



**EMPLOYERone**

# Report



Northwest Training and Adjustment Board



## Kenora & Rainy River Districts

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# employeronerone Survey 2014 Results

## Kenora & Rainy River Districts

### **EXECUTIVE SUMMARY**

Economic development, education, training and employment supports are all reliant on local and relevant labour market information. We use various bases of this information, from several sources such as Statistics Canada, key stakeholder discussions, and other research methods. The Northwest Training and Adjustment Board (NTAB) is often asked: where are the jobs, which industries are hiring, and which occupations are most in demand? What level of education and or experience is required to successfully lead to employment in these fields? These are the workforce questions that require answers, complex demands that require a deeper look into industry.

Even though NTAB does try to provide some answers and solutions by partnership projects and other outreach activities there is still the information that is best supplied by industry itself. So how do we gather that piece of information? The Ministry of Training, Colleges and Universities provided NTAB with funding to specifically survey local employers in both of our regions using the online *employeronerone* survey.

The number of responses was lower than we hoped but the responses do provide valuable insights into the workforce needs and challenges faced by employers today. In some cases, employer responses verified what we have already heard and in other cases, enhanced our knowledge. Here is a partial breakdown of what employers told us:

- 75% of the jobs were full time permanent jobs
- 70% of workers aged 25 years and younger are employed in part time jobs whereas for workers aged 25 years and older the percentage was at 14% for part time work
- Reasons for separation: a) 56% quit, b) 1% retired, and c) 30% were temporary lay-offs
- 79% of the industries reported hiring new staff in the last 12 months
- The most successful recruitment methods were mainly word of mouth, on line job postings and using their own web-sites
- The majority of people hired came from the Kenora and Rainy River Districts
- What made some positions hard to fill? a) The applicants motivation, attitude and interpersonal skills b) They did not meet the skills requirement c) there were not enough applicants d) it was hard to compete due to wages and benefits
- The availability of Qualified Workers: 10% GOOD, 55% FAIR and 35% POOR

Most of this is not a surprise. In the future when we conduct surveys, education/training, planning and other collaboration with economic development, it will be important to continue

to keep the perspectives, practices and recruitment challenges of employers in mind to help shape our efforts on how we cultivate our workforces.

## **INTRODUCTION**

Effective, local intelligence is crucial to projecting the labour market demands of the employers in our two regions. This information is also required by our Employment Ontario Service Providers; as they try to match job seekers with employment that is available. Schools, both at the secondary level and post-secondary level also benefit from this information as well as others that rely on labour market trends, priorities and opportunities.

The Ministry of Training, Colleges and Universities assigned the task of implementing the *employrone* survey to the six Northern Boards. We were instructed to do a local report for our specific regions (Kenora and Rainy River Districts) and then from that also have a Northern Report for all of Northern Ontario.

The *employrone* survey asked employers to answer questions related to the demographics of their workforce, current and projected human resource vacancies, recruitment strategies and challenges, candidate skills required, education and training, as well as the top competencies required to work in their line of employment as well as any other workforce concerns that they had.

## **SURVEY METHODOLOGY**

**LIMITATIONS:** While conducting a survey to better understand the needs of local employers is important, various limitations may have impacted on the completion rates and research findings. These are some of the issues that were identified:

- **Cumbersome and long survey:** The time required to complete it was anywhere from half an hour to almost two hours, depending on the size of the workforce, who was completing it, and was not user friendly.
- **Quality of questions:** The wording of the questions did create some challenges. It made it difficult at times to clearly convey the answers they wanted to provide.
- **Survey fatigue:** Many of the employers we spoke to have already been asked to participate in previous surveys for mining, tourism and a BR&E. Employers are busy and as this survey was lengthy it made it a challenge to have them participate.
- **Employer profiles:** The majority of the business that did respond to our survey is small businesses. Some employers did say that completing the level of HR detail was a concern. For large industry it made the level of HR questions very lengthy due to the amount asked about each category breakdown.
- **Implementation cost and time:** NTAB covers a very large geographical area with a smaller population than the other workforce boards so getting the information on the

survey out to everyone was definitely a challenge. We used various methods to advertise and promote the value of employer participation. We were able to get 51 responses in total with a variety of completion levels that we were able to use in our analysis.

**FINDINGS** *please note that since not everyone answered every question, the analysis for each survey question will include the number of respondents and the percentages have been rounded off and therefore totals may not equal 100%*

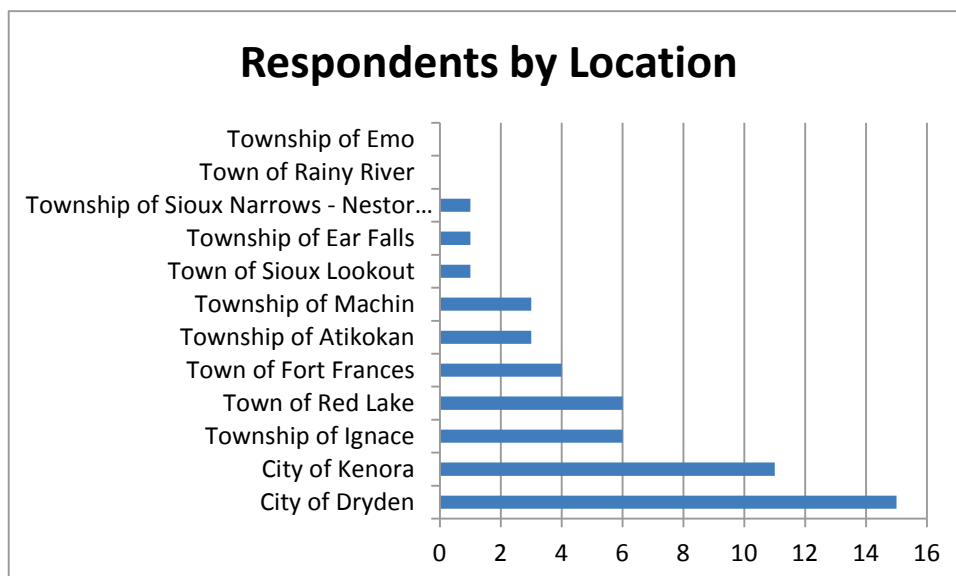
## Profile of Respondents

In total, 45 employers started the survey and 23 completed it. For each question, the analysis will provide the number of respondents.

