

Employer Survey 2011

Results and Analysis



Peel Halton



Workforce
Development
Group

Table of Contents

BACKGROUND	3
FINDINGS FROM THE PHWDG EMPLOYER SURVEY 2011	4
Background to the survey	4
Occupations by skill levels	4
Educational attainment expectations by skill level	5
Experience expectations by skill level	5
Hiring intentions next three to six months, and three years from now	6
Pace of retirements	7
Degree of difficulty finding qualified job applicants	8
Reasons for engaging in training	9
Expectations regarding future training	9
Reasons why training may not increase	10
Training resources relied upon	10
Strategies used to recruit employees: frequency of use and satisfaction	11
Significance of newcomers in future hiring	12
Employer concerns when hiring newcomers	13
Conclusion	15
APPENDIX A: ORGANIZATIONS ASSISTING IN OUTREACH FOR THE 2011 PHWDG EMPLOYER SURVEY	16
APPENDIX B: 2011 PHWDG EMPLOYER SURVEY QUESTIONS	17

Peel Halton Workforce Development Group Employer Survey 2011 | Results and Analysis

We would like to make the Employers Survey an annual event, to track trends and provide up-to-date local labour market intelligence. The more employers participate in the survey, the more reliable are the results. Moreover, with a larger number of respondents, comparisons can be made about the workforce practices of different industries and of different size firms.

If your organization would be interested in filling out the 2012 Employer Survey, please e-mail us at info@peelhaltonworkforce.com

Background

About the Peel Halton Workforce Development Group

The Peel Halton Workforce Development Group (PHWDG) is a community based, not-for-profit corporation that serves the Peel and Halton Regions.

The PHWDG functions as a neutral broker of research, disseminator of information and facilitator of collaborative partnership development. The PHWDG works with the community to identify trends and opportunities in the labour market environment which impact our workforce. We then establish and work to nurture new ideas which address these issues and help prepare our community to thrive in our local economy.

This report sharing the employer survey results is an example of the kind of research that PHWDG engages in that is relevant to employers, those looking for work, and those preparing individuals for work.

This survey was developed and administered by Tom Zizys, labour market analyst, and Shalini da Cunha, Executive Director of the PHWDG.

Findings from PHWDG Employer Survey 2011

Background to the survey

Between September 27 and October 28, 2011, PHWDG carried out a survey of local employers⁵. In the end, the outreach resulted in 164 responses, representing over 17,000 jobs in Peel and Halton Regions (approximately 2% of local jobs).

The respondents represented a good cross-section of the area.

Table 1: EMPLOYER SURVEY RESPONDENTS BY GEOGRAPHY

Brampton	35
Burlington	33
Caledon	11
Halton Hills	18
Milton	20
Mississauga	63
Oakville	40
Outside Peel and Halton Regions	27

Total adds up to more than 164 responses because employers could list more than one location

Table 2: EMPLOYER SURVEY RESPONDENTS BY INDUSTRY

Agriculture	2	Real Estate	1
Mining	0	Professional Scientific Technical	20
Utilities	1	Management of Companies	0
Construction	14	Administrative Support	6
Manufacturing	30	Educational Services	10
Wholesale Trade	16	Health Care & Social Assistance	15
Retail Trade	10	Arts, Entertainment & Recreation	6
Transportation & Warehousing	7	Accommodation & Food	4
Information and Cultural	1	Other Services	7
Finance and Insurance	9	Public Administration	5

Occupations by skill levels

The breakdown of jobs by occupation followed the traditional pyramid structure (narrower at the top, broader at the bottom), although it is noteworthy that when comparing manufacturing to all the other industries, the distribution of skills becomes more polarized (increase at Senior and entry-level positions, Shrinkage among Intermediate (or middle) jobs).

⁵ PHWDG received a lot of assistance from the various municipal economic development offices and local boards of trade/chambers of commerce across Peel and Halton Regions in disseminating the survey.

