

2013

PEEL HALTON EMPLOYER SURVEY

RESULTS AND ANALYSIS

TRAINING

YOUTH

DEMAND

JOBS

SUPPLY



Peel Halton Workforce Development Group Employer Survey 2013

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 2014 Employer Survey, please e-mail us at info@peelhaltonworkforce.com

DISCLAIMER

The material contained in this report is drawn from a variety of sources considered to be reliable. We make no representation or warranty, express or implied, as to its accuracy or completeness. In providing this material, the Peel Halton Workforce Development Group assumes no responsibility or liability.

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Executive summary

- A large number of responses, an average of 415 employers per question; over 100 employers from each of Mississauga, Oakville and Brampton; the survey has a larger proportion of firms with five or more employees, and otherwise a good representation across all industries;
- The overall impression: each employer has unique needs and applies a unique judgment when making decisions relating to his or her workforce; there are patterns and tendencies that describe clusters of employers, but one can always find a minority who hold a contrary view;
- When hiring, most firms (around 80%) first apply a screening process to narrow down their selection; around 10% of that screening is done via software, and slightly more rely on screening by an outside organization; otherwise the screening is done directly by staff;
- For entry-level jobs, the initial screening gives priority to prior work experience, references and the resume; for intermediate and senior level jobs, these same items are key as well as educational attainment;
- When it comes to hiring, the soft skills rank highest: evidence of work ethic, personality, communications skills, fit with the company's culture or style, and performance during the job interview;
- Employers provided a long and varied list of jobs they find difficult to fill, spanning a range of occupations and skill levels; what limited patterns exist relate to employers seeking managers, experienced workers or individualized, highly specialized skills; otherwise one can say that there really isn't a skills shortage, rather a challenge matching a specific employer's need to the large number of job seekers;
- Employers are most likely to rely on electronic postings, word of mouth, employee recommendations and internal postings when recruiting for a job, and these are the recruitment strategies they are most satisfied with;
- Around a third of employers see their investment in workplace training increasing, slightly more so for intermediate level workers;
- Around a half of employers foresee hiring the same number of youth in the coming year as they have in the past year; around a quarter of employers typically don't hire youth, largely because the jobs on offer require a level of skills and/or experience that youth do not possess; around an eighth of employers expect to hire more youth in the next year—they appreciate the talents that youth bring to the job; another eighth expect to hire less youth in the coming year, largely because they expect less staff turnover.

Acknowledgements

This survey would not amount to anything were it not for the hundreds of Peel and Halton employers who took time out of their busy schedule to follow a link to an on-line survey and through their answers provide a window into their workforce practices. While it is true that the insights gained from the accumulated responses will help guide local employment services programs and the career choices of Peel and Halton residents, this eventual indirect benefit to employers was unlikely the only reason why they responded. Evidently they appreciated that their responses contribute to a better functioning local labour market, regardless of whether there was an immediate return to their company, and for this contribution to the broader community we thank them.

Furthermore, many employers would not have been engaged had it not been for the efforts of our many partners, who undertook outreach to enlist the participation of employers. They did this by placing the link to the survey on their website, referring to it in their newsletters, and by sending out e-mails to their employer contact lists directly requesting them to participate. The Peel Halton Workforce Development Group sincerely wishes to thank the following organizations for their employer outreach efforts:

ACCESS Employment	Halton Hills Economic Development
Brampton Economic Development	Halton Industry Education Council
Burlington Chamber of Commerce	HR Professionals Association – Peel
Burlington Economic Development	Mississauga Board of Trade
Caledon Chamber of Commerce	Mississauga Economic Development
Caledon Community Services	Milton Chamber of Commerce
Caledon Economic Development	Oakville Chamber of Commerce
Centre for Education and Training	Oakville Economic Development
Centre for Skills Development and Training	Polycultural Immigrant and Community Services
Halton Region Employment	Region of Peel
Halton Hills Chamber of Commerce	Sheridan College

The number of partners participating and the number of employers engaged by the survey speaks to the relevance of such a survey. This is the third year we have conducted the survey. We trust that its continuity and its growing reach is a reflection of its value to the many stakeholders who make it happen.

Shalini da Cunha
Executive Director
Peel Halton Workforce Development Group

Tom Zizys
PHWDG labour market analyst

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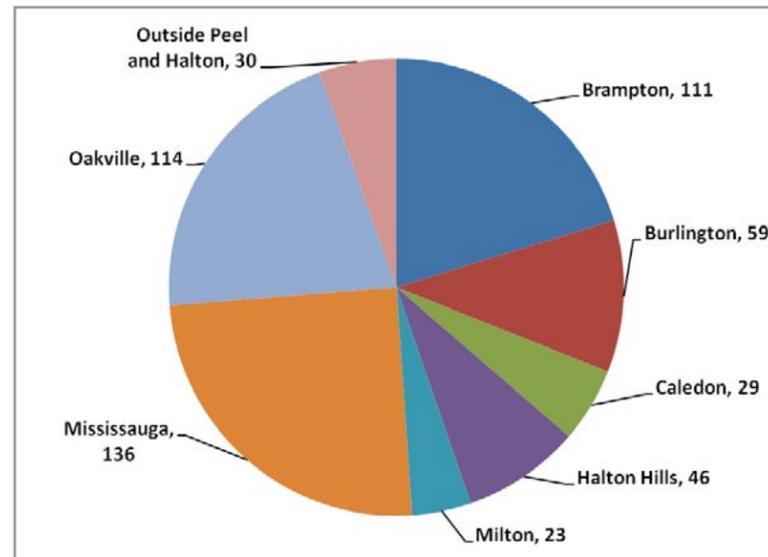
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Introduction and Profile of Survey Respondents

The 2013 Peel Halton Workforce Development Group's Employer Survey was undertaken between August 26 and October 17 by way of an on-line survey. Close to 600 employers visited the survey site and 392 employers completed the entire survey. The average number of responses was 415 employers. In comparison, last year the survey generated 320 completions and the year before, 144 completions.

The sample of employers represents a good cross-section by location, industry and number of employees. These employers collectively represent over 50,000 jobs in Peel and Halton, based on the average number of employees for the different size categories of firms.

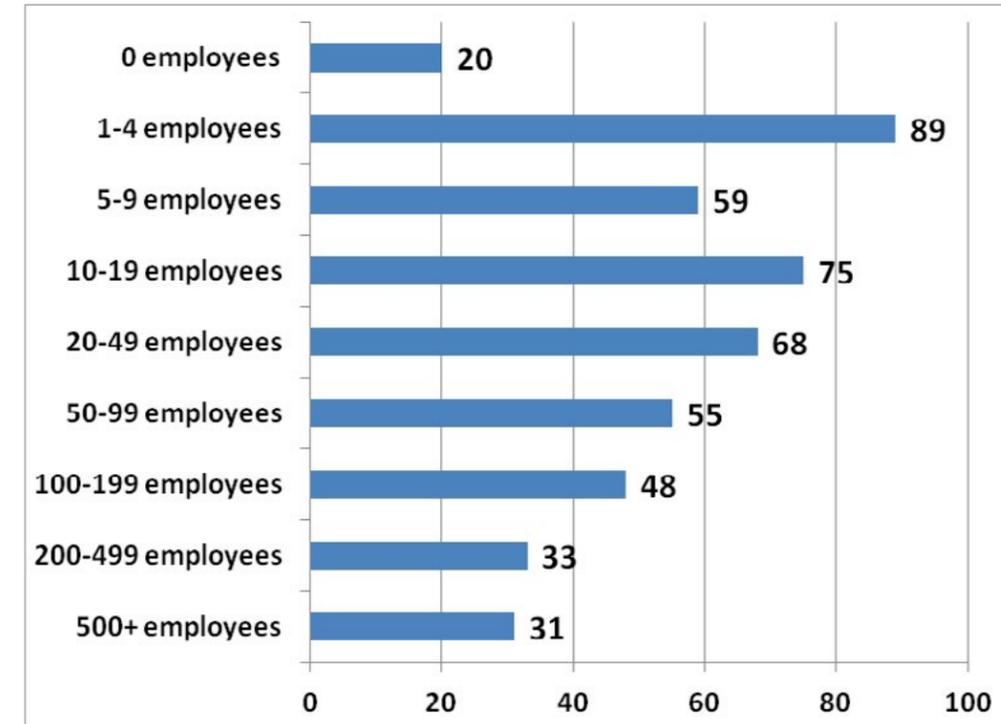
Chart 1: Distribution of survey respondents by geography (N=478)



While there were 478 employers who provided a location, the number of responses equalled 548, as some employers listed more than one location for their business. Mississauga led the way with the most number of employers responding (29% of employers), followed by Oakville (24%) and Brampton (23%).

The size of the establishments by number of full-time equivalent employees covered the entire spectrum.

Chart 2: Distribution of survey respondents by number of FTE employees (N=478)



One can compare the survey sample to the total universe of employers present in Peel and Halton in June 2013.

Table 1: Comparison of distribution of employers by firm size, survey and actual number in Peel and Halton Regions

	0 employees	1-4 employees	5-9 employees	10-19 employees	20-49 employees	50-99 employees	100-199 employees	200-499 employees	500+ employees
NUMBER									
Survey	20	89	59	75	68	55	48	33	31
Actual	81,713	37,763	9,869	6,265	4,567	1,759	871	407	143
PERCENTAGE									
Survey	4%	19%	12%	16%	14%	12%	10%	7%	7%
Actual	57%	26%	7%	4%	3%	1%	1%	0%	0%

As Table 1 illustrates, the survey is clearly weighted toward larger firms. While firms with less than nine employees make up 90% of all firms in Peel and Halton (57%+26%+7%), they made up only 35% of the survey sample. However, for a survey that seeks to explore employer hiring practices, it is perhaps not such a bad thing that the sample has a higher proportion of larger firms.

Table 2: Comparison of distribution of employers by industry, survey and actual number in Peel and Halton Regions

	Number		Percentage	
	Survey	Survey	Survey	Actual
Accommodation and Food Services	26	5.4%	5.3%	
Administrative & Support	12	2.5%	4.6%	
Agriculture and other primary	4	0.8%	0.5%	
Arts, Entertainment and Recreation	14	2.9%	0.9%	
Construction	28	5.9%	8.3%	
Educational Services	21	4.4%	1.1%	
Finance and Insurance	27	5.6%	3.3%	
Health Care and Social Assistance	34	7.1%	7.6%	
Information and Cultural Industries	3	0.6%	1.1%	
Management of companies	2	0.4%	1.3%	
Manufacturing	71	14.9%	6.2%	
Mining oil and gas	1	0.2%	0.1%	
Other Services (except Public Administration)	58	12.1%	8.3%	
Professional, Scientific & Technical Services	62	13.0%	14.1%	
Public Administration	15	3.1%	0.0%	
Real Estate and Rental and Leasing	7	1.5%	3.8%	
Retail Trade	31	6.5%	10.7%	
Transportation and Warehousing	34	7.1%	14.8%	
Utilities	5	1.0%	0.1%	
Wholesale Trade	23	4.8%	8.0%	

Table 2 compares the survey's percentage distribution of employers by industry to that of the actual distribution in Peel and Halton. For the actual number, only those firms with at least one employee were counted, to eliminate the high number of solo operators and consultants. While the employer distribution by industry between the survey and the actual number has its variances, in general it shows a proportional distribution—those industries having a higher share of the actual number of employers also represent the larger categories in the survey and vice versa, with a small number of exceptions.

