E79:** Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Rural Subdivision (N=252)





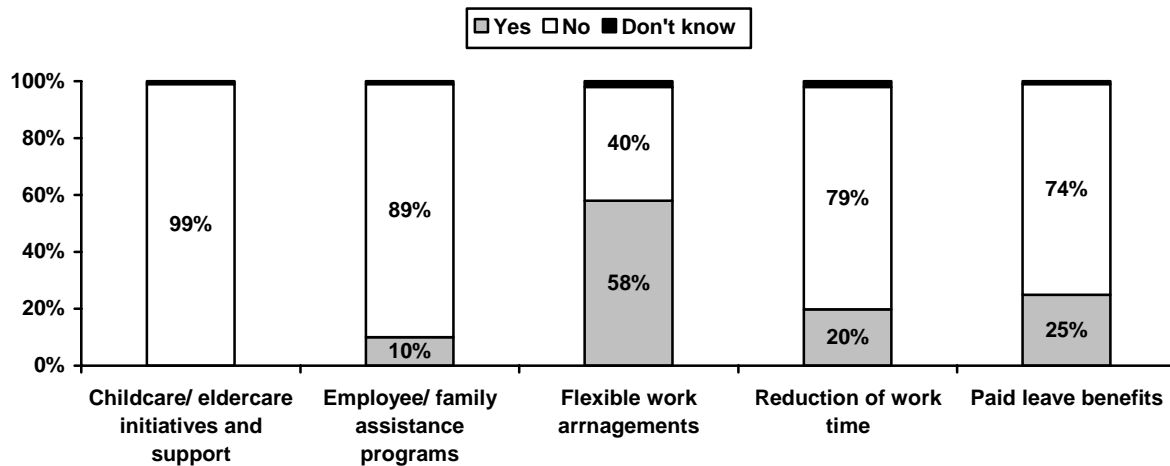
## **5.3 Economic Regions**

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

### 5.3.1 Central Region (N=134)

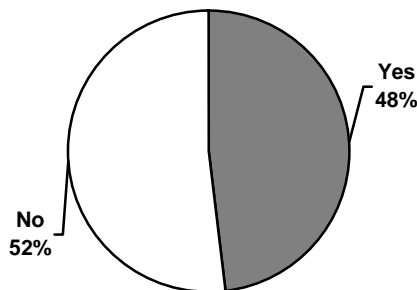
Among Central area businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (58%, n=78).

**Figure E80: Types of Family-Friendly Benefits Offered by Businesses - Construction – Central Region (N=134)**



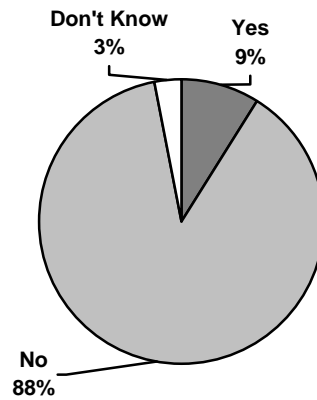
Almost one-half of businesses in this industry (48%, n=64) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=64), women account for an average of 37% of all key decision-making positions.

**Figure E81: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction – Central Region (N=134)**



To ensure that jobs of equal value earn equal pay, a minority of Central area businesses in this industry (9%, n=12) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

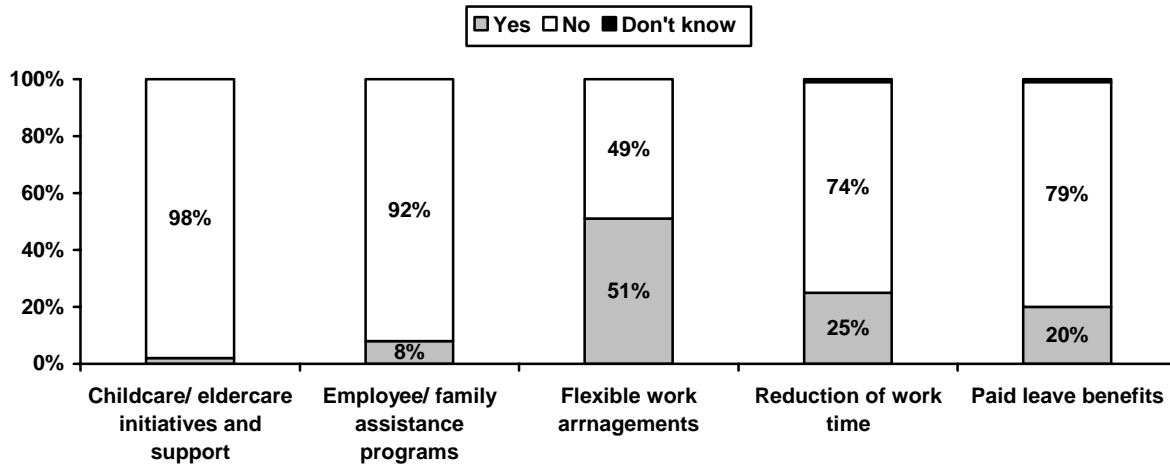
**Figure E82:** Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Central Region (N=134)