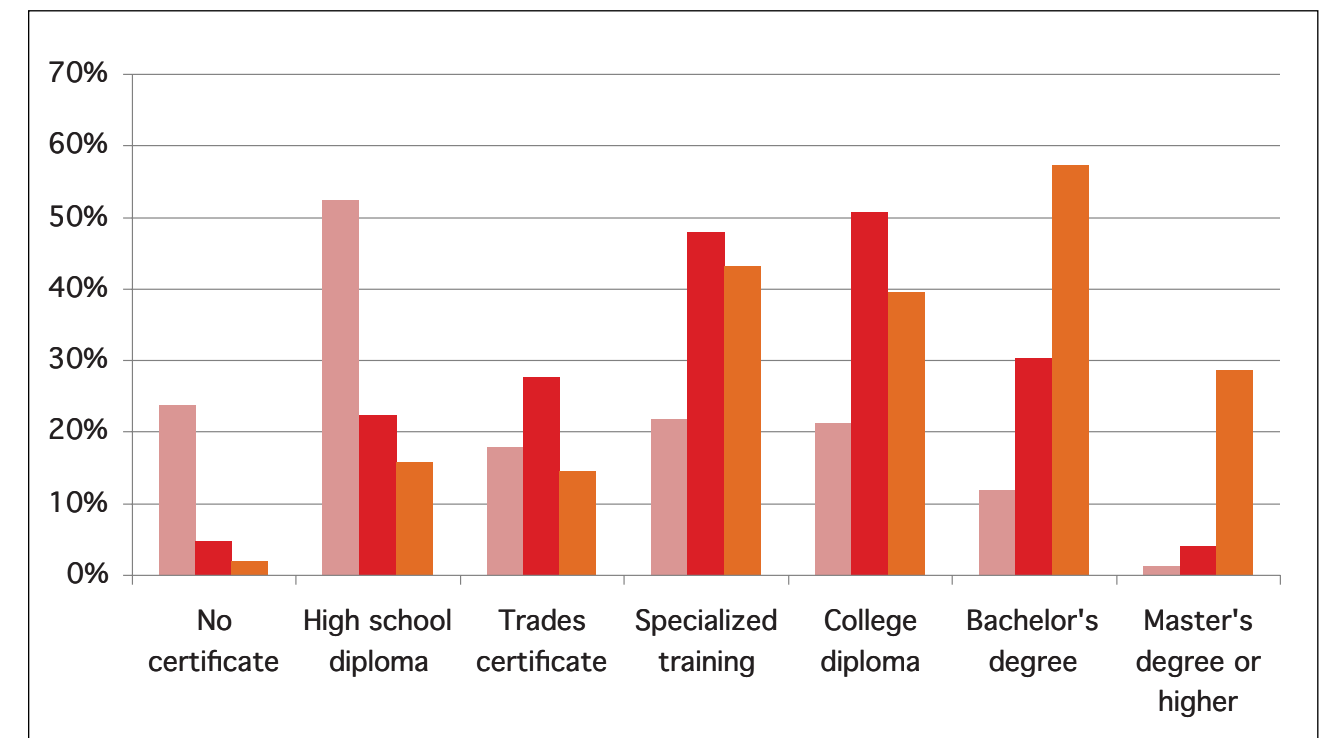
Table 3: PERCENTAGE BREAKDOWN OF ALL JOBS OF ALL RESPONDENTS BY SKILL LEVEL

	MANUFACTURING	ALL OTHER SECTORS
Senior level (experienced management, professionals, highly specialized skilled worker)	23%	25%
Intermediate level (semi-skilled or skilled, typically filled by employees with 2 years or more job experience, or someone with specific training)	40%	29%
Entry level (jobs that usually require no more than a high school education, could be performed by low skilled and/or inexperienced staff)	37%	45%

Educational attainment expectations by skill level

Employers were asked what were the usual educational credentials they expected of job candidates for different categories of work. They could choose more than one (and so the answers for any category add up to more than 100%). There are, not surprisingly, higher credential qualifications the higher up the skill level one goes. What is surprising is that even among Entry-level levels, a significant proportion (over 20%) of employers expected either specialized training or a college diploma. One in eight actually expected a Bachelor's degree.

Chart 1: Employer Educational Credential Expectations by Skill Level



Experience expectations by skill level

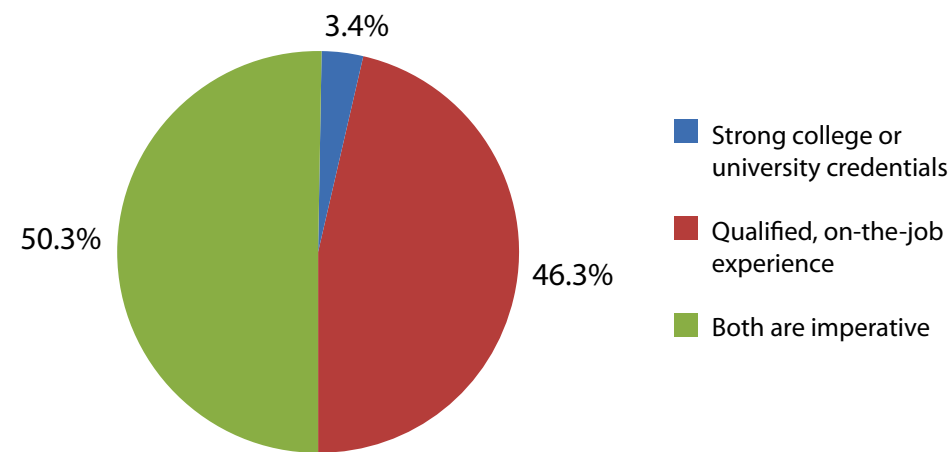
As one moves up the skill ladder, employers have higher expectations regarding previous work experience. These responses give the impression that it is unlikely that employers would hire an individual for an Intermediate or Senior level position if they had no previous work experience.

Table 4: EMPLOYER EXPERIENCE EXPECTATIONS BY SKILL LEVEL

	NO EXPERIENCE	2-4 YEARS' EXPERIENCE	5 OR MORE YEARS' EXPERIENCE
Entry-level	66%	41%	4%
Intermediate	8%	78%	20%
Senior	2%	23%	79%

That view seems reinforced by a further question, where employers were asked: when recruiting for an intermediate/mid-level or senior position, what is more important in your selection process, strong college or university credentials, qualified on-the-job experience, or both?

Chart 2: When recruiting for an intermediate/mid-level or senior position, what is most important in your selection process?



In essence, 96.6% mentioned experience (those that only mentioned experience plus those that said both), while 53.7% mentioned educational credentials.

