

REPORT ON THE RESULTS OF THE SURVEY ON
EMPLOYERS' WORKFORCE
AND EMPLOYABILITY NEEDS
OF THE ACADIAN AND FRANCOPHONE COMMUNITY OF

ARGYLE
2021

**THIS REPORT INCLUDES DATA
ON THE IMPACT OF THE COVID-19 PANDEMIC**

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**THE USE OF THE MASCULINE PRONOUNS IN THIS PUBLICATION REFERS TO ALL GENDERS
WITHOUT DISCRIMINATION AND FOR THE SOLE PURPOSE OF SIMPLIFYING THE TEXT.**

PHOTOS: TOURISM NOVA SCOTIA

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1.
**SURVEY OF
WORKFORCE
NEEDS AND
IMPACT OF
THE COVID-19
PANDEMIC**

1.1 BACKGROUND AND OBJECTIVES OF THE SURVEY

The Conseil de développement économique de la Nouvelle-Écosse (CDÉNÉ) provides services to the various sectors of the Acadian and Francophone community to ensure its economic advancement. The CDÉNÉ delivers solutions to businesses, not-for-profit organizations, job seekers, economic immigrants, and communities, contributing towards their economic success.

The workforce remains an important component for the continuity of Nova Scotia's traditional Acadian and Francophone regions. The results of this survey will be used to provide an overview of the existing workforce situation to help reduce barriers to hiring and retaining qualified and skilled workers. It will also be used to guide CDÉNÉ's activities to meet, to the extent possible, the workforce needs in the Acadian and Francophone regions of the province.

The survey was administered online using the Survey Monkey software between late January and early March 2021. The survey included questions regarding the impact of COVID-19 as the pandemic is still present and causes economic uncertainty for employers and society. The results provide a preliminary analysis of the impact of this pandemic on employers in the Acadian regions of Nova Scotia.

More than one hundred and thirty (130) businesses, institutions and organizations responded to the 58 questions related to the human resources sector and the impact of the COVID-19 pandemic on employer operations. The number of respondents from Argyle was thirty-two (32). This survey was made possible through funding from Employment and Social Development Canada's Enabling Fund for Official Language Minority Communities.

The objectives of the survey were to:

- 1) Identify recruitment and retention challenges and explore possible solutions in the entity's human resources area.
- 2) Situate current human resources practices and propose potential tools to improve human resources management, as well as administer projects to support the needs identified in the survey.
- 3) Survey employers such as business owners, directors of not-for-profit organizations, and government agencies on the impact of the pandemic on operations and human resources.

With the information presented in this report, the CDÉNÉ wants employers to be able to:

- have a better understanding of the existing situation and demographics of the Acadian and Francophone community in Nova Scotia;
- learn of the practices used by other employers;
- innovate and adapt to be a more attractive employer to potential employees.

Although the Conseil de développement économique de la Nouvelle-Écosse has taken every step to ensure the validity of the data and statistics calculated from this survey and presented in this document, it is important to note that if some of the data presented in the form of statistics or graphs do not add up to 100% or total more than 100%, it is for the following reason: some of the questions asked allowed respondents to select more than one response from the multiple choices listed in the survey (see Appendix 7.1 for questions indicating, “check all that apply”).

The following table provides an overview of the evolution by industry of workers in the Argyle region between 1996 and 2016. The tertiary sector remains the main sector of employment with 57.4% of people in this type of work.

Table 1 - Number of Workers by Category: Argyle (1996 to 2016)

| Years | 1996 | 2001 | 2006 | 2011 | 2016 |
|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Workers | Workers | Workers | Workers | Workers |
| Sector | | | | | |
| Primary resources | 935 (22.3%) | 1,115 (26.5%) | 1,080 (24.4%) | 910 (20.9%) | 945 (23.0%) |
| Secondary (manufacturing, production) | 1,085 (25.9%) | 930 (22.1%) | 1,030 (23.3%) | 925 (21.4%) | 815 (19.6%) |
| Tertiary (see below for details) | 2,175 (51.8%) | 2,170 (51.5%) | 2,310 (52.3%) | 2,500 (57.7%) | 2,365 (57.4%) |
| TOTAL | 4,195 | 4,215 | 4,420 | 4,335 | 4,125 |
| Tertiary Industry (by type of work) | | | | | |
| Wholesale and retail trade | 700 | 630 | 610 | 630 | 605 |
| Health care and social services | 390 | 645 | 390 | 475 | 445 |
| Educational services | 200 | NOTE 1 | 290 | 265 | 320 |
| Commercial services | 310 | 305 | 375 | 515 | 475 |
| Finance and real estate services | 100 | 120 | 110 | 135 | 105 |
| Other services | 475 | 470 | 535 | 480 | 415 |
| TOTAL | 2,175 | 2,170 | 2,310 | 2,500 | 2,365 |

Source: Statistics Canada, Census 1996, 2001, 2006, 2011 and 2016 (20% sample).

NOTE 1: Teaching staff are included in the “Health care and social services” category in 2001.

1.2 POINTS TO REMEMBER

SIZE

Of the 32 respondents:
34% operate with 1-9 employees;
50% with 10 to 49 employees;
16% with 50 to 249 employees.

53% of employers are interested in exploring employee sharing with other employers to create more hours of work for employees.

OFFICIAL LANGUAGES

63% of respondents in the regions use both official languages in day-to-day operations while **22%** use French.

RECRUITMENT DIFFICULTIES

63% of employers had difficulty recruiting prior to the pandemic due to a lack of available candidates.
For **34%** of employers, the reason was a lack of interest from candidates for this type of work.
During the pandemic, just over **59%** of respondents noted the lack of available candidates.

HUMAN RESOURCES PRACTICES

Key human resources practices of respondents:
50% use an employee handbook and job description;
37% offer competitive compensation;
78% of employers do not have employees responsible for human resources services;
84% do not have a succession plan for retiring employees.

GROWTH

44% of employers plan to acquire and adapt technology;
34% plan to acquire the skills and technologies needed to grow and innovate, as well as develop new services.

Prior to the pandemic, **67%** of employers had implemented measures for business development.

The pandemic had no impact on **37%** of employers surveyed. **25%** responded to the following responses that employees have worked more hours. Businesses have had limited growth and employers have been unable to respond to orders.

SKILLS

Basic skills continue to be important for **91%** of respondents, followed by technical knowledge at **63%**.
In addition, **59%** of respondents expect to want ICT¹ skills.
59% of respondents are looking for high school graduates while **31% are** looking for community college graduates.

TRAINING

78% of respondents provide training to their employees at the beginning and during employment.
For **77%** of respondents this training is on-site, in person.

IMMIGRATION

The primary and secondary sectors are in the process of applying for temporary workers.

The manufacturing sector appears to be supportive of immigration but is concerned that they may not understand the immigrant's language or that the immigrant may leave the business for opportunities elsewhere.

¹ Information and communication technologies

A close-up photograph of a person's hands holding a white plate. On the plate are several pieces of cooked crab legs, some with their shells removed to reveal the meat. A small, round metal bowl containing a red dipping sauce is placed on top of the crab. The background is blurred, showing what appears to be a restaurant interior with warm lighting.

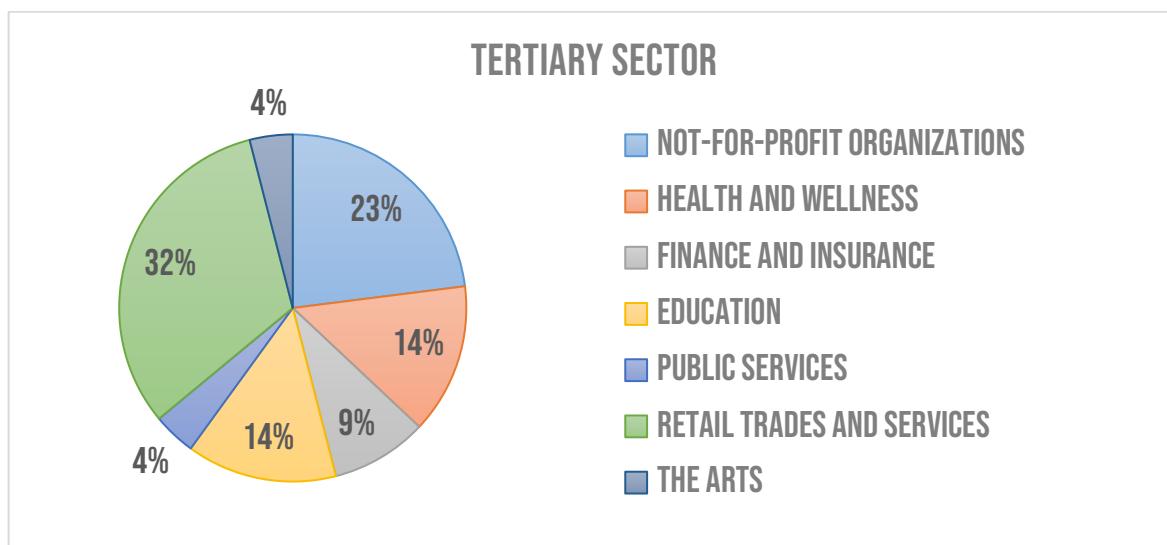
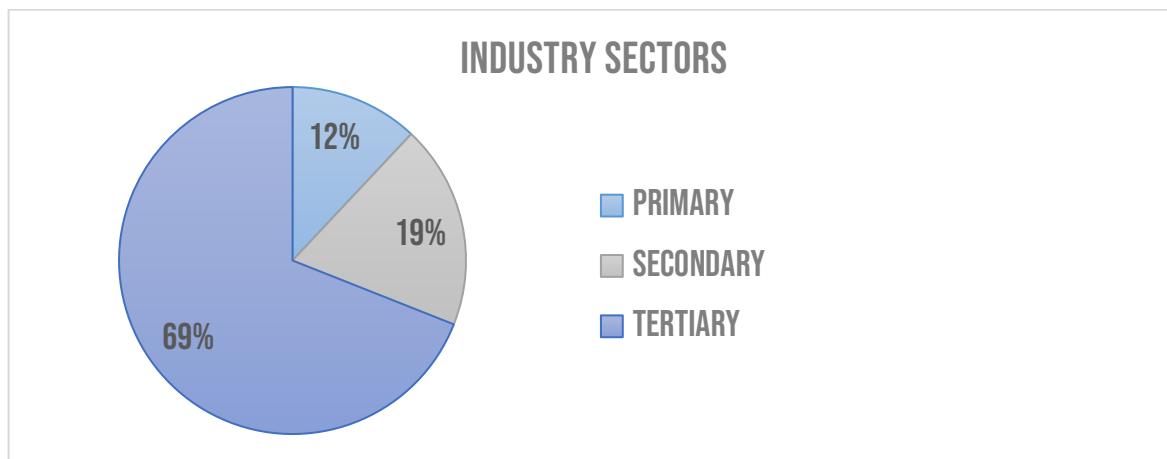
2.

