

**1000 Island Workforce Development Board
EmployerOne Survey 2016-2017
Leeds and Grenville**

Executive Summary

The initial EmployerOne survey was conducted October 2015 to January 2016 and was directed to businesses located in Frontenac County. This second installment of EmployerOne was conducted between November 2016 and January 2017 in Leeds and Grenville. In total, 111 Leeds and Grenville enterprises employing 4,646 people completed the 2016-2017 EmployerOne survey.

The goal of the survey is to better understand employers' needs and perspectives on labour market demand and supply in the region. Feedback gathered from local employers offers insights valuable to educators, employment service providers, economic development officers and government.

Survey highlights

- A high rate of seasonal employment in Leeds and Grenville resulted in a significant number of separations and hires in the past year, however net new job creation remained stable. Of the 744 total jobs filled in Leeds and Grenville in 2016, 265 or 35.6% were seasonal jobs.
- 75 occupations in Leeds and Grenville were identified as difficult to fill. The most commonly cited reasons was a lack of skill and experience amongst candidates. Employers in Leeds and Grenville were also concerned with a lack of motivation and interpersonal abilities. The skills most valued by Leeds and Grenville employers were work ethic/dependability and the ability to work independently.
- Concerns with candidates' lack of skill and experience aligns with employers' feedback summarized by the 1000 Islands Region Workforce Development Board in the Local Labour Market Planning Report (October 2016).
- 78 of 110 (70.9%) Leeds and Grenville employers project that they will be hiring in 2017. There is anticipated hiring in all sectors and across all occupational groups. The most commonly cited reason for hiring is re-organization and expansion.
- More than 45% of employers in the area ranked worker availability locally as either Fair or Poor. The most commonly utilized recruitment method is word of mouth, online job boards and their own corporate website.
- In Leeds and Grenville, 54 respondents (48.6%) do not participate in providing youth with experiential learning opportunities. Encouraging local employer participation in training placements may positively impact youth attraction and retention in the area.

**1000 Island Workforce Development Board
EmployerOne Survey 2016-2017 - Leeds and Grenville**

Background

The initial EmployerOne survey was conducted October 2015 to January 2016 and concentrated on businesses located in Frontenac County. More than 160 businesses completed the 2016 survey. This second installment of EmployerOne captured completed responses from 60 additional businesses in Frontenac and 111 businesses located in Leeds and Grenville. This report examines responses from employers located in Leeds and Grenville only. A regional report summarizing responses from both geographies is available at www.workforcedev.ca.

The goal of the survey is to better understand labour market conditions in the area to provide direction on activities and initiatives that will address labour market challenges and leverage opportunities.

Local Labour Market Conditions

The Local Labour Market Planning Report 2016-2017 reported an unemployment rate of 7.7% in the region of Frontenac, Leeds and Grenville and Loyalist Township. The unemployment rate in Leeds and Grenville is slightly lower at 7.0%. However, at over 19%, the unemployment rate for youth under the age of 24 is significantly higher and in stark contrast to the low unemployment rate of between 4.3% and 6.4% for those aged 25 and over.¹

The Leeds and Grenville economy is thought to be more fragile than others in the region and has not rebounded to the prosperity of the pre-recession levels prior to 2008. There continues to be significant out-flow of labour to other communities. However, community partners and employers spoken to during the development of the annual Local Labour Market Planning Report 2016-17 believe the economy has improved over the last year.² This positive outlook is further reinforced by the level of projected hiring in Leeds and Grenville expressed by respondents to the EmployerOne survey. The number of businesses in the area has increased by over 10% between June 2015 and 2016 with the greatest growth in the number of self-employed and small businesses.³

Respondent Demographics

Leeds and Grenville County

- 246 surveys were launched during the period of Nov 02 2016 to Jan 28 2017.
- 111 surveys (45.1%) were fully completed.
- The greatest volume of responses were from the Manufacturing, Retail Trade, Construction and Accommodation and Food Services sectors.
- The 111 businesses fully completing the survey represent 1.2% of the 8,906 businesses operating in Leeds and Grenville as of June 2016.

¹ Local Labour Market Planning Report, 2016, 1000 Islands Region Workforce Development Board, p. 9

² Ibid, p. 2

³ Local Labour Market Planning Report 2016, 1000 Islands Region Workforce Development Board, p. 45

Table One identifies the number of completed responses from each sector of the Leeds and Grenville economy.

Sector	Leeds and Grenville Completed Responses	
	Number	Percent
Agriculture, Forestry, Fishing and Hunting	6	5.4%
Mining, Oil and Gas Extraction, Quarrying	0	0.0%
Construction and Utilities	11	9.9%
Manufacturing	17	15.3%
Wholesale Trade	0	0.0%
Retail Trade	14	12.6%
Transportation and Warehousing	6	5.4%
Information and Cultural Industries	7	6.3%
Finance and Insurance	6	5.4%
Real Estate and Leasing	0	0.0%
Professional, Scientific and Technical Services	5	4.5%
Management of Companies and Enterprises	2	1.8%
Waste Management & Remediation Services	1	0.9%
Educational Services	1	0.9%
Health Care and Social Assistance	6	5.4%
Arts, Entertainment and Recreation	10	9.0%
Accommodation and Food Services	11	9.9%
Other Services (except public administration)	2	1.8%
Public Administration	6	5.4%

Table Two examines the size of businesses completing the survey. Small businesses with fewer than ten employees make up 48% of survey respondents.

Employee Size Range	Leeds and Grenville	
	Number of Businesses	Per Cent of Total
1 to 4 employees	25	25.5%
5 to 9 employees	22	22.4%
10 to 19 employees	18	18.4%
20 to 49 employees	17	17.3%
50 to 99 employees	5	5.1%
100 to 199 employees	5	5.1%
200 to 499 employees	6	6.1%
More than 500 employees	0	0.0%
Total*	98	88.3%

*Total number of companies responding to the question

Age of the Workforce of Respondents

Table Three examines employment of younger and older workers by responding businesses across the sectors of the economy. Not unexpectedly, some of the greatest concentration of workers under the age of 25 in Leeds and Grenville is found in the Arts, Entertainment and Recreation and Accommodation and Food Services sectors. The Information and Cultural sector also has a notably young workforce although the sector in Leeds and Grenville also reveals more than one in four workers is over the age of 55.

The greatest concentration of older workers in Leeds and Grenville is found in the Management of Companies and Enterprises, Public Administration and Finance and Insurance sectors. The Transportation and Warehousing sector in this county is also affected by a significantly aging workforce.

Table 3 – Age of the Workforce		
Sector	Leeds and Grenville	
	Average Percent Under Age 25	Average Percent Over Age 55
Agriculture, Forestry, Fishing and Hunting	32.3%	17.0%
Construction	8.7%	28.1%
Manufacturing	13.1%	20.1%
Wholesale Trade	NR *	NR *
Retail Trade	20.8%	26.9%
Transportation and Warehousing	7.6%	40.3%
Information and Cultural Industries	25.0%	26.4%
Finance and Insurance	4.4%	51.4%
Real Estate and Leasing	NR *	NR *
Professional, Scientific and Technical Services	4.4%	16.6%
Management of Companies and Enterprises	0.0%	87.5%
Waste Management & Remediation Services	0.0%	20.0%
Educational Services	32.0%	7.0%
Health Care and Social Assistance	18.8%	20.4%
Arts, Entertainment and Recreation	14.9%	29.0%
Accommodation and Food Services	43.2%	8.4%
Other Services (except public administration)	7.0%	15.0%
Public Administration	9.7%	51.7%

* NR = no response

Employment Status of the Workforce of Survey Respondents

Table 4 provides an overview of the composition of the workforce by employment status within each sector.

Sectors with the greatest number of full-time employees in Leeds and Grenville are Finance and Insurance followed by Manufacturing and Administration and Waste Management and Remediation Services.

Part-time employment is most commonplace in the sectors of Public Administration; Arts, Entertainment, Recreation; Health Care and Social Assistance and Accommodation and Food Services. Contracted services are also found in Accommodation and Food Services but most common in Information and Cultural Services.

Seasonal employment is significant in Leeds and Grenville particularly in sectors impacted by tourism including Retail Trade; Arts, Entertainment and Recreation and Accommodation and Food Services. As expected, seasonal employment is also prevalent in the agriculture and educational services sector.

Sector	Total*	Full-Time	Per Cent	Part-Time	Per Cent	Contract	Per Cent	Seasonal	Per Cent
Agriculture	55	12	21.8%	10	18.2%	1	1.8%	15	27.3%
Construction	32	21	65.6%	4	12.5%	2	6.3%	5	15.6%
Manufacturing	1,367	1,282	93.8%	26	1.9%	47	3.4%	6	0.4%
Wholesale Trade	No Respondents								
Retail Trade	250	169	67.6%	62	24.8%	5	2.0%	143	57.2%
Transport/Warehouse	304	279	91.8%	14	4.6%	3	1.0%	8	2.6%
Information/Cultural	58	25	43.1%	3	5.2%	28	48.3%	2	3.4%
Finance and Insurance	52	52	100%	0	0.0%	0	0.0%	0	0.0%
Real Estate/Leasing	No Respondents								
Professional Services	48	44	91.7%	3	6.3%	1	2.1%	0	0.0%
Mngt of Companies	4	2	50.0%	0	0.0%	2	50.0%	0	0.0%
Waste Mngt./Remed.	16	15	93.8%	1	6.2%	0	0.0%	0	0.0%
Educational Services	55	27	49.1%	12	21.8%	0	0.0%	16	29.1%
Health/Social Assist.	29	20	69.0%	9	31.0%	0	0.0%	0	0.0%
Arts, Entr't/Recreation	718	226	31.5%	226	31.5%	21	2.9%	260	36.2%
Accommodation/Food	179	36	20.1%	53	29.6%	39	21.8%	51	28.5%
Pubic Administration	938	523	55.8%	313	33.4%	5	0.5%	97	10.3%
Other Services	12	10	83.3%	0	0.0%	2	16.7%	0	0.0%

* Total number of employees

Employment Dynamics

The EmployerOne survey asked Leeds and Grenville businesses to identify the number of people hired and the number leaving their employ termed 'separations' within the survey. A separation could be due to retirement, temporary or permanent lay-off, dismissal, the decision to quit or other.

Among the 109 Leeds and Grenville employers who responded to this question, 68 (62.4%) had employees who separated from their company while 84 (77.1%) had hired. Despite this, the actual level of net job creation in Leeds and Grenville was stable.

Seasonal employment is predominant in the area. Of the 744 jobs filled in Leeds and Grenville in 2016, 31.5% were full-time, 18.4% part-time, 14.5% contract and 35.6% seasonal.

Occupational Groups	Hires				Separations						Net Jobs +/-
	FT	PT	Ctt	Sea	Quit	Ret.	T LO	P LO	Dism	Oth.	
Managers & Executives	20	1	5	9	9	6	19	7	10	1	(-17)
Professional	8	1	1	12	2	3	15	0	2	0	0
Technical	8	1	0	0	0	0	1	2	2	0	4
Trades (Journey person)	5	1	0	30	5	2	29	2	0	0	(-2)
Apprentice	7	0	0	0	6	0	1	0	0	0	0
Sales and Marketing	21	9	4	32	5	1	31	2	9	0	18
Administrative & Clerical	26	18	11	5	18	2	19	8	3	2	8
Production Workers	115	3	69	35	63	6	69	32	3	0	49
Service Workers	10	39	9	120	13	3	123	7	1	0	31
Other	14	64	9	22	119	12	8	13	16	34	(-93)
Total	234	137	108	265	240	35	315	73	46	37	(-2)

FT – Full-Time

Ctt – Contract

T LO – Temporary Lay Off

Dism – Dismissal

PT – Part-Time

Sea – Seasonal

P LO – Permanent Lay Off

Oth. – Other

Ret. - Retire

The greatest job creation took place in the Production Worker occupational category while the chief job loss occurred in the management and "other" occupational groups. The net increase of eighteen jobs in the Sales and Marketing occupational group may be interpreted as a positive indicator of future economic growth and further indicative of the general sense of optimism heard in Leeds and Grenville while compiling the Local Labour Market Planning report in 2016.

Employment Dynamics (Continued)

The EmployerOne survey asked respondents to identify the three occupations they filled most often in 2016 and the number of individuals hired in each. Table 6 summarizes the number of individuals hired in these commonly filled occupations by sector.

The greatest amount of hiring by individual companies has taken place in the Manufacturing; Arts, Entertainment and Recreation; Accommodation and Food Services; and Public Administration. A single company in the Education Services sector also conducted significant hiring in the past year.

Table 6: Number of individuals hired in commonly filled occupations (2016) by sector		
Sector	Leeds and Grenville	
	Number of Companies Responding	Number Hired
Agriculture, Forestry, Fishing and Hunting	5	26
Construction	7	17
Manufacturing	14	195
Wholesale Trade	N.R.*	
Retail Trade	12	35
Transportation and Warehousing	5	39
Information and Cultural Industries	5	9
Finance and Insurance	6	7
Real Estate and Leasing	N.R.*	
Professional, Scientific and Technical Services	4	10
Management of Companies and Enterprises	N.R.*	
Waste Management & Remediation Services	N.R.*	
Educational Services	1	22
Health Care and Social Assistance	6	14
Arts, Entertainment and Recreation	9	194
Accommodation and Food Services	11	86
Other Services (except public administration)	2	11
Public Administration	5	69

* No respondents to this survey question

Hiring Practices and Challenges in 2016

Thirty-eight employers in Leeds and Grenville indicated they experienced difficulties in filling jobs.

Table 7 summarizes the number of difficult to fill positions by occupational group as well as the educational requirements of the positions being filled.

Table 7 – Difficult to fill positions by occupational group and educational requirements					
Occupational Group	Number Hired	Education Levels of Difficult to Fill Positions			
		A	B	C	D
0 Managers	2	●	●		
1 Business, Finance, Administrative	10	●	●	●	
2 Natural and Applied Sciences	6	●	●		
3 Health Occupations	4	●	●		
4 Education, Law, Social & Government Services	25	●	●	●	
5 Art, Culture, Recreation and Sport	112		●	●	●
6 Sales and Service	75		●	●	●
7 Trades, Transport and Equipment Operators	62		●	●	●
8 Occupations in Natural Resources, Agriculture	11		●	●	●
9 Occupations in Manufacturing	102		●	●	●
TOTAL	409				

Opportunities range across all educational levels. Level A occupations are those that typically require university level education; Level B require college or apprenticeship; Level C usually require secondary school education and/or occupationally specific training and Level D typically require on-the-job training.

A full listing of the occupations identified as difficult to fill is included in Appendix One. Along with the numbers hired and the number of companies hiring, the education typically required to perform successfully in these occupations is included.

Table 8 examines the number of companies by employee size range identifying that they experienced challenges in filling positions. It is the mid-size business employing 20 to 99 employees who report the greatest difficulty in filling positions.

Table 8: Companies experiencing Recruitment Challenges by Employee Size Range			
Employee Size Range	No. of Survey Respondents*	Companies identifying Difficult to Fill Positions	
		No of Companies	Percentage
1 to 4 employees	25	8	32.0%
5 to 9 employees	22	6	27.3%
10 to 19 employees	18	7	38.9%
20 to 49 employees	17	7	41.2%
50 to 99 employees	5	3	60.0%
100 to 199 employees	5	2	40.0%
200 to 499 employees	6	3	50.0%
More than 500 employees	0	n/a	n/a

* Identifies companies responding to the question asking if there were positions difficult to fill.

Skills Priorities

Employers were asked the reasons why positions were difficult to fill. Table Nine summarizes their responses. Leeds and Grenville employers indicated their greatest concern is that candidates did not meet their skill, education or work experience requirements. They also expressed concern with applicants not meeting their expectation of motivation, attitude or interpersonal abilities.

Table 9: Reasons positions were difficult to fill	L & G
Reason Identified	Number of Companies
Applicants not meeting skill requirements	29
Applicants not meeting motivation, attitude or interpersonal abilities	24
Applicants not meeting work experience requirements	23
Applicants not meeting qualification requirement (Educational or Credential)	18
Not enough applicants	15
No local qualified applicants	12
Inability to compete with other employers due to the nature of the work (seasonal, shift work, irregular hours, job content)	10
Inability to compete with other employers due to pay and benefits	6
Inability to compete with other employers due to remote location, poor public transit	5
Inability to compete with other employers due to lack of promotional opportunities	2
Other – No local educational/training program results in a local labour market shortage	1
Scheduling of seasonal work conflicts with school. Attract older workers meaning constant annual training requirements	1
No applicants at all	0
Other – Large number of qualified candidates lengthened process of selection	0
Applicants not meeting language requirements	0
Inability to assess a foreign educational qualification or credential	0

These EmployerOne survey results align with the 1000 Islands Region Workforce Development Board findings after consulting with employers when compiling the Local Labour Market Plan 2016-2017. Local employers often made statements like, “There are ample candidates for openings. However, applicants do not have the required skills we are looking for and/or their wage expectations are unreasonable”.⁴

⁴ Local Labour Market Planning Report 2016, 1000 Islands Region Workforce Development Board, p. 13

Skills Priorities (Continued)

This observation was later validated in a 2016 Workforce Development Board survey of Frontenac and Leeds and Grenville service providers and educators. Those working with jobseekers and employers reported hearing similar comments. When considering weighted survey responses for the region, the Manufacturing, Construction, and Education and Health Care sectors report the greatest number of candidates who lack the skills and experience required for employment and/or hold unrealistic wage expectations.⁵

Table 10 identifies the skills and competencies most valued by the region’s employers.

Leeds and Grenville employers place a high level of importance on work ethic and dedication as well as communication skills, ability to work independently and teamwork.

Competencies	Total Responses	Current Workforce		Future Workforce	
		Number	Per Cent	Number	Per Cent
Work Ethic/Dedication/Dependability	72	46	63.9	26	36.1
Communication Skills (Oral & Written)	68	40	58.8	28	41.2
Self-Motivation – Ability to work with little or no supervision	66	38	57.6	28	42.4
Teamwork – Interpersonal Skills	65	45	69.2	20	30.8
Customer Service	53	32	60.4	21	39.6
Problem Solving, Reasoning, Creativity	47	27	57.4	20	42.6
Computer Literacy Skills	43	26	60.5	17	39.5
Willing to Learn	42	26	61.9	16	38.1
Professionalism	39	23	59.0	16	41.0
Technical Skills	34	18	52.9	16	47.1
Time Mngmt. - Organizational Skills	32	22	68.8	10	31.3
Analytical – Research Skills	15	9	60.0	6	40.0

⁵ Service Coordination Survey 2016 Report, 1000 Islands Workforce Development Board, p. 8

Projected Hiring in 2016

Survey respondents were asked to project hiring in 2017. Seventy-eight of 110 Leeds and Grenville employers (70.9%) project hiring 548 people in 2017.

Table 11 summarize projected hiring by sector, occupational category, number of positions and employment status.

Table 11: Projected Hiring in 2017 by Sector and occupational group							
Sector and Occupational Group	Number of Companies Responded	Number of Companies Hiring		No. of Projected Jobs			
				FT	PT	Ctt	Sea
Agricultural Sector	6	4	66.7%				
Production Workers				1	1	0	18
Service Workers				0	0	0	2
Other				0	1	0	0
Construction Sector	12	7	58.3%				
Professionals				2	0	0	0
Trades - Journeyperson				1	0	0	7
Trades - Apprentices				0	1	0	0
Sales and Marketing				1	0	0	0
Service Workers				0	0	0	1
Manufacturing Sector	17	11	64.7%				
Management				4	0	0	0
Professional (e.g. Lawyer)				8	0	0	0
Technical (e.g. Paralegal)				4	0	1	0
Trades - Apprentices				2	0	0	0
Sales and Marketing				1	0	0	0
Administrative and Clerical				1	0	0	0
Production Workers				70	2	25	9
Service Workers				1	0	0	0
Retail Sector	13	7	53.8%				
Trades – Journeyperson				6	0	0	0
Trades – Apprentices				3	0	0	0
Sales and Marketing				1	2	0	5
Service Worker				1	1	0	10
Other				0	0	0	1
Transportation and Warehousing Sector	6	5	83.3%				
Management				2	0	0	0
Professional (e.g. Lawyer)				0	0	0	0
Trades – Apprentices				4	0	0	0
Trades – Journeyperson				3	0	0	0
Administrative and Clerical				4	0	0	0
Production Workers				0	0	0	4
Service Worker				3	0	0	0

Projected Hiring in 2016 (Continued)

Table 11: Projected Hiring in 2017 (Continued)							
Sector and Occupational Group	Number of Companies Responded	Number of Companies Hiring		No. of Projected Jobs			
				FT	PT	Ctt	Sea
Information and Communication Sector	7	4	57.1%				
Management				0	1	0	0
Technical (e.g. Paralegal)				1	2	0	0
Sales and Marketing				0	0	1	0
Administrative and Clerical				0	1	1	1
Management				1	0	0	0
Professionals				1	0	0	0
Sales and Marketing				2	0	0	0
Administrative and Clerical				0	2	0	0
Professional, Scientific and Technical	5	2	40.0%				
Professional (e.g. Lawyer)				1	0	0	0
Technical (e.g. Paralegal)				2	0	0	0
Trades – Apprentices				1	0	0	0
Management of Companies/Enterprises	2	1	50.0%				
Management				0	0	1	0
Sales and Marketing				0	1	0	0
Administrative and Clerical				0	0	1	0
Admin, Support, Waste Mngt, Remediation	1	0	0.0%				
Educational Services	1	1	100%				
Unspecified				Unspecified			
Health Care and Social Assistance	4	6	66.7%				
Professional (e.g. Lawyer)				2	2	0	0
Service Workers				2	2	0	0
Arts, Entertainment, Recreation	10	9	90.0%				
Management				0	0	3	8
Professional (e.g. Lawyer)				0	0	0	12
Sales and Marketing				0	0	0	6
Administrative and Clerical				20	2	1	32
Service Workers				0	2	0	108
Other				3	0	8	15
Accommodation and Food Services	11	11	100%				
Management				2	0	0	1
Professional (e.g. Lawyer)				2	1	0	0
Trades – Journeyman				1	0	0	0
Trades – Apprentices				2	0	0	0
Sales and Marketing				1	1	0	21
Administrative and Clerical				1	1	1	1
Production Workers				8	2	1	3
Service Workers				4	7	6	10

Projected Hiring in 2016 (Continued)

Sector and Occupational Group	Number of Companies Responded	Number of Companies Hiring		No. of Projected Jobs			
				FT	PT	Ctt	Sea
Public Administration	6	5	83.3%				
Management				2	1	0	0
Administrative and Clerical				3	0	0	0
Production Workers				1	0	0	0
Service Workers				1	1	0	0
Other				2	0	0	2
Other Services	2	2	100%				
Management				1	0	0	0
Trades – Journeyperson				1	0	0	0
Trades – Apprentices				1	0	0	0

Survey respondents were asked to identify the reasons for these job openings. Expansion or re-organization at 35% was the most often cited reason for hiring.

Table 12 provides a summary of the reasons for projected hiring by occupational group.

Occupational Groups	Retire-ments		Expan- sion/Re- organiza- tion		Techno- logical Change		Not Applic- able		Other		Total Projected Hiring	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Managers & Executives	4	22.2	4	22.2	0	0.0	5	27.8	5	27.8	18	9.4
Professional	1	5.9	6	35.3	0	0.0	5	29.4	5	29.4	17	8.9
Technical	0	0.0	5	38.5	1	7.7	6	46.2	1	7.7	13	6.8
Trades (Journeyperson)	1	5.9	7	41.2	0	0.0	6	35.3	3	17.6	17	8.9
Trades (Apprentices)	0	0.0	6	50.0	0	0.0	5	41.7	1	8.3	12	6.3
Sales and Marketing	0	0.0	8	83.1	1	4.8	5	23.8	7	33.3	21	11.0
Admin. & Clerical	6	22.2	10	37.0	2	7.4	4	14.8	5	18.5	27	14.1
Production Workers	2	8.0	13	52.0	0	0.0	5	20.0	5	20.0	25	13.1
Service Workers	2	8.0	6	24.0	2	8.0	5	20.0	10	40.0	25	13.1
Other	4	25.0	1	6.3	0	0.0	7	43.8	4	25.0	16	8.4
Total	20	10.5	66	34.6	6	3.1	53	27.7	46	24.1	191	100

Worker Availability and Recruitment

Employers in Leeds and Grenville were asked to rank the availability of workers locally ranging from excellent to poor. They were divided in their view. More than 45% of employers ranked worker availability locally as either fair or poor.

Availability	Business Response	Per Cent
Excellent	8	7.2%
Good	48	43.2%
Fair	38	34.2%
Poor	12	10.8%
No Response	5	4.5%

Despite this, fewer than 3% of Leeds and Grenville employers recruit nationally and no employer identified recruiting internationally.

Table 14 summarizes recruitment strategies used by employers in the region.

Recruitment Methods	Leeds Grenville	
	Number of Responses*	
	No.	%
Word of mouth, personal contacts, informal networks	78	100.0
Online job boards and postings	42	53.8
Company's own internet website	32	41.0
Government employment centres or websites	25	23.8
Unsolicited resumes	22	28.2
Newspaper Ads	22	28.2
Onsite job signs or posters	14	17.9
Onsite recruitment at schools, colleges or universities	12	15.4
Trade or Professional Associations Publications/Websites	8	10.3
Executive search companies or temporary help agencies	6	5.7
Job fairs	4	5.1
Other: Returning staff from previous year	2	2.6
Other: Social media	1	1.3

* 78 of 111 Leeds and Grenville Employers (70.3%) responded to this question

While word of mouth and networking continues to be the leading way survey respondents recruit, companies are also relying on online promotion of their employment opportunities whether on their own websites or on online employment sites.

Six of 105 businesses (5.7%) locally used a paid recruitment service while 25 (23.8%) took advantage of government employment centres. A minority of employers used programs meeting the needs of various demographic groups and offered free of charge:

Numbers of employers using specialty programs	Leeds and Grenville
Programs that support youth employment	17
Disability services	6
Immigrant and visible minority programming	1
Older worker initiatives	5
Support for indigenous population	0

Business Investment in Training

Employers in the region are investing in the development of their current workforce. More than 80% of Leeds and Grenville businesses support ongoing training and education. This support is provided as follows:

Workforce development strategies	Leeds and Grenville
Offer flexibility in work schedule	59
Financial Support (fully or partially)	53
Use government hiring and training incentives	34
Supply information on career advancement	26
Other	12

Seven of the twelve identifying “Other” as means of training relied on the job training.

Local businesses provide training in a variety of ways ranging from the utilization of in-house resources to the use of post-secondary facilities.

Employers’ Training Methods	Leeds and Grenville
On-the-job	73
Peer to peer	50
Industry and Professional Associations	47
Distance or online education	22
College (Including continuing education)	28
University (Including continuing education)	7
Other	3

Business Investment in Training (Continued)

The greatest barrier to training was loss of productivity during training time, the unavailability of relevant training locally and cost.

Employers' Barriers to Training	Leeds and Grenville
Loss of productivity during training time	42
Relevant training is not provided locally	40
Cost	39
Distance to travel to training facility	24
Losing trained employees to other businesses	19
Lack of awareness of existing training programs	16
Lack of awareness of training support programs	13
Other	7
Lack of awareness of legislated training	5

Training the Future Workforce

In Leeds and Grenville, 54 employers or 48.6% do not participate in experiential learning opportunities. With over 1,400 youth between the ages of 18 and 24 leaving this area between 2006 and 2011, the Local Labour Market Planning Report 2016-17 identified youth out-migration as significant.⁶ Connecting Leeds and Grenville business representatives with youth would not only contribute to their learning but, arguably, form a longer-term relationship that could contribute to youth attraction and retention in the area.

Table 15 highlights the participation of local business in providing workplace-based learning opportunities.

Table 15: No. of Employers providing student work experience placements in Leeds and Grenville			
Education	No.	Education	No.
Secondary School Unpaid Placement	39	University Unpaid Placement	8
Secondary School Paid Placement	5	University Paid Co-op Placement	22
Secondary School Apprenticeship	6	Apprenticeship	1
College Unpaid Placement	21	Job Seeker Unpaid Placement	1
College Paid Co-op Placement	12	Job Seeker Paid Placement	6
Apprenticeship	5	Apprenticeship	4

⁶ Local Labour Market Planning Report, Oct 2016, 1000 Islands Region Workforce Development Board, p. 8

Training the Future Workforce (Continued)

Internationally Trained Workers

Employers were surveyed about their practice of hiring immigrants and internationally trained workers in the past three years.

Hiring Practices – Immigrants and Newcomers in Leeds and Grenville	Number of Companies
Hired one or more staff who have foreign education training and/or credentials in the last three years	10
Have not hired an immigrant or internationally trained worker in the last three years	76
Recruited/hired directly from overseas for a difficult to fill position(s)	1
Attempted to recruit or hire overseas for a difficult to fill position(s)	1
Hired an immigrant or internationally-trained worker who faced cultural challenges in the workplace	0
Experienced challenges with internationally-trained new hires due to insufficient English language skills	3
Other	0

The majority of employers did not view an immigrant's ability to integrate within the community as a barrier to hiring new employees. Integrating socially into the community, finding housing and a family doctor were most often cited by the business community as challenges for newcomers to Leeds and Grenville.

