

All you need to know about
Your Local Labour Market

A NEWSLETTER

October 2019



EASTERN WORKFORCE
INNOVATION BOARD

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Words from the ED



Frank O'Hearn
Executive Director

The Canadian Advisory Panel of Labour Market Information defines Labour Market Information (LMI) as: "Knowledge, facts, data and relevant institutional information on the supply and demand of the various different types of labour services (employment), including prices such as wages and other forms of compensation as well as quantities both at the detailed and aggregate levels that is used for analysis and decision making."

The use of correct and timely labour market information is to ensure that "due diligence" is followed in the decision making process within the workplace.

Our office encourages you to review this newsletter as it provides a local labour market perspective of our region, our communities. It is one of many sources of information that our citizens may access at the local level. Thank you for your continued support.

What is The Board up to?

Once again as part of our Service coordination deliverable, we are producing a quarterly newsletter. Each newsletter will present labour market information and include a focus feature reflecting our current workforce.

Our LLMP Report is on track to be finished by end of November. We will be presenting the results of our LLMP Report at the Glen House Resort on December 11, 2019. At the Workforce Trends, Challenges and Opportunities event, Sandra Wright will present the results of the LLMP Report and then we will have guest speakers. Sarah Delicate will speak about driving result with diversity in the workplace and Tim Calhoun will address Mental Health, Addiction and Wellness in the workplace. To join us for this informative morning please go to

<https://www.eventbrite.ca/e/workforce-trends-challenges-and-opportunities-tickets-74346673903> to register. Look forward to seeing you there.

Our EmployerOne project is underway. Outreach for surveys to be completed over the months of October and November. Look forward to results in February 2020.

The Ministry of Training of Colleges and Universities have entered into an agreement with local boards and LEPCs across Ontario to conduct the In-Demand Skill Trades project. The project aims to provide insights on the local labour market conditions for the skilled trades through engagement with local employers at a level of granularity unavailable in most data sets and reports. The evidence collected from the project will help inform how government, industry and local communities can work together to increase the talent pipeline. The evidence will also help to inform steps to modernize and transform Ontario's skilled trades and apprenticeship

system. We will be performing outreach to the Employer community over the next couple months. The final report of our finding will be available February 2020.

Labour Market Activity



The Good

The Canarm chairman and chief executive officer David Beatty spoke to dignitaries and employees before the ground breaking ceremony for the expansion of the company's Parkdale Avenue, Brockville site July 19, 2019. Canarm, which manufactures lighting, ventilation and agricultural equipment, employs some 300 people in North

America, including 193 in Brockville, and owns the production in nearly 30 factories in China. The expansion in Brockville could result in addition 20 to 50 jobs.

The Bad & The Ugly

On July 11, 2019 Tamworth, Ontario CIBC bank branch closed. Residents and Mike Bossio, MP for Hastings-Lennox and Addington, have advocated for postal banking which was an option in the 1960s but the feedback from Parliament was that this is not a viable plan to move in that direction.

The Bayshore Home Health's alternative level of care program ended its rehabilitation services in August. According to an email sent to employees in June, Bayshore provided formal notice to the Kingston Health Sciences Centre that the program would end on August 9 due to lack of ongoing program funding. Twenty people were employed by this service although it was unsure if the close would result in job loss. In the email sent to the staff, Bayshore stated it "is very committed to assisting you in securing alternate employment within the Bayshore Family."

TR Leger continuing education school closed its Brockville St. Lawrence College campus school in September and will bus most of its students to the TR Leger campus in Prescott located in the former Central Public School on Jessup Street. The 80 students will be bused to the school and join 40 students already at the Prescott location. The rest of the 137 students will be taught at the school's existing Ormond Street location in Brockville. The move means the possibility of job loss up to a dozen employees on the school's instruction and administration staff.

The Feature

Contributed by Diane Soucie

Millennials in Today's Workplace

"Workers today feel entitled"

*"They want constant praise"*ⁱ

*"Young workers are disloyal, reckless in their approach and make aggressive demands"*ⁱⁱ.