METHODOLOGY



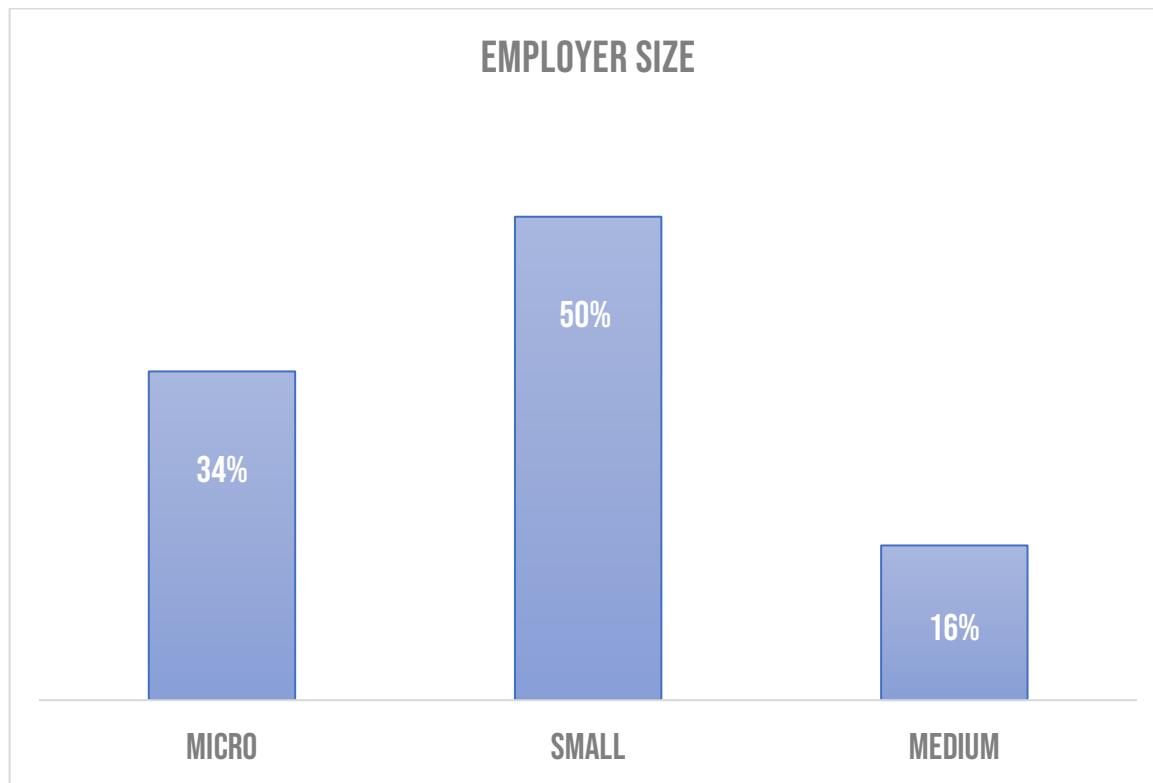
2.1 TYPE AND CHARACTERISTICS OF ARGYLE RESPONDENTS

The survey was administered according to the type of industries present in the region. There were four (4) respondents related to the fishing sector, an important industry sector in the region. Six (6) respondents were from the secondary sector, including two employers in the boat building and repair industry. The tertiary sector, or service sector, is composed of seven (7) businesses in the retail trade, and accommodation and food services; one (1) from the arts sector; five (5) are not-for-profit organizations representing museums and early childhood; three (3) entities that provide services in health and wellness; two (2) businesses from the finance and insurance sector; and finally, three (3) institutions of the educational system and one (1) respondent in the public utility services, that is, the municipality.



2.2 EMPLOYER SIZE

Thirty-four percent (34%) of employers who participated in the survey are micro employers with one to nine employees. Fifty percent (50%) are small employers with 10 to 49 employees and sixteen percent (16%) are medium-size employers with 50 to 249 employees.

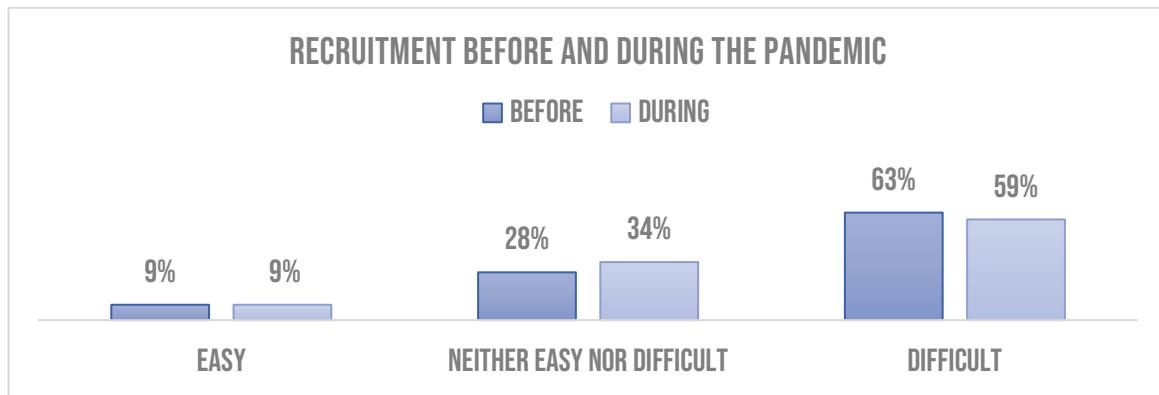




3. SURVEY RESULTS

3.1 RECRUITMENT

Twenty-eight percent (28%) of survey respondents indicated that it was neither easy nor difficult to hire new employees prior to the pandemic, while sixty-three percent (63%) faced challenges in this regard. During the pandemic, the number of employers who indicated neither easy nor difficult increased by three percent (3%) to thirty-four percent (34%) while nine percent (9%) of respondents found recruiting easy.



Recruitment Challenges

The table below illustrates the main challenges in recruiting new candidates, namely the lack of availability and lack of qualifications or training among candidates, followed by a lack of skills and interest in available positions and unwanted hours.

Table 2 - Challenges in Recruiting New Candidates

| DESCRIPTION | Before the pandemic | | During the pandemic | |
|-------------------------------------------------------|---------------------|----------------|---------------------|----|
| | % ¹ | # ² | % | # |
| Lack of available candidates | 68.75% | 22 | 59.38% | 19 |
| Lack of interest from candidates for the type of work | 34.38% | 11 | 31.25% | 10 |
| Wages not high enough | 28.13% | 9 | 28.13% | 9 |
| Lack of qualifications or training among candidates | 37.50% | 12 | 21.88% | 7 |
| Lack of skills in candidates | 37.50% | 12 | 18.75% | 6 |
| Lack of experience among candidates | 37.50% | 12 | 18.75% | 6 |

¹ % indicates the percentage of respondents to the question.

² # indicates the number of respondents to the question.

For all industries, several factors account for the lack of interest and the lack of available candidates, including the attraction of better wages and the availability of COVID-19 government programs in lieu of employment. Some respondents identified the lack of housing and/or childcare as recruitment challenges. Respondents indicated reasons related to the type of job or provided a variety of comments related to their situation.

3.2 EFFECTS

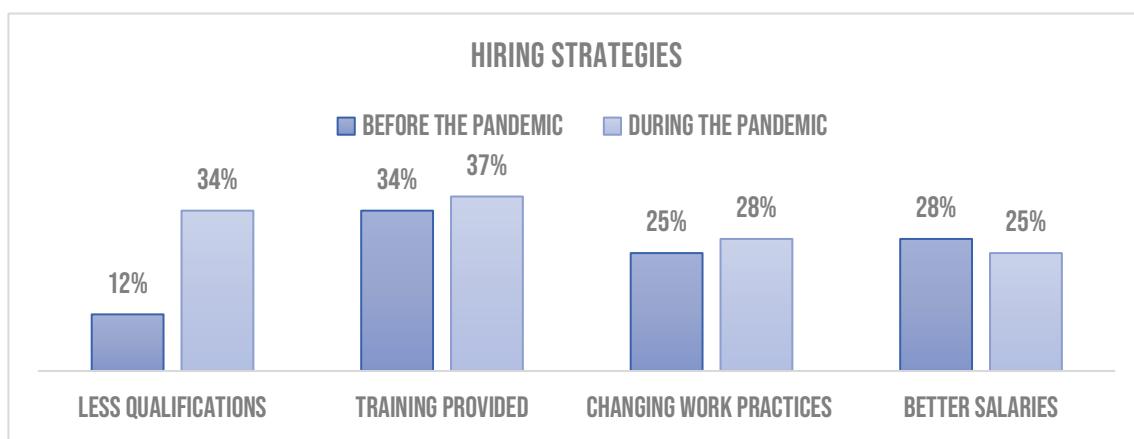
Some survey respondents indicated that they had not experienced any major effects or impacts during the pandemic. It should be noted, however, that the effects of a lack of availability of a skilled and qualified local workforce resulted in twenty-five percent (25%) of employees working more hours and business growth being impacted by the pandemic with 22% of employers unable to meet their client service objectives.

Table 3 - Impact on Recruitment Challenges

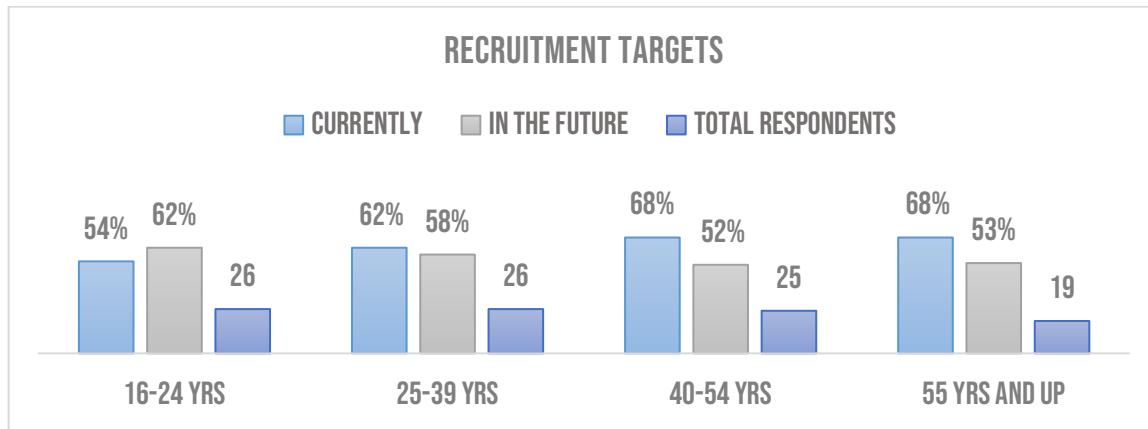
| DESCRIPTION | Before the Pandemic | | During the Pandemic | |
|----------------------------------------------|---------------------|----|---------------------|----|
| | % | # | % | # |
| No impact | 40.63% | 13 | 37.50% | 12 |
| Employees worked more hours | 21.88% | 7 | 25.00% | 8 |
| Limited growth | 25.00% | 8 | 25.00% | 8 |
| Unable to meet our client service objectives | 18.75% | 6 | 21.88% | 7 |

3.3 HIRING STRATEGIES

According to survey responses, the trend among employers prior to the pandemic was to provide training to employees (34%) and to reduce the lack of qualifications or experience (37%) of candidates. In some cases, 44% of employers recruited candidates from another region or province. In addition, 28% of employers offered better wages and/or benefits while 25% changed work practices. During the pandemic, employers tended to hire candidates with fewer qualifications (34%) and provided training (38%). Twenty-eight percent (28%) changed work practices while 25% offered better pay and/or benefits.



The following graph shows the age priorities of recruitment by employers. Employers want to recruit between the ages of 16 and 54. To a lesser extent, people aged 55 and over are sought after by 19 of the 32 respondents, especially in the retail and tourism industries.



With respect to underrepresented groups in the labour market, 14 employers are interested in exploring opportunities to hire retirees, 16 are interested in hiring visible minorities, 16 are interested in hiring Aboriginals and 14 are interested in hiring immigrants.