Hiring intentions next three to six months, and three years from now

Employers were asked regarding their hiring intentions over the coming three to six months (the survey was administered between September 28 and October 29, 2011), as well as for three years from now. They were asked to speculate about these hiring intentions by different job skill levels. In order to tabulate the responses, a numerical value was assigned to each answer, as follows:

- 2 = Much less than usual
- 1 = Somewhat less than usual
- 0 = About the same
- +1 = A little more than usual
- +2 = Much more than usual



Table 5: HIRING INTENTIONS NEXT THREE TO SIX MONTHS AND THREE YEARS FROM NOW

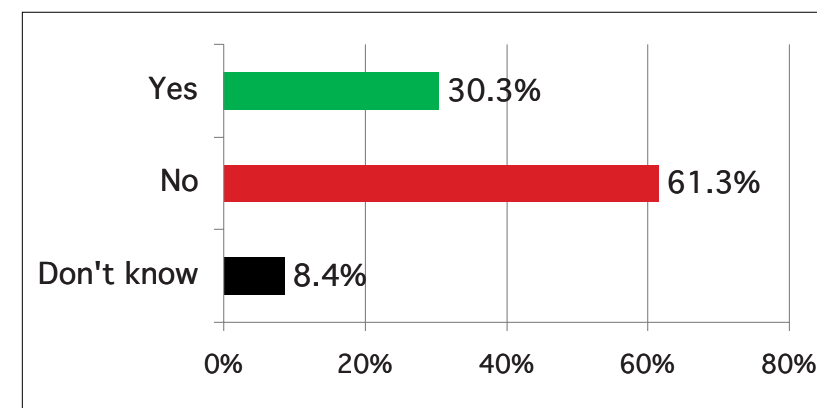
	3-6 MONTHS FROM NOW	3 YEARS FROM NOW
Entry-level	-0.27	0.40
Intermediate	-0.02	0.55
Senior	-0.37	0.41

Not surprisingly, the short-term view from employers was downbeat, given the current tepid recovery. Across all job categories, the response was negative (although Intermediate is effectively zero, meaning "About the same.") As far as the longer term, the view was positive, but only slightly so (somewhere in between "About the same" and "A little more than usual.") Interestingly, for both time frames, Intermediate jobs received the most positive scores.

Pace of retirements

Employers were asked whether they expected a higher number of workers than usual retiring in the next five years. Almost one third (30%) did expect a higher rate of retirements, but twice as many (61%) did not.

Chart 3: Percentage of employers who expect a higher number of workers retiring in the next five years



Degree of difficulty in finding qualified job applicants

Employers were asked to rate the degree of difficulty in finding qualified job candidates for the three job skill levels, Entry-level, Intermediate and Senior positions. As with other ranking questions, a numerical value was assigned to each response, as follows:

- 0 = Not challenging at all
- 1 = Somewhat challenging
- 2 = Very challenging

Table 6 provides the percentage answers for the question, including the weighted response for each skill level. Employers make significant distinctions by the skill level of the job regarding the degree of difficulty in recruiting job candidates. The average score for an entry-level position is more or less in between “Not challenging at all” and “Somewhat challenging,” while the average score for a Senior level position is between “Somewhat challenging” and “Very challenging.”

Table 6: DEGREE OF DIFFICULTY IN FINDING QUALIFIED JOB CANDIDATES BY SKILL LEVEL

	NOT CHALLENGING AT ALL	SOMEWHAT CHALLENGING	VERY CHALLENGING	WEIGHT SCORE
Entry-level	43%	47%	9%	0.66
Intermediate	12%	47%	41%	1.29
Senior	10%	27%	63%	1.53

Respondents were further asked an open-ended question: what is their greatest challenge in recruiting new workers? 139 employers entered replies, which suggested a strong desire to communicate their issues. The responses were quite varied, but overall clustered around the following themes:

- Great difficulty in finding workers with a specific high-level skill (tradesperson or professional);
- Great challenge in finding a worker who is reliable, committed, motivated, with a positive work attitude or a positive work ethic;
- Difficulty reconciling a job candidate’s limited skills or limited experience with their salary expectations;
- Shortage of job candidates with experience;
- Overall shortage of workers with the right mix of credentials, experience and attitude;
- Concern over the right “fit” between the job candidate and the firm.

Some typical entries included:

“Finding persons with real work habits/skills and not paper degrees”

“Getting fair value for the compensation expectations”

