

Human Resource Needs Assessment For the Pork Industry



Prepared for:
Ontario Pork Industry Council



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January 2008

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Acknowledgements

The report “Human Resource Needs Assessment for the Pork Industry” was made possible due to support of the Ontario Pork Industry Council (OPIC) and funding through *Employment Ontario*. Also Sue Selves, OPIC HR Project Co-ordinator, provided support in the development, distribution and collection of survey questionnaires.

Special thanks and appreciation are extended to the many swine producers, swine farm employees, swine industry input suppliers and potential swine industry employees that took the time to complete the survey instruments. Their participation has helped to provide a better understanding of human resource management issues facing the swine industry.

Finally, appreciation is extended to Randy Duffy for editing the document, Carolyn Lucio for her word processing skills and to any others who assisted with this project in some way.



This *Employment Ontario* project is funded by the Government of Canada.

Table of Contents

Executive Summary	vi
1.0 Study Overview	1
1.1 Introduction	1
1.2 Objectives	1
1.3 Methodology	2
1.4 Limitations	2
2.0 Other Sources of Information – Literature Review	4
2.1 Ontario Wages	4
2.2 Iowa State University Animal Industry Report 2006 – Work Environment, Job Satisfaction, Top Employees Work Interests	5
2.3 Examples of Employment Positions on Swine Farms – Manitoba Job Futures	6
2.3.1 Livestock Employees	6
2.3.2 Swine Farm Managers	7
2.3.3 Agricultural Representatives, Consultants and Specialists	8
2.4 Job Attributes and Attracting and Retaining Employees	9
2.4.1 Job Attributes Specific to Employment in Farming	9
2.4.2 Primary Reasons for Difficulties in Attracting and Retaining Agricultural Employees	10
2.4.3 Employee Turnover in Agriculture	11
2.5 Human Resource Management Retention Strategies	12
2.6 Strategies to Recruit the “Right People”	16
3.0 Swine Industry Overview	18
3.1 Brief History of the Swine Industry Labour Market	18
3.2 Hog Farming in Canada & Ontario	19
3.2.1 Number of Hog & Pig Farms	19
3.2.2 Number of Hog & Pig Farming Operators	20
3.2.3 Total Pig Cash Receipts	21
3.2.4 Farm Sales by County	21
3.2.5 Pigs by County	23
4.0 Demographic, Social and Economic Trends	24
4.1 Canada & Ontario	24
4.1.1 Population	24
4.1.2 Components of Population Growth	26
4.2 Age of Farm Operators	27
4.3 Huron, Oxford, Perth, Middlesex and Lambton Counties	28
4.3.1 Population and Land	28
4.3.2 Age	29
4.3.3 Education	31

4.3.4	Labour Force Indicators	32
4.3.5	Industries	33
4.3.6	Occupations	36
4.3.7	Income	37
5.0	Swine Farm Employer Survey Results	39
5.1	Section A: Background Information	39
5.2	Section B: Future Plans	45
5.3	Section C: Full-time Non-Family Employees	47
5.4	Section D: General Questions	54
6.0	Swine Farm Employee Survey Results	60
6.1	Section A: Background Information	60
6.2	Section B: Working Conditions	64
6.3	Section C: General Questions	67
6.4	Section D: The Future	76
7.0	Input Supplier Survey Results	79
7.1	Section A: Background Information	79
7.2	Section B: Working Conditions and Compensation Information	83
7.3	Section C: Performance Management	89
7.4	Section D: Employee Training	96
7.5	Section E: Skills	100
7.6	Section F: Future Plans	102
8.0	Potential Swine Industry Employee Survey Results	105
8.1	Section A: Background Information	105
8.2	Section B: Job Attributes	111
8.3	Section C: General Questions	115
8.4	Section D: Future Career Plans	119
9.0	Summary of Findings and Recommendations	122
9.1	Labour Challenges	122
9.2	Results from Surveys	123
9.3	Human Resource Needs in the Pork Industry	124
9.4	Human Resource Challenges Facing the Pork Industry	125
9.5	Recommendations	126

List of Appendices

Appendix A	Supplementary Tables	130
Appendix B	Results of Swine Farm Employer Survey	135
Appendix C	Results of Swine Farm Employee Survey	148
Appendix D	Results of Input Supplier Survey	159
Appendix E	Results of Potential Swine Industry Employee Survey	173

List of Tables

Table 2.1	Ontario, Average Hourly Wage Rate, Full-time, Both Sexes, 25 to 54 years (\$/hr)	4
Table 2.2	US Midwest Swine Worker Wages – 2005	6
Table 3.1	Total Farm Sales in 1996 and 2006 by County	22
Table 3.2	Number of Pigs per County – 2006	23
Table 4.1	Annual Age Group Estimates	25
Table 4.2	Population Growth for Ontario and Five Counties, 2003-04	27
Table 4.3	Age of Farm Operators	27
Table 4.4	Population and Land	29
Table 4.5	Age Characteristics	30
Table 4.6	Percentages of the Highest Education Obtained	32
Table 4.7	Labour Force Indicators	33
Table 4.8	Income	38
Table 5.1	Future Training Programs	43
Table 5.2	Types of Training	44
Table 5.3	Future Years in Primary Production	45
Table 5.4	Non-family Staff Members	48
Table 5.5	Wages of Full-time Employees	50
Table 5.6	Full-time Employee Hours	50
Table 5.7	Additional Benefits	52
Table 5.8	Improving Management of Personnel	55
Table 5.9	Appealing Job Traits	56
Table 5.10	Desirable Skills and Abilities in Potential Staff	58
Table 6.1	Length of Employment at Current Farm	63
Table 6.2	Reasons Why an Incentive Plan is Not Offered	67
Table 6.3	Appealing Job Traits	70
Table 6.4	Improvements in Current Job	71
Table 6.5	Valuable Traits in a New Co-worker	72
Table 6.6	Value of Training	73
Table 6.7	Career/Job Opportunities	75
Table 6.8	Future Career Plans	77
Table 7.1	Labour Supply	82
Table 7.2	Expected Labour Requirements	83
Table 7.3	Starting Wage Range	84
Table 7.4	Expected Wage Range after Five Years	85
Table 7.5	Additional Benefits	86
Table 7.6	Hours Worked, Sick Days	87
Table 7.7	Appreciation	89
Table 7.8	Number of Performance Appraisals	90
Table 7.9	Improvements in Managing Personnel	91
Table 7.10	Appealing Job Traits	92
Table 7.11	Types of Training Programs	98
Table 7.12	Training for HR Department	99
Table 7.13	Skills in New Staff	100

Table 7.14	Acquired Skills Within First Five Years	102
Table 7.15	Future Operation Size	104
Table 8.1	Reasons for Leaving	110
Table 8.2	Benefits in a Farm Related Job	114
Table 8.3	Benefits in a Non-farm Job	115
Table 8.4	Appealing Job Traits	118
Table 8.5	Preferred Agriculture Employment Sectors	120

List of Figures

Figure 3.1	Fewer Swine Farms, but Increased Number of Pigs per Farm	19
Figure 3.2	Ontario's Top 10 Farm Types 2006 (Number of Farms Classified by Industry)	20
Figure 3.3	Total Pig Cash Receipts in Canada	21
Figure 3.4	2006 Total Farm Gate Sales	22
Figure 4.1	Annual Population Estimates by Province, 1971 to 2005	24
Figure 4.2	Canada's Changing Population	25
Figure 4.3	Ontario's Population – 2001 vs. 2006	26
Figure 4.4	Comparison of Education Among the Five Counties and Ontario	32
Figure 4.5	Ontario's Industries (based on percentage of experienced labour force) ..	34
Figure 4.6	County Industries	35
Figure 4.7	Occupations Unique to the Primary Industry	36
Figure 5.1	Age of Employers	39
Figure 5.2	Education of Employers	40
Figure 5.3	Business Arrangements	41
Figure 5.4	Annual Gross Receipts	42
Figure 5.5	Time Spent in Training	44
Figure 5.6	Future Plans of Those Exiting Primary Production	45
Figure 5.7	Future Plans	46
Figure 5.8	Same Production Type?	47
Figure 5.9	Allowance for Personal Commitments	53
Figure 5.10	Special Gifts and Privileges	54
Figure 5.11	Advertisements of Job Openings	56
Figure 5.12	Labour and Business Problems	59
Figure 6.1	Age of Employees	60
Figure 6.2	Highest Level of Education Completed	61
Figure 6.3	Childhood and Current Settings	62
Figure 6.4	Length of Employment	64
Figure 6.5	Weekends Off	65
Figure 6.6	Sick Leave	66
Figure 6.7	Position and Duties	68
Figure 6.8	Written Job Description	68
Figure 6.9	Strengths of Employees	71
Figure 6.10	Special Gifts and Privileges	73
Figure 6.11	Types of Training	74
Figure 6.12	Reasons for Working on a Pig Farm	76

Figure 7.1	Business Types	80
Figure 7.2	Annual Gross Receipts	80
Figure 7.3	Percentage of Gross Farm Sales that are Swine Related	81
Figure 7.4	Allowances Outside of Work	88
Figure 7.5	Appreciation	88
Figure 7.6	Written Job Descriptions	89
Figure 7.7	Job Titles	90
Figure 7.8	Results from Performance Appraisal Process	91
Figure 7.9	Methods Used to Advertise Job Openings	93
Figure 7.10	Useful Advertisement Methods	93
Figure 7.11	Career Advancement Opportunities	94
Figure 7.12	Importance of Swine Industry Knowledge	94
Figure 7.13	Importance of Labour	95
Figure 7.14	Labour Issues	96
Figure 7.15	Formal Training	96
Figure 7.16	Formal Training – When & Where	97
Figure 7.17	How are training costs covered?	97
Figure 7.18	Professional Development & Staff Time	100
Figure 7.19	Service to the Swine Industry	103
Figure 7.20	Same Business Type?	103
Figure 8.1	Age of Potential Swine Employees	105
Figure 8.2	Supporting Individuals	106
Figure 8.3	Where did you grow up?	106
Figure 8.4	Education	107
Figure 8.5	Further Training	108
Figure 8.6	Previous Employment in Agriculture	108
Figure 8.7	Duration of Previous Agriculture Employment	109
Figure 8.8	Agriculture Sector Currently Employed in	111
Figure 8.9	Type of Current Employment	111
Figure 8.10	Hours per day	112
Figure 8.11	Hours per week	112
Figure 8.12	Weeks Worked per Year	113
Figure 8.13	Weekends off per Month	113
Figure 8.14	Potential Career Paths	115
Figure 8.15	Job Title	116
Figure 8.16	Written Job Description	116
Figure 8.17	Performance Reviews	117
Figure 8.18	Useful Methods when Looking for Employment	119
Figure 8.19	Reasons for Considering Agriculture as a Potential Career Path	120
Figure 8.20	Reasons for Not Considering Agriculture as a Career Path	121
Map 3.0	Geographic Locations	18

Executive Summary

In Ontario, the agriculture industry generated approximately \$8.9 billion in total farm sales in 2006. Of this amount, \$845 million was from farms that specialize in raising hogs and pigs. In terms of production there are five counties within south-western Ontario that produce a large share of the pigs. Huron, Perth, Oxford, Middlesex and Lambton counties accounted for about 64 percent of Ontario's total pig inventory in 2006.

Ontario's pork industry has undergone many changes in the past few years. As farms have decreased in numbers the remaining farms have increased in size. Many farms that previously relied primarily on family labour to meet their labour requirements now hire non-family employees to fill their labour needs.

Human resource management is a challenge facing the pig production industry and agriculture in general. The ability to attract, motivate and retain labour is an issue from the farm level right through to input suppliers. Some of the reasons why this is occurring are outlined below.

- a) Aging Population** - The average Canadian is growing older which is creating a mature workforce. As the large group of baby boomers begin to retire there will be many positions available to job seekers.

- b) Competition for Labour** – Agriculture competes with other industries for employees. Agricultural businesses need to offer compensation packages (i.e. wages plus benefits) that are competitive with industries that require similar skills in order to attract and keep labour.

- c) Low Unemployment Rate** – Ontario's low unemployment rate makes attracting labour more difficult because the pool of potential employees is small. Unemployment rates in the five county area referred to above were similar to or lower than the provincial average in 2001 which makes finding labour especially difficult there.

- d) Urban Areas** – Urban centres are attractive to young adults who want to work or live in a large city. Agriculture will have difficulty attracting labour if these individuals prefer the city life.

- e) Perception of Agriculture** - The agriculture industry has negative perceptions associated with it that deter some people from exploring potential employment opportunities. These perceptions include long hours, the requirement to work weekends, low wages, farm background required, physical demands, smell and dust.

Survey Results

Four surveys were undertaken for this project. Swine farm employers and employees as well as input suppliers and potential employees (i.e. people not currently employed in the swine industry) were asked to participate. A summary of the survey results for each is provided below.

i) Swine Farm Employer Survey Results

Swine farm employers reported that they paid their employees on average \$12.70/hour for general labourers, \$16.01/hour for skilled labourers and \$19.68/hour for supervisors/managers. They also indicated that they spend approximately \$440/employee on training for their employees each year. Employee turnover on the participating farms was 39.6%.

Employers rated the top three training needs for their employees as herd health, breeding and piglet management. They believe they need to improve the most in communication, human resource management and allowing employees to give input into the farm operation. The employers believe that appreciation or recognition for a job well done, compensation and having an interesting or satisfying job are the three most important factors in making a job appealing. For these farms, availability of people was seen as the biggest challenge with respect to labour.

ii) Swine Farm Employee Survey Results

Many swine farm employees reported that they work on pig farms because they enjoy working with pigs/animals. The average employee works 46.3 hours/week, gets 2 weekends off/month, has 2.7 statutory holidays off and receives 9.7 paid vacation days each year. Most of the employees indicated that they do not have an agreed upon plan for sick leave.

Many of the employees indicated that they had an interview prior to starting their job and most felt the duties were explained well or OK. There were 68.9% who said they have a job title, 22.2% received a written job description and about half have regular performance reviews with their employer.

The employees indicated that factors that make a job appealing include: appreciation or recognition for a job well done, having a job that is interesting or satisfying and compensation. Respondents believe the following improvements need to be made in their current jobs: compensation, number of hours worked, appreciation/recognition, and relationship with co-workers. Nearly all of the respondents reported that their employers show appreciation for their work and the most common ways this is done are flexible hours, free pork and clothing.

The employees indicated that they are interested in training in herd health, breeding, piglet management and farrowing. Slightly more than 75 percent of them believe there are no opportunities for advancement where they currently

work. In the next five years, 41.9% believe they'll be in the same position and 18.6% hope for a promotion. Slightly over 16% will exit the industry to retire or seek employment in another industry.

iii) Input Supplier Survey Results

It was reported by the input suppliers that employees in these companies work 42 to 44 hours/week on average, have 9.1 statutory holidays off, receive 10 to 13 paid vacation days and the majority of the companies do not have a plan for sick leave for their employees. When hiring employees, half of the participants provide written job descriptions. The rate of employee turnover for the participants is about 31.8%.

The input suppliers feel they should improve the most in communications, training opportunities and showing appreciation/recognition for a job well done. They believe the most appealing aspects of a job are that it is interesting or satisfying, compensation, communication, and relationship with other employees.

Labour is an important issue for most of these companies and availability of people, keeping staff, and motivating staff are the top three concerns. The respondents believe that team building, communications, and computer skills/technology training are three training programs that would be beneficial for HR staff. They would like to see training for employees in communication, sales, interpersonal/teamwork and basic overview of swine production.

iv) Potential Employee Survey Results

About half of the people who are not currently employed in the swine industry indicated that a realistic work day would be 7 to 8 hours long and 54.8% indicated they would expect to have every weekend off. Benefits that they would like to see included in a farm job would be medical, flex time and pension/RRSP.

There were only 27% of the respondents who felt fairly or very informed about careers in agriculture. The most appealing characteristics of any job according to this group of respondents are compensation, having an interesting or satisfying job, appreciation or recognition when a job is well done, and job security.

Over one-half said they had considered agriculture as a career mainly because they enjoy the rural or farm lifestyle. Those respondents who hadn't considered agriculture as a career indicated the reasons were that they don't have any experience, are not aware of possible jobs, or didn't grow up on a farm.

Human Resource Needs in the Pork Industry

There are several training opportunities that exist in the pork industry. Swine farm employees would benefit from training in production related areas such as herd health, breeding, piglet management and stockmanship. Swine farm employers and input supply companies indicated they would like to improve their

communication skills. Improving communication skills would benefit other human resource areas such as showing appreciation or recognition when a job is well done, improving relationships with employees and conducting interviews or performance appraisals. Input suppliers also indicated that training in communication, sales training and client relationship management would be beneficial for their staff.

Human Resource Challenges Facing the Pork Industry

One of the biggest issues facing the pork industry is the ability to attract and keep good quality employees. Low wages, long work days, working weekends, receiving only 2.7 statutory holidays per year and not having a plan for sick leave are factors that challenge the industry. Potential swine industry employee survey results identified hours of work, vacation allotment and weekends off as priority concerns. Many individuals who had previously worked in agriculture reported leaving the industry because of better opportunities. It is likely that the better opportunities offered higher wages, fewer hours of work and better benefits packages.

There is some difference in opinion with respect to where improvements should be made on Ontario swine farms. Swine farm employees reported that compensation, hours worked and appreciation for a job well done were the three main areas for improvement. However, swine farm employers as well as input supply companies believed they needed to improve their human resource management skills. The very different views held by employees and employers are important considerations for the industry.

Recommendations and Strategies

Listed below are some recommendations for human resource management in agriculture.

- 1) **Human resource management policies** - HR policies on farms and at input suppliers are needed. Implementing basic HR policies can provide clarity for both employers and employees. These policies can include the following:
 - Interviews – Interviewing prospective employees provides both the employer and potential employee with the opportunity to meet. This meeting is important in order to share what the business is about, explain the job responsibilities, hours of work, and compensation. If the employer feels that the employee may fit in well then a tour of the farm or business would enable the potential employee to get a better idea of what to expect before accepting a job offer.
 - Job titles – While the survey results indicated that employees are somewhat split on the importance of job titles it is believed that

providing employees with job titles gives them a sense of empowerment and belonging to the business.

- Written job descriptions – Written job descriptions provide employees with details on what their job duties and responsibilities are, company reporting structure, hours of work, rate of pay, benefit plan, bonus structure or incentive plan if applicable and possible reasons for dismissal.
 - Performance reviews – Having regular, formal performance reviews with employees provides an opportunity to review what the employee has done well, where improvements could be made and to establish goals for the future. This can also be a time when employees are asked for their input into the business.
 - Training – Training is an important HR issue from the time the employee begins a job and continues throughout their employment. On the job training of a new employee helps them to learn how the farm or business wants each job completed. Professional development and training shows employees that their employers value higher education. This training can result in increased responsibilities for the employee when they are encouraged to perform their newly acquired skills.
- 2) **Compensation** - Providing a competitive compensation package is crucial when competing with other businesses and industries. Wages are an important first step and should be commensurate with the skills and hours required for the job. Employees will know what other jobs pay that require similar skill sets.

Compensation can include not only a wage/salary but also the following:

- Benefits – There are many benefits that employers can offer and some are very simple such as allowing flex hours. This does not cost anything but is important to employees who may have personal obligations. Also, some employees prefer to work earlier hours in the day or others may prefer later hours. If these preferences can be accommodated it may be viewed as positive by employees. Other benefits can include providing housing, free pork, clothing, paying part of the utilities, use of a farm vehicle, and etc.
- Overtime pay – Occasionally there may be times when employees are asked to work longer hours than normal. There are different ways to compensate employees for doing this. One way is to pay extra wages after a certain number of hours are worked. Another method is to give paid time off on another day. It is important that an employee feels

fairly rewarded for the personal time given up in order to work overtime.

- **Bonus** – For a bonus program to work the employee must be able to reach the goal and see value in the reward. Tying goals to production is difficult because many factors are outside the control of the individual employee. However, goals related to total number of days worked, attendance, length of time with no injuries, recruiting a new employee who stays with the business for a certain length of time, and so on, are all attainable for the employee.

The monetary value attached to the above benefits, overtime pay and bonus program could help existing and potential employees see that agriculture is competitive with other industries.

- 3) Make a job interesting** – Employees seek jobs that are interesting or satisfying. Match an employee with a job that they will be good at given their interests and skill sets.
- 4) Show appreciation or recognition** – Showing appreciation or recognition for a job well done is motivating for employees. This can be as simple as saying “thank you” or “good job” in a timely manner such as when good behaviour or work habits are observed. It is also possible to have regular staff meetings where staff are recognized for their contribution to the business as well as special recognition for extra effort or to identify accomplishments through the bonus program discussed above (i.e. perfect attendance, no injuries, etc.).
- 5) Employee involvement** - Asking employees for their input and involving them in the operation/business gives them a sense of ownership and responsibility and can be motivational. Employees are the front line workers and may have valuable ideas for improvements in the operation. Employers must be willing to listen.
- 6) Hours of work** – The hours each employee is expected to work should be clearly outlined at the time of hire. Also, if there are certain situations when an employee may be asked to work overtime this should also be disclosed. Some employers may have jobs that are somewhat flexible in their hours while others are not and this should be discussed.
- 7) Scheduling** – When scheduling employees to work weekends or statutory holidays it is important to do this well in advance so employees are aware of when they are required to work. Also, offering a financial incentive to work on holidays shows employees that their time is appreciated.

- 8) **Vacation time** – Paid vacation time off allows employees to have a break from work while still being paid. They will feel refreshed when they go back to work and vacation time is viewed as a reward for working.
- 9) **Promotion/advancement in company** – For some farms or small businesses it may be difficult to have a plan for advancement, however, giving employees additional responsibilities will show that they are valued and is a form of promotion.
- 10) **Promotion of careers in agriculture** – The promotion of careers in agriculture to rural non-farm and urban people is important. Many people assume a background or experience on a farm is a requirement to work in the industry but many businesses do not require this and are willing to train. Look for people who enjoy working with animals.
- 11) **Promote particular attributes of agricultural careers** – There are many different jobs in agriculture requiring different skill sets. Some require the use of advanced technologies such as computer automated feeding and record-keeping analysis while others have significant responsibilities with respect to caring for livestock and meeting various regulations. Being able to promote the various attributes of a wide variety of jobs may encourage more people to consider agriculture as a career.
- 12) **Co-workers** – Most employees benefit from some social interaction at the workplace with other employees. If employees with similar personalities work together a more positive working environment is likely to result.
- 13) **Other** – Any way to show employees they are valued, appreciated and respected will be a positive human resource management tool. This can include occasionally bringing snacks, providing lunch, giving tickets to a special event, etc.

1.0 Study Overview

1.1 Introduction

The swine industry has undoubtedly gone through significant changes within the last several years. A movement towards larger, specialized farming is slowly becoming the norm in comparison to the more diversified farms of the past. This industry shift has created many benefits but also presents some challenges. One major challenge facing the pork industry is the issue of labour in terms of its availability, recruitment, and the retention of quality employees. In fact, this is an important concern for almost all agricultural businesses. Whereas farms and small businesses previously relied on family members to meet their labour requirements, many now rely on non-family members.

Human resource management is an important concern for swine farms and agri-business. Agriculture struggles with many negative perceptions such as long hours, low pay, smell, dust and few days off. Although these perceptions may prove true in some situations they are not found in all farms or businesses. Labour accounts for approximately 9%¹ of the costs to raise a pig from birth to market so it is important to develop human resource management strategies that will help attract potential employees to the industry, motivate them and retain them.

This study investigates and analyses human resource needs within Ontario's swine industry from a number of perspectives. Current employers, employees, input suppliers and potential employees were asked for their input regarding a number of current labour issues in the swine industry through mail or online surveys. These results were used to provide information on human resource opportunities and challenges in the swine industry. Understanding these factors is important with respect to employee loyalty and productivity, recruitment and retention of new employees, as well as profitability of swine industry businesses.

1.2 Objectives

There were a number of objectives for this study and they are as follows:

- a) Determine the human resource needs (i.e. skills, training) of various stakeholders within the pork industry currently and what may be needed in the future.
- b) Determine what obstacles and hurdles face the pork industry with respect to attracting and retaining employees. What are the job attributes that attract people to particular employment opportunities and how does the pork industry compare?

¹ Bancroft, John. September 2007. OMAFRA. "Swine Budget".

- c) Identify demographic, social and economic trends that are taking place in Ontario that may affect the labour pool for both swine farm and agri-business jobs.
- d) Provide recommendations and strategies that may assist the industry in meeting human resource needs.

1.3 Methodology

Four different surveys were sent to various stakeholders within the Ontario swine industry including: swine farm owners/managers, swine farm employees, input suppliers and potential employees.

Pork producers who employ non-family labour were one of the four groups invited to partake in this mail survey. Employers were surveyed on topics relating to human resource issues such as availability of training, skills and wages of employees and opportunities available for employees. Survey results were obtained from a total of 36 swine farms.

The employee survey requested participation from individuals who were full-time, non-family individuals employed on a swine farm. The mail-in survey inquired about the employee's agricultural background, current work situation and general human resource needs (e.g. possible job improvements, skills desired in a new team member, etc.) Results were gathered from 45 respondents.

The input supplier survey was comprised of questions about the skills and education requirements for various employee positions, the types of positions available and future human resource needs in their company. This survey was mailed to companies that engage in business with the pork industry such as pharmaceutical companies, feed companies and veterinarians. There were 30 respondents in this group.

Potential employees were asked a series of questions regarding their level of interest in employment on swine farms. These individuals were asked why they may or may not consider employment positions within the swine industry. This audience was targeted to help gain an understanding of how to attract and retain potential swine employees. There were a total of 85 respondents. These surveys were completed through the mail or online.

1.4 Limitations

There were some limitations to this study and they are now discussed.

These surveys were distributed primarily through the mail requesting participation from various stakeholders in the swine industry. Due to this form of distribution, there is a possibility that respondents may have misinterpreted some of the

questions. This is possible although every attempt was made to carefully construct the wording of each question.

There are very few other studies and limited sources of information relating to human resource management in the pork industry and agriculture in general making comparison of results with other sectors somewhat difficult.

Like most other mail surveys, there is potential for bias from the respondents. There may be some groups of individuals who may be more apt to complete the survey. For example, employees who are currently dissatisfied with their job may be more likely to respond as this presents an opportunity for these employees to vent. On the other hand, there is also the possibility that some employers will be more likely to forward the surveys to employees who appear quite content.

Some questions, such as those regarding wages and the number of paid vacation days request exact numbers. Some individuals may have underestimated while others may have overestimated, however the average of the responses should be a fair representation of the group.

There is also a limitation in terms of the size of each of the samples. Some of the obtained samples are relatively small but it is believed that the results provide an accurate depiction of human resource management issues in the swine industry.

2.0 Other Sources of Information – Literature Review

As mentioned in Section 1.4 there are few studies relating to human resource management in the pork industry. However, this section presents some survey results from previous research that are comparable to this study as well as other general human resource management information.

2.1 Ontario Wages

The swine industry must compete not only with other farms but other businesses and industries for employees. As part of the recruitment and retention process, swine farms and agri-businesses need to be aware of wages in these other businesses. Table 2.1 provides annual information on wages from Statistics Canada for 2002 to 2006 and the percent change from 2002 to 2006. The wages are for full-time employees aged 25 to 54 years old. Five categories are displayed. The construction, manufacturing and transportation/warehousing industries are included because jobs within these industries require skill sets that are similar to what is required for agricultural jobs. It is important to recognize that the wages are industry averages. Some jobs within each industry will have wages that are higher and some will be lower but it provides an opportunity for comparison.

Table 2.1 indicates that all wages increased from 2002 to 2006. Agriculture increased by 14.9 percent over the time frame and is the highest reported increase. The table also shows that wages in agriculture are the lowest of the industries shown. The other three industries as well as the All Industries category reported wages of \$19/hr or more from 2002 through 2006. Agriculture's wages were much lower ranging from \$11.99 in 2002 to \$13.78 in 2006. It should be stressed, however, that these are averages and some jobs will receive higher wages.

Table 2.1 Ontario, Average Hourly Wage Rate, Full-time, Both Sexes, 25 to 54 years (\$/hr)

	2002	2003	2004	2005	2006	% Chg 06 vs 02
All Industries	20.89	21.20	21.83	22.45	23.18	11.0%
Agriculture	11.99	12.30	12.72	13.93	13.78	14.9%
Construction	21.38	21.45	21.71	22.64	23.19	8.5%
Manufacturing	20.14	20.83	21.14	21.63	22.78	13.1%
Transportation/ Warehousing	19.14	19.26	20.00	20.01	20.60	7.6%

Source: Labour Force Survey, Statistics Canada, CANSIM II Table Number 2820072

A breakdown of full-time employee wages by industry for employees aged 15 years and over by province for 1997 to 2006 is provided in Appendix A.

2.2 Iowa State University Animal Industry Report 2006 – Work Environment, Job Satisfaction, Top Employees Work Interests

The growth in the size of swine production facilities has caused an increase in the need for labourers' at these large farms. For many farms, finding and keeping employees is a constant challenge.

A research study by Kliebenstein et al. from Iowa State University, University of Minnesota, National Hog Farmer and Pfizer Animal Health focused on many labour management issues.² This particular human resource study was conducted across various regions on both the western and eastern side of the United States. The results from this American study are relevant to the Canadian pork industry because swine operations in both countries are operated in a very similar manner. Thus, it is assumed that the human resource issues are of a similar nature as well.

A mail questionnaire was sent to swine farm employers and employees across the United States. The survey was conducted in 1990, 1995, 2000, and 2005 in order to identify current human resource trends in the pork industry.

The survey indicated that swine farm employers are getting older as the average age increased to 50.1, up 8.2 years from a similar survey done in 1990. Similarly, swine farm employees are also aging. The average age of employees was reported to be 42.3, up 9.1 years from the 1990 survey.

Results from the survey indicate that the typical workweek for pork industry employees is longer than for the average "civilian". For example, swine farm employees reported working 45.3 hours/week in 2005 compared to 33.8 hours/week reported by the Bureau of Labor Statistics for the average civilian. The largest group of employees (i.e. 36.8 percent) reported having two weekends off each month.

The wages per hour for pork industry employees are now just slightly lower than that of the average American. The average annual wage reported by swine farm employees in 2005 was \$35,718 compared to \$37,097 for the average "civilian" worker. There were 81.4 percent of employees who indicated they believe their salary and benefits are competitive with other jobs in their area.

To determine an average wage per hour, Table 2.2 uses the Midwest average for each worker category and the number of hours worked per week is 45.3 as indicated previously. The calculation is over a 52 week year. The resulting wages per hour have also been converted to a Canadian equivalent value using an average 2005 exchange rate of \$1US=\$1.212Cdn. The results indicate that the US swine workers receive higher wages than Ontario agriculture workers identified

² James Kliebenstein, T. Hurley, P. Orazem, D. Miller, S. May. "Iowa State University Animal Industry Report 2006: Work Environment, Job Satisfaction, Top Employees Work Interests – A.S. Leaflet R2166," Iowa State University (2006), www.ans.iastate.edu/report/air/2006pdf/R2166.pdf (accessed Apr. 26, 2007).

previously (i.e. \$13.78/hr). The Ontario agriculture wage rate however is not for specialized livestock employees and takes into account all agricultural workers.

Table 2.2: US Midwest Swine Worker Wages - 2005

	Midwest Average (\$US)	Average hours worked/wk	Calculated \$US/hr	Cdn Equiv.* \$Cdn/hr
Manager	\$37,586	} 45.3	\$15.96	\$19.34
Assistant Manager	\$33,517		\$14.23	\$17.25
Farrowing Manager	\$31,821		\$13.51	\$16.37
Barn Worker	\$30,138		\$12.79	\$15.50

*Hurley, Terrance, J. Kliebenstein, P. Orazem and D. Miller. "Industry Survey Tracks Employment Trends", National Hog Farmer, June 15, 2005 p. E12. * Bank of Canada 2005 average annual exchange rate of \$1US=\$Cdn1.212*

Many employers in the survey indicated that they do not adhere to certain management practices. For example, only 21 percent provide employee handbooks, 26.6 percent provide written job descriptions and 9.9 percent have quarterly performance evaluations while 33.5 percent never have formal evaluations of their employees. Training programs designed for newly hired employees were reported by about one in four employers. There were 30.1 percent of employers who reported having on-going training programs for their veteran employees.

In 2005 the top three areas reported by producers to be their weaknesses in human resource management were: few training or growth opportunities; weak benefit packages; and motivating employees. Employees were asked to identify what their employer could do to make the job or farm more appealing. The top three responses were: salary better reflection of work; better communication; and more personal recognition from employer. Fewer hours was fourth on the list for employees.

Due to the similar culture shared between the U.S. and Canada, the results of this Iowa study provide a base for comparison purposes.

2.3 Examples of Employment Positions On Swine Farms – Manitoba Job Futures

Listed below are some employment positions that may be found on swine farms. Skills or education that may be required for each job are also included. This information was obtained from the Government of Canada – Manitoba Job Futures website. This information can be useful when describing or advertising for a job opening.

2.3.1 Livestock Employees

For simplicity reasons, the term livestock employee is used to describe an individual who performs general farm duties which may include overseeing other employees and programs (i.e. breeding, feeding, health and shipping).

Examples of possible positions are titled “swine herdsman, hog operation supervisor or farm supervisor”. Although preferred requirements vary from operation to operation, a sample list shown below outlines the general skills and abilities an employer may seek in a potential candidate for the position of a livestock employee.³

Skills:

- ✓ Keen interest in working with swine in a production environment in all aspects of care (i.e. breeding, gestation, farrowing, weaning and finishing)
- ✓ Ability to maintain a safe and sanitary barn environment
- ✓ Good observation and anticipation skills
- ✓ Recordkeeping skills
- ✓ Teamwork skills
- ✓ Attention to details and awareness of safety for animals, self and co-workers.
- ✓ Knowledge of pasture management and forage operations (if applicable)

Requirements:

- Completed or are completing a high school diploma (usually preferred)
- College diploma or certificate in agriculture, livestock husbandry or apprenticeship training (preferred for swine technicians)

2.3.2 Swine Farm Managers

Naturally, managers on swine operations are expected to possess the basic necessary skills required for entry-level positions plus several additional skills due to an increased level of responsibility. The following contains a list of skills and requirements for farm managers.⁴

Skills:

- ✓ Interested in swine production and in all aspects of care (i.e. breeding, gestation and farrowing, to weaning and finishing)
- ✓ Interest and ability in science – be able to understand the conditions livestock need for growth
- ✓ Teamwork, supervisory and leadership skills
- ✓ Business management skills
- ✓ Good observation skills and ability to anticipate potential risks
- ✓ Good communication skills (i.e. excellent communication to staff, suppliers, other managers and specialists – veterinarians, etc.)
- ✓ Innovation and adaptability
- ✓ Good planning and problem-solving skills

³ “Farm Supervisors and Specialized Livestock Workers (NOC 8253),” Government of Canada - Manitoba Job Futures, <http://mb.jobfutures.org/profiles/profile.cfm?noc=8253&lang=en&site=graphic> (accessed May 24, 2007).

⁴ “Farmers and Farm Managers (NOC 8251),” Government of Canada – Manitoba Job Futures, <http://mb.jobfutures.org/profiles/profile.cfm?noc=8251&index=1&lang=en&site=graphic> (accessed May 24, 2007).

- ✓ Record-keeping skills for production (i.e. record the number of piglets farrowed per sow, number of piglets weaned per sow, etc.) and financial records (i.e. sales per week)
- ✓ Basic computer skills
- ✓ Understand and be aware of all laws pertaining to farming operations (i.e. safety regulations, and farm support provisions)
- ✓ Willingness to upgrade skills and knowledge continuously

Requirements:

- Previous experience worked in the swine environment
- A college diploma or university degree related to agriculture – specifically in animal science (formal agricultural education is not a requirement for all companies)
- Some employers may require a college or university diploma in agriculture or in a closely related field of study

2.3.3 Agricultural Representatives, Consultants and Specialists

The operation of a swine farm is usually dependent on agricultural representatives, consultants and specialists for assistance and advice with farm production. Agricultural personnel in this category include livestock specialists, production specialists, grower’s advisor, farm management consultant, etc. A list of sample skills and requirements are listed below. However, it should be noted that the type and level of skills needed vary from one type of agricultural representative, consultant and specialist to another.⁵

Skills:

- ✓ Interested in agriculture and helping producers
- ✓ Excellent communication skills – written and verbal
- ✓ Moderate computer abilities
- ✓ Thinking skills – decision-making and problem-solving
- ✓ Research, analytical and organizational skills
- ✓ Ability to work independently and as a team
- ✓ Enjoy working outdoors and in all conditions

⁵ “Agricultural Representatives, Consultants and Specialists (NOC2123),” Government of Canada - Manitoba Job Futures, <http://mb.jobfutures.org/profiles/profile.cfm?noc=2123&lang=en&site=graphic> (accessed May 24, 2007).

Requirements:

- College diploma or university degree
- Membership in a provincial or national professional organization (not always a requirement)

2.4 Job Attributes and Attracting and Retaining Employees

Human resource management is an important part of most businesses. Companies are creating new strategies to attract and retain top talent. In order to attract top talent, employers and human resource managers must be aware of which particular job attributes relate to individual and company success. This section will discuss attributes related to successful farm employees followed by a discussion on why it is difficult to attract and keep employees. Finally, the costs associated with employee turnover will be explored. Numerous resources have been used to compile this section.

2.4.1 Job Attributes Specific to Employment in Farming

A career in farming is not simply a job; rather, it is often a way of life. For most employed people, work-weeks have gotten shorter and holidays have gotten longer but for the average farmer the work-week continues to be demanding and challenging. Also, job attributes specific to farming operations differ from most other types of careers.⁶

Large pig farmers require the assistance of labourers to help with daily chores on the farm. This requires a great deal of commitment. Employers seek employees who are highly committed to the success of the farm. Farmers need to be able to depend on and trust employees to show up for their scheduled shifts to ensure that the pigs are fed, moved around the barns, shipped to the market, etc. on a timely basis. Uncommitted employees disrupt the livestock and the entire operation.

Many large swine operations require the help of numerous employees to operate the farm. A pig farm employee should be one who enjoys working with others in a team environment but is also able to work independently. As well, an employee should be capable of relaying important information to co-workers to ensure effective communication for a smoothly run operation.

Working in the swine industry is physically demanding at times and being physically fit will make working in the barns easier. The swine industry also seeks those who are able to work early hours or possibly later shifts if needed, for example, during planting season or harvest if the farm grows its' own crops for feed.

⁶ Carol A. Lueders Bolwerk, "The culture of farm work and it's implications on health, social relationships and leisure in farm women and men in the United States," *Journal of Culture Diversity*, (Winter 2002), http://findarticles.com/p/articles/mi_m0MJU/is_4_9/ai_98135734/pg_3 (accessed May 23, 2007).

Human resource needs with respect to managerial positions at pig farming operations require managers who can effectively delegate tasks to others and who have the capability of being responsible for the production and operation of the farm. In addition, an interest in business is an asset beneficial to the entire managerial team so suggestions and ideas can be brought forth to better the organization.

2.4.2 Primary Reasons for Difficulties in Attracting and Retaining Agricultural Employees

There are some factors that may contribute to agriculture's human resource management situation. The perception of low wages certainly contributes to the difficulty associated with attracting and retaining employees in the farming industry. A discussion on actual wages paid on Ontario swine farms will be undertaken in the section outlining results from the swine farm employer survey results.

When agricultural employers consider compensation packages they must understand that competition for employees goes far beyond neighbouring agricultural operations. Factories, warehouses or even fast food establishments all become labour competition when seeking employees. Thus, it is important to understand and research competing businesses or industries in order to provide an attractive and competitive compensation package. Compensation packages include not only salary or wages, but can extend to the use of a vehicle, free pork, flexible schedules, residency, incentives and etc.⁷

There is a high level of variability in the expected and available hours of work in the agricultural sector. Long hours, early start times, irregular work schedules and physically demanding work act as barriers when recruiting and retaining employees. Many livestock operations require their employees to work some weekends. Farm operations may ask their employees to work up to 6 or even 7 days a week during busy seasons (for example, an employee on a swine and cash crop farm may be required to work longer hours during planting season or harvest). The day-to-day work schedule variability may not complement the lifestyle of some individuals.⁸

The job market is currently facing an increased level of competition for skilled labour. In terms of the agricultural sector, farms are becoming larger and therefore there is an increased need for skilled workers. The need for skilled workers also derives from the increase in the use of technology on the farm and the increase in the number of requirements for food safety, traceability, environment and other regulations. However, many potential skilled workers are either seeking or are employed in similar industries who pay higher wages.

⁷ Bill Whittle, "Hiring the Good Agriculture Employee," Virginia Polytechnic Institute and State University (Feb/Mar. 2006), <http://www.ext.vt.edu/news/periodicals/fmu/2006-02/hiring.html> (accessed May 18, 2007).

⁸ "Occupational Outlook Handbook, 2006-07 Edition; Agriculture Workers," U.S. Department of Labor – Bureau of Labor Statistics, (Aug. 4, 2006), <http://www.bls.gov/oco/ocos285.htm> (accessed May 18, 2007).

2.4.3 Employee Turnover in Agriculture

The agricultural industry continues to struggle with high employee turnover. Employee turnover is “the ratio of the number of workers that had to be replaced in a given time period to the average number of workers.”⁹ Employee turnover on livestock operations causes a greater effect than on other types of farming operations (for example, cash crop farms) because these operations have animals that need to be fed and cared for daily versus commodities such as crops that can be stored for periods of time. There are both positive and negative consequences associated with employee turnover in the work environment.

Positive factors may arise from turnover. At times, the existence of particular positions becomes dispensable – those who leave need not be replaced.¹⁰ Positive opportunities also arise to improve and build current positions. Hiring a new employee who “fits” well with the team creates an opportunity to strengthen and build the current team of employees.¹¹ Also, the departure of an employee who was disruptive in the business may increase the morale of the other employees.

Negative setbacks that arise from high levels of employee turnover include workforce instability, reduced efficiency and decreased effectiveness.¹² A major setback from employee turnover is its effects on the level of productiveness within an organization. Many agricultural companies promote team building where the goal is to reach levels of maximized productiveness and efficiency. However, this goal is often hindered by the fact that most employers begin the recruitment process only when necessary. This “as needed” recruiting style interrupts the opportunity for continuous maximum efficiency levels.¹³

Employee turnover is costly to a company. Human resource professionals estimate that the cost of turnover is approximately 30 percent of the employee’s salary that is being replaced.¹⁴ Marchand and McEwan determined that the average cost of employee turnover on Ontario swine farms is \$8,408.¹⁵ This figure is based upon separation, replacement and training costs. Separation costs include time for the exit interview and other administrative costs. This costs the Ontario swine producer an average of \$251. Replacement costs amount to \$1,138 and cover advertising for the new opening, pre-employment administrative procedures, selection interviews, pre-employment tests and the time (salaries and benefits) spent searching for a recruit. The majority of costs (i.e. \$7,018) are

⁹ “Employee turnover,” Dictionary.com - WordNet® 3.0. Princeton University, [http://dictionary.reference.com/browse/employee turnover](http://dictionary.reference.com/browse/employee+turnover) (accessed Jun. 22, 2007).

¹⁰ Gregorio Billikopf, “Employee Turnover,” University of California - Labor Management in Agriculture 2nd ed., (Jul. 2003), <http://www.cnr.berkeley.edu/ucce50/ag-labor/7labor/15.htm> (accessed May 18, 2007).

¹¹ JoAnn Alumbaugh, “How to Find and Keep Good Employees,” Farms.com: Benchmark Year in Review Magazine, 2006 edition, <http://www.farms.com/benchmark/HowToFindAndKeepGoodEmployees.pdf> (accessed May 17, 2007).

¹² “The Retention Factor,” *Agri Marketing* 44, no. 8 (Oct. 2006): 1, http://www.agrimarketing.com/show_story.php?id=43351 (accessed May 17, 2007).

¹³ Carole Gumprich, “Recruiting and Training Employees,” *C.B. Gumprich Ltd.*, (Apr. 4, 2007), www.londonswineconference.ca/proceedings/2007/LSC2007_CGumprich.pdf (accessed May 18, 2007).

¹⁴ *Ibid.*

¹⁵ Lynn Marchand and Ken McEwan, *The Impact of Labour Variability on Ontario Swine Farms* (Ridgetown: University of Guelph Ridgetown Campus, Nov. 2004), 40-41.

associated with training the new employee to get “up to par” with the rest of the employees. Training costs include: booklets, manuals, reports, programs, wages of the existing employee who is not fully productive while educating the trainee, and the wages of the new employee who is not fully productive. The average time for a qualified farm employee to become fully productive is 52 days.¹⁶ The cost of employee turnover means that it is important to find reliable and productive employees and provide a stimulating and satisfactory work experience for them so that they will stay in the business.

2.5 Human Resource Management Retention Strategies

In order to be competitive with other businesses and industries, agricultural employers are being forced to become more creative in their human resource management strategies.

The key challenge presented to human resource managers and recruiters is to “graft effective programs that empower employees to deliver measurable impact and compensate them for their results.”¹⁷ Human resource management must understand the “true” disparity between what they think employees want and what employees *actually* want out of their job. Once this gap narrows, turnover and replacement costs will decrease.

The first step managers can take to improve their current retention rate is to review the company’s top priorities and ensure that improving retention is one. Retention plans need to be constructed on a long-term basis rather than as a quick fix because of the lengthy productivity and financial effects on the company.¹⁸ Below, several human resource management guidelines to increase retention are presented.¹⁹

1. Determine the company’s vision – its goals

A detailed description of a company’s vision which outlines all key goals of the organization assists employees in understanding where the company is and where it wants to go. Motivation increases and productivity is potentially maximized in employees when they recognize the value of the activities they undertake. They come to understand that they are a critical part in attaining the company’s vision. It strengthens their desire to excel and stay with the company long-term.

¹⁶ Ibid.

¹⁷ Lena M. Bottos, “Mind the Gap: Knowing what Employees want is Key,” *Employee Benefit Plan Review* 61, no. 5 (Nov. 2006). <http://proquest.umi.com/pqdweb?index=0&did=1166617671&SrchMode=1&sid=1&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1179169965&clientId=14823> (accessed May 14, 2007).

