



HAUB
School of Business

The Initiative for Family Business & Entrepreneurship

The Pennsylvania Chamber of Business and Industry
and the Initiative for Family Business and Entrepreneurship at Saint Joseph's University

29TH Annual Pennsylvania ECONOMIC SURVEY

August 2019

Conducted by



Gold	\$847.00	\$904.50	39.80%
Iron	777.00	1,061.93	37.20%
Aluminum	716.00	\$837.76	36.00%
Steel	710.00	\$537.90	19.80%
Lead	\$743.00	\$754.89	1.60%
Manganese	\$598.00	\$795.34	33.00%
Nickel	\$299.00	\$354.61	18.60%
Zinc	\$656.00	\$727.27	9.20%
Copper	\$421.00	\$453.84	7.80%
Silver	\$730.00	\$791.32	8.40%
Cotton	\$162.00	\$196.34	21.20%
Flax	\$172.00	\$182.32	6.00%
Textiles	\$243.00	\$330.48	36.00%
Food	\$261.00	\$359.66	37.80%
Wool	\$116.00	\$118.55	2.20%
Wheat	\$201.00	\$246.43	22.60%
Wheat	\$177.00	\$184.79	4.40%
Wheat	\$609.00	\$811.19	33.20%
Wheat	\$516.00	\$708.98	37.40%
Wheat	\$578.00	\$808.04	39.90%

Executive Summary & Analysis

29th Annual Pennsylvania Economic Survey

Conducted by Susquehanna Polling and Research, Inc., the 29th Annual Pennsylvania Economic Survey includes interviews with 650 Pennsylvania employers and management-level employees, including 354 interviews with members of the Pennsylvania Chamber of Business and Industry.

Employers Continue to Cite Concerns about Workforce Quality and Readiness, and Struggles to Fill Job Openings Have Reached New Highs

- The lack of qualified applicants to fill job openings continues to be the most pressing issue facing employers, cited by 22% as the “single most important issue” affecting businesses today – a sizeable increase from 14% last year. This includes 28% of Pennsylvania Chamber members and 14% of non-members. Both figures are record highs. No single issue scored higher among employers.
- Negative grades for the status of the current workforce have also reached new highs, since 20% rate the quality of the workforce as “poor,” up from 17% last year and the highest in more than ten years of surveys. Conversely, 43% of employers rate the current workforce as either “excellent” or “good,” the second lowest on record and down from a high of 66% in 2012.
- Most employers say applicants lacking both soft skills (cited by 52%) and hard skills (39%) are the most common problems faced when interviewing job applicants. Forty-six (46) percent of respondents say they currently participate in workforce development activities to recruit qualified applicants, a statistic strongly influenced by Pennsylvania Chamber members at 66%, while only 23% of non-members offer these types of programs.

Employers Report Record Sales Figures, and Forecasts for Future Sales Remain Strong

- Forty-three (43) percent report increases in sales during the last 12 months, a slight uptick from 41% last year, but officially a new high since 2006 when 60% reported sales’ growth. Moreover, 49% say they expect sales to increase in future months, also a record high in more than 12 years.
- Twenty-three (23) percent say they’ve hired more workers in the last 12 months, on par with 24% last year, but still far below pre-recession levels more than ten years ago when more than 1 in 3 employers reported increases in hiring. However, 30% of respondents say they expect to hire more workers in the next 12 months, a slight increase from 28% last year, but officially the second highest on record since 2006 when 39% projected increases in hiring.

Other key findings from this year's survey include the following:

- Concern about the economy continues to fall to record lows among employers, cited by only 2% as the most pressing problem facing their businesses. This is down from a high of 34% in 2009 during the peak of the last major recession.
- Controlling healthcare costs (cited by 66%) and lowering business taxes (54%) continue to rate as the top two issues employers say they want legislators to focus on in Harrisburg. Both issues are the top ones cited (from a list of 5) among both Pennsylvania Chamber members and non-members.
- Sixty (60) percent of employers who offer health care plans to employees say premiums have increased in the last year. This represents a drop from a high of 80% in 2014 and is officially a new low in more than ten years of surveys.
- Nineteen (19) percent of employers say their companies have faced the threat of lawsuits in the last 5 years, including 28% of Pennsylvania Chamber members.
- Forty-three (43) percent of employers say their companies have experienced workers' compensation claims, including 50% of Pennsylvania Chamber members and 35% of non-members.
- By a 51:32 margin, most employers oppose the legalization of marijuana for recreational use. Opposition includes 50% of Pennsylvania Chamber members and 52% of non-members.
- Fifty-five (55) percent of respondents consider themselves part of a "family" business. This includes 34% of Pennsylvania Chamber members, but 79% of non-members.
- Twenty-one (21) percent of respondents say they would consider leaving Pennsylvania if they could (75% would not), down from a record high of 40% in 2003. Moreover, only 9% of Pennsylvania Chamber members say they would consider relocating, a new low among the membership while more than one in three (or 36%) of non-members would consider leaving.



**The Pennsylvania Chamber of Business and Industry and
The Initiative for Family Business and Entrepreneurship at Saint Joseph’s University
29th Annual Economic Survey
Sample Size: 650 Pennsylvania Employers
Conducted July - August 2019**

[N=354 PA Chamber Members]

[N=296 Non-Members]

Q1. Generally speaking, how would you rate the overall business climate in Pennsylvania—that is, how is it to do business in this state – would you say it is excellent, good, fair or poor?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Excellent	63	10%	08%	11%
2. Good	364	56%	60%	51%
3. Fair	186	29%	29%	28%
4. Poor	31	05%	02%	08%
5. Undecided	6	01%	00%	02%

Q2. Do you think the business climate [in Pennsylvania] has gotten better, gotten worse or stayed about the same during the past 12 months?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Better	203	31%	30%	33%
2. Worse	71	11%	06%	16%
3. Stayed same	366	56%	63%	49%
4. Undecided	10	02%	01%	02%

Q3. What is the single most important issue affecting your company or business today? That is, the one that most seriously affects your ability to be competitive in today's marketplace?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Credit availability/loan/financing	10	02%	01%	02%
2. Economy/lack of consumer confidence	15	02%	02%	03%
3. Electronic commerce/internet	20	03%	02%	05%
4. Energy/fuel/delivery costs	5	01%	00%	02%
5. Environmental/EPA/OSHA/red tape	10	02%	02%	01%
6. Foreign/out of state competition	9	01%	02%	01%
7. Goods/services (cost going up)	36	06%	04%	07%
8. Health care insurance costs (specific)	42	06%	08%	04%
9. Human resources/personnel issues	7	01%	02%	00%
10. Insurance (other) – workers comp, UC, etc.	18	03%	03%	03%
11. Mandates/regulations	53	08%	12%	03%
12. Staying competitive in marketplace	41	06%	05%	08%
13. Taxes (property, business, sales/use, etc.)	62	10%	06%	14%
14. Transportation/infrastructure	9	01%	01%	01%
15. Workforce/labor shortage/lack of applicants	140	22%	28%	14%
16. Non-profits/lack of donors/sponsors	0	00%	00%	00%
17. Government overreach/interference	10	02%	01%	02%
18. Technology/automation	6	01%	00%	02%
19. Other	59	09%	06%	13%
20. Undecided	85	13%	13%	14%
21. Decline to answer	13	02%	04%	00%

Q4. How business-friendly would you rate Pennsylvania - very friendly, somewhat friendly or not at all business-friendly?

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Very	145	22%	SKIP TO Q6	21%	24%
2. Somewhat	459	71%	PROCEED TO Q5	74%	67%
3. Not at all	36	06%	PROCEED TO Q5	04%	07%
4. Undecided	9	01%	SKIP TO Q6	01%	02%

Q5. You indicated Pennsylvania is only "somewhat" or "not at all" business friendly. In your own words, why or what can be done to make it "very" business friendly?

Q6. If you could, would you consider leaving Pennsylvania?

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	139	21%	PROCEED	09%	36%
2. No	488	75%	SKIP TO Q7	86%	61%
3. Undecided	18	03%	SKIP TO Q7	03%	02%

Q6b. Where would you go?