Table 3: Survey distribution of employers by industry and by size

	1-4 employees	5-9 employees	10-19 employees	20-49 employees	50-99 employees	100-199 employees	200-499 employees	500+ employees
Accommodation and Food Services	6	3	5	7	2	0	2	0
Administrative & Support	2	3	2	2	1	1	1	0
Agriculture and other primary	2	0	1	0	0	1	0	0
Arts, Entertainment and Recreation	3	2	3	2	1	1	0	1
Construction	9	3	9	1	1	3	1	0
Educational Services	5	6	2	2	2	1	0	2
Finance and Insurance	9	2	4	1	2	2	4	3
Health Care and Social Assistance	5	3	5	6	4	6	3	2
Information and Cultural Industries	0	0	0	0	1	1	0	0
Management of companies	1	0	0	0	0	0	0	0
Manufacturing	5	3	16	19	10	5	10	3
Mining oil and gas	0	1	0	0	0	0	0	0
Other Services (except Public Administration)	12	12	9	2	8	6	3	3
Professional, Scientific & Technical Services	17	8	5	8	3	9	3	3
Public Administration	1	2	0	2	0	0	1	9
Real Estate and Rental and Leasing	0	1	0	1	5	0	0	0
Retail Trade	8	5	5	4	2	1	1	1
Transportation and Warehousing	4	4	5	7	6	4	1	3
Utilities	0	1	0	0	1	1	1	1
Wholesale Trade	0	0	4	4	6	6	2	0

Table 3 reveals the survey's distribution of firms by industry and by employee size. For industries with a larger number of respondents, there is usually a good spread of firms across all sizes, the main exception being in the category of Public Administration, where among 15 responses, 9 came from employers with 500 or more employees (not surprising, as most local governments in Peel and Halton are large enterprises).

Survey Analysis

This section offers the responses to the substantive survey questions, together with an analysis, typically looking at the cross-tabulation of results by different segments. Thus, in addition to providing the answers of all survey respondents, the results will be broken down by categories, where there are useful insights to be gained.

One cross-tabulation will be according to certain industry groupings, either one or several industries. In order to ensure a sufficient number of respondents form a category, they have been classified as follows:

Table 4: Industry categories for survey cross-tabulations

MANUFACTURING	71	14.9%
PROFESSIONAL, SCIENTIFIC AND TECHNICAL	62	13.0%
KNOWLEDGE SECTOR	100	20.9%
Educational Services	21	4.4%
Finance and Insurance	27	5.6%
Health Care and Social Assistance	34	7.1%
Information and Cultural Industries	3	0.6%
Public Administration	15	3.1%
SERVICE SECTOR	71	14.9%
Accommodation and Food Services	26	5.4%
Arts, Entertainment and Recreation	14	2.9%
Retail Trade	31	6.5%

Together, these four categories make up almost two-thirds of all employers participating in the survey.

In addition, cross-tabulations will at times be provided by size as well, using the four larger groupings:

- 1 to 4 employees
- 5 to 19 employees
- 20 to 99 employees
- 100 or more employees

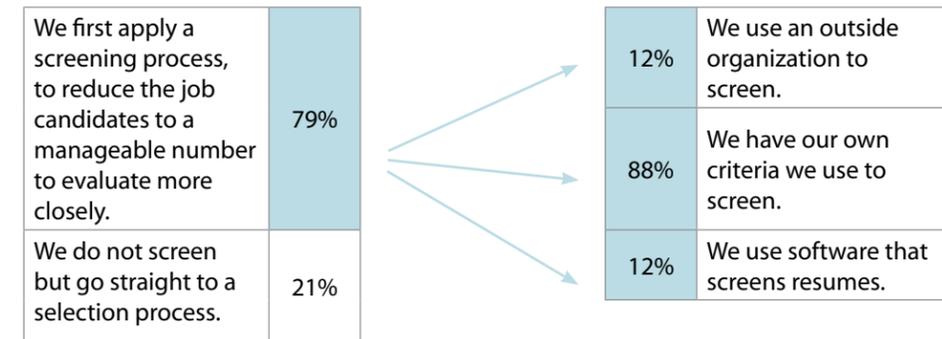
The survey also at times distinguished between different categories of workers. The following definitions were provided to the employers:

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 and customer service, labourer jobs
Intermediate level	Semi-skilled or skilled jobs, typically filled by employees with 2 or more years of job experience, or someone with specific training; entry-level manager, carpenter
Senior level	Experienced management, professionals, highly specialized skilled worker

The Hiring Process For Entry-Level Workers

Employers were first asked what kind of process they used for hiring entry-level workers: did they do an initial screen, and if so, what did it look like.

Diagram 1: Entry-level screening process



There were a number of employers who indicated that they did not hire entry-level workers or that they relied on temp agencies for workers in this category.

Among those that did use a screening process, it is perhaps not surprising that the larger the firm size, the more likely they use a screening process (Table 5), as they likely do more hiring and get more job applicants.

Table 5: Likelihood of using a screening process for entry-level jobs, by size of establishment

ALL SURVEY	1-4 employees	5-19 employees	20-99 employees	100+ employees
79%	68%	75%	83%	93%

In terms of the industry cross-tabulations, the Services category is less likely to use a screening process, followed by Manufacturing, while Professional, Technical and Scientific Services together with the Knowledge sector generally are more likely to apply screening (Table 6).

Table 6: Likelihood of using a screening process for entry-level jobs, by size of industry

ALL SURVEY	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
79%	77%	84%	85%	71%

When it comes to what kind of screening process is applied, the significant difference among different size firms is the greater propensity of larger firms to use software to screen resumes (Table 7).

Table 7: Type of screening process used, by size of firm

	1-4 employees	5-19 employees	20-99 employees	100+ employees
We use an outside organization to screen.	10%	12%	12%	13%
We have our own criteria we use to screen.	86%	92%	87%	85%
We use software that screens resumes.	8%	6%	9%	23%

Most of the answers for each type of screening option fall within a range, except for the proportion of employers with over 100 employees who use software to screen resumes (23%). That being said, it is noteworthy that a small share of all employers in the other size categories uses screening software.

When compared by industry (Table 8), the major outlier is the Manufacturing sector: they are more likely to rely on an outside organization (might this reflect a greater reliance on temp agencies?) and are also less likely to use resume screening software.

Table 8: Type of screening process used, by industry

	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
We use an outside organization to screen.	31%	6%	6%	4%
We have our own criteria we use to screen.	83%	91%	86%	87%
We use software that screens resumes.	7%	13%	14%	15%

The responses for Manufacturing for these questions fall quite outside the narrow range evident among the other three industry categories.

Criteria for screening entry-level workers

Whatever screening process is used, it ultimately needs to rest on assessing the attributes of the job candidate. The following table lists the level of importance employers attached to the attributes cited, when screening for entry-level jobs.

Table 9: Rating of attributes when screening entry-level job candidates

	Very important	Somewhat important	Little or no importance	Rating	Responses
The quality and content of the cover letter	28%	47%	26%	2.02	353
The quality of the resume	53%	42%	5%	2.48	354
Level of educational attainment	40%	51%	9%	2.31	359
Previous work experience of any kind	58%	37%	5%	2.52	358
Previous work experience in this industry or job	58%	35%	7%	2.51	357
Other life experiences (hobbies, volunteer work)	17%	55%	28%	1.90	355
References	57%	35%	8%	2.48	359

The rating is arrived at by assigning a "3" for "very important," a "2" for "somewhat important" and a "1" for "little or no importance," totalling the results and dividing by the number of responses.

Four attributes rank highly when it comes to screening for entry-level workers:

- Any previous work experience
- Work experience relevant to the job or industry
- References
- The resume

Two attributes rank relatively lower:

- The cover letter
- Other life experiences

That is not to say that these items are not at all important. For some employers, these are important elements—for example, 28% of employers say the cover letter is very important.

Finally, the level of educational attainment falls somewhere in between these two extremes, a little closer to ranking higher than ranking lower.

When comparing by size of establishments, the only variance is among firms with 1 to 4 employees, who are somewhat more likely to give weight to the cover letter and to other life experiences. When comparing by industry, the notable variance is in the Service sector, which places less emphasis both on educational attainment and on prior work experience in the same field.

Criteria for hiring entry-level workers

When it comes to hiring entry-level workers, the attributes divide into four levels:

High ranking:

- Evidence of work ethic
- Personality
- Communications skills (oral and/or written)
- Fit with your organization's culture or style
- Performance during job interview

Medium ranking:

- The quality of the resume
- Level of educational attainment
- Potential for advancement within your company

Medium-high ranking:

- References
- Previous work experience of any kind
- Previous work experience in this industry or job

Medium-low ranking:

- The quality and content of the cover letter
- Other life experiences (hobbies, volunteer work)

Table 10: Rating of attributes when hiring entry-level job candidates

	Very important	Somewhat important	Little or no importance	Rating	Responses
Level of educational attainment	30%	59%	11%	2.19	428
Previous work experience of any kind	42%	51%	7%	2.36	434
Previous work experience in this industry or job	44%	47%	9%	2.35	435
Other life experiences (hobbies, volunteer work)	13%	56%	31%	1.82	433
Personality	77%	23%	1%	2.76	432
References	49%	41%	10%	2.39	429
Fit with your organization's culture or style	77%	20%	3%	2.74	436
Potential for advancement within your company	33%	52%	16%	2.17	436
Communications skills (oral and/or written)	78%	21%	2%	2.76	431
Evidence of work ethic	86%	13%	1%	2.85	434
Performance during job interview	75%	24%	1%	2.74	436
The quality and content of the cover letter	20%	50%	30%	1.90	428
The quality of the resume	34%	54%	11%	2.23	430

The rating is arrived at by assigning a "3" for "very important," a "2" for "somewhat important" and a "1" for "little or no importance," totalling the results and dividing by the number of responses.

The differences in the ratings by size of establishment or by industry are relatively minor. Tables 11 and 12 provide the cross-tabulated ratings for these categories. The green-shaded cells highlight the responses that are 5% or more greater than the average and the red-shaded cells highlight those that are 5% or more less than the average. There are only two instances where the variance is greater than 10%: the Knowledge sector industries are far more likely to rate the level of educational attainment higher, while the Services sector is far more likely to rate it lower.