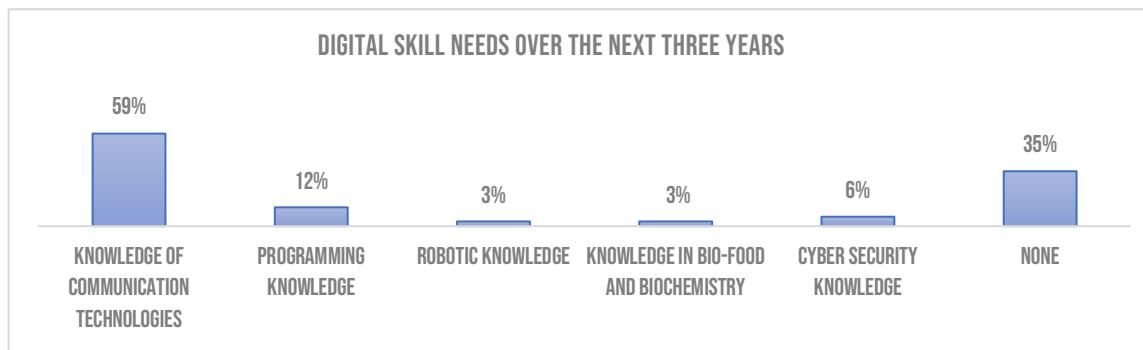
3.4 SKILLS

In general, all the different types of non-technical skills are essential for workers. In the “other” category, employers mentioned primarily teaching, bookkeeping and non-technical skills, which contributes to the underestimated number of non-technical skills (soft skills) data. Non-technical and technical skills are given greater importance in the tertiary sector.



Over the next three years, it appears that employers will be looking for knowledge in communication technology (59%) and employees’ digital skills. Currently, the school system and curriculum in Nova Scotia are transitioning to robotics, programming, and coding as a way of learning for the future. Coding is now widespread and is increasingly becoming an indispensable skill found in video games, apps, web pages that we open and many devices that we use every day. Learning the basics of programming is to better understand its environment and how our mobile phones or computer screens clearly operate.

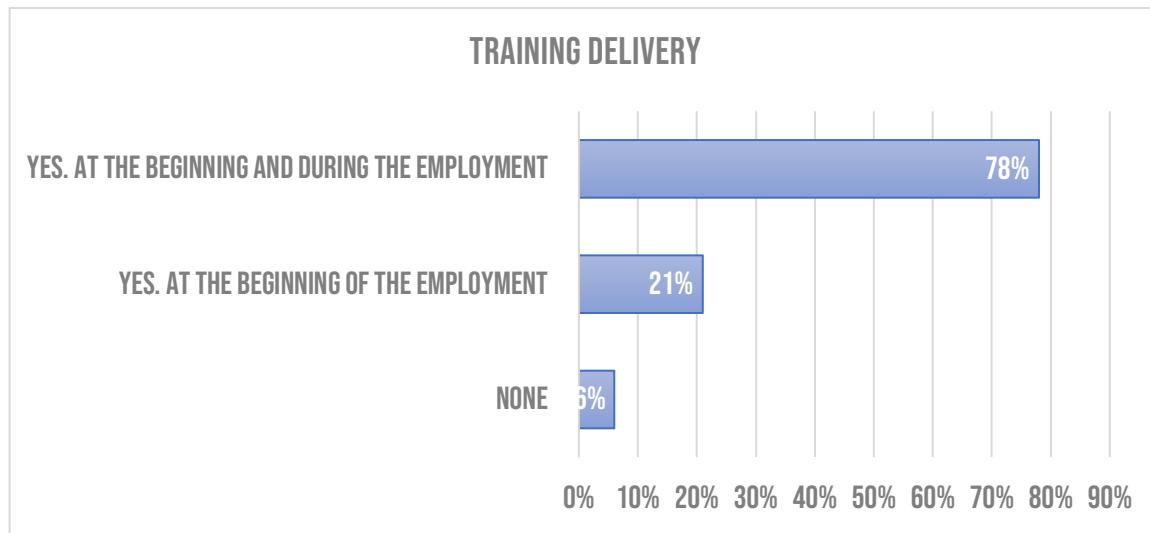
The following graph provides an overview of the projected digital knowledge deemed essential over the next three years.



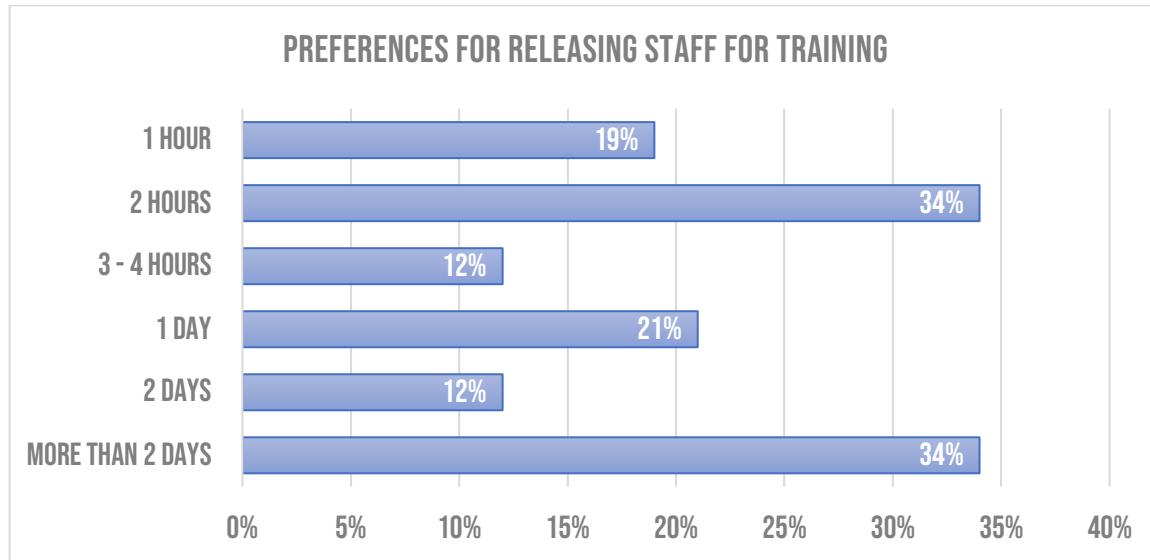
With respect to language skills and knowledge of official languages (English and French), employers want to hire workers who have primarily basic and/or intermediate knowledge of the English language, as well as basic and intermediate knowledge of written English.

3.5 TRAINING

Respondents indicated that they provide training at the beginning of employment and ongoing training during employment; while six (6%) indicated that they do not provide training directly. Overall, employers in this region are interested (94%) in providing training to staff.

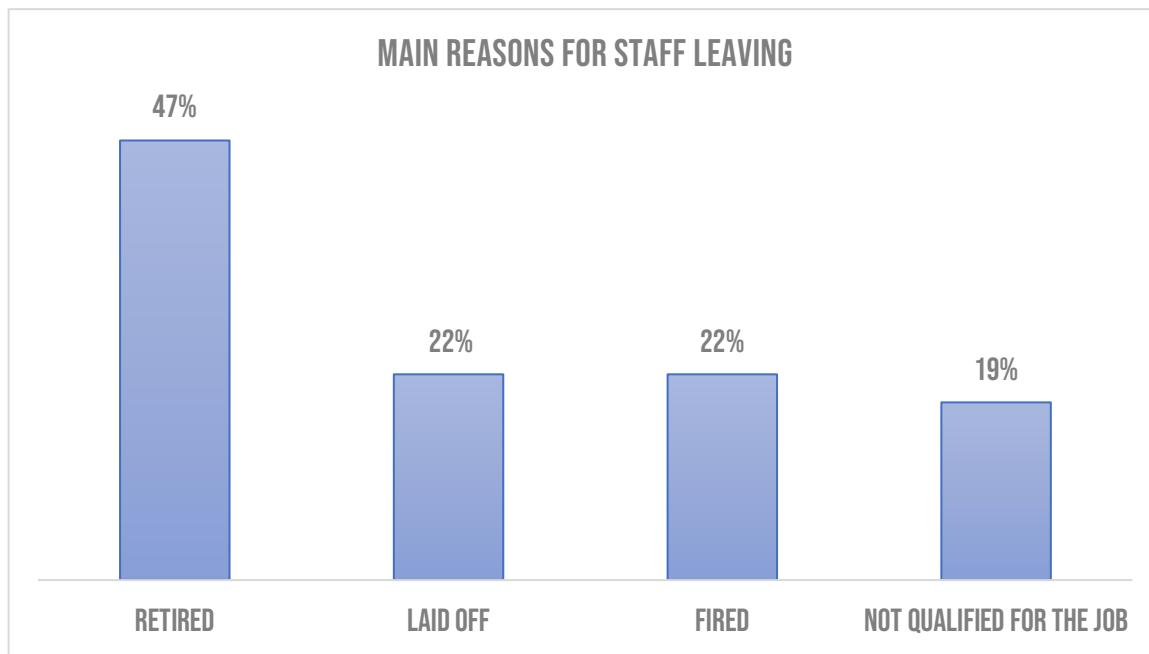


Employers prefer real-life training, conferences, workshops, information sessions and customized training. Training through experiential placements remains the choice of 23% of respondents. Generally, businesses are willing to release staff members to participate in training between two hours or for more than two days (34%).



3.6 HUMAN RESOURCES

As presented earlier, survey respondents also indicated that they are interested in recruiting across all age groups, but especially in the 16-54 age group. Respondents noted that recruiting qualified and skilled staff (69%) and the lack of skills, qualifications, and experience (37%) are major challenges for them. Fifteen (15) respondents indicated that 47% of the last 10 employees no longer working for the employer had retired. Other reasons for leaving mentioned are related to career advancement or to pursue academic studies.

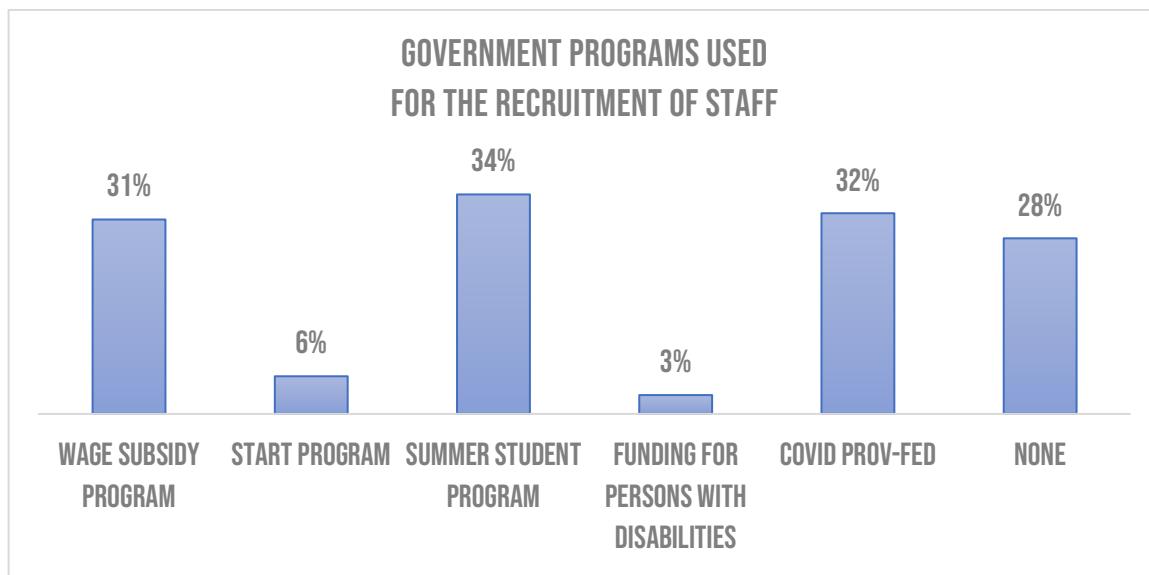


Welcoming and integrating a worker, known as “Onboarding,” is a desirable activity for a newcomer to the work team. However, almost half of the respondents say they do not know the details of this tool. It would be advisable to follow up on this as the responses to the other questions suggest that employers are organizing integration activities at the beginning and during the hiring process with training.