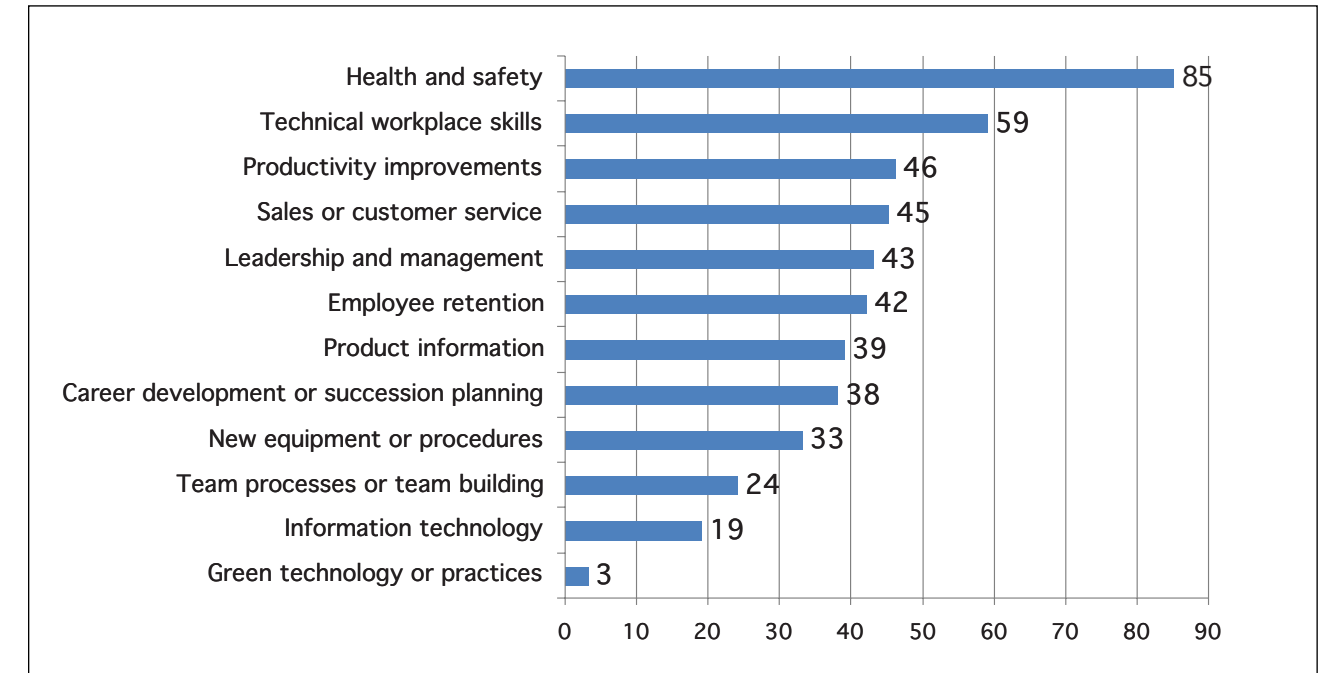
“Finding correct education, experience and personality fit”

“Soft skills, i.e. personal accountability, teamwork, personal initiative, basic written and verbal communication skills”

Reasons for engaging in training

The most common reason for engaging in training is for health and safety purposes. This is not surprising, as in many cases this is a mandatory requirement for many jobs. Chart 4 lists the number of employers citing a specific reason for the training being offered in their organization.

Chart 4: Number of employers citing a specific reason for training



There are a large number of reasons that follow Health & safety; on the other hand, Information technology and Green technology or practices rate very low as reasons for training.

Expectations regarding future training

Almost no employers expect the level of training to decrease over the next three years; an equal number expect it to stay the same or to increase.

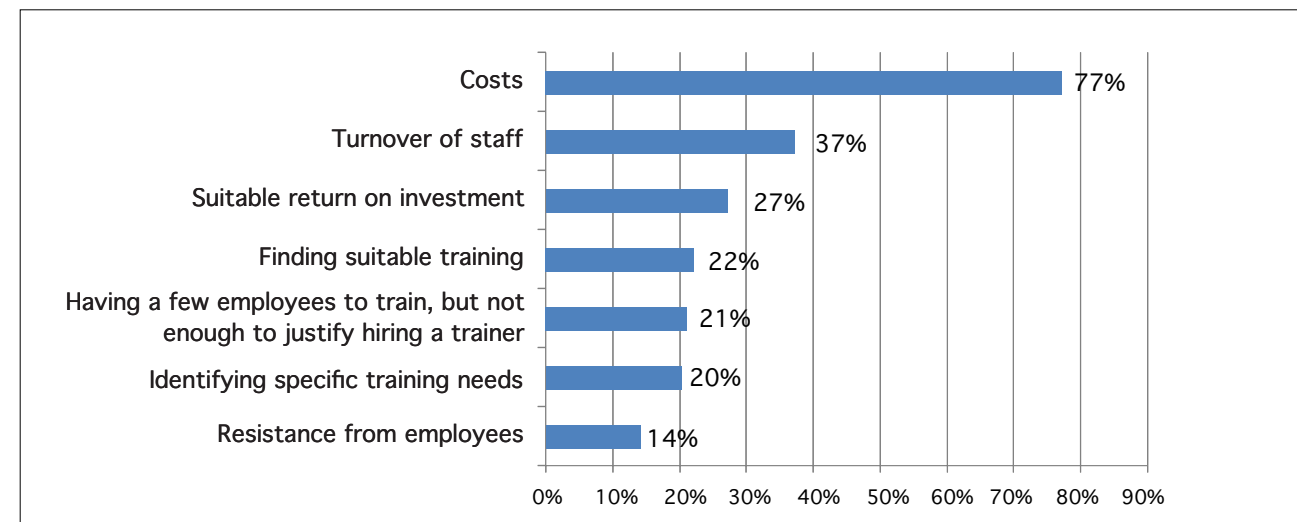
Table 7: INVESTMENT IN TRAINING THREE YEARS FROM NOW

Will decrease	3%
Will stay the same	50%
Will increase	47%

Reasons why training may not increase

When employers were asked “what is the most common reason why their investment (in time or money) in training may not increase?” by far the most common reason mentioned was cost (77%). But several other reasons also were cited, notably turnover of staff and verifying a suitable return on their investment. On the other hand, few employers felt that resistance from employees was a major barrier.

