Local Labour Market Plan 2012

Peel Halton Workforce Development Group

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Background

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.

Operating as part of the Local Boards Network of Ontario, PHWDG is one of 25 local planning board areas funded by the Ministry of Training, Colleges and Universities to conduct and distribute local labour market research and engage community stakeholders in a planning process that supports local solutions to local issues.

This report was prepared by Tom Zizys, a labour market analyst, and Shalini da Cunha, the Executive Director of the Peel Halton Workforce Development Group.

Background

Introduction

Each year, the Peel Halton Workforce Development Group issues a report that summarizes its views on labour market trends in the local area and identifies its action plan for the following year. This report is based on several key inputs:

- Analysis of labour market data;
- Information from employers;
- Consultations with key stakeholders (individuals engaged in activities related to the labour market, workforce development and/or employment services).

This year the data analysis has continued to rely on Statistics Canada 2006 Census data, as well as Statistics Canada Canadian Business Patterns data for December 2008 through to June 2011.

This year an extensive employer survey was undertaken, to gain better insight into the hiring and training practices of local employers. The responses should be of particular interest and value to local organizations involved in providing employment services, education and training, and settlement services to newcomers.

The report also benefitted from a broader consultation event with local workforce development stakeholders, where participants contributed their views on current labour market priorities and deliberated on appropriate initiatives that the PHWDG and its partners should pursue in the upcoming year.

The PHWDG wishes to thank its many partners and stakeholders for their engagement in the work of the PHWDG. Without your input and your follow-through, our efforts and our impacts would be much diminished.

Introduction

The Status Of The Labour Market In Peel And Halton Regions

Population

Every five years Statistics Canada carries out a full Census, establishing the precise population count for every community in the country. Table 1 offers the census population for the municipalities within Halton and Peel Regions for 2006 and 2011 and compares the current rate of population growth with that of the previous census.

Table 1: CENSUS POPULATION AND PERCENTAGE CHANGE HALTON, PEEL AND ONTARIO

	2011	2006	% change 2006-2011	% change 2001-2006
HALTON	501,669	439,206	14.2%	17.1%
Burlington	175,779	164,415	6.9%	9.0%
Halton Hills	59,008	55,289	6.7%	14.7%
Milton	84,362	53,889	56.5%	71.4%
Oakville	182,520	165,613	10.2%	14.4%
PEEL	1,296,814	1,159,455	11.8%	17.2%
Brampton	523,911	433,806	20.8%	33.3%
Caledon	59,460	57,050	4.2%	12.7%
Mississauga	713,443	668,599	6.7%	9.1%
ONTARIO	12,851,821	12,160,282	5.7%	6.6%

Source: Statistics Canada, 2006 and 2011 Census Profiles

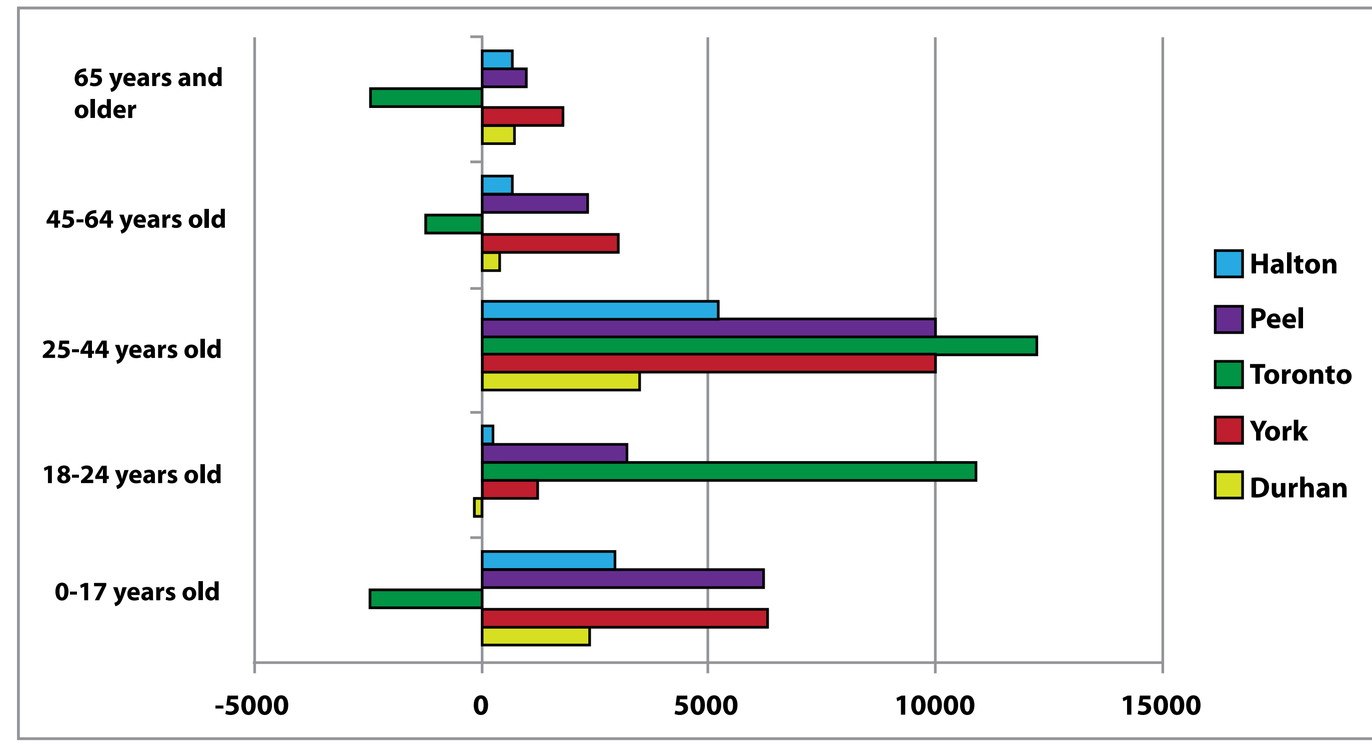
All municipalities in Halton and Peel had population growth rates greater than the provincial average, except for Caledon. However, the rate of population growth has slowed everywhere, compared to the growth rate for 2001-2006. Nevertheless, Brampton and Milton in particular have continued to grow at a torrid pace.

Migration

Among the population dynamics that affect an area's labour market are the patterns of in- and out-migration. The patterns evident in Peel and Halton are similar to those found in the other regions around the City of Toronto. Chart 1 illustrates the average annual net migration figures by age group for Halton, Peel, Toronto, York and Durham.

Like all the GTA regions, Peel and Halton have strong net growth among 25-44 year olds, part of the prime working age population. Compared to their population base, Halton has a proportionately higher influx of individuals aged 65 years and older, while Peel has a higher influx of those aged 45-64 years old. Peel manages to attract a considerable net influx of youth (18-24 year olds), while Halton's numbers, though positive, are small (on average, a net 3218 per year coming to Peel compared to 215 for Halton).

Chart 1: Average net migration figures for the Toronto region, 2005-06 to 2009-10

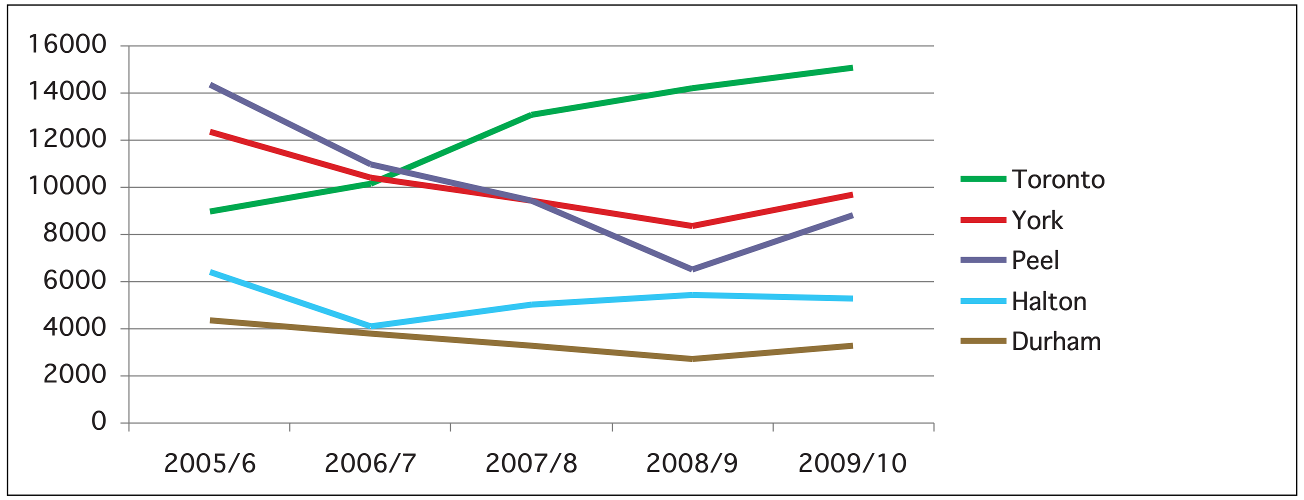


Statistics Canada, Annual Migration Estimates by Census Division (from tax filer administrative data)

The 25-44 year old age group deserves closer attention. It is noteworthy that the City of Toronto has such high net migration among this category, yet a high net loss among 0-17 year olds. This would suggest that a significant portion of those 25-44 year olds moving to Toronto do not have children, while the ones moving to Halton, Peel, York and Durham are more likely to have young families.

In addition, the net migration trend over the last few years for this age group indicates that a growing number in this age group have been moving into Toronto, while for the other areas, including Peel and Halton, this figure has dropped between 2005/06 and 2009/10 (Chart 2). In Peel the drop was continuous with some recovery in 2009/10, while in Halton there was a less severe immediate drop, then a gradual recovery which plateaued for the last two years.

