



EMPLOYER ONE SURVEY

2019/2020

Survey Highlights

Since 2015, the Eastern Workforce Innovation Board has conducted the EmployerOne Survey of local businesses to better understand labour market demand and supply in our region. As of January 2020, a total of 634 local businesses have been surveyed - 372 surveys completed in the Frontenac Census Division and Loyalist Township and 262 in Leeds and Grenville.

The 2019-2020 survey conducted between October 3, 2019 and January 31, 2020 generated 41 responses from Frontenac businesses, 3 from Loyalist Township (to be included in the Frontenac tabulations) and 53 responses from Leeds and Grenville. With the exception of the Management of Companies and Enterprises, a small sector largely comprised of holding companies, responses were received from all sectors of the local economy. In Frontenac, the greatest number of responses were generated by companies working in Construction and Utilities; Professional, Scientific and Technical Services; and Manufacturing. In Leeds and Grenville, the greatest number of responses were provided by businesses operating in the Construction and Utilities; Finance and Insurance and Other Services sectors. The Other Services sector includes establishments primarily engaged in activities such as automotive repair, personal care and laundry services.

The employee size range of the companies responding was also diverse. Sixty-three per cent of surveys received from Frontenac and 94% of Leeds and Grenville responses were from companies employing fewer than fifty people. Those most likely to employ part-time employees work in the Agricultural; Accommodation and Food Services; Retail; Other Services and Public Administration sectors.

Here are the highlights of surveys completed between October 2019 and January 2020:

- In Frontenac, 24 of 44 respondents (54.5%) increased their workforce in the past year. Eighteen of 24 respondents (75%) had experienced employees who had left their employment (separations) in the past year. Nineteen of 24 responding companies (79%) plan to hire in the coming year.

Survey Highlights (Continued)

- In Leeds and Grenville, 22 of the 53 respondents (41.5%) increased their workforce in the past year. Thirteen of 22 respondents (59.1%) had experienced separations in the past year and 18 of 22 (81.8%) expect to hire in the coming year.
- Sixty-eight per cent of Frontenac employers identified positions that were difficult to fill compared to 47% in Leeds and Grenville. Employers in Frontenac experienced the greatest challenge in filling positions within Sales and Service Occupations; Trades, Transport and Equipment operators and related occupations; and the Natural and Applied Sciences and Related Occupations (Major NOC Groups 6, 7 and 2 respectively). Employers in Leeds and Grenville experienced the greatest challenges filling positions Natural and Applied Sciences and Related Occupations (NOC Group 2); and Business, Finance and Administration occupations (NOC Group 1).
- When asked to rank worker availability overall as either “Excellent”, “Good”, “Fair” or “Poor” employers in Frontenac were most likely to identify the availability of entry level employees, supervisory, skilled trades or sales and marketing professionals as either “Poor” or “Fair”. Employers in Leeds and Grenville were also concerned with the availability of entry level workers as well as technicians and technologists; skilled trades; professionals and sales and marketing representatives.
- A lack of candidates for employment along with applicants lacking experience and work ethic were most often cited as the reason positions were difficult to fill.
- Aside from work ethic, dedication and dependability which continues to be the attribute most valued by employers, businesses are looking for employees who demonstrate strong interpersonal skills, problem-solving and ability to work independently. Technical skills continue to be cited by a much smaller percentage of employers.
- Respondents were satisfied with the availability of training locally and most likely to participate in wage subsidy programs, internships/co-operative education placements and training subsidies. Twenty-seven per cent of responding businesses from Frontenac and forty per cent of Leeds and Grenville businesses do not participate in these programs believing the required paperwork to be burdensome or they are unaware of the availability of these programs locally.

Background

The EmployerOne Survey is administered by the majority of 26 regional workforce development boards across Ontario. The goal of the survey is to gather information directly from employers to better understand labour market supply and demand.

Since 2015, the Eastern Ontario Innovation Board has conducted the EmployerOne Survey collecting a total of 634 responses from all sectors of the economy - 372 responses (58.7%) have been gathered from Frontenac and Loyalist Township enterprises and 262 (41.3%) from businesses located in the United Counties of Leeds and Grenville (Leeds and Grenville).

In 2018, the four workforce development boards located in Eastern Ontario agreed to collaborate to create and administer a common survey allowing the results to be summarized to provide a regional Eastern Ontario analysis. This collaboration resulted in a slight modification in survey questions from previous surveys.

The EmployerOne 2019-2020 survey, conducted across the region between October 3, 2019 and January 31, 2020, generated 3 responses from Loyalist Township, 41 responses from Frontenac businesses and 53 from Leeds and Grenville enterprises. To provide a regional perspective, this report consolidates these 97 employer responses to create a regional perspective and is not intended to be a comparison between the two unique geographies. To ensure confidentiality, input from Loyalist Township business have been included with Frontenac responses.

Respondent Demographics

Table One identifies the survey responses from all sectors of the region’s economy with the exception of Management of Companies and Enterprises. This small sector comprised of 144 establishments locally is primarily engaged in managing companies and enterprises and/or holding the securities or financial assets of companies and enterprises, for the purpose of owning a controlling interest in them and/or influencing their management decisions.

The greatest number of survey responses regionally in 2019-2020 were generated in the Construction and Utilities sector (14 or 14.4%); Professional, Scientific and Technical Services (12 or 12.4%) and Manufacturing (10 or 10.3%).