Chart 5: Reasons why investment in training may not increase

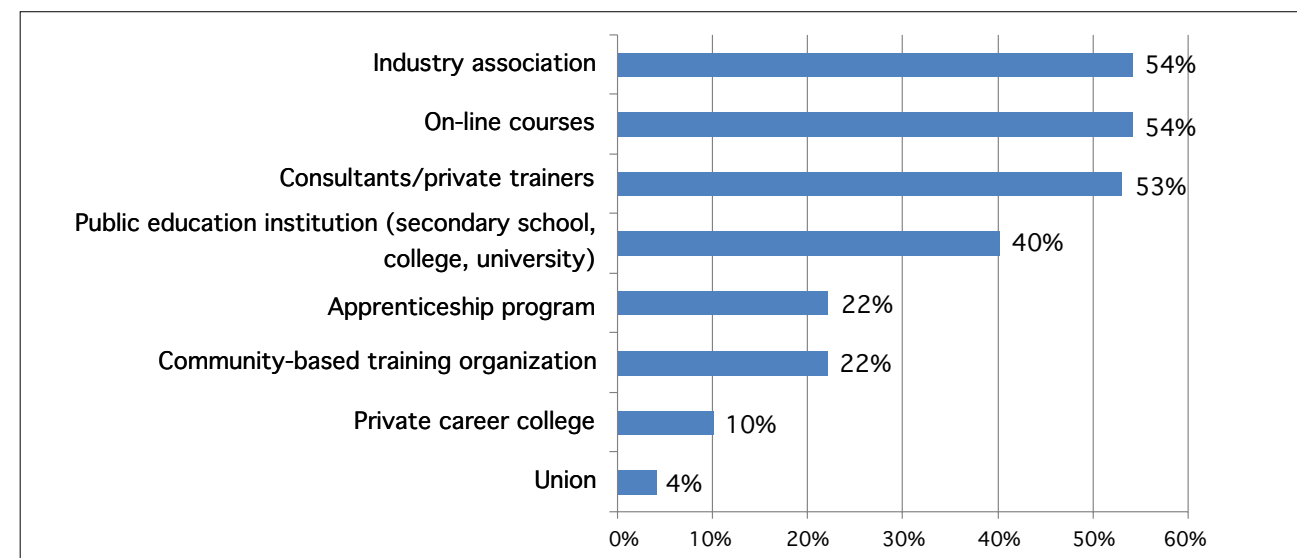


Responses add up to more than 100% because employers could choose more than one answer. The percentage reflects those who chose to answer this question.

Training resources relied upon

Tied as the most frequently used training resources were an industry association, an on-line course or a consultant or private trainer. The least likely resources were unions and private career colleges.

Chart 6: Training resources relied upon



Responses add up to more than 100% because employers could choose more than one answer. The percentage reflects those who chose to answer this question.

Strategies used to recruit employees: frequency of use and satisfaction

Employers were asked to choose from a list of strategies which ones they used and how often, as well as rate their level of satisfaction with each strategy. To compare the responses, a numerical value was attached to each possible answer, as follows:

- “Frequency of use” answers were assigned the following values:
- Always = 4
 - Sometimes = 2
 - Rarely = 1
 - Never = 0
- “Satisfaction of use” answers were assigned the following values:
- Very satisfied = 2
 - Satisfied = 1
 - Not satisfied: = -1

Table 8 tabulates the average value for all the responses.

Table 8: EMPLOYMENT RECRUITMENT STRATEGIES – FREQUENCY OF USE AND LEVEL OF SATISFACTION

FREQUENCY OF USE		SATISFACTION	
<i>Most frequent strategies</i>		<i>Highest satisfaction</i>	
Electronic postings	2.92	Internal postings	0.94
Word of mouth	2.60	Employee recommendations	0.91
Internal postings	2.53	Electronic postings	0.84
Employee recommendations	2.35	Word of mouth	0.82
<i>Less frequent strategies</i>		<i>Less satisfied</i>	
Walk-ins or inquiries	1.70	Non-profit community agencies	0.64
Non-profit community agencies	1.50	Social media	0.47
Newspaper advertisements	1.47	<i>Least satisfied</i>	
<i>Least frequent strategies</i>		Job fairs	0.28
Private recruitment or temp agencies	1.09	Private recruitment or temp agencies	0.27
Social media	0.99	Walk-ins or inquiries	0.25
Job fairs	0.84	Newspaper advertisements	0.05

When clustered in this fashion, one can see that those four recruitment strategies which garner the highest satisfaction rating from employers are also the ones most frequently used, namely:

- Internal postings
- Employee recommendations
- Electronic postings
- Word of mouth