¹⁸ Ed Schmitt, “The Importance of Employee Retention,” *Transaction World Magazine* (Jul. 2001). <http://www.transactionworld.com/articles/2001/july/hiring1.asp> (accessed May 31, 2007).

¹⁹ Gary Johns and Alan M. Saks, *Organizational Behaviour: Understanding and Managing Life at Work – Sixth Edition* (Toronto: Pearson Education Canada Inc., 2005) 117, 294.

2. *Develop Human Capital*

One of the most important assets to any business is their human capital – the knowledge, abilities and skills within a workplace. Employers invest in their employees through education and training in order to remain competitive in their industry. In regards to training, employers must recognize the need to go beyond basic training and to educate employees on the “why” of the techniques. Employees who have learned this will be able to handle a variety of situations.²⁰

Training is undoubtedly an expensive procedure, but it is necessary for company success. Some employers fail to allocate sufficient funds towards proper training because they feel it is “not worth it” if employees quit before they actually become productive. However, employers who do not provide adequate training should consider how much some of their current employees cost the company if they perform their tasks in inefficient ways.²¹

3. *Effective Communication*

Time should be allocated (bi-weekly, monthly or even quarterly) for managers and employees to effectively discuss current issues. This gives employees an opportunity to ask questions, provide feedback, comments or suggestions to improve current production and practices. All feedback should be openly and fairly considered since employees are usually the ones who experience production first-hand.

Managers must be aware of communication styles, both verbal and nonverbal. Gestures, actions, words and phrases have various meanings in different societies. Understanding these differences will prevent awkward situations from arising.

Provide an employee handbook. A handbook outlines all farm rules and procedures which assist in a smooth transition into the work environment for new employees. Additionally, an employee handbook acts as a tool of reference for any future questions or concerns.

4. *Employee Recognition Programs*

Compensation is surely an important factor in determining an employee’s level of job satisfaction; however, publicly and positively recognizing employees for their hard work and achievements is very motivating. Research suggests that “it costs nearly nothing to write a handwritten thank you for a job well done, award an extra vacation day, or recognize an effort in the presence of peers. The key is to be timely and sincere.”²² Recognition provides positive reinforcement for

²⁰ JoAnn Alumbaugh, “How to Find and Keep Good Employees,” Farms.com: Benchmark Year in Review Magazine: 2006 Edition, <http://www.farms.com/benchmark/HowToFindAndKeepGoodEmployees.pdf> (accessed May 17, 2007).

²¹ Olszynski, “Good People – Part 2,” *National Driller*: 14.

²² “The Retention Factor,” *Agri Marketing* 44, no. 8 (Oct. 2006): 1. http://agrimarketing.com/show_story.php?id=43351 (accessed May 17, 2007).

employees and is related to job satisfaction, performance, productivity, and lower levels of turnover. When providing rewards to employees ensure that the rewards are of some importance to them to act as motivators to assist in achieving the goals. Rewards that are not meaningful will not act as a strong motivator.²³

Another strategy that could work in the pork industry is to have spot bonuses. Immediately rewarding good behaviour will help keep employees satisfied for a longer period of time and will assist in retaining employees.

5. *Job Satisfaction*

There are many components that affect the level of job satisfaction an employee has. Several factors are listed below.

- ✚ *Mentally challenging work* – Work that challenges one’s skills is often positively perceived as personally involving and important. Personal preference plays a key role in determining the degree of difficulty. Some prefer repetitive, unchallenging work whereas others seek to challenge their abilities.
- ✚ *Adequate compensation* – When determining compensation one must take into account factors such as: the number of hours worked, time of day the hours are worked, working conditions, the experience and abilities required, etc. Employers should adequately provide compensation for their employees based on these types of factors. Offering a base pay along with performance pay provides a measure for performance goals set by the employee and employer. This procedure creates a positive performance cycle.
- ✚ *Career opportunities* – Increased job satisfaction may also derive from opportunities to advance one’s career. Promotions offer many valuable signals pertaining to one’s perceived level of self worth. In small family-owned businesses where few outside labourers are hired, an employer may simply assign a greater level of responsibility to indicate an employee’s value to the business.
- ✚ *People* – Increased job satisfaction also occurs when employees are happy with whom they work with. Co-workers and employers who are friendly, considerate, and cheerful make the workplace environment a pleasant place to be.

²³ “Team Building,” AgCareers.com (2007).

6. *Flexibility*

Strategic managers should not only be able to adapt to sudden changes in the environment but they must also adapt to unexpected employee situations. For example, an employee may have to leave work early due to a family emergency. This type of situation requires a manager to be flexible with their employees.

7. *Set specific goals for employees*

Base goals on the following SMART principle – Specific Measurable Achievable Relevant Time framed.²⁴ Goals that follow this principle are most likely to succeed. Feedback on an employee’s progression coupled with guidelines and suggestions enables one to advance their current progress towards their goals and it also enables them to compare their current performance with their targeted goals. Many employees find this motivating.²⁵

8. *Provide breaks*

Snack and/or exercise breaks allow employees to relax and rest and provides an opportunity for them to clear their minds. After breaks, employees come back to work more focused with a higher tolerance for stress. When breaks are not provided to employees who work long hours they can become stressed, their focus decreases and it lowers others ability to work with them.

9. *Success plans (also known as To-do lists)*²⁶

Daily and weekly objectives may assist all staff members in becoming more productive and organized with measurable results. Feelings of success and accomplishment will result when these objectives are achieved. These daily and weekly objectives will also provide a sense of progress towards annual goals.

10. *Listen*

One main reason why a number of employees quit their job is a poor relationship with their boss. Managers, supervisors and owners who allocate time for scheduled meetings with employees build strong relationships. When listening to an employee one-on-one employers show employees that they are interested in what they have to say.

²⁴ “Team Building,” AgCareers.com (2007), <http://www.agcareers.com/newsletter/wh.htm> (accessed Jul. 27, 2007).

²⁵ Bottos, “Knowing what Employees want is Key,” Employee Benefit Plan Review.

²⁶ David Russell, “Find ‘em, Manage ‘em, Keep ‘em: How to create the workforce you want, and one that wants to be with you long-term,” *VARbusiness* 23, no. 10 (May 14, 2007): 28, <http://proquest.umi.com/pqdweb?index=0&did=1270428571&SrchMode=1&sid=1&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1179242236&clientId=14823> (accessed May 15, 2007).

11. Performance Reviews

Frequent performance reviews increase the confidence of employees and help develop their sense of self worth. At performance reviews discuss accomplishments and activities that are done well and review areas where there are opportunities for improvement. Lastly, present ideas and suggestions for future successes.²⁷

12. Employer Branding²⁸

Marketing the company as a successful and good company to work for makes employment opportunities appealing and attractive. Ensure that all of your current employees are happy and proud to be an employee of the company. Those seeking a job are much more likely to apply and accept a position with a company from which they have heard excellent things.

2.6 Strategies to Recruit the “Right People”

The entire recruitment process plays a critical role in how a prospective employee perceives a company’s work environment. Once the desired potential candidates are found employers need to practice proper procedures to correctly identify the “right employees”. This means that employers need to locate the best candidates suitable for their work environment. When searching for recruits, be open to all opportunities to find the best employees.²⁹ Do not presuppose that future employees will be found only in particular areas or from particular backgrounds.

Research suggests recruiters “hire on attitude; not skill”. It is much easier to train someone how to feed pigs than to train someone to be enthusiastic and willing. It is difficult to teach adults to change their attitude to become motivated, hard-working or to improve their work ethic. Employers who hire on attitude are also presented with a “clean slate”. Employers are able to teach their newly acquired staff how they would like the required tasks to be performed. As well, employers are presented with a much larger pool of potential applicants when the requirements are not so narrowly defined.³⁰

There are three phases of the hiring process. The prequalification stage is the first procedure used to select the best candidate(s). Before the interview, a potential candidate could be screened using a predetermined set of questions regarding company practices and policies. If candidates can not comply with company polices and procedures then there is no reason for a face to face interview. Sample questions regarding company policies include:

²⁷ Ibid.

²⁸ Alumbaugh, “Find and Keep Good Employees,” Farms.com.

²⁹ Ibid.

³⁰ Jim Olsztynski, “How to Find and Keep Good People – Part I,” *National Driller*: 16.

- “Our normal work hours are from xx am to xx pm, but are subject to change at any time. Can you work these hours, and are you able to transition to a new schedule if required?”
- “Our employees are sometimes called upon to work overtime on short notice. Is this acceptable to you?”
- “Do you have reliable transportation to get you to and from work each day on time?”³¹

Interviewing applicants for the first time allows the recruiter to interview numerous candidates and to select a few applicants who appear suitable to meet the workplace needs. Second interviews allow for the direct supervisor to meet the applicant. The supervisor may decide to show the applicant around the facilities and demonstrate a few of the tasks that he/she will be required to do. Showing the applicant the work environment prior to his/her acceptance of the job means lower turnover rates because of fewer surprises.³²

One strategy to address the shortage of labour which has resulted in an increase in competition for employees is to adopt a signing bonus. This is where an employer provides a monetary bonus to a prospective employee if they decide to join their company. This tactic may be useful in recruiting individuals in order to succeed in competing for top talent.³³

Current employees who recruit a new employee could be rewarded with a recruiting bonus so long as the new recruit stays with the company long enough to be fully productive. The current employee who recruited a new employee will be pleased to be recognized by management.³⁴

How an employee is treated during the first few weeks typically determines how long they will stay with the company. This explains why it is critical to make the newly hired staff feel comfortable and welcomed. It is important to make them feel confident about their decision to join the company. Establishing good orientation procedures and pairing the newly hired employee with a seasoned worker helps assimilate them into the workplace.³⁵

In summary, since employers take the time and effort to search for new recruits it is recommended that they spend a little bit of extra time to ensure that they find the “right” employees(s). This little bit of extra effort should pay off in the long term.

³¹ Jim Olsztynski, “How to Find and Keep Good People – Part 2,” *National Driller* 28, no. 4 (Apr. 2007): 14, <http://proquest.umi.com/pqdweb?index=0&did=1252961061&SrchMode=1&sid=1&Fmt=4&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1179232993&clientId=14823> (accessed May 14, 2007).

³² *Ibid.*

³³ Bottos, “Knowing what Employees want is Key,” Employee Benefit Plan Review.

³⁴ Jim Olsztynski, “How to Find and Keep Good People – Part I,” *National Driller* 28, no. 3 (Mar. 2007): 16, <http://proquest.umi.com/pqdweb?index=11&did=1231326351&SrchMode=1&sid=1&Fmt=4&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1179173099&clientId=14823> (accessed May 14, 2007).

³⁵ Jim Olsztynski, “How to Find and Keep Good People – Part 3,” *National Driller* 28, no. 5 (May 2007): 20, <http://proquest.umi.com/pqdweb?index=0&did=1267546601&SrchMode=1&sid=3&Fmt=4&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1179233644&clientId=14823> (accessed May 15, 2007).

3.0 SWINE INDUSTRY OVERVIEW

In order to understand how the current agricultural labour market has evolved to its current form, one must recognize and appreciate the history of the labour market over the years.

Much of the focus of the swine industry in Ontario will be on the Huron, Perth, Oxford, Middlesex and Lambton county region because these are the top five counties with respect to pig inventory numbers. Together they account for approximately 64 percent of Ontario's total pig inventory. Map 3.0 identifies the geographical location of each county located in south-western Ontario. It is interesting to note that each of these counties is adjacent to one another.

Map Source: <http://www.web-nat.com/bic/ont/mapsNew.jpg>.
Date accessed: May 3, 2007.

Map 3.0: Geographic Locations



3.1 Brief History of the Swine Industry Labour Market

The face of the pork industry has changed drastically in the last fifty years. As farm size has increased the need for non-family labour has also dramatically increased.

This structural change in the pork industry has affected the labour needs of many operations. The number and type of employees required to successfully operate a pig farm have changed. Fifty years ago, much of the labour performed on farms was undertaken by unpaid family members and paid workers were not as common. Presently, the opposite holds true.

For example, in Canada in 1981 the number of people employed in primary agriculture (workers on farms and workers providing services incidental to agriculture) was 487,000.³⁶ As the number of individuals employed in the agri-food industry (i.e. food processing, farm input suppliers, retailers, restaurants, etc) increased from 1.24 million in 1981 to 1.66 million in 1996, the number of employees in the primary agriculture industry did the opposite falling to 485,000 in 1996. Approximately 25,000 primary agriculture jobs were lost during the 1991 to 1996 period alone.³⁷ Mechanization has contributed greatly to the decreased number of people working in primary agriculture. For example, the utilization of

³⁶ Barbara Keith. "More than just farming: Employment in agriculture and agri-food in rural and urban Canada." *Rural and Small Town Canada Analysis Bulletin* 4, no. 8 (Dec. 2003): 1-17. <http://www.statcan.ca/english/freepub/21-006-XIE/21-006-XIE2002008.pdf> (accessed Apr. 27, 2007).

³⁷ Ibid.

automated feeding systems and larger equipment has decreased the need for some farm labour.

Also, during the early 1980s there was one agricultural service provider (those who provide services directly related to the farm – veterinary services, livestock breeding services, etc.) for 20 primary agriculture workers. By 1996, this ratio was approximately 1 to 10.³⁸ This change is due to the increased need for expertise and specialization from agriculture service providers and the decreased need for labourers. Farm owners/managers are seeking service providers whose expertise complements their own.

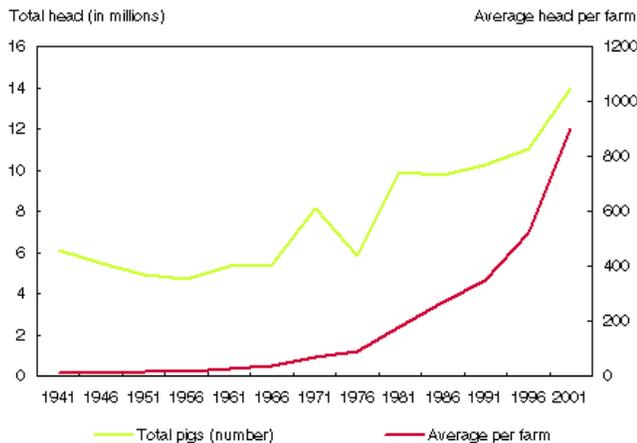
In conclusion, as the swine industry changes there is a resulting change in the labour needs of swine employers. The need for fewer but specialised employees to produce more and the need for complementary expertise are two key labour changes.

3.2 Hog Farming in Canada & Ontario

3.2.1 Number of Hog & Pig Farms

Prior to 1998, the hog industry was in the midst of a structural change but the 1998 crash in hog prices accelerated this movement. There were a total of 21,105 farms raising approximately 11 million pigs in Canada in the 1996 Census (i.e. average of 523 pigs/farm). This is shown in Figure 3.1. By 2001 there were 15,472 farms producing 14 million pigs (i.e. 902 pigs/farm) and by 2006 there were 11,497 farms growing 15 million pigs (i.e. 1,308 pigs/farm). Although the number of farms raising pigs nearly halved during the last ten years the size of the “average” farm has more than doubled.

Figure 3.1: Fewer Swine Farms, but Increased Number of Pigs per Farm



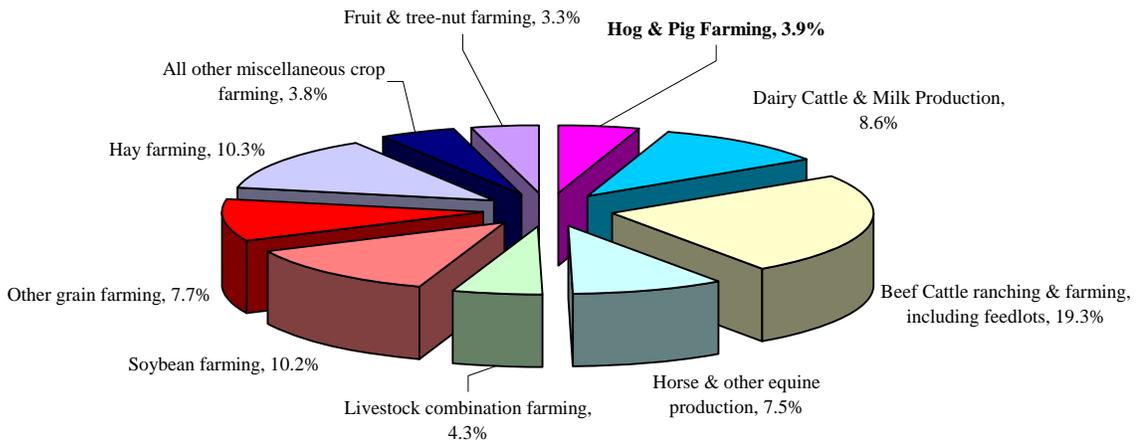
Source: “Hog Numbers Increase,” Government of Canada – Statistics Canada.

³⁸ Barbara Keith. “More than just farming: Employment in agriculture and agri-food in rural and urban Canada.” *Rural and Small Town Canada Analysis Bulletin* 4, no. 8 (Dec. 2003): 1-17. <http://www.statcan.ca/english/freepub/21-006-XIE/21-006-XIE2002008.pdf> (accessed Apr. 27, 2007).

While the above data takes into account every farm that has a pig in Canada on Census day, the focus will now shift to those farms that have the majority of their farm sales from hogs and pigs. Of the 229,373 farms in Canada on Census day in 2006 swine farms represent a relatively small portion at 2.6 percent (i.e. 6,040 swine farms). This is down from 3.0 percent of all farms in 2001.

When comparing hog and pig farming in Ontario with other types of farming, it falls within the top 10 types of farming in Ontario out of 33 possible farm types based on the number of farms classified by industry. Hog and pig farms that have the majority of their sales from swine comprised 4.2 percent of all farm types in 2001 and decreased slightly to 3.9 percent or 2,222 farms in 2006. In order to visually compare hog and pig farming in Ontario to other types of farming see Figure 3.2 which illustrates Ontario's top 10 most common farm types in 2006.³⁹

Figure 3.2: Ontario's Top 10 Farm Types 2006 (Number of Farms Classified by Industry)



Source: Government of Canada - Statistics Canada, Agriculture Census 2006, Table 1.2 Agriculture overview, Canada and the provinces – Farms classified by industry.

3.2.2 Number of Hog & Pig Farming Operators

A moderate decrease in the number of hog and pig farm operators has occurred in Canada in the last few years. The 2001 census data reported 10,940 hog and pig operators, but by 2006 this figure dropped to 9,245 operators. This is a decrease of 15.5 percent.

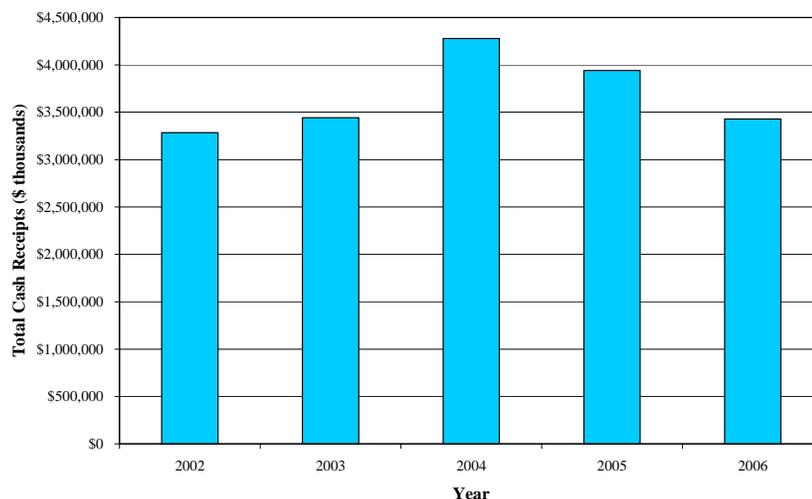
The number of hog and pig farm operators in Ontario as of 2006 indicates an 8.1 percent decrease from 2001 data. The 2001 census data indicated 3,695 hog and pig farming operators. The 2006 census data reported a total of 3,395 hog and pig farming operators in Ontario.

³⁹ "Farms, by farm type and province (2001 and 2006 Censuses of Agriculture) (Ontario)," Government of Canada - Statistics Canada (May 16, 2007), <http://www40.statcan.ca/101/cst01/agrc35g.htm> (accessed Jun. 27, 2007).

3.2.3 Total Pig Cash Receipts

Canada has experienced varying levels of total cash receipts for pigs over the years (see Figure 3.3). Over the past five years, Canada has experienced a low of \$3.3 billion in 2002 and a high of \$4.3 billion in 2004.⁴⁰ It is important to recognize that these values are influenced by changes in market prices.

Figure 3.3: Total Pig Cash Receipts in Canada



Source: "Farm Cash Receipts." Government of Canada – Statistics Canada.

In 2006, Ontario's farm cash receipts for hogs were approximately \$848 million or 9.5 percent of Ontario's total farm cash receipts.⁴¹

3.2.4 Farm Sales by County

The five counties identified at the beginning of this section (i.e. Huron, Perth, Middlesex, Oxford and Lambton) play a significant role in the agricultural sector of Ontario's economy. In 2006, Huron County reported the largest total agricultural sales in Ontario at \$718.6 million while Perth was second at \$702.7 million in sales. Oxford, Middlesex and Lambton were sixth, seventh and eleventh respectively with total farm receipts of \$611.5 million, \$594.3 million and \$376.4 million. Table 3.1 displays farm sales for each of these counties and Ontario for 1996 and 2006 and the percentage change from 1996 to 2006.

⁴⁰ "Farm Cash Receipts," Government of Canada – Statistics Canada (May 28, 2007), <http://www40.statcan.ca/101/cst01/agri03a.htm> (accessed Aug. 1, 2007).

⁴¹ OMAFRA Southern Ontario Region at a Glance with data sourced from 2006 Census of Agriculture

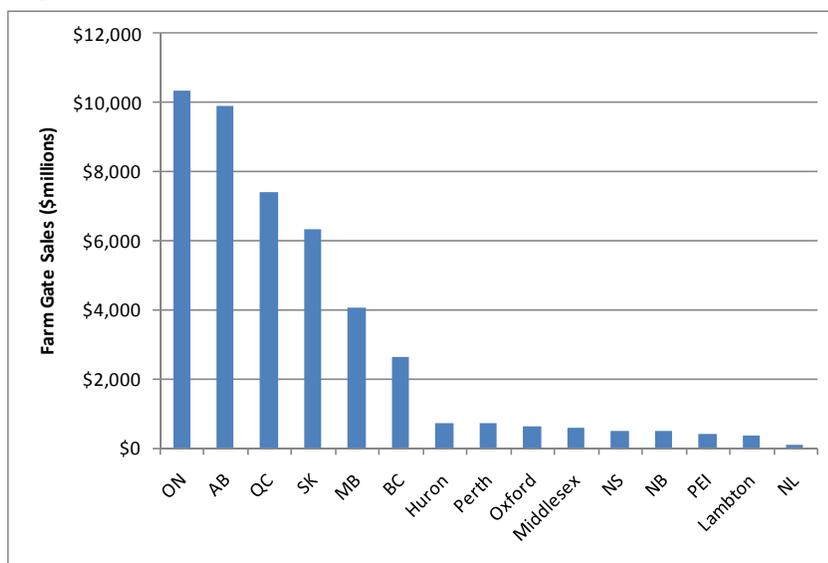
Table 3.1: Total Farm Sales in 1996 and 2006 by County

Rank 2006	County/ Municipality	1996 Sales (\$ millions)	2006 Sales (\$ millions)	Percentage Change 06 vs 96
1	Huron	511.9	718.6	40.4%
2	Perth	430.3	702.7	63.3%
6	Oxford	418.6	611.5	46.1%
7	Middlesex	450.2	594.3	32.0%
11	Lambton	301.4	376.4	24.9%

Source: Statistics Canada 2006 Census

Figure 3.4 illustrates the importance of Huron, Oxford, Perth, Middlesex and Lambton counties in relation to Canada’s agricultural industry sales. Total agricultural sales in these counties (with the exception of Lambton) surpass provincial farm gate sales in Nova Scotia, Prince Edward Island, New Brunswick and Newfoundland and Labrador. Lambton County exceeds the farm sales in Newfoundland and Labrador.

Figure 3.4: 2006 Total Farm Gate Sales



Source: 2006 Census of Agriculture

3.2.5 Pigs by County

Table 3.2 shows the top five counties with respect to total pig numbers, number of farms reporting pigs, and calculates an average number of pigs per farm. These five counties accounted for 63.7 percent of all pigs in Ontario on May 16, 2006 (i.e. Census Day). Huron County possessed 18 percent of the pigs, Perth 16.8 percent, Oxford 11.9 percent, Middlesex 9.4 percent and Lambton 7.6 percent.

It should be noted that while Huron has the largest number of pigs and second largest number of farms, it does not have the largest average number of pigs per farm. The number of pigs per farm has been calculated as the total pigs in the county divided by the total pig farms reporting in the same county. Oxford has the largest number of pigs per farm in Table 3.2 at 1,749 followed by Lambton, Middlesex, Huron and Perth. The average for Ontario is 971 pigs per farm.

Table 3.2: Number of Pigs per County - 2006

	Total pigs - Number of pigs	% of Ontario Pigs	Total pigs – Farms reporting	Number of pigs/farm
Ontario	3,950,592	100.0	4,070	971
1 Huron	711,745	18.0	481	1,480
2 Perth	664,508	16.8	488	1,362
3 Oxford	470,360	11.9	269	1,749
4 Middlesex	370,624	9.4	227	1,633
5 Lambton	299,986	7.6	181	1,657

Source: Statistics Canada, Census of Agriculture

In summary, swine farms in Canada and Ontario have been decreasing in terms of number of farms but the average size of the remaining farms has increased. In Ontario the five counties of Huron, Perth, Oxford, Middlesex and Lambton account for approximately 64 percent of Ontario's entire pig inventory.

4.0 Demographic, Social and Economic Trends

Demographic, social and economic trends in Canada during the last fifty years are evident. It is important to understand these trends in order to recognize how the trends have affected the agricultural labour market.

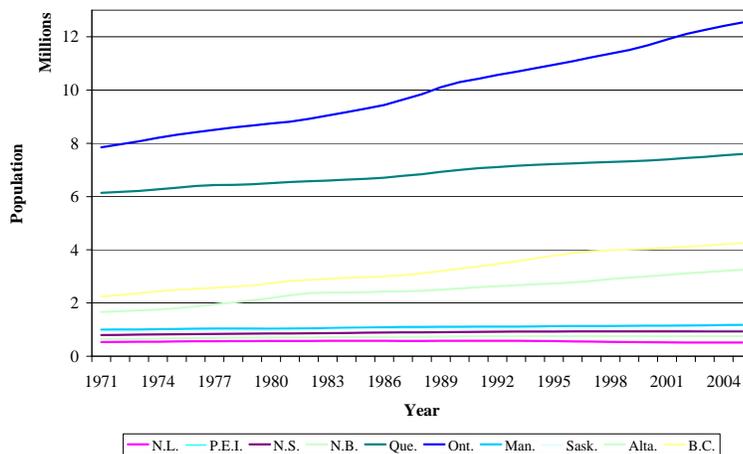
General demographic, social and economic trends in Canada and Ontario as well as in each of the five largest hog producing counties in Ontario (i.e. Huron, Oxford, Perth, Middlesex and Lambton counties) will be discussed. Furthermore, the implications that these trends have on the agricultural labour market will be examined.

4.1 Canada and Ontario

4.1.1 Population

A significant demographic trend in Canada is the shift in the structural composition of the population. Canada's population is growing and is expected to continue to increase mainly due to immigration. This trend is supported by the fact that in 1971, Canada's overall population was 21,961,999 people and by 2005, Canada's population was estimated to be 32,270,507 – an increase of over 10 million people. A breakdown of the population estimate by province is shown in Figure 4.1. Population figures from the 2006 Census reported Canada's population to be 31,612,897. Ontario has the largest population of all the provinces at 12,160,282 people according to the 2006 Census.

Figure 4.1: Annual Population Estimates by Province, 1971 to 2005



Source: "Demographic Statistics 2005," Government of Canada - Statistics Canada.

Another trend is that the average age of Canadians is increasing. In 1985, the median age was 31.0 whereas in 2005 the median age increased to 38.5 as shown in Table 4.1.

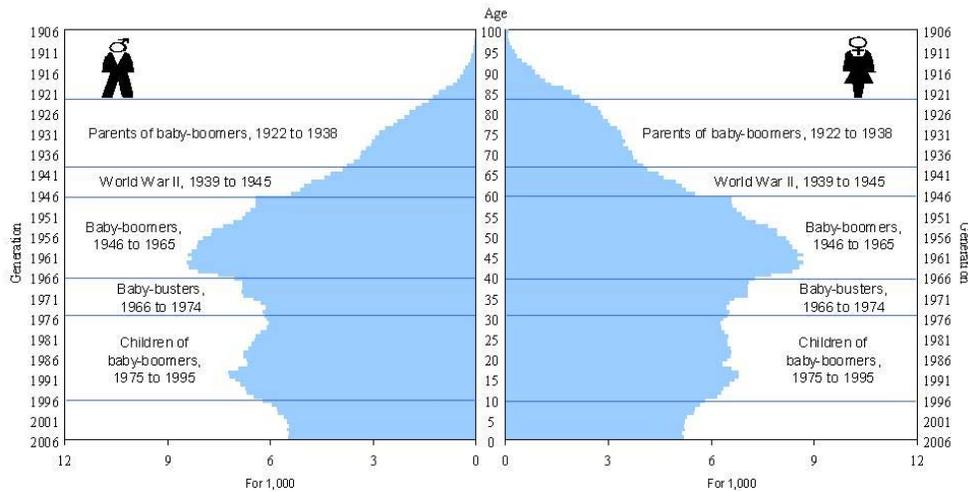
Table 4.1: Annual Age Group Estimates

Age Group	2001	2002	2003	2004	2005
Total Population	31,021,251	31,372,587	31,669,150	31,974,363	32,270,507
0-17	7,121,952	7,089,944	7,038,734	6,997,515	6,967,853
18-24	2,959,814	3,013,110	3,061,641	3,096,536	3,106,751
25-44	9,605,230	9,601,037	9,568,772	9,549,149	9,530,770
45-64	7,411,193	7,675,343	7,933,711	8,188,715	8,447,355
65+	3,923,062	3,993,153	4,066,292	4,142,448	4,217,778
Median Age	37.2	37.6	37.9	38.2	38.5

Source: "Annual Demographic Statistics 2005," Government of Canada – Statistics Canada.

An age pyramid (as seen in Figure 4.2) depicts Canada’s population in terms of the different generations.⁴² As the graph shows, a large portion of Canada’s population is comprised of baby boomers who are aged approximately 40 to 60.

Figure 4.2: Canada’s Changing Population



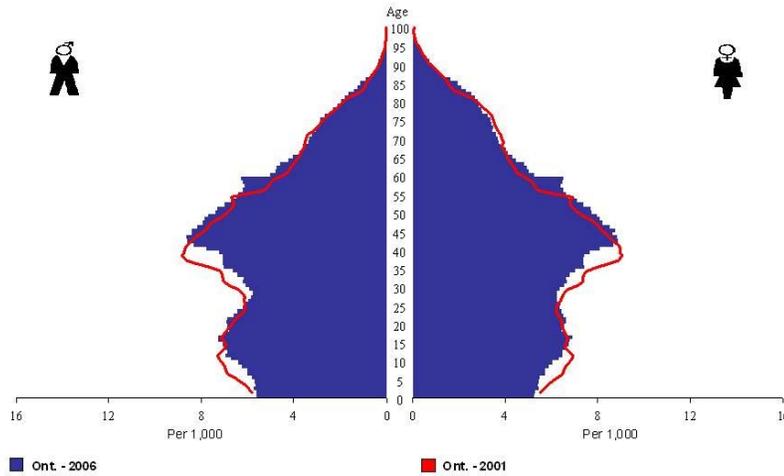
Source: "Figure 7 Different cohorts among the age pyramid of the Canadian population in 2006," Government of Canada – Statistics Canada

The baby boomer group is also apparent when analyzing Ontario’s age pyramid comparing the distribution of the population in 2001 (i.e. the red line) with 2006 (i.e. the blue area) in Figure 4.3. The median age was 37.2 in 2001 and 39.0 in 2006 (Census 2006). In the future, the average age of Canada’s and Ontario’s populations will increase as the baby boomers continue to age because they make up such a large part of the total population.⁴³

⁴² "Figure 7 Different cohorts among the age pyramid of the Canadian population in 2006," Government of Canada – Statistics Canada (Jul. 17, 2007), <http://www12.statcan.ca/english/census06/analysis/agesex/charts/chart7.htm> (accessed Aug. 7, 2007).

⁴³ "Figure 13 Age pyramid of Ontario population in 2001 and 2006," Government of Canada – Statistics Canada (Jul. 17, 2007), <http://www12.statcan.ca/english/census06/analysis/agesex/charts/chart13.htm> (accessed Aug. 7, 2007).

Figure 4.3: Ontario's Population – 2001 vs. 2006



Source: "Figure 13 Age pyramid of Ontario population in 2001 and 2006," 2001 and 2006 Censuses, Government of Canada - Statistics Canada.

4.1.2 Components of Population Growth

Between 2000 and 2005, net international migration accounted for over 60.0 percent of Canada's population growth. This trend confirms that international migration is very important to the Canadian culture and economy. Provinces like Ontario, Manitoba and British Columbia are experiencing growth in their provincial population mainly due to international migration. In fact, 53 percent of immigrants to Canada settled in Ontario during 2004/2005.⁴⁴ With respect to these immigrants 38.8 percent are 20 to 34 years of age and 24.7 percent are 35 to 49 years old.⁴⁵ Although the majority of them are likely to settle in large urban centres such as Toronto it is possible that some may settle in more rural areas.

A summary of population growth for Ontario and the five counties of interest for 2003/04 is shown in Table 4.2. It shows that Huron and Lambton were unable to maintain their populations and experienced a net decrease in population. Middlesex continued to grow in 2003/04 largely due to the influx of 1,751 immigrants and the lure of the city of London. Oxford had some growth and it was the county with the highest net internal migration.

⁴⁴ Statistics Canada, *Annual Demographic Statistics, 2005*, Catalogue no. 91-213.

⁴⁵ Ibid.

Table 4.2 Population Growth for Ontario and Five Counties, 2003-04

	Natural Increase	Net International Migration	Net Internal Migration*	Total Growth
Ontario	42,535	99,903	-8,375	134,063
Huron	-51	6	-137	-182
Lambton	-135	75	-11	-71
Middlesex	1,077	1,751	146	2,974
Oxford	161	75	216	452
Perth	201	41	-130	112

Statistics Canada, *Annual Demographic Statistics, 2005*, Catalogue no. 91-213. * includes net inter- and intraprovincial migration.

4.2 Age of Farm Operators

Table 4.3 shows a breakdown by age of all farm operators in Ontario as well as the change from 2001 to 2006 for each age category in Ontario and Canada. This data shows that all age categories reported decreases in the number of farm operators except for the oldest age category of 55 and older. The median age of all Ontario farm operators in 2006 was 52 compared to 51 for Canada. The wide gap between the number of oldest and youngest operators is concerning. As the oldest operators retire there will be few to replace them.

As might be expected there are more male farm operators than female with males representing 71.4 percent of all farm operators in Ontario. Table 4.3 shows the breakdown by age category for male and female operators. The results are similar to the “all farm operators” category in that the category for 55 and older is the only group to increase in numbers between 2001 and 2006.

Table 4.3: Age of Farm Operators

	Ontario Number of farm operators - 2006	Ontario 2001 to 2006 % change	Canada 2001 to 2006 % change
<i>All farm operators</i>	82,410	-3.1%	-5.5%
Under 35	7,070	-21.3%	-25.0%
35 to 54	40,275	-8.8%	-11.5%
55 and older	35,062	10.1%	10.2%
Median age	52	4.0% (from 50 to 52 yrs old)	4.1% (from 49 to 51 yrs old)
<i>Male farm operators</i>	58,875	-5.4%	-7.4%
Under 35	5,140	-22.0%	-24.7%
35 to 54	27,780	-11.0%	-13.1%
55 and older	25,960	6.3%	6.2%
Median age	52	4.0% (from 50 to 52 yrs old)	6.1% (from 49 to 52 yrs old)
<i>Female farm operators</i>	23,535	-3.2%	-0.4%
Under 35	1,935	-19.0%	-26.1%
35 to 54	12,500	-3.4%	-7.6%
55 and older	9,100	21.7%	23.7%
Median age	51	6.3% (from 48 to 51 yrs old)	4.2% (from 48 to 50 yrs old)

Source: “Farm operators – sex and age (Ontario),” Government of Canada – Statistics Canada 2001 and 2006 Censuses of Agriculture
“Farm operators – sex and age (Canada),” Government of Canada – Statistics Canada

4.3 Huron, Oxford, Perth, Middlesex and Lambton Counties

A demographic discussion on Huron, Oxford, Perth, Middlesex and Lambton counties is now undertaken.

4.3.1 Population and Land

Huron County is the largest agricultural county in Ontario with a small population and vast land area.⁴⁶ It is known to be one of the most “rural” counties in Ontario with 55.0 percent of its residents living in non-urban areas.⁴⁷ Unsurprisingly, it is comprised of the smallest population of the five counties discussed. It has a total of 59,325 residents according to the 2006 census – a decrease of 0.6 percent from the recorded 2001 population. Huron County has a relatively low population density of only 17.5 people per square kilometre. The 2006 census also reports a total land area of 3,396.68 square kilometres.⁴⁸

Oxford County has a relatively large population in comparison to Huron, Perth and Lambton counties with a population of 102,756 individuals in 2006. This is a substantial increase since 1981 when its population was recorded at 85,900. Oxford County has a recorded population change of 3.5 percent since the 2001 census. This growth has been mainly centered in the urban areas of the county. In terms of population density, Oxford County recorded a figure of 50.4 people per square kilometre. Land area totalled 2,039.46 square kilometres.⁴⁹ Its strategic location is attributed to its close proximity to several major highways, such as Highways 401 and 403 and its short distance to large cities, such as London, Kitchener-Waterloo and Toronto. These factors have encouraged substantial growth and expansion in economic activity. The automotive sector in particular has been active in Oxford County with the development and expansion of car manufacturing plants.⁵⁰

The 2006 population in Perth County was 74,344 people; an increase of 669 people since the 2001 census – a 0.9 percent population change. Land area in Perth County totals 2,218.41 square kilometres. Therefore, the population density per square kilometre is 33.5.⁵¹

⁴⁶ Harry Cummings and Associates, “The Economic Impacts of Agriculture on the Economy of Perth County,” Human Resources Development Canada & Perth County Federation of Agriculture (Mar. 2000), <http://64.7.140.100/perth/pdf%20files/Perth%20Final%20Report.pdf> (accessed May 12, 2007).

⁴⁷ Lisa Harper, “The State of the Huron County Economy,” Huron Business Development Corporation (Jan. 2005), www.huroncounty.ca/econdev/downloads/StateofHuronCountyEconomy05.pdf (accessed May 13, 2007).

⁴⁸ “Community Highlights (2006) for Huron,” Government of Canada - Statistics Canada (accessed Jul. 12, 2007), <http://www12.statcan.ca/english/census06/data/profiles/community/Details/Page.cfm?Lang=E&Geo1=CD&Code1=3540&Geo2=PR&Code2=35&Data=Count&SearchText=Huron&SearchType=Begins&SearchPR=01&B1=All&Custom=> (accessed Jul. 17, 2007).

⁴⁹ “Community Highlights (2006) for Oxford,” Government of Canada - Statistics Canada (Jul. 12, 2007), <http://www12.statcan.ca/english/census06/data/profiles/community/Details/Page.cfm?Lang=E&Geo1=CD&Code1=3532&Geo2=PR&Code2=35&Data=Count&SearchText=oxford&SearchType=Begins&SearchPR=01&B1=All&Custom=> (accessed Jul. 17, 2007).

⁵⁰ Hemson Consulting Ltd., “Population, Household and Employment Forecasts 2001-2031,” (Apr. 2006), http://www.county.oxford.on.ca/Portals/_county/News/4353/Oxford%20County%20Forecast%20Report%20Dec%2015%202006.pdf (accessed May 17, 2007).

⁵¹ “Community Highlights (2006) for Perth,” Government of Canada - Statistics Canada (Jul. 12, 2007), <http://www12.statcan.ca/english/census06/data/profiles/community/Details/Page.cfm?Lang=E&Geo1=CD&Code1=3531&Geo2=PR&Code2=35&Data=Count&SearchText=perth&SearchType=Begins&SearchPR=01&B1=All&Custom=> (accessed Jul. 17, 2007).

The population in Middlesex County is significantly higher than that of the other four major hog producing counties. The 2006 census data indicates that its population has increased 4.7 percent from the 2001 census data of 403,185 people to 422,333 people as of 2006. Note that this population increase may be significantly attributed to the city of London. The rural population in the county amounts to nearly 70,000 people.⁵² The population density per square kilometre is 127.3. The land mass of Middlesex County totals 3,317.15 square kilometres which makes it the second largest amongst the five counties discussed.⁵³

Lambton County has not experienced any dramatic growth in population with only a 1.0 percent increase from 2001 to 2006. The population in 2006 was recorded at 128,204 people compared to 126,971 people in 2001. The population density per square kilometre is 42.7. The total land mass is 3,001.70 square kilometres in Lambton County.⁵⁴

Please see Table 4.4 for a summary comparison of the five counties and Ontario. It should be noted that while Middlesex and Oxford counties experienced growth in population between 2001 and 2006, the rate of increase was not as high as the 6.6 percent increase recorded for the province of Ontario.

Table 4.4: Population and Land

Population	Huron County	Oxford County	Perth County	Middlesex County	Lambton County	Ontario
Population in 2006	59,325	102,756	74,344	422,333	128,204	12,160,282
Population in 2001	59,701	99,270	73,675	403,185	126,971	11,410,046
2001 to 2006 population change (%)	-0.6 %	3.5 %	0.9 %	4.7 %	1.0%	6.6%
Population density per square kilometre	17.5	50.4	33.5	127.3	42.7	13.4
Land area (square km)	3,396.68	2,039.46	2,218.41	3,317.15	3,001.70	907,573.82

Sources: 2006 Community Profiles for Huron, Oxford, Perth, Middlesex and Lambton Counties. Government of Canada – Statistics Canada.

4.3.2 Age

Table 4.5 shows age characteristics for the five counties and Ontario. Three main age categories are displayed and they are: 0 to 24 years old (i.e. youngest); 25 to 54 years old (i.e. middle aged); and 55 and older (i.e. oldest). Huron County has a relatively aged population. For example, 30.9 percent of its population is aged at

⁵² “2006 Population and Dwelling Counts for Middlesex County,” Middlesex County Planning & Development, <http://www.county.middlesex.on.ca/EconomicDevelopment/2006PopCounts.pdf> (accessed Jun. 29, 2007).

⁵³ “Community Highlights (2006) for Middlesex,” Government of Canada – Statistics Canada (Jul. 12, 2007), <http://www12.statcan.ca/english/census06/data/profiles/community/Details/Page.cfm?Lang=E&Geo1=CD&Code1=3539&Geo2=PR&Code2=35&Data=Count&SearchText=Middlesex&SearchType=Begins&SearchPR=01&B1=All&Custom=> (accessed Jul. 23, 2007).

⁵⁴ “Community Highlights (2006) for Lambton,” Government of Canada – Statistics Canada (Jul. 12, 2007), <http://www12.statcan.ca/english/census06/data/profiles/community/Details/Page.cfm?Lang=E&Geo1=CD&Code1=3538&Geo2=PR&Code2=35&Data=Count&SearchText=Lambton&SearchType=Begins&SearchPR=01&B1=All&Custom=> (accessed Jul. 23, 2007).

least 55 years whereas Ontario's overall population aged 55 years and older is 24.7 percent. The median age of the Huron County population in 2006 is 42.3 whereas Ontario's median is 39.0. Huron County's prime working population (aged 25 to 54 years) comprises 37.4 percent of the county's population. Huron County's youngest age group (aged 24 years and younger) represents 31.7 percent of the population in the county compared to Ontario at 31.6 percent.⁵⁵

Table 4.5: Age Characteristics

Age Traits of the Population	Huron County	Oxford County	Perth County	Middlesex County	Lambton County	Ontario
Total - All persons - 2001	59,700	99,270	73,675	403,185	126,970	11,410,050
Total - All persons - 2006	59,325	102,755	74,340	422,330	128,205	12,160,285
Age 0-24 years old (% of Pop'n)	18,810 31.7%	33,440 32.5%	24,795 33.4%	136,795 32.4%	39,095 30.5%	3,841,175 31.6%
Age 25-54 years old (% of Pop'n)	22,180 37.4%	41,900 40.8%	30,165 40.6%	181,270 42.9%	50,455 39.4%	5,313,425 43.7%
Age 55 and older (% of Pop'n)	18,340 30.9%	27,420 26.7%	19,380 26.1%	104,280 24.7%	38,655 30.2%	3,005,695 24.7%
Median age of population - 2001	39.8	37.7	37.2	36.8	40.0	37.2
Median age of population - 2006	42.3	39.8	39.3	38.5	42.8	39.0

Sources: 2006 Community Profiles for Huron, Oxford, Perth, Middlesex and Lambton Counties. Government of Canada – Statistics Canada.

The median age of Oxford County residents is only slightly higher than Ontario at 39.8 years. Residents aged 55 years and older comprise 26.7 percent of the population, middle-aged adults within the 25 to 54 years age range represent 40.8 percent and the youngest population category consists of 32.5 percent of the county population.⁵⁶

Age characteristics of Perth County residents appear to follow a very similar trend to residents in Oxford County. The youngest age group comprises 33.4 percent of its population; 1.8 percent higher than the Ontario value. Again, similar to Oxford, its middle-aged population represents 40.6 percent and its 55 and older population accounted for 26.1 percent of its total county population. The median age is 39.3 years.⁵⁷

Middlesex County appears to have a somewhat younger population in comparison to the other counties discussed which coincides with the fact that it is the only county, out of the five discussed, with a very large city. A large city can be attractive to adults and young families. The youngest age group (24 years of age

⁵⁵ "Highlights (2006) for Huron," Statistics Canada.