[N=139]

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Delaware	2	01%	06%	00%
2. New Jersey	5	04%	09%	02%
3. Maryland	4	03%	03%	03%
4. Virginia	8	06%	03%	07%
5. New York	2	01%	00%	02%
6. Ohio	3	02%	09%	00%
7. North Carolina	15	11%	16%	09%
8. South Carolina	4	03%	00%	04%
9. West (General)	5	04%	09%	02%
10. Mid Atlantic (general)	4	03%	00%	04%
11. Southwest (general)	6	04%	00%	06%
12. Other	47	34%	16%	39%
13. Undecided	34	24%	28%	23%

Q7. How would you rate the quality of the workforce in Pennsylvania in terms of being able to meet the business community's demand for skilled and qualified workers – would you say it is excellent, good, fair or poor?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Excellent	42	06%	06%	07%
2. Good	242	37%	41%	33%
3. Fair	224	34%	36%	33%
4. Poor	128	20%	15%	25%
5. Undecided	9	01%	01%	02%
6. Refuse	4	01%	01%	00%

Q8. What are the most common problems you [and/or your company] experience when interviewing and considering job applicants?

			<u>PCBI</u>	<u>NON-PCBI</u>
11	(02%)	1. Applicants are overqualified	02%	01%
256	(39%)	2. Applicants lack hard skills (e.g., training, education, certifications, inadequate resume, etc.)	50%	27%
339	(52%)	3. Applicants lack soft skills (e.g., work ethic, communication skills, punctuality, dependability, team work, etc.)	60%	43%
14	(02%)	4. Eligibility issues (e.g., criminal record, proper documentation, etc.)	02%	02%
65	(10%)	5. Drug test refusal or failure	13%	07%
33	(05%)	6. Hard time matching salary requests to qualifications	05%	05%
114	(18%)	7. Other	16%	19%
47	(07%)	8. Undecided	06%	08%
34	(05%)	9. Decline to answer	05%	05%

Q9. Does your company offer or participate in any workforce development activities or programs to identify, recruit or attract qualified employees, like internships, mentoring programs and/or partnerships with local technical schools?

				<u>PCBI</u>	<u>NON-PCBI</u>
1. No	331	52%	SKIP TO Q11	32%	75%
2. Yes	295	46%	PROCEED TO Q10, SKIP TO Q12	66%	23%
3. Decline to answer	16	02%	SKIP to Q12	03%	02%

Q10. Can you please specify which types?

[N=295]

				<u>PCBI</u>	<u>NON-PCBI</u>
170	(55%)	a. Partnerships with high schools, technical schools/universities		53%	63%
46	(15%)	b. Internal job training programs		15%	16%
48	(16%)	c. Apprenticeship programs		17%	12%
57	(19%)	d. Mentoring programs		20%	12%
162	(53%)	e. Internships		61%	24%
18	(06%)	f. Tuition/financial assistance for academic courses or job training		07%	03%
53	(17%)	g. Other		21%	03%
3	(01%)	h. None		01%	00%

Q11. Can you share with us a reason why you said you do not [offer workforce development programs]?

[N=331]

				<u>PCBI</u>	<u>NON-PCBI</u>
57	(17%)	a. No budget for workforce development		10%	21%
29	(09%)	b. Previous workforce development programs were not successful		03%	12%
43	(13%)	c. Personnel don't have time		10%	14%
60	(18%)	d. Staffing/workforce issues have not been a challenge		01%	27%
117	(35%)	e. Other		58%	24%
29	(09%)	f. Undecided		08%	09%
21	(06%)	g. Decline to answer		13%	03%

Q12. Do your company's hiring policies emphasize opportunities for any socially-disadvantaged populations, like veterans or individuals with disabilities?

			<u>PCBI</u>	<u>NON-PCBI</u>
246	(38%)	1. Yes, Veterans	38%	37%
153	(24%)	2. Yes, Families of servicemen / servicewomen	29%	17%
38	(06%)	3. Yes, Individuals with a criminal record	03%	10%
31	(05%)	4. Yes, Individuals impacted by substance abuse	01%	09%
124	(19%)	5. Yes, Individuals with a disability	27%	10%
35	(05%)	6. Yes, Parents of children dealing with health issues	01%	10%
22	(03%)	7. Yes, Other	03%	04%
263	(41%)	Yes, TOTAL		

345	(53%)	8. No	53%	53%
25	(04%)	9. Undecided	04%	03%
17	(03%)	10. Decline to answer	02%	04%

Q13. Has your company been affected by employees or job applicants being impacted by the criminal justice system?