When a staff member leaves, it is advisable to administer an exit interview questionnaire. Based on the survey responses, sixty-nine percent (69%) do not practice this exercise. In the “other” category to this question, employers reported little knowledge of the exercise as employees leave for various personal reasons or due to lack of work.

3.7 GOVERNMENT PROGRAMS

Some employers in this region are using the student employment program (34%) to recruit employees. To a lesser extent, wage incentives and the START programs are also used to recruit staff. Businesses in this region do not appear to have taken advantage of provincial and federal pandemic programs. In addition, almost twenty-eight percent (28%), or nine businesses, did not benefit from government programs. In this context it would be important to set up information workshops as there are more government services and programs available to employers and workers in the labour market.



3.8 IMMIGRATION

Almost all respondents (31 of 32) indicated that they do not have immigrant workers on their staff. Since most employers do not have immigrant staff, the following questions about immigration were answered by very few employers. The sole respondent indicated language barriers as a challenge in recruiting immigrants. Some of the respondents of the survey indicated a lack of awareness of programs to facilitate the hiring of immigrants.

Employers need more information on the various programs available for recruiting an immigrant workforce.

3.9 GROWTH ACTIVITIES

More than 65% of respondents indicated that they had taken steps to develop or grow their business before and during the pandemic. We note that the actions taken do not differ significantly from the pre-pandemic situation.

Table 4 - Development or Growth Measures Before and During the Pandemic

| DESCRIPTION | Before the Pandemic | | During the Pandemic | |
|-------------------------------------------------------------------|---------------------|---|---------------------|---|
| | % | # | % | # |
| Introduction of information and communication technologies | 33.33% | 7 | 47.06% | 8 |
| Search for new markets for existing or in-process products | 42.86% | 9 | 47.06% | 8 |
| Development of new markets | 33.33% | 7 | 41.18% | 7 |
| Acquisition of machinery, equipment, and software | 38.10% | 8 | 41.18% | 7 |
| Active participation in the development of new industry standards | 33.33% | 7 | 35.29% | 6 |
| Implementation of a commercialization or marketing strategy | 38.10% | 8 | 35.29% | 6 |
| Compliance with standards and regulations | 33.33% | 7 | 29.41% | 5 |
| Design of customized products (goods or services) for customers | 23.81% | 5 | 23.53% | 4 |
| Other: specify | 9.52% | 2 | 5.88% | 1 |
| Adaptation, development or acquisition of green technologies | 4.76% | 1 | 0.00% | 0 |

Table 5 shows that entrepreneurs appear to be optimistic, with 44% wanting to acquire and adapt technologies and 34% wanting to develop new services, use new processes to innovate and increase productivity, and acquire the skills and technologies needed to grow and innovate. 31% plan to expand.

Table 5 - Actions Planned Over the Next Three Years

| DESCRIPTION | % | Number |
|-----------------------------------------------------------------------------------------------------------|---------------|--------|
| Acquire and adapt technologies | 43.75% | 14 |
| Develop new services | 34.38% | 11 |
| Use new processes, innovate, increase productivity | 34.38% | 11 |
| Acquire the skills and technologies needed to grow and innovate | 34.38% | 11 |
| Expand | 31.25% | 10 |
| Bringing new products to market | 28.13% | 9 |
| Bringing new services to market | 25.00% | 8 |
| Pay for professional services (e.g. consultant) for strategic plan, marketing plan, succession plan, etc. | 25.00% | 8 |
| Develop new products | 21.88% | 7 |
| I do not know | 15.63% | 5 |
| Exporting to new national and international markets | 12.50% | 4 |
| Other (please specify) | 6.25% | 2 |



4. NOVA SCOTIA'S LABOUR MARKET 2021

4.1 EMPLOYMENT SITUATION

As of 2016, the province has seen an increase in jobs in the labour market and, as a result, a steady reduction in the unemployment rate. According to the Labour Market Bulletin, there were 502,300 active jobs in the province in 2019. As a result, the employment rate in Nova Scotia shows an increase before the COVID-19 pandemic affected the labour market in March 2020.

The COVID-19 pandemic has created uncertainty in the labour market with a decline in employment and a reduction in labour needs. With restrictions imposed by provincial, federal, and international governments, there have been reductions in work and production for our workers and contractors in Nova Scotia. Two key labour market indicators, the participation rate and the unemployment rate, have been the victims of this notable decline. The following table shows how the labour market situation has developed between May 2019 and May 2021. As you can see, in May 2021, employment rates are close to recovering and reaching 2019 rates. The Southern region is the only region to have a positive annual gap between 2019 and 2021.

Table 6 - Employment Rates: May 2019 - May 2020 - May 2021

| Population ('000) | N.S. | Cape Breton | North Shore | Halifax | Valley | Southern |
|--------------------------------|-------|-------------|-------------|---------|--------|----------|
| Employment 2019 ^A | 463.1 | 48.8 | 68.5 | 237.7 | 58.1 | 50.1 |
| Employment 2020 ^A | 411.6 | 42.8 | 60.3 | 215.3 | 47.8 | 45.3 |
| Employment 2021 ^B | 454.7 | 44.4 | 67.4 | 236.6 | 56.6 | 51.8 |
| Annual variance (2019/2020) | -8.9 | -10.3 | -15.2 | -7.8 | -12.9 | 1.2 |
| Annual variance (2020/2021) | 11.6 | -1.1 | 13.1 | 12.0 | 17.9 | 14.3 |

^A Source: Labour Market Bulletin – Nova Scotia – May 2020

^B Source: Labour Market Bulletin – Nova Scotia – May 2021

The employment rate, coupled with a declining population, has had an economic impact on the regions of the province. More than sixty (60.1%) of Nova Scotians aged 15 and over were in the labour force in May 2021. This is an increase of 3.1% from May 2020.

4.2 UNEMPLOYMENT

In 2015, the unemployment rate in Nova Scotia fell below 9% and this decline continued until 2019 to 7.2%. The economic impact of the COVID-19 pandemic has resulted in the unemployment rate in 2021 to be at the 2010 rate of 9.6%.

Table 7 - Unemployment Rates: May 2019 - May 2020 - May 2021

| Population ('000) | N.S. | Cape Breton | North Shore | Halifax | Valley | Southern |
|-------------------------------------|------|-------------|-------------|---------|--------|----------|
| Unemployment rate 2019 ^A | 7.0 | 13.8 | 7.8 | 5.5 | 6.1 | 7.1 |
| Unemployment rate 2020 ^A | 12.0 | 18.3 | 11.6 | 10.6 | 11.8 | 12.9 |
| Unemployment rate 2021 ^B | 9.4 | 15.5 | 7.9 | 9.1 | 9.1 | 7.3 |
| Annual variance (2019/2020) | 5.0 | 4.5 | 3.8 | 5.1 | 5.7 | 5.8 |
| Annual variance (2020/2021) | -2.9 | -2.7 | -4.1 | -1.6 | -3.3 | -5.9 |

^A Source: www.jobs.gc.ca Labour Market Bulletin – Nova Scotia – May 2020

^B Source: www.jobs.gc.ca Labour Market Bulletin – Nova Scotia – May 2021

Furthermore, the economic impact of COVID-19 has not been distributed equitably among demographic groups and industries. The industry that suffered the most losses was the service sector.

Table 8 - Monthly Labour Force Data by Industry, Nova Scotia

| Seasonally adjusted data (000) | May 2021 | Apr 2021 | May 2020 | Monthly variation | | Annual variation | |
|-----------------------------------------------------|-------------|-------------|-------------|-------------------|-------|------------------|------|
| | Number | % | Number | % | | | |
| Total employment, all industries | 443.7 | 465.9 | 400.4 | -22.2 | -4.8 | 43.3 | 10.8 |
| Goods-producing sector | 92.7 | 93.6 | 79.7 | -0.9 | -1.0 | 13.0 | 16.3 |
| Agriculture | 7.4 | 7.2 | 5.0 | 0.2 | 2.8 | 2.4 | 48.0 |
| Forestry, fishing, mining, quarrying, oil and gas | 10.7 | 11.6 | 10.2 | -0.9 | -7.8 | 0.5 | 4.9 |
| Utilities | 4.3 | 4.4 | 3.3 | -0.1 | -2.3 | 1.0 | 30.3 |
| Construction | 36.6 | 36.7 | 32.1 | -0.1 | -0.3 | 4.5 | 14.0 |
| Manufacturing | 33.7 | 33.7 | 29.1 | 0.0 | 0.0 | 4.6 | 15.8 |
| Services-producing sector | 351.1 | 372.3 | 320.7 | -21.2 | -5.7 | 30.4 | 9.5 |
| Trade | 64.7 | 71.4 | 64.2 | -6.7 | -9.4 | 0.5 | 0.8 |
| Transportation and warehousing | 22.5 | 22.3 | 16.3 | 0.2 | 0.9 | 6.2 | 38.0 |
| Finance, insurance, real estate, rental and leasing | 22.8 | 23.6 | 20.9 | -0.8 | -3.4 | 1.9 | 9.1 |
| Professional, scientific and technical services | 33.9 | 33.6 | 28.2 | 0.3 | 0.9 | 5.7 | 20.2 |
| Business, building and other support services | 17.5 | 17.6 | 16.0 | -0.1 | -0.6 | 1.5 | 9.4 |
| Educational services | 33.5 | 40.2 | 31.9 | -6.7 | -16.7 | 1.6 | 5.0 |
| Health care and social assistance | 71.9 | 73.8 | 66.2 | -1.9 | -2.6 | 5.7 | 8.6 |
| Information, culture and recreation | 12.8 | 15.2 | 12.6 | -2.4 | -15.8 | 0.2 | 1.6 |
| Accommodation and food services | 24.6 | 28.0 | 19.7 | -3.4 | -12.1 | 4.9 | 24.9 |
| Other services | 15.8 | 15.9 | 11.8 | -0.1 | -0.6 | 4.0 | 33.9 |
| Public administration | 31.0 | 30.7 | 32.7 | 0.3 | 1.0 | -1.7 | -5.2 |

Note: Totals may not add up due to rounding. As the labour market is constantly changing, the data provided may have changed since the publication of this document. Readers are encouraged to consult other sources for additional information on the local economy and labour market.

Source: Statistics Canada Labour Force Survey - Table 14-10-0355

The demographic groups affected were:

- Youth (15-24 years old)
- Women in Nova Scotia have lost more jobs than men in terms of both numbers and percentages.

The good news:

The unemployment rate will continue to decline due to an aging workforce and the arrival of a growing number of expected retirements over the next decade.

The situation to work on:

Employers from all sectors and government entities should work closely together to maintain and to reinforce the economy that has been weakened by the pandemic and the aging population, and to develop an action plan on how to achieve positive outcomes for economic growth.

4.3 POPULATION

Over the past five years, Nova Scotia's population growth has been steadily increasing by about 1.0% whereas it was decreasing before 2016. It is important to note that this population growth is almost entirely generated by the Halifax metropolitan area. The rural areas of Nova Scotia experienced significant declines in their population, except for the Annapolis Valley, which reversed the trend in 2018.

4.3.1 ONE OF CANADA'S MOST AGING POPULATIONS

Nova Scotia has an aging population, a reality largely attributable to the "baby boomer" generation³. With few newcomers from other provinces or elsewhere, the population is expected to age further. The province also has a very low rate of workforce replacement (youth aged 15 years and younger). The gap between those aged 65 and over and youth under 15 remains the highest in the country. This variation explains why employers have difficulty attracting candidates to fill available positions. There are not enough people entering the labour market to make up for the loss of retiring workers.