Sector	Frontenac*		Leeds and Grenville	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing and Hunting	0	0.0%	3	5.7%
Mining, Oil and Gas Extraction, Quarrying	0	0.0%	1	1.9%
Construction and Utilities	7	15.9%	7	13.2%
Manufacturing	6	13.6%	4	7.5%
Wholesale Trade	0	0.0%	1	1.9%
Retail Trade	1	2.3%	4	7.5%
Transportation and Warehousing	2	4.5%	0	0.0%
Information and Cultural Industries	5	11.4%	2	3.8%
Finance and Insurance	3	6.8%	6	11.3%
Real Estate and Rentals	1	2.3%	0	0.0%
Professional, Scientific and Technical Services	7	15.9%	5	9.4%
Management of Companies and Enterprises	0	0.0%	0	0.0%
Administrative and Support Services	2	4.5%	2	3.8%
Educational Services	2	4.5%	4	7.5%
Health Care and Social Assistance	0	0.0%	2	3.8%
Arts, Entertainment and Recreation	0	0.0%	2	3.8%
Accommodation and Food Services	5	11.4%	4	7.5%
Other Services (except public administration)	0	0.0%	5	9.4%
Public Administration	3	6.8%	1	1.9%
Total	44		53	

* Frontenac includes responses from three businesses located in Loyalist Township

Respondent Demographics (Continued)

Responses represented companies of various employee size ranges. Sixty-three per cent of surveys received from Frontenac and 94% of Leeds and Grenville responses were from companies employing fewer than fifty people.

Employee Size Range	Frontenac		Leeds and Grenville	
	Number of Businesses	Per Cent of Total	Number of Businesses	Per Cent of Total
0 to 4 employees	6	13.6%	23	43.4%
5 to 9 employees	7	15.9%	13	24.5%
10 to 19 employees	7	15.9%	5	9.4%
20 to 49 employees	8	18.2%	9	17.0%
50 to 99 employees	8	18.2%	1	1.9%
100 to 199 employees	2	4.5%	0	0.0%
200 to 499 employees	4	9.1%	0	1.9%
More than 500 employees	2	4.5%	2	3.8%
Total	44		53	

Tables 3A and B provide an analysis on the employee size range of respondents by sector.

Industries	Employee Size Range							
	0 - 4	5 - 9	10 - 19	20 - 49	50 - 99	100 - 199	200 - 499	500 +
Agriculture, Forestry, Fishing and Hunting								
Construction	2		2	1	2			
Manufacturing	1	1		1	1	1	1	
Wholesale Trade								
Retail Trade			1					
Transportation and Warehousing		1			1			
Information and Cultural Industries	2			1	2			

Industries	Employee Size Range							
	0 - 4	5 - 9	10 - 19	20 - 49	50 - 99	100 - 199	200 - 499	500 +
Finance and Insurance		1			1		1	
Real Estate and Rentals		1						
Professional, Scientific, Technical Services		2	3	1				1
Management of Companies and Enterprises								
Administrative and Support Services					1			1
Educational Services				2				
Health Care and Social Assistance								
Arts, Entertainment and Recreation								
Accommodation and Food Services		1	1	1		1	1	
Other Services (except public administration)								
Public Administration	1			1			1	
Total	6	7	7	8	8	2	4	2

Industries	Employee Size Range							
	0 - 4	5 - 9	10 - 19	20 - 49	50 - 99	100 - 199	200 - 499	500 +
Agriculture, Forestry, Fishing and Hunting	1		1					1
Mining, Oil and Gas Extraction, Quarrying					1			
Construction	3	2		2				
Manufacturing	1		1	2				
Wholesale Trade		1						
Retail Trade	3			1				
Transportation and Warehousing								
Information and Cultural Industries		1		1				
Finance and Insurance	4	1	1					
Real Estate and Rentals								
Professional, Scientific, Technical Services	3	1	1					
Management of Companies and Enterprises								
Administrative and Support Services		2						
Educational Services	2	1						1
Health Care and Social Assistance	2							
Arts, Entertainment and Recreation	2							
Accommodation and Food Services		2	1	1				
Other Services (except public administration)	2	2		1				
Public Administration				1				
Total	23	13	5	9	1	0	0	2

Respondent Demographics (Continued)

Tables 4A and B examine businesses by sector, employee size range and their reliance on full-time employees, those employed 30 hours per week or more over a full year period. Of the companies surveyed, those most likely to rely on part-time employees work in the Agricultural; Accommodation and Food Services; Retail; Other Services and Public Administration sectors.

Table 4A: Sector, Employee Size Range and Per Cent of Full-Time Employment - Frontenac						
Employee Size Range	0-9%	10-24%	25-49%	50-74%	75-89%	90-100%
Construction and Utilities						
0 to 4	1					1
10 to 19						2
20 to 49						1
50 to 99					1	1
Manufacturing						
0 to 4						1
5 to 9						1
20 to 49						1
50 to 99						1
100 to 199			1			
200 to 499						1
Retail Trade						
10 to 19			1			
Transportation and Warehousing						
5 to 9						1
50 to 99						1
Information and Cultural Industries						
0 to 4						2
20 to 49						1
50 to 99						2
Finance and Insurance						
5 to 9						1
50 to 99						1
200 to 499					1	
Real Estate and Rentals						
5 to 9						1
Professional, Scientific and Technical Services						
5 to 9					1	1
10 to 19					1	2
20 to 49						1
500 +						1

Respondent Demographics (Continued)