Table 11: Rating of attributes when hiring entry-level job candidates, by size of establishment

	ALL	1-4 employees	5-19 employees	20-99 employees	100+ employees
Level of educational attainment	2.19	2.19	2.09	2.19	2.33
Previous work experience of any kind	2.36	2.38	2.36	2.25	2.47
Previous work experience in this industry or job	2.35	2.36	2.28	2.32	2.46
Other life experiences (hobbies, volunteer work)	1.82	1.96	1.84	1.79	1.73
Personality	2.76	2.84	2.80	2.73	2.69
References	2.39	2.39	2.35	2.41	2.44
Fit with your organization's culture or style	2.74	2.72	2.72	2.75	2.78
Potential for advancement within your company	2.17	2.24	2.19	2.07	2.25
Communications skills (oral and/or written)	2.76	2.77	2.71	2.85	2.71
Evidence of work ethic	2.85	2.92	2.86	2.86	2.76
Performance during job interview	2.74	2.83	2.65	2.74	2.81
The quality and content of the cover letter	1.90	2.04	1.94	1.90	1.73
The quality of the resume	2.23	2.23	2.15	2.32	2.23

Table 12: Rating of attributes when hiring entry-level job candidates, by industry

	ALL	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
Level of educational attainment	2.19	2.12	2.33	2.47	1.91
Previous work experience of any kind	2.36	2.36	2.35	2.47	2.21
Previous work experience in this industry or job	2.35	2.37	2.47	2.49	2.19
Other life experiences (hobbies, volunteer work)	1.82	1.75	1.88	1.91	1.84
Personality	2.76	2.70	2.80	2.74	2.93
References	2.39	2.42	2.35	2.55	2.21
Fit with your organization's culture or style	2.74	2.85	2.77	2.77	2.65
Potential for advancement within your company	2.17	2.10	2.35	2.11	2.12
Communications skills (oral and/or written)	2.76	2.74	2.84	2.86	2.76
Evidence of work ethic	2.85	2.93	2.84	2.78	2.84
Performance during job interview	2.74	2.64	2.70	2.84	2.84
The quality and content of the cover letter	1.90	1.77	2.02	2.06	1.84
The quality of the resume	2.23	2.26	2.36	2.38	2.18

The hiring process for intermediate and senior level workers

The same sets of questions that were used in relation to entry-level workers were also asked of employers regarding their selection and hiring processes and criteria applied to choosing job candidates.

Diagram 2: Intermediate and senior-level screening process

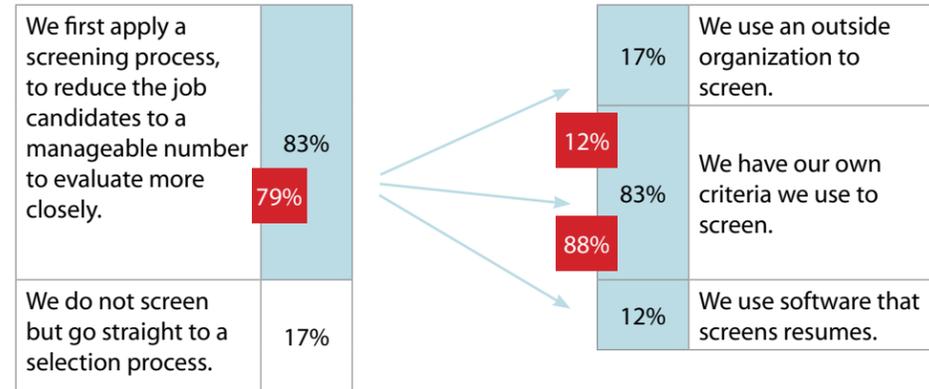


Diagram 2 illustrates the responses on the screening process question. The responses in red compare these answers to what employers said in relation to entry-level jobs. Essentially, there is not all that much difference in the screening processes used by employers, except that when it comes to intermediate or senior level positions, employers are slightly more likely to rely on an outside organization to do the screening for them.

As in the case of entry-level workers, the larger the firm, the more likely they were to use a screening process. However, when it comes to screening intermediate or senior level workers, firms with 20 to 99 employees are just as likely to screen as firms with 100 or more employees.

Table 13: Likelihood of using a screening process for intermediate or senior-level jobs, by size of establishment

ALL SURVEY	1-4 employees	5-19 employees	20-99 employees	100+ employees
83%	69%	74%	93%	92%

And as was the case with entry-level workers, the Services category is less likely to use a screening process (although the gap with other sectors is less), followed by Manufacturing, while Professional, Technical and Scientific Services together with the Knowledge sector generally are more likely to apply screening (Table 14).

Table 14: Likelihood of using a screening process for intermediate or senior-level jobs, by size of establishment

ALL SURVEY	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
79%	81%	86%	85%	78%

When it comes to what kind of screening process is applied, the significant difference among different size firms is the greater propensity of larger firms to use an outside organization or software to screen resumes (Table 15). As well, this tendency already starts with firms with 20 to 99 employees, and not only with the largest firms.

Table 15: Type of screening process used, by size of firm

	1-4 employees	5-19 employees	20-99 employees	100+ employees
We use an outside organization to screen.	11%	16%	20%	22%
We have our own criteria we use to screen.	80%	84%	82%	89%
We use software that screens resumes.	7%	7%	14%	20%

When compared by industry (Table 16), the major outlier is the Manufacturing sector: once again, they are more likely to rely on an outside organization and are also less likely to use resume screening software.

Table 16: Type of screening process used, by industry

	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
We use an outside organization to screen.	37%	10%	10%	12%
We have our own criteria we use to screen.	80%	84%	87%	79%
We use software that screens resumes.	7%	16%	13%	15%

The responses for Manufacturing for these questions fall quite outside the narrow range evident among the other three industry categories.

Criteria for screening intermediate or senior-level workers

Employers were asked to rank the same screening attributes for intermediate or senior level positions as had been used in reference to entry-level candidates.

Table 17: Rating of attributes when screening intermediate or senior-level job candidates

	Very important	Somewhat important	Little or no importance	Rating	Responses
The quality and content of the cover letter	42%	44%	15%	2.27	347
The quality of the resume	60%	36%	4%	2.57	346
Level of educational attainment	63%	35%	2%	2.61	347
Previous work experience of any kind	65%	32%	3%	2.62	346
Previous work experience in this industry or job	80%	19%	1%	2.80	349
Other life experiences (hobbies, volunteer work)	18%	60%	22%	1.96	345
References	67%	28%	5%	2.62	348

The rating is arrived at by assigning a "3" for "very important," a "2" for "somewhat important" and a "1" for "little or no importance," totalling the results and dividing by the number of responses.

Two significant changes are apparent when comparing these ratings to those provided in relation to entry-level job candidates. Firstly, previous work experience in this industry or occupation is clearly first among all attributes receiving high ratings; indeed, 80% list this as very important. Secondly, the cluster of attributes which make up the higher rated items has now increased from four to five, as the level of educational attainment now also qualifies for this tier.

Meanwhile, as before, the quality and content of the cover letter and other life experiences rank lower, although it should be pointed out that 42% of employers now do rank the cover letter as very important (compared to 28% when rating for entry-level workers).

When comparing by size of establishments, the only variance is that small firms (1 to 4 employees) appear to give somewhat less weight to the level of educational attainment, while large firms (100+ employees) appear to give somewhat more.

There are more instances of variance when the results are cross-tabulated by industry (Table 18). The green-shaded cells highlight that responses that are 5% or more greater than the average and the red-shaded cells highlight those that are 5% or more less than the average.

Table 18: Rating of attributes when screening intermediate or senior-level job candidates, by industry

	ALL	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
The quality and content of the cover letter	2.27	2.12	2.19	2.34	2.40
The quality of the resume	2.57	2.48	2.54	2.70	2.55
Level of educational attainment	2.61	2.66	2.54	2.77	2.40
Previous work experience of any kind	2.62	2.63	2.58	2.53	2.68
Previous work experience in this industry or job	2.80	2.85	2.88	2.90	2.74
Other life experiences (hobbies, volunteer work)	1.96	1.85	1.79	1.93	2.17
References	2.62	2.54	2.65	2.70	2.60

Not surprisingly, the Knowledge sector rates the level of educational attainment somewhat higher than the other sectors, while the Services sector ranks it lower, indeed at the same level as the quality and content of the cover letter.

While not that much out of the range, it is still worth noting the high rating for previous work experience in the same industry or occupation providing by the Knowledge sector and by the Professional, Technical and Scientific Services. In the Knowledge sector, 90% of employers rated this attribute as very important, as did 88% of employers in Professional, Technical and Scientific Services.

Criteria for hiring intermediate or senior-level workers

Compared to entry-level jobs, the importance attached to any attribute by employers when assessing intermediate or senior level job candidates increased. By and large, however, the rough clustering of these attributes stayed the same, with some shifting of ranking within the same cluster.

High ranking:

- Communications skills (oral and/or written)
- Evidence of work ethic
- Fit with your organization's culture or style
- Personality
- Performance during job interview

Medium-high ranking:

- Previous work experience in this industry or job
- Proven leadership/management skills (not assessed for entry-level jobs)

Medium ranking:

- References
- Previous work experience of any kind
- Level of educational attainment
- Potential for advancement within your company
- The quality of the resume

Medium-low ranking:

- The quality and content of the cover letter
- Other life experiences (hobbies, volunteer work)