Most of the population in Nova Scotia is rural. These areas are predominantly seasonal economies. As a result, full-time employment opportunities are limited. Rural Nova Scotia will need to attract workers from elsewhere to grow the current and future workforce to fill available jobs. In other words, the province will need to attract newcomers to fill 100,000 jobs (+54%) of citizens aged 65 and over who will be retiring by 2030.

The challenge for Nova Scotia will necessarily be to attract newcomers to areas other than the Halifax metropolitan area. This challenge requires specific attraction strategies, especially for rural Acadian and Francophone areas.

³ Baby boomer: A person born between 1946 and 1965, defined by the post-World War II baby boom in Canada.

4.4 WORKFORCE OF THE HALIFAX METROPOLITAN AREA

The Halifax metropolitan area is the largest population centre in Nova Scotia. Halifax accounts for half of the province's workforce and employment. Despite the very restrictive measures imposed by the pandemic, this region was less affected during the 2020 period. In fact, this region accounts for only one third of the employment loss in the province. This is mainly due to the concentration of two industries:

- finance, insurance, real estate, rental and leasing industry;
- professional, scientific and technical services industry.

Both industries were affected more lightly, in part due to the adoption of new technologies that allow them to recover business more quickly, as well as industrial diversification.

SOURCE:

- 1) Employment Recovery Progress from the Impact of COVID;
- 2) Statistics Canada, Table 14-10-0287-01, Adjusted for Seasonality, Both Sexes, Ages 15+.
- 3) Statistics Canada, Table 14-10-0388-01, three-month moving average, unadjusted for seasonality.
- 4) Labour Market Bulletin: April 2021

Other Resources to Consult

Sociolinguistic and economic data of the Acadian community of Argyle

The statistical information from the 2016 census is compiled in our community profiles and gives you a demographic overview of the region. For more information, please consult.

https://cdene.ns.ca/images/profil-communautaire/2018/ENG/CDENE_Community_Profile_2018_Argyle_English_rev.pdf

The new 2021 census statistics to be released later in 2022.

A photograph showing a man with blonde hair and a beard on the left, wearing a light green patterned shirt. He is looking down at a book. On the right, a woman with short blonde hair is smiling, wearing a dark green short-sleeved shirt with a small logo on the chest and beige pants. She is also wearing white gloves and holding an open book. They are standing in front of tall metal shelving units filled with many old, yellowed books.

5.

RECOMMENDATIONS

A photograph of a woman with long brown hair and glasses, wearing a blue floral blouse and a dark blazer. She is smiling and looking towards the camera. She is standing in front of tall metal shelving units filled with books. In the foreground, there is a table with several open books and photographs spread out on it.

RECOMMENDATIONS

PROPOSED SOLUTIONS

- 1) Organize and hold information sessions to inform businesses, institutions, and program organizations, and provide the tools available to strengthen human resources management and the recruitment of workers from other provinces or internationally.
- 2) Employers from all sectors and government entities should work closely together to maintain and to reinforce the economy that has been weakened by the pandemic and the aging population, and to develop an action plan on how to achieve positive outcomes for economic growth.
- 3) Workshops can be organized and held to inform employers of the potential for hiring seniors to take on part-time duties. Note that seniors can provide training or mentoring to staff members. Employers can benefit from the Re-tire program by taking advantage of the knowledge and skills of these retirees.
- 4) Service providers should explore the use of various communication platforms to organize and deliver outreach activities and facilitate employer access to these workforce access opportunities. (Wage Subsidy and Start Program, Temporary Foreign Worker Program, Regular Immigration Program, Community Economic Immigration Program, and the Refugee Integration Program)
- 5) Several government programs offer free training to employers and employees such as the Skills N.S. program. There will be a need to increase awareness of the programs available in Nova Scotia.
- 6) Employers can take advantage of Nova Scotia Works services that are available as employer support services, including Onboarding and the exit interview questionnaire.
- 7) Access to a workforce is becoming increasingly competitive. The years of high labour availability in the 1970s and 1990s have come to an end and youth are increasingly educated. Employers must explore opportunities to increase pay scales and benefits to attract workers to the organization.
- 8) Several issues have affected opportunities to share the workforce among several employers to allow one human resource to work part-time or full-time with several employers in the region. Discussion sessions should be held to allow employers to explore these possibilities.



6. CONCLUSION

Access to a skilled workforce is essential for the economic growth of the Acadian and Francophone community. The survey confirms that this access will be the challenge in the coming decades.

The challenge of accessing and retaining a skilled workforce will be made possible by structural changes in employers, with better working conditions and reasonable and fair remuneration. There are no quick and easy solutions since the birth rate in Acadian and Francophone regions is declining and the population is aging with the baby boomers approaching retirement age. The “snowball effect” of these societal elements has and will likely have an impact on the economy unless there is a major change in the future. This change must be shared among all the most at-risk economic actors in rural areas. There are not enough young people to take over from previous generations.

Solutions are to be explored. We must encourage the arrival of migrants from other regions of the country and Francophone economic immigration to increase the population of workers. In the same vein, we must be ready to welcome and integrate newcomers into the community. This shift is essential for the future of the Acadian and Francophone community and regions of Nova Scotia.

7. APPENDIX



7.1 SURVEY QUESTIONS

A big THANK YOU in advance for your contribution to this confidential questionnaire on your labour needs. Your participation is very important for us to gather the information necessary to capture the big picture of the real situation of the Acadian and Francophone regions of Nova Scotia. Un grand MERCI à l'avance pour votre contribution à ce questionnaire confidentiel sur vos besoins en main-d'œuvre. Votre participation est très importante pour nous à recueillir l'information nécessaire pour capter le grand portrait de la situation réelle des régions acadiennes et francophones de la Nouvelle-Écosse.

The questions and multiple-choice answers are bilingual. The questionnaire will take about 20 minutes to complete. Thanks again for your time. Les questions et réponses à choix multiples sont bilingues. Répondre au questionnaire vous prendra environ 20 minutes. Merci encore pour votre temps.

If you have any questions or need more information, contact us by email or phone. Si vous avez des questions ou besoin de plus d'informations, n'hésitez pas de nous joindre par courriel ou par téléphone.

1. What is the name of your business or organization? Quel est le nom de votre entreprise, votre institution, votre organisme?
2. What is the name of the Owner, Executive or Manager? Quel est le nom du propriétaire, directeur ou gérant?
3. What is the name of the person in charge of Human Resources (if any)? Quel est le nom de la personne responsable en ressources humaines (s'il y a en a une)?
4. What is the phone number of your Business, Institution, Organization? Quel est le numéro de téléphone de votre entreprise, institution, organisme?
5. What is your email address? Quel est votre adresse courriel?
6. What is the email address of the person in charge of Human Resources (if any)? Quel est l'adresse courriel de la personne en ressources humaines (s'il y a lieu)
7. What industry do you work in (check one only)? Quel est votre secteur d'activités (cochez un seulement)?
 - Agriculture and Crop production / Agriculture et cultures agricoles
 - Aquaculture / Aquaculture
 - Arts, Entertainment and Recreation (cultural, entertainment and recreation services) / Arts, spectacles et loisirs (services en matière de culture, divertissement et loisirs)
 - Hunting and trapping / Chasse et piégeage
 - Retail trade, sales (store retailers or non-store retailers) / Commerce (ventes) de détail (en magasin ou hors magasin)
 - Wholesale trade (sales) / Commerce (ventes) de gros
 - Shipbuilding and ship repair / Construction navale et réparation de navires
 - Construction of buildings / Construction de bâtiments
 - Raising animals and animal production (including the production of animal products and fattening animals) / Élevage d'animaux (y compris la production de produits d'origine animale et l'engraissement)
 - Mining, quarrying, and oil and gas extraction / Extraction minière, exploitation en carrière, et extraction de pétrole et de gaz
 - Manufacturing / Fabrication (manufacture)
 - Finance and insurance / Finance et assurances
 - Forestry and logging / Forsterie et exploitation forestière
 - Information industries and services / Industrie et services en information
 - Not for Profit, Social Enterprise, Coop / Organisme à but non lucratif, Entreprise Sociale, Coop
 - Public Service Body / Organisme de services publics
 - Fishing (natural resource) / Pêche (ressource naturelle)
 - Teaching and educational services / Services d'enseignement et en éducation
 - Accommodation services / Services d'hébergement
 - Food services and drinking places / Services de restauration et débits de boisson
 - Repair and maintenance services (of machinery, equipment, vehicles, and other products) / Services en réparation et entretien (de machines, matériel, véhicules et autres produits)
 - Personal care services (hairdressing, esthetics, cosmetology, etc.) / Services en soins personnels (coiffure, esthétique, soins de beauté, etc.)

- Health care services (massage therapy, physiotherapy, dental services, etc.) / Services en soins santé (massothérapie, physiothérapie, services dentaires, etc.)
- Technology or computer services / Services en technologie ou informatique
- Real estate and rental services / Services immobiliers et services de location
- Professional, scientific, and technical services (legal; accounting; architectural, engineering, and related; design; management, scientific and technical consulting; scientific research and development; and advertising, public relations and related services) / Services professionnels, scientifiques et techniques (juridiques; comptabilité; architecture, ingénierie et connexes; design; gestion, scientifique et technique consulting; scientific research and development; and advertising, public relations and related services)
- Health care and social assistance (Ambulatory health care services; Hospitals; Nursing and residential care facilities; Various social assistance) / Soins de santé et assistance sociale (Services de soins de santé ambulatoires; Hôpitaux; Établissements de soins infirmiers et de soins pour bénéficiaires internes; Aide sociale variée)
- Transportation and warehousing / Transport et entreposage
- Trucking, truck transportation / Transport par camion
- Other (please specify) / Autre (veuillez préciser)

8. How many individuals work at your Business/Institution/Organization (full time or part time)? (Check one only)
 Combien de personnes travaillent dans votre entreprise/institution/organisme (à temps plein ou temps-partiel)?
 Cochez un seulement

- 1-9 employees (micro business) / 1 à 9 employés (microentreprise)
- 10-49 employees (small business) / 10 à 49 employés (petite entreprise)
- 50-249 employees (medium business) / 50 à 249 employés (moyenne entreprise)

9. In which region is your Business/Institution/Organization located (check one only)? Dans quelle région votre entreprise/institution/organisme est-elle située (cochez un seulement)?

- Cheticamp / St-Joseph-du-Moine
- Île-Madame
- Halifax-Dartmouth
- Argyll
- Clare
- Other (please specify) / Autre (veuillez spécifier) /

10. Which language is most often used in your Business/Institution/Organization (check one only)? Quelle est la langue utilisée la plupart du temps dans votre entreprise/institution/organisme (cochez un seulement)?

- French / Français
- English / Anglais
- Bilingual (French and English) / Bilingue (Français et Anglais)
- Other (specify) / Autre (veuillez préciser)

11. In the 12 months BEFORE the COVID pandemic, how easy was it for your Business to hire new employees (check one only)? Au cours des 12 mois AVANT la pandémie de COVID, à quel point a-t-il été facile pour votre entreprise d'embaucher de nouveaux employés (cochez un seulement)?

- Easy / Facile
- Neither easy nor difficult / Ni facile ni difficile
- Difficult / Difficile

12. Based on your challenges in recruiting new applicants (BEFORE the COVID pandemic), which of the following reasons have you experienced? Check all that apply. Selon vos défis à recruter de nouveaux candidats (AVANT la pandémie de COVID), lesquelles des raisons suivantes avez-vous vécues? Cochez toutes les réponses qui s'appliquent.

