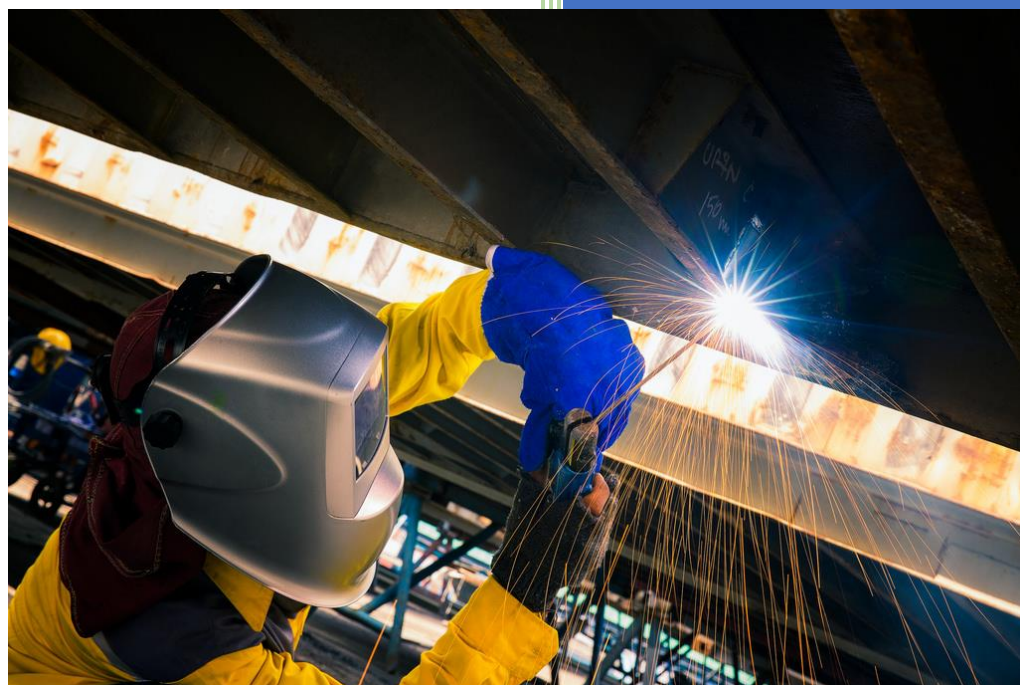




Your Workforce. Our Future.

Manufacturing Sector Highlights 2018



Workforce Planning Board
of Waterloo Wellington Dufferin



This report was prepared for the
Manufacturing Sector of Waterloo
Wellington Dufferin

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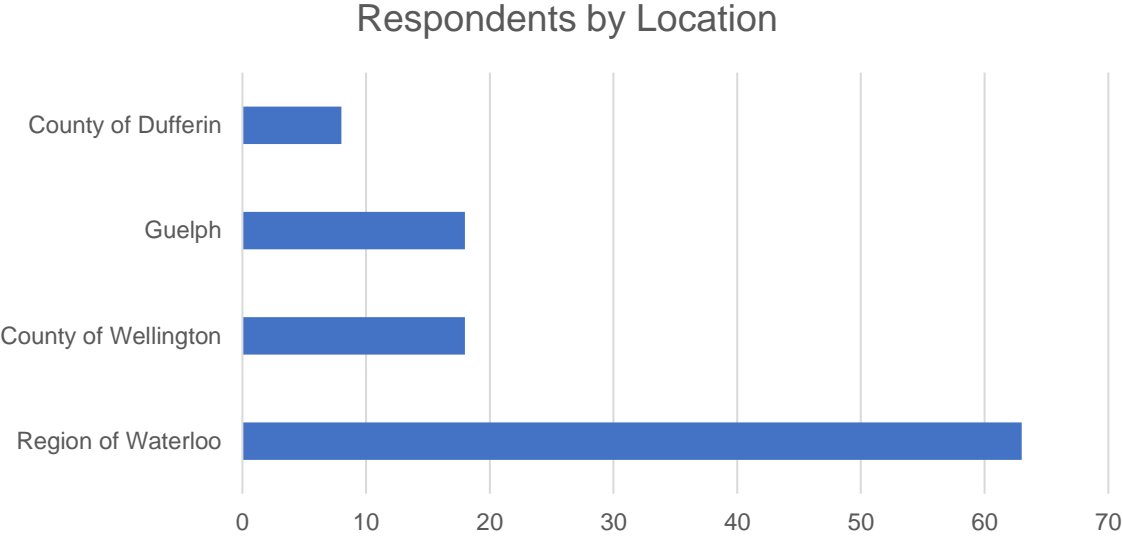
Highlights of the Survey

- **107** employers' responses make up this Manufacturing Sector Highlight Report
- There were **11,996** workers represented
- **65%** of the workforce represented by survey respondents were ages 25-54
- **95%** of the workforce represented by survey respondents were full time employees
- **82%** of the respondents had separations in the past 12 months
- **97%** of the respondents indicated that they hired in the past 12 months
- Respondents hired a total of **1,974** positions in the past 12 months
- **75%** of businesses indicated that they had positions that were difficult to fill last year

- **83%** of respondents rated the availability of qualified workers as fair or poor
- **79%** of respondents said they plan to hire in 2018
- Respondents plan to hire a total of **1,354** positions in 2018
- **81%** of respondents could provide professional development or training opportunities to their workers
- **55%** of responding businesses have a succession plan.

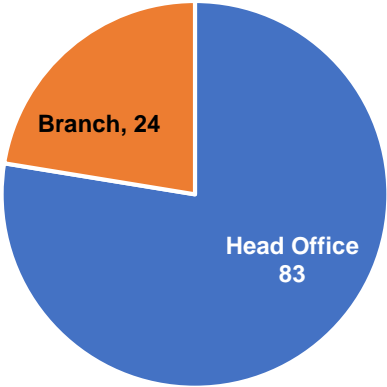
Section A: Organization and Workforce Characteristics

1. Location of your Business/Company/Organization (Number of responses: 107)



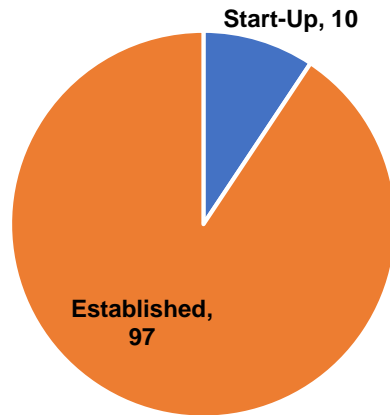
2. Is your organization a head office or branch? (Number of responses: 107)

Head Office or Branch



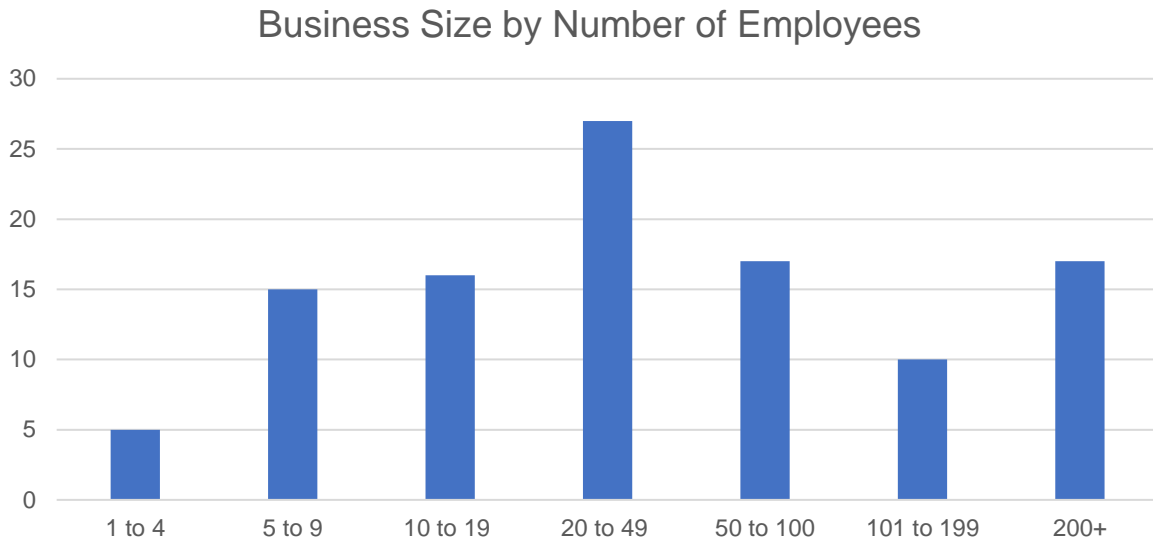
6. Is your business or organization a start-up? (Established in the last five years)? (*Number of responses: 107*)

Start Ups and Established Businesses



Only 9% of respondents indicated that they had been in business for less than five (5) years.

7. How many employees does your organization have? (Number of responses: 107)

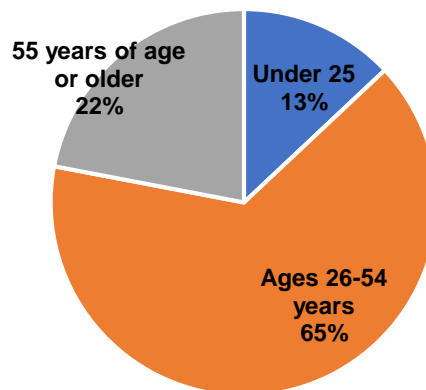


- Participation in the survey was represented by a good cross-section of business sizes by number of employees.
- The 107 respondents reported a total of **11,996** workers collectively.

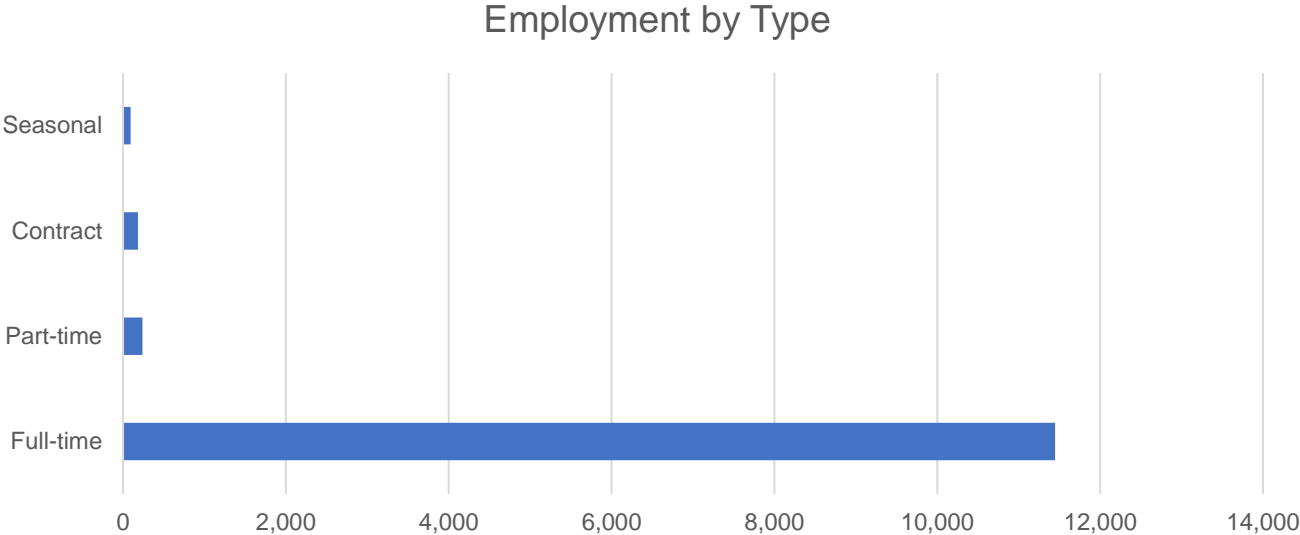
8. What percent of workers are 55 years of age or older? [Estimation]
See response with question 12 below

9. What percent of your staff is under 25? [Estimation]
(Number of responses: 107)

Age of Workforce



10. How many of your staff is full-time? Part-time? Contract/Seasonal? [Estimation] (Number of responses: 107)

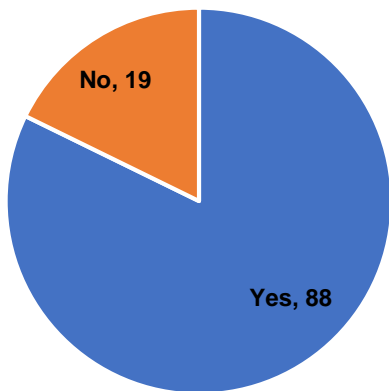


- **95%** of the workforce represented by survey respondents were full time employees.

Section B: Separations

1. Did your organization experience any separations over the last 12 months? (*Number of responses: 107*)

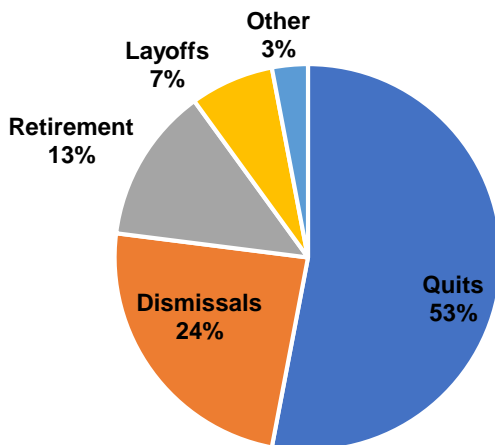
Separations in 2017



- Separations are defined as retirements, dismissals, permanent layoffs, temporary layoffs and other separations.
- **82%** of the respondents had separations in 2017.
- Respondents reported a total of **1,643** separations.

2. Please estimate the number of separations by category. (*Number of responses: 107 – businesses who said they had separations*).

Types of Separations

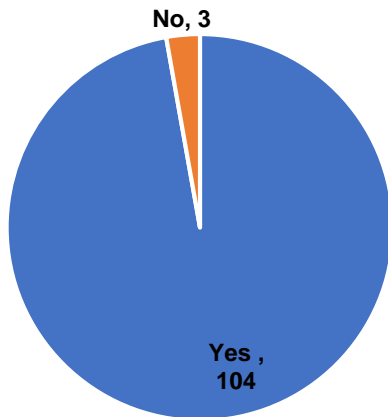


- **53%** of the total of separations were because of quits.
- **3%** of separations were unclassified

Section C: Hiring

1. Did your organization hire any employees over the last 12 months? (Number of responses: 107) A hire is simply defined as an open position filled.

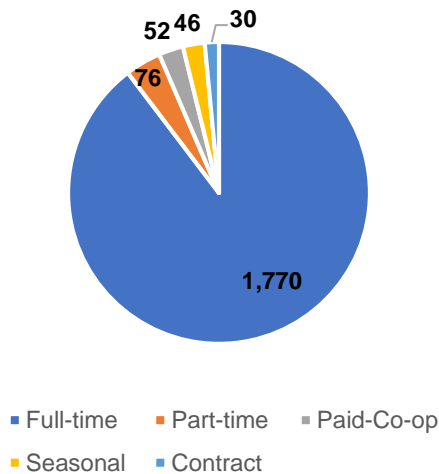
Hired in 2017



- **97%** of the respondents indicated that they hired in 2017.
- Respondents reported a total of **1,974** hires.

2. How many were in the following categories? (Number of responses: 107 businesses who hired in 2017)

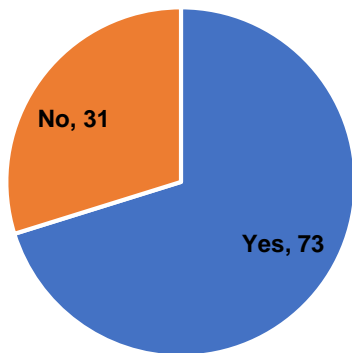
Types of Hires



- **90%** of the hires in 2017 were full-time positions.

3. How many were recent post-secondary grads (within the last two years)? *(Responses were from the 104 who said they hired in 2017)*

Hired Recent Post-Secondary Graduates



- **70%** 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 **740**.

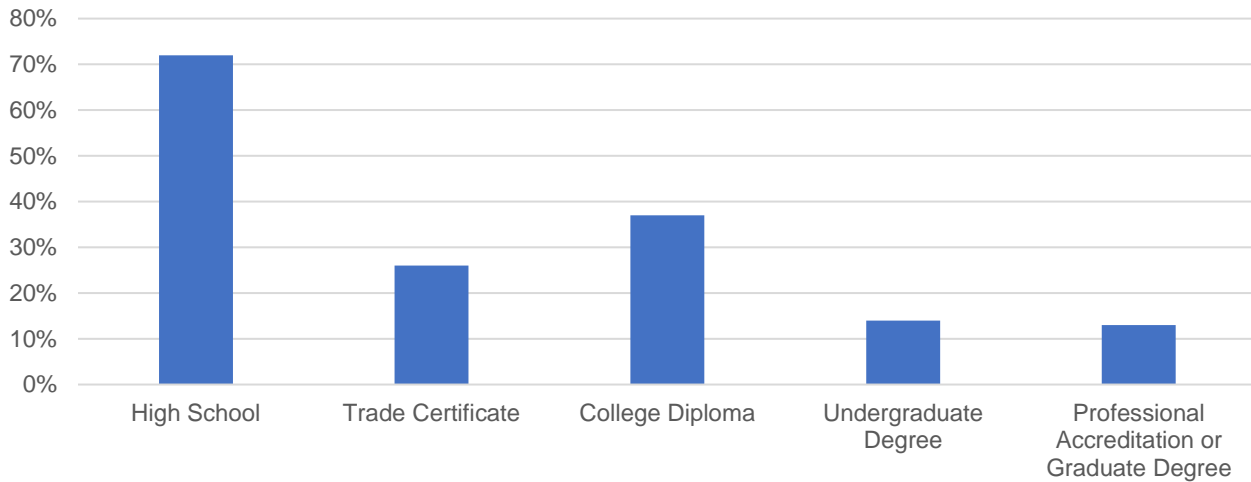
5. Please list up to 3 jobs that you hired in 2017. (Responses were from the 107 who hired in 2017)

Jobs Listed	Number of Mentions
General Labour	43
Machine Operator	36
Welder/Fitter	16
Inside Sales	12
Engineering	8
Assembler	7
Millwright	6
Machinist	6
Tool and Die	4
Shipping and Receiving	4
Inspector/Packer	4
Project Manager	4
Quality Control	4
Administration	3
AZ Drivers	3
Supervisor	2
Programmer	2
Maintenance	2
Retail Meat Cutter	2
Industrial Butcher	2
Accounting	2
Customer Service	2
Janitorial	2
Human Resources Generalist	2
Machinist Apprentice	2
Human Resources Manager	2
Lab Tech	2
Estimator	2
Sewing Machine Operator	2
Machine Set Up	1
Business Development	1
Marketing	1
Project Coordinator	1
Forklift Driver	1
Administrative Assistant	1
Engineering Technician	1

Jobs Listed	Number of Mentions
Designer	1
Environmental Technician	1
Skilled Trades	1
Hydro Blasting	1
Material Handling	1
Mold Maker	1
Quality Auditor	1
Production Manager	1
Design Technician	1
Controller	1
Operations Manager	1
Maintenance Mechanics	1
Reception	1
Summer Students	1
Shot Blasting	1
Production Scheduler	1
Powder Coating	1
CNC Apprentice	1
Painter	1
Blowmolder Technician	1
Community Support Worker	1
Registered Practical Nurse	1
Materials Planner	1
Wood Working	1
Accounts Receivable Advisor	1
Applied Research	1
Retail Salesperson	1
Mechanical Designer	1
Management	1
Polisher	1
Permanent Screen Printer	1
Quality Manager	1
Warehouse Manager	1
Shop Manager	1
Product Manager	1
Electrician	1

3. What is the preferred level of education required for new hires in the following occupation categories? (Responses were from the 107 businesses who hired in 2017)

Preferred Education Levels of New Hires*

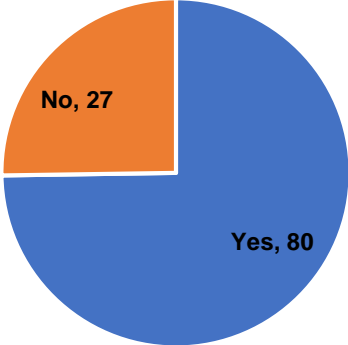


** Note: Respondents could select more than one required education level. The chart above shows that 72% of the employers do have positions that required only a High School Diploma. Those same businesses may also have other positions that require a higher level of education.*

Section D: Hard-to-Fill Positions

1. Were any of these positions hard to fill in the last 12 months? (Number of responses: 107)
Hard-to-fill positions are jobs for which the search for workers took longer than planned.

Businesses With Hard to Fill Positions



- **75%** of businesses indicated that they had positions that were hard to fill in 2017.

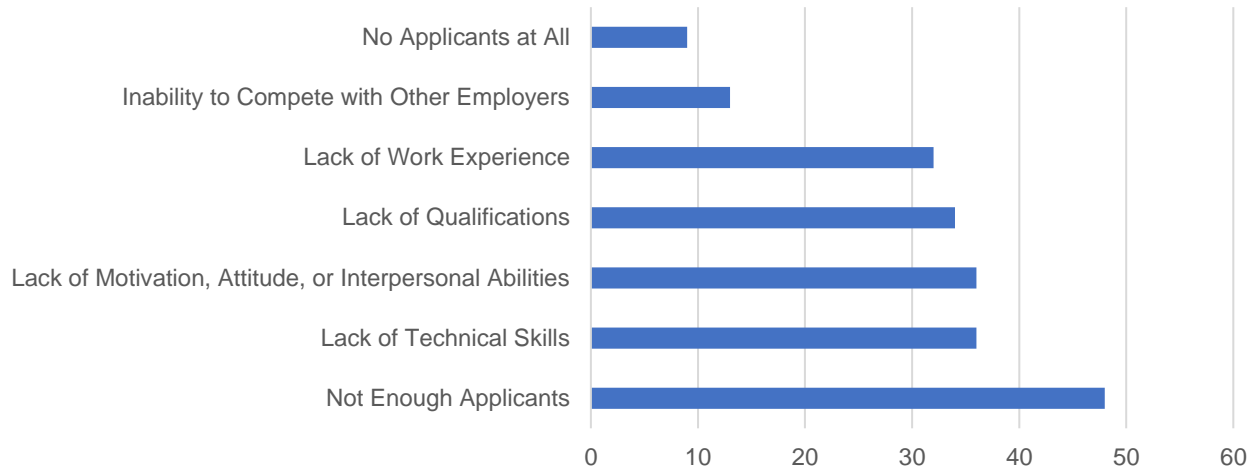
3. Please indicate up to three jobs you found hard to fill. (Number of responses: 80, those businesses who indicated they had hard to fill positions)

Hard to Fill Positions	Mentions
General Labour	18
Welder/Fitter	16
Machinist	9
Millwright	8
Machine Operator	8
Electrician	5
Tool and Die	4
Seasonal Student Labour	3
Sewing Machine Operator	3
Project Manager	3
Engineering	3
CNC Programmer	3
Industrial Butcher	2
Inspector/Packer	2
Quality Control	2
Assemblers	2
Retail Butcher	2
Estimator	2
Technical Sales Manager	1
Shop Manager	1
Retail Salesperson	1
Product Manager	1
Machine Builder	1
Programmer	1
Full-Stack Software Developer	1
Industrial Cleaners	1
Shipping and Receiving	1
Powder Coater	1
Hydro Blasting	1
Blowmolder Technician	1
Material Handler	1

Hard to Fill Positions	Mentions
Brake Operators	1
Designers	1
Textile Screen Printer	1
Skilled Trades	1
DZ Driver	1
Trade Compliance Director	1
Sales	1
Forged Die Finisher	1
Engineering Tech	1
Design Manager	1
AZ Drivers	1
Senior Accountant	1
Production Planner	1
Mechanical Design	1
Embedded Developer	1
Supervisor	1
Shot Blasting	1
Inventory Clerk	1
Mold Maker	1
Material Prep	1
Machinist Apprentice	1
Drafting Detailers	1
Project Coordinator	1
Dual Ticket	1
Sales Manager	1
Finance	1
Forklift	1
Service Technicians	1
Quality Control Manager	1
PLC Programmer	1

5. Using the list below, select up to three reasons why the positions were hard to fill: (Number of responses: 80 business who had hard to fill positions in 2017).

Top Reasons Positions Were Hard to Fill



- **56%** of respondents listed not enough applicants as a top reason that jobs were hard to fill followed by lack of technical skills (**45%**), lack of motivation (**45%**), and lack of qualifications (**42%**).

6. Please select up to 3 of the top competencies you are looking for in hard-to-fill positions:
(Number of responses: 80 business).

Top Competencies Employers Look For

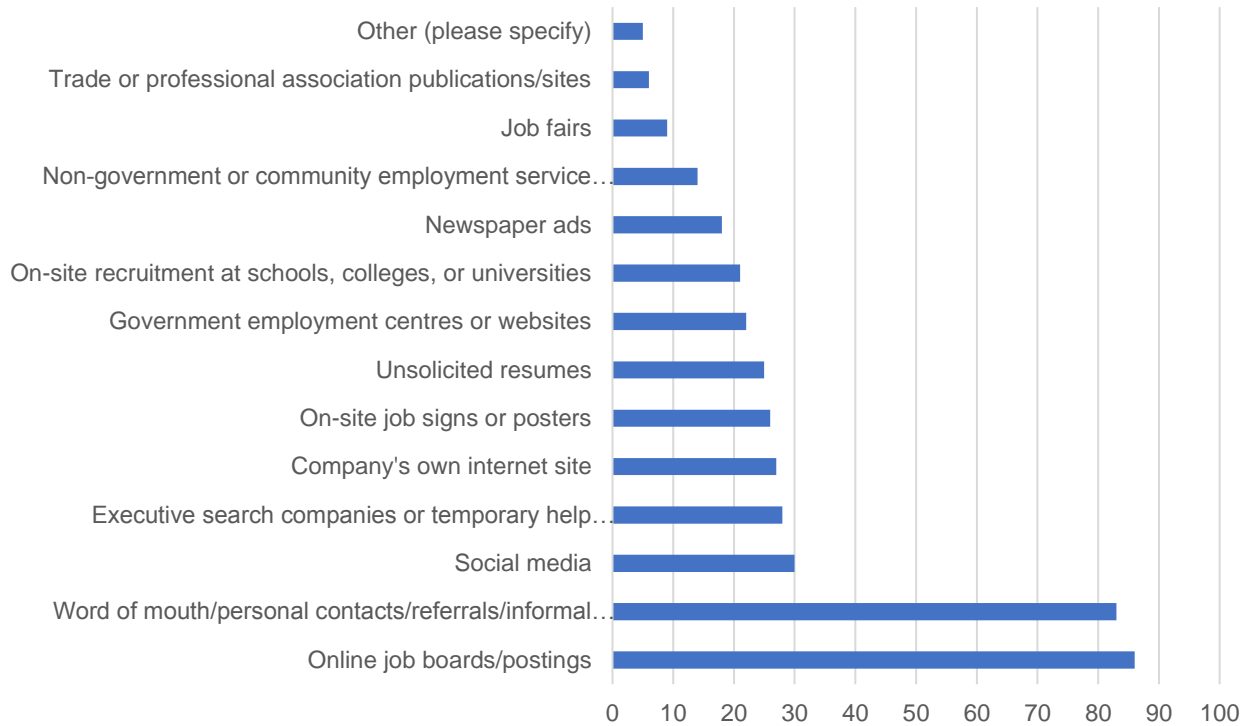


- **70%** of respondents indicated that the top competency that they were looking for in candidates was work ethic, dedication and dependability.

Section E: Recruitment

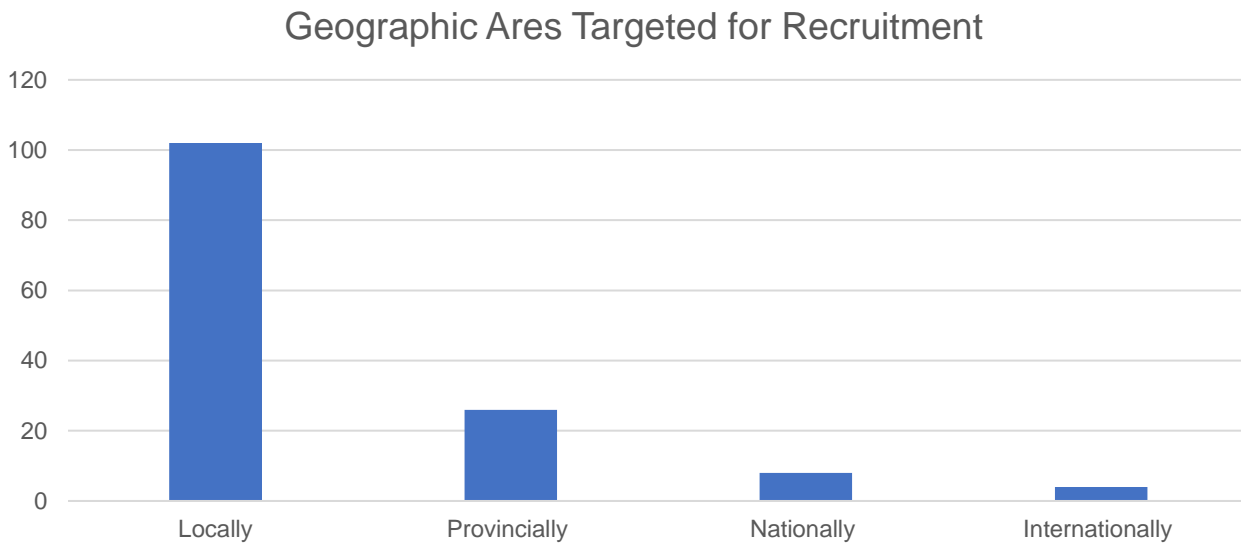
1. Please select up to five recruitment methods you use to hire: (*Number of responses: 107*)

Top Recruitment Methods Used



- **80%** of respondents indicated that online job postings were one of their top 5 recruitment methods.
- **77%** use word of mouth/personal contacts/referrals and informal networks

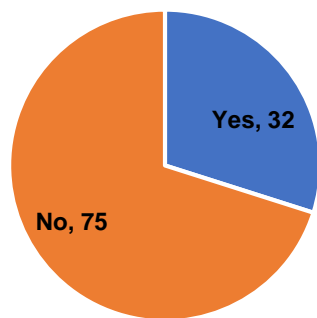
2. Which of the following geographic areas were targeted for recruitment? (Number of responses: 107)



- **95%** of respondents targeted locally for recruitment.

3. Did you receive any assistance from a free employment service agency? (Number of responses: 107)

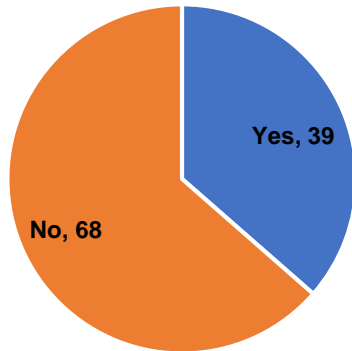
Receive Assistance From a Free Employment Service Agency



- **30%** of respondents received help from a free employment service agency for recruitment.

5. Did you use a paid recruitment agency? (Number of responses:107)

Used a Paid Recruitment Agency

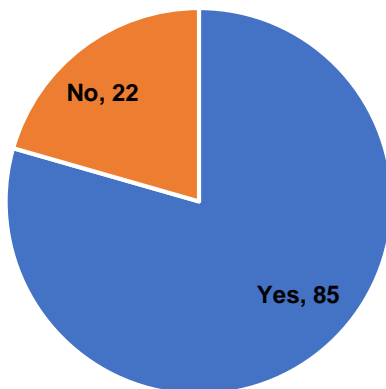


• **36%** of respondents used a paid recruitment agency.

Section F: Planned Hires

1. Do you plan on hiring anyone over the next 12 months? (Number of responses: 107)

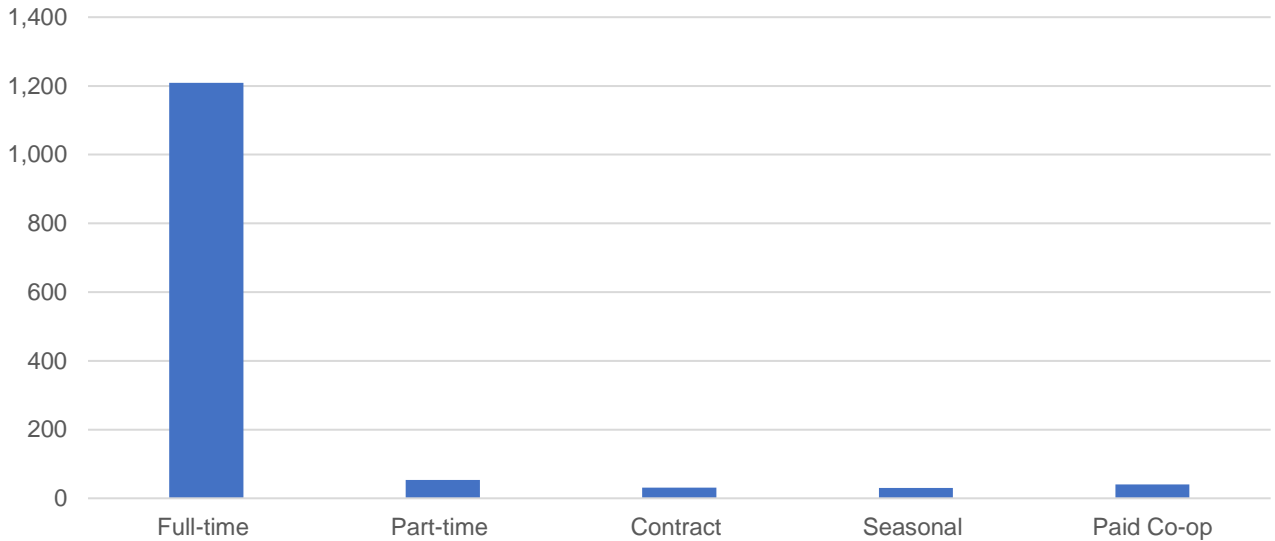
Plan to Hire in 2018



• **79%** of respondents plan to hire in 2018.

3. How many new hires do you anticipate in 2018? (Number of responses: 85 businesses who plan to hire in 2018)

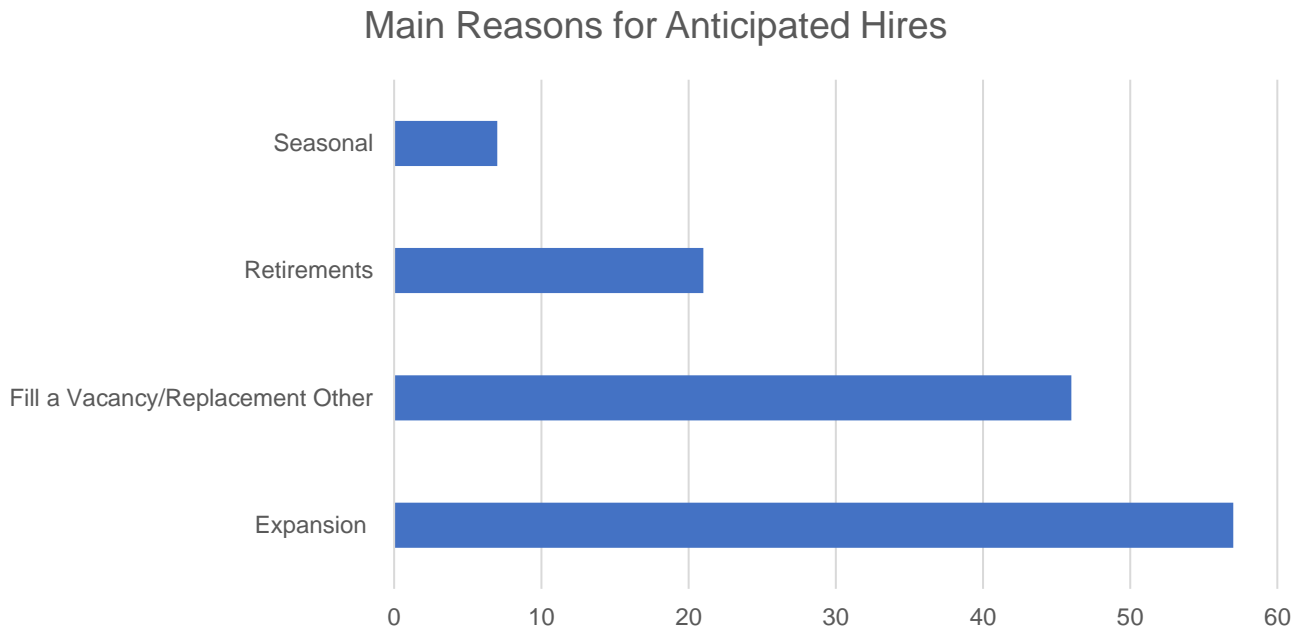
Types of Planned Hires



- Responding employers plan to hire **1,363** positions in 2018.
- **89%** of planned hires are for full-time positions.

Types of Positions	Number of workers Businesses Anticipate Hiring						
	1 to 4	5 to 9	10 to 19	20 to 49	50 to 99	100 to 199	200+
Managers and Executives	19	0	0	0	0	0	0
Professionals	12	3	0	0	0	0	0
Technical	31	1	1	1	0	0	0
Trades (Journeyman)	25	6	1	3	0	0	0
Apprentices	15	0	2	1	0	0	0
Sales and Marketing	19	1	0	0	0	0	0
Administrative and Clerical	16	1	0	0	0	0	0
Production Workers	36	13	7	4	0	0	2
Service Workers	3	0	0	0	0	0	0

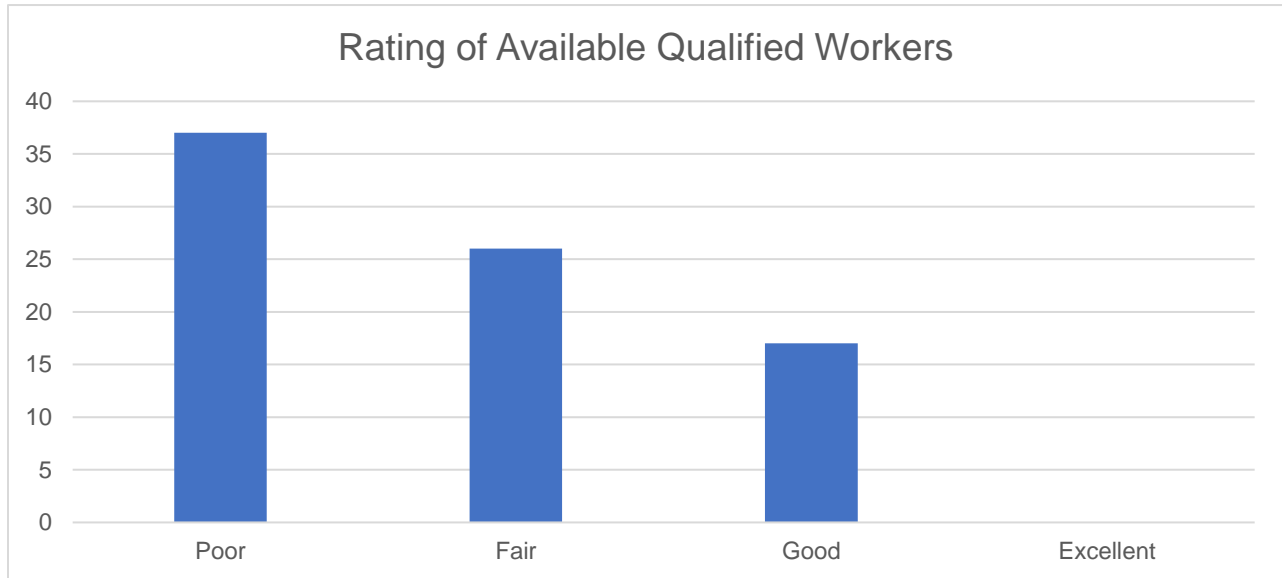
4. Please select the main reasons you anticipate hiring for the following occupational groups over the next 12 months? (Number of responses: 85 of the businesses who said they anticipated hiring in 2018)



- **67%** of the business who plan to hire said that one of the main reasons was due to expansions.

Section G: Training

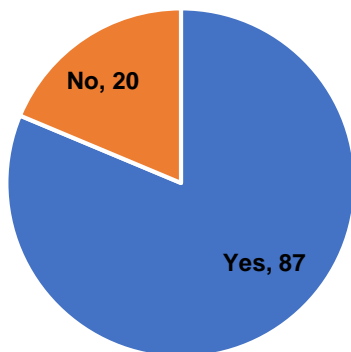
1. How do you rate the availability of qualified workers in your area? (Number of responses: 579)



• **79%** of respondents rated the availability of qualified workers as fair or poor.

2. Was your organization able to provide or support professional development or training opportunities for your employees last year? (Number of responses: 107)

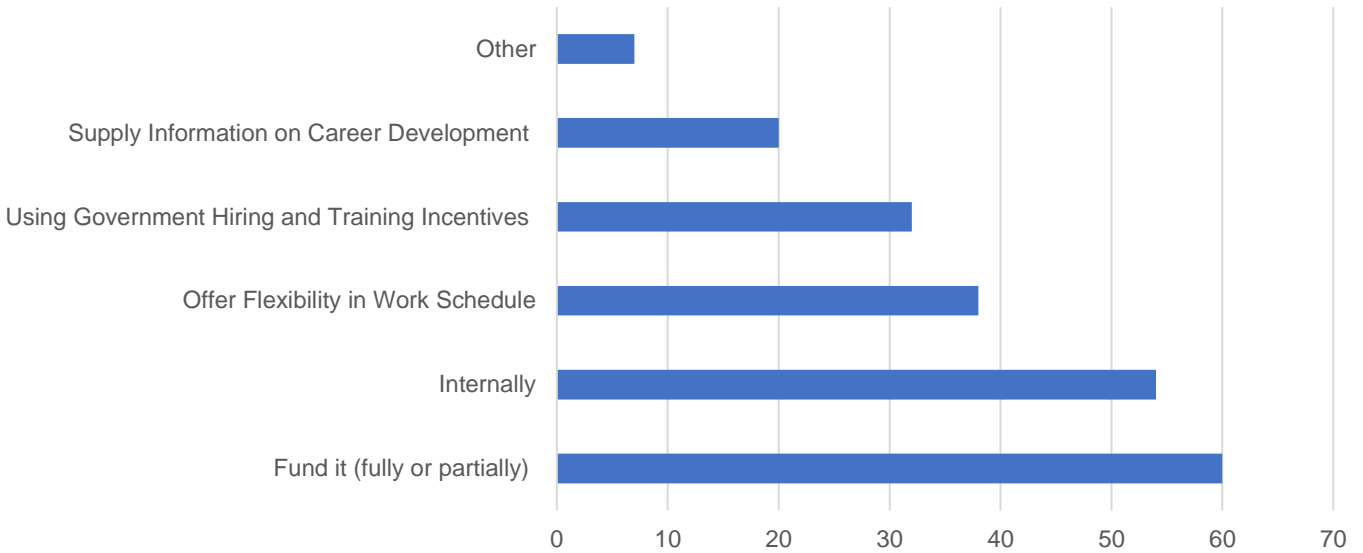
Businesses Who Provided Training



• **81%** of respondents provided professional development or training opportunities to their workers.

3. Please indicate how you support training/professional development opportunities. (Number of responses: 87 businesses who provide training opportunities)

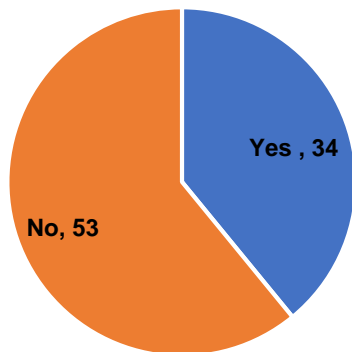
How Professional Development Was Supported



- **69%** of respondents who provided professional development/training did so by funding it (fully or partially).

4. Although you could support training opportunities, were there also challenges or barriers to your employees receiving training? (Number of responses: 87 businesses who provide training opportunities)

Had Barriers to Providing Training



- **39%** of business who provide training did have some barriers to training and professional development.

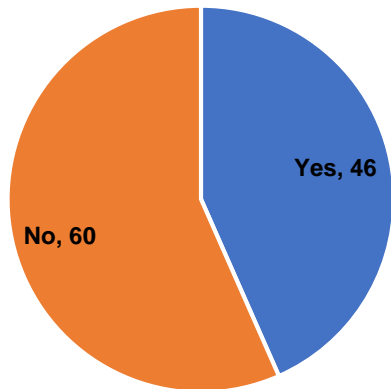
6. What training programs do you have difficulty accessing and why (please be specific)?
(Number of responses: 34 businesses who have barriers to training)

- **41%** of businesses who have barriers to training stated time/availability of workers away from their jobs as the biggest barrier

Specific Training Course Identified as Needed	
Fork Lift	Supervisory
Food Safety	Aerial Lift
Safety	Technical Development
WHMIS	General Machinist
Millwright	

7. Did your organization provide any apprenticeship training in the last 12 months? *(Number of responses: 106)*

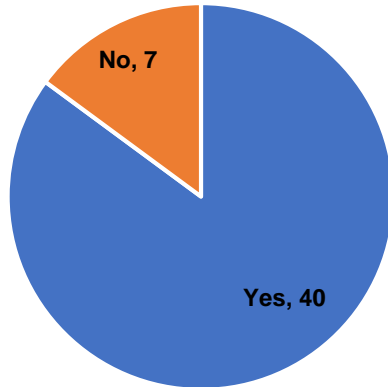
Businesses Who Hired Apprentices



- **43%** of respondents provided apprenticeship training in the last 12 months.

9. Is the apprentice still in your employ? (Number of responses: 47 businesses who provided apprenticeships)

Apprentice Still Employed



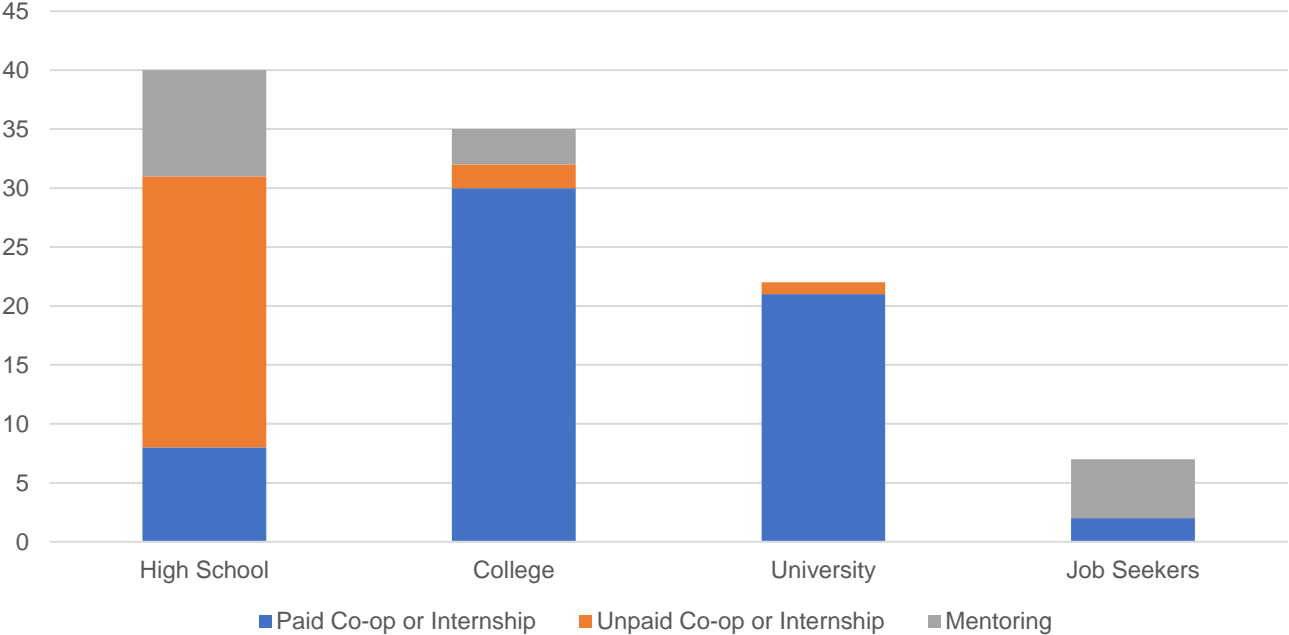
- **85%** of businesses that trained apprentices in 2017 still have the apprentice in their employ.

10. Please identify the trade(s) that you provided an apprenticeship for (Number of responses: 47):

Most Common Apprenticeships *	Number of Apprentices in 2017
Millwright	16
Machinist	15
Tool and Die Maker	10
Electrician / Industrial Electrician	9
Welder / Fitter	4
Mechanic	3
Wood Working	2
Pipe Fitter	1
Pipe Insulator	1
Machine Builder	1
Sheet Metal	1
Textile Screen Printing	1

12. Do you provide any of the following opportunities to students or jobseekers? (Number of responses: 61)

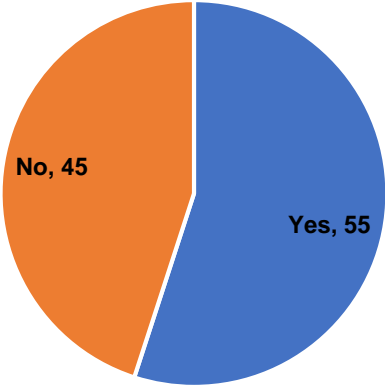
Opportunities Provided to Students and Job Seekers



Section H: Succession Planning

1. Does your business have a succession plan? (Number of responses: 100)

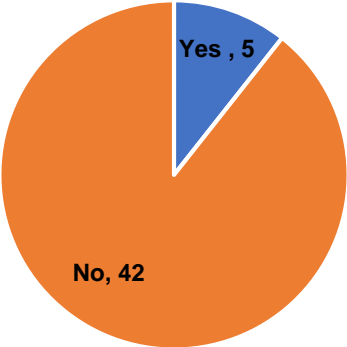
Have a Succession Plan



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

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: 47 business who do not have a Succession Plan)

Would Like Assistance With Succession Planning



• **Only 11%** businesses expressed interest in receiving assistance.

Section I: Business Resources

1. The Workforce 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: 63)

Business Assistance