			<u>PCBI</u>	<u>NON-PCBI</u>
69	(11%)	a. Yes, applicants' ineligible based on criminal record	13%	08%
43	(07%)	b. Yes, applicants or employees denied state-issued license based on criminal record	08%	04%
28	(04%)	c. Yes, applicants/employees incarcerated for parole violation	04%	04%
3	(00%)	d. Yes, employees' probation term excessively long	01%	00%
17	(03%)	e. Yes, other reason	04%	01%
109	(17%)	Yes, TOTAL		

519	(80%)	f. No	76%	84%
13	(02%)	g. Undecided	02%	02%
9	(01%)	h. Decline to answer	02%	01%

This next section deals with state and federal business issues....

Q14. Which TWO of the following five issues should be the top legislative priorities for [the Pennsylvania Chamber [or the state's elected leaders] to focus on in Harrisburg?

			<u>PCBI</u>	<u>NON-PCBI</u>
149	(23%)	1. Reforming the workers' compensation insurance system	23%	23%
427	(66%)	2. Controlling the costs of healthcare	72%	59%
349	(54%)	3. Lowering business taxes including tax reform	49%	59%
196	(30%)	4. Cutting down on regulations and mandates including environmental issues	34%	26%
89	(14%)	5. Further reform of the legal system	15%	12%
29	(04%)	6. Undecided	01%	08%
29	(04%)	7. None/other	02%	07%

Q15. Do you believe that the views, challenges and opportunities of your business and industry are appropriately considered when new regulations are being developed at the state and federal level?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	224	35%	37%	32%
2. No	322	50%	46%	54%
3. Undecided	85	13%	15%	10%
3. Decline to answer	15	02%	01%	04%

Q16. Thinking more specifically about taxes, which TWO of the following six taxes most hinder job creation and economic growth – the corporate net income tax (and by this we mean either the tax rate itself or the way net operating losses are treated), the personal income tax, the property tax, the sales tax, the gross receipts tax, or the local privilege tax?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Corp. net income – rate itself	261	40%	51%	28%
2. Corp. net income – net operating losses	116	18%	23%	12%
3. Personal income	204	32%	27%	37%
4. Property	264	41%	37%	46%
5. Sales	94	15%	13%	17%
6. Gross receipts	46	07%	07%	07%
7. Local privilege or mercantile	80	12%	08%	18%
8. Undecided (Do Not Read)	60	09%	09%	09%
9. None/other (Do Not Read)	52	08%	03%	14%
10. Decline to answer	14	02%	02%	02%

Q17. Do you support the state or federal government defining through mandates what the energy portfolio of businesses should look like, or should the free enterprise system determine which sources of energy are most viable?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Allow free enterprise system to determine the market	476	73%	77%	69%
2. State government should use mandates to define energy	79	12%	11%	14%
3. Undecided	65	10%	10%	10%
4. None/other	18	03%	01%	05%
5. Refuse	10	02%	01%	02%

Q18. Have the cost of your workers' compensation insurance premiums increased, decreased or remained about the same in recent years?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Increased	210	32%	29%	36%
2. Decreased	24	04%	06%	01%
3. Remained same	324	50%	49%	51%
4. Undecided	61	09%	12%	06%
5. Decline to answer	29	04%	03%	06%

Q19. Has your company ever experienced a workers' compensation claim?

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	281	43%	PROCEED TO Q20	50%	35%
2. No	318	49%	SKIP TO Q21	39%	61%
3. Undecided	29	04%	PROCEED TO Q20	08%	00%
4. Decline to answer	20	03%	PROCEED TO Q20	02%	04%

Q20. Has your company ever experienced a workers' compensation related dispute such as an employee's eligibility or whether medical treatment is reasonable and necessary?

[N=322]

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	108	34%		34%	33%
2. No	166	52%		46%	63%
3. Undecided	44	14%		18%	05%
4. Decline to answer	4	01%		02%	00%

Q21. Has your company faced the threat of any lawsuit or company-related litigation in the last 5 years?

