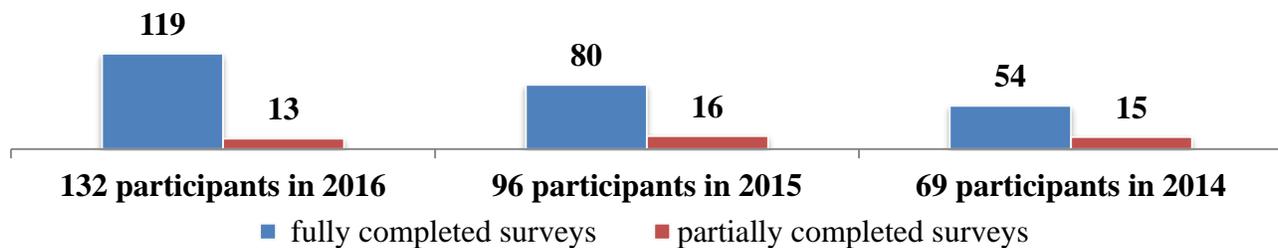


The EmployerOne Survey is a community-wide survey which gathers reliable information directly from local employers. Survey results provide insight into local workforce needs and help to identify trends in the local labour market.

In January 2016, 132 businesses and organizations either fully or partially completed the survey. Survey participant numbers have increased each year since the first survey in 2014.



Thank you to all participants, partners and supporters of



2016 Report Features:

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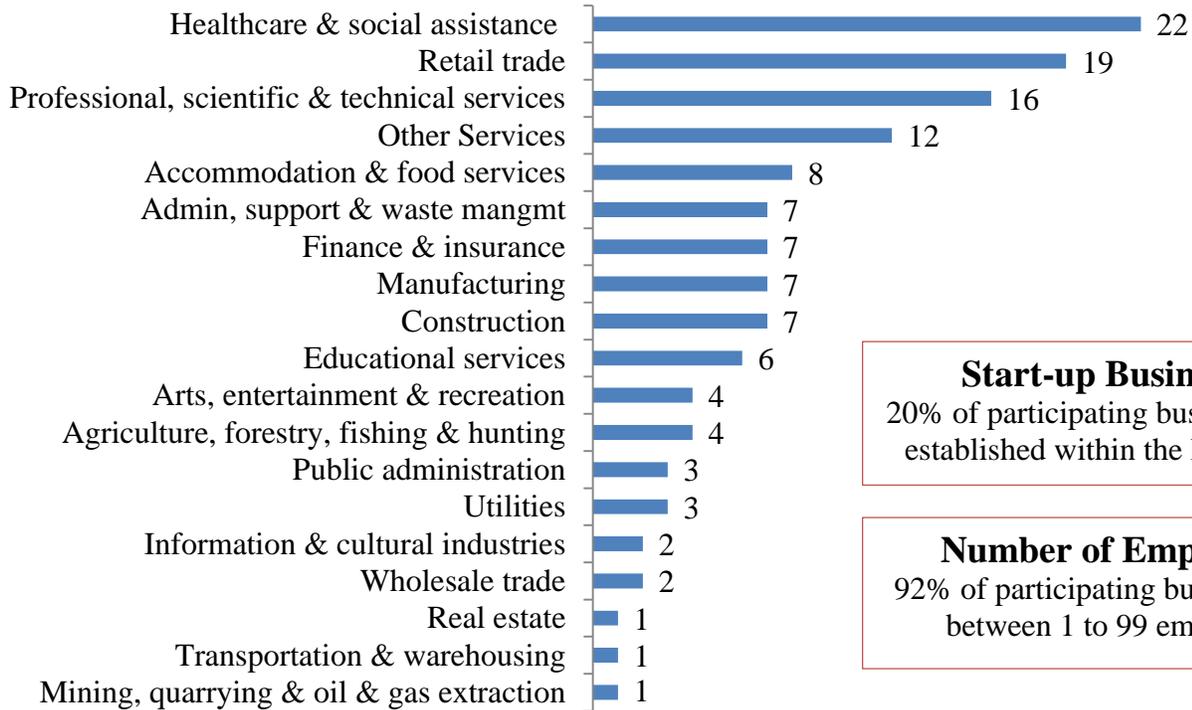
Important note: The information in this report is based on the 132 businesses that participated in the 2016 survey. The information is not representative of *all* employers in the Sarnia Lambton community.

This *Employment Ontario* project is funded by the Ontario government.