⁵⁶ "Highlights (2006) for Oxford," Statistics Canada.

⁵⁷ "Highlights (2006) for Perth," Statistics Canada.

and younger) represents 32.4 percent of the entire county population. The prime working age group (25 to 54 years of age) comprises 42.9 percent whereas the over 55 years of age represents 24.7 percent of the population. The median age of the population within Middlesex County is 38.5 years of age, 0.5 years less than Ontario.⁵⁸

With respect to Lambton County the youngest age group comprises 30.5 percent of the population. The middle-aged group comprises 39.4 percent and the 55 and older category comprises 30.2 percent of the total population. The median age in Lambton County for 2006 is the highest of the five counties studied at 42.8 years.⁵⁹

There is a lower than average level of middle-aged adults (aged 25 to 54 years) in all of these counties. This is likely due to the tendency for young adults to leave their rural communities in order to continue their formal education or for these people to search for employment in urban areas. Four of the counties discussed have more residents in the 55 and older age group than Ontario's figure of 24.7 percent (i.e. Huron 30.9, Oxford 26.7, Perth 26.1 and Lambton 30.2 percent). This is due to the fact that these rural areas tend to provide a quality of life attractive to early retirees.⁶⁰

4.3.3 Education

The distribution of the highest level of education completed in each of the five counties and also Ontario is presented in Table 4.6 and Figure 4.4. Some highlights from these two sources are now presented. The data used is from the 2001 Census because 2006 numbers are not available. It is evident that Huron, Oxford and Perth have much larger percentages of their populations that have completed less than high school compared to the Ontario average. For example, in these three counties 25 to 27 percent of the county populations have this level of education compared to 19 percent of the population in Ontario in 2001.

Individuals who attained a trades certificate or diploma represented 15 percent of Lambton's population. This is the highest of the five counties and is higher than for Ontario's population at 10.3 percent. One other significant finding is the high completion rates for university in Middlesex and Ontario at 21.8 and 23.8 percent respectively. This compares to only 10 to 12 percent in the other four counties. The results for Middlesex may be influenced by the large urban population in London.

⁵⁸ "Highlights (2006) for Middlesex," Statistics Canada.

⁵⁹ "Highlights (2006) for Lambton," Statistics Canada.

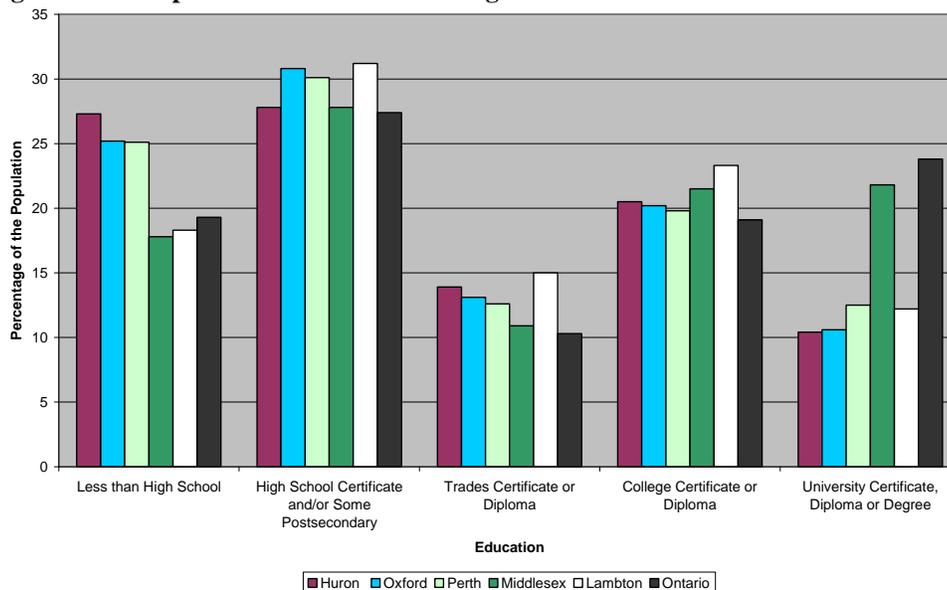
⁶⁰ Harper, "Huron County Economy," Huron Business Development Corporation.

Table 4.6: Percentages of the Highest Education Obtained

	Huron	Oxford	Perth	Middlesex	Lambton	Ontario
% of the population with <i>less than a high school graduation certificate</i>	27.3	25.2	25.1	17.8	18.3	19.3
% of the population with a <i>high school graduation certificate and/or some postsecondary</i>	27.8	30.8	30.1	27.8	31.2	27.4
% of the population with a <i>trades certificate or diploma</i>	13.9	13.1	12.6	10.9	15.0	10.3
% of the population with a <i>college certificate or diploma</i>	20.5	20.2	19.8	21.5	23.3	19.1
% of the population with a <i>university certificate, diploma or degree</i>	10.4	10.6	12.5	21.8	12.2	23.8

Source: Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

Figure 4.4: Comparison of Education Among the Five Counties and Ontario



Source: Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

4.3.4 Labour Force Indicators

Table 4.7 displays labour force indicators for 2001 for the five counties of interest and Ontario. There is no data available for 2006. A “participation rate” refers to the labour force during the week (Sunday to Saturday) prior to census day expressed as a percentage of the population aged 15 years of age and over. Basically this is the percent of the population that is of working age. All counties (except for Lambton at 63.9 percent) exceed Ontario’s participation rate of 67.3 percent.

Employment rate refers to the number of persons employed during the week (Sunday to Saturday) expressed as a percentage of the total population 15 years of age and over. Once again, all counties exceed Ontario’s average employment rate of 63.2 percent (except Lambton at 59.7 percent).⁶¹ This is the percentage of the population that is of working age that is working at the time of the Census.

Unemployment rate refers to the number of unemployed residents expressed as a percentage of the entire labour force in the week (Sunday to Saturday) prior to census day (May 15, 2001). Huron, Oxford and Perth counties all exhibit unemployment rates well below that of the Ontario average of 6.1 percent. A low rate of unemployment means that fewer people are looking for work. This makes it difficult for businesses that want to hire employees. In order to attract people the businesses will need to offer very competitive compensation packages (i.e. salary plus benefits). Middlesex reported an unemployment rate of 6.5 percent and Lambton County at 6.6 percent.⁶²

Table 4.7: Labour Force Indicators

Labour Force Indicators	Huron County	Oxford County	Perth County	Middlesex County	Lambton County	Ontario
Participation rate	68.1	68.3	72.7	67.7	63.9	67.3
Employment rate	65.3	64.4	70.0	63.3	59.7	63.2
Unemployment rate	4.0	5.8	3.8	6.5	6.6	6.1

Source: Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

4.3.5 Industries

The key industries within Huron, Oxford, Perth, Middlesex and Lambton Counties are quite different from the major industries apparent in Ontario. Please note that the term “experienced labour force” refers to persons 15 years and over, excluding institutional residents, who were employed or unemployed during the week (Sunday to Saturday) prior to Census Day, and who had last worked for pay or in self-employment in either 2000 or 2001.⁶³ The information for 2006 is not yet available.

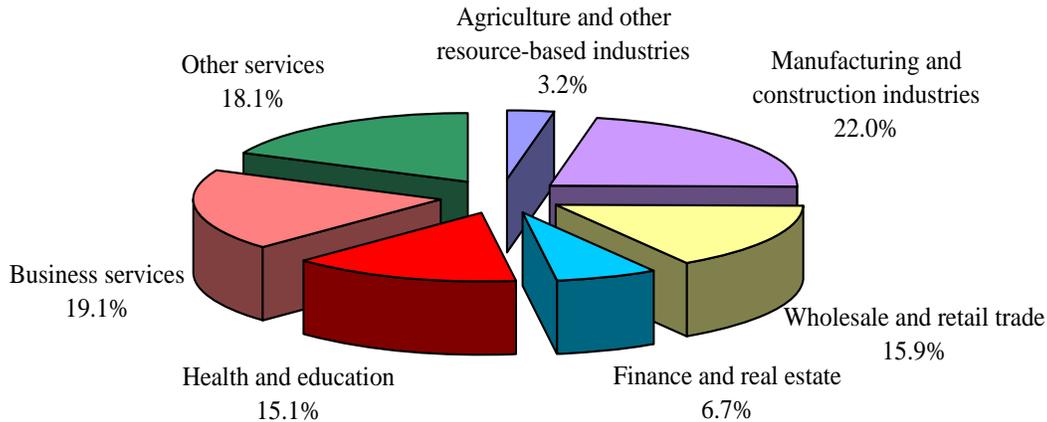
In Ontario, Figure 4.5 shows that the agriculture and other resource-based industries is the smallest industry consisting of only 3.2 percent of Ontario’s total experienced labour force. In contrast, Ontario’s largest industry is the manufacturing and construction industry at 22.0 percent. Other major industries are business services, wholesale and retail trade and other services.

⁶¹ Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

⁶² Ibid.

⁶³ “Experienced Labour Force,” Government of Canada – Statistics Canada (Nov. 30, 2005), <http://www12.statcan.ca/english/Profil01/CP01/Index.cfm?Lang=E> (accessed Jul. 23, 2007).

Figure 4.5: Ontario's Industries (based on percentage of experienced labour force)



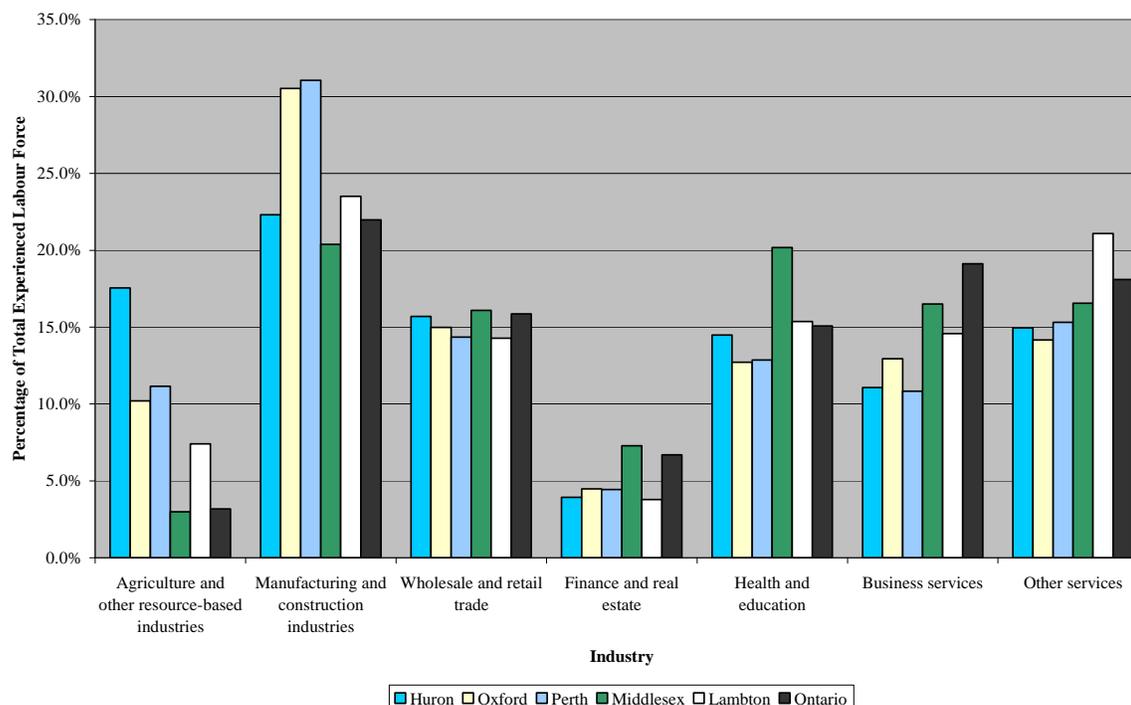
Source: Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

The percentage of the population employed in agricultural and other resource-based industries varies from county to county. Huron County is well known for its agriculture identity where 17.5 percent of its labour force is in this industry. Perth County follows at 11.1 percent and Oxford at 10.2 percent. Employment in the agricultural sector is not as prevalent in Middlesex County where only 3.0 percent of the experienced labour force is employed in this sector. This is slightly lower than Ontario's average at 3.2 percent. Again, London will influence the results for Middlesex. There is 7.4 percent of Lambton County's labour force employed in agriculture. Figure 4.6 provides a visual depiction of the industries that compete with agriculture for labour at the county level.

The manufacturing and construction industries are the largest in Ontario. These industries are also the most predominant in four of the top five hog producing counties. Middlesex is the exception. In fact, the four counties employ a higher percentage in the manufacturing and construction industries than the average of Ontario. For instance, 31 percent of Perth County's labour force is in this sector compared to 22 percent of Ontario's workforce.

The percentage of the population working in the wholesale and retail trade industry is fairly similar in each county and Ontario as a whole. This industry comprises approximately 14.0 to 16.0 percent of the total experienced labour force, as shown in Figure 4.6.

Figure 4.6: County Industries



Source: Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

Finance and real estate are the smallest industries. Most counties reported having between 3.0 and 4.0 percent of the labour force employed in this sector. However, Middlesex and Ontario nearly double these figures employing 7.3 and 6.3 percent of the labour force respectively.

In Ontario and most of the counties shown in Figure 4.6, health and education comprise approximately 15.0 percent of the labour force. However, Middlesex County employs more than 20.0 percent. This is most likely due to the fact that it is home to a large university, the University of Western Ontario, employing a large number of individuals in education. Additionally, there are a variety of health care institutions across the city of London which, in turn, employ numerous health care workers.

Business services in all five counties are less than that of the Ontario average of 19.1 percent. Huron employs 11.1 percent, Oxford 13.0 percent, Perth 10.8 percent, Middlesex slightly higher at 16.5 percent and lastly, Lambton County at 14.6 percent.

Other services seem to play a moderately important role in the economy of each of these counties. Other services include funeral homes, dry cleaning, hair salons, automotive repair/maintenance, and etc. It appears this industry plays an especially important part in Lambton County where it comprises 21.1 percent of the population, slightly higher than Ontario’s average of 18.1 percent. Huron,

Oxford, Perth and Middlesex counties are slightly lower than the Ontario average ranging from 14.2 to 16.6 percent.⁶⁴

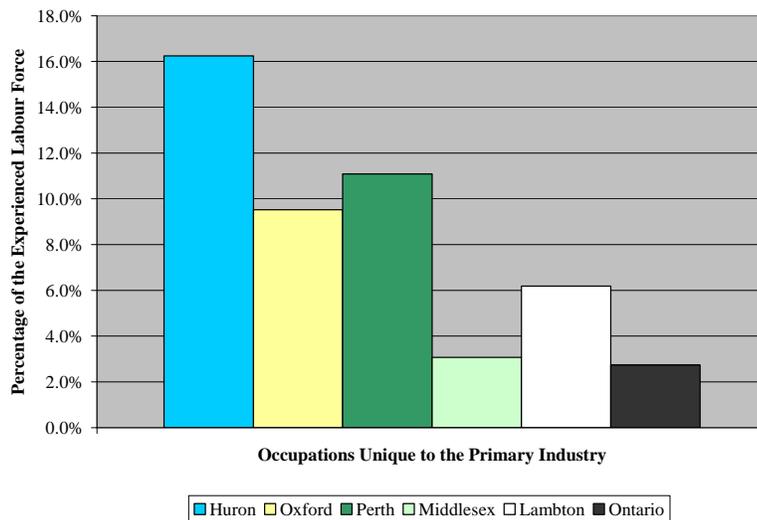
See Appendix A for population breakdowns by gender for each industry in the five counties and Ontario as well as pie graphs that show graphically the population distribution by industry in each county.

4.3.6 Occupations

The type of occupations, the number of people employed in each occupation, and the skills and knowledge required for each job vary significantly. A number of factors can affect this such as: how densely populated is the region? What are natural advantages of the geographic area? Is the region strategically located in regards to particular industries? These questions are a sample of various issues that affect the number and type of occupations available in different regional areas.

The percent of the labour force whose occupations are unique to the primary industry (including agriculture) is highest in Huron County at a total of 16.2 percent. Perth and Oxford Counties employ 11.1 percent and 9.5 percent, respectively. These figures are significantly higher than the Ontario average at 2.7 percent. Middlesex County employs the least of the five counties at 3.1 percent and Lambton employs a moderate 6.2 percent. Figure 4.7 illustrates the percentage of the labour force employed in occupations unique to the primary industry.

Figure 4.7: Occupations Unique to the Primary Industry



Source: Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

⁶⁴ Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

4.3.7 Income

This section discusses income differences within each of these counties. The median family income was determined for the category “all census families”. All census families include: couples without children, couple families with children less than 18 years of age, couple families with children 18 years of age and over, lone parent families with children less than 18 years and lone-parent families with children 18 years and over. The data discussed is for 2001 as the 2006 Census data has not been released.

Families in Perth County had the largest amount of family income with a median of \$60,089 which was very close to the Ontario median of \$61,024. Oxford County followed closely at \$59,969 and Middlesex County at \$59,884. The median family income in Lambton County was \$58,582. Huron County exhibited a median family income much less than that of the other counties. Its median family income was \$53,833. Although the median family income in Huron County averages about \$6,000 less than the rest of Ontario, it is speculated that the cost of living in Huron County is lower primarily based on lower housing costs.⁶⁵

The average earnings for full year, full-time workers was highest in Lambton County (\$44,183) but was still \$3,116 less than the Ontario average of \$47,299. Lambton County is followed closely by Middlesex (\$43,748) and Oxford (\$41,448). Perth and Huron counties are on the lower end of the range at \$38,825 and \$36,315 respectively.

When analysing the composition of total family income, several trends become clear. The earnings portion of total family income in all five counties is lower than Ontario’s average of 78.7 percent. Consequentially, income must come from other sources as well. Government payment transfers such as child tax credits and old age security are higher than the Ontario average (9.8 percent) in all five counties with the highest being in Huron County at 14.1 percent. Also, the other income portion is higher for the five counties than for Ontario. Please see Table 4.8 for detailed figures pertaining to income earned at the county level and for Ontario.⁶⁶

⁶⁵ Harper, “Huron County Economy,” Huron Business Development Corporation.

⁶⁶ Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

Human Resource Needs Assessment for the Pork Industry

Table 4.8: Income

Income in 2000	Huron County	Oxford County	Perth County	Middlesex County	Lambton County	Ontario
Median family income of all census families	\$53,833	\$59,969	\$60,089	\$59,884	\$58,582	\$61,024
Average Earnings (worked full year, full-time)	\$36,315	\$41,448	\$38,825	\$43,748	\$44,183	\$47,299
Average Earnings (all persons with earnings)	\$26,847	\$30,652	\$29,979	\$32,315	\$31,230	\$35,185
Composition of total family income (100%)	100%	100%	100%	100%	100%	100%
⇒ Earnings	71.6%	76.0%	77.1%	76.3%	72.6%	78.7%
⇒ Government transfer Payments	14.1%	11.9%	10.8%	10.9%	12.5%	9.8%
⇒ Other income	14.3%	12.2%	12.2%	12.8%	14.9%	11.5%

Sources: Statistics Canada, 2002. 2001 Community Profiles. Released June 27, 2002. Last modified: 2005-11-30. Statistics Canada Catalogue no. 93F0053XIE

In summary, Ontario's population continues to grow primarily due to immigration. However, the average age in Ontario is increasing as a result of the large group of baby boomers who were born during the 1946 to 1965 time frame. In the five counties of Huron, Perth, Oxford, Middlesex and Lambton the populations have been relatively unchanged from 2001 to 2006 but the demographics show that the population tends to be older in this region versus the Ontario average. Also, a larger portion of the population has completed less education. This region has lower unemployment rates than the provincial average making it more difficult to find new employees. Some of the industries agriculture has to compete with in the five counties are manufacturing and construction, wholesale/retail trade and other services.

5.0 Swine Farm Employer Survey Results

This section presents the results of the 36 responses received from swine farm employers. The results presented for each question are based upon the total number of responses received for each particular question and the response rate is noted. There is variation in the number of responses received because some participants did not answer all questions. The results discuss group averages to protect confidentiality among the study participants. Survey results are also provided in Appendix B.

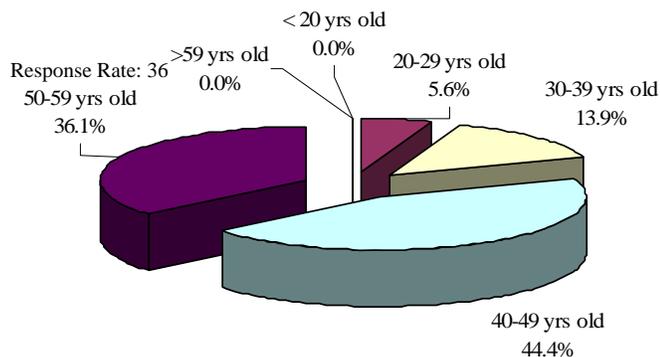
The survey began with some basic questions in order to gain a sense of the sample being surveyed. When employer respondents were asked how they would classify their job title 47.2 percent of respondents classified themselves as owners, 19.4 percent as presidents, and 11.1 percent as owners/managers. Respondents who identified themselves as an owner/president represented 8.3 percent while another 8.3 percent identified themselves as managers. Over one-half of the employer respondents (54.3 percent) resided in Perth County whereas 25.7 percent resided in Huron County. Other counties of residence included: Oxford, Middlesex, Waterloo, Dufferin, Lambton and Elgin. There were 35 responses to this question.

5.1 Section A: Background Information

1. *What is your age?*

The results of this question concluded that the majority of employer respondents (80.5 percent) represented those aged 40-59. All respondents were in the 20 to 59 age range. Very few respondents indicated that they fit into the range of 20 to 29 years of age at only 5.6 percent of the surveyed sample. The next age range, 30 to 39 years, comprised 13.9 percent of respondents. The 40 to 49 age range consisted of 44.4 percent whereas the 50 to 59 age range was 36.1 percent. See Figure 5.1 for a visual depiction of the results. Attracting young people into the swine industry is becoming an important issue in regards to the future of the pork industry.

Figure 5.1: Age of Employers



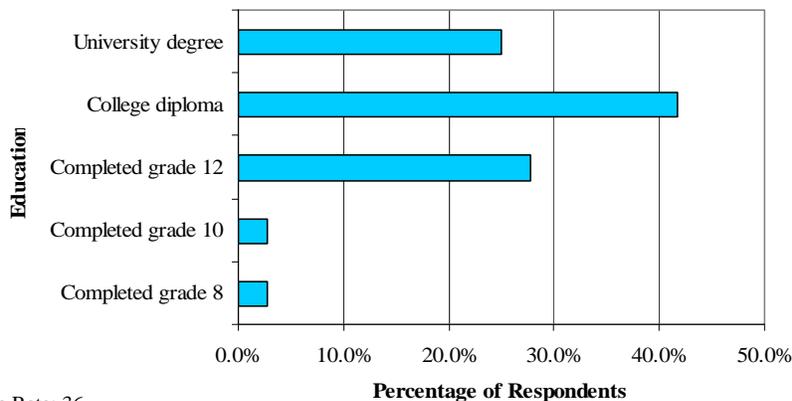
2. *How long have you been the main decision maker for the business?*

This study reveals that the average number of years employers have been the main decision maker for the business is 19.5. There were respondents who indicated that they have been the main decision maker for as long as 30 years or more while others have less experience ranging from 1 to 2 years. There were 35 responses to this question.

3. *What is the highest level of education that you have completed?*

Two-thirds (66.7 percent) of all employers surveyed completed some sort of post-secondary education. Employers with a college diploma comprised 41.7 percent of respondents while 25.0 percent held a university degree. High school graduates made up 27.8 percent of respondents. Only 5.6 percent of respondents indicated that their highest level of education was the completion of either grade 10 or grade 8.

Figure 5.2: Education of Employers



4. *What is the main owned production type (based on gross farm sales) in this farming operation?*

Nearly three-quarters (74.3 percent or 26 respondents) reported a farrow to finish operation as their main owned production type (based on gross farm sales). A total of 46,885 sows were reported from these operations – an average of 1,803 sows per farm. There was a wide range in the number of sows reported per farm from a few hundred to several thousand.

The second most common system was farrow to early wean reported by 20.0 percent (or 7 respondents). A total of 13,100 sows were reported on these farms. The average farrow to early wean farm had 1,871 sows. There was less variation in the number of sows reported on farrow to early wean operations with respondents generally reporting 1,000 to 3,000 sows.

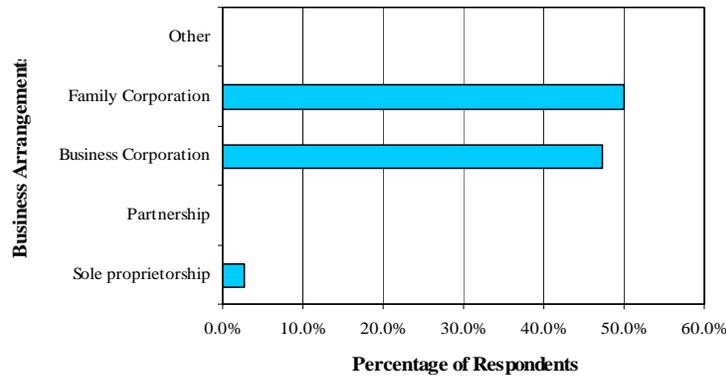
The rest of the respondents (5.7 percent) indicated that their main production site was a finishing operation.

Of all the sows reported, 78.2 percent are located on farrow to finish production sites whereas 21.8 percent are located on farrow to early wean sites. There were 35 responses received for this question.

5. *What business arrangement does your farm operate as?*

Business arrangements may be classified in four main categories: sole proprietorship, partnership, business corporation and family corporation. Exactly one-half of respondents operated as a family corporation, 47.2 percent as a business corporation and 2.8 percent as a sole proprietorship.

Figure 5.3: Business Arrangements

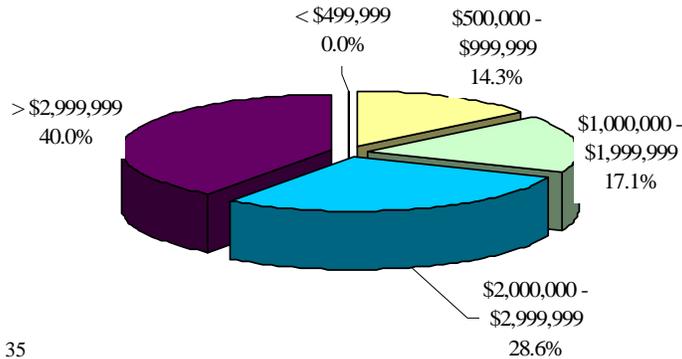


Response Rate: 36

6a. *What is the size of your operation in terms of annual gross receipts?*

All respondents indicated that the annual gross receipts of their operation exceeded \$499,999. The number of respondents whose total annual gross receipts fell within the range of \$500,000 - \$999,999 was 14.3 percent. The next range of \$1,000,000 - \$1,999,999 range comprised 17.1 percent of employers. In the range of \$2,000,000 - \$2,999,999 there were 28.6 percent of respondents. The rest of the respondents (40.0 percent) fell into the largest annual gross receipts category totalling more than \$2,999,999 per year.

Figure 5.4: Annual Gross Receipts



Response Rate: 35

6b. *What percentage of your annual gross receipts is from swine?*

An average of 85.9 percent of the annual gross receipts that employers receive is attributable to the production of swine. Some employers indicated that all of their annual gross receipts are attributable to swine while others indicated as little as 40 to 50 percent. There were 35 responses to this question.

7a. *Do you provide or pay for formal training for your employees?*

This question sought to determine the number of employers who pay for or provide some sort of formal training for their employees. Formal training was reported by 55.6 percent of respondents. There were 36 responses for this question.

7b. *If yes, to what extent?*

Most (80.0 percent) employers who indicated that formal training was provided reported paying for the direct costs of training and for the employees' time spent in training programs.

The rest of the employers (20.0 percent) believed in the value of training and claim that they pay for the costs of training. However, these employers reported that they do not cover any lost wages incurred by their employees. There were 20 responses in total to this question.

8. *What type of training programs would you like to see made available to your swine farm employees?*

When employers were asked what type of training they would like to see made available to their employees there were a wide variety of responses. The top three responses were herd health, breeding and piglet management. These responses were followed closely by stockmanship skills and training in farrowing as shown in Table 5.1. Other suggestions offered by employers included training in bio

security/disease, equipment maintenance and repair (for both the farm and barn), farm safety and first aid training.

Table 5.1: Future Training Programs

What training would you like to see made available to your employees?	Percent
Herd health	13.8%
Breeding	13.2%
Piglet management	13.2%
Feeding	9.2%
Crop production	2.3%
Record keeping	8.6%
Stockmanship skills	12.6%
Farrowing	11.5%
Interpersonal / teamwork skills	8.6%
Communication skills	5.2%
Other (specify)	1.7%
	100.0%

Response Rate: 174 responses

9a. Do you participate in any off-farm training?

A large percentage of employers (77.8 percent) claim to engage in off-farm training. Consequently, 22.2 percent do not engage in any off-farming training. There were 36 employers who responded to this question.

**Note: Respondents who answered “no” were asked to skip to question 10 in Section B.*

9b. If yes, from the list below what are the two types of training that you participate in the most often?

There were 43.5 percent of survey participants who ranked professional development (e.g. training courses, workshops) as the training activity they most often participate in. Industry awareness seminars (e.g. London Swine Conference) followed at 39.1 percent while 17.4 percent partake in producer groups (e.g. benchmarking) most often.

When participants were asked to rank the training that they participate in the next most often, 43.5 claimed they participate in industry awareness seminars, 26.1 percent participate in professional development and 21.7 percent participate in producer groups. The most infrequent type of training used was investigative travel at 8.7 percent.

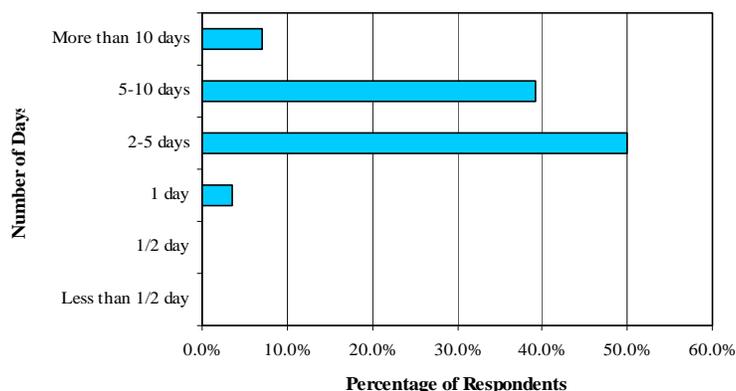
Table 5.2: Types of Training

	Percentage of "Most Often"	Percentage of "Next Most Often"
Professional development	43.5%	26.1%
Industry awareness seminars	39.1%	43.5%
Investigative travel	0.0%	8.7%
Producer groups	17.4%	21.7%
	100.0%	100.0%
Response Rate	23	23

9c. How much time per year do you spend in training?

One-half of employers indicate that they spend approximately 2 to 5 days in training, followed by 39.3 percent who claim spending 5 to 10 days in training. A few employers (i.e. 7.1 percent) report spending more than 10 days. Another 3.6 percent of employer respondents report devoting 1 day to training per year.

Figure 5.5: Time Spent in Training



Response Rate: 28

9d. What is your average annual expenditure for your off-farm training?

In terms of the average annual expenditure for off-farm training, results conclude that 42.9 percent spend less than \$500 per year while 35.7 percent spend \$500 to \$1,000. Those who spend \$1,000 to \$2,000 comprise 17.9 percent of employers. There were no employers who reported spending \$2,000 - \$5,000 in off-farm training, however, there were 3.6 percent who indicated they spend over \$5,000 in off-farm training each year. These results suggest that most employers expend small amounts in training. There were 28 responses to this question.

5.2 Section B: Future Plans

10. How much longer do you see yourself in Primary Production?

A large portion (44.4 percent) of employers indicated that they felt they would remain in the pork industry for a period lasting longer than 15 years. Several respondents (30.6 percent) indicated that they plan to remain for 11 to 15 years whereas exactly one-quarter of respondents indicated that they would remain in the pork industry for a decade or less.

Table 5.3: Future Years in Primary Production

How much longer do you see yourself in Primary Production?	Percent
< 1 year	2.8%
1-2 years	0.0%
3-5 years	13.9%
6-10 years	8.3%
11-15 years	30.6%
> 15 years	44.4%
	100.0%

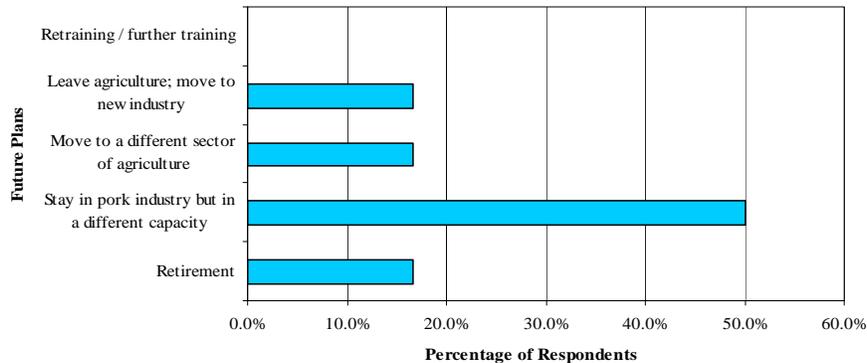
Response Rate: 36

**Note: Respondents who reported 5 years or less were asked to answer question 11. Respondents who reported 6 years or more were asked to skip to question 12.*

11a. If you are planning to exit primary production in the next five years, which option best describes your plans?

Employers who plan to leave primary production within the next five years report several different plans for the future. One-half of the respondents plan to remain in the pork industry but in a different capacity. Other respondents have decided to retire, move to a different sector of the agriculture industry or leave the agriculture industry entirely.

Figure 5.6 Future Plans of Those Exiting Primary Production



Response Rate: 6

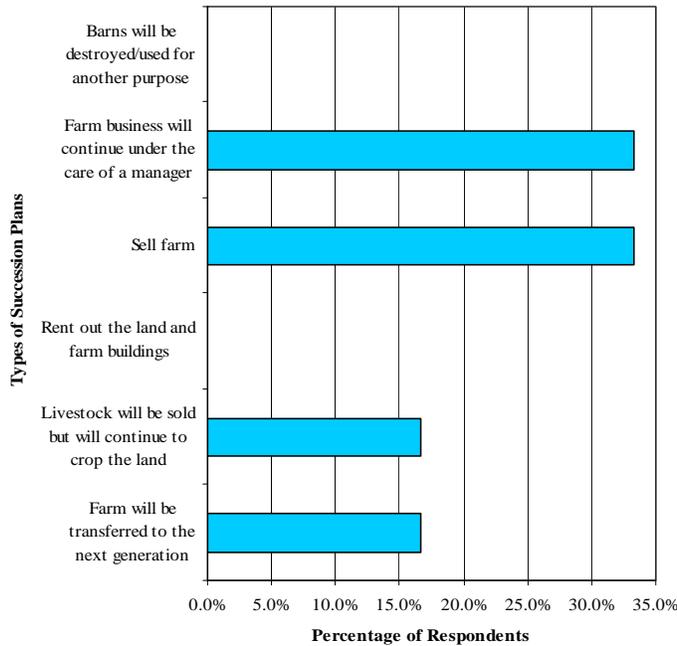
11b. If you are planning to exit production in the next five years, do you have a succession plan?

Of the six participants who plan on exiting production in the next five years, all of them reported having a succession plan.

11c. If yes, what are your future plans?

The future plans among the employers who plan to exit production vary as displayed in Figure 5.7. One-third of them have chosen to sell the entire farm and another one-third plan to continue the farm business under the supervision of a farm manager. Other employers have decided to transfer the farm to the next generation or plan to sell the livestock but continue farming the land.

Figure 5.7: Future Plans

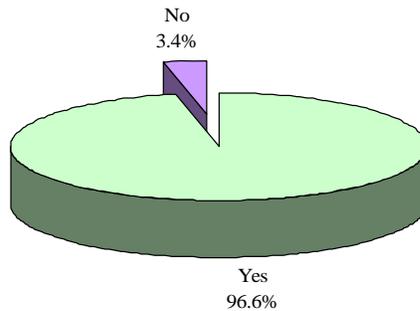


Response Rate: 6

12a. If you are planning to stay in primary production for more than five years, will you be keeping the same main owned production type?

Most employers who indicated that they plan to remain in primary production for more than five years expect to maintain their current main production type (96.6 percent).

Figure 5.8: Same Production Type?



Response Rate: 29

**Note: Respondents who answered “no” were asked to advance to question 13.*

12b. *If you are planning to stay in primary production for more than five years, do you plan to increase, decrease or maintain the current number of pig spaces?*

The majority of respondents (63.0 percent) report that they plan to maintain their current number of pig spaces. One-third of respondents will increase their current number of pig spaces. On average, these employers will increase their pig spaces by 109.6 percent. Note that this figure (109.6 percent) is skewed due to one response being very large. The overall response rate to this question was 27 responses.

5.3 Section C: Full-time Non-Family Employees

13. *How many years has the farm been hiring full-time non-family employees?*

The average number of years the operations have been hiring full-time non-family employees is 13.4 years. Some employers report hiring full-time non-family employees for 25 years or more, while others claimed to be hiring them for only a few years. There were 36 survey respondents who provided an answer to this question.

14. *In the last two years, how many full-time non-family positions have you had in your farm operation?*

Results from the respondents conclude that the average farm operation has had 4.3 full-time non-family positions within the last two years. This response includes vacant positions but does not include any positions that are normally held by family members. There was considerable variation in the number of positions reported by the responding farms. There were 36 responses to this question.

15. *Of the total non-family labour supply for your operation, how many staff members are full-time, seasonal and part-time?*

The total non-family labour supply reported by respondents resulted in a total of 202 employees. Of these 202 employees, 77.2 percent are full-time, 5.0 percent are seasonal and 17.8 percent are casual/part-time.

With regards to full-time staff, employers had from 1 to 15 positions. There was very little variation in the range of seasonal staff (0 to 2 positions). The number of casual/part-time staff was between 0 and 6 positions.

Table 5.4: Non-family staff members

	Percent of Employees
Full-time	77.2 %
Seasonal	5.0%
Casual/Part-time	17.8%
	100.0%

16. *In the last two years, how many full-time employees have quit?*

Over the last two years, while the number varied from farm to farm, an average of 1.7 full-time employees quit. There were 36 responses to this question.

17. *In the last two years, how many full-time employees have you fired?*

On average 0.5 full-time employees have been fired during the last two years. Again, the response varied by farm. There were 35 responses to this question.

Turnover is the ratio of the number of workers that had to be replaced in a given time period divided by the average number of workers.⁶⁷ Using data provided by the results of the survey it was determined that there is a 39.6 percent turnover rate.

$$\begin{aligned}
 *Turnover &= [\text{employees who have quit} + \text{fired}] \div [\text{the total number non-family employees}] \\
 &= [61 (\text{quit}) + 19 (\text{fired})] \div [202 (\text{employees})] \\
 &= \mathbf{39.6 \text{ percent turnover rate}}
 \end{aligned}$$

18. *Wages*

Wages received by full-time employees differ due to varying levels of skills and abilities. The following definitions were provided to respondents in regards to how the employees should be classified for the purpose of this question.

⁶⁷ "Employee turnover," *Dictionary.com - WordNet® 3.0*. Princeton University. <[http://dictionary.reference.com/browse/employee turnover](http://dictionary.reference.com/browse/employee_turnover)> (22 June 2007).

General Labourer – Is able to do a variety of jobs (i.e. moving, feeding livestock). May require instruction/supervision in terms of jobs to be completed and how to do them.

Skilled Labourer – Requires little supervision. Is able to undertake specialized tasks (i.e. breeding, farrowing, etc.)

Supervisor/Manager – Has thorough understanding of all aspects of farm operation. Supervises employees, solves complex problems.

For general labourers, the average starting wage was \$11.32 per hour and the current average wage rate was \$12.70 per hour. This wage is lower than the US swine barn worker wage reported in Section 2 of this report (i.e. \$C15.50/hr).

In comparison, skilled labourers received an average starting wage of \$14.35 per hour and a current average wage of \$16.01 per hour as reported in the employer survey results. It should be noted that there was considerable variation amongst farms for skilled labourer wages. This is higher than the average Ontario agriculture wage reported in Section 2 but lower than for Ontario manufacturing, construction and transportation wages. This wage rate is also slightly lower than the average wage reported by US assistant managers and farrowing managers on swine farms reported in Section 2 (i.e. \$C17.25/hr for assistant managers; \$C16.37/hr for farrowing managers).

On average, survey results indicated that a supervisor/manager receives an average starting wage of \$17.96 and has a current wage rate of \$19.68. Again, there was a wide range of wages reported for this position. The average current wage is slightly higher than the Canadian equivalent wage reported by US swine barn managers in Section 2 (i.e. \$C19.34/hr).

The average number of days worked before general labourers receive their first raise is 132.8 days. Skilled labourers work an average of 140.6 days before their first raise while supervisors/managers work on average 136.5 days before receiving their first raise. Wage information and number of days worked before receiving the first pay raise is summarized in Table 5.5.

Table 5.5: Wages of Full-time Employees

	General Labourer	Skilled Labourer	Supervisor/Manager
Average starting wage rate	\$11.32	\$14.35	\$17.96
Average number of days worked before receiving first pay raise	132.8	140.6	136.1
Current average wage rate	\$12.70	\$16.01	\$19.68

19. Full-time Employee hours

Table 5.6 shows the number of hours worked per day and per week for general labourers, skilled labourers and supervisors/managers. The results show that as one's skills and expertise in the swine industry develop the number of hours worked per day increases. A general labourer works an average of 8.2 hours per day, skilled labourers work 8.4 hours per day and supervisors/managers work 8.6 hours per day.

Table 5.6: Full-time Employee hours

	General Labourer	Skilled Labourer	Supervisor/Manager
Average # of hours worked per day	8.2	8.4	8.6
Average # of days worked per week	5.3	5.3	5.6
Average # of hours worked per week ¹	43.8	44.3	47.5
Average # of weekends off per month	2.1	2.2	2.2
# of statutory holidays off each year	5	5	4.9
Employees <i>with</i> an agreed upon plan for sick leave	14.8%	12.9%	12.5%
→ # of sick days paid for each year	2.7	2.5	2.7
Employees <i>without an</i> agreed upon plan for sick leave	85.2%	87.1%	87.5%
Average # of paid vacation days (other than stats) per year	8.1	8.8	10.5
Calculation of annual salary (avg \$/hr x hrs/wk x 52 wks)	\$28,926	\$36,881	\$48,610

¹Results may not add due to rounding.

In terms of the average number of days worked per week, general and skilled labourers work an average of 5.3 days per week while supervisors/managers work an average of 5.6 days per week.

With respect to the number of hours worked each week, general labourers work on average 43.8 hours, skilled labourers work 44.3 hours and supervisors/managers work 47.5 hours per week.

The number of weekends off per month does not vary much among the different types of employees. General labourers receive 2.1 weekends off per month while skilled labourers and supervisors/managers receive an average of 2.2 weekends off.

The maximum amount of statutory holidays an employee may receive off is 10 days. The following statutory holidays include: Christmas, Boxing Day, New

Years Day, Good Friday, Easter Sunday, Victoria Day, Canada Day, Civic Holiday, Labour Day and Thanksgiving. Employees received an average of 5 statutory holidays off per year.

Most employers do not have an agreed upon plan for sick leave. Only 14.8 percent of respondents indicated that a plan for sick leave exists for general labourers, 12.9 percent reported this for skilled labourers and 12.5 percent indicated this for supervisors/managers. The average number of paid sick days is 2.7 days per year for general labourers and supervisors/managers. However, skilled labourers receive an average of 2.5 days.

The average number of paid vacation days appears to increase as responsibilities increase. A general labourer receives an average of 8.1 days per year while a skilled labourer receives an additional 0.7 days resulting in 8.8 paid vacation days per year. A supervisor/manager receives an average of 10.5 paid vacation days per year.

The calculation of the annual salaries for each employee category was included in Table 5.6. The salaries range from \$28,926 for general labourers to \$48,610 for supervisors/managers. Recall that the average wage data from the Iowa State University Annual Industry Report discussed in Section 2 indicated that an average wage rate for all employees in the pork industry in the US in 2005 was \$US35,718. This is a good benchmark to use since it is specifically for swine employees and not for “all agriculture employees”. Using an average 2005 exchange rate from the Bank of Canada of \$1.212 this wage equates to \$C43,290. This is higher than the general and skilled worker wages reported by the survey participants above but lower than the supervisors/managers.

20. *If you are paying for training or professional development for your employees, what is your average annual training budget per employee?*

Employers who pay for training or professional development for their employees spend an average of \$439.95 per employee. For general labourers the average annual training budget is \$252.00 per employee. The average amount of investment in training for skilled labourers is \$347.86 per employee. For supervisors/managers an average of \$720.00 per employee is spent on training and development.

21. Additional Benefits received by Employees

Employers were asked to identify which additional benefits each employee category may be entitled to receive. The top three additional benefits received by all categories of employees include: tokens of appreciation, flexible time and pork (including other types of food). Some additional benefits offered by employers include: fuel, annual cash bonuses, staff parties, fun days/events, RSP's, rent, tickets and lunches.

Table 5.7: Additional Benefits

	General Labourer	Skilled Labourer	Supervisor/Manager
Medical	8.0%	9.8%	9.0%
Dental	6.2%	8.2%	8.2%
Disability insurance	4.4%	6.6%	6.6%
Life insurance	6.2%	7.4%	7.4%
Housing is provided	4.4%	4.9%	7.4%
Paid utilities	4.4%	2.5%	4.1%
Vehicle is provided	0.0%	1.6%	4.9%
Pork (or other food)	17.7%	17.2%	13.9%
Flex time	17.7%	16.4%	13.9%
Tokens of appreciation	19.5%	18.0%	15.6%
Other (specify)	11.5%	7.4%	9.0%
	100.0%	100.0%	100.0%
Dollar amount of these benefits per employee per year	\$1,602.62	\$2,547.06	\$4,381.25

Employers were asked to report the total dollar amount that these additional benefits equated to per employee for each employee category annually. A general labourer received an average of \$1,602.62 in additional benefits per year. A skilled labourer received an average of \$2,547.06 per year. A supervisor/manager received additional benefits valued at an average of \$4,381.25 per year. The amount of these benefits ranged from a few hundred dollars to several thousand dollars per employee depending on the respondent.