How many of us have heard these types of comments? How many of us have thought it or, perhaps, said something similar?

The age cohort most often portrayed negatively with these types of statements are millennials. But is this a fair assessment? Let's take a look at the myths and realities surrounding millennials, why it matters and strategies to tap into the talent of this generation.

Why understanding millennials is important?

Quite simply, millennials now make up a significant segment of the workforce. While the definition of millennials varies, generally they are viewed as people born between 1978 and 1994 making them now 25 to 41 years old. As of 2019, approximately 30 per cent of today's workforce in Leeds and Grenville and 38 per cent of the workforce in Frontenac can be defined as millennials. They now exceed the numbers of workers age 55 plus and are rapidly moving into management roles. Understanding the values and motivations of millennials will enhance productivity within the work environment and alleviate frustrations.

Let's take a look at some myths and realities

Myth: Millennials are lazy

Reality: Millennials have one of the highest employment rates in the region. Statistics Canada Census data (2016) identifies 16,180 individuals age 25 to 34 were in the Frontenac County labour force or 84 per cent of the total population in the same age group. In Leeds and Grenville, of 8,950 people age 25 to 34 years old, 7,620 individuals or 85% were in the labour force.

Myth: Millennials are demanding and seek constant praise

Reality: According to a study by IBM, millennials are not so much looking for constant praise, but for an ethical and fair boss who shares information. Thirty-five percent of Boomers and Millennials listed this as the top quality they seek in a boss. Last on the priority list for Millennials? A boss who asks for their input.ⁱⁱⁱ

Myth: Millennials are obsessed with technology

Reality: Millennials are the first generation to grow up surrounded by technology. However, they are able to use technology as a means complete tasks more efficiently. Despite their ease with technology, a 2016 global study of more than 4,000 millennial and Gen Z workers (those 24 years old and younger) found that 39% preferred “in-person” communications versus email (16%), telephone (11%) and instant messaging (10%).^{iv}

Myth: Millennials are disloyal

Reality: Millennials stay with their employers longer than the preceding Generation X workers did at their age.^v (Gen X is defined as individuals born between 1965 and 1977). The disloyalty myth may stem from the fact that many millennials are chronically under-employed meaning their job is not in line with their education and skill level. Remember, many millennials entered the job market while baby boomers were still actively engaged in the labour market making it tough for younger workers to carve out a place for themselves. Millennials are also challenged by a dramatically different workplace where employment within what is often referred to as the ‘gig economy’ can be much more precarious. As reported by the Organisation for Economic Co-operation and Development, over 30% of jobs in Canada are either part-time or generated through self-employment.^{vi} As a result, millennials are looking to their current employment to provide them with the skills and experience that will help them to step into their next opportunity as they build their career. The challenge and opportunity for employers is to facilitate career-building within their company. An international study of millennials conducted by Randstad in 2016 highlighted that 25% of millennials expect to work at their current company between 3 and 4 years and 49% expect to work in their current industry for their entire career.^{vii}

Myth: Millennials are demanding, reckless and impatient about their careers

Reality: Again, there is no clear evidence that millennials are any more demanding than others. They are, however, more willing to speak up for themselves and express their opinions.^{viii} Perhaps because of their tendency to suffer under-employment, millennials are looking to their current employment to help them build the skills and experience necessary to move to their next opportunity.

What do millennials value?

Randstad’s 2016 global study exposed some underlying values of millennials including:

- High regard for a diverse workplace. 39% most valued “different points of view” while 37% valued “different fields of study”.
- One in three believe that communication is the most important quality of a leader followed by support and honesty.