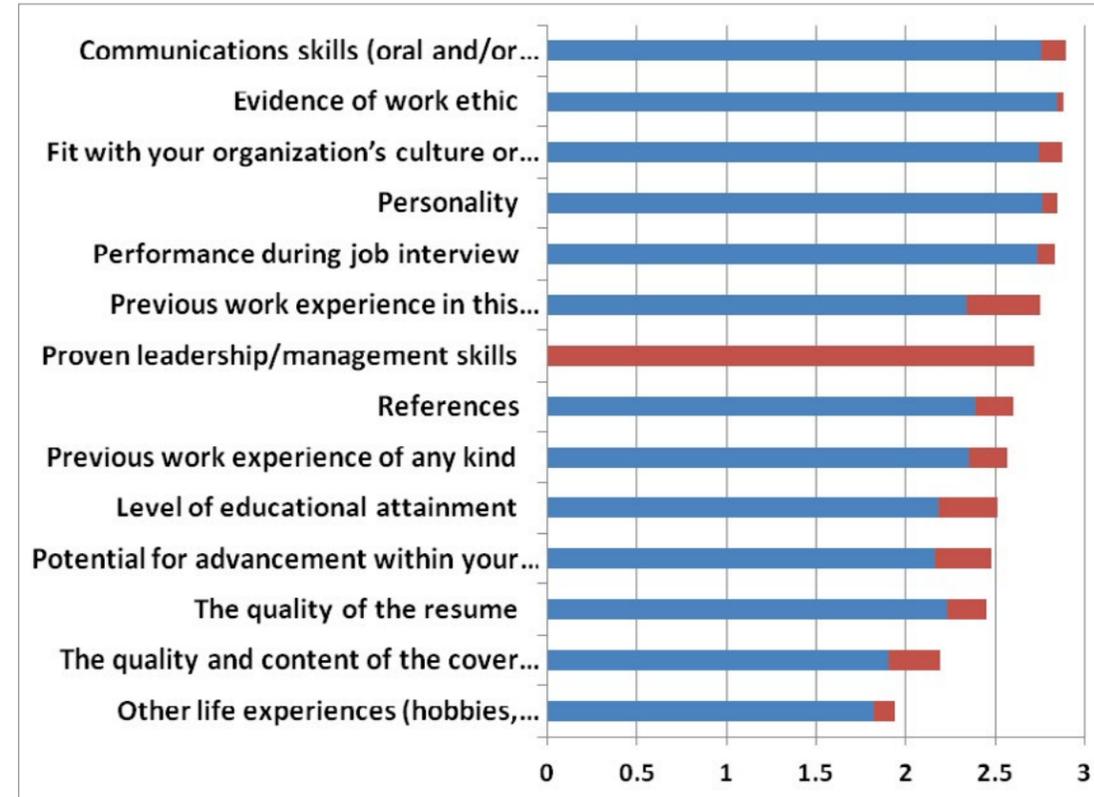
Table 19: Rating of attributes when hiring intermediate or senior-level job candidates

	Very important	Somewhat important	Little or no importance	Rating	Responses
The quality and content of the cover letter	35%	50%	16%	2.19	411
The quality of the resume	50%	45%	5%	2.45	412
Level of educational attainment	55%	41%	4%	2.52	412
Previous work experience of any kind	61%	35%	4%	2.57	411
Previous work experience in this industry or job	77%	22%	2%	2.75	413
Other life experiences (hobbies, volunteer work)	18%	59%	24%	1.94	412
Personality	86%	12%	2%	2.85	408
References	64%	32%	4%	2.60	412
Performance during job interview	85%	15%	1%	2.84	412
Fit with your organization's culture or style	88%	10%	1%	2.87	413
Potential for advancement within your company	53%	42%	5%	2.48	412
Proven leadership/management skills	75%	23%	3%	2.72	413
Communications skills (oral and/or written)	90%	9%	1%	2.90	413
Evidence of work ethic	89%	10%	1%	2.88	403

The rating is arrived at by assigning a "3" for "very important," a "2" for "somewhat important" and a "1" for "little or no importance," totalling the results and dividing by the number of responses.

Chart 3 lists these attributes in order of importance as well as illustrates how much more importance was attached to each attribute when assessing an intermediate or senior level position compared to an entry-level job candidate. The attribute of proven leadership/management skills was not on the list when assessing entry-level job candidates.

Chart 3: Importance of various attributes when assessing job candidates, entry-level compared to intermediate or senior level jobs



The blue-coloured bar indicates the rating assigned to that attribute when making hiring decisions for an entry-level job. The red-coloured bar represents the added importance attached to that attribute when making a hiring decision for an intermediate or senior level position.

There was limited variance when the values were compared by size of establishment. Larger firms (100 or more employees) placed somewhat greater importance on a candidate's level of educational attainment and somewhat less on their other life experiences, while small establishments (1 to 4 employees) placed less importance on the level of educational attainment and on the quality of the resume.

When ratings attached to these attributes were compared by industry, there were only slightly more variances (Table 20). The Knowledge sector places slightly more emphasis on the level of educational attainment and on the quality and content of the cover letter. The Professional, Scientific and Technical Services sector places slightly less importance on the quality of the resume and on other life experiences. Manufacturing also attaches less significance to other life experiences as well as to the quality and content of the cover letter. The Services sector places less importance to the level of educational attainment and more importance to other life experiences. And among all the attributes, the Services sector attaches the greatest importance to personality—96% assert that it is very important. The green-shaded cells highlight that responses that are 5% or more greater than the average and the red-shaded cells highlight those that are 5% or more less than the average.

Table 20: Rating of attributes when hiring intermediate or senior-level job candidates, by industry

	ALL	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
The quality and content of the cover letter	2.19	2.02	2.12	2.33	2.19
The quality of the resume	2.45	2.46	2.31	2.56	2.43
Level of educational attainment	2.52	2.51	2.49	2.72	2.32
Previous work experience of any kind	2.57	2.57	2.44	2.51	2.69
Previous work experience in this industry or job	2.75	2.82	2.88	2.83	2.64
Other life experiences (hobbies, volunteer work)	1.94	1.77	1.83	1.99	2.07
Personality	2.85	2.85	2.75	2.87	2.96
References	2.60	2.48	2.6	2.71	2.59
Performance during job interview	2.84	2.81	2.77	2.91	2.91
Fit with your organization's culture or style	2.87	2.92	2.85	2.88	2.83
Potential for advancement within your company	2.48	2.42	2.48	2.41	2.47
Proven leadership/management skills	2.72	2.68	2.73	2.76	2.69
Communications skills (oral and/or written)	2.90	2.92	2.92	2.93	2.88
Evidence of work ethic	2.88	2.92	2.83	2.86	2.86

Difficult to fill occupations

Employers were asked to identify specific occupations which they found difficult to fill. They were provided with the opportunity to name up to three occupations. 349 employers listed at least one occupation. Considering that 392 employers completed the survey, this is a very high number citing a difficult to fill occupation. More than half of these actually listed three occupations. In total, 778 entries were provided in response to this question (the actual responses broken down by industry are listed in the appendix to this report, to illustrate the range).

What is striking when reviewing the responses is the range of occupations cited by the respondents. The skill level of the occupations named span the entire spectrum, from entry-level jobs to intermediate to senior, from labourers to managers, from part-time and shift-work to professionals. Even within any given industry, the mix of jobs is such that there is no evident pattern of shortages in a specific occupation or at a specific skill level, although employers often seek someone with experience, and often require people who can be managers. Still, the overall impression is that each employer's need is unique.

Table 21 lists the number of occupations cited by employers by industry, limiting the list to those industries which had at least 15 employers participate in the survey. As a measure of comparison, a ratio was created, comparing the total number of occupations cited to the total number of employers for each industry. A higher ratio would suggest a greater number of instances where employers have difficulty finding employees.

Table 21: Difficulty filling occupations, by select industries

	Number of employers	Number of occupations cited	Ratio of occupations to employers
Accommodation and Food Services	26	49	1.88
Construction	28	49	1.75
Educational Services	21	29	1.38
Finance and Insurance	27	41	1.52
Health Care and Social Assistance	34	53	1.56
Manufacturing	71	131	1.85
Other Services (except Public Administration)	58	84	1.45
Professional, Scientific & Technical Services	62	102	1.65
Public Administration	15	16	1.07
Retail Trade	31	47	1.52
Transportation and Warehousing	34	51	1.89
Wholesale Trade	23	53	2.30

Table 21 suggests that employers in the Educational Services and Public Administration sectors do not have as many instances of occupations that are hard to fill compared to such industries as Wholesale Trade, Transportation and Warehousing, Accommodation and Food Services, and Manufacturing.

To illustrate the range of occupations cited, Tables 22 and 23 list the responses for Accommodation and Food Services and Wholesale Trade respectively. In any particular industry sector, there are more obvious clusters of occupations named, but nevertheless, the overall impression remains, that of the distinct needs of each individual employer.

Table 22: Difficult to fill occupations, Accommodation and Food Services

1st occupation	2nd occupation	3rd occupation
Management	Good bakers	Afternoon full-time storefront staff
Afternoon supervisors	Baker and or BBQ specialist	Traditional chef
Specialty Chefs - African Cuisine	Servers	Bar
Clay oven naan maker	Front desk	General baker
Cook	Dishwashers	Nightshift
Housekeeping	Waitress	Sales manager
Experienced line cooks	Manager	Customer service representative
Waiter	Assistant manager	Servers
Head baker	Management	General manager
Market Manager	Customer service	Prep cook
5 or 6am start storefront workers	Cook 2	Mature experienced day time staff
Cooks	Office assistant	
Cook 1	Cooks	
Restaurant Manager	Kitchen manager	
Managers	Line Cooks	
Dining room manager	Grill Cook	
Kitchen Manager	Mature retail for weekends/nights	
Manager	Supervisors	
Skilled bakers	Food handlers	
Department managers		

Table 23: Difficult to fill occupations, Wholesale Trade

1st occupation	2nd occupation	3rd occupation
Receptionist	Accounts receivable	Customer service
Graphic designer	Independent sales manager	Marketing manager
Outside sales	Inside sales	Technical support
Contractor account manager	Industrial account manager	Project quotations
Purchasing	Customer service	Customer service
New business development	Account managers	Bilingual marketing
Bilingual accounting/finance	Bilingual human resources	Graphic arts specialists
Bilingual customer service	Planners	Fabrication worker
Sales management	Technical customer service	Engineering sales representative
Customer service	Sales managers	Lead hands
Material handler (entry level)	Residential sales manager	Sales or service management
Shipping and receiving	Forklift operators	Lead hands
Metrology service technician	Sales and application specialist	Senior management
Systems engineer	Sales manager	Mid level sales
Salespeople	Managers	
Shipping and receiving	Forklift operators	
Bilingual	Technical	
Intermediate administrative	Intermediate shipping/warehouse	
National customer assurance manager	Warehouse with mobile equipment experience	
AZ driver		
Anything bilingual		

Recruitment strategies: frequency and satisfaction

Employers were asked how they recruited for new employees, as well as how satisfied they were with the various recruitment strategies.

Table 24 lists the frequency with which employers said they used the listed recruitment strategies. A composite score was created to compare the results, where each "Always" answer was scored a "3", each "Sometimes" was a "2," and each "Rarely" a "1," an answer of "Never" got "0." The addition of all these scores was divided by all the responses to arrive at an average response. The responses are also illustrated by way of a chart (Chart 4).