Characteristics of Participating Businesses

There were 132 participating businesses in the 2016 EmployerOne Survey. 119 fully completed the survey and 13 partially completed the survey.

Participating Businesses by Industry

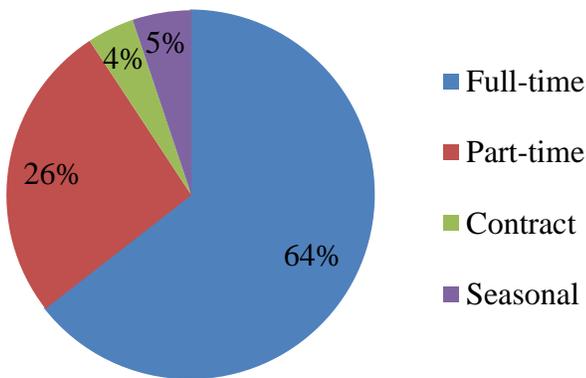


Start-up Businesses:
20% of participating businesses were established within the last 5 years.

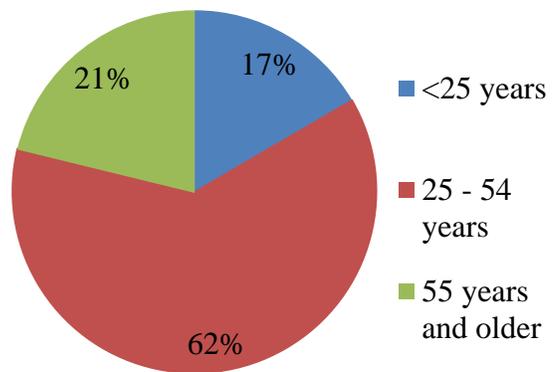
Number of Employees:
92% of participating businesses had between 1 to 99 employees.

Most local industries were represented in the survey; however, this report does not provide an analysis by industry because the sample size of participants was too small and could lead to misleading results.

Workforce by Employment Status



Workforce by Age



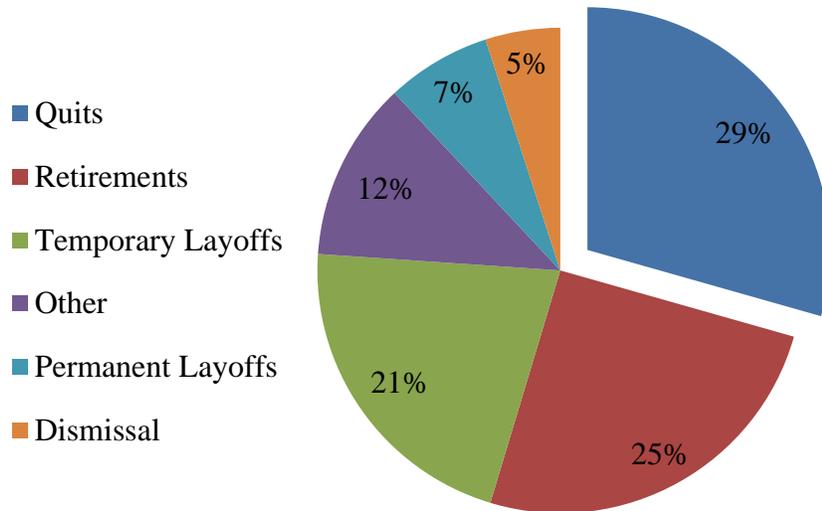
72% of workers between the ages of 25-54 years are in full-time positions.
42% of those aged <25 are in part-time positions.

Workforce Changes

Separations in 2015:

56% of participating businesses reported experiencing at least 1 separation in 2015.
A total of 602 separations were reported.