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	125	19%	PROCEED TO Q22	28%	09%
2. No	485	75%	SKIP TO Q23	64%	88%
3. Not sure	24	04%	SKIP TO Q23	06%	01%
4. Decline to answer	14	02%	SKIP TO Q23	02%	02%

[N=125]

Q22. A fair and equitable legal climate is vital to allowing employers to grow and prosper. Which TWO of the following four proposals would have the biggest impact reducing both the number and cost of unnecessary lawsuits?

				<u>PCBI</u>	<u>NON-PCBI</u>
53	(41%)	1. Limit the filing of a lawsuit to the county where the injury occurred		47%	22%
68	(53%)	2. Place a time limitation on how long a person can bring a lawsuit for a defective product		51%	59%
53	(41%)	3. Protect the liability of retailers or other sellers of products who have no relation to the cause of an injury, or...		42%	41%
52	(41%)	4. Require a professional to attest to the validity of a claim when a complaint is filed, or...		41%	41%
7	(05%)	5. Undecided		03%	15%
3	(02%)	6. Other/none		03%	00%
4	(03%)	7. Refuse		04%	00%

Q23. What impact do regulations from environmental regulatory agencies including the federal Environmental Protection Agency and the Pennsylvania Department of Environmental Protection have on your business- a positive impact, a negative impact or no impact at all?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Positive	76	12%	14%	09%
2. Negative	185	29%	33%	23%
3. No Impact	355	55%	48%	63%
4. Undecided	26	04%	04%	04%
5. Decline to answer	4	01%	01%	00%

Q24. Do you currently provide a healthcare plan for your employees?

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	397	61%	PROCEED	81%	39%
2. No	245	38%	SKIP TO Q27	19%	60%
3. Undecided	0	00%	SKIP TO Q27	00%	00%
4. Decline to answer	4	01%	SKIP TO Q27	01%	01%

Q25. In comparison to last year, have your health insurance premiums increased, decreased or remained about the same?

[N=397]

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Increased	242	60%	PROCEED	62%	56%
2. Decreased	18	04%	SKIP TO Q27	06%	02%
3. Stayed the same	122	30%	SKIP TO Q27	26%	41%
4. Undecided	15	04%	SKIP TO Q27	05%	00%
5. Refuse	5	01%	SKIP TO Q27	01%	02%

Q26. As a result of an increase in premiums, have you shifted additional costs to employees, reduced benefits, dropped coverage or taken some other action?

[N=242]

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Shifted costs		96	38%	41%	30%
2. Reduced benefits		48	19%	19%	20%
3. Dropped Coverage		4	02%	02%	00%
4. Undecided		4	02%	02%	00%
5. Other		24	10%	10%	09%
6. No changes made/absorbed costs		108	43%	43%	44%
7. Decline to answer		4	02%	01%	03%

Q27. Do you support (or oppose) the legalization of marijuana for recreational use in Pennsylvania?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes/support	204	32%	26%	39%
2. No/oppose	328	51%	50%	52%
3. Undecided	91	14%	19%	08%
4. Decline to answer	22	03%	06%	01%

This section of the poll deals with various economic indicators for your business over the last 12 months and in the future.

Q28. During the last 12 months, did the sales for your company increase over the previous year, decrease or stay about the same?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Increase	276	43%	45%	41%
2. Decrease	106	16%	14%	19%
3. Stay same	222	34%	34%	35%
4. Undecided	17	03%	03%	03%
5. Decline to answer	24	04%	04%	03%

Q29. For the next 12 months, do you expect sales for your company to increase, decrease or stay about the same?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Increase	313	49%	54%	42%
2. Decrease	44	07%	06%	07%
3. Stay same	248	38%	32%	47%
4. Undecided	23	04%	03%	04%
5. Decline to answer	17	03%	04%	01%

Q30. During the last 12 months, did the size of your workforce increase over the previous year, decrease or stay about the same?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Increase	149	23%	28%	17%
2. Decrease	86	13%	12%	15%
3. Stay same	387	60%	58%	62%
4. Undecided	4	01%	00%	01%
5. Decline to answer	19	03%	01%	05%