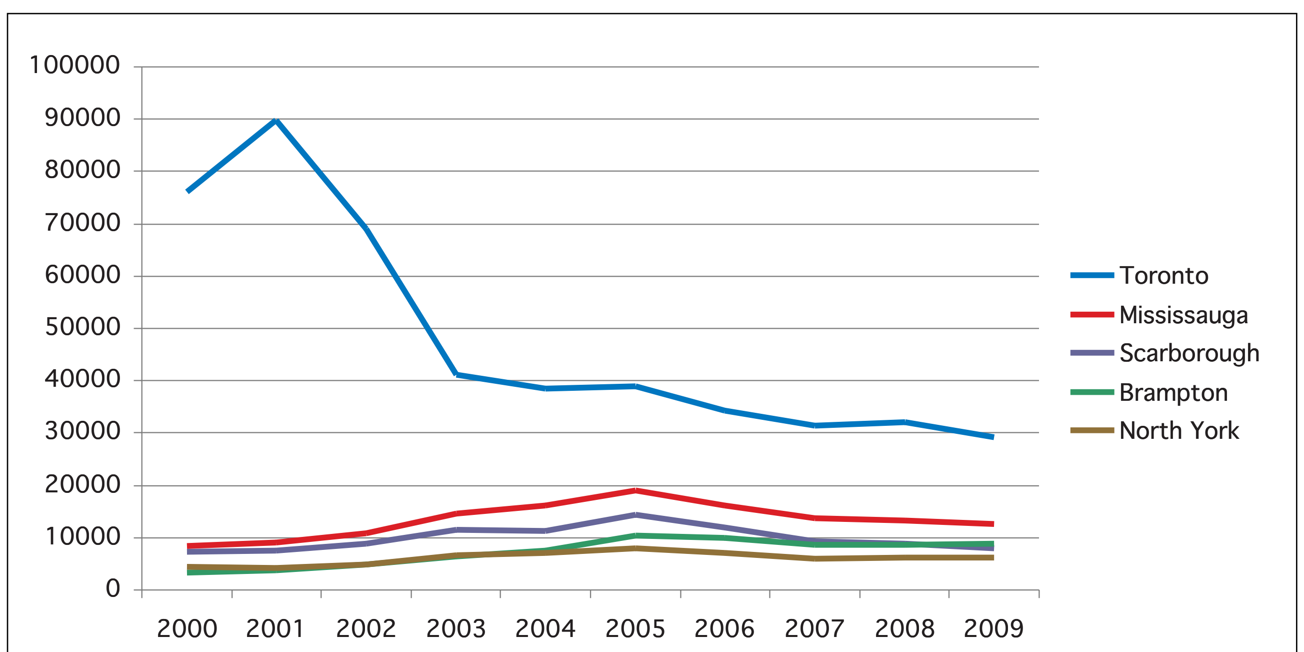
Chart 2: **Net migration figures for the Toronto region, 25-44 year olds, 2005-06 to 2009-10**



Immigration

Peel Region is a significant destination for newcomers to Canada, in particular Mississauga and Brampton. Overall, the number of newcomers coming to Ontario and to the Toronto region has been dropping during the past 10 years. Most of that drop has been reflected in the number of newcomers settling in the former City of Toronto (pre-amalgamation). Chart 3 tracks the number of newcomers and their intended city of destination for the top five destinations in the Toronto region[1]. In the early part of the 2000s, immigration to the old City of Toronto dropped dramatically, while Mississauga and Brampton experienced steady increases. Since 2005, Mississauga and Brampton has witnessed a drop in their level of immigration.

Chart 3: **Top 5 cities of destination of recent immigrants, Toronto CMA, 2000-2009**



[1]Newcomers are asked at the time of their arrival in Canada what their intended city of destination is. The data does not reflect secondary migration that may occur afterwards.

From Toronto Immigrant Employment Data Initiative, *Top 10 cities of destination and category of recent immigrants, Toronto CMA, Fact sheet 11-02*, March 2011, p. 2 (relying on Citizenship and Immigration Canada, *Permanent Resident Data System, 1980-2009*)

Number of employers

Table 2 (for each of Peel and Halton) indicate the number of employers present in each region in June 2011, and breaks down the figures by industry and by employee size ranges.

Table 2: **PEEL**
NUMBER OF EMPLOYERS BY INDUSTRY AND EMPLOYEE SIZE RANGE – JUNE 2011

INDUSTRY SECTOR 2-DIGIT NAICS	0	1-4	5-9	10-19	20-49	50-99	100+	TOTAL	%	RANK
11 Agriculture	283	81	32	20	8	2	1	427	0	17
21 Mining	18	5	1	6	2	0	1	33	0	19
22 Utilities	23	4	5	2	5	4	4	47	0	18
23 Construction	6470	1909	568	332	192	53	43	9567	11	3
31-33 Manufacturing	1469	863	542	461	431	192	199	4157	5	9
41 Wholesale Trade	2308	1423	703	538	441	142	124	5679	6	7
44-45 Retail Trade	2898	1669	1176	617	352	133	105	6950	8	5
48-49 Transportation/ Warehousing	8381	4756	303	204	180	70	86	13980	16	1
51 Information and Cultural	556	219	49	38	35	11	16	924	1	14
52 Finance and Insurance	2826	640	146	113	213	27	35	4000	5	10
53 Real Estate	6462	930	181	132	79	21	15	7820	9	4
54 Professional Scientific Tech	8533	3716	463	263	168	55	46	13244	15	2
55 Management of Companies	2583	222	54	52	60	42	55	3068	3	12
56 Administrative Support	2357	903	357	233	173	95	101	4219	5	8
61 Educational Services	453	159	76	69	42	11	7	817	1	15
62 Health Care & Social Assist	774	1369	598	297	162	45	53	3298	4	11
71 Arts, Entertainment & Rec	527	114	54	45	51	12	14	817	1	15
72 Accommodation & Food	850	685	419	373	305	155	35	2822	3	13
81 Other Services	2635	2870	606	237	110	17	12	6487	7	6
91 Public Administration	7	3	0	1	3	0	5	19	0	20
TOTAL	50413	22540	6333	4033	3012	1087	957	88375		
Percentage of all employers	57%	26%	7%	5%	3%	1%	1%			
Cumulative percentage	58%	83%	90%	95%	98%	99%	100%			
ONTARIO percentage of all employers	56%	24%	9%	5%	4%	1%	1%			

Source: Statistics Canada, Canadian Business Patterns

The table highlights a number of features regarding employers in Peel.

Number of small firms: Businesses are by far made up of small establishments. 57% of the firms in Peel have no employees[2], and another 26% have 1-4 employees. Cumulatively (the second to last row on the table), 90% of all firms in Peel have nine or fewer employees, and 98% have 49 or fewer employees. This distribution is not unusual: the last row provides the Ontario percentage distribution of employers by size of firm, and the Peel figures pretty well match those numbers.

[2] This actually undercounts the number of self-employed individuals. The Statistics Canada's Canadian Business Patterns database does not include unincorporated businesses that are owner-operated (have no payroll employees) and that earn less than $30,000 in a given year.

Highest numbers of firms by industry: The second to last column provides the percentage distribution of all firms by industry. Transportation and Warehousing makes up the largest sector, accounting for 16% of all employers in Peel (15.8% before rounding off), almost three times the provincial figure of 5.4%. This very large proportion reflects a large number of truck drivers. The second largest category of employers is in Professional, Scientific and Technical Services, accounting for 15% of all employers (same as the provincial average). This category is made up of many professionals and consultants.

Highest number of firms by size and industry: The three largest industries by each employee size category have also been highlighted. The table demonstrates how the large number of firms in the smaller size categories drives the total numbers (for example, in Transportation & Warehousing and in Professional, Scientific & Technical Services). However, in the mid-size and large ranges, Manufacturing, Wholesale Trade and Retail Trade come to the fore.

Table 2: HALTON
NUMBER OF EMPLOYERS BY INDUSTRY AND EMPLOYEE SIZE RANGE - JUNE 2011

INDUSTRY SECTOR 2-DIGIT NAICS	0	1-4	5-9	10-19	20-49	50-99	100+	TOTAL	%	RANK
11 Agriculture	278	56	21	20	8	6	1	390	1	17
21 Mining	14	9	6	0	1	1	0	31	0	19
22 Utilities	14	3	3	3	3	4	3	33	0	18
23 Construction	2474	830	302	152	77	17	15	3867	10	2
31-33 Manufacturing	527	309	191	131	148	64	72	1442	4	12
41 Wholesale Trade	981	596	263	167	106	44	26	2183	6	7
44-45 Retail Trade	1132	703	635	366	169	85	50	3140	8	4
48-49 Transportation/ Warehousing	1081	413	70	56	38	13	16	1687	4	11
51 Information and Cultural	327	112	23	20	18	7	6	513	1	15
52 Finance and Insurance	1768	420	113	77	110	11	13	2512	7	6
53 Real Estate	3156	363	88	52	18	9	4	3690	10	3
54 Professional Scientific Tech	5200	2146	285	144	86	24	8	7893	20	1
55 Management of Companies	1578	124	27	24	31	9	16	1809	5	10
56 Administrative Support	1002	495	173	115	51	17	27	1880	5	9
61 Educational Services	281	99	41	34	29	9	5	498	1	16
62 Health Care & Social Assist	592	790	345	157	83	25	23	2015	5	8
71 Arts, Entertainment & Rec	406	111	60	32	31	9	10	659	2	14
72 Accommodation & Food	304	223	198	167	203	94	12	1201	3	13
81 Other Services	1091	1470	325	149	43	10	4	3092	8	5
91 Public Administration	3	3	1	0	0	0	10	17	0	20
TOTAL	22209	9275	3170	1866	1253	458	321	38552		
Percentage of all employers	58%	24%	8%	5%	3%	1%	1%	100%		
Cumulative percentage	58%	82%	90%	95%	98%	99%	100%			
ONTARIO percentage of all employers	56%	24%	9%	5%	4%	1%	1%			

Source: Statistics Canada, Canadian Business Patterns

The table highlights a number of features regarding employers in Halton.

Number of small firms: Businesses are by far made up of small establishments. 58% of the firms in Halton have no employees[3], and another 24% have 1-4 employees. Cumulatively (the second to last row on the table), 90% of all firms in Halton have nine or fewer employees, and 98% have 49 or fewer employees. This distribution is not unusual: the last row provides the Ontario percentage distribution of employers by size of firm, and the Halton figures pretty well match those numbers, except that Halton has a slightly higher proportion of firms with no employees.

Highest numbers of firms by industry: The second to last column provides the percentage distribution of all firms by industry. Professional, Scientific and Technical Services is by far the largest sector, accounting for 20% of all employers in Halton (20.5% before rounding off), considerably higher than the provincial figure of 15.0%. This category is made up of many professionals and consultants. The second largest category of employers is in Construction, followed very closely by Retail Trade (in both instances the proportions are close to the provincial average).

Highest number of firms by size and industry: The three largest industries by each employee size category have also been highlighted. The table demonstrates how the large number of firms in the smaller size categories drives the total numbers (for example, in Professional, Scientific & Technical Services). However, in the mid-size and large ranges, the incidence of the top three industries becomes quite scattered: Retail Trade, Manufacturing, and Accommodation and Food Services place in the top three frequently. Industries showing larger numbers among smaller firms include Real Estate (and Rental & Leasing), Other Services and Health Care & Social Assistance, while among bigger firms one finds Wholesale Trade (but only among firms with 10-19 employees, unlike their preponderance in Peel) and Administrative Support.

Change in the number of employers by size of firm

One indicator of local economic activity and employment trends is the number of employers, including the size of their firms, present in the local community. Table 3 (for Peel and Halton) provides for numbers of employers aggregated by several size categories:

"0"	Zero employees (in most instances, self-employed employers, or no employees)
1-19	Small firms
20-99	Medium-sized firms
100+	Large firms

Table 3: PEEL REGION
NUMBER OF FIRMS BY EMPLOYEE SIZE, DECEMBER 2008 TO JUNE 2011

	0	1-19	20-99	100+
December 2008	52322	30162	4418	1089
June 2010	49938	32516	4311	1040
December 2010	51029	32927	4341	1046
June 2011	50413	32906	4099	957

Statistics Canada, Canadian Business Patterns, December 2008, June 2010, December 2010 and June 2011

[3] This actually undercounts the number of self-employed individuals. The Statistics Canada's Canadian Business Patterns database does not include unincorporated businesses that are owner-operated (have no payroll employees) and that earn less than $30,000 in a given year.