Table 4A: Sector, Employee Size Range and Per Cent of Full-Time Employment – Frontenac*						
Employee Size Range	0-9%	10-24%	25-49%	50-74%	75-89%	90-100%
Administrative and Support Services						
50 to 99		1				
500+					1	
Educational Services						
20 to 49					1	1
Accommodation and Food Services						
5 to 9					1	
10 to 19					1	
20 to 49	1					
100 to 199				1		
200 to 499			1			
Public Administration						
0 to 4				1		
20 to 49				1		
200 to 499				1		

Table 4B: Sector, Employee Size Range and Per Cent of Full-Time Employment – Leeds and Grenville*						
Employee Size Range	0-9%	10-24%	25-49%	50-74%	75-89%	90-100%
Agriculture, Forestry, Fishing and Hunting						
0 to 4	1					
10 to 19	1					
500 +						1
Construction and Utilities						
0 to 4						2
5 to 9						2
20 to 49				1		1
Manufacturing						
0 to 4						1
10 to 19	1					
20 to 49						2
Wholesale Trade						
5 to 9						1
Retail Trade						
0 to 4	2					1
20 to 49			1			
Information and Cultural Industries						
20 to 49			1			

Respondent Demographics (Continued)

Table 4B: Sector, Employee Size Range and Per Cent of Full-Time Employment – Leeds and Grenville*						
Employee Size Range	0-9%	10-24%	25-49%	50-74%	75-89%	90-100%
Finance and Insurance						
0 to 4			1			2
5 to 9						1
10 to 19						1
Professional, Scientific and Technical Services						
0 to 4	1			1		1
5 to 9			1			1
10 to 19						1
Administrative and Support Services						
5 to 9						2
Educational Services						
0 to 4				1		1
5 to 9	1					
500 +						1
Health Care and Social Assistance						
0 to 4	1			1		
Arts, Entertainment and Recreation						
0 to 4	2					
Accommodation and Food Services						
5 to 9	2					
10 to 19		1				
20 to 49	1					
Other Services (except Public Administration)						
0 to 4	1				1	
5 to 9			1	1		
20 to 49						1
Public Administration						
20 to 49				1		

* Arithmetical discrepancies between tables are a result of some companies not responding to all questions.

Respondent Demographics (Continued)

Finally, 28 of 44 respondents from Frontenac (63.6%) reported fewer than 15% of their workforce were age 15 to 24 and 20 (45.5%) identified fewer than 15% of their workforce age 55 and older. In Leeds and Grenville, two of every three business have less than 15% of employees age 15 to 24 and 28 of 53 (52.8%) reported fewer than 15% of their workforce age 55 and older.

Employment Dynamics

To contribute to our understanding of labour market demand in the region, the EmployerOne survey asks employers to identify separations and hiring practices over the past year as well as anticipated hiring and downsizing in the coming year. A separation can be as a result of retirement, lay-off, dismissal or an employee's decision to leave.

Tables 5A and B examines labour market churn in the past year by highlighting business's human resource activity by occupational group in the past year as well as anticipated hiring and downsizing in 2020-2021. Twenty-four of 44 responding businesses in Frontenac (54.5%) indicated they had hired in the past year while 18 of the 24 companies responding to the question (75%) indicated they had experienced separations in the past year.

In Leeds and Grenville, 22 of 53 respondents (41.5%) had increased their workforce in the past year while 13 of 22 businesses responding to the question (59.1%) indicated they had experienced a separation in the past year.

Local companies appear confident of the growing economy. Of the 24 companies in Frontenac responding to the question, 19 (79%) indicated their intent to hire in the coming year. In Leeds and Grenville, 18 of 22 respondents (81.8%) reported their intention to hire in the coming year. The majority of projected hiring is in Sales and service; Trades, transport and equipment operators and Manufacturing occupations.

Employment Dynamics (Continued)

5A – Labour Market Churn by Occupational Group – Frontenac				
Major Occupational Group	Historic (In the Past Year)		Future (In the Coming Year)	
	Hired	Separations	Hire	Downsize
00 Management occupations	8	2	5	1
01 Business, finance and administration	9	7	5	0
02 Natural and applied sciences occupations	2	2	2	0
03 Health occupations	1	1	1	0
04 Education, law, social, community, government	0	0	0	0
05 Art, culture, recreation and sport	0	0	0	0
06 Sales and Service occupations	6	3	4	0
07 Trades, transport and equipment operators	7	4	6	0
08 Natural resources and agriculture	0	0	0	0
09 Manufacturing and Utilities	3	2	4	0

5B – Labour Market Churn by Occupational Group – Leeds and Grenville				
Major Occupational Group	Historic (In the Past Year)		Future (In the Coming Year)	
	Hired	Separations	Hire	Downsize
00 Management occupations	5	3	1	0
01 Business, finance and administration	6	1	5	0
02 Natural and applied sciences occupations	0	0	0	0
03 Health occupations	1	0	0	0
04 Education, law, social, community, government	0	0	0	0
05 Art, culture, recreation and sport	0	0	0	0
06 Sales and Service occupations	7	5	4	0
07 Trades, transport and equipment operators	3	3	5	1
08 Natural resources and agriculture	1	1	3	0
09 Manufacturing and Utilities	2	2	3	0

Amongst our survey respondents, labour market churn appears more pronounced in the Sales and service and Trades, transport and equipment operator occupation groups. Tables 6A and B provide further analysis by sector on the reasons for people leaving their employment in the past year.