Table 24: Frequency of use of various recruitment strategies

	ALWAYS	SOMETIMES	RARELY	NEVER	RATING
Newspaper ads	7%	27%	26%	40%	1.02
Private temp agencies	5%	34%	20%	41%	1.02
Non-profit community agencies	6%	26%	21%	47%	0.92
Internal postings	38%	23%	9%	29%	1.71
Electronic postings	54%	33%	6%	8%	2.33
Word of mouth	31%	53%	10%	6%	2.09
Employee recommendations	26%	58%	10%	6%	2.04
Walk-ins or inquiries	12%	30%	33%	26%	1.27
Job fairs	2%	20%	24%	54%	0.70
Social media	15%	33%	16%	36%	1.27

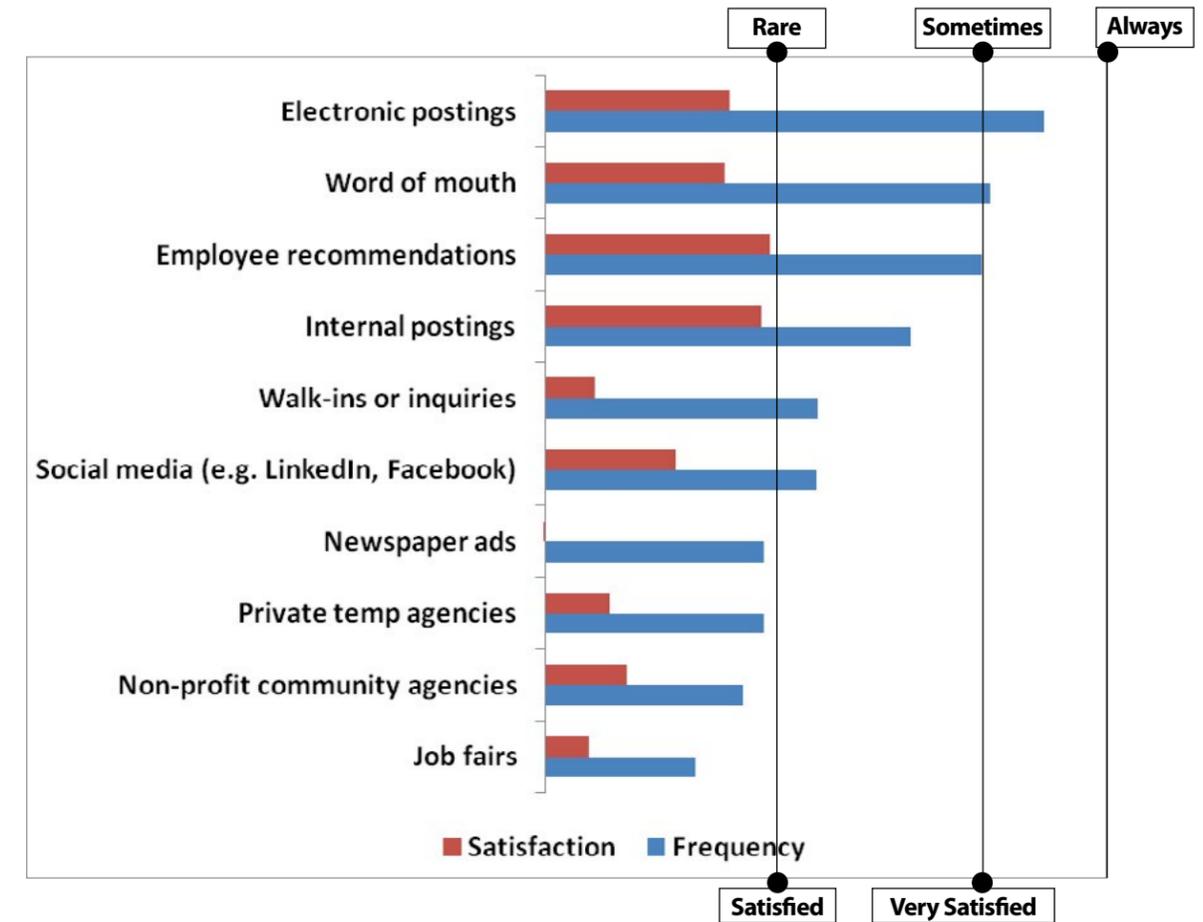
Electronic postings are by far the most prevalent means by which employers seek job candidates. 54% of employers said they always use this strategy. Word of mouth and employee recommendations also scored a high rating, but they had considerably fewer employers saying that they always used this strategy. Of this list of 10 strategies, non-profit community agencies scored 9th in frequency of use, with almost half (47%) of the employers saying they never used their services. Only job fairs scored lower in terms of frequency of use.

Table 25 lists the level of satisfaction employers expressed with these different recruitment strategies. Once again, a composite score was created, with "Very satisfied" receiving a "2," "Satisfied" a "1," and "Not satisfied" a "-1." These responses are also illustrated on Chart 4.

Table 25: Satisfaction with various recruitment strategies

	VERY SATISFIED	SATISFIED	NOT SATISFIED	RATING
Newspaper ads	3%	45%	52%	-0.01
Private temp agencies	9%	51%	40%	0.30
Non-profit community agencies	9%	55%	36%	0.38
Internal postings	24%	65%	12%	1.01
Electronic postings	21%	62%	17%	0.86
Word of mouth	14%	70%	15%	0.84
Employee recommendations	27%	62%	11%	1.05
Walk-ins or inquiries	2%	58%	40%	0.23
Job fairs	5%	53%	42%	0.20
Social media	14%	59%	26%	0.61

Chart 4: Frequency of use and satisfaction with various recruitment strategies



The highest satisfaction rating was garnered by employee recommendations, closely followed by internal postings. Their scores of 1.05 and 1.01 represent an average score of "satisfied." The rating for newspaper ads tipped into the negative, while job fairs, walk-in or inquiries and temp agencies also scored low.

Table 26 presents the composite scores for the frequency of use response, by employee size and by the select industries. Green-shaded cells highlight those responses which have a frequency rating 10% higher than the average, and the red-shaded cells highlight those entries that are 10% lower for that strategy.

Table 26: Frequency of use of various recruitment strategies by sub-categories

	1-4 employees	5-19 employees	20-99 employees	100+ employees	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
Newspaper ads	0.97	0.95	1.23	0.95	1.12	0.85	1.21	0.96
Private temp agencies	0.53	0.86	1.25	1.31	1.55	1.02	1.03	0.63
Non-profit agencies	0.65	0.88	1.01	1.11	0.97	0.70	1.23	1.12
Internal postings	0.97	1.26	1.78	2.72	1.74	1.25	2.07	1.70
Electronic postings	1.86	2.19	2.44	2.81	2.37	2.08	2.48	2.26
Word of mouth	2.12	2.03	2.12	2.08	1.87	2.13	2.17	2.18
Employee recommends	1.89	2.01	2.10	2.23	2.02	2.09	2.06	2.05
Walk-ins or inquiries	1.18	1.40	1.30	1.15	1.12	0.83	1.25	2.04
Job fairs	0.47	0.46	0.73	1.12	0.66	0.68	0.77	0.89
Social media	0.95	1.00	1.18	1.90	1.19	1.46	1.16	1.27

Overall, it would appear that smaller firms (in particular those with 1-4 employees) use fewer strategies, while larger firms (in particular those with 100 or more employees) use more strategies. Among some of the larger variations by industry: the manufacturing sector is far more likely to rely on temp agencies, while the Services sector is not; conversely, the Services sector is far more likely to rely on walk-ins, while Manufacturing is not; the Professional, Scientific and Technical Services sector is more likely to rely on social media as a recruitment strategy.

Employee training intentions

Employers were asked whether they expected their investment (either time or money) in employee training was going to increase or decrease in the upcoming year. They were asked specifically with regards to entry-level, intermediate and senior level occupations. Table 27 presents the results.

Table 27: Expectations regarding employee training in upcoming year

	Decrease	Stay the same	Increase
Entry-level	4%	65%	32%
Intermediate	3%	58%	39%
Senior	5%	68%	27%

By and large, very few employers expect their investment in employee training to decrease. While the majority see it staying the same, roughly one third (depending on the skill level of the employee) indicate that it will increase, most prominently in relation to intermediate level staff.

There is only limited variance in these responses when the results are cross-tabulated. Knowledge sector has the highest expectations for training entry-level staff (41%), with the Manufacturing sector having the greatest expectation for training of intermediate staff (46%). On the other hand, the Services sector has the lowest expectation of training Senior level staff (14%).

Employers were further asked regarding what may act as barriers to training, in relation to entry-level staff as well as intermediate and senior level staff.

Table 28: Potential barriers to training of entry-level staff

	A big concern	Somewhat a concern	Not at all a concern	Rating
I am worried that if I provide training my staff may be lured away by other employers	13%	32%	55%	0.59
Training will not make a significant difference to my organization's bottom-line	11%	33%	56%	0.55
I am not convinced that training would improve the skills of my workers	11%	27%	62%	0.49
I am worried about the cost of training, regardless of its benefits	19%	43%	39%	0.80
I am not sure I can find a trainer that can deliver what I need	13%	26%	61%	0.52
It is too difficult to schedule training or it is too disruptive to our on-going work	14%	43%	44%	0.70

When it comes to training of entry-level staff (Table 28), the biggest barriers or concerns that employers identify relate to (1) the cost of training, (2) scheduling the training in a way that does not disrupt work, and (3) concerns that staff may be poached by other employers. That being said, only a fifth (19%) of employers identify cost as a big concern, with the remainder almost evenly split between cost being characterized as somewhat a concern or not at all a concern. All the other potential barriers receive fewer "big concern" responses and, apart from the issue of scheduling disruptions, more than half of employers view the other barriers as not at all a concern.

Concerns about poaching by other employers are most pronounced among the smallest firms (1 to 4 employees) and goes down as the size of the firm increases. It is also more pronounced among firms in the Professional, Scientific and Technical Services sector. Concerns about cost are greater among the smallest firms and decline as the size of the firm increases. The largest firms as well as Manufacturing firms are less concerned about being able to find the right trainer.

Table 29: Potential barriers to training of intermediate and senior-level staff

	A big concern	Somewhat a concern	Not at all a concern	Rating
I am worried that if I provide training my staff may be lured away by other employers	13%	33%	53%	0.60
Training will not make a significant difference to my organization's bottom-line	10%	32%	57%	0.53
I am not convinced that training would improve the skills of my workers	9%	27%	64%	0.44
I am worried about the cost of training, regardless of its benefits	15%	43%	42%	0.73
I am not sure I can find a trainer that can deliver what I need	14%	28%	58%	0.56
It is too difficult to schedule training or it is too disruptive to our on-going work	14%	43%	44%	0.70

The assessment of barriers to training hardly changes when the question turns to intermediate and senior level employees (Table 29). The ranking of the top concerns stays the same, as do certain of the variances by cross-tabulation (the smallest firms are most concerned about poaching, together with the Professional, Scientific and Technical Services sector). In this instance, however, the smallest firms (1 to 4 employees) also express more concern about whether the training can make a significance difference to the company's bottom-line as well as whether an appropriate trainer can be found (again, this is a lower concern for the largest firms).

Hiring of youth

Employers were asked about their intention to hire youth over the next 12 months, compared to their practices over the last 12 months.