Table 3: HALTON REGION
NUMBER OF FIRMS BY EMPLOYEE SIZE, DECEMBER 2008 TO JUNE 2011

	0	1-19	20-99	100+
December 2008	22016	13607	1757	376
June 2010	21452	14220	1762	352
December 2010	22335	14446	1765	355
June 2011	22209	14311	1711	321

Statistics Canada, Canadian Business Patterns, December 2008, June 2010, December 2010 and June 2011

Charts 4 and 5 make evident the trends in the changing number of employers by employee size. The charts use the figures for December 2008 as the baseline, assigning a value of 100. Each subsequent number is expressed in relation to the December 2008. This makes it easier to visualize changes across numbers with different orders of magnitude for these categories.

Chart 4: Number of firms by employee size, December 2008 to June 2011, Peel Region

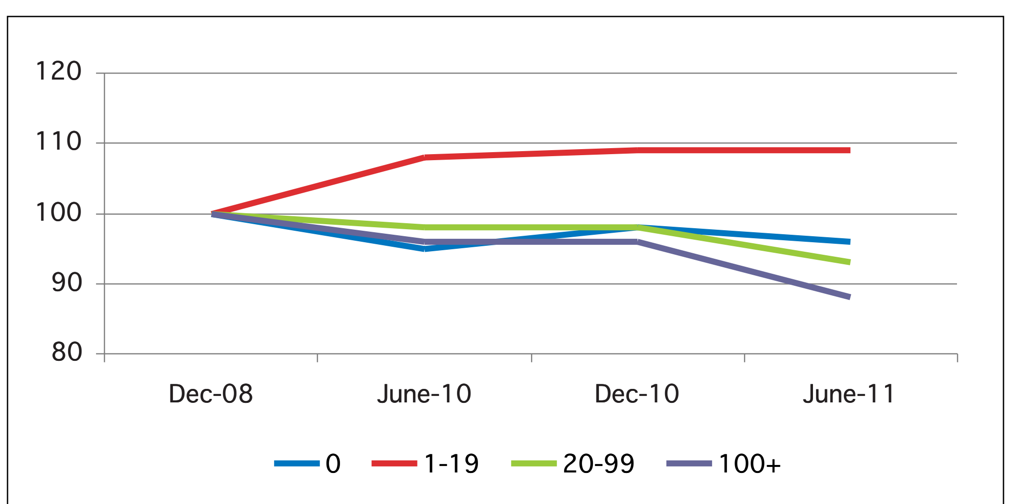
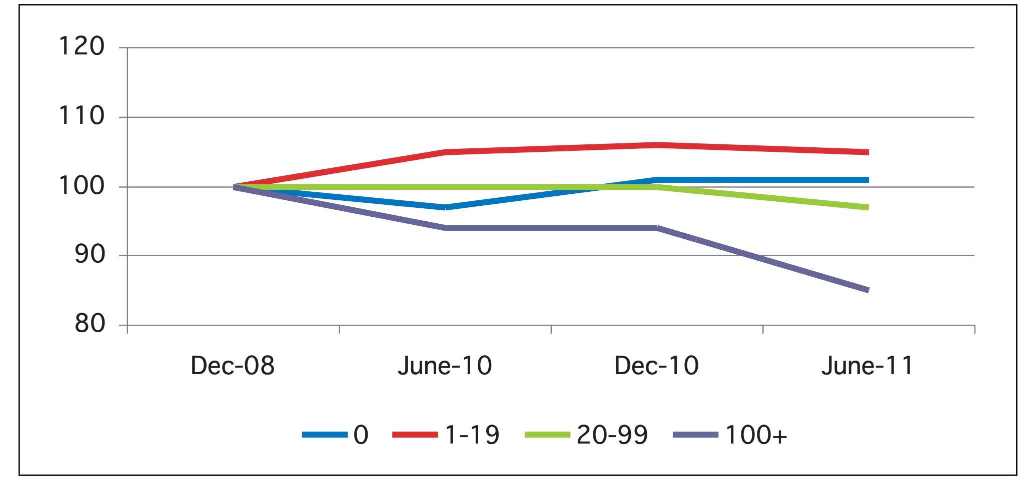


Chart 5: Number of firms by employee size, December 2008 to June 2011, Halton Region



For both Peel and Halton, there has been a drop in the number of firms with 20 or more employees, and the drop has been greater among firms with more than 100 employees, and noticeably precipitous between December 2010 and June 2011.

Change in number of firms by industry

The pattern of change in the number of firms by industry varies considerably. Table 4 tabulates the percentage change for the 20 industry sectors by employee size categories between June 2010 and June 2011. The entries have been colour-coded to highlight the patterns:

- **A green-coloured cell indicates an increase in the number of firms;**
- **A pink-coloured cell indicates an decrease in the number of firms;**
- **No colour means no change.**

It is quickly apparent that some industries have not fared well at all: for both Manufacturing and Wholesale Trade, there has been a decline in the number of firms across all employee sizes in both Peel and Halton. Real Estate and Rental and Leasing, and Professional, Scientific and Technical Services, had significant loses among medium and large-sized firms, with limited growth among zero employee and small firms. Other Services experienced primarily losses or no change. Construction had losses among large firms in both Peel and Halton, but only among medium-sized firms in Halton.

On the other hand, some other sectors did relatively well: Health Care and Social Assistance has growth almost across the board in both Peel and Halton; Retail Trade did relatively well, except in the large firm category; the same with Finance and Insurance. Agriculture definitely increased its numbers in Halton, but its performance was much more mixed in Peel.

Otherwise, trends were not consistent between Peel and Halton. For example, in both Transportation and Warehousing, and Information and Cultural Industries, Halton experienced notable increases among large firms in this category, while Peel experienced losses.

Overall, it would appear that the anticipated economic recovery that sputtered was responsible for the continuing shrinkage in the Manufacturing sector. The Wholesale Trade sector suffered both as a result of a decline in Manufacturing output and as a result of a weak economy. In fact, the decline in medium and large firms in these two sectors accounted for over 70% of all the shrinkage among firms with more than 20 employees in both Peel and Halton.

Table 4: PEEL AND HALTON
PERCENTAGE CHANGE IN THE NUMBER OF EMPLOYERS, BY INDUSTRY AND BY FIRM SIZE, JUNE 2010 TO JUNE 2011

	PEEL				HALTON			
	0	1-19	20-99	100+	0	1-19	20-99	100+
Agriculture, forestry, fishing and farming	14	-2	0	-50	6	4	8	0
Mining and oil and gas extraction	-10	-20	100	0	0	88	0	0
Utilities	15	10	-18	0	-18	-25	0	0
Construction	2	1	1	-4	7	1	-10	-6
Manufacturing	-6	-6	-9	-11	-4	-8	-5	-10
Wholesale trade	-5	-5	-15	-13	-5	-4	-22	-10
Retail trade	1	1	8	-2	-2	4	16	-15
Transportation and warehousing	-5	11	-12	-7	0	1	-14	7
Information and cultural industries	6	5	-25	-24	3	6	-14	20
Finance and insurance	3	4	3	-8	3	2	2	-35
Real estate and rental and leasing	11	10	-13	-46	15	4	-7	-20
Professional, scientific and technical services	1	4	-12	-15	1	3	-10	-43
Management of companies	-3	-9	-13	-2	0	-13	-18	23
Administrative and support	0	-2	-1	3	1	-1	-3	13
Educational services	-1	2	-7	-13	-1	-3	19	-38
Health care and social assistance	22	3	9	10	26	4	4	0
Arts, entertainment and recreation	2	-7	24	-13	0	9	33	-9
Accommodation and food services	-2	2	-1	13	3	1	0	-8
Other services	0	-7	1	-40	0	-3	-16	0
Public administration	-22	33	0	0	-25	-20	0	11

Statistics Canada, Canadian Business Patterns, June 2010 and June 2011

Estimated change in employment among small and medium size firms

The following tables provide the estimated change in employment among SMEs in Peel and Halton by industry, between December 2008 (the start of the recession) and June 2011.[4]

Table 5A: PEEL
CHANGE IN SME EMPLOYMENT BY INDUSTRY SECTOR DECEMBER 2008 TO JUNE 2010

INDUSTRY SECTOR 2-DIGIT NAICS	TOTAL EMPLOYMENT 2008	TOTAL EMPLOYMENT 2011	ABSOLUTE CHANGE	PERCENT CHANGE
11 Agriculture	1,254	1,308	54	4%
21 Mining	187	177	-9	-5%
22 Utilities	422	520	98	23%
23 Construction	27,640	27,904	264	1%
31-33 Manufacturing	47,786	39,769	-8,017	-17%
41 Wholesale Trade	47,967	39,728	-8,239	-17%
44-45 Retail Trade	39,317	41,674	2,357	6%
48-49 Transportation/Warehousing	31,655	31,458	-198	-1%
51 Information and Cultural	3,712	3,621	-91	-2%
52 Finance and Insurance	14,227	14,432	206	1%
53 Real Estate	15,003	14,965	-38	0%
54 Professional Scientific Technical	32,010	30,408	-1,602	-5%
55 Management of Companies	10,263	8,615	-1,648	-16%
56 Administrative Support	21,744	21,206	-538	-2%
61 Educational Services	4,004	4,231	227	6%
62 Health Care & Social Assistance	17,703	19,552	1,849	10%
71 Arts, Entertainment & Recreation	4,468	4,103	-364	-8%
72 Accommodation & Food	28,479	29,872	1,393	5%
81 Other Services	19,208	18,981	-228	-1%
91 Public Administration	64	115	50	78%
TOTAL	**367,113**	**352,638**	**-14,474**	**-4%**

Source: Statistics Canada, Canadian Business Patterns

[4] The Canadian Business Pattern data can be used to make estimates about employment trends. For each industry and for each size of firm, there is a provincial employment average. The reliability of the average goes down as the size of firm increases, as there are fewer firms in the large employer category. As a consequence, the employment estimate is more likely accurate for small and medium sized firms (less than 100 employees).

These changes in employment numbers among small and medium-sized firms likely indicate the health of that industry as a whole (although it is possible that in some cases employment might drop among smaller firms yet increase among larger firms, or vice versa). However, this approach is less helpful for those industry subsectors where larger firms made up a significant proportion of employment, for example, among Educational Services (where schools, colleges and universities are major employers), Hospitals, and Public Administration (where federal, provincial and municipal workplaces are larger operations and there are few small establishments).

Nevertheless, even with these caveats, highlighting employment trends among SMEs offer another insight into the dynamics of the local labour market.

By this calculation, very large employment losses were experienced in Peel in Wholesale Trade (-8,239 jobs, a loss of 17%), Manufacturing (-8,017 jobs, a loss of 17%), Management of Companies (-1,648, a drop of 16%) and Professional, Scientific and Technical Services (-1,602 jobs, a loss of 5%) (this industry is made up of professionals and consultants). Significant employment gains were registered in Retail Trade (+2,357 jobs, an increase of 6%), Health Care & Social Assistance (+1,849 jobs, up 10%) and Accommodation & Food Services (+1,393, up 5%). Overall, there was an estimated 4% decline in employment among small and medium-sized firms between December 2008 and June 2011.