- “Co-workers who like to collaborate” was most often cited as a top factor in helping them do their best work. 56% indicated the workplace attribute that helped them do their best work was “the people I work with”.
- 19% of millennials place “workplace flexibility” as their top priority, followed by health care benefits (17%) and training and development (15%)
- Top incentives that motivated millennials to work hard and stay at the company longer were: more money (32%); opportunities for advancement (20%); meaningful work (12%) and a good benefits package (10%)^{ix}

So, how do you attract, retain and promote millennials

After reviewing the myths of ‘disloyalty, entitlement and recklessness’ surrounding Millennials, having considered the realities they face and having given some thought to what it is they value, it would appear that one of the greatest challenges to cultivating a cohesive and productive workplace is a simple disconnect in communication between generations.

Boomers have long been the reigning demographic shaping our society. Their value equation focused on exchanging hard work for employment security within the company, opportunities for advancement and long-term benefits like a retirement fund or pension. As baby boomers continue to exit the labour force, it is critical for business owners and managers to understand what millennials value and what motivates them.

The Human Resources Professional Association of Canada (HRPA) provided the findings of their 2016 survey assessing over 1,000 members’ views regarding understanding, attracting and retaining millennials. These human resource professionals identified factors that contribute to what they term as “the loyalty challenge” and best practices that help to retain these workers including:

1. Providing a flexible and balanced work environment
2. Strengthening and promoting training and skills development
3. Implementing a mentoring program
4. Embracing collaboration in your organization
5. Ensuring competitive salary rates
6. Ensuring millennials have an opportunity to grow within your organization and that they know their career path in your company
7. Offering flexible work options accommodating a reasonable work-life balance
8. Ensuring technology is part of the workplace
9. Considering reverse mentoring allowing millennials to mentor older workers
10. Providing managers with training on how to lead the inter-generational workforce^x

HRPA asked their members if their company had made changes in their workplace to better integrate millennials. Fewer than one in ten indicated that actions had been taken, however, of these, 95% reported positive results.

The competition to attract and retain highly-skilled workers has never been higher. As HRP notes, maintaining a stable and talented workforce is becoming increasingly challenging. If companies do not adapt, they risk falling out of touch with their employees, falling further and further behind their competitors.^{xi}

Ipsos Mori Thinks concluded their 2017 study most perceptively recognizing that millennials are not the “snowflakes, health freaks or brand purpose warriors” some may believe, but “a huge cohort with diversifying tastes and concerns .. with some distinct, generational characteristics heading towards their most economically powerful phase”.^{xii} It is vital that business and governments understand and engage with them.

Randstad, Five common myths about millennials in the workplace debunked, <https://www.randstad.com/workforce-insights/employer-branding/5-common-myths-about-millennials-in-the-workplace-debunked/>

Joe Issid, Monster, <https://hiring.monster.ca/employer-resources/recruiting-strategies/attracting-job-candidates/stigmatizing-millennial-employees/>

IBM Study: The Real Story Behind Millennials in the Workplace, 2015, <https://www-03.ibm.com/press/us/en/pressrelease/45904.wss>

Randstad, Managing Gen Y and Z in the workplace, 2016.

Smalley, K., Randstad, The real facts behind 5 myths about millennial workers (2018),

<https://www.randstad.ca/employers/workplace-insights/talent-management/the-real-facts-behind-5-myths-about-millennial-workers/>

Herwig Immervoll, Future of work and present-day social protection Trends and challenges in the OECD area, 2017, <https://www.queensu.ca/sps/sites/webpublish.queensu.ca.spswww/files/files/Events/QIISP/2017/Session1-Immervoll-QIISP2017.pdf>

Randstad, Gen Z and Millennials collide at work, 2016, <https://www.randstadusa.com/workforce360/managing-gen-y-z/>

Randstad, Five common myths about millennials in the workplace debunked, <https://www.randstad.com/workforce-insights/employer-branding/5-common-myths-about-millennials-in-the-workplace-debunked/>

Randstad, Gen Z and Millennials collide at work, 2016, p. 21

Human Resource Professionals Association, HR & Millennials: Insights into your New Human Capital, 2016

Ibid, pg. 21

Ipsos Mori Thinks, Millennial Myths and Realities Summary Report, 2017, p. 4

Stuff you need to know

The Kingston Family Funworld has been sold. Dan and Ruth Wannemacher, with their 3 children ran the business for 23 years. The land and the business have been sold, and the final night of the drive in movies was Sunday September 1, 2019. The go-karts continued until the end of September.