Q31. For the next 12 months, do you expect the size of your workforce to increase, decrease or stay about the same?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Increase	193	30%	33%	26%
2. Decrease	12	02%	01%	03%
3. Stay same	410	64%	63%	64%
4. Undecided	13	02%	02%	02%
5. Decline to answer	17	03%	01%	04%

Q32. During the last 12 months, did your company make major investments, minor investments or no investments at all on such things as expansion or purchase of machinery or equipment, technology or other improvements in comparison to the previous year?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Major	177	27%	35%	19%
2. Minor	203	31%	30%	33%
3. No Improvements	241	37%	34%	42%
4. Undecided	12	02%	01%	03%
5. Decline to answer	12	02%	01%	03%

Q33. For the next 12 months, do you expect your company to make major investments, minor investments or no investments at all on such things as expansion or purchase of machinery or equipment, technology or other improvements?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Major	119	18%	23%	13%
2. Minor	245	38%	39%	36%
3. No Improvements	247	38%	34%	43%
4. Undecided	26	04%	03%	05%
5. Decline to answer	8	01%	01%	02%

Q34. Do you consider your company a family business? (As in, family-owned, family-controlled or both...?)

				<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	351	55%	PROCEED TO Q35	34%	79%
2. No	284	44%	SKIP TO Q42	64%	20%
3. Undecided	3	00%	SKIP TO Q42	01%	00%
4. Decline to answer	6	01%	SKIP TO Q42	01%	01%

Q35. How many generations have had ownership in the company (including your generation)?

[N=349]

			<u>PCBI</u>	<u>NON-PCBI</u>
1. 1-2 generations	272	78%	66%	84%
2. 3-4 generations	66	19%	30%	14%
3. More than 4 generations	7	02%	03%	02%
4. Unknown	4	01%	02%	01%

Q36. Based on what you know today, is it likely or unlikely that your family business will be owned or controlled by the same family (or families) in the future?

[N=349]

			<u>PCBI</u>	<u>NON-PCBI</u>
A. Extremely unlikely	58	17%	13%	18%
B. Unlikely	44	13%	06%	16%
C. Somewhat not likely	17	05%	05%	05%
Total Unlikely	119	34%	24%	39%
D. Likely	55	16%	21%	13%
E. Somewhat likely	46	13%	16%	12%
F. Extremely likely	109	31%	35%	29%
Total Likely:	210	60%	71%	55%
G. Unsure/no opinion	20	06%	04%	06%

Q37. For each of the following please tell me if your family business currently has this program, procedure or activity in place?

[N=349]

a. Family ownership meetings?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	170	49%	61%	43%
2. No	172	49%	35%	56%
3. Undecided	7	02%	04%	01%

b. Owner transition plan/Succession plan?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	144	41%	62%	31%
2. No	190	55%	33%	65%
3. Undecided	14	04%	04%	04%

c. Guidelines for family member employment?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	106	30%	37%	27%
2. No	225	64%	55%	69%
3. Undecided	18	05%	09%	03%

d. A written strategic plan?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	121	35%	47%	29%
2. No	214	61%	46%	69%
3. Undecided	14	04%	07%	03%

e. A formal management succession plan?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	118	34%	41%	30%
2. No	216	62%	50%	68%
3. Undecided	15	04%	10%	02%

f. A board of directors?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	111	32%	51%	22%
2. No	237	68%	48%	78%
3. Undecided	1	00%	01%	00%

g. Formal performance reviews for all employees?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	148	42%	56%	36%
2. No	201	58%	44%	64%
3. Undecided	0	00%	00%	00%

h. A formal values' statement?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	107	31%	50%	21%
2. No	237	68%	48%	78%
3. Undecided	5	01%	03%	01%

i. Written job description for every position in the business?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Yes	144	41%	56%	34%
2. No	203	58%	44%	65%
3. Undecided	2	01%	00%	01%

Q38. Is the survival of your family business impacted by the lack of family unity, lack of interest in taking over the business by the next generation or the lack of managerial competence of the next generation?

