

Additional survey results

Small business views on the Canadian workforce

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Survey methodology

Results are based on CFIB's *Small Business and Labour Survey*—conducted May 11-25, 2015 online and completed by 8,824 business owners—and are accurate to ± 1.0 percentage points 19 times out of 20.

Data by province

Table A.1

Which of the following have been most important to the success of your business? (% response), by province

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Product(s)/service(s)	59	60	59	51	57	58	52	56	61	58	57
Employees	70	69	68	67	65	57	63	66	72	74	65
Innovation	9	8	5	6	9	11	8	6	8	3	9
Customer loyalty	54	54	53	52	54	47	50	58	44	53	53
Family support	9	10	12	13	11	13	11	11	14	6	11
Passion for what I do	24	22	25	26	26	37	30	28	23	23	27
Hard work	49	49	54	57	54	50	55	55	48	47	52
Defined business plan(s)	4	5	2	6	4	5	5	3	2	3	4
Marketing/Promotion	10	9	10	9	10	6	9	8	9	11	9
Other	2	2	2	2	1	2	1	2	0	1	2

Table A.2

Which of the following does your business offer to employees? (% response), by province

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Opportunities for advancement	53	59	53	50	44	32	40	40	39	46	46
Wide range of responsibility	79	79	80	78	76	51	71	78	74	70	73
Training, opportunities for learning and development	72	76	72	69	67	54	64	65	58	61	67
Flexibility to accommodate personal issues (e.g. family related)	85	87	89	84	85	74	81	88	90	80	84
Competitive pay (e.g. wages, commissions, bonuses)	78	85	81	80	75	56	75	78	81	73	75
Competitive benefits (e.g. health, dental)	56	63	53	56	43	30	40	51	40	35	46
Other	6	5	5	4	4	5	2	6	4	3	5

Figure A.1

In your experience, have employees typically given you reasonable notice (e.g. two weeks) before leaving their jobs? (% response), by province

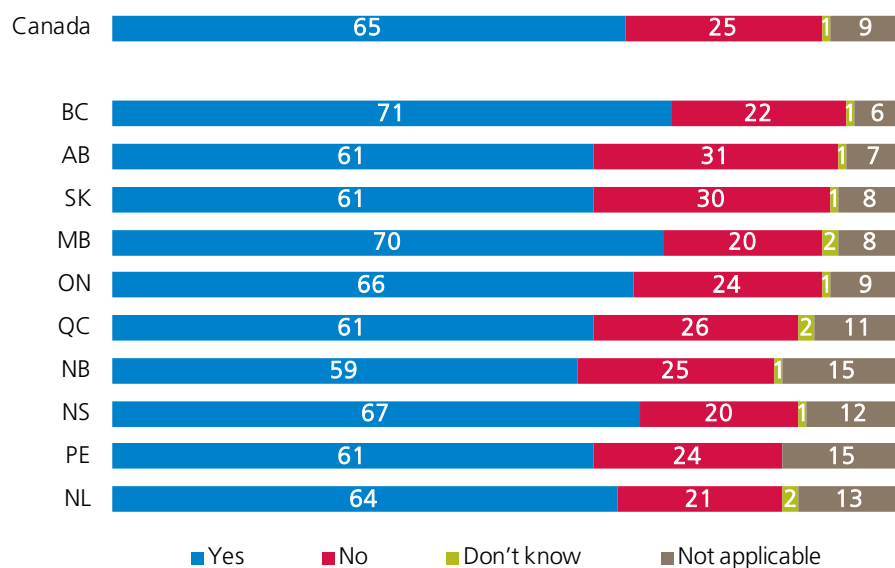


Table A.3

During the past three years, what were your biggest difficulties with applicants when hiring? (% response), by province

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Lack of qualified applicants	89	89	90	86	88	86	89	88	89	83	88
Applicants did not show up for scheduled interviews	24	38	22	24	23	18	19	18	11	15	24
Applicants did not seem interested in the job during the interview	16	24	18	20	18	13	17	18	19	20	18
Salary expectations were too high	51	61	49	53	49	46	50	45	44	49	51
Expectations for advancement were too high	9	14	8	10	13	8	5	10	15	7	11
Applicants declined job offer	12	21	13	9	11	7	10	9	4	9	12
Other	13	11	13	13	12	12	13	13	15	14	12

Table A.4

To what extent do you agree or disagree with the following statements about your business? (% response), by province