43 respondents provided a location. Three of these provided more than location, so that the total number of locations cited was 51, distributed across the following communities:

**Table 1: Respondents by location**

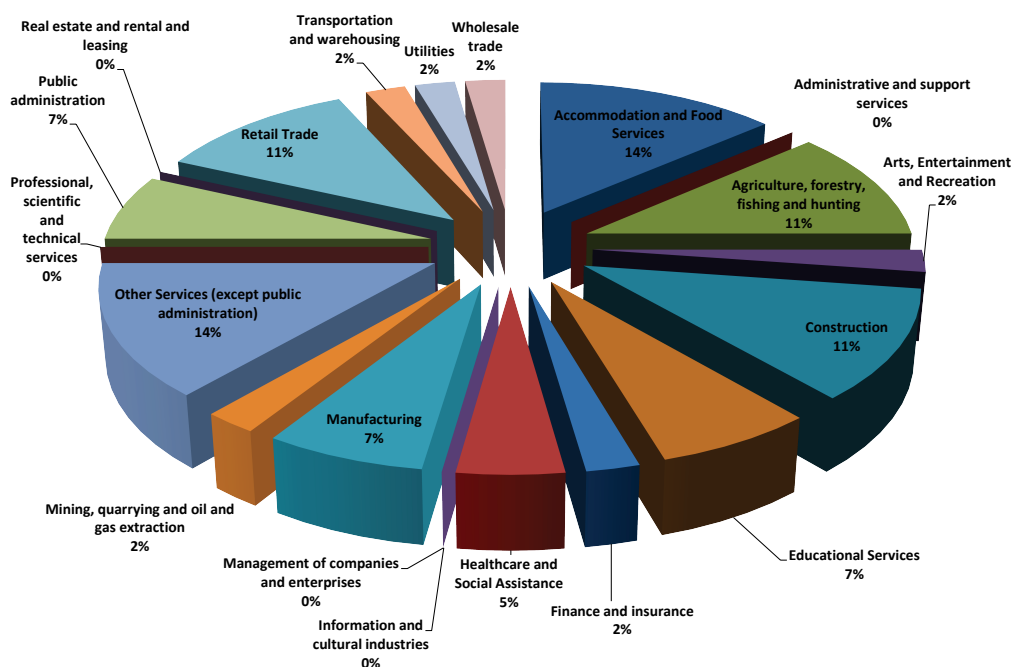
City of Dryden	15
City of Kenora	11
Township of Ignace	6
Town of Red Lake	6
Town of Fort Frances	4
Township of Atikokan	3
Township of Machin	3
Town of Sioux Lookout	1
Township of Ear Falls	1
Township of Sioux Narrows - Nestor Falls	1
Town of Rainy River	0
Township of Emo	0



Respondents represented a range of industries. Table 2 provides the percentage breakdown by industry for survey respondents, and compares the figures to the actual breakdown of establishments by industry in the Districts of Kenora and Rainy River with one or more employees.

**Table 2: Number and percent of respondents by industry**

INDUSTRY	NUMBER	PERCENT	ACTUAL
Accommodation and Food Services	6	13.6%	13.9%
Administrative and support services	0	0.0%	2.6%
Agriculture, forestry, fishing and hunting	5	11.4%	5.0%
Arts, Entertainment and Recreation	1	2.3%	2.0%
Construction	5	11.4%	11.1%
Educational Services	3	6.8%	1.7%
Finance and insurance	1	2.3%	3.1%
Healthcare and Social Assistance	2	4.5%	9.2%
Information and cultural industries	0	0.0%	1.0%
Management of companies and enterprises	0	0.0%	0.3%
Manufacturing	3	6.8%	1.9%
Mining, quarrying and oil and gas extraction	1	2.3%	0.3%
Other Services (except public administration)	6	13.6%	10.0%
Professional, scientific and technical services	0	0.0%	4.4%
Public administration	3	6.8%	3.2%
Real estate and rental and leasing	0	0.0%	4.2%
Retail Trade	5	11.4%	15.8%
Transportation and warehousing	1	2.3%	6.7%
Utilities	1	2.3%	0.4%
Wholesale trade	1	2.3%	3.2%
<b>TOTAL</b>	<b>44</b>	<b>100.0%</b>	<b>100.0%</b>



Even for a very small sample, the representativeness of this group of employers by industry is oftentimes quite close to the distribution of establishments with employees in the Districts of Kenora and Rainy River (this latter figure is obtained from Statistics Canada’s Canadian Business Patterns data for June 2014). In many cases, the percentage distribution is within three percentage points, and in only two instances is the spread greater than five percentage points: Educational Services and Agriculture, Forestry, Fishing & Hunting. Where the percentage share in the survey is more than three percentage points above the actual distribution, the cell has been shaded green, and where it is more than three percentage points less, it is shaded red.

Respondents were asked if their establishment represented a head office or a branch of a business. Two thirds (67%) indicated that they were a head office and one-third (33%) were a branch.

Respondents were further asked to indicate the current life-cycle stage of their organization:

**Table 3: Life-cycle stage of organization (N=45)**

Start-up	11%
Growth	9%
Established	80%

The survey respondents represented a range of establishment sizes. Compared to the distribution by employee size of establishments with at least one employee in the Districts of Kenora and Rainy River (Statistics Canada’s Canadian Business Patterns data, June 2014), the survey sample is clearly weighted toward establishments with more employees (e.g. 20-99 employees and 100 or more employees), with a comparatively smaller proportion of firms with 1-4 employees.

**Table 4: Respondents by number of employees (N=38)**

	Number of employees			
	1-4	5-19	20-99	100+
<b>Survey number</b>	9	13	10	6
<b>Survey percentage</b>	24%	34%	26%	16%
<b>Actual percentage</b>	48%	37%	13%	2%

Now that the profile of survey respondents is completed, the rest of the analysis will present the substantive responses.

**Does Your Company Participate in Workplace Wellness Programs?**

One third of survey respondents participate in Workplace Wellness Programs.

**Table 5: Participation in Workplace Wellness Programs (N=41)**

Yes	34%
No	66%

## Number, Type and Age of Employees

Respondents were asked to provide numbers regarding their workforces, by age and by type of employment. Table 6 tabulates the responses for all respondents, while Table 7 provides the percentage distribution for all the responses.