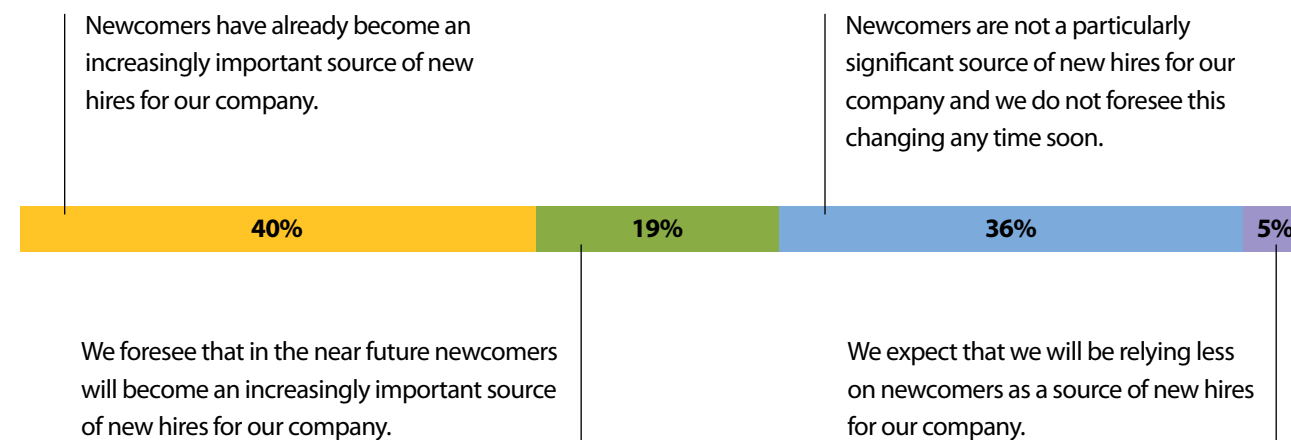
Word of mouth and employee recommendations illustrate how the tried and true methods of networks still prevail in the world of hiring, but it is noteworthy that electronic postings are now in the top tier of recruitment strategies, and that this method attracts such favourable assessments from employers.

On the other hand, two strategies stand out for being both least frequently used and attracting the lowest satisfaction ratings: job fairs and private recruitment or temp agencies.

Non-profit community agencies fell in the middle category, both in terms of the level of satisfaction and the frequency with which they are relied upon.

Significance of newcomers in future hiring

Employers were asked to choose the statement that best reflects the role that newcomers (arrived in last five years) play in their hiring decisions:



Employer concerns when hiring newcomers

Employers were asked to rate their concerns when hiring newcomers, compared to other candidates for the same position. The results have been cross-tabulated to reflect the previous answer as well. The table below provides an average score for each cell, following the following assigned values:

- 0 = Almost never a concern
- 1 = Sometimes a concern
- 2 = Often a concern
- 3 = Almost always a concern

Table 9: EMPLOYER CONCERNS WHEN EVALUATING NEWCOMERS FOR EMPLOYMENT

	TOTAL	ALREADY IMPORTANT SOURCE FOR HIRING	WILL BECOME IMPORTANT SOURCE FOR HIRING	NOT IMPORTANT AND DO NOT EXPECT THIS WILL CHANGE	EXPECT WILL RELY LESS ON
Everyday English conversational ability	1.96	1.81	1.88	2.17	2.14
Higher functioning English conversational skills (technical vocabulary, familiarity with slang/nuance)	1.80	1.59	1.83	1.98	2.14
English writing skills	1.78	1.60	1.83	1.93	2.14
Soft skills (interpersonal communication, team approach, taking the initiative)	1.28	1.13	1.38	1.35	1.71
Assessing their foreign work experience	1.27	1.07	1.54	1.29	1.71
Their "fit" or familiarity with Canadian business culture, practices and norms	1.24	1.05	1.33	1.30	2.14
Technical skills related to the job	1.12	0.86	1.29	1.30	1.43
Assessing their educational credentials	1.08	0.77	1.52	1.15	1.57
Getting recognition of their professional designation	0.88	0.75	1.30	0.73	1.43
The capacity of your firm to integrate a newcomer (HR support, cross-cultural awareness, mentors)	0.71	0.69	0.67	0.59	2.00

The table is colour-coded to highlight patterns in the responses:

- Light green = Very limited concern (score under 1.00)
- Light pink = Sometimes a concern (score 1.00—1.49)
- Dark pink = Somewhat more a concern (score 1.50—1.99)
- Red = Often a concern (score over 2.00)



As one divides the survey results into increasingly smaller segments, the reliability of the results, decreases. Nevertheless, there appears to be a significant consistency in the results:

- All employers rank three issues as significant concerns when it comes to evaluating newcomers for employment:
 - Everyday English conversational ability;
 - Higher functioning English conversational skills;
 - English writing skills;
- Those employers who indicate that they expect their reliance on newcomers will decrease in future hiring are likely reflecting a bad experience with a newcomer hiring, as their assessments are consistently negative across the entire range of issues; notably, these employers also rate their own company's capacity to integrate a newcomer as low;
- Those companies who already rely on newcomers to a considerable degree have more positive assessments on every measure when it comes to evaluating newcomers for employment;
- Those companies who expect newcomers to become an important source for hiring in the future express apprehensions about their ability to evaluate a newcomer's foreign work experience and educational credentials.

These results suggest the following strategies:

- Connecting firms who expect newcomers to become an important source of hiring in the future with those firms who already rely considerably on a newcomer workforce, to assist them to become more assured about how best to integrate newcomers into their workforce;
- Identifying those firms that have developed a negative attitude toward newcomers, most likely based on a prior bad experience, and helping them learn from that experience (what could have been done differently) as well as learn from the experience of others;
- Recognizing that those firms with the most negative assessments make up a small proportion of all employers.