22. Do you offer an incentive plan?

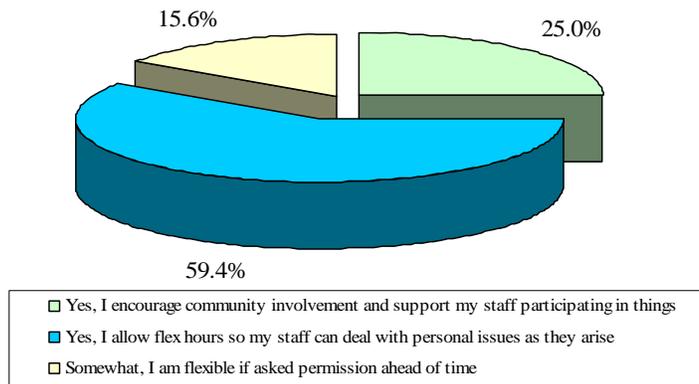
Most employers indicated that they do not offer an incentive plan for their employees. However, there were 21.4 percent who indicated that their general labourers have an incentive plan while nearly one-third (31.3 percent) of skilled labourers have an incentive plan and slightly over one-third of supervisors/managers (36.0 percent) are offered an incentive plan.

23. Do you make allowances for your employee’s personal or family commitments outside of work?

The responses regarding the extent to which an employer makes allowances for their employees’ personal and family commitments outside of work vary. However, all employers indicated that they do provide some sort of allowance.

One-quarter of swine farm employers encourage their staff to become involved in the community. These employers do their best to accommodate their staff and allow time for coaching, mentoring, etc. Well over one-half (59.4 percent) of employers surveyed reported that they provide flexible hours so that when personal issues arise employees can deal with them. Only 15.6 percent felt that they were somewhat flexible. These employers agreed that they are flexible if asked permission in advance.

Figure 5.9: Allowance for Personal Commitments



Response Rate: 32

24a. Have you shown appreciation to your staff with acts of kindness or special gifts or privileges?

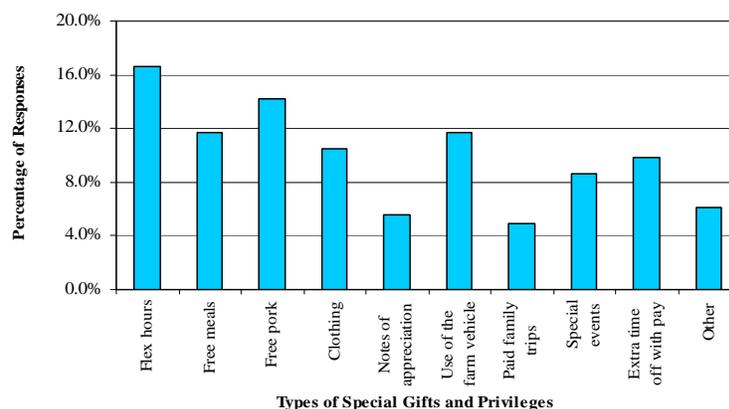
When employers were asked whether they have shown appreciation for their staff with acts of kindness or special gifts or special privileges 97.2 percent indicated that they have done so. There were 36 responses to this question.

24b. If yes, what types of special gifts or privileges are provided?

Special gifts and privileges that employees were most likely to receive include: flex hours (16.7 percent), free pork (14.2 percent), free meals (11.7 percent) and use of the farm vehicle (11.7 percent).

Other gifts and privileges not included in the list but reported by employers include: home baking, gifts, paid car repairs, paid farm trips (includes out of province trips), cash bonus, tickets to sporting events, use of shop and tractor for personal usage, gas, etc. The results are shown in Figure 5.10.

Figure 5.10: Special Gifts and Privileges



Response Rate: 162

5.4 Section D: General Questions

25. *Do your employees receive a written job description outlining their duties?*

Slightly over two-thirds of employers (67.6 percent) indicated that their staff members do not receive a written job description outlining their duties. This result is based on 34 responses.

26. *Do you give your employees job titles?*

When employers responded to this question 20.6 percent claimed that all staff members had job titles whereas one-half of respondents indicated that some had titles. Nearly one-third of respondents (29.4 percent) reported that none of their employees had job titles. There were 34 responses to this question.

27a. *Do you conduct performance reviews with employees to discuss what they do well and what could be improved?*

Performance reviews are conducted by some employers to discuss with employees what they are doing well and what could be improved to increase performance. There were 36 responses received and of these responses 61.1 percent indicated they conduct performance reviews whereas 38.9 percent do not.

27b. *If yes, how often?*

On average, employers conducted performance reviews 4.7 times a year. Some employers report conducting performance reviews as often as once a week whereas others report conducting these reviews once a year. There were 19 responses to the question.

27c. Are the results of the performance reviews linked to pay raises or benefits?

Slightly over one-half (54.5 percent) of the results indicated that performance reviews were linked to pay raises and benefits. There were 22 responses.

28. What top two areas do you feel you could improve upon in terms of managing personnel?

When employers ranked what they felt were the “most important” areas that needed improvement in terms of managing staff, the top three areas were as follows: communication (36.4 percent), human resource management (15.2 percent) and allowing employees to provide input into the farming operation (12.1 percent).

The areas that employers felt were the “next most important” to improve were: appreciation or recognition for work done (22.6 percent), communication, training opportunities, and recognizing individual needs and skills of employees (all at 16.1 percent).

Table 5.8: Improving Management of Personnel

	Percentage of "Most Important"	Percentage of "Next Most Important"
Communication	36.4%	16.1%
Human Resource Management	15.2%	9.7%
Appreciation or recognition for work done	9.1%	22.6%
Compensation	3.0%	3.2%
Working conditions	3.0%	3.2%
Ability to promote employees in farm operation	6.1%	3.2%
Allowing employees to provide input into farm operation	12.1%	0.0%
Training opportunities	9.1%	16.1%
Recognizing individual needs and skills of employees	6.1%	16.1%
Relationship with employees	0.0%	9.7%
Other	0.0%	0.0%
	100.00%	100.00%

Response Rate: 33 most important; 31 next most important

29. What do you believe helps the most in making a job appealing?

Results show that the top three characteristics that employers felt were the “most important” traits in making a job appealing are: appreciation or recognition for work done (24.2 percent), compensation (18.2 percent) and the level to which a job is interesting and satisfying (15.2 percent). Of the responses given for the “next most important” traits that make a job appealing the following characteristics were given: compensation (25.0 percent), job security (18.8 percent) and the feeling of involvement in the swine operation allowing for input (15.6 percent).

Table 5.9: Appealing Job Traits

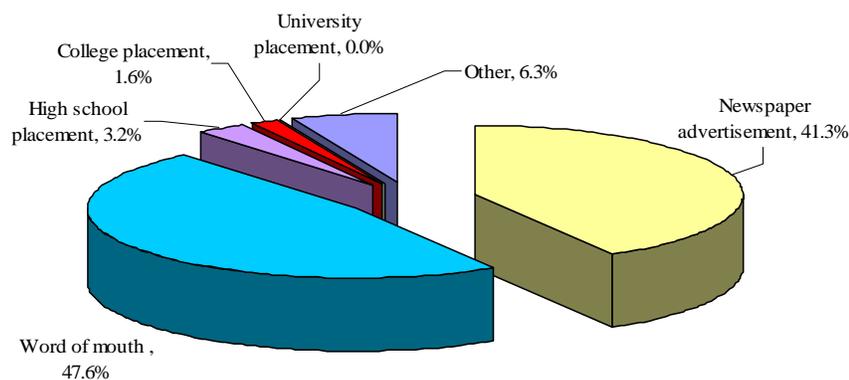
	Percentage of "Most Important"	Percentage of "Next Most Important"
Communication	6.1%	3.1%
Human Resource Practices	0.0%	0.0%
Working conditions	9.1%	0.0%
Appreciation or recognition for work done	24.2%	6.3%
Compensation	18.2%	25.0%
Number of hours worked	0.0%	3.1%
Job that is interesting and satisfying	15.2%	12.5%
Relationship with other employees	6.1%	9.4%
Relationship with manager/supervisor	6.1%	6.3%
Feel involved in operation, can give input	9.1%	15.6%
Room for advancement or promotion in farm operation	0.0%	0.0%
Job security	3.0%	18.8%
Training opportunities	0.0%	0.0%
Other	3.0%	0.0%
	100.0%	100.0%

Response Rate: 33 most important; 32 next most important

30a. What methods do you use to “advertise” job openings?

Numerous methods are utilized by employers to advertise jobs on swine farms. The majority of swine employers surveyed indicated that the most common method used to advertise a job opening is word of mouth at 47.6 percent followed closely by newspaper advertisements at 41.3 percent. Other responses include high school placement, college placement, internet, Canadian Department of Human Resources website, flyers and job banks.

Figure 5.11: Advertisements of Job Openings



Response Rate: 63

30b. *Of these methods, which one do you find the most useful?*

Employers indicated that the newspaper is the most useful method (44.8 percent of responses) followed by word of mouth (34.5 percent). Other methods such as the internet, previous employer references and job banks comprised 20.7 percent of responses. There were 29 responses to this question.

31a. *Within your operation are there opportunities for staff to advance to higher positions?*

Opportunities for advancement within an operation are available in 57.1 percent of the surveyed operations. There were 35 responses to this question.

31b. *If yes, are current (internal) staff considered first for these opportunities?*

Within these operations where advancement is possible 100 percent of the responses indicated that current employees are considered first for these opportunities. There were 19 responses to this question.

32. *What are the top two skills, abilities or experiences that you look for when hiring new staff?*

It appears that most swine employers are seeking the same traits when hiring new staff. The “most important” trait is the willingness of a potential employee to learn (61.8 percent of responses) and the ability to work as part of a team (23.5 percent). This suggests that employers feel it is important that they can teach or train their new employees.

The “next most important traits” are slightly more diverse. The ability to work as part of a team accounts for 38.7 percent and previous experience working with animals, willingness to learn and physical ability all account for 19.4 percent of responses. Other traits that a desirable employee would possess as suggested by several employers include characteristics such as: honesty, responsibility, trustworthiness and respectfulness. A previous employer’s reference and their length of previous employment are also useful tools when seeking new employees.

Table 5.10: Desirable Skills and Abilities in Potential Staff

	Percentage of "Most Important"	Percentage of "Next Most Important"
Previous experience working with animals	5.9%	19.4%
Willingness to learn	61.8%	19.4%
Ability to work as part of a team	23.5%	38.7%
Written competency in English	0.0%	0.0%
Physical ability	2.9%	19.4%
Communication skills	0.0%	0.0%
Education	0.0%	0.0%
If yes, what level of education is required		
Other	5.9%	3.2%
	100.0%	100.0%

Response Rate: 34 most important; 31 next most important

33. *How important is previous swine experience?*

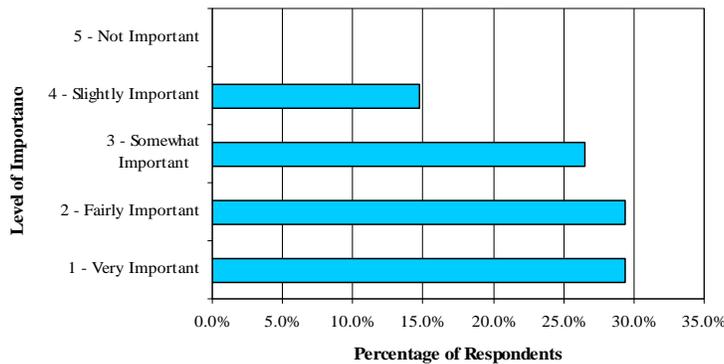
When asked how important it was for potential employees to have previous swine experience there were 62.5 percent of respondents who felt that it is “somewhat important”. Another 21.9 percent felt that it was “slightly important” whereas 9.4 percent felt that it was not important at all. Few employers (6.3 percent) felt that it was very important for a potential employee to have previous experience in swine production. There were 32 responses to this question.

These results indicate that many employers feel that previous experience is not necessary because they can provide any necessary training. When training an employee with little to no previous experience employers are able to train them to develop habits complementing their operation.

34a. *How large an issue is labour in terms of your business problems?*

All respondents indicated that labour was an issue in terms of business problems. However, the extent to which labour plays a role in the business problems vary. There were 29.4 percent of respondents who claimed that labour was a very important issue in terms of business problems. Another 29.4 percent indicated labour was fairly important while 26.5 percent reported it to be somewhat important as shown in Figure 5.12.

Figure 5.12: Labour and Business Problems



Response Rate: 34

34b. *If you ranked it 1 or 2, what about labour is the biggest issue?*

Those who felt that labour was a very important or fairly important issue in terms of business problems claimed that the availability of people was the biggest issue with 60.0 percent of responses. The next largest issue was keeping or retaining staff at 30.0 percent of responses. Lastly, 10.0 percent of responses felt that there were other factors related to labour that were contributing to business problems. Some felt that it was difficult to find motivated, flexible individuals who had a desire for the business to succeed. Others found it difficult to find an efficient way to monitor staff in all areas of production and staff interaction. There were 20 responses received for this question.

In summary, some of the key points found through this survey include the following:

- Labour is an important issue for most large farms
- Swine farm employers tend to spend little in training for their employees i.e. average of \$440/employee each year
- Employers rated the top three training needs as herd health, breeding and piglet management
- Employers believe they need to improve most in communication, human resource management and allowing employees to give input into the farm operation
- They believe that appreciation or recognition for a job well done, compensation and having an interesting or satisfying job are the three most important factors in making a job appealing
- Availability of people was seen as the biggest challenge with respect to labour

6.0 Swine Farm Employee Survey Results

A survey was distributed to full-time swine farm employees in order to gain an understanding of the swine labour market from an employee’s perspective. A total of 45 surveys were received from staff members employed on swine farms. The analyses are based upon the number of responses received for each individual question. The number of responses received varies because some respondents did not answer every question. All data analyses discuss group averages in order to protect individual confidentiality.

There were a wide variety of job titles provided by respondents. Some of the job titles were: breeding manager, farrowing supervisor, herdsman, labourer and farrowing room attendant.

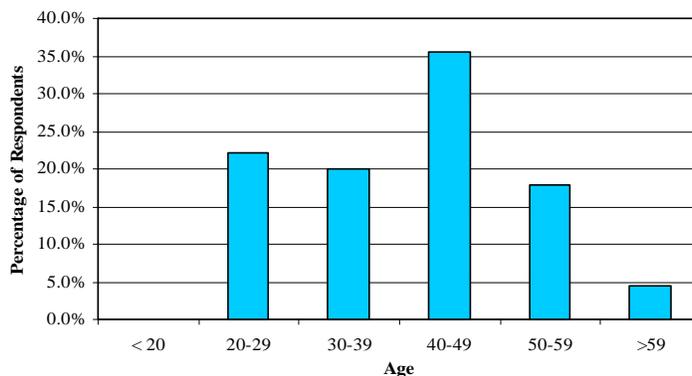
In terms of the geographic location of the respondents, 37.0 percent reported residing in Perth County, 28.3 percent in Huron County and 10.9 percent in Oxford County. Other counties of residence include: Norfolk, Lambton and Middlesex. The results of the employee survey are presented below.

6.1 Section A: Background Information

1. *What is your age?*

Figure 6.1 shows the breakdown of employee respondents by age. There were 22.2 percent of respondents who indicated that they fell into the 20 to 29 years of age category. Those who were between 30 to 39 years of age comprised 20.0 percent of employee respondents. Survey participants who fell into the 40 to 49 years of age category represented 35.6 percent of respondents. There were 8 respondents, or 17.8%, in the 50 to 59 age range and 4.4% over the age of 59 years.

Figure 6.1: Age of Employees

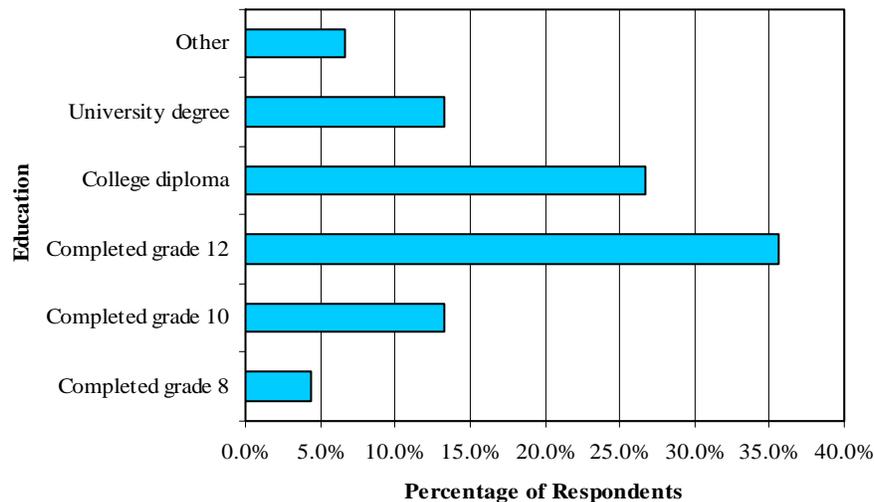


Response Rate: 45

2. *What is the highest level of education that you have completed?*

The highest level of education obtained by the greatest number of respondents was the completion of secondary school at 35.6 percent of all employee respondents. There were 17.7 percent who indicated that their highest level of education was either the completion of grade 8 or 10. The completion of a college diploma accounted for 26.7 percent of respondents, whereas the completion of a university degree accounted for 13.3 percent. Some respondents indicated that their highest level of education obtained included various certifications while others reported their completion in a trade school (6.7 percent).

Figure 6.2: Highest Level of Education Completed



Response Rate: 45

3. *Are you male or female?*

The bulk of survey participants were male employees totalling 68.9 percent, whereas only 31.1 percent were female employees.

4. *How many people are you supporting, if any?*

The average swine farm employee supports an average of 2.1 individuals. These individuals include one's spouse, children, parents, etc. This figure is based upon 44 responses received.

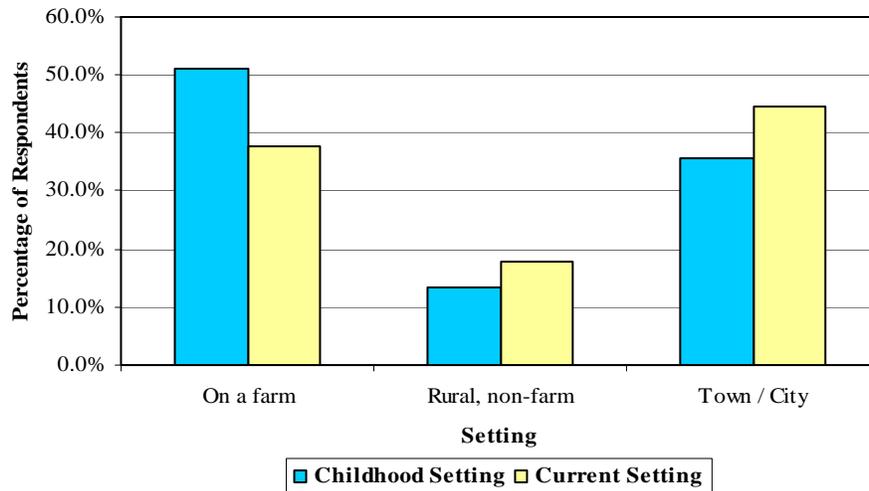
5. *In what setting did you live for most of your childhood years?*

As a child, slightly over one-half (51.1 percent) of the employee respondents grew up on a farm, and slightly over one-third (35.6 percent) in a town/city. The remainder of respondents (13.3 percent) resided in a rural, non-farm area. There were 45 responses to this question.

6. *Where do you live now?*

With respect to where employees live now, a lower percentage lives on a farm now compared to where they lived during their childhood years as shown in Figure 6.3. Employees will live on a farm if they own it, if it is part of their benefit package or if they rent the house on a farm.

Figure 6.3: Childhood and Current Settings



Response Rate: 45

7. *How long have you lived in the area?*

In terms of the number of years employees have lived in the area where they are currently employed ranges from employee to employee. Some employees have lived in the same area for over 50 years while others are new to the area living there for only a few years. The average number of years employees have lived in their current area is 18.4. There were 45 responses received.

8. *How far do you travel to work?*

The number of kilometres it takes for employees to travel to work also varies. The average round-trip is 31.6 kilometres. Some employees reported having to travel almost 200 kilometres (round-trip). Others report residency on the farm and do not engage in any travel. There were 45 responses for this question.

9. *What is the main owned production type in this farming operation?*

The main owned production type based on gross farm sales that the majority of employees (66.7 percent) reported working on were farrow to finish operations. The average number of sows on these farms was 1,521. This figure is calculated from the total number of sows recorded (41,080) divided by the number of surveys that provided a figure of the number of sows on the farm (27

respondents). There was quite a range in the number of sows reported by the employees from a few hundred to several thousand.

The remainder of respondents (33.3 percent) indicated employment on farrow to early wean operations. The average number of sows on the farrow to early wean operations is slightly higher at 1,563 sows per operation. This figure is based on the total number of sows recorded by the employees (23,443) divided by the number of employees who reported sow numbers on these operations.

There were no respondents from nursery or finishing operations.

Of the total 64,523 sows recorded, 63.7 percent of those sows are located on farrow to finish operations and 36.3 percent on farrow to early wean operations.

10. *How long have you worked for this farm operation?*

Table 6.1 shows the length of employment each employee has worked at their current farm. The smallest category (under one year) and the largest (over 15 years) comprise the fewest respondents at 11.1 percent and 4.4 percent respectively. Those who have been employed on their current farms for 1 to 2 years consist of 24.4 percent of respondents whereas those employed for 3 to 5 years comprise 22.2 percent. Employees who have been working at their current farm for 6 to 10 years consist of 17.8 percent and those who have been working for 11 to 15 years consist of 20.0 percent of respondents.

Table 6.1: Length of Employment at Current Farm

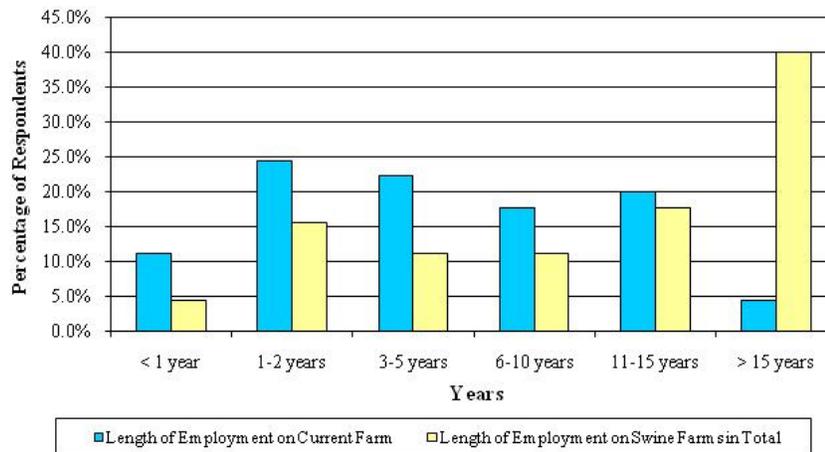
How long have you worked for this farm operation?	Percent
< 1	11.1%
1-2 years	24.4%
3-5 years	22.2%
6-10 years	17.8%
11-15 years	20.0%
> 15 years	4.4%
	100.0%

Response Rate: 45

11. *How long have you worked on swine farms in total?*

Figure 6.4 illustrates the total number of years employees have been working on swine farms and compares the results to length of employment on swine farms in total. Those working over 15 years on swine farms comprise 40.0 percent of respondents while those working from 6 to 15 years comprise 28.9 percent of participants. Those employed from 1 to 5 years on swine farms comprise 26.7 percent. Employees who have been working on swine farms for less than 1 year represent 4.4 percent of employees surveyed.

Figure 6.4: Length of Employment



Response Rate: 45

12. *How many other swine farms have you worked for?*

There were 43 survey participants that claimed they worked for an average of 2.0 farms prior to their current employer. Some respondents indicated that they have not worked for any other swine employer. Others reported employment with several farms prior to their current employer.

6.2 Section B: Working Conditions

13. *How many hours per day do you usually work?*

Employees indicated that, on average, they usually work 8.8 hours per day. Although it is difficult to make direct comparisons to the employer survey results in Section 5 since it is unlikely that employers and employees from the same farms participated, the average reported by the employees is higher than the average reported by the respondents in the employer survey (i.e. 8.2 to 8.6 hours per day depending on the position). There were 45 responses to this question.

14. *How many hours per week do you usually work?*

The average number of hours worked per week by swine farm employees is 46.3 hours. There were 43 responses received for this question. The average number of hours worked per week reported by the employer survey was 43.8 for general labourers, 44.3 for skilled labourers and 47.5 for supervisors/managers.

15. How many days per week do you usually work?

Swine farm employees reported that they work an average of 5.5 days a week. Employees reported working anywhere from 3.5 to 7 days a week. There were 44 responses received for this question.

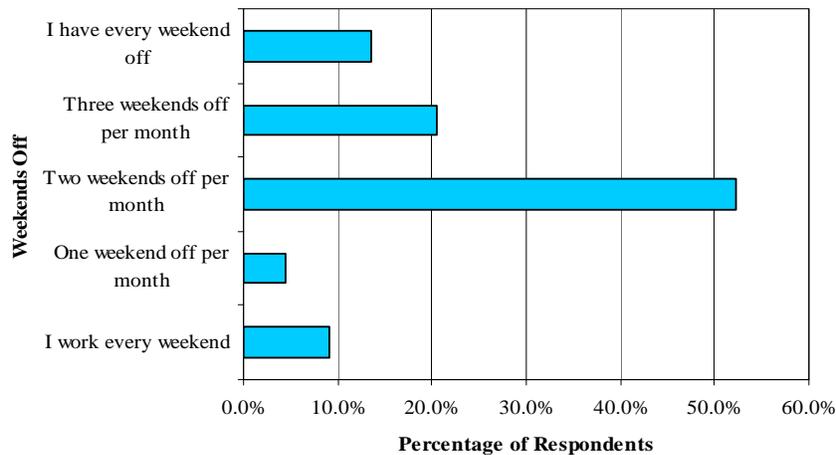
16. How many weeks per year do you usually work?

The average number of weeks worked per year was 50.4. There was very little variation between the maximum weeks worked per year – 52 weeks, and the least amount worked – 49 weeks. There were 45 responses to this question.

17. How many weekends do you have off per month?

There were 44 responses to this question. The results show that over one-half of respondents (52.3 percent) have two weekends off per month while 20.5 percent have three weekends off each month. Those who have every weekend off comprise 13.6 percent, while those with zero weekends off per month comprise 9.1 percent of survey respondents. Employees given one weekend off per month represent 4.5 percent of respondents.

Figure 6.5: Weekends Off



Response Rate: 44

18. How many statutory holidays do you have off per year?

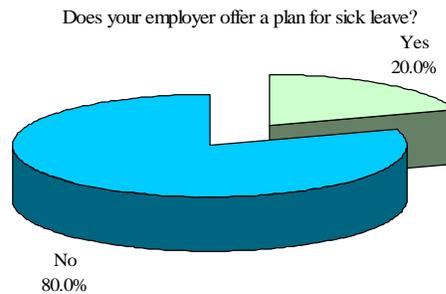
Employees reported having an average of 2.7 statutory holidays off per year. Statutory holidays include Christmas, Boxing Day, New Years Day, Good Friday, Easter, Victoria Day, Canada Day, Civic Holiday, Labour Day and Thanksgiving. There were 44 responses to this question.

19. Does your employer offer a plan for sick leave?

A large number of employees (80.0 percent) claim that they do not have a plan for sick leave with their employer.

Employees who reported having an agreement with their employer in regards to a plan for sick leave reported an average of two paid sick days a year. There were some other employees who simply indicated that “all” of their sick days were paid.

Figure 6.6: Sick Leave



Response Rate: 45

20. How many paid vacation days do you receive each year?

For this question employees were asked to exclude statutory holidays when reporting the number of paid vacation days. On average, the total number of paid vacation days received by the employee respondents is 9.7 days a year. Some employees reported nearly three weeks of paid vacation while others claimed they had zero paid vacation days. There were 44 responses received for this question.

21. Is there flexibility as to when you get to take vacation?

Almost all employees (97.8 percent) indicated that they do get to choose a vacation time that complements their schedule. There were 45 responses received.

22a. Does your employer offer an incentive plan?

There were 28.9 percent of employee respondents who claim that their employer offers an incentive plan. Thus, 71.1 percent of employees are not offered an incentive plan. There were 45 responses to this question.

22b. If yes, are you satisfied with the incentive plan?

Of those employees who are offered an incentive plan 91.7 percent claim to be satisfied with the plan. There were 12 responses.

22c. *If no, why is there no offered incentive plan?*

A number of reasons were provided by employees to explain the absence of an incentive plan. Some employees (21.4 percent) felt that an incentive plan was not a realistic expectation, whereas 7.1 percent felt that the requirements change too frequently for the implementation and utilization of an effective plan.

A significant 71.4 percent provided other explanations accounting for the absence of an incentive plan. Some employees received a bonus or pay raise in replacement, some employers felt the industry was too unstable, while others felt that there were too many employees to make it fair. Many employees also indicated that the idea was either not presented or felt it was unnecessary or they had discussed it with their employer but there were no further actions.

Table 6.2: Reasons Why an Incentive Plan is Not Offered

Why is an incentive plan not offered?	Percent
It is not a realistic expectation	21.4%
It is not rewarding enough	0.0%
I don't clearly understand what is expected	0.0%
The requirements change frequently	7.1%
Other	71.4%
	100.0%

Response Rate: 14

6.3 Section C: General Questions

23a. *Once you applied for the position, did you have an interview?*

Employees were asked if they had an interview after applying for the position and 80.0 percent reported that they did. There were 45 responses received for this particular question.

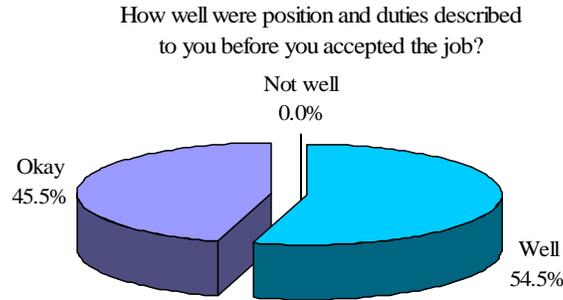
23b. *If yes, how long did the interview last?*

The length of the interview varied amongst individuals but averaged 44 minutes. Some employees reported an interview lasting several minutes while others had interviews that lasted over 1.5 hours. There were 36 responses received.

24. *How well were the position and the duties described to you before you accepted the job?*

All responses were positive with respect to how well the position and duties were explained. There were 54.5 percent of respondents who thought that duties were well explained and 45.5 percent felt that they were explained “okay”. There were no employees who felt that their position and duties were “not well” explained.

Figure 6.7: Position and Duties



Response Rate: 44

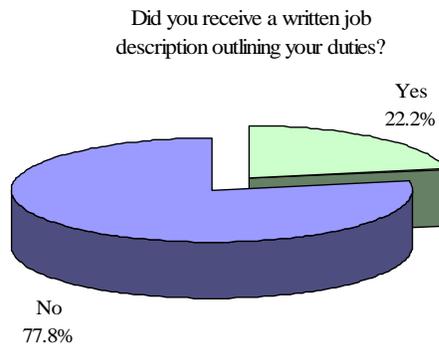
25a. Do you have a job title?

Respondents indicating that they did, in fact, have a job title totalled 68.9 percent. Consequentially, 31.1 percent reported that they did not have a job title. There were 45 survey responses for this question.

26. Did you receive a written job description outlining your duties?

A written job description outlining the work to be completed was provided to 22.2 percent of the employees that participated in the survey. The majority of employee respondents (77.8 percent) did not receive a written description outlining tasks they would be required to perform while employed as shown in Figure 6.8.

Figure 6.8: Written Job Description



Response Rate: 45

27. In your opinion, are you doing what you expected when you were hired?

A large percentage of employees responded positively to this question. Most (86.7 percent) felt that they were engaging in the activities they were hired to perform. There were 45 responses received.

28. *Do you have performance reviews with your employer?*

Just over one-half (51.1 percent) of respondents claimed to have performance reviews with their employers to discuss what they are doing well and what they could improve upon. Therefore, slightly less than one-half (48.9 percent) indicated that they do not have performance reviews and continue their daily routines without any formal feedback. There were 45 responses for this question.

29. *Do you know your employers' farm goals?*

Results conclude that over three-quarters of employees (75.6 percent) are aware of the farm's goals. There were 45 responses received.

30. *What do you believe helps in making any job appealing?*

Employees were asked what type of traits were the “most important” in terms of making a job appealing. Appreciation or recognition for work completed was ranked as the most important trait with 31.0 percent of responses. A job which is interesting and satisfying followed at 23.8 percent. A job which is adequately paid relative to the type of work to be done ranked third at 14.3 percent. This is shown in Table 6.3.

Employees were also asked to identify the “next most important” traits. The number one “next most important” trait was compensation at 26.2 percent. Appreciation and recognition for work done followed with 14.3 percent. Note that these two traits were also highly ranked as the “most important” traits.

Some employees felt that there were other characteristics, other than the ones listed that make a job appealing. These traits are flexibility with respect to family situations and adequate vacation time.

Recall that swine farm employers reported in their survey results that they believe the most appealing job characteristics are appreciation for work done and compensation.

Table 6.3: Appealing Job Traits

	Percentage of "Most Important"	Percentage of "Next Most Important"
Appreciation or recognition for work done	31.0%	14.3%
Number of hours worked	2.4%	2.4%
Pay	14.3%	26.2%
Working conditions	9.5%	11.9%
Job security	9.5%	11.9%
Training opportunities	0.0%	0.0%
Job that is interesting and satisfying	23.8%	11.9%
People I work with	7.1%	14.3%
Room for advancement or promotion in farm operation	2.4%	2.4%
Other	0.0%	4.8%
	100.0%	100.0%

Response Rate: 42 most important; 42 next most important

31. *What would you like to see improved in your job?*

The “most important” feature that employees claimed they would like to see improved in their current job is pay at 26.8 percent. The number of hours worked followed with 14.6 percent. Appreciation or recognition for work done and improvements with co-workers were each identified by 12.2 percent of the respondents.

The number one trait ranked under the “next most important” was pay. It received 18.4 percent of responses. The second and third traits were number of hours worked and training opportunities each with 13.2 percent of responses.

Other responses provided by employees include improvements in statutory and sick pay leave, better communication and more frequent performance reviews. Employees also indicated that they would like to see more stability and fewer uncertainties in the pork industry. Others felt that there were no improvements to be made at this time.

It is important to note that swine farm employers indicated in their survey results that the areas they believed they could improve most in were communication and human resource management.

Table 6.4: Improvements in Current Job

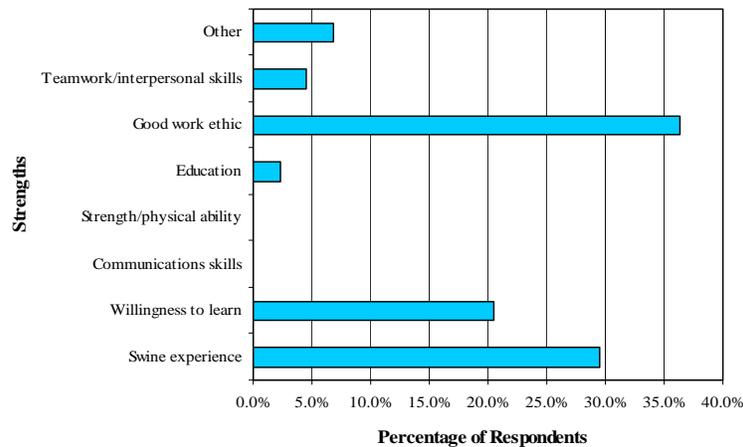
	Percentage of "Most Important"	Percentage of "Next Most Important"
Appreciation or recognition for work done	12.2%	7.9%
Number of hours worked	14.6%	13.2%
Pay	26.8%	18.4%
Good Working conditions	7.3%	7.9%
Job security	2.4%	2.6%
Training opportunities	9.8%	13.2%
Job that is interesting and satisfying	0.0%	7.9%
People I work with	12.2%	7.9%
Room for advancement or promotion in farm operation	7.3%	10.5%
Other (specify)	7.3%	10.5%
	100.0%	100.0%

Response Rate: 41 most important; 38 next most important

32. What is the greatest strength you brought with you to this role?

The number one strength that employees felt they brought to their role is a good work ethic according to 36.4 percent of respondents. Swine experience followed with 29.5 percent of responses and a willingness to learn by 20.5 percent. Other traits included teamwork/interpersonal skills and education combined at 6.8 percent. Other strengths individuals felt they brought into their roles were an open-mind and knowledge of the farm.

Figure 6.9: Strengths of Employees



Response Rate: 44

33. *If someone new was joining your team on the farm, what skills would you value most in a new co-worker?*

A large number of respondents (68.9 percent) felt that the skill they would value the most in a new co-worker is a willingness to learn. There were 8 respondents, or 17.8 percent, who would value a newly hired co-worker with previous swine experience. An additional 11.1 percent felt that satisfactory communication skills were equally important. There were 45 respondents to this question.

When asked to rank the “next most important” characteristics they would like to see in a new co-worker employees reported communication skills at 34.9 percent followed by a willingness to learn at 23.3 percent. Swine experience comprised 18.6 percent, followed by the “other” category with 16.3 percent of responses.

Employees suggested traits which they valued in new co-workers but which were not provided on the list. These traits include: a positive attitude, good work ethic, team worker and an individual who is “green” to the position so they can be trained in a way suitable to meet the needs of the swine operation.

Table 6.5: Valuable Traits in a New Co-worker

	Percentage of "Most Important"	Percentage of "Next Most Important"
Swine experience	17.8%	18.6%
Willingness to learn	68.9%	23.3%
Communications skills	11.1%	34.9%
Strength / physical ability	0.0%	4.7%
Education	0.0%	2.3%
Other (specify)	2.2%	16.3%
	100.0%	100.0%

Response Rate: 45 most important; 43 next most important

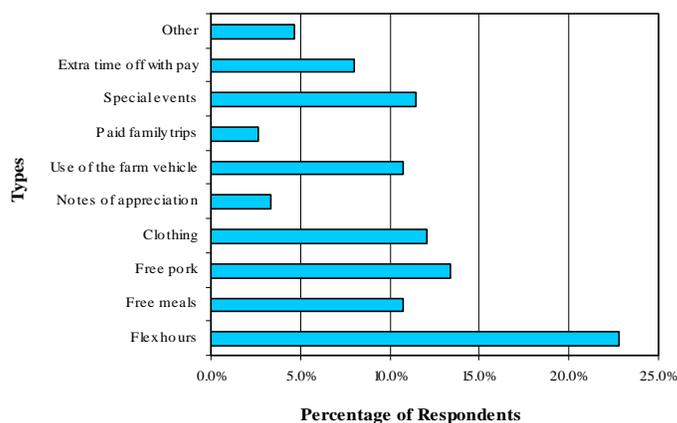
34. *Does your employer show appreciation by way of acts of kindness or special gifts or privileges?*

There were 41 employees, or 91.1 percent, who claim that their employers show appreciation for their work through acts of kindness or in terms of special gifts or privileges.

35. *If yes, what are some of the special gifts or privileges?*

Figure 6.10 shows that the most common form of appreciation received by employees is flex hours indicated by 22.8 percent of the total responses. Free pork followed at 13.4 percent and then clothing at 12.1 percent of responses. Other forms of appreciation shown by employers include special events, free meals, use of a farm vehicle, extra time off with pay, written notes of appreciation and paid family trips.

Figure 6.10: Special Gifts and Privileges



Response Rate: 149

36. *To what extent does your employer value training opportunities which you may participate in?*

Employees were asked to indicate all answers that applied for this question. There were 39.5 percent of all responses that indicated training costs are paid for by the employer. There were another 27.6 percent of responses received for employers pay for lost wages. There were 23.7 percent of survey responses from employees who claim that their employers pay for travel costs while 5.3 percent of responses were from employees who claimed that their employers do not allow time off for training purposes. Very few responses (3.9 percent) were received from participants who claim that their employers allow for time off but do not cover any costs.

Table 6.6: Value of Training

	Percentage
Pays for training costs	39.5%
Pays for travel costs	23.7%
Pays for lost wages	27.6%
Allows time off for sessions but does not cover any costs or lost wages	3.9%
Does not allow me to participate in training sessions	5.3%
Raises my pay after participating in training opportunities	0.0%
	100.0%

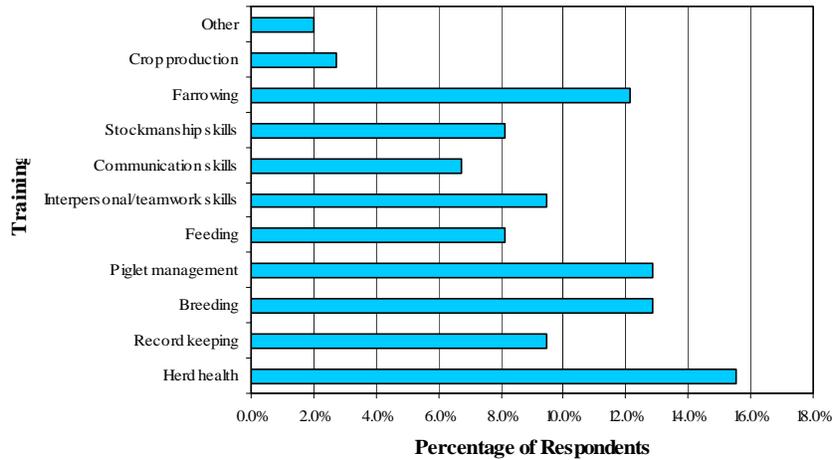
Response Rate: 76

37. *What kinds of training would you be interested in taking?*

Employees showed an interest in a number of training activities and were encouraged to indicate all that apply. The training activity that interested the largest number of respondents is herd health (15.5 percent of responses). There was also interest in breeding (12.8 percent), piglet management (12.8 percent) and farrowing (12.2 percent) training.

Similar to other questions, employees were given the opportunity to indicate what other forms of training they would be interested in. The other categories of training included general barn management and advice and suggestions for starting one’s own farm.

Figure 6.11: Types of Training



Response Rate: 148

38. *Are there opportunities for advancement available to you in your current work place?*

Slightly over three-quarters (77.3 percent) of respondents felt there were no opportunities for advancement in their current workplace. There were 44 responses to this question. The responses for this question are considerably different from the employer survey results. In that survey 57.1 percent of the employers indicated that opportunities for advancement exist in their farm operations. It is important to recall however that survey participants in the two surveys will not necessarily be from the same farms.

39a. *Are you aware of career/job opportunities within the swine industry outside of your current position or outside of primary production?*

Over one-half (52.3 percent) of employees indicated that they are aware of career/job opportunities within the swine industry outside of their current workplace or outside of primary production. On the other hand, 47.7 percent were not aware of these opportunities. There were 44 responses for this question.

39b. *If yes, which types of opportunities are you aware of?*

Those employees who were aware of other career/job opportunities in the swine industry outside of their current position and primary production were asked to indicate all careers they were familiar with. The results in Table 6.7 show that employees were most aware of opportunities available in feed sales (18.5 percent of responses) and technical service (i.e. artificial insemination, breeding stock, genetics, etc.) also at 18.5 percent of responses. Employees were also aware of job opportunities in transporting (14.1 percent), animal health technicians (13.0 percent), construction/equipment (10.9 percent) and veterinarians.

Table 6.7: Career/Job Opportunities

What other types of career/job opportunities are you aware of?	Percent
Feed sales	18.5%
Transporting	14.1%
Logistics (weanling co-ordination)	2.2%
Animal health technicians	13.0%
Veterinarian	9.8%
Pharmaceutical industry	8.7%
Livestock traders	4.3%
Construction / equipment	10.9%
Technical service (AI, breeding stock, genetics etc, sales & service)	18.5%
	<u>100.0%</u>

Response Rate: 92

40a. *Do you envision a long term career (15 years or more) within the pork industry?*

A large portion (79.5 percent) of respondents envision a career of 15 years or more within the pork industry. There were 44 responses.

40b. *If yes, what role?*

Many swine farm employees indicated that in 15 years they would be doing the same work that they are currently doing. Other employees indicated that they would like to be doing the same work but with higher pay and additional benefits.

However, some indicated that they hope to be promoted to another job or department where more responsibilities are required. An example would be an individual who is currently employed as a herdsperson who hopes to be the future breeding manager on the farm. Some individuals hope to own their own farm in the future.

There were 34 respondents.

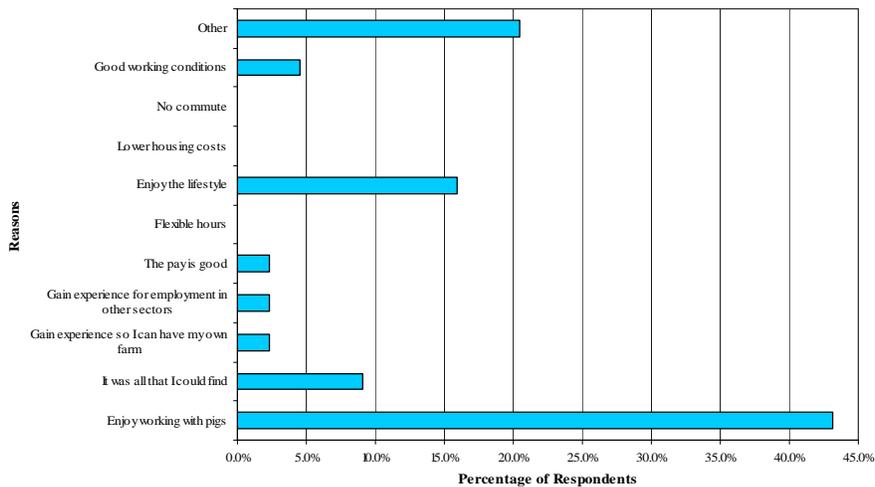
41. Why did you decide to work on a swine farm?