The quality of job applicants has deteriorated in recent years

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Strongly agree	22	33	29	29	27	19	26	26	14	34	26
Somewhat agree	44	44	44	44	42	39	41	41	46	44	42
Somewhat disagree	20	13	14	15	14	18	14	18	16	7	15
Strongly disagree	5	3	3	4	5	13	8	4	14	6	6
Don't know/Not applicable	9	7	10	8	12	11	11	11	10	9	11

I do everything I can to retain good employees in my business

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Strongly agree	69	74	72	74	71	75	75	73	84	83	72
Somewhat agree	28	23	23	24	25	23	20	21	12	16	24
Somewhat disagree	1	1	2	2	1	1	1	2	2	0	1
Strongly disagree	1	1	1	0	1	0	2	1	0	0	1
Don't know/Not applicable	1	1	2	0	2	1	2	3	2	1	2

Table A.4 continued

The work ethic of new hires has deteriorated in recent years

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Strongly agree	30	42	35	39	32	20	31	30	22	46	32
Somewhat agree	43	41	39	41	41	41	41	43	42	40	41
Somewhat disagree	17	10	13	10	15	19	15	13	18	2	14
Strongly disagree	4	4	5	3	5	10	7	5	8	4	5
Don't know/Not applicable	6	3	8	7	7	10	6	9	10	8	8

It is hard to find workers to take on lower wage/entry-level jobs

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Strongly agree	29	40	37	33	31	26	36	27	31	47	32
Somewhat agree	38	36	36	41	37	32	37	43	31	40	37
Somewhat disagree	17	13	13	13	14	16	11	13	18	5	14
Strongly disagree	3	2	4	2	4	6	5	2	10	2	4
Don't know/Not applicable	13	9	10	11	14	20	11	15	10	6	13

I can count on my employees to get the job done

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Strongly agree	46	40	46	38	48	41	44	54	65	45	45
Somewhat agree	47	49	44	51	42	50	46	39	29	51	45
Somewhat disagree	4	8	8	9	7	8	7	5	4	3	7
Strongly disagree	2	3	2	2	2	1	2	1	0	1	2
Don't know/Not applicable	1	0	0	0	1	0	1	1	2	0	1

Turnover is a significant problem

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Strongly agree	8	16	14	14	8	15	11	9	10	9	11
Somewhat agree	24	29	28	26	22	24	25	22	21	39	24
Somewhat disagree	32	25	26	32	28	24	28	25	21	20	27
Strongly disagree	29	23	25	19	31	24	22	34	31	20	27
Don't know/Not applicable	7	7	7	9	11	13	14	10	17	12	11

Table A.5

The following is a list of behaviours that may positively affect productivity. Among your employees, have you observed any of the following? (% response), by province

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Taking the initiative to pitch in	79	76	80	78	77	74	75	78	83	74	77
Going the extra mile for a customer	85	82	81	79	82	72	76	87	85	84	81
Responding to work emails or calls on personal time	48	45	43	39	45	32	39	47	36	36	43
Using social media (e.g. Facebook, Twitter) to help grow the business	25	26	27	22	26	23	27	26	36	16	25
Identifying inefficiencies to increase productivity	50	49	48	48	46	35	43	45	55	32	45
Willingness to teach, train or mentor others	65	67	67	63	61	43	51	62	66	56	60
Being positive and motivating others	65	64	62	54	58	59	61	57	64	57	60
Other	3	3	6	3	2	2	3	1	4	4	3

Table A.6

The following is a list of behaviours that may negatively affect productivity. Among your employees, have you observed any of the following during work hours? (% response), by province

	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	Canada
Long lunches or breaks	37	47	34	40	38	40	41	35	29	41	39
Excessive tardiness (e.g. repeated lateness)	39	49	43	45	41	31	38	40	31	47	40
Unexcused absences	28	40	31	31	28	26	24	24	17	26	29
Excessive chatting or gossiping with co-workers	57	59	49	55	52	61	57	55	63	51	55
Excessive time on personal calls, emails or texts	58	66	67	64	60	55	64	60	54	73	61
Surfing the Internet for personal use (e.g. videos, online shopping)	41	47	45	46	42	33	36	39	29	44	41
Playing games (e.g. video games, playing games with co-workers, pranks)	11	21	21	19	13	8	14	13	6	14	14
Other	13	10	10	6	11	8	12	12	17	10	10

