



Local Employment
Planning Council

THUNDER BAY DISTRICT

employerone

S U R V E Y

2016 RESULTS



Ontario

This project is funded in part by the Government of Canada and the Government of Ontario.

About the Local Employment Planning Council (LEPC):

LEPC in Thunder Bay is a pilot project led by the North Superior Workforce Planning Board (NSWPB) with the support of Northern Policy Institute (NPI) as data and research partner. The LEPC uses community consultation, research, and evidence-based practices to spur innovation in workforce development in our region.

About North Superior Workforce Planning Board (NSWPB):

The North Superior Workforce Planning Board (NSWPB) is one of twenty-six Workforce Planning zones across Ontario, mandated through the Ministry of Advanced Education and Skills Development to identify, assess and prioritize the skills and knowledge needs of community, employers and individual participants/learners in the local labour market through a collaborative, local labour market planning process.

About Northern Policy Institute (NPI):

Northern Policy Institute is Northern Ontario's independent think tank. We perform research, collect and disseminate evidence, and identify policy opportunities to support the growth of sustainable Northern communities. Our operations are located in Thunder Bay, Sault Ste. Marie, and Sudbury. We seek to enhance Northern Ontario's capacity to take the lead position on socio-economic policy that impacts Northern Ontario, Ontario, and Canada as a whole.

This report was made possible in part through the support of the Northern Ontario Heritage Fund Corporation, the Province of Ontario and the Government of Canada. We greatly appreciate their generous support but emphasize the following: the views expressed in this report are those of the authors and do not necessarily reflect the opinions of the Institute, the Planning Board, our Directors, supporters, donors, partners, the Government of Canada, or the Government of Ontario. Quotation with appropriate credit is permissible.

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**Local Employment
Planning Council**

RESEARCH PARTNER:



The Local Employment Planning Council would like to acknowledge the dedication and commitment of our partner Northern Policy Institute and the assistance of Emma Helfand-Green for data analysis for this report. We would like to also thank Gilles Dignard for his translation services.

SURVEY PARTNERS:



**NISHNAWBE ASKI
DEVELOPMENT FUND**



**Thunder Bay
Chamber
of Commerce**



ACKNOWLEDGEMENTS:

We would like to extend our sincere gratitude to all employers for taking the time to complete the 2016 EmployerOne Survey. You have provided us with some valuable insight that allows us to continue working together, building communities through workforce development.

We would like to recognize our partners:

Thunder Bay Community Economic Development Commission, Nishnawbe Aski Development Fund, Thunder Bay Chamber of Commerce, Greenstone Economic Development Corporation and Thunder Bay Ventures.

TABLE OF CONTENTS

Executive Summary	1
Introduction	2
Outreach Strategies	3
Survey Findings	4-27
Profile of Respondents	4
Employee Demographics.....	8
Number of Hires and Separations over the last 12 months.....	9
Separations.....	9
Hires.....	10
Hiring Challenges.....	13
Availability of Qualified Workers.....	14
Recruitment methods.....	15
Geographical Area of Recruitment.....	16
Assistance from a free employment service agency.....	17
Expected Hires.....	18
Educational Requirements for New Hires.....	20
Top Competencies for Current and Future Employees.....	21
Training, Skills and Education Needs.....	22
Provision of workplace-relevant training to students and future workers.....	24
Canada Ontario Jobs Grant.....	25
Apprenticeship Consortium.....	26
Basic Skills of Employees.....	27
General Comments from Respondents	28
Collaboration	28
Conclusion	29
Appendix	32
Survey Tool.....	32

EXECUTIVE SUMMARY

North Superior Workforce Planning Board (NSWPB) annually undertakes an analysis of various indicators of the local labour market. NSWPB participates in formal and informal consultations with community stakeholders to validate the statistical analysis of local data and to collect qualitative evidence from the stakeholder's perspective to gain insight into their realities of the labour market. This year the North Superior Workforce Planning Board is leading the Local Employment Planning Council with our data and research partner Northern Policy Institute (NPI).

Two priorities have emerged from discussions with the community. There is a need to increase employer engagement with service providers to gain a broader perspective and a deeper understanding of the human resource challenges faced by employers. Having direct contact with local employers provides real time, current

information versus statistical data collected at disparate and lengthy intervals. Analyzing various sources of data may not present a true reflection of the labour market as the data may be out of date or missing key or leading indicators.

To supplement available information, the Ministry of Advanced Education and Skills Development (MAESD) provided funding to administer the EmployerOne Survey. Various strategies were utilized to reach out to employers in the Thunder Bay District, which resulted in 187 completed surveys. This was a 64 percent increase in the number of surveys completed compared to 2015.

The survey responses provide valuable insights into the workforce needs and challenges faced by employers today. Here is a snapshot of the 2016 EmployerOne Survey results:

Respondents represented 21,607 employees, which is approximately 30 percent of the total employment in the region with representation of several industries and employees across various occupations

66 percent of respondents reported a separation in the past year. The total separations amounted to 2877, resulting in an annual turnover rate of 13.3 percent.

Approximately 80 percent of employers reported hiring in the past 12 months, resulting in 2,605 hires across the identified occupational categories.

Hiring challenges among employers can be largely attributed to a skills shortage (applicants who do not meet skills, work experience and educational requirements) or a lack of labour force participation (not enough applicants and applicants who meet motivation, attitude or interpersonal skill requirements).

More than 60 percent of employers who responded reported that the availability of qualified workers in the Thunder Bay District was "fair" or "poor" with 22 percent rating the availability as "poor".

The top competencies required for current employees include: work ethic, dedication and dependability, communication skills (both oral and written), and self-motivation.

Many employers use online job boards/postings and word of mouth to recruit employees.

Over 81 percent of respondents said they provided or supported ongoing training and education opportunities for their employees over the last year.

INTRODUCTION

The EmployerOne Survey is a comprehensive survey designed to gain an understanding of the demand-side in the local area's labour market. The survey collects information from local employers related to: the demographics of their workforce, current and projected human resource vacancies, recruitment strategies and challenges, their perspective on candidate skills, education and training, top competencies required in their business, and any ongoing workforce concerns.

Real-time labour market information is critical to understanding the current human resource demands and needs of local employers, as well as projecting occupational requirements for the future. Knowing the labour market issues that exist locally can assist service providers in various ways:

- Better job matching;
- Assisting post-secondary institutions in providing relevant education and specialized training for various occupations;
- Informing community organizations of labour market trends and economic development opportunities;
- Supporting employers and stakeholders in working towards solutions that will result in the attainment of a skilled workforce.

To better match local labour supply to demand, it is imperative to hear from employers in the Thunder Bay District. In 2014, Ministry of Advanced Education Skills Development (MAESD) requested workforce planning boards to administer the EmployerOne Survey and provided funding to each northern board to promote and implement the survey. North Superior Workforce Planning Board (NSWPB) is 1 of the 6 northern local boards who conducted the survey.

The Survey instrument can be found in the Appendix of this report.

It is expected that the EmployerOne Survey would ultimately provide employers with a voice to communicate their current and future occupational needs to government, policy makers, and those responsible for the education and training of potential employees.

NSWPB/LEPC launched the 2016 EmployerOne Survey in August and the survey ran until December, 2016. However, we extended the deadline until mid-January to increase participation. This report summarizes the methodology of the survey and the findings in aggregate form.

OUTREACH STRATEGIES

The Local Employment Planning Council (LEPC) strategic plan identified the goal of increasing the number of EmployerOne Survey respondents and broadening sector participation through the development of an augmented communications and marketing strategy. In the initial planning stages, both traditional marketing and social media strategies were developed including a Facebook campaign with boosted messages targeted at employers and disseminated by community partners. The LEPC and the EmployerOne supporting partnership agencies sent out mass emails to community partners, key stakeholders, previous participants and businesses throughout the Thunder Bay District. The Snap Ad Mail system available through Canada Post was used to target approximately 2000 businesses in the Thunder Bay area.

To enhance on-line visibility, photo sessions were arranged with various local businesses throughout the city and an EmployerOne video featuring infomercials of local employers www.youtube.com/watch?v=XaM00T79vDI was created. Social media messages were developed to increase employer participation.

Other media strategies were utilized to increase engagement, which included targeted incentives and media events.

A live on-location radio media launch was hosted at Bay Village Coffee to promote the EmployerOne



*Madge Richardson, Executive Director
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NSWPB/LEPC
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survey to the community. Local employers, along with staff and the Board members of the LEPC, were on-site and provided on-the-hour live broadcasts to encourage employers' participation.

Targeted incentives were also used to encourage participation. These included draws for luncheons, gourmet treats and gift baskets with a focus on local businesses and products. A monetary incentive based on the number of Chamber members who completed the survey was offered to all the Chambers of Commerce in the LEPC area.

LEPC team members conducted extensive outreach throughout the District providing information to employers in person, over the phone and attending Employer focused events. The team approached employers, introducing the Local Employment Planning Council members and explaining the benefits of the data collected by the survey for policy and program development. Employer contact information was collected during these outreach activities and follow up telephone calls were made in partnership with the staff at Northern Policy Institute to increase completion rates.

Overall, many outreach strategies were used to increase the number of completed surveys this year. The team reported that the best approach was in-person meetings with employers and individual support using mobile devices to enter responses into the survey during the on-site visits. We are pleased with our results this year and we would like to thank all the employers who completed the survey, helping us better understand local needs in workforce development for the Thunder Bay District.