Figure 6.12 shows that there are three main reasons why employees have chosen to work on a swine farm. The number one reason, indicated by 43.2 percent of employees, is the enjoyment of working with pigs or other animals.

There were 20.5 percent who indicated that there were “other” reasons for their employment on a pig farm. Some of these employees indicated that they grew up on a swine farm and carried on the family farm because they understood and knew it well. Others indicated that they just “fell” into the industry and thoroughly enjoyed the work. Meanwhile others enjoy the convenience of working on a pig farm close to their home.

There are 15.9 percent who are employed on a pig farm because they enjoy the lifestyle it provides for themselves and for their family.

Figure 6.12: Reasons for Working on a Pig Farm



Response Rate: 44

6.4 Section D: The Future

42. In five years what do you feel you are most likely to be doing?

When employees were asked what they believe they will be doing in five years, 41.9 percent felt that they would be in the same position. Those who hoped to receive a promotion with their current employer comprised 18.6 percent of survey participants as shown in Table 6.8. Those planning to own their own farm in the future comprised 11.6 percent, while another 11.6 percent expect to retire. There was 4.7 percent who will look for another job in a totally different industry while 2.3 percent will look for a job in another part of the swine industry. A further 2.3 percent will look for a job with another swine operation that would be a promotion.

Table 6.8: Future Career Plans

In five years...	Percent
I will be in the same position	41.9%
I hope to receive a promotion with my current employer	18.6%
I will look for a similar job with another swine operation	0.0%
I will look for a job with another swine operation that would be a promotion	2.3%
I will own my own farm	11.6%
I will look for a job in another part of the swine industry	2.3%
I will look for a job in a totally different industry	4.7%
I will retire	11.6%
Other	7.0%
	100.0%

Response Rate: 43

43. *If you plan to leave the swine industry to work in another industry within the next five years, what is your main reason for leaving?*

With respect to those employees that plan to work in another industry there were five choices provided to identify why they plan to do this. They were the following: the pay is not fair, I work long hours, I want weekends off, the public has a negative perception of the industry or other reasons. Surprisingly, all responses were classified under the “other” category.

Reasons given for leaving the swine industry were as follows: age, health, they want to try a new field, they want to start a new business, and some felt that their employers’ children would soon be taking over the farm.

The main points learned from the employee survey include the following:

- Many work on pig farms because they enjoy working with pigs/animals
- Average employee works 46.3 hours/week, gets 2 weekends off/month, has 2.7 statutory holidays off and receives 9.7 paid vacation days each year
- 80% do not have an agreed upon plan for sick leave
- 80% had an interview prior to starting their job and most participants felt the duties were explained well or OK
- 68.9% have a job title, 22.2% received a written job description and about half have regular performance reviews
- Factors that make a job appealing include appreciation or recognition for a job well done, a job that is interesting or satisfying, and compensation
- Respondents believe improvements need to be made most in the following areas: compensation, number of hours worked, appreciation/recognition, and co-workers
- 91% indicated that their employers show appreciation. The main ways this is done are flexible hours, free pork and clothing.
- Employees are interested in training in herd health, breeding, piglet management and farrowing
- 77% believe there are no opportunities for advancement where they currently work

- 41.9% believe they'll be in the same position in 5 years and 18.6% hope for a promotion. Slightly over 16% will exit the industry to retire or seek employment in another industry.

7.0 Input Supplier Survey Results

The input supplier survey was distributed to companies who engage in business with swine producers. These companies include feed companies, veterinarians, pharmaceutical companies, and construction companies. Human resource directors (or the main decision maker within the business) were invited to complete the survey. There were a total of 30 responses received from input suppliers.

The results presented for each question are percentages based upon the number of responses received for that particular question. The number of responses received varies because some participants did not answer every question. All results discuss group averages in order to protect individual confidentiality.

The geographic locations of input supplier respondents vary, however, a majority of respondents are located in Huron, Perth, Waterloo and Wellington counties each comprising approximately 13.0 to 16.0 percent of respondents. Other counties include Middlesex, Oxford, Lambton, Elgin, Brant and Hastings.

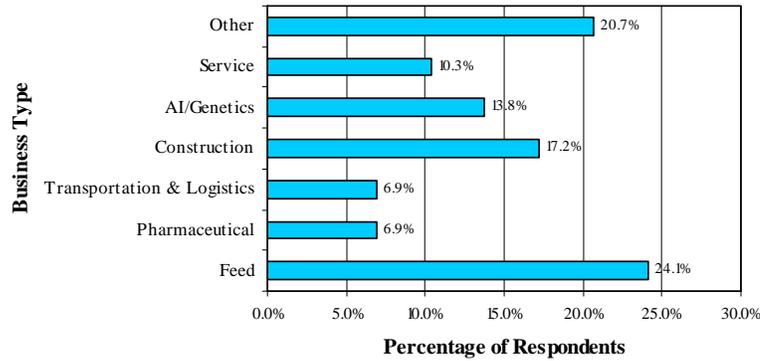
7.1 Section A: Background Information

1. *What best describes your business type?*

The survey participants were asked to identify their business type. The results are shown in Figure 7.1. The greatest number of companies surveyed was feed companies (including production, sales and delivery) at 24.1 percent of respondents. Following this category with 20.7 percent of respondents are companies identified as “other” because they could not classify their company under the suggested business types. The other business types included water and manure handling, livestock brokerage, ventilation/manufacturing, and engineering.

Companies involved in the construction industry totaled 17.2 percent while A.I. (Artificial Insemination)/Genetics comprised 13.8 percent of respondents. Businesses involved in the service industry accounted for 10.3 percent while pharmaceutical and transportation/logistics companies each accounted for 6.9 percent of respondents.

Figure 7.1: Business Types

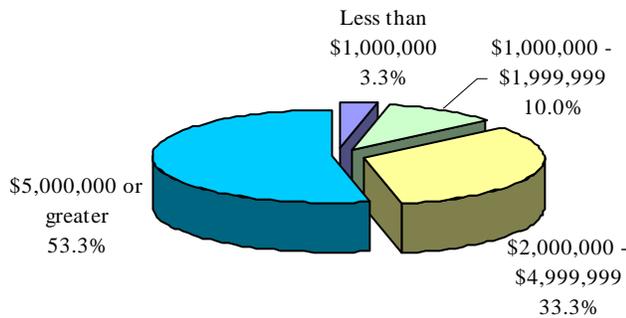


Response Rate: 29

2a. What is the size of your operation in terms of annual gross receipts (i.e. total sales)?

Slightly over one-half of the input supplier respondents indicated that their company’s annual sales totaled \$5 million or more (see Figure 7.2). One-third of respondents indicated that their total sales were within the \$2,000,000 to \$4,999,999 range. An additional 10.0 percent reported sales within the \$1,000,000 to \$1,999,999 category. There were few respondents (3.3 percent) who indicated annual gross receipts of less than \$1 million.

Figure 7.2: Annual Gross Receipts

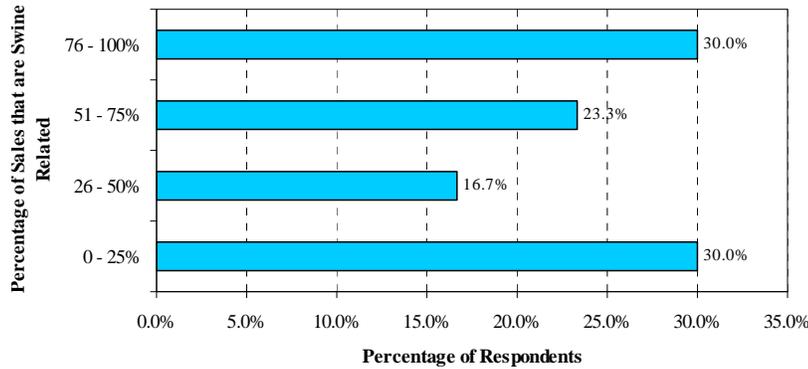


Response Rate: 30

2b. What percentage of gross sales from your business are swine related?

Input supplier survey participants operate many different types of businesses and are associated with swine producers in a number of ways. Some input suppliers rely on the business for swine producers more heavily than others as shown in Figure 7.3. Nearly one-third of participants (30.0 percent) indicate that 0 to 25 percent of their annual gross sales are swine related while 16.7 percent indicate that sales are 26 to 50 percent swine related. There were 23.3 percent who indicated that 51 to 75 percent of their farm sales were swine related. The rest of the participants (30.0 percent) indicated that annual sales were 76 percent to 100 percent swine related.

Figure 7.3: Percentage of Gross Farm Sales that are Swine Related



Response Rate: 30

3. *How many years has your business been operating with full-time employees?*

The average length of time that input supplier businesses have been operating with full-time employees is 25 years. Some companies indicated that they have been hiring full-time employees for as little as 2 to 3 years. Other employees have been hiring full-time staff for much longer – some for up to 70 or 80 years. There were 30 responses for this question.

4. *Of the total labour supply for your operation, how many staff members fall into each of the following categories?*

The composition of the total labour supply required to successfully operate each company varies. Some require only full-time staff whereas others may require part-time and/or seasonal staff. There were a total of 768 employees reported from the 30 respondents, as shown in Table 7.1.

The majority of the labour supply was comprised of full-time staff at 81.4 percent of the total supply. The number of full-time employees at each company ranged from just a few to nearly 100.

Casual/part-time staff comprised 14.2 percent of the labour supply reported in the survey results. The companies that employ casual/part-time staff have between 1 and 30 of these employees.

Seasonal staff consisted of the fewest workers at 4.4 percent of the total labour supply. The companies who reported employment of seasonal staff indicated that they employ between 1 and 10 seasonal workers.

Table 7.1: Labour Supply

	Number of Reported Employees	Percentage of Total Labour Supply
Full-time	625	81.4%
Seasonal	34	4.4%
Casual/Part-time	109	14.2%
	768	100.0%

Response Rate: 30

5. *How many of those full-time employees currently service your swine business?*

Of the 30 responses received, results indicate that an average of 10.5 full-time individuals is needed to service the swine portion of the business for the average input supplier. Some companies indicate that up to 50 employees are needed to service the swine sector whereas others report that only a few employees are needed to service the swine portion of their business. There were 314 full-time employees in these companies that serve the swine industry.

6. *In the last two years, how many full-time employees have quit?*

The average number of full-time employees that have quit within the last two years is 2.3 per company. In total, there were 68 employees who quit. All 30 input suppliers provided a response to this question.

7. *In the last two years, how many full-time employees have you fired?*

During the last two years, the average number of employees that an input supplier company has fired is 1.1. Companies reported firing between 0 and 5 employees within the last two years. There were 32 employees who were fired.

Assuming that the employees who quit or were fired were in the swine related part of the business, this means turnover is 31.8 percent (68 quit + 32 fired divided by 314 employees).

8. *How do you see labour requirements for the swine component of your business changing in the next 5 years?*

When respondents were asked how they saw the labour requirements for the swine component of their business changing within the next five years, a large number of respondents indicated that they will stay the same (41.1 percent), as shown in Table 7.2. Nearly one-third of respondents (31.0 percent) indicated that they will increase their labour supply by an average of 23.3 percent. The remaining 27.6 percent indicated that they will decrease their labour requirements for the swine component by an average of 21.7 percent. There were 29 responses received.

Table 7.2: Expected Labour Requirements

In the next five years, labour requirements for the swine component of my business will...

	Percentages		
... Increase	31.0%	by a total of...	23.3%
... Stay the Same	41.1%		
... Decrease	27.6%	by a total of...	21.7%

Response Rate: 29

*****For the remainder of the survey, please focus on employees who spend the majority of their time (greater than 50%) working on the swine related portion of your business.**

7.2 Section B: Working Conditions and Compensation Information

The following definitions were provided to respondents in regards as to how one's employees should be classified for the purpose of this question.

General Labourer – Is able to do a variety of jobs (no special training required). May require instruction/supervision in terms of jobs to be completed and how to do them. Ex. Loading trucks, cleaning facilities etc.

Skilled Labourer – Requires little supervision. Is able to undertake specialized tasks. Job may have a customer service focus. Ex. Quality control, truck driver, sales staff etc.

Supervisor/Manager – Has thorough understanding of all aspects of operation. Supervises employees, solves complex problems. Ex. Office manager, territory sales manager, plant supervisor etc.

9. Starting Wage Range

Survey respondents were asked to report the starting wage range for all three categories of employees. The results are provided in Table 7.3.

General labourers have the lowest starting wage range with over one-half of respondents (54.5 percent of responses) indicating that the starting wage range lies within the \$20,001 to \$30,000 category. The next largest category of respondents indicated starting wages within the \$30,001 to \$40,000 range (22.7 percent).

For skilled workers the category of \$30,001 to \$40,000 was deemed to be the starting wage for 51.9 percent of respondents. The next most common wage range was \$20,001 to \$30,000 with 22.2 percent.

Supervisors and managers are expected to have many abilities and skills. These skills are rewarded with higher wages. There were 37.0 percent of respondents

who reported a starting wage of \$50,001 to \$60,000. One-third of respondents indicated the starting wage was \$40,001 to \$50,000.

Table 7.3: Starting Wage Range

	General Labourer	Skilled Labourer	Supervisor/ Manager
Less than \$20,000	18.2%	0.0%	0.0%
\$20,001 - \$30,000	54.5%	22.2%	3.7%
\$30,001 - \$40,000	22.7%	51.9%	3.7%
\$40,001 - \$50,000	4.5%	11.1%	33.3%
\$50,001 - \$60,000	0.0%	11.1%	37.0%
More than \$60,000	0.0%	3.7%	22.2%
	100.0%	100.0%	100.0%
Response Rate:	22	27	27

10. *Expected Wage Range after Five Years*

After several years of employment, employees become more knowledgeable in their field and as a result, their overall value to the operation increases. Employers tend to show their appreciation for this experience through increases in their current salary.

Slightly over one-half of respondents indicated that the expected wage range after five years of employment for general labourers was in the \$30,001 to \$40,000 wage range, while just over one-quarter reported wages in the \$20,001 to \$30,000 category. This is shown in Table 7.4.

The two most common wage categories for skilled workers after five years of employment included 37.5 percent reporting \$40,001 to \$50,000 while one-third reported wages in the \$30,001 to \$40,000 wage range. All other respondents indicated wages totaling \$50,000 or more.

After five years of employment, supervisors and managers have wage ranges exceeding the other two employee categories. Over 50 percent of respondents indicated that these highly skilled employees receive wages of at least \$60,000. The next largest group of participants indicated that wages were between \$50,001 and \$60,000.

Table 7.4: Expected Wage Range after Five Years

	General Labourer	Skilled Labourer	Supervisor/ Manager
Less than \$20,000	4.8%	0.0%	0.0%
\$20,001 - \$30,000	28.6%	0.0%	0.0%
\$30,001 - \$40,000	52.4%	33.3%	4.0%
\$40,001 - \$50,000	4.8%	37.5%	12.0%
\$50,001 - \$60,000	9.5%	16.7%	28.0%
More than \$60,000	0.0%	12.5%	56.0%
	100.0%	100.0%	100.0%
Response Rate:	21	24	25

11. *Additional Benefits*

Employees are not only compensated in direct monetary payments for their work but many employers offer additional benefits. Table 7.5 provides a summary of results for this question. Respondents were asked to identify all benefits provided.

The most commonly cited additional benefits offered to general labourers are medical benefits at 17.5 percent of all responses indicated. Disability insurance followed at 14.2 percent and dental at 13.3 percent. On average, the additional benefits provided to general labourers by the company equate to approximately 11.2 percent of their average annual salary.

The top three additional benefits provided to skilled workers by their employers were similar to those of general labourers. Medical benefits accounted for 15.0 percent of all responses while disability insurance accounted for 12.9 percent and dental at 12.1 percent. On average, the cost of the additional benefits provided to skilled workers equate to 15.5 percent of their average annual salary.

The additional benefits that supervisors and managers were most likely to receive resembled those of the other employee categories – medical (13.9 percent), disability insurance (12.6 percent) and dental (11.9 percent). These additional benefits equate to 14.2 percent of their average annual salary.

Other commonly cited benefits included life insurance, clothing allowance, flex time and performance bonuses.

Table 7.5: Additional Benefits

	General Labourer	Skilled Labourer	Supervisor/ Manager
Medical	17.5%	15.0%	13.9%
Dental	13.3%	12.1%	11.9%
Disability Insurance	14.2%	12.9%	12.6%
Life Insurance	10.8%	9.3%	9.3%
Pension/RRSP	6.7%	5.7%	5.3%
Company Shares	1.7%	0.7%	2.0%
Vehicle is provided	2.5%	6.4%	8.6%
Flex time	6.7%	8.6%	8.6%
Tokens of Appreciation	7.5%	7.9%	7.3%
Performance Bonuses	6.7%	9.3%	9.9%
Clothing Allowance	8.3%	8.6%	6.6%
Laundry/Drycleaning Allowance	3.3%	2.1%	2.0%
Profit Sharing	0.8%	1.4%	2.0%
Other (specify)	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%
Response Rate:	120	140	151
% of salary these benefits equate to annually	11.2%	15.5%	14.2%

12. Hours Worked, Sick Days

This section will compare the hours, days and weekends worked, statutory holidays, vacation and sick days for each staff category. A summary of the results is provided in Table 7.6.

With respect to average hours worked per day general labourers work 8.5, skilled labourers work 8.6 and supervisors and managers work 8.8 hours per day. All employee categories work an average of 5 days per week. By using the hours worked per day and the number of days worked per week it is possible to calculate the number of hours worked per week. This results in 42.2 hours per week for general labourers, 42.9 hours for skilled labourers and 44.4 hours per week for supervisors and managers.

Table 7.6 also shows the number of weekends off per month for each employee category and the number of statutory holidays that employees have off each year. The results show that all employees have 3.6 to 3.8 weekends off each month and 9.1 to 9.2 statutory holidays every year.

Results show that few employees have an agreed upon sick leave plan with their present employer. Employers that have a sick plan for general labourers represented 18.2 percent of respondents. They receive an average of 5.8 paid sick days each year.

One-fifth of the respondents indicated that skilled labourers have an agreed upon plan for sick leave and they receive an average of 5.2 sick days per year.

The supervisor/manager group is the most likely employee category to have a plan for sick leave. There are 29.2 percent of respondents who indicate these employees do have an agreed upon plan. This employee category receives an average of 5.9 paid sick days per year.

The number of paid vacation days increases from general labourer to skilled labourer to supervisor/manager. Note that the number of paid vacation days *excludes* statutory holidays. General workers receive an average of 9.7 paid vacation days while skilled workers receive 10.8 and supervisors and managers receive an average of 12.7.

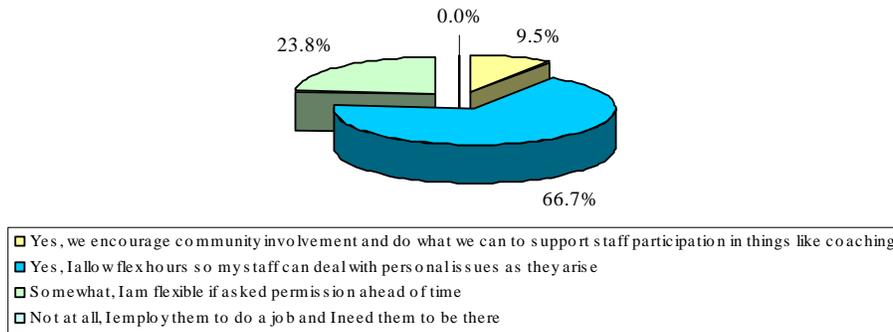
Table 7.6: Hours Worked, Sick Days

	General Labourer	Skilled Labourer	Supervisor/ Manager
Average # of hours worked per day	8.5	8.6	8.8
Average # of days worked per week	5.0	5.0	5.0
*Calculation: hours worked per week	42.2	42.9	44.4
Average # of weekends off per month	3.6	3.7	3.8
# of statutory holidays off each year	9.1	9.2	9.1
Employees <i>with</i> an agreed upon plan for sick leave	18.2%	20.0%	29.2%
→ # of sick days paid for each year	5.8	5.2	5.9
Employees <i>without an</i> agreed upon plan for sick leave	81.8%	80.0%	70.8%
Average # paid vacation days (other than stats) per year	9.7 days	10.8 days	12.7 days

13. *Does your company make allowances for your employee’s personal or family commitments outside of work?*

Overall, there were 66.7 percent of employers who do allow their employees to have flexible hours when personal issues arise. There were 9.5 percent who indicated that they highly encourage community involvement and felt that they do what they can to encourage staff participation in things like coaching and mentoring. There were 23.8 percent of participants who indicated that their companies were somewhat flexible, if permission was asked in advance. The results are shown graphically in Figure 7.4.

Figure 7.4: Allowances Outside of Work

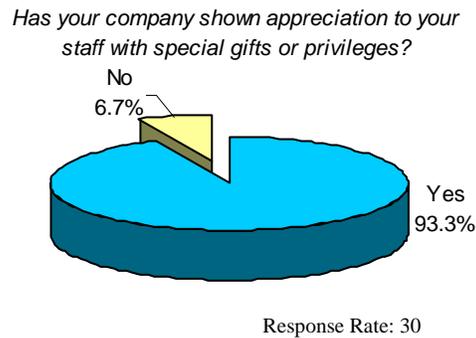


Response Rate: 21

14a. Has your company shown appreciation to your staff with special gifts or privileges?

The vast majority of companies (93.3 percent) who participated in this question indicated that they do show appreciation to their staff members with special gifts and/or privileges.

Figure 7.5: Appreciation



14b. If yes, what are the special gifts or privileges?

Survey respondents who indicated that their companies have shown appreciation to their staff members with special gifts and/or privileges were asked to list all types of special gifts and/or privileges they award their employees. Appreciation was most commonly shown through staff appreciation barbeques or lunches at 26.4 percent of total responses. Appreciation was also shown through free meals for employees totaling 23.6 percent of all responses. Special events that include staff’s family followed at 15.3 percent. Other forms of appreciation included golf days, watches, cards, clothing, fuel, Christmas parties (with spouse and family members) and years of service awards and gifts. This is shown in Table 7.7.

Survey participants also indicated they sometimes give employees written notes of appreciation, paid trips for their families and extra time off with pay.

Table 7.7: Appreciation

	Percentage
Free meals	23.6%
Written notes of appreciation	6.9%
Paid trips for their families	6.9%
Staff appreciation barbeques or lunches	26.4%
Special events which include staff's family	15.3%
Extra time off with pay	9.7%
Other	11.1%
	100.0%

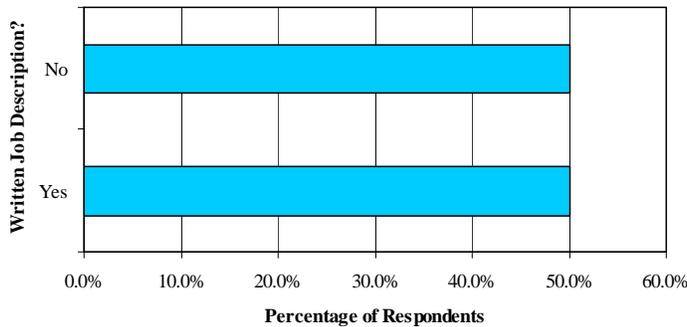
Response Rate: 72

7.3 Section C: Performance Management

15. *Do your employees receive a written job description outlining their duties?*

One-half of company representatives indicated that their employees do receive written job descriptions. The other one-half of respondents indicated that their employees do not receive a written job description outlining their duties and tasks, see Figure 7.6.

Figure 7.6: Written Job Descriptions

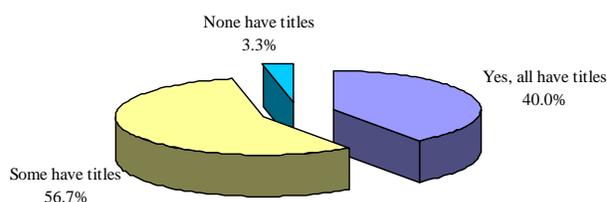


Response Rate: 30

16. *Do you give your employees job titles?*

Over one-half (56.7 percent) of input supplier respondents surveyed stated that some of their employees have job titles. There were 40.0 percent of respondents who claimed that all of their employees have job titles. Very few respondents (3.3 percent) claimed that none of their employees have job titles (see Figure 7.7).

Figure 7.7: Job Titles



Response Rate: 30

17a. Do you have a structured performance appraisal process to discuss with employees what they do well and what could be improved?

Of the 29 responses received for this question, 17 companies or 58.6 percent of respondents indicated that they do have a structured performance appraisal process administered periodically.

17b. If yes, how often?

As shown in Table 7.8, it appears that as the years of employment increase the number of performance appraisals performed decreases. On average, 47.1 percent of employees received two performance appraisals during their first year of employment. In the second year of employment 64.7 percent of respondents reported giving only one performance appraisal each year. For employees in the third year of employment 70.6 percent of the employers indicated that performance appraisals occurred once each year. None of the companies surveyed had performance appraisals four or more times during the year.

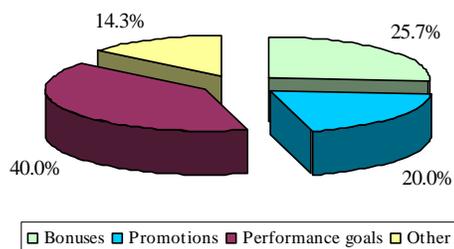
Table 7.8: Number of Performance Appraisals

	1 per year	2 per year	3 per year	4 or more per year	Response rate:
First year of employment	29.4%	47.1%	23.5%	0.0%	17
Second year of employment	64.7%	29.4%	5.9%	0.0%	17
Third year of employment and beyond	70.6%	23.5%	5.9%	0.0%	17

17c. What are the components / results of your performance appraisal process?

Figure 7.8 illustrates that the most common result from a performance appraisal process as reported by participants are performance goals at 40.0 percent. One-quarter (25.7 percent) of all the results reported conclude that the next most common result of performance appraisals is bonuses. Promotions followed at 20.0 percent and “other” responses at 14.3. Other results from performance appraisals processes included pay raises, training, and behavioral issues.

Figure 7.8: Results from Performance Appraisal Process



Response Rate: 33

18. *From the list below what are the top two areas you feel you could improve upon in terms of managing personnel? Please rank the 2 most important points. 1 = Most Important 2 = Next Most Important*

Survey respondents were asked to identify the top two “most important” areas they could improve upon in terms of managing personnel. There were 42.9 percent who indicated that communication is the area that could use the most improvement. Training opportunities followed at 17.9 percent of respondents. Table 7.9 shows the results for this question.

Performance appraisal processes received 22.2 percent of the responses when respondents were asked to identify what were the “next most important” areas that could be improved when managing personnel. Recall from the previous question that only 58.6 percent of respondents claimed they had a structured performance appraisal process for their employees.

Table 7.9: Improvements in Managing Personnel

	Percentage of Most Important	Percentage of Next Most Important
Communication	42.9%	14.8%
Hiring / Firing / Posting new positions etc.	0.0%	3.7%
Performance Appraisals	7.1%	22.2%
Appreciation or recognition for work done	14.3%	3.7%
Compensation (salary plus benefits)	7.1%	3.7%
Working conditions (i.e. health and safety)	0.0%	7.4%
Ability to promote employees within the business	3.6%	7.4%
Allowing employees to provide input into business activities	0.0%	7.4%
Training opportunities	17.9%	18.5%
Recognizing individual needs and skills of employees	7.1%	7.4%
Relationship with employees	0.0%	3.7%
Other (please specify)	0.0%	0.0%
	100.0%	100.0%
Response Rate:	28	27

19. *From the list below, what do you believe helps the most in making a job appealing for an employee? Please rank the 2 most important points.
1 = Most Important 2 = Next Most Important*

Company representatives were asked to consider a number of job traits and then decide which two were the most helpful in making a job appealing for an employee. A job that is interesting and satisfying comprised 31.0 percent of the responses. Compensation (which includes one’s wages/salary plus benefits) followed at 24.1 percent. Communication and relationship with other employees both received 10.3 percent of the responses. These four traits totaled 75.7 percent of all responses.

The next most important traits identified by input suppliers were appreciation or recognition for work done and a job that is interesting and satisfying receiving 17.2 percent of responses each followed by job security, the feeling of involvement in an operation, and compensation.

Table 7.10: Appealing Job Traits

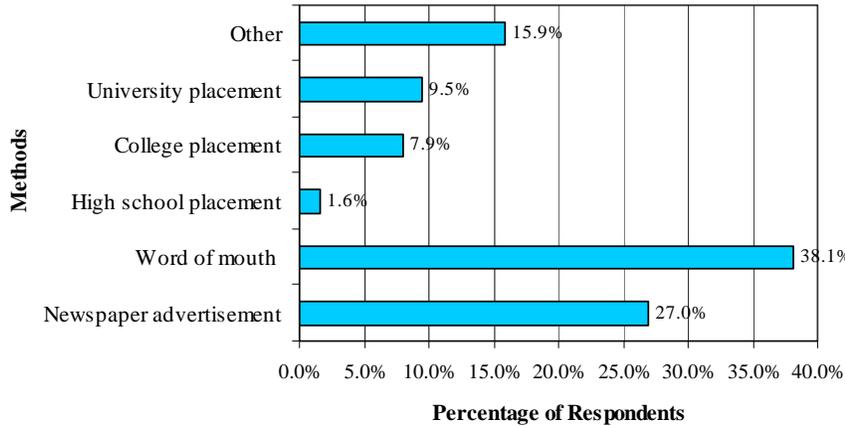
	Percentage of Most Important	Percentage of Next Most Important
Communication	10.3%	10.3%
Performance based compensation bonus programs	3.4%	3.4%
Working conditions (i.e. health and safety)	3.4%	0.0%
Appreciation or recognition for work done	6.9%	17.2%
Compensation (salary plus benefits)	24.1%	13.8%
Number of hours worked	0.0%	0.0%
Job that is interesting and satisfying	31.0%	17.2%
Relationship with other employees	10.3%	3.4%
Relationship with manager/supervisor	0.0%	3.4%
Feel involved in operation, can give input	0.0%	13.8%
Room for advancement or promotion within the business	6.9%	3.4%
Job security - employees feeling secure in their positions	3.4%	13.8%
Training opportunities	0.0%	0.0%
Other (specify)	0.0%	0.0%
	100.0%	100.0%
Response Rate:	29	29

- 20a. *What methods does your company use to “advertise” job openings?*

There are numerous methods available to advertise job openings. Respondents were asked to identify all methods their companies use. The most commonly used method is word of mouth at 38.1 percent of all responses. Another commonly used method is through newspaper advertisements at 27.0 percent. High school, college, and university placements were also used at a combined total of 19.0 percent as shown in Figure 7.9.

The remaining 15.9 percent is classified as “other”. This includes using job placement agencies, recruiters, government offices and industry connections to find employees. Another method commonly noted is the use of the internet through job bank websites, and agricultural sites such as farms.com and agcareers.com.

Figure 7.9: Methods Used to Advertise Job Openings

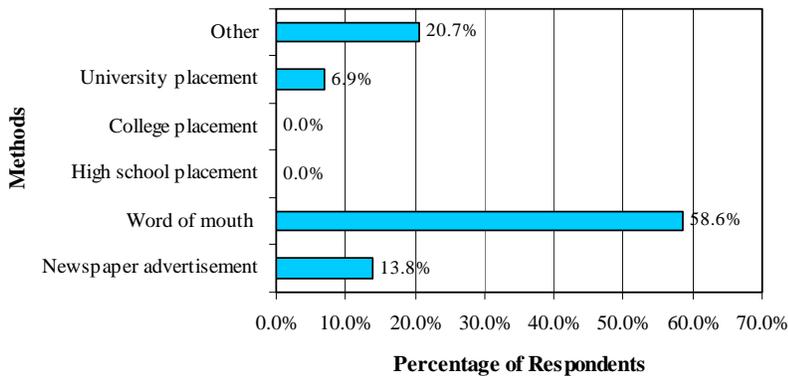


Response Rate: 63

20b. Of these methods, which one has been most successful for locating new staff?

There were four methods that respondents identified as being helpful when locating new staff. The most successful method was word of mouth indicated by 58.6 percent of respondents. This is followed by “other” methods such as websites, job placement agencies, recruiters, government offices and industry connections to find employees at 20.7 percent of all responses. Newspaper advertisements (13.8 percent) and University placements (6.9 percent) followed as shown in Figure 7.10.

Figure 7.10: Useful Advertisement Methods

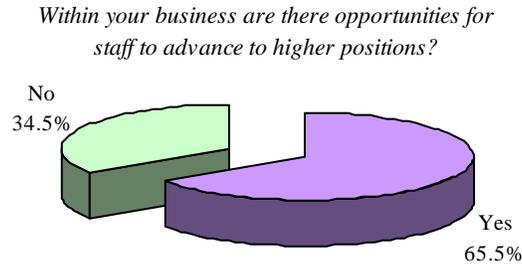


Response Rate: 29

21a. Within your business are there opportunities for staff to advance to higher positions?

Of the 29 responses received for this question, 65.5 percent declared that there were opportunities for staff to advance to higher positions within the company. In turn, 34.5 percent of respondents do not have opportunities for advancement (see Figure 7.11).

Figure 7.11: Career Advancement Opportunities



Response Rate: 29

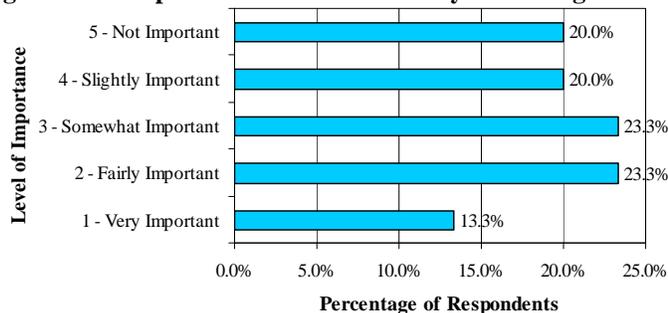
21b. If yes, are current (internal) staff considered first for these opportunities?

All responses (100.0 percent) received for this question indicated that internal staff are considered first for opportunities to advance to higher positions. There were 19 responses received for this question.

22. How important is swine industry knowledge to you when hiring new staff?
 (Participants were asked to base their answer on a scale of 1 – 5 with 1 being very important, 3 being somewhat important and 5 being not important).

When asked this question, results concluded that there was a wide array of feelings as to whether swine industry knowledge was important when hiring new staff. There were 40.0 percent of respondents who felt it was either unimportant or slightly important. There were 46.6 who felt swine industry knowledge was either somewhat or fairly important. The remaining 13.3 percent felt that swine industry knowledge was a very important aspect when hiring new staff. This is shown in Figure 7.12.

Figure 7.12: Importance of Swine Industry Knowledge

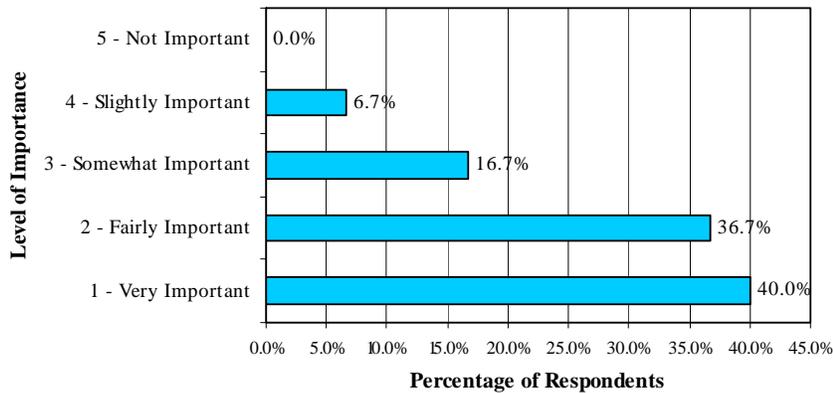


Response Rate: 30

23a. *With regards to your business plan, how important of a consideration is labour?* (Participants were asked to base their answer on a scale of 1 – 5 with 1 being very important, 3 being somewhat important and 5 being not important). When asked this question, all respondents indicated that labour is important with regards to their current business plan to some degree or another, as shown in Figure 7.13.

A large percentage of respondents (40.0 percent) indicated that labour is a very important consideration with regards to their business plan. An additional 36.7 percent felt it was fairly important while 16.7 percent felt it was somewhat important. The remaining 6.7 percent felt it was only “slightly” important to their business plan.

Figure 7.13: Importance of Labour

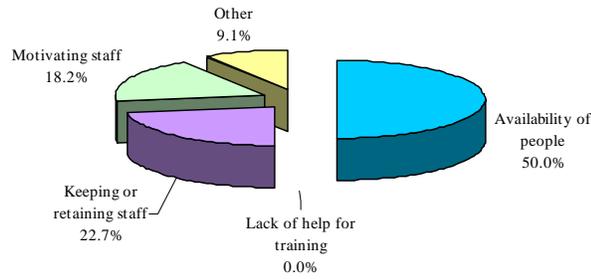


Response Rate: 30

23b. *If you ranked labour 1 or 2 (very important), what about it is the biggest issue?*

The results of this question conclude that the availability of people is the biggest labour issue faced by one-half of respondents. Keeping or retaining staff is the largest issue faced by 22.7 percent of respondents. Several other respondents (18.2 percent) felt that motivating their current staff was their largest labour issue. Some respondents (9.1 percent) indicated that their largest labour issue fell into the “other” category. The obstacles faced by these “other” respondents included selecting the right person for the job and the high levels of competition (from other sectors) due to wages.

Figure 7.14: Labour Issues



Response Rate: 22

7.4 Section D: Employee Training

25. Do you have formal Human Resources training?

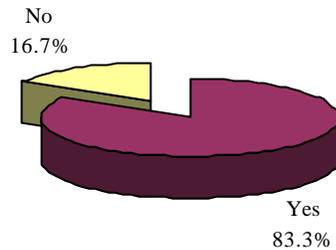
The results from this question found that two-thirds of input supplier respondents do not have formal human resources training. The remaining one-third of respondents declared that they do have formal human resources training. There were 30 responses received for this question.

26a. Do you encourage formal training for your employees?

The majority (83.3 percent) of respondents indicated that they encourage formal training for their employees. In turn, 16.7 percent of companies surveyed indicated that they do not encourage formal training for their employees.

Figure 7.15: Formal Training

Do you encourage formal training for your employees?



Response Rate: 30

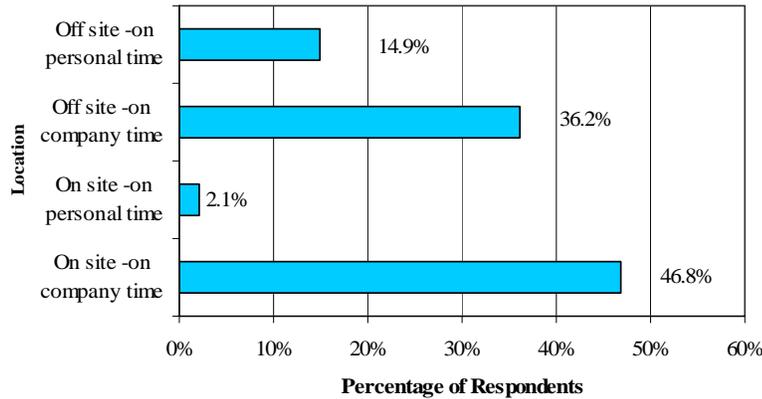
26b. If yes, where and when is it performed?

Companies were invited to identify all of the locations where formal training for employees is performed. Companies were asked to identify if the training was on or off site and then were asked whether the training took place on company or personal time.

The most common formal training location was on-site during company time for 46.8 percent of responses. The next most common location was off-site during

company time at 36.2 percent. Of all the responses provided, there were only 14.9 percent who indicated formal training off-site during their employee’s personal time. Few responses (2.1%) were received for on-site on personal time as displayed in Figure 7.16.

Figure 7.16: Formal Training – When & Where



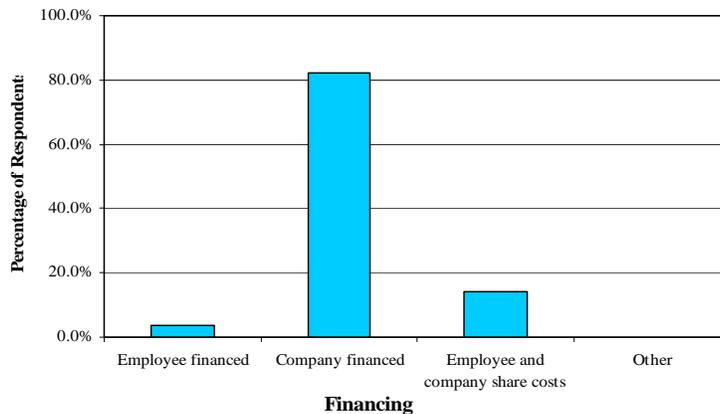
Response Rate: 47

26c. How are training costs covered?

This question asked participants to indicate all the methods used to cover training expenses incurred. Respondents were given four choices: employee financed, company financed or employee and company share the costs. Participants were invited to specify any other methods used.

As shown in Figure 7.17, the most widely used method to cover training costs is to have the company cover these expenses comprising 82.1 percent of all responses. At times, the costs are financed by the company and employee (14.3 percent). Training costs that are covered by employees rarely occur (3.6 percent).

Figure 7.17: How are training costs covered?



Response Rate: 28

26d. What % of annual budget is allocated for professional/personal development of staff?

On average, 2.1 percent of the annual budget is allocated for professional/personal development of staff. Some reported that as much as 5.0 percent and as little as 0.0 percent is allocated for professional/personal development. There were 16 responses received.

27. What type of training programs would you like to see made available to your employees?

Respondents were asked to indicate all types of training programs that they would like to see made available to employees. Communication skills and sales training are the top two programs each with 16.0 percent of all responses. The next most common training program respondents would like to see made available is a client relationship management program.

Other programs respondents felt would be beneficial to their employees are interpersonal/teamwork skills, basic overview of swine production, presentation skills, computer skills and HACCP or QA.

Table 7.11: Types of Training Programs

	Percentage
Communications skills	16.0%
Interpersonal / teamwork skills	10.7%
Computer skills	9.3%
HACCP or QA	9.3%
Basic overview of swine production	10.7%
Sales training	16.0%
Client relationship management	12.0%
Negotiation skills	6.7%
Presentation skills	9.3%
Other	0.0%
	100.0%

Response Rate: 75

28. Do managers/HR people in your business participate in any HR related training?

The results from this question are somewhat surprising. There are 44.4 percent of participating companies whose managers/HR people participate in some sort of human resources training. This means that over one-half – 55.6 percent – of participating companies do not have their managers/HR employees engage in any HR related activities. There were 27 responses to this question.

29. *What type of training would be most useful to managers and HR people within your operation? Please rank the 2 most important points.
1 = Most Important 2 = Next Most Important*

The most important training programs that respondents feel would be most useful to the managers and HR people within their operation are team building and communication skills training. Each of these was rated as most important by 28.0 percent of respondents and they are shown in Table 7.12. Other highly ranked training programs were labour legislation and computer skills/technological training.

Training programs suggested by some respondents were programs on the performance appraisal process and technical training.

Table 7.12: Training for HR Department

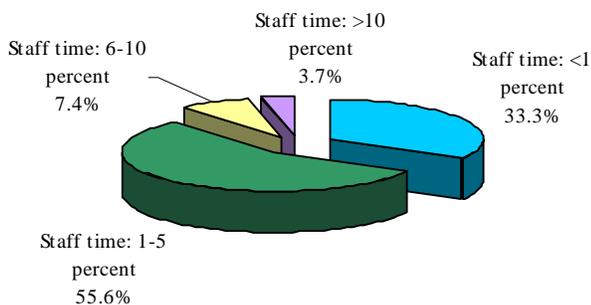
	Percentage of "Most Important"	Percentage of "Next Most Important"
Hiring policies	0.0%	4.2%
Job descriptions	8.0%	12.5%
Team building	28.0%	29.2%
Communications	28.0%	25.0%
Labour legislation	12.0%	20.8%
Computer skills / technological training	20.0%	4.2%
Other	4.0%	4.2%
	100.0%	100.0%
Response Rate:	25	24

30. *What percentage of staff time do you allocate to professional development on average?*

As seen in Figure 7.18, companies allocate various amounts of time to the professional development of their employees. One-third of respondents indicate that less than 1 percent of staff time is spent on professional development. A majority of participants (55.6 percent) allocate 1 to 5 percent of staff time to professional development. The remainder spend 6 percent or more on professional development.

Figure 7.18: Professional Development & Staff Time

What percentage of staff time do you allocate to professional development on average?



Response Rate: 27

7.5 Section E: Skills

31. *What are the top two skills, abilities or experiences that you look for when hiring new staff? Rank the top 2 from each category. 1 = Most Important 2 = Next Most Important*

Input suppliers were asked to rate what they felt were the top two skills, abilities or experiences in each staff category. Only the responses for “most important” will be discussed but results for “next most important” are included in Table 7.13. With respect to job related/practical skills, respondents indicated that they look for general labourers who are eager to learn and those who have the physical ability to meet the requirements of the job. These traits were ranked as the two most important job/related practical skills traits in general labourers.

Table 7.13: Skills in New Staff

	<u>General Labourer</u>		<u>Skilled Worker</u>		<u>Supervisor/Manager</u>	
	Most Important	Next Most Important	Most Important	Next Most Important	Most Important	Next Most Important
<u>Job Related/Practical Skills:</u>						
Previous experience working with animals	10.0%	23.5%	16.7%	25.0%	0.0%	30.0%
Willingness to learn	50.0%	29.4%	62.5%	25.0%	45.5%	20.0%
Written competency in English	0.0%	0.0%	0.0%	5.0%	4.5%	20.0%
Physical ability	35.0%	47.1%	8.3%	15.0%	4.5%	5.0%
Education	0.0%	0.0%	8.3%	10.0%	36.4%	15.0%
Other	5.0%	0.0%	4.2%	20.0%	9.1%	10.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Response Rate:	20	17	24	20	22	20
<u>Interpersonal Skills:</u>						
Ability to work as part of a team	55.6%	35.7%	54.5%	15.8%	41.7%	14.3%
Communication skills	44.4%	42.9%	18.2%	36.8%	29.2%	38.1%
Customer service skills	0.0%	21.4%	13.6%	31.6%	20.8%	33.3%
Sales skills	0.0%	0.0%	13.6%	15.8%	8.3%	14.3%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Response Rate:	18	14	22	19	24	21

The most important traits desired in skilled labourers were willingness to learn at 62.5 percent and previous experience with animals at 16.7 percent. Desirable traits in supervisors and managers were willingness to learn and education at 45.5 and 36.4 percent, respectively.