Data by sector

Table A.7

Which of the following have been most important to the success of your business? (% response), by sector

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Product(s)/service(s)	44	55	47	68	70	67	47
Employees	48	72	73	67	68	61	71
Innovation	12	19	6	17	10	6	6
Customer loyalty	30	42	51	51	51	56	53
Family support	34	9	11	9	8	10	12
Passion for what I do	40	28	26	19	19	28	22
Hard work	64	46	63	49	49	47	58
Defined business plan(s)	7	4	4	4	6	4	5
Marketing/Promotion	9	6	5	7	12	12	4
Other	2	2	2	1	1	2	2

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Product(s)/service(s)	56	44	51	53	51	62	49
Employees	64	67	66	72	64	65	64
Innovation	15	6	11	11	5	5	4
Customer loyalty	54	58	56	51	47	51	65
Family support	8	10	7	9	11	12	11
Passion for what I do	27	29	27	22	43	24	31
Hard work	47	49	53	52	44	51	55
Defined business plan(s)	3	8	4	6	4	3	4
Marketing/Promotion	11	10	6	9	13	15	8
Other	2	1	2	2	3	3	1

Table A.8

**Which of the following does your business offer to employees? (% response),
by sector**

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Opportunities for advancement	37	54	57	51	50	38	35
Wide range of responsibility	78	70	74	71	76	75	64
Training, opportunities for learning and development	57	72	74	64	64	60	59
Flexibility to accommodate personal issues (e.g. family related)	85	79	79	82	86	85	82
Competitive pay (e.g. wages, commissions, bonuses)	68	87	84	77	78	70	78
Competitive benefits (e.g. health, dental)	24	61	54	58	60	36	49
Other	3	6	4	4	5	5	4

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Opportunities for advancement	41	48	48	52	35	51	42
Wide range of responsibility	81	79	81	70	73	68	66
Training, opportunities for learning and development	64	79	78	72	71	60	75
Flexibility to accommodate personal issues (e.g. family related)	87	90	90	83	83	86	83
Competitive pay (e.g. wages, commissions, bonuses)	61	84	76	74	70	63	76
Competitive benefits (e.g. health, dental)	37	64	50	47	39	31	41
Other	4	6	7	4	6	6	4

Figure A.2

In your experience, have employees typically given you reasonable notice (e.g. two weeks) before leaving their jobs? (% response), by sector

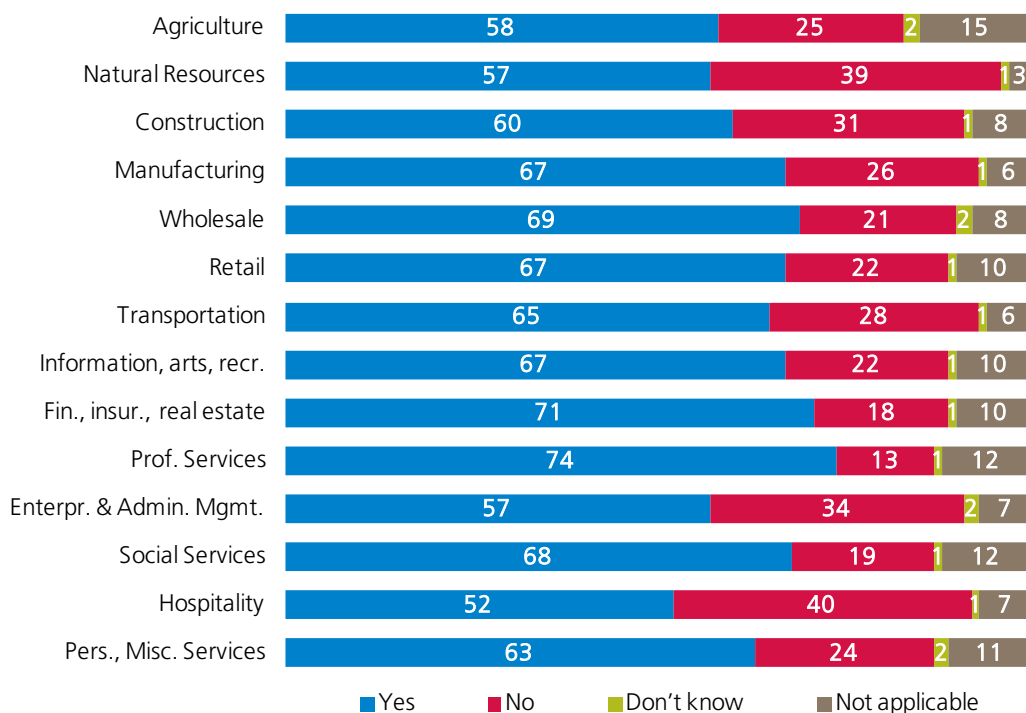


Table A.9

During the past three years, what were your biggest difficulties with applicants when hiring? (% response), by sector