Employment Dynamics (Continued)

Table 6A: Number of companies identifying seasons for Separations in the past year by Sector – Frontenac (24 respondents)							
	Dismissal	Quit	Retirement	Seasonal / Temporary	Work Shortage	Incorporate New Technology	Other
Agriculture, Forestry, Fish, Hunt							
Construction and Utilities	1	1	2	2			
Manufacturing	1	2	1	1			1
Wholesale Trade							
Retail Trade							
Transportation & Warehousing							
Information/Cultural Industries	2	1					
Finance and Insurance	2	1		1			
Real Estate and Rentals		1					
Professional, Scientific, Technical	2	2					1
Administrative/Support Services		1					
Educational Services							
Health Care/Social Assistance							
Arts, Entertainment, Recreation							
Accommodation & Food Services	1	1		1			
Other Services (not public admin)							
Public Administration	1	1	1	1			
Total	10	11	4	6	0	0	2

Table 6B: Number of companies identifying seasons for Separations in the past year by Sector –Leeds and Grenville (22 respondents)							
	Dismissal	Quit	Retirement	Seasonal / Temporary	Work Shortage	Incorporate New Technology	Other
Agriculture, Forestry, Fish, Hunt	1	1	1				
Mining, Oil & Gas, Quarrying			1				
Construction and Utilities		2			1		2
Manufacturing	1	1		1			
Wholesale Trade							
Retail Trade							
Transportation & Warehousing							
Information/Cultural Industries							

Employment Dynamics (Continued)

Table 6B: Number of companies identifying seasons for Separations in the past year by Sector – United Counties of Leeds and Grenville (22 respondents) - Continued							
	Dismissal	Quit	Retirement	Seasonal / Temporary	Work Shortage	Incorporate New Technology	Other
Finance and Insurance		1	1				
Real Estate and Rentals							
Professional, Scientific, Technical	1				1		
Administrative/Support Services							
Educational Services							
Health Care/Social Assistance							
Arts, Entertainment, Recreation							
Accommodation & Food Services	1	1		1			
Other Services (not public admin)	1	1		1			
Public Administration							
Total	5	9	3	3	2	0	2

Those who left for “other” reasons decided to accept new employment, follow their spouse offered a new opportunity or to be closer to family. The majority of separations were either a result of dismissal or as a result of the employee quitting a job. Given the current labour market shortage, the high number of dismissals is likely an indicator of employers’ lack of satisfaction with candidates. The large number quitting may be an indicator of the large number of opportunities locally.

Difficult to Fill Positions

Employers were asked to identify positions that were difficult to fill. Twenty-five of 44 (57%) of Frontenac business operators and 25 of 53 (47%) of Leeds and Grenville employers indicated difficulty in filling at least one position. Tables 7A and B examines the impact of the size of the company and the difficulty experienced in filling positions. Table 8 looks at the difficulty in filling positions by sector and Table 9 identifies positions difficult to fill by occupation.

Employee Size Range	No. of Survey Respondents	Companies identifying Difficult to Fill Positions	
		No of Companies	Percentage
0 to 4 employees	6	3	50.0%
5 to 9 employees	7	1	14.3%
10 to 19 employees	7	3	42.9%
20 to 49 employees	8	4	50.0%
50 to 99 employees	8	7	87.5%
100 to 199 employees	2	2	100%
200 to 499 employees	4	4	100%
More than 500 employees	2	1	50.0%
Total	44	25	56.8%

Employee Size Range	No. of Survey Respondents	Companies identifying Difficult to Fill Positions	
		No of Companies	Percentage
0 to 4 employees	23	5	21.7%
5 to 9 employees	13	9	69.2%
10 to 19 employees	5	5	100%
20 to 49 employees	9	4	44.4%
50 to 99 employees	1	0	0.0%
100 to 199 employees	0	0	0.0%
200 to 499 employees	0	0	0.0%
More than 500 employees	2	2	100%
Total	53	25	47.2%

Difficult to Fill Positions (Continued)

Table 8: Companies reporting positions that are difficult to fill by sector				
Sector	Frontenac		Leeds and Grenville	
	No. with Difficult to Fill positions	Total Number of Respondents	No. with Difficult to Fill positions	Total Number of Respondents
Agriculture, Forestry, Fishing and Hunting	0	0	2	3
Mining, Oil and Gas Extraction, Quarrying	0	0	0	1
Construction and Utilities	5	7	2	7
Manufacturing	4	6	3	4
Wholesale Trade	0	0	1	1
Retail Trade	0	1	1	4
Transportation and Warehousing	0	2	0	0
Information and Cultural Industries	2	5	0	1
Finance and Insurance	2	3	3	6
Real Estate and Rentals	0	1	0	0
Professional, Scientific and Technical Services	2	7	4	6
Management of Companies and Enterprises	0	0	0	0
Administrative and Support Services	2	2	1	2
Educational Services	2	2	2	4
Health Care and Social Assistance	0	0	1	2
Arts, Entertainment and Recreation	0	0	0	2
Accommodation and Food Services	4	5	2	4
Other Services (except public administration)	0	0	2	5
Public Administration	2	3	1	1
Total	25	44	25	53

Difficult to Fill Positions (Continued)