“Other” responses for job related/practical skills included a desire to work, driving experience, lab experience, mechanical/electrical background and computer literacy. Some respondents indicated that a college or a university education was desirable in new staff members.

Secondly, respondents were asked to rank the interpersonal skills that they felt were important when hiring new staff. Input suppliers seek general labourers who possess the ability to work as part of a team (55.6 percent of responses) and who have good communication skills (44.4 percent).

Over one-half of respondents (54.5 percent) felt that the ability to work as part of a team was the most desirable trait in a skilled worker followed by communication skills at 18.2 percent.

The most important traits, skills and abilities in managers and supervisors are the ability to work as part of a team and communication skills at 41.7 and 29.2 percent, respectively.

32. *What are the top two skills, abilities or experiences that you need your staff to acquire within the first 5 years of employment?*

Rank the top 2 from each category.

1 = Most Important

2 = Next Most Important

Respondents were asked to indicate the top skills that they require their staff to acquire within the first five years of employment. The results are essentially the same as the skills sought in new staff identified in the previous question. For example, the most important traits desired in general workers include a willingness to learn at 71.4 percent and previous experience working with animals at 14.3 percent. Results for the next most important traits are shown in Table 7.14. Willingness to learn (72.2 percent) and previous experience working with animals (22.2 percent) were ranked as the top two traits skilled workers need to acquire within the first five years of employment. Within the first five years as a supervisor or manager input supplier respondents felt that their employees must have willingness to learn (66.7 percent) and education (16.7 percent).

Job related/practical skills that were suggested in the “other” category included the desire to develop, technical knowledge, mechanical/electrical background, ability to upgrade one’s knowledge and computer literacy.

In terms of interpersonal skills, respondents have indicated that general labourers should have the ability to work as part of a team (64.7 percent) and must possess

satisfactory communication skills (23.5 percent). After an employment period of five years, one-half of respondents indicated that skilled workers must have the ability to work as part of a team. Other respondents felt that the most important traits were communication and customer service skills each at 20.0 percent. The most important traits that supervisors and managers must possess after five years of employment is to be able to work as part of a team and must have sufficient communication skills as each trait received 45.5 percent of responses.

Table 7.14: Acquired Skills Within First Five Years

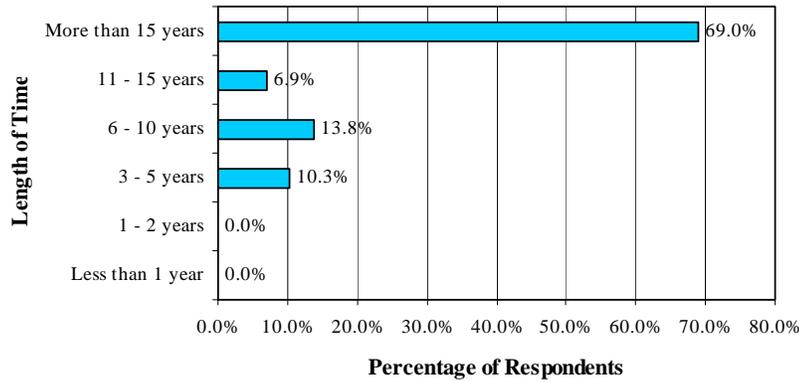
	<u>General Labourer</u>		<u>Skilled Worker</u>		<u>Supervisor/Manager</u>	
	Most Important	Next Most Important	Most Important	Next Most Important	Most Important	Next Most Important
<u>Job Related/Practical Skills:</u>						
Previous experience working with animals	14.3%	8.3%	22.2%	6.3%	11.1%	12.5%
Willingness to learn	71.4%	16.7%	72.2%	25.0%	66.7%	25.0%
Written competency in English	0.0%	0.0%	0.0%	0.0%	5.6%	6.3%
Physical ability	7.1%	50.0%	0.0%	37.5%	0.0%	18.8%
Education	7.1%	8.3%	5.6%	12.5%	16.7%	12.5%
Other	0.0%	16.7%	0.0%	18.8%	0.0%	25.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Response Rate:	14	12	18	16	18	16
<u>Interpersonal Skills:</u>						
Ability to work as part of a team	64.7%	26.7%	50.0%	21.1%	45.5%	23.8%
Communication skills	23.5%	26.7%	20.0%	31.6%	45.5%	19.0%
Customer service skills	11.8%	40.0%	20.0%	31.6%	4.5%	38.1%
Sales skills	0.0%	6.7%	10.0%	15.8%	4.5%	19.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Response Rate:	17	15	20	19	22	21

7.6 Section F: Future Plans

33. *How much longer do you see your business servicing the swine industry?*

Figure 7.19 shows that over two-third of respondents anticipate that their company will continue to service the swine industry for more than 15 years. There were 6.9 percent of respondents who feel the company will be involved in the swine industry for 11 to 15 years, while the remaining 24.1 percent envision their company operating in the industry for 10 years or less.

Figure 7.19: Service to the Swine Industry



Response Rate: 29

**** If you chose 1-5 years, please answer question 34
 ** If you chose 6 or more years, please skip to question 35.**

34. If you chose five years or less, which option best describes your plans?

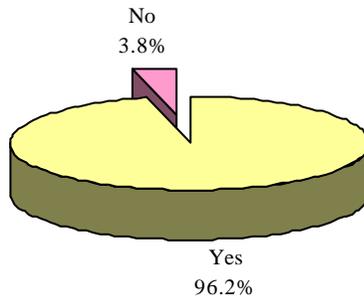
Two-thirds of respondents who indicated that they will service the swine industry for five years or less reported retirement as their next stage, while the other one-third plans to eliminate the swine service portion of their business.

35a. If you are planning to be servicing the swine industry for more than five years, will you be keeping the same business type?

The bulk of respondents who indicated that they will continue to service the swine industry for more than five years will maintain their current business type. However, 3.8 percent of participants' will venture into another business type (see Figure 7.20.).

Figure 7.20: Same Business Type?

If you are planning to be servicing the swine industry for more than five years, will you be keeping the same business type?



Response Rate: 26

****If yes, please answer 35b.
 If no, you're finished. Thanks!

35b. *If you are planning to stay servicing the swine industry for more than five years, do you plan to increase, decrease or maintain its current size?*

Over one-half of respondents indicated that they plan to increase the current size of their business. The average operation plans to increase their current size by 45.7 percent (see Table 7.15). Another large percentage of respondents (41.7 percent) have indicated that they plan to maintain their current business size. A few respondents (4.2 percent) have reported a planned decrease from their current size at an average decrease of 50.0 percent.

Table 7.15: Future Operation Size

		Percentages	
... Increase	54.2%	by a total of...	45.7%
... Stay the Same	41.7%		
... Decrease	4.2%	by a total of...	50.0%

Response Rate: 24

Some of the main points from the input supplier survey results include:

- Wide cross-section of participants – different business types and sizes
- Rate of turnover is about 31.8%
- Employees in these companies work 42 to 44 hours/week on average, have 9.1 statutory holidays off, receive 10 to 13 paid vacation days and 70 to 80% do not have a plan for sick leave
- One-half of the participants give written job descriptions and 58.6% have structured performance appraisal processes
- The input suppliers feel they should improve the most in communications, training opportunities and showing appreciation/recognition for a job well done
- They believe the most appealing aspects of a job are that it is interesting or satisfying, compensation, communication, and relationship with other employees
- Labour is an important issue for most of these companies – availability of people, keeping staff, and motivating staff are top 3 concerns
- Two-thirds of the participants do not have formal HR training
- Team building, communications, and computer skills/technology training were identified as three training programs that would be beneficial
- They would like to see training for employees in communication, sales, interpersonal/teamwork and basic overview of swine production

8.0 Potential Swine Industry Employee Survey Results

This particular survey was distributed to individuals who, at the time the survey was distributed, were not employed in the swine industry. The purpose of the survey was to identify human resource opportunities, challenges and perceptions with respect to the swine industry in Ontario. There were a total of 85 responses received from potential swine employees.

Each question discussed in the following section provides the results in a percentage format. Not all respondents answered every question and therefore the number of responses varies for each question. The response rate is provided. All results presented discuss group averages in order to protect individual confidentiality.

The individuals who participated were from various regions. The geographical location of the vast majority of respondents was south-western Ontario. However, it is interesting to note that some of the responses were outside of Ontario and included Manitoba, Alberta and New Zealand. The survey was posted on the internet on Facebook and Survey Monkey.

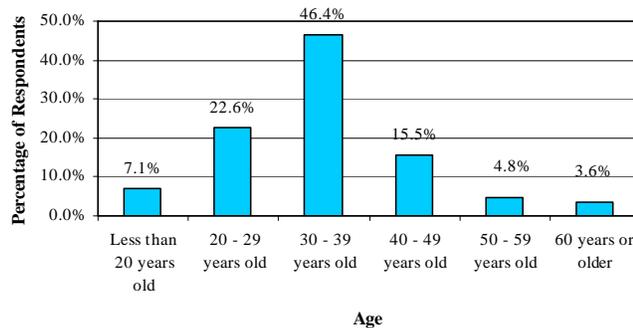
8.1 Section A: Background Information

1. *What is your age?*

Results from this question show that the age of participants varied considerably. A large number of participants reported being in the 30 to 39 years old age range at 46.4 percent of participants. The next largest age group was 20 to 29 year olds at 22.6 percent of participants.

The other age groups each comprised less than 20.0 percent of participants. Those who identified themselves as less than 20 years of age comprised 7.1 percent. There were 15.5 percent of participants who belong in the 40 to 49 years of age category and the remaining 8.4 percent identified themselves as 50 years of age or older, see Figure 8.1.

Figure 8.1: Age of Potential Swine Employees



Response Rate: 84

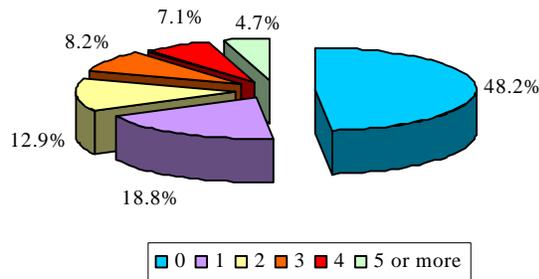
2. Are you male or female?

The majority of the population who participated in this survey was female at 63.5 percent of respondents. Thus, 36.5 percent of respondents were male.

3. How many people are you supporting, if any? Include spouse, partner, children, parents, etc. but not yourself.

Most respondents indicated supporting two or fewer individuals, see Figure 8.2. A large number of respondents (48.2 percent) reported supporting zero individuals, 18.8 percent reported supporting one individual while 12.9 percent reported supporting two other individuals. There were 20.0 percent of respondents who indicated that they are supporting three or more individuals.

Figure 8.2: Supporting Individuals

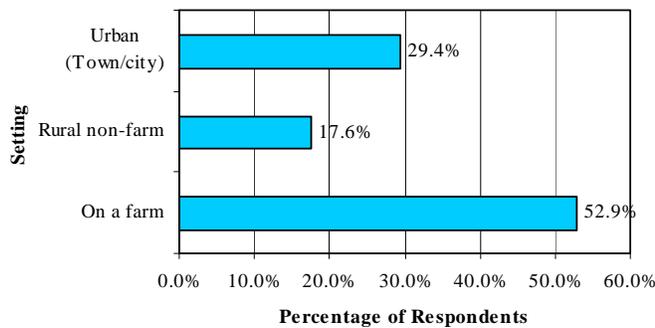


Response Rate: 85

4. Where did you grow up?

Over one-half of respondents (52.9 percent) reported growing up on a farm. Another 17.6 percent reported growing up in a rural non-farm setting. The remaining (29.4 percent) reported growing up in an urban setting. The results are shown in Figure 8.3.

Figure 8.3: Where did you grow up?

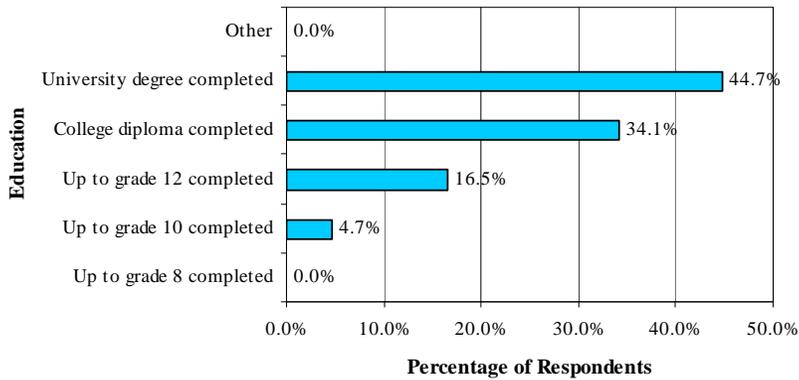


Response Rate: 85

5a. What is the highest level of education that you completed?

Most respondents (78.8 percent) who participated in this survey possess either a college diploma or university degree. Some individuals reported the possession of a professional or master’s degree. There were 16.5 percent who reported that their current highest level of education completed to date was a grade 12 diploma and 4.7 percent reported grade 10 as their highest level completed. Please see Figure 8.4 for visual comparisons.

Figure 8.4: Education



Response Rate: 85

5b. Are you planning to take further education or training?

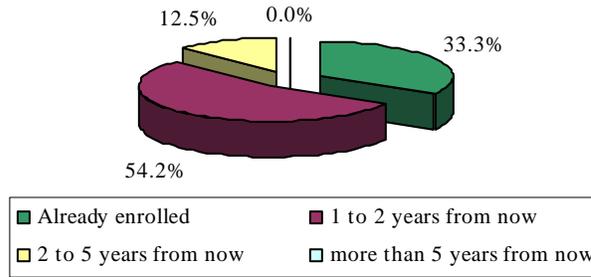
Results from this question indicate that of the responses received, 57.1 percent indicated that they plan to further their education or training in the future. Consequentially, 42.9 do not plan to engage in any further educational or training programs. There were 84 responses to this question.

**If yes, please answer 5c.
If no, please skip to question 6.*

5c. When will your further training take place?

Participates who indicated that they plan to undertake further education or training were asked when this training will most likely occur. The majority of respondents reported that this will occur in the near future. One-third indicated that they are currently enrolled while another 54.2 percent plan to undertake this training 1 to 2 years from now. A few respondents (12.5 percent) reported that they plan to further their education and training 2 to 5 years from now as shown in Figure 8.5.

Figure 8.5: Further Training



Response Rate: 48

6a. Have you ever worked in agriculture in the past?

Two-thirds of respondents reported having previously experienced working in agriculture. There were 84 responses received for this question.

**If yes, please answer 6b and 6c.
If no, please skip to question 7.*

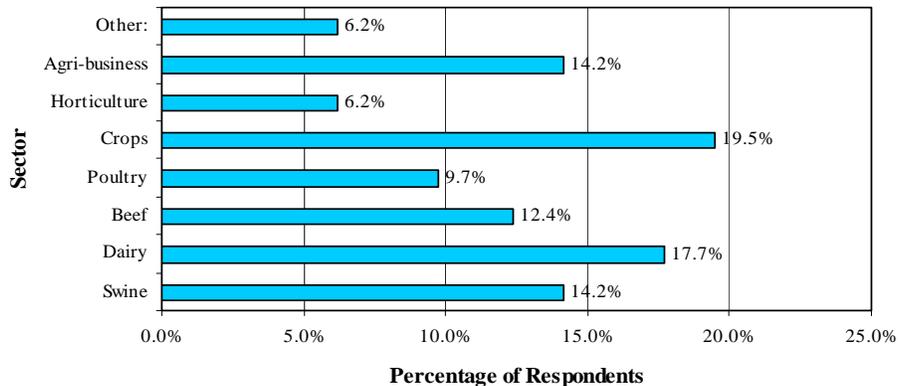
6b. If yes, in what sector?

There were 56 respondents who indicated the agriculture sector they were employed in previously. The results are shown in Figure 8.6.

Crops, dairy, swine and agri-business were reported as the most common sectors worked in. Crops received the most responses at 19.5 percent, followed by dairy at 17.7 percent and swine and agri-business at 14.2 percent each.

Other areas of agricultural employment included: mixed farm, potato farm, sheep farm, equine, agricultural communications, government, floral, and market research related to agricultural business.

Figure 8.6: Previous Employment in Agriculture



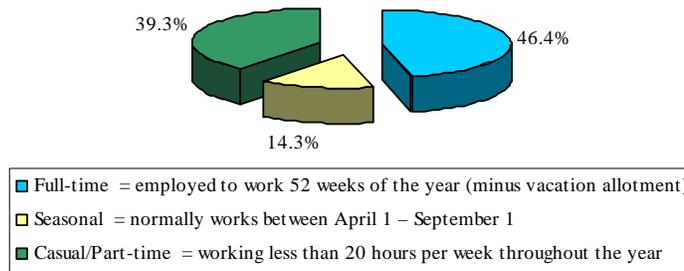
Response Rate: 113

6c. Which of the following categories best describes that employment?

Participants were asked to describe the duration of that employment. The following choices were given: full-time, seasonal and casual/part-time. Full-time employment was defined as working 52 weeks of the year minus vacation allotment. Seasonal employment was described as working normally from April 1 to September 1. Casual/part-time employment was classified as working less than 20 hours per week throughout the entire year.

A large number of participants (46.4 percent) claimed that their previous employment in agriculture was full-time. Thirty-nine percent claimed their employment was casual/part-time. The remainder (14.3 percent) claimed that their previous agricultural employment was seasonal, see Figure 8.7 for an illustration of the results.

Figure 8.7: Duration of Previous Agriculture Employment



Response Rate: 56

6d. Why did you leave that job?

There were various reasons why participants left their previous agricultural jobs. Participants were provided with a list of possible reasons and they were encouraged to specify reasons not provided in the list.

Results indicated that the top four reasons why respondents left the agricultural jobs where they were once employed included moved away for post-secondary education (20.8 percent of responses), found a better opportunity elsewhere (22.6 percent), it was a summer job (17.0 percent) and other reasons which were not included in the list (at 20.8 percent).

Other reasons for discontinuing previous agriculture employment included other job availability based on post-secondary education, injury on the job, a dissolved business partnership and the farm was sold.

Table 8.1: Reasons for Leaving

	Percentage
Moved away for Post Secondary Education	20.8%
Found a better opportunity elsewhere	22.6%
There were no opportunities for growth with that employer	9.4%
It was a summer job	17.0%
I didn't like animals	0.0%
Long hours	1.9%
Low pay	5.7%
Too many weekends	0.0%
Smell	1.9%
Other	20.8%
	<hr/> 100.0%

Response Rate: 42

7a. Are you currently working in agriculture?

Of the 82 responses received, 34.1 percent indicated that they are currently employed in the agriculture sector. Thus, the majority of responses received (65.9 percent) indicated that they are not currently employed in agriculture.

**If yes, please answer 7b and 7c.*

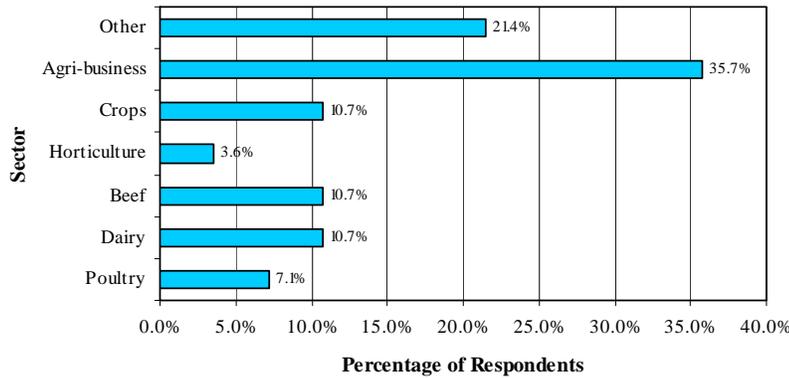
If no, please skip to question 8.

7b. If yes, what is the primary business type that you are involved in?

With respect to the primary business type that respondents are currently employed in, nearly 36 percent indicated that they are in the agri-business sector. Slightly over 20 percent of respondents indicated their employment lies within agriculture sectors other than the sectors identified. The other sectors included agricultural education, large animal veterinary medicine, government, transportation of livestock and farm equipment.

The dairy, beef and crop sectors each employ 10.7 percent of respondents who indicated current employment in agriculture (see Figure 8.8).

Figure 8.8: Agriculture Sector Currently Employed in

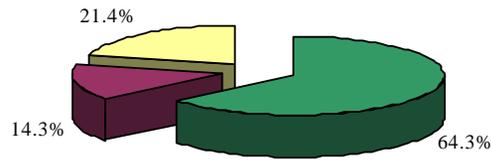


Response Rate: 28

7c. Which of the following categories best describes your employment?

Most of the current employment in agriculture is considered full-time with 64.3 percent of respondents reporting this as shown in Figure 8.9. Part-time/casual employment is defined as less than 20 hours per week which comprised 21.4 percent of respondents. Seasonal employment was reported by 14.3 percent of survey participants. It is important to recall from question A5c that one-third of the potential employee survey participants indicated they are currently enrolled in further education/training. This may contribute to the high part-time/casual and seasonal employment figures.

Figure 8.9: Type of Current Employment



■ Full-time = employed to work 52 weeks of the year (minus vacation allotment)
■ Seasonal = normally works between April 1 – September 1
■ Casual/Part-time = working less than 20 hours per week throughout the year

Response Rate: 28

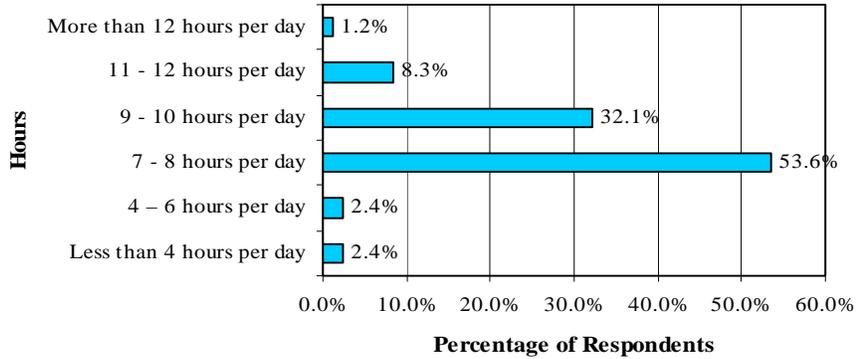
8.2 Section B: Job Attributes

8. How many hours per day would you expect to work?

The number of hours per day participants expected to varied considerably. A few participants (2.4 percent) report expecting to work fewer than 4 hours per day while even fewer respondents (1.2 percent) felt that more than 12 hours per day was realistic as illustrated in Figure 8.10.

However, the largest number of respondents felt that a realistic work day would range from 7 to 8 hours of work per day reported by 53.6 percent of respondents. Nearly one-third felt that a 9 to 10 hour workday was most realistic.

Figure 8.10: Hours per day

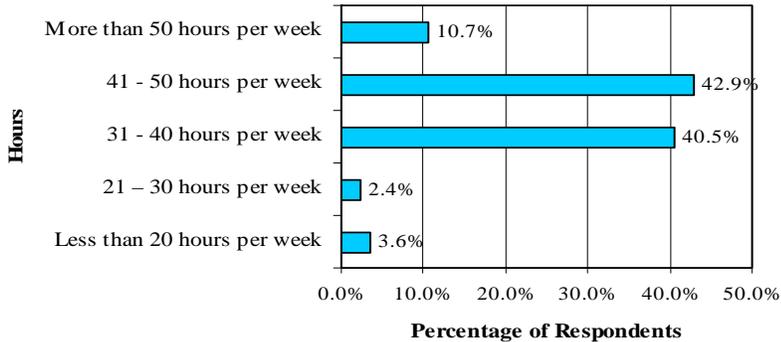


Response Rate: 84

9. *How many hours per week would you expect to work?*

Most participants (83.4 percent) felt that a reasonable number of hours to work per week ranged from 30 to 50 hours. Few participants (6.0 percent) felt that less than 30 hours of work per week was reasonable. There were 10.7 percent who felt that 50 hours of work or more each week was acceptable as displayed in Figure 8.11.

Figure 8.11: Hours per week



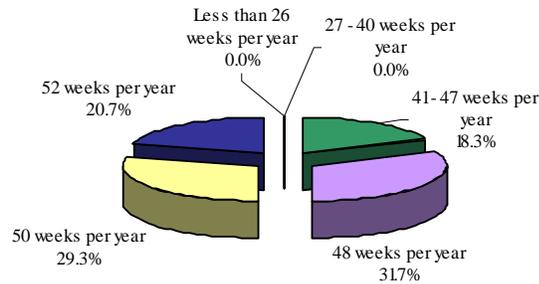
Response Rate: 84

10. *How many weeks per year, not including your paid vacation allotment, would you expect to work?*

The number of weeks expected to work in a one year time frame do not vary much between the categories that received responses. Figure 8.12 shows that 20.7 percent of respondents felt that working 52 weeks per year was appropriate. The category that received the highest number of responses was 48 weeks of work per year at 31.7 percent of participants. There were 29.3 percent who indicated that

working 50 weeks per year was appropriate. The remaining 18.3 respondents felt that working anywhere between 41 and 47 weeks was acceptable.

Figure 8.12: Weeks Worked per Year



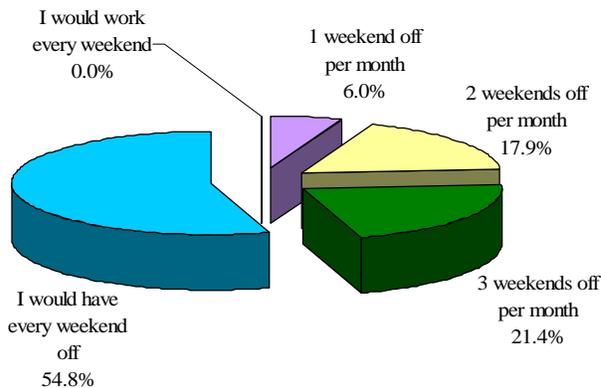
Response Rate: 82

11. How many weekends would you have off per month?

The majority of respondents (54.8 percent) felt that a realistic work situation would provide individuals with all weekends free of work.

The number of respondents who felt that 3 weekends off a month was realistic comprised 21.4 percent of respondents. Another 17.9 percent felt that 2 weekends off per month was sufficient while the remaining 6.0 percent felt 1 weekend off was realistic, see Figure 8.13. There were no respondents who indicated a realistic work situation included working every weekend.

Figure 8.13: Weekends off per Month



Response Rate: 84

12. What incentive or benefits would be the most important to you in a farm related job? Please rank your top two.

1 = Most Important 2 = Next Most Important

Participants were asked to rank what they felt were the most important and next most important benefits and incentives in a farm related job. One result which stood out amongst the rest was the level of importance placed on medical benefits. Over one-half of respondents indicated that the most important benefit was medical. Another 14.1 percent of respondents felt that flex time was the most important benefit (see Table 8.2).

Table 8.2: Benefits in a Farm Related Job

	Most Important	Next Most Important
Medical	51.3%	13.0%
Dental	5.1%	22.1%
Disability insurance	6.4%	9.1%
Life insurance	1.3%	6.5%
Pension/RRSP	7.7%	22.1%
Flex time	14.1%	9.1%
Performance bonuses	5.1%	6.5%
Housing provided	3.8%	5.2%
Paid utilities (i.e. hydro, heating)	1.3%	2.6%
Vehicle provided	3.8%	2.6%
Pork (or other food)	0.0%	1.3%
Other	0.0%	0.0%
	100.0%	100.0%

Response Rate: 78 most important; 77 next most important

13. What incentives or benefits would be the most important to you in a non-farm agriculture industry job? Please rank your top two.

1 = Most Important 2 = Next Most Important

When asked what incentives and benefits would be most important in a non-farm agriculture industry job, medical benefits stood out amongst the other available benefits at 51.9 percent of responses. There were another 15.6 percent of respondents who indicated pension/RRSP benefits as most important. Please see Table 8.3 for a detailed description of the results.

Table 8.3: Benefits in a Non-farm Job

	Most Important	Next Most Important
Medical	51.9%	17.1%
Dental	7.8%	19.7%
Disability insurance	2.6%	5.3%
Life insurance	1.3%	2.6%
Pension/RRSP	15.6%	28.9%
Company shares	0.0%	1.3%
Vehicle provided	2.6%	3.9%
Flex time	9.1%	10.5%
Tokens of appreciation	2.6%	1.3%
Performance bonuses	6.5%	6.6%
Home office equipment	0.0%	0.0%
Clothing Allowance	0.0%	0.0%
Laundry/Drycleaning Allowance	0.0%	0.0%
Profit sharing	0.0%	1.3%
Other	0.0%	1.3%
	100.0%	100.0%

Response Rate: 77 most important; 76 next most important

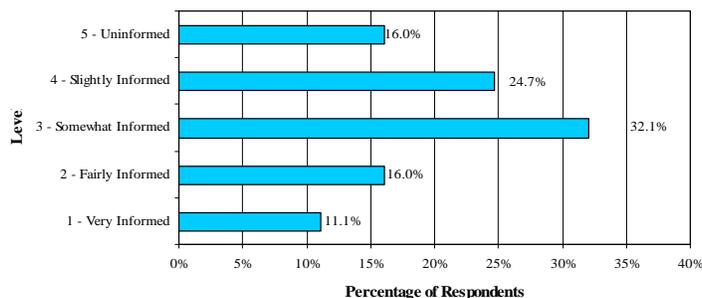
8.3 Section C: General Questions

Participants were asked to base their answers for the following question on a scale of 1 to 5 with 1 being very important/well informed, 3 being somewhat important/somewhat informed and 5 being not important/not informed.

14. *Do you feel that you are well informed of potential career paths within the agriculture industry?*

Many participants who responded to this question felt that they were somewhat or slightly informed about the potential careers available in agriculture (i.e. 56.8 percent of the respondents in Figure 8.14). Only 11.1 percent felt that they were very informed while 16.0 percent felt fairly informed. Those who felt that they were entirely uninformed comprised 16.0 percent of respondents.

Figure 8.14: Potential Career Paths

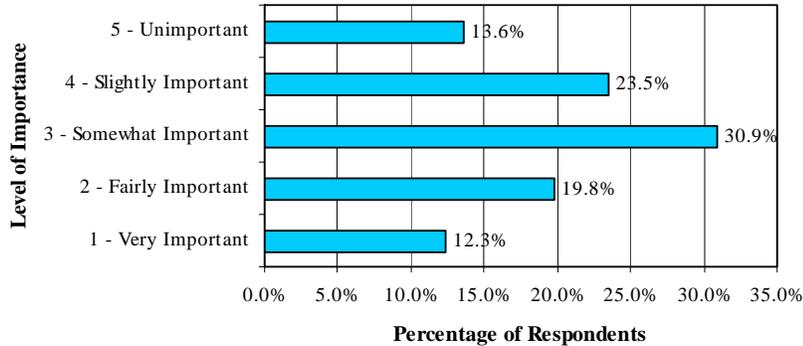


Response Rate: 81

15. *Is having a job title important to you?*

Participants were asked to rank the level of importance that they placed on having a job title. Figure 8.15 shows that respondents are quite divided on this issue with close to one-third indicating that a job title is fairly or very important, slightly less than one-third reported that a job title is somewhat important and slightly more than one-third indicated that a job title is slightly important or unimportant to them.

Figure 8.15: Job Title

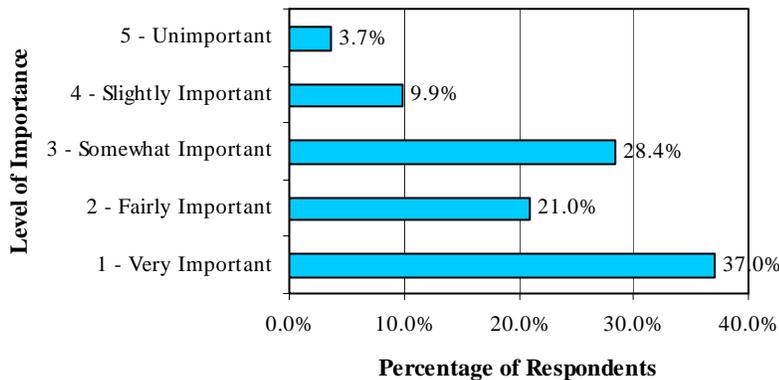


Response Rate: 81

16. *Is having a written job description outlining your duties important to you?*

Although the responses received for this question varied amongst the categories, it is interesting to note that most respondents placed at least some importance on having a written job description. Thirty-seven percent felt that it was very important. Twenty-one percent felt it was fairly important while another 28.4 percent felt it was somewhat important as shown in Figure 8.16.

Figure 8.16: Written Job Description

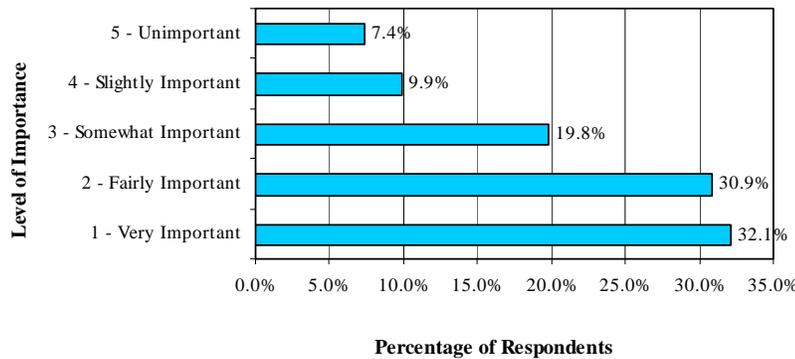


Response Rate: 81

17. *Is having performance reviews with your employer to discuss what you are doing well and what could be improved important to you?*

The results from this question conclude that on average, most individuals recognize the importance of performance reviews. In Figure 8.17 well over one-half of respondents indicated they felt it was either very or fairly important. Nearly 20.0 percent felt it was somewhat important while the remaining 17.3 percent felt it was either slightly or not important to them.

Figure 8.17: Performance Reviews



Response Rate: 81

18. *What do you believe helps in making any job appealing? Please rank the 2 most important points.*

1 = Most Important 2 = Next Most Important

Potential swine employee participants were given a list of 12 traits and were encouraged to specify any other traits which were not listed which they felt contribute to a high level of appeal in a job. There was little diversity when participants ranked what they felt was the most important trait in terms of making a job appealing – compensation which includes salary plus benefits ranked number one at 49.4 percent of responses. A job that is interesting and satisfying was most important for another 19.0 percent. Other traits deemed as the most important included appreciation or recognition for work done, working conditions, job security, training opportunities, a feeling of involvement in the company and flexibility in work hours. The results are shown in Table 8.4.

Table 8.4: Appealing Job Traits

	Most Important	Next Most Important
Appreciation or recognition for work done (verbal or written Thank you's)	10.1%	12.7%
Number of hours worked	0.0%	2.5%
Pay (salary plus benefits)	49.4%	8.9%
Good working conditions (i.e. health and safety)	3.8%	6.3%
Job security - knowing that I will have a job as long as I do my job well	10.1%	13.9%
Training opportunities	2.5%	5.1%
A job that is interesting and satisfying	19.0%	19.0%
Relationship with other employees	0.0%	5.1%
Relationship with manager/supervisor	0.0%	3.8%
Feel involved in operation, can give input	2.5%	5.1%
Room for advancement or promotion within business	0.0%	13.9%
Flexibility in work hours/ support of external activities/ community involvement	2.5%	2.5%
Other	0.0%	1.3%
	100.0%	100.0%

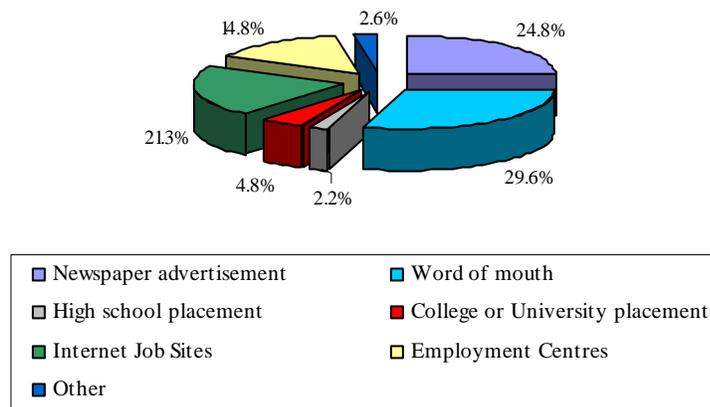
Response Rate: 79 most important; 79 next most important

19. *What methods have you found useful when looking for employment in the past?*

Respondents indicated that they have found various methods helpful when seeking employment. Results show that job seekers are relying more on the internet as 21.3 percent indicated that it has proved to be useful for them. However, word of mouth and newspaper advertisements still proved to be of most use and was indicated by 29.6 and 24.8 percent of respondents respectively (see Figure 8.18).

Some other methods that respondents indicated as being useful are sending resumes to companies one wishes to work for, applying on-line on company websites, career placement firms, networking, EI placements and the job creation program.

Figure 8.18: Useful Methods when Looking for Employment



Response Rate: 230

8.4 Section D: Future Career Plans

20a. *Have you ever considered the agriculture sector as a potential career path?*

Of the 80 responses received, over one-half of respondents (52.5 percent) indicated that they have considered the agriculture sector as a potential career path.

**If yes, please answer 20b and 20c.*

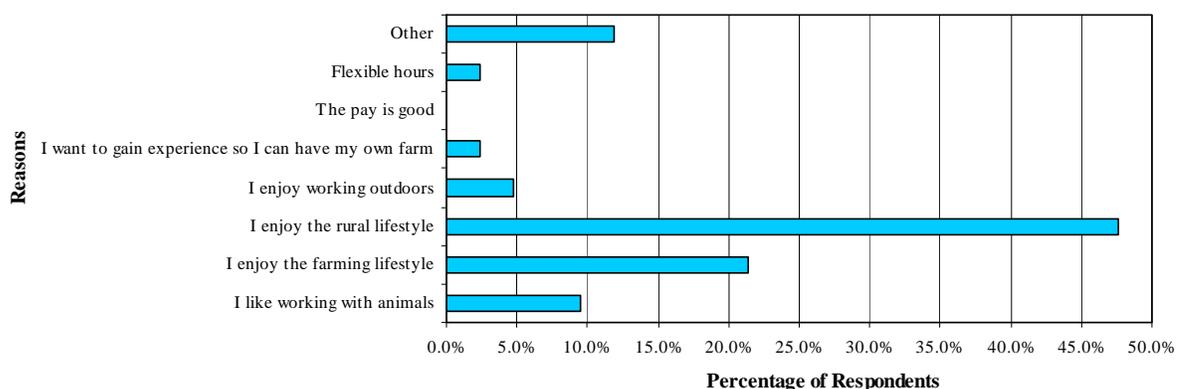
If no, please skip to question 20d.

20b. *If yes, why?*

There are a number of reasons why individuals consider the agricultural sector as a potential career path as shown in Figure 8.19. Nearly one-half of the respondents indicated that they enjoy the rural lifestyle while 21.4 percent enjoy the farming lifestyle. Other reasons included enjoyment of working with animals, enjoyment of working outdoors, flexible hours and the opportunity to gain experience so one day he or she may own their own farm.

Some individuals provided other reasons why they have considered the agriculture sector as a career path including “it’s in my blood”, come from a rural background and a combination of the reasons.

Figure 8.19: Reasons for Considering Agriculture as a Potential Career Path



Response Rate: 42

20c. If you chose yes, please rank the top two sectors which you would choose to work in.

Results indicate that 50.0 percent of participants’ first choice is to work in agri-business. Crops and the dairy sector followed at 14.3 and 9.5 percent as displayed in Table 8.5.

“Other” agricultural sectors listed by some respondents included: agricultural communications, government, market garden, agricultural education, farm equipment and dried flower arrangements.

Table 8.5: Preferred Agriculture Employment Sectors

	First Choice	Second Choice
Swine	7.1%	9.5%
Dairy	9.5%	19.0%
Beef	7.1%	23.8%
Horticulture	2.4%	9.5%
Poultry	4.8%	9.5%
Crops	14.3%	7.1%
Agri-business	50.0%	16.7%
Other	4.8%	4.8%
	100.0%	100.0%

Response Rate: 42 first choice; 42 second choice

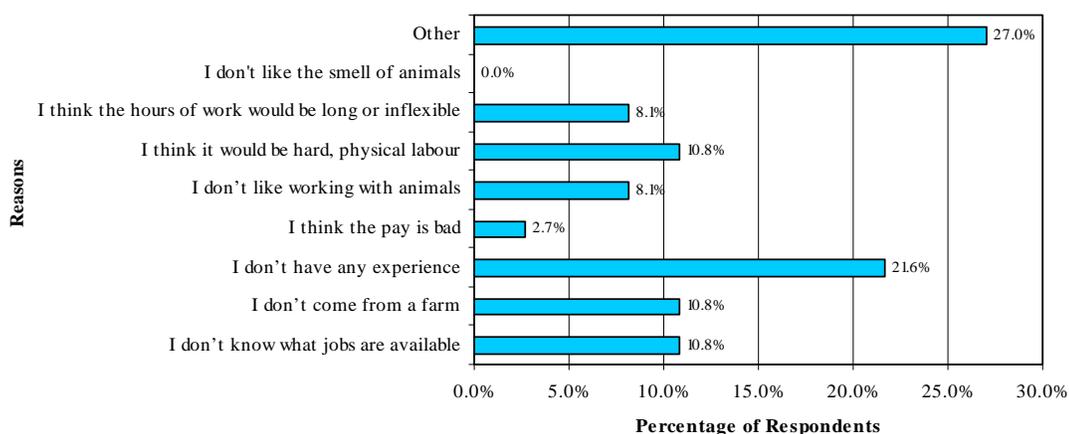
20d. If you chose no in question 20a, why not?

The 47.5 percent of respondents who indicated that they have not considered the agriculture sector were asked why not. There were a number of responses provided to participants to aid them in their reasoning but surprisingly 27.0 percent indicated that there were other reasons for their employment in non-agricultural sectors.

Some of the other responses included a lack of interest in a change of career, high levels of satisfaction with benefits package with current employer, and completed a degree in another field. Some respondents were concerned about the high levels of stress in agriculture and also indicated that they feel they may not have what it takes – emotionally and physically.

Other common responses included not being fully aware of the jobs available in agriculture, lack of experience and not having grown up on a farm.

Figure 8.20: Reasons for not considering Agriculture as a Career Path



Response Rate: 37

Some of the key points gleaned from the potential employee survey are:

- 53.6% expect a realistic work day would be 7 to 8 hours long; the hours/week was split between 31 to 40 and 41 to 50
- 54.8% indicated they would expect to have every weekend off
- The most desired benefits that would be included in a farm job would be medical, flex time and pension/RRSP
- Only 27% of respondents felt fairly or very informed about careers in agriculture
- Written job descriptions and performance appraisals were important to most respondents while job titles were less important
- The most appealing characteristics of any job are compensation, interesting or satisfying job, appreciation or recognition when a job is well done and job security
- Over one-half said they had considered agriculture as a career mainly because they enjoy the rural or farm lifestyle
- Those respondents who hadn't considered agriculture as a career indicated that they don't have any experience, are not aware of possible jobs, or didn't grow up on a farm

9.0 Summary of Findings and Recommendations

Agriculture is an important industry in Ontario generating about \$8.9 billion in total farm cash receipts in 2006. Farms specializing in raising hogs and pigs accounted for 9.5 percent of this amount or approximately \$845 million. A large part of this business occurs in a five county area comprised of Huron, Perth, Oxford, Middlesex and Lambton counties. Combined, this region has 64 percent of Ontario's pig inventory.

9.1 Labour Challenges

The ability to attract, motivate and retain labour is a challenge facing the pig production industry from the farm level through to input suppliers. In fact, the hog industry is not unique because much of the entire agricultural industry is challenged by this. There are several reasons for this.

a) Aging Population - Canada has an aging workforce. The average Canadian is growing older which is creating a mature workforce. Part of this is caused by the large number of baby boomers in the population. The obstacle presented to swine producers is the challenge of hiring and retaining young employees. With an abundant supply of jobs becoming available as the baby boomers retire, human resources management is critical to overall company success.

b) Competition for Labour - There is competition for labour from other industries who offer competitive compensation packages (salary plus benefits). Compensation includes not only the salary but also other benefits such as medical, dental, pension, flex time and so on. A competitive compensation package is particularly important when employees have many employment options. For example, the manufacturing and construction industries have jobs that require similar skills as agriculture.

c) Low Unemployment Rate - Ontario's unemployment rate is relatively low, currently sitting at about 6.0 percent in October. This makes attracting labour more difficult because there are fewer people actively looking for work. Unemployment rates in the five county area referred to above were similar to or lower than the provincial average in 2001 which makes finding labour especially difficult there.

d) Urban Areas - The development and expansion of urban areas has created a challenge for agribusinesses hoping to attract young labour as more young adults are residing and seeking employment in larger cities.

e) Perception of Agriculture - The agriculture industry has some negative perceptions associated with it that may deter people from exploring employment opportunities. These include long hours, the requirement to work weekends, low

wages, farm background required, physical demands, and working conditions (i.e. smell and dust).

9.2 Results from Surveys

Four surveys were undertaken for this project. Swine farm employers and employees as well as input suppliers and potential employees (i.e. people not currently employed in the swine industry) were asked to participate. A summary of the results for each survey is provided below.