Type of Separation in 2015

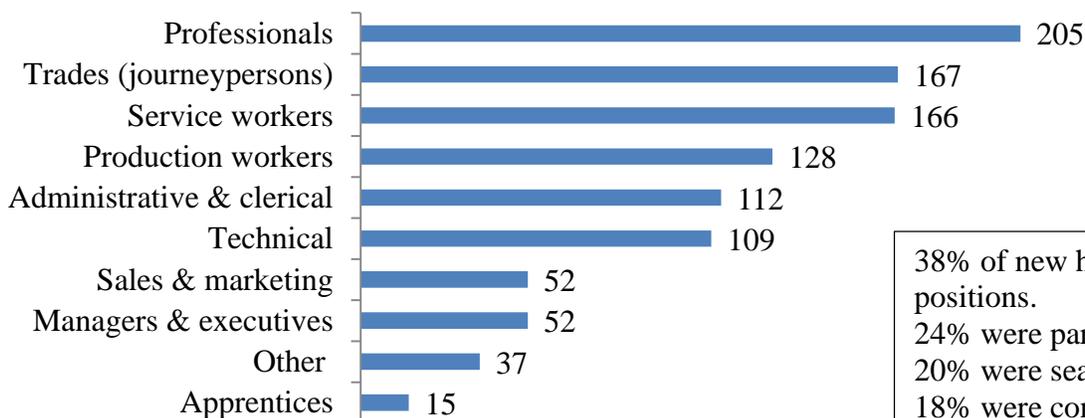


- **Quits were the most likely reason for separation in 2015.**
- **64% of those who retired in 2014 were in professional or technical positions.**
- **The majority of temporary lay-offs were service workers or trades workers.**
- **33% of reported dismissals were production workers.**

Hires in 2015:

75% of participating businesses hired in 2015.
Together, these businesses reported hiring a total of 1043 people.

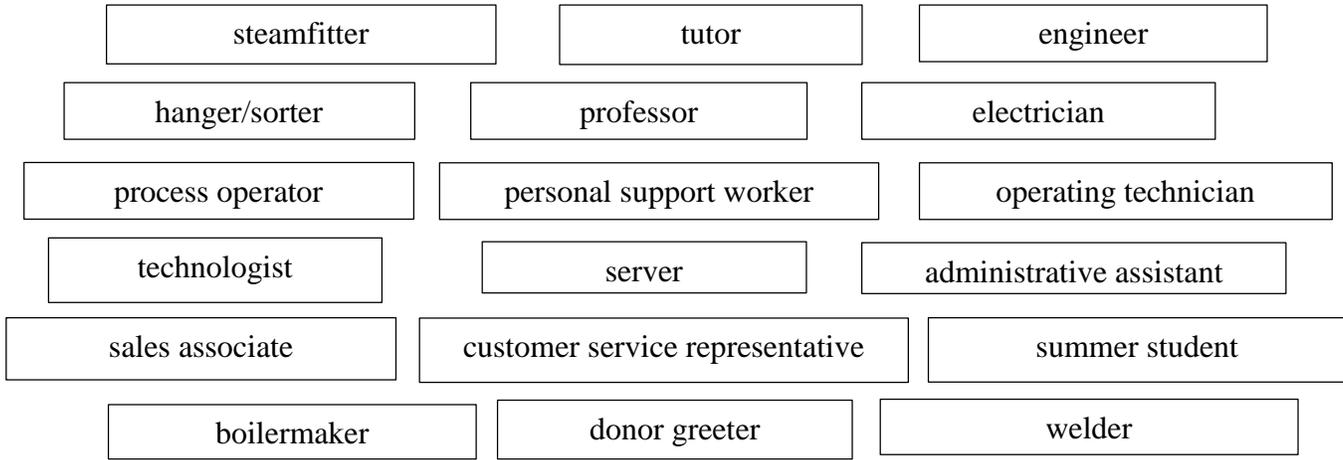
Hires in 2015 by Job Category



- 38% of new hires were full-time positions.
- 24% were part-time positions.
- 20% were seasonal positions.
- 18% were contract positions.

Hires by Job Title:

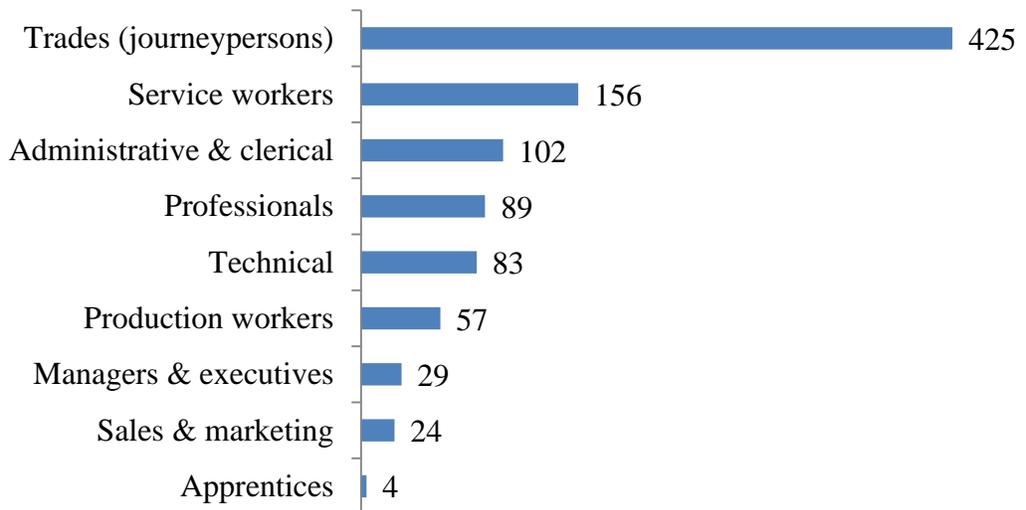
Participating businesses were asked to list occupations for which they hired the most employees in 2015. Some occupations which saw at least 10 or more positions filled include:



Projected Hires for 2016:

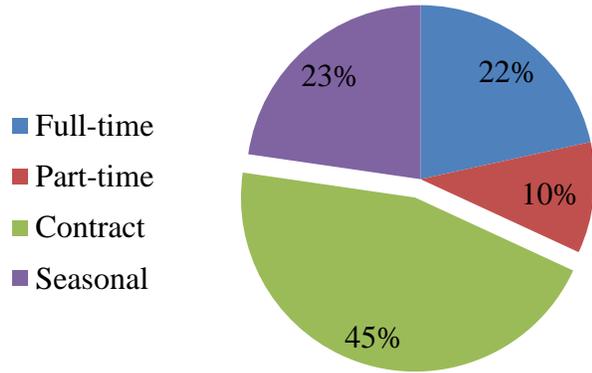
Participating businesses anticipate hiring a total of 969 people in 2016. The projected numbers of positions (by job category) are shown in the graph below.

Projected Hires for 2016 by Job Category



In last year’s EmployerOne Survey businesses anticipated the highest category for projected hires to be service workers.

Projected Hires by Employment Status



- A large number of projected hires are expected to be contract workers in the trades category.
- The majority of projected hires in the service worker category are expected to be either seasonal or part-time hires.

As in last year’s survey, business expansion is expected to be the #1 reason for projected hires.

Recruitment Methods:

The top 6 recruitment methods (in ranked order) used by participating employers include:

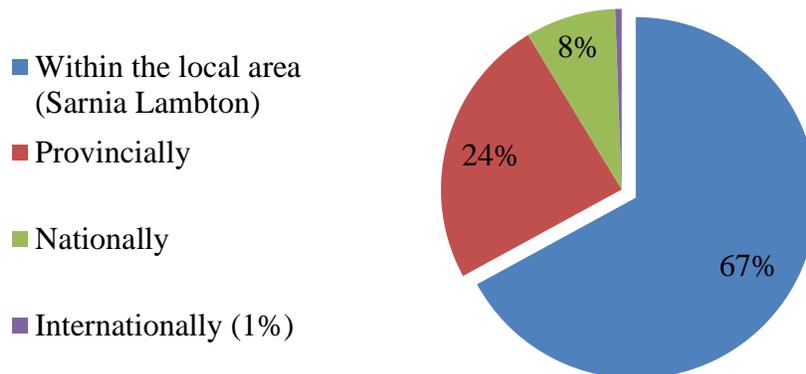
1. Personal contacts/word of mouth/referrals/informal networks
2. Online job boards/postings
3. Company’s own internet site
4. Social media
5. Newspaper ads
6. Unsolicited resumes

This year’s participating businesses ranked job fairs as the recruitment method they are **least** likely to use.

Personal contacts and online job board postings also ranked #1 and #2 in last year’s survey.

Approximately 25% of businesses reported obtaining assistance from a free employment service agency. 8% reported using a paid recruitment agency.

Geographic Location Recruited from



Concurring with last year’s results, recruitment remains primarily focussed on local candidates.

Hiring Challenges

33% of participating businesses reported having at least 1 hard-to-fill position in the last 12 months. Some positions which were reported by more than one business include:

senior accounting professionals

senior level engineers

management positions (various)

financial services positions including advisors & administrators

personal support workers

The top 3 reasons why participating businesses reported some positions were hard-to-fill:

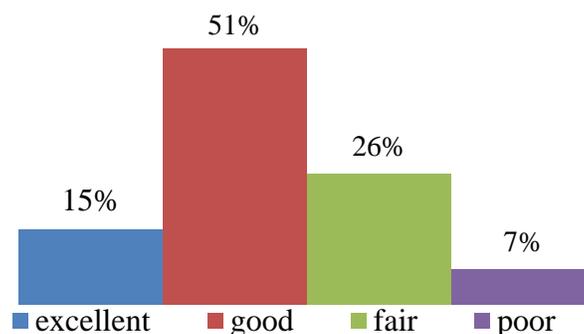
1. Lack of qualifications (education level/credentials)
2. Not enough applicants
3. Lack of motivation, attitude, or interpersonal abilities