**Table 6: Number in workforce, by age and employment status (N=31)**

AGE	PERMANENT		TEMPORARY		Independent contractor	TOTAL
	Full-time	Part-time	Full-time	Part-time		
Under 25	51	79	0	40	0	170
25-44	313	36	15	12	1	377
45-54	244	23	1	14	0	282
55-64	133	12	4	10	0	159
65+	10	5	0	1	0	16
<b>TOTAL</b>	<b>751</b>	<b>155</b>	<b>20</b>	<b>77</b>	<b>1</b>	<b>1004</b>

**Table 7: Percentage of workforce, by age and employment status**

AGE	PERMANENT		TEMPORARY		Independent contractor	TOTAL
	Full-time	Part-time	Full-time	Part-time		
Under 25	5%	8%	0%	4%	0%	17%
25-44	31%	4%	2%	1%	0%	38%
45-54	24%	2%	0%	1%	0%	28%
55-64	13%	1%	0%	1%	0%	16%
65+	1%	1%	0%	0%	0%	2%
<b>TOTAL</b>	<b>75%</b>	<b>15%</b>	<b>2%</b>	<b>8%</b>	<b>0%</b>	<b>100%</b>

Overall, 75% of the jobs are full-time, permanent jobs. The combined part-time jobs (permanent and temporary) account for another 17% of the positions. Among youth (aged under 25 years old), 70% are employed in part-time jobs, while for everyone else (25 years and older), the proportion is 14%. Independent contractors barely exist (only one) among this group of respondents.

## Did Your Organization Experience any Separations Over the Last 12 months?

Almost two-thirds (64%) of respondents experienced a workforce separation in the last 12 months. Table 8 presents the numbers, by occupational category and by reason for the separation. Table 9 presents the percentage distribution for the same results.

**Table 8: Number of separations, by occupational category and reason for separation (N=33)**

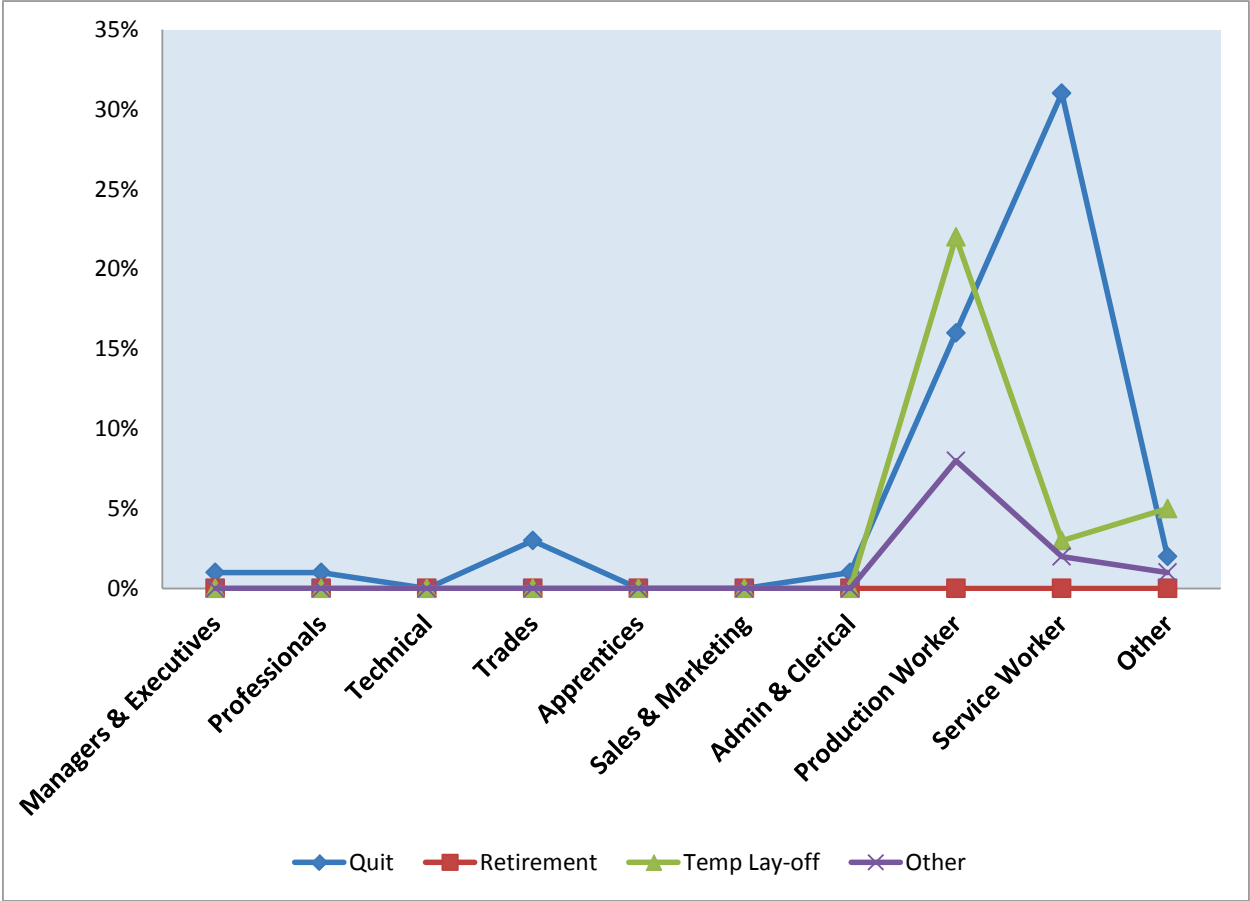
	Quit	Retirement	Temp Lay-off	Other	TOTAL
Managers & Executives	3	0	0	1	4
Professionals	2	1	0	1	4
Technical	1	0	0	1	2
Trades	8	1	0	1	10
Apprentices	1	0	0	0	1
Sales & Marketing	1	0	0	1	2
Admin & Clerical	2	0	0	1	3
Production Worker	41	0	56	21	118
Service Worker	78	0	8	5	91
Other	6	0	12	3	21
<b>TOTAL</b>	<b>143</b>	<b>2</b>	<b>76</b>	<b>35</b>	<b>256</b>

**Table 9: Percentage distribution of separations, by occupational category and reason for separation**

	Quit	Retirement	Temp Lay-off	Other	TOTAL
Managers & Executives	1%	0%	0%	0%	2%
Professionals	1%	0%	0%	0%	2%
Technical	0%	0%	0%	0%	1%
Trades	3%	0%	0%	0%	4%
Apprentices	0%	0%	0%	0%	0%
Sales & Marketing	0%	0%	0%	0%	1%
Admin & Clerical	1%	0%	0%	0%	1%
Production Worker	16%	0%	22%	8%	46%
Service Worker	31%	0%	3%	2%	36%
Other	2%	0%	5%	1%	8%
<b>TOTAL</b>	<b>56%</b>	<b>1%</b>	<b>30%</b>	<b>14%</b>	<b>100%</b>

According to the survey, more than half (56%) of all employment separations are as a result of an employee quitting, while another 30% are the consequence of a temporary lay-off. Retirements hardly registered among this set of respondents, accounting for only two separations. This is most certainly undercounting the actual situation – it is unlikely that retirements only account for 1% of all separations. Almost half (46%) of all separations involve Production Workers, and half of these involve temporary lay-offs (22% of all separations). The single largest category of separations is quits among Service Workers, which account for 31% of all separations. These two occupational categories, Production Worker and Service Worker, account for the vast majority of separations (82%).