Table 5A: HALTON
CHANGE IN SME EMPLOYMENT BY INDUSTRY SECTOR DECEMBER 2008 TO JUNE 2010

INDUSTRY SECTOR 2-DIGIT NAICS	TOTAL EMPLOYMENT 2008	TOTAL EMPLOYMENT 2011	ABSOLUTE CHANGE	PERCENT CHANGE
11 Agriculture	1,506	1,443	-64	-4%
21 Mining	227	169	-58	-25%
22 Utilities	410	452	42	10%
23 Construction	11,943	11,661	-282	-2%
31-33 Manufacturing	15,306	13,278	-2,027	-13%
41 Wholesale Trade	13,972	12,289	-1,683	-12%
44-45 Retail Trade	20,461	22,319	1,858	9%
48-49 Transportation/Warehousing	5,560	5,043	-516	-9%
51 Information and Cultural	1,979	1,966	-13	-1%
52 Finance and Insurance	7,704	8,212	508	7%
53 Real Estate	6,024	6,255	231	4%
54 Professional Scientific Technical	17,095	16,998	-97	-1%
55 Management of Companies	4,550	3,820	-730	-16%
56 Administrative Support	7,393	7,328	-65	-1%
61 Educational Services	2,561	2,705	144	6%
62 Health Care & Social Assistance	9,687	10,863	1,176	12%
71 Arts, Entertainment & Recreation	2,767	3,025	257	9%
72 Accommodation & Food	16,438	16,787	349	2%
81 Other Services	9,523	9,493	-30	0%
91 Public Administration	8	16	7	87%
TOTAL	**155,115**	**154,122**	**-993**	**-1%**

Source: Statistics Canada, Canadian Business Patterns

The pattern of job gains and losses in Halton among the larger industries is in many respects similar to that experienced in Peel. Manufacturing (-2,027 jobs, a loss of 13%), Wholesale Trade (-1,683 jobs, a drop of 12%) and Management of Companies (-730 jobs, a decline of 16%) also experienced big losses, although the losses in Professional, Scientific and Technical Services (-97, a drop of 1%) was slight. The biggest gains were similarly in Retail Trade (+1,858 jobs, an increase of 9%) and Health Care & Social Assistance (+1,176 jobs, up 12%). The next industry with a large increase was Finance & Insurance (+508, up 7%). Overall, while Halton also experienced a net loss of jobs between December 2008 and June 2011 among small and medium-sized firms (an estimated minus 1%), the drop was not as severe as that experienced in Peel.

Drilling down further, the next four tables look at sub-categories of industries, what are known as three-digit industry sub-sectors (so-called because of their numerical designation in the North American Industry Classification System). For each of Peel and Halton, the top ten industries showing the largest increases and largest decreases in estimated employment among SMEs are highlighted.

Table 5B: PEEL
TOP 10 INDUSTRY SUB-SECTORS WITH INCREASE IN SME EMPLOYMENT DECEMBER 2008 TO JUNE 2011

INDUSTRY SUB-SECTOR 3-DIGIT NAICS	TOTAL EMPLOYMENT 2008	TOTAL EMPLOYMENT 2011	ABSOLUTE CHANGE	PERCENT CHANGE
722 - Food Services and Drinking Places	26,528	27,817	1,288	5%
621 - Ambulatory Health Care Services	10,353	11,394	1,042	10%
623 - Nursing and Residential Care Facilities	3,340	4,170	831	25%
446 - Health and Personal Care Stores	4,811	5,461	650	14%
445 - Food and Beverage Stores	7,108	7,742	634	9%
531 - Real Estate	11,202	11,764	562	5%
236 - Construction of Buildings	5,915	6,364	449	8%
523 – Securities and Other Financial Investment	4,409	4,848	439	10%
485 - Transit and Ground Passenger Transportation	1,807	2,243	436	24%
448 - Clothing and Clothing Accessories Stores	6,719	7,142	424	6%

Source: Statistics Canada, Canadian Business Patterns

Not surprisingly, the subsectors with the largest change in the estimated number of jobs among small and medium-sized enterprises are found in those industries with the largest changes. But because these numbers reflect subsectors, other sub-industries emerge. For example, among increases, the bulk of the job gains in the Food & Accommodation Services sector is found in Food Services & Drinking Places. Significant increases were also registered among Ambulatory Health Care Services (physicians' and dentists' offices, walk-in clinics and medical laboratories) and Nursing and Residential Care Facilities. Three retail subsectors make the list of top ten increases (Health and Personal Care Stores, Food and Beverage Stores, and Clothing and Clothing Accessories Stores). The Real Estate subsector shows an increase – the industry Real Estate and Rental and Leasing actually showed an overall decrease in Peel. Transit and Ground Passenger Transportation (which largely employs bus and taxi drivers) also showed a notable increase.

Table 5C: PEEL
TOP 10 INDUSTRY SUB-SECTORS WITH DECREASE IN SME EMPLOYMENT DECEMBER 2008 TO JUNE 2011

INDUSTRY SUB-SECTOR 3-DIGIT NAICS	TOTAL EMPLOYMENT 2008	TOTAL EMPLOYMENT 2011	ABSOLUTE CHANGE	PERCENT CHANGE
417 - Machinery, Equipment and Supplies Wholesalers-Distributers	15,091	11,938	-3,153	-21%
332 - Fabricated Metal Product Manufacturing	9,719	7,941	-1,778	-18%
551 - Management of Companies and Enterprises	10,263	8,615	-1,648	-16%
541 - Professional, Scientific and Technical Services	32,010	30,408	-1,602	-5%
416 - Building Material and Supplies Wholesalers-Distributers	8,798	7,227	-1,571	-18%
414 - Personal and Household Goods Wholesalers-Distributers	6,424	5,318	-1,106	-17%
333 - Machinery Manufacturing	5,764	4,763	-1,001	-17%
419 - Wholesale Electronic Markets, Agents-Brokers	2,878	1,916	-961	-33%
813 - Religious, Grant-Making, Civic and Similar Organizations	5,510	4,756	-754	-14%
336 - Transportation Equipment Manufacturing	2,314	1,630	-684	-30%

Source: Statistics Canada, Canadian Business Patterns

Losses in Peel were led by the Wholesale Trade sector; four subsectors made the list of top ten decreases (Machinery, Equipment and Supplies Wholesalers-Distributers, Building Material and Supplies Wholesalers-Distributers, Personal and Household Goods Wholesalers-Distributers, and Wholesale Electronic Markets, Agents-Brokers). Manufacturing also dominated, with another three subsectors making the list (Fabricated Metal Product Manufacturing, Machinery Manufacturing, and Transportation Equipment Manufacturing). While the Other Services industry experienced a slight loss, one subsector within that industry registered significant losses (Religious, Grant-Making, Civic and Professional and Similar Organizations, a loss of 754 jobs, a drop of 14%).

Table 5B: HALTON
TOP 10 INDUSTRY SUB-SECTORS WITH INCREASE IN SME EMPLOYMENT DECEMBER 2008 TO JUNE 2011

INDUSTRY SUB-SECTOR 3-DIGIT NAICS	TOTAL EMPLOYMENT 2008	TOTAL EMPLOYMENT 2011	ABSOLUTE CHANGE	PERCENT CHANGE
445 - Food and Beverage Stores	2,954	3,682	728	25%
623 - Nursing and Residential Care Facilities	1,307	1,945	637	49%
448 - Clothing and Clothing Accessories Stores	3,064	3,690	627	20%
531 - Real Estate	4,551	5,061	510	11%
441 - Motor Vehicle and Parts Dealers	2,349	2,842	493	21%
812 - Personal and Laundry Services	2,741	3,067	326	12%
621 - Ambulatory Health Care Services	5,541	5,841	300	5%
722 - Food Services and Drinking Places	15,604	15,884	280	2%
443 - Electronics and Appliance Stores	1,116	1,393	277	25%
624 - Social Assistance	2,758	3,000	243	9%

Source: Statistics Canada, Canadian Business Patterns

In Halton, the large surge in employment in the Retail Trade sector was led by job increases among Food and Beverage Stores, Clothing and Clothing Accessories Stores, Motor Vehicle and Parts Dealers and Electronics and Appliance Stores, each of which saw employment growth of over 20%. As in Peel, the health sector saw significant job growth in Ambulatory Health Care Services and Nursing and Residential Care Facilities. The Social Assistance subsector refers to various community services (for example, family services, relief services and vocational rehabilitation) as well as child daycares.

Table 5C: HALTON
TOP 10 INDUSTRY SUB-SECTORS WITH DECREASE IN SME EMPLOYMENT DECEMBER 2008 TO JUNE 2011

INDUSTRY SUB-SECTOR 3-DIGIT NAICS	TOTAL EMPLOYMENT 2008	TOTAL EMPLOYMENT 2011	ABSOLUTE CHANGE	PERCENT CHANGE
417 - Machinery, Equipment and Supplies Wholesalers-Distributers	4,589	3,583	-1,006	-22%
551 - Management of Companies and Enterprises	4,550	3,820	-730	-16%
332 - Fabricated Metal Product Manufacturing	2,876	2,232	-645	-22%
484 - Truck Transportation	2,783	2,398	-385	-14%
811 - Repair and Maintenance	3,402	3,018	-384	-11%
447 - Gasoline Stations	1,137	832	-305	-27%
335 - Electrical Equipment, Appliance and Component Mfg	829	529	-300	-36%
238 - Specialty Trade Contractors	7,796	7,500	-296	-4%
414 - Personal and Household Goods Wholesalers-Distributers	1,866	1,589	-277	-15%
333 - Machinery Manufacturing	2,367	2,124	-244	-10%

Source: Statistics Canada, Canadian Business Patterns

As in Peel, Machinery, Equipment and Supplies Wholesalers-Distributers topped the list for the largest decrease in estimated employment among small and medium-sized firms. Three manufacturing subsectors made the list (Fabricated Metal Product Manufacturing, Electrical Equipment, Appliance and Component Manufacturing, and Machinery Manufacturing). Truck Transportation, usually solo operators, saw a drop of 14%, and Gasoline Stations also experienced a significant drop in employment.

Summary of labour market overview

Every municipality within Peel and Halton Regions experienced population growth rates between 2006 and 2011 greater than the provincial average, except for Caledon. However, the rate of population growth has slowed everywhere, compared to the growth rate for 2001-2006. Nevertheless, Brampton and Milton in particular have continued to grow at a torrid pace.

Over the past five years, migration to Peel and Halton Regions has stalled in several categories: among 25-44 year olds, net migration to Peel dropped considerably between 2005/06 and 2008/09, recovering in 2009/10, while in Halton the drop occurred immediately, and has slowly been recovering since. Newcomer immigration is particularly high in Mississauga and Brampton, but these numbers peaked in 2005 and have been dropping slightly ever since.

The majority of enterprises in Peel and Halton (as in Ontario as a whole) have no employees (that is, they are solo operators). 90% of all enterprises have nine or fewer employees.

In Peel, the industry sectors with the largest number of firms are Transportation & Warehousing (16% of all firms) and Professional, Scientific and Technical Services (15%). In Halton, the largest categories are Professional, Scientific and Technical Services (20%) and Construction (10%).

Since December 2008, for both Peel and Halton, there has been a drop in the number of firms with 20 or more employees, and the drop has been greater among firms with more than 100 employees, and noticeably precipitous between December 2010 and June 2011.