Table 30: Hiring intentions regarding youth

	Number	Percent
We expect to be hiring more youth over the next 12 months, compared to the last 12 months.	56	14%
We expect to hire about the same number of youth over the next 12 months, compared to the last 12 months.	207	52%
We expect to hire fewer youth over the next 12 months, compared to the last 12 months.	47	12%
As a general rule, we do not hire any youth.	88	22%

Overall, around half of the employers do not foresee their hiring intentions changing, that is, they expect to hire about the same number of youth as in the previous year. Around a fifth of employers (22%) generally do not hire youth, while the remainder divides between those who say they expect to hire more and those who expect to hire less (the hiring more group is slightly greater). Table 31 shows the breakdown of the response by cross-tabulation.

Table 31: Hiring intentions regarding youth, with cross-tabulation

	1-4 employees	5-19 employees	20-99 employees	100+ employees	Manufacturing	Professional, Scientific & Technical	Knowledge Sector	Services
Hire more youth	19%	12%	17%	10%	16%	18%	11%	21%
Hire same number	29%	50%	56%	73%	45%	42%	52%	59%
Hire less youth	10%	22%	7%	6%	18%	9%	15%	13%
Don't hire youth	42%	15%	21%	12%	21%	32%	22%	7%

There are many more variations when these responses are cross-tabulated. Starting with the general practice of hiring youth, very small firms are far more likely not to hire youth, as are firms in the Professional, Scientific and Technical Services sector. On the other hand, firms in the Services sector are least likely to say they do not hire youth (7%), as are firms with more than 100 employees. The largest firms are also the most likely to say that they do not expect their youth hiring practices to change.

When looking at those employers who expect their hiring practices to change, the Manufacturing and the Knowledge sectors indicate a somewhat lower overall intention to hire youth, while the Professional, Scientific and Technical Services and the Services sectors show a much higher propensity to hire youth in the coming year.

For each of the hiring intention responses, a further question probed the thinking behind the employers' answers.

Table 32: Why might employers be planning to hire more youth? (N=54)

	Very much agree	Agree somewhat	Neutral	Disagree somewhat	Very much disagree	Rating
We seek the talents that youth can bring to our organization.	38%	28%	23%	11%	0%	0.94
We find it is a cost effective way to meet our staffing needs.	23%	42%	23%	4%	8%	0.67
We feel a corporate responsibility to hire youth.	23%	38%	29%	2%	8%	0.65
The jobs for which we hire youth are jobs typically filled by youth.	24%	32%	28%	8%	8%	0.56
Youth make up a portion of our new hires and we expect business will increase in the near future.	28%	28%	26%	11%	9%	0.55
We are seeking to diversify our workforce.	21%	21%	43%	7%	9%	0.36
We expect slightly more of our current workers will be retiring.	26%	20%	17%	9%	29%	0.06

The rating score is arrived at by assigning the following values to each response and dividing by the total number of employers that provided a value: Very much agree = 2; Agree = 1; Neutral = 0; Disagree = -1; Very much disagree = -2.

By a considerable margin, those employers who show an intention to hire more youth (Table 32) are attracted to the skills and talents that youth can bring. In second and third place come considerations of cost as well as considerations of corporate responsibility. Indeed, for some employers the fact that they need to replace retiring workers is also a consideration (46% either agreed or agreed strongly), but there was a countervailing large proportion for whom this was not at all a consideration (by far the largest negative response for any of these options).

Table 33 offers the responses from those employers whose youth hiring intentions are staying the same. Why do they hire youth? The response that resonates the strongest is because they always have—youth just make up a portion of their new hires. Otherwise, they seek the talent of youth or these are jobs normally filled by youth. There is then a cluster of three responses receiving much the same rating: youth form the talent pipeline for the firm, employers feel a corporate responsibility, or they view it as a cost effective way to meet staff needs.

As in the case of those employers hiring more youth, these employers are less likely to view it as a strategy to meet the challenge of replacing retiring workers. Once again this option received the highest negative response of all the choices.

Table 33: For employers hiring the same number of youth, why do they hire youth? (N=204)

	Very much agree	Agree somewhat	Neutral	Disagree somewhat	Very much disagree	Rating
Youth make up a portion of our new hires and we expect our hiring needs to be about the same.	35%	41%	19%	5%	1%	1.04
We seek the talents that youth can bring to our organization.	22%	43%	29%	5%	1%	0.80
The jobs for which we hire youth are jobs typically filled by youth.	31%	33%	23%	9%	4%	0.79
We rely on new youth hires as our talent pipeline.	21%	34%	30%	11%	5%	0.54
We feel a corporate responsibility to hire youth.	17%	29%	45%	6%	2%	0.53
We find youth to be a cost effective way to meet our staffing needs.	18%	37%	29%	12%	4%	0.52
We hire youth as a way to diversify our workforce.	12%	32%	40%	11%	5%	0.36
We look to youth as an effective replacement for retiring workers.	13%	20%	34%	20%	13%	0.01

The rating score is arriving at by assigning the following values to each response and dividing by the total number of employers that provided a value: Very much agree = 2; Agree = 1; Neutral = 0; Disagree = -1; Very much disagree = -2.

This is the only category where there are a sufficient number of responses to allow for cross-tabulation. The Services sector is far more likely to indicate that youth typically make up a portion of their new hires and that the job openings are typically ones filled by youth. That being said, the Services sector also tends to give higher scores than other sectors for the other reasons as well. Smaller firms and the Professional, Scientific and Technical Services sector are more likely to feel a corporate responsibility to hire youth (in fact, two-thirds of firms with 1 to 4 employees felt such a corporate responsibility, as well as 57% of PST firms). On the other hand, the Knowledge sector tends to score lower on all these reasons, and in particular are less likely to see youth as part of their talent pipeline or as replacements for retiring employees.

Table 34 provides the responses of those employers who plan to hire fewer youth in the coming year. By far the major reason cited by these employers is that they foresee less staff turnover in the near future and thus less need for new hires. In this instance, over three-quarters of employers responding agreed.

Coming a distant second is a concern that youth are not job ready. While 54% of employers agreed with this statement, another 32% disagreed, thus, it depends to some extent on the employer. On balance, employers do not feel that they do not have the time to mentor youth (although 41% did express a concern, the counterview was more strongly held, with 23% very much disagreeing). Even more so, employers are less worried about youth fitting into their organization's business culture.

Table 34: Why might employers be planning to hire less youth? (N=46)

	Very much agree	Agree somewhat	Neutral	Disagree somewhat	Very much disagree	Rating
We foresee less staff turnover over the foreseeable future.	34%	42%	12%	5%	7%	0.90
We have hired youth in the past, but we have concerns about the job readiness of youth.	20%	34%	15%	20%	12%	0.29
The mix of occupations in our organization is changing and youth do not have the experience and/or credentials for these positions.	14%	36%	17%	19%	14%	0.17
We have hired youth in the past, but we feel we are less able to devote the time necessary to train or mentor youth as incoming staff.	13%	28%	23%	13%	23%	-0.05
We foresee less demand for our goods and services.	9%	21%	30%	9%	30%	-0.30
We have hired youth in the past, but we have concerns about whether youth fit into our organization's business culture.	13%	15%	18%	28%	26%	-0.38

The rating score is arriving at by assigning the following values to each response and dividing by the total number of employers that provided a value: Very much agree = 2; Agree = 1; Neutral = 0; Disagree = -1; Very much disagree = -2.

Table 35 examines the reasons employers give for not hiring youth at all. By far, the biggest reason is that the jobs on offer have a need of experience or credentials that is higher than what youth typically possess. However, among this group, there is also a high rating given to the view that youth are not job ready—65% agree with this statement. Indeed, on most of the other concerns as well, these employers have notably more negative views of youth.

Table 35: Why do some employers not hire any youth? (N=84)

	Very much agree	Agree somewhat	Neutral	Disagree somewhat	Very much disagree	Rating
The level of experience and/or credentials needed for most of our jobs make hiring youth unlikely.	73%	15%	4%	6%	1%	1.53
We have concerns about the job readiness of youth.	38%	27%	18%	11%	6%	0.80
We have concerns about whether youth fit into our organization's business culture.	28%	25%	21%	12%	13%	0.43
We do not foresee hiring any new staff over the foreseeable future, including youth.	27%	31%	17%	4%	20%	0.41
We feel we are less able to devote the time necessary to train or mentor youth as incoming staff.	23%	23%	13%	17%	23%	0.06

Request for copy of survey results

The survey offered employers an opportunity to indicate if they wished to receive a copy of the survey results when they were available. At first blush this might not appear to be a question relevant to workforce development practices, however, one might consider that an employer who seeks this kind of information is one who is more engaged in addressing the workforce issues within his or her firm.

Overall, the proportion of employers asking for the report was exactly 50% (197 requested the report, 194 declined the offer). The breakdown of requests for the survey by size of establishment would appear to support the hypothesis—the larger the firm, the more likely it was that they desired to receive a copy of the survey results, presumably because larger firms have greater need to sort out their human resources issues (Table 36).

Table 36: Request survey results, by size of establishment

	ALL EMPLOYERS	0 employees	1-4 employees	5-9 employees	10-19 employees	20-49 employees	50-99 employees	100-199 employees	200-499 employees	500+ employees
Desire report	50%	53%	29%	37%	50%	54%	53%	63%	75%	75%

If this hypothesis is correct, then examining the responses to the request for survey results might identify sectors which are more actively engaged in workforce issues. Table 37 identifies those industries with more than five responses to this question, and indicates the proportion of all respondents who requested the survey results

Table 37: Request survey results, by size of establishment

	Number	Percent
ALL	197	50%
Accommodation and Food Services	21	43%
Administrative & Support, Waste Management	11	82%
Arts, Entertainment and Recreation	9	44%
Construction	23	44%
Educational Services	19	26%
Finance and Insurance	22	41%
Health Care and Social Assistance	28	61%
Manufacturing	61	72%
Other Services (except Public Administration)	47	45%
Professional, Scientific & Technical Services	53	57%
Public Administration	9	56%
Retail Trade	26	31%
Transportation and Warehousing	26	35%
Wholesale Trade	21	57%

Three sectors score particularly higher in requesting the survey results. Administrative & Support scored 82% – one possible reason: this sector included a number of staffing agencies, and so it was of particular interest to them to acquire these results, as it helps them in conducting their business. The same could be said of the Health Care and Social Assistance sector (61% requested the results), which included a number of agencies which provide employment services. These results would also directly benefit their work.

This leaves the Manufacturing sector (72% requested the results). In this case, there is not an outside reason for seeking these results. One would have to conclude that this sector has an interest in addressing workforce issues that is notably higher than other sectors.

Other comments

At the end of the survey, employers were asked if they wished to add any further comments. 66 employers added extra comments. Predictably, the comments ranged across numerous topics, however three clusters of comments were evident: (1) general complaints about finding suitable job candidates (22 comments); general complaints about youth as suitable job candidates (17 comments); and identification of specific needs (8 comments – such as need for transportation or need for subsidies for training).

