

Employerone Survey Highlights and Observations

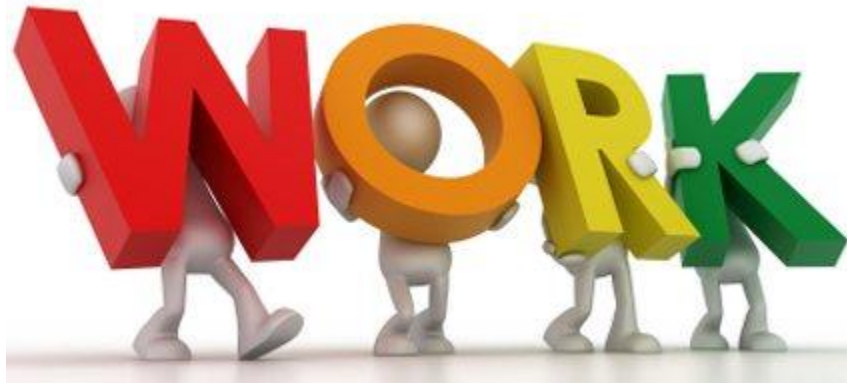


This Survey was conducted for the first time in the counties of Hastings, Lennox & Addington and Prince Edward from July 2015 until March 2016. Employers had several options to complete the survey including: electronically, online, in hard copy, as well as in-person or telephone interviews.

Conducting a survey that focuses on labour force information and staffing concerns poses several challenges in our rural area. Most notable is the fact that the majority of business operations in the region are either 'owner-operated' or small in size (i.e. have few employees). As a result, many do not have a labour force or, are on a scale that lacks the resources to address these issues. Another challenge was the length of the survey, many found it too long and cumbersome, and as a result, they skipped questions or did not complete the survey. In addition, some found the wording and/or intent of the questions to be unclear. In the coming year steps will be taken to address these challenges.

To date, 56 employers have responded with 43 completing the survey. The limited response rate makes it unwise to draw any firm conclusions although some common themes are emerging.

Thank you to all the employers who completed the survey and provided valuable information to assist in the development of a skilled local labour force. The employerone survey will continue through 2016. For more information or to take the survey please contact East Central Ontario Training Board (ECOTB) at www.focusontraining.com





At a Glance

70% of employers surveyed hired in last 12 months

62% of employees were permanent full-time

63% plan to hire in the next 12 months

68% experienced staff turn-over

Why they left the top three reasons for separation were:

1. Quit

2. Layoff

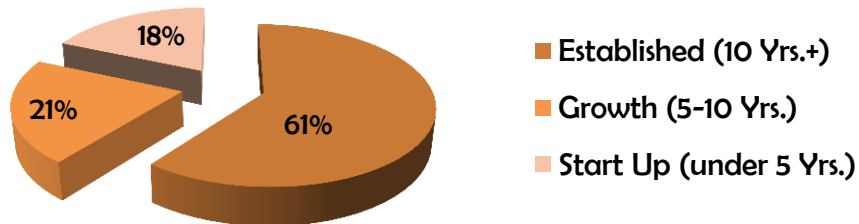
3. Dismissal

**Jobs with highest turnover:
Production Workers
Service Workers**



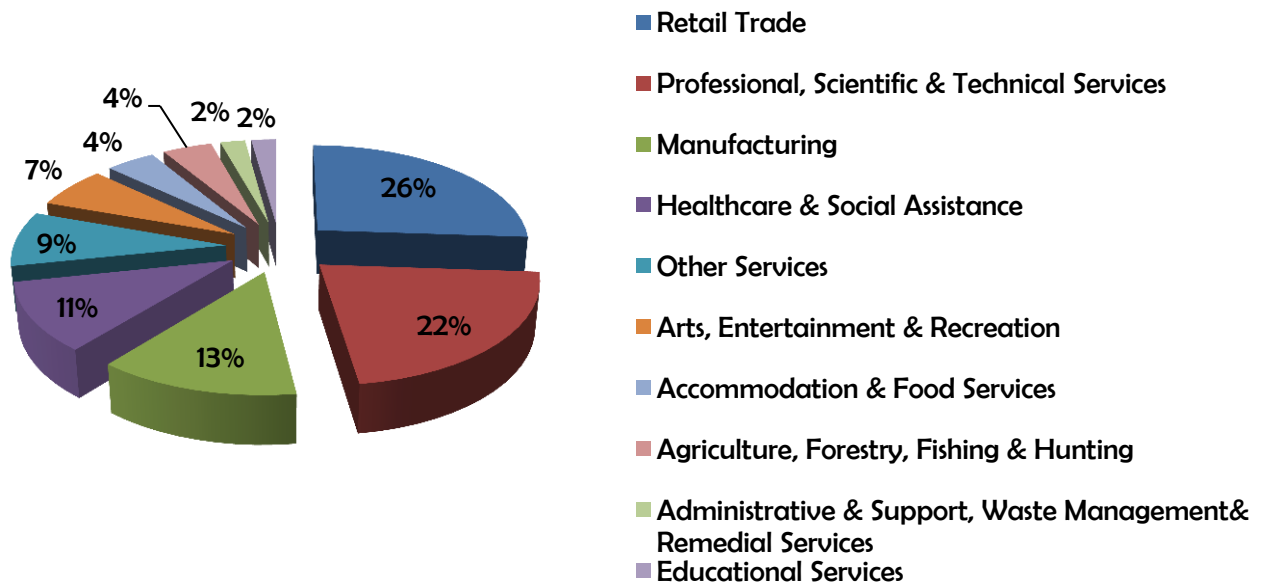
Organization Life-Cycle Stage

The age of a company is often reflective of their ability to withstand economic cycles. The majority of respondents represented well established companies, some more than 50 years old.



Respondents by Industry Sector

Respondents indicated the primary industry that best described their organization. The top 3 sectors responding were **Retail, Professional, Scientific & Technical Services** and **Manufacturing**. The latter two often represent higher paying and more secure employment.



Employment Status

Employers completing the survey indicated that the majority of their staff are **Full-Time** (over 30 hours a week) employees.

62% Full time **26%** Part Time **9%** Contract **3%** Seasonal



Employees' Age Range

Employers indicated that **30%** of their current staff was **over 55** years of age and approximately **19%** were **under 25**.



Staff Turnover

In the last 12 months, **68%** of the respondents experienced staff separations (i.e. retirements, dismissals, layoffs and quits)

Separations by Job Category

The majority of Separations **41%** were **Production Workers**, closely followed by **Service Workers** at **30%**.

Reasons for Separations

Employers indicated that the majority of their workers' departures were due to **Quits 59%**, followed by **Temporary Layoff 17%**. As a possible underscore of the oft-stated lack of work ethic, **Dismissals 13%** figured prominently.



Hiring by Job Category

70% of respondents indicated that they had hired in the last 12 months. The most cited occupations were in the following categories: Professionals, Service Workers, Administrators / Managers, and Production Workers.