Among industries, there were considerable decline in the number of firms across all employee size categories among Manufacturing and Wholesale Trade. Real Estate and Rental and Leasing, and Professional, Scientific and Technical Services, had significant loses among medium and large-sized firms, with limited growth among zero employee and small firms. On the other hand, some other sectors did relatively well: Health Care and Social Assistance has growth almost across the board in both Peel and Halton; Retail Trade did relatively well, except in the large firm category; the same with Finance and Insurance.

Estimated employment changes among small and medium-sized firms confirm significant employment loss in Manufacturing, Wholesale Trade and Management of Companies in both Peel and Halton, while significant increases were registered in Retail Trade and Health Care & Social Assistance. Peel also experienced significant employment increases in Accommodation & Food Services, and significant losses in Professional, Scientific and Technical Services.

Some Significant Changes

The following information is not intended to form a representative sample of all employers or all sectors in Peel and Halton. It was obtained from Economic Development Offices, company websites, newspapers, press releases and employers willing to share their information. Not all employers were willing to disclose their information, which limited the breadth of our collection.

PEEL

MISSISSAUGA

GlaxoSmithKline announced a $30 million expansion of its manufacturing facility located at 7333 Mississauga Road. The plant already produces 75 prescription products, about 80 percent of which are exported. The expansion will create 70 new jobs.

Whole Foods Market celebrated the opening of its newest state-of-the-art 40,000 sq. ft. facility situated at 155 Square One Drive. The Square One store will employ approximately 150 people.

Fresh fruit and vegetable processor Pride Pak Canada Ltd. has transferred its production from its old Laird Dr. location to a new state-of-the-art 120,000 sq. ft., facility at 6768 Financial Dr. Pride Pak is investing $10.6 million to modernize operations and create an additional 61 jobs to supplement their current 150 employees.

Life Time Fitness Inc. is building its first club in Mississauga at 3105 Unity Drive, in the Hwy 403 and Winston Churchill Blvd. area. Scheduled to open in 2012, the 143,000 sq. ft. facility will employ approximately 250 people.

Gedex Inc., a small Mississauga company, received a $6.8 million repayable contribution from the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). The contribution was made to accelerate the testing of the company's next generation airborne gravity gradiometer system, used by the natural resource exploration sector to find underground resources, and produce the first three field-ready units. Gedex anticipates creating over 45 skilled full-time jobs in the region.

BRAMPTON

Maple Leaf Foods has announced its Brampton facility, located on Walker Drive, will share in a $155 million investment that will see the local plant become one of the company's "Centres of Excellence". To accomplish this it is anticipated the company will invest $25 million in the Brampton plant.

Maple Leaf Foods originally opened the 184,000 square foot Walker Drive plant in 2007. Currently employing 153 people the facility will see an additional 38 jobs added as a result of this announcement. Approximately 55 new construction jobs will be created through the development phase.

Xpedx, a U.S. paper and supplies distributor with a large distribution centre at 156 Parkshore Dr. in Brampton, is shutting its Canadian operations by year end. Four distribution centres in the Toronto area and western Canada will close by January 2012, impacting about 100 employees across the country. Xpedx cited a "structural decline in the print marketplace" for the closures. The company had operated in Brampton since August, 2007.

Significant Changes

HALTON

BURLINGTON

ABS Machining Inc., a precision manufacturing specialist, has hired nine additional staff since April, 2011 and anticipates hiring 10-20 more at a new Burlington facility, expected to open in 2012.

Siemens Canada Ltd. announced in June, 2011 that it had begun manufacturing its SINVERT solar inverters for the Canadian solar photovoltaic (PV) market at its Burlington facility. As a result, the company is increasing its 10-person workforce involved in solar PV inverter production at this plant to 50 skilled positions in business development, engineering and production.

L-3 Wescam Communications has increased its workforce by about 150 since April 1st, 2011 including those to be hired by April 1st, 2012.

OAKVILLE

In January 2012, Goodrich Landing Gear received a $3.3 million investment from the Province of Ontario to assist its research and development department. Announced at the company's South Service Road headquarters, the grant will help the R&D department create the next generation of landing gear. As a result, 31 new jobs will be created at Goodrich and 37 existing jobs will be protected.

MILTON

Storage and distribution company, **Logistic Distribution Inc.** has hired 7-10 people at its Milton location since arriving in September, 2011.

Janitorial services company, **ABM Canada** has hired 73 people since March, 2011 and anticipates hiring 10 more in the first quarter of 2012

U.S. retailer **Target Brands Inc.** recently announced it will open a 1.3 million square-foot distribution centre on Boston Church Road, just north of Highway 401. Milton Mayor Gord Krantz estimates the centre will employ 300 to 400 people. The company confirmed that the centre will be operational prior to the opening of Target's first Canadian stores in early 2013.

Gordon Food Services, a family-owned food service company operating across Canada, has hired 115 people since April 1st, 2011 and anticipates hiring about 30 more by the end of March, 2012.

HALTON HILLS

Mold-Masters Ltd., an innovative plastic injection molding specialist in Georgetown, has added about 90 people to its staff since April, 2011 and anticipates adding about 30 more by March 31, 2012.

Findings from PHWDG Employer Survey 2011

Background to the survey

Between September 27 and October 28, 2011, PHWDG carried out a survey of local employers[5]. 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.

Employer Survey 2011

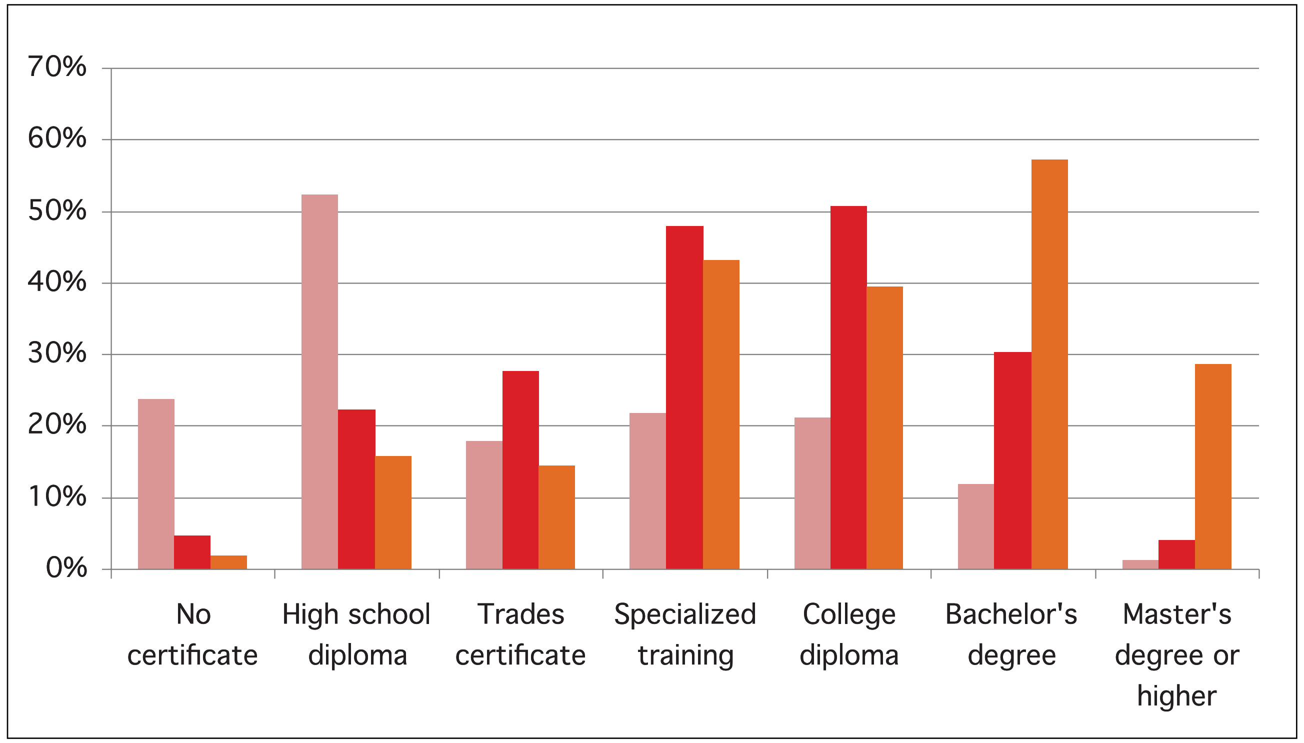
Table 3: PERCENTAGE BREAKDOWN OF ALL JOBS OF ALL RESPONDENTS BY SKILL LEVEL

	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

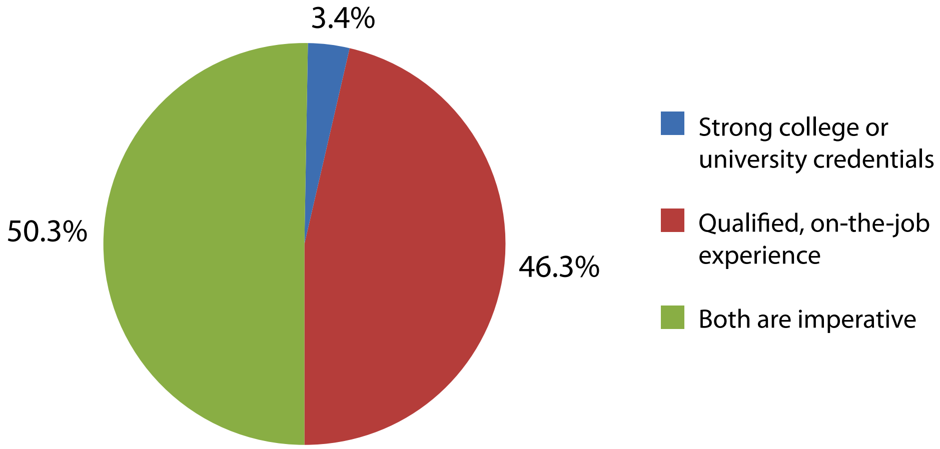
As one moves up the skill ladder, employers have higher expectations regarding previous work experience. These responses give the impression that it is unlikely that employers would hire an individual for an Intermediate or Senior level position if they had no previous work experience.