Conclusion

Overall, the survey provides the following insights:

- Expectations among some employers regarding the qualifications of even entry-level positions appear high;
- Credentials are probably a minimum screening device, but experience or proven ability to do the job, is usually what really counts in a hiring decision;
- Indeed, employers are looking for the entire package: credentials, experience and fit with their company, together with a positive work ethic and great soft skills;
- A number of employers feel salary expectations stretch beyond what the usual job candidate's abilities or prior experience warrant;
- Employers express great difficulty in finding senior level staff, some difficulty in finding intermediate level staff, and not that much difficulty finding entry-level staff;
- The retirement wave is only starting to appear, with three out of ten employers expecting the pace of retirements to increase over the next five years;
- Employers engage in training for a wide mix of reasons, typically relying on their industry association, on-line courses or consultants for training resources;
- Around half of employers believe their effort in training will increase, while the other half believes it will stay the same; very few believe training will decrease;
- Cost is the biggest reason why more training is not provided; turnover of staff is another concern, as is scepticism about a suitable return on investment;
- Four recruitment strategies garner the highest satisfaction ratings and are the most frequently used: internal postings; employee recommendations; electronic postings; and word of mouth;
- Two recruitment strategies have the lowest satisfaction ratings and are the least frequently used: job fairs and private recruitment or temp agencies;
- For six out of ten employers, newcomers either are or are foreseen to be an important source of new hires;
- English communication skills, oral and writing, top the list of concerns that employers have when assessing newcomers;
- Those companies who already rely on newcomers to a considerable degree have more positive assessments on every measure when it comes to evaluating newcomers for employment;
- Firms with the most negative assessments of newcomers make up a small proportion of all employers.

Appendix A: Organizations Assisting In Outreach For The PHWDG 2011 Employer Survey

Getting employers to carve fifteen minutes out of their busy schedule to complete a survey about workforce development issues is a challenging proposition. The following organizations provided assistance to PHWDG in our outreach efforts to recruit employers to complete our survey:

- Brampton Economic Development office
- Burlington Chamber of Commerce
- Caledon Chamber of Commerce
- Caledon Economic Development office
- Halton Hills Chamber of Commerce
- Halton Region
- Human Resources Professionals Association – Peel Chapter
- Milton Chamber of Commerce
- Mississauga Board of Trade
- Mississauga Economic Development office
- Oakville Economic Development office

Appendix B: 2011 PHWDG Employer Survey Questions

Employer Survey

Your responses will not be linked with your identity or the identity of your organization. Your responses will only be used for the purpose of this project.

Contact name: _____ Title: _____

Contact e-mail: _____ Phone: _____

Organization name: _____

1. In what industry/sector is your organization?

- | | |
|---|--|
| <input type="checkbox"/> Accommodation and Food Services | <input type="checkbox"/> Manufacturing |
| <input type="checkbox"/> Administrative & Support, Waste Management | <input type="checkbox"/> Other Services (except Public Administration) |
| <input type="checkbox"/> Agriculture, Forestry, Fishing and Hunting | <input type="checkbox"/> Professional, Scientific & Technical Services |
| <input type="checkbox"/> Arts, Entertainment and Recreation | <input type="checkbox"/> Public Administration |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Real Estate and Rental and Leasing |
| <input type="checkbox"/> Educational Services | <input type="checkbox"/> Retail Trade |
| <input type="checkbox"/> Finance and Insurance | <input type="checkbox"/> Transportation and Warehousing |
| <input type="checkbox"/> Health Care and Social Assistance | <input type="checkbox"/> Wholesale Trade |
| <input type="checkbox"/> Information and Cultural Industries | |

2. In which community is your organization located?

Peel	Halton	Other
Burlington	Brampton	_____
Halton Hills	Caledon	
Milton	Mississauga	
Oakville		

3. (a) How many employees are at this location? Please respond for each of the four employee types.

Full-time: _____
 Part-time: _____
 Permanent: _____
 Non-permanent (Temporary/Contract/Seasonal): _____

DEFINITIONS

Permanent: On-going employment
Temporary: Employment for a limited term
Seasonal: Employment for a specific part of the year
Casual: Employment on a day-to-day basis
Full-time: 30 hours or more per week
Part-time: Less than 30 hours a week

3. (b) Please indicate the number of all employees by skill level:

Perm = Permanent; Non-perm = Non-permanent

	Perm	Non-perm
Entry level (jobs that usually require no more than a high school education, could be performed by low skilled and/or inexperienced staff; can include clerical, sales & customer service, labourer jobs)	_____	_____
Intermediate level (semi-skilled or skilled, typically filled by employees with 2 years or more job experience, or someone with specific training; entry-level manager)	_____	_____
Senior level (experienced management, professionals, highly specialized skilled worker)	_____	_____

4. What are the usual qualifications you require for a candidate to be considered for a job? Please indicate all the criteria that apply, for each of the three employee categories:

	EDUCATION OR TRAINING							EXPERIENCE		
	No certificate	High school diploma	Trades certificate	Specialized training	College diploma	Bachelor's degree	Master's degree or higher	No experience	2-4 years' experience	5 or more years' experience
Entry-level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intermediate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. When recruiting for an intermediate/mid-level or senior position, what is more important in your selection process? (Please check one only.)