### 5.3.2 Northeast Region (N=130)

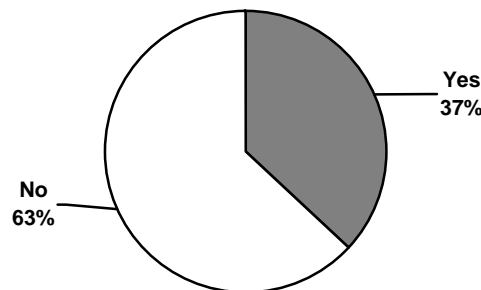
Among Northeast area businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (51%, n=66).

**Figure E83: Types of Family-Friendly Benefits Offered by Businesses - Construction – Northeast Region (N=130)**



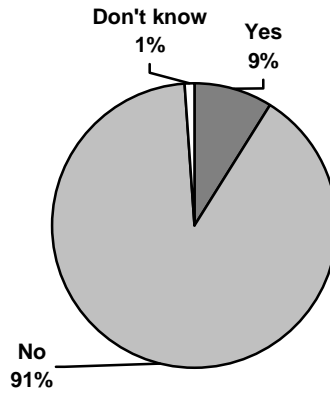
Over one-third of businesses in this industry (37%, n=48) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=48), women account for an average of 46% of all key decision-making positions.

**Figure E84: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction – Northeast Region (N=130)**



To ensure that jobs of equal value earn equal pay, a minority of Northeast area businesses in this industry (9%, n=11) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

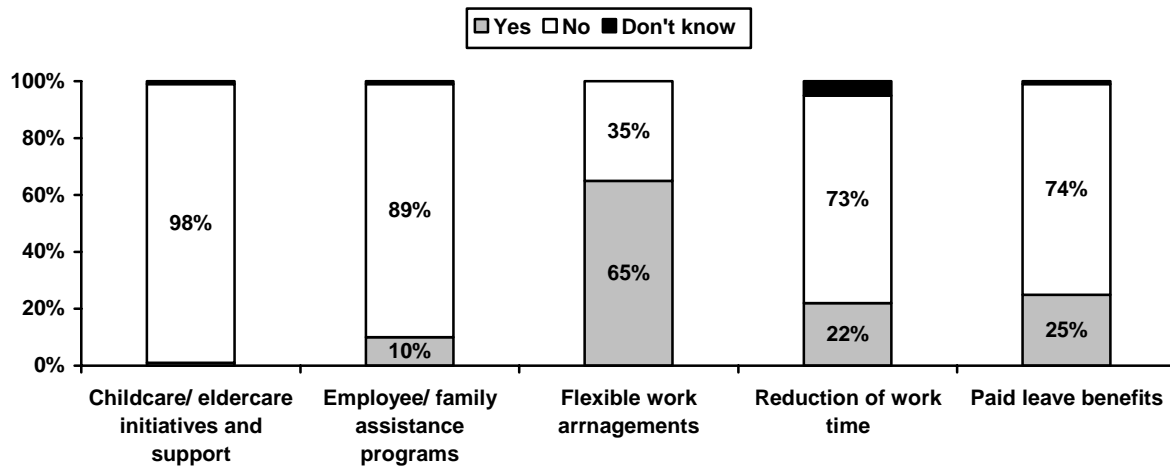
**Figure E85:** Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Northeast Region (N=130)