Table 4: EMPLOYER EXPERIENCE EXPECTATIONS BY SKILL LEVEL

	MANUFACTURING	ALL OTHER SECTORS	ALL OTHER SECTORS
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

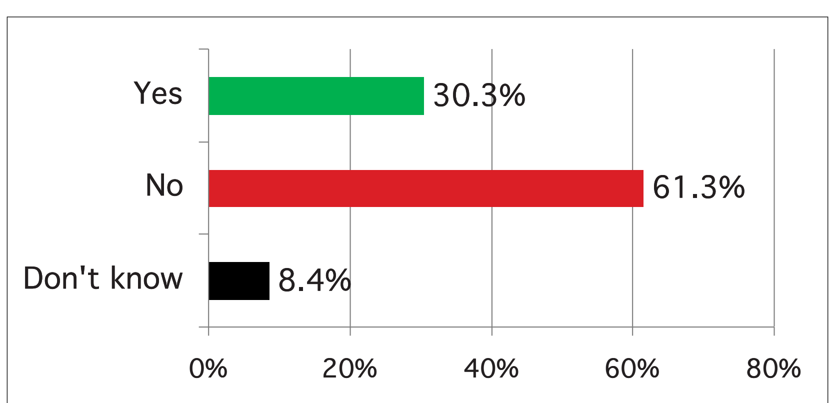
	3-6 MONTHS FROM NOW	3 YEARS FROM NOW
Entry-level	**-0.27**	**0.40**
Intermediate	**-0.02**	**0.55**
Senior	**-0.37**	**0.41**

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"

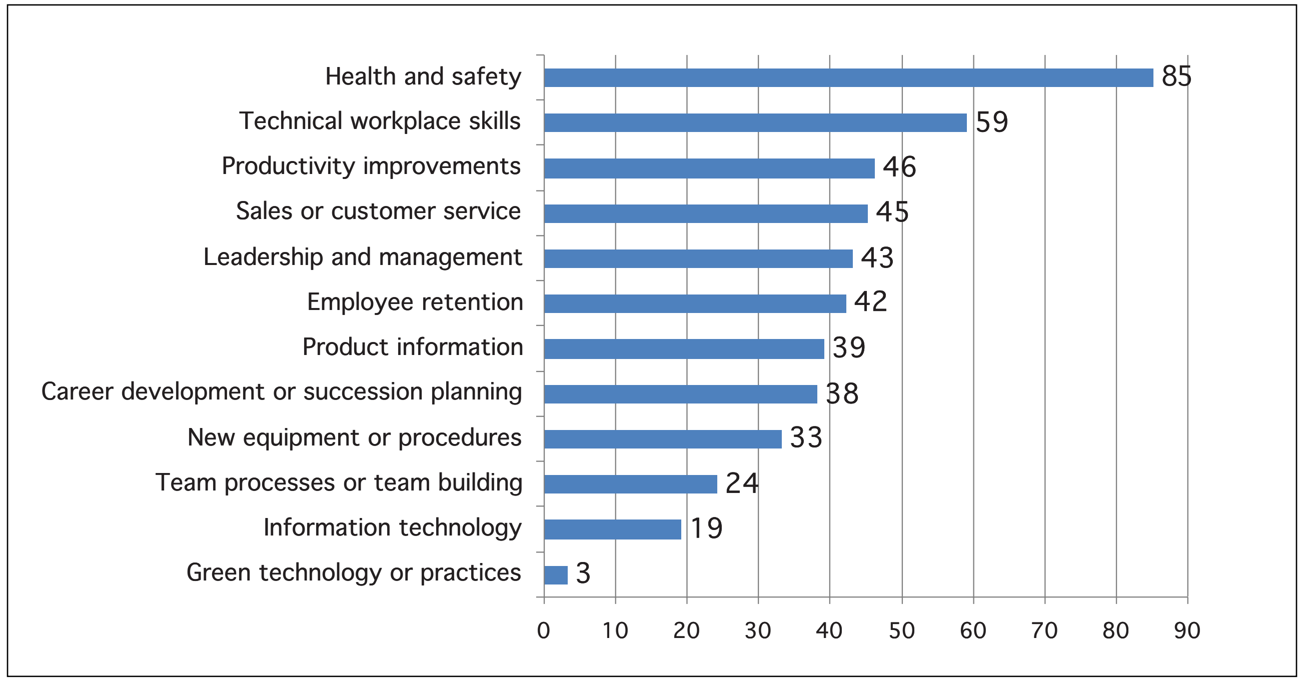
"Finding correct education, experience and personality fit"

"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.

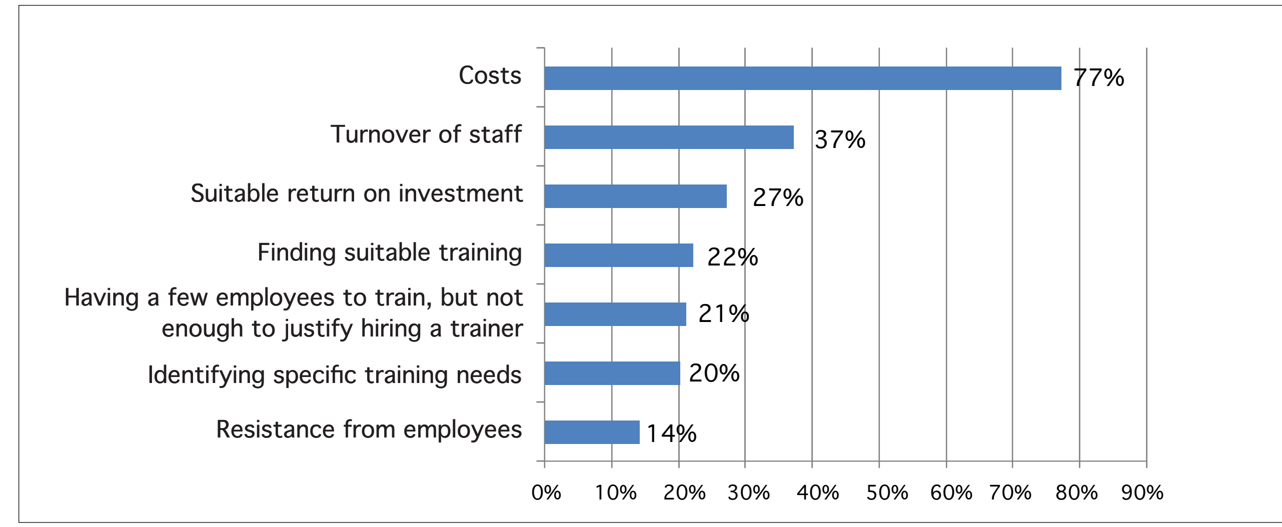
Table 7: INVESTMENT IN TRAINING THREE YEARS FROM NOW

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

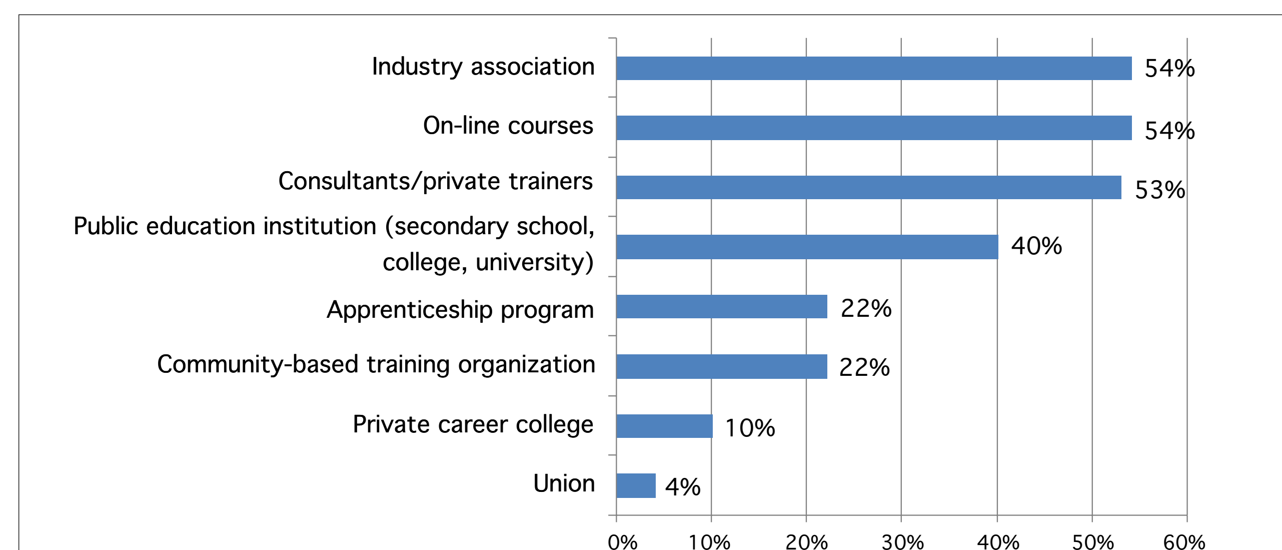


Responses add up to more than 100% because employers could choose more than one answer. The percentage reflects those who chose to answer this question.

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	
Most frequent strategies		***Highest satisfaction***	
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
Less frequent strategies		***Less satisfied***	
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	***Least satisfied***	
Least frequent strategies		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

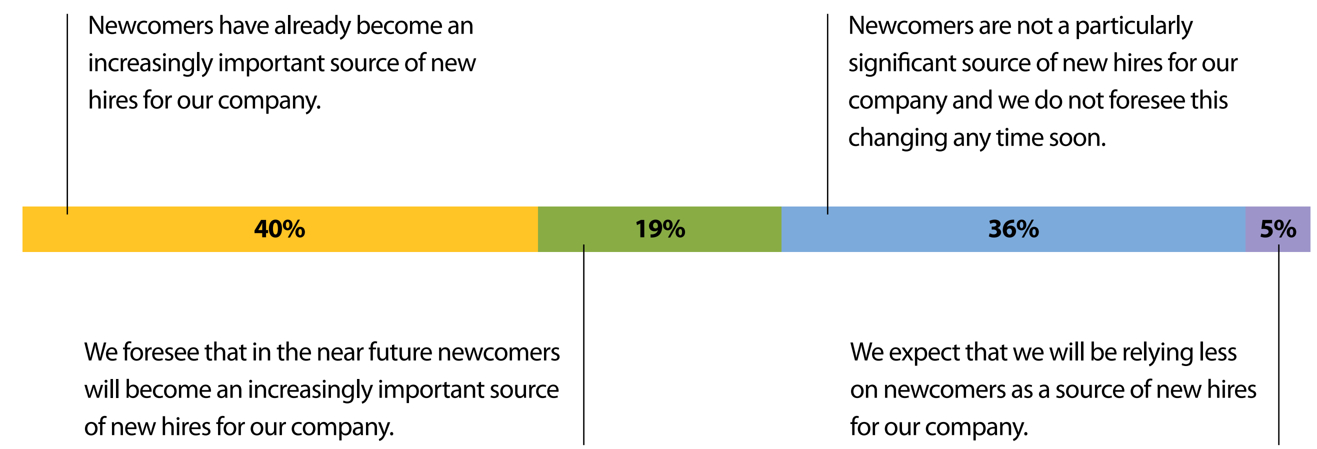
Word of mouth and employee recommendations illustrate how the tried and true methods of networks still prevail in the world of hiring, but it is noteworthy that electronic postings are now in the top tier of recruitment strategies, and that this method attracts such favourable assessments from employers.

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 devise, 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.

Update On PHWDG 2011 Activities

Transportation: A Challenge to Workforce Development – On October 26th 2011, a meeting was held at the Davis Campus of Sheridan College, attended by representatives of community-based employment agencies, transit systems, car-pooling organizations, etc. The 35 participants discussed methods to bring transportation to qualified job candidates who otherwise could not reach available jobs in neighbouring communities. Rich feedback from this conference was conveyed to municipalities for them to better link jobs and people.

World of Talent – This event was held on October 6th, 2011, attended by 65 employers from Peel & Halton, employment agencies and other organizations dedicated to serving the newcomer population. Held at the Living Arts Centre in Mississauga, attendees heard presentations on the changing composition of Canada's workforce and discussed ideas on how to adapt to that change. Attendees heard about the many no cost services available to assist them in the employment and integration of new immigrants. The success of this event resulted in key partners committing to a similar follow up event in 2012, to meet the demands of interested employers.