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Lack of qualified applicants	81	86	92	87	87	88	89
Applicants did not show up for scheduled interviews	28	25	21	26	26	20	27
Applicants did not seem interested in the job during the interview	30	12	14	16	19	21	17
Salary expectations were too high	45	50	50	56	55	53	47
Expectations for advancement were too high	9	12	12	12	15	10	9
Applicants declined job offer	18	12	11	11	13	10	14
Other	16	17	10	11	8	12	9

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Lack of qualified applicants	89	88	91	87	87	81	90
Applicants did not show up for scheduled interviews	22	16	12	32	26	49	22
Applicants did not seem interested in the job during the interview	14	19	10	23	14	35	15
Salary expectations were too high	48	56	55	58	54	39	45
Expectations for advancement were too high	10	13	12	14	13	8	10
Applicants declined job offer	15	9	11	13	14	18	11
Other	19	10	15	10	14	18	10

Table A.10

To what extent do you agree or disagree with the following statements about your business? (% response), by sector

The quality of job applicants has deteriorated in recent years

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Strongly agree	27	37	30	28	22	25	28
Somewhat agree	39	42	44	44	44	43	40
Somewhat disagree	15	11	15	14	16	16	17
Strongly disagree	4	3	5	5	6	6	9
Don't know/ Not applicable	15	7	6	9	12	10	6

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Strongly agree	21	14	12	26	17	35	40
Somewhat agree	44	44	42	40	39	41	38
Somewhat disagree	15	17	23	21	20	11	8
Strongly disagree	10	8	9	4	11	6	5
Don't know/ Not applicable	10	17	14	9	13	7	9

I do everything I can to retain good employees in my business

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Strongly agree	66	70	74	72	71	71	73
Somewhat agree	28	27	23	24	25	25	25
Somewhat disagree	1	0	1	2	1	1	1
Strongly disagree	1	2	1	2	2	1	1
Don't know/ Not applicable	4	1	1	0	1	2	0

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Strongly agree	73	71	72	68	71	76	78
Somewhat agree	23	26	25	29	26	21	18
Somewhat disagree	2	2	1	2	1	2	1
Strongly disagree	1	1	1	1	1	1	1
Don't know/ Not applicable	1	0	1	0	1	0	2

Table A.10 continued

The work ethic of new hires has deteriorated in recent years

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Strongly agree	29	38	36	30	26	33	30
Somewhat agree	43	42	42	44	44	39	45
Somewhat disagree	13	13	12	14	16	15	14
Strongly disagree	5	3	4	5	6	5	6
Don't know/ Not applicable	10	4	6	7	8	8	5

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Strongly agree	25	19	20	33	27	46	41
Somewhat agree	47	42	40	39	37	36	38
Somewhat disagree	18	18	19	18	20	9	10
Strongly disagree	5	9	9	5	7	6	4
Don't know/ Not applicable	5	12	12	5	9	3	7

It is hard to find workers to take on lower wage/entry-level jobs

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Strongly agree	39	32	30	34	31	35	30
Somewhat agree	35	39	39	37	39	37	39
Somewhat disagree	14	12	16	14	13	15	13
Strongly disagree	3	1	2	4	4	5	3
Don't know/ Not applicable	9	16	13	11	13	8	15

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Strongly agree	34	22	17	39	23	49	35
Somewhat agree	39	37	34	35	38	31	36
Somewhat disagree	12	11	19	13	13	11	12
Strongly disagree	5	4	5	3	5	4	3
Don't know/ Not applicable	10	26	25	10	21	5	14

Table A.10 continued

I can count on my employees to get the job done

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Strongly agree	42	42	44	46	42	43	50
Somewhat agree	47	51	46	46	50	47	46
Somewhat disagree	7	6	8	6	6	8	3
Strongly disagree	4	1	2	2	1	2	1
Don't know/ Not applicable	0	0	0	0	1	0	0