Next Steps

With 78 of 110 or 70.9% of Leeds and Grenville businesses projecting hiring of almost 550 people in 2017, the economy of Leeds and Grenville continues to grow. However, ongoing youth unemployment and out-migration, a tight labour supply of adults, and the evidence of a mismatch between the skills employers are seeking and those offered by candidates for employment threatens to constrain growth.

The following strategies, more fully outlined in the 1000 Islands Workforce Development Board Local Labour Market Plan 2017, are examples of actions that will contribute to ensuring an adequate supply of workers who have the knowledge and skills required by employers of today and tomorrow:

- Create a culture for mentorship between employers and job seekers. Transfer the skills and knowledge of veteran employers and employees to new workers.
- Provide students and other job seekers the opportunity to explore careers, expand skill sets and gain work place experience with employers.
- Collaborate with employers, educators, economic development agencies and educators to assist youth in securing employment in their community/region.
- Address barriers to full labour force participation for groups experiencing varying levels of marginalization including older workers, people with disabilities, women, visible minorities, newcomers, rural residents and Indigenous peoples.
- Coordinate with employment, education and other health service providers to ensure youth, the unemployed and those discouraged from participating in the labour force are made aware of the services and supports available to them. Market employment services to the business community to ensure they are fully accessing available support for recruitment.

Appendix One

In-Demand Occupations in Leeds and Grenville - January 2017

Employers responding to the Employer One Survey were asked to identify the three occupations they hired most often in the past twelve months and if any of these occupations were difficult to fill. As part of our analysis, we identified the educational level most often required to perform this occupation.

Education Skill Level A, B, C, D, refers to the National Occupational Classification (NOC) Matrix 2011:

- Skill Level A Occupations usually require a university level education
- Skill Level B Occupations usually require a college education or apprenticeship
- Skill Level C Occupations usually require secondary school and/or occupation-specific training
- Skill Level D On-the-job training is usually provided for occupations

LEEDS AND GRENVILLE							
NOC		Number Hired	No. of Companies	Education			
				A	B	C	D
0 Managers							
0114	Program Administrator	1	1	•			
1 Business, Finance and Administrative Occupations							
1241	Administrative Assistant	3	3		•		
1411	General Office Clerks	2	2			•	
1431	Tax Preparer	1	1			•	
1521	Receiver	2	1			•	
2 Natural and Applied Sciences and Related Occupations							
2141	Engineer	1	1	•			
2273	Deck Officers	2	1		•		
Health Occupations							
3113	Dentist	1	1	•			
3132	Nutritionist	2	1	•			
3411	Dental Assistant	1	1			•	
4 Occupations in Education, Law, and Social, Community and Government Services							
4212	Caseworker	3	1		•		
4214	Early Childhood Educator	22	1		•		
5 Occupations in Art, Culture, Recreation and Sport							
5254	Instructor, Sport Program	1	1		•		
6 Sales and Service							
6221	Sales Manager	1	1		•		
6231	Sales (Financial)	2	1		•		
6235	Consultant (Financial)	1	1		•		
6321	Chef	1	1		•		
6322	Cooks	4	1		•		
6421	Retail Salesperson	14	2			•	
6411	Marketing Representative	2	2			•	
6441	Tour Guides	2	1			•	
6481	Fashion Consultant	2	1			•	
6513	Food and Beverage Servers	41	2			•	
6533	Games Support	22	1			•	
6541	Security Technician	2	1			•	
6551	Money Exchange Customer Services	1	1			•	

6552	Customer Service (Information) Representatives	5	1			•	
6611	Cashiers	11	2			•	
6711	Food Counter Attendants, Kitchen Helpers ARO	43	5				•

LEEDS AND GRENVILLE (Continued)							
NOC		Number Hired	No. of Com- panies	Education			
				A	B	C	D
7 Trades, Transport and Equipment Operators and Related Occupations							
7271	Carpenter	2	1		•		
7281	Construction Trades	2	1		•		
7341	Transportation Trades	2	1		•		
7321	Truck Mechanic	2	1		•		
7441	Construction Installer	3	1			•	
7452	Warehouse Worker	13	1			•	
7511	Transport Truck Driver	10	2			•	
7533	Boat Captain/Crew	25	2			•	
7611	Construction Trades Helpers and Labourers	7	2				•
8 Natural Resources, Agriculture and Related Production Occupations							
8612	Landscape Production Workers	3	1				•
9 Occupations in Manufacturing and Utilities							
9619	Other Labourers-Processing, Manufacturing, Utilities	31	2				•