Supply Chain Sector Workforce Recruitment – This item was expanded to include all employers, not just those in the supply chain sector. A Peel Halton Employment Services resource has been compiled and has been shared extensively with employers at several Peel Halton job fairs and other employer events. The resource has also been shared with Chambers of Commerce, Boards of Trade and other business organizations. Through members of the employment services network the resource has been shared with over fifty thousand local employers.

Supply Chain Sector Workforce Advancement – Discussions with eight large supply chain employers at two meetings held at the Supply Chain Sector Council offices in Mississauga, confirmed their interest in this initiative. A concept is being prepared to submit to funders for their consideration.

Tending Green Roots – A report on investment in employment and training in initiatives in the GTA related to the green economy. This is a report on the 300 local initiatives that have received funding related to employment/training in the green economy that will be disseminated through the websites and networks of the workforce development boards. Report to be released in March 2012.

Other PHWDG Activities

Apprenticeship Career Connections 2012 – PHWDG received funding from Employment Ontario to put together this event to showcase opportunities in the 140+ apprentice careers. This event will be held on March 30, 2012. An estimated 75 organizations including leading Ontario Colleges; Unions; Businesses; Sector Councils and local agencies are expected to exhibit. The anticipated 4000 plus participants will include high school students; those seeking second careers; laid off workers and new immigrants. Participants will obtain all the information they require about apprenticeships to determine their next steps into a successful apprenticeship career! For more Information about the event visit - ww.apprenticeshipcareerconnections.ca

Professional Development Conference 2011– Frontline workers who serve new immigrants in Peel and Halton were again stimulated and informed during a one day conference presented by the PHWDG on September 29, 2011. Funded by the Ontario Trillium Foundation and held at the Stage West Hotel in Mississauga, participants heard three keynote presentations and a panel discussion. The keynotes discussed the value of collaborative effort, social media and the employment value of social capital. The panel, composed of employer representatives, presented the employers' point of view on hiring internationally educated people. Eighty participants were empowered with knowledge and skills to better serve their clients. This was the third annual conference in a popular series. With additional funding, the series will continue.

Promotion of Accessibility for Persons with Disabilities – Over the two months prior to the January 1st, 2012 compliance deadline, PHWDG made a conscientious effort to inform businesses in Peel and Halton of the need to comply with Ontario's legislation on serving customers having disabilities. The Board distributed information on compliance requirements through print media, business organizations and economic development offices.

Proposed 2012 Action Items

Employer Engagement

PRIORITY ISSUE	***Networking in order to increase awareness of employers and how they can access the services near to them***
Proposed Actions	Create a group who will review current working networks in the environment and evaluate what is working, what isn't, what can be improved and how do we connect all these networks together
Lead Partners	TRIEC
Supporting Partners	EO Service Providers
Timelines	1st Quarter 2012
Expected Outcome	Meeting of at least 7-10 key partners to get together and review current networks An inventory of networks to be created Share inventory amongst listed networks to encourage collaborations

PRIORITY ISSUE	***Understand the needs of employers***
Proposed Actions	Hold an initial planning meeting to determine who should be involved in the work. The combination of people could be workforce development, EDC, BOT's and others
Lead Partners	MTCU Social Capital Partners Halton Region Peel Halton Workforce Development Group
Supporting Partners	TBD
Timelines	2012
Expected Outcome	Hold an event to understand the needs of the demand side (employers). This meeting will reveal important insights on needs of employers which would help service providers. Meeting to have at least 15 employers participate.

2012 Action Items

PRIORITY ISSUE	***Professional Development for Job Developers (to better understand changing ways of outreach to employers and needs of employers)***
Proposed Actions	Information session with employers to give industry specific information on how to deal with them and what they are looking for in candidates and what they need to grow their business.
Lead Partners	Halton Region
Supporting Partners	TBD
Timelines	2012
Expected Outcome	Create a suitable survey tool to assess if there is a need for this training and to suggest possible venues Solicit survey input at summer or fall NewComer Organization Network (NCON) meeting and deliver survey to job developers in individual organizations Survey will be completed by at least 60 job developers Analyze survey results and determine needs and next steps

PRIORITY ISSUE	***Newcomers to Canada (those arriving in the last five years) are a highly educated group; yet are experiencing difficulty finding jobs that suit their education and prior work experience. Employers will face labour challenges and may require assistance in developing effective HR practices to recruit and retain New Canadians.***
Actions Taken Last Year	An employer engagement workshop, "A World of Talent on Your Doorstep" was delivered to over fifty Peel & Halton employers in September 2011.
Proposed Actions	A continuation from last year, as the consultation asserted the value of continually engaging employers in this way. Build on last year's workshop and deliver it to Peel & Halton employers.
Lead Partners	PHWDG
Supporting Partners	Employment Service Organizations Sheridan College ACCES Employment Services TRIEC Job Skills Skills for Change
Timelines	Q3 2012
Expected Outcome	An employer engagement workshop with useful information about newcomer recruitment and retention. At least 50 Peel Halton employers will participate.

Access to Current and Reliable Local Labour Market Information

PRIORITY ISSUE	***Address the problem of the difficulty in finding reliable, current and future looking Labour Market Information in high priority and other occupations; Begin to collect the missing LMI data***
Proposed Actions I	Research, collect and audit labour market data for Peel and Halton and build on PHWDG's research done in 2008 on LMI sources in Peel & Halton; Analyze data to identify gaps; Determine "forum" for sharing of information
Proposed Actions II	Evaluate data: perform a gap analysis; Develop a "tool" with current LMI for Peel & Halton
Lead Partners	Peel Halton Workforce Development Group and Catholic Cross-cultural Services
Supporting Partners	Halton Industry Education Council COSTI Immigrant Services The Centre for Education and Training Malton Neighbourhood Services Sheridan College Employment Halton Dixie Bloor Neighbourhood Services
Timelines I	3rd Quarter 2012
Timelines II	8-12 months, dependent on outcome of above research, there is a possibility of a phase 2
Expected Outcome I	Research and collect 30-50 sources of current Labour Market Information for Peel and Halton communities in occupations where there is projected growth Share this extensively with all key stakeholders in Peel & Halton
Expected Outcome II	25-30 Service Provider Organizations; associations; sector councils; employer organizations will be aware of this tool All business organizations in Peel and Halton will receive information about this tool

PRIORITY ISSUE	***Maintenance of LMI data collected***
Proposed Actions	To develop a funding proposal for a website to catalogue and house the Peel Halton LMI collected. The proposal would include a sustainability process for three years.
Lead Partners	PHWDG
Supporting Partners	Catholic Cross Cultural Services Others to be determined
Timelines	2012-2014
Expected Outcome	A functional website that would consist of all key LMI sources for Peel and Halton Regions

PRIORITY ISSUE	***Labour Market Information (LMI) is often confusing and it is often difficult to navigate the system to find appropriate and relevant information. This is especially a challenge for job developers.***
Actions Taken Two Years Ago	Labour Market 101: Two professional development workshops were held to inform frontline workers on how to better serve their job-seeking clients. The content of the workshop included: an overview of LMI; explanation of common terms used in labour market analysis (NOC, NAIC's, CMA etc.); as well a list of resources on current LMI. A total of fifty participants attended the two workshops.
Proposed Actions	Bring together key partners that work with labour market to understand their challenges and create a resource that job developers in Peel and Halton can use to understand labour market information to better serve their job seeking clients.
Lead Partners	PHWDG
Supporting Partners	Employment Service Organizations Peel & Halton Municipalities Newcomer Organizations
Timelines	Q3 2012
Expected Outcome	A labour market tool to assist job developers and other key stakeholders navigate labour market information in Peel & Halton will be developed. This tool will be shared extensively with all Employment Ontario sites and other stakeholders.

Improve Knowledge of Regulated Occupations

PRIORITY ISSUE	***Improve service provider's knowledge of the wide range of supports and programs available to assist newcomers in regulated occupations to improve their employment outcomes***
Proposed Actions	Bring together NCON members, TRIEC, PNSG, PEO, Health force Ontario to talk about the issues; Review the inventory of what already exists; Discuss/develop next steps for the information session
Lead Partners	Newcomer Centre of Peel Clarkson Employment Centre ACCES Employment Centre for Education and Training
Supporting Partners	PNSG MCI Peel Halton Workforce Development Group
Timelines	Continuous in preparation for the second action
Expected Outcome	An information session with at least 30 participants will be held to increase knowledge of regulated occupations Share information with SPOs, employers and clients, at least 100 organizations will receive the information;

PRIORITY ISSUE	***Some employers think that ITIs do not want entry level positions however entry level positions differ greatly depending on the sector.***
Proposed Actions	SPOs will provide clients with information regarding entry level positions and the opportunities that are available for clients so that they can make their own informed decisions ; Job Developers to outreach to employers (via the use of TRIEC materials) to help dispel the myths regarding International Trained Immigrants (ITIs); Have Health Force Ontario come to do a presentation regarding opportunities outside of the GTA for Health Care professionals (create and distribute promotional materials and select a venue)
Lead Partners	Newcomer Centre of Peel Clarkson Employment Centre ACCES Employment Centre for Education and Training
Supporting Partners	TBD
Timelines	September or October 2012
Expected Outcome	At least 30 Service providers will have increased knowledge of services for regulated occupations Over 200 newcomers will be informed about relevant supports allowing them to be able to make better choices about their career paths

Youth

PRIORITY ISSUE	***Lack of supports for newcomer youths / Lack of entry level jobs for youth/ need for newcomer youth to integrate with Canadian born youth***
Proposed Actions	Create a comprehensive training package to be presented to newcomer parents that focuses on accessing multiple resource for young adults living at home Consult and meet with stakeholders (parents, youth, settlement workers, school boards etc.) to develop the training package Key staff members from John Howard Society, Job Skills and CET will research and gather information from major stakeholder in order to develop a training package that will include a PowerPoint presentation and participant handouts to be delivered to newcomer parents of youth
Lead Partners	John Howard Society
Supporting Partners	OCASI Brampton Multicultural Centre Newcomer Centre of Peel Peel Multicultural
Timelines	Developed by June 20, 2012
Expected Outcome	A minimum of 30 families that have newcomer youth will be better informed of support services for youth in Peel and Halton

PRIORITY ISSUE	***Lack of supports for newcomer youth***
Proposed Actions	Deliver training (information sessions) to newcomer parents with young adults Set up a training schedule and deliver information sessions at various venues where newcomer youths frequent (places of worship, community centres, libraries and agencies that serve newcomers)
Lead Partners	Centre for Education & Training (CET)
Supporting Partners	ACCES Employment COSTI Immigrant Services Sheridan College Microskills Skills for Change
Timelines	September 2012 to September 2013
Expected Outcome	At least 6 training sessions will be delivered across Peel at venues where new immigrants normally gather

PRIORITY ISSUE	***Lack of supports and resources for newcomer youth***
Proposed Actions	Organize a leadership summit with one motivational speaker and 3 to 4 workshops running simultaneously – workshops will consist of Personality Dimensions and related occupational fields, improving communication and presentation skills delivered by a Toastmaster representative and a workshop on breaking down barriers
Lead Partners	Centre for Education & Training (CET)
Supporting Partners	John Howard Society Job Skills ACCES Employment Canadian Red Cross Society of Peel
Timelines	January 2013
Expected Outcome	It is expected that over 100 youth consisting of approximately 50% newcomers and 50% Canadian youth will participate in the summit and share personal experiences and challenges that they are facing in the community