### 5.3.3 Northwest Region (N=82)

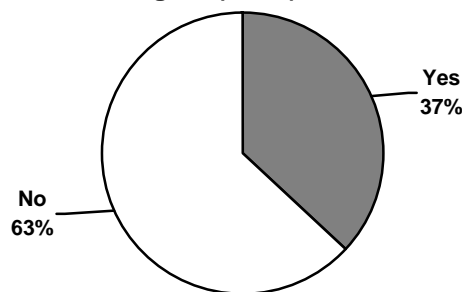
Among Northwest area businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (65%, n=53).

**Figure E86: Types of Family-Friendly Benefits Offered by Businesses - Construction – Northwest Region (N=82)**



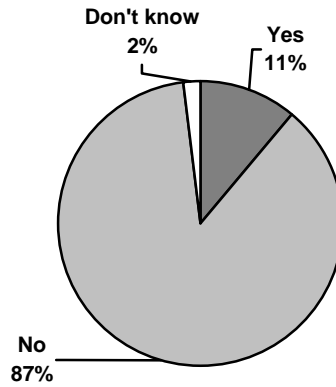
Over one-third of businesses in this industry (37%, n=30) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=30), women account for an average of 35% of all key decision-making positions.

**Figure E87: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction – Northwest Region (N=82)**



To ensure that jobs of equal value earn equal pay, a minority of Northwest area businesses in this industry (11%, n=9) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

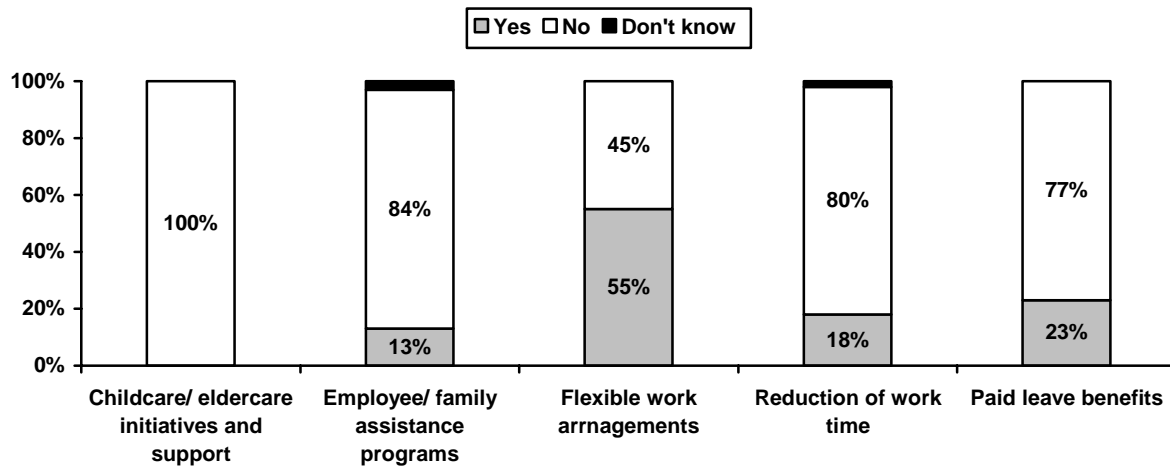
**Figure E88:** Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Northwest Region (N=82)



### 5.3.4 Southeast Region (N=148)

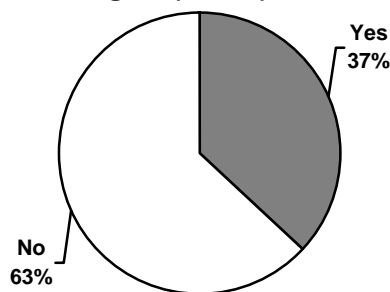
Among Southeast area businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (55%, n=81).

**Figure E89: Types of Family-Friendly Benefits Offered by Businesses - Construction – Southeast Region (N=148)**



Over one-third of businesses in this industry (37%, n=55) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=55), women account for an average of 31% of all key decision-making positions.