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Strongly agree	43	55	57	49	52	35	47
Somewhat agree	44	39	35	43	41	49	44
Somewhat disagree	8	4	6	6	5	12	8
Strongly disagree	4	1	2	2	2	3	1
Don't know/ Not applicable	1	1	0	0	0	1	0

Turnover is a significant problem

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Strongly agree	14	14	11	8	9	10	12
Somewhat agree	29	25	28	22	18	26	27
Somewhat disagree	24	30	31	30	32	26	30
Strongly disagree	20	23	21	32	30	28	23
Don't know/ Not applicable	13	8	9	8	11	10	8

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Strongly agree	13	6	7	15	11	27	12
Somewhat agree	22	20	16	30	22	33	23
Somewhat disagree	30	26	27	26	23	20	26
Strongly disagree	26	37	41	20	34	13	25
Don't know/ Not applicable	9	11	9	9	10	7	14

Table A.11

The following is a list of behaviours that may positively affect productivity. Among your employees, have you observed any of the following? (% response), by sector

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Taking the initiative to pitch in	81	71	75	76	79	75	72
Going the extra mile for a customer	50	72	76	77	86	87	80
Responding to work emails or calls on personal time	34	57	47	41	51	37	49
Using social media (e.g. Facebook, Twitter) to help grow the business	19	16	15	16	22	37	18
Identifying inefficiencies to increase productivity	50	52	46	56	50	41	37
Willingness to teach, train or mentor others	54	68	62	59	57	58	54
Being positive and motivating others	64	57	57	56	59	61	56
Other	4	3	2	2	2	3	2

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Taking the initiative to pitch in	76	75	82	76	76	81	78
Going the extra mile for a customer	80	90	82	84	80	84	81
Responding to work emails or calls on personal time	50	51	58	58	46	25	31
Using social media (e.g. Facebook, Twitter) to help grow the business	44	23	23	22	34	35	27
Identifying inefficiencies to increase productivity	41	46	49	38	46	39	39
Willingness to teach, train or mentor others	59	60	67	59	65	59	58
Being positive and motivating others	67	62	68	63	69	63	53
Other	1	4	4	2	3	2	4

Table A.12


The following is a list of behaviours that may negatively affect productivity. Among your employees, have you observed any of the following during work hours? (% response), by sector

	Agri.	Nat. Resources	Construct.	Manufact.	Wholesale	Retail	Transport.
Long lunches or breaks	41	51	54	46	40	35	33
Excessive tardiness (e.g. repeated lateness)	31	43	44	42	39	40	37
Unexcused absences	26	41	34	39	29	22	31
Excessive chatting or gossiping with co-workers	51	57	53	59	62	56	54
Excessive time on personal calls, emails or texts	55	56	67	52	61	61	58
Surfing the Internet for personal use (e.g. videos, online shopping)	22	35	32	33	50	49	44
Playing games (e.g. video games, playing games with co-workers, pranks)	10	19	14	12	13	16	15
Other	12	8	8	9	9	11	11

	Information, arts, recr.	Fin., insur., real estate	Prof. Services	Enterpr. & Admin. Mgmt.	Social Services	Hospitality	Pers., Misc. Services
Long lunches or breaks	31	26	31	36	24	32	42
Excessive tardiness (e.g. repeated lateness)	40	38	36	43	33	48	42
Unexcused absences	23	20	20	36	21	40	28
Excessive chatting or gossiping with co-workers	56	52	52	45	54	67	52
Excessive time on personal calls, emails or texts	60	60	62	65	56	68	63
Surfing the Internet for personal use (e.g. videos, online shopping)	55	54	54	42	47	29	39
Playing games (e.g. video games, playing games with co-workers, pranks)	15	14	12	13	9	13	15
Other	10	9	13	10	10	14	13

Small Business and Labour Survey

As is our usual practice, your individual responses will be strictly confidential (only aggregate results will be released).

To ensure that our scanner accurately records your answers, please mark clearly within the appropriate boxes. 

1. Which of the following have been most important to the success of your business? *(Select the top three elements)*

- Product(s)/service(s)
- Employees
- Innovation
- Customer loyalty
- Family support
- Passion for what I do
- Hard work
- Defined business plan(s)
- Marketing/Promotion
- Other (Please specify) _____

2. Excluding the owner(s), does your business currently have any employees (including full-time and part-time)? *(Select one answer only)*

- Yes
- No (Go to question 14)

3. Which of the following does your business offer to employees? *(Select as many as apply)*

- Opportunities for advancement
- Wide range of responsibility
- Training, opportunities for learning and development
- Flexibility to accommodate personal issues (e.g. family related)
- Competitive pay (e.g. wages, commissions, bonuses)
- Competitive benefits (e.g. health, dental)
- Other (Please specify) _____

Please describe one or two innovative approaches that help your business retain staff.