- Lack of available applicants / Manque de candidats disponibles
- Lack of qualification or training among applicants / Manque de qualification ou de formation chez les candidats
- Lack of skills among applicants / Manque de compétences chez les candidats
- Lack of experience among applicants / Manque d'expérience chez les candidats
- Lack of interest on the part of applicants in the positions offered
- Lack of interest on the part of applicants in the type of work offered / Manque d'intérêt de la part des candidats pour les postes offerts

- Lack of internal resources for recruiting applicants / Manque de ressources à l'interne pour le recrutement de candidats
- Salary not high enough / Salaire pas assez élevé
- Unappealing working hours (evenings and/or weekends) / Les heures de travail indésirables (en soirée et/ou en fin de semaine)
- Lack of career advancement opportunities / Manque d'opportunités de progression de carrière
- Seasonal or temporary work only / Travail saisonnier ou temporaire seulement
- Don't know / Ne sais pas

13. DURING the COVID pandemic, how easy was it for your Business to recruit new employees (check one only)? PENDANT la pandémie de COVID, à quel point a-t-il été facile pour votre entreprise à recruter de nouveaux employés (cochez un seulement)?
- Easy / Facile
 - Neither easy nor difficult / Ni facile ni difficile
 - Difficult / Difficile
14. Based on your challenges in recruiting new applicants (DURING the COVID pandemic), which of the following reasons did you experience? Check all that apply. Selon vos défis à recruter de nouveaux candidats (PENDANT la pandémie de COVID), lesquelles des raisons suivantes avez-vous vécues? Cochez toutes les réponses qui s'appliquent.
- Lack of available applicants / Manque de candidats disponibles
 - Lack of qualification or training among applicants / Manque de qualification ou de formation chez les candidats
 - Lack of skills among applicants / Manque de compétences chez les candidats
 - Lack of experience among applicants / Manque d'expérience chez les candidats
 - Lack of interest on the part of applicants in the positions offered / Manque d'intérêt de la part des candidats pour les postes offerts
 - Lack of interest on the part of applicants in the type of work offered / Manque d'intérêt de la part des candidats pour le type de travail
 - Lack of internal resources for recruiting applicants / Manque de ressources à l'interne pour le recrutement de candidats
 - Salary not high enough / Salaire pas assez élevé
 - Unappealing working hours (evenings and/or weekends) / Les heures de travail indésirables (en soirée et/ou en fin de semaine)
 - Lack of career advancement opportunities / Manque d'opportunités de progression de carrière
 - Seasonal or temporary work only / Travail saisonnier ou temporaire seulement
 - Don't know / Ne sais pas
 - Reasons more specifically related to the COVID pandemic: please specify / Des raisons plus spécifiquement reliées à la pandémie de Covid : veuillez spécifier
15. Which of the following affect or have affected hiring or retention of employees in your area (before or during the COVID pandemic)? Check all that apply. Lesquelles des situations suivantes affectent ou ont affecté l'embauche ou la rétention d'employés dans votre région (avant ou pendant la pandémie de COVID)? Cochez toutes les réponses qui s'appliquent.
- Lack of housing / Manque de logement
 - Lack of transportation / Manque de moyens de transport
 - Lack of childcare services / Manque de services de garde d'enfants
 - Lack of services or poor Internet service / Manque de services ou pauvre qualité de l'Internet / Other: please specify / Autre (veuillez spécifier)
16. As a result of challenges related to recruitment BEFORE the COVID pandemic, which of the following outcomes did you experience? Check all that apply. En raison des défis reliés au recrutement AVANT la pandémie de COVID, lequel ou lesquels des résultats suivants avez-vous subis ? Cochez toutes les réponses qui s'appliquent.
- Employees had to work more hours / Employés travaillaient plus d'heures
 - Limited growth / Croissance limitée
 - Not able to respond to orders / Pas en mesure de répondre à des commandes
 - Not able to meet our customer service targets / Pas en mesure de répondre à nos objectifs de services aux clients
 - Less competitive / Moins concurrentiels
 - Decreased quality / Qualité détériorée

- No impact / Aucun impact
17. As a result of recruitment challenges DURING the COVID pandemic, which of the following outcomes did you experience? Check all that apply. En raison des défis reliés au recrutement PENDANT la pandémie de COVID, lequel ou lesquels des résultats suivants avez-vous subi ? Cochez toutes les réponses qui s'appliquent.
- Employees work more hours / Employés travaillent plus d'heures
 - Limited growth / Croissance limitée
 - Not able to respond to orders / Pas en mesure de répondre à des commandes
 - Not able to meet our customer service targets / Pas en mesure de répondre à nos objectifs de services aux clients
 - Less competitive / Moins concurrentiels
 - Decreased quality / Qualité détériorisée
 - No impact / Aucun impact
 - Reasons more specifically related to the COVID pandemic: please specify / Des raisons plus spécifiquement reliées à la pandémie de COVID : veuillez spécifier
18. Which of the following option(s) did you implement to address recruitment challenges BEFORE the COVID pandemic. Check all that apply. Parmi les options suivantes, laquelle ou lesquelles avez-vous mises en place afin de remédier aux défis de recrutement AVANT la pandémie de COVID. Cochez toutes les réponses qui s'appliquent.
- Hired applicants with fewer qualifications or experience / Embauche de candidats avec moins de qualifications ou d'expérience
 - Hired qualified retired applicants / Embauche de candidats qualifiés à la retraite
 - Provided training to employees (skills upgrading, etc.) / Formation aux employés (mise à niveau des compétences, etc.)
 - Recruited qualified applicants from another region/province / Recrutement de candidats qualifiés d'une autre région ou province
 - Recruited qualified applicants internationally / Recrutement de candidats qualifiés à l'international
 - Added new equipment / Ajout de nouvel équipement
 - Adding Internet services or changing providers / Ajout de services Internet ou changement de fournisseurs
 - Automated job tasks or processes / Automatisation des tâches du poste ou des processus
 - Offered better salary and/or benefits / Meilleurs salaire et/ou avantages sociaux
 - Changing work practices (flexible hours, home/telework) / Changements des pratiques de travail (heures flexibles, travail à domicile/télétravail)
 - Provided transportation / Service de transport
 - Provided housing / Logement
 - Provided support for childcare services / Appui vis à vis les services de garde
 - Outsourcing / Externalisation du travail ou délocalisation du travail à l'étranger
19. Which of the following options have been or are being put in place to address recruitment challenges DURING the COVID pandemic? Check all that apply. Parmi les options suivantes, laquelle ou lesquelles ont été ou sont en train d'être mises en place afin de remédier aux défis de recrutement PENDANT la pandémie de COVID. Cochez toutes les réponses qui s'appliquent.
- Hiring applicants with fewer qualifications or experience / Embauche de candidats avec moins de qualifications ou d'expérience
 - Hiring qualified retired applicants / Embauche de candidats qualifiés à la retraite
 - Training employees (skills upgrading, etc.) / Formation aux employés (mise à niveau des compétences, etc.)
 - Recruiting qualified applicants from another region/province / Recrutement de candidats qualifiés d'une autre région ou province
 - Recruiting qualified applicants internationally / Recrutement de candidats qualifiés à l'international
 - New equipment / Ajout de nouvel équipement
 - Adding Internet services or changing providers / Ajout de services Internet ou changement de fournisseurs
 - Automate job tasks or processes / Automatisation des tâches du poste ou les processus
 - Better salary and/or benefits / Meilleur salaire et/ou avantages sociaux
 - Changing work practices (flexible hours, home/telework) / Changement de pratiques de travail (heures flexibles, travail à domicile/télétravail)
 - Transportation / Service de transport
 - Housing / Logement

- Support for childcare services / Appui vis à vis les services de garde
- Outsourcing / Externalisation du travail ou délocalisation du travail à l'étranger
- Reasons more specifically related to the COVID pandemic: please specify / Des raisons plus spécifiquement reliées à la pandémie de COVID : veuillez spécifier

20. For each of the following categories of potential workers, please indicate whether you are currently recruiting and would like to recruit in the future. Check all that apply. Pour chacune des catégories de travailleurs potentiels suivantes, veuillez indiquer si vous recrutez actuellement et souhaitez recruter à l'avenir. Cochez toutes les réponses qui s'appliquent.

Currently recruiting / Recrutons actuellement
Would like to recruit in the future / Souhaitons recruter à l'avenir

- Individuals aged 16 – 24 / Personnes âgées de 16 - 24 ans
- Individuals aged 25 – 39 / Personnes âgées de 25- 39 ans
- Individuals aged 40 – 54 / Personnes âgées de 40- 54 ans
- Individuals aged 55 and over / Personnes âgées de 55 et plus
- Summer students / Étudiants pendant l'été
- Recent graduates / Diplômés récents
- International students / Étudiants internationaux
- Retirees / Personnes à la retraite
- Persons with a disability / Personnes ayant un handicap
- Visible minorities / Personnes de minorités visibles
- Aboriginals / Autochtones
- African Canadians / Afro-Canadiens
- Veterans / Anciens combattants
- Immigrants / Immigrants

21. In the past months or years, what government programs have you used to recruit employees? Check all that apply. Durant les derniers mois ou années, quels programmes gouvernementaux avez-vous utilisé pour recruter des employés ? Cochez toutes les réponses qui s'appliquent.

- Wage Subsidy Program
- START/Tremplin
- Summer Student program
- Funding for persons with disabilities
- Funding for youth
- Programs and funding specifically for Women
- Programs and funding specifically for African-Canadians
- Programs and funding specifically for Aboriginals
- Apprenticeship Programs
- Foreign workers programs
- Funding for environmental careers
- Work sharing programs
- Sustainable Development Programs
- Overcoming barriers program
- Programs and funding specifically for New Graduates
- COVID-19 specific programs, Provincial
- COVID-19 specific programs, Federal
- None / Aucun
- Other (please specify) / Autre (veuillez spécifier)

22. Do you offer training to your employees? Est-ce que vous offrez de la formation à vos employés?

- Yes. At the beginning of employment / Oui. Au début de l'emploi
- Yes. At the beginning and during the employment / Oui. Au début et pendant l'emploi
- No. Why? / Non. Pourquoi?

23. What training is offered? Check all that apply. Quelles sont les formations offertes? Cochez toutes les réponses qui s'appliquent.
- Training through experiential placements / Formation par l'entremise de stages expérimentuels / Training required at the beginning of each job / Formation nécessaire au début de chaque emploi
 - University courses / Cours universitaire
 - College courses / Cours collégial
 - Courses at other recognized institutions / Cours à d'autres établissements reconnus
 - Customized training provided by professional trainers / Formation sur mesure avec des formateurs professionnels
 - Conferences/workshops/information sessions / Conférences/ateliers/session d'information
 - Other (please specify) / Autre (veuillez spécifier)
24. How many hours or days is the average length of the training provided? Combien d'heures ou jours est la durée moyenne de la formation offerte?
- 1 hour / 1 heure
 - 2 hours / 2 heures
 - 1 day / 1 journée
 - 2 days / 2 jours
 - More than 2 days / plus de 2 journées
25. By what means was the training offered? Par quel moyen la formation a été offerte?
- In person and in-house (at the Business' site) / Sur place (en entreprise) en personne
 - Virtually (online) in house (at the Business' site) / Sur place (en entreprise) virtuellement (en ligne)
 - Regionally outside the Business / À l'extérieur de l'entreprise, en région
 - Outside the Business and the region / À l'extérieur de l'entreprise, à l'extérieur de la région
 - None of the above / Aucun des éléments ci-dessous
26. Do you have any reluctance/reservations/hesitation to provide training to your employees?
Avez-vous des réticences / réservations / hésitations à offrir de la formation à vos employés?
- Yes / Oui
 - No / Non
27. What are they?
- Quelles sont-elles?
28. Of the following choices, which training method would you prefer to use to train your workers/employees? Check all that apply. Parmi les choix suivants, quelle méthode de formation préféreriez-vous utiliser pour former vos travailleurs/employés? Cochez toutes les réponses qui s'appliquent.
- Workshops / Ateliers
 - Through experience and examples drawn from the Business' day-to-day activities (experiential learning) / Par expérience et exemples tirés de la vraie vie de l'entreprise (apprentissage expérimentiel)
 - In house or custom-tailored Training (in person) / En entreprise et sur-mesure (en personne)
 - In the classroom / En salle de classe
 - Online classes and Webinars / En ligne (virtuellement)
 - Combined (online and in-class) / Mixte (en ligne et en classe)
29. How many hours would you be willing to release your workers/employees for training? Check all that apply.
Combien d'heures seriez-vous prêts à libérer vos travailleurs/employés pour une formation? Cochez toutes les réponses qui s'appliquent.
- 1 hour / 1 heure
 - 2 hours / 2 heures
 - 3 to 4 hours (half-day) / 3-4 heures (demi-journée)
 - 1 day / 1 journée
 - 2 days / 2 jours
 - More than 2 days / Plus de 2 jours
 - None / Aucune

30. Which skills are essential in your workers/employers? Check all that apply. En matière de compétences, lesquelles sont essentielles chez vos travailleurs/employeurs ? Cochez toutes les réponses qui s'appliquent.