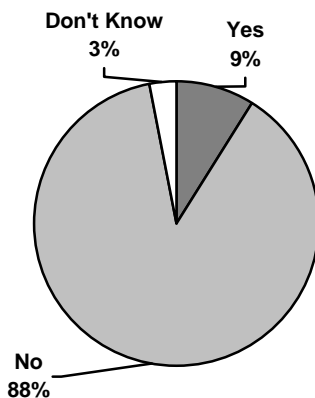
**Figure E90: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction – Southeast Region (N=148)**





To ensure that jobs of equal value earn equal pay, a minority of Southeast area businesses in this industry (9%, n=13) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

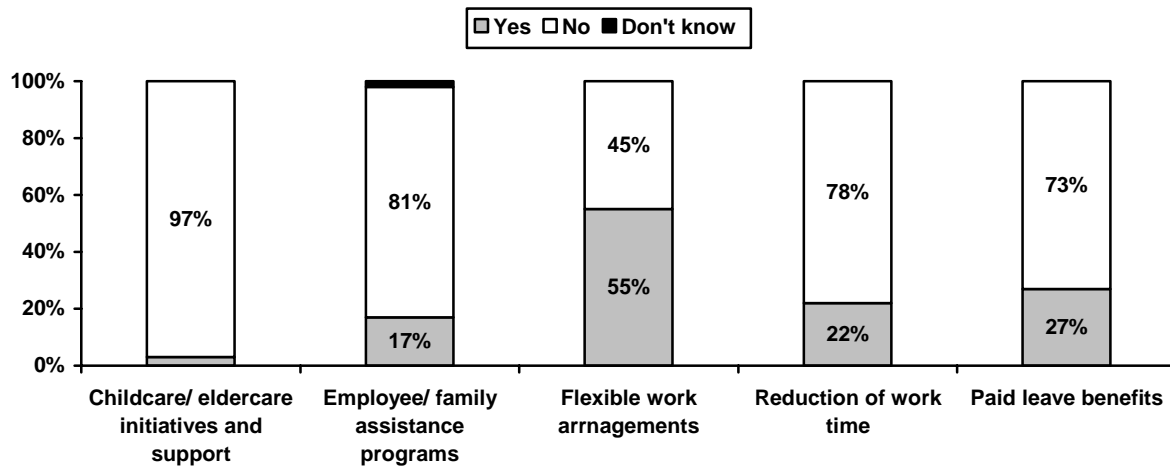
**Figure E91: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Southeast Region (N=148)**



### 5.3.5 Southwest Region (N=130)

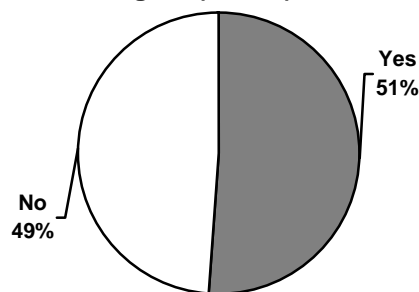
Among Southwest area businesses in the construction industry, the most common form of family-oriented benefits offered is flexible work arrangements (55%, n=71).

**Figure E92: Types of Family-Friendly Benefits Offered by Businesses - Construction – Southwest Region (N=130)**



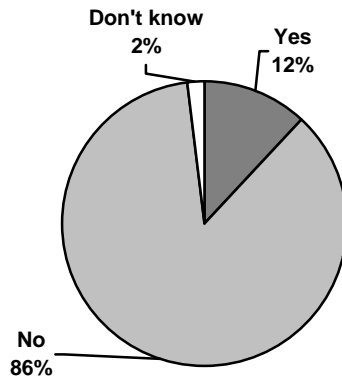
Approximately one-half of businesses in this industry (51%, n=67) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=67), women account for an average of 37% of all key decision-making positions.