**Percentage distribution of separations, by occupational category and reason for separation**



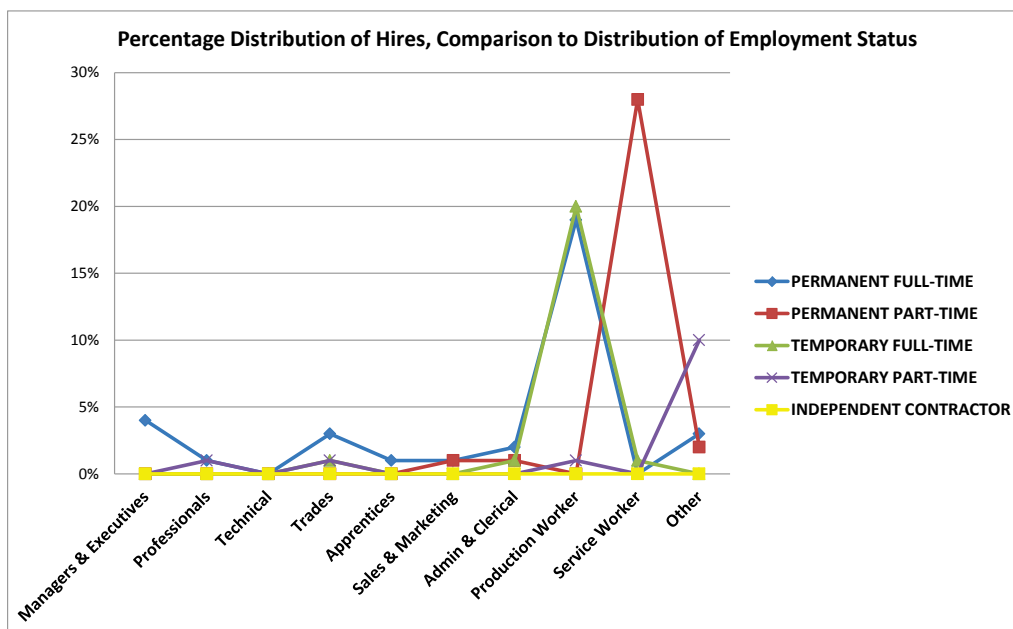
## Did Your Organization Hire Anyone Over the Last 12 Months?

Eight out of every ten respondents (79%) hired someone in the last 12 months. Table 10 presents the numbers, by occupational category and type of employment. Table 11 provides the percentage distribution of the same numbers.

**Table 10: Total number of hires, comparison to total number of separations (N=22)**

	PERMANENT FULL-TIME	PERMANENT PART-TIME	TEMPORARY FULL-TIME	TEMPORARY PART-TIME	INDEPENDENT CONTRACTOR	TOTAL	SEPARATIONS
Managers & Executives	12	0	0	0	0	12	4
Professionals	2	0	0	2	1	5	4
Technical	0	0	1	0	0	1	2
Trades	9	0	2	4	0	15	10
Apprentices	3	0	0	0	0	3	1
Sales & Marketing	2	2	0	0	0	4	2
Admin & Clerical	5	2	2	0	0	9	3
Production Worker	63	1	68	3	0	135	118
Service Worker	0	92	4	1	0	97	91
Other	11	8	1	32	0	52	21
<b>TOTAL</b>	<b>107</b>	<b>105</b>	<b>78</b>	<b>42</b>	<b>1</b>	<b>333</b>	<b>256</b>

Table 10 compares the number of hires to the number of separations, by occupational category. Overall, the number of hires exceeded the number of separations by about 30% (333 hires versus 256 separations). The numbers of separations and hires in most categories are limited, often only a handful. The significant numbers are found among Production Workers and Service Workers.



**Table 11: Percentage distribution of hires, comparison to distribution of employment status (N=22)**

	PERMANENT FULL-TIME	PERMANENT PART-TIME	TEMPORARY FULL-TIME	TEMPORARY PART-TIME	INDEPENDENT CONTRACTOR	TOTAL
Managers & Executives	4%	0%	0%	0%	0%	4%
Professionals	1%	0%	0%	1%	0%	2%
Technical	0%	0%	0%	0%	0%	0%
Trades	3%	0%	1%	1%	0%	5%
Apprentices	1%	0%	0%	0%	0%	1%
Sales & Marketing	1%	1%	0%	0%	0%	1%
Admin & Clerical	2%	1%	1%	0%	0%	3%
Production Worker	19%	0%	20%	1%	0%	41%
Service Worker	0%	28%	1%	0%	0%	29%
Other	3%	2%	0%	10%	0%	16%
<b>TOTAL</b>	<b>32%</b>	<b>32%</b>	<b>23%</b>	<b>13%</b>	<b>0%</b>	<b>100%</b>
<b>TOTAL WORKFORCE</b>	<b>75%</b>	<b>15%</b>	<b>2%</b>	<b>8%</b>	<b>0%</b>	<b>100%</b>

Of the 135 Production Worker hires, 129 are the consequence of one employer, and of the 97 Service Worker hires, 90 are the consequence of two employers, so these figures are not quite representative. What is nevertheless relevant is, firstly, the equivalence between the number of separations and the number of hires and, secondly, the far greater proportion of hires among categories of employment other than permanent full-time. Thus, 28% of the new hires consist of permanent part-time Service Workers, and another 20% represent temporary full-time Production Workers.

### **How Many Hires with Post-Secondary Graduates, and What Type of Post-Secondary Degree?**

Employers were asked what proportion of new hires were post-secondary graduates and what level of degree they held. Only 18 employers answered this question, resulting in 43 of the new hires having post-secondary degrees. Of the 333 reported new hires, this would amount to 13% of all new hires. This is a low percentage, in part explained by the fact that 70% of all hires were among Production Workers and Service Workers, who typically do not require a post-secondary degree. The breakdown by degree was 65% holding a college diploma and 35% holding a university degree. (These latter figures are an estimate: respondents were asked to indicate, in the case of post-secondary certificate hires, whether the degree was a college diploma or a university degree. In the instance where employers indicated both, there was no provision to indicate the proportions for each type of certificate, and so one had to assume an even split. This may or may not reflect the actual proportions.)

