



Your Workforce. Our Future.

January
2018

EmployerOne Full Technical Report



Workforce Planning Board
of Waterloo Wellington Dufferin



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Highlights of the Survey

(Numbers in brackets are from 2017 survey)

- **579** employers completed the EmployerOne survey (400)
- There were **44,094** workers within Waterloo Wellington Dufferin represented (69,488)
- **67%** of the workforce represented by survey respondents were ages 25-54 (70%)
- **73%** of the workforce represented by survey respondents were full time employees (79%)
- **76%** of the respondents had separations in the past 12 months (62%)
- **88%** of the respondents indicated that they hired in the past 12 months (88%)
- Respondents hired a total of **8,982** positions in the past 12 months (4,683)
- **59%** of businesses indicated that they had positions that were difficult to fill in the past 12 months (56%)
- **62%** of respondents rated the availability of qualified workers as fair or poor (54%)
- **77%** of respondents said they plan to hire in 2018 (76%)
- Respondents plan to hire a total of **6,699** positions in 2018
- **86%** of respondents were able to provide professional development or training opportunities to their workers (87%)
- **55%** of responding businesses have a succession plan.

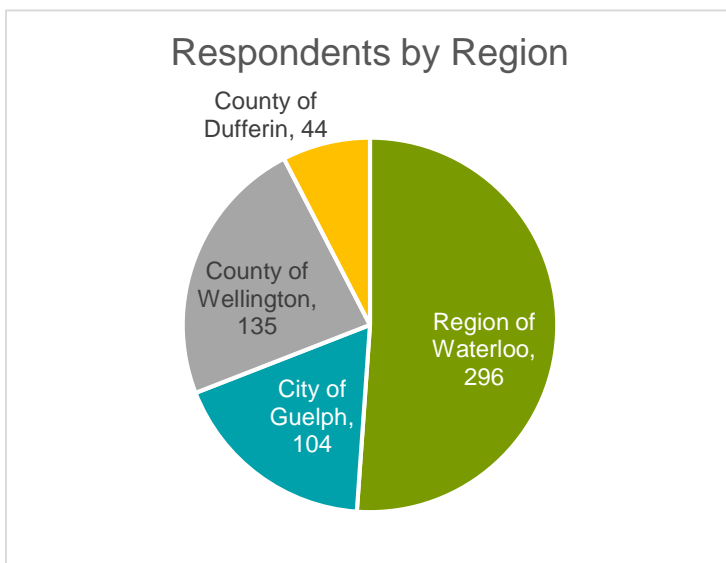
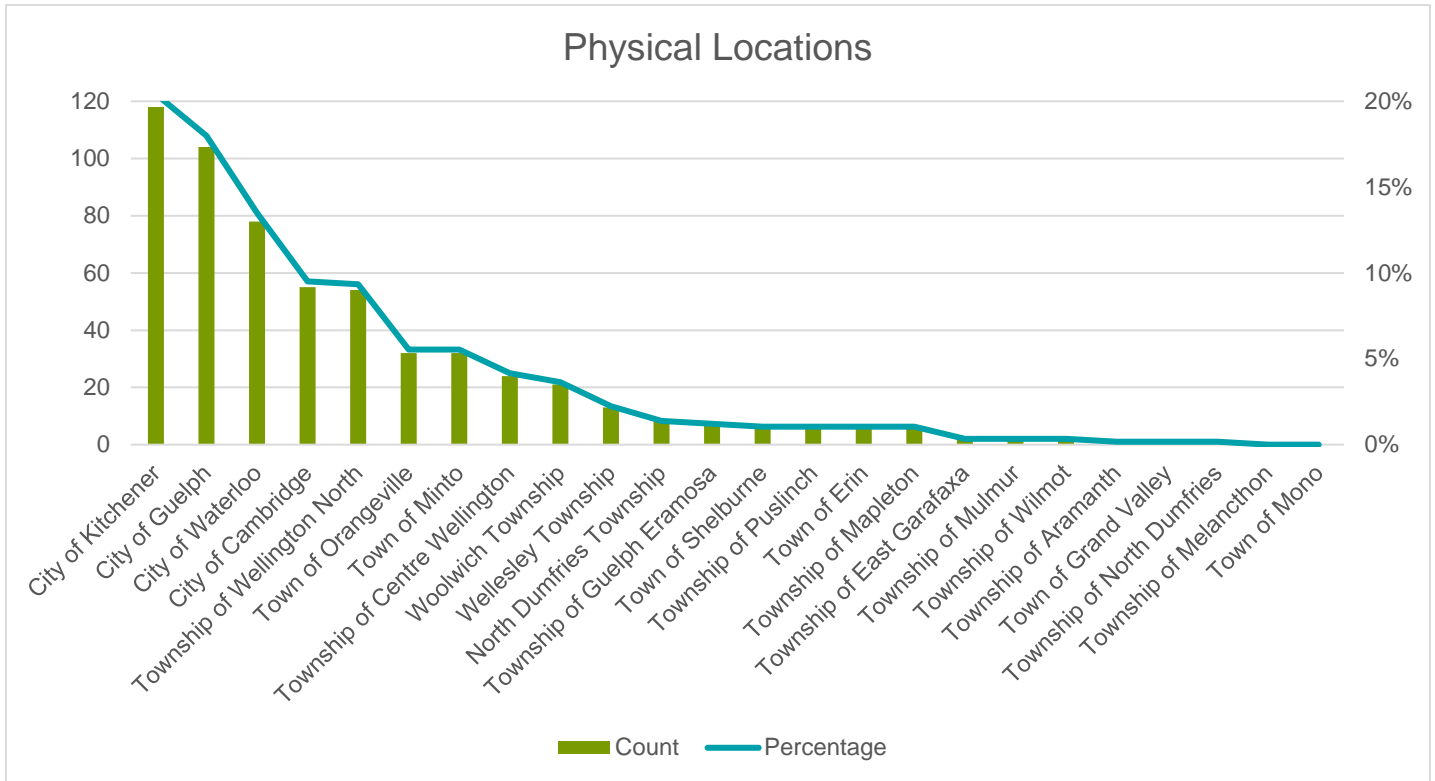


Significant changes in findings from 2017 to 2018 are noted throughout the report in green callouts

Section A: Organization and Workforce Characteristics

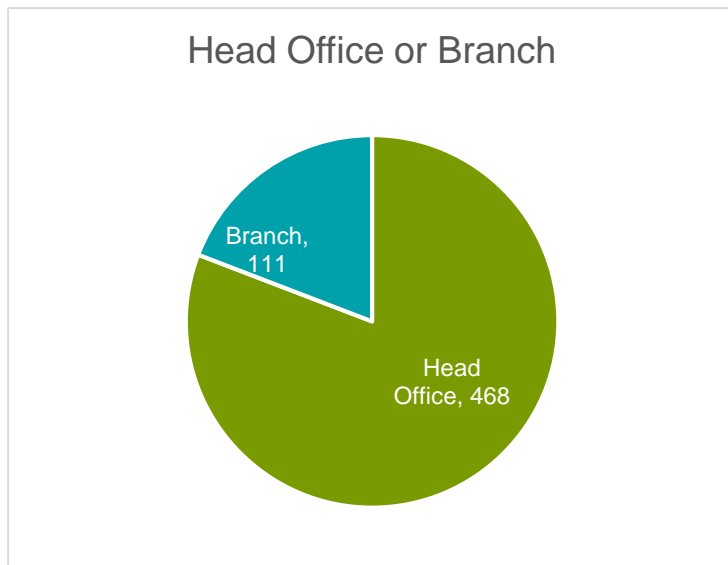
1. Business Name: Responses confidential

2. Location of your Business/Company/Organization (*Number of responses: 579*)



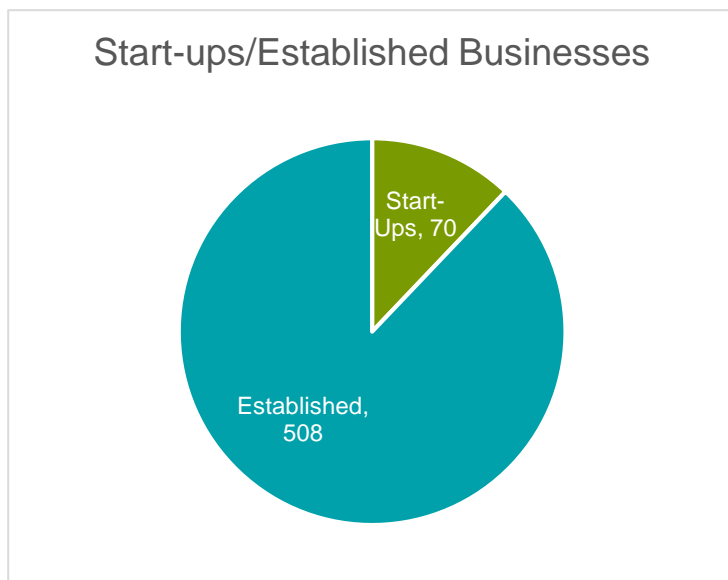
- **61%** of respondents were from the urban centres (Kitchener, Waterloo, Cambridge and Guelph).
- **39%** of respondents were from towns/rural communities.

3. Is your organization a head office or branch? (Number of responses: 579)



- **81%** of respondents were head office locations.
- **19%** of respondents were branches.

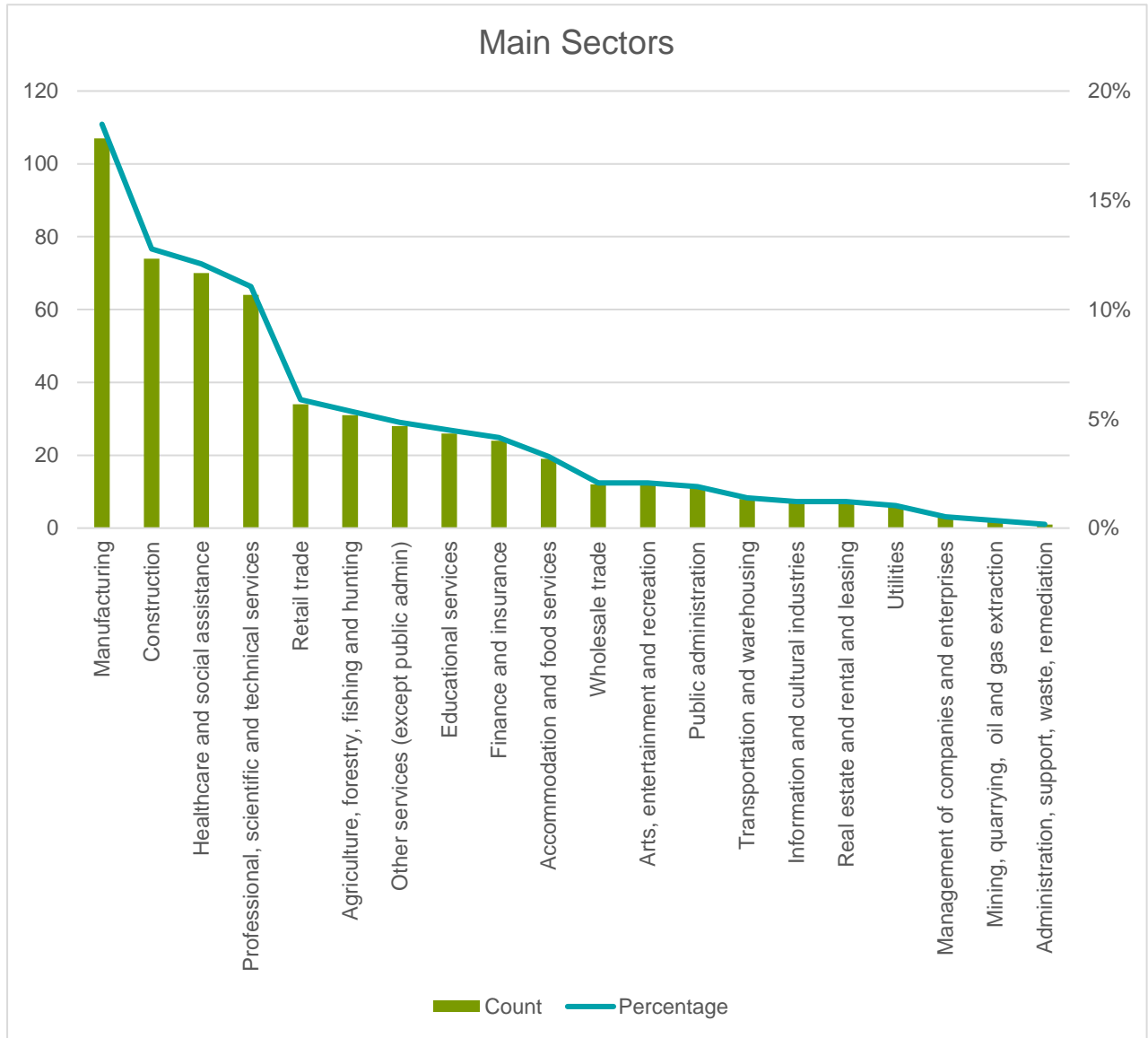
4. Is your business or organization a start-up? (Established in the last five years)? (Number of responses: 579)



- **88%** of respondents indicated that they had been in business for five (5) years or more).
- **12%** of respondents indicated that they were start-ups.