Table 9: Occupations that are Difficult to Fill in Frontenac and Leeds and Grenville		
Occupations	Number of Businesses	
	Frontenac	Leeds and Grenville
0114 Other administrative services manager (Inventory)		1
0414 Other managers in public administration		1
0421 Administrator, Post Secondary education	1	
0631 Restaurant and food service managers		1
1111 Financial auditors and accountants	2	1
1112 Financial analyst (bilingual)	1	
1122 Business advisor	2	1
1223 Human resources and recruitment officers	1	
1241 Office administrator		2
1311 Accounting technicians and bookkeepers		1
1414 Receptionist	1	1
2131 Civil engineer		1
2133 Electrical engineer	1	
2134 Chemical engineer	1	
2151 Architect		1
2154 Land surveying technicians and technologists		1
2174 Computer programmer		1
2175 Web designers and developers	1	
2231 Civil engineering technicians and technologists	4	1
2234 Construction cost estimators	2	
2251 Architectural technicians and technologists	1	1
2282 User support technician - information technology		2
3131 Pharmacist		1
3233 Licensed practical nurse	1	
3414 Pharmacy assistant		1
4032 Elementary school teachers		1
4214 Early childhood educator	1	
4412 Home support worker	1	
4413 Educational assistants		1
6221 Technical sales specialist (bilingual)	1	2
6321 Chef	1	
6322 Cook	2	
6332 Baker	1	
6541 Security guards	1	
6551 Customer service representatives, financial		1
6711 Food counter attendants and kitchen helpers	2	1
6731 Light duty cleaners	1	1

Difficult to Fill Positions (Continued)

Table 9: Occupations that are Difficult to Fill in Frontenac and Leeds and Grenville (Continued)		
Occupations	Number of Businesses	
	Frontenac	Leeds and Grenville
6733 Janitors, caretakers and building superintendents	1	
6741 Dry cleaning and laundry attendant	1	
7237 Welders and related machine operators	1	2
7241 Electrician	2	
7271 Carpenter	2	
7291 Roofers and shinglers		1
7294 Painters and decorators (not interior)	1	
7302 Contractors and supervisors, heavy equipment operator crews	1	
7311 Construction millwrights and industrial mechanic	1	1
7312 Heavy duty equipment mechanics	1	
7521 Heavy duty equipment operators	2	
8431 General farm workers		3
9527 Processing and manufacturing machine operators		1
9414 Concrete, clay and stone-forming operators	1	
9619 General labourer		1

Employers were asked the reason(s) why position were difficult to fill. Table 10 highlights that of the 25 Frontenac and 25 Leeds and Grenville employers reporting positions that were difficult to fill, the most significant concern was a lack of applicants. Since the launch of the EmployerOne Survey locally in 2015, the most cited reason for positions being difficult to fill has shifted from candidates not demonstrating the required skills and experience to the lack of job applicants overall, as reported by employers since 2018.

Difficult to Fill Positions (Continued)

Table 10: Reasons positions are difficult to fill in Frontenac and Leeds and Grenville Counties				
Reasons positions are difficult to fill	Frontenac Number of Companies		L & G Number of Companies	
	No.	%	No.	%*
Lack of applicants	20	80.0	14	56.0
Applicants lack experience	17	68.0	12	48.0
Applicants lack work ethic	11	44.0	11	44.0
Applicants lack technical skills	7	28.0	12	48.0
Applicants lack educational qualifications/certifications	9	36.0	9	36.0
Applicants lack interpersonal skills	6	24.0	5	20.0
Applicants lack communication skills	5	20.0	4	16.0
Inability to compete with other employers due to remote location, pay, benefits or opportunities for advancement	5	20.0	4	16.0
Applicants lack required literacy and numeracy skills	1	4.0	5	20.0
Other (Frontenac): Eastern Ontario does not have a lot of manufacturing opportunities	1	4.0	6	24.0
Other (Leeds and Grenville): Hard work				
Lack of commitment, regardless of age				
Lack of local journeypeople				
Too few hours offered				
Lack of people interested in full-time work				
Not interested in moving to a rural community				

Tables 11A and B looks at the labour market by sector and the primary concerns employers within applicable sectors identified with job candidates.

Difficult to Fill Positions (Continued)

Table 11A: Sectors and Difficult to Fill Positions – Frontenac				
Sectors	No. of Survey Respondents	Companies identifying Difficult to Fill Positions		Leading reasons positions are difficult to fill (number of times the reason was identified)
		No of Companies	Per Cent	
Construction and Utilities	7	5	71.4	Lack of applicants (5) Lack of interpersonal skills (3) Lack of experience (3) Lack of work ethic (2) Lack of communication skills (2) Do not meet education req'ts (1) Lack of technical skills Lack req'd literacy/numeracy (1)
Manufacturing	6	4	66.7	Lack of experience (4) Lack of applicants (3) Lack of technical skills (2) Do not meet education reqt's (1) Lack of interpersonal skills (1) Lack of communication skills (1) Lack of work ethic (1)
Retail Trade	1	0	0.0	
Transportation and Warehousing	2	0	0.0	
Information and Cultural Industries	5	2	40.0	Lack of applicants (2) Lack of experience (2) Lack of technical skills (1) Lack of work ethnic (1)
Finance and Insurance	3	1	33.3	No reasons provided
Real Estate and Rentals	1	0	0.0	
Professional, Scientific, Technical	7	2	28.6	Lack of applicants (2) Lack of work ethic (2) Lack of experience (2) Lack of technical skills (2) Do not meet education reqt's (1) Lack of interpersonal skills (1) Lack of communication skills (1) Competing – other employers (1)
Administrative & Support Services	2	2	100	Do not meet education req'ts (2) Lack of work ethic (1) Lack of experience (1)

Difficult to Fill Positions (Continued)

Sectors	No. of Survey Respondents	Companies identifying Difficult to Fill Positions		Reasons positions are difficult to fill (number of times the reason was identified)
		No of Companies	Per Cent	
Educational Services	2	2	100	Lack of experience (2) Do not meet education req'ts (2) Lack of work ethic (1) Competing - other employers (1)
Accommodation and Food Services	5	4	80.0	Lack of work ethic (3) Lack of experience (2) Lack of communication skills (1) Competing - other employers (1)
Public Administration	3	2	66.7	Lack of interpersonal skills (1) Do not meet education req'ts (1) Competing – other employers (1)
Total	44	26	54.5	

Sectors	No. of Survey Respondents	Companies identifying Difficult to Fill Positions		Leading Reasons positions are difficult to fill (number of times the reason was identified)
		No of Companies	Per Cent	
Agriculture, Forestry, Fish, Hunting	3	2	66.7	Lack of applicants (2) Lack of work ethic (2) Lack of interpersonal skills (1) Lack of experience (1)
Construction and Utilities	7	2	28.6	Lack of applicants (2) Lack of work ethic (1) Lack of experience (1) Lack of technical skills (1)
Mining, Oil and Gas, Quarrying	1	0	0.0	

Difficult to Fill Positions (Continued)

Table 11B: Sectors and Difficult to Fill Positions – Leeds and Grenville (Continued)				
Sectors	No. of Survey Respondents	Companies identifying Difficult to Fill Positions		Leading Reasons positions are difficult to fill (number of times the reason was identified)
		No of Companies	Per Cent	
Manufacturing	4	3	75.0	Lack of work ethic (2) Lack of experience (1) Lack req'd literacy/numeracy (1) Lack of technical skills Competing-other employers (1)
Wholesale Trade	1	1	100%	Lack of applicants (1) Lack of technical skills (1) Lack of req'd literacy/numeracy (1)
Retail Trade	4	1	33.3	Lack of applicants (1) Lack of work ethic (1) Lack of experience (1)
Information and Cultural Industries	1	0	0.0	
Finance and Insurance	6	3	50.0	Lack of experience (2) Do not meet education req'ts (2) Lack of technical skills (2) Lack of interpersonal skills (1)
Professional, Scientific, Technical	6	4	66.7	Lack of applicants (3) Lack of technical skills (3) Do not meet education req'ts (2) Competing-other employers
Administrative & Support Services	2	1	50.0	Lack of work ethic (1) Lack of experience (1) Lack req'd literacy/numeracy (1) Do not meet education req't's (1) Lack technical skills (1)
Educational Services	4	2	50.0	Lack of applicants (2) Lack of interpersonal skills (1) Lack of experience (1) Do not meet education req'ts (1) Lack of technical skills (1)
Health Care and Social Assistance	2	1	50.0	Do not meet education req'ts (1) Lack of technical skills (1) Competing-other employers (1)

Difficult to Fill Positions (Continued)

Table 11B: Sectors and Difficult to Fill Positions – Leeds and Grenville (Continued)				
Sectors	No. of Survey Respondents	Companies identifying Difficult to Fill Positions		Leading Reasons positions are difficult to fill (number of times the reason was identified)
		No of Companies	Per Cent	
Arts, Entertainment, Recreation	2	0	0.0	
Accommodation and Food Services	4	2	50.0	Lack of work ethic (2) Lack of applicants (1) Lack of interpersonal skills (1) Lack of communication skills (1) Competing – other employers (1)
Other Services (not public admin)	5	2	40.0	Lack of experience (3) Lack of req'd literacy/numeracy (2) Lack of work ethic (2) Lack of communication skills (2) Do not meet education req'ts (1) Lack of technical skills (1) Lack of interpersonal skills (1)
Public Administration	1	1	100%	Lack of applicants (1) Lack of experience (1) Do not meet education req'ts (1)
Total	53	25	47.2	

Worker Availability Overall

Finally, employers were asked to rank worker availability as either “Excellent”, “Good”, “Fair” or “Poor” for occupational groups that apply to their workforce. Tables 12A and B summarize this ranking.

Employers in Frontenac were most likely to rank the availability entry level employees, supervisory, skilled trades, or sales and marketing professionals as “Poor” or “Fair”. They were most satisfied with the availability of professionals and administrators.

Worker Availability (Continued)

Employers in Leeds and Grenville were most concerned with the availability of entry level employees and technicians and technologists, followed closely by skilled trades, professionals and sales and marketing representatives. They were most satisfied with the availability of administrators.

Occupational Type	Excellent		Good		Fair		Poor		Not Applicable	
	No.	%*	No.	%*	No.	%*	No.	%*	No.	%*
Entry Level Workers	5	20.0	0	0.0	11	44.0	7	28.0	2	8.0
Technician/Technologists	0	0.0	7	18.4	8	21.1	8	21.1	15	39.5
Trades	0	0.0	4	10.3	6	15.4	12	30.8	17	43.6
Professional	1	2.6	11	28.9	13	34.2	4	10.5	9	23.7
Administration	5	12.5	18	45.0	7	17.5	2	5.0	8	20.0
Management/Supervisory	2	5.1	7	17.9	16	41.0	6	15.4	8	20.5
Sales and Marketing	0	0.0	9	23.7	13	34.2	5	13.2	11	28.9

* Per cent of total employers providing a rank

Occupational Type	Excellent		Good		Fair		Poor		Not Applicable	
	No.	%*	No.	%*	No.	%*	No.	%*	No.	%*
Entry Level Workers	4	8.0	14	28.0	20	40.0	4	8.0	8	16.0
Technician/Technologists	2	4.1	7	14.3	9	18.4	11	22.4	20	40.8
Trades	2	4.0	6	12.0	9	18.0	10	20.0	23	46.0
Professional	3	6.4	9	19.1	12	25.5	7	14.9	16	34.0
Administration	3	6.4	14	29.8	10	21.3	5	10.6	15	31.9
Management/Supervisory	2	4.2	12	25.0	8	16.7	7	14.6	19	39.6
Sales and Marketing	2	4.1	8	16.3	10	20.4	9	18.4	20	40.8

* Per cent of total employers providing a rank

Projected Hiring

Employers in Frontenac and Leeds and Grenville identified projected in 2020-2021 by occupational group. Results are summarized by sector in Tables 13A and B.

Table 13A: Projected hiring 2020-21 by sector and occupational group - Frontenac			
Sector and Occupational Groups*	Number of Companies Surveyed	Companies Hiring	
		Number	Per Cent
Construction and Utilities	4	3	75.0%
Management occupations		2	50.0%
Business, finance and administration		2	50.0%
Sales and service occupations		1	25.0%
Trades, transport and equipment operators		3	75.0%
Manufacturing	6	5	83.3%
Management occupations		2	33.3%
Business, finance and administration		1	16.7%
Trades, transport and equipment operators		2	33.3%
Occupations in manufacturing		3	50.0%
Information and Cultural Industries	5	3	60.0%
Business, finance and administration		2	40.0%
Natural and applied sciences		1	20.0%
Sales and service		1	20.0%
Finance and Insurance	3	1	33.3%
Business, finance and administration		1	33.3%
Professional, Scientific and Technical	7	4	57.1%
Management occupations		1	14.3%
Natural and applied sciences and related occupations		3	42.9%
Sales and service occupations		1	14.3%
Administrative and Support Services	2	1	50.0%
Trades, transport and equipment operators		1	50.0%
Accommodation and Food Services	5	1	20.0%
Sales and service occupations		1	20.0%
Public Administration	3	1	33.3%
Health occupations		1	33.3%

* includes only sectors and occupational groups where projected hiring was indicated

Projected Hiring (Continued)

Table 13B: Projected hiring 2020-21 by sector and occupational group – Leeds and Grenville			
Sector and Occupational Groups*	Number of Companies Surveyed	Companies Hiring	
		Number	Per Cent
Agriculture, Forestry, Fishing and Hunting	3	2	66.7%
Business, finance and administration		1	33.3%
Natural resources, agriculture and related production		2	66.7%
Occupations in manufacturing		1	33.3%
Mining, Oil and Gas Extraction, Quarrying	1	1	100%
Occupations in manufacturing		1	100%
Construction and Utilities	7	3	42.9%
Trades, transport and equipment operators		3	42.9%
Manufacturing	4	2	50.0%
Sales and service occupations		1	25.0%
Natural resources, agriculture and related production		1	25.0%
Occupations in manufacturing		1	25.0%
Wholesale Trade	1	1	100%
Trades, transport and equipment operators		1	100%
Finance and Insurance	6	3	50.0%
Management occupations		1	16.7%
Business, finance and administration		2	33.3%
Sales and service occupations		1	16.7%
Professional, Scientific and Technical	6	3	50.0%
Business, finance and administration		2	33.3%
Natural and applied sciences and related occupations		2	33.3%
Sales and service occupations		1	16.7%
Administrative and Support Services	2	0	0.0%
Accommodation and Food Services	4	2	50.0%
Sales and service occupations		2	50.0%

* includes only sectors and occupational groups where projected hiring was indicated

Valued Skills and Competencies

Employers were invited to identify the skills and competencies they seek in their employees. Table 14 illustrates that, aside from work ethic, dedication and dependability which continues to be the attribute most valued by employers, businesses sought out employees who demonstrate strong interpersonal skills, problem-solving and the ability to work independently. Technical skills continue to be cited by a much smaller percentage of employers.

Valued Skills and Competencies (Continued)

Competencies	Frontenac		Leeds and Grenville	
	Number	Per Cent*	Number	Per Cent*
Work ethic, dedication, dependability	36	81.8	39	73.6
Teamwork / interpersonal	31	70.5	34	64.2
Problem solving, reasoning and creativity	34	77.3	30	56.6
Self-motivated-able to work with little supervision	30	68.2	34	64.2
Professionalism	31	70.5	32	60.4
Communication (oral and written)	33	75.0	29	54.7
Customer service	31	70.5	30	56.6
Willingness to learn	28	63.6	32	60.4
Time management and organization	22	50.0	24	45.3
Computer Literacy	17	38.6	19	35.8
Technical	14	31.8	19	35.8
Analytical / research	10	22.7	10	18.9
Other	2	4.5	1	1.9%
Frontenac				
Business acumen (1)				
Innovation (1)				
Leeds and Grenville:				
Strength and physical ability (1)				

* Per cent of the 44 Frontenac and 53 Leeds and Grenville companies responding to this question

Development of the Current Workforce

The EmployerOne 2019-2020 Survey sought the opinion of respondents on training availability locally. While 34 of 37 companies in Frontenac (92%) were satisfied, this was not the case in Leeds and Grenville where 12 of 53 respondents (22.6%) expressed concerns focused on cost and the lack of available resources.

Development of the Current Workforce (Continued)

Employers were asked what types of training their business would focus on in the coming year. Table 15 identifies the prominence of Basic job training; Orientation of new employees; and Health and Safety instruction across the region.