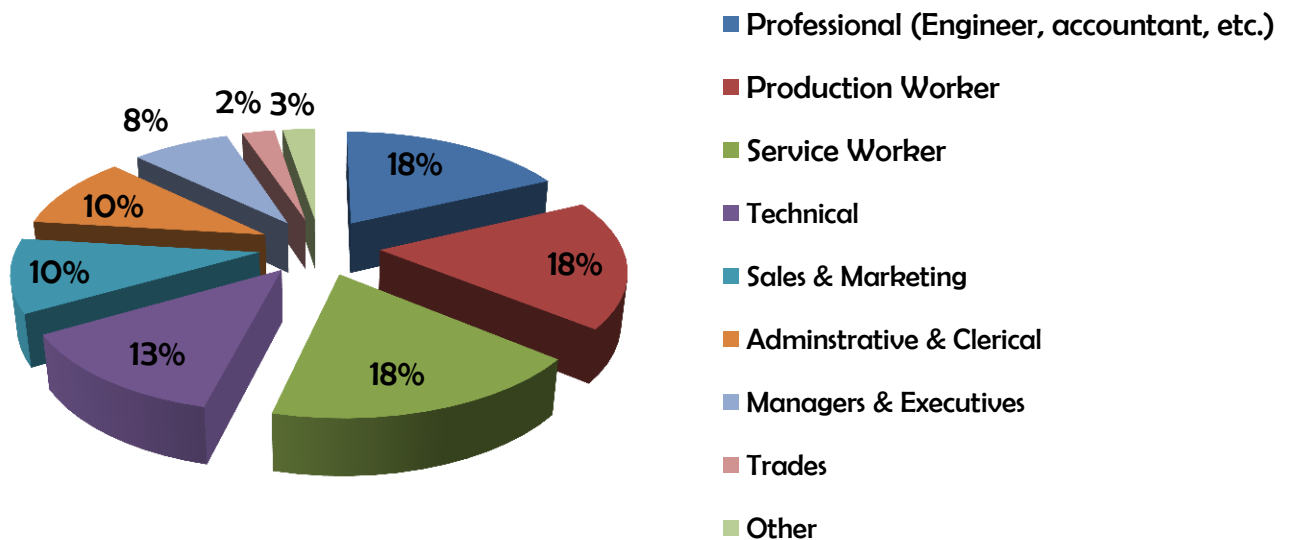
63% indicated that these positions were hard to fill.



Anticipated Hiring

63% indicated that they planned to hire in the next 12 months.

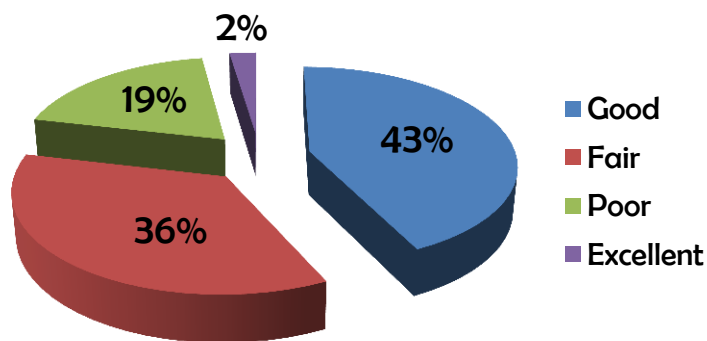
Employers were asked to identify the occupations that they anticipated hiring in the next 12 months.



Reasons for Hiring

The main reason for anticipated hiring is **Expansion or Restructuring**. However, **Replacing Staff** that had left (quit, dismissals, etc.) ranked second and was clearly an issue. Next, **Retirements** was a factor for nearly a quarter of the respondents, with **Technological Change** playing a very minor role.

Employer Rating of Local Labour Supply



55%
Rated the local supply of qualified workers as either Fair or Poor

The frequency of these responses warrants continued and focused efforts to address identified labour shortcomings

70% of the employer respondents seek workers from the local area.

98% of respondents **do not** use a Recruitment Agency.



Skill Requirements Today and Tomorrow

Employers provided the **top three competencies** which they sought in their employees. Not surprising, most related to soft skills, the absence of these skills negatively affects the quality of workers regardless of the occupation or industry sector.

Current Workforce	Future Workforce
Work ethic, dedication, dependability	Self-motivated, ability to work with little or no supervision
Problem solving, reasoning & creativity	Teamwork / Interpersonal skills
Time Management (Organizational skills)	Time Management (Organizational skills)

Hiring Assistance

A majority of employers indicated that they **did not use** free government employment services for recruiting for their most often hired positions.

Companies who did use these services did so most frequently to **recruit youth** between **15 and 24 years** of age. Services offering assistance to hire immigrants and visible minorities, persons with disabilities, aboriginals and older workers were rarely accessed.