KEDCO has moved its office downtown. CEO Donna Gillespie said in an interview in July that the primary factor in moving from the Innovation Park (when its lease ran out at the end of the month) was due to the reduced footprint of KEDCO’S spatial needs. Their new home will be the Royal Block at 368 King St. E. Tourism Kingston which was once a division of KEDCO but now a

separate entity will also be moving to the same location in order to put it closer to some of the city's tourism partners and the Visitor Information Centre on Ontario Street at Confederation Park.

Brockville and area employers expected a "cautiously optimistic" hiring climate in the third quarter of the year (July to September) according to the latest survey by the staffing firm Manpower Group. But the area's largest business group say its members are actually facing a local labour shortage and there are hundreds of jobs available. This was confirmed by the Brockville and District Chamber of Commerce president Keeley Patterson who said "We feel that there's actually more of a labour shortage in the area directly." "We feel more than cautiously optimistic about the labour position," said Patterson. "We are actually doing a lot of work just around trying to find labour and having more attraction efforts for employees for the area."

The Leeds Grenville Small Business Enterprise Centre launched its 19th annual Summer Company program at the Brockville Country Club the end of May. Eight students spent the summer learning entrepreneurship on the ground. The Summer Company program provides students with hands-on business training and mentoring. Participants received up to \$1,500 in early summer to help with business start-up costs, and another \$1,500 this fall, upon completion of the program and proof of returning to school. The following participants were enrolled: Danica Cole, Michael Fenn, Joshua Gilbery, Katie Gilpin, Mark Gilpin, Chad Izatt, Prutha Patel, Lauren Pringle.

Kingston and the Islands MP Mark Gerretsen made a \$3.2 million funding announcement at Queen's University late August to help with women's economic empowerment. The funding will assist three groups of women entrepreneurs in the Kingston area, including women who lead or have founded tech companies, Indigenous women entrepreneurs, and recent female graduate from Queen's University who are starting a business in Kingston. The funding is part of the government's first Women Entrepreneurship Strategy, a \$2 billion investment that seeks to double the number of women-owned businesses by 2025, a news release from Gerretsen's office said. A news release from Queen's said the funds will be distributed as part of the Women Entrepreneurship Strategy Ecosystem Fund, and the investment will assist Queen's and its partners to design and deliver programs and services to accelerate, train, mentor and provide resource to women-led companies in the community.

Support is strong for "any community or student entrepreneur who's trying to solve a real problem," according to Dunin-deshpande Queen's Innovation Centre director Melanie Robb. This summer's Dunin-deshpande regional pitch competition offers a pool of around \$100,000 to winning regional startup businesses and social enterprises. It's the culmination of the centre's summer incubator, the Queen's Innovation Centre Summer Initiative (QICSI), which is an intensive program for students and community members starting businesses in any sector. The summer pitch competition feature 15 to 20 companies which compete for a chance to win seed funding to support the early stages of their entrepreneurship as the build their businesses.

Three Queen's University students, Zoe Mitz, Jesse Mastrangelo and Kyra Grant are on a mission to revolutionize the social lives of seniors living in retirement communities. With guidance and investment from the Kingston Economic Development Corporation and the Queen's innovation Centre, they are seeking to turn this mission into a business through the development of an app called Lifeluxe. Lifeluxe is a recreation and community management platform designed for retirement homes, which seeks to aid staff in planning and facilitating enjoyable programs for their residents. The Lifeluxe Connect, the company's initial offering, promises to give seniors in retirement communities the ability to "pilot their own social lives and regain a sense of fulfillment." The platform will also allow seniors to read about one another, find common interests and plan outings.