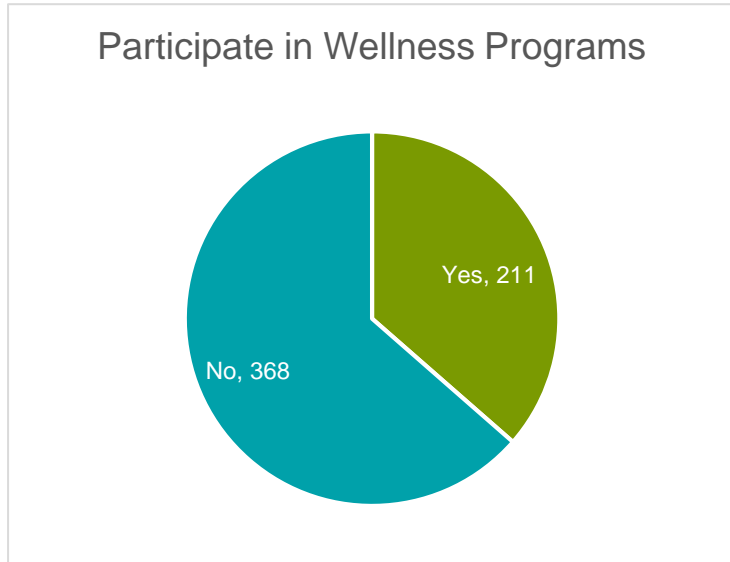
Top 3 Responding Sectors with Start-Ups	Number
Professional, scientific and technical services	13
Manufacturing	10
Healthcare and social assistance	7

5. Select the main sector in which you operate? (Number of responses: 579)



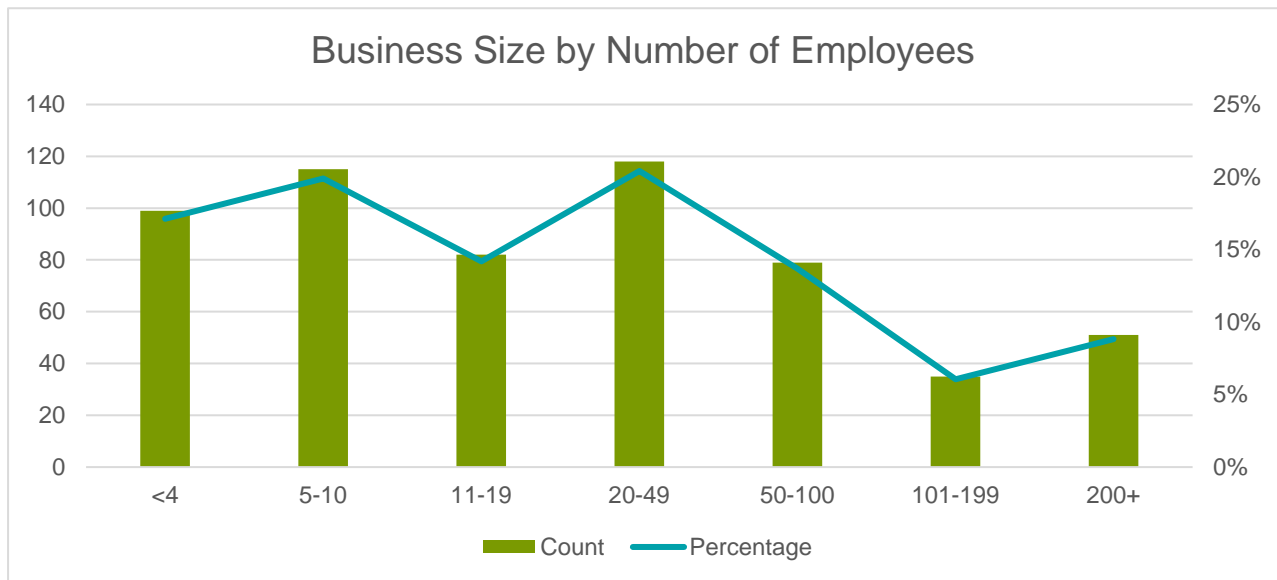
- The top four (4) sectors; Manufacturing, Construction, Health Care and Social Assistance and Professional Scientific and Technical Services represented **54%** of all respondents.

6. Does your company participate in Workplace Wellness Programs?
 (Number of responses: 579)



- **36%** of respondents indicated that their company participated in workplace wellness programs.

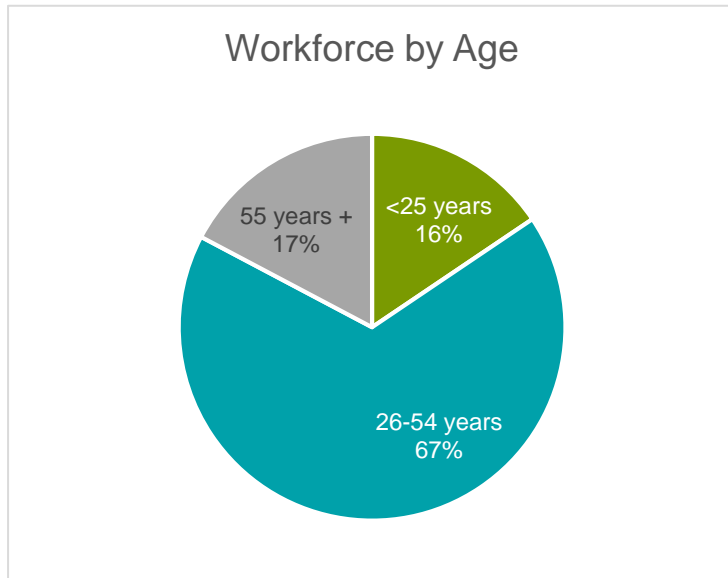
7. How many employees does your organization have? (Number of responses: 579)



- Participation in the survey was represented by a good cross-section of business sizes by number of employees.
- The 579 respondents reported a total of **44,094** workers collectively.

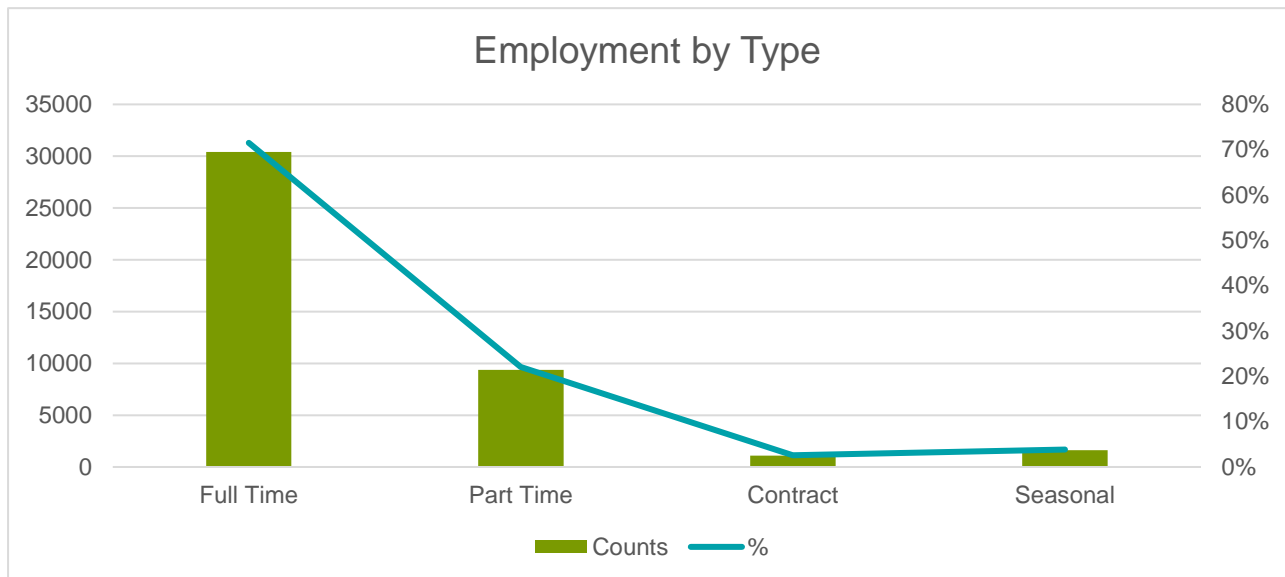
8. What percent of workers are 55 years of age or older? [Estimation]
See response with question 9 below

9. What percent of your staff is under 25? [Estimation]
(Number of responses: 571)



- **67%** of the workforce represented by survey respondents were ages 25-54.
- **17%** were nearing retirement (55+).
- **16%** were under the age of 25.

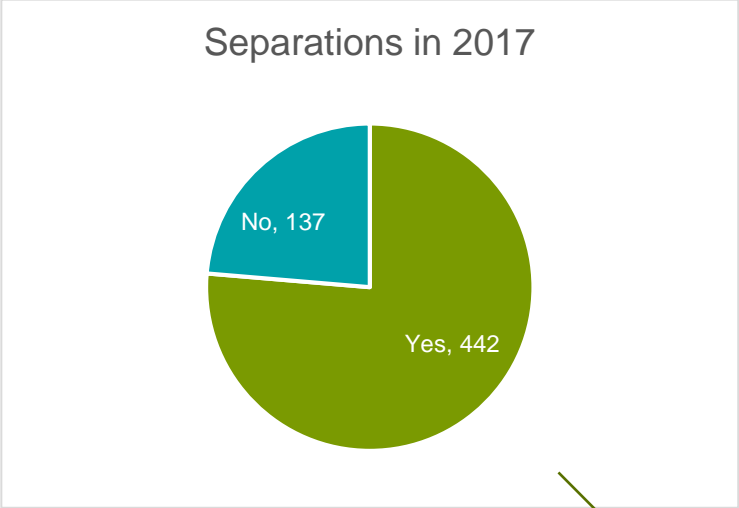
10. How many of your staff is full-time? Part-time? Contract/Seasonal? [Estimation] (Number of responses: 579)



- **72%** of the workforce represented by survey respondents were full time employees.

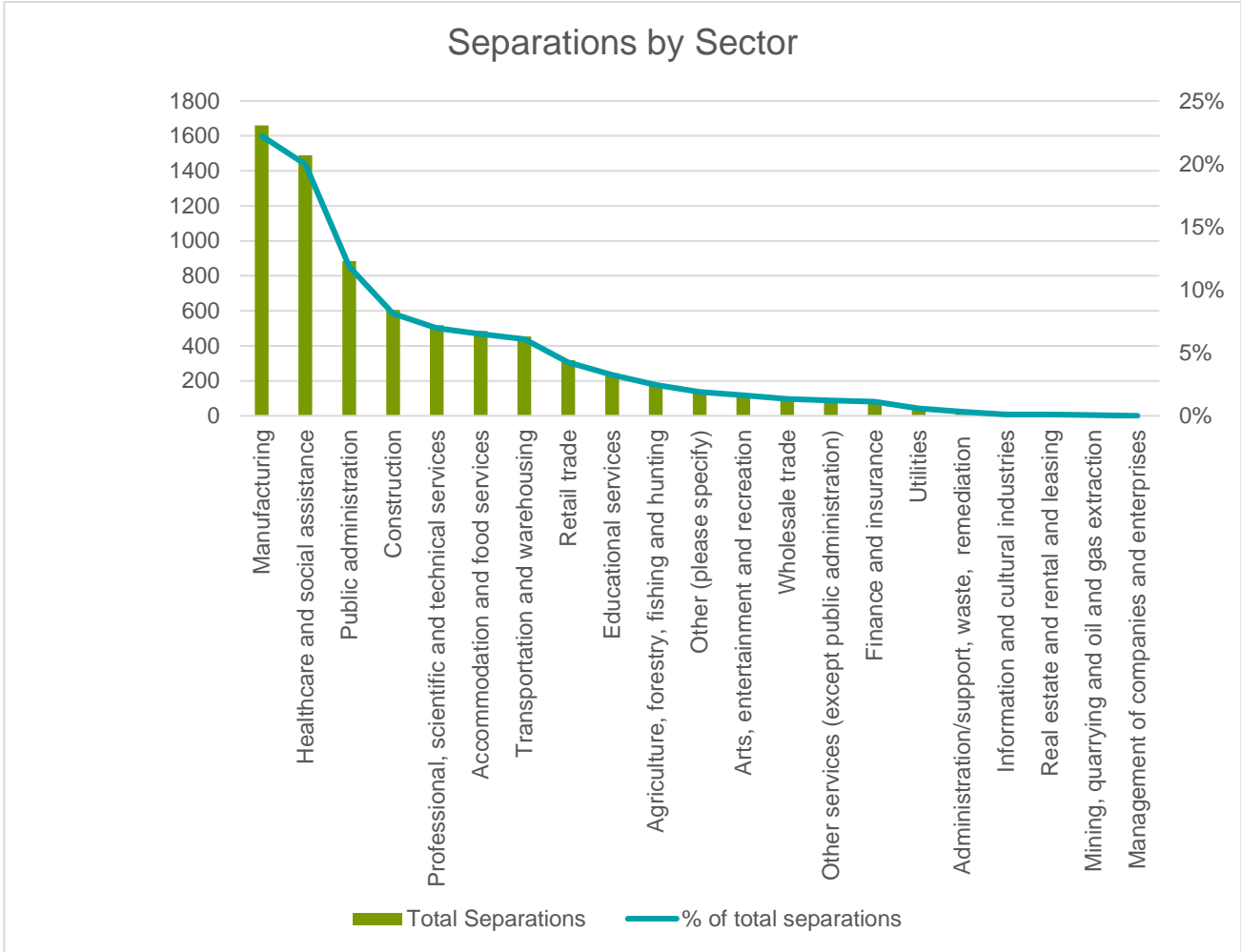
Section B: Separations

1. Did your organization experience any separations over the last 12 months? (Number of responses: 579)



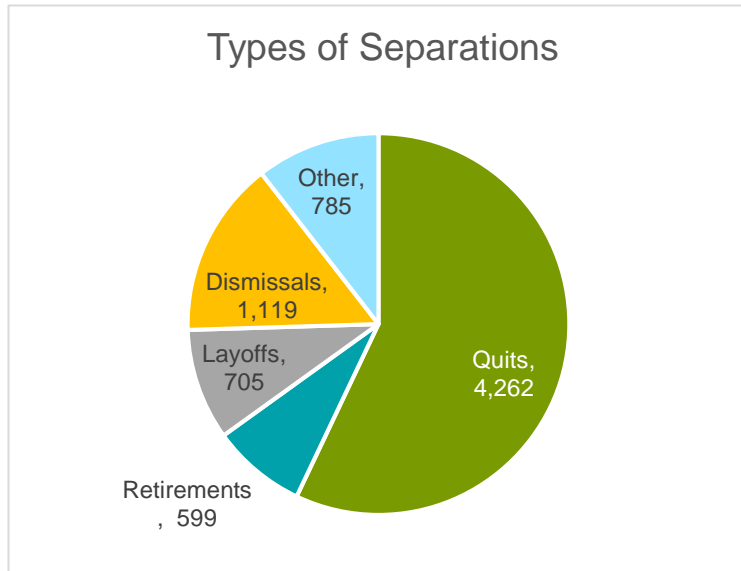
- Separations are defined as retirements, dismissals, permanent layoffs, temporary layoffs and other separations.
- **76%** of the respondents had separations in 2017.
- Respondents reported a total of **7,470** separations.

The percentage of respondents with separations increased from 62% in 2016 to 76% in 2017.



- **22%** of all separations were in the Manufacturing sector
- **20%** of all separations were in Health Care and Social Services sector
- While **12%** of all separations were in the Public Administration sector it should be noted that many of these were classified as “other” and further investigation reveals that this is due to summer staff positions that are seasonal.

2. Please estimate the number of separations by category. (Number of responses: 442 – businesses who said they had separations).



• **57%** of the total separations were because of quits.

Sector	Total Separations	Quits	Retirements	Layoffs	Dismissals	Other*
Manufacturing	1,660	879	220	107	400	54
Healthcare and social assistance	1,490	1,160	95	13	186	36
Public administration	884	242	41	0	40	561
Construction	606	229	23	250	86	18
Professional, scientific and technical services	519	253	11	134	77	44
Accommodation and food services	486	335	5	84	57	5
Transportation and warehousing	454	334	22	43	44	11
Retail trade	317	241	12	5	57	2
Educational services	243	100	104	3	23	13
Agriculture, forestry, fishing and hunting	184	126	14	17	18	9
Other (please specify)	141	64	11	21	42	3
Arts, entertainment and recreation	122	112	0	0	9	1
Wholesale trade	101	56	10	0	32	3
Other services (except public administration)	91	55	1	9	19	7
Finance and insurance	83	41	20	0	21	1
Utilities	44	9	9	19	5	2
Administration and support, waste management and remediation services	25	10	0	0	0	15
Information and cultural industries	8	7	0	0	1	0
Real estate and rental and leasing	7	5	1	0	1	0
Mining, quarrying and oil and gas extraction	5	4	0	0	1	0
Management of companies and enterprises	0	0	0	0	0	0
Totals	7,470	4,262	599	705	1,119	785

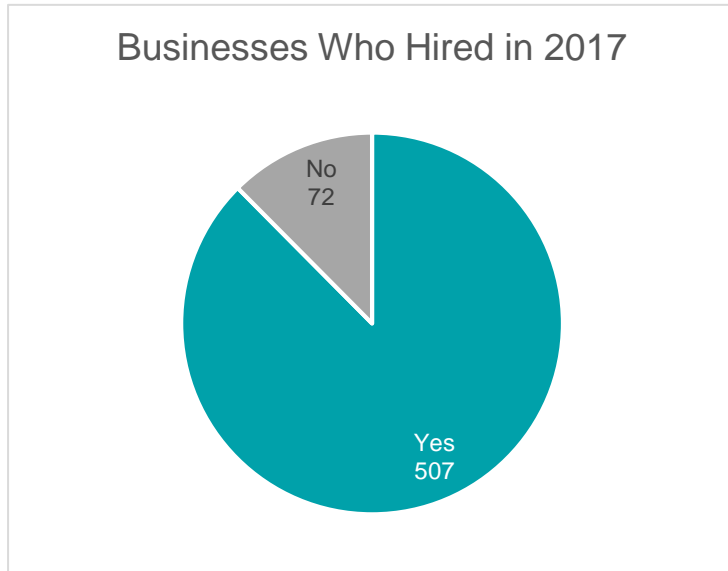
*Note: "Other" includes paid co-ops and seasonal positions

- **27%** of the 4,262 quits were in the Health Care and Social Services sector

In 2017 the Manufacturing sector had the highest number of quits. This has been surpassed in 2018 by the Health Care and Social Assistance sector.

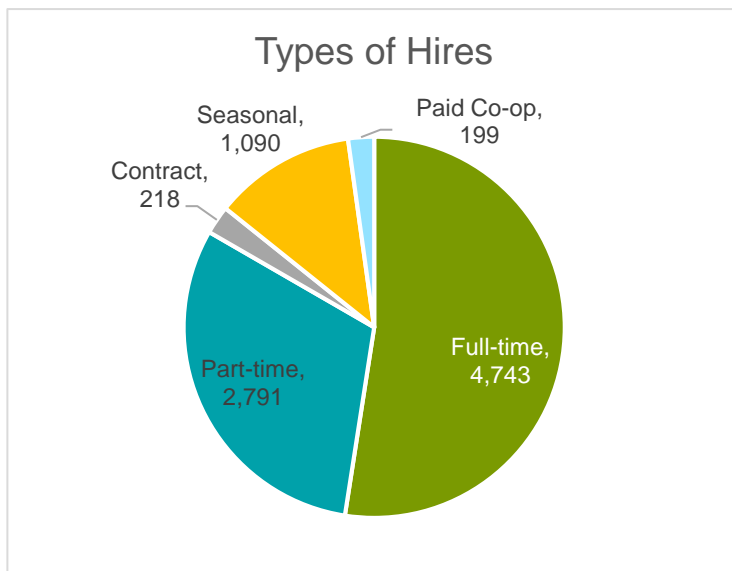
Section C: Hiring

1. Did your organization hire any employees over the last 12 months? (Number of responses: 579) A hire is simply defined as an open position filled.



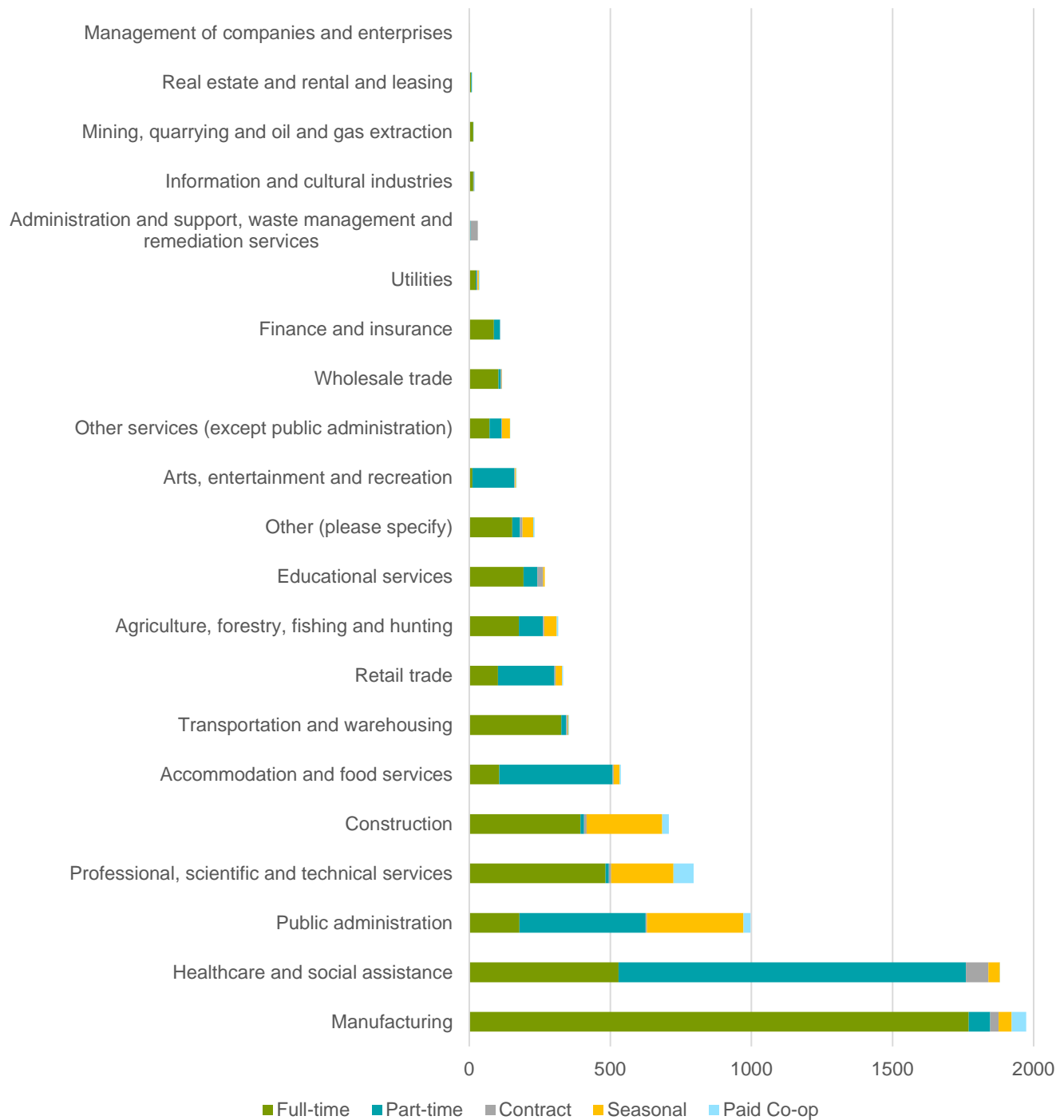
- **88%** of the respondents indicated that they hired in 2017.
- Respondents reported a total of **8,982** hires.

2. How many were in the following categories? (Number of responses: 564)



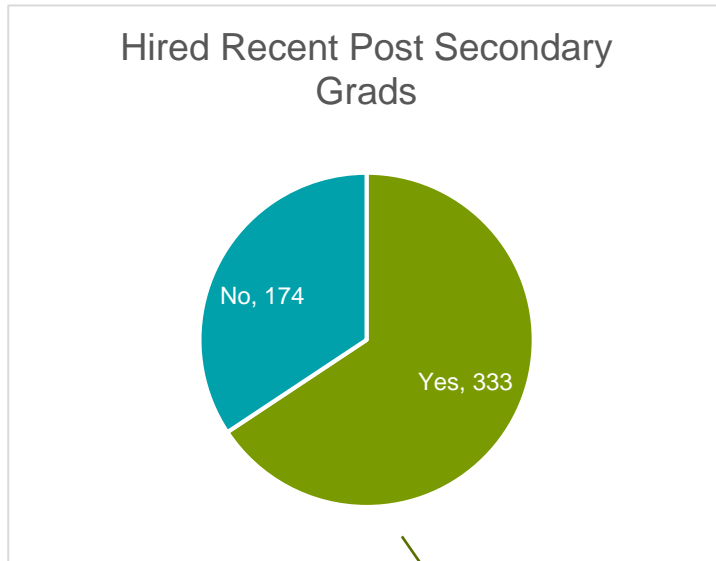
- **53%** of the hires in 2017 were full-time positions.

Hires by Sector and Type



- **22%** of the hires in 2017 reported by respondents were in the Manufacturing sector and **21%** were in the Health Care and Social Services sector.

3. How many were recent post-secondary grads (within the last two years)? (Responses were from the 507 who said they hired in 2017)



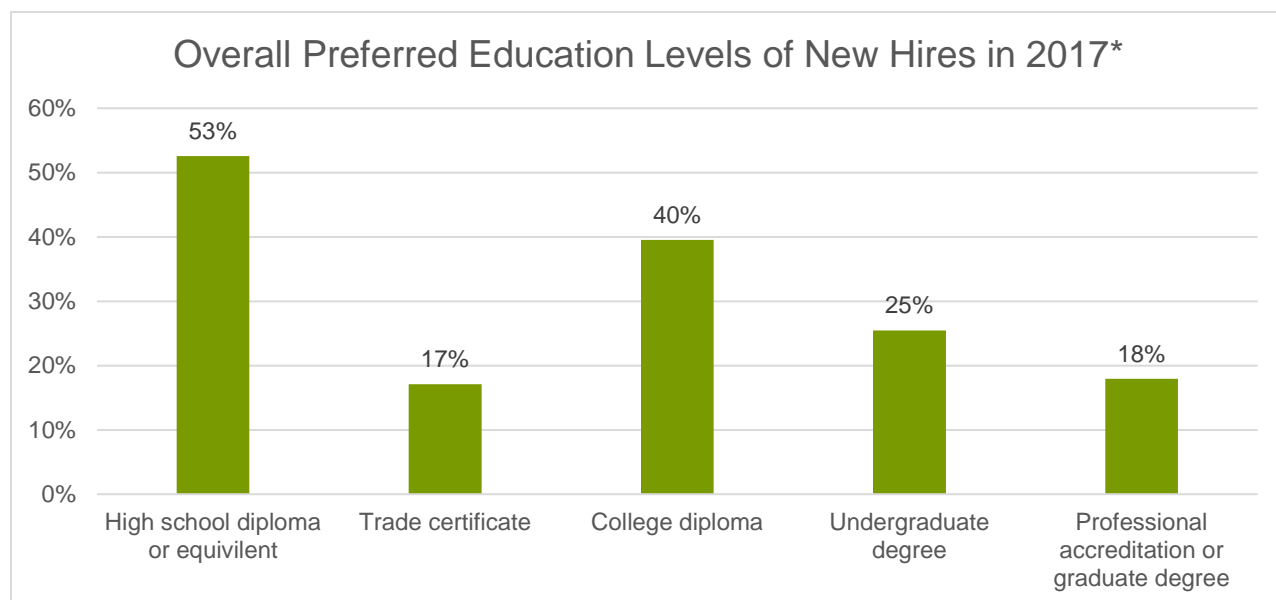
- **66%** of the respondents who hired in 2017 said that they hired recent post-secondary grads.
- Of those businesses who hired recent graduates in 2017 they hired a total of **2,837**.

The percentage of respondents who hired recent post -secondary graduates increased from 46% in 2017 to 66% in 2018.

4. Please list up to 3 jobs that you hired in 2017. *(Responses were from the 507 who hired in 2017)*

Sector	Top Positions Hired
Accommodation and food services	<ul style="list-style-type: none"> • Servers • Cooks • Bartenders
Administration and support, waste management and remediation	<ul style="list-style-type: none"> • Research Assistants
Agriculture, forestry, fishing and hunting	<ul style="list-style-type: none"> • General Labourers • Technicians • Managers
Arts, entertainment and recreation	<ul style="list-style-type: none"> • Customer Service
Construction	<ul style="list-style-type: none"> • General Labourer • Project Mangers • Plumbers
Educational services	<ul style="list-style-type: none"> • Teachers/Instructors • Administration
Finance and insurance	<ul style="list-style-type: none"> • Account Representatives • Administration
Health Care	<ul style="list-style-type: none"> • Personal Support Workers • Registered Practical Nurses • Administration
Information and cultural industries	<ul style="list-style-type: none"> • Sales and Marketing • Software and Web Development
Management of companies and enterprises	<ul style="list-style-type: none"> • Property Managers
Manufacturing	<ul style="list-style-type: none"> • Production/General Labourers • Machine Operators • Millwrights • Welders
Other Services	<ul style="list-style-type: none"> • Sales and Marketing • General Labourers • Technicians
Professional, scientific and technical services	<ul style="list-style-type: none"> • Software developers • Accounting
Public administration	<ul style="list-style-type: none"> • Recreation staff • Administration • Marketing
Retail	<ul style="list-style-type: none"> • Retail Sales Clerks • Retail Sales Managers
Transportation and warehousing	<ul style="list-style-type: none"> • Drivers • Mechanics/Technicians
Utilities	<ul style="list-style-type: none"> • Customer Service • Technicians
Wholesale trade	<ul style="list-style-type: none"> • Sales and Marketing • Customer Service

5. What is the preferred level of education required for new hires in the following occupation categories? (Responses were from the 491 businesses completed this question)

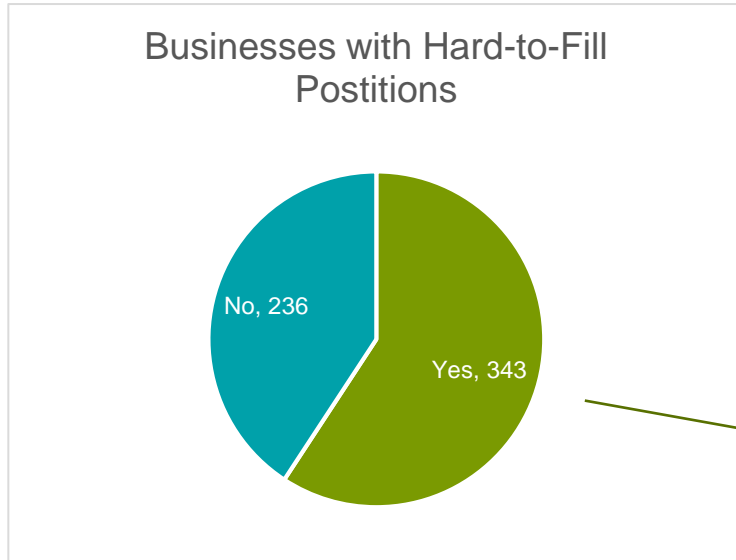


* Note: Respondents could select more than one required education level. The chart above shows that 53% of the employers do have positions that required only a High School Diploma. Those same businesses may also have other positions that require a higher level of education.

- **53%** of respondents hired positions in 2017 that required High School Diploma or equivalent.
- **17%** preferred new hires who have a Trade Certificate.
- **40%** of businesses preferred a College Diploma.
- **25%** of businesses preferred an Undergraduate Degree
- **18%** required a Professional Accreditation or Graduate Degree.

Section D: Hard-to-Fill Positions

1. Were any of these positions hard to fill in the last 12 months? (*Number of responses: 579*)
Hard-to-fill positions are jobs for which the search for workers took longer than planned.



- **59%** of businesses indicated that they had positions that were hard to fill in 2017.

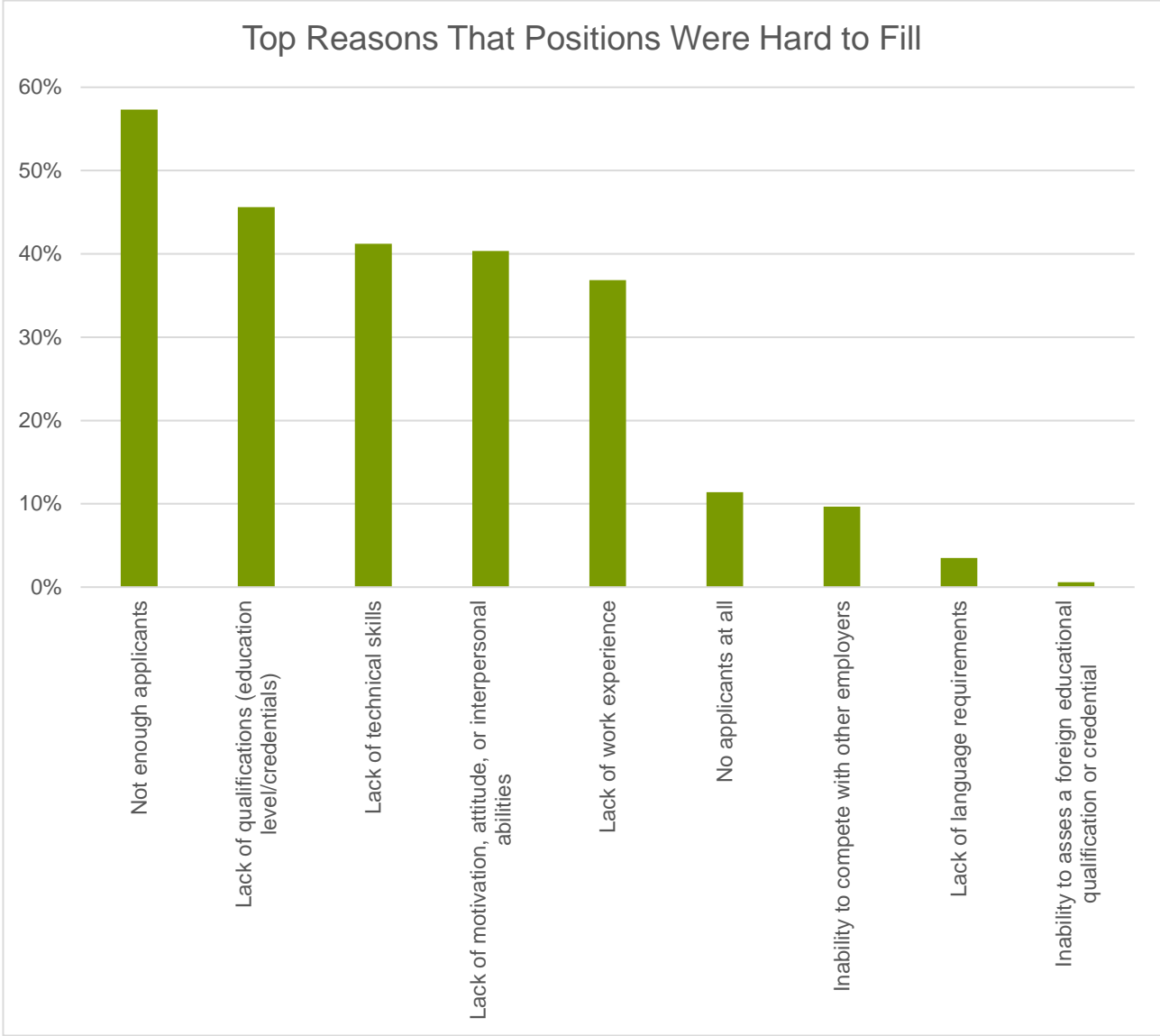
The percentage of respondents who had hard to fill positions increased from 48% in 2016 to 56% in 2017 to 59% in 2018.

Sector	Number of respondents	% with Hard-to-Fill positions
Administration and support, waste management and remediation	1	100%
Mining, quarrying and oil and gas extraction	2	100%
Transportation and warehousing	8	75%
Manufacturing	107	75%
Construction	74	74%
Healthcare and social assistance	70	64%
Accommodation and food services	19	63%
Retail trade	34	62%
Other	33	58%
Other services (except public administration)	28	54%
Agriculture, forestry, fishing and hunting	31	52%
Educational services	26	50%
Wholesale trade	12	50%
Public administration	11	45%
Finance and insurance	24	42%
Arts, entertainment and recreation	12	42%
Professional, scientific and technical services	64	41%
Utilities	6	33%

2. Please indicate up to three jobs you found hard to fill. (Number of responses: 343, those businesses who indicated they had hard to fill positions)

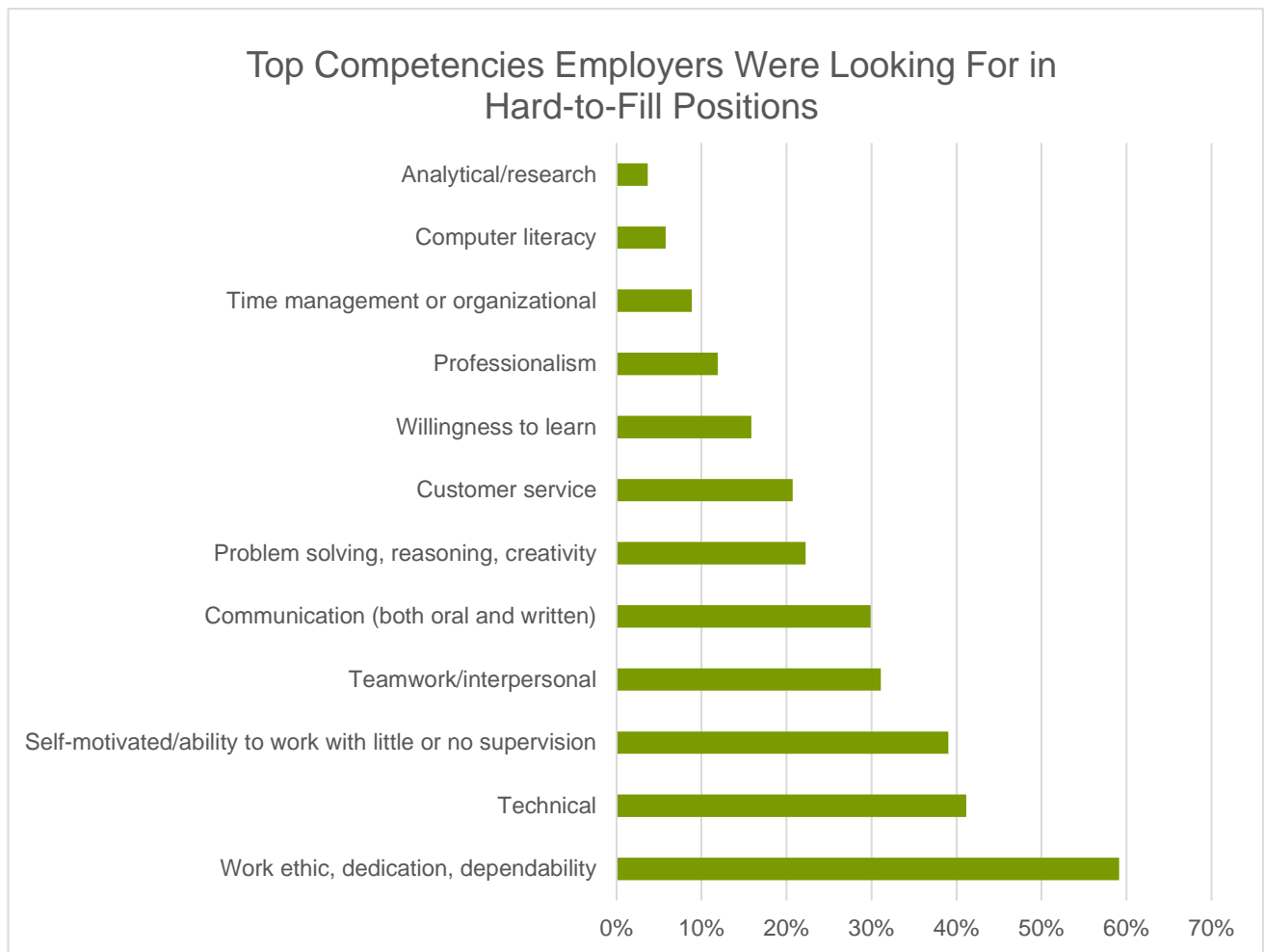
Sector	Hard-to-Fill Positions
Accommodation and food services	<ul style="list-style-type: none"> • Cooks • Bartenders • Dishwashers
Administration, support, waste management, remediation	<ul style="list-style-type: none"> • Research Assistants
Agriculture, forestry, fishing and hunting	<ul style="list-style-type: none"> • Technicians
Arts, entertainment and recreation	<ul style="list-style-type: none"> • General Labour • Administration
Construction	<ul style="list-style-type: none"> • General Labourers • Equipment Operators
Educational services	<ul style="list-style-type: none"> • Teachers/Instructors
Finance and insurance	<ul style="list-style-type: none"> • Financial Advisors
Healthcare and social assistance	<ul style="list-style-type: none"> • Personal Support Workers • Registered Practical Nurses
Information and cultural industries	<ul style="list-style-type: none"> • Computational Linguist • DevOps Engineer
Management of companies and enterprises	<ul style="list-style-type: none"> • Property Managers
Manufacturing	<ul style="list-style-type: none"> • Welders/Fitters • Millwrights • Electricians • Machine Operator • General Labourer
Mining, quarrying and oil and gas extraction	<ul style="list-style-type: none"> • Production Managers • Administration • Financial Analyst
Other services (except public administration)	<ul style="list-style-type: none"> • Various Technicians • General Labourers • Customer Service
Professional, scientific and technical services	<ul style="list-style-type: none"> • Software Developer • Customer Service • Various professionals
Public administration	<ul style="list-style-type: none"> • Customer Service • Equipment Operators • Finance
Real estate and rental and leasing	<ul style="list-style-type: none"> • Maintenance
Retail trade	<ul style="list-style-type: none"> • Retail Sales Associates • Retail Sales Supervisors
Transportation and warehousing	<ul style="list-style-type: none"> • Truck Drivers Technicians
Utilities	<ul style="list-style-type: none"> • Technicians • Equipment Operators
Wholesale trade	<ul style="list-style-type: none"> • Customer Service • Sales

3. Using the list below, select up to three reasons why the positions were hard to fill: (Number of responses: 342 business who provided responses to this question).



- **57%** of respondents listed not enough applicants as a top reason that jobs were hard to fill followed by lack of qualifications (**46%**), lack of technical skills (**41%**) and lack of motivations, attitude or interpersonal abilities (**40%**).

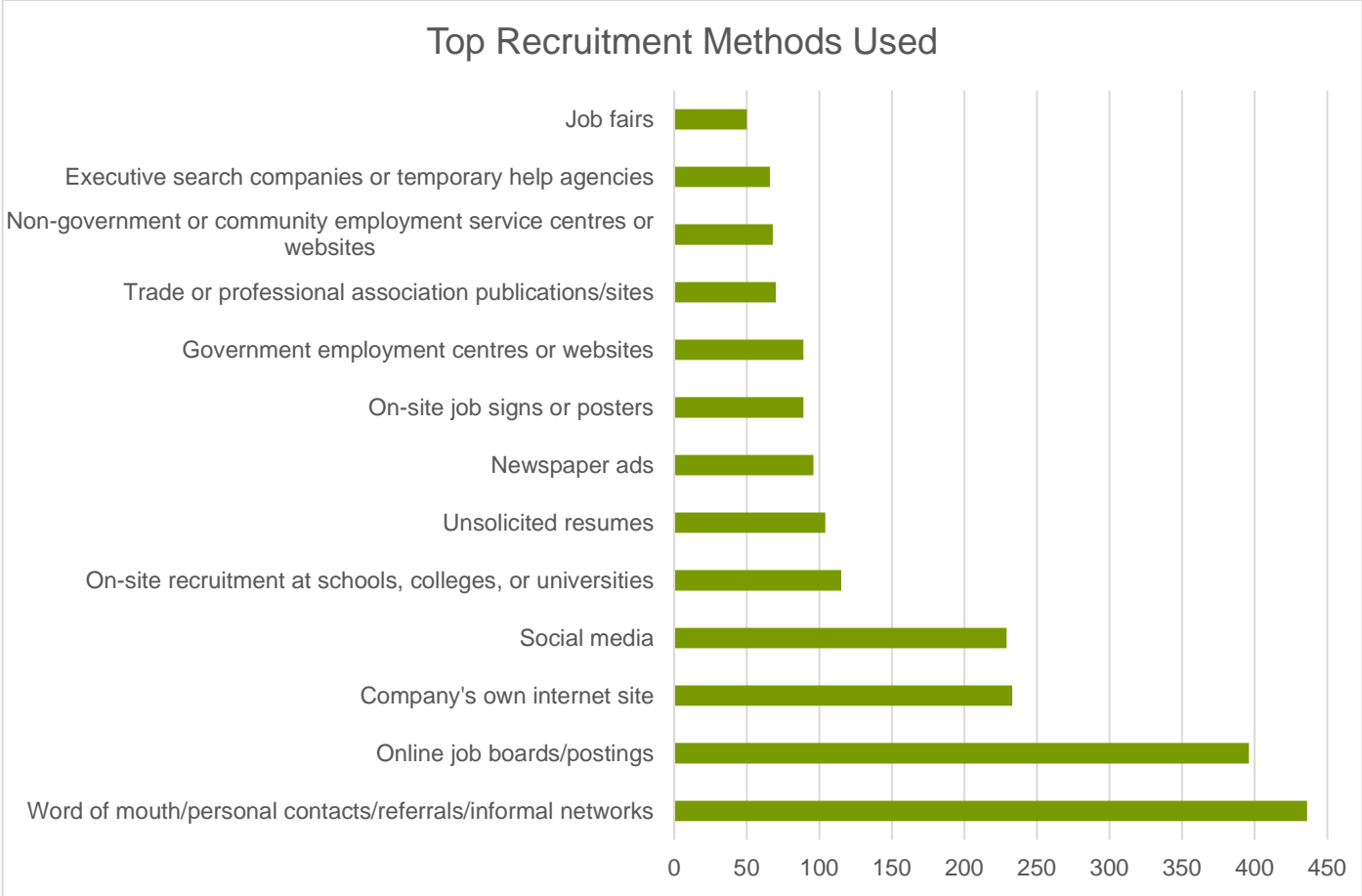
4. Please select up to 3 of the top competencies you are looking for in hard-to-fill positions:
(Number of responses: 328 business who provided responses to this question).



- **59%** of respondents indicated that the top competency that they were looking for in candidates was work ethic, dedication and dependability.

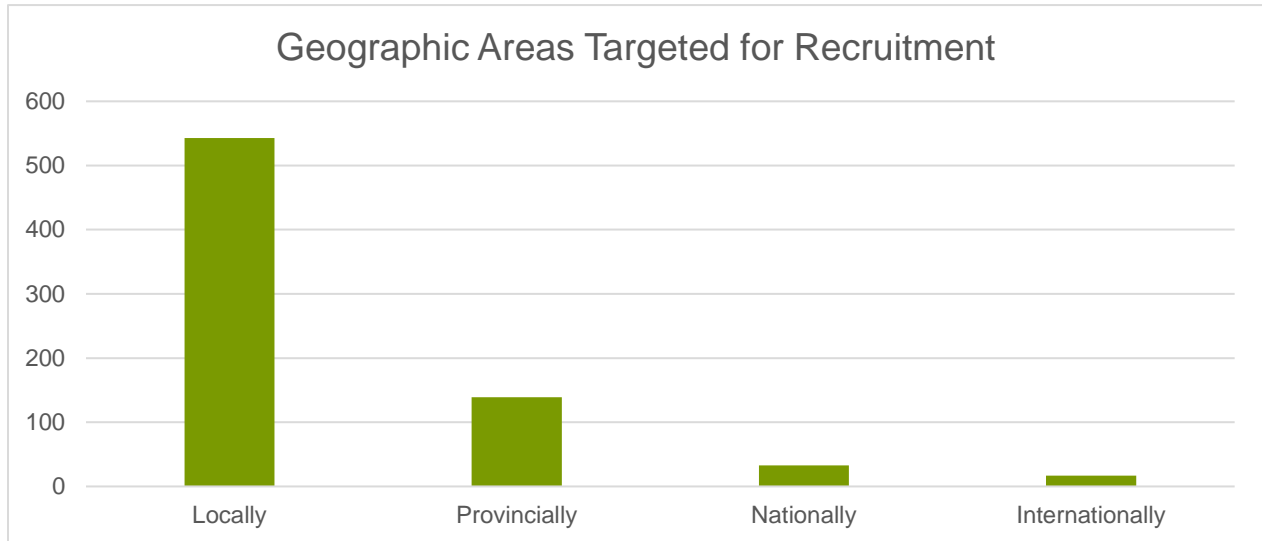
Section E: Recruitment

1. Please select up to five recruitment methods you use to hire: (Number of responses: 557)



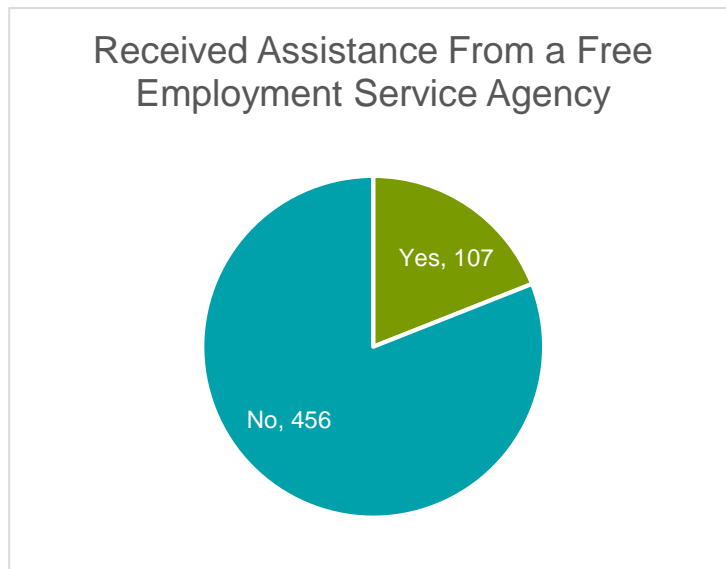
- **78%** of respondents indicated that word of mouth, personal contacts, referrals and informal networks was one of their top 5 recruitment methods.
- **71%** use on-line job boards/postings.

2. Which of the following geographic areas were targeted for recruitment? (Number of responses: 579)



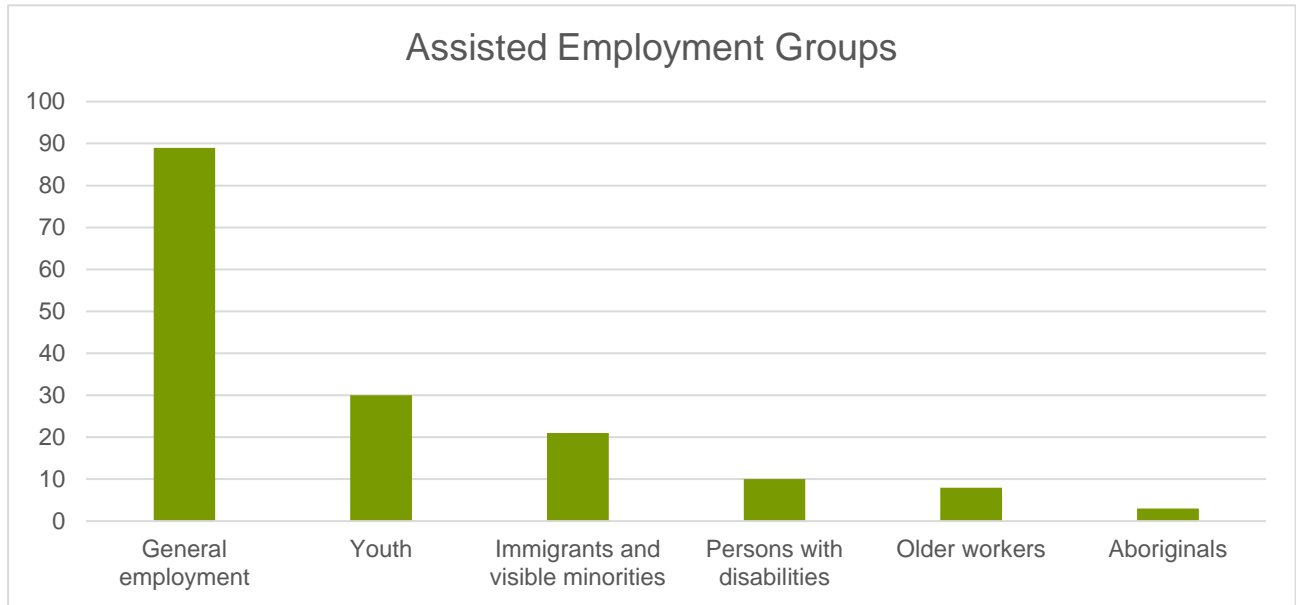
• **94%** of respondents targeted locally for recruitment.

3. Did you receive any assistance from a free employment service agency? (Number of responses: 563)



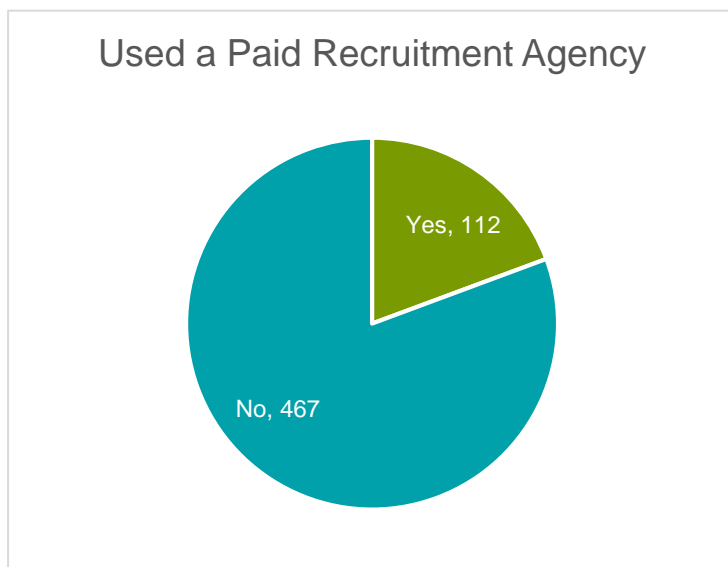
• **19%** of respondents received help from a free employment service agency for recruitment.

4. select for which groups you received assistance from a free employment agency. (Number of responses: 94 businesses who said “yes” to receiving free employment services for recruitment)



- **83%** (89 of the 107 businesses who received assistance from free employment agencies) had assistance related to general employment
- **28%** had assistance related to hiring youth
- **20%** had assistance with hiring immigrants and visible minorities

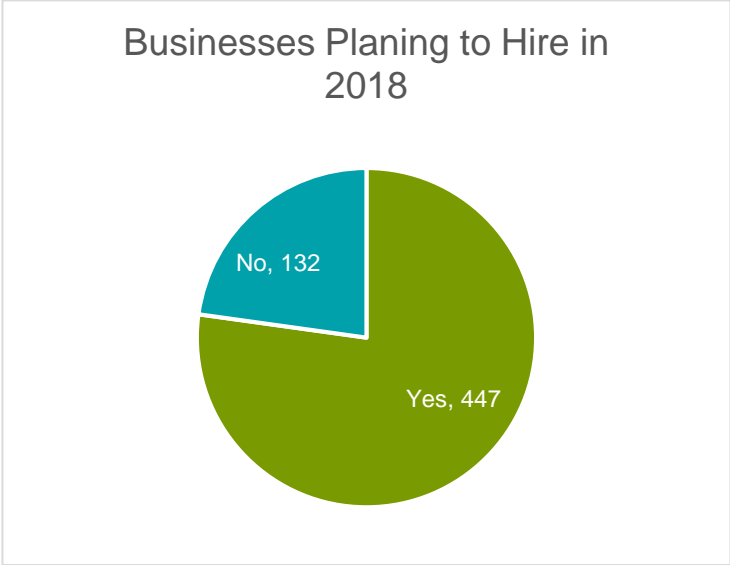
5. Did you use a paid recruitment agency? (Number of responses:579)



- **19%** of respondents used a paid recruitment agency.

Section F: Planned Hires

1. Do you plan on hiring anyone over the next 12 months? (Number of responses: 579)



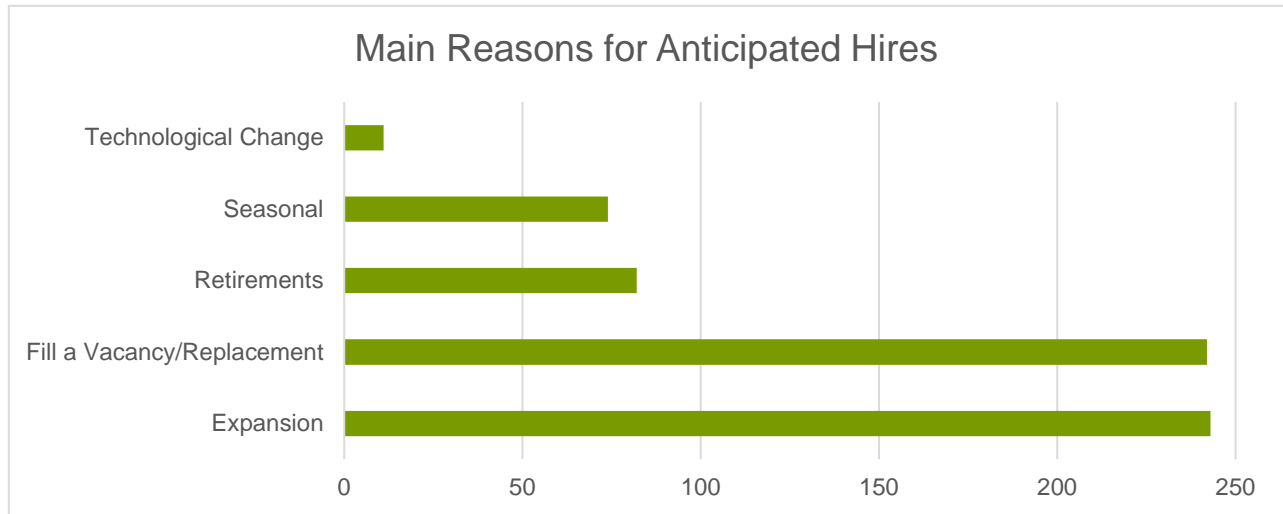
• **77%** of respondents plan to hire in 2018.

2. How many new hires do you anticipate in 2018? (Number of responses: 579)

Sector	Total	Full-time	Part-time	Contract	Seasonal	Paid Co-op
Manufacturing	1,354	1,209	53	31	30	40
Healthcare and social assistance	1,145	136	379	33	54	3
Public administration	1,034	210	500	11	223	30
Professional, scientific and technical services	743	485	31	13	171	70
Transportation and warehousing	515	489	16	5	0	5
Construction	509	246	10	8	230	18
Retail trade	304	94	163	1	43	5
Accommodation and food services	277	60	185	2	27	1
Other	151	98	5	7	39	3
Agriculture, forestry, fishing and hunting	146	73	32	6	34	1
Arts, entertainment and recreation	146	9	134	1	0	2
Educational services	103	84	8	6	4	1
Other services (except public administration)	88	33	35	2	22	0
Finance and insurance	63	41	8	13	0	1
Wholesale trade	46	34	9	0	3	0
Utilities	28	16	0	5	5	3
Information and cultural industries	19	16	2	0	0	1
Administration and support, waste management and remediation services	10	0	2	8	0	0
Mining, quarrying and oil and gas extraction	10	10	0	0	0	0
Real estate and rental and leasing	5	4	0	1	0	0
Management of companies and enterprises	3	1	2	0	0	0
Total	6,699	3,348	1,574	153	885	184

- Responding employers plan to hire **6,699** positions in 2018.
- Most of the anticipated hires are in the Manufacturing, Health Care and Social Services and Public Administration sectors.

3. Please select the main reasons you anticipate hiring for the following occupational groups over the next 12 months? (Number of responses: 447 of the businesses who said they anticipated hiring in 2018)



- **54%** of the business who plan to hire said that one of the main reasons was due to expansions.
- **54%** of the business who plan to hire said that one of the main reasons was due to filling a vacancy/replacement

Section G: Training

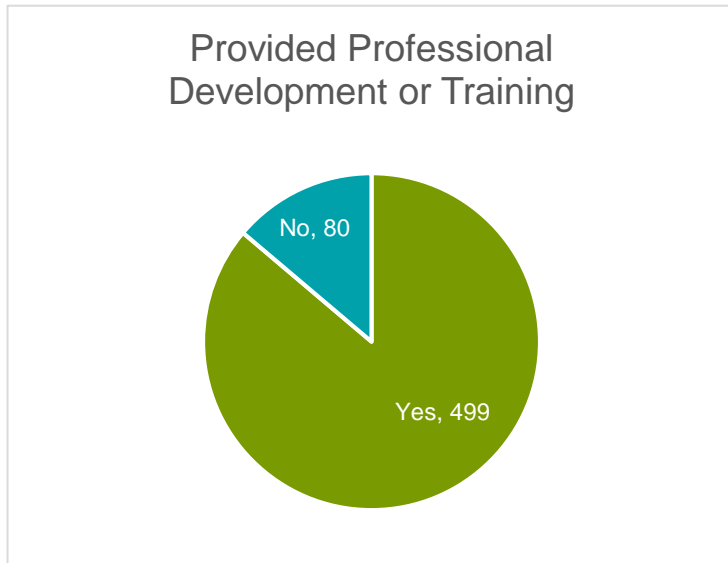
1. How do you rate the availability of qualified workers in your area? (Number of responses: 579)



- **62%** of respondents rated the availability of qualified workers as fair or poor.

The percentage of respondents with who rated the availability of qualified workers as fair or poor increased from 54% in 2017 to 62% in 2018.

2. Was your organization able to provide or support professional development or training opportunities for your employees last year? (Number of responses: 579)



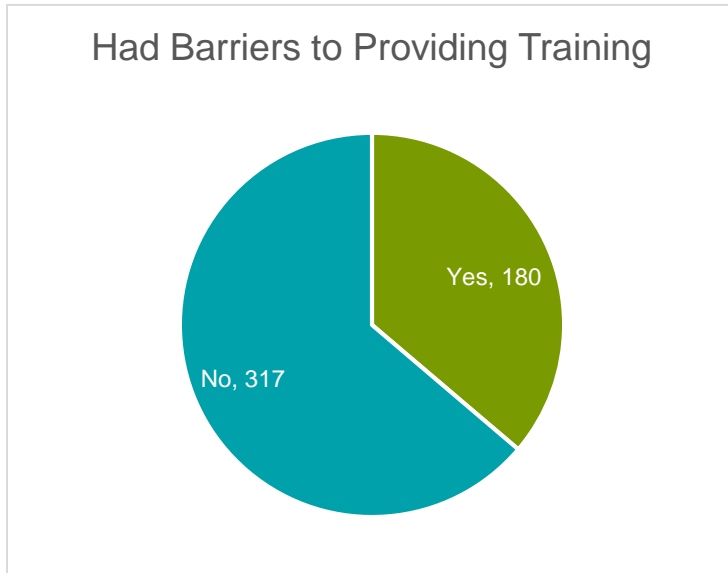
- **86%** of respondents provided professional development or training opportunities to their workers.

3. Please indicate how you support training/professional development opportunities. (Number of responses: 499 businesses who provide training opportunities)



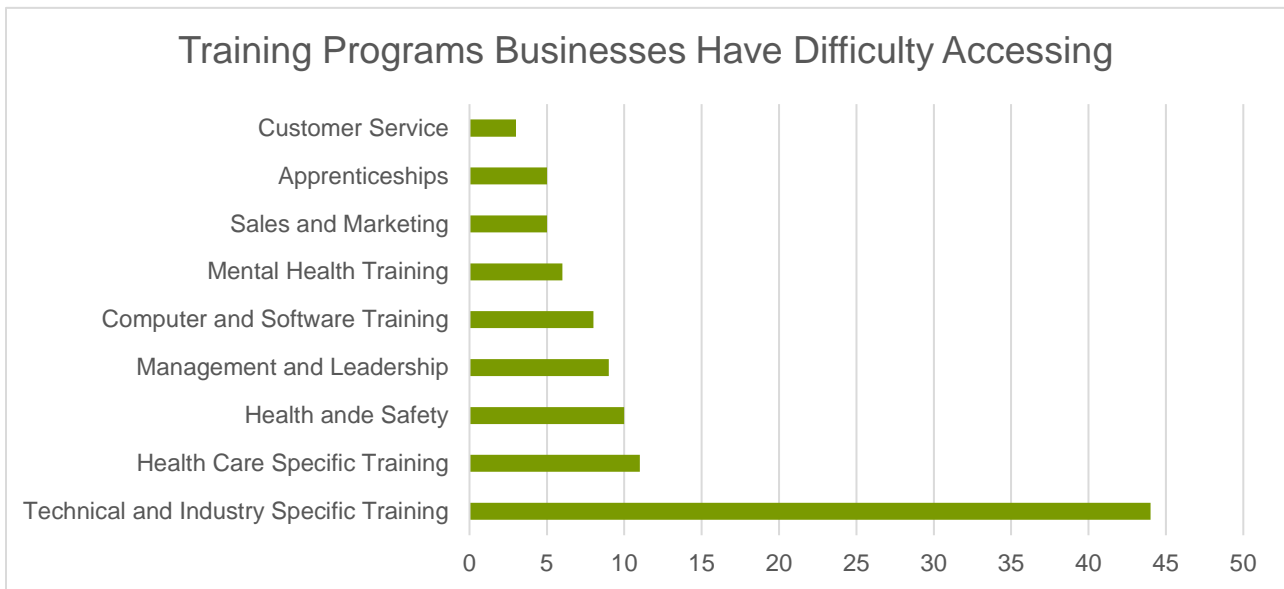
- **72%** of respondents who provided professional development/training did so by funding it (fully or partially) and **61%** provided internal training.

4. Although you were able to support training opportunities, were there also challenges or barriers to your employees receiving training? (Number of responses: 499)

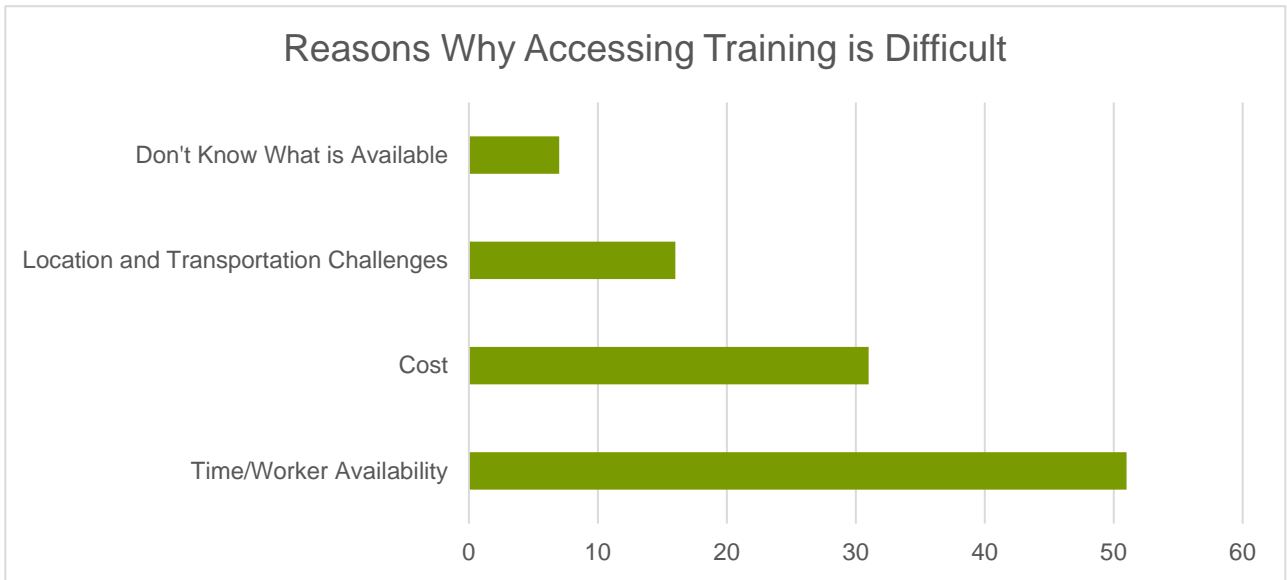


- **36%** of business who provide training did have some barriers to training and professional development.

5. What training programs do you have difficulty accessing and why (please be specific)? (Number of responses: 180 businesses who have barriers to training)

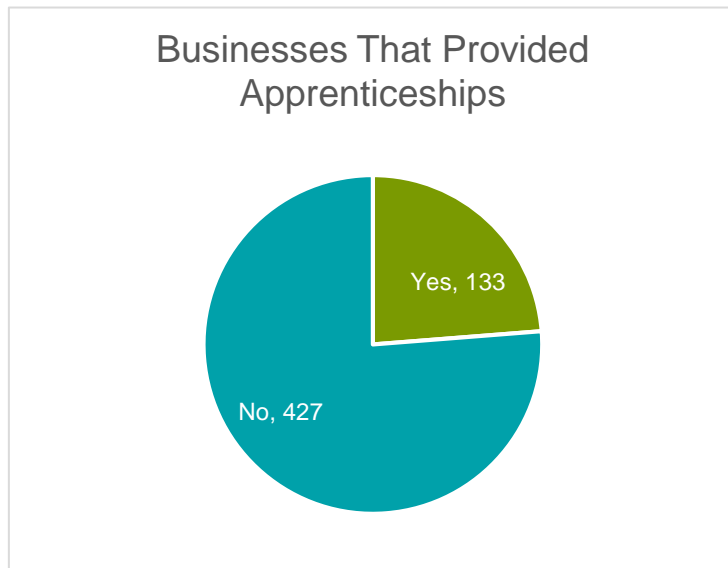


- Most businesses who are having difficulty accessing training stated that they required specific industry or technical training.



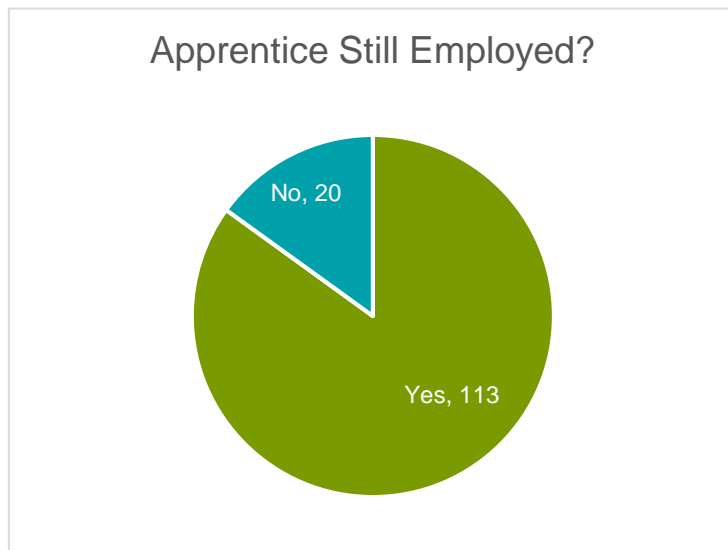
- The greatest barriers to providing training and education were noted as the time commitment and worker availability and cost.

6. Did your organization provide any apprenticeship training in the last 12 months? (Number of responses: 560)



- Only **24%** of respondents provided apprenticeship training in the last 12 months.

7. Is the apprentice still in your employ? (Number of responses: 133 businesses who provided apprenticeships)



- **85%** of businesses that trained apprentices in 2017 still have the apprentice in their employ.

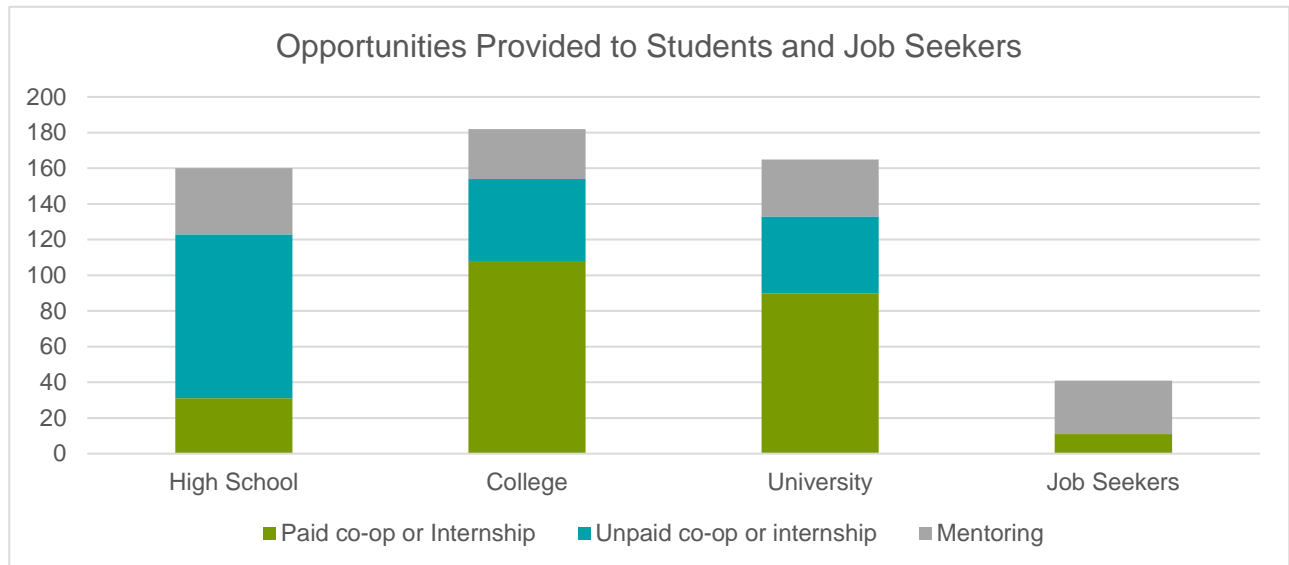
8. Please identify the trade(s) that you provided an apprenticeship for (*Number of responses: 133*):

Most Common Apprenticeships *	Number of Apprentices in 2017
Millwright	16
Electrician	13
Truck and Coach Technician	11
Carpenter	11
Machinist	10
Plumber	10
Tool and Die	10
Agricultural Technician	7
Refrigeration	6
Sheet Metal	5
Welder	5
Mechanic	5
Developmental Service Worker	4
Construction	3
General Machinist	3
Heavy Equipment Mechanic	3
Powerline Technician	3
Masons	3
CNC Machining	2
Collision Repair	2
Gas Fitter	2
Horticulture	2
HVAC	2

Note: 39 other apprenticeship types were identified.

- The most common apprenticeships provided by respondents in 2017 were millwrights and electricians.
- Some employers provided more than one type of apprenticeship.

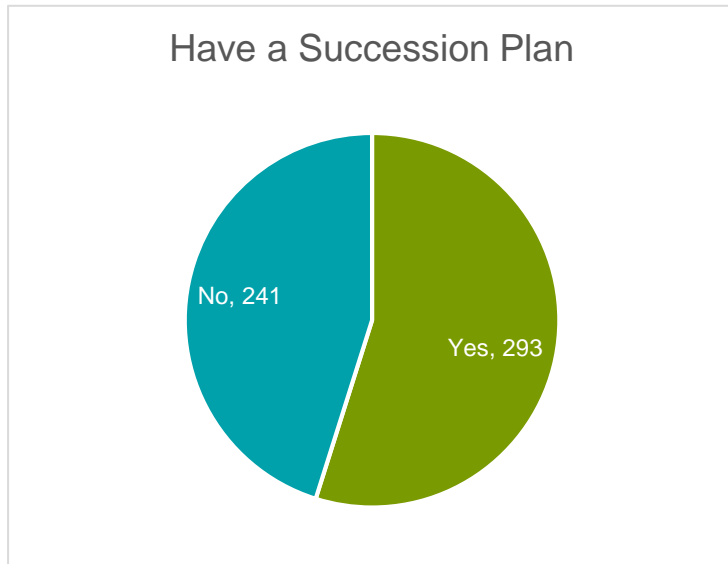
9. Do you provide any of the following opportunities to students or jobseekers? (Number of responses: 377)



- Of the 377 respondents who said they provided opportunities to students and job seekers:
 - **48%** provide opportunities for college students.
 - **44%** provide opportunities for University students.
 - **42%** provide opportunities for high school students.
 - **11%** provide opportunities for job seekers.

Section H: Succession Planning

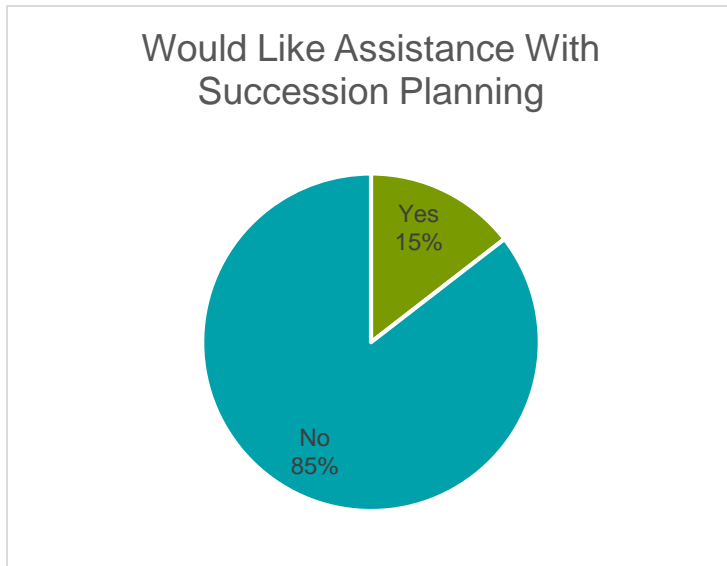
1. Does your business have a succession plan? (Number of responses: 534)



• **55%** of responding businesses have a succession plan.

Sector	Number of Responses	% with a Succession Plan
Utilities	6	100%
Mining, quarrying and oil and gas extraction	1	100%
Wholesale trade	12	75%
Arts, entertainment and recreation	11	73%
Finance and insurance	21	71%
Real estate and rental and leasing	7	71%
Educational services	25	68%
Healthcare and social assistance	50	68%
Other	31	61%
Retail trade	33	61%
Construction	72	57%
Manufacturing	100	55%
Accommodation and food services	18	44%
Professional, scientific and technical services	62	44%
Agriculture, forestry, fishing and hunting	29	41%
Transportation and warehousing	8	38%
Other services (except public administration)	27	33%
Public administration	10	30%
Information and cultural industries	7	14%
Administration and support, waste management, remediation	1	0%
Management of companies and enterprises	3	0%

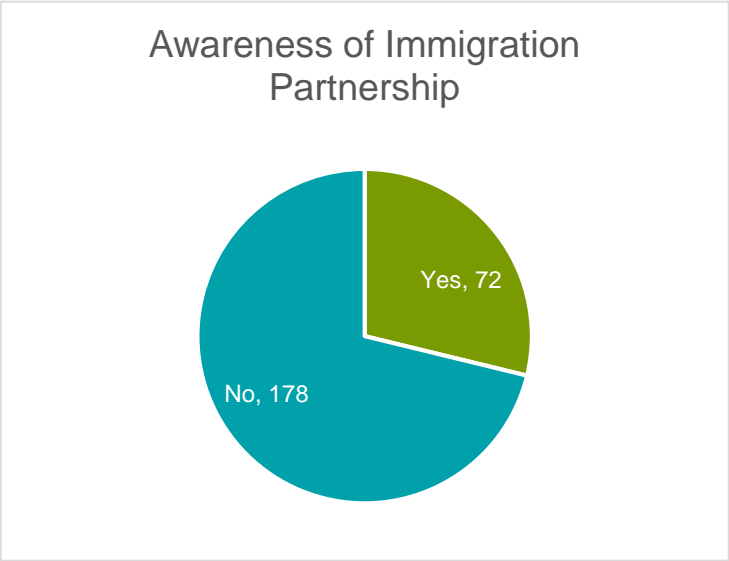
2. Would you like to request assistance from experts on succession planning? (e.g. Economic development departments, Small Business Centre, Community Futures, etc.) (Number of responses: 241 business who do not have a Succession Plan)



- **35** businesses expressed interest in receiving assistance.

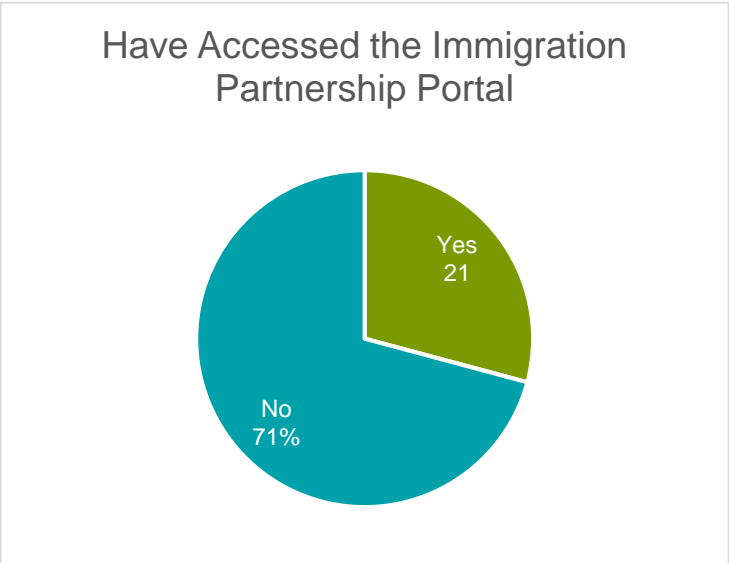
Section I: Immigration

1. Are you aware of the Immigration Partnership in your community? (Number of responses: 250)



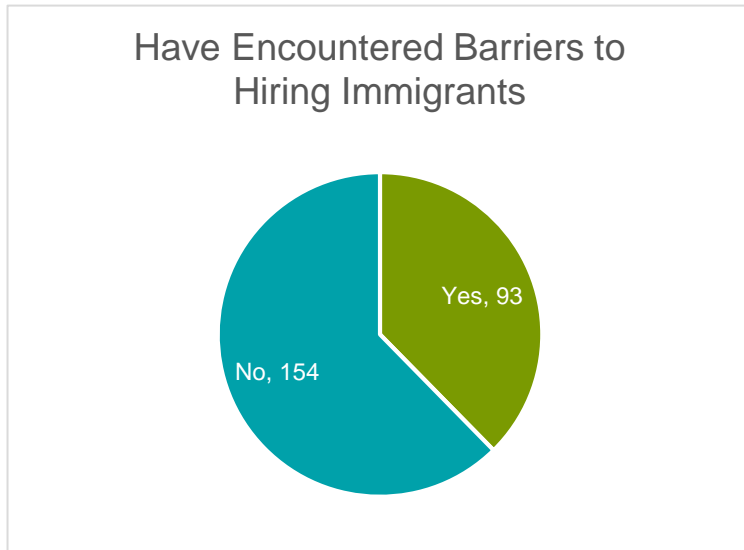
• **29%** of responding businesses are aware of the Immigration Partnership in their communities.

2. Have you ever accessed the Immigration Partnership's portal for finding immigrant employment information? (Number of responses: 72 businesses who are aware of Immigration Partnerships)



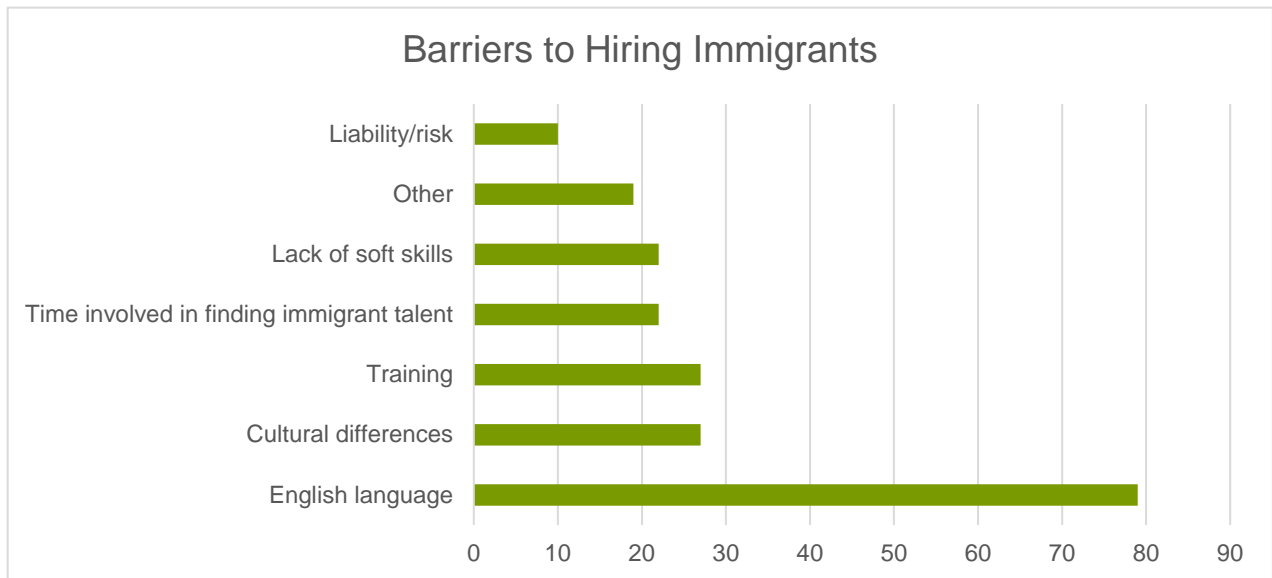
• **29%** of the businesses who are aware of the Immigration Partnership in their community have accessed their portal for finding immigrant employment information.

3. Have you encountered barriers to hiring immigrants? (Number of responses: 247)



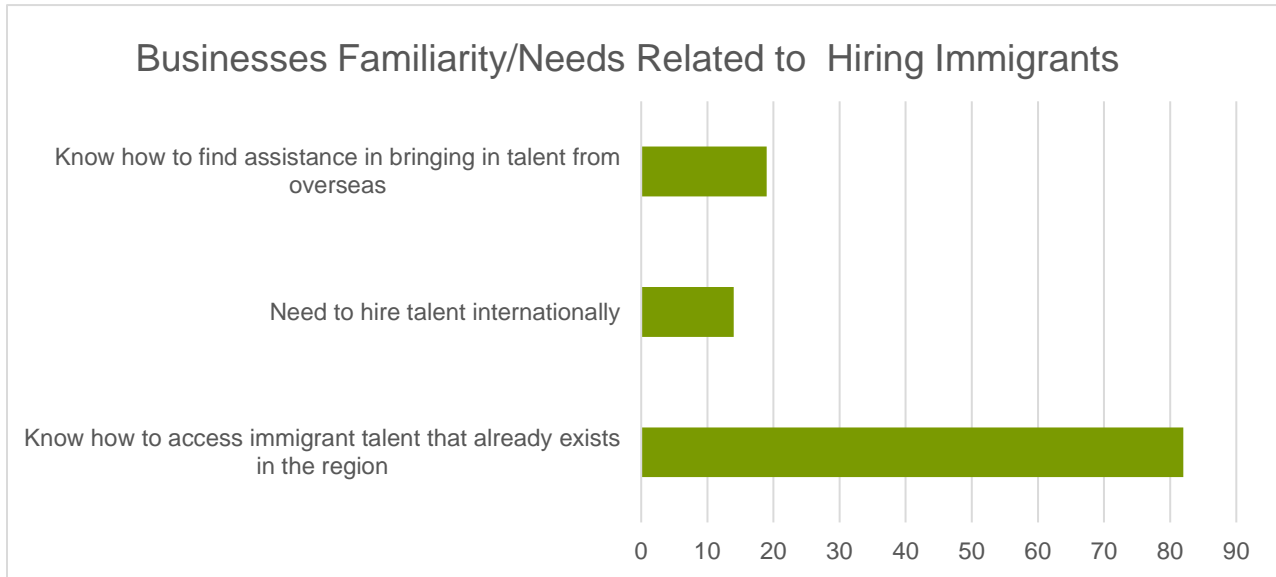
• **38%** of responding businesses have encountered barriers to hiring immigrants.

4. Which Barriers have you encountered? (Number of responses: 93 businesses who encountered barriers to hiring immigrants)

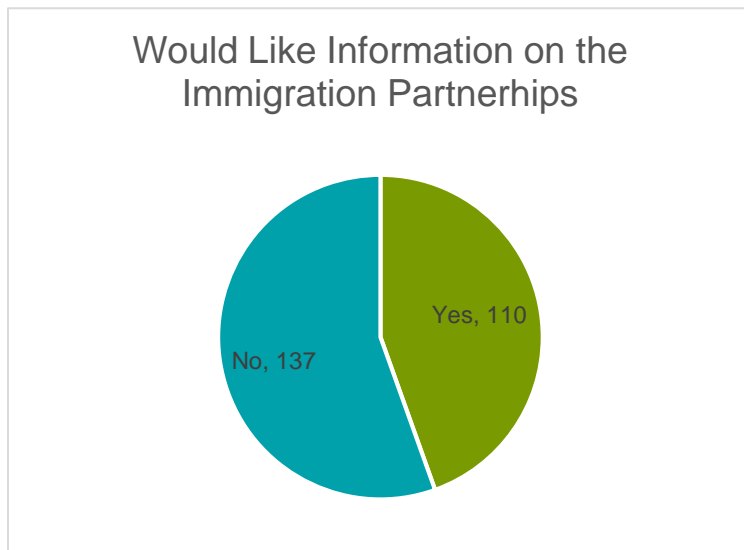


• **85%** of businesses who have barriers to hiring immigrants indicated that English language skills was a barrier.

5. Do you? (Number of responses: 93 businesses who encountered barriers to hiring immigrants)
 - a. Know how to access immigrant talent that already exists in the region
 - b. Need to hire talent internationally
 - c. Know how to find assistance in bringing in talent from overseas



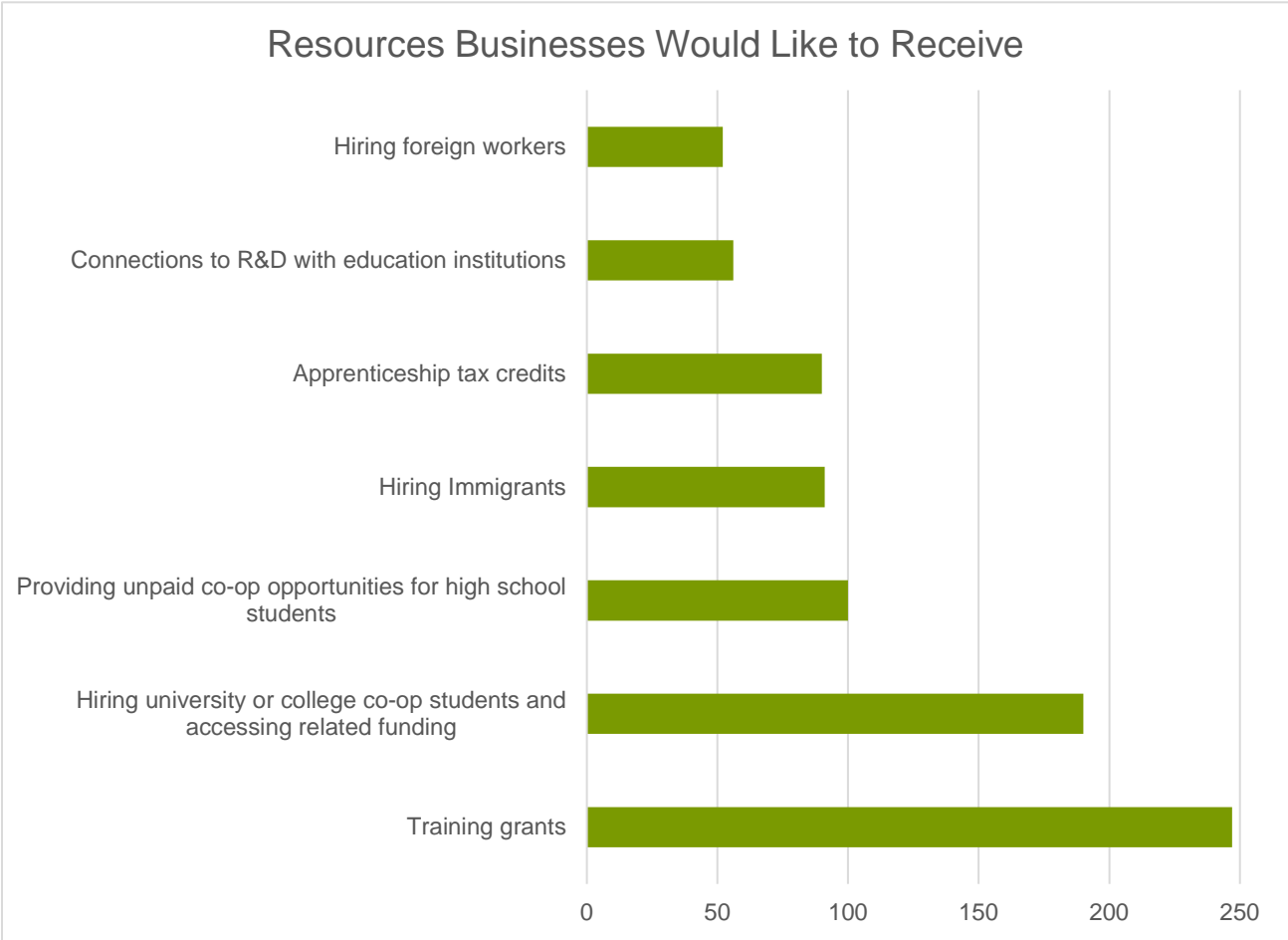
6. Would you like information on the work of the Local Immigration Partnerships of Waterloo Region and Guelph Wellington. (Number of responses: 247)



- **110** businesses would like information on the Immigration Partnerships.

Section J: Business Resources

1. The Planning Board works closely with over 30 Partners who provide a variety of direct and indirect business and workforce development support. Please indicate if you would like to receive information or assistance in any of the following areas. (Number of responses: 336)



- **74%** of responding businesses are seeking information on training grants available to them.
- **57%** of responding businesses are seeking information on hiring university or college co-op students and accessing related funding.