The top 3 competencies that these employers were looking for in hard-to-fill positions:

1. Work ethic, dedication, dependability
2. Self-motivated/ability to work with little or no supervision
3. Teamwork/interpersonal

Skills, Training and Education Requirements

Rating the Availability of Qualified Workers in Sarnia Lambton



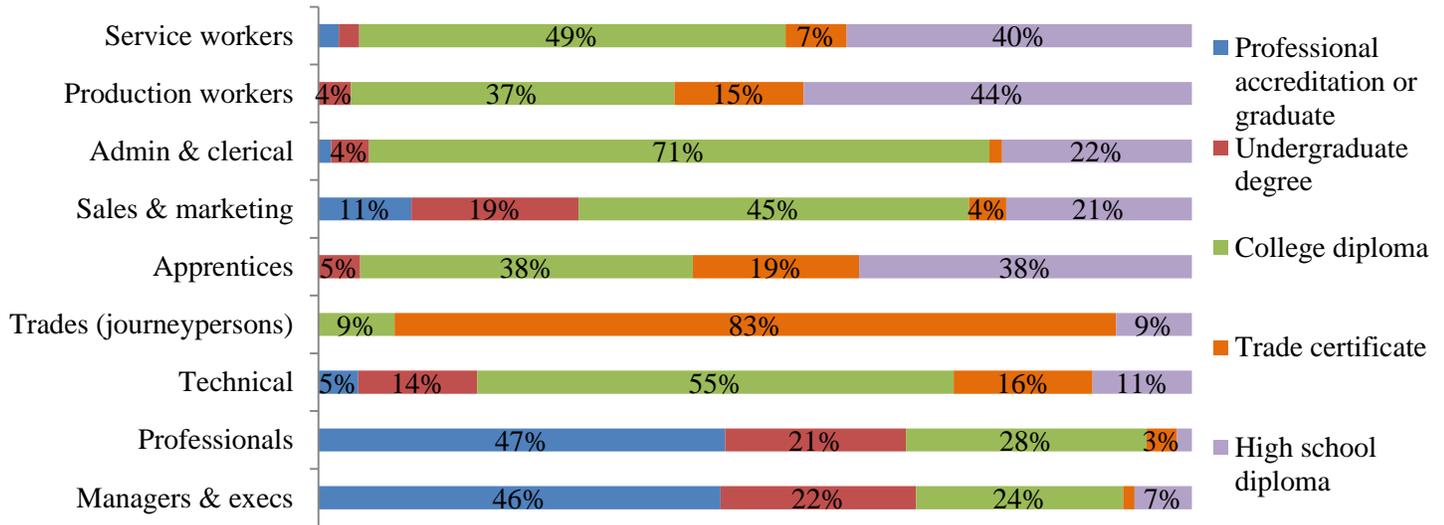
66% of surveyed businesses rated the availability of qualified workers to be either good or excellent; 33% consider it fair or poor.

Confidence in local skills has **increased** since last year's survey where 53% considered the availability of qualified workers to be good or excellent; 48% considered it fair or poor.