Table 15: Types of training businesses will focus on in the coming year				
Training Types	Frontenac Number of Companies		L & G Number of Companies	
	No.	%*	No.	%*
Basic job training	27	61.4	17	32.1
Orientation of new employees	21	47.7	11	20.8
Health and Safety	21	47.7	10	18.9
Sales, marketing and customer service	15	34.1	9	17.0
Computer / Office equipment	10	22.7	10	18.9
Managerial and Supervisory	14	31.8	5	9.4
Team building / Conflict resolution	8	18.2	7	13.2
Apprenticeship and specialty trades training	5	11.4	9	17.0
Productivity improvement / LEAN	5	11.4	7	13.2
Technical production	3	6.8	5	9.4
Environment / Sustainability	4	9.1	0	0.0
Literacy, numeracy and basic skills upgrading	1	2.3	1	1.9
No training planned	1	2.3	4	7.5
Other – Frontenac:	3	6.8	4	7.5
Cultural (1)				
Economic development (1)				
Financial training				
Other – Leeds and Grenville:				
Broker licensing (1)				
Financial planning certification (1)				
On the job technical training (1)				
Woodworking and tools (1)				

* Per Cent of the 44 Frontenac and 53 Leeds and Grenville companies responding to this question.

Only 15 of 99 respondents regionally (15%) indicated that they had no plans to participate in training in the coming year again citing cost and lack of availability locally as barriers.

Development of the Current Workforce (Continued)

Table 16 highlights that programs such as wage subsidies, internships and cooperative education that support on the job learning of new or prospective employment candidates are used most often by local companies. More than one in four Frontenac and 40% of Leeds and Grenville respondents have not taken advantage of any workforce development initiative citing ‘too much red tape’ or that they were unaware these supports are available locally.

Program Types	Frontenac Number of Companies		L & G Number of Companies	
	No.	%*	No.	%*
Wage subsidies	14	31.8	17	32.1
Placement internships	21	47.7	7	13.2
Training subsidies	15	34.1	10	18.9
Co-operative Education	11	25.0	13	24.9
Apprenticeships	7	15.9	6	11.3
Tax credits	3	6.8	0	0.0
None	12	27.3	21	39.6

* Per Cent of the 44 Frontenac and 53 Leeds and Grenville companies responding to this question.

General Feedback from Local Employers

The EmployerOne 2019-2020 survey invited employers to provide us with any final comments they felt would be helpful. The majority of these comments focused on employers’ frustrations with recruitment and retention of suitable candidates necessary to build their businesses. What follows is an unedited compilation of those comments.

Frontenac

- In 2019 for labour positions we have had increased numbers of applicants which will not show up to interviews or not respond as well as increases in serious attendance issues with younger labouring teams. It is our understanding that many are just doing the "applying for jobs" requirements to stay on unemployment.
- The issues are 2-fold... Lack of available qualified candidates with respect to trades oriented jobs and then the lack of jobs overall. We need increased focus on job creation specifically within trades but then we also need a revised focus on encouraging young people to go towards trades oriented jobs.

General Feedback from Local Employers (Continued)

- We are a new business relatively speaking and Kingston was a great choice for us to build.
- Attracting people with deep skills in artificial intelligence is difficult - they all want to live/work in Toronto where there is job mobility.
- Experiencing real challenges attracting and retaining staff as security guards for our business.
- We are a union based construction company. We access through the union halls. If your not working in this market (on the list) you are generally there for a reason. (Not too employable) If you want to be part of an apprenticeship we cant. We need to take the chance and ask for labour from the hall.
- We have had to hire business executives from Toronto and Ottawa to relocate due to lack of skills and experience
- With the current climate we see no plans to do any hiring. The complexity and costs todo so are also a major draw back.

United Counties of Leeds and Grenville

- Employees do not seem to take direction in job training very well, showing a lack of respect to the trainers who are trying to show the trainees how to perform their tasks more efficiently. This makes the trainees less cooperative in the team work aspect. This is discouraging to the team members who do perform their tasks.
- it is a dying trade.....and will hurt us in the future if something is not done to teach the skill required in the machining and repair industry.
- It is difficult to participate but I value this process and your efforts. Small businesses like mine, do not hire employees, we hire contracted services like sales and marketing professionals, tech support people to build and or maintain websites and learning systems. We never get recognized as employers however we contribute FTE's however have chosen to grow our nimble businesses this way. Not sure how to reflect this. I think this is a trend and a way of doing business for small rural businesses that does not get captured in surveys like this. Not a negative comment, just an observation. Thank you.
- Its hard to find roofers, they need an " working @ heights card from ministry of labour, course not give in school.
- Our business is very complex and unique
- People don't want to show for interviews, let alone to work. Calling in sick is a big-time issue, and most people want the full time pay and benefits without the hours....
- Small, and medium, businesses in the area require knowledge on how to make their businesses/ organizations more efficient and competitive. They normally have the knowledge in the specific type of business they started, but they usually lack the ability, and knowledge, to maximize the potential of the existing business - how to simultaneously lower cost, while increasing the quality, value and service. They need to learn how to do more with what they have in order to create the opportunity to grow the business which in turn will strengthen our region's economy.
- There are not enough people training or willing to learn things that are a little more difficult.
- I'm a one-person business and do not required staff.

Next Steps

The small numbers of employers participating in the EmployerOne Survey across Eastern Ontario has been recognized as a barrier to meaningful analysis of labour market demand. As a result, the Eastern Workforce Innovation Board is participating in dialogue with workforce development boards headquartered in Belleville, Peterborough, Cornwall, Ottawa, and Pembroke with a goal to develop a common survey and survey distribution process to ensure a statistically relevant local and regional response rate. The local results of this survey will be made available by the Eastern Workforce Innovation Board for Frontenac and Leeds and Grenville as well as included in a report of survey results across all of Eastern Ontario.