SURVEY FINDINGS

PROFILE OF RESPONDENTS

In total, 201 employers started the survey and 187 completed it, with a variable number of respondents for each question.¹ Of the 201 respondents, 40 employers or 20 percent indicated that they participated in the survey in 2015. The majority of surveys were completed in English, while 6 (3 percent) were completed in French. When comparing to 2015, there was a 64 percent increase in the number of completed surveys – going from 114 to 187.

Respondents to the survey reflected a range of industries.² Table 1 provides a breakdown of respondents by industry and compares the industry distribution of survey responses to the actual distribution of businesses (with employees)

in Thunder Bay District, in June 2016. Shading in the table highlights cases where the percentage of respondents varied greatly from the actual distribution (by more than 3 percentage points). Where the actual is greater than the percent of respondents, the survey can be considered to underrepresent the sector. Where the percent respondents is greater than actual, the survey can be seen as over-representing the sector.

¹ Where applicable, n values are provided throughout this report to demonstrate the number of respondents for the question of interest.

² When completing the survey, respondents had the option of choosing "Other." When the respondents selected this option, the authors reviewed their responses and placed them in the appropriate Industry category when possible/appropriate.

Table 1: Number and percent of respondents by industry (n=201)

INDUSTRY	NUMBER OF RESPONDENTS	PERCENT	ACTUAL*
Agriculture, Forestry, Fishing and Hunting	3	1.5%	4.1%
Mining, Quarrying and Oil and Gas Extraction	2	1.0%	0.7%
Utilities	1	0.5%	0.2%
Construction	11	5.5%	11.7%
Manufacturing	5	2.5%	3.0%
Wholesale Trade	4	2.0%	4.2%
Retail Trade	33	16.4%	13.9%
Transportation and Warehousing	7	3.5%	4.7%
Information and Cultural Industries	2	1.0%	0.8%
Finance and Insurance	7	3.5%	3.4%
Real Estate, Rental and Leasing	0	0.0%	3.8%

Table 1 continued: Number and percent of respondents by industry (n=201)

INDUSTRY	NUMBER	PERCENT	ACTUAL*
Professional, Scientific and Technical Service	16	8.0%	7.5%
Management of Companies and Enterprises	2	1.0%	0.4%
Administration and Support, Waste Management and Remediation Services	3	1.5%	3.6%
Educational Services	19	9.5%	1.4%
Healthcare and Social Assistance	26	12.9%	12.2%
Arts, Entertainment and Recreation	4	2.0%	1.6%
Accommodation and Food Services	24	11.9%	7.9%
Public Administration	12	6.0%	1.0%
Other Services (except Public Administration)	20	10.0%	10.0%
TOTAL	201	100.0%	100.0%

*Actual figures are based on Statistics Canada's Business Counts, June 2016. These totals include businesses with 1 or more employee (i.e. self-employed individuals are not included)

Although there are a few instances where the percentage of respondents varied significantly from the actual distribution of employers in Thunder Bay District, for the majority of industries the distribution is relatively similar. The sectors with a disproportionately higher share of responses were Educational Services, Public Administration and Accommodation and Food Services. Those with a lower share of responses were Construction and Real Estate, Rental and Leasing (with zero respondents representing this industry in the survey).

Overall, Retail Trade, Healthcare and Social Assistance and Accommodation and Food Services represented the majority of employers

in the 2016 survey. This compares to the 2015 survey where the top represented industries were Construction, Other Services (except Public Administration) and Professional, Scientific and Technical Services.

The majority of respondents were located in the City of Thunder Bay, which is home to the vast majority of all businesses in Thunder Bay District. Table 2 shows the locations listed by respondents (it includes only those locations with two or more respondents, those with one respondent are included in "Other") and the actual breakdown of employers in these areas.

Table 2: Number and percent of respondents by location (n=201)

LOCATION	NUMBER	PERCENT	ACTUAL*
City of Thunder Bay	144	71.6%	76.6%
Greenstone	23	11.4%	4%
Township of Nipigon	9	4.5%	1.4%
Township of Terrace Bay	5	2.5%	0.9%
Town of Marathon	9	4.5%	2.4%
Township of Schreiber	2	1.0%	0.6%
Other	9	4.5%	14%
TOTAL	201	100%	100%

*Actual figures are based on Statistics Canada's Canadian Business Counts, June 2016

The survey respondents largely represent older firms, many of which have been in business for over 10 years. In fact, 53 percent of respondents have been in business for over 20 years and around 6 percent have been in operation for over 100 years (Figure 2).

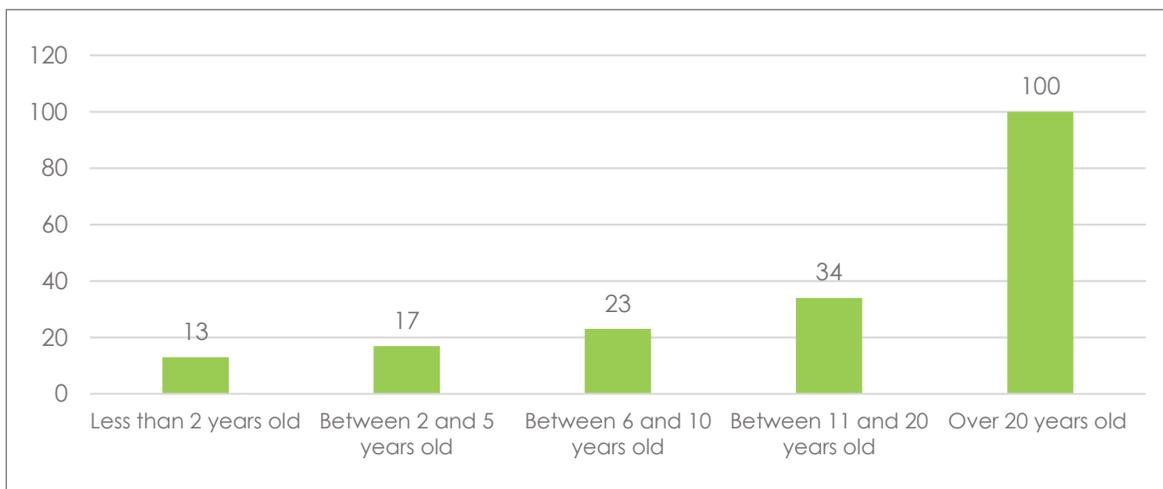
Figure 2: Number of years in business (n=187)

Table 3: Percent of respondents by number of employees compared to actual percentage (n=195)³

SIZE	NUMBER	PERCENT	ACTUAL*
1 - 4 Employees	44	22%	46%
5 -19 Employees	81	40%	37%
20-99 Employees	46	23%	14%
100+ Employees	24	12%	2%
TOTAL	195	100%	100%

*Actual figures are based on Statistics Canada's Canadian Business Counts, June 2016

³Because some respondents who did not complete the entire survey answered this question, the n value is above 187.

The distribution of respondents by number of employees shows a far greater proportion of respondents with a large number of employees compared to the actual figures in the Thunder Bay District. This is particularly true among those firms with more than 100 employees which

represented 12 percent of survey respondents but only 2 percent of businesses in the District. At the same time, the number of small businesses (those with 1-4 employees) who responded to the survey was considerably lower than the actual number of businesses of this size in the District.



EMPLOYEE DEMOGRAPHICS

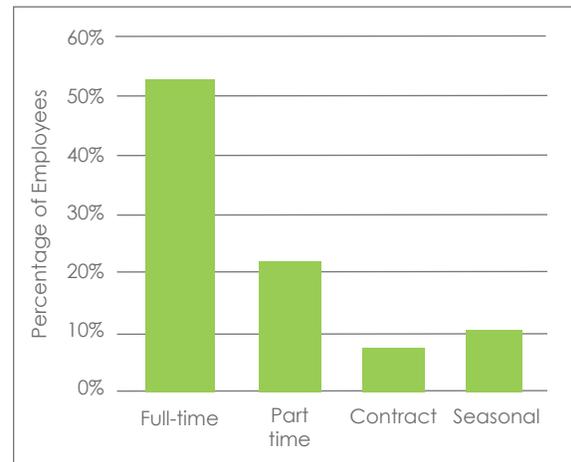
Overall, the respondents represented 21,607 employees, which can also be interpreted to represent the number of jobs. This marks an increase of 5,999 employees from the 2015 survey where 15,608 employees were represented. According to the 2011 National Household Survey, 67,975 jobs existed in the Thunder Bay District. While the number of jobs has likely changed over the last five years, the respondents in the survey are responsible for approximately 30 percent of all local jobs.⁴

Respondents were asked about the employment status of their employees. Fifty-two percent of employees represented in the survey were reported as being full-time workers, 21.9 percent as part-time and 18.2 percent as contract or seasonal (Figure 3).

Employers were asked to report on the number of employees they have hired that self-identify as a member of one of five groups: Indigenous, Francophone, recent Immigrants to Canada, recent arrivals from Ontario or recent arrivals from Canada. The majority of employers did not list employees in these identity categories as often employers do not collect this type of data. Table

⁴ Census 2016 labour force statistics will be released in November, 2017. At this time, an updated figure for the total number of jobs in Thunder Bay District will be available.

Figure 3: Employment status of respondents' employees⁵



4 provides a breakdown of the total employees who self-identified in the categories.

It should be noted that when comparing to the total number of employees represented by the survey (21,607), the numbers in the table below are quite small (total of 1387 employees). This may have been caused by many respondents not accurately or fully completing this question.

⁵ Note that the percentages in this table do not equal 100 percent. This is due to the fact that total number of employees identified in the survey does not equal the total when the numbers are broken down by types of employment. In other words, not all employers specified the status of all of their employees.