Urban Hippy Granola has grown significantly in the past four years and has no plans to stop now. Casey Krebs is the CEO of Urban Hippy Granola has always loved to bake goodies. She opened a stand at the farmers market in Kingston because she needed some place to move the bake goods out of her kitchen. "It was a fun thing for me to do. I'd bake tarts and cookie and I always had granola. I had about 40 flavours of granola before I started selling it to stores," said Krebs. Over the past four years, her granola could be found online at www.well.ca, in independent organic food stores, as well as Metro, Food Basics and Rainbow Foods. In June Krebs announced that the granola will also be available in 14 Sobeys and Foodlands and Ottawa and the surrounding area, including the Foodland in Verona. Krebs' advice to anyone with a potential business idea is to jot down a plan. It doesn't have to be fancy, but she said it's important to come up with goals – how you'll plan to achieve them and to give yourself at timeline. While funding can be a stressful aspect of starting a business, Krebs urged entrepreneurs to keep an eye out for grants and local funding programs.

This year's inspiring Women of Kingston was held Thursday June 13, 2019. Julie Brown of Global News moderated the discussion. Members of the panel were Melissa Eapen, co-owner of Improbable Escapes, Anne-Vivian Scott, president and CEO of BKIN Technologies, Michelle Pilon, owner of Loverbirds Bridal and The Grocery Basket, and Kingston Police Chief Antje McNeely. The luncheon and panel were to highlight the first-ever Inspiring women of Kingston award recipients, presented in three categories: Leadership, Entrepreneur, and Community Trail blazer. Pam Bovey-Armstrong, professor and coordinator of the St. Lawrence College marketing program, was awarded the Leadership award. Rebecca Dinelle, the chief financial officer at Environmental Contracting Services Inc., was presented with the Entrepreneur award. The business has grown from two employees to more than 75 in just 10 years. Carl Reilly Moore, the director of Happy Tails Farm Sanctuary, won the Community Trailblazer award.

Government House leader Todd Smith, the MPP for Bay of Quinte and minister of economic development, job creation and trade, spoke to member of the Greater Kingston Chamber of Commerce Friday June 14, 2019. His message was about the governments mandate to create jobs and create an environment where companies can create jobs. Also key to his message was Bill 148, which included the elimination of the Ontario College of Trades and halting planned increases in the minimum wage.

The Smiths Falls-based Canopy Growth Corporation will be donating \$100,000 to the Kemptville Ferguson Tree Nursery in support of Forest Ontario's 50 million trees program. Forest Ontario, a partner of Ferguson, is a not-for-profit organization based in Toronto and was recently hit hard after the provincial government cancelled its financial support of the 50 Million Tree program, which represented about 40 per cent of the annual revenue to Ferguson Tree Nursery. Although, the federal government provided \$15 million to save the 50 million trees program after the provincial government discontinued funding, it wasn't at the same level. This private financial support will help supplement the gap.

The federal government has cancelled the Eastern Ontario Development Program that funneled \$8.5 million to not-for-profits and some businesses in the region over the last 15 years. The program has been replaced by the new Rural Innovation Initiative that focuses mainly on money for business, not for not-for-profits. Tom Russell, executive director of the Thousand Islands Community Development Corporation that runs the programs, said the old program had a five-year sunset clause, so his group knew the end was near. Russell said the TICDC has been given \$500,000 this year and \$250,000 for next year for the new program that will expire in two years. If the program is successful, the government might extend it, he said.

People R Us



Gord and Kim McGregor owners of Gord and Kim's No Frills store on Coverdale Drive retired in July, 2019 after 24 years. The plan on spending some time on the golf course, spending more time with their four grandchildren and do some travelling.



Tim Brown executive director of the Food Sharing Project retired in July, 2019. For the past seven years, Brown 57, has been the executive director of the organization, a non-profit organization established with the goal of providing nutritious breakfasts, lunches and snacks to schoolchildren in order to improve their readiness to learn. The project was founded in 1982.