To illustrate the flavour of these comments, the entries relating to youth are presented in Table 37.

We have hired youths and sometimes they stay and move up and sometimes they leave do find new experiences. In a small company it is a lot harder to promote employees because the positions are filled already and if those in the positions are happy and performing, well that is the way it is. One of the qualities we really seek out in any potential candidates is attitude (young or older). If we see someone with passion, who wants to learn and has good people skills, we grab them. We can always train them for the tasks, but you cannot train anyone for attitude.

Universities and Colleges promote that the students who graduate are entitled and deserving because they are educated and the labour force is retiring. As such the graduate student has a general lack of work ethic. Simply put an employee must give more to the company than they take otherwise company will not grow and fail eliminating a secure future for the employee. More emphasis by Government, Educators and Industry need to obligate each other and themselves to Coop Train starting from High School (2 credits) to help establish career paths or be aware of potential career directions. Allowing a more informed decision. North America lacks always talent but no system to establish, except for hockey in this case we start as early as Tim Bits.

Youth work ethic seems to be less than desirable. Youth seem to want rewards and recognition immediately but it takes time to develop.

Not enough people training in schools ,they let them do what they please instead of saying leave phones, lpads computers etc. in lockers and learn what we teach remember phones were meant for emergencies

This past year, the youth have had a lack of motivation, accountability or commitment. We have been in business for over 8 years and this has been one of the toughest with hiring

Have found that a lot of young people (ie 20-30) "THINK" they are good and should get the job, but most don't have the work ethic or the skills that they "say" they have to any level good enough to be hired

The youth of today, in general, have poor work ethics and a sense of entitlement for very little effort. The baking industry generally employs young people (average age 25) who are not committed to any one career as of yet, thus we experience turnover that is costly in terms of repeat training and decreased efficiency ratios.

I watch with dismay a large number of high school students that all want to become teachers, take history, geography, poly sci to become city workers, police, fire fighters, because science and math are too hard. We have a failure in our education system.

My company requires employees with good writing skills. I have found grammar, spelling and punctuation a problem with young people.

Youth usually have poor attitudes and have an entitlement mentality. They are typically less engaged and require more attention due to poor attitudes.

We need youth in our trade, but they expect a high salary for no experience. I also find that they don't want to work hard in order to earn the higher salary. We are new home carpenters. We don't have a certification program yet or any type of qualification standard. I wish the city would implement something to this effect. Our union (local 27) has tried but did not pursue the matter far enough. This would improve the quality of our manpower.

We have a lot of trouble finding youth that have a valid driver's license. Either they never got one or lost it because of driving offenses (especially men).

We have noticed a steady decrease in work ethic of young Canadian workers over the past 25 years. Skilled labour is becoming increasingly difficult to find along with those who would work outdoors.

I would like to see that the youth I interview, possess a greater understanding of what work ethic means to a company especially in these very uncertain times. The sense of entitlement and poor work ethic concerns me about a great majority of the youth that apply for positions at our company.

There is a shortage of youth who are willing to work at a job that requires organization and manual labour. They resent being told what to do, and work without enjoying the act of working. I believe that schools could do a lot better work to prepare their students for the realities of the work place.

Construction Industry: youth do not appear to want to play a part in this very important Industry.

We are a tile manufacturer. Many of the young males we hire don't like the work (physically demanding and dirty) and quit after 2 to 3 months. Young women on the other hand tend to be more reliable and interested in long term employment regardless of the demands or dirt. We find filling jobs that require young adult men to be the most difficult to fill.

Conclusion

Overall, there are clearly patterns and clusters that reflect a majority of employers on any particular workforce issue or practice. These tendencies of employers, more pronounced as one isolates them by size of establishment or by industry, can help direct the efforts of those seeking to assist job seekers find employment suitable to their client's skills and aspirations.

On the other hand, the survey also reveals that each employer is unique – he or she has a unique set of needs and workforce practices. On any given issue, there tends to be a significant minority that holds a view contrary to the majority or operates in a way different from the common practice. It highlights the need for ensuring a customized approach to meeting an employer's workforce challenges. It also highlights the value of labour market information, particularly at a finer grain where differences of establishment size and industry sector can help distinguish the specific requirements of employers having similar characteristics.

Appendix

All difficult-to-fill occupations identified by employers, sorted by industry.

Accommodation and Food Services

1st occupation	2nd occupation	3rd occupation
Management	Good bakers	Afternoon full-time storefront staff
Afternoon supervisors	Baker and or BBQ specialist	Traditional chef
Specialty Chefs - African Cuisine	Servers	Bar
Clay oven naan maker	Front desk	General baker
Cook	Dishwashers	Nightshift
Housekeeping	Waitress	Sales manager
Experienced line cooks	Manager	Customer service representative
Waiter	Assistant manager	Servers
Head baker	Management	General manager
Market Manager	Customer service	Prep cook
5 or 6am start storefront workers	Cook 2	Mature experienced day time staff
Cooks	Office assistant	
Cook 1	Cooks	
Restaurant Manager	Kitchen manager	
Managers	Line Cooks	
Dining room manager	Grill Cook	
Kitchen Manager	Mature retail for weekends/nights	
Manager	Supervisors	
Skilled bakers	Food handlers	
Department managers		

Administrative and Support

1st occupation	2nd occupation	3rd occupation
DZ truck driver	Mechanic	Field supervisors
Experienced drivers for our type of business - disposal service - roll-off trucks	Licensed Pest Control Specialists (desire to perform seasonal work outdoors with plants)	Irrigation Service techs (again problem solving skills needed)
Machinist	Tool & Die Maker	Director Call Centre
Irrigation Service managers (problem solving in the field)	Director Travel Insurance	Quality assurance analyst
Vice President Travel Insurance	Client service representative	CRM Management
Software developer	Management	Skilled Trades - Millwrights
Sales	Bilingual (Anything French Related)	
Bookkeeper		
Outbound Customer Service Sales		

Agriculture and other primary

1st occupation	2nd occupation	3rd occupation
Baker	Retail	Dishwasher
Labouring jobs	Regulatory compliance	Policy
Skilled labour		
Communications		

Arts, Entertainment and Recreation

1st occupation	2nd occupation	3rd occupation
Weekend general labor	Setup crew	Sales
Drivers	Turf key labour	Food and beverage server
Golf professional	Servers	Building operators
Cooks	Back shop workers (carrying clubs, knowing members, being polite and caring)	Starters / marshals (golf course rangers)
Servers (for food and beverage operation)	Professional musicians that can play almost anything on the spot	Reliable honest entertainers
Impersonators	Senior instructor guard	Water fit instructor
Instructor lifeguard	Intermediate B2B sales	
Senior marketing manager		

Construction

1st occupation	2nd occupation	3rd occupation
Electrician	Apprentice electrician	3rd year apprentice electrician
Journeymen electricians	4th year apprentice electrician	Assistant crew leader
Certified industrial mechanic (millwright)	New applicants (I take co-ops from school to fill this position)	Business development/sales professionals
Skilled labour	Skilled tradesman	Medium level carpenters
DZ Driver	Crew leader	General labour
Service technician	Welder	Gas technician
Skilled plumber	CWB certifiable welder	Superintendents
Senior carpenter	Junior technicians	Commercial sales consultant
Senior technicians	Air conditioning apprentice	Operations roles
Air conditioning mechanic	Senior design build estimators	Draftsman
Senior project managers	Trade sales consultant	Qualified licensed electricians
Equipment operator	Project management	
Replacement (retail) sales consultant	System integrators	
Skilled trades	Sales	
Refrigeration and air conditioning mechanics	Worker	
Estimator/project manager		
Project manager		
Glazier		
Landscape construction foreman		
Supervisory		

Education

1st occupation	2nd occupation	3rd occupation
Manager level	Entry level	Admin clerk
Instructors	Admission representatives	Administration
Career planning specialists	Job developers	Database coordinator
High school grade 11 & 12 math teachers	High School Grade 11 & 12 physics teachers	Customer service manager
Dance instructors	Counsellor	Education director
Teachers	High school teachers	Administration
Camp nurse/student nurse	Camp athletic therapist/student therapist	Camp counsellors (skilled)
Educational sales manager	Office manager	
IT specialized roles	Accounting	
Marketing / sales director	Consultant	
Instructor		
All trades		

Finance and Insurance

1st occupation	2nd occupation	3rd occupation
Senior credit analyst	Accountant	Senior Counsel
Middle managers	Analysts	Claims specialist
Group benefits marketing assistant	Claims legal counsel	Branch managers
Sales producer	Qualified for mutual fund sales	Credit positions
Part time clerical work	Other I.T. roles	Reception/office clerk
Manager	Senior strategic analysts	Commercial law clerks
Senior level bankers	Intermediate level bankers	Advisors
Counsel members	Branch roles in remote locations across Canada	Real estate law clerks
Anything bilingual in French and skilled in data analysis and manipulation, background in leasing	Operations positions with flexibility to move - registration clerk, sales coordination	
Administrative assistant	Management	
Trades	Accounts receivable clerks	
Qualified for lending	Infrastructure architects (information technology)	
Experienced chartered accountant	Advisors	
Good sales agent		
Administrative		
Underwriters		
Solution architects (information technology)		
Advisors		
Solutions architect		
Business developers - sales staff		
Group marketing assistant		

Health care and social assistance

1st occupation	2nd occupation	3rd occupation
Sales manager	Mobile sales representatives	Production
Job developer	Career specialist	Admin assistant
Care coordinator	Scheduler	Supervisor / manager
PSW positions	Nurses	Managers
Physicians	Dietitians	Nurses
Part time support worker	Italian speaking personal support worker	Part time child care teachers
Business development person	Personal support worker	Career specialist in the employment services area
Physiotherapist	Clerical	Front line staff - caregivers
Registered early childhood educators	Before and after school child care teachers	Registered nurses
Registered nurse	Director of resident care	Quality registered early childhood educator
Office manager	Experienced Registered early childhood educator	Managers
Registered nurse supervisor (client care supervisor)	Directors	Personal support workers in rural areas - Acton, Halton Hills, Georgetown

Specialized management positions - business development for the greater public sector	Specialized project managers - technical	
Sales / marketing	Scheduling	
Systems transition coordinator	Family clinician	
Registered early childhood educators	Personal support workers	
Registered physiotherapist	Registered massage therapist	
Live ins	Caregivers	
Physicians		
Part time support worker		
Cook position		
Registered nurse or registered practical nurse with advanced foot care certificate		
Childcare worker		

Information and Cultural Industries

1st occupation	2nd occupation	3rd occupation
QA developers	Marketing content writers	Developers
Manager	Executive assistant	