**Figure E93: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Construction – Southwest Region (N=130)**



To ensure that jobs of equal value earn equal pay, a minority of Southwest area businesses in this industry (12%, n=16) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

**Figure E94: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Construction – Southwest Region (N=130)**



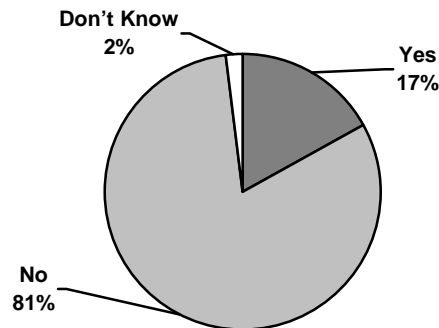
## 6.0 Literacy

## **6.1 Provincial Overview**

## 6.1 Provincial Overview (N=625)

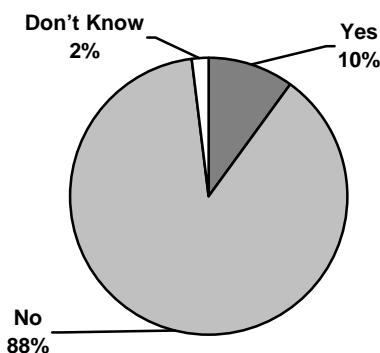
Overall, 17% of businesses in the construction industry (n=107) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=107), it is estimated that an average of 12% of employees experience this problem.

**Figure E95: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction - Provincial Overview (N=625)**



Furthermore, a minority of businesses (10%, n=63) 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=63), it is estimated that an average of 12% of employees experience this problem.

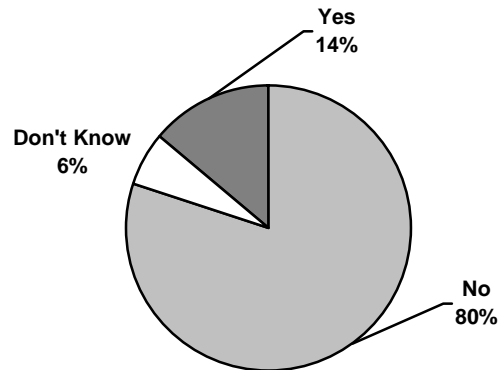
**Figure E96: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Provincial Overview (N=625)**



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=119) were asked if they have any initiatives or programs in place to support these employees.

The large majority of these businesses (80%, n=96) do not have any initiatives or programs in place.

**Figure E97: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Construction - Provincial Overview (N=119)**



Businesses that have such initiatives or programs in place (n=16) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=10) and paying for educational upgrades/courses (n=3)<sup>27</sup>.

<sup>27</sup> Multiple responses allowed.

## **6.2 Urban/Rural Subdivision**

### **6.2.1 Urban Subdivision**

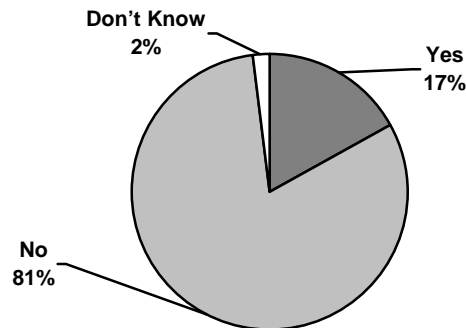
### **6.2.2 Rural Subdivision**



### 6.2.1 Urban Subdivision (N=365)

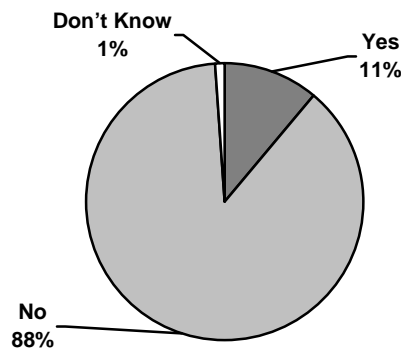
Overall, 17% of urban businesses in the construction industry (n=63) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=63), it estimated that an average of 10% of employees experience this problem.

**Figure E98:** Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction – Urban Subdivision (N=365)



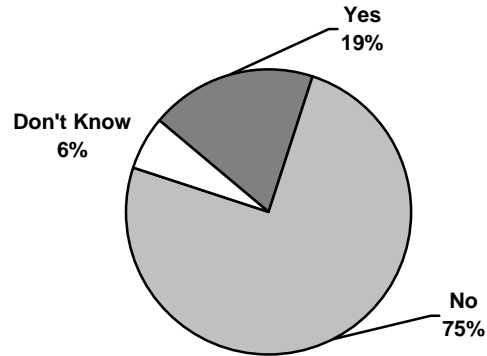
Furthermore, a minority of urban businesses (11%, n=39) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=39), it is estimated that an average of 12% of employees experience this problem.