## In the Last 12 Months, Please List the Occupations (up to 3) for Which You Hired the Most Employees

There were 30 different occupations named among these high frequency hiring occupations, but in around half of the instances, the number of hires was only one or two. Table 12 lists all those occupations, with the reported number of hires.

**Table 12: Number of hires among high frequency hiring occupations**

OCCUPATION	NUMBER	OCCUPATION	NUMBER
Food and beverage server	50	Construction supervisor	2
Kitchen helper	20	Labourer	2
College instructor	10	Plumber	2
Teacher's aide	8	Sales representative	2
Summer student	7	Technician	2
Housekeeping	6	Truss labourer	2
Dishwasher	5	Accountant	1
Line cook	5	Clerical/administrative	1
Metal roofing installation helper	4	Dock hand	1
Program teacher	4	General manager	1
Event service	3	Job placement counsellor	1
Mechanic	3	Literacy instructor	1
Oil and gas technician	3	Parts manager	1
Taxi driver	3	Production worker	1
Truck driver	3	Treasurer	1

A large number of these high frequency hires are entry-level, lower-skilled positions. This number would have been even higher had the employer taking on 129 Production Workers listed the hires among this category.

## What Recruitment Methods were used to Find Job Candidates?

Respondents were asked to indicate what mechanisms they used to recruit job candidates for these high frequency hiring's. These results are reported in two ways: (1) the number of times an employer used a particular recruitment method; and (2) the number of job recruitments that relied on that particular method. While only 18 employers responded to this question, they were asked to report on high frequency job hiring's, of which there were up to three, and as a result the frequency of use figures could be higher than 18.

**Table 13: Frequency of use and number of jobs by recruitment method (N=18)**

Recruitment method	Frequency of use	Number of jobs
Word of Mouth / Personal Contacts / Referrals / Informal Networks	25	124
Online Job Boards / Postings	22	126
Company's Own Internet Site	13	102
Government Employment Centre or Websites	12	62
Newspaper Ads	12	28
On-Site Job Signs or Posters	8	76
Non-Government or Community Employment Service Centre or Websites	8	43
Unsolicited Resumes	7	87
Other	6	20
Job Fairs	3	30
On-site Recruitment At Schools, Colleges, or Universities	3	25
Trade or Professional Association Publications	3	6
Executive Search Companies or Temporary Help Agencies	2	5

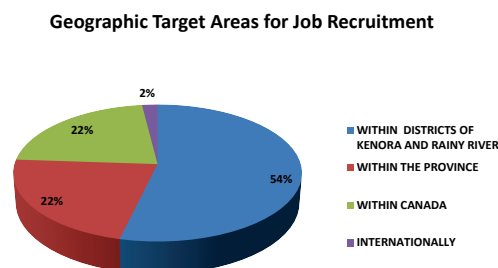
By far, much recruitment still relies upon word-of-mouth and personal contacts. Coming in second place was the use of on-line job boards, in third place was the company's own website, and in fourth was government employment centre or websites, indicating that the Internet is clearly an important job recruitment tool. Executive search firms, trade or professional association publications and newspaper ads typically are used to recruit for a smaller number of jobs, and even job fairs and on-site recruitment at schools are used for a small number of jobs.

### Which of the Following Geographic Areas Were Targeted for Recruitment?

For the high frequency hiring jobs, respondents were given the opportunity to indicate the areas their recruitment efforts targeted. Table 14 lists the responses, based on the number of jobs associated with the recruitment activity.

**Table 14: Geographic target areas for job recruitment activities (N=15)**

WITHIN DISTRICTS OF KENORA AND RAINY RIVER	WITHIN THE PROVINCE	WITHIN CANADA	INTERNATIONALLY
137	57	56	5



Most of the recruitment efforts of employers are focused on the Districts of Kenora and Rainy River. Indeed, one employer was responsible for all five jobs that were recruited internationally (seeking plumbers and oil and gas technicians), and another single employer was responsible for 50 of the jobs

where recruited was listed as being in the province or within Canada, which was likely the case because the recruitment methods included the company's website and on-line job boards, which have an unlimited reach.

### **Did You Receive any Assistance from a Free Employment Service Agency Representing one of the Following Groups when Recruiting for these Occupations?**

Employers were less likely to receive employment services from an agency providing assistance on behalf of a particular demographic group. Of the employers answering this question, in six out of ten instances (60%) when employers were recruiting, they received no such assistance. In most cases, reliance on such assistance amounted only to a handful:

- 8 instances where an employer indicated they received employment services from an agency assisting youth (15-24 years of age)
- 2 instances of assistance from an agency serving Aboriginals
- 2 instances of assistance from an agency serving persons with disabilities
- No instances of assistance from an agency serving older workers (55 years and older)
- No instances of assistance from an agency serving immigrants or visible minorities

### **Did You Use a Paid Recruitment Agency?**

Of the 18 employers who answered this question, two indicated that they used a paid recruitment agency, resulting in 11% of those responding to the question confirming that they used a paid recruitment agency.

### **Were Any of These Positions Hard-to-Fill, and for What Reasons?**

Employers were further asked whether any of these high frequency recruiting jobs were difficult to fill. Of the 19 employers answering this question, 58% said yes while 42% said no.

Employers were then asked to identify for which reasons these jobs were difficult to fill. The answers in Table 15 represent the number of jobs associated with a given reason. Two reasons attracted the greatest concern, and two subsequent reasons had medium to high mention, as follows:

- Applicants did not have the right motivation, attitude or interpersonal skills (1<sup>st</sup> reason)
- Applicants did not meet the skills requirements (2<sup>nd</sup> reason)
- Not enough applicants (3<sup>rd</sup> reason)
- Inability to compete with other employers due to pay and benefits (4<sup>th</sup> reason)

In short, employers complained most about the lack of employability and soft skills, as well as skills related to the job.