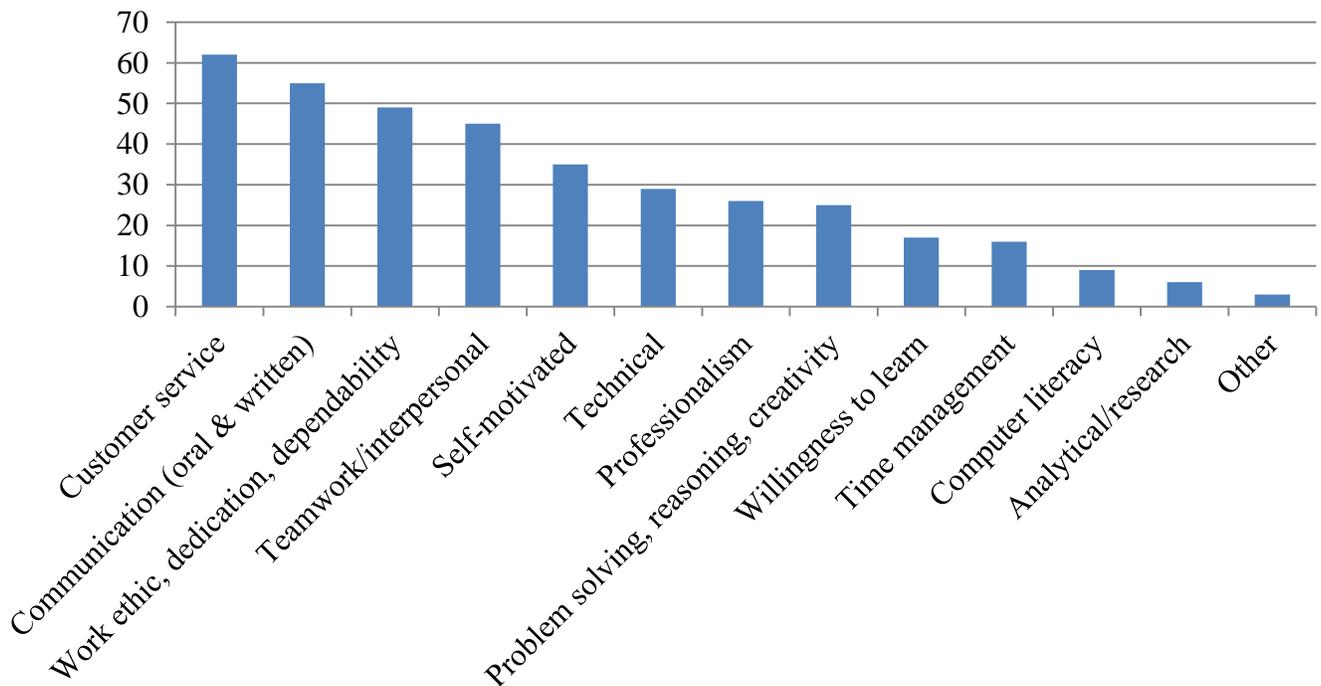
Education Level Preferred for New Hires:

Overall, participating businesses indicate that they prefer the majority (around 80%) of their new hires to have postsecondary education/training (professional accreditation, university, college or trades/apprenticeship). A breakdown, by occupation category, of education level preferred for new hires is below.

Education Level Preferred for New Hires by Job Category



Top Competencies for Employees



Customer service, communication and work ethic are the top 3 most important essential skills desired by employers. Last year, these skills were also in the top 3 but were ranked: work ethic, customer service and communication.

Workplace Training

Workplace Wellness Programs:

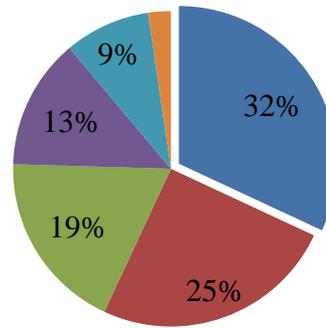
45% of responding businesses indicate that they participate in Workplace Wellness Programs. This is an increase over last year, where 39% reported participation in Workplace Wellness Programs.

Training and Development Opportunities:

74% of participating businesses were able to provide or support professional development or training opportunities for their employees last year.

How Businesses Support Training/Professional Development Opportunities

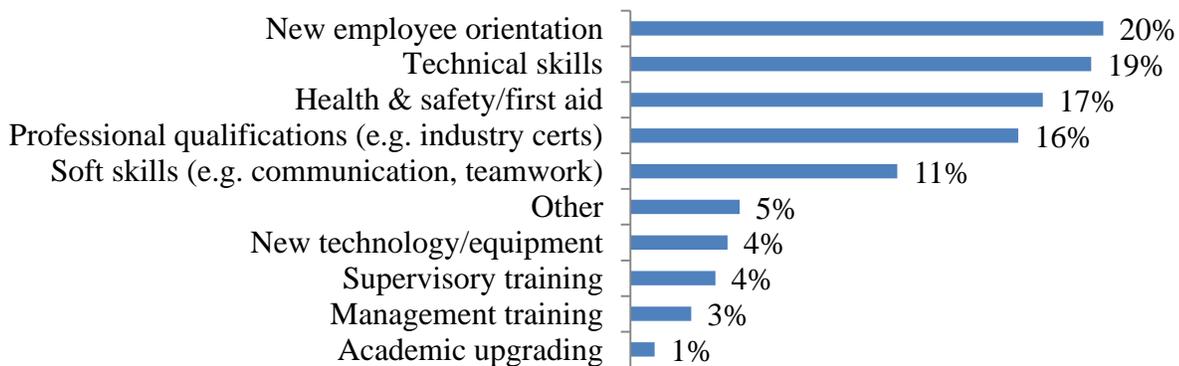
- Fund it (fully or partially)
- Offer internally
- Offer flexibility in work schedule
- Supply information on career development
- Using government hiring and training incentives
- Other (2%)



Most Frequently Offered Types of Training (beyond legislated/mandated training):

Surveyed employers were asked to identify their 3 most frequently offered types of training (training that is beyond the legislated/ mandatory training required in their sector).