**Figure E99:** Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Urban Subdivision (N=365)



Urban businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=69) were asked if they have any initiatives or programs in place to support these employees. Three-quarters of these businesses (75%, n=52) do not have any initiatives or programs in place.

**Figure E100: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Construction – Urban Subdivision (N=69)**



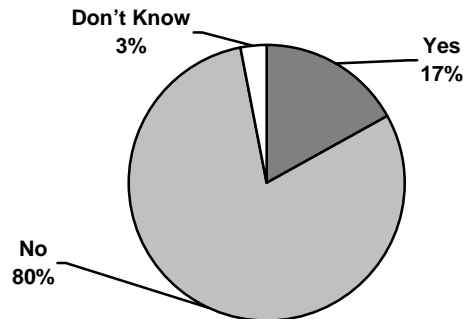
The businesses that do have an initiative or program in place (n=13) most commonly offer internal training opportunities (n=7)<sup>28</sup>.

<sup>28</sup> Multiple responses allowed.

### 6.2.2 Rural Subdivision (N=252)

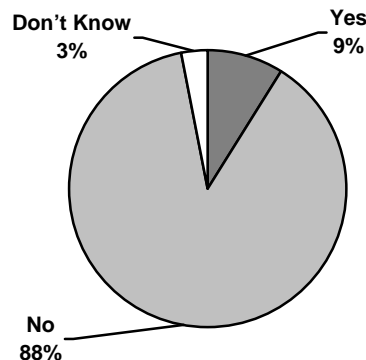
Overall, 17% of rural businesses in the construction industry (n=43) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=43), it estimated that an average of 16% of employees experience this problem.

**Figure E101: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction – Rural Subdivision (N=252)**



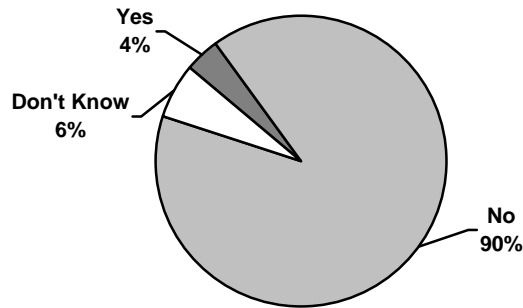
Furthermore, a minority of rural businesses (9%, n=23) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=23), it is estimated that an average of 13% of employees experience this problem.

**Figure E102: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Rural Subdivision (N=252)**



Rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=49) were asked if they have any initiatives or programs in place to support these employees. The large majority of these businesses (90%, n=44) do not have any initiatives or programs in place.

**Figure E103: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Construction – Rural Subdivision (N=49)**



Businesses that have such initiatives or programs in place (n=2) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=2) and paying for educational upgrades/courses (n=1)<sup>29</sup>.

<sup>29</sup> Multiple responses allowed.

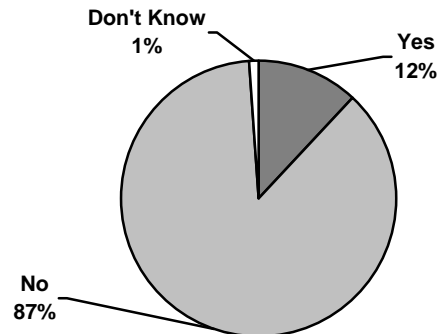
## **6.3 Economic Regions**

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

### 6.3.1 Central Region (N=134)

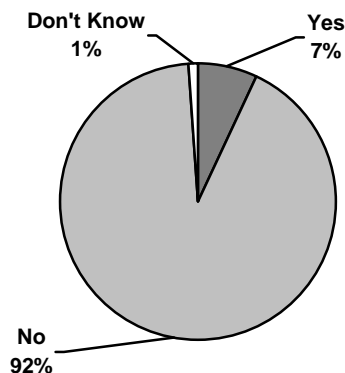
Overall, a minority of Central area businesses in the construction industry (12%, n=15) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=15), it is estimated that an average of 12% of employees experience this problem.