Links of Usefulness-In no particular order

Algonquin & Lakeshore Catholic District School Board www.alcdsb.on.ca
College of Trades www.collegeoftrades.ca
Academy of Learning <http://aolkingston.com>
The Ontario Tourism Education Corporation (OTEC) <http://www.otec.org>
St. Lawrence College Employment Services
<http://www.employmentservice.sl.on.ca/?lm=0&Location=10>
Community Living Kingston <http://www.communitylivingkingston.org>
Career Services <http://careerservices.ca>
Upper Canada District School Board <http://www.ucdsb.on.ca>
United Communities of Leeds Grenville <http://www.leedsgrenville.com/en>
Community Care Access Centre <http://www.ccac-ont.ca>
Correctional Service Canada <http://www.csc-scc.gc.ca>
KEYS Job Centre www.keys.ca
North Grenville <http://www.northgrenville.on.ca>
Evolution Group Inc. <http://evolutiongroupinc.com>
City of Kingston www.cityofkingston.ca
Brockville Chamber of Commerce <http://www.brockvillechamber.com>
County of Frontenac <http://www.frontenacounty.ca>
Frontenac Community Futures Development Corporation <http://www.frontenaccfdc.com>
March of Dimes <http://www.marchofdimes.ca>
Kingston Chamber of Commerce <http://www.kingstonchamber.on.ca>
Employment and Education Centre <http://www.eecentre.com>
Upper Canada Leger Centre for Education and Training www.uclc.ca
1000 Islands Chamber of Commerce <http://1000islandschamber.com>
Loyalist Township <http://www.loyalisttownship.ca>
Downtown Brockville <http://www.downtownbrockville.com>
Prescott and Area Chamber of Commerce <http://www.prescottanddistrictchamber.com>
Town of Gananoque <http://www.gananoque.ca>
Town of Prescott <http://www.prescott.ca>
Eastern Ontario Development Fund www.ontario.ca/business-and-economy/eastern-ontario-development-fund
Kingston Immigration Partnership <http://www.kchc.ca/index.cfm/kip>
Ministry of Agriculture and Food <http://www.omafr.gov.on.ca>
North Frontenac Township <http://www.northfrontenac.com>
Service Canada www.servicecanada.gc.ca
Township of Central Frontenac <http://www.centralfrontenac.com>
Restart Employment Services <http://www.restartnow.ca>
Catholic District School Board of Eastern Ontario <http://www.cdsbeo.on.ca>
TR Leger School of Adult, Alternative & Continuing Education
www.ucdsb.on.ca/school/trl/Pages/default.aspx
United Way www.unitedway.ca

Gananoque and District Association of Community Living
<http://ottawa.cioc.ca/record/KGN1604>
Town of Smith Falls <http://www.smithsfalls.ca>
Limestone District School Board www.studykingston.com
Northern Frontenac Community Services Corporation <http://kingston.cioc.ca/record/KGN1016>
Prince Edward - Lennox and Addington Social Services <http://pelass.org>
Kingston Skills & Literacy <http://www.klandskills.ca>
CSE Consulting <http://www.cseconsulting.com>
Literacy Link Eastern Ontario <http://www.lleo.ca>
Village of Merrickville-Wolford <http://www.merrickville-wolford.ca>
Excellence in Manufacturing Consortium <http://www.emccanada.org>
Parliament of Canada <http://www.parl.gc.ca>
Kingston Construction Association <http://www.kca.on.ca>
Boys and Girls Club www.bgckingston.ca
Grenville Community Futures Development Corporation <http://www.grenvillecfdc.com>
Township of Leeds and The Thousand Islands <http://www.leeds1000islands.ca>
Centre for Internationally Educated Nurses <http://www.care4nurses.org>
Ontario Skills Passport <http://www.skills.edu.gov.on.ca/OSP2Web/EDU/Welcome.xhtml>
Ontario East Economic Development <http://www.onteast.com>
Algonquin College <http://www.algonquincollege.com>
Kingston Canada <http://livework.kingstoncanada.com>
Primus Accessibility Services http://primus.ca/index.php/que_en/about-us/accessibility-services
OLG Thousand Islands http://www.olg.ca/olg-casinos/casino_facilities.jsp?gamesite=thousand_islands
Covidien <http://www.covidien.com>
Girls Inc. of Upper Canada <http://www.girlsinc-uppercanada.org>
Connections Adult Learning Centres <http://kingston.cioc.ca/record/KGN3999>
ACFOMI <http://www.acfomi.org>
Grade Learning <http://gradelearning.ca>
1000 Islands Tourism <http://www.1000islandstourism.com>
1000 Islands Community Develop Corporations <http://www.ticdc.ca>
Independent Living Centre Kingston <http://www.ilckingston.com>
RDEE <http://www.rdee-ont.ca>
The Department of National Defense and the Canadian Forces <http://www.forces.gc.ca>
Green Centre Canada <http://www.greencentrecanada.com>
Image Advantage <http://www.imageadvantage.com>
Augusta Township <http://www.augusta.ca>
Ministry of Training, Colleges and Universities <http://www.tcu.gov.on.ca/eng>
Township of South Frontenac <http://www.township.southfrontenac.on.ca>
Interactive Manufacturing Innovation Networks <http://www.iminonline.ca>
Frontenac Community Mental Health & Addictions Services <http://www.fcmhas.ca>
Township of Edwardsburgh/Cardinal <http://www.edwardsburghcardinal.ca>
Adecco <http://www.adecco.ca>