Frequently Offered Types of Training

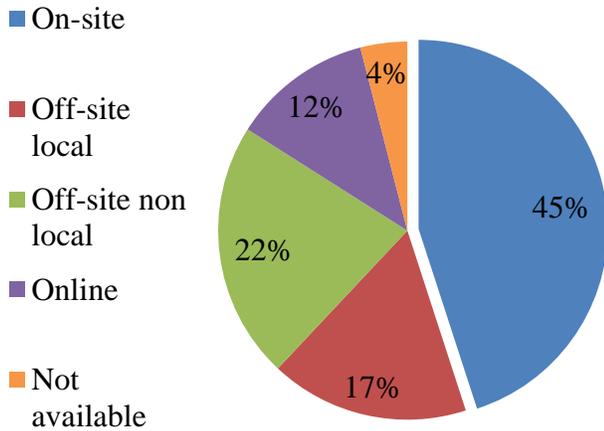


Those in the occupational category of professionals were the most likely to receive the frequently offered training mentioned above. This category was followed by service workers and then sales/marketing and administrative/clerical occupations.

Access to Needed Training For Employees in Last 12 Months:

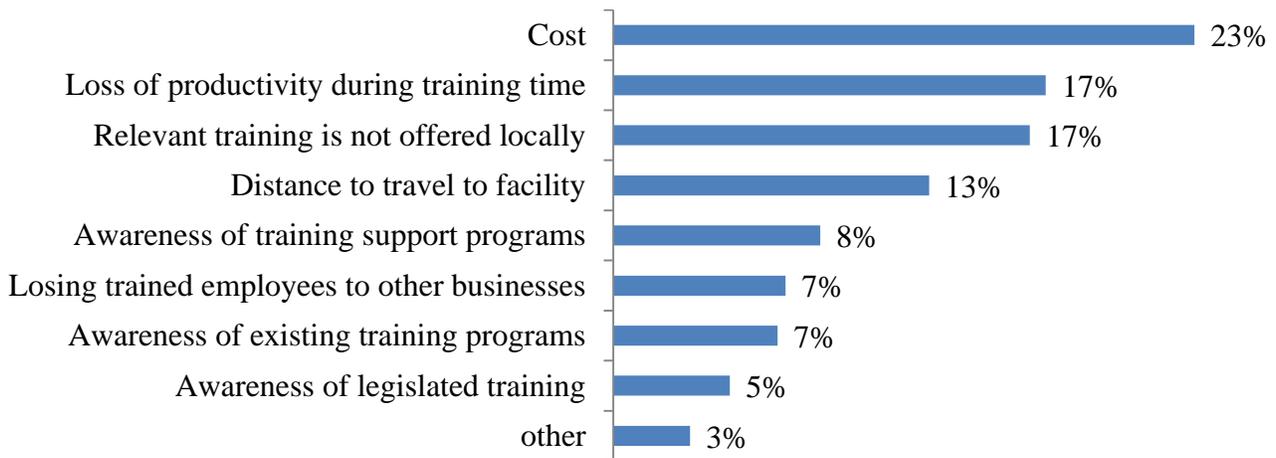
Participating businesses report that 45% of needed employee training was conducted on-site in the last 12 months. The graph below indicates where participants reported that most needed training was offered.

Needed Training Offered in the Last 12 months



- 90% of reported orientations, 74% of new technology/equipment training, 56% of health & safety/first aid training and 50% of technical skills training were reported to be on-site.
- 62% of management training and 50% of professional qualifications training was accessed off-site and outside of the local area.
- Participants who reported using off-site local training were usually accessing health & safety/first aid, soft skills or supervisory training.
- 32% of academic upgrading and 24% of professional qualifications training reported accessing online sources.