- Basic Skills / Les compétences de base
- Technical Skills / Les compétences techniques
- Soft skills / Les compétences non techniques
- Digital Skills / Les compétences numériques
- Other: please specify / Autres : indiquer lesquelles

31. In terms of digital skills, which ones will be essential over the next three years for your employees? Check all that apply. En matière de compétences numériques ('Digital'), lesquelles seront essentielles au cours des trois prochaines années chez vos employés ? Cochez toutes les réponses qui s'appliquent.

- Knowledge of communication technologies / Connaissance des technologies des communications
- Programming knowledge / Connaissance en programmation
- Robotics knowledge / Connaissance en robotique
- Knowledge in bio-food and biochemistry / Connaissance en bioalimentation et en biochimie
- Knowledge of artificial intelligence / Connaissance en intelligence artificielle
- Cyber security knowledge / Connaissance en cybersécurité
- Knowledge of green technologies / Connaissance en technologie verte
- None / Aucun
- Other : please specify / Autres : indiquer lesquelles

32. In terms of language skills and knowledge of the official languages (French and English), which one is essential for your employees/workers in terms of speaking? Check all that apply. En matière de compétences linguistiques et la connaissance des langues officielles (le français et l'anglais), lequel est essentiel chez vos employés/travailleurs quant à l'oral (le parlé) ? Cochez toutes les réponses qui s'appliquent.

- Basic knowledge of spoken French / Connaissances de base de la langue française parlée
- Basic knowledge of spoken English / Connaissances de base de la langue anglaise parlée
- Basic knowledge of both spoken French and English / Connaissances de base des deux langues parlées
- Intermediate knowledge of spoken French / Connaissances intermédiaires de la langue française parlée
- Intermediate knowledge of spoken English / Connaissances intermédiaires de la langue anglaise parlée
- Intermediate knowledge of both spoken French and English / Connaissances intermédiaires des deux langues parlées
- Advanced knowledge of spoken French / Connaissances avancées de la langue française parlée
- Advanced knowledge of spoken English / Connaissances avancées de la langue anglaise parlée
- Advanced knowledge of both spoken French and English / Connaissances avancées des deux langues parlées

33. In terms of language skills and knowledge of the official languages (French and English), which of the following is essential for your employees/workers in terms of writing? Check all that apply. En matière de compétences linguistiques et la connaissance des langues officielles (le français et l'anglais), lequel est essentiel chez vos employés/travailleurs quant à l'écrit ? Cochez toutes les réponses qui s'appliquent.

- Basic knowledge of written French / Connaissances de base écrites de la langue française
- Basic knowledge of written English / Connaissances de base écrites de la langue anglaise
- Basic knowledge of both written French and English / Connaissances de base écrites des deux langues
- Intermediate knowledge of written French / Connaissances intermédiaires écrites de la langue française
- Intermediate knowledge of written English / Connaissances intermédiaires écrites de la langue anglaise
- Intermediate knowledge of both written French and English / Connaissances intermédiaires écrites des deux langues
- Advanced knowledge of written French / Connaissances avancées écrites de la langue française
- Advanced knowledge of written English / Connaissances avancées écrites de la langue anglaise
- Advanced knowledge of both written French and English / Connaissances avancées écrites des deux langues

34. Do you have an evaluation mechanism for assessing the language skills of bilingual candidates? Avez-vous un mécanisme d'évaluation des compétences linguistiques des candidats bilingues?

- Yes / Oui
- No / Non
- We are interested / Ça nous intéresse

35. In terms of education, what is the required level of education/training for most of your employees? Check all that apply. En matière du niveau d'éducation, quel est le niveau d'éducation/formation requis pour la plupart de vos employés ? Cochez toutes les réponses qui s'appliquent.
- High School / Secondaire
 - College / Postsecondaire (college)
 - University / Postsecondaire (université)
 - Trades certificate / Certificat de métier
 - None / Aucun
 - Other (specify) / Autre (veuillez préciser) /
36. Which of the following statements best describes your human resource challenges (BEFORE the COVID pandemic)? Check all that apply. Parmi les énoncés suivants, lequel ou lesquels décrivent mieux vos défis en ressources humaines (AVANT la pandémie de COVID) ? Cochez toutes les réponses qui s'appliquent.
- Intergenerational management / Gestion intergénérationnelle
 - Compliance with production schedules / Respect des calendriers de production
 - Absenteeism and/or lateness / Absentéisme et/ou retard
 - Work-family balance time management / Organisation du temps lié à la conciliation travail-famille
 - Lack of opportunities for staff growth / Manque de possibilités de progression du personnel
 - Adaptation of personnel to new technologies / Adaptation du personnel aux nouvelles technologies
 - Aging workforce / Vieillissement du personnel
 - Staff turnover and retention / Roulement et rétention de personnel
 - Recruitment of qualified and competent personnel / Recrutement de personnel qualifié et compétent
37. Which of the following human resource practices were adopted by your company/institution/organization (BEFORE the COVID pandemic)? Check all that apply. Parmi les pratiques de ressources humaines suivantes, lesquelles ont été adoptées par votre entreprise/institution/organisme (AVANT la pandémie de COVID) ? Cochez toutes les réponses qui s'appliquent.
- Human Resources Department (employee responsible for HR) / Service en ressources humaines (employé responsable des RH)
 - Employee handbook and job description / Manuel de l'employé et description de postes
 - Competitive compensation / Rémunération concurrentielle
 - Employee learning plan / Plan d'apprentissage pour les employés
 - Succession plan for the retirement of employees / Plan de relève pour le départ à la retraite des employés
 - Design of staff performance evaluation methods / Conception des méthodes d'évaluation de rendement du personnel
 - Training budget / Budget pour la formation
 - Accommodation for persons with disabilities / Adaptation pour personne ayant des handicaps
 - Diversity and inclusion of members of our personnel (different ages, genders, ethnicities, religions, disabilities, sexual orientations, education, and national origins) / La diversité et l'inclusion (différents âges, sexes, ethnies, religions, handicaps, orientations sexuelles, éducation, d'origines nationales) des membres de notre personnel
 - Other (please specify) / Autre (veuillez préciser)
38. Does your business/institution/organization provide 'onboarding' to new employees? Est-ce que votre entreprise/institution/organisme assure l'accueil et l'intégration des nouveaux employés ('Onboarding')?
- Yes / Oui
 - No / Non
 - Don't know / Je ne sais pas
39. BEFORE the COVID pandemic, of the last ten (10) employees who no longer work at your company/institution/organization, what were the reasons for their departure? Check all that apply. AVANT la pandémie de COVID, parmi les dix (10) derniers employés qui ne travaillent plus à votre entreprise/institution/organisme, quelles sont les raisons de leur départ? Cochez toutes les réponses qui s'appliquent.
- End of contract / Fin du contrat
 - Laid off / Manque de travail
 - Retired / Retiré
 - Fired / Congédié

- Not qualified for the job / Pas qualifié pour le travail
 - Salary too low / Salaire trop bas
 - Lack of opportunity for advancement within the Business/Institution/Organization / Manque de possibilité d'avancement dans l'entreprise/institution/organisme
 - Lack of employee recognition / Manque de reconnaissance pour l'employé
 - Poor work climate / Mauvais climat de travail
 - Poor employee/supervisor relationship / Mauvaise relation entre employé et superviseur
 - Moved out of the region to find another job / Déménagé à l'extérieur de la région pour se trouver un autre emploi
 - Their spouse moved out of the region / Leur conjoint a déménagé à l'extérieur de la région
 - Had to take care of their sick parent or child / Devait s'occuper de leur parent ou enfant malade
 - No means of transportation / Pas de moyen de transport
 - Accommodation challenge for a disability / Défi d'adaptation pour un handicap
 - Other (please specify) / Autre (veuillez spécifier)
40. When an employee leaves his or her job, is an Exit Interview (Exit Survey) conducted? Quand un employé quitte son emploi, est-ce qu'un sondage de fin d'emploi ('Exit Survey') est administré?
- YES. Why? / OUI. Pourquoi?
 - NO. Why? / NON. Pourquoi?
41. What services or resources are difficult for you to find which would help facilitate your work as an Employer/Contractor/Manager? Quels sont des services ou des ressources que vous avez de la difficulté à trouver qui vous aideraient à faciliter votre travail en tant qu'employeur/entrepreneur/gestionnaire?
42. In the past two (2) years (BEFORE the COVID pandemic), have you taken any steps for the growth or development of your Business/Institution/Organization? Au cours des deux (2) dernières années (AVANT la pandémie de COVID), avez-vous pris des mesures pour le développement ou la croissance de votre entreprise/institution/organisme?
- Yes / Oui
 - No / Non
43. Which of the following measures to develop or grow your business/institution/organization were implemented (BEFORE the COVID pandemic)? Check all that apply. Parmi les mesures suivantes de développement ou de croissance de votre entreprise / institution / organisme, lesquelles ont été mises en place (AVANT la pandémie de COVID) ? Cochez toutes les réponses qui s'appliquent.
- Active participation in the development of new industry standards / Participation active à l'élaboration de nouvelles normes industrielles
 - Implementation of a marketing strategy / Mise en place d'une stratégie de commercialisation ou de marketing
 - Introduction of information and communication technologies / Introduction de technologies de l'information et de communication
 - Research of new markets for existing products or products under development / Recherche de nouveaux marchés pour des produits existants ou en cours de conception
 - Development of new markets / Développement de nouveaux marchés
 - Accommodation with, development or acquisition of green technology / Adaptation, développement ou acquisition de technologie verte
 - Acquisitions of machinery, equipment and software / Acquisitions de machines, d'équipements et logiciels
 - Comply with standards and regulations / Se conformer aux normes et réglementations
 - Design of customized products (goods or services) for customers / Conception de produits (biens ou services) personnalisés pour la clientèle
 - Other : please / Autres : spécifier
44. In the last few months (DURING the COVID pandemic), did you take any steps for the development or growth of your business/institution/organization? Au cours des derniers mois (PENDANT la pandémie de COVID), avez-vous pris des mesures pour le développement ou la croissance de votre entreprise/institution/organisme?
- Yes / Oui
 - No / Non