Swine Farm Employer Survey Results

- Swine farm employers spend approximately \$440/employee each year on training for their employees
- Turnover on the participating farms is 39.6%
- Employers rated the top three training needs for their employees as herd health, breeding and piglet management
- Employers believe they need to improve most in communication, human resource management and allowing employees to give input into the farm operation
- They believe that appreciation or recognition for a job well done, compensation and having an interesting or satisfying job are the three most important factors in making a job appealing
- Availability of people was seen as the biggest challenge with respect to labour

Swine Farm Employee Survey Results

- Many employees work on pig farms because they enjoy working with pigs/animals
- The average employee works 46.3 hours/week, gets 2 weekends off/month, has 2.7 statutory holidays off and receives 9.7 paid vacation days each year
- 80% do not have an agreed upon plan for sick leave
- 80% had an interview prior to starting their job and most participants felt the duties were explained well or OK
- 68.9% have a job title, 22.2% received a written job description and about half have regular performance reviews
- Factors that make a job appealing include appreciation or recognition for a job well done, a job that is interesting or satisfying and compensation
- Respondents believe improvements need to be made most in the following areas: compensation, number of hours worked, appreciation/recognition, and relationship with co-workers
- 91% indicated that their employers show appreciation. The main ways this is done are flexible hours, free pork and clothing.
- Employees are interested in training in herd health, breeding, piglet management and farrowing
- 77% believe there are no opportunities for advancement where they currently work

- 41.9% believe they'll be in the same position in 5 years and 18.6% hope for a promotion. Slightly over 16% will exit the industry to retire or seek employment in another industry.

Input Supplier Survey Results

- Wide cross-section of participants – different business types and sizes
- Rate of turnover is about 31.8%
- Employees in these companies work 42 to 44 hours/week on average, have 9.1 statutory holidays off, receive 10 to 13 paid vacation days each year; 70 to 80% of the companies do not have a plan for sick leave for their employees
- One-half of the participants provide written job descriptions and 58.6% have structured performance appraisal processes
- The input suppliers feel they should improve the most in communications, training opportunities and showing appreciation/recognition for a job well done
- They believe the most appealing aspects of a job are that it is interesting or satisfying, compensation, communication, and relationship with other employees
- Labour is an important issue for most of these companies – availability of people, keeping staff, motivating staff are the top three concerns
- Two-thirds of the participants do not have formal HR training
- Team building, communications, and computer skills/technology training were identified as three training programs that would be beneficial for HR staff
- They would like to see training for employees in communication, sales, interpersonal/teamwork and basic overview of swine production

Potential Employee Survey Results

- 53.6% expect a realistic work day would be 7 to 8 hours long; the hours/week was split between 31 to 40 and 41 to 50
- 54.8% indicated they would expect to have every weekend off
- The most desired benefits that would be included in a farm job would be medical, flex time and pension/RRSP
- Only 27% of respondents felt fairly or very informed about careers in agriculture
- Written job descriptions and performance appraisals were important to most respondents while job titles were less important
- The most appealing characteristics of any job are compensation, having an interesting or satisfying job, appreciation or recognition when a job is well done and job security
- Over one-half said they had considered agriculture as a career mainly because they enjoy the rural or farm lifestyle
- Those respondents who hadn't considered agriculture as a career indicated the reasons were: they don't have any experience, are not aware of possible jobs, or didn't grow up on a farm

9.3 Human Resource Needs in the Pork Industry

There are several places in the pork industry that would benefit from further training. For example, swine farm employers indicated that they would like to see

training for their employees in herd health, breeding, piglet management, stockmanship skills, farrowing and feeding. This is similar to many of the areas that swine farm employees indicated they would like to be better trained in. In particular, they reported herd health, breeding, piglet management and farrowing as being the priority areas for training. Input suppliers reported that they would like their employees to have training in the areas of communication, sales training, and client relationship management and for their human resource personnel they would like to see training available in team building and communication.

Improving communication skills is an underlying theme that covers most survey group respondents. Providing this type of training would benefit the many swine farm employers and input suppliers who reported that they need to improve in this area. Having good communication skills helps in other areas of human resource management such as showing appreciation or recognition when a job is done well, improving relationships with employees and conducting interviews or performance appraisals.

In summary, swine farm employees would benefit from training regarding various facets of production. Swine farm employers and input supply companies would benefit from training in communication skills, team building and sales techniques.

9.4 Human Resource Challenges Facing the Pork Industry

While there are many swine farm employees who indicated they plan on staying in the pork industry for many more years, the industry does face some challenges with respect to attracting and keeping labour. One area that swine farm employees reported that they would like to see improvements made in their current jobs is with respect to compensation. In fact, the results showed that although Ontario swine farm supervisors/managers wages were similar to average wage rates for U.S. swine farm employees, the general and skilled labourers in this study receive low wages in comparison. As well, when compared to other industries in Ontario agriculture wages are considerably lower.

The survey results also showed that Ontario swine farm employees typically work 2 weekends out of 4, receive only 2.7 statutory holidays off each year, and there is typically no plan for sick leave. The number of hours worked was a point of concern from the employee survey results and was the second highest ranked item in the list of areas for improvement.

With respect to attracting potential swine industry employees the hours of work expected by the industry is one of the biggest obstacles. The potential employee survey results showed that that they would expect to work 7 to 8 hours per day, receive 2 to 4 weeks of vacation each year and one-half indicated that they would expect to have every weekend off. Although two-thirds of the potential employee respondents indicated they had previously worked in agriculture, the top reason

for leaving was that they found a better opportunity elsewhere. It is speculated that the “better opportunity” equates to higher wages, fewer hours of work, and better benefits package since medical benefits and pension were rated as the most important benefits they would want to receive in a non-farm job. There were few swine farm employers that indicated they provide these benefits.

Some similarities do exist between what employers and employees believe makes a job appealing. In fact, all four groups of survey respondents indicated compensation and having a job that is interesting or satisfying are two traits that help make a job appealing. Swine farm employers and employees also shared the view that showing or receiving appreciation or recognition when a job is well done is also important. Despite these common views, however, there were no similarities between the groups with respect to where improvements should be made. As stated previously, swine farm employees indicated compensation, hours worked, and appreciation for a job well done were the areas where improvements should be made while employers and input suppliers felt they should improve with respect to human resource management. This indicates widely divergent views exist between employers and employees with respect to current human resource management issues.

9.5 Recommendations

Listed below are some recommendations for human resource management in agriculture. Employees have many employment options available to them, therefore attracting and keeping employees requires a good HR strategy.

- 1) **Human resource management policies** - HR policies on farms and at input suppliers are needed. Implementing basic HR policies can provide clarity for both employers and employees. These policies can include the following:
 - Interviews – Interviewing prospective employees provides both the employer and potential employee with the opportunity to meet. This meeting is important in order to share what the business is about, explain the job responsibilities, hours of work, and compensation. If the employer feels that the employee may fit in well then a tour of the farm or business would enable the potential employee to get a better idea of what to expect before accepting a job offer.
 - Job titles – While the survey results indicated that employees are somewhat split on the importance of job titles it is believed that providing employees with job titles gives them a sense of empowerment and belonging to the business.
 - Written job descriptions – Written job descriptions provide employees with details on what their job duties and responsibilities are, company reporting structure, hours of work, rate of pay, benefit plan, bonus

structure or incentive plan if applicable and possible reasons for dismissal.

- Performance reviews – Having regular, formal performance reviews with employees provides an opportunity to review what the employee has done well, where improvements could be made and to establish goals for the future. This can also be a time when employees are asked for their input into the business.
- Training – Training is an important HR issue from the time the employee begins a job and continues throughout their employment. On the job training of a new employee helps them to learn how the farm or business wants each job completed. Professional development and training shows employees that their employers value higher education. This training can result in increased responsibilities for the employee when they are encouraged to perform their newly acquired skills.

2) Compensation - Providing a competitive compensation package is crucial when competing with other businesses and industries for labour. Wages are an important first step and should be commensurate with the skills and hours worked. Employees will know what other jobs pay that require similar skill sets.

Compensation can include not only a wage/salary but also the following:

- Benefits – There are many benefits that employers can offer and some are very simple such as allowing flex hours. This does not cost anything but is important to employees who may have personal obligations. Also, some employees prefer to work earlier hours in the day or others may prefer later hours. If these preferences can be accommodated it may be viewed as positive by employees. Other benefits can include providing housing, free pork, clothing, paying part of the utilities, use of a farm vehicle, and etc.
- Overtime pay – Occasionally there may be times when employees are asked to work longer hours than normal. There are different ways to compensate employees for doing this. One way is to pay extra wages after a certain number of hours are worked. Another method is to give paid time off on another day. It is important that an employee feels fairly rewarded for the personal time given up in order to work overtime.
- Bonus – For a bonus program to work the employee must be able to reach the goal and see value in the reward. Tying goals to production is difficult because many factors are outside the control of the individual employee. However, goals related to total number of days

worked, attendance, length of time with no injuries, recruiting a new employee who stays with the business for a certain length of time, and so on, are all attainable for an employee.

The monetary value attached to the above benefits, overtime pay and bonus program could help existing and potential employees see that agriculture is competitive with other industries.

- 3) **Make a Job Interesting** – Employees seek jobs that are interesting or satisfying. Match an employee with a job that they will be good at given their interests and skill sets.
- 4) **Show Appreciation or Recognition** – Showing appreciation or recognition for a job well done is motivating for employees. This can be as simple as saying “thank you” or “good job” in a timely manner such as when good behaviour or work habits are observed. It is also possible to have regular staff meetings where staff are recognized for their contribution to the business as well as special recognition for extra effort or to identify accomplishments through the bonus program discussed above (i.e. perfect attendance, no injuries, etc.).
- 5) **Employee involvement** - Asking employees for their input and involving them in the operation/business gives them a sense of ownership and responsibility and can be motivational. Employees are the front line workers and they may have valuable ideas for improvements in the operation. Employers must be willing to listen.
- 6) **Hours of work** – The hours each employee is expected to work should be clearly outlined at the time of hire. Also, if there are certain situations when an employee may be asked to work overtime this should also be disclosed. Some employers may have jobs that are somewhat flexible in their hours while others are not and this should be discussed.
- 7) **Scheduling** – When scheduling employees to work weekends or statutory holidays it is important to do this well in advance so employees are aware of when they are required to work. Also, offering a financial incentive to work on holidays shows employees that their time is appreciated.
- 8) **Vacation time** – Paid vacation time off allows employees to have a break from work while still being paid. They will feel refreshed when they go back to work and vacation time is viewed as a reward for working.
- 9) **Promotion/advancement in company** – For some farms or small businesses it may be difficult to have a plan for advancement, however, giving employees additional responsibilities is a form of promotion and will show employees that they are valued.

- 10) Promotion of careers in agriculture** – The promotion of careers in agriculture to rural non-farm and urban people is important. Many people assume a background or previous experience on a farm or in agri-business is a requirement to work in the industry but many businesses do not require this and are willing to train. Look for people who enjoy working with animals.
- 11) Promote particular attributes of agricultural careers** – There are many different jobs in agriculture requiring different skill sets. Some require the use of advanced technologies such as computer automated feeding and record-keeping analysis while others have significant responsibilities with respect to caring for livestock and meeting various regulations. Being able to promote the various attributes of a wide variety of jobs may encourage more people to consider agriculture as a career.
- 12) Co-workers** – Most employees benefit from some social interaction at the workplace with other employees. If employees with similar personalities work together a more positive working environment is likely to result.
- 13) Other** – Any way to show employees they are valued, appreciated and respected will be a positive human resource management tool. This can include occasionally bringing snacks, providing lunch, giving tickets to a special event, etc.

Appendix A:
Supplementary Tables

A.1 Average Hourly Wages by Industry by Province, 1997 to 2006

The tables below show the average hourly wage rates for full-time employees aged 15 years and over by province for 1997 to 2006.

Table A.1.1: Average hourly wage rate (\$); full-time; AGRICULTURE, both sexes; 15 years and over

Year	Canada	NL	PEI	NS	NB	QC	ON	MB	SK	AB	BC
1997	10.28	9.28	8.81	8.12	9.82	9.38	10.40	10.09	9.48	10.93	11.80
1998	10.85	10.86	8.98	9.21	8.69	10.00	11.85	10.42	9.78	9.98	12.55
1999	11.04	9.86	8.71	8.36	10.13	10.52	11.28	10.81	10.11	10.03	14.10
2000	10.88	10.03	9.49	8.96	10.68	10.28	11.06	10.96	10.27	11.52	11.85
2001	11.33	10.31	9.28	9.46	9.88	10.67	11.82	11.50	10.75	11.93	11.99
2002	11.64	9.87	9.82	9.91	11.29	10.89	11.37	11.86	12.30	13.54	12.25
2003	12.08	9.67	10.48	9.55	11.24	11.42	11.57	12.25	11.49	14.48	13.15
2004	12.17	9.93	10.63	9.96	11.23	11.74	11.67	12.47	13.86	13.18	12.90
2005	12.53	12.47	10.85	11.21	12.09	11.43	12.64	13.09	13.72	14.32	12.71
2006	12.82	11.62	11.11	10.86	12.15	11.57	12.95	12.57	13.33	15.79	13.06

Table A.1.2: Average hourly wage rate (\$); full-time; ALL INDUSTRIES; both sexes; 15 years and over

Year	Canada	NL	PEI	NS	NB	QC	ON	MB	SK	AB	BC
1997	16.54	13.87	12.32	13.75	13.61	15.97	17.52	14.74	14.49	15.73	17.85
1998	16.75	13.88	12.52	14.11	13.82	16.21	17.63	14.97	14.71	16.15	18.19
1999	17.19	13.82	12.84	14.38	14.10	16.45	18.20	15.40	15.23	16.84	18.42
2000	17.72	14.49	13.23	14.91	14.77	16.85	18.87	15.93	15.72	17.37	18.71
2001	18.29	15.02	13.81	15.42	14.96	17.41	19.48	16.29	16.48	18.22	19.02
2002	18.82	15.76	14.23	15.79	15.24	17.84	19.93	16.80	17.01	19.12	19.85
2003	19.23	16.28	15.25	16.44	15.62	18.31	20.30	17.08	17.61	19.32	20.28
2004	19.70	16.17	15.81	16.82	16.02	19.02	20.84	17.76	18.14	19.70	20.17
2005	20.31	16.83	15.86	17.26	16.52	19.48	21.50	18.26	18.47	20.92	20.48
2006	20.99	17.33	16.16	17.75	17.07	19.94	22.15	18.66	19.29	22.34	21.03

Table A.1.3: Average hourly wage rate (\$); full-time; CONSTRUCTION; both sexes; 15 years and over

Year	Canada	NL	PEI	NS	NB	QC	ON	MB	SK	AB	BC
1997	16.87	13.15	11.58	14.28	13.55	17.35	17.86	14.06	13.94	15.39	18.28
1998	17.39	13.35	12.03	14.32	13.46	17.68	18.31	15.12	13.82	16.5	19.04
1999	17.46	13.44	12.02	14.74	13.82	17.85	18.36	15.54	14.65	16.85	18.61
2000	18.12	13.98	12.43	14.94	15.06	18.19	19.12	15.74	15.63	17.63	19.25
2001	18.87	14.30	12.87	15.34	14.74	18.58	19.83	16.19	15.82	18.80	20.32
2002	19.28	13.99	13.22	15.15	14.53	19.50	20.16	16.81	16.17	19.17	20.46
2003	19.54	15.29	13.74	15.86	15.02	19.41	20.49	16.56	16.25	19.72	20.25
2004	19.81	15.45	14.34	16.04	15.73	19.8	20.64	16.89	16.72	20.44	20.24
2005	20.37	16.01	14.22	16.71	15.50	19.88	21.61	18.18	16.84	21.25	19.97
2006	21.13	16.52	14.42	17.71	15.94	21.21	21.89	18.12	17.80	22.66	20.85

Human Resource Needs Assessment for the Pork Industry

Table A.1.4: Average hourly wage rate (\$); full-time; MANUFACTURING; both sexes; 15 years and over

Year	Canada	NL	PEI	NS	NB	QC	ON	MB	SK	AB	BC
1997	16.54	13.79	10.45	14.37	13.78	15.2	17.50	13.55	14.66	15.90	18.81
1998	16.73	14.34	10.86	14.42	14.38	15.41	17.54	13.73	15.08	16.61	19.24
1999	17.06	13.59	10.62	15.06	14.42	15.52	17.96	14.10	15.78	17.68	19.50
2000	17.71	14.95	11.56	15.03	15.55	16.08	18.88	14.72	16.50	17.58	19.18
2001	18.23	15.14	12.70	15.89	15.09	16.62	19.46	15.10	16.52	18.15	19.58
2002	18.60	15.43	12.69	16.28	15.31	16.89	19.66	15.60	17.21	19.81	20.25
2003	19.12	15.92	12.98	16.26	15.72	17.61	20.21	16.00	17.72	19.23	20.85
2004	19.56	15.58	14.31	16.97	15.67	18.56	20.57	15.98	17.87	19.64	20.39
2005	20.09	16.41	14.17	16.91	16.27	18.91	21.12	16.63	18.31	21.40	20.63
2006	20.86	16.35	14.60	17.75	16.71	19.24	22.20	16.86	18.94	22.51	21.23

Table A.1.5: Average hourly wage rate (\$); full-time; TRADE; both sexes; 15 years and over

Year	Canada	NL	PEI	NS	NB	QC	ON	MB	SK	AB	BC
1997	13.40	9.85	9.92	10.79	11.12	12.57	14.26	12.95	11.72	13.08	14.91
1998	13.65	10.24	9.90	11.29	10.83	12.94	14.56	12.73	12.01	13.17	15.25
1999	14.15	10.31	10.47	11.26	11.62	13.35	15.10	13.20	12.44	13.92	15.72
2000	14.49	10.26	10.39	11.63	11.80	13.44	15.68	13.89	12.82	14.57	15.68
2001	14.93	10.78	11.15	12.00	12.36	13.88	16.15	14.14	13.48	15.36	15.56
2002	15.26	11.20	11.17	12.35	12.29	14.13	16.44	14.64	13.98	15.44	16.30
2003	15.69	12.13	11.79	13.29	12.75	14.48	16.76	14.68	14.37	16.12	16.90
2004	16.03	11.93	12.59	13.43	13.29	15.04	17.15	15.20	14.82	16.30	16.83
2005	16.44	11.82	12.43	13.99	13.39	15.61	17.64	15.44	14.72	16.90	16.75
2006	16.85	12.43	12.63	14.44	13.60	15.67	17.91	16.05	15.62	17.82	17.49

Table A.1.6: Average hourly wage rate (\$); full-time; TRANSPORTATION & WAREHOUSING; both sexes; 15 years and over

Year	Canada	NL	PEI	NS	NB	QC	ON	MB	SK	AB	BC
1997	16.51	14.92	12.29	13.90	14.14	15.98	16.66	15.68	15.22	16.52	18.54
1998	16.75	14.27	12.43	14.97	13.14	16.10	16.96	16.16	15.70	16.48	19.13
1999	16.90	14.48	12.96	16.22	14.08	16.00	16.87	16.81	16.32	16.94	19.33
2000	17.78	15.54	13.36	15.96	14.78	17.00	17.96	17.85	16.74	18.87	18.98
2001	18.29	16.04	13.20	16.42	14.97	17.47	18.70	17.52	16.91	18.54	20.29
2002	18.55	15.90	13.56	17.09	15.08	17.76	18.63	18.19	17.33	18.90	20.87
2003	18.94	17.43	15.91	17.27	15.82	18.26	18.89	18.16	17.96	19.73	20.94
2004	19.24	17.19	15.20	17.26	16.20	18.77	19.53	19.04	17.57	19.85	20.39
2005	19.53	17.81	15.94	18.13	16.02	18.81	19.58	19.12	17.97	20.12	21.56
2006	20.20	18.56	15.94	18.54	17.03	19.14	20.10	19.72	19.10	21.90	21.90

Source: CANSIM II – Table 2820072, “Labour Force Survey Estimates (LFS), Wages of Employees by Type of Work, North American Industry Classification System (NAICS), Sex and Age Group.” Government of Canada - Statistics Canada, Labour Force Survey, <http://dc2.chass.utoronto.ca/cgi-bin/cansim2/getArray.pl?a=2820072&limit=50&skip=1> (accessed Jun. 4, 2007).

Human Resource Needs Assessment for the Pork Industry

Table A.2: Industries in Huron, Oxford Perth, Middlesex and Lambton Counties

Industry	Huron County			Oxford County			Perth County		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total - Experienced labour force	31,455	17,200	14,255	52,190	28,545	23,650	41,125	22,040	19,090
Agriculture and other resource-based industries	5,520	3,940	1,580	5,325	3,550	1,770	4,585	3,170	1,420
Manufacturing and construction industries	7,015	5,545	1,470	15,930	11,995	3,935	12,770	8,740	4,030
Wholesale and retail trade	4,940	2,600	2,340	7,820	3,855	3,965	5,900	3,110	2,785
Finance and real estate	1,235	460	775	2,335	800	1,540	1,825	645	1,180
Health and education	4,555	720	3,835	6,635	1,095	5,540	5,290	880	4,400
Business services	3,485	2,050	1,435	6,760	4,000	2,760	4,455	2,800	1,655
Other services	4,705	1,885	2,820	7,390	3,245	4,145	6,300	2,690	3,610

Industry	Middlesex County			Lambton County			Ontario		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total - Experienced labour force	212,765	110,570	102,195	63,630	33,970	29,665	5,992,765	3,173,280	2,819,490
Agriculture and other resource-based industries	6,380	4,410	1,970	4,715	3,370	1,350	191,020	135,925	55,090
Manufacturing and construction industries	43,370	33,870	9,500	14,960	12,320	2,640	1,316,580	979,715	336,870
Wholesale and retail trade	34,245	17,625	16,625	9,085	4,145	4,935	950,730	484,505	466,230
Finance and real estate	15,495	6,225	9,270	2,405	1,025	1,385	401,445	171,350	230,095
Health and education	42,930	10,995	31,935	9,775	1,715	8,060	902,990	212,830	690,165
Business services	35,125	20,955	14,165	9,275	5,420	3,855	1,145,910	674,075	471,835
Other services	35,215	16,480	18,735	13,420	5,975	7,445	1,084,090	514,875	569,210

Source: Community Profile Highlights (2001) for Huron, Oxford, Perth, Middlesex and Lambton Counties, Government of Canada – Statistics Canada.

Figure A.1: Huron County Population Distribution by Industry

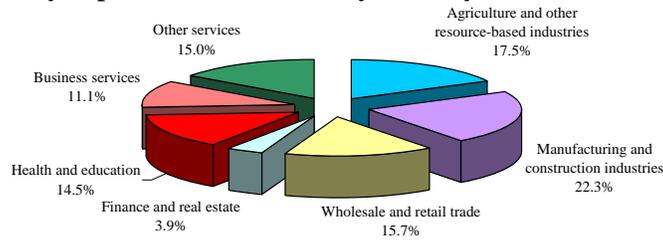


Figure A.2: Oxford County Population Distribution by Industry

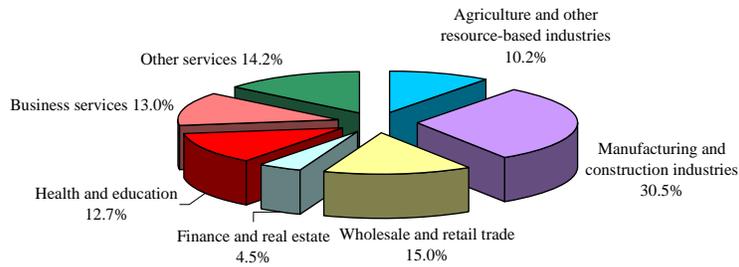


Figure A.3: Perth County Population Distribution by Industry

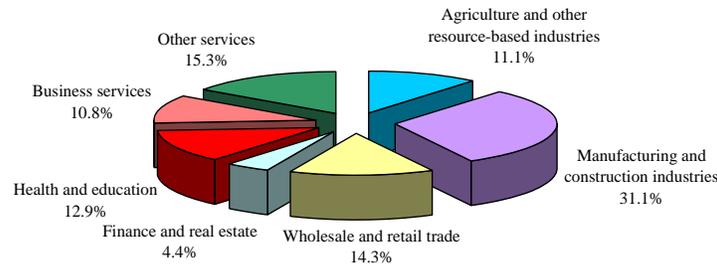


Figure A.4: Middlesex County Population Distribution by Industry

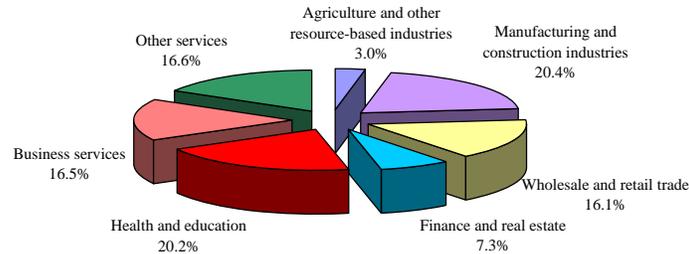
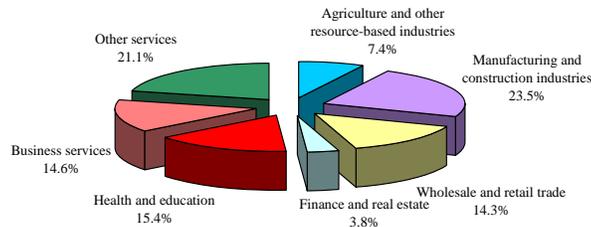


Figure A.5: Lambton County Population Distribution by Industry



Appendix B

Results of Swine Farm Employer Survey

Employer/Farm Owner Survey

This survey is designed to identify strengths, needs and areas for improvement in human resource management on swine farms and within the swine industry. It should be filled out by the main decision maker within the operation. All information provided will be kept in confidential and only group results will be reported.

Please return to: OPIC, Box 98 Stratford, ON N58 6S8 by April 23, 2007.
Attn: Sue Selves

Please print clearly.

Job Title/Position _____ County _____

Section A: Background Information

Note: Numbers may not add to 100.0 percent due to rounding

1. What is your age? Please check only one.

Less than 20 yrs old	0.0%	30 – 39 yrs old	13.9%	50 – 59 yrs old	36.1%
20 – 29 yrs old	5.6%	40 – 49 yrs old	44.4%	60 years or older	0.0%

(Response Rate: 36)

2. How long have you been the main decision maker for the business?

Ave. 19.5 years
(Response Rate: 35)

3. What is the highest level of education that you completed? Please check only one.

Up to grade 8 completed	2.8%	College diploma completed	41.7%
Up to grade 10 completed	2.8%	University degree completed	25.0%
Up to grade 12 completed	27.8%	Other	0.0%

(Response Rate: 36)

4. What is the main owned production type (based on gross farm sales) in this farming operation? Please take into account all production sites associated with this operation. Please check only one.

<u>74.3%</u>	Farrow to finish	total # of sows	<u>Ave. 1,803 sows</u>
<u>20.0%</u>	Farrow to early wean	total # of sows	<u>Ave. 1,871 sows</u>
<u>0.0%</u>	Nursery	total # of pig spaces	<u>Ave. --- pig spaces</u>
<u>5.7%</u>	Finishing	total # of pig spaces	<u>Ave. 4,000 pig spaces</u>

(Response Rate: 35)

5. What business arrangement does your farm operate as? Please check only one.

Sole Proprietorship	2.8%	Business Corporation	47.2%
Partnership	0.0%	Family Corporation	50.0%
Other	0.0%		

(Response Rate: 36)

6a. What is the size of your operation in terms of annual gross receipts (i.e. total sales)? Please check only one.

Less than \$499,999	0.0%	\$1,000,000 - \$1,999,999	17.1%
\$500,000 - \$999,999	14.3%	\$2,000,000 - \$2,999,999	28.6%
		\$2,999,999 or greater	40.0%

(Response Rate: 35)

6b. What percentage of your annual gross receipts are from swine? Ave. 85.9 %

(Response Rate: 35)

7a. Do you provide or pay for formal training for your employees?

Yes 55.6% No 44.4%

(Response Rate: 36)

7b. If yes, to what extent? Please check only one.

80.0% Yes, I believe it is well worth the value I pay for the training costs and pay the staff for the time in training programs.

20.0% Yes, I pay for training costs but do not cover lost wages

0.0% I would allow staff time off to participate but would not pay for it

(Response Rate: 20)

8. What type of training programs would you like to see made available to your swine farm employees? Please check all that apply.

Herd health	13.8%	Record keeping	8.6%
Breeding	13.2%	Stockmanship skills	12.6%
Piglet Management	13.2%	Farrowing	11.5%
Feeding	9.2%	Interpersonal/teamwork skills	8.6%
Crop Production	2.3%	Communication skills	5.2%
Other	1.7%		

(Response Rate: 174)

9a. Do you participate in any off-farm training?

Yes 77.8% No 22.2%

(Response Rate: 36)

****If no, please skip to question 10 in the next section.**

9b. If yes, from the list below what are the two types of training that you participate in most often?

Please rank them: 1 = Most Often 2 = Next Most Often

Most Often:

- 43.5% Professional development (e.g. training courses, workshops)
- 39.1% Industry awareness seminars (e.g. London Swine Conference)
- 0.0% Investigative travel
- 17.4% Producer groups (like benchmarking)

(Response Rate: 23)

Next Most Often:

- 26.1% Professional development (e.g. training courses, workshops)
- 43.5% Industry awareness seminars (e.g. London Swine Conference)
- 8.7% Investigative travel
- 21.7% Producer groups (like benchmarking)

(Response Rate: 23)

9c. How much time per year do you spend in training?

Less than ½ day	0.0%	1 day	3.6%	5 – 10 days	39.3%
½ day	0.0%	2 – 5 days	50.0%	more than 10 days	7.1%

(Response Rate: 28)

**9d. What is your average annual expenditure for your off-farm training?
Please check only one.**

Under \$500	42.9%	\$1000 - \$2000	17.9%
\$500 - \$1000	35.7%	\$2000 - \$5000	0.0%
Over \$5000	3.6%		

(Response Rate: 28)

Section B: Future Plans

10. How much longer do you see yourself in Primary Production? Please check only one.

Less than 1 year	2.8%	3 - 5 years	13.9%	11 - 15 years	30.6%
1 - 2 years	0.0%	6 - 10 years	8.3%	More than 15 years	44.4%

(Response Rate: 36)

**If you chose 1-5 years, please answer question 11.
If you chose 6 or more years, please skip to question 12.

11a. If you are planning to exit primary production in the next five years, which option best describes your plans? Please check only one.

- 16.7% Retirement
- 50.0% Stay in the pork industry but in a different capacity
- 16.7% Move to a different sector of agriculture
- 16.7% Leave agriculture entirely, move to a different industry
- 0.0% Retraining/further education

(Response Rate: 6)

11b. If you are planning to exit primary production in the next five years, do you have a succession plan?

Yes	100.0%	No	0.0%
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(Response Rate: 6)

11c. If yes, please check the option which best describes your plans: Please check only one.

- 16.7% The farm will be transferred to the next generation
- 16.7% The livestock will be sold but we will continue to crop the land
- 0.0% We will rent out the land and farm buildings
- 33.3% The farm will be sold
- 33.3% The farm business will continue to operate under the care of a farm manager
- 0.0% The barns will be destroyed/used for another purpose

(Response Rate: 6)

12a. If you are planning to stay in primary production for more than five years, will you be keeping the same main owned production type?

Yes	96.6%	No	3.4%
-----	-------	----	------

(Response Rate: 29)

**If no, please advance to question 13.*

- 12b. If you are planning to stay in primary production for more than five years, do you plan to: Please check only one.**

63.0% Maintain your current number of pig spaces

33.3% Increase number of pig spaces (by 109.6%)

3.7% Decrease number of pig spaces (by NA)

(Response Rate: 27)

Section C: Full-time Non-Family Employees

- 13. How many years has the farm been hiring full-time non-family employees?**

Ave. 13.4 years

(Response Rate: 36)

- 14. In the last two years, how many full-time non-family positions have you had in your farm operation?**

Ave .4.3

(Response Rate: 36)

(Please include any vacant positions but do not include positions normally held by family members).

- 15. Of the total non-family labour supply for your operation, how many staff members fall into each of the following categories?**

Ave. 4.3 Full-time

Ave. 1.4 Seasonal

Ave. 2.1 Casual/Part-time

(Response Rate: 36)

- 16. In the last two years, how many full-time employees have quit? Ave. 1.7**

(Response Rate: 36)

- 17. In the last two years, how many full-time employees have you fired? Ave. 0.5**

(Response Rate: 35)

For the purposes of this survey three full-time employee categories are provided and they are:

General Labourer – Is able to do a variety of jobs (i.e. moving, feeding livestock). May require instruction/supervision in terms of jobs to be completed and how to do them.

Skilled Labourer – Requires little supervision. Is able to undertake specialized tasks (i.e. breeding, farrowing, etc.)

Supervisor/Manager – Has thorough understanding of all aspects of farm operation. Supervises employees, solves complex problems.

	General Labourer	Skilled Labourer	Supervisor/ Manager
18. Please indicate the wages received by these employees.			
i) Average starting wage rate. Please indicate in \$ per hour.	<u>\$11.32/hr</u>	<u>\$14.35/hr</u>	<u>\$17.96/hr</u>
ii) On average, how many days do employees in each group work before receiving their first pay raise?	<u>132.8 days</u>	<u>140.6 days</u>	<u>136.1 days</u>
iii) What is the <u>average wage rate</u> currently?	<u>\$12.70/hr</u>	<u>\$16.01/hr</u>	<u>\$19.68/hr</u>
19. Please state the hours worked, sick days, etc. for each employee category.			
i) Average # of hours worked per day	<u>8.2 hours</u>	<u>8.4 hours</u>	<u>8.6 hours</u>
ii) Average # of hours worked per week	<u>43.8 hours</u>	<u>44.3 hours</u>	<u>47.5 hours</u>
iii) Average # of days worked per week	<u>5.3 days</u>	<u>5.3 days</u>	<u>5.6 days</u>
iv) Average # of weekends off per month	<u>2.1 weekends</u>	<u>2.2 weekends</u>	<u>2.2 weekends</u>
v) How many statutory holidays they have off each year (Christmas, Boxing Day, New Years Day, Good Friday, Easter Sunday, Victoria Day, Canada Day, Civic Holiday, Labour Day, Thanksgiving?)	<u>5.0</u>	<u>5.0</u>	<u>4.9</u>
vi) Do you have an agreed upon plan for sick leave?	<u>Yes – 14.8%</u> <u>No – 85.2%</u>	<u>Yes – 12.9%</u> <u>No – 87.1%</u>	<u>Yes – 12.5%</u> <u>No – 87.5%</u>
<u>If yes</u> , up to how many sick days are paid for each year	<u>2.7 days</u>	<u>2.5 days</u>	<u>2.7 days</u>
vii) On average, how many paid vacation days (other than statutory days) do employees receive each year?	<u>8.1 days</u>	<u>8.8 days</u>	<u>10.5 days</u>

Human Resource Needs Assessment for the Pork Industry

	General Labourer	Skilled Labourer	Supervisor/ Manager
20. If you are paying for training or professional development for your employees, what is your average annual training budget per employee?	<u>\$252.00</u> n=10	<u>\$347.86</u> n=14	<u>\$720.00</u> n=10
21. Please check off which additional benefits each employee category may be entitled to receive. Please check all that apply.			
i) Medical	<u>8.0%</u>	<u>9.8%</u>	<u>9.0%</u>
ii) Dental	<u>6.2%</u>	<u>8.2%</u>	<u>8.2%</u>
iii) Disability insurance	<u>4.4%</u>	<u>6.6%</u>	<u>6.6%</u>
iv) Life insurance	<u>6.2%</u>	<u>7.4%</u>	<u>7.4%</u>
v) Housing is provided	<u>4.4%</u>	<u>4.9%</u>	<u>7.4%</u>
vi) Paid utilities (i.e. hydro, heating)	<u>4.4%</u>	<u>2.5%</u>	<u>4.1%</u>
vii) Vehicle is provided	<u>0.0%</u>	<u>1.6%</u>	<u>4.9%</u>
viii) Pork (or other food)	<u>17.7%</u>	<u>17.2%</u>	<u>13.9%</u>
ix) Flex time	<u>17.7%</u>	<u>16.4%</u>	<u>13.9%</u>
x) Tokens of appreciation	<u>19.5%</u>	<u>18.0%</u>	<u>15.6%</u>
xi) Other (specify) _____	<u>11.5%</u>	<u>7.4%</u>	<u>9.0%</u>
xii) Please indicate the dollar amount these benefits equate to <u>per employee</u> for each category annually.	<u>\$1 602.62</u>	<u>\$2 547.06</u>	<u>\$4 381.25</u>
22. Do you offer an incentive plan?	Yes – 21.4% No – 78.6% n=28	Yes – 31.3% No – 68.8% n=32	Yes – 36.0% No – 64.0% n=25

23. Do you make allowances for your employee's personal or family commitments outside of work? Please check only one.

25.0% Yes, I encourage community involvement and do what I can to support my staff participating in things like coaching, mentoring, etc.

59.4% Yes, I allow flex hours so my staff can deal with personal issues as they arise

15.6% Somewhat, I am flexible if asked permission ahead of time

0.0% Not at all, I employ them to do a job and I need them to be there

(Response Rate: 32)

24a. Have you shown appreciation to your staff with acts of kindness or special gifts or privileges?

Yes 97.2% No 2.8%

(Response Rate: 36)

24b. If yes, what are the special gifts or privileges? Please check all that apply.

- 16.7% Flex hours
- 11.7% Free meals
- 14.2% Free pork
- 10.5% Clothing
- 5.6% Written notes of appreciation
- 11.7% Use of the farm vehicle
- 4.9% Paid trips for their families
- 8.6% Special events that include staff's family (e.g. family bowling night)
- 9.9% Extra time off with pay (e.g. "It's Friday... go home early!")
- 6.2% Other (please specify) _____

(Response Rate: 162)

Section D: General Questions

25. Do your employees receive a written job description outlining their duties?

Yes 32.4% No 67.6%
(Response Rate: 34)

26. Do you give your employees job titles?

- 20.6% Yes, all have titles
- 50.0% Some have titles
- 29.4% None have titles

(Response Rate: 34)

27a. Do you conduct performance reviews with employees to discuss what they do well and what could be improved?

Yes 61.1% No 38.9%
(Response Rate: 36)

27b. If yes, how often? Ave. 4.7 times per year

(Response Rate: 19)

27c. Are the results of the performance reviews linked to pay raises or benefits?

Yes 54.5% No 45.5%
(Response Rate: 22)

28. From the list below what are the top two areas you feel you could improve upon in terms of managing personnel?

Please rank them: 1 = Most Important 2 = Next Most Important

Most Important:

- 36.4% Communication
- 15.2% Human Resource Management (e.g. hiring, firing, performance appraisals, etc.)
- 9.1% Appreciation or recognition for work done
- 3.0% Compensation (salary plus benefits)
- 3.0% Working conditions (i.e. health and safety)
- 6.1% Ability to promote employees in farm operation
- 12.1% Allowing employees to provide input into farm operation
- 9.1% Training opportunities
- 6.1% Recognizing individual needs and skills of employees
- 0.0% Relationship with employees
- 0.0% Other (specify) _____

(Response Rate: 33)

Next Most Important:

- 16.1 % Communication
- 9.7% Human Resource Management (e.g. hiring, firing, performance appraisals, etc.)
- 22.6% Appreciation or recognition for work done
- 3.2% Compensation (salary plus benefits)
- 3.2% Working conditions (i.e. health and safety)
- 3.2% Ability to promote employees in farm operation
- 0.0% Allowing employees to provide input into farm operation
- 16.1% Training opportunities
- 16.1% Recognizing individual needs and skills of employees
- 9.7% Relationship with employees
- 0.0% Other (specify) _____

(Response Rate: 31)

29. From the list below, what do you believe helps the most in making a job appealing? Please rank the 2 most important points.

Please rank them: 1 = Most Important 2 = Next Most Important

Most Important:

- 6.1% Communication
- 0.0% Human Resource Practices
- 9.1% Working conditions (i.e. health and safety)
- 24.2% Appreciation or recognition for work done
- 18.2% Compensation (salary plus benefits)
- 0.0% Number of hours worked
- 15.2% Job that is interesting and satisfying
- 6.1% Relationship with employees
- 6.1% Relationship with manager/supervisor
- 9.1% Feel involved in operation, can give input
- 0.0% Room for advancement or promotion in farm operation
- 3.0% Job security – employees feeling secure in their positions
- 0.0% Training opportunities
- 3.0% Other (specify) _____

(Response Rate: 33)

Next Most Important:

- 3.1% Communication
- 0.0% Human Resource Practices
- 0.0% Working conditions (i.e. health and safety)
- 6.3% Appreciation or recognition for work done
- 25.0% Compensation (salary plus benefits)
- 3.1% Number of hours worked
- 12.5% Job that is interesting and satisfying
- 9.4% Relationship with employees
- 6.3% Relationship with manager/supervisor
- 15.6% Feel involved in operation, can give input
- 0.0% Room for advancement or promotion in farm operation
- 18.8% Job security – employees feeling secure in their positions
- 0.0% Training opportunities
- 0.0% Other (specify) _____

(Response Rate: 32)

30a. What methods do you use to “advertise” job openings? Please check all that apply.

<u>41.3%</u> Newspaper advertisement	<u>1.6%</u> College placement
<u>47.6%</u> Word of mouth	<u>0.0%</u> University placement
<u>3.2%</u> High school placement	<u>6.3%</u> Other (specify) _____

(Response Rate: 63)

30b. Of these methods, which one do you find the most useful?

<u>44.8%</u> Newspaper advertisement	<u>0.0%</u> College placement
<u>34.5%</u> Word of mouth	<u>0.0%</u> University placement
<u>0.0%</u> High school placement	<u>20.7%</u> Other (specify) _____

(Response Rate: 29)

31a. Within your operation are there opportunities for staff to advance to higher positions?

Yes 57.1 % No 42.9%

(Response Rate: 35)

31b. If yes, are current (internal) staff considered first for these opportunities?

Yes 100.0 % No 0.0%

(Response Rate: 19)

32. What are the top two skills, abilities or experiences that you look for when hiring new staff? From the list below, please rank the 2 most important points.

Please rank them: 1 = Most Important 2 = Next Most Important

Most Important:

5.9% Previous experience working with animals
61.8% Willingness to learn
23.5% Ability to work as part of a team
0.0% Written competency in English
2.9% Physical ability
0.0% Communication skills
0.0% Education (if yes, what level is required?) _____
5.9% Other (please specify) _____

(Response Rate: 34)

Next Most Important:

- 19.4% Previous experience working with animals
- 19.4% Willingness to learn
- 38.7% Ability to work as part of a team
- 0.0% Written competency in English
- 19.4% Physical ability
- 0.0% Communication skills
- 0.0% Education (if yes, what level is required?) _____
- 3.2% Other (please specify) _____

(Response Rate: 31)

33. How important is previous swine experience?

- 6.3% 1 – Very important
- 0.0% 2 – Fairly important
- 62.5% 3 – Somewhat important
- 21.9% 4 – Slightly important
- 9.4% 5 – Not important

(Response Rate: 32)

34a. How large an issue is labour in terms of your business problems?

- 29.4% 1 – Very important
- 29.4% 2 – Fairly important
- 26.5% 3 – Somewhat important
- 14.7% 4 – Slightly important
- 0.0% 5 – Not important

(Response Rate: 34)

34b. If you ranked it 1 or 2 (very important), what about labour is the biggest issue? Please check only one.

- 60.0% Availability of people
- 0.0% Lack of help for training
- 30.0% Keeping or retaining staff
- 0.0% Motivating staff
- 10.0% Other (please specify) _____

(Response Rate: 20)

Appendix C

Results of Swine Farm Employee Survey

Full-time Employee Survey

This survey is designed to identify strengths, needs and areas for improvement in human resource management on swine farms and within the swine industry. All information provided will be kept in confidential and only group results will be reported.

Please return to:
OPIC, Box 98 Stratford, ON N58 6S8 by April 23, 2007.
Attn: Sue Selves

Please print clearly.

Job Title/Position _____ County _____

Section A: Background Information

Note: Numbers may not add to 100.0 percent due to rounding

1. What is your age? Please check only one.

Less than 20 yrs old	0.0%	30 – 39 yrs old	20.0%	50 – 59 yrs old	17.8%
20 – 29 yrs old	22.2%	40 – 49 yrs old	35.6%	60 years or older	4.4%

(Response Rate: 45)

2. What is the highest level of education that you completed? Please check only one.

Up to grade 8 completed	4.4%	College diploma completed	26.7%
Up to grade 10 completed	13.3%	University degree completed	13.3%
Up to grade 12 completed	35.6%	Other	6.7%

(Response Rate: 45)

3. Are you:

Male	68.9%	Female	31.1%
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(Response Rate: 45)

4. How many people are you supporting, if any? (include spouse, children, parents, etc.)

Ave. of 2.1 individuals
(Response Rate: 44)

5. In what setting did you live for most of your childhood years? Please check only one.

51.1% On a farm 13.3% Rural non-farm 35.6% Town/city
(Response Rate: 45)

6. Where do you live now? Please check only one.

37.8% On a farm 17.8% Rural non-farm 44.4% Town/city
(Response Rate: 45)

7. How long have you lived in the area? Ave. 18.4 years

(Response Rate: 45)

8. How far do you travel to work? (round trip) Ave. 31.6 kms

(Response Rate: 45)

9. What is the main owned production type (based on gross farm sales) in this farming operation? Please take into account all production sites associated with this operation. Please check only one.