Barriers to Employees Receiving Ongoing Training & Education

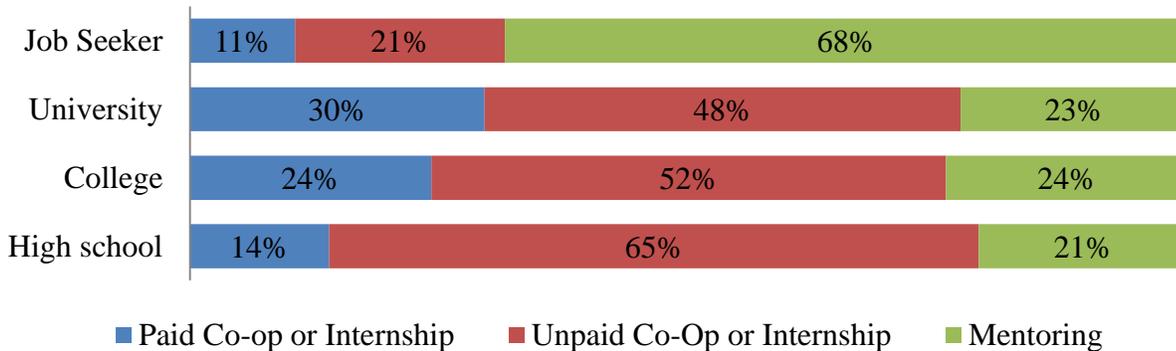


As in last year’s survey: cost, loss of productivity and relevant training not being offered locally were the top 3 barriers to employees receiving ongoing training.

Apprenticeship Training Provided:

11 businesses reported providing apprenticeship training in the last 12 months. Apprenticeships included: millwright, developmental service worker, educational (teacher's) assistant, automotive technician, arborist, accountant, sheet metal and lineperson.

Workplace Relevant Training to Students & Future Workers:



The most typical form of workplace training for high school, college and university students reported by survey participants in the 2016 survey was: unpaid co-ops or internships.

Mentoring of job seekers saw the greatest change over last year's results (45% in 2015 survey and 68% in 2016 survey).

Summary of 2016 Results

A number of results observed in the 2016 Survey are similar to 2015 Survey results. For example:

- Business expansion was the most likely reason for projecting new hires in the upcoming year.
- "Quits" were the most likely reason for separations.
- Postsecondary education was listed most often as the preferred education level of new hires.
- Participating businesses which reported having difficulty filling a position in the previous year indicated that candidates having a lack of qualifications (education level/credentials) was a key reason for the hard-to-fill situation.
- Positions in engineering, accounting, financial services and various management roles were listed as hard-to-fill by more than one survey participant.
- Personal contacts and online job postings were the top 2 recruitment methods.
- The geographic location where participants recruit from is largely within Sarnia Lambton.
- Customer service, communication skills and work ethic & dedication ranked in the top 3 desired employee competencies.

- Almost 75% of participating employers indicate that they support training and professional development for employees and report that providing funding for training (either partially or fully) is their leading method of support. Participating employers recognize however, that cost is the number one barrier to providing ongoing training and education. (Programs such as the Canada-Ontario Job Grant, can be accessed locally, and may help to provide funding to eligible employers for training needs.)

Differences can also be identified when comparing 2016 Survey results to 2015 Survey results:

- Retirements accounted for a larger percentage of separations in 2016 compared to 2015 (25%, 14% respectively).
- The category which saw the most hires in 2015 was professionals; whereas in 2014 it was service workers.
- The largest numbers of projected hires for 2016 are in the trades category, followed by the services category. Projected hires for 2015 were expected to be greatest in services, followed by professionals.
- 66% of surveyed businesses rate the availability of qualified workers to be either good or excellent; 33% consider it fair or poor in 2016. This is an increase over 2015 where 53% considered the availability of qualified workers to be good or excellent; 48% considered it fair or poor.
- An increase in businesses reporting participation in workplace wellness programs is noted. (45% in 2016, 39% in 2015).

Comparisons of our EmployerOne Survey over time can help to identify workforce trends and patterns. Survey participants have continued to increase each year since 2014. The greater the number of participants, the more representative our EmployerOne Survey results will be for the Sarnia Lambton community.

Thank you to all partners and supporters of the EmployerOne Survey. We look forward to your continued participation and the participation of *all* businesses in Sarnia Lambton in January 2017.

Please give us your feedback on our EmployerOne 2016 Results Report by answering a 4 question survey.

Survey link: <https://www.surveymonkey.com/r/92N3YHZ>



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 March 2016

This *Employment Ontario* project is funded by the Ontario government.

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The views expressed in this document do not necessarily reflect those of Employment Ontario.