**Table 15: Reasons for which it is hard to recruit and the number of jobs associated with that reason**

<b>REASON</b>	<b>NUMBER OF JOBS</b>
Applicants Not Meeting Motivation, Attitude, or Interpersonal Skills Requirements	91
Applicants Not Meeting Skills Requirements	90
Not Enough Applicants	71
Inability to Compete With Other Employers Due To Pay & Benefits	62
No Local Qualified Applicants	37
Applicants Not Meeting Work Experience Requirements	37
Applicants Not Meeting Qualification Requirements (education level / credentials)	25
Inability To Compete With Other Employers Due To Lack of Promotion Opportunities	21
Inability To Compete With Other Employers Due To Remote Location / Poor Public Transit	6
Inability To Assess a Foreign Educational Qualification or Credential	5
No Applicants At All	2
Inability To Compete With Other Employers Due To Nature of Work (seasonal, shift work, irregular hours, job content)	1
Applicants Not Meeting Language Requirements	0

The following reasons were infrequently the cause for a job being hard to recruit for:

- Applicants not meeting language requirements
- Inability to compete with other employers due to the nature of the work (seasonal, shift work, irregular hours, job content)
- No applicants at all
- The inability to assess a foreign educational credential
- The inability to compete with other employers due remote location/poor public transit

One caution: The smaller overall sample size, and the fact that slightly more than half of the respondents indicated difficulty hiring, meant that only 10 employers provided a response for this question, a considerably smaller number.

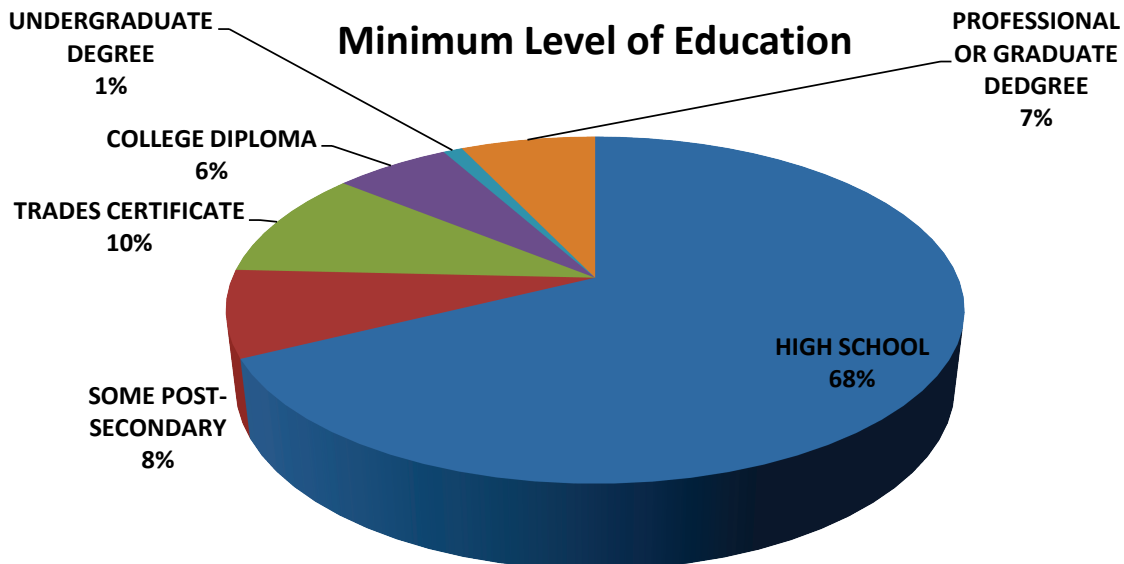
### **What is the Minimum Level of Education Required for the High Frequency Hiring Occupations of the Last Year?**

Table 16 presents the minimum educational requirements for all the hiring's under the category of high frequency hiring's in the last 12 months (that is, the top three occupations for which an employer hired the most employees).

**Table 16: Minimum level of education required for all high frequency hirings in the last 12 months (N=19)**

	TOTAL	HIGH SCHOOL	SOME POST-SECONDARY	TRADES CERTIFICATE	COLLEGE DIPLOMA	UNDERGRADUATE DEGREE	PROFESSIONAL OR GRADUATE DEDGREE
<b>NUMBER</b>	96	64	8	10	6	1	7
<b>PERCENT</b>	100%	67%	8%	10%	6%	1%	7%

These results may give a slightly distorted picture. It is not the case that of all new hires last year, 67% of the jobs only required a high school diploma. These jobs represent the top three hires, and so would include large numbers for entry-level positions. Table 10 showed that in the previous last 12 months, there were a total of 333 new hires. So, the responses in Table 16, being skewed toward hire frequency hires, will produce a profile of educational attainment expectations that is likely lower than that required by all new hires. That being said, 232 of those new hires last year were either Production Workers or Service Workers, which tend to be lower-skilled and/or entry-level positions, which would represent 70% of all reported hires.



## Do You Plan on Hiring Anyone Over the Next 12 Months? In What Occupational Categories? What is the Reason for the Job Opening?

A sizeable majority (81%) of respondents indicated that they planned on hiring over the next 12 months (26 employers answered this question).

Table 17 shows the number of expected job hiring's over the next 12 months, by occupational category and by employment type. In total, employers expect to hire for 179 positions, considerably short of the actual 333 hires that took place last year. These figures need to be considered in context: with a smaller sample, the margin of error is larger, and so the results have to be received with some caution.

**Table 17: Number of expected hires, by occupational category and type of employment**

	FULL-TIME	PART-TIME	INDEPENDENT CONTRACTOR	TOTAL
Managers & Executives	23	0	0	23
Professionals	2	0	0	2
Technical	3	0	0	3
Trades	9	0	0	9
Apprentices	4	0	0	4
Sales & Marketing	4	0	5	9
Admin & Clerical	2	0	2	4
Production Worker	30	4	0	34
Service Worker	1	72	0	73
Other	7	11	0	18
<b>TOTAL</b>	<b>85</b>	<b>87</b>	<b>7</b>	<b>179</b>