<u>66.7%</u>	Farrow to finish	total # of sows	<u>Ave. 1,521 sows</u>
<u>33.3%</u>	Farrow to early wean	total # of sows	<u>Ave. 1,563 sows</u>
<u>0.0%</u>	Nursery	total # of pig spaces	<u>Ave. --- pig spaces</u>
<u>0.0%</u>	Finishing	total # of pig spaces	<u>Ave. --- pig spaces</u>

(Response Rate: 45)

10. How long have you worked for this farm operation? Please check only one.

Less than 1 year	11.1%	3 to 5 years	22.2%	11 to 15 years	20.0%
1 to 2 years	24.4%	6 to 10 years	17.8%	More than 15 years	4.4%

(Response Rate: 45)

11. How long have you worked on swine farms in total? Please check only one.

Less than 1 year	4.4%	3 to 5 years	11.1%	11 to 15 years	17.8%
1 to 2 years	15.6%	6 to 10 years	11.1%	More than 15 years	40.0%

(Response Rate: 45)

12. How many other swine farms have you worked for? Do not include your present employer in this number.

Ave. 2.0 farms

(Response Rate: 43)

Section B: Working Conditions

13. How many hours per day do you usually work? Ave. 8.8 hours

(Response Rate: 45)

14. How many hours per week do you usually work? Ave. 46.3 hours

(Response Rate: 43)

15. How many days per week do you usually work? Ave. 5.5 days

(Response Rate: 44)

16. How many weeks per year do you work? Ave. 50.4 weeks

(Response Rate: 45)

17. How many weekends do you have off per month? Please check only one.

9.1% I work every weekend

20.5% 3 weekends off per month

4.5% 1 weekend off per month

13.6% I have every weekend off

52.3% 2 weekends off per month

(Response Rate: 44)

18. How many Statutory holidays do you have off each year? (Christmas, Boxing Day, New Years Day, Good Friday, Easter, Victoria Day, Canada Day, Civic Holiday, Labour Day, Thanksgiving)

2.7 / 10

(Response Rate: 44)

19. Does your employer off a plan for sick leave?

Yes 20.0%

No 80.0%

(Response Rate: 45)

If yes, how many sick days are paid for each year? Ave. 2.0 days

(Response Rate: 4)

20. How many paid vacation days (other than statutory holidays) do you receive each year?

Ave. 9.7 days

(Response Rate: 44)

21. Is there flexibility as to when you get to take vacation/do you get to choose your vacation time?

Yes 97.8% No 2.2%

(Response Rate: 45)

22a. Does your employer offer an incentive plan?

Yes 28.9% No 71.1%

(Response Rate: 45)

22b. If yes, are you satisfied with the incentive plan?

Yes 91.7% No 8.3%

(Response Rate: 12)

22c. If no, please check why not. Check the most important one only.

- 21.4% It is not a realistic expectation
- 0.0% It is not rewarding enough
- 0.0% I don't clearly understand what is expected
- 7.1% The requirements change frequently
- 71.4% Other (please specify) _____

(Response Rate: 14)

Section C: General Questions

23a. Once you applied for the position, did you have an interview?

Yes 80.0% No 20.0%

(Response Rate: 45)

23b. If yes, about how long did the interview last? Ave. 44.0 minutes

(Response Rate: 36)

24. How well were the position and the duties described to you before you accepted the job?

54.5% Well 45.5% Okay 0.0% Not well

(Response Rate: 44)

25a. Do you have a job title?

Yes 68.9% No 31.1 %
(Response Rate: 45)

25b. If yes, what is it?

26. Did you receive a written job description outlining your duties?

Yes 22.2% No 77.8%
(Response Rate: 45)

27. In your opinion, are you doing what you expected when you were hired?

Yes 86.7% No 13.3%
(Response Rate: 45)

28. Do you have performance reviews with your employer to discuss what you are doing well and what could be improved?

Yes 51.1% No 48.9%
(Response Rate: 45)

29. Do you know your employers' farm goals?

Yes 75.6% No 24.4%
(Response Rate: 45)

30. What do you believe helps in making any job appealing? Please rank the 3 most important points.

Please rank them: 1 = Most Important 2 = Next Most Important

Most Important:

31.0% Appreciation or recognition for work done / feel involved

2.4% Number of hours worked

14.3% Pay (salary plus benefits)

9.5% Good working conditions (i.e. health and safety)

9.5% Job security – knowing that I will have a job as long as I do my job well

0.0% Training opportunities

23.8% A job that is interesting and satisfying

7.1% People I work with

2.4% Room for advancement or promotion in farm operation

0.0% Other (specify) _____

(Response Rate: 42)

Next Most Important:

- 14.3% Appreciation or recognition for work done / feel involved
- 2.4% Number of hours worked
- 26.2% Pay (salary plus benefits)
- 11.9% Good working conditions (i.e. health and safety)
- 11.9% Job security – knowing that I will have a job as long as I do my job well
- 0.0% Training opportunities
- 11.9% A job that is interesting and satisfying
- 14.3% People I work with
- 2.4% Room for advancement or promotion in farm operation
- 4.8% Other (specify) _____

(Response Rate: 42)

31. What would you like to see improved in your job? Please rank your top 2 responses.

Please rank them: 1 = Most Important 2 = Next Most Important

Most Important:

- 12.2% Appreciation or recognition for work done / feel involved
- 14.6% Number of hours worked
- 26.8% Pay (salary plus benefits)
- 7.3% Good working conditions (i.e. health and safety)
- 2.4% Job security – knowing that I will have a job as long as I do my job well
- 9.8% Training opportunities
- 0.0% A job that is interesting and satisfying
- 12.2% People I work with
- 7.3% Room for advancement or promotion in farm operation
- 7.3% Other (specify) _____

(Response Rate: 41)

Next Most Important:

- 7.9% Appreciation or recognition for work done / feel involved
- 13.2% Number of hours worked
- 18.4% Pay (salary plus benefits)
- 7.9% Good working conditions (i.e. health and safety)
- 2.6% Job security – knowing that I will have a job as long as I do my job well
- 13.2% Training opportunities
- 7.9% A job that is interesting and satisfying
- 7.9% People I work with
- 10.5% Room for advancement or promotion in farm operation
- 10.5% Other (specify) _____

(Response Rate: 38)

32. What is the greatest strength you brought with you to this role?

Please check only one.

- 29.5% Swine experience
- 20.5% Willingness to learn
- 0.0% Communication skills
- 0.0% Strength/physical ability
- 2.3% Education
- 36.4% A good work ethic
- 4.5% Team work/interpersonal skills
- 6.8% Other (please specify) _____

(Response Rate: 44)

33. If someone new was joining your team on the farm, what skills would you value most in a new co-worker? Please rank your top 2 responses.

Please rank them: 1 = Most Important 2 = Next Most Important

Most Important:

- 17.8% Swine experience
- 68.9% Willingness to learn
- 11.1% Excellent communication skills
- 0.0% Strength/physical ability
- 0.0% Education
- 2.2% Other (please specify) _____

(Response Rate: 45)

Next Most Important:

- 18.6% Swine experience
- 23.3% Willingness to learn
- 34.9% Excellent communication skills
- 4.7% Strength/physical ability
- 2.3% Education
- 16.3% Other (please specify) _____

(Response Rate: 43)

34. Does your employer show appreciation by way of acts of kindness or special gifts or privileges?

Yes 91.1% No 8.9%
(Response Rate: 45)

**35. If yes, what are some of the special gifts or privileges?
Please check all that apply.**

- 22.8% Flex hours
- 10.7% Free meals
- 13.4% Free pork
- 12.1% Clothing
- 3.4% Written notes of appreciation
- 10.7% Use of the farm vehicle
- 2.7% Paid trips for their families
- 11.4% Special events that include staff's family (e.g. family bowling night)
- 8.1% Extra time off with pay (e.g. "It's Friday... go home early!")
- 4.7% Other (please specify) _____

(Response Rate: 149)

**36. To what extent does your employer value training opportunities which you may participate in? (e.g. workshops, professional development, etc.)
Please check all that apply.**

- 39.5% Pays for training costs
- 23.7% Pays for travel costs
- 27.6% Pays for lost wages
- 3.9% Allow time off for sessions but does not cover any costs or lost wages
- 5.3% Does not allow me to participate in training sessions
- 0.0% Raises my pay after participating in training opportunities

(Response Rate: 76)

**37. What kinds of training would you be interested in taking?
Please check all that apply.**

Herd health	15.5%	Interpersonal/teamwork skills	9.5%
Record keeping	9.5%	Communication skills	6.8%
Breeding	12.8%	Stockmanship skills	8.1%
Piglet Management	12.8%	Farrowing	12.2%
Feeding	8.1%	Crop Production	2.7%
Other	2.0%		

(Response Rate: 148)

38. Are there opportunities for advancement available to you in your current workplace?

Yes 22.7% No 77.3%
(Response Rate: 44)

39a. Are you aware of career/job opportunities within the swine industry outside of your current position or outside of primary production?

Yes 52.3% No 47.7%
(Response Rate: 44)

39b. If yes, which ones are you aware of? Please check all that apply.

- 18.5% Feed sales
- 14.1% Transporting
- 2.2% Logistics (weanling co-ordination)
- 13.0% Animal health technicians
- 9.8% Veterinarian
- 8.7% Pharmaceutical industry
- 4.3% Livestock traders
- 10.9% Construction/equipment
- 18.5% Technical service (AI, breeding stock, genetics etc. sales and service)

(Response Rate: 92)

40a. Do you envision a long term career (15 years or more) within the pork industry?

Yes 79.5% No 20.5%
(Response Rate: 44)

40b. If yes, what role?

41. Why did you decide to work on a swine farm? Please check only one.

- 43.2% I like working with pigs or other animals
- 9.1% It was all that I could find
- 2.3% I want to gain experience so I can have my own farm
- 2.3% I want to gain experience so I can work in another part of the industry
- 2.3% The pay is good
- 0.0% It has flexible hours
- 15.9% I like the lifestyle that it provides for my family and myself
- 0.0% Lower housing costs
- 0.0% No commute
- 4.5% Good working conditions
- 20.5% Other (please specify) _____

(Response Rate: 44)

Section E: The Future

42. In five years what do you feel you are most likely to be doing? Please check only one.

- 41.9% I will be in the same position
- 18.6% I hope to receive a promotion with my current employer
- 0.0% I will look for a similar job with another swine operation
- 2.3% I will look for a job with another swine operation that would be a promotion
- 11.6% I will own my own farm
- 2.3% I will look for a job in another part of the swine industry (e.g. feed company)
- 4.7% I will look for a job in a totally different industry
- 11.6% I will retire
- 7.0% Other (please specify) _____

(Response Rate: 43)

43. In you plan to leave the swine industry to work in another industry within the next five years, what is your main reason for leaving? Please check only one.

- 0.0% The pay (wages plus benefits) is not fair
- 0.0% I work long hours
- 0.0% I want weekends off
- 0.0% The public has a negative perception of the industry
- 100.0% Other (please specify)

(Response Rate: 5)

Appendix D

Results of Input Supplier Survey

Input Supplier Survey

This survey is designed to identify strengths, needs and areas for improvement in human resource management within the swine industry. It should be filled out by the Human Resources Director or the main decision maker within the business. All information provided will be kept confidential and only group results will be reported.

Please return to: OPIC, Box 98 Stratford, ON N5A 6S8 **by July 6, 2007.**

Attn: Sue Selves

Contact Sue at: 519-993-0469

Please print clearly.

County/Municipality/City _____

Section A: Background Information

Note: Numbers may not add to 100.0 percent due to rounding

1. What best describes your business type? Please check only one.

24.1% Feed (including production, sales, delivery etc.)

6.9% Pharmaceutical

6.9% Transportation and Logistics

17.2% Construction

13.8% AI/Genetics

10.3% Service

20.7% Other (please specify) _____

(Response Rate: 29)

2a. What is the size of your operation in terms of annual gross receipts (i.e. total sales)? Please check only one.

Less than \$1,000,000	3.3%	\$2,000,000 - \$4,999,999	33.3%
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\$1,000,000 - \$1,999,999	10.0%	\$5,000,000 or greater	53.3%
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(Response Rate: 30)

2b. What percentage of gross sales from your business are swine related?

0 – 25 percent	<u>30.0%</u>	51 – 75 percent	<u>23.3%</u>
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26 – 50 percent	<u>16.7%</u>	76 – 100 percent	<u>30.0%</u>
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(Response Rate: 30)

3. How many years has your business been operating with full-time employees?

Ave. 25.0 years
(Response Rate: 30)

4. Of the total labour supply for your operation, how many staff members fall into each of the following categories?

Ave. 20.8 Full-time= *employed to work 52 weeks of the year (minus vacation allotment)*
Ave. 3.4 Seasonal= *normally works between April 1 – September 1*
Ave. 5.2 Casual/Part-time = *working less than 20 hours per week throughout the year*
(Response Rate: 30)

5. How many of those full-time employees currently service your swine business?

Ave. 10.5 employees
(Response Rate: 30)

6. In the last two years, how many full-time employees have quit?

Ave. 2.3 employees
(Response Rate: 30)

7. In the last two years, how many full-time employees have you fired?

Ave. 1.1 employees
(Response Rate: 30)

8. How do you see labour requirements for the swine component of your business changing in the next 5 years?

They will increase	31.0%	by how much? <u>Ave. 23.3%</u>
They will stay the same	41.4%	
They will decrease	27.6%	by how much? <u>Ave. 21.7%</u>

(Response Rate: 29)

*****For the remainder of the survey, please focus on employees who spend the majority of their time (greater than 50%) working on the swine related portion of your business.**

Section B: Working Conditions and Compensation Information

For the purposes of this survey three full-time employee categories are provided and they are:

General Labourer- *Is able to do a variety of jobs (no special training required). May require instruction/supervision in terms of jobs to be completed and how to do them. Ex. Loading trucks, cleaning facilities etc.*

Skilled Worker- *Requires little supervision. Is able to undertake specialized tasks. Job may have a customer service focus. Ex. Quality control, truck driver, sales staff etc.*

Supervisor/Manager- *Has thorough understanding of all aspects of operation. Supervises employees, solves complex problems. Ex. Office manager, territory sales manager, plant supervisor etc.*

	General Labourer	Skilled Worker	Supervisor/ Manager
9. Please indicate the starting wage range for each of the following employee categories. Choose only one.			
i) Less than \$20,000	<u>18.2%</u>	<u>0.0%</u>	<u>0.0%</u>
ii) \$20,001 - \$30,000	<u>54.5%</u>	<u>22.2%</u>	<u>3.7%</u>
iii) \$30,001 - \$40,000	<u>22.7%</u>	<u>51.9%</u>	<u>3.7%</u>
iv) \$40,001 - \$50,000	<u>4.5%</u>	<u>11.1%</u>	<u>33.3%</u>
v) \$50,001 - \$60,000	<u>0.0%</u>	<u>11.1%</u>	<u>37.0%</u>
vi) More than \$60,000	<u>0.0%</u>	<u>3.7%</u>	<u>22.2%</u>
Response Rate:	22	27	27
10. Please indicate the expected wage range after five years for each of the following employee categories. Choose only one.			
i) Less than \$20,000	<u>4.8%</u>	<u>0.0%</u>	<u>0.0%</u>
ii) \$20,001 - \$30,000	<u>28.6%</u>	<u>0.0%</u>	<u>0.0%</u>
iii) \$30,001 - \$40,000	<u>52.4%</u>	<u>33.3%</u>	<u>4.0%</u>
iv) \$40,001 - \$50,000	<u>4.8%</u>	<u>37.5%</u>	<u>12.0%</u>
v) \$50,001 - \$60,000	<u>9.5%</u>	<u>16.7%</u>	<u>28.0%</u>
vi) More than \$60,000	<u>0.0%</u>	<u>12.5%</u>	<u>56.0%</u>
Response Rate:	21	24	25

Human Resource Needs Assessment for the Pork Industry

	General Labourer	Skilled Worker	Supervisor/ Manager
11. Please check off which additional benefits each employee category may be entitled to receive. Please check all that apply.			
Medical	<u>17.5%</u>	<u>15.0%</u>	<u>13.9%</u>
Dental	<u>13.3%</u>	<u>12.1%</u>	<u>11.9%</u>
Disability insurance	<u>14.2%</u>	<u>12.9%</u>	<u>12.6%</u>
Life insurance	<u>10.8%</u>	<u>9.3%</u>	<u>9.3%</u>
Pension/RRSP	<u>6.7%</u>	<u>5.7%</u>	<u>5.3%</u>
Company shares	<u>1.7%</u>	<u>0.7%</u>	<u>2.0%</u>
Vehicle is provided	<u>2.5%</u>	<u>6.4%</u>	<u>8.6%</u>
Flex time	<u>6.7%</u>	<u>8.6%</u>	<u>8.6%</u>
Tokens of appreciation	<u>7.5%</u>	<u>7.9%</u>	<u>7.3%</u>
Performance bonuses	<u>6.7%</u>	<u>9.3%</u>	<u>9.9%</u>
Clothing Allowance	<u>8.3%</u>	<u>8.6%</u>	<u>6.6%</u>
Laundry/Drycleaning Allowance	<u>3.3%</u>	<u>2.1%</u>	<u>2.0%</u>
Profit sharing	<u>0.8%</u>	<u>1.4%</u>	<u>2.0%</u>
Other (specify) _____	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
Please indicate the percentage of the average salary which these benefits equate to <u>per employee</u> for each category <u>annually</u> .	<u>11.2%</u>	<u>15.5%</u>	<u>14.2%</u>
12. Please state the hours worked, sick days, etc. for each employee category.			
i) Average # of hours worked per day	<u>8.5</u>	<u>8.6</u>	<u>8.8</u>
ii) Average # of days worked per week	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
*Calculation: Hours worked per week	<u>42.2</u>	<u>42.9</u>	<u>44.4</u>
iii) Average # of weekends off per month	<u>3.6</u>	<u>3.7</u>	<u>3.8</u>
iv) How many statutory holidays they have off each year (Christmas, Boxing Day, New Years Day, Good Friday, Easter Sunday, Victoria Day, Canada Day, Civic Holiday, Labour Day, Thanksgiving)	<u>9.1</u>	<u>9.2</u>	<u>9.1</u>
v) Do you have an agreed upon plan for sick leave? <u>If yes</u> , up to how many sick days are paid for each year	Yes – 18.2% No – 81.8% <u>5.8 days</u>	Yes – 20.0% No – 80.0% <u>5.2 days</u>	Yes – 29.2% No – 70.9% <u>5.9 days</u>
vii) On average, how many paid vacation days (other than statutory days) do employees receive each year?	<u>9.7 days</u>	<u>10.8 days</u>	<u>12.7 days</u>
	n=22	n=25	n=24

13. Does your company make allowances for your employee's personal or family commitments outside of work? Please check only one.

- 9.5% Yes, I encourage community involvement and do what I can to support my staff participating in things like coaching, mentoring, etc.
- 66.7% Yes, I allow flex hours so my staff can deal with personal issues as they arise
- 23.8% Somewhat, I am flexible if asked permission ahead of time
- 0.0% Not at all, I employ them to do a job and I need them to be there

(Response Rate: 21)

14a. Has your company shown appreciation to your staff with special gifts or privileges?

Yes 93.3% No 6.7%

(Response Rate: 30)

14b. If yes, what are the special gifts or privileges? Please check all that apply.

- 23.6% Free meals
- 6.9% Written notes of appreciation
- 6.9% Paid trips for their families
- 26.4% Staff appreciation barbecues or lunches
- 15.3% Special events that include staff's family (e.g. family bowling night)
- 9.7% Extra time off with pay (e.g. "It's Friday... go home early!")
- 11.1% Other (please specify) _____

(Response Rate: 72)

Section C: Performance Management

15. Do your employees receive a written job description outlining their duties?

Yes 50.0% No 50.0%

(Response Rate: 30)

16. Do you give your employees job titles?

40.0% Yes, all have titles 56.7% Some have titles 3.3% None have titles

(Response Rate: 30)

17a. Do you have a structured performance appraisal process to discuss with employees what they do well and what could be improved?

Yes 58.6% No 41.4%
(Response Rate: 29)

17b. If yes, how often? Please fill in chart.

	1 per year	2 per year	3 per year	4 or more per year	Response rate
First year of employment	29.4%	47.1%	23.5%	0.0%	17
Second year of employment	64.7%	29.4%	5.9%	0.0%	17
Third year of employment and beyond	70.6%	23.5%	5.9%	0.0%	17

17c. What are the components / results of your performance appraisal process? Please check all that apply.

- 25.7% Bonuses
- 20.0% Promotions
- 40.0% Performance goals
- 14.3% Other (please specify) _____

(Response rate: 33)

18. From the list below what are the top two areas you feel you could improve upon in terms of managing personnel? Please rank the 2 most important points. 1 = Most Important 2 = Next Most Important

Most Important:

- 42.9% Communication
- 0.0% Hiring / Firing / Posting new positions etc.
- 7.1% Performance Appraisals
- 14.3% Appreciation or recognition for work done
- 7.1% Compensation (salary plus benefits)
- 0.0% Working conditions (i.e. health and safety)
- 3.6% Ability to promote employees within the business
- 0.0% Allowing employees to provide input into business activities
- 17.9% Training opportunities
- 7.1% Recognizing individual needs and skills of employees
- 0.0% Relationship with employees
- 0.0% Other (please specify) _____

(Response Rate: 28)

Next Most Important:

- 14.8% Communication
- 3.7% Hiring / Firing / Posting new positions etc.
- 22.2% Performance Appraisals
- 3.7% Appreciation or recognition for work done
- 3.7% Compensation (salary plus benefits)
- 7.4% Working conditions (i.e. health and safety)
- 7.4% Ability to promote employees within the business
- 7.4% Allowing employees to provide input into business activities
- 18.5% Training opportunities
- 7.4% Recognizing individual needs and skills of employees
- 3.7% Relationship with employees
- 0.0% Other (please specify) _____

(Response Rate: 27)

- 19. From the list below, what do you believe helps the most in making a job appealing for an employee? Please rank the 2 most important points. 1 = Most Important 2 = Next Most Important**

Most Important:

- 10.3% Communication
- 3.4% Performance based compensation bonus programs
- 3.4% Working conditions (i.e. health and safety)
- 6.9% Appreciation or recognition for work done
- 24.1% Compensation (salary plus benefits)
- 0.0% Number of hours worked
- 31.0% Job that is interesting and satisfying
- 10.3% Relationship with other employees
- 0.0% Relationship with manager/supervisor
- 0.0% Feel involved in operation, can give input
- 6.9% Room for advancement or promotion within the business
- 3.4% Job security – employees feeling secure in their positions
- 0.0% Training opportunities
- 0.0% Other (please specify) _____

(Response Rate: 29)

Next Most Important:

- 10.3% Communication
- 3.4% Performance based compensation bonus programs
- 0.0% Working conditions (i.e. health and safety)
- 17.2% Appreciation or recognition for work done
- 13.8% Compensation (salary plus benefits)
- 0.0% Number of hours worked
- 17.2% Job that is interesting and satisfying
- 3.4% Relationship with other employees
- 3.4% Relationship with manager/supervisor
- 13.8% Feel involved in operation, can give input
- 3.4% Room for advancement or promotion within the business
- 13.8% Job security – employees feeling secure in their positions
- 0.0% Training opportunities
- 0.0% Other (please specify) _____

(Response Rate: 29)

20a. What methods does your company use to “advertise” job openings? Please check all that apply.

- | | |
|--------------------------------------|------------------------------------|
| <u>27.0%</u> Newspaper advertisement | <u>7.9%</u> College placement |
| <u>38.1%</u> Word of mouth | <u>9.5%</u> University placement |
| <u>1.6%</u> High school placement | <u>15.9%</u> Other (specify) _____ |

(Response Rate: 63)

20b. Of these methods, which one has been most successful for locating new staff?

- | | |
|--------------------------------------|------------------------------------|
| <u>13.8%</u> Newspaper advertisement | <u>0.0%</u> College placement |
| <u>58.6%</u> Word of mouth | <u>6.9%</u> University placement |
| <u>0.0%</u> High school placement | <u>20.7%</u> Other (specify) _____ |

(Response Rate: 29)

21a. Within your business are there opportunities for staff to advance to higher positions?

Yes 65.5% No 34.5%

(Response Rate: 29)

21b. If yes, are current (internal) staff considered first for these opportunities?

Yes 100.0% No 0.0%

(Response Rate: 19)

- 22. How important is swine industry knowledge to you when hiring new staff?**
Circle one. Please base your answer on a scale of 1 – 5 with 1 being very important, 3 being somewhat important and 5 being not important

13.3% 1 – Very important 23.3% 2 – Fairly important
23.3% 3 – Somewhat important 20.0% 4 – Slightly important
20.0% 5 – Not important

(Response Rate: 30)

- 23a. With regards to your business plan, how important of a consideration is labour?**

Circle one. Please base your answer on a scale of 1 – 5 with 1 being very important, 3 being somewhat important and 5 being not important

40.0% 1 – Very important 36.7% 2 – Fairly important
16.7% 3 – Somewhat important 6.7% 4 – Slightly important
0.0% 5 – Not important

(Response Rate: 30)

- 23b. If you ranked labour 1 or 2 (very important), what about it is the biggest issue? Please check only one.**

50.0% Availability of people
0.0% Lack of help for training
22.7% Keeping or retaining staff
18.2% Motivating staff
9.1% Other (please specify) _____

(Response Rate: 22)

Section D: Employee Training

- 25. Do you have formal Human Resources training?**

Yes 33.3% No 66.7%
(Response Rate: 30)

- 26a. Do you encourage formal training for your employees?**

Yes 83.3% No 16.7%
(Response Rate: 30)

26b. If yes, where and when is it performed? Please check all that apply.

- 46.8% On site – on company time
- 2.1% On site – on personal time
- 36.2% Off site – on company time
- 14.9% Off site – on personal time

(Response Rate: 47)

26c. How are training costs covered? Please check all that apply.

- 3.6% Employee financed
- 82.1% Company financed
- 14.3% Employee and company share costs
- 0.0% Other (please specify) _____

(Response Rate: 28)

26d. What % of annual budget is allocated for professional/personal development of staff?

Ave. 2.1%

(Response Rate: 16)

27. What type of training programs would you like to see made available to your employees? Please check all that apply.

- | | |
|---|---|
| <u>16.0%</u> Communication skills | <u>16.0%</u> Sales training |
| <u>10.7%</u> Interpersonal / teamwork skills | <u>12.0%</u> Client relationship management |
| <u>9.3%</u> Computer Skills | <u>6.7%</u> Negotiation skills |
| <u>9.3%</u> HACCP or QA | <u>9.3%</u> Presentation skills |
| <u>10.7%</u> Basic overview of swine production | |
| <u>0.0%</u> Other (please specify) _____ | |

(Response Rate: 75)

28. Do managers/HR people in your business participate in any HR related training?

Yes 44.4% No 55.6%

(Response Rate: 27)

29. What type of training would be most useful to managers and HR people within your operation? Please rank the 2 most important points. 1 = Most Important 2 = Next Most Important

Most Important:

- 0.0% Hiring policies
- 8.0% Job descriptions
- 28.0% Team building
- 28.0% Communications
- 12.0% Labour legislation
- 20.0% Computer Skills/Tech Training
- 4.0% Other (please specify) _____

(Response Rate: 25)

Next Most Important:

- 4.2% Hiring policies
- 12.5% Job descriptions
- 29.2% Team building
- 25.0% Communications
- 20.8% Labour legislation
- 4.2% Computer Skills/Tech Training
- 4.2% Other (please specify) _____

(Response Rate: 24)

30. What percentage of staff time do you allocate to professional development on average?

- 33.3% <1 percent
- 55.6% 1-5%
- 7.4% 6-10%
- 3.7% >10%

(Response Rate: 27)

Section E: Skills

31. What are the top two skills, abilities or experiences that you look for when hiring new staff? Rank the top 2 from each category.

1 = Most Important

2 = Next Most Important

	General Labourer		Skilled Worker		Supervisor/ Manager	
<u>Job Related / Practical Skills</u>						
- Previous experience working with animals.	1- 10.0%	2 – 23.5%	1- 16.7%	2 – 25.0%	1- 0.0%	2 – 30.0%
- Willingness to learn	1- 50.0%	2 – 29.4%	1- 62.5%	2 – 25.0%	1- 45.5%	2 – 20.0%
- Written competency in English	1- 0.0%	2 – 0.0%	1- 0.0%	2 – 5.0%	1- 4.5%	2 – 20.0%
- Physical ability	1- 35.0%	2 – 47.1%	1- 8.3%	2 – 15.0%	1- 4.5%	2 – 5.0%
- Education (yes? what level required?) _____	1- 0.0%	2 – 0.0%	1- 8.3%	2 – 10.0%	1- 36.4%	2 – 15.0%
- Other (specify) _____	1- 5.0%	2 – 0.0%	1- 4.2%	2 – 20.0%	1- 9.1%	2 – 10.0%
Response Rate:	20	17	24	20	22	20
<u>Interpersonal Skills</u>						
- Ability to work as part of a team	1- 55.6%	2 – 35.7%	1- 54.5%	2 – 15.8%	1- 41.7%	2 – 14.3%
- Communication skills	1- 44.4%	2 – 42.9%	1- 18.2%	2 – 36.8%	1- 29.2%	2 – 38.1%
- Customer service skills	1- 0.0%	2 – 21.4%	1- 13.6%	2 – 31.6%	1- 20.8%	2 – 33.3%
- Sales skills	1- 0.0%	2 – 0.0%	1- 13.6%	2 – 15.8%	1- 8.3%	2 – 14.3%
- Other (specify) _____	1- 0.0%	2 – 0.0%	1- 0.0%	2 – 0.0%	1- 0.0%	2 – 0.0%
Response Rate:	18	14	22	19	24	21

**32. What are the top two skills, abilities or experiences that you need your staff to acquire within the first 5 years of employment?
Rank the top 2 from each category.**

1 = Most Important

2 = Next Most Important

	General Labourer		Skilled Worker		Supervisor/ Manager	
<u>Job Related / Practical Skills</u>						
- Previous experience working with animals.	1- 14.3%	2 – 8.3%	1- 22.2%	2 – 6.3%	1- 11.1%	2 – 12.5%
- Willingness to learn	1- 71.4%	2 – 16.7%	1- 72.2%	2 – 25.0%	1- 66.7%	2 – 25.0%
- Written competency in English	1- 0.0%	2 – 0.0%	1- 0.0%	2 – 0.0%	1- 5.6%	2 – 6.3%
- Physical ability	1- 7.1%	2 – 50.0%	1- 0.0%	2 – 37.5%	1- 0.0%	2 – 18.8%
- Education (yes? what level required?) _____	1- 7.1%	2 – 8.3%	1- 5.6%	2 – 12.5%	1- 16.7%	2 – 12.5%
- Other (specify) _____	1- 0.0%	2 – 16.7%	1- 0.0%	2 – 18.8%	1- 0.0%	2 – 25.0%
Response Rate:	14	12	18	16	18	16
<u>Interpersonal Skills</u>						
- Ability to work as part of a team	1- 64.7%	2 – 26.7%	1- 50.0%	2 – 21.1%	1- 45.5%	2 – 23.8%
- Communication skills	1- 23.5%	2 – 26.7%	1- 20.0%	2 – 31.6%	1- 45.5%	2 – 19.0%
- Customer service skills	1- 11.8%	2 – 40.0%	1- 20.0%	2 – 31.6%	1- 4.5%	2 – 38.1%
- Sales skills	1- 0.0%	2 – 6.7%	1- 10.0%	2 – 15.8%	1- 4.5%	2 – 19.0%
- Other (specify) _____	1- 0.0%	2 – 0.0%	1- 0.0%	2 – 0.0%	1- 0.0%	2 – 0.0%
Response Rate:	17	15	20	19	22	21

Section F: Future Plans

**33. How much longer do you see your business servicing the swine industry?
Please check only one.**

0.0% Less than 1 year 10.3% 3 to 5 years 6.9% 11 to 15 years
0.0% 1 to 2 years 13.8% 6 to 10 years 69.0% More than 15 years

(Response Rate: 29)

**** If you chose 1-5 years, please answer question 34
**** If you chose 6 or more years, please skip to question 35.****

34. If you chose five years or less, which option best describes your plans? Please check only one.

- 66.7% Retirement
- 0.0% Selling the entire business
- 0.0% Selling the swine service portion of the business
- 0.0% Expansion of other sectors
- 0.0% Retraining/further education
- 33.3% Eliminating the swine service portion of the business
- 0.0% Other (please specify) _____

(Response Rate: 3)

35a. If you are planning to be servicing the swine industry for more than five years, will you be keeping the same business type?

Yes 96.2% No 3.8%

(Response Rate: 26)

****If yes, please answer 35b.**

****If no, you're finished. Thanks!**

35b. If you are planning to stay servicing the swine industry for more than five years, do you plan to: Please check only one.

- 41.7% Maintain swine business
- 54.2% Increase swine business (by 45.7%)
- 4.2% Decrease swine business (by 50.0%)

(Response Rate: 24)

Thank you very much for participating in the survey.

Please return the completed survey by July 6, 2007 in the stamped and addressed envelope that has been provided.

Appendix E

Results of Potential Swine Industry Employee Survey

B4: Potential Swine Industry Employee Survey

This survey is designed to identify perceptions, needs and desires for human resource management on swine farms and within the swine industry. It should be filled in by anyone who is not currently employed in the swine industry. All information provided will be kept confidential and only group results will be reported.

Please return to: OPIC, Box 98 Stratford, ON N5A 6S8 **by July 6, 2007.**
Attn: Sue Selves

Contact Sue at: 519-993-0469

Please print clearly.

County / Municipality / City _____

Section A: Background Information

Note: Numbers may not add to 100.0 percent due to rounding

1. What is your age? Please check only one.

Less than 20 yrs old	7.1%	30 – 39 yrs old	46.4%	50 – 59 yrs old	4.8%
20 – 29 yrs old	22.6%	40 – 49 yrs old	15.5%	60 years or older	3.6%

(Response Rate: 84)

2. Are you:

Male	36.5%	Female	63.5%
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(Response Rate: 85)

3. How many people are you supporting, if any? Include spouse, partner, children, parents, etc. but not yourself.

0 individuals	48.2%	1 individual	18.8%
2 individuals	12.9%	3 individuals	8.2%
4 individuals	7.1%	5 or more individuals	4.7%

(Response Rate: 85)

4. Where did you grow up? Please check only one.

<u>52.9%</u> On a farm	<u>17.6%</u> Rural non-farm	<u>29.4%</u> Town/city
------------------------	-----------------------------	------------------------

(Response Rate: 85)

**5a. What is the highest level of education that you completed?
Please check only one.**

Up to grade 8 completed	0.0%	College diploma completed	34.1%
Up to grade 10 completed	4.7%	University degree completed	44.7%
Up to grade 12 completed	16.5%	Other	0.0%

(Response Rate: 85)

5b. Are you planning to take further education or training?

Yes 57.1% No 42.9%

(Response Rate: 84)

**If yes, please answer 5c.*

If no, please skip to question 6.

5c. When will your further training take place? Please check only one.

33.3% Already enrolled
54.2% 1 to 2 years from now
12.5% 2 to 5 years from now
0.0% More than 5 years from now

(Response Rate: 48)

6a. Have you ever worked in Agriculture in the past?

Yes 66.7% No 33.3%

(Response Rate: 84)

**If yes, please answer 6b and 6c.*

If no, please skip to question 7.

6b. If yes, in what sector? Please check all that apply.

<u>14.2%</u> Swine	<u>9.7%</u> Poultry
<u>17.7%</u> Dairy	<u>19.5%</u> Crops
<u>12.4%</u> Beef	<u>14.2%</u> Agri-business
<u>6.2%</u> Horticulture	
<u>6.2%</u> Other (please specify)	

(Response Rate: 113)

6c. Which of the following categories best describes that employment?

46.4% Full-time = *employed to work 52 weeks of the year (minus vacation allotment)*

14.3% Seasonal = *normally works between April 1 – September 1*

39.3% Casual/Part-time = *working less than 20 hours per week throughout the year*

(Response Rate: 56)

6d. Why did you leave that job? Please check only one.

20.8% Moved away for Post Secondary Education

22.6% Found a better opportunity elsewhere

9.4% There were no opportunities for growth with that employer

17.0% It was a summer job

0.0% I didn't like animals

1.9% Long hours

5.7% Low pay

0.0% Too many weekends

1.9% Smell

20.8% Other (please specify) _____

(Response Rate: 42)

7a. Are you currently working in agriculture?

Yes 34.1% No 65.9%

(Response Rate: 82)

**If yes, please answer 7b and 7c.*

If no, please skip to question 8.

**7b. If yes, what is the primary business type that you are involved in?
Please check only one.**

7.1% Poultry

3.6% Horticulture

10.7% Dairy

10.7% Crops

10.7% Beef

35.7% Agri-business

21.4% Other (please specify)

(Response Rate: 28)

**7c. Which of the following categories best describes your employment?
Please check only one.**

64.3% Full-time = *employed to work 52 weeks of the year (minus vacation allotment)*

14.3% Seasonal = *normally works between April 1 – September 1*

21.4% Casual/Part-time = *working less than 20 hours per week throughout the year*

(Response Rate: 28)

Section B: Job Attributes

In a realistic work situation...

8. How many hours per day would you expect to work?

Less than 4 hours per day	2.4%	9 – 10 hours per day	32.1%
4 - 6 hours per day	2.4%	11 - 12 hours per day	8.3%
7 - 8 hours per day	53.6%	More than 12 hours per day	1.2%

(Response Rate: 84)

9. How many hours per week would you expect to work?

Less than 20 hours per week	3.6%	41 – 50 hours per week	42.9%
21 - 30 hours per week	2.4%	More than 50 hours per week	10.7%
31 - 40 hours per week	40.5%		

(Response Rate: 84)

10. How many weeks per year, not including your paid vacation allotment, would you expect to work?

Less than 26 weeks per year	0.0%	48 weeks per year	31.7%
27 - 40 weeks per year	0.0%	50 weeks per year	29.3%
41 - 47 weeks per year	18.3%	52 weeks per year	20.7%

(Response Rate: 82)

**11. How many weekends would you have off per month?
Please check only one.**

<u>0.0%</u> I would work every weekend	<u>21.4%</u> 3 weekends off per month
<u>6.0%</u> 1 weekend off per month	<u>54.8%</u> I would have every weekend off
<u>17.9%</u> 2 weekends off per month	

(Response Rate: 84)

12. What incentive or benefits would be the most important to you in a farm related job? Please rank your top two.

1 = Most Important 2 = Next Most Important

Most Important:

<u>51.3%</u>	Medical
<u>5.1%</u>	Dental
<u>6.4%</u>	Disability Insurance
<u>1.3%</u>	Life Insurance
<u>7.7%</u>	Pension/RRSP
<u>14.1%</u>	Flex Time
<u>5.1%</u>	Performance Bonuses
<u>3.8%</u>	Housing provided
<u>1.3%</u>	Paid Utilities (i.e. hydro, heating)
<u>3.8%</u>	Vehicle provided
<u>0.0%</u>	Pork (or other food)
<u>0.0%</u>	Other (specify)

(Response Rate: 78)

Next Most Important:

<u>13.0%</u>	Medical
<u>22.1%</u>	Dental
<u>9.1%</u>	Disability Insurance
<u>6.5%</u>	Life Insurance
<u>22.1%</u>	Pension/RRSP
<u>9.1%</u>	Flex Time
<u>6.5%</u>	Performance Bonuses
<u>5.2%</u>	Housing provided
<u>2.6%</u>	Paid Utilities (i.e. hydro, heating)
<u>2.6%</u>	Vehicle provided
<u>1.3%</u>	Pork (or other food)
<u>0.0%</u>	Other (specify)

(Response Rate: 77)

13. What incentives or benefits would be the most important to you in a non-farm agriculture industry job? Please rank your top two.

1 = Most Important 2 = Next Most Important

Most Important:

<u>51.9%</u>	Medical
<u>7.8%</u>	Dental
<u>2.6%</u>	Disability Insurance
<u>1.3%</u>	Life Insurance
<u>15.6%</u>	Pension/RRSP
<u>0.0%</u>	Company shares
<u>2.6%</u>	Vehicle provided
<u>9.1%</u>	Flex time
<u>2.6%</u>	Tokens of appreciation
<u>6.5%</u>	Performance Bonuses
<u>0.0%</u>	Home office equipment
<u>0.0%</u>	Clothing Allowance
<u>0.0%</u>	Laundry/Drycleaning Allowance
<u>0.0%</u>	Profit sharing
<u>0.0%</u>	Other (specify) _____

(Response Rate: 77)

Next Most Important:

<u>17.1%</u>	Medical
<u>19.7%</u>	Dental
<u>5.3%</u>	Disability Insurance
<u>2.6%</u>	Life Insurance
<u>28.9%</u>	Pension/RRSP
<u>1.3%</u>	Company shares
<u>3.9%</u>	Vehicle provided
<u>10.5%</u>	Flex time
<u>1.3%</u>	Tokens of appreciation
<u>6.6%</u>	Performance Bonuses
<u>0.0%</u>	Home office equipment
<u>0.0%</u>	Clothing Allowance
<u>0.0%</u>	Laundry/Drycleaning Allowance
<u>1.3%</u>	Profit sharing
<u>1.3%</u>	Other (specify) _____

(Response Rate: 76)

Section C: General Questions

For the next few questions please base your answer on a scale of 1 – 5 with 1 being very important/well informed, 3 being somewhat important/somewhat informed and 5 being not important/not informed.

14. Do you feel that you are well informed of potential career paths within the agriculture industry?

Circle one. Please base your answer on a scale of 1 – 5 with 1 being very important, 3 being somewhat important and 5 being not important.

<u>11.1%</u>	1 – Well informed	<u>16.0%</u>	2 – Fairly informed
<u>32.1%</u>	3 – Somewhat informed	<u>24.7%</u>	4 – Slightly informed
<u>16.0%</u>	5 – Uninformed		

(Response Rate: 81)

15. Is having a job title important to you?

Circle one. Please base your answer on a scale of 1 – 5 with 1 being very important, 3 being somewhat important and 5 being not important.

<u>12.3%</u>	1 – Very important	<u>19.8%</u>	2 – Fairly important
<u>30.9%</u>	3 – Somewhat important	<u>23.5%</u>	4 – Slightly important
<u>13.6%</u>	5 – Not important		

(Response Rate: 81)

16. Is having a written job description outlining your duties important to you?

Circle one. Please base your answer on a scale of 1 – 5 with 1 being very important, 3 being somewhat important and 5 being not important

<u>37.0%</u>	1 – Very important	<u>21.0%</u>	2 – Fairly important
<u>28.4%</u>	3 – Somewhat important	<u>9.9%</u>	4 – Slightly important
<u>3.7%</u>	5 – Not important		

(Response Rate: 81)

17. Is having performance reviews with your employer to discuss what you are doing well and what could be improved important to you?

Circle one. Please base your answer on a scale of 1 - 5 with 1 being very important, 3 being somewhat important and 5 being not important

<u>32.1%</u>	1 – Very important	<u>30.9%</u>	2 – Fairly important
<u>19.8%</u>	3 – Somewhat important	<u>9.9%</u>	4 – Slightly important
<u>7.4%</u>	5 – Not important		

(Response Rate: 81)

**18. What do you believe helps in making any job appealing?
Please rank the 2 most important points.
1 = Most Important 2 = Next Most Important**

Most Important:

- 10.1% Appreciation or recognition for work done (verbal or written Thank you's)
- 0.0% Number of hours worked
- 49.4% Pay (salary plus benefits)
- 3.8% Good Working conditions (i.e. health and safety)
- 10.1% Job security – knowing that I will have a job as long as I do my job well
- 2.5% Training opportunities
- 19.0% A job that is interesting and satisfying
- 0.0% Relationship with other employees
- 0.0% Relationship with manager/supervisor
- 2.5% Feel involved in operation, can give input
- 0.0% Room for advancement or promotion within business
- 2.5% Flexibility in work hours / support of external activities / community involvement
- 0.0% Other (please specify)

(Response Rate: 79)

Next Most Important:

- 12.7% Appreciation or recognition for work done (verbal or written Thank you's)
- 2.5% Number of hours worked
- 8.9% Pay (salary plus benefits)
- 6.3% Good Working conditions (i.e. health and safety)
- 13.9% Job security – knowing that I will have a job as long as I do my job well
- 5.1% Training opportunities
- 19.0% A job that is interesting and satisfying
- 5.1% Relationship with other employees
- 3.8% Relationship with manager/supervisor
- 5.1% Feel involved in operation, can give input
- 13.9% Room for advancement or promotion within business
- 2.5% Flexibility in work hours / support of external activities / community involvement
- 1.3% Other (please specify)

(Response Rate: 79)

19. What methods have you found useful when looking for employment in the past? Check all that may apply.

<u>24.8%</u>	Newspaper advertisement	<u>4.8%</u>	College or University placement
<u>29.6%</u>	Word of mouth	<u>21.3%</u>	Internet Job Sites
<u>2.2%</u>	High school placement	<u>14.8%</u>	Employment Centres
<u>2.6%</u>	Other (specify)		

(Response Rate: 230)

Section D: Future Career Plans

20a. Have you ever considered the agriculture sector as a potential career path?

Yes 52.5% No 47.5%
(Response Rate: 80)

**If yes, please answer 20b and 20c.
If no, please skip to question 20d.*

20b. If yes, why? Please check only one.

<u>9.5%</u>	I like working with animals
<u>21.4%</u>	I enjoy the farming lifestyle
<u>47.6%</u>	I enjoy the rural lifestyle
<u>4.8%</u>	I enjoy working outdoors
<u>2.4%</u>	I want to gain experience so I can have my own farm
<u>0.0%</u>	The pay is good
<u>2.4%</u>	Flexible hours
<u>11.9%</u>	Other (please specify)

(Response Rate: 42)

20c. If you chose yes, please rank the top two sectors which you would choose to work in.

1 = First Choice

2 = Second Choice

First Choice:

7.1% Swine
9.5% Dairy
7.1% Beef
2.4% Horticulture
4.8% Poultry
14.3% Crops
50.0% Agri-business
4.8% Other (please specify)

(Response Rate: 42)

Second Choice:

9.5% Swine
19.0% Dairy
23.8% Beef
9.5% Horticulture
9.5% Poultry
7.1% Crops
16.7% Agri-business
4.8% Other (please specify)

(Response Rate: 42)

20d. If you chose no in question 20a, why not? Please check only one.

10.8% I don't know what jobs are available
10.8% I don't come from a farm
21.6% I don't have any experience
2.7% I think the pay is bad
8.1% I don't like working with animals
10.8% I think it would be hard, physical labour
8.1% I think the hours of work would be long or inflexible
0.0% I don't like the smell of animals
27.0% Other (please specify)

(Response Rate: 37)

**Thank you very much for participating in this survey.
Please return the completed survey by July 6, 2007 in the stamped and addressed envelope that has
been provided.**

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