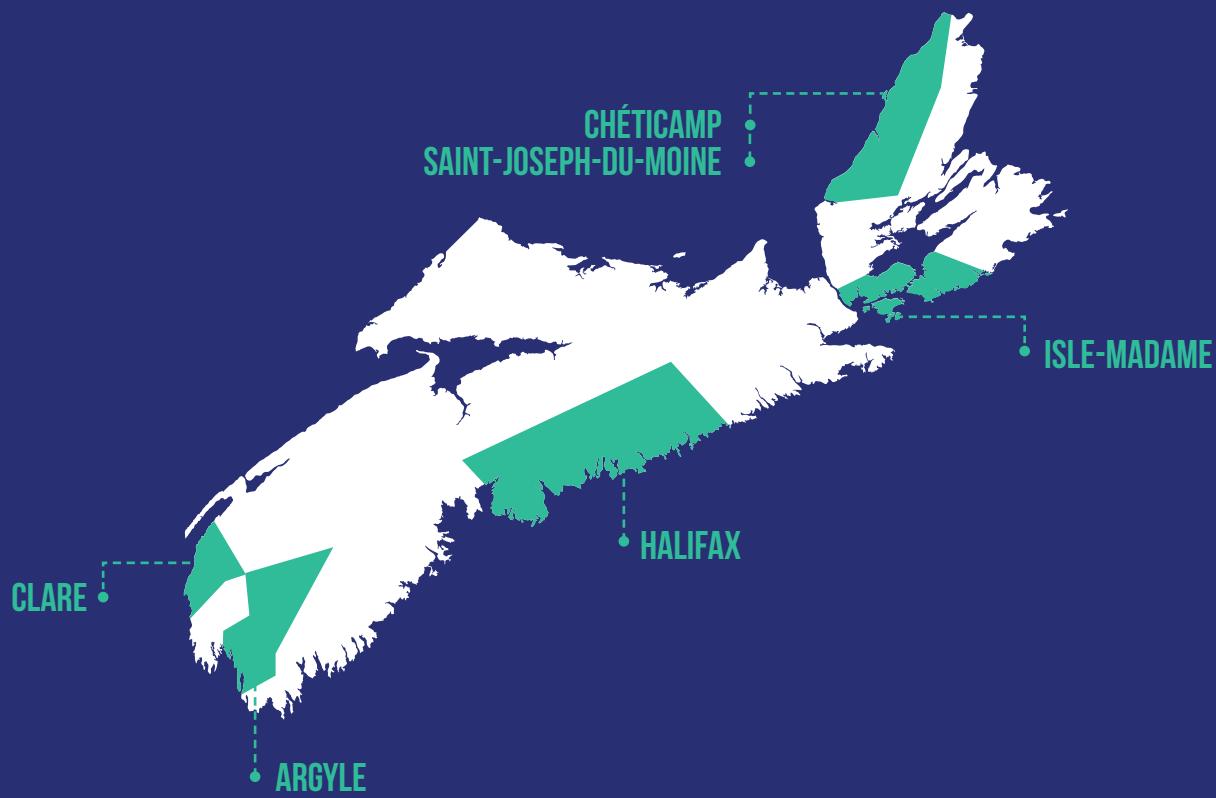
45. Which of the following measures to develop or grow your business/institution/organization were implemented (DURING the COVID pandemic)? Check all that apply. Parmi les mesures suivantes de développement ou de croissance de votre entreprise / institution / organisme, lesquelles ont été mises en place (PENDANT la pandémie de COVID) ? Cochez toutes les réponses qui s'appliquent.
- Active participation in the development of new industry standards / Participation active à l'élaboration de nouvelles normes industrielles
 - Implementation of a marketing strategy / Mise en place d'une stratégie de commercialisation ou de marketing
 - Introduction of information and communication technologies / Introduction de technologies de l'information et de communication
 - Research of new markets for existing products or products under development / Recherche de nouveaux marchés pour des produits existants ou en cours de conception
 - Development of new markets / Développement de nouveaux marchés
 - Accommodation with, development or acquisition of green technology / Adaptation, développement ou acquisition de technologie verte
 - Acquisitions of machinery, equipment and software / Acquisitions de machines, d'équipements et logiciels
 - Comply with standards and regulations / Se conformer aux normes et réglementations
 - Design of customized products (goods or services) for customers / Conception de produits (biens ou services) personnalisés pour la clientèle
 - Other : specify / Autres : spécifier
46. Over the next three (3) years, do you plan to do any of the following? Check all that apply. Au cours des trois (3) prochaines années, prévoyez-vous faire une ou des actions suivantes ? Cochez toutes les réponses qui s'appliquent.
- Develop new products / Développer de nouveaux produits
 - Develop new services / Développer de nouveaux services
 - Bringing new products to market / Mettre sur le marché de nouveaux produits
 - Bringing new services to market/ Mettre sur le marché de nouveaux services
 - Acquire and adapt technologies / Acquire et adapter technologies
 - Use new processes, innovate, increase productivity / Utiliser de nouveaux procédés, innover, accroître la productivité
 - Expanding the Business/Institution/Organization / Prendre de l'expansion
 - Acquire the skills and technologies needed to grow and innovate / Acquérir les compétences et les technologies nécessaires pour croître et innover
 - Exporting to new national and international markets / Exporter vers de nouveaux marchés nationaux et internationaux
 - Pay for professional services (e.g. consulting) for strategic plan, marketing plan, succession plans, etc. / Payer pour les services professionnelles (ex. expert conseil) pour plan stratégique, plan de marketing, plan de succession, etc.
 - Don't know / Je ne sais pas
 - Other (please specify) / Autre (veuillez préciser)
47. Do you have difficulties hiring full-time employees rather than part-time employees? Est-ce que vous éprouvez des difficultés à remplir des postes à plein temps plutôt qu'à temps partiel?
- Yes / Oui
 - No / Non
48. For part-time jobs, would your Business/Institution/Organization be interested in sharing an employee(s) with other employers in the region to create more hours for the employee? En ce qui est des emplois à temps partiel, est-ce que votre entreprise/institution/organisme souhaitera partager un ou des employés avec d'autres employeurs de la région afin de créer plus d'heures pour l'employé
- Yes / Oui
 - No / Non

49. In what area or what kind of work do you feel a part-time employee could be shared? Please specify. Dans quel domaine ou quel genre de travail pensez-vous qu'un employé à temps partiel pourrait être partagé? Veuillez préciser.
- (a) number of hours / (a) quantité d'heures
 - (b) Period (for example, each week, month or seasonal) / (b) période (ex. chaque semaine, chaque mois, saisonnier)
 - (c) Duration (for example, all year long, a few months, a few weeks) / (c) durée (ex. toute l'année, quelques mois, quelques semaines)
50. Approximately how much time (amount of hours, period and duration) could the part-time job be shared? For example, 2 hours per week for the entire year. Please specify Environ combien de temps (quantité d'heures, période et durée) l'emploi à temps partiel pourrait être partagé ? Par exemple 2 heures par semaine pendant toute l'année. Veuillez specifier:
51. Do you currently have immigrant employees? Avez-vous présentement des employés immigrants?
- Yes / Oui
 - No / Non
52. Which of the following reasons prompted you to hire immigrant employees BEFORE the COVID pandemic? Check all that apply. Parmi les motifs suivants, lesquels vous ont incité à embaucher des employés immigrants AVANT la pandémie de COVID? Cochez toutes les réponses qui s'appliquent.
- Skilled labour scarcity / Rareté de la main-d'œuvre qualifiée locale
 - Business growth (need for more workers/employees) / Croissance de l'entreprise (besoin de main-d'œuvre)
 - Skills, knowledge / Compétences, connaissances
 - Enable the development of new international markets / Permettre le développement de nouveaux marchés à l'international
 - Aging workforce / Vieillissement de la main-d'œuvre locale
 - Resources available for integration support / Ressources disponibles pour le soutien à l'intégration
 - Other : please specify / Autres : veuillez préciser
53. What challenges did you encounter in integrating immigrant employees BEFORE the COVID pandemic? Check all that apply. Quels défis avez-vous rencontrés lors de l'intégration des employés immigrants AVANT la pandémie de COVID? Cochez toutes les réponses qui s'appliquent.
- Different language / Langue différente
 - Different culture / Culture différente
 - Adapting to working hours or conditions / Adaptation aux horaires ou aux conditions de travail
 - Adapting to technology / Adaptation technologique
 - Recognition of foreign credentials / Reconnaissance des diplômes acquis à l'étranger
 - Responsiveness of colleagues / Réceptivité des collègues
 - No issues / Aucun défi
54. Which of the following reasons prompted you to hire immigrant employees DURING the COVID pandemic? Check all that apply. Parmi les motifs suivants, lesquels vous ont incité à embaucher des employés immigrants PENDANT la pandémie de COVID? Cochez toutes les réponses qui s'appliquent.
- Skilled labour scarcity / Rareté de la main-d'œuvre qualifiée
 - Business growth (need for more workers/employees) / Croissance de l'entreprise (besoin de main-d'œuvre)
 - Skills, knowledge / Compétences, connaissances
 - Enable the development of new international markets / Permettre le développement de nouveaux marchés à l'international
 - Aging workforce / Vieillissement de la main-d'œuvre
 - Resources available for integration support / Ressources disponibles pour le soutien à l'intégration
 - Reasons specifically related to the COVID pandemic: please specify / Des raisons plus spécifiquement reliées à la pandémie de COVID : veuillez spécifier

55. What challenges did you encounter in integrating immigrant employees DURING the COVID pandemic? Check all that apply. Quels défis avez-vous rencontrés lors de l'intégration des employés immigrants PENDANT la pandémie de COVID? Cochez toutes les réponses qui s'appliquent.
- Different language / Langue différente
 - Different culture / Culture différente
 - Adapting to working hours or conditions / Adaptation aux horaires ou aux conditions de travail
 - Adapting to technology / Adaptation technologique
 - Recognition of foreign credentials / Reconnaissance des diplômes acquis à l'étranger
 - Responsiveness of colleagues / Réceptivité des collègues
 - No issues / Aucun défi
 - Reasons specifically related to the COVID pandemic: please specify / Des raisons plus spécifiquement reliées à la pandémie de COVID : veuillez spécifier
56. Do you plan to recruit immigrant workers in the future? Check one only.
Envisagez-vous recruter des travailleurs immigrants dans le futur? Cochez un seulement.
- Yes / Oui
 - No / Non
 - Don't know / Je ne sais pas
 - Other reasons (not related to the pandemic). Please specify / Autres raisons (pas reliées à la pandémie). Veuillez spécifier
57. Which of the following choices best explains your reason for not hiring immigrant workers/employees? Parmi les choix suivants, quelle est la raison principale de ne pas embaucher des travailleurs/employés immigrants?
- Fear that recruited workers will not stay and leave the region for a larger centre / Crainte que les travailleurs recrutés ne vont pas rester et quitter la région pour un plus grand centre
 - Positions to be filled require Canadian certification / Les postes à pourvoir requièrent une certification canadienne
 - Positions to be filled require a thorough knowledge of Canadian and Nova Scotian culture / Les postes à pourvoir requièrent une connaissance pointue de la culture canadienne et néo-écossaise
 - Not taking the risk of hiring a foreign worker because of the costs associated with it / Pas prendre le risque d'embaucher un travailleur étranger à cause des coûts associés
 - Not taking the risk of hiring a foreign worker because of the consequences(productivity, notoriety) that this can generate / Pas prendre le risque d'embaucher un travailleur étranger à cause des conséquences (productivité, notoriété) que cela peut engendrer
 - Reasons specifically related to the COVID pandemic / Des raisons plus spécifiquement reliées à la pandémie de COVID
58. THANK YOU for completing the questionnaire! MERCI d'avoir rempli le questionnaire!

Once all the data has been collected, our team at CDÉNÉ will consolidate and analyze the information gathered during this study. An analysis report will be published with recommendations offering solutions and avenues to follow to help employers in the Acadian-French regions.

Une fois toutes les données rentrées, notre équipe au CDÉNÉ va regrouper et analyser les informations recueillies pendant cette étude. Un rapport d'analyse sera publié avec des recommandations offrant des solutions et des pistes à suivre pour aider les employeurs des régions acadiennes francophones.



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