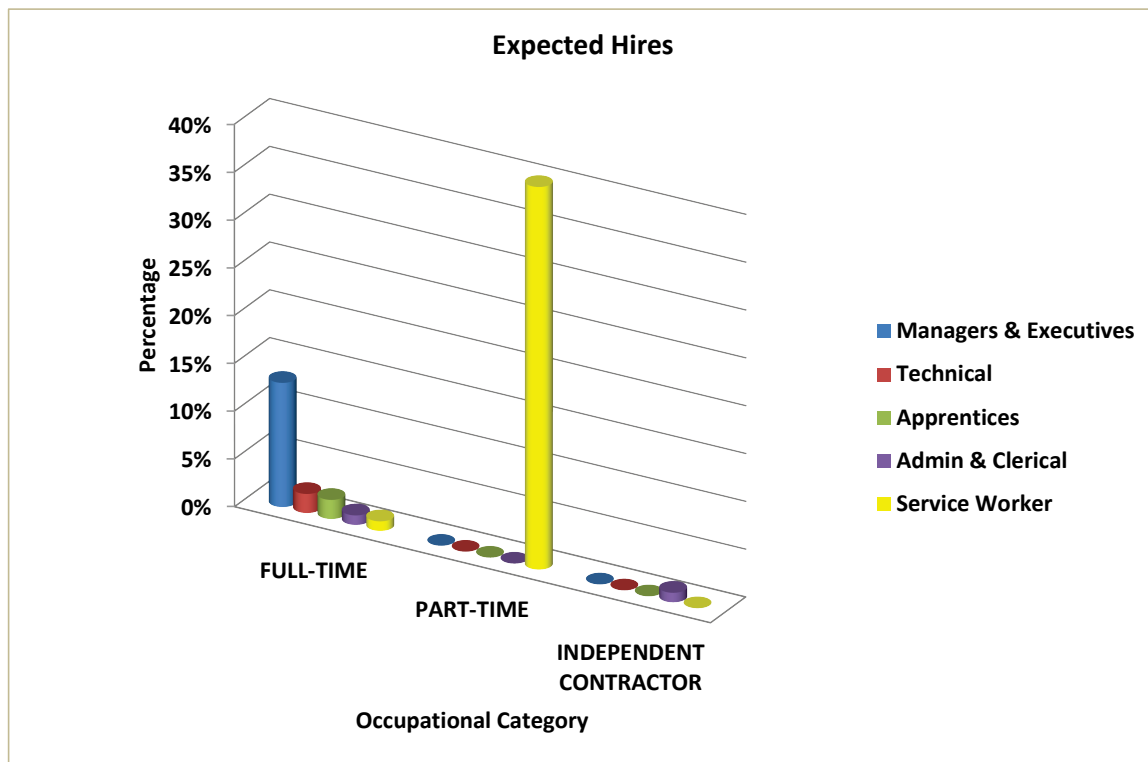
Table 18 takes the same numbers and provides the percentage distribution. Looking first at the type of employment, the projected hiring for next year has a higher proportion of part-time workers (49%) than was the case among hiring's last year (36%) and which is higher than the share of part-timers in the workforce (23%). In general, this may well be the case, even with a considerable margin of error, as it is likely that the proportion of those being hired would have more part-time positions, there likely being more turnover among these jobs.

Compared to the distribution of hires last year by occupational category, in most categories the percentage share of total hires is about the same, except for a projected spike in the proportion of managers and executives expected to be hired (13% versus 4% last year), and a reversal in the proportions of production workers and service workers, with production workers making up a considerably smaller share of projected hires (19% of all projected hires, versus 41% of all hires last year), and, conversely, an increase in the projected proportion of hires among service workers.

What is noteworthy is that almost all service worker hires are part-time and almost all production worker hires are full-time.

**Table 18: Percentage distribution of expected hires, by occupational category and type of employment**

	FULL-TIME	PART-TIME	INDEPENDENT CONTRACTOR	TOTAL	TOTAL HIRES LAST YEAR
<b>Managers &amp; Executives</b>	13%	0%	0%	13%	4%
<b>Professionals</b>	1%	0%	0%	1%	2%
<b>Technical</b>	2%	0%	0%	2%	0%
<b>Trades</b>	5%	0%	0%	5%	5%
<b>Apprentices</b>	2%	0%	0%	2%	1%
<b>Sales &amp; Marketing</b>	2%	0%	3%	5%	1%
<b>Admin &amp; Clerical</b>	1%	0%	1%	2%	3%
<b>Production Worker</b>	17%	2%	0%	19%	41%
<b>Service Worker</b>	1%	40%	0%	41%	29%
<b>Other</b>	4%	6%	0%	10%	16%
<b>TOTAL</b>	<b>47%</b>	<b>49%</b>	<b>4%</b>	<b>100%</b>	<b>100%</b>
<b>TOTAL WORKFORCE</b>	<b>77%</b>	<b>23%</b>	<b>0%</b>	<b>100%</b>	
<b>TOTAL HIRES LAST YEAR</b>	<b>64%</b>	<b>36%</b>	<b>0%</b>	<b>100%</b>	



When asked to choose from reasons for the expected hiring, a little over a third (24 out of 65) point to expansion or restructuring for the reason. But a larger number chose either “N/A” (22) or “Other” (15). Retirements were hardly chosen as the reason for a hire, and technological change not at all.

**Table 19: Reason for the expected hiring**

	Managers and Executives	Professionals	Technical	Trades (Journey person)	Apprentices	Sales and Marketing	Administrative / Clerical	Production Workers	Service Workers	Other	TOTAL
Expansion or Restructuring	4	2	1	4	3	2	2	3	1	2	24
N/A	1	3	3	2	2	3	2	1	2	3	22
Other	2	0	1	1	0	2	1	1	3	4	15
Retirements	1	0	0	1	0	0	0	1	0	1	4
Technological Change	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>10</b>	<b>65</b>

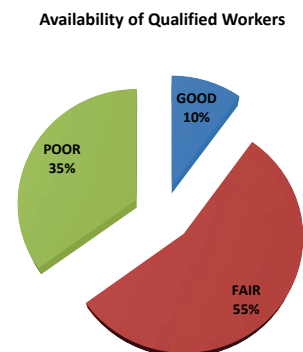
### How do You Rate the Availability of Qualified Workers in the Districts of Kenora and Rainy River?

Employers had a low opinion regarding the availability of qualified workers in the Districts of Kenora and Rainy River.

**Diagram 1: Rating the availability of qualified workers in the Districts of Kenora and Rainy River (N=29)**

10%	55%	35%
GOOD	FAIR	POOR

Nine out of ten (90%) of respondents assessed the local availability of qualified workers as fair or poor. Not a single employer ranked it as “Excellent” (which was one of the options), and only 10% scored it “Good.” If one assigned a numerical value to each choice, where “3” = Excellent, “2” = Good, “1” = Fair, and “0” = Poor, and added up the score and divided by the total number of responses, the average figure would be 0.76, a score below that for Fair (1.0).



## What is the Minimum Level of Education Required for New Hires in the Various Occupational Categories?

Employers were asked to list the minimum educational attainment requirements for the broad occupational categories. Table 20 lists the percentage distribution of the responses by each occupational category.

**Table 20: Minimum educational requirements by occupational categories (N=21)**

	HIGH SCHOOL	SOME POST-SECONDARY	TRADES CERTIFICATE	COLLEGE DIPLOMA	UNDERGRADUATE DEGREE	PROFESSIONAL OR GRADUATE DEGREE
<b>Managers and Executives</b>	10%	29%	0%	19%	29%	14%
<b>Professionals (eg: Engineers)</b>	0%	0%	22%	0%	22%	56%
<b>Technical</b>	8%	25%	42%	17%	0%	8%
<b>Trades (Journey person)</b>	27%	0%	73%	0%	0%	0%
<b>Apprentices</b>	50%	30%	20%	0%	0%	0%
<b>Sales and Marketing</b>	54%	23%	0%	15%	8%	0%
<b>Administrative and Clerical</b>	55%	9%	0%	36%	0%	0%
<b>Production Workers</b>	78%	22%	0%	0%	0%	0%
<b>Service Workers</b>	69%	13%	6%	13%	0%	0%
<b>Other</b>	67%	0%	0%	33%	0%	0%

In Table 20, the light-shaded cells indicate values of over 15%, and the darker shaded cells indicate values of 50% or more. For almost each of the occupations in this table, one specific designation is the clear choice: 56% of employers expect someone in a professional occupation to have a professional degree, 73% of employers expect a tradesperson to have a trades certificate; a high school diploma is usually sufficient for almost all the other occupations. Only in the case of managers and technical occupations are the responses spread across several categories.

For a number of occupations there appear to be two clusters of responses, either a high school occupation or some post-secondary or a college diploma. It is noteworthy that for these occupations, the second preference is more likely for a college diploma, as in the case of sales & marketing, administrative & clerical, and other. A university degree is more often desired in the case of managers or professional occupations.

## Please Select the Top 3 Necessary Competencies that Most of your Employees Need to Possess

Table 21 tabulates the scoring of all respondents who identified the top three competencies that their employees needed to possess, both for their current as well as future workforce. This question was asked in relation to all occupations, not only the hard-to-fill jobs.

**Table 21: Necessary competencies, current and future workforces, all jobs and hard-to-fill jobs (N=23)**

Competency	ALL JOBS		HARD-TO-FILL		TOTAL
	Current Workforce	Future Workforce	Current Workforce	Future Workforce	
Work Ethic, Dedication, & Dependability	14	14	10	9	47
Customer Service Skills	12	12	7	6	37
Self-Motivation / Ability To Work With Little Supervision	12	11	6	5	34
Communication Skills (both oral and written)	7	5	6	4	22
Professionalism	5	5	4	5	19
Problem Solving, Reasoning, Creativity	5	6	2	2	15
Technical Skills	3	3	4	4	14
Teamwork / Interpersonal Skills	4	5	1	3	13
Willingness To Learn	3	5	2	3	13
Time Management or Organizational Skills	4	4	3	1	12
Computer Literacy Skills	3	4	3	2	12
Analytical / Research Skills	0	1	0	1	2

These competencies are listed in order of the total number of times they were named. Work ethic easily tops the list, with high scores also ascribed to customer service skills and self-motivation. Next come communications skills and professionalism, and then all other competencies cluster around the same number of mentions (12-15 in total), except for analytical/research skills, coming a distant last.

## Do You Provide any Workplace-Relevant Training to Students and Future Workers?

Some employers do provide opportunities for students or for unemployed individuals to acquire some workplace experience, either through a co-op or internship or through mentorships. The actual proportion of respondents to this question is harder to assess, because it is not known from the data how many employers would have answered “No” or how many just declined to answer. Table 22 indicates how many employers actually do provide such opportunities, according to three possibilities: paid co-op or internship placements, unpaid co-op or internship placements, or mentoring.

**Table 20: Provision of workplace experience opportunities (N=11)**

	Paid co-op or internship	Unpaid co-op or internship	Mentoring
High school student	3	5	3
College student	2	2	3
University student	2	2	3
Job seeker	1	2	1

Here it was hard to offer what we felt would be a credible analysis due to the few responses that we received. Below are some of the other comments that we pulled from the surveys.

**Other comments:**

Competition for high wages makes recruitment extremely difficult. Retention rates are low due to the mines offering higher wages and better schedules.
If we are truly interested in training our young people and concerned about the lack of skilled Electricians, then change the ratio from 1:3 to 1:1. Until I see that change, I will not believe that the people in charge have any commitment towards training!
NW Ontario is a hard place to attract minority from India for east Indian cuisine
Perhaps the biggest training need is for our owners and managers on how to manage and cope with the lack of professionalism, work ethic, sense of entitlement and lack of discipline that is so prominent with today's workforce.
Some parts of the questionnaire were confusing i.e., having "q1" and "q2" on pages. Seems like a lot of the survey does not apply for small seasonal businesses - which make up a large part of our economy. No provision in answers for seasonal staffing, such as turnover and timing. Many seasonal staff are already laid off. This can make a survey lopsided as to current employee numbers. Are long term seasonal employees under temporary full time or permanent full time?
The questions in this survey were difficult to answer at times based on the way the question was worded. This took over an hour to complete, I was not anticipating it to take this long. I felt that this survey was geared to a company with a much more stable workforce - it was onerous to gather the information due to high turnover in our organization.
The work place training that I require, I expect to deliver in house. My frustration is in the lack of life experience training and work ethic that has not been instilled in the applicants and the lack of preparation for the interview.
There is no minimum requirement for metal roofing installation. Any 16 year old can learn to read a tape and the process to install a roof. Professionalism is next to impossible to find. The so called professionals around have rarely met a real professional so don't know what one is. Professionals are needed to show/train workers.
This was most difficult to fill out - not all the areas are reflective of municipalities operations nor does it

allow for difficulties in recruiting due to the financial situation of the organization. Don't mind filling out surveys, but at least let it be user friendly. Maybe a working group of those completing the survey should play a part in creating the document. Not sure all the information is an accurate reflection of our organization

## **SUMMARY**

Implementation of the employeronerone survey had some challenges. The response rates were lower than we hoped but we realize that it was not very user friendly. However the information that we did receive has provided us with an insight of current and future hiring, current hiring practices, the occupations in demand and the competencies that are expected.

**Employer responses and demographics:** Although we tried to reach out to employers in both districts the majority of responses did come in from the Kenora District.

## **FINAL COMMENTS:**

Although the number of employers who responded to the survey was a bit low and mostly from the Kenora District it still yielded some good insights into the needs of local employers. Future surveys of this nature will require the implementation of an outreach strategy with specific sectors to increase the participation rate where we are low this time. We are looking at some revisions to improve the survey to try and make it more user friendly.

While labour market data is key to knowing what is happening in industry, which occupations people are employed in, direct employer information is the critical missing piece to this complex problem. When employers are willing to share information related to their workplace we then gain true understanding of their needs, both current and future. This then assists planners, economic development, educators, employment service providers, students and job seekers to understand where the efforts need to be placed.