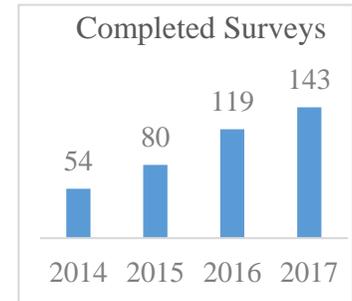


The results of the 4<sup>th</sup> annual EmployerOne Survey are in!

## Key Findings

- Most separations of employees from local employers were due to reasons other than quits, layoffs, retirements or dismissals. Other reasons can include contracts ended. See page 2.
- Top hires in 2016 include: contract trades jobs, permanent full-time sales and service jobs, and permanent part-time health jobs. See page 4 for specific job titles for which businesses hired the most employees.
- Hard-to-fill positions in 2016 were in various fields (e.g., business, health, sales). See page 5 for specific job titles.
- Top planned hires for 2017 include: contract trades jobs, permanent full-time and seasonal sales and service jobs. See page 6.
- Top 3 recruitment methods: personal contacts, online job boards, and company website. See page 7.
- 53% of participating businesses rank the availability of qualified workers in Sarnia Lambton as excellent or good.
- Postsecondary education was required for 3 out of 4 new hires in 2016. See pages 7-8.
- Employers value work ethic, customer service, and self-motivation for employees. See page 8 for the ranking of all competencies.
- 70% of participating businesses provided training for employees. Top 3 types of training include: health and safety, new employee orientation, and technical skills. See pages 9-11.



The EmployerOne Survey is a community-wide survey that gathers information directly from local employers. Survey results provide insight into hiring trends, skills in demand, and recruitment strategies. The results, however, are not representative of all local businesses.

**Thank you to all participants, partners and supporters.**

For more information about the EmployerOne Survey, please contact SLWDB at (519) 332-0000 or [info@slwdb.org](mailto:info@slwdb.org).

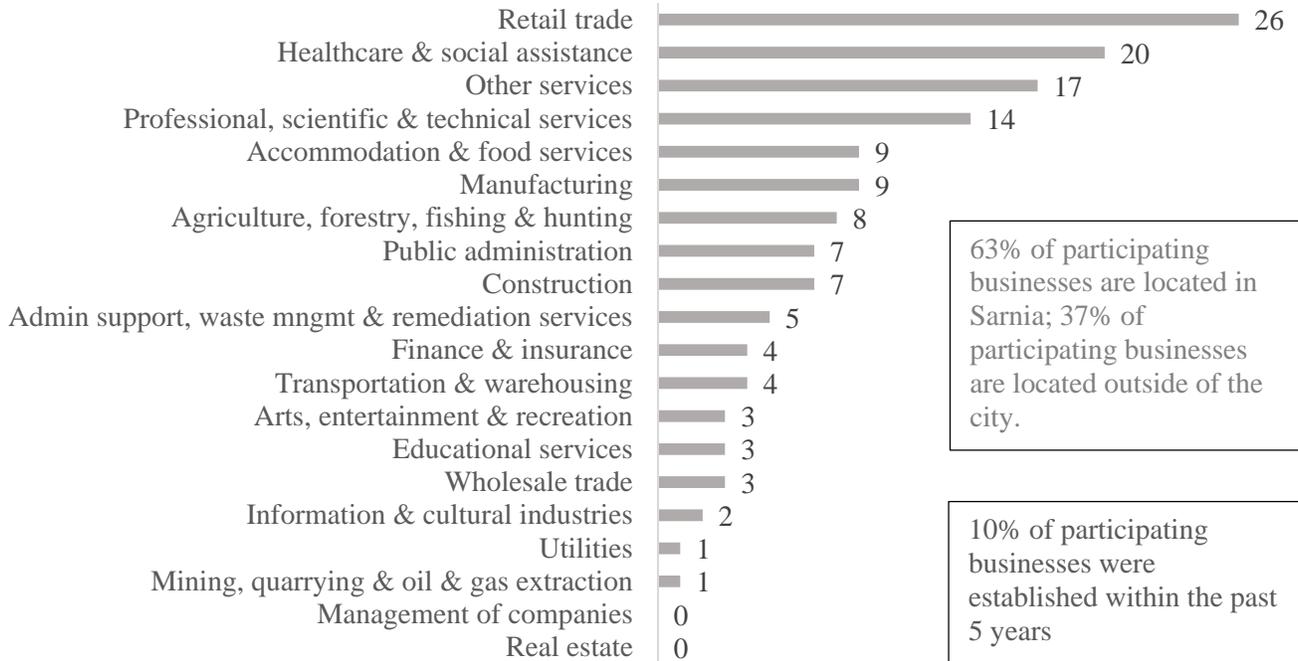


## CHARACTERISTICS of PARTICIPATING BUSINESSES

143 businesses completed the 4<sup>th</sup> annual EmployerOne Survey in Sarnia Lambton. Together, they employ a total of 7,959 employees. The table below shows the breakdown by employee size.