Table 4: Employees by identify category and type of employment

	FULL-TIME	PART-TIME	CONTRACT	SEASONAL	TOTAL
Indigenous	320	107	18	65	510
Francophone	414	47	11	4	476
Recent immigrants to Canada	54	22	2	5	83
Recent arrivals from other parts of Ontario	120	91	15	4	230
Recent arrivals from other parts of Canada	34	46	2	6	88
TOTAL	942	313	48	84	1387

*Actual figures are based on Statistics Canada's Canadian Business Counts, June 2016

NUMBER OF HIRES AND SEPARATIONS OVER THE LAST 12 MONTHS

SEPARATIONS

195 companies responded to the question of whether they had experienced a separation in the previous year. Of these, 66 percent reported a separation in the past year. The total separations amounted to 2877, resulting in an annual turnover rate of 13.3 percent.

Table 5 provides data on separations by type of occupation and reason for separation. It should be noted that temporary layoff was the most

commonly reported type of separation (36.4 percent), followed by quits (27.4 percent – See Figure 4). Ten percent of separations (or 299 separations) were a result of employees retiring which demonstrates the impact of an aging population in the district. The highest number of separations were seen in the Service Worker occupational category (51 percent or 1466 separations).

Table 5: Number of separations by occupational category and reason for separation

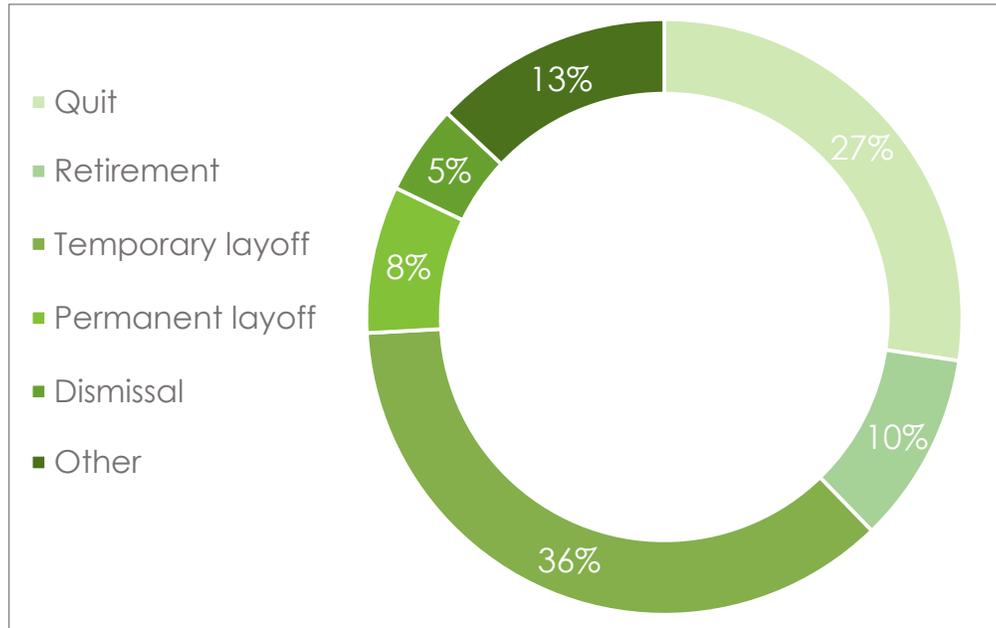
	QUIT	RETIREMENT	TEMPORARY LAYOFF	PERMANENT LAYOFF	DISMISSAL	OTHER	TOTAL
Managers & Executives	44	30	2	14	2	9	101
Professionals ⁶	133	59	12	4	13	37	258
Technical Workers ⁷	7	5	3	4	3	1	23
Trades (Journeypersons)	22	42	122	3	3	2	194
Apprentices	3	0	61	5	0	1	70
Sales & Marketing	18	0	0	3	7	0	28
Admin & Clerical	49	35	16	5	7	21	133
Production Workers ⁸	61	9	186	24	12	5	297
Service Workers	395	98	645	167	88	73	1466
Other	55	21	0	1	5	225	307
TOTAL	787	299	1047	230	140	374	2877

⁶ Professionals such as: engineers, accountants, social workers

⁷ Technical Workers such as: technicians, paralegals, dental hygienists, early childhood educators

⁸ Production Workers such as: process operators, assemblers, labourers

Figure 4: Reason for separation as percentage of total separations



HIRES

Of the 194 respondents to this question, 80.4 percent of employers reported hiring in the past 12 months resulting in 2,605 hires across the identified occupational categories. This number of hires is slightly lower than the reported number of separations during this same time period (see Table 6).

80.4%

of employers reported hiring
in the past twelve months

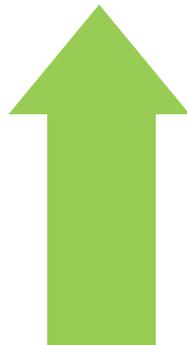


Table 6: Total number of hires, comparison to total number of separations

	FULL-TIME	PART-TIME	CONTRACT	SEASONAL	TOTAL OF HIRES	SEPARATIONS	GAIN/LOSS
Managers & Executives	54	4	7	3	68	101	-33
Professionals	100	75	95	0	270	258	12
Technical Workers	23	11	8	8	50	23	27
Trades (Journeypersons)	64	84	2	167	317	194	123
Apprentices	6	1	0	8	15	70	-55
Sales & Marketing	21	6	2	14	43	28	15
Admin & Clerical	80	105	41	3	229	133	96
Production Workers	44	62	34	32	172	297	-125
Service Workers	225	712	97	12	1046	1466	-420
Other	76	68	23	228	395	307	88
TOTAL	693	1128	309	475	2605	2877	-272

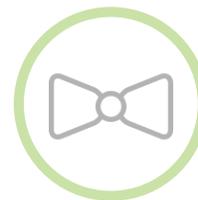
There were a range of occupations named as high frequency hiring occupations, but the majority of these occupations involved three or fewer hires. It is important to note that these high frequency hires may be the result of high demand for specific positions or due to high rates of turnover in certain occupations.

Table 7 lists selected frequently hired occupations and the number of projected hires that employers reported for these positions (note: some occupations have been grouped).

Table 7: Specific occupations with a high number of projected hires according to employers

OCCUPATION	NUMBER
Camp Counsellors	200
Personal Support Workers	172
Heavy Equipment Operators	125
Food and Beverage Servers	81
Cook/Chef/Kitchen Staff	80
Sales Associates/Sales	78
School Crossing Guards	64
Administrators/Managers	61
Administrative Assistants	59
Cleaners/Maintenance	34
General Labourers	27
Retail Workers	21
Drivers (Truck, Delivery, School Bus)	19
Teacher/Educators/Professors	16

The table above shows some interesting trends. Camp Counsellors are likely included on this list as this type of work is seasonal, and the majority of workers in this occupation are young. The high number of Personal Support Workers (PSWs) on this list demonstrates that there may be a lack of qualified PSWs in the District. Overall, Table 7 demonstrates some of the occupations that are in demand by employers in the District.



HIRING CHALLENGES

Employers were asked whether any of the positions they hired for in the past 12 months were hard to fill. Of the 168 respondents to this question, 90 employers (or 54 percent) responded that they did find positions hard to fill. This represents

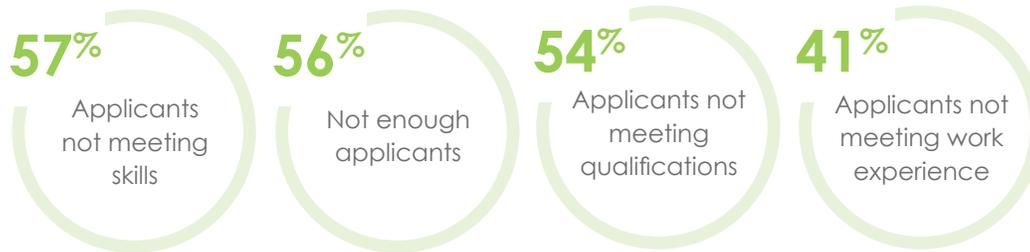
a slight increase from 2015, when exactly half (50 percent) of employers answered yes to this question. Table 8 shows the reason that these 90 respondents found the positions hard to fill.

Table 8: Reasons for recruitment difficulties and the percentage of employers citing each reason, 2016 (n=90)

REASON	PERCENT- 2016 ⁹
Applicants not meeting skills requirements	57%
Not enough applicants	56%
Applicants not meeting qualifications (education level/credentials)	54%
Applicants not meeting work experience requirements	41%
Applicants not meeting motivation, attitude, or interpersonal abilities	39%
No local qualified applicants	20%
Inability to compete with other employers due to pay and benefits	19%
No applicants at all	16%
Inability to compete with other employers due to nature of work (seasonal, shift work, irregular hours, job content)	14%
Applicants not meeting language requirements	9%
Inability to compete with other employers due to promotion opportunities	7%
Inability to compete with other employers due to remote location/poor public transit	7%
Other	7%
Inability to assess a foreign educational qualification or credential	2%

⁹ Total responses are more than 100% as most employers selected multiple responses.

The top four reasons cited among employers who did report hiring challenges were:

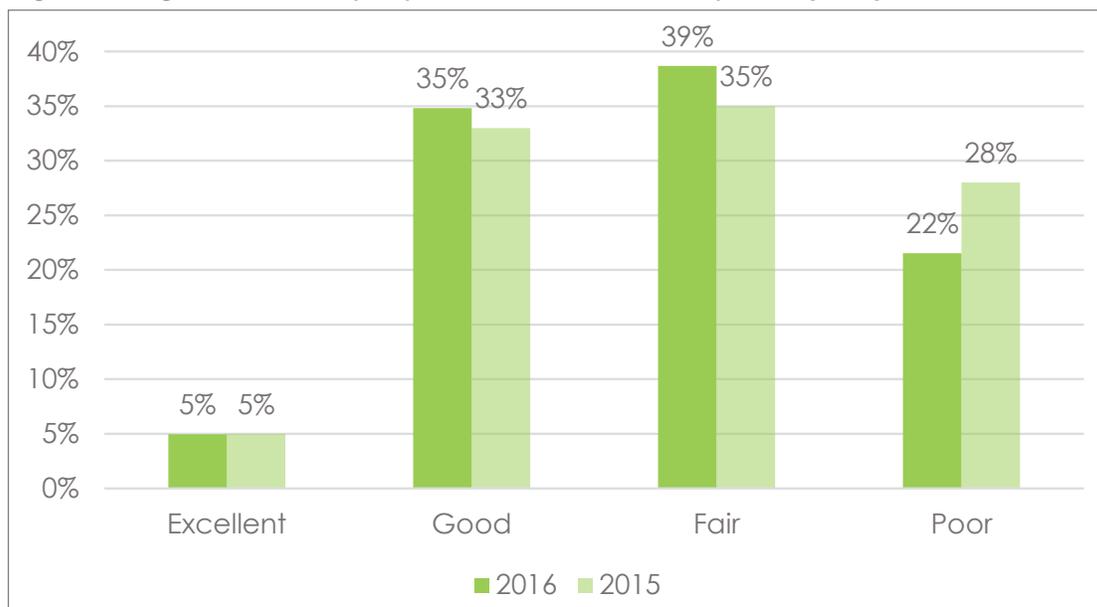


The top four reasons provided were the same as identified in the 2015 report, except the ranking was slightly different.

AVAILABILITY OF QUALIFIED WORKERS

Employers were asked to rate the availability of qualified workers in Thunder Bay District. The responses to this year's survey are consistent with the results from the 2015 EmployerOne survey. More than 60 percent of employers reported that the availability of qualified workers in the Thunder Bay District was "fair" or "poor," with 22 percent rating the availability as "poor." Figure 5 highlights the ratings of the availability of qualified workers in the District according to the 2016 and 2015 EmployerOne surveys.

Figure 5: Ratings of the availability of qualified workers in Thunder Bay District (n=181)



RECRUITMENT METHODS

Respondents were asked to indicate which mechanisms they used to recruit potential candidates when hiring. Responses were provided by 187 employers and the percentage citing each recruitment method is listed in Table 9.¹⁰

¹⁰ The total responses add up to more than 100% because most employers cited more than one recruitment method

Table 9: Percentage of respondents for methods of recruitment (n=187)

RECRUITMENT METHOD	FREQUENCY OF USE
Word of mouth/personal contacts/referrals/informal networks	69.6%
Online job boards/postings	51.4%
Company's own internet site	39.2%
Newspaper ads	38.1%
Government employment centres or websites	28.2%
On-site job signs or posters	23.8%
Unsolicited resumes	21.0%
Non-government or community employment service centres or websites	16.0%
On-site recruitment at schools, colleges, or universities	13.8%
Other	11.6%
Job fairs	8.8%
Trade or professional association publications/sites	8.8%
Executive search companies or temporary help agencies	4.4%

In terms of frequency of use by employers, the top three methods were the same as last year's results, although word-of-mouth has moved ahead of online job boards as the most frequently used recruitment methods.

Only 28 percent of respondents used government employment centres/websites and 16 percent used non-government or community employment service centres/websites, even

though these services are available in the District to assist employers. These findings were similar in 2015, where 25 percent of respondents used government employment centres or websites and 11 percent cited using non-government or community employment service centres or websites. Respondents also listed using other methods for recruitment such as social media and Kijiji to advertise job opportunities.

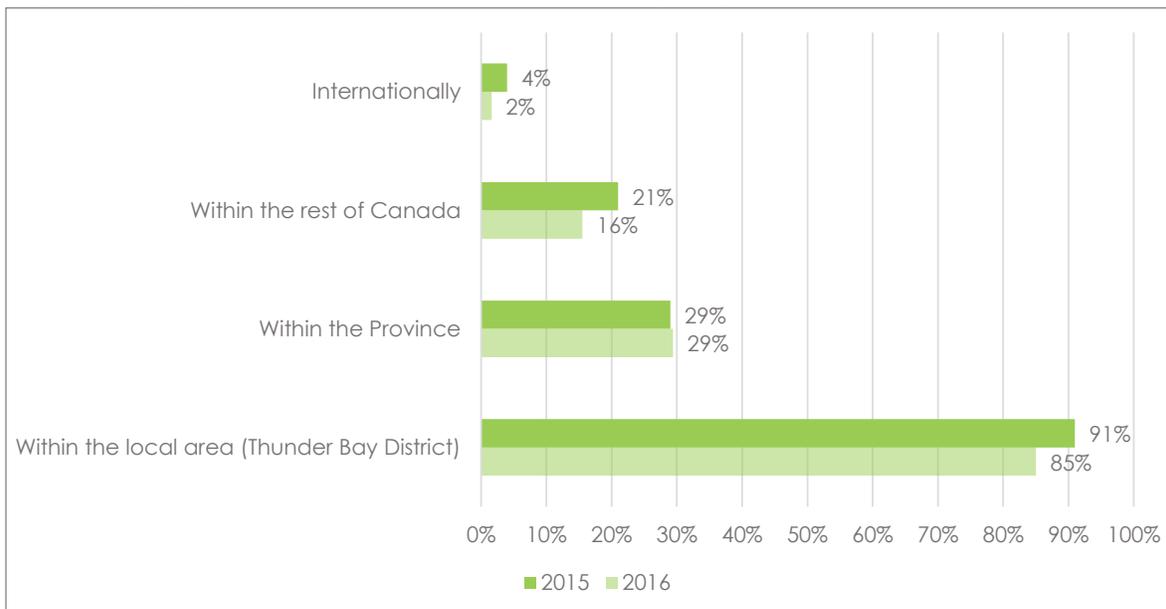
GEOGRAPHICAL AREA OF RECRUITMENT

Respondents were asked to indicate the targeted areas of their recruitment efforts. Figure 6 lists the responses by percentage of respondents selecting each option from both 2016 and 2015.

The majority of employers reported that workforce recruitment efforts were targeted

within the Thunder Bay District, with considerable outreach extended to the rest of Ontario and Canada as well. Very little recruitment extended internationally. In general, the locations for recruitment mirrored the results from the 2015 survey (Figure 6).

Figure 6: Geographic target area for job recruitment activities (n=187)¹¹



¹¹ The percentages add up to more than 100% because many employers selected more than one option



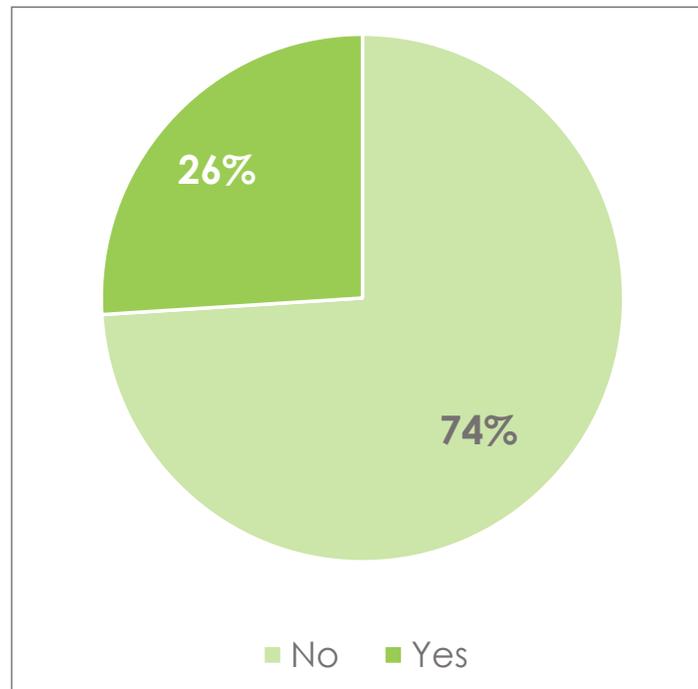
ASSISTANCE FROM A FREE EMPLOYMENT SERVICE AGENCY

Surveyed businesses were asked if they received any assistance from free employment service agencies, including Employment Ontario service providers. 74 percent of employers reported receiving no assistance from free employment services in the community (Figure 7), a slight decrease from 2015 when 77 percent reported no assistance. Of those who did report receiving assistance (n=49), many did so for multiple categories of workers (Table 10).

Table 10: Assistance from free employment agencies (n=49)

GROUP	PERCENT
Youth (15-24 years of age)	23%
Indigenous	15%
Persons with Disabilities	9%
Francophones	6%
Immigrants and Visible Minorities	5%
Older workers (55 and older)	4%

Figure 7: Employers who received free employment services (n=187)



26% YES ● 74% NO

EXPECTED HIRES

Sixty-eight percent of respondents indicated that they planned to hire in the next 12 months, very similar to the hiring intentions noted in last year's survey (70 percent). Table 11 shows the number of expected hires over the next 12 months, by occupational category and by employment type, and compares the figures to the reported hires over the past 12 months (from Table 6), and the same figures reported from last year's survey.