When leaving their jobs, employees may be required by labour laws and/or by their employment contract to give notice to their employer (e.g. two weeks).

5. In your experience, have employees typically given you reasonable notice (e.g. two weeks) before leaving their jobs? *(Select one answer only)*

- Yes
- No
- Don't know
- Not applicable

6. During the past three years, have you had any difficulty hiring employees? *(Select one answer only)*

- No, I wasn't looking to hire (Go to question 9)
- No, I had no difficulty hiring for the available positions (Go to question 8)
- Yes, it was somewhat difficult
- Yes, it was very difficult

7. During the past three years, what were your biggest difficulties with applicants when hiring? *(Select as many as apply)*

- Lack of qualified applicants
- Applicants did not show up for scheduled interviews
- Applicants did not seem interested in the job during the interview
- Salary expectations were too high
- Expectations for advancement were too high
- Applicants declined job offer
- Other (Please specify) _____

8. Think back over all the job applications you have received and the applicants you have interviewed during the past three years. If you could give job seekers one piece of constructive advice, what would it be? (Please explain)

9. To what extent do you agree or disagree with the following statements about your business? (Select one for each line)

Strongly agree Somewhat agree Somewhat disagree Strongly disagree Don't know/Not applicable

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The quality of job applicants has deteriorated in recent years | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I do everything I can to retain good employees in my business | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The work ethic of new hires has deteriorated in recent years | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| It is hard to find workers to take on lower wage/entry-level jobs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can count on my employees to get the job done | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Turnover is a significant problem | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10 The following is a list of behaviours that may negatively affect productivity. Among your employees, have you observed any of the following during work hours? (Select as many as apply)

- Long lunches or breaks
- Excessive tardiness (e.g. repeated lateness)
- Unexcused absences
- Excessive chatting or gossiping with co-workers
- Excessive time on personal calls, emails or texts
- Surfing the Internet for personal use (e.g. videos, online shopping)
- Playing games (e.g. video games, playing games with co-workers, pranks)
- Other (Please specify) _____

11. The following is a list of behaviours that may positively affect productivity. Among your employees, have you observed any of the following? (Select as many as apply)

- Taking the initiative to pitch in
- Going the extra mile for a customer
- Responding to work emails or calls on personal time
- Using social media (e.g. Facebook, Twitter) to help grow the business
- Identifying inefficiencies to increase productivity
- Willingness to teach, train or mentor others
- Being positive and motivating others
- Other (Please specify) _____

12. CFIB offers members a variety of resources related to hiring, training, and retaining employees. Has your business used the following CFIB resources? (Select one for each line)

Yes would consider would not consider

- | | | | |
|---|--------------------------|--------------------------|--------------------------|
| Help line to discuss human resource questions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tips for hiring (e.g. interview questions) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Templates for letter of offer, employment contract, code of conduct for employees, etc. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tips on where to find information (e.g. link to Employment Standards Acts and guides) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Assistance with workers' compensation and occupational health and safety issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Free or discounted online training courses offered by CFIB partner Vubiz | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Discounted payroll processing services offered by CFIB partner Payworks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Group benefits solutions (e.g. health, dental) offered by CFIB partner Sun Life | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. One of CFIB’s goals is to help serve as the human resources department for small business. Are there any additional human resource services or products CFIB could offer to help your business?

Go to question 17 (comments)

14. What is the main reason why your business currently has no employees? *(Select one answer only)*

- There is no need for my business to hire any employees
- I am currently in the process of hiring my first employee
- I would like to hire but I don’t know where to get started
- Other (Please specify) _____

15. Overall, what do you find most rewarding about being self-employed? *(Select as many as apply)*

- Being my own boss and making my own decisions
- Having a flexible schedule
- Serving and interacting with people in the community
- Freedom to be creative and develop my own ideas
- Financial opportunity
- Creating a successful business
- Other (Please specify) _____

16. What advice would you give somebody who is considering becoming self-employed? *(Please explain)*

17. Comments: