



*Your Workforce. Our Future.*

# January 2017

## Full Technical Report



**Workforce Planning Board**  
of Waterloo Wellington Dufferin



The material contained in this report has been prepared by the Workforce Planning Board of Waterloo Wellington Dufferin (WPB). We make no representation or warranty, express or implied, as to its accuracy or completeness. In providing this material, WPB does not assume any responsibility or liability.



This project is funded in part by the Government of Canada and the Government of Ontario.

The views expressed in this document do not necessarily reflect those of the Government of Canada and the Government of Ontario.

## Highlights of the Survey

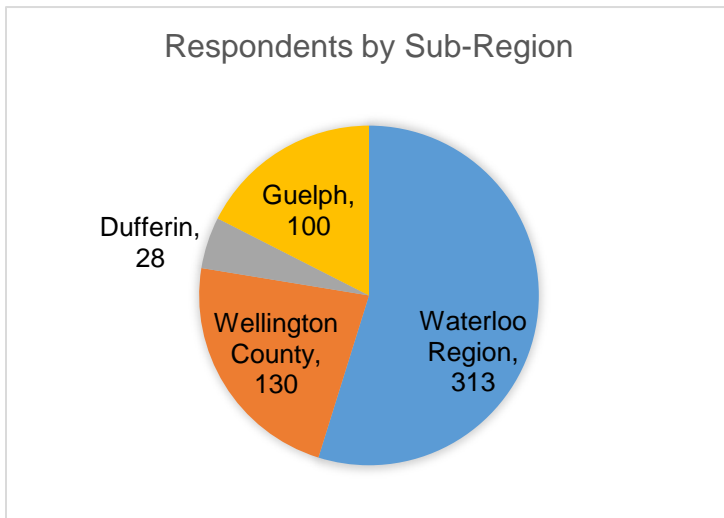
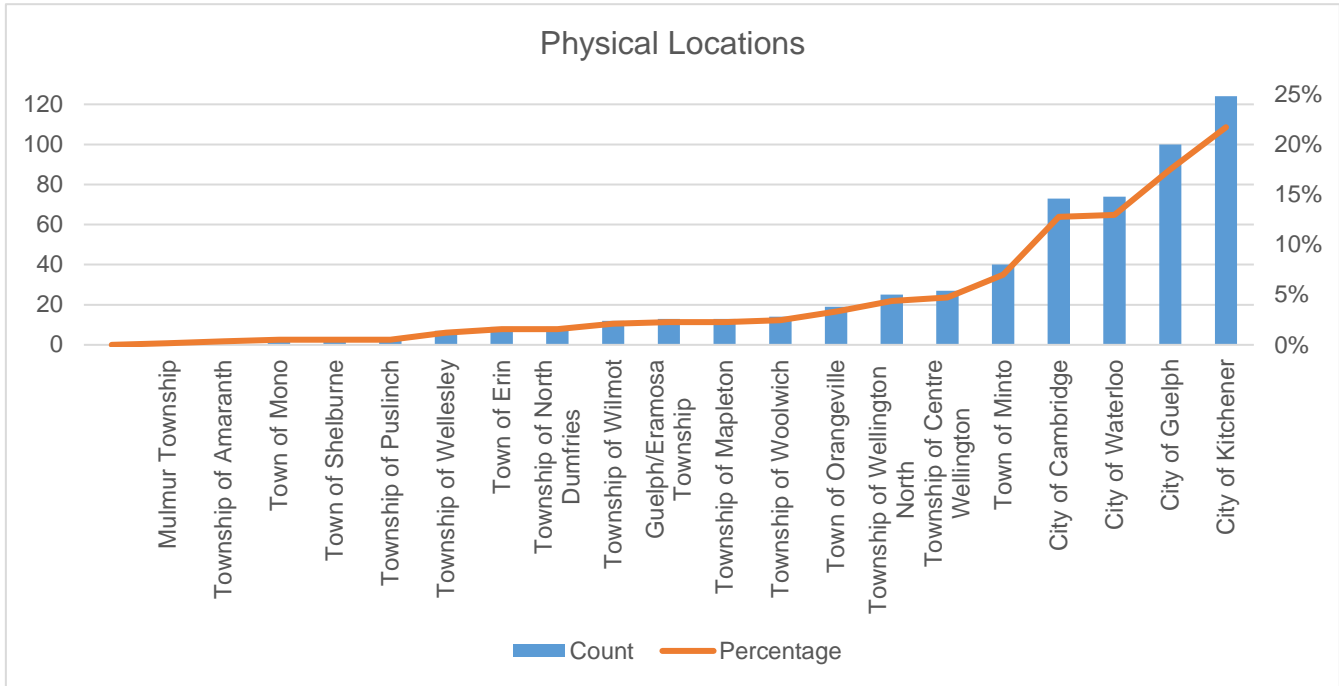
(Numbers in brackets are from 2016 survey)

- **571** employers provided responses to several of the questions
- **400** employers completed all of the mandatory questions (184)
- There were **69,488** workers within Waterloo Wellington Dufferin represented (13,339)
- **70%** of the workforce represented by survey respondents were ages 25-54 (55%)
- **79%** of the workforce represented by survey respondents were full time employees (68%)
- **62%** of the respondents had separations in the past 12 months (65%)
- **88%** of the respondents indicated that they hired in the past 12 months (78%)
- Respondents hired a total of **4,683** positions in the past 12 months (2,285)
- **56%** of businesses indicated that they had positions that were difficult to fill in the past 12 months (48%)
- **54%** of respondents rated the availability of qualified workers as fair or poor (47%)
- **76%** of respondents said they plan to hire in 2017 (76%)
- Most of the anticipated hires in 2017 are in the areas of; Trades, Transport and Equipment Operators, Manufacturing and Utilities, Health, and Business, Finance and Administrative Occupations

## Section A: Organization and Workforce Characteristics

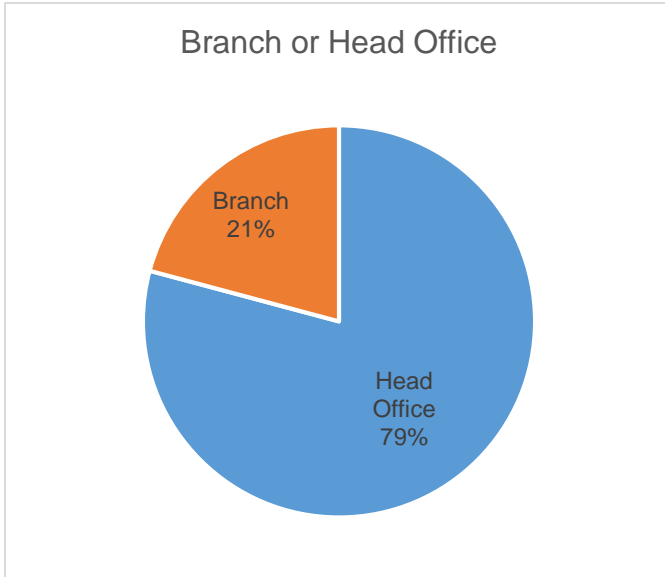
1. Business Name: Responses confidential

2. Location of your Business/Company/Organization (*Number of responses: 571*)



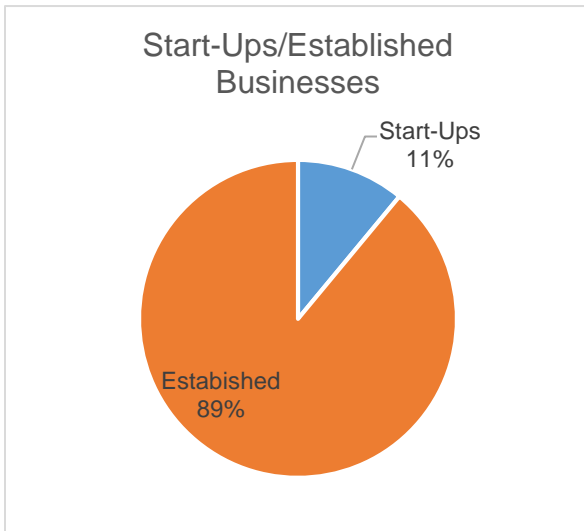
- **65%** of respondents were from the urban centres (Kitchener, Waterloo, Cambridge and Guelph).
- **35%** of respondents were from the rural communities.
- **55%** of respondents were from Waterloo Region.

3. Is your organization a head office or branch? (Number of responses: 571)



- **79%** of respondents were head office locations.
- **21%** of respondents were branches.

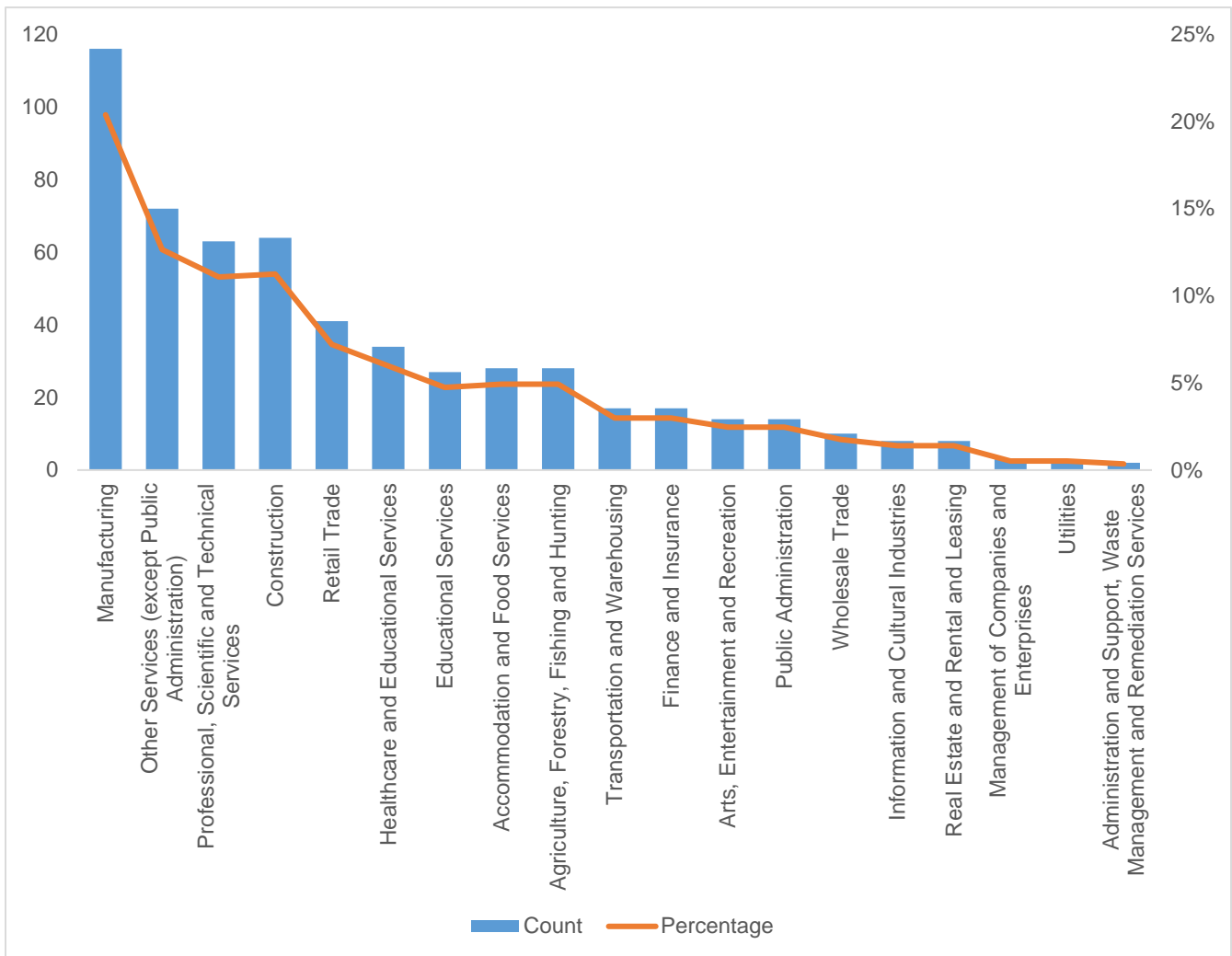
4. Is your business or organization a start-up? (Established in the last five years)? (Number of responses: 571)



- **89%** of respondents indicated that they had been in business for five (5) years or more).
- **11%** of respondents indicated that they were start-ups.

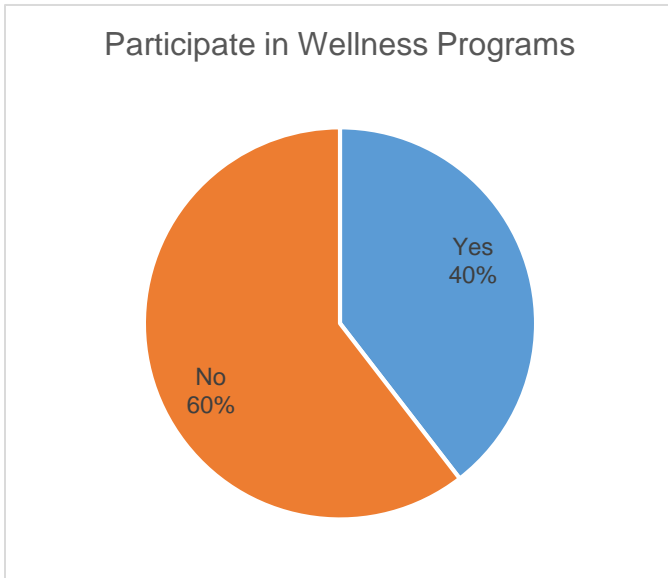
Top 5 Sectors with Start-ups	Number
Healthcare and Educational Services	12
Professional, Scientific and Technical Services	11
Manufacturing	10
Other Services (except Public Admin)	9
Real Estate and Rental and Leasing	5

5. Select the main sector in which you operate? (Number of responses: 569)



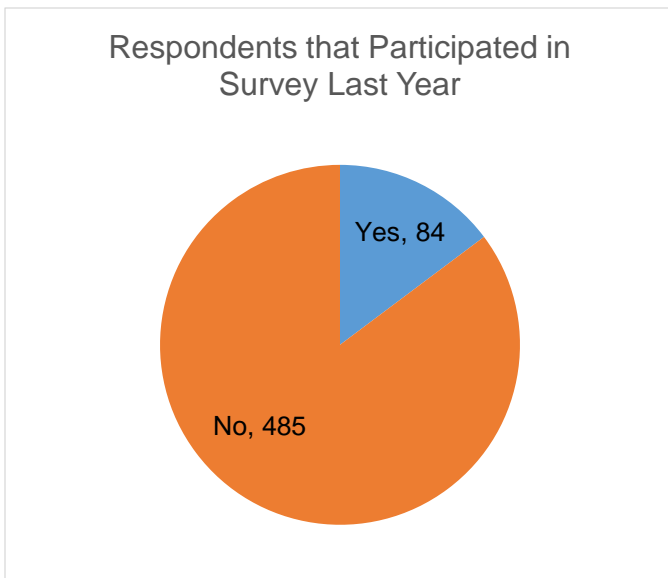
- The top four (4) sectors; Manufacturing, Other Services (except Public Administration), Professional Scientific and Technical Services and Construction represented **55%** of all respondents.

6. Does your company participate in Workplace Wellness Programs?  
(Number of responses: 564)



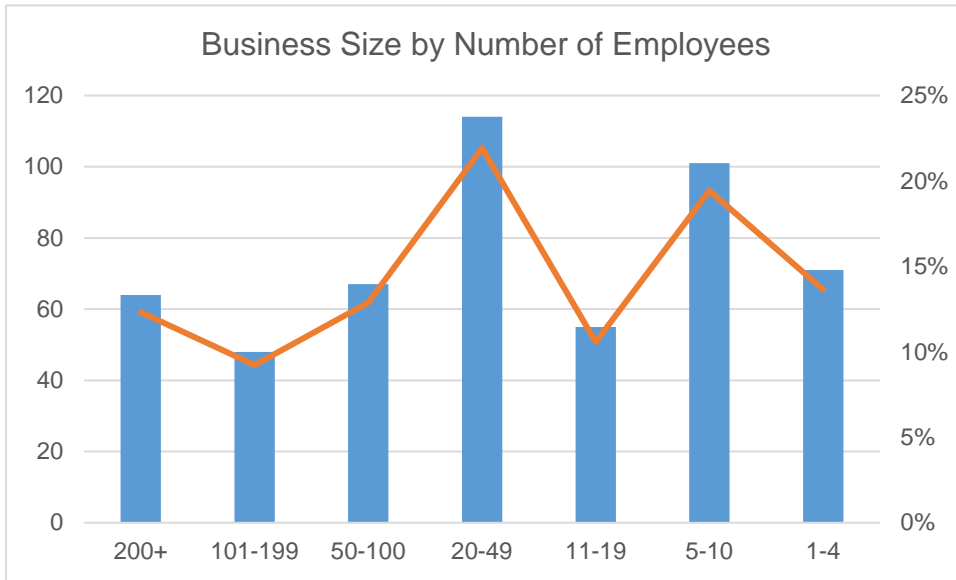
- **40%** of respondents indicated that their company participated in workplace wellness programs.

7. Did your organization complete this survey last year? (Number of responses: 569)



- **85%** of respondents did not complete last years' EmployerOne survey, indicating that they were new participants in 2017.

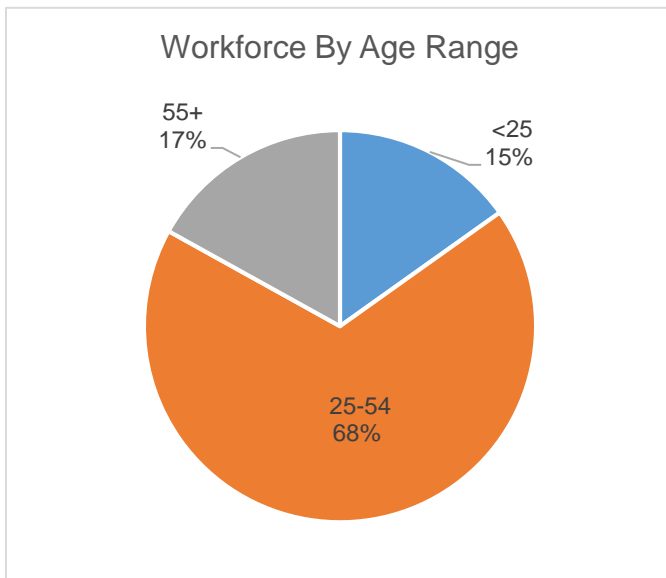
8. How many employees does your organization have? (Number of responses: 520)



- Participation in the survey was represented by a good cross-section of business sizes by number of employees.
- The 520 respondents reported a total of **69,488** workers collectively.

9. What percent of workers are 55 years of age or older? [Estimation]  
See response with question 10 below

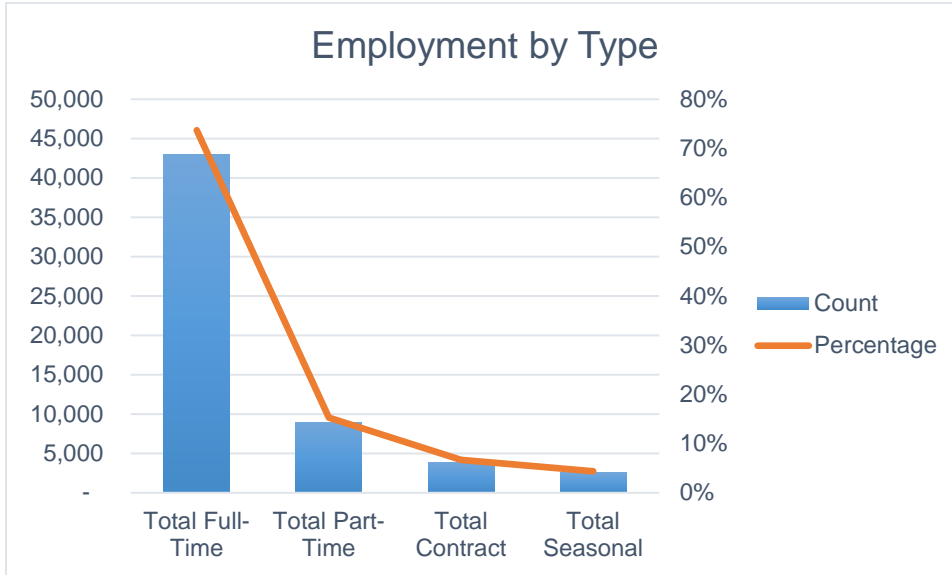
10. What percent of your staff is under 25? [Estimation]  
(Number of responses: 571)



- **68%** of the workforce represented by survey respondents were ages 25-54.
- **17%** were nearing retirement (55+).
- **15%** were under the age of 25.



11. How many of your staff is full-time? Part-time? Contract/Seasonal? [Estimation] (Number of responses: 447)

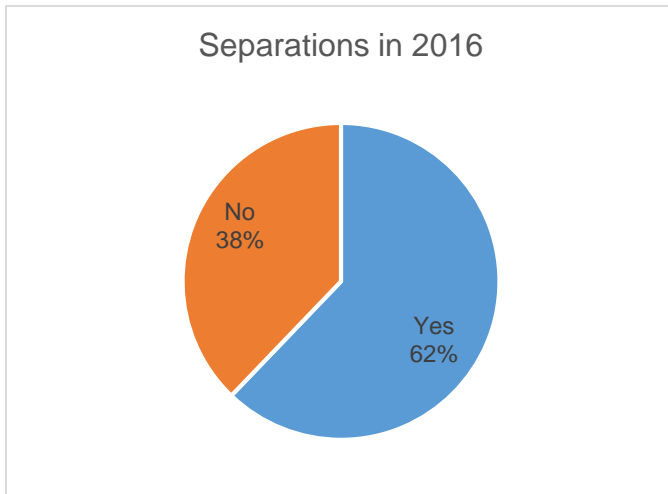


• **74%** of the workforce represented by survey respondents were full time employees.

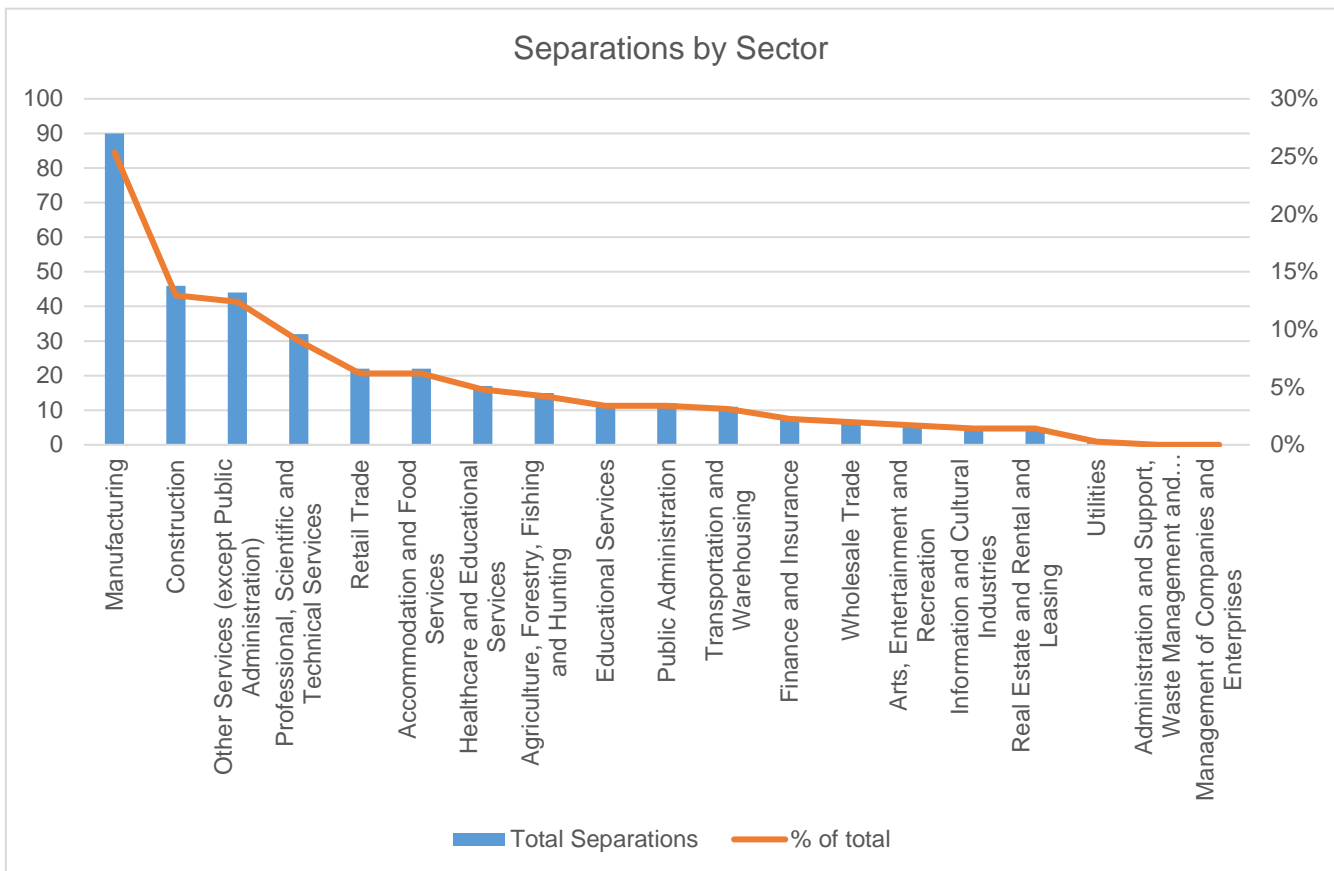
## Section B: Organization and Workforce Characteristics

1. Did your organization experience any separations over the last 12 months? (*Number of responses: 571*)

Separations are defined as retirements, dismissals, permanent layoffs, temporary layoffs and other separations.

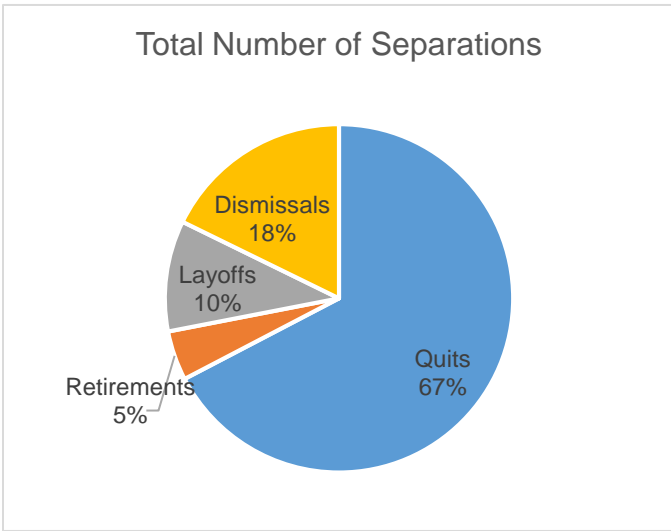


- **62%** of the respondents had separations in 2016.
- **25%** of the respondents who had separations were in the manufacturing sector.



2. Please estimate the number of separations by category. (Number of responses: 355 – businesses who said they had separations).

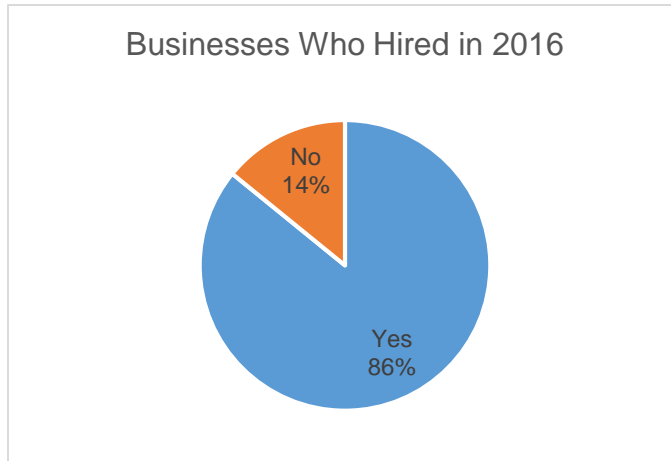
Occupation Category	Quits	Retirement	Layoffs	Dismissal	Total
Manufacturing and Utilities	3309	151	202	938	4600
Trades, Transport & Equipment Operators	723	32	383	136	1274
Business, Finance and Administrative	504	63	67	176	810
Sales and Service Occupations	286	25	116	97	524
Health Occupation	283	8	9	57	357
Management	150	83	22	96	351
Natural and Applied Sciences and Related	262	11	26	43	342
Art, Culture, Recreation and Sport	308	1	1	6	316
Education, Law and Social, Community & Government	161	39	19	34	253
Natural Resources, Agriculture & Related	71	1	81	14	167
<b>Total</b>	<b>6057</b>	<b>414</b>	<b>926</b>	<b>1597</b>	<b>8994</b>



- Of the 355 respondents who indicated they had separations in 2016 there were a total of **8,994** separations.
- **67%** of the total separations were as a result of quits.
- The Manufacturing and Utilities Occupations had the highest number of separations at **4,600**.

## Section C: Hiring

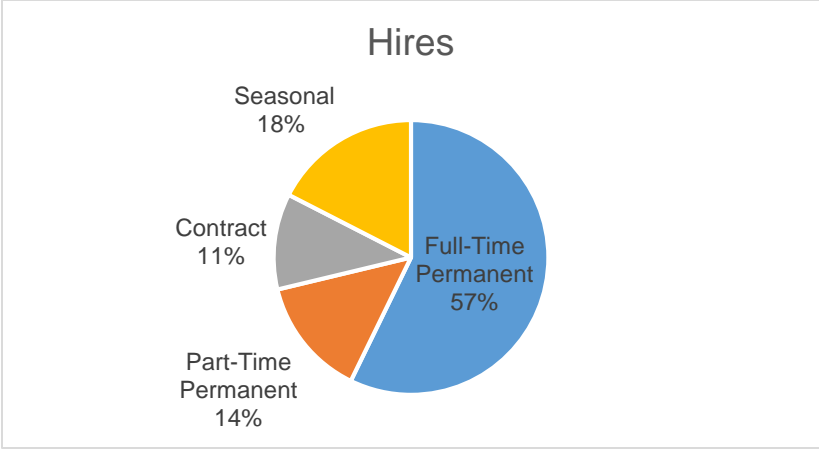
1. Did your organization hire any employees over the last 12 months? (*Number of responses: 474*) A hire is simply defined as an open position filled.



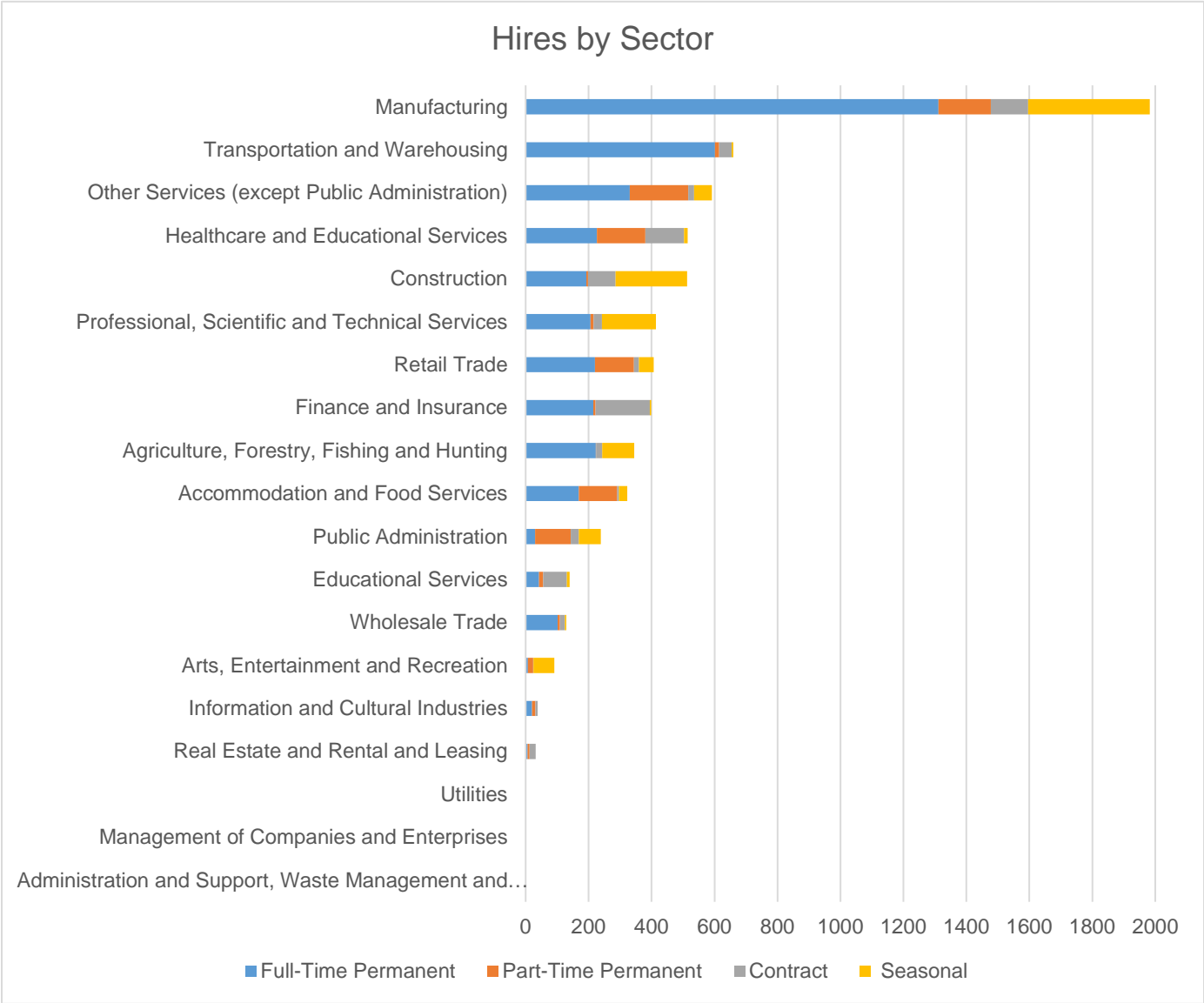
- **88%** of the respondents indicated that they hired in 2016.

2. How many were in the following categories?

Occupation Category	Full-Time Permanent	Part-Time Permanent	Contract	Seasonal	Total
Manufacturing and Utilities	1085	158	158	404	1805
Trades, Transport & Equipment Operators	881	36	112	246	1275
Sales and Service Occupations	510	295	40	224	1069
Business, Finance and Administrative	507	38	258	22.5	825.5
Health Occupation	195	134	119	26	474
Education, Law and Social, Community & Government	134	126	44	15	319
Natural Resources, Agriculture & Related	176	1	3	101	281
Art, Culture, Recreation and Sport	31	108	3	129	271
Natural and Applied Sciences and Related	161	52	25	19	257
Management	224	9	8	5	246
<b>Totals</b>	<b>3904</b>	<b>957</b>	<b>770</b>	<b>1192</b>	<b>6823</b>

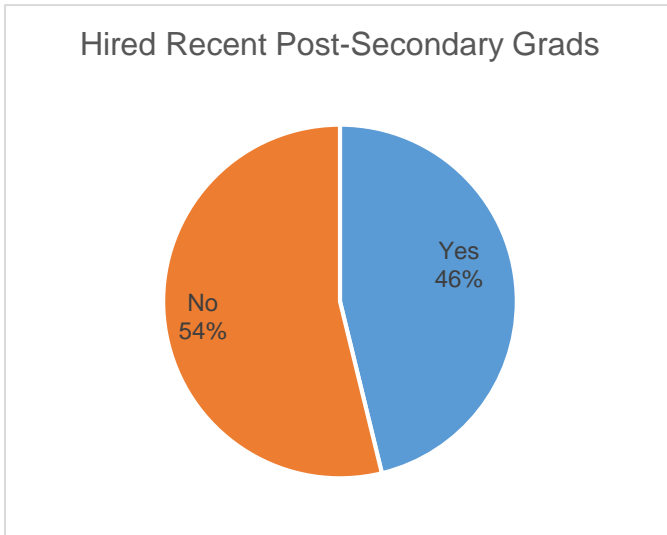


- **57%** of the hires in 2016 were full-time permanent.



- **29%** of the hires in 2016 were in the manufacturing sector.

3. How many were recent post-secondary grads (within the last two years)? (Responses were from the 407 who said they hired in 2016)



- **46%** of respondents (188) said that they hired recent post-secondary grads in 2016.
- Of those businesses who hired recent graduates in 2016 they hired a total of **848**.

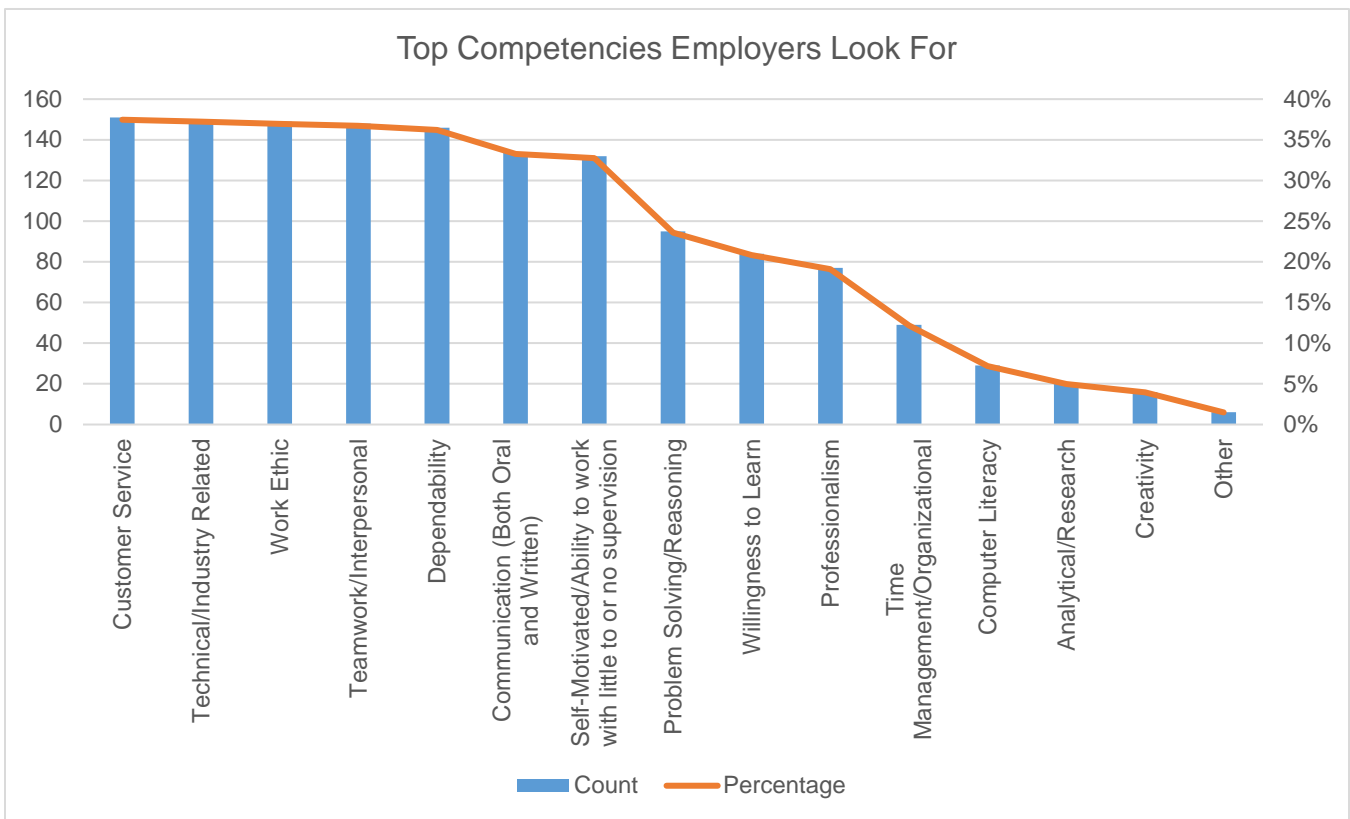
4. In the last 12 months, which positions were hired the most, along with the total number for each? (Number of responses: 340 – of the 407 who said they hired in 2016)

NAICS Occupation Category	Total number	% of positions
Occupations in Manufacturing and Utilities	1348	29%
Trades, Transport and Equipment Operators and Related Occupations	1081	23%
Sales and Service Occupation	720	15%
Business, Finance and Administration Occupations	364	8%
Health Occupations	363	8%
Occupations in Education, Law and Social, Community and Government Services	264	6%
Natural Resources, Agriculture and Related Production Occupations	188	4%
Natural and Applied Sciences and Related Occupation	166	4%
Occupations in Art, Culture, Recreation and Sport	121	3%
Management Occupations	68	1%

- Respondents hired a total of **4,683** positions in 2016.
- **29%** of the positions hired were in occupations in manufacturing and utilities.

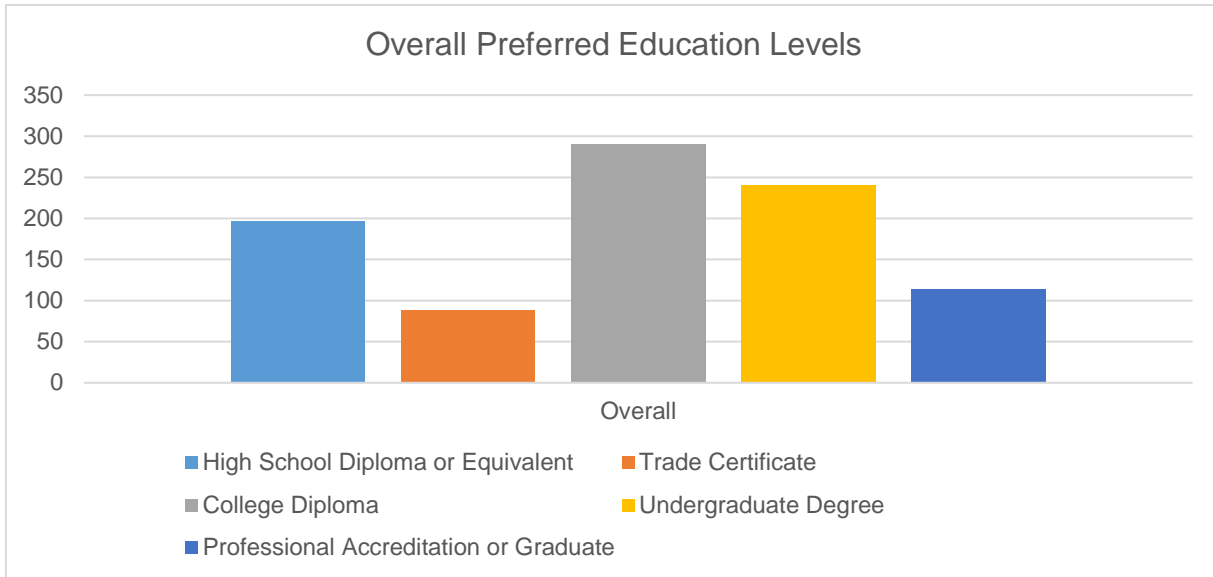
Top 10 Positions Hired in 2016	
Position	Number hired
AZ Truck Driver	632
Labourer/Production Worker	484
General Labourer	349
Machine Operator	190
Health Care	170
Personal Support Worker	166
Sales Associates	161
Farm Labourer	147
Security	118
Call Centre Agent	100

3. Please select the top three competencies for your employees: (Number of responses: 403)

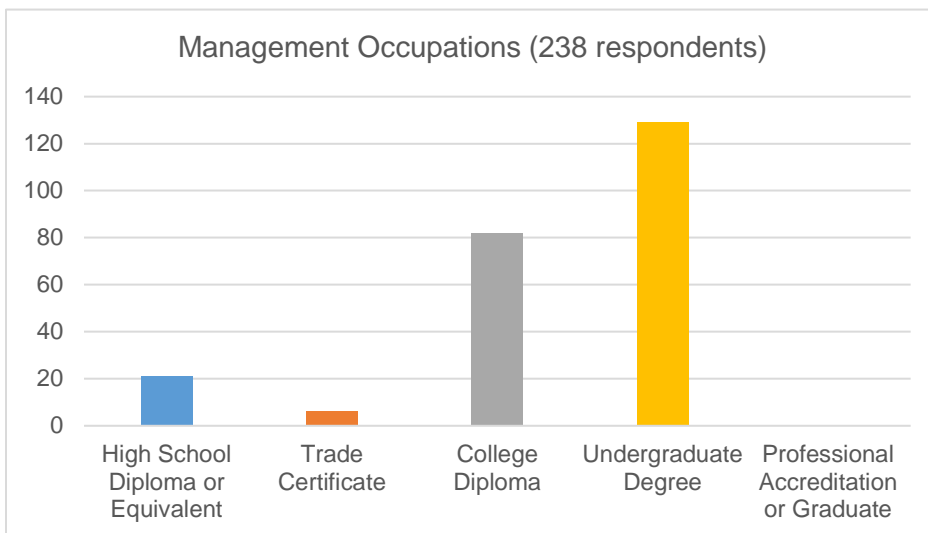


- The top competencies that respondents looked for in their employees were: customer service, technical/industry related, work ethic, teamwork/interpersonal, dependability, communication and, self-motivated.

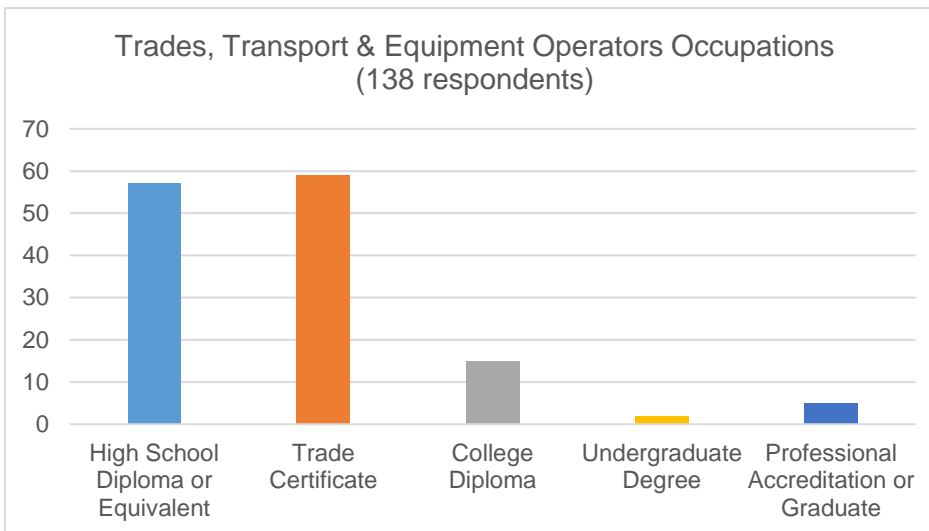
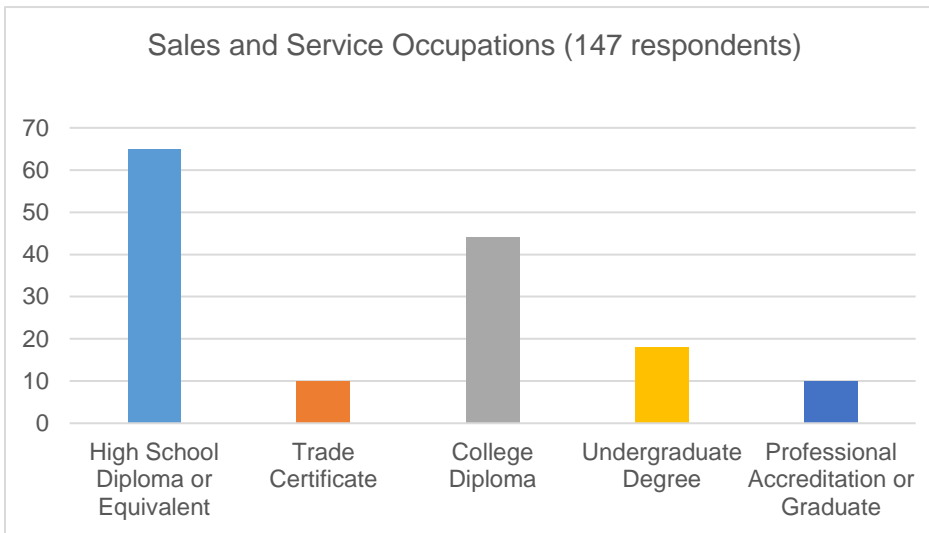
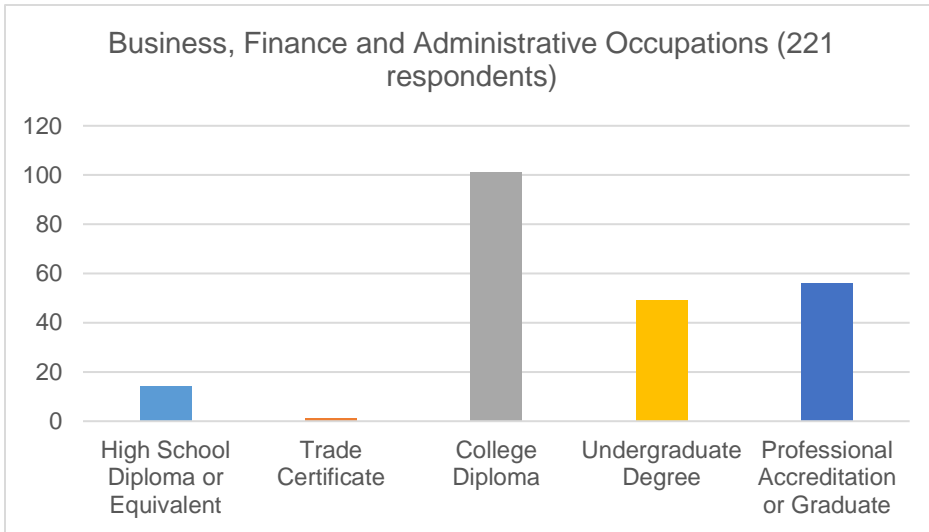
4. What is the preferred level of education required for new hires in the following occupation categories?

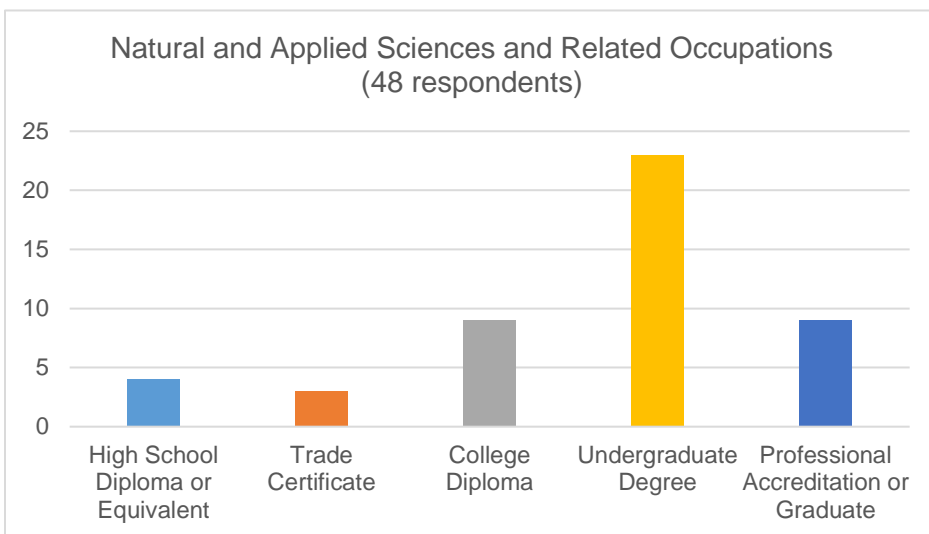
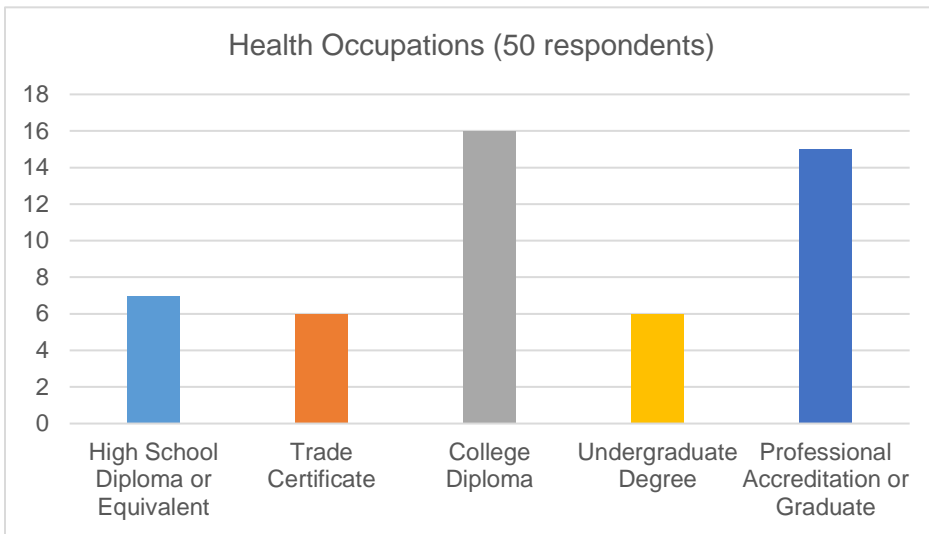
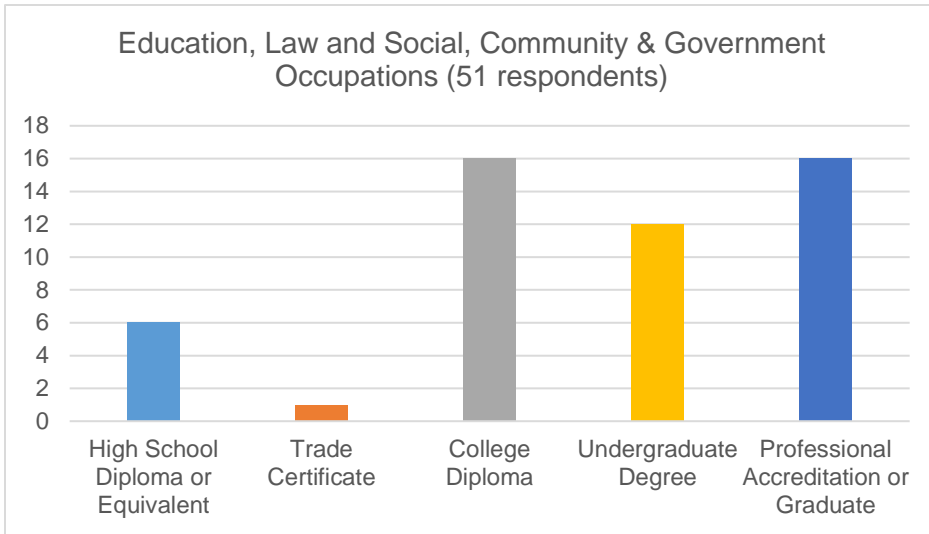


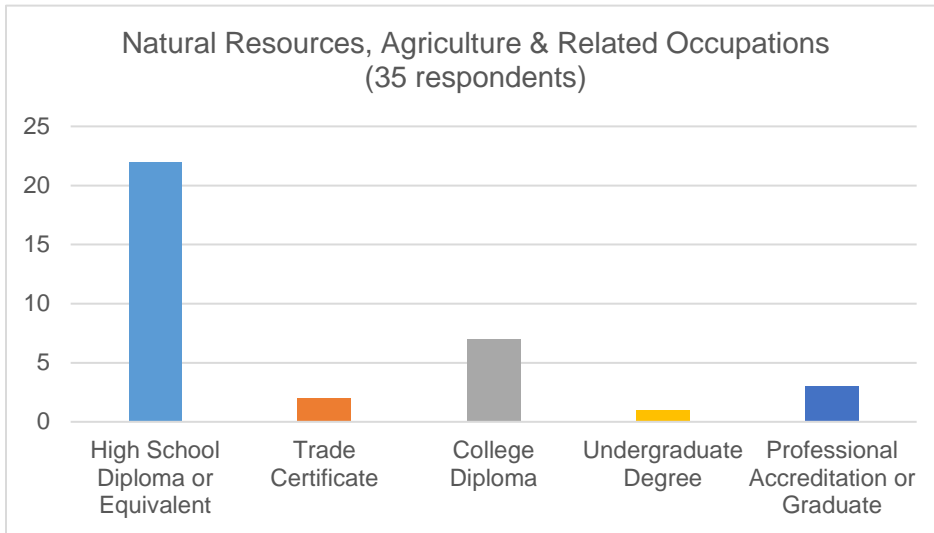
- **82%** of respondents prefer employees to have a college diploma and **68%** prefer an undergraduate degree.
- **55%** only require new employees to have a high school diploma.
- **32%** prefer a professional accreditation or graduate and **25%** prefer new hires who have a trade certificate.
- Preferred education levels vary based on occupation types as show in the charts below.





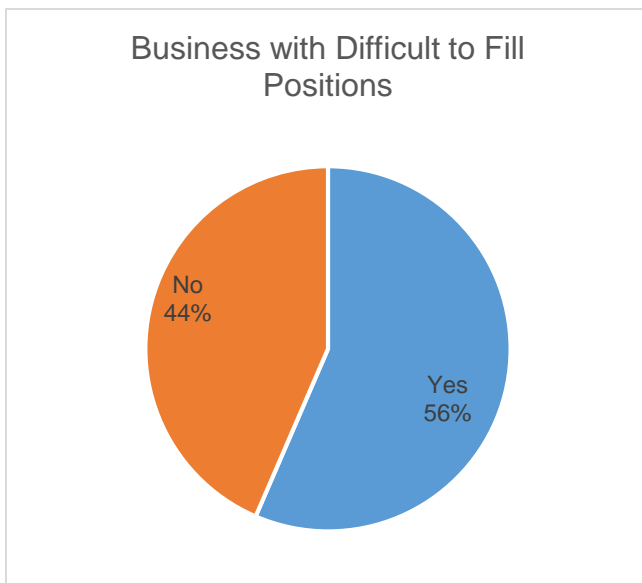






## Section D: Hard-to-Fill Positions

1. Were any of these positions hard to fill in the last 12 months? *(Number of responses: 393)*  
*Hard-to-fill positions are jobs for which the search for workers took longer than planned.*



- **56%** of businesses indicated that they had positions that were difficult to fill in 2016.

The following chart shows an analysis of hard to fill positions by the sector that each respondent identified themselves to be in.

Hard to Fill Positions By Sector	Number of respondents	% with difficult to fill positions
Utilities	1	100% <sup>1</sup>
Agriculture, Forestry, Fishing and Hunting	15	80%
Manufacturing	85	75%
Wholesale Trade	8	75%
Accommodation and Food Services	18	72%
Transportation and Warehousing	10	70%
Retail Trade	32	66%
Construction	44	59%
Arts, Entertainment and Recreation	9	56%
Administration and Support, Waste Management and Remediation Services	2	50%
Professional, Scientific and Technical Services	46	48%
Finance and Insurance	13	46%
Healthcare and Educational Services	26	42%
Information and Cultural Industries	5	40%
Other Services (except Public Administration)	47	38%
Public Administration	8	38%
Real Estate and Rental and Leasing	8	25%
Educational Services	14	14%
Management of Companies and Enterprises	2	0%

- Of the 85 manufacturers who responded to this question, **75%** of them had positions that were difficult to fill.
- Other sectors where more than half of respondents had hard to fill positions included, wholesale trade (**75%**), accommodations and food services (**72%**), transportation and warehousing (**70%**), retail trade (**66%**) and arts, entertainment and recreation (**59%**).

<sup>1</sup> Note: There was only one utilities sector respondent to the question related to hard to fill positions.

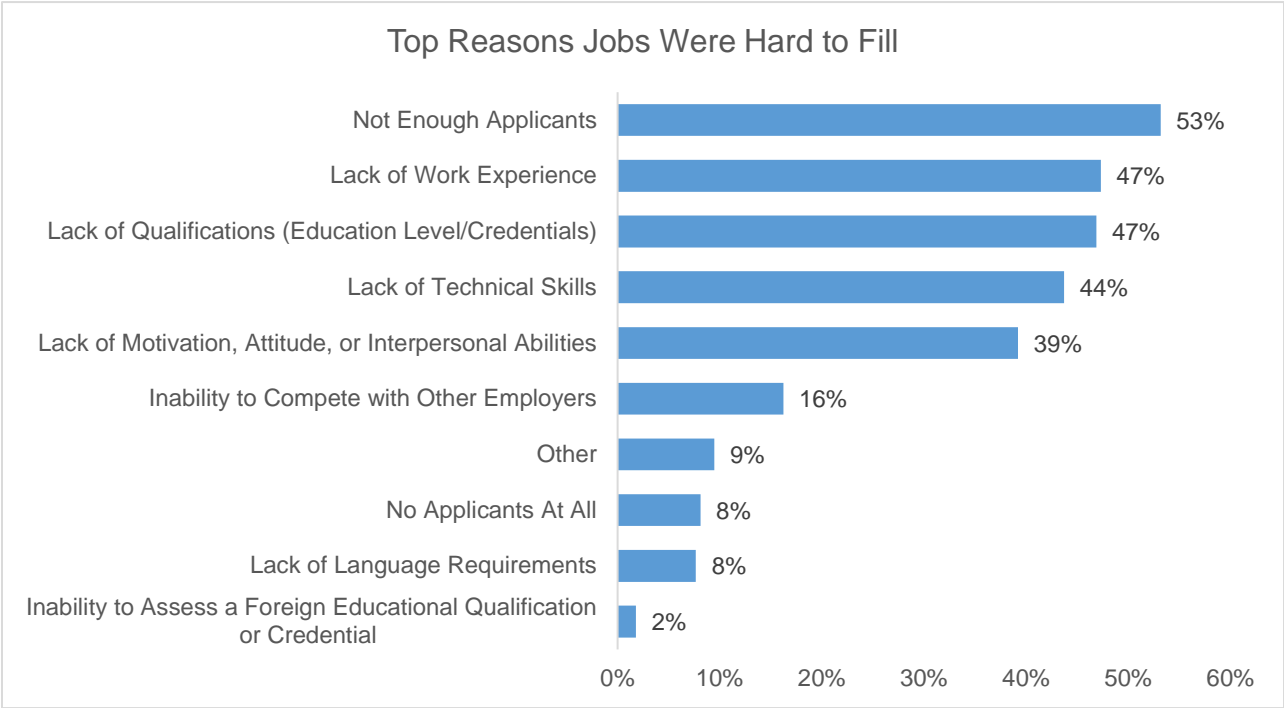
2. Please indicate up to three jobs you found hard to fill. (*Number of responses: 222, those who indicated they have hard to fill positions*)

While the previous question was analysed by industry sector, the table below shows difficult to fill positions by occupation type. As an example, within the manufacturing sector there are several occupations that form the workforce of a company which may include management, accounting, human resources, skilled trades, and manufacturing occupations.

<b>Difficult to Fill Positions by Occupation Type</b>	<b>Respondents with hard to fill positions</b>	<b>Number of Positions to fill</b>
<b>Management Occupations</b>	20	29
<b>Business, Finance and Administrative Occupations</b>	26	35
<b>Natural and Applied Sciences and Related Occupations</b>	13	37
<b>Health Occupations</b>	13	27
<b>Occupations in Education, Law and Social, Community and Government Services</b>	5	15
<b>Occupations in Art, Culture, Recreation and Sport</b>	4	16
<b>Sales and Service Occupations</b>	45	70
<b>Trades, Transport and Equipment Operators and Related Occupations</b>	62	193
<b>Natural Resources, Agriculture and Related Production Occupations</b>	6	42
<b>Occupations in Manufacturing and Utilities</b>	50	353
<b>Total</b>	244	817

- Occupations in manufacturing and utilities were identified by 50 respondents as having hard to fill positions with 353 positions in need.
- Trades, transport and equipment operators and related occupations were identified by 62 respondents with a total of 193 positions that needed to be filled.

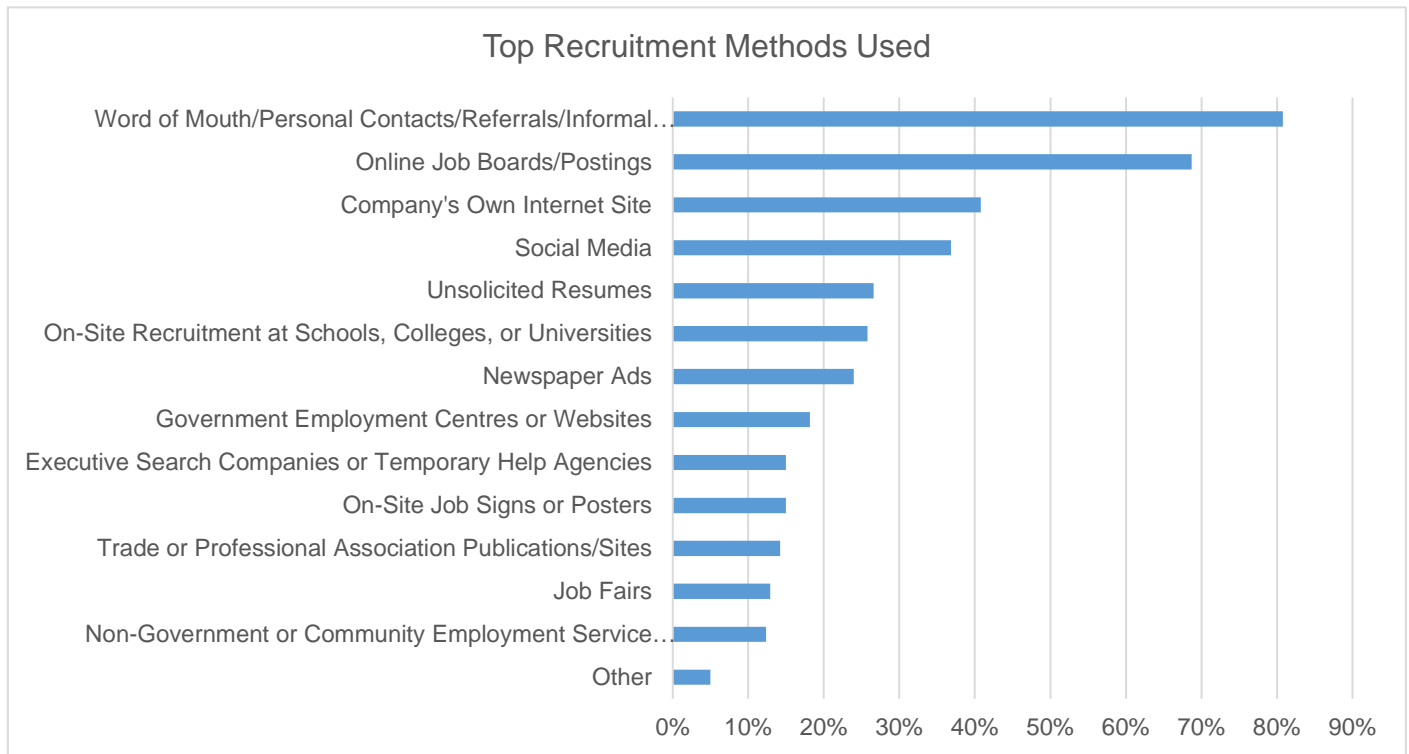
3. Using the list below, select up to three reasons why the positions were hard to fill: (Number of responses: 222, those who indicated they have hard to fill positions)



- **53%** of respondents listed not enough applicants as a top reason that jobs were hard to fill followed by lack of work experience (**47%**), lack of qualifications (**47%**) and lack of technical skills (**44%**).

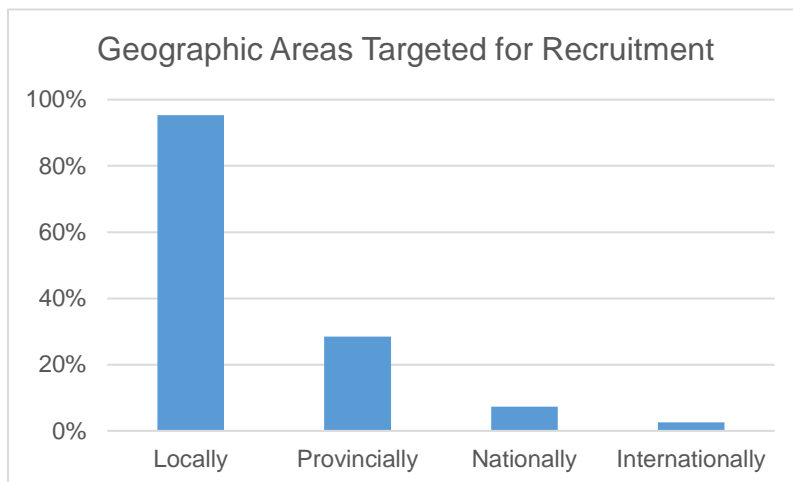
## Section E: Recruitment

1. Please select up to five recruitment methods you use to hire: *(Number of responses: 380)*



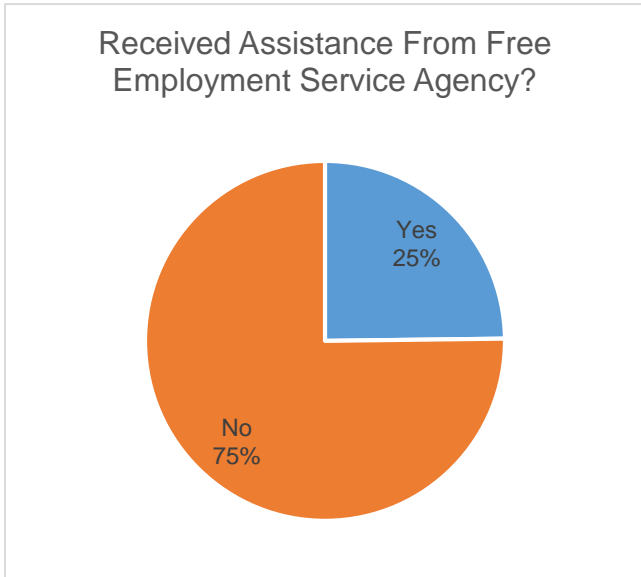
- **81%** of respondents indicated that word of mouth, personal contacts, referrals and informal networks was one of their top 5 recruitment methods.

2. Which of the following geographic areas were targeted for recruitment? *(Number of responses: 383)*



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

3. Did you receive any assistance from a free employment service agency? (Number of responses: 378)



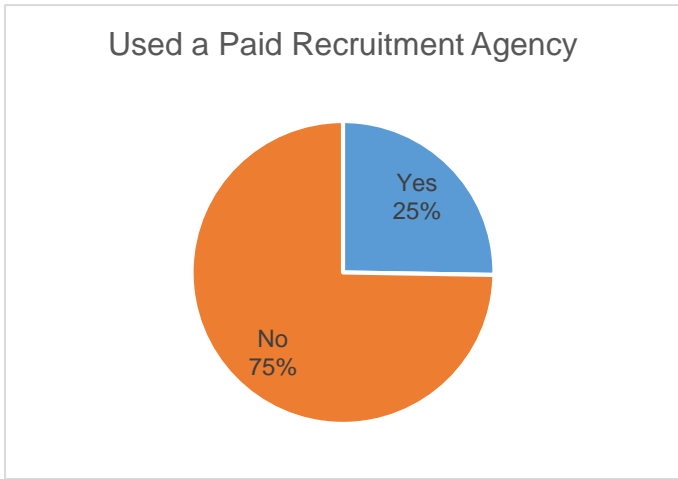
- **25%** of respondents received help from a free employment service agency for recruitment.

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

Group	Number who received assistance
General Employment	81
Immigrants and Visible Minorities	11
Youth	22
Persons with Disabilities	5
Aboriginals	2
Older Workers	8



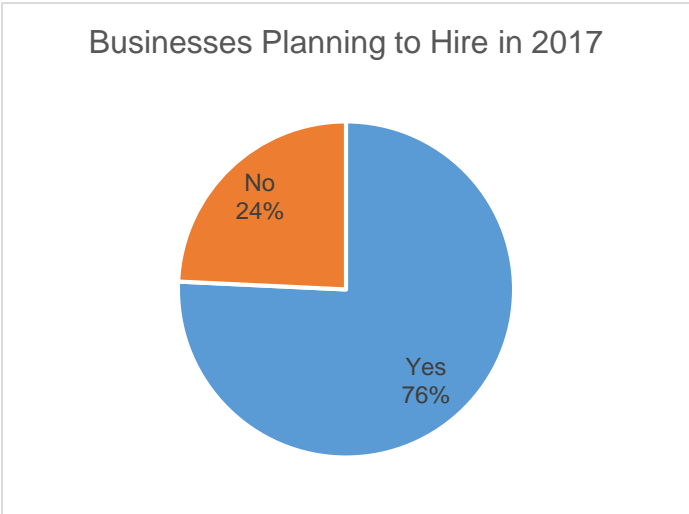
5. Did you use a paid recruitment agency? (Number of responses:384)



- **25%** 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: 400)



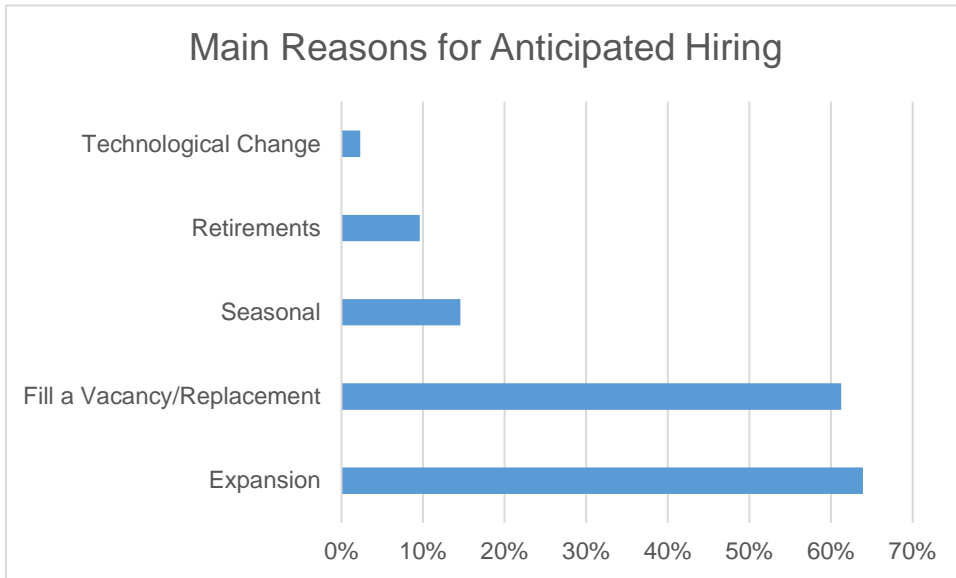
• **76%** of respondents plan to hire in 2017.

2. How many new hires do you anticipate in the following occupations? (Number of responses: 303)

Anticipated Hires by Occupation	1-5	5-10	10-25	25-50	50+
Management Occupations	74	5	1	0	0
Business, Finance and Administrative Occupations	68	3	2	0	2
Natural and Applied Sciences and Related Occupations	15	5	2	0	0
Health Occupations	12	2	6	2	2
Occupations in Education, Law and Social, Community and Government Services	11	4	0	0	0
Occupations in Art, Culture, Recreation and Sport	7	3	1	2	0
Sales and Service Occupations	85	3	5	2	1
Trades, Transport and Equipment Operators and Related Occupations	63	9	5	0	3
Natural Resources, Agriculture and Related Production Occupations	4	3	0	1	0
Occupations in Manufacturing and Utilities	31	17	11	6	2
<b>Totals</b>	<b>370</b>	<b>54</b>	<b>33</b>	<b>13</b>	<b>10</b>

- Most of the anticipated hires are in the areas of trades, transport and equipment operators; manufacturing and utilities; health; and business, finance and administrative occupations.

3. Please select the main reasons you anticipate hiring for the following occupational groups over the next 12 months? (Number of responses: 302)



- The main reasons for anticipated hiring are due to expansions (**64%**) and filling vacancies (**61%**).

## Section G: Training

1. How do you rate the availability of qualified workers in your area? (Number of responses: 399)



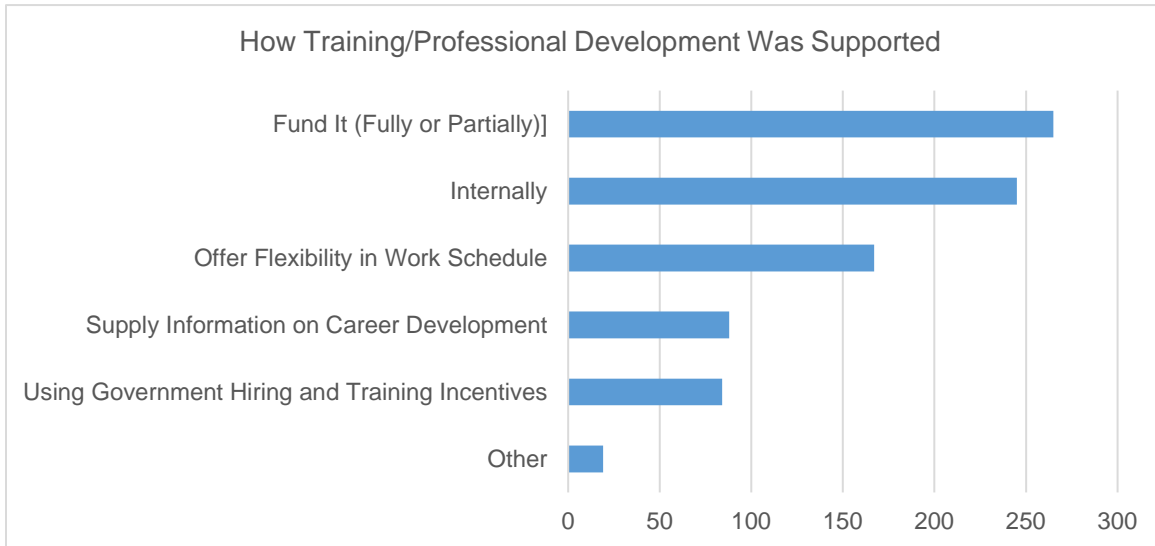
- **54%** of respondents rated the availability of qualified workers as fair or poor.

2. Was your organization able to provide or support professional development or training opportunities for your employees last year? (Number of responses: 394)



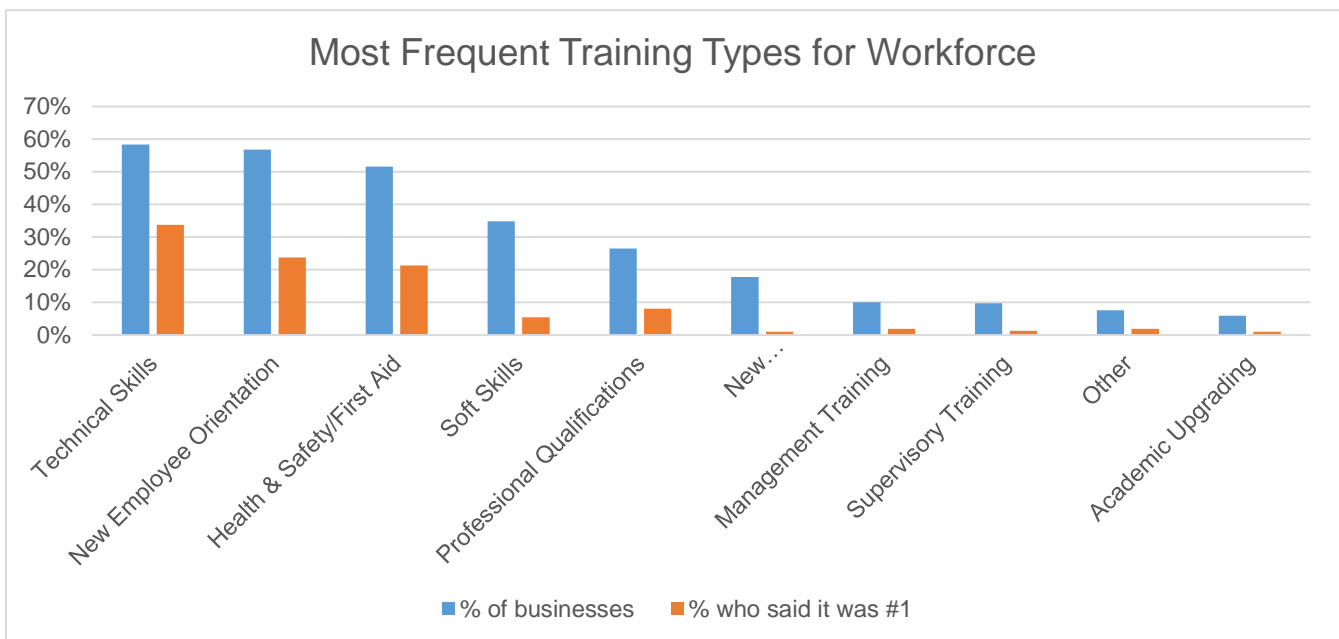
- **87%** of respondents were able to provide professional development or training opportunities to their workers.

3. Please indicate how you support training/professional development opportunities. (Number of responses: 341)



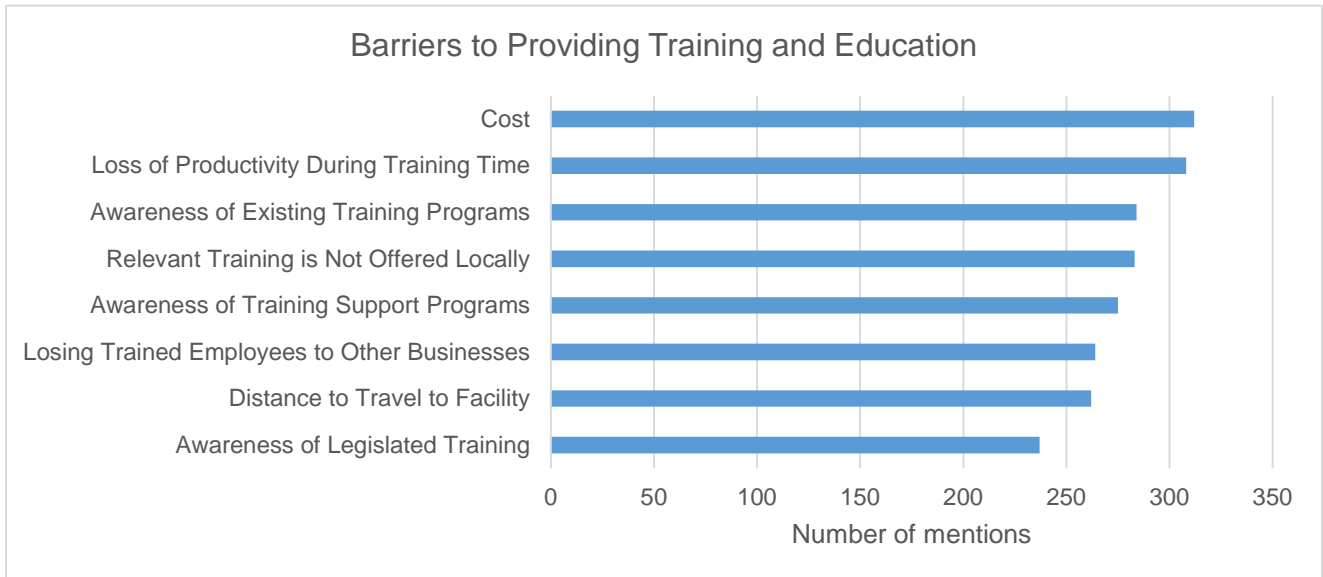
- **78%** of respondents who provided professional development/training did so by funding it (fully or partially) and **72%** provided internal training.

4. For your workforce what are the three most frequent offered types of training? (Number of responses: 370)

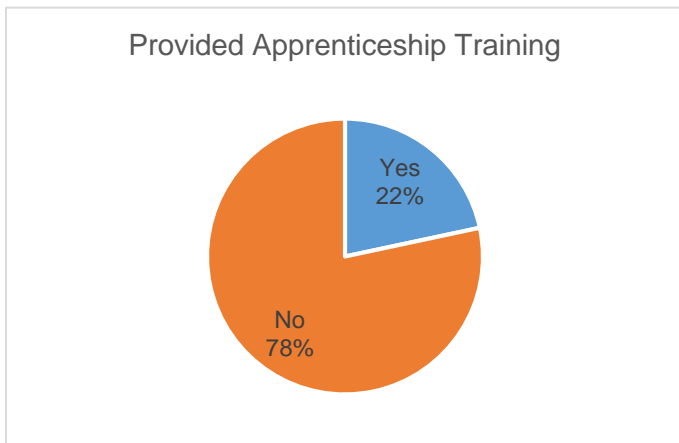


- Technical skills training (58%), new employee orientation (57%) and health and safety training (52%) were the most frequently offered types of training.

5. Please rank in order up to five challenges/barriers to your employees receiving ongoing training and education. (Number of responses: 362)



- The greatest barriers to providing training and education were noted as cost (**86%** of respondents) and loss of productivity during training time (**85%** of respondents).
6. Did your organization provide any apprenticeship training in the last 12 months? (Number of responses: 374)

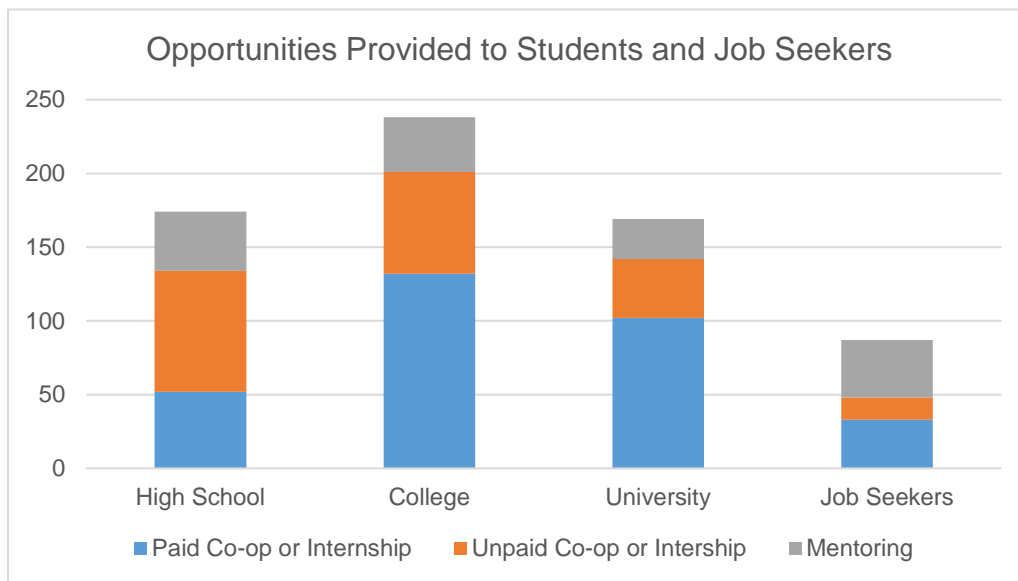


- Only **22%** of respondents provided apprenticeship training in the last 12 months.

Most Common Apprenticeships	Number of Apprentices in 2016
Millwright	18
Electrician	13
Culinary (Chef/Cook)	7
Machinist	7
310T	5
Carpenter	4
Tool and Die	4
Accounting	3
310J Trailer Technician	2
Industrial Electrician	2
Mechanic	2
Sheet Metal	2
Social Work	2

• The most common apprenticeships provided by respondents in 2016 were millwrights and electricians.

7. Do you provide any of the following opportunities to students or jobseekers? (Number of responses: 264)



• Of the 264 respondents who said they provided opportunities to students and job seekers **90%** were for college students, **66%** were for high school students, **64%** were for university students and **33%** were for job seekers.