PRIORITY ISSUE	***Lack of supports and resources for newcomer youth***
Proposed Actions	Develop a formal Mentorship program for youth that will enable them to gain experience and knowledge in the workplace leading to better job opportunities; Create a concept paper to be delivered to Service Canada which outlines the benefits of a formal mentoring program targeting youth
Lead Partners	Job Skills
Supporting Partners	John Howard Society CET ACCES Employment
Timelines	The paper will be submitted to Service Canada for consideration by December 31, 2012
Expected Outcome	The working group on youth and Service Canada will have a succinct document that lays out the steps involved in setting up a Youth Mentoring program

Service Coordination

PRIORITY ISSUE	***Assist SPOs to better understand the network of services in their communities so that they are able to make appropriate client referrals in a timely fashion. There are numerous settlement, language, employment and other social services in Peel and Halton. They are fragmented and a system navigation process would assist SPO staff and clients looking for services to navigate the web of services.***
Proposed Actions	Organize an event that will allow all SPOs to come together and provide information in the programs and services offered through their agencies enabling them to formalize the referral process and thereby recognizing the value of service coordination
Lead Partners	ACCES Employment John Howard Society Job Skills Peel Halton Workforce Development Group
Supporting Partners	CET MTCU CIC Malton Neighbourhood Services
Timelines	TBD
Expected Outcome	An event with at least 50 participants will attend to receive information for front line staff on the wide range of services available in the community enabling them to make effective referrals; Understanding at a higher level the need for service coordination and data collection – analysing the data and identifying the gaps in services; Centralizing / formalizing the referral process

Apprenticeships / Trades

PRIORITY ISSUE	***Increase knowledge and comfort level of staff working with public/students regarding discussion apprenticeships and skilled trades.***
Proposed Actions	1. Compile list of apprenticeship and skilled trades resources; 2. Offer free Train the Trainer presentations for Apprenticesearch.com; 3. Offer a short telephone info session on Apprenticesearch.com for members of this group in order to create "Trades Ambassadors" within the different agencies; 4. Create a simple map of how apprenticeships work for staff, clients and the public; 5. Contact high schools in Peel and Halton in May 2012 to arrange info sessions on the trades for staff and students when school starts again in Sept 2012; 6. Once staff have attended the "Train the Trainer" session by Apprenticesearch.com, offer an info session to clients where possible
Lead Partners	1.Centre for Skills Development & Training (CSDT), Apprenticeship.com COSTI 2. Apprenticesearch.com 3. Apprenticesearch.com 4. Apprenticesearch.com, Georgetown Employment Services, CSDT; 5. MTCU – Apprenticeship Branch 6. CSDT, COSTI, Georgetown Employment Services
Supporting Partners	N/A
Timelines	December 2012
Expected Outcome	Offer this newly compiled list of resources to 50 organizations Each member organization will get this training. At least 4 members will be trained. At least 10 high schools will be contacted for information sessions. At least 50 staff or clients will receive the map on how apprenticeships work

PRIORITY ISSUE	***Engaging/educating employers and people who make hiring decisions regarding apprenticeships and skilled trades***
Proposed Actions	Create a new resource for employers and staff regarding various financial incentives for hiring apprentices; Develop and distribute a survey to employers on how they would like to be better engaged and/or informed about apprenticeships, skilled trades, incentives, etc.
Lead Partners	Apprenticesearch.com Georgetown Employment Services MTCU – Apprenticeship Branch;
Timelines	Create by July 31, 2012, distribute by Dec 31, 2012
Expected Outcome	30 providers will have enhanced knowledge of apprenticeship/trades programs

PRIORITY ISSUE	***Increase access to non-traditional trades for marginalized groups such as women and newcomers***
Proposed Actions	Develop a resource which is a list of programs that help Newcomers transition into the various trades
Lead Partners	Centre for Skills Development & Training
Supporting Partners	YMCA
Timelines	July, 2012
Expected Outcome	Up to 30 women, newcomers and other from marginalized groups will have increased awareness of apprenticeship / trades programs

PRIORITY ISSUE	***Large numbers of baby boomers will be retiring from the skilled trades leaving a void as many sectors will face shortages of workers in the apprentice able trades.***
Proposed Actions	As there are over 140 trades it is important that guidance counsellors and those who advice youth on career pathways be familiar with the training available in the trades.
Lead Partners	PHWDG
Supporting Partners	Halton District School Board Unions & Other trainers Sheridan College
Timelines	December 2012
Expected Outcome	A bus tour of at least three-four trade training facilities for at least thirty guidance counsellors/career specialists

PRIORITY ISSUE	***Meeting the employer requirements in a green economy by connecting to the local labour market to employment opportunities in a variety of emerging green sector.***
Past Actions Taken	• Greening the Economy – Transitioning to New Career Profiles • Transitioning to a Green Economy – The Bottom Line for Ontario's Businesses Employer Case Studies • Greening the Economy – Transitioning to New Careers Report
Proposed Actions	Development of green career profiles for two additional sectors and spatially mapping businesses that have these careers linking green occupations to green profiles in two additional sectors.
Lead Partners	Peel Halton Workforce Development Board Simcoe Muskoka Workforce Development Board Workforce Planning Board of York Region Durham Region Training & Adjustment Board Toronto Workforce Innovations Group
Supporting Partners	Halton District School Board Unions & Other trainers Sheridan College
Timelines	December 2012
Expected Outcome	Development of career profiles in two additional sectors.

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?

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

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	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Intermediate	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Senior	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

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)	☐	☐	☐	☐	☐	☐
Intermediate level (2 years+ job experience, or occupation specific training; entry-level manager)	☐	☐	☐	☐	☐	☐
Senior level (experienced management, professionals, highly specialized skilled worker)	☐	☐	☐	☐	☐	☐

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)	☐	☐	☐	☐	☐	☐
Intermediate level (2 years+ job experience, or occupation specific training; entry-level manager)	☐	☐	☐	☐	☐	☐
Senior level (experienced management, professionals, highly specialized skilled worker)	☐	☐	☐	☐	☐	☐

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)	☐	☐	☐	☐
Intermediate level (2 years+ job experience, or occupation specific training; entry-level manager)	☐	☐	☐	☐
Senior level (experienced management, professionals, highly specialized skilled worker)	☐	☐	☐	☐

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:**

☐ Health and safety
☐ Information technology
☐ Product information
☐ Career development or succession planning
☐ Technical workplace skills
☐ Green technology or practices
☐ Employee retention
☐ Leadership and management
☐ Productivity improvements
☐ New equipment or new procedures
☐ Team processes or team building
☐ Sales or customer service
☐ Other: ______________

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.

- ☐ Costs
- ☐ Turnover of staff
- ☐ Suitable return on investment
- ☐ Identifying specific training needs
- ☐ Finding suitable training
- ☐ Other: ____________

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

- ☐ Public education institution (secondary school, college, university)
- ☐ Private career college
- ☐ Industry association
- ☐ Community-based training organization
- ☐ Other: ____________
- ☐ Apprenticeship program
- ☐ Union
- ☐ Consultant/private trainers
- ☐ On-line courses

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	☐	☐	☐	☐	→	☐	☐	☐	☐
Private recruitment or temp agencies	☐	☐	☐	☐	→	☐	☐	☐	☐
Non-profit community agencies	☐	☐	☐	☐	→	☐	☐	☐	☐
Internal postings	☐	☐	☐	☐	→	☐	☐	☐	☐
Electronic postings	☐	☐	☐	☐	→	☐	☐	☐	☐
Word of mouth	☐	☐	☐	☐	→	☐	☐	☐	☐
Electronic postings	☐	☐	☐	☐	→	☐	☐	☐	☐
Walk-ins or inquiries	☐	☐	☐	☐	→	☐	☐	☐	☐
Job fairs	☐	☐	☐	☐	→	☐	☐	☐	☐
Social media (e.g. LinkedIn, Facebook)	☐	☐	☐	☐	→	☐	☐	☐	☐
Other: ____________	☐	☐	☐	☐	→	☐	☐	☐	☐

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	☐	☐	☐	☐
Everyday English conversational ability	☐	☐	☐	☐
Assessing their foreign work experience	☐	☐	☐	☐
Their "fit" or familiarity with Canadian business culture, practices and norms	☐	☐	☐	☐
Higher functioning English conversational skills (technical vocabulary, familiarity with slang and nuance)	☐	☐	☐	☐
English writing skills	☐	☐	☐	☐
Soft skills (interpersonal communication, team approach, taking the initiative)	☐	☐	☐	☐
Assessing their educational credentials	☐	☐	☐	☐
Getting recognition of their professional designation	☐	☐	☐	☐
Other: ____________	☐	☐	☐	☐

THANK YOU!

Appendix C

Appendix C: Community Consultation List

LIST OF ORGANIZATIONS THAT PARTICIPATED AT THE COMMUNITY CONSULTATION MEETING HELD ON WEDNESDAY FEBRUARY 1ST 2012 AT THE CANADIAN COPTIC CENTRE, MISSISSAUGA

1. ACCES Employment – Brampton
2. ACCES Employment – Mississauga
3. Catholic Crosscultural Services
4. Centre for Education & Training – Employment & Newcomer Services
5. Centre for Education & Training – Newcomer Information Centre
6. Citizenship and Immigration Canada
7. COSTI Immigrant Services – Mississauga
8. COSTI Immigrant Services – Brampton
9. Dixie Bloor Neighbourhood Centre
10. Family Services of Peel
11. Halton Industry Education Council – apprenticesearch.com
12. Job Skills – Mississauga
13. Job Skills – Brampton
14. John Howard Society of Peel/Halton/Dufferin
15. Labour Action Centre/United Steel Workers
16. Malton Neighbourhood Services
17. Ministry of Citizenship and Immigration/Ministry of Tourism & Sport
18. Ministry of Training, Colleges & Universities
19. Newcomer Centre of Peel
20. Peel Career Assessment Services Inc.
21. Peel District School Board
22. Peel Halton Workforce Development Group
23. Peel Mentoring Program, Dixie Bloor Neighbourhood Centre
24. Region of Peel – Human Services
25. Regional of Halton – Employment Halton – Employment, Housing & Social Services
26. Service Canada
27. Sheridan College – Faculty of Continuing and Professional Development
28. Sheridan College – Community Employment Services
29. Social Capital Partners
30. Social Planning Council of Peel
31. The Centre for Skills Development & Training
32. Toronto Region Immigrant Employment Council (TRIEC)
33. vpi Employment Services – Mississauga
34. YMCA – Mississauga

Appendix D

Appendix D: Bibliography Of Studies And Data

Statistics Canada, *Annual Migration Estimates by Census Division* (from tax filer administrative data)

Statistics Canada, *Canadian Business Patterns data*, December 2008, June 2010, December 2010 and June 2010

Statistics Canada, *Census 2006* data

Toronto Immigrant Employment Data Initiative, *Top 10 cities of destination and category of recent immigrants, Toronto CMA, Fact sheet 11-02, March 2011*, p. 2 (relying on Citizenship and Immigration Canada, *Permanent Resident Data System, 1980-2009*)

Notes

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