Brockville General Hospital <http://www.bgh-on.ca>
The Corporation of the Township of the Front of Yonge www.Mallorytown.ca
Township of Rideau Lakes <http://www.twprideaulakes.on.ca>
County of Lennox & Addington <http://www.lennox-addington.on.ca>
Brockville and Area YMCA <http://www.brockvilley.com>
Fulford Academy <http://www.fulfordacademy.com>
Liaison College <http://www.liaisoncollege.com>
North Grenville Chamber of Commerce <http://www.northgrenvillechamber.com>
St. Lawrence – Rideau Immigration Partnership <http://www.leedsgrenvilleimmigration.ca>



Ministry of Training, Colleges and Universities

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*The views expressed in this document do not necessarily reflect those of Employment Ontario.
Les points de vue exprimés dans le présent document ne reflètent pas nécessairement ceux d'Emploi
Ontario*

ⁱ Randstad, Five common myths about millennials in the workplace debunked, <https://www.randstad.com/workforce-insights/employer-branding/5-common-myths-about-millennials-in-the-workplace-debunked/>

ⁱⁱ Joe Issid, Monster, <https://hiring.monster.ca/employer-resources/recruiting-strategies/attracting-job-candidates/stigmatizing-millennial-employees/>

ⁱⁱⁱ IBM Study: The Real Story Behind Millennials in the Workplace, 2015, <https://www-03.ibm.com/press/us/en/pressrelease/45904.wss>

^{iv} Randstad, Managing Gen Y and Z in the workplace, 2016.

^v Smalley, K., Randstad, The real facts behind 5 myths about millennial workers (2018), <https://www.randstad.ca/employers/workplace-insights/talent-management/the-real-facts-behind-5-myths-about-millennial-workers/>

^{vi} Herwig Immervoll, Future of work and present-day social protection Trends and challenges in the OECD area, 2017, <https://www.queensu.ca/sps/sites/webpublish.queensu.ca.spswww/files/files/Events/QIISP/2017/Session1-Immervoll-QIISP2017.pdf>

^{vii} Randstad, Gen Z and Millennials collide at work, 2016, <https://www.randstadusa.com/workforce360/managing-gen-y-z/>

^{viii} Randstad, Five common myths about millennials in the workplace debunked, <https://www.randstad.com/workforce-insights/employer-branding/5-common-myths-about-millennials-in-the-workplace-debunked/>

^{ix} Randstad, Gen Z and Millennials collide at work, 2016, p. 21

^x Human Resource Professionals Association, HR & Millennials: Insights into your New Human Capital, 2016

^{xi} Ibid, pg. 21

^{xii} Ipsos Mori Thinks, Millennial Myths and Realities Summary Report, 2017, p. 49