Table 11: Project number of hires in coming year compared to past year hires

TOTAL	FULL-TIME	PART-TIME	CONTRACT	SEASONAL	PROJECTED HIRES (FOR 2017)	HIRES IN PAST 12 MONTHS	2015 PROJECTED HIRES	2015 ACTUAL HIRES
Managers & Executives	33	0	2	2	37	68	17	41
Professionals	35	18	0	2	55	270	80	166
Technical	22	1	2	0	25	50	37	108
Trades (Journeyworkers)	31	0	0	0	31	317	59	26
Apprentices	11	0	0	21	32	15	19	19
Sales & Marketing	37	3	1	14	55	43	52	102
Admin & Clerical	38	10	7	4	59	229	20	91
Production Workers	52	24	4	0	80	172	192	136
Service Workers	137	107	6	10	260	1046	145	406
Other	20	46	26	225	317	395	249	915
PROJECTED HIRES	416	209	48	278	951	2605	870	2010
HIRES IN PAST 12 MONTHS	693	1128	309	475	2605			

In the vast majority of cases, the project hires is much lower than the number of actual hires. The difference is even more pronounced among those occupations with many hires, notably Service Workers and Trades (Journeyworkers) and for part-time positions. This discrepancy was also observed in 2015, with significant gaps between actual and projected hires.

Based on the data above, it would warrant further inquiry to determine if employers are actually more pessimistic about the coming year or if they are simply exercising caution in projecting future hiring.

Approximately a third of new hires (116 out of 315) are the consequence of expansion or restructuring, in line with last year's results (Table 12). Retirements account for approximately 20 percent of reasons for hiring, slightly higher than in 2015. It is important to note that 40 percent of responses answered either "Other" or "N/A," suggesting that for future iterations of this survey,

additional options should be included such as "Seasonal Hires" and "Filling Maternity or Parental Leaves." Furthermore, it should be highlighted that the total for this question (315) is much lower than the total number of protected hires (2605), meaning that the majority of respondents did not fully complete this question.

Table 12: Reasons for expected hiring

	RETIREMENTS	EXPANSION /RESTRUCTURING	TECHNOLOGICAL CHANGE	OTHER	N/A	TOTAL
Managers & Executives	11	10	1	4	7	33
Professionals	6	11	2	4	6	29
Technical	5	8	1	3	7	24
Trades (Journeypersons)	9	3	2	3	7	24
Apprentices	4	4	0	0	8	16
Sales & Marketing	4	15	2	6	7	34
Administration & Clerical	8	27	1	5	3	44
Production Workers	2	12	0	2	5	21
Service Workers	8	16	1	27	4	56
Other	5	10	0	13	6	34
Total	62	116	10	67	60	315
2015 TOTAL	37	73	0	49	57	216

EDUCATIONAL REQUIREMENTS FOR NEW HIRES

Employers were asked to list the minimum educational attainment requirements for the broad occupational categories. The table below indicates the percentage distribution of the responses that required a particular minimum educational requirement, broken down by occupational category. Where percentages are above 20 percent, they have been shaded in dark green.

Table 13: Minimum educational requirements by occupational categories

EDUCATION LEVEL	MANAGERS & EXECUTIVES	TECHNICAL	PROFESSIONALS	TRADES (JOURNEYPERSONS)	APPRENTICES	SALES & MARKETING	ADMIN & CLERICAL	PRODUCTION WORKERS	SERVICE WORKERS	OTHER
None	9%	8%	12%	15%	22%	17%	12%	35%	30%	35%
High school diploma or equivalent	13%	5%	5%	17%	26%	23%	32%	35%	29%	28%
Some post-secondary education	13%	3%	8%	2%	11%	10%	18%	16%	13%	7%
Trade certificate	5%	3%	11%	51%	22%	3%	3%	2%	4%	4%
College diploma	21%	16%	32%	10%	15%	26%	27%	9%	16%	11%
Undergraduate degree	20%	22%	18%	0%	2%	14%	7%	0%	3%	13%
Professional accreditation or graduate degree	20%	44%	14%	5%	2%	6%	2%	2%	5%	2%

For certain occupations, one specific designation is the clear choice: 51 percent of employers expect a Tradesperson to have a trade certificate. No certificate, a high school diploma or some post-secondary is accepted for Production Workers or Service Workers. By and large, managers are expected to have a college diploma or higher, and the same goes for professionals, with 66 percent of respondents expecting an undergraduate or graduate degree, or professional accreditation.

Overall, it appears that a high school diploma still counts as the minimum requirement for many occupations, while at least a college diploma is required for most professional, management, sales and marketing and administrative positions.

TOP COMPETENCIES FOR CURRENT AND NEW HIRES

Employers were asked to identify the top 3 competencies that their current and future workforce would need to possess for all jobs and hard-to-fill jobs (See Figure 8).

Figure 8: Top competencies for current and future employees



As demonstrated by Figure 8, the most important competencies for future workers are the same as those for current employees. Work ethic and customer service were cited most frequently with self-motivation and communication rounding out the top tier of skills. Last year's survey produced the same top four ranking, with the slight difference being that communication skills ranked second and customer service skills ranked fourth.

TRAINING, SKILLS AND EDUCATION NEEDS

The majority of respondents (81 percent) said that they were able to provide or support ongoing training and education opportunities for their employees over the last year. This was in line with the responses from last year, with 85 percent of employers answering yes to this question.

Of those who reported that they were not able to provide support and training (n=35), the majority cited reasons such as cost and relevant training not being offered locally as the main barriers (Table 14).¹² However, it is important to note that the responses from this question were drawn from a very small sample and the data should be interpreted with caution.

A concern often heard in discussions regarding the lack of training is the poaching of trained workers by other employers. However, this concern was only cited by 6 percent of those employers who did not engage in training.

¹² Respondents could select more than one answer.

Table 14: Barriers to training (n=35)

	TOTAL	PERCENT
Cost	19	54%
Relevant training is not offered locally	13	37%
Awareness of existing training programs	12	34%
Distance to travel to facility	9	26%
Loss of productivity during training time	9	26%
Losing trained employees to other businesses	6	17%
Other	6	17%
Awareness of training support programs	5	14%
Awareness of legislated training	2	6%

Table 15: Methods of supporting employees with training/education (n= 148)

	TOTAL	PERCENT
Fund it (partially/fully)	113	76%
Offer flexibility in work schedule	72	49%
Supply information on career advancement	38	26%
Using government hiring and training incentives	27	18%
Other	18	12%

Table 15 demonstrates that employers offer very concrete forms of support, either through funding the training (in part or fully) or by providing flexibility in the work schedule, as opposed to simply providing information. There is limited reliance on government hiring and training incentives (only used by 18 percent of respondents). The “Other” category primarily included on-the-job training and, to a lesser extent, access to on-line training courses. The data shows that perhaps employers in the Thunder Bay District are either not aware of, or not utilizing, government programs or training incentives that are available.

In terms of the sources or delivery methods for the training or education, those respondents that did support training/education were asked to describe how they support these activities. Just under half of employers provided more than one support for training/education options to their employees (Table 15).¹³

¹³ Thus, total percentage is over 100%.

Table 16: Method or source of training/education for employees

METHOD/SOURCE	PERCENT
On the job	82%
Industry and professional association	48%
Peer-to-peer	47%
Distance/on-line education	37%
College (including continuing studies)	22%
Other	14%
University (including continuing studies)	14%

PROVISION OF WORKPLACE-RELEVANT TRAINING TO STUDENTS AND FUTURE WORKERS

Forty percent of respondents said that they do not provide any workplace-relevant training to students or future workers. Of the remaining 60 percent, the type of training and whether the opportunities were paid or unpaid varied, as Table 17 illustrates. Please note that respondents could select multiple responses.

Forty-seven percent of employers who did provide workplace training offered co-ops for high school students, however the majority of these positions were unpaid. With an increasing need for training, Co-operative Education Programs require employer participation to provide relevant workplace experience. At the same time, forty percent of employers who did provide workplace training offered co-ops for high school students, however the majority of these positions were unpaid. At the same time, forty percent of employers offered co-op placements for college students, more than a third of which were paid. Finally, 68 percent of employers who responded

to this question offered internships, with the majority of these opportunities being directed at college and university students

Figure 9: Respondents providing workplace-relevant training to students and future workers

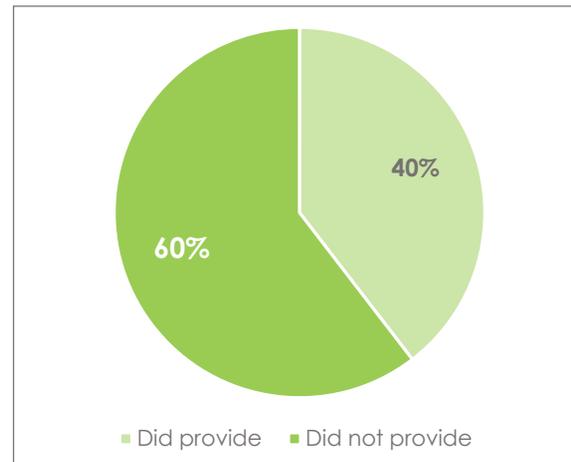


Table 17: Types of workplace experience opportunities provided by employers (n=133)

	PAID CO-OP	UNPAID CO-OP	PAID INTERNSHIP	UNPAID INTERNSHIP	APPRENTICESHIP	TOTAL
High school student	7%	40%	2%	2%	5%	56%
College student	12%	28%	18%	9%	12%	79%
University student	12%	19%	20%	11%	4%	66%
Job seeker	4%	4%	5%	2%	5%	20%
TOTAL	35%	91%	45%	24%	26%	-

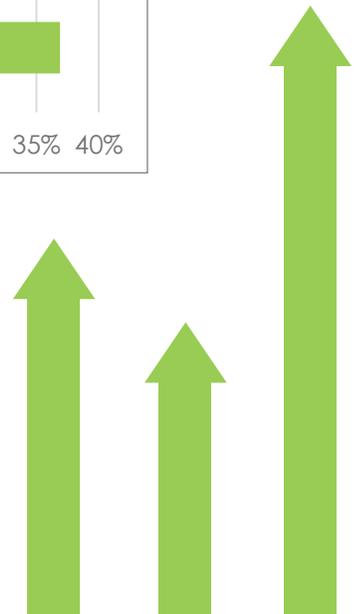
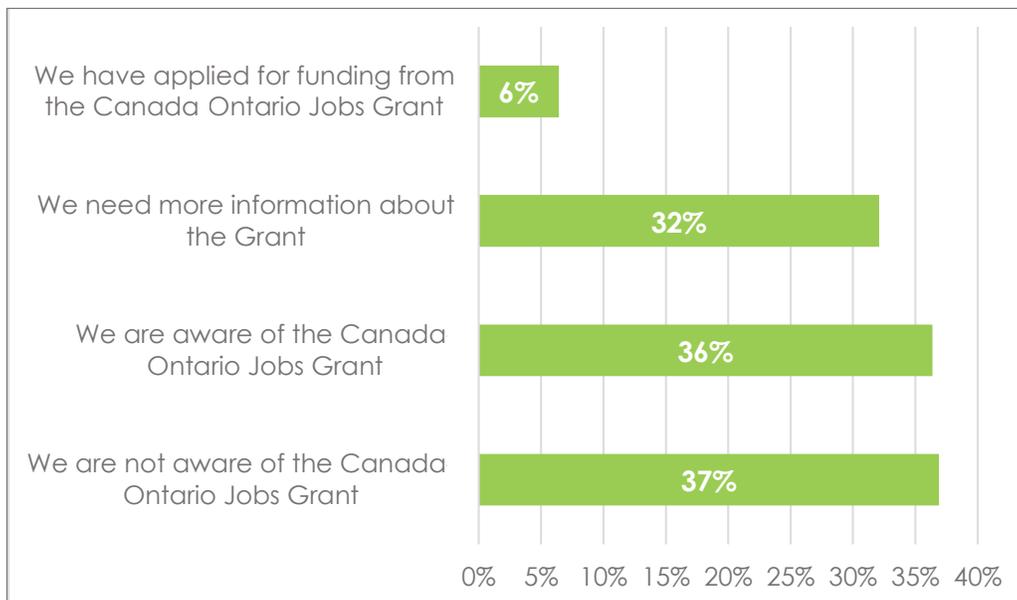
CANADA ONTARIO JOBS GRANT

The Canada Ontario Job Grant is the key source of funding to support Ontario employers to develop their workforce through employer-driven training. The Canada Job Grant helps employers train new or existing employees for jobs through this flexible program designed to meet the needs of local businesses. Effective April 1, 2017, additional financial support is available to employers who are training and hiring unemployed individuals.

Of the employers that responded to the survey, more than a third of employers are not aware of the program and only six percent had applied for funding. Employers in the Thunder Bay District are encouraged to visit <http://www.tcu.gov.on.ca/eng/employmentontario/employers/jobGrant.html>

Figure 10 shows employer's responses to whether they have heard of, or applied to, the grant program.

Figure 10: Employer knowledge of Canada Ontario Job Grant



APPRENTICESHIP CONSORTIUM

Employers were asked their opinion on the idea of an Apprenticeship Consortium as identified by the Apprenticeship Focus Group.¹⁴ Respondents were asked the following question:

“Many small and medium sized businesses find it difficult to train apprentices due to limited capacity (e.g. not enough journeypersons to meet ratios, not enough work available, unable to provide full scope of practice requirements). An “apprenticeship consortium” encourages employers to collaborate to train apprentices. The consortium model has been successful in other regions of Ontario. It provides flexibility by sharing responsibilities for apprentices’ training and wages. Through this model, employers are not required to sign on as an MAESD apprentice sponsor. Please rate your organization’s level of interest in participating in a Thunder Bay apprenticeship consortium.”

Table 18 summarizes the responses to this question.

Table 18: Employers views on the Apprenticeship Consortium (n=103)

OPTION	NUMBER	PERCENT
We would be interested in participating in an apprenticeship consortium	15	15%
We would like to know more about the consortium model	32	31%
We would not be interested in participating	56	54%
TOTAL	103	100%

The Local Employment Planning Council has developed an “Apprenticeship Consortium Implementation Strategy Guide” for employers in the Thunder Bay District. Employers interested in learning more about this initiative and review the guide are encouraged to visit www.nswp.ca/lepc/projects.

¹⁴ The Apprenticeship Focus Group, led by the Local Employment Planning Council, through a partnership with the Thunder Bay Chamber of Commerce was formed in June 2014. It is one of the active Subject Matter Working Groups made of up community partners. The mandate of the group is to identify and respond to labour market and workforce development challenges and opportunities in the District’s apprenticeship system. For more information, contact Tracy Roblin, Project Coordinator, Local Employment Planning Council.

BASIC SKILLS OF EMPLOYEES

Respondents were asked to rate the skill level using a scale of their recent hires and established workers in the reading, writing, math, and digital literacy.

Table 19 provides the percent of employers classifying workers in each of the following skills on the scale. It highlights the skills reported by employers for both Recent Hires (hired within the last 2 years) and Established Workers (employed for more than 2 years). (Dark shaded boxes highlight the satisfaction level with the highest responses).

Table 19: Perceived basic skill level of recent hires and established workers

	READING		MATH SKILLS		COMMUNICATIONS (WRITTEN, VERBAL)		DIGITAL LITERACY	
	RECENT HIRES	ESTABLISHED WORKERS	RECENT HIRES	ESTABLISHED WORKERS	RECENT HIRES	ESTABLISHED WORKERS	RECENT HIRES	ESTABLISHED WORKERS
Extremely poor	1%	0%	3%	1%	1%	0%	1%	1%
Somewhat poor	5%	2%	4%	2%	8%	5%	3%	8%
Unsure	11%	8%	16%	10%	7%	5%	13%	10%
Somewhat satisfactory	38%	32%	41%	42%	49%	37%	46%	42%
Extremely satisfactory	47%	58%	36%	45%	35%	53%	37%	39%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

Overall, respondents appeared satisfied with the basic skills of both new hires and established workers. Furthermore, there was relatively little discrepancy noted between the skills of established workers and recent hires, except for the cases of communications, math and reading skills where established workers were more likely to be considered “extremely satisfactory.”

Overall, the percentage of employers who felt their workers' skills were either “somewhat poor” or “extremely poor” in the following areas:

- Reading: 6 percent for recent hires, two percent for established workers
- Math skills: 7 percent for recent hires, 3 percent for established workers
- Communications: 9 percent for recent hires, 5 percent for established workers
- Digital literacy: 4 percent for recent hires, 9 percent for established workers

GENERAL COMMENTS FROM RESPONDENTS

Employers were asked to describe the one workforce issue facing their organization today. 165 employers responded to this question, with 83 (approximately 50 percent) commenting that they face difficulties finding qualified, reliable, candidates. Interestingly, several respondents highlighted the challenges of finding dedicated and reliable younger workers with the necessary work ethic and combination of hard and soft skills.

- Eleven respondents made specific mention of not being able to retain good employees citing turnover and retention challenges.
- Thirteen respondents mentioned their inability to compete with other employers providing a competitive salary and more attractive compensation packages (including benefits).
- Seven respondents identified future retirements and an aging workforce as a challenge for their business.

COLLABORATION

Employers were asked if they wished to work with the North Superior Workforce Planning Board; Local Employment Planning Council in planning for workforce and labour market development. 180 responses were received with almost two thirds (113) stating "yes." An increasing number of employers demonstrated an interest in receiving survey results with 104 employers requesting a copy of this report. This year we have also developed an infographic as a quick resource of the survey results for employers. You can view the infographic at:

www.nswpb.ca/lepc/projects

CONCLUSION

The 2016 EmployerOne survey has provided important data that validates many of the labour market trends and issues the North Superior Workforce Planning Board has tracked for the past several years in the region. The sentiment among employers in the Thunder Bay District who responded to the survey is clear; there is a lack of qualified candidates for job openings. This suggests there is a supply-side issue in the local labour market.

The NSWPB was contracted by the Ministry of Advanced Education and Skills Development to pilot the Local Employment Planning Council (LEPC) which began December 2015 continuing until September 2018. Over the past year, we have been meeting with employers to support the improvement of labour market conditions in local communities. In particular, our focus has been on improving the match between labour supply and labour demand and between employers, employees and service providers. We have pursued these goals through:

LABOUR MARKET INFORMATION AND INTELLIGENCE

Expanding the current understanding of local labour market needs and improving access to labour market information and resources.

INTEGRATED PLANNING

Addressing workforce challenges and gaps in services by functioning as a central point of contact and facilitating collaboration amongst employers, service providers, ministries, levels of government and community partners.

SERVICE COORDINATION FOR EMPLOYERS

Acting as a hub for connecting employers, industry associations, sector groups and other employer groups with appropriate employment and training service providers to address workforce needs.

RESEARCH AND INNOVATION

Collaborating with community stakeholders to develop projects related to the research and piloting innovative approaches to addressing local labour market issues and opportunities.

SHARING BEST PRACTICES AND PROMISING APPROACHES

Working with provincial and community organizations including other Local Employment Planning Councils across the Province to identify and share local best practices that could inform actions in other areas.

The Local Employment Planning Council (LEPC) has been working to assist employers in the Thunder Bay District. For a full review of all the projects listed below please visit our website at: www.nswpb.ca/lepc/projects

- Magnet: A job matching technology that connects job seekers to employers based on skills and preferences. Employers can access MAGNET free through <http://nswpb.magnet.today>
- Partnering with Employment Ontario service providers to conduct information sessions to employers about the Canada Ontario Job Grant. For more information, visit www.tcu.gov.on.ca/eng/eopg/cojg/
- Employer Resource Link: Single point of access for employers on a wide variety of topics such as employment regulations, training supports, apprenticeship, business development and more
- Released a "Trades Report" after analyzing the Ontario College of Trades data for the Thunder Bay District and the purpose of this report is to increase community awareness of the trends, supply/demand and activity in the trades locally
- Apprenticeship Promotion Campaign to increase awareness of the trades as a viable career option in the Thunder Bay District. "Live Life Hands On"
- Produced 32 Community Labour Market Reports- for each of the communities in the Thunder Bay District that will provide employers with community level labour market information to assist employers in making evidence based decisions
- Baakaakonaanan Ishkwaandemonan: A positive reinforcement project for employers to engage with existing service providers and fostering inclusive workplaces
- Coming in the fall of 2017 no.communityaccounts.ca- an online information system of data from 2001, 2006, 2011 and 2016 indicating community well-being, profiles, tables and charts and a link to Northbynumbers.ca (a map based tool for understanding your community and our region)
- Should you require more information or have questions about the initiatives of the Local Employment Planning Council please email Project Coordinator at projects@nswpb.ca



APPENDIX

SURVEY TOOL

EmployerOne Survey 2016

Introduction

Survey Objective:

North Superior Workforce Planning Board (NSWPB)/Local Employment Planning Council (LEPC) is calling on employers like you to help us better understand the issues and challenges facing your business. The survey is designed to collect information from you on a range of workforce issues, including projected vacancies, hiring employees, recruitment strategies and challenges, as well as your perspective on candidate skills, education and training.

Filling in the employerone Survey:

Your business may receive employerone from more than one source, but the survey should only be completed once. You will need to decide who is the most appropriate person in your business or organization to complete it.

You can complete the survey in stages - just hit the Save and Continue Later button at the bottom of each page and follow the instructions. You can also print your responses at any point during the survey, just click on either the PDF or Word symbol at the bottom of each page.

Confidentiality:

The survey has been designed to protect your identity. All answers given will be treated in strict confidence and they will be used for statistical purposes and published in aggregate form only. A copy of the aggregate results will be made available at www.nswpb.ca in early 2017.

Need Help?

If at any point you require assistance, please contact Tracy Roblin, Project Coordinator at 807-346-2942 or by email at projects@nswpb.ca.

If you would prefer to have someone ask you the questions directly, please contact our office and a team member will set up an appointment to review the survey with you at a convenient time for you!

Funded By:



Section A: Organization and Workforce Characteristics

This section is designed to help identify workforce needs and challenges that are particular to your industry and location. Please answer the questions in this section as accurately and completely as possible.

Business Name:

Name of person completing survey

Location of your business/company/organization:

Location simply refers to the place of business receiving this survey.

City/Town/First Nation Community	<input type="text"/>
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Did your organization complete this survey last year?

<input type="radio"/>	Yes
<input type="radio"/>	No

How did you hear about the survey?

<input type="radio"/>	Local Employment Planning Council
<input type="radio"/>	Local Chamber of Commerce
<input type="radio"/>	Nishnawbe Aski Development Fund
<input type="radio"/>	Thunder Bay Ventures
<input type="radio"/>	Thunder Bay Community Economic Development Commission
<input type="radio"/>	Other
	If other, please specify:
	<input type="text"/>

What year was your organization established?

Please select the PRIMARY sector in which you operate:

(Please select one)

<input type="checkbox"/>	Agriculture, Forestry, Fishing and Hunting
--------------------------	--

<input type="checkbox"/>	Mining, Quarrying and Oil and Gas Extraction
<input type="checkbox"/>	Utilities
<input type="checkbox"/>	Construction
<input type="checkbox"/>	Manufacturing
<input type="checkbox"/>	Wholesale trade
<input type="checkbox"/>	Retail Trade
<input type="checkbox"/>	Transportation and Warehousing
<input type="checkbox"/>	Information and Cultural Industries
<input type="checkbox"/>	Finance and Insurance
<input type="checkbox"/>	Real Estate and Rental and Leasing
<input type="checkbox"/>	Professional, Scientific and Technical Services
<input type="checkbox"/>	Management of Companies and Enterprises
<input type="checkbox"/>	Administration and Support, Waste Management and Remediation Services
<input type="checkbox"/>	Educational Services
<input type="checkbox"/>	Healthcare and Educational Services
<input type="checkbox"/>	Arts, Entertainment and Recreation
<input type="checkbox"/>	Accommodation and Food Services
<input type="checkbox"/>	Public administration
<input type="checkbox"/>	Other Services (except public administration)

If other, please specify:

Please select the OTHER sectors in which you operate:

(Please select all that apply)

<input type="checkbox"/>	Agriculture, Forestry, Fishing and Hunting
<input type="checkbox"/>	Mining, Quarrying and Oil and Gas Extraction
<input type="checkbox"/>	Utilities
<input type="checkbox"/>	Construction
<input type="checkbox"/>	Manufacturing
<input type="checkbox"/>	Wholesale trade

<input type="checkbox"/>	Retail Trade
<input type="checkbox"/>	Transportation and Warehousing
<input type="checkbox"/>	Information and Cultural Industries
<input type="checkbox"/>	Finance and Insurance
<input type="checkbox"/>	Real Estate and Rental and Leasing
<input type="checkbox"/>	Professional, Scientific and Technical Services
<input type="checkbox"/>	Management of Companies and Enterprises
<input type="checkbox"/>	Administration and Support, Waste Management and Remediation Services
<input type="checkbox"/>	Educational Services
<input type="checkbox"/>	Healthcare and Educational Services
<input type="checkbox"/>	Arts, Entertainment and Recreation
<input type="checkbox"/>	Accommodation and Food Services
<input type="checkbox"/>	Public administration
<input type="checkbox"/>	Other Services (except public administration)

If other, please specify:

Please indicate the total number of people you employ and how many are in the following categories.

Full-time employee: working 30 or more hours per week, excluding overtime.

Part-time employee: working less than 30 hours per week, excluding overtime.

Contract: a person providing service or products under contract for whom a T4 statement is not required.

Seasonal: employment that does not continue year-round but usually recurs.

(Please note that we understand it may be very difficult to answer this question precisely in some if not all of the categories, so your best estimate is acceptable here.)

Total	Full-Time	Part-Time	Contract	Seasonal

What percentage (%) of your workforce is under the age of 25?

What percentage (%) of your workforce is over the age of 55?

Please indicate the number of employees you hired that self-identified as:

	Full-time	Part-time	Contract	Seasonal
Indigenous				
Francophones				
Recent Immigrants to Canada				
Recent arrivals from other parts of Ontario				
Recent arrivals from other parts of Canada				

Section B: Workforce Changes in the Last 12 Months

This section is designed to identify specific patterns in labour turnover, hard-to-fill positions, hirings, and recruitment methods and challenges particular to your sector and location. Please answer the questions in this section as accurately and completely as possible.

1a. Did your organization experience any separations over the last 12 months?

Separations are defined as retirements, dismissals, permanent layoffs, temporary layoffs and other separations.

<input type="radio"/>	Yes
<input type="radio"/>	No

1b. Please indicate the number of separations by category.

	Quit	Retirement	Temporary Layoff	Permanent Layoff	Dismissal	Other Separations
Managers and Executives						
Professionals (eg. Engineers, Accountants)						
Technical						
Trades (Journey person)						

Apprentices						
Sales and Marketing						
Administrative and Clerical						
Production Worker						
Service Worker						
Other						

If other, please specify:

2a. Did your organization hire anyone over the last 12 months?

A hire is simply defined as an open position that has been filled.

<input type="radio"/>	Yes
<input type="radio"/>	No

2b. How many were hired in the following categories?

	Full-Time	Part-Time	Contract	Seasonal
Managers and Executives				
Professionals (eg. Engineers, Accountants)				
Technical				
Trades (Journey person)				
Apprentices				
Sales and Marketing				
Administrative and Clerical				
Production				
Service Worker				
Other				

If other, please specify:

3. Of the new hires in the past 12 months, how many were previously laid-off employees who were re-hired?

4. Please list the three occupations for which you hired the most employees over the last 12 months along with the total number of employees for each.

Please provide job title, e.g. civil engineer, IT specialist, waiter/waitress, financial advisor, etc.

Occupation/Job Title	Total Hired

5a. Were any of these positions hard-to-fill?

Hard-to-fill positions are positions for which the search for workers takes longer than usual and/or lasts longer than originally planned.

<input type="radio"/>	Yes
<input type="radio"/>	No

5b. Please select the reasons they were hard to fill: (Please select all that apply.)

<input type="checkbox"/>	No applicants at all
<input type="checkbox"/>	Not enough applicants
<input type="checkbox"/>	Applicants not meeting qualifications (education level/credentials)
<input type="checkbox"/>	Applicants not meeting skills
<input type="checkbox"/>	Applicants not meeting work experience
<input type="checkbox"/>	Applicants not meeting motivation, attitude, or interpersonal abilities
<input type="checkbox"/>	Applicants not meeting language requirements
<input type="checkbox"/>	Inability to assess a foreign educational qualification or credential
<input type="checkbox"/>	Inability to compete with other employers due to pay and benefits
<input type="checkbox"/>	Inability to compete with other employers due to promotion opportunities
<input type="checkbox"/>	Inability to compete with other employers due to nature of work (seasonal, shift work, irregular hours, job content)
<input type="checkbox"/>	Inability to compete with other employers due to remote location/poor public transit

<input type="checkbox"/>	No local qualified applicants
<input type="checkbox"/>	Other

If other, please specify:

6. For all positions you hired for, what recruitment methods were used to help fill these positions?

(Please select all that apply.)