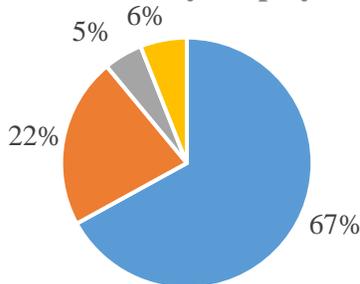
Number of Employees						
<10	10-19	20-49	50-99	100-199	200-499	500+
46%	19%	19%	6%	4%	3%	2%

### Participating Businesses by Industry



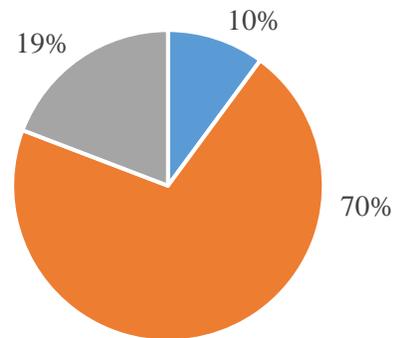
The distribution of participating businesses by industry is very similar to the distribution of local businesses with employees in Sarnia Lambton (see p. 22 of our Local Labour Market Update <http://www.slwdb.org/wp-content/uploads/2015/08/2016-2017-LLMP-English-Final.pdf>).

### Workforce by Employment Status



- Permanent full-time (30 hours or more per week)
- Permanent part-time (30 hours or less per week)
- Seasonal
- Contract

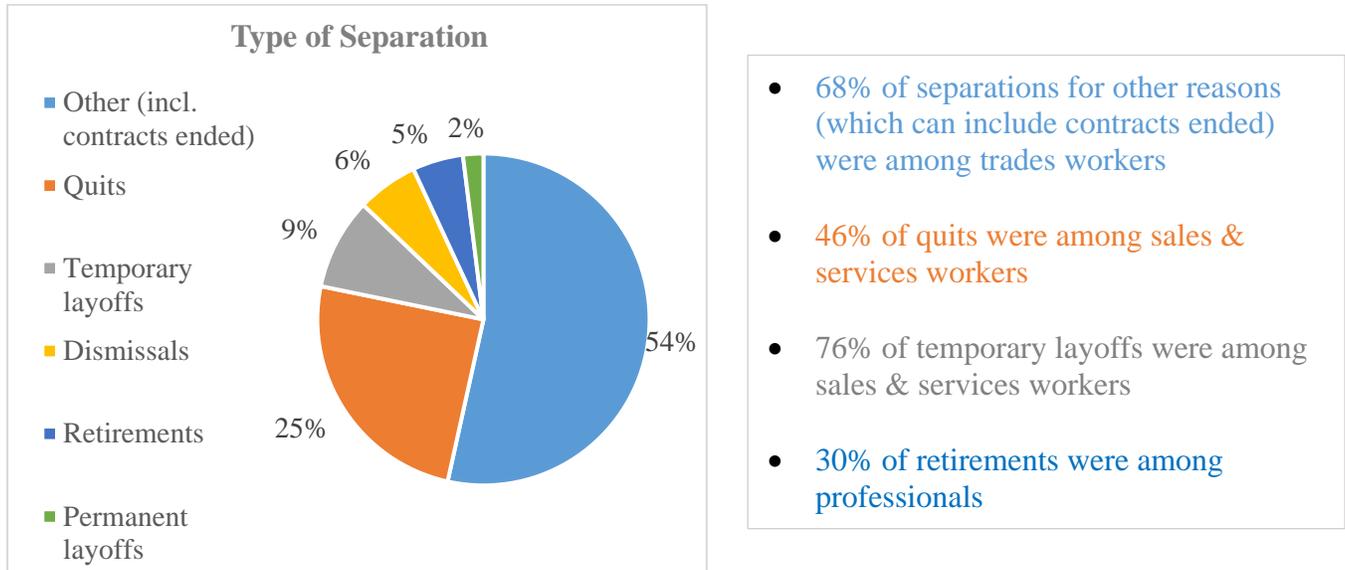
### Workforce by Age



- <25 years
- 25-54 years
- 55 years or older

## SEPARATION of EMPLOYEES in 2016

Two out of 3 participating businesses reported a separation in 2016 with a grand total of 1,466 employees leaving local employers.