[N=348]

			<u>PCBI</u>	<u>NON-PCBI</u>
5	(01%)	a. Yes, Lack of family unity	04%	00%
121	(35%)	b. Yes, Lack of interest taking over the business by next generation	26%	39%
8	(02%)	c. Yes, Lack of managerial competence of the next generation	01%	03%
14	(04%)	d. Yes, other	03%	05%
143	(41%)	Yes, TOTAL		

181	(52%)	e. No	61%	47%
15	(04%)	f. Undecided	04%	04%
9	(03%)	g. Decline to answer	00%	04%

Q39. If your family business required assistance with creating formalized plans such as a management succession plan, internal policies, governance structure or business strategic plan, who or where would you go to for assistance/information?

[N=348]

			<u>PCBI</u>	<u>NON-PCBI</u>
19	(06%)	1. Chambers of Commerce	05%	06%
19	(06%)	2. Small Business Association (SBA)	02%	07%
3	(01%)	3. Local Chapter of a National Trade or Industry Association	01%	01%
2	(01%)	4. Peer Affinity Group or Association	00%	01%
133	(39%)	5. External Advisor (e.g., attorney, accountant, consultant, etc.)	44%	36%
14	(04%)	6. Family Business Association	03%	05%
152	(44%)	7. Other	25%	53%
29	(08%)	8. Undecided	26%	00%
2	(01%)	9. Decline to answer	02%	00%

Q40. Of these organizations, which one do you refer to the most often?

Q41. When it comes to receiving assistance with business-related activities, what method of communication do you most prefer – in person private meetings, group-related discussions, sessions or workshops or use of online tools like webinars or other online content?

[N=335]

			<u>PCBI</u>	<u>NON-PCBI</u>	
1.	In person private meetings	194	58%	69%	53%
2.	Group discussions/sessions/workshops	47	14%	13%	15%
3.	Online tools/content	67	20%	14%	23%
4.	Other	0	00%	00%	00%
5.	All of the above	14	04%	02%	05%
6.	Decline to answer	13	04%	02%	05%

Q42. What is your current position within the company?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. President/CEO/owner/chairman	303	47%	36%	60%
2. Vice president/COO	52	08%	12%	04%
3. CFO/Accountant/Financial-related /controller	46	07%	13%	01%
4. Professional (e.g., HR, attorney, consultant, etc.)	233	36%	38%	35%
5. Other	8	01%	02%	01%

Q43. Does your company rent or own its property/office space?

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Rent	230	36%	38%	33%
2. Own	353	55%	50%	62%
3. Both	45	07%	11%	02%
4. Decline to answer	11	02%	01%	03%

Q44. Number of employees:

			<u>PCBI</u>	<u>NON-PCBI</u>
1. 1-4 employees	260	40%	26%	57%
2. 5-9 employees	123	19%	18%	20%
3. 10-19 employees	88	14%	15%	12%
4. 20-49 employees	56	09%	10%	06%
5. 50-99 employees	40	06%	08%	03%
6. 100-249 employees	22	03%	05%	01%
7. 250-499 employees	14	02%	04%	00%
8. 500-999 employees	11	02%	03%	00%
9. 1,000-4,999 employees	11	02%	03%	00%
10. 5,000+ employees	17	03%	05%	00%
11. No information provided	8	01%	02%	00%

Q45. Business description (SIC Code):

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Agriculture/forestry/fishing	23	04%	04%	03%
2. Mining	12	02%	03%	01%
3. Construction	41	06%	05%	08%
4. Manufacturing	54	08%	08%	08%
5. Transportation/Utilities	37	06%	07%	04%
6. Wholesale Trade	35	05%	06%	05%
7. Retail Trade	112	17%	06%	30%
8. Finance, insurance and real estate	42	06%	07%	06%
9. Service sector	274	42%	47%	36%
10. Non-classified/other	20	03%	06%	00%

Q46. County in which business is currently located: :

			<u>PCBI</u>	<u>NON-PCBI</u>
1. Northwest	33	05%	02%	09%
2. Southwest	45	07%	02%	13%
3. "T"/Central	149	23%	21%	25%
4. Northeast	56	09%	08%	09%
5. South Central	231	36%	51%	17%
6. Southeast	64	10%	06%	14%
7. Allegheny County	48	07%	06%	09%
8. Philadelphia	17	03%	02%	03%
9. Unknown	7	01%	02%	00%

The margin of error for N=650 is +/-3.8% at the 95% confidence level, or +/-5.6% for N=354.