**Figure E104: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction – Central Region (N=134)**



Furthermore, a minority of Central area businesses (7%, n=9) 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=9), it is estimated that an average of 13% of employees experience this problem.

**Figure E105: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Central Region (N=134)**



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=17) were asked if they have any initiatives or programs in place to support these employees. Thirteen of these 17 businesses do not have any initiatives or programs in place.

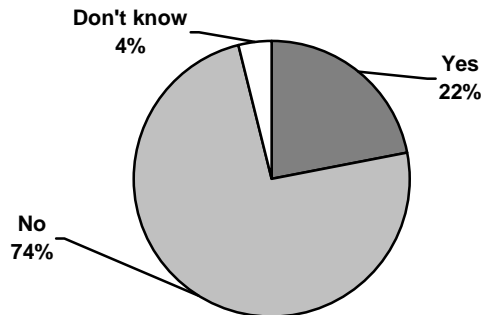
The four businesses that have initiatives/programs in place offer to pay for educational upgrades/courses (n=2) or match jobs to a person's abilities/modify their work (n=1)<sup>30</sup>.

<sup>30</sup> Multiple responses allowed.

### 6.3.2 Northeast Region (N=130)

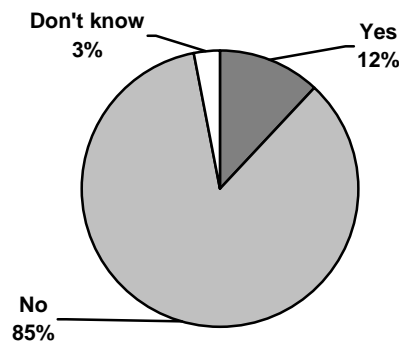
Overall, 22% of Northeast area businesses in the construction industry (n=29) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=29), it is estimated that an average of 10% of employees experience this problem.

**Figure E106: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction – Northeast Region (N=130)**



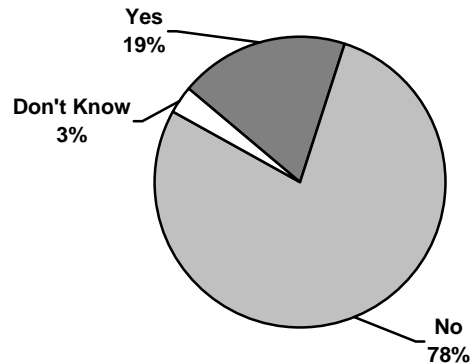
Furthermore, a minority of Northeast area businesses (12%, n=16) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=16), it is estimated that an average of 10% of employees experience this problem.

**Figure E107: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Northeast Region (N=130)**



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=33) were asked if they have any initiatives or programs in place to support these employees. Just over three-quarters of these businesses (78%, n=26) do not have any initiatives or programs in place.

**Figure E108: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Construction – Northeast Region (N=33)**



Businesses that have such initiatives or programs in place (n=6) were asked to describe them. Five of these businesses offered internal training opportunities, while the other business offered something else<sup>31</sup>.

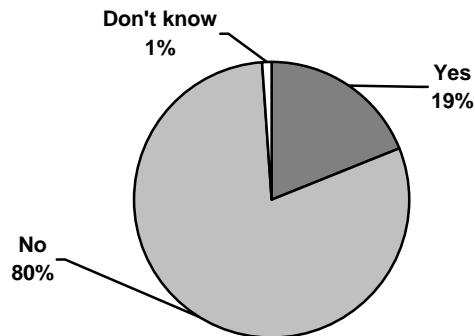
<sup>31</sup> Multiple responses allowed.



### 6.3.3 Northwest Region (N=82)

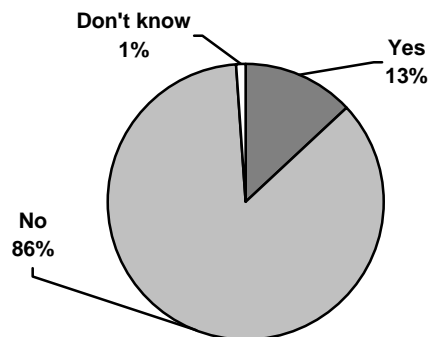
Overall, 19% of Northwest area businesses in the construction industry (n=16) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=16), it is estimated that an average of 21% of employees experience this problem.