<input type="checkbox"/>	Word of mouth/personal contacts/referrals/informal networks
<input type="checkbox"/>	On-site job signs or posters
<input type="checkbox"/>	Unsolicited resumes
<input type="checkbox"/>	Company's own internet site
<input type="checkbox"/>	Online job boards/postings
<input type="checkbox"/>	On-site recruitment at schools, colleges, or universities
<input type="checkbox"/>	Job fairs
<input type="checkbox"/>	Trade or professional association publications/sites
<input type="checkbox"/>	Government employment centres or websites
<input type="checkbox"/>	Non-government or community employment service centres or websites
<input type="checkbox"/>	Executive search companies or temporary help agencies
<input type="checkbox"/>	Newspaper ads
<input type="checkbox"/>	Other

If other, please specify:

7. How do you rate the availability of qualified workers in the Thunder Bay District?

<input type="radio"/>	Excellent
<input type="radio"/>	Good
<input type="radio"/>	Fair
<input type="radio"/>	Poor

8. Which of the following geographic areas were targeted for recruitment?

(Please select all that apply.)

<input type="checkbox"/>	Within the local area (Thunder Bay District)
<input type="checkbox"/>	Within the province
<input type="checkbox"/>	Within the rest of Canada
<input type="checkbox"/>	Internationally

9. Did you receive any assistance from a free employment service agency representing one of the following groups when recruiting for these occupations?

(Please select all that apply.)

<input type="checkbox"/>	Immigrants and visible minorities
<input type="checkbox"/>	Youth (15-24 years of age)
<input type="checkbox"/>	Persons with disabilities
<input type="checkbox"/>	Aboriginals
<input type="checkbox"/>	Older Workers (55 and older)
<input type="checkbox"/>	Francophones
<input type="checkbox"/>	No Assistance

10. Did you use a paid recruitment agency (head hunter)?

<input type="radio"/>	Yes
<input type="radio"/>	No

11a. Do you plan on hiring anyone over the next 12 months?

<input type="radio"/>	Yes
<input type="radio"/>	No

11b. Of the total number of planned hires, how many do you expect will be in the following categories?

	Full-Time	Part-Time	Contract	Seasonal
Managers and Executives				
Professionals (e.g. Engineers, Accountants)				
Technical				

Trades (Journey person)				
Apprentices				
Sales and Marketing				
Administrative and Clerical				
Production Workers				
Service Workers				
Other				

If other, please specify:

12. Please select the main reason you anticipate job openings in the following occupation groups over the next 12 months:

	Retirements	Expansion or Restructuring	Technological Change	Other	N/A
Managers and Executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionals (e.g. Engineers, Accountant)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trades (Journey person)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apprentices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales and Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and Clerical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If other, please specify:

Section C: Skill Shortages, Training and Education Needs

13. What is the minimum level of education required for new hires in the following occupation categories?

	None	High school diploma or equivalent	Some postsecondary education	Trade certificate	College diploma	Undergraduate degree	Professional accreditation or graduate degree
Managers and Executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionals (e.g. Engineers, Accountants)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trades (Journey person)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apprentices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales and Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and Clerical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If other, please specify:

14. Please select the top 3 competencies for most of your employees:

(Please select all that apply.)

	Current Employees	Future Employees
Technical	<input type="checkbox"/>	<input type="checkbox"/>
Analytical/research	<input type="checkbox"/>	<input type="checkbox"/>
Communication (both oral and written)	<input type="checkbox"/>	<input type="checkbox"/>
Customer service	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork/interpersonal	<input type="checkbox"/>	<input type="checkbox"/>

Work ethic, dedication, dependability	<input type="checkbox"/>	<input type="checkbox"/>
Computer literacy	<input type="checkbox"/>	<input type="checkbox"/>
Time management or organizational	<input type="checkbox"/>	<input type="checkbox"/>
Problem solving, reasoning, creativity	<input type="checkbox"/>	<input type="checkbox"/>
Self-motivated/ability to work with little or no supervision	<input type="checkbox"/>	<input type="checkbox"/>
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>
Willingness to learn	<input type="checkbox"/>	<input type="checkbox"/>

15a. Was your organization able to provide or support ongoing training and education opportunities for your employees last year?

Provide means offering training/education directly. Support can mean funding, allowing a flexible work schedule, and/or any other incentive for your employees to seek the skills and knowledge necessary to be more productive.

<input type="radio"/>	Yes
<input type="radio"/>	No

15b. Do you experience any challenges or barriers while trying to offer employees ongoing training and education?

<input type="radio"/>	Yes
<input type="radio"/>	No

15c. What are the greatest challenges/barriers to your employees receiving ongoing training and education?

(Please select all that apply.)

<input type="checkbox"/>	Cost
<input type="checkbox"/>	Awareness of existing training programs
<input type="checkbox"/>	Awareness of training support programs
<input type="checkbox"/>	Relevant training is not offered locally
<input type="checkbox"/>	Distance to travel to facility
<input type="checkbox"/>	Losing trained employees to other businesses
<input type="checkbox"/>	Awareness of legislated training
<input type="checkbox"/>	Loss of productivity during training time
<input type="checkbox"/>	Other

If other, please specify by stating job title with the corresponding support measure:

15b. Please indicate how you support training/education.

(Please select all that apply.)

<input type="checkbox"/>	Fund it (fully or partially)
<input type="checkbox"/>	Using Government Hiring and Training Incentives
<input type="checkbox"/>	Offer flexibility in work schedule
<input type="checkbox"/>	Supply information on career advancement
<input type="checkbox"/>	Other

If other, please specify:

15c. What are the most common sources of training/education for your employees?

(Please select all that apply.)

<input type="checkbox"/>	College (including continuing studies)
<input type="checkbox"/>	University (including continuing studies)
<input type="checkbox"/>	Distance/online education
<input type="checkbox"/>	Industry and professional association
<input type="checkbox"/>	Peer-to-Peer
<input type="checkbox"/>	On the job
<input type="checkbox"/>	Other

If other, please specify:

16. Do you provide any workplace-relevant training to students and future workers through any of the following opportunities?

	Paid Co-op	Unpaid Co-op	Paid Internship	Unpaid Internship	Apprenticeship
High School	<input type="checkbox"/>				

College	<input type="checkbox"/>				
University	<input type="checkbox"/>				
Job Seeker	<input type="checkbox"/>				
<input type="checkbox"/> No, we do not provide any workplace-relevant training through the opportunities listed.					

17. Workers require basic skills to perform everyday tasks on the job. These include reading, writing, math, and digital literacy. Please rate the skill levels of your recent hires and established workers in the following areas.

NEW HIRES (Past 2 years):

	Extremely Poor	Somewhat Poor	Unsure	Somewhat Satisfactory	Extremely Satisfactory
Reading	<input type="checkbox"/>				
Math Skills	<input type="checkbox"/>				
Communication (written, verbal)	<input type="checkbox"/>				
Digital Literacy (using digital devices, solving problems with the aid of technology, etc.)	<input type="checkbox"/>				

ESTABLISHED WORKERS (More than 2 years):

	Extremely Poor	Somewhat Poor	Unsure	Somewhat Satisfactory	Extremely Satisfactory
Reading	<input type="checkbox"/>				
Math Skills	<input type="checkbox"/>				
Communication (written, verbal)	<input type="checkbox"/>				
Digital Literacy (using digital devices, solving problems with the aid of technology, etc.)	<input type="checkbox"/>				

THIS QUESTION FOR ORGANIZATIONS THAT EMPLOY TRADESPERSONS ONLY:

18. Many small and medium sized businesses find it difficult to train apprentices due to limited capacity (e.g. not enough journeypersons to meet ratios, not enough work available, unable to provide full scope of practice requirements). An “apprenticeship consortium” encourages employers to collaborate to train apprentices. The consortium model has been successful in other regions of Ontario. It provides flexibility by sharing responsibilities for apprentices’ training and wages. Through this model, employers are not required to sign on as an MTCU apprentice sponsor. Please rate your organization’s level of interest in participating in a Thunder Bay apprenticeship consortium:

<input type="radio"/>	We would be interested in participating in an apprenticeship consortium
<input type="radio"/>	We would like to know more about the consortium model
<input type="radio"/>	We would not be interested in participating

19. The Canada-Ontario Job Grant provides direct financial support to employers to cover costs of employee training. Please select ALL of the following answers that apply to your organization:

<input type="checkbox"/>	We are not aware of the Canada-Ontario Jobs Grant
<input type="checkbox"/>	We are aware of the Canada-Ontario Jobs Grant
<input type="checkbox"/>	We need more information about the Grant
<input type="checkbox"/>	We have applied for funding from the Canada-Ontario Jobs Grant
<input type="checkbox"/>	Other:

20. What is the number one workforce issue facing your organization today?

21. The North Superior Workforce Planning Board is your Local Employment Planning Council for workforce and labour market development. Would you be interested in working with us?

<input type="radio"/>	Yes, feel free to contact us
<input type="radio"/>	No, not interested at this time

Thank you for completing the employerone Survey!

Please share any additional comments you wish to make:

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If you would like a copy of the survey results, please give us your name and email address.

Name	
Email	

Thank you for taking the time to complete this survey. Please visit our new and improved website for your Local Employment Planning Council www.nswpb.ca/lepc



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S U R V E Y



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Workforce Planning Board



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