Management of companies

1st occupation	2nd occupation	3rd occupation
Administrative coordinator	Account manager	

Manufacturing

1st occupation	2nd occupation	3rd occupation
President	Chief financial officer	Engineer
Technical outside sales	Sales	Program manager for aerospace
Sales representative	Skilled trades	Senior accountant
Skilled manufacturing - custom fabrication positions	Skilled Trade - electrician, millwright, set up mechanic	Electronics engineer
Optical engineer	Senior accounting	Sales
Rock drill mechanic	Electronics buyer	Spanish speaking technician
Sales or business development manager	Experienced manufacturing fabricator	Technical process engineers or machine techs
Power systems for constant current regulators technician	Technical installation service i.e. qualified millwrights	Tow motor drivers
Production mechanics	Tool & die makers (7+ years)	Estimator (new die builds)
Weld technician supervisor (robotic division).	Tool & die maker	Electrician
Millwright	Sales representative	Quality assurance inspector
Millwright	Project manager	Technical service
Business development manager / account manager / sales Representative	Mechanical engineer with real life experiences	Production manager
Chemist	Control systems technician	Directors
Experienced graphic personnel	Skilled machinist	Customer service representative
Skilled welder	Computer programmer	Landing gear stress engineering
Software specific developers	Chemical (reaction) operators	Supervisor
Delivery specialists	Prepress production coordinator	Cutting machine general labour
Press operator	CNC programmer	Tool and die makers
5 axis CNC milling operator	Warehouse lead hand	Finance manager
General labour	Landing gear design engineers	Precast manager

General warehouse labour	Shipper	Technical sales representative
Test lab engineering / technologists	Millwright for cutting machine	Lean manufacturing / quality manager
Receiver	Labourers	Trades people
Cutting machine set-up person	Supervisory or leadership roles	Product engineer
Bilingual customer service	Process operator	QC inspector
Bilingual customer service	Ceramic engineer	Production planners
A good fabricator	Night shift supervisors	Production supervisor
Manufacturing engineer	Engineering	Supply chain staff
Experienced embroidery machine operator	Applications specialist - industrial automation	
Customer service	Sander / buffer	
Bilingual technical contact center agent	Mechanical engineer with practical experience	
Customer service position, technical in nature, software developers	Fulfillment picking/packing supervisor	
Furniture spray painter	Quality engineers	
Manufacturing engineers	Skilled	
Software architect	CNC milling programmer for aerospace	
Scientific jobs- statistical programmers; bio metrics application developer	Marketing and sales	
Designers	Service technicians	
Low level language/machine control software programmer	People with developed leadership skills	
Bilingual English and French	Quality engineer	
CNC milling machinist for aerospace	CNC machinist	
Rock drill mechanic	Bindery operators	
Bilingual (French) technical jobs	Maintenance millwright	
People with experience in our industry	Design engineers	
Continuous improvement leader	Installer	
Shop foreman	Experienced deburrer	
Sales		
CNC programmer/operator		
Stress engineers		
Semi skilled, entry level		
Production		
CNC machinist		
Production manager		
Hourly supervisors		
Technical sales		
Skilled fitter welder with blueprint experience		

Mining oil and gas

1st occupation	2nd occupation	3rd occupation
Industrial marketing & sales		

Other services

1st occupation	2nd occupation	3rd occupation
Technician	Technician	Technician
Entry level	Entry level	Entry level
Fundraising manager	Communications manager	Communications admin assistant
Personal support workers in Burlington	Vehicle collision estimators	Social services workers with business background
Body shop managers	Communications/marketing	Parts counter
Sales	Certified fork lift operators	Floor staff
Skilled trades	Branch manager	Senior managers
District manager	Gardeners	Day camp directors
AZ driver that also does labour	Support workers with diverse qualifications	Call centre shifts
Management in social services	Full time delivery drivers	Operations manager
Full time laundry washer	Collision repair technician	Production workers
Estimator/appraiser	Painter of trucks	Service and delivery representatives
Truck body man	Lead hand	Bilingual (French) customer service
Manager	Service employee	Eye contact too busy using electronic devices
Administrative assistant	Cleaning	
Manager	Creative designer	
Ruby on rails developer	Day camp junior counsellor	
Day camp senior counsellor	Systems administrator	
Hair stylist	Customer Service	
Programmer	Weekend shifts	
Graphics	Administrative assistant	
Receptionist/front line	Production assistants	
Evening shifts	Sales management	
Customer service	Construction management	
Customer service representative	Communication problems	
Technical representative for specific products carried/serviced	IT, entry level professional (i.e. working towards a professional designation)	
Operations managers	Instructors	
Professional sales representative	AZ utility workers	
Engineers—all industries	Business developer	
International trade consultant		
Difficult to find experience, expertise and personality required		
Management able to write clearly		
Second level apprentice		
Marketing, sales		
Sales staff		
Every position is a challenge to fill		
Gardeners		
Consulting		

Public administration

1st occupation	2nd occupation	3rd occupation
Senior management - engineering	Senior management - public works	School crossing guards
Systems analyst	Project manager	Writing
IT services	Telephone, radio other communication specialty	

Arena/pool operator with class B refrigeration tickets	Entry level admin with accounting/ payroll experience (this is often posted as a part-time position)	
Skilled trades	Operators requiring a "B" ticket	
AZ drivers	Seasonal gardeners	
AZ truck drivers	Seasonal gardeners	

Real estate and rental and leasing

1st occupation	2nd occupation	3rd occupation
Industrial leases	Commercial leases	Businesses
Manager	Administrator	Receptionist
Real estate office manager/broker	Real estate salesperson	Secretary
Broker	Realtor	

Retail trade

1st occupation	2nd occupation	3rd occupation
Store manager	Retail operations manager	Brand managers
Qualified hair stylist	Receptionist	Information technology
Quality skilled individuals	Health & wellness	Office admin
Sales person capable of selling luxury	Outside lot maintenance, people don't want to work	Automotive service writers
Category management	Any supervisory positions	Customer service
Licensed technician	Sales	Communication skills
Automotive parts personnel - counter and maintenance	Part time wardrobe specialist	
Lighting experience	Bilingual	
Warehouse personnel	Product manager	
Positions like fresh meat cutter and slicers...need technical skills	Good attitude	
Manager	Sales Staff - product knowledge	
Shop managers	General management	
VP level	Someone dependable	
Engineer	Designer	
Flexible schedule part time	Labourer	
Sales help	Store key holder/ shift supervisor	
Part time day		
Office - clerical		
RV Technician, people really don't know the job		
Sales		
Someone capable		
Store manager		
Customer service		
Store manager		
Store manager		
Qualified hair stylist		
Quality skilled individuals		

Transportation and warehousing

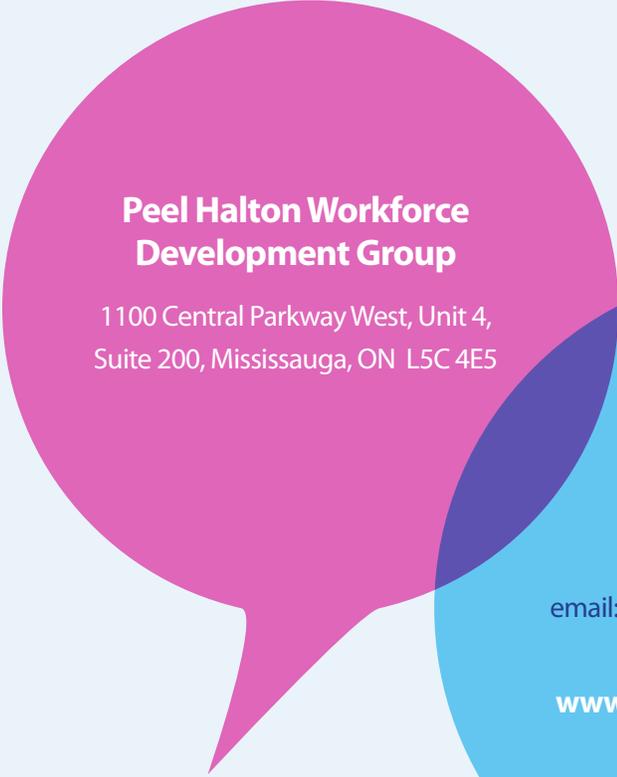
1st occupation	2nd occupation	3rd occupation
Operations managers	Apprentice mechanic	Wash bay attendant
Licensed mechanic	Dispatcher/ customer service	Accounts receivable
AZ truck driver	Purchasing	Technical engineering
Truck driver (highway for U.S. border crossing work, with AZ licence)	Low paying general labour positions for short term assignments	Other staff knowledgeable of transportation
Truck drivers	3rd party logistics coordinator	Shipper - receivers
Controllers	AZ drivers	HR generalist
AZ truck driver	Supervisor	Payroll coordinator
Sales / new business development	Delivery assistants	QC analysts
Sales consultants	Any position in western Canada	
Operations manager	IT programmers	Pilot
DZ and AZ drivers	Warehouse supervisor	Lead hand
Experienced forklift operators for short term assignments	Controller	
Sales account executive	Bilingual inside sales	
Warehouse manager	Export packing crews	
Dispatcher	Supervisor	
Bilingual customer service	Dispatch staff with experience	
AZ delivery drivers with 2 years' driving experience and clean abstract	Truck Driver (local for U.S. border crossing work, with AZ licence)	
Warehouse general labour		
Multi-lingual detailed import export coordinator		
Sales & marketing		
Sales professionals		
Ops manager		
Professional transport operator with minimum 2yrs. exp		
Receptionist		
Operations managers		
Licensed mechanic		
AZ truck driver		

Utilities

1st occupation	2nd occupation	3rd occupation
Senior level positions	Design Technicians	
Power Linemen		

Wholesale Trade

1st occupation	2nd occupation	3rd occupation
Receptionist	Accounts receivable	Customer service
Graphic designer	Independent sales manager	Marketing manager
Outside sales	Inside sales	Technical support
Contractor account manager	Industrial account manager	Project quotations
Purchasing	Customer service	Customer service
New business development	Account managers	Bilingual marketing
Bilingual accounting/finance	Bilingual human resources	Graphic arts specialists
Bilingual customer service	Planners	Fabrication worker
Sales management	Technical customer service	Engineering sales representative
Customer service	Sales managers	Lead hands
Material handler (entry level)	Residential sales manager	Sales or service management
Shipping and receiving	Forklift operators	Lead hands
Metrology service technician	Sales and application specialist	Senior management
Systems engineer	Sales manager	Mid level sales
Salespeople	Managers	
Shipping and receiving	Forklift operators	
Bilingual	Technical	
Intermediate administrative	Intermediate shipping/warehouse	
National customer assurance manager	Warehouse with mobile equipment experience	
AZ driver		
Anything bilingual		



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