**Figure E109: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction – Northwest Region (N=82)**



Furthermore, a minority of Northwest area businesses (13%, n=11) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=11), it is estimated that an average of 18% of employees experience this problem.

**Figure E110: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Northwest Region (N=82)**

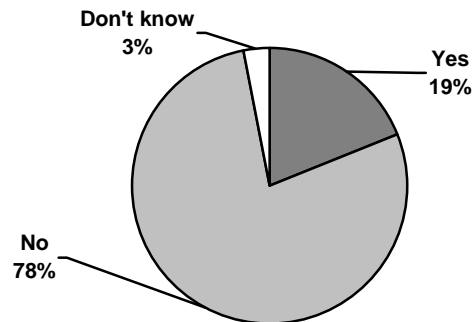


Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=19) were asked if they have any initiatives or programs in place to support these employees. None of these 19 businesses have any initiatives or programs in place.

### 6.3.4 Southeast Region (N=148)

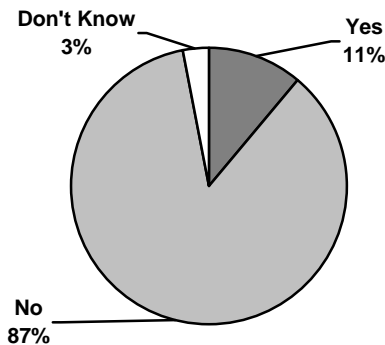
Overall, 19% of Southeast area businesses in the construction industry (n=29) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=29), it is estimated that an average of 12% of employees experience this problem.

**Figure E111: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction – Southeast Region (N=148)**



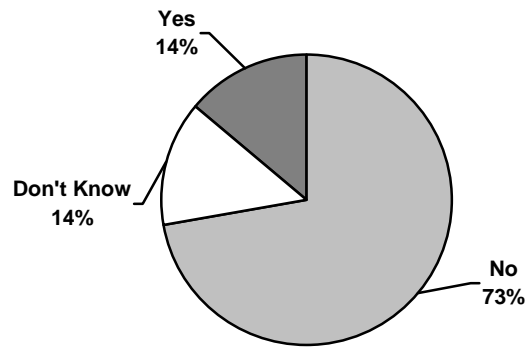
Furthermore, 11% of Southeast area businesses (n=16) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=16), it is estimated that an average of 11% of employees experience this problem.

**Figure E112: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Southeast Region (N=148)**



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=31) were asked if they have any initiatives or programs in place to support these employees. Nearly three-quarters of these businesses (73%, n=22) do not have any initiatives or programs in place.

**Figure E113: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Construction – Southeast Region (N=31)**



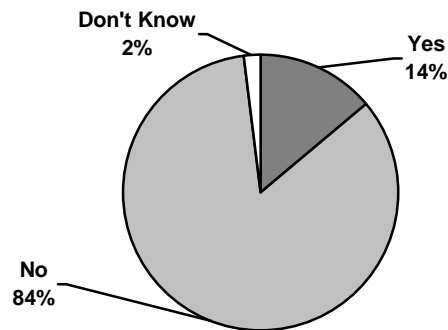
The businesses that do have initiatives/programs in place offer internal training opportunities (n=4)<sup>32</sup>.

<sup>32</sup> Multiple responses allowed.

### 6.3.5 Southwest Region (N=130)

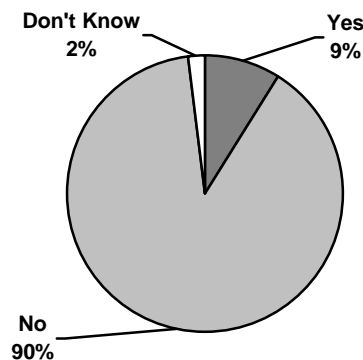
Overall, a minority of Southwest area businesses in the construction industry (14%, n=18) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=18), it is estimated that an average of 10% of employees experience this problem.

**Figure E114: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Construction – Southwest Region (N=130)**



Furthermore, a minority of Southwest area businesses (9%, n=12) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=12), it is estimated that an average of 11% of employees experience this problem.

**Figure E115: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Construction – Southwest Region (N=130)**



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