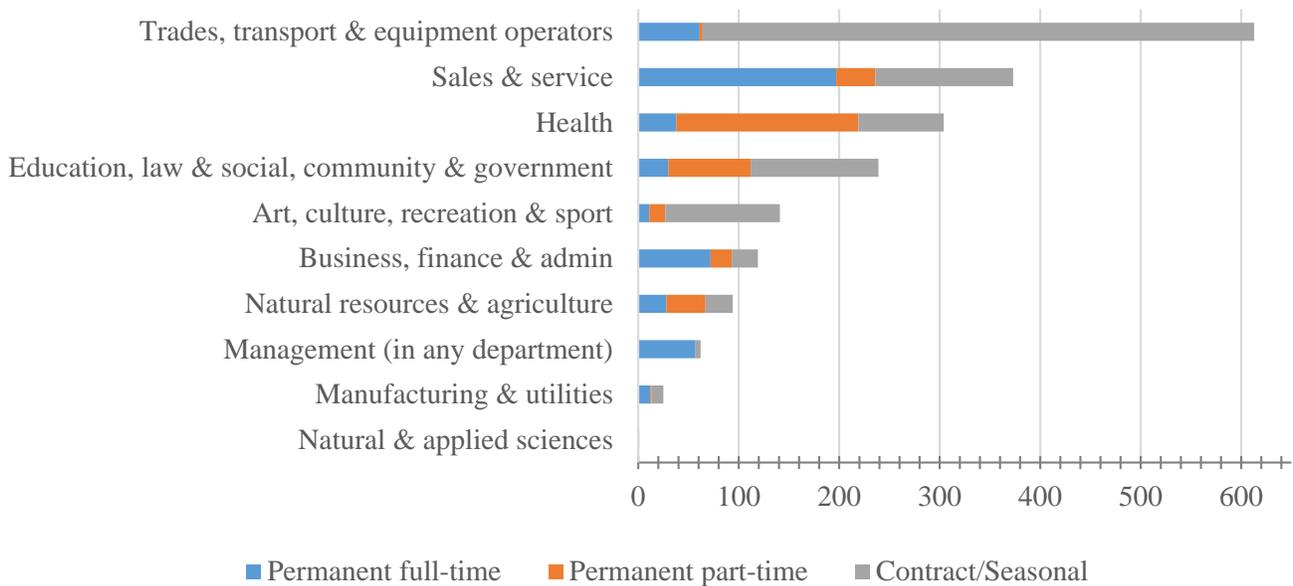


Past EmployerOne Surveys (2014-2016) found quits to be the top reason for an employee leaving. ‘Other reasons’ may have taken the top spot this year because of an increase in contract work or because more retail trade businesses, who hire seasonal help, participated this year than in previous years.

## HIRING of EMPLOYEES in 2016

70% of participating businesses reported a hire in 2016 with a grand total of 1,971 jobs. Eleven percent of these jobs were filled with recent post-secondary graduates (who graduated within the last 2 years).

### Hires by Job Category and Type of Employment



## Top Hires in 2016

Participating businesses were asked to select up to 3 jobs for which they hired the most employees in 2016. Jobs listed below saw at least 10 or more positions filled.



**Health** (for a description of health care jobs, visit [www.slwdb.org/publications/job-profiles/](http://www.slwdb.org/publications/job-profiles/))

Registered nurses (RNs)  
Other technical occupations in health care (e.g., registered practical nurses, massage therapists)  
Assisting occupations in support of health services (e.g., unit helpers, dental assistants)  
Personal support workers (PSWs) & other support workers  
Therapy & assessment professionals (e.g., occupational therapists)  
Pharmacists, dietitians & nutritionists



### Trades, transport & equipment operators

Plumbers, pipefitters & gas fitters  
Boilermakers  
Public works & other labourers  
Contractors & supervisors for industrial, electrical & construction trades



### Natural resources & agriculture

Agriculture & horticultural workers  
(e.g., general farm workers, nursery & greenhouse workers)



### Sales & service

Retail salespersons  
Other service support  
Occupations in food & beverage (e.g., server)  
Cashiers  
Cleaners  
Retail trade supervisors



### Business, finance & administration

Office administrative assistants  
(general, legal & medical)  
General office workers  
(e.g., receptionists)



### Education, law & social, community & government services

Early childhood educators (ECEs)  
Social & community service professionals (e.g., social workers)



### Art, culture, recreation & sport

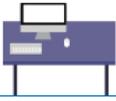
Technical occupations in libraries, public archives, museums & art galleries  
Librarians, archivists, conservators & curators

#### *Notable mentions:*

Manufacturing: Labourers  
Manufacturing: Process operators  
Management: Public administration  
Natural & applied sciences: Engineers

## Hiring Challenges in 2016

About 1 in 3 participating businesses reported at least one hard-to-fill position in the last 12 months. Jobs reported by more than one business include:



### Business, finance & administration

Auditors, accountants & investment professionals  
Finance, insurance & related business administrative (possible example includes bookkeepers)



### Education, law & social, community & government services

Early childhood educators  
Home care providers & education support occupations



### Health

Other technical occupations in health care (e.g., registered practical nurses, massage therapists)

### Management (in any department)

Corporate sales managers  
Managers in agriculture  
Managers in financial & business services



### Natural & applied sciences

Computer & information systems professionals



### Natural resources & agriculture

Agriculture & horticultural workers  
(e.g., general farm workers, nursery & greenhouse workers)



### Sales & service

Chefs & cooks  
Retail salespersons  
Other service support

Top 3 reasons why positions were hard-to-fill, according to participating businesses:

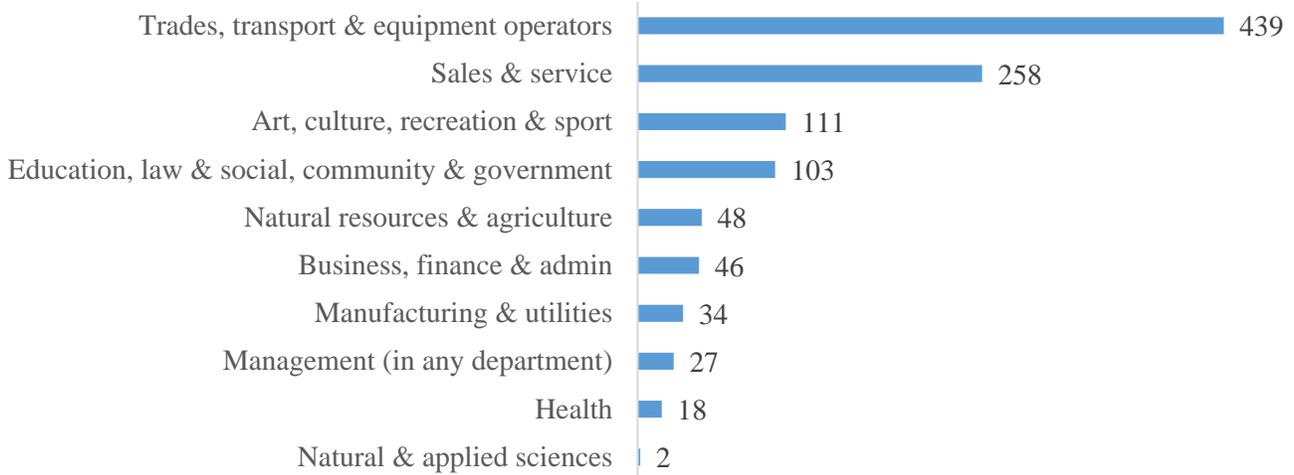
1. Not enough applicants
2. Lack of qualifications (education level/credentials)
3. Lack of work experience

➤ Lack of qualifications has been the #1 reason for hard-to-fill positions in past surveys

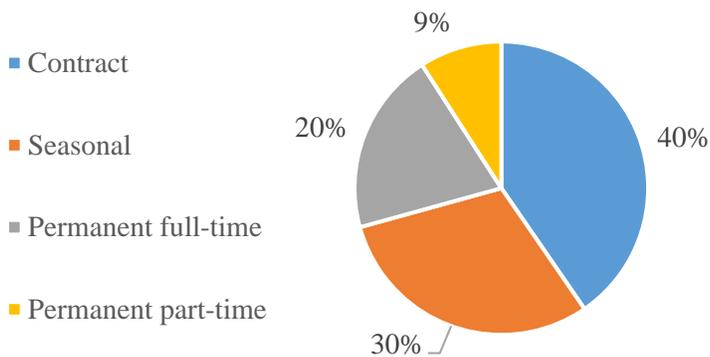
## PLANNED HIRES for 2017

59% of participating businesses planned on hiring someone in 2017 with a grand total of 1,086.

Planned Hires by Job Category



Planned Hires by Employment Status



- 92% of planned trades jobs are expected to be contract
- most sales & service jobs are expected to be either permanent full-time (41%) or seasonal (47%)
- half of education, law & social, community & government jobs are expected to be seasonal

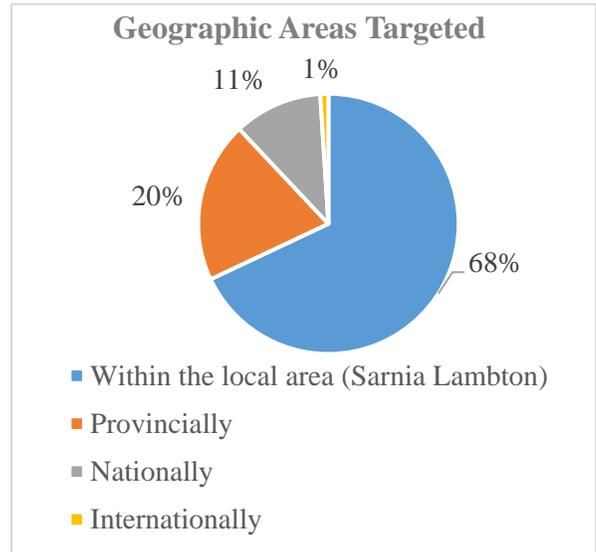
- similar to last year's results, the majority of planned hires are expected to be contract or seasonal
  - the top expected hire for 2017 are trades and sales and service jobs, which tend to be contract or seasonal in Sarnia Lambton
- planned hires in art, cultural, recreation and sport jobs, as well as education, law and social, community and government service jobs are greater than in other years. This finding is likely because a greater number of public administration organizations completed the 2017 survey than in other years.
- #1 reason why planned hires are expected? To fill a vacancy/replacement
  - In previous surveys (2014-2016), the #1 reason was business expansion. Business expansion ranked #2 as the reason why planned hires are expected for 2017.

## RECRUITMENT

### Ranked top 5 recruitment methods:

1. Personal contacts/word of mouth/referrals/informal networks
2. Online job boards/postings
3. Company's own internet site
4. Social media
5. Unsolicited resumes

- The use of personal contacts was the #1 recruitment method by participating businesses in past surveys (2014-2016) and by participating businesses in the Western region of Ontario
- About 1 in 4 participating businesses received assistance from a free employment service agency for recruiting employees
- Twelve percent of participating businesses hired a recruitment agency for assistance



## SKILLS, TRAINING and EDUCATION REQUIREMENTS

### How participating businesses rate the availability of qualified workers in Sarnia Lambton:

		2017 results	2016 results	2015 results	2014 results
Excellent	★★★	7%	15%	8%	11%
Good	★★	46%	51%	45%	48%
Fair	★	33%	26%	30%	34%
Poor	☆	14%	7%	18%	7%

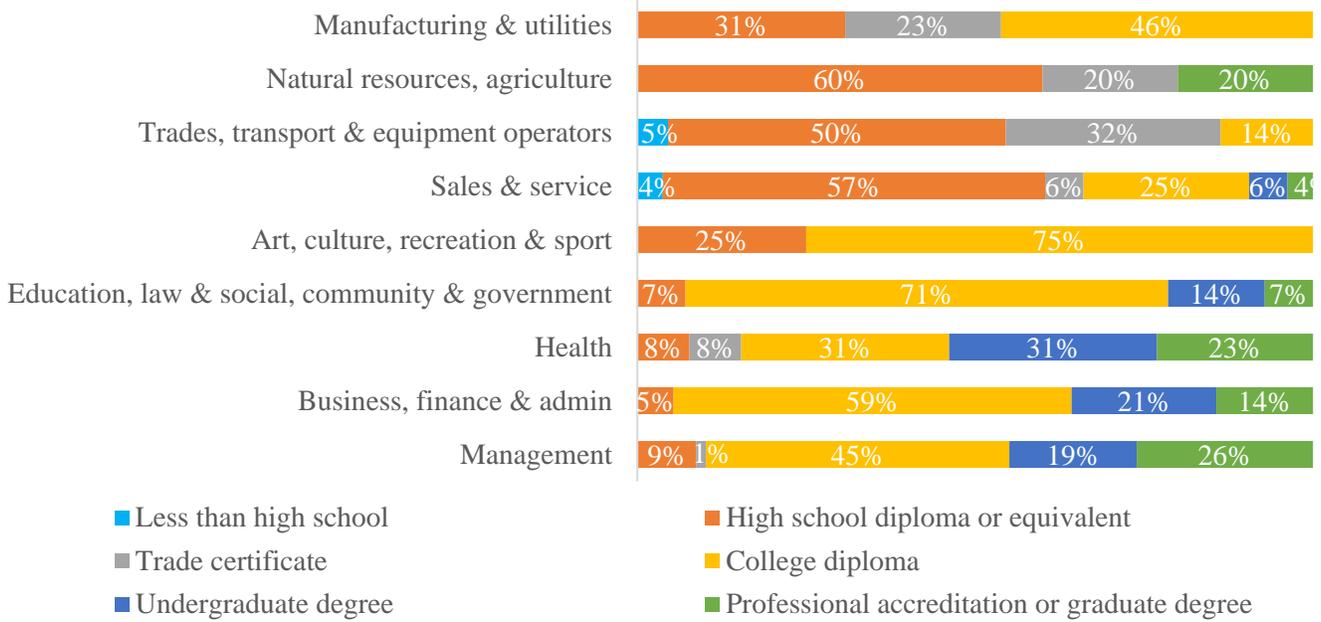
- Ranking of availability of qualified workers as good or excellent has consistently been over 50%
- An alarmingly high ranking of qualified workers as fair or poor each year
  - businesses with hard-to-fill jobs often report lack of qualifications (education level/credentials) as the #1 or #2 reason

The chart on the following page shows the education level preferred for new hires by job category.

- 3 out of 4 new hires were required to have postsecondary education

*Postsecondary education includes apprenticeship/trade certification, college diploma, university degree, or professional accreditation or graduate degree.*

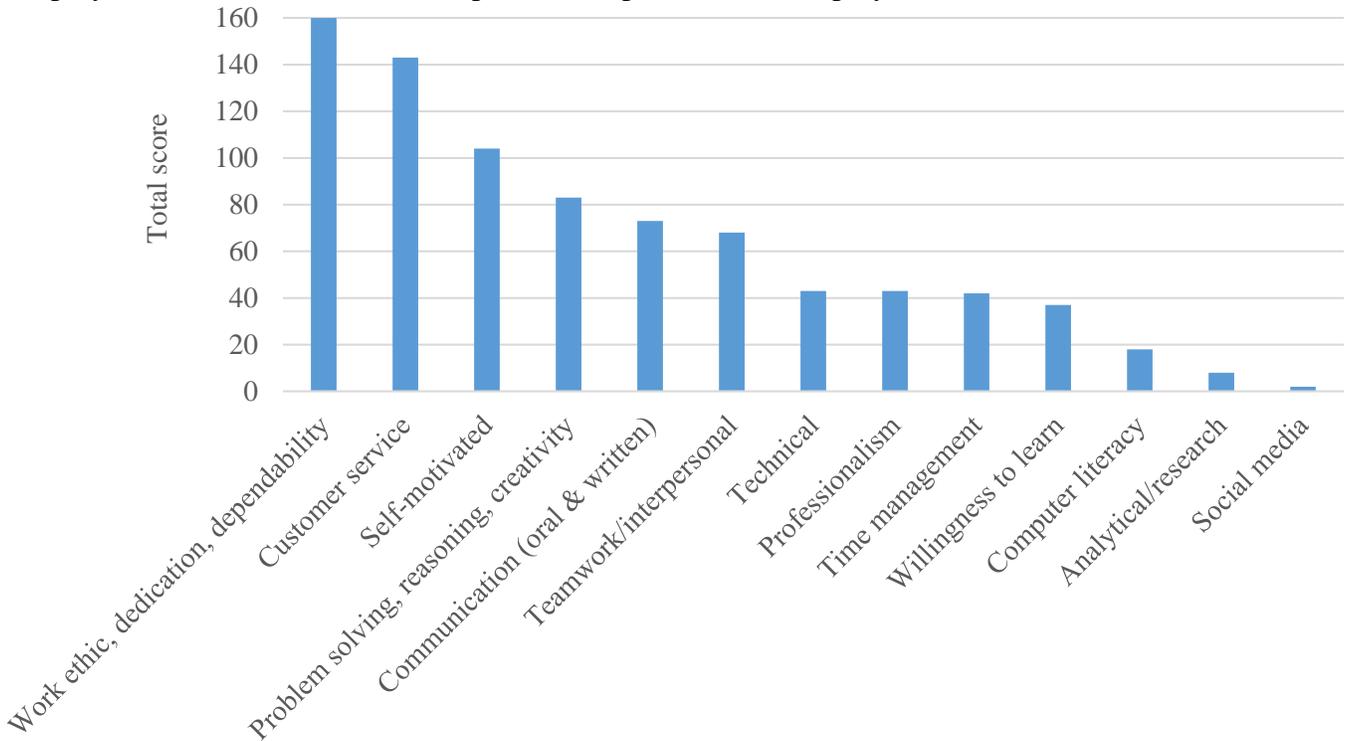
### Education Level Preferred for New Hires by Occupational Categories



Note: Insufficient data was available to report on natural and applied sciences jobs.

### Other Skills Required: Top Competencies

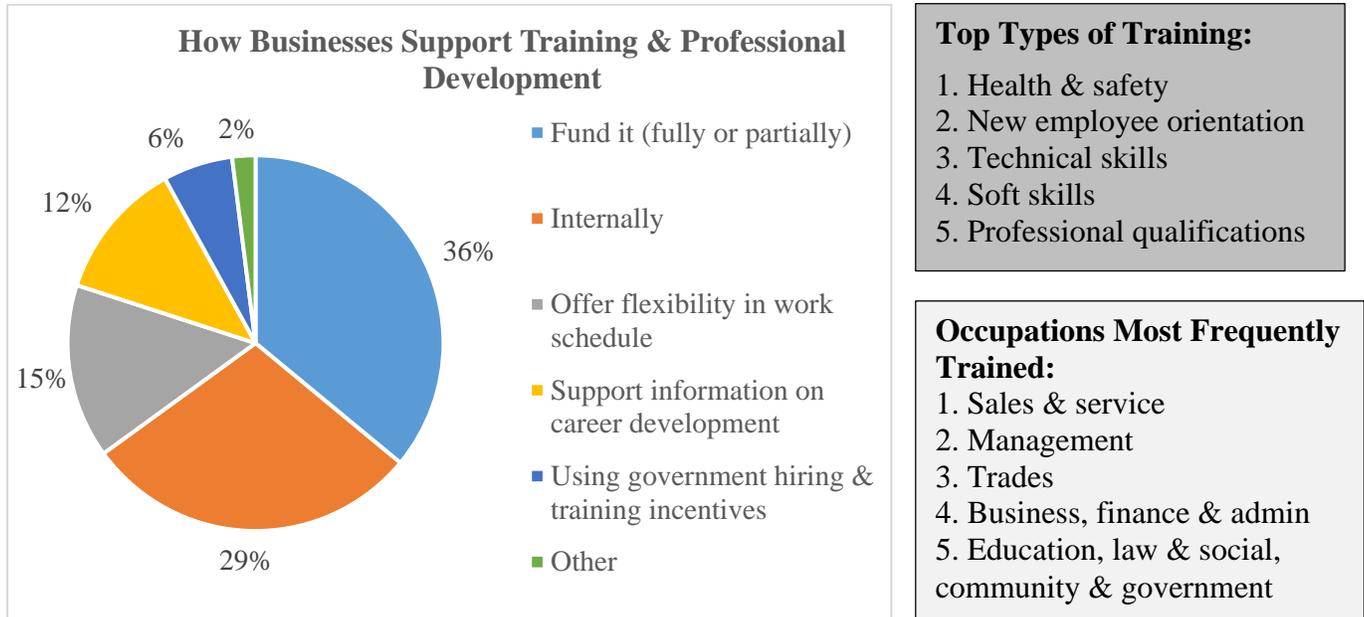
Employers were asked to rank the top three competencies for employees.



Some of the above competencies are considered “soft skills.” To learn how soft skills can be applied in an actual work setting and for a list of local resources to strengthen these skills, visit <http://www.slwdb.org/wp-content/uploads/2015/08/soft-skills-development-resource-1.pdf>.

## TRAINING for EMPLOYEES

Ability to provide or support professional development or training:  
70% of participating businesses reported yes.



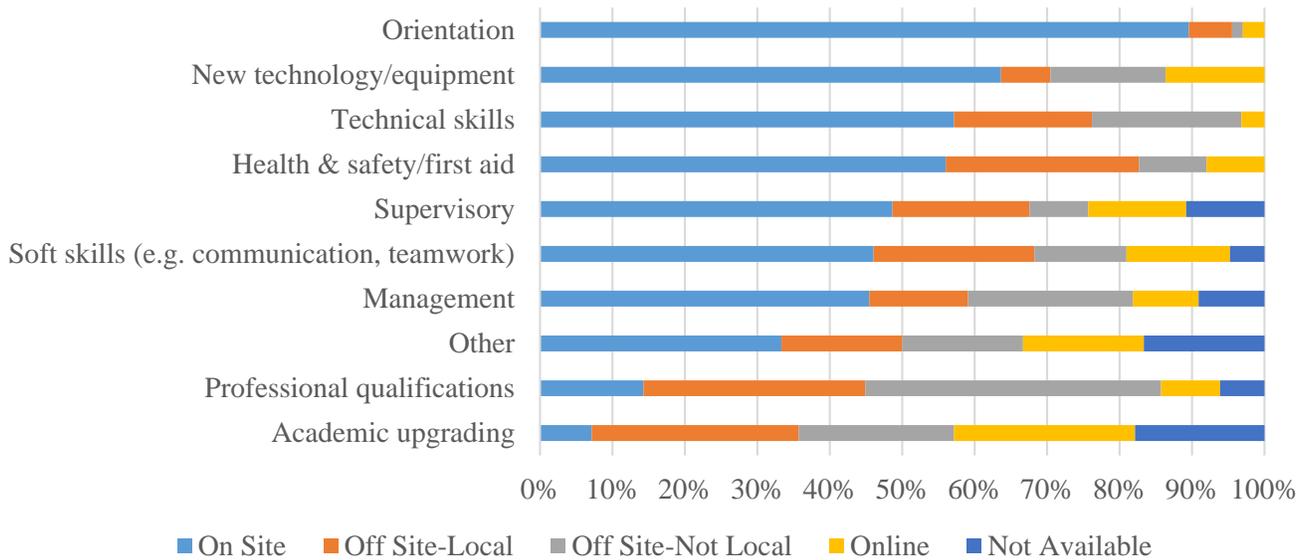
- Four out of the top five types of training were taken across occupations
  - health and safety, new employee orientation, technical skills and soft skills were provided across all occupations; however, training was provided the most to sales and service jobs
  - soft skills training was offered internally for sales and service jobs
  - soft skills training was funded for education, law and social, community and government services jobs
- Professional qualifications training was provided the most to business, finance and administrative jobs
- How training is funded and the top types of training are similar to 2016 survey findings
  - Occupations are not easily compared because the categories changed in the 2017 survey

### Access to Training Needed for Employees

Most of the training needed for employees of participating businesses was provided locally. The chart on the following page shows where most of the training needed was offered by type of training.

- Almost 1 in 5 participating businesses report that academic upgrading needed for employees was not available
- ‘Off site training not provided locally’ was needed the most for professional qualifications

### Training Needed & Location Offered



### Top Barriers to Employees Receiving Ongoing Training and Education

1. Cost
2. Loss of productivity during training time
3. Relevant training is not offered locally
4. Losing trained employees to other businesses
5. Awareness of existing training programs

### Workplace Wellness Program Participation?

39% of participating businesses reported yes.

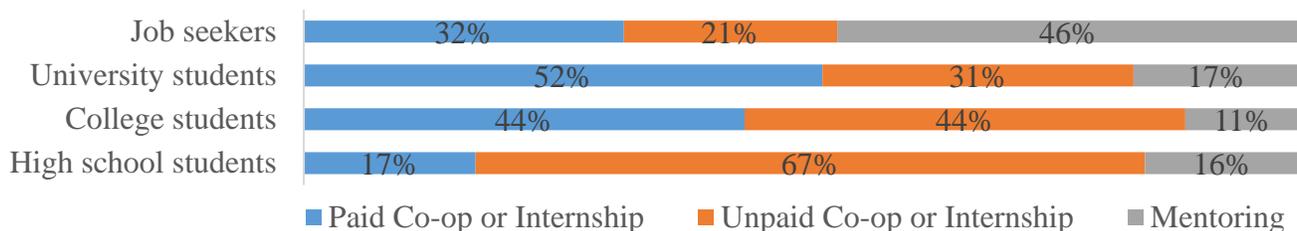
**Apprenticeship Training** provided by 21 of participating businesses in the last 12 months.

Apprenticeships included:

- arborist
- boilermaker
- carpentry
- chef
- cook\*
- culinary
- early childhood educator\*
- electrical\*
- fabricator
- financial planning
- hairstyling
- machinist\*
- mechanic\*
- millwright\*
- network specialist
- pipe welder
- pipefitter/steamfitter\*
- plumber
- power line technician
- R.V. technician
- renovation technique
- welder\*

Notes: apprenticeships marked with an asterisk (\*) had more than one business provide training.

## Workplace Relevant Training to Students and Future Workers



- paid co-op or internships are the most typical form of workplace training for college and university students
  - 2016 survey results reported that unpaid co-op or internships were the most typical form of workplace training for all students

## ADDITIONAL COMMENTS

- Trades and service jobs were the top planned hires for 2016 and top actual hires for 2016
  - planned hires for 2016 were expected to be short-term: 45% contract and 23% seasonal. Actual hires for 2016 were mostly short-term, although less than expected (39% contract and 16% seasonal)
- Each survey year, at least one third of participating businesses report hiring challenges. Repeatedly reported hard-to-fill jobs include: Accountants, financial advisors and planners, home care providers (e.g., personal support workers), early childhood educators, management for various industries, engineers, and cooks.
- Unlike all previous survey years, ‘lack of qualifications’ was not the number one reason for why participating businesses had hard-to-fill jobs in 2016; it was the second. The top reason was ‘not enough applicants.’ Together, these top two reasons indicate the high demand for the hard-to-fill jobs listed on page 5 of this report.

## ACTION PLAN ITEMS for COMMUNITY WORKFORCE DEVELOPMENT

1. Local businesses have a limited reach of qualified candidates. Using personal contacts continues to be the number one recruitment method; and yet, one third of participating businesses had a difficult time filling positions (or still have vacancies). Businesses, particularly small in size, would benefit from learning about recruitment planning practices.
2. There is a lack of qualified candidates for some in-demand jobs. Lack of qualifications (education level/credentials) has been among the top reasons for why jobs are hard-to-fill. Increasing awareness of local labour market information among job seekers and students would help balance labour supply with labour demand in Sarnia Lambton.
3. Work ethic is ranked the top competency for employees. This soft skill has been among the top 3 for each survey year. Increasing awareness of work ethic among job seekers would help them get and maintain a job.