- Strong college or university credentials
- Qualified, on-the-job experience
- Both are imperative

6. Over the next three to six months, do you expect your organization will hire fewer, more, or the same number of employees as you did the previous three months? Please respond for each of the following employee categories.

	Much less than usual	Somewhat less than usual	About the same	A little more than usual	Much more than usual	Don't know/ Not applicable
Entry level (unskilled, inexperienced clerical, sales & customer service, labourer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intermediate level (2 years+ job experience, or occupation specific training; entry-level manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior level (experienced management, professionals, highly specialized skilled worker)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Three years from now, do you expect your organization will employ fewer, more, or the same number of employees as it currently does? Please respond for each of the following employee categories.

	Much less than usual	Somewhat less than usual	About the same	A little more than usual	Much more than usual	Don't know/ Not applicable
Entry level (unskilled, inexperienced clerical, sales & customer service, labourer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intermediate level (2 years+ job experience, or occupation specific training; entry-level manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior level (experienced management, professionals, highly specialized skilled worker)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Do you expect a higher number of workers than usual retiring in the next five years?

- Yes
- No
- Don't know

9. Please indicate your organization's degree of difficulty in finding qualified applicants in each of the following employee segments:

	Not challenging at all	Somewhat challenging	Very challenging	Don't know/ Not applicable
Entry level (unskilled, inexperienced clerical, sales & customer service, labourer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intermediate level (2 years+ job experience, or occupation specific training; entry-level manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior level (experienced management, professionals, highly specialized skilled worker)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. What is your greatest challenge(s) in recruiting new workers?

11. What are the three top reasons why your organization engages in employee training? Please check no more than three:

- | | |
|--|--|
| <input type="checkbox"/> Health and safety | <input type="checkbox"/> Leadership and management |
| <input type="checkbox"/> Information technology | <input type="checkbox"/> Productivity improvements |
| <input type="checkbox"/> Product information | <input type="checkbox"/> New equipment or new procedures |
| <input type="checkbox"/> Career development or succession planning | <input type="checkbox"/> Team processes or team building |
| <input type="checkbox"/> Technical workplace skills | <input type="checkbox"/> Sales or customer service |
| <input type="checkbox"/> Green technology or practices | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Employee retention | |

12. Over the next three years, do you anticipate your investment (either time or money) in employee training will increase, decrease, or stay the same compared to today?

- Decrease Stay the same Increase

13. What concerns might prevent your organization from increasing its investment (either time or money) in employee training? Check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Costs | <input type="checkbox"/> Identifying specific training needs |
| <input type="checkbox"/> Turnover of staff | <input type="checkbox"/> Finding suitable training |
| <input type="checkbox"/> Suitable return on investment | <input type="checkbox"/> Other: _____ |

14. Which of the following training resources has your organization used to train employees? Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Public education institution (secondary school, college, university) | <input type="checkbox"/> Apprenticeship program |
| <input type="checkbox"/> Private career college | <input type="checkbox"/> Union |
| <input type="checkbox"/> Industry association | <input type="checkbox"/> Consultant/private trainers |
| <input type="checkbox"/> Community-based training organization | <input type="checkbox"/> On-line courses |
| <input type="checkbox"/> Other: _____ | |

15. Which of the following strategies does your organization use to recruit new employees? For each strategy, please indicate the frequency of use and your satisfaction with the outcome of each of these approaches?

	Always	Sometimes	Rarely	Never	Level of satisfaction with each method	Very satisfied	Satisfied	Not Satisfied	Don't Know
Newspaper advertisements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private recruitment or temp agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-profit community agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Word of mouth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walk-ins or inquiries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job fairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media (e.g. LinkedIn, Facebook)	<input type="checkbox"/>	<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"/>	<input type="checkbox"/>

16. Please choose the statement that best reflects the role that newcomers to Canada (arrived in last five years) play in your employee hiring decisions:

- Newcomers have already become an increasingly important source of new hires for our company.
- We foresee that in the near future newcomers will become an increasingly important source of new hires for our company.
- Newcomers are not a particularly significant source of new hires for our company and we do not foresee this changing any time soon.
- We expect that we will be relying less on newcomers as a source of new hires for our company.

17. Compared to other job candidates for the same position, how often has each of these issues been a greater concern when you have been evaluating a newcomer (arrived to Canada in the last five years) when hiring for your company?

	Almost never a concern	Sometimes a concern	Often a concern	Almost always a concern
Technical skills related to the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Everyday English conversational ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing their foreign work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Their "fit" or familiarity with Canadian business culture, practices and norms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Higher functioning English conversational skills (technical vocabulary, familiarity with slang and nuance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
English writing skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Soft skills (interpersonal communication, team approach, taking the initiative)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing their educational credentials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Getting recognition of their professional designation	<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"/>

THANK YOU!

Peel Halton Workforce Development Group

1100 Central Parkway West, Unit 4, Suite 200, Mississauga, ON L5C 4E5
ph 905.306.9588 • fx 905.306.9590 • info@peelhaltonworkforce.com

www.peelhaltonworkforce.com