A significant majority of respondents rely on 'Word of Mouth' for recruitment.

Top 5 Recruitment Methods

Word of Mouth / Referral / Informal Networks
Online Job Boards / Postings
Unsolicited Resumes
Company Website
Government Employment Centres / Websites

Reasons Jobs are Difficult to Fill

1. Applicants not meeting skill requirements
2. Applicants not having work experience
3. Applicants not meeting qualifications
4. Applicants lacking motivation, attitude or interpersonal abilities

The majority of respondents, **71%**, provided or supported training and education for their staff in the last year.

Main Sources of Training

1. On the Job
2. Industry & Professional associations
3. Peer-to-Peer
4. College (including continuing studies)
5. University (including continuing studies)
6. Distance / Online
7. Other (conferences, workshops. etc.)



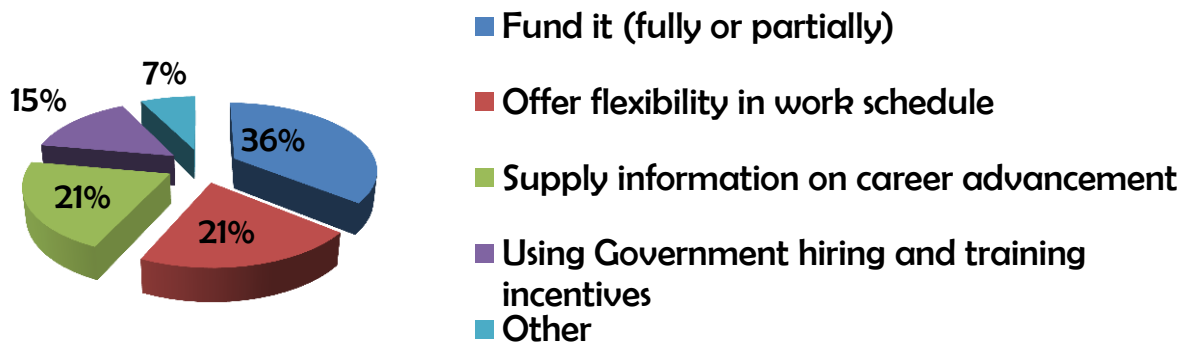
Top 5 Barriers to training as ranked by respondents

1. Cost
2. Loss of Productivity During Training
3. Relevant Training Not Offered Locally
4. Lack of Awareness of Existing Training Programs
5. Distance to Travel (*for training*)



'Cost' was identified *twice* as often as all other barriers.

How Local Employers Support Training



Developing Our Future Labour Force

Employers were asked if they participated in any workplace-relevant training to students and future workers through co-op, internships or apprenticeship at the high school, college, university or job seeker level.

40% participated in **Un-paid High School Co-op or Internships**

23% did not participate in any of these types of programs

7% participated in **Paid College Co-op**

Observations:

- The number of 'Dismissals' could suggest a work ethic issue or a mis-match in expectations on the part of both the employer and the employee
- The incidence of 'Quits' could reflect a workforce that is ill prepared for the realities of employment, and/or workplaces that are failing to engage with their employees
- Many employers appear to find the local labour supply lacking in skills and qualifications
- Few employers are participating in post-secondary level work experience programs
- *Word of Mouth* and referrals are still key to finding employment in the region
- The ratio of staff over 55 years to their younger replacement cohort could underscore the forecasted labour shortage
- Few employers are taking advantage of the free employment services available to them
- Employers value 'soft skills' and the necessity of these skills extends to all occupations



Commentary

Despite the limited response rate, this survey has yielded some interesting insights into the needs of local employers both in their current and future workforces. Information of this sort is necessary to assist planners, economic development officers, educators, employment service providers, and job seekers to understand where their efforts should be directed. Moving forward, ECOTB will develop an expanded outreach strategy based on the lessons learned from this initial survey, and will encourage Employment Ontario to consider the implementation of an abbreviated, more specific survey.

Prepared by:



Funded by:

